

Executive Summary

Blueprint for Academic Excellence Palmetto College AY2021-2022

Introduction

Palmetto College represents the University's effort to provide innovation, leadership and coordination throughout the eight University of South Carolina campuses to serve students seeking alternative course and degree delivery. Palmetto College offers them an opportunity toward social mobility through a combination of affordability, accessibility and flexibility, making post-secondary education a first-time reality for many.

This methodology consists of face-to-face instruction at the Palmetto College Campuses and asynchronous online and point-to point synchronous instruction emanating from multiple sites. The Palmetto College Central report, with an emphasis on the College's online degree delivery efforts, is contained herein. The complete reports of the reporting units of the college: USC Palmetto College Columbia and the four regional Palmetto College campuses (which are accredited as a part of USC Columbia), may be accessed at the links below in the Highlights section.

Highlights

The online programs enjoyed continued growth and productivity, with enrollments exceeding 1200 (fall 2021) and graduations equaling 442 (2330 since launch in 2013). PC Campuses enrollments were up over 5% for fall 2020. Complete reports can be found at the following links:

[USC Palmetto College Columbia](#) [USC Lancaster](#) [USC Salkehatchie](#) [USC Sumter](#) [USC Union](#)

Note: Data on faculty and students reported in the PC Central report reflect the combined numbers for the Palmetto College Campuses. BLS and BOL degree information is included in the PC Columbia report. Information on all programs coordinated through Palmetto College (campuses, degree-completion programs) may be found in the Academic Programs appendices.

Updates will be produced after end of academic/fiscal year.

Dr. Susan A. Elkins Chancellor
Palmetto College



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Foundation for Academic Excellence

Mission Statement

Palmetto College, through its campuses and distance-delivery programs, adheres to the USC System Mission Statement, which may be found on the OIRAA web site.

Updated: 03/02/2018

Vision Statement

USC Palmetto College will be a destination of choice for students seeking affordable and flexible access to the resources of UofSC, by creating innovative and inclusive pathways focused on student success that nurture critical thinking, civic engagement, and career development

Updated: 03/02/2018

Values Statement

All the entities of Palmetto College fully embrace the University System Mission Statement. Further, we look to the past for reinforcement of its emphasis on serving the state. Specifically, a marker erected on the historical University Horseshoe in 1936 refers to the University as a "Faithful index to the ambitions and fortunes of the state." In 1937, USC Professor of English Havilah Babcock stated, "Our campus is the state. If you can't come to the University, then the University will come to you." All those associated with the Palmetto College effort keep the service to the state and its citizens emphasized in these statements at the forefront of our thoughts and actions as we seek to serve those for whom traditional enrollment in higher education presents challenges and opportunities.

Updated: 03/02/2018

Goals - Looking Back

Goals for the previous Academic Year.

Goal 1 - Enrollments

Goal Statement	Continue to enhance enrollments at all Palmetto College Campuses and in Palmetto College Online programs
Linkage to University Goal	<ul style="list-style-type: none"> • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement in regard to the "... education of the state's diverse citizens..." through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Dual Credit: Expand program into all service areas for each campus</p> <p>Palmetto Pathways: Grow this program to increase the number of students. To do this, we will need additional funding to prepare for the increase in students, by hiring faculty and staff to support the growing program.</p> <p>Military Strategies and Programs: Grow the military presence across the state to include bases and National Guard.</p> <p>Fort Jackson military tuition year round</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>Fully Online Degree: Marketing and recruiting for fully online degrees</p> </div>
Achievements	<p>Dual credit enrollment increased significantly from fall 2018 (2127) to fall 2019 (2749). Sites were added and substantive change approvals were secured at several sites.</p> <p>Palmetto Pathways was successfully launched in fall 2019 with a cohort of 53 students. Only one student did not re-enroll in spring 2020.</p> <p>Military Strategies and Programs underwent an organizational transition this year, now reporting to the President's Office.</p>

Goals - Looking Back

	<p>Fort Jackson military tuition year round was secured</p> <p>Substantive change for the Fort Jackson AA/AS degree program was approved by SACSCOC in spring 2020</p> <p>Marketing efforts are continuing and being coordinated with the newly appointed Dean of Enrollment Management.</p>
Resources Utilized	Enrollment management and marketing staff
Goal Continuation	Ongoing
Goal Upcoming Plans	Assess efficacy of action plan based on success of budget requests.
Resources Needed	Financial resources to maintain or enhance enrollment management staff, recruiting efforts and success/retention efforts..
Goal Notes	

Goals - Looking Back

Goal 2 - Planning

<p>Goal Statement</p>	<p>The Palmetto College 2023 Strategic Planning process took the goals of the USC plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system.</p> <p>The corresponding Palmetto College linking goals for this goal are:</p> <p>Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities</p> <p>Assembling and supporting a diverse world-class faculty dedicated to teaching, scholarship, and student success.</p> <p>Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs.</p> <p>Building inclusive and inspiring communities, on-campus and online.</p> <p>Promoting recognized institutional excellence</p>
<p>Linkage to University Goal</p>	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
<p>Alignment with Mission, Vision, and Values</p>	<p>The Palmetto College goals were designed to directly align with the overall USC Focus 2023 plan. See College/School Goal Statement above and Notes section below</p>
<p>Status</p>	<p>Progressing as expected (multi-year goal)</p>
<p>Action Plan</p>	<p>This year has been a challenging one with new leadership in both the President's Office and the Provost's Office. Further, as noted, many changes have taken place in Palmetto College. Taken together, these changes represented an opportunity to work and examine, revise, and set goals based on the Palmetto College Focus 2023 both as directed from above by new leadership and within Palmetto College as the plan is circulated and absorbed. Therefore, 2019-2020 has primarily been a year of review and planning for the</p>

Goals - Looking Back

	future. It is anticipated that this goal will, after this year, be embedded within the new goals, objectives and metrics of the in-development President's plan.
Achievements	<p>The PC Focus 2023 plan was utilized to prepare campus State Accountability Reports</p> <p>Extensive examination of organization, processes and personal has transpired in preparation of SACSCOC standards for the University's reaffirmation effort.</p>
Resources Utilized	Faculty, staff time and effort
Goal Continuation	Ongoing
Goal Upcoming Plans	See Action Plan above
Resources Needed	Faculty, staff time and effort
Goal Notes	<p>The Palmetto College 2023 Strategic Planning process took the goals of the USC plan and crafted them to represent how the College's campuses and programs best serve our unique stakeholders, thus fulfilling our role in the University system.</p> <p>The corresponding Palmetto College linking goals for this goal are:</p> <p>Educating future leaders and thinkers through affordable, flexible, and quality educational opportunities</p> <p>Assembling and supporting a diverse world-class faculty dedicated to teaching, scholarship, and student success.</p> <p>Spurring creativity and innovation, including advanced educational opportunities responsive to regional community needs.</p> <p>Building inclusive and inspiring communities, on-campus and online.</p> <p>Promoting recognized institutional excellence</p>

Goals - Looking Back

Goal 3 - Organizational/Financial

Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
Linkage to University Goal	<ul style="list-style-type: none"> Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	Overall charge to all operations and campuses of Palmetto College to operate efficiently and effectively, with target outcomes of balanced budgets and reserve operating revenue
Status	Progressing as expected (multi-year goal)
Action Plan	Enhance revenue through increased enrollment, efficient operations of all units through continuous assessment of staffing needs and performance, tuition revenue, Palmetto College funding distribution, and organizational structure
Achievements	<p>Palmetto College continues to run a lean organization, while looking toward the future. See following presentation for funding requests for FY20</p> <p>https://www.sc.edu/about/system_and_campuses/palmetto_college/internal/documents/blueprint/usc_palmetto_collge_presentation_president_budget_hearing_as_of_10_01_2019.pdf</p>
Resources Utilized	Staff time
Goal Continuation	Ongoing and continuous
Goal Upcoming Plans	<p>Continue the reorganization efforts begun last year as a result of retirements, employment status changes and internal promotions and evaluate central office services provided to the campuses in support of their activities. Work with service units to set and achieve goals.</p> <p>Began implementation of plan for PC Online approved in January 2020 by President Caslen. See Looking Ahead Organizational/Financial goal for more details</p>
Resources Needed	Restoration of FTEs consolidated back to USC Columbia since 2015
Goal Notes	

Goals - Looking Back

Goal 4 - Service

Goal Statement	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
Linkage to University Goal	<ul style="list-style-type: none"> • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to provided "... all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation.
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Dual Credit: Expand program into all service areas for each campus as doing so results in substantial savings for high school student and their families</p> <p>University of Possibilities: Grow this program to include additional middle schools within the service areas of each campus as doing so provides encouragement and support for those in the 6th and 7th grades to pursue higher education.</p> <p>Military Strategies and Programs: Grow the military presence across the state to include bases and National Guard as doing so provides needed support to active-duty, veterans and and their dependents.</p> <p>Continue research efforts to better capture and report faculty, staff and student service efforts</p>
Achievements	<p>Dual credit expansion addressed in Achievements section of Enrollments goal.</p> <p>Organizational reporting change of Military strategies and Programs addressed in Achievements section of Enrollments goal.</p> <p>University of Possibilities efforts were paused this year due to Covid, but remain a priority</p>

Goals - Looking Back

Resources Utilized	Funding, staff for requested activities Faculty, staff and student time for service activity
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Funding as requested in budget request
Goal Notes	

Goals - Looking Back

Goal 5 - Faculty

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff.
Alignment with Mission, Vision, and Values	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Continue to support the campuses' faculty by providing growth and development opportunities</p> <p>Continued activity associated with the faculty compensation study</p>
Achievements	Phase 1 of the Palmetto College Salary Study Report has been completed, with allocation of \$100,000 funding in initial stage. This goal has been enhanced by the recent action of the President in allocating increased funding for faculty compensation.
Resources Utilized	Faculty, staff time
Goal Continuation	Ongoing
Goal Upcoming Plans	See Action plan above
Resources Needed	Funding to assure units are competitive in offer packages, faculty and staff support for faculty seeking advancement; support of USC Columbia in alignment efforts
Goal Notes	

Goals - Looking Back

Goal 6 - Student Retention/Student Success

Goal Statement	Increase student success rate at the regional Palmetto College Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	The University mission statement states that it "... provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success..." Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable. That said, a "time-of-program-entry" model has been devised.
Achievements	<p>Success Rate for the PC Campuses combined increased from 58% for the 2014 cohort to 71.5% for the 2015 cohort.</p> <p>Continued growth in number of PC Online graduates (1587 as of end of 18/19 academic year, 1728 currently) denotes success in these programs</p>
Resources Utilized	Staff:Internal Palmetto College, OIRAA, CHE

Goals - Looking Back

Goal Continuation	Ongoing
Goal Upcoming Plans	In addition to ongoing initiatives (such as student success research), hire a coordinator to work on transfer student articulation and coordination Success efforts at campus level addressed in campus reports
Resources Needed	Success attainment of budget request funds Staff time
Goal Notes	

Goals - Real Time

Goals for the current Academic Year.

