Fiscal Year 2013-14
Accountability Report

SUBMISSION FORM

AGENCY MISSION

<u>Mission</u> : The *University of South Carolina Upstate* aims to become one of the Southeast's leading "metropolitan" universities … a university that acknowledges as its fundamental reason for being its relationship to expanding populations along the I-85 corridor. It aims to be recognized nationally among its peer metropolitan institutions for its excellence in education and commitment to its students, for its involvement in the Upstate, and for the clarity and integrity of its metropolitan mission.

As a senior public institution of the University of South Carolina with a comprehensive residential campus in Spartanburg and commuting and degree completion operations at the University Center of Greenville, **the University's primary responsibilities are to offer baccalaureate education to the citizens of the Upstate of South Carolina and to offer selected master's degrees in response to regional demand.** USC Upstate strives to prepare its students to participate as responsible citizens in a diverse, global and knowledge-based society, to pursue excellence in their chosen careers and to continue learning throughout life.

Curricula and services are designed for the University's students, four to seven thousand in headcount, who are diverse in background, age, race, ethnicity, educational experience and academic goals. Students are drawn in large proportion from the Upstate where many choose to remain for their careers. A broad range of major curricula are provided in arts and sciences and in professional fields of study required by the regional economy, including business, education, and nursing. Through on-site instruction, distance learning, continuing education and inter-institutional articulation agreements, both traditional students and working professionals are served across the region.

Consistent with the international character of the Upstate, the University promotes global perspectives across its programs. Supporting the regional employment objectives of most of its students, it provides extensive experiential learning opportunities. The University's metropolitan mission rests upon a foundation of partnerships with the education, corporate and service organizations of the Upstate. The faculty provides leadership in promoting the Upstate's

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economic, social and cultural development. This is achieved through its teaching, professional and public service, basic and applied scholarship and research, and creative endeavors.

Please identify your agency's preferred contacts for this year's accountability report.

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I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	
(TYPE/PRINT NAME):	Thomas F. Moore
BOARD/CMSN CHAIR (SIGN/DATE):	
(TYPE/PRINT NAME):	

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AGENCY'S DISCUSSION AND ANALYSIS

USC UPSTATE HAD A VERY SUCCESSFUL ACADEMIC YEAR IN 2013-2014. OUR GUIDING OUTCOME MEASURES ARE LISTED ON THE PERFORMANCE MEASUREMENT TEMPLATE, DEMONSTRATING GENERALLY POSITIVE TRENDS DESPITE ONGOING BUDGETARY CHALLENGES. ALTHOUGH OUTPUT MEASURES ARE NOT INCLUDED ON THE TEMPLATE, THERE ARE SEVERAL TO HIGHLIGHT THAT FULFILL, OR ARE INFORMED BY, STRATEGIC PLANNING:

