

USC Upstate

Priority 1: Creating Rigorous, Career Relevant and Accessible Education

| Category | Goal | Baseline Data Source | Scale* | Result 2018-2019** | Result 2019-2020** | Result 2020-2021** |
|--|--|--|---|--|---|--|
| 1.1 Increase enrollment and academic programs | | | | | | |
| 1E | 1.1.1 Increase overall enrollment | Upstate Data/ Institutional Research and Planning | 5 = Above 7000 4 = 6051 to 7000 3 = 6001 to 6050 2 = 5051 to 6000 1 = Below 5051 | 6,175 | 6,307 | 6,038 |
| 1B, 1C, 1D | 1.1.2 Increase FTE (undergraduate and graduate) | Upstate Data/ Institutional Research and Planning | 5 = 5280 or above 4 = 5180 to 5279 3 = 5080 to 5179 2 = 4980 to 5079 1 = Below 4980 | 5248 | 5185 | 4937 |
| 1A, 1C, 1D | 1.1.3 Increase the number of new academic programs per year | Upstate Data/ Academic Affairs | 5 = 5 4 = 4 3 = 3 2 = 2 1 = 1 | 3 Programs MS in Business Analytics; MEd in Applied Learning and Instruction; BA in Community Health | 3 Programs BS in Cybersecurity; MSN Nursing Education, MSN Nurse Leadership | Clinical Nurse Leader Certification, Nursing Education Certification, Nursing Leadership Certification |
| 1.2 Increase Retention Rate | | | | | | |
| 1B, 1C, 1D | 1.2.1 Increase retention rate for incoming first year students (full-time) | Fall IPEDS Data/ Institutional Research and Planning | 5 = 69% or above 4 = 68% to 68.9% 3 = 67% to 67.9% 2 = 66% to 66.9% 1 = Below 66% | 65.0% | 67.1% | 71.8% |
| 1B, 1C, 1D | 1.2.2 Increase retention for transfer students | Fall to fall using IPEDS freeze date/ Institutional Research and Planning | 5 = 86% or above 4 = 85% to 85.9% 3 = 84% to 84.9% 2 = 83% to 83.9% 1 = Below 83% | 84.3% | 64% | 86.10% |

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| 1B, 1 | 1.2.3 Increase retention for graduate students | Upstate Date (Fall to fall using IPEDS freeze date) | 5 = 75% or above 4 = 70% to 74.9% 3 = 65% to 69.9% 2 = 60% to 64.9% 1 = Below 60% | 78.60% | 63.6% | 82.3% |
| 1.3 Increase Graduation Rate | | | | | | |
| 1A, 1B | 1.3.1 Increase 4 year graduation rate first-time full time students | IPEDS/ Institutional Research and Planning | 5 = 32% or above 4 = 31% to 31.9% 3 = 30% to 30.9% 2 = 29% to 29.9% 1 = Below 29% | 30.30% | 31.4% | |
| 1A, 1B | 1.3.2 Increase 6 year graduation rate first-time full-time students | IPEDS/ Institutional Research and Planning | 5 = 45% or above 4 = 44% to 44.9% 3 = 43% to 43.9% 2 = 42% to 42.9% 1 = Below 42% | 46.60% | 48.1% | |
| 1A, 1B | 1.3.3 Increase transfers 4-year graduation rate | Upstate Data/ Institutional Research and Planning | 5 = 79% or above 4 = 78% to 78.9% 3 = 77% to 77.9% 2 = 76% to 76.9% 1 = Below 76% | 77.90% | 76.2 | |
| 1.4 Increase Career Relevancy | | | | | | |
| | 1.4.1 Increase % of students with successful placement after graduation (e.g., relevant job, graduate school) | 3-month out alumni survey data plus placement follow-up | 5 = 90% or above 4 = 85%-89% 3 = 80%-84% 2 = 75%-79% 1 = Below 75% | 83% | 84% | |

