

# USC Palmetto College 2022-2023 and 2023-2024 Goals

*Presented to*

**President Michael Amiridis and Provost Donna Arnett**

*by*

**Dr. Susan Elkins, Chancellor, USC Palmetto College**

Submitted to the President in September 2022 and to the Provost Office in March 2023 as Palmetto College's Blueprint for Academic Excellence in our role as academic entities, accredited as a part of USC Columbia. Offered below is coverage of the PC Central goals, followed by those of each campus. Please note that we follow a different budget request model than the Columbia academic units, with our budget request meetings having recently taken place.

**Palmetto College Mission:** *Provide **accessible, affordable, and flexible USC degrees** for all eligible South Carolinians and beyond.*

## **Goals/Results for 2022-2023:**

1. **Revise the Palmetto College Strategic Plan** in conjunction with the *Imagine Carolina* process, the priorities established by President Amiridis, and the USC *Pathway to Excellence* Strategic Plan, resulting in a **new Palmetto College Strategic Plan to begin July 1, 2023**. Results: Focus Carolina sessions held at campuses (over 100 participants) and for online students (39 participants). Huron Group will analyze and provided results. CCCSE (student engagement) survey efforts at the campuses will commence in March with results know in summer. Results of the FC and CCCSE will be cross-walked and compared to current plans being vetted by Huron and like consultancy secured by PC. This activity, in consultation with the President, Provost, and other appropriate campus offices will yield a plan for PC that supports and complements the Columbia plan. The July 1 schedule listed in goal statement might need to be revised, depending on how consultancies progress this spring.
2. **Continue to focus on the current Palmetto College Strategic Plan this year** from July 1, 2022, through June 30, 2023, that includes the following five goals:
  - a. **Enrollment Growth:** Continue to enhance enrollment at all Palmetto College Campuses and in Palmetto College Online programs. Results: There was a 4.24 % decrease in the enrollment of the four PC campuses combined - addressed in each campus' report (which follow this one). There was a slight decrease in the online degree completion programs for fall '21 to fall '22 from 1,310 to 1,302. Bachelor's Degree Completion/System Transfer Partnership Programs: PC Central continued to support the 33 programs and explore opportunities for more partnerships. Pathway program: With an initial target cohort of 100, the Palmetto Pathway first-year student bridge program enrolled 89 students from across South Carolina in fall 2022, with these students matriculating to USC Columbia as sophomores upon program completion.
  - b. **Student Success:** Increase *student success rate*, which is defined by the South Carolina Commission on Higher Education as students transferring, remaining enrolled, or graduating. Overall rate fell slightly from 68.5% for 2017 cohort to 66.2% for 2018 cohort. Overall student retention rates were up from Fall 2021 to Fall 2022 3.3%. While our newly enrolled student population was down 16.8% overall student graduation rates were increased by 5%. Learning

outcome assessment: PC assessed the ten areas of the Carolina Core. Overall, 87% of students met or exceeded the Carolina Core Learning Outcomes which includes all ten outcomes across all campuses. Pathway: Overall student success rates were up from fall 2021 to 2022 by 3.3% While our newly enrolled student population was down 16.8% (cohort numbers determined by Columbia Admissions), graduation rates increased by 5%.

- c. **Faculty/Staff Excellence:** Continue to attract, develop, reward, and retain excellent faculty who embrace alternative as well as traditional course delivery methodology, as well as securing outstanding staff. Fall faculty hires at the campuses total ten. T and P: we anticipate any year of 100% success rate of applicants earning desired tenure/promotion. PC Salary study and Implementation continues with 37 faculty and 26 staff identified this past year for a \$500 or greater increase to base, with increase in effect at beginning of fall 2020. Faculty awards sponsored by PC Central (service, teaching, scholarship) are currently being determined with awards announced in late spring.
  - d. **Commitment to Service:** Encourage faculty, staff, and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between the University and the community. 1. Last academic year saw extensive faculty activity: 94 publications, 58 grant awarded, 137 presentations/exhibits, 54 creative activities, 10 awards, 339 other scholarly activities. Current year numbers will be available later in the spring. 2. The expansion of dual enrollment opportunities yields substantial savings on education investment by students and parents throughout the estate.
  - e. **Organizational and Financial Health:** Continue to develop the structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility. Results: 1a. PC Central works and monitors the campuses to assure balanced budgets and multi-months operating surplus. Entering the year all campuses were in compliance and we anticipate this being the case this year (confirmed at FY close out this summer. 1.b. PC Central distributed \$2,357, 630 of state appropriations to the comprehensive and PC campuses (over 33 million has been distributed since FY14). 2. Development: In FY'22/23 we have made 32 asks against the goal of 25, surpassing the annual goal by 28%, for a total of \$2.4M in ask value. We envision having between 5-10 more asks by fiscal year end as opportunities arise. We have raised \$1.2M YTD against a goal of \$1.5M for the year, 80% to goal. Forecasting, we believe there is a good possibility we will meet or surpass the production goal of \$1.5M given the current pipeline. 3. Financial Aid: PC Central Financial Aid, working with the campuses and collection experts, has overseen a dramatic decrease in loan default rates at the campuses, averaging a 11.1% drop across the four campuses combined. PC-IT replaced end-of- life equipment throughout the PC Central. We also created a classroom space and desktop lab in Byrnes for the Palmetto Pathway program. These efforts will hopefully contribute to the campuses' continued high Niche.com Best Community College in SC ratings which, for 2023, placed Lancaster at 1, Sumter at 3, Salkehatchie at 8 and Union at 11.
3. **Utilize the Palmetto College Campuses as Innovation Hubs**, building on the foundation established with the new iCarolina Learning Labs, existing Rural Health Initiatives, meeting local workforce needs, and other innovative activities both current and future. This academic year will the completion of installation of the ICarolina Learning Labs at all campuses.
  4. **Expand the USC System Network that includes the PC Campuses and PC Online** by growing current partnerships and developing new collaborative efforts across the System. 1. Bachelor's Degree Completion/System Transfer Partnership Programs: PC Central supports 33 programs established by fall 2022 (a substantial increase from the 7 offered at the establishment of PC in fall 2013). 2a. PC Central has established a Board of visitors consisting of community leaders

