

South Carolina Commission on Higher Education

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Mr. Hood Temple

Dr. Richard C. Sutton
Executive Director

CHE
9/4/14
Agenda Item 3

September 4, 2014

MEMORANDUM

To: General John Finan, Chair, and Members, SC Commission on Higher Education
From: Dr. Bettie Rose Horne, Chair, and Members, Committee on Academic Affairs and Licensing

Consideration of the College of Charleston Mission Statement Revision

Background

The College of Charleston has requested that the Commission on Higher Education (CHE) approve changes to its mission statement [Appendix IA]. The College of Charleston Board of Trustees approved a revised mission statement on July 23, 2014 [Appendix IB], and the President submitted the statement and request for consideration to CHE the following day. CHE staff determined that the requested revisions, which included a change in sector from a “comprehensive” institution (four-year college or university) to a “research” institution, were substantive in nature and, therefore, not within CHE guidelines for staff approval authority and require consideration of the Commission.

Legislation to create a new or redesigned research institution in Charleston by statute was debated during the 2013-14 session of the South Carolina General Assembly but was ultimately not successful. Members of both the House and Senate chambers raised numerous arguments both in favor of and in opposition to this initiative. In July, the College of Charleston brought its request for a mission and sector change to CHE for resolution.

Analysis

Act 359 of 1996 established the mission of higher education in South Carolina and identified the missions of four sectors of public higher education institutions in the state. CHE was vested with the authority and responsibility for approving each institutional mission statement to ensure it is within the overall mission of the state and of the particular type of institution [SC Code of Laws, §59-503-15 and §59-103-45(6)]. Presently, the College of Charleston is identified in its approved mission statement as a comprehensive (four-year) university. According to the statute outlining sector missions, four-year colleges and universities may not offer doctoral degrees with two exceptions: (1) doctoral degrees offered prior to the passage of Act 359 of 1996, and (2) doctoral degrees in marine science approved by CHE pursuant to a change in sector mission enacted with the passage of Act 213 of 2012.

The current request made by the College of Charleston, as provided for in the board-approved mission statement and as described in subsequent correspondence from the College of Charleston, seeks to establish the College of Charleston as a research institution. The University of Charleston, SC would be designated to house the College of Charleston's graduate and research programs with the authority to offer targeted doctoral programs tied directly to the economic growth and development of the Lowcountry region.

According to current statute, the requested change, as submitted, would simultaneously require a sector change for the College of Charleston. Sector change reviews may contain multiple steps and can extend over the course of several months. The last time the Commission approved a sector change was 2002, when University of South Carolina Beaufort moved from a two-year regional campus of the University of South Carolina to a four-year university.

College of Charleston officials have indicated the need to move quickly to establish its authority to offer doctoral programs in order to secure substantial external funding. A sector review process could impede the College of Charleston's ability to acquire the resources available to support new doctoral degree programs. The College of Charleston has stated that its request for changes to its mission is "only one cautious step for CHE and the College of Charleston in the direction of offering new doctoral programs in Charleston, if and when appropriate programs are identified and funding is available."

The College of Charleston has asserted that it has no immediate or long-term intention of offering "a comprehensive array of doctoral programs," nor any immediate plans to seek increased funds from the state. The request to substitute "research" for "comprehensive" in its mission appears to be rooted in the College of Charleston's desire to be in compliance with current state statute that limits the offering of doctoral programs to "research institutions." [Section 59-103-15]

The challenge centers on finding a resolution by which the College of Charleston's request for approval of a revised mission statement would result in the designation of the University of Charleston, SC as the College of Charleston's research institution, but not in a sector change for the College of Charleston. Additionally, there needs to be consistency among the institution's mission statement, South Carolina statutes, and the authority and responsibility of the Commission to review and approve institutional mission statements. [Section 59-103-15]

If the Commission were to approve the July 23, 2014, board-approved mission statement as submitted, there could be widespread implications for the other four-year comprehensive colleges and universities in the state that may seek to offer similar, targeted doctoral programs. The result of such action could include the potential for an unprecedented financial burden on students and the state that could compromise South Carolina's higher education enterprise.

