



L A N C A S T E R

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I. VISION, MISSION and GOALS

A. Executive Summary

USC Lancaster celebrated its fiftieth anniversary this year, the oldest and largest of the Regional Campuses of the University of South Carolina. Our greatest strengths include the connection with USC, the connection to the Lancaster Community, an outstanding faculty and staff, a strong academic reputation, alumni satisfaction, accessibility, comprehensive student services, beautiful facilities, land to expand, and proximity to Charlotte. Also, our Gregory Health and Wellness Center and Carole Ray Dowling Health Center and clinics make USCL the center for community health in our area.

In the last five years we have had many successes. USCL has had tremendous enrollment increases, with similar faculty growth and development. We have made great strides with the introduction of Lancer athletics, outstanding fundraising advances, the introduction of the Performing Arts Series, facilities improvements, development of the Native American Studies Program, and the modernization of USCL's technology, including USCL becoming the first totally wireless campus.

There are weaknesses and other difficulties that have made these accomplishments somewhat surprising. USCL has been the worst funded Regional Campus for over a decade. Lancaster, SC has been called the most vulnerable town in the USA by Forbes magazine due to high unemployment, low education levels, and poverty. It is hard to recruit out of county without the USC BOT's endorsement of student housing. No pay raises and increased insurance costs hurt morale and new faculty/staff recruitment. Technical College mission creep hurts student recruitment. Classroom and office space is very limited due to large enrollment increases. However the campus continues to thrive and has actually increased the success rate (as measured by the South Carolina Commission on Higher Education) in the last year from 64.2% to 69.1%.

The campus has been through an extensive planning process over the last three years. I have described the process at length below because of its importance. Our goals are clearly outlined. The short term goals include: identify funding for a new classroom building, keep enhancing student activities, and rebuilding our cash reserves. Longer term goals include: expanding the number of degree programs in order to meet student expectations and community needs, sustaining the recruitment and retention of high caliber faculty, and improving USC Lancaster's physical plant (in terms of size and beautification) in order to sustain enrollment growth.

USC Lancaster has recently completed a comprehensive facility master plan with the assistance of Boudreaux, Inc. It can be accessed electronically at:
http://usclancaster.sc.edu/planning/USCL_Final%20Master%20Plan%20Report_092308.pdf
Immediate facilities needs include extra office space for financial aid, the counseling center, student activities, and faculty offices. Student housing and campus food service are also high on the list.

There are some specific concerns and impediments to success that would greatly help this campus to be successful. A common course numbering system across ALL USC campuses would be a huge improvement. Students and advisors are often confused by differing course

numbers when planning transfers to senior campuses like Aiken or Upstate. Better access of regional campuses faculty to USC databases would improve faculty scholarship. Better communication among the regional campus faculty and the home departments would also help. Including the regional campuses in beneficial contracts such as the bookstores and food service contracts would help financially. Regardless, USC Lancaster will continue to improve in the areas of academics, scholarship, and community outreach. Following are discussions of process, vision, mission, goals, and accomplishments.

The Planning Process:

To fully appreciate the strategic goals and initiatives of USC Lancaster, a brief recap of our planning process is in order. Our strategic planning methodology is modeled after a process espoused by the American Management Association. A multi-disciplinary team was established to coordinate efforts – the USCL Strategic Planning Committee. Each committee member received a copy of *Strategic Planning for Public and Non-Profit Organizations*, 3rd Edition, by John M. Bryson, Copyright © 2004, John Wiley and Sons, Inc. The committee devoted its early meetings to review and discussion of the process and examples provided in the “Bryson Book.”

Following initial training and orientation in planning methodology, our committee then reviewed the mission statement and mandates authorized for USCL by the USC Board of Trustees and approved by the South Carolina Commission on Higher Education (CHE). That lengthy mission statement was summarized into a single sentence. The condensed mission statement neither changes nor detracts from the formal, legal mission. The single-sentence mission statement is one which can be easily and widely communicated.

The committee proceeded to write a vision statement that incorporates ideas about our future. In reviewing extant materials about USCL, the committee found it note-worthy that a statement of values had never been established for the campus. Because a statement of values is a key ingredient in any strategic plan, the committee undertook drafting one.

Next, the committee began formulating plans to gather data from key customers and stakeholders of USCL. Reaching beyond the traditional surveying of faculty, staff, students and alumni, the committee decided to also survey the Lancaster business community, benefactors, the Lancaster County School District, Lancaster city and county officials – both elected and appointed, the Lancaster County Commission for Higher Education, The Friends of Medford Library, the Board of Directors of the Educational Foundation of USCL, incoming freshman and parents of incoming freshman.

Teams were created among the committee to draft the various surveys. Survey topics and questions were developed that would afford respondents an opportunity to tell us what USCL is doing right, what we could do better, what new services and programs they would like to see offered at USCL and, what their vision is of our future.

Trend analysis was another key step in our planning process. Data was gathered about academic and administrative programs so that internal trends could be analyzed. External trends were also gathered and analyzed – political, economic, social, technological and, trends in higher education.

After all information had been gathered, analyzed and summarized, a two day planning workshop was held in October 2007. Representatives from all USCL academic and

programmatic areas participated. A professional consultant from the University of Louisville, Delphi Center for Teaching and Learning, served as meeting facilitator.

Vision Statement – University of South Carolina Lancaster

USC Lancaster aspires to be a leader among USC’s regional campuses as a comprehensive learning center offering equal access to high-quality university programs and services. USC Lancaster must be a dynamic, forward-looking and proactive institution of higher learning that relates productively to its community and to the University of South Carolina. USC Lancaster seeks to continuously enhance its intellectual environment and expand access to its academic programs.

There are three primary components to the USCL vision statement: 1) superior education; 2) state of the art resources; and, 3) strategic leader in partnership with our community. Superior education refers to the delivery of superior education at an exceptional value. To that end, USC Lancaster aspires to serve as the standard bearer for the regional campuses. We are pleased to report that our student success rate is the highest among the regional campuses. Our faculty is dedicated to teaching. More than one-half have terminal degrees.

Mission Statement

Our planning team reviewed the mission statement and mandates authorized for USCL by the USC Board of Trustees and approved by the South Carolina Commission on Higher Education (CHE). That lengthy mission statement was summarized by the committee into a single sentence. This condensed mission statement neither changes nor detracts from the formal legal mission. Rather, it is one which can be easily and widely communicated.

The mission of USC Lancaster is to provide an accessible and affordable student-centered educational opportunity and to enrich our regional community through a strong commitment to public service.

The full text of the USCL mission statement may be accessed at <http://usclancaster.sc.edu/mission.htm>

Linkage Between Mission and Vision

Our vision statement refers to ‘superior education at an exceptional value’. Our mission statement refers to ‘accessible and affordable student-centered educational opportunity’. These two fundamental statements of purpose and vision are linked by common themes of quality and affordability in higher education. By measures of faculty credentials and faculty accomplishments and USCL’s student success rate, we are fulfilling the mission and vision.

Strategic Goals

Goal 1: Expand the number of degree programs in order to meet student expectations and community needs.

Focus Carolina Goal 1 – Teaching and Learning

Goal 2: Provide a superior educational experience that prepares USCL graduates for the challenges and opportunities of the 21st century.

Focus Carolina Goal 1 – Teaching and Learning

Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement

Goal 3: Improve USCL's physical plant in order to sustain enrollment growth, expand public services and sustain the recruitment and retention of high-caliber faculty.

Focus Carolina Goal 1 – Teaching and Learning

Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement

Focus Carolina Goal 4 – Quality of Life in the University Community

Goal 4: Strengthen the financial condition, efficiency and operations of USCL.

Focus Carolina Goal 4 – Quality of Life in the University Community

B. Goals, Initiatives and Action Plans

Goal 1.

Expand the number of degree programs in order to meet student expectations and community needs.

