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

Fiscal Year 2018-19
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. Enrollment is approximately 4,000.

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 of its establishment 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, engineering, and business. The University also offers professional degrees at the baccalaureate, master's, and specialist levels, and a professional doctorate. While maintaining high standards, FMU serves students with a broad range of preparation and ability. The University seeks 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-classroom experience and offers opportunities for students to engage in activities that promote personal growth. In addition, the University provides students with special learning opportunities, such as an honors program, internships, study abroad destinations, and cooperative degree programs.

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

	human mind, to be aware of the human and natural environment of the world, and to have the capacity to pursue a life of learning and understanding. The University also serves the needs of Florence and the surrounding area in ways beyond formal education. Numerous artistic and cultural activities, athletic programs, health initiatives, and outreach efforts benefit not only our students, but also the community. To foster the economic development of the region, we offer consulting services to business, industry, and government. Academic and practical assistance to area schools is basic to our endeavors. Faculty and staff members participate in and contribute to a wide range of community activities. Francis Marion emphasizes liberal arts education while offering new academic programs with innovative technology. It is small enough to provide attention to each student, 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

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
RESTRUCTURING RECOMMENDATIONS:	☒	☐

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

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

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Allison M. Steadman	843-661-1685	asteadman@fmarion.edu
SECONDARY CONTACT:	Darryl L. Bridges	843-661-1201	dbridges@fmarion.edu

I have reviewed and approved the enclosed FY 2018-19 Accountability Report, which is complete and accurate to the extent of my knowledge.

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

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

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 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, engineering, and business. FMU provides traditional classroom and laboratory instruction, innovative on-line and hybrid courses, as well as access to an excellent library and electronic learning resources. The University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

FMU places high value on academic and intellectual development of students, scholarly and professional development of faculty, and educational and cultural enrichment of citizens of the Pee Dee. The University also delivers educational opportunities to a diverse population and prepares South Carolina students to contribute to the growth and quality of life in South Carolina. FMU embraces the development of professional 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 independently, effectively and ethically in a rapidly changing world.

The FMU Industrial Engineering program has been gifted $50,000 by Duke Energy for the implementation of a new Engineering Makerspace. In January 2020 we welcomed our first cohort of Mechanical Engineering Students who are on pace to graduate in May 2022.

The FMU Physician Assistant (PA) Program is expected to receive continued accreditation from the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA) following submission of our Final Provisional-Monitoring Application. The application was submitted in February 2020, and we hosted a subsequent virtual site visit in June 2020. We have received feedback from that report and site visit and expect to have the accreditation decision following the Board of Commissioners' meeting on September 24-26, 2020.

The Council for Academic Accreditation (CAA) in Audiology and Speech-Language Pathology, the accreditation arm of the American Speech-Language-Hearing Association (ASHA), granted accreditation candidate status for five years to FMU's Master of Speech-Language Pathology program (MSLP). Our second of five Candidacy Annual Progress Reports was submitted in September 2020.

The FMU Nursing Programs BSN, MSN, and DNP, have received accreditation for five years from the Commission on Collegiate Nursing Education. In addition, FMU has been recognized as one of 17 schools named as a Center of Excellence by the National League for Nursing, the nation's premier organization for nurse faculty and leaders in nursing education. May 2020 saw our first cohort of students graduate from our Master of Speech-Language Pathology program. The FMU Nursing Program in now in its final year of a HRSA *Nursing Workforce Diversity* grant totaling $1,817,437 for 4 years.

FMU's School of Education is currently awaiting confirmation of their re-accreditation from the Council for the Accreditation of Educator Preparation (CAEP). Their application was submitted in spring 2020 and the follow-up response to the Formative Feedback Report has been returned for consideration. The School was the recipient of a Project CREATE Grant totaling $479,871. The bulk of that money is going to graduate student tuition. In addition, we are active participants in the Teaching Fellows Program and have the largest Teacher Cadet program in the state.

The Association to Advance Collegiate Schools of Business (AACSB) extend accreditation for the degree programs in business offered by Francis Marion University in May 2020. Francis Marion University has achieved accreditation for five additional years. The next on-site continuous improvement review occurs in the fifth year, 2024-2025. AACSB awarded the FMU School of Business commendations in educating first generation and local students, the visibility and accessibility of the president of the university and the dean of the school, and faculty support through professional development and collegiality.

As a part of our SACSCOC reaffirmation of accreditation process, we developed a new Quality Enhancement Program (QEP) focused on professional preparation for the benefit of our students. Fall 2019 saw the inauguration of our new QEP program, PEAK (Professional Experience And Knowledge). By supporting our students' professional endeavors, PEAK fosters skills and experiences that are attractive to employers, with the end goal of assisting our students in obtaining career positions. It provides a necessary complement to our REAL (Ready to Experience Applied Learning) program; one that will help students make the transition from the university to the workplace.

Francis Marion University has continued 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 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 in 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.

The Center of Excellence to Prepare Teachers of Children of Poverty hosted its 13th Annual Summer Institute in summer 2020. This year the conference was offered virtually as a series of webinars. This new format provided professional study opportunities for more than 5700 teachers, school leaders, and education stakeholders from across the US and 6 countries. The Center of Excellence Research Consortium as well as the Higher Education Collaboration shifted to virtual and had registrants from across the US and 3 countries with representation from 10 sister institutions of higher education.

The Center of Excellence for College and Career Readiness provided professional development to over 100 South Carolina teachers this year, both in person and through on-demand webinars and virtual book clubs. Additionally, they worked with more than 100 students, meeting with alumni from their Activate Academy and helping local students compose college admission essays.

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. At present there are multiple active research projects involving FMU faculty and students in progress at Hobcaw Barony.

In summer 2019, FMU entered into a unique partnership with Coastal Carolina University, Florence-Darlington Technical College, and Horry-Georgetown Technical College to provide assistance and mutual aid during the COVID-19 pandemic. This compact provides the four institutions with the assurance of mutual aid in planning, facilities access and support, and staffing, should the need arise.

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.

