

University of South Carolina Sumter

Blueprint for Academic Excellence 2011-2012

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Regional Campus Dean

Final Draft

Blueprint for Academic Excellence 2011-2012

USC Sumter

Executive Summary

Peer Identification:

USC Sumter does not offer disciplinary majors, offering only Associate Degrees in Arts and Sciences. Five peers used in our Integrated Post-Secondary Analysis peer analysis group include: the Kent State University Ashtabula Campus (Ashtabula, OH); Ohio University-Lancaster Campus (Lancaster, OH); University of Wisconsin Colleges (Madison, WI); Arkansas State University-Newport (Newport, AR); and Pennsylvania State University-Penn State Mont Alto (Mont Alto, PA).

Top Strengths and Important Accomplishments over Past Five Years:

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

Among our more important accomplishments over the past five years, USC Sumter has become a leader in the implementation of Palmetto Programs. In addition: USC Sumter has fully equipped 100% of our classrooms with "smart" video, audio, internet technology; brought back intercollegiate athletics after over thirty years of its absence from our campus; reestablished and re-enhanced the viability of our Student Union through the re-opening of a long dormant food court for students, staff and faculty; brought enrollment up to a level not seen in a decade; and maintained all mission critical functions, including maintaining full course offerings and all faculty travel and professional development funds, during the most severe set of budgetary crises in institutional memory.

Top Weakness and Plans for Addressing those Weaknesses:

The top weaknesses are 1) proximity to Central Carolina Technical College (CCTC), 2) lack of USC Sumter controlled four year programs, 3) outdated buildings and other infrastructural needs, especially a severely outdated science building, and 4) lack of a strong brand identity that posits a clear message as to our mission in the community.

These goals are addressed through the Blueprint goals detailed below. All of these goals also advance the vision of four year status, which is an ongoing process of both developing our internal infrastructure, especially student support services, and our support within the local community leadership of our five county service area.

Five-Year Goals

Five-Year Goal I:

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

Goal I is both a summary of USC Sumter's continued mission and also of the campus's anticipated evolution. Offering a broad variety of learning experiences is at the very heart of the mission statement. The Goal relates to **Advance Carolina** goals involving: *Teaching and Learning; Research, Scholarship and Creative Achievement; Service Excellence; Quality of Life in the University Community; and Recognition and Visibility.*

The following strategies will bring USC Sumter closer to this goal over the next five years:

1. Utilize Palmetto Programs to the fullest extent in order to provide the most widely varied courses and programs possible.
2. Provide more varied co-curricular opportunities for students. Co-curricular activities support the personal and social development of students, which, in turn, aid in producing highly educated and well-rounded graduates.

Five-Year Goal II:

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

Goal II is of a primary concern both for USC Sumter as a regional campus, and in regards to future expansion of programs. The Goal relates to **Advance Carolina** goals involving: *Teaching and Learning; and Recognition and Visibility.*

The following strategies will bring USC Sumter closer to this goal over the next five years:

1. Increase the use of the University's dual enrollment program as a recruitment tool. This program is a direct academic service as well as a direct recruitment tool designed to increase the number of high school students that apply to USC Sumter.

2. USC Sumter, the S.C. Gear-Up program, and the S.C. African Methodist Episcopal Church will continue the partnership to bring USC Sumter's "College Planning Curriculum" to high schools in all regions of the state. This program is a state-wide student service. It is expected that participating students will become more college ready and choose to enroll at the campus because of the exposure created.
3. The Admissions and Recruitment Office will work with the human resource managers and CEOs of area businesses and industries to encourage their participation in programs in which the businesses pay their employees' tuition. 20% of USC Sumter's student body was in the non-traditional age group. Additional recruitment activities that target these potential students are very necessary to the plan to increase enrollment.
4. The Sumter Campus will seek innovative ways to establish ties with the faith-based communities in our service area in order to reach both the parents of traditional students, and the non-traditional student market. Many churches ask directly for seminars for potential students. Since a significant percentage of the student body is non-traditional, there is clearly a market in this segment. This kind of active recruitment is intended to increase enrollment in non-traditional students.
5. USC Sumter will continue to enroll students who became "USC Sumter Scholars" in their senior year of high school and will provide financial assistance using fee waiver "scholarships" where needed to ensure that tuition is covered.

Five-Year Goal III:

The University of South Carolina Sumter will support and encourage the scholarly and creative pursuits of its faculty, including the pursuit of research grants and other types of grants from internal and external sources to support research and other scholarly activities. USC Sumter also will seek to continue to provide resources for faculty and staff to develop viable grant proposals. Goal III is unchanged.

