



Visioning Project Final Report

November 2, 2012

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USCA FORWARD TOGETHER VISIONING PROJECT REPORT OF RESULTS

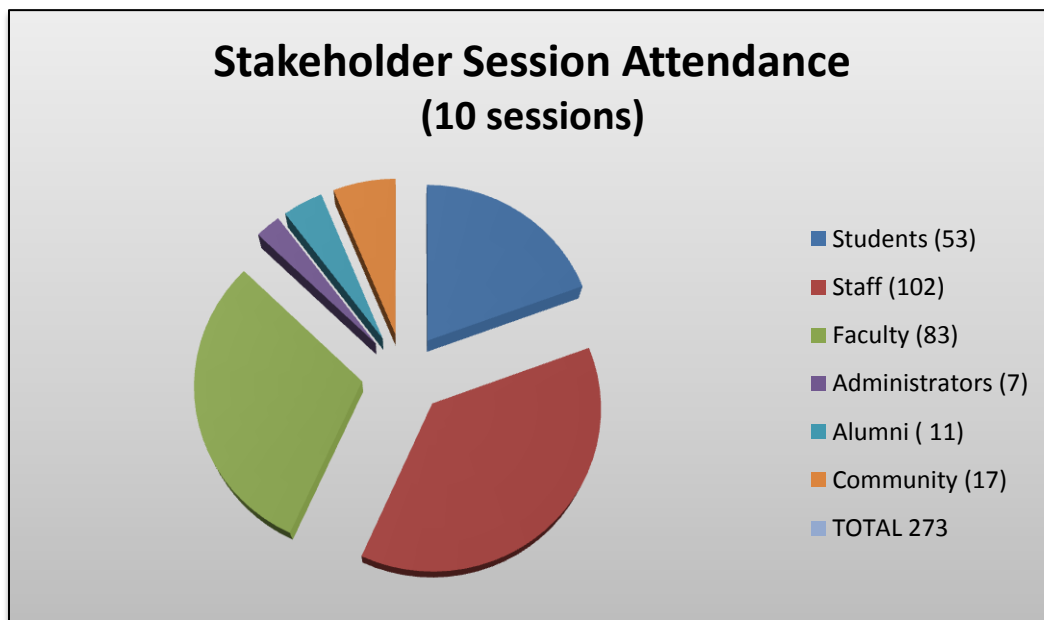
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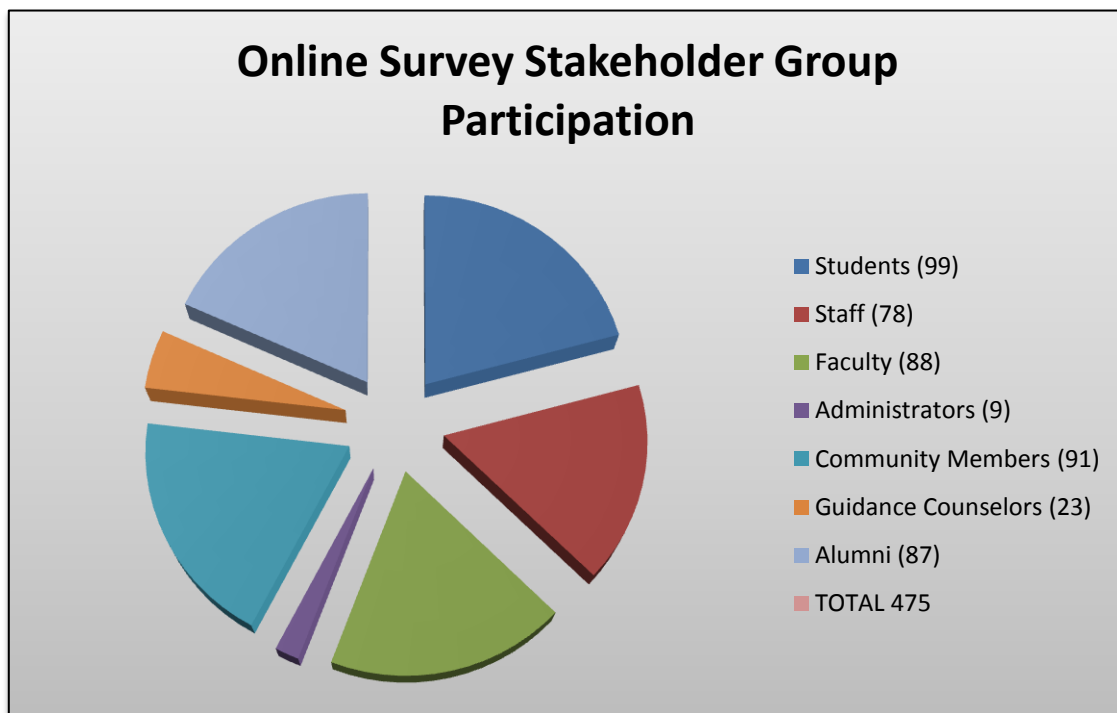
The Forward Together Vision Project was conducted in October 2012 as a way to generate input and feedback from USC Aiken stake holders on the strengths, weaknesses, opportunities and threats of the University and their ideas for the University’s “most desired future.” Ten stakeholder meetings were conducted over a period of approximately two weeks. In the sessions, a total of 273 administrators, alumni, community members, faculty, staff and students responded to a set of questions regarding the current and future status of the University.

These groups and area guidance counselors were also invited to take the on-line survey. A total of 475 persons participated in this process. Some individuals who attended a stakeholder session also took the online survey. Because the on-line surveys were taken anonymously, it is not possible to know to what extent the numbers are duplicated.

This report summarizes the input from each stake holder group in two ways. An overall summary is provided for the themes that emerged across all stake holder groups from both the stakeholder sessions and the on-line survey. Also, each survey item is summarized by stake holder group.

A total of 748 responses were collected from stake holders in the Forward Together Visioning Project. The distribution of attendance by group is indicated below:





THEMES

Although there were slight variations within each group, the following issues emerged across all groups as themes that will need to be addressed to move the University forward. The general themes represent both stakeholder sessions and the on-line survey for this process. The themes are presented in order of frequency of response.

General Themes

1. **There is much to be proud of:** Although many suggestions were made that were aimed at improving USCA, there emerged a common thread of pride and love for the institution. Responses to survey items were offered in a positive tone and with a spirit of genuine concern about the future of the campus. Comments made in the focus sessions were equally positive and hopeful. Many participants in the Visioning process expressed their gratitude for being included in the process and for the solicitation of their input.
2. **Grow the University:** This theme emerged as the number one priority for all stakeholder groups. Since all stake holder groups also held the belief that USCA’s small size and caring culture is one of its primary assets, there was consensus in the concern that the University’s growth should not change this culture. There is a united call for “planned growth. Based on survey responses from all groups, this planned growth should include recruiting students who can meet higher admissions standards and targeting aggressive recruitment efforts to an expanded geographical area.

3. **Increase program/degree offerings:** Similar to the “*Grow the University*” theme, all stakeholder groups emphasized the importance of increasing the number of undergraduate and graduate programs. Engineering was the most frequently requested degree in all stakeholder groups. The most frequently requested graduate programs were in business, education, nursing and science. Recommendations related to increasing program offerings also included adding evening courses, online course and offering programs that cater to non-traditional students.
4. **Increase faculty/staff salaries and incentives:** There was general consensus related to the need to address the relatively low salaries of the faculty and staff. Responses in this area were usually paired with concerns about the lack of career advancement opportunities for staff, heavy teaching loads for faculty and the need to offer competitive salaries to recruit qualified faculty.
5. **Market the University more widely:** There was a general concern that USCA is not sufficiently “branded.” Community members commented that many still view the University as a commuter campus. Other comments expressed concern that too little emphasis is placed on the national rankings and telling USCA’s story of offering a quality education in a small student-centered climate.
6. **Improve the current funding/budget situation:** There aren’t too many problems that having more money can’t remedy. The inadequate operating budget has resulted in too few scholarships for students, outdated facilities and technology, an inability to address faculty and staff compensation issues, etc. With the exception of raising tuition (there was strong sentiment from students in this area) suggestions were made to increase funding through increasing student enrollment, increased alumni giving, grants, entrepreneurial activity (e.g. utilizing the campus in the summer) and cost saving measures.
7. **Improve community relations/increase partnerships:** Many participants recommended that effort should be made to improve relationships in the community, particularly with local businesses and industry and the schools. Suggestions ranged from enhancing internship opportunities for students to increasing faculty and staff visibility as subject matter experts and consultants.
8. **Revamp the current administrative/governance structure:** Both faculty and staff expressed a great deal of frustration related to the current governance structure of the University. Frustrations included the amount of time required to make decisions and the perceived ineffectiveness of the current Faculty Assembly structure. Suggestions included revamping the “Monday Group” concept, adding Deans, moving to a Faculty Senate structure and moving decision making down to lower levels.

SPECIFIC THEMES

In addition to the common themes listed on the previous page, some issues were frequently cited within specific stakeholder groups. They are as follows:

Administrators

The University needs a strategic focus and identification of its niche

Alumni

There is a need for better communication and more frequent contact with alumni

There should be more family focused activities offered

Parking is a challenge

Increase multicultural activities and organizations

Community

Improved relations/connections/partnerships with the business community

Streamlined process for admission and transfer

Beautify the campus

Faculty

Faculty need research and grant writing support

Little attention is given to part-time faculty

General education requirements are too complicated

The process for making decisions takes too long

The faculty evaluation process needs revision

Issues related to poor performance among faculty go unaddressed

Guidance Counselors

Streamlined process for admitting first and transfer students

Lower tuition

Offer more scholarships and financial aid resources

Staff

There are currently few opportunities for career advancement

Staff morale is low because of the heavy workload and too few resources

Would like more opportunities to connect with other staff and faculty

Better food in the cafeteria

Foster a more inclusive environment

Students

Better food in the cafeteria

More parking spaces

Better communication/more information about events and requirements

More scholarships and financial aid resources

Issues related to poor performance among faculty go unaddressed

Training for faculty in cultural diversity and technology

More and better tutors, especially in math

RECOMMENDATIONS

This is an exciting time in the life of the USCA community. The Forward Together Visioning Project has provided an opportunity for all stakeholders to have a voice in deciding the future direction of the campus. The themes that emerged represent the opinions and the passion of each group. While there was much diversity in the responses, there was more agreement among the groups about the strengths of the University and about what areas could use improvement.

USCA's challenge at this point is to take the wealth of information that has been provided by its stakeholders and set strategic priorities for the future. It is recommended that the Chancellor and senior leadership team begin a goal setting process to create a strategic roadmap that identifies the plans and action items to be undertaken over the next 3-5 years. This goal-setting process should include an identification of the resources that will be necessary to achieve each step and a plan for acquiring those resources. Also, this goal setting process should be inclusive and again involve all stakeholders, to the extent possible.

SUMMARY OF RESPONSES BY ITEM FOR THE ON-LINE SURVEY

In most cases, responses for each item are listed by frequency of response, most to least. Some respondents belonged to more than one group (e.g. both staff and alumni). As a result, the responses from these persons were counted in more than one group. Because the on-line surveys were taken anonymously, it is not possible to know how many responses were duplicated.

Question 1: If you were talking to a good friend about sending their child to USCA, what would you say about the institution to convince them that our campus may be the perfect place for their child?

Administration

1. Small class size and small campus
2. Quality faculty and staff who care about the students
3. Supportive, family environment in which students receive personal attention
4. Quality programs/you get an excellent education
5. Continued national ranking/reputation for excellence
6. Liberal arts college
7. Competitive sports programs
8. Beautiful campus

Alumni

1. Quality faculty and staff who care about the students
2. Small class size and small campus
3. Supportive, family environment in which students receive personal attention
4. Many co-curricular opportunities for students to get involved

5. Quality programs/you get an excellent education
6. Great facilities
7. Cost/ affordability
8. Continued national ranking/reputation for excellence
9. Quality sports programs
10. Diverse campus

Other Alumni Comments

- This is a great university that offers a life time experience for community involvement, education, achievement and will give your child the chance to learn about him/herself and life.

Community Members

1. Small class size and small campus
2. Quality faculty and staff who care about the students
3. Continued national ranking/reputation for excellence
4. Cost/ affordability
5. Supportive, family environment in which students receive personal attention
6. Quality programs/you get an excellent education
7. Great facilities
8. Good relationship with the community
9. Quality sports programs
10. Graduates get jobs/have successful careers

Faculty

1. Quality faculty and staff who care about the students
2. Small class size and small campus
3. Supportive, family environment in which students receive personal attention
4. Great facilities
5. Many co-curricular opportunities for students to get involved
6. Continued national ranking/reputation for excellence
7. Quality programs/you get an excellent education
8. Cost/ affordability
9. Liberal arts focus
10. Diversity

Guidance Counselors

1. Quality faculty and staff who care about the students
2. Small class size and small campus
3. Supportive, family environment in which students receive personal attention
4. Continued national ranking/reputation for excellence
5. Quality programs/you get an excellent education
6. Cost/ affordability
7. Many co-curricular opportunities for students to get involved

8. Great facilities
9. Proximity to home
10. Community orientation

Staff

1. Supportive, family environment in which students receive personal attention
2. Small class size and small campus
3. Quality faculty and staff who care about the students
4. Continued national ranking/reputation for excellence
5. Quality programs/you get an excellent education
6. Many co-curricular opportunities for students to get involved
7. The school is in a great community
8. The number of Magellan Scholars
9. Great facilities
10. Cost/ affordability

Students

1. Supportive, family environment in which students receive personal attention
2. Quality faculty and staff who care about the students
3. Small class size and small campus
4. Many co-curricular opportunities for students to get involved
5. Excellent resources and services (e.g. the library and tutoring)
6. Continued national ranking/reputation for excellence
7. Great facilities
8. Quality programs/you get an excellent education
9. Cost/ affordability
10. Proximity to home

Other student comments:

- USCA is the type of school that allows you to build as an individual and forces you to mature.
- By the end of your time at USCA, you will believe in yourself which will help you to be successful in the job force.
- This university will give you a friend in an everyday stranger.

Question 2: What is it about this university that makes you most proud?

Administrators

1. The sense of community
2. It's just a great place to come to everyday
3. As a mission, we serve a population that needs higher education
4. The commitment of the students and faculty members

5. Quality
6. Small class sizes
7. Cost is reasonable

Alumni

1. The university creates a welcoming atmosphere to all who visit or attend there
2. How much it has grown
3. Quality of the faculty and staff
4. It's reputation as a top performer in national rankings
5. The ties to the community
6. Everyone takes great pride in their school and work well together
7. Quality programs and excellent education
8. The school is affordable
9. Staff - Student relationship

Other Alumni Responses

- Wonderful extracurricular activities and organizations
- Having an identity and recognizable as not that satellite campus of Carolina.
- Competitive sports program
- The neat and clean grounds

Community Members

1. Reputation for academic excellence and its US News Ranking
2. The university's involvement and ties to the community
3. Athletics programs
4. They have instructors that care about the students.
5. The excellent faculty and staff
6. It's cheap
7. Very nice campus and facilities
8. The growth over the past 20 years

Faculty

1. The strong collegiality among faculty and staff. I feel like a valued member of a positive family culture
2. Its reputation. Highly ranked and well regarded. The accreditations
3. The quality of faculty and staff members and the work that they do
4. Undergraduate programs for the most part are good at preparing students
5. The considerable freedom given to faculty and students to explore intellectual/creative projects

6. A mission, that's an honorable one/We serve a population that needs higher education
7. The commitment of the staff and faculty to their students
8. Small class size and a classroom environment that fosters faculty relationships
9. Great undergraduate students and our outstanding graduates
10. Student research opportunities and the record of undergraduate research accomplishments

Other Faculty Responses

- student extra-curricular activity opportunities
- The diversity of the student body, and the graduation rate for minorities
- Connections with community support of the surrounding communities are outstanding.
- Campus atmosphere now that we have so many students on campus
- Beautifully kept campus
- Athletic teams among the best in the conference
- The Ruth Patrick Science Education Center

Staff

1. Recognition by US News/our reputation as a quality institution.
2. The true feeling of being cared for and how people get along well
3. Staff and faculty that respect and care about students
4. The fact that the university has strong ties to the community
5. Community pride! The fact that we strive for excellence as a university
6. Seeing students graduate/graduation rates
7. The diversity of the campus
8. Facilities like the Convocation Center and the , Ruth Patrick Science Education Center
9. The top-notch athletic programs
10. The quality education students receive
11. Small, well kept, safe campus
12. The quality and caliber of the dedicated faculty and staff
13. The high percentage of participation in the Family Fund speaks volumes

Students (Items are listed in order of frequency of response.)

1. The warm and caring environment. Students, and faculty are like a family
2. Smaller campus and small student to teacher ratio means you get individual attention
3. The ranking by the U.S. News
4. Cheap tuition
5. Academics standards and the quality of the education
6. The extra curricula activities and the great organizations
7. The relationship with the community
8. It's a USC campus and reads USC on the diploma

9. Quality faculty that actually want us to succeed

Other Student Responses

- The nursing program
- Superior athletics & the Pacer Times
- Various organizations that you can be a part of.
- The cultural diversity

Question 3: There is a long list of things that we do well at USCA. What two or three things do you believe the campus does best?

