Office of the Provost

Academic Blueprint System – Academic Year 2019-2020

This document is designed to help prepare each College and School for the upcoming Academic Blueprint process, including the launch of the web-based Academic Blueprint System.

We appreciate your patience as we collect data in parallel systems this year.

CONTENT PREPARATION

Text content should be prepared in plain text; do not use bullets, font markups (including variations in font size, underline, bold, or italics), or special characters, as these will be lost when copying and pasting text into the system. You may separate items and paragraphs with a carriage return (Enter) or multiple Enters.

COLLEGE/SCHOOL INFORMATION

Executive Summary

USC Palmetto College Columbia

The USC Palmetto College Columbia unit (formerly Extended University), incorporated within Palmetto College, originated as part of the Columbia campus's outreach efforts in the 1960s, to provide adult and non-traditional learners more opportunities to take classes and to earn degrees outside of the traditional daytime schedule. In the early 1970s this mission grew to include providing associate degrees and student services at Fort Jackson, located approximately 10 miles from the Columbia campus. Today, this faculty unit's responsibilities have once again expanded to include teaching in Palmetto College as well as at Fort Jackson and other Columbia metropolitan locations, all of which focus on serving students with nontraditional needs. The unit's nine faculty members teach in the fields of English, philosophy, political science, history, psychology, speech, languages, management, computer science, sociology, and women's and gender studies.

Mission Statement

USC Palmetto College Columbia, as a unit within Palmetto College, falls under both the System and USC Columbia mission statements. The System statement is addressed in the Palmetto College central office report. The USC Columbia statement is below.

The primary mission of the University of South Carolina Columbia is the education of the state's citizens through teaching, research, creative activity, and community engagement. Among America's oldest and most comprehensive public universities, USC Columbia is the major research institution of the University of South Carolina system and its largest campus, enrolling approximately 21,000 undergraduate students and approximately 8,000 students in graduate and professional programs. At the heart of its mission lies the University's responsibility to state and society to promote the dissemination of knowledge, cultural enrichment, and an enhanced quality of life.

The University serves a diverse population of students with widely varying backgrounds, career goals, and levels of aspiration. USC Columbia offers over 320 degrees at the bachelor's, master's, doctoral, and professional program levels, affording students the most comprehensive array of educational programs in the state. Additional opportunities for personal and career development, including an associate degree program at Fort Jackson, are provided to the citizens of South Carolina through outreach and continuing education activities.

Through the primary method of classroom and laboratory instruction, and through a secondary method of distance learning delivered via the Internet, teleconference, and electronic media, degree programs are offered in the following areas: arts and sciences; education; engineering and computing; hospitality, retail, and sport management; mass communications and information studies; music; public health; and social work; and in professional programs such as business, law, medicine, nursing, and pharmacy. The depth and breadth of its graduate programs in the arts and sciences, international business, public health, social work, and library and information science distinguishes USC Columbia from all other institutions of higher learning in South Carolina.

Recognized by the Carnegie Foundation as a top research and service institution, nationally ranked in start-up businesses, and conferring over 30% of all bachelor's and graduate degrees awarded at public institutions in South Carolina, the University has a profound relevance, reach, and impact on the people of the state. As the flagship institution of the state system, USC Columbia leads the way in providing 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, community outreach, and artistic creation.

Vision Statement (Optional)

<enter statement here>

Date of last update:

Values Statement (Optional)

<enter statement here>

Date of last update:

Blueprint Goal Statements - Instructions

Use the guidelines below when reporting Goal Outcomes for each of your unit's Goals from last year.

University Goal Alignment. When reporting your unit's goals, please align goals with zero, one, or multiple University Goals where applicable. Refer to the University Goals as enumerated here and in the drop down box in the chart. You may choose more than one university goal if applicable. If you r goal is specific to your unit and does not align with a university goal, simply report "not applicable" or "other".

1) Educating the Thinkers and Leaders of Tomorrow
2) Assembling and Supporting a World Class Faculty

3)   Spurring Innovation, Creative Expression and Community Engagement
4)   Building Inclusive and Inspiring Communities
5)   Demanding Institutional Excellence
6)   Not Applicable
7)   Other

Status (where applicable)

From among the following, please select the appropriate status from the drop down box for the Unit Goal (for the conclusion of the Academic Year for which you are reporting outcomes) from among the following:

1)   Completed Successfully
2)   Completed with Mixed Results
3)   Discontinued / Canceled
4)   Progressing as Expected (multi-year goal)
5)   Extended to Following Academic Year
6)   Not Applicable
7)   Other

Achievements (where applicable)

In a brief narrative, describe the achievements associated with this Goal during the Academic Year.

