

AGENCY NAME:

USC Union

AGENCY CODE:

H40

SECTION:

20H



## Fiscal Year 2013-14 Accountability Report

### SUBMISSION FORM

#### AGENCY MISSION

The University of South Carolina Union publishes the approved mission statement at <http://uscunion.sc.edu/about/mission.html>.

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

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Alice Taylor-Colbert, Ph.D.	864-427-3681	acolbert@mailbox.sc.edu
SECONDARY CONTACT:	Steve Lowe, Ph.D.	864-427-3681	lowesh@mailbox.sc.edu

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR  
(SIGN/DATE):

(TYPE/PRINT NAME):

Alice Taylor-Colbert, Ph.D.

BOARD/CMSN CHAIR  
(SIGN/DATE):

(TYPE/PRINT NAME):

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## AGENCY'S DISCUSSION AND ANALYSIS

### University of South Carolina Union Discussion and Analysis

The University of South Carolina Union publishes the approved mission statement at <http://uscunion.sc.edu/about/mission.html>.

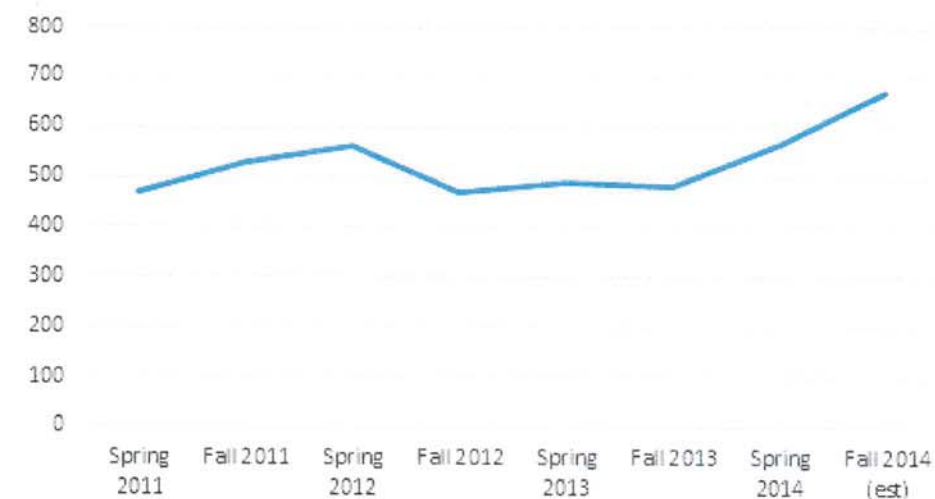
*In fall 2013, the campus created an abbreviated mission statement: The University of South Carolina Union is dedicated to providing a high-quality, competitive higher education that will enable students to thrive in a global, diverse, and constantly changing environment. By providing a varied curriculum, grounded in the Liberal Arts, USC Union emphasizes a close working relationship among students, faculty, staff, and the community that promotes self-reliance, freedom of thought and expression, productive citizenship, and critical thinking.*

USC Union faculty and staff are actively engaged in campus strategic planning through task forces devoted to long-term goals. Participatory meetings of the campus community in August and September 2013 generated the following long-term goals and results for academic year 2013-14.

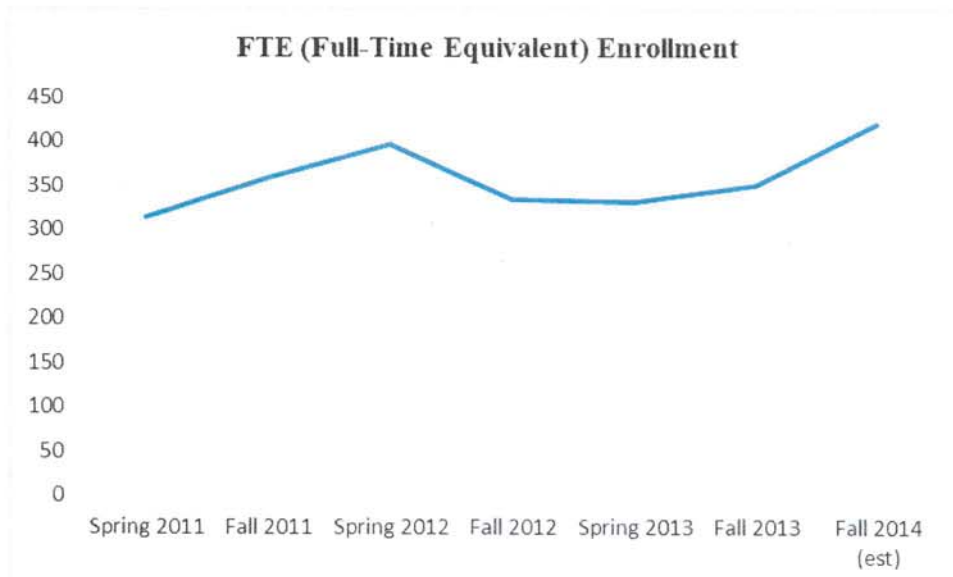
#### **Goal 1 Increase Enrollment and Retention**