In 2019-20, 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 eighth year in a row that FMU received this recognition. The University was also recognized as one of the South's Best Regional Universities, Top Performer for Social Mobility, and Top Public University in *U.S. News and World Report's* "America's Best Colleges" issue. FMU was ranked as one of the "50 Most Affordable Colleges and Universities in America" by study.com, and we were ranked among *Washington Monthly's* top master's universities and that same publication's "Best Bang for the Buck" ratings.
Fall 2019 saw the opening of our newest community engagement effort, the Continuum. Located in Lake City, SC, the Continuum is a state-of-the-art educational facility developed in partnership with the Darla Moore Foundation (DMF), Florence-Darlington Technical College (FDTC) and FMU. This innovative facility houses a number of classrooms and labs for dual enrollment and certificate programs for high school students from the Pee Dee region. The Continuum also houses a business incubator run by the University's Kelley Center for Economic development to serve the Lake City area.

FMU's Kelley Center for Economic Development provides business incubator services, post-launch assistance, technical support, and enterprise development aid to new and expanding businesses throughout the Pee Dee. Summer 2019 saw the completion of construction of the Kelley Center's new home, University Place, in downtown Florence. The Center now has locations in both Florence and Lake City to serve a greater population of the Pee Dee. The new building also houses the North Eastern Strategic Alliance (NESA) and an expansive gallery space contributing to downtown Florence's designation as a Cultural District.

As a part of our continued commitment to maintaining and improving our campus facilities in order to foster a productive learning environment, we implemented the second stage in the renovation of our Forest Villa Apartments. Looking ahead, we will be initiating a number of building projects in FY2020-21. We will soon have completed renovating the former Federal Post Office in downtown Florence into a Health Sciences building. This building will be a support facility for our Nurse Practitioner, Physician Assistant, Clinical Psychology, and Speech-Language Pathology programs. We are also nearing completion on our new Honors Center to house the University Honors program, our international exchange program, and the McNair Institute for history and government here on the FMU main campus. We have been the recipient of land north of campus to begin the development and construction of a Freshwater Ecology Center. These initiatives will be supported by both state appropriations and private donations to improve our facilities and infrastructure.

Subsection One: Risk Assessment and Mitigation Strategies

In this subsection we are required to identify the potentially 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, have aided in keeping our enrollments at very sustainable levels. Other alleviation strategies to deal with possible financial concerns for the agency could include the return of state appropriations 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.
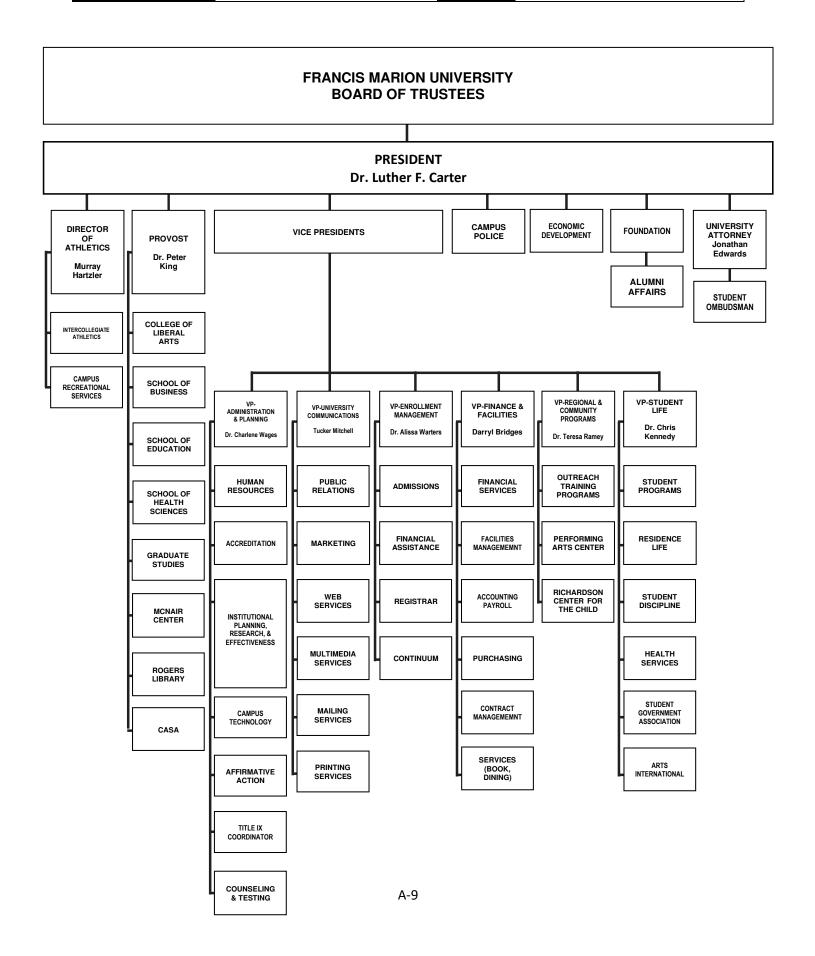
Subsection Two: Restructuring Recommendations and Implementations

One area of internal restructuring that came out of recommendations from our SACSCOC reaffirmation 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 FY19-20 appropriations
- Review FY20-21 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.

FRANCIS MARION UNIVERSITY
BOARD OF TRUSTEES

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- TITLE IX COORDINATOR
- COUNSELING & TESTING

VP-UNIVERSITY COMMUNICATIONS
Tucker Mitchell
- PUBLIC RELATIONS
- MARKETING
- WEB SERVICES
- MULTIMEDIA SERVICES
- MAILING SERVICES
- PRINTING SERVICES

VP-ENROLLMENT MANAGEMENT
Dr. Alissa Warters
- ADMISSIONS
- FINANCIAL ASSISTANCE
- REGISTRAR
- CONTINUUM

VP-FINANCE & FACILITIES
Darryl Bridges
- FINANCIAL SERVICES
- FACILITIES MANAGEMEMNT
- ACCOUNTING PAYROLL
- PURCHASING
- CONTRACT MANAGEMEMNT
- SERVICES (BOOK, DINING)

VP-REGIONAL & COMMUNITY PROGRAMS
Dr. Teresa Ramey
- OUTREACH TRAINING PROGRAMS
- PERFORMING ARTS CENTER
- RICHARDSON CENTER FOR THE CHILD

VP-STUDENT LIFE
Dr. Chris Kennedy
- STUDENT PROGRAMS
- RESIDENCE LIFE
- STUDENT DISCIPLINE
- HEALTH SERVICES
- STUDENT GOVERNMENT ASSOCIATION
- ARTS INTERNATIONAL

