

ANNUAL ACCOUNTABILITY REPORT

FISCAL YEAR 2014-2015

FRANCIS MARION UNIVERSITY



September 2015

AGENCY NAME:	Francis Marion University		
AGENCY CODE:	H18	SECTION:	17



Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM

AGENCY MISSION

Francis Marion University is a four-year public institution established by the state of South Carolina. It is located in the northeastern part of the state near the city of Florence and has more than 4,000 students. Its purpose is threefold: to provide students with an excellent education, stimulate inquiry and research, and serve the Pee Dee region and the state of South Carolina.

Francis Marion University adheres to the primary purpose for which it was established as a college in 1970: to make available excellent educational programs for the people of the region and the state. The University offers bachelor's degrees in a wide range of liberal arts disciplines, as well as in the health sciences, education, and business. The University also offers professional degrees at the baccalaureate, master's, and specialist levels. While maintaining high standards, we serve students with a broad range of preparation and ability. We seek a wide variety of students, primarily from the Pee Dee region, but also from the entire state, other states, and foreign countries. We believe that a student body diverse in age, racial and ethnic background, and country of origin enriches the education of all students. To achieve its educational goals, the University has outstanding faculty members distinguished by high achievement and diverse academic backgrounds. We provide traditional and, when appropriate, non-traditional instruction, access to an excellent library as well as electronic resources, and staff members committed to student learning and success. A low student-faculty ratio and faculty concern for the individual student help us to achieve our goals. The University recognizes the importance of the out-of-the-class-room experience and offers opportunities for students to engage in activities that promote personal growth. In addition, the University provides students with special learning opportunities, such as an honors program, internships, study abroad destinations, and cooperative degree programs.

Since our highest priority is excellence in teaching and learning, we believe that intellectual inquiry and analysis by students and faculty members are essential. We encourage all scholarly pursuits, including student research for courses and faculty research for presentation and publication and for use in the classroom. The University provides faculty members with support for professional development through resources for innovative teaching, scholarship, and service. Our goal of an academic experience built on inquiry and research as well as the transmission of information allows students to develop their ability to think and communicate, to gain knowledge and skills, to pursue a career or further study,

to appreciate the creativeness of the human mind, to be aware of the human and natural environment of the world, and to have the capacity to pursue a life of learning and understanding.

The University also serves the needs of Florence and the surrounding area in ways beyond formal education. Numerous artistic and cultural activities, athletic programs, health initiatives, and outreach efforts benefit not only our students, but also the community. To foster the economic development of the region, we offer consulting services to business, industry, and government. Academic and practical assistance to area schools is basic to our endeavors. Faculty and staff members participate in and contribute to a wide range of community activities.

Francis Marion emphasizes liberal arts education while offering new academic programs with innovative technology. It is small enough to provide attention to each students, but large enough to offer a variety of academic and cultural resources. It thus combines the advantages of a liberal arts college with the resources and programs of a public university.

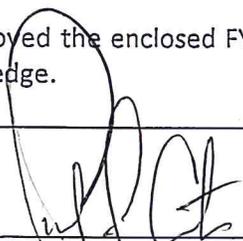
Approved by the FMU Faculty, April 10, 2012
Approved by the FMU Board of Trustees, June 15, 2012

Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	T. Alissa Warters	843-661-1616	twarters@fmarion.edu
SECONDARY CONTACT:	John J. Kispert	843-661-1110	jkispert@fmarion.edu

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

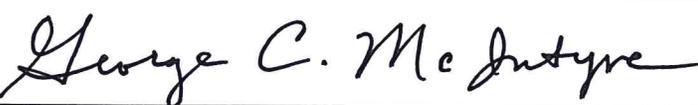
AGENCY DIRECTOR
(SIGN/DATE):



(TYPE/PRINT NAME):

Dr. Luther F. Carter, President, Francis Marion University

BOARD/CMSN CHAIR
(SIGN/DATE):



(TYPE/PRINT NAME):

