



UNIVERSITY OF  
**SOUTH CAROLINA.**

L A N C A S T E R

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**BLUEPRINT FOR ACADEMIC  
EXCELLENCE AT USC LANCASTER**

**2009 - 2013**

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## I. VISION, MISSION and GOALS

### A. Executive Summary

#### Vision Statement – University of South Carolina Lancaster

USC Lancaster aspires to be a leader among USC's regional campuses as a comprehensive learning center offering equal access to high-quality university programs and services. USC Lancaster must be a dynamic, forward-looking and proactive institution of higher learning that relates productively to its community and to the University of South Carolina. USC Lancaster seeks to continuously enhance its intellectual environment and expand access to its academic programs

There are three primary components to the USCL vision statement: 1) superior education; 2) state of the art resources; and, 3) strategic leader in partnership with our community. Superior education refers to the delivery of superior education at an exceptional value. To that end, USC Lancaster aspires to serve as the standard bearer for the regional campuses. We are pleased to report that our student success rate is the highest among the regional campuses. Our faculty is dedicated to teaching. More than one-half have terminal degrees. Accreditation of our Associate in Science in Business program was reaffirmed in 2008 by the Association of Collegiate Business Schools and Programs.

With regard to state of the art resources, multi-media instructional systems were expanded during the past year to include classrooms in the Bradley Arts and Sciences Building. Plans were developed to upgrade two more classrooms and instructional capabilities in Stevens Auditorium. Despite recent budget cuts, USCL has acquired new equipment for faculty research projects. Further, the Faculty/Staff Research and Productive Scholarship Review Panel recently approved \$30,000 to six faculty members from E150 Fund (Research Incentive). Projects include continued development and expansion of a comprehensive dictionary for the Catawba Language, improving pharmacokinetics of naturally occurring peptides, assessing neuropsychological and physiological correlates of aging, and computer modeling of protein folding.

USCL is a strategic partner in community efforts to improve the socio-economic conditions in this region. We recently provided an office for the Lancaster Literacy Council as they work to find solutions to the high rate of adult illiteracy in the County.

#### Mission Statement

USCL is not advocating any change in mission. However, our planning committee reviewed the mission statement and mandates authorized for USCL by the USC Board of Trustees and approved by the South Carolina Commission on Higher Education (CHE). That lengthy mission statement was summarized by the committee into a single sentence. This condensed mission statement neither changes nor detracts from the formal legal mission. Rather, it is one which can be easily and widely communicated.

*The mission of USC Lancaster is to provide an accessible and affordable student-centered educational opportunity and to enrich our regional community through a strong commitment to public service.*

The full text of the USCL mission statement may be accessed at <http://usclancaster.sc.edu/mission.htm>

#### Linkage Between Mission and Vision

Our vision statement refers to ‘superior education at an exceptional value’. Our mission statement refers to ‘accessible and affordable student-centered educational opportunity’. These two fundamental statements of purpose and vision are linked by common themes of quality and affordability in higher education. By measures of faculty credentials and faculty accomplishments and USCL’s student success rate, we are fulfilling the mission and vision.

#### Strategic Goals

Goal 1: Expand the number of degree programs in order to meet student expectations and community needs.

Goal 2: Provide a superior educational experience that prepares USCL graduates for the challenges and opportunities of the 21st century.

Goal 3: Improve USCL’s physical plant in order to sustain enrollment growth, expand public services and sustain the recruitment and retention of high-caliber faculty.

Goal 4: Strengthen the financial condition, efficiency and operations of USCL.

## **B. Goals, Initiatives and Action Plans**

Goal 1. (continued from prior year plan)

### **Expand the number of degree programs in order to meet student expectations and community needs.**

The process by which USCL developed its strategic plan called for extensive surveying of key stakeholder groups. There is overwhelming consensus within the community that more degree programs are needed at USCL. This first goal in the strategic plan, USCL's first priority, is an acknowledgement of the importance of meeting the community's expectations. The following initiatives are established for this goal.

#### Initiative 1(a): Bachelor Degree Programs

Action Plan 1(a)(1): Seek new cooperative bachelor-degree programs with other USC campuses.

Outcome measure: Three new bachelor-degree programs available to students at USCL within the next 5 years.

Progress: USCL now offers the BSN, BLS and BOL degrees.

#### Initiative 1(b): Academic and Support Programs

Action Plan 1(b)(1): Continue to develop and strengthen academic and support programs.

Input measure: Hire at least fifteen (15) new faculty members over the next five years (in addition to replacements for retirees) to expand variety of course offerings.

Input measure: Increase faculty travel/professional development budget by 20% over five years.

Progress: 15 new faculty members were hired in 2008.

Goal 2 (continued from prior year plan)

### **Provide a superior educational experience that prepares USCL graduates for the challenges and opportunities of the 21<sup>st</sup> century.**

USCL's strategic planning process included an examination of internal and external trends. Enrollment trends over the past 5 years, population trends and projections for the region and, the need for more diversified academic programs indicates that new initiatives are needed to achieve our goal of providing a superior educational experience.

Initiative 2(a) New Faculty

Action Plan 2(a)(1): Increase the number of USCL full-time faculty positions.

Outcome measure: Maintain a student to faculty ratio of no more than 20 to 1.

Progress: 15 new faculty members were hired in 2008.

Initiative 2(b) Foreign Studies Program

Action Plan 2(b)(1): Increase the number of foreign studies and foreign travel opportunities for students.

Output measure: At least two foreign travel opportunities for faculty and students each academic year.

Progress: In 2008, 14 students traveled to France and Spain with 2 professors. In May 2009, 12 students and 2 professors will travel to Greece.

Initiative 2(c) Student Body Diversification

Action Plan 2(c)(1): Increase the number of out-of-state and international students at USCL.

Input measure: Establish an out-of-state recruitment program.  
Establish an international-student recruitment program.

Output measure: Increase the number of out-of-state and international students by 5 in each of the next 5 years.

Outcome measure: Increased cultural, racial, religious and ethnic diversity on campus. Increased student appreciation of American history, cultures, geography, religions, races and opportunities.

Progress: Funding limitations for recruiters and travel and lack of on-campus student housing necessitates delaying some facets of this initiative. USCL does maintain information on national online databases so potential students can learn about us. Recruitment information is mailed to high schools located near the N Carolina / S Carolina border.

Initiative 2(d) Native American Studies Program

Action Plan 2(d)(1): Expand study opportunities in Native American Indian culture and other distinctive cultures.

