AGENCY NAME:	University of South Carolina Upstate		
AGENCY CODE:	H34	SECTION:	20C

Fiscal Year 2016-2017
Accountability Report

SUBMISSION FORM

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

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AGENCY VISION	**Core Values** The University's core values not only serve as the philosophical underpinnings of the institution's mission, but they serve to govern attitudes, behaviors, and decisions in daily activities among stakeholders. As such, the University of South Carolina Upstate affirms that… PEOPLE come first. We are committed to creating an inclusive environment wherein we respect our differences as we pursue our common academic purposes. Our employees, students, parents and partners are the University's most valuable assets. We aim to work hard, work smart and always do the right thing. We cooperate and collaborate with colleagues and constituents, aiming to be responsive, flexible, accessible and friendly in our service. We strive to be goodwill ambassadors for the University, and to advance its reputation and its metropolitan mission. STEWARDSHIP of resources is critical to accomplishing the University's mission. We understand the importance of evaluating and reflecting on our daily activities in order to gain the highest value in return for the University's and our own professional investments. As employees, we aim to apply principles of honesty and fiscal responsibility in order to conserve student, partner, and University resources as though they were our own. INTEGRITY as an academic institution drives our daily activities. That integrity includes a passion for teaching and learning, and a belief that every employee and student has a right to learn and progress as far as he or she is able. We seek, therefore, to provide a distinctive learning environment that supports and encourages employee growth and personal and professional development.

Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

	Yes	No
RESTRUCTURING RECOMMENDATIONS:	☐	☒

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

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Kathleen Brady, PhD	(864) 503-5901	kbrady@uscupstate.edu
SECONDARY CONTACT:	Sam Cooper, PhD	(864) 503-5854	Scooper7@uscupstate.edu

I have reviewed and approved the enclosed FY 2016-2017 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY NAME:	**University of South Carolina Upstate**
AGENCY CODE:	**H34** **SECTION:** **20C**
AGENCY DIRECTOR (SIGN AND DATE):	
(TYPE OR PRINT NAME):	Brendan B. Kelly, PhD, Chancellor
BOARD/CMSN. CHAIR (SIGN AND DATE):	SEP 12 2017
(TYPE OR PRINT NAME):	John C. Von Lehe, Jr.

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AGENCY'S DISCUSSION AND ANALYSIS

Once again, USC Upstate had a very successful academic year in 2016-2017 as evidenced by both process and outcome measures. With the arrival of a new Chancellor in March 2017, robust assessment of university practices and programs is underway to ensure that they are efficient and effective, ultimately providing highly prepared graduates that comprise a significant segment of the workforce in South Carolina. The chart below provides highlights of some of the new initiatives undertaken / completed this past academic year, along with other notable accomplishments. We expect our trajectory to continue to be positive as evidenced by core metrics (e.g. increased enrollment, increased graduation rates) and other student success, academic excellence, community engagement, and institutional effectiveness metrics. Now more than ever, USC Upstate's has clear relevance to the residents of the Upstate, and we are committed to providing the highest quality educational experience to advance the educational attainment rates of our region.

In the last several weeks, a new Vice Chancellor for University Advancement / Executive Director of USC Upstate Foundation and a new Athletic Director were hired. The Chancellor's leadership team is now poised to advance the mission of the university as it undertakes a new strategic plan. We continue to focus on strategically increasing enrollment, realignment of programs and initiatives, and alignment of institutional resources with institutional priorities.

OBJECTIVE #	ACTIVITY
OBJECTIVE 1.1.1	ENGAGED CONSULTING FIRM NOEL LEVITZ TO GUIDE NEW ENROLLMENT MANAGEMENT PRACTICES THROUGH DATA ANALYTICS AND PREDICTIVE MODELING.
OBJECTIVE 1.1.2	DESIGNED AND IMPLEMENTED A TOTAL WEBSITE REDESIGN BASED ON ANALYTICS AND BEST PRACTICES. NEW SITE IS MOBILE RESPONSIVE. PURCHASED NEW RECRUITMENT TOOLS AND LAUNCHED A VIDEO STRATEGY TO DELIVER KEY MESSAGES TO PROSPECTIVE AND ENROLLED STUDENTS. IMPLEMENTED OPEN HOUSE SESSIONS FOR DEGREE COMPLETION STUDENTS
OBJECTIVE 1.1.3	NCAA PERSISTENCE GRANT (AASP) COMPLETED. NCAA WILL SEND LIAISON IN FALL 2017 TO EVALUATE IMPLEMENTED PROJECTS. LAUNCHED "15 TO FINISH" CAMPAIGN TO INCREASE PERSISTENCE EVERY MAJOR IS NOW COURSE-SEQUENCED. INTRODUCED ACCELERATED COURSES INTO THE SECOND HALF OF THE SEMESTER. IMPLEMENTED DRUG AND ALCOHOL EDUCATION PROGRAM FOR ALL STUDENT ATHLETES. DESIGNED AND IMPLEMENTED A CAREER DEVELOPMENT CLASS AS PART OF COMPREHENSIVE PERSISTENCE EFFORTS.
OBJECTIVE 1.1.4	ENGAGED SHORELIGHT FOR THE RECRUITMENT OF INTERNATIONAL STUDENTS. ENTERED INTO AGREEMENT WITH AN ADDITIONAL INTERNATIONAL PARTNER UNIVERSITY, ANGLIA RUSKIN UNIVERSITY IN THE UNITED KINGDOM, WHICH WILL PROVIDE OPPORTUNITIES FOR FACULTY AND STUDENT EXCHANGE.
OBJECTIVE 1.1.5	A NEW ADVANCED MANUFACTURING MANAGEMENT DEGREE ACCEPTS 41 CREDITS FROM COMMUNITY COLLEGES TOWARD BACHELOR'S DEGREE COMPLETION. EXPANDED DUAL ENROLLMENT PROGRAMS FOR SPARTANBURG COUNTY STUDENTS IMPLEMENTED ADMITTED STUDENT DAY PROGRAM EXPANDED CAMPUS VISIT OPPORTUNITIES FOR PROSPECTIVE STUDENTS
OBJECTIVE 1.1.6	"15 to Finish" program designed and implemented to promote on-time graduation and lower student debt.