Administrators

1. Cares about students and their education
2. Students get a great education at USCA
3. Making life easy for employee
4. Individual attention to students
5. Faculty have a strong reputation for scholarship
6. We offer strong academic advising
7. Manages its limited financial resources
8. We encourage active learning
9. USCA has consistently had excellent leadership
10. Employees and students have the opportunity to stay up with current technology

Community Members

1. Reputation for academic excellence and its US News Ranking
2. Provide a safe environment for students
3. Athletics programs
4. Prepare students for the workforce
5. Smaller classes and individual attention provided to students
6. Maintain the beauty of the campus
7. Affordable price
8. The excellent faculty and staff
9. Quality education
10. Involves students in co and extra-curricular development opportunities

Guidance Counselors

1. Communication with area schools
2. Excellent student involvement

3. Excellent degree programs
4. Concurrent enrollment and academic advising
5. The friendly and efficient admissions staff
6. Personal attention to students
7. The Concurrent Enrollment Process with Marcia

Faculty

1. Small class sizes and very low student-faculty ratio result in close faculty/student interactions
2. Undergraduate research and experiential learning, outside of the classroom
3. Good job of reaching out to alumni
4. Reach out to community resources for larger community/Integration with the community/Community involvement
5. Genuine concern for the academic preparation of students. We put our students first
6. Collegial working environment /family environment
7. Faculty scholarship
8. Athletics, and extra-curricular opportunities
9. Support services for students
10. Marketing. USCA knows how to make itself look good in the news
11. Campus upkeep. Attractive and accessible campus
12. Embraces diversity

Other Faculty Responses

- Remarkable faculty and staff
- We offer strong academic advising
- Graduate individuals who are competent in their degree
- Excellent classroom teaching/High quality instruction teaching
- Manages its limited financial resources

Staff

1. We put our students first. Treats students as individuals. Make the students feel valued
2. Provide a safe learning environment with interpersonal relationships
3. Provides help and guidance for those that need it
4. The Admissions Office does a great job of getting the word out to prospective students
5. Maintain high standards for professors and students receive a quality education
6. Ranked high in academics and athletics
7. USCA does a good job of reaching out to alumni
8. Provide outside the classroom and community service opportunities for students
9. Terrific housing facilities
10. Keeping students active and involved on campus with great campus events and extra-curricular activities
11. Offices/departments work well together and make the most of resources

12. Diversity of student body
13. Accessibility of administration, deans and department heads

Students (Items are listed in order of frequency of response.)

1. Many opportunities to get students involved in a wide variety of activities, clubs and organizations
2. The campus atmosphere allows for close friendships and make everyone feel welcomed
3. Providing plenty of resources for help and support for students, including library, computer labs, tutoring, gym, etc.
4. The quality caring faculty and staff
5. Fun and safe activities and events
6. The campus stays clean and safe
7. Great teachers and great classroom teaching. Quality learning environment
8. Opportunity to get involved with the community
9. Friendly/helpful staff
10. The degree programs offered
11. The Pacer Spirit Program
12. Financial aid and scholarships
13. Provide, keep a clean campus

Other Student Responses

- Undergraduate research
- Help with your entry process, financial aid process and setting up your class process
- The athletic programs
- The lower cost of tuition
- Guiding incoming students and making a smooth transition, having readily available resources, and attempting to get everyone involved.
- The campus has many multicultural events and diversity so there's a knowledge of other cultures here
- The food is pretty good

Question 4: While we do many things well at USCA, in your opinion, what could we do better?

Administrators

1. Recruit more students
2. Improve salaries/incentives for faculty and staff
3. Offer more degree programs/majors
4. Find a niche/distinction
5. Market the University
6. Offer more scholarships
7. Offer promotion opportunities for staff
8. Return to our liberal core mission

9. Increase writing standards
10. Lower Costs
11. Streamline the transfer/transcript evaluation process
12. Improve advisement

Faculty(Items are listed in order of frequency of response.)

1. Recruit more students. Revise our recruitment strategies to be more innovative and recruit more broadly
2. Provide faculty support consistent with research expectations
3. Salaries need to be increased and an incentives/rewards program adopted
4. Too many "hoops" to jump through for our incoming freshmen and transfer students
5. Faculty governance/Streamlining the decision-making process
6. Improve facilities and create better offices and classroom spaces
7. Provide more support for non-traditional students with more options to fight their lifestyle, including online instruction and service for students who may have been out of the education system for a long time
8. Provide more attention to part-time faculty pay/relationships/resources/support.
9. Infrastructure for supporting faculty in obtaining and managing grants
10. Improve the student advisement process

More Faculty responses

- We do not live up to the liberal arts core of our mission/emphasize liberal arts more
- Provide a global education (recruit international students, send students abroad)
- Market our university
- There needs to be an internal pool of money to support student research at USCA
- Address performance issues for faculty and staff that are not doing their jobs

Guidance Counselors

1. Offer more college majors
2. Offer more scholarship opportunities
3. Decrease tuition
4. More events centered around majors to encourage new students
5. Offer more sports programs
6. Schedule dual credit courses later in the day
7. More involvement with the community
8. Bring in a full engineering program

Staff

1. Offer more degree programs. Provide more academic majors
2. Increase salaries for faculty and staff
3. Offer opportunities for promotion and advancement to staff and rewards/recognitions

4. Need more trained staff
5. Building Maintenance interior & exterior and our facilities could be a little more modern
6. Improve technology on campus for staff
7. Increase available parking
8. New equipment so staff is productive
9. Provide better food in Cafeteria and more items in the Pacer Market and expand the hours
10. More evening classes for students (especially non-traditional)

More Staff Responses

- For non-traditional and/or transfer students, the temptation to take late applications is often so great that we allow those students to by-pass important orientation information
- More opportunities for staff and faculty to interact and partner
- Better marketing of the University
- Be more inclusive. Not that we are intentionally not, but cliques can be identified on campus
- Improve computer routine maintenance
- We would do better at having partnerships with the industries around us
- Retain students

Students

1. Offer better food quality in the SAC
2. Adding another parking lot or expanding current parking lots
3. Financial Aid options are at a minimum
4. Improve the transfer students admission process
5. More evening classes
6. More available math tutors not just students
7. Offer more graduate programs
8. Better communication to students with information on events and policies (even tuition costs)
9. New chairs in the B&E class rooms. They're just horrible and all of them are broken
10. Offer ICE events online for commuting students/Take out the ICE credits/Offer more family-friendly ICE events
11. More clubs within each major
12. Tuition is really high/The cost could be lower
13. We could do teaching evaluations differently
14. A more rigorous hiring process for student tutors
15. Address issues of faculty who are unprofessional or rude to certain groups or people
16. Improve the advisement process
17. Promote and possibly recognize publically those who do exceptional academically
18. Cheaper books would be nice
19. The quad is beautiful, but there is very little seating. We need better outdoor study space
20. Update the dorms

Question # 5: In business terms a “niche” is the subset of customers on which a specific product is focusing. For example the television network ESPN’s niche is 24/7 delivery of all types of international and domestic sporting events. In considering our strengths and weaknesses, what do you think could be USCA’s niche?

Administrators

1. We should be a cheap alternative to private liberal arts colleges
2. Small classes, excellent education, caring faculty and staff
3. We do not have a niche. We try to do all things for everybody. We are vanilla.
4. Degree programs/classes that revolve around the golf industry and equine industry.
5. USCA needs to be STEM focused
6. Needs to be the "Leadership" university
7. Needs to have more sororities and affinity groups to enhance retention
8. Needs residential communities, not dorms.
9. Needs more online options
10. Needs more global focus and international enrollment
11. Undergraduate science is strength
12. We could focus on first generation college students with a family support office, special peer-instructed workshops, group attendance at ICE events, and special Introduction to College Life seminars

Alumni

1. Big university education in an affordable, small campus environment
2. A close-knit community that supports them with personal attention and care
3. Well rounded, low cost liberal arts college
4. USCA has a niche Diversity is never a bad thing.
5. Its strong degree programs
6. The non-traditional student can be USCA's niche
7. Educating students who can excel in a more intimate collegiate environment
8. Commuters and students who want to transfer to USC in Columbia. It should always be seen as a university for the people close to home
9. Given the proximity to many commercial manufacturers and SRS, USCA could find a niche in sciences (physics, chemistry, geology, biosciences, etc.)
10. The community
11. Providing necessary training for regional industry, SRS, Vogtle, Bridgestone Kimberly-Clark, etc.
12. A wide variety of student organizations and activities

Community Members

1. Pacer spirit. Small college atmosphere with focused individualized student attention. Best small campus alternative in the southeast, some students prefer a smaller setting
2. Stay local to get your degree
3. Students who want to excel at a small college in the fields of nursing, education or business
4. More focus on direct support of local industry/employers (nuclear operator program is an excellent example). It would be a natural progression to offer some type of engineering
5. Continued focus on the "nontraditional student" and offer engineering and business degrees to non-traditional students
6. Its strong degree programs; nursing, sociology, business, English, etc. USCA develops the "Whole" student
7. Education for teachers
8. Providing sound education for the all-important middle class which is often overlooked
9. Marketing their students to local industry
10. Affordable. Cost effective, high quality education in a small environment
11. Building on the USC Darla Moore School of business mode where they do consulting, market research, organizational development for companies
12. Equestrian environment/Open vet school with focus on horses through partnership with UGA, USC, and Clemson at USCA
13. Educating not only students, but the community...one day at a time
14. Location and ease of being a part of the USC network.
15. Student leadership skill development
16. Professors and staff go the extra mile for students
17. Cultural diversity/bring in domestic and foreign students
18. Higher graduation rate for local students
19. Internships with local employers
20. Music
21. Focus on local transfer students and enable them to complete a four-year degree

Faculty

1. We should emphasize undergraduate student research opportunities
2. We should play up our low student-faculty ratio/small classes and focus on the individual student
3. The top public *liberal arts* institution in SC
4. We are located in a beautiful, welcoming community with great weather
5. A private school liberal arts education at a public school price
6. The thriving equestrian community and a golf region
7. The solid relationship between the University and the Aiken community
8. Caring excellent faculty and staff

9. Focus the fact that we are a nationally accredited regional university
10. Our niche could be working with veterans and active military personnel to get their degrees

Staff

1. A "private school experience" at public school tuition
2. The Pacer spirit. Making everyone feel welcomed and students get individual attention
3. The campus. It is inviting and safe
4. The complete liberal arts college of South Carolina
5. We excel in the professional schools-- nursing, business, and education
6. Recruit horse lovers. Emphasize equine community. Offer equine studies.
7. Focus on the setting. Nice community, golf opportunities, rowing, the beach and the mountains...golf, Equine studies
8. Related engineering and STEM for P-12
9. Recruit local students and ones from up north committed to education
10. With SRS so close, our niche could be related to the sciences and engineering
11. Any student who wants a home-like atmosphere who might be intimidated by a larger campus
12. We should continue to advertise ourselves as the best all-around college experience in SC

Other Staff Responses

- Domestic and global recruitment of educationally qualified/elite students as well as faculty/staff
- Aiken is a fairly cultured and creative community. We should expand our artistic programs (like creative writing, visual, and performing arts) and be known as a cultural hub

Students

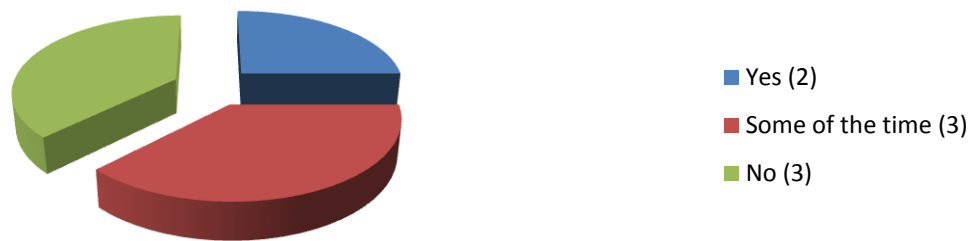
1. Our small class sizes where students come first
2. I believe it is pacer spirit. Promote the small local campus the one-on-one availability with your professors
3. Highly ranked academics and family atmosphere
4. Nurturing, home away from home an atmosphere for learning and helping students reach their career goals
5. For students who want quality education with a personal, individual approach to teaching
6. Cost effectiveness
7. A good mix of being at home and going away to college. USCA's niche is being a comfortable learning environment.

8. A wide variety of student organizations and activities
9. Providing quality education in a friendly environment
10. Undergraduate research
11. The sports programs
12. Students who want to experience college life without being overwhelmed
13. The traditional student who has a high GPA and is involved in a variety of organizations
14. USCA should be known for producing leaders who are confident in what they do
15. Academic excellence in your own backyard
16. Cultural diversity and international students
17. It is relatively inexpensive
18. The niche for USCA could be Educating our students 365 days a year

Question 6: Do you have the resources you need to do your best work? If no or some of the time, what other resources would improve your work environment?

Administrators

Do you have the resources you need to do your best work?



2 Responses of Yes

3 Responses of “Some of the time”

1. I need a cleaner chain of command. This campus is dangerously stove piped; the left hand knows nothing of the right.
2. Breaking away from Columbia and eliminating the redundancy between USCA and Columbia
3. I have just enough to maintain our facilities. Not enough money to maintain and improve.

3 Responses of “No”

1. Budgets are limited/ scholarship dollars are tough to come by and are needed to recruit.
2. Part time salaries make it difficult to recruit excellent faculty.
3. Competitive operating budgets/More scholarship support/Assistant coaches for soccer and volleyball/Covered press box at soccer field

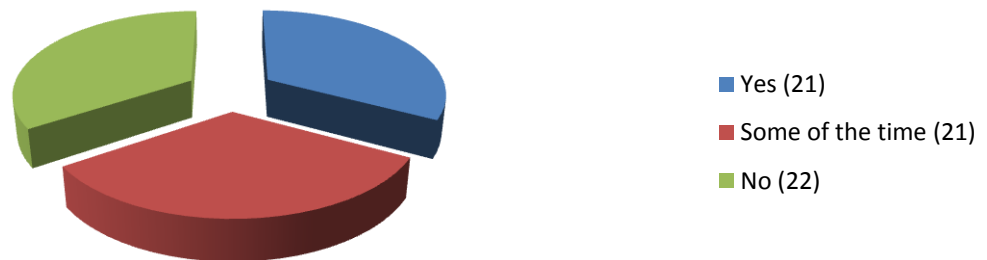
Alumni

(As alumni of USCA, what additional resources do you wish were available to you that may have enhanced your experience when you were a student?)

1. A robust career services program that even helps recent alums
2. A stronger preparation for the real world. Maybe a class offering for seniors to prepare resumes, interviewing skills, the low down on how to manage money, credit cards, mortgages, buying a car, or contributing to your IRA
3. More networking and internship opportunities
4. More masters level programs
5. More financial aid exit counseling
6. I would have loved to have stayed there and completed my graduate education
7. More efforts to reach out and engage the commuter student
8. One on one tutoring
9. more access to a variety of evening classes
10. Maymester
11. Travel abroad programs Engineering Curriculum
12. Cafeteria meal plans
13. Better computers
14. On campus housing would have been tremendous
15. I wish that I had had more hands-on experience in actual classrooms
16. The African-American Student Alliance was very instrumental in reaching out to students of color. They offered tutoring and counseling. It was a great outlet to talk to others.
17. Teachers and other alumni as mentor

Faculty

Do you have the resources you need to do your best work?



21 Responses of Yes

21 Responses of "Some of the time"

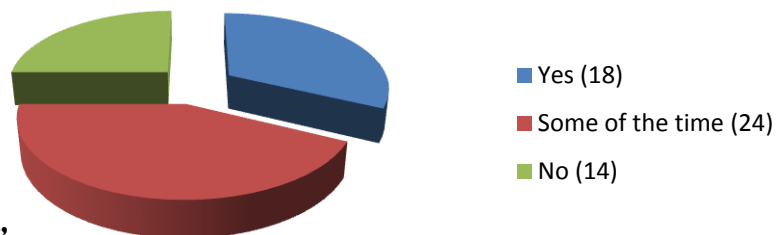
1. Lighter teaching load. It is really hard juggling a 4/4 teaching load
2. More money for newer laboratory equipment/ lab prep support/ student assistants
3. We need more full-time faculty and can easily justify it with the numbers
4. Salary increases, especially for younger faculty and adjuncts.
5. Funding for equipment and supplies and new technologies
6. Updated classroom computers
7. More funding for travel and research and being able to take students to conferences
8. A part time assistant to help students learn important programs such as Excel, Access and the Adobe Suite
9. Enough software for the entire class
10. -A separate email system between the professor and class members

22 Responses of “No”

1. Teaching loads need to be reduced
2. Bigger office space that allows for student conferencing space and more comfortable workspace more endowed chairs
3. Our library is not even half what it should be.
4. Updates equipment for teaching processes
5. Small grants for field trips with students / other course initiatives
6. Funds for research travel and purchasing books or hiring student work aids
7. Regular sabbaticals for everyone.
8. An increase in salary
9. Money for professional development
10. An on campus location to grade assignments and schedule office hours
11. Better sound equipment than is provided in the "normal" computer set up
12. Financial resources and physical space

Staff

Do you have the resources you need to do your best work?



18 Responses of Yes

24 Responses of “Some of the time”

1. More money for programs like leadership and community service
2. Funding to hire additional staff
3. Office space more conducive to serving the students and protecting their privacy
4. Access to better office equipment and updated software.

