

Accountability Report Transmittal Form

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UNIVERSITY OF
SOUTH CAROLINA

LANCASTER

**Annual Accountability Report
Fiscal Year 2012-2013**

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Section I: EXECUTIVE SUMMARY

I.1. Mission -- (Summary)

The mission of USC Lancaster is to provide an accessible and affordable student-centered educational opportunity and to enrich our regional community through a strong commitment to public service.

The Full Mission Statement of the University of South Carolina Lancaster as approved by the USC Board of Trustees may be accessed at: <http://usclancaster.sc.edu/mission.htm>

VISION

USC Lancaster aspires to be the leader among the university's regional campuses as a comprehensive learning center offering equal access to high-quality university programs and services. USC Lancaster must be a dynamic, forward-looking and proactive institution of higher learning that relates productively to its community and to the greater University of South Carolina. USC Lancaster seeks to continuously enhance its intellectual environment and expand access to its academic programs.

VISION – SUPERIOR EDUCATION

The focus at USC Lancaster is delivery of superior education at an exceptional value. To that end, USC Lancaster will serve as the standard bearer for the regional campuses of the University of South Carolina. By all measures of efficiency and effectiveness, USC Lancaster will excel in the quality of academic programs that lead to associate and baccalaureate degrees. The USCL faculty will be comprised of scholars dedicated to teaching and aiding students to achieve their greatest academic potential.

VISION – STATE OF THE ART RESOURCES

USC Lancaster will operate with state-of-the-art resources. In order to amplify the learning environment, classrooms will be designed and equipped for instructional efficiency and comfort. Laboratories will be equipped with technologies that will capitalize on innovation, functionality and safety. Recognizing that libraries are the gateway to the sum of human knowledge, USC Lancaster will provide students and the community with a library that is conducive to reading, research, discovery, and learning.

VISION – STRATEGIC LEADERSHIP

USC Lancaster will provide strategic leadership in setting the direction for higher education in its six-county service region. USC Lancaster has not yet reached its full potential. Economic transformation in our service region translates into increased demand for more diversified degree programs. By actively engaging customers and stakeholders, USC Lancaster will partner with community leaders and organizations in analyzing 21st century challenges and opportunities, both for the university and the community as a whole. Working in cooperation with the Lancaster County Commission for Higher Education and the Educational Foundation of the University of South Carolina Lancaster, the university's planning will focus on excellence in higher education, strong financial management, and continued growth in service to the region, service to USC and

service to the state of South Carolina. In partnership with the Educational Foundation, USCL will expand the physical plant and intensify campus beautification programs. In cooperation with the Lancaster County Commission on Higher Education, USCL will ensure cost-effective operations and maintenance of the physical plant in order to maximize energy conservation.

STATEMENT OF VALUES (formally adopted in 2007):

As an integral part of the state's flagship university, USC Lancaster exemplifies and embodies the core beliefs of the University of South Carolina. These principles are an expression of our values and guide the daily activities of the USC Lancaster campus community:

- *The pursuit of knowledge is a life-long endeavor;*
- *To be admitted as a student to USC Lancaster is a privilege and an opportunity;*
- *To graduate from USC Lancaster is to commence service to future generations;*
- *USC Lancaster faculty and staff maintain an uncompromising commitment to excellence and integrity;*
- *USC Lancaster faculty are committed to teaching excellence and scholarly activity, which exemplify the core values of the University;*
- *USC Lancaster faculty and staff are dedicated to facilitating student success;*
- *USC Lancaster faculty and staff are dedicated to providing public service; and,*
- *A well educated citizenry is vital to economic and community well-being.*

I.2 Major achievements from past year:

1. **Opened a beautiful 15,000 square foot Native American Studies Center.**
The City of Lancaster renovated a building on Main Street and leased it to USC Lancaster. The Center houses the world's largest collection of Catawba pottery and promotes regional Native American art, culture, and history.
2. **USCL Student Success Rate is ranked #2 in South Carolina.** Based on the most recent report from the South Carolina Commission on Higher Education (CHE), USC Lancaster had the second highest student success rate (64.8%) in the entire state (2009 cohort) among two-year campuses. See: http://www.che.sc.gov/Finance/CHEMIS/PFData/Fall2012/PF7A_3_4_12.xls
3. **Began construction of a new classroom building.** – A \$7.5M classroom and faculty office facility is scheduled to open in spring 2014.
4. **Awarded 156 Associate Degrees and 68 Bachelor Degrees.**
5. **Scholarships** – Awarded 7 fully endowed scholarships in AY12-13.
6. **Multicultural Studies** – 10 Students traveled to Italy in March 2013 to experience the culture, history, and literature of the area.
7. **Academic Success Center** -- The center continued to make a positive impact upon student achievement and added a Writing Center to the program. Hired a full-time director who is also a faculty member. Hired an administrative assistant to coordinate ASC activities of tutors and schedules.
8. **Security** -- Expanded the presence of uniformed officers on campus. Continued implementation of a new desktop emergency notification system and the

expansion of its use. Participated in emergency exercises relevant to safety, security and emergency preparedness.

9. **Technology** -- Upgraded 2 student computer labs. Implemented a print management and paper exchange program that reduced paper consumption by 60% and paper cost by 50%. Doubled the capacity of the campus Wi-Fi.

I.3 Strategic Goals

- Goal 1: Expand the number of degree programs via Palmetto College in order to meet student expectations and community needs.
- Goal 2: Provide a superior educational experience that prepares USCL graduates for the challenges and opportunities of the 21st century.
- Goal 3: Improve USCL's physical plant in order to sustain enrollment growth, maintain public services and sustain the recruitment and retention of high-caliber faculty.
- Goal 4: Strengthen the financial condition, efficiency and operations of USCL.

I.4 Key Strategic Challenges

1. Decline in state funding over last 5 years;
2. Lack of parity in how SC Legislature funds USC Regional Campuses;
3. Stress on campus infrastructure due to age;
4. Flat or declining enrollments;
5. Rapid transformation of local economy – (Continued weakening of local job market);
6. Recruitment and retention of superior faculty at market-driven salaries and benefits;
7. Increased community demand for more bachelor's degrees offered at USCL;
8. Freeze or limits on tuition rates; and,
9. Technical school 'mission-creep'.

Opportunities: Palmetto College signals new directions for the regional campuses of USC, and USCL has an opportunity to expand the number of degree programs it can offer in its service region. The very strong local commitment to USCL is evidenced by private and corporate pledges (\$3M) toward a new academic building. Moreover, a commitment by university leadership to parity funding among the regional campuses would greatly strengthen our campus programs and benefit our 6-county service region.

I. 5. How the accountability report is used to improve organizational performance.

The Annual Accountability Report of the University of South Carolina Lancaster is used to report to internal and external stakeholders about continuing progress and challenges. It serves as the impetus for improving programmatic efficiencies and formulating budget requests.

Section II: ORGANIZATIONAL PROFILE

II. 1. Main educational programs:

1. Associate of Arts
2. Associate of Science
3. Associate of Science in Business
4. Associate of Science in Criminal Justice
5. Associate of Science in Technical Nursing (RN) – in co-op with York Tech
6. Bachelor of Science in Nursing (BSN) – in co-op with USC College of Nursing
7. Bachelor of Arts Liberal Studies (BLS) - through Palmetto Programs
8. Bachelor of Arts in Organizational Leadership (BOL) – Palmetto Programs
9. Off campus dual enrollment programs with area high schools.

II.2. USC Lancaster’s key student segments, stakeholder groups, and market segments

Customers and Stakeholders of USCL	Stakeholder Requirements / Expectations (not in priority order)
Students – Associate Degree Candidates, General Education Candidates, Baccalaureate Degree Candidates (Customers of USCL) Parents / Guardians of Students	Quality education; Accredited degree programs; Transferable credits; Diversity of academic programs; Ethnic and cultural diversity; Safe, environmentally-friendly campus; Convenient campus design and parking; Availability of classes for degree requirements; Convenient class schedules; Affordable tuition, fees; Variety of financial aid programs; Quality faculty; Modern library / research / study facilities; Modern classrooms.
USC Board of Trustees	Student success; Sound financial management; Academic excellence and integrity.
Governor and General Assembly	Student success; Sound financial management; Academic excellence and integrity; Public service.
Citizens / Taxpayers	Sound financial management of tax dollars; High student success rate; Academic excellence and integrity; Public service.
Faculty	Freshman classes that are well prepared for college-level work; Modern classroom design and instructional equipment; Sound financial management; University commitment to excellence and integrity; Market-rate salary and benefits; Professional development opportunities; Accessible and responsive administration.
Staff	Accessible and responsive administration; Sound financial management; University commitment to excellence and integrity;

	Market-rate salary and benefits; Professional development opportunities; Career path; State of the art resources; Safe and healthy work environment; Safe and aesthetically pleasing campus grounds; Environmentally-friendly campus operations.
Regional Business Community	Student success; competent workforce; Sound financial management; Academic excellence and integrity; Relevant academic programs; Continuing education programs.
Local School Districts	Accessible and affordable education nearby; Partnership / strategic alliance programs; Student success; Academic excellence and integrity; Diversity of academic programs; Continuing education programs.
Lancaster County Commission on Higher Education	Student success; Sound financial management; Cost effective operation and maintenance of physical plant; Relevant academic programs; Demonstrated commitment to community; Public service; Cultural activities.
Educational Foundation of USC Lancaster	Academic excellence and integrity; Student success; Sound financial management; Responsive administration; Modern physical plant; Relevant academic programs; Demonstrated commitment to community; Public service; Cultural activities.
City of Lancaster, Lancaster County and Six-County Service Area	Student success; Affordable education; Modern physical plant; Demonstrated commitment to community; Public service; Cultural activities.
Members of Gregory Health and Wellness Center	Modern health and wellness facility; Trained staff for health and fitness programs; Safe environment for health and fitness training; Affordable programs; Diversity of programs for varying needs.
Springs Memorial Hospital	Pool of nursing graduates; Nationally certified Cardio-pulmonary Rehabilitation Clinic at USCL. Accredited nursing program.
York Technical College	Academic excellence and integrity in nursing program; Quality candidates for nursing degree
Alumni	Access to campus resources such as library; Continued success of USCL and campus growth; Cultural events; Continuing education.

II. 3. USC Lancaster operating location:

Campus -- 476 Hubbard Drive, Lancaster, SC 29720;
Nursing students attend some classes at York Technical College, Rock Hill;
Nursing students attain clinical experience at Springs Memorial Hospital and other facilities; and,
Distance Learning programs are conducted at various local high schools.

II. 4. Number of Employees

Faculty

Full-time: 36 - tenured or tenure track
Full-time: 28 – instructors; non-tenure track
Part-time: 40 - adjunct

Staff

Full-time, permanent: 59
Part-time, temporary: 42; Full-time, temporary: 10

II. 5. The regulatory environment:

- USCL is 1 of 4 regional two-year campuses of the University of South Carolina and thus is subject to the policies and procedures of the USC;
- USCL is 1 of 33 public institutions regulated by the South Carolina Commission on Higher Education;
- USCL is accredited by the Southern Association of Colleges and Schools (SACS);
- The Associate Degree in Science in Business program is accredited by the Association of College and Business Schools (ASCB);
- Tuition rates and fees are regulated by the USC Board of Trustees;
- Budget requests are regulated by the USC Budget Office and the Budget and Control Board;
- State funding is appropriated by the S. C. General Assembly and thus the university is monitored by the General Assembly for operating efficiency and effectiveness;
- USCL is subject to various laws enacted by the S. C. General Assembly and is ultimately accountable to the citizens of South Carolina;
- USCL is subject to various laws and policies regarding state and federal financial aid programs; and,
- USC is an equal opportunity institution and is subject to various laws enacted by the U. S. Congress.

II. 6. Governance System

Citizens and Taxpayers of South Carolina

South Carolina General Assembly

USC Board of Trustees

USC President, Dr. Harris Pastides

USC Provost, Dr. Michael Amiridis

USC Vice-Provost and Vice Chancellor, Dr. Chris Plyler

Chancellor, Palmetto College, Dr. Susan Elkins

Regional Campus Dean, Dr. Walter P. Collins, III

USC Lancaster operates under contract with the **Lancaster County Commission for Higher Education**. This agreement calls for Lancaster County to assess property taxes at a rate sufficient to fund the operations and maintenance of the physical plant at USCL. Also, the

Educational Foundation of the University of South Carolina Lancaster provides funding for scholarships, buildings and building renovation projects and special programs.

In addition, a separate system of faculty governance (the Regional Campuses Faculty Senate and the USC Lancaster Faculty Organization) exists that has authority in curricular matters, including admissions and graduation requirements.

II. 7. USCL's key suppliers and partners:

1. Lancaster County Commission for Higher Education;
2. Educational Foundation of USCL;
3. University of South Carolina;
4. USCL Board of Visitors;
5. Local School Districts;
6. Business community;
7. Lancaster Municipal Government;
8. Lancaster County Council;
9. Alumni, Benefactors and friends of USCL;
10. York Technical College (cooperative nursing program);
11. Springs Memorial Hospital;
12. South Carolina Lottery Commission; and,
13. U.S. Department of Education.

II. 8. The University of South Carolina Lancaster's key competitors are:

1. South Carolina Technical College System (tuition rates);
2. USC Columbia (state appropriations and 4-year degrees);
3. USC Regional Campuses – (inequitable state appropriations);
4. UNC Charlotte (variety of degree programs);
5. Queen's College – Charlotte.

II. 9. Principal factors which determine competitive success:

The driving force at USC Lancaster is student success. All decisions regarding matters such as academic programs, class scheduling, technology improvements, and equipment purchases are made with an analysis of their impact on students. Although other factors such as financial management, academic needs, etc. are considered, the overriding factor is always whether programs or programmatic changes will favorably impact student success rates. This demonstrable emphasis on student success sets USC Lancaster apart. Other key factors that contribute greatly to our success are:

1. Quality of faculty and instructional programs; Affordable tuition and fees; Diversity of academic programs; Small, friendly campus; Faculty dedicated to teaching as a first priority; Convenience to commuter students; Cooperative nursing program with York Technical and USC College of Nursing; Class schedules convenient for working adults; Situated in a low cost-of-living area; Availability of 4-year degree programs (through Palmetto College and the cooperative BSN) and, Distance Learning program.