Student enrollment increased in 2013-14 from 473 in fall 2012 to 484 in fall 2013 and from 496 in spring 2013 to 561 in spring 2014. Neither of these increases represents record enrollment, so efforts have been made to increase enrollment for 2014-15 by adding dual enrollment offerings, by participating in the Pacer Pathway program in partnership with USC Aiken, and by enhancing marketing and recruiting efforts. In 2013-14, digital billboards in the towns of Union and Laurens enhanced marketing and assisted with recruiting new students.

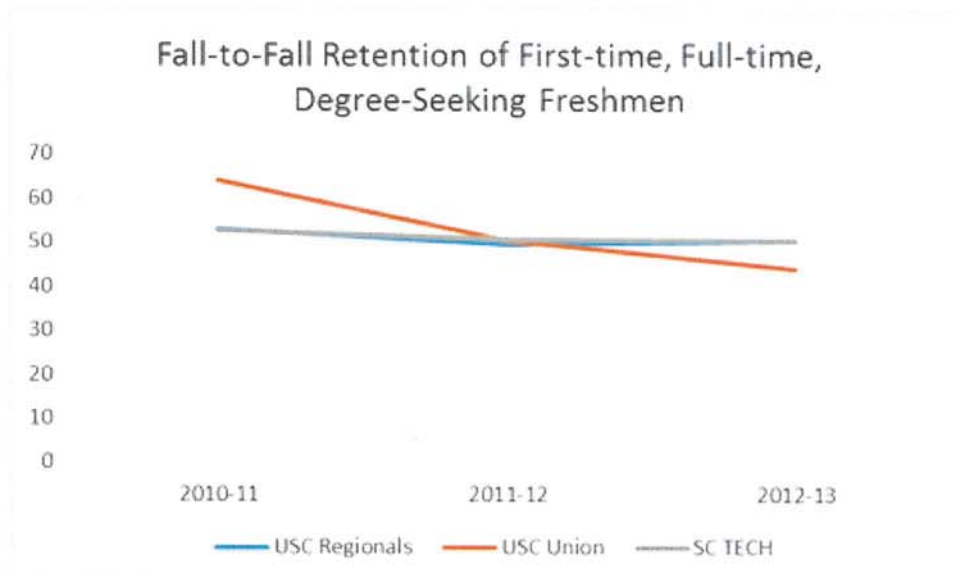
**Enrollment (Headcount)**



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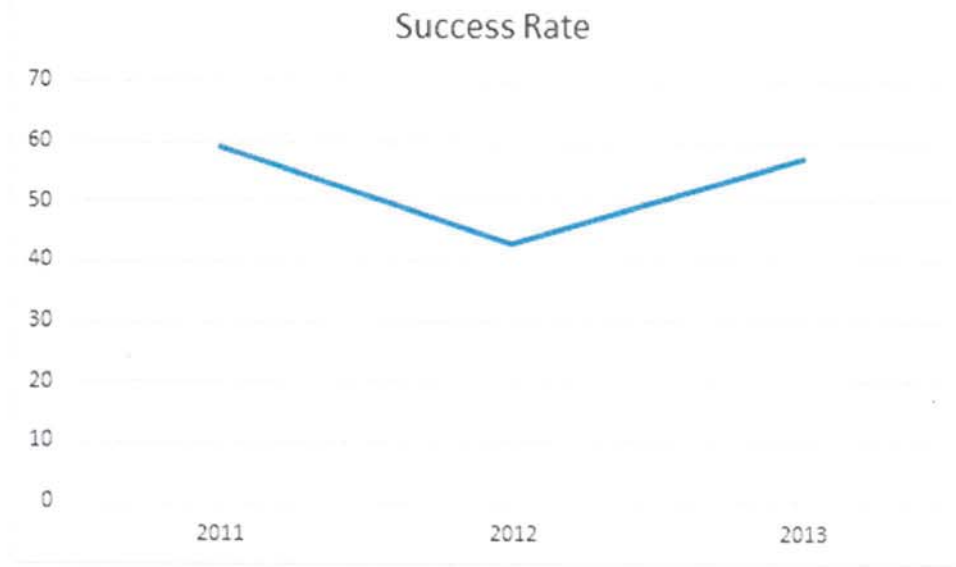
Retention rates for 2011-2012 were 50.6%, but were down for 2012-13 to 44.2%. Preliminary data shows a significant retention increase in fall 2014, and efforts such as tutoring and mentoring by Student Ambassadors should increase student retention for 2014-15.