Input measure(s): Locate and secure acquisition of additional archival materials related to Native American life and culture. Hire faculty with credentials suitable to gain USC approval to offer courses related to Native American culture or other distinctive cultures (literature, art, sociology, anthropology, etc.)

Outcome measure(s): Increase in materials located in USC Lancaster archives.  
Increase in secured grant funding for purchase of cultural materials (books, primary documents, art, etc.). Hiring of faculty with credentials to offer relevant courses.

Progress: Acquired major collection of Catawba Pottery and archival records of the Catawba tribal history.

#### Initiative 2(e) Instructional Technology

Action Plan 2(e)(1): Leveraging advances in technology and, without diminishing the impact and significance of in-class interactions with professors, improve the quality, delivery and cost efficiency of academic programs.

Input measure: USCL-sponsored workshops to provide faculty training in the use of classroom technologies.

Outcome measure(s): Increased faculty usage of technology in courses. Increased USCL faculty participation in Palmetto Programs distance education courses.

Progress: Continued program to establish multi-media classrooms.

#### Initiative 2(f) Inter-collegiate Athletics

Action Plan 2(f)(1): Expand USCL's program of inter-collegiate athletics for men and women students.

Input measure(s): Determination of which sports best fit the needs of male and female students at USCL. Hire coaches for each team. Establish budgets for each program and determine funding sources. Recruit student-athletes.

Output measures:  
Participation in inter-collegiate competition.

Outcome Measures:  
Greater awareness about USCL.  
Increased appreciation by students for the value of team work, goal setting, hard work and rewards.

Progress: Added men's and women's tennis and baseball in 2008 to the men's golf and women's soccer programs that were already in place. Fall semester 2008 saw USCL with over 100 student-athletes on campus.

#### Initiative 2(g) Student Internship Program

Action Plan 2(g)(1): Seek opportunities for additional student internships with local businesses.

Outcome Measure: Increase in number of area businesses offering internships to USCL students through TSTM 399.

Goal 3 (continued from prior year plan)

**Improve USCL's physical plant in order to sustain enrollment growth, expand public services and sustain the recruitment and retention of high-caliber faculty.**

Continued enrollment growth and population projections for the greater Charlotte region point toward the need for additions to the physical plant. The campus added two buildings during the 1990s -- The James Bradley Arts and Sciences Building and the Carole Ray Dowling Health Services Building. Both buildings are used extensively. Since these projects, enrollment has soared to 1,666 students. There are several needs that point to additional construction projects in the near future and a new Campus Master Plan was completed in early 2008.

USCL's Strategic Goal No. 3 calls for the most extensive building program in the school's history. Five major projects are envisioned between 2008 and 2012. This goal calls for construction of additional parking in 2008. USCL will begin its second half century of service in fall 2009. The plan calls for construction of the first on-campus housing, with dormitories to open no later than fall semester 2010. In fall of 2010, USCL expects to break ground on a new classroom building, to open by fall 2011. A new health services building is planned for opening in 2012. All new buildings are expected to meet LEED certifications as energy efficient.

While these new construction projects are implemented, the existing campus grounds will see major landscaping improvements – new green spaces, new trees, new fences, new signs, improved parking and improvements along Hubbard Drive to better identify the boundaries of the campus and manage traffic patterns.

Initiative 3(a): Campus Master Plan

Using the conceptual master plan as a guide, USCL will begin a long-term program to update the campus, adding new facilities as funds become available, renovating facilities where needed, and in some cases moving parking lot locations for improved pedestrian access.

Action Plan 3(a)(1): Implement recommendations of 2008 Campus Master Plan

Input Measure(s): Establish a campus beautification committee composed of faculty, staff, students and community leaders to provide guidance and oversight on campus construction and landscape projects. Contract with a professional landscape architect to development a long-range plan for campus improvements.

Output measure(s): Landscape management plan for the preservation of natural resources on campus. Landscape plan for improving the quality of campus design, maintenance and efficiency. Begin implementation of landscape improvements. Construct additional parking lot in 2008.

Progress: A much-needed boundary survey was completed in 2008. Architectural renderings were acquired for a new gateway sign and

campus fencing. A detailed construction design document was prepared for the gateway sign along with small sections of the fence but no construction will occur until the current fiscal crisis is resolved. A new parking lot was constructed in 2008. An architectural plan for re-design of the Crawford Rose Garden was completed in 2009 but actual landscaping will not occur until the fiscal crisis is resolved. An architectural plan for the campus green space is in development. Actual construction of the campus green space will not occur until the fiscal crisis is resolved.

Initiative 3(b): Residential Housing

Action Plan 3(b)(1): Seek approval of Educational Foundation of USCL for construction and management of a residential housing complex on campus.

Input Measures:

Verify and document student demand for on-campus housing. Establish appropriate location on campus. Educational Foundation of USCL enters contract for construction and management of dormitories.

Outcome measures:

New dormitory open no later than fall semester 2010.

Efficiency Measure(s):

At least 75% occupancy rate fall semester 2010 and spring semester 2011. LEED certified building.

Progress: The Educational Foundation of USCL was in discussion with two firms interested in building housing on this campus when Governor Sanford announced his FY 09-10 budget with recommendations to close this and two other regional campuses. Consequently, those discussions were suspended. If the campus has 300 beds available and ½ of those are devoted to out-of-state students, the tuition revenue from those 150 would nearly equal the current amount of state appropriations. This potential source of additional revenue is significant and must be addressed as a future funding source as state appropriations are proving woefully inadequate. Local developers renovated nearby apartments during 2008 and made those apartments available to USCL students. There are approximately 50 student-athletes living in the complex.

Initiative 3(c): New Classroom Building

The double-digit enrollment growth of the past 5 years is expected to continue for several more years. This trend mandates construction of additional classrooms, faculty offices and meeting rooms. Initiative 3(c) is established to address those needs.

Action Plan 3(c)(1): Seek approval and funding for construction of a new classroom building.

Input Measures: Document the number and size of classrooms needed. Determine how many offices, labs and other facilities are needed. Determine costs and funding requirements.  
Submission of Comprehensive Permanent Improvement Plan.

Output Measures: Educational Foundation of USCL approval.  
USC Board of Trustees approval. Financing obtained.

Efficiency Measure: LEED certified building.

Outcome Measures: New classroom building open for fall semester 2011.  
Continued recruitment of high-caliber faculty. Sustained growth in enrollment.

