



UNIVERSITY OF  
**SOUTH CAROLINA**

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**LANCASTER**

Walter P. Collins, III, Dean

**BLUEPRINT FOR ACADEMIC  
EXCELLENCE AT USC LANCASTER**

**2014 - 2015**

*Draft – March 7, 2014*

## I. Executive Summary

Teaching excellence remains the highest priority at USC Lancaster. The *Regional Campuses Faculty Manual* and the institution's own annual review procedure favor teaching effectiveness allowing it to count for 60% of a tenure-track faculty member's total score, and 80% of a non-tenure-track faculty member's total annual evaluation score. Faculty normally teach a 12 hour course load each semester, with adjustments made as needed to allow the faculty member to engage in productive scholarship or other professional endeavors. All courses are evaluated and student evaluations are reviewed by faculty peers and administrative leaders to ensure that the quality of teaching remains high. Faculty are also encouraged to participate in professional development opportunities designed to improve teaching effectiveness, including programs sponsored by the USC Columbia Center for Teaching Excellence (CTE).

Research and productive scholarship are of importance for all University faculty. USC Lancaster sponsors a local Research & Productive Scholarship grants program, totaling approximately \$40,000 per year, for which faculty may compete. The Office of Advancement works with individual faculty to identify and secure outside grant sources. Four USC Lancaster faculty received grants from the USC Provost's Office to develop online courses in preparation for the advent of Palmetto College. Faculty members continue to be competitive in other grant opportunities offered both internally through the Provost's Office (RISE and ASPIRE) and externally. USC Lancaster also provides a travel budget for faculty who are presenting their research at scholarly conferences – locally, regionally, nationally, and internationally. Scholarship is weighted at 20% of a tenure-track faculty member's annual evaluation. (Instructors are not required to participate in scholarly research activities, but are encouraged to do so if interested.)

USCL's commitment to service has remained a priority. The campus continues to work closely with area high schools through such programs as Honors Day (Spring) and with the hosting of Junior Scholars Day (Fall) for students in schools throughout the Olde English Consortium. USCL also participated in Lancaster County Education Week, a celebration of learning sponsored by the Lancaster County School District. Student groups and organizations also assist with community service activities and participate in fundraisers for many community and campus causes throughout the year. All faculty (tenure track and non-tenure track) are evaluated on their service activities, which count 20% of their total annual evaluation, and USCL staff are likewise encouraged to engage in different (and relevant) areas of service.

Sustainability remains a key concern in light of stagnant (or dwindling) state appropriations. USC Lancaster has addressed this issue by having regularly scheduled meetings between the Budget Officer and chief campus administrators to discuss budgetary matters. The campus dean has also established a Budget Advisory Group to assist in monitoring budget issues. The campus continues to enjoy strong community support, especially from the City of Lancaster and from Lancaster County. The Educational Foundation of USC Lancaster works closely with the campus Office of Advancement to identify and cultivate sources of additional financial support to meet the growing needs of the campus and the community.

## II. Meeting Academic Dashboard Targets

### a. Enrollment

FALL 2013

Headcount – 1811 (-1.15%)

FTE – 1162 (-10.53%)

SUMMER II 2013

Headcount – 133 (-15.29%)

FTE – 43 (-12.63%)

SUMMER I 2013

Headcount – 197 (-7.51%)

FTE – 64 (-21.33%)

SPRING 2013

Headcount – 1321 (-2.58%)

FTE - 1040 (-4.17%)

### b. Student Retention / Success Rate

#### IPEDS Graduation Rates & Success Rates for FALL 2012 (2009 Cohort) Of First-Time, Full-Time Degree-Seeking Undergraduates for the 2-year Institutions

Campus	Cohort	150% Graduation Rate	Overall Success Rate
USC Lancaster	341	57 (16.7%)	64.8%
USC Salk	239	44 (18.4%)	47.3%
USC Sumter	299	27 (9.0%)	65.2%
USC Union	100	25 (25%)	43.0%
<b>REGIONAL AVERAGE:</b>		15.6%	58.4%
<b>TECH COLLEGE AVERAGE:</b>			
		11.5%	46.7%

### c. Faculty

USC Lancaster conducted three faculty searches for 2013-2014. The Physics/Astronomy Search was unsuccessful in locating a suitable candidate (to replace a faculty retirement).

Dr. Elizabeth A. Easley (Ph.D., University of Kentucky), was hired as an Assistant Professor of Exercise Science.

Dr. Stephanie Gonzalez Guittar (Ph.D., University of Central Florida), was hired as an Instructor of Sociology.

