

AGENCY NAME:	South Carolina State University		
AGENCY CODE:	H24	SECTION:	19

**Fiscal Year 2016-2017
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	<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> <p>(This mission statement was approved by the S.C. State University Board of Trustees on March 30, 2010 and by the South Carolina Commission on Higher Education May 6, 2010.)</p>
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AGENCY VISION	<p><i>South Carolina State University will be recognized as one of the highest performing universities among our peers producing globally competitive graduates.</i></p>
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Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

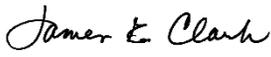
RESTRUCTURING RECOMMENDATIONS:	Yes	No
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
PRIMARY CONTACT:	Betty Boatwright	803-536-8556	bboatwright@scsu.edu
SECONDARY CONTACT:	Donna Hanton	803 533-3647	djordan2@scsu.edu

I have reviewed and approved the enclosed FY 2016-2017 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	
(TYPE OR PRINT NAME):	Mr. James E. Clark, President

BOARD/CMSN. CHAIR (SIGN AND DATE):	
(TYPE OR PRINT NAME):	Mr. Charles S. Way, Chairman, Board of Trustees

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AGENCY’S DISCUSSION AND ANALYSIS

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. Throughout its 121 years of existence, SC State has served as a leader in the producing graduate who have excelled in all discipline including business, education, science, military, government, athletics, engineering, technology and more.

The 2016 – 2017 year at South Carolina State University was “transformational.” For the first time in several years, there was improvement in most areas of the institution. SC State University experienced positive advancements, which led to a successful year. The institution began the year with new leadership. An interim Board of Trustees was selected by the SC State Legislature to assist in the turnaround effort of the institution in May 2015. On July 1, 2016, the Board named businessman and nearly 20-year higher education Board veteran James E. Clark as the University’s 12th President. With solid leadership in place and the subsequent removal of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) probation, the institution began an immediate turnaround and repair.

The higher education, business, financial, and legal acumen of the board and new president, led to strategic conversations and accelerated tactical actions to rebuild SC State. Many issues were addressed including Enrollment, Finance/Budgets, Academics, Athletics, Legislative “Requirements”, and Branding/Messaging.

For the first time in nine years, the University saw an increase in enrollment. The institution achieved and exceeded its Fall 2016 enrollment target of 2,900 by 2% with a final enrollment of 2,905. The enrollment included a 27.3% increase in new students. In Spring 2017, the University’s enrollment target of 2,610 students was surpassed by 1.2% with a final enrollment of 2,641 students. The 109 new students target for Spring 2017 was exceeded by 77.5% or 158 new students. The increase in enrollment is quite significant for the institution given

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the steady decline since 2007. With the increase in enrollment, the University successfully brought two residential facilities (Nix Hall and Rowe Hall) online in record time. Enrollment increased AGAIN in the fall 2017 to 2,966 as of August 31, 2017!

Over the last several years, the University experienced major challenges relating to its finances. In fact, the University’s previous probationary status with SACSCOC was due, in part, to the institution’s financial instability. Therefore, during the 2016 – 2017 year, stabilizing finances became a major priority. With improved processes, better decision making, and “belt tightening,” SC State was able to make tremendous progress toward becoming a more fiscally sound institution. There was a significant decrease in the accounts payables from \$8M to \$850K and the Unrestricted Net Assets Exclusive of Plant and Plant-Related Debt (UNAEP) increased from \$-5.2M to approximately \$200K. The institution also ended the year with a balanced budget. In addition to the financial turnaround, the University was successful in refinancing the Hugine Suites Residence Hall Bond which resulted in an annual savings of over \$500K per year, and total estimated savings of \$11M over the remainder of the note which matures in 2035. Having built confidence and trust in its fiscal ability, the SC State Foundation received commitments totaling \$1M from Earvin “Magic” Johnson, Michael Triplette, and renowned alumnus Armstrong Williams.

Throughout the year, SC State made a concerted effort to review and assess all of its processes. The assessment found that many processes were broken and required immediate attention and repair. Specifically, the reporting mechanisms to external agencies were poor. Within the first 30 days, an “all reports on time or ahead of time” procedure was implemented and resulted in all reports being submitted on or before time with an improvement in quality. In the areas of Financial Aid and Admissions, there were many processes that negatively impacted student enrollment. After a review and assessment, the processes for both areas were revamped and streamlined.