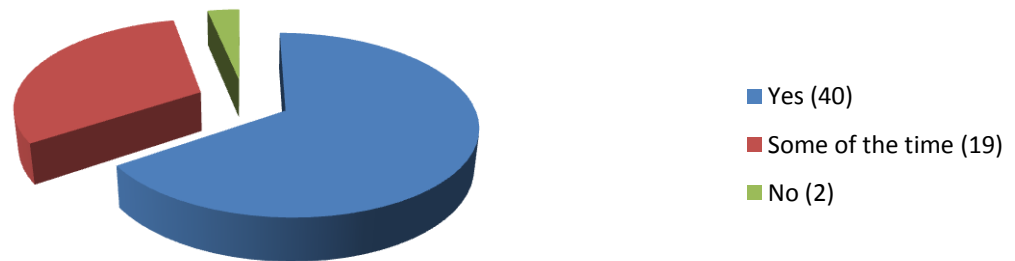
5. Classes on where you could become proficient in excel, etc....
6. More space for students to gather and meet
7. Updated electronic resources and technology-- from computers to walkie-talkies to security measures
8. More opportunities for professional development
9. There's no time for the team-building activities we desperately need
10. More emphasis on service for faculty to become more involved outside of the classroom

14 Responses of “No”

1. An opportunity for advancement
2. Better computing equipment in order to perform my job effectively
3. A budget to repair and replace equipment
4. Additional staff in order to reduce workload
5. Better salaries to keep good employees
6. Office space
7. lock-out time to perform our work without interruption
8. Funds for professional development
9. We need easier ways of doing things in terms of paperwork for travel, paying for things, technology, etc.
10. More opportunities for training

Students

Do you have the resources you need to maximize your educational opportunity at USCA?



40 Responses of Yes

19 Responses of “Some of the time”

1. More graduate programs and availability of classes
2. Being at USC Columbia
3. Classroom technology that fits the ever changing business world
4. Professors need a class on how to use technology

5. More scholarships
6. More computer labs to go into to do my homework, tests, and etc.
7. Additional up-to-date computers and printers
8. Classes on how to use the technology provided
9. Quicker response for tutoring
10. Make the cost of books cheaper
11. Make the library open 24 hours.
12. For professors to use all of their students different learning styles
13. Increased opportunities for Financial Aid
14. Increased funding for the Fine Arts programs
15. Computers break down often. Sometimes programs for the class won't work properly (like SPSS)
16. A better student study area in the science building
17. Live speakers on campus to see things for other viewpoints

2 Responses of "No"

1. I need my own computer and transportation
2. Having course work that is actually challenging. Having access to research equipment to not only conduct research, but also excel in the professional field at it

FOR COMMUNITY MEMBERS

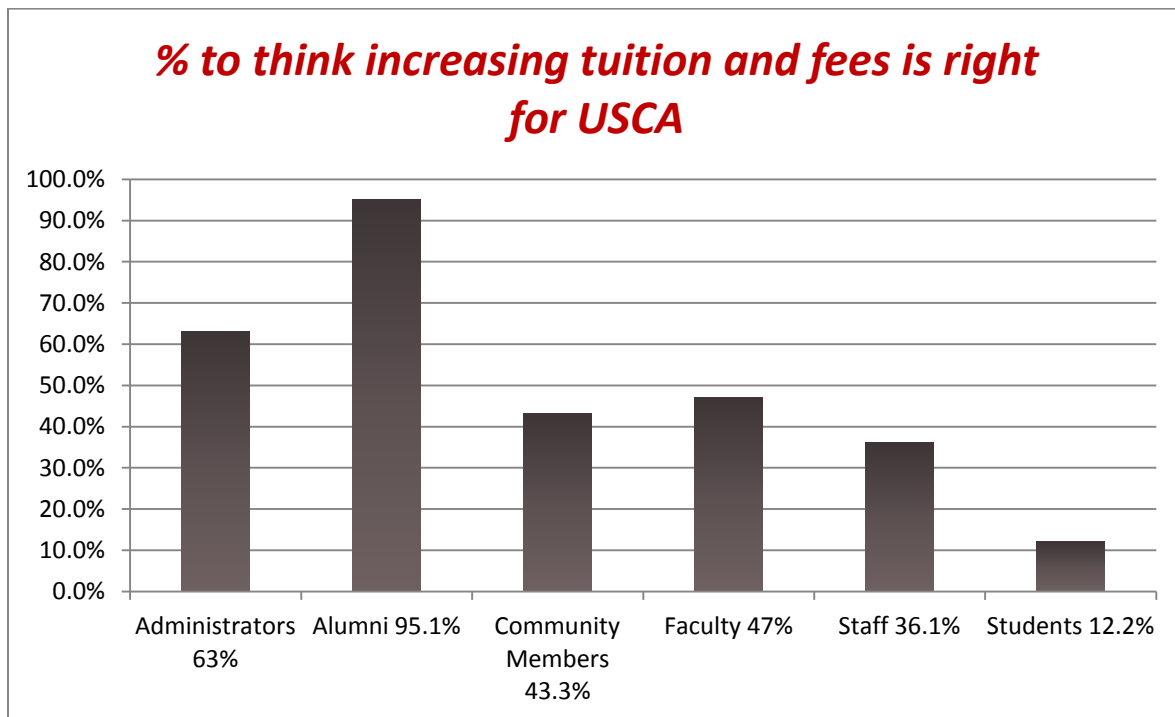
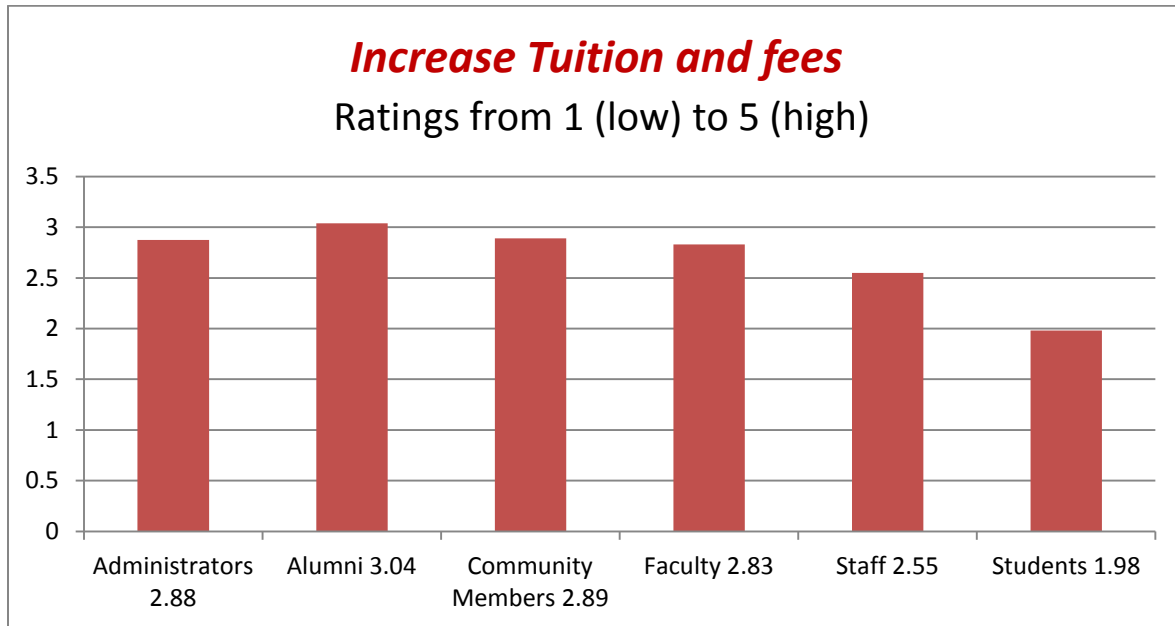
Question 6: As a community member, what two or three issues might USCA target to enhance our value as a resource that serves the needs of the community?

1. Encourage the students to volunteer and get involved in the community
2. Offer some professional training (e.g. An 8 hour excel or word class); assistance to small business start-ups continuing education for seniors and CPA Continuing Education credit courses for local accountants
3. Expand majors and offer user friendly graduate program (engineering - 4 year degree)
4. More "face time" with the high schools to make sure students there know what is available in Aiken
5. More involvement in the Arts
6. Look for the bridges between industries: tourism/history, agri-business, manufacturing, technology, healthcare. Build internships with each of these industries for your existing programs. Mature the relationships to align future course offerings with industry needs
7. Offer more after hours/nontraditional classes
8. The gym, lifelong learning, art--all of these are good but could be improved
9. Faculty (especially the Business School) need to be more involved with community services to better understand services and programs offered in a "real life setting". For instance, the sociology courses taught are great but often the student leaves the university and finds that the experiences in the work setting are not nearly as textbook

as those on the ground. Marketing programs are another example of this. Employers continually hear that "this is not what they taught us to expect". Continue to have professors and administrators be visible as members of community groups

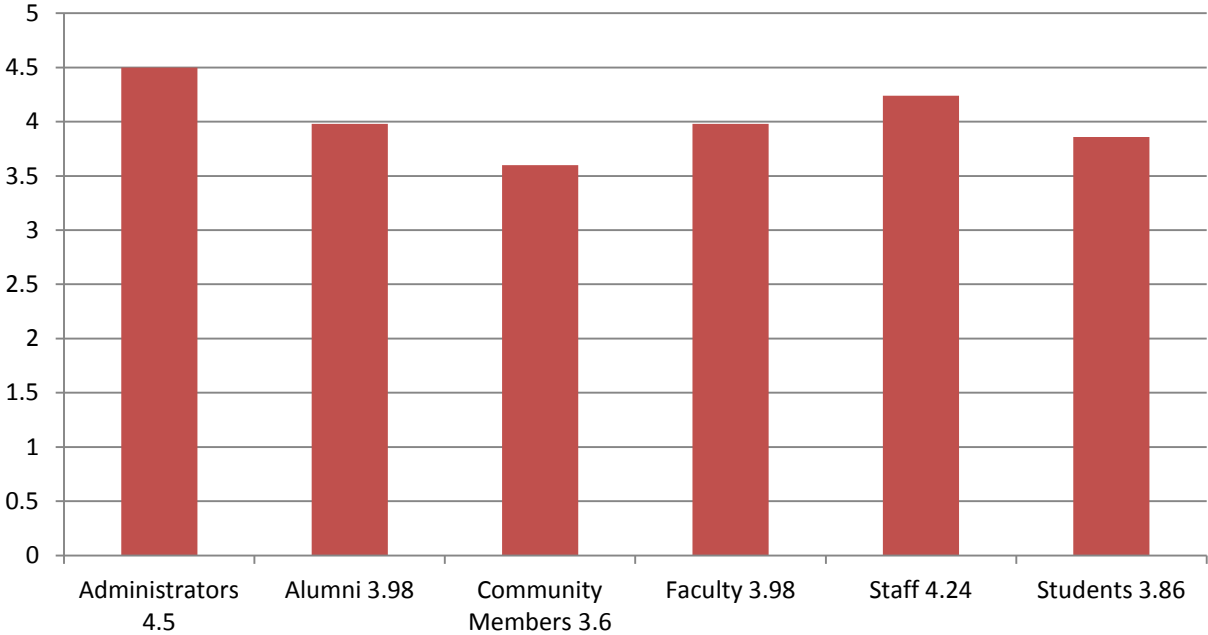
10. Offering classes for a reasonable price
11. Build a road to the D parking lot from the bypass
12. Increase math and technology awareness of the students..
13. Preparatory/remedial education for local students; PE Exam classes conducted locally;
14. Add programs that fit needs of the area, while keeping its focus on the liberal arts
15. Opening its Library to the community.
16. Reviving the Faculty Speakers Bureau.
17. Keep up the Science Center and activities - e.g. SEED, planetarium, special courses, etc.
18. Establish more of a presence for the Business School
19. The faculty, beyond the Chancellor, needs to be more visible and engaged with the local community.
20. Bring more concerts to the Convocation Center
21. Conduct job fairs for industry to match up students with opportunities, not just locally, but across our corporate organizations. Continue to push and support intern programs which are great for the students and industry

Question 7: Given the impact of a dramatic 70% decrease in state appropriations for higher education over the past two decades, the institution must take action to recover the budget through other means. Rate the following solutions to reflect the potential for success for each strategy to increase funding, and then, identify whether or not you feel the strategy is appropriate for USCA.

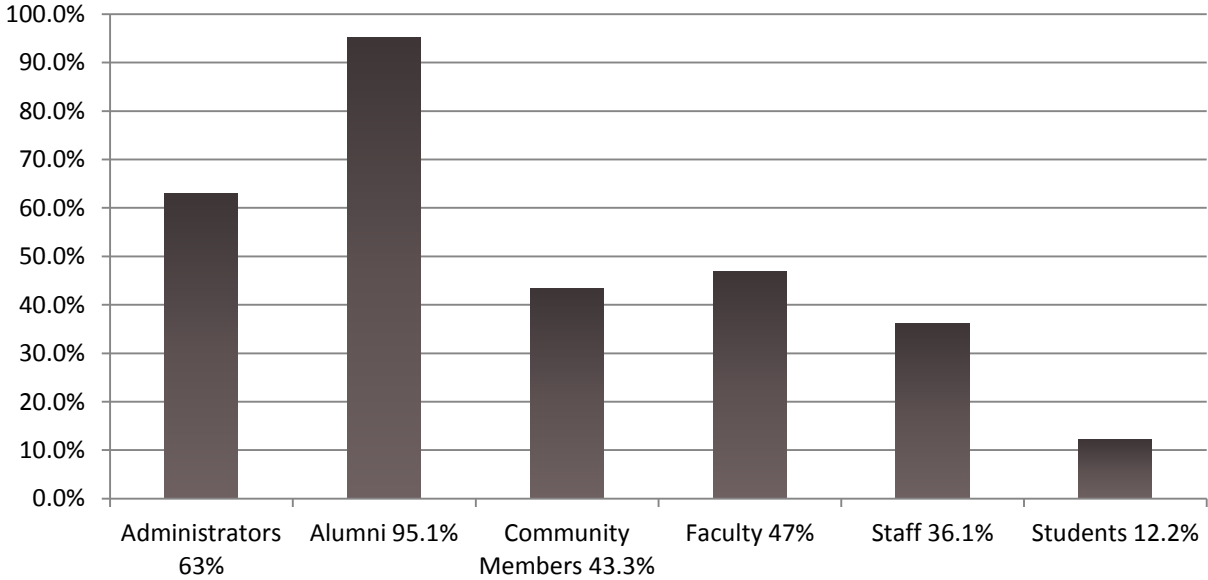


Increase size of undergraduate population

Rating from 1 (low) to 5 (high)

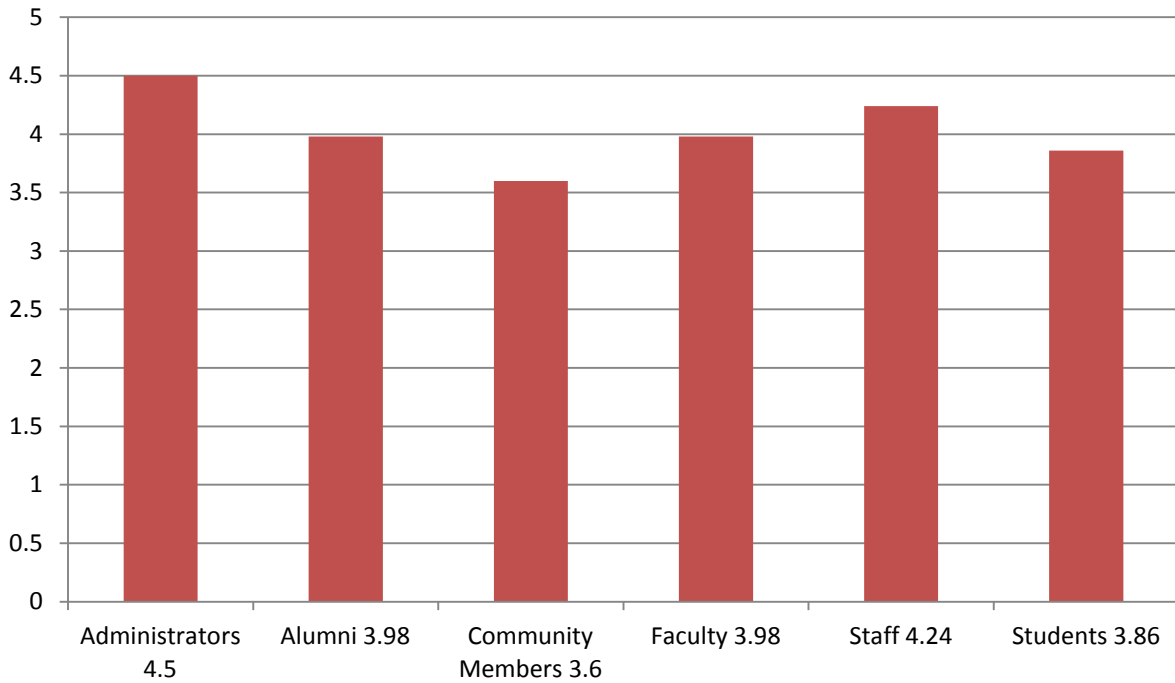


% to think increasing tuition and fees is right for USCA

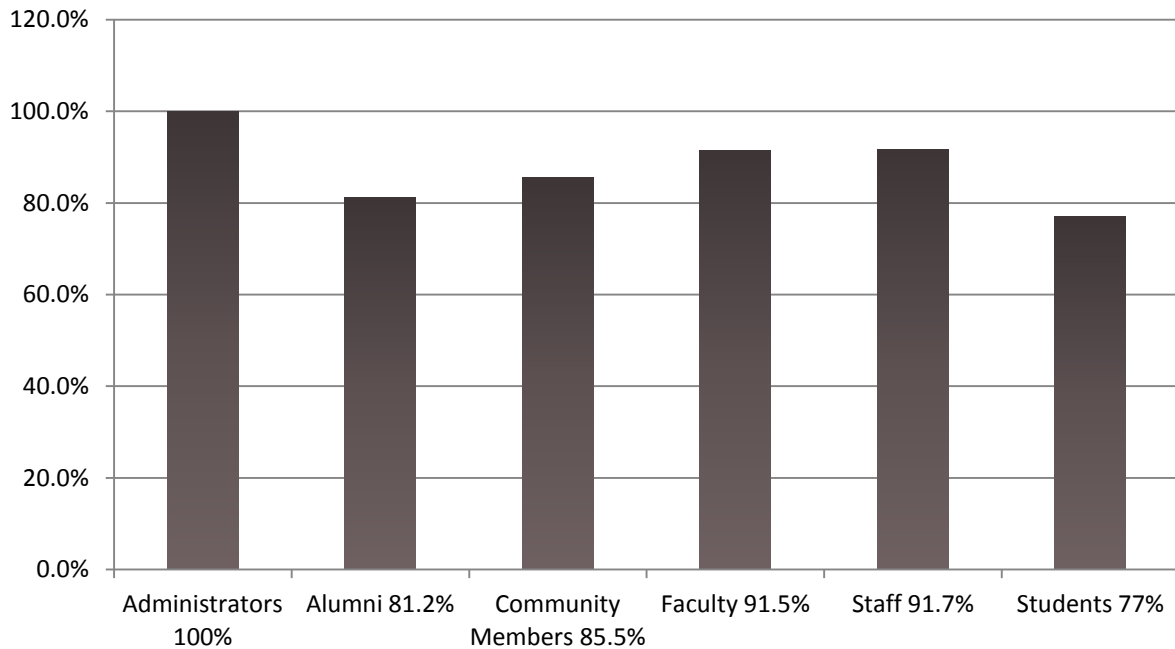


Increase size of undergraduate population

Rating from 1 (low) to 5 (high)

