

# Executive Summary

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## Blueprint for Academic Excellence Palmetto College AY2018-2019

### Introduction

Palmetto College represents the University's effort to provide innovation, leadership and coordination throughout the eight University of South Carolina campuses to serve students seeking alternative course and degree delivery. Palmetto College offers them an opportunity toward social mobility through a combination of affordability, accessibility and flexibility, making post-secondary education a first-time reality for many.

This methodology consists of face-to-face instruction at the Palmetto College Campuses and asynchronous online and point-to point synchronous instruction emanating from multiple sites. The Palmetto College Central report, with an emphasis on the College's online degree delivery efforts, is contained herein. The complete reports of the reporting units of the college: Extended University and the four regional Palmetto College Campuses (which are accredited as a part of USC Columbia), may be accessed at the links below in the Highlights section.

### Highlights

The online programs enjoyed continued growth and productivity, with both enrollments and graduations exceeding 1000. Three of the four PC Campuses enjoyed record growth. Complete Extended University and campus reports can be found at the following links:

[Extended University](#) [USC Lancaster](#) [USC Salkehatchie](#) [USC Sumter](#) [USC Union](#)

Dr. Susan A. Elkins  
Chancellor



# Blueprint for Academic Excellence

## Palmetto College

### AY2018-2019

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# Foundation for Academic Excellence

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## Mission Statement

### System Statement

The primary mission of the University of South Carolina is the education of the state's diverse citizens through teaching, research, creative activity, and service. Founded in 1801, the University of South Carolina system is the largest university in the state, serving more than 41,000 students from its flagship Columbia campus, three senior campuses (Aiken, Beaufort, and Upstate), and four regional campuses (Lancaster, Salkehatchie, Sumter, and Union).

The University of South Carolina is a public institution offering degree programs at the associate's, bachelor's, master's, and doctoral levels. Through the primary method of classroom and laboratory instruction and through a secondary method of distance education delivered via the Internet, teleconference and electronic media, degree programs are offered in the following areas: arts and sciences; education; engineering and computing; hospitality, retail, and sport management; mass communications and information studies; music; public health; and social work, and in professional programs such as business, law, medicine, nursing, and pharmacy.

With a flagship campus recognized by the Carnegie Foundation as a top research and service institution and nationally ranked in start-up businesses, and an eight-campus system that confers nearly 40% of all bachelor's and graduate degrees awarded at public institutions in South Carolina, the University has a profound relevance, reach, and impact on the people of the state. The University of South Carolina provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation.

June, 2010 (Note: Since this BOT/CHE approval date, the University system has increased its enrollment to 51,130 [fall 2017 OIRA official] and confers over 40% [43%] of state public institution degrees [Office of Communication and Marketing])

Updated: 03/02/2018

## Vision Statement

Updated: 03/02/2018

## Values

All the entities of Palmetto College fully embrace the University System Mission Statement. Further, we look to the past for reinforcement of its emphasis on serving the state. Specifically, a marker erected on the historical University Horseshoe in 1936 refers to the University as a "Faithful index to the ambitions and fortunes of the state." In 1937, USC Professor of English Havilah Babcock stated, "Our campus is the state. If you can't come to the University, then the University will come to you." All those associated with the Palmetto College effort keep the service to the state and its citizens emphasized in these statements at the forefront of our thoughts and actions as we seek to serve those for whom traditional enrollment in higher education presents challenges and opportunities.

Updated: 03/02/2018

# Goals - Looking Back

Goals for the Palmetto College for the previous Academic Year.

## Goal 1 - Enrollment

<b>Goal Statement</b>	Continue to enhance enrollments at all Palmetto College Campuses and in Palmetto College Online programs
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Palmetto College directly addresses the University's mission statement in regards to the "... education of the state's diverse citizens..." through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	This goal is continual and is achieved by continuous monitoring at the central office level as well as at each program site
<b>Achievements</b>	<p>After considerable activity by PC Central and each campus, Palmetto College overall total headcount enrollment increased from 5201 in Fall 2015 to 5590 in Fall 2016, a 7.48% increase, in Fall 2016. Spring 2017 overall total headcount enrollment increased from 4743 in Spring 2016 to 4933 in 2017, a 4% increase.</p> <p>Palmetto College Campuses Fall Headcount increased from 4301 in 2015 to 4626 in 2016, a 7.56% increase, along with a 5.14% increase in FTE; Spring Headcount increased from 3893 in 2016 to 3956 in 2017, a 1.62% increase, while FTE was 2,674, identical to the previous year. FTE (Source: OIRA).</p> <p>Palmetto College Campus Partnership Programs Fall Headcount increased from 149 in 2015 to 158 in 2016, a 6% increase (Source: PC internal data); Spring Headcount decreased from 135 in 2016 to 123 in 2017, a 9% decrease.</p> <p>Palmetto College Online Bachelor's Degree Completion majors increased from 751 in 2015 to 806 in Fall 2016, a 7.32% increase. Spring 2017 Headcount enrollment increased 6.61% over Spring 2016, from 801 to 854. The number of online courses offered increased from 189 in 2015-16 to 282, a 49.2% increase, with enrollment (seats filled) increasing from 4,830 to 6,826, a 41.32% increase. A 15% growth in tuition revenue occurred, increasing from \$6.4 million in FY16 to \$7.4 million in FY17 (Source: PC internal data).</p>
<b>Resources Utilized</b>	In addition to each PC Campus Enrollment Management office, the PC Central Enrollment Services Office provided coordinated efforts to attract potential online students. Fully described in 2017-2018 Recruitment narrative.
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Encouraging efforts to increase enrollments in all programs housed in Palmetto College and at each campus will always be a priority and therefore an ongoing goal, therefore monitoring by the central office is continuous.
<b>Resources Needed</b>	Adequate staff and, when appropriate, funding for consultancies
<b>Goal Notes</b>	

## Goal 2 - Student Retention/Student Success

<b>Goal Statement</b>	Increase student success rate at PC Campuses. Assess retention and graduation of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the PC Campuses than solely focusing on retention from one year to the next.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	The University mission statement states that it "... provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success..." Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regards to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable.
<b>Achievements</b>	Per SCCHE, the success rate for the regional Palmetto College campuses for the latest cohort available, 2013, is 45.5%, compared to 39.0% for the SC Technical Colleges. However, there are concerns about the validity of the data due to Banner conversion issues. To explore these concerns, the 2013 cohort data was submitted to the National Clearinghouse in order to test assumptions. The National Clearinghouse results further supported the assumption that the data is incorrect as the additional number of internal and external transfers reported increased the overall rate to 63%, representing a return to rates of 60% plus as often achieved in past years. Analysis efforts to confirm and examine these data on a more granular, campus-specific level in order to verify these preliminary results will continue in the coming year. A corresponding success rate calculation for the PC Online programs has been undertaken, and while the process needs refinement and expansion, preliminary results reveal an approximate 79% retention rate for the seven online programs for those enrolled beginning Fall 2013, the "launch year" of Palmetto College. Additionally, 829 PC Online degrees have been conferred since inception. (Source: PC internal data).
<b>Resources Utilized</b>	Efforts of PC Central, OIRA and the CHE staff to research and locate data issues
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Continue to engage with all appropriate parties: PC staff, OIRA, CHE to provide consistent, accurate data
<b>Resources Needed</b>	Staff time
<b>Goal Notes</b>	

### Goal 3 - Faculty

<b>Goal Statement</b>	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<p>Hiring/selection: Hiring of faculty begins with an analysis of need as determined by the local campus and the central office. Once it is decided to fill a needed position, the local campus forms a search committee comprised of campus personnel as well as a faculty member on the Columbia campus from the discipline of the position.</p> <p>Development/retention: Palmetto College campuses and the central office provide multiple actions to support faculty including T and P workshops, grant support, and professional travel to support regional Palmetto College faculty.</p> <p>Governance: Faculty governance is assured through local campus organizations, the Palmetto College Campuses Faculty Senate and participation in the USC Columbia Faculty Senate</p>
<b>Achievements</b>	During 2016-17, three faculty were hired in tenure-track positions from nationally-recognized institutions, four were tenured and promoted to Associate Professor, and three were promoted to full professor. Activity of the faculty was extensive as they produced 116 publications, received 33 grants, contributed 149 presentations/exhibits and 54 creative activities, received 14 awards and engaged in 87 other activities (to include discipline-based consultations, editorships, and serving as reviewers). Of the grants received, 26 were University-based to include: Palmetto College Innovation Grants, Online Course Development Grants, Magellan grants, and RISE and Aspire grants. Both central and campus-based efforts this year assured support of faculty including: T and P workshops, Online Course Development Grants, Innovation Grants, dedicated research grants, budgeted travel and research funding, and new faculty and faculty advisor training .Additionally, a Palmetto College Faculty Assembly was held in October 2016, and the annual Palmetto College Faculty Senate Summer Retreat was held in the summer. Finally, an e-Learning conference, co-sponsored by Palmetto College, CTE and the senior campuses, was held in June.
<b>Resources Utilized</b>	Hiring: Campus search committees with HR support provided by PC Central office. Note that it is established practice to invite a Columbia campus faculty member in the discipline for which the campus is searching to serve on the search committee. Support: See 2017-18 Faculty Development narrative for ongoing, yearly efforts.
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Faculty hiring and development is a core ongoing goal for Palmetto College, therefore the same rigorous hiring practices and supportive faculty development activities will be continued.

<b>Resources Needed</b>	Adequate funding for competitive hiring and retaining faculty; faculty/staff time devoted to search effort.
<b>Goal Notes</b>	



## Goal 4 - Service

<b>Goal Statement</b>	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
<b>Linkage to University Goal</b>	•Building Inclusive and Inspiring Communities
<b>Alignment with Mission, Vision, and Values</b>	This goal addresses the component of the University's stated mission to provide "...all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation."
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	Faculty advancement requires service as an important component for performance evaluation. Student service opportunities are provided through the many student organizations and campus-sponsored activities established at each campus
<b>Achievements</b>	<p>The campuses were active participants in delivering service to their respective communities, with the many student organizations, advised by faculty and staff, engaging in numerous service and fund-raising activities.</p> <p>A very small sampling of the variety, breadth and quality of service engagement follows: Palmetto College (Board of Visitors): INNERSOLE (Dawn Staley) project involvement. Extended University: representing the whole University in services to military and dependents through its Ft. Jackson operation; significant hiring of BLS recipients by Lancaster County Sheriff's Office due to program's emphasis in criminal justice and sociology. Lancaster: Long-standing (since 1995) Learn-to-Swim/Walter Safety program (over 18,000 participants to date); Town and Gown Reading Project; Native American Studies Center (4500 visitors to date); Sheriff's Office hires (see EU above); baseball team volunteer efforts with Lancaster Dream - an organization that works with disabled children and adolescents; school supply drives conducted by Rotaract, Omega Scholars, and Delta Links student organizations. Salkehatchie: 3900 hours of service to community reported by full time faculty; Leadership Institute sponsorship of leadership classes to adults as well as local high school students; athletic teams reading to elementary school students; SGA-sponsored food and toy drives; SGA-sponsored soup kitchen volunteer efforts; no-cost programming to community, resulting in over 2000 visitors coming to the campuses in 2016-2017. Sumter: TRIO, Opportunity Scholars Programs; funding for Chamber of Commerce, Kiwanis, and Rotary events; recipient of Sumter Item's "Best College" award, Sumter Chamber of Commerce's "Sumter Green" award, designation as a "Military Friendly School" as well as a "STEMS Approved College" by Victory Media; Exemplar College (for annual ACT College and Career Readiness Campaign) by ACT; Athletic Department philanthropic fundraising. Union: Hosting of events such as Earth Day festival, community plays, summer camps, and Founder's Day celebration; VITA tax service - free tax preparation for low-income community members (27 citizens served during most recent tax season). Further, some of the University-based grants awarded are in direct support of the USC Connect Initiative with faculty serving as mentors to students participating in USC Connect's Graduation with Leadership Distinction opportunity, resulting in 37 graduates with such distinction this year. Sources: Campus/Unit 2017-2018 Blueprints</p>

