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

Please provide an overview of your unit's activities (no more than 725 characters) and highlights (no more than 525 characters) you would like to share of the outcomes and activities this report presents.

USC Salkehatchie is a dynamic regional campus serving the rural Lowcountry. The University is one of the anchors in its communities and a key for future growth and prosperity in a region characterized by widespread poverty and a declining population. Despite the challenges stemming from the region's economic conditions, USC Salkehatchie's student body remains strong, in part due to program expansions in academics and athletics and to aggressive recruiting, which has enabled the institution to attract a larger percentage of a small market.

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

Educational attainment is the cornerstone of USC Salkehatchie's mission, but community outreach efforts demonstrate the institution's creativity in meeting local needs. The Salkehatchie Leadership Institute, the community-outreach arm of the university, assists municipalities and community groups with economic development and other projects that strike directly at the quality of life experienced by the residents of the region. The Institute also provides leadership development programs for adults and youth.

USC Salkehatchie also has played a significant role in the revitalization of the region. One recent initiative that demonstrates the institution's commitment to regional improvement is "University Mile," projected to begin in the summer of 2019. University Mile is a streetscape project for downtown Allendale developed with the town and the South Carolina Department of Transportation.

USC Salkehatchie is also continuing to promote the "college town" concept for both Allendale and Walterboro that has been embraced by both communities. USC Salkehatchie leaders worked with private developers, as well as the county and city, to build The Reserve, a student housing complex on property adjacent to the USC Salkehatchie West campus in Allendale. On the East campus in Walterboro, a similar partnership resulted in the opening of two smaller housing options for Salkehatchie students, Salk Place and Salk Quadplex. These facilities continue to be convenient, affordable options for students who attend either of the Salkehatchie campuses.

Mission Statement

The University of South Carolina Salkehatchie, a regional campus of the University of South Carolina, has as its mission to provide higher education and intellectual leadership for its service area. At the heart of this mission is a teaching faculty of high quality dedicated to excellence in instruction, scholarship, public and professional service and creative endeavor which enrich the classroom experience. USC Salkehatchie offers a varied curriculum grounded in the liberal arts and focused on preparing students to continue their education in the University and throughout life.

The University of South Carolina Salkehatchie recruits students prepared to succeed in completing a baccalaureate-level education. While the institution does not offer remedial instruction, it is nonetheless able to admit most students who apply due to the close working relationship between students and faculty.

The University of South Carolina Salkehatchie was established to encourage higher education in the counties of Allendale, Bamberg, Barnwell, Colleton and Hampton. The original design of the institution incorporated a flexibility that has allowed changes in institutional capability with increasing educational demands of constituents.

Through the primary method of classroom and laboratory instructions, and through a secondary method of distance learning delivered via the Internet, teleconference, and electronic media, the institution awards the Associate in Arts and Associate in Science degrees and provides for the completion of selected bachelor's degrees on campus through cooperative agreements and delivery structures with other USC System institutions. USC Salkehatchie also provides general education and upper division coursework applicable to baccalaureate degree programs offered through colleges and universities nationwide. In addition to academic coursework, the mission of the campus includes non-credit courses, seminars, and workshops made available to the community for cultural enrichment and professional development.

The traditions of cultural diversity and freedom of thought are valued at USC Salkehatchie. In a learning environment that develops respect for racial, geographical, intellectual, and economic diversity and an awareness of individual, societal, and global responsibilities, USC Salkehatchie promotes courses, activities, and attitudes which influence the life of the mind in men and women and instill in them a thirst to continue learning throughout life.

USC Salkehatchie emphasizes the development of the whole person and especially seeks to foster in students the disciplines essential to an educated citizenry. Core competencies, including the ability to communicate through effective writing and articulate speech; computational and quantitative mastery; creative and critical thinking; and the duties of citizenship are strategically integrated within the curriculum. Classroom experiences, student activities, and physical education programs also provide

opportunities for cultural enrichment, leadership development, intellectual growth and interpersonal relationships, all contributing to a sense of self-reliance and a joy of learning.

Date of last update: June 2016

Vision Statement (Optional)

USC Salkehatchie will be recognized as a model rural "Community University" that plays a major role in enriching the cultural, educational, and economic opportunities of the citizens served.

Date of last update: June 2016

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.

LOOKING BACK
COLLEGE/SCHOOL'S GOAL STATEMENTS

AY 2017-2018

Goal 1 – Increase Enrollment

Goal Statement	Increase student enrollment
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 of South Carolina Salkehatchie recruits students prepared to succeed in completing a baccalaureate-level education. " "USC Salkehatchie emphasizes the development of the whole person and especially seeks to foster in students the disciplines essential to an educated citizenry. Core competencies, including the ability to communicate through effective writing and articulate speech; computational and quantitative mastery; creative and critical thinking; and the duties of citizenship are strategically integrated within the curriculum."
Status	Completed Successfully
Achievements	Enrollment changes since 2007: +2.4% headcount Freshman retention: 44% Graduation rate: 22.3% CHE success rate: 52.4% NOTE: 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) for this campus is 52.4%. *Please note that these Student Success 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 works with the CHE as well as USC's OIRA Office to order to supply supplemental data. While no official data is available at this time, typically the actual success rate is higher than the official CHE percentage provided.* Faculty-Student Ratio (Fall 2018 IPEDS): 16:1 Percent full-time faculty with terminal degree: 77%
Resources Utilized	Full-time staff and faculty. Retention software has been identified and purchased, and this software is currently being implemented.
Continuation	Yes—this is a constant goal for our campus, pursued through staff and faculty activities, and through the judicious and targeted use of budgetary resources, to achieve positive results.
Resources Needed	Additional staff
Plans for upcoming year if not completed	

Goal 2 – Expand Academics

Goal Statement	Expand academic offerings and support services
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Spurring Knowledge and Creation Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	"USC Salkehatchie also provides general education and upper division coursework applicable to baccalaureate degree programs offered through colleges and universities nationwide."
Status	Completed Successfully
Achievements	101 students were served in baccalaureate programs through collaboration with USC four-year campuses (B.A. in Liberal Studies, B.A. in Organizational Leadership, B.S. in Nursing with USC Columbia, B.S. in Human Services with USC Beaufort, and B.A. in Elementary Education with USC Aiken).
Resources Utilized	Palmetto College and 2 plus 2 partnerships with the comprehensive campuses (individual or through Palmetto College)
Continuation	Yes—this is an ongoing goal for our campus utilizing staff, faculty and budgetary resources to achieve positive results.