The recommendation does not address the broader challenge facing higher education in South Carolina which would require an assessment of how much expansion of graduate and doctoral education is in the state's best interests, how it would be funded, and how it should be delivered. The College of Charleston has not submitted detailed information to explain how much any new doctoral programs will cost, what the University of Charleston, SC will look like, or how its research designation will impact other research institutions in the state.

CHE staff acknowledged these gaps in its analysis and recognized that information included in the doctoral build-up plan requested from the College of Charleston would provide more specific information about the College of Charleston's academic and financial plans. In addition, CHE has rigorous policies and procedures in place that govern the development of new academic programs, which will further ensure that the College of Charleston does not act in haste developing new doctoral degrees.

Staff considered a variety of questions from various stakeholders, some of which express concern about the unintended consequences that may result from the College of Charleston's proposed mission change. Nonetheless, several key factors emerged that ultimately assisted the crafting of the recommendation:

- The 1992 creation of a University of Charleston, SC allows the College of Charleston Board of Trustees to "exercise the necessary powers and authority for the university" as set forth in the statute. [Section 59-130-30(20); 1992]
- Designating the University of Charleston, SC as the College of Charleston's "research institution" through a revised mission statement is consistent with Commission authority to review and approve mission statements "to ensure it is within the overall mission of that particular type of institution." [Section 59-103-45(6)]
- The College of Charleston is unique in its institutional bifurcation. No other four-year comprehensive university in the state houses a separate research institution (University of Charleston, SC) authorized by statute.
- College officials have stated that the budget for the University of Charleston, SC will be separate from that of the College of Charleston. Further, they have stated that new doctoral programs "will not be permitted to compromise undergraduate instruction and quality."
- The College of Charleston has provided initial documentation to support its request to offer targeted doctoral programs through the University of Charleston, SC, including evidence of economic need for doctoral programs in the Lowcountry region and comparative research with other institutions in the Southeast that have charted a similar course advancing capacity for research degrees.

Recommendation

In order to satisfy the College of Charleston's request for a change in mission statement that (1) retains the primary focus of the College of Charleston's mission as a four-year undergraduate institution, (2) designates the University of Charleston, SC as the College of Charleston's research institution, and (3) maintains consistency with state statutes and the Commission's authority, the Committee on Academic Affairs and Licensing commends favorably to the Commission approval of the College of Charleston's request to change its mission with the following conditions:

- Approval by the College of Charleston Board of Trustees of the Proposed CHE Staff Mission Statement Revision (Appendix IC), or an acceptable revision that maintains the integrity of the College of Charleston as a comprehensive four-year institution but designates a research institution--the University of Charleston, SC--that will function as a separate entity within the College of Charleston under the provisions of Section 59-103-15. The University of

Charleston, SC will offer targeted doctoral degrees that support the economic growth and development of the Lowcountry region.

- *The College of Charleston Board of Trustees approved a new mission statement August 25, 2014 that is consistent with staff recommendations (Appendix ID & E).*
- Confirmation from the Southern Association of Colleges and Schools-Commission on Colleges (SACS-COC) that the College of Charleston's mission statement change does not constitute substantive change according to its accreditation guidelines.
 - *SACS-COC submitted a letter to the Commission confirming that the College of Charleston's request for a mission statement change did not constitute substantive change according to SACS-COC guidelines at this time (Appendix II).*
- Submission of a doctoral build-up plan to the Commission that responds adequately to questions raised by CAAL members at their August 7, 2014 meeting; and subsequent recommendation by staff and approval of the plan by CAAL and the Commission.
 - *The College of Charleston submitted a response to CHE's staff request for a doctoral build-up plan (Appendix III). Staff reviewed the College's response and concluded that, though there is much detail still missing (e.g., projected budget and enrollment), the College provided helpful parameters (e.g., no more than three new doctoral programs with a total of sixty students over the next ten years), to indicate how the new programs would develop. In addition, staff affirms it is confident that CHE's rigorous program review process will assess more detailed information when the College submits its first doctoral program proposal.*

Two assumptions support this recommendation:

- 1) That the unique statutory authority of the College of Charleston and the University of Charleston, SC, establishes a distinct bifurcation of institutional autonomy that is not found at any other public four-year comprehensive university in the state;
- 2) That the Commission's authority to "review and approve mission statements to ensure it is within the overall mission of that particular type of institution" [Section 59-103-45(6)] allows it to designate the University of Charleston, SC as a research institution while maintaining the designation of the College of Charleston as a four-year university.