<b>Resources Utilized</b>	Effort of Faculty, Staff, Students
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Effort of faculty, staff and students, supported by Palmetto College Central as well as each campus
<b>Resources Needed</b>	Continued effort of Faculty, Staff, Students
<b>Goal Notes</b>	

## Goal 5 - Organizational/Financial

<b>Goal Statement</b>	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
<b>Linkage to University Goal</b>	•Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	Not specifically aligned, but serves as "underpinning "for optimal achievement of University mission
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	Ongoing goal
<b>Achievements</b>	<p>The following organizational/financial action items were completed during the fourth year of operation:</p> <p>(1) Continued to focus on enrollment growth both centrally by continued implementation of the CRM and at each campus through service area-based efforts; sustained general brand awareness campaign for online offerings while increasing targeted individual program marketing; launched seven new online degree completion programs; renewed focus on military programs and students. (2) Made financial improvements by operating more efficiently to balance budgets and ensure appropriate fund balances of 2-3 months operating expenses. (3) Continued implementation of the Tuition Revenue Sharing Model for Palmetto College Online, resulting in substantial new revenue for each system campus, with over \$32 million in new revenue raised and distributed across the system since the launch of Palmetto College in Fall 2013. (4) Raised over \$894,000 through fund-raising efforts led by the PC Development Officer, Deans, and other PC leaders. (5) Continued to develop structure and unit budgets in alignment with reduction of appropriations from the Office of the Provost at USC Columbia for Extended University, coupled with the movement of Continuing Education and the Evening School from Palmetto College to the Office of the Provost. (6) Completed Palmetto College's contribution to the SACSCOC Fifth Year Interim Report. (7) Launched vendor-solution online tutoring services. (8) Committed to a College-wide planning effort to align Palmetto College with the University's "21st Century University Plan."</p>
<b>Resources Utilized</b>	Palmetto College staff
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Ongoing, continual goal accomplished, primarily through increased revenue from increased enrollment and through continuous monitoring and implementation of appropriate staffing levels and expertise
<b>Resources Needed</b>	PC Central is in need of financial resources as a result of the University's decision to remove the Evening School from under Palmetto College's direction. Doing so has resulted in significant challenges for the unit to provide leadership, management, and coordination in the areas of new program development, current program enhancement, budget, development/monitoring, HR, compliance, financial aid, marketing, enrollment services and outreach. We have taken significant steps this academic year including not hiring for open positions and reviewing the percentage share of PC revenue distribution to the degree programs. We will continue our examination when we execute an internal examination of our operations in the Planning effort described in Goal 6 for 2017-2018. Once completed, we anticipate this resulting in a request to the central administration for a review of our efforts and the restoration of funding appropriate for our efforts to realize the vision of Palmetto College, as articulated six years ago.



# Goals - Real Time

Goals for the Palmetto College that are in progress for AY2018-2019.

## Goal 1 - Enrollment

<b>Goal Statement</b>	Continue to enhance enrollments at all Palmetto College Campuses and in Palmetto College Online programs
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Palmetto College directly addresses the University's mission statement in regard to the "... education of the state's diverse citizens..." through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	This goal is continual and is achieved by continuous monitoring at the central office level as well as at each program site
<b>Achievements</b>	<p>After considerable activity by PC Central and each campus, Palmetto College overall total headcount enrollment increased from 5590 in Fall 2016 to 5957 in Fall 2017, a 6.56% increase, Spring 2017 overall total headcount enrollment increased from 4743 in Spring 2016 to 4933 in 2017, a 4% increase.</p> <p>Palmetto College Campuses Fall Headcount increased from 4626 in fall 2016 to 4826 in fall 2017, a 4.32% increase, along with a 5.15% increase in FTE; Spring Headcount increased from 3,956 in 2017 to 4,076 in 2018, a 3% increase, while FTE was 2,784, a 4.47% over the previous year. FTE (Source: OIRA).</p> <p>Palmetto College Campus Partnership Programs Fall Headcount decreased from 158 in fall 2016 to 147 in 2017, a 7.48% decrease (Source: PC internal data); Spring Headcount decreased from 123 in 2017 to 116 in 2018, a 6% decrease.</p> <p>Palmetto College Online Bachelor's Degree Completion majors increased from 806 in fall 2016 to 984 in fall 2017, a 22.1% increase. Spring 2017 Headcount enrollment increased 6.61% over Spring 2016, from 801 to 854. The number of online courses offered increased from 252 (fall 16/spring17) to 310 (fall 17/spring 18), a 23% increase, with enrollment (seats filled) increasing from 6,302 to 7,661, a 21.56% increase. A 23% growth in tuition revenue occurred, increasing from \$7.4 million in FY17 to \$9.1 million in FY17 (Source: PC internal data).</p>
<b>Resources Utilized</b>	Existing staff with addition of new Enrollment Management leadership and staff at the campuses and the central online programs operation
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Emphasis on assimilation of new staff. Hire Enrollment Manager at USC Salkehatchie
<b>Resources Needed</b>	Staff training
<b>Goal Notes</b>	

## Goal 2 - Student Retention/Student Success

<b>Goal Statement</b>	Increase student success rate at PC Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	The University mission statement states that it "... provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success..." Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable

<b>Achievements</b>	<p>While the reported Retention and Graduation Rates constitute important measures for this campus, said measures do not capture an important role of the campus as a "pathway" (as opposed to end point) for students to attain their educational goals. The campus' Success Rate, instituted as a performance measure for the state's primarily two-year institutions by the Commission on Higher Education (CHE) starting in 1996, captures how students utilize the local institution for coursework leading to associate and/or baccalaureate degrees. Specifically, the Success Rate measure consists of three sub-measures leading to an overall rate: graduation with the campus' associate degree, continued enrollment at the institution, and transfer from the institution. For the latest cohort (2013 entering FT/FT students, captured three years after entering, i.e., "150% of time") the aggregate average for the campuses was 48.8%. Please note that these rates only report student activity within the state's borders. Supplementation of the findings is allowed by the CHE and the Palmetto College central office has been working with the CHE as well as USC's OIRA Office to order to supply supplemental data. This activity constitutes an ongoing project, but preliminary unofficial results reveal an increased aggregate average for the 2013 cohort to 56.2%. Efforts to officially provide like supplementation to the 2014 cohort are active and ongoing.</p> <p>Success rate calculation for the PC Online programs presents unique challenges because: 1. approximately 40% of students enroll part-time and 2. by definition, as "plus 2 programs", students enrolled in PC Online programs are transfers and therefore do not constitute a traditional first-time, full-time cohort. That said, an important measure of success as we approach five years since the establishment of Palmetto College is the over-1000 degrees awarded. (Source: PC internal data). See Academic Programs Supplemental Information for more details.</p>
<b>Resources Utilized</b>	Central Office staff, OIRA staff, National Clearinghouse
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	As noted, efforts to make official with the CHE our supplemental information from the National Clearinghouse are ongoing
<b>Resources Needed</b>	
<b>Goal Notes</b>	

### Goal 3 - Faculty

<b>Goal Statement</b>	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<p>Hiring/selection: Hiring of faculty begins with an analysis of need as determined by the local campus and the central office. Once it is decided to fill a needed position, the local campus forms a search committee comprised of campus personnel as well as a faculty member on the Columbia campus from the discipline of the position.</p> <p>Development/retention: Palmetto College campuses and the central office provide multiple actions to support faculty including T and P workshops, grant support, and professional travel to support regional Palmetto College faculty.</p> <p>Governance: Faculty governance is assured through local campus organizations, the Palmetto College Campuses Faculty Senate and participation in the USC Columbia Faculty Senate</p>
<b>Achievements</b>	Results: During 2017-18, five faculty were hired in tenure-track positions from nationally-recognized institutions. In 2016-2017 four faculty were tenured and promoted to Associate Professor, and three were promoted to full professor. At this writing, nine faculty have submitted files for 2017-2018. Activity of the faculty was extensive as they produced 65 publications, received 24 grants, contributed 169 presentations/exhibits and 24 creative activities, and engaged in 74 other activities (to include discipline-based consultations, editorships, and serving as reviewers). Both central and campus-based efforts this year assured support of faculty including: T and P workshops, Innovation grants, dedicated research grants, budgeted travel and research funding, and new faculty and faculty advisor training. Additionally, a Palmetto College Faculty Research Symposium was held in April 2018.
<b>Resources Utilized</b>	Funding and support by administration, efforts of faculty
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Continued funding and support of faculty
<b>Resources Needed</b>	Funding for faculty development sponsorship and compensation increases and funding for competitive hiring.
<b>Goal Notes</b>	



#### Goal 4 - Service

<b>Goal Statement</b>	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
<b>Linkage to University Goal</b>	•Building Inclusive and Inspiring Communities
<b>Alignment with Mission, Vision, and Values</b>	This goal addresses the component of the University's stated mission to provide "...all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation."
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	Faculty advancement requires service as an important component. Student service opportunities are provided through the many student organizations and campus-sponsored activities established at each campus

<b>Achievements</b>	<p>The campuses were active participants in delivering service to their respective communities, with the many student organizations, advised by faculty and staff, engaging in numerous service and fund-raising activities.</p> <p>A small sampling of the variety, breadth and quality of service engagement follows: Palmetto College (Board of Visitors): INNERSOLE (Dawn Staley) project involvement; multiple presentations by Chancellor to organizations, locally and statewide. Extended University: representing the whole University in services to military and dependents through its Ft. Jackson operation; significant hiring of BLS recipients by Lancaster County Sheriff's Office due to program's emphasis in criminal justice and sociology. Lancaster: Native American Studies Center programming - 7,444 visits to center in AY 16-17; Native American Studies South Carolina Archive launch (a comprehensive digital archive for tribal histories); baseball team volunteer efforts with Lancaster Dream - an organization that works with disabled children and adolescents; school supply drives conducted by Rotaract, Omega Scholars, and Delta Links student organizations; long-standing (since 1995) Learn-to-Swim/Walter Safety program (over 18,000 participants to date); faculty/student research projects for community Salkehatchie: 4118 hours of service to community reported by full time faculty; Leadership Institute sponsorship of leadership classes to adults as well as local high school students for six county service area; athletic teams reading to elementary school students; SGA-sponsored food and toy drives; SGA-sponsored food and toy drives as well as soup kitchen volunteer efforts; no-cost programming to community, resulting in over 2000 visitors coming to the campuses in 2016-2017; general student volunteer efforts emanating from required community service component for University 101 classes; staff service such as youth sports coaching and serving on boards/as members of local civic and nonprofit agencies. Sumter: TRIO Opportunity Scholars Program; Upward Bound Program; recipient of Sumter Item's "Best College" award, Sumter Chamber of Commerce's "Sumter Green" award, designation as a "Military Friendly School" and Military Friendly Spouse School as well as a "STEMS Approved College" by Victory Media; from Niche organization - #2 Best Community College in SC, #23 Best Community in America; over 500 hours of volunteer work by student athletics, Salvation Army Bell Ringling Award to baseball team; campus host of Friday local-vendor Farmers' Market; sponsorship of community-based USC Sumter Associates program, a town and gown communication forum; funding and participation in a variety of Chamber of Commerce, Kiwanis and Rotary Club events. Union: Hosting of events such as Earth Day festival, community plays, summer camps, political debates, youth basketball tournaments, Founder's Day events, computer classes for the community, training sessions, reading programs, and a community health fair. Further, the campus hosted the Upcountry Literary Festival, which featured performances that included poetry, fiction, mystery, ghost stories, nonfiction, music, and theater from local figures and invited quests. Finally, the campus produced the annual Miss USC Union pageant to raise money for Alzheimer's awareness and research. All Campuses: some of the University-based grants awarded are in direct support of the USC Connect Initiative with faculty serving as mentors to students participating in USC Connect's Graduation with Leadership Distinction opportunity, resulting in 24 graduates with such distinction this year. Sources: Campus/Unit 2017-2018 Blueprints, USC Connect Office</p>
<b>Resources Utilized</b>	Faculty, staff and Students
<b>Goal Continuation</b>	Ongoing