Realizing that the University could not do it alone, establishing partnerships and collaborations became a major focus. These were developed with academic institutions, business entities, and the community. These

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relationships helped strengthen the institution and served as a win-win for all parties involved. Memoranda of Understanding were developed with technical colleges in South Carolina. Denmark Technical College, Orangeburg-Calhoun Technical College, and Midlands Technical College all now have accelerated pathways for their graduates with Associate’s degrees to earn baccalaureate degrees from SC State. The University also developed a consortium agreement with the University of Phoenix called The Bulldog Academic Resumption Covenant Program (BARC). This program supports working students who “stopped out” and desire to complete their degrees. Other notable collaborations were developed with the Regional Medical Center (RMC), Claflin University, and the City of Orangeburg through the BeFit Health and Wellness program. In addition, the “Scholarship System” was adopted to assist students with identifying and applying for scholarship funds.

There were many positive changes across the campus that enhanced the brand of the University. A few worth mentioning are: 1) ABET reaffirmation of accreditation of the engineering and computer science programs; 2) Miss SCSU London Knight was one of ten HBCU Queens featured in the September 2017 issue of EBONY Magazine; 3) former Miss SCSU Kara McCullough became Miss USA 2017; 4) the IP Stanback Museum and Planetarium was bought back “on-line”; 5) the Women’s Tennis Team won the Mid-Eastern Athletic Conference Championship; 6) the Men's and Women's Tennis Teams captured the Mid-Eastern Athletic Conference (MEAC) southern division regular season titles; 7) Marketa Marcanikova graduated having maintained a 4.0 GPA for 4 years; 8) Joe Thomas made history becoming the oldest Division 1 football player; 9) Dr. Marvella Ford, renowned cancer disparities researcher, became SC State’s first endowed Chair; and 10) the sidewalks were repaired and the roads on campus were resurfaced for the first time in decades.

It is evident that SC State University has done a great deal of work in a short period of time. However, there is much more to be done. The University family is very pleased with the progress the University has made over the past year as evidenced in this 2016-2017 report. As can be discerned, we show improvement in most areas, and remained level in some. There are very few areas needing improvement and they continue to be our

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focus. Overall, the 2016-2017 report shows that SC State has laid the foundation for further improvements in the years ahead.

Risk Assessment and Mitigation Strategies

SC State University works diligently to achieve its mission and performance measures. Due to the challenges faced by higher education institutions, business practices include the potential of risks. The University’s risk can range from financial to operational. The University has in place internal controls to ensure that risks are limited and mitigated. There exists a major impact on the University for failing to meet its goals and objectives. Significant number of families that otherwise no longer have access to higher education would be left without a means to lift themselves and their families out of poverty. These individuals would become or continue to be at some level a financial burden on the state.

In an effort to ensure that the University continues to provide access and opportunity to students, we have in place mitigating strategies which include: better controls, operational efficiency and effectiveness, improved processes and procedures, and full transparency.

Three Options for the General Assembly

Option 1: Continue to not only fund, but increase the funding of programs that leverage external funding opportunities.

Option 2: Consider reviewing the State’s funding model to provide greater funds to those institutions that have a significant majority of Pell eligible students.

Option 3: Look into providing a significant one-time funding of infrastructure improvements for upgrades to information technology (IT) and the physical plant.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Education, Training, and Human Development	Promote and Sustain a Student-Centered Environment
S		1.1		Education, Training, and Human Development	Increase enrollment management strategies to improve student achievement and engagement
O			1.1.1	Education, Training, and Human Development	Increase Fall 2018 enrollment by 1% above the Fall 2017 through enhanced recruitment and marketing strategies
O			1.1.2	Education, Training, and Human Development	Implement five (5) new programs targeting increased student success, retention and graduation rates
O			1.1.3	Education, Training, and Human Development	Increase co-curricular learning experiences, including research, leadership opportunities, internships and global awareness
O			1.1.4	Education, Training, and Human Development	Increase programs in support of living learning communities
O			1.1.5	Education, Training, and Human Development	Improve infrastructure to enhance quality of students' learning environment
G	2			Education, Training, and Human Development	Enhance Academic Programs
S		2.1		Education, Training, and Human Development	Review and assess academic programs to result in continued program accreditation and greater diversity in teaching methodologies and course offerings
O			2.1.1	Education, Training, and Human Development	Complete a full review of all academic programs assessing for strength, viability and expansion or reduction
O			2.1.2	Education, Training, and Human Development	Identify and promote two (2) of the university's exemplary academic programs
O			2.1.3	Education, Training, and Human Development	Increase diversity in academic programming to include continuing education and various distance education methodologies
O			2.1.4	Education, Training, and Human Development	Increase the number of faculty, staff and students engaged in research and scholarship
G	3			Education, Training, and Human Development	Develop and Maintain a Financial Structure that Ensures a Balanced Budget and Creates Reserve Funds
S		3.1		Education, Training, and Human Development	Implement procedures to improve budget management and revenue growth
O			3.1.1	Education, Training, and Human Development	Maintain a balanced budget with a positive forecast
O			3.1.2	Education, Training, and Human Development	Expand and increase university resources through fundraising, research revenues, improved fiscal practices
O			3.1.3	Education, Training, and Human Development	Implement best practices financial management methodologies to result in more effective operations
O			3.1.4	Education, Training, and Human Development	Increase training and maximize the utilization of technology in all areas of the campus for greater productivity and efficiency
O			3.1.5	Education, Training, and Human Development	Enter FY 19 with significant reductions in vendor debt to clear by FY 20
O			3.1.6	Education, Training, and Human Development	Close out FY 18 with a positive year end balance and positive Unrestricted Net Assets Exclusive of Plant & Plant Related Debt (UNAEP)

