

STATE OF SOUTH CAROLINA MANAGERIAL POSITION DESCRIPTION

GENERAL INFORMATION

0 0 0 0 1 4 1 1	H 1 8	Francis Marion University
Position Number	Agency Code	Agency Name
President		
Division / Section / Unit		
Dr. Luther F. Carter		
Employee Name		
U A 0 1 0 0 0 1		
Current State Title		Alphanumeric Code Slot

F 5 2	Supervisor State Title	Alphanumeric Code	Slot
Full / Part Time Indicator			
0 3 7 5 0			
Hours Per Week			
1 9 5 0			
Base Hours			

SOURCE OF FUNDING

1 0 0 0	Federal %	Other %
State %		

OHR AGENCY

OFFICE OF HUMAN RESOURCES

Agency Code	Alphanumeric Code	Slot
Authorized Date		
<input type="checkbox"/> New Position <input type="checkbox"/> State Title Change		
<input type="checkbox"/> Re-evaluation <input type="checkbox"/> Update		

Approved State Title

Approval Signature

Date Approved

REQUESTED ACTION INFORMATION

Update	Agency Head	U A 0	E
Requested Action	Requested State Title	Alphanumeric Code	FLSA Designation
			8/5/16
Employee's Signature	Date	Supervisor's Signature	Date

1. What are the minimum requirements for the position?
 A doctoral degree is the traditional education preparation for the position. An individual in this position would need to have 7 to 10 years experience as a Professor in a College or University. In addition, he/she would need at least 5 years administrative experience in a College or University at the level of Dean or higher.

2. What knowledge, skills, and abilities are needed by an employee upon entry to this job including any special certification or license?
 Requires a person of unusual intelligence, character, motivation, and stamina. In addition, the incumbent must be capable of leadership through persuasion, diplomacy, and tact.

3. Provide any additional comments regarding this position (e.g., work environment, physical requirements, overnight travel).
 Must demonstrate a high energy level and record of commitment to continuous improvement and comprehensive assessment of learning and services.

MISCELLANEOUS

Employee Number
Position Dept. Number

I. Description of Position

A. Briefly describe the primary purpose of your position.

- To provide overall vision and leadership to the University, the State of South Carolina, and the geographic region in which it resides.
The University provides access to higher education to a student body which is diverse in age, socioeconomic status, and ethnicity. While providing excellent educational opportunities for its students, the University also serves as a mechanism to improve the quality of life of all citizens of the Pee Dee and South Carolina by providing activities which enhance: cultural enrichment; economic development; and understanding and respect between various groups of citizens.
- To provide responsible oversight for all property and funds allocated to the University.
- To plan, supervise, and direct the delivery of educational programs.
The thirteen academic departments and three schools of the University offer a total of forty six disciplinary programs: seven interdisciplinary programs; seven cooperative degree programs; and six pre-professional programs. Francis Marion awards five baccalaureate degrees; six masters degrees; and one specialist degree.
Ten exchange programs are offered in cooperation with universities in six countries: Canada, Ecuador, England, France, Germany, and Ireland. Coastal Carolina and Francis Marion have a *Memorandum of Understanding* which allows students at each institution to participate in the exchange programs of the other institution.

B. Describe your involvement in strategic planning or setting the strategic direction of your organization.

- To oversee the development and articulation of the planning assumptions which provide the framework for the five major planning processes of the University: *Strategic Plan*; *Facilities Master Plan*; *Accreditation Plan*; *Development Plan* (i.e., Capital Campaign); and *Technology Enhancement Plan*.
These on-going plans were developed in conjunction with the trustees, faculty, staff, students, and community and are updated based upon interactions between these groups. Performance in these areas is evaluated annually and reported to the Office of State Budget using the criteria mandated by the *Accountability Report* protocol.
- To oversee the design of FMU's Institutional Effectiveness System (IES) including the plan for continuous institutional improvement.
The IES supports the strategic planning process through: data collection and analysis; information dissemination; and encouraging and facilitating data usage. The IES technical assistance program supports Francis Marion faculty and staff who need to acquire and analyze data. The IES also provides institutional effectiveness reports to all constituencies of the University, external agencies (CHE, SACSCOC, etc.), and the public.