<b>Goal Upcoming Plans</b>	Standardization of service hours and personnel participating
<b>Resources Needed</b>	Central Office leadership with execution by campus personnel
<b>Goal Notes</b>	

## Goal 5 - Organizational/Financial

<b>Goal Statement</b>	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
<b>Linkage to University Goal</b>	•Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	Not specifically aligned, but serves as "underpinning" for optimal achievement of University mission
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	Ongoing goal
<b>Achievements</b>	<p>The following organizational/financial action items were completed during the fifth year of operation:</p> <p>(1) Continued to focus on enrollment growth both centrally by restructuring enrollment management at all campuses; continued implementation of the CRM and at each campus through service area-based efforts; sustained general brand awareness campaign for online offerings while increasing targeted individual program marketing; continued focus on military programs and students. (2) Made financial improvements by operating more efficiently to balance budgets and ensure appropriate fund balances of 2-3 months operating expenses. Latest available information (2017) reveals that three of the four campuses have 3 months fund balance. (3) Continued implementation of the Tuition Revenue Sharing Model for Palmetto College Online, resulting in substantial new revenue for each system campus, with \$55.8 million in new revenue raised and distributed across the system since the launch of Palmetto College in Fall 2013. (4) Project over \$1,000,000 in fund-raising for FY17-18 through efforts led by the PC Development Officer, Deans, and other PC leaders. (5) Continued to develop structure and unit budgets in alignment with reduction of appropriations from the Office of the Provost at USC Columbia for Extended University, coupled with the movement of Continuing Education and the Evening School from Palmetto College to the Office of the Provost - specific proposal in FY 18-19 budget request. (6) Completed Palmetto College's contribution effort to the SACSCOC Fifth Year Interim Report resulting in acceptance of the report with no findings. (7) Continued vendor-solution online tutoring services. (8) Committed to a College-wide planning effort to align Palmetto College with the University's Focus 2023 Plan - see Planning Goal.</p>
<b>Resources Utilized</b>	New and existing staff
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Continue existing efforts
<b>Resources Needed</b>	Funding to replace funds lost when the Evening Program was moved from our division
<b>Goal Notes</b>	

## Goal 6 - Planning

<b>Goal Statement</b>	The academic year 2017-2018 will represent the fifth year of Palmetto College's existence. At this important juncture, Palmetto College will begin engagement in an all-units and functions Planning efforts to assess what is working and what needs strengthening, in conjunction with the University's new five-year plan.
<b>Linkage to University Goal</b>	•Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	This review of the structure and function of all of Palmetto College activities will allow the College to optimally serve "... the state's diverse citizens through teaching, research, creative activity, and service."
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	As the University's nears official approval of the Focus Carolina 2023 by the University Board of Trustees, Palmetto College has begun positioning itself to fully incorporate the goals of the initiative. Beginning with the creation of the Academic Blueprints in the revised format in 2017, Palmetto College has established a Strategic Planning Committee to review Blueprints of all College units as well as State Accountability Reports for the four regional Palmetto College campuses in order to assure alignment
<b>Achievements</b>	A Palmetto College Campuses Focus Carolina 2023 Strategic Planning Committee was appointed and met in the spring semester to begin its work to incorporate the goals of the Board of Trustees-approved five-year planning effort. A primary goal of the committee will be to align USC Columbia's goals with those of the regional Palmetto College Campuses in order to assure appropriate integration and focus, therefore reinforcing and enhancing the joint accreditation these five campuses of the USC System share. Completion of the plan is expected in December 2018.
<b>Resources Utilized</b>	Faculty, staff and students
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	Ongoing
<b>Resources Needed</b>	Committee members time
<b>Goal Notes</b>	

# Goals - Looking Ahead

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Goals for the Palmetto College that are slated for the upcoming year.

## Goal 1 - Enrollment

<b>Goal Statement</b>	Continue to enhance enrollments at all Palmetto College Campuses and in Palmetto College Online programs
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Palmetto College directly addresses the University's mission statement in regard to the "... education of the state's diverse citizens..." through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	This goal is continual and is achieved by continuous monitoring at the central office level as well as at each program site
<b>Achievements</b>	Enrollment
<b>Resources Utilized</b>	<p>In addition to each PC Campus Enrollment Management office, the PC Central Enrollment Services Office will continue to provide coordinated efforts to attract potential online students.</p> <p>Each campus will continue it's efforts to staff effectively for attempting to assure increased enrollments</p>
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	<p>Ongoing: Please see the Student Recruitment and Retention section for current efforts that will be maintained.</p> <p>Strategic Funding Requests for 2018-2019 associated with Enrollment advances as lead goal include:</p> <p>Palmetto Pathway Pilot \$50,000</p> <p>Strategic Enrollment Growth Initiative \$300,000</p> <p>General Education and Program Development \$350,000</p>
<b>Resources Needed</b>	<p>Funding as requested</p> <p>Staff effort, as well as appropriate consultant efforts</p>
<b>Goal Notes</b>	

## Goal 2 - Student Retention/Student Success

<b>Goal Statement</b>	Increase student success rate at the regional Palmetto College Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	The University mission statement states that it "... provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success..." Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable
<b>Achievements</b>	<p>Success Rate establishment for PC Online students</p> <p>Accurate Success Rate for PC Campuses</p>
<b>Resources Utilized</b>	Staff
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	The primary efforts of PC Central, in addition to supporting all efforts of its units to better assure individual student success, will focus attention on: 1. developing a means of monitoring PC Online student success (which is a challenge considering that our students are transfers, therefore falling outside the traditional FT/FT entering student cohort most often assessed) and 2. continue to work with OIRA and the CHE (using the 2014 cohort) to establish an accurate Success Rate for each PC Campus
<b>Resources Needed</b>	Staff time - both internal and external (OIRA, CHE)
<b>Goal Notes</b>	

### Goal 3 - Faculty

<b>Goal Statement</b>	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
<b>Linkage to University Goal</b>	•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners
<b>Alignment with Mission, Vision, and Values</b>	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<p>Hiring/selection: Hiring of faculty begins with an analysis of need as determined by the local campus and the central office. Once it is decided to fill a needed position, the local campus forms a search committee comprised of campus personnel as well as a faculty member on the Columbia campus from the discipline of the position.</p> <p>Development/retention: Palmetto College campuses and the central office provide multiple actions to support faculty including T and P workshops, grant support, and professional travel to support regional Palmetto College faculty.</p> <p>Governance: Faculty governance is assured through local campus organizations ,the Palmetto College Campuses Faculty Senate and participation in the USC Columbia Faculty Senate</p>
<b>Achievements</b>	<p>Quality hires</p> <p>Successful development and advancement of faculty as measured by earning tenure/and or promotion</p>
<b>Resources Utilized</b>	Internal support from PC Central and each campus' administration
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Assess staffing needs, hiring practices, and development opportunities, while assuring appropriate alignment with USC Columbia, with whom the campuses are accredited
<b>Resources Needed</b>	Funding to assure units are competitive in offer packages, faculty and staff support for faculty seeking advancement; support of USC Columbia in alignment efforts
<b>Goal Notes</b>	



#### Goal 4 - Service

<b>Goal Statement</b>	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
<b>Linkage to University Goal</b>	•Building Inclusive and Inspiring Communities
<b>Alignment with Mission, Vision, and Values</b>	This goal addresses the component of the University's stated mission to provide "...all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation."
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	Faculty advancement requires service as an important component. Student service opportunities are provided through the many student organizations and campus-sponsored activities established at each campus
<b>Achievements</b>	Increased coordination in collecting service efforts of faculty, staff and students
<b>Resources Utilized</b>	Staff time
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Ongoing: As a result of the efforts of the Planning committee, make recommendations regarding the consistency, format and "calendar" of data collection regarding service Strategic Funding Requests for 2018-2019 associated with Service advances as lead goal include:  Lexington County Expansion/Extended University Restructuring \$150,000  Dual Credit/Early College Expansion \$150,000
<b>Resources Needed</b>	Funding as Requested  Staff time
<b>Goal Notes</b>	

## Goal 5 - Organizational/Financial

<b>Goal Statement</b>	
<b>Linkage to University Goal</b>	•Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	Enhanced revenue through increased enrollment, efficient operations of all units through continuous assessment of staffing needs and performance, tuition revenue, Palmetto College funding distribution, and organizational structure
<b>Resources Utilized</b>	Staff time
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Continue current continuous assessment efforts by PC Central to assure effective and efficient operation Extended University Expansion (also listed in servie goal Upcoming Plans)
<b>Resources Needed</b>	Staff time; support of central administration as to any organizational and/or finance model changes desired as a result of internal assessment efforts
<b>Goal Notes</b>	

## Goal 6 - Planning

<b>Goal Statement</b>	The academic year 2017-2018 represented the fifth year of Palmetto College's existence. At this important juncture, Palmetto College has begun engaging in an all-units and functions Planning effort to assess what is working and what needs strengthening, in conjunction with the University's new five-year (2023) plan.
<b>Linkage to University Goal</b>	•Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	This review of the structure and function of all of Palmetto College activities will allow the College to optimally serve "... the state's diverse citizens through teaching, research, creative activity, and service."
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	As the University's nears official approval of the Focus Carolina 2023 by the University Board of Trustees, Palmetto College has begun positioning itself to fully incorporate the goals of the initiative. Beginning with the creation of the Academic Blueprints in the revised format in 2017, Palmetto College has established a Strategic Planning Committee to review Blueprints of all College units as well as State Accountability Reports for the four regional Palmetto College campuses in order to assure alignment
<b>Achievements</b>	Begin implementation of the recommendations of the Planning Committee
<b>Resources Utilized</b>	Faculty, staff and students of all entities of Palmetto College
<b>Goal Continuation</b>	Ongoing, with significant activity during the 2018-2019 academic year
<b>Goal Upcoming Plans</b>	Rollout of Planning Committee recommendations
<b>Resources Needed</b>	Faculty, staff and student time
<b>Goal Notes</b>	

# Academic Programs

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## Program Rankings

*Academic programs that were nationally ranked or received external recognition during the Academic Year.*

As noted in the Executive Summary Introduction section, this report addresses the Palmetto College efforts associated with delivery of undergraduate online programs. See campus reports by assessing links in the Executive Summary Highlights section.

