AGENCY NAME:	Unive	ersity of South Carolina U	pstate	
AGENCY CODE:	H34	SECTION:	20C	



## Fiscal Year 2014-15 Accountability Report

## **SUBMISSION FORM**

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.

**AGENCY MISSION** 

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

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Kathleen Brady, PhD	(864) 503-5901	kbrady@uscupstate.edu
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I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	TITAML	Sust 11, 2015
(TYPE/PRINT NAME):	Thomas F. Moore	
BOARD/CMSN CHAIR (SIGN/DATE):	EMuland	
(TYPE/PRINT NAME):	Eugene P. Warr, Jr., J.D., Chairman USC Board of Truste	ees

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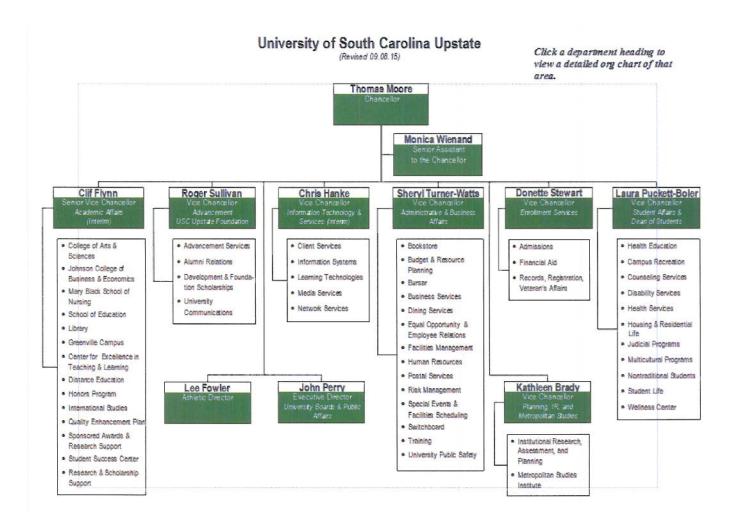
## **AGENCY'S DISCUSSION AND ANALYSIS**

Once again, USC Upstate had a very successful academic year in 2014-2015 as evidenced by both process and outcome measures. The new Strategic Plan is in place and provides a solid structure for progress to be made and to be monitored. University leadership has identified and prioritized numerous initiatives in fulfillment of the strategic plan. The chart below provides highlights of some of the new initiatives undertaken / completed this past academic year. We expect our trajectory to continue to be positive as evidenced by increased enrollment (over 6,000 as of this fall), increased graduation rates, and other metrics. Now more than ever, USC Upstate's has clear relevance to the residents of the Upstate; however, a major challenge remains parity in state funding.

ITEM#	ACTIVITY	
STRATEGY 1.1	AN ENROLLMENT MANAGEMENT CONSULTANT WAS ENGAGED. SEVERAL IMPROVEMENTS WERE INSTITUTED. THE	
	"UP" MARKETING CAMPAIGN WAS IMPLEMENTED.	
	UPSTATE WON A TITLE III GRANT TO INCREASE PERSISTENCE. IMPLEMENTATION IS UNDERWAY WITH VARIOUS	
	INNOVATIVE INITIATIVES (E.G. ALL CONDITIONALLY ACCEPTED STUDENTS MUST NOT MEET WITH A STUDENT	
	SUCCESS REPRESENTATIVE AND SIGN CONTRACTS AT ADVISEMENT)	
	Alumni Network (Alumni Sharing Knowledge Program) instituted to increase scholarships/	
	internships	
STRATEGY 1.2	CAREER CENTER ADVISORY BOARD CREATED	
	ASK Program (Alumni Sharing Knowledge) expanded	
	SIGI 3 career interest inventory now available at point of admission	
	Student Services staff assigned to UCG	
	Greenville representative now on Career Services Advisory Board	
	Relocated Alumni office alongside Career Center and Student Success Center	
	Initiated Alumni-student career networking events	
STRATEGY 2.1	ESTABLISHED OFFICE OF SERVICE LEARNING AND COMMUNITY ENGAGEMENT	
	Relocated Honors Program to Burroughs Building	
STRATEGY 2.2	HIRED INSTRUCTIONAL DESIGNER THROUGH TITLE III GRANT	
	IMPLEMENTED OTHER TITLE III GRANT ACTIVITIES	
	Hired new Distance Education Director	
STRATEGY 2.3	INITIATED FACULTY INNOVATION GRANTS FOR EXCELLENCE IN TEACHING	
	\$100,000 allocated to faculty salary compression	
2	Committed \$50,000 to staff salary adjustments	
STRATEGY 2.4	APPOINTED DIRECTOR OF GRADUATE STUDIES	
	Developed cross-disciplinary offerings through IDS	
STRATEGY 3.1	CREATED OFFICE OF SERVICE LEARNING AND COMMUNITY ENGAGEMENT	
	INCREASED MSI CONTRACTS FROM BUSINESS, GOVERNMENT, AND NON-PROFITS	
	INCREASED PROGRAMS THROUGH CHILD ADVOCACY CENTER, WATERSHED ECOLOGY CENTER AND GREENHOUSE	
STRATEGY 3.2	EXPANDED MARKETING OF MSI ACROSS SOUTH CAROLINA AND SOUTHEAST	
	MSI Assisted in developing electronic dashboards and indicators groups for Spartanburg	
	Community Indicators Project	
STRATEGY 3.3	PROMOTED U-CLUB AND ALUMNI/PARENT PROGRAMS	
	INCREASED FACULTY AND STAFF ATTENDANCE AT GAMES	

