SOUTH CAROLINA STATE UNIVERSITY

2001-2006 STRATEGIC PLAN
FINAL REPORT

OFFICE OF INSTITUTIONAL EFFECTIVENESS
300 COLLEGE STREET
ORANGEBURG, SOUTH CAROLINA

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2001 -- 2006
THE TRANSITION

2003 --Present

Governor Mark Sanford
Maurice G. Washington, Board Chairman
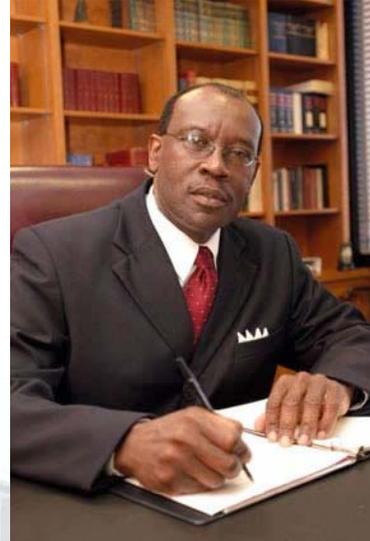
Dr. Andrew Hugine, Jr.,
President

In addition to President Andrew Hugine, Jr., during the five-year period of the strategic plan, the following individuals served as governor, chairman of the board of trustees and president.

2002-2003

Governor Mark Sanford
Maurice G. Washington, Board Chairman
Ernest A. Finney, Jr., Interim President

2001-2002

Governor James Hodges
Dr. William C. Clinkscales, Board Chairman
Dr. Leroy Davis, President

INTRODUCTION

The 2001-2006 South Carolina State University Strategic Plan served as a road map for the University between July 1, 2001 through June 30, 2006. This report highlights some of the accomplishments that occurred during this period. There were nine (9) major University issues and sixteen (16) institutional goals to accomplish within this five-year span. All of the issues and goals, which are listed on page five, are addressed. More details of these achievements, and other milestones, have been included in numerous reports and publications, such as the university's FOCUS, Annual Reports, departmental websites, newspaper articles, and brochures.

The period from July 1, 2001 to June 30, 2006 was marked by numerous transitions at the University, including changes in leadership of the president, members of the Board of Trustees, and other senior administrators. Along with these administrative changes were major organizational changes, which are listed throughout this report. One of the most significant organizational restructurings occurred within academic affairs. This change involved a reduction in major academic units, from five schools and graduate studies to three colleges and a graduate school.

Financially, the University endured, along with other state universities, reductions in state funding, but countered with increases in alumni giving, more external grants, and better fiscal management. Several residence halls and academic buildings were renovated, new buildings were planned, and the campus landscape was revitalized with plants, new signage and painting.

Although this document lists only some of the major accomplishments, many others occurred that continue to position South Carolina State University as a highly competitive postsecondary institution among colleges and universities throughout the state and nation.

Rita Jackson Teal, Ed.D.
Executive Director
Institutional Effectivenes

VISION STATEMENT

South Carolina State University's commitment to academic growth and excellence remains its top priority. The University will continue its legacy of producing graduates who become leaders in all fields and disciplines, of maintaining a competent and committed faculty, and of building teams of creative people throughout the organization. A renewed interest by the faculty, staff, and administrators will elevate an already high level of service to this community, this state, and this nation.

STATEITE CREED

As a member of the community of Scholars at South Carolina State University, I obligate myself to the pursuit of academic excellence, model citizenship, and cultural and social inclusiveness.
As a Stateite…

· I will assume personal responsibility for my intellectual, cultural, and social growth.

· I will practice academic integrity.

· I will value the individualism and the dignity of all people.

· I will respect the rights and property of others.

· I will work for the common good of South Carolina State University in both my speech and actions.

As a South Carolina State University scholar, I affirm and embrace the above principles and ideals.

MISSION STATEMENT

South Carolina State University, a senior comprehensive-teaching institution, is committed to providing affordable and accessible quality undergraduate and graduate degree programs. This public university with a student population between 4,000 and 5,000 is located in Orangeburg, an area that has a traditional rural, agricultural economy which has expanded to include a business and industrial focus that is national and international in scope. South Carolina State University's 1890 land-grant legacy of service to the citizenry of the state is ensured through its collaborative efforts with local, rural, and statewide businesses, public education, colleges and industry. This symbiotic relationship provides a catalyst that spurs reciprocal economic and social growth for the university, state, nation and the international community-at-large.

South Carolina State University, founded in 1896 as an historically Black co-educational institution, embraces diversity among its students, faculty, staff and programs. While maintaining its traditional focus, the university is fully committed to providing life-long learning opportunities for the citizens of the state and qualified students of varied talents and backgrounds in a caring and nurturing learning environment.

South Carolina State University, through instruction, research and service activities, prepares highly skilled, competent, economically and socially aware graduates to meet life's challenges and demands that enable them to work and live productively in a dynamic, global society. The University offers sixty baccalaureate programs in the areas of applied professional sciences, engineering technology, sciences, arts, humanities, education and business. A small number of programs are offered at the master's level in teaching, human services and agribusiness, and the educational specialist and doctorate programs are offered in educational administration. Faculty and students participate in research that stimulates intellectual growth, enhances and facilitates student learning and adds to the scientific knowledge base of the academy. Service activities, which are provided through programs related to agriculture, adult and continuing education, research, cultural arts, small business development and other special interest areas, are designed to enhance the quality of life and promote economic growth. These efforts, supported by various applications of technology, are achieved in a climate of mutual trust and respect through methods of scholarly inquiry and scientific research.

The South Carolina State University Mission Statement was approved by its Board of Trustees on December 2, 1997.

