



UNIVERSITY OF  
**SOUTH CAROLINA**

---

**PALMETTO COLLEGE**

**Susan A. Elkins, Chancellor**

**BLUEPRINT FOR ACADEMIC EXCELLENCE**

**2016-2017**

*~~Draft~~  
March 14th, 2016*

**Section I. Executive Summary:** Palmetto College is an academic/administrative unit whose purpose is to provide innovation, leadership and coordination throughout the eight University of South Carolina campuses to facilitate the completion of bachelor degrees by students seeking alternative course and degree delivery. This methodology consists of face-to-face instruction at the Palmetto College Campuses (*Lancaster, Salkehatchie, Sumter, Union*), “after hours” instruction at Ft. Jackson, asynchronous online instruction, and point-to-point synchronous instruction emanating from multiple sites. The online effort has expanded the scope and role of all the campuses of the University and presents unique opportunities and challenges to provide the “quality of USC online.”

### **Academic Dashboard Measures**

Enrollment: Collectively, the Palmetto College Campuses have achieved relatively steady enrollments over the last five years. In view of the fact that South Carolina’s population of college-ready high school graduates peaked in 2012, has declined through 2015-16, and projects a modest increase (4.6%) through 2022-23 (Source: NCES, Stats to 2022) with a .09% projected for the PC campuses (CHE), expansion of opportunities to non-traditional students has received increased emphasis with the establishment and “build out” of Palmetto College Online. As a result, campus-based enrollments in the seven baccalaureate degree completion programs offered by the Aiken, Beaufort, Columbia, and Upstate campuses of USC attracted 751 majors fall 2015 – 1433 from launch in fall 2013 to date (Source: Palmetto College internal data) – a growth rate on target with the projected growth rate for Palmetto College at this point in time. With the addition of these online programs, which tend to attract adult students, enrollment at the Palmetto College campuses, the seven online degree programs and the system 2 + 2 programs hosted by the campuses reached 5201 (Sources: IR Official -pending CHE approval - and PC internal data) students for fall 2015.

Student Retention/Success Rate: Traditionally, great emphasis has been placed on maximizing campus retention rates from first to second year. In consideration of the Palmetto College Campuses’ mission as points of entry for the initial two years of University general education, a more accurate measure of the impact of the Palmetto College Campuses is found in its students’ *success rate*, which is defined by the South Carolina Commission on Higher Education as (student) transferring, remaining enrolled, or graduating – the rate for the latest available cohort (2011) is 50.3%. Additionally, online degree program degree attainment is an important metric to track and report and will be addressed in Section II.

Faculty: Palmetto College collectively employs a highly qualified faculty, educated and credentialed from institutions across the globe, who engage in teaching, scholarship, and service. These teacher-scholars are evaluated on effective teaching, scholarship productivity within their academic disciplines, and service to their community, academic discipline, and University. Addressed in campus reports to follow.

Service: Palmetto College encourages its 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 University and community. Addressed in campus reports to follow.

### **Key Performance Parameters**

Teaching Excellence/Research and Scholarship: Teaching excellence is at the core of the Palmetto College mission and is carried out through employment of a highly qualified faculty. Our faculty also engage in significant research and productive scholarship activity. Addressed in campus reports to follow.

Service: Palmetto College encourages and supports service by its faculty, staff and students. The establishment of USC Connect formalizes and matches the expertise of those within the University with opportunities for service in the greater community. Addressed in campus reports to follow.

Sustainability: The statewide decline in traditional student enrollments projected through 2016-2017 coupled with planned support enhancements to the seven baccalaureate completion degrees as well as proposed new degrees, presupposes continual review of finances, funding sources, and organizational structure. Further addressed in campus reports to follow.

## **Section II. Meeting the University's Academic Dashboard Targets**

*Notes: 1. More detailed Palmetto College Campuses/Extended University reports are included in Appendices E/F, including coverage of Faculty Quality and Service. 2. Sources for numbers consist of official IR data when available as well as internally-produced data from active Banner files.*

### **Enrollment**

Strategies: With the arrival of the Chancellor in February, 2013, an immediate priority on building enrollments throughout Palmetto College was emphasized. Since fall 2013, the online program has grown by nearly 50% (751 fall 2015 majors). Further, increased enrollment of traditional students on the four Palmetto College campuses was established as a goal. Given recent enrollment trends as noted in Section I, such numbers represented “stretch” goals for Palmetto College. Nevertheless, with a central enrollment services unit established, a marketing operation now in place, and campus coordinators with advisement and recruitment responsibilities in place at each campus, the College has positioned itself for focused efforts devoted to enrollment growth. In addition to these structural efforts, consultancies were pursued to examine the enrollment operations and strategies of Palmetto College (for online programs) and its campuses (for traditional students) as well as the appropriation model for transferring funds to the campuses. Further, high-visibility efforts to promote Palmetto College such as the statewide marketing campaign, a focused presence at USC Day at the Statehouse, increased on-site recruiting, the Chancellor’s appearances and presentations to key stakeholders and citizens throughout the state, and the establishment of a Palmetto College Board of Visitors were accomplished. Finally, extensive centralized development efforts were initiated, yielding gifts and proposed/projected gifts of 1.78 million dollars since 2013. Because the University has recently completed its eight-year capital campaign, this year’s metrics represent a focus primarily centered on prospecting for new donors and stewardship of donors to the campaign. This year over 120 donor visits have taken place and over 60 gift proposals were submitted.

Progress 2015-2016: Despite the demographic challenges, Palmetto College enrolled 5201 students in fall 2015 with 4,301 (OIRA) official Palmetto College students enrolling on the Palmetto College campuses, 149 enrolled in system 2 + 2 programs hosted by the campuses (internal, unofficial) and 751 (internal, unofficial) students enrolling as majors in the seven online degree programs. While campus enrollments decreased slightly, this decrease is attributed primarily to a decrease at the Union campus from the previous fall in which the campus enjoyed its largest enrollment to date. Further, under new leadership, this campus has seen an enrollment surge in spring 2016. The goal for the online programs of meeting the second year percentage increase of the Huron projection (25-50%) was also met as 751 students were enrolled fall 2015. It should be noted that while the 751 online enrollees are not included in the campus numbers, many are still reliant on services from their former Palmetto College Campus.

Strategies 2016-2017: Increase enrollments at all Palmetto College Campuses and in the online programs. Significant marketing efforts continue, enrollment services continues to enhance and refine infrastructure, most notably with its transition to Sales Force and TargetX, an enterprise-wide solution procured to assist Palmetto College Online build relationships with prospective students. Refinements to the established revenue-sharing model continue. Seven new online programs are being developed with plans to launch four in fall 2016 and three in spring 2017. The initial launch of a new Palmetto College web presence that serves as a landing site for prospects and current students has taken place with the next year devoted to refining content. In addition, an online student support tutoring service designed to enhance student success is slated for implementation for fall 2016. Finally, Palmetto College will continue to work closely with USC Budget and Finance and the campuses to address dual enrollment tuition across campuses, therefore creating the platform for pursuing dual enrollment increases in order to respond to the needs of campus service areas while securing adequate revenue.

### **Student Quality**

Strategies: Palmetto College represents a two-tiered approach to admissions that provides every prospective student who satisfies admission criteria an opportunity to enroll while assuring that they have the ability to succeed in University-level work.

At the Palmetto College Campus level, the average combined SAT/ACT for fall 2015 was 855 for first time students with scores (source: 2/16/2016 CHE Doc. Cat.), a slight decrease from 859 last year, but consistent with the 857 average for fall 2013. It should be noted that SAT/ACT scores are taken into consideration with other variables which predict student success when making an admission decision. Palmetto College students, who change campuses to any of the seven degree programs, are subject to USC transfer criteria.

Progress 2015-2016: Extended University continued to work with USC Admissions to more fully integrate the USC Columbia Admissions Office into the transfer admission progress, thus assuring Columbia-vetted students for the Bachelor of Liberal Studies, Bachelor of Organizational Leadership, and Bachelor of Arts in Elementary Education programs. Students admitted to the online programs offered by USC Aiken, Beaufort, and Upstate met admissions criteria for those programs.

Strategies 2016-2017: Palmetto College will continue employing the previously-mentioned strategies yet will err on the side of a liberal admissions approach to ensure that qualified students are afforded an opportunity to succeed in University-level work. Emphasis will continue in recruiting and retaining adult students into the 7PC degree completion programs as well in the planned 7 additional programs.

### **Retention**

Strategies: Palmetto College extends the intellectual resources and knowledge base of the University of South Carolina into local communities throughout the State and assists individuals and organizations in becoming more competitive, improving their earning potential, and enriching their lives. In view of the mission of Palmetto College Campuses to provide admission to most who apply, providing such opportunity results in lower retention rates. The most current rate (fall 2015) across the four campuses available from CHE (2/17/2016 Doc. Cat.) is 50.1% -- essentially flat from last year's 51.9%. Concerning online program majors, an internal study conducted last year revealed an unofficial return rate of approximately 80%.

Progress 2015-2016: Same as Retention Strategies above (increase campus rates, duplicate transfer cohort study).

Strategies 2016-2017: In addition to continued efforts to coordinate efforts, establishing the contracted online tutoring services is a priority along with continued centralization of disability services for consistency across the campuses. A new initiative is the Chancellor's Innovation Grants. This initiative has been established to promote and foster innovative ideas to support associate and baccalaureate programs offered through Palmetto Colleges in order to (1) increase enrollment and (2) improve student success.

### **Success Rate**

Strategies: The Success Rate, developed when Performance Funding legislation was in effect, is a more appropriate measure for Palmetto College Campuses than the retention rate as it acknowledges the campus' roles as "flows through" for further education. The rate measures a combination of graduated, still enrolled, or transferred and the latest available rate for the four campuses is 50.3% (down from last year's 57.8%). This compares to 47.4% for the state's technical colleges.

Progress 2015-2016: The rate, while quite substantial, has decreased slightly over the past five years and is being monitored to identify possible reasons -- we suspect data issues, not student behaviors to be in play here. In addition to the success rate of online program majors cited above, we expect to over 500 graduates from the 1433 students who have enrolled since fall 2013- by summer 2016.

Strategies 2016-2017: For the campus success rate, see Success Rate Strategies above. Continue efforts to assure accuracy of Success Rate data. Also, we will continue to promote USC Connect to increase our number of GLD recipient (10 to date: 8 AA/AS, 2 bachelors).

## **Section III. Palmetto College Unit Goals & Contributions to the University's Key Performance Parameters**

## 2016-2017 Academic Year Goals

### Goal 1: Increase Enrollment (new and retained) at the four Palmetto College Campuses and in the seven Online Degree Programs

- Strategic marketing effort. Progress: Integrated marketing and communications plan in progress. General brand awareness campaign ongoing. Individual program marketing initiatives have begun to promote existing and new programs. Capitalize on legislatively approved multi-state consortium (State Authorization Reciprocity Agreement- SARA) to attract out of state students.  
Key parameters: *Service to University System* and *Sustainability*.
- Continued enhancement of central Enrollment Services to incorporate recruiting, admission coordination, student enrollment monitoring, and financial aid. Progress: Operation is nearing the pilot phase. A new CRM has been implemented for prospect monitoring.  
Key parameter: *Sustainability*.
- Continue with external and internal visibility efforts by the Chancellor and Palmetto College administrators to establish the Palmetto College brand. Progress: Chancellor, other staff and recruiters continue speaking engagements and recruiting efforts across the State. Engage Palmetto College Board of Visitors members as well as the USC Board of Visitors to promote Palmetto College, therefore capitalizing on Columbia Board emphasis on assistance to Palmetto College for upcoming year  
Key parameter: *Service to State and Community*.
- Improve availability of student success support to online and on-campus students to increase retention. Progress: Flexible system-friendly library services firmly established, online tutoring vendor service launch in progress, centralization of disability services in progress.  
Key parameter: *Sustainability*.
- Build out the Palmetto College web site. Progress: Provide content to main PC web site; work with individual campuses to develop each campus site  
Key parameters: *Sustainability*.

Several efforts to support increased enrollment are academic in nature and are included in Goal 2 below.

### Goal 2: Academic

- Continue to attract, train, and retain qualified faculty capable of teaching in multiple settings: online, classroom and point-to-point. Support these faculty with online vendor solutions to include closed captioning, online tutoring and test proctoring.  
Progress: Ongoing.  
Key parameter: *Teaching Excellence/Research-Scholarship*.
- Continue efforts to establish new Palmetto College degrees. Progress: Ongoing, with 7 additional degrees to be added during 2016-2017 academic year.  
Key parameters: *Addresses all three key parameters*.
- Director of E-Learning position filled to assure growth and quality of current and new degree offerings.  
Progress: Ongoing.  
Key parameter: *Addresses all three key parameters*
- Continue to develop internal and external articulation agreements for online programs.  
Progress: Ongoing.  
Key parameter: *Sustainability*
- Building on our successes to date as noted above, continue to support efforts to fully embed the USC Connect “Beyond the Classroom” model into course offerings and encourage students to pursue graduation with Leadership Distinction. Progress: Ongoing.  
Key parameter: *Teaching Excellence/Research-Scholarship*.

### Goal 3: Organizational/Financial

- As Palmetto College continues to transition, the organizational structure will continue to be

examined to assure efficiency, accountability and fiscal responsibility. COO and E-Learning positions filled and duties being refined to assure optimal performance, including incorporation of contracted E-Consulting group and Kennedy and Company recommendations.

Progress: Ongoing. Key parameters: *Service to University* and *Sustainability*.

- Monitor the revenue enhancement model that rewards all campuses serving Palmetto College students, courses and programs. Progress: Ongoing.  
Key parameter: *Sustainability*.
- Work closely with Aiken, Beaufort, Columbia, and Upstate campuses to solidify partnerships in the continued implementation of Palmetto College. Progress: Ongoing.  
Key parameters: *Addresses all three key parameters*.
- Secure external sources of funding to supplement current funding. Progress: Ongoing.  
Key parameter: *Sustainability*.

**Selected Unit Goals:** Full description of goals is located in each unit report in Appendix G.

All Campuses: Increase enrollment. Key parameter: *Sustainability*

Lancaster: 1) Increase enrollment and retention. Key Parameter: *Sustainability*. 2) Strengthen the financial condition, efficiency and operations of USCL. Key parameter: *Sustainability*.

Salkehatchie: 1) Increase student enrollment by expanding course offerings that focus on computer science, engineering and other areas as determined by student interest and market demand. Key parameter: Student Enrollment. 2) Develop and sustain community and university partnerships. Key parameter: Community Engagement.

Sumter: 1) Increase enrollment and retention. Key parameters: *Teaching Excellence/Research-Scholarship*, *Service to University*, and *Sustainability*. 2) Further assimilate USC Sumter operations with Palmetto College. Key parameters: *Teaching Excellence/Research-Scholarship*, and *Sustainability*.

Union: 1) Enhance the infrastructure and appearance of the campus. Key parameter: *Sustainability*. 2) Increase the availability and scope of student services on campus, particularly academic and disability services, in Union and Laurens. Key parameter: *Service to State, Community*.

Extended University: 1) Work with the Office of Distributed Learning to offer all courses for Ft. Jackson AA/AS degrees online. Key parameters: *All three*. 2) Become more aggressive in military student recruitment.  
Key parameter: *Sustainability*.

**Five Year Goals:** Note: Stated/Embedded within the following goals is the attempt to meet legislative priorities, fund raising priorities, campus master plan priorities, and budget planning priorities. Also, we are cognizant of our role in creating and maintaining the “pipeline” in producing, annually, the 4000 plus baccalaureate recipients outlined in the state’s *Competing Through Knowledge* study.

Goal 1: 1) Continue to enhance enrollments in all programs and at all Palmetto College Campuses. Palmetto College will engage in activity on many fronts to provide opportunities to students currently associated with USC campuses as well as “non-native” transfers. Such activity includes but is not limited to marketing, recruiting at appropriate institutions and sites across the State, and streamlining the admissions and registration process while working within the established University infrastructure and IT platforms. 2) Provide services designed to monitor and assist students in need. 3) Implement new program development and enhancement. 4) Remain vigilant about maintaining the physical plant at the four campuses as well as maintaining and enhancing centrally the technology platforms needed to deliver our programs. 5) Continue to actively pursue fund raising initiatives for the online and campus programs.

Key parameters: *Service to State, Community, Profession, and University and Sustainability.*

Goal 2: 1) Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. 2) Work with the faculty on faculty governance issues related to the full implementation of Palmetto College.

Key parameters: *Addresses all three key parameters.*

Goal 3: 1) Engage in extensive strategic planning efforts designed to establish Palmetto College as an effective and reliable delivery method, designed to fully leverage the resources of a multi-campus institution. Doing so will require a broad-based look at faculty, administrative structure, processes, programs, student needs, affordability, finances, University, state and federal regulations, assessment of outcomes, internal and external funding and accreditation.

Key parameters: *Addresses all three key parameters.*

*A note about Palmetto College planning efforts:* The Blueprint instructions request explanation of how “Palmetto College faculty and professional staff are included in the strategic planning process”. Centrally, the Chancellor has established an Executive Council comprised of the campus deans and central office staff who meet monthly to share information and improve strategies for growth. In addition, the Chancellor’s Cabinet, which consists of central office staff meets to discuss issues related to student recruitment, retention and success, and other operational issues. The Chancellor meets on a regular basis with the Chancellors of Aiken, Beaufort and Upstate and the Vice President for System Planning to discuss University System issues. A Palmetto College Implementation Team for PC Online meets monthly via conference call and in person to discuss issues and determine “next steps” in development and implementation of the online programs. A Palmetto College Board of Visitors has convened each semester to consider external ideas, concerns, and recommendations. The Academic Deans of each campus, along with Extended University and central office staff, also meet monthly to plan and improve academic processes. Additionally, the Palmetto College Campuses’ Faculty Senate meets four times a year to legislate academic governance issues. The Palmetto College Provost Advisory Committee meets with the Provost each semester to assure direct input by Palmetto College faculty. Finally, a dedicated support position for the Palmetto College faculty has been established in order to assure transparency through monitoring and dissemination of salient information.

At the local level, all Palmetto College Campuses have faculty organizations that work in consort with the campus administrations. USC Lancaster has established the Deans’ Administrative Council, the Dean’s Budget Advisory Group, the Dean’s Executive Council, the Dean’s Advisory Group, SGA, and ad hoc committees. USC Salkehatchie provides opportunities for administrative dialog and communication with faculty through the following: Dean’s Advisory Council, Faculty Budget Committee, Faculty Retention Committee, Faculty Organization, and Executive Council. USC Sumter has established the Deans’ Executive Council, the Dean’s Strategic Planning Taskforce, and the Dean’s Advisement Taskforce to assist the Faculty Organization, the Staff Organization and the Student Government Association in the campus strategic planning processes. USC Union has appointed task forces examining student advisement, retention, student success, infrastructure, community, leadership and lifelong learning issues and needs as part of an overall strategic planning initiative.

## **Section IV. Appendices**

### **Appendix A. Resources Needed**

See individual Palmetto College Campus/Extended University submissions (Appendix G). All these requests are coordinated centrally to provide a centralized Palmetto College response.

### **Appendix B. Benchmarking**

The following university system campuses have been identified as most closely matching the Palmetto College campuses:

Kent St. East Liverpool

Kent St. Salem

Ohio St. Mansfield

Ohio St. Marion

Ohio Univ. Eastern

Ohio Univ. Zanesville

Penn St. DuBois

Penn St. Fayette (Eberly)

Penn St. Mount Alto

Univ. of Wisconsin Colleges (13 campuses, online)

A peer review of Palmetto College including the campuses was conducted in 2015.

Colleagues from all the above institutions participated in this review.

Additionally, using a slightly modified and “fine-grain” criteria set, an expanded list of peers was developed. As shown below, this list focuses on each Palmetto College Campus and provides proposed and aspirational peers.



**Palmetto College *Proposed* Peers and Aspirational Peers**

**USC Lancaster**

Current:

New Mexico St. Carlsbad

UW Fox Valley

S.C Tech. College counterpart:

York Tech

Aspirational:

New Mexico St. Alamogordo

Univ. of New Mexico Gallup

Univ. of New Mexico Valencia County

Bowling Green Firelands

UW Waukesha

**USC Salkehatchie**

Current:

New Mexico St. Grants

Ohio St. Mansfield

UW Marathon County

S.C Technical College counterpart:

Denmark Tech

Aspirational:

Univ. of New Mexico Taos

Univ. of Akron Wayne College

**USC Sumter**

Current:

New Mexico St. Grants

UW Washington County

S.C Tech. College counterpart:

Central Carolina

Aspirational:

Ark. St. Mountain Home

Ohio St. Mansfield

UW Rock County

**USC Union**

Current:

Univ. of New Mexico Los Alamos

UW Baraboo/Sauk

UW Fond du Lac

UW Marshfield/Wood County

UW Richland

S.C Technical College counterpart:

Piedmont Tech

Aspirational:

Eastern New Mexico Ruidoso

UW Sheboygan

## Appendix C. Major Strengths and Important Accomplishments

Prior to the transition to Palmetto College, the Division of System Affairs and Extended University was comprised of the four Regional Campuses, Extended University, and Continuing Education and Conferences. Drawing from over 50 years of delivering USC courses and degrees on ground and via interactive video throughout designated service areas throughout the State, the decision was made to add online delivery of seven bachelor completion degrees. This effort began in 2007, when the Columbia- based Bachelor of Liberal Studies degree was established and made available via a combination of live and point-to-point synchronous delivery. The Bachelor of Organizational Leadership degree was added in 2009. Asynchronous online delivery followed and was in place when Palmetto College officially launched in fall 2013 with the addition of five more degrees offered by the USC comprehensive institutions.

The “anchoring” of the two Columbia-based degrees at the regional Palmetto College campuses over the past eightplus years allowed the Division, now College, to establish credibility and draw from the following strengths:

- strong support from the State in the form of a recurring \$5,000,000 appropriation;
- strong support and leadership from senior administration: President, Board of Trustees, Provost’s Office;
- strong blend of experienced and new leadership across Palmetto College;
- the University of South Carolina brand;
- a strong infrastructure consisting of: Information Technology, Human Resources, Legal, Budget and Finance, and the office of the Provost;
- affordable in-state tuition;
- “high touch”, student-centered faculty and staff (both at the campuses and in Columbia through Extended University) who are familiar with the needs of non-traditional students;
- quality faculty who are hired through national searches and who are then afforded the opportunity and supported in the development of synchronous and asynchronous courses;
- instructional facilities – including smart classrooms that establish a strong presence across service areas;
- supportive and responsive campus commissions, enthusiastic community support and an increasingly vital Board of Visitors;
- responsive course scheduling to allow multiple enrollment opportunities throughout the academic year; and
- responsive to qualified high school students through concurrent offerings.

### Palmetto College Campuses Highlights (full reports found in appendices E/F)

*Lancaster:* strong local support, excellent faculty offering expansive course selection, fundraising and completion of nursing simulation lab for Columbia BSN program

*Salkehatchie:* USC Salkehatchie is an integral player in the economic development of the rural Lowcountry. Two recent innovative examples spearheaded by USCS is University Mile, a million-dollar streetscape project for Allendale and President Obama's Promise Zone designation, the only six county rural region selected in the nation. This program has the potential to generate millions of federal dollars for education, health and job creation.

*Sumter:* strong alumni support, reputation for teaching and learning excellence with small classes, availability of five joint bachelor’s programs, possibilities for physical expansion, name recognition as part of USC System, affordability

*Union:* relationship with area high schools

*Extended University:* faculty and staff devoted to online and military students of Palmetto College

## Appendix D. Weaknesses and Plans for Addressing the Weaknesses

The implementation of Palmetto College is a continual work in progress, and many challenges have been encountered including:

### Enrollment

*Decline in available traditional-age high school graduates (noted in Section I).* **Action:** More aggressive recruiting including implementation of multi-consultancy recommendations aimed at increasing traditional and online students.

*Concurrent high school students:* In terms of addressing the needs of our service areas, providing opportunities to this group of students falls clearly within the mission of Palmetto College. Doing so benefits state students and parents as they strive to reduce time and cost to degree and provides the state's senior institutions with a pool of students well-versed in the rigors of college-level academic work. That said, the tuition revenue generated continues to generate concerns by the Budget and Finance Office. **Action:** Work closely with this office to monitor the recently-implemented uniform cost model. Continue to educate the greater University concerning the service area demand for the programs and the quality in which they are offered.

### Organizational/cultural

*Banner/PeopleSoft implementation:* The simultaneous launch of the University's new enterprise system and Palmetto College in fall 2013 has been extremely challenging as process and reporting remain an issue.

**Action:** Continue to learn about strengths, weaknesses, and opportunities of this new system and work internally and with critical campus partners to assess what information and reports are needed as well as how to produce them.

*Flexibility of processes and pace of implementation:* The introduction of online offerings places the University in the educational marketplace as never before, where extensive and continuous marketing, flexibility, "real time" processes related to admission and enrollment, course creation, scheduling and online delivery of support services is valued. The greater University, while certainly supportive, moves at a more methodical pace and with less flexibility than Palmetto College requires. **Action:** Continue to work with the greater University to educate colleagues on the needs of an online college.

*Multi-campus complexities:* Offering degree programs from four senior campuses, each with separate accreditations, presents significant challenges. **Action:** Palmetto College will continue to work with each campus, separately and collectively, to place students' needs at the forefront.

### Regulatory

Online delivery of courses is designed to be both flexible and cost effective. While the former is true, the latter is less so. One reason, other than the need for significant infrastructure commitments, is that federal, state and accrediting entities require that online courses and programs provide students like experiences and services as live courses. Additionally, state authorization must be granted by each state through an extensive and costly approval process for out-of-state, online students. **Action:** Palmetto College will continue to develop online courses and programs that complement while being cost effective and attempt to leverage the SARA consortium when agreement is finalized. Note: The approval of this agreement exposes USC's high out-of-state tuition which presents challenges in attracting online students.

*Note: Individual Palmetto College unit (campuses and Extended University reports can be found in Appendix G.*

### Appendices E/F. Statistical Data and Research Data

These appendices contain: 1) a five-year look at Palmetto College enrollment activity through fall 2015 to include all seven programs, and 2) individual Palmetto College campus reports.

The narrative below describes the integration of critical benchmarks established for Palmetto College: enrollment, student quality, retention, success, and graduation rates, which best assess the College's performance. This narrative encompasses the four Palmetto College Campuses and the seven baccalaureate degrees offered by Aiken, Beaufort, Columbia, and Upstate through the Palmetto College academic administrative structure.

Note pertaining to the chart below: report date: March 1, 2016, source for PC Campuses - OIRA, 2 +2 and online – PC internal data

<b>5 Year Enrollment Trends and Projections Fall 2011 - 2015</b>					
<b>Palmetto College Campuses</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Lancaster	1744	1832	1811	1738	1722
Salkehatchie	1155	1173	1021	1076	1109
Sumter	1018	898	924	879	901
Union	492	473	484	679	569
<b>SUBTOTAL</b>	<b>4409</b>	<b>4376</b>	<b>4240</b>	<b>4372</b>	<b>4301</b>
<b>Palmetto College 2+2 Programs, Fort Jackson</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Business – Aiken (Sumter)	48	42	38	32	21
Education – Aiken (Salkehatchie)	4	7	12	10	10
Education – Upstate (Sumter)	59	42	44	21	21
Nursing – Columbia (Lancaster, Salkehatchie)	60	67	73	78	78
Fort Jackson – Columbia (Associate Degree)	31	23	5	6	19
<b>SUBTOTAL</b>	<b>202</b>	<b>181</b>	<b>172</b>	<b>147</b>	<b>149</b>
<b>Online Bachelor's Degree Completion</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
BLS – Columbia (09-12 prior to PC online)	202	192	184	216	219
BOL – Columbia (09-12 prior to PC online)	78	113	119	124	123
Elementary Education - Columbia			12	33	46
Criminal Justice - Upstate			17	57	79
RN-BSN Program - Upstate			137	139	112
Business Administration – Aiken			28	78	118
Human Services – Beaufort			6	42	54
<b>SUBTOTAL</b>	<b>280</b>	<b>305</b>	<b>503</b>	<b>689</b>	<b>751</b>
<b>GRAND TOTALS</b>	<b>4891</b>	<b>4862</b>	<b>4915</b>	<b>5208</b>	<b>5201</b>

## Enrollment and Student Quality

### Palmetto College Campuses

*Trend:* Please see chart on previous page for this information.

*Selected Demographics:* For fall 2014 (latest available for analysis – source: OIRA table generator) Palmetto College Campus students: 56% were female, 23% were African American, average age 23 years old. The average SAT was 855 for fall 2015 (source – CHE 2/16/16 Doc. Cat), consistent, as noted in Section II, with prior years. Comparison for Columbia undergraduate students: 54% were female, 10% were African American, average age- 22 years. Fall 2015 average SAT (source – CHE 2/16/16 Doc. Cat) was 1106.

### Seven Degree Programs from USC Aiken, Beaufort, Columbia, and Upstate

*Trend:* Please see chart on previous page for this information.

*Selected Demographics:* For 2014 enrollees (latest available for analysis- source: OIRA table generator): 71% were female, 29% were African American, and the average age was 34 years.

## Retention narrative

### Palmetto College Campuses

The retention rate for the four campuses for the previous three years has been 54%, 49%, and 51% respectively. Efforts to improve this percentage will intensify going forward.

Extended University (BLS/BOL, and the Five Degree Programs of USC Aiken, Columbia, Beaufort, and Upstate: A corresponding success rate calculation for the online programs has been undertaken, and while the process needs refinement, preliminary results reveal an the following retention rates (as of fall 2014) for the seven degree programs for those enrolled in fall 2013, the ‘launch year’ of Palmetto College: Business Admin. (Aiken): 81%; BLS (Columbia): 75%; BOL (Columbia): 83%; Criminal Justice (Upstate): 85%; Elem. Education (Columbia): 71%; Human Services (Beaufort): 81%; Nursing (Upstate): 93%. Another cohort review will be conducted in 2016 -2017.

