

<b>AGENCY NAME:</b>	South Carolina State University		
<b>AGENCY CODE:</b>	H24	<b>SECTION:</b>	019



## Fiscal Year 2013-14 Accountability Report

### SUBMISSION FORM

<b>AGENCY MISSION</b>	<p>South Carolina State University (SC State) is a historically Black public 1890 land-grant senior comprehensive institution of approximately 4,500-6,000 students. Located in Orangeburg, South Carolina, SC State University is committed to providing affordable and accessible quality baccalaureate programs in the areas of business, applied professional sciences, mathematics, natural sciences, engineering, engineering technology, education, arts, and humanities. A number of programs are offered at the master's level in teaching, human services and agribusiness, and the educational specialist and doctorate programs are offered in educational administration.</p> <p>SC State University prepares highly skilled, competent and socially aware graduates to enable them to work and live productively in a dynamic, global society. Through technology and traditional methods of teaching and learning, research and service, the University enhances the quality of life of citizens and contributes to the economic development of the state and nation.</p>
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Please identify your agency's preferred contacts for this year's accountability report.

	<u><b>Name</b></u>	<u><b>Phone</b></u>	<u><b>Email</b></u>
<b>PRIMARY CONTACT:</b>	Dr. Rita Jackson Teal	803-536-8986	rfjteal@scsu.edu
<b>SECONDARY CONTACT:</b>	Mr. James Oppenshaw	803-533-3742	jopensha@scsu.edu

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR</b> <b>(SIGN/DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	Mr. Thomas J. Elzey, President
<b>BOARD/CMSN CHAIR</b> <b>(SIGN/DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	Dr. William Small, Jr., Board of Trustees Chairman

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## **AGENCY'S DISCUSSION AND ANALYSIS**

Located in Orangeburg, S.C., South Carolina State University was founded in 1896 as a land- grant college and the state's sole public college for black youth with a mission of providing education and service to the citizens of the state. In its first century, SC State was a leader in education and continues to lead the way into the next century. It has been home to generations of scholars and leaders in business, military service, government, athletics, education, medicine, science, engineering technology and more.

SC State University focuses on maintaining accreditation of its accredited programs; upgraded its admission procedures to focus more on the utilization of technology and the reduction of paper applications and materials; provides special peer and computer –assisted tutorials in preparation for professional and licensure exams; continues to provide more workshops on grant writing and expanding research opportunities for faculty; and utilizes advisory boards and business clusters to ensure that the University continues to meet the needs of students to become successful whether in the workplace or graduate studies. The University is also enhancing its assessment efforts that identify those areas that need improvement in our academic programs and support services in order to improve advisement, retention and graduation rates; as well as in the overall administrative levels of productivity and efficiency.

SC State University continues to address several challenges, including declining enrollment, decreased financial resources, multiple leadership changes, as well as negative public images over this past year. Of significance importance is that the University was placed on Warning in July 2013 by its regional accrediting body, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and then placed on Probation in June 2014 for financial and governance issues.

As in the FY2013 report, FY2014 began with a new administration. A permanent president, Mr. Thomas Elzey, was hired in June 2013, followed in the fall by major revisions in the university's organizational structure, hiring of several new vice presidents, a general counsel, selecting interim vice presidents in new or modified positions, and creating the office of provost. In addition, five new Board of Trustees (BOT) members assumed positions, with one of the five being elected as Chair of the SC State University BOT.

Through all of the challenges and personnel and organizational changes, the University continued a high level of performance as evidenced by: maintaining accreditations of academic and support programs; continuation of outreach services throughout the state; maintaining productive scholarship through research and publishing that faculty and staff continue to achieve; and continuing to produce graduates who seek post-graduate study and/or enter the job market. Approximately 80% of SC State students come from within the state of South Carolina. Over 90% of its students also come to the University needing financial assistance. Each year, the institution graduates over 700 students with bachelors, masters, specialists, and doctorate degrees. Many students continue their educational and professional pursuits by attending graduate and professional schools and land jobs in lucrative careers. To date, SC State has 16 graduates who currently are, or have served as, presidents of colleges or universities across

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this nation; 17 graduates hold the rank of general in the armed services; and the University is one of the largest producers of minority officers for the U.S. Army.

SC State University's key strategic challenges include insufficient financial resources as it continues its quest for academic excellence, increased research productivity and state-wide outreach services. This financial inadequacy results in: decreasing enrollment due to the inability to provide sufficient financial assistance to students who qualify for need-based aid; decreasing scholarship funds to provide adequate financial support for better academically prepared students; employing and retaining qualified faculty and staff due to higher salaries offered by competitors; addressing deferred maintenance; and impeding the progress in acquiring and updating a technology infrastructure that will improve administrative and educational operations.