The process by which USCL developed its strategic plan called for extensive surveying of key stakeholder groups. There is overwhelming consensus within the community that more degree programs are needed at USCL. This first goal in the strategic plan, USCL's first priority, is an acknowledgement of the importance of meeting the community's expectations. The following initiatives are established for this goal.

Initiative 1(a): Bachelor Degree Programs

(Focus Carolina Goal 1 – Teaching and Learning)

Action Plan 1(a)(1): Seek new cooperative bachelor-degree programs with other USC campuses.

Outcome measure: Three new bachelor-degree programs available to students at USCL within the next 5 years.

Progress: USCL now offers the BSN, BLS and BOL degrees. We recently completed an agreement with USC Upstate to offer two education degrees – Bachelor of Arts in Early Childhood Education and, Bachelor of Arts in Elementary Education. This program has not yet been approved by CHE.

Initiative 1(b): Academic and Support Programs

(Focus Carolina Goal 1 – Teaching and Learning)

Action Plan 1(b)(1): Continue to develop and strengthen academic and support programs.

Input measure: Resources dedicated to programs, services and activities designed to promote student learning and enhance the development of students.

Output measure: Quantity of programs, services and activities.

Efficiency Measure: Quality of programs, services and activities and number of students reached.

Outcome measure: Student success rate (highest among the regional campuses).

Progress: Despite repeated cuts in state appropriations, USCL has maintained an adequate budget for these important programs:

- 1) Admissions, Records and Financial Aid Services;
- 2) Academic Advising;

- 3) Academic Success Center – free tutoring, computer-assisted instruction, other resources;
- 4) Medford Library;
- 5) Opportunity Scholars Program – academic advising, tutoring, career planning, college transfer assistance, cultural events, financial aid;
- 6) Counseling Center;
- 7) Disability Services for students with needs;
- 8) Information Technology Support services;
- 9) Peer Advisors at Lancaster (PAL) program;
- 10) New Student (and parent) Orientation;
- 11) University 101;
- 12) Student Activities and Clubs;
- 13) Campus News;
- 14) Study Abroad;
- 15) Community Service – opportunities for students;
- 16) Behavioral Intervention Team (BIT);
- 17) Intramural Sports; and,
- 18) Undergraduate Research Opportunities.

Goal 2

Provide a superior educational experience that prepares USCL graduates for the challenges and opportunities of the 21st century.

USCL's strategic planning process included an examination of internal and external trends. Enrollment trends over the past 5 years, population trends and projections for the region and, the need for more diversified academic programs indicates that new initiatives are needed to achieve our goal of providing a superior educational experience.

Initiative 2(a) New Faculty

(Focus Carolina Goal 1 – Teaching and Learning)

(Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement)

Action Plan 2(a)(1): Increase the number of USCL full-time faculty positions.

Input Measure: Number of and percentage of full-time faculty.

Efficiency measure: Maintain student (FTE) to faculty ratio of no more than 20 to 1.

Progress: Fall 2009 – full-time faculty: 59 (61.5%).
 Fall 2009 -- FTE-to-full-time faculty ratio 18:1.
 Fall 2009 – FTE-to-faculty ratio 11:1.

Initiative 2(b) Foreign Studies Program

(Focus Carolina Goal 1 – Teaching and Learning)

Action Plan 2(b)(1): Increase the number of foreign studies and foreign travel opportunities for students.

Output measure: At least two foreign travel opportunities for faculty and students each academic year.

Progress: In 2008, 14 students traveled to France and Spain with 2 professors. In May 2009, 12 students and 2 professors traveled to Greece. In May 2010, 10 students and 2 professors will travel to China. In May of 2011, study abroad will encompass Dublin, Ireland and London, England.

Initiative 2(c) Student Body Diversification

(Focus Carolina Goal 1 – Teaching and Learning)

(Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement)

Action Plan 2(c)(1): Increase the number of out-of-state and international students at USCL.

Input measure: Establish an out-of-state recruitment program.
Establish an international-student recruitment program.

Output measure: Increase the number of out-of-state and international students by 5 in each of the next 5 years.

Outcome measure: Increased cultural, racial, religious and ethnic diversity on campus. Increased student appreciation of American history, cultures, geography, religions, races and opportunities.

Progress: Funding limitations for recruiters and lack of on-campus student housing necessitates delaying this initiative.

Initiative 2(d) Native American Studies Program

(Focus Carolina Goal 1 – Teaching and Learning)

(Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement)

Action Plan 2(d)(1): Expand study opportunities in Native American Indian culture and other distinctive cultures.

Input measure(s): Locate and secure acquisition of additional archival materials related to Native American life and culture. Hire faculty with credentials suitable to gain USC approval to offer courses related to Native American culture or other distinctive cultures (literature, art, sociology, anthropology, etc.)

Outcome measure(s): Increase in materials located in USC Lancaster archives. Increase in secured grant funding for purchase of cultural materials (books, primary documents, art, etc.). Hired faculty with credentials to offer relevant courses.

Progress: 2009 Acquisitions:

- 1) The Thomas J. Blumer Catawba Pottery Collection, 1,000 pieces. Purchase / Gift transaction of nearly \$.5 million dollars.
- 2) Rosemary Whitlock Collection – 3 linear feet of archival material related to the Monacan Indian tribe of middle Virginia.

- 3) Alice Bee Kasakoff Collection – 3 linear feet of archival material related to the Lowcountry Indians of South Carolina.
- 4) Steve Baker Collection – 3 linear feet. Photographic documentation of the Columbia Museum of Art show on Catawba pottery, pottery lineage charts, maps, other.
- 5) E. Fred Sanders Collection – 40 linear feet of records related to the Catawba Nation and efforts to gain federal recognition, Council for Native Americans, legal briefs, other records as vice-chief of the Catawba Nation.
- 6) Monographs – 46 titles were added to the non-circulating Native American Studies Collection.

Initiative 2(e) Instructional Technology

(Focus Carolina Goal 1 – Teaching and Learning)

(Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement)

Action Plan 2(e)(1): Leveraging advances in technology and, without diminishing the impact and significance of in-class interactions with professors, improve the quality, delivery and cost efficiency of academic programs.

Input measure: USCL-sponsored workshops to provide faculty training in the use of classroom technologies.

Outcome measure(s): Increased faculty usage of technology in courses.
Increased USCL faculty participation in distance education courses.

Progress: There are three instructional computer labs on campus (24 stations each). One additional 24 station ‘open’ computer lab is in the Academic Success Center. The Opportunity Scholars Program has a 16 station computer lab and 8 notebook computers for student use. The campus has two “smart” classrooms for distance education and 18 multimedia classrooms. Next planned upgrades to multimedia systems will occur in Bundy Auditorium and Bradley Building Rooms 120 and 121.

Initiative 2(f) Inter-collegiate Athletics

(Focus Carolina Goal 4 – Quality of Life in the University Community)

Action Plan 2(f)(1): Expand USCL’s program of inter-collegiate athletics for men and women students.

Input measure(s): Determination of which sports best fit the needs of male and female students at USCL. Hire coaches for each team. Establish budgets for each program and determine funding sources. Recruit student-athletes.

Output measures:
Participation in inter-collegiate competition.

Outcome Measures:
Greater awareness about USCL.

Increased appreciation by students for the value of team work, goal setting, hard work and rewards.

Progress: 2007 Men's golf program begun.
 2007 Women's soccer program begun.
 2008 Men's tennis program begun.
 2008 Women's tennis program begun.
 2008 Men's baseball program begun.
 2010 Women's softball program begun.

Initiative 2(g) Student Internship Program

(Focus Carolina Goal 1 – Teaching and Learning)

(Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement)

Action Plan 2(g)(1): Seek opportunities for additional student internships with local businesses.

Outcome Measure: Increase in number of area businesses offering internships to USCL students through TSTM 399.

Goal 3

Improve USCL's physical plant in order to sustain enrollment growth, expand public services and sustain the recruitment and retention of high-caliber faculty.