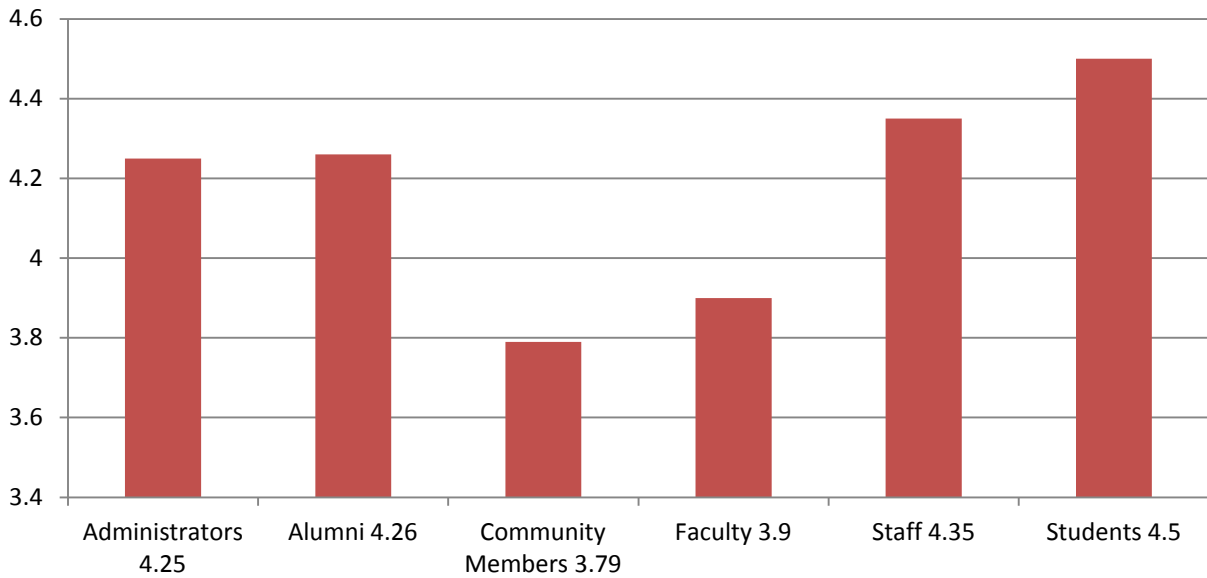


% to think increasing the size of the undergraduate population is right for USCA

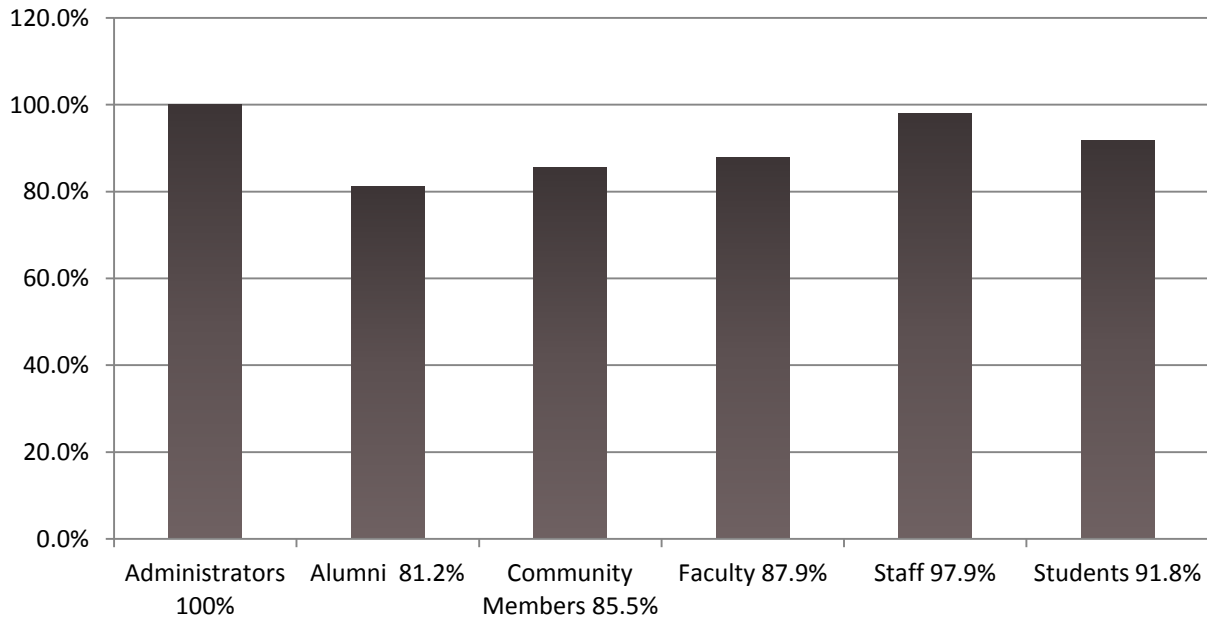


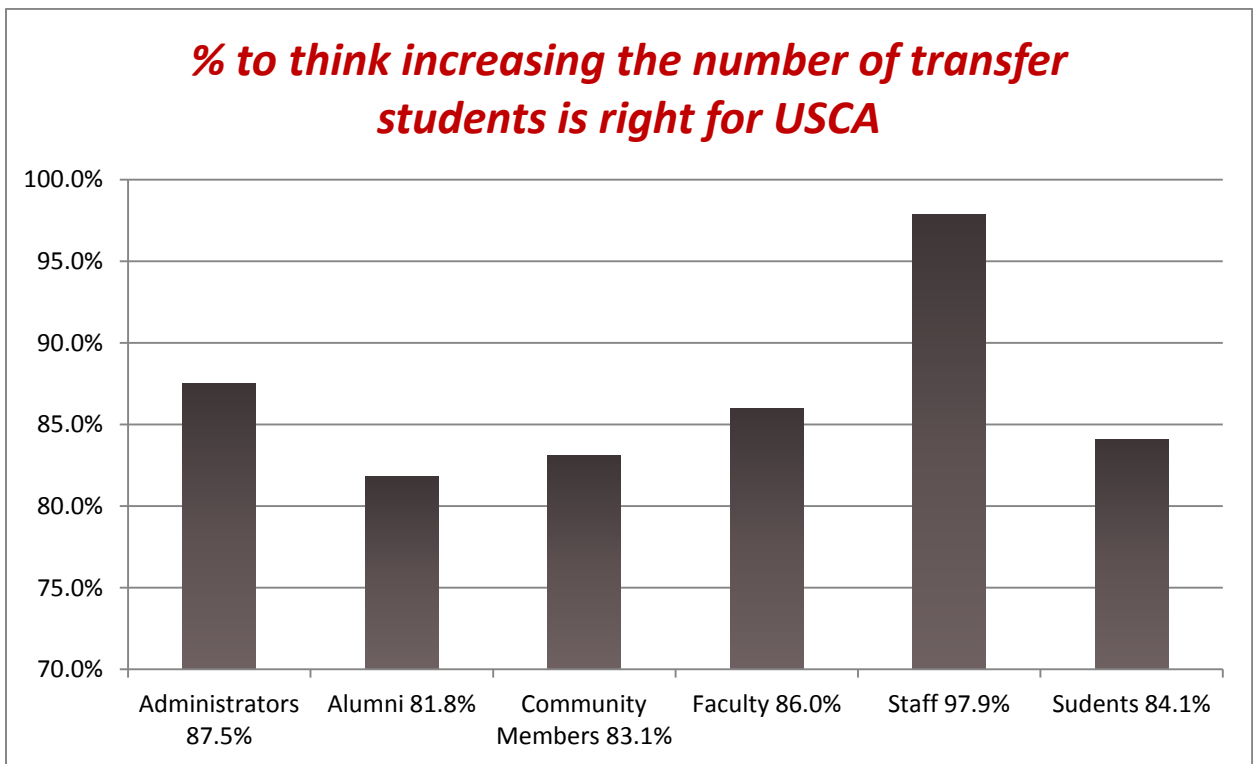
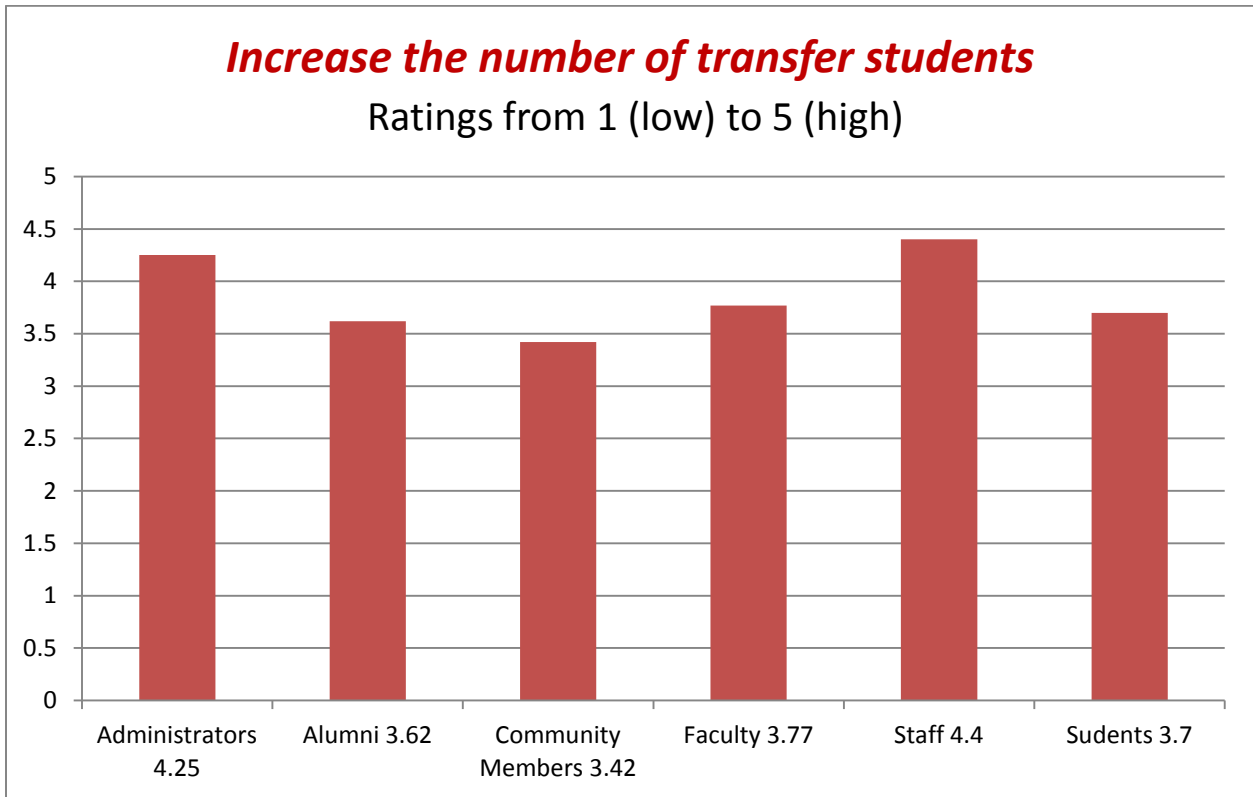
Increase the number of graduate programs and graduate students

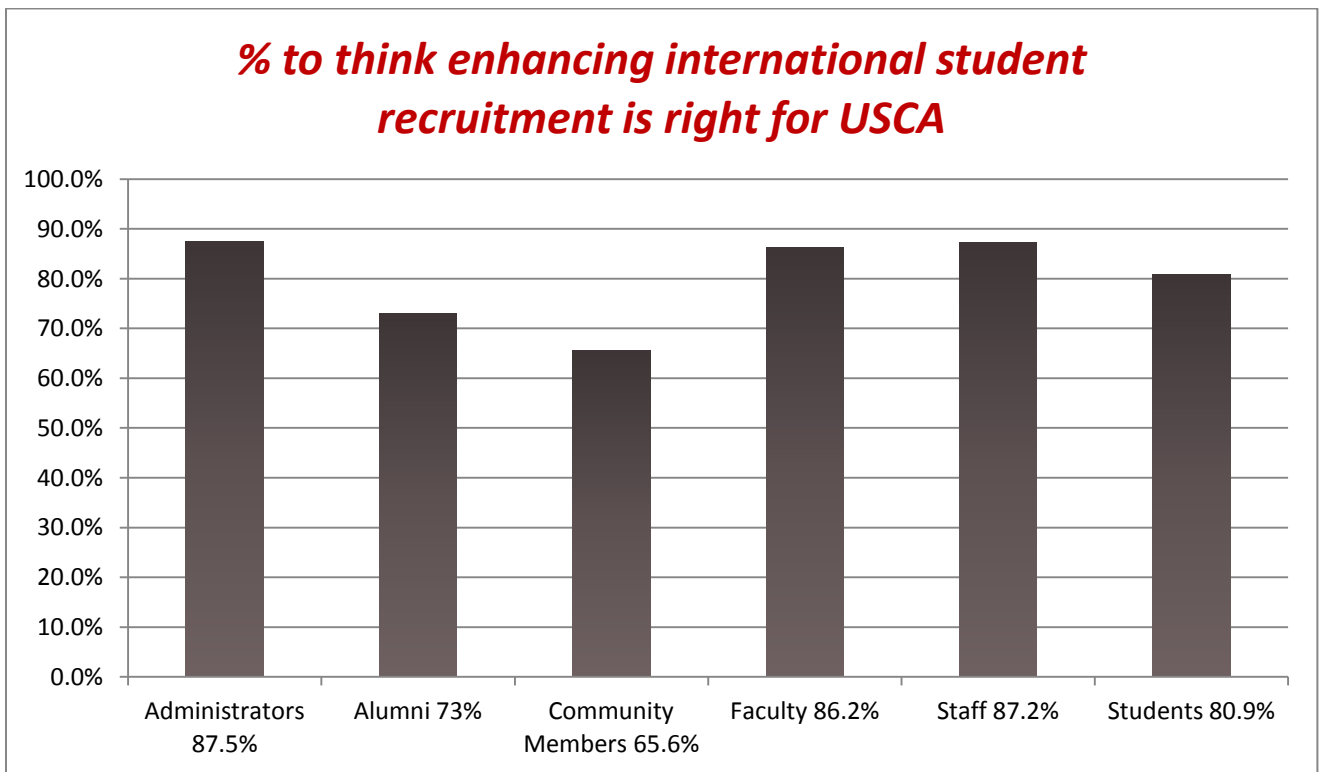
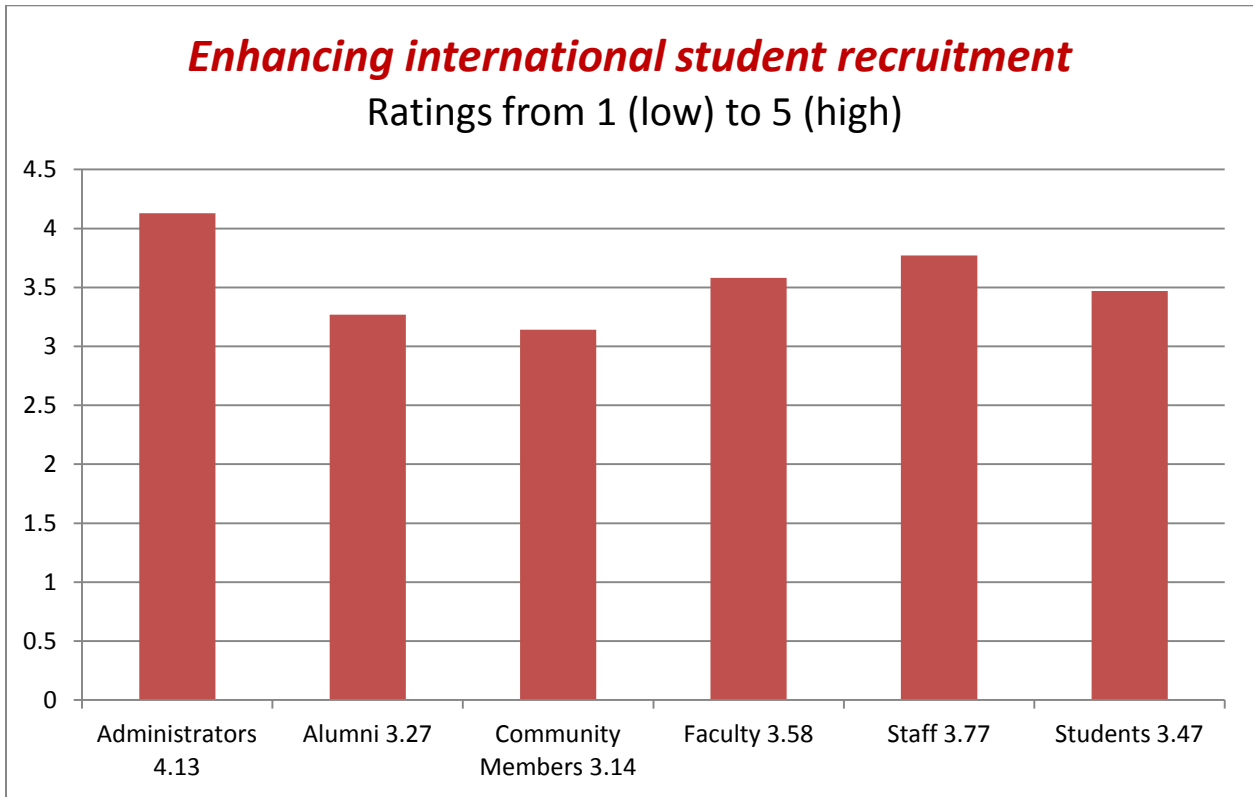
Ratings from 1 (low) to 5 (high)



