AGENCY NAME:	USC Salkehatchie		
AGENCY CODE:	H38	SECTION:	20F

Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM

AGENCY MISSION	**Abbreviated Mission Statement** (Approved by the USC Board of Trustees, June 2010) The University of South Carolina Salkehatchie, a regional campus of the University of South Carolina, has as its mission to provide higher education and intellectual leadership for its service area. At the heart of this mission is a teaching faculty of high quality dedicated to excellence in instruction, scholarship, public and professional service and creative endeavors to enrich the classroom experience. USC Salkehatchie offers a varied curriculum grounded in the liberal arts and focused on preparing students to continue their education in the University and throughout life.

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

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Dr. Ann C. Carmichael	803-584-3446	anncar@mailbox.sc.edu
SECONDARY CONTACT:	Dr. Aaron Ard	843-549-6314	ajard@mailbox.sc.edu

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR *(SIGN/DATE)*:	
(TYPE/PRINT NAME):	Dr. Ann C. Carmichael
BOARD/CMSN CHAIR *(SIGN/DATE)*:	

AGENCY NAME:	USC Salkehatchie		
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(TYPE/PRINT NAME):	The Honorable Eugene P. Warr Jr.

AGENCY'S DISCUSSION AND ANALYSIS

USC Salkehatchie is a dynamic regional campus serving the rural Lowcountry. The University is one of the keys for future growth and prosperity in a region characterized by widespread poverty and a declining population. Despite the challenges that accompany these economic conditions, USC Salkehatchie's student body continues to grow. Since 2005, student headcount has increased 39% and FTE has grown 54%. Growth is attributable to program expansions in athletics and academics and to aggressive recruiting, which has enabled the institution to attract a larger percentage of a small market. Educational attainment is the cornerstone of Salkehatchie's mission, but community outreach efforts demonstrate the institution's creativity in meeting local needs. Some of these efforts include the Salkehatchie Leadership Institute programs, which have resulted in counties and municipalities addressing zoning and development issues, artists finding an additional revenue stream and creative outlet through the Salkehatchie Arts Center, and ecotourism efforts being designed to encourage visitors to come to the region. The success of these grant-funded programs has been validated by external entities, such as the Southern Growth Policies Board, which awarded the Innovators Award to the Salkehatchie Leadership Institute. USC Salkehatchie has also provided academic solutions to community problems. For example, the development of the rural nursing partnership with USC Columbia and area hospitals has enabled the region to "grow our own" nurses by educating and providing field experience locally. Many of these BSN graduates have remained in the area to live and work.

Goal 1: Increase enrollment through enhanced recruitment and retention
Enrollment growth is both a short-term and long-term focus for USC Salkehatchie, and the move towards a larger student body is balanced with a desire to recruit and retain students committed to learning. USC Salkehatchie serves as an alternate access point to higher education for students whose situations, whether economic, personal, or academic, will not allow them to begin immediately at a four-year campus.

Goal 2: Expand academic offerings and support services, including online and distance-education offering, to enable students to pursue their long-term educational goals
Salkehatchie will continue to strive to fulfill students' long-term educational goals. The expansion of academic offerings is essential for the achievement of Salkehatchie's mission as an institution of higher education. Not only do many Salkehatchie students pursue baccalaureate or advanced degrees at other institutions after completing the first two-years of higher education at Salkehatchie, many others are now taking advantage of collaborative programs and Palmetto College online classes to complete the requirements for baccalaureate degrees without having to leave the Salkehatchie area.

Goal 3: Attract, Increase, and retain a diverse faculty that excels in teaching, research, and scholarship
Salkehatchie will also continue to emphasize faculty excellence by offering competitive salaries for faculty, providing opportunities for greater intellectual challenge through the teaching of upper-level classes in Palmetto College, providing support for faculty engaged in scholarship and research (including mentoring in the preparation of research grant proposals), and encouraging faculty involvement in service to engage them in the campus and local community.