Throughout the year, SC State University has employed several strategies to address the financial challenges it faces, including: layoffs, hiring freezes, reductions in discretionary spending—strategies that remain as the University continues to focus on its priorities of providing excellence in education and maintaining fiscal accountability. When it was determined that the enrollment shortfall would continue for fall 2013, the University acted immediately by strategically enhancing its enrollment/recruitment initiatives and petitioning the University's Foundation and Alumni Association to contribute funds to financially-strapped students who would not have enrolled but for these funds. The University's aggressive response to the student enrollment crisis was a success because the original projection of 3,000 students increased to an actual count of 3,463 for the fall 2013 semester. Since the start of the 2013-14 academic year, the University continued to take the necessary steps to reduce its FY 2013-14 expenditures by increasing fundraising efforts and allocating \$500,000 in deferred maintenance project costs to the Federal Title III Program. These actions, along with the necessary increase in tuition and fees for this fiscal year, further reduced the projected deficit of \$9 million by another \$4.6 million, leaving a current projected deficit for FY 2013-14 of \$4.4 million. The University has made, and continues to make, every effort to protect the University's services and activities that are critical to maintaining the integrity and quality of the institution.

As evidenced in the FY 2013-14 Performance Measurement report for SC State, although the majority of the objectives remained level or showed improvements, there were some that did not. However, the University is moving forward in enhancing its procedures to ensure that those critical areas of the university that provide our students with the highest quality education and support services are given the highest priority with appropriate resources. It should also be noted that, with the new administration, the university's strategic plan was reviewed and will be changed beginning in the 2014/15 fiscal period.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			<b>Promote and Sustain a Student-Centered Environment</b>
S		1.1		<i>Enhance enrollment management strategies to improve student achievement and engagement</i>
O			1.1.1	Increase student achievement, retention and graduation rates.
O			1.1.2	Increase and maintain enrollment levels to align with the university's mission statement.
O			1.1.3	Promote diversity and inclusiveness in all programs and activities.
O			1.1.4	Provide co-curricular learning experiences to enhance the development of students to include research, leadership opportunities and global awareness initiatives.
G	2			<b>Strengthen the University's Performance through Enhanced Accountability and Efficient and Effective Processes</b>
S		2.1		<i>Implement procedures that result in greater accountability, efficiency and transparency</i>
O			2.1.1	Improve customer service in all university operations.
O			2.1.2	Maintain compliance with all oversight and accrediting associations' rules, regulations and policies.
O			2.1.3	Increase training and maximize the utilization of technology in all areas of the campus.
O			2.1.4	Develop a comprehensive facilities improvement plan that reduces overcrowding and ensures appropriateness, safety, and comfort.
O			2.1.5	Create and maintain an organizational structure that is fiscally efficient and effective.
G	3			<b>Enhance Academic Programs and Academic Support Services to Meet Student and Other Stakeholder Needs</b>
S		3.1		<i>Review and assess academic programs to result in continued program accreditations and greater diversity in teaching methodologies and course offerings.</i>
O			3.1.1	Assess undergraduate and graduate programs (to include the core curriculum) regularly to ensure that content and practice remain current and meet market needs.
O			3.1.2	Advance programs of research and scholarship by increasing the percentage of faculty actively engaged in intellectual contributions.
O			3.1.3	Expand continuing education and distance education offerings.
O			3.1.4	Maintain quality academic support services to assist students to be successful.
G	4			<b>Expand and Increase University Resources to Ensure Fiscal Viability and Growth</b>
S		4.1		<i>Implement procedures to improve budget management and revenue growth.</i>
O			4.1.1	Develop and maintain a financial structure that ensures a balanced budget and appropriate reserve funds through effective budget management, enhanced development activities, and research.
O			4.1.2	Develop and maintain a public relations and marketing plan that enhances the public's perception of the university, recognizes its achievements and acknowledges the quality of its programs.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O		4.1.3		Increase research goals to \$50 million by 2015.
O		4.1.4		Increase fundraising goals by 15% annually, with a base of \$3.6 million.
G	5			<b>Foster Partnerships and Collaborations that Mutually Benefit and Support the University, Local, State and Global Communities</b>
S		5.1		<i>Provide outreach activities that support the university's 1890 mandate and meet stakeholders' needs.</i>
O		5.1.1		Strengthen alliances and partnerships with the community, alumni, public, private and non-profit organizations.
O		5.1.2		Enhance outreach programs that strengthen the relationships between the university and the community.
O		5.1.3		Establish Research Centers that enhance the 1890 mandate and faculty scholarship, and that promote agricultural, rural and urban research and extension work.
O		5.1.4		Pursue grant opportunities and fund-raising initiatives to support student programs and services.