Continued enrollment growth and population projections for the greater Charlotte region point toward the need for additions to the physical plant. The campus added two buildings during the 1990s -- The James Bradley Arts and Sciences Building and the Carole Ray Dowling Health Services Building. Both buildings are used extensively. Since these projects, enrollment has soared. There are several needs that point to additional construction projects in the near future and a new Campus Master Plan was completed in early 2008.

USCL's Strategic Goal No. 3 calls for the most extensive building program in the school's history. Five major projects are envisioned: additional parking, new academic building, on-campus housing, new health services building, and a new gateway sign and fencing. All new buildings are expected to meet LEED standards as energy efficient.

While these new construction projects are being implemented, the existing campus grounds will see major landscaping improvements – new green spaces, more trees, new fences, new signs, improved parking and improvements along Hubbard Drive to better identify the boundaries of the campus and manage traffic patterns.

Initiative 3(a): Campus Master Plan

(Focus Carolina Goal 1 – Teaching and Learning)

(Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement)

(Focus Carolina Goal 4 – Quality of Life in the University Community)

Using the conceptual master plan as a guide, USCL will begin a long-term program to update the campus, adding new facilities as funds become available, renovating facilities where needed, and in some cases moving parking lot locations for improved pedestrian access.

Action Plan 3(a)(1): Implement recommendations of 2008 Campus Master Plan

Input Measure(s): Establish a campus beautification committee composed of faculty, staff, students and community leaders to provide guidance and oversight on campus construction and landscape projects. Contract with a professional landscape architect to development a long-range plan for campus improvements.

Output measure(s): Landscape management plan for the preservation of natural resources on campus. Landscape plan for improving the quality of campus design, maintenance and efficiency. Begin implementation of landscape improvements. Construct additional parking lot in 2008.

Progress: A much needed boundary survey was completed in 2008. A new gateway sign was constructed in 2009. Fencing will be added to either side of the new sign in 2010. A new parking lot was constructed in 2008. An architectural plan for re-design of the Crawford Rose Garden was completed in 2009. An architectural plan for the campus green space is in development.

Initiative 3(b): Residential Housing

(Focus Carolina Goal 1 – Teaching and Learning)

(Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement)

(Focus Carolina Goal 4 – Quality of Life in the University Community)

Action Plan 3(b)(1): Seek approval of Educational Foundation of USCL for construction and management of a residential housing complex on campus.

Input Measures:

Verify and document student demand for on-campus housing. Establish appropriate location on campus. Educational Foundation of USCL enters contract for construction and management of dormitories.

Outcome measures:

New dormitory open for fall semester 2011.

Efficiency Measure(s):

At least 75% occupancy rate fall semester 2010 and spring semester 2011. Building design and construction which meets LEED standards.

Progress: The Educational Foundation of USCL approved the concept of on-campus housing and was in discussion with two firms interested in building dormitories on this campus when Governor Sanford announced his FY 09-10 budget with recommendations to close this and two other regional campuses. Consequently, those discussions were suspended. Local developers renovated nearby apartments during 2008 and made those apartments available to USCL students. Foundation discussions with potential developers have re-started.

Initiative 3(c): New Classroom Building

(Focus Carolina Goal 1 – Teaching and Learning)

(Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement)

(Focus Carolina Goal 4 – Quality of Life in the University Community)

The campus experienced double-digit enrollment growth in each year between 2004 and 2008. Fall semester 2009 had no enrollment growth, due in no small part to Governor Sanford's recommendation in January 2009 to close the campus. Spring semester 2010 has a 9.5% enrollment increase over the same period last year due to efforts to demonstrate that this campus will continue well into its second half-century of service to the region. The enrollment trend warrants construction of additional classrooms, faculty offices and meeting rooms. Initiative 3(c) is established to address those needs.

Action Plan 3(c)(1): Seek approval and funding for construction of a new classroom building.

Input Measures: Document the number and size of classrooms needed.
Determine how many offices, labs and other facilities are needed.
Determine costs and funding requirements.
Submission of Comprehensive Permanent Improvement Plan.

Output Measures: Educational Foundation of USCL approval.
USC Board of Trustees approval. Financing obtained.

Efficiency Measure: Building design and construction which meet LEED standards.
Financing with reasonable and affordable interest rate.

Outcome Measures: New classroom building open for fall semester 2012.
Continued recruitment of high-caliber faculty. Sustained growth in enrollment.

Progress: An architectural rendering (conceptual design only) was acquired in 2008 for a 32,000 sq. ft. classroom building. The campus is currently exploring sources of funding for construction of this much-needed facility.

Initiative 3(d): Health Services Building

(Focus Carolina Goal 1 – Teaching and Learning)

(Focus Carolina Goal 2 – Research, Scholarship and Creative Achievement)

(Focus Carolina Goal 4 – Quality of Life in the University Community)

Public service is a key component of the university's mission. As the population of South Carolina continues to grow and longevity increases as well, USCL expects increased demand for its health services programs. The current programs in cardiac rehabilitation, physical therapy and diabetes education are offered in cooperation with and under the supervision of the local medical community. Demand for services is expected to increase. USCL's health services facilities are housed in the renovated University Baptist Church building now known as the Carole Ray Dowling Health Services Building. Medical services are provided in what were formerly Sunday school rooms and the multi-purpose room on the lower level. USCL plans to build a new health services building that will provide easy access to patients and provide a floor plan that increases the efficiency of services provided. Once a new health services building is in place, the Carole Ray Dowling Building will house the student activities center.

Action Plan 3(d)(1): Seek approval and funding for construction of a new health services building.

Input Measure(s): Educational Foundation of USCL approval. USC Board of Trustees approval. Financing obtained for project.

Output Measure(s): New Health Services Building open in 2012.

Efficiency Measure(s): Building design and construction that meet LEED standards for efficiency.

Outcome Measure(s):

Expansion of the programs that meet the needs of Lancaster County citizens and those of nearby communities.

Progress: An architectural rendering (conceptual design only) was acquired in 2008 for a 30,000 sq. ft. health services building. The campus is currently exploring sources for funding.

Goal 4

Strengthen the financial condition, efficiency and operations of USCL.

Initiative 4(a): Parity

(Focus Carolina Goal 4 – Quality of Life in the University Community)

The manner in which regional campuses of USC are currently funded by the state creates gross inequities among the campuses. USCL is currently state-assisted at approximately 39% of Mission Resource Requirements (MRR), an amount calculated by the South Carolina Commission on Higher Education. Other regional campuses receive as much as 72% or more of MRR. This unfortunate situation requires Lancaster's delegation to the General Assembly to annually seek supplemental funding to balance the gross inequities. USCL has been fortunate in recent years in that the delegation has been successful in obtaining supplemental funding. However, this funding process is inadequate and insufficient for long term planning of academic programs and services.

Action Plan 4(a)(1): Seek additional state funding that provides USCL with 100% of Mission Resource Requirements (MRR) as set by the S. C. Commission on Higher Education.

Input Measure(s): Campus communication to USC administration and budget officials, CHE, Budget and Control Board and General Assembly.

Output Measure(s): Parity of funding among regional campuses.

Efficiency Measure(s): 100% of MRR.

Outcome Measure(s): Sustained funding for academic programs.

Progress: Insufficient progress has been made on this initiative. USCL continues to be the least-funded regional campus on a per-student basis. This situation has become even more critical as state resources continue to diminish.

Initiative 4(b): University Advancement

(Focus Carolina Goal 4 – Quality of Life in the University Community)

Action Plan 4(b)(1): Establish an Office for University Advancement as an enhancement of Development in order to increase private and corporate support of USCL.

Input Measure(s): Establish fulltime position of Director of University Advancement.

Output Measure(s): Director of University Advancement hired and goals and objectives for fund-raising established.

Efficiency Measure(s): Increase scholarship endowments by 50% by 2012.