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OBJECTIVE 2.1.1	CREATED AND IMPLEMENTED BACHELORS IN ADVANCED MANUFACTURING MANAGEMENT CREATED AND INITIATED MARKETING CAMPAIGN FOR NEW UNDERGRADUATE PROGRAMS. A FINAL FACULTY COHORT HAS BEEN TRAINED TO FULLY UTILIZE TECHNOLOGY IN THE CLASSROOM THROUGH THE STEP UP PROGRAM. TITLE III GRANT HAS PROVIDED 6 ACTIVE LEARNING CLASSROOMS.
OBJECTIVE 2.1.3	SERVICE-LEARNING COURSES ARE NOW DEEPLY EMBEDDED IN THE SPARTANBURG COMMUNITY.
OBJECTIVE 2.1.4	THE 13TH ANNUAL UPSTATE RESEARCH SYMPOSIUM BROUGHT IN OVER 400 PARTICIPANTS FROM 23 COLLEGES AND UNIVERSITIES..
OBJECTIVE 2.1.5	ENTERED INTO AGREEMENT WITH AN ADDITIONAL INTERNATIONAL PARTNER UNIVERSITY, ANGLIA RUSKIN UNIVERSITY IN THE UNITED KINGDOM, WHICH WILL PROVIDE OPPORTUNITIES FOR FACULTY AND STUDENT EXCHANGE.
OBJECTIVE 2.2.1	DRAMATICALLY INCREASED THE NUMBER OF DISTANCE EDUCATION COURSES OFFERED – APPROXIMATELY DOUBLING THE NUMBER OF ON-LINE OFFERINGS IN THE LAST TWO YEARS. INITIATED ETIQUETTE DINNER FOR SENIOR STUDENT ATHLETES THAT FOCUSED ON NETWORKING SKILLS, APPROPRIATE COMPORTMENT AND PROFESSIONALISM.
OBJECTIVE 3.1.1	PURSUIT OF CARNEGIE CLASSIFICATION HAS BEEN ASSIGNED TO DIRECTOR OF COMMUNITY RESEARCH, METHODOLOGY IS IN PLACE.
OBJECTIVE 3.1.5	METROPOLITAN STUDIES INSTITUTE HAS GAINED NATIONAL RECOGNITION THROUGH ROBERT WOOD JOHNSON FOUNDATION, NATIONAL INSTITUTES OF MEDICINE, GEORGIA HEALTH POLICY CENTER AND NATIONAL WELLVILLE.
OBJECTIVE 3.1.6	Degree completion programs have been instituted and promoted to area businesses. WIDELY PROMOTED SERVICE-LEARNING AND COMMUNITY ENGAGEMENT ACTIVITIES THROUGH UNIVERSITY COMMUNICATIONS. UPSTATE POLICE CO-SPONSORED THE FIRST EVER JOINT RESPONSE ACTIVE SHOOTER TRAINING FOR POLICE, FIRE, EMS. OVER 300 FIRST RESPONDERS PARTICIPATED FROM ACROSS THE UPSTATE. PURCHASING IS WORKING WITH LOCAL VENDORS TO CONSTRUCT A PREFERRED VENDORS LIST AND IS CONSTRUCTING A LIST OF LOCAL BUSINESSES TO INVITE THEM TO BID ON FUTURE PROJECTS. SECURED SPONSORSHIPS FOR 8 OF THE ONE-MINUTE 50TH ANNIVERSARY COMMERCIALS ON WSPA-TV7. SECURED 10 BUSINESSES TO OFFER SPECIALS / DISCOUNTS FOR UNIVERSITY STUDENTS AND EMPLOYEES. SECURED AND PROMOTED THE LOCATION SPACE FOR THE 50TH ANNIVERSARY MURAL DOWNTOWN. FORMED PARTNERSHIPS WITH HERALD JOURNAL TO PRODUCE A MAGAZINE DEDICATED TO THE 50TH ANNIVERSARY, ACADEMIC OFFERINGS, CHANCELLOR INVESTITURE, ETC. IDENTIFYING UNIVERSITY VENDORS AND PARTNERS TO SUPPORT VIA ADVERTISING.
OBJECTIVE 4.1.1	USE OF PEOPLESOFT HAS ALLOWED PURCHASING TO EXPEDITE PAYMENTS TO SUPPLIERS. COMPLETED PROCESS DIGITALIZATION, AUTOMATION, AND IMPROVEMENT PROJECTS IMPACTING MULTIPLE DEPARTMENTS. IMPLEMENTED PHASE 1 OF A NEW IT SERVICE MANAGEMENT TOOL – SERVICENOW- FOR THE SOLE PURPOSE OF IT SERVICE MANAGEMENT. IMPLEMENTED THE INCIDENT MODULE, REQUEST MODULE, AND KNOWLEDGE MODULE. DOUBLED THE INTERNET PIPE FROM TOW 500MB PIPE TO TWO 1GB PIPES. EXPANDED SPARTAN GREEN SKY TO ACCOMMODATE MORE ONLINE ACCESS FOR STUDENTS. COMPLETED LIFE CYCLE REPLACEMENT OF FACULTY, STAFF, AND CLASSROOM LAPTOPS AND COMPUTERS
OBJECTIVE 4.1.2	INITIATED A COMPREHENSIVE WEBSITE REVISION. NEW ATHLETICS MARKETING MATERIALS DESIGNED AND PRINTED BY UNIVERSITY MARKETING AND COMMUNICATIONS DEPARTMENT. CREATED PARTNERSHIP WITH WSPA-TV TO SHOWCASE THE UNIVERSITY DURING ITS 50TH ANNIVERSARY.

	3,849 MEDIA STORIES DELIVERED TO 1,466 MEDIA ORGANIZATIONS AND 2.7 SOCIAL MEDIA IMPRESSIONS VIA THE MERIT PROGRAM. UNVEILED 50TH ANNIVERSARY MURAL IN DOWNTOWN SPARTANBURG.
OBJECTIVE 4.1.3	HELD PRESS CONFERENCE TO ANNOUNCE PEACE CORPS PREP PROGRAM AND PROMOTED IT ACROSS MULTIPLE PLATFORMS. PRODUCED VIDEOS AND COLLATERAL MARKETING MATERIAL TO PROMOTE SUCCESSES OF THEATRE PROGRAM AND ITS LONDON PARTNERSHIP.
OBJECTIVE 4.2.1	ALLOCATED $125,000 TO MITIGATE FACULTY SALARY COMPRESSION
OBJECTIVE 4.2.2	IMPLEMENTED FACULTY APPRECIATION NIGHT FOR EVERY ATHLETIC TEAM. INITIATED REGULAR FACULTY FEATURE ON WEBSITE AND AS EXPERTS TO MEDIA OUTLETS. LEAD 1 TRAINING COMPLETED BY 10 SUPERVISORS IN 2016-2017. IMPLEMENTED ADMINISTRATIVE PROFESSIONALS CERTIFICATE – COMPLETED BY 9 IN 2016-2017. 69 TRAININGS OFFERED WITH 1,802 PARTICIPANTS.
OBJECTIVE 4.4.1	VISUAL FACT BOOK CREATED AND ADDED TO INSTITUTIONAL RESEARCH AND COMPLIANCE WEB PAGE TO PROVIDE CRITICAL INFORMATION TO INTERNAL AND EXTERNAL CONSTITUENTS.
OBJECTIVE 4.5.2	CAPITAL REQUEST PROCESS HAS BEEN STREAMLINED TO ALLOW FOR TIMELY EXECUTION OF PAPERWORK TO ASSIST IN MINIMIZING DISRUPTIONS TO CLASSROOMS AND OTHER CRITICAL SPACES
OBJECTIVE 4.5.4	FACILITIES IS MEETING QUARTERLY WITH ACADEMIC AFFAIRS AND ENROLLMENT SERVICES TO REVIEW SPACE UTILIZATION AND MAKE ADJUSTMENTS AS NEEDED. REPLACING CLASSROOM AND FACULTY OFFICE FURNITURE WHERE NEEDED IN COLLABORATION WITH DEANS AND PROVOST. REPLACING LIGHTING WITH LONGER LASTING, ENERGY EFFICIENT LED LIGHTING. INSTALLING ENERGY EFFICIENT VSDS ON MECHANICAL EQUIPMENT TO REDUCE ENERGY CONSUMPTION. IMPROVING IRRIGATION MANAGEMENT WITH AUTOMATION SYSTEMS TIED TO SMART PHONES FOR EFFICIENT WATER MANAGEMENT. ALSO DESIGNING WATER EFFICIENT PLANT BEDS.
OBJECTIVE 4.6.1	NEW PROCEDURES IMPLEMENTED IN FACULTY SEARCH PROCESS – 30% OF NEW FACULTY HIRES THIS YEAR ARE MINORITY. COMPLETED 2016-17 SUMMER SEMINAR SERIES "ADDRESSING RACIAL TENSIONS ON COLLEGE CAMPUSES" AND WEBINAR SERIES TO PROVIDE EMPLOYER GUIDANCE ON EQUAL OPPORTUNITY / DISABILITY ACCOMMODATIONS BEST PRACTICES.
OBJECTIVE 4.6.2	ACCESS COMMITTEE HAS DEVELOPED PROCESS AND TIMELINE FOR MAKING COURSE MATERIALS ACCESSIBLE. EACH ACADEMIC UNIT HAS A TRAINED ACCESS ADVOCATE TO PROVIDE RESOURCES AND TRAINING. OVER THE NEXT 5 YEARS, ALL COURSE MATERIALS WILL BE FULLY ACCESSIBLE. ACHIEVED FULL WEBSITE COMPLIANCE WITH 508 STANDARDS. ALL VIDEOS CAPTIONED. LARGE EVENTS (E.G. GRADUATIONS, INVESTITURES, ETC.) NOW FEATURE INTERPRETERS AND CLOSED CAPTIONING FOR LIVE STREAM.