STRATEGIC ISSUES AND GOALS

To fulfill the mission of South Carolina State University, this plan presented the following major issues and goals for the period July 1, 2001 – June 30, 2006.

RESOURCE DEVELOPMENT
1. Increase external funding through grants and contracts.
2. Enhance and increase private gifts.

ACADEMIC EXCELLENCE
3. Enhance undergraduate and graduate academic curricula and programs.
4. Advance the research and outreach infrastructure at the University.

ENROLLMENT
5. Enhance the recruitment and enrollment process.
6. Improve the retention rate of students.

STUDENT LIFE
7. Improve the quality of student life.
8. Enhance the living and learning environment.

UNIVERSITY IMAGE
9. Enhance and expand the visibility of the University and its programs.
10. Improve customer service.

TECHNOLOGY
11. Upgrade and expand the infrastructure for telecommunications and technology campus-wide.
12. Expand the use of technology in all university areas.

FISCAL AND ADMINISTRATIVE MANAGEMENT AND ACCOUNTABILITY
13. Improve fiscal management.
14. Improve administrative and managerial efficiency and accountability.

FACILITIES DEVELOPMENT AND MANAGEMENT
15. Enhance current infrastructure.

PERFORMANCE FUNDING INDICATORS
16. Progressively attain the 'Exceeds" category for all applicable performance funding indicators as defined and measured annually by the Commission on Higher Education.

RESOURCE DEVELOPMENT

1. *Increase External Funding Through Grants and Contracts.*

Special Funding

The University negotiated, with the help of state officials, a $42 million loan from the U.S. Department of Education, the largest ever granted to any institution, to construct a 755-bed apartment style housing complex for students—the largest in the University and State histories.

Increased support and confidence from the General Assembly and state officials as evidenced by the passage of special legislation, additional funding of $14.5 million, and approval of loans and bonds in the amount of $74 million.

Established a contingency of $2.0 million, which is the largest amount allowable by state statute.

With the assistance of Congressman Clyburn, a $700,000 grant was received to begin the restoration of Lowman Hall.

The 1890 Research and Extension program received a full state match to meet mandated federal requirement for 2004 and in 2005-2006 an amount totaling $2,399.797

The University received $0.8 million for Capital Improvement in the Life Sciences Bill.

The University established the Institute for Environmental Policy with an initial federal funding of $2 million.

Secured Phase I funding of $26 million for the Congressman James E. Clyburn Transportation, Research and Conference Center Complex.

Secured the remaining $8 million for completion of the science building addition.

Grants
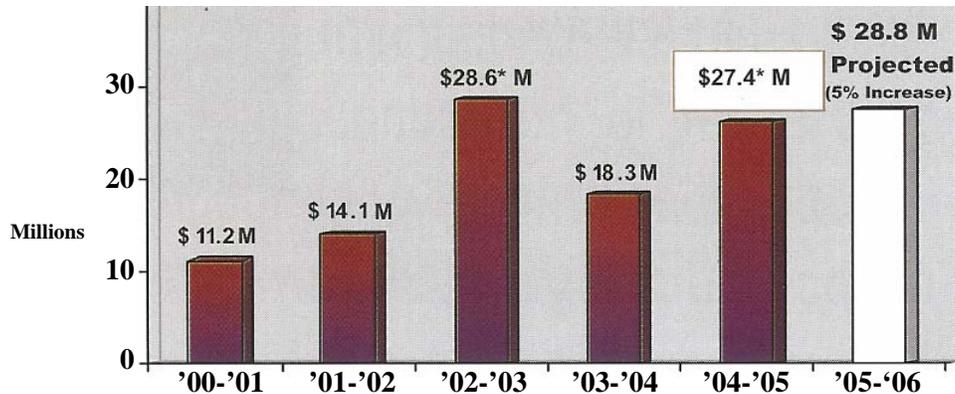
*Funds received for the new James E. Clyburn University Transportation Center.
[1890 Research & Extension funds not included.]

SCSU is the lead institution for the South Carolina Alliance for Minority Participation (SCAMP). The mission of the consortium, which includes Allen University, Benedict College, Claflin University, Clemson University, College of Charleston, Denmark Technical College, Midlands Technical College, Morris College, Orangeburg-Calhoun Technical College, University of South Carolina and Voorhees College, is to increase the number of minorities majoring in science, math, and engineering.

With the assistance of Senator Lindsey Graham, the University obtained special US Congressional funding in the amount of $500,000 for the Montford Point Marine Corps (MPMC) Project with S.C. State University and University of North Carolina-Wilmington.

SCSU is the recipient of a $347,200 Congressionally-directed grant for equipment and program support.

University Partnerships/ Collaborations

SCSU signed a Memorandum of Understanding with the following.

The University of South Carolina for the Nuclear Engineering Program

The Medical University of South Carolina with Project Export

The Savannah River National Laboratory

BWXT Y-12 which resulted in the executive loan of research/project manager in Nuclear Physics to serve as Dean for two years at no cost to the University with an estimated value of $450,000

Homeland Protection Institute

Westinghouse-Washington Group of the Savannah River Site resulting in an Executive Loan with expertise in planning and project management for one year

NASA Langley Research Center for $360,000 over 3 years

The South Carolina Nutrition Research Consortium to address the Issues of Poor Nutrition in South Carolina

SCSU Collaborated with the following.