A-9

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			Provide South Carolina and the Pee Dee region with high quality higher education				2019-2020			
Education, Training, and Human Development	S		1.1		Develop new baccalaureate programs, options and tracks designed to meet student and community needs	44	estimate of 45		July 1 2019 to June 30 2020	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			Concluded study	2019-2020	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			Development in Process	2019-2020	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			Started January 2020	2019-2020	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.			Achieved	2019-2020	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			MOA Terminated	2019-2020	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			Achieved	2019-2020	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			Achieved	2019-2020	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			1.1.8	In January 2019 begin to offer BBA in Sports Marketing			Achieved	2019-2020	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	S		1.2		Develop new graduate-level programs designed to meet student and community needs	13	estimate 14		2019-2020	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			Achieved	2019-2020	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			Achieved	2019-2020	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			Hired 2 New Faculty	2019-2020	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			Approved, delayed start	2019-2020	Provost Office		Develop and offer new graduate programs that will translate to marketable skills and careers for our students

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	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			Achieved, Fall 2020 start	2019-2020	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			Search in Progress	2019-2020	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			Accreditation Candidate Status	2019-2020	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			Final Provisional-Monitoring Application Submitted	2019-2020	Provost Office		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				2019-2020			
Education, Training, and Human Development	S		2.1		Student Body development: recruitment				2019-2020			
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			Enrollment Increase of 8.15%	2019-2020	Office of Enrollment Management		Continue to support and develop recruitment strategies to assist with enrollment
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			10	2019-2020	Student Life		Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	S		2.2		Student Body development: retention and completions				2019-2020			
Education, Training, and Human Development	M			2.2.1	Expand services which promote academic success			In Development	2019-2020			
Education, Training, and Human Development	M			2.2.2	Expand tutoring and mentoring services			In Development	2019-2020			
Education, Training, and Human Development	M			2.2.3	Establish formal systems designed to improve graduation rates			In Development	2019-2020			
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			Launched 2018, Fundraising in Progress	2019-2020			
Education, Training, and Human Development	M			2.2.5	Continue to offer Writing Center Tutorials during Summer School	148 in 2018	estimate of 150	101	2019-2020	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	2164	2019-2020	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	107	2019-2020	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	0	10	14	2019-2020	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%	95%	2019-2020	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	20	2019-2020	CASA	Total	Continue to improve processes to assist with student success

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	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	4	2019-2020	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	44	2019-2020	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	2019-2020	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			Achieved	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	25	2019-2020	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	9 Total	2019-2020	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**				**2019-2020**			
Education, Training, and Human Development	M			2.3.1	Continue to provide REAL grants to support experiential learning opportunities	estimate 57	60	70	2019-2020	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	876	2019-2020	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	Discontinued Leadership FMU Program	2019-2020	Student Life	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	11	2019-2020	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	Achieved	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	Achieved	To be implemented in 2019	Office of International Studies	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.7	Provide more travel opportunities for FMU students for study abroad during Maymester/and summer course study trips	estimate 3	5	3	2019-2020	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	Discontinued Student Leadership Conference	2019-2020	Student Life	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	15	2019-2020	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**				**2019-2020**			
Education, Training, and Human Development	S		3.1		**Faculty development through training and special program attendance**				**2019-2020**			
Education, Training, and Human Development	M			3.1.1	Faculty Advising Workshops	estimate 3	4	3	2019-2020	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	5	2019-2020	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	0	2019-2020	Provost Office	Total	Continue to support Faculty development
Education, Training, and Human Development	S		3.2		**Staff development through training and special program attendance**				**2019-2020**			

Statewide Enterprise Strategic Objective	Type	Item # Goal	Item # Strategy	Item # Measure	Description	Base	2019-20 Target	2019-20 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
Education, Training, and Human Development	M			3.2.1	Provide for in-house workshops and other training programs	23 in 2018	25	25	2019-2020	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	40	2019-2020	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	Discontinued Program	2019-2020	Business Affairs Office	Total	Continue to support Staff development
Public Infrastructure and Economic Development	G	4			**Expand Cooperative Programs with Community Partners**				2019-2020			
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**				2019-2020			
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	22	2019-2020	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			Restructuring Program	2019-2020			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+	318	2019-2020	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	2019-2020	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			Ongoing	2019-2020			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**				2019-2020			
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			Ongoing	2019-2020			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.			Ongoing	2019-2020			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			Ongoing	2019-2020			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			N/A	2019-2020			Continue to Support our Business partnerships
Public Infrastructure and Economic Development	M			4.2.5	Continue to support and grow the Patriot Pathways/Bridge Program between FDTC and FMU			Ongoing	2019-2020			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			Restructuring Program	2019-2020			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	350	2019-2020	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	160	2019-2020	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	Discontinued Partnership	2019-2020	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			Ongoing	2019-2020	Office of Enrollment Management		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	13	2019-2020	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)			28	2019-2020			Support Educational and internship opportunities
Maintaining Safety, Integrity and Security	G	5			**Provide a Safe and Secure Campus Environment for Students, Staff, Faculty and**				2019-2020			

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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						
Maintaining Safety, Integrity and Security	S		5.1		Maintain and Expand Safety and Security Systems and Measures				2019-2020					
Maintaining Safety, Integrity and Security	M			5.1.1	Continue to upkeep and use of our emergency tower system	5 towers in 2018	8	5	2019-2020	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+	338	2019-2020	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 with body cameras.	25 Body cameras in 2018	30+	12	2019-2020	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 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 2018	1+	1	2019-2020	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+	12	2019-2020	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+	3	2019-2020	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%	100%	2019-2020	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+	27	2019-2020	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				2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020
Public Infrastructure and Economic Development	S		6.1		Provide for Hardware and Software upgrades				2019-2020					
Public Infrastructure and Economic Development	M			6.1.1	Continue with the 5-year refresh cycle for all laboratory and classroom CPUs			29	2019-2020	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+	1	2019-2020	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				2019-2020	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				2019-2020					
Education, Training, and Human Development	M			6.2.1	Provide training with Faculty and Staff on the Ellucian *Colleague* ERP program to Communicate effectively, Improve accountability, manage data, and maximize resources	52 sessions offered in 2018		52	2019-2020	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			6.2.2	Maintain annual funding levels for the Institutional Technology Committee to award technology grants to faculty			Achieved	2019-2020	Provost Office		Continue to support campus technology initiatives		
Public Infrastructure and Economic Development	G	7			Develop and/or Improve Facilities and Infrastructure				2019-2020					
Public Infrastructure and Economic Development	S		7.1		Provide New Facilities to meet the needs of new Initiatives and Programs				2018-2019					
Public Infrastructure and Economic Development	M			7.1.1	Continue to 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		Construction slated for completion Fall 2020		2019-2020	Office of the President		Continue to press for funding to support new campus infrastructure initiatives		
Public Infrastructure and Economic Development	M			7.1.2	Seek a Capital Bond Bill request funding work to initiate construction on a campus building to house the schools of Business and Education		In Progress		2019-2020	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				2019-2020					