% to think increasing the number of graduate programs and graduate students is right for USCA

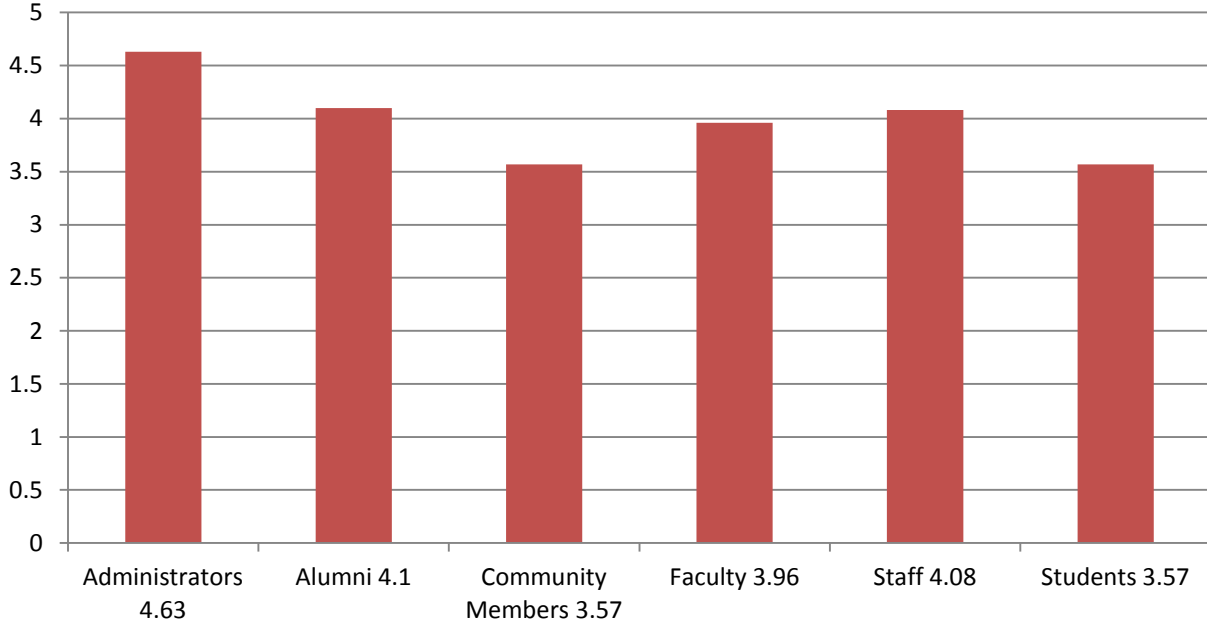




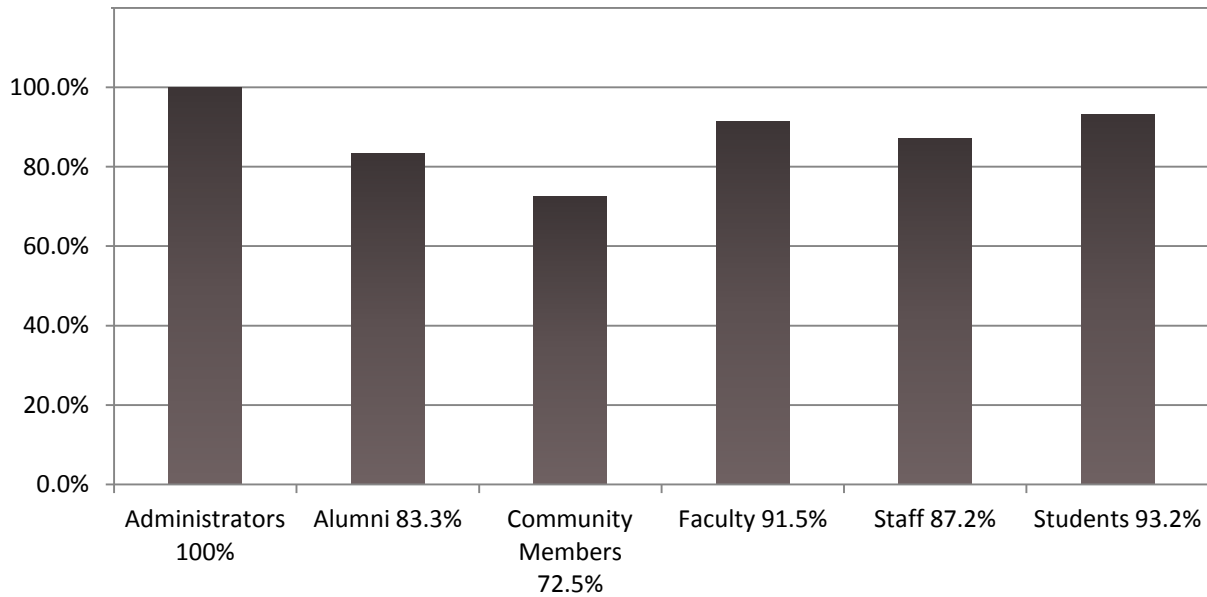


Enhancing out-of-state student recruitment

Ratings from 1 (low) to 5 (high)

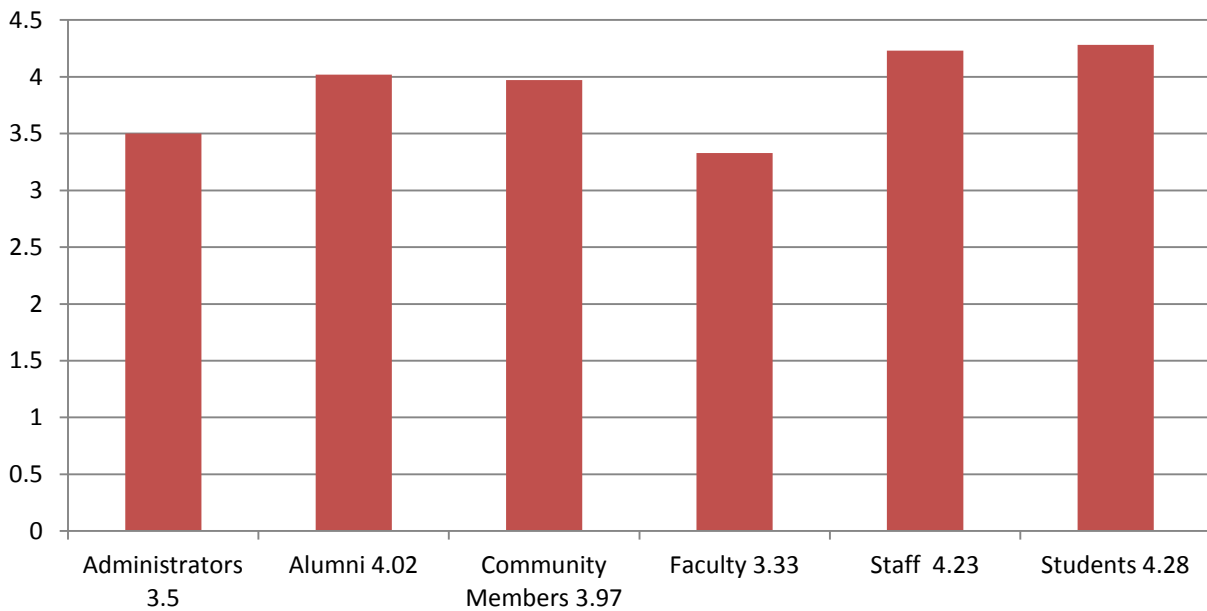


% to think enhancing out-of-state student recruitment is right for USCA

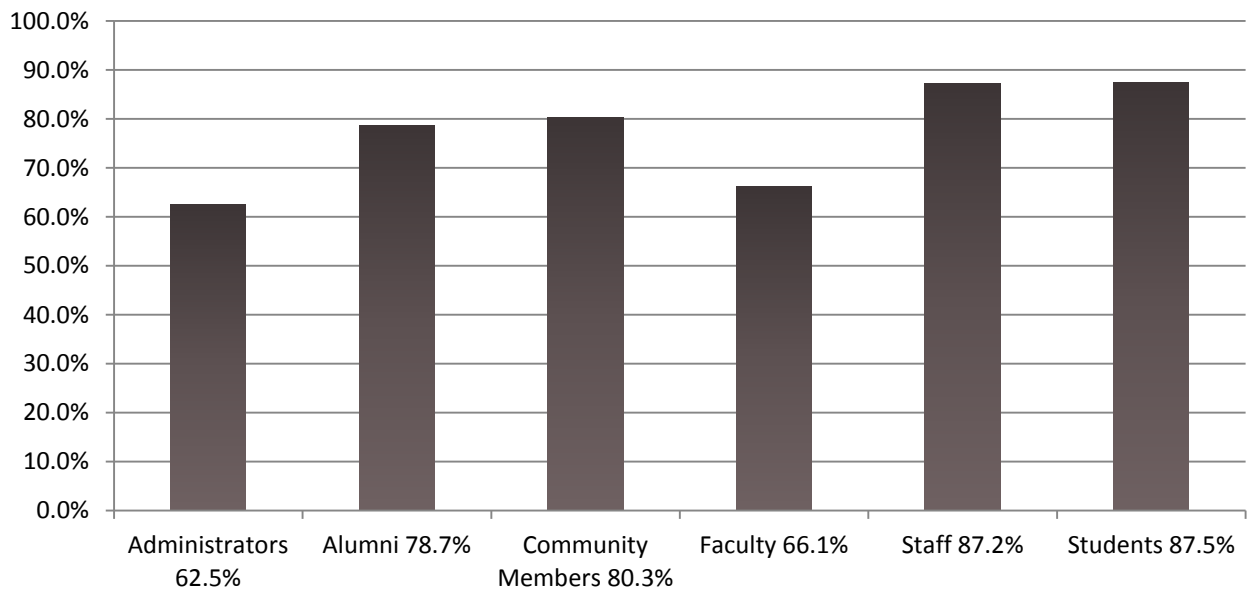


Expand online educational options

Ratings from 1 (low) to 5 (high)

