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 Union

The University of South Carolina Union is dedicated to providing a high-quality, competitive higher education that will enable students to thrive in a global, diverse, and constantly changing environment. By providing a varied curriculum, grounded in the Liberal Arts, USC Union emphasizes a close working relationship among students, faculty, staff, and the community that promotes self-reliance, freedom of thought and expression, productive citizenship, and critical thinking. Students at USC Union can obtain an Associates of Arts and an Associates of Science, in addition to having access to the baccalaureate degrees available through Palmetto College and the newly established BSN in partnership with USC Aiken.

This report will describe the efforts of USC Union to increase enrollment and retention, strengthen the faculty, enhance the services available to the campus and the community, and improve the campus itself.

Mission Statement

The University of South Carolina Union, 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 Union 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 Union 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 Union was established to encourage higher education in the counties of Chester, Cherokee, Fairfield, Laurens, Union, and York. 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 Union 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 Union. In a learning environment that develops respect for racial, geographical, intellectual, and economic diversity and an awareness of individual, societal, and global responsibilities, USC Union 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 Union 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)

<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	Increase and enhance recruitment efforts and 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	USC Union directly addresses its mission statement in that, "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."
Status	Progressing as expected (multi-year)
Achievements	Student enrollment, in terms of headcount, increased in 2017-2018 from 839 in fall 2016 to 903 in fall 2017, with enrollment in spring 2018 up as well (889 headcount), representing enrollment records in both cases for the campus. These enrollment increases have been bolstered by the Pacer Pathway with USC Aiken, increased dual enrollment offerings, new/elevated athletic programs, and expanded student support services.
Resources Utilized	USC Union offices of Admissions, Financial Aid, Athletics, and Palmetto College Enrollment Services and support.
Continuation	Ongoing
Resources Needed	Staff time
Plans for upcoming year if not completed	Ongoing, continual goal

Goal 2 – Student Retention/Success

Goal Statement	Increase and enhance retention efforts at USC Union. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the PC Campuses than solely focusing on retention from one year to the next.
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 aims to "…provide higher education and intellectual leadership for its service area" through the "close working relationship between students and faculty." Knowing that many of our students are first generation or non-traditional students returning to school after a number of years, providing them with personalized attention from faculty, and support services in and out of the classroom allows them to thrive and signifies our efforts to achieve our primary mission at USC Union.
Status	Extended to following academic year
Achievements	As stated in the Palmetto College report, the implementation of Banner in fall 2013 compromised our data reporting to the CHE and this is reflected in our Success Rate as we believe internal transfer within the USC System are not being capture correctly. That said, the rates calculated by the CHE for fall 16 = 44.4%, and for fall 17 = 64.1 %
Resources Utilized	Efforts of PC Central, OIRA and the CHE staff to research and locate data issues.
Continuation	Ongoing
Resources Needed	Continued staff effort
Plans for upcoming year if not completed	Continue to support and provide input to PC Central staff as they engage with OIRA to correct.

Goal 3 - Faculty

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with faculty to continue to provide high quality courses within the Associates degree programs, as well as to continue to work in support of the baccalaureate degrees offered through Palmetto College.
Linkage to University Goal(s)	Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Choose an item. Choose an item.
Alignment with Mission, Vision, and Values	USC Union embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement. This technology is particularly critical for ensuring students on the Union campus, as well as students at the Laurens location, have access to a wide range of course offerings toward their degree.
Status	Progressing as expected (multi-year)
Achievements	As detailed in the 2018 Blueprint, USC Union faculty produced 15 presentations, 7 publications, and 4 successful grants from March 2017 to March 2018.
Resources Utilized	Hiring: Campus search committees with HR support provided by PC Central office. Note that it is established practice to invite a Columbia

	campus faculty member in the discipline for which the campus is searching to serve on the search committee.
Continuation	Ongoing
Resources Needed	Adequate funding for competitive hiring, faculty/staff time devoted to search effort.
Plans for upcoming year if not completed	Faculty hiring and development is a core ongoing goal for USC Union.

Goal 4 - Service

Goal Statement	Strengthen and build new relationships with partners in the community, expanding public services and encouraging the support of the surrounding community in helping to achieve USC Union's mission.
Linkage to University Goal(s)	Building Inclusive and Inspiring Communities Choose an item. Choose an item.
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to "…promote 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," and to emphasize "the development of the whole person and especially seeking to foster in students the disciplines essential to an educated citizenry."
Status	Progressing as expected (multi-year)
Achievements	USC Union was active in delivering service to the surrounding community, with student organizations, advised by faculty and staff, engaging in numerous service and fund-raising activities. Faculty and staff reported a number of service activities, including service to the University, service to the discipline and service to the community. Further, some of the University-based grants awarded are in direct support of the USC Connect Initiative with faculty serving as mentors to students participating in USC Connect's Graduation with Leadership Distinction opportunity, resulting in 3 more graduates with such distinction in spring/summer 2018.
Resources Utilized	Continued effort of Faculty, Staff, Students
Continuation	Ongoing
Resources Needed	Effort of faculty, staff and students
Plans for upcoming year if not completed	Ongoing, continued goal

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

Goal 5 – Infrastructure/Campus Resources

Goal Statement	Improve USC Union's physical plant to sustain enrollment growth, and provide a well-equipped learning environment.
Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence Choose an item. Choose an item.
Alignment with Mission, Vision, and Values	Not specifically aligned, but serves as "underpinning" for optimal achievement of University mission.
Status	Progressing as expected (multi-year)
Achievements	A number of improvements and repairs to the campus were made, including the following: Construction of Patrons Park, Central Building window replacements, and Central Building roof replacement. Additional improvements to the campus will continue to be made.
Resources Utilized	Continued effort of Faculty, Staff, Students
Continuation	Ongoing
Resources Needed	Effort of faculty, staff and students
Plans for upcoming year if not completed	Ongoing, continued goal

Goal 6 – Planning

Goal Statement	USC Union, in cooperation with Palmetto College, engaged in an all-units and functions Planning effort to assess what is working and what needs strengthening.
Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence Choose an item. Choose an item.
Alignment with Mission, Vision, and Values	This review of USC Union's role within Palmetto College, and the structure and function of all of Palmetto College, positions USC Union to optimally encourage "…higher education in the counties of Chester, Cherokee, Fairfield, Laurens, Union, and York," including for individuals who are geographically bound within their home county and are not able to regularly commute to a physical campus.
Status	Completed Successfully
Achievements	A Palmetto College Campuses Focus Carolina 2023 Strategic Planning Committee was appointed and worked through the summer and fall of 2018, producing a final report in December 2018. This report incorporated the goals of the Board of Trustees-approved five-year planning effort, with a primary goal of aligning USC Columbia's goals with those of the regional Palmetto College Campuses in order to assure appropriate integration and focus, therefore reinforcing and enhancing

	the joint accreditation these five campuses of the USC System share. Union reps included Brad Greer (Director of Admissions) and the Union SGA President.
Resources Utilized	Staff time
Continuation	While Planning is a critical goal and will continue to take place moving forward, the immediate objectives associated with developing and articulating the Focus 2023 project for Palmetto College are primarily completed.
Resources Needed	N/A
Plans for upcoming year if not completed	N/A

REAL TIME
COLLEGE/SCHOOL'S GOAL STATEMENTS

AY 2018-2019

Goals of Enrollment, Student Retention/Success, Faculty, Service, Infrastructure/Campus Resources, and Planning remain in place for 2018-2019.