Resources Utilized (where applicable)

Describe budgetary, personnel, and other resources used during the Academic Year in furtherance of this Goal.

Continuation (where applicable)

If the Goal will be continued in the following Academic Year, briefly describe its applicability and explain any factors that may have extended the timeframe for completion.

Resources Needed (where applicable)

Describe budgetary, personnel, and other resources needed to progress and/or complete the Goal in the following Academic Year. Note whether those resources are in place and sufficient.

Notes

Describe notable findings, challenges, surprises, or other significant factors regarding this Goal.

AY 2017-2018

Goal 1 Enrollment

Goal Statement	USC Palmetto College Columbia contributes to the university's overall enrollment growth by increasing new students admitted to the AA/AS online degree program through the USC Fort Jackson, and continuing to grow and expand Palmetto College's BLS and BOL programs.
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Ensuring Institutional Strength, Longevity, and Excellence Building Inclusive and Inspiring Communities
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement regarding the "… education of the state's 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)
Action Plan/Achievements	One of the new efforts this year was to institute a fully online associates degree program, to better serve and appeal to military students. See Real time discussion for update
Resources Utilized	Unit leadership/personnel time/effort
Continuation/Upcoming Plans	Ongoing
Resources Needed if ongoing	See Looking Ahead and Student Recruitment section for discussion of re-org efforts concurring military enrollment focus
Notes	

Goal 2 Faculty

Goal Statement	Quality faculty: continue to develop faculty and to support faculty research and scholarly productivity
Linkage to University Goal(s)	Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Spurring Knowledge and Creation Educating the Thinkers and Leaders of Tomorrow

Alignment with Mission, Vision, and Values	This impacts the university's primary mission of educating the state's citizens through teaching, research, creative activity, and service.
Status	Progressing as expected (multi-year)
Action Plan/Achievements	Faculty support and development is an ongoing goal for the unit and for Palmetto College.
Resources Utilized	Funds to support faculty research and travel
Continuation/Upcoming Plans	Faculty support and development is an ongoing goal for the unit and for Palmetto College.
Resources Needed if Ongoing	More stable revenue source, which hopefully will be achieved through new budget model.
Notes	

Goal 3 Organizational/Financial

Goal Statement	With the changes to the USC Palmetto College Columbia unit in 2014, one of our goals this past year was to work toward the development of our office as a "fifth" regional campus serving the Midlands of South Carolina. This office would serve the Midlands region through Palmetto College by developing and providing distinctive educational opportunities to students from diverse backgrounds who need greater flexibility and options both in course delivery modes and programs. In addition to the students currently being served through Fort Jackson-- military students, veterans, and their dependents—we would also target: working adults over the age of 25, exceptional high school students interested in earning college credit, and returning students who need an academic "fresh start" for a second chance at their college career.
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Building Inclusive and Inspiring Communities Choose an item.
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)
Action Plan/Achievements	See Real Time goals for discussion
Resources Utilized	Staff

Continuation/Upcoming Plans	Ongoing effort to work collaboratively with all stakeholders.
Resources Needed if Ongoing	Further levels of approval
Notes	

**REAL TIME
COLLEGE/SCHOOL'S GOAL STATEMENTS**

AY 2018-2019

Goal 1 – Enrollment

Goal Statement	USC Palmetto College Columbia contributes to the university's overall enrollment growth by increasing new students admitted to the AA/AS online degree program through the USC Fort Jackson, and continuing to grow and expand Palmetto College's BLS and BOL programs.
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Ensuring Institutional Strength, Longevity, and Excellence Building Inclusive and Inspiring Communities
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement regarding the "… education of the state's 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.
Action Plan/Status	1.One of the new efforts this year was to institute a fully online associates degree program, to better serve and appeal to military students. That effort is in process and ongoing. 2.We also are in the exploratory phase of promoting the bachelor degree-completion programs on post (which requires US Army approval). 3. A major effort of the unit was to initiate the pilot Palmetto Pathways project to enable a cohort of students not quite meeting Columbia admission criteria to enroll on the Columbia campus as students of the Palmetto college campuses on order to earn change of campus entry to Columbia after he successful completion of 30 hours
Achievements	1.This effort is in process and ongoing with all coursework available, but official CHE approval is pending. 2. We also engaged in the exploratory phase of promoting the bachelor degree-completion programs on post (which requires US Army approval). A change in post leadership did not allow for this idea to advance. However, a reorganization within Palmetto college to direct more emphasis on attracting and supporting military personnel and dependents was accomplished during the 18/19 academic year. 3. Students were admitted, registered with enrollment occurring fall 2019
Resources Utilized	Staff time
Goal Continuation/Plans/Resources Needed/Notes	Ongoing