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O			3.1.7	Education, Training, and Human Development	Review and Update costs for utilization of campus facilities by external groups
G	4			Education, Training, and Human Development	Strengthen the University's level of accountability and efficiency
S		4.1		Education, Training, and Human Development	Implement procedures that result in greater accountability, efficiency and transparency
O			4.1.1	Education, Training, and Human Development	Implement a program to measure, track and manage customer service
O			4.1.2	Education, Training, and Human Development	Maintain compliance with all oversight and accrediting associations' rules, regulations and policies
O			4.1.3	Education, Training, and Human Development	Review the Comprehensive Permanent Improvement Plan (CPIP) and develop a plan for strategic budget requests
O			4.1.4	Education, Training, and Human Development	Review and update the University's comprehensive facilities improvement plan
O			4.1.5	Public Infrastructure and Economic Development	Make significant progress in the renovation of Truth Hall
O			4.1.6	Public Infrastructure and Economic Development	Make significant progress in a campaign to build a new student center
O			4.1.7	Education, Training, and Human Development	Review, reorganize and implement best practices standards for accountability and reporting
O			4.1.8	Education, Training, and Human Development	Develop a budget for 2020 plan to evaluate and fund adjustments to faculty and staff salaries at an average 10% increase based on market value in 2020
O			4.1.9	Education, Training, and Human Development	Complete all relevant Legislative requirements of the Governor, SC House, SC Senate, State Fiscal Authority and all required financial audits in a timely manner
O			4.1.10	Education, Training, and Human Development	Implement a comprehensive review of all SCSU administration
G	5			Government and Citizens	Improve the University's image through greater accountability and enhanced outreach
S		5.1		Education, Training, and Human Development	Provide outreach activities that support the University's 1890 mandate and meet stakeholders' needs
O			5.1.1	Education, Training, and Human Development	Enhance the public's perception of the University through a comprehensive public relations and marketing plan
O			5.1.2	Government and Citizens	Increase and strengthen alliances and partnerships
O			5.1.3	Education, Training, and Human Development	Establish research centers that promote scholarship and the 1890 mandate
O			5.1.4	Education, Training, and Human Development	Promote outreach programs that strengthen the relationship between the University and the Community
O			5.1.5	Education, Training, and Human Development	With input from the National Alumni President, meet with four (4) National Alumni Chapters to establish partnerships
O			5.1.6	Education, Training, and Human Development	Improve relationships and develop at least five (5) significant collaborative partnerships with the following P-12 schools, business and industry, and Communities
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Performance Measurement Template