Outcome Measure(s): Establish 2 endowed faculty chairs by 2012.

Progress: Not practical as this time to fund a full-time position for University Advancement.

Initiative 4(c): Responsible Stewardship
(Focus Carolina Goal 4 – Quality of Life in the University Community)

Action Plan 4(c)(1): Implement strategies to reduce administrative costs as a percentage of total budget while maintaining and improving services to students, faculty and the public.

Input Measure(s): Monitor academic, administrative, maintenance, athletic and public service programs to maximize effectiveness and efficiency of resources. Assure rates for campus facilities reflect associated costs.

Output Measure: Increase in frequency and amount of financial information made available to administrators and faculty.

Efficiency Measure(s): Reduction in percentage of budget allocated to administrative costs. Reduced energy consumption per square foot.

Outcome Measure(s): Greater understanding of budgets, budget process, resource allocation priorities.

Progress: On a per student basis, the USCL campus is one of the most efficiently run campuses in the entire USC system. USCL was able to sustain cuts in state appropriations of 40% in one year (2008-09) without major reductions in services and with a small carry-forward into the new year. This one year cut is equivalent to the cumulative cut of 40% on the Columbia campus. More financial data is being shared across the campus and the outcome measure is being achieved. Efficiency measures are being achieved through energy-saving adjustments and increased awareness of the need the cut expenses. Expenditures in all major categories have been reduced substantially.

Initiative 4(d): 50-Year Campaign
(Focus Carolina Goal 4 – Quality of Life in the University Community)

Action Plan 4(d)(1): Seek opportunities for increased local financial support.

Input Measure(s): Cooperative program with the Educational Foundation of USCL in the 50th anniversary fund-raising campaign. Local financial support of USCL athletics programs.

Outcome Measure: Greater community awareness of the many accomplishments at USCL. Local elected officials kept apprised of both the accomplishments and the needs of the campus. Increased financial support from local healthcare community for USCL's public service programs.

Progress: USCL provides staff support to the Educational Foundation of USCL in the 50-Year Capital Campaign. Gifts and pledges toward a new academic building are in excess of \$2.1M.

Initiative 4(e): County Support

(Focus Carolina Goal 4 – Quality of Life in the University Community)

Action Plan 4(e)(1): Keep Lancaster elected and appointed officials apprised of campus needs.

Input Measure: Meetings and presentations by USCL administration with and to government officials.

Outcome Measure(s): Greater awareness within the county and city about the programs and needs of USCL. Increase in millage rate for USCL operations.

Progress: A joint city-county council meeting was held for the sole purpose of educating council members about the history of USCL, its impact upon the community and our plans for the future. The administration remains in constant contact with county officials on the importance of local financial support of the campus. The city of Lancaster gave a \$30,000 gift to the campus in 2008-09 and passed a resolution to fund a total gift of \$200,000. In 2009-10, the city has provided \$40,000 in two separate grants for the construction of the new gateway sign. The Lancaster County Council is currently studying ways to assist with construction of the planned academic building.

Initiative 4(f): Service Region Outreach

(Focus Carolina Goal 4 – Quality of Life in the University Community)

The strategic planning process highlighted the fact that, other than Lancaster County, there is little interaction between USCL and surrounding counties within its six-county service region. York County, by virtue of the cooperative nursing program with York Technical School, is involved with USCL. However, Chester, Chesterfield, Kershaw and Fairfield Counties have little interaction with the campus. This presents an opportunity and responsibility for USCL to reach out to those counties and make schools and students aware of the degree

programs offered and the conveniences of a state university close to home. This also provides an opportunity to seek financial support from those counties as USCL seeks to meet the higher education needs of each.

Action Plan 4(f)(1): Seek opportunities for financial support from all counties in USCL's service region.

Input Measure(s): Set strategies to improve, or in some cases establish, communications with leaders in surrounding counties.

Output Measure(s): Provide leaders in surrounding counties with information about USCL.

Outcome Measure(s): Improved awareness within the six-county service region of the academic, athletic and public service programs available at USCL. Eventual financial support from surrounding counties.

Initiative 4(g): Campus Communication and Morale
(Focus Carolina Goal 4 – Quality of Life in the University Community)

Campus surveys taken during the 2007 planning cycle indicate that campus communications and morale have room for improvement. USCL will actively pursue new ways to keep all informed of university plans, programs and changes. Leadership training will be provided to supervisors. Other approaches will be explored to address these concerns.

Action Plan 4(g)(1): Develop and implement strategies to improve campus-wide communications and morale.

Input Measure(s): Establish work group to study needs of the campus and implement strategies for improvement.

Output Measure(s): Increase in the frequency and relevancy of communications. Increase in opportunity for staff feedback on issues most important to them.

Outcome Measure: Improvement in satisfaction ratings as determined through faculty and staff surveys.

Progress: The survey has not yet been repeated.

Initiative 4(h): Safety and Security
(Focus Carolina Goal 4 – Quality of Life in the University Community)

USCL contracted in September 2007 for a security assessment of the campus. Several needs were identified. Implementing the recommendations from that assessment have already begun and are continuing. This objective is established to ensure that the improvements in systems, practices and policies continue.

Action Plan 4(h)(1): Implement strategies to strengthen campus safety and security.

Input Measure(s): Recommendations from security assessment. Increase in percentage of budget allocated to safety and security needs. Training provided to Campus Emergency Response Team.

Output Measure(s): All classrooms, faculty offices, staff offices and meeting rooms have capability to be locked from the inside. Emergency notification system implemented. Faculty and staff training in emergency response procedures.

Efficiency Measure(s): Improved real-time communications on campus.

Outcome Measure(s): Improved safety and security. Trained and equipped Campus Emergency Response Team. Increased communications and cooperation between campus and first responder agencies.

Progress: Established a position for Director of Law Enforcement and Security. Filled the position on a part-time basis with a career law enforcement officer and current professor of criminal justice. Installed additional security cameras. Installed thumb-latch deadbolts on all classroom doors so they can be locked from the inside if needed. The campus now utilizes CarolinaAlert system for emergency notifications. The Campus Emergency Response Team (CERT) training was completed in 2009 and the team equipped. An Emergency Operations Plan is written and all employees have read it.

Initiative 4(i): Organizational Alignment

(Focus Carolina Goal 4 – Quality of Life in the University Community)

Implementing the strategic plan calls for establishing annual operational plans. USCL administration will conduct a review of the current organization chart to ensure that functions and services are assigned to appropriate areas and that adequate staffing is in place for each. As enrollment continues to grow, it will be imperative that those staff people with multiple responsibilities have adequate support in order to meet increased workloads.

Action Plan 4(i)(1): Improve alignment of functions and offices through review of USCL's organization chart.

Input Measure: Analyze current organization chart to ensure maximum efficiency of processes, matched knowledge and skill sets, and effective use of resources in order to meet the growing needs of the campus.

Output Measure: Revised organizational chart

Efficiency Measure(s): Improved communications. Improved processes. Decrease in percentage of budget allocated to administrative tasks.

Progress: Organization chart was updated in January 2010.

Initiative 4(j): Leadership Development

(Focus Carolina Goal 4 – Quality of Life in the University Community)

This objective is further recognition that USCL's growth is expected to increase dramatically in the years to come. Consequently, it is imperative that steps be taken now to ensure that the university's work force is prepared for the changes and challenges that will accompany growth. Employees must be capable of growing with the university and they must be encouraged and supported to further their development. Continuing professional education and development will be emphasized across all departments.

Action Plan 4(j)(1): Develop strategies to ensure that USCL maintains a highly skilled and motivated work force capable of assuming the leadership roles demanded by rapid enrollment growth.

Input Measure(s): All staff participate in at least 10 hours of continuing professional development instruction per year. All supervisors and managers seek leadership training and development opportunities through continuing education, seminars, conferences, etc.

Output Measure(s): Number of hours of staff training recorded each year.