Goal 2 - Faculty

Goal Statement	Quality faculty: continue to develop faculty and to support faculty research and scholarly productivity.
Linkage to University Goal(s)	Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Spurring Knowledge and Creation Educating the Thinkers and Leaders of Tomorrow

Alignment with Mission, Vision, and Values	This impacts the university's primary mission of educating the state's citizens through teaching, research, creative activity, and service.
Action Plan/Status	Faculty support and development is an ongoing goal for the unit and for Palmetto College.
Achievements	Efforts made within confines of budget. We had planned to conduct a search for a full-time faculty member in Organizational Leadership next year, with an anticipated start date of Fall 2019, but delayed these plans due to leadership changes at the director level. Working with unit leadership, the new director with revisit and see if this pursuit remains desirable.
Resources Utilized	Funding
Goal Continuation/Plans/Resources Needed/Notes	Ongoing

Goal 3 – Organizational/Financial

Goal Statement	With the changes to the USC Palmetto College Columbia unit (then called Extended University) in 2014, one of our goals this past year was to work toward the development of our office as a "fifth" regional campus serving the Midlands of South Carolina. This office would serve the Midlands region through Palmetto College by developing and providing distinctive educational opportunities to students from diverse backgrounds who need greater flexibility and options both in course delivery modes and programs. In addition to the students currently being served through Fort Jackson-- military students, veterans, and their dependents—we would also target: working adults over the age of 25, exceptional high school students interested in earning college credit, and returning students who need an academic "fresh start" for a second chance at their college career.
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Building Inclusive and Inspiring Communities Choose an item.
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.

Action Plan/Status	We are working toward approval to establish a site in Lexington, in collaboration with city and county officials in Lexington.
Achievements	This goal was advanced this year with the addition of the Lexington site approval as an on-the-ground information/application gathering site. To reflect this expanded outreach, the Board of Trustees approved a new name for the unit" USC Palmetto College Columbia
Resources Utilized	Staff
Goal Continuation/Plans/Resources Needed/Notes	Ongoing effort to work collaboratively with all stakeholders

Goal 4 – Student Success

Goal Statement	Program Evaluation of BLS Program
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Ensuring Institutional Strength, Longevity, and Excellence Choose an item.
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.
Action Plan/Status	Conduct Peer Review effort
Achievements	From report: "In summary, the Bachelor of Arts in Liberal Studies program is a rigorous, academically-sound program that increases access to higher education for the citizens of South Carolina. It has the resources to meet the needs of its students, serves those students well, and has the potential to expand and to improve. Several enhancement recommendations were made
Resources Utilized	Staff and outside peers
Goal Continuation/Plans/Resources Needed/Notes	Analysis and action on enhancement recommendations

LOOKING AHEAD
COLLEGE/SCHOOL'S GOAL STATEMENTS

AY 2019-2020

Goal 1 - Enrollment

Goal Statement	USC Palmetto College Columbia contributes to the university's overall enrollment growth by increasing new students admitted to the AA/AS online degree program through the USC Fort Jackson, and continuing to grow and expand Palmetto College's BLS and BOL programs.
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Building Inclusive and Inspiring Communities Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement regarding the "… education of the state's 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.
Action Plan/Status	1. Palmetto College Columbia will continue to work towards implementation a fully online associates degree program, to better serve and appeal to military students. Recent Board and CHE approval of the fully-online availability of courses applicable towards BLS & BOL will assist in this effort, which is in process and ongoing. 2. Palmetto College Columbia will continue to work with military offices towards the goal of being permitted to promote the bachelor degree-completion programs on post (which requires US Army approval). 3. A major effort of the unit was to implement the pilot Palmetto Pathways project to enable a cohort of students (estimated 40) not quite meeting Columbia admission criteria to enroll on the Columbia campus as students of the Palmetto college campuses on order to earn change of campus entry to Columbia after he successful completion of 30 hours.
Achievements	To be reported in 20/21 report
Resources Needed	Staff time/classroom space/funding for faculty salaries
Goal Continuation/Plans/ Notes	

Goal 2 Faculty

Goal Statement	Quality faculty: continue to develop faculty and to support faculty research and scholarly productivity.