IN ADDITION TO THESE ACCOMPLISHMENTS,

- USC Upstate is the #2 Top Public Regional College in the South
- Our students have the third lowest debt upon graduation in the Southern Region (the only school ranked in SC)
- We are the 8th most ethnically diverse college in the nation
- We are a 2016 Military Friendly Campus
- We have 6,000 students from 26 states and 17 nations
- We have 40+ undergraduate majors and concentrations, and 5 graduate programs
- We provide residential housing for 1,000 students
- Of our nearly 30,000 alumni, 85% remain in the Upstate

RISK ASSESSMENT AND MITIGATION STRATEGIES:

USC UPSTATE CONTINUES TO GROW AND THRIVE IN THE UPSTATE OF SOUTH CAROLINA AS EVIDENCED BY INCREASED APPLICATIONS AND ENROLLMENT, ANNUAL GRADUATION NUMBERS, MORE ROBUST PARTNERSHIPS, TARGETED COMMUNITY ENGAGEMENT, AND PROGRAMMING RESPONSIVE TO WORKFORCE NEEDS. IN THE UNLIKELY EVENT THAT UPSTATE FAILS TO ACHIEVE ITS GOALS AND OBJECTIVES, OPPORTUNITIES FOR HIGH QUALITY PUBLIC POST-SECONDARY EDUCATION AT THE BACCALAUREATE AND GRADUATE LEVEL WILL BE SEVERELY CURTAILED IN THE UPSTATE OF SOUTH CAROLINA. THE IMPACT ON THE ECONOMY AND THE QUALITY OF LIFE IN OUR REGION WOULD BE CATASTROPHIC.

EXTREMELY LOW LEVELS OF STATE FUNDING CONTINUE TO BE THE GREATEST THREAT TO BOTH GROWTH AND SUSTAINING OPERATIONS OF USC UPSTATE. STATE FUNDING HAS DECREASED WHILE COSTS HAVE RISEN, AND STUDENTS AND THEIR FAMILIES BEAR MOST OF THE RESULTING FINANCIAL BURDEN. IF WE CONTINUE ON OUR CURRENT TRAJECTORY, THE RISK IS THAT, AT SOME TIPPING POINT, PUBLIC POST-SECONDARY EDUCATION IN THE UPSTATE WILL NO LONGER BE AFFORDABLE FOR MOST OF OUR RESIDENTS. THIS RISK IS ONE THAT THE GENERAL ASSEMBLY COULD RESOLVE BEFORE IT BECOMES A CRISIS.

RESTRUCTURING RECOMMENDATIONS:

NONE

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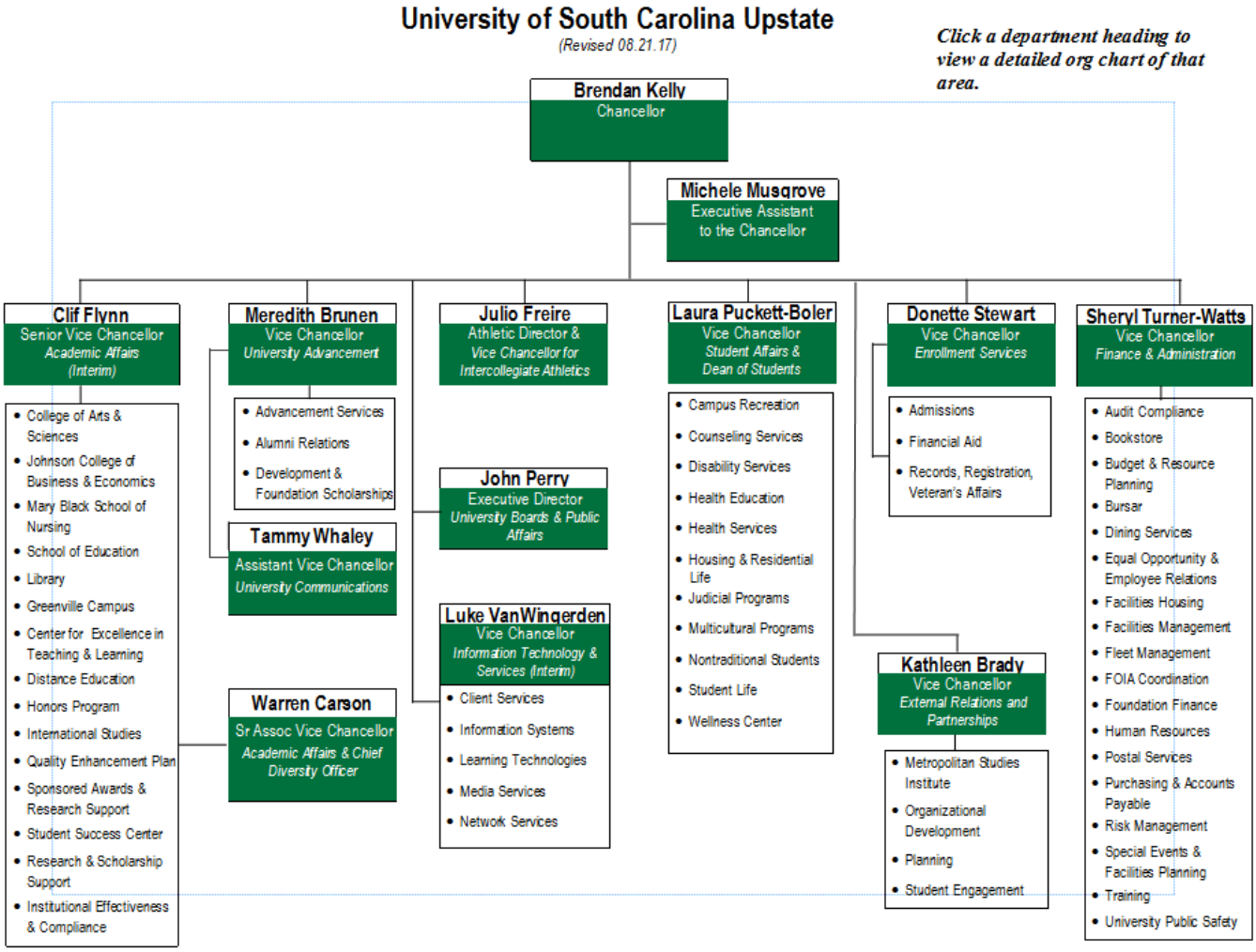
UNIVERSITY ORGANIZATIONAL CHART