The University of South Carolina in the Kellogg Project to increase minorities in the health professions

Clemson University with the Call Me Mister Program

University of North Carolina-Wilmington for the Corps Project

The United States Agency for International Development One, as one of six universities in the country, selected to develop textbook and learning materials for children in Africa as part of the President of the United States Africa Initiative

The University Contracted with the College of Business at the University of South Carolina to conduct an Economic Impact Study. The results showed that SCSU has a major impact on both local and statewide economies. In 2004-05 alone, SCSU: made a $152.5 million local economic impact; made a $69.5 million impact on local household incomes; generated $4.9 million in state-level taxes; supported 1,558 jobs in the Orangeburg area; and generated $500,000 in local sales tax collections.
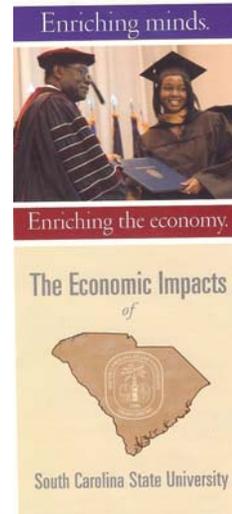
2. *Enhance and Increase Private Gifts.*

Overall private contributions increased by 46%.

South Carolina State's alumni made history in 2005, by not only meeting but exceeding their goal to give $1 million to their alma mater. Collectively, alumni gave more than $1.2 million, the largest gift that has ever been presented to the University by alumni in a single year.

The University launched the Alumni Heritage Endowment Fund to provide a perpetual source of scholarship aid for deserving students.

Established the first million dollar endowment with proceeds from the James E. and Emily Clyburn Gala.

A Research and Development Foundation was established.

A University Advancement Foundation was established.

A Real Estate Foundation was established.

The Class of 1962 donated $18,000 to purchase a new basketball scoreboard that was installed in the Smith-Hammond-Middleton Memorial Center.

The Miller Society was initiated to recognize major contributors to the University. Individuals and couples donating $100,000, organizations donating $500,000, and corporations donating $1,000,000 are recognized. Six persons/couples were recognized in the inaugural class.

Realized record giving by classes during reunion weekend-Class of 54: $60,000; Class of 55: $106,000; and Class of 56: $107,800.

Initiated silent phase of a $35 million comprehensive capital campaign with approximately 75% of the total raised to date.

ACADEMIC EXCELLENCE

3. Enhance Undergraduate and Graduate Academic Curricula and Programs.

In 2003-04, the University restructured the Academic Affairs Division by reducing the number of schools from five to three and designating them as colleges. The number of departments was reduced from twenty-one to fourteen resulting in projected savings of $.2 million.

SCSU hired a fulltime coordinator of the SCSU programs at the Greenville Center.

A Bachelor of Science program in Nuclear Engineering was initiated with the University of Wisconsin.

A Nuclear Engineering and Radiochemistry Laboratory was developed.

A Master of Business Administration degree in Agribusiness and Entrepreneurship was initiated in fall 2005.

The number of accredited programs increased from 71% to 93%.

Initial accreditation for Business programs was received in 2001 from the Association to Advance Collegiate Schools of Business (AACSB) International.

The computer science program at South Carolina State University received initial accreditation by the Computing Accreditation Commission (CAC) of the Accreditation Board for Engineering and Technology (ABET) in 2004.

The Counselor Education program received initial accreditation by the Council of Accreditation of Counseling and Related Educational Programs (CACREP) in 2005.

Accreditation was maintained for Engineering Technology, Social Work, Speech Pathology and Audiology, and Education programs, and Faculty Laboratory School.

Throughout this period, South Carolina State University ranked among the top colleges and universities in the production of minority baccalaureate degrees awarded by *Black Issues in Higher Education* in the following areas.

Mathematics and statistics
All disciplines combined
Agriculture, agriculture operations and related sciences
Biological and biomedical sciences
Computer and information sciences and support services
Education
English language and literature/letters

A delegation of students from the South Carolina State University Honors Program claimed two 1st place awards in academic competition at the National Association of African American Honors Programs (NAAAHP) Conference held November 2-5, 2005, in Mississippi's capital city. Approximately 30 Historically Black Colleges and Universities--with nearly 450 students and faculty in attendance — were represented at the annual NAAAHP Conference, whose theme was "Reflecting on our African American Heritage: Honoring the Past, Embracing the Future".

On March 18, at the 2005 Electronic Media Festival in Rock Hill, Digital Media majors competed against other design entries from students at colleges and universities in Florida, Georgia, North Carolina, South Carolina, and Tennessee. In each category the judges chose the top three designs and then presented an award to the top entry in each category. In Digital Imaging, Theodore Barnes' entry, "Anointed" placed in the top three! In Web Page Design, Personal Web Site, SCSU Digital Media majors Blake Green, Marvin McClean, & Terrance Washington, took ALL TOP THREE BEST DESIGN POSITIONS! Blake Green's web site design took the top award.

Felton Laboratory School earned the Palmetto Gold Award on January 12, 2005. This honor is awarded annually by the South Carolina State Board of Education. It recognizes those Public Schools with the highest levels of student academic achievement and fastest rates of improvement. In 2003 - 2004, Felton Laboratory School students had some of the state's highest scores on the PACT. Among elementary schools - only 98 schools earned the award and FLS was one of them. Only 10 middle schools earned the Gold Award and Felton was one of the ten.

SCSU partnered with Council on Aging to sponsor elderly individual for Meals on Wheels.

SCSU kicked off a campaign to construct a University Habitat for Humanity House.

SCSU was cited by the United Way for an extraordinary increase of 100% in donations.

The University's K-8 professional school (Felton Laboratory School) rating improved from unsatisfactory to an absolute rating of good.

The 2004 Honda Campus All-Star team from South Carolina State finished in the Final Four and earned $12,500 for the University. The fifteenth annual academic competition featured teams from 64 historically black colleges and universities.

4. Advance the Research and Outreach Infrastructure at the University.

In 2004, South Carolina State University's 1890 Research and Extension Program's mobile technology learning center was delivered. The customized Winnebago that will travel across the state of South Carolina is equipped with a 12-station internet ready computer lab, a child development classroom, dual generators, a satellite and an instructor work station. By design, the mobile technology center will deliver the services that 1890 Extension provides such as 4-H and youth development, family life and nutrition, adult leadership and community development, small farm assistance, and computer literacy classes to the citizens of the State.