Item	Performance Measure	Last Value	Current Target Value	Current Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)	Meaningful Use of Measure
1	Increase Fall Enrollment by 1%	2,845	2,900	2,905	2,934	07/01-06/30	Admissions	Total number of students enrolled/prior year's enrollment	1.1.1	Demonstrates the stability of University to provide educational opportunities to Citizens of the State
2	Increase the number new Freshmen applications by 2%	2,445	3,000	2,847	2,904	07/01-06/30	Admissions	Total applications submitted	1.1.1	Demonstrates the stability of University to provide educational opportunities to Citizens of the State
3	Increase the number new Freshmen Enrolled by 2% annually	494	600	628	612	07/01-06/30	Admissions	Total number of freshmen enrolled	1.1.1	Demonstrates the stability of University to provide educational opportunities to Citizens of the State
4	Monitor the percentage of total enrollment receiving financial aid (Pell SEOG)	86%	86%	74%	70%	07/01-06/30	Financial Aid	Percentage	1.1.1	Provides information on the student profile for the University to use in administrative planning and funding raising processes
5	Monitor the number of students enrolled receiving Pell grants	2,234	2,367	1,876	1,900	07/01-06/30	Financial Aid	Percentage	1.1.1	Provides information on the student profile for the University to use in administrative planning and funding raising processes
6	Monitor the percentage of students enrolled receiving loans	83%	84%	77%	80%	07/01-06/30	Financial Aid	Percentage	1.1.1	Provides student financial aid data to be used by the University for administrative planning
7	Increase the Retention Rates of All Students Fall to Spring by 5 points	81%	85%	84%	90%	07/01-06/30	Institutional Research	Percentage	1.1.2	Provides data to improve the student retention rate
8	Increase the Retention Rates of All Students Fall to Fall by 5 points	70%	73%	70%	74%	07/01-06/30	Institutional Research	Percentage	1.1.2	Provides data to improve the student retention rate
9	Increase the Retention Rates of New Freshmen Fall to Spring by 5 points	85%	85%	85%	90%	07/01-06/30	Institutional Research	Percentage	1.1.2	Provides data to develop strategies to improve the first-time freshmen academic success
10	Increase the Retention Rates of New Freshmen Fall to Fall by 5 points	57%	60%	69%	74%	07/01-06/30	Institutional Research	Percentage	1.1.2	Provides data to improve the student retention rate
11	Increase Number of Degrees Awarded	576	585	470	475	07/01-06/30	Institutional Research	Total Degrees Awarded annually	1.1.2	Provides data to track degree completion rate
12	Increase the Graduation Rates for the First-Time Freshmen Cohorts	36%	38%	38%	40%	07/01-06/30	Institutional Research	Percentage of Cohort	1.1.2	Provides data to improve freshmen graduation rate
13	Increase the Graduation Rates of Student-Athletes by Cohort	57%	60%	59%	62%	07/01-06/30	Athletic Compliance	Percentage	1.1.2	Provides data to improve the student-athlete graduation rate
14	Increase the number of students received External Awards	45	60	44	60	07/01-06/30	College Annual Reports	Total	1.1.3	Provides data to track students' educational experiences
15	Percentage of students received Academic Honors	33%	35%	23%	35%	07/01-06/30	College Annual Reports	Percentage of Enrolled Undergraduate Students in the Fall with a GPA of 3.0 or better.	1.1.3	Provides data to track students' academic achievement
16	Increase the number of student-athletes named to the Mid-Eastern Athletic (MEAC) Commissioner's All -Academic Team	94	90	71	90	07/01-06/30	Department of Athletics	Total Listed	1.1.3	Provides data to track student-Athletes academic performance
17	Offer at least 20 campus events promoting diversity annually	17	20	20	25	07/01-06/30	Office of International & National Student Exchange Programs/Division of Student Affairs	Total	1.1.3	Provides data on the number of multicultural activities to which students are exposed.
18	Maintain the number of Students participating in Study Aboard	4	5	17	20	07/01-06/30	Office of International & National Student Exchange Programs	Total	1.1.3	Provides data to demonstrate students' exposure to international cultures
19	Increase the number of Students engaged in Research	190	200	189	210	07/01-06/30	Sponsored Programs Office	Total	1.1.3	Provides data to increase the number of research opportunities for students
20	Increase the number of Students presented at external conferences	57	40	63	70	07/01-06/30	College Annual Reports	Total Reported	1.1.3	Provides data to increase the number of increase the number of Students conferences opportunities for presented
21	Number of Job offers/placement through Career Center	100	120	112	150	07/01-06/30	Career Center Annual Report	Total Reported	1.1.3	Provides data to increase the number of leadership opportunities , internships and global awarness for students
22	Number of students participating in Career Day Extravaganza	600	680	640	600	07/01-06/30	Career Center Annual Report	Total Reported	1.1.3	Provides data to increase the number of leadership opportunities , internships and global awarness for students
23	Number of Employers participated in Career Day Extravaganza by 20	74	80	97	120	07/01-06/30	Career Center Annual Report	Total Reported	1.1.3	Provides data to increase the number of job opportunities
24	Maintain the percent housing occupancy (fall semesters)	91%	95%	95%	95%	07/0/-6/30	Residence Life	Percentage	1.1.4	Provides information for residential facilities management
25	Increase the number of workshops, seminars through health center and career center by 10	44	45	62	72	07/01-06/30	Career Center and Health Center Reports	Total Reported	1.1.4	Provides information needed to provide student development programming
26	Number of academic programs maintaining specialized accreditation	30	30	30	30	07/01-06/30	Provost's office	Total Reported	2.1.1	Provides data to ensure the University achieves it mission

