

Executive Summary

Blueprint for Academic Excellence Palmetto College AY2019-2020

Introduction

Palmetto College represents the University's effort to provide innovation, leadership and coordination throughout the eight University of South Carolina campuses to serve students seeking alternative course and degree delivery. Palmetto College offers them an opportunity toward social mobility through a combination of affordability, accessibility and flexibility, making post-secondary education a first-time reality for many.

This methodology consists of face-to-face instruction at the Palmetto College Campuses and asynchronous online and point-to point synchronous instruction emanating from multiple sites. The Palmetto College Central report, with an emphasis on the College's online degree delivery efforts, is contained herein. The complete reports of the reporting units of the college: Extended University and the four regional Palmetto College Campuses (which are accredited as a part of USC Columbia), may be accessed at the links below in the Highlights section.

Highlights

The online programs enjoyed continued growth and productivity, with enrollments exceeding 1000 and graduations approaching 1500. PC Campuses enrollments were down slightly. Complete reports can be found at the following links: [USC Palmetto College Columbia](#) [USC Lancaster](#) [USC Salkehatchie](#) [USC Sumter](#) [USC Union](#)

Note: Data on faculty and students reported in the PC Central report reflect academic programs directly under the province of Palmetto College (associate degrees and BLS and BOL degrees). Information on all programs coordinated through Palmetto College may be found in the Academic Programs appendices.

Dr. Susan A. Elkins
Chancellor
Palmetto College



Blueprint for Academic Excellence

Palmetto College

AY2019-2020

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Foundation for Academic Excellence

Mission Statement

Palmetto College, through its campuses and distance-delivery programs, adheres to the USC System Mission Statement, linked below:

http://ipr.sc.edu/mission/system_ms.htm

Updated: 03/02/2018

Vision Statement

USC Palmetto College will be a destination of choice for students seeking affordable and flexible access to the resources of UofSC, by creating innovative and inclusive pathways focused on student success that nurture critical thinking, civic engagement, and career development

Updated: 03/02/2018

Values

All the entities of Palmetto College fully embrace the University System Mission Statement. Further, we look to the past for reinforcement of its emphasis on serving the state. Specifically, a marker erected on the historical University Horseshoe in 1936 refers to the University as a "Faithful index to the ambitions and fortunes of the state." In 1937, USC Professor of English Havilah Babcock stated, "Our campus is the state. If you can't come to the University, then the University will come to you." All those associated with the Palmetto College effort keep the service to the state and its citizens emphasized in these statements at the forefront of our thoughts and actions as we seek to serve those for whom traditional enrollment in higher education presents challenges and opportunities.

Updated: 03/02/2018

Goals - Looking Back

Goals for the Palmetto College for the previous Academic Year.

Goal 1 - Enrollment

Goal Statement	Continue to enhance enrollments at all Palmetto College Campuses and in Palmetto College Online programs
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement in regard to the "... education of the state's diverse citizens..." through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is continual and is achieved by continuous monitoring at the central office level as well as at each program site
Achievements	<p>After considerable activity by PC Central and each campus, Palmetto College overall total headcount enrollment increased from 5590 in Fall 2016 to 5957 in Fall 2017, a 6.56% increase, Spring 2018 overall total headcount enrollment increased from 4933 in Spring 2017 to 5208 in Spring 2018 a 5.57% increase.</p> <p>Palmetto College <i>Campuses</i> Fall Headcount increased from 4626 in fall 2016 to 4826 in fall 2017, a 4.32% increase, along with a 5.15% increase in FTE; Spring Headcount increased from 3,956 in 2017 to 4,076 in 2018, a 3% increase, while FTE was 2,784, a 4.11% over the previous year. FTE (Source: OIRA).</p> <p>Palmetto College <i>Campus Partnership Programs</i> Fall Headcount decreased from 158 in fall 2016 to 147 in 2017, a 7.48% decrease (Source: PC internal data); Spring Headcount decreased from 123 in 2017 to 116 in 2018, a 6% decrease.</p> <p>Palmetto College <i>Online Bachelor's Degree Completion</i> majors increased from 806 in fall 2016 to 984 in fall 2017, a 22.1% increase. Spring 2018 Headcount enrollment increased 16.62% over Spring 2017, from 854 to 1002. The number of online courses offered increased from 252 (fall 16/spring17) to 310 (fall 17/spring 18), a 23% increase, with enrollment (seats filled) increasing from 6,302 to 7,661, a 21.56% increase. A 23% growth in tuition revenue occurred, increasing from \$7.4 million in FY17 to \$9.1 million in FY18 (Source: PC internal data).</p>
Resources Utilized	Existing staff with addition of new Enrollment Management leadership and staff at the campuses and the central online programs operation

Goal Continuation	Ongoing
Goal Upcoming Plans	Emphasis was on assimilation and training of and enrollment management staff at the campuses
Resources Needed	Staff training
Goal Notes	

Goal 2 - Student Retention/Student Success

<p>Goal Statement</p>	<p>Increase student success rate at PC Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.</p>
<p>Linkage to University Goal</p>	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Ensuring Institutional Strength, Longevity, and Excellence
<p>Alignment with Mission, Vision, and Values</p>	<p>The University mission statement states that it "... provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success..." Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.</p>
<p>Status</p>	<p>Progressing as expected (multi-year goal)</p>
<p>Action Plan</p>	<p>This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable</p>

Achievements	<p>While the reported Retention and Graduation Rates constitute important measures for this campus, said measures do not capture an important role of the campus as a "pathway" (as opposed to end point) for students to attain their educational goals. The campus' Success Rate, instituted as a performance measure for the state's primarily two-year institutions by the Commission on Higher Education (CHE) starting in 1996, captures how students utilize the local institution for coursework leading to associate and/or baccalaureate degrees. Specifically, the Success Rate measure consists of three sub-measures leading to an overall rate: graduation with the campus' associate degree, continued enrollment at the institution, and transfer from the institution. For the latest cohort (2013 entering FT/FT students, captured three years after entering, i.e., "150% of time") the aggregate average for the campuses was 48.8%. Please note that these rates only report student activity within the state's borders. Supplementation of the findings is allowed by the CHE and the Palmetto College central office has been working with the CHE as well as USC's OIRAA Office to order to supply supplemental data. This activity constitutes an ongoing project, but preliminary unofficial results reveal an increased aggregate average for the 2013 cohort to 56.2%. Efforts to officially provide like supplementation to the 2014 cohort are active and ongoing.</p> <p>Success rate calculation for the PC Online programs presents unique challenges because: 1. approximately 40% of students enroll part-time and 2. by definition, as "plus 2 programs", students enrolled in PC Online programs are transfers and therefore do not constitute a traditional first-time, full-time cohort. That said, an important measure of success at year five since the establishment of Palmetto College is the over-1100 degrees awarded from launch in 2013 through 2017-2018 . (Source: PC internal data). See Academic Programs Supplemental Information for more details.</p>
Resources Utilized	Central Office staff, OIRAA staff, National Clearinghouse
Goal Continuation	Ongoing
Goal Upcoming Plans	As noted, efforts to make official with the CHE our supplemental information from the National Clearinghouse were ongoing
Resources Needed	
Goal Notes	

Goal 3 - Faculty

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners
Alignment with Mission, Vision, and Values	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Hiring/selection: Hiring of faculty begins with an analysis of need as determined by the local campus and the central office. Once it is decided to fill a needed position, the local campus forms a search committee comprised of campus personnel as well as a faculty member on the Columbia campus from the discipline of the position.</p> <p>Development/retention: Palmetto College campuses and the central office provide multiple actions to support faculty including T and P workshops, grant support, and professional travel to support regional Palmetto College faculty.</p> <p>Governance: Faculty governance is assured through local campus organizations, the Palmetto College Campuses Faculty Senate and participation in the USC Columbia Faculty Senate</p>
Achievements	<p>Results: During 2017-18, five faculty were hired in tenure-track positions from nationally-recognized institutions. In 2017-2018, nine faculty submitted files and all nine achieved the desired outcome sought. Activity of the faculty was extensive as they produced 65 publications, received 24 grants, contributed 169 presentations/exhibits and 24 creative activities, and engaged in 74 other activities (to include discipline-based consultations, editorships, and serving as reviewers). Both central and campus-based efforts this year assured support of faculty including: T and P workshops, Innovation grants, dedicated research grants, budgeted travel and research funding, and new faculty and faculty advisor training. Additionally, a Palmetto College Faculty Research Symposium was held in April 2018.</p>
Resources Utilized	Funding and support by administration, efforts of faculty
Goal Continuation	Ongoing
Goal Upcoming Plans	Continued funding and support of faculty

Resources Needed	Funding for faculty development sponsorship and compensation increases and funding for competitive hiring.
Goal Notes	

Goal 4 - Service

Goal Statement	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
Linkage to University Goal	•Building Inclusive and Inspiring Communities
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to provide "...all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation."
Status	Progressing as expected (multi-year goal)
Action Plan	Faculty advancement requires service as an important component. Student service opportunities are provided through the many student organizations and campus-sponsored activities established at each campus

Achievements

The campuses were active participants in delivering service to their respective communities, with the many student organizations, advised by faculty and staff, engaging in numerous service and fund-raising activities.

A small sampling of the variety, breath and quality of service engagement follows:

Palmetto College (Board of Visitors): INNERSOLE (Dawn Staley) project involvement; multiple presentations by Chancellor to organizations, locally and statewide, pilot of University of Possibilities to campus service area 6th graders.