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**Program Template**

Program/Title	Purpose	<u>FY 2012-13 Expenditures</u>				<u>FY 2013-14 Expenditures</u>				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
Instruction	Activities that are part of the institution's instruction program. This includes credit and noncredit courses, tutorial instruction, and for regular, special and extension sessions.	\$ 4,206,855	\$ 18,376,342	\$ 2,548,279	\$ 25,131,476	\$ 4,833,001	\$ 15,541,378	\$ 2,406,603	\$ 22,780,982	3.2, 3.3
Research	Activities specifically organized to produce research outcomes, commissioned either by external entities or through a separate budget process of an organizational unit within the institution.	\$ 1,811,182	\$ 450,818	\$ 7,346,968	\$ 9,608,968	\$ 1,811,182	\$ -	\$ 3,754,608	\$ 5,565,790	4.3
Public Service	This category should include funds for activities that are established primarily to provide non-instructional services beneficial to individuals and groups external to the institution.	\$ 349,978	\$ 857,181	\$ 2,541,426	\$ 3,748,585	\$ 349,978	\$ 868,455	\$ 2,496,769	\$ 3,715,202	5.1, 5.2, 5.3, 5.4
					\$ -				\$ -	
Academic Support	Activities associated with the administration of the academic and instructional programs for the university.	\$ 691,926	\$ 2,941,514	\$ 500,078	\$ 4,133,518	\$ 684,677	\$ 2,028,383	\$ 212,709	\$ 2,925,769	1.4, 3.4
					\$ -				\$ -	
Libraries	Includes library holdings in all formats, with emphasis on e-resources that support the academic research requirements of the university and the lifelong learning skills of students.	\$ 158,988	\$ 790,798	\$ -	\$ 949,786	\$ 187,303	\$ 740,058	\$ -	\$ 927,361	3.4
					\$ -				\$ -	
Student Services	An overall holistic approach to providing students with transitional and cultural skills, to develop their social and academic awareness.	\$ 2,913,076	\$ 14,203,282	\$ 286,165	\$ 17,402,523	\$ 3,179,022	\$ 2,884,684	\$ 265,438	\$ 6,329,144	1.3, 1.4, 2.1, 5.4
					\$ -				\$ -	
Institutional Support/Administration	These costs include those activities which are non-instructional in nature, but are integral to the operations of the institution.	\$ 3,063,855	\$ 9,931,306	\$ 5,308,107	\$ 18,303,268	\$ 3,413,517	\$ 9,660,933	\$ 4,925,120	\$ 17,999,570	2.1, 2.2, 2.3, 2.5, 4.1, 4.2, 4.4
Operations and Maintenance	Provides services and maintenance related to grounds and facilities. Program includes building, grounds maintenance, custodial services, landscaping along with major repairs and renovations.	\$ 2,894,828	\$ 13,884,592	\$ 514,095	\$ 17,293,515	\$ 1,289,274	\$ 9,807,794	\$ 345,832	\$ 11,442,900	2.4
					\$ -				\$ -	
Access and Equity	The access and equity program vision is to achieve educational equity for all students and faculty in higher education.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1.1, 1.2, 1.3
					\$ -				\$ -	

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Program Template

Program/Title	Purpose	<u>FY 2012-13 Expenditures</u>				TOTAL	<u>FY 2013-14 Expenditures</u>				TOTAL	Associated Objective(s)
		General	Other	Federal			General	Other	Federal			
Auxiliary Activities	Includes housing, food service, bookstore, and other self-supporting activities that furnish goods and services to students, faculty and staff.	\$ -	\$ 16,524,720	\$ -		\$ 16,524,720	\$ -	\$ 13,099,441	\$ -		\$ 13,099,441	2.1, 5.1
						\$ -					\$ -	
Scholarship	This program accounts for all awards, waivers, abatements and entitlements given to students to defer the costs of attending the university.	\$ 3,624,783	\$ 6,012,532	\$ 12,016,900		\$ 21,654,215	\$ 3,544,782	\$ 5,518,055	\$ 11,108,575		\$ 20,171,412	1.1, 1.2, 4.4

Note: FY2014 total query was \$1,428,360 more than the financial statements dated 9/5/2014