Progress: An architectural rendering (conceptual design only) was acquired in 2008 for a 32,000 sq. ft. classroom building. The campus is currently exploring sources of funding for construction of this much-needed facility. In 2008, the campus received a \$500,000 commitment from a local foundation toward construction of a new classroom building.

Initiative 3(d): Health Services Building

Public service is a key component of the university's mission. As the population of South Carolina continues to grow and longevity increases as well, USCL expects increased demand for its health services programs. The current programs in cardiac rehabilitation, physical therapy and diabetes education are offered in cooperation with and under the supervision of the local medical community. Demand for services is expected to increase. USCL's health services facilities are housed in the renovated University Baptist Church building now known as the Carole Ray Dowling Health Services Building. Medical services are provided in what were formerly Sunday school rooms and the multi-purpose room on the lower level. USCL plans to build a new health services building that will provide easy access to patients and provide a floor plan that increases the efficiency of services provided. Once a new health services building is in place, the Carole Ray Dowling Building will house the student activities center and the former sanctuary, now a meeting room, may be converted to a non-denominational chapel for the campus community.

Action Plan 3(d)(1): Seek approval and funding for construction of a new health services building.

Input Measure(s): Educational Foundation of USCL approval. USC Board of Trustees approval. Financing obtained for project.

Output Measure(s): New Health Services Building open in 2012.

Efficiency Measure(s): LEED certified building. Improved public access.

Outcome Measure(s):  
Expansion of the programs that meet the needs of Lancaster County citizens and those of nearby communities.

Progress: An architectural rendering (conceptual design only) was acquired in 2008 for a 30,000 sq. ft. health services building. The campus is currently exploring sources for funding.

Goal 4 (continued from prior year plan)

**Strengthen the financial condition, efficiency and operations of USCL.**

Initiative 4(a): Parity

The manner in which regional campuses of USC are currently funded by the state creates gross inequities among the schools. USCL is currently state-assisted at approximately 54% of Mission Resource Requirements (MRR), an amount calculated by the South Carolina Commission on Higher Education. Other regional campuses receive as much as 90% or more of MRR. This unfortunate situation requires Lancaster's delegation to the General Assembly to annually seek supplemental funding to balance the gross inequities. USCL has been fortunate in recent years in that the delegation has been successful in obtaining supplemental funding. However, this funding process is inadequate and insufficient for long term planning of academic programs and services.

Action Plan 4(a)(1): Seek additional state funding that provides USCL with 100% of Mission Resource Requirements (MRR) as set by the S. C. Commission on Higher Education.

Input Measure(s): Campus communication to USC administration and budget officials, CHE, Budget and Control Board and General Assembly.

Output Measure(s): Parity of funding among regional campuses.

Efficiency Measure(s): 100% of MRR.

Outcome Measure(s): Sustained funding for academic programs.

Progress: Insufficient progress has been made on this initiative. USCL continues to be the least-funded regional campus on a per-student basis.

Initiative 4(b): University Advancement

Action Plan 4(b)(1): Establish an Office for University Advancement as an enhancement of Development in order to increase private and corporate support of USCL.

Input Measure(s): Establish fulltime position of Director of University Advancement.

Output Measure(s): Director of University Advancement hired and goals and objectives for fund-raising established.

Efficiency Measure(s): Increase scholarship endowments by 50% by 2012.

Outcome Measure(s): Establish 2 endowed faculty chairs by 2012.

Progress: Insufficient state appropriations have made it impossible to fund a full-time position for University Advancement.

Initiative 4(c): Responsible Stewardship

Action Plan 4(c)(1): Implement strategies to reduce administrative costs as a percentage of total budget while maintaining and improving services to students, faculty and the public.

Input Measure(s): Monitor academic, administrative, maintenance, athletic and public service programs to maximize effectiveness and efficiency of resources. Assure rates for campus facilities reflect associated costs.

Output Measure: Increase in frequency and amount of financial information made available to administrators and faculty.

Efficiency Measure(s): Reduction in percentage of budget allocated to administrative costs. Improved energy consumption.

Outcome Measure(s): Greater understanding of budgets, budget process, resource allocation priorities.

Progress: USCL has been able to implement severe budget cuts during 2008-09 without major reductions in services. More financial data is being shared across the campus and the outcome measure is being achieved. Efficiency measures are being achieved as well through energy-saving ideas and increased awareness of the need to cut expenses. Expenditures related to employment of undergraduate student assistants has been reduced, further decreasing the percentage of budget allocated to administrative costs. The campus has had to use carry-forward balances in 'A' funds and in the Lancaster County Commission for Higher Education in order to meet the severe cuts in state appropriations during 2008-09.

Initiative 4(d): 50-Year Campaign

Action Plan 4(d)(1): Seek opportunities for increased local financial support.

Input Measure(s): Cooperative program with the Educational Foundation of USCL in the 50th anniversary fund-raising campaign. Local financial support of USCL athletics programs.

Outcome Measure: Greater community awareness of the many accomplishments at USCL. Local elected officials kept apprised of both the accomplishments and the needs of the campus. Increased financial support from local healthcare community for USCL's public service programs.

Progress: USCL provides staff support to the Educational Foundation of USCL in the 50-Year Capital Campaign. Commitments and pledges toward a new classroom building are in excess of \$500,000 during 2008-09. USCL athletics has raised in excess of \$10,000. A joint city-county council meeting was held for the sole purpose of educating new council members about the history of USCL, its impact upon the community and our plans for the future.

Initiative 4(e): County Support

Action Plan 4(e)(1): Keep Lancaster elected and appointed officials apprised of campus needs.

Input Measure: Meetings and presentations by USCL administration with and to government officials.

Outcome Measure(s): Greater awareness within the county and city about the programs and needs of USCL. Increase in millage rate for USCL operations.

Progress: A joint city-county council meeting was held for the sole purpose of educating council members about the history of USCL, its impact upon the community and our plans for the future. The administration remains in constant contact with county officials on the importance of local financial support of the campus.

Initiative 4(f): Service Region Outreach

The strategic planning process highlighted the fact that, other than Lancaster County, there is little interaction between USCL and surrounding counties within its six-county service region. York County, by virtue of the cooperative nursing program with York Technical School, is involved with USCL. However, Chester, Chesterfield, Kershaw and Fairfield Counties have little interaction with the campus. This presents an opportunity and responsibility for USCL to reach out to those counties and make schools and students aware of the degree programs offered and the conveniences of a state university close to home. This also provides an opportunity to seek financial support from those counties as USCL seeks to meet the higher education needs of each.