Extended University: representing the whole University in services to military and dependents through its Ft. Jackson operation; significant hiring of BLS recipients by Lancaster County Sheriff's Office due to program's emphasis in criminal justice and sociology. **Lancaster**: Native American Studies Center programming - 7,444 visits to center in AY 16-17; Native American Studies South Carolina Archive launch (a comprehensive digital archive for tribal histories); baseball team volunteer efforts with Lancaster Dream - an organization that works with disabled children and adolescents; school supply drives conducted by Rotaract, Omega Scholars, and Delta Links student organizations; long-standing (since 1995) Learn-to-Swim/Walter Safety program (over 18,000 participants to date); faculty/student research projects for community **Salkehatchie**: 4118 hours of service to community reported by full time faculty; Leadership Institute sponsorship of leadership classes to adults as well as local high school students for six county service area; athletic teams reading to elementary school students; SGA-sponsored food and toy drives; SGA-sponsored food and toy drives as well as soup kitchen volunteer efforts; no-cost programming to community, resulting in over 2000 visitors coming to the campuses in 2016-2017; general student volunteer efforts emanating from required community service component for University 101 classes; staff service such as youth sports coaching and serving on boards/as members of local civic and nonprofit agencies. **Sumter**: TRIO Opportunity Scholars Program; Upward Bound Program; recipient of *Sumter Item's* "Best College" award, Sumter Chamber of Commerce's "Sumter Green" award, designation as a "Military Friendly School" and Military Friendly Spouse School as well as a "STEMS Approved College" by Victory Media; from Niche organization - #2 Best Community College in SC, #23 Best Community in America; over 500 hours of volunteer work by student athletics, Salvation Army Bell Ringling Award to baseball team; campus host of Friday local-vendor Farmers' Market; sponsorship of community-based USC Sumter Associates program, a town and gown communication forum; funding and participation in a variety of Chamber of Commerce, Kiwanis and Rotary Club events. **Union**: Hosting of events such as Earth Day festival, community plays, summer camps, political debates, youth basketball tournaments, Founder's Day events, computer classes for the community, training sessions, reading programs, and a community health fair. Further, the campus hosted the Upcountry Literary Festival, which featured performances that included poetry, fiction, mystery, ghost stories, nonfiction, music, and theater from local figures and invited guests. Finally, the campus produced the annual Miss USC Union pageant to raise money for Alzheimer's awareness and research. **All Campuses**: some of the University-based grants awarded are in direct support of the USC Connect Initiative with faculty serving as mentors to students participating in **USC Connect's Graduation with Leadership Distinction** opportunity, resulting in **24 graduates** with such distinction this year. Sources: Campus/Unit 2018-2019 Blueprints, USC Connect Office

Resources Utilized	Faculty, staff and Students
Goal Continuation	Ongoing
Goal Upcoming Plans	Standardization of service hours and personnel participating
Resources Needed	Central Office leadership with execution by campus personnel
Goal Notes	

Goal 5 - Organizational/Financial

Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
Linkage to University Goal	<ul style="list-style-type: none"> •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Not specifically aligned, but serves as "underpinning" for optimal achievement of University mission
Status	Progressing as expected (multi-year goal)
Action Plan	Ongoing goal
Achievements	<p>The following organizational/financial action items were completed during the fifth year of operation:</p> <p>(1) Continued to focus on enrollment growth both centrally by restructuring enrollment management at all campuses; continued implementation of the CRM and at each campus through service area-based efforts; sustained general brand awareness campaign for online offerings while increasing targeted individual program marketing; continued focus on military programs and students. (2) Made financial improvements by operating more efficiently to balance budgets and ensure appropriate fund balances of 2-3 months operating expenses. In FY 2018 all four campuses had 3 months worth of fund balance. (3) Continued implementation of the Tuition Revenue Sharing Model for Palmetto College Online, resulting in substantial new revenue for each system campus, with \$9.1 million in new revenue raised and distributed across the system in FY 18. (4) Over \$1,000,000 in fund-raising for FY17-18 was accomplished through efforts led by the PC Development Officer, Deans, and other PC leaders. (5) Continued to develop structure and unit budgets in alignment with reduction of appropriations from the Office of the Provost at USC Columbia for Extended University, coupled with the movement of Continuing Education and the Evening School from Palmetto College to the Office of the Provost. (6) Completed Palmetto College's contribution effort to the SACSCOC Fifth Year Interim Report resulting in acceptance of the report with no findings. (7) Continued vendor-solution online tutoring services. (8) Began College-wide planning effort to align Palmetto College with the University's Focus 2023 Plan – see Planning Goal.</p>
Resources Utilized	New and existing staff
Goal Continuation	Ongoing
Goal Upcoming Plans	Continue existing efforts
Resources Needed	Funding to replace funds lost when the Evening Program was moved from our division
Goal Notes	

Goal 6 - Planning

Goal Statement	The academic year 2017-2018 represented the fifth year of Palmetto College's existence. At this important juncture, Palmetto College began engagement in an all-units and functions Planning efforts to assess what is working and what needs strengthening, in conjunction with the University's new five-year plan.
Linkage to University Goal	•Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This review of the structure and function of all of Palmetto College activities will allow the College to optimally serve "... the state's diverse citizens through teaching, research, creative activity, and service."
Status	Progressing as expected (multi-year goal)
Action Plan	As the University's neared official approval of the Focus Carolina 2023 by the University Board of Trustees, Palmetto College began positioning itself to fully incorporate the goals of the initiative. Beginning with the creation of the Academic Blueprints in the revised format in 2017, Palmetto College established a Strategic Planning Committee to review Blueprints of all College units as well as State Accountability Reports for the four regional Palmetto College campuses in order to assure alignment
Achievements	A Palmetto College Campuses Focus Carolina 2023 Strategic Planning Committee was appointed and met in the 2018 spring semester to begin its work to incorporate the goals of the Board of Trustees-approved five-year planning effort. A primary goal of the committee was be to align USC Columbia's goals with those of the regional Palmetto College Campuses in order to assure appropriate integration and focus, therefore reinforcing and enhancing the joint accreditation these five campuses of the USC System share. Completion of the plan took place in December 2018 (see Real Time Planning goal for progress report).
Resources Utilized	Faculty, staff and students
Goal Continuation	
Goal Upcoming Plans	Ongoing
Resources Needed	Committee members time
Goal Notes	

Goals - Real Time

Goals for the Palmetto College that are in progress for the current academic year.

Goal 1 - Enrollment

Goal Statement	Continue to enhance enrollments at all regional Palmetto College campuses and in Palmetto College Online programs
Linkage to University Goal	<ul style="list-style-type: none">•Educating the Thinkers and Leaders of Tomorrow•Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement in regard to the "... education of the state's diverse citizens..." through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is continual and is achieved by continuous monitoring at the central office level as well as at each program site

Achievements

Note: Appropriation of \$750,000 received in FY19 (based on efforts utilizing planning goal) to address initiatives/needs related to all other PC goals (Enrollment, Faculty, Student Retention/Success, Service, Organizational/Financial). Most of these initiatives address multiple goals. Reported below are results most directly associated with the Enrollment goal. In some instances, results will be dually reported in discussion of other goals.

Palmetto Pathway Pilot: Designed and launched a pilot for approximately 50 students utilizing faculty from the regional Palmetto college campuses

Lexington Expansion: Established a Lexington Transfer Center to attract and recruit Lexington County residents to Online Degree Completion. In addition, we will be offering upper division courses at the site for Bachelor's of Organizational Leadership and Liberal Studies.

Gen Ed Courses/Fully Online Program Development/Military Program: Developed Palmetto College Gen Ed course offerings for a fully online bachelor's degrees. Test cohort model approach for some programs (start with BLS and BOL) to improve student engagement and success.

Established a Military Programs and Strategies Department within Palmetto College to target military active duty, veterans and other military related students to Online Degree Completion and fully online degrees

Dual Credit / Early College Expansion: Expanded and developed partnerships with additional high schools for dual credit and/or early college to allow students to take PC Gen Ed classes. Courses are offered through our regional Palmetto College campuses

Strategic Enrollment Growth: Developed programs for increased enrollment with Military at Fort Jackson, Shaw Air Force and other military installations across the state

Palmetto College overall total headcount enrollment decreased from 5998 in Fall 2017 to 5833 in Fall 2018, a 2.78% decrease, while Spring 2019 overall total headcount enrollment (5306) increased from Spring 2018 (5194), a 2.11% increase. Detailed Palmetto College program information is provided in Appendix 1

Resources Utilized	<p>In addition to each PC Campus Enrollment Management office, the PC Central Enrollment Services Office will continue to provide coordinated efforts to attract potential online students.</p> <p>Each campus will continue it's efforts to staff effectively for attempting to assure increased enrollments</p>
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing: Please see Enrollment goal in Looking Ahead (2019-2020) section for details
Resources Needed	<p>Enrollment goal in Looking Ahead (2019-2020) section for details</p> <p>Staff effort, as well as appropriate consultant efforts</p>
Goal Notes	

Goal 2 - Student Retention/Student Success

Goal Statement	Increase student success rate at the regional Palmetto College Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The University mission statement states that it "... provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success..." Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable. That said, a "time-of-program-entry" model has been devised. See Achievements section below for discussion.

Achievements	<p><i>Program Actions:</i></p> <p>Gen Ed Courses/Fully Online Program Development: Developed Palmetto College Gen Ed course offerings for a fully online bachelor's degrees. Test cohort model approach for some programs (start with BLS and BOL) to improve student engagement and success.</p> <p><i>Research Actions:</i></p> <p>Success Rate establishment for PC Online students: Palmetto College Central established a cohort-based view of online program success. The cohort was defined as those transferring into the online major programs for a given semester and enrolling full-time during that semester. The students were then followed for 2.5 academic years (150% of time) to ascertain success (defined as either graduated or still enrolled). The initial cohort reviewed consisted of those transferring into the program full-time fall 2014. The average success rate across programs was 75% with ranges from 43% to 98%. Palmetto College Central will continue to collect and refine this success rate model.</p> <p>Accurate Success Rate for PC Campuses: While our work (through OIRAA) with the CHE to incorporate out-of-state transfer info continues, the 2014 cohort success rate was almost 10% higher across the four PC campuses than the 2013 cohort (48.8 % to 58.07%). We will continue to address inclusion of the out-of-state transfer population with the CHE as 1. doing so more accurately reflects our success and 2. by CHE guidelines for this measure, it is allowable.</p>
Resources Utilized	Staff
Goal Continuation	Ongoing
Goal Upcoming Plans	<p>The primary efforts of PC Central, in addition to supporting all efforts of its units to better assure individual student success, will focus attention on: 1. developing a means of monitoring PC Online student success (which is a challenge considering that our students are transfers, therefore falling outside the traditional FT/FT entering student cohort most often assessed) and 2. continue to work with OIRA and the CHE (using the 2014 cohort) to establish an accurate Success Rate for each PC Campus</p>
Resources Needed	Staff time - both internal and external (OIRA, CHE)
Goal Notes	

Goal 3 - Faculty

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
Linkage to University Goal	<ul style="list-style-type: none">•Educating the Thinkers and Leaders of Tomorrow•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners•Building Inclusive and Inspiring Communities•Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Hiring/selection: Hiring of faculty begins with an analysis of need as determined by the local campus and the central office. Once it is decided to fill a needed position, the local campus forms a search committee comprised of campus personnel as well as a faculty member on the Columbia campus from the discipline of the position.</p> <p>Development/retention: Palmetto College campuses and the central office provide multiple actions to support faculty including T and P workshops, grant support, and professional travel to support regional Palmetto College faculty.</p> <p>Governance: Faculty governance is assured through local campus organizations ,the Palmetto College Campuses Faculty Senate and participation in the USC Columbia Faculty Senate</p>

