



UNIVERSITY OF  
**SOUTH CAROLINA**

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**LANCASTER**

Walter P. Collins, III, Dean

**BLUEPRINT FOR  
ACADEMIC EXCELLENCE  
AT USC LANCASTER**

**2015 - 2016**

*Draft – March 10, 2015*

## **Section I      Executive Summary**

### **Academic Dashboard Measures**

USC Lancaster adheres to the established measures on the Palmetto College Academic Dashboard. The four areas of measurement include Campus Enrollment, Student Retention and Success Rate, Faculty and Service.

USC Lancaster's enrollment was at an all-time high in the Fall of 2012 with 1832 (headcount) students enrolled. Over the last two years, the campus has experienced a decline in enrollment (1811 in Fall 2013 and 1744 in Fall 2014) due in large part to the regional and state-wide decline in traditional-aged, college-ready high school graduates. Strategies for addressing this measure will be discussed in a later section.

While our enrollment has declined recently, our Student Retention and Success Rate remains high when compared with primarily two-year campuses in South Carolina. Of 20 institutions, USC Lancaster ranks third in terms of Graduation and Success Rates as measured by the SC Commission of Higher Education.

USC Lancaster continues to attract faculty with terminal degrees and who remain current in their respective disciplines. Tenure-track and tenured faculty are scholarly active and productive. They disseminate scholarly work at conferences, publish in journals and books, and serve as reviewers of scholarship. Many compete successfully for intra- and extra-mural grants.

Faculty and professional staff at USC Lancaster participate in a variety of service activities appropriate to the size and scope of our community. Most campus employees plan service activities to include students thus teaching through example "the duties of citizenship." (USCL Mission Statement).

### **Key Performance Parameters**

Teaching excellence remains the highest priority at USC Lancaster. The *Palmetto College Campuses Faculty Manual* and the institution's own annual review procedures favor teaching effectiveness. It counts 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 to allow the faculty member to engage in productive scholarship or other professional endeavors. Courses are evaluated and evaluations are reviewed by faculty peers and administration to ensure that teaching quality remains high.

Research and productive scholarship are of importance for all 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. Faculty members continue to be competitive in other grant opportunities offered both internally through the Provost's Office and externally. USC Lancaster also provides a travel budget for faculty presenting their research at scholarly conferences. Scholarship is weighted at 20% of a tenure-track faculty member's annual evaluation.

USCL's commitment to service remains 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. Student groups and organizations also assist with community service activities. All faculty 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 recent state appropriations. USCL participates in quarterly budget meetings. The campus dean retains a Budget Advisory Group to assist in monitoring budget issues. The campus continues to enjoy strong community support, especially from the City and County. The Educational Foundation of USCL works closely with the Office of Advancement to identify and cultivate sources of financial support to meet the growing needs of the campus.

## Section II. Meeting the University's Academic Dashboard Targets

### Enrollment

Please note the following advisement from the USC Office of Institutional and Research Assessment regarding these figures:

The Banner implementation of Fall 2013 directly impacted the reporting function of OIRA. The data in the enrollment report below compares Fall 2014 enrollment to Fall 2013 enrollment. In Fall 2013, OIRA utilized the same methodology that was used in the pre-Banner environment to produce the Fall 2013 headcount/FTE enrollment numbers. After learning more about the differences in the way data was stored in the pre-Banner environment versus the current Banner system, OIRA in collaboration with several other functional areas has developed a new methodology/procedure for producing the Fall 2014 headcount/FTE enrollment numbers. The team is working on documenting the new methodology/procedure. **[Procedure for Headcount-FTE Reporting (DRAFT)]**

**Due to the changes in methodology from Fall 2013 to Fall 2014, please exercise caution when using the Headcount/FTE Enrollment report to make decisions.** The change in methodology has resulted in a Headcount/FTE Enrollment Report that is not a one-to-one comparison of the Fall 2013 and Fall 2014 semesters.

#### FALL 2014

Headcount – 1738 (-4.03%)

FTE – 1170 (-6.33%)

#### SUMMER II 2014

Headcount – No data currently available on OIRA page

FTE – No data currently available on OIRA page

#### SUMMER I 2014 (<http://ipr.sc.edu/enrollment/prel2014/summer/prelim/pr062714.htm>)

Headcount – 255 (+29.44%)

FTE – 89 (+39.27%)

#### SPRING 2014

Headcount – 1368 (+3.56%)

FTE – 1024 (-1.55%)

### Strategies:

- Utilize consultant to review Admissions & Records Office set-up and procedure and recommend re-organization/improvement of applications process
- Restore processing staff to full strength in Office of Admissions
- Conduct search and re-fill position of Director of Enrollment Management
- Create and fill position of campus recruiter to increase applications

### Progress 2014-2015:

- Consultant was brought in and met with senior administration as well as with Admissions Office staff, reviewed procedures, and submitted report of recommendations for realignment and change
- New admissions processing position was created, search conducted, and position filled
- Position of full-time campus recruiter was created and filled

**Strategies 2015-2016:**

- Position of Director of Enrollment Management advertised and search currently being conducted
- Review of admissions process for dual credit students currently underway
- Director of Campus Recruiting will develop and implement detailed plan to increase recruitment efforts and establish both short- and long-term enrollment goals

**Student Retention/Success Rate:**

**IPEDS Graduation Rates & Success Rates for FALL 2013 (2010 Cohort)\*  
Of First-Time, Full-Time Degree-Seeking Undergraduates for the 2-year Institutions**

<b>Campus</b>	<b>Cohort</b>	<b>150% Graduation Rate</b>	<b>Overall Success Rate</b>
USC Lancaster	352	55 (15.6%)	58.8%
USC Salk	230	55 (23.9%)	46.1%
USC Sumter	243	34 (14.0%)	67.5%
USC Union	75	22 (29.3%)	57.3%
<b>REGIONAL AVERAGE:</b>		18.4%	57.8%
<b>TECH COLLEGE AVERAGE:</b>		11.4%	45.6%

\*This is the latest information available from the South Carolina CHE Document Catalog (Yearly Performance Funding Data – Indicator 7A: Graduation Rates within 150% of program time for USC Regional Campuses and SC Technical Colleges).