representing the PC Campuses services areas and PC Online. The existence of the BOV assures two-way communication between PC and its constituents. A meeting is held each semester. 2b. The Chancellor maintains an active outreach schedule in promoting the availability of online degree completion programs to leaders statewide through invited presentations to civic, business and volunteer organizations. 3.. Transfer Initiatives: In 2022, PC developed guided transfer pathways for all of its degree programs for students from the PC Campuses. These agreements provide students with an outline of coursework needed to complete their associate's degree at a PC campus and then transfer seamlessly to complete their bachelor's degree online through Palmetto College. 4. Palmetto Pathway represents a three-part partnership consisting of PC Central (coordination of instruction and support, USC Lancaster (designated home campus) and USC Columbia (admissions).

5. **Infuse Inclusive Excellence** as a Core Value in all that we do across Palmetto College. 1. Palmetto College has a representative on the University's Council of Academic Diversity (CADO) who ensures that the campuses are included in relevant DEI plans and initiatives. He further works with the PC Deans and academic deans to coordinate local DEI activities and initiatives. A PC Central staff member sits on the USC Columbia Staff Senate, and conveys information gleaned from the actions of that body. 2. In this spring's participation (mentioned above) in the Community College Engagement Survey, and separate survey component addressing DEI will be administered which hopefully will yield informative results regarding student impressions of the diversity culture at the campuses.

## Goals for 2023-2024

NOTE: Because this report is being submitted mid-year, PC Central, as well as the PC Campuses, will revisit these goals, as appropriate, using the language of the State Agency Accountability Report (AAR), which is required annually of the campus in its status as a line-item state agency. We view the alignment of SMART and AAR to be as follows: Perf. Measure/Description (speaks to relevance), Value type/Base/Target (speaks to measurable), Desired Outcome (speaks to achievable), and Time Applicable (speaks to time-bound). This report is due mid-September, therefore allowing us to set metrics (for applicable measures) based on finalized prior year data and actions.

1. **Revise the Palmetto College Strategic Plan** With the activity in spring 2023 as described above drawing closer to conclusion, the establishment of a new Palmetto College five-year plan will be a primary goal. The cycle for this effort is timely as PC is concluding its tenth year, therefore a revised plan and self-study is appropriate. Also, due this year is a review of campus mission statements which dovetails well with the strategic planning effort.

2. **Continue to focus on the current Palmetto College Strategic Plan components which have been in operation since PC was established, and will likely continue to be in effect within the overall USC forthcoming plan:**

- a. **Enrollment Growth:** 1. Under the direction of the recently appointed Vice Chancellor for Enrollment Management and Student Success, provide central office efforts to increase new student enrollment to prior year levels or greater. Strategies/targets for this effort consist increasing applications and acceptances; reviewing the current admissions process, applications to accepted student times, and providing insight and opportunities for improvement. Provide additional training and professional development to PC Online recruitment staff. Increase the number of events offered

by PC Online recruitment staff and number of events attended by the staff. 2. Pathway program: Work with USC Columbia Admissions to increase the program cohort to 150 students.