For modifications to this document, contact Lauren Greene at (864) 503-5924.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Education, Training, and Human Development	Student Success - We will recruit, retain, and graduate increasing numbers of well-prepared students
S		1.1			Increase the student population and persistence through graduation
O		1.1.1			Develop an accurate, predictive statistical model for enrollment management
O		1.1.2			Create a targeted martketing plan for all students, including adult and nontraditional students
O		1.1.3			Design and mimplement aggressive interventions to improve persistence across all student populations and campuses
O		1.1.4			Maintain student diversity through strategic recruitment of minorities and international students
O		1.1.5			Maintain and expand programs to facilitate transition from high schools and from community colleges
O		1.1.6			Ensure that students graduate with the lowest possible debt
S		1.2			Respond to the workforce needs of the State of South Carolina
O		1.2.1			Develop / redesign undergraduate academic programs as necessary to respond to workforce needs in the Upstate and across South Carolina
O		1.2.2			Align student experiences and curricula to enhance success after graduation through expanded opportunities for internships and apprenticeships.
O		1.2.3			Integrate career planning and placement initiatives across the student body such that students are able to enter the workforce upon graduation.
O		1.2.4			Expand graduate enrollment and programs as necessary to respond to workforce needs.
G	2			Education, Training, and Human Development	Excellence in Teaching and Learning - We will continually improve the quality of the educational experience we offer
S		2.1			Increase the capacity and effectiveness of all academic programs, strengthening our status as a leading academic institution in the Upstate of South Carolina.
O		2.1.1			Enhance and expand the honors program
O		2.1.2			Encourage faculty and staff members to develop new interdisciplinary and cross-divisional courses and programs.
O		2.1.3			Establish service learning as a signature experience for Upstate students
O		2.1.4			Increase support for, and student participation in, research
O		2.1.5			Increase study abroad opportunities and participation
O		2.1.6			Ensure an adequate number of qualified faculty to guarantee quality and integrity across all programs
O		2.1.7			Strengthen current co-curricular and academic offerings
O		2.1.8			Recognize faculty internally and externally for teaching, research, and service.
S		2.2			Align instruction with the needs of 21st Century learners
O		2.2.1			Incorporate new and emerging instructional models that complement traditional teaching methods
O		2.2.2			Increase the number of distance education offerings that support degree completion
S		2.3			Increase opportunities and support for faculty and staff professional development
O		2.3.1			Expand the Center for Excellence in Teaching and Learning (CETL) to a full-service program supporting faculty and staff members across the university campuses
O		2.3.3			Increase support for research and creative activities
G	3			Public Infrastructure and Economic Development	Community Engagement - We will strengthen our connections and relationships with businesses, organizations, and people to address needs in our region and further realize our Metropolitan Mission
S		3.1			Increase Community Engagement in fulfillment of our Metropolitan Mission
O		3.1.1			Pursue Carnegie Classification in community engagement
O		3.1.2			Record and track engaged activity, measuring the impact on the community, students, faculty, staff, and the institution.
O		3.1.3			Connect fundraising with community engagemennt.
O		3.1.4			Track curricular involvement in community engagemet.
O		3.1.5			Expand the reach and impact of community-based research
O		3.1.6			Increase collaboration with business and industry in our region, and raise the visibility of the institution.
O		3.1.7			Increase community support for the University through Athletics.
G	4			Government and Citizens	Institutional Effectiveness - We will achieve new efficiencies and effectiveness through care assessment, cost/benefit analyses, assignment of the right people in the right positions, and refinements to processes and procedures.
S		4.1			Improve communication
O		4.1.1			Expand the use of current technologies to expedite the flow of information
O		4.1.2			Complete a comprehensive and strategic marketing campaign to enhance the University's visibility and stature
O		4.1.3			Increase media coverage of University events and achievements
O		4.1.4			Engage in legislative advocacy.
S		4.2			Support faculty and staff development
O		4.2.1			Ensure fair and competitive salaries for faculty and staff, addressing issues of salary compression
O		4.2.2			Nurture human resources
S		4.3			Increase and maximize institutional revenue
O		4.3.1			Evidence good stewardship on instituional revenue and processes
O		4.3.2			Increase grant revenue
O		4.3.3			Increase significantly the giving from alumni, community, faculty and staff, parents, corporations and foundations.
S		4.4			Foster a culture of assessment and continuous improvement throughout the University
O		4.4.1			Institualize data-driven decision-making
O		4.4.2			Provide accurate and meaningful assessment data that are easily accessible and used to improve effectiveness and efficiency
O		4.4.3			Expand the use of technologies to improve efficiency and effectiveness across the University
S		4.5			Provide facilities that support a rich academic, residential, athletic, co-curricular, and sustainable environment in which students, faculty, and staff effectively interact
O		4.5.1			Develop a space management process
O		4.5.2			Maintain a capital request process to support planning and prioritization of capital projects.
O		4.5.3			Provide a safe and secure environment
O		4.5.4			Evidence good stewardship of buildings and grounds
S		4.6			Confirm the institution's commitment to diversity
O		4.6.1			Increase / Enhance diversity programming and service activities

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Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O		*4.6.2*			*Ensure compliance with disabilities laws and best practices*