II. 10. Performance improvement systems

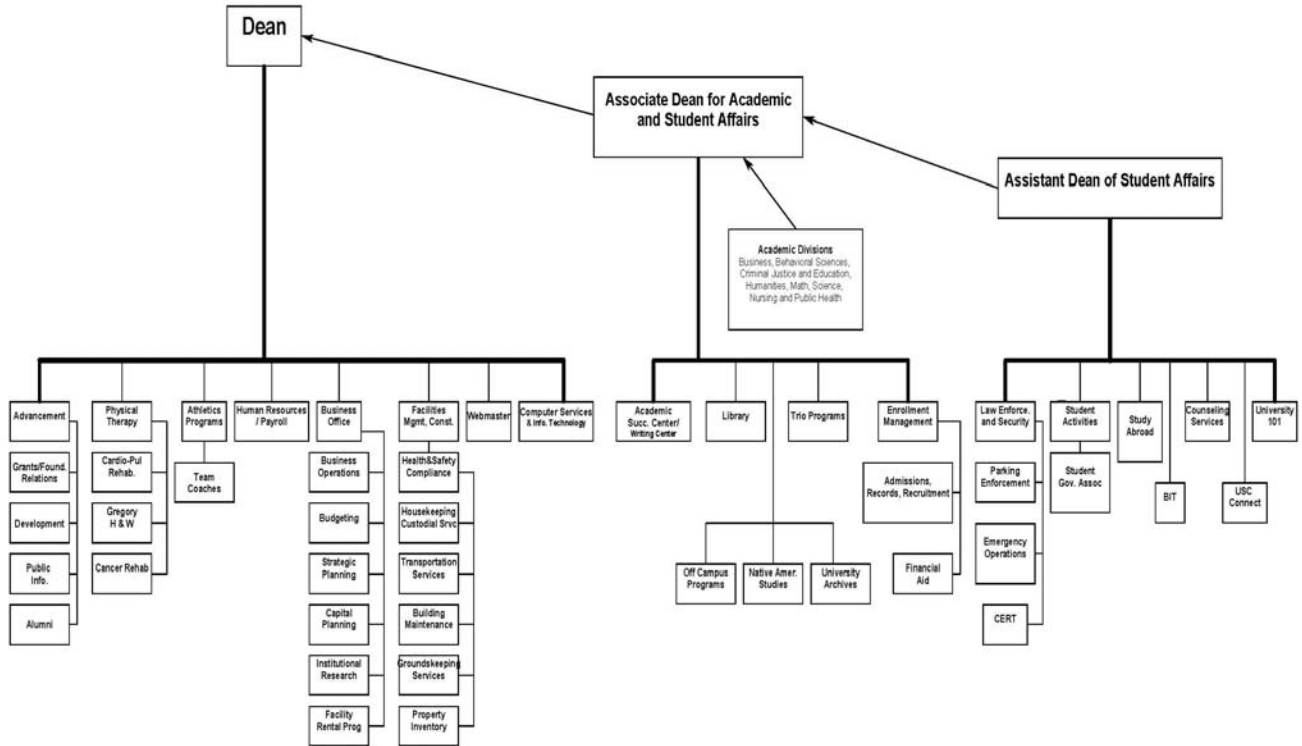
USC Lancaster recently updated its strategic plan using a planning model different from previous efforts. The process included significant information gathering. Key

stakeholder groups (see II.2 above) were surveyed in order to gauge their perception of USCL's strengths and weaknesses. The planning process also examined external trends - political, economic, social, technological and trends in higher education.

Other performance measurement systems will continue to be employed, including course evaluations, faculty evaluations, faculty peer reviews, Employee Performance Management System, and ad hoc survey instruments.

II.11 USCL Organizational Structure

USC Lancaster Organization Chart



II. 12. Expenditures

USC Lancaster Expenditures / Appropriations Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 7,470,350	\$ 1,200,000	\$ 7,565,552	\$ 1,242,494	\$ 8,114,241	\$ 1,244,208
Other Operating	\$ 9,144,071	\$ -	\$ 8,835,768	\$ -	\$ 9,088,713	\$ -
Special Items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Permanent Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	\$ 2,036,149	\$ 268,791	\$ 2,225,771	\$ 299,954	\$ 2,213,995	\$ 298,240
Non-recurring ¹	\$ -	\$ -	\$ -	\$ -	\$ 148,400	\$ 148,400
Total	\$ 18,650,570	\$ 1,468,791	\$ 18,627,091	\$ 1,542,448	\$ 19,565,349	\$ 1,690,848

Other Expenditures

Sources of Funds	FY 10-1 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bills	\$ -	\$ -
Capital Reserve Funds	\$ -	\$ -
Bonds	\$ -	\$ -

Note: The Non-recurring is ARRA Federal Stimulus funds. In FY 10 \$326,726 was spent of the budget of \$356,295. In FY 11 \$435,938 was spent of the budget of \$406,379.

The amount spent in FY 11 includes the unspent residual funds from FY 10.

H37-USC Lancaster Major Program Areas

Program Number	Major Program Area and Purpose (Brief)	FY 11-12 Budget Expenditures	FY 12-13 Budget Expenditures	Key Cross References for Financial Results*
520	Instruction: Arts & Sciences- Undergraduate degree programs appropriate to the authorized degree level of the institution and in compliance with its mission. Programs emphasize the basic core courses common to a wide variety of programs.	State: 1,468,791 Federal: 0 Other: 4,694,188 Total: 6,162,979 % of Total Budget: 33.04%	State: 1,542,448 Federal: 0 Other: 4,565,864 Total: 6,108,312 % of Total Budget: 32.79%	7.1.1 – 7.1.6 7.5.1
521	Research-Activities specifically organized to produce research outcomes, commissioned either by external entities or through a separate budget process of an organizational unit within the institution.	State: 0 Federal: 4,300 Other: 67,856 Total: 72,156 % of Total Budget: 0.39%	State: 0 Federal: 1,281 Other: 107,315 Total: 108,596 % of Total Budget: 0.58%	7.5.1 7.6.6
522	Public Service-Activities established to provide non-instructional services beneficial to individuals and groups external to the institution.	State: 0 Federal: 117,253 Other: 1,092,974 Total: 1,210,227 % of Total Budget: 6.49%	State: 0 Federal: 0 Other: 989,369 Total: 989,369 % of Total Budget: 5.31%	7.5.1 7.6.4 – 7.6.6
523	Academic Support-Administrative functions that directly support	State: 0	State: 0	7.1.7; 7.1.9;

	instruction, research, career advising, and public service to include libraries, computing services, and academic administration.	Federal: 0 Other: 526,088 Total: 526,088 % of Total Budget: 2.82%	Federal: 0 Other: 526,034 Total: 526,034 % of Total Budget: 2.82%	7.6.4; 7.6.5; 7.6.7 7.6.8; 7.6.9
524	Student Services-Student focused activities to Include admissions, health, athletics, registration, academic advising, student organizations, and other student services.	State: 0 Federal: 494,438 Other: 1,326,552 Total: 1,820,990 % of Total Budget: 9.76%	State: 0 Federal: 658,432 Other: 1,328,898 Total: 1,987,330 % of Total Budget: 10.67%	7.1.3 -- 7.1.7 7.1.11 7.1.12 7.1.15
525	Operations & Maintenance-Facilities support services to include campus security, capital planning, facilities administration, buildings and grounds maintenance, utilities, and major repairs and renovations.	State: 0 Federal: 0 Other: 1,337,363 Total: 1,337,363 % of Total Budget: 7.17%	State: 0 Federal: 0 Other: 1,350,582 Total: 1,350,582 % of Total Budget: 7.25%	7.1.17 -- 7.1.20 7.5.1
526	Scholarships-Scholarships and fellowships in the form of outright grants to students selected by the institution and financed in the form of current funds, both restricted and unrestricted.	State: 0 Federal: 3,081,094 Other: 3,000,975 Total: 6,082,069 % of Total Budget: 32.61%	State: 0 Federal: 2,979,285 Other: 3,133,727 Total: 6,113,012 % of Total Budget: 32.82%	7.3.2
527	Auxiliary: Bookstore-Self-supporting activity that exist to	State: 0	State: 0	

	furnish textbooks, goods, and services to students, faculty, or staff.	Federal: 0	Federal: 0	
		Other: 10,521	Other: 10,385	
		Total: 10,521	Total: 10,385	
		% of Total Budget: 0.06%	% of Total Budget: 0.07%	
528	Institutional Support-Administrative functions to include executive management, personnel services, fiscal operations, administrative computing, and public relations.	State: 0	State: 0	7.3.1; 7.4.1
		Federal: 0	Federal: 0	7.5.1
		Other: 1,428,177	Other: 1,421,471	
		Total: 1,428,177	Total: 1,421,471	
		% of Total Budget: 7.66%	% of Total Budget: 7.68%	
	Grand Total	State: 1,468,791	State: 1,542,448	
	Grand Total	Federal: 3,697,085	Federal: 3,638,998	
	Grand Total	Other: 13,484,694	Other: 13,445,645	
	Grand Total	Total: 18,650,570	Total: 18,627,091	

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	State:	State:
	Federal:	Federal:

Other:	Other:
Total:	Total:
% of Total Budget:	% of Total Budget:

* Key Cross-References are a link to the Category 7 - Organizational Performance Results. These References provide a Chart number that is included in the 7th section of this document.

Section III: ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA

Category 1 Senior Leadership, Governance, Social Responsibility

1.) How do senior leaders develop and deploy their organization's vision and values throughout the leadership system, to the workforce, to key suppliers and partners, and to students and stakeholders, as appropriate? How do their personal actions reflect a commitment to the organizational values?

Although it may be a cliché, the planning process is more important than the plan itself. USCL follows a strategic planning process modeled by the *American Management Association*®. The strategic planning team is comprised of a cross section of administration, faculty and staff. Mission, vision, values, goals, and objectives are not created in a vacuum and neither are they driven from the top down. The planning process requires input from all stakeholders. Values, vision, goals and objectives are developed based upon strengths, weaknesses, opportunities and threats identified in stakeholder surveys and from analysis of internal programmatic trends and external political, economic, social, technological trends and trends in higher education. Information gathered during the planning is shared and analyzed in a group setting with many university employees. Thus, the development of vision and values grows naturally from the planning process.

The mission, vision, values and goals are communicated in a variety of ways. Documents and reports are posted on the campus' website. More importantly, however, information is shared face-to-face with key stakeholder groups through formal reporting at planned meetings and through speaking engagements by senior leadership. Faculty and staff are informed of campus priorities through meetings, publications, memoranda, website postings and email.

Senior leaders at USCL live by the mission and organizational values daily. Their interactions with students, faculty and staff at every level demonstrate their genuine commitment to academic excellence and process improvement. Individual and team efforts are recognized both formally and informally. Meetings such as the annual faculty and staff retreat are occasions for recognizing campus accomplishments.

2.) How do senior leaders create a sustainable organization with a focus on action to accomplish the organization's strategic objectives, improve performance, and attain your vision?

Implementation is the key to successful strategic planning. All corners of the campus are required to identify initiatives they propose to undertake in support of strategic goals and objectives. Those are evaluated and prioritized for funding, performance indicators are established and timelines are set for completion. Quarterly reporting is required from all project leaders and some are required to make oral presentations (one week notice) to the Dean's Administrative Council.

3.) How do senior leaders personally promote and support an organizational environment that fosters and requires legal and ethical behavior and fiscal, legal, and regulatory accountability? How are these monitored?

USC Lancaster's senior leaders promote and support an environment that fosters and requires legal and ethical behavior by leading by example. In personal interaction with employees, students and the community, leaders articulate and demonstrate a commitment to integrity, fiscal responsibility and accountability to regulatory authorities. In situations where policies may not be understood, leadership will actively seek advice and counsel of subject matter experts. The Employee Performance Management System is one mechanism wherein adherence to policies is formally recognized. Moreover, senior leadership at USC Lancaster encourages audits by external authorities.

4.) How do senior leaders create an environment for organizational and workforce learning?

USCL senior leaders keep faculty and staff apprised of professional development opportunities by distribution of literature, discussion at faculty and staff meetings and by assuring adequate financial resources for travel to conferences, seminars and workshops. The Employee Performance Management System is used as a tool to encourage development of staff.

5.) How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

This question is best answered by example. In the USCL Business Office, employees participate in two important programs designed to broaden horizons, development new skills and identify the leaders of the future. First, employees are offered an opportunity to participate in the Lancaster Chamber of Commerce 'Leadership Lancaster' program. Participants in this program learn about various aspects of how our community operates through the interactions of private enterprise, governmental agencies, schools and nonprofit organizations. They meet leaders from this broad spectrum and establish lasting friendships with fellow participants.

Second, employees are offered paid attendance at the College Business Management Institute (CBMI) sponsored by SACUBO. This outstanding program leads to a certificate after completing a 3-year program.

6.) How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

Weekly meetings of the Dean's Administrative Council ensure a continual flow of communication between all campus offices and senior leadership. Weekly meetings between the Academic Division chairs and the Associate Dean ensure continual communication between faculty and senior leadership. Senior leaders take an active role in faculty and staff award recognition processes by recognizing (and encouraging directors and managers to recognize) outstanding achievement and effort by faculty and staff.

7.) How does your organization evaluate the performance of your senior leaders including the head of the organization, and the governance board/policy making body? How do

senior leaders use these performance reviews to improve their own leadership effectiveness and that of the board and leadership system, as appropriate?

USC evaluates the performance of senior leaders at USC Lancaster through comparative analysis of regional campus programs, student success rates, financial management, public service, and faculty accomplishments. Faculty and staff evaluate the campus dean on an annual basis through surveys from the Office of Provost. The Provost reviews survey data with the dean and performance expectations are adjusted accordingly.