- b. **Student Success:** 1. With the student success rate being past year cohort-driven, use the 2023-2024 year to introduce processes/strategies to increase the rate for future years. Included in this goal a review of student transfers, graduation rates, a review of student resources and opportunities for improvement, a review of websites and creation of a student success/resource page and maintaining and build relationships with program coordinators and advisors to assure clear lines of communication. 2. Learning outcome assessment: Continue efforts with the specific desired outcome of increasing the student success rate of the Global Citizenship and Multicultural Understanding: Foreign Language component of the core by 5%. The strategy for attempting this goal will entail the creation of a rubric that will standardize the desired competencies for GFL. 3. Pathway: Continue to work with the Student Success Center at USC Columbia, UNIV. 101 office, and PC faculty to develop strategies and initiatives to improve student success rates.
- c. **Faculty/Staff Excellence:** Continue to support the campuses in attracting, developing, rewarding, and retaining excellent faculty who embrace alternative as well as traditional course delivery methodology, as well as securing outstanding staff. Revise the PC Salary study now that the five-year implementation period has concluded. Continue sponsoring faculty awards for service, teaching, scholarship.
- d. **Commitment to Service:** Encourage faculty, staff, and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between the University and the community. 1. Current year Faculty accomplishment numbers will be available later in the spring and then compared to past year results to assess increases/decreases. 2. Implement the findings of the University review of the dual enrollment policy in order to continue and hopefully expand dual enrollment opportunities to families throughout the estate.
- e. **Organizational and Financial Health:** Continue to develop the structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility. 1a. Continue to work and monitor the campuses to assure balanced budgets and multi-months operating surplus. 1b. Continue to distribute state appropriation funds 2. Development: Our office and partners will continue to plan for securing a range of financial needs including student scholarships, support for faculty and staff, resources for capital investments, unrestricted funds, and programmatic funds. 3.. Financial Aid: Continue supporting and assuring compliance, on behalf of the campuses, for monies received and distributed, including the annual A-133 audit.

**3. Utilize the Palmetto College Campuses as Innovation Hubs**, building on the foundation established with the new iCarolina Learning Labs, existing Rural Health Initiatives, meeting local workforce needs, and other innovative activities both current and future. We will continue to explore opportunities with and for the benefit of the campuses. PC-IT will assist with the launch of nine free community courses, covering Mac applications, utilizing the Carolina labs opened during 2022-23.

**4. Expand the USC System Network that includes the PC Campuses and PC Online** will continue its current partnerships and developing new collaborative efforts across the System, including the previously discussed 3degree completion/partnership programs. The new strategic plan should provide clarifying direction as to opportunities to pursue on behalf of the University. Transfer Initiatives: Starting in early 2023, PC embarked on creating guided pathways and agreements with the state's technical colleges, allowing students to complete their associate's degree at the technical college and then transfer seamlessly to the University to complete their bachelor's degree.

5. **Infuse Inclusive Excellence** as a Core Value in all that we do across Palmetto College. 1. Palmetto College will continue participation on the University's Council of Academic Diversity (CADO) and ensure that the campuses are included in relevant DEI plans and initiatives 2. We will analyze the findings of the Community College Engagement Survey DEI sub-set survey to assess how to better assure diversity at the campuses.

# Academic Blueprint System—Academic Year 2023-2024

## University of South Carolina Lancaster

**Outcomes for AY 2022-2023.** USC Lancaster is a regional Palmetto College campus. As such, we follow the Palmetto College goals listed below.

### 1. Enrollment.

USCL faced some challenges in the fall but enrollments have improved in the spring. In Fall 2022, headcount and FTE were down by 2.78% and 1.75%, respectively. However, in the spring, headcount is up by 4.43% and FTE is up by 1.87% (OIRAA report retrieved 3/6/2023). In the fall, the total number of applications increased by 1%, with a 4% increase in the yield rate. The number of Lancaster students enrolled in BLS/BOL declined by 32.6%. There were 986 dual enrollment students, an increase of 2.8% over last year.

### 2. Student Retention and Success.

Overall, our student success metrics are positive. Our retention rate of first-time, full-time, degree-seeking students from Fall 2020 to Fall 2021 was 49.5%, an improvement from 46.6% the previous year. The 150% success rate of first-time, full-time undergraduates for the Fall 2018 cohort was 65.4%, down from 71% for the Fall 2017 cohort. There are 49 students enrolled in the upper-level BSN program, an increase from 46 last year. Five students are expected to graduate with Leadership Distinction, an increase from one last year. The number of students who receive scholarships and the amount of scholarship funds available through the USCL Education Foundation are not yet available, but they are expected to be more than last year. The number of tutoring and writing sessions through the Academic Success Center are not yet available, but preliminary counts are higher than they were at this time last year. Nine students are involved in internships, an increase from four last year. We've maintained a low student-to-faculty ratio of 16-to-1. Eight faculty and staff members were trained to use Target X to support student retention. We continue to use an early alerts system to increase student success. We hired a new Director of Student Life.

