

AGENCY NAME:	Lander Unviersity		
AGENCY CODE:	H21	SECTION:	018

**Fiscal Year 2018–2019
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	Lander University offers high-demand and market-driven programs to ambitious and talented students in South Carolina and beyond. These programs are delivered in a rich liberal arts environment to produce highly qualified and marketable graduates.
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AGENCY VISION	All Lander graduates are educated, well rounded and prepared to continue their education or launch their careers.
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Does the agency have any major or minor recommendations (internal or external) that would allow the agency to operate more effectively and efficiently?

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

Is the agency in compliance with S.C. Code Ann. § 2-1-230, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? See also S.C. Code Ann. § 60-2-30.

	Yes	No
REPORT SUBMISSION COMPLIANCE:	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 30-1-10 through 30-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

	Yes	No
RECORDS MANAGEMENT COMPLIANCE:	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

	Yes	No
REGULATION REVIEW:	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Matt Braaten	(864) 388-8827	mbraaten@lander.edu
SECONDARY CONTACT:	Ashley Wilkie	(864) 388-8305	awilkie@lander.edu
SECONDARY CONTACT:	Tom Covar	(864) 388-8305	tcovar@lander.edu

I have reviewed and approved the enclosed FY 2018–2019 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	 9/13/2019	
(TYPE/PRINT NAME):	Richard E. Cosentino	

BOARD/CMSN CHAIR (SIGN AND DATE):	 9/13/2019	
(TYPE/PRINT NAME):	Linda L. Dolny	

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AGENCY'S DISCUSSION AND ANALYSIS

Lander University has increased its enrollment each year for the last four years. New freshman enrollment records have been set the last four years driving current enrollment above 3,200 students, breaking the all-time total enrollment record of 3,069 set in 2011. Significantly, these enrollment gains reversed a four-year decline in enrollment between 2012 and 2015 and has done so while holding tuition steady for four years to make college more affordable to students.

Lander's service and dedication to South Carolina students is strong. 92% of Lander University's students come from South Carolina and are drawn from 44 of 46 counties. 76% of Lander University's alumni live in South Carolina.

More than 60 areas of undergraduate study are offered, including a new Master of Science in Management (M.S.M.), a Master of Education (M.Ed.) in Montessori Education; Master of Education (M.Ed.) in Teaching and Learning; Master of Science in Emergency Management; and a Master of Science in Nursing, Clinical Nurse Leader. Students benefit from the flexibility of online courses and distance learning. Five programs are offered completely online: Master of Science in Management, R.N. to B.S.N.; health care management certificate; Master of Science in Emergency Management; and the Master of Science in Nursing, Clinical Nurse Leader.

Lander University continues to develop and grow its educational opportunities by offering 16 Signature Programs in 4 areas:

Business

1. Management/Marketing
2. Financial Services

Law Enforcement & Government

3. Criminal Justice
4. Cybersecurity
5. Government Administration
6. Homeland Security & Emergency Management

Health Professions & Related Clinical Sciences

7. Biology
8. Healthcare Management
9. Nursing
10. Psychology

Professional

11. Exercise Science
12. Sports Management
13. Mass Communications
14. Teaching (K-12)
15. Forensic Studies (Accounting, Biology, Chemistry, Cyber, Psychology)
16. Pre-Professional Studies (pre-dentistry, pre-engineering, pre-law, pre-medicine, pre-occupational therapy, pre-optometry, pre-pharmacy, pre-physical therapy, pre-physician assistant, pre-veterinary medicine)

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UPDATES TO THE STRATEGIC PLAN

Lander University's 2016 Strategic Plan was built around 10 Pillars or Goals:

1. High-Demand, Market-Driven Programs
2. Selective, Competitive Recruitment and Enrollment of Ambitious and Talented Students
3. Robust Student Experience
4. Graduates Who Are Gainfully Employed or Admitted to Graduate School
5. Financially Stable and Operationally Efficient
6. Advancement Activities Leveraged to Further the University's Mission
7. Engaged and Supportive Alumni
8. Facilities Positioned for Growth and Efficient Utilization
9. Employer of Choice
10. Highly-Valued Community Partner

Lander University crafted a strong, focused strategic plan in March 2016 for the five-year period between 2016 and 2021. This well-balanced, comprehensive plan has helped Lander reverse years of declining enrollment with record-setting freshman class sizes for three years in a row (September '17 - September '19 classes).