## Migration

Although not an officially designated Dashboard target for Palmetto College, the migration of students across colleges and universities statewide, reveals how Palmetto College Campus students articulate into the four USC comprehensive institutions and programs within USC Columbia, including the seven Palmetto College online degrees.

According to the most recent comprehensive information available from CHE on the migration of first-time undergraduate transfer students, 711 students from the primarily “two-year” USC Palmetto College Campuses migrated to senior- level institutions in the state for fall, 2012. Of this group, 36 migrated to private schools and 675 to public institutions. Of the 675, 302 migrated to USC Columbia to pursue a bachelor’s degree. Additionally, 34 transferred to USC Aiken, 25 to USC Beaufort, and 66 to USC Upstate. These figures represent the USC comprehensive campuses receiving 88% of transfers from USC two-year Palmetto College Campuses compared to other state public four year institutions.

It must be noted that resolution of USC Banner issues must take place in order to continue to provide this analysis as, through fall 2014, internal transfers are not being captured. Migration reporting should resume starting with fall 2015 cohort and will be reported in next year's Blueprint.

Note pertaining to discussion of Graduation/Success Rate below: Banner issues noted previously have produced an aggressive pursuit on our part to seek more accurate numbers. Working in conjunction with OIRA, CHE and Columbia Student Affairs' research office, we are currently "mining" data associated with graduation and student success and will report our findings in next year's Blueprint.

## **Graduation/Success Rate**

### Palmetto College Campuses

*Associate Degree Rate:* The three-year (federal 150% rule) associate degrees rate for the Palmetto College Campuses has hovered at under 20% for the past five cohort years (2007 = 18.0%, 2008 = 19.5%, 2009 = 15.6%, 2010 = 18.4% - [source – CHE 2014 Stat. Abst.], and 2011 = 18.6% - [source- 2/29/2016 CHE Doc. Cat.]). While these rates are low, they do not cause great concern for two reasons: one is structural, and one is cultural. The structural reason is linked to financial aid. Specifically, students receiving the State's Lottery Tuition Assistance see their awards end once they earn an associate degree. We find that students do not enroll in our institutions with an associate degree as their ultimate goal. For this cultural reason, students often wish to remain enrolled at the campuses beyond having earned enough credits for their associate degree. Palmetto College Campuses' financial aid officers work closely with students to assure they are maximizing all State and federal funds available to them, while simultaneously encouraging them to apply and receive the degrees they have earned.

*Success Rate:* Having come into development during the implementation of performance funding legislation in 1996, an effective measure of student success is found in the campus *Success Rate* (federal 150% rule), which tracks first time, full time fall enrollees three years later and defines their success as either having transferred, remaining enrolled, or graduating. Consistent with previous years, the combined rate for the four Palmetto College Campuses for the latest cohort is 50.3% (2011). Rates for the previous five years are as follows: 66.3% (2006), 61.4% (2007), 59.1% (2008), 58.4% (2009), and 57.8% (2010). The 2011 rate is of particular concern to us and is the focal point of the coordinated effort detailed above as we feel this rate may be attributable to data issues as opposed to an actual rate decrease.

*Baccalaureate Rate:* The Palmetto College Campuses are authorized by the State to offer and award associate degrees but, as noted above, our students enroll primarily to engage in coursework leading to bachelor degrees. The availability of the seven Palmetto College online programs has increased this demand. This distinction for the Palmetto College Campuses was recognized in the implementation of performance funding legislation in 1996 in the form of a separate performance indicator created for the campuses. This indicator measured those enrolling first-time, full time six years after initial enrollment (federal 150% rate). The campuses could then compare themselves to other four year institutions in the State. For a complete comparison, Palmetto College requested that the CHE make this data available for the AA/AS college-transfer programs within the 16 technical colleges, who gained approval to award these degrees in 1989.

An analysis of the cohort year 2008 (the latest year for which data from all institutions is available) reveals the following: All data from CHE: PC/Tech campuses data from

requested report 12/2/2015), all other from CHE 2/29/2016 Doc. Cat)

• Rate for the four Palmetto College Campuses combined:	26.7%
• Rate for the 16 Technical Colleges combined:	18.6%
• Rate for the Research Institutions:	77.0%
Clemson	82.3%
USC Columbia	73.0%
• Rate for Comprehensive Teaching Institutions:	49.5%
The Citadel	68.9%
Coastal Carolina	45.2%
College of Charleston	66.5%
Francis Marion	41.0%
Lander	44.9%
S.C State	38.2%
USC Aiken	38.6%
USC Beaufort	25.9%
USC Upstate	38.4%,
Winthrop	51.4%

Select service area comparisons of Palmetto College Campuses to technical colleges: (source CHE, 7E)

Lancaster	33.8%
York	9.4%
Salkehatchie	15.7.0%
Denmark	2.4.2%
Sumter	31.8%
Central Carolina	6.1%
Union	23.7.8%
Piedmont	17.7%

*Conclusion:* The Palmetto College Campuses, operating in a state in which baccalaureate degree attainment is a challenge, contribute significantly to such attainment, particularly in their respective service areas. The addition of the seven Palmetto College online programs should increase these rates.

Seven Degree Programs of USC Aiken, Columbia, Beaufort and Upstate

*Graduation Rate:* Since the official beginning of Palmetto College in Fall 2013, the following graduations have occurred:

Fall 2013: 15 BLS, 12 BOL

Spring 2014: 15 BLS, 17 BOL, 2 Nursing

Summer 2014: 4 BLS, 4 BOL, 114 Nursing

Fall 2014: 20 BLS, 7 BOL, 1 Nursing

Spring 2015: 2 Bus. Adm., 4 Crim. Justice, 1 Human Svcs., 30 BLS, 12 BOL

Summer 2015: 9 Bus. Adm., 4 Crim. Justice, 2 Human Svcs., 5 BLS, 3 BOL, 105

Nursing

Fall 2015 (pending): 5 Bus. Adm. 6 Crim. Justice, 2 Human Svcs., 17 BLS, 18 BOL, 1 Nursing

Total degrees: 437

By program: BOL = 73, BLS= 106, Bus. Admin.= 16, C.J. = 14, Human Svcs. = 5, Nursing = 223

Spring and summer 2016 will yield significant graduations from all programs and we fully expect to exceed 500 graduates.





UNIVERSITY OF  
**SOUTH CAROLINA**

**Extended University**

**Chris Nesmith, Dean**

**BLUEPRINT FOR ACADEMIC EXCELLENCE**

**2016-2017**

*~~Draft~~  
March 14<sup>th</sup>, 2016*

## **EXTENDED UNIVERSITY**

### **Section I. Executive Summary**

The Extended University unit, incorporated within Palmetto College, originated some 40 years ago to provide a faculty to teach in and oversee the associate degrees of USC's military base program at Fort Jackson, located approximately 10 miles from the Columbia campus. Today, this faculty unit's responsibilities have expanded to include teaching in Palmetto College as well as at Fort Jackson, both of which focus on serving students with nontraditional needs. The unit's 10 faculty members teach in the fields of English, philosophy, political science, history, psychology, speech, languages, management, computer science, sociology, and women's and gender studies.

- 1) Extended University contributes to meeting the Academic Dashboard targets by providing students greater flexibility and options to complete their coursework, thus impacting the time to degree, affecting **retention** and **graduation rates**.
- 2) Extended University contributes to the Key Performance Parameters by providing **high quality faculty** to teach in the **Fort Jackson** Program as well as **Palmetto College**, and by contributing **service** to the University, state and community, as well as the profession and the university system.

### **Section II. Meeting Academic Dashboard Targets (Online and Fort Jackson)**

- 1) **Enrollment:** Extended University contributes to the university's overall enrollment growth in three areas: increasing new students admitted to the AA/AS online degree program through the **USC Fort Jackson**, continuing to grow and expand **Palmetto College's BLS and BOL** programs, and providing coursework at Ft. Jackson to which Columbia students avail themselves based on ever-tightening course demand on the Columbia campus. Since its first enrollee in 2007, the BLS and BOL programs have contributed significantly to access and graduation of those who would have difficulty attaining a baccalaureate degree offered in a traditional fashion on campus. *Key parameters: Sustainability, Service*
- 2) **Quality faculty:** the **Extended University faculty** unit consists of 10 full-time faculty members; one part-time faculty member; and three full-time administrative/faculty members. Of these, 9 hold the Ph.D., and the others master's degrees. While small in number, this faculty's scholarship and service (addressed below) is both visible and significant. *Key parameter: Teaching Excellence*
- 3) **Retention rate and graduation rates:** Flexibility and affordability are two key components in retaining and graduating students today. The Fort Jackson and Palmetto College BLS/BOL online degree programs provide more options to their students, thus positively impacting retention and graduation rates. The Ft. Jackson program also serves Columbia campus students to access small class size courses and sections of courses not accessible on campus due to high demand. These numbers are reflected below. *Key parameters: Teaching Excellence, Service, Sustainability*

These diverse, yet contributory programs are outlined in more detail below.

### **Fort Jackson Programs**

Reporting to the Chancellor of Palmetto College, the Extended University office provides academic leadership for the AA and AS programs at Ft. Jackson.

For academic year 2014-2015, the Ft. Jackson AA/AS programs enrolled 17 majors with 4 graduates

For academic year 2015-2016, there are 19 majors enrolled with number of graduates to be determined.

In offering coursework to these majors, the Ft. Jackson course sections offer the opportunity, as stated above, for Columbia campus students to enroll in these courses, thus yielding the following enrollments

#### **FY 2014-15, 16-17 to-date**

Fall I, 2014	19	347
Fall II, 2014	15	231
Spring I, 2015	25	417
Spring II, 2015	14	206
Su I, 2015	13	130
<b>Total 14-15</b>	<b>86</b>	<b>1331</b>
Fall I, 2015	19	340
Fall II, 2015	14	222
Spring I, 2016	13	161
Spring II, 2016		
Su I, 2016		

Additionally, the Ft. Jackson program office assists the greater University in serving as the initial contact for veterans wishing to coordinate and apply their benefits as they seek enrollment at Columbia or Ft. Jackson.

### **Palmetto College Programs**

#### **Areas of Responsibility for BLS and BOL within Palmetto College**

##### **Bachelor of Arts in Liberal Studies;**

##### **Bachelor of Arts in Organizational Leadership**

Reporting to the Chancellor of Palmetto College, the Extended University office provides critical academic leadership for the BLS and BOL degrees—both for students on the Palmetto College Campuses as well as online-- and ensures that they operate in accord with university academic

policies and accrediting agencies.

### Enrollments:

As the initial Palmetto College programs, the BLS and BOL degree programs continue to contribute significantly to overall Palmetto Online enrollments as follows:

2015 fall enrollments: BLS – 216, BOL – 124

2016 fall enrollments: BLS – 219, BOL - 123

Retention and graduation of these degree students is of course a priority. Concerning the former, a preliminary study of those enrolled in fall 2013, the “launch year” of Palmetto College reveals a 75% BLS retention rate from fall 2013 to fall 2014 and an 83% BOL rate for the same time period. In terms of graduations, we have had, since 2013, 106 BLS and 73 BOL graduates.

To support these system degrees, the following BLS/BOL Academic Dean’s functions have been established:

- Oversees central dean's office academic functions for BLS/BOL students, including: Program of Study Approval, Academic honors/ deficiency communications; Graduation applications; Student official record-keeping and reports; Academic integrity issues.

- Chairs a Faculty Advisory Committee that meets regularly to discuss and address issues concerning degree requirements, courses, etc.

- Convenes the Academic Deans meetings, which meets regularly with the Associate Provost/Dean of Extended University to discuss academic and student-related issues.

- Oversees the development, implementation, and reporting of degree assessment for the AA/AS degrees at the regional campuses and Fort Jackson, and for the BLS/BOL degrees.

- Oversees advising for online BLS/BOL students and serves as central resource for BLS/BOL advisors on regional campuses.

- Produces the Palmetto Regional BLS/BOL academic schedule and ensures classes are staffed.

- Convenes the Palmetto Coordinator/Advisor meetings, which meets to discuss issues regarding students, needed coursework, internships, etc.

- Manages the website for BLS/BOL, which serves as a central resource for Palmetto Coordinators, Advisors, and Students on the Regional Campuses, as well as online.

- Serves as academic affairs liaison between regional campuses and Columbia academic units/ personnel. Manages instructor approval process for all courses taught on regional campuses.

Coordinates Carolina Core course approval with regional campuses faculty. Serves as Academic Program Liaison for regional campuses.

To further devote resources to these programs, a Director of BOL/BLS was hired during the 2015-2016 academic year.

### **Section III. Unit Goals and Contributions to the University's Key Performance Parameters)**

#### **2016 -2017 Academic Year Goals**

1.Continue to strive to offer the Fort Jackson Program AA and AS degrees completely online (in addition to the continuation of the traditional program). This will be achieved through: collaboration with the Office of Distributed Learning for approval of web-based delivery of courses necessary for degree completion and promotion of the degree through Extended University web site and through the military GoArmyEd portal.

***Progress Report— 2016:*** At present, 54 of the 60 hours needed to earn the AA or AS degree at Fort Jackson are offered online. The additional necessary courses are in the process of being developed for online delivery by Extended University faculty in conjunction with the academic department.

*Key Parameters: Service, Sustainability*

2.Continue to support outstanding Extended University faculty to promote teaching and scholarship in support of all students they reach. Continue to promote faculty research, scholarship, and creative achievement by supporting faculty travel to academic conferences and encouraging faculty to submit proposals for internal faculty development grants. In addition to aggregate productivity report below, see Appendix D for a detailed listing of individual faculty accomplishments.

Extended University Faculty Accomplishments 2015-16	
Books	2
Book chapters	1
Articles	7
Editorships	3
Scholarly presentations	14

*Key Parameter: Teaching Excellence*

3. Work toward the development of our office as a “fifth” regional campus serving the Midlands of South Carolina. USC Midlands would serve the Midlands region through Palmetto College by developing and providing distinctive educational opportunities to students from diverse backgrounds who need greater flexibility and options both in course delivery modes and programs.

In addition to the students currently being served through Fort Jackson-- **military students, veterans, and their dependents**—we would also target: **working adults** over the age of 25, **exceptional high school students** interested in earning college credit, and returning **students who need an academic “fresh start”** for a second chance at their college career.

This effort would be distinct from any current outreach or programming efforts on the part of USC Columbia (such as the Evening and Non-Degree Program), because we would target a very specific student audience not being currently served by the USC Columbia campus. This mission folds in with the mission of Palmetto College well, and allows USC to reach a large student population within the Midlands area that is not currently being served through the traditional USC offerings. For example: USC Columbia does not offer concurrent credit for high school students in our region. Students should not be denied this opportunity simply because they live in Richland and Lexington counties when the other areas of the state are served through the four Palmetto College regional campuses.

*Key Parameters: Service, Sustainability*

#### Five Year Goals

1.Goal 3 above represents an attempt to unify and strengthen the Extended University unit and therefore represents multiple goals continued therein –extending opportunity to those in the Midlands not currently served by USC Columbia.

*Key Parameter: Service*

2.Continue to direct and provide leadership for the maintenance and expansion of the BLS and BOL programs.

*Key parameters: Service, sustainability*

3.Continue to support and grow our Extended University faculty as need and function requires.

*Key parameter: Teaching Excellence*

## **Appendix A. Resources Needed**

The Extended University budget is in the process of being more fully integrated with the central Palmetto College budget and discussions continue, especially in light of the absorption of the Evening Program and Adult Study Services into the Provost's Office.

As noted above, the USC Midlands project, if viewed favorably for further consideration will entail consider resources that will need to be determined both for this report year as well as over the next five-year planning cycle.

At this juncture, no additional state resources are being requested.

## **Appendix B/C. Top Strengths and Weaknesses (accomplishments addressed above in section I, II and III)**

### **Fort Jackson**

**Strengths** – Excellent customer service provided to not only FJ students but to Columbia campus students who are in the National Guard or the Reserves who request Army tuition assistance through the GoArmyEd portal.

**Weaknesses** – No clear marketing plan to attract new students to the AA/AS degrees. Have low number of students in these programs.

**Opportunities** – Make the AA/AS completely online and pair it with the BLS and BOL degrees so that soldiers can earn their associate and bachelor's degrees together.

**Threats** – Competition from online schools who cater specifically to the military and can attract them with lower tuition and more degree options.

### **BLS/BOL**

#### **Strengths:**

Slow and consistently growing program with adequate resources (faculty, advisers, IT, etc.) to meet the current demand.

Cooperative system with each Palmetto College Campus contributing needed resources (faculty, advisers, IT) and encouraging student participation from the existing pool of Regional Campuses' students.

Most of the faculty teaching in these degree programs have terminal degrees in their fields. Only a few adjuncts are needed.

#### **Weaknesses:**

Management of the degree program (scheduling, advising, recruiting, etc.) is somewhat decentralized across the PC Campuses and relies heavily on encouraging cooperation and other labor intensive coordinating efforts that a more centralized managing authority could more easily streamline.

The lack of autonomy for Palmetto College to fully approve the faculty and courses they teach, control the admissions process to meet the unique needs of our students and potential students, etc. necessitates slow and labor intensive work to persuade and coordinate with various units within the Columbia system and creates morale problems.

**Opportunities:**

Students at the PC Campuses who pursue the BOL/BLS are drawn disproportionately from USC Lancaster. This suggests the growth potential at the other campuses might not fully be realized.

New accelerated pace courses are being developed that will facilitate a variety of course offerings with 5/6 starts per calendar year. Room for growth with more conversions to this format.

**Threats:**

Internal competition among the various campuses that duplicates or misappropriates resources (faculty and others).

Rapid growth that exceeds our capacity to meet the student demand because of inadequate faculty/ other resources.

Competition from other colleges and universities that undermines the growth of the degree programs causing stagnation or declining enrollments.

**Appendix D.**

Critical unit statistics reported above.

**Extended University Faculty Accomplishments, 2015**

**Dr. Julia Elliott** (English; Women's and Gender Studies) was awarded tenure and promoted to Associate Professor. Her first novel, *The New and Improved Romie Futch*, was published in 2015 to favorable reviews, including a page in the *New York Times Book Review*. Her short story, "The Bride," was selected by T.C. Boyle for inclusion in *The Best American Short Stories*.

**Dr. Mary Hjelm** (English) published "Not Your Professor's Hamlet" published in *Upstart: A Journal*, 2016 and had an article, "Shakespeare Had a Plan," published in the *Journal of the Georgia Philological Association* in 2015, and also published a review of *The Psychology of Social Class in the Fiction of Russell Banks, Denis Johnson, and Harry Crews* by David Buehrer in



the same journal. She also presented at the *Georgia Philological Association* conference in 2015 and submitted her file for promotion to full professor.

**Dr. Janet Hudson** (History) had a book chapter published: "Envisioning Opportunity in the Great War: Black Carolinians Seize the Moment," and continued work toward her book-length project on Black North Carolinians in World War I, for which she also received a Research RISE Grant: "Visualizing African American Soldiers World War I Experiences: North Carolinians Exemplify the Nation," for \$8,000. She also presented at five conferences, and continued her appointment as Faculty Associate Director for Innovative Teaching with the Center for Teaching Excellence, USC Columbia. Her work with "flipped learning strategies" was recently featured in an article in the *USC Times*. In addition, she received the 2015 Stephen L. Dalton Distinguished Teaching Award, USC Fort Jackson.

**Dr. R. Mac Jones** (English) published two items for the *Fiction Writers Review*, presented a paper at the national Modern Language Association conference, and co-edited a book with Ray McManus, *Found Anew: Poetry and Prose Inspired by the South Caroliniana Library Digital Collections*, published by the University of South Carolina Press.

**Dr. Shelley Jones** (English), was accepted as an editor for the Digital Mitford Project, an active digital humanities project whose aim is to archive Mary Russell Mitford's extensive writings. She participated in a workshop series called "The Digital Mitford Coding School," after which she became an active editor in conjunction with 20 other editors collaboratively working on the project. She also had an article published, titled "Teaching Commonplace Ephemera: Digital Experiments in Romantic-Era Commonplace Books and Newspaper Verse," in a special volume of the *Romantic Circles Pedagogy Commons* on "Romanticism and Technology."

**Dr. Melody Lehn** (Speech Communication; Women's and Gender Studies) published two articles, with a third forthcoming later this year. She presented at 6 scholarly conferences and at one invited public lecture. She served on three panels as a chair and/or respondent, and was elected editor of the *Carolinas Communication Association* for a three-year term (2016-2019). She also serves as the Faculty Advisor and Speech & Skills Coach for the USC Mock Trial Program (3 Teams), and as a Faculty Advisor for the Helping Hands Student Service Organization.

**Dr. Matt Rashotte** (psychology) was featured in the *USC Times* for his research on music and the brain, and he served as a co-mentor for a student presenting research at Discovery Day.



UNIVERSITY OF  
**SOUTH CAROLINA**

---

LANCASTER

**Walter P. Collins, III, Dean**

**BLUEPRINT FOR ACADEMIC EXCELLENCE**

**2016 - 2017**

*~~Draft~~  
March 14th, 2016*

## **Section I. Executive Summary**

### **Academic Dashboard Measures**

USC Lancaster follows the established measures on the Palmetto College Academic Dashboard, which are **Campus Enrollment, Student Retention/Success Rate, Faculty and Service.**

USCL's enrollment levelled out in fall 2015 with 1722 students (headcount) enrolled and an FTE of 1167, a decrease of .92% and .26% respectively over the previous fall semester. The mix of types of students, however, was favorable for tuition revenue. Enrollment challenges remain due to the regional and state-wide decline in traditional-aged, college-ready high school graduates. Strategies for continuing to address this measure will be discussed in a later section.

As our enrollment stabilizes, our student retention and success rate continues to remain high, compared with primarily two-year campuses in South Carolina. Of 20 institutions, USCL ranks third in terms of Graduation and Success Rates as measured by the SC CHE.

USCL continues to attract teaching faculty with terminal degrees and who remain current in their respective disciplines. Tenure-track and tenured faculty are also active and productive as scholars. They present at conferences, publish in journals and books, and serve as peer reviewers.

Faculty and professional staff at USCL participate in a variety of service activities appropriate to the size and scope of our community. Participation in service more often than not incorporates opportunities for student involvement. USC Connect in particular teaches through example "the duties of citizenship" (from the USCL Mission Statement.)

### **Key Performance Parameters**

Teaching excellence remains the highest priority at USCL and in the *Palmetto College Campuses Faculty Manual*. Weighing heavily in annual reviews, it counts for 60% of a tenure-track faculty member's total annual evaluation score and 80% of a non-tenure-track faculty member's score. Mandated course evaluations are reviewed to ensure teaching quality. Faculty normally teach a 12 hour course load each semester, with an available periodic course release program to concentrate on scholarship. The Office of Advancement works with faculty to identify and secure outside grants, while faculty also compete for internal USC grants. USCL funds its own annual \$40,000 Faculty/Staff Research & Productive Scholarship Grants program and sets aside an annual \$25,000 travel budget for faculty presenting at scholarly conferences.

Annual events such as Honors Day and OEC Junior Scholars Day are broad-based campus efforts to reach out to area high school students. For our community, state, and professions, USC Lancaster faculty and staff remain dedicated to service, enrolling more students from our region, offering a superior educational experience, and making sure students persist to graduation.

Sustainability remains a key concern. USCL participates in quarterly budget meetings, and the campus dean retains a Budget Advisory Group to assist in monitoring budget issues. The campus continues to enjoy strong community support. The Educational Foundation of USCL works to identify and cultivate sources of financial support to meet the growing needs of the campus. Through continually increasing academic offerings and enhancements to our physical plant, USC Lancaster is poised to prepare our students for their respective professional pursuits.

## **Section II. Meeting the University's Academic Dashboard Targets**

### **Enrollment**

The following numbers represent the best available due to Banner conversion issues.

<b>FALL 2015</b> (as of 10/30/2015, pending CHE Approval)	
Headcount: 1722 (-0.92%)	FTE: 1167 (-0.26%)
<b>SUMMER I 2015 and SUMMER II 2015</b>	
No official data available on USC OIRA page for either Headcount or FTE	
<b>SPRING 2015</b>	
USC OIRA: This “Headcount/FTE Enrollment Report ... is not a one-to-one comparison of the Spring 2014 and Spring 2015 semesters.”	
( <a href="http://ipr.sc.edu/cgi-bin/broker.exe?service=default&amp;program=wcgi.prelim.sas&amp;debug=0&amp;year=2015">http://ipr.sc.edu/cgi-bin/broker.exe?service=default&amp;program=wcgi.prelim.sas&amp;debug=0&amp;year=2015</a> )	
“Estimated Preliminary Spring 2015 Headcount and FTE Report using Uber File” as of 2/17/2015	
Headcount: 1264 (-7.60%)	FTE: 907 (-11.43%)

### **Strategies:**

- Increase and enhance recruitment and retention efforts.
- Working within Palmetto College, expand the number of degree programs and academic offerings in order to meet student expectations and community need.

### **Progress 2015-2016:**

- Filled the following positions: Director of Enrollment Management, campus recruiter, Palmetto College Programs Coordinator.
- USCL leads the Palmetto College Campuses in BLS and BOL enrollment and graduates.
- Four-year programs: USCL proposal to add Native American Studies and Public Health as major/cognate options within BLS approved; established a USCL cohort within USC College of Education’s Elementary Education baccalaureate program through Palmetto College; added new BS in Hospitality Management degree pathway collaboratively with USC Beaufort; added Nursing Simulation Lab to strengthen the BSN program.

### **Strategies 2016-2017:**

- Develop a strategic enrollment plan with both short- and long-term enrollment goals.
- In hiring, identify faculty with credentials in several disciplines to multiply offerings.

### **Student Retention/Success Rate:**

<b>IPEDS Graduation Rates &amp; Success Rates for FALL 2014 (2011 Cohort)* Of First-Time, Full-Time Degree-Seeking Undergraduates for the 2-year Institutions</b>			
<b>CAMPUS</b>	<b>Cohort</b>	<b>150% Graduation Rate</b>	<b>Overall Success Rate</b>
<b>USC Lancaster</b>	<b>389</b>	<b>72 (18.5%)</b>	<b>53.5%</b>
USC Salk	249	54 (21.7%)	41.8%
USC Sumter	218	27 (12.4%)	51.4%
USC Union	81	21 (25.9%)	58.0%
<b>Palm Coll. Campuses Avg.</b>		<b>18.6%</b>	<b>50.3%</b>
<b>SC Technical College Avg.</b>		<b>11.7%</b>	<b>47.4%</b>
<b>Source:</b> South Carolina CHE Document Catalog, “Regional Campuses and Technical Colleges, Graduation Rates within 150% of program time to completion and Success Rates for 2014 (Cohort 2011)” ( <a href="http://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx">http://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx</a> )			

**Strategies:**

- Further develop and expand existing support and retention programs.

**Progress 2015-2016:**

- Supported retention through the Academic Success Center, Writing Center, UNIV 101, counseling/disabilities office, TRiO, excessive student absences reporting and follow-up.
- Graduated five students in May 2015 with Graduation with Leadership Distinction (GLD) honors. At least four students currently working toward GLD completion.
- Academic Coaching identified and contacted 120 students on probation for coaching.

**Strategies 2016-2017:**

- Further develop and expand existing support and retention programs, along with Academic Coaching, Appreciative Advisement, USC Connect, and GLD.
- Restructure the academic advising process.

**Faculty:****Strategies:**

- Utilize Faculty Hiring Priorities Committee to identify/prioritize program hiring needs.
- Support Faculty Research and Productive Scholarship and Service.

**Progress 2015-2016:** As of SPRING 2016, USCL's faculty consisted of

<b>Rank</b>	<b>Number of Faculty</b>	<b>% with Terminal Degree</b>
Distinguished Professors Emeriti	2	100%
Professors	7	100%
Associate Professors	17	100%
Assistant Professors	12	100%
Instructors	24	33%
<b>TOTAL</b>	<b>62</b>	<b>74%</b>
Adjunct Instructors	30	

- Assistant Prof. Angela Neal (Ph.D., University of New Hampshire) hired August 2015.
- Achieved 100% faculty success the last three years in tenure and promotion applications;
- Awarded \$40,000 in Research and Productive Scholarship grants for faculty and staff.
- Supported faculty through a \$25,000 conference travel budget.
- Three USC RISE grants (\$20,833) and one Magellan Voyager student travel grant (\$3,000) awarded to USCL faculty.

**Strategies 2016-2017:**

- Emphasize role as a teaching institution. Hire qualified faculty to teach in areas of need/potential growth: English, computer science, speech/communication, economics.

**Service / Community Engagement****Strategies:**

- Promote USC Connect, faculty/staff service, events bringing the community to campus.

**Progress 2015-2016:**

- Maintained the Gregory Health and Wellness Center as a vital area of community service, with renovations/upgrades to the physical plant, an annual grant for memberships for underserved, underprivileged families, and fitness programs.
- New option for BLS/BOL students to substitute "Service Learning" for internships.
- Over 300 events sponsored by outside groups held on campus last year.

**Strategies 2016-2017:**

- Continue to evaluate faculty/professional staff on service involvement in annual reviews.
- Further utilize USC Connect to link the educational mission with community service.
- Expand attendance at the Native American Studies Center and Medford Library.

### **Section III. Unit Goals and Contributions to the University's Key Performance Parameters**

#### **2016-2017 Academic Year Goals**

##### **GOAL 1: INCREASE ENROLLMENT AND RETENTION**

◆ **Key Performance Parameter: Service to state, community, profession and university system** ◆ **Key Performance Parameter: Sustainability of Our Mission Fiscally and through Effective Actions**

##### **Progress:**

- Filled the following positions: Director of Enrollment Management, campus recruiter, Palmetto College Programs Coordinator.
- USCL leads the Palmetto College Campuses in BLS and BOL enrollment and graduates.
- Supported retention through the Academic Success Center, Writing Center, UNIV 101, counseling/disabilities office, TRiO, excessive student absences reporting and follow-up.
- Graduated five students in May 2015 with Graduation with Leadership Distinction (GLD) honors. At least four students currently working toward GLD completion.
- Academic Coaching identified and contacted 120 students on probation for coaching.
- Peer Advisors trained in Appreciative Advisement peer mentored UNIV 101 students.
- Initiated Dual Enrollment on-campus summer program in 2015.