An important measure of student progress is the Commission on Higher Education's success rate calculation. The success rate for fall 2011 was 59.2%; for fall 2012 it was 43%; and for fall 2013 it was 57.3%.



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In order to serve more students in the region, in the fall of 2013 USC Union developed a partnership with Dorman High School in Spartanburg County to offer dual enrollment classes in fall 2014.

USC Aiken reached out to USC Union in the summer of 2013 to discuss the concept of a program for freshmen students in the Aiken region who needed to improve their knowledge and skills for admission into USC Aiken. Staff and administration of the two institutions created a Memorandum of Understanding, sought approval from the USC Board of Trustees, and began planning the program.

In the future we would like to expand our offerings in Laurens County, so a proposal was submitted in February 2014 to SACS COC for approval to offer more than 50% of the Associate's degree at the new Laurens location.

### ***Goal 2 Increase Faculty and Academic Offerings***

Three new full-time faculty members were hired in 2013-14. They include a sociologist and mathematician that were replacement positions and a political scientist. A strategic planning task force identified the order of new full time faculty hires for the next several years.

During 2013-14, we were able to form partnerships with Broome and Dorman High Schools, so will be offering classes at these locations during 2014-15.

### ***Goal 3 Provide Students with Intellectual Tools for Leadership and Lifelong Learning***

During 2013-14, a strategic planning task force began planning a Student Ambassador Program, which is in the process of being implemented for 2014-15. Four student organizations have served the campus well for many years. They are the Student Government Association, Men and Women on a Mission, the Baptist Student Association, and USC Union Players. The USC Union Student Nursing Association is being launched in fall 2014.

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The Office of Student Activities sponsors activities each year. Eight were offered in 2012-13 and twelve in 2013-14. All were well attended. The Bantam Club Baseball Team has won its division for the last two years.

The Office of Continuing Education offered classes for current students and community members, including summer camps and short-term workshops. Twelve programs were offered in 2012-13 and ten programs during 2013-14 for students and community members.

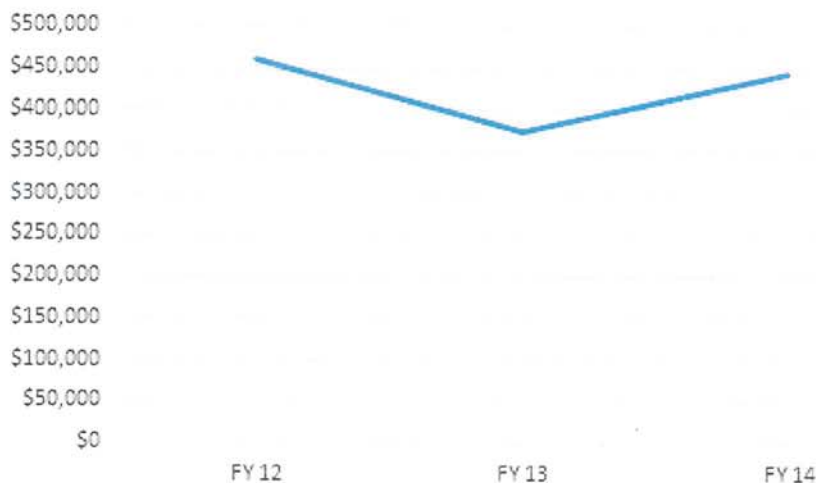
USC Union has had two Magellan scholars who do research with a faculty member. These experiences are invaluable to students.