Goal 1 - Enrollment

Goal Statement	Increase and enhance recruitment efforts and 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	USC Union directly addresses its mission statement in that, "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."
	
	Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on the College's stakeholders, Palmetto College has established the following aligned goals to the University goals listed above:
	   - Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities;
	   - Promoting recognized institutional excellence.

Action Plan for Achieving the Goal	Enhance marketing efforts by increasing the number of recruitment events held or attended on behalf of USC Union, on or off campus. Continue promotion of baccalaureate degree options available through Palmetto College. Finalize details of BSN program in partnership with USC Aiken. Further develop Office of Disability Services and expand services provided by Academic Success Center on campus. Increase number of out-of-state students via opportunities to participate in additional NJCAA level athletics, and e-sports. Recruit new students with USC Aiken via Pacer Pathway program. Attract more local students via increased promotion of county scholarships in Union and Laurens counties. Encourage more students to stay for bachelor's degrees via increased visibility of Palmetto College Coordinator on campus.
Plans for upcoming year	Increase recruiting efforts by new Nursing Coordinator on campus and marketing efforts associated with BSN degree in partnership with USC Aiken, with first freshmen cohort to start in Fall 2019. Increase enrollment in Pacer Pathway program, also in partnership with USC Aiken. Look for additional athletics programs to add to the campus to attract more students from out-of-county/state. Participate in efforts to expand role of the Palmetto College campuses via the new Palmetto Pathways program in Columbia, which allows for students not immediately accepted to the Columbia campus to have a pathway to admission if they meet certain criteria after taking courses offered on the Columbia campus through the Palmetto College campuses.
Resources Needed	Staff time
Academic Year(s) for Goal	Ongoing, continual goal

Goal 2 – Student Retention/Success

Goal Statement	Increase and enhance retention efforts at USC Union. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the PC Campuses than solely focusing on retention from one year to the next.
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 aims to "…provide higher education and intellectual leadership for its service area" through the "close working relationship between students and faculty." Knowing that many of our students are first generation or non-traditional students returning to school after a number of years, providing them with personalized attention from faculty, and support services in and out of the classroom allows them to thrive and signifies our efforts to achieve our primary mission at USC Union. Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on the College's stakeholders, Palmetto College has established the following aligned goals to the University goals listed above: - Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities; - Promoting recognized institutional excellence.
Action Plan for Achieving the Goal	Increase retention of first-time, full-time, degree seeking freshmen. Increase student graduation and/or success rates by reviewing/improving academic advising process. Increase number of students earning Associate degrees and increase number of those students who remain in Union for one of the bachelor's degrees offered through Palmetto College. Retain students pursuing careers in nursing via partnership with USC Aiken for BSN program. Increase retention of students with disabilities, and work to convert more concurrent students to full-time degree seeking students upon their graduation from high school.
Plans for upcoming year	Enhance tutoring services in the Academic Success Center by increasing the number of available tutors and disciplines to be tutored, as well as work toward submission of grant application for the return of OSP on campus to help serve even more students. Continue to expand the scope of services offered by the Success Center to include personal, academic, and career services. Increase efficiency of reporting of, and follow up on, excessive student absences and academically at-risk in classes to catch more students in time to retain them rather than having them fail out. Find new ways to engage with concurrent students as they approach graduation from high school in order to retain more of them as new college freshmen/sophomores. Grow student/faculty participation in the Graduation with Leadership Distinction program and USC Connect initiative to help students be more successful inside and outside the classroom. Promote availability and encourage use of recently acquired TAO Self-Help/Self-Enroll license as a resource for mental wellness among the faculty, staff, and student body. Support growth of new student organizations on campus to encourage engagement of students with the campus and be more likely to continue to come back to us each year.
Resources Needed	Staff and faculty time
Academic Year(s) for Goal	Ongoing, continual goal

Goal 3 - Faculty

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with faculty to continue to provide high quality courses within the Associates degree programs, as well as to continue to work in support of the baccalaureate degrees offered through Palmetto College.
Linkage to University Goal(s)	Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Spurring Knowledge and Creation Choose an item.
Alignment with Mission, Vision, and Values	USC Union embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement. This technology is particularly critical for ensuring students on the Union campus, as well as students at the Laurens location, have access to a wide range of course offerings toward their degree. Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on the College's stakeholders, Palmetto College has established the following aligned goals to the University goals listed above: - 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.
Action Plan for Achieving the Goal	Hire qualified faculty to teach in areas of demonstrated need or potential growth. Support new Nursing Coordinator for BSN degree, in partnership with USC Aiken, as she begins to build this program in Union. Continue to have a teaching-focused faculty teaching a normal course load of 24 contact hours each academic year, with periodic load reductions in pursuit of scholarly activity. Continue stable funding of the faculty travel budget in an amount comparable to or above the levels of the most recent three fiscal years, and find new ways to support faculty scholarship.
Plans for upcoming year	Add new Business and Liberal Arts related courses to the academic offerings to support student interests, as well broaden natural science courses on site to provide more options toward that requirement and to establish the foundation for first freshmen cohort of new BSN degree in partnership with USC Aiken, and hire new faculty to teach in these areas. Also hire new part-time faculty to supplement course offerings in other areas of interest. Continue to provide forum for faculty to present their scholarly work via colloquiums and other similar events on campus. Establish new Fine Arts Building on campus to house specialized equipment for this discipline, as well as revive the theater program on campus, and renovate existing space into a Language Arts learning area to meet faculty instructional needs.