Resources Needed	Expansion of degree programs through MOU agreements within the USC system
Plans for upcoming year if not completed	

Goal 3 – Faculty Development

Goal Statement	Attract, increase, and retain a diverse faculty that excels in teaching, research, and scholarship
Linkage to University Goal(s)	Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Building Inclusive and Inspiring Communities Choose an item.
Alignment with Mission, Vision, and Values	"The University of South Carolina Salkehatchie, a regional campus of the University of South Carolina, has as its mission to provide higher education and intellectual leadership for its service area. At the heart of this mission is a teaching faculty of high quality dedicated to excellence in instruction, scholarship, public and professional service and creative endeavor which enrich the classroom experience."
Status	Completed Successfully
Achievements	Full-time faculty members at USC Salkehatchie are recruited through national searches and generally have the highest degree in their fields. To earn tenure, they must meet standards in teaching, research, and service. For AY 2017–2018 USC Salkehatchie hired an instructor of engineering/computer science and terminally-degreed assistant professors of English and chemistry. USC Salkehatchie also held a history search in which a terminally-degreed internal candidate at the instructor level was promoted to assistant professor. During AY 2017-2018, search committees for tenure-track positions in chemistry and psychology, and for an instructor of computer science, successfully hired faculty to begin August 16, 2018. The tenure-track positions were filled by people with terminal degrees. Additionally, during the summer of 2018 an engineering professor with the terminal degree was hired to replace the person who served in that position the previous year. This professor also began August 16, 2018.
Resources Utilized	Full-time staff and faculty
Continuation	Yes—this is an ongoing goal for our campus utilizing staff, faculty and budgetary resources to achieve positive results.
Resources Needed	Additional funds for more competitive salaries and academic support
Plans for upcoming year if not completed	

Goal 4 – Community Development

Goal Statement	Continue to develop and sustain community and university partnerships

Linkage to University Goal(s)	Building Inclusive and Inspiring Communities Ensuring Institutional Strength, Longevity, and Excellence Choose an item.
Alignment with Mission, Vision, and Values	"The University of South Carolina Salkehatchie, a regional campus of the University of South Carolina, has as its mission to provide higher education and intellectual leadership for its service area. At the heart of this mission is a teaching faculty of high quality dedicated to excellence in instruction, scholarship, public and professional service and creative endeavor which enrich the classroom experience. USC Salkehatchie offers a varied curriculum grounded in the liberal arts and focused on preparing students to continue their education in the University and throughout life."
Status	Completed Successfully
Achievements	USC Salkehatchie is actively involved in the communities we serve. Faculty, staff, and students regularly log hundreds of hours of service to various civic groups and schools located in the region. The institution also has a physical presence in the 15 service-area high schools via faculty teaching through the concurrent program. The Salkehatchie Leadership Institute provides a yearlong advanced leadership program for civic leaders residing in the six counties of Allendale, Bamberg, Barnwell, Colleton, Hampton, and Jasper, sponsored by the local economic development alliance, SouthernCarolina Alliance. Additionally, Salkehatchie Leadership Institute sponsors a Take Flight! Aviation Camp for 8th graders from Allendale County and Colleton County. Partnering with The Boeing Company, this camp provides the opportunity for youth in the service area to learn more about STEM fields and explore the aerospace opportunities in our region. This model camp has been recognized nationally as an innovative community partnership. USC Salkehatchie has also been instrumental in the development of projects that could greatly contribute to the economic development of Allendale and the surrounding counties, most notably The Reserve, the 100-bed, off-campus housing facility that opened adjacent to the West campus, and University Mile, a streetscape grant funding beautification of Highway 301 in Allendale (this work is slated to begin in spring/summer 2019). Additionally, a pending University of Possibilities grant proposal would increase Salkehatchie's engagement with area middle-school-aged children, encouraging them to think about and prepare for attending college.
Resources Utilized	Full-time staff and faculty
Continuation	Yes—this is an ongoing goal for our campus utilizing staff, faculty and budgetary resources to achieve positive results.
Resources Needed	Additional funds and personnel
Plans for upcoming year if not completed	

Goal 5 – Enhance Educational Quality: Experiential Learning

Goal Statement	Enhance educational quality by integrating learning within and beyond the classroom
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Spurring Knowledge and Creation Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	"At the heart of this mission is a teaching faculty of high quality dedicated to excellence in instruction, scholarship, public and professional service and creative endeavor which enrich the classroom experience. USC Salkehatchie offers a varied curriculum grounded in the liberal arts and focused on preparing students to continue their education in the University and throughout life. "
Status	Completed Successfully
Achievements	Continue to support faculty members who involve students in internships, independent research, and other modalities of experiential learning. Maintained or increased the number of students involved in service learning and the number of students pursuing and achieving Graduation with Leadership Distinction (GLD) honors. Worked with Savannah River Site, Boeing, and other industries in identifying summer internship opportunities for students. Provided campus activities and programs that are designed to enrich the experience of the student.
Resources Utilized	Full-time staff and faculty and corporate partnerships
Continuation	Yes—this is an ongoing goal for our campus utilizing staff, faculty and budgetary resources to achieve positive results.
Resources Needed	Additional funds and personnel
Plans for upcoming year if not completed	

Goal 6 – Expand STEM Offerings and Programs

Goal Statement	Develop and implement a 2 plus 2 Industrial Engineering program with USC Aiken
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	"USC Salkehatchie also provides general education and upper division coursework applicable to baccalaureate degree programs offered through colleges and universities nationwide."
Status	Completed Successfully
Achievements	Recruited and hired a full-time instructor of engineering and continued offering the first year of instruction in the USC Aiken Industrial Process Engineering degree program. Boosted recruiting efforts to try to ensure Salkehatchie will have students who will meet the mathematics prerequisites for year two of the program.

Resources Utilized	Grant funding for instructor compensation/ benefits and program instruction support. Agreement with USC Aiken for the 2 plus 2 program.
Continuation	Yes—this is an ongoing process for our campus utilizing staff, faculty and budgetary resources to achieve positive results.
Resources Needed	Additional funds and personnel
Plans for upcoming year if not completed	

Goal 7 – Planning

Goal Statement	Participate in overall Palmetto College fifth-year planning effort. See central Palmetto College Report for details.
Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence Spurring Knowledge and Creation Choose an item.
Alignment with Mission, Vision, and Values	"The University of South Carolina Salkehatchie, a regional campus of the University of South Carolina, has as its mission to provide higher education and intellectual leadership for its service area."
Status	Completed Successfully
Achievements	Continuing coordination with the larger Palmetto College to identify possible strengths, weaknesses, opportunities and threats (both internally and externally) to our mission. Continuing work with the USC system to develop short- and long-term strategies and tactics to address opportunities for and problems facing Palmetto College. A Palmetto College Campuses Focus Carolina 2023 Strategic Planning Committee was appointed and met multiple times during the year. USC Salkehatchie's representatives on this committee were former Campus Dean Ann Carmichael (co-chair) and Director of Finance Jessica All. A primary goal of the committee was to align USC Columbia's goals from the Board-of-Trustees-approved five-year planning effort with the goals of the Palmetto College campuses in order to ensure appropriate integration and focus, thereby reinforcing and enhancing the joint accreditation these five campuses of the USC System share. The plan was completed in December 2018, with final approval by the Board of Trustees pending.
Resources Utilized	Full-time staff, faculty, and administration.
Continuation	Yes—this is an ongoing process for our campus utilizing staff, faculty and budgetary resources to achieve positive results.
Resources Needed	Additional funds and opportunities for collaboration.
Plans for upcoming year if not completed	