### 3. Faculty.

We hired five new faculty members in the high-demand areas of Art/Graphic Design, English, History/Native American Studies, and Nursing. We also hired a faculty archivist, and a Psychology faculty member who also serves as counselor. Two faculty members were promoted to Full Professor, and two were promoted to Associate Professor with tenure. Funding for Research and Productive Scholarships, as well as the professional travel funds, were increased to \$90,000 in total. Four USCL faculty members were awarded RISE grants for Summer 2022 projects, and six were awarded USCL RPS grants. Some faculty salaries were increased as a response to the Palmetto College Salary Study. Lancaster faculty continue to take leadership roles in Palmetto College governance. Currently USCL faculty hold the following positions: PC Faculty Senate Immediate Past Chair, Chair, Faculty Manual Liaison, and Rights and Responsibilities Chair. Lancaster faculty members also serve on the USC Ad hoc Committee on Freedom of Expression, Committee on Instructional Development, and Committee on Libraries.

### 4. Commitment to Service.

USCL maintains its close connections with the Lancaster community through the Town-Gown advisory group. USCL houses many public resources, including The Hubb (a DHEC satellite site), the iCarolina Community Learning Lab, and Medford Library. The Native American Studies Center is an integral part of downtown Lancaster, hosting public events throughout the year. In FY2021-2022 the NASC hosted over 5000 visitors; the number is expected to be larger this year. The Lancaster Players perform four or more sold-out plays each year.

### 5. Organizational and Financial Health.

The Director of Corporate Relations and Engagement continues to build relationship with local organization and businesses. USCL also hired an Indian Land Location and Indian Land Outreach Director to expand our connections with this growing area. USCL continues to maintain a low expense-to-total-budget ratio and increase the reserve fund carry-forward balance. Those quantities aren't yet available for the current year. In FY 2021-2022 the ratio was 90%, and the carry-forward was \$5,078,497.55. We've continued physical and technological enhancements to the

USCL campus. We've completed renovation of the Indian Land satellite site and are continuing renovations for Stevens Auditorium.

### **Goals for AY 2023-2024.**

#### **1. Enrollment.**

- Maintain or increase overall headcount and FTE.
- Maintain or increase headcount of BLS/BOL students.
- Maintain or increase headcount of dual enrollment students.
- Complete searches for the following positions related to enrollment: Executive Director of Enrollment Management, Disabilities Coordinator, Campus Marketing, Academic Support, and Palmetto College Recruiter.

#### **2. Student Retention and Success.**

- Maintain or increase fall-to-fall retention rates of first-time, full-time degree-seeking students.
- Maintain or increase 150% success rate of first-time, full-time undergraduates.
- Maintain or increase the number of Academic Success Center tutoring and writing sessions.
- Enroll 48 or more students in the upper-division BSN program.
- Maintain or increase the number of students involved in internships.
- Maintain or increase the number of students graduating with Leadership Distinction.
- Award 130 or more associate degrees.
- Maintain or increase the number of endowed scholarship funds in the USCL Education Foundation.
- Award \$250,000 or more from Educational Foundation scholarship funds.
- Maintain a student-to-faculty ratio below 18-to-1.
- Maintain or increase funding for travel study.
- Maintain or increase the number of courses we offer that give students access to experiential learning, internships, and travel study.
- Assess student engagement using tools such as the CCCSE's Community College Survey of Student Engagement and Imagine Carolina.

#### **3. Faculty.**

- Hire faculty in the high-demand areas of Criminal Justice and Music.
- Maintain or increase the number of full-time faculty.
- Maintain or increase funding for Research and Productive Scholarships as well as the professional travel funds.

#### **4. Commitment to Service.**

- Maintain or increase the number of visitors to the Native American Studies Center.
- Maintain or increase the number of public performances by the Lancaster Players.
- Create continuing education/professional development opportunities for Lancaster County School District and/or local businesses.
- Expand the Palmetto College iCarolina presence to the Town of Kershaw, on the south side of Lancaster County.
- Engage the Lancaster community in continuing education courses through the iCarolina labs.
- Reboot the Indian Land Corporate Advisory Board.

#### **5. Organizational and Financial Health.**

- Maintain an expense-to-total-budget ratio of 98.2% or less.
- Maintain a reserve fund carry-forward balance of \$5,322,704 or more.
- Complete renovations of Stevens Auditorium.

# Academic Blueprint System—Academic Year 2023-2024

## University of South Carolina Salkehatchie

**Outcomes for AY 2022-2023.** USC Salkehatchie is a regional Palmetto College campus. As such, we follow the Palmetto College goals listed below. USC Salkehatchie metrics are addressed annually in the South Carolina State Agency Accountability Report (last submitted: September 2022).