##### **Plans for upcoming year:**

- Develop a strategic enrollment plan with both short- and long-term enrollment goals.
- Continue to develop and expand Academic Coaching program for probationary students, Appreciative Advisement, USC Connect, Graduation with Leadership Distinction, and restructure the academic advising process.

##### **GOAL 2: EXPAND ACADEMIC OFFERINGS**

◆ **Key Performance Parameter: Service to state, community, profession and university system;** ◆ **Key Performance Parameter: Teaching Excellence**

##### **Progress:**

- Four-year programs: USCL proposal to add Native American Studies and Public Health as major/cognate options within BLS approved; established a USCL cohort within USC College of Education's Elementary Education baccalaureate program through Palmetto College; added new BS in Hospitality Management degree pathway collaboratively with USC Beaufort; added Nursing Simulation Lab to strengthen the BSN program.

- Graduated five students in May 2015 with Graduation with Leadership Distinction (GLD) honors. At least four students currently working toward GLD completion.
- With the most full-time faculty, USCL offers the greatest variety of courses among the four Palmetto College campuses;

Plans for upcoming year:

- Working within Palmetto College, expand the number of degree programs in order to meet student expectations and community needs.
- In hiring, identify faculty with credentials in several disciplines to multiply offerings.
- Native American Studies faculty will apply for Chancellor's Innovation Grant to build collaborative Cultural Studies degree within Palmetto College.

**GOAL 3: PROVIDE A SUPERIOR EDUCATIONAL EXPERIENCE THAT PREPARES USCL GRADUATES FOR THE CHALLENGES AND OPPORTUNITIES OF THE 21ST CENTURY.**

◆ **Key Performance Parameter: Service to state, community, profession and university system;** ◆ **Key Performance Parameter: Teaching Excellence**

Progress:

- Assistant Prof. Angela Neal (Ph.D., University of New Hampshire) hired August 2015.
- Achieved 100% faculty success the last three years in tenure and promotion applications.
- Awarded \$40,000 in Research and Productive Scholarship grants for faculty and staff.
- Supported faculty through a \$25,000 conference travel budget; 23 faculty used Faculty Travel funds to present or attend 40 different conferences and workshops in 2015.
- Three USC RISE grants (\$20,833) and one Magellan Voyager student travel grant (\$3,000) awarded to USCL faculty.
- Graduated five students in May 2015 with Graduation with Leadership Distinction (GLD) honors. At least four students currently working toward GLD completion.
- Established USCL Research Club to encourage student participation in the GLD (Research Pathway), increase use of Magellan Scholars program, facilitate matching of student interests and mentor needs, and increase visibility of research opportunities at USCL. USC Connect provided \$2000 in support.
- Offered UNIV 401 "Senior Capstone Experience" for GLD students.
- New option for BLS/BOL students to substitute "Service Learning" for internships.

Plans for upcoming year:

- Emphasize role as a teaching institution. Hire qualified faculty to teach in areas of need/potential growth: English, computer science, speech/communication, economics.
- Further utilize USC Connect to link the educational mission with community service.
- Increase number of students participating in research and graduating with GLD honors.

**GOAL 4: IMPROVE USCL'S PHYSICAL PLANT IN ORDER TO SUSTAIN ENROLLMENT GROWTH, EXPAND PUBLIC SERVICES AND SUSTAIN THE RECRUITMENT AND RETENTION OF HIGH-CALIBER FACULTY.**

◆ **Key Performance Parameter: Service to state, community, profession and university system;** ◆ **Key Performance Parameter: Teaching Excellence**

Progress:

- Added the Nursing Simulation Lab to strengthen the quality of the BSN program.

- Opened an additional computer lab in the Bradley Arts and Science Building;
- Renovated part of Medford building to better house Academic Success Center (tutoring).
- Maintained the Gregory Health and Wellness Center as a vital area of community service, with renovations/upgrades to the pool, lobby, and membership office; continued to seek and receive annual funding for \$45,000 grant from the J. Marion Sims Foundation for memberships for families from underserved, underprivileged populations in Lancaster County; offered the community a full aquatics program, group fitness classes, and corporate membership rates.
- Over 300 events sponsored by outside groups held on campus last year.
- Completed exhaust hood renovations to upgrade existing science laboratories.
- Bradley Multipurpose Room renamed the “John R. ‘Pete’ Arnold Special Events Room.”

Plans for upcoming year:

- Following a June 2014 recommendation in the Enrollment Consultation Report, renovate spaces in Starr Hall for the Offices of Admissions and that of Academic and Student Affairs, to concentrate student services and ease student accessibility.
- Request \$710,000 for deferred maintenance in the Gregory Center and Bradley Building.

**GOAL 5: STRENGTHEN THE FINANCIAL CONDITION, EFFICIENCY AND OPERATIONS OF USC LANCASTER.**

**◆ Key Performance Parameter: Sustainability of Our Mission Fiscally and Through Effective Actions**

Progress:

- Improved the financial health of the campus through a tuition increase, an increase to Dual Enrollment rates, and a new Palmetto College revenue sharing model; enhanced recruiting and retention efforts to increase and retain tuition revenues.
- Lobbied for and received from the legislature \$254,000 in recurring parity funding and \$262,000 in deferred maintenance funding in 2015-2016.
- For the period March 2015 through mid-February 2016, the Educational Foundation of USC Lancaster received \$222,942 for scholarships; \$266,750 for Founders Hall, and \$79,668 for programs for a total of \$569,358 in gifts and grants.
- In 2015, completed its 50<sup>th</sup> Anniversary campaign, a portion of USC’s multiyear “Carolina’s Promise” Fundraising Campaign, raising a cumulative \$7.5 million.
- As of June 30, 2015, carried forward over \$635,000 towards rebuilding the campus reserve funds to a recommended \$1.5 million (two months’ campus operating expenses.)

Plans for upcoming year:

- End the fiscal year under budget for expenditures, with a minimum carry-forward of \$65,000, to build up the USCL Reserve Fund to a total of \$700,000.
- Build up tuition revenues by 2% through increased enrollment.

**Five Year Goals**

**Goal 1:**

Enhance and expand student recruitment and retention programs in order to increase headcount and FTE enrollment, and to attract and retain an academically talented and diverse student body.

**Key Performance Parameters – Service and sustainability.**



**Goal 2:**

Working with Palmetto College, expand the number of degree programs in order to meet student expectations and community needs.

**Key Performance Parameters – Teaching Excellence / Research-Scholarship.**

**Goal 3:**

Seek greater financial support from local and state governments, as well as private sources.

**Key Performance Parameter – Sustainability.**

**Goal 4:**

Work to partner more closely with community industry for mutually-beneficial collaborations and private support of specific initiatives.

**Key Performance Parameters – Service and sustainability.**

## Section IV. Appendices

### Appendix A. Resources Needed

<b>Goal no. 1</b>			
<b>Type of resource</b>	<b>Existing</b>	<b>Additional: State source</b>	<b>Strategy</b>
Academic Success Initiative Funding	N/A	This is an additional need for parity funding to address faculty hires in critical areas. Some parity funding was received in the last 2 years but more is needed. USCL is one of the worst funded campuses in South Carolina. Additional parity funding is critical.	Requests have been made to the Office of the Governor, the House, and the Senate for restoration of recurring parity funding. Funding will be used to hire faculty to educate USCL students.
<b>Goal no. 2</b>			
<b>Type of resource</b>	<b>Existing</b>	<b>Additional: State source</b>	<b>Strategy</b>
Physical Plant Improvements In Gregory and Bradley	N/A	<u>Gregory Health &amp; Wellness (\$700,000)</u> <ul style="list-style-type: none"> <li>Renovate gymnasium and locker room facilities; upgrade lighting</li> <li>Address deficiencies in natatorium solarium</li> </ul> <u>Bradley Arts and Sciences (\$60,000)</u> <ul style="list-style-type: none"> <li>Address isolated room repairs</li> </ul>	Request state funding for deferred maintenance; develop plans, RFP and receive bids; schedule construction work.
<b>Goal no. 3</b>			
<b>Type of resource</b>	<b>Existing</b>	<b>Additional: State source</b>	<b>Strategy</b>
Fleet Vehicles	Replacement of older/high mileage vehicles in the USCL fleet.	N/A	Continue to budget for the replacement of at least one vehicle each year over the next 3 to 4 years.
<b>Goal no. 4</b>			
<b>Type of resource</b>	<b>Existing</b>	<b>Additional: State source</b>	<b>Strategy</b>
Staffing in select campus areas	Identify existing funds (\$100,000) to create specific positions to address the following areas: <ul style="list-style-type: none"> <li>Business Manager</li> <li>Assessment/Compliance</li> <li>USC Connect/ GLD/Student Success</li> </ul>	\$100,000	Use existing budget funding and new funding to create FTE positions to address these critical areas.

## **Appendix B. Benchmarking Information**

The following university system campuses have been identified as most closely matching the Palmetto College campuses:

Kent State University, East Liverpool  
Kent State University, Salem

Ohio State University Mansfield  
Ohio State University Marion

Ohio University, Eastern

Ohio University, Zanesville  
Penn State University, DuBois  
Penn State University, Fayette (Eberly)  
Penn State University, Mount Alto

University of Wisconsin Colleges  
(13 campuses, online)

A peer review of Palmetto College including the campuses was conducted in 2015. Colleagues from all the above institutions participated in this review.

### ***Proposed Peers and Aspirational Peers for USC Lancaster***

#### Current:

New Mexico State University, Carlsbad  
University of Wisconsin, Fox Valley

#### S.C. Technical College counterpart:

York Technical College

#### Aspirational:

New Mexico State University, Alamogordo  
University of New Mexico, Gallup  
University of New Mexico, Valencia County  
Bowling Green State University Firelands  
University of Wisconsin, Waukesha

## Appendix C. Top Strengths and Important Accomplishments

### Top Strengths

1. **Connections with USC and Palmetto College**

Opportunities available to USCL students and faculty because we are in the USC system include USC Connect, Graduation with Leadership Distinction, Magellan Undergraduate Research Awards, the Center for Teaching Excellence, various faculty grant opportunities through the Palmetto College Chancellor, Provost's Office and the Office of Research.

2. **Strong local support**

USCL enjoys strong local support as evidenced in part by our robust and expanding scholarship programs, and City, County and Educational Foundation support.

3. **Excellent faculty with strong academic reputations**

Faculty members continue to achieve in research and productive scholarship on a regional, national and international scale yet remain committed to instructional excellence.

4. **Dedicated staff with strong work ethic**

Professional staff members go above and beyond to serve and support students and faculty.

5. **Proximity to Charlotte**

Prospects exist to recruit out-of-state students in south Mecklenburg and Union Counties (NC). Charlotte's growing bedroom communities in the north end of Lancaster County offer new populations from which to recruit students. Those efforts showcase a campus with a wide variety of opportunities including baccalaureate degrees and as a pathway to USC.

### Important Accomplishments of the Last Five Years

1. The successful **50<sup>th</sup> Anniversary Campaign** and **Carolina's Promise Campaign**

2. Realized a total allocation of **\$1,157,000 in capital improvement funding for deferred maintenance** from the State Legislature

3. Continued participation in **Palmetto College**, leading the campuses in BLS and BOL enrolled students and graduates from its degree programs

4. Fundraising and completion of the new **Nursing Simulation Lab for the BSN Program** in fall 2015. Of the \$700,000 needed, USCL and the BSN faculty at Lancaster raised approximately \$300,000 through private grants, with the remainder coming from a Capital Improvement Legislative Allocation, and two area hospitals donating in kind equipment.

5. Completion of the new **Founders Hall classroom and faculty office building** in Fall 2014

6. Founding of the **Native American Studies Center** in October 2012

## **Appendix D. Weaknesses and Plans for Addressing the Weaknesses**

### **1. Physical Plant**

While space capacity has greatly improved in our physical plant, physical conditions in some areas still remain an issue. Several areas of concern have already been listed under “Resources Needed.” They include:

- Gregory Health and Wellness Center
  - > Renovate gymnasium (flooring, lighting, bleachers, track)
  - > Renovate locker rooms/showers
  - > Address deficiencies in natatorium solarium
  - > Replace air handlers
- Roof repairs needed on 3 buildings
- Additional science laboratory
- Renovated spaces in Starr Hall for the Office of Admissions and the Office of Academic and Student Affairs, according to recommendations on Enrollment Consultation Report completed in June 2014. (Note: Funding was allocated through deferred maintenance for this in FY 15-16, and the process is beginning to address this.)

We will need to continue to seek deferred maintenance funding to systematically address deficiencies.

### **2. Fiscal Parity**

Parity funding for Academic Success Initiatives is critical to USCL’s ability to address its Core Mission. We will continue to seek parity funding to address this issue.

### **3. Staffing**

Positions and/or employees needed to adequately implement and promote new programming or to support necessary functions include:

- Campus Business Manager
- Coordinator for Assessment and Compliance
- Coordinator for USC Connect, Graduation with Leadership Distinction, and Community Engagement
- Additional Assistant or Associate Dean

We will continue to seek parity and other funding to address this issue.

## Appendix E/F. Campus Statistical Profile/Campus Research Profile

**Note: The continual implementation of a new enterprise system to replace the legacy system continues and presents challenges to produce and have full faith in supplied data. What is reported below represents “best available” and, in some cases, data gaps that will have to be addressed at a later time.**

### Student/Faculty

Fall 2015 HC = 1722, FTE = 1167

1. Number of entering freshman and SAT/ACT scores Fall 2011 = 427, 889/18; Fall 2012 = 383, 884/18; Fall 2013 = 374, 898/18; Fall 2014 = 336, 890/18
2. Freshman retention rate for classes entering Fall 2011 = 54.5%; Fall 2012 = 53.3%; Fall 2013= 49.5%
3. Associate Degrees awarded: 2011/2012 year = 136; 2012-2013 year = 158; 2013-2014 year = 132
4. Total credit hours generated by your campus for Fall 2013 = 17,430; Spring 2014 = 15,355; Summer 2014 = 1,350
5. Percent of credit hours by undergraduate major taught by faculty with a highest terminal degree fall 2015= 42.0%
6. Percent of credit hours taught by full-time faculty, fall 2015 = 73.02%
7. Number of faculty by title Fall 2012 = 7 Prof, 5 Assoc. Prof, 17 Asst. Prof, 24 Inst., 49 Adjunct; Fall 2013 = 6 Prof, 11 Assoc. Prof, 13 Asst. Prof, 25 Inst., 48 Adjunct; Fall 2014 – not supplied/available
8. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups from FY 2013 = not available in requested categories
9. Success Rate of 2011 cohort: 53.5% (Defined as FT/FT cohort three years after initial enrollment either graduating, still being enrolled at the campus, or transferring); Graduation rate of 2011 cohort = 15.6%; Bacc. Degree Graduation rate of 2008 cohort = 31.0%
10. Student/Faculty Ratio: 17-1 (2014 – latest available)

### Extramural Funding/Sponsored Research 2014-2015

Awards = Total Amount = \$504,351

Source/Amount: HSS – (\$2,398); USDE - \$506,749

Category/Amount: Service - \$505,351

## Appendix G. Scholarly Accomplishments of USC Lancaster Faculty (2015)

The following list of scholarly accomplishments is limited to:

- Articles and chapters, published or accepted for publication during 2015
- Books, published or under contract during 2015
- Presentations made during 2015
- Grants awarded during 2015
- Creative Exhibition occurring during 2015

Accomplishments related to USC Connect “Beyond the Classroom Experiences,” Graduation with Leadership Distinction, Magellan Grants, and/or including significant student involvement are listed in **bold**.

**Shemsi I. Alhaddad**, Associate Professor, Mathematics, Ph.D.

- Awarded Provost Distributed Learning Grant Program to establish STAT 201 as a flipped distributed learning course, \$7995.
- Awarded Palmetto College Online Course Development Grant to establish STAT 110 as a fully online course, \$5000.

**Marybeth Lee Berry**, Assistant Professor, Theatre and Speech, M.F.A.

- “Bea & Me.” Filmed in New York City. Filmed interviews with John Barrett of Beatrice Herford’s Vokes Theatre and with Kirsten Gould, author of “The Influence of Beatrice Herford on the Art of the Monologue” (Harvard University)
- Will present Beatrice Herford project production at La MaMa Spoleto Open Festival in 2016
- **USC Lancaster Players Production: “The Awesome 80s Prom,” produced by Marybeth Berry**
- **USC Lancaster Players Production: “The Laramie Project,” produced and directed by Marybeth Berry**

**Adam Biggs**, Instructor, African American Studies, ABD

- Book Reviews:
  - *Doctoring Freedom: The Politics of African American Medical Care in Slavery and Freedom* (2012) by Gretchen Long in the *Bulletin of the History of Medicine* (American Association for the History of Medicine, summer, 2015.)
  - *Breathing Race into the Machine: The Surprising Career of the Spirometer from Plantation to Genetics* (2014) by Lundy Braun in *Technology and Culture* (Society for the History of Technology, January, 2016.)
- Peer Reviewer, *Journal of the History of Medicine and Allied Sciences*
- Peer Reviewer, *Hastings Center Report*
- Presentation on recent research on the history of black doctors in medicine, Institute for African American Research (IAAR) seminar. (September 2015)
- Presentation: NASC Lunch and Learn
- Presentation: “The Legacy of Martin Luther King,” USCL TRiO Program (February 2015)
- Presentation: “The Role Of The Black Church In Civil Rights Activism,” Pleasant Valley Baptist Church, Kershaw, SC. (March 2015)

**Noni Bohonak**, Associate Professor, Computer Science, Ph.D.

- Gave talks on the study of domestic technology changing to war-time technology
- Awarded an NSF grant to learn how to use a new system simulation system created at Towson State through an NSA grant that would help in the instruction of Cybersecurity issues.

**Michael Bonner**, Assistant Professor, History, Ph.D.

- Publications
  - *Confederate Political Economy* (LSU Press) This book will be released in May 2016.
  - *Civil War and Reconstruction Essays from the South Carolina Historical Association* (University of South Carolina Press), co-edited with Fritz Hamer. This book is scheduled for release in September 2016.
  - Book Review – *Confederate Slave Impressment in the Upper South*, by Jaime Amanda Martinez (Chapel Hill, University of North Carolina Press, 2013) in the *Journal of Southern History*, Volume LXXXI, February 2015, p. 202-203.
  - Book Review – *Agriculture and the Confederacy: Policy, Productivity, and Power in the Civil War South*, by R. Douglas Hurt (Chapel Hill, University of North Carolina Press, 2015) in *The Register of the Kentucky Historical Society*. This should be published in the journal's winter edition in 2016.
  - Book Review – *Trading with the Enemy: The Covert Economy during the American Civil War*, by Philip Leigh (Yardley, PA, Westholme Publishing, 2014) in the *North Carolina Historical Review*. It will be published in the January 2016 issue of the journal.
- Presentations
  - Southern Studies Conference – Montgomery, AL. Presented a portion of my research in the forthcoming book *Confederate Political Economy: Creating and Managing a Corporatist Nation* (LSU Press)
  - Rotary Club – “Confederate Domestic Passport System”
  - Sun City, Lifelong Learning Lecture – Presented on a portion of the “Conclusion” from my forthcoming book, “Corporatist Mobilization: America in the First World War and the Influence of Confederate Political Economy.”
  - Lunch and Learn – Native American Studies Center – “Confederate Domestic Passport System in the Confederacy.”
  - SC Studies – PALM 493 at Sun City Carolinas – “South Carolina in the Civil War”
  - United Daughters of the Confederacy – “The Domestic Passport System in the Confederacy”

**Christopher Bundrick**, Associate Professor, English, Ph.D.

- Grant Awarded: “Woven Between the Lines: The Short Fiction of Elliott White Springs,” USC Lancaster Research and Productive Scholarship Program, \$2500

**Brent Burgin**, Director of the Archives and Instructor, M.L.I.S.

- Presentations:
  - “*Tho much is taken, much abides*”: *Sustaining memory: the Native American Studies Archive at USC Lancaster.*” South Arts: Folklorists in the South (FITS) 2015 Retreat – Open the Door: Crafting Creative Partnerships, St. Christopher Camp and Conference Center, Seabrook Island, SC.
  - “*Tho much is taken, much abides: A Brief History of the Catawba Indian Nation*” Georgia Regents University, Augusta, Georgia.
  - “*Show What You Didn't Know but You Do Know Now: Creating the Native American*



*Studies Archive Blog*, " Medford Library.

- Publications (non-refereed)
  - "News from the Archives: The Claude Whitford Chavis, Jr. Papers" NAS Quarterly, 5.1 (2015).
  - "News from the Archives: 1: We Have a Blog! 2: Summer Research in the Archive, 3: The Archaeological Society of South Carolina, 4: The Gene Joseph Crediford Collection" NAS Quarterly, 5.2 (2015).
  - "News from the Native American Studies Archive: Addition to the D. Lindsay Pettus Collection." NAS Quarterly, 5.4 (2015).
  - From the NAS Archive Blog: <http://nativeamericanstudiesarchive.blogspot.com>
    - "Reviving an Ancient Tradition: The 1973 Columbia, SC Museum of Art Catawba Indian Pottery Exhibit." Web Blog Post. Apr. 13, 2015.
    - "The Native American Studies Archive at USC Lancaster." Web Blog Post. Aug. 10, 2015.
    - "The Native American Studies Archive Genealogical Materials." Web Blog Post. Aug. 11, 2015.
    - "Archaeology Society of South Carolina Records." Web Blog Post. Aug. 11, 2015.
    - "The Catawba Indian Agent (1840-1943)." Web Blog Post. Oct. 20, 2015.
- Consultation: Worked with UNC PhD Candidate and Catawba Indian Brooke Bauer in her 2015 History Department Graduate Student Internship from UNC. The end result was the new exhibit, "Conveyors of Culture: A Lineage of Catawba Women Potters, 1829-2015."
- Consultation: Worked with author Michole Eldred who was writing a feature article on Catawba Pottery, "The Talent and Tradition of Catawba Potters," *First American Art Magazine*, Issue 7, Summer 2015.

**Fernanda Burke**, Associate Professor, Biology and Chemistry, Ph.D.

- Grant Awarded: "Improving the Pharmacokinetics of Naturally Occurring Peptides: A Parallel Teaching Approach" USC Lancaster Research and Productive Scholarship Program, \$8,050. Short-term goals *completed*:
  - Design of CART peptides with key unnatural amino acid residues (*Completed*)
  - Structure-activity relationship studies for unnatural analogs of CART (*Completed*)

**Steven Campbell**, Assistant Professor, Political Science, Ph.D.

- Two articles published in peer-reviewed academic journals:
  - Campbell, Steven J. "The Role of Metaphors in U.S. Foreign Policy: Global Leadership and the Carter Administration." *American International Journal of Social Science* 4:3 (2015), 1-10.
  - Campbell, Steven J. "China's Human Rights and U.S.-China Economic Relations: Interest Group Lobbying and China's MFN Trade Status." *The International Journal of Social Sciences* 33:1 (2015), 1-17.
- Publication of four articles (and four forthcoming articles) in four political encyclopedias
  - Campbell, Steven J. "Iranian Hostage Crisis (1979)"; "National Security Council." In, *The SAGE Encyclopedia of Surveillance, Security, and Privacy*, edited by Bruce A. Arrigo. Sage Publications, 2016 (forthcoming).
  - Campbell, Steven J. "National Association for the Advancement of Colored People"; "National Oceanic and Atmospheric Administration." In, *The SAGE Encyclopedia of Big Data*, edited by C.A. McNeely, L.A. Schintler. Sage Publications, 2016 (forthcoming).
  - Campbell, Steven J. "The White House Office (WHO)"; "Office of Management and Budget (OMB) and Bureau of the Budget (BOB)." In, *Encyclopedia of Public*

*Administration and Public Policy*, 3rd edition, edited by Melvin Dubnick and Domonic Bearfield. Taylor & Francis Group, 2015.

- Campbell, Steven J. “Bush, George H. W. (Administration)” ; “Center on Budget and Policies Priorities.” In, *The SAGE Encyclopedia of World Poverty*, 2nd edition, edited by Mehmet Odekon. Sage Publications, 2015.
- Presentation: “Presidential Voting in South Carolina: Recent Trends & National Comparisons”, Sun City Carolina Lakes. Presentation as part of Dr. Ron Cox’s PALM 493 course (South Carolina Studies).
- Reviewer of four books in my discipline
  - *Taking Sides: Clashing Views on Political Issues*, 19th ed. Expanded. Edited by William Miller, Boston: McGraw-Hill, 2015.
  - *Annual Editions: Comparative Politics 15/16*, 33rd ed. Edited by Caroline Westerhof, Boston: McGraw-Hill, 2015.
  - *Annual Editions: Global Issues 15/16*, 31st ed. Edited by Robert Weiner, Boston: McGraw-Hill, 2015.
  - *Annual Editions: American Government 15/16*, 45th ed. Edited by Bruce Stinebrickner, Boston: McGraw-Hill, 2015.

**Jill Castiglia**, Instructor, Lab Manager, Chemistry, M.A.

- **Assisted student Quentin Lane and Dr. Obi-Johnson in research for the Magellan Scholar Program, *Determination of Bisphenol S Leached from Plastic Bottles*.**
- Reviewer, two chapters of a textbook for Pearson Publishing

**Courtney Catledge**, Director of Bachelor of Science in Nursing Program, Clinical Associate Professor, Nursing, D.N.P.

- Presentation, USCL Faculty Colloquium, October 2015: “Nursing Simulation & DML”
- Grant Awarded from the South Carolina Nurses Foundation for “Emergency Preparedness in the Child Care Setting.”
- Grant Awarded: “Evaluation of lung capacity utilizing serial peak flow results in students from 6-12 grades participating in Band and implications for asthma outcomes” USC Lancaster Research and Productive Scholarship Program, \$7,725
- Grant Awarded: “Implementing Appreciative Advising within a Rural BSN Collaborative Program” USC Lancaster Research and Productive Scholarship Program, \$2,061

**Mark S. Coe**, Associate Professor, Clinical Psychology, Licensed Psychologist, Ph.D.

- Presentation, Faculty Colloquium Series sponsored by Medford Library, “Understanding and Addressing Barriers to Mental Health Treatment in Rural Communities.”
- Consultant, South Carolina Disability Determination Service (DDS). Conduct evaluations to assist with diagnosis and making recommendations regarding eligibility for SSI disability benefits.
- Consultant, Veteran Evaluation Services. Conducted evaluations to assist with diagnosis, providing feedback regarding eligibility for VA disability benefits.

**Walter P. Collins, III**, Professor, French and English, Ph.D.

- Edited Book: *Writing Contemporary Nigeria: How Sefi Atta Illuminates African Culture and Tradition*, Cambria Press, 2015

**M. Ron Cox Jr.,** Professor, History, Ph.D.

- Book: Cox, M. Ron, Jr. *1963—Year of Decision: Desegregation in South Carolina*. Columbia, SC: University of South Carolina Press, 2016 (Forthcoming).
- Moderator, Public Forum. “An Evening with Harvey Gantt.” Furman University, Commemoration of Racial Desegregation at Furman University. (Spring 2015).
- Development, coordination of special section of PALM 493 course, “South Carolina Studies” for senior citizen students at Sun City Carolina Lakes, Fort Mill, SC.
- Presentation: “The Strange Career of Jim Crow.” USC Lancaster TRiO Black History Month program. (February 2015)
- Presentation: “Who is The South Carolinian?” Duke Energy Retirees luncheon, Lancaster, SC. (March 2015) A modified version of the presentation was also made to the participants of Junior Leadership Lancaster, sponsored by the County Chamber of Commerce. (October 2015)
- Judge and reviewer for South Carolina Historical Association’s annual George C. Rogers, Jr. Book Award, presented annually by the SCHS to the author of the best book in SC history published during the previous year.

**Stephen Criswell,** Associate Professor, English, Ph.D.

- Publication: *South Carolina Welcomes Y’All: Contemporary Folklore in the Palmetto State*. Under contract, USC Press. Co-editing this collection of essays.
- Grants Awarded:
  - Palmetto College Course Development Grant, Summer 2015
  - ASPIRE I Grant, Summer 2015-Summer 2016
  - Folklife and Traditional Arts Grant, South Carolina Arts Commission, Summer 2015-Summer 2016
  - Duke Energy Foundation Grant, fall 2015.
- Lectures and Presentations:
  - Guest Lecture, Brattonsville Pottery Festival, Oct. 2015.
  - USCL NAS Center Lunch and Learn, July 2015
  - Moderator and Discussant, Folklorists in the South, June 2015.
  - Guest Lecture, PALM 493 Sun City Carolina Lakes Course, Sept. 2015
  - Keynote Address, Association of Carolina Emerging Scholars Conference, Columbia, SC, Dec. 2015

**Susan Cruise,** Assistant Professor, Sociology, Ph.D.

- Book: Dolch, Norman, Gassman, Julianne, Ann Marie Kinnell, Stephanie Krick, Regan Schaffer SueAnn Strom, Susan Cruise, Ronald Wade. 2015. *Leadership Cases: in Community Nonprofit Organizations. 2nd Edition*. Dubuque, IA. Kendall Hunt.
- Book: Dolch, Norman, Gassman, Julianne, Ann Marie Kinnell, Stephanie Krick, Regan Schaffer, Edward Polson, Susan Cruise, Ronald Wade. *Leadership Cases: Nongovernmental Organizations. 1st Edition*. Dubuque, IA. Kendall Hunt. Scheduled to be released 2016.
- Cruise, Susan and Wade, Ronald. “Student Retention in Nonprofit Programs: Literature Review with Practical Suggestions”. In Press. *Journal of Nonprofit Education and Leadership*. Scheduled to be released spring 2016.
- “Impact of Conference Calls on Student Retention in an Online, Nonprofit Studies Class,” with Dr. Norman Dolch (University of North Texas,) revised and resubmitted to the *Online Learning Journal* (formally the *Journal of Online Learning*)

- Presentation, with Dr. Norman Dolch (University of North Texas): “Changes in Nonprofit Course Pedagogy to Foster Student Retention,” 2015 ARNOVA conference, Chicago, Illinois.
- Travel Grant Awarded to attend the International Perspectives on Higher Education Program (IPHE) sponsored by the USC Study Abroad Office in San Jose, Costa Rica, in 2016. \$850
- With colleagues, Created Chapters 6-10 of the test bank for the 4th edition of *Social Problems: A Case Study Approach* by Dolch, Powell, Polson and Wells-Lewis, published by Kendall Hunt.
- Editor, “Economy” chapter by Paul E. Hendershot in *Social Problems: A Case Study Approach, Third Edition*, published by Kendall Hunt, for the fourth edition to be released in 2016.