USC Sumter has always supported the scholarly pursuits of the faculty, and continues to treat such pursuits as mission critical by enabling such activity wherever and whenever feasible. The Goal relates to **Advance Carolina** goals involving: *Research, Scholarship and Creative Achievement*; and *Recognition and Visibility*.

The following strategies will bring USC Sumter closer to this goal over the next five years:

1. Implement the Provost's plan to adjust faculty workloads in order to provide more time for faculty research and scholarly activity. The adjustment should positively affect the measurable quantity of research and scholarly pursuits of the faculty.

2. Ensure sufficient allocation of faculty professional development funds for travel and for other expenses incurred in scholarly pursuits. Providing direct support should increase faculty scholarly activity.
3. USC Sumter will seek private funding to add additional endowed professorships that include release time for professional development as well as stipends to support research and the production of scholarly works.
4. Continue to communicate to faculty the numerous grant and training opportunities that are identified daily from the Grant Research Office. This continued communication will encourage faculty to consider more possible grant sources from which to choose, and is intended to increase the number of applications submitted.

Five-Year Goal IV:

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

This goal continues to be a prominent one for USC Sumter. The campus works with the service area's legislative delegation so as to encourage increased funding for higher education. USC Sumter also will continue to work with local city and the service area county governments to secure more funding for the campus, and seeks to build on past successes in fund-raising from private sources. The Goal relates to **Advance Carolina** goals involving: *Teaching and Learning; Research, Scholarship and Creative Achievement; Service Excellence; Quality of Life in the University Community; and Recognition and Visibility.*

The following strategies will bring USC Sumter closer to this goal over the next five years:

1. Continue to work with USC Sumter's Legislative Delegation to effect positive change in state budgetary priorities for higher education in the state of South Carolina. Although such political processes are quite slow, the campus must continue this activity in an effort to effect a positive change in state funding.
2. Maintain dialogue with service area governments to increase local funding to the campus. Again, although such political processes are quite slow, the campus must continue this activity in an effort to effect a positive change in local funding.
3. Improve and enhance annual giving campaigns. Enhanced campaigns should result in more dollars raised privately that can be used to support the campus.
4. Participate fully in the upcoming Capital Campaign. Such participation should result in more dollars raised privately that can be used to support the campus.

Five-Year Goal V:

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

As USC Sumter seeks to grow and evolve, all campus personnel must be keenly aware of space and other physical plant needs. Although current facilities could adequately service a sizable increase in student enrollment, plans for future expansion to accommodate the delivery of a wide variety of degree programs are essential. The Goal relates to **Advance Carolina** goals involving: *Teaching and Learning; Research, Scholarship and Creative Achievement; Service Excellence; Quality of Life in the University Community; and Recognition and Visibility.*

The following strategies will bring USC Sumter closer to this goal over the next five years:

1. Continually work with USC Sumter's Legislative Delegation to encourage a new state bond bill that will fund the campus' planned new Instructional Laboratories Building, which is currently fourteenth on the state's prioritized list of proposed construction. Funding will allow USC Sumter to move forward with the campus Master Plan.
2. Continually work with USC Sumter's Legislative Delegation to support additional state funding for deferred maintenance. Funding will allow the campus to move forward with accomplishing the tasks outlined in the deferred maintenance list.
3. Continue to seek a major naming gift for the Instructional Laboratories Building. A private donation will likely provide more encouragement to the state to provide funding for this project, again, allowing USC Sumter to move forward with its Master Plan.

2011-2012 Academic Year Goals

During 2011-2012, USC Sumter will put emphasis on the following five efforts.

Annual Goal I:

USC Sumter will complete a review of its overall budget and its relation to future plans.

USC Sumter has an extensive budget review in process. The Long Range Planning Committee, especially its Budget Subcommittee, has been working for four months. The Associate Deans have been meeting regularly to discuss the budget situation. The Faculty Organization and the Staff Organization have also been working on the budget and related issues. However, because the budget for the 2012 Fiscal Year has not yet been completed, the exact dimensions of the problem and its impact cannot yet be determined. During 2011-12, USC Sumter will undertake an institution-wide review of the budget and its impact on plans for the coming years.

Completion of this project will impact all of the five-year goals.

Annual Goal II:

USC Sumter will initiate an intercollegiate basketball program.

Beginning basketball for next year has already received final approval. A search has begun for a basketball coach. Recruiting of players for both the men's and women's teams will follow soon thereafter. Next winter, the teams will play their first seasons.