AY 2018-2019

Goal 1 – Faculty: Faculty Compensation

Goal Statement	USC Salkehatchie continues to seek creative ways within its budgetary constraints to address salary inequity within the USC system and with peer institutions.
Linkage to University Goal(s)	Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Ensuring Institutional Strength, Longevity, and Excellence Choose an item.
Alignment with Mission, Vision, and Values	"The University of South Carolina Salkehatchie...has as its mission to provide...a teaching faculty of high quality dedicated to excellence in instruction, scholarship, pubic and professional service and creative endeavor which enrich the classroom experience."
Action Plan for Achieving the Goal	This longtime goal of the USC Salkehatchie administration dovetailed with a Palmetto College response to a 2017 Palmetto College Campuses Faculty Senate Welfare Committee resolution on salary inequity. Through internal research and collaboration with Palmetto College, the Palmetto College Campuses Faculty Senate, and USC Columbia, USC Salkehatchie has worked to identify any faculty whose pay may require adjustment to create equity and/or to ward off competition. More broadly, a Palmetto College Salary-Study Committee recently completed an exhaustive investigation of faculty and staff salaries across the PC system that will include a formula for addressing salary inequities. Related adjustments to salaries should begin to be implemented next academic year. Also, USC Salkehatchie continues to identify faculty members whose outstanding achievement in teaching, scholarship, and service warrant pay-for-performance (PFP) bonuses and raises. To improve transparency, in 2017-18 an institutional memo was created to more clearly establish the criteria for PFP and this document will be revisited and updated as needed. Additionally, adjunct pay has been analyzed, and recently USC Salkehatchie joined with the other Palmetto College campuses to commit to reach a higher standard for adjunct pay within two years.
Plans for the Upcoming Year	To use available resources, including the results of Palmetto College's salary study and the limited funds Palmetto College is making available to its campuses for faculty and staff pay increases, in order to adjust compensation as needed/warranted.
Resources Needed	Additional funding
Academic Years for Goal	AY 2018–2019 and continuing

Goal 2 – Enrollment: Enhanced Recruiting Efforts

Goal Statement	Better extend our recruiting efforts into neighboring counties with growing populations.
Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence Educating the Thinkers and Leaders of Tomorrow Choose an item.
Alignment with Mission, Vision, and Values	"Enrollment growth is both a short-term and long-term focus for USC Salkehatchie, and the move toward a larger student body is balanced with a desire to recruit and retain students committed to learning."
Action Plan for Achieving the Goal	Add recruiting strategies for bordering counties that may include stipends to faculty members living in those communities for the purpose of clearly defined promotion and recruiting activities.
Plans for the Upcoming Year	Progress on this goal has been delayed by an extended vacancy at the executive director of enrollment services position as well as attrition in the Admissions Office. Currently the new executive director of enrollment services, hired December 2018, is formulating strategies for tapping into these counties. This will be a key goal for the 2019-2020 year.
Resources Needed	Additional funds and personnel.
Academic Years for Goal	AY 2018–2019 and continuing

Goal 3 – Enrollment and Student Retention/Success: Seek Optimal Nursing Partnership to Enhance Student Experience/Success

Goal Statement	Switch nursing program partnership from Columbia to USC Beaufort.
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	"USC Salkehatchie also provides general education and upper division coursework applicable to baccalaureate degree programs offered through colleges and universities nationwide."
Action Plan for Achieving the Goal	During the 2018–19 academic year, USC Salkehatchie Nursing Coordinator April Cone and others worked with USC Beaufort's Dr. Kim Dudas and others to engineer this transition. Currently the partnership is working its way through the approval process. The expectation is that the proximity of USCB to Salkehatchie, as well as the design of its nursing program, will be beneficial for USC Salkehatchie's aspiring nursing students.
Plans for upcoming year	USC Salkehatchie expects to begin offering USC Beaufort's Upper Division nursing program in Spring 2020.
Resources Needed	Additional funding, resources, faculty.
Academic Year(s) for Goal	AY 2019–2020 and continuing

Goal 4 – Enrollment and Student Retention/Success: Expand Student Activities and Athletics

Goal Statement	Expand athletics program and extracurricular student activities.
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Spurring Knowledge and Creation Building Inclusive and Inspiring Communities
Alignment with Mission, Vision, and Values	"USC Salkehatchie emphasizes the development of the whole person…"
Action Plan for Achieving the Goal	For 2018-19 USC Salkehatchie added its first professional, full-time student services coordinator. Students have been regularly surveyed about their preferences regarding student-oriented activities on campus. Additionally, Salkehatchie added women's basketball and a bass-fishing club, as well as a fencing club and a gaming club.
Plans for upcoming year	USC Salkehatchie is currently investigating adding a golf team for the 2019–2020 academic year. Other opportunities may be pursued too.
Resources Needed	Additional funding and personnel.
Academic Year(s) for Goal	AY 2018–2019 and continuing

Goal 5 – Organizational/Financial and Planning: Long-Range Institutional Planning

Goal Statement	With new leadership in place at the campus dean position and in other departments, and with Palmetto College's final Focus 2023 plan in hand, USC Salkehatchie is capitalizing on opportunities to revisit and reinvigorate its long-term planning, especially by looking at operations in the areas of finances, facilities, and administration.
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 of South Carolina Salkehatchie, a regional campus of the University of South Carolina, has as its mission to provide higher education and intellectual leadership for its service area."
Action Plan for Achieving the Goal	USC Salkehatchie is constantly involved in long-range planning, work that traditionally occurs in Executive Council, especially during the Executive Council's fall, spring, and summer retreats. Among the achievements this year: Progress on having 3 months' operating budget in reserve. Improvements to Allendale and Walterboro facilities, including a long-range plan for renovations that will add useful space to the Walterboro campus. Additionally, Allendale facilities deemed financial and insurance liabilities were shuttered, which put tremendous pressure on available spaces in Allendale and prompted some creative short-term repurposing of spaces. Implementation of PeopleSoft in HR.
Plans for Upcoming Year	Continued development of the gains listed above; other strategies are discussed under "Looking Ahead."

Resources Needed	Additional funds and other assets.
Academic Year(s) for Goal	AY 2018-19 and continuing

If your unit has more than four (4) Goals, copy the above template and paste and complete as many times as needed.

LOOKING AHEAD
COLLEGE/SCHOOL'S GOAL STATEMENTS

AY 2019-2020

Goal 1 – Enrollment and Student Retention/Success: Expand Reach and Enrollment through Palmetto

Pathways

Goal Statement	USC Salkehatchie will cooperate with, and be involved in, the new Palmetto College "Palmetto Pathways" 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	"Enrollment growth is both a short-term and long-term focus for USC Salkehatchie…" "USC Salkehatchie emphasizes the development of the whole person and especially seeks to foster in students the disciplines essential to an educated citizenry. Core competencies, including the ability to communicate through effective writing and articulate speech; computational and quantitative mastery; creative and critical thinking; and the duties of citizenship are strategically integrated within the curriculum."
Action Plan	Work with the Associate Provost of Palmetto College by providing input on, and faculty for, the Palmetto Pathways program in which students not immediately accepted to the Columbia campus are provided a pathway to admission if they meet certain criteria after taking courses offered on the Columbia campus through the Palmetto College campuses.
Resources Needed	Additional funding and personnel.
Academic Years for Goal	Ongoing
Notes	Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on its stakeholders, Palmetto College has established the following goals that complement or enhance the University goals listed above: Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities; Assembling and supporting a diverse, world-class faculty dedicated to teaching, scholarship, and student success; Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs; Building inclusive and inspiring communities, on campus and online; Assuring efficiency, accountability, and fiscal responsibility by continually examining operations, growing programs, and engaging in continuous planning efforts.

