

AGENCY NAME:	University of South Carolina – Upstate		
AGENCY CODE:	H34	SECTION:	20C



Fiscal Year 2017-18 Agency Budget Plan

FORM A – SUMMARY

RECURRING FUNDS (FORM B DECISION PACKAGES)	My agency is submitting the following recurring decision packages (Form B): 9168, 9304 and 9205	
	For FY 2017-18, my agency is (mark "X"):	
	<input checked="" type="checkbox"/>	Requesting a net increase in recurring General Fund appropriations.
	<input type="checkbox"/>	Not requesting a net increase in recurring General Fund Appropriations.

CAPITAL & NON-RECURRING FUNDS (FORM C DECISION PACKAGES)	My agency is submitting the following one-time decision packages (Form C): 9113 and 9110	
	For FY 2017-18, my agency is (mark "X"):	
	<input checked="" type="checkbox"/>	Requesting capital and/or non-recurring funds.
	<input type="checkbox"/>	Not requesting capital and/or non-recurring funds.

PROVISOS	For FY 2017-18, my agency is (mark "X"):	
	<input type="checkbox"/>	Requesting a new proviso and/or substantive changes to existing provisos.
	<input type="checkbox"/>	Only requesting technical proviso changes (such as date references).
	<input checked="" type="checkbox"/>	Not requesting any proviso changes.

Please identify your agency's preferred contacts for this year's budget process.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Leslie Brunelli	(803) 777-1967	LGBRUNEL@Mailbox.sc.edu
SECONDARY CONTACT:	Harry Bell	(803) 777-4033	HBELL@Mailbox.sc.edu

I have reviewed and approved the enclosed FY 2017-18 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

	<u>Agency Director</u>	<u>Board or Commission Chair</u>
SIGN/DATE:		
TYPE/PRINT NAME:	Harris Pastides, President	John von Lehe, Chairman Board of Trustees

This form must be signed by the department head – not a delegate.

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FORM B – PROGRAM REVISION REQUEST

DECISION PACKAGE	9304
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Provide the decision package number issued by the PBF system ("Governor's Request").

TITLE	Opportunity Meets Excellence: Impacting South Carolina – Access, Equity and Stewardship
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Provide a brief, descriptive title for this request.

AMOUNT	\$4,862,972
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What is the net change in requested appropriations for FY 2017-18? This amount should correspond to the decision package's total in PBF across all funding sources.

ENABLING AUTHORITY	Title 59, Chapter 117 of the South Carolina Code of Laws established the University of South Carolina. No establishment of or revision to that authority prompts this decision package.
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What specific state or federal statutory, regulatory, and/or administrative authority established this program? Is this decision package prompted by the establishment of or a revision to that authority? Please avoid citing general provisions of law where possible, and instead cite to the most specific legal authority supporting the request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:
	<input type="checkbox"/> (Base Adjustment) Allocation of statewide employee benefits.
	<input type="checkbox"/> (Base Adjustment) Realignment within existing programs and lines.
	<input type="checkbox"/> (Base Adjustment) Restructuring of agency programs – <i>requires pre-approval.</i>
	<input type="checkbox"/> IT Technology/Security related
	<input type="checkbox"/> Consulted DTO during development
	<input type="checkbox"/> Related to a Non-Recurring request – If so, Decision Package # _____
	<input checked="" type="checkbox"/> Change in cost of providing current services to existing program audience.
	<input type="checkbox"/> Change in case load / enrollment under existing program guidelines.
	<input type="checkbox"/> Non-mandated change in eligibility / enrollment for existing program.
	<input type="checkbox"/> Non-mandated program change in service levels or areas.
	<input checked="" type="checkbox"/> Proposed establishment of a new program or initiative.
<input type="checkbox"/> Loss of federal or other external financial support for existing program.	
<input type="checkbox"/> Exhaustion of fund balances previously used to support program.	

RECIPIENTS OF FUNDS	USC Upstate is requesting funds to allocate to faculty and support staff, and to further implementation of technology tools that support timely and correct information about degree programs and options. The beneficiaries are those students enrolled in technical schools who intend to pursue an undergraduate degree following the completion of their associate's degree. These funds would be allocated through the budget process and targeted towards these specific efforts. Funds targeting space upfit and marketing materials would be spent on vendors chosen via the competitive bid process.
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What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

ACCOUNTABILITY OF FUNDS	<p>I.3 Design and implement aggressive interventions to improve persistence across all student populations and campuses.</p> <p>I.5 Build a culture of student success.</p> <p>II.1 Engage first-year students in career planning activities.</p> <p>III.2 Encourage faculty and staff members to develop new interdisciplinary and cross-divisional courses and programs.</p> <p>VI.2 Identify opportunities for expanded delivery of current graduate programs and additional graduate programs to address needs in Spartanburg, Greenville, and across the Upstate.</p> <p>VI.3 Ensure an adequate number of qualified faculty to guarantee quality and integrity across all programs.</p> <p>VII.3 Increase collaboration with businesses and organizations in our region.</p>
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What specific agency objective, as outlined in the agency’s accountability report, does this funding request support? How would this request advance that objective?

