



**UNIVERSITY OF SOUTH CAROLINA  
UNION**

**2009-2014 STRATEGIC PLAN**

**February 15, 2009**

## I. Executive Summary

### A. Vision, Mission & Goals

#### **Vision**

*Recognized as the “beacon between the interstates”, USC Union has a regional reputation for inspiring and challenging students to further their education and for working with corporate, civic, and educational leaders to address the economic development needs of Union County and our service area.*

The severe recession conditions of the past year and the recent budget cuts have brought a degree of public attention to USC Union that marketing dollars could not create. The local newspaper, the *Union Daily Times*, has run many stories on USC Union. The local radio station, WBCU, has interviewed multiple times our dean and people related to the University. People in the region are increasingly interested in our initiatives, especially our attempts to bring new programs, such as nursing, and our partnerships to create new opportunities for the local people.

#### **Mission**

*The University of South Carolina Union strives to provide the people of Union and surrounding counties an intellectual, social, cultural, and physical setting which challenges them to grow in many ways and to develop a desire for lifelong learning. (This is a synopsis of the official mission, which may be found at the following: <http://uscunion.sc.edu/mission.html>).*

As noted above, the people of Union, Laurens and surrounding areas are looking to USC Union desiring for the University here to survive. But local people are also looking to USC Union for additional education as a way to deal with the burgeoning problems of high unemployment.

**Goal 1** – Increase enrollment through the expansion of existing programs and the development of new programs.

**Goal 2** – Improve Student Learning.

**Goal 3** – Transform the image of USC Union.

### A. Goals, Initiatives & Action Plans

**Goal 1 – Increase enrollment through the expansion of existing programs and the development of new programs.**

In order for USC Union to survive, enrollment must be increased. The primary way to achieve increased enrollment in the face of a declining population in Union County and competition from other institutions is through the expansion of existing and the development of new programs. Increasing the breadth and depth of the concurrent program and restructuring of the Laurens campus course offerings should add new enrollments. New cooperative programs geared toward careers in engineering, education and nursing will attract a larger cohort of students and better serve the economic needs of the service area. This is a modification of last year's Goal 1 (Increase enrollment through development of new programs and enhancement of existing curriculum).

**Initiative 1(a) Expand Existing Academic Programs.** The concurrent program that USC Union maintains with Union and Laurens County schools is integral to enrollment levels. Enrollments at the Laurens campus have been consistently low. Changes to these programs are needed to insure enrollment increases.

**Action Plan for Initiative 1(a)** – Pursue Development of Joint Programs with Union County High School.

**Indicator** – Program in pre-engineering involving Union County High School (Project Lead The Way), USC Union and The College of Engineering and Computing to be offered at the Upstate Technological Center (contingent on completion; if not, at USC Union) beginning fall 2009.

**Results** – Offer ENCP 101, the Engineering first year seminar, through Project Lead the Way at USC Union campus in spring 2010.

**Action Plan for Initiative 1(a)** – Pursue Expansion of Concurrent Program at Union County High School and Other High Schools in the Service Region.

**Indicator** – Develop plan for identifying qualified faculty and needed courses at high schools in the service region as well as other courses of interest to concurrent students.

**Results** – Explore the feasibility of offering theatre courses and philosophy at Union County High School.

**Action Plan for Initiative 1(a)** – Create an Army ROTC Program.

**Indicator** – Identify resources and staff needed to start an Army ROTC Program under the Army ROTC Program based out of Wofford College in Spartanburg.

**Results** – To have a minimum class size of 9 ROTC scholarship students enrolled by Fall 2009.

**Action Plan for Initiative 1(a)** – Pursue Refocusing of Laurens Higher Education Center Program to Bachelor of Liberal Studies (BLS) Completion.

**Indicator** – Develop marketing plan and course offerings to attract students who possess an associate's degree.

**Results** – Increase of 25% in BLS enrollment.

**Initiative 1(b) Develop New Academic Programs.** With the prospect of Spartanburg Community College developing a physical presence in Union County at the Upstate Technological Center, it is imperative that USC Union develop new academic programs to recruit not only more traditional-age college students but also to attract other students who wish to pursue a baccalaureate degree. Special attention must be given to Palmetto Programs and to new programs that can be tied to economic development.