Resources Needed	HR hiring support, faculty and staff time, adequate funds to support research endeavors.
Academic Year(s) for Goal	Ongoing, continual goal

Goal 4 - Service

Goal Statement	Strengthen and build new relationships with partners in the community, expanding public services and encouraging the support of the surrounding community in helping to achieve USC Union's mission.
Linkage to University Goal(s)	Building Inclusive and Inspiring Communities Choose an item. Choose an item.
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to "…promote 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," and to emphasize "the development of the whole person and especially seek[ing] to foster in students the disciplines essential to an educated citizenry." Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on the College's stakeholders, Palmetto College has established the following aligned goals to the University goals listed above: - Building inclusive and inspiring communities, on-campus and online.
Action Plan for Achieving the Goal	Continue to make campus facilities available to the community and participate in and host community events. Expand on summer programming opportunities for local community, incorporating academics, athletics, and/or arts.
Plans for upcoming year	Plans include continuing to open campus to, and expand participation in, the annual Uniquely Union festival, as well as continuing to host other events open to the community, such as the Upcountry Literary Festival, Fresh Check Day, and other events organized by student clubs and faculty/staff on campus. Continue to find new ways to collaborate with the Carnegie Library that engender community involvement with the campus, including expanding on youth summer activities on campus. Continue to grow the University of Possibilities programming to include more of the area k-12 population in its campus events.
Resources Needed	Continued effort of faculty, staff, students
Academic Year(s) for Goal	Ongoing, continual goal

Goal 5 – Infrastructure/Campus Resources

Goal Statement	Improve USC Union's physical plant to sustain enrollment growth, and provide a well-equipped learning environment.
Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence Choose an item. Choose an item.
Alignment with Mission, Vision, and Values	Not specifically aligned, but serves as "underpinning" for optimal achievement of University mission. Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on the College's stakeholders, Palmetto College has established the following aligned goals to the University goals listed above: - Promoting recognized institutional excellence.
Action Plan for Achieving the Goal	Repairs and renovations to the campus buildings. Improve the landscaping of the grounds on and around campus.

Plans for upcoming year	Projects to be started/continued include:
	  - Central Building HVAC upgrades and retrofits;
	  - Main Building Landscaping;
	  - Science & Nursing Building Renovations;
	  - Central Building & Main Building Bathroom Renovations;
	  - Parking lot resurfacing at Science & Nursing and Maintenance Buildings;
	  - ALERTUS emergency notification system installation;
	  - Concrete repairs campus-wide;
	  - Maintenance Building Renovation;
	  - Campus-wide Fencing Project;
	  - Demolition of old house behind Central Building;
	  - Roof repairs, mold remediation, and painting to Fine Arts Building;
	  - Painting and cosmetic improvements to future Welcome Center Building.

Resources Needed	Staff time, and allocation of facilities funds to contract the work.
Academic Year(s) for Goal	2018-2019

Goal 6 - Planning

Goal Statement	USC Union, in cooperation with Palmetto College, engaged in an all-units and functions Planning effort to assess what has worked and what needs strengthening, resulting in the Focus 2023 plan and final report, which will be used to help ensure that the long-term plan for the campus is on track with that of Palmetto College as a whole. This planning effort encompasses improvement of academic support programs and administrative support services.

Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence Spurring Knowledge and Creation Choose an item.
Alignment with Mission, Vision, and Values	This review of USC Union's role within Palmetto College, and the structure and function of all of Palmetto College, positions USC Union to optimally encourage "…higher education in the counties of Chester, Cherokee, Fairfield, Laurens, Union, and York," including for individuals who are geographically bound within their home county and are not able to regularly commute to a physical campus. Palmetto College and its programs and campuses are accredited as part of USC Columbia. To assure alignment while focusing more specifically on the College's stakeholders, Palmetto College has established the following aligned goals to the University goals listed above: - Promoting recognized institutional excellence. - Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs.

Action Plan for Achieving the Goal	The Palmetto College Campuses Focus Carolina 2023 Strategic Planning Committee, which included Union reps Brad Greer (Director of Admissions) and the SGA President, met to incorporate the goals of the Board of Trustees-approved five-year planning effort. In aligning USC Columbia's goals with those of the regional Palmetto College Campuses to assure appropriate integration and focus, and therefore reinforcing and enhancing the joint accreditation these five campuses of the USC System share, the created a Final Report in December 2018. This report provided guidance for the campus of ways to ensure that local activities remain aligned with this focus moving forward. USC Union has been engaged in planning efforts for improvement of administrative support services on multiple fronts, including representation on the Palmetto College salary study for faculty and staff in order to evaluate potential salary inequities that exist on the campus relative to comparable institutions and begin to make a plan for how to eliminate those inequities moving forward. The campus has also been actively engaged with the planning for the recent rollout of the new PeopleSoft HR software that is intended to make HR functions for faculty and staff more efficient and user-friendly. Also, a new full-time position in the Business Office on campus has been filled, as well as a new position of Academic Support Specialist in Academic Affairs, which are both intended to expand on the support available to faculty and staff in those areas. In terms of student services, the campus has increased the range and frequency of opportunities for student engagement and support on campus. This includes encouraging the efforts of developers to create student housing on/near campus for students moving in from outside of Union; the creation of new student organizations and expansion of the athletics program. New clubs include the Research Club, Rotaract Club, Gardening Club, and Art Club, in addition to continued opportunities in SGA, the African-American Alliance, etc. The athletics program now includes four NJCAA level sports (baseball, softball, men's soccer, and women's soccer), as well as club bass fishing and e-sports. The Academic Success Center has continued to support students as well, via tutoring and career services. The new partnership with the Union County Carnegie Library has resulted in expanded library staff available to assist students and faculty, expanded library hours, and expanded library services, relative to what was available from the former library on campus. USC Union has also invested in TAO Self-Help/Self-Enroll access for all students, faculty, and staff, which consists of unlimited use of a large set of online modules regarding issues such as anxiety, depression, mindfulness, civility, etc. This is not intended to serve as therapy, but is intended to provide self-guided resources that are intended to support the mental well-being of all on campus, and is completely free to the users and maintains their anonymity in terms of who is using it and what they are using.

	Given all of the planning that has gone into addressing these aspects of academic, student, and administrative support services, it will be critical to examine the performance of the campus in delivering this support by establishing performance measures to assure that the institution's strategic goals are met.
Plans for upcoming year	See this goal for Looking Ahead (2019/20)
Resources Needed	Staff time
Academic Year(s) for Goal	Ongoing, continual goal

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

Goals of Enrollment, Student Retention/Success, Faculty, Service, Infrastructure/Campus Resources, and Planning remain in place for 2019-2020.

Goal 1 – Enrollment

Goal Statement	Increase and enhance recruitment efforts and 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	USC Union directly addresses its mission statement in that, "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."

Action Plan	Continue to enhance marketing efforts by increasing the number of recruitment events held or attended on behalf of USC Union, on or off campus, particularly as they relate to the promotion of the Union/Laurens county scholarships and the newly established BSN program on campus in partnership with USC Aiken, along with the other Palmetto College bachelor's degrees. Attract more students by further developing Disability Services, Academic Success Center, and other student services on campus, including by applying for OSP/TRIO to return to the USC Union campus. Expand on athletics, dual enrollment, and Pacer Pathway programs to increase enrollment.
Resources Needed	Staff time
Academic Years for Goal	Ongoing, continual goal
Notes	The Palmetto College 2023 Strategic Planning process took the goals of the USC Columbia plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goals for this goal are: Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities. Promoting recognized institutional excellence.