Linkage to University Goal(s)	Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Spurring Knowledge and Creation Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This impacts the university's primary mission of educating the state's citizens through teaching, research, creative activity, and service.
Action Plan/Status	Faculty support and development is an ongoing goal for the unit and for Palmetto College. The Palmetto College Columbia Faculty will form a hiring priorities committee to work with the Dean to identify areas of highest need/greatest demand for courses in disciplines needed for AA, AS, BLS, and BOL degrees.
Achievements	To be reported in 20/21 report
Resources Utilized	Faculty & Staff time; funding for new positions
Goal Continuation/Plans/ Notes	

Goal 3 – Student Success

Goal Statement	Palmetto College Columbia will work to develop initiatives to ensure student success in all areas – completion of AA/AS degrees (Fort Jackson), completion of BLS & BOL Degrees (Palmetto College online), and completion of requirements of students within Palmetto Pathway, along with matriculation to USC Columbia as fully-admitted undergraduates.
Linkage to University Goal(s)	Building Inclusive and Inspiring Communities Ensuring Institutional Strength, Longevity, and Excellence Educating the Thinkers and Leaders of Tomorrow
Alignment with Mission, Vision, and Values	
Action Plan/Status	1. The hiring of new staff for the Fort Jackson AA/AS degree programs to promote enrollment and student success. 2. Working with appropriate officials on the Palmetto College campuses, as well as within CTE, to provide BLS & BOL students with resources to enhance academic success. 3. Working with on-site Early Alert Initiative officials, as well as faculty within the program, to identify and address student problems within Palmetto Pathway courses at the earliest possible time, and utilize in-house tutoring services to provide additional support and assistance to students.
Achievements	To be reported in 20/21 report
Resources Needed	Staff & faculty time; funding for staff as appropriate

Goal Continuation/Plans/ Notes	

Goal 4 - Service

Goal Statement	Palmetto College Columbia Faculty will engage in service-related endeavors within the unit, greater university, and general communities.
Linkage to University Goal(s)	Building Inclusive and Inspiring Communities Choose an item. Choose an item.
Alignment with Mission, Vision, and Values	
Action Plan/Status	Service-related activities (as defined by the Palmetto College Campuses Faculty Manual) will be included in all Faculty Annual Reports and will comprise part of the annual review process for all Palmetto College Columbia faculty.
Achievements	To be reported in 20/21 report
Resources Needed	
Goal Continuation/Plans/Resources Needed/Notes	

Goal 5 – Organizational/Financial

Goal Statement	With the changes to the USC Palmetto College Columbia unit (then called Extended University) in 2014, a continuing goal is was work toward the development of the unit as a "fifth" regional campus serving the Midlands of South Carolina. This office would serve the Midlands region through Palmetto College by developing and providing distinctive educational opportunities to students from diverse backgrounds who need greater flexibility and options both in course delivery modes and programs. In addition to the students currently being served through Fort Jackson-- military students, veterans, and their dependents—we would also target: working adults over the age of 25, exceptional high school students interested in earning college credit, and returning students who need an academic "fresh start" for a second chance at their college career.
Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence Choose an item. Choose an item.

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.
Action Plan/Status	With the presence of 50+ freshmen regularly attending classes within the physical area of the unit, Palmetto College Columbia faculty and staff will begin to function as more of a traditional college campus, with faculty and staff being required to maintain a regular and consistent presence on site (e.g., faculty office hours; regular coverage of office hours within PC Columbia's main offices, etc.). PC Columbia will work with PC Central Office officials to obtain a fair and equitable formula of revenue sharing for courses provided by the unit, both on-site and at off-site areas such as Fort Jackson & Lexington.
Achievements	To be reported in 20/21 report
Resources Needed	Faculty & Staff time;
Goal Continuation/Plans/ Notes	

ACADEMIC PROGRAMS
AY2018-2019 ONLY

Program Rankings

List any academic programs that were nationally ranked or have received external recognition during the Academic Year. For each, provide the formal name of the academic program followed by the name of the organization that issued the ranking, the date of notification, effective date range, and any other relevant information.

Instructional Modalities

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

New asynchronous course development for the Associates degrees at Fort Jackson, as well as the Liberal Studies and Organizational Leadership degrees are ongoing in order to enhance the course availability to students

Program Launches

List any Academic Programs that were newly launched during the Academic Year; those that have received required approvals but which have not yet enrolled students should not be included. For each, list the formal name of the academic program and the responsible department.

Program Terminations

List any Academic Programs that were newly terminated or discontinued during the Academic Year as follows: for each clearly indicate whether the decision to terminate was made during the Academic Year or whether the program ceased having enrolled students during the Academic Year.

None

Supplemental Info

Optional. If available, you may attach a single PDF document formatted to 8.5 x 11 dimensions, to provide additional detail on Academic Programs for the Academic Year.

Experiential Learning for Undergraduates

Describe your unit's initiatives, improvements, challenges, and progress with Experiential Learning at the Undergraduate level.

Palmetto College and the USC Palmetto College Columbia office, which houses and manages the Liberal Studies and Organizational Leadership degrees, is an active supporter of USC Connect, the University's current QEP. We offer two courses (which are both options to fulfill a requirement within both the BLS and BOL degrees)—PALM 494, Internship, and PALM 495, Service-Learning. The Internship course has been a staple of the curriculum since the BLS was introduced in 2007. Service-Learning was added in Fall 2016. For AY 2018-19, we have had 142 students participate in the Internship course, and for Spring 2018 there are 21 students in the Service-Learning course.