Palmetto College was ranked by TheBestSchools.org, which "...provides in-depth rankings of degree programs as well as of colleges and universities" as follows:

Ranked # 52 among the 100 Best Online Colleges for 2018

Ranked #1 among the Best Online Colleges in South Carolina

Ranked among the 20 Best Online Bachelor in Human Services Degree Programs

Ranked among the 20 Best Online Bachelor in Hospitality Management Degree Programs

See Appendix 1 for additional Quantitative Measures concerning the online programs

## Instructional Modalities

*Innovations and changes to Instructional Modalities in unit's programmatic and course offerings that were implemented during the Academic Year.*

No changes for this year specifically, but the asynchronous delivery of undergraduate coursework in the online programs represents the most comprehensive collection of alternative undergraduate coursework in the University.

## Program Launches

*Academic Programs that were newly launched during the Academic Year; those that received required approvals but which had not yet enrolled students are not included.*

No new programs launched during this academic year after launch of seven new programs in 2016-2017

## Program Terminations

*Academic Programs that were newly terminated or discontinued during the Academic Year.*

None

## **Supplemental Info - Academic Programs**

*Any additional information on Academic Programs appears as Appendix 1. (bottom).*

# Academic Initiatives

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## Experiential Learning for Undergraduates

*Initiatives, improvements, challenges, and progress with Experiential Learning at the Undergraduate level.*

Palmetto College is an active supporter of USC Connect, the University's current QEP and during this academic year, 24 Palmetto College Campuses students have applied for Graduation with Leadership Distinction (GLD).

Individual campus activity will be reported in campus reports.

In addition to the Internship requirement of Extended University's BLS and BOL programs, a Service Learning/Community Service option has been added beginning this academic year.

## Experiential Learning For Graduate & Professional Students

*Initiatives, improvements, challenges, and progress with Experiential Learning at the Graduate or Professional level.*

NA

## Affordability

*Assessment of affordability and efforts to address affordability.*

Palmetto College Online degree tuition is \$5082 per semester which is the second lowest tuition (along with Aiken - to which PC Online tuition is aligned - among the Columbia (\$5931) and senior campuses (Beaufort - \$5083. Upstate - \$5520). PC Central continues to work with University officials to maintain this lower cost. It should be noted that a lower tuition is but one factor in assuring affordability as students enrolled in our programs remain in their respective locales, therefore achieving the efficiencies of not having to "uproot" to pursue a baccalaureate degree

## Reputation Enhancement

*Contributions and achievements that enhance the reputation of USC Columbia regionally and nationally.*

See Program Rankings section above for recognitions acknowledging Palmetto College's goal of providing "the quality of USC online."

## Challenges

*Challenges and resource needs anticipated for the current and upcoming Academic Years, not noted elsewhere in this report and/or those which merit additional attention.*

PC Central is in need of financial resources as a result of the University's decision to remove the Evening School from under Palmetto College's direction. Doing so continues to present significant challenges for the unit to provide leadership, management, and coordination in the areas of new program development, current program enhancement, budget, development/monitoring, HR, compliance, financial aid, marketing, enrollment services and outreach. We continue to take significant steps including not hiring for open positions and reviewing the percentage share of PC revenue distribution to the degree programs. We will continue our examination as we execute an internal examination of our operations as described in the ongoing Planning effort Goal described in the Unit Goals section. Once completed, we anticipate this resulting in a request to the central administration for a review of our efforts and the restoration of funding appropriate for our efforts to realize the vision of Palmetto College, as articulated seven years ago as well as entertain new initiatives now envisioned as part of our growing mission to serve students across the spectrum from high school dual enrollment to middle-aged "back-to-school" enrollees.

## **Supplemental Info - Academic Initiatives**

*Any additional information on Academic Initiatives appears as Appendix 2. (bottom)*

# Faculty Population

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## Faculty Employment Summary

Table 1. Faculty Employment by Track and Title.

	Fall 2017	Fall 2016	Fall 2015
<b>Tenure-track Faculty</b>	89	87	87
<b>Professor, with tenure</b>	21	20	20
<b>Associate Professor, with tenure</b>	41	42	35
<b>Assistant Professor</b>	27	25	32
<b>Librarian, with tenure</b>	0	0	0
<b>Research Faculty</b>	0	0	0
<b>Research Professor</b>	0	0	0
<b>Research Associate Professor</b>	0	0	0
<b>Research Assistant Professor</b>	0	0	0
<b>Clinical/instructional Faculty</b>	52	54	47
<b>Clinical Professor</b>	0	0	0
<b>Clinical Associate Professor</b>	0	0	0
<b>Clinical Assistant Professor</b>	0	0	0
<b>Instructor</b>	52	54	47
<b>Lecturer</b>	0	0	0
<b>Visiting</b>	0	0	0
<b>Adjunct Faculty</b>	97	98	101



## Faculty Diversity by Gender and Race/Ethnicity

Note: USC follows US Department of Education IPEDS/ National Center for Education Statistics guidance for collecting and reporting race and ethnicity. See [https://nces.ed.gov/ipeds/Section/collecting\\_re](https://nces.ed.gov/ipeds/Section/collecting_re)

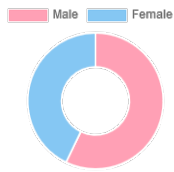
**Table 2. Faculty Diversity by Gender and Race/Ethnicity, Fall 2016, Fall 2015, and Fall 2014.**

	<b>Fall 2017</b>	<b>Fall 2016</b>	<b>Fall 2015</b>
<b>Gender</b>	136	136	130
<b>Female</b>	58	54	49
<b>Male</b>	78	82	81
<b>Race/Ethnicity</b>	136	136	130
<b>American Indian/Alaska Native</b>	1	0	0
<b>Asian</b>	5	5	4
<b>Black or African American</b>	12	12	12
<b>Hispanic or Latino</b>	6	6	6
<b>Native Hawaiian or Other Pacific Islander</b>	0	0	0
<b>Nonresident Alien</b>	1	1	1
<b>Two or More Races</b>	2	2	2
<b>Unknown Race/Ethnicity</b>	3	2	0
<b>White</b>	106	108	105

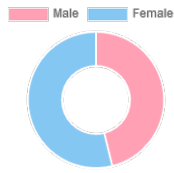
Illustrations 1 and 2 (below) portray this data visually.

### Illustration 1. Faculty Diversity by Gender

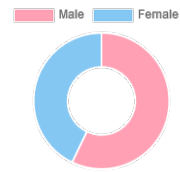
2017 Faculty Gender



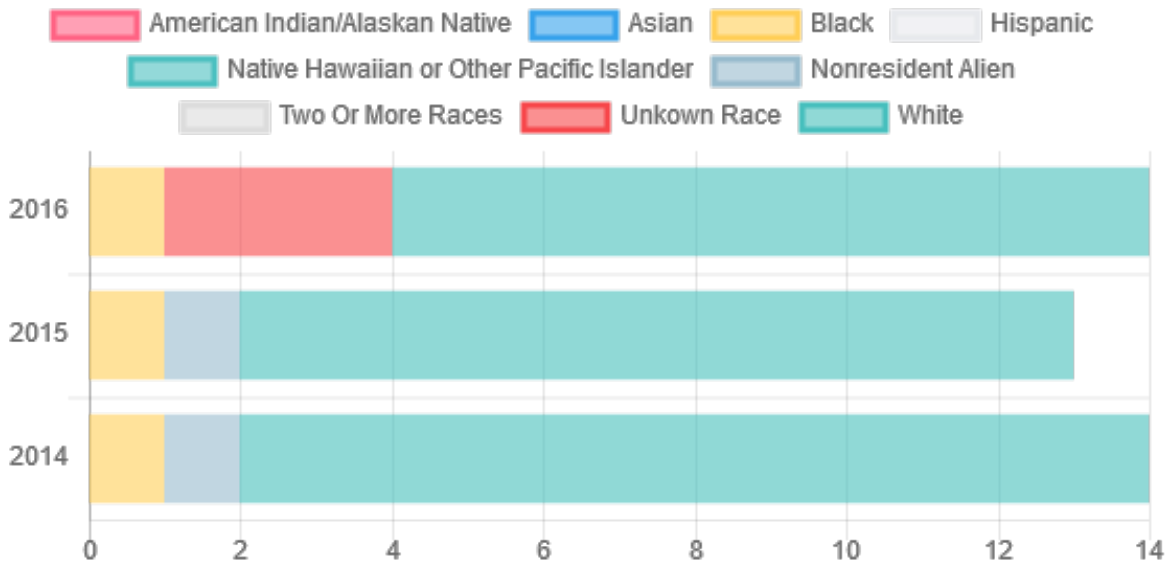
2016 Faculty Gender



2015 Faculty Gender



### Illustration 2. Faculty Diversity by Race & Ethnicity



# Faculty Information

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## Research and Scholarly Activity

*Please refer to Appendix 3, which provides detailed information from the Office of the Vice President for Research, department of Information Technology and Data Management, including:*

*1) The total number and amount of externally sponsored research proposal submissions by funding source for the appropriate Fiscal Year.*

*2) Summary of externally sponsored research awards by funding source for the appropriate Fiscal Year. Total extramural funding processed through Sponsored Awards Management (SAM) in the Fiscal Year, and federal extramural funding processed through SAM in the Fiscal Year. (Available at:*

*<http://sam.research.sc.edu/awards.html>) Amount of sponsored research funding per faculty member in FY YYYY (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).*

*3) Number of patents, disclosures, and licensing agreements for three most recent Fiscal Years.*

Provided in campus and Extended University reports

## Faculty Development

*Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes.*

*Optional*

During 2017-2018, the following faculty development opportunities were sponsored or supported by Palmetto College:

Palmetto College Campuses Tenure and Promotion Workshop: Reviewing administrators and previously successful tenure and promotion candidates presented information on the process of developing a substantial tenure and promotion file.

Tenure and Promotion New Candidate Workshop: Video training was offered on the electronic procedures of the Palmetto College Tenure and Promotion submission site.

Online Course Development Grants: Eight faculty members were awarded grants to develop online courses for Palmetto College. This number is equal to the number awarded in 2016-2017. Funding will have to be procured to continue this program in the future.

Blackboard training: Training on Blackboard is offered at regional campuses for beginners and advanced users.

The second Palmetto College Faculty Research Symposium is to be held in April 2018.

The Center for Teaching Excellence training workshops: In addition to individual assistance in online course development for Online Course Development Grant recipients, Palmetto College faculty are informed of and encouraged to utilize USC's Center for Teaching Excellence for many on-campus workshops as well as online courses for faculty.

## **Other Activity**

*Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes.*

*Optional*

Will be addressed in campus and Extended University reports

## **Supplemental Info - Faculty**

*Any additional content on Faculty Information appears as Appendix 4. (bottom)*

## **Supplemental Academic Analytics Report**

*Content from Academic Analytics appears as Appendix 5. (bottom)*

# Teaching

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## Faculty to Student Ratio

The formula used to compute the ratio uses data from Faculty Population by Track and Title and Student Enrollment by Time Basis, as follows:

$$\frac{(Total\ Full-time\ Students + 1/3\ Part-time\ Students)}{((Total\ Tenure-track\ Faculty + Total\ Research\ Faculty + Total\ Clinical/Instructional\ Faculty) + (1/3\ Adjunct\ Faculty))}$$

**Table 4. Faculty-to-Student Ratio, Fall 2017, Fall 2016, and Fall 2015**

Fall 2017	Fall 2016	Fall 2015
1:17.88	1:17.65	1:17.33

## Analysis of Ratio

*Analysis of the ratio, agreement with the data, and plans for the future to impact this ratio.*

Palmetto College Campuses: See campus reports for individual campus ratios. At a less than 18 to 1 aggregate average across the campuses, we are very comfortable with this ratio as we feel it represents the appropriate "mix" of small class size and prudent fiscal management of instructional resources.

