

<b>AGENCY NAME:</b>	Francis Marion University		
<b>AGENCY CODE:</b>	H18	<b>SECTION:</b>	17

**Fiscal Year 2017-18  
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, and a professional doctorate.

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.

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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.

*Revision Approved by the FMU Faculty, October 13, 2016*

*Revision Approved by the FMU Board of Trustees, November 17, 2016*

*Revision Approved by SC CHE, February 2, 2017*

*Revision Approved by SC Legislature, April 19, 2017*

*Revision Approved by SC Governor, April 24, 2017*

**AGENCY VISION**

Francis Marion University aspires to be an academic leader recognized for innovation and quality in teaching and learning with a commitment to outreach and service to the Pee Dee Region of South Carolina and beyond.

Ongoing objectives:

1. ***Transforming Education for a Rapidly Changing World:*** We must create a transformative faculty whose scholarship crosses disciplinary boundaries and whose energy sparks intellectual creativity. As such, we need to:
  - a. Maintain and expand quality academic programs.
  - b. Continue to support and build an excellent faculty
  - c. Maintain academic accreditations as indicators of program quality
  
2. ***Success Starts Here:*** We must develop new initiatives and measures to increase our student success rates and further support our campus community of scholars and learners. As such, we must:
  - a. Improve student academic success rates
  - b. Increase student enrollment and retention
  - c. Develop the technology on campus to address future needs of students, faculty, staff and administrators
  - d. Maintain investments in informational resources and educational support services
  - e. Increase external funding
  - f. Develop the physical facilities, natural resources and infrastructure of the campus
  - g. Enhance the University's image through an aggressive, focused marketing campaign

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3. **Creating Scholarship with Consequence:** We must be responsive to our local community which means launching new programs to support local industry and creating organizations and structures that enhance culture and public life in the Pee Dee Region and across the State. We must increase our commitment to translational research, creative work, and practice in order to address great challenges, notably in health care, life sciences, and engineering, but also in the arts, humanities, professions, and social sciences. As such, we must:
- a. Raise the quality, variety, and visibility of athletic, artistic, cultural, and other community-supported programs
  - b. Emphasize career development and job placement services for all students of the University
  - c. Increase internship opportunities for our students with business, governmental, and public organizations
  - d. Develop new programs that support the initiatives and needs of local employers
4. **Connecting the Individual to the World:** We must promote global and local engagement to foster mutual understanding and encourage citizenship in a global context. As the world grows more interconnected, so does the need for self-reflection and critical thought, appreciation of diversity, civility, reconciliation, and empathy across all spheres of life. As such we need to:
- a. Increase opportunities for all students and faculty to become aware of multicultural and global issues and to have international educational opportunities
  - b. Support and fund student and faculty travel
  - c. Develop international partnerships

This strategic vision is a call to action, a call to think boldly and to enact the transformations envisioned.

*Approved by the FMU Faculty, October 18, 2012*  
*Ratified by FMU Board of Trustees, November 9, 2012*

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.

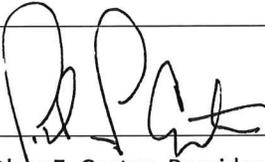
	Yes	No
<b>RESTRUCTURING RECOMMENDATIONS:</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

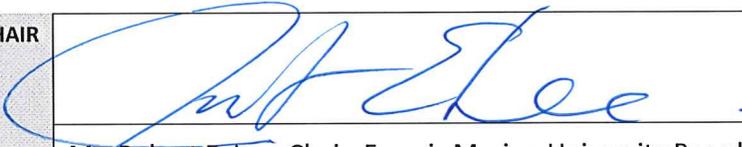
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
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I have reviewed and approved the enclosed FY 2017-18 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN AND DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	Dr. Luther F. Carter, President, Francis Marion University

<b>BOARD/CMSN CHAIR (SIGN AND DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	Mr. Robert E. Lee, Chair, Francis Marion University Board of Trustees

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**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 select professional programs in business, psychology, education, and the health sciences.

FMU provides traditional classroom and laboratory instruction, innovated on-line and hybrid courses, as well as access to an excellent library and electronic learning resources. 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.

The University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). FY2017-2018 marked the year of our SACSCOC accreditation reaffirmation effort. As such, we have had a team of faculty, staff, and administrators working on this since fall 2016. We submitted our SACSCOC Compliance Report on September 11, 2017, that was followed by our Focused Report submission in December 2017. We then underwent the SACSCOC on-campus site visit on March 13 through 15, 2018. Our final responses, including our new QEP were submitted in August 2018. Final confirmation is expected from SACSCOC during their December 2018 meeting.

The FMU Industrial Engineering program underwent initial program review by ABET (Accreditation Board for Engineering and Technology) in 2017-2018. We will receive word from ABET in August 2018 on our accreditation status. This status will then be made available to the public in October 2018.

The FMU Physician’s Assistant (PA) Program is currently on Accreditation Probation by the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA). Our Provisional-Monitoring Application was submitted on July 12, 2018. Our site visit from ARC-PA is scheduled for October 4-5, 2018, with the next accreditation review to determine our status occurring in March 2019. After this review we will be notified if the Probation status is lifted and if our Provisional Monitoring application is approved. If approved we will be cleared for Final accreditation status in 2020.

Following a successful site visit from the Council for Academic Accreditation (CAA) in Audiology and Speech-Language Pathology, the accreditation arm of the American Speech-Language-Hearing Association (ASHA) on April 2, 3, 2018, the CAA met in July, 2018 and granted accreditation candidate status for five years to FMU’s Master of Speech-Language Pathology program (MSLP). The First Cohort of MSLP students will be in fall 2018. Additionally, to assist with student preparation, in fall 2017 we passed through our institutional process a number of pre-requisite courses (pre-professional courses) needed for acceptance into the Masters of Speech Language Pathology Program. Those pre-requisite courses in SLP began in January 2018.

The FMU School of Business is accredited by the Association to Advance Collegiate Schools of Business School of Business (AACSB). The Interim report was completed in June 2017, a Peer Review Team has been appointed as of August 2018 to commence work on our reaffirmation process: The Program Self Study is due in spring 2019 and AACSB will have a scheduled site visit in spring of 2020.

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The FMU School of Education is fully accredited through NCATE. In fall of 2021, we will go through the next full accreditation under CAEP. The FMU Department of Fine Arts has programs accredited by NASAD (the National Association of Schools of Art and Design) and NAST (the National Association of Schools of Theater). NASAD compliance was last attained in 2014 with a ten year cycle. NAST compliance was last attained in 2017 with a ten year cycle. The FMU Nursing Program, both pre- and post-licensure as well as the MSN /Nurse Educator and MSN/Family Nurse practitioner tracks are accredited by the Accreditation Commission for Education in Nursing (ACEN) until the 2020 cycle. Presently, the Doctor of Nursing Practice (DNP) program is a candidate for ACEN accreditation.

The FMU Nursing Program is now in its second year of a HRSA *Nursing Workforce Diversity* grant totaling 1,817,437 for 4 years. Another HRSA grant, *Scholarships for Disadvantaged Students* is in its 3<sup>rd</sup> year and totals \$2,265,457 for 4 years. The \$645,540 grant for *The Nurse Education, Practice, Quality and Retention (NEPQR) Program – Veteran’s Bachelor of Science Degree in Nursing* will finish in 2018, but we will still offer the innovative RN to BSN program for any admitted Veteran students as a thank you for their service.

FMU’s School of Education became one of four teacher education programs in the country selected to participate in a groundbreaking instructional program for teachers, funded by a \$724,159 grant from the ECMC Foundation through the prestigious Buck Institute for Education.

*The Center of Excellence to Prepare Teachers of Children of Poverty* hosted its 11<sup>th</sup> Annual Summer Institute on campus on June 19-21, 2018. The two-day conference provided professional study opportunities for more than 400 teachers from as far away as New York, school leaders, and education stakeholders. Four keynote addresses delivered by nationally-acclaimed speakers, along with more than 30 breakout sessions, and the Poverty Simulation were offered during the course of the institute.

*The Center of Excellence for College and Career Readiness* hosted Activate Academy this July. They had more than 50 rising ninth graders from Florence County Schools on campus the week of July 23, 2018 to participate in goal setting activities, field trips to area businesses, and sessions with university faculty.

**Highlights of the year in review (2017-2018)**

During fiscal year 2017-2018, Francis Marion University was once again recognized by *The Chronicle of Higher Education* as a "Great College to Work for" Honor Roll Recipient. This marks the seventh year in a row that we have received that recognition. The University was also 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. Additionally, for the first time, FMU was recognized as one of the Best Ethnically Diverse Universities in the South for 2018 by *U.S. News and World Report*.

In August 2017, FMU launched its redesigned website that has been well-received by students, faculty, staff, and visitors alike. In September 2017, FMU’s School of Business and the Kelley Center for Enterprise and Innovation partner to launch the inaugural Certificate in Executive Management class. Later that fall, the FMU’s Board of Trustees approved a new Bachelor of Science Degree in Healthcare Informatics.

In December, 2017 FMU and Coastal Carolina University entered into an agreement with the Belle W. Baruch Foundation to create the Belle W. Baruch Institute for South Carolina Studies at Hobcaw Barony, a 16,000-acre research reserve located on the South Carolina coast near Georgetown, SC. Also in December, FMU’s first class of Physician Assistant students completed the didactic portion of their education and began their clinical rotations in January 2018. Additionally in January 2018 FMU’s first class of Doctor of Nursing Practice students matriculate.

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**Highlights of the year in review (2017-2018) continued...**

In early spring 2018, FMU’s Dooley Planetarium celebrated its 40th anniversary on campus with many public showings and events. While in February 2018 FMU celebrated its Homecoming with the largest turnout in school history. Later that spring, FMU and the South Carolina Council for the Humanities hosted a very well-attend symposium entitled: *Beyond Mother Emanuel and the Confederate Flag: A Symposium on Race, Culture and Understanding*.

At their spring meeting, the FMU’s Board of Trustees approved of a new Master of Education in Teaching and Learning, along with ratifying a new History secondary education track and new tracks in Business for Sports Management and Sports Marketing in the Bachelor of Business Administration program. In late spring FMU signed international study exchange agreements with Carlow College, St. Patrick’s, in Carlow, and University College Cork in Ireland as well as with Montpellier Business School in Montpellier, France. FMU students and students from these international partners will begin study at their various universities starting in the fall 2018 semester. Finally, at their summer 2018 meeting Francis Marion University’s Board of Trustees ratified the Gerontology and the Psychiatric degree tracks for our APRN Program, providing yet more options for our students all the while helping to meet critical healthcare needs in the Pee Dee region and our State.

Looking ahead to FY2018-2019, FMU has developed several high-level goals tied to its general mission and overall strategic plan. Additional, these goals link to and support many of South Carolina’s Statewide Enterprise Strategic Objectives (SESOs).

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

During 2018-2019, Francis Marion University will continue to develop and offer new undergraduate and graduate programs designed to meet our student and community needs. In undergraduate initiatives, we have a Biology secondary education track as well as a History secondary education track to start in fall 2018, to address the predicted shortage in our region and state of High School teachers. Additionally after conducting a feasibility study and with great support from the local medical community, we developed and will offer, starting in fall 2018 a BS in Health Informatics. Also in the area of Healthcare/health science we will begin offering in August 2018 our Master of Speech-Language Pathology program, while this December 2018 we will see our first doctoral students graduate from our DNP program. Additionally, with the approval by our Board of Trustees of APRN tracks in Gerontology and in Psychiatric nursing, we will move those new offerings through the CHE approval process this cycle. Still more new offerings at both the undergraduate and graduate level include new tracks in our BBA program for Sports Management and Sports Marketing and an innovated new graduate degree in our School of Education, a Masters of Education in Teaching and Learning. Other programs on the horizon include additional offerings in the School of Health Sciences with a feasibility study to be commissioned to evaluate the need to develop programs in Recreational, Physical, and Occupational therapies. Additional feasibility studies will be commissioned in due course to evaluate the need to develop new programs at both the undergraduate and graduate level. All our initiatives here pair nicely with the SESO on Education, Training and Human Development.

**Goal 2: Provide Programs Necessary to Ensure Student Academic Success and Engagement**

Throughout 2018-2019, FMU will continue with the development and support of the Center for Academic Success and Advisement (CASA) to improve student retention, raise graduation rates, and provide for greater academic success. This is a one-stop center where students can receive academic advising, course tutoring,

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career guidance, and other associated assistance. CASA is charged with duties such as freshmen student advising as well as increasing student retention and improving our graduation rate. FY2017-2018 marked the first full year that CASA has been operational and additional staffing and progressive ideas such as an ‘early alert’ warning system for student success/progression have recently been initiated. Other initiatives include expanding University Life 100 course offerings for the entire freshman class, developing a peer-mentoring program (Patriot Mentors) that will pair incoming freshmen with upper division students and offering more faculty advising workshops to assist faculty in better serving students' academic needs. Additionally, we offered for a second year the *Summer Swampfox Seminar*, a college preparatory course of study for students who are minimally below admissions criteria; with satisfactory completion of the seminar they are admitted to the University. Beyond those initiatives, we are continually seeking to increase institutional funding for needs-based and merit scholarships. FY 2017-2018 marked our SACSCOC accreditation renewal effort. For this effort, we developed a new Quality Enhancement Program (QEP) for the University. That program will build on our highly successful past QEP, the REAL program, which has provided students with a rich array of experiential learning opportunities. The new program, PEAK (Professional Experience and Knowledge), will focus on professionalism. Whereas REAL broadens students' perspectives, largely through travel opportunities, PEAK will foster skills and experiences that are attractive to employers, which will assist them in obtaining career positions. PEAK will not replace the REAL program, as we will offer both for our students. Instead, it will provide a necessary complement; one that will help students make the transition from the university to the workplace. The PEAK program is slated to begin on our campus in 2019 following the SACSCOC December 2018 meeting. Additional efforts will be to increase enrollment and participation in the Leadership FMU Program, continue to encourage and support our international exchange program with new partnerships established with institutions in France and Ireland, and begin the new partnership with CCU and the Belle W. Baruch Foundation with the Institute for South Carolina Studies (ISCS) at Hobcaw Barony. Our initiatives within this goal support the SESO on Education, Training and Human Development.