Mr. George McIntyre, Chair, Francis Marion University Board of Trustees

AGENCY NAME:	Francis Marion University		
AGENCY CODE:	H18	SECTION:	17

AGENCY'S DISCUSSION AND ANALYSIS

Founded as a state college in 1970, Francis Marion University (FMU) adheres to the primary purpose of its establishment: to make available to people of all ages and origins an excellent baccalaureate education in the liberal arts and selected professional programs in business, education, and nursing. Professional graduate programs at the master's level are also offered in business, education, and nursing. FMU also offers the Master's and Specialist degree in Psychology. FMU provides traditional classroom and laboratory instruction as well as access to an excellent library and electronic learning resources. The University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

FMU places high value on academic and intellectual development of students, scholarly and professional development of faculty, and educational and cultural enrichment of citizens of the Pee Dee. The University also delivers educational opportunities to a diverse population and prepares South Carolina students to contribute to the growth and quality of life in South Carolina. FMU embraces the development of professional programs and graduate programs in response to community needs while recognizing the importance of increased interdependence in the world and awareness of other cultures. The hope is that an examination of a common body of knowledge will ensure that students have the necessary skills and information to function effectively and ethically in a rapidly changing world.

During fiscal year 2014-2015, Francis Marion University was once again recognized by *The Chronicle of Higher Education* as a "Great College to Work For" Honor Roll Recipient.

Francis Marion continued to provide support as appropriate for the University of South Carolina School of Medicine regional clinical site in Florence.

The University instituted a successful Staff Leadership Fellow Program designed to enhance the leadership skills of promising young staff members.

The University was once again recognized as one of the South's Best Regional Universities in *U.S. News and World Report's* "America's Best Colleges" issue.

FMU's Center of Excellence to Prepare Teachers of Children of Poverty received the Riley Institute's "What Works in South Carolina" Award for Excellence.

The non-profit organization Educatecareers.com ranked Francis Marion 35th out of 1,224 colleges for improving our graduates' projected earnings and job prospects.

The University unveiled plans for its new Health Sciences Center and began construction on that new facility, which will house the Nurse Practitioner program, the new Physician Assistant program, the graduate clinical psychology program, and third and fourth year medical students from the USC School of Medicine.

AGENCY NAME:	Francis Marion University		
AGENCY CODE:	H18	SECTION:	17

In December 2015, the University awarded its first Master of Science in Nursing degrees (Nurse Practitioners and Nurse Educators).

To augment its student international exchange programs, the University signed an exchange agreement with the University of Prince Edward Island.

The School of Business received reaffirmation of its accreditation from the American Association of Colleges and Schools of Business (AACSB), and the MSN program of the Department of Nursing received full accreditation from the Accreditation Commission for Education in Nursing (ACEN).

FMU's new Physician Assistant program received approval from the South Carolina Commission on Higher Education and preparations continued for accreditation of the new Physician Assistant program by the Accreditation Review Commission for the Physician Assistant (ARC-PA).

Looking to fiscal year 2015-2016, FMU has developed several high-level goals tied to its general mission and overall strategic plan:

Goal 1: Provide South Carolina and the Pee Dee region with High Quality Higher Education

During 2015-2016, Francis Marion University will begin offering its new Bachelor of Science in Healthcare Administration program. The University will also begin offering a concentration in Executive Healthcare Management as part of its MBA program, and will achieve provisional accreditation for its new Master of Science in Physician Assistant Studies program. The University will obtain faculty and Board of Trustees' approval of a proposed new Master of Science in Speech Language Pathology program.

Goal 2: Provide Programs Necessary to Ensure Student Academic Success

During 2015-2016, in order to enhance student academic success, FMU will expand University Life 100 course offerings, develop a pilot peer-mentoring program that will pair incoming freshmen with upper division students, offer faculty advising workshops to assist faculty in better serving students' academic needs, and continue the REAL grant program to promote experiential learning opportunities for students. In addition, the University will conduct a study of retention and graduation rates and develop recommendations to improve those rates. The University will seek to improve the level of student engagement, and will begin planning for a comprehensive advising initiative that will focus on the freshmen year in an effort to improve student academic success and retention from freshman to sophomore years.