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Target Value	Current Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)	Meaningful Use of Measure
1	4-year graduation rate	26%	26%	24%	30%	30-Jun-17	IPEDS 2016-17, Graduation Rates Data, page 9	From raw data: percentage of freshmen who graduate in 4 years	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.2.1, 1.2.2, 1.2.3, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.3.1, 2.4.3, 4.6.1	
2	6-year graduation rate	40%	45%	42%	45%	30-Jun-17	IPEDS 2016-17, Graduation Rates Data, page 9	From raw data: percentage of freshmen who graduate in 6 years	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.2.1, 1.2.2, 1.2.3, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.3.1, 2.4.3, 4.6.1	
3	1st year retention rate (freshman to sophomore)	70%	70%	68%	72%	30-Jun-17	IPEDS 16-17 Fall Enrollment data on page 39	From raw data: percentage of freshmen who enroll in the Sophomore year (fall to fall)	1.1.1, 1.1.3, 1.1.4, 1.1.5, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.2.1, 2.2.2, 2.2.3, 2.2.4. 2.3.1, 2.3.2, 4.4.1, 4.6.1	
4	Transfer student retention rate	63%	70%	65%	67%	30-Jun-17	Cognos	Fall 2016 transfer enrollments divided by Fall 2015 transfer enrollments (same cohort)	1.1.1, 1.1.3, 1.1.4, 1.1.5, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.2.1, 2.2.2, 2.2.3, 2.2.4. 2.3.1, 2.3.2, 4.4.1, 4.6.1	
5	Degrees Awarded - Baccalaureate	1,168	1,170	1,097	1,175	30-Jun-17	IPEDS 2016-2017, Completions Data, page 6	From raw data: Number of degrees awarded (undergraduate)	1.1.1, 1.1.3, 1.1.4, 1.1.5, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.2.1, 2.2.2, 2.2.3, 2.2.4. 2.3.1, 2.3.2, 4.4.1, 4.6.1	
6	Degrees Awarded - Graduate	11	12	12	15	30-Jun-17	IPEDS 2016-2017, Completions Data, page 6	From raw data: Number of degrees awarded (graduate)	2.4.1, 2.4.2, 2.4.3	
7	Full time faculty	194	212	235	200	30-Jun-17	HR IPEDS 2016-2017 – Reported as of Nov 1, 2016… Page 10, Part A3	Number slotted faculty who teach a "4/4" courseload	2.3.21, 2.3.2, 2.3.3, 4.1.3, 4.3.1, 4.3.2, 4.3.4, 2.1.2	
8	Full time staff	339	340	328	340	30-Jun-17	HR IPEDS 2016-2017 – Reported as of Nov 1, 2016… Page 22	Number non-faculty personnel occupying slotted positions, 30+ hours per week	4.2.1, 4.2.2, 4.3.1, 4.4.3, 4.4.4	
9	minorities - % of faculty	16%	20%	19%	20%	30-Jun-17	HR IPEDS 2016-2017 – Reported as of Nov 1, 2016, Page 10, Part A3	All non-white faculty who report race as a percentage of the faculty who report race	4.6.1, 4.6.2, 4.6.3	
10	minority enrollment	38%	35%	39%	35%	30-Jun-17	IPEDS 2016-2017 Enrollment, Part A, page 44	All non-white students who report race as a percentage of students who report race	1.1.2, 4.6.1, 4.6.2, 4.6.3	
11	total headcount	5,996	6,000	5,821	6,000	30-Jun-17	IPEDS 2016-2017 Enrollment, Part A, page 44	All students taking at least one credit hour	1.1.1, 1.1.2, 1.1.5, 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3, 2.2.4	
12	Greenville campus FTE	497	600	424	500	30-Jun-17	Cognos	Total credit hours produced at UCG, divided by 15 (full-time credit hours)	1.2.3, 4.4.4, 4.4.3, 4.1.3, 3.1.3	
13	Tuition - % increase	3%	3%	6.50%	3%	30-Jun-17	University Business Affairs updat	Semester Tuition for 2016-2017 $5,520 – Semester Tuition for 2015-2016 $5,184 = $336 / 5,184 = .065	1.1.1, 4.4.1, 4.4.3,	

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Program Template

Program/Title	Purpose	FY 2016-17 Expenditures (Actual) General	Other	Federal	TOTAL	FY 2017-18 Expenditures (Projected) General	Other	Federal	TOTAL	Associated Objective(s)
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.	$ 8,731,863	$ 27,757,543	$ -	**$ 36,489,406**	$ 8,911,697	$ 42,043,675	$ -	**$ 50,955,372**	
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.	$ -	$ 11,137,462	$ 12,874,390	**$ 24,011,851**	$ -	$ 11,445,787	$ 14,469,524	**$ 25,915,311**	
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.	$ -	$ 3,619,167	$ -	**$ 3,619,167**	$ -	$ 4,253,487	$ -	**$ 4,253,487**	
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.	$ 2,377,866	$ 9,838,929	$ 196,329	**$ 12,413,124**	$ 2,521,000	$ 10,490,059	$ 281,314	**$ 13,292,373**	
					$ -				$ -	
	Total	$ 11,109,729	$ 52,353,101	$ 13,070,718	**$ 76,533,549**	$ 11,432,697	$ 68,233,008	$ 14,750,838	**$ 94,416,543**	
					$ -				$ -	
FY 2016-17 expenditures reported as prepared for Comprehensive Annual Financial Report. FY17 financials are still under review and not final as of the due date for this report. Year-end Financial Statements will be provided to Comptroller General by no later than October 1 in accordance with Proviso 117.58 of the FY18 State Appropriation Act.					$ -				$ -	
FY 2017-18 projected based on FY 2017-18 State Appropriation Act.					$ -				$ -	
					$ -				$ -	
					$ -				$ -	
					$ -				$ -	
				Balance to	**$ 76,533,549**				$ -	
				Variance	**$ (0)**				$ -	

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
1	Act No. 36 of the 1967 Session of the General Assembly	State	Statute	Establishment of the Spartanburg County Commission for Higher Education. Grants authority over higher education in Aiken County and adjacent areas to the Commission	No	No
2	§ 1-1-810 of SC Code of Laws	State	Statute	Annual accountability report to be submitted to the Govenor and General Assembly	No	No
3	§ 1-1-820 of SC Code of Laws	State	Statute	Required content of annual accountability reports	No	No
4	§ 1-1-550 of SC Code of Laws	State	Statute	Qualified honorably discharged veterans have preference for employment	No	No
5	§ 11-35 of SC Code of Laws	State	Statute	Specifies procedures for procurement of goods and services	No	No
6	§ 59-26 of SC Code of Laws	State	Statute	Establishes requirements and standards relating to the teacher education programs	No	No
7	§ 59-101 of SC Code of Laws	State	Statute	Statutory recognition of colleges and institutions of higher learning	No	No
8	§ 59-102 of SC Code of Laws	State	Statute	Statutory requirements for student athletes	No	No
9	§ 59-103 of SC Code of Laws	State	Statute	Establishment of the State Commission on Higher Education with authority over public	No	No
10	§ 59-104 of SC Code of Laws	State	Statute	Meeting of admissions pre-requisites, Palmetto Scholarship program, competitive grants,	No	No
11	§ 59-105 of SC Code of Laws	State	Statute	Statutory requirements for a comprehensive sexual assault policy to address prevention and	No	No
12	§ 59-106 of SC Code of Laws	State	Statute	Statutory requirements for inclusion of information regarding registered sex offenders in	No	No
13	§ 59-107 of SC Code of Laws	State	Statute	Statutory requirements regarding remittance and application of tuition fees for permanent	No	No
14	§ 59-110 of SC Code of Laws	State	Statute	Statutory requirements for incentives to retain and attract new nurse faculty and to provide	No	No
15	§ 59-111 of SC Code of Laws	State	Statute	State scholarships and loan programs	No	No
16	§ 59-112 of SC Code of Laws	State	Statute	Requirements for determination of tuition and fee rates and abatements	No	No
17	§ 59-113 of SC Code of Laws	State	Statute	Requirements for tuition grants	No	No
18	§ 59-114 of SC Code of Laws	State	Statute	National Guard College Assistance requirements	No	No
19	§ 59-115 of SC Code of Laws	State	Statute	Authority and requirements for state student loans	No	No
20	§ 59-116 of SC Code of Laws	State	Statute	Authority and requirements for campus police	No	No
21	§ 59-117 of SC Code of Laws	State	Statute	Statutory authority for the University of South Carolina and its governance by a board of	No	No
22	§ 59-118 of SC Code of Laws	State	Statute	Statutory requirements over academic endowments	No	No
23	§ 59-142 of SC Code of Laws	State	Statute	Statutory authority and requirements for state need-based grants	No	No
24	§ 59-143 of SC Code of Laws	State	Statute	Establishment of a state educational endowment to fund grants and scholarship programs	No	No
25	§ 59-147 of SC Code of Laws	State	Statute	Requirements for higher education revenue bonds	No	No
26	§ 59-149 of SC Code of Laws	State	Statute	Authorization and requirements for the LIFE Scholarship program	No	No
27	§ 59-150 of SC Code of Laws	State	Statute	Use of Lottery funds in support of higher education	No	No
28	§ 9-1 of SC Code of Laws	State	Statute	Retirement system for employees	No	No
29	§ 13-17 of SC Code of Laws	State	Statute	Establishment and requirements of the South Carolina Research Authority to facilitate research	No	No
30	119 Code of State Regulations	State	Regulation	Regulations for drivers of vehicles on campuses of the University of South Carolina System;	No	No
31	§ 48-52-620 of SC Code of Laws	State	Statute	Requires public colleges and universities to develop energy conservation plans and to reduce energy consumption by 20% by 2020	No	No
32	§ 44-96-80 and § 44-96-140 of SC Code of	State	Statute	Requires the submission of an annual reprt of recycling data to be submitted to DHEC	No	No
33	62 Code of State Regulations, Sec. 300-375	State	Regulation	State Regulation promulgated for Palmetto Fellows Scholarship Program	No	No
34	62 Code of State Regulations, Sec.450-505	State	Regulation	State Regulation promulgated for the SC Need-based Grant Program for public institutions	No	No
35	62 Code of State Regulations, Sec.600-612	State	Regulation	State Regulation promulgated for the determination of rates of tuition and fees (State Residency for tuition).	No	No
36	62 Code of State Regulations, Sec.700-750	State	Regulation	State Regulation for Performance Standards and Funding and the Reduction, Expansion, Consolidation, or Closure of an Institution.	No	No
37	62 Code of State Regulations, Sec.900.85-900.140	State	Regulation	State Regulation promulgated for the administration of the SC HOPE scholarship program	No	No
38	62 Code of State Regulations, Sec.1100-62.1170	State	Regulation	State Regulation promulgated for oversight and administration of the program for free tuition for residents of SC aged sixty years old and older	No	No