### **6. Enrollment.**

USC Salkehatchie faced some enrollment challenges in Fall and Spring. Inconsistency in coaching caused a downturn in enrolled athletes for the AY, but four new coaches have been hired and are actively recruiting. Since June of 2022, three recruiters and a Director of Recruitment have been hired, Salkehatchie is regularly visible in schools and the community, and applications are higher than this time last year. We have added several community classes including Apple Bytes and Bits, highlighting the iCarolina Labs on both the Allendale and Walterboro campuses.

### **7. Student Retention and Success.**

Our student success has declined slightly over the last year, but measures are in place to increase those numbers. Our retention rate of first-time, full-time, degree-seeking students from Fall 2020 to Fall 2021 was 40%, a slight decrease from 43% the previous year. The 2017 cohort finished with a three-year success rate of 65.6%, which measures whether those students graduated or continued their enrollment. That ranks fourth among the 20 public two-year institutions in the state. Also, this past spring, Salkehatchie had 74 graduates, which is an increase of 17.5% compared to Spring 2021. There are 30 students enrolled in the upper-level BSN program (in partnership with USC Beaufort). Four students are expected to graduate with Leadership Distinction (an increase from the previous year), five students were awarded PURE grants, twenty-four students began their Early College cohort experience (in partnership with Colleton County High School), and two other students independently completed early college and will graduate in May.

The campus awarded \$919,000 in federal, state, local, and campus scholarships. We've maintained a low student-to-faculty ratio of 14-to-1. We will hire a Director of Student Services in the near future. An assessment of the CCCSE Survey results and Huron focus group activity will be undertaken to capture student engagement needs so that campus actions to address can be pursued.

### **8. Faculty.**

Two faculty members have applied for promotion to Associate Professor with tenure. Four USC Salkehatchie faculty member were awarded RISE grants and five were awarded PURE grants. Funding for professional travel funds is at \$35,000. Salkehatchie faculty presented research at 16 national/international conferences and 14 regional conferences. Seven peer-reviewed articles were published, 7 grants received, and 7 creative works were produced. Faculty members participated in 5 media consultations and 5 professional consultations. Salkehatchie faculty participate in leadership roles and as committee members across Palmetto College including PC Faculty Senate Member-at-Large, the Provost's PC Advisory Committee, PCC Assessment Committees, Columbia Faculty Committee Conflict of Interest Special Committee, PC Faculty Senate Academic Advisory Committee, and PC Policy Advisory Committee.

### **9. Commitment to Service.**

USC Salkehatchie maintains close connections with our five-county service area and especially the Allendale and Walterboro communities. Salkehatchie houses many public resources, including two iCarolina Community Learning Labs (Walterboro and Allendale). We have created meaningful partnerships with community organizations and institutions that enhance the educational experience. Our campus hosts campus/public events such as the Salkehatchie Scholarly Research Forum, the Latin American Film Festival, and the South Carolina Humanities Festival. Our Carolina Theatre offers space for programs sponsored by the Allendale Rural Arts Team and has hosted Allendale County School Board Programs and lectures sponsored by the Salkehatchie DEI committee. Our baseball, softball, and men's and women's soccer teams play their home games on the Allendale campus and our men's and women's



basketball and volleyball play in the Walterboro campus gym. Students pursuing their BSN complete clinicals within our service area and beyond.

#### **10. Organizational and Financial Health.**

Dr. April Cone was hired as campus dean on July 1, 2022. The campus currently has an interim Associate Dean of Academic and Student Affairs. This AY the campus hired a Director of Human Resources, a Director of Recruitment, three recruiters, a Director of the Opportunity Scholars Program, four coaches, and two iCarolina Lab coordinators. USC Salkehatchie continues to maintain a sound financial position. The campus sets a goal of maintaining a 3 months' reserve in A funds which would be \$1,725,880. Actual carryforward A fund balance is \$3,103,743 (increase primarily due to HEERF lost revenue recovery). Physical and technological enhancements to the campus continue and include ongoing renovation of the Student Commons and Conference Center, outfitting both iCarolina Labs, replacing and repairing roofs on three buildings, upgrading the 2<sup>nd</sup> floor in Walterboro Main building to meet ADA requirements, removing chain link fencing, paving gym parking lot, updating irrigation, and renovating gym/locker rooms.

#### **Goals for AY 2023-2024.**

#### **6. Enrollment.**

- Maintain or increase overall headcount and FTE.

#### **7. Student Retention and Success.**

- Maintain or increase fall-to-fall retention rates of first-time, full-time degree-seeking students, as well as 150% success rate of first-time, full-time undergraduates.
- Maintain or increase Early College Cohorts and initiate Salkehatchie Scholars Program.
- Maintain or increase the number of students involved in internships and research opportunities.
- Maintain or increase the number of students Graduating with Leadership Distinction.
- Award 75 or more associate degrees.
- Maintain or increase the number of scholarships awarded to students.
- Maintain a student-to-faculty ratio below 18-to-1.

