AGENCY NAME:	USC Union		
AGENCY CODE:	H40	SECTION:	20H

Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM

AGENCY MISSION	The University of South Carolina Union published 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.

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Alice Taylor-Colbert, Ph.D.	864-427-3681	acolbert@mailbox.sc.ecu
SECONDARY CONTACT:	Steve Lowe, Ph.D.	864-427-3681	lowesh@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)*:	Alice Taylor-Colbert / 9-10-15
(TYPE/PRINT NAME):	Alice Taylor-Colbert, PhD.
BOARD/CMSN CHAIR *(SIGN/DATE)*:	
(TYPE/PRINT NAME):	Eugene P. Warr, Jr., J.D., Chairman USC Board of Trustees

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AGENCY'S DISCUSSION AND ANALYSIS

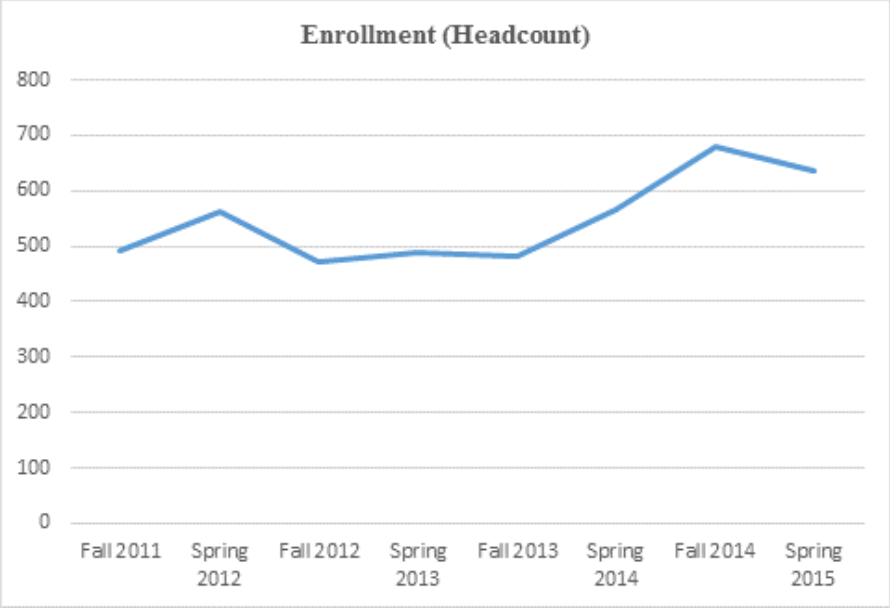
The University of South Carolina Union publishes the approved mission statement at http://uscunion.sc.edu/about/mission.html. *In fall 2013, the campus created an abbreviated mission statement: The University of South Carolina Union is dedicated to providing a high-quality, competitive higher education 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.*

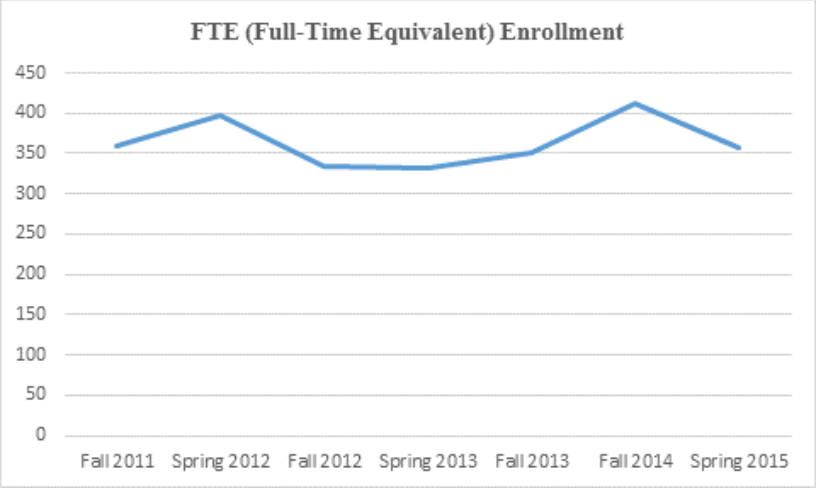
USC Union faculty and staff are actively engaged in campus strategic planning through task forces devoted to long-term goals established in 2013.