C. Major Accountabilities: List in order of importance the major activities that you perform, then describe the end results that you are expected to achieve and the primary indicators of success. Indicate for each activity the approximate percentage of time required.

Activity 1	End Results Expected and Indicators of Success	% Of Time
<p>Oversee the undergraduate and graduate educational programs of the thirteen academic departments and three schools, which include forty five disciplinary programs; five interdisciplinary programs; seven cooperative degree programs; and six pre-professional programs. Nine exchange programs are offered in cooperation with universities in Canada, England, France, Germany, and Ireland.</p> <p>Francis Marion offers five baccalaureate degrees, four masters degrees, and one specialist degree. Two additional masters degrees and on new baccalaureate will be offered over the next two years.</p>	<p>Offer a varied and well-balanced program of undergraduate and graduate programs to commuter and residential students of South Carolina.</p> <p>Provide exemplary vision and leadership as indicated by: successful performance of students and graduates; annual evaluations by the faculty and Board of Trustees, respectively.</p> <p>The standards provided by the Southern Association of Colleges and Schools Commission on Colleges, the Commission on Higher Education, and disciplinary accrediting agencies are met.</p>	20
Activity 2	End Results Expected and Indicators of Success	% Of Time
<p>Oversee pure and applied research conducted by FMU faculty and staff.</p>	<p>Research supports the University's teaching, scholarship, and service objectives.</p> <p>Faculty publish research and present it at professional meetings.</p> <p>Faculty and staff receive external grants which support continual research and enhance the technology infrastructure (e.g., EPSCOR; NSF, Department of Education).</p>	5

Activity 3	End Results Expected and Indicators of Success	% Of Time
<p>Oversee the leadership and direction of the Student Affairs program at the University.</p>	<p>The program complements and supports the mission of the University and enriches the quality of life for Francis Marion students.</p> <p>A well-rounded schedule of intercollegiate athletic competitions, designed to encourage participation by the student body, which complements the educational courses offered by the institution exists.</p> <p>Participation by faculty and staff in activities that promote college athletics.</p> <p>The President is a past Chair of the Peach Belt Athletic Conference and currently serves on the Board of Directors.</p>	<p>5</p>

Activity 4—see page 4

Activity 4	End Results Expected and Indicators of Success	% Of Time
<p>Provide the region with opportunities for intellectual and cultural enrichment.</p> <p>Enhance business and commerce activities across the region and the state</p> <p>Promote the development of North Eastern South Carolina through the coordinated and planned sharing of resources of Francis Marion directed toward addressing the common needs of the entire region.</p> <p>Develop and enhance international relationships which benefit the region and the state.</p>	<p>Provide leadership to successfully facilitate intellectual and cultural events and programs:</p> <ul style="list-style-type: none"> • An annual major community festival which promotes an appreciation for arts and multiculturalism—Arts International, and other community events and activities (e.g., lecture series, public forums). • Chair, Francis Marion University Performing Arts Center Governing Board which facilitates the joint effort of the City of Florence and Francis Marion to operate the 61,000 square foot, state-of-the-art music and theater facility. <p>Establish learning opportunities by assisting the Francis Marion Trail Commission to identify the route used by General Francis Marion during the Revolutionary War and provide accurate historical commentary at various sites on the trail.</p> <p>Provide leadership to successfully facilitate economic development:</p> <ul style="list-style-type: none"> • Past Chair, Greater Florence Chamber of Commerce • Chair, Administration Committee of the Northeastern Strategic Alliance (NESA) • Chair, SC Commission for International Cooperation and Agreements <p>Provide economic development services to new industries coming into the region and provide consultation services once they are here.</p> <p>Increase the preparedness of the labor force through educational opportunities.</p>	<p>10</p>