#### **8. Faculty.**

- Hire faculty in the high-demand areas of English and science (discipline tbd).
- Maintain or increase the number of full-time faculty.
- Maintain or increase funding for professional travel funds.

#### **9. Commitment to Service.**

- Maintain or increase the number of public events hosted by the campus, including the Salkehatchie Hut and the Carolina Theatre.
- Engage our five-county regions', specifically the Allendale and Walterboro communities, continuing education, professional development, and community interest opportunities.

#### **10. Organizational and Financial Health.**

- Maintain a minimum reserve fund carry-forward balance of \$1,725,880 for FY23.
- Complete renovation of the Student Commons and Conference Center, demolish several dilapidated buildings (creating green space), and complete installation of sidewalks to connect buildings on the Walterboro Campus.

# Academic Blueprint System—Academic Year 2023-2024

## University of South Carolina Sumter

### Outcomes for AY 2022-2023.

#### 11. Enrollment.

In Fall 2022, USC Sumter's headcount and FTE went up from Fall 2021 by 6.75% and 5.89%, respectively, reaching the highest total HDCT and FTE since 1994. Currently in the Spring 2023, headcount is up by 13.04% and FTE is up by 7.77% from Spring 2022 (OIRAA report retrieved 3/10/2023). In Fall 2022, the total number of applications from the previous fall increased by 11.29%, total admits increased by 4.74%, new freshman applications increased by 7.02%, and new freshman admits fell by 7.76%; while the yield on total admits saw a negligible decrease of 0.70%. The number of Sumter attributed Columbia students enrolled in the Palmetto College BLS/BOL programs increased by 3.57%. The number of Aiken Students in the Aiken at Sumter Education program decreased slightly by 4.76% from Fall 2021 to Fall 2022, while the number of Aiken students in the Aiken at Sumter Nursing program increased by 150%. Dual enrollment students increased from Fall 2021 to Fall 2022 by 17.44%.

#### 12. Student Retention and Success.

UC Sumter's student success metrics provided by the South Carolina Commission on Higher Education (CHE) continue to trend positive in general. Our retention rate of the First-time Full-time Freshman Cohort from Fall 2020 to Fall 2021 was 51.7%, an improvement from 46.0% the previous year. The 150% success rate of First-time Full-time Freshman Cohort for the Fall 2018 cohort was 72.4%, down slightly from 75.5% for the Fall 2017 cohort. Our graduation rate for the Fall 2018 First-time Full-time Freshman Cohort was 29.3%, a negligible decrease from the Fall 2017 cohort rate of 29.8%. The most recent data for degrees awarded provided by the CHE, which report by the FY, shows an increase of 23.5% from FY 2019-2020 to FY 2020-2021. The most recent internal data on degrees awarded vetted by OIRAA show a slight decrease of 8.86% in AY 2021-2022 from AY 2020-2021. While it is too early to effectively project data on degrees awarded for the AY 2022-2023 as the summer 2023 application period has yet to open, the number of degrees awarded in fall 2022 combined with a high number of preliminary applications for spring of 2023 degrees suggest that an increase over AY 2021-2022 in degrees awarded is a strong possibility. The student-to-faculty ratio for the 2022-223 AY was a very acceptable at 16-to-1.

#### 13. Faculty.

USC Sumter has hired six new full-time faculty members in the high-demand areas of Chemistry, Economics, Spanish, Mathematics, and Nursing. We have also authorized the hiring of three new tenure track faculty in the areas of Psychology, Spanish, and Music. Two faculty members were promoted to Associate Professor with tenure. One faculty member was awarded an endowed professorship, and another had her current endowed position renewed for an additional three years. Travel funding for conference presentations was significantly increased. We have also doubled the funding available through the local campus Summer Research Stipend award. Four USC Sumter faculty members were awarded RISE grants for Summer 2022 projects, and we recently received notification that two have received RISE grants for Summer 2023. Four faculty were awarded USC Sumter Summer Stipends and two received PURE grants. Several faculty members' salaries were increased as a response to the Palmetto College Salary Study and USC Sumter approved several Pay for Performance raises for faculty in addition. Sumter faculty continue to take leadership roles in Palmetto College governance. Currently USC Sumter faculty hold the following positions: PC Faculty Senate Secretary and System Affairs Chair.

#### 14. Commitment to Service.

USC Sumter maintains close connections with the Sumter community. USC Sumter houses many public resources, including the iCarolina Community Learning Lab, the South Carolina Center for Oral Narrative, and Anderson Library. USC Sumter hosted six to eight Faculty Research Seminars each year whereby faculty can present their latest research and receive feedback from the community, colleagues, and students. USC Sumter co-founded and continues to help direct the Emerging Leaders program in conjunction with the Sumter Economic Development Board and the Chamber of Commerce. USC Sumter faculty and staff serve many different community organizations including the

Chamber of Commerce, the County Cultural Commission, the Sumter County Gallery of Art, the South Carolina Association of Science, Tandem Health, among others.