Goal 2 – Student Retention/Success

Goal Statement	Increase and enhance retention efforts at USC Union. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the PC Campuses than solely focusing on retention from one year to the next.
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 aims to "…provide higher education and intellectual leadership for its service area" through the "close working relationship between students and faculty." Knowing that many of our students are first generation or non-traditional students returning to school after a number of years, providing them with personalized attention from faculty, and support services in and out of the classroom allows them to thrive and signifies our efforts to achieve our primary mission at USC Union.

Action Plan	Continue to increase retention of first-time, full-time, degree seeking freshmen. Increase student graduation and/or success rates by reviewing/improving academic advising process, and by expanding on the range of student support services and campus activity opportunities to keep students engaged. Increase number of students earning Associate degrees and increase number of those students who remain in Union for one of the bachelor's degrees offered through Palmetto College, as well as the newly established BSN degree on campus in partnership with USC Aiken. Increase retention of students with disabilities, and work to convert more concurrent students to full-time students upon their graduation from high school.
Resources Needed	Staff and faculty time
Academic Years for Goal	Ongoing, continual goal
Notes	The Palmetto College 2023 Strategic Planning process took the goals of the USC Columbia plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goals for this goal are:

Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities.

Promoting recognized institutional excellence. |

Goal 3 - Faculty

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with faculty to continue to provide high quality courses within the Associates degree programs, as well as to continue to work in support of the baccalaureate degrees offered through Palmetto College.
Linkage to University Goal(s)	Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Spurring Knowledge and Creation
Choose an item.
Alignment with Mission, Vision, and Values	USC Union embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement. This technology is particularly critical for ensuring students on the Union campus, as well as students at the Laurens location, have access to a wide range of course offerings toward their degree.
-

Action Plan	Hire qualified faculty to teach in areas of demonstrated need or potential growth. Support new Nursing Coordinator for BSN degree, in partnership with USC Aiken, as she continues to build this program in Union. Continue to have a teaching-focused faculty teaching a normal course load of 24 contact hours each academic year, with periodic load reductions in pursuit of scholarly activity. Continue stable funding of the faculty travel budget in an amount comparable to or above the levels of the most recent three fiscal years, and find new ways to support faculty scholarship.
Resources Needed	HR hiring support, faculty and staff time, adequate funds to support research endeavors.
Academic Years for Goal	Ongoing, continual goal
Notes	The Palmetto College 2023 Strategic Planning process took the goals of the USC Columbia plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goals for this goal are:

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. |

Goal 4 - Service

Goal Statement	Strengthen and build new relationships with partners in the community, expanding public services and encouraging the support of the surrounding community in helping to achieve USC Union's mission.
Linkage to University Goal(s)	Building Inclusive and Inspiring Communities
Choose an item.
Choose an item.
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to "…promote 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," and to emphasize "the development of the whole person and especially seek[ing] to foster in students the disciplines essential to an educated citizenry."
Action Plan	Continue to make campus facilities available to the community and participate in and host community events. Expand on summer programming opportunities for local community, incorporating academics, athletics, and/or arts.
Resources Needed	Continued effort of faculty, staff, students

Academic Years for Goal	Ongoing, continual goal
Notes	The Palmetto College 2023 Strategic Planning process took the goals of the USC Columbia plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goals for this goal are: Building inclusive and inspiring communities, on-campus and online.

Goal 5 – Infrastructure/Campus Resources

Goal Statement	Improve USC Union's physical plant to sustain enrollment growth, and provide a well-equipped learning environment.
Linkage to University Goal(s)	Ensuring Institutional Strength, Longevity, and Excellence Choose an item. Choose an item.
Alignment with Mission, Vision, and Values	Not specifically aligned, but serves as "underpinning" for optimal achievement of University mission.
Action Plan	Repairs and renovations to the campus buildings. Improve the landscaping of the grounds on and around campus.
Resources Needed	Staff time, and allocation of facilities funds to contract the work.
Academic Years for Goal	2019-2020
Notes	The Palmetto College 2023 Strategic Planning process took the goals of the USC Columbia plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goals for this goal are: Promoting recognized institutional excellence.

Goal 6 – Planning

Goal Statement	Our Planning goals for the coming year primarily relate to Organizational and Financial functions, which are also connected to our goals concerning campus resources and infrastructure (See Goal 5 above for more details).
Linkage to University Goal(s)	Educating the Thinkers and Leaders of Tomorrow Assembling a World-Class Faculty of Scholars, Teachers, and Practioners Ensuring Institutional Strength, Longevity, and Excellence

Alignment with Mission, Vision, and Values	Not specifically aligned, but serves as "underpinning" for optimal achievement of University mission.
Action Plan	Assure efficiency, accountability, and fiscal responsibility by continually examining operations, growing programs, and engaging in continuous planning efforts. Assess academic, student and administrative support services success.
Resources Needed	Staff
Academic Years for Goal	Ongoing
Notes	The Palmetto College 2023 Strategic Planning process took the goals of the USC Columbia plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system. The corresponding Palmetto College linking goals for this goal are: 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. Promoting recognized institutional excellence.

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.

To USC Union by BestColleges.com, #20 Best Community Colleges in South Carolina for 2019, May 2019.

To USC Union by Universities.com, #20 Best Liberal Arts Colleges in South Carolina for 2019.

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.

The majority of courses were offered in the traditional face-to-face format, however a number of other courses were offered via synchronous teleconferencing modality, as well as some courses offered asynchronously online, and some hybrid courses as well.

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 Union is an active supporter of USC Connect, the University's current QEP, and during this academic year, 4 USC Union students have applied for Graduation with Leadership Distinction (GLD), one at the Associates level and three at the Bachelors level.

Looking ahead to the next academic year, the student who has earned GLD at the Associates level this year will continue on in Palmetto College for her Bachelor degree and will pursue GLD at that level as well, along with another student who had previously earned the distinction at the Associates level. There are also a number of other students looking to get involved in this initiative in the coming year at both levels.

There are also a number of students involved in internships that are providing them with a variety of learning experiences, including a Bachelors level PC student who has been interning with the State Attorney General's Office in Columbia, where he is getting invaluable experience in prepping for court and taking notes inside the courtroom during proceedings, and has been asked to stay on as an intern there through the summer and fall terms. We also had a number of students gain invaluable research experience on faculty members' projects, and while conducting original empirical research that they have presented this year at local campus events and at the Southeastern Psychological Association's annual meeting and at USC-Columbia's Discover USC event (where two of them won presentation awards).

Experiential learning through study abroad has also been supported by the USC Union campus again this year, as the 5 students' travel was supported to Ireland for a week and a half as part of a summer Sociology course. Getting students to experience these different places and cultures is a priority for the campus, as many of the students enrolled have not ventured beyond Union County and would not likely have the opportunity to experience international travel otherwise.