Goal 1 - Enrollments

Goal Statement	Continue to enhance enrollments at all Palmetto College Campuses and in Palmetto College Online programs
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement in regard to the "... education of the state's diverse citizens..." through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
Status	Progressing as expected (multi-year goal)
Action Plan	Manage enrollments during the time of Covid. Tact from live to virtual activities in all areas of enrollment management across all programs
Achievements	<p>In spite of Covid, Palmetto College enjoyed record enrollments as follows:</p> <p>Overall enrollment across all programs: All-time high student HC of 6,522, a 2.66% increase over fall 2019</p> <p>PC Campuses enrollments: All-time high student HC of 5,146, a 0.57% increase over fall 2019</p> <p>PC Online enrollments: All-time high student HC of 1,272, a 13.57% increase over fall2019</p>
Resources Utilized	Leadership of PC and campuses, enrollment management and marketing staff
Goal Continuation	Ongoing

Goals - Real Time

Goal Upcoming Plans	Ongoing
Resources Needed	Staff time, funding
Goal Notes	

Goals - Real Time

Goal 2 - Organizational/Financial

Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
Linkage to University Goal	<ul style="list-style-type: none"> • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	Overall charge to all operations and campuses of Palmetto College to operate efficiently and effectively, with target outcomes of balanced budgets and reserve operating revenue
Status	Progressing as expected (multi-year goal)
Action Plan	Enhance revenue through increased enrollment, efficient operations of all units through continuous assessment of staffing needs and performance, tuition revenue, Palmetto College funding distribution, and organizational structure. Additionally, incorporate the previous free-standing Planning goal within this goal in order to assure integrated coordination of all efforts directed at efficient, productive operation of Palmetto Collège and the PC Campuses
Achievements	<ol style="list-style-type: none"> 1. We anticipate all campuses/business units ended FY21 with balanced budgets and adequate fund balances. This will not be known until it is determined if Covid-related expenses are reimbursed this year of in FY 22. 2. PC Online tuition revenue increased \$11.1 million in FY 21. 3. PC Online tuition revenue FY13 to present resulted in \$101.3 million in revenue distributed across the system. 4. Philanthropic/development efforts resulted in commitment of \$1.476M to date - a 21% increase from last year. 5. Grants of note: PC: Rural Utilities - \$400+K for distance learning classroom upgrades, Salk Rural Communities - \$650K for improve K-12 STEM education in service area, \$6M GEER for community Apple labs on each campus, Lancaster, Salk, and Sumter TRIO grants renewed (over \$5 Million total). 6. Diversity: Sponsored a broadcast to the PC Campuses that addressed Diversity, Equity, and Inclusion training for search committees. Ask Ron to write a sentence highlighting efforts. 7. Engaged in campus renovation projects, including Science Building and auditorium at Sumter and Main, Whitener/Central, and Founders House at Union, Union Student Services building opened on Main St. 8. PC Campuses Faculty Salary Study implementation resulted in

Goals - Real Time

	<p>salary equity adjustments for 91 faculty and staff.</p> <p>9. PC satisfaction surveys for faculty, staff and students conducted in fall and spring semesters to assess PC response to address the effects of the COVID pandemic on students, faculty and staff. Other COVID-related activity consisted of establishing a COVID dashboard, conducting virtual Town Halls, and sponsoring on-campus testing, and vaccination efforts.</p> <p>10. PC Central continued sponsorship of System Academic Leadership Program</p> <p>11. Niche Community College Rankings: Lancaster #1, Sumter #2, Union # 3, Salk # 5</p> <p>12. 26 staff hirings/position changes</p> <p>13. 5 staff inducted in Alpha Sigma Lambda</p> <p>14. Staff member elected to newly formed Staff Senate</p>
Resources Utilized	Staff time
Goal Continuation	
Goal Upcoming Plans	Ongoing
Resources Needed	Staff time
Goal Notes	

Goals - Real Time

Goal 3 - Service

Goal Statement	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
Linkage to University Goal	<ul style="list-style-type: none"> • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to provided "... all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation.
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Support service efforts by faculty staff and students</p> <p>University of Possibilities: Grow this program to include additional middle schools within the service areas of each campus as doing so provides encouragement and support for those in the 6th and 7th grades to pursue higher education.</p> <p>Continue research efforts to better capture and report faculty, staff and student service efforts</p>
Achievements	<p>In spite of Covid, considerable service engagement took place as follows:</p> <ol style="list-style-type: none"> 1. Nineteen graduates (with three more expected this summer) earned Graduation with Leadership Distinction and campuses actively participated in USC Connect with University-based grants to support faculty service as student mentors. 2. Campuses involved in significant community service involving faculty, staff and students. Noted for this year: Lancaster - NA Studies internships with Gov School, Chemistry Club Catawba Riversweep, partnership with ARRAS Foundation to offer summer internships; Salk partnership in Allendale broadband project, 15 Leadership Salkehatchie grads, upcoming summer Aviation Camp for seventh/eighth graders; Sumter earned Military Friendly distinction, SGA: Look Out, Reach Out mental health awareness, Operation Christmas Child projects, hosted virtual MLK Jr. Dream Walk, Men and women golf teams qualified for NJCAA National Tournament, Student Veteran Organization sponsored Memorial Day Program, hosted sports clinics for high school athletes ,

Goals - Real Time

	<p>hosted Sumter Farmer’s Market, World Book Day for Grader-schoolers, eSports participation on Adopt-A-Child program, content provider for Ross McKenzie Emerging Leaders Program for high school juniors; COVID - related: Salk nursing student assistance with Allendale County hospital vaccination efforts, Lancaster assistance with DHEC efforts in community</p> <ol style="list-style-type: none"> 3. Each campus has established or is established a food pantry to serve food-insecure students. 4. Palmetto College Campuses traditionally hosts the USC University of Possibilities outreach initiative for 6th and 7th grade students from their regions, but this initiative was suspended doing so because of Covid. This will resume next year. 5. One hundred thirty Bachelor of Liberal Studies/Bachelor of Organizational Leadership students participated in either the PALM 494 internship course in which community needs were ascertained and addressed or the PALM 495 Service Learning course. 6. Faculty engaged in 52 student mentoring activities (associated with ASPIRE, Magellan, RISE grants or USC Connect) and 1012 service activities (campus/unit, greater University, and community)
Resources Utilized	<p>Funding, staff for requested activities</p> <p>Faculty, staff and student time for service activity</p>
Goal Continuation	
Goal Upcoming Plans	Ongoing
Resources Needed	<p>Funding, staff for requested activities</p> <p>Faculty, staff and student time for service activity</p>
Goal Notes	

Goals - Real Time

Goal 4 - Faculty

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
Linkage to University Goal	<ul style="list-style-type: none"> • Assemble and cultivate a world-class faculty and staff. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Continue to support the campuses' faculty by providing growth and development opportunities</p> <p>Continue to pursue a national pool of applicants for faculty positions.</p> <p>Continue with third year of five year salary enhancement (pending financial resource availability) as described in the Palmetto College Salary Study Steering Committee Report</p> <p>Encourage and support faculty teaching, scholarship and service</p>
Achievements	
Resources Utilized	Faculty, staff time
Goal Continuation	
Goal Upcoming Plans	Ongoing
Resources Needed	In addition to staff time for conducting searches, funding is needed to assure an exceptionally qualified pool of applicants is assembled.
Goal Notes	<ol style="list-style-type: none"> 1. Pending BOT approval, anticipate four successful Tenure and/or Promotion applications. Four faculty hired in tenure-track positions as a result of national searches, eight instructors hired. 2. Extensive faculty activity: 108 publications, 66 grants ,146 presentations/exhibits, 98 creative activities, 17 awards 218 other scholarly activities. 3. Substantial faculty support by PC central administration: T & P Workshop (including Third Year Review), sponsor Teaching, Service and Research awards (including \$2500 stipend), conduct break-out session for new PC Faculty at the University's New Faculty Orientation, sponsor Alpha Sigma Lambda (Adult Honor) Society 4. Four faculty received RISE grants , 5 received Magellan grants, 2 received Aspire grants. 5. One faculty member inducted in Alpha Sigma Lambda. 6. PC Campuses Faculty Salary Study implementation resulted in

Goals - Real Time

	salary equity adjustments for 91 faculty and staff.
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Goals - Real Time

Goal 5 - Student Success

Goal Statement	Increase student success rate at the regional Palmetto College Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.
Alignment with Mission, Vision, and Values	The University mission statement states that it "... provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success..." Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable. As a result, we feel degrees awarded is the best measure for evaluating the online programs
Achievements	<p>The Success Rate for Palmetto College Campus students remained steady at 71.3 % (2014 cohort), as compared to 71.5% (2015 cohort).</p> <p>Associate degrees remained essentially the same (503 previous year to 502 to date this year) but we expect an overall increase based on summer enrollment of those who have applied fro graduation.</p> <p>Online degrees awarded increased from 395 to 399 (to date) over last year, a 1.01% increase.</p>
Resources Utilized	Staff time
Goal Continuation	Ongoing
Goal Upcoming Plans	This is a continuous effort

Goals - Real Time

Resources Needed	Staff time
Goal Notes	

Goals - Real Time

Goal 6 - Planning

Goal Statement	Palmetto College, which is accredited as part of USC Columbia, strives to adapt goals developed by the flagship campus to best meet the needs of our service areas constituents
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	All the entities of Palmetto College fully embrace the University System Mission Statement. Further, we look to the past for reinforcement of its emphasis on serving the state
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Begin aligning and adapting the Path to Excellence Plan to Palmetto College</p> <p>Manage Covid</p>
Achievements	<ol style="list-style-type: none"> 1. Beginning in Spring semester 2020, Covid management was largely devoted to successfully reacting, planning, and strategizing responses to the Covid-19 pandemic. Working with the President and Columbia campus subject matter experts, each campus, under the guidance of PC Central instituted mitigation plans that included pivoting to online instruction, campus testing and vaccinations efforts, and dashboard tracking. 1. Palmetto College and its units and campuses actively and extensively engaged in the SACSCOC Reaffirmation effort, resulting in a successful virtual visit to which the On-Site Team lauded our efforts, recommended considerable participation in the new QEP (Experience by Design) and had no recommendations associated with the campuses. 2. The Palmetto College Chancellor and Deans participated actively

Goals - Real Time

	in President Caslen's strategic planning process beginning in November 2019 and culminating with approval of the new strategic plan by the Board of Trustees on June 19, 2020. Work on a PC version of the plan commenced but has been paused due to the ambiguities created by the initial rollout of Carolina Online as well as the President's resignation.
Resources Utilized	Staff time
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Staff resources, central direction
Goal Notes	

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - Enrollments

Goal Statement	Continue to enhance enrollments at all Palmetto College Campuses and in Palmetto College Online programs
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	Palmetto College directly addresses the University's mission statement in regard to the "... education of the state's diverse citizens..." through its four campuses, its online degree completion programs that utilize and link all USC campuses, and its programs and courses for military and dependents at Ft. Jackson
Status	Progressing as expected (multi-year goal)
Action Plan	Continue to increase enrollments in all programs associated with Palmetto College: dual enrollment students, PC Campuses degree-seeking students, and online degree completion programs (including BOL and BLS)
Achievements	To be reported 22-23 Blueprint
Resources Utilized	Staff, current funding
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Staff, continued funding from Palmetto College legislative appropriation
Goal Notes	The current rollout of Carolina Online, in combination with the turnover in the President and Provost Offices introduces a degree of uncertainty to our Planning efforts for 21-22. We will continue to advance the goals of Palmetto College within whatever organizational structure is ultimately established

Goals - Looking Ahead

Goal 2 - Faculty

Goal Statement	Continue to attract, develop, reward and retain faculty who embrace alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full implementation of Palmetto College
Linkage to University Goal	<ul style="list-style-type: none"> • Assemble and cultivate a world-class faculty and staff. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	Palmetto College embraces both the primary (classroom/laboratory) and secondary (distance education) methods of instruction stated in the University mission statement.
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Continue to support the campuses' faculty by providing growth and development opportunities Continue to pursue a national pool of applicants for faculty positions.</p> <p>Continue with fourth year of five year salary enhancement (pending financial resource availability) as described in the Palmetto College Salary Study Steering Committee Report Encourage and support faculty teaching, scholarship and service</p>
Achievements	To be reported in 22-23 Blueprint
Resources Utilized	Funding
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Funding
Goal Notes	