Goal 2 – Organizational/Financial and Planning: Continued Long-Range Strategic Planning

Goal Statement	As a Palmetto College Regional Campus, USC Salkehatchie seeks to sustain institution-wide planning processes to continually improve its institutional effectiveness; its academic- and student-support programs; and its administrative support services. One goal is to align USC Salkehatchie planning efforts with those of Palmetto College to better achieve the objectives of both.
Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Educating the Thinkers and Leaders of Tomorrow
Alignment with Mission, Vision, and Values	"The University of South Carolina Salkehatchie, a regional campus of the University of South Carolina, has as its mission to provide higher education and intellectual leadership for its service area." Long-range institutional planning is essential of the University's capacity to meet its objectives through continuous, data-driven, sustainable improvements.
Action Plan	Assure efficiency, accountability, and fiscal responsibility by continually assessing operations, growing programs, and engaging in continuous planning efforts. Also, assess the success of academic, student, and administrative support services. This year USC Salkehatchie will enhance institutional planning processes, using assessment methods for continual improvement in administrative support services, including business-office operations, physical plant enhancements and maintenance, and university development. Enhanced surveys and other methods are being developed to furnish an empirical basis for future assessments of various support services to improve these mission-critical areas.
Resources Needed	Budgetary resources, data and IT support, staffing, and staff training as needed.
Academic Years for Goal	Ongoing
Notes	Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on its stakeholders, Palmetto College has established the following goals that complement or enhance the University goals listed above: Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities; Assembling and supporting a diverse, world-class faculty dedicated to teaching, scholarship, and student success; Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs; Building inclusive and inspiring communities, on campus and online; Assuring efficiency, accountability, and fiscal responsibility by continually examining operations, growing programs, and engaging in continuous planning efforts.

Goal 3 – Organizational/Financial: Balanced Budgets and Appropriate Fund Balance

Goal Statement	USC Salkehatchie leadership effectively strives to operate with a balanced budget and to have the recommended fund balance of 3–4 months' operating budget.
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 of South Carolina Salkehatchie, a regional campus of the University of South Carolina, has as its mission to provide higher education and intellectual leadership for its service area."
Action Plan	Although USC Salkehatchie has a strong record of responsible budgeting and has improved its fund balance, leaders in each unit will reassess operations to ensure maximum use of expenses and seek overlooked opportunities for possible savings without compromising services, performance, etc. One project currently underway is assessing use of student workers to ensure the institution is getting maximum benefit from those students' vital on-campus work opportunities.
Resources Needed	Budgetary resources and personnel.
Academic Years for Goal	Ongoing
Notes	Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on its stakeholders, Palmetto College has established the following goals that complement or enhance the University goals listed above: Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities; Assembling and supporting a diverse, world-class faculty dedicated to teaching, scholarship, and student success; Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs; Building inclusive and inspiring communities, on campus and online; Assuring efficiency, accountability, and fiscal responsibility by continually examining operations, growing programs, and engaging in continuous planning efforts.

Goal 4 – Faculty: Continued Work on Faculty Compensation

Goal Statement	USC Salkehatchie continues to seek creative ways within its budgetary constraints to address salary inequity within the USC system and with peer institutions.
Linkage to University Goal(s)	Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Ensuring Institutional Strength, Longevity, and Excellence Choose an item.

Alignment with Mission, Vision, and Values	"The University of South Carolina Salkehatchie...has as its mission to provide...a teaching faculty of high quality dedicated to excellence in instruction, scholarship, pubic and professional service and creative endeavor which enrich the classroom experience."
Action Plan	Next academic year USC Salkehatchie intends to react swiftly to the recommendations in the forthcoming Palmetto College Salary Study. Also, USC Salkehatchie continues to identify faculty members whose outstanding achievement in teaching, scholarship, and service warrant pay-for-performance (PFP) bonuses and raises. Finally, adjunct pay will be incrementally improved to hit the goal recently established in an agreement among the Palmetto College campuses.
Resources Needed	Additional funding
Academic Years for Goal	Ongoing
Notes	Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on its stakeholders, Palmetto College has established the following goals that complement or enhance the University goals listed above: Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities; Assembling and supporting a diverse, world-class faculty dedicated to teaching, scholarship, and student success; Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs; Building inclusive and inspiring communities, on campus and online; Assuring efficiency, accountability, and fiscal responsibility by continually examining operations, growing programs, and engaging in continuous planning efforts.

Goal 5 – Service: Continued Community Development

Goal Statement	USC Salkehatchie will continue to develop, sustain, and expand community and university partnerships
Linkage to University Goal(s)	Building Inclusive and Inspiring Communities Ensuring Institutional Strength, Longevity, and Excellence Choose an item.
Alignment with Mission, Vision, and Values	"The University of South Carolina Salkehatchie, a regional campus of the University of South Carolina, has as its mission to provide higher education and intellectual leadership for its service area. At the heart of this mission is a teaching faculty of high quality dedicated to excellence in instruction, scholarship, public and professional service and creative endeavor which enrich the classroom experience. USC Salkehatchie offers a varied curriculum grounded in the liberal arts and focused on preparing students to continue their education in the University and throughout life."
Action Plan	USC Salkehatchie is committed to encouraging and facilitating faculty, staff, and student service to various civic groups and schools located in

	the region and to sustaining and expanding its presence in service-area high schools through the dual-enrollment program. USC Salkehatchie is also committed to engaging in the development of projects that will positively impact its service counties economically and culturally; leadership is constantly on the lookout for such opportunities and expects several to come up in the coming year. Additionally, the Salkehatchie Leadership Institute (now under a new director) will continue to have a positive impact on children and adults in Allendale, Bamberg, Barnwell, Colleton, Hampton, and Jasper counties. Salkehatchie Leadership Institute programs and activities will be expanded in the coming year.
Academic Years for Goal	Additional funds and personnel
Notes	Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on its stakeholders, Palmetto College has established the following goals that complement or enhance the University goals listed above: Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities; Assembling and supporting a diverse, world-class faculty dedicated to teaching, scholarship, and student success; Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs; Building inclusive and inspiring communities, on campus and online; Assuring efficiency, accountability, and fiscal responsibility by continually examining operations, growing programs, and engaging in continuous planning efforts.

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.

As a campus of Palmetto College, USC Salkehatchie played an important role in the recognition Palmetto College received this year as reported in the central Palmetto College report.

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.

As a campus of Palmetto College, USC Salkehatchie continued to serve as a site for traditional and as well as distance delivery of academic coursework.

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.

 None.

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.

ACADEMIC INITIATIVES
AY2018-2019 ONLY

Experiential Learning for Undergraduates

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

USC Salkehatchie provides internship opportunities for those students who complete the requirements for the Bachelor of Arts in Liberal Studies or the Bachelor of Arts in Organizational Leadership through Palmetto College. Additionally, USC Salkehatchie mentors students who participate in the Graduation with Leadership Distinction honors program through USC Columbia.

GLD USC Salkehatchie				
Year	Semester	Registered	Submitted Application	GLD Earned
2015	Spring	1	1	1
2016	Spring	4	4	4
2017	Spring	7	7	7
2018	Spring	4	4	4
2019	Spring	5	5	5

While there has been a drop in GLD registration from its peak in 2017, our GLD coordinator/instructor reports steady interest in the program, and each year several students successfully earn the honor.

In addition, many faculty members engage in student-led scholarship in the process of mentoring promising students wishing to pursue an academic career. These faculty-led projects provide undergraduate students opportunities for experiential learning.

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 USC Salkehatchie administration, faculty, and staff continuously strive to provide affordable, high-quality education to students from across the state and region. The institution aims to keep tuition increases to a minimum; as a result, the two-year Palmetto College campuses are among the most affordable institutions of their kind in the state.

Reputation Enhancement

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

USC Salkehatchie's marketing, advertising and recruitment consistently incorporates the USC brand. As a result, we believe more academically-prepared students enroll in Salkehatchie classes.

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.

USC Salkehatchie is located in one of the most impoverished regions in the nation. A decline in the population in most of our service counties has challenged the institution; however, expanding programs where there are job opportunities (e.g. nursing) has helped to maintain the campus' vibrancy and sustain its critical roles in our service area. (Additionally, USC Salkehatchie seeks to expand our non-athletic recruiting base to growing counties neighboring those in our service area to increase enrollment and enrich our programs.)