39	62 Code of State Regulations, Sec.1200.1-70	State	Regulation	State Regulation promulgated for the administration of the LIFE Scholarship and LIFE Scholarship Enhancements	No	No
40	OSH Act of 1970	Federal	Regulation	Requirements to provide a safe and healthful workplace free of serious recognized hazards	No	No
41	20 USC 1094, Section 487(a)(17)	Federal	Regulation	Mandates the completion of IPEDS serveys in a timely and accurate manner for institutions participating in Federal financial assistance programs	No	No
42	P.L. 109-270, Section 421(a)(1)	Federal	Regulation	Mandates the collection and reporting of racial and ethnic data of students to the Department of Education for institutions participating in Federal financial assistance programs	No	No
43	29 C.F.R. 1602, subparts O, P, and Q	Federal	Regulation	Mandates the collection and reporting of racial and ethnic data for Institutional staff to the Department of Education for institutions participating in Federal financial assistance programs	No	No
44	34 C.F.R. Part 106.9	Federal	Regulation	Requirements to ensure nondiscrimination on the basis of sex of students and employees of educational institutions that receive federal financial assistance	No	No
45	34 C.F.R. 668.41(c)	Federal	Regulation	Requires an annual notice identifying the availability of institutional and financial aid	No	No
46	34 C.F.R. 668 Sections 43-44	Federal	Regulation	Must make available to prospective and enrolled students information regarding how and where to contact individuals designated to assist enrolled or prospective students in obtaining	No	No
47	34 C.F.R. 668.41 (a)-(d), 34 C.F.R. 668.42, 34 C.F.R. 668.43	Federal	Regulation	Requires institutions to make available to prospective and enrolled students information about financial aid	No	No
48	34 C.F.R. 668.40	Federal	Regulation	Rquirement that stdents be notified that drug law violations will result in a loss of eligibility for	No	No
49	34 C.F.R. 668.41(c), 34 C.F.R. Part 99	Federal	Regulation	Requirement to inform students of their rights to privacy of student records, what information is included in publically available directories, and how the student can refuse to allow the release of information	No	No
50	20 U.S.C. 1015a(i)(1)(V)	Federal	Statute	Requirement to post specified items on the U.S. Department of Education's College Navigator website.	No	No
51	34 C.F.R. 668.41(a)-(d), 34 C.F.R. 668.43	Federal	Regulation	Requirement to make available to prospective and enrolled students information about facilities and services available to individuals with disabilities	No	No
52	HEOA Sec. 488(a)(1)(E)	Federal	Statute	Requires institutions to make available to prospective and enrolled students information about student diversity	No	No
53	34 C.F.R. 668.41(a) (d), 34 C.F.R. 668.43	Federal	Regulation	Requires institutions to make avialble to prospective and enrolled students information about the price of attendance, including tuition and fees, books and supplies, room and board, transportation costs, and any additional costs for a program in which the student is enrolled or	No	No
54	20 U.S.C. 1015a(a), 20 U.S.C. 1015a(h))	Federal	Statute	Requires institutions to make available on their websites a net price calculator	No	No
55	34 C.F.R. 668.41(a)-(d), 34 C.F.R. 668.43	Federal	Regulation	Requires institutions to make available to prospective and enrolled students information related to refund policies, procedures for official withdrawal and requirements to return Title IV grants or loan aid	No	No
56	HEOA Sec. 112	Federal	Statute	Requires that the ISBN and retail price information of required and recommended textbooks	No	No
57	34 CFR 668.41(a)-(d), 34 CFR 668.43	Federal	Statute	Requires the institution to make available to prospective and enrolled students information about the academic program of the institution, including current degree programs;	No	No
58	HEOA Sec. 488(g)	Federal	Statute	Requires the institution to publicly disclose information about the institution's policies	No	No
59	34 C.F.R. 668.41(a)-(d), 34 C.F.R. 668.43	Federal	Regulation	Requires the institution to make available to prospective and enrolled students the names of associations, agencies, or governmental bodies that accredit, approve, or license the institution and its programs; and procedures for obtaining or reviewing	No	No
60	HEOA Sec. 488(a)(1)(E)	Federal	Statute	Requires the Institution to annually make available to current and prospective students the institution's policies and sanctions related to copyright infringement, computer use and file	No	No
61	HEOA Sec. 201	Federal	Statute	Requires the submission of an annual Teacher Preparation Program Report through the state	No	No
62	HEOA Sec. 107	Federal	Statute	Requires institutions to distribute in writing to each student and each employee standards of	No	No
63	HEOA Sec. 488(a)(1)(E)	Federal	Statute	Requires institutions to make available to current and prospective students information about institutional policies regarding vaccinations	No	No
64	HEOA Sec. 488(e)(1)(B)-(D)	Federal	Statute	Requires for an annual security report that includes emergency response and evacuation procedures, timely warning and a crime log	No	No
65	HEOA Sec. 488(g)	Federal	Statute	Requires institutions to have a policy in place regarding notification procedures for missing	No	No
66	HEOA Sec. 488(a)(1)(E)	Federal	Statute	Requirements of a fire safety report and fire log	No	No
67	HEOA Sec. 493(a)(1)(A)	Federal	Statute	Requires the institution to disclose to the alleged victim of any crime of violence, or a nonforcible sex offense, the results of any disciplinary proceeding conducted by the institution	No	No

