

<b>AGENCY NAME:</b>	U S C – BEAUFORT		
<b>AGENCY CODE:</b>	H36	<b>SECTION:</b>	20D



## Fiscal Year 2013-14 Accountability Report

### SUBMISSION FORM

<b>AGENCY MISSION</b>	<p>The University of South Carolina Beaufort (USCB) responds to regional needs, draws upon regional strengths, and prepares graduates to contribute locally, nationally, and internationally with its mission of teaching, research, and service. USCB is a senior baccalaureate campus (1,400 to 3,000 students) of the state's largest public university. It offers degree programs in the arts, humanities, professions, and social and natural sciences delivered through on-site instruction and distance education, along with an active program of co-curricular activities and athletics. It serves a racially and culturally diverse student body, including military personnel, veterans and their dependents, and draws students from the South Carolina Lowcountry, from around the country, and from around the world. USCB enriches the quality of life for area residents of all ages through its academic programs, continuing education, artistic and cultural offerings, community outreach, collaborations with regional initiatives, and life-long learning opportunities.</p>
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Please identify your agency's preferred contacts for this year's accountability report.

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
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I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN/DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	Dr. Jane T. Upshaw, Chancellor

<b>BOARD/CMSN CHAIR (SIGN/DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	Eugene P. Warr, Jr., Chairman

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**AGENCY’S DISCUSSION AND ANALYSIS FOR 2013-2014**

UNIVERSITY OVERVIEW

The University of South Carolina Beaufort (USCB), a senior campus of the state’s flagship public university system, brings the University of South Carolina’s statewide mission of teaching, research, and public service to the Lowcountry of South Carolina. USCB has one of the oldest traditions of higher education in the nation, dating to the 1795 charter of Beaufort College. Partnering with the University of South Carolina, state and University leaders discussed ways to increase access to university education in the 1950’s. In 1959, the Beaufort College building welcomed 57 students to USCB, a two-year campus in the USC system. Over the next 30 years, USCB developed an eight-acre campus on the waterfront in Beaufort’s historic district—constructing buildings, renovating a former elementary school and purchasing historic properties. The University began offering classes on Hilton Head Island in 1985. By the late 1980’s, students pursued baccalaureate degrees in several fields through USC Aiken and USC Columbia cooperative programs offered on the USCB campus. With the support of the community, Beaufort County Council, faculty, staff, students, the Beaufort-Jasper Higher Education Commission, and the Trustees of the College of Beaufort, USCB was approved to seek baccalaureate accreditation in 2002. Expanded as a Comprehensive University in August 2004, USCB emerged as South Carolina’s newest accredited four-year university. Six baccalaureate degrees were offered and the first building opened on the Hilton Head Gateway campus 200 acre site. The next five years saw a science building, high-tech library, on-campus housing, and campus center constructed. Market segments expanded out-of-state and out-of-country with the addition of student housing in Fall 2005. Degree programs doubled and USCB Sand Shark athletics debuted, joining the NAIA Sun Conference. Over 1,700 students now pursue 17 baccalaureate degrees and more than 1,300 community members participate in the Osher Lifelong Learning Institute at USCB. Our region’s 220-year commitment to university education has remained constant—while USCB has responded to its needs.

USCB students are primarily traditional freshmen, transfer, military, and continuing undergraduate students. In Fall 2013, there were 1,724 students enrolled at USCB with 78% of them being of traditional age, defined as age 24 and below. Two-thirds were degree seeking. Eighty percent were full-time students and 32% were minority. Although USCB draws its students primarily from the Lowcountry region of South Carolina, students come from 28 other states and three foreign countries.

2013/2014 ACCOMPLISHMENTS

***Academics and Enrollment***

- Reorganized administration in recognition of the importance of enrollments to financial stability. Hired a Vice Chancellor for Enrollment Management and, under the Vice Chancellor for Student Development, created a Student Success Center that brings together services to address issues of graduation rates and academic success.
- Assistant professor named to Class of 2013 Breakthrough Rising Stars through USC Office of Research.
- Faculty were awarded \$505,000 in Research Grants
- Preliminary numbers for Fall 2014 indicate a 3% headcount enrollment increase over Fall 2013.