Achievements	<p><i>Faculty Productivity:</i></p> <p>95 publication, 69 grants (sought or received), 166 presentations/exhibits, 64 creative activities, 165 consultations/editorships/reviews</p> <p><i>Actions:</i></p> <p>Quality hires; During 2018/19, the PC campuses hired 10 new, highly qualified faculty (tenure and non-tenure track), representing multiple disciplines. The teaching credentials for these new faculty were approved by the USC Columbia colleges/schools housing their respective disciplines.</p> <p>Successful development and advancement of faculty as measured by earning tenure/and or promotion continued with four files for tenure and/or promotion submitted during 18/19. Based on prior years' experience, we anticipate a high rate of success for these candidates.</p> <p>A faculty compensation study was begun this year, with a consultant procured to survey and analyze data. The study is ongoing and will continue until all results and recommendations are compiled</p> <p><i>Program Actions:</i></p>
Resources Utilized	<p>Palmetto Pathway Pilot Designed and launched a pilot for approximately 50 students utilizing faculty from the Regional Palmetto Colleges.</p> <p>Internal support from PC Central and each campus' administration</p>
Goal Continuation	<p>Ongoing</p> <p>Lexington Expansion: Will be offering upper division courses at the site for</p>
Goal Upcoming Plans	<p>Assess staffing needs, hiring practices, and development opportunities, while assuring appropriate alignment with USC Columbia, with whom the campuses are accredited</p> <p>Bachelor's of Organizational Leadership and Liberal Studies</p>
Resources Needed	<p>Funding to assure units are competitive in offer packages, faculty and staff support for faculty seeking advancement; support of USC Columbia in alignment efforts</p>
Goal Notes	

Goal 4 - Service

Goal Statement	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to provided "... all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service , and artistic creation.
Status	Progressing as expected (multi-year goal)
Action Plan	Faculty advancement requires service as an important component. Student service opportunities are provided through the many student organizations and campus-sponsored activities established at each campus
Achievements	<p>Established a Military Programs and Strategies Department within Palmetto College to target military active duty, veterans and other military related students to Online Degree Completion and fully online degrees</p> <p>Expanded and developed partnerships with additional high schools for dual credit and/or early college to allow students to take PC Gen Ed classes. Courses are offered through our Regional Palmetto Colleges.</p> <p>Palmetto College campuses hosted USC University of Possibilities outreach initiative for 6th and 7th grade students from their regions</p> <p>Thirty-seven graduates earned Graduation with Leadership distinction (GLD), with 33 of these earning the distinction in the service-related tracks of Community Service, Professional and Civic Engagement, or Diversity and Social Advocacy</p> <p>Faculty,staff and studentsd engaged in significant hours of service</p>
Resources Utilized	Facutly, staff, and student time/effort
Goal Continuation	Ongoing

Goal Upcoming Plans	Ongoing
Resources Needed	Faculty, staff, and student time/effort
Goal Notes	

Goal 5 - Organizational/Financial

Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
Linkage to University Goal	<ul style="list-style-type: none">•Educating the Thinkers and Leaders of Tomorrow•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners•Building Inclusive and Inspiring Communities•Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Overall charge to all operations and campuses of Palmetto College to operate efficiently and effectively, with target outcomes of balanced budgets and reserve operating revenue
Status	Progressing as expected (multi-year goal)
Action Plan	Enhanced revenue through increased enrollment, efficient operations of all units through continuous assessment of staffing needs and performance, tuition revenue, Palmetto College funding distribution, and organizational structure

Achievements	<p>The following organizational/financial action items were completed during the sixth year of operation:</p> <p>Continued to focus on enrollment growth through Palmetto Pathway Pilot, Lexington Expansion, Gen Ed/Fully Online offerings, dual Credit/Early College Expansion, and increased marketing of Online Degree Completion Programs (component of Strategic Enrollment Growth initiative).</p> <p>Continued emphasis on military programs and students through establishment of a Military Programs and Strategies department to target active duty military, veterans for enrollment in Online Degree completion and fully online degrees as well as in classroom instruction at Ft. Jackson, Shaw Air Force Base on other state military installations.</p> <p>Renamed Extended University as Palmetto College Columbia.</p> <p>Made financial improvements by operating more efficiently to balance budgets and ensure appropriate fund balances of 2-3 months operating expenses. In FY 2019 all four campuses met these targets</p> <p>Continued implementation of the Tuition Revenue Sharing Model for Palmetto College Online, resulting in substantial new revenue for each system campus, increasing the revenue raised and distributed across the system to \$41.14 million (as of 2/1/2019) since launch in Palmetto college in 2013.</p> <p>Projected over \$1,200,000 in fund-raising for FY19 through efforts led by the PC Development Officer, Deans, and other PC leaders.</p> <p>Procured Federal Distance Learning grant in amount of \$478,556 for upgrade of smart classrooms.</p> <p>Continued to develop structure and unit budgets in alignment with reduction of appropriations from the Office of the Provost at USC Columbia for Extended University, coupled with the movement of Continuing Education and the Evening School from Palmetto College to the Office of the Provost</p> <p>Continued vendor-solution online tutoring services.</p> <p>Completed initial phase of College-wide planning effort to align Palmetto College with the University's Focus 2023 Plan – see Planning Goal.</p> <p>Experienced many staffing changes, including: Associate Provost to Salkehatchie Dean, E-Learning Vice Chancellor to full time faculty, Executive Vice Chancellor to full time faculty, retirement of Associate Chancellor of Student Services, and appointment of Military Strategies and Outreach Director. Began process of revising organizational structure and replacement hiring</p>
Resources Utilized	Staff time
Goal Continuation	Ongoing

Goal Upcoming Plans	Continue current continuous assessment efforts by PC Central to assure effective and efficient operation
Resources Needed	Staff time; support of central administration as to any organizational and/or finance model changes desired as a result of internal assessment efforts
Goal Notes	

Goal 6 - Planning

Goal Statement	The prior academic year (2017-2018) represented the fifth year of Palmetto College's existence. At this important juncture, Palmetto College began engaging in an all-units and functions Planning effort to assess what is working and what needs strengthening, in conjunction with the University's five-year Focus 2023 plan.
Linkage to University Goal	•Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This review of the structure and function of all of Palmetto College activities will allow the College to optimally serve"... the state's diverse citizens through teaching, research, creative activity, and service."
Status	Progressing as expected (multi-year goal)
Action Plan	With the University's official adoption of the Focus Carolina 2023 by the University Board of Trustees, Palmetto College began efforts to align with this Columbia campus-based plan. Beginning with the creation of the Academic Blueprints in the revised format in 2017 - which incorporated these goals, Palmetto College established a Strategic Planning Committee to review Blueprints of all College units as well as State Accountability Reports for the four regional Palmetto College campuses in order to assure alignment
Achievements	The Committee completed its work in December 2018 and began incorporating the aligned for the upcoming 2019-20 academic year (See Looking Ahead Planning goal discussion)
Resources Utilized	Faculty, staff and students of all entities of Palmetto College
Goal Continuation	Ongoing, with significant activity during the 2019-2020 academic year
Goal Upcoming Plans	Rollout of Planning Committee recommendations for comprehensive review
Resources Needed	Faculty, staff time
Goal Notes	

Goals - Looking Ahead

Goals for the Palmetto College that are slated for the upcoming year.

Goal 1 - Enrollments

Goal Statement	Continue to enhance enrollments at all Palmetto College Campuses and in Palmetto College Online programs
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement in regard to the "... education of the state's diverse citizens..." through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Dual Credit: Expand program into all service areas for each campus</p> <p>Palmetto Pathways: Grow this program to increase the number of students. To do this, we will need additional funding to prepare for the increase in students, by hiring faculty and staff to support the growing program.</p> <p>Military Strategies and Programs: Grow the military presence across the state to include bases and National Guard. Fort Jackson Tuition year round</p> <p>Fully Online Degree: Marketing and recruiting for fully online degrees</p>
Achievements	Primary success will be achieved if overall enrollments PC enrollments increase. Secondary success will be achieved if either campuses or online programs enrollments increase.
Resources Utilized	Enrollment management staff
Goal Continuation	Ongoing
Goal Upcoming Plans	Assess efficacy of action plan based on success of budget requests.
Resources Needed	Financial resources to maintain or enhance enrollment management staff, recruiting efforts and success/retention efforts..

Goal Notes	<p>The Palmetto College 2023 Strategic Planning process took the goals of the USC Columbia plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system.</p> <p>The corresponding Palmetto College linking goals for this goal are:</p> <p>Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities</p> <p>Promoting recognized institutional excellence</p>
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Goal 2 - Student Retention/Student Success

Goal Statement	Increase student success rate at the regional Palmetto College Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The University mission statement states that it "... provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success..." Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable. That said, a "time-of-program-entry" model has been devised. See Achievements section in Real time for discussion. Using the model established for the 2014 cohort, more refinements and additions will be pursued.
Achievements	Improvement in assessment of success and increased success of students
Resources Utilized	Staff:Internal Palmetto College, OIRAA, CHE
Goal Continuation	Ongoing
Goal Upcoming Plans	<p>In addition to ongoing initiatives (such as student success research), hire a coordinator to work on transfer student articulation and coordination</p> <p>Success efforts at campus level addressed in campus reports</p>

Resources Needed	<p>Success attainment of budget request funds</p> <p>Staff time</p>
Goal Notes	<p>Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on the College's stakeholders, Palmetto College has established the following aligned goals correlating with the University goals selected above:</p> <p>Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities</p> <p>Promoting recognized institutional excellence</p>

Goal 3 - Faculty

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
Status	Progressing as expected (multi-year goal)
Action Plan	Continue to support the campuses' faculty by providing growth and development opportunities as described in Faculty Real Time section Continued activity associated with the faculty compensation study,
Achievements	Progress on goals listed in Action Plan above
Resources Utilized	Faculty, staff time
Goal Continuation	Ongoing
Goal Upcoming Plans	See Action plan above
Resources Needed	Funding to assure units are competitive in offer packages, faculty and staff support for faculty seeking advancement; support of USC Columbia in alignment efforts
Goal Notes	<p>Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on the College's stakeholders, Palmetto College has established the following aligned goal that corresponds with the University goal selected above.</p> <p>Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities</p> <p>Assembling and supporting a diverse world-class faculty dedicated to teaching, scholarship, and student success.</p> <p>Promoting recognized institutional excellence</p>

