



## **Minutes for the Committee on Student Life and Athletics**

Winthrop University Board of Trustees

Thursday, June 27, 2019

DiGiorgio Campus Center, Room 223 | Winthrop University

**Members Present:** Donna Glenn Holly, Jane LaRoche, and Robby Sisco

**Members Absent:** Tim Sease

**Representatives Present:** Nicole Chisari, Staff Conference Chair, Kelly McGinnis, Staff Representative, and Ximena Perez-Velazco, Student Representative

**Others Present:** Shelia Higgs Burkhalter, Antwane Folk, Ken Halpin, and Jackie McFadden

### **CALL TO ORDER AND APPROVAL OF MINUTES FROM THE COMMITTEE FOR STUDENT LIFE AND ATHLETICS**

In the absence of Chair Tim Sease, Ms. Donna Glenn Holly called the meeting to order at 3:30 p.m. She welcomed all present.

Trustee Glenn Holly made a motion to approve the minutes as written from the April 11, 2019, meeting. Trustee Sisco asked to have previous meeting minutes amended to accurately modify the spelling of his first name from Robbie to Robby. He moved to accept the revised minutes. Trustee LaRoche seconded the motion. The minutes were unanimously approved.

### **STUDENT AFFAIRS**

#### **STRATEGIC PRIORITIES UPDATE**

Vice President for Student Affairs, Ms. Shelia Higgs Burkhalter, began her presentation with revisiting the student success lifecycle, which was the framework for divisional efforts. The cycle reiterates the division's influence and impact on the student experience from recruitment to graduation, and beyond.

A second graphic underscored the new ways of being in Student Affairs. This includes ramping up from engagement to impact of experiences, from unit goals to learning outcomes for students, from participation numbers to demonstration of skill development.

Student Affairs committed to three divisional goals that charted the direction of their work for 2018-19:

- Creation of Comprehensive Student Affairs strategic plan
- Examination of Student Affairs budget and staffing plan
- Collaboration with Sodexo food service to ensure a smooth transition, good customer service and increased revenue



Updates were provided on each.

### **STRATEGIC PLANNING**

The Committee was reminded of the elements which informed the division's strategic planning process including a comprehensive cultural assessment of the division's employees in fall 2018.

Beyond extensive quantitative and qualitative research gathered through data collection and questionnaires, listening sessions with key campus partners yielded areas of improvement relative to accessibility and accommodations, career development, integration of in and out of class experiences, re-evaluation of orientations, increased opportunities for nontraditional students, and more assistance with students of concern.

Vice President Burkhalter also discussed the importance of meeting the needs of the first-year student population who are defined as any student who attends an institution for the first time, from freshman to transfer student, from graduate student to military connected.

Student Affairs has outlined a new mission, vision, and core values. Six division-wide goals are attached to the new strategic plan which includes strengthening student success; recruiting, developing, and retaining diverse and qualified staff; creating a safe and healthy environment; and stewarding current and emerging resources. The goals of communicating effectively and maximizing intentional partnerships cover a range of topics, including working effectively within the division and other units on campus along with students as well as collaborating with external partners.

Objectives have been drafted, and performance measures are in progress. Upon completion of the new strategic plan, which will guide the division for the next three to five years, the campus and community will be encouraged to review the plan to ensure it reflects their valuable feedback. Expected completion is summer 2019.

### **DIVISION OF STUDENT AFFAIRS STAFFING AND BUDGETING**

The creation of a more effective staffing and budget process is underway. To date an assessment of positions and responsibilities has been completed. Vice President Burkhalter will work with human resources to restructure job descriptions to efficiently and effectively meet the needs of the division.

Several departures in Career and Civic Engagement and Recreation Services and the West Center have allowed for unit level reorganization. Three announced retirements, 12 upcoming departures, and two Campus Police vacancies are catalyzing large scale restructuring. Divisional whiteboard sessions to inform the future organization of the division have been completed. They included participation from Academic Affairs and Athletics staff.