**Goal 3: Support Faculty and Staff Development**

During 2018-2019, 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 both external and internal to the Agency. We will continue to provide adequate professional development funding for faculty research and development. Beyond those specific ‘higher-education leadership’ programs, for the 2017-2018 year FMU funded 216 faculty travel and research requests totaling \$285,846. Support at that level for faculty professional development will continue in the current fiscal year. Additionally, the University will also continue its internal staff development program for promising young staff members. Our initiatives within this goal continue to support the SESO on Education, Training and Human Development.

**Goal 4: Expand Cooperative Programs with Community Partners**

During 2018-2019, 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. Additionally, in cooperation with The City of Florence, FMU’s Kelley Center for Enterprise and Innovation will further grow and develop in Downtown Florence the Business Incubator in the North Dargan Innovation Center (NDIC). Building upon the successful launch last September, FMU’s School of Business and the Kelley Center for Enterprise and Innovation will continue to partner in a Certificate in Executive Management program. FMU will continue to reach out to area education leaders and institutions as we grow the Patriot Pathways/Bridge Program between FDTC and FMU, as well as

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support and develop our 'Patriot College' for dual credit with FSD1 and Home schooled students. 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 annual "Activate Academy" for rising 9th graders and will increase the number of rising 9th graders participating. Additionally, through the sponsorship and continued partnership with Duke Energy, FMU offers the Non-Profit Leadership Institute (NPLI). This Institute brings together nonprofit professionals from across the Pee Dee region to develop and enhance their skills over the course of several months. The Duke Energy Foundation provides for scholarships to attend NPLI and to create a workshop on grant writing. Our initiatives within this goal support the SESO on Education, Training and Human Development as well as the SESO on Public Infrastructure and Economic Development.

**Goal 5: Provide a Safe and Secure Campus Environment for Students, Staff, Faculty and Visitors**

Francis Marion University will continue in FY 2018-2019, to develop and implement measures to maintain and expand Safety and Security Systems and Measures for our campus community. These include installation and maintenance of equipment and webcam monitoring on all classroom corridors and hallways as well as improved locking systems on classroom doors as well as improvements and additions to the University's emergency kiosks. FY 2017-2018 saw the project to upgrade the security cameras in resident housing areas from older analog to new digital cameras. Additionally, we added 64 new cameras. These new cameras bring our total camera count on campus to 294 cameras. To enhance safety and security, our facilities department has started a big push to replace the old outside lights with new, brighter and more cost effective LED lights. The University patrol officers are now all equipped with body cameras. Last year we upgraded our emergency siren system to include a command module which allows us to perform daily checks of the system as well as to visually track the status of our emergency sirens on campus. We shall continue to develop and train our staff with the new equipment and procedures. Furthermore, over the year we will work to develop strategies to get closer to 100% enrollment/participation in our *Swamp Fox alert* network for students, faculty and staff. Additionally we will continue to provide all appropriate training for faculty and staff in regards to active shooter situations, tactical response, and Title IX issues. Our initiatives within this goal support the SESO on Maintaining Safety, Integrity and Security.

**Goal 6: Improve the Technical Tools Necessary to Address Needs of the University Community**

During FY 2018-2019, Francis Marion University will continue to develop the technology on campus to address future needs of students, faculty, staff, and administrators. Ways in which we have addressed this is the implementation of a 5-year refresh cycle for all laboratory and classroom computers along with other initiatives. In the fall of 2017, we implemented a 24/7 computer lab in the residence hall area and for FY 2018-2019 we will continue to offer this to our students. Data from fall 2017 semester indicate that the Housing Computer Lab was accessed 8169 times by students while 4950 accessed it in the spring 2018 semester. Additional technological upgrades were completed in 2017-2018 for a Sociology Computer Lab, as well as upgrades in CPUs in the following classrooms: FH: 108B, 114A, 140B, 142B, 210A, 210B, 213A, 213B, 213C, 251A, 251B; CEMC: 208A, 208B, 210, 228A, 228B, 227, 234B, 241B; LNB: 131, 137, 145, 205, 214; MSB: 220; LSF: 308.

Fall 2018 will mark the final steps in the transition from *BOSANOVA* to our new Enterprise Resource Planning System (ERP) *Colleague* by Ellucian which will bring better services, more streamlined business processes, and increased transparency across the campus *Colleague*. This new system promises to 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. Throughout the past year we held workshops, training sessions, and data inputting necessary to transition to this new system. The new academic system software will benefit students, faculty, and

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administration. Additional improvements in technology and technological tools include: maintain annual funding to the Institutional Technology committee to award technology grants to individual faculty; purchasing headsets for the Writing Center to facilitate on-line tutoring; purchasing a new career online software package; developing infrastructure for planning and developing online and hybrid courses; purchasing *Respondus*, a premier lock-down browser system, for on-line testing; and upgrading our *Blackboard* learning management system in August 2018. All our initiatives within this goal support the SESO on Public Infrastructure and Economic Development.

**Goal 7: Facilities and Infrastructure**

During the last year Francis Marion University completed upgrades in the soundproofing in various classrooms, and therapy rooms in the Carter Center for Health Sciences in downtown Florence. This building supports the Nurse Practitioner, Physician Assistant, and graduate clinical Psychology programs. Additionally it provides space for third and fourth year medical students from the USC School of Medicine. To make the space useful for our Speech Language Pathology Program which started pre-requisite classes in January 2018 and will begin the Master’s level cohort in August 2018, the soundproofing upgrades along with specialized audiology equipment was purchased and installed. Moving forward, building off our Campus Development Master Plan we anticipate the renovation of the Former Federal Post Office building as an additional Health Sciences instructional/therapies building. This building is located directly across the street from the Carter Center for Health Sciences in downtown Florence. That along with the new construction of the FMU Honors Center to house the University Honors program, our international exchange program, and the McNair Institute for history and government will be the major new initiatives and projects for the coming year if appropriations are secured.

FY2017-2018 saw the completion of many renovation projects around the campus: The campus entranceway signage/fountain off Highway 501/301 was completed; The Leatherman Science Facility’s Greenhouse renovation was finished; FMU’s Rogers Library underwent renovations that included installation of new automatic sliding entry Doors, a Computer Classroom renovation, and electrical capacity expansion for the 1st Floor; The GAC Athletic Complex Entry Area drainage upgrade was completed in May 2018; Roofing projects included, the Lee Nursing Building Re-Roof Project, The Ervin Dining Hall Re-Roof Project, and the Village Apartment Roof Replacement, completed in August 2018. Beyond that in FY 2018-2019 we will follow our routine maintenance schedule including summer refurbishment to maintain our facilities while working to encourage environmental sustainability in any future projects. In doing this we will be good stewards of state funds while we continue to develop and enhance the campus in a manner that is consistent with our strategic plan which states that FMU “must maintain and expand its physical facilities to preserve their beauty and to enhance the viability and environmental sustainability of the campus.” Our initiatives within this goal support the SESO on Public Infrastructure and Economic Development.

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**Subsection One: Risk Assessment and Mitigation Strategies**

In this subsection we are required to identify the potential most negative impact on the public as a result of Francis Marion University not accomplishing our goals and objectives. Simply put, if we do not meet our self-imposed goals or address those Statewide Enterprise Strategic Objectives, we will fail in our very mission to exist; which is to provide students with an excellent education, stimulate inquiry and research, and serve the Pee Dee region and the state of South Carolina. From new program development, through accreditation compliance and completion, undertaking faculty and staff development, and continuing with campus infrastructure upgrades and maintenance, while safeguarding revenue for operations, we must embrace a levelheaded, multifaceted approach to have success and serve the citizens of the Pee Dee region and our state. Significant problems could arise if we as an institution fail to keep current with educational accreditations and requirements as well as not remain current with new developments in all the various fields. Moreover, if we fail to be good stewards and trustees of public funds, disastrous consequences could befall our agency. While we are very prudent and efficient in regards to our agency’s operations, progressive and forward thinking on the part of the agency’s leadership will help to mitigate the effects of an economic downturn or significant loss of enrollment. Our ongoing initiatives of growing new programs, most recently in the area of the health sciences has aided in keeping our capital and enrollments at very sustainable levels. Other alleviation strategies to deal with possible financial concerns for the agency could include the desire for state appropriations to return to levels prior to the 2008 recession. A continued appeal planned for the fiscal year will be an in state student supplement, which requests for legislative appropriations to help shoulder our cost of educating a high percentage (95%) of in-state students. An additional request in legislative appropriations is designed to grow and develop our new initiatives and programs in engineering and the health sciences to recruit and hire additional STEM faculty in the areas of Science, Technology, Engineering, and Math to help us expand these programs to better serve our students, our region, and the State.

**Subsection Two: Restructuring Recommendations and Implementations**

One area of internal restructuring that came out of recommendations from our SACSCOC reaffirmation review process was the creation of a University Planning Council. This new entity will be comprised of President, Provost, vice president for administration, vice president for business affairs, education foundation director, faculty chair, and other vice presidents, when appropriate. This Body was created by the university’s President in April 2018 to perform more systematically the planning, budgeting, and assessment responsibilities previously assumed by the senior staff. Serving the University Planning Council will be staff which includes: the director of institutional planning, the director of institutional effectiveness, and the director of institutional research. Some stated duties and areas of concern for the University Planning Council would include the following:

- Review Faculty Budget Review and Planning Committee recommendations
- Review finances of university (accounts, unallocated contingencies, reserves, development, and education foundation balances)
- Assess implications to the university plans, goals, and programs
- Begin development of university Accountability Report
- Receive reports for programmatic accreditation reviews for existing year
- Review legislative FY18-19 appropriations
- Review FY19-20 planning assumptions [e.g., expected growth; availability of FTEs; community activities and support (e.g., outreach to rural counties)]

Beyond the creation and implementation of the University Planning Council, there are no additional restructuring recommendations at this time.

AGENCY NAME: Francis Marion University

AGENCY CODE:

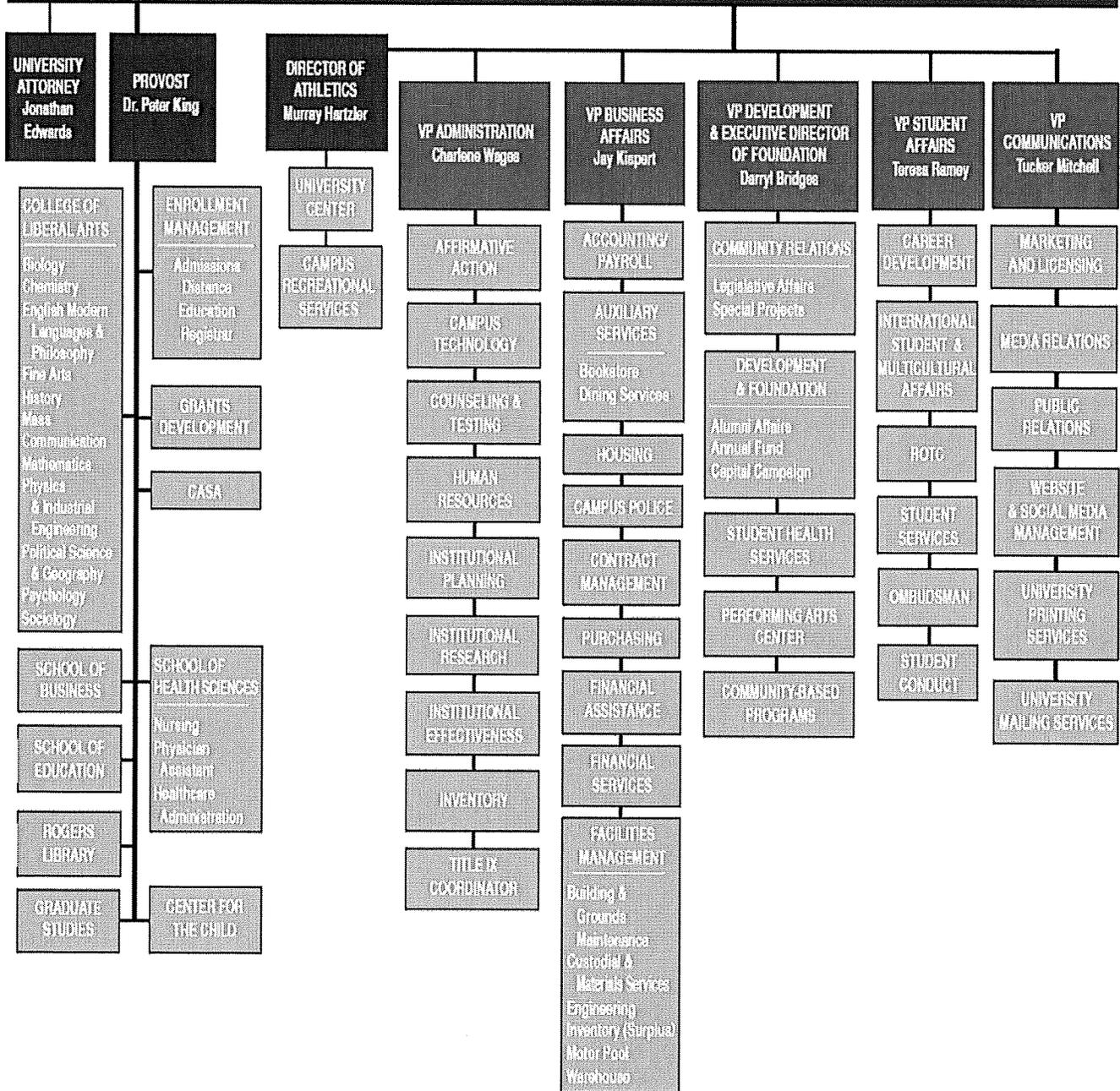
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SECTION:

