Executive Summary

Blueprint for Academic Excellence Palmetto College AY2022-2023

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

Student headcount grew from 1,272 in Fall 2020 to 1,310 in Fall 2021 for Palmetto College Online (+38, +3.0%). For the Palmetto College Campuses, headcount grew to 5,171 (+25, +0.5% over 2020). The number of PC Online grads through Fall 21 was 2,531 and we anticipate another \sim 175 this spring.

All campuses had balanced budgets and positive fund balances for FY21

Complete reports for the campuses can be found at the following links beginning June 1 (in order to better reflect the entire academic year and because they are on a different budget request model/timeline)

USC Palmetto College Columbia USC Lancaster USC Salkehatchie USC Sumter USC Union

Note: numbers in charts are for the PC campuses combined. Online program numbers are in the Academic appendix

Dr. Susan A. Elkins Chancellor Palmetto College

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Executive Summary



Executive Summary



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.

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

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

Updated: 03/02/2018

Updated: 03/02/2018

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	 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	In spite of Covid, Palmetto College enjoyed record enrollments as follows: Overall enrollment across all programs: All-time high student HC of 6,522, a 2.66% increase over fall 2019 PC Campuses enrollments: All-time high student HC of 5,146, a 0.57% increase over fall 2019 PC Online enrollments: All-time high student HC of 1,272, a 13.57% increase over fall 2019		
Resources Utilized	Leadership of PC and campuses, enrollment management and marketing staff		
Goal Continuation	Ongoing		

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

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Goal	Z -	Pla	Inni	ng

Goal 2 - Flaming		
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	 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	Begin aligning and adapting the Path to Excellence Plan to Palmetto College Manage Covid	
Achievements	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.	
	 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. The Palmetto College Chancellor and Deans participated actively 	

	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	

Goal 3 - 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	 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	The Success Rate for Palmetto College Campus students remained steady at 71.3 % (2014 cohort), as compared to 71.5% (2015 cohort). 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.
	Online degrees awarded increased from 395 to 399 (to date) over last year, a 1.01% increase.
Resources Utilized	Staff time
Goal Continuation	Ongoing
Goal Upcoming Plans	This is a continuous effort

Resources Needed	Staff time
Goal Notes	

Goa	I 4 -	Fac	culty	•
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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	 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	Continue to support the campuses' faculty by providing growth and development opportunities Continue to pursue a national pool of applicants for faculty positions. Continue with third 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		
Achievements	Encourage and support faculty teaching, scholarship and service		
	Faculty, shaff hims		
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	 Four successful Tenure and/or Promotion appointments were secured. Four faculty hired in tenure-track positions as a result of national searches, eight instructors hired. Extensive faculty activity: 108 publications, 66 grants ,146 presentations/exhibits, 98 creative activities, 17 awards 218 other scholarly activities. 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 Four faculty received RISE grants , 5 received Magellan grants, 2 received Aspire grants. One faculty member inducted in Alpha Sigma Lambda. PC Campuses Faculty Salary Study implementation resulted in 		

salary equity adjustments for 91 faculty and staff.

Goal 5 - Service

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
 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.
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.
Progressing as expected (multi-year goal)
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
 In spite of Covid, considerable service engagement took place as follows: 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. 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,

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

Goal 6 - Organizational/Financial

Goal 6 - Organizationa		
Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility	
Linkage to University Goal	 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	 All campuses/business units ended FY21 with balanced budgets and adequate fund balances. PC Online tuition revenue increased \$11.1 million in FY 21. PC Online tuition revenue FY13 to present resulted in \$101.3 million in revenue distributed across the system. Philanthropic/development efforts resulted in commitment of \$1.476M to date - a 21% increase from last year. 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). 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. 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. PC Campuses Faculty Salary Study implementation resulted in salary equity adjustments for 91 faculty and staff. PC satisfaction surveys for faculty, staff and students conducted 	

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	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 establishin a COVID dashboard, conducting virtual Town Halls, and sponsoring oncampus testing, and vaccination efforts. 10. PC Central continued sponsorship of System Academic Leadership Program 11. Niche Community College Rankings: Lancaster #1, Sumter #2, Union # 3, Salk # 5 12. 26 staff hirings/position changes 13. 5 staff induced in Alpha Sigma Lambda 14. Staff member elected to newly formed Staff Senate	
Resources Utilized	Staff time	
Goal Continuation		
Goal Upcoming Plans	Ongoing Ongoing	
Resources Needed	Staff time	
Goal Notes		

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	 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 degreeseeking students, and online degree completion programs (including BOL and BLS)	
Achievements	Overall Palmetto College student headcount grew to a record-high of $6,623$ for Fall 2021 (+1.5% over Fall 2020). PC Campuses grew by 0.5% while PC Online grew by 3.0% .	
Resources Utilized	Staff, current funding	
Goal Continuation	Ongoing	
Goal Upcoming Plans	Ongoing	
Resources Needed	Staff, continued funding from Palmetto College legislative appropriation	
Goal Notes		

Goal 2 - 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	 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	Amid the changes in the University's leadership this year, PC continues to take direction from USC Columbia on how best to develop goals within a goal framework that best represents how to develop measures that capture and report what we do for reporting to both internal and external (SACS, the state, and fedral) entities		
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		