The Dean of Students role and its administrative support position are part of the upcoming departures. Discussions about the content of the Assistant Vice President of Student Affairs/Dean of Students



portfolio are in progress. Reconsideration of the Dean of Students office and the Student Life sub-division will be phase one of the new plans with a target completion date of late-August 2019.

Vice President Burkhalter applauded human resources for their continued work to make adequate and appropriate recruitment actions to fill vacancies.

Vice President Burkhalter underscored a renewed focus on appropriate budget stewardship. The staff was provided access to three to six years of historical data, trained on budget processes, then each director and/or unit leader provided projected budget plans for the next fiscal year. Individuals met with the VP for Student Affairs and the Chief Financial Officer Justin Oates to shared budget details.

Vice President Burkhalter expressed gratitude to the CFO and his team for their transparency during this budget creation process.

Student Affairs budget creation was based upon activities that reduce risk, meet compliance, and foster student success. All final budgets are pending Senior Leadership and Board of Trustees review and approval.

### **SODEXO FOOD SERVICE**

Student Affairs continues to closely manage the student-facing services of the Sodexo collaboration. At the 2019 Student Affairs Awards in April, Sodexo employee Doris Kelly won the Fred Angerman Award Quality Staff Award. She shares the award with Howard Seidler, Interim Director for Residence Life.

Also in April, more than 25 students were celebrated on National Student Employee Appreciation Day while 675 students came out for Cram Jam, a successful late-night pancake dinner, to wrap the spring semester.

Vice President Burkhalter revisited Tapingo, the mobile ordering app, highlighted in fall 2018. Since the April launch of the app, 55 subscribers have placed 316 orders yielding \$1,753.66 in sales. The app will be marketed to faculty and staff in the coming semester.

The implementation of a food composting program is now in effect. Since the May break, more than 1000 pounds of pre-and post-consumed food has been processed from the dining areas.

Future plans for campus food service were set at the 2018-19 end-of-the-year meeting. Goals included community engagement and communication, development of improved campus catering, operational consistency, food and service enhancements, and planning for the future of dining services.

By telling the dining services story continuously, improving customer communications, and enhancing the creation of meal plans for student athletes, Sodexo is in a position to foster continued growth in dining areas across campus. In addition, Sodexo's general manager is committed to participating more in Student Affairs project teams.

In fall 2019, Sodexo will host an educational showcase to inform the campus of catering policies and methodologies. In addition to educational sessions, food tastings will occur. Trustee Glenn Holly asked



Vice President Burkhalter to discuss the areas of concerns around catering on campus. Vice President Burkhalter responded that Aramark, the previous food service provider, offered significant discounts to campus organizations and departmental units. This pricing model while beneficial to the consumer ultimately impacted institutional revenues. The discounted pricing model caused unhappiness with perceived inconsistency of event pricing when Sodexo shared their catering services prices. The Sodexo prices seemed significantly higher. Vice President Burkhalter said there has been discussions with Sodexo on possible cost reductions and more consistent pricing structures for the future.

Vice President Burkhalter added that more future plans include the increase in Tapingo participation, growth in faculty and meal plan participation, and enhancement of meal plan analysis.

The final designs for the renovation of Thomson Cafeteria have been completed, and Senior Leadership has approved the final pricing model. Pricing was based upon specific materials such as colors, furniture, and wood floor options. Student Affairs will partner with the office of university communications and marketing to incorporate Winthrop themed decor. In the future, the College of Visual and Performing Arts may be engaged to showcase the talents of students and possibly faculty.

Vice President Burkhalter reviewed the layout for the future dining hall that will include different cuisine options, including the Chef's Lab where students can learn how to put together various dishes.

The project will begin in summer 2019, and expected completion is fall 2019.

After utilizing dollars for major campus programming, student organizations, professional development activities, etc., the current balance for the Sodexo In-Kind Dollars is \$9,005.00. Unused funds will roll over to the next fiscal year.

### **CRITICAL INCIDENT MANAGEMENT**

Critical Incident Management became a hot topic on campus with the shooting at University of North Carolina at Charlotte. With an established professional relationship with the Vice Chancellor for Student Affairs at UNC-Charlotte, Vice President Burkhalter will meet with him and their senior level Student Affairs administrators for a debrief at Winthrop this fall to discuss what worked best for them, identify challenges, and develop best practices.