Goals - Looking Ahead

Goal 3 - Service

Goal Statement	Encourage faculty, staff and students to engage in service and to demonstrate how such service relates to their discipline or course of study in enhancing the relationship between University and community
Linkage to University Goal	<ul style="list-style-type: none"> • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	This goal addresses the component of the University's stated mission to provide "... all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation.
Status	Progressing as expected (multi-year goal)
Action Plan	Support service efforts by faculty staff and students University of Possibilities: Grow this program to include additional middle schools within the service areas of each campus as doing so provides encouragement and support for those in the 6th and 7th grades to pursue higher education. Continue research efforts to better capture and report faculty, staff and student service efforts
Achievements	To be reported in 22-23 Blueprint
Resources Utilized	Faculty, staff and student
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Faculty, staff and student time
Goal Notes	The current rollout of Carolina Online, in combination with the turnover in the President and Provost Offices introduces a degree of uncertainty to our Planning efforts for 21-22. We will continue to advance the goals of Palmetto College within whatever organizational structure is ultimately established

Goals - Looking Ahead

Goal 4 - Student Success

Goal Statement	Increase student success rate at the regional Palmetto College Campuses. Assess retention and graduation measures of PC Online Students. Success Rate is defined by the SC CHE as students transferring, remaining enrolled, or graduating. We believe this is superior metric of our efforts at the regional Palmetto Campuses than solely focusing on retention from one year to the next.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.
Alignment with Mission, Vision, and Values	The University mission statement states that it "... provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success..." Knowing that many of our students are first generation or "stop out" returnees, providing them with the support in and out of the classroom to be successful and continue their educational pursuits constitutes a significant component of our mission to the University.
Status	Progressing as expected (multi-year goal)
Action Plan	This goal is one based on continuous improvement, as well as a focus on relevant measures to consider. Specifically, in addition to retention and graduation, Success Rate at the Palmetto College Campuses is, we believe, the most important measure to consider as it allows for consideration of the "pathway" goals students desire such as transfer prior to taking an associate degree. In regard to the online programs, cohort measurement is problematic as all students in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/full-time cohort model non-applicable. As a result, we feel degrees awarded is the best measure for evaluating the online programs
Achievements	To be re4ported in 22-23 Blueprint
Resources Utilized	Staff
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Staff, funding
Goal Notes	The current rollout of Carolina Online, in combination with the turnover in the President and Provost Offices introduces a degree of uncertainly to our Planning efforts for 21-22, especailly in regard to our online population. We will continue to advance the goals of Palmetto College within whatever organizational structure is ultimately established

Goals - Looking Ahead

Goal 5 - Organizational/Financial

Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility
Linkage to University Goal	
Alignment with Mission, Vision, and Values	Overall charge to all operations and campuses of Palmetto College to operate efficiently and effectively, with target outcomes of balanced budgets and reserve operating revenue
Status	Progressing as expected (multi-year goal)
Action Plan	Enhance revenue through increased enrollment, efficient operations of all units through continuous assessment of staffing needs and performance, tuition revenue, Palmetto College funding distribution, and organizational structure. Additionally, incorporate the previous free-standing Planning goal within this goal in order to assure integrated coordination of all efforts directed at efficient, productive operation of Palmetto Collège and the PC Campuses
Achievements	To be addressed in 22-23 Blueprint
Resources Utilized	Staff, funding
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Continuation of funding through legislative appropriation and budget model
Goal Notes	The current rollout of Carolina Online, in combination with the turnover in the President and Provost Offices introduces a degree of uncertainty to our Planning efforts for 21-22. We will continue to advance the goals of Palmetto College within whatever organizational structure is ultimately established

Goals - Looking Ahead

Goal 6 - Planning

Goal Statement	Palmetto College, which is accredited as part of USC Columbia, strives to adapt goals developed by the flagship campus to best meet the needs of our service areas constituents
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	Planning across all areas, functions, and constituencies is critical to connect us to our Values Statement in which we state: "All the entities of Palmetto College fully embrace the University System Mission Statement."
Status	Progressing as expected (multi-year goal)
Action Plan	Engage in planning efforts to be best tack to the metrics format of the Path to Excellence Plan (if continued), the State Accountability Report and SACS - recommended format.
Achievements	To be reported in the 22-23 Blueprint
Resources Utilized	Staff
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	Staff time
Goal Notes	The current rollout of Carolina Online, in combination with the turnover in the President and Provost Offices introduces a degree of uncertainly to our Planning efforts for 21-22. We will continue to advance the goals of Palmetto College within whatever organizational structure is ultimately established

Academic Programs

Program Rankings

Academic programs that were nationally ranked or received external recognition during the Academic Year.

As noted in the Executive Summary Introduction section, this report addresses the Palmetto College efforts associated with delivery of undergraduate online programs. See campus reports by assessing links in the Executive Summary Highlights section.

Palmetto College and its fellow system campus colleagues were ranked by various entities as noted below during the 2019-2020 academic year, including:

By Best Schools.org: (national):USC Columiba, rated #1 in Top Online Colleges in South Carolina, 2021

By Niche.com: (Community college Rankings), USC Lancaster, #1, USC Sumter, #2, USC Union #3, USC Salkehatchie, #5

See Appendix 1 for additional Quantitative Measures concerning the online programs

Instructional Modalities

Innovations and changes to Instructional Modalities in unit's programmatic and course offerings that were implemented during the Academic Year.

No changes for this year specifically, but the asynchronous delivery of undergraduate coursework in the online programs represents the most comprehensive collection of alternative undergraduate coursework in the University.

Program Launches

Academic Programs that were newly launched during the Academic Year; those that received required approvals but which had not yet enrolled students are not included.

In Fall '20 we added the following: BA - Communication (Aiken), BS - Psychology (Aiken), BS - Applied Computer Science, Cybersecurity (Aiken), BA - Psychology (Beaufort), and BA - Sociology (Beaufort)

New Nursing Program additions/alterations: BSN partnership with USC Aiken launched at Sumter and Union, Salkehatchie program now aligned with USC Beaufort.

Program Terminations

Academic Programs that were newly terminated or discontinued during the Academic Year.

None

Academic Programs

Supplemental Info - Academic Programs

Any additional information on Academic Programs appears as 'Appendix 1. Academic Programs' (bottom).

Academic Initiatives

Experiential Learning For Undergraduates

Initiatives, improvements, challenges, and progress with Experiential Learning at the Undergraduate level.

Palmetto College is an active supporter of USC Connect, the University's current QEP and during this academic year, 19 Palmetto College Campuses students have applied for Graduation with Leadership Distinction (GLD).

Individual campus activity will be reported in campus reports.

In addition to the Internship requirement of USC Palmetto College Columbia's BLS and BOL programs, a Service Learning/Community Service option is available

Experiential Learning For Graduate Students

Initiatives, improvements, challenges, and progress with Experiential Learning at the Graduate or Professional level.

NA

Affordability

Assessment of affordability and efforts to address affordability.

Palmetto College Online degree tuition is \$5199 per semester which is the second lowest tuition (along with Aiken - to which PC Online tuition is aligned - among the Columbia (\$6108) and senior campuses (Beaufort - \$5172, Upstate - \$5604). PC Central continues to work with University officials to maintain this lower cost. It should be noted that a lower tuition is but one factor in assuring affordability as students enrolled in our programs remain in their respective locales, therefore achieving the efficiencies of not having to "uproot" to pursue a baccalaureate degree

Reputation Enhancement

Contributions and achievements that enhance the reputation of UofSC Columbia regionally and nationally.

See Program Rankings section above for recognitions acknowledging Palmetto College's goal of providing "the quality of USC online."

Challenges

Challenges and resource needs anticipated for the current and upcoming Academic Years, not noted elsewhere in this report and/or those which merit additional attention.

The current rollout of Carolina Online, in combination with the turnover in the President and Provost Offices introduces a degree of uncertainty to Palmetto College in its present form. We will continue to advance the goals of Palmetto College within whatever organizational structure is ultimately established

Faculty Population

Faculty Employment by Track and Title

The following data was provided by UofSC's Office of Institutional Research, Assessment, and Analytics.

Table 1. Faculty Employment by Track and Title.

	Fall 2020	Fall 2019	Fall 2018
Tenure-track Faculty	83	83	80
Professor, with tenure	27	23	24
Associate Professor, with tenure	27	26	27
Assistant Professor	29	34	29
Librarian, with tenure	0	0	0
Research Faculty	0	0	0
Research Professor	0	0	0
Research Associate Professor	0	0	0
Research Assistant Professor	0	0	0
Clinical/instructional Faculty	45	43	42
Clinical Professor	0	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor	45	43	42
Lecturer	0	0	0
Visiting	0	0	0
Adjunct Faculty	150	155	135

Faculty Population

Faculty Diversity by Gender and Race/Ethnicity

Note: UofSC follows US Department of Education IPEDS/ National Center for Education Statistics guidance for collecting and reporting race and ethnicity. See this link: https://nces.ed.gov/ipeds/Section/collecting_re

Table 2. Faculty Diversity by Gender and Race/Ethnicity.

	Fall 2020	Fall 2019	Fall 2018
Gender	129	126	122
Male	67	66	69
Female	62	60	53
Race/Ethnicity	129	126	122
American Indian/Alaska Native	1	1	1
Asian	7	7	6
Black or African American	10	15	11
Hispanic or Latino	3	3	8
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	5	4	2
Two or More Races	1	0	2
Unknown Race/Ethnicity	1	0	0
White	101	96	92

Illustrations 1 and 2 (below) portray this data visually.

