UNIVERSITY OF SOUTH CAROLINA LANCASTER

Campus Description for External Review of Tenure and Promotion Applications

Purpose The ~~2014~~ 2016 *Palmetto College Campuses Faculty Manual* requires each regional campus to provide a campus description as part of the external review process. Specifically, the manual contains the following statement:

> *By April 15, each Palmetto College Campus Faculty Organization will provide the Office of the Palmetto College Chancellor a campus description of that Palmetto College Campus and the following information:*
>
> *a. normal teaching load per semester*
> *b. local funding and course relief for research and scholarship*
> *c. description of facilities*
> *d. availability of mentors or colleagues with similar interests*
> *e. availability of students to participate in research and scholarship*
>
> *The faculty organization will review the campus description annually, updating and approving it through official channels as needed.*

Campus Description

Physical Location and Size

The University of South Carolina Lancaster (USCL) is a regional campus of the University of South Carolina that was established in 1959. The campus is located in a rural area, approximately thirty-five miles south of Charlotte, NC. USCL currently consists of seven modern buildings that house classrooms, faculty and administrative offices, laboratories, auditoriums, an academic success center, computer labs, extensive athletic facilities, a campus bookstore, and a library. Through community support, the USCL campus continues to grow. In Fall 2013, the USCL Native American Studies Center opened in downtown Lancaster, adding classroom and lab space, as well as establishing a public museum. A new classroom building, Founders Hall, opened in Fall 2014.

USCL Faculty, Academic Divisions, and Disciplines

The size of the USCL faculty body has held steady at about 100 members over the past five years. Approximately one-third of the faculty members are part-time adjunct. In 2010, the 61 full-time faculty members were 21% tenured, 30% untenured tenure-track, and 49% non-tenure track instructors. ~~Currently~~As of the Fall 2016 semester, the 61 full-time faculty members are 41% tenured, 15% untenured tenure-track and 44% non-tenure track instructors. USCL faculty members are grouped into four categories, with some faculty teaching courses in more than one division.

- **Division of Business, Behavioral Sciences, Criminal Justice, and Education.** This division consists of Accounting, Anthropology, Business, Business Administration, Criminal Justice, Economics, Education, Psychology, Sociology, and Technology Support & Training Management.
- **Division of Humanities.** This division consists of African-American Studies, Art, English, Foreign Languages, History, Journalism, Music, Native American Studies, Philosophy, Political Science, Religion, Speech, Theater, and Women's Studies.
- **Division of Mathematics, Science, Nursing and Public Health.** This division consists of Astronomy, Biology, Chemistry, Computer Science, Exercise Science, Geography, Geology, Mathematics, Nursing, Physical Education, Physics, Public Health, and Statistics.
- **Librarians.**

Degree Programs

USCL awards the following four associate degrees: Associate in Arts, Associate in Science, Associate in Science in Business, and Associate in Science in Criminal Justice. In conjunction with York Technical College, USCL awards an Associate in Science in Nursing. Students can earn three bachelor's degrees on the USCL campus: Bachelor of Arts in Liberal Studies (BLS) and Bachelor of Arts in Organizational Leadership (BOL) through Palmetto College, and Bachelor of Science in Nursing (BSN) through the USC College of Nursing.

USCL offers the first two years of coursework for students pursuing Associate and Baccalaureate degrees. USCL also offers support for Palmetto College where, in addition to the BLS and BOL degrees, students may earn bachelor's degrees in Business Administration, Business Administration, Accounting, Criminal Justice, Elementary Education, Health Informatics, Health Promotion, Hospitality Management, Human Services, Information and Management & Systems, Information Science, ~~and~~ RN-BSN in Nursing, and Special Education.

Student Profile

Over the past years, the student body has had an average yearly SAT score of approximately 913~~900~~, an average ACT score of ~~18~~19, and an average collegiate GPA of 2.7 ~~2.8.~~ Most USC Lancaster students come from rural areas, small towns, and cities from across the central Piedmont area of the Carolinas~~. Approximately 60% of the student body identify as white, 20% black or African American, 5% other minority or mixed race, while 15% choose not to report their race.~~ USCL awards financial aid to approximately ~~94~~96% of enrolled students, including full-time, part-time, BOL, and BLS students.