Goal 3 - Organizational/Financial

Goal 3 - Organizationa		
Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility	
Linkage to University Goal	 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	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	Covid management remained a high priority this year, with PC following USC Columbia policies, procedures, and recommendations as appropriate. The result yielded minimum adjustments to "business as usual." The end of 2021 brought about the resignation of Chris Nesmith as Campus Dean of Salkehatchie. Associate Provost John Catalano added this role to his duties and is currently heading a search for a permanent replacement. At Union, Randy Lowell became permanent Dean.	
	All campuses received high rankings from Niche.com in the organization's 2022 Best Community Colleges rankings: 1. Lancaster, 2. Sumter, 4.Union and 6. Salkehatchie. Videoconferencing Classroom upgrades at all campuses occurred as	

	a result of two Rural Utilities and Services Grants totaling nearly \$1,000,000 being awarded.	
	Work on Apple Labs open to the community and funded by GEER funds was prioritized this year, with the first opening at Union in February	
	PC is in the process of establishing a Staff Senate, modeled on USC Columbia's recently created senate. Jay Darby, from PC Central serves on the Columbia senate.	
	The campuses (combined), in the HW&M budget requests, have mad asks of \$2.52M recurring and \$21.717M non-recurring. PC Central has made a requests for \$ 2.2M for program expansion, and \$2.2M for recruiting and retaining educators in high-need communities (as part of an overall \$4.68M ask representing a partnership of PC, the system comprehensive universities and the College of Education)	
Resources Utilized	Staff, funding	
Goal Continuation	Ongoing	
Goal Upcoming Plans	Ongoing	
Resources Needed	Continuation of funding through legislative appropriation and budget model	
Goal Notes		

Goal 4 - Student Success

Goal Statement Increase student success rate at the regional Palmetto College Campuses. Assess retention and graduation measures of PC Onlin		
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.		
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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 descend such as transfer prior to taking an associate degree. In regard to online programs, cohort measurement is problematic as all stude in the programs are transfer students and approximately 40% are enrolled part-time, therefore rendering the traditional first-time/fit time cohort model non-applicable. As a result, we feel degrees awarded is the best measure for evaluating the online programs	er sire the ents	
Achievements The Success Rate (as defined above in the Goal Statement) remains high with the overall PC Campuses rate for the 2017 cohort being 68.5 %. This compares favorably to the 56.6% rate for the Technic Colleges sector. Of the Fall 2021 First Time Freshmen of the Palmetto College Campuses, 85% retained to the spring semester (+4% over the previous year). Of the Fall 2021 Palmetto College Online student population, 87% either graduated or retained to the spring semester.	J	
Resources Utilized Staff		
Goal Continuation Ongoing		
Goal Upcoming Plans Ongoing		

Resources Needed	Staff, funding
Goal Notes	

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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 the faculty opernance issues related to the full implementation of Palmetto College Linkage to University Goal - 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 Continued to support the campuses' faculty by providing growth and development opportunities Continued to pursue a national pool of applicants for faculty positions. Continued 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 Achievements An additional \$100,000 has been committed by PC Central and the Campus Deans to be applied to the recommendations of the Salary Study Committee for FY21-22. In addition to the \$200,000 committed to date, numerous additional funds have been expended on raises for faculty and staff across PC since the launch in 2013. The Salary Study committee continues to work with the PCCFS Welfare Committee to allocate funds to appropriate faculty and staff Eight faculty hires were made during the 21-22 year Three faculty hires were made during the 21-22 year Three faculty have submitted application fro full professor with four more going up for tenure and promotion to associate professor Resources Utilized Funding Goal Otontinuation Ongoing Resources Needed Funding	Goal 5 - Faculty		
 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. Progressing as expected (multi-year goal) Action Plan Continued to support the campuses' faculty by providing growth and development opportunities Continued to pursue a national pool of applicants for faculty positions. Continued 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 Achievements An additional \$100,000 has been committed by PC Central and the Campus Deans to be applied to the recommendations of the Salary Study Committee for FY21-22. In addition to the \$200,000 committed to date, numerous additional funds have been expended on raises for faculty and staff across PC since the launch in 2013. The Salary Study committee continues to work with the PCCFS Welfare Committee to allocate funds to appropriate faculty and staff Eight faculty hires were made during the 21-22 year Three faculty have submitted application fro full professor with four more going up for tenure and promotion to associate professor Resources Utilized Funding Goal Continuation Ongoing Goal Upcoming Plans Resources Needed Funding 	Goal Statement	alternative as well as traditional course delivery methodology. Work with the faculty on faculty governance issues related to the full	
Mission, Vision, and Values and secondary (distance education) methods of instruction stated in the University mission statement. Status Progressing as expected (multi-year goal) Action Plan Continued to support the campuses' faculty by providing growth and development opportunities Continued to pursue a national pool of applicants for faculty positions. Continued 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 Achievements An additional \$100,000 has been committed by PC Central and the Campus Deans to be applied to the recommendations of the Salary Study Committee for FY21-22. In addition to the \$200,000 committed to date, numerous additional funds have been expended on raises for faculty and staff across PC since the launch in 2013. The Salary Study committee continues to work with the PCCFS Welfare Committee to allocate funds to appropriate faculty and staff Eight faculty hires were made during the 21-22 year Three faculty have submitted application fro full professor with four more going up for tenure and promotion to associate professor Resources Utilized Funding Goal Continuation Ongoing Resources Needed Funding	_	Provide a sustainable campus infrastructure that supports	
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Campus Deans to be applied to the recommendations of the Salary Study Committee for FY21-22. In addition to the \$200,000 committed to date, numerous additional funds have been expended on raises for faculty and staff across PC since the launch in 2013. The Salary Study committee continues to work with the PCCFS Welfare Committee to allocate funds to appropriate faculty and staff Eight faculty hires were made during the 21-22 year Three faculty have submitted application fro full professor with four more going up for tenure and promotion to associate professor Resources Utilized Funding Goal Continuation Ongoing Resources Needed Funding	Action Plan	development opportunities Continued to pursue a national pool of applicants for faculty positions. Continued with fourth year of five year salary enhancement (pending financial resource availability) as described in the Palmetto College Salary Study Steering Committee Report	
Goal Continuation Ongoing Goal Upcoming Plans Ongoing Resources Needed Funding	Achievements	Campus Deans to be applied to the recommendations of the Salary Study Committee for FY21-22. In addition to the \$200,000 committed to date, numerous additional funds have been expended on raises for faculty and staff across PC since the launch in 2013. The Salary Study committee continues to work with the PCCFS Welfare Committee to allocate funds to appropriate faculty and staff Eight faculty hires were made during the 21-22 year Three faculty have submitted application fro full professor with four	
Goal Upcoming Plans Ongoing Resources Needed Funding	Resources Utilized	Funding	
Resources Needed Funding	Goal Continuation	Ongoing	
	Goal Upcoming Plans	Ongoing	
Goal Notes	Resources Needed	Funding	
	Goal Notes		