Vice President Burkhalter said several employees reached out to her following the incident about plans here on campus and why were aren't doing more. She reiterated that there are significant emergency plans and protocols to support the campus in the event of an incident.

Winthrop has an 11-person team who meet monthly to address campus-wide safety concerns and emergency response protocols, and as needed to address critical incidents (i.e. weather events, etc.). She reiterated that the Critical Incident Management Team (CIMT) mitigated issues and issued the communications across campus during the Byrnes Auditorium fire in August 2018.

Depending on the incident, the CIMT may expand as necessary to provide direction and guidance on existing and/or emerging concerns on campus. Vice President Burkhalter recalled a hurricane emergency



that required them to involve Brad Hastings, chief operating officer of Walk2Campus, to discuss alternative housing options for students who resided in his off-campus community.

The CIMT primarily managed inclement weather incidents this past year. They continue to plan, train, and prepare for future risks. Several initiatives are in progress, including campus safety week, an active shooter training exercise, and updates to emergency response protocols.

The fall 2019 campus safety week coincides National Campus Safety Awareness Month in September and is expected to benefit not only the students, but the entire campus community, including faculty, staff, and administrators. Vice President Burkhalter mentioned updates are in progress for red emergency cards and the website, which are currently text heavy. CIMT is reviewing the response language around run, hide, fight campaign that UNC-Charlotte used during their active-shooter event. The goal is for students, faculty, and staff to instantly remember this phrase when faced with an active shooter.

An active-shooter tabletop exercise will be conducted late-July or early August. A representative from York County Emergency Preparedness is developing a scenario for this exercise.

In an effort to improve campus safety and emergency preparedness, the CIMT is clearly defining parameters for essential personnel and important partners as well as redefining the building monitors' role and appropriate training.

### **REFLECTIONS ON THE YEAR**

Vice President Burkhalter asked the board of trustees to rate the Division of Student Affairs on a scale of 1-10 and why. She also invited them to share suggestions on what in Student Affairs needed to remain the same and what should be improved.

Trustee Sisco gave the Division of Student Affairs a nine out of 10. He said they didn't receive the highest score due to the transitional phase, the number of vacancies, and other related factors that have yet to be defined. In spite of all the hurdles, he commended them on driving changes that will keep Winthrop moving forward and make us a premier institution in the area of Student Affairs. He thanked Vice President Burkhalter for a successful first year.

Vice President Burkhalter thanked Trustee Sisco for his rating and feedback.

Trustee Glenn Holly mentioned it is difficult to rate the division when you aren't an active student. From her perspective, she said that Student Affairs is doing awesome work. She also asked Vice President Burkhalter to provide an update on how well students think the division is doing.

Vice President Burkhalter said the division learned that students don't understand student affairs as a concept. For this reason, she referenced a previous presentation point that indicated the Division of Student Affairs must do a more effective job at telling their story.



Trustee Glenn Holly asked Vice President Burkhalter to provide clarity on an active-shooter tabletop exercise since she never had heard it described as a tabletop exercise. Vice President Burkhalter mentioned the tabletop is a training opportunity for those who manage the incident, whereas those who attend an active shooter training are learning how to manage themselves as individuals and if possible to assist/manage other people.

Trustee Glenn Holly asked if there was a poll that detailed if students felt safe on campus. She understands we are a well-contained campus, but is curious to know about the level of security for students and if they share those concerns.

Vice President Burkhalter recalled the April board of trustees meeting where she discussed the safety forums that underscored student concerns and provided students recommended next steps (i.e. safety updates, Campus Safety Week, community building with police). Still, campus safety and security continue to be top-of-mind for students, especially with the amount of information consumed on social media every day. Vice President Burkhalter and the division work to help students understand that what they see their social media feeds isn't what's necessarily happening on their college campus.

Beginning in August 2019, President Mahony will include a campus safety and security update in his monthly bulletin. This will be provide more regular opportunities to underscore campus efforts.