Lander University's focus areas for the last three years included:

1. Vision, Mission and Strategic Plan
2. Enrollment
3. Pricing Strategy
4. Financial Stability
5. State Support
6. SACSCOC Accreditation (reaffirmed December 3, 2017)

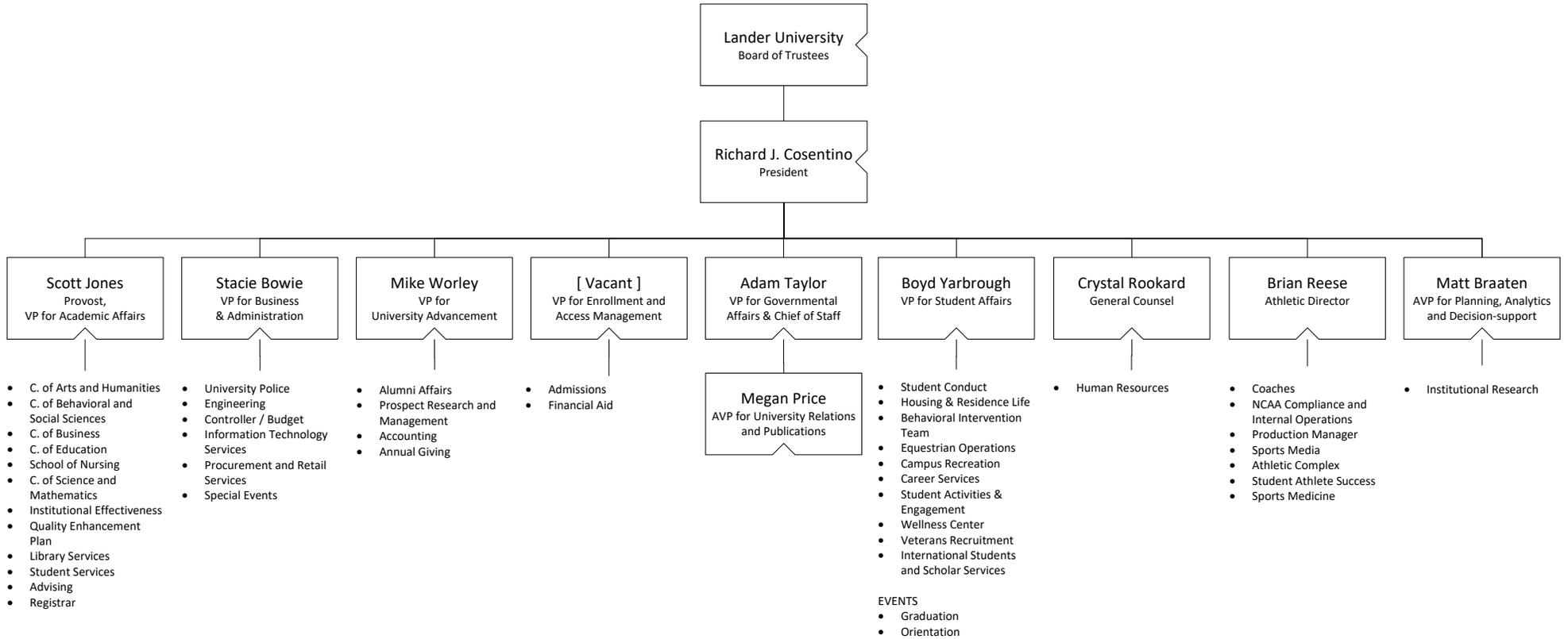
A strategic plan is a living document that must perpetually be updated and kept current as elements of the strategic plan are completed and new goals are. The goal for 2019-20 is to update the current strategic plan to build on its success and set goals for the next several years. The plan would be developed with a cross-functional team that includes representation from our Board of Trustees, faculty, staff, students, alumni, retirees, community representatives and Lander administration.