Further, CAAL recommends to the Commission that this approval pertain only to the College of Charleston and its designated research institution, the University of Charleston, SC, with no further extension to South Carolina's other four-year comprehensive institutions. The College of Charleston's situation is unique, and its request for a mission statement change has been reviewed in light of these circumstances.

Finally, in reference to the preceding paragraph, CAAL members strongly endorse the creation of a second, separate proposal to the Commission seeking statutory change that would re-define sector designations in the state of South Carolina. These revisions should be made so that the statute [Section 59-103-15(B1-4)] is consistent with definitions used by regional accrediting agencies (such as SACS-COC), or the Carnegie Classification of Institutions of Higher Education. A comparative chart showing Carnegie, SACS-COC and South Carolina sector definitions is included as Appendix IV.

Appendix I

A) College of Charleston Current Mission Statement

The College of Charleston is a state supported comprehensive institution providing a high quality education in the arts and sciences, education and business. Consistent with its heritage since its founding in 1770, the College retains a strong liberal arts undergraduate curriculum. Located in the heart of historic Charleston, it strives to meet the growing educational demands primarily of the Lowcountry and the state and, secondarily, of the Southeast. A superior quality undergraduate program is central to the mission of the College.

The College of Charleston seeks applicants capable of successfully completing degree requirements and pays particular attention to identifying and admitting students who excel academically. The College of Charleston serves a diverse student body from its geographical area and also attracts students from national and international communities. The College provides students a community in which to engage in original inquiry and creative expression in an atmosphere of intellectual freedom. This community, founded on the principles of the liberal arts tradition, provides students the opportunity to realize their intellectual and personal potential and to become responsible, productive members of society.

In addition to offering a broad range of baccalaureate degree programs, the College currently provides an increasing number of masters' degree programs, which are compatible with the community and the state. As a prominent component of the state's higher education system, the College encourages and supports research. Its faculty is an important source of knowledge and expertise for the community, state, and nation. Additionally, the College provides an extensive credit and non-credit continuing education program and cultural activities for residents of the Low country of South Carolina.

This Mission Statement (also called the Statement of Purpose) has been approved or revised by the Board of Trustees of the College of Charleston on March 12, 1986; January 16, 1991, February 15, 1994; and on July 13, 2006.

B) College of Charleston Mission Statement As Approved by the College of Charleston Board of Trustees July 23, 2014

The College of Charleston is a state-supported research institution providing a high-quality education in the arts and sciences, education and business. The faculty is an important source of knowledge and expertise for the community, state, and nation.

Consistent with its heritage since its founding in 1770, the College retains a strong liberal arts undergraduate curriculum. Located in the heart of historic Charleston, it strives to meet the growing educational demands primarily of the Lowcountry and the state and, secondarily, of the Southeast. A superior undergraduate program is central to the mission of the College of Charleston.

In addition to offering a broad range of baccalaureate degree programs, master's degree programs are provided through the University of Charleston, South Carolina (UCSC). UCSC, which houses the graduate and research programs associated with the College, anticipates offering a limited number of doctoral degrees, should location and need warrant. Additionally, the College provides an extensive credit and non-credit continuing education program and cultural activities for residents of the Lowcountry of South Carolina.

The College of Charleston seeks applicants capable of successfully completing degree requirements and pays particular attention to identifying and admitting students who excel academically. The College of Charleston serves a diverse student body from its geographic area and also attracts students from nation and international communities. The College provides students a community in which to engage in original inquiry and creative expression in an atmosphere of intellectual freedom. This community, founded on the principles of the liberal arts tradition, provides students the opportunity to realize their intellectual and personal potential and to become responsible, productive members of society.

The Mission Statement (also called the Statement of Purpose) has been approved or revised by the State College Board of Trustees or the College of Charleston Board of Trustees on January 16, 1974; March 12, 1986; January 16, 1991; February 15, 1994; July 13, 2006; and July 23, 2014.

C) CHE Staff Proposed New Mission Statement with Changes Shown (edits underlined)

The College of Charleston is a state-supported ~~research~~ comprehensive institution providing a high-quality education in the arts and sciences, education and business. The faculty is an important source of knowledge and expertise for the community, state, and nation.