#### **15. Organizational and Financial Health.**

USC Sumter continues to build relationships with local organizations and businesses, including hosting private sector organizations with space for meetings and training, and hosting Chamber of Commerce events and weekly Rotary Club meetings. USC Sumter continues to maintain a low expense-to-total-budget ratio and increase the reserve fund carry-forward balance. Those quantities aren't yet available for the current year. In FY 2021-2022 the ratio was 99%, and the carry-forward was \$3,098,445. We've continued physical and technological enhancements to the USC Sumter campus, including making significant progress on a major renovation of the Science Building.

#### **Goals for AY 2023-2024.**

NOTE: Because this report is being submitted mid-year, USC Sumter will revisit these goals, making them SMART, using the language of the State Accountability Report (AAR), which is required annually of the campus in its status as a line-item state agency. We view the alignment of SMART and AAR to be as follows: Perf. Measure/Description (speaks to relevance), Value type/Base/Target (speaks to measurable), Desired Outcome (speaks to achievable), and Time Applicable (speaks to time-bound). This report is due mid-September, therefore allowing us to set metrics (for the applicable measures not listed at present) based on finalized prior year data and actions.

#### **11. Enrollment Growth.**

- Maintain or increase overall headcount and FTE.
- Maintain or increase headcount of BLS/BOL students.
- Maintain or increase headcount of dual enrollment students.
- Maintain or increase the headcount of Aiken at Sumter Nursing and Education students.
- Hire a Chief Enrollment Student Success Officer.

#### **12. Student Retention and Success.**

- Maintain or increase fall-to-fall retention rates of first-time, full-time degree-seeking students.
- Maintain or increase 150% success rate of first-time, full-time undergraduates.
- Maintain or increase 150% time degree graduation rate and number of degrees awarded.
- Maintain a student-to-faculty ratio below 18-to-1.
- Utilize CCCSE Survey results and Huron focus group activity for assessment of student engagement to inform decision making processes regarding campus actions geared toward improving student retention and success.

#### **13. Faculty.**

- Hire faculty in the high-demand areas of Computer Science.
- Maintain or increase the number of full-time faculty.
- Maintain or increase funding for Research and Productive Scholarships as well as the professional travel funds.

#### **14. Commitment to Service.**

- Engage the Sumter Community in continuing education/professional development opportunities through the ICarolina labs and ed2go.
- Maintain or increase the number of public performances hosted by the campus.

#### **15. Organizational and Financial Health.**

- Maintain an expense-to-total-budget ratio of 99% or less.
- Maintain a reserve fund carry-forward balance of \$3,222,000 or more.
- Complete renovations of the Science Building.

# Academic Blueprint System—Academic Year 2023-2024

## University of South Carolina Union

**Outcomes for AY 2022-2023.** USC Union is a regional Palmetto College campus. As such, we follow the Palmetto College goals listed below. USC Union metrics are addressed annually in the South Carolina State Agency Accountability Report (last submitted: September 2022).

### 16. Enrollment.

USC Union faced some challenges in Fall and Spring due to the loss of the Pacer Pathway Program with USC Aiken and the loss of one of our larger dual enrollment programs with Legion Collegiate Academy. This totaled approximately 25 freshman and 130 dual enrollment students. However, in Fall 2022, there was a significant increase in continuing and freshman traditional students, enough to offset the loss of the Pacer Pathway Program. For Fall 2023 applications are up by 1.5% and we are working to add additional dual enrollment programs as well as increase the number of classes offered with current dual enrollment partners that should increase the total number of dual enrollment students. We have also started a Men's and Women's Golf team at our Laurens Location that should lead to an increase of freshman.

### 17. Student Retention and Success.

Overall, our student success metrics are positive. Our retention rate of first-time, full-time, degree-seeking students from Fall 2020 to Fall 2021 was 47.7%, a slight decrease from 50.7% the previous year. The 150% success rate of first-time, full-time undergraduates for the Fall 2018 cohort was 73.3%, up from 57.7% for the Fall 2017 cohort. Our success rate is third in the state among twenty two-year institutions. The 150% graduation rate of first-time, full-time undergraduates was 31.3% for the Fall 2018 cohort, up from 27.4% for the Fall 2017 cohort. There are 17 students enrolled in the upper-level BSN program, and applications indicating interest in the BSN program (in partnership with USC Aiken) exceeded our target (55 and 50, respectively). Three students are expected to graduate with Leadership Distinction (an increase from the previous year), five students were awarded PURE grants, six students have applied for the Early College Program (in partnership with Union County High School), and three students successfully completed an internship class (in partnership with the SC Afterschool Alliance). The campus awarded \$1,790,065 in federal, state, local, and campus scholarships to assist students in their cost of attendance. The number of tutoring and writing visits through the Academic Success Center are close to double from this time last year. We've maintained a low student-to-faculty ratio of 15-to-1. We have partnerships with three psychological service providers to offer in-person and telehealth mental health resources to support our students. We are currently hiring for an Associate Dean for Academic and Student Affairs. **Faculty.**