Activity 5	End Results Expected and Indicators of Success	% Of Time
<p>Ensure that the intellectual, cultural, and economic contributions of Francis Marion are acknowledged.</p> <p>Oversee the planning, development, and direction of strategies and programs which promote external relations.</p>	<p>Communicate the goals, programs, and achievements to a high percentage of citizens.</p> <p>Develop public relations and marketing strategies which attract the attention of diverse groups.</p>	10
Activity 6	End Results Expected and Indicators of Success	% Of Time
<p>Oversee the design of Francis Marion's Institutional Effectiveness System (IES) including the plan for continuous institutional improvement.</p>	<p>A published <i>Francis Marion Strategic Plan</i>.</p> <p>An IES which promotes planning, data analysis, information dissemination, and utilization of institutional research data.</p> <p>On-going IES technical assistance and support for Francis Marion program and office directors who need to collect and analyze data.</p> <p>The availability of institutional effectiveness reports for Francis Marion trustees, faculty and staff; external agencies (CHE, SACSCOC, Office of State Budget, etc.); and the public.</p>	10
Activity 7	End Results Expected and Indicators of Success	% Of Time
<p>Oversee the development of a process for articulating the planning assumptions into a <i>Strategic Plan</i>, a <i>Facilities Master Plan</i>, a <i>Development Plan</i> (external funding), a <i>Technology Enhancement Plan</i>, and an <i>Accreditation Plan</i>.</p>	<p>These plans are framed within an assessment system that is consistent with Malcolm Baldrige criteria and guidelines provided by various SC state agencies.</p> <p>These plans are articulated across university constituencies and guide decisions and actions taken by these constituencies.</p>	5

Activity 8	End Results Expected and Indicators of Success	% Of Time
Responsible for all property and funds allocated to the University.	<p>Long-term financial stability and integrity of the University as it delivers educational services to the FMU students.</p> <p>Sufficient financial resources. Internal and external audits will reveal proper and prudent business practices.</p> <p>The administrative institutional support structure will enable the institution to accomplish its mission.</p>	15
Activity 9	End Results Expected and Indicators of Success	% Of Time
Oversee Foundation and University fund raising activities.	<p>Donations will significantly increase the University budget above the level of appropriated legislative funds.</p> <p>The additional funding will allow Francis Marion to enhance the outreach mission provided for in the <i>University Mission Statement</i>.</p>	20

D. Who are the primary customer groups or stakeholders within or outside the agency with whom you have primary working relationships? What is the nature of your work with each?

- **Board of Trustees for Francis Marion University**

Implement the policies of the Board in whom all legal authority for administering the University is vested. Although the Board has delegated full authority to the President, it retains the right to act when that is deemed necessary.

- **South Carolina Commission on Higher Education**

Work to coordinate Francis Marion University's educational program and its supporting activities (budget and facilities) with other institutions in the state.

Serve on a CHE president's committee to restructure Accountability Based Funding for SC universities and colleges.

- **The Governor**

As a gubernatorial appointee, chairs the SC Commission for International Cooperation and Agreement.

Obtain decisions regarding the implementation of major policy decisions.

- **Legislature and Area Delegation**

Provide the Legislature with information and justification in support of legislation favorable to Francis Marion University and Higher Education.

- **Southern Association of Colleges and Schools Commission on Colleges**

Ensure that Francis Marion University's academic programs are fully accredited. Communicates with the: SACSCOC president; the Francis Marion Provost; and the Francis Marion SACSCOC liaison.

- **Pee Dee Public Schools**

Provide the leadership necessary to ensure that the University is promoting and initiating innovations, reform, and renewal in the region's public schools. Provide support and leadership to ensure that the Francis Marion University Teacher Education program is a model program.