Consistent with its heritage since its founding in 1770, the College retains a strong liberal arts undergraduate curriculum. Located in the heart of historic Charleston, it strives to meet the growing educational demands primarily of the Lowcountry and the state and, secondarily, of the Southeast. A superior undergraduate program is central to the mission of the College of Charleston. As a prominent component of the state's higher education system, the College encourages and supports research.

In addition to offering a broad range of baccalaureate degree programs, the College incorporates the University of Charleston, South Carolina (UCSC), established by state statute in 1992, which serves as a research institution where the graduate and research programs associated with the College are housed. UCSC provides master's degree programs and anticipates offering a limited number of doctoral degrees should location and need warrant. The College also provides an extensive credit and non-credit continuing education program and cultural activities for residents of the Lowcountry of South Carolina.

The College of Charleston seeks applicants capable of successfully completing degree requirements and pays particular attention to identifying and admitting students who excel academically. The College of Charleston serves a diverse student body from its geographic area and also attracts students from national and international communities. The College provides students a community in which to engage in original inquiry and creative expression in an atmosphere of intellectual freedom. This community, founded on the principles of the liberal arts tradition, provides students the opportunity to realize their intellectual and personal potential and to become responsible, productive members of society.

The Mission Statement (also called the Statement of Purpose) has been approved or revised by the State College Board of Trustees or the College of Charleston Board of Trustees on January 16, 1974; March 12, 1986; January 16, 1991; February 15, 1994; July 13, 2006; July 23, 2014; and August/September xx, 2014.

D) CHE Staff Proposed New Mission Statement as Approved by the College of Charleston Board of Trustees, August 25, 2014

The College of Charleston is a state-supported comprehensive institution providing a high-quality education in the arts and sciences, education and business. The faculty is an important source of knowledge and expertise for the community, state, and nation.

Consistent with its heritage since its founding in 1770, the College retains a strong liberal arts undergraduate curriculum. Located in the heart of historic Charleston, it strives to meet the growing educational demands primarily of the Lowcountry and the state and, secondarily, of the Southeast. A superior undergraduate program is central to the mission of the College of Charleston. As a prominent component of the state's higher education system, the College encourages and supports research.

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The Mission Statement (also called the Statement of Purpose) has been approved or revised by the State College Board of Trustees or the College of Charleston Board of Trustees on January 16, 1974; March 12, 1986; January 16, 1991; February 15, 1994; July 13, 2006; July 23, 2014; and August 25, 2014.

OAA
Aug. 23, 2014

E) Resolution of the College of Charleston Board of Trustees regarding Mission Revision

**COLLEGE OF CHARLESTON
UNIVERSITY OF CHARLESTON, SOUTH CAROLINA
RESOLUTION OF THE BOARD OF TRUSTEES
REVISED MISSION STATEMENT**

August 25, 2014

WHEREAS, the College of Charleston Board of Trustees approved revisions to the College of Charleston Mission Statement on July 23, 2014; and

WHEREAS, South Carolina's Commission on Higher Education has the statutory obligation to review and approve mission statements for South Carolina's public colleges and universities; and

WHEREAS, the College of Charleston administration has had extensive consultations with the members of the Commission on Higher Education and the Commission staff regarding the Mission Statement approved by the Board of Trustees on July 23, 2014; and

WHEREAS, members of the Commission and Commission staff have asked the Board of Trustees and the President of the College to consider revisions to the Mission Statement that would further recognize and clarify the unique relationship between the College of Charleston and its component, the University of Charleston, South Carolina; and

WHEREAS, the revisions to the Mission Statement, as recommended by the staff of the Commission on Higher Education, would separately acknowledge the historic emphasis of the College of Charleston on outstanding undergraduate instruction, while simultaneously expanding the opportunities for graduate instruction and research activities for which the University of Charleston, South Carolina, is responsible; and

WHEREAS, the revisions proposed by the staff of the Commission on Higher Education are consistent with and supportive of the goals and objectives that led to the Board's previous approval of revisions to the Mission Statement on July 23, 2014;

NOW THEREFORE, be it --

RESOLVED, that the Board hereby approves a revised Mission Statement for the College of Charleston, as attached to the Board of Trustees Minutes for this date, which designates the College as a comprehensive institution and designates the College's component, the University of Charleston, South Carolina, as a research institution; and

RESOLVED, that the Board hereby directs the administration of the College of Charleston to seek the timely approval of this Mission Statement by the South Carolina Commission on Higher Education.