68	HEOA Sec. 488(a)(1)(E)	Federal	Statute	Requires that institutions make available to current and prospective students the retention rate of certificate- or degree-seeking, first-time, undergraduate students	No	No
69	HEOA Sec. 488(a)(2)-(3)	Federal	Statute	Requires that institution must annually make available to prospective and enrolled students the 150% completion or graduation rate and transfer-out rates of certificate- or degree-	No	No
70	HEOA Sec. 488(a)(3), Sec. 488(d)	Federal	Statute	Specifies the requirements of a report on the completion, graduation, and transfer out rates of NCAA stsudent athletes receiving athletically related student aid	No	No
71	HEOA Sec. 488(a)(1)(E)	Federal	Statute	Specifies that institutions must make available to current and prospective students information regarding the placement in employment of, and types of employment obtained by, graduates	No	No
72	HEOA Sec. 488(a)(1)(E)	Federal	Statute	Requires that institutions make available to current and prospective students information regarding the types of graduate and professional education in which graduates of the	No	No
73	34 CFR 668-41(a)-(b), 34 CFR 668.41(g), 34 CFR 668.47	Federal	Regulation	Specifies the details of reports to be submitted to the U.S. Department of Education and the information to be given to current and prospective students about the gender breakdown of the student body, the intercollegiate athletic teams, revenue and expenditures associated with athletics, and salary of coaches	No	No
74	HEOA Sec. 493(a)(1)	Federal	Statute	Requires institutions to make a good faith effort to distribute mail voter registration forms for Federal and State elections	No	No
75	34 CFR 668.14(b)(11)	Federal	Regulation	Requires that institutions inform all eligible borrowers enrolled in the institution about the availability of and their eligibility for grant assistance from the state in which the institution is	No	No
76	HEOA Sec. 488(c)	Federal	Statute	Requires institutions to provide information about rights and responsibilities of students and	No	No
77	HEOA Sec. 489	Federal	Statute	Requires that potential students, students and parents of students who receive a Title IV loan	No	No
78	HEOA Sec. 488(g)	Federal	Statute	Specifies the details of disclosure required prior to the disbursement of Federal Direct loans or	No	No
79	HEOA Sec. 488(b)	Federal	Statute	Specifies the details of required exit counseling to borrowers of loans under the FFEL, Federal	No	No
80	HEOA Sec. 493(a)(1)	Federal	Statute	Specifies the details of disclosure required of institutions or institution-affiliated organizations (e.g., alumni organizations, foundations) that provide information regarding a private	No	No
81	HEOA Sec. 493(a)(1), Sec. 493(c)	Federal	Statute	Specifies the disclosure of terms and conditions and code of conduct for agents of an institution that provides educational loans	No	No
82	Americans with Disabilities Act Title II	Federal	Statute	Anti-discrimination under any education program or activity receiving Federal financial assistance	No	No
83	Civil Rights Act Title VII	Federal	Statute	Prohibits employment discrimination	No	No
84	Education Amendments Act Title IX	Federal	Statute	Anti-discrimination under any education program or activity receiving Federal financial assistance	No	No
85	Proviso 11.109 FY 2010-11	State	Proviso	SC Code of Laws §59-111-20 provides free tuition to certain children of war veterans killed in action and limits access to students aged 26 years and younger. Proviso allows the age to be	No	No
86	Proviso 117.29 FY 2010-11	State	Proviso	LIFE and Palmetto Fellows Enhancement stipends established	No	No
87	Proviso 117.29 FY 2015-16	State	Proviso	Requirement to identify key program area descriptions and expenditures and to link these to key financial and performance measures	No	No
88	Proviso 11.19 FY 2015-16	State	Proviso	Authorizes the use of Palmetto Fellows and LIFE scholarship awards in the summer	No	No
89	Proviso 11.25 FY 2015-16	State	Proviso	Requirement that requests for full-time equivalent positions be covered by sufficient revenue to fund the salary, fringe, future pay increases, and health insurance adjustments	No	No
90	Proviso 11.29 FY 2015-16	State	Proviso	Requirement to report to the Commission on Higher Education metrics associated with out-of-state abatements and fee waivers	No	No
91	Proviso 11.30 FY 2015-16	State	Proviso	Requirement to report on institutional debt to the Chariman of the Senate Finance Committee, the Chairman of the House Ways and Means Committee and the Commission on Higher	No	No
92	Proviso 11.42 FY 2015-16	State	Proviso	Authorizes the reimbursement of loss tuition associated with differential charges to out-of-state veteran students	No	No
93	Proviso 104.2 FY 2015-16	State	Proviso	Authorizes the State Fiscal Accountability Authority to remove of any permanent position in a state agency that remains vacant for more than 12 months	No	No
94	Proviso 117.8 FY 2015-16	State	Proviso	Requires institutions to deposit all revenues and income collected with the State Treaurer and to not use those funds for permanent improvement without express written approval;	No	No
95	Proviso 117.11 (1) FY 2015-16	State	Proviso	Directs the fixation of student fees applicable to student housing, dining halls, health services, parking, and personal subsistence by the appropriate Board of Trustees	No	No
96	Proviso 117.26 FY 2015-16	State	Proviso	Mandates the reporting of the top 10%, not to exceed 25 employees who have incurred travel expences along with a brief summary of the type of travel incurred	No	No

97	Proviso 117.28 FY 2015-16	State	Proviso	Requires institutions that operate a day-care center charge fees comparable to those charged by private entities and to not set lower rates for faculty, staff, or students of the institution	No	No
98	Proviso 117.34 FY 2015-16	State	Proviso	Mandates the reporting of outstanding amounts due to an institution and methods used to collect that debt	No	No
99	Proviso 117.42 FY 2015-16	State	Proviso	Authorizes the waiver of all provisions tha require additional general fund appropriations except those specified for LIFE and Palmetto Fellows Scholarships	No	No
100	Proviso 117.45 FY 2015-16	State	Proviso	Provides an exception for universities and colleges to a provision preventing an increase in parking fees	No	No
101	Proviso 117.47 FY 2015-16	State	Proviso	Authorizes the use of insurance reimbursement to offset expenses related to a claim, permitting the funds to be retained, expended and carried forward	No	No
102	Proviso 117.48 FY 2015-16	State	Proviso	Requires the reporting of a current organizational chart to the Human Resources Division showing all authorized positions, cklass title, class code, position number and an indicator	No	No
103	Proviso 117.58 FY 2015-16	State	Proviso	Requires the submission of annual audited financial statements to the State Auditor's Office	No	No
104	Proviso 117.75 FY 2015-16	State	Proviso	Requires that a report be made available to the public on the institution's website showing aggregate aounts of fines and fees that were charge and collected in the prior fiscal year	No	No
105	Proviso 117.131 FY 2015-16	State	Proviso	Authorizes funds allocated for proviso 118.16 of Act 286 of 2014 be redirected for the purpose of energy efficiency repair and maintenance	No	No

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Customer Template

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	*Specify only for the following Segments:* (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.
Academic programs	Baccalaureate and graduate programs in Arts and Sciences, Business, Education and Nursing	Post Secondary Education	General Public	Spartanburg County, Upstate South Carolina, South Carolina, U.S. and International
Scholars' Academy, Dual Enrollment	Programs to facilitate transition from secondary to post-secondary eduation	Post Secondary Education	School Districts	
Metropolitan Studies Institute	Provides community-based research and evaluation services	Data, technical support and expertise	Local Govts.	
Academic programs	Baccalaureate and graduate programs that respond to employer need (e.g. Health Informatics, Advanced Manufacturing)	Well-prepared work force	Industry	Local industries (e.g. BMW, Michelin, Miliken, QS1, Spartanburg Regional Health System)
Service Learning	Provides student internships, in-vivo learning experiences	Prepare students to enter the work force with real-world experience	General Public	Local nonprofit agencies and government entities (e.g. Detention Center)