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	HELD BASKETBALL PRE-SEASON TICKET DRIVE
	Relocated art gallery downtown and promote as an event venue
STRATEGY 4.1	HELD TWO TOWN HALL EVENTS IN 2014-2015
	Initiated "Up" campaign for improved student recruitment
	Increased focus on social media presence
STRATEGY 4.2	\$50,000 DEDICATED (\$100,000) ANNUALIZED TO RECTIFY STAFF SALARY COMPRESSION
	Initiated mandatory training for supervisors
	Offered a variety of staff development opportunities
	Offered Skill Soft training courses for targeted issues
STRATEGY 4.3	WORKED WITH STAKEHOLDERS (E.G. COUNTY DELEGATION, COUNTY COMMISSION) TO PURSUE PARITY
	Pursued Federal Grants
	Formed Resource Roundtable of key personnel
	instituted the Spartan Professional Alumni Network (SPAN)
	Increased size and scope of Foundation board
STRATEGY 4.4	DATA BRIEFS PROVIDED TO CHANCELLOR'S CABINET REGULARLY FOR DATA-INFORMED DECISION MAKING
	Instituted new financial system
STRATEGY 4.5	IMPLEMENTED PLANNING AND RESOURCE ALIGNMENT FORM
STRATEGY 4.6	Maintained involvement in Northside Project