AUG 21 2014

August 18, 2014

Dr. Richard C. Sutton
Executive Director
South Carolina Commission
on Higher Education
1122 Lady Street, Suite 300
Columbia, SC 29201

Dear Dr. Sutton:

I am in receipt of a copy of your letter dated July 31, 2014, to President Glenn McConnell regarding the language in the mission statement of the College of Charleston (SC). I have spoken with President McConnell and his staff about the reason for the change and any substantive issues that may result from it from our perspective.

As a result of President Mc Connell's explanation, it does not appear that the changing of the wording from comprehensive to research institution or aspiring to offer doctoral degrees is a substantive change from SACSCOC's perspective. The College is already approved to offer master's level degrees which, in and of themselves, are research based. Should the institution actually move forward with offering doctoral degrees, then this is a change that requires SACSCOC approval before implementation and President McConnell is aware of the process to follow.

If you have any additional concerns or questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Belle S. Wheelan".

Belle S. Wheelan, Ph.D.
President

BSW:rb

cc: Lt. Gov. Glenn F. McConnell
Dr. Penelope W. Brunner
Dr. Marsal P. Stoll

Appendix II
COLLEGE of
CHARLESTON
FOUNDED 1770

Glenn F. McConnell
President

66 George St.
Charleston, SC 29424
843.953.5500
mcconnellgf@cofc.edu

August 4, 2014

Dr. Belle S. Wheelan, President
Southern Association of Colleges and Schools
Commission on Colleges
1866 Southern Lane
Decatur, Georgia 30033

Dear Dr. Wheelan:

I received Dr. Richard Sutton's letter of August 1, 2014, that was copied to you and feel that several points need to be clarified:

- 1) The College of Charleston understands that our accreditation extends only to the undergraduate and master's degrees being offered at this time.
- 2) The College has not (and is not) developing a prospectus for any doctoral degrees.
- 3) The College has no intention of petitioning SACSCOC to move from Level III to Level V at the present time.
- 4) The change in the College's mission statement that was submitted to SACSCOC on Friday, August 1, reflects the College's desire to reinstate both the use of the University of Charleston, South Carolina, name for the graduate component of the College and the use of doctoral program language referenced in our earlier mission statements.

As I am sure you are aware, over the past year there has been considerable discussion in the South Carolina Legislature regarding the expansion of offerings at the College of Charleston. As a new president, I want to make certain that the appropriate steps and procedures are followed in an orderly fashion; and, I presumed that a review and revision of the College's mission statement would be the first step (CS 3.1.1). Because we are not seeking a level change, not offering any doctoral programs, and using language accepted in previous mission statements, we expected that the mission statement changes would be considered editorial by SACSCOC. The revised mission statement submitted to SACSCOC last week also reflects the College's openness to expansion by the Legislature should such change be forthcoming.

Dr. Penelope Brunner assures me that the College of Charleston has enjoyed an extremely positive working relationship with SACSCOC during her tenure at the College; Dr. Marsal Stoll has provided guidance and support throughout a number of challenges. It is my intention that this relationship continue

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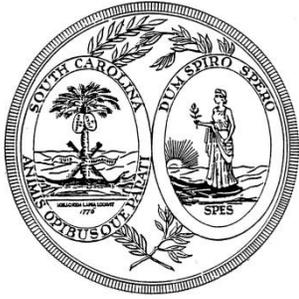
to be sustained. I welcome your counsel and guidance and would like to schedule a conversation at your earliest convenience.

Sincerely,

A handwritten signature in black ink that reads "Glenn F. McConnell". The signature is written in a cursive style with a large, stylized initial "G".

Glenn F. McConnell
President

cc: Dr. Marsal P. Stoll, Vice President SACSCOC
Dr. Penelope W. Brunner



Appendix II
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Brig Gen John L. Finan, USAF (Ret.), Chair
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Dr. Jennifer B. Settlemyer
Mr. Hood Temple

Dr. Richard C. Sutton
Executive Director

August 1, 2014

President Glenn F. McConnell
The College of Charleston
66 George Street
Charleston, SC 29424

Dear Glenn:

Following up on my letter of July 31, below is an outline of the steps required in order for Commission staff to determine that the College of Charleston's proposed mission statement revision and associated sector change from a comprehensive to a research institution with the authority to offer doctoral degrees complies with accrediting standards of the Southern Association of Colleges and Schools/Commission on Colleges (SACS-COC). As you know, the Commission's policy on new or revised mission statements is intended to "[e]nsure to the greatest extent possible that CHE-approved mission statements will meet SACS-COC principles, guidelines, and expectations."