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- Increased the number and dollar value of scholarships awarded to first-year students, including increasing the dollar value of named scholarships awarded from \$29,000 in 2013/2014 to \$93,000 in 2014/2015 and adding two new endowed scholarships at the \$100,000 level and two at the \$50,000 level.
- Added new degree programs in Elementary Education (Fall 2014) and Health Promotion (Spring 2014). A new degree program in Mathematics with a Secondary Education concentration option is in the approval process.
- Implemented the first ever university integrated branding campaign for the Enrollment Management Admissions website and completed print recruiting suite reflecting “Discover USCB” messaging. (Will be expanded to entire website as feasible.)

#### ***Campus Life***

- Opened new residence hall in Fall 2014 in response to student demand, increasing the total number of beds from 554 to 648 with occupancy above 95%.
- Increased the number of student organizations to more than 30, including initiating Greek life with two sororities and two fraternities.
- Named a Five-Star Champions of Character Institution for the second straight year by the National Association of Intercollegiate Athletics (NAIA).
- Broke ground on Indoor Recreation Center which is slated for opening in Spring 2015.

#### ***University Recognitions and Fundraising***

- Advancement Office won national award for collaborative work done with SC legislature on “Parity for Students” Campaign, with USC Aiken and USC Upstate.
- Raised in excess of \$930K in development dollars.
- Sustained exceptional growth in Family Fund internal giving program with 90% total University participation and \$25,000 raised.

#### ***Outreach and Community Service***

- Osher Lifelong Learning Initiative (OLLI) continued to be one of the top three of 119 in the Osher Network nationally. USCB’s is one of the largest and the most active offering over 400 courses/events per year.
- Increased total enrollments in OLLI programs to 15,959 from 15,689 in 2012/2013.
- Grew total OLLI membership by 14% from 1,290 members in the Lowcountry last year to 1,478 members in 2013/2014.
- Served almost 13,000 participants in community outreach programming with 1.5 million contact hours of lifelong learning programming.
- Students performed more than 66,000 hours of community service and service learning.

### MAJOR FACTORS IMPACTING PERFORMANCE

The success of USCB and its exponential growth over the last 10 years have taken place despite significant challenges in the higher education environment. The most impactful of these challenges is no doubt the financial climate. USCB operates under Federal regulations and within a South Carolina Higher Education Business Model that requires enrollment growth to maintain financial stability. The lack of a higher education funding formula based on enrollments of South Carolina residents has increased competition between state institutions. Deferred maintenance funding is inadequate and there is no state capital funding available for immediate needs such as a classroom building and improving campus facilities. Similarly, there is no local plan for developing a venue for large community and athletic events that would provide necessary space for USCB events. These funding issues are compounded by the inequity of state appropriations. Currently, USCB receives among the lowest state



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funding per SC resident in the state, even after the recent \$1.2M increase in state funding, resulting in continued dependence on the Beaufort Jasper Higher Education Commission (BJHEC) funding for operational expenses even though the funds were originally intended for program growth and facilities needs. Federal and state unfunded mandates—including compliance with the Affordable Care Act, unilateral pay raises, and increasing retirement contributions—have exacerbated these issues by reducing the amount of revenues available for mission-driven activities while onerous regulatory requirements like the state capital project approval and human resources processes deter efficiency.

While these concerns have increased the University’s reliance on tuition revenue generation from growing enrollments, the market for students has become increasingly competitive. The number of South Carolina high school graduates continues to decrease while “bridge” programs at other colleges and universities draw more and more students from the USCB service area. This is due in part to the limited number of degree programs available at USCB as well as the fact that USCB’s visibility and recognition lag behind its emergence in 2002 as a baccalaureate degree-granting institution. While it is true that USCB’s access mission impedes institutional graduation rates to a great extent, the University must overcome the public perception of the University as purely an access institution.

