



BLUEPRINT FOR QUALITY ENHANCEMENT

Report (2005-2006) and Goals (2007-2011)

PLANNING & ASSESSMENT COMMITTEE 2006-2007

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I. VISION, MISSION and GOALS

A. Vision, Mission, and Executive Summary (2005-2006)

1. Vision Statement – revised since last report:

USC Lancaster aspires to be a leader among the university'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.

I. A. 1. i. (a) SUPERIOR EDUCATION

The focus at USC Lancaster is delivery of superior education at an exceptional value. To that end, USC Lancaster will serve as the standard bearer for the regional campuses of the University of South Carolina. By all measures of efficiency and effectiveness, USC Lancaster will excel in the quality of academic programs that lead to associate and baccalaureate degrees. The USCL faculty will be comprised of scholars dedicated to teaching. They will employ instructional methods calculated to engage and challenge students. Faculty will be dedicated to aiding students in achieving their greatest academic potential. In pursuit of continued scholarship, faculty will undertake research, present findings, and publish works in their chosen fields of study. USC Lancaster will seek and maintain accreditation of all academic programs.

I. A. 1. i. (b) STATE OF THE ART RESOURCES

USC Lancaster will operate with state-of-the art resources. In order to amplify the learning environment, classrooms will be designed and equipped for instructional efficiency and comfort. Laboratories will be equipped with technologies that will capitalize on innovation, functionality and safety. Recognizing that libraries are the gateway to the sum of human knowledge, USC Lancaster will provide students and the community with a library that is conducive to reading, research, discovery, and learning. Academic resources and research materials will be readily available through multiple media and from a variety of sources. Students will be trained to ensure they are able to access needed resources. Through its T. J. Blumer Catawba Research Collection, USCL's Medford Library will be the United States' preeminent source of information about Catawba Indian history and culture.

I. A. 1. i. (c) STRATEGIC LEADERSHIP

USC Lancaster will provide strategic leadership in setting the direction for higher education in its six-county service region. As USC Lancaster approaches its golden anniversary, it does so with realization that it has not yet reached its full potential. Moreover, USCL recognizes that economic transformation in its service region translates into increased demand for more diversified degree programs. By actively engaging customers and stakeholders, USC Lancaster will partner with community leaders and organizations in analyzing 21st century challenges and opportunities, both for the

university and the community as a whole. Working in cooperation with the Lancaster County Commission on Higher Education and the Educational Foundation of the University of South Carolina Lancaster, the university's planning will focus on excellence in higher education, strong financial management, and continued growth in service to the region, service to USC and service the state of South Carolina. USC Lancaster will offer health and wellness programs, cultural events and university facilities for the betterment of and enjoyment by students and citizens. In partnership with the Educational Foundation, USCL will endow faculty chairs, establish a multi-million dollar general endowment fund, expand the physical plant and intensify campus beautification programs. In cooperation with the Lancaster County Commission on Higher Education, USCL will ensure cost-effective operations and maintenance of the physical plant maximize energy conservation.

I. A. 1. ii. Mission Statement (condensed)

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>

2. Executive Summary (2005-2006)

There is a direct correlation between the USCL Mission Statement and the Vision Statement. The mission statement is the foundation upon which the university conducts all of its activities. The vision statement addresses in general terms the future direction of USCL and establishes a higher standard of excellence for future endeavors.

Despite continuing inequities in state funding among regional campuses, the University of South Carolina Lancaster registered a number of successes. USCL continues to enhance and expand USC's tradition of academic excellence, scholarship, and service by making the University easily accessible to citizens of its service area. To achieve its mission, USCL established basic General Education Goals (<http://usclancaster.sc.edu/acadstu/GEG.htm>) based on the belief that every student should have the **opportunity** to attend college. Believing that a well-educated citizenry is vital to economic and community development, USC Lancaster resists enrollment caps and "admits all students who show promise of academic success."

USCL's success is illustrated by continued strong growth in student enrollment. The campus enrolled 1,084 students in fall 2005, making USCL the largest USC regional campus in terms of number of students served. (FTE was 748, an increase of 8.4%). In spring 2005, USCL reported a headcount of 935 (up 8.48%) and FTE of 650 (up 9.67%), making it the largest USC regional campus in terms of both students served and FTE. More significantly, USCL has seen a steady increase in the number of applicants categorized as "HB" – meaning they meet all entrance requirements for USC Columbia. This is indicative of the campus' efforts to recruit and retain better students.

In its 2004-2005 evaluation by the South Carolina Commission on Higher Education (CHE), USCL earned a score of 82% (2.47 of a 3.00 maximum). Of 13 scored indicators, the campus “exceeded standards” on 4, “achieved standards” on 6, and “achieved compliance” on 2. The remaining indicator (percentage of administrative costs to academic costs) – on which the campus had previously “exceeded standards” – was deferred from measurement in 2004-2005.

While the vast majority of USCL students come from the six-county service area, the campus is committed to fostering educational and cultural diversity on campus. Programs such as Opportunity Scholar’s “Early Start” and Upward Bound’s “Summer Bridge” enable us to recruit and attract students from area high schools. Both programs are federally funded. Partly as a result, 16.6% of female students and 7.1% of male students enrolled in the fall of 2005 were African-American.

USC Lancaster strives to maintain this diversity by retaining minority students. The Black Awareness Group remains one of the most active student organizations, hosting a series of on-campus cultural and entertainment events throughout the year. The AFRO 201, 202, and 335 classes also hosted several events, including a ceremony honoring Mr. Franklin McCain (one of the original “sit-in” protestors in Greensboro, NC).

These efforts to enhance cultural diversity played a major role in the successful retention of minority students. From 2003 to 2004, USCL retained minority students (PF Indicator 8C-2) at an overall rate of 55.5%. The retention rate for all African-American students in the TRIO/SSS program is 81%. The program has a 74% retention rate for African American male students.

On-campus diversity is a critical factor in serving all citizens, regardless of age, race, or gender, enabling the campus to create an academic atmosphere where all students aspire to *The Carolinian Creed*, which calls on them to “discourage bigotry, while striving to learn from differences in people, ideas, and opinions.”

USC defines its mission in terms of three areas – teaching, research & creative activity (scholarship), and service (outreach). USC Lancaster’s mission statement reaffirms the campus’s commitment to these areas, noting specifically that the faculty and administration are “dedicated to scholarship and teaching excellence...”

In addition to fulfilling the broader mission of the University, the goals established in USCL’s mission statement also fit into the CHE’s overall vision for higher education: “Higher education will be recognized as the engine for realizing South Carolina’s ambitions for human and economic development so that all citizens can take advantage of the opportunities that the 21st century has to offer.”

In its “Vision” for higher education in South Carolina, the CHE further identified “higher purposes” which include:

- *Creating a well-educated citizenry,*
- *Raising the standard of living of South Carolinians*
- *Improving the quality of life,*
- *Meeting changing work force needs,*
- *Creating economic development opportunities,*
- *Positioning the state to be competitive in a global economy, and*

- *Fashioning a new generation of public sector and private sector leaders.*

USC Lancaster's mission statement is philosophically aligned with the three major goals identified by the CHE:

- *Expand Educational Opportunities for South Carolina Citizens*
- *Invest in Research for Economic Development & a Better Quality of Life*
- *Increase Cooperation and Collaboration for Efficiency and Quality*

USCL's mission statement also reflects the broader mission of the University of South Carolina through its commitment to public service, including health fitness and recreation programs which help area citizens "develop an appreciation of the interrelationship of physical health and overall personal wellness."

The USC Lancaster Planning & Assessment Committee, having established a five-year strategic plan for the campus, undertook the task of prioritizing Objectives & Strategies for AY 2005-2006 under each of the major established campus goals. Priority of objectives was based on campus need, with consideration given to budgetary factors.

a. Enhancing Academic Excellence

In its efforts to recruit and retain better students, USCL joined as a member of the Olde English Consortium in 2004. Additional recruiting efforts also included revisions to the campus web page, a spring semester orientation session for first-time entering freshmen, and greater utilization of the online application form.

Recognizing that technology has become a driving force in modern education, USCL completely upgraded its campus network infrastructure in 2005-2006, including a bandwidth upgrade (1.5 MB to 4 MB per second), expanded wireless network access to cover all academic buildings on campus, and added an additional computer teaching lab and a "smart" classroom to campus.

Faculty productivity in research and scholarship continued to be nurtured by the USCL Research & Productive Scholarship Committee. This committee awarded local funds to selected faculty who submitted research proposals. USCL also acquired the T. J. Blumer Catawba Research Collection. This is one of the largest documentary collections of Catawba records in existence. Cataloging of the collection, which will be housed on the university campus, began in earnest. The collection will provide a wealth of information for scholars of Native American life and culture.

USCL faculty members continued to balance their heavy teaching loads with heavy activity in scholarship and service (professional, campus, and community). Scholarly and professional conferences attended by USCL faculty and at which they made presentations include...

The administration continued to rely heavily on input and recommendations from the USCL Faculty/Staff Hiring Priorities Committee, which met regularly throughout the year and reported on hiring needs. Based on the committee's recommendations, USCL began searches for 5 tenure-track professorships and 3 visiting professorships for AY 2006-2007. USCL also conducted three faculty searches in nursing – two to replace

retiring faculty, and one additional faculty member to meet the needs of this growing and high demand program.