#### ***Goal 4 Strengthen Infrastructure and Campus Resources***

A new chiller was installed in the Central Building. Valves were replaced in the air conditioning units in the Central Building. The lease on the Laurens location was terminated, so a new location was secured and renovated in Laurens. It opened in January 2014.

Progress was made on the creation of a bookstore and student center out of a historic building on Main Street in downtown Union. The original completion date was December 2013. We hope it will be finished by December 2014. Hail damage to the roofs of our two hundred-year-old structures will result in projects that should be completed in 2014-15.

#### **Operations & Maintenance Expenditures**



#### ***Goal 5 Strengthen Community Ties***

USC Union seeks out partnerships with other universities in the system. The Pacer Pathway program was planned during the fall of 2013, a Memorandum of Understanding signed in February 2014, and the program for USC Union freshmen on the USC Aiken campus was launched in August 2014.

The campus hosts a wide variety of community events and activities each year. In 2013-14 two art shows sponsored by the Union County Arts Council were hosted in the Main Building. Two political presentations were hosted on campus. The Governor's Original Six Foundation held a Back to School

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Bash on campus. The local Gamecock Club had their annual dinner on campus. The Upcountry Literary Festival drew 220 participants. National Chemistry Day attracted local school children who watched college student science demonstrations. The campus hosted the Uniquely Union Festival and the Miss USC Union pageant. Two theater productions attracted local citizens.

USC Union faculty and staff were actively engaged in community service in Union, Laurens and other counties in the region. Faculty were involved in fine arts productions, civic agencies, museums and historical societies, charitable projects, and educational partnerships. Staff leaders had numerous opportunities to speak for community organizations. Students worked in the community as volunteers of student organizations, via course assignments, and through internships.



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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			<b>Increase enrollment and retention</b>
S		1.1		<b>Strengthen recruiting efforts</b>
O		1.1.1		Increase student enrollment from 473 in Fall 2012
O		1.1.2		Increase retention from 50.6% for 2011-12
S		1.2		<b>Expand offerings in contiguous counties.</b>
O		1.2.1		Serve a new high school with dual enrollment offerings
S		1.3		<b>Plan a partnership with USC Aiken</b>
O		1.3.1		Create the Pacer Pathway program
S		1.4		<b>Expand offerings in Laurens County</b>
O		1.4.1		Seek SACSCOC approval to offer more than 50% of an Associate's degree at the Laurens location
G	2			<b>Increase faculty and academic offerings</b>
S		2.1		<b>Recruit new faculty</b>
O		2.1.1		Determine academic needs, advertise, and hire faculty
S		2.2		<b>Add course offerings</b>
O		2.2.1		Add courses in a new location.
G	3			<b>Provide students with the intellectual tools for leadership and lifelong learning</b>
S		3.1		<b>Provide students with opportunities to participate in extracurricular activities.</b>
O		3.1.1		Plan a Student Ambassador program
O		3.1.2		Sponsor student organizations
O		3.1.3		Encourage USC connect opportunities
G	4			<b>Strengthen infrastructure and campus resources</b>
S		4.1		<b>Address physical plant needs</b>
O		4.1.1		Protect our historic structures while taking care of deferred maintenance
G	5			<b>Strengthen community ties</b>
S		5.1		<b>Seek partnerships with agencies and institutions</b>
O		5.1.1		Explore partnerships with other USC campuses
S		5.2		<b>Encourage community engagement</b>
O		5.2.1		Host community events
O		5.2.2		Document community activities of faculty and staff