Faculty Population

Illustration 1. Faculty Diversity by Gender

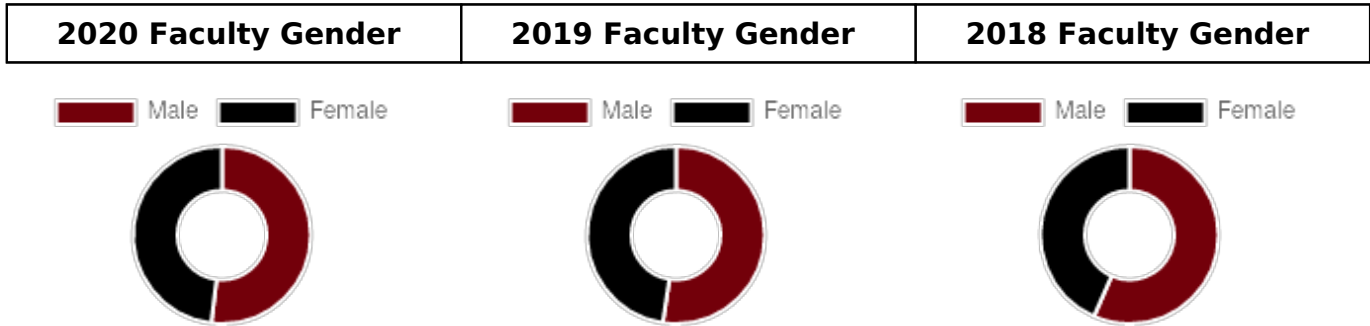
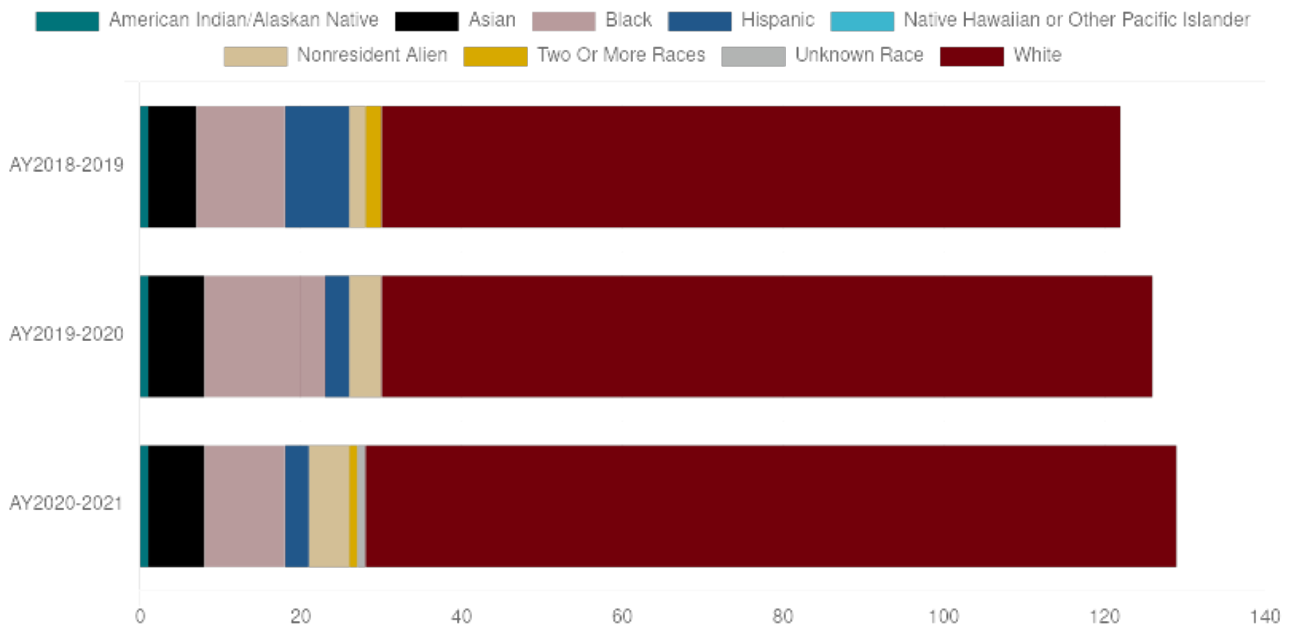


Illustration 2. Faculty Diversity by Race & Ethnicity



Faculty Information

Research and Scholarly Activity

Please refer to Appendix 3, which provides detailed information from the Office of the Vice President for Research, department of Information Technology and Data Management, including:

- 1) The total number and amount of externally sponsored research proposal submissions by funding source for the appropriate Fiscal Year.*
- 2) Summary of externally sponsored research awards by funding source for the appropriate Fiscal Year. Total extramural funding processed through Sponsored Awards Management (SAM) in the Fiscal Year, and federal extramural funding processed through SAM in the Fiscal Year. (Available at: <http://sam.research.sc.edu/awards.html>) Amount of sponsored research funding per faculty member for the appropriate fiscal year (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).*
- 3) Number of patents, disclosures, and licensing agreements for three most recent Fiscal Years.*

1. Extensive faculty activity: 108 publications, 66 grants ,146 presentations/exhibits, 98 creative activities, 17 awards, 218 other scholarly activities.
2. Four faculty received RISE grants , 5 received Magellan grants, 2 received Aspire grants.
3. Pending BOT approval, anticipate four successful Tenure and/or Promotion applications. Four faculty hired in tenure-track positions as a result of national searches, eight instructors hired .

Faculty Development

Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes.

During 2019-2020, the following faculty development opportunities were sponsored or supported by Palmetto College:

Palmetto College Campuses Tenure and Promotion Workshop (including third -year review): Reviewing administrators and previously successful tenure and promotion candidates presented information on the process of developing a substantial tenure and promotion file.

Tenure and Promotion New Candidate Workshop: Video training was offered on the electronic procedures of the Palmetto College Tenure and Promotion submission site.

Blackboard training: Training on Blackboard is offered to PC Campuses faculty for beginners and advanced users.

The Center for Teaching Excellence provide training workshops. Palmetto College faculty are informed of and encouraged to utilize USC's Center for Teaching Excellence for many on-campus (with distance connectivity) workshops as well as online courses for faculty.

Faculty Information

Other Activity

Will be addressed in campus and Extended University reports

Teaching

Faculty to Student Ratio

The following data was provided by UofSC's Office of Institutional Research, Assessment, and Analytics.

The formula used to compute the ratio uses data from Faculty Population by Track and Title and Student Enrollment by Time Basis, as follows:

$$\frac{\text{(Total Full-time Students + 1/3 Part-time Students)}}{\text{((Total Tenure-track Faculty + Total Research Faculty + Total Clinical/Instructional Faculty) + (1/3 Adjunct Faculty))}}$$

Analysis of Ratio

Analysis of the ratio, agreement with the data, and plans for the future to impact this ratio. Palmetto College Campuses: See campus reports for individual campus ratios. At a 15 to 1 aggregate average across the campuses, we are very comfortable with this ratio as we feel it represents the appropriate "mix" of small class size and prudent fiscal management of instructional resources.

Online programs: Because the Palmetto College Online Programs reside at the senior campuses, a traditional student/faculty ratio is not calculated. However, we do monitor the average class size for all Palmetto College online course offerings. The average class size for fall 2020 of the current academic year (2020-2021) is approximately 9/1

We are please with both averages for the same reason provided above in regards to the aggregate campuses ratio

See Academic Programs Supplemental information.

Table 4. Faculty-to-Student Ratio.

	Fall 2020	Fall 2019	Fall 2018
Analysis of Ratio			01:17.8

Student Recruiting and Retention

Student Recruitment

Efforts, including specific actions, to recruit students into College/School programs.

Palmetto College marketing and communications continues to yield a positive ROI. The advertising campaign has grown from general brand awareness to include more targeted advertising through individual programs and degree “clusters.” The clusters divide online degree completion programs into five categories: business, data management, education, healthcare and public sector. Individual programs are marketed bearing the native four-year institution’s brand marks and visual identity. Current media buy inventory includes television, radio, search, re-targeting, social media and sponsorships. A complete update may be found at the following link:

https://www.sc.edu/about/system_and_campuses/palmetto_college/internal/documents/blueprint/marketing_updates.pdf

Palmetto College's central enrollment management office has four Regional Admissions Representative positions to recruit prospective students to the online bachelor’s degree completion programs. Although two of the four positions are currently vacant, these roles support enrollment through off-site recruitment activities—primarily targeting students from the state’s technical college system. Additionally, the central office provides coordinated support to four Regional Admissions Representatives who are located on each of the four regional campuses. The recruitment team is led by the Assistant Dean for Enrollment Management, and services all counties of South Carolina to provide a presence and focus toward providing educational opportunities to the constituents of the state. Collaboration between the enrollment management team, marketing, and central Palmetto College is focused on creating a combination of brand awareness and target marketing specific to the 19 online degree completion programs. The central enrollment management office coordinates statewide recruitment activities, including education fairs, SC Technical College campus visits and events, military-affiliated events, and other opportunities to promote the quality of a University of South Carolina degree online. The social media presence, along with a public recruitment calendar, have been used to deliver announcements, events and reminders for application deadlines. This year, traditional on-ground recruitment activities were limited due to the pandemic restrictions, much of the recruitment and enrollment-focused activities moved to virtual channels such as Zoom and Blackboard Collaborate for ease access to prospective and current students. The use of the Salesforce/TargetX Customer Relationship Management (CRM) system continues to provide a centralized system for recruitment and application processes for the four two-year regional campuses, as well as enrollment services for prospective online students interested in a bachelor’s degree completion program offered by one of the four senior campuses. Recruitment and marketing activities such as email campaigns, prospective student communication plans, and focused events are created and designed to improve efficiency and grow enrollment through output and data collection. The CRM is also used to review records being transferred to the system, identifying potential gaps in transition services, advising, or procedural issues when students move among the eight system campuses. It also assists in student success initiatives related to advising, retention, and graduation.

Efforts directed at attracting and providing services to the military population were moved to the President's Office during the 19/20 academic year.

Student Recruiting and Retention

Student Retention

Efforts at retaining current students in College/School programs.

Actions: Palmetto College coordinated an all-campus budget request directed to the more formal establishment and/or enhancement of student success efforts on each campus. These efforts will be addressed in campus reports. PC Central has maintained funding of a vendor-resolution online tutoring service (Brainfuse), with this service being made available to students enrolled in all PC Online programs as well as all students enrolled at the four PC Campuses.

The Palmetto College Admissions Office is utilizing the CRM to review records being transferred to the system, identifying potential gaps in transition services, advising, or procedural issues when students move among the eight system campuses. It also assists in identifying patterns of opportunities for increased student success initiatives and potential services that could retain students through graduation based on their previous experience or exposure to information and technology.

Evaluation of efforts:

Online programs: Retention efforts are the responsibility of the degree-granting campus or college/school. That said, an important measure of success as we approach eight years since the establishment of Palmetto College is the over-2,200 degrees awarded. It is also worth noting that in the fall, 59.7% of students enrolled in online degree completion programs were attending full time (Source: PC internal data). See Academic Programs Supplemental Information for more details.

Palmetto College Campuses:

Retention: Specific campus rate will be addressed in campus reports.

Success Rate: While the reported Retention and Graduation Rates constitute important measures for this campus, said measures do not capture an important role of the campus as a “pathway” (as opposed to end point) for students to attain their educational goals. The campus’ Success Rate, instituted as a performance measure for the state’s primarily two-year institutions by the Commission on Higher Education (CHE) starting in 1996, captures how students utilize the local institution for coursework leading to associate and/or baccalaureate degrees. Specifically, the Success Rate measure consists of three sub-measures leading to an overall rate: graduation with the campus’ associate degree, continued enrollment at the institution, and transfer from the institution. For the latest cohort (2016 entering FT/FT students, captured three years after entering, i.e., “150% of time) the aggregate average for the campuses was 71.3%. This is a significant increase over the 2014 cohort rate (58%).

Student Enrollment & Outcomes

The following data was provided by UofSC's Office of Institutional Research, Assessment, and Analytics.

Note: Student enrollment and outcomes data are calculated by headcount on the basis of primary program of student only.

Student Enrollment by Level & Classification

Table 5. Student Enrollment by Level & Classification.