Goal 3: Support Faculty and Staff Development

During 2015-2016, Francis Marion University will continue to provide faculty leadership training opportunities through participation as appropriate in programs offered by the Harvard Institute of Education Management, the American Council on Education, the HERS Institute, and similar programs. The University will also provide an internal staff development program for promising young staff members.

AGENCY NAME:	Francis Marion University		
AGENCY CODE:	H18	SECTION:	17

Goal 4: Expand Cooperative Programs with Community Partners

During 2015-2016, Francis Marion University will continue working through the Pee Dee Health Education Partnership—a consortium composed of the University of South Carolina, Francis Marion University, Carolinas Hospital System, and McLeod Health—to deliver healthcare education programs to the region and the state. We will collaborate as appropriate with the USC School of Medicine in bring third and fourth year medical students to the Florence regional clinical campus of USC-SOM.

In cooperation with area business and education leaders, FMU's Center of Excellence for College and Career Readiness will offer "readiness summits" to improve readiness for college and for work in the region and the state. Working with local school districts, the Center will also sponsor the second annual "Activate Academy" for rising 9th graders and will increase the number of rising 9th graders participating.

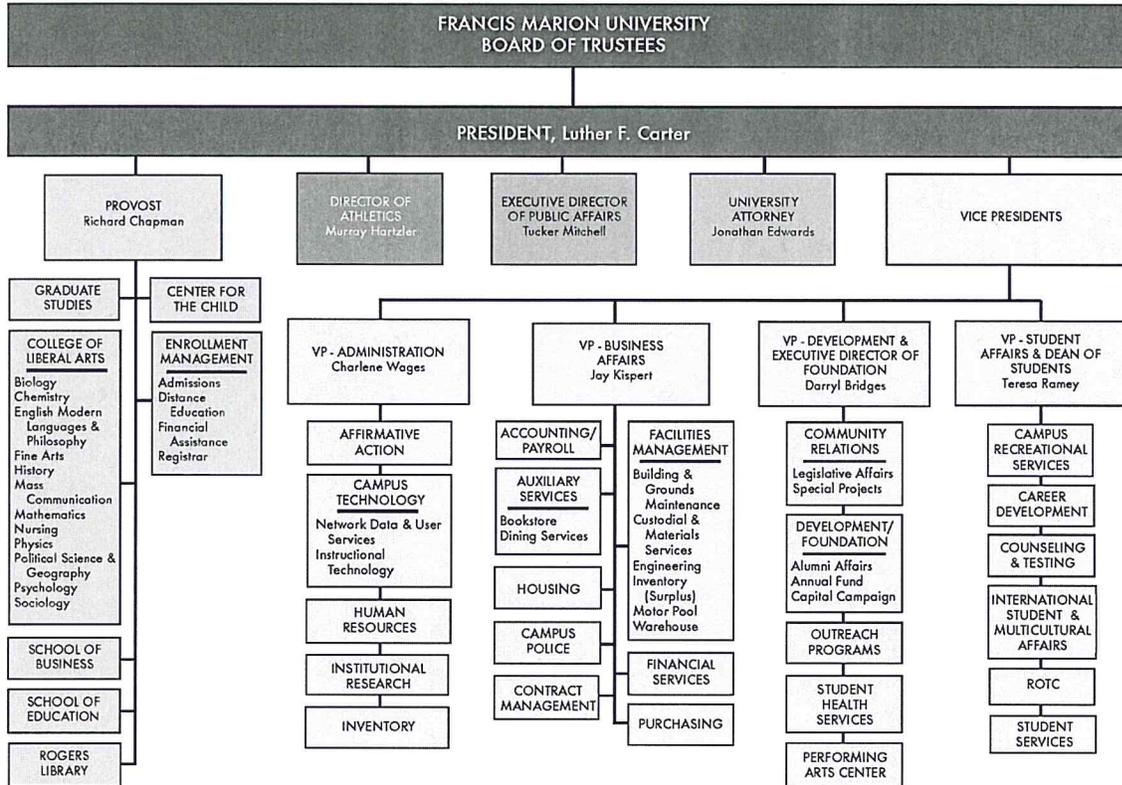
Goal 5: Improve the Technical Tools Necessary to Address Needs of the University Community

During 2015-2016, Francis Marion University will acquire a new student academic system software package that will provide faculty advisers with easier access to student records, make possible more efficient enrollment of students, streamline student advising, provide more efficient financial aid disbursement, and make possible more efficient data collection and resource management. The new academic system software will benefit students, faculty, and administration.