Outcome Measure(s): Improved work force at every level. Improved services.

Progress: Some initial progress has been made toward this initiative. Federal stimulus funds have made it possible to continue staff development.

Initiative 4(k): Public Service Programs

(Focus Carolina Goal 4 – Quality of Life in the University Community)

This objective is a direct outgrowth of the Lancaster community's recognition of a critical need for immediate attention to the high rate of adult illiteracy in the county. The Lancaster Chamber of Commerce Planning Conference in 2007 recognized the problem as a major impediment to improved economic viability of the area. USCL will explore the feasibility of adding another public service program, possibly faculty, staff and student-donated time, to assist local agencies with this problem.

Action Plan 4(k)(1): Explore opportunities to expand public service programs to include addressing the high rate of adult illiteracy in Lancaster County.

Input Measure(s): Establish campus committee to work with community leaders to determine what steps USCL can take to assist local agencies.

Output Measure(s): Establish a plan of action by fall 2008. Number of hours provided by USCL faculty, staff and students. Amount of other resources provided by USCL.

Progress:

- 1) Medford Library – Community Patron policy;

- 2) Performing Arts Series;
- 3) Diabetes Education Clinic;
- 4) Gregory Health & Wellness Center;
- 5) J. P. Richards Tennis Complex;
- 6) John Morrison White Clinic – cardio-pulmonary rehabilitation, nutritional and body composition assessment, pediatric and adolescent exercise and nutritional assessment.
- 7) Dr. W. L. McDow Physical Therapy Clinic.

C. Summary of International Dimension

While USC Lancaster has long offered courses in foreign languages and cultures, over the past five years we have been able to initiate and expand more experiential learning situations based in other countries. Our first study abroad trip took place in 2004 when a few students and two professors visited sites in Italy, France and Spain. Students received academic credit (3 credit hours) for either ARTE 399 or SPAN 399. These independent study courses, with curriculum and learning outcomes devised by the two professors leading the trip, were designed to connect our students with the rich cultural heritage of the Mediterranean area of Europe. Trips continued to international destinations in 2005 (France and Spain) and 2006 (Mexico and the Yucatán). In 2008, 14 students and 2 professors visited France and Spain.

In May 2009, 12 students and 2 professors traveled to Greece. In May 2010, USC Lancaster will send 10 students and 2 faculty members to China (Beijing, Xian, and Shanghai). Credit will be offered in HPEB. Promotion of a trip to Great Britain for May 2011 will begin soon. Over the years, students have been able to receive academic credit for ANTH 399, ARTE 399, FREN 399, SPAN 399. We anticipate being able to offer credit for study abroad in ENGL, PSYC and THEA in the coming years. Likewise, we hope to be able to offer trips to more non-Western destinations and explore the possibility of sending groups on longer trips during the summer session. We have seen student interest in Study Abroad increase over the years and we look forward to visiting many more countries in the future.

II. Funding

USC Lancaster's plan for realizing increases in revenue and generating new revenue sources are incorporated in the strategic goals and initiatives. Increased revenue from growth enrollment is anticipated in Strategic Goal 1 with an expanded offering of bachelor degree programs. We believe this one strategy -- our first priority goal and first initiative -- holds greater promise to the university and to our constituent community than all other strategies combined. As previously noted above, there is overwhelming consensus in the community for more 4-year degree programs at USCL.

Strategic Goal 2 provides several more opportunities for increased revenue from enrollment growth. The incentives include increased opportunity for foreign study and travel -- initiative 2(b), student body diversification -- initiative 2(c), the introduction of inter-collegiate athletics -- initiative 2(f).

Strategic Goal 3 will attract more students as well through a much improved physical plant -- both aesthetically and efficiently -- initiative 3(a), introduction of on-campus student housing -- initiative 3(b), and additional classroom space -- initiative 3(c). All of these initiatives will attract more students to our campus.

Strategies to generate new revenue streams are outlined in Strategic Goal 4. These include parity funding among the USC regional campuses - initiative 4(a), establishment of an Office of University Advancement - initiative 4(b), the 50-Year Campaign -- initiative 4(d), increased county support -- initiative (4)e, and outreach to the complete service region --

initiative 4(f). We recently established a grants office on campus for the purpose of increasing grant revenue and improving accountability of grant funded programs.

III. Resource Requirements

Goal 3 above of USCL's Strategic Plan (Blueprint) sets forth the new construction needs of the campus. Major repairs and renovations are set forth in the annual Comprehensive Permanent Improvement Plan (CPIP). Those needs are summarized here.

Major repairs and Renovations

- 1) Gregory Health & Wellness Center - Implement recommendations from an energy audit conducted by the SC State Energy Office. Update or replace HVAC system. Past inspections by SC DHEC pointed out serious concerns in the pool area. This project includes replacement of the pool deck, renovation of the gymnasium, scraping and painting of steel structural beams, lighting upgrades throughout the facility and expansion for program needs. Estimated cost: \$4M; 51,000 sq ft., plus expansion.
- 2) Carole Ray Dowling Health Services Building - building upgrade through general renovation and HVAC system replacement. Implement recommendations from an energy audit conducted by the SC State Energy Office. – Estimated Cost: \$1.2M; 18,000 sq. ft. This facility will be become the student activities center after a new Health Services Building is constructed (see Goal 3, Initiative 3(d)) above.
- 3) In Hubbard Hall, the Stevens Auditorium and other common areas need replacement of worn carpet and stair treads, lighting, seating and public access. Removal of chipped and mildewed paint must be addressed. Asbestos abatement is needed. Estimated Cost: \$1M; 38,000 sq. ft.

Probable funding source for these three projects is Capital Improvement Bonds.

III. Statistical Profile

A. Instructional

Applications – Undergraduate

<u>Term</u>	<u>Count</u>	<u>Percentage Increase</u>
Fall 2007	1,309	35%
Fall 2008	1,377	5.2%
Fall 2009	1,166	<15.3%>

Admissions:

<u>Term</u>	<u>Count</u>	<u>Percentage Increase</u>
Fall 2007	1,202	36%
Fall 2008	1,297	7.9%
Fall 2009	1,071	<17.4%>

Headcount:

<u>Term</u>	<u>Count</u>	<u>Percentage Increase</u>
Fall 2007	1,502	26%
Fall 2008	1,666	10.9%
Fall 2009	1,593	<4.4%>

Degrees Awarded -- Associate

Fall 2004	18	Spring 2008	116
Spring 2005	99	Summer 2008	8
Summer 2005	8	Fall 2008	19
Fall 2005	11	Spring 2009	133
Spring 2006	133	Summer 2009	8
Summer 2006	5	Fall 2009	23
Fall 2006	22		
Spring 2007	126		
Summer 2007	7		
Fall 2007	20		

FTE Students:

<u>Term</u>	<u>Count</u>	<u>Percentage Increase</u>
Fall 2005	748	8.4%
Fall 2006	824	10%
Fall 2007	1,003	22%
Fall 2008	1,085	8.17%
Fall 2009	1,080	0.46%

Student Credit Hours:

<u>Term</u>	<u>Count</u>	<u>Percentage Increase</u>
Fall 2005	11,102	7.9%
Fall 2006	12,254	10.4%
Fall 2007	14,948	22%
Fall 2008	16,137	7.8%
Fall 2009	16,129	<0.05%>

B. Research and Creative Accomplishments**Scholarship**

The items listed below were taken from the annual Faculty Information Forms submitted by the USCL faculty as a part of their annual review for the calendar year 2009. They include scholarly activities performed during the Spring, Summer, and Fall semesters.

Publications:

Coe, Mark (Psychology), "A Call to Action: SCPA's Diversity Committee," published in Feedback: A Quarterly Journal of the SC Psychological Association. Winter 2009.