ENROLLMENT

5. *Enhance the Recruitment and Enrollment Process.*

The fall 2004 enrollment of 1,206 new students was the highest in University history.

SCSU initiated High School Scholars Program with over 1,000 students in attendance.

SCSU increased its number of Life Scholarships by 43%.

Increased the enrollment of first-time students by 24% over three years.

Ranked fourth (4th) in the nation by the Washington Monthly on Social Mobility for exceeding the projected graduation rate of Pell Grant recipients in 2005-06.

Provided $800,000 for institutional funded need-based grants during the report period.

Undergraduate headcount and FTE increased over the years, while graduate studies experienced a decrease in overall enrollment. This decline is primarily due to the ending of a special contract program for part-time graduate students to take one or two courses for recertification.

Fall 2001-2005 Headcount

Headcount	2001	2002	2003	2004	2005
Undergraduate	3,487	3,553	3,585	3,704	3,888
Graduate	980	1,015	881*	590*	558*
TOTAL	**4,467**	**4,568**	**4,466**	**4,294**	**4,446**
Full-Time	3,386	3,477	3,506	3,604	3,786
Part-Time	1,081	1,091	960	690	660
TOTAL	**4,467**	**4,568**	**4,466**	**4,294**	**4,446**

Fall 2001-2005 FTE

FTE	2001	2002	2003	2004	2005
Undergraduate	3,397	3,440	3,499	3,637	3,669
Graduate	448	484	450	339	337
TOTAL	**3,845**	**3,924**	**3,949**	**3,976**	**4,006**

New recruitment materials (View Book, Travel Piece, and Web Post Cards) were published to enhance recruitment effectiveness in 2005.

Table Top Display boards and table cloths were purchased to coincide with the new recruitment materials and new SCSU branding image in spring 2006.

Laptop computers were purchased for all recruiters.

Four motor pool vehicles were reserved for the Office of Admissions for the purposes of year round recruitment.

LCD Projector and Screen were purchased to enhance recruitment presentations.

Five temporary employees were made permanent.

Conducted a University call-a-thon to encourage accepted students to enroll.

Collaborated with several departments (Financial Aid, Registrar, Athletics, SSRP, Counseling Services, Housing, Academic Support, academic departments, etc.) in order to enhance the recruitment and enrollment process.

6. *Improve the Retention Rate of Students.*

The graduation rate reached a high of 52.8% exceeding the average of peer institutions.

Retention rates for first-time full-time degree seeking students were as follows.
> Fall 2001 – Fall 2002 73%
> Fall 2002 – Fall 2003 73.3%
> Fall 2003 – Fall 2004 69.3%
> Fall 2004 – Fall 2005 68.4%

The Office of Student Success and Retention was established in 2004 to offer assistance to students through advisement, counseling and tutoring to reverse the negative retention trend.

STUDENT LIFE

7. *Improve the Quality of Student Life.*

Funding by Title III provided supplies and materials for the Student Center Conference rooms.

The Awakening Lecture Series (ALS) and panel discussions provided exposure to global and collegian concerns. Renowned speakers and local panelists addressed students, faculty, staff and community on issues of concern/interest. During spring 2006, the Student Government Association participated in the National Black College Alumni Hall of Fame Forum – The Black Student Today Panel- "Addressing the State of African American Students Today, Tomorrow and Forever." There were six (6) celebrity participants that addressed many critical questions. The celebrities were Judge Glenda Hatchett, Ben Chavis – Belly, Thomas W. Dortch, Jr., A J Calloway, Bishop Dickie L. Robbins and Terica Kindred.

SGA and other student organizations have cosponsored special interest forums.   Topics included credit cards and reports, default student loans and "The Basics of Car Care Especially for Women".

The SCSU Student Government Association was named "HBCU Student Government Association of the Year" in 2003-04.

Title III funding was instrumental in providing the opportunity for mentoring to take place for SCSU college students and middle school students participating in Project Flava. The college students served as mentors during a Civil Rights Tour of Atlanta and Savannah Georgia, and Selma and Montgomery, Alabama. This event was during the public school spring break 2006. This experience provided a wealth of knowledge regarding the Civil Rights Movement and the impact it had on African American history.

The Smith Hammond Middleton Memorial Observance Program is observed every February 8th on the campus. The media, campus and community participation usually ranges between 800 and 1000 observers.   Speakers include victims of this tragic period and civil rights observers.   Some of the speakers have been Dr. Cleveland Sellers, Orangeburg Massacre Panelist (former SCSU wounded student), Mr. Jack Bass (Orangeburg Massacre book author) and Dr. William Hine (SCSU professor and narrator for the SHM, Film Documentary).

Leadership Development was provided for student leaders to participate in an annual two and a half day Leadership Retreat. Students were exposed to leadership strategies, program planning and implementation for the academic year. Periodically student leaders participate in national leadership initiatives, such as the Thurgood Marshall Scholarship and NASAP.

Student organizations participated in several annual community service initiatives (tutorial and mentoring support for schools, Boys and Girls Club, Senior Citizens Centers, and hospital)

The Pan Hellenic Council contributed greatly to the financing of the first HBCU Habitat for Humanity house. All student organizations provided many work hours towards the completion of the house.

Over twenty students and five faculty/staff members traveled during Spring Break 2006 to New Orleans and Mississippi for a Hurricane Katrina Clean-up Campaign. Many participants are encouraging others to share in this rewarding experience during spring break 2007.