ITEM #	ACTIVITY
1.1.3	A PERSISTENCE TEAM WAS CREATED AND HAS INSTITUTED A NUMBER OF INITIATIVES TO IMPROVE IN THIS AREA
1.2.1	A SYSTEM FOR IDENTIFYING AND TRACKING SERVICE LEARNING WAS IMPLEMENTED
1.3.1 – 1.3.2	There were 3 fewer sections of University 101 in Fall 2013 than in Fall 2012. Freshman enrollment was 74% in Fall 2013, down from 80% in Fall 2012. However, tutor contact hours increased 22 % (from 2937 in 2012-2013 to 3583 in 2013-2014). Supplemental Instruction attendance increased from 8.01% in Fall 2012 to 8.11% in Fall 2013.
2.1.2	591 students in 32 different sections of University 101 engaged with approximately 25 different community partners. These students provided approximately 1770 hours of service.
2.1.3	The number of students employed in campus jobs increased for 652 in 2012-2013 to 668 in 2013-2014. Total wages decreased from $1,309,440 to 1,254,823.
2.2.3	UNIVERSITY COMMUNICATIONS EXPANDED THE UPSTATE MAGAZINE TO INCLUDE VIDEO COMPONENTS AND TO OFFER ONLINE EDITIONS, REACHING A BROADER CONSTITUENCY. COMMUNICATIONS INTRODUCED THE MERIT PROGRAM TO PUBLICIZE STUDENT ACHIEVEMENTS, BUILD INSTITUTIONAL LOYALTY AND TO SERVE AS A RECRUITMENT TOOL.
2.3.1	Offerings in the Wellness Center decreased slightly due to staff vacancies
2.3.2	In 2013-2014 there were 55,455 visits to the Wellness Center by 3,308 unique students. This constituted a decrease of 5% from the previous year in users and 12% in visits.
3.1.1	The College of Business submitted their re-accreditation report to AACSB International, and the visit team will be here this fall.
3.1.2	ETM is in the process for reaccreditation with the Engineering Technology Accreditation Commission of ABET. The self-study was submitted on Jun 30. The site visit is scheduled for Nov 9-11. We will not have final results until Aug 2015.
3.2.1	ADDED A MASTER'S IN INFORMATICS
3.2.2	ADDED A MASTER'S IN EARLY CHILDHOOD EDUCATION
3.2.3	ADDED A MASTER'S OF SCIENCE IN NURSING, CLINICAL NURSE LEADER
3.4.1	COMPLETED A FACULTY SALARY STUDY
3.5.1	COMPLETED NEW SERVER ROOM AND MOVED IN
3.5.2	COMPLETED 21 OTHER CAPITAL PROJECTS AT A TOTAL COST OF $2,490,780
4.1.3	INITIATED A DIVERSITY TASK FORCE TO MAXIMIZE DIVERSITY OFFERINGS
4.3.2	INCREASED THE SCOPE AND VARIETY OF METROPOLITAN STUDIES INSTITUTE ACTIVITIES IN THE COMMUNITY
5.2.2	MET WITH GREENVILLE COUNTY STAKEHOLDERS TO INFORM PROGRAMMING AT UCG
6.2.1 – 6.2.9	ALL CAMPUS TECHNOLOGY OBJECTIVES WERE ACHIEVED WITH THE IMPLEMENTATION OF NEW TOOLS AND PROCESSES, AS WELL AS INCREASED CAPACITY. MICROSOFT SHAREPOINT HAS BEEN PROMOTED ACROSS CAMPUS TO INCREASE EFFICIENCY, COLLABORATION, AND RESPONSIVENESS TO THE NEEDS OF OUR STUDENTS.

NUMEROUS OTHER INITIATIVES WERE UNDERTAKEN ACROSS CAMPUS AND IMPROVEMENTS MADE IN PROCESSES AND PROGRAMS.

SIGNIFICANTLY, THE INSTITUTION UNDERWENT A RIGOROUS YEAR-LONG STRATEGIC PLANNING PROCESS IN 2013-2014 WITH CAMPUS-WIDE INPUT. THE RESULT WAS BOTH A DOCUMENT THAT ARTICULATES USC UPSTATE'S PRIORITIES AND GUIDES RESOURCE ALLOCATION, AS WELL AS ESTABLISHMENT OF A PROCESS THAT RESPONDS QUICKLY TO THE CHANGING NEEDS OF THE COMMUNITY AND THE INSTITUTION. WE HAVE EMBARKED ON THE TACTICS AND STRATEGIES THAT WILL FULFILL THE OBJECTIVES AND GOALS OF THIS NEW PLAN. THE PLAN IS DRIVEN BY THE FOLLOWING INSTITUTIONAL PRIORITIES:

Student Success	Excellence in Teaching and Learning	Community Engagement	Institutional Effectiveness
Our students will be intellectually curious, critical thinkers, and responsible citizens who pursue dreams and engage with their communities.	The faculty will execute the highest level of instruction, engage actively in scholarship, and use their capacities to benefit their profession and their community.	The community will look to us for expertise, collaborations, and educational opportunities that will enhance the quality of life for citizens.	We will be fiscally and operationally responsible, maximizing resources and supporting the programs central to our purpose and priorities.
➤ We will recruit, attract, and enroll a diverse body of students who are achievement oriented and determined to succeed. ➤ Students will persist to graduation at increasing rates. ➤ Students will have full access to quality services and tools that promote success.	➤ Student learning and development will be the highest priority for the University. ➤ Faculty members will be rewarded for excellence, innovation, and student learning and development. ➤ The quality of the educational environment and experience will be the primary determinant of student success.	➤ We will seek more opportunities that advance both community and student success. ➤ We will engage in public service that meets the diverse needs of our local communities. ➤ We value and promote service learning, translational research and engaged scholarship.	➤ We are committed to continuous process Improvement. ➤ We will align resources and programs effectively across each campus. ➤ Communication and information pathways will reflect and support best practices. ➤ We will be financially sustainable.