POTENTIAL OFFSETS	<p>Upstate has been underfunded for years as compared to other comprehensives so to move forward on these initiatives without additional funding will be unlikely. We would work towards delivering them over time integrating as much as possible into current operations. The campus has identified activities and programs within our budget that would be reduced if State general funds were reduced. See Form E for details.</p>
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For decision packages that request non-mandatory funding increases to programs or initiatives, please identify a potential offset within an existing lower priority or ineffective program(s).

MATCHING FUNDS	<p>USC Upstate secured two grants that are focused on student success, which is a large part of the direct connect program. The requested funds will be used to further expand direct connect, student success and placement and ensure program sustainability when the grant funds are exhausted.</p>
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Would these funds be matched by federal, institutional, philanthropic, or other resources? If so, identify the source, amount, and terms of the match requirement.

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FUNDING ALTERNATIVES	<p>This request calls for State appropriations to fund these initiatives. Tuition revenue is very limited and any incremental increase in tuition revenue is dedicated to covering cost beyond the University's control including changes in Fair Labor Standards Act (overtime laws), salary increases, rising utilities and energy cost, periodicals inflation, increasing demands for greater IT security, and rising insurance premiums (health, tort, property and casualty).</p>
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What other possible funding sources were considered? Could this request be met in whole or in part with the use of other resources, including fund balances? If so, please comment on the sustainability of such an approach.

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SUMMARY

The Upstate - Where Opportunity Meets Excellence

The cornerstone of this proposal is the elimination of barriers resulting in degree completion in a timely manner.

Upstate is committed to student success and is focused on supporting students through a range of transitions – from high school to college to career and through career changes. Upstate is committed to leveraging partnerships with regional organizations with mission alignment in this area including the Spartanburg Academic Movement, the Regional Education Center for the Upstate and a number of technical colleges.

Summary:
Delivering on Upstate’s Mission: \$4,862,972 – details outlined below.

Dual enrollment for high school students aiding the transition from high school to college; student success and advising programs to increase retention; direct connect partnerships with area technical schools; partnering with companies to accommodate crucial skill and competency development for employees with associate degrees who want to progress their career and need a bachelor’s degree, and development of new degrees to supply graduates in high need career areas are part of this commitment.

Details:
Setting the Stage for Success - \$375,000

Thousands of South Carolina high school students are earning college credits while still in high school. Over the past few years, USC Upstate has increased partnerships with the local high schools to support students to jump start college and currently have about 500 dual enrollment students. For many years the gold standard for the accelerated high school students was AP courses, which do not offer the advantage of interacting on a college campus. The majority of dual enrollment courses offered by Upstate are on the Upstate campus and the students are integrated into the academic support services and courses so they experience college, not just the college level curriculum. For many students, this is a big step in helping in the transition to college. If students do not transition well from high school and into a two or four-year college, then transition into a career, the ramifications can be staggering for years to come.

The potential to serve the students in our local county school districts and those in adjacent counties is great. Upstate can contribute significantly to giving over 2000 students a start to their college education with the proper resources.

Ensuring Success
1 - Spartan Start (An early start to college) - \$250,000

The University of South Carolina Upstate will offer the Spartan Start program as an opportunity for students to begin their college experience early in the summer. This program is designed to provide support and skills necessary for collegiate success, while providing opportunities for leadership growth and development. Each class will be small with no more than 20 students so that students receive personal attention from the instructor to learn needed study skills and leadership development workshops. These activities encourage the students to become responsible and active participants in their social, academic, and geographic communities. During the summer, students

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will live together on campus. These students will be held to a high standard of student conduct at all times during their enrollment in the program.

2-Additional Active Learning Classrooms – \$400,000

Two years ago, USC Upstate received federal Title III funding to improve the learning environment and to redesign several classrooms on campus to create active learning spaces. These classrooms allow an engaging educational experience that is connected, experiential, and flexible to help students effectively integrate use of technology to search, analyze, and collaborate in small group discussions. Other technology affordances enable active student involvement and enrich the learning environment by extending the boundaries of the room, enabling outreach to other information sources, and facilitating active involvement. Faculty and students have praised the effectiveness of these classes and early assessment has provided empirical evidence of their positive impact. We would like to continue the work of the grant and upgrade 2-3 additional classrooms each year.