Samec, Ronald G., Figg, Evan R., Faulkner, Danny R. (Astronomy), VanHamme, Walter, Robb, Russell. 2009. "Photometric and Spectroscopic Study of the W-type, W UMa Binary, TYC 2853-18-1," Information Bulletin on Variable Stars Number 5901.

Samec, Ronald G.; Figg, E.R.; Faulkner, D. (Astronomy); Van Hamme, W. 2009. "Photometric Study of the solar Type, Total Eclipsing Binary, TYC 2853-18-1." American Astronomical Society, AAS Meeting #213, #602.1.

Labadorf, Christa; Samec, R.G.; Figg, E.R.; Faulkner, D.R. (Astronomy); VanHamme, W. 2009. "Photometric Analysis of a Rare, EP Extreme Mass Ratio Binary, V409 Hydrae," Bulletin of the American Astronomical Society 41: 212.

Faulkner, D.R. (Astronomy) "Planet Pluto, 1930-2006," in Creation Matters 14:1 (2009), 1-2.

Faulkner, D. (Astronomy), "Can Life Exist on Other Planets?" in Acts and Facts, October 2009, 18-19.

Faulkner, Danny (Astronomy), article on the Lowell Observatory in Flagstaff, AZ, as part of vacation-themes issue of Answers (April/June 2009), pp. 30-31.

Gardner, Frances (Art), Art selected for publication, in Aimone, Steven. Live & Learn: Expressive Drawing: A Practical Guide to Freeing the Artist Within. New York: Lark Publishing, 2009.

Carmona, J.E., Holland, A.K. (Psychology), & Harrison, D.W. (2009). Extending the functional cerebral systems theory of emotion to the vestibular modality: A systematic and integrative approach. *Psychological Bulletin* 135(2), 286-302.

Harris, Lorene (Librarian), "Tradition and the Individual Talent: Georgia Harris and Catawba Indian Pottery," online publication, 2009.

<http://usclancaster.sc.edu/NAS/GeorgiaHarrisExhibit/index.htm>

Holland, A.K. (Psychology), Carmona, J.E., Harrison, D.W., Hunt, S. (Exercise Science), Riner, B. (Exercise Science), & Lathan, K (Exercise Science). (2009). Extending the functional cerebral systems approach to time estimation: Examining age-related changes in right hemisphere regulation of an internal clock. *Archives of Clinical Neuropsychology*, 24, 441.

Carmona, J.E., Holland, A.K. (Psychology), Comer, C., & Harrison, D.W. (2009). Age-related differences in systolic blood pressure regulation and design fluency performance as a function of stress. *Archives of Clinical Neuropsychology*, 24, 441-442.

Holland, A.K. (Psychology), Carmona, J.E., Harrison, D.W., Hunter, B.T., Leak, L., Nunnery, C., & Polenski, T. (2009). Evidence for sex differences in cerebral laterality: Examining changes in systolic blood pressure regulation and time estimation before and after exposure to a cognitive stressor. *Psychophysiology*, 46(S1), 79.

Holland, A.K. (Psychology), Carmona, J.E., & Harrison, D.W. (2009). Changes in temporal beta activation as a function of hostility and stress. *Journal of the International Neuropsychological Society*, 15(S1), 268.

Holloway, Marybeth (Theatre/Speech), "It's Time for Questions & Answers: Theatre of the Economy," in *Southern Theatre*, Vol. L No. 3 (Summer 2009).

Robertson, RJ, Goss FL, Aaron DJ, Nagle EF, Gallagher, Jr., M, Kanie I, Tessmer KA, Schafer MA, and Hunt SE (Exercise Science), "Concurrent Muscle Hurt and Perceived Exertion of Children During Resistance Exercise." *Medicine and Science in Sports and Exercise* 41(5), 1146-54 (May 2009).

Penuel, Suzanne (English), "Missing Fathers: Twelfth Night and the Reformation of Mourning," in *Studies in Philology* 107:01 (Winter 2010): 74-96.

Grants Funded:

Burke, Fernanda (Biology/Chemistry), Student Intern Funding from National Science Foundation Science, Technology, Engineering and Math (STEM) (\$4,000).

Burke, Fernanda (Biology/Chemistry), "Improving the Pharmacokinetics of Naturally Occurring Peptides Involved in Satiety and Metabolism Disorders," USCL RPS Grant (\$11,616.00).

Criswell, Stephen (English), Folklife and Traditional Arts Grant, SC Arts Commission (\$4,875).

Criswell, Stephen (English), Hosting of the 2008 Yap Ye Iswa (Day of the Catawba) festival, Lancaster City Council Hospitality Grant (\$7,000).

Criswell, Stephen (English), Development of Native –American focused oral history workshops and programs, SC Humanities Council (\$6,500).

Criswell, Stephen (English), Acquisition of Philip Wingard Native American Pipe Collection, Duke Energy Foundation (\$25,000).

Holland, Kate (Psychology). Lateralized Differences in Cerebral Activation as a Function of Digestive Stress. USCL RPS Grant (\$6,444.91).

Holland, Kate (Psychology). Neuropsychological and Physiological Correlates of Aging. USCL RPS Grant (\$718).

Hunt, Sarah (Exercise Science). ACCESS PROGRAM. J Marion Sims Responsive Grant Application. (\$54,600).

Holloway, Marybeth (Theatre/Speech). Beatrice Herford: A Modern Journey of Relevance and Performance, USCL RPS Grant (\$4,988).

Presentations/Exhibits:

Alhaddad, Shemsi (Mathematics), “Using Table PC’s and the Ubiquitous Presenter to Engage Students and Enhance the Learning Experience in Service Courses,” presented to the annual meeting of the American Mathematical Society and Mathematical Association of America. 2009.

Atim, Gabriel (Mathematics), “The Projective Unitary Group is Algebraically Determined Polish Group” presented to AMS Joint National Meeting, Washington, DC. January 2009.

Bohonak, Noni M. (Computer Science), “Using a Learning Community in Face to Face Class,” presented to 20th International Conference on College Teaching & Learning, Jacksonville, FL. April 2009.

Bundrick, Chris (English), “The Dark Knight Errant,” presented to Popular Culture Association/American Culture Association. April 2009.

Bundrick, Chris (English), “Contest Authority in Bret Harte’s ‘An Ingénue of the Sierras,’” presented to South Central Modern Language Association. October 2009.

Burgin, Brent (Archivist), “Archiving Diversity: The Native American Studies Collection at USC Lancaster,” presented to the SC Library Association Annual Conference, Columbia, SC. October 2009.

Burgin, Brent (Archivist), “‘Ye Iswa’: The People of the River” presented to USC Upstate (April 2009), Middle Tyger Archaeological Association (August 2009) and the Kate Berry Chapter of the DAR. November 2009.

Burke, Fernanda (Biology/Chemistry), “Improving the Pharmacokinetics of Peptides Involved in Obesity and Diabetes, presented to Regional Campuses Sciences Meeting, USC Sumter. 2009.

Campbell, Steven J. (Political Science), “Foreign Policy Beliefs of a National Security Adviser: Brzezinski’s Controversial Image of the USSR and the Normalization of Relations with China,” presented to SC Political Science Association, Greenville, SC. February 2009.

Collins, Walter P. (English/French/Comparative Literature), “It’s My Turn To Speak.” Talking Towards Cultural Stabilization in Sefi Atta’s Swallow, presented to Southern Comparative Literature Association, Phoenix, AZ. 2009.

Cox, M. Ron (History), “’Overlooked By History? – The Civil Rights Movement in South Carolina,” presented to Sun City Lifelong Learning Group, Indian Land, SC. January 2009.

Cox, M. Ron (History), “Separating Historical Fact from Literary Fiction: The Scopes Trial and Inherit the Wind,” presented to Students of Lancaster County School District. March 2009.

Criswell, Stephen (English), “Tradition and the Individual Talent: Georgia Harris and the Catawba Indian Pottery Tradition,” exhibit presented at USC Lancaster, Nov 08 – April 09.