Action Plan 4(f)(1): Seek opportunities for financial support from all counties in USCL's service region.

Input Measure(s): Set strategies to improve, or in some cases establish, communications with leaders in surrounding counties.

Output Measure(s): Provide leaders in surrounding counties with information about USCL.

Outcome Measure(s): Improved awareness within the six-county service region of the academic, athletic and public service programs available at USCL. Eventual financial support from surrounding counties.

Initiative 4(g): Campus Communication and Morale

Campus surveys taken during the 2007 planning cycle indicate that campus communications and morale have room for improvement. USCL will actively pursue new ways to keep all informed of university plans, programs and changes. Leadership training will be provided to supervisors. Other approaches will be explored to address these concerns.

Action Plan 4(g)(1): Develop and implement strategies to improve campus-wide communications and morale.

Input Measure(s): Establish work group to study needs of the campus and implement strategies for improvement.

Output Measure(s): Increase in the frequency and relevancy of communications. Increase in opportunity for staff feedback on issues most important to them.

Outcome Measure: Improvement in satisfaction ratings as determined through faculty and staff surveys.

Initiative 4(h): Safety and Security

USCL contracted in September 2007 for a security assessment of the campus. Several needs were identified. Implementing the recommendations from that assessment have already begun and are continuing. This objective is established to ensure that the improvements in systems, practices and policies continue.

Action Plan 4(h)(1): Implement strategies to strengthen campus safety and security.

Input Measure(s): Recommendations from security assessment. Increase in percentage of budget allocated to safety and security needs. Training provided to Campus Emergency Response Team.

Output Measure(s): All classrooms, faculty offices, staff offices and meeting rooms have capability to be locked from the inside. Emergency notification system implemented. Faculty and staff training in emergency response procedures.

Efficiency Measure(s): Improved real-time communications on campus.

Outcome Measure(s): Improved safety and security. Trained and equipped Campus Emergency Response Team. Increased communications and cooperation between campus and first responder agencies.

Progress: Established a position for Director of Law Enforcement and Security. Filled the position on a part-time basis with a career law enforcement officer and current professor of criminal justice. Installed additional security camera in student center. Installed thumb-latch deadbolts on all classroom doors so they can be locked from the inside if needed. The campus now utilizes CarolinaAlert system for emergency notifications. The Campus Emergency Response Team training has not yet occurred.

Initiative 4(i): Organizational Alignment

Implementing the strategic plan calls for establishing annual operational plans. USCL administration will conduct a review of the current organization chart to ensure that functions and services are assigned to appropriate areas and that adequate staffing is in place for each. As enrollment continues to grow, it will be imperative that those staff people with multiple responsibilities have adequate support in order to meet increased workloads.

Action Plan 4(i)(1): Improve alignment of functions and offices through review of USCL's organization chart.

Input Measure: Analyze current organization chart to ensure maximum efficiency of processes, matched knowledge and skill sets, and effective use of resources in order to meet the growing needs of the campus.

Output Measure: Revised organizational chart

Efficiency Measure(s): Improved communications. Improved processes. Decrease in percentage of budget allocated to administrative tasks.

Progress: No progress to date.

Initiative 4(j): Leadership Development

This objective is further recognition that USCL's growth is expected to increase dramatically in the years to come. Consequently, it is imperative that steps be taken now to ensure that the university's work force is prepared for the changes and challenges that will accompany growth. Employees must be capable of growing with the university and they must be encouraged and supported to further their development. Continuing professional education and development will be emphasized across all departments.

Action Plan 4(j)(1): Develop strategies to ensure that USCL maintains a highly skilled and motivated work force capable of assuming the leadership roles demanded by rapid enrollment growth.

Input Measure(s): All staff participate in at least 10 hours of continuing professional development instruction per year. All supervisors and managers seek leadership training and development opportunities through continuing education, seminars, conferences, etc.

Output Measure(s): Number of hours of staff training recorded each year.

Outcome Measure(s): Improved work force at every level. Improved services.

Progress: Some initial progress has been made toward this initiative. However, the severe budget cuts and restrictions on travel will have a major negative impact on achieving the initiative.

#### Initiative 4(k): Public Service Programs

This objective is a direct outgrowth of the Lancaster community's recognition of a critical need for immediate attention to the high rate of adult illiteracy in the county. The Lancaster Chamber of Commerce Planning Conference in 2007 recognized the problem as a major impediment to improved economic viability of the area. USCL will explore the feasibility of adding another public service program, possibly faculty, staff and student-donated time, to assist local agencies with this problem.

Action Plan 4(k)(1): Explore opportunities to expand public service programs to include addressing the high rate of adult illiteracy in Lancaster County.

Input Measure(s): Establish campus committee to work with community leaders to determine what steps USCL can take to assist local agencies.

Output Measure(s): Establish a plan of action by fall 2008. Number of hours provided by USCL faculty, staff and students. Amount of other resources provided by USCL.

Progress: The campus recently began providing in-kind service to the Lancaster Literacy Council by donating office space.

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

While USC Lancaster has long offered courses in foreign languages and cultures, over the past five years we have been able to initiate and expand more experiential learning situations based in other countries. Our first study abroad trip took place in 2004 when a few students and two professors visited sites in Italy, France and Spain. Students received academic credit (3 credit hours) for either ARTE 399 or SPAN 399. These independent study courses, with curriculum and learning outcomes devised by the two professors leading the trip, were designed to connect our students with the rich cultural heritage of the Mediterranean area of Europe. Trips continued to international destinations in 2005 (France and Spain) and 2006 (Mexico and the Yucatán). In 2008, 14 students and 2 professors visited France and Spain.

In May 2009, 12 students and 2 professors will travel to Greece. Over the years, students have been able to receive academic credit for ANTH 399, ARTE 399, FREN 399, SPAN 399. We anticipate being able to offer credit for study abroad in ENGL, PSYC and THEA in the coming years. Likewise, we hope to be able to offer trips to various non-Western destinations and explore the possibility of sending groups on longer trips during the summer session. We have seen student interest in Study Abroad increase over the years and we look forward to visiting many more countries in the future.

## **II. Funding**

USC Lancaster's plan for realizing increases in revenue and generating new revenue sources are incorporated in the strategic goals and initiatives. Increased revenue from growth enrollment is anticipated in Strategic Goal 1 with an expanded offering of bachelor degree programs. We believe this one strategy -- our first priority goal and first initiative -- holds greater promise to the university and to our constituent community than all other strategies combined. As previously

noted above in the Executive Summary, there is overwhelming consensus in the community for more 4-year degree programs at USCL.