The online alumni survey continued to be utilized to ascertain the effectiveness of the academic program. Surveys were also conducted with area businesses and employers to determine if USCL graduates possessed skills necessary to be effective employees. Survey results have been received and preliminary reviews indicate a high degree of satisfaction from both students and employers.

b. Enhancing the Fiscal Health of the Institution

USC Lancaster strived to maintain fiscal responsibility without negatively impacting the academic program or the level of service to the community. Through careful planning, the administration and the budget/financial planning committee worked throughout 2005-2006 to monitor expenditures. As a result, the campus ended FY 2006 (in terms of "A Funds") with a carryover of nearly \$286,000.

Because USCL is funded by the State at a lower level per student than any other regional campus, the campus depends heavily on private support to meet the needs of its service area. The Development Office worked with faculty committees and the administration to prioritize specific areas of need. Development officers also worked with the Lancaster County Commission on Higher Education and the USCL Educational Foundation to plan projects and campaigns. Both groups began formulating strategic plans in order to better help the campus acquire the monetary support for current needs and future growth.

These efforts resulted in a successful year for development, with monetary gifts of \$598,532 and in-kind gifts of \$9,297 for a total of \$607,829. The USCL Educational Foundation Scholarship Endowment reached a milestone as well, totaling \$3,585,667.

The USCL Faculty Research & Productive Scholarship Committee continued to award small grants to faculty applicants, with special consideration given to those seeking tenure and/or promotion. The Associate Dean for Academic Affairs worked with faculty to locate and secure external grant support for scholarly projects.

c. Enhance Academic and Student Support Services

To meet the needs of a growing student population, USCL acted on the recommendation of the Hiring Priorities Committee and hired a full-time Financial Aid Office assistant. To facilitate recruitment and retention of students, the position of Campus Information Officer, which had been full-time/temporary, was reconstituted as a slotted position.

The TRIO program continued its faculty round-table discussions, whereby students and faculty met outside the classroom in a less formal manner to discuss matters related to specific disciplines and to higher education in general. The Student Government Association and other student organizations also held numerous events throughout the year, allowing faculty and students to gather and socialize in a casual environment and helping to create a greater sense of "campus community."

The upgrading of computer labs and improved access to technology, including the expansion of internet access bandwidth and the addition of computer labs and multimedia classrooms, were implemented to enhance academic and student support services. USC

Lancaster also worked with USC Columbia officials and representatives from the other regional campuses in beginning implementation of the Palmetto College initiative

To encourage staff to take advantage of professional development opportunities, the Office of Academic & Student Affairs provided limited funding for staff travel to professional conferences and seminars. These allowed USCL officials to create a support network with other institutions and also assisted them in keeping up with recent trends in their respective areas (enrollment, admissions policies, financial aid changes, etc.).

d. Enhance Physical Plant

Enrollment growth necessitates that USC Lancaster continue to expand and renovate its physical plant. In 2005-2006, USCL outsourced operation of campus bookstore to Nebraska Book Company (NBC). The change in operations included a \$125,000 total renovation of the facility. Renovation costs were paid by NBC. Inventories of books, supplies and clothing increased significantly to accommodate student needs.

Enrollment growth also necessitated construction of an additional parking lot adjacent to the former University Baptist Church – now the Carol Ray Dowling Health Services Building. This \$130,000 improvement was funded by the Lancaster County Commission for Higher Education.

The Gregory Health and Wellness Center saw much needed remodeling of locker room facilities. This \$120,000 upgrade was paid using USCL renovation fee reserves.

Construction of a new maintenance shed was begun in FY 2005 – 2006. This will add another \$16,000 in improvements to the physical plant. The Bradley Building parking lot was sealed and striped at a cost of \$6,000. Upgrades to the Bundy Auditorium in the Bradley Building were begun with a projected cost of \$125,000. These upgrades were funded by gifts, grants and Educational Foundation of USCL.

Work began in FY 2005 – 2006 to renovate the Richards Tennis Complex. This \$450,000 project was funded through gifts and grants (\$350,000) and a General Assembly Proviso (\$100,000). This major improvement extends new opportunities to students, faculty, staff and the community.

e. Enhance Partnerships Between Campus and Community

USCL's TRIO Programs, in cooperation with Lancaster County School District, Adopt A Leader, and other community partners organized and presented the First Annual "State of the African-American Male" Conference. This was the first conference in this region of South Carolina to address the issue. The conference attracted numerous state and regionally known speakers. Over 250 citizens attended the event. It received state-wide recognition.

During 2006 the non-profit Friends of the Medford Library organization continued to promote the interests and welfare of the Medford Library as an educational and cultural asset to USCL and the surrounding communities by offering workshops, lectures, contest awards, and tours. Among the 2006 collaborative programs were the hosting of the FOML annual meeting honoring civic leader Mrs. Carolyn Tolson, the awarding of the annual Springs Prize for Fiction (\$1,000) and the Medford Poetry Award (\$500), and the

sponsorship of a “Creative Non-Fiction Reading and Writing” workshop led by Sandy Richardson, guest author; on October 27 and 28 at USCL.

During 2006 the Medford Library also continued to foster partnerships and to serve as a resource for library-media specialists in the Lancaster area by co-sponsoring an annual conference funded by the Olde English Consortium. The conference, which took place on October 9, 2006, was held at Springfield Middle School in Ft. Mill, SC, and was attended by more than 100 School Media Specialists in the Cherokee, Chester, Clover, Fairfield, Fort Mill, Lancaster, Rock Hill, Union and York school districts. The conference received high ratings from attendees.

The Medford Library Fund overseen by the Friends provided almost \$10,000 to equip the Library’s conference room with a 50” plasma screen, a VHS/DVD player, and control unit for meetings and class/community presentations.

In cooperation with Omega Psi Phi fraternity, TRIO program continued the OMEGA League – an outreach program to provide positive African American male role models for young African American males in area high schools. This fraternity presented the “Achievement Week” program, which celebrates the academic achievement of over 400 African American honor students and their parents from the Lancaster County School District. Moreover, the Omega League members volunteer and assist Omega Psi Phi fraternity in serving Christmas dinners to the elderly, disadvantaged, and law enforcement officials during the holidays.

The Rotary Club, in partnership with USCL presented the “Principal’s Choice Award” which encourages each school in the district to recognize students who have excelled in community service and citizenship. Over 400 students, parents and citizens were in attendance.

USC Lancaster also continued to offer dual-credit opportunities through its PACE and GT programs, allowing accelerated students in area high schools to enroll in university courses and to earn college credit prior to graduating high school.

All of these efforts demonstrate USC Lancaster’s dedication to improving the overall quality of life for the citizens in our service area. According to the most recent study conducted by the University, USCL’s total impact on Charlotte/Rock Hill region (http://www.sc.edu/economic_impact/usc_lancaster.html) is considerable:

- **ECONOMIC OUTPUT: \$21.9 million**
- **INCOME: \$8.9 million**
- **362 jobs**

Community service remains a priority at USC Lancaster, constituting the “third pillar” (in addition to teaching excellence and scholarship) of the campus mission. USCL worked with area schools through such programs as Honors’ Day, which marked its 28th anniversary in 2006, and was also a major participant in the 2005 Lancaster County Education Week celebration, sponsoring a series on on-campus academic competitions for students from schools throughout the county.

Health Services continued to be a central element of USCL’s efforts to foster community partnerships. The Gregory Health & Wellness Center began implementing a \$239,000 grant from the J. Marion Sims Foundation for three-year funding of the ACCESS

program, allowing for membership for community patrons with limited incomes. Paid membership in the Center reached over 2000 individuals (not including USCL students, faculty, and staff).

The Gregory Health and Wellness Center expanded community service offerings through its physical therapy program, Diabetes Education Clinic, summer youth camp programs, and community memberships to the center (which numbered approximately 2,000 by fall 2005).

Despite continued inequities in State funding, the dedicated faculty, staff, and administration at USC Lancaster reflect on the past year with a definite sense of pride and satisfaction in their accomplishments, individually and collectively. The initiatives begun and the achievements made over the past twelve months have added to the institution's well-founded reputation for academic excellence, scholarship, and community service.

As the campus approaches its fiftieth anniversary, USC Lancaster faces the future with confidence, pride, and determination to continue to build on this solid foundation. USCL will continue to expand its role as both leader of, and servant to, our students and the citizens of our communities, in the best traditions of the University of South Carolina.

John Catalano, Dean
University of South Carolina Lancaster

B. Goals, Initiatives and Associated Action Plans

1. New Long Term Goals (2006-2010)

USC Lancaster's Planning and Assessment Committee is comprised of faculty, staff, and administrative representatives who annually evaluate and assess campus progress towards Strategic Planning Goals. The Committee also proposes revisions to these goals, initiatives, action plans, and assessment procedures. The Committee believes the goals adopted by the campus remain consistent with the University's general education goals, the mission statements of the University of South Carolina, the USC Lancaster campus, and the South Carolina CHE's Strategic Plan for Higher Education.

With consistent population growth in the area projected over the next five years, the Committee anticipates a corresponding rise in student enrollment and an increased demand for university services. The Committee established a target of 1500 students (headcount) for AY 2007-2008, when the campus will celebrate its fiftieth anniversary. Revisions to specific initiatives and action plans will enable USC Lancaster to continue to meet the changing needs of its faculty, staff, students, and communities.