Student Representative Perez-Velazco added that students know Vice President Burkhalter and President Mahony are safety advocates. Students understand that immediate change takes time and money, but feel they have advocates for safety and security change with their current administration.

Student Representative Perez-Velazco said students must engage in more conversations with Council of Student Leaders (CSL) and student organizations so they can be better informed. She encouraged individuals and students leaders that she worked with to "be rude and make a call" if they believe suspicious activity is happening. She said students should be held accountable for making their home a safe place. She referenced the LiveSafe app that allows a user to report crimes or submit tips directly to campus police.

Vice President Burkhalter interjected and said students are using the app. More than 100 messages from identified and anonymous users were received and addressed by campus police.

Trustee Sisco added communication is critical for the upcoming homecoming, especially with student organizations. He wants this year's turnout to be more respectful to the athletic teams as it relates to adequately bringing guests social activities to an end and getting them inside the arena to attend the game.

Dr. Halpin interjected to say that the athletics department has already begun their social media campaign about this year's upcoming homecoming and related activities. He and Trustee Sisco credited Vice President Burkhalter for the head start in communication.



Vice President Burkhalter mentioned that more qualified event staff has been ordered to support the homecoming. She said the future of homecoming is promising and while she anticipates some challenges as they change culture, ultimately, the planning should make for a more successful event.

Trustee LaRoche gave the Division of Student Affairs a nine out of 10 for their continuous efforts to make change rapidly. She said she knew Vice President Burkhalter and her team would be on top of developing improved safety measures following the UNC-Charlotte incident.

Vice President Burkhalter thanked Trustee LaRoche for her rating and feedback. She indicated that the presence of such CIMT is critical given that smaller campuses typically do not have a team like UNC-Charlotte, who is tasked full-time with an emergency management team.

## **ATHLETICS**

### **UPDATE ON ESPORTS AND DIVISIONAL GOALS**

**KEN HALPIN**

Vice President for Intercollegiate Athletics, Dr. Ken Halpin, began his presentation with an Esports update that identified a new location for the program. It will now be held on the information technology floor of Owens Hall instead of the computer lab in the library basement.

The new location has several benefits, including more central to life on campus and more suited for growth projections. Recruitment, started by Coach Josh Sides, is underway with the first 15 newcomers already going through the admission process.

Trustee Sisco asked where Owens Hall is located on campus. Dr. Halpin responded explaining it is located in the center of campus along Scholars Walk.

### **CONCESSIONS SALES UPDATE**

Sodexo provided baseball alcohol cash sales data from March and April 2019 that reflects approximately 20 percent as the overall concessions sales.

Athletics has collaborated with Dr. Jason Chung as part of their division goal to increase the number of sustainable partnerships across campus. Their collaboration with Dr. Chung's sports management course yielded data on fan experience at games in order to evaluate the impact on the presence of alcohol. Dr. Halpin hopes to present more findings to the board of trustees at their next meeting.

### **2020 HALL OF FAME INDUCTEES**

Dr. Halpin reminded the board of trustees on their participation in approving the athletic Hall of Fame inductees. The primary reason for their involvement was previous administration ruled on the inductees and the current administration didn't want to make this decision alone.

Dr. Halpin provided handouts that introduced the official list of nominees for induction into the class of 2020. This year's nominees includes: Ashley Howard, the first-ever track and field inductee, Juliana Marques, women's tennis inductee, Tessa Thomas, softball inductee, and Cid Carvalho, tennis coach inductee.





Nominee Cid Carvalho has not been informed since approval from board of trustees is pending. Dr. Halpin asked everyone to please not spread the word until we have time to communicate this inductee announcement to him directly. He reminded everyone this announcement scenario is similar to Coach Mark Cook when he retired last year.

Dr. Halpin said it is imperative to induct Cid Carvalho immediately with fear of the Big South nominating him ahead of Winthrop. To drive his point of a pressing induction, Dr. Halpin highlighted Carvalho's amassed and unmatched accomplishments, including 20 Big South Conference Championship titles.