17

**FRANCIS MARION UNIVERSITY  
BOARD OF TRUSTEES**

**PRESIDENT, Luther F. Carter**



Agency Name: FRANCIS MARION UNIVERSITY

Fiscal Year 2017-2018  
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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	G	1			Provide South Carolina and the Pee Dee region with high quality higher education				2017-2018			
Education, Training, and Human Development	S	1.1			Develop new baccalaureate programs, options and tracks designed to meet student and community needs	39	46	42	July 1 2017 to June 30 2018	Office of the Registrar and the Program Inventory found at the SC CHE	Total	Develop new programs to meet the needs of our local, regional, and state.
Education, Training, and Human Development	M		1.1.1	Develop and offer new program in Biology Secondary education				Fall 2018	Provost Office		Develop and offer new programs that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.2	Develop and offer new program in History Secondary education				Fall 2018	Provost Office		Develop and offer new programs that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.3	Receive final accreditation by the Accreditation Board of Engineering and Technology (ABET) for our Industrial Engineering Program				August, 2018	Provost Office		Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.4	Develop and get approved new tracks in our BGS Program: Educational studies and Health Studies				Fall 2017	Provost Office		Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.5	By September 2018 commission a feasibility study to evaluate the need to develop a BS in Recreational Therapy degree				2018	Provost Office		Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.6	By September 2018 commission a feasibility study to evaluate the need to develop an on-line BBA degree for working adults				2018	Provost Office		Develop and offer new programs and majors that will translate to	
Education, Training, and Human Development	M		1.1.7	Develop and offer new program in Healthcare Informatics				2018	Provost Office		Develop and offer new programs and majors that will translate to	
Education, Training, and Human Development	M		1.1.8	By January 2018, develop and offer undergraduate Pre-requisite courses in Speech, Language Pathology				January, 2018	Provost Office		Develop and offer new programs that will support student success in	
Education, Training, and Human Development	M		1.1.9	Receive approval from CHE for additional concentrations in Political Science to include: International Affairs and Legal Studies				May, 2018	Provost Office		Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.10	Establish an MOU with Montpellier Business School, France for a Dual Degree Bachelor of Arts in International Business or Bachelor of Arts in Management and international exchange partnership				May, 2018	Office of International Studies		Continue to support, expand and develop experiential learning opportunities for all students	
Education, Training, and Human Development	M		1.1.11	Establish an MOU with Carlow College, St. Patrick's, in Carlow, Ireland for an international exchange partnership				May, 2018	Office of International Studies		Continue to support, expand and develop experiential learning opportunities for all students	
Education, Training, and Human Development	M		1.1.12	Establish an MOU with University College Cork in Ireland for an international exchange partnership				May, 2018	Office of International Studies		Continue to support, expand and develop experiential learning opportunities for all students	
Education, Training, and Human Development	M		1.1.13	Put through Faculty approval process and CHE approval process a new program in Mechanical Engineering				August 2018- May 2019	Provost Office		Develop and offer new programs that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.14	By January commission a feasibility study for a Bachelor of Business Administration General Business major International Business Track				August-December 2018	Provost Office		Develop and offer new programs that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	S	1.2			Develop new graduate-level programs designed to meet student and community needs	9	12	10	2017-2019	Office of the Registrar and the Program Inventory found at the SC CHE	Total	Develop and offer new graduate programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M		1.2.1	Develop and offer new program Doctor of Nursing Practice (DNP)				August 2017- December 2017	Provost Office		Developed and offered in January 2018 our first Doctorate Degree the Doctor of Nursing Practice (DNP) that will translate to marketable skills and careers for our students	

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Education, Training, and Human Development	M			1.2.2	Put through Faculty approval process and CHE approval process a new program in Educations an M.Ed. in Teaching and Learning				August 2017 - May 2018	Provost Office		Develop and offer new graduate programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M			1.2.3	Develop and offer new program MS in Applied Psychology in Applied Behavior Analysis				August 2017- December 2017	Provost Office		Develop and offer new graduate programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M			1.2.4	Enroll first cohort and start Master Speech Language Pathology (MSLP) program				August, 2018			Develop and offer new graduate programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M			1.2.5	Put through Faculty approval process and CHE approval process a new MSN track in an Adult-Gerontology Acute Care Nurse Practitioner (AGACNP)				August 2018- December 2018	Provost Office		Develop and offer new graduate programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M			1.2.6	Put through Faculty approval process and CHE approval process a new MSN track in an Psychiatric Mental Health Nurse Practitioner (PMHNP)				August 2018- December 2018	Provost Office		Develop and offer new graduate programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M			1.2.7	Work to complete accreditation from ARC-PA for our Master of Science in Physician Assistant Studies (PA) program . Self study submitted July 2018, site visit October 5, 2018				August 2017- December 2018	Provost Office		Continue to comply with ARC-PA accreditation standards to move the program forward to complete accreditation status.
Education, Training, and Human Development	M			1.2.8	By January 2019 commission a feasibility study to evaluate the need to develop an Masters in Physical Therapy Program				August 2018- December 2018	Provost Office		Develop and offer new graduate programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M			1.2.9	By January 2019 commission a feasibility study to evaluate the need to develop an joint MBA with Psychology and Business with a concentration in Organizational Theory and Leadership and Organizational Behavior				August 2018- December 2018	Provost Office		Develop and offer new graduate programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M			1.2.10	By Spring 2019 hire new faculty for MSLP program				August 2018- May 2019	Provost Office		Continue to develop the faculty to meet the demands on future enrollments
Education, Training, and Human Development	M			1.2.11	By Spring 2019 hire new faculty for PA program				August 2018- May 2019	Provost Office		Continue to develop the faculty to meet the demands on future enrollments
Education, Training, and Human Development	M			1.2.12	By Spring 2019 hire new faculty for new MSN track in an Adult-Gerontology Acute Care Nurse Practitioner (AGACNP)				August 2018- May 2019	Provost Office		Continue to develop the faculty to meet the demands on future enrollments
Education, Training, and Human Development	M			1.2.13	By Spring 2019 hire new graduate School Admissions Coordinator				August 2018- May 2019	Provost Office		Continue to develop the Staff to assist with recruitment and retention of our graduate students
Education, Training, and Human Development	S			1.3	Develop and improve current programs to meet student and community needs				2017-2019			Develop and improve programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M			1.3.1	By spring 2019 develop and implement new internship opportunities through partnerships with business and government				August 2018- May 2019			Develop and improve programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M			1.3.2	Continue to offer diversified Summer School course offerings, to include more travel courses and on-line courses				2017-2018			Continue to develop new ways to reach more students
Education, Training, and Human Development	M			1.3.3	Work to increase the number of on-line course offerings				2017-2018			Continue to develop new ways to reach more students
Education, Training, and Human Development	M			1.3.4	Work to develop and implement new plans for Innovative Pathways: approach to licensing teachers. This is to run through CHE and the SCDOE. This would allow exceptions/waivers for creative ways to certify teachers. This would make us the PACE center in the region.				2017-2018			Develop and offer new programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M			1.3.5	Renew MOU with McLeod Regional Hospital to continue the 3+1 Biology Program with Medical Technology Emphasis				May, 2018			Continue to support on-going program development and sustainability
Education, Training, and Human Development	M			1.3.6	Work to develop and get approved through CHE a new BS in Biology option/partnership in pre-professional studies with the Medical University of South Carolina				August 2018- May 2019			Develop and offer new programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	S			1.4	Develop new ways to sustain programs and educational costs				2017-2018			

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Education, Training, and Human Development	M		1.4.1		Continue to work to develop partners and plans to seek legislative support for in-state enrollment supplement from the State Legislature				2017-2018		Continue to look for ways to support operations	
Education, Training, and Human Development	M		1.4.2		Build our case with legislative support for passage of a Bill providing for the In-State Enrollment Supplement for institutions indicated by their high percentage of in-state student enrollment				2017-2018		Continue to look for ways to support operations	
Education, Training, and Human Development	S		1.5		Enhancement of STEM programs				2017-2018			
Education, Training, and Human Development	M		1.5.1		Request appropriations to hire more faculty in the STEM areas particularly mechanical engineering				August 2018- May 2019		Continue to look for ways to support operations	
Education, Training, and Human Development	M		1.5.2		By spring 2019, hire, train, and develop more Faculty teaching in STEM areas				2017-2018		Continue to support on-going program development and sustainability	
Education, Training, and Human Development	G	2			Provide Programs Necessary to Ensure Student Academic Success and Engagement				2017-2018		Work to prioritize student academic success, retention and completions	
Education, Training, and Human Development	S	2.1			Provide Academic Support Programs and Processes				2017-2018			
Education, Training, and Human Development	M		2.1.1		Continue to offer Writing Center Tutorials during Summer School	145	150 50% online	148 32 online	2017-2018	CASA/FMU Writing Center	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M		2.1.2		Continue to offer Writing Center Tutorials during fall semester	1,291	1,500 50% online	1,437 79 online	2017-2018	CASA/FMU Writing Center	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M		2.1.3		Continue to offer Writing Center Tutorials during spring semester	1,007	1,400 50% online	1,397 72 online	2017-2018	CASA/FMU Writing Center	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M		2.1.4		Continue to offer Writing Center Workshops offered during the academic year	15	20	15	2017-2018	CASA/FMU Writing Center	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M		2.1.5		Continue to require all new Freshmen students to enroll and complete University Life (UL 100) class as a way to acclimate them to higher education and college life	94% of all freshmen	100% of all freshmen	100% of all freshmen	2017-2018	Office of the Registrar	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M		2.1.6		Continue to develop and offer the Swamp Fox Seminar Summer Program for at risk/low performing students to achieve admission	11	25	11	2017-2018	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M		2.1.7		Continue to work with Area partners to offer 'bridge' program to FMU called the patriot pathway program	12	20	12	2017-2018	Office of Enrollment Management	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M		2.1.8		Continue to recruit and develop our Patriot Mentors Program to place them in all UL 100 classes	42	50	42	2017-2018	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M		2.1.9		Continue to add to the staff to develop, and support the Center for Academic Success and Advisement (CASA)	5	7	5	2017-2018	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M		2.1.10		By October re-new our Authorization Reciprocity Agreement with NCSARA for clinical placement and distance learning sites				August-October 2018	Provost Office		Continue to support processes to assist with student success
Education, Training, and Human Development	M		2.1.11		Develop and offer more discipline-specific University Life (UL 100) classes	8	15	9	2017-2018	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M		2.1.12		Work to offer more and improved student orientation sessions for both 1 day and 2 day sessions during summer	5 1 day 2 2 day	6 1 day 4 2 day	5 1 day 2 2 day	2017-2018	Office of Enrollment Management	Total	Continue to support and develop processes to assist with student success
Education, Training, and Human Development	M		2.1.13		Summer courses offered	168	180	172	2017-2018	Office of Enrollment Management/Registrar	Total	Continue to develop new ways to reach more students
Education, Training, and Human Development	S	2.2			Increase Student Engagement with Enrichment Opportunities				2017-2018			
Education, Training, and Human Development	M		2.2.1		Continue to provide REAL grants to support experiential learning opportunities	55	60	57	2017-2018	Provost Office	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M		2.2.2		Number of Students participating in REAL grant funded experiences	1,014 in 2017	1,100	1,063 in 2018	2017-2018	Provost Office	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M		2.2.4		Increase enrollment in the Leadership FMU Program	19	25	21	2017-2018	Student Affairs	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M		2.2.5		Continue to support and develop our international exchange program to offer new exchange partners for our students	10	15	13	2017-2018	Office of International Studies	Total	Continue to support and develop processes to assist with student engagement