	Fall 2020	Fall 2019	Fall 2018
Undergraduate Enrollment			
Freshman	1307	1450	1525
Sophomore	602	676	702
Junior	167	175	195
Senior	76	62	104
Dual/Non-Degree	2994	2754	2127
Sub Total	5146	5117	4653
Graduate Enrollment			
Masters	0	0	0
Doctoral	0	0	0
Graduate Certificate	0	0	0
Sub Total	0	0	0
Professional Enrollment			
Medicine	0	0	0
Law	0	0	0
PharmD	0	0	0
Sub Total	0	0	0
Total Enrollment (All Levels)	5146	5117	4653

Student Enrollment & Outcomes

Illustration 3. Undergraduate Student Enrollment by Classification

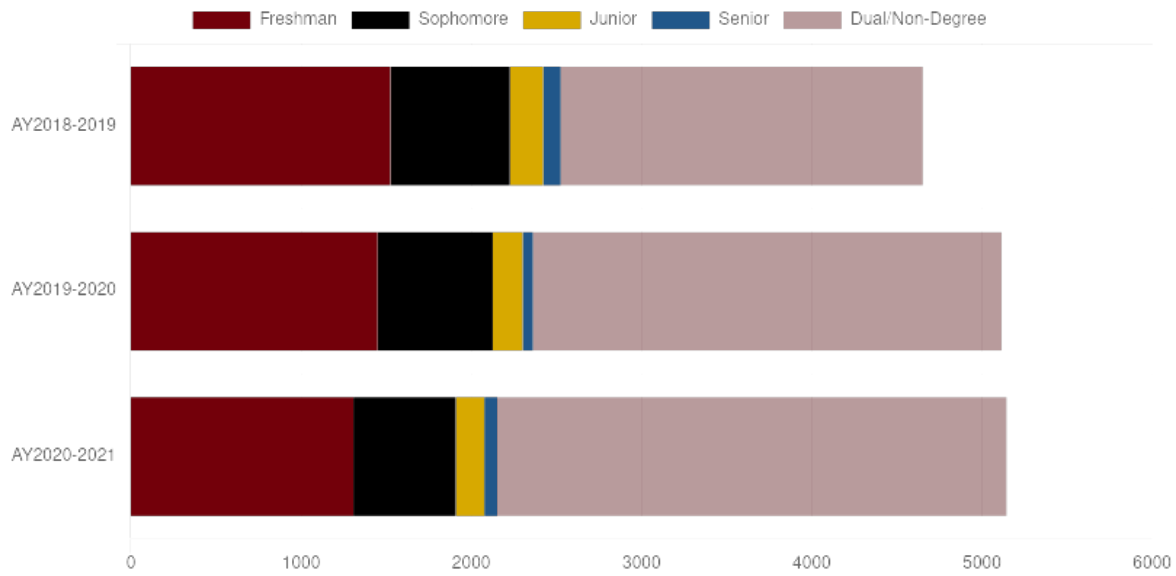


Illustration 4. Graduate/Professional Student Enrollment by Classification

Student Enrollment & Outcomes

Illustration 5. Total Student Enrollment by Classification (All Levels)

Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status

	Fall 2020	Fall 2019	Fall 2018
Undergraduate	0	5117	4653
Full-Time	0	2064	2168
Part-Time	0	3053	2485
Graduate/Professional	5146	0	0
Full-Time	1966	0	0
Part-Time	3180	0	0
Total - All Levels	5146	5117	4653
Full-Time	1966	2064	2168
Part-Time	3180	3053	2485

Student Enrollment & Outcomes

Student Diversity by Gender

Table 7. Student Enrollment by Gender.

	Fall 2020	Fall 2019	Fall 2018
Undergraduate	5146	5117	4653
Female	3069	2902	2795
Male	2077	2215	1858
Graduate/Professional	0	0	0
Female	0	0	0
Male	0	0	0

Illustration 6. Undergraduate Student Diversity by Gender

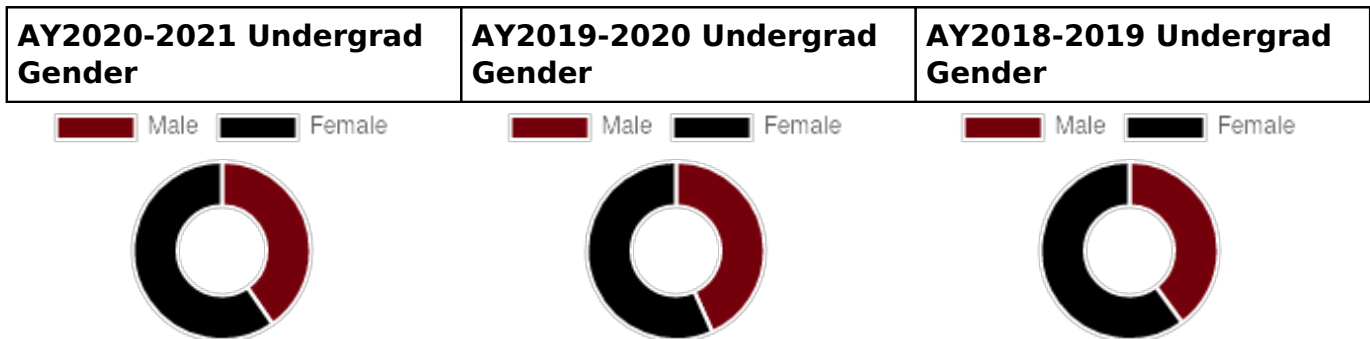


Illustration 7. Graduate/Professional Student Diversity by Gender

AY2020-2021 Graduate Gender	AY2019-2020 Graduate Gender	AY2018-2019 Graduate Gender

Student Enrollment & Outcomes

Student Diversity by Race/Ethnicity

Table 8. Student Enrollment by Race/Ethnicity

	Fall 2020	Fall 2019	Fall 2018
Undergraduate	5146	5117	4653
American Indian/Alaska Native	19	18	17
Asian	124	79	63
Black or African	1027	953	1053
Hispanic or Latino	285	248	217
Native Hawaiian or Other Pacific Islander	9	2	6
Nonresident Alien	33	49	51
Two or More Races	165	178	189
Unknown Race/Ethnicity	235	748	174
White	3249	2842	2883
Graduate/Professional	0	0	0
American Indian/Alaska Native	0	0	0
Asian	0	0	0
Black or African	0	0	0
Hispanic or Latino	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	0	0	0
Two or More Races	0	0	0
Unknown Race/Ethnicity	0	0	0
White	0	0	0

Student Enrollment & Outcomes

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity

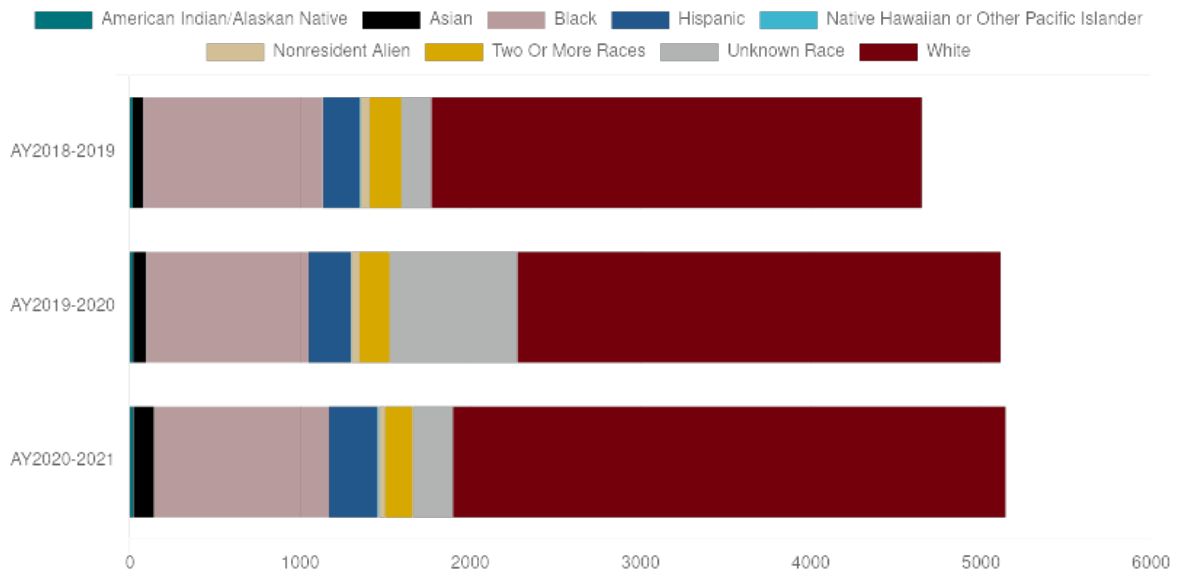


Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity

Student Enrollment & Outcomes

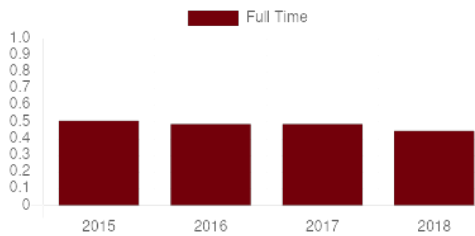
Undergraduate Retention

Table 9. Undergraduate Retention Rates for First-time Full-time Student Cohorts

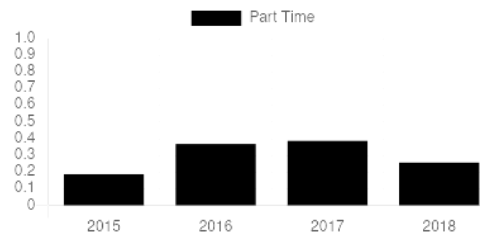
	First Year	Second Year
Fall 2018 Cohort	45%	26%
Fall 2017 Cohort	49%	39%
Fall 2016 Cohort	49%	37%

Illustration 10. Undergraduate Retention, First and Second Year

F.T. First Year



P.T. First Year



Student Completions

Graduation Rate - Undergraduate

Table 10. Graduation Rates data for 3 Year Grad and Transfer Out Rate.

	Fall 2016	Fall 2015	Fall 2014
3 Year Grad Rate	25%	22%	20%
Transfer Out Rate	44%	35%	30%

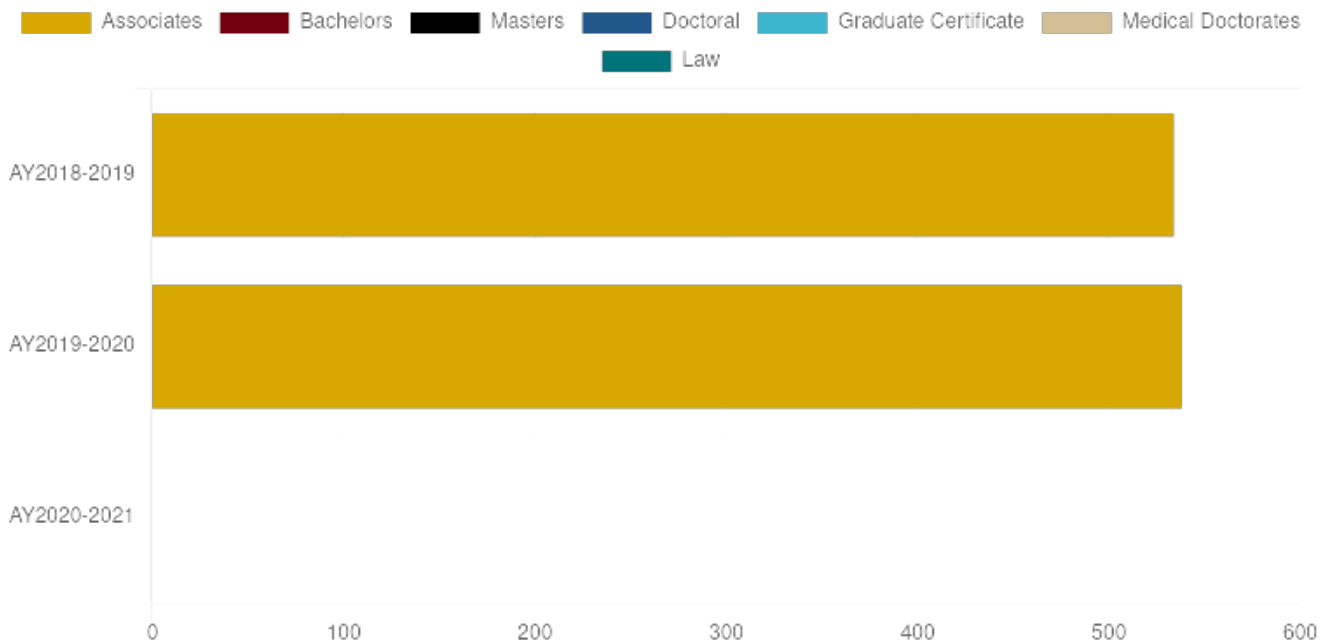
Student Enrollment & Outcomes

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	Fall 2020	Fall 2019	Fall 2018
Associates Degree		538	534
Bachelors		0	0
Masters		0	0
Doctoral		0	0
Medical		0	0
Law		0	0
Pharmacy Doctorate		0	0
Graduate Certificate			

Illustration 11. Degrees Awarded by Level



Faculty Awards Nominations

Faculty nominated for the following awards in the categories of Research, Service, Teaching, or Other.