ACADEMIC DASHBOARD MEASURE: ENROLLMENT

USC Union Goal 1: *Increase Enrollment*

Student enrollment increased in 2014-15 from 484 in fall 2013 to 679 in fall 2014 and from 561 in spring 2014 to 637 in spring 2015. Efforts to increase enrollment for 2014-15 included adding dual enrollment offerings at Dorman High School, participating in the Pacer Pathway program in partnership with USC Aiken, and enhancing marketing and recruiting efforts. Digital billboards in the towns of Union and Laurens enhanced marketing and assisted with recruiting new students. **Record enrollment** was accomplished in fall 2014. The FTE rate increased from 350 to 413.





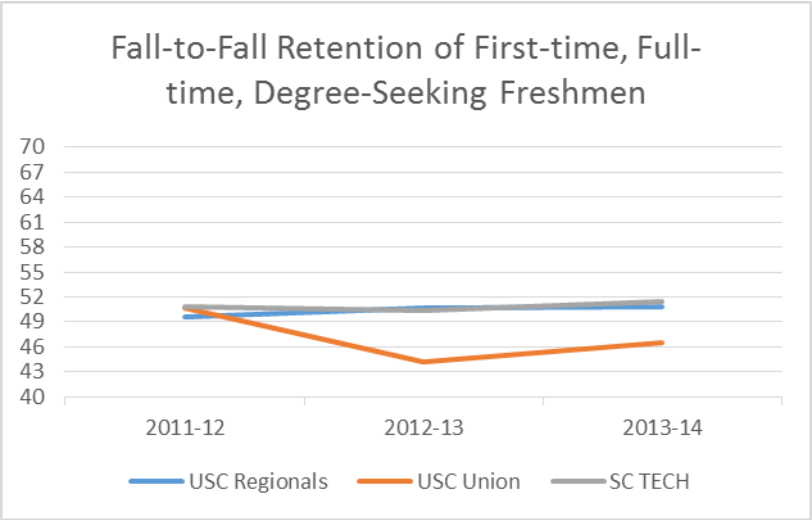
In order to serve more students in the region, in the fall of 2013 USC Union developed a partnership with Dorman High School in Spartanburg County to offer dual enrollment classes in fall 2014. In spring 2015 dual enrollment classes were offered at Broome High School for the first time.

A substantive change document was submitted in February 2014 to SACSCOC for approval to offer more than 50% of the Associate's degree at the new Laurens location. That request was approved.

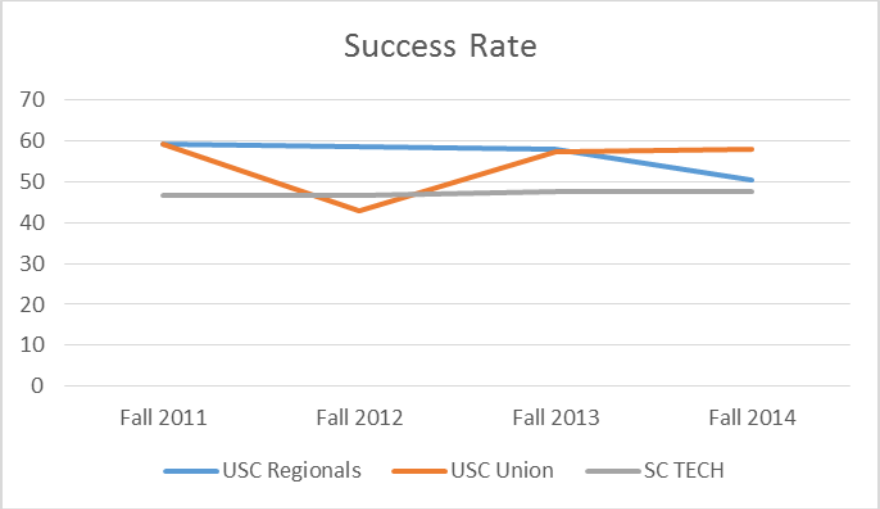
ACADEMIC DASHBOARD MEASURE: RETENTION/SUCCESS RATE

USC Union Goal 2: *Increase Retention*

Retention rates from fall 2012 to fall 2013 were 44.2% and rose to 46.5% for the period from fall 2013 to fall 2014. Faculty and staff in Laurens were trained to advise. Two workshops for all advisers were held. Student Ambassadors provided tutoring for those students who needed it. The Opportunity Scholars Program provided tutoring and workshops for student success.



An important measure of student progress is the Commission on Higher Education's success rate calculation. The success rate for fall 2012 was 43%; for fall 2013 it was 57.3%; and for fall 2014 it was 58%. USC Union faculty and staff are committed to student success.