The identified goals are:

1. Enhancing Academic Excellence
2. Enhancing the Fiscal Strength of the Campus
3. Enhancing Academic and Student Support Services
4. Enhancing the Physical Plant
5. Enhancing Campus-Community Partnerships

The following plan outlines the initiatives and action plans which the campus will employ over the next five years in fulfillment of these goals.

GOAL 1. ENHANCING ACADEMIC EXCELLENCE

Initiative A: Recruit and Retain Better-Prepared Students

Action Plans:

- i. Public Information Officer and Director of Student Life will continue to participate actively in "Educational Opportunity" events at area high schools
Indicator: Reports of the Public Information Officer
Status: Accomplished and on-going
- ii. Public Information Officer and Director of Student Life will increase campus visibility at area schools by frequent visits & distribution of literature
Indicator: Reports of the Public Information Officer
Status: Accomplished and on-going
- iii. Admissions Office will continue to promote use of online application process
Indicator: Admissions Office Annual Report of online application usage
Status: Accomplished and on-going
- iv. Admissions Office will continue to update & revise informational brochures on academic programs (areas of concentration; two-year programs)
Indicator: Reports of the Director of Admissions

Status: Accomplished and on-going

- v. Administrative Council will review registration/fee payment procedures to include review of current practices (e.g., number of days to hold on-campus registration, week-long fee payment, academic advisor availability, etc.)
Indicator: Recommendations of the Administrative Council
Status: Accomplished and on-going
- vi. Scholarship Committee will consider changes to current policies regarding the awarding of scholarships to new and returning students
Indicator: Reports of the Scholarship Committee
Status: Accomplished and on-going
- vii. Academic Advisory Committee will review current student advisement procedures and recommend changes to the Dean and Associate Dean
Indicator: Reports of the Academic Advisory Committee
Status: Accomplished and on-going
- viii. Medford Library staff, Library Committee, and the Associate Dean for Academic & Student Affairs will plan and implement library support of Palmetto Programs
Indicator: Reports of the Library Committee and the Palmetto Programs Implementation Committee
Status:
Through the Campuses Library Council, USC, the Medford Library continued to push for a common core of undergraduate databases accessible throughout USC. The Medford Library met with Campuses Library Council to draft “USC Regional Campuses Electronic Resource Fund” guidelines for the use of this fund.

The Medford Library, on behalf of the USC Regional Campuses Libraries, created and will maintain a webpage “Research Resources Available Electronically at All USC Regional Campuses Libraries” at <http://rc.sc.edu/students/databases.html>. It was posted in September 2006 and is linked from <http://rc.sc.edu/RCFaculty/index.html>, a page of resources for Regional Campuses Faculty.

Medford Library assisted the Associate Vice-Provost on a report on library resources in support of the new **BLS degree**. (March 2006)
- ix. Medford Library will develop and implement a plan to provide library services to students with special needs to assure they have equal access to all library/ASC resources, programs, and services
Indicator: Reports of the Library and the Coordinator of Student Disabilities
Status: Not accomplished. Efforts are on-going.
- x. Academic Success Center will continue to pursue traditional goals of academic assistance; free tutoring and monitoring of the computer lab

Indicator: Reports of the Academic Success Center

Status:

During 2006 Academic Success Center sought student and faculty input to determine overall ASC effectiveness and users' satisfaction level. Planning continued concerning budget, hours, publicity, tutors, computer concerns, furniture/equipment needs, security, cross-training, surveys, and faculty/student feedback mechanisms. The decision was made to recruit more qualified tutors, to build a more supportive and academic environment in the center, and to make additional efforts to attract students to the center. A faculty ASC Committee was established to provide additional ongoing feedback. The spring 2006 library surveys, which included questions about the Academic Success Center, indicated that 61% of the students had used the ASC; in 2005 that number was 60%.

Initiative B: Improve Classroom Instruction Through Greater Utilization of Traditional & Multi-Media Technology

Action Plans:

- i. Director of Computer Services will continue to update and augment existing technology in student computer labs and multi-media classrooms

Indicator: Reports of the Computer Services Director

Status:

Hubbard Hall 206 and Hubbard Hall 222 serve as the two most utilized instructional computer labs on the USC Lancaster Campus. Both labs received significant upgrades in Processor Speed, Memory and Storage capability. In addition, DVD-ROM devices and 17" LCD monitors were part of the upgrade for each lab station.

Multimedia classroom space is in high demand and is kept in working order by annual preventive maintenance. Multimedia instructional PCs were upgraded in many of the campus' multimedia classrooms.

- ii. Acquire additional multi-media equipment

Indicator: Reports of Computer Committee and Computer Services Director

Status: Accomplished and on-going

- iii. Office of Academic & Student Affairs and Academic Division Chairs will work closely with campus webmaster to expand and improve USC Lancaster's web presence

Indicator: USC Lancaster web page (<http://usclancaster.sc.edu>)

Status:

The USCL website grew significantly in 2006, as reflected below.

	USCL Web Pages (HTML)	Links (internal and external)	Total Files	Memory Size
January 2004	1,312	14,383	3,601	--
January 2005	1,330	18,817	3,953	--
January 2006	1,464	22,795	3,928	--
January 2007	1,939	31,284	5,163	734 MB

Many pages were substantially revised. Some of the new webpages created during 2006 were:

Facilities Management
“Why I Chose USCL” student quotes
Financial Aid Powerpoint presentation
Performing Arts Series
Trip to Mexico
Honors Day photos
Carolina Card
USCL Golf Team
Meet the Golf Team page

Several other new pages were also added to the website.

- iv. Continue to encourage full-time faculty to maintain updated web pages, encourage adjunct instructors to develop web pages, and encourage all faculty to increase use of technology in classroom instruction

Indicator: Faculty web pages; faculty course syllabi

Status:

- v. Medford Library will continue to expand electronic book holdings

Indicator: Annual library reports; Library Catalog

Status:

To date, the Library has 35,172 e-book titles in its collection. All are listed in and linked from the library catalog. The Library is considering additional e-book collections, as the budget allows. Some electronic resources added this year include electronic versions of print books, such as:

- “Black Thought and Culture” with 275 e-books related to African-American History
- “SpringerLink” with 10,000 scientific, technological and medical e-books
- “Historical Statistics of the United States” which is an updated electronic version of a standard five-volume reference set
- “Gale Virtual Reference Library” with nearly 600 reference title volumes in electronic format

Students in the 2006 library surveys indicated that 80% were satisfied that the library’s e-book collections supported their assignments.

- vi. Director of Computer Services will coordinate with USC Columbia Computer Services to increase campus band-width access to meet technology demands for research and instruction

Indicator: Reports of the Director of Computer Services; Reports of the Palmetto Programs Implementation Committee

Status: Accomplished and on-going

Initiative C: Increase Faculty Productivity in Research and Productive Scholarship

Action Plans:

- i. Office of Academic Affairs will encourage participation of tenured and tenure-track faculty in annual USC Tenure & Promotion Workshop, to increase familiarity with the University's research and scholarship expectations in regard to promotion, tenure, and post-tenure review
Indicator: Reports of the RCFS Welfare Committee

- ii. Medford Library will continue to develop and expand access to electronic full-text databases and provide remote access from home
Indicator: Medford Library Annual Report
Status:
 - The Library added 11 new electronic resources to its collection in 2006. All are available from off-campus through the Regional Campuses proxy server.
 - The Library continued to further implement inter-linking among full-text databases and from the online library catalog.
 - Usage statistics for Medford Library's electronic resources show that at least 11,165 sessions were opened and over 47,128 searches were conducted by Medford Library's users during 2005-2006. These numbers underestimate such use because statistics for some resources are unavailable. In addition, very limited statistics on the use of various electronic resources from off-campus show 2,596 sessions and 18,639 searches conducted. Spring 2006 library surveys indicated that 85% of students indicated that it is important to them to be able to access electronic resources from off-campus. The surveys also indicated that 90% thought the electronic databases supported their assignments.

- iii. Medford Library will work cooperatively with other libraries to compile a comprehensive listing of databases available so that consortial purchasing agreements may be pursued for group discounts
Indicator: Medford Library Annual Report
Status:

Medford Library was represented as a member of the USC Databases for Regional Campuses Faculty Committee. The library created and distributed a list of Selected Web-based Electronic Resources. The library compiled and issued a report entitled "USC Regional Campuses Libraries: Recommendations For New Expenditures For Online Databases".

- iv. Medford Library will implement electronic delivery of articles requested through Interlibrary Loan for faculty research
Indicator: Medford Library Annual Report
Status: Accomplished

Electronic Delivery of Interlibrary Loan articles was fully integrated into the Interlibrary Loan workflow during 2006.