3- Technology: Mapworks - \$150,000

Mapworks is a proven student retention and success system that surveys students and provides advisors with detailed information. It is extremely accurate in predicting which students need attention in eliminating barriers. It uses the latest in dashboard technology and gathers data from multiple inputs to give a more complete picture of student performance.

4- Professional Advising (eliminating barriers) - \$275,000

We currently have a team of professional advisors who serve first year students, student athletes, and undeclared students with an emphasis on mentorship and academic success. The advisors also provide services to students who are conditionally admitted and on academic warning as well as outreach and assistance to students who are questioning their choice of major.

The Center has six full-time and one part-time advisor but four of the full-time advisors are temporary positions through the Title III grant. We need to secure additional funding to continue their work. Additionally, we would like to add two advisors to better serve our incoming freshmen classes.

5- College to Career Programming - \$262,972

Career staff provides support students in seeking their first full-time employment or in locating a preparatory part-time and internship opportunity. Students contact Career Services early during their academic career to establish a time line to track their progress toward reaching their career goals. Successful students take advantage of opportunities to connect with employers through campus interviews and information sessions.

Using the data collected in MapWorks and career inventory testing, career services personnel and advisors will work with freshmen to determine how committed they are to their career path. Staff will help students gain the opportunity to job shadow in the local community to ensure they are on the right track. Increasingly employers are seeking to hire students who have proven their abilities through internships and the

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career center can coordinate internships and job shadowing.

Next steps:

1-From two-year degree to bachelors - \$1,500,000

State Wide Direct Connect:

A critical component of success depends on reducing barriers between the completion of an associate’s degree and entry into a program of study resulting in a Bachelor’s Degree. USC Upstate has developed a number of new degrees that are the first in state and align with associate degrees in the technical schools. Upstate proposes strengthening and expand existing partnerships with technical schools to all technical schools across the State.

This program will be implemented by specialized transition teams working directly with regional technical schools to co-advise students, analyze curricula and identify curricular overlap to maximize the value of each course taken at the associate level. Students at the technical schools will have access to advisors and faculty at USC Upstate who will help develop curricular plans leading to a smooth transition between institutions and degree programs. The transition teams will continue advising students after they transfer. Upstate would add instructors to accommodate growth in the programs most important to continued industry growth and development state wide, e.g. Engineering Management Technology and Advanced Manufacturing.

2- Return to Learn - Nontraditional students - \$1,000,000

Tens of thousands of adults in the Upstate have earned some college credits, but lack a degree and historically these students have sought out the for-profit schools to meet their needs. The impact of increasing the number of adults with degrees on economic development and quality of life is significant. This project proposes hiring adult recruiters to work directly with business and industry to identify adults who seek to complete a college degree, work with those students to determine what courses they have already taken will transfer, and develop an individualized plan for degree completion. Further, the most expedient route to completing a 4-year degree would be to major in Interdisciplinary Studies. An IDS curriculum that is delivered in a combination of modalities that are convenient for working adults – evening/weekend/online/hybrid – by full-time faculty who are housed at the University Center in Greenville, will facilitate timely degree completion. Upstate is partnering directly with companies, e.g. BMW, on these programs.

3- Master of Arts in Teaching - \$500,000

This degree is designed to educate the candidate in practical teaching skills and can be designed for completion in one year for those holding an undergraduate degree. Given the shortage of teachers in South Carolina, this degree can help to move qualified people into the teaching pool to help resolve the teaching shortage in the Upstate.

The Message - \$150,000

Upstate is positioned in the heart of economic growth and business development in SC. With the rapid population growth and the need to educate the workforce, funding to advertise degree completion programs is essential. Some of our degree programs

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offer the flexibility needed to help students maximize their transfer credit to complete a BA or BS but many prospective students are not aware of the opportunities available. Many Upstate area adults need to complete their degree but have little information on how to get started. These funds would be used to target adults, in the workplace, seeking to improve their skills and competencies to support their advancement.

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Using as much detail as necessary to make an informed decision regarding this request, provide a summary of the rationale for the decision package. Why has it been requested? How specifically would the requested funds be used? If the request is related to information security or information technology, explain its relationship to the agency's security or technology plan.