- **Regional Chambers of Commerce, Specific Businesses and Corporations, and Other Business-related Entities**

Provide leadership necessary to ensure that the University is meeting its responsibilities and obligations to enhance economic development and provide educational and cultural programs for area businesses.

Chairs the Administration Committee of the North Eastern Strategic Alliance (NESA); Past Chair of the Greater Florence Chamber of Commerce; Past President of the Florence Rotary.

- **Organizations That Research and/or Provide Health Care Services to Citizens of the Pee Dee**

Gather information concerning the medical needs of the region and provide the leadership to involve Francis Marion in providing solutions either through the delivery of educational programs (e.g., nursing) or the delivery of health services (e.g., the Assisting Rural Community Health [ARCH] internship program).

Chairs the SC Institute of Medicine and Public Health and is a member of the Board of Trustees of the Carolinas Hospital System.

- **Other State Agencies**

Provide the leadership necessary to ensure that the University and state agencies are cooperating, collaborating, and maximizing resources to meet the needs of the state's citizens.

E. Decision-making: Describe typical decisions that you are required to make, and what decisions you refer to others.

<p>Decisions you make:</p> <p>Prioritization of new and continuing university initiatives</p> <p>Organizational structure of university</p> <p>Senior staff appointments</p> <p>Partnerships with community agencies</p> <p>Communicating Francis Marion University's mission to constituencies</p> <p>Resource Allocations</p> <p>Design of Planning/Effectiveness System</p> <p>Fund Raising Initiatives</p>
<p>Decisions you refer to others:</p> <p>Academic matters are referred to the Provost.</p> <p>Financial and facilities management matters are referred to the Vice President for Business Affairs.</p> <p>Decisions regarding the management of university's personnel, computing services, instructional technology, institutional research, and Counseling and Testing Center are referred to the Vice President for Administration.</p> <p>Matters relating to student activities are referred to the Vice President for Student Affairs.</p> <p>Matters relating to promoting the University and serving the Community and Alumni are referred to the Vice President for Development.</p>

II. Organization

A. Attach a current organizational chart, which includes your position, the position to which you report, and the positions/functions, which report to you.