- v. Office of Academic Affairs will encourage faculty to identify sources of external funding and provide limited internal funding for scholarly projects
Indicator: Reports of the Office of Academic Affairs

- vi. Office of Academic Affairs will work with Faculty Welfare Committee to develop a faculty mentoring system for junior faculty, to assist them in balancing time, effort, and resources in regard to job expectations
Indicator: Reports of Office of Academic Affairs and Welfare Committee
Status: Accomplished and on-going
- vii. Committee on Academic Research and Productive Scholarship will continue to invite and review scholarly proposals from faculty and make recommendations to the Dean for funding
Indicator: Reports of the Committee
Status: Accomplished and on-going

Initiative D: Provide New Faculty Positions to Support Academic Needs

Action Plans:

- i. Hiring Priorities Committee will continue to meet regularly to assess campus academic needs and make recommendations to the Dean and Associate Dean
Indicator: Reports of the Hiring Priorities Committee
Status: Accomplished and on-going
- ii. External funding will be pursued to assist with the hiring of a faculty member with expertise in Native American Studies
Indicator: Reports of the Director of Development; Reports of the Native American Studies Program Committee
Status: Accomplished and on-going
- iii. Office of Academic Affairs and USCL faculty will continue to coordinate with RCCE officials and representatives from other campuses to determine needs/priorities for faculty hires in relation to Palmetto Programs
Indicator: Reports of the Palmetto College Implementation Committee
- iv. Office of Academic Affairs will continue to actively seek out adjunct faculty and establish a “pool” of available, approved instructors to meet specific campus academic needs on a short-term basis
Indicator: Reports of the Hiring Priorities Committee; Adjunct Faculty File, Office of Academic Affairs
Status:

Initiative E: Improve Assessment Procedures for General Education Goals

Actions Plans:

- i. Annual evaluation of all courses, faculty, and administrators will continue
Indicator: Evaluation results and reports
- ii. Evaluation Committee will coordinate with other regional campuses to refine course assessment instrument and to develop an assessment instrument for use in Palmetto College courses offered via distance education
Indicator: Reports of the Evaluation Committee

- iii. Office of Academic Affairs and Academic Advisory Committee will utilize alumni survey results to determine academic program effectiveness and graduate satisfaction and make recommendations for improvements
Indicator: Reports of the Academic Advisory Committee
- iv. USCL will conduct periodic surveys to assess effectiveness of and student satisfaction with the academic advisement process, and will report findings to the Academic Advisory Committee for study and recommendations
Indicator: Survey results; reports of the Academic Advisory Committee

Initiative F: Expand Academic Course Offerings

Action Plans:

- i. Office of Academic Affairs will recruit qualified adjunct faculty and seek department approval for the offering of additional disciplines and courses
Indicator: Adjunct faculty file, Office of Academic Affairs
- ii. Office of Academic Affairs will coordinate with Hiring Priorities Committee to determine community academic needs, particularly in regard to possible degrees available through Palmetto College
Indicator: Reports of the Hiring Priorities Committee; Reports of the Palmetto College Implementation Committee
- iii. Office of Academic Affairs will work with division chairs to encourage creation of additional interdisciplinary courses and cooperative teaching
Indicator: USCL Master Schedule of Courses; Academic division reports
- iv. Office of Academic Affairs will work with departments at USC Columbia (e.g., TSTM, Education, Criminal Justice) to facilitate additional course offerings (and degree opportunities) on the USCL campus
Indicator: USCL Master Schedule of Courses; Course approval letters
- v. Expand teaching & research opportunities through acquisition of Catawba Archives and explore feasibility of a program in Native American Studies
Indicators: Reports of Office of Academic Affairs; Reports of the Medford Library; Reports of the Native American Studies Program Committee
Status:

In June 2006, the Medford Library finalized and completed the grant funded by the South Carolina State Historical Records Advisory Board (SC SHRAB/National Archives) to support the inventory and organization of the T.J. Blumer Catawba Research Collection. At completion, all goals were met, including the identification of all major groupings of materials, identification of major series and sub-series in the collection, the placement of materials in acid-free folders and archival containers, with particular attention to slides and photographs, the preparation of preliminary and final inventory by series, the preparation of MARC-AMC finding aids and entry into USC online catalog, and the development of policies and procedures for use of the collection. Following the organization of the Blumer collection, the Medford Library hired a part-time archivist and opened the archive to visitors. The archive continues to seek donations, acquiring during 2006 a gift of slides and journals from Monty "Hawk" Branham, our first Catawba

donor, and preparing a deed of gift for Steve Baker concerning his collection on the Catawbas. The Library created a website with a Finding Aid for the collection at <http://usclancaster.sc.edu/library/blumer/index.html>.

GOAL 2. ENHANCING THE FISCAL HEALTH OF THE INSTITUTION

Initiative A: Maintain Balanced Budget

Action Plans:

- i. Campus administration will continue to monitor and assess expenditures to ensure fiscal solvency without negatively affecting instruction and services
Indicator: USCL budget reports
Status: Accomplished and on-going
- ii. Director of Development will seek additional sources of private funding
Indicator: Reports of the Director of Development
Status: Accomplished and on-going
- iii. Dean will continue to work with Lancaster County CHE and legislative delegation to address inequity of per-FTE student funding (parity)
Indicator: USCL budget reports
Status: Accomplished and on-going
- iv. USCL will make regular reports to elected officials in each county of its service area with the goal of securing additional support
Indicator: Reports to county officials; USCL budget reports
Status:
- v. USCL Office of Development and administration will work with Educational Foundation and Lancaster County CHE to establish a “Board of Visitors” to foster greater support from counties in our service area
Indicator: Reports of Educational Foundation & Lancaster County CHE
Status: Accomplished and on-going

Initiative B: Enhance Current Endowments

Action Plans:

- i. Office of Development will coordinate with administration and faculty to determine and prioritize specific areas of need
Indicator: Reports of the Office of Development
Status:
- ii. Administration will coordinate with USCL Educational Foundation and local CHE to develop plans for additional projects and campaigns, including funding and growth of a permanent unrestricted campus endowment
Indicator: USCL Educational Foundation and Lancaster County CHE strategic plans; reports of the Office of Development
Status: On-going

Initiative C: Enhance Grant Writing Assistance

Action Plans:

- i. Academic Research & Productive Scholarship Committee will continue to coordinate in-house distribution of available grant funds
Indicator: Reports of the Research & Productive Scholarship Committee
Status: Accomplished and on-going
- ii. Office of Academic Affairs will assist faculty in identifying and securing sources of external grant support for scholarly and artistic/creative projects
Indicator: USCL budget reports; Development Office Reports
Status: Accomplished and on-going

GOAL 3. ENHANCE ACADEMIC AND STUDENT SUPPORT SERVICES

Initiative A: Hire Additional Staff for Academic & Student Support Services

Action Plans:

- i. Hiring Priorities Committee will study and make recommendations regarding hiring needs in areas of academic and student support services
Indicator: Reports of the Hiring Priorities Committee
Status: On-going

Initiative B: Encourage Expanded Interaction Between Faculty and Students Outside of Class

Action Plans:

- i. TRIO Program will continue to sponsor faculty round-table discussions
Indicator: Reports of the TRIO Director
Status: Accomplished and on-going
- ii. Faculty will establish, post, and maintain regular office hours
Indicator: Faculty files, Office of Academic Affairs
Status:
- iii. Student Government, BAG, Rotaract, Omega League, and other student organizations will continue to sponsor extracurricular events for faculty and students
Indicator: Reports of the Director of Student Life
Status: Accomplished and on-going
- iv. Academic divisions will offer on-campus cultural events to which students, faculty, and the general public may be invited
Indicator: Academic division reports; USCL Annual Reports
Status: Accomplished and on-going

Initiative C: Upgrade Computer Laboratories & Improve Access to Technology

Action Plans

- i. Continued upgrade and rotation of campus PCs in labs & offices
Indicator: Reports of the Director of Computer Services
Status:

Hubbard Hall 206 and Hubbard Hall 222 serve as the two most utilized instructional computer labs on the USC Lancaster Campus. Both labs received significant upgrades in Processor Speed, Memory and Storage capability. In addition, DVD-ROM devices and 17" LCD monitors were part of the upgrade for each lab station.

Multimedia classroom space is in high demand and is kept in working order by annual preventive maintenance. Multimedia instructional PCs were upgraded in many of the campus' multimedia classrooms.

- ii. Director of Computer Services will coordinate with Director of TRIO programs to upgrade existing TRIO technology
Indicator: Reports of Director of Computer Services and TRIO Director
Status:
The Director of Computer Services maintains and evaluates TRIO technology on an annual basis and advises the TRIO Director in this area. However, USC Lancaster Computer Services cannot mandate technology upgrades or enhancements for a Program it does not directly fund.

- iii. Technology in Bundy Auditorium upgraded to include multimedia capability
Indicator: Report of the Director of Computer Services
Status:
Multimedia instruction in Bundy was partially addressed as part of the Performing Art Series Renovation. USCL IT Services coordinated a few instructional items with Audio Ethics to be added in the Sound Room. A DVD/VHS combo player was added and connected to the LCD projector and sound system. Extron, a video amplification and switching technology, is still needed for more seamless human interaction with Bundy's Multimedia capability.

- iv. Computer Committee will continue to meet with Director of Computer Services to make recommendations regarding faculty technology needs for classroom instruction and research purposes
Indicator: Reports of the Computer Committee
Status: Accomplished and on-going

- v. Medford Library will promote awareness of electronic databases by providing a listing for electronic resources, with remote access information
Indicator: Medford Library web page; Medford Library annual reports
Status: Accomplished and on-going
Medford Library has created and continues to maintain the ever-popular "Off-Campus Access to Library Databases" print handout and webpages listing links to electronic resources and information about their availability from off-campus. In the spring 2006 library surveys, 48% said that they had accessed the library's Internet-based electronic resources from home.