Goal 4 - Service

Goal Statement	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
Linkage to University Goal	<ul style="list-style-type: none"> •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to provided "... all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service , and artistic creation.
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Dual Credit: Expand program into all service areas for each campus as doing so results in substantial savings for high school student and their families</p> <p>University of Possibilities: Grow this program to include additional middle schools within the service areas of each campus as doing so provides encouragement and support for those in the 6th and 7th grades to pursue higher education.</p> <p>Military Strategies and Programs: Grow the military presence across the state to include bases and National Guard as doing so provides needed support to active-duty, verterans and and their dependents.</p> <p>Continue research efforts to better capture and report faculty, staff and student service efforts</p>
Achievements	Growth in activities listed below in Action Plan section
Resources Utilized	<p>Funding, staff for requested activities</p> <p>Faculty, staff and student time for service activity</p>
Goal Continuation	Ongoing
Goal Upcoming Plans	See Action Plan above

Resources Needed	Funding as requested in budget request
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Goal Notes	<p>The Palmetto College 2023 Strategic Planning process took the goals of the USC plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system.</p> <p>The corresponding Palmetto College linking goal for this goal is:</p> <p>Building inclusive and inspiring communities, on-campus and online.</p>
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Goal 5 - Organizational/Financial

Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
Linkage to University Goal	•Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Overall charge to all operations and campuses of Palmetto College to operate efficiently and effectively, with target outcomes of balanced budgets and reserve operating revenue
Status	Progressing as expected (multi-year goal)
Action Plan	Enhance revenue through increased enrollment, efficient operations of all units through continuous assessment of staffing needs and performance, tuition revenue, Palmetto College funding distribution, and organizational structure
Achievements	Efficient, lean operation
Resources Utilized	Staff time
Goal Continuation	Ongoing and continuous
Goal Upcoming Plans	Continue the reorganization efforts begun last year as a result of retirements, employment status changes and internal promotions and evaluate central office services provided to the campuses in support of their activities. Work with service units to set and achieve goals..
Resources Needed	Restoration of FTEs consolidated back to USC Columbia since 2015
Goal Notes	<p>The Palmetto College 2023 Strategic Planning process took the goals of the USC plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system.</p> <p>The corresponding Palmetto College linking goal for this goal is:</p> <p>Promoting recognized institutional excellence</p>

Goal 6 - Planning

<p>Goal Statement</p>	<p>The Palmetto College 2023 Strategic Planning process took the goals of the USC plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system.</p> <p>The corresponding Palmetto College linking goals for this goal are:</p> <p>Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities</p> <p>Assembling and supporting a diverse world-class faculty dedicated to teaching, scholarship, and student success.</p> <p>Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs.</p> <p>Building inclusive and inspiring communities, on-campus and online.</p> <p>Promoting recognized institutional excellence</p>
<p>Linkage to University Goal</p>	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Spurring Knowledge and Creation •Building Inclusive and Inspiring Communities
<p>Alignment with Mission, Vision, and Values</p>	<p>The Palmetto College goals were designed to directly align with the overall USC Focus 2023 plan. See College/School Goal Statement above and Notes section below</p>
<p>Status</p>	<p>Progressing as expected (multi-year goal)</p>
<p>Action Plan</p>	<p>The upcoming year will be a challenging one with new leadership in both the President's Office and the Provost's Office. Further, as noted, many changes have taken place in Palmetto College. Taken together, these changes represent an opportunity to work and examine, revise, and set goals based on the Palmetto College Focus 2023 both as directed from above by new leadership and within Palmetto College as the plan is circulated and absorbed. Therefore, 2019-2020 will primary be a year of review and planning for the future.</p>
<p>Achievements</p>	<p>Effective planning</p>
<p>Resources Utilized</p>	<p>Faculty, staff time and effort</p>
<p>Goal Continuation</p>	<p>Ongoing</p>
<p>Goal Upcoming Plans</p>	<p>See Action Plan above</p>

Resources Needed	Faculty, staff time and effort
Goal Notes	<p>The Palmetto College 2023 Strategic Planning process took the goals of the USC plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system.</p> <p>The corresponding Palmetto College linking goals for this goal are:</p> <p>Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities</p> <p>Assembling and supporting a diverse world-class faculty dedicated to teaching, scholarship, and student success.</p> <p>Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs.</p> <p>Building inclusive and inspiring communities, on-campus and online.</p> <p>Promoting recognized institutional excellence</p>

Academic Programs

Program Rankings

Academic programs that were nationally ranked or received external recognition during the Academic Year.

As noted in the Executive Summary Introduction section, this report addresses the Palmetto College efforts associated with delivery of undergraduate online programs. See campus reports by assessing links in the Executive Summary Highlights section.

Palmetto College was ranked by TheBestSchools.org, which "...provides in-depth rankings of degree programs as well as of colleges and universities" as follows:

- [Ranked #1 among The Best Online Colleges in South Carolina](#)
- [Ranked among The 100 Best Online Colleges for 2018](#) (#52)
- [Ranked among The 20 Best Online Bachelor in Human Services Degree Programs](#) (#11)
- [Ranked among The 20 Best Online Bachelor in Hospitality Management Degree Programs](#) (#8)
- Ranked among the 20 Best Online Bachelor in General Studies Programs (#5)

- Awarded Program of Excellence: Credit Award South Region, UPCEA

See Appendix 1 for additional Quantitative Measures concerning the online programs

Instructional Modalities

Innovations and changes to Instructional Modalities in unit's programmatic and course offerings that were implemented during the Academic Year.

No changes for this year specifically, but the asynchronous delivery of undergraduate coursework in the online programs represents the most comprehensive collection of alternative undergraduate coursework in the University.

Program Launches

Academic Programs that were newly launched during the Academic Year; those that received required approvals but which had not yet enrolled students are not included.

No new programs launched during this academic year after launch of seven new programs in 2016-2017

Program Terminations

Academic Programs that were newly terminated or discontinued during the Academic Year.

None

Supplemental Info - Academic Programs

Any additional information on Academic Programs appears as Appendix 1. (bottom).

Academic Initiatives

Experiential Learning for Undergraduates

Initiatives, improvements, challenges, and progress with Experiential Learning at the Undergraduate level.

Palmetto College is an active supporter of USC Connect, the University's current QEP and during this academic year, 24 Palmetto College Campuses students have applied for Graduation with Leadership Distinction (GLD). Individual campus activity will be reported in campus reports.

In addition to the Internship requirement of Extended University's BLS and BOL programs, a Service Learning/Community Service option is available

Experiential Learning For Graduate & Professional Students

Initiatives, improvements, challenges, and progress with Experiential Learning at the Graduate or Professional level.

NA

Affordability

Assessment of affordability and efforts to address affordability.

Palmetto College Online degree tuition is \$5199 per semester which is the second lowest tuition (along with Aiken - to which PC Online tuition is aligned - among the Columbia (\$6108) and senior campuses (Beaufort - \$5172, Upstate - \$5604). PC Central continues to work with University officials to maintain this lower cost. It should be noted that a lower tuition is but one factor in assuring affordability as students enrolled in our programs remain in their respective locales, therefore achieving the efficiencies of not having to "uproot" to pursue a baccalaureate degree

Reputation Enhancement

Contributions and achievements that enhance the reputation of USC Columbia regionally and nationally.

See Program Rankings section above for recognitions acknowledging Palmetto College's goal of providing "the quality of USC online."

Challenges

Challenges and resource needs anticipated for the current and upcoming Academic Years, not noted elsewhere in this report and/or those which merit additional attention.

PC Central is in need of financial resources as a result of the University's decision to remove the Evening School from under Palmetto College's direction. Doing so continues to present significant challenges for the unit to

provide leadership, management, and coordination in the areas of new program development, current program enhancement, budget, development/monitoring, HR, compliance, financial aid, marketing, enrollment services and outreach. We continue to take significant steps including not hiring for open positions and reviewing the percentage share of PC revenue distribution to the degree programs. Simultaneously, we forge ahead with new and ongoing initiatives (see Looking Ahead section) in our effort to grow our mission to serve students across the spectrum from high school dual enrollment to middle-aged "back-to-school" enrollees.

Faculty Population

Faculty Employment Summary

Table 1. Faculty Employment by Track and Title.

	Fall 2018	Fall 2017	Fall 2016
Tenure-track Faculty	87	89	87
Professor, with tenure	27	21	20
Associate Professor, with tenure	30	41	42
Assistant Professor	30	27	25
Librarian, with tenure	0	0	0
Research Faculty	0	0	0
Research Professor	0	0	0
Research Associate Professor	0	0	0
Research Assistant Professor	0	0	0
Clinical/instructional Faculty	48	52	54
Clinical Professor	0	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor	48	52	54
Lecturer	0	0	0
Visiting	0	0	0
Adjunct Faculty	114	97	98

Faculty Diversity by Gender and Race/Ethnicity

Note: USC follows US Department of Education IPEDS/ National Center for Education Statistics guidance for collecting and reporting race and ethnicity. See https://nces.ed.gov/ipeds/Section/collecting_re

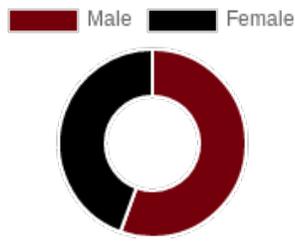
Table 2. Faculty Diversity by Gender and Race/Ethnicity, Fall 2018, Fall 2017, and Fall 2016.

	Fall 2018	Fall 2017	Fall 2016
Gender	142	141	141
Female	64	61	57
Male	78	80	84
Race/Ethnicity	135	136	136
American Indian/Alaska Native	1	1	0
Asian	6	5	5
Black or African American	12	12	12
Hispanic or Latino	6	6	6
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	2	1	1
Two or More Races	2	2	2
Unknown Race/Ethnicity	1	3	2
White	105	106	108

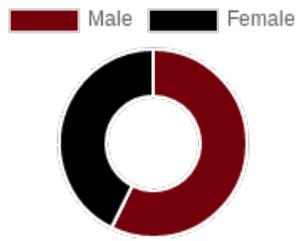
Illustrations 1 and 2 (below) portray this data visually.