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Performance Measurement

Item	Performance Measure	2012/13	2013/14	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Associated Objective(s)
1	Retention Rates of All Students Fall to Spring	86.80%	87.50%	90%	07/01-06/30	Institutional Research	Annual	1.1.1
2	Retention Rates of All Students Fall to Fall	70%	73%	75%	07/01-06/30	Institutional Research	Annual	1.1.1
3	Retention Rates of New Freshmen Fall to Spring	85.10%	86.20%	88%	07/01-06/30	Institutional Research	Annual	1.1.1
4	Retention Rates of New Freshmen Fall to Fall	61.20%	60.70%	65%	07/01-06/30	Institutional Research	Annual	1.1.1
5	Graduation Rate (F2006 vs F2007 Cohorts)	34.30%	35.70%	38%	07/01-06/30	Institutional Research	Annual	1.1.1
6	No. Students received External Awards	29	53	50	07/01-06/30	College Annual Reports	Annual	1.1.1
7	Percentage of Students received Academic Honors & Awards	24%	24%	25%	07/01-06/30	College Annual Reports	Annual	1.1.1
8	No. athletes named to the Mid-Eastern Athletic Conference (MEAC) Commissioner's All-Academic Team	74	96	90	07/01-06/30	Dept of Athletics	Annual	1.1.1
9	Performance of Graduating Education majors on Professional Exams (PRAXIS II)	100%	100%	100%	07/01-06/30	Institutional Research	Annual	1.1.1
10	Fall Enrollment (F2012 vs F2013)	3,807	3,463	3,500	07/01-06/30	Institutional Research	Annual	1.1.2
11	Percentage of total enrollment receiving financial aid (Pell, SEOG, Federal Work Study, Loans)	85%	84%	85%	07/01-6/30	Institutional Research	Annual	1.1.2
12	Number of students enrolled receiving Pell grants	2,482	2,295	NA	07/01-06/30	Financial Aid Office	Annual	1.1.2
13	No. students enrolled receiving Loans	3,417	2,979	NA	07/01-06/30	Financial Aid Office	Annual	1.1.2
14	No. campus events promoting diversity	27	21	25	07/01-06/30	Office of International & National Student Services	Annual	1.1.3
15	No. Students participated in Study Abroad	2	3	5	07/01-06/30	Office of International & National Student Services	Annual	1.1.4
16	No. Students engaged in Research	377	266	300	07/01-06/30	Sponsored Programs	Annual	1.1.4
17	No. Students presented at External Conferences	80	77	80	07/01-06/30	College Annual Reports	Annual	1.1.4
18	No. Job Offers/Placement through Career Center	51	100	100	07/01-06/30	Career Center Annual Report	Annual	1.1.4
19	Univ Characteristics & Quality Survey Results by fall graduating seniors (excellent or good)	75%	77%	90%	07/01-06/30	Institutional Research	Annual	2.1.1
20	Univ Characteristics & Quality Survey Results by spring graduating seniors (excellent or good)	71%	71%	90%	07/01-06/30	Institutional Research	Annual	2.1.1
21	Survey results strongly agree with the overall high quality of Student Executive Leadership Retreat	90%	80%	95%	07/01-06/30	Student Life & Leadership Annual Report	Annual	2.1.1