Dr. Halpin noted the approval process must start with the board of trustees before the inductees are approved by the board of directors. Trustee Glenn Holly interjected to ask about the approval process ahead of tomorrow's meeting. Dr. Halpin said to follow-up with Dr. Kimberly Faust, Vice President and Chief of Staff and Secretary of the Board of Trustees, on additional details. He said it should be as simple as offering a motion for approval of the four nominees.

Trustee Sisco moved with a second from Trustee LaRoche for the Board of Directors to adopt the Board of Trustees decision to approve the list of nominees for the 2020 Hall of Fame. The vote was unanimous in favor of the motion.

Trustee Glenn Holly asked when Coach Carvalho will be informed. Dr. Halpin said assuming the nominations are approved he will be notified on Friday or next Monday. An official press release will follow.

## **STRATEGIC PLAN DRIVE TO '25 YEAR TWO RESULTS**

### **GOAL 1: ACADEMIC SUCCESS**

Dr. Halpin summarized the divisional goals set within the strategic plan of Athletics. The 2018-19 Graduation Success Rate (GSR) and Post-Graduation Job Placement Rate were met by 90 percent, exceeding the first-year goal of 88 percent.

By meeting or exceeding the performance metrics for APR (Academic Progress Rate, 95 percent) and GSR (90 percent), which are tied to the Values-Based Revenue Distribution model, we are qualified for more funds in the first year. By achieving the GSP goal, Winthrop will earn the VBRD by the NCAA for the first-time ever. This unit is most likely to become a six-figure revenue stream in the next five years. The APR percentage will be available in the fall.

Athletics did not meet its target of attaining a combined student-athlete grade point average of 3.3. The 2018-2019 GPA was 3.25. While Dr. Halpin understands a 3.3 GPA was an aggressive goal, he and his team are determined to reach and exceed 3.26, its highest level ever cumulative GPA. He said he is proud of the student-athlete's academic performance.

Trustee LaRoche asked if tutoring has been offered. Dr. Halpin responded that tutors are as needed and the academic services department continues to monitor student-athlete success.





## **GOAL 2: COMPETITIVE SUCCESS**

Athletics missed its competitive excellence goal of eight for both Big South Championships (three met) and the team winning seasons (seven met). Dr. Halpin reiterated how close three teams were to entering the championship realm for the NCAA tournament, including women's lacrosse, softball, and baseball.

## **GOAL 3: UNIVERSITY INTEGRATION**

By focusing on increasing the number of sustainable university partnerships and the number of student leaders on campus, athletics met their student attendance at athletic events goal of 10,000 participants in 2018-19 with a total of 10,001 student attendees.

With more work ahead, Dr. Halpin and his department are looking to take advantage of Vice President Burkhalter and the Division of Student Affairs' technology solution to increase student attendance.

Several factors attributed to the decline in student-athlete leaders, including the on-boarding and transition of Hank Harrawood, associate athletic director for student success and compliance, and a significant number of seniors who were serving in last year's class that graduated.

Dr. Halpin reiterated that the sustainable university partnerships goal was met with 26 total.

Trustee LaRoche asked to provide an example of a sustainable university partnership. Dr. Halpin responded that the program exists is for athletics to collaborate with campus partners and work together to meet the needs of student-athletes. One example is the department of human nutrition who allow their enrolled students to perform internships in athletics and provide counseling to student-athletes. Another is partnership with the university to implement a campus study hall space in Dinkins for student-athletes instead of traveling to the coliseum.

## **GOAL 4: COMMUNITY INTEGRATION**

There was a significant drop in community service hours. This was primarily due to the changeover in leadership from Sherika Montgomery to Hank Harrawood. Dr. Halpin credited Mr. Harrawood for shifting focus from total community service hours and toward genuine community service impact. Development of an evaluation metric is in progress.

The goal of 175,000 attendees for comprehensive attendance at the Winthrop Farm was not met with a total of 161,490 participants. Dr. Halpin reminded the board that the Come-See-Me Festival was rained out, which most likely caused the goal to not be met. He is determined to exceed 200,000 in attendees for year three.