Illustration 1. Faculty Diversity by Gender

2018 Faculty Gender



2017 Faculty Gender



2016 Faculty Gender

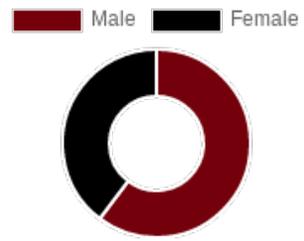
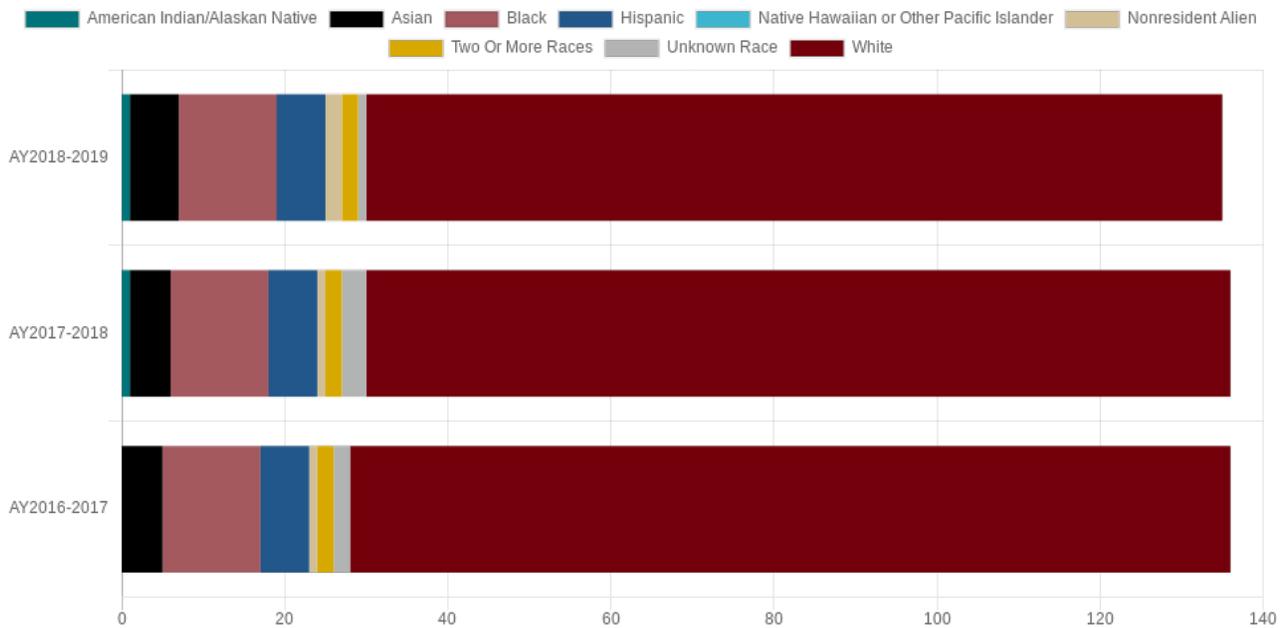


Illustration 2. Faculty Diversity by Race & Ethnicity



Faculty Information

Research and Scholarly Activity

Please refer to Appendix 3, which provides detailed information from the Office of the Vice President for Research, department of Information Technology and Data Management, including:

1) The total number and amount of externally sponsored research proposal submissions by funding source for the appropriate Fiscal Year.

2) Summary of externally sponsored research awards by funding source for the appropriate Fiscal Year. Total extramural funding processed through Sponsored Awards Management (SAM) in the Fiscal Year, and federal extramural funding processed through SAM in the Fiscal Year. (Available at: <http://sam.research.sc.edu/awards.html>) Amount of sponsored research funding per faculty member in FY 2018 (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).

3) Number of patents, disclosures, and licensing agreements for three most recent Fiscal Years.

Provided in campus and Extended University reports as well as in Faculty goal section of Real Time (2018-2019)

Faculty Development

Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes. Optional

During 2017-2018, the following faculty development opportunities were sponsored or supported by Palmetto College:

Palmetto College Campuses Tenure and Promotion Workshop: Reviewing administrators and previously successful tenure and promotion candidates presented information on the process of developing a substantial tenure and promotion file.

Tenure and Promotion New Candidate Workshop: Video training was offered on the electronic procedures of the Palmetto College Tenure and Promotion submission site.

Blackboard training: Training on Blackboard is offered at regional campuses for beginners and advanced users.

The Center for Teaching Excellence training workshops: In addition to individual assistance in online course development for Online Course Development Grant recipients, Palmetto College faculty are informed of and encouraged to utilize USC's Center for Teaching Excellence for many on-campus (with distance connectivity) workshops as well as online courses for faculty.

Other Activity

Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes. Optional

Will be addressed in campus and Extended University reports

Teaching

Faculty to Student Ratio

The formula used to compute the ratio uses data from Faculty Population by Track and Title and Student Enrollment by Time Basis, as follows:

$$\frac{(Total\ Full-time\ Students + 1/3\ Part-time\ Students)}{((Total\ Tenure-track\ Faculty + Total\ Research\ Faculty + Total\ Clinical/Instructional\ Faculty) + (1/3\ Adjunct\ Faculty))}$$

Table 4. Faculty-to-Student Ratio, Fall 2018, Fall 2017, and Fall 2016

Fall 2018	Fall 2017	Fall 2016
01:17.8	1:17.88	1:17.65

Analysis of Ratio

Analysis of the ratio, agreement with the data, and plans for the future to impact this ratio.

Palmetto College Campuses: See campus reports for individual campus ratios. At a less than 18 to 1 aggregate average across the campuses, we are very comfortable with this ratio as we feel it represents the appropriate "mix" of small class size and prudent fiscal management of instructional resources.

Online programs: Because the Palmetto College Online Programs reside at the senior campuses, a traditional student/faculty ratio is not calculated. However, we do monitor the average class size for all Palmetto College online course offerings. The average class size for both fall and spring of the current academic year (2018-2019) is 24.4.

We are please with both averages for the same reason provided above in regards to the aggregate campuses ratio

See Academic Programs Supplemental information.

Faculty Awards Nominations

Faculty nominated for the following awards in the categories of Research, Service, Teaching, or Other.

Research Award Nominations

Recipient(s)	Award	Organization
Lai, Wei-Kai (Bryan)	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Easley, Elizabeth	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Jones, Shelley	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Lowell, Randy	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Kunda, Andy	Denise R. Shaw Excellence in Scholarship Award	Palmetto College

Service Award Nominations

Recipient(s)	Award	Organization
Kilpatrick, Eran	Chris P. Plyler Excellence in Service Award	Palmetto College
Chang, Hui-Yiing	Chris P. Plyler Excellence in Service Award	Palmetto College
Elliot, Julia	Chris P. Plyler Excellence in Service Award	Palmetto College
Obi Johnson, Bettie	Chris P. Plyler Excellence in Service Award	Palmetto College

Teaching Award Nominations

Recipient(s)	Award	Organization
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Dangerfield, David	John J. Duffy Excellence in Teaching Award	Palmetto College
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Cai, Li	John J. Duffy Excellence in Teaching Award	Palmetto College
Pisano, Andrew	John J. Duffy Excellence in Teaching Award	Palmetto College
McManus, Ray	John J. Duffy Excellence in Teaching Award	Palmetto College

Faculty Awards Received

Faculty of PC were recognized for their professional accomplishments in the categories of Research, Service, and Teaching.

Research Awards

Recipient(s)	Award	Organization
Lai, Wei-Kai (Bryan)	Denise R. Shaw Excellence in Research Award	Palmetto College

Service Awards

Recipient(s)	Award	Organization
Kilpatrick, Eran	Chris P. Plyler Excellence in Service Award	Palmetto College

Teaching Awards

Recipient(s)	Award	Organization
McManus, Ray	John J. Duffy Excellence in Teaching Award	Palmetto College

Student Recruiting and Retention

Student Recruitment

Efforts, including specific actions, to recruit students into College/School programs.

Palmetto College marketing and communications continues to yield a positive ROI. The advertising campaign has grown from general brand awareness to include more targeted advertising through individual programs and degree "clusters." The clusters divide online degree completion programs into five categories: business, data management, education, healthcare and public sector. Individual programs are marketed bearing the native four-year institution's brand marks and visual identity. Current media buy inventory includes television, radio, search, retargeting, social media and sponsorships. The loss of three members of the recruitment and admissions team has had a minor impact on our ability to reach prospective students at on-site events. Despite this inconvenience, social media engagement to prospective students and supporters continues to increase and functions as a collaborative effort between the marketing and enrollment management offices. Primary sponsorships have continued at largely attended minor league baseball parks in Charleston, Columbia, Lexington and Myrtle Beach, respectively. There are also limited print media outreach and event sponsorship opportunities related to military, minority and other special interest groups.

Student recruitment efforts for 2017-2018 included the following: Strategic planning between the Admissions team and the Marketing department focused on targeting a more direct ad campaign towards the fourteen online degree completion programs. Expansion of social media presence including Twitter and Facebook have also begun to include announcements for events and reminders for deadlines. Webinars are also held weekly at a variety of times, both day and evening, to be inclusive of a degree completion audience.

Palmetto College's central Admissions Office has four Regional Admissions Representative positions to recruit prospective students to the online bachelor's degree completion programs. Additionally, the central office provides coordinated support to four Regional Admissions Representatives who are located on each of the regional campuses. The total recruitment team services all counties of South Carolina to provide a presence and

focus toward providing educational opportunities to the constituents of the state. The Palmetto College Admissions team is led by the Vice Chancellor, eLearning and the Associate Director, Admissions and includes an Admissions Operations Manager and a Web Design Specialist to ensure processes, procedures and policies are adhered to for the eight campuses in the University of South Carolina system. This combined with an expanded recruitment team has strengthened the efforts for increased enrollment and retention and success activities.

Student recruitment efforts for 2018-2019 included the following: Coordination between the Admissions team, the Marketing department and central Palmetto College to continue the focus of a combination of brand awareness and target marketing specific to the thirteen online degree completion programs. The social media presence (Twitter, Facebook) along with a public recruitment calendar have been used to deliver announcements, events and reminders for application deadlines. Webinars are also held weekly at a variety of times, both day and evening, to be inclusive of a degree completion audience. The addition of the Lexington Transfer Center, Lexington, SC, has also provided an opportunity to recruit students at an alternative location for those not able to visit the main campus admissions office. This has provided an opportunity to offer additional events to bring awareness and opportunities to the public. Recruitment efforts include coordination of visits to statewide activities including education fairs, presence at SC Technical College campuses, military and other events designated to promote the quality of a University of South Carolina degree online.

The use of the Salesforce/TargetX Customer Relation Management (CRM) system continues to provide a centralized system for recruitment and application processes for the four two-year regional campuses.

Recruitment and marketing activities such as email campaigns, prospective student follow up and events are created and designed to improve efficiency and grow enrollment through output and data collection. The PC Admissions Office continues to manage prospective online degree completion students using the system to record initial intake, demographics, pre-qualification for specified program(s) and subsequent release to the four-year comprehensive campus of choice.

The CRM is also used to review records being transferred to the system, identifying potential gaps in transition services, advising, or procedural issues when students move among the eight system campuses. It also assists in identifying patterns of opportunities for increased student success initiatives and potential services that could retain students through graduation based on their previous experience or exposure to information and technology.