As of FALL 2013, USC Lancaster's fulltime faculty consisted of:

Instructors	27
Assistant Professors	15
Associate Professors	12
Professors	06
Professors Emeriti	03
<b>TOTAL:</b>	<b>63</b>

Adjunct Instructors: 37\*

\*Many of the adjunct instructors are fulltime staff who teach sections of UNIV 101, PEDU courses, or off-campus courses in the dual-credit program.

#### **d. Service / Community Engagement**

USC Lancaster participates in USC Connect and participates in online reporting of service and community activities along with the other regional campuses.

USC Lancaster emphasizes service involvement by its faculty, which counts 20% toward the Annual Peer Evaluation that all faculty, both tenure-track and non-tenure-track, report annually on their Faculty Information Form (FIF) documents.

### III. Meeting Key Performance Measures and Goals

#### **FY14-15**

**Goal 1: Working within Palmetto College, expand the number of degree programs in order to meet student expectations and community needs. Key Performance Parameters - Teaching Excellence / Research-Scholarship.**

**Goal 2: Provide a superior educational experience that prepares USCL graduates for the challenges and opportunities of the 21st century. Key Performance Parameters - Teaching Excellence / Research-Scholarship.**

**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. Key Performance Parameters - Service to state, community, profession and sustainability.**

**Goal 4: Strengthen the financial condition, efficiency and operations of USCL. Key Performance Parameters - Sustainability and efficient and effective systems.**

#### **A) Teaching Excellence/Research-Scholarship Reputation & Productivity**

USC Lancaster faculty received internal travel funding assistance in 2013 (totaling approximately \$30,000) to attend or present at 37 different scholarly conferences, including:

- Data Modeling & Analysis Workshop (Harvard, Mass.)
- Korean Popular Culture Association (San Francisco)
- American Literature Association Symposium (Savannah)
- Georgia Association of Historians
- Lilly Conference on College & University Teaching
- International Studies Association (San Francisco)
- Association of College & Research Libraries
- American Association for the History of Medicine
- South Carolina Psychology Association
- Sewanee Writers' Conference
- American Council on the Teaching of Foreign Languages
- South Central Modern Language Association
- Georgia Council of Media Organizations Conference
- American Chemical Society

Faculty Scholarship in 2013 included:

#### Peer-Reviewed Published Articles (9)

- Bundrick, Christopher. "Lessons from Coursera." *Teaching English in the Two-Year College*, 41/1, (September 2013), 41-43.
- Guittar, Nicholas A. 2013. "The Queer Apologetic: Explaining the use of bisexuality as a transitional identity" *Journal of Bisexuality* 13(2).
- Rayburn, Rachel, and Nicholas A. Guittar. 2013. "'This is Where you are Supposed to be': How homeless individuals cope with stigma" *Sociological Spectrum* 33(2).

- Grauerholz, Liz, Mandi Barringer, Tim Colyer, Nicholas A. Guittar, Jaime Hecht, Rachel Rayburn, and Elizabeth Swart. 2013. "Attraction in the Field: What We Need to Acknowledge and Implications for Research and Teaching." *Qualitative Inquiry* 19(3).
- Guittar, Nicholas A. 2013. "The Meaning of Coming Out: From self-affirmation to full disclosure." *Qualitative Sociology Review* 9(3).
- Guittar, Nicholas A. "Micropanics: A theoretical explanation for anti-gay hate crime perpetration" Submitted 6/23/13 to the *International Journal of Criminology and Sociological Theory*.
- Lawrence, Nicholas. "'The boa-constrictor appetite of swallowing states and provinces' – Anti-Imperialist Opposition to the US-Mexican War," in *South Central Review* special edition, "Anti-Imperialist Traditions in US Literature & Culture," Spring 2013.
- McCrory JL, Salacinski AJ, Hunt SE, and Greenspan SL. *Competitive Athletic Participation, Thigh Muscle Strength, and Bone Density in Elite Senior Athletes and Controls* Submitted to: *Journal of Strength and Conditioning Research* (Accepted 1/28/2013).
- Schafer MA, Thekkada SJ, Gallagher M, Hunt SE., Robertson RJ, Goss FL, *Validation of the Omni RPE Seven Day Effort Recall Questionnaire*. *Research Quarterly for Exercise and Sport* (Accepted August 22, 2013)

#### Published Abstracts (2)

- Holland, A.K., Newton, S.E., Bunting, J.M., Taylor, J., Coe, M., & Harrison, D.W. (2013). Sex differences in phonemic fluency and regulation of diastolic blood pressure before and after exposure to pre-digestive stress in healthy college-aged men and women. *Archives of Clinical Neuropsychology*, 28, 342.
- Newton, S.E., Bunting, J.M., Holland, A.K., Taylor, J., Muetze, H.S., Coe, M., & Harrison, D.W. (2013). The effects of right lateralized cognitive and neurophysiological stress on systolic blood pressure regulation in college aged men: A double blind, placebo controlled pilot study. *Archives of Clinical Neuropsychology*, 28, 341.

