

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



Fiscal Year 2014-15 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.

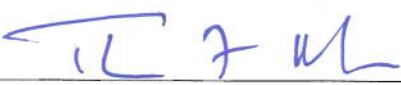
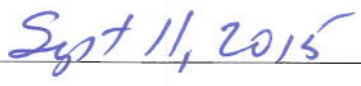
The University's metropolitan mission rests upon a foundation of partnerships with the education, corporate and service organizations of the Upstate. The faculty provides leadership in promoting the Upstate's economic, social and cultural development. This is achieved through its teaching, professional and public service, basic and applied scholarship and research, and creative endeavors.

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

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
SECONDARY CONTACT:	Sheryl Turner-Watts	(864) 503-5490	Sturner-watts@uscupstate.edu

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):	 	
(TYPE/PRINT NAME):	Thomas F. Moore	

BOARD/CMSN CHAIR (SIGN/DATE):		
(TYPE/PRINT NAME):	Eugene P. Warr, Jr., J.D., Chairman USC Board of Trustees	

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

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 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

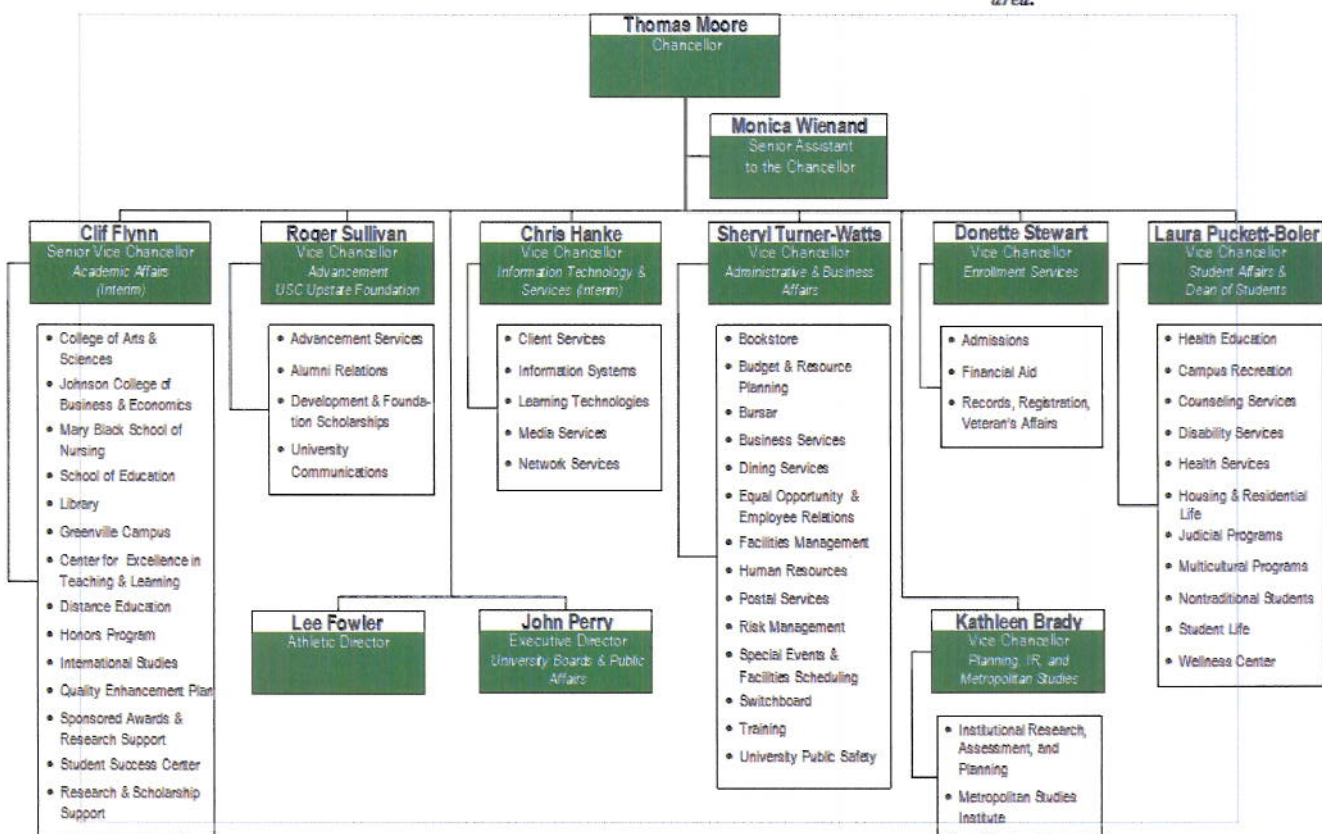
AGENCY NAME:	University of South Carolina Upstate		
AGENCY CODE:	H34	SECTION:	20C

	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

University of South Carolina Upstate

(Revised 09.08.15)

Click a department heading to view a detailed org chart of that area.