(<http://www.che.sc.gov/DataPublications/SearchtheCHEDocumentCatalog.aspx>).

**Strategies:**

- Continue funding and staffing of USCL Academic Success Center and Writing Center
- Continue to utilize UNIV 101 program to increase student success and retention
- Expand and supplement Academic Coaching program for probationary students
- Develop and implement plans for Appreciative Advisement to improve student success and retention
- Work with USC Connect to engage USCL students in Graduation with Leadership Distinction program

**Progress 2014-2015:**

- Thirteen (13) professional and student tutors hired to assist students in BIOL, CHEM, CSCE, ECON, FREN, ITAL, MATH, SPAN, STAT, and all areas of writing; ASC available M-Th, 8 am – 8 pm; F 8 am – 12 noon. (<http://usclancaster.sc.edu/asc/index.html>)
- Online process developed for making appointments with tutors

- UNIV 101 Program
  - 7 sections of UNIV 101 offered in FALL 2014; enrollment: 138
  - 4 sections of UNIV 101 offered in SPRING 2015; enrollment 55
- Academic Coaching Program now being coordinated between Office of Academic & Student Affairs, Office of Student Life, and Palmetto College; 115 students identified as currently on academic probation have been contacted for academic coaching appointments. Students are now given the option to make additional appointments after initial contact. Office of Student Life and Palmetto College will track GPA data for this cohort to determine correlation between number of coaching appointments with increased GPA.
- Implementation of Appreciative Advisement Program
  - Director of Student Life and campus coordinator for Palmetto College were enrolled in training workshop for Appreciative Advisement Program
  - Director of Student Life and campus coordinator for Palmetto College presented at 1<sup>st</sup> Annual Appreciative Education Conference sponsored by University of South Carolina (4-7 January 2015; Myrtle Beach, SC). Session entitled “Appreciate & Collaborate: How Appreciative Education Can Be a Pathway to Success from High School to College” by Laura Carnes and Ashley Lloyd. <http://www.ed.sc.edu/aeconference/Documents/2015/AEC%202015%20Conference%20Booklet.pdf>
  - USCL PALs currently being trained using Appreciative Advising framework to inform their interaction with students and parents at orientation and registration.
- Office of Student Life is currently working with four associate degree students and 1 bachelor degree student toward completion of the e-portfolio requirement as part of GLD. Students will present at USC Discovery Day on April 24 in Columbia, and upon successful completion of requirements, will be recognized at Commencement.

#### Strategies 2015-2016:

- Continue funding and staffing of USCL Academic Success Center and Writing Center
- Continue to utilize UNIV 101 program to increase student success and retention
- Expand Academic Coaching program for probationary students; utilize findings from cohort tracking to determine changes to program.
- Continue to implement and assess effectiveness of Appreciative Advisement program
  - USCL PALs who have received appreciative advisement training will partner with UNIV 101 instructors and will provide peer mentorship to students enrolled in UNIV 101
- Work with USC Connect to engage USCL students in Graduation with Leadership Distinction program

#### Faculty:

#### Strategies:

- Utilize Faculty Hiring Priorities Committee to identify areas of highest need in terms of academic disciplines & programs

- Coordinate with Budget Office and Palmetto College to determine financial feasibility of new and replacement hires
- Conduct searches and make new and replacement hires as deemed fiscally feasible
- In consultation with Budget Office, maintain funds for Faculty Research and restore funding for faculty travel to scholarly conferences where they are presenting

Progress 2014-2015:

- Hiring Priorities Committee submitted report and recommendations for faculty hired in 2014-2015; budget office was consulted to determine fiscal ability to support hires
- Dr. Susan Cruise (Ph.D., Texas Woman’s University) was hired January 2015 as an assistant professor of sociology; this was a replacement hire after the departure of two (2) SOCY professors at the end of Spring 2014.
- As of SPRING 2015, USCL’s faculty consisted of

Rank	Number of Faculty	Faculty Holding Terminal Degree (%)
Professors & Distinguished Professors Emeriti	03	03 (100%)
Professors	05	05 (100%)
Associate Professors	17	17 (100%)
Assistant Professors	12	12 (100%)
Instructors	26	09 (35%)
<b>TOTAL</b>	<b>63</b>	<b>46 (73%)</b>
Adjunct Instructors	30*	

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

- 21 USCL Faculty utilized Faculty Travel funds to present or attend 37 different conferences and workshops in 2014
- Funding for USCL Faculty Research & Productive Scholarship program maintained at past year’s levels (\$40,000)
- Funding for USCL Faculty Travel for presenting at scholarly conferences increased 25% (from \$20,000 in 2013-14 to \$25,000 in 2014-15).

- **SCHOLARLY ACCOMPLISHMENTS (2014)**

- Shemsi Alhaddad, Associate Professor of Mathematics
  - Reviewer of Magellan proposals in STEM fields, primarily in math and engineering
  - Continuing work on studying Hecke algebras; currently focusing on studying the centers of generic Hecke algebras, following the seminal work of Lenny Jones and Andrew Francis
  - Study of USC Mathematics Placement Examinations, motivated by an article by Jim Gleason, “An Evaluation of Mathematics Competitions

Using Item Response Theory” published in the Notices of the AMS in 2008.