Basketball is expected to have direct impact on enrollment and the quality of student life on campus. It is expected to have an indirect but significant impact on the relation between the campus and the community. The initiation of basketball should assist in achieving five-year goals 1, 2, and 4. Over the longer term, it might also assist with goal 5.

Annual Goal III:

USC Sumter will explore a cooperative program in Nursing with the USC Columbia College of Nursing.

A first meeting with the College of Nursing is scheduled for March 2011. Cooperative nursing programs are currently operating at USC Lancaster and USC Salkehatchie. These programs have been very successful in meeting student demand as well as meeting community needs. The demand for nursing among current USC Sumter students is well-documented. Inquires among applicants suggest that the demand would be even greater if such a program could be

bought to Sumter. Because of facilities currently available on the Sumter campus, it is anticipated that it might be possible to begin such a program within a short period of time.

The establishment of such a program would directly assist in achieving five-year goals 1 and 2. Because of the community support that exists for nursing, the program would indirectly assist with achieving goals 4 and 5.

Annual Goal IV:

USC Sumter will continue looking for additional sites for its successful dual-enrollment program.

USC Sumter operates dual-enrollment courses for high school students interested in college-level courses at 5 sites. By providing SACS approved instructors in every classroom, USC Sumter has been able to ensure that all of these courses meet the expectations of the University of South Carolina for quality. In addition to providing additional opportunities for high school students, many of these students have enrolled on the Sumter campus and other campuses of the University of South Carolina. Several additional schools have expressed an interest in becoming sites. The establishment of additional sites is a realistic possibility for the near future.

Opening new sites would assist directly assist in realizing five-year goals 1 and 2.

Annual Goal V:

USC Sumter will strengthen its admissions services through the use of EMAS software.

Last year USC Sumter purchased the EMAS software system. This software is designed to facilitate frequent communications with applicants. This frequent communication is expected to increase the number of students who complete their applications as well as to increase the number of accepted applicants who actually enroll. USC Sumter expected that this software would be operational during 2010-2011. However, it was not possible to complete software work required for the new software to work with existing University software in time for the current admissions cycle. However, progress on this work makes it likely that the EMAS system will be available for the next admissions cycle.

Completion of this goal will have a direct impact on goals 1 and 2. Tuition revenue from additional enrollments will assist in achieving goals 3 and 5.

APPENDIX

Unit Statistical Profile

Number of Entering Freshman and Average SAT/ACT Scores

- Fall 2008 – 245 Entering Freshman – Average SAT 956 – Average ACT 19
- Fall 2009 – 319 Entering Freshman – Average SAT 953 – Average ACT 19
- Fall 2010 – 260 Entering Freshman – Average SAT 961 – Average ACT 19

Freshman Retention Rates

- Fall 2008 – Fall 2009 – 53.4%
- Fall 2009 – Fall 2010 – 54.1%
- Fall 2010 – Spring 2011 – 87.3%

Number of Graduates

- Fall 2009 – 8 Associate Degrees
- Spring 2010 – 56 Associate Degrees
- Summer 2010 – 9 Associate Degrees

Graduation Rates

- 2009 - 2010 CHE Performance Funding Data– 3 Year Rates – 1.8% - Success Rates – 69.2%
- 2008 - 2009 CHE Performance Funding Data – 3 Year Rates – 5.2% - Success Rates – 55%
- 2007 - 2008 CHE Performance Funding Data – 3 Year Rates – 2.9% - Success Rates – 62.9%

Total Credit Hours Generated

- Fall 2009 – 763
- Spring 2010 – 722
- Summer 2010 – 169

Number of Credit Hours Taught in Fall 2010 by Ranked and Temporary Faculty

- Professor – 88
- Associate Professor – 144
- Assistant Professor – 74
- Instructors – 212
- Temporary – 228

Percentage of Credit Hours Taught in Fall 2010 by Full-Time Faculty

- 69%

Scholarship, Research, and Creative Endeavors

Number of Publications by Category Calendar Year 2009

- Books – 1
- Book Chapters -1
- Refereed Journal Articles – 18
- Book Reviews – 1
- Non-refereed Publications – 5

Number of Publications by Category Calendar Year 2010

- Books – 1
- Book Chapters – 6
- Refereed Journal Articles - 24
- Non-Refereed Publications – 14

Number of Research Presentations at National or International Conferences Calendar Year 2010

- 34

Number of Performances or Juried Exhibitions at National or International Venues in Calendar year 2010