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## Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Fall Enrollment (Headcount)	473	484	550	Fall 12 - Fall 13	USC IPR	annual	see IPR	1.1.1
2	Fall Enrollment (FTE)	334	350	400	Fall 12 - Fall 13	USC IPR	annual	see IPR	1.1.1
3	Percentage of First-Time, Full-Time Degree Seeking Undergraduate Students Receiving Degrees in 150% of Program Time	25	29.3	35	2009-10	CHE/CHEMIS	annual	see CHE	1.1.1
4	Success rate (%)	43	57.3	60	Fall 12 - Fall 13	CHE/CHEMIS	annual	see CHE	1.1.2
5	Fall-to-Fall Retention (%)	50.6	44.2	50	Fall 12 - Fall 13	CHE/CHEMIS	annual	see CHE	1.1.2
6	Minority Student Retention (%)	43.4	48.8	50	2011-12	CHE/CHEMIS	annual	see CHE	1.1.2
7	Pacer Pathway	0	0	25	2012-14	USC Union Admissions office	on demand	observation	1.1.1, 1.3.1, 5.1.2
8	Dual-enrollment courses	20	30	35	Fall 12 - Fall 13	USC Union Admissions office	on demand	observation	1.2.1, 2.2.1
9	Dual-enrollment courses partners (high schools)	4	4	6	Fall 12 - Fall 13	Internal numbers	on demand	observation	1.2.1, 2.2.1
10	SACSCOC approval for Laurens location to offer 50% of Associate's Degree			approval					1.4.1
11	Full-time faculty	9	11	12	2012/13 -2013/14	Internal numbers		observation	2.1.1, 2.2.1
12	Percentage of Faculty with Terminal Degrees	62.5	72.7	75	2012-13	CHE/CHEMIS and internal numbers	annual/on demand	see CHE; observation	2.1.1, 2.2.1
13	Courses offered (fall)	97	95	110	2012-2014	Internal numbers	on demand	observation, course schedules	2.2.1
14	Student Ambassador program	0	0	3	2012-13	Internal numbers	on demand	observation	3.1.1
15	Continuing Education offerings	12	10	12	2012-14	Internal numbers	on demand	observation	3.1.3
16	Student Organizations	4	4	5	2012-14	Internal numbers	on demand	observation	3.1.2
17	Student Activities	9	12	16	2012-13	Internal numbers	on demand	observation	3.1.2, 3.1.3
18	Magellan Scholarships	1	1	1/year	2012-13	Internal numbers	on demand	observation	3.1.3
19	Physical Plant projects	2	4	4	2012-14	Facilities Department	on demand	observation	4.1.1
20	Open campus to public events	6	12	14	2012-13	Internal numbers	on demand	observation	5.2.1
21	Faculty and Staff Community Engagement activities	none documented	65	75	2012-14	Blueprint	on demand	observation	5.2.2



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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.A. Unrestricted E&G	Activities that directly support the primary mission of the University to educate the state's diverse citizens through teaching, research and creative activity and service. Current fund resources received by an institution that have no limitations or stipulations placed on them by external agencies or donors, and that have not been set aside for loans, endowments, or plant. These resources are normally derived from state appropriations, student fees, and institutional revenues.	\$ 486,338	\$ 2,222,187	\$ -	\$ 2,708,525	\$ 546,677	\$ 2,577,112	\$ -	\$ 3,123,789	
I.B. Restricted E&G	Activities that directly support the primary mission of the University to educate the state's diverse citizens through teaching, research and creative activity and service. Current fund resources received by an institution that have limitations or stipulations placed on their use by external agencies or donors. These resources are normally derived from gifts, grants, and contracts and used predominantly for research and student scholarship activities.	\$ -	\$ 939,197	\$ 1,531,370	\$ 2,470,567	\$ -	\$ 1,058,647	\$ 1,515,368	\$ 2,574,015	
II. Auxiliary Services	Self-supporting activities that exist to furnish goods and services to students, faculty, or staff, and charge a fee directly related to the cost of the goods or services. These activities include student health, student housing, food service, bookstore, vending and concessions, athletics, parking, and other services.	\$ -	\$ 173,673	\$ -	\$ 173,673	\$ -	\$ 47,857	\$ -	\$ 47,857	
III. C. Employee Benefits: State Employer Contributions	Fringe Benefits associated with Salaries reflected in the figures and categories above. Includes State Retirement, FICA, State Health Plan Premiums, Unemployment Compensation and Workers Compensation.	\$ 114,393	\$ 467,828	\$ 56,728	\$ 638,949	\$ 121,815	\$ 521,145	\$ 54,914	\$ 697,874	
					\$ -				\$ -	
Total		\$ 600,731	\$ 3,802,885	\$ 1,588,098	\$ 5,991,714	\$ 668,492	\$ 4,204,761	\$ 1,570,282	\$ 6,443,535	