THE CURRENT ACADEMIC YEAR IS OFF TO A GOOD START. RESIDENCE HALLS ARE FULL, ENROLLMENT IS STABLE, SEVERAL INITIATIVES HAVE BEEN INSTITUTED TO INCREASE STUDENT PERSISTENCE, AND NEW FACULTY BRING WITH THEM EXPERTISE THAT WILL INCREASE THE INSTITUTION'S STATURE IN THE UPSTATE OF SOUTH CAROLINA. OTHER FOCUS AREAS THIS YEAR INCLUDE PROMOTING GROWTH OF THE GREENVILLE CAMPUS, PROCESS IMPROVEMENT ACROSS DEPARTMENTS SUCH THAT OUTCOME MEASURES IMPROVE, ESPECIALLY STUDENT PERSISTENCE, INCREASED REVENUE STREAMS (INCLUDING SEEKING PARITY FUNDING), IMPROVING CAREER SERVICES, AND ADDING NEW COMMUNICATIONS PLATFORMS.

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Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.A. Unrestricted E&G	Activities that directly support the primary mission of the University to educate the state's diverse citizens through teaching, research and creative activity and service. Current fund resources received by an institution that have no limitations or stipulations placed on them by external agencies or donors, and that have not been set aside for loans, endowments, or plant. These resources are normally derived from state appropriations, student fees, and institutional revenues.	$ 6,459,365	$ 46,272,039	$ -	$ 52,731,404	$ 7,318,519	$ 46,283,421	$ -	$ 53,601,940	
I.B. Restricted E&G	Activities that directly support the primary mission of the University to educate the state's diverse citizens through teaching, research and creative activity and service. Current fund resources received by an institution that have limitations or stipulations placed on their use by external agencies or donors. These resources are normally derived from gifts, grants, and contracts and used predominantly for research and student scholarship activities.	$ -	$ 10,404,838	$ 12,588,402	$ 22,993,240	$ -	$ 10,064,902	$ 12,107,106	$ 22,172,008	
II. Auxiliary Services	Self-supporting activities that exist to furnish goods and services to students, faculty, or staff, and charge a fee directly related to the cost of the goods or services. These activities include student health, student housing, food service, bookstore, vending and concessions, athletics, parking, and other services.	$ -	$ 3,747,386	$ -	$ 3,747,386	$ -	$ 3,907,879	$ -	$ 3,907,879	
III. C. Employee Benefits: State Employer Contributions	Fringe Benefits associated with Salaries reflected in the figures and categories above. Includes State Retirement, FICA, State Health Plan Premiums, Unemployment Compensation and Workers Compensation.	1,740,754	$ 8,095,266	$ 181,959	$ 10,017,979	1,832,294	$ 8,774,040	$ 139,848	$ 10,746,182	
					$ -				$ -	
Total		$ 8,200,119	$ 68,519,528	$ 12,770,361	$ 89,490,008	$ 9,150,813	$ 69,030,242	$ 12,246,954	$ 90,428,009	