Enrollment Numbers

Over the past five years, full time enrollment (FTE) has ~~increased~~ decreased from ~~around~~ approximately ~~800~~ 1,259 in Fall 2011 to ~~1250~~ 1,174 students in Fall 2016, a ~~56~~7% ~~increase~~decrease. The number of part time students has decreased recently, but is typically around 800 students. These numbers exclude students who are on campus working on bachelor's degrees in Nursing, Liberal Studies, and Organizational Leadership. The excluded student number is approximately 125 FTE per semester.

a. Normal Teaching Load per Semester

USCL's Definition of a Normal Workload

The base teaching load for full-time teaching faculty is determined by the total number of

credit hours taught over the nine-month contract period of Fall and Spring semesters. Librarians are employed on a 12-month basis, and their normal workload is determined by the number of hours worked each week. The normal workload for each category of faculty is as follows:

- Division of Business, Behavioral Sciences, Criminal Justice and Education: 24 credit hours (8 courses).
- Division of Humanities: 24 credit hours (8 courses).
- Division of Mathematics, Science, Nursing and Public Health:
  - Mathematics and Computing: 24 credit hours (6-8 courses).
  - Natural Sciences: 22 credit hours (6 lectures and 4 labs).
- Librarians: 37.5 working hours per week.

Additional Duties for Teaching Faculty

Academic Advising

Except in unusual circumstances, faculty members ~~are required~~ tend to serve as academic advisors. Although advising responsibilities are assigned by discipline, many faculty members advise in majors outside of their own, and some faculty advise students in more than one major. Advising loads are not uniform. Faculty advisors are asked to attend at least three of the four summer freshman-orientation sessions.

Labs, Recitations and Grading

USCL is located in a rural area, making it difficult to hire part-time instructors, teaching assistants, or tutors in most subjects. There are no graders or teaching assistants. Each faculty member is solely responsible for all grading, regardless of the enrollment size in their courses. Faculty members who teach courses with a mandatory laboratory or recitation component are solely responsible for all lab preparations, and may have up to six additional contact hours per year, over the normal 24 hours.

Distributed Learning and Off-Campus Courses

Most classes are taught face-to-face on campus, between the hours of 8 am and 11 pm. Some classes are taught via two-way video, fully online, or have an online component. In order to teach these distributed learning courses effectively, faculty receive special training. USCL faculty members also offer dual-credit courses at high schools throughout its service area, which may add up to a two-hour round-trip commute for these faculty members.

Librarians

Librarians are fully engaged in user services, outreach and student engagement, programs and events, information access, acquisition and organization, information literacy instruction, scholarship curation, promotion and tenure support, management/administration, and technology in addition to balancing their faculty obligations of scholarship and service.

~~Librarians are fully engaged in user services, information acquisition and organization, teaching, management/administration, and technology in addition to balancing their faculty obligations of scholarship and service.~~

On average, librarians serve over 1000 patrons a week during the regular academic terms, fielding over 1000 reference questions annually. Instruction includes formal information literacy instruction and embedded librarianship for discipline-specific courses and individualized intensive research consultations for faculty and students.

~~On average, librarians serve over 1000 patrons a week during the regular academic terms, fielding over 1000 reference questions annually. Instruction includes formal information literacy instruction for discipline-specific courses and individualized intensive research consultations for faculty and students.~~

All librarians are responsible for maintaining and augmenting the collections via the identification and purchasing of print and electronic resources that support USC Lancaster academic programs of study. As a Federal Depository for US government documents, librarians also adhere to the collections maintenance guidelines for these resources, as outlined by the US Government Publishing Office. Librarians also perform periodic deselection of materials to ensure academic relevancy and appraise the historical value of Medford Library resources.

Librarians work internally and closely with academic units and other departments to provide student and faculty-focused programs in the library. These events promote collections, highlight library services, and allow librarians to engage with students and faculty in a personalized manner that encourages these groups to collaborate with librarians and use resources more effectively.

Medford Library's faculty librarians are some of the few USCL faculty members employed on a 12-month basis, yet are involved in significant scholarship and service endeavors in addition to their normal year-round library responsibilities. Service engagement is encouraged in the USCL mission, and librarians are engaged in committees, task forces, and leadership positions at the campus, local, state, regional, and national levels.

~~All librarians are responsible for maintaining and augmenting the collections via the identification and purchasing of print and electronic resources that support USC Lancaster academic programs of study. As a Federal Depository for US government documents, librarians also adhere to the collections maintenance guidelines for these resources, as outlined by the US Government Printing Office. Librarians also perform periodic deselection of materials to ensure academic relevancy and appraise the historical value of Medford Library resources.~~

~~Librarians work closely with academic units and other departments to provide student and~~

~~faculty-focused programs in the library. These events promote collections, highlight library services, and allow librarians to engage with students and faculty in a personalized manner that encourages these groups to collaborate with librarians and use resources more effectively.~~