Goal 6: Facilities and Infrastructure

During 2015-2016, Francis Marion University will complete the construction of a new Health Sciences facility, which will be located in downtown Florence. The new building will support the Nurse Practitioner, Physician Assistant, graduate clinical Psychology, and will provide space for third and fourth year medical students from the USC School of Medicine.

On the main campus, the University will complete a wide range of maintenance projects, including the renovation of Founders Hall.



Agency Name: Francis Marion University

Agency Code: H18

Section: 017

Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Provide South Carolina and the Pee Dee region with high quality higher education
S		1.1		Develop new baccalaureate programs designed to meet student and community needs
O		1.1.1		In January 2016, begin offering the Bachelor of Science in Health Care Administration
S		1.2		Develop new graduate-level programs designed to meet student and community needs
O		1.2.1		In Fall 2015 begin offering a Master in Business Administration with a concentration in Healthcare Management
O		1.2.2		In Fall 2015 submit a proposal to the faculty for a Master of Science in Speech-Language Pathology
O		1.2.3		By Spring 2016 obtain provisional accreditation for the Master of Science in Physician Assistant Studies
G	2			Provide Programs Necessary to Ensure Student Academic Success
S		2.1		Provide Academic Support Programs
O		2.1.1		In 2015-2016 expand University Life 100 course offerings with the objective of reaching 100% of incoming freshmen.
O		2.1.2		For 2015-2016 begin offering permanent year-long Writing Center hours to better serve summer school students
O		2.1.3		For 2015-2016 develop a mentor program to pair designated incoming freshmen with upperclassmen
S		2.2		Provide Additional Support Programs
O		2.2.1		In Fall 2015 offer Faculty Advising Workshops for all new and returning faculty to help better serve student academic needs
O		2.2.2		Continue to provide REAL Grants to support experiential learning opportunities
O		2.2.3		In 2015-2016 convene a Graduation/Retention Study Group to identify strategies to help increase graduation and retention rates
O		2.2.4		In 2015-2016 convene a Summer School Study Group to examine the structure of summer school, course offerings, and accessibility to students
S		2.3		Increase Student Engagement with Enrichment Opportunities
O		2.3.1		Increase enrollment of the Fall 2015 Leadership FMU Program from 20 to 25 participants
O		2.3.2		Increase enrollment in the Spring 2016 FMU Student Leadership Conference from 75 to 100 participants
O		2.3.3		During the 2015-2016 Academic Year Create a Graduate Student Association
O		2.3.4		Increase international exchange program offerings from nine to eleven exchange partners
O		2.3.5	2016	Increase participation for the second-annual Undergraduate Research Conference to be held in Spring 2016
G	3			Support Faculty and Staff Development
S		3.1		Development of Faculty Leadership
O		3.1.1		Provide faculty leadership training opportunities through participation in programs offered by the Harvard Institute of Educational Management, the American Council on Education, the HERS Institute, and similar programs
S		3.2		Development of Staff Leadership