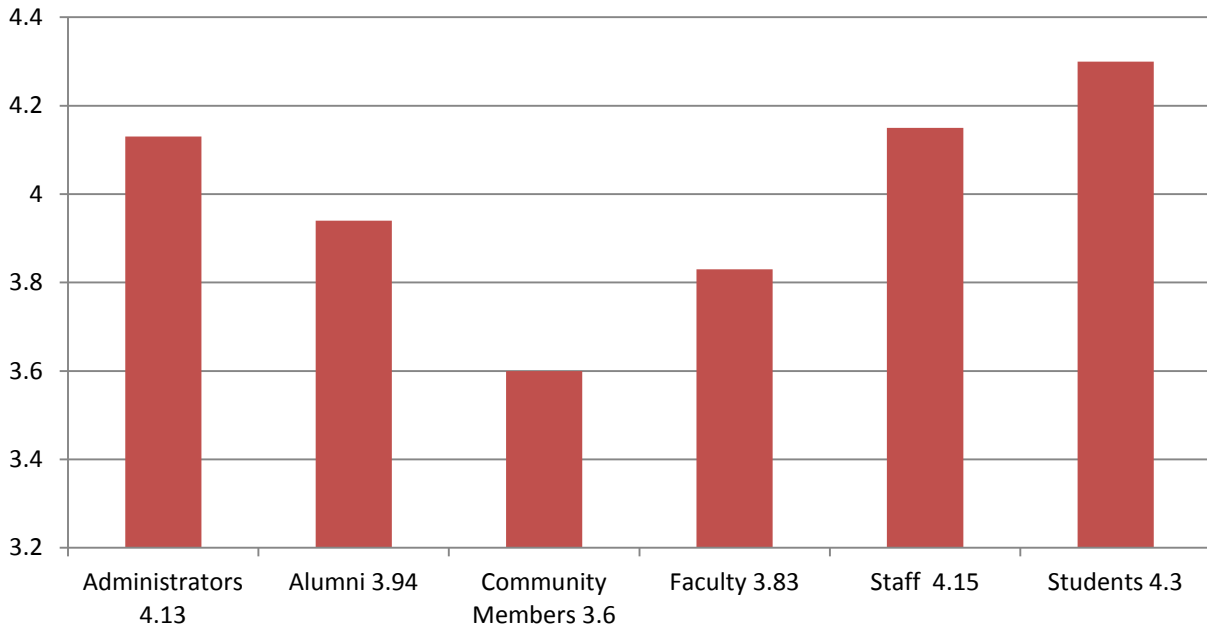


% to think expanding online educational options is right for USCA

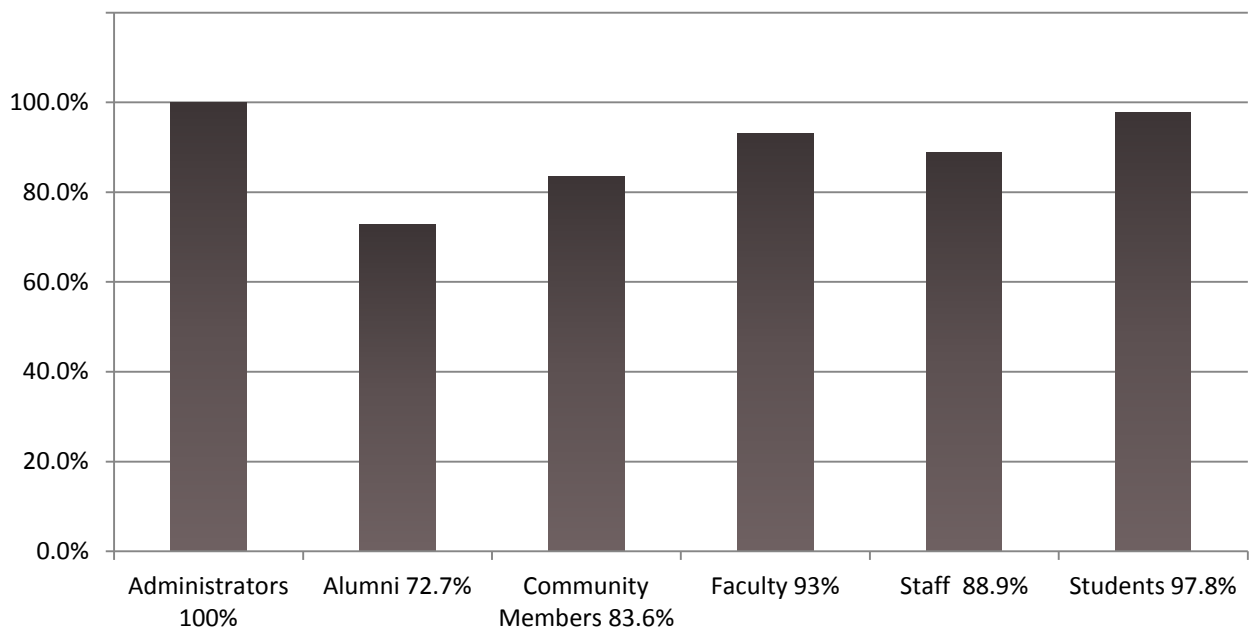


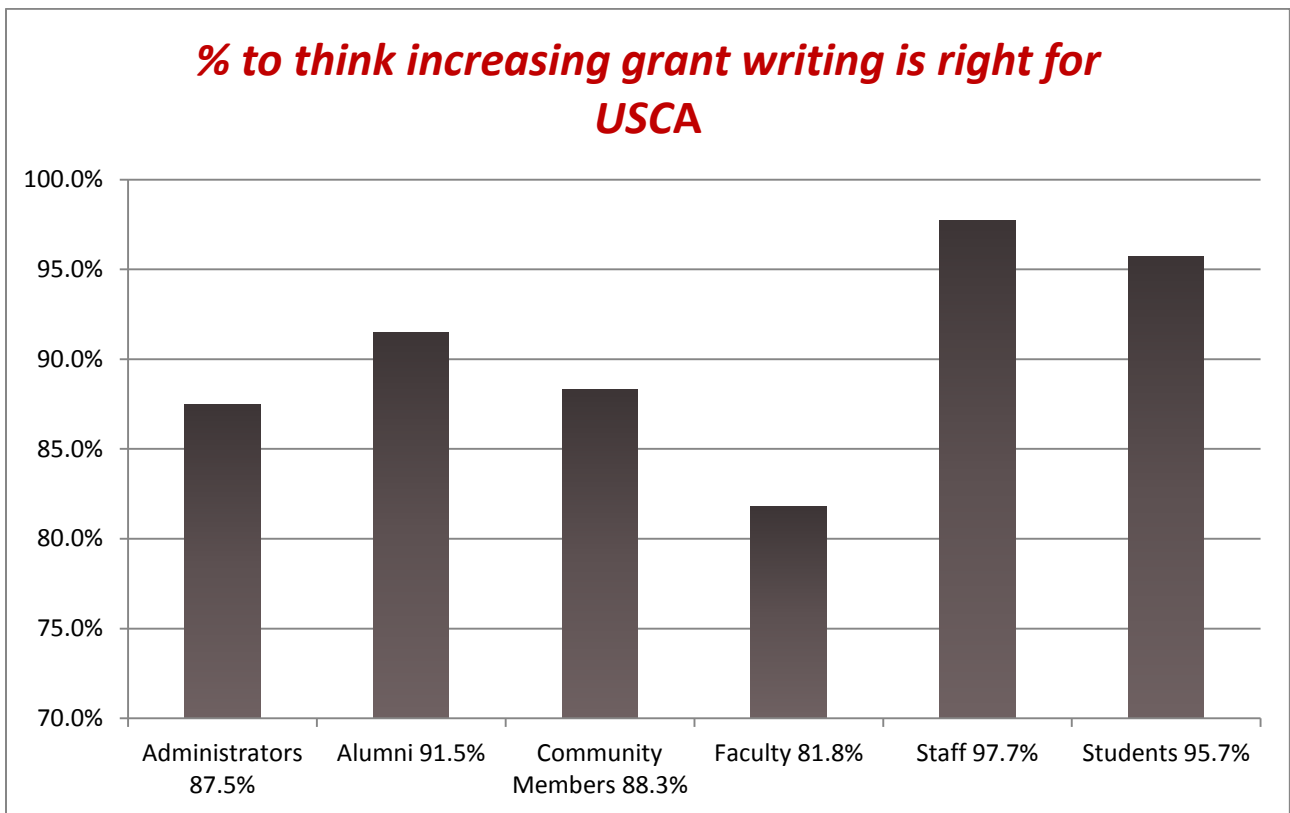
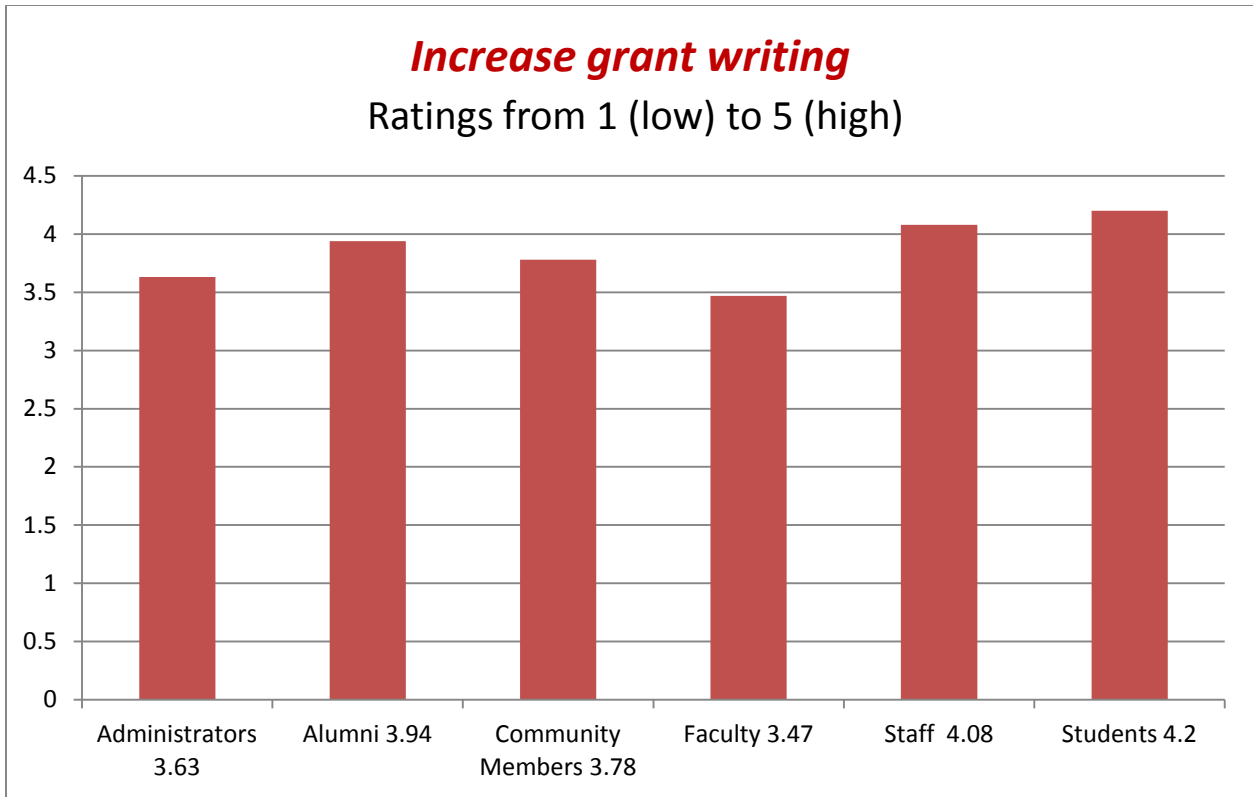
Increase fundraising opportunities

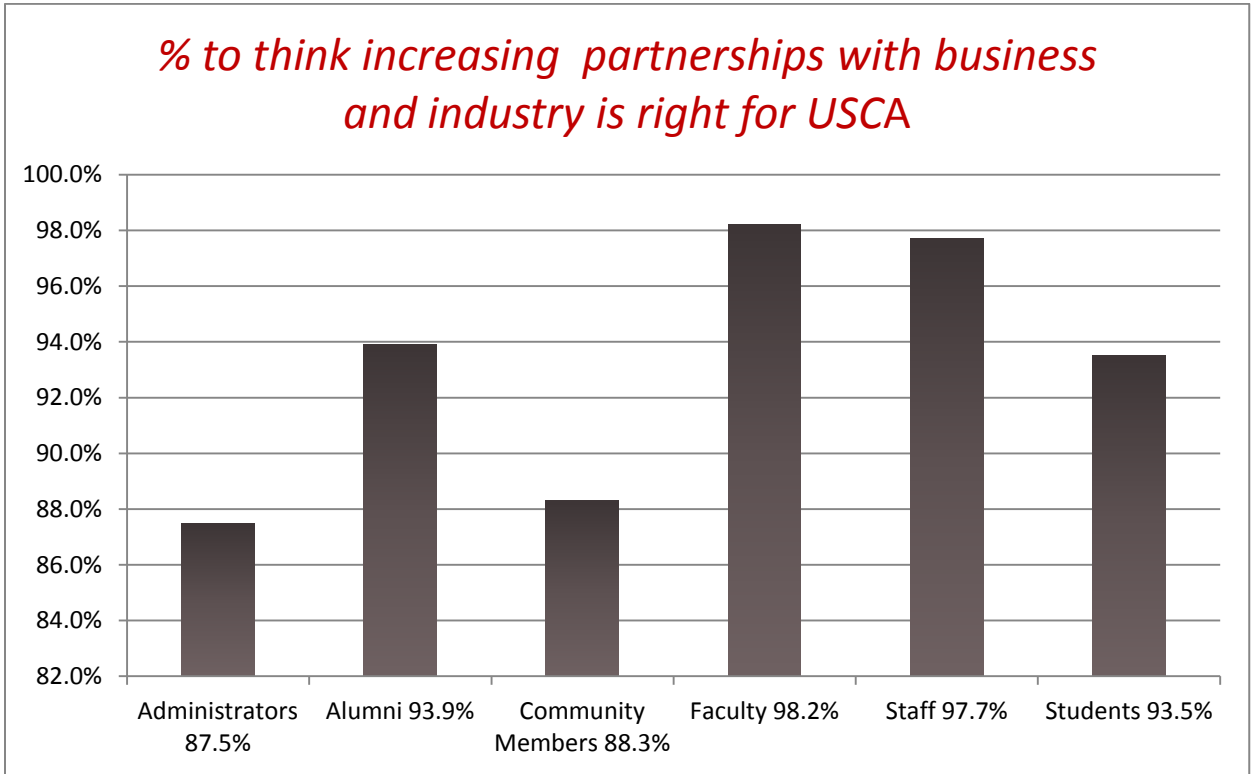
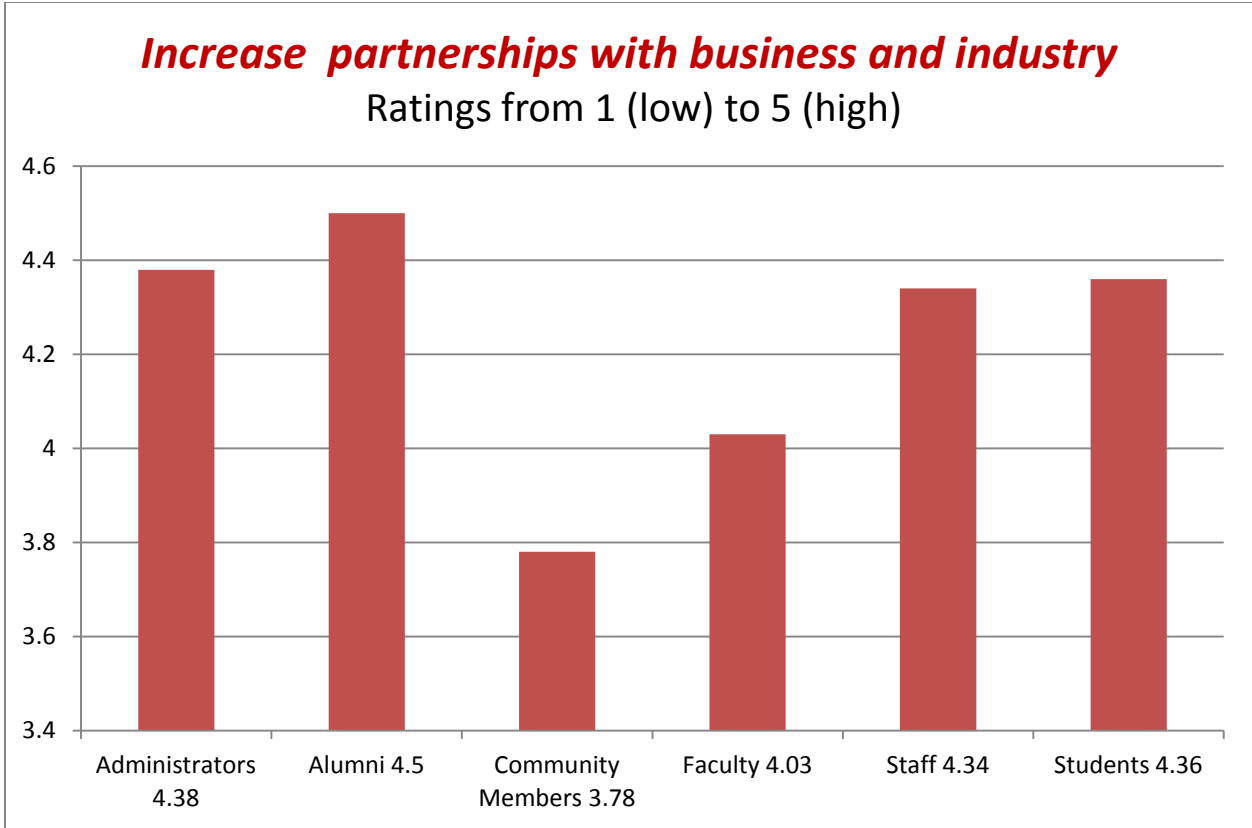
Ratings from 1 (low) to 5 (high)