Lack of parity funding has also stretched the institution and hindered opportunities for additional growth.

Additional concerns are our continued ability to attract faculty in certain disciplines where there is high demand and low supply.

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.

Academic analytics data is not available for the USC Salkehatchie campus. However, internal campus data shows the **22 full-time faculty members** had the following scholarly output over the past year:

Publications	
Books / Monographs	0
Edited Collections	0
Textbooks	0
Articles / Chapters	11
Book Reviews	2
Encyclopedia Entries	0
Other	14
Total	**27**

Creative Work *	3

Posters / Abstracts	1

Grants	
Grants submitted but not funded	4
Grants funded **(specifics below)**	12
Grants pending	2
Grants reviewed	1
Total	**19**

Conference Presentations	
National / International	6
Regional	11
Local	3
Guest Lectures	3
Total	**23**

Other Scholarly Activity	
Reviewer Work **	36
Scholarly Journal Editors	1
Professional Consultations	6
Media Consultations	1
Total	**44**

*Creative work includes film screenings, plays performed, curated exhibits, works accepted into juried art exhibits, and poetry publications and performances.
**Reviewer work include faculty service on advisory boards and conference program evaluation committees, in providing manuscript reviews, and academic program evaluation, in addition to manuscript reviews for journals.

Awarded Grants by Type		
SOURCE	TYPE	NUMBER
University of South Carolina	ASPIRE	1
	RISE	5
	Magellan	2

Non-USC	Beaufort Fund Grant/Coastal Community Foundation	2
	SC Humanities Council	1
	North Caroliniana Society	1
	TOTAL	**12**

Faculty Development

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

The USC Salkehatchie administration budgets roughly $1,500 per full-time faculty member for faculty scholarship, research, and development. In addition, the Campus Dean has discretion to provide additional financial support to those faculty members pursuing ambitious research agendas that cause them to exhaust their share of the funds most commonly used for professional development. Faculty excellence is awarded through pay-for-performance opportunities for salary enhancement (contingent upon available funding). Finally, the USC Salkehatchie Faculty Organization annually administers a single award to a faculty member for outstanding achievement in teaching, scholarship, or service, with a stipend provided by the Western Carolina Higher Education Commission.

The greater Palmetto College also provides its faculty opportunities for scholarship and online course development, enhancing faculty skills and research streams. Palmetto College also incentivizes faculty excellence through annual awards recognizing an outstanding faculty member in teaching, research, and service. USC Columbia provides some support to faculty through the Office of the Vice President for Research and through the Center for Teaching Excellence (CTE). Additionally, the Palmetto College staff in Columbia organizes and/or hosts workshops on teaching and tenure & promotion for all Palmetto College campuses 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.

Last Name	First Name	Activity	Month and Year
Lai	Wei-Kei (Bryan)	Singer Charleston South Carolina Symphony chorus	Several times per Year
Cawley	Sherry	Director of one-act plays with students	December 2017 and April 2018

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.*

According to data supplied for IPEDS, USC Salkehatchie had a student to faculty ratio of 20:1 for the Fall 2014 term, 19:1 for Fall 2015, 22:1 for Fall 2016, 17:1 for Fall 2017, and 16:1 for Fall 2018.

Given the number of recent full-time faculty hires at USC Salkehatchie (both additions and replacements), we expect the general downward trend in our faculty-to-student ratio to continue.

Student Recruitment

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

USC Salkehatchie utilizes a variety of methods to recruit potential students to the University. These approaches are extensive and often aggressive. The main piece of our recruitment is the utilization of our CRM, Target X. Target X allows us to tailor communication plans for specific student populations and by admissions counselor. These communications include emails, phone calls, text messages, and admissions packets. Communication plans run for the duration of a prospective student's enrollment cycle beginning at time of inquiry and ending at time of official enrollment. USC Salkehatchie is also using the services of Salesforce for online inquires and will further expand the use of Salesforce as the communication plans are developed. A printed viewbook is one of our main recruiting pieces. There is also an online version that students can find on our website. USC Salkehatchie uses social media and web-based marketing, and we work with USC campus printing to produce campus-visit postcards, program brochures, and pocket folders used in recruitment. In addition to these, USC Salkehatchie also produces and prints several recruitment pieces in house. These include cost-comparison sheets, financial-aid information, and athletic-contact postcards.

During the year USC Salkehatchie participates in various recruitment events, including SCCANGO College Application Month and CACRAO events throughout the state of South Carolina. Admissions counselors also travel extensively to area high schools inside the Salkehatchie service region and outside of the region. Other recruiting is done by visiting local businesses, chamber meetings, and community events. USC Salkehatchie also participates in several local parades and festivals, including the Hampton County Watermelon Festival, the Colleton County Rice Festival, the Allendale County Cooter Festival, and the Summerville Flowertown Festival. Financial-aid and admissions staff also participate in various financial-aid nights at local high schools.

Prospect names are collected and added into the CRMs after all recruitment events. Names are also collected through online inquiries and NRCCUA name purchases. Each year Salkehatchie also receives names of prospective students who were offered a spot in the Gamecock Gateway program as well as those denied admission through USC Columbia. Specific communications are tailored to these students as a way to introduce them to the options available at USC Salkehatchie. Salkehatchie also participates in the Sand Shark Scholars Program with USC Beaufort, where students take Salkehatchie courses and are Salkehatchie students but live and attend class on the USC Beaufort campus.

USC Salkehatchie hosts two Open House events each semester, as well as a Guidance Counselor Luncheon each year. Both individual and group tours are offered daily. With our dual-enrollment agreements with various local high schools, USC Salkehatchie has the ability to provide Salkehatchie classes at these high schools as well as offer on-campus recruitment events specifically for these students. Finally, partnerships with public libraries in the Salkehatchie region were established this past year and Salkehatchie has been able to have designated time and space in these facilities.

Student Retention

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

USC Salkehatchie is making a concentrated effort to increase retention rates. Continued efforts to that end include the early warning system of professors being requested to send to the Associate Dean for Student Affairs the names of any students who have problems that may prevent their success, such as poor attendance, lack of preparation, or other academic difficulties. The associate dean then follows up with the student on attendance issues and/or refers the student to the Opportunity Scholars Program, to academic coaching, or to the writing center for assistance as the situation warrants.

In addition, all professors have office hours on both campuses to assist students having academic difficulty and they can also refer students directly to academic coaching or the writing center. The federally (Department of Education) sponsored Opportunity Scholars Program provides academic coaching (tutoring) for students in all areas requested by students and serves as the referral center for non-OSP students to the academic coaches. There is also a writing center on campus to help with writing difficulties in all disciplines.

USC Salkehatchie has recently purchased retention software that is tied into our TargetX recruiting CRM that will be used to greatly enhance retention efforts and provide the campus a way to electronically monitor students and any issues they may be having that may affect retention. Our Director of Enrollment Services is working with Target X now to design the retention portion of the software so it will be in place by the start of the 2019 fall semester.

Also, for 2018–19 a Returning Student Enrollment Manager position was created inside the Enrollment Services Department. This move established a person to work specifically with all current students with the purpose of helping them continue from semester to semester. This staff member works with continuing students on advisement for classes, academic support when needed, and/or connecting them to other departments on campus to help them with their needs.