8.) What performance measures do senior leaders regularly review to inform them of needed actions?

Monthly financial reports; Admissions reports; Registrar reports; Financial Aid reports; Faculty Meeting and Committee reports; Other.

9.) How does your organization address and anticipate any adverse impacts of its programs, offerings, services and operations? What are the key compliance related processes, goals and measures?

Key compliance processes, goals and measures are conducted via the regulatory Annual Evaluation of Associate Degree Programs at Public Institutions. In 1996, the passage of Act 359 underscored the importance of program accountability by focusing on questions related to time to degree and graduates' first-time passing rates on professional licensure examinations. The purposes of this annual review remained unchanged by Act 359. Those purposes have been and remain:

1. To insure that programs demonstrate responsiveness to employment trends and meet minimum standards of enrollment, graduation, and placement; and,
2. To identify programs which need to be strengthened. Procedures for this review require each program's productivity to be evaluated in terms of enrollment, number of graduates, and percent of graduates placed in a related job or continuing their studies full-time.

The following criteria apply:

1. Each program must produce at least six graduates during the evaluation year or an average of at least six graduates over the most recent three-year period.
2. At the most recent fall term, each program must enroll at least 16 students who generate 12 full-time equivalents.
3. At least 50 percent of the graduates available for job placement must be placed in a job related to their education or continue their education on a full-time basis.

10.) How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders, the workforce, and the organization's students contribute to improving these communities.

Representatives of the senior leadership at USC Lancaster participate in numerous community organizations and activities. Participation may include formal

representation of the university or individual volunteer work. Among the community organizations in which USC Lancaster employees participate are:

Rotary – Dean Collins, Robert Collins, Jr., Shana Dry, Phillip Parker, Bob Bundy
Educational Foundation of USC Lancaster – Ex Officio: Dean Collins
Lancaster County Commission for Higher Education – Business Manager – Paul Johnson
Lancaster Chamber of Commerce Board of Directors – Dean Collins
Lancaster County Mental Health Board – Professor Bohonak
USDA Missing Pet Network – Professor Bohonak
Palmetto Council, Boy Scouts of America – Robert Collins, Jr.
Lancaster County Council of the Arts Executive Board – Dean Cox, Thelathia Bailey
City of Lancaster Tree Commission – Thelathia Bailey
Lancaster County School District – Closing the Achievement Gap – Thelathia Bailey
Adopt a Leader Mentoring Program – Thelathia Bailey
Community Playhouse of Lancaster County Executive Board – Dean Cox
Columbia Junior Volleyball Program – Professor Hassell
Tutor – Columbia area high school students – Professor Hassell
Lancaster City Planning Commission – Professor Van Hall
Lancaster County Joint Planning Commission – Professor Van Hall
Covenant Care Clinic – Suzanne Williams
Lancaster Chamber of Commerce Ambassador – Laura Humphrey
Olde English Consortium – Dean Collins
Charlotte Area Education Consortium – Ron Cox
Communities in Schools, Board of Directors – Dean Collins
Discovery School Advisory Board – Tracey Mobley, Dean Collins
Kershaw Correctional Facility, Prison-to-Society Teacher – Tracey Mobley
South Carolina Public Health Association, Treasurer and Webmaster – Blake Faulkenberry
Lancaster County Hazard Mitigation Planning Committee – John Rutledge
South Carolina Emergency Management Association – John Rutledge
Lancaster County Library Board – Vice Chair – Thomas Monroe
Lancaster Works – Steering Committee – Thomas Monroe
Carolinas Literacy Network –Funding Action Team Co-Chair – Thomas Monroe

Category 2 Strategic Planning

1.) **What is your strategic planning process, including key participants, and how does it address [identification on strategic issues, strengths, weaknesses, opportunities and strengths, and ability to execute the plan].**

Planning Model

USCL's strategic planning process is a model recommended by the American Management Association. The over-arching goal of this planning model is to make quality decisions about the strategic direction of an organization. The process to update our strategic plan began in earnest during the fall of 2006. That

process culminated in a new Blueprint for Quality Excellence 2008-2012. The official start date for implementation of that plan was July 1, 2008.

Planning Team

A multi-disciplinary team was established to coordinate efforts – the USCL Strategic Planning Committee. Although this work group was titled a ‘committee’, it operated from day 1 as a team. The process was driven by Paul C. Johnson, III, CPA, USCL’s Business Manager and Director of Planning. There were a total of 9 people on the core planning team. They were Dr. Ron Cox - Associate Dean for Academic and Student Affairs, Shana Dry - Public Information Officer, Tracey Mobley Chavous - Director of Human Resources, Amanda English - Registrar, the three Academic Division Chairs - Professors Noni Bohonak, Richard Van Hall and Stan Emanuel and, Kenneth Cole – Director of Financial Aid. Each person received a copy of *Strategic Planning for Public and Non-Profit Organizations*, 3rd Edition, by John M. Bryson, Copyright © 2004, John Wiley and Sons, Inc. The team devoted its early meetings to review and discussion of the process and examples provided in the “Bryson Book.”

Data Gathering -- Stakeholder Surveys

Because our strategic plan is based upon factual information, data gathering was a major step in our planning process. Information was gathered through a series of surveys of key stakeholders. Customers and stakeholders surveyed during 2007 included: 1) Faculty; 2) Staff; 3) Students; 4) Alumni; 5) Local Business Leaders; 6) City and County Officials, both elected and appointed; 7) Lancaster County School District; 8) Lancaster County Commission on Higher Education; 9) Board of Directors – Educational Foundation of USCL; 10) Board of Visitors; 11) Incoming freshman; and, 12) Parents of incoming freshman. They were asked to rate USCL in several categories. They were also asked what future services, degree programs and athletics programs they want to see available from USCL. The scope of this survey process is a departure from traditional planning and assessment models used in higher education that typically limit surveys to faculty, staff, students and alumni. Survey data provides quantifiable data about our strengths and weaknesses and stakeholder expectations.

Data Gathering -- External and Internal Trends

Information was gathered about external trends – political, economic, social and technological. Internal trends in programmatic areas were also gathered. The analyses of survey and trend data translate into new information (and sometimes validate perceptions) upon which to base decisions.

Data Analysis -- SWOT Analysis and SWOT Matrix

After all information had been gathered, analyzed and summarized, a two day planning workshop was held. Representatives from all USCL academic and programmatic areas participated. A professional consultant from the University of Louisville, Delphi Center for Teaching and Learning, served as meeting facilitator.

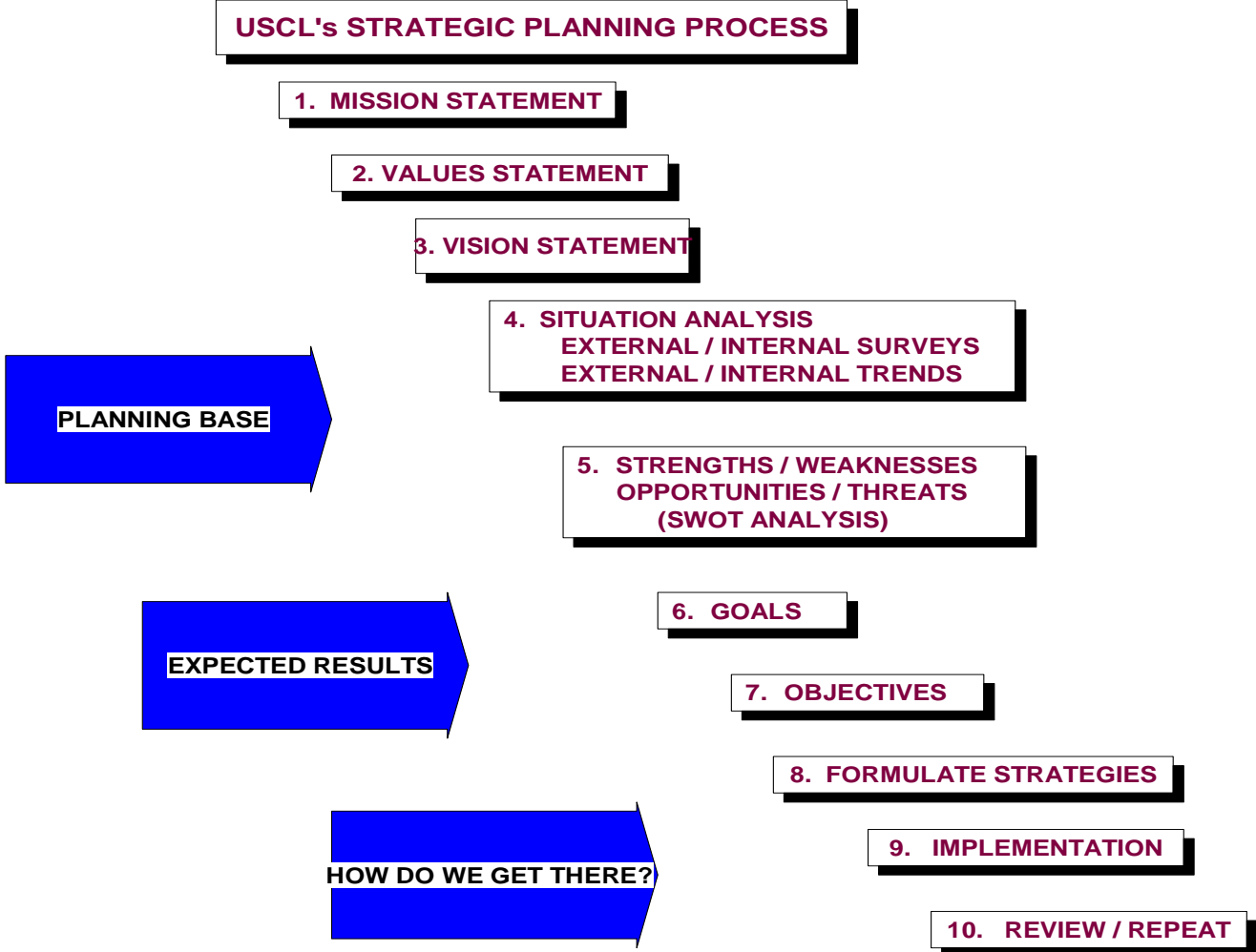
From all the information presented and discussed over the two days, participants then documented USCL’s internal strengths and weaknesses, and external opportunities and threats, creating the SWOT matrix (see page 26). Internal

strengths and weaknesses were matched against external opportunities and threats. From that discussion, participants then drafted preliminary strategic goals and objectives (initiatives).

A second, one-day workshop followed a month later with more participants. The Lancaster County Commission for Higher Education and representatives of the board of directors of the Educational Foundation of USCL were the focal audience. Condensed presentations about survey data and internal and external trends were provided to these two organizations. The SWOT matrix and the preliminary goals and objectives developed in prior workshops were reviewed and discussed. Both the Lancaster County Commission for Higher Education and the Educational Foundation of USCL endorsed and embraced the draft goals and initiatives, the mission, vision and values statements.

Strategic Goals and Objectives

The planning team then proceeded with writing the final draft of goals and objectives, developing action plans and determining performance indicators. Annual operational plans will follow and the FY 08-09 plan, although not yet completely finalized, is being implemented as initiatives are identified.



SWOT MATRIX -- USC LANCASTER

	External Opportunities											External Threats						
	EMPLOYER / UNIV RELATIONSHIP	BACC ARTICULATION	PROGRAM DIVERSIFICATION	GROWING DEMAND FOR HIGHER ED.	UNIV. ADVANCEMENT	STRENGTHEN TIES WITH 6 COUNTIES	GROWTH OF ON-LINE DEGREE PROGRAMS	FINANCE/BANKING ACADEMIC PROG	ENROLLMENT FROM USC OVERFLOW	INCREASED DEMAND FOR FLEXIBLE SCHEDULING	INCREASING POPULATION / DEMOGRAPHIC CHANGES	IMPACT OF CHINA AS WORLD PLAYER	TECH. SCHOOL MISSION CREEP	WEAKENING OF LOCAL JOB MARKET	TUITION FREEZE - LEGISLATIVE OVERSIGHT OF H.E.	COMPETITION FROM ONLINE DEGREE PROGS.	PUBLIC DISSATISFACTION WITH H. E. ACCOUNTABILITY	DECLINE IN STATE FUNDING
Internal Strengths																		
CONNECTION WITH USC FLAGSHIP COMMITMENT OF FACULTY & STAFF	X	X	X	X	X	X	X	X	X									
CAMPUS LEADERSHIP	X	X	X	X	X	X		X		X								
STUDENT SERVICES	X	X	X	X				X	X	X	X							
CURRICULA & PROGRAMS	X	X	X	X			X	X	X	X								
REPUTATION	X	X	X	X	X	X	X	X										
ACCESSIBILITY	X	X	X	X		X	X	X	X	X	X							
BONDS WITH LOCAL COMMUNITY	X	X			X	X	X										X	
ALUMNI SATISFACTION	X				X	X	X	X										
POTENTIAL RESEARCH/GRANT WRITERS	X	X	X		X													X
LAND TO EXPAND		X	X	X	X						X							
Internal Weaknesses																		
FACILITIES															X	X		X
MORALE													X			X		X
FACULTY CONCERNS													X		X	X		X
STUDENT CONCERNS													X		X	X		X
CAMPUS SECURITY													X		X	X		X
COURSE AVAILABILITY												X	X	X	X	X		X
PUBLIC PERCEPTION / MISPERCEPTION												X	X	X	X	X		X

2.) How do your strategic objectives [goals] address the strategic challenges you identified in your Executive Summary?

Note on the previous page how the SWOT Matrix is used to align internal strengths with external opportunities and how internal weaknesses are aligned with external threats. The purpose of the matrix is to two-fold. First, from this analysis USCL will use its internal strengths to capitalize on external opportunities. Second, USCL will take corrective action on internal weaknesses in order to ensure that external threats associated with a particular weakness do not become fatal to our success. The challenges listed in the Executive Summary include the threats from the matrix and other factors more appropriately characterized as challenges.

3.) How do you evaluate and improve your strategic planning process?