The main challenge with some of this Experiential Learning on the Union campus is in terms of faculty availability to assist these students in their beyond-the-classroom experiences. As more faculty get involved, we will be able to support more students in initiatives like GLD, which is critical given the increased student interest in this program. The continued growth of the Academic Success Center has allowed for some additional student support in this realm, as well as the implementation of the 1-credit hour course on campus that is designed to assist GLD students in preparing their e-portfolios. The creation of new student organizations this year, such as the USC Union Research Club, will also hopefully contribute to this goal of connecting more students and faculty on a variety of research interests, through which they can apply their experience toward things like GLD.

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.

USC Union tuition rate is $3,579 (resident status, less than 75 hours accrued) per semester, which is the same tuition rate as the other 3 Palmetto College Campuses (Lancaster, Salkehatchie, and Sumter). This tuition for the 4-year degree programs offered through Palmetto College is $5,199 (resident status) per semester, which is lower than the closest senior campus (Upstate – $5,604, resident status) and the main campus in Columbia ($6,108 resident status). The four Palmetto College Campuses work together with PC Central and University officials to maintain this lower cost. It should be noted that a lower tuition is but one factor in assuring affordability as students enrolled in our programs remain in their respective locales, therefore achieving the efficiencies of not having to "uproot" to pursue a baccalaureate degree.

Reputation Enhancement

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

See Program Rankings section above for recognitions acknowledging USC Union's status among colleges in South Carolina.

Additionally, USC Union's faculty is not only committed to high quality instruction in the classroom, but also engages in a range of scholarly activity, including work with students and with each other. Scholarly productivity has included multiple books/chapters published over the past year, as well as peer-reviewed academic journal articles, presentations at national/international and regional professional conferences, and research and teaching grant awards. Students have accompanied faculty to professional conferences to present collaborative research after spending significant time with faculty beyond the classroom working on this research as well, and receiving grant funding for this work in some cases. Many faculty members are active in professional organizations within their discipline also, in serving as reviewers of scholarship submitted to journals, conferences, and grant programs.

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.

Financial constraints make the hiring of new full-time/tenure-track faculty a challenge. With fewer full-time faculty, there becomes a larger reliance on adjunct faculty, which hurts the full-time/part-time ratio as we attempt to expand course offerings and increase enrollments. The lack of additional funds makes it difficult to enhance student/academic and administrative services, and add/improve facilities. USC Union will continue to manage its limited resources wisely to meet the needs of its students and community.

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.

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.

The Academic Analytics data are not applicable to the USC Union campus. In terms of scholarly productivity of the USC Union faculty over the past year, Union faculty have reported scholarship that has included 4 books/chapters, 2 book reviews, 5 peer-reviewed academic journal articles, 2 international conference presentations, 6 national conference presentations, 6 regional conference presentations, 24 local/invited talks, and 7 funded grants.

In terms of areas of challenge, the heavy teaching loads that are required of USC Union faculty, in addition to the heavy service loads with only 14 full-time faculty (3 of whom have administrative positions), make for significant time restraints in scholarly productivity. The data that are presented in the above paragraph show that there is still substantial scholarship being achieved despite those constraints, but we are constantly looking for ways to help faculty build on this productivity and increase it moving forward. Two specific plans that should help facilitate this include a local USC Union Research and Productive Scholarship Grant program that would fund faculty scholarship over the summer months should they be awarded funds for their proposed research, as well as the USC Union Research Club and the Colloquium that it hosts each semester to allow faculty to present their scholarly work to colleagues, students, and the community. The former was implemented for the 2016-2017 academic year, but funds were not available to renew it in the interim. We are working to find ways to revive this grant opportunity in the coming year. The latter was initiated during the current 2018-2019 academic year, with the formation of the USC Union Research Club. This student organization has at its core mission to help connect students and faculty to facilitate collaboration on research projects, which will hopefully make it easier for faculty to produce scholarly work if they have undergraduate research assistants to take on some of those related tasks. Additionally, the club hosted a fall colloquium and a spring colloquium, where multiple students and faculty had the opportunity to present their scholarly work.

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, USC Union faculty had access to the following faculty development opportunities that 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.

Online Course Development Grants: Two faculty members were awarded grants to develop online courses for Palmetto College.

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.

USC System Academic Leadership Fellow Program: Two faculty participated in the inaugural year of this leadership program, which provides an opportunity to explore critical issues in higher education, to network with peers, and learn from leaders throughout the USC system.

In addition to the faculty development sponsored or supported by Palmetto College, USC Union faculty benefited from additional locally sponsored opportunities, such as the following:

USC Union New Faculty Orientation: An orientation for new faculty was held over the summer leading up to this academic year, providing a day-long introduction to the policies/procedures, the campus and its resources, and each other. This was open to all faculty who were interested in attending.

USC Union Advisor Training: An hour long training session was held prior to the start of the fall 2018 semester for academic advisors, which provided updates for continuing Associates level advisors, as well as an introduction to advising for new advisors on campus.

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.

Emswiler, Jennifer: Art Exhibition at the Union County Arts Council entitled "Propagation," in May 2019

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.*

The fall 2016 faculty to student ratio for USC Union was 19/1, which decreased the following year in fall 2017 to 16/1. For fall 2018, that ratio was 18 -1 (Source: IPEDS). The relatively higher number in 2016 was in part due to overall increases in regular and concurrent enrollments. Since then, we have been able to bring on additional instructors in order to maintain the types of smaller class sizes that we are accustomed to for this campus.

This ratio in the mid-upper teens seems accurate, with most classes having enrollments in this range. In order to maintain these ratios as we implement efforts to increase enrollment and retention, we have recently completed searches for two new full-time/tenure-track positions in World Languages and in Psychology, respectively, with that trend of adding more full-time faculty to continue in the years to come.

STUDENT RECRUITING AND RETENTION
AY2018-2019 ONLY

Student Recruitment

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

USC Union benefits from aspects of the application management outlined in the central Palmetto College report.

Additionally, all printed materials used for recruitment are updated annually by the USC Union Public Relations Director to reflect current and correct information. The Public Relations Director oversees inspection of all recruitment materials and content of presentations. All printed publications are reviewed by the USC Union Admissions Director. Changes to any academic programs are changed locally on the USC Union website. Changes to the online USC Union Academic Bulletin are processed by the University's Registrar Office. The Academic Bulletin is reviewed periodically by the campus with the Associate Dean of Academic Affairs coordinating updates. Updates for changes to academic programs are requested as soon as final approval for the changes is confirmed.

Generally, all of the recruitment documents provide information regarding the history and philosophy of the campus, faculty, and degree programs, social activities, support offices, and web resources available to students at the University of South Carolina Union. The specific content of recruitment documents may vary slightly from year to year; however, they always include application deadlines, financial aid and scholarship deadlines, residency requirements, estimated tuition and fees, and instructions for applying that are specific to the type of student.