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Education, Training, and Human Development	M			2.2.6	Develop a new Quality Enhancement Plan (QEP), appropriately titled Professional Experience and Knowledge (PEAK)	0	1	0	To be implemented in 2019	Provost Office	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.2.7	Develop a Module for the Study of Southern Culture for Foreign exchange partner students	0	1	0	2017-2018	Office of International Studies	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.2.8	Provide more travel opportunities for FMU students for study abroad during Maymester/and summer course study trips	3 in 2017	5	3 in 2018	2017-2018	Office of International Studies	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.2.9	Continue to support and develop students attending the FMU Student Leadership Conference	73 in 2017	100	85 in 2018	2017-2018	Student Affairs	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.2.10	Increase student participation in the Research and Exposition Day (RED)	39 in 2017	50	37 in 2018	2017-2018	Provost Office	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	G	3	Support Faculty and Staff Development						2017-2018			
Education, Training, and Human Development	S		3.1	Faculty development through training and special program attendance						2017-2018		
Education, Training, and Human Development	M			3.1.1	Faculty Advising Workshops	3	4	3	2017-2018	Provost Office	Total	Continue to support and develop processes to assist with Faculty development
Education, Training, and Human Development	M			3.1.2	Faculty Higher ed. Leadership Training Opportunities @ Harvard, HERs, ACE, etc.	3 in 2017	8	6 in 2018	2017-2018	Provost Office	Total	Continue to support Faculty development
Education, Training, and Human Development	M			3.1.3	Continue to fund and support Faculty Group Travel Opportunities for Team development over spring break (usually Jr. Faculty)	4 in 2017	4	4 in 2018	2017-2018	Provost Office	Total	Continue to support Faculty development
Education, Training, and Human Development	S	3.2	Staff development through training and special program attendance						2017-2018			
Education, Training, and Human Development	M			3.2.1	Provide for in-house workshops and other training programs	23 in 2017	25	33 in 2018	2017-2018	Business Affairs Office	Total	Continue to support Staff development
Education, Training, and Human Development	M			3.2.2	Continue to fund and support Staff Group Travel Opportunities for Team development	23 in 2017	40	30 in 2018	2017-2018	Business Affairs Office	Total	Continue to support Staff development
Education, Training, and Human Development	M			3.2.3	Continue to support the Staff Leadership Fellows Program for a cohort of staff members	6 in 2017	8	6 in 2018	2017-2018	Business Affairs Office	Total	Continue to support Staff development
Public Infrastructure and Economic Development	G	4	Expand Cooperative Programs with Community Partners						2017-2018			
Public Infrastructure and Economic Development	S	4.1	Work with regional partners to provide Quality Healthcare to the Pee Dee Region and State and offer clinical experience for our students						2017-2018			
Public Infrastructure and Economic Development	M			4.1.1	Provide clinical and office space for USC 3rd and 4th year medical students at our Carter Center for the Health Sciences	25 in 2017	30	32 in 2018	2017-2018	Provost Office	Total	Support and expand opportunities to grow our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.2	Continue through the Pee Dee Health Partnership, to provide healthcare education to the region and state FMU, USC, McLeod Health, and Carolinas Hospital System				2017-2018			Support and expand opportunities to grow our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.3	Continue to maintain and develop agreements with Physicians, SLPs, Nurse Practitioners and PAs, etc. to serve as preceptors for our students in their clinical rotations	25 in 2017	75+	61 in 2018	2017-2018	School of Health Science	Total	Support and expand opportunities to grow our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.4	Continue the development and support of the Advancing Rural Community Health Program (ARCH)	1	1	1	2017-2018	School of Health Science	Total	Continue to Support our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.5	Continue to support and develop the partnership with Hope-Health, Inc. to develop plans for clinical therapies, services, and student clinical rotations				2017-2018			Continue to Support our health care partnerships in the future.
Public Infrastructure and Economic Development	S	4.2	Develop new initiatives through Business and Government Partnerships						2017-2018			
Public Infrastructure and Economic Development	M			4.2.1	Continue to develop and support the Kelley Center for Enterprise and Innovation with joint partnership with the City of Florence				2017-2018			Continue to Support our Business partnerships with local govt. and other agencies
Public Infrastructure and Economic Development	M			4.2.2	Grow the Business Incubator (The NDIC) through partnership with FMU and the City of Florence.				2017-2018			Continue to Support our Business partnerships with local govt. and other agencies
Public Infrastructure and Economic Development	M			4.2.3	Continue to support the Public Procurement Education Initiative for Small and Minority Businesses in the Pee Dee Region in partnership with the City of Florence and Florence County				2017-2018			Continue to Support our Business partnerships with local govt. and other agencies
Public Infrastructure and Economic Development	M			4.2.4	Continue to Provide administrative support for the Co-op Internship opportunity at OTIS Elevator for the School of Business and Industrial Engineering				2017-2018			Continue to Support our Business partnerships

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Public Infrastructure and Economic Development	M			4.2.5	Continue to support and grow the Patriot Pathways/Bridge Program between FDTC and FMU				2017-2018			Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.6	Continue to support and develop our 'Patriot College' for dual credit with FSD1 and Home schooled students				2017-2018			Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.7	Continue to support and develop FMU's Center for Excellence for College and Career Readiness in offering workshops for K-12 TEACHERS from many school districts in the region.	336	350	318	2017-2018	Center for Excellence for College and Career Readiness	Total	Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.8	Continue to support and develop FMU's Center for Excellence for College and Career Readiness in offering workshops for K-12 STUDENTS from many school districts in the region.	112	140	132	2017-2018	Center for Excellence for College and Career Readiness	Total	Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.9	Continue development and support of the Rural Leadership Institute and the non-profit leadership institute	1	1	1	2017-2018	Provost Office	Total	Support Educational and internship opportunities
Public Infrastructure and Economic Development	M			4.2.10	Continue to support and develop our partnerships with the Pee Dee Education Consortium and the 19 Pee Dee School Districts				2017-2018			Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.11	Continue to support and develop the History Internships with various local entities, museums and historical societies	7 in 2017	15	12 in 2018	2017-2018	Department of History	Total	Support Educational and internship opportunities
Public Infrastructure and Economic Development	M			4.2.12	Continue to work with Duke Energy Foundation to develop and offer the Non-Profit Leadership Institute (NPLI)				2017-2018			Support Educational and internship opportunities
Maintaining Safety, Integrity and Security	G	5			Provide a Safe and Secure Campus Environment for Students, Staff, Faculty and Visitors				2017-2018			
Maintaining Safety, Integrity and Security	S		5.1		Maintain and Expand Safety and Security Systems and Measures				2017-2018			
Maintaining Safety, Integrity and Security	M			5.1.1	All 5 of our emergency towers are up and running. New command module added in 2018. Daily system tests are conducted. Monthly operational checks are conducted for all of our officers and dispatchers so they are proficient on their use.	5 towers in 2017	8	5 towers in 2018	2017-2018	Campus Police/Public Safety	Total	Continue to update/upgrade and develop our security systems on campus
Maintaining Safety, Integrity and Security	M			5.1.2	We continue to expand the number of cameras we have in our classroom and administrative buildings as well as our retail outlets and housing. We just completed a major camera upgrade project in housing switching over the last of the old analog cameras to digital cameras.	230 Cameras in 2017	300+	294 Cameras in 2018	2017-2018	Campus Police/Public Safety	Total	Continue to update/upgrade and develop our security camera footprint on all campus buildings
Maintaining Safety, Integrity and Security	M			5.1.3	We continue to upgrade the tactical equipment and police gear for our officers. We have also upgraded the equipment our dispatchers use to receive calls and perform their dispatching duties. Patrol officers all equipped with body cameras	20 Body cameras in 2017	30+	25 Body cameras in 2018	2017-2018	Campus Police/Public Safety	Total	Continue to update/upgrade and develop our security systems on campus
Maintaining Safety, Integrity and Security	M			5.1.4	We've continued our practice of providing administrative active shooter training for our faculty and staff. We also have conducted and will conduct more department/school-level active shooter and violent response training for our faculty departments	1 exercise in 2017	1+	1 exercise in 2018	2017-2018	Campus Police/Public Safety	Total	Continue to provide training to provide a more secure campus
Maintaining Safety, Integrity and Security	M			5.1.5	Our police officers attend several tactical-level active shooter response courses throughout the year. Select officers have also attended and been certified in active shooter train-the-trainer type classes.	7 exercises in 2017	7+	7 exercises in 2018	2017-2018	Campus Police/Public Safety	Total	Continue to provide training to provide a more secure campus
Maintaining Safety, Integrity and Security	M			5.1.6	Continue to provide Title IX training for all responsible faculty and staff	2 exercises in 2017	2+	2 exercises in 2018	2017-2018	Human Resources Office	Total	Continue to provide training to provide a more secure campus
Maintaining Safety, Integrity and Security	M			5.1.7	Develop strategies to get closer to 100% enrollment/participation in swamp fox alert network for students, faculty and staff	91% in 2017	100%	90% in 2018	2017-2018	FMU Communications Office	Total	Continue to update/upgrade and develop our security systems on campus
Maintaining Safety, Integrity and Security	M			5.1.8	Continue to upgrade Classroom Door security, upgrading locks in non-traditional classrooms				2017-2018			Continue to update/upgrade and develop our security systems on campus
Maintaining Safety, Integrity and Security	M			5.1.9	Continue to maintain and upgrade if needed Emergency Kiosks on campus	27 operational Kiosks in 2017	27+	27 operational Kiosks in 2018	2017-2018	Campus Police/Public Safety	Total	Continue to update/upgrade and develop our security systems on campus

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Maintaining Safety, Integrity and Security	M			5.1.10	Continue to upgrade outside lights to LED lighting	72 conversions done in 2017	all	35 more conversions done in 2018	2017-2018	Campus Facilities and Maintenance Dept.	Total	Continue to update/upgrade and develop our security systems on campus
Public Infrastructure and Economic Development	G	6			Improve the Technical Tools Necessary to Address the Needs of the University Community				2017-2018			
Public Infrastructure and Economic Development	S		6.1		Provide for Hardware upgrades				2017-2018			
Public Infrastructure and Economic Development	M			6.1.1	Implement a 5-year refresh cycle for all laboratory and classroom CPUs				2017-2018	Campus Technology		Continue to update/upgrade and develop our campus technology
Public Infrastructure and Economic Development	M			6.1.2	Implement a 24/7 computer lab in the residence hall area	1 lab in 2017	1+	1 lab in 2018	2017-2018	Campus Technology	Total	Continue to update/upgrade and develop our campus technology
Public Infrastructure and Economic Development	M			6.1.3	Continue to upgrade CPUs in classrooms	26 rooms upgrades in 2017			2017-2018	Campus Technology	Total	Continue to update/upgrade and develop our campus technology
Public Infrastructure and Economic Development	M			6.1.4	By January 2018 finalize the transition to the new campus-wide ERP system <i>Colleague</i> by Ellucian				2017-2018	Campus Technology		Continue to update/upgrade and develop our campus technology
Education, Training, and Human Development	M			6.1.5	Provide training and input sessions with Faculty and Staff on the Ellucian <i>Colleague</i> ERP program to Communicate effectively, Improve accountability, manage data, and maximize resources	40 workshops sessions offered in 2017	Some follow-up workshops planned	52 workshops sessions offered in 2018	2017-2018	Campus Technology	Total	Continue to update/upgrade and develop our campus technology and provide requisite training to Staff, Faculty and administration personnel
Public Infrastructure and Economic Development	M			6.1.6	Maintain annual funding levels for the Institutional Technology Committee to award technology grants to faculty				2017-2018	Provost Office		Continue to support campus technology initiatives
Public Infrastructure and Economic Development	M			6.1.7	By August 2018 have completed new upgrade to the <i>Blackboard</i> learning management system				2018	Campus Technology		Continue to update/upgrade and develop our campus technology
Public Infrastructure and Economic Development	M			6.1.8	By August purchase and install headsets for Writing Center Staff to facilitate on-line tutoring	0 in 2017	12+	12 in 2018	2018	CASA/FMU Writing Center	Total	Continue to update/upgrade and develop our campus technology
Public Infrastructure and Economic Development	G	7			Develop and/or Improve Facilities and Infrastructure				2017-2018			
Public Infrastructure and Economic Development	S		7.1		Provide New Facilities to meet the needs of new Initiatives and Programs				2017-2018			
Public Infrastructure and Economic Development	M			7.1.1	Request state funds to cover the construction of the Honors Learning Center on campus. This facility will provide both instructional and office space for the Honors program, International studies, and the McNair Institute for history and government				2017-2018	Office of the President		Continue to press for funding to support new campus infrastructure initiatives
Public Infrastructure and Economic Development	M			7.1.2	Capital Bond Bill request funding work to initiate construction on a campus building to house the schools of Business and Education				2017-2018	Office of the President		Continue to press for funding to support new campus infrastructure initiatives
Public Infrastructure and Economic Development	S		7.2		Renovate existing Facilities to meet the needs of the campus community				2017-2018			
Public Infrastructure and Economic Development	M			7.2.1	Request state funds to cover the renovations of the old US Post Office in Downtown Florence, that was acquired by FMU in 2017. This facility will provide both instructional and office space for the Speech Language-Pathology Program as well as serve as a Therapies Building				2017-2018	Office of the President		Continue to press for funding to support new campus infrastructure initiatives
Public Infrastructure and Economic Development	M			7.2.2	By January 2019, begin Renovations to old Post office for new Therapies Building in downtown Florence				2017-2018	Office of Business Affairs		Begin to renovate and develop the new Therapies building in downtown Florence for clinical and instructional use by our students and faculty in health sciences
Public Infrastructure and Economic Development	M			7.2.3	Completion of Renovations to the Carter Center for Health Sciences to provide for the New Speech Pathology Program			3 room upgrades in 2017-spring 2018	2017-2018	Office of Business Affairs	Total	By spring 2018, have renovations in place to sound proof various clinical/teaching spaces for the SLP Program
Public Infrastructure and Economic Development	M			7.2.4	Undertake renovations on Business Incubator Building in downtown Florence				2017-2018	Office of Business Affairs		Continue to support campus infrastructure initiatives and renovation projects



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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	G	1			Provide South Carolina and the Pee Dee region with high quality higher education				2018-2019			
Education, Training, and Human Development	S	1.1			Develop new baccalaureate programs, options and tracks designed to meet student and community needs	42	estimate of 48	estimate of 45	July 1 2018 to June 30 2019	Office of the Registrar and the Program Inventory found at the SC CHE	Total	Develop new programs to meet the needs of our local, regional, and state.
Education, Training, and Human Development	M		1.1.1	Finish feasibility study to evaluate the need to develop a BS in Recreational Therapy degree and move that program through the approval process: both institutional and CHE				2018-2019	Provost Office		Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.2	Finish feasibility study to evaluate the need to develop a on-line BBA degree for working adults and move that program through the approval process: both institutional and CHE				2018-2019	Provost Office		Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.3	Finish Faculty approval process and CHE approval process for a new program in Mechanical Engineering				2018-2019	Provost Office		Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.4	By August 2019 hire Cultural Anthropologist and begin Anthropology courses in the Department of Sociology and cross-listed in History where appropriate.				2018-2019	Provost Office		Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.5	Begin exchange of students in Jan 2019 with Montpellier Business School, France for a Dual Degree Bachelor of Arts in International Business or Bachelor of Arts in Management and international exchange partnership				2018-2019	Office of International Studies		Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.6	Begin exchange of students with University College Cork in Ireland for an international exchange partnership				2018-2019	Office of International Studies		Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.7	In January 2019 begin to offer BBA in Sports Management				2018-2019			Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.1.8	In January 2019 begin to offer BBA In Sports Marketing				2018-2019			Develop and offer new programs and majors that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	S	1.2			Develop new graduate-level programs designed to meet student and community needs	10	estimate 13	estimate 11	2018-2019	Office of the Registrar and the Program Inventory found at the SC CHE	Total	Develop and offer new graduate programs that will translate to marketable skills and careers for our students
Education, Training, and Human Development	M		1.2.1	In January 2019 begin to offer an M.Ed. in Teaching and Learning				2018-2019	Provost Office		Develop and offer new graduate programs that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.2.2	By spring 2019, work to hire additional faculty to support MS in Applied Psychology in Applied Behavior Analysis program				2018-2019	Provost Office		Continue to support on-going program development and sustainability	
Education, Training, and Human Development	M		1.2.3	By spring 2019 work to hire additional faculty to support Master Speech Language Pathology (MSLP) program				2018-2019	Provost Office		Continue to support on-going program development and sustainability	
Education, Training, and Human Development	M		1.2.4	Complete Faculty approval process and CHE approval process of a new MSN track in an Adult-Gerontology Acute Care Nurse Practitioner (AGACNP) Program to start in Fall 2019				2018-2019	Provost Office		Develop and offer new graduate programs that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.2.5	Complete Faculty approval process and CHE approval process a new MSN track in an Psychiatric Mental Health Nurse Practitioner (PMHNP) Program to start in spring 2020				2018-2019	Provost Office		Develop and offer new graduate programs that will translate to marketable skills and careers for our students	
Education, Training, and Human Development	M		1.2.6	By spring 2019 work to hire additional faculty to support Master of Science in Physician Assistant Studies (PA) program				2018-2019	Provost Office		Continue to support on-going program development and sustainability	
Education, Training, and Human Development	M		1.2.7	Work to complete accreditation from CAA ASHA for our Master of Speech Language-Pathology program				2018-2019	Provost Office		Continue to support on-going program development and sustainability	
Education, Training, and Human Development	M		1.2.8	Work to complete accreditation from ARC-PA for our Master of Science in Physician Assistant Studies (PA) program				2018-2019	Provost Office		Continue to support on-going program development and sustainability	