Type	Item #			Description
	Goal	Strat	Object	
G	**1**			**Design and implement educational experiences that enable (facilitate) students to meet intellectual, socaial and career / profe**
S		**1**		**Implement strategies to support student retention and persistence to graduation**
O			*1.1.1*	*Develop retention programs for transfer students*
O			*1.1.2*	*Facilitate new and transfer students' early adaptationto the university culture and campus community via incerased partic*
O			*1.1.3*	*Appoint a "Persistence Team" to design and implement new persistence initiatives*
S		**2**		**Continually increase placement of students into internships, field experiences, careers, and graduate education.**
O			*1.2.1*	*Create a system for tracking placement of students into internships, field experiences, careers, and graduate education*
O			*1.2.2*	*Increase placement by 5% annually*
S		**3**		**Ensure comprehensive, integrated and student-focussed support services and programs**
O			*1.3.1*	*Offer additional sections of University 101, targeting 75% of freshmen*
O			*1.3.2*	*Increase participation in supplemental instruction, tutoring, math lab, and the writing center*
G	**2**			**Develop engaged campus communities in Spartanburg and Greenville supported by user-friendliness and enriched by diversity**
S		**1**		**Develop and promote activities targeted at increasing the engagement of residential and non-residential students**
O			*2.1.1*	*Create a variety of service learning opportunities*
O			*2.1.2*	*Expand service learning program to include all U101 students*
O			*2.1.3*	*Increase number of students working on campus*
O			*2.1.4*	*Increase large scale student events with broad appeal*
S		**2**		**Assure effective and efficient communication processes for students, parents, faculty, and staff**
O			*2.2.1*	*Improve processes in Enrollment Services and other offices that regularly interface with students and parents*
O			*2.2.2*	*Design and implement new communications pathways for faculty and staff*
O			*2.2.3*	*Improve external communications processes and publications*
S		**3**		**Engage students, faculty, and staff in healthy living / lifelong wellness through actiitiess in the Wellness Center**
O			*2.3.1*	*Increase the variety and scope of offerings in the Wellness Center*
O			*2.3.2*	*Increase use of the Wellness Center by 10%*
G	**3**			**Support implementation of ourstanding academic programs**
S		**1**		**Maintain compliance with all accrediting and governing bodies**
O			*3.1.1*	*complete reaccredation for the School of Business*
O			*3.1.2*	*Complete reaccreditation for the Engineering Technology Management Program*
S		**2**		**Develop upper division, career-oriented and market driven academic programs in the Upstate**
O			*3.2.1*	*Add graduate offerings in Informatics*

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Type	Item #			Description
	Goal	Strat	Object	
O			3.2.2	Add offerings in early childhood education
O			3.2.3	Add graduate offerings in nursing
S		3		Increase the impact of the honors program
O			3.3.1	Increase numbers of students enrolled and retained in the honors program
S		4		Recruit and maintain dynamic and high quality faculty
O			3.4.1	Undergo faculty salary study
O			3.4.2	Improve full-time / adjunct ratio
S		5		Complete capital projects that support academic programs
O			3.5.1	Design and transition to a new server room to increase security and reliability
O			3.5.2	Complete other academic and academic support capital projects
G	4			Position the University to be recognized as an academic leader in the Upstate and as a critical partner in its economic and socia
S		1		Maintain and advance USC Upstate as a role model for diversity
O			4.1.1	Increase racial diversity of student body
O			4.1.2	Increase racial diversity of faculty
O			4.1.3	Align curricular offerings to promote diversity
S		2		Assure a well-located and noteworthy presence in Greenville and maintaining our status as the leading institution at UCG.
O			4.2.1	Increase enrollment at the University Center Greenville
O			4.2.2	Expand Student support services
O			4.2.3	Expand program offerings
S		3		Be a provider of regional professionals
O			4.3.1	be recognized by the communities and major partners within the Upstate for the service and outreach impact of the institu
O			4.3.2	Continue to provide data to the Spartanburg Community Indicators Project through the MSI. Increase variety of MSI proje
G	5			Create enrollment capacity to meet the needs of the growing Upstate population.
S		1		Expand non-traditional academic delivery systems
O			5.1.1	increase on-line, hybrid, and other distance-learning classes
O			5.1.2	Increase course delivery through Palmetto College
S		2		Sustain momentum toward building a large enrollment presence in Greenville
O			5.2.1	Increase enrollment in courses offed at the Greenville campus
O			5.2.2	Survey stakeholders in Greenville to build in-demand offerings
O			5.2.3	Increase student support services at the Greenville campus.