Priority 2: Enhancing the Quality of Life in Upstate South Carolina

| Category | Goal | Baseline Data Source | Scale | Result 2018-2019** | Result 2019-2020** | Result 2020-2021** |
|---|---|---|--|--|--------------------|--------------------|
| 2.1 Increase Community Engagement | | | | | | |
| 2A, 2B, 2C, 2D, 2E | 2.1.1 Increase the level of <i>institutional</i> community engagement | Assessment Rubric for Institutionalizing Community Engagement in Higher Education/ Community Engagement Core Team | 5 = 95 or above 4 = 85 - 94 3 = 75 to 84 2 = 65 - 74 1 = Below 65 | N/A | 78 | 94 |
| 2A, 2B, 2C, 2D, 2E | 2.1.2 Improve community perception of Upstate's engagement with the community | Crawford Strategy research/ University Marketing and Communications | 5 = 26% 4 = 25% 3 = 24% 2 = 23% 1 = 22% | 2018: Strong presence in the local community (24%); Dedication to the overall welfare of the local community (24%); Level of engagement in community activities (21%) Median 24% | N/A | |
| 2.2 Increase grant dollars and alternative revenue | | | | | | |
| 2B | 2.2.1 Increase grant dollars | Upstate Data/ Sponsored Awards and Research Support | 5 = Above \$1,723,881 4 = \$1,673,882 to \$1,723,881 3 = \$1,623,881 to \$1,673,881 2 = \$1,573,881 to \$1,623,880 1 = Below \$1,573,881 | \$1,613,907 | \$1,673,561 | \$2,455,023 |

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| 2A, 2E | 2.2.2 Increase alternative revenue from entrepreneurial activities for combined Athletics (tickets/corporate sponsorships), bookstore, housing, special events, etc. | Upstate Data/ Business and Finance | 5 = Above \$10.13 4 = \$9.14 to \$10.13 3 = \$8.14 M to \$9.13 2 = \$7.14 to \$8.13M 1 = Below \$7.14M | \$8.21 M | \$7.64M | \$7.63M |
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Priority 3: Being the University of Choice for Faculty & Staff, Students and the Community

| Category | Goal | Baseline Data Source | Scale* | Result 2018-2019** | Result 2019-2020** | Result 2020-2021** |
|--|--|---|--|--------------------|--------------------|--------------------|
| 3.1 Advance impact agenda for wellness, equity and civility | | | | | | |
| 3B | 3.1.1 Increase salary compensation to market fairness | Percent of faculty salaries above CUPA average/ Human Resources | 5 = 80% or above 4 = 60% to 79% 3 = 40% to 59% 2 = 20% to 39% 1 = Below 20% | 37% | 74% | |
| 3B | 3.1.2 Advance impact agenda for wellness, equity & civility by improving student engagement | Campus Climate Sense of Belonging Scale/ Institutional Effectiveness and Compliance | 5 = Above 3.69 4 = 3.60 to 3.69 3 = 3.50 to 3.59 2 = 3.40 to 3.49 1 = Below 3.40 | 3.53 | N/A | |
| 3C | 3.1.3 Advance impact agenda for wellness, equity & civility by improving employee engagement | Employee Engagement Survey/ Institutional Effectiveness and Compliance | 5 = Above 3.96 4 = 3.86 to 3.96 3 = 3.75 to 3.85 2 = 3.65 to 3.74 1 = Below 3.65 | 3.75 | 3.9 | |
| 3.2 Increase Institutional Sustainability | | | | | | |
| 3D | 3.2.1 Achieve fundraising goal | Upstate Data/ University Advancement | 5 = 4.0M or above 4 = 3.5M to 3.99M 3 = 3.0M to 3.49M 2 = 2.5M to 2.99M 1 = Below 2.5M | \$2.7M | \$1.2M | \$1.9M |
| | 3.2.2 Commit to technological innovation that increases process efficiency and effectiveness | % of Total IT Budget Spent on on Innovation/ Informational Technology | 5 = 20% or above 4 = 15% to 19% 3 = 10% to 14% 2 = 5% to 9% 1 = Below 5% | N/A | 13% | 24% |

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| 3A, 3E | 3.2.3 Increase institutional positive visibility in region and beyond | Total media mentions/ University Marketing and Communications | 5 = 15K or above 4 = 10K to 14.99K 3 = 5K to 9.99K 2 = 1K to 4.99K 1 = Below 1K | 13.3K | 14.7K | 15.5K |
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*A 3 represents baseline on the scale based on prior data available

**Annual results will be color-coded based on where they fall on the scale - 1 = red ; 2 = yellow ; 3 = light green ; 4 = dark green ; 5 = black .