Focus areas for the updated strategic plan include:

1. Enrollment beyond 3,200
2. Retention
3. Safety and Security
4. Advancement and Fundraising
5. Student Affordability
6. Employer of Choice and Employee Experience

Lander University

Revised September 2019



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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			Graduates who are gainfully employed or admitted to graduate school							
	S	1.1			Increase the percentage of first-time freshman retention rate by 1%							
	M		1.1.1		Retention Rate of first-time freshman.	63.9%	64.9%	68%	7/1/2018-6/30/2019			
Education, Training, and Human Development	G	2			Selective, Competitive Recruitment and Enrollment of SC Students							
	S	2.1			Increase total enrollment by 4%							
	M		2.1.1		Fall total headcount enrollment.	0%	4%	5.7%	7/1/2018-6/30/2019			
Education, Training, and Human Development	G	3			Robust student experience							
	S	3.1			Increase the total number of athletic teams by 3							
	M		3.1.1		Count of athletic teams.	12	15	16	7/1/2018-6/30/2019			
Education, Training, and Human Development	G	4			Employer of Choice							
	S	4.1			Increase employee pay by at least 1.5%							
	M		4.1.1		Percent increase in employee pay.	0%	1.5%	2.1%	7/1/2018-6/30/2019			
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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			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			Graduates who are gainfully employed or admitted to graduate school							
	S	1.1			Increase the percentage of first-time freshman retention rate by 3%							
	M		1.1.1		Retention Rate of first-time freshman.	68.0%	73.0%		7/1/2019-6/30/2020			
	-											
Education, Training, and Human Development	G	2			Selective, Competitive Recruitment and Enrollment of SC Students							
	S	2.1			Increase total enrollment by 4%							
	M		2.1.1		Fall total headcount enrollment.	0%	4%		7/1/2019-6/30/2020			
	-											
Education, Training, and Human Development	G	3			Robust student experience							
	S	3.1			Increase the total number of athletic teams by 1							
	M		3.1.1		Count of athletic teams.	16	17		7/1/2019-6/30/2020			
	-											
Education, Training, and Human Development	G	4			Employer of Choice							
	S	4.1			Increase employee pay by at least 1.5%							
	M		4.1.1		Percent increase in employee pay.	0%	1.5%		7/1/2019-6/30/2020			

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Program Template

Program/Title	Purpose	FY 2018-19 Expenditures (Actual)				FY 2019-20 Expenditures (Projected)				Associated Measure(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Education & General	Supports the financial stability of the university by funding all instruction, academic support, student services, athletics, institutional support, and operation and maintenance of plant.	\$ 6,231,542	\$ 46,163,621	\$ 170,325	\$ 52,565,488	\$ 7,618,024	\$ 49,817,079	\$ 408,431	\$ 57,843,534	1.1, 1.1.1, 2.1, 2.1.1, 3.1, 3.1.1, 4.1, 4.1.1
II. Auxiliary Enterprises	These functions charge for their services and are 100% self-supporting. They include Housing, Bookstore, and Dining Services.		\$ 15,446,547		\$ 15,446,547		\$ 16,082,206		\$ 16,082,206	3.1, 3.1.1
III. Employee Benefits	Employee benefits are the employer's share of related FICA, retirement, unemployment insurance, workers compensation, health and dental insurance for all employees.	\$ 2,217,139	\$ 8,969,150	\$ 55,876	\$ 11,242,165	\$ 2,362,029	\$ 8,797,140	\$ 138,223	\$ 11,297,392	1.1, 1.1.1, 2.1, 2.1.1, 3.1, 3.1.1, 4.1, 4.1.1

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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?	<i>If yes, what type of service or product?</i>	<i>If other service or product, please specify what service or product.</i>
1	Title 59, Chapter 101, Section 10	State	Statute	Lander University is designated as a public, higher education institution in South Carolina	No	No		
2	Title 59, Chapter 135, Section 30(9)	State	Statute	The Lander Board of Trustees is constituted a body corporate and politic and is authorized to "confer degrees upon students and other persons as the board considers qualified"	Yes	Yes	Other service or product our agency must/may provide	Degrees.
3	Title 59, Chapter 103, Section 35	State	Statute	Lander University answers to the South Carolina General Assembly through the South Carolina Commission on Higher Education (CHE), which possesses regulatory control over South Carolina public colleges and universities such that "No new program may be undertaken by any public institution of higher education without approval of the Commission."	No	Yes	Other service or product our agency must/may provide	Degrees.