Research Award Nominations

Recipient(s)	Award	Organization
Cai, Li	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Kunda, Andy	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Lowe, Steve	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Miller , Sarah	Denise R. Shaw Excellence in Scholarship Award	Palmetto Collge

Faculty Awards Nominations

Service Award Nominations

Recipient(s)	Award	Organization
Dangerfield , David	Chris P. Plyler Excellence in Service Award	Palmetto College
Easley, Elizabeth	Chris P. Plyler Excellence in Service Award	Palmetto College
Grob, Kristina	Chris P. Plyler Excellence in Service Award	Palmetto College
Sixta-Rinehart, Christine	Chris P. Plyler Excellence in Service Award	Palmetto College

Faculty Awards Nominations

Teaching Award Nominations

Recipient(s)	Award	Organization
Castigila , Jill	John J. Duffy Excellence in Teaching Award	Palmetto College
Elliott, Julia	John J. Duffy Excellence in Teaching Award	Palmetto College
Emswiler, Jennifer	John J. Duffy Excellence in Teaching Award	Palmetto College
Picariello, Damien	John J. Duffy Excellence in Teaching Award	Palmetto College

Faculty Other Awards Nominations

No Award Nominations have been entered for this section.

Faculty Awards Received

Faculty were recognized for their professional accomplishments in the categories of Research, Service, Teaching, or Other.

Research Awards

Recipient(s)	Award	Organization
Cai, Li	Denise R. Shaw Excellence in Scholarship Award	Palmetto College

Faculty Awards Received

Service Awards

Recipient(s)	Award	Organization
Sixta-Rinehart, Christine	Chris P. Plyler Excellence in Service Award	Palmetto College

Faculty Awards Received

Teaching Awards

Recipient(s)	Award	Organization
Ngwayne, Fidele	John J. Duffy Excellence in Teaching Award	Palmetto College

Faculty Awards Received

Faculty Other Awards Nominations

No Awards have been entered for this section.

Alumni Engagement & Fundraising

Alumni

Substantial activities, engagements, and initiatives with alumni, focusing on relationships and activities with alumni.

PC Central engages alumni in the promotion of the online degrees. An example during this academic year is participation in USC Day at the State House.

Development, Fundraising and Gifts

Substantial development initiatives and outcomes, including Fundraising and Gifts.

Palmetto College has developed numerous case statements to convey the strategic fund raising initiatives being pursued on behalf of its four regional campuses, Fort Jackson/Columbia program, Shaw AFB program and online degree completion program. Each initiative falls into one of four major fundraising categories including: funds for student support, such as scholarships; support for faculty needs, including travel expenses related to research; capital expenditures for new and renovated facilities and campus improvement/beautification; and targeted programmatic investment. To date, in 2020-21, we have received private support for a variety of Palmetto College funding initiatives. These donations include funding for new BSN nursing programs at USC Sumter and Union, the creation of student food pantries for students in need, support for several new endowed scholarships and a large donation for the renovation of the USC Sumter auditorium. We've also received support for "last dollar" scholarships intended to assist military personnel, veterans and reservists at Fort Jackson and Shaw AFB. Year to date over 100 individuals, corporations and foundations have been approached for investment in Palmetto College and our regional campuses. As the academic year draws to a close, we've received ~\$1.5 million in new donations and have delivered \$2.2M in new funding proposals. We have numerous active, unfunded proposals in our pipeline that will likely guide us into a productive 2021/22 academic year.

Community Engagement

Community Engagements and Community - Based Activities

Community engagement and community based research, scholarship, outreach, service or volunteerism conducted, including activities at the local, state, regional national and international levels.

Palmetto College has established a Board of Visitors consisting of community leaders representing the PC campuses service areas and PC Online. The existence of the BOV assures two-way communication between Palmetto College and its constituents. A meeting is held each semester.

The Chancellor maintains an active outreach schedule in promoting the availability of online degree completion programs to leaders statewide through invited presentations to civic, business and volunteer organizations.

Palmetto College engagement with Lexington county has been a major priority this year. The result has been the establishment of a Lexington Transfer Center to attract and recruit Lexington County residents to Online Degree Completion. In addition, we will be offering upper division courses at the site for Bachelor's of Organizational Leadership and Liberal Studies.

Strengthening the ties to our military communities has also been a priority and has resulted in the establishment of a Military Programs and Strategies Department within Palmetto College to target military active duty, veterans and other military related students to Online Degree Completion and fully online degrees. As noted previously, this unit has been moved directly under the President. Palmetto College maintains the AA/AS program at Ft. Jackson.

The expansion of Dual Enrollments opportunities yields substantial savings on higher education investment by students and parents throughout the state.

The engagement of 6th and 7th grade students from rural under-represented populations with the Palmetto College Campuses to introduce them to the college experience through campus visits will hopefully lead to increased eventual enrollment in higher education by participants.

Campus reports will address specific campus service area activity.

Community Perceptions

How unit assesses community perceptions of engagement, as well as impact of community engagement on students, faculty, community and the institution.

Community Engagement

Campus reports will address specific campus service area assessment.

In regards to PC Central, establishment of the Lexington Center and the military program at Ft. Jackson demonstrates our commitment and as well as the receptivity leaders in these communities embrace in looking to Palmetto College to serve adult learner needs. Further, the activities described in the Engagement section above enable Palmetto College and its campuses and units to carry the message of accessibly, affordable, and flexible higher education to the state's citizens, thereby enhancing the image of the University System.

Community perceptions are enhanced by community service and such activity during 20/21 was extensive as follows:

1. internships with Gov School, Chemistry Club Catawba Riversweep, partnership with ARRAS Foundation to offer summer internships; Salk partnership in Allendale broadband project, 15 Leadership Salkehatchie grads, upcoming summer Aviation Camp for seventh/eighth graders; Sumter earned Military Friendly distinction, SGA: Look Out, Reach Out mental health awareness, Operation Christmas Child projects, hosted virtual MLK Jr. Dream Walk, Men and women golf teams qualified for NJCAA National Tournament, Student Veteran Organization sponsored Memorial Day Program, hosted sports clinics for high school athletes, hosted Sumter Farmer's Market, World Book Day for Grader-schoolers, eSports participation on Adopt-A-Child program, content provider for Ross McKenzie Emerging Leaders Program for high school juniors; COVID – related: Salk nursing student assistance with Allendale County hospital vaccination efforts, Lancaster assistance with DHEC efforts in community
2. Each campus has established or is established a food pantry to serve food-insecure students.
3. Palmetto College Campuses traditionally host the USC University of Possibilities outreach initiative for 6th and 7th grade students from their regions, but this initiative was suspended doing so because of Covid. This will resume next year.
4. Received \$6 million GEER grant to establish free-to-use Apple labs at six PC locations.

Incentivizing Faculty Engagement

Policies and practices for incentivizing and recognizing community engagement in teaching and learning, research, and creative activity.

Will be addressed in campus reports. Also, the central Palmetto College office sponsors the Duffy, Plyer, and Shaw awards to recognize and reward teaching, scholarship, and service.

Collaborations

Internal Collaborations

Our most significant academic collaborations and multidisciplinary efforts characterized as internal to the University.

Palmetto College is, by definition, a collaborator with USC Columbia and the three senior institutions as these institutions offer the online degrees and coursework our students pursue.

External Collaborations

Our most significant academic collaborations and multidisciplinary efforts characterized as external to the University.

In addition to the aforementioned Lexington and Richland county efforts, Palmetto College works with the State Technical College System and its campuses (as well as Spartanburg Methodist) as well as the US military branches to assist with promoting our courses and degrees to prospective students

Equity and Diversity Plan

Improve Under-Represented Minority (URM) Student Enrollment

Palmetto College has a representative on the University's Council of Academic Diversity Officers (CADO) who ensures that the campuses are included in all relevant DEI plans and initiatives. He further works with PC deans and academic deans to coordinate local campus DEI activities and initiatives:

DEI activities, initiatives, and plans will be developed locally on each campus and will be collected, assembled, and reported in conjunction with the development of the President's overall strategic plan for the University.

	Student Recruitment	Faculty Recruitment	Student Groups & Activities	Campus Cultural Activities	Academic Courses & Programs
Lancaster	Justin Pearson jhpearso@mailbox.sc.edu 803-313-7070	Todd Lekan tlekan@mailbox.sc.edu 803-313-7107	Ryleigh Waiters rwaiters@mailbox.sc.edu 803-313-7066	Ryleigh Waiters rwaiters@mailbox.sc.edu 803-313-7066	Todd Lekan tlekan@mailbox.sc.edu 803-313-7107
Salkehatchie	Tony Jackson tonyjack@mailbox.sc.edu 803-712-7303	Bryan Love BryanLov@mailbox.sc.edu 803-812-7466	Haley Rowe hrowe@mailbox.sc.edu 843-782-8691	Haley Rowe hrowe@mailbox.sc.edu 843-782-8691	Bryan Love BryanLov@mailbox.sc.edu 803-812-7466
Sumter	Keith Britton kbritton@uscsumter.edu 803-753-4965	Eric Reisenauer ericro@uscsumter.edu 8039383749	Kris Weissmann WEISSMAK@uscsumter.edu (803) 938-3824	Eric Reisenauer ericro@uscsumter.edu 8039383749	Eric Reisenauer ericro@uscsumter.edu 8039383749
Union	Brad Greer greerm@mailbox.sc.edu 864-424-8039	Maggie Aziz and Susan Jett azizma@mailbox.sc.edu- 864-424-8046 jettsp@mailbox.sc.edu, 864-424-8027	Brad Greer and Anita Whitney greerm@mailbox.sc.edu 864-424-8039 apecko@mailbox.sc.edu 864-424-8018	Brad Greer and Anita Whitney greerm@mailbox.sc.edu 864-424-8039 apecko@mailbox.sc.edu 864-424-8018	Maggie Aziz azizma@mailbox.sc.edu- 864-424-8046
PC Columbia	Joe Mews mews@j@sc.edu 803-576-6003	Ron Cox roncox@mailbox.sc.edu 803-777-9425	Ron Cox roncox@mailbox.sc.edu 803-777-9425	Ron Cox roncox@mailbox.sc.edu 803-777-9425	Steve Lowe Slowe@mailbox.sc.edu 803-777-9446

Improve The Number Of Full-Time URM Faculty Across Academic Units

See above

Equity and Diversity Plan

Enhance Outcomes For URM Undergraduate and Graduate/Professional Students

See above

Improve Post-Graduate Outcomes For URM Undergraduate and Graduate/Professional Students

See above

Increase the engagement of students, faculty, staff, administrators in Equity and Inclusion

See above

Improve The Sense Of Inclusion Amongst All University Community Members

See above

Dashboard Metrics and Narrative

Metrics

Student Information Narrative

In spite of national trends for two-year institutions, as well as Covid, The PC Campuses have managed to achieve a slight growth during the 20/21 academic year (5117 to 5146) after considerable growth from 18/19 to 19/20 (4653 to 5117). Growth in dual enrollments has fueled much of this growth and the campuses continue to look for opportunities to expand dual offerings as doing so provides considerable cost effective college course attainment by service area constituents

Contribution (Per Student) Narrative

See above

Model Allocations (Per Student) Narrative

The PC Campuses have always operated with an eye toward efficiency and this continues as the University adopts a no/low tuition increase model

Faculty Information Narrative

Faculty employment has remains steady, with fluctuations occurring within the adjunct ranks based on course instruction demand. That said, the ratio of regular faculty to adjuncts is a healthy 70/30 percent for 20/21

Credit Hours Taught Narrative

College/School Financial Information Narrative

Covid management dominated our budget during the 20/21 academic year. As noted earlier, budget reconciliation is a bit unknown at this time as we do not know when Covid reimbursements will be posted

Student Outcomes Narrative

With the aforementioned Student Success Rate stabilizing at a robust 70 plus percent, we are both pleased and committed to maintaining this level. Further, the annual CHE Placement 301 report confirms to us that further education, not immediate attainment of employment with an associate's degree is the goal of our students. In regard to student debt management, the PC Central Financial Office directs the efforts of the campuses to control student debt.