- Adam Biggs, Instructor of African-American Studies & History
  - Review of Gretchen Long’s *Doctoring Freedom: The Politics of African-American Medical Care in Slavery and Emancipation* (2011), forthcoming in the *Bulletin for the History of Medicine*.
  - “The Unreconciled Legacy of Daniel Hale Williams: Medical Reform in Chicago’s Early-Twentieth Century Black Medical Community,” delivered to annual meeting of the American Association for the History of Medicine (AAHM), May 2014.
  - \$2500 Grant from Institute for African-American Research
- Michael Bonner, Assistant Professor of History
  - *Essays in the Civil War and Reconstruction from the South Carolina Historical Association* – University of South Carolina Press – co-editor with Fritz Hamer, South Caroliniana Library.
  - Review of *Gateway to the Confederacy: New Perspectives on the Chickamauga and Chattanooga Campaigns, 1862-1863*. edited by Evan C. Jones and Wiley Sword (LSU Press, Baton Rouge, 2014), pp. 309. for the *North Carolina Historical Review*.
- Fernanda Burke, Assistant Professor of CHEM and BIOL
  - “An Inquiry Study into the Acylation Reaction Requirements for the Organic Chemistry Laboratory: Customizing the Synthesis of Aspirin” Fernanda M. Burke and Drashti Patel. *Chem. Educator* 19, 187-193 (2014).
  - Grant Proposals, USC Magellan Scholar Program, (Fall 2014)
  - Grant Proposals, USC Magellan Scholar Program, (Spring 2014)
  - Grant Proposals, Research Initiative for Summer Engagement (2014)
  - “Making Your Own Aspirin: How to Add Inquiry to the Organic Chemistry Laboratory” F.M. Burke at *Faculty Colloquium Series*, USC Lancaster (September 2014)
- Steven Campbell, Assistant Professor of POLI
  - “The White House Office (WHO)”; “Office of Management and Budget (OMB) and Bureau of the Budget (BOB)”. *Encyclopedia of Public Administration and Public Policy*, eds. Dubnick and Bearfield. Taylor & Francis Group, 2015.
  - “DemocracyforAmerica.com”; “OpenCongress.org”; “OpenGovernment.org” in *Encyclopedia of Social Media & Politics*, ed. Kerric Harvey. 2014.
  - “From Scholar to Policymaker: Inferring Brzezinski’s Foreign Policy Beliefs over Time.” presented to International Studies Association-South 2014.
  - “Iranian Hostage Crisis (1979)”; “National Security Council”. *Encyclopedia of Surveillance, Security, and Privacy*, ed. Bruce A. Arrigo, 2015.
  - “Bush, George H. W. (Administration)”; “Center on Budget and Policies Priorities”. In, *Encyclopedia of World Poverty*, ed., Mehmet Odekon, 2015.
- Mark Coe, Associate Professor of PSYC

- Holland, A.K. Newton, S.E., Hinson, D.W., Hardin, J., Coe, M., & Harrison, D.W. (2014). Physiological and behavioral indices of hostility: An Extension of the capacity model to include exposure to affective stress and right lateralized motor stress. *Laterality: Asymmetries of Body, Brain, and Cognition*, 19(5), 560-584. doi: 10.1080/1357650X.2014.888586
- Walter Collins, Associate Professor of ENGL & FREN
  - “Sustaining Contentment Across Cultures: Sefi Atta’s *A Bit of Difference*,” presented at annual meeting of the South Atlantic Modern Language Association, Atlanta, GA (November 2014).
- Ron Cox, Associate Professor of HIST
  - “An Evening With Harvey Gantt” – interview and conference sponsored by Furman University, September 2014.
  - Chair & Commentator, “Civil Rights, Anti-Communism, & Roots of Populism in South Carolina,” at SC Historical Association annual conference, March 2014
  - “The Voting Rights Act of 1965 – Then and Now,” presented to Sun City Lifelong Learning Association and USC Lancaster UNIV 101 classes in honor of Black History Month, February 2014
- Stephen Criswell, Associate Professor of ENGL
  - Grants authored and Funded:
    - USCL Research & Productive Scholarship Grant
    - RISE Grant (USC Provost’s Office)
    - USC Provost’s Social Sciences Research Grant
  - “Catawba Indian Cultural History” presented to annual pottery festival at Historic Brattonsville, SC
  - Keynote Address, South Carolina Conference on Language and Culture, held at SC State University, Orangeburg, SC
- Elizabeth Easley, Assistant Professor of Exercise Science
  - “Heart Rate Recovery in Healthy-Weight and Obese Children Following a Maximal Graded Exercise Test. *Medicine and Science in Sports and Exercise*, 46(5): S72” presented in poster presentation format on May 28, 2014 at the annual national meeting of the SEACSM and ACSM in Orlando FL.
  - reviewer for *Research Quarterly in Exercise and Sport* (Summer 2014)
  - Invited lectures at Coker College: January 2014 - discussion regarding Nutrition Basics in DNC 155: Freshman Dance Seminar; presented a lecture (Back Injury Prevention) in DNC 321: Injury Prevention; October 2014 - returned to DNC 155 to discuss nutrition and presented a lecture (Healthy Habits for Life After College).
- Rebecca Freeman, Assistant Professor/Librarian
  - “Fusion Tables for Librarians and Patrons” in *The complete guide to using Google in libraries: research, user applications, & networking*, 2015.
  - “Fusion in the Library” presentation to LIBRIS Conference, May 2014