Initiative D: Expand Distance Education

Action Plans

- i. Office of Academic Affairs will encourage faculty development of distance education/web-based courses based on campus and Palmetto College needs
Indicator: Reports of the Hiring Priorities Committee; reports of the Palmetto College Implementation Committee; USCL Master Schedule
- ii. Coordinate with Office of Regional Campuses in implementing Palmetto baccalaureate degree programs
Indicator: Reports of the Palmetto Programs Implementation Committee
Status: on-going and on schedule
- iii. Director of Computer Services will work with USC Columbia to determine and recommend campus needs for Palmetto Programs
Indicator: Reports of the Director of Computer Services
Status:
The need for installation of additional two-way/multipoint video conference equipment is based on the demand for the technology and class. Palmetto Programs was in its initial phases in FY 05-06. The growth of Palmetto Programs, TSTM and other collaborative programs will bolster demand and growth in this area.

Initiative E: Encourage Staff to Engage In Professional Development Activities

Action Plans

- i. Office of Academic & Student Affairs will provide limited funding for staff to attend development workshops & conferences
Indicator: Office of Academic Affairs budget report
Status: Accomplished and on-going
- ii. Coordinate efforts with USC Columbia to provide on-campus professional development workshops & conferences for staff
Indicator: USCL Annual reports
Status:
- iii. Professional development activities will be included as a component of annual staff evaluation process
Indicator: Evaluation instruments
Status:

GOAL 4. ENHANCE PHYSICAL PLANT

Initiative A: Establish additional computer labs to meet faculty and student needs

Action Plans

- i. Computer Advisory Committee will assess and report need for additional computer lab space on campus
Indicator: Reports of the Computer Advisory Committee
Status:
There was no additional demand for instructional computer labs during this reporting period. This is likely to become an issue in fall 2007.

- ii. Director of Computer Services and Computer Advisory Committee will develop set-up plans for new computer teaching labs to enhance instruction
Indicator: Reports of the Director of Computer Services & Computer Advisory Committee
- iii. Director of Computer Services will coordinate with Director of Maintenance and Facilities to construct recommended classroom design in the new labs
Indicator: Report of the Director of Computer Services

Initiative B: Renovate Bundy Auditorium

Action Plans

- i. Administration will work with USCL Educational Foundation representatives to contract with outside agencies to bring events & entertainments to campus
Indicator: Reports of the USCL Educational Foundation
Status:
Plans were finalized for the Bundy Performing Arts Series of concerts.
- ii. Based on discussions with outside agencies, formulate plans to renovate auditorium to meet requirements for hosting scheduled events
Indicator: Renovation plans
Status: Accomplished \$125,000 renovation
- iii. USCL Educational Foundation will determine funding options
Indicator: Reports of the USCL Educational Foundation
Status: on-going

Initiative C: Renovate Hubbard Hall

Action Plans

- i. Administration will coordinate with USCL Faculty, staff, and USC Columbia to develop plan for overall renovation of Hubbard Hall
Indicator: Renovation plans
Status: New parking lot completed – 200 spaces; lighting and other improvements on-going as funds become available.
- ii. Funding will be requested through the State Capital Improvement Bond process
Indicator: Bond requests and approval process
Status: Accomplished and on-going
- iii. Replace Hubbard Hall HVAC per Energy Office recommendations
Indicator: Annual Capital Projects proposals
Status: HVAC renovation will commence May 2007

Initiative D: Replace HVAC system in Gregory Health & Wellness Center per State Energy Office Recommendations

Action Plans

- i. Include HVAC system in Capital Projects proposals
Indicator: Annual Capital Projects proposals

Status: CPIP updated January 2007 and includes this initiative

Initiative E: Seek Faculty, Staff, & Student Input regarding Physical Plant

Action Plans

- i. Facilities Advisory Committee will continue to meet and offer suggestions and recommendations for improvements to and enhancement of physical facilities
Indicator: Reports of the Facilities Advisory Committee
Status: Accomplished and on-going
- ii. Associate Dean for Student Affairs and Director of Student Life will discuss plans for recommending SGA adoption of specific projects related to enhancement of physical facilities
Indicator: SGA Minutes, reports, recommendations
Status:
- iii. SGA will consider an annual gift to the campus to enhance physical plant and improve overall quality of student life at USCL
Indicator: SGA Minutes, reports to the administration
Status:

GOAL 5. ENHANCE PARTNERSHIPS BETWEEN CAMPUS AND COMMUNITY

Initiative A: Provide Community Cultural Events

Action Plans

- i. Academic divisions and student organizations will work to sponsor on-campus cultural events to which the general public will be invited
Indicator: Promotional flyers, brochures, posters, newspaper ads
Status: Accomplished and on-going
- ii. Existing cultural events (e.g., Poetry Contest, Essay Contest, USCL Coffee House, TRIO events) will be continued and, where feasible, expanded
Indicator: USCL Annual Report; newspaper coverage
Status: Accomplished and on-going
- iii. Administration and Educational Foundation will work with outside agencies to bring a variety of events and entertainments to campus
Indicator: Reports of the Educational Foundation; Performing Arts Series flyers, literature, etc.
Status: Accomplished and on-going
- iv. Office of Academic & Student Affairs and Student Life Director will work with local cultural organizations (e.g., Lancaster County Arts Council, the Lancaster Community Playhouse) to bring cultural events to campus
Indicator: Reports of Office of Academic Affairs & Office of Student Life
Status: Accomplished and on-going

- v. USCL will continue to host History Day and Honors Day with cultural components open to students in participating schools. USCL will continue to host “The State of the African American Male” Conference.
Indicator: Participation rates in History Day and Honors Day programs (400)

Initiative B: Continue to Improve Access to Gregory Health & Wellness Center for Patrons with Limited Incomes

Action Plans

- i. The Gregory Center will continue to utilize grant funding to cover costs for patrons with limited incomes
Indicator: Reports of the Gregory Center director; Gregory Center membership levels
Status: Accomplished and on-going
- ii. Director of Public Information will coordinate with Director of the Gregory Center to develop additional promotion of health-related services and facilities available at the Gregory Center to the general public
Indicator: Reports of the Director of Public Information; informational brochures, flyers, newspaper stories, etc.
Status: Accomplished and on-going

Initiative C: Develop & Cultivate Partnerships with Olde English Consortium

Action Plans

- i. Office of Academic Affairs will coordinate with Director of the Olde English Consortium to explore possible areas of partnership between USCL and OEC
Indicator: Reports of the Office of Academic Affairs; reports of the director, Olde English Consortium
- ii. Office of Academic Affairs will coordinate with OEC and USCL academic divisions in pursuit of grant funding for selected academic programs
Indicator: Reports of the Office of Academic Affairs; reports of the director, Olde English Consortium
- iii. USCL will continue to provide resources (faculty, teaching space, etc.) for OEC’s Teaching American History grants program
Indicator: Reports of the Office of Academic Affairs; reports of the director, Olde English Consortium

Initiative D: Continue to Increase USC Lancaster’s Influence as a Major Contributor to an Improved Quality of Life in the Region

Action Plans

- i. USCL will continue to make use of the results from the on-line Alumni Survey to refine and improve quality of service (academic & support)
Indicator: Alumni survey results; reports of relevant campus committees
- ii. USCL will rely on advisory boards with community representation (e.g., Friends of the Medford Library, USCL Educational Foundation, TRIO

Community Advisory Board) to determine campus influence on the region and formulate strategies for increasing/improving influence

Indicator: Advisory board reports & recommendations

Status: Accomplished and on-going

- iii. Office of Academic Affairs will encourage faculty to engage in community service related to their respective academic disciplines and expertise, and will evaluate community service as a part of the annual review process

Indicator: Annual review instruments

Status: Accomplished and on-going

2. Short-Term Goals, Initiatives, Action Plans and Indicators (2005-2006)

GOAL 1. ENHANCING ACADEMIC EXCELLENCE

Initiative A. Recruit and Retain Better-Prepared Students

Action Plans:

- i. Public Information Officer and Director of Student Life will participate actively in "Educational Opportunity" events at area high schools
Indicator: Reports of the Public Information Officer
- ii. Public Information Officer and Director of Student Life will increase campus visibility at area schools by frequent visits & distribution of literature
Indicator: Reports of the Public Information Officer
- iii. Admissions Office will promote use of online application process
Indicator: Admissions Office Annual Report of online application usage
- iv. Scholarship Committee will consider changes to current policies regarding the awarding of scholarships to new and returning students
Indicator: Reports of the Scholarship Committee
- v. Academic Success Center will continue to pursue traditional goals of academic assistance; free tutoring and monitoring of the computer lab
Indicator: Reports of the Academic Success Center

Initiative B: Improve Classroom Instruction Through Greater Utilization of Traditional & Multi-Media Technology

Action Plans:

- i. Director of Computer Services will continue to update and augment existing technology in student computer labs and multi-media classrooms
Indicator: Reports of the Computer Services Director
- ii. Acquire additional multi-media equipment
Indicator: Reports of Computer Committee and Computer Services Director

- iii. Office of Academic & Student Affairs and Academic Division Chairs will work closely with campus webmaster to expand and improve USC Lancaster's web presence
Indicator: USC Lancaster web page (www.usclancaster.sc.edu)
- iv. Continue to encourage full-time faculty to maintain updated web pages, encourage adjunct instructors to develop web pages, and encourage all faculty to increase use of technology in classroom instruction
Indicator: Faculty web pages; faculty course syllabi
- v. Medford Library will continue to expand electronic book holdings
Indicator: Annual library reports; USCAN catalog
- vi. Director of Computer Services will coordinate with USC Columbia Computer Services to increase campus band-width access to meet technology demands for research and instruction
Indicator: Reports of the Director of Computer Services; Reports of the Palmetto College Implementation Committee