HERD Research Expenditures Narrative

While teaching, not research, is the primary activity of the PC Campuses, Palmetto College secured over \$1.5 million in grants for 20/21

Other Information Narrative

Concluding Remarks

Quantitative Outcomes

Explain any surprises regarding data provided in the quantitative outcomes modules throughout this report.

While not surprising to us, we are extremely pleased at the overall enrollment growth of Palmetto College, overall and both at the campuses and online and with the approaching 2300 online program graduates produced

Cool Stuff

Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.

Appendix 1. Academic Programs

Palmetto College

Online Bachelor's Degree Completion Programs - Headcount by Major

Launch

Program	Fall 2013	Spring 2014	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017	Summer 2017	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Spring 2019	Summer 2019	Fall 2019	Spring 2020	Program Totals	
2017 Accounting - Aiken	-	-	-	-	-	-	-	-	-	-	-	-	43	51	22	56	52	15	66	74	379	
2013 Business Admin. Mgmt. - Aiken	28	40	34	78	88	52	118	122	59	146	158	60	135	140	73	144	137	62	150	147	1,971	
2013 Criminal Justice - Upstate	17	23	21	57	70	34	79	78	38	78	82	32	92	105	46	111	99	43	105	101	1,311	
2013 Elem Education - Columbia	12	11	8	33	25	3	46	40	9	56	47	8	43	37	3	34	35	10	45	41	546	
2019 Engineering Tech Mgmt - Upstate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37	41	78
2017 Health Informatics - Upstate	-	-	-	-	-	-	-	-	-	-	-	1	13	15	11	25	24	17	30	30	166	
2016 Hospitality Mgmt - Beaufort	-	-	-	-	-	-	-	-	-	1	5	4	12	18	6	20	24	16	28	27	161	
2013 Human Services - Beaufort	6	14	10	42	49	16	54	61	1	70	70	33	86	86	38	90	82	31	64	60	963	
2016 Info. Mgmt. & Systems - Upstate	-	-	-	-	-	-	-	-	-	5	9	12	33	39	23	52	57	31	59	54	374	
2016 Information Science - Columbia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2013 Liberal Studies - Columbia	184	186	90	216	205	47	218	216	49	210	191	67	193	181	88	186	184	75	166	155	3,107	
2013 Nursing RN to BSN - Upstate	137	150	140	139	138	127	112	123	116	108	157	168	168	172	156	173	163	128	171	152	2,898	
2013 Org. Leadership - Columbia	119	118	50	124	130	40	124	118	39	127	124	58	144	122	75	144	148	68	148	145	2,165	
2016 Public Health/Health Promotion - Beaufort	-	-	-	-	-	-	-	-	-	5	10	6	19	24	10	27	30	22	36	37	226	
2017 Special Education - Aiken	-	-	-	-	-	-	-	-	-	-	1	1	4	12	1	9	11	3	15	12	69	
Total	503	542	353	689	705	319	751	758	311	806	854	450	985	1,002	552	1,071	1,046	521	1,120	1,076	14,414	
Year-over-Year Variance				37.0%	30.1%	-9.6%	9.0%	7.5%	-2.5%	7.3%	12.7%	44.7%	22.2%	17.3%	22.7%	8.7%	4.4%	-5.6%	4.6%	2.9%		

USC Aiken				
Accounting	Fall	Spring	Summer	Graduates
17-18	43	51	22	-
18-19	56	52	15	-
19-20	66			2
Business Admin. Mgmt.				
	Fall	Spring	Summer	Graduates
13-14	28	40	34	-
14-15	78	88	52	11
15-16	118	122	59	24
16-17	146	158	60	33
17-18	135	140	73	34
18-19	144	137	62	36
19-20	150			17
Special Education				
	Fall	Spring	Summer	Graduates
16-17	-	1	1	-
17-18	4	12	1	-
18-19	9	11	3	11
19-20	15			-

USC Beaufort				
Public Health / Health Promotion	Fall	Spring	Summer	Graduates
16-17	5	10	6	-
17-18	19	24	10	8
18-19	27	30	22	4
19-20	36			4
Hospitality Mgmt				
	Fall	Spring	Summer	Graduates
16-17	1	5	4	-
17-18	12	18	6	1
18-19	20	24	16	4
19-20	28			4
Human Services				
	Fall	Spring	Summer	Graduates
13-14	6	14	10	-
14-15	42	49	16	1
15-16	54	61	1	8
16-17	70	70	33	4
17-18	86	86	38	22
18-19	90	82	31	33
19-20	64			6

USC Upstate				
Criminal Justice	Fall	Spring	Summer	Graduates
13-14	17	23	21	-
14-15	57	70	34	8
15-16	79	78	38	19
16-17	78	82	32	23
17-18	92	105	46	29
18-19	111	99	43	33
19-20	105			17
Health Informatics				
	Fall	Spring	Summer	Graduates
16-17	-		1	-
17-18	13	15	11	1
18-19	25	24	17	2
19-20	30			-
Info. Mgmt. & Systems				
	Fall	Spring	Summer	Graduates
16-17	5	9	12	-
17-18	33	39	23	1
18-19	52	57	31	9
19-20	59			6
Nursing - RN to BSN				
	Fall	Spring	Summer	Graduates
13-14	137	150	140	114
14-15	139	138	127	108
15-16	112	123	116	92
16-17	108	157	168	63
17-18	168	172	156	136
18-19	173	163	128	124
19-20	171			49
Engineering Tech Mgmt				
	19-20	Spring	Summer	Graduates
19-20	37			2

USC Columbia				
Elementary Education	Fall	Spring	Summer	Graduates
13-14	12	11	8	-
14-15	33	25	3	-
15-16	46	40	9	4
16-17	56	47	8	8
17-18	43	37	3	17
18-19	34	35	10	5
19-20	45			-
Liberal Studies				
Liberal Studies	Fall	Spring	Summer	Graduates
13-14	184	186	90	34
14-15	216	205	47	55
15-16	218	216	49	50
16-17	210	191	67	74
17-18	193	181	88	61
18-19	186	184	75	61
19-20	166			20
Organizational Leadership				
Organizational Leadership	Fall	Spring	Summer	Graduates
13-14	119	118	50	33
14-15	124	130	40	22
15-16	124	118	39	36
16-17	127	124	58	37
17-18	144	122	75	46
18-19	144	148	68	48
19-20	148			14

Campus	2013-14	2014-15	2015-16	2016-17	2017-18	Fall 2018	Spring 2019	Summer 2019	2018-19	Fall 2019	Spring 2020	Summer 2020	2019-20	Total
Lancaster	134	134	108	168	144	22	97	14	133	17			17	150
Salkehatchie	211	222	150	157	189	11	109	6	126	21			21	147
Sumter	92	103	120	112	145	22	86	47	259	22			38	297
Union	53	50	50	62	63	6	50	4	60	7			7	67
Grand Totals	490	509	428	499	541	61	342	71	474	67	-	-	67	3,008

Online courses for Degree completion									
Courses Taught Online	Fall	Spring	Summer	Total					
FY 2014	34	46	13	93					
FY 2015	63	54	22	139					
FY 2016	67	82	25	174					
FY 2017	102	112	45	259					
FY 2018	152	175	52	379					
FY 2019	146	163	41	350		-3.9%	-6.9%	-21.2%	-7.7%
FY 2020	181			181	*as of 10032019	24.0%			
Credit Hour Production	Fall	Spring	Summer						
FY 2014	2187	2522	466	5175					
FY 2015	4712	3190	765	8667					
FY 2016	4829	6535	737	12101					
FY 2017	7021	7874	2109	17004					
FY 2018	10600	12566	3056	26222					
FY 2019	12059	12492	2015	26566		13.8%	-0.6%	-34.1%	1.3%
FY 2020	11509			11509	*as of 10032019	-4.6%			
Seats filled	Fall	Spring	Summer						
FY 2014	746	873	156	1775					
FY 2015	1602	1083	255	2940					
FY 2016	1615	2186	242	4043					
FY 2017	2347	2605	734	5686					
FY 2018	3508	4126	1056	8690					
FY 2019	3992	4123	699	8814		13.8%	-0.1%	-33.8%	1.4%
FY 2020	3837			3837	*as of 10032019	-3.9%			
Data from OIRAA Freeze Course Data Records (except Fall 2013)	count of P sections only								
Fall 2013 from Tuition data									

Palmetto College

2+2 On-Site Bachelor's Degree Programs at Palmetto College Campuses

Program	Fall 2013	Spring 2014	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017	Summer 2017	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Spring 2019	Summer 2019	Fall 2019	Spring 2020	Summer 2020
Business - Aiken (Sumter)	38	32	0	32	21	0	25	22	9	36	31	11	26	28	8	19	17	7	15		
Education - Aiken (Salkehatchie)	12	10	0	10	10	0	6	10	0	9	10	0	12	9	0	5	9	2	16		
Education - Aiken (Sumter)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2		
Education - Upstate (Sumter)	44	21	0	21	21	0	24	22	3	29	32	11	26	19	3	13	6	1	5		
Nursing - Aiken (Sumter)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Nursing - Aiken (Union)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Nursing - Columbia (Lancaster)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	49		
Nursing - Columbia (Salkehatchie)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24		
Nursing - Columbia (Lancaster, Salkehatchie)	73	78	0	78	78	0	79	71	5	69	38	1	67	60	0	74	66				
Fort Jackson	5	19	0	19	19	0	19	10		15	12		16			10			7		
Total	172	160	0	160	149	0	153	135	17	158	123	23	147	116	11	121	98	10	118		