Agency Name: Francis Marion University

Agency Code: H18

Section: 017

Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O		3.2.1	Matriculate a second class of six Staff Leadership Fellows	
G	4		Expand Cooperative Programs with Community Partners	
S	4.1		state	Through the Pee Dee Health Education Partnership, provide healthcare education to the region and
O	4.1.1		In January 2016 begin offering a baccalaureate degree in Health Care Administration in cooperation with Florence Darlington Technical College, McLeod Regional Health, and Carolinas Hospital System	
O	4.1.2		Collaborate as appropriate with the USC School of Medicine in increasing enrollment of third and fourth year medical students at the Florence Regional Campus (increasing in numbers to 20-25 in 2015-2016)	
S	4.2		Improve College Readiness of Students in the Region and State	
O	4.2.1		In September 2015 FMU's Center for Excellence for College and Career Readiness will offer a Pee Dee Readiness Summit in coordination with Pee Dee businesses and education leaders	
O	4.2.2		In March 2016 FMU's Center for Excellence for College and Career Readiness will offer a P-20 Summit to identify best practices and statewide needs	
O	4.2.3		In June 2016 FMU's Center for Excellence for College and Career Readiness will host the second annual Activate Academy for rising 9th graders. The Center plans to expand the Academy from 18 to 30 participants	
G	5		Improve the Technical Tools Necessary to Address Needs of the University Community	
S	5.1		Acquisition of new student academic system computer software	
O	5.1.1		Easier access to student records	
O	5.1.2		Faster and more efficient enrollment of students	
O	5.1.3		Provide for more efficient financial aid disbursement	
O	5.1.4		Streamline student advising process	
O	5.1.5		Provide more efficient data collection and resource management	
G	6		Facilities and Infrastructure	
S	6.1		Completion of New Facilities to Meet the Needs of Growing Degree Programs	
O	6.1.1		In summer 2016 complete the Health Science Facility	
S	6.2		Complete Deferred Maintenance Projects	
O	6.2.1		Complete Founders Hall renovation projects by summer 2016	

Agency Name:	Francis Marion University
Agency Code:	H18 Section: 017

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Performance Measurement Template	
								Calculation Method	Associated Objective(s)
1	New Baccalaureate Programs	37	37	38	2014-2016	Office of the Registrar	Annual	Total	1.1.1
2	New Graduate-Level Programs	7	8	11	2014-2018	Office of the Registrar	Annual	Total	1.2.1,1.2.2,1.2.3
3	Students Enrolled in University Life 100	90%	95%	100%	2014-2017	Office of Enrollment Management	Annual	Percent Change	2.1.1
4	Number of Writing Center Tutorials during Summer School	78	89	90	2014-2016	FMU Writing Center	Annual	Total	2.1.2
5	Undergraduate Mentor Program	NA	NA	1	2014-2017	Office of Enrollment Management	Annual	Total	2.1.3
6	Faculty Advising Workshops	NA	2	3	2014-2016	Office of Enrollment Management	Annual	Total	2.2.1
7	Ready to Experience Applied Learning (REAL) Grants	48	49	50	2014-2016	Office of the Provost	Annual	Total	2.2.2
8	Graduation/Retention Study Group	NA	NA	1	2014-2-016	Office of the Provost	Annual	Total	2.2.3
9	Summer School Study Group	NA	NA	1	2014-2016	Office of the Provost	Annual	Total	2.2.4
10	Number of Summer School Students Enrolled	1262	1196	1200	2014-2016	Office of Institutional Research	Annual	Total	2.2.4
11	Number of Students Enrolled in Leadership FMU	18	20	25	2014-2016	Office of Student Affairs	Annual	Total	2.3.1
12	Number of Students Enrolled in the FMU Student Leadership Conference	0	75	100	2014-2016	Office of Student Affairs	Annual	Total	2.3.2
13	Develop a Graduate Student Association	NA	NA	1	2014-2016	Office of the Provost/Office of Student Affairs	Annual	Total	2.3.3
14	Increase Number of International Exchange Programs	9	10	12	2014-2017	Office of the Provost	Annual	Total	2.3.4
15	Participation in Undergraduate Research Conference	28	33	35	2014-2016	Office of the Provost	Annual	Total	2.3.5
16	Faculty Leadership Training Opportunities	3	4	5	2014-2016	Office of the Provost	Annual	Total	3.1.1
17	Staff Leadership Fellows Program	6	6	6	2014-2016	Office of the President	Annual	Total	3.1.2
18	USC School of Medicine's Florence Regional Campus Collaboration	0	7	20	2014-2016	Office of the Provost	Annual	Total	4.1.1
19	Offer Pee Dee Readiness Summit	NA	NA	1	2015-2016	Center for Excellence for College and Career Readiness	Annual	Total	4.2.1
20	Offer P-20 Summit	NA	NA	1	2015-2016	Center for Excellence for College and Career Readiness	Annual	Total	4.2.2
21	Expand Activate Academy Participants	NA	18	30	2015-2016	Center for Excellence for College and Career Readiness	Annual	Total	4.2.3
22	Acquire New Student Academic System Computer Software	NA	NA	NA	2015-2017	Office of Business Affairs	Annual	Total	5.1.1-5.1.5
23	Completion of Health Science Facility	NA	NA	NA	2015-2016	Office of Business Affairs	Annual	Total	6.1.1
24	Completion of Founders Hall Renovation	NA	NA	NA	2015-2016	Office of Business Affairs	Annual	Total	6.2.1