% to think increasing fundraising opportunities is right for USCA

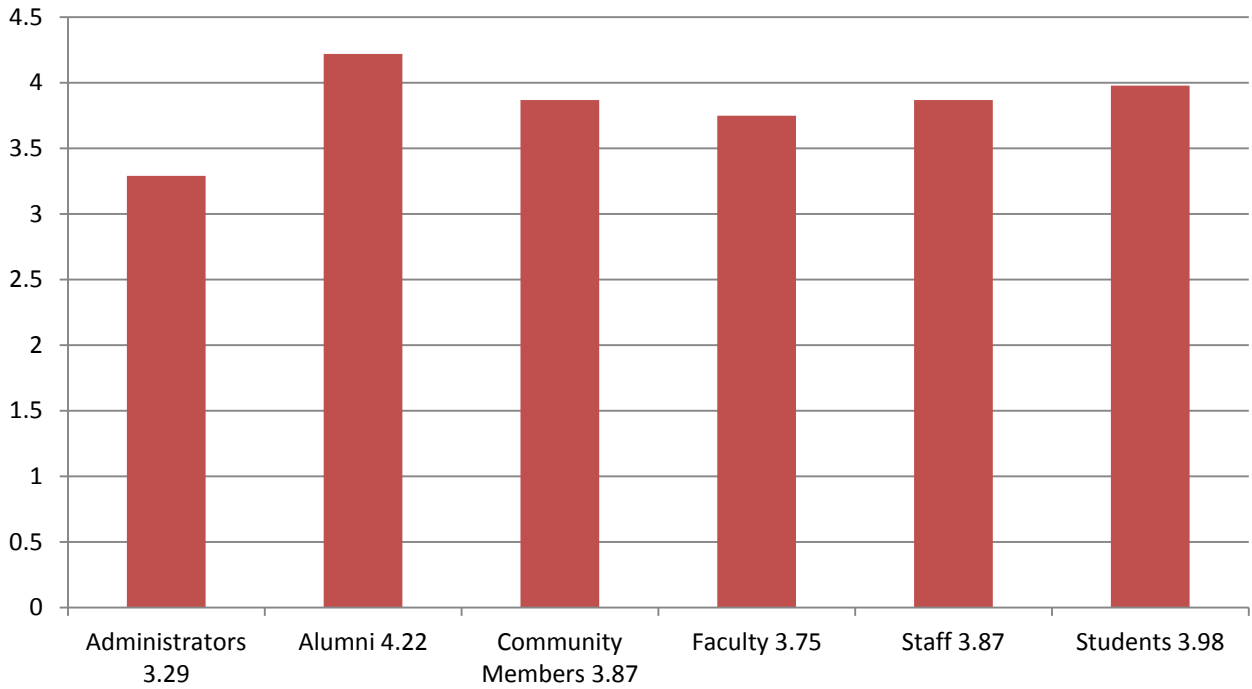




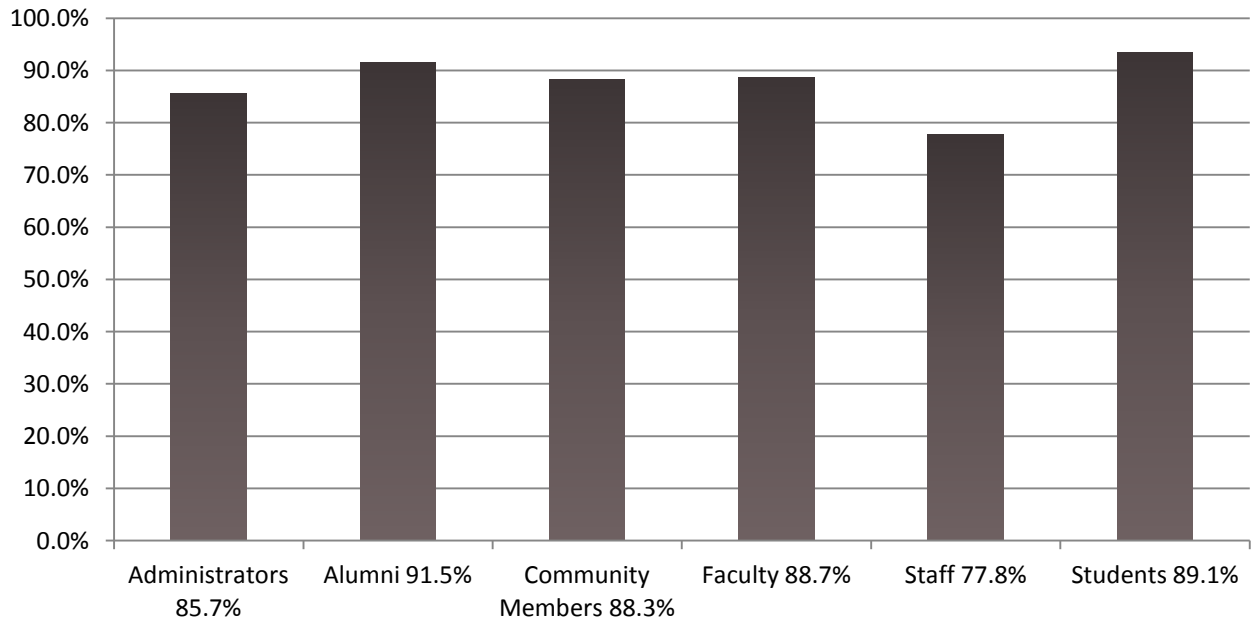


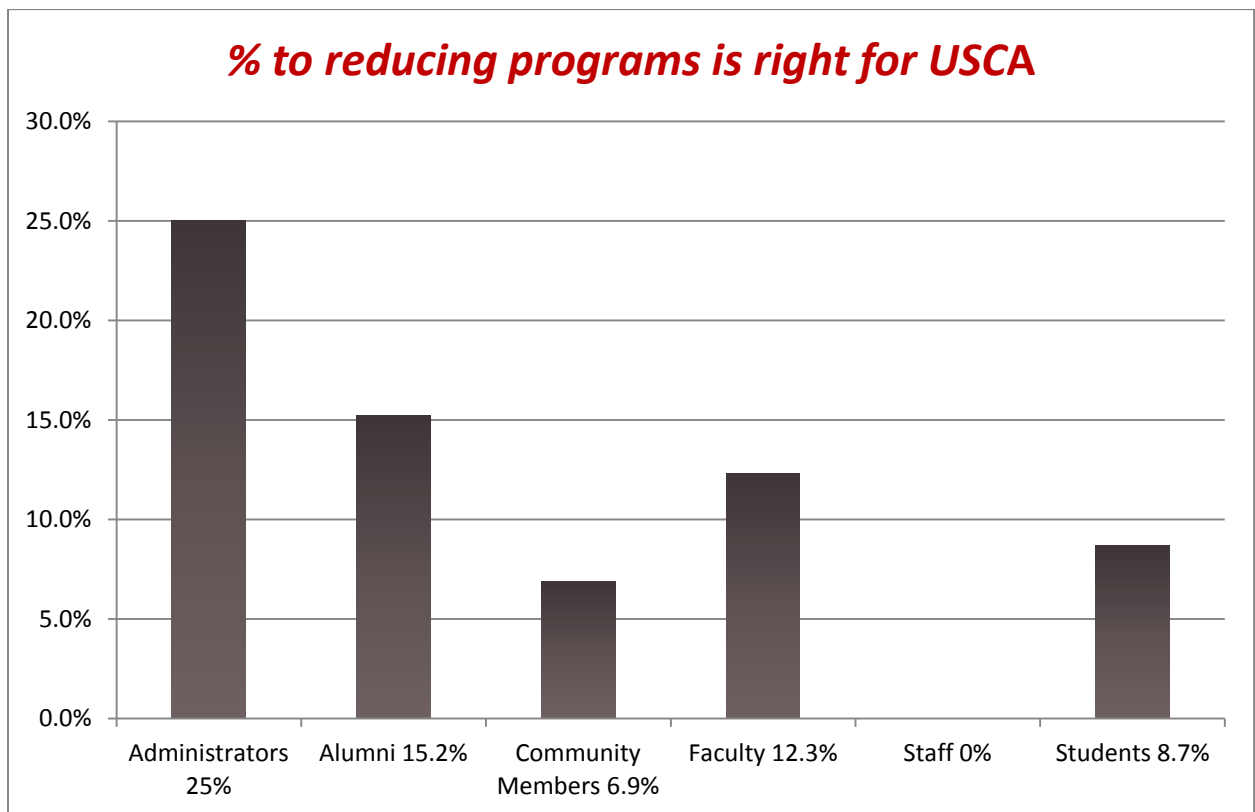
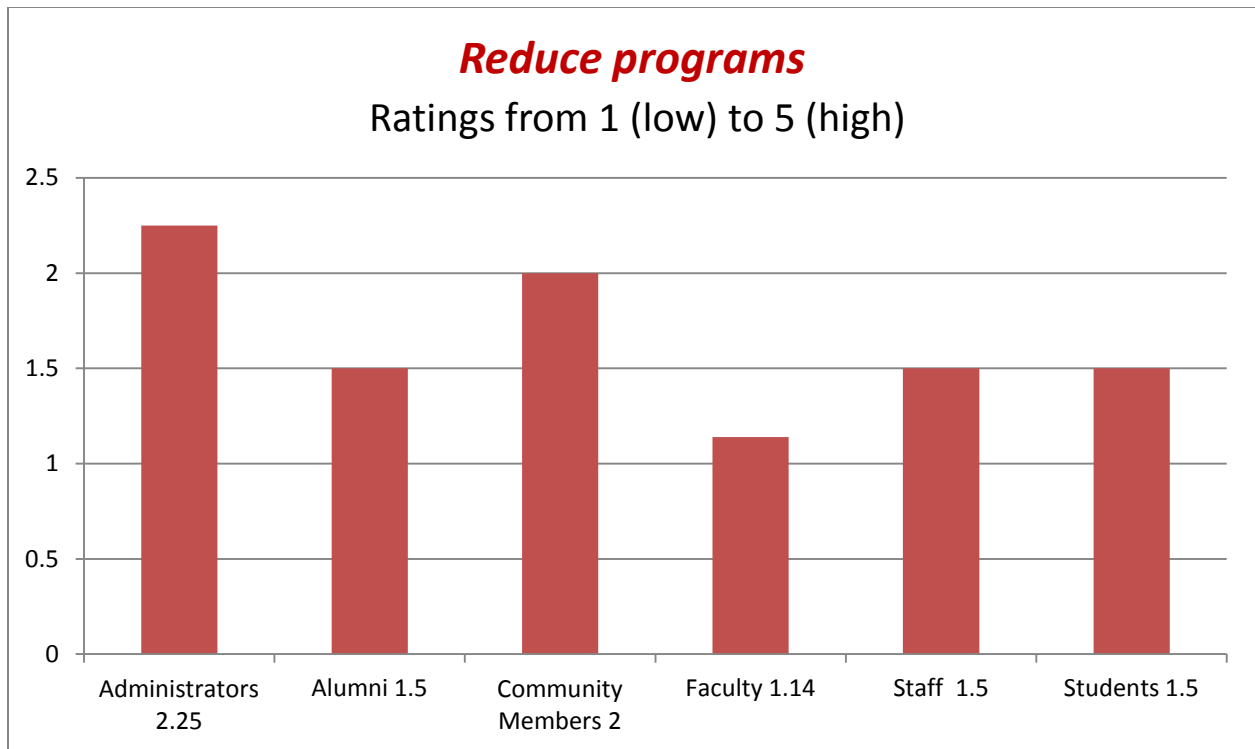
Expand adult learning opportunities

Ratings from 1 (low) to 5 (high)



% to think increasing expanding adult learning opportunities is right for USCA





Question 8: Do you have suggestions for other strategies? (*Summary of responses for all groups*)

1. We need more dedicated dollars for marketing of the university.
2. We need a 4 year Engineering program
3. Evaluate every program and perhaps eliminate some programming that is out of date
4. Create a mixed model for some majors, in which students could earn, for example, a degree in elementary education with 3 semesters on campus
5. Increased emphasis on recruiting military veterans
6. Solar and greening strategies that help incorporate all the land space for self-sustaining projects
7. Utilize the campus in the summer for outside groups- for example, residential sports camps, band camps, retreats, etc.
8. There needs to be some strategic planning in this area
9. Entrepreneurial developments, e.g., patents
10. Create centers of excellence in specific regionally undeserved fields of study
11. Follow up on students who apply for graduation, are disapproved, and then fall off the radar for unknown reasons. The school needs more options in clubs, organizations, courses, etc.
12. Lower entrance standards - 1 year probationary admittance
13. Ensure that engineering students can complete their degrees on this campus
14. masters degree program for the nursing school
15. Putting an emphasis on our athletics and making our facilities as nice as possible will attract high school athletes, transfers, and other students who are just wanting to attend a school that has a good sports team
16. Adding classes that prepare students for the tests that they will have to take. For example, adding MCAT, PCAT, GRE, and LSAT prep classes will allow students to feel more prepared for these tests and will increase the test scores from students across campus
17. Allow qualified high school seniors to attend freshman level courses.
18. Start a biochemistry major
19. Provide more opportunity for faculty and students in terms of research
20. Emailing alumni of scholarships in retiring professors' names is an effective strategy.
21. Create a board of visitors like Charleston Southern University
22. Provide more student jobs, real jobs, to reduce overhead paid to others

Question 9: What additional degree programs would you suggest to serve our region and local industry?

The list reflect the frequency with each major was cited from most to least number of times. Engineering was the most frequently cited recommendation for additional degree programs across all stakeholder groups. Some specific suggestions were nuclear, mechanical, civil, electrical and chemical engineering.

1. Engineering
2. Graduate degree in education including EdS program in guidance and administration
3. Graduate degree in business administration
4. Graduate degree in nursing
5. Graduate degree in engineering
6. Equine-related degree
7. Neuroscience
8. Graduate degree in biology
9. Spanish
10. Graduate degree in criminal justice
11. Graduate in information technology
12. Professional writing/communications

Question 10: What two or three issues must be addressed to move this university to higher levels of excellence?

Administrators

1. Money /Funding
2. Enrollment growth/Recruitment/Marketing the University
3. Salaries Faculty and Staff
4. Lower tuition
5. Improve facilities
6. Reorganize the administrative structure of the university to colleges and deans / We need to reorganize the admissions office
7. More staff
8. Broad-based teaching evaluation
9. Students need more help w/ reading and writing skills
10. More diverse student population.
11. Expanded programs and offerings
12. More strong undergraduate and region-based Masters programs

Alumni

1. Add graduate programs and more advanced degrees
2. Recruit students and expand enrollment
3. Growing curriculum to be relevant to meet needs of local region
4. Additional student housing
5. Budget/fund raising

6. What is our focus? - Defining who we want to be
7. We need to raise staff morale
8. Increased salaries Employee pay Increase in salaries Staff salaries
9. Getting more alums to give annually
10. Amount of space on campus/additional classroom space

Other Alumni responses

- Student retention
- More institutional scholarship money
- Parking issues for off-campus students
- Raise tuition
- Raise academic standards Make more stringent entrance requirements
- Maintain a professional dress code - appearance is important
- Old guard faculty must be ushered out
- Provide a 24 hour convenient store/restaurant that is not over-priced
- Another housing facility
- An even stronger community presence.

Community Members

1. Increasing university funding levels
2. Expand educational offerings to ensure the right undergraduate and graduate programs are in place
3. Brand/promote the University
4. Raise admission standards and increase the quality of incoming students
5. Modernize physical plant facilities. classrooms space and invest in more technology
6. The rise in tuition and prices of books/cost effectiveness
7. Expanding enrollment and add more international students
8. Explore on-line offerings
9. Student retention/increasing graduation rate
10. Faculty and staff retention
11. Recruiting professors with new ideas/ Faculty willingness to change
12. Get a football team on campus

Other Community Member Responses

- Staff compensation
- An ROTC program is needed
- Job employment after graduation

- Increase the math and technology awareness of the faculty and students
- More student and faculty involvement in the community
- More religious opportunities for students - e.g. on site organizations such as Wesley or more involvement with local churches

Faculty

1. Paying the staff and faculty salaries that are competitive
2. Growth in student population with Recruitment/Marketing strategies that attract better prepared incoming students
3. Increase support and address faculty load issues
4. Sustained resources for adequately funding programs and facilities
5. Administrative re-organization
6. Adding graduate programs and support of new programs
7. Recruitment and retention of faculty members
8. Marketing/branding the university/ market to a broader audience.
9. Determining what USCA is /Clarification of purpose
10. Student retention
11. Student financial aid/scholarships
12. Increase/ Protect USCA's autonomy in USC system Address future within the USC system

Other Faculty Responses

- We need to raise staff morale.
- Lack of internationalization
- Student achievement in writing and critical inquiry. Students need more help w/ reading and writing skills. Create real standards for what is taught in the Critical Inquiry courses
- Over-reliance on student evaluations as a mechanism of defining excellence in teaching
- More diverse student population
- More rigor in general education requirements
- Augmenting the liberal arts component

Staff

1. Increase enrollment/ recruit more students while maintaining or increasing high entrance standards and small class size
2. Increasing University funds
3. Employee pa/salaries
4. Expand the curriculum/Add more degrees and graduate programs

5. more staff/work load issues
6. We need to raise staff morale
7. Space facility overcrowding space on campus need more space on
8. More scholarships offered.
9. Better leadership. Giving more autonomy to lower levels of leadership
10. Student retention

Additional Staff Responses

- Collaboration between departments -especially in the extracurricular activity area
- Faculty and staff retention to retain quality people
- Improve technology on campus
- The role USC Columbia plays in controlling USCA
- It is very difficult for staff members to move up the USCA "ladder"
- More beauty on campus grounds

Students (Items are listed in order of frequency of response.)

1. Keeping the cost of tuition and books low and affordable to the students.
2. More undergraduate and graduate programs of study
3. Recruit more students and increase enrollment
4. Maintaining a close knit atmosphere on campus and strong School spirit.
5. Marketing USCA
6. Funding our school
7. More stringent entrance requirements and higher criteria for acceptance.
8. Address parking issues
9. Internship opportunities
10. New building(s), large state-of-the-art fitness center
11. Improve the diversity of the student population. –Multiculturalism

Other Student Responses

- Taking student evaluations seriously
- Online classes -Class scheduling throughout the entire day into the evening to make the campus more appealing to non-traditional students
- better cafe food
- Retention rates and student completion rates

Question 11: Describe the university you want to see USCA develop into over the next five to ten years.

Administrators

1. We need to grow in size (suggestions ranged from 4000-10,000 students)
2. A university that is on a par with the best of the best a jewel of SC higher education produces graduates who can or should go on to post-graduate work.
3. We should aim to become an affordable alternative to private liberal arts colleges.
4. Graduate programs
5. Become the University of Aiken. Free from Columbia and establish our own identity.
6. Busier during the evenings and on the weekends; open 7 days a week
7. More international students, large honors college, STEM focused.

Alumni

1. A university with a larger student body but a continued focus on the student and the small student/faculty ratio
2. Expanded to offer engineering, masters and doctoral level programs
3. To grow without increasing tuition school
4. Recognized as the leading regional university with continued national prominence in rankings
5. Increased concentration on non-traditional students with expanded online experience for adult learners, expanded night school / teleschool options
6. Find other funding sources to fund program increases and salary increases and added space. salaries increase
7. Increase entry level requirements
8. More partnership with the community/local schools
9. Continued athletic competitiveness in PBAC pulling in top notch athletic recruits. More sports like women's golf, football, competitive cheerleading and track and field
10. Continue to focus on teaching and learning, with expanded opportunities for undergraduate research projects

More Alumni Responses

- It would be nice to incorporate a program for the students to volunteer to give to the Aiken Community - reading programs in schools, Chamber and Rotary projects, hospitals etc.
- A diverse representation of minorities on the faculty and staff that looks like the stratification of the region and with more international students

- Set an example with environmental technology by going solar with its energy demands
- Alumni who give back and who want to support the University
- Known for innovation and leadership

Community Members

1. A thriving school of choice. Recognized as the leading regional university. Continued national prominence in rankings
2. Manage growth without changing the culture
3. More emphasis on engineering and sciences
4. A university that is more community oriented with more community partnerships
5. Increased concentration on nontraditional and non- mainstream students
6. Education at reasonable affordable cost to the student. Tuition raises must be avoided
7. Expanded curriculum to focus on science and engineering and more graduate programs (Masters and Ph.D.)
8. A university that provides low-cost access to quality higher education programs
9. I would like to see USCA become more diverse which includes a more diverse faculty and staff with study abroad, more international student
10. Continued athletic competitiveness in PBAC

Faculty

1. The university grows without losing its intimacy
2. Establish a number of new programs across the curriculum, particularly in the STEM areas
3. A destination school. The preeminent public liberal arts institution in SC. A university that is on a par with the best of the best with continued national prominence in rankings
4. A vibrant and diverse population of students, faculty and staff
5. More educational technology
6. Online learning programs
7. A more global university with more international students
8. A strong reputation as a teaching institution one with faculty who are evaluated first on teaching A place where faculty are able to concentrate on students and teaching, Excellence in teaching and learning at all levels
9. Gradually raise our admission standards
10. Maintaining our small student: teacher ratio
11. Expanded opportunities for students to engage in undergraduate research projects both at undergraduate and graduate level
12. A more financially self-sufficient university

Other Faculty Responses

- At least one new state of the art academic building, and new other facilities
- more investment in liberal arts, faculty development
- better pay
- A University that has a close relationship with businesses in the community
- Continued athletic competitiveness in PBAC
- A university that is a great place to work

Staff

1. Larger student body (*suggestions ranged from 4,000-10,000*) but remain a close-knit family
2. We should be a "destination" campus, a premier institution. An Ivy League of the South, one of the best in the US.
3. Strong graduate programs
4. Engineering Degrees so that our students will have opportunities to work at SRNS, Bridgestone etc. graduate level education more majors offered
5. Strong support for nontraditional students and students who commute
6. More educational technology/A university with cutting-edge technology
7. A university that is a great place to work
8. Multiple ways to secure degrees (virtual, on site), Accelerated and decelerated degree programs that match the pace of the students and more online learning programs
9. Greater faculty diversity and have a bigger international student program or population
10. One that has kept high standards for incoming students/ serving students who have the potential to be successful from South Carolina
11. Salary and budget improvement
12. One that is known for the success rate of students graduating

Other Staff Responses

- I would like to see more sports like women's golf, football, competitive cheerleading and track and field
- State of the art recreation facility
- The retention of students is critical
- More professors
- Improved quality of food
- USCA should become a State-level leading resource for expert consultations among the faculty and staff and as an economic researcher on behalf of the county
- Expanded opportunities for undergraduate research projects.
- There needs to be more professional opportunities for advancement offered to staff.
- Foster new partnerships with local businesses/industries.
- Others to recognize USCA as being "the" institution in SC that graduates creative problem solvers and industry leaders

Students

1. Continue growing
2. A university with more majors offered, more graduate and undergraduate students
3. Increase entry level requirements
4. Remain a close-knit family
5. Improved quality of food
6. Graduation rate increase
7. Have more student involved events where you don't necessarily have to be a part of an organization
8. An international university
9. A university that is talked about among all high school students as one of the top choices
10. USCA is to be the number one small university in the United States
11. Keep tuition affordable and prices at a minimum

Other Student Responses

- Create an engineering department
- Offer more to nontraditional students
- It would be great to see another dorm and activity center down by the dorms.
- Happy teachers, functioning computers with software that will work, cleaner campus
- Build the business program

Question 12: From your perspective, are there policies, procedures or aspects of USCA's organizational structure that create challenges in the areas of efficiency and effectiveness?