Goal 6 - Service

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	
 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. 	
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.	
Progressing as expected (multi-year goal)	
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	
To be reported in June after submission of campus reports	
Faculty, staff and student	
Ongoing	
Ongoing	
Faculty, staff and student time	

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	 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 degreeseeking students, and online degree completion programs (including BOL and BLS)		
Achievements	To be reported in 2023-2024 plan		
Resources Utilized	Staff, current funding		
Goal Continuation	Ongoing		
Goal Upcoming Plans	Ongoing		
Resources Needed	Staff, continued funding from Palmetto College legislative appropriation		
Goal Notes			

Goal 2 - Faculty and Staff

Gual 2 - Faculty and St			
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. Attract, train and retain academic, administrative and support staff in order to provide professional and consistent services to all stakeholders		
Linkage to University Goal	 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	Continue to support the campuses' faculty by providing growth and development opportunities Continue to pursue a national pool of applicants for faculty positions. Continue with fifth 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 as well as professionalism of staff		
Achievements	To be reported in 2023-2024 report		
Resources Utilized	Funding from PC central and campus budgets		
Goal Continuation			
Goal Upcoming Plans			
Resources Needed	Funding		
Goal Notes			

Goal 3 - Service

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	 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	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 2023-2024 report		
Resources Utilized	Faculty, staff and student time		
Goal Continuation			
Goal Upcoming Plans			
Resources Needed	Faculty, staff and student time		
Goal Notes			

Goal 4 - Organizational/Financail

Guai 4 - Organizaciona			
Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility in order to provide accessible, flexible, and affordable higher education to students		
Linkage to University Goal	 Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. 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	To be reported in 2023-2024 plan		
Resources Utilized	Staff, funding		
Goal Continuation			
Goal Upcoming Plans			
Resources Needed	Staff, funding		
Goal Notes	We will celebrate our 10th year of operation as Palmetto College during the 2022-2023 academic year.		

Goal 5 - Student Success

Goal 5 - Student Succe			
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	 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 reported in 2023-2024 report		
Resources Utilized	Staff		
Goal Continuation			
Goal Upcoming Plans			
Resources Needed	Staff, funding		
Goal Notes			

Goal 6 - Planning

Goal 6 - Planning		
Goal Statement	Continue to develop the organizational structure of Palmetto College to assure efficiency, accountability, and fiscal responsibility	
Linkage to University Goal	 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	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	Engage in planning efforts to be best tack to the metrics format of the Path to Excellence Plan (if continued by BOT and Dr. Armiritis), the State Accountability Report and SACS - recommended format.	
Achievements	to be reported in 2023 -2024 report	
Resources Utilized	Staff time	
Goal Continuation		
Goal Upcoming Plans		
Resources Needed	Staff time	
Goal Notes		

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 2021-2022 academic year, including:

By Best Schools.org: (national):USC Columbia (Palmetto College), rated #26 in Best Top Online Degree Completion Programs (only South Carolina institution in top 50), 2022

By Niche.com: (Community college Rankings), USC Lancaster, #1, USC Sumter, #2, USC Union #4, USC Salkehatchie, #6

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 '21 we added the following: BA – Criminal Justice, Crime Analysis Concentration (Upstate)

Program Terminations

Academic Programs that were newly terminated or discontinued during the Academic Year. USC Lancaster joint Nursing program with York Tech terminated

Supplemental Info - Academic Programs

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

Academic Programs

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 Experience by Design, the University's current QEP and during this academic year, 10 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 (\$6144) 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 recognition acknowledging Palmetto College's goal of providing "the quality of USC online" as well as quality experiences for service area constituents at the Palmetto college Campuses.

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. Funding to keep tuition at the lowest level possible is a constant challenge

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.

Table 11 acuty 1 inployment	Fall 2021	Fall 2020	Fall 2019
Tenure-track Faculty		82	83
Professor, with tenure		27	27
Associate Professor, with tenure		28	27
Assistant Professor		27	29
Librarian, with tenure		0	0
Research Faculty		0	0
Research Professor		0	0
Research Associate Professor		0	0
Research Assistant Professor		0	0
Clinical/instructional Faculty		47	45
Clinical Professor		0	0
Clinical Associate Professor		0	0
Clinical Assistant Professor		0	0
Instructor		47	45
Lecturer		0	0
Visiting		0	0
Adjunct Faculty		140	150

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.