Experiential Learning for Graduate Students

Describe your unit's initiatives, improvements, challenges, and progress with Experiential Learning at the Graduate level.

Not applicable.

Affordability

Describe your unit's assessment of affordability and efforts to address affordability.

The Fort Jackson tuition rate (military tuition rate) is aligned with the USC Sumter tuition rate. As such it is a significant cost savings for students. We are actively pursuing funding for military students to cover their out-of-pocket expenses. For the Liberal Studies and Organizational Leadership degree programs, 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).

Reputation Enhancement

Describe your unit's contributions and achievements that enhance the reputation of USC Columbia regionally and nationally.

The USC Columbia campus is recognized as a "military-friendly" institution, and the Fort Jackson program plays a significant and central role in earning that recognition each year. Palmetto College's appointment of an Executive Director for Military Programs will further enhance our standing and commitment to prospective and current military students

Challenges

Describe challenges and resource needs you anticipate for the current and upcoming Academic Years, not noted elsewhere in your reporting - or which merit additional attention.

Funding – USC Palmetto College Columbia continues its need for financial resources as a result of the University's decision to remove the Evening School from under Palmetto College's direction. Under the "Value Centered Management" funding model the unit was self-supporting. Prior to the re-organization, the unit had received a frozen, flat budget for several years. After the reorganization that funding was reduced, yet the majority of faculty and staff remained on our budget, with no mechanism to increase additional revenue through our own entrepreneurial efforts. We have addressed this by freezing hiring for all open positions, and not hiring adjunct instructors—except in a very few critical need courses. While we have managed to remain viable, in order for the program to grow, we will need new sources of revenue. It is our hope that the new budget model will allow for this.

Supplemental Info

Optional. If available, you may attach a single PDF document formatted to 8.5 x 11 dimensions, to provide additional detail on Initiatives for the Academic Year.

FACULTY INFORMATION
AY2018-2019 ONLY

Research and Scholarly Activity

Please refer to the Academic Analytics data (through 2015) and the report provided by the Office of Research's Information Technology and Data Management. Identify areas of challenge and opportunities with faculty research and scholarly activity. Please provide specific plans you will implement to meet these challenges or take advantage of the opportunities.

USC Palmetto College Columbia Faculty Scholarly Productivity—2017-2018 (From summer 2016 to present):

Publications 8

Scholarly presentations 16

Grants (applied and/or funded) 2

Awards 1

Other Scholarly Activity 24

Faculty Development

List and describe your unit's efforts at Faculty development during the Academic Year, including investments, activities, incentives, objectives, and outcomes.

During 2018-2019, 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 workshops as well as online courses for faculty.

Other Activity

List and describe significant artistic, creative, or other performance activities of faculty in your unit during the Academic Year. List each individual by Last Name, First Name, name of activity, month and year.

Supplemental Info

Optional. If available, you may attach a single PDF document formatted to 8.5 x 11 dimensions, to provide additional detail on Faculty for the Academic Year.

TEACHING
AY2018-2019 ONLY

Faculty to Student Ratios*

What does the quantitative data reflect on the faculty student ratio? Do you agree with the data? Why or why not? Please describe your plans for the future to impact this ratio?

*The student to faculty ration calculation is as follows: *(Total FT Students + 1/3PT Students)/(Total FT Instructional Faculty +1/3 PT instructional Faculty)+Staff who teach.*

Fort Jackson average class size:

 Fall 2014, total headcount 578/ average class size 17/ 34 classes/ 23 taught by adjuncts

Fall 2015, total headcount 562/ average class size 16.5/ 33 classes/ 21 taught by adjuncts

Fall 2016, total headcount 309/ average class size 15/ 21 classes/ 8 taught by adjuncts**

Fall 2017, total headcount 360/ average class size 18/20 classes/ 5 taught by adjuncts** **

Fall 2018, total headcount 341/ average class size 20/17 classes/ 5 taught by adjuncts** **

See "Challenges" section for information on the cut to class offerings.

BOL/BLS average class size:

 The undergraduate online course offerings associated with Palmetto College across all campuses of USC average 24 students per class. From these offerings, we have extracted, for analysis, the classes associated with the BOL/BLS programs (defined as instruction paid for by USC Palmetto College Columbia). The resulting average class size for these courses for the 2018-2019 academic year was also found to be 24.

Student Recruitment

List and describe your unit's efforts at recruiting students into your programs. Please provide specific actions.