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	G	2			Provide Programs Necessary to Ensure Student Academic Success and Engagement				2018-2019			
Education, Training, and Human Development	S	2.1			Student Body development: recruitment				2018-2019			
Education, Training, and Human Development	M			2.1.1	While maintaining its commitment to educating students from the Pee Dee region, FMU must incrementally increase enrollment from other areas of SC, as well as nationally and internationally				2018-2019			
Education, Training, and Human Development	M			2.1.2	Develop more programming efforts on campus to attract and keep students and aid in student engagement				2018-2019			
Education, Training, and Human Development	S	2.2			Student Body development: retention and completions				2018-2019			
Education, Training, and Human Development	M			2.2.1	Expand services which promote academic success				2018-2019			
Education, Training, and Human Development	M			2.2.2	Expand tutoring and mentoring services				2018-2019			
Education, Training, and Human Development	M			2.2.3	Establish formal systems designed to improve graduation rates				2018-2019			
Education, Training, and Human Development	M			2.2.4	Seek to increase scholarships and funding for needs-based and merit scholarships; Launch the First Generation Fund project				2018-2019			
Education, Training, and Human Development	M			2.2.5	Continue to offer Writing Center Tutorials during Summer School	148 in 2018	estimate of 150	estimate of 150	2018-2019	CASA/FMU Writing Center	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.6	Continue to offer Writing Center Tutorials during fall semester	1437 in 2018	estimate of 1,500	estimate of 1,500	2018-2019	CASA/FMU Writing Center	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.7	Continue to offer Writing Center Tutorials during spring semester	1397 in 2018	estimate of 1,500	estimate of 1,500	2018-2019	CASA/FMU Writing Center	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.8	Continue to offer Writing Center Workshops offered during the academic year	15 in 2018	estimate of 15	estimate of 15	2018-2019	CASA/FMU Writing Center	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.9	Continue to require all new Freshmen students to enroll and complete University Life (UL 100) class as a way to acclimate them to higher education and college life	estimate of 95%	100%	100%	2018-2019	Office of the Registrar	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.10	Continue to develop and offer the Swamp Fox Seminar Summer Program for at risk/low performing students to achieve admission	estimate of 12	estimate of 20	estimate of 15	2018-2019	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.11	Continue to work with Area partners to offer 'bridge' program to FMU called the patriot pathway program	estimate of 13	estimate of 15	estimate of 15	2018-2019	Office of Enrollment Management	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.12	Continue to recruit and develop our Patriot Mentors Program to place them in all UL 100 classes	estimate of 50	60	estimate 50	2018-2019	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.13	Continue to add to the staff to develop, and support the Center for Academic Success and Advisement (CASA)	7 in 2018	8	8	2018-2019	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.14	By October re-new our Authorization Reciprocity Agreement with NCSARA for clinical placement and distance learning sites				October, 2019	Provost Office		Continue to support processes to assist with student success
Education, Training, and Human Development	M			2.2.15	Develop and offer more discipline-specific University Life (UL 100) classes	estimate of 12	15	estimate of 14	2018-2019	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.16	Work to offer more and improved student orientation sessions for both 1 day and 2 day sessions during summer	estimate 5 1 day 2 2 day	estimate 6 1 day 4 2 day	estimate 5 1 day 2 2 day	2018-2019	Office of Enrollment Management	Total	Continue to support and develop processes to assist with student success
Education, Training, and Human Development	S	2.3			Increase Student Engagement with Enrichment Opportunities							
Education, Training, and Human Development	M			2.3.1	Continue to provide REAL grants to support experiential learning opportunities	estimate 57	60	estimate 59	2018-2019	Provost Office	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.2	Number of Students participating in REAL grant funded experiences	estimate 1,063	1,100	estimate 1,100	2018-2019	Provost Office	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.3	Increase enrollment in the Leadership FMU Program	estimate 21	25	estimate 25	2018-2019	Student Affairs	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.4	Continue to support and develop our international exchange program to offer new exchange partners for our students	13	15	15	2018-2019	Office of International Studies	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.5	Offer a new Quality Enhancement Plan (QEP), appropriately titled Professional Experience and Knowledge (PEAK)	0	1	0	To be implemented in 2019	Provost Office	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.6	Develop a Module for the Study of Southern Culture for Foreign exchange partner students	0	1	0	To be implemented in 2019	Office of International Studies	Total	Continue to support and develop processes to assist with student engagement

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	M			2.3.7	Provide more travel opportunities for FMU students for study abroad during Maymester/and summer course study trips	estimate 3	5	estimate 4	2018-2019	Office of International Studies	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.8	Continue to support and develop students attending the FMU Student Leadership Conference	estimate 85	100	estimate 90	2018-2019	Student Affairs	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.9	Increase student participation in the Research and Exposition Day (RED)	estimate 37	50	estimate 40	2018-2019	Provost Office	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	G	3			Support Faculty and Staff Development				2018-2019			
Education, Training, and Human Development	S		3.1		Faculty development through training and special program attendance				2018-2019			
Education, Training, and Human Development	M			3.1.1	Faculty Advising Workshops	estimate 3	4	estimate 3	2018-2019	Provost Office	Total	Continue to support and develop processes to assist with Faculty development
Education, Training, and Human Development	M			3.1.2	Faculty Higher ed. Leadership Training Opportunities @ Harvard, HERS, ACE, etc.	6 in 2017	8	estimate 7	2018-2019	Provost Office	Total	Continue to support Faculty development
Education, Training, and Human Development	M			3.1.3	Continue to fund and support Faculty Group Travel Opportunities for Team development over spring break (usually Jr. Faculty)	4 in 2018	6	estimate 6	2018-2019	Provost Office	Total	Continue to support Faculty development
Education, Training, and Human Development	S		3.2		Staff development through training and special program attendance				2018-2019			
Education, Training, and Human Development	M			3.2.1	Provide for in-house workshops and other training programs	23 in 2018	25	estimate 2533 in 2018	2018-2019	Business Affairs Office	Total	Continue to support Staff development
Education, Training, and Human Development	M			3.2.2	Continue to fund and support Staff Group Travel Opportunities for Team development	30 in 2018	40	estimate 35	2018-2019	Business Affairs Office	Total	Continue to support Staff development
Education, Training, and Human Development	M			3.3.3	Continue to support the Staff Leadership Fellows Program for a cohort of staff members	6 in 2018	8	estimate 8	2018-2019	Business Affairs Office	Total	Continue to support Staff development
Public Infrastructure and Economic Development	G	4			Expand Cooperative Programs with Community Partners				2018-2019			
Public Infrastructure and Economic Development	S		4.1		Work with regional partners to provide Quality Healthcare to the Pee Dee Region and State and offer clinical experience for our students				2018-2019			
Public Infrastructure and Economic Development	M			4.1.1	We will continue to provide clinical and office space for USC 3rd and 4th year medical students at our Carter Center for the Health Sciences	32 in 2018	35	estimate 35	2018-2019	Provost Office	Total	Support and expand opportunities to grow our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.2	Continue through the Pee Dee Health Partnership, to provide healthcare education to the region and state FMU, USC, McLeod Health, and Carolinas Hospital System				2018-2019			Support and expand opportunities to grow our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.3	Continue to maintain and develop agreements with Physicians, SLPs, Nurse Practitioners and PAs, etc. to serve as preceptors for our students in their clinical rotations	61 in 2018	75+	estimate 65	2018-2019	School of Health Science	Total	Support and expand opportunities to grow our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.4	Continue the development and support of the Advancing Rural Community Health Program (ARCH)	1	1	1	2018-2019	School of Health Science	Total	Continue to Support our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.5	Continue to support and develop the partnership with Hope-Health, Inc. to develop plans for clinical therapies, services, and student clinical rotations				2018-2019			Continue to Support our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.6	Continue through the Pee Dee Health Partnership, to provide healthcare education to the region and state FMU, USC, McLeod Health, and Carolinas Hospital System				2018-2019			Support and expand opportunities to grow our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.7	Continue to maintain and develop agreements with Physicians, SLPs, Nurse Practitioners and PAs, etc. to serve as preceptors for our students in their clinical rotations	61 in 2018	75+	estimate 70	2018-2019	School of Health Science	Total	Support and expand opportunities to grow our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.8	Continue the development and support of the Advancing Rural Community Health Program (ARCH)	1	1	1	2018-2019	School of Health Science	Total	Continue to Support our health care partnerships in the future.
Public Infrastructure and Economic Development	M			4.1.9	Continue to support and develop the partnership with Hope-Health, Inc. to develop plans for clinical therapies, services, and student clinical rotations				2018-2019			Continue to Support our health care partnerships in the future.
Public Infrastructure and Economic Development	S		4.2		Develop new initiatives through Business and Government Partnerships							
Public Infrastructure and Economic Development	M			4.2.1	Continue to develop and support the Kelley Center for Enterprise and Innovation with joint partnership with the City of Florence				2018-2019			Continue to Support our Business partnerships with local govt. and other agencies
Public Infrastructure and Economic Development	M			4.2.2	Continue to grow the Business Incubator (The NDIC) through partnership with FMU and the City of Florence.				2018-2019			Continue to Support our Business partnerships with local govt. and other agencies
Public Infrastructure and Economic Development	M			4.2.3	Continue to support the Public Procurement Education Initiative for Small and Minority Businesses in the Pee Dee Region in partnership with the City of Florence and Florence County				2018-2019			Continue to Support our Business partnerships with local govt. and other agencies
Public Infrastructure and Economic Development	M			4.2.4	Continue to Provide administrative support for the Co-op Internship opportunity at OTIS Elevator for the School of Business and Industrial				2018-2019			Continue to Support our Business partnerships

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Public Infrastructure and Economic Development	M			4.2.5	Continue to support and grow the Patriot Pathways/Bridge Program between FDTC and FMU				2018-2019			Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.6	Continue to support and develop our 'Patriot College' for dual credit with FSD1 and Home schooled students				2018-2019			Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.7	Continue to support and develop FMU's Center for Excellence for College and Career Readiness in offering workshops for K-12 TEACHERS from many school districts in the region.	estimate 320	350	estimate 330	2018-2019	Center for Excellence for College and Career Readiness	Total	Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.8	Continue to support and develop FMU's Center for Excellence for College and Career Readiness in offering workshops for K-12 STUDENTS from many school districts in the region.	estimate 135	160	estimate 140	2018-2019	Center for Excellence for College and Career Readiness	Total	Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.9	Continue development and support of the Rural Leadership Institute and the non-profit leadership institute	1	1	1	2018-2019	Provost Office	Total	Support Educational and Internship opportunities
Public Infrastructure and Economic Development	M			4.2.10	Continue to support and develop our partnerships with the Pee Dee Education Consortium and the 19 Pee Dee School Districts				2018-2019			Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.11	Continue to support and develop the History Internships with various local entities, museums and historical societies	12 in 2018	15	estimate 15	2018-2019	Department of History	Total	Support Educational and Internship opportunities
Public Infrastructure and Economic Development	M			4.2.12	Continue to work with Duke Energy Foundation to develop and offer the Non-Profit Leadership Institute (NPLI)				2018-2019			Support Educational and Internship opportunities
Maintaining Safety, Integrity and Security	G	5			Provide a Safe and Secure Campus Environment for Students, Staff, Faculty				2018-2019			
Maintaining Safety, Integrity and Security	S		5.1		Maintain and Expand Safety and Security Systems and Measures				2018-2019			
Maintaining Safety, Integrity and Security	M			5.1.1	Continue to upkeep and use of our emergency tower system	5 towers in 2018	8	estimate 6	2018-2019	Campus Police/Public Safety	Total	Continue to update/upgrade and develop our security systems on campus
Maintaining Safety, Integrity and Security	M			5.1.2	We will continue to expand the number of cameras we have in our classroom and administrative buildings as well as our retail outlets and housing. We just completed a major camera upgrade project in housing switching over the last of the old analog cameras to digital cameras.	294 Cameras in 2018	300+	estimate 298	2018-2019	Campus Police/Public Safety	Total	Continue to update/upgrade and develop our security camera footprint on all campus buildings
Maintaining Safety, Integrity and Security	M			5.1.3	We will continue to upgrade the tactical equipment and police gear for our officers. We have also upgraded the equipment our dispatchers use to receive calls and perform their dispatching duties. Patrol officers all equipped	25 Body cameras in 2018	30+	estimate 30	2018-2019	Campus Police/Public Safety	Total	Continue to update/upgrade and develop our security systems on campus
Maintaining Safety, Integrity and Security	M			5.1.4	We will continue our practice of providing administrative active shooter training for our faculty and staff. We also have conducted and will conduct more department/school-level active shooter and violent response training	1 exercise in 2018	1+	estimate 1	2018-2019	Campus Police/Public Safety	Total	Continue to provide training to provide a more secure campus
Maintaining Safety, Integrity and Security	M			5.1.5	Our police officers will attend several tactical-level active shooter response courses throughout the year. Select officers have also attended and been certified in active shooter train-the-trainer type classes.	7 exercises in 2018	7+	estimate 7	2018-2019	Campus Police/Public Safety	Total	Continue to provide training to provide a more secure campus
Maintaining Safety, Integrity and Security	M			5.1.6	Continue to provide Title IX training for all responsible faculty and staff	2 exercises in 2018	2+	estimate 2	2018-2019	Human Resources Office	Total	Continue to provide training to provide a more secure campus
Maintaining Safety, Integrity and Security	M			5.1.7	Continue to develop strategies to get closer to 100% enrollment/participation in swamp fox alert network for students, faculty and staff	90% in 2018	100%	estimate 95%	2018-2019	FMU Communications Office	Total	Continue to update/upgrade and develop our security systems on campus
Maintaining Safety, Integrity and Security	-			5.1.8	Continue to maintain and upgrade if needed Emergency Kiosks on campus	27 operational Kiosks in 2018	27+	estimate 27	2018-2019	Campus Police/Public Safety	Total	Continue to update/upgrade and develop our security systems on campus
Public Infrastructure and Economic Development	G	6			Improve the Technical Tools Necessary to Address the Needs of the University Community				2018-2019			
Public Infrastructure and Economic Development	S		6.1		Provide for Hardware and Software upgrades				2018-2019			
Public Infrastructure and Economic Development	M			6.1.1	Continue with the 5-year refresh cycle for all laboratory and classroom CPUs				2018-2019	Campus Technology		Continue to update/upgrade and develop our campus technology
Public Infrastructure and Economic Development	M			6.1.2	Continue with the offering of a 24/7 computer lab in the residence hall area. Develop more such facilities	1 lab in 2018	2+	estimate of 2	2018-2019	Campus Technology	Total	Continue to update/upgrade and develop our campus technology
Public Infrastructure and Economic Development	M			6.1.3	Continue to upgrade CPUs in classrooms				2018-2019	Campus Technology	Total	Continue to update/upgrade and develop our campus technology
Education, Training, and Human Development	S		6.2		Provide for Staff/Faculty Training on new systems				2018-2019			