Agency Name: University of South Carolina Upstate

Fiscal Year 2014-15

Agency Code: H34 Section: 20C

Accountability Report



Strategic Planning Template

Type	Item #	Strat	Object	Description
G	1			Student Success - We will recruit, retain, and graduate increasing numbers of well-prepared students.
0	1.1			Increase the student population and persistence through graduation
0	1.1.1			Develop an accurate, predictive statistical model for enrollment management
0	1.1.2			Create a targeted marketing plan for all students, including adult and nontraditional students
0	1.1.3			Design and implement aggressive interventions to improve persistence across all student populations and campuses
0	1.1.4			Implement best practices in student advising
0	1.1.5			Build a culture of student success
0	1.2			Integrate Career Planning and Placement into campus culture
0	1.2.1			Engage first-year students in career planning activities
0	1.2.2			Expand and coordinate opportunities for internships and apprenticeships
0	1.2.3			Provide career services on the Greenville campus
0	1.2.4			Offer career placement services to alumni
G	2			Excellence in Teaching and Learning - We will continually improve the quality of the educational experience we offer
0	2.1			Increase the capacity and effectiveness of academic enrichment programs
0	2.1.1			Enhance and expand the honors program
0	2.1.2			Faculty and staff members will develop new interdisciplinary and cross-divisional courses and programs
0	2.1.3			Establish service learning as a signature experience for Upstate students on all campuses
0	2.1.4			Increase support for, and student participation in, research
0	2.1.5			Increase study abroad opportunities and participation
0	2.2			Align instruction with the needs of 21st Century learners
0	2.2.1			Incorporate new and emerging instructional models that complement traditional teaching methods
0	2.2.2			Increase the number of distance education offerings that support degree completion
0	2.2.3			Strengthen and coordinate co-curricular programming through increased faculty/staff collaboration and cooperation
0	2.2.4			Align student experiences and curricula to enhance success after graduation
0	2.3			Increase opportunities and support for faculty and staff professional development
0	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
0	2.3.2			Ensure fair and competitive salaries for faculty and staff, and address issues of salary compression
0	2.3.3			Increase support for research and creative activities
0	2.4			Enhance the curriculum
0	2.4.1			Identify leadership for graduate studies
0	2.4.2			Identify opportunities for expanded delivery of current graduate programs and additional graduate programs to address needs in Spartanburg, Greenville, and across the Upstate
0	2.4.3			Ensure an adequate number of qualified faculty to guarantee quality and integrity across all programs
G	3			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
0	3.1			Increase community engagement
0	3.1.1			Pursue Carnegie Classification in community engagement
0	3.1.2			Create an organizational structure to coordinate community engagement activities
0	3.1.3			Increase collaboration with businesses and organizations in our region
0	3.2			Expand the reach and impact of community-based research
0	3.2.1			Increase the number of research contracts through the Metropolitan Studies Institute
0	3.2.2			Increase support for community-based research
0	3.2.3			Further develop Spartanburg Community Indicators data analysis and reporting
0	3.3			Expand the reach and impact of University athletic programs in the Upstate
0	3.3.1			Increase attendance at athletic events
0	3.3.2			Increase community support for all programs
0	3.3.3			Increase awareness of athletics as a part of the educational experience and campus environment
G	4			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.
0	4.1			Improve internal and external communication
0	4.1.1			Institute regular "Town hall" events
0	4.1.2			Expand the use of current technologies to expedite the flow of information
0	4.1.3			Complete a comprehensive and strategic marketing campaign to enhance the University's visibility and stature
0	4.1.4			Increase media coverage of University events and achievements
0	4.2			Support staff development
0	4.2.1			Address issues of staff salary compression
0	4.2.2			Increase opportunities and support for staff development
0	4.3			Increase institutional revenue

Agency Name: USC Upstate

Fiscal Year 2014-15
Accountability Report

Agency Code: H34 Section: 20C

Performance Measurement Template									
Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	4-year graduation rate	24%	23%	26%	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	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%	38%	45%	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	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)	65%	68%	70%	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	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	64%	1	70%	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	Retention of students who transferred the prior year into the next year	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	Baccalaureate degrees awarded	1,117	1,168	1,130	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	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	Graduate degrees 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 slated faculty who teach a "4/4" courseload	2.3.2.1, 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 slated 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%	16%	20%	30-Jun-15	COGNOS/ Banner updated at semester end	Annual	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	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 report race	1.1.2, 4.6.1, 4.6.2, 4.6.3
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 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	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,

[illegible]Page 1 of 3