- “Food & Gender Through Cookbooks and Recipes” with Moats & Freeman, presentation to USC Women and Gender Conference, February 2014.
- “A New Start for Early Start,” with Kaetrena Kendrick, presented at Georgia International Conference on Information Literacy, October 2014
- “Transforming Spaces: Art in the Library” presented at Georgia Council on Media Organizations/SE Library Association Conference
- “Cool Toys & Their Uses in Libraries” presented at Metrolina Library Association Conference, July 2014.
- Fran Gardner, Professor of Art Studio & Art History
  - Gardner, Fran. *Beau Wild: Between the Seen and the Unseen*, Blurb (monograph), 2014.
  - *Studio 24/7* blog, “Fran Gardner - Her Art is About Dialogue” by Terri Jarrard-Dimond
  - Invitational Exhibit, “Mark Leaving,” The Gallery at the Hub on Canal, New Smyrna Beach, FL, March 2014.
  - Invitational Exhibit, “Laws of Variation,” The Rose Gallery at the Peabody Performing Arts Auditorium, Daytona, FL, March 2014.
  - Invitational Exhibit, “Laws of Variation,” The University Gallery at USC Sumter, Fall 2014.
  - Invitational Exhibit, Lancaster Arts Educators, LCCA, December 2014
- Annette Golonka, Associate Professor of BIOL
  - Golonka, Obi Johnson, Freeman, and Hinson. 2014. Impact of nectarivorous yeasts on *Silene caroliniana*'s scent. *The Eastern Biologist*. 3: 1-26.
  - Golonka, Annette, Bettie Obi Johnson, Jonathan Freeman\*, and Daniel W. Hinson\*. Impact of nectarivorous yeasts on *Silene carolinian*'s scent. *Association of Southeastern Biologists Meeting*, presentation, April 2014.
  - Wolfram, Nigel, Annette M. Golonka, Bettie Obi Johnson, and Austin Blackwell. The sweet smell of Carolina Jessamine: evaluating the floral scent profile of *Gelsemium sempervirens*. *Association of Southeastern Biologists Meeting*, presentation, April 2014. (also presented at USC Discovery Day)
  - SC STEPS to STEM Student Research Internship with Nigel Wolfram, 2013/2014, PI with Bettie Obi Johnson as Co-PI, Spring 2014.
- Lisa Hammond, Professor of ENGL
  - Poem, “Purple Martins, Bomb Island,” *Tar River Poetry* (Spring 2015)
  - Poem, “Crazing,” *Fall Lines: A Literary Convergence* 1.1 (Summer 2014): 75.
  - “Eros or Not? Sexuality in Contemporary American Motherhood Memoirs,” Making Motherhood Visible Conference, The Museum of Motherhood, New York, New York, March 2014.
  - *Provost's Distributed Learning Course Development Grant Program*.
  - University of South Carolina Provost Grant, \$7,572 awarded

- Poetry Readings, USC's 27<sup>th</sup> Annual Women's and Gender Studies Conference, Columbia, SC (20 February 2014); USC Union Upcountry Literary Festival (21 March 2014); Forest Heights Elementary School, Moms Love Literacy, Columbia SC, (13 May 2014)
- Carolyn Harmon, Instructor of Nursing
  - Harmon, Carolyn S., Fogle, M. & Roussel, L. (2015). Then and now: Nurses' perceptions of the electronic health record. *Online Journal of Nursing Informatics (OJNI)*, 19 (1).
- Claudia Heinemann-Priest, Instructor of ENGL
  - USCL Native American Studies Lunch & Learn presentation, "A barbarian by any other name is a different savage: Indigenous Americans as witnessed by René Goulaine de Laudonnière and Jacques Le Moyne de Morgues, 16th century French explorers," June 2014.
  - "Successes and Challenges of Reviving the Catawba Language" presented with Beckee Garris at *The South Carolina Project on Language and Culture Conference*, SC State University, Orangeburg SC, October 2014.
  - Chair & moderator, March 27-28, 2014, I "Session 4 -Voyages (et imaginaires" of the *41st Annual French Literature Conference* at the University of South Carolina, Columbia, March 2014.
- Kate Holland, Associate Professor of PSYC
  - Holland, A.K., Newton, S.E., Hinson, D.W., Hardin, J., Coe, M., & Harrison, D.W. (2014). Physiological and Behavioral Indices of Hostility: An extension of the capacity model to include exposure to affective stress and right lateralized motor stress. *Laterality: Asymmetries of the Body, Brain and Cognition*, 19(5), 560-584.
  - Holland, A.K., Steele, A., Bunting, J., Newton, S.E., Wills, J., Coleman, B., Doster, M., & Harrison, D.W. (2014). A functional cerebral systems approach to examining trait anxiety: The influence of caffeine ingestion and right-lateralized cognitive stress on regulation of parasympathetic tone. *Psychophysiology*, 51(S1), 70.
  - Newton, S.E., Steele, A., Bunting, J., Wills, J., Coleman, B., Holland, A.K., & Harrison, D.W. (2014). The effects of caffeine ingestion on right hemisphere activation: Examining changes in cardiovascular reactivity using a dual task paradigm. *Psychophysiology*, 51(S1), 69.
  - Newton, S.E., Bunting, J.M., Steele, A.D., Wills, J.D., & Holland, A.K. (2014). The effects of right lateralized cognitive and physiological stress on right brain activation using a dual concurrent task paradigm: A double blind, placebo controlled experiment. *Journal of the International Neuropsychological Society*, 19(S1), 161.
  - Presentations at Society for Psychophysiological Research and SC Psychological Association
- Marybeth Holloway, Assistant Professor of THEA & SPCH
  - USCL Players Productions: *Glengarry Glenross ; Steel Magnolias; I Am Here*