PC Overall Spring																					
	2014	2015	2016	2017	2018	2019	2020														
Overall	4222	4468	4786	4933	5200	5315	5714														
Online Enrollment	542	705	758	854	1002	1046	1076														
Campus Enrollment	3680	3763	4028	4079	4198	4269	4638														
PC Online																					
Program	Fall 2013	Spring 2014	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017	Summer 2017	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Spring 2019	Summer 2019	Fall 2019	Spring 2020	
Accounting - Aiken	-	-	-	-	-	-	-	-	-	-	0	0	43	51	22	56	52	15	66	74	
Business Admin. Mgmt. - Aiken	28	40	34	78	88	52	118	122	59	146	158	60	135	140	73	144	137	62	150	147	
Criminal Justice - Upstate	17	23	21	57	70	34	79	78	38	78	82	32	92	105	46	111	99	43	105	101	
Elem Education - Columbia	12	11	8	33	25	3	46	40	9	56	47	8	43	37	3	34	35	10	45	41	
Engineering Tech Mgmt - Upstate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37	41
Health Informatics - Upstate	-	-	-	-	-	-	-	-	-	-	0	1	13	15	11	25	24	17	30	30	
Hospitality Mgmt - Beaufort	-	-	-	-	-	-	-	-	1	5	4	12	18	6	20	24	16	28	27		
Human Services - Beaufort	6	14	10	42	49	16	54	61	1	70	70	33	86	86	38	90	82	31	64	60	
Info. Mgmt. & Systems - Upstate	-	-	-	-	-	-	-	-	5	9	12	33	39	23	52	57	31	59	54		
Information Science - Columbia	-	-	-	-	-	-	-	-	0	0	0	0	0	0	0	0	0	-		0	
Liberal Studies - Columbia	184	186	90	216	205	47	218	216	49	210	191	67	193	181	88	186	184	75	166	153	
Nursing RN to BSN - Upstate	137	150	140	139	138	127	112	123	116	108	157	168	168	172	156	173	163	128	171	152	
Org. Leadership - Columbia	119	118	50	124	130	40	124	118	39	127	124	58	144	122	75	144	148	68	148	142	
Public Health/Health Promotion - Beaufort	-	-	-	-	-	-	-	-	5	10	6	19	24	10	27	30	22	36	38		
Special Education - Aiken	-	-	-	-	-	-	-	-	-	-	1	1	4	12	1	9	11	3	15	12	
Total	503	542	353	689	705	319	751	758	311	806	854	450	985	1002	552	1071	1046	521	1120	1076	

USC LANCASTER - Headcount	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019
Traditional Students	1,051	965	1,042	939	913	871	808
Concurrent	760	773	680	906	997	652	816
Total Headcount	1,811	1,738	1,722	1,845	1,910	1,523	1,624
Change in Traditional		(86)	77	(103)	(26)	(68)	(105)
% Change		-8.18%	7.98%	-9.88%	-2.77%	-7.24%	-11.50%
Change in Total Headcount		(73)	(16)	123	65	(322)	(286)
% Change		-4.03%	-0.92%	7.14%	3.52%	-17.45%	-14.97%

USC LANCASTER - Headcount	SPRING 2014	SPRING 2015	SPRING 2016	SPRING 2017
Traditional Students	928	903	905	875
Concurrent	440	386	565	636
Total Headcount	1,368	1,289	1,470	1,511
Change in Traditional		(25)	2	(30)
% Change		-2.69%	0.22%	-3.31%
Change in Total Headcount		(79)	181	41
% Change		-5.77%	14.04%	2.79%

USC SALKEHATCHIE - Head Count	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019
Traditional Students	776	723	605	641	649	627	557
Concurrent	245	353	504	496	362	300	383
Total Headcount	1,021	1,076	1,109	1,137	1,011	927	940
Change in Traditional		(53)	(118)	36	8	(14)	(92)
% Change		-6.83%	-16.32%	5.95%	1.25%	-2.18%	-14.18%
Change in Total Headcount		55	33	28	(126)	(210)	(71)
% Change		5.39%	3.07%	2.52%	-11.08%	-18.47%	-7.02%

USC SALKEHATCHIE - Head Count	SPRING 2014	SPRING 2015	SPRING 2016	SPRING 2017
Traditional Students	746	658	530	575
Concurrent	112	194	358	353
Total Headcount	858	852	888	928
Change in Traditional		(88)	(128)	45
% Change		-11.80%	-19.45%	8.49%
Change in Total Headcount		(6)	36	40
% Change		-0.70%	4.23%	4.50%

USC SUMTER - Head Count	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019
Traditional Students	697	729	677	661	730	717	689
Concurrent	227	150	224	144	272	393	667
Total Headcount	924	879	901	805	1,002	1,110	1,356
Change in Traditional		32	(52)	(16)	69	56	(41)
% Change		4.59%	-7.13%	-2.36%	10.44%	8.47%	-5.62%
Change in Total Headcount		(45)	22	(96)	197	305	354
% Change		-4.87%	2.50%	-10.65%	24.47%	37.89%	35.33%

USC SUMTER - Head Count	SPRING 2014	SPRING 2015	SPRING 2016	SPRING 2017
Traditional Students	602	691	611	609
Concurrent	132	105	166	74
Total Headcount	734	796	777	683
Change in Traditional		89	(80)	(2)
% Change		14.78%	-11.58%	-0.33%
Change in Total Headcount		62	(19)	(94)
% Change		8.45%	-2.39%	-12.10%

USC UNION- Head Count	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019
Traditional Students	285	295	271	202	286	294	297
Concurrent	199	384	298	637	617	799	857
Total Headcount	484	679	569	839	903	1,093	1,154
Change in Traditional		10	(24)	(69)	84	92	11
% Change		3.51%	-8.14%	-25.46%	41.58%	45.54%	3.85%
Change in Total Headcount		195	(110)	270	64	254	251
% Change		40.29%	-16.20%	47.45%	7.63%	30.27%	27.80%

USC UNION- Head Count	SPRING 2014	SPRING 2015	SPRING 2016	SPRING 2017
Traditional Students	252	284	213	191
Concurrent	308	347	545	643
Total Headcount	560	631	758	834
Change in Traditional		32	(71)	(22)
% Change		12.70%	-25.00%	-10.33%
Change in Total Headcount		71	127	76
% Change		12.68%	20.13%	10.03%

Fall 2018

			Headcount				FTE			
			Fall 2017	Fall 2018	WY-WY	WY-WY	Fall 2017	Fall 2018	WY-WY	WY-WY
Campus Type	Campus	Level	26-Oct-17	25-Oct-18	Change +/-	Change %	26-Oct-17	25-Oct-18	Change +/-	Change %
Palmetto College Campuses	USC Lancaster	Undergraduate	1,910	1,523	-387	-20.26%	1,186	1,060	-126	-10.62%
	USC Salkehatchie	Undergraduate	1,011	927	-84	-8.31%	731	708	-23	-3.15%
	USC Sumter	Undergraduate	1,002	1,110	108	10.78%	733	783	50	6.82%
	USC Union	Undergraduate	903	1,093	190	21.04%	557	653	96	17.24%
Total			4,826	4,653	-173	-3.58%	3,207	3,204	-3	-0.09%

Spring 2018

			Headcount				FTE			
			Spring 2018	Spring 2019	WY-WY	WY-WY	Spring 2018	Spring 2019	WY-WY	WY-WY
Campus Type	Campus	Level	22-Mar-18	21-Mar-19	Change +/-	Change %	22-Mar-18	21-Mar-19	Change +/-	Change %
Palmetto College Campuses	USC Lancaster	Undergraduate	1,495	1,361	-134	-8.96%	974	919	-55	-5.65%
	USC Salkehatchie	Undergraduate	878	835	-43	-4.90%	631	596	-35	-5.55%
	USC Sumter	Undergraduate	815	912	97	11.90%	637	638	1	0.16%
	USC Union	Undergraduate	888	1,054	166	18.69%	542	617	75	13.84%
Total			4,076	4,162	86	2.11%	2,784	2,770	-14	-0.50%

Summer 2018

			Headcount				FTE			
			Summer 2018	Summer 2019	WY-WY	WY-WY	Summer 2018	Summer 2019	WY-WY	WY-WY
Campus Type	Campus	Level	12-Jul-18	10-Jul-19	Change +/-	Change %	22-Mar-18	21-Mar-19	Change +/-	Change %
Palmetto College Campuses	USC Lancaster	Undergraduate	446	439	-7	-1.57%	191	199	8	4.19%
	USC Salkehatchie	Undergraduate	109	124	15	13.76%	28	47	19	67.86%
	USC Sumter	Undergraduate	334	345	11	3.29%	129	144	15	11.63%
	USC Union	Undergraduate	66	50	-16	-24.24%	26	30	4	15.38%
Total			955	958	3	0.31%	374	420	46	12.30%

Fall 2019

			Headcount				FTE			
			Fall 2018	Fall 2019	WY-WY	WY-WY	Fall 2018	Fall 2019	WY-WY	WY-WY
Campus Type	Campus	Level	10/25/2018	10/25/2019	Change +/-	Change %	10/25/2018	10/25/2019	Change +/-	Change %
Palmetto College Campuses	USC Lancaster	Undergraduate	1,523	1,640	117	7.68%	1,060	1,112	52	4.91%
	USC Salkehatchie	Undergraduate	927	964	37	3.99%	708	638	-70	-9.89%
	USC Sumter	Undergraduate	1,110	1,360	250	22.52%	783	854	71	9.07%
	USC Union	Undergraduate	1,093	1,153	60	5.49%	653	689	36	5.51%
Total			4,653	5,117	464	9.97%	3,204	3,293	89	2.78%

Using Past Grad Report for years prior to FY 18 & Enroll

Campus	Program Name	Graduated																												
		Fall 2013	Spring 2014	Summer 2014	2013-14	Fall 2014	Spring 2015	Summer 2015	2014-15	Fall 2015	Spring 2016	Summer 2016	2015-16	Fall 2016	Spring 2017	Summer 2017	2016-17	Fall 2017	Spring 2018	Summer 2018	2017-18	Fall 2018	Spring 2019	Summer 2019	2018-19	Fall 2019				
Aiken	USCA Business Admin - Management	-	-	-	-	-	2	9	11	5	10	9	24	8	16	9	33	14	13	7	34	19	6	11	36	17				
	USCA Business Admin - Accounting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
	USCA Special Education	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11	-	11	2				
	Subtotal	-	-	-	-	-	2	9	11	5	10	9	24	8	16	9	33	14	13	7	34	19	17	11	47	19				
Beaufort	USCB Health Promotion/Public Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	8	-	2	2	4	4	4				
	USCB Hospitality Mgmt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	-	3	1	4	4	4				
	USCB Human Services	-	-	-	-	-	1	-	1	1	5	2	8	2	2	-	4	5	13	4	22	16	12	5	33	6				
	Subtotal	-	-	-	-	-	1	-	1	1	5	2	8	2	2	-	4	5	13	4	22	16	17	8	41	14				
Columbia	ED Elementary Educ	-	-	-	-	-	-	-	-	4	-	4	-	-	8	-	8	-	17	-	17	-	5	-	-	-				
	PP Liberal Studies	-	-	-	34	20	30	5	55	17	32	1	50	25	43	6	74	17	35	9	61	20	29	12	61	20				
	PP Organizational Leadership	-	-	-	33	7	12	3	22	16	17	3	36	14	19	4	37	17	25	4	46	15	27	6	48	14				
	Subtotal	-	-	-	67	27	42	8	77	33	53	4	90	39	70	10	119	34	77	13	124	35	61	18	114	34				
Upstate	Upstate Criminal Justice	-	-	-	-	-	4	4	8	5	9	5	19	10	9	4	23	8	17	4	29	18	13	2	33	17				
	Upstate Engineering Tech Mgmt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2				
	Upstate Health Informatics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1	1	1	1	2	6				
	Upstate Info Mgmt and Systems	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	2	6	1	9	6				
	Upstate Nursing - R.N.	-	-	-	114	1	1	106	108	4	1	87	92	12	2	49	63	51	32	53	136	43	27	54	124	49				
Subtotal	-	-	-	114	1	5	110	116	9	10	92	111	22	11	53	86	60	50	57	167	64	47	57	168	74					
Grand Totals	-	-	-	181	28	50	127	205	48	78	107	233	71	99	72	242	113	162	81	356	134	142	94	370	141					
																						59.15%	63.64%	12.50%	47.11%	18.58%	-12.35%	16.05%	3.93%	5.22%