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		Goal	Strategy	Measure		Base	Target	Actual				
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			Construction slated for completion Fall 2020	2019-2020	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			Achieved	2019-2020	Office of Business Affairs		Begin to renovate and develop the new Therapies building in downtown
Public Infrastructure and Economic Development	M			7.2.3	Complete renovations on Business Incubator Building in downtown Florence			Achieved	2019-2020	Office of Business Affairs		Continue to support campus infrastructure initiatives and renovation projects
Public Infrastructure and Economic Development	M			7.2.4	Complete renovations on FMU Arts Gallery in downtown Florence			Achieved	2019-2020	Office of Business Affairs		Continue to support campus infrastructure initiatives and renovation projects
Public Infrastructure and Economic Development	M			7.2.5	Follow the routine maintenance schedule including summer refurbishment			In Progress	2019-2020	Office of Business Affairs		Continue to support campus maintenance initiatives and renovation projects
Public Infrastructure and Economic Development	M			7.2.6	Continue to develop and enhance the campus in a manner that will increase student involvement in campus life			In Progress	2019-2020	Office of Business Affairs		Continue to support campus infrastructure initiatives and renovation projects
Public Infrastructure and Economic Development	M			7.2.7	Continue to encourage Environmental Sustainability in all projects			In Progress	2019-2020	Office of Business Affairs		Continue to support campus infrastructure initiatives and renovation projects
Public Infrastructure and Economic Development	G	8			Enhance the University's image through an aggressive, focused marketing campaign				2019-2020			
Public Infrastructure and Economic Development	S		8.1		Develop strategies to publicize the rankings and achievements of the university, its faculty, and its students				2019-2020			

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Statewide Enterprise Strategic Objective	Type	Item #			Description	Base	2019-20 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure								
Education, Training, and Human Development	G	1			Provide South Carolina and the Pee Dee region with high quality higher education				2020-2021			
Education, Training, and Human Development	S		1.1		Develop new baccalaureate programs, options and tracks designed to meet student and community needs	44	estimate of 45		July 1 2020 to June 30 2021	Office of the Registrar and the Program Inventory found at the SC CHE	Completion	Develop new programs to meet the needs of our local, regional, and state.
Education, Training, and Human Development	M			1.1.1	Continue to develop a on-line BBA degree for working adults and move that program through the approval process: both institutional and CHE				2020-2021	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	In August of 2020 begin Forensic Science track in Chemistry				2020-2021	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	In August of 2020 begin Systems Design track in Business Administration				2020-2021	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	In August of 2020 begin Art Education track in Visual Arts				2020-2021	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	Develop BS in Evnironmental Science to coincide with the opening of the Freshwater Ecology Lab				2020-2021	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	S		1.2		Develop new graduate-level programs designed to meet student and community needs	13	estimate 14		July 1 2020 to June 30 2021	Office of the Registrar and the Program Inventory found at the SC CHE	Completion	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	Complete Faculty approval process and CHE approval process of a new Doctor of Occupational Therapy Program				2020-2021	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	In August of 2020 begin MSN track in an Psychiatric Mental Health Nurse Practitioner (PMHNP)				2019-2020	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	Initiate search for director for Adult-Gerontology Acute Care Nurse Practitioner (AGACNP) Program				2020-2021	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	By spring 2019 work to hire additional faculty to support Master of Science in Physician Assistant Studies (PA) program				2020-2021	Provost Office		Continue to support on-going program development and sustainability
Education, Training, and Human Development	M			1.2.5	Work to complete accreditation from CAA ASHA for our Master of Speech Language-Pathology program				2020-2021	Provost Office		Continue to support on-going program development and sustainability
Education, Training, and Human Development	M			1.2.6	Work to complete accreditation from ARC-PA for our Master of Science in Physician Assistant Studies (PA) program				2020-2021	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	Goal	Strategy	Measure	Description	Base	2019-20 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
Education, Training, and Human Development	G	2			Provide Programs Necessary to Ensure Student Academic Success and Engagement				2020-2021			
Education, Training, and Human Development	S		2.1		Student Body development: recruitment				July 1 2020 to June 30 2021		Total	
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	4,260	4,355		2020-2021	Office of Enrollment Management	Total	Continue to support and develop processes to assist with student recruitment and enrollment
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	10	12		2020-2021	Office of Student Life	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.1.3	Develop more programming virtual efforts on campus to attract and keep students and aid in student engagement		15		2020-2021	Office of Student Life	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	S		2.2		Student Body development: retention and completions				July 1 2020 to June 30 2021			
Education, Training, and Human Development	M			2.2.1	Seek to increase scholarships and funding for needs-based and merit scholarships through growth of the First Generation Fund		$35,000		2020-2021	Education Foundation	Total	Continue to with fundraising to support student retention and completion
Education, Training, and Human Development	M			2.2.2	Offer individual tutorials during the fall semster through the Writing Center and Tutoring Center	2164	2200		2020-2021	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.3	Offer individual tutorials during spring semester through the Writing Center and Tutoring Center	1,027	1100		2020-2021	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.4	Offer individual tutorials during Summer School through the Writing Center and Tutoring Center	101	115		2020-2021	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.5	Continue to offer Center for Academic Success and Advisement (CASA) Workshops offered during the academic year	14	15		2020-2021	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.6	Promote enrollment in and completion of the University Life class for all new First-Year students as a way to acclimate them to higher education and college life	95%	100%		2020-2021	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.7	Continue to develop and offer the Swamp Fox Seminar Summer Program for at risk/low performing students to achieve admission	20	20		2020-2021	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.8	Continue to recruit and develop our Patriot Mentors Program to place them in all University Life classes	44	45		2020-2021	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.9	Continue to add to the staff to develop, and support CASA	8	10		2020-2021	CASA	Total	Continue to improve processes to assist with student success
Education, Training, and Human Development	M			2.2.10	Re-new our Authorization Reciprocity Agreement with NCSARA for clinical placement and distance learning sites				2020-2021	Provost Office		Continue to support processes to assist with student success
Education, Training, and Human Development	M			2.2.11	Work to offer more and improved student orientation sessions during summer	9	10		2020-2021	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				July 1 2020 to June 30 2021			
Education, Training, and Human Development	M			2.3.1	Continue to provide Ready to Experience Applied Learning (REAL) grants to support experiential learning opportunities	70	75		2020-2021	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	876	1,100		2020-2021	Provost Office	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.3	Continue to provide Professional Experience And Knowledge (PEAK) grants	31	35		2020-2021	Provost Office	Total	Continue to support and develop processes to assist with student engagement