- USC Provost's Grant for Creative & Performing Arts (\$17,000) – for La MaMa Umbria residency & production.
  - *"I Am Here"* (International Premiere) - La MaMa Spoleto Open, Italy, August 2014; (New York Premiere) October 2014.
  - *"Let Your Light Shine"* (Seoul Institute of the Arts, Korea), Directed by Marybeth Holloway & Andrea Pacciotto; NYC, October 2014; telepresence Performance for "ONE Festival."
  - Kennedy Center College American Theatre Festival – 2 Excellence in Directing Awards; nominated for 6 Metrolina Theatre Association Awards, including outstanding direction
- Ernest Jenkins, Assistant Professor of HIST
  - "The Redemption of Captives in Alfonso II's Medieval Mediterranean World," presented at the Annual Conference of the South Carolina Historical Association, at the South Carolina Department of Archives and History, March 2014.
  - Review of *Shipping, Trade, and Crusade in the Medieval Mediterranean: Studies in Honour of John Pryor*, edited by Ruthy Gertwagen and Elizabeth Jeffreys (Farnham, Surrey and Burlington, VT: Ashgate, 2012); *The Historian* 76 (2014): 861-862.
- Kaetrena Kendrick, Assistant Professor/Librarian
  - Georgia International Conference on Information Literacy ("A new start for Early Start") With Rebecca Freeman.
  - Georgia Council of Media Organizations/Southeastern Library Association, Augusta, GA ("Cloudspotting: A review of cloud technologies in rural and small academic libraries"). With co-presenter Deborah Tritt.
  - KPOPCON, Berkeley, CA ("Race and online reaction management in K-pop" in *The Chromodynamics of K-pop: Color, culture, connection*).
  - "The Experience of Korean Academic Librarianship: A Phenomenological Study, published in *IFLA Journal* (December).
  - With Deborah Tritt, "Impact of cloud computing on librarians at small and rural academic libraries" published in *The Southeastern Librarian* (October)
- Howard Kingkade, Associate Professor of THEA & SPCH
  - Writer & producer, *Saint Dee Dee*
    - Official selection, 2014 Reel to Real Film Festival, King's Mountain, NC
    - Official selection, 2014 Awareness International Film Festival, Santa Monica, CA
    - Official selection, 2014 Bayou City Film Festival, Houston, TX
    - Official selection, 2014 Bakersfield International Film Festival
    - Finalist – 2014 Mirabile Dictu International Catholic Film Festival (Vatican City); and The Meeting Rimini Film Festival (Italy)
  - 2014 Screenplay, *The Mark*, filmed in Long Island NY
- Dana Lawrence, Assistant Professor of ENGL

- "Ecofeminism and the Country-House Poem in Aemilia Lanyer's 'The Description of Cooke-ham' and Veronica Franco's Capitolo 25," presented to Renaissance Society of America Conference, New York, NY, March 2014).
  - "Shakespeare in Italy: Travel Study, Literary Tourism, and Global Citizenship," presented to USCL Faculty Colloquium, November 2014.
  - RISE Grant Award (\$8000) for "Shakespeare Tourism in Italy"
- Nick Lawrence, Assistant Professor of ENGL
  - RPS grant, "An 'appeal to any sensible man': Melville's Response to Francis Parkman and the California Goldrush," Summer 2014 \$4,241.
  - Lawrence, Nicholas. "Appealing to the Sensible: 'Mr. Parkman's Tour, Gold Fever, and Melville's Ambivalent Westward Approach," *Leviathan: A Journal of Melville Studies*.
  - Lawrence, Nicholas. "Herman Melville," accepted for 3rd edition, *Dictionary of American History, America in the World*.
  - Peer reviewer for *South Central Review* and the *Cormac McCarthy Journal*.
  - "'This boa-constrictor appetite of swallowing states and provinces': Anti-Imperialist Opposition to the U.S./Mexican War." *South Central Review*, Spring 2013.
- Bruce Nims, Professor of ENGL
  - USCL Research & Productive Scholarship Grant, "Revision for Publication of Three Conference Papers on Akira Kurosawa"
  - "Democracy through Censorship: Akira Kurosawa and the American Occupation of Japan." Faculty Colloquium Presentation, April 2014
- Bettie Obi Johnson, Associate Professor of CHEM
  - Golonka, Obi Johnson, Freeman, Hinson, D. "Impact of Nectarivorous Yeasts on *Silene caroliniana's* Scent", *Eastern Biologist*, **2014**, 3, 1-26.
  - Wolfram, Blackwell, Golonka, Obi Johnson, "The Sweet Smell of Carolina Jessamine: Evaluating the Floral Scent Profile of *Gelsemium sempervirens*" presented at Association for Southeastern Biologists, Spartanburg, SC, April 2-5, 2014. Also presented at USC Discovery Day.
  - Magellan Scholar Award (\$2,996): "Determination of Bisphenol S Leached from Plastic Bottles", Lane, Castiglia, Obi Johnson, **December 2014**.
  - South Carolina Steps to STEM Internship Grant (\$1,000): "*Gelsemium sempervirens*: Scent Profile and Nectar Inhabiting Microorganisms", Nigel Wolfram, Annette Golonka, and Bettie Obi Johnson, 2014.
- Suzanne Penuel, Assistant Professor of ENGL
  - Penuel, Suzanne. "In Poor Taste: Morality and Sue Grafton." In *Class and Culture in Crime Fiction: Essays on Works in English Since the 1970s*, ed. Julie H. Kim (Jefferson, NC: McFarland, 2014).
  - Penuel, Suzanne. "Within the Net of Sound: The Fiction of John Andrew Rice," *Black Mountain College Studies* 6 (summer 2014).
- David Roberts, Associate Professor of PHIL