FACULTY AWARDS

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.*
9/7/2018	Teaching	Dangerfield	David	Local/State	John Duffy Award for Excellence in Teaching	Palmetto College
9/7/2018	Research	Lai	Wei-Kai	Local/State	Denise Shaw Excellence in Scholarship	Palmetto College
9/7/2018	Service	Kilpatrick	Eran	Local/State	Chris Plyler Excellence in Service Award	Palmetto College
2/15/2019	Teaching	Hatch	David	Internal	Salk FO Award	USC Salkehatchie
2/15/2019	Service	Kilpatrick	Eran	Internal	Salk FO Award	USC Salkehatchie
2/15/2019	Scholarship	Lai	Wei-Kai	Internal	Salk FO Award	USC Salkehatchie
2/15/2019	Teaching	Ngwane	Fidele	Internal	Salk FO Award	USC Salkehatchie
2/15/2019	Teaching	Peek	John	Internal	Salk FO Award	USC Salkehatchie
	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.*
4/5/2019	Teaching	Ngwane	Fidele	Internal	Salk FO Award	USC Salkehatchie
3/27/2019	Teaching	Cherry	David	Internal	Distinguished Professor of the Year (tie)	USC Salkehatchie
4/12/2019	Research	Lai	Wei-Kai	Local/State	Denise Shaw Excellence in Scholarship	Palmetto College
4/12/2019	Service	Kilpatrick	Eran	Local/State	Chris 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.		

Add more rows as needed

ALUMNI ENGAGEMENT AND FUNDRAISING
AY2018-2019 ONLY

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.

USC Salkehatchie created a new position for the 2017-18 year with 30% of the job duties attributed to the development of an alumni organization for the campus. This was an increase in the amount of time this position could dedicate to alumni relations, with the goal of building our alumni group and support. USC Salkehatchie has always maintained a list of alumni that is also merged into the campus Millennium database so that all alumni receive invitations to campus events and are included in any general mailings sent from the campus. The new director of alumni relations is working toward a major alumni event on campus and has been fine-tuning the alumni mailing list as well as making extensive efforts to reach alumni through social media and other methods.

Additionally, each athletic team has an alumni game every year to reconnect alumni to the campus and their sport. An up-to-date list of former Salkehatchie athletes who went on to play at four-year schools is kept on our athletics website and our athletics staff tracks those alumni to feature them on the athletics website.

 Alumni who were not athletes are also tracked and featured on the website as well.

Development, Fundraising and Gifts

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

USC Salkehatchie presently has five key development initiatives underway as part of a recent capital campaign. Those include campus beautification and the "University Mile" project; funds to support faculty travel for research purposes; student support in the form of endowed scholarships; and upgrades to the nursing simulation lab.

Several endowed scholarships were established within the last year, including the Parker Neff Baseball Endowed Scholarship and the Palmetto Rural Telephone Cooperative Scholarship, as well as an excellence fund to reward faculty /staff for outstanding service to the University.

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.

COMMUNITY ENGAGEMENT
AY2018-2019 ONLY

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.

The full-time faculty at USC Salkehatchie provided almost 1300 hours of service to the campus and the larger University in 2018. Additionally, the full-time faculty provided almost 2000 hours of community service during the same year for a combined total of over 3200 hours of service.

Type of Service from Full time Faculty	Service to USC Salkehatchie campus and the USC System	Service to Community (Civic, Religious etc.)	Total Hours of Service for Full time Faculty
Hours	1280	1972	3252

The USC Salkehatchie Leadership Institute is extremely engaged in the community, sponsoring adult leadership classes that serves members from a six-county campus service area.

The USC Salkehatchie staff also volunteered through efforts such as the coaching of youth sports teams, involvement with Boy Scouts, and through serving on boards and being members for various local civic groups and nonprofit agencies.

USC Salkehatchie students volunteered for their own projects in their own communities, but they also participated in group projects that included athletic teams reading at elementary schools; Student Government Association (SGA) food and toy drives and volunteer work at a local soup kitchen; and general-student volunteer efforts in local communities via the required community-service component of our University 101 classes.

Additionally, USC Salkehatchie opens its campus to many groups who visit our campus for a wide variety of programs free to the community and geared toward community improvement. Over 2000 people visited our campus for these reasons last year.

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.

In order to get an overall picture of our community engagement activities, USC Salkehatchie maintains a comprehensive listing of each event that we present, host, or participate in that involves community engagement efforts. Programs that we develop and present, such as our leadership development courses, include a participant response element (survey instruments) to get feedback on the overall program as well as key portions of it. Periodically, we request feedback from our faculty members regarding their involvement in the communities we serve. This information is included in our comprehensive listing. Finally, we require that students participate in out-of-the-classroom activities and participate in community service through our University 101 classes. This student work requires feedback that involves reflection on, and self-assessment of, the impact of these experiences. These feedback inputs are used in a continuous improvement loop to identify areas in which we can better address the needs of our community.

In addition to the activities discussed above, we hold positions on a number of local and regional boards and community agency consortiums that allow us the opportunity to interact with other organizations that work in the Salkehatchie region. These relationships afford us the opportunity to partner and host quite a few community engagement events and efforts, thus magnifying our reach and effectiveness. One recent example is participation in the City of Walterboro Relocation Marketing Committee, which recruits businesses and residents to Walterboro. Additionally, USC Salkehatchie's work to promote the "College Town" concept has included numerous community partnerships, most recently to create student housing in the downtown Walterboro area.

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.

In addition to providing funding for faculty development and scholarship, as well as opportunities for pay-for-performance raises and bonuses, USC Salkehatchie awards one faculty member annually for extraordinary achievements in teaching, service, or scholarship. For this award, called the Faculty Organization Award, faculty members are nominated and voted on by their peers. The Faculty Organization Award comes with a financial award and recognition of the recipient's excellence in an important area of University activities. Additionally, each year Palmetto College awards one faculty member the Chris Plyler Excellence in Service Award. Under current rules, one USC Salkehatchie faculty member is nominated for this award per year; this nominee is chosen by the USC Salkehatchie Faculty Organization via an established process. The winner of the Chris Plyler Excellence in Service Award receives not only recognition for his or her outstanding efforts in the area of service but a financial award as well.

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.

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.

USC Salkehatchie collaborates with USC Columbia to provide baccalaureate degree completion programs in Liberal Studies and Organizational Leadership. USC Salkehatchie has partnered with Columbia for the BSN in nursing, but this year forged a nursing partnership with USC Beaufort that is slated to begin Spring 2020. USC Salkehatchie currently collaborates with the comprehensive campuses in Aiken, Beaufort and Upstate to provide 2+2 baccalaureate degree completion programs in health informatics, human services, public health, criminal justice, elementary education, special education, business administration, hospitality management, and information management and systems.

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.

As listed in the annual accountability report, USC Salkehatchie partners with several entities throughout the five-county service area to deliver needed expertise and support for citizens. Among these entities are local art councils, local chambers of commerce, the school districts in all five service counties (Allendale, Bamberg, Barnwell, Colleton and Hampton), all service area county political leadership, Allendale Airport, Lowcountry Regional Airport, BlueCross BlueShield of South Carolina Foundation, Sisters of Charity Foundation of South Carolina, Boeing South Carolina, Coastal Carolina Hospital, Allendale County Hospital, Allendale Interagency Group, Colleton County Historical Preservation Society, Colleton Medical Center, Hospital Corporation of America, Fullerton Foundation, Colleton Museum, Hampton County Hospital, Hampton Museum, Healthy Learners, Joint Base Charleston, The Hiram Mann Chapter of Tuskegee Airmen, Lower Savannah Council of Governments, Lowcountry Council of Governments, Regional Medical Center, Salkehatchie Education Consortium, Savannah River Nuclear Solutions, Savannah River Remediation, Savannah River Site Community Reuse Organization, South Carolina Artisans Center, South Carolina Arts Commission, SouthernCarolina Regional Development Alliance, Summerville Medical Center, The Duke Endowment, Trident Medical Center, and the US Department of Energy.