USC Union Goal 4: *Provide Students with Intellectual Tools for Leadership and Lifelong Learning*

During 2014-15, a strategic planning task force began planning a Student Academic Success Center for fall 2015. The Center will provide tutoring, academic coaching, advising, financial literacy information, and leadership skill development opportunities.

Three student organizations have served the campus well for many years. They are the Student Government Association, Men and Women on a Mission, and USC Union Players. The USC Union Student Nursing Association was launched in fall 2014 and was immediately successful with close to 50 initial participants.

The Office of Student Activities sponsors activities each year. Twelve events took place during the 2013-14 academic year and fourteen in 2014-15. All were well attended. The Bantam Club Baseball Team won its division for the third straight year and went to the playoffs.

ACADEMIC DASHBOARD MEASURE: FACULTY

USC Union Goal 3: *Increase Faculty and Academic Offerings*

A search for a psychology faculty member was unsuccessful in 2014-15, but will begin again in fall 2015. A strategic planning task force identified the order of new full time faculty hires for the next several years. The faculty hired in 2013-14 contributed new course offerings for the curriculum. USC Union faculty also participate in academic program planning for Palmetto College.

KEY PERFORMANCE PARAMETER: TEACHING EXCELLENCE/RESEARCH AND SCHOLARSHIP

As reported in the spring 2015 *USC Union Blueprint*, USC Union faculty produced 10 presentations, 6 publications, and 7 successful grants from March 2014 to March 2015.

ACADEMIC DASHBOARD MEASURE AND KEY PERFORMANCE PARAMETER: SERVICE

Full time faculty, adjuncts, and staff participated in 67 service activities for the community, profession, and university during 2014-15.

USC Union Goal 6: *Strengthen Community Ties*

The campus hosts a wide variety of community events and activities each year. Examples follow. In spring 2015, we hosted a political forum with state representatives and local civic leaders. The Union Gamecock Club had their annual dinner on campus. The Upcountry Literary Festival drew 200 participants. National Chemistry Day attracted local school children to campus. The Miss USC Union pageant and two theatre productions attracted families and community members. The campus hosted the reception for the opening of the Piedmont Physic Garden.

USC Union faculty and staff were actively engaged in community service in Union, Laurens and other counties in the region in such activities as fine arts productions, civic agencies, museums, historical societies, charitable projects, and educational partnerships. Staff leadership spoke for community organizations. Students worked in the community as volunteers of student organizations, via course assignments, and through internships.

The Office of Continuing Education offered classes for current students and community members, including summer camps and short-term workshops. Ten programs were offered during fiscal year 2013-14 for students and community members and five programs were offered during 2014-15, but the literary festival's growth in offerings consumed significant time in the spring semester.

KEY PERFORMANCE PARAMETER: SUSTAINABILITY

USC Union Goal 5 *Strengthen Infrastructure and Campus Resources*

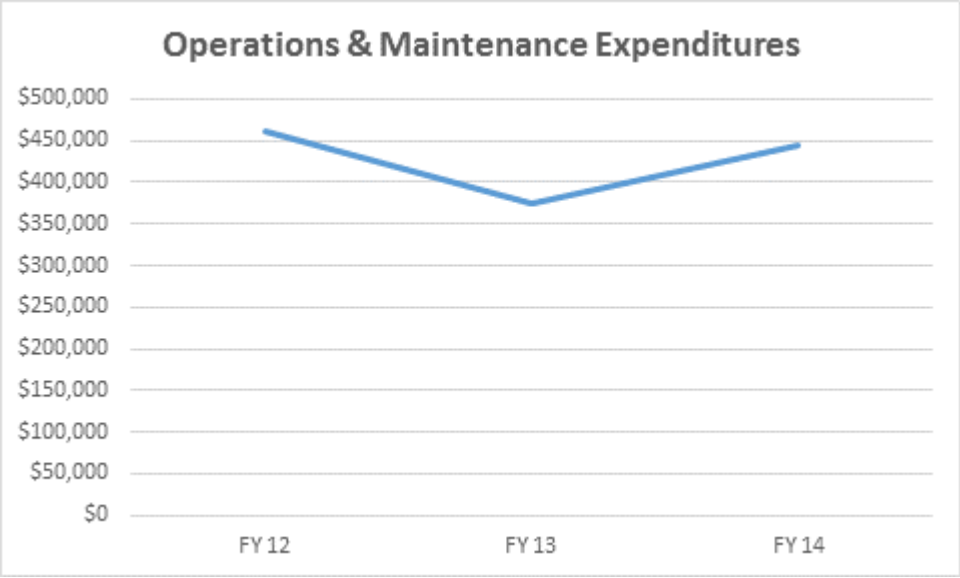
USC Union has a growing enrollment and a healthy fund balance of approximately $1.3 million. Employees are conservative in spending, and the institution is efficient in operations, relying upon few individuals who handle multiple duties. USC Union seeks out partnerships with other universities in the system. The Pacer Pathway program with USC Aiken had a very successful launch in fall 2014. A new class recently began in fall 2015.

