AGENCY NAME:	USC Salkehatchie		
AGENCY CODE:	H38	SECTION:	20F

Fiscal Year 2013-14
Accountability Report

SUBMISSION FORM

AGENCY MISSION

Abbreviated Mission Statement (Approved by the USC Board of Trustees, June 2010)

The University of South Carolina Salkehatchie, a regional campus of the University of South Carolina, has as its mission to provide higher education and intellectual leadership for its service area. At the heart of this mission is a teaching faculty of high quality dedicated to excellence in instruction, scholarship, public and professional service and creative endeavor which enrich the classroom experience. USC Salkehatchie offers a varied curriculum grounded in the liberal arts and focused on preparing students to continue their education in the University and throughout life.

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

	Name	Phone	Email
PRIMARY CONTACT:	Dr. Ann C. Carmichael	803-584-3446	anncar@mailbox.sc.edu
SECONDARY CONTACT:	Kevin Russell	803-584-3446	russelkr@mailbox.sc.edu

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):	_signature_ September 9, 2014
(TYPE/PRINT NAME):	Dr. Ann C. Carmichael
BOARD/CMSN CHAIR (SIGN/DATE):	_signature_
(TYPE/PRINT NAME):	

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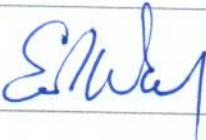
AGENCY'S DISCUSSION AND ANALYSIS

USC Salkehatchie is a dynamic regional campus serving the rural Low Country. The University is one of the keys for future growth and prosperity in a region characterized by widespread poverty and a declining population. Despite the challenges that accompany these economic conditions, USC Salkehatchie's student body continues to grow. From FY2007 to FY2013, Salkehatchie had the largest growth rate of all South Carolina public institutions at 29.04%. Growth is attributable to program expansions in athletics and academics and to aggressive recruiting, which has enabled the institution to attract a larger percentage of a small market. Educational attainment is the cornerstone of Salkehatchie's mission, but community outreach efforts demonstrate the institution's creativity in meeting local needs. Some of these efforts include the Salkehatchie Leadership Institute programs, which have resulted in counties and municipalities addressing zoning and development issues, artists finding an additional revenue stream and creative outlet through the Salkehatchie Arts Center, and ecotourism efforts being designed to encourage visitors to come to the region. The success of these grant-funded programs has been validated by external entities, such as the Southern Growth Policies Board, which awarded the Innovators Award to the Salkehatchie Leadership Institute. USC Salkehatchie has also provided academic solutions to community problems. For example, the development of the rural nursing partnership with USC Columbia and area hospitals has enabled the region to "grow our own" nurses by educating and providing field experience locally. Many of these BSN graduates have remained in the area to live and work. USC Salkehatchie is also partnering with the community of Allendale in beautification efforts of the town entrance (which is the gateway to our West Campus) and is spearheading discussion to develop a more "College Town feel" in Walterboro.

Goal 1: Increase student enrollment through enhanced recruitment and retention
Enrollment growth is both a short-term and long-term focus for USC Salkehatchie, and the move towards a larger student body is balanced with a desire to recruit and retain students committed to learning. USC Salkehatchie serves as an alternate access point to higher education for students whose situations, whether economic, personal, or academic, will not allow them to begin immediately at a four-year campus. Our dedication to quality instruction and the ease of movement to other USC campuses make USC Salkehatchie an ideal option for students with varied backgrounds and educational goals. The Salkehatchie Scholars program and efforts to recruit top high school students who take dual enrollment courses with USC Salkehatchie to enroll for their first year of college will enhance the academic profile of the campus. Local provision of four-year programs in partnership with other USC campuses and the newly-created Palmetto College is an additional method of increasing enrollment. These various initiatives will provide enrollment growth at the same time as they will produce increased rates of student retention and graduation.

Goal 2: Expand academic offerings and support services, including online and distance-education offerings, to enable students to pursue their long-term educational goals
Salkehatchie will continue to strive to fulfill students' long-term educational goals. The expansion of academic offerings is essential for the achievement of Salkehatchie's mission as an institution of higher

education. Not only do many Salkehatchie students pursue baccalaureate or advanced degrees at other institutions after completing the first two-years of higher education at Salkehatchie, many others are now taking advantage of collaborative programs to complete the requirements for baccalaureate degrees without having to leave the Salkehatchie area. The recent creation of Palmetto College will provide our students access to additional upper level courses and programs online. This effort requires the continued necessity to upgrade technology infrastructure to ensure effective communication among faculty, staff, and students, to provide access to electronic bibliographic resources to faculty and students, and to facilitate classroom instruction. Although current needs are being adequately met, constant upgrading is necessary to prevent obsolescence.