- Roberts, David. "In Defense of Defenselessness: Kierkegaard's Critique of an Accepted Narcissism," in *Heythrop Journal*, the journal of Heythrop College (University of London), September 2014 (Vol. 55, No. 5).
- Sarah Hunt Sellhorst, Associate Professor of Exercise Science
  - Careers in Science Lecture (2015) – Research update and Lecture on careers in Exercise Science
  - Discover Science Lecture (2015) – Opportunities available at USCL; poster display (with Liz Easley) on body composition
  - J. Marion Sims Responsive Grant – Access Program; \$55,000 awarded
  - Research project "Perceived Obesity Status in College Aged Males and Females" begun; abstract completed August 2014
- Brittany Taylor-Driggers, Instructor of Art
  - Photographer, postcard, spring 2013-2014, photo selected by See Lancaster to be published;
  - Photographer, pottery image for cover of the 2014 Comporium Lancaster County Directory.
  - Consultant, Assistant and Display Curator, SC Wildlife Magazine, 2014
  - Photographer, pottery image, 2014
  - Curator, *The Value of Form*, Rose Gallery, NASC; *Reflections in Clay*, Duke Energy Gallery, NASC; *Look @ What's New*, Duke Energy Gallery, NASC; Pottery Consultant and Display builder, *People, Plants, and Pipes*, Native American Studies Week Exhibit, spring 2014
- Richard Van Hall, Professor of HIST
  - Van Hall, Richard. Review of *Europe and the Maritime World: A Twentieth Century History* by Michael B. Miller, published in *The Middle Ground Journal: World History and Global Studies*, October 2014.
- Andrew Yingst, Associate Professor of MATH
  - Yingst, Andrew. "A Characterization of Partition Polynomials and Good Partition Polynomials in many symbols," published in *Colloquium Mathematicum* (Spring 2014).

#### Strategies 2015-2016:

- Implement and conduct searches for two areas previously identified as most critical need – PSYC and CSCE
- Utilize Faculty Hiring Priorities Committee to identify areas of highest need in terms of academic disciplines & programs
- Coordinate with Budget Office and Palmetto College to determine financial feasibility of new and replacement hires
- Conduct searches and make new and replacement hires as deemed fiscally feasible
- In consultation with Budget Office, maintain (and, if feasible, increasing) funds for Faculty Research and funding for faculty travel to scholarly conferences where they are presenting
- Sustain and increase efforts for locating and securing external grant funding

## Service / Community Engagement

### **Strategies:**

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. Faculty are involved in campus, system, greater University and professional/discipline specific service.

Faculty and professional staff serve as sponsors to USC Lancaster student clubs and organizations many of which actively participate in community service projects and activities. Faculty and staff coach students to an understanding not only the importance of community service but also organizing the events and activities that impact our community in a positive way.

### **Progress 2014-2015**

Beyond the specific community service activities in which faculty and staff participated this year, the campus also remained actively engaged in our local community. Over 160 events sponsored by outside groups and organizations were held on our campus last year. Such events bring campus benefactors and supporters onto the campus and help raise awareness of academic programs and general campus life. The following is a sampling of Service and Community Engagement at USC Lancaster:

**Kate Holland**—Community—Volunteer Judge, Lancaster County Science Fair

**Steven Criswell and Chris Judge**—Community—Committee Membership, South Carolina Commission on Minority Affairs Native American Advisory Committee

**Courtney Catledge**—Community Service

- Serve on the J. Marion Sims Grants Committee
- Pregnancy Care Center Board of Directors 2014
- Lancaster Women's Club, Health and Safety Committee & Social Committee
- First Baptist Church, Lancaster, College Volunteer/Sunday School Teacher
- Lancaster Feed the Community (Fall 2014: Took 8 students to community site during fall break to serve/feel community members in need)
- Facilitated partnership with Agape Hospice and Morningside Assisted Living as both a volunteer opportunity and employment opportunity for current BSN students.
- Develop Clinical Partnership with Lancaster Pregnancy Care Center as a practice site for APRN practice to provide prenatal care and newborn/infant care until 1 year old.

**Todd Scarlett**—Community—Boy Scouts, Troop Committee, District Boy Scout Training Chair, honored with District Award of Merit for service to Scouting in 2014.

**Adam Biggs**—Community—Lancaster County Youth Leadership, Director of History Day

**Suzanne Penuel**—Professional—South Carolina Women in Higher Education, USCL representative, spring 2014

**Mike Bonner**—Community Service—Board Member, Lancaster County Chamber of Commerce

**Fran Gardner**—Community—Presenter at USCL's 2014 Guidance Counselors Luncheon

**Ron Cox**—Celebrate Great Teaching Evaluator with Lancaster County School District, Junior Scholars Sub-Committee of the Olde English Consortium

**Walter Collins**—Community—Board of Trustees at Springs Memorial Hospital, Board of Directors for Communities in Schools, Olde English Consortium Directors' Board, School Improvement Council at Indian Land High School

### **Strategies 2015-2016**

With the recent closing of a much used event venue in Lancaster, we will work more closely with community groups and organizations to bring their events and activities to our campus. This will help facilitate campus connections with external projects and programming and will showcase our campus to prospective students and their parents. Finally, faculty and staff involvement in our community will continue.