Fund raising resulted in a successful grant with the Timken Foundation for $150,000 and donor contributions to scholarships and campus beautification of over $150,000 during 2014-15.

A potential threat is the loan default rate of 27.5% for the latest 3-year cohort. The Financial Aid office is researching the issues, so modifications to processes can be implemented. EdManage, a division of the SC Student Loan Corporation, began assisting us in 2015 with default prevention and management strategies. A new Financial Aid Satisfactory Academic Progress Appeals Committee structure and

charge was established in spring 2014 that reviews appeals more carefully. Loan disbursements will be held for enrollment verification in 2015-16.

A new boiler was installed in the Main Building. A new bookstore and student center opened in March 2015 at 311 Main Street in downtown Union. Roof replacements will occur on two buildings during 2015-16. Fund raising for Campus Beautification for the 50th anniversary resulted in the Patrons Park and the Student Center Courtyard projects to be completed during 2015-16.



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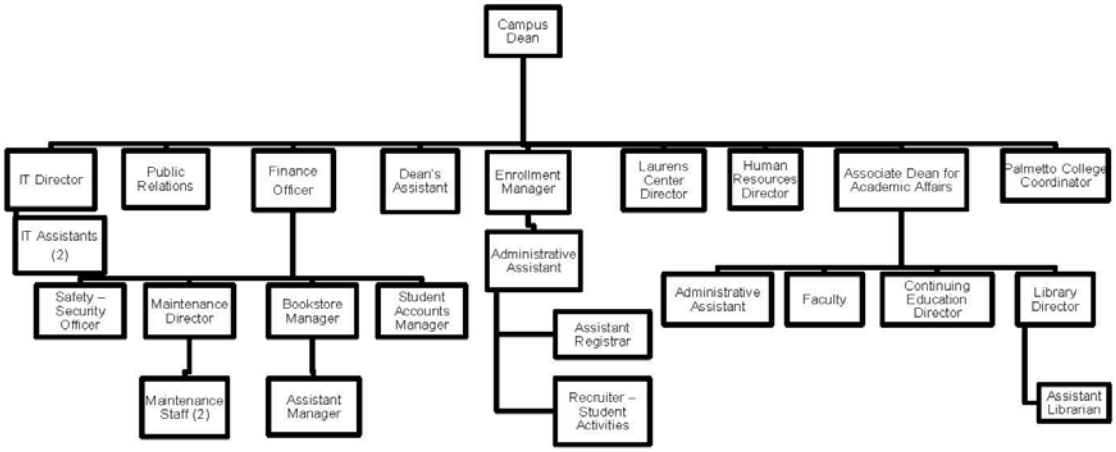
UNIVERSITY OF SOUTH CAROLINA UNION

A Palmetto College Campus



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Strategic Planning Template

Type	Item # Goal	Item # Strat	Item # Object	Description
G	**1**			**Increase Enrollment**
S		**1.1**		**Strengthen Recruiting Efforts**
-			1.1.1	Increase enrollment from 484 in Fall 2013
-			1.1.2	Enhance marketing efforts
S		**1.2**		**Expand offerings in contiguous counties**
-			1.2.1	Serve a new high school
S		**1.3**		**Pacer Pathway with USC Aiken**
-			1.3.1	Recruit students with USC Aiken
G	**2**			**Increase Retention**
S		**2.1**		**Provide student support**
-			2.1.1	Train new advisors
-			2.1.2	Provide workshops
			2.1.3	Provide tutoring
S		**2.2**		**Increase student success**
			2.2.1	Increase success rate from 57.3% in Fall 2013
G	**3**			**Increase Faculty and Academic Offerings**
S		**3.1**		**Hire faculty**
-			3.1.1	Recruit new faculty
S		**3.2**		**Support faculty academic work**
-			3.2.1	Encourage course development
-			3.2.2	Encourage scholarship and service
G	**4**			**Provide students with the intellectual tools for leadership and lifelong learning**
S		**4.1**		**Provide students with opportunities**
-			4.1.1	Offer Student Ambassador Program
-			4.1.2	Sponsor student organizations and activities
-			4.1.3	Plan Student Academic Success Center
G	**5**			**Strengthen infrastructure and campus resources**
S		**5.1**		**Address physical plant needs**