Palmetto College at the Fort Jackson Education Center began a series of new activities in 2016, intensifying in 2017. These activities were promulgated by discussions with the Education Services Officer at the fort, and collaboration across Palmetto College. They include:

 A monthly table at the Newcomers Orientation, attended by newly-assigned soldiers and their spouses.

Twice weekly presentation at the In-processing Briefing, attended by newly-assigned soldiers in the Education Center.

Presentations to the 369th AG Battalion building, offering to establish courses on-site for soldiers.

Recruit Military Fair, off-base.

Open House at the Education Center

Table in Education Center lobby for National Education Week, USC Day

Table at College and Career Fair in the Solomon Center at Fort Jackson, which included soldiers, family members, and Department of Defense civilians.

Recurring e-mail distributions, through the Education Center office, to the base.

USC Palmetto College Columbia and Fort Jackson also benefit from the student recruiting efforts as outlined in the Palmetto College Central plan, repeated below:

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

List and describe your unit's efforts at retaining the current students in your programs. Please provide specific actions.

Services: As part of the Palmetto College central office for academics, USC Palmetto College Columbia participates in and receives benefits from Palmetto College: namely, PC Central has contracted beginning this academic year with 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.

At Fort Jackson specifically, the USC Fort Jackson office provides continual advising for potential students, active students, and students interested in any USC program.

The office also serves ALL active-duty military students at USC Columbia (and not just at Fort Jackson) by processing USC students' Tuition Assistance (TA), and serving as the university's Point of Contact with the Department of Defense for the GoArmy Education Portal.

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.

FACULTY AWARDS
AY2018-2019 ONLY

*List those faculty members that were **nominated for awards** this academic year. Please note: Regional is generally defined as the Southeast US, which the Association of American Geographers describes as including Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.*

Date	Award Type	Nominated Last Name	Nominated First Name	Region	Award Title	Awarding Organization
	Indicate the type of Award: Research, Service, or Teaching	*Provide the Last Name of the faculty member receiving the award*	*Provide the First Name of the faculty member receiving the award*	*Provide the region of the award*	*Provide the formal Title of the Award*	*Provide the formal name of the organization which issued the award.*
2/2019	Research	Jones	Shelley	Internal	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
2/2019	Service	Elliott	Julia	Internal	Chris P. Plyler Excellence in Service Award	Palmetto College
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		

Add more rows as needed

FACULTY AWARDS
AY2018-2019 ONLY

*List those faculty that **received awards** this academic year. Please note: Regional is generally defined as the Southeast US, which the Association of American Geographers describes as including Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.*

Date	Award Type	Recipient Last Name	Recipient First Name	Region	Award Title	Awarding Organization
	Indicate the type of Award: Research, Service, or Teaching	*Provide the Last Name of the faculty member receiving the award*	*Provide the First Name of the faculty member receiving the award*	*Provide the region of the award*	*Provide the formal Title of the Award*	*Provide the formal name of the organization which issued the award.*
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		

Add more rows as needed

Alumni

Describe your unit's substantial activities, engagements, and initiatives with alumni during the Academic Year. Focus should be on relationships and activities with alumni; development with non-alumni and fundraising are collected separately.

With the support and collaboration of the USC Career Center (whose services are available to BOL/BLS students), our graduates participated in significant numbers in the Center's graduate survey.

Results from the Career Center survey (13 out of 42 grads - 30.95% response rate) indicated that our graduates:

- Were overwhelming from South Carolina (40 of 420

- 7 of 13 were working full time

- Reported an average salary of $28,375

Development, Fundraising and Gifts

Describe your unit's substantial development initiatives and outcomes during the Academic Year.

In FY 2017 we established a scholarship for active-duty military students, veterans, and their dependents. Significant contributions took place this year with the current balance being $84,483 (in addition to this figure, $11,500 in spendable donations have been made). Additionally, considerable growth has taken place in the Sumter/ Shaw AFB military Scholarship fund with the current balance being $90,065.

Supplemental Info

Optional. If available, you may attach a single PDF document formatted to 8.5 x 11 dimensions, to provide additional detail on Alumni and Development for the Academic Year.

Please note: Our future goal is to pull this information directly from the COCES system. Please highlight below what you consider to be the most significant engagements with the understanding this information may not be loaded in the COCES system at this time.

Describe the community engagement and community based research, scholarship, outreach, service or volunteerism your unit conducted this academic year which would include the following: local, state, regional national and international.

Sort response in order of significance beginning with most significant. Please note, based on the specific activity, it is acceptable to list an activity in this response as well as the response below.