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		Goal	Strategy	Measure								
Education, Training, and Human Development	M			2.3.4	Number of Students receiving PEAK grant funding	710	725		2020-2021	Provost Office	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.5	Continue to support and develop our international exchange program to offer new exchange partners for our students	11	13		2020-2021	Office of International Studies	Total	Continue to support and develop processes to assist with student engagement
Education, Training, and Human Development	M			2.3.6	Increase participation in the Module for the Study of Southern Culture by Foreign Exchange partner students		6		2020-2021	Office of International Studies	Total	Continue to support and develop processes to assist with student engagement
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	3	5		2020-2021	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	Increase student participation in the Research and Exposition Day (RED)	15	25		2020-2021	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				2020-2021			
Education, Training, and Human Development	S		3.1		Faculty development through training and special program attendance				July 1 2020 to June 30 2021			
Education, Training, and Human Development	M			3.1.1	Faculty Advising Workshops	3	4		2020-2021	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.	5	7		2020-2021	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)	0	6		2020-2021	Provost Office	Total	Continue to support Faculty development
Education, Training, and Human Development	M			3.1.4	Develop in-house professional development seminars and workshops for faculty teaching and learning	4	6		2020-2021	Provost Office	Total	Continue to support Faculty development
Education, Training, and Human Development	S		3.2		Staff development through training and special program attendance				July 1 2020 to June 30 2021			
Education, Training, and Human Development	M			3.2.1	Provide for in-house workshops and other training programs	105	105		2020-2021	Finance and Facilities	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	20	20		2020-2021	Finance and Facilities	Total	Continue to support Staff development
Public Infrastructure and Economic Development	G	4			Expand Cooperative Programs with Community Partners				2020-2021			
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				July 1 2020 to June 30 2021			
Public Infrastructure and Economic Development	M			4.1.1	We will continue to provide clinical experiences for USC 3rd and 4th year medical students at our Carter Center for the Health Sciences	22	Target dependent on USC		2020-2021	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				2020-2021	School of Health Science		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	318	350		2020-2021	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 support of the Advancing Rural Community Health Program (ARCH) through the offering of IPHC 500 Rural Health course	1	1		2020-2021	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				2020-2021	School of Health Science		Continue to Support our health care partnerships in the future.

Statewide Enterprise Strategic Objective	Type	Item #			Description	Base	2019-20 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure								
Public Infrastructure and Economic Development	M			4.1.6	Conduct feasibliity studies through the Pee Dee Medical and Health Science Education Consortium to provide Graduate Medical Ecuaction clinical experience to medical and advance practice healthcare practioners to the region and state				2020-2021	Provost Office		Support and expand opportunities to grow our health care partnerships in the future.
Public Infrastructure and Economic Development	S		4.2		Develop new initiatives through Business and Government Partnerships				July 1 2020 to June 30 2021			
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				2020-2021	Regional and Community Programs		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.				2020-2021	Regional and Community Programs		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				2020-2021	Regional and Community Programs		Continue to Support our Business partnerships with local govt. and other agencies
Public Infrastructure and Economic Development	M			4.2.4	Continue to support and grow the Patriot Pathways/Bridge Program between FDTC and FMU				2020-2021	CASA		Support and expand opportunities to grow our Education partnerships in the future.
Public Infrastructure and Economic Development	M			4.2.5	Continue to develop dual enrollment opportunities for high school students in the Pee Dee Region and REACH Homeschool				2020-2021	Continuum		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 partnerships with the Pee Dee Education Consortium and the 19 Pee Dee School Districts				2020-2021	Continuum		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.	350	350		2020-2021	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.	160	160		2020-2021	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 to support and develop the History Internships with various local entities, museums and historical societies	12 in 2018	15		2020-2021	Department of History	Total	Support Educational and internship opportunities
Public Infrastructure and Economic Development	M			4.2.10	Continue to develop and offer the Fred Sheheen Non-Profit Leadership Institute (NPLI) while enhancing collaborations with Together SC and the Darla Moore Foundation				2020-2021	Regional and Community Programs		Support Educational and internship opportunities
Public Infrastructure and Economic Development	M			4.2.11	Continue collaborations with the College of Charleston and the Darla Moore Foundation in the development and maintenance of the SC Local Governments Leadership Institute (LGLI)				2020-2021	Regional and Community Programs		Support Educational and internship opportunities
Maintaining Safety, Integrity and Security	G	5			Provide a Safe and Secure Campus Environment for Students, Staff, Faculty and				2020-2021			
Maintaining Safety, Integrity and Security	S		5.1		Maintain and Expand Safety and Security Systems and Measures				July 1 2020 to June 30 2021			
Maintaining Safety, Integrity and Security	M			5.1.1	Continue to upkeep and use of our emergency tower system	5	8		2020-2021	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.	338	340		2020-2021	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 with body cameras	12	12		2020-2021	Campus Police/Public Safety	Total	Continue to update/upgrade and develop our security systems on campus