**Elizabeth A. Easley**, Assistant Professor, Exercise Science, Ph.D.

- **Co-mentor and co-author for 2 Discovery Day Abstracts (April 2015) “Perceived Obesity Status in College Aged Males and Females”**
  - **Bailey SB, Freeman EE, Easley EA, Sellhorst SH. Relationship between sedentary time and body fat percentage in college students. Presented at Discovery Day, University of South Carolina, April 24, 2015. Poster Session.**
  - **Freeman EE, Bailey SB, Sellhorst SH, Easley EA. Impact of college major on body fat percentage. Presented at Discovery Day, University of South Carolina, April 24, 2015. Poster Session.**
- Presentation: “Heart rate recovery following a maximal graded exercise test in normal-weight and obese women” at the Annual American College of Sports Medicine (ACSM) Conference Meeting in May 2015.
- **Co-author on 5 abstracts for Southeast American College of Sports Medicine (SEACSM) in October 2015; a product of two research projects “Perceived Obesity Status in College Aged Males and Females” and “The influence of physical activity and exercise motivation, benefits, and barriers on body composition in college students at a rural, Southern university.” Co-mentor for 5 student research assistants who will present a poster session at the conference in Greenville, SC on February 19, 2016.**
  - **Bailey SB, Freeman EE, Sellhorst SH, Easley EA, Riner WF. Body composition among male college students based on physical activity.**
  - **Freeman EE, Bailey SB, EA Easley EA, Sellhorst SH, Riner WF. Effect of physical activity on body fat percentage in college-age women.**
  - **Garris AM, Bailey SB, Freeman EE, Easley EA, Sellhorst SH, Riner WF. Impact of social support on physical activity in college-age students.**
  - **Schofield RJ, Freeman EE, Bailey SB, Sellhorst SH, Easley EA, Riner WF. Impact of biological attractiveness on BMI and body fat percentage.**
  - **Stevens JG, Garris AM, Schofield RJ, Easley EA, Sellhorst SH, Riner WF. College students who meet recommendations for vigorous activity perceive greater benefits and less barriers.**
- Grant Awarded: “The influence of physical activity and exercise motivation, benefits, and barriers on body composition in college students at a rural, Southern university” USC Lancaster Research and Productive Scholarship Program, \$9,640
- Invited lecturer: Coker College. Led a discussion regarding Nutrition Basics in DNC 155: Freshman Dance Seminar and in DNC 320: Dance Science regarding the female athlete triad, nutrition for recovery, and delayed onset muscle soreness (October 15, 2015)
- Permanent DXA Certification, earned November 2015

**Rebecca Freeman**, Assistant Librarian, M.L.I.S.

- Co-author, “Cross Collaborations: Librarians Stepping Out of the Box to Serve Students”. Article in *Collaborative Librarianship*.
- Co-author, book proposal accepted by Elsevier about the concept of fun in the library. A contract has been signed, and the book is forthcoming.
- Presentations:
  - *Mak(ing) Space: perspectives from a small rural academic library*, with a fellow Assistant Librarian, at the North Carolina Library Association Conference in October, 2015.
  - *Tools for Tenure, Promotion, and Annual Evaluation*, with a fellow Assistant Librarian, at the Georgia Council of Media Organizations and Southeastern Library Association Conference in October, 2015.
  - *Transformative spaces: art in the library*, at the Metrolina Library Association Annual Conference in June, 2015.
  - *Mak(ing) Space: perspectives from a small rural academic library*, with a fellow Assistant Librarian, at the Metrolina Library Association Annual Conference in June, 2015.
  - “Powtoons” Show What You Know, Medford Library, USC Lancaster.

**Fran Gardner**, Professor, Art, M.F.A.

- “Laws of Variation” art piece accepted for the 2015 *ArtFields* Juried exhibit. Lake City, SC. Artist’s Talk on the work accepted at *ArtFields*, Lake City, SC
- Juried exhibit, *Context*, Washington University in St. Louis, MO.
- Authored three critical essays used with the exhibit *Side-by-Side: Works on Paper and Canvas* featuring the work of Joan Klutch and Rosemary Furia at the Jeanie Tengelton Gallery, Art League of Long Island, Long Island, NY. Essays were titled: *The Fluid Image: The Art of Rosemary Furia*, *Thinking it Through: The Art of Joan Klutch*, and *Full Circle: Furia and Klutch in Visual Dialogue*.
- Presentation: *Contemporary Art in South Carolina: ArtFields* (for PALM 493) at Sun City Carolina Lakes, Indian Land, SC
- Presentation: *The National Park Artist-In-Residence Experience*, Art Quilters Unlimited, Lee County Arts Alliance
- Invited by curator Judy Hubbard to contribute work to the exhibit, *Envisioning O’Keeffe*, Goodall Gallery, Columbia College
- Judge, *29th Annual All Florida Juried Exhibition*, Fort Myers, FL.
- Judge, *Big Arts*, Sanibel Island, FL.
- Judge, *Winner’s Circle Southwest Florida Artists’ Guild*, Visual Art Center in Punta Gorda, FL.
- Grant Awarded: “Artistic Works: Two Summer Projects” USC Lancaster Research and Productive Scholarship Program, \$7,524
- Participant, Invitational Artists’ Retreat, Center for the Arts in New Smyrna Beach, FL

**Annette M. Golonka**, Associate Professor, Biology, Ph.D.

- *Peer Reviewer*, article for *Fungal Ecology* in March-April, 2015. *Fungal Ecology* is a peer-reviewed, open-access journal with an impact factor of 2.93, as of 2014.
- *Peer Reviewer*, Dr. Benjamin Montgomery’s research portfolio for tenure and promotion at USC Spartanburg. My expertise in plant reproductive biology was utilized to review his research and his student research. August 14, 2015.

- Presentation: “What to do with a Biology Degree,” for Careers in Science Lecture Series, USC Lancaster

**Lisa Hammond**, Professor, English, Ph.D.

- Poems Accepted and Published
  - “I’m Not Really a Waitress.” *Birmingham Poetry Review* 44 (Spring 2017): forthcoming.
  - “Purple Martins, Bomb Island.” *Tar River Poetry* 54.2 (Spring 2015): 12-13.
- Participant (selective), Tin House Summer Writer’s Workshop, Portland, Oregon (7/12-19/2015)
- Accepted as Resident Fellow, Hambidge Center for Creative Arts & Sciences, Rabun Gap, Georgia (residency for 2/9-21/2016).
- Participant, USC Poetry Initiative’s First Book Project
- Conference Presentation: “Always an Interrupted Mother: Narrative Structure in Anne Lamott’s *Operating Instructions*,” Society for the Study of American Women Writers, Philadelphia, PA, November 2015.

**Kate Holland**, Associate Professor, Psychology, Ph.D.

- Awarded the Kendra Ogletree Cusaac Teaching Award at the South Carolina Psychological Association 2015 Annual Conference
- Published Abstracts in Peer Reviewed Journals
  - **Holland, A.K., Rosa, A., Blanco, C.B., Doster, M., & Harrison, D.W. (2016). Reductions in design fluency and cardiovascular regulation vary selectively as a function of trait hostility level. *Journal of the International Neuropsychological Society*, in press.**
  - **Rosa, A., Holland, A.K., Blanco, C., Doster, M., & Harrison, D.W. (2016). The association between exposure to a traumatic event and compromised functional cerebral systems in the left and right frontal lobes. *Journal of the International Neuropsychological Society*, in press.**
- Professional Presentations
  - Holland, A.K., (2015). Exploring Changes in How the Right Brain Works after Exposure to Stress. Presentation given at the South Carolina Psychological Association Annual Conference, Myrtle Beach, SC.
  - **Rosa, A., Blanco, C., Baker, A., & Holland, A.K. (2014). Trait Hostility is a meaningful predictor of sleep quality and neuropsychological task performance. Poster presented at South Carolina Psychological Association annual conference, Myrtle Beach, SC.**
  - **Blanco, C., Doster, M., Rosa, A., Neal, A., & Holland, A.K. (2015). Sex differences in regulation of sympathetic tone and neuropsychological task performance requiring selective activation of the left frontal lobe. Poster presented at the 2015 Women’s Health Research Forum, Columbia, SC.**
  - **Rosa, A., Blanco, C., Doster, M., Neal, A., & Holland, A.K. (2015). High hostile women evidence diminished capacity to process cognitive stress when compared to low hostile women. Poster presented at the 2015 Women’s Health Research Forum, Columbia, SC.**

**Bettie Obi Johnson**, Associate Professor, Chemistry, Ph.D.

- **Poster Presentation:** Lane, Quentin B.; Castiglia, J.; Obi Johnson, B. “Determination of Organic Compounds Leached from Plastics”, *University of South Carolina Discovery Day*, April 24, 2015.
- **Oral Presentation:** Lane, Quentin B.; Castiglia, J.; Obi Johnson, B. “Determination of Organic Compounds Leached from Plastics”, *South Carolina Academy of Sciences Annual Meeting*, April 11, 2015.
- **Magellan Scholar Award (\$2,996):** “Determination of Bisphenol S Leached from Plastic Bottles”, Quentin Lane, Jill Castiglia, Bettie Obi Johnson, January 2015-May 2015.

**Kaetrena D. Kendrick**, Assistant Librarian, M.S. in Library Services

- Senior Fellow for Instructional Design and Information Management with the KpopKollective (<http://www.kpopkollective.com>), an IRB approved study at Elon University and Longwood University. (ongoing)
- Presentations:
  - “Tools that help faculty track tenure and promotion activities.” Medford Library “Show What You Know” Series for fall 2015.
  - “Mak(ing) Space: Perspectives from a small and rural academic library.” North Carolina Library Association, Greensboro, NC. With Rebecca Freeman.
  - “Tools for tenure, promotion, and annual evaluation”. Georgia Council of Media Organizations/Southeastern Library Association, Augusta, GA. With co-presenter Rebecca Freeman.
  - Medford Library Faculty Colloquium Series for fall 2015. I discussed how I used phenomenology as a research method to better understand experiences of librarianship on international and national participant groups.
  - “Mak(ing) Space: Perspectives from a small and rural academic library.” Metrolina Library Association, Charlotte, NC. With co-presenter Rebecca Freeman,
  - “Guide on the T&P side: Using tech to make tenure.” Metrolina Library Association, Charlotte, NC. With co-presenter Deborah Tritt.
  - “Doing DH- Library Style.” The Collective, Knoxville, TN.
  - Invited guest lecture at the University of Illinois at Champaign-Urbana’s Graduate School of Library and Information Science on information seeking behaviors and qualitative research methods.
  - Guest lecturer to Masters-level students at the Louisiana State University’s School of Library and Information Science on an overview of promotion and tenure in academic libraries, and the basics of collection development and maintenance in academic libraries.
  - With Deborah Tritt, webinar for the North Georgia Associated Libraries group on use of digital humanities tools.
- “A Phenomenological Study of Conservative Academic Librarians,” article published in the peer-review publication *Behavioral & Social Sciences Librarian*. (September)
- Book proposal accepted by the Association of College and Research Libraries on small and rural academic libraries.

**Howard C. Kingkade**, Associate Professor, Theater, M.F.A., English, Ph.D.

- Kingkade, Howard C. *Saint Dee Dee* [film]. Official Selection. 2015 World Peace Film Festival. Rollins College, Winter Park, FL. Screenings at Sun Trust Auditorium and Premiere Cinema 3.

- Kingkade, Howard C. *Constellation* [play]. Theatrical performance. T. Schreiber Studio. 151 West 26th Street, NYC. March 18- 29.

**Dana Lawrence**, Assistant Professor, English, Ph.D.

- Presentation: “‘We had been that day to see Shakespeare's House': Tourism, Nationalism, and Socialism in E. Nesbit's *The Children's Shakespeare*.” June 20, 2015 at "Placing the Author" Conference in Manchester, England.
- Abstract accepted for presentation of "Verona's Shakespeare: Romeo and Juliet, Tourism, and Commemoration" at the Renaissance Society of America Conference in Boston in March 2016.

**Nicholas Lawrence**, Assistant Professor, English, Ph.D.

- Peer-Reviewed essay accepted for publication in spring 2015, and appeared in print in spring 2016: "Melville, Herman 1819–1891." *America in the World, 1776 to the Present: A Supplement to the Dictionary of American History*. Ed. Edward J. Blum. Vol. 2. Farmington Hills, MI: Charles Scribner's Sons, 2016. 671-672. *Gale Virtual Reference Library*. Web. 1 Feb. 2016.
- Scholarly Conference Presentation: “‘Wild Dances and Sudden Song’: Anti-Imperialist Movement and the West in Margaret Fuller’s *summer on the Lakes*,” Annual meeting of the South Central Modern Languages Association (SCMLA), Memphis, TN. Fall 2015.
- Book Review for Matthew L. Potts, *Cormac McCarthy and the Signs of Sacrament*. New York: Bloomsbury Academic, 2015. This book review is scheduled to appear in the *Cormac McCarthy Journal* in summer 2016.

**Angela M. Neal**, Assistant Professor, Psychology, Ph.D.

- Publication
  - Neal, A. M., Dixon, K. J., Edwards, K. M., & Gidycz, C. A. (2015). Why did she do it? College women’s motives for intimate partner violence perpetration. *Partner Abuse*, 6(4), 425-441.
- Presentations
  - **Blanco, C. Doster, C. M., Rosa, A., Neal, A. M., & Holland, A. K. (2015, October). Sex differences in regulation of sympathetic tone and neuropsychological task performance requiring selective activation of the left frontal lobe. Poster presented at the Carolina Women’s Health Forum [Columbia, SC].**
  - **Rosa, A., Blanco, C. Doster, C. M., Neal, A. M., & Holland, A. K. (2015, October). High hostile women evidence diminished capacity to process cognitive stress when compared to low hostile women. Poster presented at the Carolina Women’s Health Forum [Columbia, SC].**

**Suzanne Penuel**, Assistant Professor, English, Ph.D.

- Essay accepted for peer-reviewed journal: “*Every Man in His Humour* and the Fathers of Ben,” accepted 1 April 2015 for publication in *The Ben Jonson Journal*.
- Presentation: “Upon the Hill and Grove at Bilbrough: Marvell’s Turf War.” South Central Renaissance Conference, Raleigh, NC. 13 March 2015.
- Presentation: “John Andrew Rice and the Illiberal Arts.” Philological Association of the Carolinas Conference, Wilmington, NC. 7 March 2015.



**Claudia Heinemann-Priest**, Instructor, English, M.A., USC Columbia, M.L.A.

- Created the exhibit “Native Languages of Southeastern North America: Pre- & Post-Contact.”
- Faculty Colloquium on “Native Languages of Southeastern North America: Pre- & Post-Contact,” Medford Library, USC Lancaster, November 2015.
- Editor, *NAS Quarterly* publication for the USC Lancaster NASC.

**Ann Scott**, Instructor, Nursing, M.S.N.

- Grant Awarded: “Implementing Appreciative Advising within a Rural BSN Collaborative Program” USC Lancaster Research and Productive Scholarship Program, \$2,061

**Sarah Hunt Sellhorst**, Associate Professor, Exercise Science, Ph.D.

- (2015) “Perceived Obesity Status in College Aged Males and Females” Principle investigator, Data collection. Study has produced 2 USC Discovery Day Poster presentations, 4 peer reviewed abstracts accepted to the February conference of the South East American College of Sports Medicine and 1 peer reviewed abstract accepted to the May 2016 National ACSM Conference.
  - **2015 Discovery Day Presentations**
    - **Freeman EE, Bailey SB, Sellhorst SH, Easley EA. Impact of college major on body fat percentage. Presented at Discovery Day, University of South Carolina, April 24, 2015. Poster Session.**
    - **Bailey SB, Freeman EE, Easley EA, Sellhorst SH. Relationship between sedentary time and body fat percentage in college students. Presented at Discovery Day, University of South Carolina, April 24, 2015. Poster Session.**
  - **South East ACSM**
    - **Bailey SB, Freeman EE, Sellhorst SH, Easley EA, Riner WF. Body composition among male college students based on physical activity. Accepted to SEACSM, February 2016**
    - **Freeman EE, Bailey SB, EA Easley EA, Sellhorst SH, Riner WF. Effect of physical activity on body fat percentage in college-age women. Accepted to SEACSM, February 2016**
    - **Garris AM, Bailey SB, Freeman EE, Easley EA, Sellhorst SH, Riner WF. Impact of social support on physical activity in college-age students. Accepted to SEACSM, February 2016**
    - **Schofield RJ, Freeman EE, Bailey SB, Sellhorst SH, Easley EA, Riner WF. Impact of biological attractiveness on BMI and body fat percentage. Accepted to SEACSM, February 2016**
  - **National ACSM:** Easley EA, Freeman EE, Bailey SB, Sellhorst SH, Riner WF. **Sensitivity and Specificity of College Students’ BMI and Perceptions of Weight in Determining Obesity Status. Accepted to ACSM May 2016**
- (2015) “The Influence of Physical Activity and Exercise Motivation, Benefits, and Barriers on Body Composition in College Students at a Rural, Southern University.” Co-investigator. Study has produced 1 peer reviewed abstract for the South East American College of Sports Medicine.
  - **South East ACSM:** Stevens JG, Garris AM, Schofield RJ, Easley EA, Sellhorst SH, Riner WF. **College students who meet recommendations for vigorous activity perceive greater benefits and less barriers. Accepted to SEACSM, February 2016**
- **Awarded Teaching Innovation Grants for Integrative Learning, \$2,000**

- Awarded J. Marion Sims Responsive Grant Applicant, ACCESS Program, \$45,000

**Brittany Taylor-Driggers**, Instructor, Art, M.F.A.

- Curator, *The Value of Form*, Rose Gallery, NASC, 2014-2015
- Curator, *Myths and Monsters*, Back Gallery, NASC, 2015
- Curator, *Center Anniversary event: Student installation and Performance*, Back Gallery, NASC, 2015
- Curator, *Look @ What's New*, Duke Energy Gallery, NASC, 2014-2015
- Coordinator and Curator, Installation of Permanent Gallery Exhibit at NASC, 2013-2015
- Pottery Consultant, *Native Southeastern Languages: Pre- and Post- Contact*, Native American Studies Week Exhibit, spring 2015
- Exhibit and Pottery Consultant, *Conveyors of Culture: A Lineage of Catawba Women Potters, 1829-2015*, Bradley Gallery USCL, summer 2015
- Author, "From the Ground Up: The University of South Carolina Lancaster's Native American Studies Center," for the book *South Carolina Welcomes Y'all: Folk Life and Folk Traditions in South Carolina*. Publication TBA.
- Photographer, *Ireland 100, Kakalak: Journal of Carolina Poets and Artists*, juried publication, 2015.

**Andy Yingst**, Associate Professor, Mathematics, Ph.D.

- Grant Awarded: "A Context in which Finite Ergodicity is Generic" USC Lancaster Research and Productive Scholarship Program, \$2,500

## Appendix H. Service and Community Engagement of USC Lancaster Faculty (2015)

**Shemsi I. Alhaddad**, Associate Professor, Mathematics, Ph.D.

### Campus Service

- Vice chair, Faculty Organization
- Chair, Welfare and Grievance committee
- Dean's Advisory Committee
- USC Lancaster Tenure & Promotion committee
- Contact person for the math placement test
- Advisor, undecided and statistics majors
- Ad Hoc committee to review Research Club scholarship applications

### Palmetto College and Greater University Service

- USC Lancaster representative, USC Columbia Faculty Senate
- Reviewer, Magellan grant applications in STEM fields; on the Magellan review committee that met to discuss borderline applications
- Provided artifacts to the system-wide Analytical Reasoning and Problem Solving (ARP) assessment committee for their pilot study of using Blackboard as a method of collecting artifacts

### Professional Service

- USC Lancaster liaison to the Math Association of America.

**Marybeth Lee Berry**, Assistant Professor, Theatre and Speech, M.F.A.

### Campus Service

- Special Events Committee
- Advisor to Theatre Majors

### Palmetto College and Greater University Service

- Provost's Creative and Performing Arts Committee

### Community Engagement

- Presentation at Andrew Jackson High School about fine arts career paths
- Ladies' Night Out: "The Awesome 80s Prom." Joint fundraiser with the Lancaster County Council for the Arts

**Adam Biggs**, Instructor, African American Studies, ABD

### Campus Service

- Bookstore Committee
- Assessment committee
- Welfare and Grievance Committee
- Honors Day, Barry Bowl judge
- Black History Month program (TRiO)
- Assisted with the Upward Bound program (TRiO)

### Professional Service

- Peer Reviewer, *Journal of the History of Medicine and Allied Sciences*
- Peer Reviewer, *Hastings Center Report*

#### Community Engagement

- Coordinator, History Day, Youth Leadership Lancaster program

**Noni Bohonak**, Associate Professor, Computer Science, Ph.D.

#### Community Engagement

- Treasurer, Mental Health America Lancaster
- Member, Rotary Club
- Volunteer, several humane groups in animal rescue, sponsoring medical treatment and adoption fees for some rescue groups in SC; provide travel for animals being transported for treatment/ adoption; fosters and provides financial support for animals; certified by FEMA and HSUS for several areas of animal rescue.

**Michael Bonner**, Assistant Professor, History, Ph.D.

#### Campus Service

- Faculty Chair
- Scholarship Committee
- Admissions Search

#### Palmetto College and Greater University Service

- Palmetto Colleges Faculty Senate

#### Professional Service

- South Carolina Historical Association –Vice President. Elected President for the 2015-2016 term.

#### Community Engagement

- Board Member, Lancaster County Chamber of Commerce
- Board Member, Lancaster County Society for Historic Preservation

**Dwayne C. Brown**, Instructor, Mathematics, Ph.D.

#### Campus Service

- Instructor Peer Review Committee
- Faculty Sponsor, Black Awareness Group
- Academic Advisor for Mathematics and Secondary Mathematics Education Majors
- Departmental Liaison for the Mathematical Association of America
- Volunteer Referee, USC Lancaster Intramural Basketball Games

#### Community Engagement

- Member, Rock Hill School District III Gifted and Talented Advisory Group
- Judge, 2015 Lancaster School District Science Fair
- Visited local schools in Lancaster, Kershaw, Rock Hill and Union School Districts presenting age-appropriate applied mathematics activities
- Visited local high schools AP Calculus classes presenting 'How Exams are Scored'
- Teacher/Coordinator, Mount Calvary Outreach Center Summer Camp Visits to the USC

Lancaster campus and the Kershaw Community Center (June, 2015)

- Planned and organized the summer USCL Arts and Science Adventure Camp, an on-campus educational experience that provides rising 6<sup>th</sup> through 9<sup>th</sup> graders with challenging learning experiences in Mathematics, Computer Science and Fitness.

**Christopher Bundrick**, Associate Professor, English, Ph.D.

#### Campus Service

- Coordinated ENGL scheduling for Fall and Summer 2015
- Student Affairs Committee Chair
- Humanities representative for Computer Science faculty search committee
- Hosted Inaugural Post-Faculty Meeting Gathering
- Recruiting trip to North Central High
- Guest Lecture "[\*Watchmen as Metacomix\*](#)" for Dr. Dana Lawrence's ENGL class
- Sponsored the new Student Fitness Club

#### Palmetto College and Greater University Service

- Senator, Regional Campuses Faculty Senate
  - Rights and Responsibility Committee
  - Nominating Committee
  - At-Large Member of PCFS Executive Committee
- Assessment Volunteer

#### Professional Service

- Organized panel for 2016 Society for the Study of Southern Literature
- Book Review Editor, *South Carolina Review*
- Essay Reviewer, *South Carolina Review*

#### Community Engagement

- Tutoring Alex Zellers in Greek Tragedies, SAT Prep, Information Literacy
- 5K Planning: Worked with Rotary Club in organizing spring 5K fundraiser

**Robert "Bob" Bundy**, Instructor, Chemistry and Biology, M.Ed.

#### Campus Service

- Offered travel study class which studied water and water quality while sailing the Pamlico River, Neuse River and Pamlico Sound of North Carolina.
- Faculty sponsor, Outdoor Club

#### Community Engagement

- Chair, Lancaster County Council
- Member, Rotary Club
- Participant, Chamber of Commerce activities
- Offered travel study class which studied water and water quality while sailing the Pamlico River, Neuse River and Pamlico Sound of North Carolina, while incorporating the involvement of local elementary school students.
- Maintains the campus weather station for the National Weather Service, sending in monthly rain totals; monitor the rain in eastern Lancaster County and report this on COCORAHS for a national collection of data.

- Presentation: Morning Rotary Club, about the travel study experience, showing slides and the value of experiential education.

**Brent Burgin**, Director of the Archives and Instructor, M.L.I.S.

#### Campus Service

- Native American Studies Advisory Committee
- Student Scholarship and Award Committee
- Archaeology Lab volunteer. I spend many Thursday nights at the NASC washing and sorting artifacts in an effort to understand more about the prehistory of our local Native Americans.

#### Professional Service

- Member, Archaeology Society of South Carolina (ASSC) Archivist, 2013-2015
- Member, South Carolina Archival Association

#### Community Engagement

- Board Member, Lancaster County Society for Historic Preservation (LCSHP)
- Member, Catawba Valley Land Trust (KVLTL)
- Lancaster Rotary Club 60<sup>th</sup> Anniversary, Jun. 25. Provided and talked about historic newspaper from 1945 documenting Rotary's founding.
- *The Lancaster News* Obituary Project for scanning obituaries from the historic newspapers donated to the center. 1339 obituaries scanned to date. The goal is to create a comprehensive death index for Lancaster County.
- Service to the Catawba Indian Nation: Making and providing digital copies of Dr. Tom Blumer's interviews with Catawba Indians contained in the NAS Archive.
- Presentation of "*Tho much is taken, much abides: A Brief History of the Catawba Indian Nation*" to the following community groups:
  - Lancaster County Public Library Summer Readers Program, June 18.
  - PALM 493 Lecture, Sun City Carolina Lakes, Indian Land, SC. September 1.
  - Lynches Fork Historical Society, Bethune, SC. October 12.
  - Daughters of the American Revolution, Mary Adair Chapter, Chester, SC. November 4.
  - Mallard Ladies Group, Sun City Carolina Lakes, Indian Land, SC. November 6.
  - Kershaw Garden Club, Kershaw, SC. November 23.

**Fernanda Burke**, Associate Professor, Biology and Chemistry, Ph.D.

#### Campus Service

- Associate Head Coach, Women's Volleyball, March 2015 – present
- Athletic Advisory Committee, Volleyball, 2015-present
- Local Tenure and Promotion Committee, 2015-2016
- Student Affairs Committee, MSN Division, Representative, 2014-present
- Student Scholarship and Special Awards Committee, MSN Division, Representative, 2014-2015
- USCL Research and Productive Scholarship Review Panel, Fall 2015
- Planned and led a visit to USC Columbia where science students had the opportunity to tour the Biology, Chemistry, Engineering, and Pharmacy programs (January 2015)
- Faculty Co-sponsor, Chemistry Club, 2008-present; activities included regular Careers in Science lectures, and a Coat Drive with other student organizations.
- Led a chemistry lab and performed several chemical demonstrations for Upward Bound students

- Honors Day, Organized and hosted the Chemistry Challenge with the help of the Chemistry Club and the chemistry faculty

#### Palmetto College and Greater University Service

- Senator, Palmetto College Faculty Senate, 2014-2017
- USC Regional Campuses Research and Productive Scholarship Committee advising the Vice President for Research and Health Sciences, 2015-2016
- Reviewer, Magellan Scholars Program

#### Professional Service

- Judge, the Medicine/Pharmacy/Health session at the South Carolina Academy of Science annual meeting at Furman University

#### Community Engagement

- Judge, Lancaster County Science Fair

**Steven Campbell**, Assistant Professor, Political Science, Ph.D.

#### Campus Service

- Faculty/Staff Research & Productive Scholarship Review Committee.
- Search Committee, *Palmetto College Student Services Coordinator*.
- Search Committee, *Admissions Counselor/Processor*.
- Hiring Priorities Committee, fall 2015-present.
- Academic Success Center Committee, spring 2015.
- Presenter, Olde English Consortium—Junior Scholars Day. “The 2016 Presidential Campaign & Issues”
- Reviewer, USCL Research Club Scholarship application.
- Advisor, Bachelor of Arts in Organizational Leadership (BOL) degree, 2009-present.
- Advisor, Political Science majors, 2008-present.
- Co-coordinator, Constitution Day at USCL, 2010-present.
- Resource, 2016 Presidential Candidate Matching Websites.
- Lead Political Science Professor, USCL’s Dual Enrollment Program, 2008-present.

#### Palmetto College and Greater University Service

- Columbia Faculty Senate, 2010-present.
- Reviewer, Grant Proposals, USC Magellan Scholar Program.
- Reviewer, Grant Proposals, Research Initiative for Summer Engagement Program (RISE).

#### Professional Service

- Mentor, American Political Science Association, 2012-present. Program that matches graduate students with professors for mentoring in areas such as teaching, research, and balancing competing demands.
- Mentor, Vitae, *The Chronicle of Higher Education*. Program that matches graduate students with professors for mentoring in a variety of areas and issues.
- Academic Advisory Boards, McGraw-Hill Higher Education. I serve on six Academic Advisory Boards for the following six serial publications in McGraw-Hill Higher Education.
  - *Annual Editions: American Government*, 2008-present.
  - *Annual Editions: American Foreign Policy*, 2009-present.
  - *Annual Editions: State and Local Government*, 2011-present.
  - *Taking Sides: Clashing Views on Political Issues*, 2008-present.