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)
High Schools	K-12 Education Institute	Supply USC Upstate with quality students as entering freshmen	I.I.2; I.I.5; I.I.1
Two Year Institutions	Higher Education Institute	Supply USC Upstate with qualified transfer students	I.I.1; I.I.4
USC Columbia	Higher Education Institute	Provides central coordination of many administrative functions and serves as a source of strategic support	IV.X.2; IV.X11.1; IV.XIII.3; IV.XIV.1; IV.XIV.2
Alumni	Individual	Source of student referrals, financial and institutional support and advice	I.II.5; I.II.4; I.II.2; IV.X.4;
Employers	Private Business Organization	Source of jobs for graduates, identifies changing workforce needs in community, refer and support employees for further education	III.VII.3; I.I.2;
County Delegation	State Government	Provides legislative support	IV.XII.1; IV.XI.1
Community Partners	Local Government	Source of service learning and internship opportunities	I.II.1; I.II.2; I.I.4;
Community Partners	Non-Governmental Organization	Source of service learning and internship opportunities	I.II.1; I.II.2; I.I.4;
Four Year Institutions	Higher Education Institute	Partner through Campus Compact and to promote quality of life in Spartanburg County through various initiatives	III.VII.1; III.VII.2; III.VII.3; III.VIII.2

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Report Template

Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	SACSCOC-Compliance Certification	Southern Association of Colleges and Schools Commission on Colleges	Federal			Submitted every 10 years covering all aspects of the institution and certifying that our practices meet accreditation requirements. Last reaffirmation was in 2012. The next compliance certification is in 2022.	Contact kbrady@uscupstate.edu
2	SACSCOC-Interim Report	Southern Association of Colleges and Schools Commission on Colleges	Federal			Submitted every 5 years covering most aspects of the institution and certifying that our practices meet accreditation requirements. The next Interim Report is due March 2018.	Contact kbrady@uscupstate.edu
3	SACSCOC-Institutional Profiles	Southern Association of Colleges and Schools Commission on Colleges	Federal	Annually	January 15, 2017	Institutional information; enrollment information; completions data	Contact kbrady@uscupstate.edu
4	SACSCOC-Financial Profiles	Southern Association of Colleges and Schools Commission on Colleges	Federal	Annually	January 15, 2017	USC Upstate financial information and IPEDS finance	Contact kbrady@uscupstate.edu
5	CLERY Annual Security Report	Federal Government	Federal	Annually	October 1, 2016	Detailed information about campus security policies and incidents	Contact kbrady@uscupstate.edu
6	SCIBRS Criminal Activity Report	State Law Enforcement Division (SLED)	State	Monthly	July 18, 2017	Criminal activity report which gets forwarded to the FBI tracking who is stopped, cited, and arrested	Contact kbrady@uscupstate.edu
7	IPEDS	National Center for Education Statistics (NCES)	Federal	Annually		Public Contact Report. Three reporting dates annually. Generated by USC Columbia.	Contact kbrady@uscupstate.edu
8	CHE Institutional Effectiveness Report	Commission on Higher Education	State	Annually	August 1, 2017	Professional exam pass rates	Contact kbrady@uscupstate.edu
9	CHE 301 Report	Commission on Higher Education	State	Annually	June 30, 2017	Employment of Associate's Degree recipients	Contact kbrady@uscupstate.edu
10	Accountability Report	SC Department of Administration	State	Annually	Sepetmber 30, 2017	Finance, strategic planning, and summary information about the University	Contact kbrady@uscupstate.edu
11	Fiscal Operations Report Application to Participate (FISAP)	US Department of Education	Federal	Annually	Sepetmber 15, 2016	Financial Aid expenditures and application for funding for Federal Work-Study Program and Federal Supplemental Education Opportunity Program	Contact kbrady@uscupstate.edu
12	Financial Aid Reauthorization	US Department of Education	Federal		June 30, 2017	Financial Aid eligibility data	Contact kbrady@uscupstate.edu
13	Annual Survey of Nursing Education Programs	Souther Regional Education Board (SREB)	Outside Organization	Annually		Nursing faculty characteristics and vacancies and enrollment demographics	Contact kbrady@uscupstate.edu
14	Annual Survey	American Association of Colleges of Nursing (AACN)	Federal	Annually	October 30, 2017	Program characteristics, student applications, demographics, NCLEX pass rate, completions, faculty characteristics	Contact kbrady@uscupstate.edu
15	Nursing Program Biennial Report	SC Department of Labor, Licensing, and Regulation (SC LLR)	State			Biennial report of program characteristics, facilities, finances, program evaluation, completions, and faculty characteristics	Contact kbrady@uscupstate.edu
16	FY16 Annual Progress Report State Government Energy Conservation Act	State Energy Office	State	Annually	Sepetmber 30, 2017	Report on implemented energy conservation measures on campus and report on "success stories".	Contact kbrady@uscupstate.edu
17	SC DHEC Office of Solid Waste Reduction & Recycling Team	SC DHEC	State	Annually	Sepetmber 30, 2017	Report on type and quantity of recyclables	Contact kbrady@uscupstate.edu
18	Comprhensive Permanent Improvement Plan (CPIP)	CHE via USC Columbia	State	Annually	March 1, 2017	5 year plus planning document to identify capital permanent improvement projects: Scope, estimated cost to construct/renovate/O&M for facilities.	Contact kbrady@uscupstate.edu
19	FY Athletics Annual Facilities Operating Costs Report	NCAA via USC Upstate Athletics Office	Outside Organization	Annually	Sepetmber 30, 2017	Report annual cost of utilities, house keeping, building and ground maintenance costs for all athletics facilities	Contact kbrady@uscupstate.edu
20	Governor's Budget Requests for FY	Governor's Office	State	Annually	Sepetmber 30, 2017	Capital or Non-Recurring Appropriation Request	Contact kbrady@uscupstate.edu

Agency Name:	University of South Carolina Upstate		

Agency Code:	H34	Section:	20C

Fiscal Year 2016-2017
Accountability Report

External Review Template

Item	Name of Entity Conducted External Review	Type of Entity	External Review Timeline (MM/DD/YYYY to MM/DD/YYYY)	Method to Access the External Review Report
1	USC Upstate: Southern Association of Colleges and Schools (SACS)	Outside Organization	Accredited 1976; Reaffirmed 2012; Next Reaffirmation 2022	Contact Senior Vice Chancellor
2	Campus Police: Commission on Accreditation for Law Enforcement Agencies (CALEA)	Outside Organization	Accredited 2016, reaffirmation 2020	Contact Senior Vice Chancellor
3	School of Education: CAEP	Outside Organization	Last reviewed February 2011. On-site review is scheduled for February 2018. Institutional Report is due October 2017. The formative feedback report from CAEP is scheduled for December 2017.	Contact Senior Vice Chancellor
4	School of Business: AACSB	Outside Organization	7/1/014 to 6/30/019	Contact Senior Vice Chancellor
5	School of Nursing: CCNE - MSN initial	Outside Organization	11/2015 to 11/2020	Contact Senior Vice Chancellor
6	School of Nursing: CCNE - BSN continuing	Outside Organization	11/2011 to 11/2021	Contact Senior Vice Chancellor
7	Computer Science: ABET	Outside Organization	7/2015 to 9/2017	Contact Senior Vice Chancellor
8	Engineering Management Technology: ABET	Outside Organization	10/2015 to 9/2021	Contact Senior Vice Chancellor
9	Art and Graphic Design: NASAD	Outside Organization	9/2009 to 5/2014. Review was scheduled for 2015 but asked for extension. Reviewed 2016 but not compliant. Must demonstrate full compliance by May 2018.	Contact Senior Vice Chancellor