Strategic planning is not about deciding what we're going to do this year or next. That is operational planning. Strategic planning is about setting direction. It is about deciding where we want to be as a university 5, 10 or 15 years from now. Although it may be a cliché, the process is more important than the plan itself. What that means is, if the planning process is done correctly and stakeholders understand how goals and objectives were developed, then, if some planning assumptions later prove false, or if other factors change unexpectedly, then those stakeholders will understand the need to make a course correction.

4.) How do you develop and track plans that address your key strategic objectives? Include how you allocate resources to ensure the accomplishment of your action plans.

All programmatic areas are required to identify how they will support achieving strategic goals and objectives that pertain to their areas of responsibility. All ideas are listed on a spreadsheet by goal and objective. The ideas are evaluated and either accepted, rejected or revised, then prioritized based upon numerous factors, including ability to fund the project. Project leaders are identified.

5.) How do you communicate and deploy your strategic objectives, action plans and related performance measures.

One member of the planning core team was our public information officer. That person works with the strategic planner on communication strategies. The strategic plan receives wide distribution in written form. It is shared with the campus community through website posting and discussion at various meetings. Campus leaders have discussed the plan with community organizations such as Rotary and Chamber of Commerce, municipal and county governmental bodies and participated in television interviews about the plan.

6.) How do you measure progress on your action plans?

Please see 4.) above regarding status reports.

7.) If the organization's strategic plan is available to the public through the organization's internet homepage, please provide the address for that plan on the website.

http://usclanaster.sc.edu/planning/BAE2008_03-06-08.pdf

USC Lancaster Strategic Plan				
Strategic Goal Number	Goal Narrative	FY 07-08 Strategic Objectives (Initiatives) & Action Plans		Key Cross References for Performance Measures *
Goal 1	Expand the number of degree programs in order to meet student expectations and community needs.	Initiative 1 (a) <u>Bachelor Degree Programs</u> Action Plan 1(a)1: Seek new cooperative bachelor degree programs with other USC campuses.	7.1.8	
		Initiative 1(b) <u>Academic and Support Programs</u> Action Plan 1(b)1: Continue to develop and strengthen academic and support programs.	7.1.9	
Goal 2	Provide a superior educational experience that prepares USCL graduates for the challenges and opportunities of the 21st century.	Initiative 2(a) <u>New Faculty</u> Action Plan 2(a)(1): Increase the number of USCL full-time faculty positions.	7.1.10	
		Initiative 2(b) <u>Multicultural Studies Program</u> See USC Connect and Learning Outcome IV of the Carolina Core – Global Citizenship and Multicultural Understanding	7.1.11	
		Action Plan 2(b)(1): Increase the number of opportunities for students to study other cultures via international and domestic travel.	7.1.11	

		<p>Initiative 2(c) <u>Student Body Diversification</u></p> <p>Action Plan 2(c)(1): Increase the number of out-of-state and international students at USCL.</p> <p>7.1.12</p> <p>Initiative 2(d) <u>Native American Studies Program</u></p> <p>Action Plan 2(d)(1): Expand study opportunities in Native American Indian culture and other distinctive cultures.</p> <p>7.1.13</p> <p>Initiative 2(e) <u>Instructional Technology</u></p> <p>Action Plan 2(e)(1): Leveraging advances in technology and, without diminishing the impact and significance of in-class interactions with professors, improve the quality, delivery and cost efficiency of academic programs.</p> <p>7.1.16</p> <p>Initiative 2(f) <u>Inter-collegiate Athletics</u></p> <p>Action Plan 2(f)(1): Expand USCL's program of inter-collegiate athletics for men and women students.</p> <p>7.1.14</p> <p>Initiative 2(g) <u>Student Internship Program</u></p> <p>Action Plan 2(g)(1): Seek opportunities for additional student internships with local businesses.</p> <p>7.1.15</p>	
Goal 3	<p>Improve USCL's physical plant in order to sustain enrollment growth, expand public services and sustain the recruitment and retention of high-caliber faculty.</p>	<p>Initiative 3(a): <u>Campus Master Plan</u></p> <p>Action Plan 3(a)(1): Implement recommendations of 2008 Campus Master Plan.</p> <p>7.1.17</p> <p>Initiative 3(b): <u>Residential Housing</u></p> <p>7.1.18</p>	

		<p>Initiative 4(d): <u>50-Year Campaign</u></p> <p>Action Plan 4(d)(1): Seek opportunities for increased local financial support.</p> <p>7.6.3</p> <p>Initiative 4(f): <u>Service Region Outreach</u></p> <p>Action Plan 4(f)(1): Seek opportunities for financial support from all counties in USCL’s service region.</p> <p>Initiative 4(g): <u>Campus Communication and Morale</u></p> <p>Action Plan 4(g)(1): Develop and implement strategies to improve campus-wide communications and morale.</p> <p>7.4.1</p> <p>Initiative 4(h): <u>Safety and Security</u></p> <p>Action Plan 4(h)(1): Implement strategies to strengthen campus safety and security.</p> <p>7.1.20</p> <p>Initiative 4(i): <u>Organizational Alignment</u></p> <p>Action Plan 4(i)(1): Improve alignment of functions and offices through review of USCL’s organization chart.</p> <p>7.1.21</p> <p>Initiative 4(j): <u>Leadership Development</u></p> <p>Action Plan 4(j)(1): Develop strategies to ensure that USCL maintains a highly skilled and motivated work force capable of assuming the leadership roles demanded by rapid enrollment growth.</p> <p>7.1.22</p> <p>Initiative 4(k): <u>Public Service Programs</u></p>		
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		Action Plan 4(k)(1): Explore opportunities to expand public service programs to include addressing the high rate of adult illiteracy in Lancaster County.	7.6.4; 7.6.5; 7.6.6	

Category 3 Student, Stakeholder, and Market Focus

1.) How do you identify the student and market segments your educational programs will address? How do you determine which student and market segments to pursue for current and future educational programs, offerings, and services?

USCL's full mission statement defines the student and market segments. This segment grows naturally out of the resources from which the campus provides services. Groups are pursued based on compatibility with mission and current accessibility. Additional programs are sought based on the needs of the market segment.

KNOWLEDGE OF STUDENT NEEDS AND EXPECTATIONS:

Community need and demand determines which educational programs the institution will provide, and the Greater USC system provides authorization and approval for such programs. As a unit of the University, USCL has as part of its mission to provide higher education and intellectual leadership for the Lancaster area. Therefore, the primary market for students attending USCL is a South Carolina resident living in its six--county service area. Out-of-state students generally come to USCL from bordering counties in North Carolina. The primary reasons students attend USCL are convenience and affordability. USCL promotes student ability to move through the USC system or successfully transfer outside the system to pursue bachelors and graduate degrees. The desire to complete the bachelor degrees on the USC Lancaster campus is increasingly expressed by students and community leaders in general.

The Admissions Office monitors applications from new students. The primary source for new enrollees is area secondary schools. In addition, business and industry provide both marketing appeal as well as potential enrollment. The expansion of dual enrollment courses in area high schools has proven to be an effective method of course delivery. This program directly affects enrollment and acts as an affinity program when students are deciding where to attend college. This program also meets a need expressed by local school districts.

Most new freshmen enter USCL from area high schools. They gain information about USC Lancaster through word of mouth, from admissions counselor visits to their school, guidance counselors, web exploration, campus visits, telephone inquiries, and/or from USCL's presence at their high school. USCL's admissions officers work cooperatively to maintain and increase campus interaction with schools, businesses and industry.

USC Lancaster student needs and expectations are assessed throughout the academic year and allow for constant review of services and programs. The following is a list of methods used to assess learning experiences and evaluate the level of student satisfaction:

1. Student Orientation Survey (new students)
2. Course Evaluations (current students)

3. Participation on Campus Committees (Current)
4. Student Government Forums with Faculty & Administration (current students)
5. Library Surveys (current students)
6. Academic Success Center Surveys (current students)
7. Placement Tests (current students)
8. Alumni surveys (former students)

Student representatives are appointed to several campus committees and also serve (as non-voting members) on all faculty hiring committees. In addition, the Student Government Association officers regularly meet with the Associate Dean for Academic & Student Affairs to discuss student concerns and issues of student interest.

As a function of library services, a full assessment of the Medford Library's services is conducted on a four cycle set forth by the South Carolina Commission on Higher Education. USC Lancaster's Institutional Effectiveness assessment can be viewed at http://usclancaster.sc.edu/planning/IE_SummaryRept2006.pdf.

2.) How do you keep your listening and learning methods current with changing student and stakeholder needs and expectations (including educational programs, offerings, and service features)? How do you determine the relative importance of the expectations to these groups' decisions related to enrollment?

Admissions counselors listen to the views of students, their parents, and high school guidance counselors. The course evaluation process monitors the views of current students. Monitoring of enrollment levels tracks changing interests. USCL currently assigns a full-time faculty member to assist and advise currently enrolled non-traditional students, but needs to develop a system to listen to the needs of non-traditional prospective students.

3.) How do you use information and feedback from current, former, and future students and stakeholders to keep services and programs relevant, and provide for continuous improvement?

Please see page 23 for the list of surveys used to collect information from key stakeholders. Current students also submit course evaluations that provide feedback to faculty. Alumni surveys are conducted every two years: <http://kudzu.ipr.sc.edu/effectiveness/accountability/alumni/>

4.) How do you determine student and stakeholder satisfaction and dissatisfaction and use this information to improve?

Please refer to USCL's strategic planning process above.

5.) How do you build positive relationships to attract and retain students and stakeholders, to enhance student performance, and to meet and exceed their expectations for learning? Indicate any key distinctions between different student and stakeholder groups.

Personal contacts are paramount to creating and maintaining positive relationships with the community. The goal of all contacts is to build and strengthen relationships with key constituent groups by understanding what their expectations are.

Staff from USCL's Admissions Office participate in "Educational Opportunity" days at area high schools. At these events USCL representatives talk with prospective students and distribute literature such as course schedules, academic bulletins, and other promotional items. The USCL Scholarship Committee awards numerous academic scholarships to attract and recruit high school graduates who have demonstrated a record of excellence.

There are over 300 public events on our campus each year. These range from performing arts to meetings, workshops, lectures, reunions and weddings. Each event represents an opportunity to work with another constituent group to understand their needs. The campus hosts an annual luncheon for high school guidance counselors at which campus officials share information about new course offerings, degree programs, financial aid, etc.

USCL's federally-funded TRIO Program also plays a major role in campus recruitment and retention. The Opportunity Scholars Program, which serves approximately two hundred first-generation ("high risk") college students, provides academic, personal, and career counseling as well as tutorial services and cultural-event opportunities. A second component of TRIO is the Upward Bound Program, which serves "high risk" students in area high schools by providing mentoring, counseling, tutoring, and, by educating participants about the importance and necessity of earning a college degree.

Many USCL students are employed either part-time or full-time. Many are non-traditional students with family and other obligations. There are the traditional issues that students face – family problems, relationship problems and other personal matters. To help students cope with the many demands they face, USCL provides on-campus Counseling Services. All currently enrolled students are eligible for services. The goal of Counseling Services is to assist students in clarifying and resolving issues of personal, educational, and career concerns. Common needs and concerns of college students include: self-assessment, choosing a major, career exploration, goal-setting, decision-making, stress management, time management, test anxiety, critical thinking, developmental issues, esteem problems, relationship problems, depression, anxiety and panic, anger management and sexual identity. Disability services are also coordinated through the Counseling Services office. More information on the Counseling Services is found online at <http://usclancaster.sc.edu/counseling/index.html>.

6.) How does your student and stakeholder complaint process ensure that complaints are resolved promptly and effectively?

USCL's organization chart directs students to appropriate persons of authority should they have an issue of procedure or policy. The Associate Dean of Students handles most complaints from students. Each student is assured that his or her issue will be followed until resolved and all questions are answered or cleared. They are aware that the issue may not be resolved to their satisfaction but that it will be addressed.

Category 4 Measurement, Analysis, and Knowledge Management

1.) How do you select which operations, processes and systems to measure to determine student learning, and for tracking daily operations and overall organizational performance, including progress relative to strategic objectives and action plans?

Any discussion of measurements begins with determining what types of performance indicators are important to a particular objective, what types of data are available for measuring, timely availability of data and the value of a particular measurement to management. USCL categorizes performance indicators into 4 basic types: input measures, out measures, efficiency measures and outcome measures.

Input measures count the resources devoted to a program or project such as dollars spent, hours devoted, facilities, etc. Output measures count course completions, degrees awarded, etc. Efficiency measures will calculate ratios and comparative analysis against prior periods and/or peer institutions. Outcome measures are always the more difficult to measure and may not be fully understood for years afterward. For example, it may take years to see the full effects to the community as more and more students complete degree requirements and in turn begin to give back to their community as their careers grow.

USC's Office of Institutional Research & Effectiveness (IRE) supports the achievements of the USCL's mission by providing the collection, assessment, and maintenance of institutional research data for the institution as a whole and for academic and administrative units. The IRE Office supports and assesses the data involved in the planning process at USCL. Other measurement decisions are based upon these factors:

- a.) The Southern Association of Colleges (SACS) mandates assessment of student learning outcomes;
- b.) Standards of Higher Education collection, assessment and reporting via the South Carolina Commission on Higher Education (CHE) and the Integrated Postsecondary Education Data System (IPEDS);
- c.) SREB (The Southern Regional Education Board) publishes a yearly data analysis to provide the goals, information and comparative data essential for higher education in the following states to move forward; and,
- d.) IPEDS Peer Analysis Comparison Group – the peer group is from the Carnegie III (2 year higher educational institutions with faculty rank) used by AAUP, CHE, and Performance Funding for USC Regional Campuses comparison analysis.

2.) How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?

USC's Office of Institutional Research supports the achievements of USC Lancaster by providing the following support:

- Coordination and providing institutional research for the institution as a whole and for academic and administrative units;

- Coordination and support with the process of assessing institutional effectiveness for the University of South Carolina Lancaster; and,
- Support for the planning process for the University of South Carolina Lancaster.