- 15

Summary of Sponsored Research Activity Including Grants Submitted and Awarded

- 2 – U.S. Department of Education
- 1 – S.C. Energy Office Department of Education
- 1 – French American Cultural Exchange Council

Total Extramural Funding Processed through SAM in FY 2010 and Federal Extramural Funding processed by SAM in FY 2010

- Extramural Funding - \$323,998.00
- Federal Extramural Funding - \$575,463.00

Total Research Expenditures per Tenured/Tenure-track Faculty for FY 2010

- Associate Professor - \$129,817.00

Amount of Sponsored Research Funding per Faculty Member by Rank

- Associate Professor – Provost Commitment – Office of Provost USC - \$12,562.00
- Associate Professor – Sponsor Awarded – French American Cultural Exchange - \$1,800.00
- Associate Professor – Provost Commitment – Office of Provost USC - \$9,970.00
- Associate Professor – Sponsor Awarded – National Science Foundation - \$103,394.00
- Associate Professor – Sponsor Awarded – South Carolina Research foundation - \$2,271.00

Percentage of Unit Faculty with Sponsored Research Activity

- 8% - Associate Professors – Tournees Festival Grant; Advance It – Catalyst Advancing USC System Faculty; MSG: Isolation, Identification and Prevention of Methicillin-Resistant Staphyococcus Aureus at USC Sumter

Number of Proposals Submitted to External Funding Agencies

- 9

Faculty Hiring

Number of Faculty Hired and Lost

- AY 2008 – Hired 11 – Lost 2 (retirement and family relocation)
- AY 2009 – Hired 1 (replacement for tenure denial) – Lost 1
- AY 2010 – Hired 4 – Lost 4 (Retirement, new position at FMU, family relocation, personal reasons)

Number of Post-Doctoral Scholars – Non-faculty Hiring

- 0

Anticipated Losses of Faculty by Year for next Five Years

- 2011 – 3 retirements, 2 replacement appointments
- 2012 – 2016 - 8 retirements estimated over the period

Describe Planned Hiring over Next Five Years

- 6 planned replacements over the period

Funding Sources

Post Close

UNIVERSITY OF SOUTH CAROLINA SUMTER (ACTUAL) UNRESTRICTED CURRENT FUNDS SUMMARY								Run File Date: 30-Jun-2010
<u>RESOURCES:</u>	A Funds	B Funds	C Funds	D Funds	E Funds	R Funds	S Funds	TOTAL
<u>Revenue:</u>								
Tuition and Fees	4,659,959			127,322	374,225	0	0	5,161,506
State Appropriations	3,061,316			0	0	0	0	3,061,316
Grants, Contracts and Gifts	268,547			33,266	38,692	0	0	340,505
Sales & Service of Educ and Oth Sources	45,298			39,553	90,857	0	0	175,707
Sales & Service of Auxiliary Enterprise								653,223
Total	8,035,120	0	653,223	200,142	503,773	0	0	9,392,257
<u>Transfers:</u>								
Transfers-In	35,952	0	0	0	348,348	33,000	8,000	425,300
Transfers-Out	-3,000	0	-33,000	0	-400,858	0	0	-436,858
Net Transfers	32,952	0	-33,000	0	-52,510	33,000	8,000	-11,568
Prior Year's Fund Balance	826,761	0	361,992	39,759	368,111	1,259	0	1,597,882
TOTAL RESOURCES	8,894,832	0	982,215	239,901	819,364	34,259	8,000	10,978,571
<u>USES:</u>								
<u>Educational and General Expenditures:</u>								
Instruction	4,270,528			0	83,181	0		4,353,709
Research	9,197				23,481	0		32,678
Public Service	-300				550	0		260
Academic Support	695,375			0	271,631	0		967,006
Student Services	861,053			216,822	0	0		1,077,875
Institutional Support	1,106,401				0	33,844		1,140,245
Operation and Maintenance of Plant	733,484				31,233			764,717
Scholarships and Fellowships	143,636			0	0		8,000	151,636
Total	7,819,373			216,822	410,086	33,844	8,000	8,488,126
Auxiliary Expenditures		0	579,120					579,120
TOTAL USES	7,819,373	0	579,120	216,822	410,086	33,844	8,000	9,067,246
Fund Balance	1,075,459	0	403,095	23,078	409,278	415	0	1,911,325

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Gifts and Pledges Received in FY 2010

- \$269,624.36 - Cash, Gifts in kind and Philanthropy
- \$37,634.76 - Pledges and Planned Gifts