Military-related activities associated with recruitment during 2017-18 focused on multiple areas: enrollment and recruitment, scholarship development, course planning, and financial aid support. Overall courses offered at the two military bases decreased by 19% at Fort Jackson while enrollment overperformed relatively, decreasing only 13% (Calendar Year 2017 to 2018). The ratio of students to faculty increased from 17-to-1 to 18-to-1 in the aggregate. Fort Jackson saw an even number of military personnel, with a slight aggregate decrease in military family, reserves, National Guard, retirees, and DOD civilians (Calendar Year 2017 to 2018). Overall enrollment for active military students at Shaw Air Force increased by 41% (Calendar Year 2017 to 2018). Overall military enrollment, including active military, dependents, and veterans increased by 10% during the same period.

Enrollment on Shaw Air Force Base for active military more than doubled from Calendar Year 2017 to 2018. The Robert V. Phillips Palmetto College Military Endowed Scholarship Fund was developed in 2017 and was first utilized by soldiers at Fort Jackson in Fall 2017. Total giving was over \$70,000 by the end of 2018. The Sumter Utilities and USC Sumter Endowed Scholarship for Shaw Air Force Base Hometown Heroes Fund was established in 2018 and total giving was over \$80,000. Planning was made for Fort Jackson including new hybrid course offerings during lunchtime (on-base) and possible new courses. Shaw Air Force Base showed an increase in on-base courses. Financial aid support activities continue to grow, as the Fort Jackson office handles all the Tuition Assistance for soldiers enrolled in the Palmetto College program as well as majors on the Columbia campus.

Student Retention

Efforts at retaining current students in College/School programs.

Actions: Palmetto College coordinated an all-campus budget request directed to the more formal establishment and/or enhancement of student success efforts on each campus. These efforts will be addressed in campus reports. PC Central has maintained funding of a vendor-solution online tutoring service (Brainfuse), with this service being made available to students enrolled in all PC Online programs as well as all students enrolled at the four PC Campuses.

The Palmetto College Admissions Office is utilizing the CRM to review records being transferred to the system, identifying potential gaps in transition services, advising, or procedural issues when students move among the eight system campuses. It also assists in identifying patterns of opportunities for increased student success initiatives and potential services that could retain students through graduation based on their previous experience or exposure to information and technology.

Evaluation of efforts:

Online programs: Retention efforts are the responsibility of the degree-granting campus or college/school. A retention study for the original seven Palmetto College programs was conducted for those entering (as transfers) in fall 2013. An overall retention rate (defined as returning fall 2014, unless graduated) of 79% was ascertained. With 13 degrees now being offered by Palmetto College, an updated study was devised, focusing, for consistency, on the original seven programs. The overall rate remained consistent (75%) with our initial study, therefore giving us confidence in the considerable degree of success our students enjoy. It should be noted that Success rate calculation for the PC Online programs presents unique challenges because: 1. approximately 40% of students enroll part-time and 2. by definition, as "plus 2 programs, students enrolled in PC Online programs are transfers and therefore do not constitute a traditional first-time, full-time cohort. That said, an important measure of success as we approach five years since the establishment of Palmetto College is the over-1500 degrees awarded. (Source: PC internal data). See Academic Programs Supplemental Information for more details.

Palmetto College Campuses:

Retention: Specific campus rate will be addressed in campus reports.

Success Rate: While the reported Retention and Graduation Rates constitute important measures for this campus, said measures do not capture an important role of the campus as a "pathway" (as opposed to end

point) for students to attain their educational goals. The campus' Success Rate, instituted as a performance measure for the state's primarily two-year institutions by the Commission on Higher Education (CHE) starting in 1996, captures how students utilize the local institution for coursework leading to associate and/or baccalaureate degrees. Specifically, the Success Rate measure consists of three sub-measures leading to an overall rate: graduation with the campus' associate degree, continued enrollment at the institution, and transfer from the institution. For the latest cohort (2013 entering FT/FT students, captured three years after entering, i.e., "150% of time) the aggregate average for the campuses was 48.8%. Please note that these rates only report student activity within the state's borders. Supplementation of the findings is allowed by the CHE and the Palmetto College central office has been working with the CHE as well as USC's OIRAA Office to order to supply supplemental data. It should be noted that the non-supplemented 2014 cohort reveals a 58% overall rate for the four campuses combined which is an almost 10% increase over the 2013 cohort rate (48.8%).

Student Enrollment & Outcomes

The following data was provided by USC's Office of Institutional Research, Assessment, and Analytics.

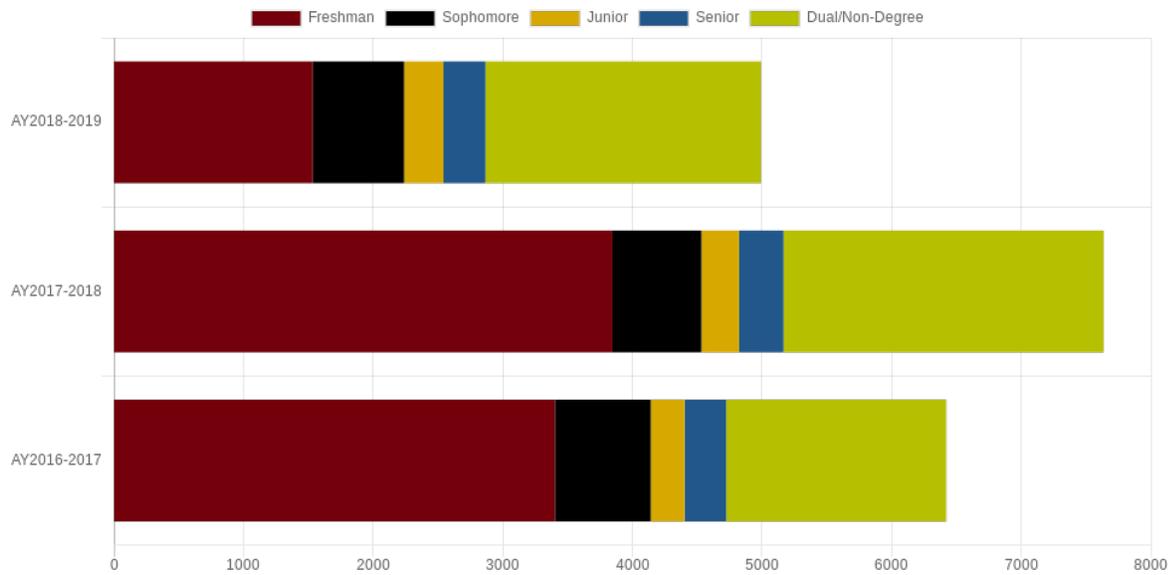
Note: Student enrollment and outcomes data are calculated by headcount on the basis of primary program of student only.

Student Enrollment by Level & Classification

Table 5. Student Enrollment by Level & Classification.

	Fall 2018	Fall 2017	Fall 2016
Undergraduate Enrollment			
Freshman	1534	3846	3403
Sophomore	705	686	738
Junior	303	291	261
Senior	324	343	322
Dual/Non-Degree	2127	2469	1697
Sub Total	4993	7635	6421
Graduate Enrollment			
Masters	0	0	0
Doctoral	0	0	0
Graduate Certificate	0	0	0
Sub Total	0	0	0
Professional Enrollment			
Medicine	0	0	0
Law	0	0	0
PharmD	0	0	0
Sub Total	0	0	0
Total Enrollment (All Levels)	4993	7635	6421

Illustration 3. Undergraduate Student Enrollment by Classification



Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status.

	Fall 2018	Fall 2017	Fall 2016
Undergraduate	4993	5166	4967
Full-Time	2396	2200	2249
Part-Time	2597	2966	2718
Graduate/Professional	0	0	0
Full-Time	0	0	0
Part-Time	0	0	0
Total - All Levels	4993	5166	4967
Full-Time	2396	2200	2249
Part-Time	2597	2597	2597

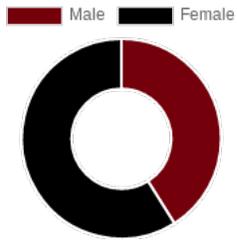
Student Diversity by Gender

Table 7. Student Enrollment by Gender.

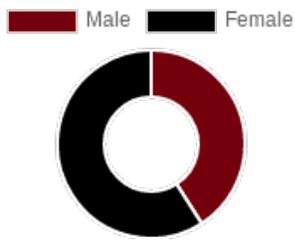
	Fall 2018	Fall 2017	Fall 2016
Undergraduate	4983	5166	4967
Female	3025	3050	2927
Male	1958	2116	2040
Graduate/Professional	0	0	0
Female	0	0	0
Male	0	0	0

Illustration 6. Undergraduate Student Diversity by Gender

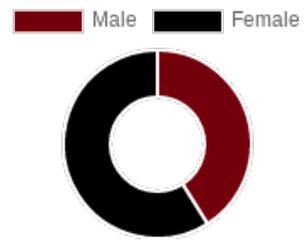
2018 Undergraduate Gender



2017 Undergraduate Gender



2016 Undergraduate Gender

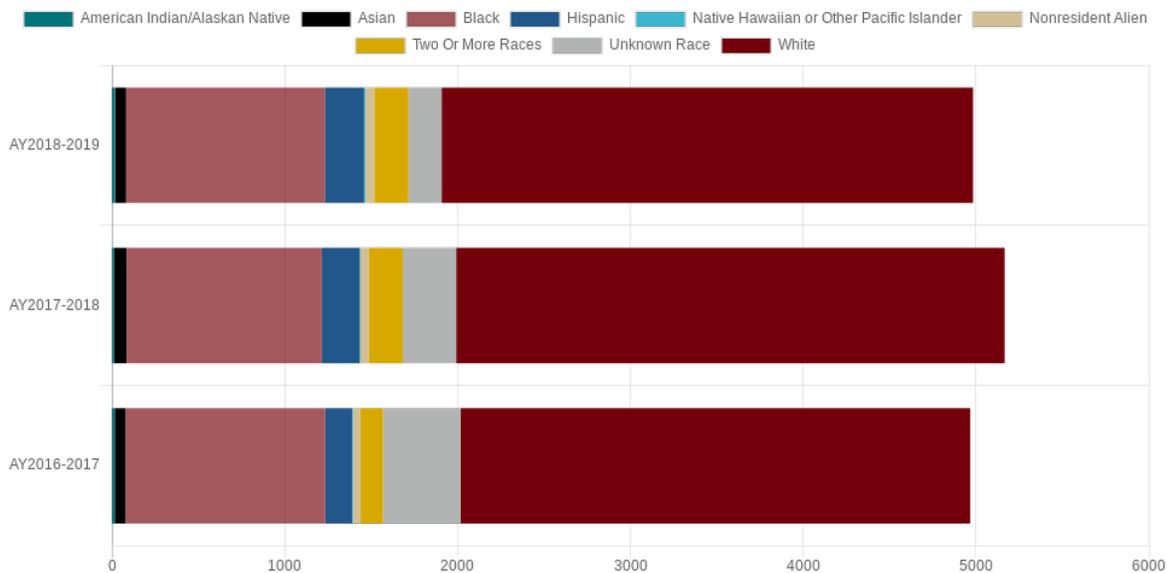


Student Diversity by Race/Ethnicity

Table 8. Student Enrollment by Race/Ethnicity.