### **2015-2016 Academic Year Goals**

#### **USC Lancaster**

#### **Goal 1: Increase enrollment through enhanced recruitment and retention efforts. Key Performance Parameters – Service to State and Sustainability.**

After a decade of growth, USC Lancaster has experienced a drop in on-campus, traditional enrollment over the past 2 years. An external relations/recruiter staff member has been added to the USC Lancaster Admissions Office and efforts are underway to refill the vacancy in the position of Director of the office to insure consistent leadership and guidance in the area of recruitment. Additionally, an ad hoc committee on retention efforts was formed in Fall 2013 to discuss needed retention efforts. Continuation of current retention strategies and implementation of new strategies remains a top priority.

#### **Goal 2: Expand the number of degree programs in order to meet student expectations and community needs. Key Performance Parameters – Teaching Excellence / Research-Scholarship.**

USC Lancaster will be responsive to the educational needs and goals of its current and future students. The expansion of academic offerings is critical to sustain USC Lancaster's mission and core values. Along with our general Associate Degrees in Arts and Sciences, the campus currently offers Associate degrees in the following specialty areas: Business, Criminal Justice and Technical Nursing (collaboration with York Technical College) and the Bachelor of Science in Nursing (collaboration with the USC College of Nursing). Palmetto College, with its online degree completion programs, will provide more opportunities for USC Lancaster students to earn baccalaureate degrees on our campus.

#### **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.**

USC Lancaster admits students who demonstrate promise of academic success and excellence. Students find accessible and helpful faculty and staff members, expansive technological support and academic and personal support services at their disposal at USC Lancaster. USC Lancaster is the only Regional Campus with an Academic Success Center (general tutoring and writing center) and a Counseling Services Center (personal, academic and career counseling). The campus's TRiO Learning Resources Center, located in Medford Library at the heart of campus, serves first-generation students, economically-challenged students and students with documented disabilities by offering academic support, tutoring, coordinating campus and community service activities and other retention and success efforts. Other campus retention efforts include Academic Coaching Sessions for struggling students. Students have opportunities to participate in internships and activities that facilitate learning beyond the classroom. Finally, students can graduate with leadership distinction (USC Connect) by fulfilling specific requirements related to leadership training and by participating in specific co-curricular experiences.

**Goal 4: Improve the condition of select parts of USCL's physical plant in order to adequately serve campus students, faculty and staff, expand public services and sustain the recruitment and retention of high-caliber faculty. Key Performance Parameters – Service to state, community, profession and sustainability.**

With the addition of Founders Hall, USC Lancaster is poised to serve the needs of a growing student body and community. Future renovations of Starr Hall will consolidate offices which support Student Affairs and Support Services. Please see additional information in "Resources Needed" below which outlines maintenance needs of the campus. USC Lancaster continues to focus on faculty excellence by recruiting faculty dedicated to the art and science of teaching and mentoring undergraduate students. The campus is dedicated to offering competitive salaries, expanded upper-level teaching opportunities and enhanced support for research and professional development. USC Lancaster sponsors a local Research & Productive Scholarship grants program, totaling approximately \$40,000 per year, for which faculty may compete. Funding is also set aside for faculty to travel to professional/scholarly conferences which supports their engagement with productive scholarship and eventual success in the tenure and promotion process. The Office of Advancement works with individual faculty to identify and secure outside grant sources. USC Lancaster faculty members have been successful in competitions for funding to engage undergraduate students in research and scholarly production.

**Goal 5: Strengthen the financial condition, efficiency and operations of USCL. Key Performance Parameters – Sustainability and efficient and effective systems.**

With recent drops in student enrollment, USC Lancaster continues its work to stabilize the financial condition and operational budget of the campus. Long-term financial sustainability and efficiency are major campus goals. The campus administration is working closely with the USC Budget Office and the Administration of Palmetto College in order to adjust and strengthen these aspects. Additionally, there has been an increased effort to identify and apply for external funding with the assistance of the campus Office of Advancement. The Dean's Budget Advisory Group was established in 2013 to help monitor campus spending. Enhanced recruitment of



college-ready students as well as continued and new retention efforts will be pursued in order to increase and retain tuition revenues.

### **Five Year Goals**

**Goal 1:** 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 2:** 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 3:** Seek greater financial support from local and state governments, as well as private sources. Key Performance Parameters – Sustainability.

**Goal 4:** Work to partner more closely with community industry for mutually-beneficial collaborations and private support of specific initiatives. Key Performance Parameters – Service and sustainability.

## Section IV. Appendices

### Appendix 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. Some parity money was achieved last year, but adequate recurring funding remains a priority. This failure undermines the ability of the campus to provide the quality of instruction our students deserve. Additional parity funding is critical.

#### 2. Fleet Vehicles

The campus needs to replace 4 aging vehicles at an estimated cost of \$80,000. Partial replacement of fleet vehicles had been budgeted last year but was removed during the campus budget reductions and fiscal realignment at mid-year 2013-2014.

#### 3. Physical Plant Improvements

- Gregory Health and Wellness
  - Renovate gymnasium (flooring, lighting, bleachers, track), \$600,000
  - Address deficiencies in natatorium solarium \$100,000
- Replace air handlers in GHWC, \$250,000
- Roof repairs needed on 3 buildings - \$600,000
- Replace 500 chairs in Multi-purpose Room and Carole Ray Dowling - \$40,000

#### 4. Student Affairs and Support renovation and consolidation—Starr Hall \$400,000

- Renovate space in the Office of Admissions and Records according to recommendations on Enrollment Consultation Report completed in June 2014.
- Retrofit classroom 123 in Starr for the Office of Academic and Student Affairs so that Starr Hall becomes a one-stop location for student support services.