Online programs: Because the Palmetto College Online Programs reside at the senior campuses, a traditional student/faculty ratio is not calculated. However, we do monitor the average class size for all Palmetto College online course offerings. The average class size for both fall and spring of the current academic year (2017-2018) is 24.5. The average size since the beginning of the Palmetto College Online Programs is 26.

The 2017-2018 average class size for courses applying to the BLS and BOL degrees that were taught by faculty associated with Extended University was 19.4.

We are please with both averages for the same reason provided above in regards to the aggregate campuses ratio

See Academic Programs Supplemental information.

# Faculty Awards Nominations

Faculty nominated for the following awards in the categories of Research, Service, Teaching, or Other, during AY2017-2018.

## Research Award Nominations

Recipient(s)	Award	Organization
Steward , Rod	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Rinehart , Christine	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Kunda , Andy	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Jones , R. Mac	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Easley, Liz	Denise R. Shaw Excellence in Scholarhip Award	Palmetto College

## Service Award Nominations

Recipient(s)	Award	Organization
Yingst, Andy	Chris P. Plyler Excellence in Service Award	Palmetto College
McManus, Ray	Chris P. Plyler Excellence in Service Award	Palmetto College
Lai, Bryan	Chris P. Plyler Excellence in Service Award	Palmetto College
Jones , Shelley	Chris P. Plyler Excellence in Service Award	Palmetto College
Fatemi, Tara	Chris P. Plyler Excellence in Service Award	Palmetto College

## Teaching Award Nominations

Recipient(s)	Award	Organization
Privett, Jim	John J. Duffy Excellence in Teaching Award	Palmetto College
Jones , Shelley	John J. Duffy Excellence in Teaching Award	Palmetto College

Dangerfield, David	John J. Duffy Excellence in Teaching Award	Palmetto College
Aziz, Maggie	John J. Duffy Excellence in Teaching Award	Palmetto College
Alhaddad, Shemsi	John J. Duffy Excellence in Teaching Award	Palmetto College

# Faculty Awards Received

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*During AY2017-2018 faculty of PC were recognized for their professional accomplishments in the categories of Research, Service, and Teaching.*

## Research Awards

<b>Recipient(s)</b>	<b>Award</b>	<b>Organization</b>
Rinehart, Christine	Denise R. Shaw Excellence in Research Award	Palmetto College



## Service Awards

<b>Recipient(s)</b>	<b>Award</b>	<b>Organization</b>
McManus , Ray	Chris P. Plyler Excellence in Service Award	Palmetto College

## Teaching Awards

<b>Recipient(s)</b>	<b>Award</b>	<b>Organization</b>
Jones , Shelley	John J. Duffy Excellence in Teaching Award	Palmetto College

# Student Recruiting and Retention

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## Student Recruitment

*Efforts, including specific actions, to recruit students into College/School programs.*

Palmetto College marketing and communications continues to yield a positive ROI. The general brand awareness campaign continues with a marked increase in targeted individual program marketing from FY17. Current media buy inventory includes television, radio, web social media and sponsorships. The addition of three new recruiters has reinforced our impact through localized event marketing and industry-specific event marketing. Social media engagement to our prospective audiences continues to increase. Primary sponsorships have continued at largely attended minor league baseball parks in the Columbia, Charleston and Myrtle Beach markets, respectively. In addition, there has been print media outreach related to military, minority and special interest publications.

Palmetto College's central Admissions Office has increased staffing for a total of four Regional Admissions Representatives to recruit prospective students to the online bachelor's degree completion programs. Additionally, the central office provides coordinated support to four Regional Admissions Representatives who are located on each of the regional campuses. The total recruitment team services all counties of South Carolina to provide a presence and focus toward providing educational opportunities to the constituents of the state. The Palmetto College Admissions team is led by the Vice Chancellor, eLearning and the Associate Director, Admissions and also includes an Admissions Operations Manager and a Web Design Specialist to ensure processes, procedures and policies are adhered to for the eight campuses in the University of South Carolina system. This combined with an expanded recruitment team has strengthened the efforts for increased enrollment and retention and success activities.

Student recruitment efforts for 2017-2018 included the following: Strategic planning between the Admissions team and the Marketing department focused on targeting a more direct ad campaign towards the fourteen online degree completion programs. Expansion of social media presence including Twitter and Facebook have also begun to include announcements for events and reminders for deadlines. Webinars are also held weekly at a variety of times, both day and evening, to be inclusive of a degree completion audience.

To create a centralized system for recruitment and application processes, the use of the Salesforce/TargetX Customer Relation Management (CRM) system is set up to provide automation capabilities to trigger email campaigns, tasks, events and other recruitment activities designed to improve efficiency and grow enrollment. PC Admissions Office manages prospective online degree completion students through the process of initial contact, note tracking throughout the recruitment phase. Upon the student reaching the application process the system is utilized to track pre-qualification, referral to a program advisor for an unofficial evaluation, program eligibility and application submission. Recruitment efforts include coordination of visits to statewide activities including education fairs, presence at SC Technical College campuses, and other events designated to promote the quality of a University of South Carolina degree online.

Military-related activities associated with recruitment during 2017-18 focused on multiple areas: enrollment and recruitment, scholarship development, course planning, financial aid support, and the MOA and MOU with the U.S. Army. Overall enrollment at the two military bases increased (calendar year 2016 to 2017) by 43% at Fort Jackson and 37% at Shaw Air Force Base. Fort Jackson saw a significant aggregate increase in military family, reserves, National Guard, retirees, and DOD civilians, while Shaw Air Force Base saw impressive increases in active military and reserves. The Robert V. Phillips Palmetto College Military Endowed Scholarship was developed in 2017 and was first utilized by soldiers at Fort Jackson in Fall 2017. The goal of \$100,000 in endowed funds was more than 50% assured by the end of 2017. planning included increased course offerings (on-base and online) at Fort Jackson and on-base at Shaw Air Force Base. Financial aid support activities continue to grow, as the Fort Jackson office handles all the Tuition Assistance for soldiers enrolled in the Palmetto College program as well as majors on the Columbia campus. The Memorandum of Agreement between the University of South Carolina and the U.S. Army Chaplain Center and School at Fort Jackson was finalized in July 2017, and classes have begun that should lead to the first cohort arriving at Fort Jackson in January 2019.

## Student Retention

*Efforts at retaining current students in College/School programs.*

Actions: Palmetto College coordinated an all-campus budget request directed to the more formal establishment and/or enhancement of student success efforts on each campus. These efforts will be addressed in campus reports. PC Central has maintained funding of a vendor-solution online tutoring service (Brainfuse), with this service being made available to students enrolled in all PC Online programs as well as all students enrolled at the four PC Campuses.

Palmetto College established Palmetto College Innovation Grants in 2016-17. The grants were intended to foster creativity and enhance interdepartmental/unit/cross campus collaborations, thus creating critical synergies and long-term positive impact, particularly on enrollment growth and student retention/success, two ongoing Blueprint goals. Twelve grants were awarded based on ratings by three external reviewers with a thirteenth following. The total awarded was \$207,770.

The Palmetto College Admissions Office is utilizing the implementation of the CRM to review records being transferred to the system. This is an opportunity to identify potential gaps in transition services, advising, or procedural issues when students move among the eight system campuses. It is also being used to identify patterns of opportunities for increased student success initiatives and potential services that could retain students through graduation. Upon identification, a task force and plan will be designed to meet missing needs leading towards a better retention and graduation rate.

Evaluation of efforts:

Online programs: Retention efforts are the responsibility of the degree-granting campus or college/school. A retention study for the original seven Palmetto College programs was conducted for those entering (as transfers) in fall 2013. An overall retention rate (defined as returning fall 2014, unless graduated) of 79% was ascertained. With 14 degrees now being offered by Palmetto College, an updated study is being devised. Success rate calculation for the PC Online programs presents unique challenges because : 1. approximately 40% of students enroll part-time and 2. by definition, as "plus 2 programs, students enrolled in PC Online students programs are transfers and therefore do not constitute a traditional first-time, full-time cohort. That

said, an important measure of success as we approach five years since the establishment of Palmetto College is the over-1000 degrees awarded. (Source: PC internal data). See Academic Programs Supplemental Information for more details. .

Palmetto College Campuses:

Retention: Specific campus rate will be addressed in campus reports.

Success Rate: While the reported Retention and Graduation Rates constitute important measures for this campus, said measures do not capture an important role of the campus as a "pathway" (as opposed to end point) for students to attain their educational goals. The campus' Success Rate, instituted as a performance measure for the state's primarily two-year institutions by the Commission on Higher Education (CHE) starting in 1996, captures how students utilize the local institution for coursework leading to associate and/or baccalaureate degrees. Specifically, the Success Rate measure consists of three sub-measures leading to an overall rate: graduation with the campus' associate degree, continued enrollment at the institution, and transfer from the institution. For the latest cohort (2013 entering FT/FT students, captured three years after entering, i.e., "150% of time) the aggregate average for the campuses was 48.8%. Please note that these rates only report student activity within the state's borders. Supplementation of the findings is allowed by the CHE and the Palmetto College central office has been working with the CHE as well as USC's OIRA Office to order to supply supplemental data. This activity constitutes an ongoing project, but preliminary unofficial results reveal an increased aggregate average for the 2013 cohort to 56.2%. Efforts to officially provide like supplementation to the 2014 cohort are active and ongoing.

# Student Enrollment & Outcomes

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The following data was provided by USC's Office of Institutional Research, Assessment, and Analytics.

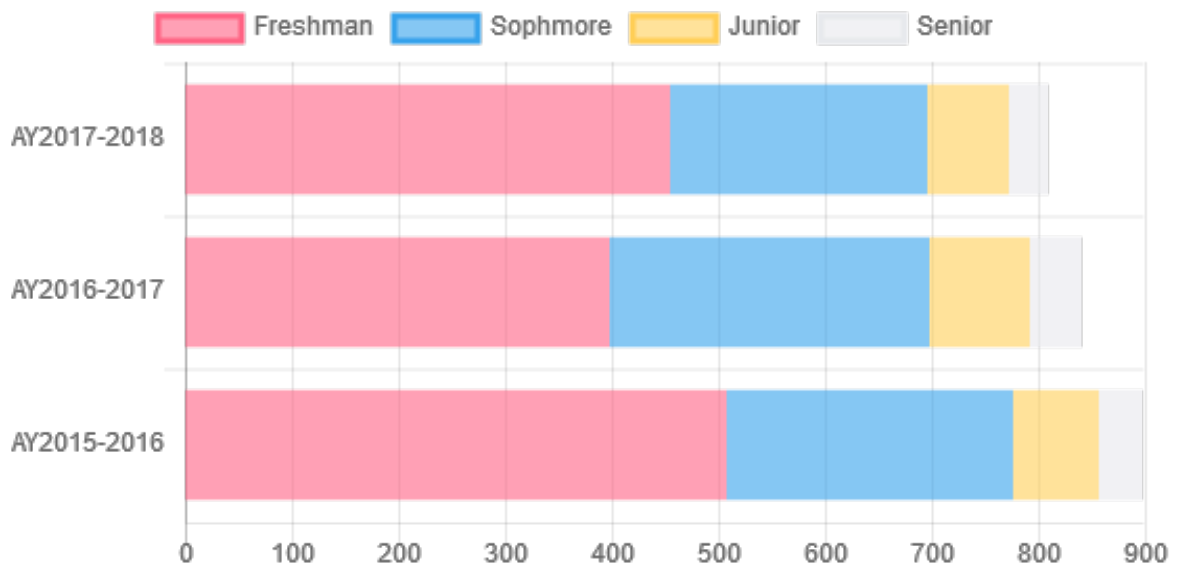
Note: Student enrollment and outcomes data are calculated by headcount on the basis of primary program of student only.