Goal 4: Continue to develop and sustain community and university partnerships
Salkehatchie continues to serve its service area through its community outreach arm, the Salkehatchie Leadership Institute. The Institute continues to assist municipalities and community groups with economic development and other projects that strike directly at the quality of life experienced by the residents of the Salkehatchie region. The Salkehatchie Arts organization, established in 2008 under the oversight of Institute

staff, is enjoying success through its presentation of an annual multi-county community play production, a successful retail arts shop, and a marketing website designed to appeal to both internal and external visitors to the region. The Institute also provides leadership training and development for area high school students and USC Salkehatchie student government. They were also instrumental in renovations made to the historic Carolina Theatre, accomplished in part through a USDA Rural Development grant and completed in 2013.
In response to the needs of students for housing near campus, USC Salkehatchie worked with community and regional leaders, the City of Allendale and private developers to build The Reserve, a student housing complex on property adjacent to the USC Salkehatchie West campus in Allendale.

Goal 5: Enhance educational quality by integrating learning within and beyond the classroom
Salkehatchie continues to support faculty members who involve students in internships, independent research, and other modalities of experiential learning**.** Salkehatchie will increase the number of students involved in service learning and Graduation with Leadership Distinction (GLD) honors. Working with the Savannah River Site and other industries Salkehatchie will identify additional summer internship opportunities for students**.** Salkehatchie *continues to p*rovide campus activities and programs that are designed to enrich the experience of the student.

Impact

Dashboard Indicators
The Regional Campuses Dashboard has three major indicators: Students, Faculty, and Community Engagement.

Students
Goal 1 addressed this indicator directly; student enrollment has continued to increase. Goal 2 also addressed this indicator by expanding academic offerings and support services for students. Goal 5 addressed this indicator by enhancing educational quality through integration of learning within and beyond the classroom.

Faculty
Goal 3 addressed this indicator by the successful recruitment of three new faculty members with expertise that enhances those currently represented on campus. An increase in the number faculty has a direct impact on the student to faculty ratio.

Community Engagement
Goal 4 addressed this indicator by continuing to develop and sustain community and university partnerships through the Salkehatchie Leadership Institute and partnerships with local health care providers for operation of the BSN program.

Performance Parameters
Four key performance parameters have been established: teaching excellence, research/scholarship reputation and productivity, service to state, community, profession and University, and sustainability.

Achievement of Goal 1 contribute to service to the state by providing South Carolinians with greater access to higher education. Also contribute to service to the community with the achievement of Goal 4 through the various activities of the Salkehatchie Leadership Institute. Achievement of Goal 2 contributed to teaching excellence by expanding academic offerings and support services. Also contribute to teaching excellence with achievement Goal 5, as experience learning is a most effective pedagogical strategy. Achievement of goal three contribute to the research scholarship reputation productivity by increasing number faculty involved in productive research.

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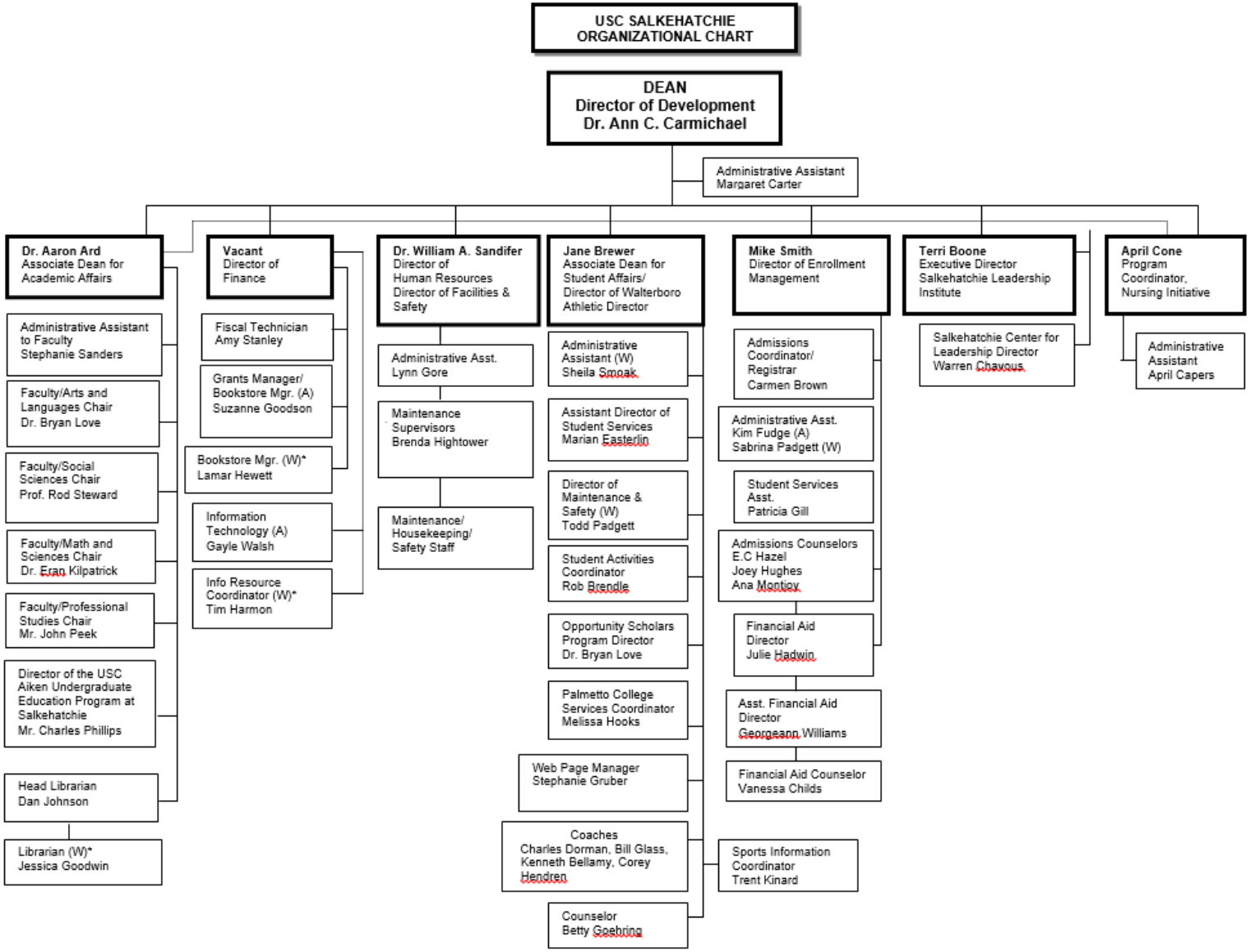