Eight student athletes in 2005 and twelve student athletes in 2006 were selected for recognition among the prestigious Arthur Ashe Scholars and listed in the national publication *Diverse Issues in Higher Education*.

To provide better and more services to students, the Career Center was relocated to Belcher Hall, counselors were realigned to be consistent with the three academic colleges, installed a Career Center Web Site, acquired 3 computers to support students' online career building effort, increased partnerships with fortune 500 companies, and established the SCSU Business & Industry Cluster.

The Office of Multicultural Affairs was established to recruit undergraduate international students and provide services designed to aid international students in areas unique to them. The office is responsible for the immigration advisement and document processing for all international students enrolled at the University.

The Religious Life Council which includes the Christian Faith (seven (7) denominations) and four (4) other faiths sponsored two outstanding programs. The fall 2003 program was "The Celebration of Soldiers" which recognized students, faculty and staff serving in the Iraq conflict. The Student Government Association mailed special "SCSU Bulldog Care Packages" to deported students, faculty and staff serving in the Conflict. The spring 2004 program was the "Religious, Economic and Political Summit."

During 2006, the complete organization chartering approval signatures were received for Iota Phi Theta Fraternity, Inc. to become a member of the SCSU Pan Hellenic Council. At the conclusion of Membership Intake in spring 2007, this Fraternity will be officially inducted in to the SCSU Pan Hellenic Council. When this induction is complete, the University will have all nine (9) members of the Pan Hellenic Council active on the campus.

SGA sponsors annual trips to away football games. During 2002, a trip was sponsored to the MEAC Basketball Tournament. Trips are sponsored based upon financial readiness, student interest and date and location of the event. During Spring Break 2005, The Freshman Class sponsored a trip to Florida. The highlight of the trip was seeing "Miami Heat" play basketball.

The number of academically talented students (LIFE, HOPE, general, and presidential scholarship enrollees) increased since fall 2001.

The United Voices of Christ Gospel Choir (UVOC), a student organization, earned the outstanding honor of being named the "Number One Collegian Gospel Choir in the Nation" for 2005. During 2006, the title was shared with Benedict College. UVOC is in the preliminary stages of completing a gospel recording. During 2006, the choir celebrated their fifteenth anniversary.

The SC State Marching 101 Drumline was featured on the cover of *Dodge Ram Magazine*, a national publication received by all owners of Dodge Rams.

In 2004, the first Puppy Cheerleading Camp (Ages 3-10) was sponsored by the university cheerleading squad. Parents indicated that the camp was beneficial.

8. *Enhance the Living and Learning Environment.*

During summer 2006, Summer School recreational offerings were reactivated. The provisions were "Evenings of Jazz" with refreshments, mix and mingle and free play in the Game room/ Student Center. Students, as well as camp participants, also enjoyed board games.

All of the student housing units on campus received significant repairs and upgrades including painting, installation of flooring, selected replacement of furnishing, and new furniture for the lounge areas of each residence hall and lounge furniture for the Student Union and Pitt area.

Renovations and upgrades of $0.3 million were made to dining facilities and created seven venues for student food services. The Student Center's Pitt was upgraded to a Food Court to include sub, pizzeria and smoothie styled restaurants. Truth Hall Dining facilities were converted to a convenience store and internet café. Washington Dining Hall was renovated into a servery with six stations and upgraded dining room.

During 2004-05, a barber shop was reactivated in the Student Center.

A new website was developed and includes a handbook, game(s) rules, Code of conduct and the sports offered. A partnership has been formed with Claflin University and O-C Technical College for intramural sports.

Dukes Gym was reopened with the help of Johnson Controls to have a facility for Intramural Sports and classes. Upgrades included new basketball rims, fixing and resurfacing the gym floor and upgrading the weight room.

During 2006, the K.W. Green Student Center Bowling Lanes were upgraded. Six lanes are fully automated. These lanes are used for free play and intramural bowling leagues for students, faculty and staff. Free play is also provided for the community. Interest in bowling leagues is increasingly popular.

Coin operated pool tables were installed in the Game room/K.W. Green Student Center. Tables are used for student free play and tournaments sponsored by the Recreational Games Committee/Student Union Board.

A large electronic screen, projector, and DVD/VCR were installed in the Bulldog Lounge/KW Green Student Center. Student organizations, academic units and offices can present power point presentations and other video materials.

On campus residence hall occupancy remained relatively stable over this five-year period.

Fall Residence Hall Occupancy/Capacity

	2001	**2002**	**2003**	**2004**	**2005**
Occupancy	1672	1887	2050	2129	2105
Capacity	2049	2014	2137	2313	2250
Percentage	81.6%	93.7%	95.9%	92.0%	93.6%

Campus security was enhanced in a number of ways, including: Campus Safety Campaign with new emergency call number (803) 516-4111; high profile patrols on campus to include use of 29 residence life security officers inside residence halls and expanded uniform police and security outside of residence halls; improved the level of communication between University Police and students, staff and visitors through enhanced safety awareness; and hired 4 additional police officers and 2 dispatch/communication officers to provide better service and visibility for the University campus community.

UNIVERSITY IMAGE

9. Enhance and Expand the Visibility of the University and Its Programs.

Contracted with Semaphore to provide marketing, branding and consultant strategies for the University.

In October 2005, the Transportation Center was named for Congressman James E. Clyburn, an alumnus who distinguished himself by becoming the first African American to serve in Congress since reconstruction.

A University Board of Visitors was established in 2005 to secure private resources, enhance the image of the University, serve as an advisory body to the Board of Trustees, and to serve as an advocate of the University.

The class of 1962 donated $18,000 to purchase a new basketball scoreboard for SHM arena.

The Nuclear Engineering Program was featured in the November 2005 edition of Nuclear News.