Agency Name: Francis Marion University

Agency Code: H18 Section: 017

Program Template

Program/Title	Purpose	FY 2014-14 Expenditures			FY 2014-15 Expenditures			Associated Objectives(s)		
		General	Other	Federal	General	Other	Federal			
		TOTAL			TOTAL					
I. Educational & General: Instruction	Administrative costs of instructional related programs at the University including salary, fringes, and other operating costs.	\$ 7,706,756	\$ 10,034,479	\$ 5,394,558	\$ 23,135,793	\$ 8,331,499	\$ 10,096,978	\$ 6,325,002	\$ 24,753,479	1.1.1, 1.2.1, 1.2.2, 1.2.3, 2.1.3, 2.2.1, 2.2.2, 2.3.1, 2.3.2, 3.1.1, 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.2.1, 4.2.2, 4.2.3, 5.1.1, 5.1.2, 5.1.3, 5.1.4, 5.1.5, 6.2.1
I. Educational & General: Student Services	Admissions, enrollment marketing, financial assistance, orientation, student affairs, athletics, counseling services, and other student services.	\$ 888,965	\$ 3,649,984	\$ 872,693	\$ 5,411,642	\$ 941,724	\$ 3,810,569	\$ 884,905	\$ 5,637,198	2.1.1, 2.1.3, 2.2.1, 2.2.3, 2.2.4, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5, 4.2.1, 4.2.2, 4.2.3
I. Educational & General: Institutional Support	Administrative institutional expenses including the Offices of the President, Business Affairs, the Provost, Development, Accounting, Human Resources, etc.	\$ 1,359,721	\$ 3,457,611	\$ 928,973	\$ 5,746,305	\$ 1,399,262	\$ 4,109,100	\$ 1,008,299	\$ 6,516,661	5.1.2, 5.2.2, 5.2.4, 5.3.1, 9.1.1, 9.1.2, 10.1.1, 10.2.1
I. Educational & General: Facilities Maintenance	Campus facility physical plant support (including utilities) and campus police services.	\$ 2,079,331	\$ 6,643,484	\$ 1,881,048	\$ 10,603,863	\$ 1,909,400	\$ 6,692,322	\$ 1,576,021	\$ 10,177,743	6.1.1, 6.2.1
I. Educational & General: Academic Support	Professional development funds, library, network operations, enrollment management, and other academic support areas.	\$ 1,231,230	\$ 2,854,166	\$ 939,761	\$ 5,025,157	\$ 888,853	\$ 3,091,225	\$ 957,465	\$ 4,937,543	2.1.1, 2.1.2, 2.1.3, 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5, 3.1.1, 3.2.1
All Other Items: Research, Public Service, Depreciation, Scholarships, and Auxiliaries.	Public services like the Center for the Child, Center for Entrepreneurship, Nonprofit Leadership Institute, and other miscellaneous items.	\$ 544,747	\$ 9,459,053	\$ 1,096,233	\$ 11,100,033	\$ 551,598	\$ 8,538,152	\$ 792,917	\$ 9,882,667	4.2.1, 4.2.2, 4.2.3
Total		\$ 13,810,750	\$ 36,098,777	\$ 11,113,266	\$ 61,022,793	\$ 14,022,336	\$ 36,338,346	\$ 11,544,609	\$ 61,905,291	