METHOD OF CALCULATION	<p>Calculations were determined using average salaries of faculty/instructors and academic support staff as outlined in the proposals. 35% fringe was applied to the salary calculations. Operating expenses were calculated using the current percentages in the Upstate budget for operating support. Other expenses include, among other things, supplies, materials, rent, computers, classroom furniture and other equipment (see Active Learning Classroom and technology MapWorks) etc.</p> <p>E&G Unrestricted:</p> <table border="0"> <tr> <td>Classified salaries</td> <td>- \$</td> <td>974,135</td> <td>(approx. 11 headcount)</td> </tr> <tr> <td>Unclassified Salaries</td> <td>- \$</td> <td>1,461,203</td> <td>(approx. 18 headcount)</td> </tr> <tr> <td>Fringe</td> <td>- \$</td> <td>852,368</td> <td></td> </tr> <tr> <td>Other Operating Expenses</td> <td>- \$</td> <td>1,575,266</td> <td></td> </tr> </table>	Classified salaries	- \$	974,135	(approx. 11 headcount)	Unclassified Salaries	- \$	1,461,203	(approx. 18 headcount)	Fringe	- \$	852,368		Other Operating Expenses	- \$	1,575,266	
Classified salaries	- \$	974,135	(approx. 11 headcount)														
Unclassified Salaries	- \$	1,461,203	(approx. 18 headcount)														
Fringe	- \$	852,368															
Other Operating Expenses	- \$	1,575,266															

How was the amount of the request calculated? List the per unit or per FTE costs of implementation. What factors could cause deviations between the request and the amount that could ultimately be required in order to perform the underlying work?

FUTURE IMPACT	<p>This request calls for State appropriations to fund this initiative. Tuition revenue is very limited and any incremental increase in tuition revenue is dedicated to covering cost beyond the University's control including FLSA, rising utilities and energy cost, periodicals inflation, increasing demands for greater IT security, and rising insurance premiums (health, tort, property and casualty).</p>
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Will the state incur any maintenance-of-effort or other obligations by adopting this decision package? What impact will there be on future capital and/or operating budgets if this request is or is not honored? Has a source of any such funds been identified and/or obtained by your agency?

PRIORITIZATION	<p>If funds are not allocated in support of these initiatives, Upstate will not be able to move forward with programs targeting these populations with the intention of eliminating barriers next year.</p> <p>We currently do not have enough information about the future budget implications of planned appropriation reductions to project when we would be able to move forward with these plans.</p>
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If no or insufficient new funds are available in order to meet this need, how would the agency prefer to proceed? By using fund balances, generating new revenue, cutting other programs, or deferring action on this request in FY 2017-18? Please be specific.

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INTENDED IMPACT	<p>The cornerstone of this proposal is the elimination of barriers resulting in degree completion in a timely manner.</p> <p>Upstate is committed to student success and is focused on supporting students through a range of transitions – high school –> college-> career – >career changes. Upstate is committed to leveraging partnerships with regional organizations with mission alignment in this area including the Spartanburg Academic Movement, the Regional Education Center for the Upstate and a number of technical colleges.</p>
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What impact is this decision package intended to have on service delivery and program outcomes, and over what period of time?

PROGRAM EVALUATION	<p>The program effectiveness will be evaluated through increased degree completion by traditional and non-traditional students and an adequately educated workforce to support industry and development in the Upstate.</p>
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FORM B – PROGRAM REVISION REQUEST

DECISION PACKAGE	9205
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Provide the decision package number issued by the PBF system ("Governor's Request").

TITLE	Allocation of State General Funds to Appropriate Lines
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Provide a brief, descriptive title for this request.

AMOUNT	Net \$0
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What is the net change in requested appropriations for FY 2016-17? This amount should correspond to the decision package's total in PBF across all funding sources.

ENABLING AUTHORITY	Title 59, Chapter 117 of the South Carolina Code of Laws established the University of South Carolina. No establishment of or revision to that authority prompts this decision package.
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What state or federal statutory, regulatory, and/or administrative authority established this program? Is this decision package prompted by the establishment of or a revision to that authority?

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:
	<input type="checkbox"/> (Base Adjustment) Allocation of statewide employee benefits.
	<input checked="" type="checkbox"/> (Base Adjustment) Realignment within existing programs and lines.
	<input type="checkbox"/> (Base Adjustment) Restructuring of agency programs – <i>requires pre-approval.</i>
	<input type="checkbox"/> IT Technology/Security related
	<input type="checkbox"/> Consulted DTO during development
	<input type="checkbox"/> Related to a Non-Recurring request – If so, Decision Package # _____
	<input type="checkbox"/> Change in cost of providing current services to existing program audience.
	<input type="checkbox"/> Change in case load / enrollment under existing program guidelines.
	<input type="checkbox"/> Non-mandated change in eligibility / enrollment for existing program.
	<input type="checkbox"/> Non-mandated program change in service levels or areas.
	<input type="checkbox"/> Proposed establishment of a new program or initiative.
<input type="checkbox"/> Loss of federal or other external financial support for existing program.	
<input type="checkbox"/> Exhaustion of fund balances previously used to support program.	