Each Regional Campus works with the Office of Institutional Assessment and Compliance to provide data and assessment needed for establishing effective procedures for conducting planning, assessment or institutional research, and reporting official data in a timely and accurate manner. Integration among planning, assessment and institutional research is essential for maintaining the greater University’s commitment to excellence in teaching, research and public service.

USC Lancaster’s data and information analyses are disseminated in a variety of ways. Major reports are posted and updated regularly on the campus web page (<http://usclancaster.sc.edu/planning/index.html>). Information and data are also transmitted and disseminated through a direct line of campus and University offices and committees.

3.) How do you keep your measures current with educational service needs and directions?

USCL’s key measures are kept current through data collection and assessment, surveys, along with data and financial auditing, all of which are vital in the long-range planning process. USCL has identified its key measures as:

Student Retention <ul style="list-style-type: none"> • Freshman retention • Retention of students who continue at USCL to complete BAIS or other baccalaureate degrees 	Finance <ul style="list-style-type: none"> • Fiscal solvency (VCM model)
Customer satisfaction <ul style="list-style-type: none"> • Academic course evaluations • Library survey • Alumni survey 	Relationship Management
Human Resources <ul style="list-style-type: none"> • Tenure & promotion process results • EPMS (annual evaluations) 	Technology <ul style="list-style-type: none"> • Student/faculty satisfaction • Reports of Faculty Computer Committee
Facilities <ul style="list-style-type: none"> • Student/faculty satisfaction surveys • Number of “smart” classrooms (i.e., those equipped with multi-media capabilities) 	Administrative <ul style="list-style-type: none"> • Ratio of administrative costs to academic expenditures • Annual faculty/staff evaluations of chief campus administrators

4.) How do you select and use key comparative data and information from within and outside the academic community to support operational and strategic decisions?

USCL’s strategic and operational planning processes use all available data for peer analysis and internal programmatic analysis. External trend analysis includes political, economic, social, and technological trends, and, trends in higher education.

5.) How do you make needed data and information available? How do you make them accessible to your workforce, students, and stakeholders?

USCL posts data, reports and other information on its website and also provides links to other websites where more data and information is located.

6.) How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?

The Office of Institutional Effectiveness & Compliance on the Columbia campus provides a secure network where all data and surveys are housed (<http://kudzu.ipr.sc.edu/>). Data is updated, reviewed and disseminated each term, reported and reviewed by multiple constituents throughout the University of South Carolina System, The South Carolina Commission on Higher Education (CHE), The National Center for Education Statistics (NCES), and the federal Integrated Postsecondary Education Data Systems (IPEDS).

7.) How do you translate organizational performance review findings into priorities for continuous improvement?

New operational objectives and action plans are added to implement change. Progress reports on implementation status are collected and data are analyzed against expectations. Each unit on campus examines goals and tasks which support the mission, vision, and educational goals of USCL to consider the following questions:

Planning

1. How does your division/department/committee/office plan to meet the growing demand for USCL's services?
2. What strategies and initiatives have been developed to meet current and short-term needs?
3. What strategies and initiatives have been developed to meet long-term needs, including preparation to offer baccalaureate degrees (either in cooperation with other campuses or, if it is determined feasible, as a four-year campus of the University)?
4. Are these strategies and initiatives current, comprehensive, and properly stated?
5. Do they reflect the priorities, facts and assumptions contained in the campus strategic plan?
6. Do any of your existing strategies or initiatives need to be amended or deleted? Do any new strategies or initiative need to be added?

Assessment

1. How much or how well has your division/department/committee/office accomplished or implemented each part of its plan?
2. Are the results quantifiable (in terms of percentage of completion)?
3. Can accomplishments be assessed in terms of subjective evaluation (unsatisfactory, satisfactory, outstanding)?
4. Have the factors limiting ability to accomplish or implement any part of the plan been identified (finances, time, training, physical space, equipment, etc.)?

5. Has customer satisfaction with your service been assessed? Does the survey instrument accurately reflect the nature of the service provided? Is the survey instrument current with the goals and initiatives of the division/department/committee/office?

8.) How do you collect, transfer and maintain organizational and employee knowledge (knowledge assets)? How do you identify and share best practices?

USCL recently began employing use of a 'knowledge transfer template'. This template is a fill-in-the blank document that virtually picks one's brain about all aspects of a particular process. When properly completed, it is a treasure chest of knowledge that only long-time career employees possess. It is used to train new employees and to help prevent the loss of 'institutional knowledge' when employees retire.

Sharing of best practices can occur in several venues:

1. Weekly meetings of the Dean's Administrative Council (includes all administrative offices and faculty & staff representation);
2. Weekly meetings between the Associate Dean for Academic & Student Affairs with the chairs of USCL's three academic divisions;
3. Meetings of faculty committees (standing and *ad hoc*) as needed;
4. Monthly meetings of the USC Lancaster faculty organization;
5. Quarterly meetings of the USC Regional Campuses Faculty Senate;
6. Regular meetings of the Dean with USC's President, Provost, Deans, and Chancellors.

Category 5 Workforce Focus

1.) How do you organize and manage work to enable your workforce to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans and promote cooperation, initiative, empowerment, innovation, and your organizational culture?

The USC Lancaster faculty is organized in three academic divisions – Humanities; Math, Science, Nursing & Public Health; and Business, Behavioral Sciences, Criminal Justice, & Education. Division chairs work directly with faculty to utilize and develop their full potential by promoting teaching excellence, research and scholarly activities, and professional, campus, and community service.

Enrollment limits are set on individual course sections to permit faculty to work with students in familiar, comfortable classroom settings. Although USCL faculty normally teach a 4/4 course load (12 credit hours per semester), efforts are made when scheduling to ensure that the total number of course preparations is limited.

USC Lancaster encourages professional and personal development by providing travel funds for scholarly conferences and professional workshops. The campus also has a local Research & Productive Scholarship Committee which provides competitive grants to faculty (with particular emphasis on junior faculty) for scholarly projects resulting in publications. USC Lancaster provides opportunities for professional development by allowing every full-time employee

the opportunity to enroll in one USC course per semester free of charge. The university also encourages employees to utilize the Skillsoft E-learning system for professional development which allows access to online courses, videos, online business books, summaries, and reports.

USC Lancaster promotes cooperation, initiative, empowerment, innovation, and organizational culture through interoffice committees and cross-functional project teams. This structure allows all employees to provide input regarding campus decisions. The Faculty Organization is representative of cross-functional disciplines, where numerous faculty committees are empowered to enhance the learning-centered process.

2.) How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, locations?

Coordination via Information Technology; E-mail system;
Sharing of committee minutes; Development opportunities advertised to all; USCL Faculty Organization; and, Administrative Council meetings.

3.) How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

As a regional campus of the University of South Carolina, USCL's faculty and staff performance management system includes merit plans, Employee Performance Management System (EPMS), and the process of coordinating with departmental and institutional plans. The faculty evaluation system is tied directly to the USC Regional Campuses Tenure and Promotion process and to campus goals. Pay raises (in excess of State-mandated cost-of-living increases) are almost entirely merit driven - <http://hr.sc.edu/policies/hr136.pdf>.

4.) How do you accomplish effective succession planning? How do you manage effective career progression for your entire workforce throughout the organization?

As USCL enrollment continues to grow it is increasingly more important that professional development be available for staff. Employees who exhibit potential for future leadership roles are given opportunities to attend events such as the annual College Business Management Institute. USC Lancaster also conducts some on-campus workshops, including training for academic advisors, technology and information support training, library and database orientations, etc.

For faculty, effective succession planning is managed through mentoring, the USC faculty rank system, travel professional development workshops and conferences, maintaining a large pool of qualified and experienced adjunct instructors who may apply for full-time teaching positions, and, when feasible, "overlap" time between the arrival of new faculty and departure (or retirement) of experienced.

5.) How does your development and learning system for leaders address the following:

- 1. Development of personal leadership attributes;**
- 2. Development of organizational knowledge;**
- 3. Ethical practices; and,**

4. Your core competencies, strategic challenges, and accomplishment of action plans?

Leaders attend professional development conferences and workshops specifically designed to address all of the above.

6.) How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

Observation, listening, one-on-one sessions with employees to monitor progress on assignments. Inventory of competencies and skill levels. Feedback from customers.

7.) How do you recruit, hire, and retain new employees?

The job purpose and the knowledge, skills, minimum expertise requirements, preferred requirements, educational qualifications, and the job duties are identified to ensure that all advertisements properly portray the position to be filled. Vacancies are advertised on the USC Employment website, USCL Job Opportunities web page and various journals and websites that help create a pool of qualified applicants. Hiring processes which adhere to university policies and state and federal laws are followed to allow the Campus dean to make a hiring decision.

8.) How does your workforce education, training, and development address your key organizational needs? How do you encourage on the job use of knowledge and skills?

Training programs are selected for their relevancy to our needs. Use of knowledge and skills on the job comes naturally to our employees.

9.) How do you evaluate the effectiveness of your workforce and leader training and development systems?

Formal and informal feedback and review processes.

10.) How do you motivate your workforce to develop and utilize their full potential?

By example.

11.) What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation?

Periodic surveys, staff meetings, customer feedback, observation, listening.

12.) How do you use workforce satisfaction assessment findings to identify and determine priorities for improvement?

USCL's survey of staff during the strategic planning process clearly highlighted a morale problem across campus. Please see the SWOT Matrix above. Strategies are being implemented for improvement.

13.) How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)

USC Lancaster is unique among South Carolina institutions of higher education. USCL has the only Community Emergency Response Team (CERT) program in

higher education. Through this program we have trained and equipped a team of 20 volunteers from staff and faculty ranks. Trained by area first responders, this team is versed in disaster psychology, mass casualty medical response, shelter operations, small fire suppression, building power-down and evacuation procedures and other topics. The team completed a nationally recognized curriculum of classroom and hands-on training. Each team member is equipped with a backpack with tools and equipment needed for emergency situations. This model program can and should be replicated across all campuses in South Carolina.

USCL's Office of Academic and Student Affairs continues to manage a Behavioral Intervention Team (BIT). Team members represent the following offices around campus: Academic and Student Affairs, Law Enforcement and Security, Admissions and Records, Health Services, and Counseling Services. Team Members address stress-related issues that may arise among students and issues with students of concern.

Category 6 Process Management

1.) How do you determine, and what are your organization's core competences, and how do they relate to your mission, competitive environment, and action plans?

Cross-functional teams are established to address a variety of improvement ideas. As ideas are being formulated and evaluated for prioritization, a key consideration during deliberations centers around what core competencies will be needed and are they available.

2.) What are your organization's key work processes?

First and foremost -- instruction. Other - Student recruitment, admissions, registration, financial aid, financial and budget, planning, faculty recruitment, librarianship, student support programs, delivery of health services to the public. Other.

3.) How do you incorporate input from students, faculty, staff, stakeholders, suppliers, and partners for determining your key work process requirements?

Numerous feedback mechanisms such as surveys are in place to gauge stakeholder requirements and expectations. These are viewed as opportunities for process improvement and are taken very seriously.

4.) How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

One example is the annual review or de-briefing about the fall registration process. Key staff and faculty assemble to review the entire process, determining what went well and what needs improvement. Strategies are set to make the process better each time.

5.) How do you systematically evaluate and improve your work processes?

Please see the answer to 4 above. Process reviews occur at each stage of the registration process.

6.) What are your key support processes, and how do you evaluate, improve and update these processes to achieve better results?

Key support processes include budget administration, facilities management, student support programs. Budget information is reviewed on an on-going basis. Facilities are monitored daily for cleanliness and operational efficiency.

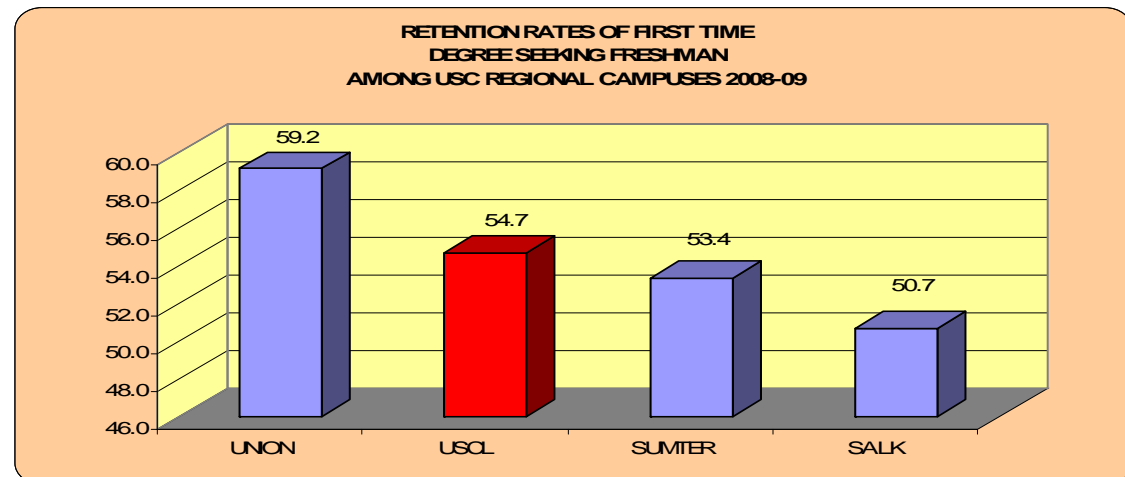
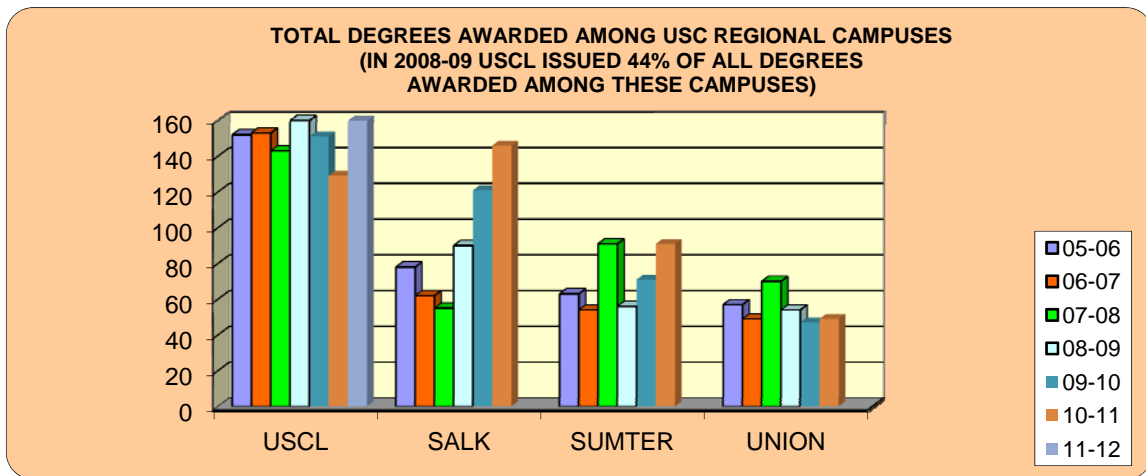
7.) How does your organization ensure that adequate budgetary and financial resources are available to support your operations? How do you determine the resources needed to meet current budgetary and financial obligations, as well as new initiatives?