#### 5. Staffing in select areas (\$240,000)—specific positions needed include:

- Campus Business Manager
- Assessment/Compliance Coordinator
- Planning Coordinator
- USC Connect/ Graduation with Leadership Distinction Coordinator

## **Appendix B. Benchmarking Information**

The following university system campuses have been identified as most closely matching the Palmetto College campuses:

Kent St. East Liverpool

Kent St. Salem

Ohio St. Mansfield

Ohio St. Marion

Ohio Univ. Eastern

Ohio Univ. Zanesville

Penn St. DuBois

Penn St. Fayette (Eberly)

Penn St. Mount Alto

Univ. of Wisconsin Colleges (13 campuses, online)

A peer review of Palmetto College including the campuses will be conducted during 2015.

Colleagues from most of these institutions will be invited to provide this review.

## Appendix C. Top Strengths and Important Accomplishments

### Strengths

- 1) **Connections with USC and Palmetto College**—opportunities available to USCL students and faculty because we are in the USC system include USC Connect, Graduation with Leadership Distinction, Magellan Undergraduate Research Awards, Center for Teaching Excellence, various faculty grant opportunities through the PC Chancellor, Provost's Office and the Office of Research.
- 2) **Strong local support**—USC Lancaster enjoys strong local support as evidenced in part by our strong and expanding scholarship programs, City, County and Educational Foundation support.
- 3) **Excellent faculty with strong academic reputation**—faculty members continue to achieve in research and productive scholarship on a regional, national and international scale yet remain committed to instructional excellence.
- 4) **Strong work ethic—dedicated staff**—professional staff members go above and beyond to serve and support students and faculty at USC Lancaster.
- 5) **Proximity to Charlotte**—The campus's proximity to Charlotte has led us to partner with USC Beaufort to offer students in our region a pathway to USCB's Bachelor's Degree in Hospitality and Tourism.

### Major Accomplishments of Last Five Years

- 1) **50<sup>th</sup> Anniversary Campaign and Carolina's Promise Campaign**
- 2) Success at gaining State Legislature allocation of **capital improvement funding for deferred maintenance (\$895,000)**
- 3) Continued participation in **Palmetto College** in terms of enrolled students and graduates from its degree programs
- 4) **Fundraising for BSN Nursing Simulation Lab**—to open in Fall 2015
- 5) **Founders Hall** construction and opening in Fall 2014
- 6) Establishment of **Native American Studies Center** in October 2012

## Appendix D. Weaknesses and Plans for Addressing the Weaknesses

1. While space capacity has greatly improved in our physical plant, **physical conditions** in some areas still remain an issue. Several areas of concern were listed under “Resources Needed.” They include:

- Gregory Health and Wellness
  - Renovate gymnasium (flooring, lighting, bleachers, track)
  - Address deficiencies in natatorium solarium
- Replace air handlers in GHWC
  - Roof repairs needed on 3 buildings
- Renovate space in the Office of Admissions and Records according to recommendations on Enrollment Consultation Report completed in June 2014.
- Retrofit classroom 123 in Starr for the Office of Academic and Student Affairs so that Starr Hall becomes a one-stop location for student support services.

We will need to continue to seek deferred maintenance funding to systematically address deficiencies.

2. **Fiscal Parity**—Parity funding is critical to USC Lancaster’s ability to address its Core Mission. We will continue to seek parity funding to address this issue.
3. **Staffing** to adequately implement and promote new programming or positions to support necessary functions:

- Assessment/Compliance Coordinator
- Campus Planning and Reporting Coordinator
- USC Connect/ Graduation with Leadership Distinction Coordinator
- Assistant Dean of Student Affairs

We will continue to seek parity and other funding to address this issue.

## Appendix E. Campus Statistical Profile

**The charge:** The Office of Institutional Research and Assessment will provide the following data on the following web site: <http://kudzu.ipr.sc.edu/planning/> **As I key this on 1/28, this info has not been posted. I am told it will up next week so stay tuned!** Please append these data to your *Blueprint*:

1. Number of entering freshman for Fall 2011, Fall 2012, Fall 2013 and Fall 2014 classes and their average SAT and ACT scores.
2. Freshman retention rate for classes entering Fall 2011, Fall 2012, and Fall 2013.
3. Sophomore retention rate for classes entering Fall 2010, Fall 2011, and Fall 2012
4. Total credit hours generated by your campus for Fall 2013, Spring 2014 and Summer 2014.
5. Percent of credit hours by undergraduate major taught by faculty with a highest terminal degree.
6. Percent of credit hours taught by full-time faculty.
7. Number of faculty by title (tenure-track by rank, non-tenure track by rank) as of Fall 2012, Fall 2013, and Fall 2014 (by department where applicable).
8. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups from FY 2013.

The Office of Research's Information Technology and Data Management will provide the following information for each campus. Please append this information to your *Blueprint*.

1. Total extramural funding processed through Sponsored Awards Management (SAM) in FY2013, and Federal extramural funding processed through SAM in FY2013. (Available <http://sam.research.sc.edu/awardrpt.html>) Amount of sponsored research funding per faculty member in FY2014 (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).
2. Total sponsored research expenditures per tenured/tenure-track faculty for FY 2014, by rank and by department, if applicable.