KEY FOCUS AREAS FOR CONTINUED SUCCESS

***Growing Enrollment***

In addition to continuously improving processes, systems, infrastructure, and work flow to provide efficiency, quality, and cost effectiveness, a key to operating in an environment with financial challenges and increasing competition for students is focusing on attracting qualified applicants and implementing initiatives to help them succeed and persist to graduation. Increasing enrollments and student success serves the dual purposes of 1) fulfilling the USCB mission to provide quality educational programs that meet regional educational and employment demands and 2) addressing the increased reliance on tuition revenue in order to continue to operate with a balanced budget that is sustainable and does not rely largely on non-recurring funding for recurring expenses.

The Vice Chancellor for Enrollment Management position was created to allow increased focus on initiatives geared toward increasing enrollments, and the branding campaign that was implemented for the Admissions website and recruitment materials extended the initiative. Recruitment of students also requires an environment that is attractive to students, so USCB is committed to continuing construction planning, implementing the annual renovation schedule and landscaping and grounds improvements, and improving campus safety. Collaboration with the Town of Hilton Head Island on a proposal for a development that will house appropriate courses in the Hospitality Management program and OLLI, and creating a plan for an Honors Program at USCB will also increase attractiveness to highly qualified applicants.

***Increasing Access and Affordability***

In order to facilitate access, USCB has developed articulation agreements with the technical colleges and USC regional campuses and is committed to increasing the number of such agreements to simplify the transfer process for students. The Sand Shark Scholars program was implemented in 2013/14 for a similar purpose. This cooperative agreement between USCB and USC Salkahatchie allows applicants who do not meet USCB’s admission criteria to live on the USCB campus while taking classes through USC Salkahatchie. Fifty percent of 2013/14 Sand Shark Scholars participants enrolled at USCB as sophomores in Fall 2014. Collaborations with the military will be strengthened and the Saturday Business Degree program will be marketed to members of the military. To make attendance at USCB more affordable, new endowed scholarships were secured and more scholarships awarded to

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first-year students. These efforts will be continued in 2014/15 and beyond and an inclusive menu of scholarship offerings will be developed.

***Supporting Student Success***

Creation of the Student Success Center in 2013/14 will be pivotal to providing services geared toward improving students' academic success and persistence to graduation. The Student Success Center includes Academic Advising, the Writing Center, the Tutoring Center, Career Services, and Counseling and Disability Services. By housing these areas together, they can more easily collaborate and more efficiently meet students' needs. Services offered will be evaluated and modified as appropriate, and new services will be implemented. In 2014/15, for example, emphasis is being place on increasing job placements for graduates and developing a plan for an Early Intervention Program.

***Ensuring Sufficiency of Faculty Resources***

Increasing enrollment requires continuous evaluation of sufficiency of faculty resources. For Fall 2014, 18 new faculty were hired to fill vacancies and strengthen programs. In 2013/14, a pool of \$20,000 was made available to tenured faculty for development activities. Each tenure-track faculty member was allotted \$1,500 in development funding. Faculty research was funded via \$25,000 awarded through the Sea Islands Institute, and \$505,000 in new research grants awarded to USCB faculty. It will be imperative that this faculty development and research funding remain as high as possible and that the University continually explores new research grant opportunities.

***Providing Academic Programs That Meet Regional Needs***

It is also important to ensure the University offers an array of high-quality academic programs that respond to regional needs. In addition to the new Elementary Education and Health Promotion degrees and the degree program in Mathematics with tracks in Mathematical Sciences and Teacher Certification that is pending approval, USCB will explore and initiate new programs that meet the needs of a comprehensive university in responding to regional demand. Potential new degree programs include Health Care Management and Health Administration. USCB's online degree program in Human Services was successfully implemented in Palmetto College, and faculty continue to develop online courses and programs as appropriate. A Director of Online Learning will be hired to assist faculty with developing these online offerings.