Football fans set a record attendance of 71,000 for the 2005 season, exceeding the previous record of 62,000.

One quad in Queens' Village has been up-fitted to provide guest suites for the University.

Suite boxes in the stadium have been upgraded.

The Front entrance of the campus has been transformed with new landscaping and newly constructed walls bearing the institution's name.

SCSU erected a sculptured Bulldog mascot at front entrance.

The Department of Athletics was relocated to a renovated Rowe Hall.

SCSU purchased new robes for the Concert Choir.

SCSU purchased new uniforms and new instruments for the Band.

A ceremonial mace was commissioned for the University and has been featured in Medallic Art Company's national brochure.

Favorable coverage of the university in the media increased, and of the approximately 4400 articles appearing about the University, fifty six (56) or less than 1.5% were unfavorable.

SCSU reduced the number of temporary positions (P-13) on its payroll by 65%.

SCSU named the Walnut Room for Robert S. Evans for his many years of dedicated service in heading the University Food Services Department.

SCSU hired the first female Athletics Director in the University's History.

SCSU reestablished or reactivated the Macon Middle, Nashville, and Savannah Alumni Chapters and chartered Band Program Activity Chapter of the SCSU National Alumni Association.

In concert with the Student Government Association, funds were raised to build a Habitat for Humanity home, only the second built by an HBCU.

The Men's Tennis Team won its conference title in 2004, 2005, and 2006.

The Women's Tennis Team won its conference title in 2005 and 2006.

The Men's Basketball and the Football teams won their conference titles in 2004.

In 2003, SCSU provided a softball facility in the northwest corner of the athletics precinct.

In 2005, a scoreboard was added to the softball field.

10. *Improve Customer Service.*

In pursuit of excellent customer service and continuous quality improvement at South Carolina State University, the Customer Service Committee was established in early 2001 by then President, Dr. Leroy Davis. Each October, the University celebrates customer service week with various activities sponsored by administrative divisions throughout the week. Following are a few highlights from various years.

2001-- Committee members distributed 2500 smiley face lollipops at all entrances between 7:30 a.m. – 9:30 a.m.

2002 --All university employees and students received key rings with the theme, "SCSU – Lighting Your Way".

2003 – All university employees were challenged to "KISS" Keep Issuing Sincere Service and were provided the Keys to Customer Service at South Carolina State University.

2004—Committee members welcomed all visitors to the campus between 7:45 am – 8:30 am emphasizing the theme: Closing or Bridging the Communication Gap with Service; a kick-off breakfast was held for all employees and students; and the President's Office hosted an OPEN HOUSE.

2005 – President Andrew Hugine presented special recognition for Quality Service to employees at the Annual Celebration Program. The Staff Development and Training Office sponsored a workshop for all Administrative Professionals in office decorum and body language. In April 2005, the first Annual Administrative Professional Recognition Day was held. In February 2005, the first annual recognition luncheon for the Staff Employees and Teachers of the year was held, which recognizes employees who have distinguished themselves by excellence in their performance and customer service to the University.

SCSU started a shuttle bus service.

The University now holds two fall commencement ceremonies, which began in fall 2004 to better accommodate graduating students and their parents.

SCSU increased faculty and staff salaries.

Salaries increased for campus police officers by 14%.

TECHNOLOGY

11. Upgrade and Expand the Infrastructure for Telecommunications and Technology Campus-Wide.

Technology is being upgraded through the installation of the $0.4 million Banner Administrative Computer System.

The Commencement ceremony was aired worldwide through Webcast.

Thurgood Marshall Scholarship Fund-HP Technology initiative provided two new servers that were used to upgrade the university E-mail and Web Server.

The Bulldog Connection web portal was implemented. This facilitates greater communication between the university and its constituents. Students use it to register for courses and check grades and other information.

The University embarked on a project to upgrade the legacy administrative software to Banner, a client/sever methodology using Oracle Database.

Network Storage capacity increased to allow students and employees ability to save files on the network and share files in a secure environment.

The use of mobile technology was expanded by implementing a Blackberry server. This allows users access to Microsoft Outlook applications via their cell phone.

12. Expand the Use of Technology In All University Areas.

The University has installed 25 Electronic/SMART Classrooms

A new One-Card System from General Meters was installed.

A $1,066,300 Technology Grant funded through CHE with Educational lottery funds in 2002-2003 funded the following initiatives:

- o Enhanced data network infrastructure and security to support student network access from dorms and off-campus.

- o Implemented a training program for faculty and staff, to increase competence in academic and administrative uses of technology (including Blackboard workshop for Faculty Technology Leaders).

- o Upgraded computers for faculty who successfully completed the training curriculum.

- o Expanded network access and instructional technology tools in classrooms and in the library for use by campus and community patrons.

- o Implemented document imaging and management solutions for student records.

- o Upgraded faculty and staff telephones (100 analog phones/w display).

- o Purchased multimedia equipment for faculty/staff check-out.

The Employee Leave System was modified to provide employees web access to leave reports.

Web-based applications were implemented that allow communication and participation via the web (e.g. Registration for the English Proficiency Exam).

FISCAL AND ADMINISTRATIVE MANAGEMENT AND ACCOUNTABILITY

13. *Improve Fiscal Management.*

In fall 2003 South Carolina State University took measures to ensure its finance and management operation functions effectively. The University hired additional personnel, contracted the services of an audit expert and implemented new policies and procedures for its employees.

SCSU outsourced ground maintenance to a minority firm, Enviro Ag.

Sodexho was selected as the outsourced facilities management provider with minority partner Clement Wynn for South Carolina State University in 2004.

Sodexho was selected as the outsourced food service provider for South Carolina State University effective fall 2004.

In order to minimize student receivables the University implemented the use of a check verification system.