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Program Template

Program/Title	Purpose	FY 2017-18 Expenditures (Actual)				FY 2018-19 Expenditures (Projected)				Associated Measure(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Educational & General: Instruction	Administrative costs of instructional related programs at the University including salary, fringes, and other operating costs.	\$ 9,273,560	\$ 14,608,578	\$ 3,047,445	\$ 26,929,583	\$ 9,329,690	\$ 15,335,776	\$ 3,255,679	\$ 27,921,145	1.1.1,1.1.2,1.1.3,1.1.4,1.1.7,1.1.8,1.1.9,1.2.1,1.2.2,1.2.3,1.2.4,1.2.10,1.2.11,1.2.12,1.2.13, 1.5.2
II. Educational & General: Student Services	Admissions, enrollment marketing, financial assistance, orientation, student affairs, athletics, counseling services, and other student services.	\$ 1,307,170	\$ 4,517,364	\$ 23,097	\$ 5,847,631	\$ 1,372,353	\$ 4,733,582	\$ 23,097	\$ 6,129,032	2.1.1,2.1.2,2.1.3,2.1.4,2.1.5,2.1.6,2.1.8,2.1.9,2.2.8,4.1.1,4.1.3,4.1.5,4.2.1,4.2.2,4.2.3,4.2.5
III. Educational & General: Institutional Support	Administrative institutional expenses including the Offices of the President, Business Affairs, the Provost, Development, Accounting, Human Resources, etc.	\$ 3,519,509	\$ 3,531,655	\$ 86,555	\$ 7,137,719	\$ 3,284,824	\$ 3,438,656	\$ 86,555	\$ 6,810,035	1.1.5,1.1.6,1.1.14,1.2.8,1.2.9,2.2.1,2.2.2,2.2.6,5.1.6
IV. Educational & General: Facilities Maintenance	Campus facility physical plant support (including utilities) and campus police services.	\$ 2,078,168	\$ 8,194,139	\$ 101,746	\$ 10,374,053	\$ 2,074,131	\$ 8,720,180	\$ 101,746	\$ 10,896,057	5.1.1,5.1.2,5.1.3,5.1.4,5.1.5,5.1.8,5.1.9,5.1.10,6.1.1,6.1.2,6.1.3
V. Educational & General: Academic Support	Professional development funds, library, network operations, enrollment management, and other academic support areas.	\$ 1,290,995	\$ 3,770,947	\$ 66,443	\$ 5,128,385	\$ 1,411,938	\$ 3,969,647	\$ 66,443	\$ 5,448,028	1.1.3,1.1.4,1.1.10,1.1.11,1.1.12,3.1.1,3.1.2,3.1.3,3.2.1,3.2.2,3.2.3,6.1.6
VI. 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.	\$ 508,517	\$ 130,576	\$ 8,884,755	\$ 9,523,848	\$ 552,763	\$ 11,359	\$ 8,844,804	\$ 9,408,926	1.3.1,1.3.4,1.3.5,2.1.10,2.2.4,2.2.9,2.2.10,4.2.7,4.2.8,4.2.9,4.2.10
<b>Total</b>		\$ 64,941,219				\$ 66,613,223				

Agency Name: FRANCIS MARION UNIVERSITY

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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 your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
1	59-139-10 et al.	State	Statute	Establishes Francis Marion University as a state agency	No	No - Does not relate directly		Higher Education
2	1-1-820	State	Statute	Deals with the content of annual accountability reports. It must have the agency's mission	No	Yes	Report our agency must/may provide	
3	1-1-810	State	Statute	Requires that the Agency complete and submit an annual accountability report	No	No - Does not relate directly to any agency deliverables		Higher Education
4	117.29.	State	FY 2018-19 Proviso	Annual accountability reports as required in section 1-1-810 must be accessible to the Governor, Senate Finance Committee, House Ways and Means Committee, and to the public on or before September fifteenth, for the purpose of a zero-base budget analysis and in order to	No	No - Does not relate directly to any agency deliverables		Higher Education
5	59-101-350	State	Statute	Commission on Higher Education annual report; submission of information by educational institutions for inclusion in report; alumni surveys.	No	No - Does not relate directly to any agency deliverables		Higher Education
6	117.74	State	FY 2017-18 Proviso	State Appropriation Act Proviso 117.74	No	No - Does not relate directly to any agency deliverables		Higher Education
7	11.16	State	FY 2017-18 Proviso	Proviso 11.16 Outstanding Institutional Debt	No	No - Does not relate directly to any agency deliverables		Higher Education
8	117.34	State	FY 2017-18 Proviso	Proviso 117.34 Agency Debt Collection	No	No - Does not relate directly to any agency deliverables		Higher Education
9	59-103-15	State	Statute	Approves change in FMU mission statement to allow the granting of the doctoral degree in Nursing Practice	No	No - Does not relate directly to any agency deliverables		Higher Education
10	11.15	State	FY 2017-18 Proviso	It requires state supported institutions of higher learning to submit to the Commission on Higher Education the total number of out-of-state undergraduate students during the prior fiscal year that received abatement of rates	No	No - Does not relate directly to any agency deliverables		Higher Education
11	11.23	State	FY 2018-19 Proviso	South Carolina public colleges and universities shall take into consideration the definition of anti-Semitism for purposes of determining whether the alleged practice was motivated by anti-Semitic intent when reviewing, investigating, or deciding whether there has been a violation of a college or university policy prohibiting discriminatory practices on the basis of religion.	No	No - Does not relate directly to any agency deliverables		Higher Education

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.
Board of Trustees	Officials that are charged with responsibility for overseeing effective governance of the Agency	Makes legal and fiduciary decisions, approves organization's missions, strategic goals and objectives as well as new programs.	Executive Branch/State Agencies	
Board of Trustees	Officials that are charged with responsibility for overseeing effective governance of the Agency	Makes legal and fiduciary decisions, approves organization's missions, strategic goals and objectives as well as new programs.	Legislative Branch	
Office of the President	Public leader of the Agency	Reports to the Board of Trustees and State Govt. on the state of the Agency	Legislative Branch	
Office of the President	Public leader of the Agency	Chief spokesperson and provides a public face of the University	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
Office of the President	Public leader of the Agency	Initiates partnerships as well as fund raising efforts with business and industry	Industry	Various industries and economic concerns
Office of the President	Public leader of the Agency	Provides leadership, direction and vision for the Agency	Executive Branch/State Agencies	
Office of the Provost	Chief academic officer/office that oversees undergraduate and graduate programs at the University	Provides oversight of all academic programs, at the University	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
Office of the Provost	Chief academic officer/office that oversees undergraduate and graduate programs at the University	Enrollment management, student retention other student related issues	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
College of Liberal Arts	The division within the University charged to provide instruction in the liberal arts and sciences	Provides instruction in the liberal arts and sciences at both the undergraduate and graduate levels	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
College of Liberal Arts, Department of Biology	The Department within the CLA Division charged with instruction in Biology	Provides the development of internships and School placements for our students to better their educational experience and to meet accreditation standards for the Secondary Education Track Option of the Program.	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
College of Liberal Arts, Department of History	The Department within the CLA Division charged with instruction in History	Provides the development of internships and School placements for our students to better their educational experience and to meet accreditation standards for the Secondary Education Track Option of the Program.	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
College of Liberal Arts, Department of Psychology	The Department within the CLA Division charged with instruction in Psychology	Provides the development of internships and practicum placements, etc. for our students to better their educational experience and to meet accreditation standards for the rigor of the Program.	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
College of Liberal Arts	The division within the University charged to provide instruction in the liberal arts and sciences	Develops and implements internships and partnerships with local govt. and businesses	Industry	Various industries and economic concerns
School of Business	The division within the University charged to provide instruction in business related disciplines	Provides instruction in business related disciplines at both the undergraduate and graduate levels	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
School of Business	The division within the University charged to provide instruction in business related disciplines	Developed partnerships and internships within local industry	Industry	Various industries and economic concerns
School of Business	The division within the University charged to provide instruction in business related disciplines	Developed partnerships and internships within local Govt.	Local Govts.	City of Florence, County of Florence

School of Education	The division within the University charged to provide instruction in teacher education	Provides teacher education instruction at both the undergraduate and graduate levels	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
School of Education	The division within the University charged to provide instruction in the health sciences, Nursing, PA program	Developed partnerships and internships within local school districts	School Districts	FSD 1-5, various other School districts in the region
School of Health Sciences	The division within the University charged to provide instruction in the health sciences, Nursing, PA program, and SLP Program	Provides education and professional training in the health sciences at both the undergraduate and graduate levels	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
School of Health Sciences	The division within the University charged to provide instruction in the health sciences, Nursing, PA program, and SLP Program	Developed partnerships and internships with local health care providers	Industry	McLeod Regional Medical Center; Carolinas Hospital System
School of Health Sciences	The division within the University charged to provide instruction in the health sciences, Nursing, PA program, and SLP Program	Developed partnerships and internships with Educational providers, school districts, etc.	General Public	The Pee Dee Education Consortium, which represents 19 school districts in the region
Rogers' Library	The division within the Agency that provides physical access to various holdings and collections of documents, books, etc.	Provides access services to various holdings and collections for students, faculty and the general public	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
Center for Academic Success and Advisement	Newly established center to assist in student advising, retention, and increased graduation rates	Provides one-stop assistance in student advising, tutoring, and career development	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
Enrollment Management	Division at the Agency charged with student recruitment, admissions, financial aid and registrar functions	Works to recruit new and transfer students, provides open houses, orientation events, as well as financial aid and registrar functions	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
The Center of Excellence to Prepare Teachers of Children of Poverty	Center at the Agency developed to educate both students and current educators in areas of instruction for children of Poverty	Works to train current teachers from the local school districts. Provides workshops and other on-site training programs	School Districts	FSD 1-5, various other School districts in the region
The Center of Excellence for College and Career Readiness	Center at the Agency developed to prepare local school children for the transition to college and post high school life	Provides guidance and training for school-age children in the region. Established the Activate Academy, provides various workshops and training sessions	General Public	School-aged children from throughout the region
The Gail and Terry Richardson Center for the Child	The Gail and Terry Richardson Center for the Child serves as a regional and state model for the dissemination of best practices in early childhood education, evaluation, and intervention	Following a creative curriculum, the Center works to enhance and support children's intellectual, social, emotional, and physical growth and development.	General Public	Preschool aged children from the Pee Dee Region
Campus Technology	Assists and utilizes technology in the teaching and learning environment of the University	Facilitates and promotes the effective use and integration of information technology in teaching and learning, scholarship and creative activity, business processes, and community engagement and service.	General Public	Serves FMU Faculty, Students, and Staff
Counseling and Testing Center	The Office of Counseling and Testing (OCT) assists students in enhancing their academic and personal well being.	Support the academic goals of Francis Marion University by coordinating testing services for the University. OCT coordinates testing accommodations for students with disabilities, administering exams such as CLEP, MAT, and proctoring exams for those in distance education courses.	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American