~~Medford Library's faculty librarians are some of the few USCL faculty members employed on a 12-month basis, yet are involved in significant scholarship and service endeavors in addition to their normal year-round library responsibilities. Service engagement is encouraged in the USCL mission, and librarians are engaged in committees, task forces, and leadership positions at the campus, local, state, regional, and national levels.~~

b. Local Funding and Course Relief for Research and Scholarship

Local Funding

Research and Productive Scholarship Grants

The Research and Productive Scholarship (RPS) grant program is a local, competitive program, funded by the campus dean, judged by an administratively appointed committee. This program is designed to encourage and support faculty and professional staff in their efforts to pursue productive research and scholarship. The anticipated outcomes of the grants include publications, presentations, creative exhibitions, performances, or other formats suitable to the discipline. ~~From 2010 to 2014, $205,141 in RPS grants were awarded to 39 faculty members, of whom 21 were untenured tenure-track and six were tenured at the rank of Associate Professor. T~~ In recent years, the RPS grant program ~~has been~~ has provided approximately ~~allocated~~ $40,000~~-~~, with untenured tenure-track faculty being prioritized. ~~has been made for 2015~~.

Travel Funding

Priority for travel funding on the USC Lancaster campus is given for conferences or events at which a faculty member is disseminating research. Funding is limited and is awarded based on the merit of the proposal. Typically funds are not allocated for longer-term travel, such as to summer workshops or to meet with collaborators.

Course Relief

The Redefined Teaching Load Program

Tenured and untenured tenure-track faculty may apply for a redefined teaching/librarianship load for one semester during the academic year. Untenured tenure-track faculty are awarded a redefined teaching/librarianship load automatically, upon request. The yearly redefined teaching/librarianship load is as follows:

- Division of Business, Behavioral Sciences, Criminal Justice and Education: 21 credit hours (7 courses).
- Division of Humanities: 21 credit hours (7 courses).
- Division of Mathematics, Science, Nursing and Public Health:
  - Mathematics and Computing: 21 credit hours (6-7 courses).
  - Natural Sciences: 19 credit hours (5 lectures and 4 labs).
- Librarians: 30 working hours per week for one semester of the fiscal year. The faculty's redefined teaching load policy was extended in 2014 to include librarians, giving them one day per week release for one semester per year to pursue research and scholarship.

Sabbatical Leave

Tenured associate professors and full professors may request sabbatical leave which allows full- time faculty relief from all University duties during the sabbatical. According to the Palmetto College Campuses Faculty Manual "A sabbatical leave provides half pay for a full academic year or full pay for half an academic year. Because the granting of sabbatical leaves is dependent on the budget, workloads, and other considerations, it is a matter of administrative discretion." The first sabbatical at USCL was granted in 2008. Since then, only ~~two~~ three other faculty members have been granted sabbatical leave.

c. Description of Facilities

Library and Library Services

Medford Library at USC Lancaster employs two faculty librarians, has collections numbering roughly 70,000 book volumes, and is a US Government Federal Depository library. As is the case with a small library on a small rural campus, Medford Library's collections and services are adequate for teaching and student research, but may or may not be adequate for faculty scholarly research.

Through local subscriptions, consortial and cooperative arrangements, and the affiliation with the greater University of South Carolina system, the Library provides subscription access to over 200,000 electronic book titles and over 190 web-based aggregated article databases, reference titles, and individual e-journals. Almost all contain scholarly research articles with full text. In addition, Medford Library actively facilitates faculty research through Interlibrary Loan (ILL) and PASCAL (Partnership Among South Carolina Academic Libraries) Delivers, a South Carolina-based service in which books are borrowed from other in-state academic libraries, often with two-day delivery.

Unfortunately, increased numbers of faculty, students, and programs in recent years have not been matched with increased financial support for Medford Library's print or electronic resources. In fact, Medford Library's materials budget since 2010 has decreased, as has happened in many academic libraries. As a result, many faculty members purchase their own journal subscriptions or books. Also, despite the library's readily-available print and electronic materials, there can be a delay in getting

research materials through ILL and books through PASCAL Delivers compared to campuses where collections are larger and materials are more conveniently available.