Community service and service-learning in the Liberal Studies and Organizational Leadership curricula: During the 2016-17 academic year, our faculty developed a new course, PALM 495, "Service-Learning," that provides students with a supervised immersion experience, while exploring practical applications of course work integrated with community engagement. The course is based on a community need, which will provide a theme that guides the semester's work. The instructor devises the theme and locates community partners each semester, to include locations for onsite work in close proximity to each campus.

Unlike the traditional Internship course, students' commitment to the academic portion of the class will outweigh the number of hours spent onsite. The semester consists of three sections, with theoretical readings, independent research, class presentations, and written academic arguments as assignments:

1. A period at the beginning of the semester understanding and researching the community need that is the focus of the semester's work and the agency with which we have partnered.

2. A sustained period of onsite hours spent implementing a project, devised as a class, based on students' independent and collaborative research and reading.

3. A period of regrouping and reflection to close the semester.

As noted previously, 142 students engaged with the service learning course

Community Perceptions

Describe how your unit assesses community perceptions of your engagement, and how the unit assesses the impact of community engagement on students, faculty, community and the institution. Provide specific findings.

Incentivizing Faculty Engagement

Describe your unit's policies and practices for incentivizing and recognizing community engagement in teaching and learning, research, and creative activity. Limit to 3,000 characters.

Community service, as well as campus and departmental service, is part of the expectation for faculty, and one of the three key areas (along with teaching and research) that comprise the basis of their annual review and criteria for tenure and/or promotion.

Supplemental Info

Optional. If available, you may attach a single PDF document formatted to 8.5 x 11 dimensions, to provide additional detail on Community Engagement for the Academic Year.

COLLABORATIONS
AY2018-2019 ONLY

Internal Collaborations

List your Academic Unit's most significant academic collaborations and multidisciplinary efforts that are internal to the University. Details should be omitted; list by name only.

All campuses

External Collaborations

List your Academic Unit's most significant academic collaborations and multidisciplinary efforts that are external to the University. Details should be omitted; list by name only.

Ft. Jackson, Lexington County

Other Collaborations

List your Academic Unit's most significant academic collaborations and multidisciplinary efforts that are not otherwise accounted for as Internal or External Collaborations. Details should be omitted; list by name only.

Supplemental Info

Optional. If available, you may attach a single PDF document formatted to 8.5 x 11 dimensions, to provide additional detail on collaborations for the Academic Year.

Campus Climate

Describe activities your unit conducted within the Academic Year that were designed to improve campus climate and inclusion.

Please see Quantitative Outcomes discussion section (BLS/BOL sub-section) for diversity comparisons of our majors to the USC Columbia undergraduate population.

Supplemental Info - Diversity Inclusion

Optional. You may attach a single PDF document formatted to 8.5 x 11 dimensions, to provide additional detail on Campus Climate and Inclusion efforts of your Academic Unit during the Academic Year.

Quantitative Outcomes

Explain any surprises with regard to data provided in the quantitative outcomes module.

USC Palmetto College Columbia is responsible for the USC Columbia degrees in Liberal Studies (BLS) and Organizational Leadership (BOL) as well as offering associate degrees to active duty military and dependents and coursework for Columbia students at Ft. Jackson. In meeting these responsibilities, USC Palmetto College Columbia offers educational opportunities to a more diverse population in regard to age, race/ethnicity and gender than the more traditional USC Columbia undergraduate population. Numbers and comparisons, when appropriate, are provided below:

BLS/BLS majors

Enrollments: fall 2105 = 347   fall 2016 = 341   fall 2017 = 340   fall 2018 = 330

Graduates (BLS/BOL): 2015-2016 = 86   2016-2017 = 104   2017-2018 = 107 2018-2919 = 91 to date, subject to verification and more anticipated in summer.

Age distributions of BLS/BOL students, fall 2018: greater than 22 = 263 compared to 21 for Columbia campus undergraduate population

Gender: 68% female, fall 2018 compared to 57% female for Columbia campus undergraduate population. These percentages are consistent for both population for the two prior academic years.

Race/Ethnicity: 36% minority, fall 3018 compared to 27% Columbia campus undergraduate population. These percentages are consistent for both population for the two prior academic years.