- *Taking Sides: Clashing Views in American Foreign Policy*, 2008-present.
- *Taking Sides: Clashing Views in State and Local Government*, 2010-present.
- American Political Science Association, 1992-present.
- International Studies Association, 1994-present.
- Center for the Study of the Presidency and Congress, 2011-present.
- International Society of Political Psychology, 2011-present.
- Society for Historians of American Foreign Relations, 2012-present.

#### Community Engagement

- Presenter, “Presidential Voting in South Carolina: Recent Trends & National Comparisons” at Sun City Carolina Lakes.
- Guest Columnist, “Let’s Put Constitution Day into Perspective”, *The Lancaster News*.
- Member, *Advisory Board*, Discovery School. Author, *FY 16/17 Capital Improvement Requests (prioritized)*, Discovery School.
- Member, CNN’s Political Prediction Market.

**Jill Castiglia**, Instructor, Lab Manager, Chemistry, M.A.

#### Campus Service

- Wrote a lab manual with Dr. Obi-Johnson for Forensic Chemistry, Chemistry 107
- Faculty Co-sponsor, Chemistry Club
- USC Lancaster Nature Trail annual clean-up
- Honors Day, Chemistry Lab Activity
- Back-To-School Bash, staffed a Chemistry Club information table
- Co-organizer, Careers in Science Lectures
- Wrote numerous recommendation letters for students

#### Palmetto College and Greater University Service

- Scientific Literacy Assessment Committee

#### Community Engagement

- Lancaster County Schools Science Fair, Chemistry Lab Activities with the Chemistry Club
- Prepared chemistry activities for the Chemistry Club’s visit to Erwin Elementary School
- Prepared experiments for the Boy Scout Chemistry Merit Badge event
- Fundraising for both cancer and multiple sclerosis research by participating in bicycle rides, raising over \$1200 this year.

**Courtney Catledge**, Director of Bachelor of Science in Nursing Program, Clinical Associate Professor, Nursing, D.N.P.

#### Campus Service

- USCL BSN Collaborative Program Committees:
  - Special Events Committee
  - Recruitment Committee
  - Research and Service Committee
  - Advisement and Retention Committee
- Academic Advisor, four-year nursing students
- Supervised 6th annual Lamp Lighting Ceremony to recognize BSN graduates at USCL
- Library Committee
- Commencement Committee



- Peer Review Committee- USC Lancaster- Co-Chair
- RPS grant committee- Fall 2015
- Faculty Sponsor, Student Nurses Association
- Faculty Sponsor, USCL Research Club (one of the founding faculty members)
- Presented at the Guidance Counselors Luncheon sponsored by USCL. Reviewed BSN collaborative program including requirements for admission and progression and stressing high school science and math.
- Presented at the BSN information session: March 2015. Attended by current students, prospective students and various faculty and staff on USCL campus.
- Presented at USCL Honors day 2015: Shared with prospective students, and chaperones the use of technology and simulation in nursing education.
- Presented “This I Believe” at the 2015 Lamplighting Ceremony
- Gregory Health and Wellness Access Grant Educational Seminars.

#### Palmetto College and Greater University Service

- Nominated for the John J. Duffy Teaching Award from USC Lancaster, Fall 2015
- USC College of Nursing Committees
  - Undergraduate Curriculum Committee
  - Faculty Counsel
  - System Advisors Conference Committee

#### Professional Service

- Facilitated partnership with Agape Hospice and Morningside Assisted Living as both a volunteer opportunity and employment opportunity for current BSN students.
- Developed Clinical Partnership with Women’s Enrichment Center as a practice site for APRN practice to provide prenatal care and newborn/infant care until 1 year old. Currently functions as the Director and Provider at the Medical Support Clinic.
- Member, American Nurses Association
- Member, South Carolina Nurses Association
- Member, Sigma Theta Tau National Nursing Honor Society; currently serving on the Board of Directors as the Research Chair: working to develop grants and scholarship application procedure to be administered Spring 2015
- American Academy of Nurse Credentialing. Family Nurse Practitioner Board Certification
- South Carolina Board of Nursing- Received my Advanced Practice Registered Nurse Licensure (August 2010) with Prescriptive Authority
- South Carolina Drug Enforcement Agency Licensure for Controlled Substances
- Federal Drug Enforcement Agency Licensure for Controlled Substances

#### Community Engagement

- CN2 interview promoting USCL BSN program <http://cn2.com/celebrating-75-years/>
- Lunch Rotary Presentation (Spring 2015). “BSN Program at USCL”
- Lunch Rotary Presentation (Fall 2015). “Nursing Simulation”
- Served on the J. Marion Sims Grants Committee 2011-present
- Women’s Enrichment Center - Board of Directors 2014-present
- Lancaster Women’s Club, Health and Safety Committee and Social Committee
- First Baptist Church, Lancaster, College Volunteer/Sunday School Teacher
- Lancaster Feed the Community

**Mark S. Coe**, Associate Professor, Clinical Psychology, Licensed Psychologist, Ph.D.

### Campus Service

- Admission, Petitions, and Grade Change Committee
- Evaluation Committee
- Performed administrative evaluations for the BBCE division
- Psychology Faculty Facilitator for Dual Enrollment Program
- Provides consultation to students, faculty, staff, and community members regarding mental health issues.

### Community Engagement

- Assists community members with referrals throughout the region to address a variety of mental health issues and often connect others with services through my network of peers.
- As requested by the SC Department of Social Services in the USCL service area, conducted psychological evaluations of children in foster care that are experiencing severe mental health issues; evaluations of parents whose children have been removed from their custody; testified in court as an expert witness regarding parental fitness.
- Consultant, South Carolina Disability Determination Service (DDS). Conduct evaluations to assist with diagnosis and making recommendations regarding eligibility for SSI disability benefits.
- Consultant, Veteran Evaluation Services. Conducted evaluations to assist with diagnosis, providing feedback regarding eligibility for VA disability benefits.

**Walter P. Collins, III**, Professor, French and English, Ph.D.

### Campus Service

- Commencement Committee
- Athletics Advisory Committee
- Dean's Advisory Group
- Dean's Budget Advisory Group
- Academic Advisor, Early Childhood, Elementary or Middle School education.
- Participated in the Academic and Student Affairs cooking group for 2015 Soul Food Festival.
- Laps for Lancers (March 2015), fundraiser for the Educational Foundation of USC Lancaster.

### Palmetto College and Greater University Service

- Panelist, Regional Campuses Tenure and Promotion Workshop
- USC Connect Council
- Attended meetings of the Palmetto College Board of Visitors

### Professional Service

- Executive Committee, National Junior College Athletics Association—Region X.

### Community Engagement

- Board of Directors, Olde English Consortium
- Board of Directors, Springs Memorial Hospital, January 2015-present
- Rotary International, Lancaster Breakfast chapter
- Public Policy Committee, Lancaster County Chamber of Commerce
- Community Stakeholders Group, Resolute Forest Products
- Presentations to various County Councils (update on USC Lancaster): Chester County, York County, Chesterfield County, Fairfield County, Lancaster County.

- Presentation: Lancaster Chamber of Commerce's Youth Leadership group

**Kimberly K. Covington**, Instructor, English, M.A.

#### Campus Service

- Chair, Honors Day Committee
  - Coordinator, Honors Day
  - Organizer, Barry Bowl Academic Team competition
- Advisor, undecided majors
- Instructor Peer Review Committee
- Senior Instructor Ad Hoc Committee
- Provided artifacts for the Assessment Committee

**M. Ron Cox Jr.**, Professor, History, Ph.D.

#### Campus Service

- USC Lancaster Scholarship Committee
- USC Lancaster Student Affairs Committee
- USC Lancaster Honors Day – Emcee for Barry Bowl Competition
- UNIV 101 – Spoke to classes on topic of “Academic Integrity” – Spring, Summer, and Fall 2015
- Speaker – Veterans’ Day Remembrance Service (November 09, 2015)
- Advised 70+ students in BLS & BOL degree programs (plus other majors)
- Speaker at various campus events – Dual Credit Information & Orientation Sessions; Guidance Counselor Luncheon; Scholarship Luncheon; Commencement
- Coordination of Junior Scholars Day event at USCL, sponsored by the Olde English Consortium

#### Palmetto College and Greater University Service

- Palmetto College Implementation Team
- Palmetto College BLS/BOL Advisory Committee
- USC Connect Advisory Team
- Carolina Core Advisory Committee – assigned to GHS (History) “specialty team”
- Monthly attendance at meeting of Palmetto College Campus Academic Deans
- Attendance and participation in meetings of Palmetto College Faculty Senate
- Attendance and participation in Palmetto College Campuses Tenure & Promotion Workshop (January 16, 2015)
- Attendance and participation in Palmetto College Student Enrollment Services Team retreat (April 2015)
- Completion of L.E.A.D. Supervisory Essentials program, a supervisory training series offered as part of USC’s professional development program.
- Participation in workshop on Electronic Submission of Tenure & Promotion files
- Palmetto College Campuses Faculty Assembly (September 2015)

#### Professional Service

- Moderator, Public Forum. “An Evening with Harvey Gantt.” Furman University, Commemoration of Racial Desegregation at Furman University. (Spring 2015).
- Member, South Carolina Historical Association
- Member, South Carolina Historical Society
  - Judge, George Rogers Award for best new book in South Carolina History.

- Member, Southern Historical Society

#### Community Engagement

- Represented USCL at Lancaster School District's Celebration of Excellence Awards
- Represented USCL at Lancaster School District's New Personnel Orientation Workshop (August 2015)
- Guest Speaker – Lancaster Rotary (Lunch) Club (September 24, 2015)
- Attended Annual Meeting 2015 of the Foundation for the Carolinas (April 02, 2015)
- Guest participant on "Dream Big, Dream College," Lancaster County School District LearnTV program (Spring 2015)
- Olde English Consortium, Junior Scholars Committee; elected Vice Chair in Fall 2015
- Development, coordination of special section of PALM 493 course, "South Carolina Studies" for senior citizen students at Sun City Carolina Lakes, Fort Mill, SC.
- Presentation: "Who is The South Carolinian?" Duke Energy Retirees luncheon, Lancaster, SC. (March 2015) A modified version of the presentation was also made to the participants of Junior Leadership Lancaster, sponsored by the County Chamber of Commerce. (October 2015)
- Member, Lancaster County Council of the Arts
- Member, Community Playhouse of Lancaster County
- Education Committee, Leadership Lancaster

**Stephen Criswell**, Associate Professor, English, Ph.D.

#### Campus Service

- Campus Representative, Maurice Udall Foundation. 2007-Present
- Native American Studies Committee, 2005-
- Research and Productive Scholarship Review Committee, 2014-2015
- Curriculum Committee, 2014-2015
- Hiring Priorities Committee, 2015-2016
- Technology Committee, 2015-2016

#### Palmetto College and Greater University Service

- RISE Grant Review Committee, 2014-2015
- Regional Campuses Faculty Senate, 2015-2016 (I am filling out the term of Dr. Chris Bundrick and serving on the Welfare Committee)
- Folklife Specialist Search Committee, McKissick Museum/SC Arts Commission, 2015

#### Professional Service

- Member, American Folklore Society
- Advisory Boards
- Community Advisory Committee, Digital Traditions Project, USC McKissick Museum
- Folklorists in the South Logistical Planning Committee, 2015

#### Community Engagement

- Member, South Carolina Commission on Minority Affairs Native American Advisory Committee

**Susan Cruise**, Assistant Professor, Sociology, Ph. D.

#### Campus Service

- Assistant Professor of Psychology Search Committee
- Presentation to the USCL Research Club, “A New Frontier: An Evaluation of a Pilot Program to Improve Retention of Undergraduate Students Raised in Foster Care.”

#### Palmetto College and Greater University Service

- Senator, Palmetto Colleges Faculty Senate

#### Professional Service

- Member, editorial board for the peer-reviewed *Journal of Non-Profit and Educational Leadership*; Peer Reviewer for two articles this year.
- Editor for the peer-reviewed *Journal of Ideology*.
- Member, American Sociological Association
- Member, Association for Research on Nonprofit Organizations and Voluntary Action
- Member, Alpha Kappa Delta, International Honors Society in Sociology
- Member, Psi Chi, International Honors Society in Psychology

**Elizabeth A. Easley**, Assistant Professor, Exercise Science, Ph.D.

#### Campus Service

- Honors Day Committee (Fall 2014-present)
- Honors Day Barry Bowl Announcer (March 27, 2015)
- Bookstore Committee (Fall 2013-present)
- Academic Honor Code Council (Fall 2013-present)
- Welfare and Grievance Committee (Fall 2015-present)
- Athletic Advisory Committee (Fall 2015-present)
- Dean’s Advisory Committee (Fall 2015-present)
- USCL Research and Productive Scholarship Review Panel (Fall 2015)
- Secretary, Executive Committee, USCL Faculty Organization (Fall 2015-present)
- Co-Founder of USCL Research Club (USC Connect) (Spring/Fall 2015)
  - Purpose of the USCL Research Club: encourage students to participate in the Graduation with Leadership Distinction program (specifically in the Research Pathway); increase utilization of the Magellan Scholars program; facilitate matching of student interests and mentor needs; and increase visibility of research opportunities available at USC Lancaster.
  - USC Connect provided \$2000.00 in support of the USCL Research Club. We have provided several enhancement activities that students can use toward the GLD program. My role as a sponsor has been scheduling and planning the events, communicating with the Office of Undergraduate Research and USC Connect, and creating the USCL Research Club website.
- Academic Advisor
- Letters of Recommendation for students (seven)

#### Palmetto College and Greater University Service

- Reviewer, Magellan Scholar Applications

#### Professional Service

- Abstract Reviewer, Southeast chapter of the American College of Sports Medicine
- Reviewer, *Research Quarterly in Exercise and Sport*

#### Community Engagement

- Presentation: “Physical Activity,” Lunch and Learn, Founder’s Federal Credit Union, Lancaster, SC

**Stan Emanuel**, Instructor, Business Administration, M.B.A.

#### Campus Service

- Student Scholarships & Special Awards Committee
- Faculty sponsor, Rotaract Club
- Coordinator, Business Internship Program
- Academic Advisor, four-year business students
- University 101: Guest Speaker on Personal Finance for College Students
- Dean’s Budget Advisory Committee
- Division Chair, Business, Behavioral Sciences, Criminal Justice and Education
- Financial consultant, Lancaster County Commission on Higher Education
- Financial consultant, USCL Gregory Center

#### Professional Service

- Owner and operator, Management Advisory Services of Lancaster, Inc., (Small Business Consulting Firm) since 1995.

#### Community Engagement

- Clemson Cooperative Extension Advisory Board
- Classroom Instructor, Junior Achievement of Lancaster County
- Member, Lancaster County Chamber of Commerce
- Board Member, Lancaster County Council of the Arts
- Covenant Baptist Church, Director of Recreation for Wednesday night programs, Kids Quest Program, Middle School Basketball Coach, Steering Committee Member, Church Usher
- Chair, Laura Fleming Scholarship Committee, Founders Federal Credit Union
- Habitat for Humanity of Lancaster, application committee

**Rebecca Freeman**, Assistant Librarian, M.L.I.S.

#### Campus Service

- Dean’s Advisory Committee (Fall Term 2015)
- Native American Studies Center Advisory Committee (Spring 2015)
- Director of Enrollment Management Search Committee
- Honors Day
- Curriculum Committee

#### Palmetto College and Greater University Service

- Committee on Libraries (Palmetto College Campus Representative)
- Palmetto College Campus Faculty Senate Alternate (Spring 2015)

#### Professional Service

- Vice President, Metrolina Library Association
- Palmetto Archives, Library, and Museums Council on Preservation (PALMCOP) District 5 Representative and Webmaster
- Secretary/Treasurer, North Carolina Library Association Government Documents Section
- Reviewer, Georgia International Conference on Information Literacy

#### Community Engagement

- Volunteer, Humane Society of Charlotte

**Fran Gardner**, Professor, Art, M.F.A.

#### Campus Service

- Division Chair, Humanities
- Wrote Summary of Teaching Evaluations for one faculty member's tenure and promotion file
- Chair (through May 2015), and standing committee member, USCL Research and Productive Scholarship Grant Standing Committee
- Grant review panel, USCL Research and Productive Scholarship Grant Awards

#### Palmetto College and Greater University Service

- Provost's Advisory Committee
- 2016 Provost's Creative and Performing Arts Grant Review Committee

#### Professional Service

- Consultant, Invitational Artists' Retreat, Center for the Arts in New Smyrna Beach, FL
- Consultant, various artists in SC, NC, FL.

#### Community Engagement

- Donation, a work of art for the Lancaster County Council of the Arts Gala and Art Auction fundraiser

**Annette M. Golonka**, Associate Professor, Biology, Ph.D.

#### Campus Service

- USCL Welfare and Grievance Committee, member 2013-present.
- Academic Advisor for Biology and Pre-health Students, fall 2006-present.
- Admissions, Petitions, and Grade Change Committee, 2009-present.
- Honor's Day Committee, fall 2006-present. Proctor and Quiz Scorer.
- Library Committee, 2006-present.
- Psychology Search Committee
- Ad hoc Advising Committee.
- Presentation: "What to do with a Biology Degree," for Careers in Science Lecture Series, USC Lancaster
- Student Letters of Recommendation, Fall 2007–present, for students applying to 4-year universities, medical school, physician assistant programs, pharmacy programs, and veterinary school.

#### Professional Service

- American Society for Microbiology, Member (2005-Present)
- Association for Biological Laboratory Education, Member (2006-Present)
- Association of Southeastern Biologists, Member (2012-Present)
- Sigma Xi, member (2007-Present)

#### Community Engagement

- Co-coordinator, Judge, Lancaster County Science Fair, February 9-12

**Lisa Hammond**, Professor, English, Ph.D.

#### Campus Service

- Mentor, Junior Faculty
  - wrote one classroom observation and several recommendation letters for faculty grants or job applications
  - wrote a tenure and promotion summary of teaching evaluations for one candidate
  - reviewed two draft tenure & promotion files at the candidates' request
  - provided informal tenure & promotion advice to candidates on writing files
  - assisted multiple candidates with external review, particularly advice on selecting reviewers
- Advisor, Bachelor of Liberal Studies
- Research and Productive Scholarship Grant Committee
- Worked with Lori Harris and Medford Library to organize a poetry reading for USC Extended University professor Dr. Julia Elliott, *The Wilds*

#### Palmetto College and Greater University Service

- Invited guest speaker, Palmetto College Campuses Tenure and Promotion Workshop for the eleventh consecutive year (16 January 2015)
- Palmetto College Campuses Tenure and Promotion Committee, Chair
- Palmetto Faculty Advisory Committee

#### Professional Service

- Poetry Out Loud Accuracy Judge, Midlands Region 2 (1/24/2015)
- Poetry Out Loud Judge, Lancaster County School District (12/15/2015)

#### Community Engagement

- Boy Scout Troop 316, Lugoff, SC.
  - Troop Committee Member (4/10/2013 to present)
  - Advancement Chair (10/10/2013 to present)

**Lorene B. Harris**, Professor, M.L.

#### Campus Service

- Webmaster
- Library Committee
- Hiring Priorities Committee
- Technology Committee

#### Professional Service

- Served as telephone reference for former Medford Library employee, applicant for a Director of the Library position at another institution.

#### Community Engagement

- Volunteer, The Closet Ministry at Second Baptist Church, Lancaster, SC, sorting donated clothing for the underprivileged.
- Volunteer, The Food Pantry at Christian Services, Lancaster, SC, sorting and packing groceries for the underprivileged for Thanksgiving.

**Darris Hassell**, Instructor, Spanish, M.A.



### Campus Service

- Associate Head Volleyball Coach for newly formed volleyball program
- Search Committee, Admissions Office Records Management position
- Emergency Textbook Scholarship Fund Committee
- Administers Foreign Language Placement Test
- Honors Day

### Palmetto College and Greater University Service

- Assessment of Global Foreign Language Learning Outcome in an advisory capacity for the Columbia Campus

### Community Engagement

- Provides translation service to the community via referrals by the SC DMV. (Individuals come in needing their driver's license information from their native Spanish-speaking countries verified and translated into English.)

**Kate Holland**, Associate Professor, Psychology, Ph.D.

### Campus Service

- Faculty sponsor, Psychology Club and Psi Beta
- Psychology Search Committee, Chair, Fall 2014-Present
- Special Lectures and Events Committee, Chair, 2008-present
- Library Committee, BBCE Representative, Fall 2008-present
- Advisor, students pursuing Associate's degree in arts or sciences
- Maintains the Behavioral Neuroscience Laboratory and mentors student assistants
- Honors Day. Behavioral Neuroscience Laboratory Open House.

### Professional Service

- Associate member, Society for Psychophysiological Research
- Associate member, National Academy of Neuropsychology
- Associate member, International Neuropsychological Society
- Associate member, South Carolina Psychological Association
- Peer Reviewer, *Laterality: Asymmetries of Body, Brain and Cognition*
- Peer Reviewer, *Brain Informatics*
- Ad Hoc Reviewer, *Archives of Clinical Neuropsychology*

### Community Engagement

- Judge, Lancaster County School District Science Fair

**Jason Holt**, Associate Professor, Mathematics, Ph.D.

### Campus Service

- USC Lancaster Compiler for faculty course evaluation data for the purposes of third-year review, tenure, promotion, and post-tenure review purposes.
- USC Lancaster Tenure and Promotion Committee (2014-2015 Co-Chair, 2015-2016 Chair)
- Chair, Academic Success Center Committee
- Academic Advisor to Undecided Students

### Palmetto College and Greater University Service

- Senator, Palmetto College Campuses Faculty Senate. Rights and Responsibilities Committee

**Bettie Obi Johnson**, Associate Professor, Chemistry, Ph.D.

#### Campus Service

- Local Tenure and Promotion Committee, Fall 2015-present
- Student Affairs Committee Member, Fall 2015-present
- Special Events and Lectures Committee, Fall 2013-present
- USCL Careers in Science Lecture Series Coordinator, Fall and Spring 2015
- Honors Day Chemistry Activities
- Academic Advisor for Pre-Pharmacy and Chemistry Majors, Fall 2007 - present
- Student Letters of Recommendation, ten for applications to professional schools, graduate schools, internships, or other summer programs.
- Peer Teaching Evaluation for Marybeth Berry

#### Palmetto College and Greater University Service

- Breakthrough Awards Evaluation Committee, Fall 2014-Spring 2016
- Third Year Review for USC Union Faculty Member

#### Professional Service

- American Chemical Society Member, 1995 – present.
- Two-Year College Chemistry Consortium Member, 2008 – present.
- South Carolina Academy of Sciences Member, 2008 – present.
- Poster Session Judge, South Carolina Academy of Sciences, April 11, 2015

#### Community Engagement

- Boy Scout Chemistry Merit Badge Event, USC Lancaster, October 10, 2015
- Chemistry Club Visit to Gold Hill Middle School, Fort Mill, SC, October 2, 2015
- Visit to Erwin Elementary School Community Day, Lancaster, SC, September 25, 2015
- Visit to Indian Land High School, Indian Land, SC, March 6, 2015
- Lancaster County Science Fair Co-Coordinator and Judge, February 12, 2015.

**Kaetrena D. Kendrick**, Assistant Librarian, M.S. in Library Services

#### Campus Service

- Dean's Advisory Council, Fall 2014 –
- Academic Advisory Council, Fall 2014 –
- Student Scholarship and Special Awards Committee, Fall 2014 –
- Student Retention Ad hoc Committee, Fall 2013 -
- Student Affairs Committee, Fall 2013 –
- Library Committee (Ex-officio), Fall 2012 –

#### Palmetto College and Greater University Service

- Palmetto College Campuses Research and Productive Scholarship Committee, Fall 2015
- Association of Emerging Carolina Scholars Conference Committee (2015)
- Regional Campus Faculty Senate Alternate (2013 - 2014; 2014 - 2015)

#### Professional Service

- Member, American Library Association, 2006 –
  - Member, ALA Committee on Professional Ethics, 2014- 2016
- Member, Association of College and Research Libraries, 2006 –
  - Member, ACRL Instruction Section, 2006 –
  - Member, College Libraries Section, 2008 –

- ACRL Representative to the International Relations Planning Group, 2014– 2015
- *College & Research Libraries News* Editorial Board, 2014 – 2017. Board Chair as of July 2015.

**Howard C. Kingkade**, Associate Professor, Theater, M.F.A., English, Ph.D.

#### Campus Service

- Curriculum Committee
- Disciplinary Committee

#### Palmetto College and Greater University Service

- Third Year Review Committee member, Extended University

#### Community Engagement

- Volunteer, Birdlove Sanctuary, Columbia, SC, 10-15 hours per week.
- Volunteer, Cotton Branch Animal Sanctuary, Gilbert SC, one Saturday each month.

**Dana Lawrence**, Assistant Professor, English, Ph.D.

#### Campus Service

- Secretary, USCL Faculty Organization (Fall 2013-Spring 2015)
- Academic Success Center Advisory Committee (ex-officio)
- Athletics Advisory Committee (ex-officio)
- Commencement Committee (Fall 2012-present) • Met March 31, 2015
- Assistant Professor of English Search Committee
- Chair, Library Advisory Committee (ex-officio) • Met October 7, 2015
- Advisor, Early Childhood Education and Elementary Education majors and other students who request advising
- Sponsor, EQUAL Student Organization
- Honors Day
- Awarded Trio's "Faculty of the Year Award" (April 2015)
- Offered student workshops:
  - Exam Prep and Test-Taking Strategies Workshop
    - March: All morning UNIV 101 sections
    - April: Thelathia Bailey's Spring II UNIV 101 class
  - Upward Bound: Reading and Writing Skills
  - Early Start Workshop: Note-taking Strategies and Reading Strategies

#### Palmetto College and Greater University Service

- Senator, Palmetto College Campuses Faculty Senate (Fall 2015-present)
- RISE Review Committee (February 2015)
- Carolina Core CMW Assessment (October 2015)

#### Professional Service

- Renaissance Society of America (RSA)
- National Council of Teachers of English (NCTE)
- College Composition and Communication (CCC)

#### Community Engagement

- Member, Renaissance Society of America (RSA)

- Member, National Council of Teachers of English (NCTE)
- Member, College Composition and Communication (CCC)
- Vice-President and Higher Education Representative, Governing Board (Elected), Discovery School, Lancaster, SC, August 2015-present
  - Grants Committee
- President, G/T IDEAS (Parent support group from Lancaster County Gifted & Talented Program), 2015-2016 AY. Vice-President, 2014-2015 AY
- Higher Education Representative, Advisory Board (Appointed), Discovery School, Lancaster, SC, August 2013-May 2015
  - Grants Committee

**Nicholas Lawrence**, Assistant Professor, English, Ph.D.,

#### Campus Service

- Faculty Organization Vice Chair, 2015-2016.
- Academic Advisor, Elementary Education, Early Education, and Middle Education.
- Chair, Athletics Advisory Committee
- Performance as Principal Richard Snelgrove in the USCL Players' production of *Awesome 80s Prom*, spring 2015.
- Peer Advisor (PAL) Selection Committee
- Palmetto College Student Services Coordinator Search Committee Member, 2015.

#### Palmetto College and Greater University Service

- Senator, Palmetto College Campuses Faculty Senate

#### Professional Service

- Peer Review Referee, *Cormac McCarthy Journal*, 2011-Present
- Peer Review Referee, *CLIO*, 2014-present
- Peer Review Referee, Managing Editor, *South Central Review*, 2009-Present.
- Attendance at Executive Committee Meeting of the South Central Modern Language Association (SCMLA) Conference, 2015.
- Managing Editor, *South Central Review*.
- Editorial Board Member, *Cormac McCarthy Journal*.

#### Community Engagement

- Board Member, Lancaster County Council of the Arts (LCCA), 2012-2015. Secretary for 2014-2015. Member, selection committee for the Board's first scholarship award for an incoming college student.
- Judge, Lancaster County School District "Poetry Out Loud" Competition (December 2015).

**Lynnette Martek**, Instructor, Geology, M.S.

#### Campus Service

- Sustainability Coordinator. Responsible for reporting USCL sustainability efforts to the American College & University Presidents' Climate Committee.
- Ad Hoc Committee on Retention.
- Instructor Review Committee for 2014 FIFs; Reelected for 2015 term.
- Ad Hoc Committee on Senior Instructor Promotion
- Scholarship Committee
- Letter of reference for student for graduate studies in Social Work)

- Honors Day: Geology Open House.
- Chair, Academic Advisory Committee
- Technology Committee
- Hosted Earth Day with Geology 103 class. Our Earth Day event was listed on the Earth Day Network national register.
- Hosted Emergency Preparedness Open House with Geology 103 class.
- Assisted with assessment of artifacts from a criminal justice class

#### Palmetto College and Greater University Service

- Performed Carolina Core evaluations for Scientific Literacy – through Office of Institutional Research and Assessment, Office of the Provost, USC

#### Professional Service

- Member, Geological Society of America
- Member, Association for Women Geoscientists
- Member, GSA 2-Yr college branch
- Member: International Association for Geoscience Diversity
- Member, Astronomers Without Borders
- Member: FEMA National Preparedness Community group
- Member: National Association of Geoscience Teachers
- Member International Astronomical Union

#### Community Engagement

- Rock/mineral inspections and identifications for community members.
- Earth Day Open House
- Community Day at Erwin Elementary School
- Emergency Preparedness Open House.
- National Weather Service, Columbia: volunteer as a net control when needed for amateur radio communications during severe weather.
- Participant/Contributor, Citizen Science: Ventus Project (led by Dr. Kevin Gurney at ASU) power plant information for basic research into climate change and global carbon cycles.
- Participant/Contributor: NASA Citizen Science: Mapping Mars. Inspecting recent images from the Curiosity (the Mars rover) and identifying geological features.
- Participant, Citizen Science: Globe at Night. A global initiative to map the darkness of the night skies around the world.
- Amateur Radio Extra Class licensee KD7BVO

**Angela M. Neal**, Assistant Professor, Psychology, Ph.D.

#### Campus Service

- Honors Day Committee
- Faculty co-sponsor, Psychology Club

#### Professional Service

- Reviewer, peer-reviewed journal: *Psychology of Violence*
- Association for Women in Psychology
- American Psychological Association
- Society for Personality and Social Psychology
- Society for the Psychological Study of Social Issues

- Phi Beta Kappa
- Phi Gamma Mu
- Iota Iota Iota
- Psi Chi

#### Community Engagement

- Volunteer, Palmetto Citizens Against Sexual Assault

**Allan C. Pangburn**, Instructor, Mathematics, M.S.

#### Campus Service

- Emergency Textbook Committee
- Upward Bound Career Specialist Search Committee
- Upward Bound Academic Specialist Search Committee
- OSP Academic Specialist Search Committee
- Honors Day. Scorekeeper for Barry Bowl
- Math tutor with TRIO's Upward Bound students
- Presentation: "Math," Early Start students, on how to study for classes and resources to aid in their understanding of math topics.