RECIPIENTS OF FUNDS	This is a realignment of existing State Appropriations.
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What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

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ACCOUNTABILITY OF FUNDS	<p>VI.3 - Ensure an adequate number of qualified faculty to guarantee quality and integrity across all programs and III.2 - Encourage faculty and staff members to develop new interdisciplinary and cross-divisional courses and programs. State funds will be directed to support faculty and staff salaries and fringe.</p>
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What specific agency objective, as outlined in the agency's accountability report, does this funding request support? How would this request advance that objective?

POTENTIAL OFFSETS	<p>Not Applicable.</p>
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For decision packages that request non-mandatory funding increases to programs or initiatives, please identify a potential offset within an existing lower priority or ineffective program(s).

MATCHING FUNDS	<p>Not Applicable.</p>
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Would these funds be matched by federal, institutional, philanthropic, or other resources? If so, identify the source, amount, and terms of the match requirement.

FUNDING ALTERNATIVES	<p>Not Applicable.</p>
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What other possible funding sources were considered? Could this request be met in whole or in part with the use of other resources, including fund balances? If so, please comment on the sustainability of such an approach.

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SUMMARY	<p>This is a realignment of existing State appropriations of \$500,000 from other operating to personal service and fringe benefits lines. For the USC system, state allocations for mandated pay plan covers is about one-third of the total cost of such plans for faculty and staff within Education and General operations. For Upstate specifically, that figure is 31.9%. The FY17 state mandated 3.25% pay plan, retirement and health insurance increases had an impact of approximately \$1.17 million on the campus' general ("A") fund with State allocations covering \$417,572. These funds are being moved to personal service and employer benefits lines to assist in covering the total cost of these increases. The balance of funding for State mandated pay plans and fringe benefits increases comes from student tuition and fees which ultimately impacts the students and their families.</p>
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Using as much detail as necessary to make an informed decision regarding this request, provide a summary of the rationale for the decision package. Why has it been requested? How specifically would the requested funds be used? If the request is related to information security or information technology, explain its relationship to the agency's security or technology plan.

METHOD OF CALCULATION	<p>Not applicable. Reallocation of existing resources.</p>
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How was the amount of the request calculated? List the per unit or per FTE costs of implementation. What factors could cause deviations between the request and the amount that could ultimately be required in order to perform the underlying work?

FUTURE IMPACT	<p>There is no maintenance-of-effort or matching requirements associated with this request.</p>
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Will the state incur any maintenance-of-effort or other obligations by adopting this decision package? What impact will there be on future capital and/or operating budgets if this request is or is not honored? Has a source of any such funds been identified and/or obtained by your agency?

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PRIORITIZATION	Not applicable.
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If no or insufficient new funds are available in order to meet this need, how would the agency prefer to proceed? By using fund balances, generating new revenue, cutting other programs, or deferring action on this request in FY 2017-18? Please be specific.

INTENDED IMPACT	This is a reallocation of existing resources to more accurately reflect how these State appropriations are actually utilized.
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What impact is this decision package intended to have on service delivery and program outcomes, and over what period of time?

PROGRAM EVALUATION	Regular evaluation versus peer institutions is permitted through data consortia such as the Consortium for Student Retention Data Exchange, the South Universities Group Salary Study, IPEDS and the Delaware Study. Data regarding student learning and other outcomes are gathered locally and compared to national norms. Excellence is measured through regular reaffirmation of accreditation with the Southern Association of Colleges and Schools Commission on Colleges, along with program- and discipline-specific accreditation reviews. Factors associated with the University's ability to attract, recruit, retain and educate students in today's competitive higher education market are also detailed in the University's annual Accountability Report.
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How would the use of these funds be evaluated? What specific outcome or performance measures would be used to assess the effectiveness of this program?

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FORM B – PROGRAM REVISION REQUEST

DECISION PACKAGE	9168
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Provide the decision package number issued by the PBF system ("Governor's Request").

TITLE	Allocations from the State – Pay Plan, Retirement, Health and Dental
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Provide a brief, descriptive title for this request.