Additional information is provided about the university, state, and federal rules and policies about citizenship verification and residency status. Students at USC Union are encouraged to view the admissions website and to apply online. All contact information is provided for the programs and offices that might be of interest to prospective students. The policies and procedures provided in the various brochures are elaborated upon in the admissions sections of the USC Union Academic Bulletin. The main recruitment materials distributed by USC Union are: USC Union primarily uses two recruiting brochures designed by the USC Columbia marketing department. One is smaller and is taken to college fairs and high schools to be distributed directly to students and the other larger view book is mailed as part of a packet to students who apply or request more information. These brochures include information about the Associate Degree Programs and Palmetto College Online Degrees as well as other various information about the campus. Also instructions and information on how to apply to USC Union are on the Admissions and Registrar webpages.

The Office of Admissions also provides campus tours. Topics discussed at all visits include financial aid, academic programs, admission requirements, and costs. Admissions personnel also meet with students and families in their offices by appointment and on a walk-in basis.

The Admissions Office prepares and executes 12-15 mailings each academic year for high school seniors in the service area that include various postcards and letters to potential students and local high school seniors.

USC Union plans and hosts the annual Junior Scholars of Excellence Program. At this event, rising seniors from around the recruiting area are selected by their guidance counselors and are recognized and awarded at a ceremony at USC Union.

There is also an annual Guidance Counselors' Luncheon. At this event all guidance counselors from the recruiting area are invited to attend a catered lunch and hear from a Commission on Higher Education speaker regarding financial aid.

Student Retention

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

Services: USC Union benefits from the online tutoring service (Brainfuse) described in the Central PC report. Additionally, our campus provides students with a range of services, including in-person tutoring, via the USC Union Academic Success Center. In coordination with the Success Center, USC Union's Office of Disability Services provides assistance to students on campus with registered disabilities, including helping them with the registration process and accommodations. USC Union has also recently joined junior college athletics (NJCAA) for baseball, softball, and men's/women's soccer, along with club bass fishing and e-gaming. Clubs on campus offer students additional opportunities to get involved, including the Research Club, the Rotaract Club, the Gardening Club, the Art Club, and the African-American Alliance. The Student Government Association on campus hosts a variety of events to encourage students, staff, and faculty interaction throughout the year. These events have included socials, semi-formals, and other campus gatherings. The UNIV 101 classes also host the annual Miss USC Union Pageant each spring, as well as fund-raise for Alzheimer's research via the Alzheimer's walk in the fall. This year the Union campus also acquired access to TAO Self-Help/Self-Enroll online mental health services, which is a suite of online mental health modules that are freely accessible to all students, faculty, and staff. During the current academic year, preparations have also begun for the submission of the application in the coming year to try and have OSP return to the Union campus, which would open up many more student service opportunities and funding. All of this campus activity is intended to help students feel more connected to the campus such that they will be more likely to stay with us as they complete their degrees, both at the Associates level, and as they transition into a potential Palmetto College baccalaureate degree.

Retention: The retention rate for USC Union for first year, FTFT cohorts according to CHE data were 26% for fall 2015 to fall 2016; 26% for fall 2016 to fall 2017; and 41.3% for fall 2017 to fall 2018. Those data are anticipated to increase significantly forward into the 2019-2020 academic year, given that many of the services described above have been implemented or expanded in the past year. We also continue to benefit from recently established county scholarships in Union and Laurens counties that provide many students the opportunity to attend our campus tuition free, which will continue to bolster these retention rates moving forward. We continue to experience new regular freshmen enrollment records, which will also create a larger pool from which to have continuing sophomores, as well as students continuing on within Palmetto College, and eventually within the new BSN nursing program here in Union in partnership with USC Aiken, which will see its first freshmen cohort starting in fall 2019.

Success Rate: While the reported Retention and Graduation Rates constitute important measures for this campus, said measures do not capture an important role of the campus as a "pathway" (as opposed to end point) for students to attain their educational goals. The campus' Success Rate, instituted as a performance measure for the state's primarily two-year institutions by the Commission on Higher Education (CHE) starting in 1996, captures how students utilize the local institution for coursework leading to associate and/or baccalaureate degrees. Specifically, the Success Rate measure consists of three sub-measures leading to an overall rate: graduation with campus' associate degree, continued enrollment at the institution, and transfer from the institution. For the latest cohort (2014 entering FT/FT students, captured three years after entering, i.e., "150% of time") for this campus is 64.1%. Please note that these rates only report student activity within the state's borders. Supplementation of the findings is allowed by the CHE and the Palmetto College central office has been working with the CHE as well as USC's OIRA Office to supply supplemental data. This activity constitutes an ongoing project with efforts to officially provide supplementation to the 2015 cohort being active and ongoing.

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.*
Spring 2019	Teaching	Pisano	Andrew	Internal	John J. Duffy Excellence in Teaching Award	Palmetto College
Spring 2019	Research	Lowell	Randy	Internal	Denise R. Shaw Excellence in Scholarship 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.		
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	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.*
Spring 2019	Teaching	Lowell	Randy	Internal	Teacher of the Year	USC Union
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
	Choose an item.			Choose an item.		
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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.

We host a Donor Scholarship Luncheon in October where scholarship recipients have lunch with the donors. The donors enjoy having lunch and speaking with their recipients.

The $50 for 50 Brick Campaign is an ongoing project that has led to better our relationship with alumni and past donors. The same is true for the Bantam Athletic Sponsorship campaign. It has helped us grow our development with non-alumni, alumni, and others in the community.

Another way that USC Union interacts with alumni is through the Academic Success Center on campus. Many students who had received their Associates of Arts/Science degree(s) with us enroll into the Bachelor of Arts in Organizational Leadership (BOL) or Bachelor of Arts in Liberal Studies (BLS) degrees through Palmetto College. In pursuing those degrees while on campus with us, they take advantage of a range of services in the Academic Success Center, including tutoring, career services (e.g., career fairs), etc.

Development, Fundraising and Gifts

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

Palmetto College has developed case statements to convey the strategic development initiatives being pursued on behalf of its four regional campuses, extended University/Fort Jackson and Palmetto College online. These fund raising efforts fall into the categories of athletics, nursing, scholarship, and potential – with opportunities to support sim lab, gym expansion, and scholarships.

USC Union has 23 endowed scholarships through the USC Educational Foundation and the Union/Laurens Commission on Higher Education. We have received over $34,000 in the past 3 years for the Bantam Athletics, an additional $10,000 donation towards our softball program, and $20,000 has been pledged for the 2019 year. In addition, USC Union has $1,365,921 in development and project accounts for academic needs, research, facilities, and campus improvements. USC Union hosts a Scholarship Luncheon for scholarship donors and scholarship recipients.

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.