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.

USC Salkehatchie administration made a conscientious effort to gauge and improve campus climate/inclusion during the 2017-2018 academic year. Two (2) faculty/staff satisfaction surveys were distributed to receive feedback and recommendations concerning effective communication, team work perception, vision, support, positive working environment, adequate financial and work force related resources, and an over-all optimistic outlook for the future of USC Salkehatchie. Faculty and staff were also given an opportunity to evaluate individual administrative department leaders. Survey results were discussed by the administration, and suggestions made and input given were taken into consideration at subsequent planning retreats. Specific recommendations or comments were shared by the dean with the respective administrator.

USC Salkehatchie graduates are surveyed annually to get feedback on their experiences and determine areas of satisfaction and dissatisfaction. Additionally, an online student survey is available year-round on the USC Salkehatchie website. Finally, the USC Salkehatchie website features an anonymous online suggestion box that allows any member of the campus community to express concerns; these suggestions go directly to the campus dean, who follows up with any relevant administrator, faculty, or staff to ensure problems are addressed.

A faculty member serves as liaison to OSP, strengthening the ties between the faculty and that retention program.

Since 2017–18, a faculty member has been tabbed as liaison to Student Activities, tasked with helping to create faculty-driven student activities and to spread the word about campus activities in general. Hence, each week begins with an email from this faculty member to her colleagues reminding them about the campus events of the week.

To enhance our communication efforts among faculty and staff, our HR department sends out emails to all faculty and staff to inform them of current events/campus activities, search position vacancies, and updates, as well as share any personal news, such as birth announcements and bereavements.

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.

While not a surprise, the administration is always impressed with the level and caliber of scholarship produced by our faculty, who are primarily focused on excellent teaching.

USC Salkehatchie graduates reflect the diverse region the campus serves, with approximately half of the graduates being African-American.

Cool Stuff

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

Savannah River Nuclear Solutions provided funds for 25 new microscopes for the Allendale biology lab.

USC Salkehatchie's softball team won the 2019 Region X Tournament.

The Department of Energy WORC grant supporting the 2+2 Industrial Process Engineering Program has funded both the purchase of 3D printers and the upgrading of technology in the "engineering classroom" located in our Welcome Center building in Allendale. These improvements in resources and technology will enhance the experience of engineering students and other students going into, or considering, STEM fields.

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.

Please see links below. Contents of links also displayed at end of report.

Student Enrollments   Student Diversity   Student Outcomes   Faculty Diversity
Other Tables - Note: Differences in faculty/student ratios that may appear in the narrative and data sections of this report reflect differences in calculation methodology between IPEDS and the Blueprints - for Blueprints, OIRA computed an FTE for both Student headcount and faculty; whereas, for IPEDS, the calculation represents total headcount divided by total faculty. Our discussion is based on the IPEDS calculation.

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.

GRANTS

Awarded: 2 grants totaling $404,220

Source: Fed - $404,220

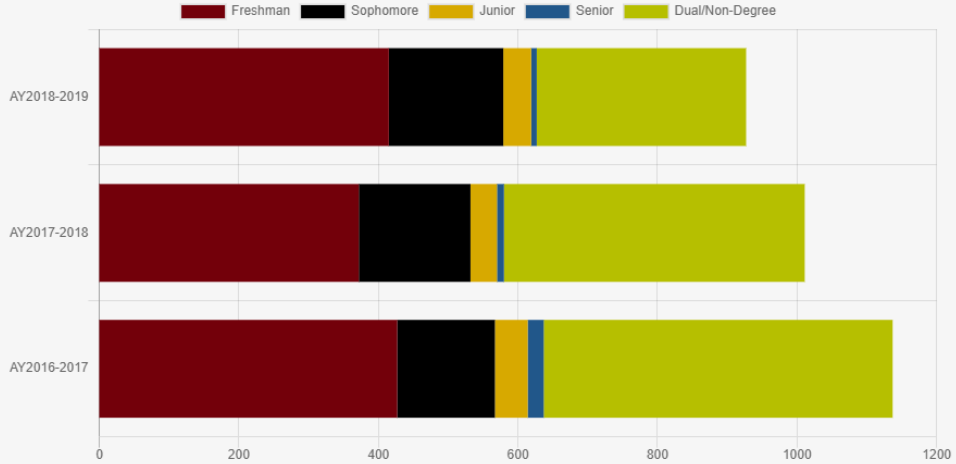**Purpose**: Research - $3,274   Service $264,220   Training - $140,000

Top Fed Sponsor: DOE - $140,000 USDE - $264,220

Salkehatchie

Undergraduate Enrollments

	AY2018-2019	AY2017-2018	AY2016-2017
Freshman	415	372	427
Sophomore	164	160	140
Junior	40	38	47
Senior	8	10	23
Dual/Non-Degree	300	431	500

Salkehatchie

Undergraduate Gender

	AY2018-2019	AY2017-2018	AY2016-2017
Male	348	416	427
Female	579	595	710
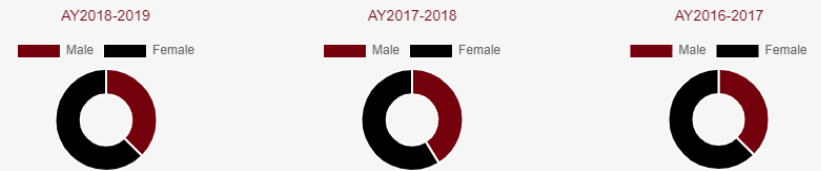
Undergraduate Race Diversity

	AY2018-2019	AY2017-2018	AY2016-2017
American Indian/Alaskan Native	2	2	4
Asian	3	6	10
Black	327	336	394
Hispanic	31	35	28
Native Hawaiian or Other Pacific Islander	1	0	2
Nonresident Alien	21	20	26
Two Or More Races	32	27	30
Unknown Race	33	23	20
White	477	562	623

AY2018-2019   AY2017-2018   AY2016-2017

Male   Female

American Indian/Alaskan Native   Asian   Black   Hispanic   Native Hawaiian or Other Pacific Islander
Nonresident Alien   Two Or More Races   Unknown Race   White

AY2018-2019

AY2017-2018

AY2016-2017

0   200   400   600   800   1000   1200
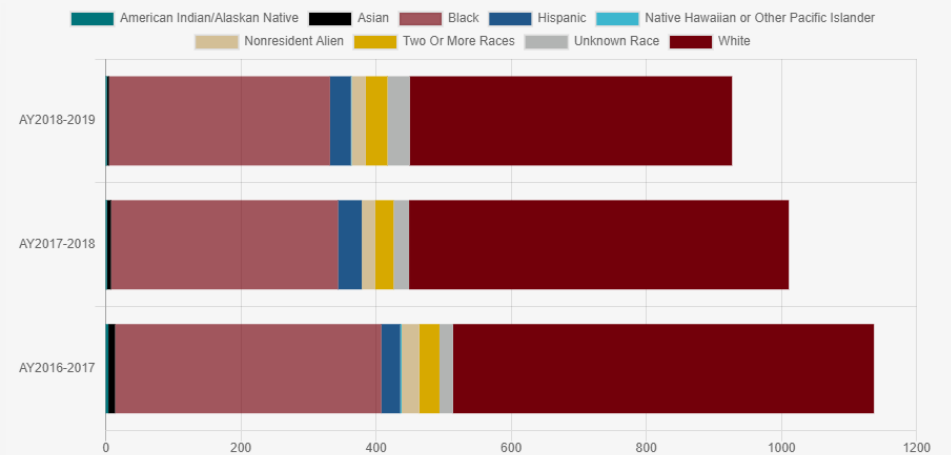
Salkehatchie