See next page

**FRANCIS MARION UNIVERSITY
BOARD OF TRUSTEES**

PRESIDENT, Luther F. Carter

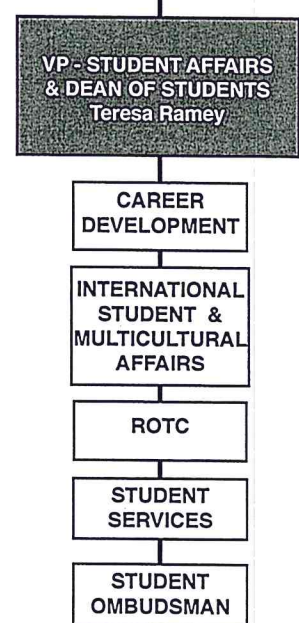
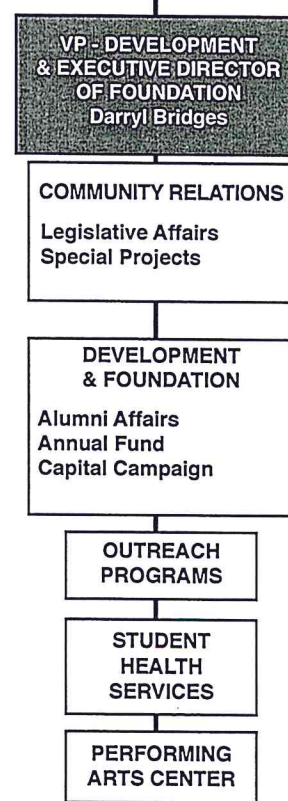
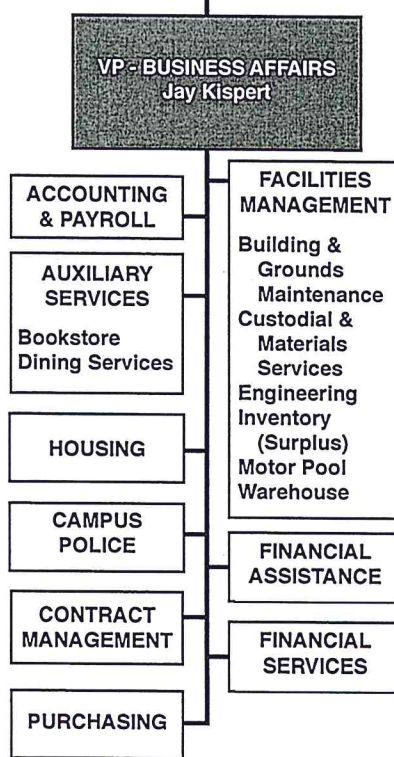
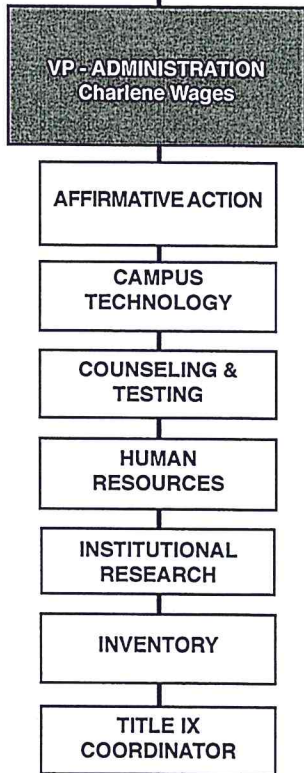
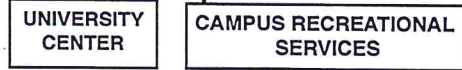
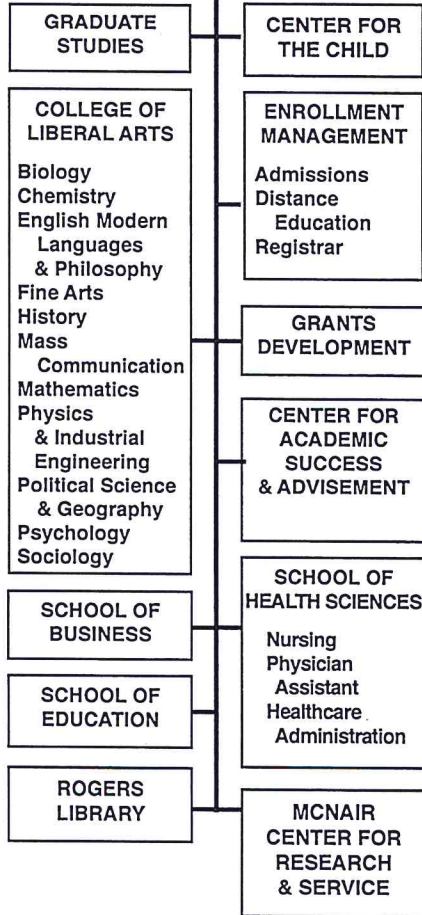
**PROVOST
Dr. Peter King**

**DIRECTOR OF ATHLETICS
Murray Hartzler**

**EXECUTIVE DIRECTOR
OF PUBLIC AFFAIRS
Tucker Mitchell**

**UNIVERSITY
ATTORNEY
Jonathan Edwards**

**ADMINISTRATIVE
VICE PRESIDENTS**



Indicate total employees and funds for which you are accountable.