Goal 3: Attract, increase, and retain a diverse faculty that excels in teaching, research, and scholarship
Salkehatchie will continue to emphasize faculty excellence by offering competitive salaries for faculty, providing opportunities for greater intellectual challenge through the teaching of upper-level classes in Palmetto College, providing support for faculty engaged in scholarship and research (including mentoring in the preparation of research grant proposals), and encouraging faculty involvement in service (to engage them in the campus and local community). An initiative to raise faculty salaries (to make them competitive with salaries on other USC regional campuses) was started four years ago and is progressing successfully. However, with state funding levels not keeping pace with our enrollment growth, this continues to be a challenge for the University. Individual mentoring and annual evaluation of progress achieved will help ensure that junior faculty members advance towards tenure and promotion and that senior faculty members remain up-to-date in their disciplines. Salkehatchie will continue efforts to further diversify the faculty body by increasing the number of African American faculty.

Goal 4: Continue to develop and sustain community and university partnerships
Salkehatchie continues to serve its service area through its community outreach arm, the Leadership Institute. The Institute continues to assist municipalities and community groups with economic development and other projects that strike directly at the quality of life experienced by the residents of the Salkehatchie region. The Salkehatchie Arts organization, established under the oversight of Institute staff, is enjoying its sixth year of operations with an annual multi-county community play production, a successful retail arts shop, and a marketing website designed to appeal to both internal and external visitors to the region. Renovations continue on the Carolina Theatre, accomplished in part through a USDA Rural Development grant, with an opening expected during the 2013-14 academic year. Additionally, USC Salkehatchie's nursing initiative with USC Columbia has been considered as a potential model for addressing the rural nursing shortage throughout the state, and USC Salkehatchie's participation in Palmetto Programs (the precursor of Palmetto College) has contributed to the fulfillment of the educational goals of many location-bound South Carolinians. Salkehatchie students also are actively engaged in the community; for example, partnerships with local schools provide mentors for the children in the school; students volunteering with organizations such as local churches and civic groups provide tutoring, mentoring and other services for these organizations; and the Student Government Association collects goods and funds for many local organizations.

Goal 5: Enhance educational quality by integrating learning within and beyond the classroom

Salkehatchie works to accomplish the goals of USC's Quality Enhancement Plan ("Integration of learning within and beyond the classroom") through a variety of programs aimed at positively affecting students' experiences while enrolled. These strategies include community awareness and leadership instruction as part of the University 101 coursework, student participation in classroom activities, student involvement in faculty-conducted research, Magellan internships in local schools and businesses, volunteer work, and other engaged activities. Through a grant from the Savannah River Site's Community Reuse Organization, the Leadership Institute at Salkehatchie is implementing a multi-faceted plan to increase the number of students who are interested in pursuing coursework or internships that will prepare them for careers in STEM-intensive industries.

Impact

Dashboard Indicators

The Regional Campuses Dashboard has three major indicators: Students, Faculty, and Community Engagement.

Students

Goal 1 will addressed this indicator directly; student retention increased. Goal 2 also addressed this indicator by expanding academic offerings and support services for students. Goal 5 addressed this indicator by enhancing educational quality through integration of learning within and beyond the classroom.

Faculty

Goal 3 addressed this indicator by the successful recruitment of two new faculty members with expertise in fields that are not currently well represented on campus. An increase in the number of faculty numbers has a direct impact on the student-to-faculty ratio.

Community Engagement

Goal 4 addressed this indicator by continuing to develop and sustain community and university partnerships through the Salkehatchie Leadership Institute and partnerships with local health care providers for operation of the BSN program.

Performance Parameters

Four Key Performance Parameters have been established: Teaching excellence, Research/scholarship reputation and productivity, Service to the state, community, profession and university, and Sustainability.

Achievement of Goal 1 contributed to Service to the state by providing South Carolinians with greater access to higher education. Also contributing to Service to the community was the achievement of Goal 4 through the various activities of the Salkehatchie Leadership Institute. Achievement of Goal 2 contributed to Teaching excellence by expanding academic offerings and support services. Also contributing to Teaching excellence was the achievement of Goal 5, as experiential learning is a most effective pedagogical strategy. Achievement of Goal 3 contributed to the Research/scholarship reputation and productivity by increasing the number of faculty involved in productive scholarship.