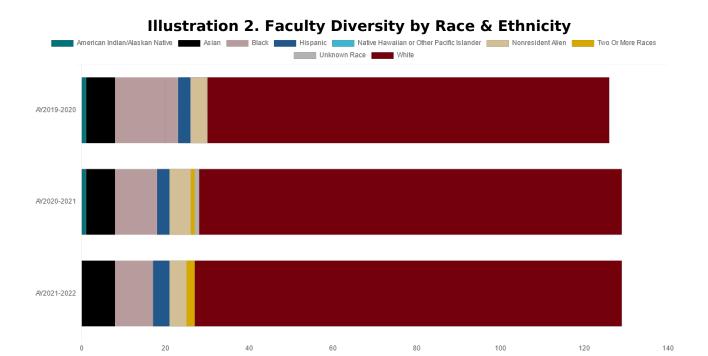
	Fall 2021	Fall 2020	Fall 2019
Gender		129	129
Male		66	67
Female		63	62
Race/Ethnicity		129	129
American Indian/Alaska Native		0	1
Asian		8	7
Black or African American		9	10
Hispanic or Latino		4	3
Native Hawaiian or Other Pacific Islander		0	0
Nonresident Alien		4	5
Two or More Races		2	1
Unknown Race/Ethnicity		0	1
White		102	101

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

Faculty Population

Illustration 1. Faculty Diversity by Gender





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 and grant activity to be reported in June 1 update
- 2. Pending BOT approval, anticipate 7 successful Tenure and/or Promotion applications.
- 3. Eight faculty hired.

Faculty Development

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

During 2020-2021, 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.

The Center for Teaching Excellence provide training workshops. Palmetto College faculty are informed of and encouraged to utilize UofSC's Center for Teaching Excellence for many oncampus (with distance connectivity) workshops as well as online courses for faculty. Also, new faculty are encouraged to participate in UofSC's New Faculty Academy, a certificate program in which new faculty must attend at least six sessions within their first year.

Other Activity

Will be addressed in campus and PC Columbia 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:

(Total Full-time Students + 1/3 Part-time Students)

((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 17 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 2021 of the current academic year (2021-2022) is approximately 15

We are pleased 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 2021	Fall 2020	Fall 2019
Analysis of Ratio		01:17.3	

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.

Palmetto College's central Enrollment Management office has four 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 Palmetto College Vice Chancellor for Enrollment Management & Student Success, and services all counties of South Carolina to promote accessible 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 20 online degree completion programs. The central Enrollment Management office coordinates statewide recruitment activities, including education and career fairs, SC Technical College campus visits and events, military-affiliated events, and other opportunities to promote the wide range of flexible bachelor's degree completion pathways through USC Palmetto College. The social media presence, along with a public calendar for onsite and online recruitment events, have been used to deliver announcements, events and reminders for application and enrollment 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 Teams and Blackboard Collaborate for ease of 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 admissions 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. Use of the CRM is also expanding to include student advising and retention activities. Communications to prospective and current students such as email and SMS text message campaigns are designed and scheduled to improve efficiency and grow enrollment through organized plans and data analysis.

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 Retention

Efforts at retaining current students in College/School programs.

Actions: Palmetto College coordinated an all-campuses budget request directed to the more

Student Recruiting and Retention

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-solution 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 10 years since the establishment of Palmetto College is the over-2,700 degrees awarded. It is also worth noting that in the fall, 60% 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 (2017 entering FT/FT students, captured three years after entering, i.e., "150% of time) the aggregate average for the campuses was 68.5.3%. This is a significant increase over the 2014 cohort rate (58%) as well as considerably higher than the Technical College sector's reate of 56.6%.

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 2021	Fall 2020	Fall 2019
Undergraduate Enrollment			
Freshman	1335	1307	1450
Sophomore	575	602	676
Junior	135	167	175
Senior	62	76	62
Dual/Non-Degree	3064	2994	2754
Sub Total	5171	5146	5117
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)	5171	5146	5117

Illustration 3. Undergraduate Student Enrollment by Classification

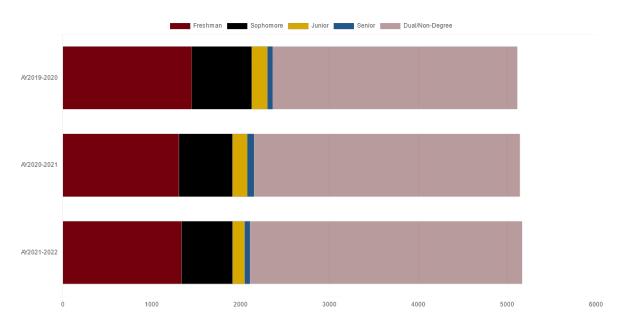


Illustration 4. Graduate/Professional Student Enrollment by Classification

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

Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status

	Fall 2021	Fall 2020	Fall 2019
Undergraduate	5171	5146	5117
Full-Time	1911	1966	2064
Part-Time	3260	3180	3053
Graduate/Professional	0	0	0
Full-Time	0	0	0
Part-Time	0	0	0
Total - All Levels	5171	5146	5117
Full-Time	1911	1966	2064
Part-Time	3260	3180	3053

Student Diversity by Gender

Table 7. Student Enrollment by Gender.