AMOUNT	\$417,572
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What is the net change in requested appropriations for FY 2016-17? This amount should correspond to the decision package's total in PBF across all funding sources.

ENABLING AUTHORITY	Title 59, Chapter 117 of the South Carolina Code of Laws established the University of South Carolina. No establishment of or revision to that authority prompts this decision package.
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What state or federal statutory, regulatory, and/or administrative authority established this program? Is this decision package prompted by the establishment of or a revision to that authority?

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:
	<input checked="" type="checkbox"/> (Base Adjustment) Allocation of statewide employee benefits.
	<input type="checkbox"/> (Base Adjustment) Realignment within existing programs and lines.
	<input type="checkbox"/> (Base Adjustment) Restructuring of agency programs – <i>requires pre-approval.</i>
	<input type="checkbox"/> IT Technology/Security related
	<input type="checkbox"/> Consulted DTO during development
	<input type="checkbox"/> Related to a Non-Recurring request – If so, Decision Package # _____
	<input type="checkbox"/> Change in cost of providing current services to existing program audience.
	<input type="checkbox"/> Change in case load / enrollment under existing program guidelines.
	<input type="checkbox"/> Non-mandated change in eligibility / enrollment for existing program.
	<input type="checkbox"/> Non-mandated program change in service levels or areas.
	<input type="checkbox"/> Proposed establishment of a new program or initiative.
<input type="checkbox"/> Loss of federal or other external financial support for existing program.	
<input type="checkbox"/> Exhaustion of fund balances previously used to support program.	

RECIPIENTS OF FUNDS	These funds benefit the student body and the faculty/administrative staff who serve them. The University only conducts a small percentage of its work through payment for services rendered by outside contractors, vendors, grantees, individual beneficiaries, etc. In those instances, the University adheres to all applicable State Procurement requirements.
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What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

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ACCOUNTABILITY OF FUNDS	Not applicable.
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What specific agency objective, as outlined in the agency's accountability report, does this funding request support? How would this request advance that objective?

POTENTIAL OFFSETS	Not applicable.
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For decision packages that request non-mandatory funding increases to programs or initiatives, please identify a potential offset within an existing lower priority or ineffective program(s).

MATCHING FUNDS	Although these funds are not matched, any State mandated pay plan and increase in fringe benefits impacts the University's other funds generated from student tuition and fees.
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Would these funds be matched by federal, institutional, philanthropic, or other resources? If so, identify the source, amount, and terms of the match requirement.

FUNDING ALTERNATIVES	None.
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What other possible funding sources were considered? Could this request be met in whole or in part with the use of other resources, including fund balances? If so, please comment on the sustainability of such an approach.

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SUMMARY	<p>Spread of 3.25% pay plan, retirement, health and dental from the State general fund as funded in the FY17 Appropriation Act.</p>
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Using as much detail as necessary to make an informed decision regarding this request, provide a summary of the rationale for the decision package. Why has it been requested? How specifically would the requested funds be used? If the request is related to information security or information technology, explain its relationship to the agency's security or technology plan.

METHOD OF CALCULATION	<p>Allocation amount calculated by the State.</p>
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How was the amount of the request calculated? List the per unit or per FTE costs of implementation. What factors could cause deviations between the request and the amount that could ultimately be required in order to perform the underlying work?

FUTURE IMPACT	<p>The State does not incur any maintenance-of-effort or other obligations by adopting this decision package.</p>
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Will the state incur any maintenance-of-effort or other obligations by adopting this decision package? What impact will there be on future capital and/or operating budgets if this request is or is not honored? Has a source of any such funds been identified and/or obtained by your agency?

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PRIORITIZATION	Funds have already been allocated by the State. This is not a request for any additional funding.
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If no or insufficient new funds are available in order to meet this need, how would the agency prefer to proceed? By using fund balances, generating new revenue, cutting other programs, or deferring action on this request in FY 2017-18? Please be specific.

INTENDED IMPACT	These funds assist in keeping up with salary and retirement increases, as well the cost of providing health care to the University's faculty and staff who serve the student body.
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What impact is this decision package intended to have on service delivery and program outcomes, and over what period of time?

PROGRAM EVALUATION	Regular evaluation versus peer institutions is permitted through data consortia such as the Consortium for Student Retention Data Exchange, the South Universities Group Salary Study, IPEDS and the Delaware Study. Data regarding student learning and other outcomes are gathered locally and compared to national norms. Excellence is measured through regular reaffirmation of accreditation with the Southern Association of Colleges and Schools Commission on Colleges, along with program- and discipline-specific accreditation reviews. Factors associated with the University's ability to attract, recruit, retain and educate students in today's competitive higher education market are also detailed in the University's annual Accountability Report.
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How would the use of these funds be evaluated? What specific outcome or performance measures would be used to assess the effectiveness of this program?