Strategic Goal 2 provides several more opportunities for increased revenue from enrollment growth. The incentives include increased opportunity for foreign study and travel – initiative 2(b), student body diversification – initiative 2(c), the introduction of inter-collegiate athletics – initiative 2(f).

Strategic Goal 3 will attract more students as well through a much improved physical plant – both aesthetically and efficiently – initiative 3(a), introduction of on-campus student housing – initiative 3(b), and additional classroom space – initiative 3(c). All of these initiatives will attract more students to our campus.

Strategies to generate new revenue streams are outlined in Strategic Goal 4. These include parity funding among the USC regional campuses - initiative 4(a), establishment of an Office of University Advancement - initiative 4(b), the 50-Year Campaign – initiative 4(d), increased county support – initiative (4)e, and outreach to the complete service region – initiative 4(f).

The possibility of new student fees is currently under discussion but no decisions have been reached. To adequately manage the loss of recurring state revenue in FY 09-10, this campus must have a tuition rate increase of at least 10% if it is to continue to provide services at the current level. To get through FY 08-09, the campus will exhaust carry-over balances in ‘A’ funds and use all local tax revenue that accrues to the Lancaster County Commission for Higher Education. The campus will also seek additional local funds (through a property tax millage increase) to help offset the loss of state appropriations. However, there are many other local needs and competition for local funding is as intense as it is for state funding. Moreover, the cap on property tax increases ties the hands of county government. Enrollment projections for AY 09-10 are encouraging. Applications for first-time freshman are up over 80% compared to the same date last year. That will translate into both additional tuition and fees revenue and additional demands for classroom space. Class sizes will be larger.

In summary, to manage the loss of recurring state revenue, USCL will 1) increase the size of classes, 2) seek BOT approval for at least a 10% tuition rate increase, 3) consider raising some student fees, 4) seek county approval of a property tax increase for the campus, 5) expand efforts to ensure record enrollment in fall 2009, 6) further reduce employment levels of undergraduate student assistants, 7) review all temporary hire positions, 8) review some faculty salary supplements, and, 8) review some faculty contract renewals.

### III. Statistical Profile

#### A. Instructional

##### Applications – Undergraduate

<u>Term</u>	<u>Count</u>	<u>Percentage Increase</u>
Fall 2005	897	N/A
Fall 2006	969	8%
Fall 2007	1,309	35%
Fall 2008	1,377	5.2%

##### Admissions:

<u>Term</u>	<u>Count</u>	<u>Percentage Increase</u>
Fall 2005	836	N/A
Fall 2006	886	6%
Fall 2007	1,202	36%
Fall 2008	1,297	7.9%

##### Headcount:

<u>Term</u>	<u>Count</u>	<u>Percentage Increase</u>
Fall 2005	1,084	N/A
Fall 2006	1,195	10%
Fall 2007	1,502	26%
Fall 2008	1,666	10.92%

##### Degrees Awarded -- Associate

Fall 2004	18	Fall 2006	22
Spring 2005	99	Spring 2007	126
Summer 2005	8	Summer 2007	7
Fall 2005	11	Fall 2007	20
Spring 2006	133	Spring 2008	116
Summer 2006	5	Summer 2008	8

##### FTE Students:

<u>Term</u>	<u>Count</u>	<u>Percentage Increase</u>
Fall 2005	748	N/A
Fall 2006	824	10%
Fall 2007	1,003	22%
Fall 2008	1,085	8.17%

##### Student Credit Hours:

<u>Term</u>	<u>Count</u>	<u>Percentage Increase</u>
Fall 2005	10,353	N/A
Fall 2006	11,221	8%
Fall 2007	12,365	10%
Fall 2008	15,039	21.6%

## **B. Research and Creative Accomplishments**

### **Scholarship**

The items listed below were taken from the annual Faculty Information Forms submitted by the USCL faculty as a part of their annual review for the calendar year 2008. They include scholarly activities performed during the Spring, Summer, and Fall semesters.

#### **Publications:**

**Burke, Fernanada** (Chemistry), with Dr. Marvin Nieman et al., “Thrombostatin FM Compounds: Direct Thrombin Inhibitors: Mechanism of Action in Vitro and In Vivo,” published in *Journal of Thrombosis and Haemostasis* 6(5), 837-45 (2008).

**Collins, Walter** (English/French), publication of four separate articles on African/Caribbean Writers, in *Encyclopedia of Africa and the Americas*, ed. By Richard Juang and Noelle Morrisette (ABC-CLIO, 2008).

**Collins, Walter** (English/French), “Postcolonial Africa,” chapter in *The Cultural History of Reading*, eds. Gabrielle Watling and Sara Quay (Greenwood Press, 2008).

**Cox, M. Ron** (History), “Integration with [Relative] Dignity: The Desegregation of Clemson College and George McMillan’s Article at Forty,” in Moore and Burton (eds.), *Toward the Meeting of the Waters: Currents in the Civil Rights Movement of South Carolina During the Twentieth Century* (Columbia: USC Press, 2008), pp. 274-285.

**Faulkner, Danny** (Astronomy) – several collaborative publications and abstracts:

“Photometric Analysis and 60-Year Period Study of the Detached by Near-Contact System VV Virginis,” in *Astronomical Journal* 136: 1667-1676 (2008);

“Photometric Study of a Solar-Type Contact Binary – Does GSC 2766 0775 Have a hemisphere Sized Super-Luminous Region?” in *Observatory* 128, 463-473 (2008);

“V965 Cygni, an A and F Type Very High Fill-Out Binary with Strong Magnetic Activity,” *Information Bulletin on Variable Stars* 5845 (2008);

“The Cool Dwarf Interacting Eclipsing Binary, HH95-79,” *Information Bulletin on Variable Stars* 5849 (2008);

“2007 Photometric Studies of a Detached, but near Contact System, VV Vir and an Extreme Mass Ratio W UMa Binary, GCS 2537 0520,” abstract in *Bulletin of the American Astronomical Society* 39:727;

“Analysis of 2007 UBVRIC Observations of the Totally Eclipsing, Extreme Mass Ratio Binary, GSC 1283 0053,” abstract in *Bulletin of the American Astronomical Society* 40:208.