27	Senior Exit Survey Ratings (Excellent or Good) of the Quality of Academic Programs	90%	90%	83%	93%	09/01-06/30	Senior Exit Survey Responses	Percentage	2.1.2	Provides evaluation information for academic planning
28	Increase the number of On-line courses offered	163	200	137	150	07/01-6/30	Institutional Research	Total Reported	2.1.3	Provides data to monitor on-line course offerings
29	Number of books published by faculty	6	10	11	10	07/01-6/30	College Annual Reports	Total Reported	2.1.4	Provide data to monitor number of faculty participating in research and scholarship
30	Number articles published by faculty	36	80	43	60	07/01-6/30	College Annual Reports	Total Reported	2.1.4	Provide data to monitor number of faculty participating in research and scholarship
31	Number of faculty made presentations at professional meetings	57	65	55	65	07/01-6/30	College Annual Reports	Total Reported	2.1.4	Provide data to monitor number of faculty participating in research and scholarship
32	In-state tuition and required fees full-time undergraduate	\$10,088	\$10,420	\$10,420	\$11,170	07/01-6/30	Finance	Posted Charges	3.1.1	Review and provide affordable education to customers
33	Out-of-state tuition and required fees full-time undergraduate	\$19,856	\$20,500	\$20,500	\$21,120	07/01-6/30	Finance	Posted Charges	3.1.1	Review and provide affordable education to customers
34	Total Research Grant Amounts Awarded	\$9,676,258	\$11,000,000	\$10,765,927	\$15,000,000	07/01-6/30	Office of Sponsored Programs & 1890 Research Division	Total Reported	3.1.1	Provide more funding to improve the quality of teaching and learning experiences
35	Number of Professional Development Seminars conducted through the Teaching & Learning Program	7	28	55	55	07/01-6/30	Office of Teaching & Learning	Total Reported	3.1.3	Provide workshops to Improve the quality of faculty teaching and research
36	Teaching & Learning Professional Development Seminar survey results rated Excellent	100%	100%	80%	85%	07/01-6/30	Office of Teaching & Learning	Percentage	3.1.3	Provide workshops to Improve the quality of faculty teaching and research
37	University Characteristics & Quality Survey Results by fall graduating seniors (excellent or good)	68%	75%	77%	90%	07/01-6/30	Institutional Research	Percentage	4.1.1	Provide survey result to improve programs and services to students
38	University Characteristics & Quality Survey Results by spring graduating seniors (excellent or good)	72%	75%	68%	90%	07/01-6/30	Institutional Research	Percentage	4.1.1	Provide survey result to improve programs and services to students
39	Number of specialized accrediting agencies that accredit academic programs	13	13	13	13	07/01-6/30	Provost's office	Total	4.1.2	Ensure the maintenance of accreditation of all academic programs that are currently accredited
40	Number of articulation agreements with external agencies with the 1890 Extension & Research	55	60	52	60	07/01-6/30	1890 Extension Annual Report	Total Reported	5.1.2	Provide access to educational programs
41	Number of faculty engaged in research through 1890 Research	12	20	28	30	07/01-6/30	1890 Research Annual Report	Total Reported	5.1.3	Provide access to educational programs
42	Number of Different Outreach Activities Sponsored by 1890 Extension	82	270	470	500	07/01-6/30	1890 Extension Annual Report	Total Reported	5.1.4	Provide access to educational programs
43	Number of individuals served in outreach activities through 1890 Extension	9,560	11,000	11,371	11,500	07/01-6/30	1890 Extension Annual Report	Total Reported	5.1.4	Provide access to educational programs