Trustee Glenn Holly suggested to put an asterisk on the presentation slide to reflect Come-See-Me Festival rainy day as a contributing factor to missed goal. Dr. Halpin welcome the suggestion to make modification to slide.

## **GOAL 5: OPERATIONAL INTEGRITY**



While the university's fiscal restraints affected the entire campus for 2018-2019, athletics saw an increase of 34 percent in the subsidy number of their overall operating budget. Dr. Halpin credited the division, which experienced the largest budget cut percentage wise, for embracing the fiscal setbacks and working hard to generate additional revenues.

Dr. Halpin mentioned that funds raised specifically for sponsorships makes a significant impact. While restricted gifts allow us to identify new expenses, scholarship gifts allow us to offset our current expenses, which unties institutional resources that can be reallocated for other operational needs.

A new Foundation report revealed that Eagle Club auction numbers were being counted in two separate categories, which caused miscalculations in overall fundraising number of \$750,922 last year. The accurate fundraising numbers from last year was \$675,014. Dr. Halpin said it was an innocent error and shared apologies from the Foundation.

Student Representative Perez-Velazco asked Dr. Halpin to provide an example of a specific gift that has been given. Dr. Halpin responded that one of those major gifts came last year after winning a Big South tournament for basketball in the previous year. To maintain stability in the basketball program, he raised funds for coach retention, which helped create external resources to limit financial requests to the institution to fund the program. He said this initiative raised more than \$250,000.

Athletics has also continued to increase the overall fundraising dollars, raising over \$700,000.00 for the first time thanks to a record-breaking Eagle Club Auction. Dr. Halpin said this record number came after a major gift that was signed over lunch yesterday, June 26.

Sponsorships increased over 11 percent from last year with \$384,000 in cash. Tickets revenue grew more than \$23,000 compared to last year. Dr. Halpin revisited the contributing factors to the decline in sales the previous year, including the departure of the Ticket Manager at the start of basketball season and shifting the attachment of corporate season tickets to corporate sponsorships. Creative basketball packages will continue to be pushed to increase ticket sales.

Dr. Halpin mentioned an existing contract for the home-to-home basketball series with Coastal Carolina will help boost game-day attendance and drive ticket sales.

Between fundraising, sponsorships (cash), and tickets combined, athletics exceeded their target revenue goal of \$1 million with more than \$1.2 million in overall earnings.

## **GOAL 6 — DIVERSITY AND INCLUSION**

Diversity and inclusion continue to be critical priorities for athletics. All goals to foster a diverse and inclusive work environment for student-athletes were met except the 26 percent target for an increase in the ethnic diversity of staff, which only reached 16 percent. Amidst the recent departure of multiple ethnically diverse candidates, our diversity balance shifted based specifically on those new hires.

Dr. Halpin reiterated their hiring practices to create diverse talented pools while always aiming to hire the most talented candidates for their positions. He shared the coaches' feedback on producing consistently



winning teams, which included improvement of athletic training and more experience for interns from paid staff. He also applauded the coaches for their commitment to overachieve.

Student Representative Perez-Velazco asked Dr. Halpin if there will be communication about the changes that were implemented about homecoming. He responded by saying there isn't a plan to provide an update at this board meeting. Vice President Burkhalter interjected to say there was an update in the presentation from Vice President of University Advancement Evan Bohnen.

Dr. Halpin plans to reintroduce the homecoming discussion in a formal presentation in the fall. He did mention one of his goals for homecoming is to protect the custodial staff and campus police from feeling underappreciated the day after the festivities.

Staff Conference Chair Nicole Chisari applauded Coach Joshua Sides and athletics for attending the May staff conference to provide clarity on the Esports program. She believes employees left the meeting with a better understanding of the program. Dr. Halpin complimented Coach Sides as well for his professionalism. He hopes to invite him to a future board meeting so he can present on Esports.

#### **OLD BUSINESS**

There was no old business.

#### **NEW BUSINESS**

There was no new business.

#### **ADJOURNMENT**

Having no other items, Chair Sease adjourned the meeting at 2:45 p.m.

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Natalie Calhoun, Recording Secretary

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Tim Sease, Committee Chair