Other events that USC Union has hosted that have been open to the community have included University of Possibilities programming, an Earth Day event, Upcountry Literary Festival, bake sales, ChickFilA in the Bookstore, Spring Fling, Black History Month Program, UC Carnegie Library's summer kids camps, Healthy U Health Summit, summer math camp, Mental Health First Aid Training, UC Arts Council's Juried Art Show, 2 blood drives, Carnegie's Adult Beginner Computer Classes, UC Gamecock Club's Tiger Burn, 2 separate Rotary art exhibits, Health and Human Services Fair, career fair, etc. Note that for the Spring Fling, this was co-hosted with the City of Union, for which we brought in food trucks and local restaurants, music, and games for the campus and community to enjoy. Also, USC Union has added the Rotaract Club, Research Club, Garden Club, and Art Club. We have reinstated the USC Union Partnership Board (12 members ranging from community volunteers, retirees, plant managers/CEO's of industries/companies in Union).

USC Union also has three members on the Board of Visitors, which is described in detail in the central Palmetto College report. Additionally, the campus is represented on the Union County Chamber of Commerce Board, the Union County Eat Smart Move More group, the Blueprint for Rural Health Coalition, Rotary Club of Union, Union County YMCA, Environmental Art & Music Festival board, USC Union Partnership Board, Educational Taskforce board (Union County STEM Summer Club), and the Union County RISE Committee.

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.

One way to assess the perception of the community to this campus is by way of the number of applications that have been submitted at this point for the fall 2019 semester (724); compared to the 405 applications at this same time last year for the fall 2018 semester, and 437 applications at this same time the year before for the fall 2017 semester. Further, looking at the number of admitted students here locally at USC Union, we have already admitted 196 students for the fall 2019 semester; whereas, we admitted a total

of 317 for the fall 2018 semester, and a total of 92 for the fall 2017 semester. Finally, when considering both applications and admitted students, our yield rate for students on campus was 76% for fall 2017, to 80% for fall 2018, suggesting that the 196 students we have already admitted for fall 2019 will increase substantially by the time August arrives. Taken together, this suggests that the community has continued to perceive USC Union in a more and more positive light, as the interest in attending continues to grow.

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 engagement on the part of the faculty is routinely incentivized in terms of ratings and feedback provided to them in their annual administrative reviews, for full-time faculty, and additionally is one of the three primary components of review for tenure-track faculty in their applications for tenure and promotion. Additionally, a Palmetto College award in the area of service is available for faculty from the USC Union campus to be nominated for each 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 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.

Pacer Pathway collaboration with USC Aiken.

BSN nursing degree in partnership with USC Aiken.

Palmetto Pathways collaboration with USC Columbia and Palmetto College.

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.

Dual enrollment collaborations with the following high schools: Union County High School; Union Christian Day School; Broome High School; Dorman High School; Laurens District 55 High School; Laurens Academy; Clinton High School; Greenville High School; Gray Collegiate Academy; Camden Military Academy; Clover High School; Legion Collegiate Academy; Newberry Academy.

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 AND INCLUSION
AY2018-2019 ONLY

Campus Climate

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

Recent purchase of a license for TAO Self-Help/Self-Enroll online mental health resources, through the end of the 2019-2020 academic year, will provide all students, faculty, and staff with free, unlimited, and anonymous use of its full suite of online mental health modules. This includes resources that can help with issues of anxiety, depression, civility, mindfulness, etc. Note that this is not diagnostic, nor do these self-help resources constitute therapy, but instead are intended to provide self-guided resources to help USC Union students and personnel to learn more about these topics and gain tools for helping themselves to improve in these areas on their own.

During the current academic year, we have also considered the extent of academic and administrative support services that we deliver in general, in addition to student services. For example, the implementation of PeopleSoft HR has resulted in a new format for employees to manage their personal and employment information online, and our local HR Director has been heavily involved in the training and rollout of that new system. Our local HR office has also received training on the new Compliance Assist software that will help to streamline faculty credentials data moving forward. This year, all employees have also been instructed to complete a mandatory online harassment training, in order to better understand what that looks like, how to avoid it, and what the appropriate steps are in case of that happening. These are some of the ways that the campus has worked to make this campus a more efficient and enjoyable place to work.

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.

Given the size of our faculty in Union, we are happy to see that our faculty to student ratio has remained in the mid-teens, even as we have experienced recent record enrollments. A ratio of 18 – 1 provides a great balance of individualized attention from faculty, with ample opportunity to interact with other students in the classroom.

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.

Cool Stuff

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

USC Union supported 5 students to go on a study abroad trip to Ireland in connection with a summer course, SOCY 398, organized specifically for our students.

USC Union again hosted the annual Upcountry Literary Festival, March 22-23, which featured performances that included poetry, fiction, mystery, ghost stories, nonfiction, and music from local figures and invited guests.

USC Union again hosted the annual Miss USC Union pageant to raise money for Alzheimer's awareness and research.

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).
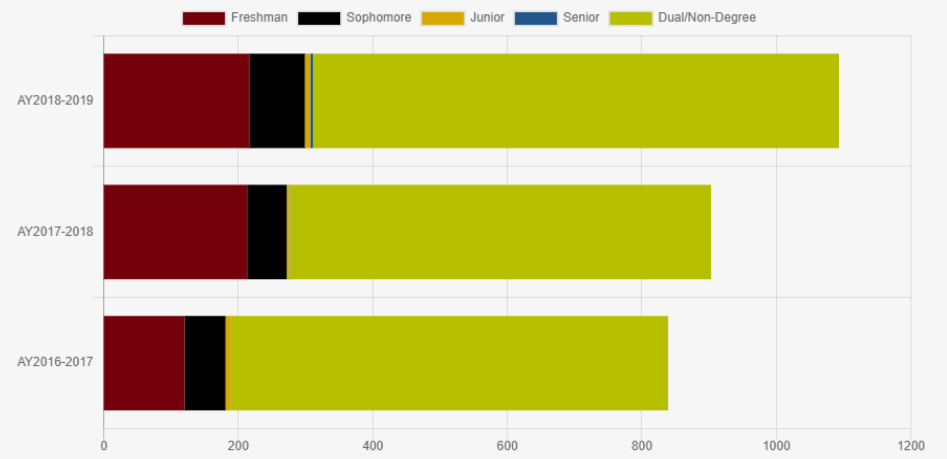3) Number of patents, disclosures, and licensing agreements in fiscal years 2015, 2016 and 2017.