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Performance Measurement

Item	Performance Measure	2012/13	2013/14	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Associated Objective(s)
22	No. academic programs accredited	14	14	14	07/01-06/30	Institutional Research	Annual	2.1.2
23	No. Professional Development Seminars conducted on Campus	108	80	100	07/01-06/30	SurveyMonkey Electronic Survey Database (Online) and Annual Report	Annual	2.1.3
24	Attendance at Campus-Sponsored Professional Development Seminars	1,359	1,347	1,400	07/01-06/30	SurveyMonkey Electronic Survey Database (Online) and Annual Report	Annual	2.1.3
25	Professional Development Seminar survey results rated Excellent	54.70%	48.85%	60%	07/01-06/30	ACEware Learning Management System (LMS) System (OPD) and Annual Report	Annual	2.1.3
26	Percent Housing Occupancy (fall semesters)	70.0%	73.1%	75%	07/01-06/30	Residence Life	Annual	2.1.4
27	Washington Monthly magazine ranking in Service (ROTC)	10/281	8/284	#5	07/01-06/30	<a href="http://www.washingtonmonthly.com/college_guide/rankings_2013/national_university_rank.php">http://www.washingtonmonthly.com/college_guide/rankings_2013/national_university_rank.php</a>	Annual	3.1.1
28	Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African Americans) in Engineering Technologies and Engineering	#6	#6	#3	07/01-06/30	<a href="http://diverseeducation.com/top100/BachelorsDegreeProducers2013.php">http://diverseeducation.com/top100/BachelorsDegreeProducers2013.php</a>	Annual	3.1.1
29	Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African American) in Family & Consumer Sciences/Human Sciences	#5	#5	#3	07/01-06/30	<a href="http://diverseeducation.com/top100/BachelorsDegreeProducers2013.php">http://diverseeducation.com/top100/BachelorsDegreeProducers2013.php</a>	Annual	3.1.1
30	Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African Americans) in Communication Disorders Sciences and Services	#10	#10	#5	07/01-06/30	<a href="http://diverseeducation.com/top100/BachelorsDegreeProducers2013.php">http://diverseeducation.com/top100/BachelorsDegreeProducers2013.php</a>	Annual	3.1.1
31	Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African Americans) in Physical Sciences	#33	#21	#10	07/01-06/30	<a href="http://diverseeducation.com/top100/BachelorsDegreeProducers2013.php">http://diverseeducation.com/top100/BachelorsDegreeProducers2013.php</a>	Annual	3.1.1
32	Diverse Issues in Higher Education, top 100 Degree Producers: Masters (Total Minority) in Communication Disorders Sciences and Services	#13	#8	#5	07/01-06/30	<a href="http://diverseeducation.com/top100/GraduateDegreeProducers2013.php">http://diverseeducation.com/top100/GraduateDegreeProducers2013.php</a>	Annual	3.1.1
33	Diverse Issues in Higher Education, top 100 Degree Producers: Masters (Total Minority) in Rehabilitation and Therapeutic Professions	#12	#7	#5	07/01-06/30	<a href="http://diverseeducation.com/top100/GraduateDegreeProducers2013.php">http://diverseeducation.com/top100/GraduateDegreeProducers2013.php</a>	Annual	3.1.1

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Item	Performance Measure	2012/13	2013/14	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Associated Objective(s)
34	No. faculty engaged in research through 1890 Research	19	18	20	07/01-06/30	1890 Research Annual Report	Annual	3.1.2
35	Number of books published	9	15	15	07/01-06/30	College Annual Reports	Annual	3.1.2
36	No. articles published by faculty	41	72	50	07/01-06/30	College Annual Reports	Annual	3.1.2
37	No. faculty made presentations at professional meetings	97	94	90	07/01-06/30	College Annual Reports	Annual	3.1.2
38	No. on-line courses offered	13	24	30	07/01-06/30	Banner files	Annual	3.1.3
39	No. students participating in Career Day Extravaganza	300	350	500	07/01-06/30	Career Center Annual Report	Annual	3.1.4
40	In-state tuition and Required fees full-time undergrad	\$9,258	\$9,776	NA	07/01-06/30	<a href="http://www.che.sc.gov/CHE_Docs/finance/fin/2013-14_Tuition&amp;FeeSummary_Fall2013withAdditionalFees.pdf">http://www.che.sc.gov/CHE_Docs/finance/fin/2013-14_Tuition&amp;FeeSummary_Fall2013withAdditionalFees.pdf</a>	Annual	4.1.1
41	Out-of-state tuition and required fees full-time undergrad	\$18,170	\$18,910	NA	07/01-06/30	<a href="http://www.che.sc.gov/CHE_Docs/finance/fin/2013-14_Tuition&amp;FeeSummary_Fall2013withAdditionalFees.pdf">http://www.che.sc.gov/CHE_Docs/finance/fin/2013-14_Tuition&amp;FeeSummary_Fall2013withAdditionalFees.pdf</a>	Annual	4.1.1
42	No. newspaper articles published from PR office	200	420	450	07/01-06/30	Public Relations	Annual	4.1.2
43	Total Research Grant Amounts Awarded	\$16,720,409	\$14,473,401	\$20,000,000	07/01-06/30	Sponsored Programs Office	Annual	4.1.3
44	Fund Raising (July 1- June 30)	\$1,645,025.92	\$2,533,273.25	\$3,200,000.00	07/01-06/30	Annual Giving Report	Annual	4.1.4
45	Number employers participated in Career Day Extravaganza	60	74	75	07/01-06/30	Career Center Annual Report	Annual	5.1.1
46	Number of articulation agreements with external agencies with the 1890 Extension & Research	17	22	25	07/01-06/30	1890 Extension Annual Report	Annual	5.1.1
47	No. Different Types of Outreach Activities by 1890	7	7	10	07/01-06/30	1890 Extension Annual Report	Annual	5.1.2
48	No. individuals served in outreach activities through 1890 Extension	10,589	11,796	11,855	07/01-06/30	1890 Extension Annual Report	Annual	5.1.2