Initiative C: Increase Faculty Productivity in Research and Productive Scholarship

Action Plans:

- i. Office of Academic Affairs will encourage participation of tenured and tenure-track faculty in annual USC Tenure & Promotion Workshop, to increase familiarity with the University's research and scholarship expectations in regard to promotion, tenure, and post-tenure review
Indicator: Reports of the RCFS Welfare Committee
- ii. Medford Library will continue to develop and expand access to electronic full-text databases and provide remote access from home
Indicator: Medford Library Annual Report
- iii. Office of Academic Affairs will encourage faculty to identify sources of external funding and provide limited internal funding for scholarly projects
Indicator: Reports of the Office of Academic Affairs
- iv. Committee on Academic Research and Productive Scholarship will continue to invite and review scholarly proposals from faculty and make recommendations to the Dean for funding
Indicator: Reports of the Committee

Initiative D: Provide New Faculty Positions to Support Academic Needs

Action Plans:

- i. Hiring Priorities Committee will continue to meet regularly to assess campus academic needs and make recommendations to the Dean and Associate Dean
Indicator: Reports of the Hiring Priorities Committee

- ii. Office of Academic Affairs and USCL faculty will continue to coordinate with RCCE officials and representatives from other campuses to determine needs/priorities for faculty hires in relation to Palmetto College
Indicator: Reports of the Palmetto College Implementation Committee
- iii. Office of Academic Affairs will continue to actively seek out adjunct faculty and establish a “pool” of available, approved instructors to meet specific campus academic needs on a short-term basis
Indicator: Reports of the Hiring Priorities Committee; Adjunct Faculty File, Office of Academic Affairs

Initiative E: Improve Assessment Procedures for General Education Goals

Actions Plans:

- i. Annual evaluation of all courses, faculty, and administrators will continue
Indicator: Evaluation results and reports
- ii. Office of Academic Affairs and Academic Advisory Committee will utilize alumni surveys to determine academic program effectiveness and graduate satisfaction and make recommendations for improvements
Indicator: Reports of the Academic Advisory Committee

Initiative F: Expand Academic Course Offerings

Action Plans:

- i. Office of Academic Affairs will recruit qualified adjunct faculty and seek department approval for offering of additional disciplines and courses
Indicator: Adjunct faculty file, Office of Academic Affairs
- ii. Office of Academic Affairs will coordinate with Hiring Priorities Committee to determine community academic needs, particularly in regard to possible degrees available through Palmetto College
Indicator: Reports of the Hiring Priorities Committee; Reports of the Palmetto College Implementation Committee
- iii. Office of Academic Affairs will work with division chairs to encourage creation of additional interdisciplinary courses and cooperative teaching
Indicator: USCL Master Schedule of Courses; Academic division reports
- iv. Office of Academic Affairs will work with departments at USC Columbia (e.g., TSTM, Education, Criminal Justice) to facilitate additional course offerings (and degree opportunities) on campus
Indicator: USCL Master Schedule of Courses; Course approval letters

GOAL 2. ENHANCING THE FISCAL HEALTH OF THE INSTITUTION

Initiative A: Maintain Balanced Budget

Action Plans:

- i. Administration will monitor and assess expenditures to ensure fiscal solvency without negatively affecting instruction and services
Indicator: USCL budget reports
- ii. Director of Development will seek additional sources of private funding
Indicator: Reports of the Director of Development
- iii. Dean will continue to work with Lancaster County CHE and legislative delegation to address inequity of per-FTE student funding (parity)
Indicator: USCL budget reports
- iv. USCL Office of Development and administration will work with Educational Foundation and Lancaster County CHE to establish a “Board of Visitors” to foster support from counties in our service area
Indicator: Reports of Educational Foundation & Lancaster County CHE

Initiative B: Enhance Current Endowments

Action Plans:

- i. Office of Development will coordinate with administration and faculty to determine and prioritize specific areas of need
Indicator: Reports of the Office of Development
- ii. Administration will coordinate with USCL Educational Foundation and local CHE to develop plans for additional projects and campaigns, including funding of a permanent unrestricted campus endowment
Indicator: USCL Educational Foundation and Lancaster County CHE strategic plans; reports of the Office of Development

Initiative C: Enhance Grant Writing Assistance

Action Plans:

- i. Academic Research & Productive Scholarship Committee will continue to coordinate in-house distribution of available grant funds
Indicator: Reports of the Research & Productive Scholarship Committee
- ii. Office of Academic Affairs will assist faculty in identifying and securing sources of external grant support for scholarly projects
Indicator: USCL budget reports; Development Office Reports

GOAL 3. ENHANCE ACADEMIC AND STUDENT SUPPORT SERVICES

Initiative A: Hire Additional Staff for Academic & Student Support Services

Action Plans:

- i. Hiring Priorities Committee will study and make recommendations regarding hiring needs in areas of academic and student support services
Indicator: Reports of the Hiring Priorities Committee

Initiative B: Encourage Expanded Interaction Between Faculty and Students Outside of Class

Action Plans:

- i. TRIO Program will continue to sponsor faculty round-table discussions
Indicator: Reports of the TRIO Director
- ii. Faculty will establish, post, and maintain regular office hours
Indicator: Faculty files, Office of Academic Affairs
- iii. Student Government, BAG, Rotaract, and other student organizations will continue to sponsor extracurricular events for faculty and students
Indicator: Reports of the Director of Student Life
- iv. Academic divisions will offer on-campus cultural events to which students, faculty, and the general public may be invited
Indicator: Academic division reports; USCL Annual Reports

Initiative C: Upgrade Computer Laboratories & Improve Access to Technology**Action Plans**

- i. Continued upgrade and rotation of campus PCs in labs & offices
Indicator: Reports of the Director of Computer Services
- ii. Technology in Bundy Auditorium upgraded to include multimedia capability
Indicator: Report of the Director of Computer Services
- iii. Computer Committee will make recommendations to Director of Computer Services regarding faculty technology needs
Indicator: Reports of the Computer Committee

Initiative D: Expand Distance Education**Action Plans**

- i. Coordinate with Office of Regional Campuses in implementing Palmetto College baccalaureate degree programs
Indicator: Reports of the Palmetto College Implementation Committee
- ii. Director of Computer Services will work with USC Columbia to determine and recommend campus needs for Palmetto College
Indicator: Reports of the Director of Computer Services

Initiative E: Encourage Staff to Engage In Professional Development Activities**Action Plans**

- i. Office of Academic & Student Affairs will provide limited funding for staff to attend development workshops & conferences
Indicator: Office of Academic Affairs budget report
- ii. Professional development activities will be included as a component of annual staff evaluation process

Indicator: Evaluation instruments

GOAL 4. ENHANCE PYHSICAL PLANT

Initiative A: Establish additional computer labs to meet faculty and student needs

Action Plans

- i. Computer Advisory Committee will assess and report need for additional computer lab space on campus
Indicator: Reports of the Computer Advisory Committee

Initiative B: Renovate Bundy Auditorium

Action Plans

- i. Administration will work with USCL Educational Foundation representatives to contract with outside agencies to bring events & entertainments to campus
Indicator: Reports of the USCL Educational Foundation
- ii. Based on discussions with outside agencies, formulate plans to renovate auditorium to meet requirements for hosting scheduled events
Indicator: Renovation plans
- iii. USCL Educational Foundation will determine funding options
Indicator: Reports of the USCL Educational Foundation

Initiative C: Renovate Hubbard Hall

Action Plans

- i. Request funding for renovation and HVAC replacement through the State Capital Improvement Bond process
Indicator: Bond requests and approval process

Initiative D: Replace HVAC system in Gregory Health & Wellness Center per State Energy Office Recommendations

Action Plans

- i. Include HVAC system in Capital Projects proposals
Indicator: Annual Capital Projects proposals

Initiative E: Seek Faculty, Staff, & Student Input regarding Physical Plant

Action Plans

- i. Facilities Advisory Committee will continue to meet and offer suggestions and recommendations for improvements to and enhancement of physical facilities
Indicator: Reports of the Facilities Advisory Committee
- ii. Associate Dean for Student Affairs and Director of Student Life will discuss plans for recommending SGA adoption of specific projects related to enhancement of physical facilities

Indicator: SGA Minutes, reports, recommendations

- iii. SGA will consider an annual gift to the campus to enhance physical plant and improve quality of student life at USCL
Indicator: SGA Minutes, reports to the administration.