**Faulkner, Danny** (Astronomy) – Three articles published in *Answers* (Vol. 3, No. 1, January – March 2008) – “The Gospel Message – Written in the Stars?”; “What Went Wrong at NASA?”; “Weird Physics”.

**Faulkner, Danny** (Astronomy) – “Do Creationists Believe in ‘Weird Physics’ Like Relativity, Quantum Mechanics, and Strong Theory?” in Ken Ham (ed.) Answer Books II (Green Forest, AR: Master Books)

**Harris, Lorene B.** (Librarian), with photographs by Thomas J. Blumer and with an introduction by Brett H. Riggs. “Glimpses of a Nearby Nation: The Making of Catawba Pottery with Georgia Harris and Edith Harris Brown.” *Southern Cultures* 14(4): 102-111 (Winter, 2008).

**Holland, Kate** (Psychology), et al., “A Functional Cerebral Systems Approach to Hostility: Changes in Design Fluency Performance as a Function of Exposure to Physiological Stress,” *Archives of Clinical Neuropsychology*, 23, 662.

**Holland, Kate** (Psychology) et al., “Changes in Right Frontal Delta Activation as a Function of Hostility and Stress,” *Archives of Clinical Neuropsychology*, 23, 663.

**Holland, Kate** (Psychology) et al., “The Influence of Trait Anxiety and Gender on Performance on the Dementia Rating Scale-II Using a College-Age Sample,” *Archives of Clinical Neuropsychology*, 23, 715.

**Holland, Kate** (Psychology) et al., “Differences in Cerebral Lateralization of Heart Rate and Time Estimation as a Function of Hostility Level,” *Psychophysiology*, 45 (S1), 44.

**Holt, Jason** (Mathematics) et al., “Cwikel and Quasi-Szego Type Estimates for Random Operators,” in *Communications in Partial Differential Equations* (May 2008).

**Johnson, Bettie** (Chemistry) with Henry Van Milligan, “How Heavy Is a Balloon? Using the Ideal Gas Law,” accepted for publication in *Journal of Chemistry Education*.

**Judge, Christopher** (Anthropology/Archaeology), “The South Carolina Heritage Trust Program: Fifteen Years of Archaeological Site Acquisition,” chapter in McManamon, Stout, and Barnes (eds.), *Managing Archaeological Resources Global Context, National Programs, Local Actions* (Left Coast Press, 2008).

**Judge, Christopher** (Anthropology/Archaeology) with Carl Steen (eds.), “The Daw’s Island Volume: A Tribute to the Career of James L. Michie,” *South Carolina Antiquities*, Vol. 32, Nos. 1&2 (2008), pp. 1-110.

**Judge, Christopher** (Anthropology/Archaeology), “Daws Island Epilog,” in *The Daw’s Island Volume*, *South Carolina Antiquities*, Vol. 32, Nos. 1&2 (2008), pp. 49-53.

**Judge, Christopher** (Anthropology/Archaeology) with Carl Steen, “Archaeology at Sandstone Ledge Rockshelter,” *South Carolina Antiquities*, Vol. 40 (2008).

**Miller, O. Alexander** (Sociology), *Migration Can Fall Apart: Life Stories from Deportees and Voluntary Return Migrants* (University Press of America, 2008).

**Grants:**

**Alhaddad, Shemsi** (Mathematics). National Science Foundation grant of \$1600 for purchase of tablet PC to support research involving the Ubiquitous Presenter, an interactive presentation tool that allows students to interact with the instructor during class.

**Auguste, Nicol** (English). Small grant received from USCL Research & Productive Scholarship Committee for work on “Decoding the Catawba: Utilizing Archives to Unearth Post-Removal American Indian Realities.”

**Bohonak, Noni B.** (Computer Science). Small grant received from USCL Research & Productive Scholarship Committee to fund student assistants for Protein Folding Problem.

**Criswell, Stephen** (English), \$23000 grant from Duke Energy to support the development of programming in Catawba Indian Studies and the purchase of the Thomas Blumer Catawba pottery collection.

**Criswell, Stephen** (English), \$4875 Folklife and Traditional Arts Grant, awarded by SC Arts Commission to support Native American arts programming.

**Criswell, Stephen** (English), \$7000 Hospitality Tax grant, awarded by Lancaster City Council Hospitality, to support hosting of the Yap ye Iswa (Day of the Catawba) Festival and other programs.

**Criswell, Stephen** (English), \$2000 from Charlotte Area Educational Consortium for the development of a workshop focused on teaching Catawba Indian history and culture.

**Hunt, Sarah** (Exercise Science), \$1555 mini grant from USCL RPS Committee for “Relationship of BMI and Body Composition in Predicting Frailty and Quality of Life”.

### **Presentations:**

**Alhaddad, Shemsi** (Mathematics). Poster session presented at session sponsored by Young Mathematician Network, joint meeting of Math Association of America and American mathematical Society (January 2008).

**Alhaddad, Shemsi** (Mathematics). Presentation to the Southeast Sectional Meeting of the Mathematical Association of America (March 2008), The Citadel, Charleston SC.

**Atim, Gabi** (Mathematics), “The Polish Group Topology on the Unitary Group is Unique,” presented to American Mathematical Society Southeastern Meeting (October 2008), Huntsville, AL.

**Auguste, Nicol** (English), “Classroom Without Walls: Community, Oral History, and Wisdom as Curriculum,” presented to the 2008 Native American Literature Symposium (March 2008), Minneapolis, MN.

**Bohonak, Noni B.**(Computer Science), “Things They Don’t Tell You About Online Instruction,” 19th International Conference on College Teaching & Learning (April 2008), Jacksonville, FL.

**Bundrick, Christopher** (English), “Return of the Repressed: Gothic Romance in Thomas Nelson Page’s Red Rock,” The South Central Review (published by the South Central Modern Language Association (Summer 2008).

**Collins, Walter** (English/French), two presentations – one to the Southern Comparative Literature Association (October 2008); the other to the Pacific Ancient and Modern Language Association (November 2008).

**Cox, M. Ron** (History), “A Modern Look at Secret and Sacred: The Diaries of James Henry Hammond, A Southern Slaveholder,” presented as part of the series entitled “Remember Everything: The Importance of Heritage in South Carolina Literature,” sponsored by Colleton County Memorial Library and the SC Humanities Council (February 2008), Walterboro, SC.

**Criswell, Stephen** (English), contributor to “Tradition and Innovation: American Masterpieces of Southern Craft and Traditional Art,” in Southern Arts Federation Traveling Exhibit (2008).