#### Professional Service

- Mathematical Association of America

#### Community Engagement

- Member, Katawba Valley Land Trust.
- Attended Communities in Schools executive board meeting
- Tutored students in the Youth Build USA Program to prepare for the Mathematics part of their GED Tests.
- Attended 3 J. Marion Sims presentations on "Being an Executive Committee Member"
- Helping to organize and lead National Eagle Scout Association Chapter for Lancaster and Chester Counties; attended and sponsored one new Eagle Scout at the New Eagle Scout Banquet.

**Phillip T. Parker**, Instructor, Business Administration/Finance, C.P.A., Master of Accountancy

#### Campus Service

- Member, Educational Foundation of USCL
- Distinguished Teaching award winner for 2014-2015
- Faculty Co-sponsor, Rotaract Club
- Honors Day Committee
- Author, Quality Assurance Report for our Associate in Science in Business program, accepted by the ACBSP.
- Dean's Budget Advisory Committee
- Academic Advisor, Business 2 and 4 year programs with over 50 advisees currently

#### Professional Service

- Licensed Certified Public Accountant in South Carolina, license# 6771
- South Carolina Association of Certified Public Accountants
- South Carolina Tax Council; Attended the fall seminar and earned 20 hours of professional education related to various tax topics

- SC Accounting Educators

#### Community Engagement

- Member, Educational Foundation of USCL
- Treasurer, Lancaster Rotary Club
- Finance Committee, Lancaster Rotary Club
- Volunteer, Educational Foundation's 5k race held in March 2015.
- Volunteer, Assistant Martial Arts Instructor (2<sup>nd</sup> Degree Black Belt), USA Karate Studios, Lancaster, SC.
- Attend Second Baptist Church in Lancaster, SC

**Suzanne Penuel**, Assistant Professor, English, Ph.D.

#### Campus Service

- Advisor, Bachelor of Arts in Liberal Studies
- Hiring Priorities Committee, spring
- Academic Advisory Committee, spring
- Palmetto College Coordinator Search Committee, spring/summer
- Upward Bound Search Committee, May
- Student Disciplinary Committee, spring
- Research Club scholarship application evaluation, December

#### Palmetto College and Greater University Service

- Palmetto College representative, Carolina Core Assessment, Information Literacy
- Palmetto College representative, Carolina Core Assessment, Communication (Writing)
- Palmetto College Campuses Faculty Senate; Faculty Advisory Committee
- Advisory Board, Association of Carolina Emerging Scholars Conference

#### Community Engagement

- For the second year, awarded a Lancaster County United Way Community Spirit Award for her involvement in the weekly Reading Tutoring Program, Brooklyn Springs Elementary School, Lancaster, SC.

**Claudia Heinemann-Priest**, Instructor, English, M.A., USC Columbia, M.L.A.

#### Campus Service

- Advisor for Majors in Education
- Presentation to TRIO Early Starters about *Blackboard* 10 August 2015
- Provided references to former students
- Native American Studies Committee
- Library Committee
- Honor's Day Committee

#### Palmetto College and Greater University Service

- Regional Campus English Faculty Group
- Member, Languages, Literature, and Cultures Department, USC Columbia

#### Professional Service

- Member, American Comparative Literature Association
- Member, Association for the Study of American Indian Literatures

### Community Engagement

- Collaboration with the City of Lancaster, the Leaf and Petal Garden Club, and the Junior Civitans on Native American-inspired Garden plots, a Three Sisters Garden and a Medicinal Herb Garden.
- Pro-bono consultation and/or translation for government agencies, including Department of Homeland Security, DMV, and the Catawba Indian Nation
- Interpreter for visitors from overseas to the Native American Studies Center
- Language lessons and/or consultations to Catawba Tribal members
- Member, Native American Rights Fund

**David Roberts**, Associate Professor, Philosophy, Ph.D.

### Campus Service

- Tenure and Promotion Committee
- Technology Committee
- Assessment for SPCH 140 in the Spring Semester
- Created a lengthy request for PHIL 102 to be accepted to the Carolina Core for VSR.
- Wrote two letters of recommendation for students.

### Palmetto College and Greater University Service

- Facilitator, Tenure and Promotion Workshop, January, 2015

**Todd Scarlett**, Associate Professor, Zoology, Ph.D.

### Campus Service

- Chair, Hiring Priorities Committee
- Native American Studies Committee
- Ethics/Human and Animal Subjects Committee
- Dean's Advisory Committee

### Palmetto College and Greater University Service

- Palmetto College Tenure and Promotion Committee

### Community Engagement

- Lancaster County Science Fair Judge
- Chemistry Merit Badge Event
- Presentation, "Leave No Trace" Sun City Carolinas
- Boy Scouts (troop, district and region level)
  - member, troop committee
  - help boys with their rank advancement
  - plan and participate in annual high adventure outings
  - District Boy Scout Training Chair
  - taught a "Leave No Trace" courses for the scouts
  - Summer Camp Inspector

**Sarah Hunt Sellhorst**, Division Chair of Math, Science, Nursing and Public Health and Associate Professor, Exercise Science, Ph.D.

### Campus Service

- Division Chair, Math Science Nursing Faculty



- Local Tenure and Promotion Committee, 2013-Present
- Co-Chair, USCL Research and Productive Scholarship Committee, 2013-Present
- Dean's Advisory Council, 2014- Present
- Director of Admissions Search Committee
- Chair, USCL Emergency Book Scholarship Committee
- Athletics Advisory Committee, 2008-2015
- Student Affairs Committee
- Co-Founder of USCL Research Club (USC Connect) (Spring/Fall 2015)
  - Purpose of the USCL Research Club: encourage students to participate in the Graduation with Leadership Distinction program (specifically in the Research Pathway); increase utilization of the Magellan Scholars program; facilitate matching of student interests and mentor needs; and increase visibility of research opportunities available at USC Lancaster.
  - USC Connect provided \$2000.00 in support of the USCL Research Club. We have provided several enhancement activities that students can use toward the GLD program.
- Academic Advisor to athletes

#### Palmetto College and Greater University Service

- Created an Articulation Agreement with USC Beaufort for a new Palmetto College collaborative Health Promotion degree program.
- With Dr. Easley, spearheaded a proposal to add Health Promotion Education and Behavior (HPEB) to the list of accepted majors and cognates for the Bachelor of Liberal Studies Degree (BLS), which was approved.

#### Professional Service

- Reviewer, *Journal of Aging and Physical Activity*

#### Community Engagement

- “Ava’s Gift to June” Board Member, 2011-Present. This foundation raises money for children suffering from cancer to offset costs associated with treatment.

#### **Brittany Taylor-Driggers, Instructor, Art, M.F.A.**

#### Campus Service

- Evaluation Committee, 2015
- Native American Studies Advisory Committee, 2015 (Member since 2005)
- Curator of Collections, USC Lancaster’s Native American Pottery Collection
- Website updates for the NAS Page, 2013-2015
  - Worked with Lori Harris to create and update the Native American Studies Center webpage; coordinated with other NAS faculty to review the text and images.
  - NAS event Calendar on the NAS webpage, 2014-2015
  - Added and maintains the calendar of events to the NAS webpage to help enhance event attendance and promotion.
- Coordinator, NASC Artist in Residencies, 2015
- Co-Coordinator, Student Exhibits, Founders Student Gallery
- Judge, Honors Day Art Exhibit

#### Professional Service

- Member, SC Federation of Museums, 2013-present

- Consultant, Pottery identification, 2015
- Consultant, Pottery repair methods, 2015

#### Community Engagement

- Board Member, Lancaster County Council of the Arts, February 2013- present
- Judge, Youth Art Month Exhibit, Lancaster County Council of the Arts, February 2015
- Member, Cultural Arts District Steering Committee, 2015

**Richard W. Van Hall**, Professor, History, Ph.D.

#### Campus Service

- Admissions and Petitions Committee
- Tenure and Promotion Committee
- Peer Review Committee
- Remarks at the Scholarship Luncheon
- Honors Day: Chess Challenge, involving playing multiple players simultaneously.

#### Community Engagement

- Chairman, City of Lancaster Planning Commission (his sixth year)
  - Completed two more courses sponsored by the SC Academy for Planning and a program sponsored and required by the state for all members of boards and commissions.
  - Completed the required work of the Planning Commissioners' Curriculum and am now fully certified by the state.
- Seventeen years of continuous service overall on County and City commissions.
- Presentations to local book clubs



UNIVERSITY OF  
**SOUTH CAROLINA**

---

**SALKEHATCHIE**

**Ann C. Carmichael, Dean**

**BLUEPRINT FOR ACADEMIC EXCELLENCE**

**2016-2017**

*~~Draft~~  
March 14th, 2016*

## **Section I. Executive Summary**

USC Salkehatchie is a dynamic regional campus serving the rural Lowcountry. The University is one of the anchors in the community and a key for future growth and prosperity in a region characterized by widespread poverty and a declining population. Despite the challenges that accompany the region's economic conditions, USC Salkehatchie's student body has steadily increased over the last decade. Since 2006, student headcount has increased 21% and FTE has grown 29%. This growth is attributable to program expansions in athletics and academics and to aggressive recruiting, which has enabled the institution to attract a larger percentage of a small market.

Enrollment growth is both a short-term and long-term focus for USC Salkehatchie, and the move toward a larger student body is balanced with a desire to recruit and retain students committed to learning. The expansion of academic offerings through Palmetto College is enabling Salkehatchie to serve more students locally. While many Salkehatchie students pursue baccalaureate degrees at other institutions after completing the first two years of higher education at Salkehatchie, many others are now taking advantage of collaborative programs in nursing and education and Palmetto College online classes to complete the requirements for baccalaureate degrees without having to leave the Salkehatchie area. Salkehatchie also continues to emphasize faculty excellence by striving to offer competitive salaries; by providing opportunities for greater intellectual challenge through the teaching of upper-level classes in Palmetto College; by providing support for engagement in scholarship and research; and by encouraging involvement in campus and local-community service.

Educational attainment is the cornerstone of USC Salkehatchie's mission, but community outreach efforts demonstrate the institution's creativity in meeting local needs. The Salkehatchie Leadership Institute, the community-outreach arm of the university, assists municipalities and community groups with economic development and other projects that strike directly at the quality of life experienced by the residents of the region. The Salkehatchie Arts Organization, established in 2008 under the oversight of the Leadership Institute staff, is enjoying success through its annual multi-county play production, successful retail shop, and marketing website designed to draw visitors to the region from both far and near. The Institute also provides leadership development programs for adults and youth.

USC Salkehatchie also has played a significant role in the revitalization of the region. Two recent initiatives that demonstrate the institution's commitment to regional improvement are "University Mile" and the Promise Zone designation, an initiative by President Obama. Projected to begin in the spring of 2016, University Mile is a streetscape project for downtown Allendale developed with the town and SCDOT. The federal Promise Zone designation for the six counties served by the university will enable these counties to gain priority for grants from thirteen federal agencies. A partnership with SouthernCarolina Economic Development Alliance, the Promise Zone project was initiated by USC Salkehatchie, demonstrating that the institution is a proactive partner in economic development.

USC Salkehatchie also has begun developing a "college town" approach to growth for both Allendale and Walterboro that has been embraced by both communities. USC Salkehatchie leaders worked with private developers, as well as the county and city, to build The Reserve, a student housing complex on property adjacent to the USC Salkehatchie West campus in Allendale. The facility, which opened in 2015, was ninety percent full during its first year of operation. A similar partnership is being sought for the Walterboro campus.

## **Section II. Meeting Academic Dashboard Targets**

### **Parameter 1: Enrollment**

The USC Salkehatchie campus developed a long-range goal to "Increase student enrollment through enhanced recruitment and retention" (Goal 1). Accomplishments in this parameter include:

- Student headcount has increased 21% since 2006, reaching 1,109 for Fall 2015, a 3% increase over Fall 2014. FTE has increased 29% since 2006, reaching 745 for Fall 2015, although that is a .5% decrease since Fall 2014.
- Over 150 additional students were served in baccalaureate programs through collaboration with USC four-year campuses (B.A. in Liberal Studies; B.A. in Organizational Leadership; B.S. in Nursing with USC Columbia; B.S. in Human Services with USC Beaufort; and B.A. in Elementary Education with USC Aiken).
- Nine Salkehatchie Scholars were selected for 2015. Salkehatchie Scholars is a competitive academic program that provides a scholarship award to students of high academic achievement, enabling the institution to attract some of the best students in the region.

Note: Fall 2015 enrollment was 3% higher than in the previous year. This growth is attributable to an increase in new freshmen and an expansion of our high school concurrent classes. Recruiting activities continue to be expanded, and with additional grant funding provided by Palmetto College, new marketing and promotional materials were purchased to help increase these efforts.

## **Parameter 2: Retention/Success Rate**

As shown in the tables below, Salkehatchie's performance in retaining students and helping them graduate is within the range of variability among comparable institutions.

**Retention Rate** (percentage of freshmen who return for sophomore year):

<i><b>Institution</b></i>	<i><b>Retention</b></i>
USC Lancaster	60%
USC Salkehatchie	41%
USC Sumter	60%
USC Union	26%
SC Technical Colleges	51%

Note: USC Salkehatchie is working to increase retention rates by having faculty provide names of students with attendance or academic issues to the Associate Dean for Student Affairs, who then works with the Opportunity Scholars Program, tutoring services, and/or counseling services to determine the best course of action. The interventions may begin with personal phone calls to assist these struggling students. USC Salkehatchie also takes proactive measures to help students succeed. All freshmen are strongly encouraged to take University 101, which covers study skills and support information. OSP, in addition to tutoring, provides regular workshops on various study and other academic skills that are open to all students. The campus also uses a combination of faculty and staff advisors to provide additional help. Moreover, this year a mentorship program was started that assigned all freshmen to a specific mentor who follows up with them throughout the academic year.

**Success Rate** (percentage of students who, three years after being admitted, have either earned an associate's degree or transferred to a four-year campus):

<i><b>Institution</b></i>	<i><b>Success</b></i>
USC Lancaster	53%
USC Salkehatchie	41%
USC Sumter	51%
USC Union	58%
SC Technical Colleges	47%

### Parameter 3: Faculty

Two of USC Salkehatchie's five long-term goals relate to faculty and academic programs:

- The expansion of academic offerings and support services, including online and distance-education offerings, to enable students to pursue their long-term educational goals (Goal 2).
- An increase in efforts to hire and retain a diverse faculty that excels in teaching, research, and scholarship (Goal 3).

Full-time faculty members at USC Salkehatchie are recruited through national searches and generally have the highest degree in their fields. To earn tenure, they must meet standards in teaching, research, and service. The table below shows the scholarly productivity of full-time faculty members (n = 23) in academic year 2015-2016:

Peer-reviewed publications	16
Other publications	9
National conference presentations	10
Other presentations	11

The table below shows awards received during the academic year 2015-2016:

Magellan student-mentoring award	1
USC RISE award	5
USC ASPIRE award	0

### Parameter 4: Service /Community Engagement

USC Salkehatchie is actively involved in the communities we serve. Faculty, staff, and students regularly log hundreds of hours of service to various civic groups and schools located in the region. The institution also has a physical presence in the 18 high schools where our faculty teach through the concurrent program. The Salkehatchie Leadership Institute provides a yearlong leadership program to high-school youth in the five counties served, as well as an advanced leadership program for community leaders residing in the six counties of Allendale, Bamberg, Barnwell, Colleton, Hampton, and Jasper (run in conjunction with SouthernCarolina Alliance). Additionally, the SLI is providing to elementary and middle-school students STEM programs such as robotics teams and chess clubs, thanks to a Department of Energy grant, along with summer camp programs such as an aviation camp offered in conjunction with Boeing.

USC Salkehatchie also has been instrumental in the development of three projects that could greatly contribute to the economic development of Allendale and the surrounding counties: The Reserve, the 100 bed off-campus housing facility that opened adjacent to the West campus last fall; President Obama's Promise Zone designation for the six counties in the region, the only rural submission selected in 2015; and "University Mile," a streetscape grant funding beautification of Highway 301 in Allendale that is slated to begin in February 2016.

### **Section III. Meeting Key Performance Measures and Goals**

#### **Short-Term Goals for 2016-2017**

##### ***Goal 1: Increase student enrollment***

- Increase full-time student enrollment and overall enrollment by 5%
- Increase the number of students enrolled in four-year programs through Palmetto College and existing partnerships with other USC campuses by 10%
- Increase the number of Salkehatchie Scholars
- Continue to work with the town of Allendale and private developers to promote off-campus student housing adjacent to campus (The Reserve)
- Expand course offerings that focus on computer science, engineering and other areas as determined by student interest and market demand.

##### ***Goal 2: Expand academic offerings and support services***

- Increase the availability of degree programs by contributing to the development of new Palmetto College bachelor's degrees in Health Services Management and Applied Technology Management
- Continue to provide intervention services to at-risk students through a collaborative effort among Student Services, the Opportunity Scholars Program, and faculty

##### ***Goal 3: Attract, increase, and retain a diverse faculty that excels in teaching, research, and scholarship***

- Increase faculty to accommodate growing student body by hiring two new full-time faculty members in areas of need (computer science and foreign language)
- Advertise new positions in publications that target minority candidates
- Continue to mentor faculty members individually to ensure that tenure-track members advance toward tenure and promotion and that tenured members remain up-to-date in their disciplines
- Allocate additional funding for faculty professional development and support of research and scholarship activities
- Provide an opportunity for faculty to compete for matching funds when applying for ASPIRE and RISE grants, and also when applying for external grants

##### ***Goal 4: Continue to develop and sustain community and university partnerships***

- Provide adult and youth leadership programs through the Leadership Institute
- Provide support services for the Salkehatchie Arts Center and Healthy Learners
- Promote intercollegiate athletics as a means of community engagement
- Continue to partner with the Walterboro/Colleton Chamber of Commerce to promote education and economic development
- Work with the Lowcountry Workforce Investment Board to promote job training and education in the Salkehatchie service area
- Work with county hospitals and regional health-care providers in continuing to deliver the USC Columbia BSN program on the Salkehatchie campus
- Develop a performing-arts series for the Carolina Theatre.

- Work with Southern Carolina Alliance to attract businesses and industry to the region

***Goal 5: Enhance educational quality by integrating learning within and beyond the classroom***

- Continue to support faculty members who involve students in internships, independent research, and other modalities of experiential learning
- Increase the number of students involved in service learning and Graduation with Leadership Distinction (GLD) honors.
- Work with Savannah River Site and other industries in identifying summer internship opportunities for students
- Provide campus activities and programs that are designed to enrich the experience of the student

**Meeting Key Performance Measures**

Achievement of Goal 1 will contribute to service to the state by providing South Carolinians with greater access to higher education. Achievement of Goal 4 through the various activities of the Salkehatchie Leadership Institute will contribute to service to the community. Achievement of Goal 2 will contribute to teaching excellence by expanding academic offerings and support services. Also contributing to teaching excellence will be the achievement of Goal 5, as experiential learning is among the most effective pedagogical strategies. Achievement of Goal 3 will contribute to research/scholarship reputation and productivity by increasing the number of faculty involved in productive scholarship.



## **Section IV. Appendices**

### **A. Resources Needed**

Resources not currently available are needed for these three initiatives:

- Increase computer science and engineering courses available on campus

Currently, USC Salkehatchie offers only two computer science courses (CSCE 101 and CSCE 102) and one introductory engineering course. It is imperative that USC Salkehatchie offer more opportunities for workforce training in the region, particularly because of the institution's physical proximity to the Department of Energy's Savannah River Site plant (40 minutes from the Allendale campus), to the Boeing plant in Charleston (45 miles from the Walterboro campus), and to other industries that have located in and around the communities we serve. An increase in computer science and engineering courses available on campus (even if only through videoconference) would be very helpful.

- Increase the number of four-year degrees available on campus

Currently, USC Salkehatchie awards only associate's degrees. Students can earn four-year degrees on our campus through programs developed in cooperation with other USC institutions, such as the B.S. in Nursing through USC Columbia's School of Nursing, the B.S. and the B.A. in Elementary Education through USC Aiken. Available online through Palmetto College are seven more four-year degrees (B.A. in Liberal Studies; B.A. in Organizational Leadership; B.S. in Criminal Justice; the RN to BSN program; B.A. in Human Services; B.A. in Elementary Education; and B.S. in Business). Additional online degrees in areas of need such as information technology and engineering would allow USC Salkehatchie to attract more students and encourage them to remain in the area to work following graduation.

- Increase the racial diversity of faculty

The USC Salkehatchie faculty is diverse in its composition regarding gender and national origin, but not quite so regarding ethnicity. The addition of one or more tenure-track faculty members from an ethnic minority group would add to the diversity of the faculty. The inclusion of African Americans in the faculty is particularly important at Salkehatchie because of the large representation of African Americans in the student body (42% of all students). These students can greatly benefit from a role model of their own ethnic group. Creative measures such as joint appointments with the flagship campus or financial incentives at the time of hire would aid USC Salkehatchie in attracting more minority faculty members.

### **B. Benchmarking Information**

Enrollment growth since 2006: 21% headcount

Enrollment growth since 2006: 29% FTE

Freshman retention: 41%

Graduation rate: 21%

CHE success rate: 41%

Average class size: 20

Percent credit hours taught by full-time faculty: 26.79%

Percent full-time faculty with terminal degree: 75%

FTE students per full-time faculty member: 31

Peer-reviewed publications per faculty member per year: 0.7

USC grants per faculty member per year: 0.3  
 Hours of community service per year, faculty: 3,500  
 Hours of community service per year, students: 2,000

### Peer Institutions

The following university system campuses have been identified as most closely matching the Palmetto College campuses:

Kent St. East Liverpool  
 Kent St. Salem

Ohio St. Mansfield  
 Ohio St. Marion

Ohio Univ. Eastern  
 Ohio Univ. Zanesville

Penn St. DuBois  
 Penn St. Fayette (Eberly)  
 Penn St. Mount Alto

Univ. of Wisconsin Colleges (13 campuses, online)

A peer review of Palmetto College including the campuses was conducted in 2015.  
 Colleagues from all the above institutions participated in this review.

Additionally, using a slightly modified and “fine-grain” criteria set, an expanded list of peers was developed. As shown below, this list focuses on each Palmetto College Campus and provides proposed and aspirational peers. For Salkehatchie, this list includes:

### Current:

New Mexico St. Grants

Ohio St. Mansfield

UW Marathon County

### S.C Technical College counterpart:

Denmark Tech

### Aspirational:

Univ. of New Mexico Taos

Univ. of Akron Wayne College

### **C. Top Strengths and Important Accomplishments**

USC Salkehatchie continues to grow and expand programs and services, a significant accomplishment given the demographics of the rural Lowcountry. The institution serves one of the poorest regions in the state of South Carolina, with counties that not only rank among the highest in unemployment nationally, but that are steadily losing population. However, having a quality institution of higher education that place-bound students can attend is one of the keys to future prosperity. USC Salkehatchie is known for providing a nurturing environment in which students can thrive. Because of this earned reputation, USC Salkehatchie continues to grow, with headcount increasing by 21% over the past ten years and FTE increasing by 29% in the same timeframe. These enrollment successes are partially attributable to aggressive marketing efforts, as well as to academic and athletic program expansions. Cultivating interest in higher education through summer enrichment programs for area youth and high-school leadership programs has also contributed to growth; these programs convey to children of all ages that a college education is within their grasp—and that they can and should work toward that goal. Overall, the campus' numerous outreach and educational efforts come together to help achieve the ultimate goal: more local residents who are well-educated, employed, and capable of contributing to the stability of their families and their communities.

USC Salkehatchie's mission and vision call for the campus to serve as a resource for community development and for a better quality of life for area residents. Educational attainment is the cornerstone of that effort, but other outreach efforts demonstrate the institution's creativity in meeting community needs with limited resources. The institution's work with the local economic development alliance to complete an application for President Obama's Promise Zones initiative is an excellent example. Because of these efforts, the six service counties in the region will be more competitive in securing federal grants to fund programs and services that will help build the local economy. USC Salkehatchie also worked with the Southern Carolina Alliance and the Town of Allendale to apply for and ultimately earn a \$1.4 million enhancement grant through the South Carolina Department of Transportation and Lowcountry Council of Governments. These funds will be used for the beautification of "University Mile," the stretch of Highway 301 in Allendale that parallels the campus. Bike trails and added safety features will be included on this highway. The work is timely given the recent completion of The Reserve, the state-of-the-art housing facility located adjacent to the Allendale campus that was built for Salkehatchie students. As a result of this facility, which opened last fall, spin-off businesses such as restaurants and other retail establishments have already started to locate near the campus. Such establishments will help the economy and revitalize the town. Similar efforts have also begun in Walterboro with the intent of creating more of a college-town environment.

### **D. Weaknesses and How They Are Being Addressed**

One of the difficulties experienced by the institution is attracting a larger number of academically qualified students. The regional campuses were initially established to provide an opportunity for local students to attend college; consequently, the admissions standards were not intended to be as stringent as those of the flagship campus. However, the lower admissions standards sometimes result in students who are accepted but who are not adequately prepared for college-level work. Intervention services such as those provided by OSP help students succeed. Although USC Salkehatchie is gradually becoming more of a "first choice" institution, the level of preparation of many students from area high schools is still a concern. Outstanding students from the region, especially minorities, are heavily recruited by top-level colleges and universities who are able to provide scholarships and other financial incentives that make it difficult for institutions with limited resources to compete.

An additional concern is the decline of state funding and a lack of parity. Funding has not kept pace with the growth of the student body, and USC Salkehatchie receives less funding per student than most institutions in the state. The financial situation is exacerbated by limited supplemental county support

of the kind common with institutions located in more affluent areas of the state. Although USC Salkehatchie has compensated for this lack of financial resources through aggressive and creative grant proposals, the awarding of which have enabled the institution to continue to develop academic and community-outreach programs, new initiatives and growth cannot be sustained with grant funds. It is our hope that a more equitable formula of state funding will be created in the near future.

## **Appendix E/F. Campus Statistical Profile/Campus Research Profile**

**Note: The implementation of a new enterprise system to replace the legacy system continues and presents challenges in terms of supplying and producing data in which one can have full faith. What is reported below represents “best available” data, and in some cases data gaps that will have to be addressed at a later time.**

### Student/Faculty

Fall 2015 HC = 1109, FTE = 745

1. Number of entering freshman and SAT/ACT scores Fall 2012 = 336, 839/16; Fall 2013 = 306, 868/18; Fall 2014 = 269, 836/16; Fall 2015 = 258, 818/16
2. Freshman retention rate for classes entering Fall 2012 = 45.5%; Fall 2013 = 43.3%; Fall 2014 = 41.2%
3. Associate Degrees awarded: 2011-2012 year = 136; 2012-2013 year = 158; 2013-2014 year = 132; 2014-2015 year = 257
4. Total credit hours generated by campus for Fall 2014 = 11,304; Spring 2015 = 9,445; Summer 2015 = 380
5. Percent of credit hours by undergraduate major taught by faculty with a highest terminal degree fall 2015 = 25.0%
6. Percent of credit hours taught by full-time faculty fall 2015 = 42.25 %
7. Number of faculty by title Fall 2012 = 2 Prof, 4 Assoc. Prof, 9 Asst. Prof, 4 Inst.; 39 Adjunct; Fall 2013 = 2 Prof, 6 Assoc. Prof, 9 Asst. Prof, 9 Inst.; 46 Adjunct; Fall 2014 = 1 Prof, 6 Assoc. Prof, 8 Asst. Prof, 8 Inst.; 46 Adjunct; Fall 2015 = 1 Prof, 7 Assoc. Prof, 7 Asst. Prof, 8 Inst.; 46 Adjunct
8. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups from FY 2015 = 4; No Change
9. Success Rate of 2011 cohort: 41.8% (Defined as FT/FT cohort three years after initial enrollment either graduating, still being enrolled at the campus, or transferring): Associate Degree Graduation Rate of 2011-2014 cohort = 21.7%. Baccalaureate graduation rate of 2008 cohort – 15.7%
10. Student/Faculty Ratio: 20-1 (2014 – latest available)

### Extramural Funding/Sponsored Research 2014-2015

Five awards totaling \$322,791

**Source/Amount:**

- SRSCRO/DOE - \$71,488
- Palmetto Pride - \$4,989
- AT&T - Allendale-Fairfax High School - \$5,000
- DHEC – Solid Waste Reduction and Recycling - \$1,250
- US DOE - OSP - \$240,064

**Category/Amount:**

- Service - \$322,791



UNIVERSITY OF  
**SOUTH CAROLINA**

---

**SUMTER**

A Palmetto College Campus

**Dr. Michael Sonntag, Dean**

**Blueprint for Academic Excellence 2016-2017**

~~Draft~~  
March 14th, 2016

## Executive Summary

### Academic (Regional Campus) Dashboard Targets

Enrollment: USC Sumter's enrollment has begun to stabilize as made evident most recently by our Fall 2015 semester enrollment which shows an increase over Fall 2014. Moreover, for the past several terms there has been measurable growth in our degree seeking student population. In addition, we are experiencing slow but sustainable growth in our concurrent High School enrollment over the past year. New opportunities and partnerships should stabilize or grow these numbers.