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Change in Enrollment from FY2007-FY2013		Cuts in State Funding from FY2007-FY2013		Money per Student 2013-2014	
USC Salkehatchie	29.04%	USC Lancaster	-51.95%	SC State	$3,597.33
USC Lancaster	21.97%	SC State	-48.90%	USC Columbia	$3,386.68
Clemson	21.10%	Coastal Carolina	-45.80%	Clemson	$3,116.49
Coastal Carolina	20.40%	USC Salkehatchie	-45.59%	Francis Marion	$2,947.07
Lander	19.50%	The Citadel	-44.40%	USC Sumter	$2,874.45
USC Union	18.84%	College of Charleston	-43.10%	Average	$2,621.97
USC Beaufort	18.00%	Lander	-43.00%	The Citadel	$2,516.47
USC Columbia	17.20%	Winthrop	-41.70%	Winthrop	$2,232.64
Average	11.00%	Average	-41.60%	Lander	$2,166.35
USC Upstate	10.80%	USC Aiken	-41.40%	USC Aiken	$1,989.33
The Citadel	9.00%	USC Sumter	-41.35%	College of Charleston	$1,694.40
Francis Marion	5.00%	Clemson	-41.20%	USC Upstate	$1,680.59
College of Charleston	2.70%	USC Columbia	-41.10%	USC Beaufort	$1,536.25
USC Aiken	1.00%	USC Union	-40.75%	USC Union	$1,381.18
Winthrop	-3.90%	Francis Marion	-38.30%	USC Salkehatchie	$1,314.26
USC Sumter	-23.50%	USC Upstate	-37.10%	Coastal Carolina	$ 961.78
SC State	-29.80%	USC Beaufort	-7.90%	USC Lancaster	$ 942.60

Sources: The State Newspaper analysis.
USC Institutional Research and Assessment.

USC Salkehatchie Community Partnerships

All Service Counties Arts Councils	Colleton Museum	Savannah River Remediation
All Service Counties Chambers of Commerce	Greater Savannah River Community Foundation	SouthernCarolina Regional Development Alliance
Allendale County Adult Learning Center	Hampton Regional Medical Center	SC Arts Commission
Allendale County Alive	Healthy Learners	SC Heritage Corridor
Allendale County Historical Society	Hampton Museum	SC Humanities Council
Allendale County Hospital	Helping Hands	Sisters of Charity
Trident Hospital	Lower Savannah River Alliance	SC Artisan's Center
Barnwell County Hospital	Lowcountry Tourism	The Duke Endowment
Colleton Medical Center	Salkehatchie Arts Center	USDA Rural Development
Communicare	Savannah River Nuclear Solutions	

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Strategic Planning Template

Type	Item #			Description
	Goal	Strat	Object	
G	1			**Increase student enrollment**
S		1.1		**Increase student enrollment through enhanced recruitment and retention**
O			1.1.1	*Increase enrollment to a headcount of 1,200 students*
O			1.1.2	*Increase the number of students enrolled in four year programs through Palmetto College and existing partnerships with other USC Campuses*
O			1.1.3	*Maintain the current number of Salkehatchie Scholar students*
O			1.1.4	*Work with the town of Allendale and private developers to provide students with off-campus housing adjacent to campus (and facilitate the recruitment of studentswho do not live in the area)*
G	2			**Expand academic offerings and support services**
S		2.1		**Expand academic offerings and support services, including online and distance education offerings, to enable students to p**
O			2.1.1	*Increase the availability of Associate Degree programs by adding an Associate of Science in Criminal Justice program*
O			2.1.2	*Hire a new student services professional to recruit, advise, and coach Palmetto College students*
O			2.1.3	*Activate an intervention team with members from Student Services, Opportunity Scholars, and Faculty*
G	3			**Maintain a diverse faculty**
S		3.1		**Attract, increase, and retain a diverse faculty that excels in teaching, research, and scholarship**
O			3.1.1	*Hire four new full-time faculty members (in biology, business, computer science, and mathematics)*
O			3.1.2	*Continue to mentor faculty members individually to ensure that tenure-track members advance towards tenure and promotion and that tenured members remain up-to-date in their disciplines*
O			3.1.3	*Allocate $35,000 (average of $1,500 per full-time faculty member) to professional development and support of research and scholarship activities*
O			3.1.4	*Provide matching funds for faculty members applying for ASPIRE and RISE grants as well as external grants*
G	4			**Build and maintain partnerships**
S		4.1		**Continue to develop and sustain community and university partnerships**
O			4.1.1	*Work with service counties to support economic development through the Salkehatchie Leadership Institute*
O			4.1.2	*Provide support services for the Salkehatchie Arts Center*
O			4.1.3	*Provide intercollegiate athletics*
O			4.1.4	*Continue to partner with the Walterboro/Colleton Chamber of Commerce to promote education and economic development and with the Lowcountry Workforce Investment Board to promote job training and education in the Salkehatchie service area*