It is my reading of the SACS-COC policy statement on substantive change that your proposal "alters significantly the educational mission of the institution" by moving from a Level III to a Level V institution and therefore requires Procedure #1 and prior approval of SACS-COC. In a telephone conversation with your school's accreditation liaison, Dr. Penelope Brunner, however, she informed me that she had discussed this with her assigned vice president at SACS-COC and had been advised that this was considered only a minor editorial change. Unfortunately, these conversations were by telephone, so there is no written exchange for our staff to include in documenting this finding.

After you and I met in your office on Monday this week, I subsequently spoke with Dr. Belle Wheelan, President of SACS-COC about this situation. She suggested that the College submit a letter directly to her describing the proposed mission and sector change, so that she could review and then issue a written finding that could become part of our Commission's documentary record on your proposal. I agreed that this would be the most effective way to clarify the issue, so I would ask that you and Dr. Brunner proceed in this direction. Your letter to me of July 24 requesting the change might provide a template, so I would hope this exchange could proceed in timely fashion.

As always, please feel free to contact me if you have any questions or wish to discuss this in greater detail.

With best regards,

Richard C. Sutton, Ph.D.
Executive Director

cc: Dr. Belle S. Wheelan, President, SACS-COC (with copy of Sutton-to-McConnell letter of 7/31/14)
Dr. Penelope Brunner, Associate VP for Institutional Effectiveness and Planning
Dr. Brian McGee, Chief of Staff/Senior Vice President for Executive Administration
Ms. Debbie Hammond, Senior Executive Administrator for the President
Dr. MaryAnn Janosik, Director of Academic Affairs
Ms. Julie Carullo, Deputy Executive Director for Administration

Appendix III
**COLLEGE of
CHARLESTON**
FOUNDED 1770

Glenn F. McConnell
President

66 George St.
Charleston, SC 29424
843.953.5500
mcconnellgf@cofc.edu

August 20, 2014

Dr. MaryAnn Janosik
Director of Academic Affairs
Commission on Higher Education
1122 Lady Street, Suite 300
Columbia, SC 29201

Dear Dr. Janosik:

Thank you for your letter of August 14, 2014, which requested that I provide some additional materials for consideration by CHE's Committee on Academic Affairs and Licensing (CAAL).

I always welcome the opportunity to answer questions posed by the Commissioners. However, we are mindful that the CAAL discussion on August 7, 2014, occurred only a few days after I provided a lengthy written response to a previous set of questions posed by Dr. Sutton, CHE's Executive Director. I believe my replies below will be understood as consistent with that document.

As I explained in writing on August 4 and in conversations with Commissioners on August 7, the College's position is that the development of planning proposals for doctoral programs, let alone full proposals, is not advisable, for at least two reasons.

First, the College is not currently authorized to offer doctoral programs by the state of South Carolina. While the College certainly could develop planning proposals in anticipation of receiving doctoral-granting authority - whether from CHE or from the General Assembly - such an approach would put the cart before the horse. As a legislator, I would always have presumed that securing permission to act ought always to precede lengthy and complicated preparations for action. While Dr. Sutton has assured us that we could begin the process of developing a planning proposal, such an act in my opinion would be premature and, importantly, would fail to respect the authority rightfully belonging to CHE and to the legislature.

Second, and as a practical matter, preparing a thoughtful and complete program proposal can take weeks or months of faculty and staff time, with even more time devoted to development of a full proposal. To ask our employees to commit this time to proposal

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creation, and to ask community members to commit financial support for a degree program we cannot offer, would understandably be perceived as a potential waste of taxpayer and philanthropic resources.

Given our understanding of state law, we continue to believe the best process for moving forward in the Charleston region is to designate the College of Charleston as a research institution. The College then can continue to assess community need for doctoral programs and, based on the available evidence, decide whether or not to begin the development of suitable proposals for one or more doctoral programs.