Enhanced the University's finances and management, which resulted in rescinding the mandatory ten-day furlough of all employees.

South Carolina State University received notification that the 2005 comprehensive annual financial report (CAFR) for the fiscal year ended June 30, 2005, qualified for a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting and its attainment represents a significant accomplishment by an agency and its management.

Recovered over $.2 million of reimbursable grant dollars due the University.

SCSU established the Office of Budgets.

Ended each fiscal year with a surplus.

Reduced audit findings exceptions by 75%.

In spite of continuous decreases in state appropriations as illustrated below and on the next page, SCSU employed efficient and effective methods to meet its obligations.

Five-Year Comparison of State Education Appropriations

Year	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	
Appropriation	$24,349,522	$21,734,854	$20,887,568	$20,210,171	$21,040,022	
Difference		-10.74%	-3.9%	-3.24%	4.11%	-13.59%

14. *Improve Administrative and Managerial Efficiency and Accountability.*

Administrative changes/restructuring between 2001 and 2006:

An Executive Assistant to the President was named in 2003.

Division of Academic Affairs reorganized from five schools to three colleges and school of graduate studies effective fall 2004.

The infrastructure for research was enhanced through the elevation of the Executive Director of 1890 Programs to Vice President of 1890 Research and Extension; which supervises the combined grants administration and sponsored grants program and the University Center of Excellence in Transportation. In July of 2005 this Position was changed to the Vice President for Research & Economic Development and has direct supervision over the Executive Directors of 1890 Programs, Sponsored Programs, Economic Development and James E. Clyburn Transportation Center.

Revenues	For the Year Ended June 30,				
	(amounts expressed in thousands)				
	2005	**2004**	**2003**	**2002**	**2001**
Operating Revenues:					
Student tuition and Fees (net of scholarship allowance)	$ 24,380	$ 19,793	$ 17,052	$ 15,347	$ 14,171
Federal Grants and Contracts	25,535	22,440	21,886	20,541	20,682
State Grants and Contracts	7,141	3,980	3,236	2,598	1,092
Local Grants and Contracts				1	
Non-Government Grants and Contracts	154	95	45	27	
Sales and Services of Educational and Other Activities	485	456	323	352	1,290
Sales and Services of Auxiliary Enterprises (net of scholarship allowance)	10,758	8,261	5,911	6,994	6,038
Other Operating Revenue	3,021	1,864	1,661	1,059	662
Total Operating Revenue	71,474	56,889	50,114	46,919	43,935
Non-Operating Revenues:					
State Appropriations	23,170	22,576	24,642	27,562	29,465
Gifts, Grants and Contracts	5,365	453	375	291	364
Interest Income	262	76	539	260	99
Other Non-Operating Revenue	233	5,679	5,556	1,141	
Total Non-Operating Revenue	29,030	28,784	31,112	29,254	29,928
Total Revenues	$100,504	$ 85,673	$ 81,226	$ 76,173	$ 73,863

Expenses	For the Year Ended June 30,			
	(amounts expressed in thousands)			
	2005	**2004**	**2003**	**2002**
Operating Expenses:				
Compensation and Employee Benefits	$ 48,571	$ 44,877	$ 46,243	$ 48,627
Service and Supplies	33,447	22,469	16,332	18,892
Utilities	3,026	2,308	2,370	1,844
Depreciation	1,920	1,795	1,801	1,902
Scholarships and Fellowship	8,478	8,967	9,182	7,768
Bad Debts, Loan Cancel and Others		307	208	1,698
Total Operating Expenses	95,442	80,723	76,136	80,731
Non-Operating Expenses:				
Interest and Other	604	436	333	334
Total Non-Operating Expenses	604	436	333	334
Total Expenses	$ 96,046	$ 81,159	$ 76,469	$ 81,065

The positions of Dean of Students, Associate Vice President for Research and Graduate Studies, and Associate Vice President for Extended Studies were eliminated.

The Student Success and Retention Program (SSRP) was developed from the former Freshman Studies and Student Success Center, with the Executive Director of SSRP reporting to the president.

The Department of Institutional Effectiveness (IE) was created in 2005 with the Executive Director of IE reporting to the president.

Campus Police and Food Services were reassigned from the division of Finance to the division of Student Affairs.

Finance and Management Information Systems includes the University Computing and Information Technology Services (UCITS) which was formerly a part of Academic Affairs.

The Registrar's office was reassigned from Student Affairs to Academic Affairs

FACILITIES DEVELOPMENT AND MANAGEMENT

15. Enhance Current Infrastructure.

Special funding from the South Carolina General Assembly increased from $.0 million to $.5 million (83%) allowing the University to leverage special funding for HBCUs of $55 million to address long standing deferred maintenance and capital improvement projects.

South Carolina State University began construction on a new apartment-style residence hall. The new 755-bed residence hall will consist of a (1) one-story building, and (12) three-story buildings surrounded by beautifully landscaped courtyards. Each unit will include telephone, cable, and internet access. Each kitchen will have a refrigerator with an icemaker and microwave. The facility will also accommodate 293 regular parking spaces and 20 handicap parking spaces.

New Student Residence Hall
(Model Drawing)

A security Kiosk was constructed at the front entrance to the campus.

Repairs and upgrades were made to Smith-Hammond-Middleton Memorial Center (SHM).

D-Wing of Turner Hall has been renovated for the Nursing Program.

Secured funding or obtained approval for over $126,000,000 in capital improvement and deferred maintenance projects over the next three to five years.

Completed a master plan for the university that was approved by the Board of Trustees.

With a set-aside of $1.5 million, expanded the footprints of the university through the acquisition of property included in the Master Plan.

Completed multi-million dollar repairs and upgrades to student residence halls including roofs, replacement of carpeting with tile, painting, furnishings, etc.