	Fall 2018	Fall 2017	Fall 2016
Undergraduate	4983	5166	4967
American Indian/Alaska Native	18	12	16
Asian	64	73	63
Black or African	1151	1129	1155
Hispanic or Latino	226	219	156
Native Hawaiian or Other Pacific Islander	7	5	5
Nonresident Alien	52	47	43
Two or More Races	198	198	130
Unknown Race/Ethnicity	192	309	450
White	3075	3174	2949

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity

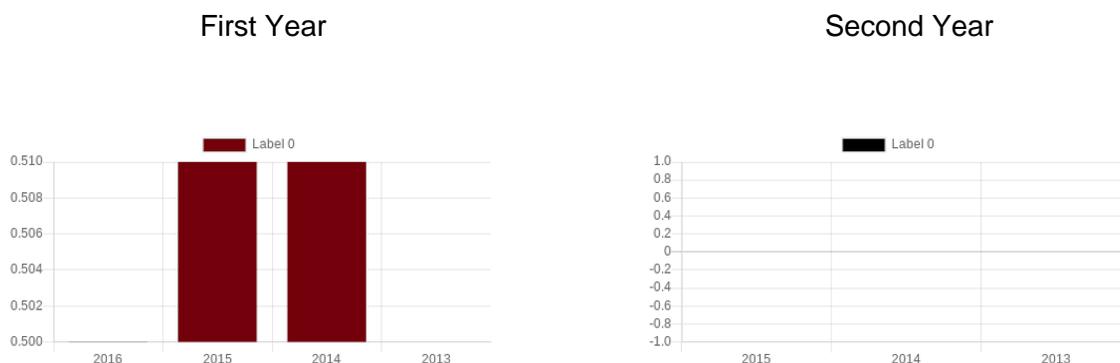


Undergraduate Retention

Table 9. Undergraduate Retention Rates for First-time Full-time Student Cohorts

	F.T. First Year	P.T. First Year
Fall 2016 Cohort	50%	9%
Fall 2015 Cohort	51%	39%
Fall 2014 Cohort	51%	30%

Illustration 10. Undergraduate Retention, First- and Second Year



Student Completions Graduation Rate - Undergraduate

Table 10. Undergraduate Graduation Rates for First-time Full-time Student Cohorts at 4-, 5-, and 6 Years.

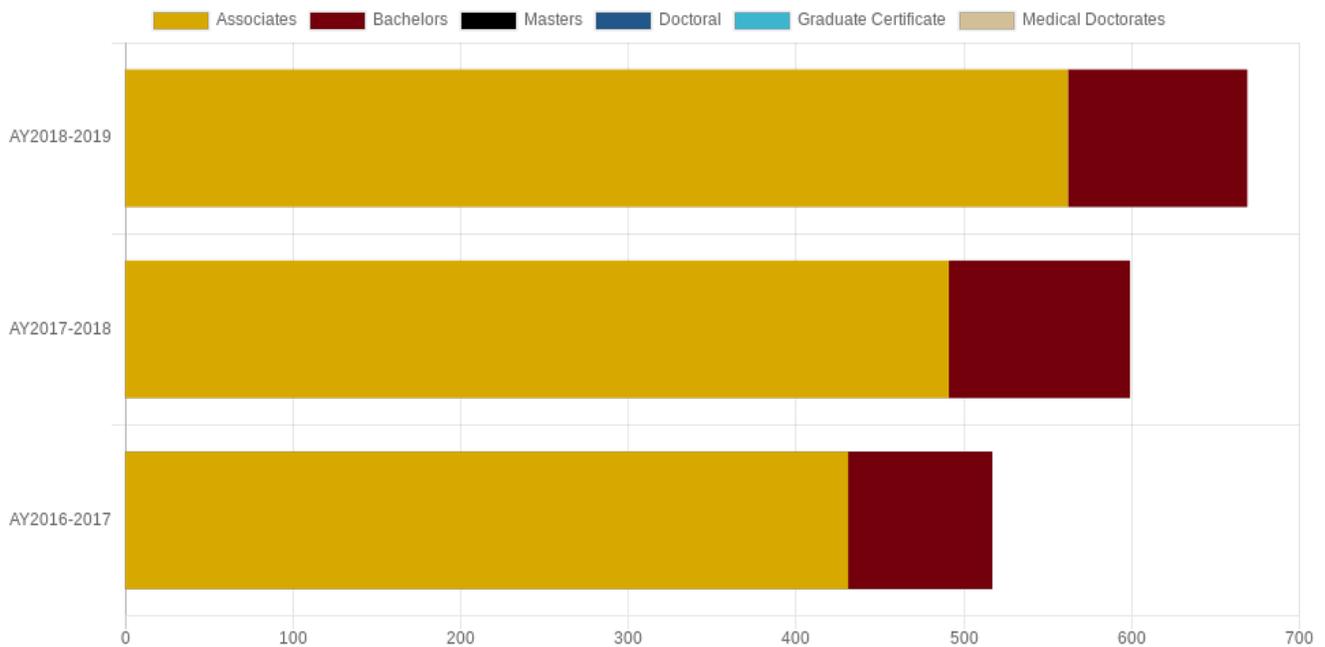
	Fall 2015	Fall 2014	Fall 2013
3 Year Grad Rate	24.9%	22%	20%
Transfer Out Rate	44%	35.5%	30.4%

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	AY2017-2018	AY2016-2017	AY2015-2016
Associates Degree	562	491	431
Bachelors	107	108	86
Masters	0	0	0
Doctoral	0	0	0
Medical	0	0	0
Law	0	0	0
Pharmacy Doctorate	0	0	0
Graduate Certificate	0	0	0

Illustration 11. Degrees Awarded by Level



Alumni Engagement & Fundraising

Alumni

Substantial activities, engagements, and initiatives with alumni, focusing on relationships and activities with alumni.

PC Central engages alumni in the promotion of the online degrees. An example during this academic year is participation in USC Day at the State House.

Development, Fundraising and Gifts

Substantial development initiatives and outcomes, including Fundraising and Gifts.

Palmetto College has developed over 30 unique case statements to convey the strategic development initiatives being pursued on behalf of its four regional campuses, extended University/Fort Jackson/Shaw AFB and Palmetto College online. Each initiative falls into one of four major fundraising categories including: funds for student support, such as endowed scholarships and internships; support for faculty needs, including travel expenses related to research; capital expenditures for new facilities and campus improvement/beautification; and targeted programmatic investment.

To date, in 2018-19, we have received strong private support for a variety of Palmetto College funding initiatives.

This include funding for new BSN nursing programs at USC Sumter and Union and their affiliated STEM education building renovations. Additionally, we have secured matching funds for new scholarship support that has facilitated nearly 35 new scholarships since 2015. We've also received significant support for "last dollar scholarship" intended to assist military personnel, veterans and reservists at Fort Jackson and the Shaw AFB/ Sumter partnership.

Year to date over 30 individuals, corporations and foundations have been approached for investment in Palmetto College and our four regional campuses. As the academic year draws to a close we have received over 1.2 million in new donations and have issued nearly \$3M in new proposals. We have numerous active, unfunded proposals in our pipeline and anticipate more solicitations over the balance of the year.

Community Engagement

Description

Community engagement and community based research, scholarship, outreach, service or volunteerism conducted, including activities at the local, state, regional national and international levels.

Palmetto College has established a Board of Visitors consisting of community leaders representing the PC campuses service areas and PC Online. The existence of the BOV assures two-way communication between Palmetto College and its constituents. A meeting is held each semester.

The Chancellor maintains an active outreach schedule in promoting the availability of online degree completion programs to leaders statewide through invited presentations to civic, business and volunteer organizations. Palmetto College engagement with Lexington county has been a major priority this year. The result has been the establishment of a Lexington Transfer Center to attract and recruit Lexington County residents to Online Degree Completion. In addition, we will be offering upper division courses at the site for Bachelor's of Organizational Leadership and Liberal Studies.

Strengthening the ties to our military communities has also been a priority and has resulted in the establishment of a Military Programs and Strategies Department within Palmetto College to target military active duty, veterans and other military related students to Online Degree Completion and fully online degrees .

The expansion of Dual Enrollments opportunities yields substantial savings on higher education investment by students and parents throughout the state.

The engagement of 6th and 7th grade students from rural under-represented populations with the Palmetto College Campuses to introduce them to the college experience through campus visits will hopefully lead to increased eventual enrollment in higher education by participants.

Campus reports will address specific campus service area activity.

Community Perceptions

How unit assesses community perceptions of engagement, as well as impact of community engagement on students, faculty, community and the institution.

Campus reports will address specific campus service area assessment.

In regards to PC Central, establishment of the Lexington Center and military outreach demonstrates our commitment and as well as the receptivity leaders in these communities embrace in looking to Palmetto College to serve adult learner needs. Further, the activities described in the Engagement section above enable Palmetto College and its campuses and units to carry the message of accessibly, affordable, and flexible higher education to the state's citizens, thereby enhancing the image of the University System.

Incentivizing Faculty Engagement

Policies and practices for incentivizing and recognizing community engagement in teaching and learning, research, and creative activity.

Will be addressed in campus reports. Also, the central Palmetto College office sponsors the Duffy, Plyer, and Shaw awards to recognize and reward teaching, scholarship, and service.

Collaborations

Internal Collaborations

Our most significant academic collaborations and multidisciplinary efforts characterized as internal to the University.

Palmetto College is, by definition, a collaborator with USC Columbia and the three senior institutions as these institutions offer the online degrees and coursework our students pursue.

External Collaborations

Our most significant academic collaborations and multidisciplinary efforts characterized as external to the University.

In addition to the aforementioned Lexington and Richland county efforts, Palmetto College works with the State Technical College System and its campuses (as well as Spartanburg Methodist) as well as the US military branches to assist with promoting our courses and degrees to prospective students

Campus Climate and Inclusion

Campus Climate & Inclusion

Activities unit conducted that were designed to improve campus climate and inclusion.

While not, as narrowly defined, a campus climate issue, the online programs (Fall 2018 PC Central data) attract a population that is more female (+ 13.2%), and more minority (+6.8%) than the undergraduate population of the eight USC campuses combined (OIRA Table Generator, Fall 2017 undergraduate population search). See Academic Programs Supplemental Info section for more information.

Campus results will be addressed in campus reports

Finally, Palmetto College has a representative on the University's Diversity and Inclusion Advisory Committee..