#### Published Reviews (6)

- Biggs, Adam. "Deluxe Jim Crow: Civil Rights & American Health Policy" by Kruse Thomas, *Journal of History of Medicine and Applied Sciences*, Sept. 2013.
- Bonner, Michael. "Becoming Confederates: New Paths to a New National Identity" by Gary W. Gallagher, *North Carolina Historical Review*, October 2013.
- Bonner, Michael. "Starving the South: How the North Won the Civil War" *The Journal of the Civil War Era* (UNC Press), Volume 3, Number 1, March 2013.
- Campbell, Stephen.
  - Reviewed and rated 27 articles comprising the book, *Annual Editions: American Government 13/14*, 43<sup>rd</sup> ed., edited by Bruce Stinebrickner, Boston: McGraw-Hill (Contemporary Learning Series), 2014.
  - "Media Ethics: Truthfulness, Fairness, and Standards of Decency", Chapter 14. In, *Mass Communication: Living in a Media World*, 4<sup>th</sup> ed. by Ralph E. Hanson: Sage/CQ Press, pp. 334-359, 2013.
- Penuel, Suzanne. *Shakespeare and Contemporary Fiction* (University of Delaware Press/Rowman & Littlefield, 2012) by Barbara Estrin, for *Women's Studies: An Interdisciplinary Journal* (vol. 43, issue 1). 1500 words.
- Richardson, Kim. "Empire at the Periphery: British Colonists, Anglo-Dutch Trade, and the Development of the British Atlantic," by Christian Koot, *The Middle Ground Journal: World History and Global Studies*, June 2013.

### Other Publications

- Campbell, Stephen. Encyclopedia articles & submissions:
  - “Roosevelt, Theodore”; “Truman, Harry S.”; “Carter, Jimmy”; “Bush, George H.W.” Essay contributions in, *Encyclopedia of White-Collar and Corporate Crime*, 2<sup>nd</sup> ed., edited by Lawrence M. Salinger. Sage Publications, 2013.
  - “Daschle, Tom”; “Dole, Robert”; “Council of State Governments”; “Environmental Protection Agency (EPA)” in, *Encyclopedia of Politics in the American West*, edited by Steven L. Danver. CQ Press, 2013.
- Gardner, Fran. Exhibits & Dissemination of Scholarship:
  - Invitational Exhibit, “Connecting Concept & Medium: Fiber Art in South Carolina,” Pickens County Museum, Pickens, SC, Fall 2013 (cross listed in “Evaluation of Scholarship”) Attended opening reception.
  - Juried Exhibit, “PaperWork In, On, and Of Paper VI” at the Foundry Art Centre, Saint Charles, MO, February-March 2013
  - I had two pieces accepted into this exhibit.
  - Exhibitor, “ONE x 100,” Columbia Museum of Art, Columbia, SC, Summer 2013
  - Exhibitors were challenged to create a work that fit “within a 1x1x1 foot space and demonstrate enthusiasm for contemporary, minimalist or conceptual art practices (<https://www.columbiamuseum.org/exhibitions/onex100/>).” Attended opening reception.
  - Two Person Exhibit, “Serendipity,” with Carolyn Atkinson exhibited at two locations. Attended opening receptions.
  - Jean and James Fort Gallery, Black Creek Arts Center, Hartsville SC, April 2013
  - Burr Gallery, Cheraw Arts Commission, Cheraw, SC, November 2013
  - Work Published, Art photo feature in USC Times, March 2013
- Hammond, Lisa. Several published poems:
  - “The Goddess Loads the Dishwasher.” *wicked alice* (2/26/2013): np.
  - “The Goddess Eats an Apple.” *wicked alice* (2/26/2013): np.
  - “The Goddess Reads a Legend.” *wicked alice* (2/26/2013): np.
  - <http://wickedalicezine.tumblr.com/post/44096741925/threepoems-by-lisa-hammond>
- Richardson, Kim. Three Encyclopedia Articles:
  - *Empire’s Aztec, Inca, and Mayan Conquests*, ABC-CLIO, Publication Pending, 2013.
  - “War, Customs of Among Inca,” *Conflict in the Early Americas: An Encyclopedia of the Spanish Empire’s Aztec, Inca, and Mayan Conquests*, ABC-CLIO, Publication Pending, 2013.
  - “Pizarro, Francisco,” *Conflict in the Early Americas: An Encyclopedia of the Spanish Empire’s Aztec, Inca, and Mayan Conquests*, ABC-CLIO, Publication Pending, 2013.