Secured $1.4 million for design and construction of the Chestnut Street entrance to the campus.

Obtained passage by the General Assembly of South Carolina of the Academic and Administrative Facilities Bond Act, which gives the university greater flexibility in leveraging funds, to address capital improvement needs.

Obtained Board of Trustees and South Carolina Treasurer Office's approval to obtain a $32 million state bond to construct a new engineering/computer science building and the Hodge Hall Annex.

PERFORMANCE FUNDING INDICATORS

16. *Progressively Attain the 'Exceeds" Category for All Applicable Performance Funding Indicators as Defined and Measured Annually by the Commission on Higher Education.*

As the performance funding process continued, guidelines and definitions changed, a number of indicators were eliminated from the scoring process, and scoring was deferred altogether in 2005-06. As data illustrates on the following pages, the most significant progress was made in increased faculty salaries and the percentage of accredited programs, which grew from 71% to 93%.

	2005-06	2004-05		2003-04		2002-03		2001-02	
Performance Year Score		78%		74%		81%		79%	
Standard		**Achieves**		**Achieves**		**Achieves**		**Achieves**	
Points of 3.00 Maximum		2.35		2.21		2.42		2.36	
Enrollment Headcount	4,446	4,294		4,466		4,586		4,467	
Percent from SC at entry	83.30%	83.5%		80.2%		77.7%		79.4%	
Average SAT	822	830		821		846		829	
Full-Time Faculty	204	211		197		219		220	
Tuition (In-State Full-Time Student)	$6,480	$6,170		$5,570		$4,556		$4,096	
Tuition (Out-of-State Full-Time Student)	$13,288	$12,978		$10,850		$8,820		$7,902	
			Score		**Score**		**Score**		**Score**
Total Indicators Scored		**14**		**14**		**14**		**14**	
1. Mission Focus									
1B Curricula Offered to Achieve Mission		89%	1.00	99%	2.00	96%	2.00	95%	2.00
1C Approval of a mission statement	Compliance								
1 D/E Adoption of a Strategic Plan to Support the Mission		Deferred			3.00		3.00		3.00
2. Quality of Faculty									
2A Academic and Other Credentials of Professors and Instructors, as defined for research and teaching sector institutions.	95.7%*	93.40%	3.00	86.30%	3.00	86.80%	3.00	91.00%	3.00

	2005-06	2004-05	Score	2003-04	Score	2002-03	Score	2001-02	Score
2D Compensation of Faculty									
Professor Average	$64,848	$62,599	2.50	$55,282	1.00	$56,611	2.00	$57,496	2.00
Associate Professor Average	$58,297	$56,815	3.00	$51,394	2.00	$52,725	2.50	$50,748	2.00
Assistant Professor Average	$49,066	$47,811	3.00	$44,375	3.00	$44,676	3.00	$45,001	3.00
Instructor	$38,422	$39,014		$35,829		$35,693		$34,209	
3. Classroom Quality									
3D Accreditation of Degree-Granting Programs		93%	2.00	71%	1.00	71%	1.00	71%	1.00
3E Institutional emphasis on quality teacher education and reform									
1 NCATE accreditation	Compliance	Yes		Yes		Yes		Yes	
2a % students passing PRAXIS II- Professional Knowledge	Deferred	Deferred		Deferred		Deferred		Deferred	
2b % students passing PRAXIS II (or NTE if applicable)-Specialty Area Exams	100%	100%	3.00	100%	3.00	80%	2.00	90.60%	3.00
3a % teacher ed graduates in critical shortage areas	Deferred	31%	2.00	38%	3.00	36%	3.00	42%	3.00
3b % teacher ed graduates who are minority	Deferred	93%	3.00	91%	3.00	95%	3.00	96%	3.00
4. Institutional Cooperation and Collaboration									
4AB Cooperation and Collaboration	Deferred	4	3.00	4	3.00	4	3.00	Complied	
5. Administrative Efficiency									
5A Percentage of Administrative Costs to Academic Costs	Deferred	Deferred		Deferred		Deferred		17.40%	3.00
6. Entrance Requirements									
6A/B SAT and ACT Scores of student body and high school class standing, GPA and activities of student body	46.8%	49.90%	1.50	47.30%	1.50	41.50%	1.00	35.50%	1.00

	2005-06	2004-05	Score	2003-04	Score	2002-03	Score	2001-02	Score
7. Graduates' Achievement									
7A Graduation Rate	46.80%	52.80%	3.00	48.60%	2.00	50.90%	3.00	45.20%	2.00
7D Scores of Graduates on Post-Undergraduate Professional, Graduate or Employment-Related Examinations and Certification Tests	81.7%	96.30%	3.00	82.70%	2.00	78.80%	2.00	88.20%	2.00
8. User-Friendliness of the Institution									
8C Accessibility of the Institution of all citizens of the State									
1 % of the undergraduate SC citizens enrolled who are minority	98.3%	98.20%	3.00	98.00%	3.00	97.90%	3.00	96.90%	3.00
2 annual retention rate of SC degree-seeking undergrads who are minority	77.30%	77.80%	2.00	82.50%	3.00	84.20%	3.00	83.60%	3.00
3 % graduate students who are minority	83.20%	84.70%	3.00	69.40%	3.00	61.80%	3.00	62.70%	3.00
4 % teaching faculty, excluding graduate assistants, who are minority	77.30%	69.00%	3.00	72.00%	3.00	76.30%	3.00	71.40%	3.00
9. Research Funding									
9A Financial Support for Reform in Teacher Education	Deferred	56.40%	1.00	46.70%	1.00	230.20%	3.00	190.90%	3.00

* Excludes Nurses
Reporting deferred in 2005-06. See Year 9 (2004-05) data for latest report.