Concluding Remarks

Quantitative Outcomes

Explain any surprises regarding data provided in the quantitative outcomes modules throughout this report.

While not surprising to us, we are extremely pleased at the overall enrollment growth of Palmetto College, overall and both at the campuses and online and with the approaching 1500 online program graduates produced

Cool Stuff

Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.

Appendix 1. Academic Programs

Quantitative Measures

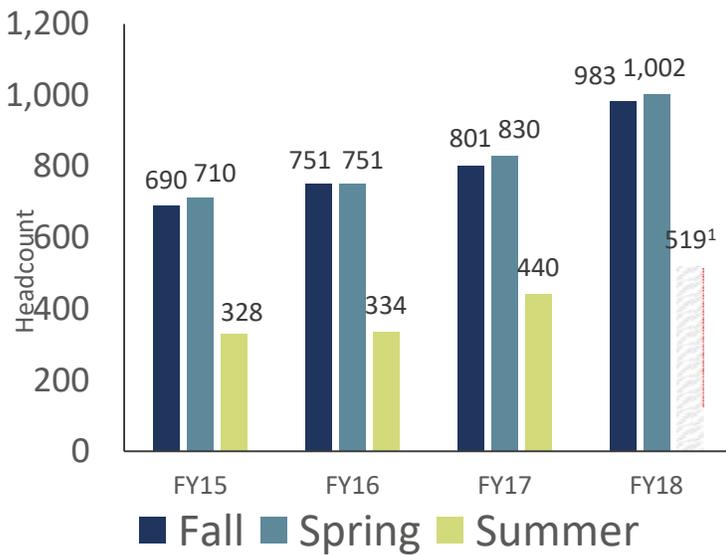
The quantitative measures concerning students and faculty produced in this report reflect all enrollments and degrees opportunities offered by Palmetto College. This represents the most unified quantitative view of the reach of Palmetto College to date. With this year representing the first attempt at this comprehensive view, refinements will be pursued to assure even greater accuracy in the future.

Palmetto College Online

The following slides represents quantitative measures for students associated with the 14 online programs

PC Online Enrollment/Tuition Revenue

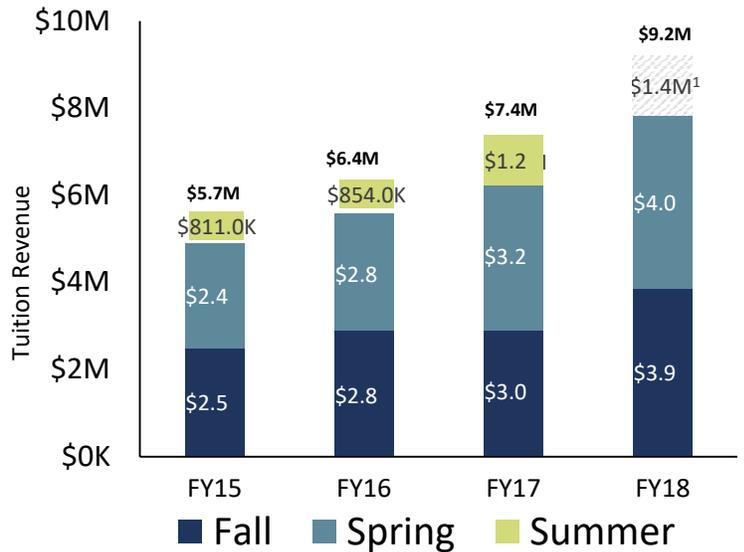
ENROLLMENT



- Enrollment increased by 24% for Fall 2017 and increased by 19% for Spring 2018.

¹Summer 2018 is an estimate

TUITION REVENUE



- Tuition revenue increased by 28% for Fall 2017 and increased by 24% for Spring 2018

- PC online is projected to have a 25% year-over-year increase in tuition revenue from FY17

2013-2018 Palmetto College *Online* by the Numbers



- **28,511** enrollments (seats filled) and **100,798** student credit hours generated in **1,118** Palmetto College *online courses* Fall 2013 – Spring 2018. Average class size = 26



- **2,938 majors** served from Fall 2013 – Spring 2018

- **1,002** students enrolled as Palmetto College *majors* in Spring semester 2018



- **1,015 degrees** conferred (Fall 2013 — *Fall 2017)

87 – Business Administration	25 – Human Services	427 - RN-BSN
60 - Criminal Justice	238 - Liberal Studies	
26 - Elementary Education	152 – Organizational Leadership	

Updated: 3/30/18 Source: PC Internal Reports *Fall 2017 Applied – subject to verification

Online Bachelor's Degree Completion Programs

Fall 2013 – 2017 - Graduates

Program	Fall 2013	Spring 2014	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017	Summer 2017	Fall 2017*	Program Totals
Accounting - Aiken	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Admin. Mgmt. - Aiken	0	0	0	0	2	9	5	15	9	10	6	14	17	87
Criminal Justice - Upstate	0	0	0	0	4	0	5	11	5	12	8	5	10	60
Elem Education - Columbia	0	0	0	0	0	0	0	4	0	1	8	0	13	26
Health Informatics - Upstate	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Health Promotion - Beaufort	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hospitality Mgmt. - Beaufort	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Human Services - Beaufort	0	0	0	0	1	0	2	6	2	6	1	3	4	25
Info. Mgmt. & Systems – Upstate	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Science - Columbia	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Liberal Studies - Columbia	15	15	4	20	30	5	14	37	1	23	44	10	22	238
RN to BSN – Upstate	0	0	114	1	0	105	1	0	87	14	2	51	52	427
Org. Leadership - Columbia	12	17	4	7	12	3	16	22	3	17	19	4	18	152
Special Education - Aiken	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	27	32	122	28	49	122	43	95	107	83	88	87	136	1015

Fall 2017 – Official numbers are pending



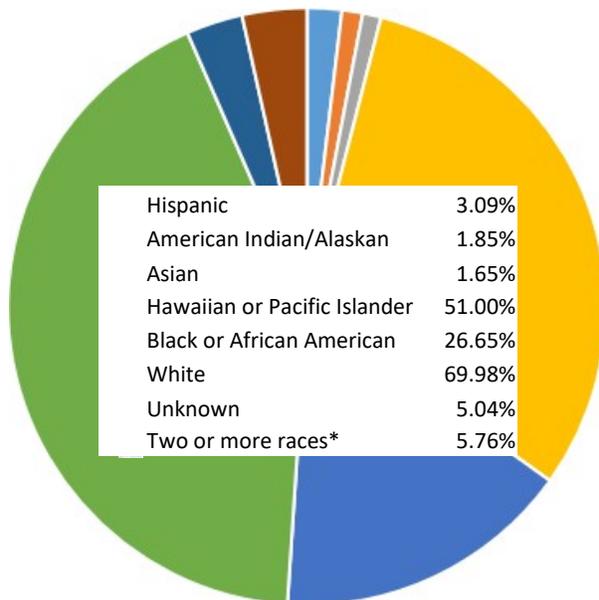
Student Success

Discussed in 2017-2018

Recruitment and Retention section

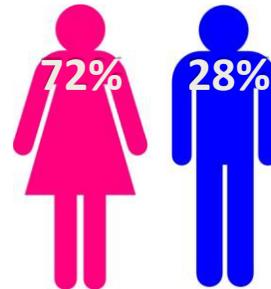


Palmetto College Online Demographics



62%
Full Time Students

Average
Age = 31



Appendix 6. Alumni Engagement & Fundraising



Unit Performance

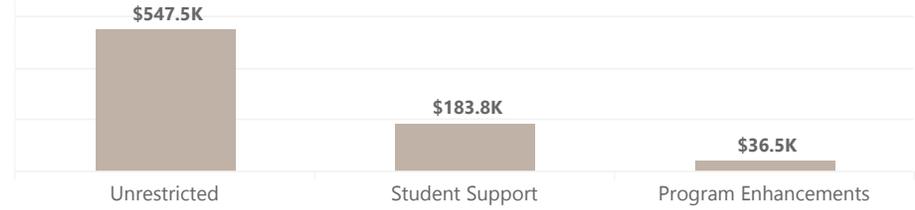
All Gift Band Unit Palmetto College Year FY 2018 Calculation Production

Data update time: 3/2/2018 11:09:39 AM - Printed by Jancy Houck

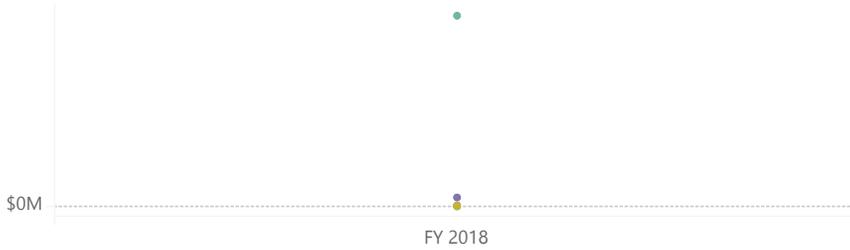
FY - YTD Production



Total \$ by Purpose



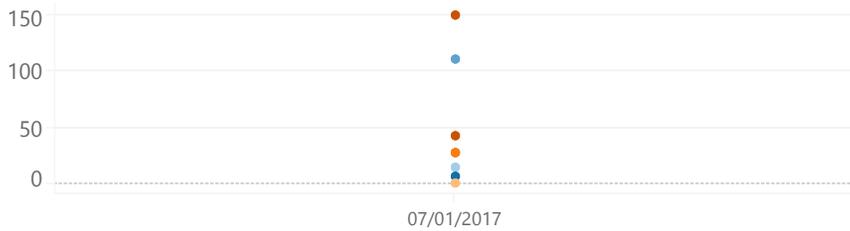
Gift Type



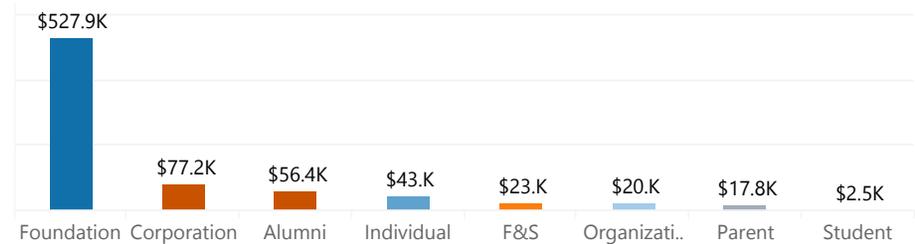
Total \$ by Gift Type



Donor # by Constituency



Total \$ & Donor # by Constituency



Designation

Spendable	\$586.1K
Endowment	\$181.7K

07/01/2017

Total \$ by Designation