GOAL 5. ENHANCE PARTNERSHIPS BETWEEN CAMPUS AND COMMUNITY

Initiative A: Provide Community Cultural Events

Action Plans

- i. Existing cultural events (e.g., Poetry Contest, Essay Contest, Coffee House, TRIO events) will be continued and, where feasible, expanded
Indicator: USCL Annual Report; newspaper coverage
- ii. Administration and Educational Foundation will work with outside agencies to bring a variety of events and entertainments to campus
Indicator: Reports of the Educational Foundation; Performing Arts Series flyers, literature, etc.
- iii. Office of Academic & Student Affairs and Student Life Director will work with local cultural organizations (e.g., Lancaster County Arts Council, Community Playhouse) to bring cultural events to campus
Indicator: Reports of Office of Academic Affairs; Office of Student Life
- iv. USCL will continue to host History Day and Honors Day with cultural components open to students in participating schools
Indicator: Participation rates in History Day and Honors Day programs

Initiative B: Continue to Improve Access to Gregory Health & Wellness Center for Patrons with Limited Incomes

Action Plans

- i. The Gregory Center will continue to utilize grant funding to cover costs for patrons with limited incomes
Indicator: Reports of the Gregory Center director; Gregory Center membership levels
- ii. Director of Public Information will coordinate with Director of the Gregory Center to develop additional promotion of health-related services and facilities available to the general public
Indicator: Reports of the Director of Public Information; informational brochures, flyers, newspaper stories, etc.

Initiative C: Develop & Cultivate Partnerships with Olde English Consortium

Action Plans

- i. Office of Academic Affairs will coordinate with Director of the Olde English Consortium to explore possible areas of partnership between USCL and OEC

Indicator: Reports of the Office of Academic Affairs; reports of the director, Olde English Consortium

- ii. USCL will continue to provide resources (faculty, teaching space, etc.) for OEC's Teaching American History grants program

Indicator: Reports of the Office of Academic Affairs; reports of the director, Olde English Consortium

Initiative D: Continue to Increase USC Lancaster's Influence as a Major Contributor to an Improved Quality of Life in the Region

Action Plans

- i. USCL will rely on advisory boards with community representation (e.g., Friends of the Medford Library, USCL Educational Foundation, TRIO Community Advisory Board) to determine campus influence on the region and formulate strategies for increasing/improving influence

Indicator: Advisory board reports & recommendations

- ii. Office of Academic Affairs will encourage faculty to engage in community service related to their respective academic disciplines and expertise, and will evaluate community service as a part of the annual review process

Indicator: Annual review instruments

II. PLANNING and FUNDING MODEL

A. Budget System Used Within the Unit

Like all USC regional campuses, USC Lancaster operates on what might be described as a "Modified Value-Centered Management" model. As a separate line item in the State budget, the campus depends on state appropriations and the budget is tuition/enrollment driven. (It has been stated with accuracy that the regional campuses were employing VCM long before it became the norm at other institutions of higher learning.)

The largest portion of the budget is dedicated to instruction, reflecting the campus mission and vision of providing academic excellence. The second major expenditure is maintenance of the physical plant, without which instruction could not take place.

The USCL Business Office annually prepares a budget based on priorities established in the strategic plan and input from the Administrative Council. These budgets are conservative in nature and are normally based on a flat level of enrollment (i.e., no increase). This is indicative of the administration's dedication to fiscal responsibility and its intention to avoid deficit spending.

B. Plans for Enhancing Revenue Streams

Because USCL's budget is enrollment-driven, most plans for enhancing revenue center on serving more students. These goals are detailed in the strategic plan outlined in other parts of this report.

USCL is currently working with its Educational Foundation to develop a plan for establishing a permanent endowment for the campus. Once realized, this endowment will provide the campus with additional funds to meet the growing demands for its services.

C. Plans for Revising the Budget Allocation Model

No plans for revising the budget model are under consideration at the present time.

III. UNIT STATISTICAL PROFILE – USC Lancaster

A. Instructional

2. Number of applications for Fall 2005 admission by level (certificate, first professional, masters, doctoral): **538**
3. Number of admissions for Fall 2005 by level (certificate, first professional, masters, doctoral): **477**

**ENROLLMENT REPORT
UNIVERSITY OF SOUTH CAROLINA LANCASTER
FALL 2005**

HEADCOUNT		F.T.E.		% CHANGE	
As of 10/29/04	As of 10/28/05	As of 10/29/04	As of 10/28/05	Head Count	F.T.E.
1,059	1,084	690	748	2.36	8.38

	Male	Female	Total
African-American	77	180	257
Native American	2	2	4
Asian	2	8	10
Hispanic	4	9	13
White	288	470	758
N/R	6	37	43
Other	1	0	1
TOTAL	380	706	1086

4. Freshmen retention rate for classes entering:
 - a) **Fall 2001: 56.0%**
 - b) **Fall 2002: 57.5%**
 - c) **Fall 2003: 64.0%**
5. Number of majors enrolled in Fall 2005 by level (headcount; undergraduate, certificate, first professional, masters, doctoral):

FALL 2005	Major			TOTAL
	No Major	Criminal Justice	Nursing	
	875	28	111	1084

FTE for Fall 2005: 748 (breakdown by major not available)

Although many USCL students do not officially declare a major, they are asked to indicate an intended major, as we encourage our students to complete their baccalaureate degrees. For Fall 2005, the breakdown of “intended majors” is illustrated below:

<p>HOSPITALITY, RETAIL & SPORT MANAGEMENT</p> <p>Tech. Support/Training Management – 5 BAIS – 15 Hotel, Restaurant & Tourism – 9 Sport and Entertainment Management – 18 Retailing – 1 TOTAL: 48</p>	<p>LIBERAL ARTS</p> <p>Afro-American – 0 Anthropology – 1 Art Studio – 9 Art Studio Education - 1 Art History – 0 Classical Studies – 1 Economics – 1 English – 4 English Education – 2 French – 0 Geography – 0 German – 1 History – 6 History Education – 3 International Studies – 1 Media Arts – 2 Philosophy – 1 Psychology – 17 Psychology Education – 1 Political Science – 2 Political Science/Pre-Law – 1 Religious Studies – 1 Religion Education – 0 Sociology – 5 Sociology Education – 0 Spanish – 0 Spanish Education – 0 Theater – 4 TOTAL: 65</p>
<p>BUSINESS</p> <p>2-Year Associate’s In Business – 70 TOTAL: 70</p>	<p>MUSIC</p> <p>Music – 2 Music Education – 3 TOTAL: 5</p>
<p>BUSINESS ADMINISTRATION</p> <p>Accounting – 26 Accounting Education – 0 Business Economics – 2 Finance – 4 Management – 35 Management Science – 0 Marketing – 16 Real Estate – 0 Insurance/Economic Security – 0 TOTAL: 83</p>	<p>NURSING</p> <p>2-Year Program – 113 4-Year Program – 48 Returning RNs – 0 TOTAL: 161</p>

CRIMINAL JUSTICE 2-Year Associate's Program – 26 4-Year Program – 15 Criminal Justice Education – 0 Criminology - 0 TOTAL: 41	PHARMACY Lower Division – 26 TOTAL: 26
EDUCATION Physical Education – 8 Art Education – 0 Middle Grade Education – 3 Elementary Education – 18 Early Childhood Education – 20 TOTAL: 49	PUBLIC HEALTH Exercise Science – 16 TOTAL: 16
ENGINEERING Lower Division – 2 Computer Science – 13 Computer Science Education – 0 Computer Info. Systems – 3 Mechanical Engineering – 4 Electrical Engineering – 2 Chemical Engineering – 2 Civil Engineering – 3 Computer Engineering - 6 TOTAL: 35	SCIENCE & MATHEMATICS Biology – 13 Biology Education – 0 Biology/Pre-Med – 14 Biology/Pre-Dentistry – 2 Chemistry – 0 Chemistry/Pre-Dentistry – 1 Marine Science – 2 Math – 2 Math Education – 1 Medical Tech. – 0 Physics – 2 TOTAL: 37
LIBRARY & INFORMATION SCIENCES Library/Information Sciences – 1 Journalism, Lower Division – 15 Advertising – 2 Journalism Education – 0 Public Relations – 2 Print Journalism – 3 Broadcast Journalism - 3 TOTAL: 26	
UNDECLARED Degree Seeking – 110 Non-Degree Seeking – 314 TOTAL: 424	
GRAND TOTAL: 1086 (Official CHE headcount is 1084.)	

6. Number of graduates (associate degrees):

Fall 2004: **18**
Spring 2005: **99**
Summer 2005: **08**

7. Four, Five and Six Year Graduation Rates for three most recent applicable classes:
- A. “Success Rate” of Students – defined as graduating with an associate’s degree, continuing education on campus, or transferring to another campus:
 2001 Cohort (graduated by 2004): 61.2%
 2000 Cohort (graduated by 2003): 69.0%
 1999 Cohort (graduated by 2002): 73.2%
- B. Percentage of Entering Students who Received a Baccalaureate Degree within 150% of normal time (6 years):
 1998 Cohort (Graduated by 2004): 33.3%
 1997 Cohort (Graduated by 2003): 29.9%
 1996 Cohort (Graduated by 2002): 31.2%
8. Total credit hours generated:
 Fall 2004: **10,353**
 Spring 2005: **9,752**
 Summer 2005: **1,556**
9. Number of Faculty by Title (Fall 2005):

Tenure Track			Non-Tenure Track	
Professors (11)	Associate Professors (12)	Assistant Professors (5)	Instructors (7)	Adjunct Instructors/ Lecturers (30)
Others: 7 (includes emeritus faculty and nursing faculty paid through York Tech)				

Figures differ from those reported by IR (Data Warehouse) – 9 professors; 11 associate professors; 5 assistant professors; 6 instructors; 0 lecturers; 1 adjunct