Business Affairs Office	Division at the Agency that includes financial services, Human resources and facilities management	The office is responsible for the business operations of the University including accounting and budgeting of the University's revenues and expenditures and conducting all purchases of the University. In addition to the financial oversight of the University, the office also coordinates construction projects, oversees maintenance of all University facilities, campus police, and overseeing the University's bookstore, dining services, and housing operations.	General Public	95% students from SC; The University enrolls students from 36 states and 16 foreign countries; 48% of our students are African-American
Facilities Management Dept.	Facilities Management is charged with keeping the campus facilities and grounds clean and well maintained.	This department is responsible for construction of new facilities, renovation to existing facilities, vehicle dispatch/rentals, setups for special events, facility keys, and/or shipping/receiving.	General Public	Serves FMU Faculty, Students, and Staff
Campus Police/Security	Campus Police Department is an organization committed to providing a safe and secure campus environment for students, faculty, staff, and visitors	investigates crimes, responds to emergencies, conducts crime prevention education/awareness and provides support services tailored to meet the needs of those who reside, work and visit the campus	General Public	Serves FMU Faculty, Students, Staff, and campus visitors
FMU Foundation and Development Office	The Francis Marion University Education Foundation was organized to provide a means for soliciting and accepting substantial gifts of money or property in order to build an endowment fund that would aid in the promotion of the educational purpose and welfare of Francis Marion University.	The primary focus of the Foundation has been to provide scholarship support for students. In addition, the Foundation has assisted faculty members by granting funds for professional development and sponsored various lecture series and cultural events.	General Public	Serves FMU Faculty, Students, and Staff
Community Relations	The office serves as the official communications channel through which the university disseminates information internally and externally	The office has four major functions: external media relations, internal communications, production of official university publications for off-campus audiences, and marketing and communications support for university initiatives.	General Public	Serves the people of the Pee Dee Region and our State

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
USC Medical School Clinical Program	Higher Education Institute	Providing classroom, clinical and office space for 3rd and 4th yr. medical residents in new Carter Center for the Health Sciences	1,2,4
Pee Dee Health Partnership	Non-Governmental Organization	Working on various initiatives to improve health care and services for the Pee Dee residents	1,2,4
SC State Authorization Reciprocity Agreement (SARA)	State Government	Working with body to provide access for more clinical sites in neighboring states, particularly SE North Carolina	1,2,4
Coastal Carolina University	Higher Education Institute	Joint partnership to establish the Institute for South Carolinas Studies in the Humanities at Hobcaw Barony	1,2,4
Belle W. Baruch Foundation	Non-Governmental Organization	Joint partnership to establish the Institute for South Carolinas Studies in the Humanities at Hobcaw Barony	1,2,4
ACE Fellows Program, Harvard Institute, HERS, Penn State Deans and Chairs Academy	Professional Association	Working with various entities to provide training and professional development for FMU faculty members	3
AAUP	Professional Association	Partnership with the organization to assist in issues of faculty governance and compliance	3
SACSCOC	Professional Association	Partnership with the organization to assist in issues of accreditation, faculty training and compliance	1,2,3,4
Staff Leadership Fellows Program	Higher Education Institute	Working with various entities to provide training and professional development for FMU staff members	3
Kelley Center for Enterprise and Innovation	Non-Governmental Organization	Working with various community, governmental and business for profit and non-profit entities to provide internships and training for FMU students	1,2,4
North Dargan Innovation Center	Local Government	Working with various community, governmental and business for profit and non-profit entities to provide internships and training for FMU students	1,2,4
City of Florence/County of Florence	Local Government	Working with local government to provide internships and training for FMU students	1,2,4
GE Healthcare	Private Business Organization	Partnership to provide internships for FMU students in the school of Business and the Industrial engineering program	1,4
Beneteau Boat groupe	Private Business Organization	Partnership to provide internships for FMU students in the school of Business and the Industrial engineering program	1,4
BMW North America Operations	Private Business Organization	Partnership to provide internships for FMU students in the school of Business and the Industrial engineering program	1,4
Honda Corp. of America, SC Branch	Private Business Organization	Partnership to provide internships for FMU students in the school of Business and the Industrial engineering program	1,4

Sonoco Products Company	Private Business Organization	Partnership to provide internships for FMU students in the school of Business and the Industrial engineering program	1,4
Webster Rogers Accountants LLC	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Raines Group	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
ACS Technologies, Inc.	Private Business Organization	Partnership to provide internships for FMU students in the school of Business and the Computer science program	1,4
OTIS Elevator Corp.	Private Business Organization	Partnership to provide internships for FMU students in the school of Business and the Industrial engineering program	1,4
Ruiz Foods	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
McCall Farms	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Florence Darlington Technical College	Higher Education Institute	Continue to support and grow the Patriot Pathways/Bridge Program between FDTC and FMU	1,2,4
Florence School District One	K-12 Education Institute	Continue to support and develop our 'Patriot College' for dual credit with FSD1 and Home schooled students	1,2,3,4
Florence School District One	K-12 Education Institute	Continue to support and develop FMU's Center for Excellence for College and Career Readiness in offering workshops for K-12 students and teachers from many school districts in the region.	1,2,3,4
Pee Dee Region School Districts	K-12 Education Institute	Continue to support and develop FMU's Center for Excellence for College and Career Readiness in offering workshops for K-12 students and teachers from many school districts in the region.	1,2,3,4
Homeschoolers	Individual	Continue to support and develop our 'Patriot College' for dual credit Home schooled students	4
Hope Health, Inc.	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences and Psychology program	4
Pee Dee Mental Health Center	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences and Psychology program	1,2,4
Lighthouse Ministries	Private Business Organization	Partnership to provide internships for FMU students in the Psychology program	1,2,4
South Carolina Department of Corrections	State Government	Partnership to provide internships for FMU students in the school of Health Sciences and Psychology program	1,2,4
McLeod Regional Medical Center	Non-Governmental Organization	Partnership to provide internships for FMU students in the school of Health Sciences	1,2,4
<b>The Pee Dee Education Consortium</b>	K-12 Education Institute	Partnership to provide internships for FMU students in the school of Health Sciences and Education	1,2,4

Carolinas Regional Medical Center	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	4
Clemson University	Higher Education Institute	Partnership to provide cooperative major programs for FMU undergraduate students in Engineering, Forest Resources, and Wildlife and Fisheries Biology	1,2
McLeod Regional Medical Center	Non-Governmental Organization	Partnership to provide cooperative major program for FMU undergraduate students in MPMC School of Medical Technology	1,2,4
USC College of Pharmacy	Higher Education Institute	Partnership to provide cooperative major program for FMU undergraduate students for a B.S. in Pharmaceutical Studies	1,2,4
MUSC College of Pharmacy	Higher Education Institute	Partnership to provide cooperative major program for FMU undergraduate students for a B.S. in Pharmaceutical Studies	1,2,4
National Association of Colleges and Employers (NACA)	Professional Association	Partnership with the FMU Career Development Office to provide guidance and reference/referrals to our Students	1,2,4
University of Prince Edward Island, PEI, Canada	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
DeMonfort University, Leicester England, UK	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
Universite de Caen Basse-Normandie, Caen, France	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
Montpellier Business School, Montpellier, France	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
Carlow College, St. Patricks, Carlow, Republic of Ireland	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
University College Cork/National University of Ireland, Cork, Republic of Ireland	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
EAH Jena University of Applied Sciences, Jena, Germany	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
FH University of Applied Sciences, Schmalkalden, Germany	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
Universitat Koblenz-Landau, Landau, Germany	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
Universitat Trier, Trier, Germany	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
EAO, European Academy, Otzenhausen, Germany	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
Wildsumaco Biological Station, Ecuador	Higher Education Institute	Partnership with the FMU International Studies Programs to offer study abroad opportunities for our Students	1,2,4
Pontificia Universidad Católica del Ecuador (PUCE) Quito, Ecuador	Higher Education Institute	Partnership with the FMU at the Wildsumaco Biological Station to offer study abroad opportunities for our Students	1,2,4

University of North Carolina Wilmington	Higher Education Institute	Partnership with the FMU at the Wildsumaco Biological Station to offer study abroad opportunities for our Students	1,2,4
American Association of Colleges for Teacher Education (AACTE)	Professional Association	Voluntary association Advocacy and capacity building in the field of education	3
Council for the Accreditation of Educator Preparation (CAEP)	Professional Association	Accrediting body Advancement of equity and excellence in educator preparation through evidence-based accreditation	3

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Report and External Review Template

Item	Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
1	Internal Review and Report	Sole Source Procurement Report	Division of Procurement Services, SC State Fiscal Accountability Authority	State	Quarterly	Last day of subsequent month after quarter ends	Required reporting of all sole source procurements above \$10,000.	Paper copy upon request.
2	Internal Review and Report	Emergency Procurement Report	Division of Procurement Services, SC State Fiscal Accountability Authority	State	Quarterly	Last day of subsequent month after quarter ends	Required reporting of all emergency procurements above \$10,000.	Paper copy upon request.
3	Internal Review and Report	Record of Applied Preferences Procurements	Division of Procurement Services, SC State Fiscal Accountability Authority	State	Quarterly	Last day of subsequent month after quarter ends	Required reporting of any contract awards decided by application of state-required preferences.	Paper copy upon request.
4	Internal Review and Report	Procurements Using 10% Rule	Division of Procurement Services, SC State Fiscal Accountability Authority	State	Quarterly	Last day of subsequent month after quarter ends	Required reporting of any procurements of items found and documented 10% cheaper than available on State Contract.	Paper copy upon request.
5	Internal Review and Report	Trade-In Sales	Division of Procurement Services, SC State Fiscal Accountability Authority	State	Quarterly	Last day of subsequent month after quarter ends	Required reporting of any trade-ins of equipment, vehicles, etc.	Paper copy upon request.
6	Internal Review and Report	Minority Business Enterprise Progress Report	Small & Minority Business Contracting and Certification	State	Quarterly	Last day of subsequent month after quarter ends	Required reporting of University purchases from Certified Minority Businesses.	Paper copy upon request.
7	Internal Review and Report	Minority Business Enterprise Utilization Plan	Small & Minority Business Contracting and Certification	State	Annually	August 31, 2018	Anticipated utilization of Certified Minority Businesses during the upcoming year.	Paper copy upon request.
8	Internal Review and Report	Jeanne Clery Disclosure of Campus Security Police and Campus Crime Statistics Act Report & Annual Fire Safety Report	US Dept. of Education	Federal	Annually	September 30, 2018	Information about crime on campus and our efforts to improve campus safety as well as inform the public of crime in or around campus. Support for victims of crimes on campus and policies and procedures are covered in the report as well as emergency notification procedures and how and where to report crimes. The report also includes fire statistics for the campus.	Post cards are mailed out to all students with the information. Or they can access the website to pull up the full report which is posted online. Hardcopies are also available upon request or at several locations on campus such as the HR office, Housing Office, Student Affairs and the Campus Police office.
9	Internal Review and Report	CHE Enrollment File	CHE	State	Twice a year	Varies according to semester	Data on students; race/gender, major, SAT/ACT scores, HS graduation date, student level, etc.	Upload data text file to CHE website
10	Internal Review and Report	CHE Identifier File	CHE	State	Twice a year	Varies according to semester	Updates/changes to student social security numbers since last upload	Upload data text file to CHE website
11	Internal Review and Report	CHE Course File	CHE	State	Twice a year	Varies according to semester	Data on courses; department, # of credit hours, CIP code, start/end dates, method of instruction, etc.	Upload data text file to CHE website
12	Internal Review and Report	CHE Disbursement File	CHE	State	Twice a year	Varies according to semester	Data on students receiving particular aid including LIFE, Hope, Palmetto Fellows, National Guard, Pell, etc.	Upload data text file to CHE website
13	Internal Review and Report	CHE Faculty File	CHE	State	Twice a year	Varies according to semester	Data on our faculty; includes area of teaching, tenure status, rank, race/gender, date of hire, etc.	Upload data text file to CHE website
14	Internal Review and Report	CHE 14 ABC File	CHE	State	Twice a year	Varies according to semester	Data on students that receive senior citizen waivers or employee tuition waivers	Upload data text file to CHE website
15	Internal Review and Report	CHE Completions File	CHE	State	Twice a year	Varies according to semester	Data on graduates; race/gender, major, degree level, program info, hours earned, etc.	Upload data text file to CHE website
16	Internal Review and Report	CHE Facilities File	CHE	State	Twice a year	Varies according to semester	Data on FMU buildings/structures; date of construction, kind of use, original cost, size/area, renovation info, etc.	Upload data text file to CHE website
17	Internal Review and Report	CHE Results of Professional Exams (for CHE IE Reporting)	CHE	State	Annually	September 30, 2018	Numbers of test takers, passing rates, etc. of Education PRAXIS exams and Nursing BSN exams	Enter data into CHE's form and email it to the appropriate CHE representative
18	Internal Review and Report	IPEDS Institutional Characteristics	IPEDS	Federal	Annually	closing dates vary year to year;	basic institution information; web addresses, tuition/fees, etc.	enter data on IPEDS website
19	Internal Review and Report	IPEDS Completions	IPEDS	Federal	Annually	closing dates vary year to year;	numbers of graduates by major CIP code, race/gender	enter data on IPEDS website
20	Internal Review and Report	IPEDS 12-Month Enrollment	IPEDS	Federal	Annually	closing dates vary year to year;	unduplicated headcount for fiscal year	enter data on IPEDS website
21	Internal Review and Report	IPEDS Admissions	IPEDS	Federal	Annually	closing dates vary year to year;	numbers on applicants, acceptance, race/gender, SAT/ACT scores	enter data on IPEDS website
22	Internal Review and Report	IPEDS Financial Assistance	IPEDS	Federal	Annually	closing dates vary year to year;	financial assistance figures; numbers of students receiving as well as dollar amounts	enter data on IPEDS website
23	Internal Review and Report	IPEDS Graduation Rates	IPEDS	Federal	Annually	closing dates vary year to year;	graduation rates, transfer out rates, etc.	enter data on IPEDS website
24	Internal Review and Report	IPEDS Graduation Rates 200%	IPEDS	Federal	Annually	closing dates vary year to year;	graduation rates; different cohort and way of looking at rates	enter data on IPEDS website
25	Internal Review and Report	IPEDS Outcomes	IPEDS	Federal	Annually	closing dates vary year to year;	similar to graduation rates, but presented in a different way; this was new data that they asked for last year	enter data on IPEDS website
26	Internal Review and Report	IPEDS Enrollment	IPEDS	Federal	Annually	closing dates vary year to year;	numbers of students by race/gender, FT/PT, degree/non-degree seeking, etc.	enter data on IPEDS website
27	Internal Review and Report	IPEDS Academic Libraries	IPEDS	Federal	Annually	closing dates vary year to year;	data on library collections and expenditures	enter data on IPEDS website