The campus Dean establishes spending priorities and resource allocations for implementation of the strategic plan initiatives.

Category 7 Organizational Performance Results

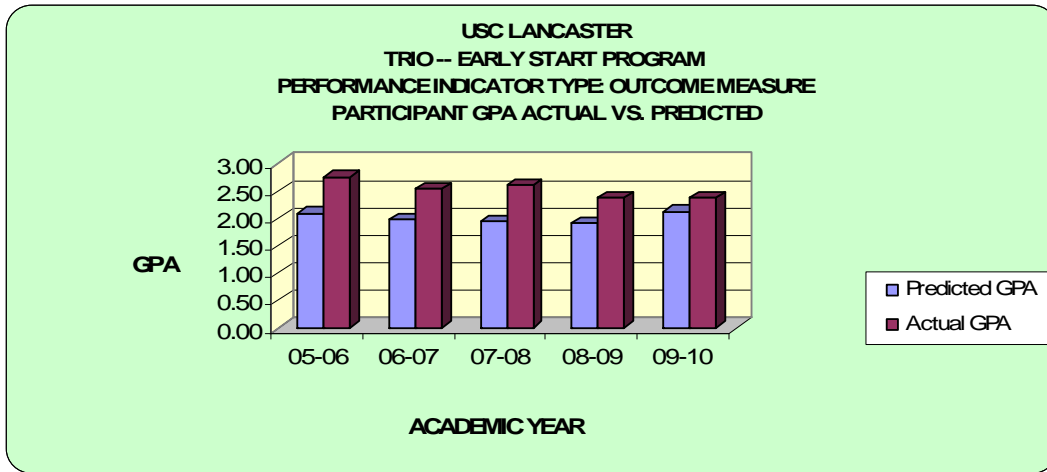
1.) What are your performance levels and trends for your key measures on student learning, and improvements in student learning? How do your results compare to those of your competitors and comparable organizations?

7.1.1

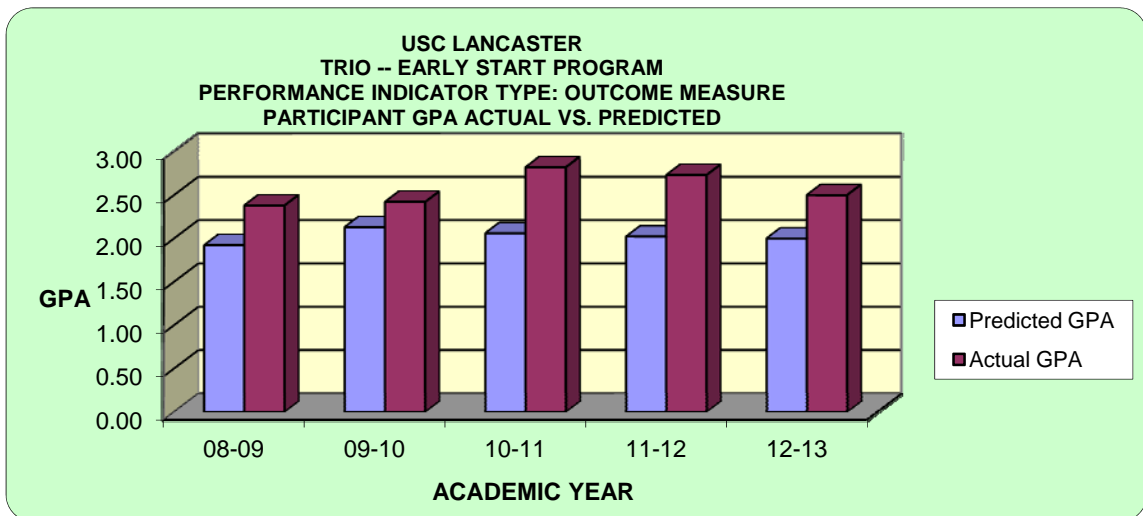


7.1.2

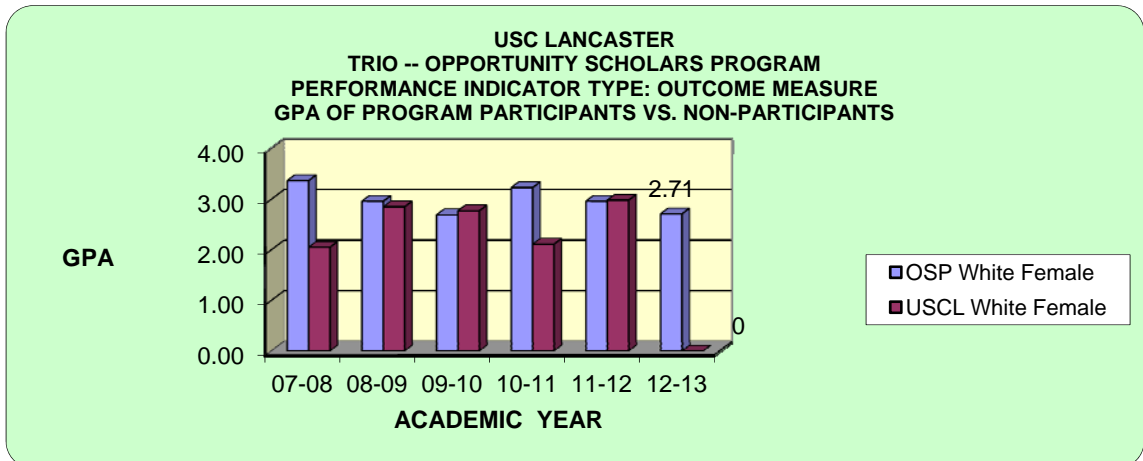
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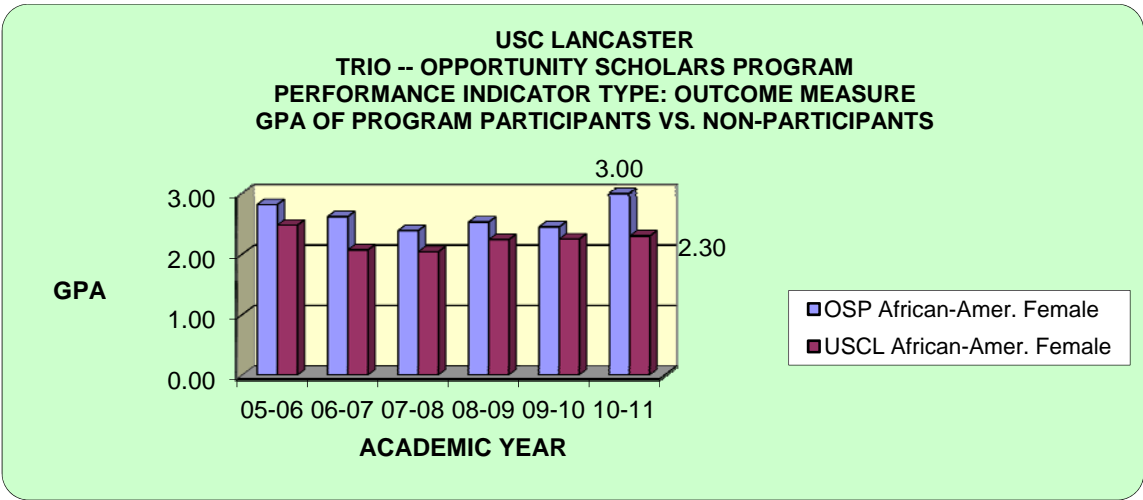
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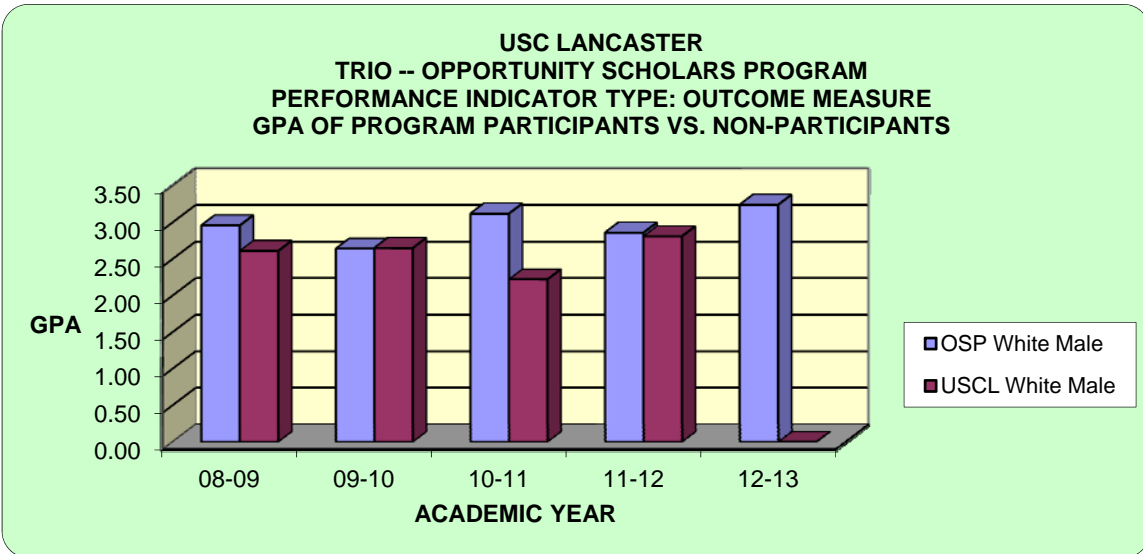
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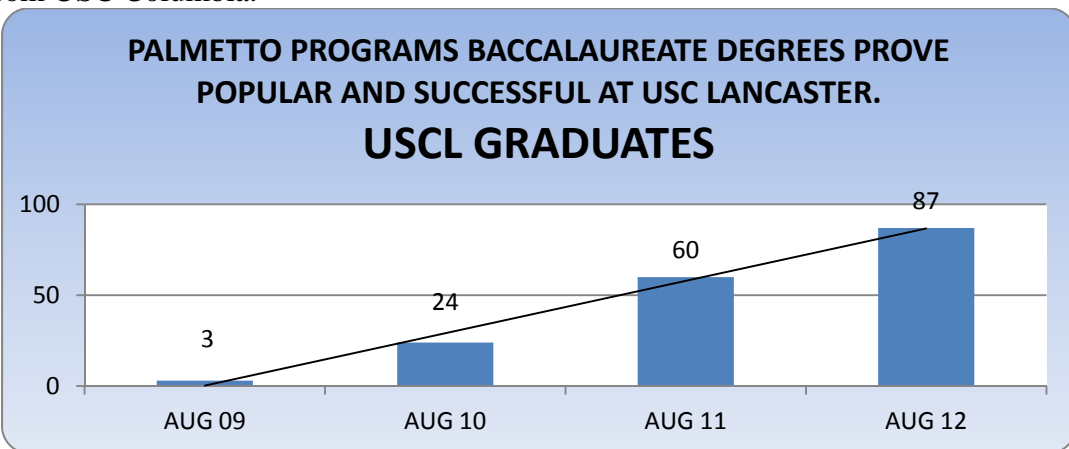
7.1.6



7.1.7



7.1.8 Goal 1(a)1 Bachelor Degree Programs USCL is directing more and more students to complete their bachelor degrees at the University of South Carolina and within their home communities through the Palmetto Program. Additional baccalaureate degree offerings are being considered and pursued through development of Palmetto College, e.g., Criminal Justice from USC Upstate; Business from USC Aiken; Hospitality Management from USC Beaufort; Social Work from USC Columbia.