	Fall 2021	Fall 2020	Fall 2019
Undergraduate	5171	5146	5117
Female	3002	3069	2902
Male	2169	2077	2215
Graduate/Professional	0	0	0
Female	0	0	0
Male	0	0	0

Illustration 6. Undergraduate Student Diversity by Gender

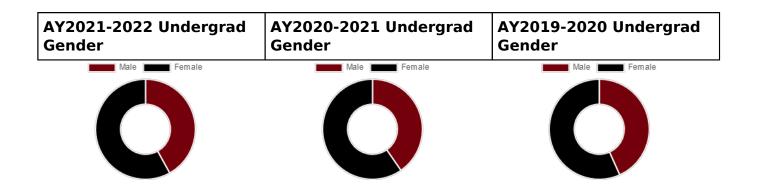


Illustration 7. Graduate/Professional Student Diversity by Gender

AY2021-2022 Graduate	AY2020-2021 Graduate	AY2019-2020 Graduate
Gender	Gender	Gender

Student Diversity by Race/EthnicityTable 8. Student Enrollment by Race/Ethnicity

	Fall 2021	Fall 2020	Fall 2019
Undergraduate	5171	5146	5117
American Indian/Alaska Native	21	19	18
Asian	88	124	79
Black or African	1011	1027	953
Hispanic or Latino	312	285	248
Native Hawaiian or Other Pacific Islander	7	9	2
Nonresident Alien	47	33	49
Two or More Races	200	165	178
Unknown Race/Ethnicity	218	235	748
White	3267	3249	2842
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

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity

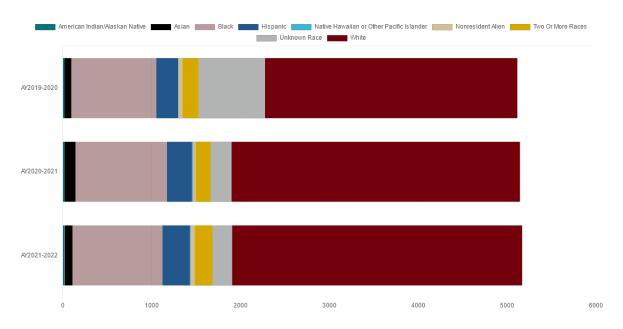


Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity

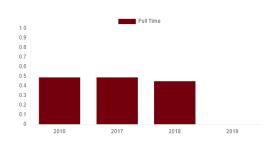
Undergraduate Retention

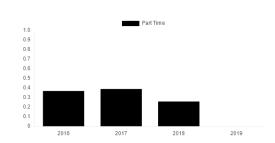
Table 9. Undergraduate Retention Rates for First-time Full-time Student Cohorts

	First Year	Second Year
Fall 2020 Cohort	0%	N/A
Fall 2019 Cohort	0%	N/A
Fall 2018 Cohort	45%	26%

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.

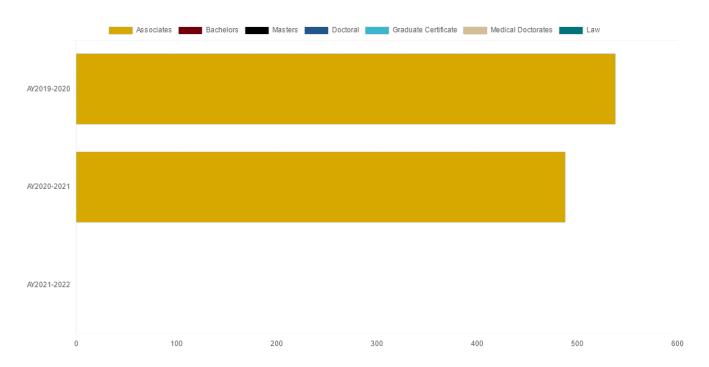
	Fall 2018	Fall 2017	Fall 2016
3 Year Grad Rate	0%	25%	25%
Transfer Out Rate	0%	45%	44%

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	Fall 2021	Fall 2020	Fall 2019
Associates Degree		488	538
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
Biggs, Adam	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Schafer, Emily	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Kunka, Andy	Denise R. Shaw Excellence in Scholarship Award	Palmetto College
Mogilski, Justin	Denise R. Shaw Excellence in Scholarship Award	Palmetto College

Faculty Awards Nominations

Service Award Nominations

Recipient(s)	Award	Organization
Lai, Bryan	Chris P. Plyler Excellence in Service Award	Palmetto College
Lawrence, Pat	Chris P. Plyler Excellence in Service Award	Palmetto College
Lownes, Steve	Chris P. Plyler Excellence in Service Award	Palmetto College
Picariello, Damien	Chris P. Plyler Excellence in Service Award	Palmetto College

Faculty Awards Nominations

Teaching Award Nominations

Recipient(s)	Award	Organization
Burns , Francis	John J. Duffy Excellence in Teaching Award	Palmetto College
Criswell, Stephen	John J. Duffy Excellence in Teaching Award	Palmetto College
Decker, David	John J. Duffy Excellence in Teaching Award	Palmetto College
Morris , Lee	John J. Duffy Excellence in Teaching Award	Palmeto College



Faculty Awards Received

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

Faculty Research Awards Nominations

Faculty Awards Received

Faculty Service Awards Nominations



Faculty Teaching Awards Nominations

Faculty Awards Received

Faculty Other Awards Nominations

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 2021-22, 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, thew 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 125 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 ~\$1.63 million in new donations and have delivered \$3.04M in new funding proposals. We have numerous active, unfunded proposals in our pipeline that will likely guide us into a productive 2022/23 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.

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. This year, we have updated our site location roster, submitting this roster to the CHE for approval.

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.

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 Engagement

Community perceptions are enhanced by community service and such activity during 21/22 was extensive.