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Statewide Enterprise Strategic Objective	Type	Item # Goal	Item # Strategy	Item # Measure	Description	Base	2019-20 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
Maintaining Safety, Integrity and Security	M			5.1.4	We will 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	1		2020-2021	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.	12	12		2020-2021	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	3	3		2020-2021	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	100%	100%		2020-2021	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	27		2020-2021	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				2020-2021			
Public Infrastructure and Economic Development	S		6.1		Provide for Hardware and Software upgrades				July 1 2020 to June 30 2021			
Public Infrastructure and Economic Development	M			6.1.1	Continue with the 5-year refresh cycle for all laboratory and classroom CPUs	29	29		2020-2021	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	1		2020-2021	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				July 1 2020 to June 30 2021			
Education, Training, and Human Development	M			6.2.1	Provide training with Faculty and Staff on the Ellucian *Colleague* ERP program to Communicate effectively, Improve accountability, manage data, and maximize resources	52	52		2020-2021	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	G	7			Develop and/or Improve Facilities and Infrastructure				2020-2021			
Public Infrastructure and Economic Development	S		7.1		Provide New Facilities to meet the needs of new Initiatives and Programs				July 1 2020 to June 30 2021			
Public Infrastructure and Economic Development	M			7.1.1	Seek a Capital Bond Bill request funding work to initiate construction on a campus building to house the schools of Business and Education				2020-2021	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				July 1 2020 to June 30 2021			
Public Infrastructure and Economic Development	M			7.2.1	Continue to enhance facilities through continued improvement of Custodial and Maintenance Services, utility management, and enviromental services.				2020-2021	Finance and Facilities		Continue to support campus maintenance initiatives and renovation projects
Public Infrastructure and Economic Development	M			7.2.2	Continue to develop and enhance the campus in a manner that will increase student involvement in campus life				2020-2021	Finance and Facilities		Continue to support campus infrastructure initiatives and renovation projects
Public Infrastructure and Economic Development	M			7.2.3	Continue to encourage Environmental Sustainability in all construction projects.				2020-2021	Finance and Facilities		Continue to support campus infrastructure initiatives and renovation projects
Public Infrastructure and Economic Development	M			7.2.4	Fall 2020, begin construction of the FMU Ecology Center				2020-2021	Finance and Facilities		Develop new center to enhance and support current biology instruction delivery
Public Infrastructure and Economic Development	G	8			Enhance the University's image through an aggressive, focused marketing				2020-2021			

Agency Name:	FRANCIS MARION UNIVERSITY			
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Agency Code:	H180	Section:	17

Statewide Enterprise Strategic Objective	Type	Item #			Description	Base	2019-20		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure			Target	Actual				
Public Infrastructure and Economic Development	S		8.1		Develop strategies to publicize the rankings and achievements of the university, its faculty, and its students				July 1 2020 to June 30 2021			

			Agency Name:	**FRANCIS MARION UNIVERSITY**									Fiscal Year 2019-2020

Program/Title	Purpose	FY 2019-20 Expenditures (Actual)				FY 2020-21 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.	$ 10,170,799	$ 17,730,171	$ 260,347	$ 28,161,317	$ 10,109,151	$ 18,212,502	$ 260,347	$ 28,582,000	1.1.1-5, 1.2.1-6
II. Educational & General: Student Services	Admissions, enrollment marketing, financial assistance, orientation, student affairs, athletics, counseling services, and other student services.	$ 1,540,173	$ 4,603,113	$ 29,382	$ 6,172,668	$ 1,528,465	$ 5,014,416	$ 29,382	$ 6,572,263	2.1.1-3, 2.2.2-11, 2.3.1-8, 8.1
III. Educational & General: Institutional Support	Administrative institutional expenses including the Offices of the President, Business Affairs, the Provost, Development, Accounting, Human Resources, etc.	$ 3,553,228	$ 3,133,570	$ 1,546,720	$ 8,233,518	$ 3,540,838	$ 4,905,409	$ 102,050	$ 8,548,297	2.2.1, 4.1.6, 5.1.6, 7.1.1
IV. Educational & General: Facilities Maintenance	Campus facility physical plant support (including utilities) and campus police services.	$ 1,712,498	$ 9,257,468	$ 11,883	$ 10,981,849	$ 1,698,165	$ 8,070,952	$ 11,883	$ 9,781,000	5.1.1-5, 5.1.7-8, 6.1.1-2, 6.2.1, 7.2.1-4
V. Educational & General: Academic Support	Professional development funds, library, network operations, enrollment management, and other academic support areas.	$ 1,461,776	$ 3,778,172	$ 59,018	$ 5,298,966	$ 1,386,257	$ 4,061,945	$ 59,018	$ 5,507,220	3.1.1-4, 3.2.1-2
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.	$ 1,312,273	$ 843,830	$ 12,512,106	$ 14,668,209	$ 1,300,441	$ 583,291	$ 9,403,971	$ 11,287,703	4.1.1-5, 4.2.1-11
	Total	$ 19,750,747	$ 39,346,324	$ 14,419,456	$ 73,516,527	$ 19,563,317	$ 40,848,515	$ 9,866,651	$ 70,278,483	

Agency Name:	FRANCIS MARION UNIVERSITY
Agency Code: H180	Section: 017

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	1-1-820	State	Statute	Deals with the content of annual accountability reports. It must have the agency's mission statement, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met.	No	Yes	Report our agency must/may provide	
2	1-1-810	State	Statute	Requires that the Agency complete and submit and annual accountability report	No	Yes		Higher Education
3	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 ensure that the Agency Head Salary Commission has the accountability reports for use in a timely manner.	No	Yes		Higher Education
4	59-101-350	State	Statute	Commission on Higher Education annual report; submission of information by educational institutions for inclusion in report; alumni surveys.	No	Yes		Higher Education
5	117.74	State	FY 2017-18 Proviso	State Appropriation Act Proviso 117.74	No	Yes		Higher Education
6	11.16	State	FY 2017-18 Proviso	Proviso 11.16 Outstanding Institutional Debt	No	Yes		Higher Education
7	117.34	State	FY 2017-18 Proviso	Proviso 117.34 Agency Debt Collection	No	Yes		Higher Education
8	59-103-15	State	Statute	Approves change in FMU mission statement to allow the granting of the doctoral degree in Nursing Practice	No	Yes		Higher Education
9	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	Yes		Higher Education
11	59-133-10	State	Statute	Establishes Francis Marion University as a state agency	No	Yes		Higher Education
12	59-133-15	State	Statute					
13	59-133-20	State	Statute					
14	59-133-30	State	Statute					
15	59-133-40	State	Statute					
16	59-133-50	State	Statute					
17	59-133-60	State	Statute					
18	59-133-210	State	Statute					
19	59-133-220	State	Statute					
20	59-133-230	State	Statute					
21	59-133-240	State	Statute					
22	59-133-250	State	Statute					
23	59-133-260	State	Statute					
24	59-133-270	State	Statute					
25	59-133-280	State	Statute					
26	59-133-290	State	Statute					
27	59-133-300	State	Statute					
28	59-133-310	State	Statute					
29	59-133-320	State	Statute					
30	59-133-330	State	Statute					
31	59-133-340	State	Statute					
32	59-133-350	State	Statute					