Criswell, Stephen (English), “Honoring the Animal,” exhibit presented at USC Lancaster. May – August 2009.

Criswell, Stephen (English), “The History of NC and SC Pottery and Ceramic Arts: Round Table,” Annual Meeting of the NC Museums Council/SC Federation of Museums. March 2009.

Criswell, Stephen (English), “Georgia Harris and the Catawba Indian Pottery Tradition,” presented to the Southeastern Indian Studies Conference. April 2009.

Criswell, Stephen (English), “From Tourist Trade Ware to Traditional Art: Catawba Indian Pottery in the 20th Century,” presented to the Popular Culture Association in the South/American Culture Association in the South Annual Conference. October 2009.

Faulkner, Danny (Astronomy), “Astronomical Darwinism: How Evolution Has Affected Astronomy” and “Beyond the Big Bang: Problems and Fixes for the Standard Cosmology,” presented to Deconstructing Darwin Conference, Easley, SC. March 2009.

Gardner, Frances (Art), National juried exhibit, Through the Needle’s Eye, Jurors, Edith Anderson Feisner, fiber artist, teacher and author of Color Studies; Lee Malerich, contemporary fiber artist and teacher; Gail Harker, national and international teacher and textile artist, Embroiderer’s Guild of America, Inc. All three of entries were accepted into this three-year traveling exhibit and one work was reviewed in Needle Arts Magazine, a publication of the Embroiderer’s Guild (2008). This exhibit is presently at the Neville Public Museum in Green Bay, WI. through February 2011.

Gardner, Frances (Art), Three Statewide Juried Exhibits:
Spoleto Festival, Charleston Visitors Center, Charleston, SC.
Palmetto Hands, North Charleston Performing Arts Center, North Charleston, SC.

SC Festival of Flowers Juried Art Exhibit, Arts Center of Greenwood, Greenwood, SC.

Holland, A.K. (Psychology), Carmona, J.E., Harrison, D.W., Hardin, J., Tucker, F., & Scott, M. (2010). Differences in cerebral lateralization of time estimation abilities and cardiovascular reactivity in diabetic and nondiabetic older adults. Poster to be presented at the International Neuropsychological Society 38th Annual Conference, Acapulco, Mexico.

Holland, A.K. (Psychology), Carmona, J.E., Harrison, D.W., Hunt, S. (Exercise Science), Riner, B. (Exercise Science), & Lathan, K. (Exercise Science) (2009). Extending the functional cerebral systems approach to time estimation: Examining age-related changes in right hemisphere regulation of an internal clock. Poster presented at the National Academy of Neuropsychology 29th Annual Conference, New Orleans, LA.

Carmona, J.E., Holland, A.K. (Psychology), Comer, C., & Harrison, D.W. (2009). Age-related differences in systolic blood pressure regulation and design fluency performance as a function of stress. Poster presented at the National Academy of Neuropsychology 29th Annual Conference, New Orleans, LA.

Kirby, J.E. Hunter, B.T., Leak, L.S., Coe, M. (Psychology), Polenski, T.A. (Psychology), Holland, A.K. (Psychology), & Harrison, D.W. (2009). A functional cerebral systems approach to examining changes in arousal in the left and right frontal lobes. Poster presented at the South Carolina Psychological Association 39th Annual Conference, Myrtle Beach, SC.

Holland, A.K. (Psychology), Carmona, J.E., & Harrison, D.W. (2009). Changes in temporal beta activation as a function of hostility and stress. Poster presented at the International Neuropsychological Society 37th Annual Conference, Atlanta, GA.

Holloway, Marybeth (Theatre/Speech), "Tableaus: Facilitating Drama and Movement Through Pictures," presented to Southeastern Theatre Conference, Birmingham, AL. March 2009.

Holt, Jason (Mathematics), "Estimate on the Number of negative Eigenvalues for Random Operators Under Non-Random Decaying Perturbations," presented to Mathematics Physics Seminar, UNC Charlotte. November 2009.

Holt, Jason (Mathematics), "On the Simon-Spencer Theorem," presented at the "Selected Topics in Spectral Theory" session at the Erwin Schrodinger International Institute for Mathematical Physics, Vienna, Austria. May 2009.

Holt, Jason (Mathematics), "On the Simon-Spencer Theorem," presented to 1048th AMS Meeting, NC State University, Raleigh, NC. April 2009.

Hunt SE (Exercise Science), Goss, F, Robertson R, Greenspan SL, and McCrory JL. The relationship between regional bone mineral density and body composition in elite competitive older athletes and healthy controls. American College of Sports Medicine's 56th Annual Meeting. 2009.

Hunt SE (Exercise Science), Goss, F, Robertson R, Greenspan SL, and McCrory JL. The relationship between regional bone mineral density and body composition in elite competitive

older athletes and healthy controls. Proceedings of the 2009 Annual meeting of the Southeast Region of the American College of Sports Medicine Birmingham AL February 12-14, 2009.

Hunt SE (Exercise Science), Goss, F, Robertson R, Greenspan SL, and McCrory JL. The relationship between regional bone mineral density and body composition in elite competitive older athletes and healthy controls. *Medicine & Science in Sports & Exercise*. 41(5):76 Supplement May 2009.

Judge, Christopher (Archaeology), "Synthesizing the Woodland Period in South Carolina Beyond the Savannah Drainage," presented to Southeastern Archaeological Conference, Mobile AL. November 2009.

William Stevens, Laura Cahue, Christopher Judge (Archaeology), Christopher Young, and John Leader, "Skeletal Remains from the School of Anatomy, DeSaussure College, University of South Carolina," presented to Southeastern Archaeological Conference, Mobile AL. November 2009.

Judge, Christopher (Archaeology), Carl Steen, and Sean G. Taylor, "Native Americans on the Pee Dee River, 1500-1860," presented to Society for American Archaeology, Atlanta GA. April 2009.

Judge, Christopher (Archaeology) and Stephen Criswell (English), "Indian Place Names in South Carolina," presented to the Annual Conference of the Council on Geographic Names Authorities, Charleston SC. September 2009.

Nims, Bruce (English), "Innocents Abroad: Tom Wolfe, Ken Kesey, and Charlotte Simmons," presented to Popular Culture Association in the South, Wilmington NC. October 2009.

Norman, David A. (Philosophy and Religion), (2008). Pollyanna goes to the park: A case study for mental causation. *Think*, 6, pp 149-158. Published online by Cambridge University Press 22 Jul 2009. doi:10.1017/S1477175600003092

Richardson, Kim (History), "Church-State Controversies and Freemasonry in 19th Century Brazil," presented to World Historical Association Conference, Salem MA. June 2009.

Roberts, David (Philosophy), "Coping with the Flux: John Caputo's Critique of the Discipline of Ethics," presented to the South Carolina Society of Philosophy, Winthrop University. February 2009.

Yingst, Andrew (Mathematics), "An Approach at the Binomial Transformation Problem," presented to the annual meeting of the American Mathematical Society and Mathematical Association of America 2009.

Yingst, Andrew (Mathematics), "The Use of Technology to Enhance Active Learning," presented at the sectional meeting for the Southeastern Section of the Mathematical Association of America. 2009.

Other:

Campbell, Steven J. (Political Science), Reviewed the following items:
54 articles in Annual Editions: American Government 09/10 ed. Stinebrickner
23 articles in Taking Sides: Clashing Views on Political Issues (16th edition), ed. McKenna and Feingold
18 articles in Taking Sides: Clashing Views in American Foreign Policy (5th edition), ed. Bennett and Shambaugh
“The Presidency: Leading the Nation,” chapter 12 in We the People: A Concise Introduction to American Politics (8th edition), ed. Thomas E. Patterson.

Collins, Walter P. (English/French/Comparative Literature), review of Pre-Colonial Africa in Colonial African Narrative: From Ethiopia Unbound to Things Fall Apart, 1911-1958, published in Recherche Litteraire/Literary Research , ed. John Burt Foster, Summer 2009.