Strategic Planning Template



Increase institutional revenue		4.3	5
nacese opportunies and support for stalf development	4.2.2		0
Autres using the first the	4.2.1		c
Address in the accompanion of the first accomp		7.4	0
nictose niedu coverde of oniversity evens and acineventens Cumort esté d'avalorment	4.1.4		0
benero a surip e initiaria su suspiri interestra granda de la compania del compania de la compania de la compania del compania de la compania del compania del compania del compania del compania del com			0
Complete a comprehensive and strategic marketing compagnate ephance the University's visibility and stature	413		0
Expand the use of current technologies to expedite the flow of information	412		0
Institute regular "town hall" events	4.1.1	****	0
- 1		4.1	
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.		4	9
Increase awareness of athletics as a part of the educational experience and campus environment			
Increase community support for all programs	3.3.2 Inc		
Increase attendance at athletic events	3.3.1 In:		
Expand the reach and impact of University athletic programs in the Upstate		3.3	S
Further develop Spartanburg Community Indicators data analysis and reporting	3.2.3 Fu		
Increase support for community-based research	3.2.2 Inc		
Increase the number of research contracts through the Metropolitan Studies Institute	3.2.1 Inc		
Expand the reach and impact of community-based research		3.2	S
Increase collaboration with businesses and organizations in our region	3.1.3 Inc		
Create an organizational structure to coordinate community engagement activities	3.1.2 Cr		
Pursue Carnegie Classification in community engagement	3.1.1 Pu		
Increase community engagement		3.1	S
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		3	G
Ensure an adequate number of qualified faculty to guarantee quality and integrity across all programs	2.4.3		0
Identify opportunities for expanded delivery of current groduate programs and additional graduate programs to address needs in Spartanburg, Greenville, and across the Upstate	2.4.2		0
Identify leadership for graduate studies	2.4.1		0
Enhance the curriculum		2.4	S
Increase support for research and creative activities	2.3.3	10000	0
Ensure fair and competitive salaries for facity and staff, and adress issues of salary compression	2.3.2		0
Expand the Center for Excellence in Teaching and Learning (CETL) to a full-service program supporting faculty and staff members across the university campuses	2.3.1		0
Increase opportunities and support for faculty and staff professional development		2.3	S
Align student experiences and curricula to enhance success ofter graduation	2.2.4		0
Strengthen and coordinate co-curricular programming through increased faculty/staff collaboration and cooperation	2.2.3		0
Increase the number of distance education offerings that support degree completion	2.2.2		0
Incorporate new and emerging instructional models that complement traditional teaching methods	2.2.1		0
Align instruction with the needs of 21st Century learners		2.2	S
Increase study abroad opportunities and participation	2.1.5		0
Increase support for, and student participation in, research	2.1.4		0
Establish service learning as a signature experience for Upstate students on all campuses	2.1.3		0
Faculty and staff members will develop new interdisciplinary and cross-divisional courses and programs	2.1.2		0
Enhance and expand the honors program	2.1.1		0
Increase the capacity and effectiveness of academic enrichment programs		2.1	
Excellence in Teaching and Learning - We will continually improve the quality of the educational experience we offer		2	
Offer career placement services to alumni	1.2.4		0
Provide career services on the Greenville campus	1.2.3		0
Expand and coordinate opportunities for internships and apprenticeships	1.2.2		0
Engage first-year students in career planning activities	1.2.1		0
Integrate Career Planning and Placement into campus culture		1.2	s
Build a culture of student success	1.1.5		0
Iplement best practices in student advising	1.1.4		0
Design and mimplement aggressive interventions to improve persistence across all student populations and campuses	1.1.3		0
Create a targeted marketing plan for all students, including adult and nontroditional students	1.1.2		0
Develop an accurate, predictive statistical model for enrollment management	1.1.1		0
Increase the student population and persistence through graduation		1.1	
Student Success - We will recruit, retain, and graduate increasing numbers of well-prepared students.		1	0
Description	Object		Туре