Service/Product Provided to Customers	Customer Segments	Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.	Divisions or Major Programs	Description
Makes legal and fiduciary decisions, approvals 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, approvals organization's missions, strategic goals and objectives as well as new programs.	Legislative Branch		Board of Trustees	Officials that are charged with responsibility for overseeing effective governance 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 24 foreign countries; 47% of our students identify as non-White	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 President	Public leader of the Agency
Provides oversite of all academic programs, at the University	General Public	95% students from SC; The University enrolls students from 36 states and 24 foreign countries; 47% of our students identify as non-White	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	Office of the Provost	Chief academic officer/office that oversees undergraduate and graduate programs at the University
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 24 foreign countries; 47% of our students identify as non-White	College of Liberal Arts	The division within the University charged to provide instruction in the liberals arts and sciences
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 24 foreign countries; 47% of our students identify as non-White	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 24 foreign countries; 47% of our students identify as non-White	College of Liberal Arts, Department of History	The Department within the CLA Division charged with instruction in History
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 24 foreign countries; 47% of our students identify as non-White	College of Liberal Arts, Department of Psychology	The Department within the CLA Division charged with instruction in Psychology
Develops and implements internships and partnerships with local govt. and businesses	Industry	Various industries and economic concerns	College of Liberal Arts	The division within the University charged to provide instruction in the liberals arts and sciences
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 24 foreign countries; 47% of our students identify as non-White	School of Business	The division within the University charged to provide instruction in business related disciplines
Develops 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
Develops partnerships and internships within local Govt.	Local Govts.	City of Florence, County of Florence	School of Business	The division within the University charged to provide instruction in business related disciplines
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 teacher education
Develops partnerships and internships within local school districts	School Districts	FSD 1-5, various other School districts in the region	School of Education	The division within the University charged to provide instruction in the health sciences, Nursing, PA 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 24 foreign countries; 47% of our students identify as non-White	School of Health Sciences	The division within the University charged to provide instruction in the health sciences, Nursing, PA program, and SLP Program
Develops 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

Service Description	Audience	Population Served	Unit Name	Unit Description
Develops partnerships and internships with Educational providers, school districts, etc.	General Public	The Pee Dee Education Consortium, which represents 19 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 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 24 foreign countries; 47% of our students identify as non-White	Rogers' Library	The division within the Agency that provides physical access to various holdings and collections of documents, books, etc.
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 24 foreign countries; 47% of our students identify as non-White	Center for Academic Success and Advisement	Newly established center to assist in student advising, retention, and increased graduation rates
Works to recruit new and transfer students, conductss open houses, orientation events, as well as financial assistance and registrar functions	General Public	95% students from SC; The University enrolls students from 36 states and 24 foreign countries; 47% of our students identify as non-White	Enrollment Management	Division at the Agency charged with student recruitment, admissions, financial aid and registrar functions
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 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
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 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
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	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
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	Campus Technology	Assists and utilizes technology in the teaching and learning environment of the University
Supports 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 24 foreign countries; 47% of our students identify as non-White	Counseling and Testing Center	The Office of Counseling and Testing (OCT) assists students in enhancing their academic and personal well being.
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 24 foreign countries; 47% of our students identify as non-White	Business Affairs Office	Division at the Agency that includes financial services, Human resources and facilities management
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	Facilities Management Dept.	Facilities Management is charged with keeping the campus facilities and grounds clean and well maintained.
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	Campus Police/Security	Campus Police Department is an organization committed to providing a safe and secure campus environment for students, faculty, staff, and visitors
The primary focus of the Foundation is to provide scholarship support for students. In addition, the Foundation assists faculty members by granting funds for professional development and sponsors various lecture series and cultural events.	General Public	Serves FMU Faculty, Students, and Staff	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 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	Community Relations	The office serves as the official communications channel through which the university disseminates information internally and externally

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	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	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	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
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
Charles Ingram Lumber Co.	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Housing Authority of Darlington	Local Government	Partnership to provide internships for FMU students in the school of Business	1,4
Pinnacle Network Solutions	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Fastenal	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Pee Dee Coalition	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Burch Oxner Seale Co., CPAs	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Riverbend Golf and Country Club	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Regional Finance	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Dillon Provision Co	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Accustaff	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Palemetto Health Credit Union	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Wells Fargo	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	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
South Carolina First Steps	State Government	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
UCI Medical	Private Business Organization	Partnership to provide internships for FMU students in the school of Business	1,4
Highland Industires	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 Darlington Technical College	Higher Education Institute	Partnership with FMU to develop the Continuum for accessible dual eenrollment for students of the Pee Dee region	1,2,3,4
Darla Moore Foundation	Private Business Organization	Partnership with FMU to develop the Continuum for accessible dual eenrollment for students of the Pee Dee region	1,2,3,4
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	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	1,2,3,4
Homeschoolers	Individual	Continue to support and develop our 'Patriot College' for dual credit Home schooled students	4
Atrium Health	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	
Atlantic Urology Clinic	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	
Beach Medicine	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	
Berkley Community Mental Health Center	State Government	Partnership to provide internships for FMU students in the school of Health Sciences and Psychology program	
Camden Family Care	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	
Carolina Diabetic and Kindney Center	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	
Dillion Family Medicine	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	
Durant Chldren's Center	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	
Eastern Carolina Pediatrics	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	
Mercy Medicine Free Clinic	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	
Hope Health, Inc.	Private Business Organization	Partnership to provide internships for FMU students in the Schools of Health Sciences and Business, and the Psychology program	4