B. Research & Creative Accomplishments

10. Publications

a) Books

b) Book Chapters

- John Catalano, "Francis Lieber's Theory of Homophany," *Francis Lieber and the Culture of the Mind* ed. by Charles R. Mack and Henry H. Lesesne (Columbia: USC Press, 2005)
- Danny R. Faulkner, "Fingerprints of the Divine Around Us," in *The Big Argument* ed. by Michael J. Westacott and John F. Ashton (Sydney, Australia: Strand Publishing, 2005): 18-33
- Fran Gardner, Artwork and Artist's Statement, in Carol Owen, *Crafting Personal Shrines* (New York: Lark Publishing, 2004)

c) Refereed Articles

- Danny R. Faulkner et al., "Preliminary Periodicity and Light Curve Analysis of Interacting Binaries: AR Bootis, GSC 2336 281, ST Trianguli, and GSC 1343 2414," abstract online at <http://www.aas.org/publications/baas/v36n5/aas205/1469.htm>
- N.C. Hawkins, R.G. Samec, W. Van Hamme, and Danny R. Faulker, "Analysis of the Eclipsing Binary V1128 Tauri," abstract online at <http://www.aas.org/publications/baas/v36n5/aas205/1304.htm>
- Lisa H. Rashley, "'Work it out with your wife': Gendered Expectations and Parenting Rhetoric Online," *National Women's Studies Association Journal* 17.1 (Spring 2005): 58-92
- Lisa H. Rashley, "Swimming Lessons," original poetry published in *Literary Mama: A Literary Magazine for the Maternally Inclined* (February 2005)
- Lisa H. Rashley, "Downtown," original poetry published in *Iodine Poetry Journal* 6.1 (Spring/Summer 2005): 51
- Lisa H. Rashley, "4 a.m." and "Cooking Shrimp," original poetry published in *Thrift Poetic Arts Journal* 2.1 (Winter 2005): 4, 66
- Lisa H. Rashley, "Map of the World," original poetry published in *Illuminations* 20 (August 2004): 4-5
- Lisa H. Rashley, "Moving House iii" and "Found Object," *Coelacanth Magazine* 10 (Winter 2004)
- S. Levin, M. Martin, and William F. Riner, "TV Viewing Habits and Body Mass Index Among South Carolina Head Start Children," *Ethnicity and Disease* 14 (2004): 336-339

d) Non-Refereed Publications

- Noni B. Bohonak, Review of *Cyber Rights: Defending Free Speech in the Digital Age* by M. Godwin, in *Annals of the History of Computing, IEEE* 26:4 (October-December 2004): 77

- Noni B. Bohonak, Review of *Who Invented the Computer? The Legal Battle That Changed Computing History* by A. R. Burks, in *Annals of the History of Computing, IEEE* 26:3 (July-September 2004): 80-81
- Lorene B. Harris, Review of *Financial Times World Desk Reference*, in *Choice: Current Reviews for Academic Libraries*, (July/August 2004): 2026
- Lorene B. Harris, Review of *IssueWeb: A Guide and Sourcebook for Researching Controversial Issues on the Web* by Karen R. Diaz and Nancy O’Hanlon, in *Choice: Current Reviews for Academic Libraries* (November 2004): 445
- Lorene B. Harris, Review of *The Advanced Internet Searcher’s Handbook* by Phil Bradley, in *Choice: Current Reviews for Academic Libraries* (February 2005): 989
- Bruce G. Nims, Review of *Kafka on the Shore* by Haruki Murakami, in *Creative Loafing* (Charlotte, NC), January 2005
- Bruce G. Nims, Review of *Like A Rolling Stone: Bob Dylan at the Crossroads* by Greil Marcus, in *Creative Loafing* (Charlotte, NC), May 2005

11. Research Paper Presentations at National or International Conferences

- Noni M. Bohonak, “Students and Mathematics at USC Lancaster,” SC Mathematical Association of Two-Year Colleges (Columbia, SC), April 2004
- David Norman, “Pollyanna Goes To the Park: A Case Study in Mental Causation,” SC Society For Philosophy, spring 2005.
- Lisa H. Rashley, “‘Essays at the truth’: Language, Politics, and Connection in Le Guin’s *The Dispossessed* and *The Telling*,” Science Fiction Research Association (Las Vegas, NV), June 2005
- Lisa H. Rashley, “‘Notes from the Delivery Room’: Gendered Metaphors in Anthologies of Birth Poetry,” South Atlantic Modern Language Association (Roanoke, VA), November 2004
- Lisa H. Rashley, “Cultural Perceptions of Breastfeeding Online: Support, Community, Judgments,” University of South Carolina’s 18th Annual Women’s Studies Conference (Columbia, SC), February 2005

12. Performances and/or Juried Exhibitions at National or International Venues

- Fran Gardner – artwork and article by Rhonda Sonnenburg, “Layer Upon Layer,” in *Fiberarts Magazine* 32:1 (Summer 2005).
- Fran Gardner – 37th Annual Exhibition: Clay, Fiber, Paper, Glass, Metal, Wood – Octagon Center for the Arts (Ames, Iowa)
- Fran Gardner – Handcrafted: A Juried Exhibition of Ceramics, Fiber, Glass, Metal, and Wood (Rocky Mount, NC)
- Fran Gardner – Through the Needle’s Eye, Embroiderer’s Guild of America, Inc. (show traveling 2004-2007)
- Fran Gardner – State Art Exhibitions
 - Trio Exhibit, “Intuitions,” Vista Studios Gallery (Columbia, SC)
 - Regional Group Exhibit, Rock Hill Roasting Company (Rock Hill, SC)
 - Juried Group Exhibit, Florence Museum Statewide Art Competition (Florence, SC)
 - Juried Group Exhibit, South Carolina Palmetto Hands: Juried Fine Craft Exhibition (Charleston, SC) – awarded honorable mention

13. **Active Externally-Funded Research Collaborations with Other Institutions** – Not applicable to Regional Campuses

C. Faculty Hiring

13. **Number of faculty hired in AY 2005-2006 by Department:**

Professor ... Instructor of...

14. **Anticipated losses of faculty by year for the next five years:**

USCL anticipates retirement of ten (10) full-time faculty members over the next five years, in disciplines ranging from business and history to exercise science and psychology. Planned hiring over the next five years will include replacement of each of these faculty members.

The USCL Faculty/Staff Hiring Priorities Committee will also make recommendations for the expansion of our full-time faculty in high demand areas such as mathematics, English, business, education, and criminal justice.

Annual reports and recommendations of the committee will be considered by the administration, within budgetary constraints, in requesting permission of USC Columbia to advertise for new faculty.

15. **Number of Faculty Excellence Initiative applications submitted in AY 2004-2005 and 2005-2006: 0**

16. **Number of Centenary Plan Applications Submitted in AY 204-2005 and 2005-2006: Not Applicable to Regional Campuses**

D. FUNDING SOURCES
17. Unit Budget

UNIVERSITY OF SOUTH CAROLINA LANCASTER
FY 2006 PROJECTED UNRESTRICTED CURRENT FUNDS SUMMARY

RESOURCES:	A Funds	C Funds	D Funds	E Funds	R Funds	S Funds	TOTAL
<u>Revenue:</u>							
Tuition & Fees	2,983,172	0	52,385	254,376	0	0	3,289,873
State Appropriations	2,475,983	0	0	0	0	0	2,475,983
Grants, Contracts & Gifts	436,355	0	0	0	0	0	436,355
Sales & Service of Educational & Other Sources	109,160	0	8,476	1,001,616	0	0	1,119,252
Sales & Service of Auxiliary Enterprise	0	475,385	0	0	0	0	475,385
TOTAL	6,004,670	475,385	60,801	1,255,992	0	0	7,796,848
<u>Transfers:</u>							
Transfers-In	0	0	0	197,408	45,000	25,820	268,228
Transfers-Out	0	(45,250)	(21,820)	(207,774)	0	0	(274,844)
Net Transfers	0	(45,250)	(21,820)	(10,366)	45,000	25,820	(6,616)
TOTAL RESOURCES	6,004,670	430,135	38,981	1,245,626	45,000	25,820	7,790,232
<u>Educational & General Expenditures:</u>							
Instruction	23,281,554	0	0	180,540	0	0	3,462,094
Research	0	0	0	0	0	0	0
Public Service	0	0	0	994,320	0	0	994,320
Academic Support	515,902	0	0	0	0	0	515,902
Student Services	533,912	0	34,361	0	0	0	568,273
Institutional Support	761,593	0	0	73,641	30,965	0	866,199
Operation & Maintenance of Plant	863,672	0	0	0	0	0	863,672
Scholarships & Fellowships	48,037	0	0	0	0	26,070	74,107
TOTAL	6,004,670	0	34,361	1,248,501	30,965	26,070	7,344,567
Auxiliary Expenditures	0	407,654	0	0	0	0	407,654
TOTAL USES	6,004,670	407,654	34,361	1,248,501	30,965	26,070	7,752,221

18. Total Extramural Funding Processed Through SAM (FY 2006)

	Research	Training	Graduate Assistants	Equipment	Service	TOTAL
USCL	0	0	0	0	\$0	\$0

19. Gifts & Pledges Received in FY 2006

The USCL Development Office reported the following gifts made to the campus (mostly through the USCL Educational Foundation) during the period July 2005 – June 2006:

Monetary Gifts: **\$598,532.00**

In-kind gifts: **\$9,296.98**

TOTAL: \$607,828.98