While steady decreases in library funding over the last decade have made it difficult for the library to keep up with resources for scholarly faculty research, new recurring funding for electronic resources, instituted in 2014 by the broader Palmetto College administration, will improve access to scholarly sources for all faculty and students from here on.~~Medford Library at USC Lancaster employs three faculty librarians, has collections numbering roughly 80,000 book volumes, and is a US Government Federal Depository library. As is the case with a small library on a small rural campus, Medford Library's collections and services are adequate for teaching and student research, but may or may not be adequate for faculty scholarly research.~~

~~Through local subscriptions, consortial and cooperative arrangements, and the affiliation with the greater University of South Carolina system, the Library provides subscription access to over 200,000 electronic book titles and over 180 web-based aggregated article databases, reference titles, and individual e-journals. Almost all contain scholarly research articles with full text. In addition, Medford Library actively facilitates faculty research through Interlibrary Loan (ILL) and "PASCAL (Partnership Among South Carolina Academic Libraries) Delivers," a South Carolina-based service in which books are borrowed from other in-state academic libraries, often with two-day delivery.~~

~~Unfortunately, increased numbers of faculty, students, and programs in recent years have not been matched with increased financial support for Medford Library's print or electronic resources. In fact, Medford Library's materials budget since 2010 has decreased, as has happened in many academic libraries. As a result, many faculty members purchase their own journal subscriptions or books. Also, despite the library's readily available print and electronic materials, there can be a delay in getting research materials through ILL and books through "PASCAL Delivers" compared to campuses where collections are larger and materials are more conveniently available.~~

~~While steady decreases in library funding over the last decade have made it difficult for the library to keep up with resources for scholarly faculty research, new recurring funding for electronic resources, instituted in 2014 by the broader Palmetto College administration, will improve access to scholarly sources for all faculty and students from here on.~~

Technology, Lab Equipment, and Lab Space

USCL is a student-centered campus, and as such, the priority for local, revenue-based funds is to support teaching. Specifically, teaching needs take precedence when purchasing software and equipment and when scheduling laboratory time. Teaching equipment and technology are generally up-to-date, meeting or exceeding the standards for a two-year campus. To

accommodate instruction, faculty engaged in research often plan their projects around the teaching schedule, in coordination with colleagues who share lab space. Faculty engaged in research generally use a combination of the following to fund their projects: teaching resources, local funding, grants, and personal funds. While tenure-track faculty are engaged in productive scholarship as it is broadly defined in the faculty manual, the scope of the projects may be limited by the availability of time, equipment, and lab space.

Art and Theatre Resources

Prior to Fall 2014, the art studio was cramped and under-equipped. While there was an on campus art gallery that hosted rotating exhibits, there was no dedicated student gallery space. In Fall 2014 Founders Hall opened. It includes a well-designed teaching studio and student gallery. There is a long range plan for purchasing equipment. The Native American Studies Center offers rotating exhibits which at times includes student work when specific to the mission of the Center.

USC Lancaster's theater program continues to grow but also faces significant infrastructural challenges. The campus currently features one auditorium where most theater classes and all productions take place. As of Fall 2010, the facility's sound system has not been updated and the light system, while being updated, does not yet meet the quality or technical requirements of a theater-friendly environment. The light booth poses a challenge because it lacks movable glass to allow operators to hear the shows. A new scrim (muslin backdrop curtain used for projection and lighting) is needed due to wear and tear on the current one. Other difficulties include the poor condition of the auditorium seats, and a lack of fly space, backstage area, and designated space for set-building. Prior to 2013, the theater program only had one former office space and one closet to use for storage of costumes, props and theater equipment. In 2013-2014 two additional former office spaces were designated for theater-related storage. In 2014 the theater program also received some safety equipment, including flame-retardant curtains.

Vehicle Access

Faculty and staff have access to several vehicles for university-associated events, such as meetings at other campuses, scholarly activities, and classroom events. Prior driver license approval is necessary, and ~~usually vehicles are available~~usage depends on vehicle availability.

d. Availability of Mentors or Colleagues with Similar Interests

Prior to 2013, a large proportion of the tenure-track faculty was untenured, making it difficult

to find tenured mentors in each specific discipline. The tenured faculty mentored junior faculty in many ways, including helping them navigating the tenure system, alerting them to local and system-wide funding and service opportunities, and training them to be academic advisors. Currently there are more tenured faculty members than untenured tenure-track and so there is more potential to find a mentor in a specific discipline. As a small campus, finding mentors or colleagues with similar interests in a specialized research area may not be possible. Some faculty members prefer to work in their own area while others have succeeded in conducting interdisciplinary projects.

e. Availability of Students to Participate in Research and Scholarship

The availability of students to participate in research and scholarship varies by discipline and by project. Some projects attract students while others are inaccessible to students in their first two years of college. In some disciplines, students have contributed to projects that were disseminated on a professional level, while in others the results were disseminated in undergraduate research venues. In some of the less accessible disciplines, faculty provide opportunities to enhance student understanding of research, such as training students to use specialized equipment, teaching them analytical reasoning, or taking students to scholarly conferences. In recent years, there has been an increase in external grants to support faculty-mentored undergraduate research, benefiting students both by funding their projects and by giving them guided experience in writing grants.