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Type	Item #			Description
	Goal	Strat	Object	
O			*4.1.5*	*Work with county hospitals and regional health care providers in continuing to deliver the USC Columbia BSN program on the Salkehatchie Campus*
G	5			**Enhance educational quality**
S		5.1		**Enhance educational quality by integrating learning within and beyond the classroom**
O			*5.1.1*	*Continue to support faculty members who involve students in internships, independent research, and other modalities of experiential learning*
O			*5.1.2*	*Increase the number of students involved in service learning*
O			*5.1.3*	*Work with Savannah River Site and other industries in identifying summer internship opportunities for students*
O			*5.1.4*	*Provide campus activities and programs that are designed to enrich the experience of the student*

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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.	$ 1,073,604	$ 5,287,788	$ -	$ 6,361,392	$ 1,193,811	$ 5,133,075	$ -	$ 6,326,886	
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.	$ -	$ 1,544,134	$ 3,416,229	$ 4,960,363	$ -	$ 1,457,322	$ 3,115,577	$ 4,572,899	
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.	$ -	$ 253,480	$ -	$ 253,480	$ -	$ 227,089	$ -	$ 227,089	
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.	$ 236,340	$ 863,062	$ 56,934	$ 1,156,336	$ 248,511	$ 943,426	$ 54,123	$ 1,246,060	
					$ -				$ -	
	Total	$ 1,309,944	$ 7,948,464	$ 3,473,163	$ 12,731,571	$ 1,442,322	$ 7,760,912	$ 3,169,700	$ 12,372,934	
					$ -				$ -	
					$ -				$ -	
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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	Enrollment Headcount	1173	1021	1200	July 1-June 30	CHE, updated annually	Annual	Actual HC on freeze date	1.1.1,1.1.4
2	Degrees Awarded	146	147	135	July 1-June 30	CHE, updated annually	Annual	Actual number of degrees awarded	2.1.3
3	Retention of First-time, Full-time, Degree-Seeking Freshmen	43.0%	43.5%	48.0%	July 1-June 30	CHE, updated annually	Annual	Fall of current year divided by Fall of prior year	1.1.1,2.1.3
4	Maintain Salkehatchie Scholar Program	10	10	10	July 1-June 30	Internal, annually	Annual	Actual number of Salkehatchie Scholars	1.1.3
5	Off-Campus Housing available Fall 2014	0	1	1	July 1-June 30	n/a	n/a	n/a	1.1.4
6	Palmetto College student enrollment	0	53	50	July 1-June 30	Palmetto College	Annual	Actual HC on freeze date	1.1.2
7									
8	Hired student services professional	0	1	1	July 1-June 30	Human Resources	n/a	n/a	2.1.2
9	Activated intervention team	0	1	1	July 1-June 30	Internal	n/a	n/a	2.1.3
10	Hired two new full-time faculty (Business & Computer Science)	0	2	4	July 1-June 30	Human Resources	n/a	n/a	3.1.1
11	Allocated $35,000 to faculty professional development and support of research and scholarship activities	$35,000	$35,000	$35,000	July 1-June 30	Budget Document, Annually	Annual	n/a	3.1.3
12	Provided matching funds for faculty members that were awarded ASPIRE and RISE grants	n/a	n/a	n/a	July 1-June 30	Internal, annually	Annual	n/a	3.1.4
13	# Schools participating in Youth Leadership program	11	13	13	July 1 - June 30	Leadership Institute	Annual	Actual number of schools	4.1.1
14	# of Small business workshops	0	1	5	July 1 - June 30	Leadership Institute	Annual	Actual number of events held	4.1.1
15	# of Attendees at Salk sponsored community events	1945	3450	2500	July 1 - June 30	Leadership Institute	Annual	Actual HC at events	4.1.1
16	# of K-12 summer camp attendees	90	140	125	July 1 - June 30	Leadership Institute	Annual	Actual student HC	4.1.1
17	Support for programs and events	Y	Y	Y		Leadership Institute	Annual	Sponsor events: Y/N	4.1.2
18	# of events at the Carolina Theatre that opened Fall 2013	0	7	8	July 1 - June 30	Leadership Institute	Annual	Actual number of events	5.1.4
19	Percent of Nursing students employed	15	13	15	July 1-June 30	Nursing Program Director	Annual	Actual number of graduates employed	4.1.5
20	Number of local hospitals used in conjunction with the Nursing program	4	4	4	July 1-June 30	Nursing Program Director	Annual	Actual number of hospitals involved with the program	4.1.5