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reas	4.6.3 Renew ties with minority communities in our service areas	0
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COLUMBO		
add dis	ane	4.6
	4.5.3 Fronte a saje and secure environment	
g una priorinación of colonia projectos.		
and additional accepted projects		o
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and effectives across the orinvesty.		
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t are easily acroscible and used to improve effectiveness and efficiency		
ISTRACTION STATES THE STATES AND	A 4.1 Institutionalize data delica decision making	111
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Strategic Planning Template		
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item Penormance Weasure	Last value	Current value	larget value	lime Applicable	bie Data Source and Availability	Reporting Freq.	req. Calculation Method	1.1.1, 1.1.2, 1.1.3, 1.1.4,
1 4-year graduation rate	24%	23%	26%	30-Jun-15	COGNOS/ Banner updated at	Annual	From raw data: percentage of	1.1.5, 1.2.1, 1.2.2, 1.2.3, 2.1.1, 2.1.2, 2.1.3, 2.1.4,
					Jennesen end		in column to the product in a few of	2.1.5, 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.3.1, 2.4.3, 4.6.1
								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 6-year graduation rate	40%	38%	45%	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	From raw data: percentage of freshmen who graduate in 6 years	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
								1.1.1, 1.1.3, 1.1.4, 1.1.5,
1st year retention rate					COGNOS/ Ranner undated at		From raw data: percentage of	2.1.1, 2.1.2, 2.1.3, 2.1.4,
3 (freshman to sonhomore)	65%	68%	70%	30-Jun-15	cognos/ bariller updated at	Annual	freshmen who enroll in the	2.1.5, 2.2.1, 2.2.2, 2.2.3,
(mesimilan to sobilomore)					selliestel ello		Sophomore year (fall to fall)	2.2.4. 2.3.1, 2.3.2, 4.4.1,
								4.6.1
								1.1.1, 1.1.3, 1.1.4, 1.1.5,
Transfer student retention					COGNOS / Bassas undated at		Retention of students who	2.1.1, 2.1.2, 2.1.3, 2.1.4,
4 Iransfer student retention	64%	Þ	70%	30-Jun-15	COGNOS/ Banner updated at	Annual	transferred the prior year into the	2.1.5, 2.2.1, 2.2.2, 2.2.3,
rate					semester end		next year	2.2.4. 2.3.1, 2.3.2, 4.4.1,
								4.6.1
								1.1.1, 1.1.3, 1.1.4, 1.1.5,
5 Baccalaureate degrees	1,117	1,168	1,130	30-Jun-15	COGNOS/ Banner updated at	Annual	From raw data: Number of degrees	2.1.5, 2.2.1, 2.2.2, 2.2.3,
awarded					semester end		awarded (undergraduate)	2.2.4. 2.3.1, 2.3.2, 4.4.1,
								4.6.1
6 awarded	10	11	10	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	From raw data: Number of degrees awarded (graduate)	2.4.1, 2.4.2, 2.4.3
7 Full time faculty	212	215	212	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	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	312	300	315	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	Number non-faculty personnel occupying slotted positions, 30+	4.2.1, 4.2.2, 4.3.1, 4.4.3 4.4.4
9 minorities - % of faculty	16%	16%	20%	30-Jun-15	COGNOS/ Banner updated at	Annual	All non-white faculty who report race as a percentage of the faculty	4.6.1, 4.6.2, 4.6.3
					semester end	200	who report race	
10 minority enrollment	35.57%	35.00%	35.00%	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	All non-white students who report race as a percentage of students who 1.1.2, 4.6.1, 4.6.2, 4.6.3 report race	1.1.2, 4.6.1, 4.6.2
11 total headcount	5,358	5,183	5,500	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	All students taking at least one credit 1.1.1, 1.1.2, 1.1.5, 2.1.1, hour 2.2.2, 2.2.4	1.1.1, 1.1.2, 1.1.5 2.1.2, 2.2.1, 2.2.2 2.2.4
12 Greenville campus FTE	581	560	600	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	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	3.24	3.19%	3.00%	30-Jun-15	University Business Affairs updated annually	Annual	The percentage increase in base tuition over the previous year	1.1.1, 4.4.1, 4.4.3,

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11,241,604	185,927 \$	1,939,667 \$ 9,116,010 \$	10,746,182 \$ 1,9	139,848 \$	8,774,040 \$	1,832,294 \$	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.	III. C. Employee Benefits: State Employer Contributions
							service, bookstore, vending and concessions, athletics, parking, and other services.	
3,853,547		- \$ 3,853,547 \$	3,907,879 \$	· •	3,907,879 \$	, ss	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	II. Auxiliary Services
							Self-supporting activities that exist to furnish	
							contracts and used predominantly for research and student scholarship activities.	
							normally derived from gifts, grants, and	83
							stipulations placed on their use by external	
23,144,131	\$ 12,650,848 \$ 2	- \$ 10,493,283	22,172,008 \$	12,107,106 \$	10,064,902 \$	. \$	institution that have limitations or \$	I.B. Restricted E&G
							Current fund resources received by an	
							state's diverse citizens through teaching,	
							Activities that directly support the primary mission of the University to educate the	
							institutional revenues.	
							These resources are normally derived from state appropriations, student fees, and	
							set aside for loans, endowments, or plant.	
							agencies or donors, and that have not been	
53,848,693		7,952,737 \$ 45,895,956 \$	53,601,940 \$ 7,9	•	46,283,421 \$	7,318,519 \$	stipulations placed on them by external	I.A. Unrestricted E&G
	•					1	institution that have no limitations or	
							research and creative activity and service.	
							state's diverse citizens through teaching,	
							Activities that directly support the primary mission of the University to educate the	
TOTAL Associated Objective(s)		neral Other Federa	TOTAL Gene		Other F	General	Purpose	Program/Title
Program Template	nenditures	FY 2014-15 Fx		lituros	EV 2013-14 Expenditures			
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