*Also reports to Jane Brewer, Director of Walterboro Campus

February 2015

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			**Increase student enrollment**
S		1.1		**Increase student enrollmen through enhanced recruitment and retention**
O			1.1.1	Increase student enrollment by 5%
O			1.1.2	Increase the number of students enrolled in four year programs though Palmetto College and existing partnerships with other USC Campuses by 10%
O			1.1.3	Maintain the current number of Salkehatchie Scholar students
O			1.1.4	Continue to work with the town of Allendale and private developers to promote off-campus student housing adjacent to campus known as "The Reserve"
G	2			**Expand academic offerings and support services**
S		2.1		**Expand academic offerings and support services, including online and distance education offerings**
O			2.1.1	Increase the availability of degree programs by contributing to the development of new Palmetto College bachelor's degrees in health services management and Applied Technology Management
O			2.1.2	Continue to provide intervention services to at-risk students through a collaborative effort of Student Services, Opportunity Scholars, and faculty
G	3			**Maintain a diverse faculty**
S		3.1		**Attract, increase and retain a diverse faculty that excels in teaching, research and scholarship**
O			3.1.1	Increase faculty to accommodate growing student body by hiring two new full-time faculty members in areas of need (computer science and accounting)
O			3.1.2	Advertise new positions in publications that target minority candidates
O			3.1.3	Continue to mentor faculty members individually to ensure that tenure-track members advance towards tenure and promotion and that tenured members remain up-to-date in their disciplines
O			3.1.4	Allocate additional funding for faculty professional development and support of research and scholarship activities
O			3.1.5	Provide an opportunity for faculty to compete for matching funds when applying for ASPIRE and RISE grants as well as external grants
G	4			**Build and Maintain partneships**
S		4.1		**Continue to develop and sustain community and university partnerships**
O			4.1.1	Work with service counties to support economic development through the Salkehatchie Leadership Institute (specifically: entrepreneurial training and micro-loan program development with Hampton County, partnership with an "Eat Smart, Move More" initiative in Allendale County, and robotics and science summer camps for elementary and middle school students in Allendale and Barnwell Counties)
O			4.1.2	Provide support services for the Salkehatchie Arts Center and Healthy Learners
O			4.1.3	Promote intercollegiate athletics as a means of community engagement
O			4.1.4	Continue to partner with the Walterboro/Colleton Chamber of Commerce to promote education and economic development and with the Lowcountry Workforce Investment Board to promote job training and education in the Salkehatchie service area
O			4.1.5	Work with county hospitals and regional health care providers in continuing to deliver the USC Columbia BSN program on the Salkehatchie campus
O			4.1.6	Work with SouthernCarolina Alliance to attract businesses and industry to the region
G	5			**Enhance educational quality**
S		5.1		**Enhance educational quality by integrating learning within and beyond the classroom**
O			5.1.1	Continue to support faculty members who involve students in internships, independent research, and other modalities of experiential learning
O			5.1.2	Increase the number of students involved in service learning and Graduation with Leadership Distinction (GLD) honors
O			5.1.3	Work with Savannah River Site and other industries in identifying summer internship opportunities for students
O			5.1.4	Provide campus activities and programs that are designed to enrich the experience of the student