***Fundraising***

Development activities have been successful in recent years as evidenced by the Advancement Office securing in excess of \$930,000 in development dollars in 2013/14 and the Family Fund exceeding its internal giving goals of 85% participation and \$20,000. Student Development was awarded grants for recycling and financial literacy for students (to link with the VITA tax preparation initiative) to be used in 2014/15. Fundraising efforts will continue in 2014/15 as capital campaigns are launched to raise \$3.5 million for the OLLI facility and \$1.5 million for renovations to the Center for the Arts theatre. A capital campaign will also be developed to fund the Hilton Head Island development.

***Expanding Outreach and Community Service***

Outreach and community service are integral to the University's mission to enrich the quality of life of residents of the Lowcountry. The OLLI program continues to be hugely successful in its continuing education offerings—so much so that its space is completely utilized, preventing substantial growth. In the future, the collaboration with the Town of Hilton Head will alleviate this limitation, but efforts will be made in the interim to provide the most in demand courses and programs to the most participants. In 2013/14, students performed more than 66,000 hours of community service and service learning. The efforts that led to this monumental accomplishment will be continued and enhanced by increasing the number of service opportunities available to students.

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***Enhancing Visibility and Recognition***

To continually enhance the University’s image in the region, a Digital Content Strategist will be hired and the branding implemented on the Admissions website will be extended to all areas of the USCB site. Web analytics will be utilized to track contacts driven from other media and direct web development, and social media and digital marketing will be expanded, as will on-campus messaging, in support of the *Discover USCB* integrated branding.

A LOOK TO THE FUTURE OF USCB

While USCB is operating under intense regulatory and financial strain, the University has developed new and innovative approaches to address these challenges. Always staying true to its mission of teaching, research, and service, USCB has evolved to meet the changing needs of higher education as well as the diverse needs of coastal Carolina and the Lowcountry. The evolution will continue, but USCB will remain a vibrant and exciting place providing extraordinary opportunities for its people—an institution with a powerful future to discover.

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.A. Unrestricted E&G	Activities that directly support the primary mission of the University to educate the state's diverse citizens through teaching, research and creative activity and service. Current fund resources received by an institution that have no limitations or stipulations placed on them by external agencies or donors, and that have not been set aside for loans, endowments, or plant. These resources are normally derived from state appropriations, student fees, and institutional revenues.	\$ 1,144,273	\$ 15,901,640	\$ -	\$ 17,045,913	\$ 2,345,720	\$ 15,426,890	\$ -	\$ 17,772,610	1.1.1, 1.2.1, 2.1.1, 2.1.3, 3.1.1, 3.1.2, 3.1.3, 3.2.1, 3.2.2, 4.1.1, 4.1.2, 4.2.2, 5.1.1, 5.1.2, 5.1.3, 5.2.1, 5.2.2, 5.2.3
I.B. Restricted E&G	Activities that directly support the primary mission of the University to educate the state's diverse citizens through teaching, research and creative activity and service. Current fund resources received by an institution that have limitations or stipulations placed on their use by external agencies or donors. These resources are normally derived from gifts, grants, and contracts and used predominantly for research and student scholarship activities.	\$ -	\$ 2,859,676	\$ 3,637,445	\$ 6,497,121	\$ -	\$ 2,773,535	\$ 3,501,750	\$ 6,275,285	1.1.1, 1.2.1, 2.1.1, 2.1.2, 2.1.3, 3.1.1, 3.1.2, 3.1.3, 3.2.2, 4.1.1, 4.1.2, 4.2.1, 4.2.2, 5.1.1, 5.1.2, 5.1.3, 5.2.1, 5.2.2, 5.2.3
II. Auxiliary Services	Self-supporting activities that exist to furnish goods and services to students, faculty, or staff, and charge a fee directly related to the cost of the goods or services. These activities include student health, student housing, food service, bookstore, vending and concessions, athletics, parking, and other services.	\$ -	\$ 2,575	\$ -	\$ 2,575	\$ -	\$ 4,544	\$ -	\$ 4,544	5.2.3
III. C. Employee Benefits: State Employer Contributions	Fringe Benefits associated with Salaries reflected in the figures and categories above. Includes State Retirement, FICA, State Health Plan Premiums, Unemployment Compensation and Workers Compensation.	\$ 283,341	\$ 2,989,194	\$ 50,200	\$ 3,322,735	\$ 302,775	\$ 3,197,682	\$ 71,347	\$ 3,571,804	1.1.1, 1.2.1, 2.1.1, 2.1.2, 2.1.3, 3.1.1, 3.1.2, 3.1.3, 3.2.1, 3.2.2, 4.1.1, 4.1.2, 4.2.1, 4.2.2, 5.1.1, 5.1.2, 5.1.3, 5.2.1, 5.2.2, 5.2.3
					\$ -				\$ -	
<b>Total</b>		\$ 1,427,614	\$ 21,753,085	\$ 3,687,645	\$ 26,868,344	\$ 2,648,495	\$ 21,402,651	\$ 3,573,097	\$ 27,624,243	