- 1. Each campus has established or is established a food pantry to serve food-insecure students.
- 2. 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. We hope to resume this next year.
- 3. Received \$6 million GEER grant to establish free-to-use Apple labs at six PC locations. The first location (Union) opened in February

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
Lancas ter	Justin Pearson jhpearso@mai lbox.sc.edu 803-313-7070	Todd Lekan tlekan@mailbo x.sc.edu 803-313-7101	Incoming Student Life Director (TBA)	Incoming Student Life Director (TBA)	Todd Lekan tlekan@mailbo x.sc.edu 803-313-7101
Salkeh atchie	Brandon Wright wright@mailb ox.sc.edu 803-812-7355 or 843-782-8601	Bryan Love Bry anLov@mailbo x.sc.edu 803-812-7466	Brandon Wright wright@mailbox.sc.edu 803-812-7355 or 843-782-8601	Brandon Wright wright@mailbox. sc.edu 803-812-7355 or 843-782-8601	Bryan Love Br yanLov@mailb ox.sc.edu 803-812-7466
Sumter	Keith Britton k britton@uscsu mter.edu 803-753-4965	Eric Reisenauer eri cr@uscsumter. edu 8039383749	Kris Weissmann WEISSMAK@usc sumter.edu (803) 938-3824	Eric Reisenauer ericr@uscsumte r.edu 8039383749	Eric Reisenauer eri cr@uscsumter. edu 8039383749
Union	Brad Greer gr eerm@mailbo x.sc.edu 864-424-8039	Maggie Aziz and Susan Jett azizma@mailb ox.sc.edu- 864-424-8046 j ettsp@mailbox .sc.edu, 864-424-8027	Brad Greer and Anita Whitney gr eerm@mailbox.s c.edu 864-424-8039 a pecko@mailbox. sc.edu 864-424-8018	Brad Greer and Anita Whitney gr eerm@mailbox.s c.edu 864-424-8039 a pecko@mailbox. sc.edu 864-424-8018	Maggie Aziz az izma@mailbox .sc.edu- 864-424-8046
PC Col umbia	Joe Mews me wsj@mailbox. sc.edu 803-576-6003	Ron Cox ronco x@mailbox.sc. edu 803-777-9425	Ron Cox roncox @mailbox.sc.ed u 803-777-9425	Ron Cox roncox @mailbox.sc.ed u 803-777-9425	Steve Lowe SI owe@mailbox. sc.edu 803-777-9446

Equity and Diversity Plan

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

See above

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 21/22 academic year (5,146 to 5,171) after considerable growth from 19/20 to 20/21 (5,117 to 5,146). 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 21/22

Credit Hours Taught Narrative

College/School Financial Information Narrative

Provided in Chancellor and Dean presentations to the President and Budget Office

Student Outcomes Narrative

With the aforementioned Student Success Rate stabilizing at nearly 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. These efforts have dramatically reduced the debt default rate from percentages averaging in the teens for 2017 and 2018 for the campuses (combined) to 6.3% for 2019 (preliminary)

HERD Research Expenditures Narrative

While teaching, not research, is the primary activity of the PC Campuses, Palmetto College secured over \$1.6 million in grants for 21/22

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 over 2700 online program graduates produced

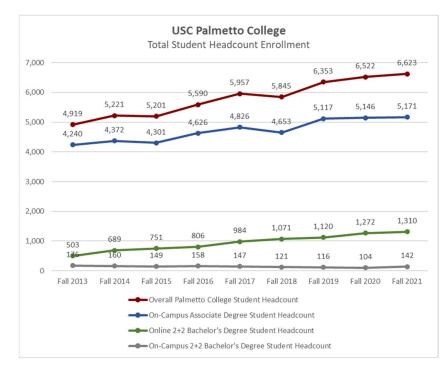
Cool Stuff

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

Append	Xik	1. <i>I</i>	4cad	lemi	c F	² rogra	ms
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Appendix 1. Academic Programs

	USC Palmetto College Online Bachelor's Degree Completion Programs - Headcount by Major SColline Launch																									
		PC Onli	ne Launch																				SC Onlin	e Launch		
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	Summer 2020	Fall 2020	Spring 2021	Summer 2021	Fall 2021
2020	App. Computer Science, Cybersecurity - Aiker	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	5	11	5	30
2017	Business Admin. Acct Aiken	-	-	-	-	-	-	-	-	-	-	-	-	43	51	22	56	52	15	66	74	30	107	106	49	98
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	76	180	163	92	187
2020	Communication - Aiken	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9	16	9	21
2013	Criminal Justice - Upstate	17	23	21	57	70	34	79	78	38	78	82	32	92	105	46	111	99	43	105	101	44	123	113	40	106
2013	Elem Education - Columbia	12	11	8	33	25	3	46	40	9	56	47	8	43	37	3	34	35	10	45	41	6	40	44	11	52
2019	Engineering Tech Mgmt - Upstate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37	41	22	49	43	24	35
2017	Health Informatics - Upstate	-	-	-	-	-	-	-	-	-	-	-	1	13	15	11	25	24	16	30	30	15	60	49	12	49
2016	Hospitality Mgmt - Beaufort	-	-	-	-	-	-	-	-	-	1	5	4	12	18	6	20	24	16	28	27	21	32	34	21	29
2013	Human Services - Beaufort	6	14	10	42	49	16	54	61	1	70	70	33	86	86	38	90	82	31	64	60	31	64	54	30	64
2016	Info. Mgmt. & Systems - Upstate	-	-	-	-	-	-	-	-	-	5	9	12	33	39	23	52	57	31	59	54	35	72	55	22	54
2013	Liberal Studies - Columbia	184	186	90	216	205	47	218	216	49	210	191	67	193	181	88	186	184	75	166	155	67	146	146	48	131
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	119	161	165	117	164
2013	Org. Leadership - Columbia	119	118	50	124	130	40	124	118	39	127	124	58	144	122	75	144	148	68	148	145	59	151	144	69	143
2020	Psychology - Aiken	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	22	4	31
2020	Psychology - Beaufort	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	10	6	38
2016	Public Health/Health Promotion - Beaufort	-	-	-	-	-	-	-	-	-	5	10	6	19	24	10	27	30	22	36	37	26	37	39	17	43
2020	Sociology - Beaufort	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	1	0	6
2017	Special Education - Aiken	-	-	-	-	-	-	-	-	-	-	1	1	4	12	1	9	11	3	15	12	4	19	22	10	29
	Total	503	542	353	689	705	319	751	758	311	806	854	450	985	1002	552	1071	1046	520	1120	1076	555	1272	1237	586	1310
	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%	-5.8%	4.6%	2.9%	6.7%	13.6%	15.0%	5.6%	3.0%