Cox, M. Ron (History), review of South Carolina at the Brink: Robert McNair and the Politics of Civil Rights by Phillip Grose (USC Press, 2006), in the South Carolina Historical Magazine, ed. Matthew Lockhart, Vol. 109, No. 4 (October 2008), pp. 310-312. (Issued Fall 2009).

Gardner, Frances (Art), Two Gallery Representations:
Juried exhibiting member, Southern Artistry Web Gallery, Southern Arts Federation, Artists are nominated by their state arts organization to be featured in this multi-disciplinary internet registry of visual and performing artists in the South. According to the website “Southern Artistry is a showcase spotlighting the diversity and achievements of outstanding artists who live and work in the South” (www.southernartistry.org/Fran_Gardner).

Juried exhibiting member, Carolina Foothills Artisans Center, Chesnee, SC, Prof. Gardner is a long-standing juried exhibiting member of the Carolina Foothills Artisans Center, a non-profit gallery whose mission is to “develop the educational, artistic, cultural and economic growth of the Upstate by providing means for North and South Carolina artists to demonstrate the creative process and to showcase the products of their talents to a wide variety of citizens and by providing a place for citizens to learn about and purchase the work of Carolina artisans.”

Harris, Lorene (Library), review of Cultural Encyclopedia of the Body by Victoria Pitts-Taylor (ed.), in Choice: Current Reviews for Academic Libraries, May 2009: 1672.

Judge, Christopher (Archaeology), research collaborator for national Science Foundation Savannah Valley Frontier Project (SC Institute of Archaeology and Anthropology, USC Columbia).

C. Faculty Hiring

In response to the continued increase in student enrollment, as well as a commitment to broaden its academic offerings, USC Lancaster hired the following faculty members in 2009:

Dr. Suzanne Penuel

Instructor of English, Ph.D., University of Texas at Austin

Professor Alexis Sanders

Instructor of Psychology, Therapist, ABD, University of Cincinnati

D. Funding Sources:

Please see next page

UNIVERSITY OF SOUTH CAROLINA LANCASTER
(ACTUAL) UNRESTRICTED CURRENT FUNDS SUMMARY AS OF FEB 28, 2010

	A Funds	B Funds	C Funds	D Funds	E Funds	R Funds	S Funds	TOTAL
RESOURCES:								
<u>Revenue:</u>								
Tuition and Fees	5,064,411	0	0	326,003	454,535	0	0	5,844,949
State Appropriations	1,935,139	0	0	0	0	0	0	1,935,139
Grants, Contracts and Gifts	127,779	0	0	4,333	127,550	0	0	259,662
Sales & Service of Educ. and Other Sources	51,498	0	0	15,141	627,242	0	0	693,881
Sales & Service of Auxiliary Enterprise	0	0	43,077	0	0	0	0	43,077
Total	7,178,827	0	43,077	345,477	1,209,327	0	0	8,776,708
<u>Transfers:</u>								
Transfers-In	0	0	0	12,900	247,255	16,190	20,500	296,845
Transfers-Out	0	0	(16,390)	(33,400)	(289,182)	0	0	(338,972)
Net Transfers	0	0	(16,390)	(20,500)	(41,927)	16,190	20,500	(42,127)
Prior Year's Fund Balance	189,908	0	5,186	22,574	17,233	5,842	1,000	241,743
TOTAL RESOURCES	7,368,735	0	31,873	347,551	1,184,633	22,032	21,500	8,976,324
<u>USES:</u>								
<u>Educational and General Expenditures:</u>								
Instruction	3,354,318	0	0	0	169,952	0	0	3,524,270
Research	19,002	0	0	0	0	0	0	19,002
Public Service	0	0	0	0	689,316	0	0	689,316
Academic Support	325,836	0	0	0	1,140	0	0	326,976
Student Services	377,473	0	0	232,647	0	0	0	610,120
Institutional Support	613,566	0	0	0	136,968	13,561	0	764,095
Operation and Maintenance of Plant	750,897	0	0	0	0	0	0	750,897
Scholarships and Fellow ships	67,332	0	0	0	0	0	20,000	87,332
Total	5,508,424	0	0	232,647	997,376	13,561	20,000	6,772,008
Auxiliary Expenditures	0	0	4,193	0	0	0	0	4,193
TOTAL USES	5,508,424	0	4,193	232,647	997,376	13,561	20,000	6,776,201
Fund Balance	1,860,311	0	27,680	114,904	187,257	8,471	1,500	2,200,123

UNIVERSITY OF SOUTH CAROLINA LANCASTER
(ACTUAL) UNRESTRICTED CURRENT FUNDS SUMMARY AS OF OCT 31, 2009

	A Funds	B Funds	C Funds	D Funds	E Funds	R Funds	S Funds	TOTAL
RESOURCES:								
<u>Revenue:</u>								
Tuition and Fees	2,515,494	0	0	163,413	224,985	0	0	2,903,892
State Appropriations	2,036,988	0	0	0	0	0	0	2,036,988
Grants, Contracts and Gifts	2,779	0	0	1,350	12,729	0	0	16,858
Sales & Service of Educ. and Other Sources	23,146	0	0	12,436	322,486	0	0	358,068
Sales & Service of Auxiliary Enterprise	0	0	24,498	0	0	0	0	24,498
Total	4,578,407	0	24,498	177,199	560,200	0	0	5,340,304
<u>Transfers:</u>								
Transfers-In	0	0	0	12,900	233,307	5,190	0	251,397
Transfers-Out	0	0	(5,390)	(12,900)	(235,164)	0	0	(253,454)
Net Transfers	0	0	(5,390)	0	(1,857)	5,190	0	(2,057)
Prior Year's Fund Balance	189,908	0	5,185	22,574	17,233	5,842	1,000	241,742
TOTAL RESOURCES	4,768,315	0	24,293	199,773	575,576	11,032	1,000	5,579,989
<u>USES:</u>								
<u>Educational and General Expenditures:</u>								
Instruction	1,487,631	0	0	0	112,859	0	0	1,600,490
Research	18,514	0	0	0	0	0	0	18,514
Public Service	0	0	0	0	369,308	0	0	369,308
Academic Support	175,380	0	0	0	1,140	0	0	176,520
Student Services	196,862	0	0	114,035	0	0	0	310,897
Institutional Support	314,073	0	0	0	83,200	7,778	0	405,051
Operation and Maintenance of Plant	372,084	0	0	0	0	0	0	372,084
Scholarships and Fellow ships	1,236	0	0	0	0	0	8,500	9,736
Total	2,565,780	0	0	114,035	566,507	7,778	8,500	3,262,600
Auxiliary Expenditures	0	0	1,536	0	0	0	0	1,536
TOTAL USES	2,565,780	0	1,536	114,035	566,507	7,778	8,500	3,264,136
Fund Balance	2,202,535	0	22,757	85,738	9,069	3,254	(7,500)	2,315,853

**USCL STRATEGIC PLANNING TEAM
2009-2010**

Dr. Noni M. Bohonak

Associate Professor of Computer Science
Chair, Mathematics and Sciences Division

Mrs. Thelathia Bailey

Director of Trio Programs

Mr. Kenneth Cole

Director of Financial Aid

Dr. Walter Collins

Assistant Dean for Student Affairs, Acting

Dr. M. Ron Cox, Jr.

Associate Dean for Academic & Student Affairs

Mrs. Shana Dry

Director of Public Information

Mrs. Amanda English

Records Officer

Mrs. Sherri Gregory

Director of Grants and Foundation Relations

Mr. Paul C. Johnson, III, CPA

Business Manager, Director of Planning

Professor Darlene H. Roberts

Associate Professor of Business
Chair, Business, Behavioral Sciences, Criminal Justice and Education Division

Mr. Kevin R. Russell

Manager of Student Accounts

Dr. Richard Van Hall

Professor of History