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Program Template

Program/Title	Purpose	FY 2016-17 Expenditures (Actual)				FY 2017-18 Expenditures (Projected)				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.	\$ 6,954,854	\$ 11,346,440	\$ 1,279,476	\$ 15,264,270	\$ 7,024,403	\$ 11,573,369	\$ 1,343,450	\$ 15,547,645	2.1.1, 2.1.2, 2.1.3, 2.1.4
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.	\$ 973,295	\$ 577,566	\$ 4,572,810	\$ 540,145	\$ 983,028	\$ 589,117	\$ 5,030,091	\$ 550,173	1.1.3, 2.1.4, 3.1.2, 5.1.3
PUBLIC SERVICE	This category includes funds for activities that are established primarily to provide non-instructional services beneficial to individuals and groups external to the institution.	\$ 1,297,727	\$ -	\$ 2,441,648	\$ 485,859	\$ 1,310,704	\$ -	\$ 2,563,730	\$ 494,878	5.1.3, 5.1.4, 5.15, 5.1.6
ACADEMIC SUPPORT	Activities associated with the administration of the academic and instructional programs for the university and library holdings.	\$ 969,290	\$ 1,524,233	\$ 479,196	\$ 2,372,268	\$ 978,983	\$ 1,554,718	\$ 503,156	\$ 2,416,308	2.1.1, 2.1.2, 2.1.3
STUDENT SERVICES	An overall, holistic approach to providing students with transitional and cultural skills to develop their social and academic awareness.	\$ 2,433,238	\$ 7,459,641	\$ 413,211	\$ 6,189,120	\$ 2,457,570	\$ 7,608,834	\$ 433,872	\$ 6,304,019	1.1.1, 1.1.2, 1.1.3, 1.1.4
INSTITUTIONAL SUPPORT	These cost include those activities which are non-instructional in nature, but are integral to the operations of the institution.	\$ 3,244,317	\$ 3,368,461	\$ 4,425,343	\$ 6,927,455	\$ 3,276,760	\$ 3,435,830	\$ 4,125,343	\$ 7,056,061	3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.1.6
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.	\$ 973,295	\$ 577,566	\$ 4,572,810	\$ 540,145	\$ 983,028	\$ 589,117	\$ 5,030,091	\$ 550,173	1.1.3, 2.1.4, 3.1.2, 5.1.3
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ACADEMIC SUPPORT	Activities associated with the administration of the academic and instructional programs for the university and library holdings.	\$ 969,290	\$ 1,524,233	\$ 479,196	\$ 2,372,268	\$ 978,983	\$ 1,554,718	\$ 503,156	\$ 2,416,308	2.1.1, 2.1.2, 2.1.3
STUDENT SERVICES	An overall, holistic approach to providing students with transitional and cultural skills to develop their social and academic awareness.	\$ 2,433,238	\$ 7,459,641	\$ 413,211	\$ 6,189,120	\$ 2,457,570	\$ 7,608,834	\$ 433,872	\$ 6,304,019	1.1.1, 1.1.2, 1.1.3, 1.1.4
INSTITUTIONAL SUPPORT	These cost include those activities which are non-instructional in nature, but are integral to the operations of the institution.	\$ 3,244,317	\$ 3,368,461	\$ 4,425,343	\$ 6,927,455	\$ 3,276,760	\$ 3,435,830	\$ 4,125,343	\$ 7,056,061	3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.1.6
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.	\$ 348,864	\$ 1,481,548	\$ -	\$ 6,251,606	\$ 352,353	\$ 1,511,179	\$ -	\$ 6,367,665	4.1.3, 4.1.4, 4.1.5, 4.1.6,
SCHOLARSHIPS	This program accounts for all awards, waivers, abatements and entitlements given to students to defer the costs of attending the University.	\$ -	\$ 9,655,793	\$ 10,127,194	\$ 24,029,012	\$ -	\$ 8,690,213	\$ 9,114,474	\$ 22,129,539	1.1.1, 3.1.1, 2.1.4
AUXILIARIES	Includes housing, food services, bookstore, and other self-supporting activities that furnish goods and services to students, faculty and staff.	\$ -	\$ 11,201,600	\$ -	\$ 11,201,600	\$ -	\$ 12,637,989	\$ -	\$ 12,637,989	4.1.5

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Program Template

Program/Title	Purpose	<i>FY 2016-17 Expenditures (Actual)</i>				<i>FY 2017-18 Expenditures (Projected)</i>				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
DEPRECIATION			\$ 4,595,981		\$ 4,595,981		\$ 4,595,981		\$ 4,595,981	
	Totals	\$ 12,511,048	\$ 43,233,284	\$ 26,884,745	\$ 77,857,317	\$ 12,636,158	\$ 44,059,692	\$ 25,896,009	\$ 78,100,258	

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
1	H240	State	Proviso	19.1 SCSU: Loan Funds (A) Pursuant to Proviso 19.2, Part IB, of ACT 286 of 2014 South	Yes	Yes
2	S.1166	State	Statute	To provide for annual installment payments by South Carolina State University on outstanding	Yes	Yes

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Customer Template

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments
ROTC Program	South Carolina State University ROTC Program	Provide army recruit training	United States Armed Forces
Academic Affairs	SC State University's degree granting Colleges	Provide educational opportunities, degrees,	General Public
Academic Affairs	SC State University's faculty and staff provide	Provide educational training, certificate	Industry

Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)
South Carolina State University Foundation	Non-Governmental Organization	The foundation is governed by a volunteer Board of Directors made up of business and community leaders who share South Carolina State	3.1.2
South Carolina State University Real Estate Foundation	Non-Governmental Organization	The purpose of the South Carolina State University Real Estate Foundation is to lease, operate, manage, and contract for the acquisition,	1.1.4 and 1.1.5
South Carolina National Alumni Association	Non-Governmental Organization	The South Carolina State University National Alumni Association	3.1.2 and 5.1.5
Community Higher Education Council	Higher Education Institute	A partnership between Claflin, SC State and Orangeburg - Calhoun	1.1.2 and 1.1.3
South Carolina Technical Colleges	Higher Education Institute	Articulation Agreements	1.1.2
South Carolina High Schools	K-12 Education Institute	Student Teaching	5.1.1 and 5.1.4
National Science Foundation	Federal Government	Research	5.1.3
Association to Advance Collegiate School of	Professional Association	South Carolina State University partners with AACSB to ensure continuous	2.1.1, 4.1.2, 4.1.5

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Report Template

Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	Fall IPEDS Institutional Characteristics Report	National Center for Education Statistics	Federal	Annually	October 13, 2016	This survey collects institutional data such as institutional name, address, telephone, control and affiliation, type of degree programs offered, accreditation, tuition and fees, room and board charges required for the academic year	https://surveys.nces.ed.gov/ipeds/
2	Fall IPEDS Completion	National Center for Education Statistics	Federal	Annually	October 13, 2016	The survey collects institutional data on the number of degrees awarded by level (associate's bachelor's, masters' and doctor's), gender, race, ethnicity and field of study using the Classification of Instruction Program (CIP) Code.	https://surveys.nces.ed.gov/ipeds/
3	Fall IPEDS 12-Month Enrollment	National Center for Education Statistics	Federal	Annually	October 17, 2016	The survey collects unduplicated enrollment counts of all students enrolled for credit and instructional activity data in postsecondary institutions for an entire 12-month period. Data are collected by level of student and by race/ethnicity and gender. Instructional activity is collected as total credit and/or contact hours attempted at the undergraduate, graduate, and doctor's professional levels.	https://surveys.nces.ed.gov/ipeds/
4	Winter IPEDS Student Financial Aid	National Center for Education Statistics	Federal	Annually	February 15, 2017	The data collected includes information on the number of full-time, first-time degree-seeking students receiving financial assistance for the previous year, by aid type and average amount received.	https://surveys.nces.ed.gov/ipeds/
5	Winter IPEDS Student Graduation Rates	National Center for Education Statistics	Federal	Annually	February 15, 2017	This annual survey helps institutions satisfy the requirements of the Student Right-to-Know legislation. Data are collected on the number of students entering the institution as full-time, first-time, degree/certificate-seeking undergraduate students in a particular year (cohort), by race/ethnicity and gender; the number completing their program within 150 percent of normal time to completion; the number that transfer to other institutions if transfer is part of the institution's mission.	https://surveys.nces.ed.gov/ipeds/
6	Winter IPEDS 200% Graduation Rates	National Center for Education Statistics	Federal	Annually	February 15, 2017	Data are collected to calculate graduation rates at 200% of normal time to complete all requirements of their program of study for the cohort of full-time, first-time bachelor's or equivalent degree-seeking students at 4-year institutions; and for all full-time, first-time degree/certificate-seeking undergraduate students at less than 4-year institutions.	https://surveys.nces.ed.gov/ipeds/