## Student Enrollment by Level & Classification

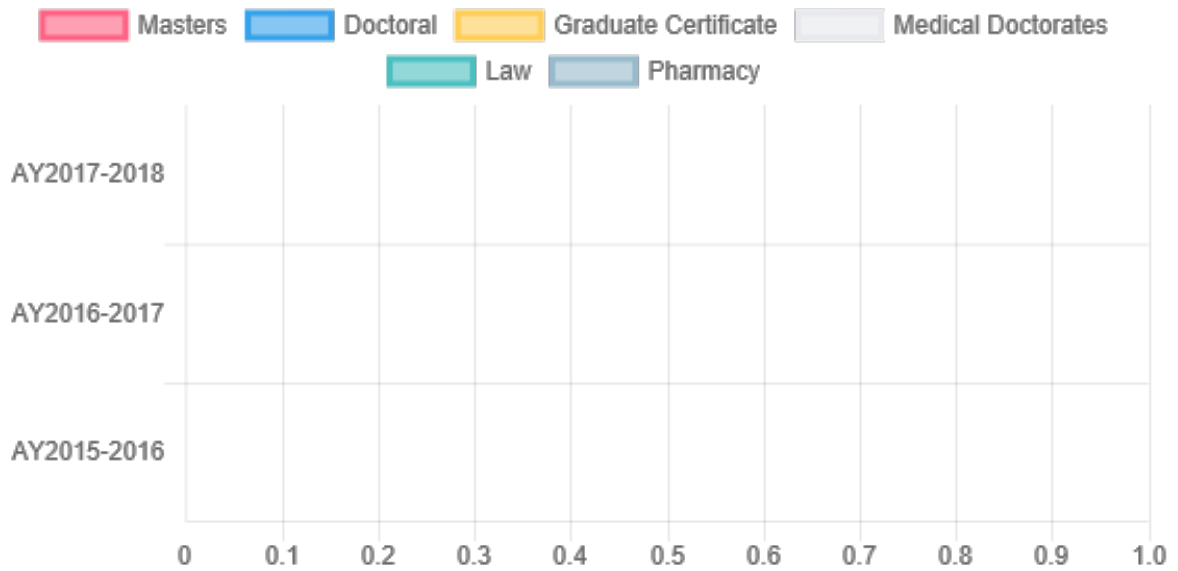
Table 5. Student Enrollment by Level & Classification.

	Fall 2017	Fall 2016	Fall 2015
<b>Undergraduate Enrollment</b>			
<b>Freshman</b>	3846	3403	2697
<b>Sophomore</b>	686	738	717
<b>Junior</b>	291	261	361
<b>Senior</b>	343	322	350
<b>Sub Total</b>	5166	4724	4125
<b>Graduate Enrollment</b>			
<b>Masters</b>	0	0	0
<b>Doctoral</b>	0	0	0
<b>Graduate Certificate</b>	0	0	0
<b>Sub Total</b>	0	0	0
<b>Professional Enrollment</b>			
<b>Medicine</b>	0	0	0
<b>Law</b>	0	0	0
<b>PharmD</b>	0	0	0
<b>Sub Total</b>	0	0	0
<b>Total Enrollment (All Levels)</b>	<b>5166</b>	<b>4724</b>	<b>4125</b>

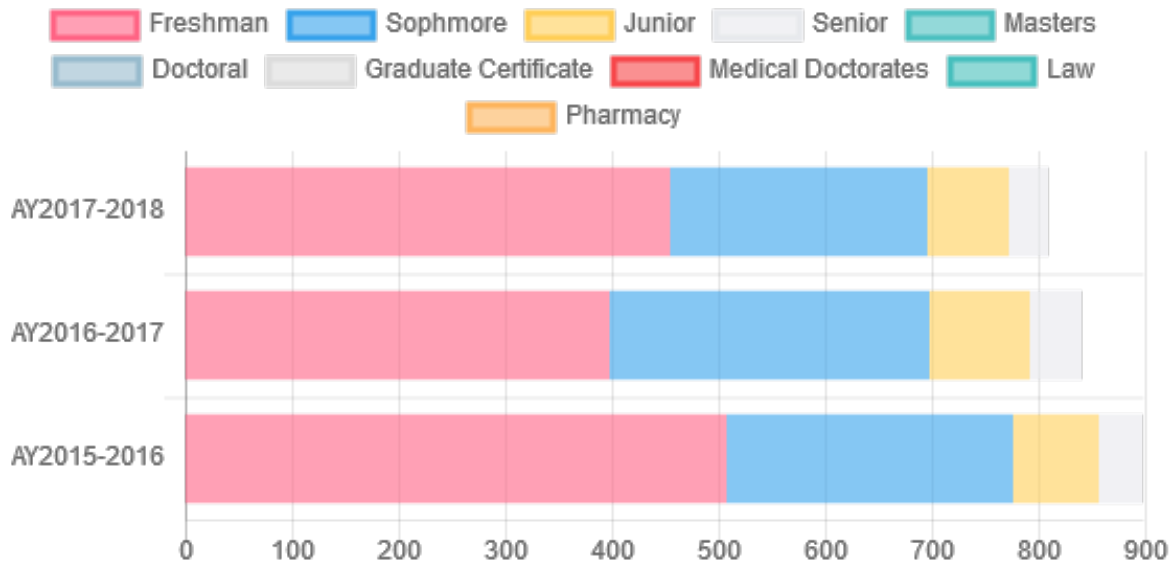
**Illustration 3. Undergraduate Student Enrollment by Classification**



**Illustration 4. Graduate/Professional Student Enrollment by Classification**



### Illustration 5. Total Student Enrollment by Classification (All Levels)



## Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status.

	Fall 2017	Fall 2016	Fall 2015
<b>Undergraduate</b>	<b>5166</b>	<b>4967</b>	<b>4648</b>
Full-Time	2200	2249	2139
Part-Time	2966	2718	2509
<b>Graduate/Professional</b>	<b>0</b>	<b>0</b>	<b>0</b>
Full-Time	0	0	0
Part-Time	0	0	0
<b>Total - All Levels</b>	<b>5166</b>	<b>4967</b>	<b>4648</b>
Full-Time	2200	2249	2139
Part-Time	2966	2966	2966

## Student Diversity by Gender

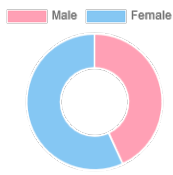
Table 7. Student Enrollment by Gender.

	Fall 2017	Fall 2016	Fall 2015
<b>Undergraduate</b>	<b>5166</b>	<b>4967</b>	<b>4648</b>
<b>Female</b>	3050	2927	2764
<b>Male</b>	2116	2040	1884
<b>Graduate/Professional</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Female</b>	0	0	0
<b>Male</b>	0	0	0

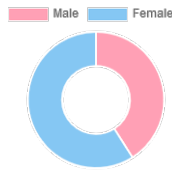


## Illustration 6. Undergraduate Student Diversity by Gender

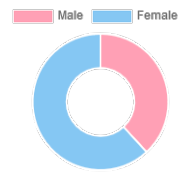
2018 Undergraduate Gender



2017 Undergraduate Gender



2016 Undergraduate Gender



## Illustration 7. Graduate/Professional Student Diversity by Gender

2018 Graduate Gender



2017 Graduate Gender



2016 Graduate Gender

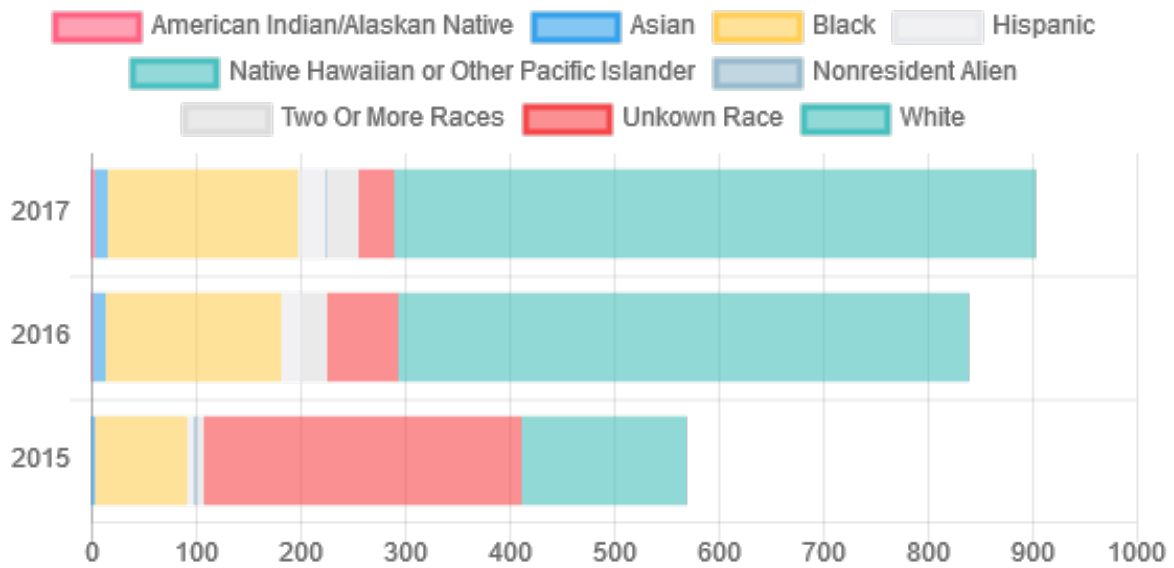


# Student Diversity by Race/Ethnicity

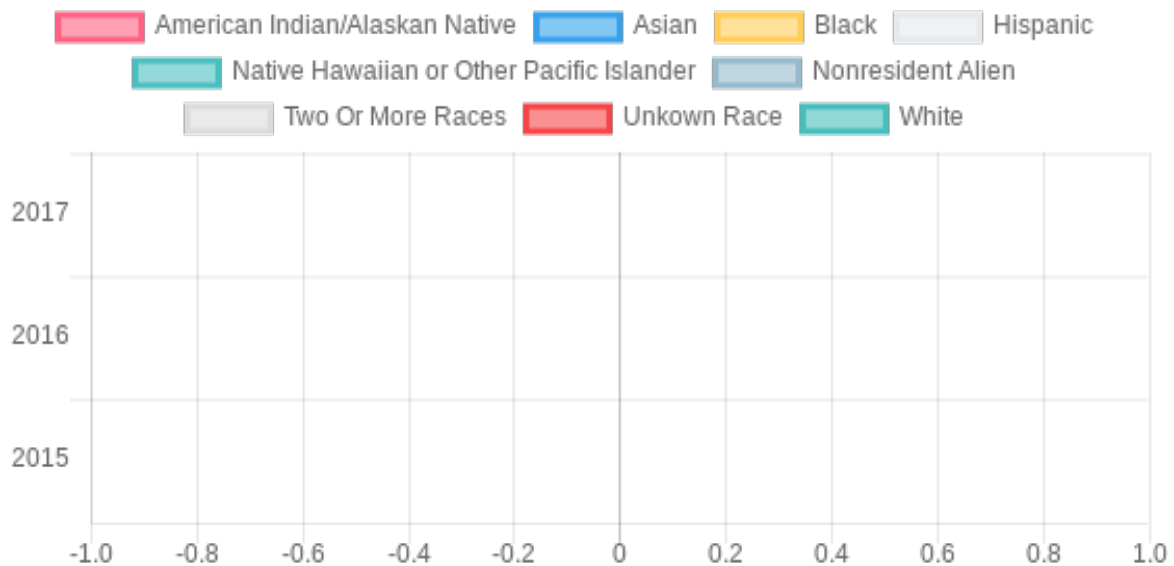
Table 8. Student Enrollment by Race/Ethnicity.