In response to the feedback we received at the Commission meeting on August 7, our Interim Provost and I have agreed that our Graduate School should study our definition of “graduate faculty” and our institutional policies, in light of the possibility that we will develop doctoral programs in the future. The College’s graduate policies could then be revised at the same time any doctoral degree proposal is prepared for submission to CHE and, later, to SACSCOC.

Doctoral Programs Intended for Development

The College of Charleston and its graduate and research component, the University of Charleston, South Carolina (UCSC), have not yet committed to the development of any doctoral program. In the past, some faculty and administrators have discussed entering into a planning and study process for potential doctoral programs in computer science, informatics, and logistics and supply chain management. However, I will not ask our faculty and other employees to undertake one or more feasibility studies unless they are assured that the College has the authority to offer doctoral degrees.

I expect that proposals for no more than three doctoral programs would be pursued at the College of Charleston over the next ten years. It is possible that no doctoral programs will be proposed during that time period.

Timeline for Program Implementation

The College does not yet have a timeline for implementation of any doctoral program. Commitment to any timeline, for any program, would be premature unless and until we had completed an initial feasibility study and had the support of the relevant program faculty. Even then, such a timeline would be highly preliminary, as the process for degree program includes the approval of the departmental and/or school faculty, the review and approval of multiple committees of the Faculty Senate, administrative approval, Board of Trustees approval, and the approval of the Commission on Higher Education. In addition, the study and approval process almost certainly would involve numerous meetings with business and community leaders and commitment of the time required to secure recurring

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funding for the new program. Undergraduate degree programs frequently take 18 or more months for completion of the planning and approval cycle, and we do not anticipate that doctoral programs would be simpler to propose than are undergraduate programs.

As you know, the approval of the College's first doctoral program will require the approval of a level change by SACSCOC, our regional accreditor. Consistent with their policy, SACSCOC needs prior notice of at least 12 months in any case involving a level change. We have not yet provided such notice to SACSCOC.

Program Development and Delivery Costs

I am not able to answer any questions concerning the costs of delivering a specific doctoral program, because no proposal for delivering a program has been developed. We believe that the delivery of any doctoral program at the College of Charleston would require the addition of faculty, and most of the programs we can imagine offering would necessitate the addition of staff; of funding for the support of student scholarships, stipends, and research; and of new or renovated instructional and administrative space. The programs we have considered exploring would almost certainly involve business and community partners who could support internships or research projects, for example. Of course, any doctoral program proposal for the College of Charleston would leverage the very considerable faculty and infrastructure resources already available to us.

I have repeatedly pledged to the College's faculty, alumni, parents, and students that no funding will be taken away from undergraduate programs to support doctoral studies. I will honor that commitment.

Sources of Funding

I cannot answer specific questions regarding the sources of funding for doctoral programs that have not yet been proposed. Depending on the program, I would expect that a combination of tuition, grant funding, and philanthropic support would figure prominently in the support of any future doctoral program. I also expect that fewer than 60 doctoral students will be enrolled at the College of Charleston a decade from now, making up only about 0.5% of our student body.

Summary Assessment of Program Capacity

Providing a summary assessment of our capacity to offer individual programs would be premature, as my previous responses should suggest. In general, though, the College will build its new graduate programs, including doctoral programs, on a strong foundation. The College of Charleston is the third largest university in South Carolina, with over 500

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roster faculty, over 11,000 students, a large campus, and four decades of experience with graduate education. The addition of doctoral programs will require new resources, but the College will build on its already existing assets.

I hope my responses to your questions are helpful. Please let me know if I can answer additional questions.

Sincerely,

A handwritten signature in blue ink that reads "Glenn F. McConnell". The signature is written in a cursive style with a large initial 'G' and 'M'.