Palmetto College

Enrollment Trends | Fall 2008 - Fall 2021 HEADCOUNT

				EADCOOL	••								SC Online	
						PC Launch							Launch	
Associate Degree Programs through Palmetto College Campuses (100-300 Level Courses)	2008	2009	2010	2011	2012	2013*	2014	2015	2016	2017	2018	2019	2020	2021
USC Lancaster	1,666	1,593	1,588	1,744	1,832	1,811	1,738	1,722	1,845	1,910	1,523	1,640	1,810	1,729
USC Salkehatchie	965	957	1,150	1,155	1,173	1,021	1,076	1,109	1,137	1,011	927	964	878	817
USC Sumter	1,235	1,206	1,192	1,018	898	924	879	901	805	1,002	1,110	1,360	1,387	1,407
USC Union	367	507	530	492	473	484	679	569	839	903	1,093	1,153	1,071	1,218
SUBTOTAL	4,233	4,263	4,460	4,409	4,376	4,240	4,372	4,301	4,626	4,826	4,653	5,117	5,146	5,171
2+2 Onsite Bachelor's Degree Completion Programs Offered by Palmetto College Campuses, Conferred by USC Flagship and Comprehensive Campuses (300-400 Level Courses)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Liberal Studies - Columbia (Palmetto College Campuses)	45	93	145	202	192	*	*	*	*	*	*	*	*	*
Organizational Leadership - Columbia (Palmetto College Campu	-	4	45	78	113	*	*	*	*	*	*	*	*	*
Business - Aiken (Sumter)	66	62	64	48	42	38	32	21	36	26	19	14	6	2
Education - Aiken (Salkehatchie)	10	10	10	4	7	12	10	10	9	12	5	16	4	23
Education - Aiken (Sumter)	-	-	-	-	-	-	-	-	-	1-	-	2	23	21
Education - Upstate (Sumter)	79	72	69	59	42	44	21	21	29	26	13	4	1-1	-
Industrial Process Engineering - Aiken (Salkehatchie)	-	-	-	-	-	-	-	-	-	1-	-	1-1	-	0
Nursing - Aiken (Sumter)	-	-	-	-	-	-	-	-	-	1-	-	-	1-1	8
Nursing - Aiken (Union)	-	-	-	-	-	-	-	-	-	L.	-	-	-	16
Nursing - Beaufort (Salkehatchie)	-	-	-	-	-	-	-	-	-	-	-	-	16	27
Nursing - Columbia (Lancaster, Salkehatchie)	16	32	57	60	67	73	78	78	69	67	74	73	55	45
Fort Jackson	39	27	44	31	23	9	19	19	10	16	10	7	**	**
SUBTOTAL	255	300	438	482	486	176	160	149	158	147	121	116	104	142
2+2 Online Bachelor's Degree Completion Programs Offered by Palmetto College Campuses, Conferred by USC Flagship and Comprehensive Campuses (300-400 Level Courses)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Applied Computer Science, Cybersecurity - Aiken	-	-	-	-	-	-	-	-	-	-	-	-	5	30
Business Administration - Aiken	-	-	-	-	Ε.	28	78	118	146	177	200	216	287	285
Communication - Aiken	-	-	-	-	-	-	-	-	-	1-	-	-	9	21
Criminal Justice - Upstate	-	-	-	-	-	17	57	79	78	92	111	105	123	106
Elementary Education - Columbia	-	-	-	-	-	12	33	46	56	43	34	45	40	52
Engineering Technology Management - Upstate	-	L	-	-	-	-	-	-	L	12	-	37	49	35
Health Informatics - Upstate	-		-	-	-	-	-	-	-	13	25	30	60	49
Hospitality Management - Beaufort	-	-	-	-	-	-	-	-	1	12	20	28	32	29
Human Services - Beaufort	-		-	-	-	6	42	54	70	86	90	64	64	64
Information Management and Systems - Upstate	-	-	-	-	-)=	-	-	5	33	52	59	72	54
Liberal Studies - Columbia	×	×	-			184	216	219	210	193	186	166	146	131
RN-BSN Program - Upstate	-		-	-	-	137	139	112	108	168	173	171	161	164
Organizational Leadership - Columbia	-	•	-	-	-	119	124	123	127	144	144	148	151	143
- 1 I all			-	-	-	-	-	-	-	- 1	-	-	6	31
Psychology - Aiken	-													
Psychology - Aiken Psychology - Beaufort	-	-	-	-	-	-	-	-	-	-	-	-	8	38
			-	-	-	-	-	-	5	19	27	36	8 37	43
Psychology - Beaufort	-	-					_						1.77	
Psychology - Beaufort Public Health (Formerly Health Promotion) - Beaufort	-	-	-	-	-	-	-	-	5	19	27	36	37	43
Psychology - Beaufort Public Health (Formerly Health Promotion) - Beaufort Sociology - Beaufort	-		-	-	-	-	-	-	5	19	27	36	37 3	43 6

^{*} Effective Fall 2013, with the launch of Palmetto College, the Liberal Studies and Organizational Leadership programs became a part of the online 2+2 degree completion offerings.