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FORM C – CAPITAL OR NON-RECURRING APPROPRIATION REQUEST

DECISION PACKAGE	9110
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Provide the decision package number issued by the PBF system ("Governor's Request").

TITLE	Addition/Upgrades to Horace C. Smith Science Building
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Provide a brief, descriptive title for this request.

AMOUNT	\$8,250,000
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How much is requested for this project in FY 2017-18?

BUDGET PROGRAM	IV. Non-recurring Appropriations
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Identify the associated budget program(s) by name and budget section.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:
	<input type="checkbox"/> IT Technology/Security related
	<input type="checkbox"/> Consulted DTO during development
	<input type="checkbox"/> Related to a Recurring request – If so, Decision Package # _____
	<input checked="" type="checkbox"/> Capital Request
	<input checked="" type="checkbox"/> Included in CPIP – If so, CPIP Priority # <u>3</u> _____
<input checked="" type="checkbox"/> Non-recurring request for funding	
<input type="checkbox"/> Non-recurring request for authorization to spend existing cash/revenue	

SUMMARY	<p>This project would add much needed teaching lab spaces with fume hoods for the Division of Natural Sciences and Engineering. This building was constructed in 1984 and has been modified through the years to accommodate student enrollment / growth. We have converted general classrooms to lab space and office suites to research space. Scope of work will construct a new addition adjacent to the existing science building to include additional teaching lab space with fume hoods, large classroom, computer lab, faculty offices, associated support spaces and replace fume hoods in existing labs.</p> <p>Additional teaching laboratory space is needed in order to accommodate increasing numbers of students taking courses in the Division of Natural Sciences and Engineering. Each semester, we provide labs not only for our ~400 biology and chemistry majors, but also for pre-nursing, physical education, and exercise and sport science majors. In total, we offer approximate 80 laboratory sections each semester with a typical enrollment of 24 students each (or just under 2000 seats per semester).</p> <p>Many of our current labs need updating to ensure we have recommended station space per student and to ensure we can accommodate students with disabilities. The current lab tables were built when the building was opened and are in need of modification. Additionally, with the shifts in majors from pure science focus to more anatomy and physiology to support nursing and exercise science, Upstate needs to convert some lab space to align with curriculum trends and to educate the nurses and STEM students.</p>
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Provide a summary of the project and explain why it is necessary. If the request is

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related to information security or information technology, explain its relationship to the agency's security or technology plan.

CLASSIFICATION OF FUNDS	Renovation Project listed in CPIP as year 2, priority # 3 item.
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Is this request in support of a capital project or is it in support of other non-recurring expenditures? If this request is for a capital project, is it included in the agency's CPIP (please include CPIP year and priority)? How does this project rank in priority to all other nonrecurring agency requests?

MATCHING FUNDS	None.
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Would these funds be matched by federal, institutional, philanthropic, or other resources? If so, identify the source and amount.

FUNDING ALTERNATIVES	Evaluated use of Institution Bonds, but bonding capacity is already in use or planned for other capital projects.
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What other possible funding sources were considered?

LONG-TERM PLANNING AND SUSTAINABILITY	If totally funded this year, no other funds will be required. Operating funds of \$300,000 per year are anticipated and would be funded from operating expenses.
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What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured?

OTHER APPROVALS	No additional funds have been obtained. Funds and approval to proceed with design and construction requires approval from the USC BOT, State CHE, JBRC, and SFAA.
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What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, BCB, etc.)

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FORM C – CAPITAL OR NON-RECURRING APPROPRIATION REQUEST

DECISION PACKAGE	9113
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Provide the decision package number issued by the PBF system ("Governor's Request").

TITLE	Addition/Renovation of Existing Library
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Provide a brief, descriptive title for this request.

AMOUNT	\$17,000,000
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How much is requested for this project in FY 2017-18?