None

Union

Undergraduate Enrollments

	AY2018-2019	AY2017-2018	AY2016-2017
Freshman	217	214	120
Sophomore	82	58	61
Junior	8	4	8
Senior	4	1	0
Dual/Non-Degree	782	626	650

Union

Undergraduate Gender

	AY2018-2019	AY2017-2018	AY2016-2017
Male	412	390	344
Female	681	513	495

AY2018-2019   AY2017-2018   AY2016-2017

■ Male ■ Female

Undergraduate Race Diversity

	AY2018-2019	AY2017-2018	AY2016-2017
American Indian/Alaskan Native	5	4	1
Asian	11	11	13
Black	186	183	167
Hispanic	43	26	20
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	6	2	0
Two Or More Races	37	30	24
Unknown Race	26	33	68
White	779	614	546

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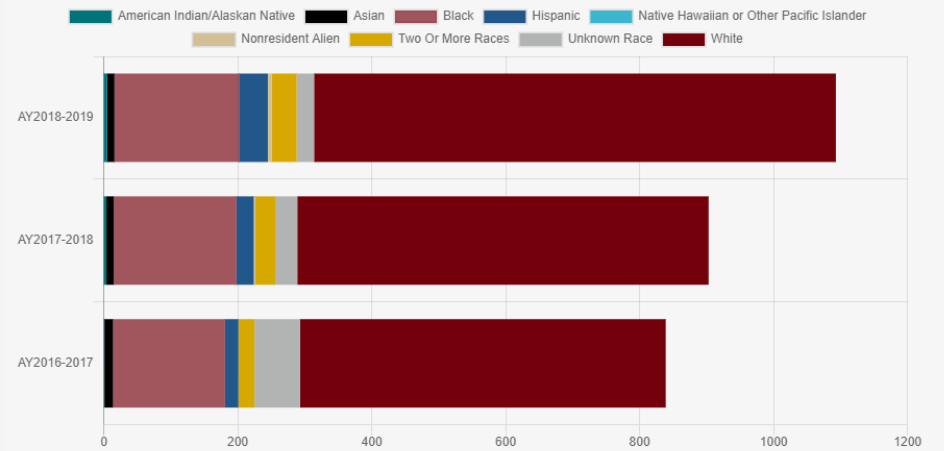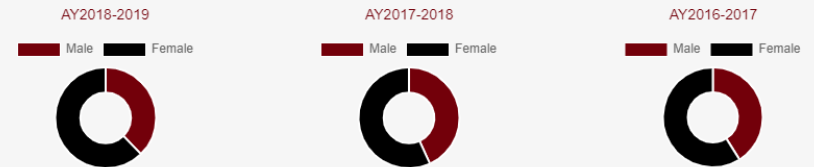
Union

Undergraduate Retention Rates

	2017	2016	2015	2014
Full Time	0.41	0.38	0.26	
Part Time	0	0	0.14	0.4

Full Time

Part Time
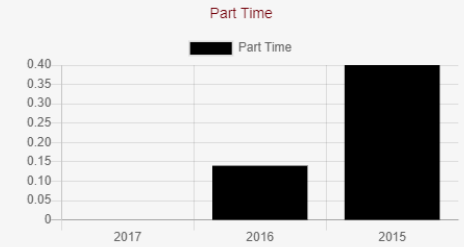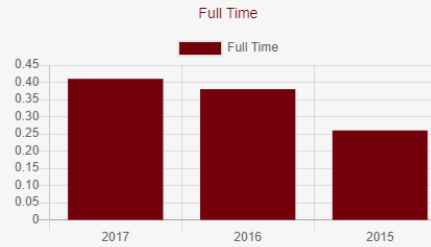
Degrees Awarded

	AY2018-2019	AY2017-2018	AY2016-2017
Associates	72	62	55
Bachelors	0	0	0
Masters	0	0	0
Doctoral	0	0	0
Graduate Certificate	0	0	0
Medical Doctorates	0	0	0

Union

Faculty Diversity

Faculty Gender

	AY2016-2017	AY2017-2018	AY2018-2019
Male	7	6	9
Female	6	8	6
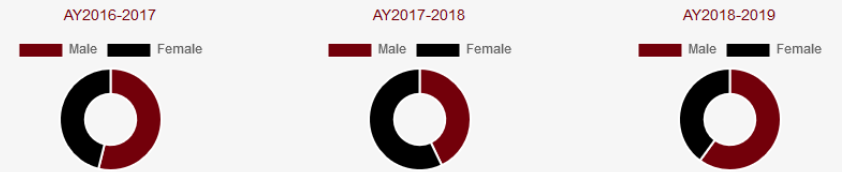
Faculty Race Diversity

	AY2016-2017	AY2017-2018	AY2018-2019
American Indian/Alaskan Native	0	0	0
Asian	0	0	0
Black	1	1	1
Hispanic	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	1	0	0
Two Or More Races	0	0	0
Unknown Race	0	3	1
White	11	10	13
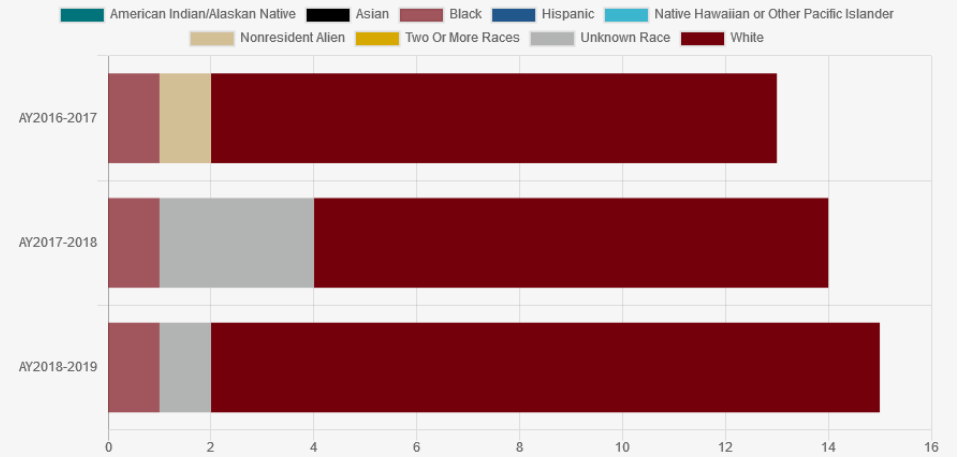
Union

Student Graduation/Transfer Out Rates - Undergraduate

	Fall 2015	Fall 2014	Fall 2013
3 Year Grad Rate	0.198	0.13	0.14
Transfer Out Rate	0.593	0.45	0.253

Faculty-to-Student Ratio

	AY2018-2019	AY2017-2018	AY2016-2017
Ratio	01:22.0	1:20.83	1:22.75

Faculty Population by Track and Title

	AY2018-2019	AY2017-2018	AY2016-2017
Professor, with Tenure	1	0	0
Associate Professor, with Tenure	3	3	1
Assistant Professor	8	5	7
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	3	6	5
Lecturer	0	0	0
Visiting	0	0	0
Adjunct	36	29	27

Faculty Actions

Departures
Hired
Vacancies
Retention Package

Student Enrollment by Time Status

	AY2018-2019	AY2017-2018	AY2016-2017
Full-time	345	288	258
Part-time	748	615	581
Full-time	0	0	0
Part-time	0	0	0

Student Credits Hours

	AY2018-2019	AY2017-2018	AY2016-2017
SCH 100-199	13103	12754	9370
SCH 200-299	2843	1346	1564
SCH 300-399	604	385	417
SCH 400-499	244	210	381
SCH 500-599	3	0	0
SCH 600-699	0	0	0
SCH 700-799	0	0	0
SCH 800-899	0	0	0