Type	Goal	Strat	Object	Description
O			*5.2.4*	*Expand on-line and other distance education offerings to attract non-traditional students*
S		3		**Increase number of incoming freshmen**
O			*5.3.1*	*Target recruitment and enrollment efforts to increase number of applications and students admitted*
O			*5.3.2*	*Increase students residing on, and immediately adjacent to, campus*
G	6			**Pursue excellence in human resources, organizational effectiveness, financial, technological, and workforce management, and**
S	1			**Enhance staff capacity**
O			*6.1.1*	*recruit and maintain dynamic and high quality staff*
O			*6.1.2*	*increase developmental opportunities for faculty and staff*
O			*6.1.3*	*Assure organizational structure and alignment is conducive to supporting the achievement of institutional strategy*
S	2			**Ensure that campus technology adequately supports teaching and learning**
O			*6.2.1*	*Create and Information Technology & Services service management tool*
O			*6.2.2*	*Create a tool to support tracking and orientation registration for enrollment services*
O			*6.2.3*	*Automate the math lab attendance system*
O			*6.2.4*	*Automate and digitalize the faculty annual review process*
O			*6.2.5*	*Create a student employment portal for human resources*
O			*6.2.6*	*Automate the new course request and change course request processes*
O			*6.2.7*	*Create an electronic QEP course materials and assignments repository*
O			*6.2.8*	*Create an academic uinit CRM student tracking system*
O			*6.2.9*	*Install an alternate Internet path while increasing bandwidth from 200 to 400 Meg.*

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	4-year graduation rate	22%	24%	26%	July 1- June 30	COGNOS / Banner updated at semester end	Annual	From raw data: percentge of freshment who graduate in 4 years	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.3.1, 1.3.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.2.1, 2.3.1, 2.3.2, 5.1.1
2	6-year graduation rate	38%	40%	45%	July 1- June 30	COGNOS / Banner updated at semester end	Annual	From raw data: percentge of freshment who graduate in 6 years	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.3.1, 1.3.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.2.1, 2.3.1, 2.3.2, 5.1.1
3	1st year retention	66%	65%	70%	July 1- June 30	COGNOS / Banner updated at semester end	Annual	From raw data: percentage of freshment who enroll in the Sophomore year (fall to fall)	1.1.3, 1.3.1, 1.3.2, 2.2.1, 5.3.1, 5.3.2
4	Transfer student retention rate	61%	64%	70%	July 1- June 30	COGNOS / Banner updated at semester end	Annual	Retention of students who transferred the prior year into the next year	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 2.1.1, 2.1.3, 2.1.4, 2.2.1
5	Baccalaureate degrees awarded	1,120	1,117	1,130	July 1- June 30	COGNOS / Banner updated at semester end	Annual	Raw data. Number of degrees awarded (undergraduate)	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.3.1, 1.3.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.2.1
6	Graduate degrees awarded	10	10	10	July 1- June 30	COGNOS / Banner updated at semester end	Annual	Raw data. Number of degrees awarded (graduate)	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 3.2.1, 3.2.2, 3.2.3
7	Full time faculty	211	212	212	July 1- June 30	COGNOS / Banner updated at semester end	Annual	Slotted faculty who teach a "4/4" courseload	3.4.1, 3.4.2, 6.2.4
8	Full time staff	305	312	315	July 1- June 30	COGNOS / Banner updated at semester end	Annual	Number non-faculty personnel occupying "slotted" positions, 30+ hours per week	6.1.1, 6.1.2, 6.1.3
9	minorities - % of faculty	12%	16%	20%	July 1- June 30	COGNOS / Banner updated at semester end	Annual	All non-white who are self-reported as a percentage of the faculty	4.1.2, 4.1.3
10	minority enrollment	33.43%	35.57%	35.00%	July 1- June 30	GOGNOS / Banner updated at semester end	Annual	All non-white who are self-reported as a percentage of students who report race	4.1.1, 4.1.3
11	Total headcount	5,561	5,358	5,500	July 1- June 30	COGNOS / Banner updated at semester end	Annual	All students taking at least one credit hour	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.3.1, 1.3.2
12	Greenville campus FTE	544	581	600	July 1- June 30	COGNOS / Banner updated at semester end	Annual	Total credit hours produced at UCG divided by 15	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.3.1, 1.3.2, 4.2.1, 4.2.2, 4.2.3, 5.2.1, 5.2.2, 5.2.3, 5.2.4
13	Tuition - percentage increase	3.23%	3.24%	3.00%	July 1- June 30	University Business Affairs updated annually	Annual	The percentage increase in base tuition over the previous year	