Administrators

1. We need a provost. Most of Monday Group's work should be done by a provost who is committed to the academic mission of the place.
2. We need academic deans (HSS, Sciences, Professional Schools). Both of those things would give some rationality to our structure.
3. We need to renew our faculty governance from the bottom up, create a faculty senate that can deliberate intelligently about important decisions.
4. Everything should not have to have consensus from all campus administrators before moving forward; the Chancellor should be able to make decisions without getting consensus from the Monday Group.
5. It's sometimes hard to get information from various university offices, largely because we are so small and often only one or two people have the necessary information.
6. Program review process is broken, does not work. Process to get new faculty, staff and equipment etc is difficult at best.

7. I think that public safety should be moved out from under Dr. Deb.
8. I think we should be more student friendly and welcoming to our students. I think we need to provide more student services and programming.
9. Monday Group may be too large for efficiency and it gives the appearance of inequity among all of the work divisions on campus which I don't think is the correct perception.

Faculty

1. Faculty Assembly structure is inefficient. We need to look to a Faculty Senate.
2. The Monday Group structure is outdated and needs to be replaced
3. We have grown to a point at which we need academic deans there have to be ways for staff members to advance in their jobs (not just faculty)
4. We need a provost. Most of Monday Group's work should be done by a provost who is committed to the academic mission of the place
5. Student evaluations of teachers are not validated
6. The faculty is largely over-burdened with responsibilities not related to teaching and research

Other Faculty Responses

- Better communication within the pool of full time faculty and the adjunct faculty.
- It's sometimes hard to get information from various university offices
- Purchasing supplies/equipment difficult which compromises research success
- If an instructor (adjunct) provides a greater money return (in relationship to compensation) then funds should be made available to keep enrollment at a higher level.
- I think that USCA has to seriously consider the implications of not providing ANY paid maternity (or paternity) leave for faculty. This does not align with the policy for faculty who are on federal grants, and as a faculty member of childbearing age, this is the one thing that would cause me to think about leaving USCA.
- I spend far too much of my time either fighting technology or switching from program to program to extract the information that I need.
- The increasing demand for research decreases my effectiveness in the classroom
- More clarity and transparency would be helpful
- We don't seem to be doing a good job of grooming people to take over as unit heads, and where are the women and minority unit heads
- Too many layers of bureaucracy, too many forms and too much paperwork.
- Program review process is broken, does not work. Process to get new faculty, staff and equipment etc is difficult at best
- Don't build any more buildings, but instead focus on novel ways of instruction
- The connection to Columbia and some of the administrative policies may serve a campus of 30,000 students but don't necessarily work on a campus of 3000

Staff

1. Management and decision making at USCA seems to be top heavy. Sometimes the decision making process has to involve too many people there are too many channels to go through to get anything done in a timely manner
2. Too much bureaucracy, lack of creative/innovative thinking, reluctance to take risks
3. there have to be ways for staff members to advance in their jobs
4. Purchasing is a challenge, it's hard to get equipment needed without jumping thru hoops
Our university purchasing cards are useless and the whole offer that we can get a diners club card in our name that we're responsible for paying is ridiculous
5. More paperwork than I've ever seen before, the inconsistency of paperwork, having to re-learn processes when they change up every year or so
6. The transfer credit process is terrible. Our admissions standards are difficult to understand, and may not be the best to serve the population we serve
7. The amount of control USC Columbia has over decisions we make on campus
8. Limited amount of academic scholarships to recruit new students, and these are offered late in the recruiting process
9. We should be paperless and have a comprehensive safety and sustainability program involving all on campus
10. Policies aren't explained well and employees often assumed that they can't voice a concern without going up the "chain of command"

Other Staff Responses

- There are some structures in place that makes it seems as though you are being directly supervised by multiple people and there is either miscommunication or no communication among anyone
- We go to much by the "book" when it comes to USC Columbia policies. We are different in many ways and should have more flexibility to change
- I think that a lack of communication hinders efficiency. There are some instances in which some offices/people are performing identical or similar tasks and are missing opportunities to streamline their work
- Reorganize offices so that all transcript questions can be answered in one place
- Too many events are on the same day. Possibly enforcing another period to turn in facility requests
- Should be nonsmoking campus
- An office for each student organization would be nice
- ICE Events are a waste of time

Students

1. Staff members need ways to advance in their jobs
2. There needs to be cross training across administrative areas so there is great understanding of how policies and procedures effect each area differently.
3. Sending everything to Cola! PR's, expenses, transcripts...
4. People don't know the right people to ask to get answers to questions or solutions to problems.
5. Yes, there are information securities policies that are open to interpretation that have no procedures therefore leaving the policies open to unnecessary debate.
6. Work flow and data flow are not documented so there is unnecessary duplication of work.
7. There's too much "that's not my job" and not enough "let me help you find the right person"

Question 13: Please feel free to share any other opinions or views that you think we need to consider. (Responses in this section are generally unedited, however similar responses may have been combined)

Administrators

1. I love working for this university. I would love to see us realize our fullest potential.
2. The salaries and number of employees do not increase to help the work load issues. We give our all because we are dedicated to this campus but we are tired and at a breaking point.
3. I think we need to offer new programs that are both strong and interesting. This will help attract more students and retain those we have.
4. Stronger students will make the teaching/research endeavor more rewarding, pull weaker students forward and increase retention.

Alumni

1. I am proud to be an Alum!
2. I feel that USCA is jumping by leaps and bounds every year, great job
3. Salaries need to be more in line with other universities within the USC SysBetter get rid of that liberal slant and propaganda
4. Staff morale is becoming an issue. Staff members need ways to get ahead.
5. The low tuition is a huge incentive to parents!
6. More advertisement may help
7. Get football
8. As an integral part of the university, the Ruth Patrick Science Education Center provides

- service to the campus and community, has the potential to attract new undergraduates, and offers opportunities for pre-service teachers to observe exemplary teaching
9. Establish a P.R. Club - Ambassadors to represent the excellent youth at the University and their participation in the Aiken Community.
 10. Reward loyalty and aggressively recruit minorities to work on campus
 11. A vibrant university should be a hub of ideas, a blend of cultures and open doors to young people that they might never have known to exist.

Community Members

(Item #12 for this group)

1. I did not mention that we have had accounting student intern with our office and that is a very positive program. It gives the students valuable experience and it gives us a chance to give back and gain some extra help.
2. Overall rating is good. Steer students into paths that will help them in the workplace.
3. Be careful not to let "political correctness" and liberal media agenda take over common sense. Provide an environment where the conservative view and the Christian view have a welcome place and are not ridiculed.
4. Great school with lots of upside and no downside from my view.
5. I look forward to the future and what I can do for the university and also what the university can do for me!
6. I had to transfer from USC Columbia because I couldn't afford it. Cut the Pacer stuff and start rooting for THE GAMECOCKS.
7. The Business School must be more proactive in tapping the experience of local business leaders.
8. USCA is an incredible institution with much to be proud of.
9. Thanks for the opportunity to share my views. I hope USCA will use share this vision and the product will be challenging not only to the institution, but also the leaders and residents within our community.
10. USCA is an outstanding University. I believe that continued growth in all areas, including adding more students, can only bring you more success.
11. This Vision process is a great first step. Stick to it.
12. Thank you for allowing me to offer my input.
13. Bottom line: I would certainly love to see my child attend USC-Aiken and move onto to graduate school somewhere else, or vice versa.
14. We have the right leadership to take to the next level.
15. More advertisement may help. I feel that USCA is jumping by leaps and bounds every year, great job. I am proud to be Alum!
16. I love this school because I had trials and had faculty and staff that never gave up on me. I still drop in when I return to South Carolina to say hello to Marshall Davis and several

others that really care about students and their academic development. Reward loyalty and aggressively recruit minorities to work on campus.

17. State funding should be raised but can't occur w/o legislators who care about education; I believe USCA does wonders w/ what resources it has.

Guidance Counselors

(Item #7 for this group)

1. Increase marketing, and create a network of alumni that can help with recruitment
2. Keep up the great work!
3. It would be interesting to know your job placement rate for graduates. I do not recall ever seeing that. Presenting those statistics would be useful.
4. I'm already impressed with what you do.....keep the school small in order to continue the tradition of quality education with small classes and caring professors.
5. Great job with what you all do!
6. I have enjoyed watching USCA grow and believe that the current focus and vision of the University serves our community and region well.
7. I feel USC-A is doing a great job. I support and promote USC-A as much as possible.
8. You all do a great job!!!
9. You do an excellent job. I am proud you are in Aiken.
10. All of my experiences with USCA have been positive.

Faculty

1. Faculty salaries and work load are issues that must be addressed if we want to move forward.
2. Staff need ways to get ahead.
3. I hope you strongly consider the ramifications of greatly increasing enrollment, especially if this involves greatly increasing course sizes. Large courses completely change how we can teach, the types of assignments and exams we can give and our ability to give our students the attention they deserve.
4. If online courses become standard, faculty that have to develop and teach these courses need some sort of a course release to do so.
5. I was talking to a cop on the USC campus about all the insane drinking and behavioral problems in the dorms there. USCA does not have these problems - not even close. One of the reasons proposed why is because our students do not feel as anonymous as the USC students. Our students feel more accountable for their actions because the staff and faculty know who they are, we know their names, and we have them in our classes. This is because we are a small university. Keep this in mind.
6. I would just add that I think that people are participating in the visioning process out of a

sense of hope that maybe this time will be different (those here for some time have been through several of these, to little avail). I think that morale could take a real turn if nothing comes of it.

7. This is a great learning environment but we as a University must look for ways of staying ahead of the curve when it comes to education in areas of technology
8. I am taking a "wait & see" approach to change with Dr. Jordan. Ask me in a year!
9. Please increase the pay for adjunct instructors commensurate with enrollment.
10. We need to be careful to remember that we are BETTER at MANY of the things we do.
11. We need to grow, now, or we're in trouble.
12. I have taught here at USCA for over 20 years, and I have always considered it to be an honor and a privilege to hold a position here. To be able to teach at an institution that so values teaching makes coming to school every day a joy!
13. I am proud of USCA.
14. Need a lot more money for student scholarships. And have the bookstore sell books at cost so students don't have to share books or order from Chubb or Amazon.
15. I love working for this university. I would love to see us realize our fullest potential. This university has spent a great deal of time talking about how they care about students, faculty and staff and yet the salaries and number of employees does not increase to help the work load issues. We are tired and at a breaking point. We give our all because we are dedicated to this campus.
16. I am really excited about our future! We have the best group of faculty I have ever had the privilege of working with, so there is truly nothing we cannot accomplish.
17. Higher education will look very different in 5-10 years - just look at K-12 and the explosion of the "virtual classroom" as well as the success of for-profit HE institutions. Recruit Hispanic populations actively - the new majority.
18. USCA does everything it can to recognize all of its constituent groups except one. USCA never recognizes long service to its more senior employees.
19. The planning system seems to be really whacked, with requests having to be placed 12 months or more before the need can be discussed, reviewed, fulfilled or denied. Then there is usually a delay of months before the actual deployment of the person, place or thing. In the life of computers, this is absurd.
20. We have the brain power, the strengths, the energy, and the compassion to make this an extraordinary university. All we need is leadership at all levels.

Staff

1. SALARIES need to be HIGHER!!! Our salaries need to be more in line with other universities within the USC System. Close the large salary gap between administrative staff and directors and upper level management. Improve salaries for those employees who now make less than 35K.

2. Staff need ways to get ahead.
3. I do feel USCA has such a potential to grow and prosper over the coming years.
4. I do feel we need to spark more energy and excitement on campus to make our students feel proud to be at USCA which will then keep them here longer.
5. Retention and graduation rates should be a huge emphasis and I think we have the capability to improve both of those areas.
6. Parking decks where lots C and D are would be fabulous.
7. Have you considered changing the name of the "Monday Group" to something else?
8. I think it is important to let the people you hire to do their job without micromanaging them!
9. Stories of teachers not caring, or getting ripped off isn't going to help students come to this school.
10. As an integral part of the university, the Ruth Patrick Science Education Center provides service to the campus and community, has the potential to attract new undergraduates, and offers opportunities for pre-service teachers to observe exemplary teaching.
11. I love being an alumnus of and working at USC Aiken and will always be a Pacer.
12. Tough job getting anything done that Columbia thinks will compete with them.
13. Improve technology on campus for staff so that we can do our jobs more efficiently and effectively.
14. I really hope that there is a CHANGE because there are ALOT of WONDERFUL individuals here and we are employed here but unfortunately we lost because people due to salary and not being able to advance. I feel that if you value and invest in your employees that they will stay and will look forward to continue providing the best services to the potential students, current students, and the community!
15. Although change is sometimes scary for some, it is needed.
16. Every employee needs specific goals to participate in growth of this university.
17. We are all adults working at this great institution. No one has the right to bully a coworker.
18. As I have said in this survey, I have been here for 32 years and I HATE the thought of having to retire. I want to see this university grow and improve every day. This place should be the center piece of the community, a place that everyone on campus and in the community are proud of and proud to be associated with and I believe the energy from a larger student body could be contagious.
19. I think staff morale is becoming an issue. There is a lot of staff on campus who feel undervalued and underappreciated. They feel like faculty take advantage of them or think them inferior because they don't have a PhD. Faculty get their pay increases automatically in addition to state salary increases while staff work harder with less and get nothing. For lower salary ranges, a 3% increase does nothing when there are also increases in retirement and health premiums.
20. The best possible model for any community is when education, business and government come together to take advantage of opportunities or to solve problems. Many more of these

partnerships need to occur. Those relationships need to be more formalized. Incentives can be provided to faculty/staff to participate in these partnerships.

Students

(#12 on their survey)

1. More towards disabled, elderly and handicapped people to make the University suited for them. I had to transfer from USC Columbia because I couldn't afford it.
2. Cut the Pacer stuff and start rooting for THE GAMECOCKS.
3. Graduate Programs
4. I would greatly appreciate some consideration from the maintenance staff and lawn management with driving their vehicles in the quad where people WALK.
5. for military men and women who have traveled the world and fought for our country, the ICE credits should be optional.
6. Have dancing classes.
7. I think that the writing portfolio is a waste of time, money, and resources.
8. Please do the right thing by science and don't fall into servitude of local corporations
9. Most of the student life tends to focus on Greek life. Giving more focus and a more equal spreading of funds to other organizations would more this university into a better direction.
10. Better Parking.
11. The orientation for incoming transfer/non-traditional students should provide guidance toward the uses of available resources such as writing labs, tutoring, black board, etc.
12. Free student transportation around town on public transportation.

ADDITIONAL QUESTIONS FOR GUIDANCE COUNSELORS

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| <p>Question 5: As a local guidance counselor, what two or three things might USCA do to help you and students at your school?</p> |
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1. There is a need for financial aid information for parents and students. SC Student Loan use to provide great state scholarship brochures that are no longer available due to budget cuts. Many parents like publications with general qualifications for Life, Palmetto Fellows, etc.
2. Dual enrollment, more opportunities for high school students to come on campus to see what college life is like, maybe a "Pre College" experience where students come for a summer program and gain University credit.
3. Dual enrollment
4. Continue to do what they are already doing---- -continue to hold our senior college nights - continue to come and meet with our students throughout the year -continue the efficiency and excellent communication regarding the dual enrollment program.
5. Be more visible on campus. Send flyers to counselors that can be distributed to all CP 11th graders.

6. Be more visible in the school and area.
7. Help with programs in the evening and lunchroom visits.
8. You already do what I need.
9. continue the financial aid nights continue the freshman Fridays
10. I believe that USCA is doing all the "right" things for us - excellent communication, availability of admissions officer (Ally) for enrollment and college nights, and concurrent enrollment opportunities.
11. I believe USCA provides sufficient support to local guidance counselors. The staff at USCA is very friendly and willing to communicate with myself and my students.
12. On-campus financial aid workshops General college information workshops
13. Doing everything they can right now. Excellent job!
14. USCA is very responsive to local counselors and provides opportunities for them to know their campus and their focus. My only recommendation is for admissions folks to spend a little more time on the high school campus.
15. 1. Set up a date and come out to the high school to talk to seniors who are interested in going to USC-A. It used to be done but staff changed and it stopped. 2. Continue sending out staff to generate interest in Concurrent Classes at USC-A. This has helped a tremendous amount. 3. Advertise more the Fridays for future students to come to.
16. See the answer to question #3.
17. Donate tickets to ballgames that we could use as rewards. Promote the feeling that USCA is where they want to be.
18. More help to parents with the financial aid application
19. New Major Offerings
20. Start working with juniors, perhaps setting up information centers during lunch breaks.
21. Continue to visit the school to relay the importance of education.
22. Provide written information and personal service. Be available to high school students and parents to answer question (especially for those who are the first in the family to attend college).
23. Allow high school students to visit your campus to learn more about the college experience as well as what USCA has to offer.

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| <p>Question 6: What additional degree programs would you suggest to serve our region and local industry?</p> |
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1. A full 4 year engineering program
2. Masters in Nursing, Nuclear Energy, Engineering, Equine studies
3. Graduate/Masters Level programs in Business, Education, Leadership, Administration held on campus Graduate programs in education (EdS and PhD programs in Guidance and Administration)
4. Medical programs for professional degrees
5. Pharmacy, Engineering, Quality Control, Construction Management, Pre-Vet Program that is not marine science, but prepares students large and small animal vet programs.
6. Design, Interior/Fashion

7. More space in the nursing program and increase size of nursing program
8. Golf course management or related areas.
9. Offer other Allied Health programs. Radiology and imaging.
10. Piedmont Tech has a great program at the Saluda Campus in Forestry/Agriculture/Natural Resources. However, there is not a local 4 year in state school that offers these majors for this area.
11. STEM

This report was prepared by Dr. Faye Hargrove with data provided Dr Lloyd Dawes, USCA Director of Institutional Research.