We hired four new faculty members in the high-demand areas of HIST, AFAM, PSYC, and MATH. Three faculty members have applied for promotion to Associate Professor with tenure. Funding for professional travel funds were increased to \$30,000 in total. One USC Union faculty member was awarded a RISE grant and an APSIRE grant, and three were awarded PURE grants. Union faculty published 11 items, presented at 6 conferences, and produced 14 creative works. Union faculty continue to take leadership roles in Palmetto College governance. Faculty currently hold the following positions: PC Faculty Senate Member-at-Large, Faculty Welfare Committee Chair, the Provost's PC Advisory Committee, PC Faculty Senate Academic Advisory Committee, Assessment Advisory Committee, Associate/Assistant Deans' Council, and the System Faculty Leadership Council.

### 18. Commitment to Service.

USC Union maintains its close connections with the Union community and is represented on the Union County Council, Upstate Workforce Board STEM Camp, Union Partners Board, Union County Development Board, the Union County Carnegie Library Advisory Board, the Blueprint for Rural Health Coalition, Rotary Club of Union, USC Union Partnership Board, among others. USC Union houses many public resources, including three iCarolina Community Learning Labs (Union, Laurens, Clinton). We have created meaningful partnerships with community organizations and institutions that enhance the educational experience. We are connected to the community through internships that our students take on as part of work study assignments or as part of internship classes. Our campus hosts public events like the art and poetry shows as part of our Black History Month Program, the Latin American Film Festival,

the Upcountry Literary Festival, Fresh Check Day, and career fairs. Our sports teams play their home games in Union and in Jonesville and occupy much of the privately run student housing options around campus. Students pursuing their BSN complete clinicals within our service area and beyond.

#### **19. Organizational and Financial Health.**

The Director of Marketing and Development continues to build relationships with local organizations and businesses. USC Union is looking to hire a coordinator for our Laurens locations to expand our connections with this growing area. USC Union continues to maintain a sound financial position. The campus sets a goal of maintaining a 3 months' reserve for its carryforward balance. The goal for FY22 was \$1,569,315 and the actual carryforward fund balance was \$1,736,970. We've continued physical and technological enhancements to the campus including HVAC replacement in the Central Whitener Building and began installation of new baseball scoreboard. We've completed renovation of new ADA restrooms in the Central Whitener Building, installed six new security cameras, several renovations to the Jonesville gym including installation of new turf and tile, interior painting, and HVAC locker room, built beaming classrooms in the Nursing Simulation Lab, and purchased new lounge furniture for our student lounge area and Student Academic Success Center.

#### **Goals for AY 2023-2024.**

#### **16. Enrollment.**

- Maintain or increase overall headcount and FTE, pre-nursing students interested in the BSN program, BLS/BOL students, and dual enrollment students.
- Complete searches for the following positions related to enrollment: Laurens Coordinator.

#### **17. Student Retention and Success.**

- Maintain or increase fall-to-fall retention rates of first-time, full-time degree-seeking students, as well as 150% success rate of first-time, full-time undergraduates.
- Maintain or increase the number of Academic Success Center tutoring and writing sessions.
- Enroll 16 new upper-division BSN students each year.
- Maintain or increase the number of students involved in internships and students graduating with Leadership Distinction.
- Award 65 or more associate degrees.
- Maintain or increase the number of endowed scholarship funds in the USCU Education Foundation.
- Maintain a student-to-faculty ratio below 18-to-1.
- An assessment of the CCCSE Survey results and Huron focus group activity will be undertaken to capture student engagement needs so that campus actions to address can be pursued.

#### **18. Faculty.**

- Hire faculty in the high-demand areas of STAT, SOCY, SPCH, POLI, MATH, and ARTS.
- Maintain or increase the number of full-time faculty.
- Maintain or increase funding for professional travel funds.

#### **19. Commitment to Service.**

- Maintain or increase the number of public events hosted by the campus.
- Create and engage the Union community in continuing education/professional development opportunities through the iCarolina labs and ed2go.

#### **20. Organizational and Financial Health.**

- Maintain a reserve fund carry-forward balance of \$1,677,183 for FY23.
- Complete renovations of new wet lab in Nursing Simulation Lab, new ADA restrooms and new roof in Truluck Gym, and new ADA elevator upgrades and new HVAC in Main Building.