	Fall 2017	Fall 2016	Fall 2015
<b>Undergraduate</b>	<b>5166</b>	<b>4967</b>	<b>4648</b>
<b>American Indian/Alaska Native</b>	12	16	14
<b>Asian</b>	73	63	44
<b>Black or African</b>	1129	1155	1056
<b>Hispanic or Latino</b>	219	156	147
<b>Native Hawaiian or Other Pacific Islander</b>	5	5	5
<b>Nonresident Alien</b>	47	43	35
<b>Two or More Races</b>	198	130	126
<b>Unknown</b>	309	450	813
<b>Race/Ethnicity</b>			
<b>White</b>	3174	2949	2408
<b>Graduate/Professional</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>American Indian/Alaska Native</b>	0	0	0
<b>Asian</b>	0	0	0
<b>Black or African</b>	0	0	0
<b>Hispanic or Latino</b>	0	0	0
<b>Native Hawaiian or Other Pacific Islander</b>	0	0	0
<b>Nonresident Alien</b>	0	0	0
<b>Two or More Races</b>	0	0	0
<b>Unknown</b>	0	0	0
<b>Race/Ethnicity</b>			
<b>White</b>	0	0	0

**Illustration 8. Undergraduate Student Diversity by Race/Ethnicity**



**Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity**



# Undergraduate Retention

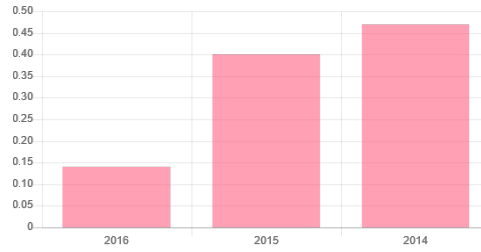
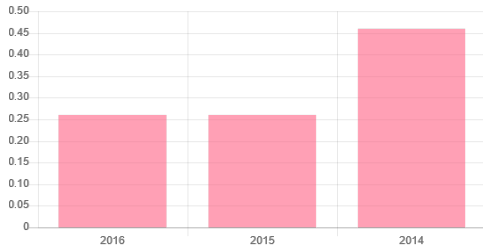
Table 9. Undergraduate Retention Rates for First-time Full-time Student Cohorts

	F.T. First Year	P.T. First Year
Fall 2016 Cohort	50%	9%
Fall 2015 Cohort	51%	39%
Fall 2014 Cohort	51%	30%

Illustration 10. Undergraduate Retention, First- and Second Year

First Year

Second Year



# Student Completions

## Graduation Rate - Undergraduate

Table 10. Undergraduate Graduation Rates for First-time Full-time Student Cohorts at 4-, 5-, and 6 Years.

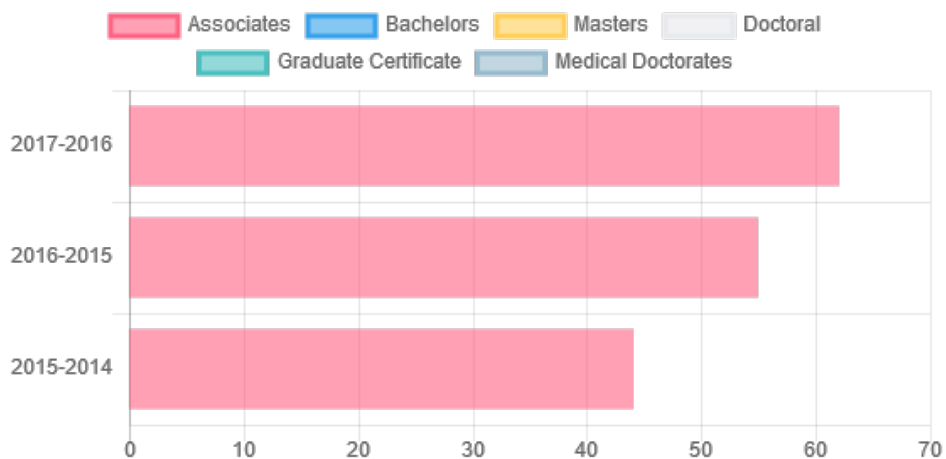
Year	Fall 2014	Fall 2013	Fall 2012
3 Year Grad Rate	0.2200	0.2000	0.2100
Transfer Out Rate	0.2600	0.3000	0.3500

## Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	AY2016-2017	AY2015-2016	AY2014-2015
<b>Associates Degree</b>	491	431	595
<b>Bachelors</b>	108	86	0
<b>Masters</b>	0	0	0
<b>Doctoral</b>	0	0	0
<b>Medical</b>	0	0	0
<b>Law</b>	0	0	0
<b>Pharmacy Doctorate</b>	0	0	0
<b>Graduate Certificate</b>	0	0	0

Illustration 11. Degrees Awarded by Level



# Alumni Engagement & Fundraising

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## **Alumni**

*Substantial activities, engagements, and initiatives with alumni during AY2017-2018, focusing on relationships and activities with alumni.*

PC Central engages alumni in the promotion of the online degrees. An example during this academic year is participation in USC Day at the State House.

## **Development, Fundraising and Gifts**

*Substantial development initiatives and outcomes during AY2017-2018, including Fundraising and Gifts.*

Palmetto College has developed over 30 unique case statements to convey the strategic development initiatives being pursued on behalf of its four regional campuses, extended University/Fort Jackson/Shaw AFB and Palmetto College online. Each initiative falls into one of four major fundraising categories including: funds for student support, such as endowed scholarships and internships; support for faculty needs, including travel expenses related to research; capital expenditures for new facilities and campus improvement/beautification; and targeted programmatic investment.

To date in 2017-2018, we have increased private support, now approaching \$750,000, for the renovation of the original 1960's era science building on the USC Sumter campus. Additionally we have secured matching funds for new scholarship support that has facilitated nearly 30 new scholarships since 2015. Another new initiative that has garnered interest is the "last dollar scholarship" intended to support military personnel, veterans and reservists at Fort Jackson. A similar scholarship is being developed in support of our Shaw AFB/ Sumter partnership.

To date over 100 individuals, corporations and foundations have been approached for investment in Palmetto College and our four regional campuses. A little over half way through our academic year we have received~\$600,000 in new donations and have issued \$1.23M in new proposals. We have numerous active, unfunded proposals in our pipeline and anticipate more solicitations over the balance of the year.

## **Supplemental Info - Alumni Engagement & Fundraising**

*Any additional information on Alumni Engagement and Fundraising appears as Appendix 6. (bottom)*

# Community Engagement

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## Description

*Community engagement and community based research, scholarship, outreach, service or volunteerism conducted during AY2017-2018, including activities at the local, state, regional national and international levels.*

Palmetto College has established a Board of Visitors consisting of community leaders representing the PC campuses service areas and PC Online. The existence of the BOV assures two-way communication between Palmetto College and its constituents. A meeting is held each semester. An ongoing project of the group is statewide participation in Coach Dawn Staley's INTERSOLE project.

The Chancellor maintains an active outreach schedule in promoting the availability of online degree completion programs to leaders statewide through invited presentations to civic, business and volunteer organizations.

PC Central has engaged in the Lexington Library pilot project, which is devoted to research about using local libraries to support adult higher education. The particular focus is on the online bachelor's degree completion programs of Palmetto College, but the overarching goal is to get local libraries to showcase possibilities for continuing higher education. The partnership with Lexington is going well and ten additional county library systems have partnered with Palmetto College to encourage adult higher education in their respective communities

Campus reports will address specific campus service area activity.

## Community Perceptions

*How unit assesses community perceptions of engagement, as well as impact of community engagement on students, faculty, community and the institution.*

Campus reports will address specific campus service area assessment.

In regards to PC Central, the success of the Lexington Library pilot has solicited interest to expand academic offerings to other Lexington and Richland county facilities - a positive sign that leaders in these communities look to Palmetto College to serve adult learner needs.

## Incentivizing Faculty Engagement

*Policies and practices for incentivizing and recognizing community engagement in teaching and learning, research, and creative activity.*

Will be addressed in campus reports. Also, the central Palmetto College office sponsors the Duffy, Plyer, and Shaw awards to recognize and reward teaching, scholarship, and service.

## Supplemental Info - Community Engagement

*Any additional information on Community Engagement appears as Appendix 7. (bottom)*

# Collaborations

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## Internal Collaborations

Palmetto College is, by definition, a collaborator with USC Columbia and the three senior institutions as these institutions offer the online degrees and coursework our students pursue.

## External Collaborations

In addition to the aforementioned Lexington and Richland county efforts, Palmetto College works with the State Technical College System and its campuses (as well as Spartanburg Methodist) as well as the US military branches to assist with promoting our courses and degrees to prospective students

## Supplemental Info - Collaborations

*Any additional information about Collaborations appears as Appendix 8. (bottom)*



# Campus Climate and Inclusion

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## **Campus Climate & Inclusion**

*Activities unit conducted within AY2017-2018 that were designed to improve campus climate and inclusion.*

While not, as narrowly defined, a campus climate issue, the online programs (Fall 2017 PC Central data) attract a population that is more female (+ 15%), and more minority (+13%) and older (approximately 9 years) than the undergraduate population of the eight USC campuses combined (OIRA Table Generator, Fall 2017 undergraduate population search). See Academic Programs Supplemental Info section for more information.

Campus results will be addressed in campus reports

Finally, Palmetto College has a representative on the University's Diversity and Inclusion Advisory Committee..

## **Supplemental Info - Campus Climate & Inclusion**

*Any additional information about Campus Climate and Inclusion appears as Appendix 9. (bottom)*

# Concluding Remarks

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## **Quantitative Outcomes**

*Explanation of any surprises with regard to data provided in the quantitative outcomes throughout this report.*

While not surprising to us, we are extremely pleased at the overall enrollment growth of Palmetto College, overall and both at the campuses and online

## **Cool Stuff**

*Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.*

# **Appendix 1. Academic Programs**

# Quantitative Measures

The quantitative measures concerning students and faculty produced in this report reflect all enrollments and degrees opportunities offered by Palmetto College. This represents the most unified quantitative view of the reach of Palmetto College to date. With this year representing the first attempt at this comprehensive view, refinements will be pursued to assure even greater accuracy in the future.