Total Number of employees you directly supervise	10
Total number of employees for which you are responsible	503 (FT) 112 (PT)
Total personnel services budget for your area	\$41,239,707
Total funds allocated to your division/department	\$63,273,344

B. Agency budget and other quantitative measures:

Indicate below your agency's budget and any other quantitative measures, which indicate the scope of your position. (*Examples include: # and \$ value of projects supervised, financial or capital expenditure plans created and overseen, physical inventory managed, etc.*)

Item	Quantity (if applicable)	Dollar Value (if applicable)
Agency Overall Budget		\$63,273,344
University Assets: Land, Buildings, Non-Structural Improvements, Equipment, Library Books and other assets		\$282,149,386
Financial Assistance to Students administered by the University		\$51,609,423
FMU Foundation (Capital assets and pledges)		\$28,643,273
Real Estate Foundation (Cash assets & real property)		\$28,206,120

D. Give a brief description of the function(s) of each position reporting directly to you.

Job Title	Function
Provost	The Provost reports to the President and serves as the chief academic officer. To emphasize the University's teaching mission, the Provost may teach in his/her discipline. Works closely with the President in fulfilling duties, which include curriculum development and implementation; instruction and grading; faculty recruitment and development; preparation and implementation of academic budgets; departmental affairs; academic space allocation; continuing education; development of catalogs, brochures, and other materials describing the University and its academic programs; liaison with the Commission on Higher Education in academic affairs, etc. Represents the University at various official state and regional meetings. Assumes the responsibilities of the President if the latter is away from campus.
Vice President for Business Affairs	The Vice President for Business Affairs reviews and ascertains that sufficient financial resources are in place by providing quality business leadership for the University. The primary purpose of this position is to maintain the financial stability and integrity of the University. Provides an administrative institutional support structure to enable the institution to accomplish its mission.
Vice President for Administration	The Vice President for Administration provides leadership and serves as a principal administrative officer with overall institutional responsibility for a variety of legally-based institutional functions, including management of university's personnel office; computing services and telecommunications; inventory; institutional research, planning and institutional effectiveness; counseling and testing. Contributes to the strategic planning of the university.
Vice President for Student Affairs and Dean of Students	The Vice President for Student Affairs functions as the chief student affairs administrator and is responsible for personnel, budgets, programs and activities of all departments under this area of the University. Provides leadership, direction and guidance for the student affairs programs, which complement and support the mission of the University and enrich the quality of life for the student.
Executive Director of Public Affairs	The Executive Director of Public Affairs is responsible for increasing community awareness of University programs, intellectual and cultural opportunities, goals, and achievements. Supervises local government access channel operation with Media Center staff.
Vice President for Development and Executive Director of FMU Foundation	The Vice President for Development and Executive Director of FMU Foundation is responsible for all University and Foundation Fund Raising. Supervises others engaged in Development and Fund Raising. Seeks significant feedback and active support from alumni and members of the community. Plans, develops, and directs strategies and

	programs to promote external relations and maintains governmental relations program. Plans and coordinates special events. Assists with the planning and implementation of authorized fundraising activities of the University
Director of Athletics	The Director of Athletics provides a well-rounded schedule of intercollegiate athletic competitions designed to encourage participation by a segment of the student body, which complements and is consistent with the educational courses offered by the institution. Follows the philosophy and guidelines of the University, the Athletics Department, the NCAA, the Peach Belt Athletic Conference, and Bloodborne Pathogens policies and procedures. Performs duties in cooperation with the administrative staff.
University Attorney	Serves as the primary attorney for Francis Marion, directing the legal activities of the University. Provides legal advice and counsel expertise to the President, Board of Trustees, Vice Presidents, and administrators regarding matters such as labor and employment issues, contractual issues, property acquisitions, student issues, contracts, and other legal documents. Teaches one course each semester.

III. Principal Problems and Challenges

- A. **Briefly describe the principal challenges encountered in your position.**

Putting forward a quality education program with scarce resources.

IV. Comments – Immediate Supervisor

- A. **Give any additional information you believe would help someone better understand the position.**

The job of President is similar in most respects to that of mayor of a town; the infrastructure of the campus must be maintained and a variety of constituents must be satisfied. In addition to this, the President has to provide intellectual leadership for the faculty and to be available to handle a variety of student concerns. All of this is in addition to managing a large enterprise that is similar to a profit-making corporation.