### Scholarly Presentations (19)

- Alhaddad, Shemsi. “Optimizing the area bounded between two tangent curves over a closed interval,” presented to MAASE Meeting Undergraduate Poster Session.
- Biggs, Adam. “Dementia Americana: Black Doctors and the Problem of Racial Science,” presented to American Association for the History of Medicine.
- Bonner, Michael. “Making Sense of Shiloh,” presented to Colleton County Museum, “Let’s Talk About It Series,” funded by SC Humanities Council.

- Bundrick, Christopher. "‘Only One Cure’: Gothic Aspects of Ray Bradbury’s *The Martian Chronicles*." American Literature Association Symposium "Fear and Form: Aspects of the Gothic in American Culture." Savannah, GA: February 21-23, 2013. *SLJ* article accepted.
- Bundrick, Christopher. "'The Living and the Dead': Culture and Crisis in *Red Rock* and *Dracula*," South Central Modern Language Association. New Orleans, LA: October 3-5, 2013.
- Burke, Fernanda. "Customizing the synthesis of aspirin: An inquiry study into the esterification reaction requirements" with D. Patel *SERMACS 2013 Meeting*, Atlanta, GA (2013)
- Burke, Fernanda. "Making Your Own Aspirin: How to Add Inquiry to the Organic Chemistry Lab" F.M. Burke at *Oktoberfest—A Celebration of Teaching*, USC, Columbia, SC (2013)
- Campbell, Stephen. "The Significance of Foreign Policymakers’ Pre-Office Beliefs: Discerning Brzezinski’s Image Evolution vis-à-vis the USSR," International Studies Association, 2013.
- Annette Golonka, Bettie Obi-Johnson, Jonathan Freeman and Daniel Hinson, "Production of Volatile Organic Compounds by Two *Metschnikowia* Yeasts Isolated From *Silene caroliniana* Nectar", presented at the SC branch of the *American Society of Microbiology*, MUSC in Charleston, April 20, 2013.
- Guittar, Nicholas: "The Career of Coming Out," presented to Southern Sociological Society Conference
- Newton, S., Bunting, J., Steele, A., Taylor, J., Timmons, B., & Holland, A. (2013). Preliminary findings indicating the potential effects of caffeine intake on design task performance and regulation on sympathetic tone. Poster presented at the 2013 South Carolina Psychological Association conference, Columbia, SC.
- Wills, J., Newton, S., Steele, A., Pelot, J., Powers, J., Taylor, J., & Holland, A.K. (2013). Sex differences in phonemic fluency and regulation of diastolic blood pressure before and after exposure to pre-digestive stress in healthy college-aged men and women. Poster presented at the 2013 Women’s Health Research Forum, Columbia, SC.
- Steele, A., Newton, S., Wills, J., Pelot, J., Powers, J., Taylor, J., & Holland, A.K. (2013). The effects of right lateralized cognitive and neurophysiological stress on systolic blood pressure regulation in right-handed, college aged men: A double blind, placebo controlled study. Poster presented at the 2013 Women’s Health Research Forum, Columbia, SC.
- Blackwell, A., Obi Johnson, B., Golonka, A. "The Sweet Smell of Carolina Jessamine: Evaluating the Floral Scent Profile of *Gelsemium sempervirens*" presented at the *2013 Southeastern Regional American Chemical Society Meeting*, November 16, 2013, Atlanta, Georgia.
- Lawrence, Dana. "Shakespeare & Italy: Teaching Global Shakespeare Through Literary Tourism," presented at the South Atlantic Modern Language Association, November 2013.
- Lawrence, Nicholas. "The only light came from a monitor screen," presented to American Literature Association Symposium, February 2013.
- Lawrence, Nicholas. "The Con Artist in American Literature," presented to South Central Modern Language Association, October 2013.
- Richardson, Kim. "The American Civil War and the Economy of Northeastern Brazil," Georgia Association of Historians, February 2013.
- Taylor, Brittany. "The Language of Clay: Catawba Indian Pottery and Oral Tradition," exhibit on display at USCL Native American Studies Center