# Palmetto College Online

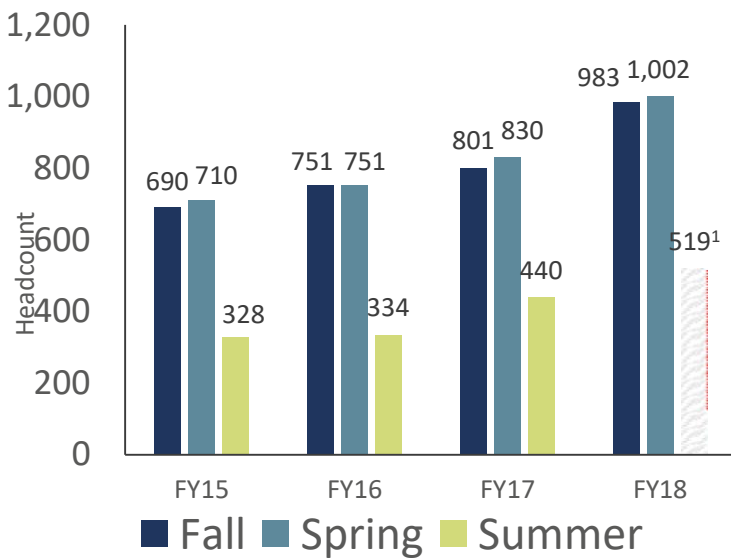
The following slides represents quantitative measures for students associated with the 14 online programs



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# PC Online Enrollment/Tuition Revenue

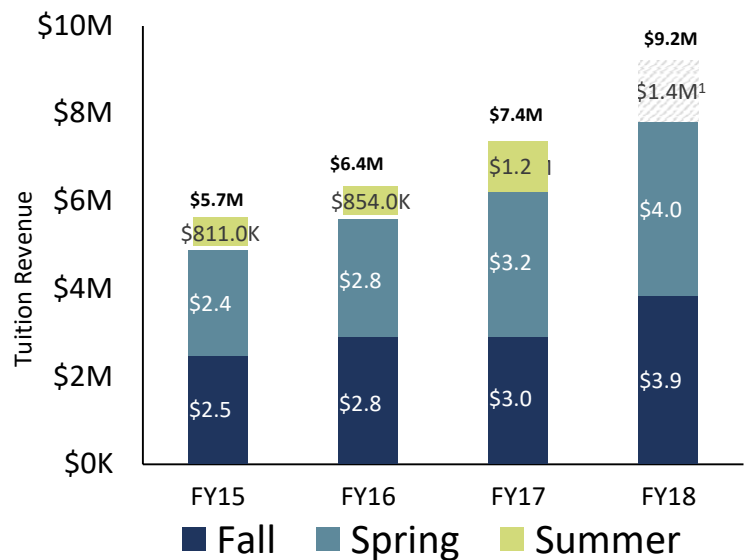
## ENROLLMENT



- Enrollment increased by 24% for Fall 2017 and increased by 19% for Spring 2018.

<sup>1</sup>Summer 2018 is an estimate

## TUITION REVENUE



- Tuition revenue increased by 28% for Fall 2017 and increased by 24% for Spring 2018
- PC online is projected to have a 25% year-over-year increase in tuition revenue from FY17



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## 2013-2018 Palmetto College *Online* by the Numbers



- **28,511** enrollments (seats filled) and **100,798** student credit hours generated in **1,118** Palmetto College *online courses* Fall 2013 – Spring 2018. Average class size = 26

- **2,938** majors served from Fall 2013 – Spring 2018



- **1,002** students enrolled as Palmetto College *majors* in Spring semester 2018



- **1,015** *degrees* conferred (Fall 2013 — \*Fall 2017)

87 – Business Administration	25 – Human Services	427 - RN-BSN
60 - Criminal Justice	238 - Liberal Studies	
26 - Elementary Education	152 – Organizational Leadership	

Updated: 3/30/18 Source: PC Internal Reports \*Fall 2017 Applied – subject to verification



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# Online Bachelor's Degree Completion Programs

## Fall 2013 – 2017 - Graduates

Program	Fall 2013	Spring 2014	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017	Summer 2017	Fall 2017*	Program Totals
Accounting - Aiken	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Admin. Mgmt. - Aiken	0	0	0	0	2	9	5	15	9	10	6	14	17	87
Criminal Justice - Upstate	0	0	0	0	4	0	5	11	5	12	8	5	10	60
Elem Education - Columbia	0	0	0	0	0	0	0	4	0	1	8	0	13	26
Health Informatics - Upstate	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Health Promotion - Beaufort	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hospitality Mgmt. - Beaufort	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Human Services - Beaufort	0	0	0	0	1	0	2	6	2	6	1	3	4	25
Info. Mgmt. & Systems – Upstate	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Science - Columbia	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Liberal Studies - Columbia	15	15	4	20	30	5	14	37	1	23	44	10	22	238
RN to BSN – Upstate	0	0	114	1	0	105	1	0	87	14	2	51	52	427
Org. Leadership - Columbia	12	17	4	7	12	3	16	22	3	17	19	4	18	152
Special Education - Aiken	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>27</b>	<b>32</b>	<b>122</b>	<b>28</b>	<b>49</b>	<b>122</b>	<b>43</b>	<b>95</b>	<b>107</b>	<b>83</b>	<b>88</b>	<b>87</b>	<b>136</b>	<b>1015</b>

Fall 2017 – Official numbers are pending



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# Student Success

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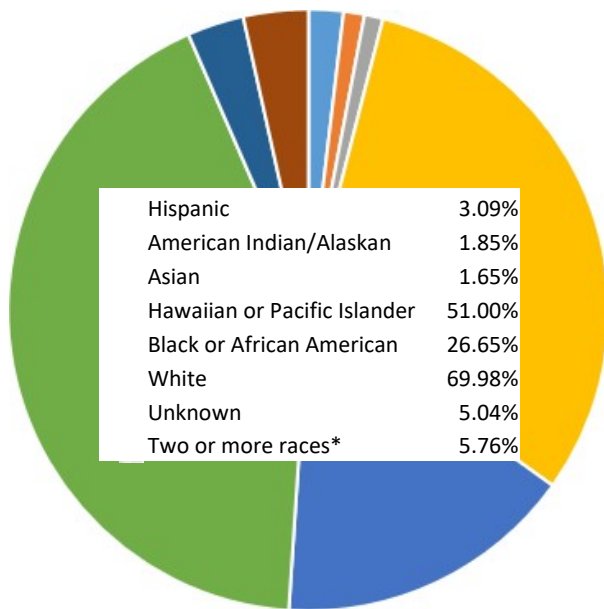
Discussed in 2017-2018

Recruitment and Retention section



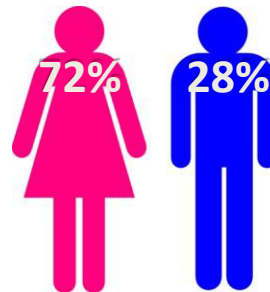
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# Palmetto College Online Demographics



62%  
Full Time Students

Average  
Age = 31



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# **Appendix 6. Alumni Engagement & Fundraising**

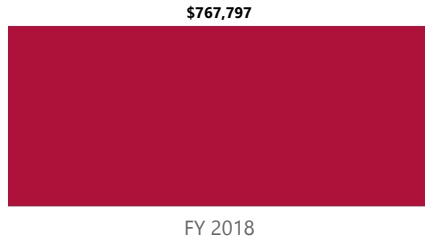


# Unit Performance

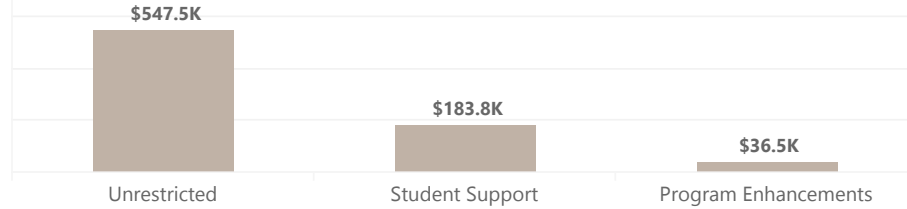
All Gift Band Unit Palmetto College FY 2018 Production Calculation

Data update time: 3/2/2018 11:09:39 AM - Printed by Jancy Houck

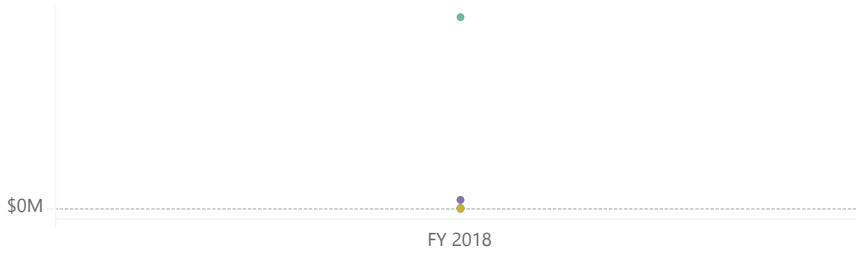
### FY - YTD Production



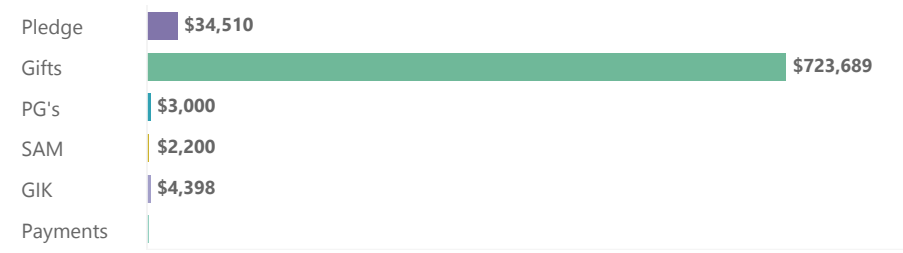
### Total \$ by Purpose



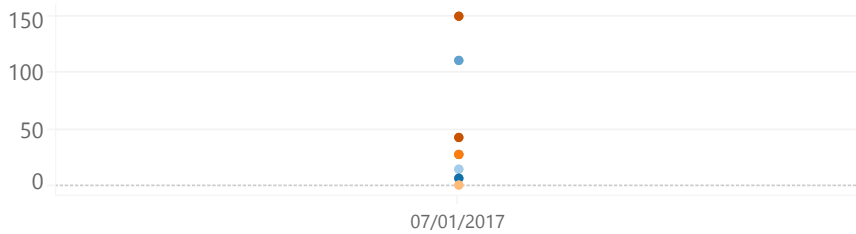
### Gift Type



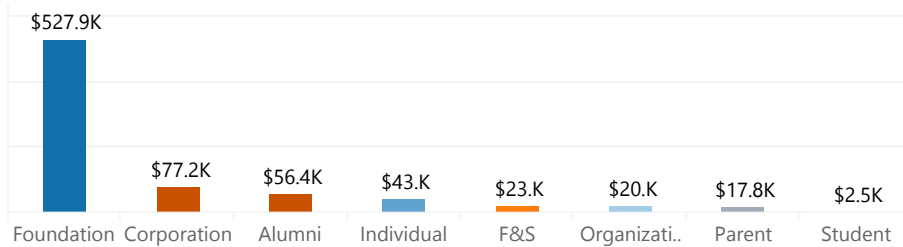
### Total \$ by Gift Type



### Donor # by Constituency



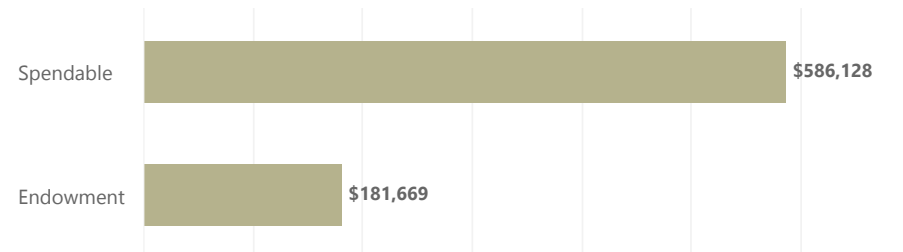
### Total \$ & Donor # by Constituency



### Designation

Spendable	\$586.1K
Endowment	\$181.7K

### Total \$ by Designation



07/01/2017