Undergraduate Retention Rates

	2017	2016	2015	2014
Full Time	0.45	0.42	0.44	
Part Time	0.28	0.5	0.2	0.14

Full Time

Part Time
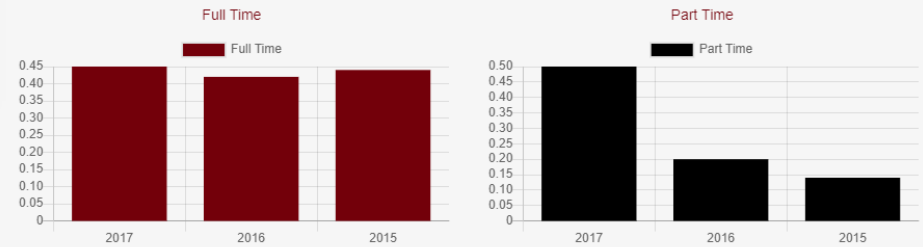
Degrees Awarded

	AY2018-2019	AY2017-2018	AY2016-2017
Associates	195	151	146
Bachelors	0	0	0
Masters	0	0	0
Doctoral	0	0	0
Graduate Certificate	0	0	0
Medical Doctorates	0	0	0
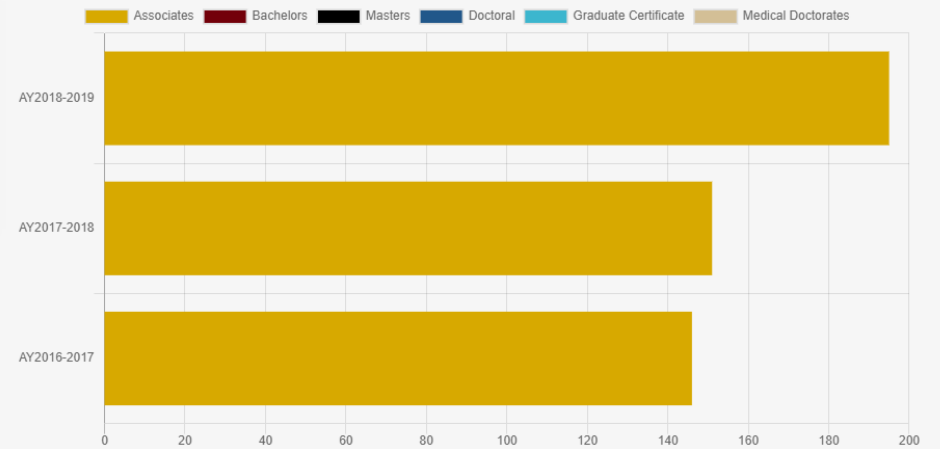
Salkehatchie

Faculty Gender

	AY2016-2017	AY2017-2018	AY2018-2019
Male	20	20	18
Female	7	10	10

AY2016-2017   AY2017-2018   AY2018-2019

Male   Female   Male   Female   Male   Female
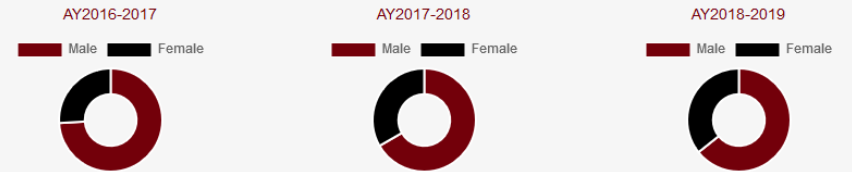
Faculty Race Diversity

	AY2016-2017	AY2017-2018	AY2018-2019
American Indian/Alaskan Native	0	0	0
Asian	2	1	2
Black	1	2	3
Hispanic	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	0	1	1
Two Or More Races	0	0	0
Unknown Race	1	0	0
White	23	26	22

American Indian/Alaskan Native   Asian   Black   Hispanic   Native Hawaiian or Other Pacific Islander

Nonresident Alien   Two Or More Races   Unknown Race   White
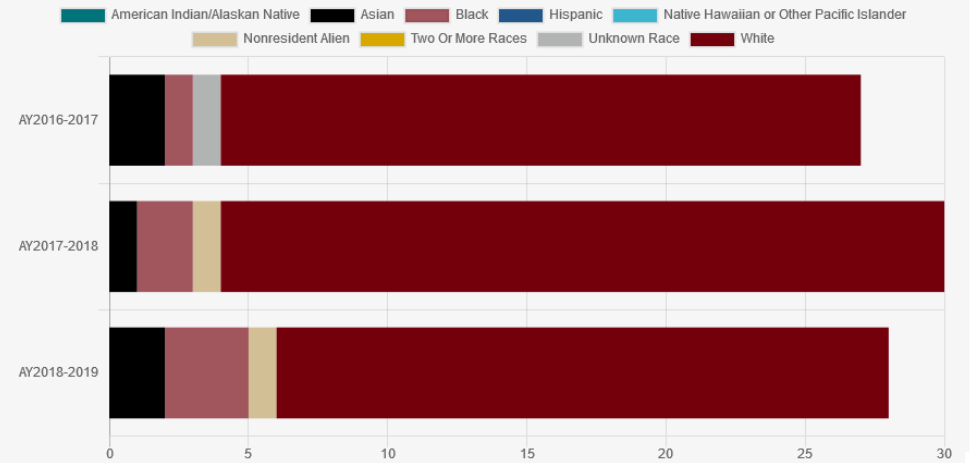
Salkehatchie

Student Graduation/Transfer Out Rates - Undergraduate

	Fall 2015	Fall 2014	Fall 2013
3 Year Grad Rate	0.274	0.22	0.25
Transfer Out Rate	0.415	0.305	0.135

Faculty-to-Student Ratio

	AY2018-2019	AY2017-2018	AY2016-2017
Ratio	01:18.2	1:18.33	1:21.37

Faculty Population by Track and Title

	AY2018-2019	AY2017-2018	AY2016-2017
Professor, with Tenure	3	1	2
Associate Professor, with Tenure	6	10	11
Assistant Professor	6	6	2
Librarian, with Tenure	0	0	0
Research Professor	0	0	0
Research Associate Professor	0	0	0
Research Assistant Professor	0	0	0
Clinical Professor	0	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor	13	13	12
Lecturer	0	0	0
Visiting	0	0	0
Adjunct	26	20	26

Faculty Actions

Departures
Hired
Vacancies
Retention Package

Student Enrollment by Time Status

	AY2018-2019	AY2017-2018	AY2016-2017
Full-time	538	503	575
Part-time	389	508	562
Full-time	0	0	0
Part-time	0	0	0

Student Credits Hours

	AY2018-2019	AY2017-2018	AY2016-2017
SCH 100-199	15599	16782	16399
SCH 200-299	3576	3418	2985
SCH 300-399	1337	1611	1455
SCH 400-499	118	102	91
SCH 500-599	3	30	0
SCH 600-699	0	0	0
SCH 700-799	0	0	0
SCH 800-899	0	0	0