Pee Dee Mental Health Center	Private Business Organization	Partnership to provide internships for FMU students in the school of Health Sciences	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	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
The Pee Dee Education Consortium	K-12 Education Institute	Partnership to provide internships for FMU students in the school of Health Sciences and Education	1,2,4
Care House of Florence	Private Business Organization	Partnership to provide internships for FMU students in the Psychology program	
Kershaw School District	K-12 Education Institute	Partnership to provide internships for FMU students in the Psychology program	
Palmetto Counseling of Hartsville & Equine Therapy	Private Business Organization	Partnership to provide internships for FMU students in the Psychology program	
Crossroads Treatment Centers	Private Business Organization	Partnership to provide internships for FMU students in the Psychology program	
Stewart Behavioral Health Private Practice	Private Business Organization	Partnership to provide internships for FMU students in the Psychology program	
McLeod Darlington Behavioral Health	Private Business Organization	Partnership to provide internships for FMU stebents in the Psychology program	
Veterans Resource Center of Florence	Non-Governmental Organization	Partnership to provide internships for FMU students in the Psychology program	
Clemson University	Higher Education Institute	Partnership to provide cooperative major programs for FMU undergraduate students in Engineering, Forest Resources, and Wildlife	1,2
McLeod Regional Medical Center	Non-Governmental Organization	Partnership to provide cooperative major program for FMU undergraduate students in MRMC 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
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	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 Internarinal 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

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, 2019	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, 2019	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	Quarterly	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	Quarterly	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	Quarterly	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	Quarterly	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	Annually	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 A,B,C File	CHE	State	Quarterly	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	Annually	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	Annually	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

#	Type	Report	Organization	Level	Frequency	Due Date	Description	Access
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	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, 2020	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, 2020	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, 2020	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 2020	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	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
39	External Review and Report	Request for EIA Program for Fiscal Year 2018-19 and EIA Program Report for Fiscal Year 2017-18	Education Oversight Committee	State	Annually	May 2020	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
40	Internal Review and Report	Fines and Fees Report	Required per State Appropriation Act Proviso 117.73	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 http://www.fmarion.edu/about/budgetaccountreport. 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
41	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
42	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.
43	Internal Review and Report	Title II report	US Dept. of Education	Federal	Annually	April 1, 2020	Single Assessment Institution and Single Pass Rate Data	A copy is available via the institution and the Dept. of Ed.
44	Internal Review and Report	Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)	Regional accrediting body for degree-granting higher education institutions in the Southern states	Outside Organization	Other	Spring 2028	Internal review of compliance and quality enhancement plan, both off- and on-site peer review, evaluation and review by the SACSCOC Board of Trustees	A copy is available via the institution and the SACSCOC website.
44	Internal Review and Report	Nursing Self-study Report	Accreditation Commission for Education in Nursing	Outside Organization	Other	Spring 2020	Six criteria evaluating: Mission, Faculty, Student Curriculum, Resources, Learning and Program Outcomes	Online
45	Internal Review and Report	ACEN Yearly Report	Accreditation Commission for Education in Nursing	Outside Organization	Annually	Spring 2020	Faculty and student information	Online
46	Internal Review and Report	South Carolina Department of Labor, Licensing and Regulation	State Board of Nursing for South Carolina	State	Twice a year	2019-2020	Data on Faculty, Student Curriculum, and Program Outcomes	Paper format and mailed

#	Type	Title	Authority/Organization	Level	Frequency	Period	Description	Format/Location
47	Internal Review and Report	State Board of Nursing for South Carolina	State Board of Nursing for South Carolina	State	Twice a year	2019-2020	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	2019-2020	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	2019-2020	Program Progress and the number of Students funded	Online
51	Internal Review and Report	Scholarships for Disadvantaged Students	HRSA-16-069	Federal	Annually	2019-2020	Program Progress and the number of Students funded	Online
52	Internal Review and Report	Nurse Faculty Loan Program	HRSA-16-065	Federal	Annually	2019-2020	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	2019-2020	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	2019-2020	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	2019-2020	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	2019-2020	Required to annually disclose a report on completion or graduation rates of degree-seeking, full-time undergraduate students	Online at www.fmarion.edu/about/reports.
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 http://www.fmarion.edu/about/transparencyreports
58	External Review only	Travel Reviews	Comptroller General	State	Annually	2019-2020	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	2019-2020	Required to maintain practices that are transparent to be good stewards of public funds.	Online at http://osa.sc.gov/Reports/stateengagements/Pages/index.aspx
60	External Review only	Annual Rental Value Residence Reporting Form	Department of Administration	State	Annually	2019-2020	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	2019-2020	Required to maintain practices that are transparent concerning equity in sports	Online at http://ope.ed.gov/athletics
62	External Review only	SF-SAC Data Collection Form	Federal Audit Clearing House	Federal	Annually	2019-2020	Required data collection	Paper Copy
63	External Review only	Annual Report of Unclaimed Property	Office of State Treasurer	State	Annually	2019-2020	Required data collection	Paper Copy
64	External Review only	Outstanding Institutional Debt	Required per State Appropriation Act Proviso 11.16	State	Annually	2019-2020	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	2019-2020	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	http://osa.sc.gov/Reports/stateengagements/Pages/index.aspx
67	External Review only	Agency Debt Collection Review	Required per State Appropriation Act Proviso 117.33	State	Annually	2019-2020	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 3/31/2020	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.	http://procurement.sc.gov/PS/agency/PS-agency-audit-reports.phtm
70	External Review only	Building Condition Survey	Commission on Higher Education	State	Other	Every 3 Years next due Fall 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	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
72	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
73	External Review only	Financial Audit and Review	Annual Audit Conduted 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.	http://oca.sc.gov/Reports/stateengagements/francismarion/Pages/defaault.aspx
74	External Review only	Monthly Charge Card Useage	Comptroller General	State	Monthly	Monthly	Required to maintain practices that are transparent to be good stewards of public funds.	http://www.cg.sc.gov/Pages/monthlychargecardusage.aspx
75	External Review only	Tucker Hipps Transparency Act	South Carolina General Assembly	State	Annually	2019-2020	Required data collection	http://www.fmarion.edu/students/transparency

| 76 | External Review | Lottery Fund Utilization Procedures | Required per State Appropriation Act Proviso 3.1 | State | Annually | 2019-20 | Required data collection | Paper Copy |
| 77 | External Review | Abatement Report | Required per State Appropriation Act Proviso 11.5 | State | Annually | 2019-20 | Required data collection | Paper Copy |