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Customer Template

Service/Product Provided to Customers	Customer Segments	<u>Specify only for the following Segments:</u> (1) <u>Industry:</u> Name; (2) <u>Professional Organization:</u> Name; (3) <u>Public:</u> Demographics.	Divisions or Major Programs	Description
With more than 60 areas of study, Lander offers incoming students degree opportunities to meet career and personal goals.	General Public	Public: High school graduates, veterans, adults looking for a second career.	Lander University	Lander University is a community where learning, energy and creativity flourish. Established over 146 years ago, Lander's tradition of academic excellence is exemplified in its liberal arts and science programs, as well as professional programs in business, education, and nursing.

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
Lander University Board of Trustees	Non-Governmental Organization	Provides oversight of university operations, policies, long-range planning and public accountability	1
South Carolina Legislature	State Government	Provides state appropriations to fund educational initiatives	1
Community and Elected Officials	Local Government	Provides legislative support and opportunities for internships and service learning.	1
Alumni	Individual	Provides financial support, institutional support and student internship opportunities.	1
Donors	Individual	Provides scholarship and institutional support to the university.	1
Employers	Private Business Organization	Provides careers for graduates and shares labor market information that helps to shape high-demand, market-driven academic programs at the university.	1
South Carolina Technical Schools	Higher Education Institute	Various articulation agreements and MOUs for transfer students.	1
Clemson University	Higher Education Institute	Chemistry-Engineering Dual Degree Partner	1
Clemson University	Higher Education Institute	Mathematics/CIS-Engineering Dual Degree Partner	1
High Schools	K-12 Education Institute	Provides Lander dual-enrollment course offerings for college-ready high school students.	1

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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	External Review and Report	NC - SARA Annual Enrollment Report	National Council for State Authorization Reciprocity Agreements (NC - SARA)	Outside Organization	Annually	Mid-May	Annually report to the National Council for State Authorization Reciprocity Agreements the number of students enrolled in the institution via distance education delivered outside the home state of the institution, disaggregated by state, territory, or district in which the students reside.	Paper Copy
2	External Review and Report	Fall Semester Enrollment Report	South Carolina Commission on Higher Education	State	Annually	October 30, 2019	Report enrollment by semester including demographic information such as gender, ethnicity, residency, gpa, high school data, etc.	Paper Copy
3	External Review and Report	Spring Semester Enrollment Report	South Carolina Commission on Higher Education	State	Annually	April 3, 2020	Report enrollment by semester including demographic information such as gender, ethnicity, residency, gpa, high school data, etc.	Paper Copy
4	External Review and Report	Summer Semester Enrollment Report	South Carolina Commission on Higher Education	State	Annually	August 19, 2019	Report enrollment by semester including demographic information such as gender, ethnicity, residency, gpa, high school data, etc.	Paper Copy
5	External Review and Report	Fall Semester Course Report	South Carolina Commission on Higher Education	State	Annually	October 30, 2019	Report course data by semester including subject taught, credit hours per course, starting and ending time and date, method of instruction, etc.	Paper Copy
6	External Review and Report	Spring Semester Course Report	South Carolina Commission on Higher Education	State	Annually	April 3, 2020	Report course data by semester including subject taught, credit hours per course, starting and ending time and date, method of instruction, etc.	Paper Copy
7	External Review and Report	Summer Semester Course Report	South Carolina Commission on Higher Education	State	Annually	August 19, 2019	Report course data by semester including subject taught, credit hours per course, starting and ending time and date, method of instruction, etc.	Paper Copy
8	External Review and Report	Program Completers	South Carolina Commission on Higher Education	State	Annually	September 27, 2019	Report the program students graduated in the last academic year including program name, program code, degree type, semester of graduation, demographic data, etc.	Paper Copy
9	External Review and Report	Fall Semester Scholarship Report	South Carolina Commission on Higher Education	State	Annually	October 30, 2019	Report students by semester receiving state and federal grants and scholarships including PELL, SC LIFE, SC HOPE, demographic data, etc.	Paper Copy
10	External Review and Report	Spring Semester Scholarship Report	South Carolina Commission on Higher Education	State	Annually	April 3, 2020	Report students by semester receiving state and federal grants and scholarships including PELL, SC LIFE, SC HOPE, demographic data, etc.	Paper Copy
11	External Review and Report	Faculty Report	South Carolina Commission on Higher Education	State	Annually	November 22, 2019	Report demographic data on full and part-time faculty including salary, tenure status, contract length, etc.	Paper Copy
12	External Review and Report	IPEDS Institutional Characteristics Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	October 16, 2019	Report data on institution including student services, veterans services, tuition and fees, price of attendance, etc.	Paper Copy
13	External Review and Report	IPEDS 12 - Month Enrollment Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	October 16, 2019	The 12-Month Enrollment component collects unduplicated student enrollment counts and instructional activity data for an entire 12-month period.	Paper Copy