## Grants

- Alhaddad, Shemsi. \$1000.00 STEPS to STEM Grant.
- Bohonak, Noni. \$4000.00 STEM Grants.
- Gardner, Fran. SCAC grant, to fund Master Class Residency at Atlantic Center for the Arts, \$1000.00.
- Magellan Scholar Award (\$2,400): "Evaluation of the Scent Profile of *Gelsemium sempervirens*", Austin Blackwell, Annette Golonka, Bettie Obi Johnson, January 2013
- Guittar, Nicholas: \$18,014.24 (USC Provost's Grant—Social Sciences Grant Program).
- Hammond, Lisa: \$5000.00; Palmetto College Distributed Learning Course Development Grant.
- Holland, A.K. (2013). A Functional Cerebral Systems Approach to Trait Hostility: Examining a Double Dissociation between Left and Right Frontal Lobe Activation in the Completion of Verbal and Design Fluency Tasks. Submitted to: The Office of the Vice President of Research. \$7,987.00
- Sellhorst, Sarah H. Healthy Carolina Tobacco Initiative Grant, \$2500.00.

## **B) Service to state, community, professional and University**

USC Lancaster participates in USC Connect and participates in online reporting of service and community activities along with the other regional campuses.

USC Lancaster emphasizes service involvement by its faculty, which counts 20% toward the Annual Peer Evaluation that all faculty, both tenure-track and non-tenure-track, report annually on their FIF documents.

## **Goals FY 15-19:**

Goal 1: Working with Palmetto College, expand the number of degree programs in order to meet student expectations and community needs. Key Performance Parameters – Teaching Excellence / Research-Scholarship.

Goal 2: Enhance and expand student recruitment and retention programs in order to increase headcount and FTE enrollment, and to attract and retain an academically talented and diverse student body. Key performance Parameters – Service and sustainability.

Goal 3: Provide a superior educational experience that prepares USCL graduates for the challenges and opportunities of the 21st century. Key Performance Parameters – Teaching Excellence / Research-Scholarship.

Goal 4: Improve USCL's physical plant in order to sustain enrollment growth, expand public services and sustain the recruitment and retention of high-caliber faculty. Key Performance Parameters – Service to state, community, profession and sustainability.

Goal 5: Seek greater financial support from local and state governments, as well as private sources. Key Performance Parameters – Sustainability.

## **Section IV. Appendices**

### **Appendix IV. A. Resources Needed**

#### **1. Parity Funding**

The current approach to ‘parity’ funding by the legislature does not address the fact that Lancaster students remain under-funded. This failure undermines the ability of the campus to provide the quality of instruction our students deserve.

#### **2. Palmetto College Funding**

Additional Funding for Implementation of Palmetto College – To be accomplished through shared revenue from the State appropriation, as well as the establishment of a tuition-sharing formula whereby the campus receives a percentage of tuition from students officially enrolled in baccalaureate programs through Palmetto College. (A 25/75 split has been suggested by the Provost between the local campus and the degree-granting institution.)

#### **3. Vehicles**

The campus needs to replace 4 aging vehicles at an estimated cost of \$80,000.

#### **4. Simulation Lab**

To enhance the quality of the four-year nursing program, the campus needs a state-of-the-art simulation lab. Estimated cost: \$500,000 - \$600,000.

#### **5. Physical Plant Improvements**

Replace gymnasium floor in GHWC, \$350,000. Replace air handlers in GHWC, \$250,000. Roof repairs needed on 3 buildings - \$190,000.

## **Appendix IV. B. Benchmarking Information**

### **Universities in United States Considered Peers**

- 1) Arkansas State University – Newport; 2) Kent State University – Ashtabula;
- 3) Missouri State University - West Plains; 4) Ohio University – Lancaster;
- 5) Penn State University - Delaware County; 6) Penn State University -  
Worthington-Scranton; 7) University of Akron – Wayne College; 8)  
University of Pittsburg – Titusville; 9) University of New Mexico – Taos  
Branch; 10) University of South Carolina – Salkehatchie.

## **Appendix IV. C. USCL's Top Strengths and Important Accomplishments**

### **Strengths**

1) Connection with USC; 2) Strong local support; 3) Excellent faculty with strong academic reputation; 4) Strong work ethic – dedicated staff; 5) Proximity to Charlotte.

### **Major Accomplishments of Last Five Years**

1) \$5.7M capital campaign; 2) Establishment of Native American Studies Center; 3) Acquisition of Catawba Pottery Collection; 4) New classroom building.

## **Appendix IV. D. USCL's Weaknesses and Plans for Addressing the Weaknesses**

### **Weaknesses**

- 1) Capacity and condition of physical plant restricts growth; 2) Fiscal capacity – resources are stretched to limits; 3) Transformation of local economy; 4) Lack of system-wide common course numbering system; 5) Inconsistent communication and coordination across system; 6) Difficulty in attaining accurate and timely information due to Banner implementation; 7) Lack of an established protocol for referring 'over-capacity' students from Columbia to the Regional Campuses.