**Action Plan for Initiative 1(b)** – Develop Plan for Offering Courses at the Upstate Technological Center (Robotics Center).

**Indicator** – Project course offerings and faculty to teach with flexibility for opening date of center (opening of center largely dependent on grant funding availability).

**Results** – Develop course offering plan with Spartanburg CC.

**Action Plan for Initiative 1(b)** – Pursue Development of a Joint Program with USC Upstate Allowing Students to Complete a BSN Degree.

**Indicator** – Develop program feasibility analysis.

**Results** – Completion of student demand survey. Conduct staffing, budget, and infrastructure analysis. Develop commitment of local health care providers.

**Action Plan for Initiative 1(b)** – Pursue development of internships/apprenticeships with area businesses and service organizations in support of the Bachelor of Liberal Studies Degree.

**Indicator** – Develop conceptual framework and necessary staffing.

**Results** – Policies and procedures handbook developed and implemented.

## **Goal 2 – Improve Student Learning.**

With the Southern Association of Colleges and Schools (SACS) requiring assessment of student learning outcomes, it is imperative that USC Union develop a system for continuous quality improvement in the classroom in order to become a model of excellence. To facilitate improvement in student learning, classrooms with modern technology and a comfortable learning environment are needed. USC Union will also be responsible for partially equipping the Upstate Technology Center when it opens. This goal is a modification of Goal 2 (Improve Learning Environment) in the previous blueprint.

**Initiative 2(a) Improve Student Learning Outcomes.** With SACS accreditation on the horizon, it is imperative that USC Union be able to prove that students meet the general education competencies set forth by the associate degree programs.

**Action Plan for Initiative 2(a)** – Integrate Continuous Improvement Process with Respect to Student Learning Outcomes.

**Indicator** – Task this integration to Associate Dean for Academic Affairs.

**Results** – Documented evidence of process at each stage, particularly recommendations for future improvement (“closing the loop”).

**Initiative 2(b) Improve Learning Environment.** In order for students to be competitive in future academic work as well as in the workforce, they need to be skilled in using the latest in classroom technology. Classrooms should also be equipped with appropriate equipment to foster a dynamic learning environment.

**Action Plan for Initiative 2(b)** – Pursue Expansion of Biology and Chemistry Labs.

**Indicator** – Cost and physical plant analysis conducted.

**Results** – Additional labs operational by fall 2010.

**Action Plan for Initiative 2(b)** – Investigate the feasibility of developing wireless internet capabilities and security cameras throughout campus.

**Indicator** – Create task force to determine feasibility and identify needs of stakeholder groups.

**Results** – Installation of wireless network and security cameras by fall 2010.

**Action Plan for Initiative 2(b)** – Investigate Replacing Blackboards and Televisions in Classrooms with Instructor Workstations with Document Cameras and Computer Accessibility.

**Indicator** – Needs assessment and physical plant and funding plans for the classroom upgrades are conducted.

**Results** – Equip one classroom by fall 2010.

### **Goal 3 – Transform the image of USC Union.**

Feedback from the stakeholder groups indicates that USC Union needs to transform its image from a small-town school to that of a dynamic institution that is not only an engine for economic growth but also a catalyst for change in the communities it serves. USC Union must develop programs and services that will make it a “first choice” rather than a “last resort” when students are looking for a university.

**Initiative 3(a) Develop a Master Plan for USC Union.** The historic buildings of USC Union take large amounts of capital to maintain. As we grow, there will be the need for new buildings and for a campus physical plant that will allow for a more effective learning and student life environment.