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			<b>Improve teaching and learning through professional development and new program creation (USCB Goal 1)</b>
S		1.1		<b>Strengthen and expand academic offerings (USCB Objective I)</b>
O			1.1.1	<i>Explore and develop new baccalaureate-level degree programs and expand existing programs</i>
S		1.2		<b>Provide an environment conducive to teaching and learning (USCB Objective V)</b>
O			1.2.1	<i>Implement campus master plan for athletic complex, recreational facility, OLLI building</i>
G	2			<b>Foster research and creative activity (USCB Goal 2)</b>
S		2.1		<b>Support scholarship and the pedagogy of the faculty (USCB Objective IV)</b>
O			2.1.1	<i>Sustain Sea Islands Institute funding for faculty Research</i>
O			2.1.2	<i>Increase Research Grants</i>
O			2.1.3	<i>Maintain professional development funding for faculty</i>
G	3			<b>Ensure service excellence in response to regional needs (USCB Goal 3)</b>
S		3.1		<b>Expand and diversify student population (USCB Objective III)</b>
O			3.1.1	<i>Increase student headcount</i>
O			3.1.2	<i>Staff Enrollment Management unit</i>
O			3.1.3	<i>Implement territory management for recruiters</i>
S		3.2		<b>Improve service excellence University-wide (USCB Objective IX)</b>
O			3.2.1	<i>Implement Banner</i>
O			3.2.2	<i>Develop and implement a policy for IT infrastructure upgrades</i>
G	4			<b>Improve quality of life in the University community by fostering academic and personal success (USCB Goal 4)</b>
S		4.1		<b>Expand and strengthen student support services (USCB Objective II)</b>
O			4.1.1	<i>Implement initiatives to support student progress toward a degree</i>
O			4.1.2	<i>Implement initiatives to support career placement post-graduation</i>
O			4.1.3	<i>Build additional student housing to meet demand</i>
S		4.2		<b>Maintain access and affordability (USCB Objective VIII)</b>
O			4.2.1	<i>Secure donor dollars for student scholarships</i>
O			4.2.2	<i>Increase numbers of articulation agreements</i>
G	5			<b>Recognition and visibility and community involvement (USCB Goal 5)</b>
S		5.1		<b>Build the University's reputation and strengthen its base of support (USCB Objective VI)</b>
O			5.1.1	<i>Restructure development, marketing, and visitor reception</i>
O			5.1.2	<i>Restructure website and content</i>
O			5.1.3	<i>Implement a branding initiative</i>



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Strategic Planning Template

Type	Goal	<u>Item #</u> Strat	Object	Description
S		5.2		Develop partnerships that support the University's mission (USCB Objective VII)
O			5.2.1	Increase regional school district partnerships
O			5.2.2	Increase the Osher Lifelong Learning's (OLLI) impact on the community
O			5.2.3	Secure donor gift dollars