Student Retention/Success Rate: Retention rates and Student Success rates for our first time freshman student cohorts continue to improve as enrollment patterns stabilize and significant strategic structural changes in faculty and staff organization are being implemented and assessed.

Faculty: USC Sumter employs a highly qualified and dedicated faculty. Course offerings are appropriate to our associate degree programs and are in direct support of the Palmetto College degree programs, and our on campus cooperative programs with USC Aiken and USC Upstate. Scholarship is encouraged, financially supported and appropriate for a regional campus.

Service: USC Sumter faculty continues to engage in service activities. This includes service for local, state and national organizations, presentations and creative performances to the community at large as well as educational institutions. USC Sumter emphasizes that such activity is both expected and a necessary component for the sustainability of our campus.

### Key Performance Parameters

Teaching Excellence, Research and Scholarship: Teaching excellence remains at the core of USC Sumter's mission. The faculty is highly qualified and dedicated to the educational process. USC Sumter continues to expect, encourage and actively support scholarship. The University of South Carolina Sumter will support and encourage the scholarly, research and creative pursuits of its faculty, including the pursuit of research grants and other types of grants from internal and external sources.

Service: USC Sumter continues to expect, encourage and actively support service activities. While service activity is not as clearly codified as teaching excellence and scholarship, it is a critical aspect of our mission. Faculty continue to develop innovative course components that align with the general mission of USC Connect.

Sustainability: We are addressing sustainability in two ways: continuation of successful activity and the necessity of adapting to a changing environment.

USC Sumter is committed to continuing the best practices of higher education. This includes filling tenure-track positions with highly qualified, dedicated professionals, devoted to scholarship and service.

## Section II: Meeting the University's Academic Dashboard Targets

### Academic (Regional Campus) Dashboard Targets

Enrollment: USC Sumter enrollment stabilized and begun to yield measureable growth in degree seeking students, while beginning to show sustainable patterns of growth in the population of concurrent High School students. This growth is attributable to identification of reasons for past enrollment declines and subsequent strategic efforts to address those past declines.

- Organizational changes in admissions, academic advising, and course scheduling have been implemented to better respond to the academic and institutional needs of current and potential students
- An uptick in the economy along with marketing efforts aimed at differentiating our value as an educational institution from that of our competitors has enabled us to gain back losses associated with tuition cost discrepancies. New financial aid policies regarding appropriate academic progress are becoming less burdensome on students due more integrated advisement that includes a greater focus on the ramifications of financial aid student progress and more active early intervention when and where possible.
- Our dual enrollment program with the local high schools continues to be developed and expanded with the intention of providing higher education access to talented and college ready high school students. As such we carefully monitor our high school partnerships and work to serve our area students in academically rigorous and cost effective ways.
- The Admissions Office of USC Sumter has targeted our feeder high schools for earlier and more intense recruitment activity, but has also allowed for maintaining our visibility at additional target areas. Last year we implemented policy that allows us to arrive at admissions decisions earlier in the application process. This allows us to cultivate a student's connection to USC Sumter in a timelier manner. In addition, this office continues to meet with local churches, local businesses and special organizations (home-schooled student groups).
- Our Admissions Office is working more closely with our Marketing office. Our campus has significantly increased the marketing budget to improve awareness within our service area.
- External Enrollment Management Consultants have been retained. They have begun to assist analysis of longitudinal enrollment trends alongside admission and recruitment strategies and tactics. This analysis is beginning to yield information and counsel aimed at increasing enrollment. The consumers of this analysis, the Dean's Executive Council, our Campus Strategic Planning Taskforce, our Office of Admissions and Recruitment, along with our Admissions Committee, Faculty Organization, and Staff Organization are working toward a broader strategic plan to vastly broaden and improve our recruitment efforts and enrollment management practices.

Student Retention/Success Rate: USC Sumter continues to improve upon proven strategies and tactics, and explore and implement new strategies and tactics to increase retention of students their first year and beyond. Retention of recent freshman cohorts has shown improvement over the previous years, and accurately measured Success Rate continues to rank among high among four two-year campuses and is considerably higher than that of our local two-year competitor, CCTC.

- Our Success Rate demonstrates that many incoming freshmen students see USC Sumter as a critical gateway to their Bachelor's degree. However, selective enrollment criteria



yield many whose academic goals target us for just one year, though the number choosing to stay for a second year has been growing again.

- The faculty is now embedded in the advisement process. This is a key strategy for addressing retention. Faculty mentoring and greater engagement of the students through advisement is central to our retention efforts.
- The Opportunity Scholars Program, refunded this past Academic Year for another 5 Academic Years, along with faculty-driven support programs (especially in English and Math tutoring) and a new electronic early alert system (Grades First), reflect additional strategies for increasing retention rates.
- New enrollment and retention has been critically enhanced by intercollegiate athletic opportunities made available to our students. Intercollegiate Athletic programs allow us to raise the profile and visibility of USC Sumter locally, and throughout the State and Region. . Intercollegiate men's and women's tennis was added this year and a club-level eSports team has been started as well. As financial and other resources allow, more athletic programs will be considered and potentially pursued.
- We continue to support intramural activity, club formation/ participation, and student related functions.

Faculty: USC Sumter continues to employ a highly qualified and dedicated faculty. Our course offerings are appropriate to our associate's degree programs and are in direct support of the Palmetto programs.

- We will continue to encourage and financially support scholarship and creative endeavors (both with "A" funds and by using funds from the Educational Foundation).
- USC Sumter is committed to strategically filling specific future vacancies with tenure-track positions. As tenured faculty members retire, vacancies will be filled with tenure-track faculty in a strategic manner taking into account program needs as well as general enrollment patterns and financial limitations. New faculty positions will ideally be placed in tenure-track rather than instructor slots, as enrollment and finances allow.

Service: USC Sumter faculty continues to engage in service activities.

- USC Connect offers a useful tool for student and faculty service. Several faculty members are part of this program; we continue to encourage participation in USC Connect.
- USC Sumter is actively encouraging its students to participate in USC Connect's Graduation with Leadership Distinction program.
- USC Sumter encourages faculty to engage in service to the University, the local community, the State and the nation and USC Sumter will continue to emphasize that such activity is both expected and a necessary component for the sustainability of our campus.

### Section III: Meeting Key Performance Measures and Goals

#### 2015-2016 Key Performance Measures

Teaching Excellence, Research and Scholarship: Teaching excellence remains at the core of USC Sumter's mission. The faculty is highly qualified and dedicated to the educational process. The courses offered are appropriate to the associate's degree and many are in direct support of Palmetto degrees. Several faculty members have developed Palmetto Distributive Learning courses and proposals to develop more Distributive Learning on-line courses continue to be submitted for Provost grant funding.

USC Sumter continues to expect, encourage and actively support scholarship and research. Funds exist to support travel to conferences to support presentations. Sabbaticals are supported to allow a more concentrated period of time for active research. Funding for scholarship also exists through our Educational Foundation. The University of South Carolina Sumter will support and encourage the scholarly, research and creative pursuits of its faculty, including the pursuit of research grants and other types of grants from internal and external sources.

Service: USC Sumter continues to expect, encourage and actively support service activities. While service activity is not as clearly codified as teaching excellence and scholarship, it is a critical aspect of our mission. Faculty are aware of *USC Connect* and are becoming more involved with this critical initiative.

Sustainability: We are addressing sustainability in two ways: the continuation of successful activity and the necessity of adapting to a changing environment.

This includes offering rigorous coursework for associate and specific baccalaureate programs. It also includes USC Sumter continuing to assess its successes in meeting our mission and developing appropriate strategies to address identified weaknesses.

Faculty members are routinely assessed according to the guidelines specified in the *Regional Campuses' Faculty Manual* as part of annual review, promotion and tenure, and post-tenure review.

For USC Sumter to sustain its effective participation in the greater University it is important that we grow our student population, actively develop course offerings in support of Palmetto College, maximize our existing resources, and evaluate our current structure and financial standing to optimize our ability to best meet our mission.

## 2015 – 2016 Annual and Five Year Goals

Faculty and professional staff are included in the strategic planning process in the development of goals for 2015-2016 and in assessing progress toward current goals through the Long Range Planning Committee.

### **2015-2016 Annual Goal I:** Increase Enrollment and Retention~

The University of South Carolina Sumter will analyze its administrative, academic and support-services structure to better meet student needs and optimize the use of financial and personnel resources in the effort to improve enrollment and retention.

This goal directly and indirectly addresses all of the key performance parameters and most directly relates to *sustainability*.

USC Sumter has recently undergone a significant restructuring to better position the campus to face recent challenges that face all institutions of higher education. A new Dean was hired in February of 2014. The new Dean has now been able working with the faculty and staff for over one full Academic cycle to create a new administrative structure to better serve student and employee needs. The administrative structure on campus has begun to stabilize and allow for greater efficiency and effectiveness in numerous mission critical areas. A critical new position of Executive Associate Dean of Academic and Student Affairs was filled last year. That hire has allowed us to begin the pursuit of a strategic integration of both academic affairs and student services; a strategy aimed at furthering Annual Goals I and II, and Five Year Goals I, II and III, articulated in the next section of this document. Additional structural changes affecting enrollment services (admissions, records, advisement and financial aid) as well as academic Division leadership and organization are also under discussion with the Dean's Executive Council, the Dean's Strategic Planning Taskforce, the Faculty Organization and the Staff Organization. Much of this discussion is be informed by the expertise of the Enrollment Management Consultants that have been retained to analyze our enrollment trends and our Admission and Recruitment practices.

### **2015-2016 Annual Goal II:** Improve Faculty Mentorship and Advisement~

The University of South Carolina Sumter will continue improve faculty advising as a part of strategic efforts to improve Mentorship Opportunities for students.

This goal directly and indirectly addresses several of the key performance parameters and most directly relates to *service* as well as *sustainability*.

USC Sumter faculty members have served as primary academic advisors for the student body for the past three academic years. Prior to this, advising was handled almost exclusively by a professional advising center. While budget considerations played a part in transitioning away from this professional core the assignment to faculty of new advisement duties was also strategic in efforts to create more student mentorship and improve student retention, student success and student persistence to graduation . On the whole, the faculty is meeting the challenge of these new responsibilities, and we perceive that the enhanced engagement of the faculty in the process will assist us in improving student enrollment and student through greater and more direct mentorship. However, since this is a relatively recent strategic structural change, continued attention is provided to improving the knowledge base and advising skills of the faculty. This includes training workshops, process clarification and streamlining, increased communication between administrative offices and faculty advisors, increased electronic accessibility of advising materials and student records. Assessment of the advising process is ongoing and facilitated by solicitation of input from faculty, students and an Advising Taskforce comprised of Senior Faculty and Administrative Staff.

**2015-2016 Annual Goal III:** Further assimilate USC Sumter operations with Palmetto College~  
The University of South Carolina Sumter will increase its active participation in Palmetto College.

This goal directly and indirectly addresses several of the key performance parameters and most directly relates to *teaching excellence* as well as *sustainability*.

We see the growth of USC Sumter as intimately linked to the development of Palmetto College. Palmetto College will offer new degree options for our students and new courses for our faculty to teach. We are actively engaged in a more aggressive advertisement (to students and faculty) about Palmetto College degree programs. USC Sumter is actively encouraging its faculty to develop Distributive Learning courses and its faculty have been very successful in obtaining course development grant to facilitate this process from both the Provost's Office and Palmetto College course development grant programs.

USC Sumter has improved and will continually work to improve its involvement with Palmetto College. We will continue to increase the number of USC Sumter students who earn a degree from Palmetto College and increase the number of synchronous and asynchronous Distributive Learning course offerings taught by our campus faculty. Future faculty hiring decisions will be made with Palmetto College firmly in mind.

USC Sumter was the first Regional Campus to offer fully online asynchronous classes, beginning in the first summer session of 2010. Since the first fully online courses were offered, USC Sumter has continued to offer fully online and hybrid courses every semester that are effective choices for students, enabling greater retention of students. The faculty members who develop and teach these courses continue to ensure that the courses are as equally engaging and rigorous as the face-to-face sections of the courses.

A USC Sumter faculty member serves as the Center for Teaching Excellence (CTE) Associate Director of Distributed Learning and develops and delivers CTE presentations about best practices in distributed learning courses for faculty training across the USC system.

USC Columbia has adopted The Quality Matters™ Program (QM) as the guideline for designing and delivering online and blended courses. The Quality Matters™ Program (QM) is a nationally recognized research-centered approach to quality assurance and continuous improvement for online learning. The primary components are a set of standards for the design of online courses and the online components of blended courses, a peer review process for applying these standards, and related professional development for faculty. The same USC Sumter faculty member who is the CTE Associate Director of Distributed Learning also serves as one of the two USC QM Institutional Representatives and is a certified QM Master Reviewer.

The USC Sumter Faculty and Staff intend to continue this active participation in the evolution of Palmetto College and become among the leaders in effecting the Vision and Mission of Palmetto College.

## Five-Year Goals

### Five-Year Goal I:

The University of South Carolina Sumter will strengthen its ability to offer a program of high quality learning experiences, through a continued commitment to a tradition of teaching excellence and co-curricular activities, for the completion of associate degrees, joint programs, cooperative bachelor degrees and Palmetto Programs.

Highly qualified and talented faculty offering established academic experiences for our students is at the heart of what we do. We continue to offer appropriate coursework toward the AA/AS degrees and are enhancing both traditional and online course offerings in support of cooperative bachelor degrees and Palmetto Programs. *Teaching excellence* is both a summary of USC Sumter's continued mission and also an established key performance parameter.

### Five-Year Goal II:

The University of South Carolina Sumter will enhance and expand its student recruitment and retention programs in order to increase headcount and FTE enrollment, and to attract and retain an academically talented and diverse student body.

Goal II relates directly to the key performance parameters of both *service* and *sustainability*. USC Sumter must stabilize and then grow its student population.

### Five-Year Goal III:

The University of South Carolina Sumter will support and encourage the scholarly, research and creative pursuits of its faculty, as well as the ongoing professional development of staff, including the pursuit of research grants and other types of grants from internal and external sources.

USC Sumter supports the scholarly pursuits of the faculty, and continues to treat such pursuits as mission critical by enabling such activity wherever and whenever financially feasible. Most recently, USC Sumter faculty have been encouraged to submit grants in support of course development for the Palmetto College and Back to Carolina initiative. Because staff development is critical to all areas of student and institutional success, staff are encouraged to pursue continuous improvement and development. This Goal thus reflects the key parameters of *scholarship*, *service* and *sustainability*.

### Five-Year Goal IV:

The University of South Carolina Sumter will seek greater financial support from local and state governments, as well as private sources.

Especially given the recent financial hardships, this goal continues to be a prominent one for USC Sumter. Recently USC Sumter has heightened its work with local city and the service area county governments to secure support for the campus, and seeks to build on past successes in fund-raising from private sources. The Goal relates to the key parameter of *sustainability*.

### Five-Year Goal V:

The University of South Carolina Sumter will continue to develop and improve its physical plant and related campus infrastructure as outlined in the campus master plan and actively seek public and private funding to achieve this goal.

## Appendix A: Resource Needs

USC Sumter continues to need time to fully assess the successes of its recent initiatives and to implement additional strategies and tactics designed to increase academic excellence and institutional sustainability. The institution has significant need for facility improvements associated with the Science Building and science program. There are staffing needs in student services and student life, existing needs that are currently tied to the need to increase enrollment. There are faculty needs in the strategically critical area of History that we plan to fill for this upcoming academic year. This hire will not only serve the needs of our associate degree seeking students but will also give our campus an improved position in the Palmetto College BLS and BOL degree programs.

As USC Sumter seeks to grow and evolve, all campus personnel must be keenly aware of space and other physical plant needs. Although current facilities could adequately service a sizable increase in student enrollment, some facilities nearing the end of their lifecycles are in need of renovation and/or replacement. The thoughtful targeting of deferred maintenance funds is a small but important component of this Goal related to the key parameter of *sustainability*.

To participate more fully in Palmetto College online programs, USC Sumter needed to further develop its wireless infrastructure and capacity. This process was begun in earnest and at the end of fall 2015 the entire campus had a vastly improved and reliable wireless infrastructure designed to better meet the evolving needs of students, faculty and staff. Maintaining, fine tuning and improving that wireless infrastructure is now critical and will require continued HR support and professional development training for both Computer Services Technicians, but also for end users such as faculty and staff; and the efficacy of the current resource investment also now requires the resource investments necessary to provide students with user friendly tutorials and access information.

## Appendix B: Benchmarking Information

USC Sumter does not offer disciplinary majors, offering only Associate Degrees in Arts and Sciences.

The following university system campuses have been identified as most closely matching the Palmetto College campuses:

Kent St. East Liverpool  
Ohio St. Mansfield  
Ohio Univ. Eastern  
Penn St. DuBois  
Penn St. Mount Alto

Kent St. Salem  
Ohio St. Marion  
Ohio Univ. Zanesville  
Penn St. Fayette (Eberly)  
Univ. of Wisconsin Colleges (13 campuses, online)

A peer review of Palmetto College including the campuses was conducted during 2015. Colleagues from most of these institutions participated in this process

This peer review process yielded two additional USC Sumter peer Institutions, a South Carolina Technical College counterpart peer and three aspirational peer institutions.

Additional USC Sumter Peers:

New Mexico States University, Grants  
University of Wisconsin, Washington County

USC Sumter South Carolina Technical College Counterpart:

Central Carolina Technical College

USC Sumter Peer Aspirants:

Arkansas State University, Mountain Home  
Ohio State University, Mansfield  
University of Wisconsin, Rock County

## **Appendix C: Unit's Top Strengths and Important Accomplishments**

The top strengths of USC Sumter are: 1) its name recognition as part of the USC System; 2) its reputation for teaching and learning excellence with small classes; 3) the availability of five joint Bachelor Degree Programs with USC Aiken, USC Upstate, USC's Palmetto Programs; 4) the possibilities for physical expansion; 4) strong Alumni support; and 5) its affordability.

USC Aiken offers students at the USC Sumter campus the opportunity to earn an AACSB-accredited BSBA degree with the Management concentration from USC Aiken without having to physically go to the Aiken campus. After completing all of their lower level degree requirements at USC Sumter, students who meet the admission requirements for the School of Business Administration (SOBA) Professional Program may enter the Aiken Business Program at Sumter. These students are then able to complete all of their upper level degree requirements through a combination of face-to-face classes taught by qualified SOBA faculty at USC Sumter and online classes taught by SOBA faculty from either Aiken or Sumter. These students are advised onsite by USC Sumter SOBA faculty. The Aiken Business Program at Sumter has been in existence for over twenty years, and enabling the recruitment and retention of students from the USC Sumter service area.

USC Upstate offers students at the USC Sumter campus the opportunity to earn BA degree with majors in Elementary Education or Early Childhood Education. These programs lead to certification of the State Department of Education. Sumter classes feature both traditional classes and interactive video classes that originate on the Spartanburg campus. Student teaching is done in the Sumter area. Certification programs can also be arranged for students who already have bachelor's degrees. These programs are fully accredited by NCATE.

USC Columbia offers students at USC Sumter the opportunity to earn a BA in Liberal Studies and a BA in Organizational Leadership. These degrees allow students to design their own programs of study when other degree programs do not fit their needs. Many non-traditional students find this degree useful in advancing their careers. In most cases, all coursework required for this USC Columbia Baccalaureate degree can be completed on the USC Sumter campus through a combination of face-to-face classes, two-way video classes and online classes.

Among our more important accomplishments over the past five years is that USC Sumter has become a leader in the implementation of Palmetto Programs.

USC Sumter was the first Regional Campus to offer fully online asynchronous classes, beginning in the first summer session of 2010. Since the first fully online courses were offered, USC Sumter has continued to increase its offering of fully online and hybrid courses that are effective choices for students, enabling greater retention of students. The faculty who develop and teach these courses continue to ensure that the courses are as equally engaging and rigorous as the face-to-face sections of the courses. A USC Sumter faculty member serves as the Center for Teaching Excellence (CTE) Associate Director of Distributed Learning, and develops and delivers CTE presentations about best practices in distributed learning courses for faculty training across the USC system.

Numerous USC Sumter faculty members have been awarded Provost Distributive Learning grants and have developed and offered online courses. And most recently, several USC Sumter faculty members have been awarded Palmetto College grants to revise their existing 16-week online courses to meet the 8-week structure that Palmetto College has begun offering its students.

In addition: USC Sumter has fully equipped 100% of our classrooms with "smart" video, audio, internet technology; brought back intercollegiate athletics after over thirty years of its absence from our campus; reestablished and re-enhanced the viability of our Student Union through the re-opening, and continual improvement of a long dormant food court for students, staff and faculty; implemented a Tobacco Free campus policy in conjunction with the Health Carolina Initiative; and maintained mission critical functions, during the most severe set of budgetary crises in institutional memory.



## Appendix D: Weaknesses and How They Are Being Addresses

USC Sumter's top weaknesses are 1) proximity to Central Carolina Technical College (CCTC), 2) lack of flexibility to offer locally needed four year programs, 3) outdated buildings and other infrastructure needs, especially a severely outdated Science Building, and 4) lack of a strong brand identity that transmits a clear message of our mission to the community.

These weaknesses are addressed through the detailed Blueprint goals. All of these goals advance the vision of the campus as a place where baccalaureate programs needed in the service area are available. This is an ongoing process of both developing our internal infrastructure, especially student support services, and our support within the local community leadership of our five county service area. Solid progress toward this vision is achievable in the next few years as Palmetto College and the Back to Carolina program build on the proven success of Palmetto Programs.

## Appendix E/F. Campus Statistical Profile/Campus Research Profile/Faculty Accomplishments

**Note: The continual implementation of a new enterprise system to replace the legacy system continues and presents challenges to produce and have full faith in supplied data. What is reported below represents "best available" and, in some cases, data gaps that will have to be addressed at a later time.**

### Student/Faculty

Fall 2015 HC =901, FTE = 655

1. Number of entering freshman and SAT/ACT scores Fall 2011 = 229, 952/19; Fall 2012 = 216, 956/19; Fall 2013 =227, 943/19; Fall 2014 = 216, 951/20
2. Freshman retention rate for classes entering Fall 2011 = 47.7%; Fall 2012 = 60.6%; Fall 2013 = 58.2%
3. Associate Degrees awarded: 2011/2012 year =82; 2012-2013 year = 106; 2013-2014 year = 73
4. Total credit hours generated by your campus for Fall 2013 = 10,284; Spring 2014 = 8,986  
Summer 2014 = 1,029
5. Percent of credit hours by undergraduate major taught by faculty with a highest terminal degree fall 2015 = 38.0%
6. Percent of credit hours taught by full-time faculty fall 2015= 69.86%
7. Number of faculty by title Fall 2012 = 12 Prof, 10 Assoc. Prof, 3 Asst. Prof, 10 Inst.; 26 Adjunct; Fall 2013 = 11 Prof, 8 Assoc. Prof, 3 Asst. Prof, 11 Inst.; 28 Adjunct; Fall 2014 – not supplied/available from OIRA
8. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups from FY 2013 = 2014 - not available
9. Success Rate of 2011 cohort:51.45% (Defined as FT/FT cohort three years after initial enrollment either graduating, still being enrolled at the campus, or transferring); Associate Degree Graduation Rate of 2011 cohort = 12.4%; Bacc. Degree Graduation of 2008 cohort = 31.8%

10. Student/Faculty Ratio: 16 -1 (2014 – latest available)

Extramural Funding/Sponsored Research 2013-2014

Awards = 1, Total Amount = \$281,511

Source/Amount: USDE - \$281,511

Category/Amount: Service - \$281,511

## Scholarly Accomplishments of Faculty

### **Park Bucker, Professor of English**

- Consulting Editor, *Twentieth-Century Literary Criticism Series: The Great Gatsby Vol. 311*. Ed. Lawrence J. Trudeau. Farmington Hill, MI: Gale, 2015.
- “Fitzgerald Live on *Playhouse 90*: An Examination of David Shaw’s 1958 Teleplay for *The Great Gatsby*,” *International F. Scott Fitzgerald Society Conference*, Waterford, Ireland, 4-11 July 2015.
- *BBC Radio*, “Up All Night,” August 2015. Interview regarding news report of sale of Long Island Mansion associated with F. Scott Fitzgerald.

### **Robert Castleberry, Professor of Psychology**

- April 9-11, South Carolina Psychological Association Spring Conference. Presented paper at that meeting: “Teaching Psychology: So, What Exactly Are We Trying To Teach?”

### **Wanda Fenimore, Assistant Professor of Speech Communication**

- Proposal for Palmetto College course development grant
- Proposal for RISE grant
- Presentation of “Navigating the Past: Remembering Judge J. Waties Waring’s “Indelible Contributions” at Carolinas Communication Association conference
- Presentation of “Danica’s Dilemma: Play by the (Gendered) Rules or Not Play At All?” at National Communication Association conference

### **Jean-Luc Grosso, Professor of Economics and Business Administration and the McDavid Professor of Business Administration**

- “Family-friendly policies and the labor market: Are they really helping?” with S. Grosso and T.L. Smith, accepted for publication in the *Proceedings of the 2016 Annual Conference of the International Academy of Business and Public Administration Disciplines Spring Conference*, Dallas, TX, April 2016. **Paper will also be presented.**
- “Has the Great Recession impacted conflict resolution in the workplace? A look at the pre- and post-recession behaviors,” with T. Smith and S. S. Grosso, submitted for publication.
- *Gender, Negotiation and Human Potential in Organizations: Historical, Cultural and Personal Influences*, with T. Smith, Gower Publishers, London, (in progress, 978-1-4094-6036-7).
- “Women in politics: A global cultural approach,” with T. Smith and S. S. Grosso, *International Journal of Business and Public Administration*, in press Spring 2016.

- “Essential skills for employee professional development: Teaching negotiation online,” with T. Smith and S. S. Grosso, *International Journal of Business Research and Information*, Vol. 2, (1), 2015.
- “Consumerism and the portrayal of cars in Russian media: Marketing implications,” with T. Smith and S. S. Grosso, *International Journal of Business, Marketing, and Decision Sciences*, Vol. 8, (1), 2015.
- “The goby fish syndrome revisited: Women and conflict resolution – Analyzing the impact of the Great Recession,” with T. Smith and S. S. Grosso, Proceedings of the 2015 International Academy of Business and Public Administration Disciplines Fall Conference, Las Vegas, Nevada, October, 2015. **Paper was also presented.**
- “Utilizing technology to enhance employee professional development: Learning critical negotiating skills online,” with T. Smith and S. S. Grosso, *Proceedings of the 2015 International Academy of Business and Public Administration Disciplines Summer Conference*, Vancouver, July, 2015. **Paper was also presented**
- “Using culture and social policies to explain global gender differences in employment and unemployment,” with T. Smith and S. S. Grosso, *Proceedings of the Global Conference on Business and Economics*, Cambridge, England, Summer 2015.
- *Chapter Author and Case Study Researcher* in the global study of leadership and change management sponsored by Book Editor and Contributing Author, Daphne Halkias, Ph.D., Institute for the Social Sciences, Cornell University. The outcome of the study will be a book, *Leadership and Change Management: A Cross-Cultural Perspective*, which will present research cases about the cultural influences on leadership in the U.S. and around the world, 2015-ongoing
- *Invited research participant* in the global study on “Transforming Business: Enterprise Solutions to Poverty,” sponsored by the University of Cambridge, June 2009 - Present.
- Invited to serve as the North American Co-Editor of the *International Journal of Social Entrepreneurship and Innovation*, 2010-present

### **Sherry Grosso, Instructor of Economics and Business Administration**

- “Family-friendly policies and the labor market: Are they really helping?” with J.L. Grosso and T.L. Smith, accepted for publication in the *Proceedings of the 2016 Annual Conference of the International Academy of Business and Public Administration Disciplines Spring Conference*, Dallas, TX, April 2016. **Paper will also be presented.**
- “Has the Great Recession impacted conflict resolution in the workplace? A look at the pre- and post-recession behaviors,” with J.L. Grosso and T.L. Smith, submitted for publication.
- “Women in politics: A global cultural approach,” with J.L. Grosso and T.L. Smith, *International Journal of Business and Public Administration*, in press Spring 2016.
- “Essential skills for employee professional development: Teaching negotiation online,” with T.L. Smith and J.L. Grosso, *International Journal of Business Research and Information*, Vol. 2, (1), 2015.

- “Consumerism and the portrayal of cars in Russian media: Marketing implications,” with J.L. Grosso and T.L. Smith and, *International Journal of Business, Marketing, and Decision Sciences*, Vol. 8, (1), 2015.
- “The goby fish syndrome revisited: Women and conflict resolution – Analyzing the impact of the Great Recession,” with J.L. Grosso and T.L. Smith , Proceedings of the 2015 International Academy of Business and Public Administration Disciplines Fall Conference, Las Vegas, Nevada, October, 2015. **Paper was also presented.**
- “Utilizing technology to enhance employee professional development: Learning critical negotiating skills online,” with T.L. Smith and J.L. Grosso, *Proceedings of the 2015 International Academy of Business and Public Administration Disciplines Summer Conference*, Vancouver, July, 2015. **Paper was also presented**
- “Using culture and social policies to explain global gender differences in employment and unemployment,” with J.L. Grosso and T.L. Smith, *Proceedings of the Global Conference on Business and Economics*, Cambridge, England, Summer 2015.
- Horry Georgetown Technical College Faculty In-service, August, 2015 Invited Presentation: *Implementing Best Practices in Online Learning*.
- USCA National Distance Learning Week Virtual Conference, November, 2015. Invited Presentation: *Interactive Questions in Online Lectures: Engaging Students to Promote Active Learning*.
- USC Blackboard and Educational Software Technologies (BEST) Institute, January, 2016. Invited Presentation: *Creating Interactive Student Assignments and Assessments in Blackboard Using Adobe Presenter with SCORM*

#### **Damien Picariello, Assistant Professor of Political Science**

- Fall 2015 term, published article "Aeschylus and the Binding of the Tyrant" (co-written with Arlene W. Saxonhouse) appeared in *POLIS: The Journal for Ancient Greek Political Thought*, Vol. 32 (2).
- January of 2016, presented paper entitled "'Machevil' and Machiavellianism in Marlowe's *The Jew of Malta*" at the annual meeting of the Southern Political Science Association.