7	Winter IPEDS Admissions	National Center for Education Statistics	Federal	Annually	February 9, 2017	Data are collected on admissions requirements, the number of applicants, admitted students, the number of admitted students that subsequently enrolled, and percentiles for ACT and SAT test scores. The number of applicants, admitted, and enrolled students is disaggregated by gender; enrolled students are further disaggregated by part-time and full-time status.	https://surveys.nces.ed.gov/ipeds/
8	Winter IPEDS Outcomes Measures	National Center for Education Statistics	Federal	Annually	February 15, 2017	This annual component of IPEDS was added in 2015 to improve the collection of student progression and completion data on a more diverse group of undergraduate students at degree-granting institutions. Award and enrollment statuses are collected on four cohorts of degree/certificate-seeking undergraduate students (full-time, first-time; part-time, first-time; full-time, non-first-time; and part-time, non-first time) at two points of time (six and eight years from the point of entering the institution).	https://surveys.nces.ed.gov/ipeds/
9	Spring IPEDS Fall Enrollment	National Center for Education Statistics	Federal	Annually	April 12, 2017	Collects data on the number of students enrolled in the fall. Students reported are those enrolled in courses creditable toward a degree; the reports contain the number of full and part time students by gender, race/ethnicity, and level (undergraduate, graduate, first-professional); the total number of undergraduate entering student (first-time, full and part-time students, transfers, and non degree students);and retention rates.	https://surveys.nces.ed.gov/ipeds/
10	Spring IPEDS Finance	National Center for Education Statistics	Federal	Annually	April 12, 2017	Collects data that describe the financial condition of postsecondary education in the nation. These data are used to monitor changes in postsecondary education finance and to promote research involving institutional financial resources and expenditures. Specific data elements include such items as institutional revenues by source (e.g., tuition and fees, government, private gifts); institutional expenditures by function (e.g., instruction, research, plant maintenance and operation); physical plant assets and indebtedness; and endowment investments. Institutions may use different survey forms depending on the control of institution (e.g. public, private non-profit, or private for-profit) and the accounting standards followed by the institution (e.g. FASB or GASB).	https://surveys.nces.ed.gov/ipeds/
11	Spring IPEDS Human Resources	National Center for Education Statistics	Federal	Annually	April 12, 2017	Collects data on employees of November 1 each year. This component of IPEDS was formed in 2006 by combining three previously separate components: Employees by Assigned Position (EAP), Fall Staff (S), and Salaries (SA), by employee assigned positions.	https://surveys.nces.ed.gov/ipeds/

12	Spring IPEDS Academic Libraries	National Center for Education Statistics	Federal	Annually	April 12, 2017	Collects information on library collections, expenses, and services from degree-granting postsecondary institutions. Specific library collection items include physical and electronic/digital books, media, and databases.	https://surveys.nces.ed.gov/ipeds/
13	CHE Data File - Completions	South Carolina Commission on Higher Education	State	Annually	September 22, 2016	Reports all degrees awarded for the previous year	http://www.che.sc.gov/DataPublications.aspx
14	CHE Data File - Enrollment	South Carolina Commission on Higher Education	State	Annually	10/31/2016, 03/31/2017, 08/15/2017	Reports on fall, spring and summer students enrolled in courses that lead to degree programs. High School students are included if enrolled in credit courses.	http://www.che.sc.gov/DataPublications.aspx
15	CHE Data File - Faculty	South Carolina Commission on Higher Education	State	Annually	November 29, 2016	Reports all faculty data for the fall semester to coincide with reporting of the course data. Faculty include all full-time instructional faculty, all full-time employees who teach, all part-time faculty/staff who teach, and the remainder of the full-time faculty.	http://www.che.sc.gov/DataPublications.aspx
16	CHE Data File - Facilities	South Carolina Commission on Higher Education	State	Annually	October 30, 2016	Reports on all buildings under the jurisdiction or control of the institution's governing board.	http://www.che.sc.gov/DataPublications.aspx
17	CHE Data File - Disbursement	South Carolina Commission on Higher Education	State	Annually	10/31/2016, 03/31/2017, 08/15/2017	Reports on students' receiving a scholarship from the following: HOPE, LIFE, Palmetto Fellows, SC Need Based Grants, Foster Care, National Guard Assistance and Pell Grants.	http://www.che.sc.gov/DataPublications.aspx
18	CHE Data File - Course File	South Carolina Commission on Higher Education	State	Annually	10/30/2016, 03/30/2017, 08/15/2017	Reports on all courses creditable toward a certificate or degree offered for fall, spring and summer.	http://www.che.sc.gov/DataPublications.aspx
19	SACSCOC Fifth-Year Interim Report	Southern Association of Colleges and Schools Commission on Colleges	Outside Organization		March 15, 2017	The report is required by SACSCOC for compliance with accreditation requirements.	
20	Legislative Quarterly Report	South Carolina Commission on Higher Education	State	Quarterly		The report was required as part of Legislative mandate.	

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External Review Template

Item	Name of Entity Conducted External Review	Type of Entity	External Review Timeline (MM/DD/YYYY to MM/DD/YYYY)	Method to Access the External Review Report
1	BDO, Independent Auditor- Financial Audit	State	07/01/2016 to 06/30/2017	SC State University Office of Finance & Management (803) 533-3742
2	BDO, Independent Auditor- WSSB	State	07/01/2016 to 06/30/2017	SC State University Office of Finance & Management (803) 533-3742
3	BDO, Independent Auditor- Athletic Department	State	07/01/2016 to 06/30/2017	SC State University Office of Finance & Management (803) 533-3742
4	South Carolina Commission on Higher Education - Legislative Quarterly Reports	State	07/01/2016 to 06/30/2017	SC State University Office of the President (803) 536-7013