**Action Plan for Initiative 3(a)** – Project Short and Long-Term Growth Patterns within a Vision of Campus.

**Indicator** – Survey stakeholder groups and summarize findings.

**Results** – Submit report to stakeholder groups.

**Initiative 3(c) Develop Comprehensive Marketing Program.** Stakeholder feedback indicates that USC Union needs to do a better job at promoting itself in the community. A program of continuous marketing of the programs and accomplishments of USC Union, its employees, students and alumni is needed to increase the relevance of USC Union to the community.

**Action Plan for Initiative 3(c)** – Improve USC Union web presence.

**Indicator** – Enhancements to the website are designed.

**Results** – Website redesigned and launched.

**Action Plan for Initiative 3(c)** – Pursue Development of Alumni Program.

**Indicator** – Feasibility study conducted.

**Results** – USC Union Alumni Association established.

### **C. Summary of International Dimension**

USC Union is partnering with Spartanburg Community College to create a robotics center to address the training/educational needs of new industry, particularly a German automotive parts manufacturer that has built a \$95 million facility in Union. We will need to expose our students to cultural and linguistic elements, as well as robotics.

## **II. Funding**

**Describe unit plans for realizing increases in revenue as well as generating new revenue streams. You need not address increases that will derive from formulaic increases in State funding for salary increases and/or fringe benefit cost increases, nor do you need to address increased tuition revenues resulting from tuition increases. Examples of efforts that you should describe include research incentive plans intended to increase the levels of sponsored research funding, activities undertaken with the Development Office, and education program expansion and planned enrollment increases.**

USC Union continues to seek ways to increase revenues, identify new revenue streams, and reduce costs. Amidst the severe budget cuts, we continue to plan and work towards implementation of projects that will generate additional revenue, create savings, or both. We have spent the last year planning to renovate the old child development center, a house on the edge of campus that has been vacant for the past decade. When renovation is completed, our Career Start Grant will be able to expand its program; USC Union will generate higher rental income and will be able to free up valuable faculty office space in the main administration building.

Similarly, we are in the planning stage of a complete renovation of our library space. Our goals for this project are to (1) locate both our Opportunity Scholars Program (OSP) and our Library in the renovated space, thereby promoting greater exposure and student participation in both OSP and the Library; (2) increase energy efficiency; and (3) create a dynamic student learning environment. The space that the OSP program will vacate will allow us to plan for our next smart classroom to support Palmetto Programs and to provide for much needed faculty office space.

USC Union expects its ongoing partnership with Union County, the City of Union, and Spartanburg Community College (SCC) to come to fruition in fall 2009. The long awaited robotics training facility is scheduled to be completed by Labor Day. USC Union initiated a written agreement with Spartanburg Community College whereby they will offer the technical courses and training and USC Union will offer the liberal arts classes. The completion of this center should generate additional revenue for USC Union. USC Union will co-manage the facility with SCC.

### **III. Unit Statistical Profile**

#### **A. Instructional:**

1. Number of undergraduate applications:  
Fall 2006: 280  
Fall 2007: 301  
Fall 2008: 319
  
2. Number of undergraduate admissions:  
Fall 2006: 256  
Fall 2007: 287  
Fall 2008: 233
  
3. Freshmen retention rate for classes entering:  
Fall 2005: 54.4%  
Fall 2006: 58.7%  
Fall 2007: Data not available as of 2/9/09
  
4. Number or majors enrolled (headcount/FTE) in:  
Fall 2006: 363/245  
Fall 2007: 398/266  
Fall 2008: 367/249
  
5. Number of graduates:  
Fall 2007: 11  
Spring 2008: 42

Summer 2008: 15

6. Six-Year Graduation rates:

Fall 1999: 34.55%

Fall 2000: 48.48%

Fall 2001: 27.27%

7. Total credit hours generated:

Fall 2007: 3990

Spring 2008: 3840

Summer 2008: 495

8. Number of faculty by title:

Fall 2006:

Professor – 0

Associate Professor – 0

Assistant Professor – 3

Instructor – 4

Adjunct Faculty – 20

Fall 2007:

Professor – 0

Associate Professor – 0

Assistant Professor – 3

Instructor – 3

Adjunct Faculty – 20

Fall 2008:

Professor – 0

Associate Professor – 0

Assistant Professor – 3

Instructor – 4

Adjunct Faculty – 20

9. Total continuing education units (standard University CEUs or Institutional CEUs) generated:

Fall 2007: 0

Spring 2008: 0

Summer 2008: 0

**B. Research and Creative Accomplishments:**

10. Numbers of publications in calendar year 2008:

Books: 2

Refereed articles: 0

11. Number of research paper presentations at national or international conferences in calendar year 2008: 2

12. Number of performances and/or juried exhibitions at national or international venues in calendar year 2008: 0

13. Summary of sponsored research activity to include grant applications submitted and awarded, arranged by sponsoring agency: 0

14. Total extramural funding processed through SAM in FY 2008, and Federal extramural funding processed through SAM in FY 2008.: 0

15. Total research expenditures per tenured/tenure-track faculty for FY 2008, by rank and by department if applicable: 0

16. Amount of sponsored research funding per faculty: 0

17. Percentage of unit faculty with sponsored research activity: 0

18. Number of faculty serving as co-investigators in cross-unit grant applications: 0

19. Number of faculty cross-appointed in Centers and/or Institutes: 0

20. Number of patents, disclosures and licensing agreements in calendar year 2008: 0

21. Number of proposals submitted to external funding agencies during calendar year 2008: 0

**C. Faculty Hiring:**

22. Number of full-time faculty hired for AY 2008-09: 1
23. Number of post-doctoral scholars (Ph.D., non-faculty hires) in FY 2008: 0
24. Anticipated losses of faculty by year for the next five years.  
Loss due to failure to meet conditions of tenure & promotion: 1

Please describe planned hiring over the next five years:

English: 1 (Fall 2010)

Mathematics: 1 (Fall 2010)

Computer Science: 1

Business/Accounting: 1

Nursing (in conjunction with USC Upstate): 1

25. Number of Faculty Excellence Initiative (FEI) applications submitted  
In AY 2007-08: 0
26. Center of Economic Excellence endowed chair applications submitted  
for AY 2008-09: 0
27. Number of Centenary Plan (CP) applications submitted in AY 2007-  
08: 0

**D. Funding Sources:**

28. **All-funds budget (total, A-funds, E-funds, etc.), as of October 30, 2007. A standard information set is to be provided by USC Budget Office by about December 15, 2007 for units except School of Medicine, Libraries, Graduate School, and Undergraduate Studies. For Medicine, Libraries and Graduate School, please provide a description of sources and uses for the current fiscal year, by fund type, all funds. All units, whether or not you receive a standard information set, please provide narrative and interpretation of your financial data.**

USC Union expects a carry forward surplus of \$1,468,728 for “all funds” at the end of June, 2008. The campus is in the process of identifying areas where portions of this surplus should be used. Some of the areas that have already been identified are the conversion of a standard classroom into a second “smart classroom” to allow us to expand our Palmetto Programs and TSTM offerings; installing a campus-wide wireless internet system; installing a wireless surveillance camera system on campus with links to local law enforcement; updating student desks in the classrooms; replacing blackboards with instructor workstations and document cameras; installing sound system in Truluck Center to support student and community activities; and updating campus buildings, fixtures, and equipment. The campus will continue to monitor revenues and expenditures closely to identify areas for additional streams of revenue while keeping expenses to a minimum. Many of these items/projects may not actually be put into place until FY09 as the campus administration is cautious to spend these funds in anticipation of state budget cuts that may occur for FY09.

(See attached spreadsheets for the All-Funds budget).

29. **Gifts and pledges received in FY 2007. ([www.sc.edu/development](http://www.sc.edu/development), click on Private Support Reports. Contact Darla Smith ([darlas@gwm.sc.edu](mailto:darlas@gwm.sc.edu)) or Sarah Ricker ([rickers@gwm.sc.edu](mailto:rickers@gwm.sc.edu)) for guidance if needed.)**

USC Union Gifts and Pledges Received in FY2007: \$29,523.07