14	External Review and Report	IPEDES Completions Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	October 16, 2019	This survey collects the number of degrees and certificates awarded by field of study, level of award, race/ethnicity, and gender. The reporting period for the Completions component is during the 12-month time period beginning July 1 of the previous calendar year and ending June 30 of the current calendar year.	Paper Copy
15	External Review and Report	IPEDES Enrollment Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	April 8, 2020	The Fall Enrollment component collects student enrollment counts by level of student, enrollment status, gender and race/ethnicity. In addition, first-time student retention rates and the student-to-faculty ratio are collected.	Paper Copy
16	External Review and Report	IPEDES Finance Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	April 8, 2020	The purpose of the IPEDS Finance component is to collect basic financial information from items associated with the institution's General Purpose Financial Statements using GASB (Governmental Accounting Standards Board) standards.	Paper Copy
17	External Review and Report	IPEDES Human Resources Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	April 8, 2020	The HR component collects important information about the staff of the institution including faculty (instructional staff) and non-instructional staff by occupational category.	Paper Copy
18	External Review and Report	IPEDES Financial Aid Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	February 12, 2020	The purpose of the Student Financial Aid survey is to collect information about financial aid provided to various groups of undergraduate students and military/veteran educational benefits for all students at the institution.	Paper Copy
19	External Review and Report	IPEDES Graduation Rate Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	February 12, 2020	The Graduation Rate component collects data on the cohort of full-time, first-time degree/certificate-seeking undergraduate students and tracks their completion status at 150% of the normal time to complete all requirements of their program of study.	Paper Copy
20	External Review and Report	IPEDES Graduation Rate 200% Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	February 12, 2020	The Graduation Rate 200 component is a further extension of the traditional Graduation Rates (GR) component which carries forward 100% and 150% graduation rates data previously reported in the GR component and requests information on any additional completers and exclusions from the cohort between 151% and 200% of normal time for students to complete all requirements of their program of study.	Paper Copy
21	External Review and Report	IPEDES Admissions Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	February 12, 2020	The primary purpose of admissions survey is to collect basic information about the undergraduate selection process for entering first-time, degree/certificate-seeking students. This includes information about admissions considerations, admissions yields, and SAT and ACT test scores (if test scores are required for admission).	Paper Copy
22	External Review and Report	IPEDES Outcome Measures Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	February 12, 2020	The Outcome Measures survey collects award and enrollment data from degree-granting institutions on four undergraduate cohorts at two points in time: six-year and eight-year for four cohorts of degree-seeking undergraduates. The four cohorts are: Full-time, first-time; Part-time, first-time; Full-time, non-first-time; Part-time, non-first-time.	Paper Copy

23	External Review and Report	IPEDS Academic Libraries Survey	U.S. Department of Education via Integrated Postsecondary Education Data System (IPEDS)	Federal	Annually	April 8, 2020	The purpose of the Academic Libraries survey is to collect information on library collections, library expenses, and library services for libraries in degree-granting postsecondary institutions.	Paper Copy
24	External Review and Report	Southern Association of Colleges and Schools Commission on Colleges Institutional Profile Report	Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)	Outside Organization	Annually	January 15, 2020	This report gathers: General Information, Institutional Personnel Information, Enrollment Information, and Graduation Rate data.	Paper Copy
25	External Review and Report	NCAA Graduation Success Rates/Academic Success Report	National Collegiate Athletic Association	Outside Organization	Annually	June 1, 2020	Data for graduation rates, enrollment, Graduation Success Rates and Academic Success Rates is collected.	Paper Copy
26	External Review and Report	Report on Admission Standards for First-Time Entering Freshmen	South Carolina Commission on Higher Education	State	Annually	January 15, 2020	Collects data on first-time freshmen applicants, including SAT scores, high school rank, high school gpa, etc.	Paper Copy
27	External Review and Report	Annual Report of Abatements	South Carolina Commission on Higher Education	State	Annually	October 30, 2019	By November first of each year, state supported institutions of higher learning must 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 pursuant to Section 59-112-70 of the 1976 Code as well as the total dollar amount of the abatements received.	