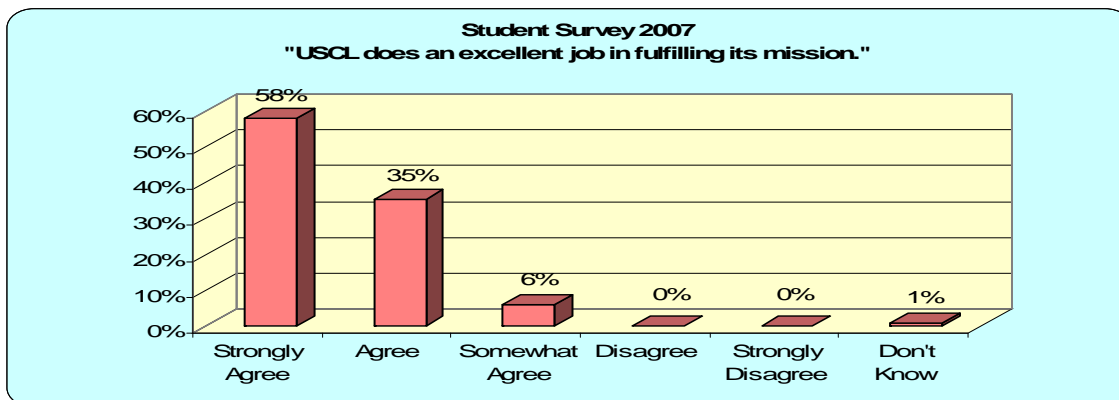
- 7.1.9** Initiative 1(b) Academic Support Programs – In 2009-10 USCL implemented revisions to the curricula for four of its five associate degrees (Arts, Science, Criminal Justice, and Business). Requirements were increased and curricula were altered to make the associate degrees more logical in terms of feeding into corresponding baccalaureate degrees offered by USC. These changes were instituted cooperatively by the Assessment Committee, the Curricula Committee and the USCL Faculty Organization.
- 7.1.10** Initiative 2(a) New Faculty USCL maintained the number of full-time faculty at 65. Total number of adjunct faculty increased from 41 to 42. Hired new instructor of Sociology; new Assistant Professor of Exercise Science.
- 7.1.11** Initiative 2(b) Multicultural Studies Program In spring 2013, 10 students and two faculty traveled to Italy to experience the culture, history, and literature of Rome and surrounding areas. The students completed course work and received credit for ENGL 429 (Special Topics-Shakespeare in Italy).
- 7.1.12** Initiative 2(c) Student Body Diversification. Budget constraints during 2010-11 prevented USCL from hiring a full-time recruiter. The out-of-state students and international students on campus during the past academic year were here primarily as student-athletes and reflect one impact of expansion of the sports programs.
- 7.1.13** Initiative 2(d) Native American Studies Program. Added several pieces of Catawba pottery. Opened the Native American Studies Center.
- 7.1.14** Initiative 2(f) Inter-collegiate Athletics USCL is currently fielding 5 sports programs.
- 7.1.15** Initiative 2(g) Student Internship Program USCL offers an internship course (ITEC 399) as part of its Associate Degree in Business.
- 7.1.16** Initiative 2(e) Upgraded two student computer labs in FY12-13. Reduced print consumption by 60% and lowered paper expenditures by one-half.
- 7.1.17** Initiative 3(a) Construction began on new classroom building.
- 7.1.18** Initiative 3(b) Residential Housing- The Educational Foundation of USCL continued working with local developers on a housing initiative. Currently there is another apartment complex under construction on property adjacent to the campus.
- 7.1.19** Initiative 3(c) New Classroom Building - Construction began on new classroom building.
- 7.1.20** Initiative 4(h) Safety and Security Expanded the presence of uniformed officers on campus during peak times. Completed implementation of a new desktop emergency call and notification system.

7.1.21 Initiative 4(i) Organizational Alignment - Modifications were made to the USCL organization chart.

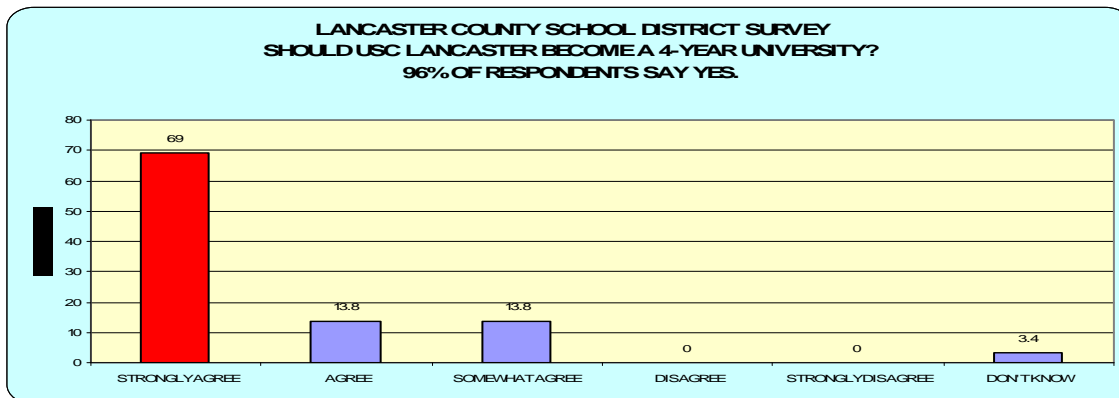
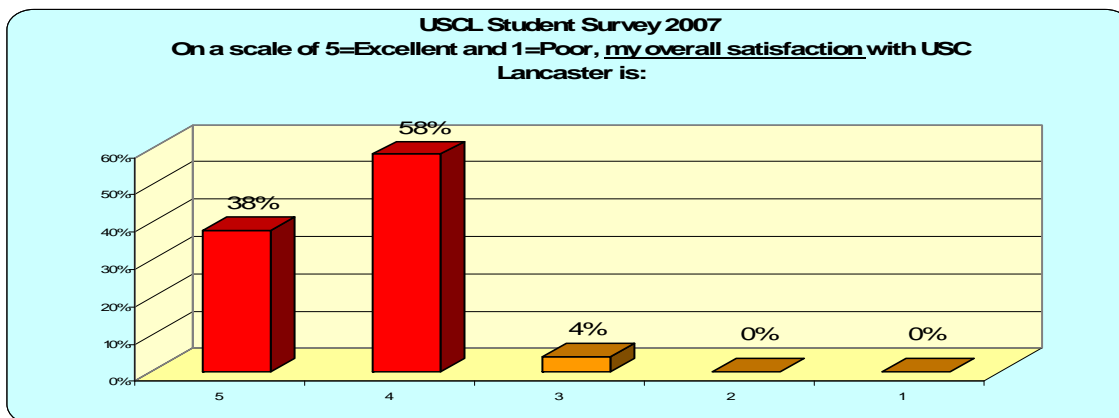
7.1.22 Initiative 4(j) Leadership Development - In spite of severe budget cuts, some professional development initiatives were maintained.

2.) What are your performance levels and trends for your key measures on student and stakeholder satisfaction and dissatisfaction? How do your results compare with competitors and comparable organizations?

7.2.1



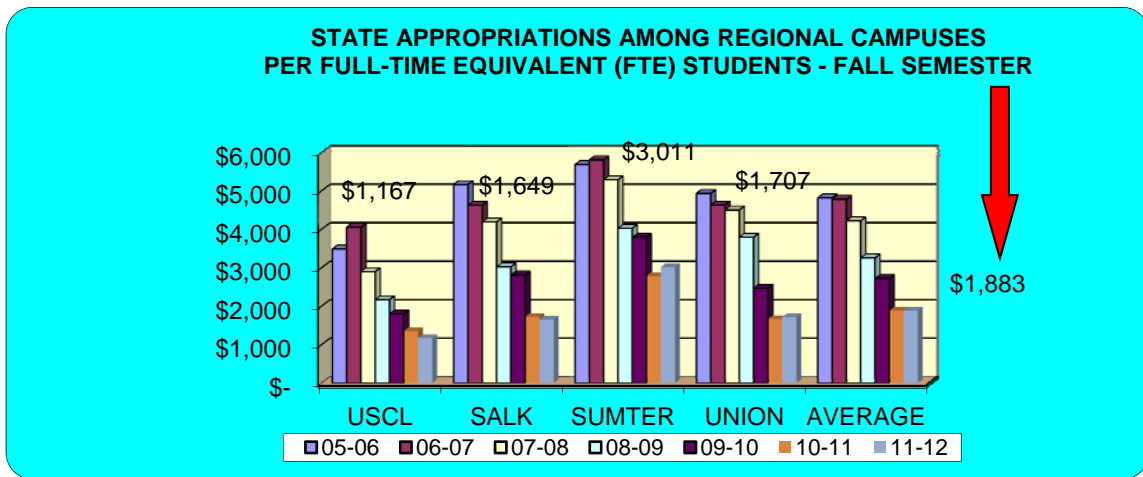
7.2.2



7.2.3

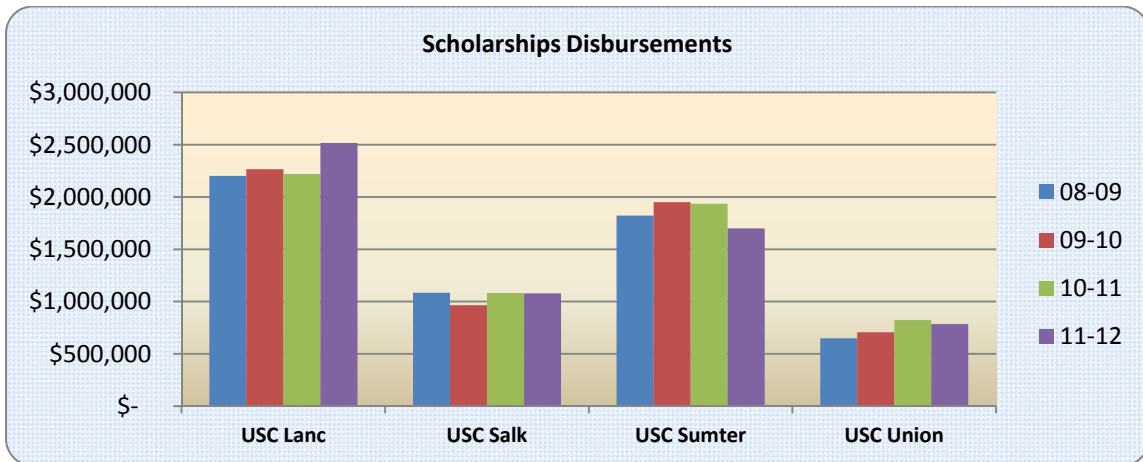
3.) What are your performance levels and trends for your key measures on budgetary and financial performance, including measures of cost containment, as appropriate?

7.3.1

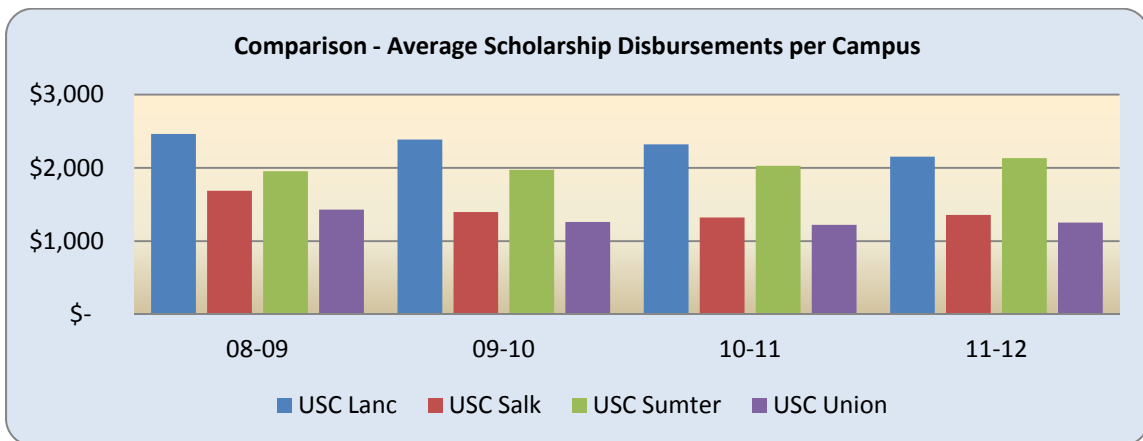


The chart above indicates that USCL operates at the highest rates of efficiency in the USC system.

7.3.2



7.3.3



4.) What are your performance levels and trends for your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

7.4.1

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	Don't Know
I am proud to work for USCL.	61%	29%	10%	0%	0%	0%
I receive cooperation from other departments at USCL that I work with.	28%	38%	28%	0%	0%	6%
All things considered, I am very satisfied with my job.	47%	34%	19%	0%	0%	0%
The communication on campus is very good.	3%	28%	53%	9%	0%	6%
Good work is recognized at USCL.	16%	44%	22%	6%	9%	3%
I feel valued at work.	16%	47%	25%	9%	3%	0%
I feel free to express my opinions without worrying about negative consequences.	19%	28%	31%	19%	3%	0%
The morale on campus is generally very high.	9%	44%	41%	6%	0%	0%

5.) What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency and work system performance (these could include measures related to: student performance and development; the education climate; responsiveness to student and stakeholder needs; supplier and partner performance; and cycle time)?

7.5.1



7.5.2 7.5.3

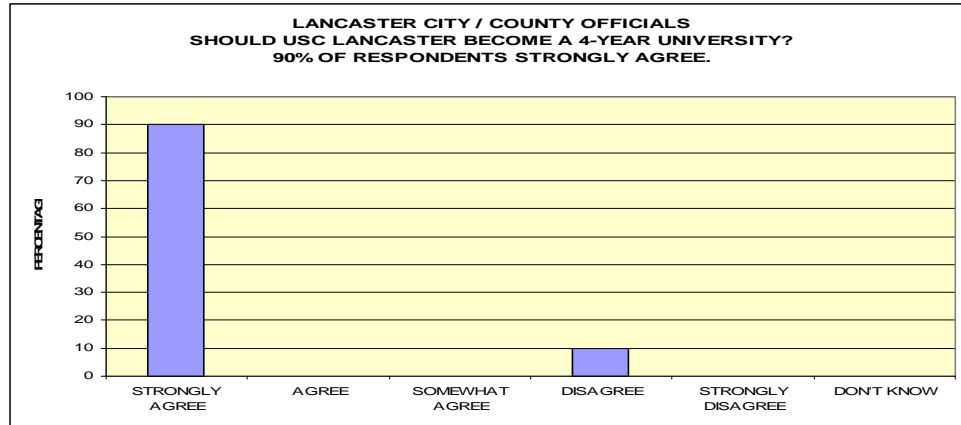
Business Survey 2007 - USCL	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	Don't Know
Expand the number of degree programs	56%	32%	8%	0%	0%	4%
Become a 4-year university	56%	33%	7%	0%	0%	4%
Engage in intercollegiate athletics	30%	22%	26%	7%	0%	15%
Have more evening classes	33%	22%	19%	0%	0%	26%
Begin a program of weekend classes	26%	19%	15%	11%	0%	30%
Have a continuing education program	54%	31%	4%	4%	0%	8%
Provide on-campus student housing	26%	15%	19%	7%	0%	33%

6.) What are your performance levels for your key measures related to leadership and social responsibility:

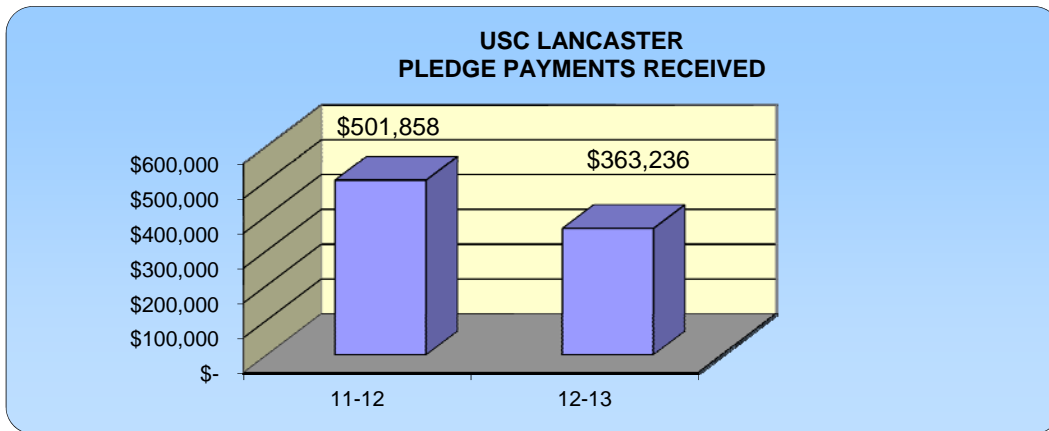
- a.) accomplishment of your organizational strategy and action plans;
- b.) stakeholder trust in your senior leaders and the governance of your organization;

- c.) fiscal accountability and regulatory, safety, accreditation, and legal; compliance;
- d.) organizational citizenship in support of your key communities?