#### **Michele Reese, Associate Professor of English**

- Attended Deckle Edge: South Carolina's Literary Festival
- Attended The Watering Hole Winter Retreat (The Watering Hole is an organization for poets of color; the retreat was four days of workshops)
- Facilitated a workshop "Rhyme Refined" for the Fall for the Arts Event sponsored by the Sumter County Cultural Commission

- Published poem "Freedman's School." in anthology *Found Anew*. Eds. R. Mac Jones and Ray McManus. Columbia: U of South Carolina Press
- Applied to the South Carolina Arts Commission for an Individual Artist Fellowship for Poetry
- Gave readings as part of as part of
  - How Sweet the Sound at Starbucks in Sumter
  - Poets Respond to Race at the Serendipity Cafe in Sumter and Books on Broa Camden
  - USC Sumter Seminar Series
- Received USC Sumter Faculty Scholarship Summer Stipend
- Attended the South Carolina Book Festival
- Presented Paper "Fact: 40 Acres and a Mule" at the Popular Culture Association/American Culture Association 's Annual Conference in New Orleans

### **Mark Roberts, Instructor of Biology and Marine Sciences**

- 2016 MD. Arendt, J.A. Schwenter, J.D. Whitaker, L. Parker, D.W. Owens, **M.A. Roberts**, and J.M. Quattro. Temporal variability in demographic structure of loggerhead sea turtles (*Caretta caretta*) at a critical coastal foraging ground: important insights for future management. Presented to the 2016 Southeast Regional Sea Turtle Meeting, Mobile, Alabama.
- 2015 Houchell, K.C., **M.A. Roberts**, N. Zaghdoudi-Allan, M. Andersson, M.G. Frick and J.D. Zardus. Analysis of population genetic structure in the embedding turtle barnacle: *Stephanolepas muricata*. Poster presented to the 35<sup>th</sup> Annual Symposium on Sea Turtle Biology and Conservation; Dalyman, Turkey.
- 2015 Houchell, K.C., **M.A. Roberts**, N. Zaghdoudi-Allan, M.G. Frick and J.D. Zardus. The First occurrence of the crustacean genus Hexapleomera as an endosymbiont of the embedding marine turtle barnacle *Stephanolepas muricata*. Poster presented to the 35<sup>th</sup> Annual Symposium on Sea Turtle Biology and Conservation; Dalyman, Turkey.
- 2015 Houchell, K.C., **M.A. Roberts** and J.M. Quattro. Genetic analysis of complex mixtures of fish eggs from the Gulf of Mexico as a fisheries management tool. Poster presented to the 2015 Annual South Carolina Chapter of the American Fisheries Society and South Carolina Fishery Workers Association Joint Meeting, Santee, SC.
- 2015 **Roberts, M.A.**, A.T. Coleman, F. Manzano Cervantes, I. Galvan, L. Herrera, L. Kiehner, E.J. De Neef, K.C. Houchell and A. Abreu-Grobois. Genetic diversity in Kemp's ridley sea turtles. Presented to the 35<sup>th</sup> Annual Symposium on Sea Turtle Biology and Conservation; Dalyman, Turkey.
- 2015 **Roberts, M.A.**, K.C. Houchell, J.T. Lamkin and J.M. Quattro. Scombrid diversity in CUFES sampled fish eggs from the Gulf of Mexico. Presented to the 2008 Annual South Carolina Chapter of the American Fisheries Society and South Carolina Fishery Workers Association Joint Meeting, Santee, SC.



UNIVERSITY OF  
**SOUTH CAROLINA**

---

UNION

**John Catalano, Dean**

**BLUEPRINT FOR ACADEMIC EXCELLENCE**

**2016-2017**

*~~Draft~~  
March 14th, 2016*

**Section I. Executive Summary:**  
**Academic Dashboard measures:**

Enrollment: Enrollment in Fall 2015 was 569 students, a 16.2% decrease from the Fall 2014 enrollment of 679 students. FTE for Fall 2015 was 334, an 19.13% decrease from Fall 2014. However, Spring 2016 enrollment was 762 and FTE at 437, both by far the highest enrollment ever at USC Union, bolstered by the Pacer Pathway with USC Aiken and increased dual enrollment offerings. The Enrollment Management Team continues to work to sustain and continue increases.

Student Retention/Success Rate: The Success Rate has remained essentially flat for the past two cohorts (2010 = 57.3%, 2011 = 58.0%) with the latter representing the highest rate among the Palmetto College campuses. A Strategic Planning Task Force on retention/success has recommended steps to improve it for the future.

Faculty: USC Union has eleven full-time faculty in Fall 2015. A search for an additional English professor (tenure-track) is in process, and a part-time instructor will be converting to a full-time instructor role in the 2016-2017 academic year. As enrollment increases, additional searches for tenure-track faculty will be initiated in the coming year.

Service: USC Union faculty and staff are actively engaged in service in their communities. See Appendix E.

**Key Performance Parameters:**

Teaching Excellence/Research and Scholarship: USC Union faculty produced 10 presentations, 6 publications, and 7 successful grants from March 2014 to March 2015. See Appendix E.

Service: Faculty, adjuncts, and staff participated in 67 service activities for the community, profession, and university. See Appendix E.

Sustainability: USC Union has a growing enrollment and a healthy fund balance of approximately \$1.4 million. Employees are conservative in spending, and the institution is efficient in operations, relying upon few individuals who handle multiple duties. The previous threat concerning loan default rate has been resolved through the efforts of a new Financial Aid Appeals Committee structure and charge established in spring 2014, overage checks held for an extra month beginning in Fall 2015, and the assistance of SC Student Loan Corporation.



## **Section II. Meeting the University's Academic Dashboard Targets**

### **Enrollment:**

Strategies: USC Union is attempting to increase enrollment by continuing the Pacer Pathway with USC Aiken, increasing dual enrollment offerings, and heavily recruiting dual enrollment students who will be freshman students entering college in Fall 2016. Our efforts focus recruiting dual enrollment students have been rewarded with the largest on campus recruiting event ever at USC Union. Over 100 of our dual enrollment high school juniors and seniors will be attending our USC Union Scholars of Excellence Program for Spring 2016. This event has never had more than 50 high school students. USC Union will also be fielding a Club Baseball team again in the Fall 2016 – Spring 2017 season after sitting this season out. There will also be a Club Softball team that will take the field for the first time ever in Fall 2016. We also enhanced marketing efforts with radio and newspaper ads and additional billboards, including digital ones and one at a movie theatre in Spartanburg. These received positive attention.

Progress 2015-2016: Fall 2015 enrollment was 569, a 16.2% decrease, with FTE of 334, a 19.13% decrease; however, Spring 2016 enrollment is 762 and FTE at 437, by far the highest enrollment for USC Union ever.

Strategies 2016-2017: Continue to work closely with USC Aiken on the Pacer Pathway. Sustain the good service we provide to the high schools we serve. Work to recruit dual enrollment students as USC Union students for the Associate's degree. Increase visits with the help of a full time recruiter. Engage the new Laurens Center Director in recruiting efforts and community activities. Enhance marketing. Develop a promotional video.

### **Student Retention/Success Rate:**

Strategies: Tutoring by Student Ambassadors continues. The administration encouraged and financially supports faculty attendance at advising conferences and meeting. Career counseling is provided through the Student Success Center.

Progress 2015-2016: The Success Rate has remained essentially flat for the past two cohorts (2010 = 57.3%, 2011 = 58.0%) with the latter representing the highest rate among the Palmetto College campuses.

Strategies 2016-2017: Admissions is scrutinizing transfer and re-admit student history more closely to determine if they can be successful. Continue to resource the Student Academic Success Center for tutoring and other services. Provide training opportunities for advisers. Increase library resources.

### **Faculty:**

Strategies: Faculty agreed on the need for an additional English tenure-track faculty member who can cover English and an additional discipline based on their expertise. That search is underway, and additional searches will be initiated in Fall 2016.

Progress 2015-2016: For 2015-16, one faculty member is seeking tenure to Associate Professor. Two faculty members are undergoing third-year review.

Strategies 2016-2017: In addition to hiring at least one new faculty member, the Academic Initiatives Task Force has recommended that additional emphasis should be placed on service learning, USC Connect, and Graduation with Leadership Distinction. That task force also believes that a Student Success Center should be a top priority for the campus. As of the submission date for the Blueprint, two faculty members will seek tenure to Associate Professor in 2016-17. One will undergo third-year review.

## **Service:**

Strategies: Service to the campus, Palmetto College, the university, and—in the case of faculty—the profession has always been a staple of USC Union’s mission. We continue to emphasize the importance of service.

Progress 2015-2016: See Appendix *x* for a list of service activities by faculty and staff during calendar year 2015.

Strategies 2016-2017: Continue to emphasize the importance of public and community service to our faculty, staff, and students. Work with students to expand service opportunities in classes (USC Connect, Graduation with Leadership Distinction)

## **Section III. Unit Goals & Contributions to the University’s Key Performance**

### **Parameters 2015-2016 Academic Year Goals**

#### **Goal 1: Increase Enrollment and Retention**

- Increase enrollment. Progress: Focus on recruiting dual enrollment students. Specifically promoting the quicker path to an Associate Degree if dual enrollment students apply as a freshman with USC Union. Key parameter: *Sustainability*.
- Continue to partner with USC Aiken to offer the Pacer Pathway program in Aiken. Progress: 35 of 40 students successful in 2015-16. Working relationship excellent. Key parameters: *Service to University System* and *Sustainability*.
- Expand dual enrollment offerings at high schools. Progress: New offerings with local high schools. Key parameters: *Service* and *Sustainability*.
- Increase marketing, especially in Laurens County. Progress: Ads in Laurens Chamber and Main Street publications. Regional magazine ads. Key parameter: *Sustainability*.
- Develop a Student Academic Success Center. Progress: Student Ambassadors served as tutors for 2014-15. Seeking funding for the Center, a director, and tutors. Key Parameters: *Service to Institution* and *Sustainability*.
- Club Baseball and Club Softball for Fall 2016-Spring 2017.

#### **Goal 2: Increase Faculty and Academic Offerings**

- Recruit, hire and retain highly qualified faculty. Progress: English search underway for 2016-17. Key parameter: *Teaching Excellence/Research-Scholarship*.
- Increase Business offerings in Union and Criminal Justice offerings in Laurens via hiring of new adjunct faculty who have already been approved to teach those courses. Key Parameter: *Service*. Investigating and have had preliminary meetings about bringing a BSN program in nursing to campus. Key parameter: *Sustainability*.
- Encourage general education online course development. Provide online course development, one-time grants to faculty. Progress: Grant offer announced; guidelines being established. Key parameter: *Teaching Excellence/Research-Scholarship*.

#### **Goal 3: Provide Students with Intellectual Tools for Leadership and Lifelong Learning**

- Develop student organizations. Progress: Enhanced Student Nursing Association for Fall 2015. Approximately 50 students participated. Key parameter: *Service*.
- Encourage activities in USC Connect and Graduation with Leadership Distinction. Progress: Students have been made aware of opportunities. Advisers are working with students.

- Key parameter: *Service to community and institution.*

#### Goal 4: Strengthen Infrastructure and Campus Resources

- Campus Enhancement Projects. Progress: Campus-wide “clean-up” in progress. Sidewalks, landscaping, tree removal, bathrooms, carpeting addressed. Survey completed with recommendations for campus improvement and priorities. Key parameter: *Sustainability*
- Fund raising. Progress: Development Director continues planning family fund, annual, and brick campaigns. Corporate donation received and work is beginning. Key parameter: *Sustainability.*
- Union/Laurens Commission continues to provide funding for campus facilities and infrastructure. Funds have been received for additional landscaping and other campus improvements including new signage funded in part by the Commission and the Partnership Board. Key parameter: *Sustainability.*

#### Goal 5: Strengthen Community Ties

- Patron’s Park. Progress: Landscape design completed. Progress: Corporate donation received for \$150,000. Key parameter: *Service and Sustainability.*
- Faculty, staff, and students are engaged in the community. Progress: See service activities. Key parameter: *Service to Community.*
- 50<sup>th</sup> Anniversary Celebration. Founders’ Day planning begun for October 2016. 50<sup>th</sup> Anniversary View Book printed and planned for distribution at the 50<sup>th</sup> Anniversary event. Brick campaign for Student Center Courtyard steadily receiving donations. Brick Campaign Funds raised to date in excess of \$5,000. Key parameter: *Service to Institution, State, and Community.*

### **Five Year Goals**

Goal 1: Increase Enrollment and Retention Achieve 500 FTE and 40% retention rates.

Goal 2: Increase Faculty and Academic Offerings  
Recruit and retain highly qualified faculty.  
Put general education offerings online.

Goal 3: Provide Students with Intellectual Tools for Leadership and Lifelong Learning  
Increase students participating in Graduation with Leadership Distinction.  
Enhance student activities.

Goal 4: Strengthen Infrastructure and Campus Resources Address facility and grounds needs.  
Create Patron’s Park. Establish an endowment. Create new science labs.  
Add weight room and locker rooms to gym.

Goal 5: Strengthen Community Ties  
Develop new partnerships in Union and Laurens and beyond.

## Appendix A. Resources Needed

<b>Goal No. 1</b>			
<b>Type of Resource</b>	<b>Existing</b>	<b>Add. State Resource</b>	<b>Strategy</b>
Student Academic Success Center	Facilities of current OSP	\$65,000	\$65,000 requested in state budget for director and facility
Recruiter		\$30,000	Laurens recruiter needed to grow program
<b>Goal No. 2</b>			
English faculty		\$55,000	Pursue additional state funding or revenue streams.
<b>Goal No. 4</b>			
Science labs	Equipment	\$250,000	When county provides building, renovation will be needed to put science labs on top floor.

## **Appendix B. Benchmarking Information**

The following university system campuses have been identified as most closely matching the Palmetto College campuses:

Kent St. East Liverpool  
Kent St. Salem

Ohio St. Mansfield  
Ohio St. Marion

Ohio Univ. Eastern  
Ohio Univ. Zanesville

Penn St. DuBois  
Penn St. Fayette (Eberly)  
Penn St. Mount Alto

Univ. of Wisconsin Colleges (13 campuses, online)

A peer review of Palmetto College including the campuses was conducted during 2015. Colleagues from all the above institutions participated in this review.

Additionally, using a slightly modified and “fine-grain” criteria set, an expanded list of peers was developed. As shown below, this list focuses on each Palmetto College Campus and provides proposed and aspirational peers.

### Current:

Univ. of New Mexico Los Alamos  
UW Baraboo/Sauk  
UW Fond du Lac  
UW Marshfield/Wood County  
UW Richland

### S.C. Technical College counterpart:

Piedmont Tech

### Aspirational:

Eastern New Mexico Ruidoso  
UW Sheboygan

## **Appendix C. Top Strengths and Important Accomplishments**

USC Union has an excellent working relationship with regional high schools. As a result of the excellent relationships with the schools and the model programs for dual enrollment, other schools in the region have been seeking partnerships with us. USC Union achieved record enrollment in Spring 2016 as a result of these relationships.

USC Union seeks to form partnerships within the USC system. The Pacer Pathway with USC Aiken began in 2014-15 and will continue in 2016-17.

USC Union faculty and staff are devoted to service. This is evidenced in Appendix F. One of the most important services USC Union provides is Financial Aid workshops for surrounding schools. Because of the commitment of faculty and staff to service, one of the institutional goals is Community Ties. Each year, task forces continue to work on community partnerships. Students are also encouraged to provide service. Students are participating in USC Connect and the Graduation with Leadership Distinction programs.

## **Appendix D. Weaknesses and Plans for Addressing the Weaknesses**

USC Union needs to grow the full time Associate Degree student population in both Union and Laurens. Attempts are being made to work with Laurens County to guarantee students coming straight out of high school an Associate's Degree with no debt. A similar initiative will be sought with Union County. Online general education is needed. Grant offers have been put in place for online general education course development.

## **Appendix E/F. Campus Statistical Profile/Campus Research Profile/Scholarship and or Service**

**Note: The continual implementation of a new enterprise system to replace the legacy system continues and presents challenges to produce and have full faith in supplied data. What is reported below represents "best available" and, in some cases, data gaps that will have to be addressed at a later time.**

### Student/Faculty

Fall 2015 HC =569, FTE = 334

1. Number of entering freshman and SAT/ACT scores Fall 2011 = 99, 890/15; Fall 2012 = 102, 878/16; Fall 2013 = 116, 794/17; Fall 2014 = 141, 814/16
2. Freshman retention rate for classes entering Fall 2011 = 50.6%; Fall 2012 =

46.1%; Fall 2013=45.7%

3. Associate Degrees awarded: 2011/2012 year = 67; 2012-2013 year = 73; 2013-2014 year = 58
4. Total credit hours generated by your campus for Fall 2013 = 6,200; Spring 2014 = 5,648; Summer 2014 = 218
5. Percent of credit hours by undergraduate major taught by faculty with a highest terminal degree fall 2015=19.0%
6. Percent of credit hours taught by full-time faculty fall 2015 = 38.74%
7. Number of faculty by title Fall 2012 = 0 Prof, 2 Assoc. Prof, 4 Asst. Prof, 5 Inst., 23 Adjunct; Fall 2013 = 0 Prof, 1 Assoc. Prof, 4 Asst. Prof, 5 Inst., 27 Adjunct; Fall 2014 = 0 Prof, 1 Assoc. Prof, 4 Asst. Prof, 5 Inst., 27
8. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups from FY 2013 = not available
9. Success Rate of 2011 cohort: 58.0% (Defined as FT/FT cohort three years after initial enrollment either graduating, still being enrolled at the campus, or transferring); Associate Degree graduation rate of 2011 cohort = 25.9%; Bacc. Degree graduation rate of 2008 cohort = 23.7%
10. Student/Faculty Ratio: 18-1 (2014 – latest available)

#### Extramural Funding/Sponsored Research 2014-2015

Awards = 2, Total Amount = \$252,450

Source/Amount: State - \$6,400; USDE - \$246,050

Category/Amount: Service - \$246,050; Training - \$6,400

## Campus Scholarship/Service

### Aziz:

Professional Presentations:

(April 2016, Southern Sociological Society, Atlanta, GA):

- Division of Labor in the Workplace: Impact of Implicit Bias on Perception and Memory. U. Randy Lowell, University of South Carolina - Union
- Maintaining the Faith: Factors that Promote a Muslim Religious Identity - Majdouline Ahmad Aziz, University of South Carolina - Union
- Muslim Religious Identity Research: Future Directions in the Field

Manuscript in Progress-should be submitted for publication: Religious Identity Status Scale (RIS<sub>t</sub>): A Tool for Examining Muslim Religious Identity

Community engagement: August 2014-present: Union County Prevention

Coalition. Manuscript Review: March 2016: Sociology of Religion

Magellan Scholar Reviewer: March 2016

Grants: Palmetto College Online Course Development Grants Program (awarded, \$5000 and \$2000); RISE 2015 (submitted-co-PI); ASPIRE (submitted-co-PI)

### Ivey:

Completed a new novel, Those Who Knew Him, which I am now beginning to try to market. Published a book review in the latest edition of Modern Age, an intellectual quarterly.

Am about to host the sixth annual Upcountry Literary Festival.

### Lowe:

Service:

Union County Economic Development Board

### Lowell:

Papers in preparation: (\* indicates student collaborator)

Lowell, R., & Morris, R.K. (in preparation). Evaluating context in incidental vocabulary acquisition in reading.

Lowell, R., & Wade\*, K. (in preparation). Impact of informative context's meaning consistency during incidental vocabulary acquisition.

Lowell, R., Warr\*, T., & Aziz, M. (in preparation). Division of Labor in the Workplace: Impact of Implicit Bias on Perception and Memory.

Presentations:

Lowell, R., Aziz, M., Warren, S., & Rowe, J.A. (May, 2016). Incidental



vocabulary acquisition while reading English as a second language: Influences of contextual constraint and proficiency level. Poster to be presented at the annual meeting of the Association for Psychological Science, Chicago, IL.

Lowell, R., Warr\*, T., & Aziz, M. (April, 2016). Division of labor in the workplace: Impact of implicit bias on perception and memory. Paper to be presented at the annual meeting of the Southern Sociological Society, Atlanta, GA.

Aziz, M., Granger\*, K., & Lowell, R. (April, 2016). Muslim religious identity research: Future directions in the field. Paper to be presented at the annual meeting of the Southern Sociological Society, Atlanta, GA.

Warr\*, T., & Lowell, R. (April, 2015). Impact of implicit bias on perception of, and memory for, workplace interactions. Poster presented at Discovery Day, USC, Columbia.

#### Grants (funded):

Lowell, R. (2015-2016). Incidental acquisition while reading English as a second language: The influence of contextual constraint and morphological transparency. Regional Initiative for Summer Engagement (RISE) Program, Office of the Vice President for Research, USC, Columbia, \$6,894.00.(Co-investigators: Aziz, M., Warren, S., & Rowe, J.A.)

#### Grants (under review):

Lowell, R., Hauptman, S., Aziz, M., & Downs, S.D. (2016-2017). Enhancing the study of cognitive psychology, sociolinguistics, perception, memory, religion, implicit bias, and interdisciplinary pedagogy through collaborative studies of eye movement monitoring at USC Union and Upstate campuses. Advanced Support for Innovative Research Excellence, ASPIRE-III: Infrastructure (ReSubmission), Office of the Vice President for Research, USC Columbia, \$82,774.00.

#### Media Features;

#### Service/Teaching:

Graduation with Leadership Distinction (GLD) in Research, e-portfolio leader for Tammy Warr, spring 2015; and for Kelsey Granger, spring 2016

Magellan Scholar reviewer for fall 2015 and spring 2016 submissions to Office of Undergraduate Research, USC Columbia

Reviewer for submissions to the 2016 annual meeting of the Southeastern Psychological Association

Plyler Award nominee for 2015/2016 cycle

#### **Maire-Afeli:**

Celebration of National chemistry week in October with our local 1st and 2nd graders. The biofuel truck from USC Columbia came up and gave tours.

#### **Rinehart:**

#### PUBLICATIONS

- Sixta Rinehart, Christine. (August 2015). "Book Review: Gendering Global

Conflict, Toward a Feminist Theory of War by Laura Sjoberg.” Journal of Women, Politics, and Policy 36 (3).

- Esquivada, Gabriela. “EEUU-Irán: escenarios de una compleja negociación nuclear.” Infobae América, May 24, 2015. Opinion.  
<http://www.infobae.com/2015/05/24/1730769-eeuu-iran-escenarios-una-compleja-negociacion-nuclear>

#### CONFERENCE PRESENTATIONS

Rinehart, Christine Sixta (2015). “Kill the Women First! Female Terrorism and Islam.” To be presented at "Bodies of Knowledge in the Academy: Embodied Knowledges and Academic Freedom" 2015 USC Women's & Gender Studies Conference, April 23-24, 2015, Columbia, SC.

#### GRANTS

Grant (\$5000.00), Extended University, University of South Carolina, Spring, 2015 to develop POLI 463 The American Chief Executive

RISE (Regional Initiative for Summer Engagement) Grant (\$7709.50), University of South Carolina, Office of the Vice President for Research, Summer, 2015 to write and publish manuscript, Targeted Killing in the Middle East: An Appraisal of American Counterterrorism Policies.

Service:

New Faculty Mentor, January, 2015-Office of the Provost, University of South Carolina Columbia Volunteer Coach Mid-Carolina Women's Varsity Soccer

Teaching at USC-Columbia (Spring 2015) WGST 598: Service Learning and Social Justice: The Art of Grant Writing: Writing 30 grants free of charge for approximately 20 non-profits across the world

Member, Committee on Instructional Development, (USC Columbia Faculty Senate) (INDEV), appointed by Senior Vice Provost Lacy Ford, Fall 2015 (Current)

*The Healing Power of Art Program*, Newberry County Memorial Hospital, Display oil and watercolors throughout hospital

100 Square Foot Garden where I frequently donate vegetables to elderly people in my neighborhood Newberry, SC

Player, Division 1, Cromer's Peanuts Women's Soccer Team, South Carolina Amateur Soccer Association, Spring, Fall, and Summer.

#### **Fatemi:**

- I organized blood drive on campus in September 2015, and also February 2016. This event is open to the community and USC Union Daily News have written articles about it.

- Mwom and AAA organized the Black History Month event on 2/29/2016 was Andrena Powell- Baker, Senior Manager of Community Relations and Development at Lockhart Power Co.

- I received a grant from Department of Social Services through South Carolina Campaign to prevent teen pregnancy for \$6200.00. Report for grant was submitted October 2015.

## **PART-TIME FACULTY**

**Charles:**

Published the 3rd ed. of “The History of Grace United Methodist Church, 1873 - 2015.”

**Moore:**

1. Submitted Alana Wright for University 101 Scholarship of \$500 and she was awarded it. Have just submitted another student (Lindsey Quinn) for Fall 2015 semester.
2. Master of Ceremonies for Miss USCU Scholarship Pageant (along with Kaitlyn Wade)
3. Authored/Awarded \$2,500 SC Humanities Grant for 2016 Upcountry Literary Festival
4. Served as Site Coordinator for IRS Volunteer Income Tax Assistance (VITA) Program at USC Union for (6th consecutive year)
5. Established Student Success Center and Tutoring Program after demise of Opportunity Scholars Program in 2015
6. Developed and operated week long on campus Summer Youth Activity and Learning Camp (4th consecutive year)
7. Responsible for Palmetto College Internship (Palm 494) program on Union campus
8. Represented USC Union as an active member of the Union County Human Resources Assn (monthly activities)
9. Annual active participation in University 101/USC Connect inter campus project and grading rubric development panel (3rd consecutive year)
10. Assisted Union County History Museum to seek out grant for traveling Smithsonian Exhibit in 2017 “The Way We Worked” about past work methods and tools in US

**Jolly:**

Chaired first ever Pennies for Patients Leukemia/Lymphoma fundraiser drive at Union County High School

Volunteer at Jacob's Well Mission- outreach center and food and clothes pantry in Lockhart, SC Volunteer Youth Leader at Mon-Aetna Baptist Church where we have organized the following service activities...

- visited with residents at Heartland of Union
- visited and led activities for Union County Disabilities Board residents
- prepared food pantry items for Mon-Aetna Baptist Church food pantry
- provided Christmas to 22 underprivileged children in the Lockhart community by raising funds, shopping, and coordinating with Lockhart Elementary School guidance and administration to ensure that gifts were organized and delivered in a timely manner

Mon-Aetna Baptist Church- Baptism Committee, Youth Lead Team, Preschool Worship volunteer Library Volunteer at Monarch Elementary School

## **STAFF SERVICE**

### **Holcombe:**

January- FAFSA Evening Workshops (1.5 hours) @ Union County High School, Broome High School, Gaffney High School, Spartanburg High School, Dorman High School and Blacksburg High School. Add , Blacksburg High School, Clinton High School.

Judged the Miss Spartanburg Methodist Pageant, preliminary for Miss South Carolina February- FAFSA Day (during the school day) at Laurens District 55. Approximately 33 FAFSA's completed online.

FAFSA Evening Workshop Clinton High School and James F. Byrnes High School. Attended Palmetto College Financial Aid Quarterly Meeting.

March-Miss USC Union Scholarship Pageant Sponsor on March 5. Proceeds will benefit the Upstate Alzheimer's Association.

Citizens Scholars Guest Speaker for High School Seniors.

April- Brunch with Student Leaders at Lewisville High School and Lunch with Leaders at Great Falls High School. This event is funded by a Chester County Grant. I am a guest speaker.

September- Scholarship Evening Workshops (1.5 hours) at Broome High School, Dorman High School, Lewisville High School, Union County High School and Spartanburg High School.

Citizen Scholarships Guest Speaker for 7-12 grades.

October-University 101 Class participates in "A Walk to Find a Cure for Alzheimer's" on the campus of Wofford College.

Olde English Consortium, conduct 4 sessions for Guidance Counselor Conference in the Chester/York/Lancaster/Fairfield County Area on "Scholarships and the FAFSA".

November-Host the USC Union Fall Guidance Luncheon on campus for 7 service counties and 20 high schools.

Judges Chairperson for the Miss Spartanburg Pageant, Miss South Carolina Preliminary. Host the SGA Thanksgiving Luncheon, which kicks off the SGA Christmas Food Drive for needy families in Union County.

March 5-August 6 FAFSA Friday's in the USC Union Financial Aid Office. Completes FAFSA for the community and USCU students.

### **Lawson:**

2015-16 – Chairperson, Uniquely Union Festival Board

2014 -16 – Board Member and grant writer for Union County Arts Council 2014-16 Board Member, Union County Disabilities and Special Needs.

LifeSpring Church, member

USC Union Literary Festival committee

Participant in United Way focus group on economic barriers in Union

**Smith:**

Public Relations Director – Rotary Club of Union

Paul Harris Fellow (2015)

2015-2016 Public Relations Chair

2016-2017 President-Elect

Community Vibrancy Committee – Union Chamber  
of Commerce Union County YMCA Board of  
Directors 2014-2016

**Stevenson:**

Advisory Board for the SC interagency Deaf/Blind Project

**Admissions Office:**

The Admissions Office also hosted The Union County Youth Leadership Group and Union County Leadership Group on campus that included information sessions, discussions, campus tours and lunch. The USCU SGA raised \$125 money to donate to local food drives in Union County for Thanksgiving Holiday and Co-Sponsored the Miss USCU Pageant.