**Criswell, Stephen** (English), panelist for Traditional Arts Advisory Committee, at Folklorists in the South Retreat (May 2008), Asheville, NC.

**Criswell, Stephen** (English), “It’s About Sweet Potato Pie: Narrative Identity through Food in African American Family Reunions,” 5th Annual Interdisciplinary and Multicultural Conference on Food Representation in Literature, Film, and the Other Arts (February 2008), San Antonio, TX.

**Criswell, Stephen** (English), “Negotiating Tradition and the Individual Talent: Georgia harris and the Catawba Indian Master Potters,” Native American and Indigenous Studies Conference (April 2008), Athens, GA.

**Criswell, Stephen** (English), “Folk Art in South Carolina,” Lancaster Folk Art Festival (December 2008).

**Faulkner, Danny** (Astronomy), poster presentation to 211th meeting of the American Astronomical Society (January 2008), Austin, TX.

**Faulkner, Danny** (Astronomy) – Nine separate presentations on Creationism (2008).

**Holland, Kate** (Psychology) et al., “A Functional Cerebral Systems Approach to Hostility: Changes in Design Fluency Performance as a Function of Exposure to Physiological Stress,” presented at 28th Annual Conference of the National Academy of Neuropsychology, New York, NY.

**Holland, Kate** (Psychology) et al., “Changes in Right Frontal Delta Activation as a Function of Hostility and Stress,” presented at 28th Annual Conference of the National Academy of Neuropsychology, New York, NY.

**Holland, Kate** (Psychology) et al., “Differences in Cerebral Lateralization of Heart Rate and Time Estimation as a Function of Hostility Level,” presented at 48th Annual Conference of the Society for Psychophysiological Research, Austin TX.

**Holloway, MaryBeth** (Theatre/Speech), “Come and Go” by Samuel Beckett, short film adaptation by MaryBeth Hampton, presented to Cape Fear Film Festival (May 2008).

**Hunt, Sarah** (Exercise Science) et al., “Relationship Between Thigh Muscle Strength, Competitive Exercise, and BMD in Elderly Athletes and Controls,” *Medicine & Science in Sports and Exercise* 40(5) Supplement 1:S27 (May 2008).

**Hunt, Sarah** (Exercise Science) et al., “Age Related Differences in Regional Body Composition in Elite Competitive Older Athletes and Healthy Controls,” *Medicine & Science in Sports & Exercise* 40(5) Supplement 1:S1 (May 2008).

**Hunt, Sarah** (Exercise Science) et al., “Evaluation of Anticipation Bias for RPE During a Cycle Ergometer Perceptual Production Protocol,” *Medicine & Science in Sports & Exercise* 40(5) Supplement 1:S264 (May 2008).

**Hunt, Sarah** (Exercise Science) et al., “Age Related Differences in Regional Body Composition in Elite Competitive Older Athletes and Healthy Controls,” presented to Southeast Regional Conference of the American College of Sports Medicine (February 2008), Birmingham, AL.

**Judge, Christopher** (Anthropology/Archaeology), “A Landscape View of the Late Woodland/Mississippian Interface along the Upper Great Pee Dee River, SC,” presented to the Southeastern Archaeological Conference (November 2008), Charlotte, NC.

**Judge, Christopher** (Anthropology/Archaeology), “Late Prehistoric Cultural Landscapes in the Great Pee Dee River Drainage of Eastern South Carolina, USA,” presented to the World Archaeology Congress (July 2008), Dublin, Ireland.

**Judge, Christopher** (Anthropology/Archaeology), “Foragers, Feasts, and Features: Late Woodland in the Great Pee Dee Valley of South Carolina,” presented to the Society for American Archaeology (April 2008), Vancouver, Canada.

**Judge, Christopher** (Anthropology/Archaeology), “Late Prehistoric Cultural Landscapes in the Great Pee Dee River Drainage of Eastern South Carolina, USA,” presented to the Annual Conference on South Carolina Archaeology (April 2008).

**Miller, O. Alexander** (Sociology), “Colonial Capital: Advances in Predicting Migrants’ Experiences,” presented to the Southern Sociological Society (April 2008) and to the American Sociological Society (August 2008).

**Nims, Bruce** (English), “The ‘Riddle’ of Bob Dylan in I’m Not There,” presented to the 2008 Conference of the Popular Culture Association in the South (October 2008), Louisville, KY.

**Roberts, David** (Philosophy), “The Responsibility of Singularity: Kierkegaard and Derrida on Overcoming Totalization,” presented to the Joint Meeting of the South Carolina Society for Philosophy and the North Carolina Philosophical Society (February/March 2008), Chapel Hill, NC.

**Yingst, Andy** (Mathematics), “An Approach at the Binomial Transformation Problem,” presented to 2008 Ergodic Theory Workshop (2008), UNC Chapel Hill.

**Other:**

**Burgin, Watson B.** (Archivist), development of Thomas J. Blumer Digital Collection on the Catawba Indian Nation, USC Lancaster Archives, Medford Library

**Cox, M. Ron** (History), review of South Carolina at the Brink: Robert McNair and the Politics of Civil Rights by Phillip Grose (USC Press, 2006), in the South Carolina Historical Magazine, ed. Matthew Lockhart (2008).

**Nims, Bruce** (English), Review of The Republic of Mass Culture, 3rd Edition, by James L. Baughman, in Studies in Popular Culture, 30.2 (2008), pp. 141-143

### **C. Faculty Hiring**

In response to the continued increase in student enrollment, as well as a commitment to broaden its academic offerings, USC Lancaster hired the following faculty members in 2008:

**Gabriel Atim**, Assistant Professor, Mathematics, Ph.D., University of North Texas;

**Christopher Bundrick**, Assistant Professor, English, Ph.D., University of Mississippi;

**Robert "Bob" Bundy**, Instructor, Chemistry and Biology, M.Ed., Southern Wesleyan University;

**Anamaria Rusu Burg**, Assistant Professor, Mathematics, Ph.D., University of South Carolina;

**Brent Burgin**, Instructor/Archivist, MLIS, University of South Carolina;

**Fernanda Burke**, Assistant Professor, Biology and Chemistry, Ph.D., University of Michigan;

**Steven Campbell**, Instructor, Political Science, Ph.D., University of South Carolina ;

**Nathalie Davaut**, Instructor, Foreign Languages, Ph.D., University of Missouri-Columbia;

**Kate Holland**, Assistant Professor, Psychology, Ph.D., Virginia Polytechnic Institute and State University;

**Marybeth Holloway**, Assistant Professor, Theatre and Speech, M.F.A., Rhode Island College;

**Pernell Lewis**, Instructor, Zoology, Ph.D., North Carolina State University;

**Alex Miller**, Assistant Professor, Sociology, Ph.D., University of South Carolina;

**Phillip T. Parker**, Instructor, Business Administration/Finance, CPA, Master of Accountancy, University of South Carolina;