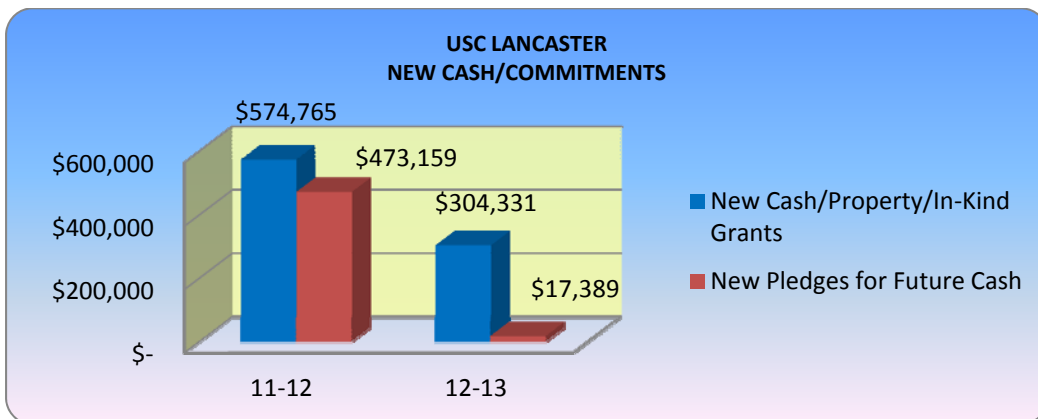
7.6.2



7.6.3



7.6.4



7.6.5

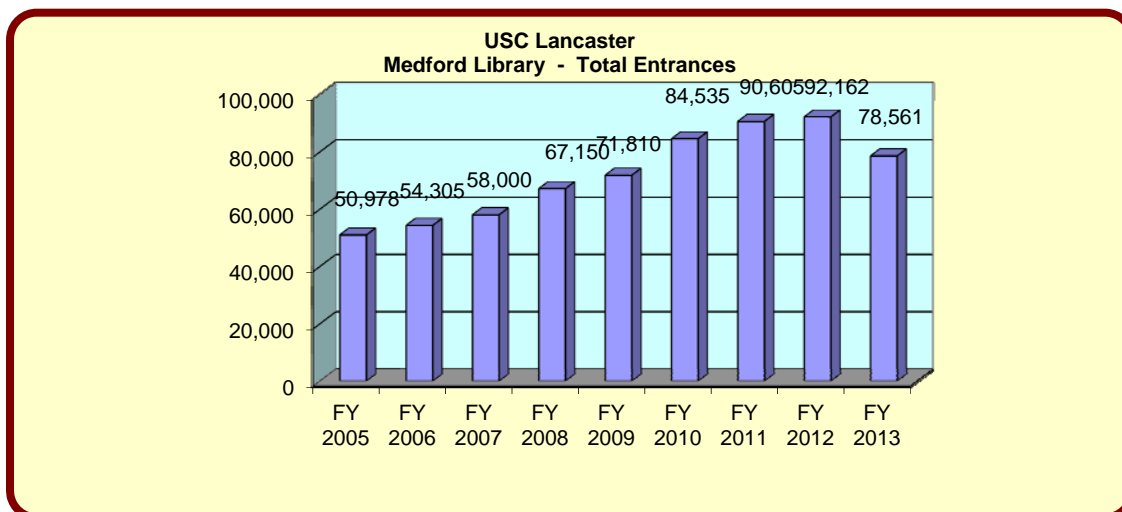
USC LANCASTER MEDFORD LIBRARY					
	FY2008	FY2009	FY2010	FY2012	FY2013
Total Circulation	3,688	2,884	2,909	2,847	3,350
Database Sessions	17,575	23,706	n/a	11,230	15,787
Database Searches	54,445	42,421	47,266	35,916	52,621
Library Instruction - Sessions	38	31	11	25	35
Library Instruction - Participants	670	375	208	446	476
Books added to Collection - Purchases	406	174*	n/a	233	245
Books added to Collection - Gifts	439	505	n/a	470	184
Community Computer Use - Logins	3,395	2,853	2,075	978	1,113

* Reduction due to cuts in state appropriations

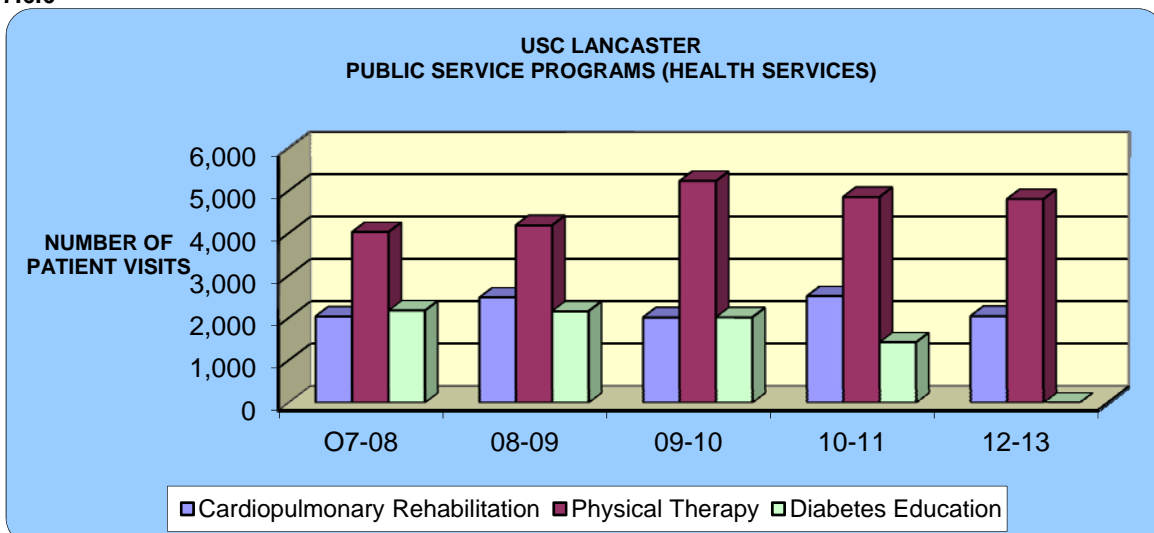
7.6.5.1

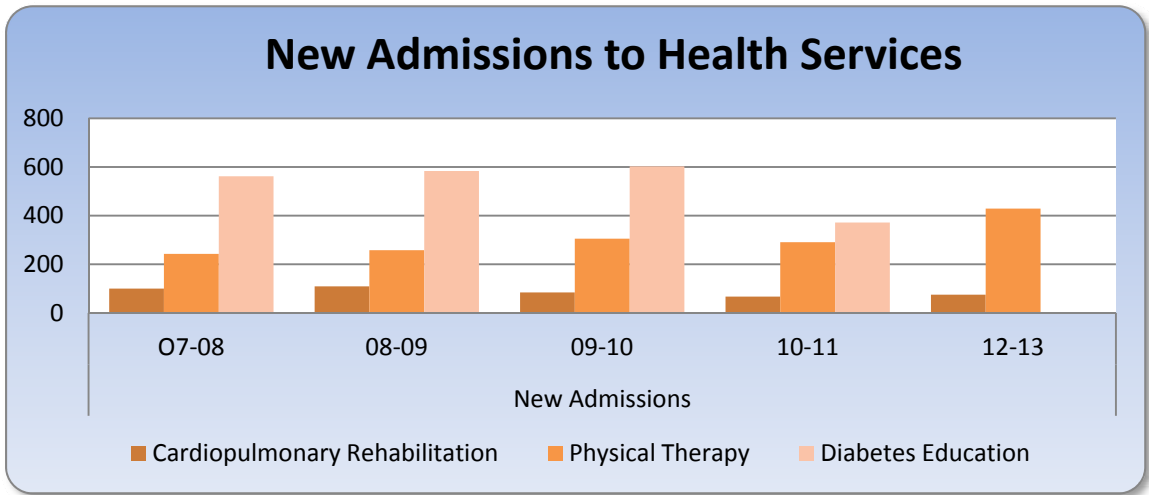
USC Lancaster Medford Library - Satisfaction Survey Spring 2013			
Overall, how satisfied are you with Medford Library?			
	Extremely	Very	Total
Students	30%	55%	85%
Faculty	63%	33%	95%

7.6.6

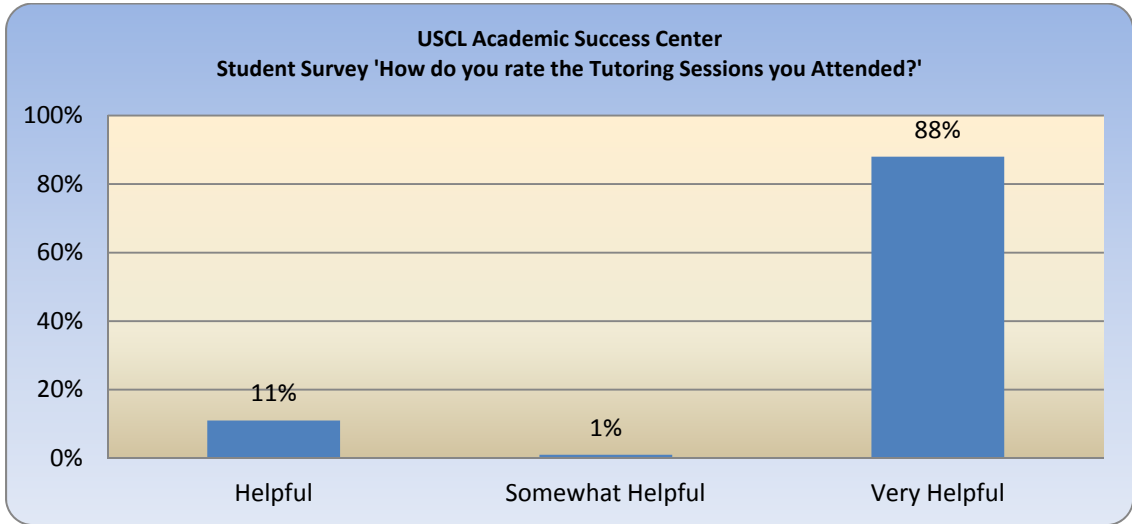


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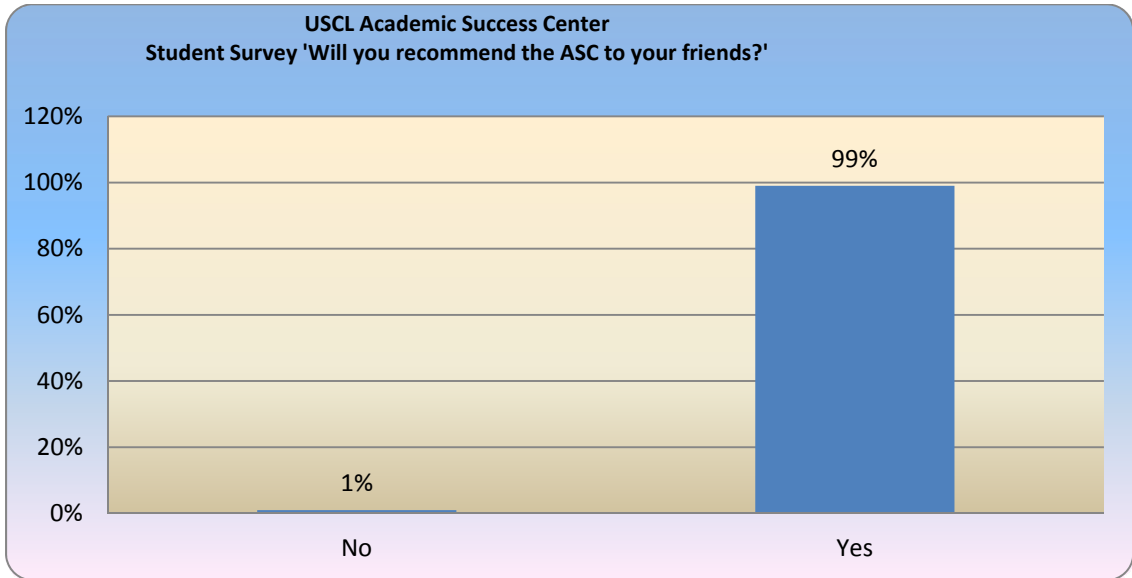




7.6.7



7.6.8



7.6.9