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Program Template

Program/Title	Purpose	FY 2013-14 Expenditures General	FY 2013-14 Expenditures Other	FY 2013-14 Expenditures Federal	FY 2013-14 Expenditures TOTAL	FY 2014-15 Expenditures General	FY 2014-15 Expenditures Other	FY 2014-15 Expenditures Federal	FY 2014-15 Expenditures TOTAL	Associated Objective(s)
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.	$ 1,193,811	$ 5,133,075	$ -	**$ 6,326,886**	$ 1,248,273	$ 4,875,453	$ -	**$ 6,123,726**	
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.	$ -	$ 1,457,322	$ 3,115,577	**$ 4,572,899**	$ -	$ 1,560,476	$ 2,985,241	**$ 4,545,717**	
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.	$ -	$ 227,089	$ -	**$ 227,089**	$ -	$ 202,128	$ -	**$ 202,128**	
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.	$ 248,511	$ 943,426	$ 54,123	**$ 1,246,060**	$ 262,704	$ 928,457	$ 54,497	**$ 1,245,658**	
					$ -				**$ -**	
	Total	$ 1,442,322	$ 7,760,912	$ 3,169,700	**$ 12,372,934**	$ 1,510,977	$ 7,566,514	$ 3,039,738	**$ 12,117,229**	

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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	Enrollment headcount	1173	1076	1150	July1-June30	CHE, updated annully	Annual	Actual HC on freeze date	1.1.1,1.1.4
2	Degrees awarded	147	248	135	July1-June30	CHE, updated annully	Annual	Actual # of degrees awarded	2.1.1
3	Retention of first time degree seeking freshmen	43.00%	43.30%	48.00%	July1-June30	CHE, updated annully	Annual	Fall of current year divided by Fall of prior year	1.1.1,2.1.1
4	Maintain Salkehatchie Scholar Program	10	12	10		Internal, annually	Annual	Acutual # of Salk Schalors	2.1.3
5	Off-campus housing available fall 2015	1	1	1	July1-June30	n/a	n/a	N/a	1.1.4
6	Palmetto college student enrollment	53	153	63	July1-June30	Palmetto College	Annual	Actual HC on freeze date	1.1.2
7	Hired 2 new full-time faculty for history and computer science	0	1	2	July1-June30	Human Resources	n/a	n/a	3.1.1
8	Allocated $35,000 to faculty professional development and support of research and scholarship activities	$35,000	$35,000	$35,000	July1-June30	Internal	Annual	n/a	3.1.3
9	Provide matching funds for faculty members that were awarded ASPIRE and RISE grants	n/a	n/a	n/a	July1-June30	Annual Budget	Annual	n/a	3.1.4
10	Number of schools participating in youth leadership program	13	14	13	July1-June30	Internal, annually	Annual	Actual # of schools	5.1.4
11	Number of small business workshops	1	6	5	July1-June30	Salk Leadership Institute	Annual	Actual # of events held	5.1.4
12	Number of attendees at Salkehatchie sponsored community events	3450	3995	2500	July1-June30	Salk Leadership Institute	Annual	Actual HC at events	5.1.4
13	Number of K -12 summer camp attendees	140	140	125	July1-June30	Salk Leadership Institute	Annual	Actual student HC	5.1.4
14	Number of events at the Carolina Theater that open fall 2013	7	12	8	July1-June30	Salk Leadership Institute	Annual	Actual # of events held	5.1.3
15	% of nursing students employed	100%	100%	100%	July1-June30	Nursing Program Director	Annual	Actual # divided Graduated #	4.1.5
16	Number of local hospitals used in conjunction with the nursing program	4	5	4	July1-June30	Nursing Program Director	Annual	Actual # of hospital involved with the program	4.1.5