Glenn F. McConnell '69
President

cc: Ms. Debra Hammond, Senior Executive Administrator for the President
Dr. Brian R. McGee, Interim Provost and Executive V.P. for Academic Affairs
Dr. Richard Sutton, Executive Director, CHE
Ms. Julie Carullo, Deputy Executive Director for Administration

Appendix III
South Carolina
Commission on Higher Education

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August 14, 2014

MEMORANDUM

To: President Glenn McConnell, College of Charleston
From: MaryAnn Janosik, Ph.D., Director of Academic Affairs

Build-up Plan for Doctoral Programs
College of Charleston

At its August 7, 2014 meeting, members of the Committee on Academic Affairs and Licensing (CAAL), raised questions about and sought additional information to support the College of Charleston's request for a mission statement change which would establish a "research" component at the College. Additional information needed includes the following:

- Identify the doctoral programs intended for development (need not be detailed, but should reflect the major areas and disciplines currently being discussed)
- Timeline for implementation extending to 2018
- Estimated cost of development and delivery of new programs, including anticipated faculty hires; new facilities or modifications to existing facilities, including instructional technology; fellowships and/or internships; and partnerships with other academic institutions or local industry
- Sources of funding, including enrollment projections and anticipated tuition revenue, and potential donors and/or external grants that may be pursued in the course of new program development
- Summary assessment of the College of Charleston's capacity to offer each new program

The College's response to the items above should be submitted to Dr. MaryAnn Janosik, Director of Academic Affairs, as soon as possible, but no later than **August 22, 2014**. CAAL will hold a special meeting to consider the staff recommendation regarding the College of Charleston's request for a mission statement change **Tuesday, August 26 @ 10:00 am**.

If the Committee is not in receipt of this documentation prior to its meeting, the College's request may be forwarded with a "contingency" for the Commission's review at its meeting on **September 3, 2014**.

Please direct additional questions to Dr. MaryAnn Janosik @ (803) 737-3921, or mjanosik@che.sc.gov.

C: General John Finan, Chair, SC Commission on Higher Education and Commissioners
Dr. Bettie Rose Horne, Chair, Committee on Academic and Licensing (CAAL) and Members
Richard C. Sutton, Ph.D., CHE Executive Director
Debbie Hammond, Senior Executive Administrator for the President, College of Charleston
Dr. Brian McGee, Interim Provost and Executive Vice President for Academic Affairs, College of Charleston

Appendix IV
**Classification of Institutions
Southern Association of Colleges and
Schools Commission on Colleges
(SACS)**

Carnegie Foundation

Doctorate-granting Universities. Includes institutions that awarded at least 20 research doctoral degrees during the update year (excluding doctoral-level degrees that qualify recipients for entry into professional practice, such as the JD, MD, PharmD, DPT, etc.).

Master's Colleges and Universities. Generally includes institutions that awarded at least 50 master's degrees and fewer than 20 doctoral degrees during the update year

Baccalaureate Colleges. Includes institutions where baccalaureate degrees represent at least 10 percent of all undergraduate degrees and where fewer than 50 master's degrees or 20 doctoral degrees were awarded during the update year. (Some institutions above the master's degree threshold are also included)

Associate's Colleges. Includes institutions where all degrees are at the associate's level, or where bachelor's degrees account for less than 10 percent of all undergraduate degrees.

Special Focus Institutions. Institutions awarding baccalaureate or higher-level degrees where a high concentration of degrees (above 75%) is in a single field or set of related fields.

Tribal Colleges. Colleges and universities that are members of the American Indian Higher Education Consortium, as identified in IPEDS Institutional Characteristics.

Level VI Offers four or more doctorate degrees

Level V Offers three or fewer doctorate degrees as highest degrees

Level IV Offers the master's and specialist degree as the highest degrees

Level III Offers the master's degree as the highest degree

Level II Offers the baccalaureate degree as the highest degree

Level I Offers the associate degree as the highest degree

SC Code of Laws

Research institutions offer baccalaureate education, master's, professional, and doctor of philosophy degrees and research through the use of government, corporate, nonprofit-organization grants, or state resources, or both

Four-year colleges and universities offer baccalaureate education and selected master's degrees, a doctoral degree in Marine Science approved by the Commission on Higher Education, and limited and specialized research

Two-year institutions--branches of the University of South Carolina offer college-level pre-baccalaureate education necessary to confer associates' degrees which lead to continued education at a four-year or research institution

State technical and comprehensive education system offers all post-secondary vocational, technical, and occupational diploma and associate degree programs leading directly to employment or maintenance of employment and associate degree programs which enable students to gain access to other post-secondary education; up-to-date and appropriate occupational and technical training for adults; and special school programs that provide training for prospective employees for prospective and existing industry in order to enhance the economic development of South Carolina