** Effective Fall 2020, oversight of enrollment in the Fort Jackson military program transitioned to the newly formed Military and Government Programs Office within the Division of External Affairs.

	Grad Report for years prior to FY 18 & Enrolle																			Graduated																		
Campus	Program Name	Fall 2013	Spring 2014	Summer 2014	2013-14	Fall 2014	Spring 2015	Summer 20	15 2014-15	Fall 2015	Spring 2016	Summer 2016	2015-16	Fall 2016	Spring 20:	17 Summer 20	7 2016-17	Fall 2017	Spring 2018	Summer 2018	2017-18	Fall 2018	Spring 2019	Summer 2019	2018-19	Fall 2019	Spring 2020	Summer 2020	2019-20	Fall 2020	Spring 2021	Summer 2021	2020-21	Fall 2021	Spring 2022 Sur	amer 2022 20	120-21	Total
Aiken	USCA Business Admin - Management						2	2	9 11		5 10	9	24	8		16	9	33 1	1	3 7	34	19	6	11	36	17	26	8	51	17	15	10	42	18	22		40	271
	USCA Business Admin - Accounting																									2	6	2	10	5	5	1	11	4	10		14	35
	USCA Communication																																	2	1		3	3
	USCA Psychology																																					
	USCA Special Education																						11		11		2		2	1	3		4	1	1		2	19
	Subtotal						2	2	9 11		5 10	9	24	8		16	9	33 1	1 1	3 7	34	19	17	11	47	19	34	10	63	23	23	11	57	25	34	- 1	59	328
Beaufort	USCB Public Health (Prev. Health Promotio	n)																		8	8		2	2	4	4	5	4	13	3	4	3	10	2	4		6	41
	USCB Hospitality Mgmt																			1	1		3	1	4	4	3	5	12	6		4	10	4	7		11	38
	USCB Human Services							ı			1 5	2		2		2 -		4	. 1	3 4	22	16	12	5	33	6	6	7	19	13	8	1	22	5	19		24	133
	USCB Psychology																			4														1	5		6	6
	USCB Sociology																																		1		1	
	Subtotal										1 5	2		2		2 -		4	. 2	2 4	31	16	17	8	41	14	14	16	44	22	12	8	42	12	36		48	219
Columbia	ED Elementary Educ										4		4			8		8	1	7	17		5		5		15		15		12	-	12	-	8		- 8	69
	PP Liberal Studies				34	20	30)	5 59		7 32	1	50	25		43	6	74 1	7 3	5 9	61	20	29	12	61	20	29	12	61	20	26	12	58	26	19		45	499
	PP Organizational Leadership				33	. 7	1 12	,	3 22		6 17	3	36	14		19	4	37 1	7 2	5 4	46	15	27	6	48	14	22	8	44	20	23	q	52	23	20		43	361
	Subtotal				67	27	42	,	8 77		3 53	4	9	39		70 1	0 1	19 3	. 7	7 13	124	35	61	18	114	34	66	20	120	40	61	21	122	49	47		96	929
Jostate	Upstate Criminal Justice						4		4 8		5 9	5	19	10	-	9	4	23	1	7 4	29	18	13	2	33	17	15	6	38	17	8	7	32	13	17		30	212
	Upstate Engineering Tech Mgmt																									2	2	1	5	4	7	3	14	4	9		13	32
	Upstate Health Informatics																					1	1		,		1	1	2	5	3	1	q	2	4		6	20
	Upstate Info Mgmt and Systems																			1		2	6	1	9	6	3	5	14	7	4	2	13	8	3		11	48
	Upstate Nursing - R.N.				114		1	1	06 108		4 1	87	93	12		2 4	9	53 5	3	2 53	136	43	27	54	124	49	25	35	109	33	36	43	112	35	49		84	942
	Subtotal				114			. 1	10 116		9 10	92	111	22		11 9	3	86 6) 5	0 57	167	64	47	57	168	74	46	48	168	66	58	56	180	62	82		144	1.254
	Grand Totals		_	-	181	28	50	1	27 205	-	8 78	107	233	71		99	2 2	12 11	16	2 81	356	134	142	94	370	141	160	94	395	151	154	96	401	148	199	-	347	2,730
-	Cialio lotais				101		_ ~				0 70	207		/1		,, ,			, 10	4 01			171		370	272	100		3,3	131	2,57		701	240	133			2,750

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	Fall 2020	Spring 2021	Summer 2021	2020-21	Fall 2021	Spring 2022	Summer 2022	2021-22	Total
Lancaster	132	125	111	158	142	22	97	14	133	17	108	18	143	33	77	24	134	27			27	1,105
Salkehatchie	171	185	132	117	151	11	115	6	132	23	85	11	119	7	63	4	74	18			18	1,099
Sumter	70	106	110	106	129	22	86	47	155	22	86	50	158	31	74	50	155	24			24	1,013
Union	49	35	44	44	56	6	51	4	61	9	34	25	68	11	57	13	81	7			7	445
Grand Totals	422	451	397	425	478	61	349	71	481	71	313	104	488	82	271	91	444	76		-	76	3,662