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Increase the number of programs to meet regional demand	16	17	18	September 1	CHE listing updated as needed	Annual	Number of bachelor's degree majors/concentrations	1.1.1
2	Maintain Sea Islands Institute funding for faculty research at \$25K annually	\$25,000	\$25,000	\$25,000	July 1-June 30	Grants awarded by Sea Islands Institute; updated annually	Annual		2.1.1
3	Increase research grants by 1% annually	\$430K	\$505K	\$560K	July 1-June 30	Provided by USCB Grants Office	Annual	Dollar value of grants awarded annually for research	2.1.2
4	Maintain professional development funding for tenure track faculty at \$1,000 each	\$1,000	\$1,000	\$1,000	July 1-June 30	Academic Affairs budget tracking updated as needed	Annual	includes expenditures for on-site and off-site professional development sessions	2.1.3
5	Maintain \$20K professional development funding pool for tenured faculty	\$20,000	\$20,000	\$20,000	July 1-June 30	Academic Affairs budget tracking updated as needed	Annual	includes expenditures for on-site and off-site professional development sessions	2.1.3
6	Increase student enrollment	1724	1775	1874	September 1	IER unofficial enrollment reports	Annual	Count of all students enrolled in at least one course	3.1.1
7	Increase percent of first-time full-time students who return for their sophomore year by 1% annually	50%	56%	57%	November 1 for previous Fall	IER pulls retention of students from the previous fall after the freeze date in late October	Annual	FT FT Freshmen returned divided by FT FT Freshmen Cohort; for example, the "Current Value" is for 2012 cohort returning in Fall 2013.	4.1.1
8	Increase IPEDS 6-year graduation rate 2% annually	23%	27%	29%	November 1 for previous Fall	IER submits students enrolled to IPEDS after the freeze date in late October and IPEDS provides 6-year grad rate based on students submitted 6 years prior.	Annual	FTFT Freshmen graduated divided by FT FT Freshmen Cohort; for example, the "Current Value" is for 2007 cohort graduating by Spring 2013.	4.1.1
9	Increase degrees awarded by 2% annually	258	274	280	Fall	USC OIRA data and USCB Registrar data available following Fall	Annual	Includes Summer, Fall, and Spring graduates from previous academic year. For example, the "Current Value" is for 2012/2013 academic year.	4.1.1
10	Increase Transfer graduation rate by 2% annually	Not Available	45.50%	47.50%	November 1 for previous Fall	IER submits students enrolled to VSA after the freeze date in late October and IPEDS provides 6-year grad rate based on students submitted 6 years prior.	Annual	Transfer Students graduated from USCB divided by Transfer Student Cohort; for example, the "Current Value" is for students transferring to USCB in 2007 and graduating by Spring 2013.	4.1.1

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
11	Increase full-time, degree-related job placements of graduates 1% annually	53%	57%	58%	Fall	USCB Career Services Survey completed 6 mos after graduation	Annual	% of respondents who are employed or seeking employment who indicate they have "Full-time, Degree-related" employment.	4.1.2
12	Maintain or increase Scholarship Gifts and Pledges	\$173K	\$504K	\$504K	July 1-June 30	Development updates annually	Annual		4.2.1
13	Provide sufficient housing space for students	556	648	738	August 1	Student Development/ Housing annual space analysis	Annual	Total number of beds at max capacity as opposed to beds in use at any given point	4.1.3
14	Attain 16,000 OLLI contact hours	15,689	15,959	16,000	July 1-June 30	Director of Osher Lifelong Learning Institute	Annual	Enrollments in each session multiplied by the session length. (10 students in a course that meets 2 hours per week for 3 weeks = 10*2*3=60 contact hours.)	5.2.2
15	Maintain or increase total gifts and pledges	\$580K	\$932K	\$932K	July 1-June 30	Development updates annually	Annual		5.2.3