**Kim Richardson**, Assistant Professor, History, Ph.D., Texas Tech University; and,

**Tania Wolochwianski**, Instructor, Foreign Languages, M.A., University of North Carolina Charlotte.

**D. Funding Sources:**

USC Lancaster	FY09	FY09	FY09
A' Funds Review 12/31/08	Budget	Actual	% of
<b>SOURCES AND USES</b>	<b>12/31/08</b>	<b>12/31/08</b>	<b>12/31/08</b>
TUITION & FEES	4,963,151	2,552,331	51.43%
APPROPRIATIONS	2,262,800	2,264,456	100.07%
GRANTS AND CONTRACTS	130,607	2,891	2.21%
INVESTMENT INCOME	0	2,332	
OTHER	0	468	
SALES AND SERVICES	129,400	19,900	15.38%
OTHER FEES	0	15,830	
PRIVATE GIFTS	800,000	18,000	2.25%
<b>TOTAL REVENUE</b>	<b>8,285,958</b>	<b>4,876,208</b>	<b>58.85%</b>
GENERAL CONTINGENCY	34,398	0	0.00%
PERSONNEL & FRINGE	6,537,279	3,521,505	53.87%
TRAVEL	47,700	15,346	32.17%
SERVICES	1,048,420	446,291	42.57%
DATA PROCESSING SUPPLIES & SERVICES	49,557	12,439	25.10%
UTILITIES	384,000	212,749	55.40%
SUPPLIES	393,825	189,819	48.20%
RENTS & OTHER FIXED CHARGES	109,800	74,274	67.64%
SCHOLARSHIPS	127,500	87,487	68.62%
EQUIPMENT	110,000	168,201	
CONSTRUCTION IN PROGRES	0	0	
OTHER	0	150	
DEBT SERVICE & INSTALLMENT DEBT	0	0	
<b>TOTAL EXPENDITURES</b>	<b>8,842,479</b>	<b>4,728,261</b>	<b>53.47%</b>
TRANSFER TO E&G	0	(74,154)	
<b>TOTAL TRANSFERS</b>	<b>0</b>	<b>(74,154)</b>	
<b>TOTAL EXPENDITURES</b>	<b>8,842,479</b>	<b>4,802,415</b>	<b>54.31%</b>

A' FUND Recap	FY 08	FY 07	FY 06	FY 05	FY 04
<b>Revenue</b>					
Tuition and Fees	4,395,762	3,426,754	3,039,413	2,880,309	2,357,914
State Appropriations	2,770,893	4,177,165	2,470,254	2,366,940	2,437,751
Grants, Contracts and Gifts	641,209	239,012	465,956	797,715	2,938,669
Sales & Svc Educ & Other	232,397	87,639	108,727	915,506	808,834
Sales & Svc Aux Enterprises	-	-	-	445,823	401,438
<b>Total</b>	8,040,261	7,930,570	6,084,350	7,406,293	8,944,606
Transfers (net)	19,695	(6,500)	32,000	(23,460)	19,582
Prior Yr Fund Balance	961,301	906,076	285,789	455,256	516,148
<b>Total Resources</b>	9,021,257	8,830,146	6,402,139	7,838,089	9,480,336
<b>Uses: E&amp;G</b>					
Instruction	4,803,226	3,717,270	3,304,942	3,128,675	2,997,687
Research	-	-	-	(575)	30,204
Public Support	4,346	4,952	(24,480)	968,931	1,287,550
Academic Support	627,831	1,182,233	518,915	522,990	514,511
Student Services	643,146	837,393	567,052	557,164	534,002
Institutional Support	1,024,767	1,176,851	878,936	700,063	619,090
Oper & Maint of Plant	1,183,713	943,120	902,720	866,805	814,659
Scholarship & Fellowships	57,261	7,026	64,512	77,087	1,999,765
<b>Total</b>	8,344,290	7,868,845	6,212,597	6,821,140	8,797,468
<b>Auxiliary Expenditures</b>	-	-	-	396,376	364,898
<b>Fund Balance</b>	676,967	961,301	189,542	620,573	317,970

**E. Summary of Financial Data:**

USCL has made cuts in virtually all line item budgets in all offices and departments during FY 08-09. USCL will need to use all of its 'A' Fund carry forward from '08 and use all local tax revenue accruing to the Lancaster County Commission for Higher Education in order to balance the budget at 6/30/09. That will leave no carry forward for FY 09-10 and leaves the campus in a precarious financial condition if adequate state appropriations are not restored. It cannot be stressed enough that USC Lancaster is the least-funded campus in the USC system on a per-student basis. This campus can rightfully claim to be the most efficiently run campus in the USC system just by virtue of this one measurement. Moreover, USCL students, their parents and guardians can claim to be the most neglected by the same measurement. The goal to achieve parity in state funding among the regional campuses should be of paramount importance to all concerned.

**F. Pledges and Gifts Received**

The USCL Development Office reports total monetary contributions for FY 07-08 of \$1,351,414.98.

## **STRATEGIC PLANNING COMMITTEE**

**Dr. Noni M. Bohonak**

Associate Professor of Computer Science  
Chair, Mathematics and Sciences Division

**Mr. Kenneth Cole**

Director of Financial Aid

**Dr. M. Ron Cox, Jr.**

Associate Dean for Academic & Student Affairs

**Ms. Amanda English**

Records Officer

**Ms. Shana Funderburk**

Director of Public Information

**Mr. Paul C. Johnson, III, CPA**

Business Manager, Director of Planning

**Ms. Tracey A. Mobley**

Director of Human Resources

**Professor Darlene H. Roberts**

Associate Professor of Business  
Chair, Business, Behavioral Sciences, Criminal Justice and Education Division

**Dr. Richard Van Hall**

Professor of History

**Ms. Virginia W. Denny**

University of Louisville  
Delphi Center for Teaching and Learning  
Meeting Facilitator for Planning Workshops Fall 2007