-			5.1.1	Complete boiler project
-			5.1.2	Complete bookstore and student center project
S		**5.2**		**Raise funds for campus beautification and student support**
-			5.2.1	Write infrastructure grants
-			5.2.2	Solicit donor gifts
G	**6**			**Strengthen community ties**
S		**6.1**		**Provide continuing education opportunities**
-			6.1.1	Enhance continuing education offerings
S		**6.2**		**Encourage faculty and staff community engagement**
-			6.2.1	Host community events
-			6.2.2	Document community activities of faculty and staff

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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.	$ 546,677	$ 2,577,112	$ -	**$ 3,123,789**	$ 587,083	$ 2,550,506	$ -	**$ 3,137,589**	
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.	$ -	$ 1,058,647	$ 1,515,368	**$ 2,574,015**	$ -	$ 1,282,620	$ 1,458,530	**$ 2,741,150**	
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.	$ -	$ 47,857	$ -	**$ 47,857**	$ -	$ 118,949	$ -	**$ 118,949**	
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.	$ 121,815	$ 521,145	$ 54,914	**$ 697,874**	$ 130,463	$ 561,396	$ 49,272	**$ 741,131**	
					$ -				**$ -**	
	Total	$ 668,492	$ 4,204,761	$ 1,570,282	**$ 6,443,535**	$ 717,546	$ 4,513,471	$ 1,507,802	**$ 6,738,819**	

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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)	484	679	679	Fall 13-Fall 14	CHE data	annual	See CHE website	1.1.1
2	Fall Enrollment (FTE)	350	413	413	Fall 13-Fall 14	CHE data	annual	See CHE website	1.1.1
3	Enhance marketing	109	163	165	June 14-June 15	PR office data	annual	# of media ads and articles	1.1.1
4	Dual enrollment high schools	4	5	6	Fall 13-Fall 14	Admissions office data	annual	# of schools served	1.2.1
5	Pacer Pathway with USC Aiken	0	38 students	40 students	Fall 13-Fall 14	Admissions office data	annual	Pacer Pathway #s	1.3.1
6	Fall to Fall Retention of First-time, Full-time, Degree-Seeking Freshmen	44.20%	46.50%	50%	Fall 13-Fall 14	CHE data; observation	annual	See CHE website; campus records	2.1.1; 2.1.2; 2.1.3
7	Success Rate	57.30%	58%	60%	Fall 13-Fall 14	CHE data	annual	See CHE website	2.2.1
8	Recruit new faculty	11	11	12	2013/14-2014/15	Academic Affairs records	annual	# of faculty	3.1.1
9	Support faculty academic work		23	25	2-13/14-2014/15	USC Union Blueprint, 2015	annual	# of scholarly products	3.2.1; 3.2.2
10	Student Ambassador Program	0	3	4	Fall 13-Fall 14	Admissions office data	annual	# of students	4.1.1
11	Student Activities	12	14	16	2013/14-2014/15	Admissions office data	annual	# of activities	4.1.2
12	Plan Academic Success Center	0	state funding	$67,000	Fall 13-Fall 14	Dean's office records	annual	Amount received	4.1.3
13	Boiler project	project planned	work finished	close project	Fall 14-Fall 15	Facilities Office records	annual	project to be closed 10-15	5.1.1
14	Bookstore & student center project	project underway	work finished	close project	Fall 13-Spring 15	facilities Office records	annual	project closed 4-15	5.1.2
15	Write infrastructure grants	0	1	1	Fall 13-Fall 14	Dean's office records	annual	grant funded	5.2.1
16	Major gifts	1	5	8	Fall 13-Fall 14	Dean's office records	annual	# of donations	5.2.2
17	Continuing education	10	5	10	2013/14-2014/15	Continuing Ed records	annual	# of offerings	6.1.1
18	Host community events	14	18	20	2013/14-2014/15	Dean's office records	annual	# of offerings	6.1.1
19	Faculty and staff service	65	67	70	2013/14-2014/15	Academic Affairs records	annual	# of activities	6.2.2