Ft. Jackson – serving active-duty military and dependents and Columbia campus students seeking needed course offerings

Enrollments: fall 2015 = 19   fall 2016 = 15   fall 2017 = 16   fall 2018 = 10

Graduates: (latest available) 2013/14 = 4, 2014/15 = 4 2015-16 = 3 2016/17 = 4 2017/18 = 2

Fort Jackson average class size:

Fall 2014, total headcount 578/ average class size 17/ 34 classes/ 23 taught by adjuncts

Fall 2015, total headcount 562/ average class size 16.5/ 33 classes/ 21 taught by adjuncts
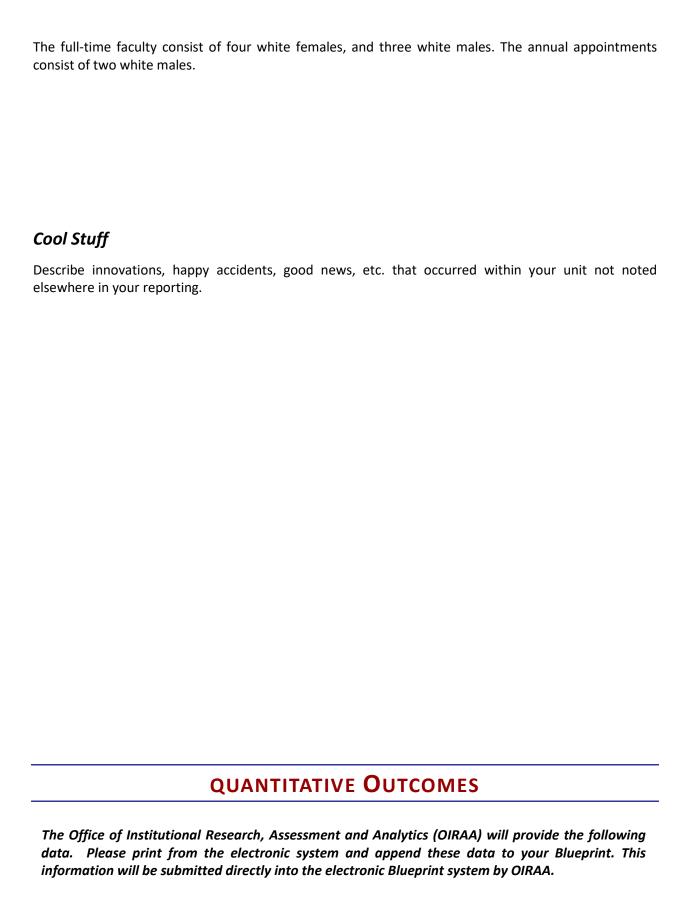
Fall 2016, total headcount 309/ average class size 15/ 21 classes/ 8 taught by adjuncts**

Fall 2017, total headcount 350/ average class size 18.4/ 19 classes/ 4 taught by adjuncts** *

Fall 2018, total headcount 341/ average class size 20/17 classes/ 5 taught by adjuncts** **

*See "Challenges" section for information on the cut to class offerings.

USC Palmetto College Columbia faculty consist of 6 full-time instructors, along with an additional 3 Instructors who are appointed on an annual basis.

The full-time faculty consist of four white females, and three white males. The annual appointments consist of two white males.

Cool Stuff

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

QUANTITATIVE OUTCOMES

The Office of Institutional Research, Assessment and Analytics (OIRAA) will provide the following data. Please print from the electronic system and append these data to your Blueprint. This information will be submitted directly into the electronic Blueprint system by OIRAA.

1) Student Enrollment Headcount by Level & Classification, Fall 2015, Fall 2016, Fall 2017
2) Student Diversity Headcount by Gender & Race/Ethnicity, Fall 2015, Fall 2016, Fall 2017
3) Graduation Rates at 4-5-6 years, FTFT Cohorts for Fall 2009, Fall 2010, Fall 2011
4) Degrees Awarded by Level – AY 14-15, AY 15-16, AY 16-17
5) Retention Rate – First Year, FTFT Cohorts Fall 2014, Fall 2015, Fall 2016
6) Retention Rate – Second Year, FTFT Cohorts Fall 2013, Fall 2013, Fall 2015
7) Faculty Population – Headcount – by Track and Title, Fall 2015, Fall 2016, Fall 2017
8) Faculty Diversity – Headcount – by Gender & Race/Ethnicity, Fall 2015, Fall 2016, Fall 2017
9) Faculty-to-Student Ratio– Fall 2015, Fall 2016, Fall 2017
10) Faculty Hires, Departures, Retention Packages – AY2014-2015, AY2015-2016, AY2016-2017

The Office of Research's Information Technology and Data Management will provide the following information for each college/school. Please append this information to your Blueprint. This information will be submitted directly into the electronic Blueprint system by Office of Research.

1) The total number and amount of externally sponsored research proposal submissions by funding source for FY 2017.
2) Summary of externally sponsored research awards by funding source for FY 2017. Total extramural funding processed through Sponsored Awards Management (SAM) in FY 2017, and federal extramural funding processed through SAM in FY2017. Amount of sponsored research funding per faculty member in FY 2017 (by rank, type of funding; e.g., federal, state, etc., and by department, if applicable).
3) Number of patents, disclosures, and licensing agreements in fiscal years 2015, 2016 and 2017.