28	Internal Review and Report	IPEDS Finance	IPEDS	Federal	Annually	closing dates vary year to year;	data primarily from income statement/balance sheet; revenue, expenditures, assets, liabilities, etc.	enter data on IPEDS website
29	Internal Review and Report	IPEDS Human Resources	IPEDS	Federal	Annually	closing dates vary year to year;	data on FT faculty and staff and PT faculty and staff	enter data on IPEDS website
30	Internal Review and Report	EEO Employment File	SC Human Affairs Commission	State	Annually	closing dates vary year to year;	data on faculty and staff; race/gender, department, pay band, job group, census code, etc.	enter data into formatted Excel workbook and email it to our EEO consultant
31	Internal Review and Report	EEO Applicant Information Report	SC Human Affairs Commission	State	Annually	closing dates vary year to year;	data on applicants; race/gender and status (applied, interviewed, hired, etc.) for each EEO Job category	enter data into template and email it to our EEO consultant
32	Internal Review and Report	EEO Progress Report	SC Human Affairs Commission	State	Annually	closing dates vary year to year;	data on actual work force; race/gender for each EEO Job category that reveal underutilization in certain areas	enter data into template and email it to our EEO consultant
33	External Review and Report	NCAA Division I APP/APR (Academic Performance Program/Academic Progress Rate) Data	NCAA	Outside Organization	Annually	this year 8 weeks after first day of Fall classes	data on student athletes; academic progress including GPAs, credit hours, NCAA eligibility, athletics aid status, etc.	enter data on NCAA Web Portal
34	External Review and Report	NCAA Division II APC (Academic Performance Census) Data	NCAA	Outside Organization	Annually	this year's due date: February 1, 2019	data on student athletes; academic progress including GPAs, credit hours, NCAA eligibility, athletics aid status, etc.	enter data on NCAA Web Portal
35	External Review and Report	NCAA Graduation Rates	NCAA	Outside Organization	Annually	this year's due date: June 1, 2019	data on student graduation rates per cohort; non-athlete grad rates and athlete grad rates by sport	enter data on NCAA Web Portal
36	External Review and Report	AAUP Faculty Compensation Survey	AAUP (American Association of University Professors)	Outside Organization	Annually	closing dates vary year to year; January 31, 2019	data on faculty; number/salary/cost of benefits by race/gender, tenure status, rank in various forms	enter data into template and upload to website
37	External Review and Report	CUPA HR- Faculty in Higher Education Salary Survey	CUPA (College and University Professional Association for Human Resources)	Outside Organization	Annually	due dates can vary; January 31, 2019	data on faculty; number/amount of faculty per teaching area by CIP code, rank, tenure status, average salary, lowest/highest salary	enter data into template and upload to website
38	External Review and Report	College Portrait (of Undergraduate Education)	VSA (Voluntary System of Accountability)	Outside Organization	Annually	due dates can vary; closes October 31, 2018	data spanning from enrollment, tuition/fees, graduation rates, financial assistance, basic FMU information	enter data on College Portrait website
39	External Review and Report	Business School Questionnaire (BSQ)	AACSB International – Association to Advance Collegiate Schools of Business	Outside Organization	Annually	May 20, 2019	data on faculty; enrollment numbers, graduate and undergraduate, programs, mission statements, and objectives	last published BSQ on the AACSB website. 2017-2018
40	External Review and Report	Request for EIA Program for Fiscal Year 2017-18 and EIA Program Report for Fiscal Year 2016-17	Education Oversight Committee	State	Annually	May 20, 2019	Program History, Relevant State Law, Governing Guidelines, Program Description, Goal Research/Evidence, Resources, Strategies, Indicators, Outputs, Outcomes, External Factors, Program Evaluation Outcomes, Implementation, External Evaluation, Program Planning and Fiscal Information, Potential EIA Reductions, Loss of EIA Funding, Recommendations, Current Program Budget, Budget Summary, Future EIA Funding Requests	South Carolina Oversight Committee Website Current Report Available from Dr. Tammy Pawloski, Center Director
41	Internal Review and Report	Fines and Fees Report	Required per State Appropriation Act Proviso 117.74	State	Annually	September 30th	Reports the revenue received in the previous fiscal year from fines and fees of the University as well as authorizing legislations, fee rate, and fee names.	The report is posted to the FMU website and is at <a href="http://www.fmarion.edu/about/budgetaccountreport">http://www.fmarion.edu/about/budgetaccountreport</a> . A copy of the report is also mailed to the Chairman of the House Ways and Means Committee as well as the Chairman of the Senate Finance Committee
42	Internal Review and Report	Fiscal Operations Report and Application to Participate	US Dept. of Education	Federal	Annually	September 30th	The Fiscal Operations Report and Application to Participate (FISAP) is used by schools to apply for Campus-Based Program funding for the upcoming award year and to report Campus-Based Program expenditures for the previous award year.	The report is posted to the Federal Student Aid Website
43	Internal Review and Report	Annual Report on Possible Research Misconduct	Office of Research Integrity, US Department of Health and Human Services	Federal	Annually	between January 1 and March 1 each year	Institutional reporting ensuring FMU complies with the ORI policy on research misconduct and the PHS regulations in responding to allegations of research misconduct, administrative actions taken, and overall policy compliance.	This report is posted on the ORI website.
44	Internal Review and Report	Title II report	US Dept. of Education	Federal	Annually	April 1, 2019	Single Assessment Institution and Single Pass Rate Data	A copy is available via the Institution and the Dept. of Ed.
45	Internal Review and Report	Nursing Self-study Report	Accreditation Commission for Education in Nursing	Outside Organization	Other	BSN – 2011 MSN - 2014 last one July 2017	Six criteria evaluating: Mission, Faculty, Student Curriculum, Resources, Learning and Program Outcomes	Online
46	Internal Review and Report	ACEN Yearly Report	Accreditation Commission for Education in Nursing	Outside Organization	Annually	2019	Faculty and student information	Online
47	Internal Review and Report	South Carolina Department of Labor, Licensing and Regulation	State Board of Nursing for South Carolina	State	Twice a year	2018-2019	Data on Faculty, Student Curriculum, and Program Outcomes	Paper format and mailed
48	Internal Review and Report	State Board of Nursing for South Carolina	State Board of Nursing for South Carolina	State	Twice a year	2018-2019	Data on Faculty, Student Curriculum, and Program Outcomes	Paper format and mailed
49	Internal Review and Report	AACN Annual Survey	American Association Colleges of Nursing	Outside Organization	Annually	2018-2019	Faculty and student information	Online
50	Internal Review and Report	Nurse Education, Practice, Quality and Retention (NEPQR) Program – Veteran's Bachelor of Science Degree in Nursing	HRSA-14-071	Federal	Annually	2018-2019	Program Progress and the number of Students funded	Online
51	Internal Review and Report	Scholarships for Disadvantaged Students	HRSA-16-069	Federal	Annually	2018-2019	Program Progress and the number of Students funded	Online

52	Internal Review and Report	Nurse Faculty Loan Program	HRSA-16-065	Federal	Annually	2018-2019	Program Progress and the number of Students funded	Online
53	Internal Review and Report	Enhancing Nursing Education to Promote Advocacy for Patients Living with Developmental Disabilities	South Carolina Developmental Disabilities Council, Office of the Governor	State	Annually	2018-2019	Program Progress	Paper submission
54	Internal Review and Report	Promoting Positive Nursing Educating Outcomes in South Carolina	The Foundation of the National Student Nurses' Association, Inc.	Outside Organization	Annually	2018-2019	Program Progress	Paper submission
55	External Review and Report	ARC-PA Self-study	Accreditation Review Commission on Education for the Physician Assistant	Outside Organization	Other	2018-2019	Addresses the Mission of the program, Faculty and Student Curriculums, Resources, Learning and Program Outcomes	Online
56	Internal Review and Report	Report on completion and graduation rates of degree-seeking, full-time students	Higher education Act of 1965 US Congress	Federal	Annually	2018-2019	Required to annually disclose a report on completion or graduation rates of degree-seeking, full-time undergraduate students	Online at <a href="http://www.fmarion.edu/about/reports">www.fmarion.edu/about/reports</a> .
57	External Review only	Transparency Review	Comptroller General	State	Monthly	Monthly throughout the year	Required to maintain practices that are transparent. As part of Francis Marion University's effort to provide transparency to the constituents of South Carolina, Each monthly report will indicate from what source the funds are spent and for what purpose.	Online at <a href="http://www.fmarion.edu/about/transparencyreports">http://www.fmarion.edu/about/transparencyreports</a>
58	External Review only	Travel Reviews	Comptroller General	State	Annually	2018-2019	Required to maintain practices that are transparent to be good stewards of public funds.	Paper Copy
59	External Review only	Audited Financial Statements	Comptroller General/State Auditor	State	Annually	2018-2019	Required to maintain practices that are transparent to be good stewards of public funds.	Online at <a href="http://osa.sc.gov/Reports/stateengagements/Pages/index.aspx">http://osa.sc.gov/Reports/stateengagements/Pages/index.aspx</a>
60	External Review only	Annual Rental Value Residence Reporting Form	Department of Administration	State	Annually	2018-2019	Required to maintain practices that are transparent to be good stewards of public funds.	Paper Copy
61	External Review only	Equity in Athletics Disclosure	US Department of Education	Federal	Annually	2018-2019	Required to maintain practices that are transparent concerning equity in sports	Online at <a href="http://ope.ed.gov/athletics">http://ope.ed.gov/athletics</a>
62	External Review only	SF-SAC Data Collection Form	Federal Audit Clearing House	Federal	Annually	2018-2019	Required data collection	Paper Copy
63	External Review only	Annual Report of Unclaimed Property	Office of State Treasurer	State	Annually	2018-2019	Required data collection	Paper Copy
64	External Review only	Outstanding Institutional Debt	Senate, House of Representatives, and Commission on Higher Education	State	Annually	2018-2019	Required to maintain practices that are transparent to be good stewards of public funds.	Paper Copy
65	External Review only	NCAA Revenue and Expenses Reporting/Review	National Collegiate Athletics Association	Outside Organization	Annually	2018-2019	Required data collection	Paper Copy
66	External Review only	NCAA Agreed Upon Procedures	National Collegiate Athletics Association	Outside Organization	Other	Every 3 years	Required data collection	<a href="http://osa.sc.gov/Reports/stateengagements/Pages/index.aspx">http://osa.sc.gov/Reports/stateengagements/Pages/index.aspx</a>
67	External Review only	Proviso 117.34 Agency Debt Collection Review	Senate and House of Representatives	State	Annually	2018-2019	Required to maintain practices that are transparent to be good stewards of public funds.	Paper Copy
68	External Review only	EZ-Audit Annual Submission	US Department of Education	Federal	Annually	Annually next on 3/31/2019	Required to maintain practices that are transparent to be good stewards of public funds.	Paper Copy
69	External Review only	Procurement Audit Review	State Fiscal Accountability Authority	State	Other	Varies - Planned for every three years	Required to maintain practices that are transparent to be good stewards of public funds.	<a href="http://procurement.sc.gov/PS/agency/PS-agency-audit-reports.phtml">http://procurement.sc.gov/PS/agency/PS-agency-audit-reports.phtml</a>
70	External Review only	Building Condition Survey	Commission on Higher Education	State	Other	Every 3 Years next due 7/2020	Required to maintain practices that are transparent to be good stewards of public funds.	Paper Copy from Commission on Higher Education /Facilities Management Files
71	External Review only	Indefinite Delivery Contracts Review	Office of State Engineer	State	Quarterly	Quarterly w/ submission at end of each quarter	Required to maintain practices that are transparent to be good stewards of public funds.	Paper Copy from Office of State Engineer/Facilities Management Files
72	External Review only	Annual Real Property Review	Budgeting and Control Board Commission on Higher Education	State	Annually	Annually 7/1/2019 to 6/30/2020	Required to maintain practices that are transparent to be good stewards of public funds.	Paper Copy from Facilities Management Files
73	External Review only	Comprehensive Permanent Improvement Plan (CPIP)	Capital Budgeting Unit - Executive Budget and Commission on Higher Education	State	Annually	Annually 7/1/2019 to 6/30/2020	Required to maintain practices that are transparent to be good stewards of public funds.	Paper Copy from Facilities Management Files
74	External Review only	Financial Audit and Review	Annual Audit Conducted by External CPA Firm required by Comptroller General and SC State Auditor	State	Annually	07/01/2019 to 06/30/2020	Required to maintain practices that are transparent to be good stewards of public funds.	<a href="http://oca.sc.gov/Reports/stateengagements/francismarion/Pages/default.aspx">http://oca.sc.gov/Reports/stateengagements/francismarion/Pages/default.aspx</a>
75	External Review only	Center of Excellence for College and Career Readiness Budget & Expenditure Review	Commission on Higher Education	State	Annually	7/1/19 - 6/30/20	Required to maintain practices that are transparent to be good stewards of public funds.	Paper Copy
76	External Review only	Monthly Charge Card Usage	Comptroller General	State	Monthly	Monthly	Required to maintain practices that are transparent to be good stewards of public funds.	<a href="http://www.cp.sc.gov/Pages/monthlychargecardusage.aspx">http://www.cp.sc.gov/Pages/monthlychargecardusage.aspx</a>
77	External Review only	Tucker Hipps Transparency Act	South Carolina General Assembly	State	Annually	2018-2019	Required data collection	<a href="http://www.fmarion.edu/students/transparency">http://www.fmarion.edu/students/transparency</a>