BUDGET PROGRAM	IV. Non-recurring Appropriations
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Identify the associated budget program(s) by name and budget section.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:
	<input type="checkbox"/> IT Technology/Security related
	<input type="checkbox"/> Consulted DTO during development
	<input type="checkbox"/> Related to a Recurring request – If so, Decision Package # _____
	<input checked="" type="checkbox"/> Capital Request
	<input type="checkbox"/> Included in CPIP – If so, CPIP Priority # _____
<input checked="" type="checkbox"/> Non-recurring request for funding	
<input type="checkbox"/> Non-recurring request for authorization to spend existing cash/revenue	

SUMMARY	<p>2016 marks the 50th year anniversary for USC Upstate so it seems appropriate to plan for the future and part of that includes updating the library to meet the needs of the future cohorts of students. The focus of the renovation will be a total space transformation that creates connections among services and resources; enhances teaching; and inspires learning and discovery for Upstate students and faculty in the digital age.</p> <p>Proposed scope of work:</p> <ol style="list-style-type: none"> 1. Renovations to existing building to include space modifications, new HVAC, modifications to lighting & FA, up-fit restrooms and new finishes. 2. Site development/infrastructure and new addition for Library expansion and Student Success space. 3. New furniture. 4. AE design and soft costs. 5. Relocate Library function/staff during construction – may lease modular units.
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Provide a summary of the project and explain why it is necessary. If the request is related to information security or information technology, explain its relationship to the agency's security or technology plan.

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CLASSIFICATION OF FUNDS	<p>This project will be moved to the CPIP this year. The current project on the CPIP is the new Information Resource Center; this project is a renovation of the current library in an effort to have an Information Resource Center to meet the needs of students versus the traditional library that was constructed in the 70's.</p>
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Is this request in support of a capital project or is it in support of other non-recurring expenditures? If this request is for a capital project, is it included in the agency's CPIP (please include CPIP year and priority)? How does this project rank in priority to all other nonrecurring agency requests?

MATCHING FUNDS	<p>None.</p>
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Would these funds be matched by federal, institutional, philanthropic, or other resources? If so, identify the source and amount.

FUNDING ALTERNATIVES	<p>Evaluated use of Institution Bonds, but bonding capacity is already in use or planned for other capital projects.</p>
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What other possible funding sources were considered?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>If totally funded this year, no other funds will be required. Operating funds of \$200,000 per year are anticipated and would be funded from operating expenses.</p>
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What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured?

OTHER APPROVALS	<p>No additional funds have been obtained. Funds and approval to proceed with design and construction requires approval from the USC BOT, State CHE, JBRC, and SFAA.</p>
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What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, BCB, etc.)

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FORM E – 3% GENERAL FUND REDUCTION

DECISION PACKAGE	9274
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Provide the decision package number issued by the PBF system (“Governor’s Request”).

TITLE	Agency General Fund Reduction Analysis
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Provide a brief, descriptive title for this request.

AMOUNT	-\$333,292
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What is the General Fund reduction amount (minimum based on the FY 2016-17 recurring appropriations)? This amount should correspond to the decision package’s total in PBF.

METHOD OF CALCULATION	Calculation is based on 3% actual ongoing general fund support received from the State as provided by the executive budget office. Amounts for reduction are based on funding currently included in the FY16-17 University of South Carolina Upstate Budget.
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Describe the method of calculation for determining the reduction in General Funds.

ASSOCIATED FTE REDUCTIONS	Current plans do not include FTE reductions.
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How many FTEs would be reduced in association with this General Fund reduction?

PROGRAM/ACTIVITY IMPACT	Education and General Unrestricted (I.A) and associated Employee Benefits (II). The Campus’ primary mission of providing instructional services to students would be specifically impacted. Both academic and service units are funded from the Campus’ general fund which is comprised almost exclusively from State General Fund and student tuition and fee revenue. Funding for building maintenance/renewal projects would be impacted.
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What programs or activities are supported by the General Funds identified?

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SUMMARY	<p>\$100,000 - Reduction in space lease at UCG. USC Upstate will reduce our foot print at University Center in Greenville. This reduction in space will make it difficult to bring needed programs for degree completion and direct connect into the Greenville market. As the for-profit schools are closing or withdrawing in the market, it further expands the need for public universities to meet the needs of the non-traditional student populations.</p> <p>\$92,528 – Reduce Support for Campus Maintenance/Renewal Projects – USC Upstate has made efforts in recent years to do more to address its aging facilities and infrastructure. This would reduce the available funding for maintenance/renewal projects and fleet replacements, and put greater burden on related systems in subsequent years. With the decrease of deferred maintenance funds from the State, this could have dire impact on the condition of campus buildings and infrastructure.</p> <p>\$50,000 – Reduce adjunct faculty across academic departments. This will increase the class sizes and faculty/student ratios.</p> <p>\$90,764 – Hold on replacement of a faculty position where we have a planned retirement. This will be a one-year plan and courses to be covered by part time faculty. A search would be started the next year to fill this position since long term this could cause an issue with accreditation.</p> <p>Upstate has less funding (appropriations) per student than other comprehensives and therefore any cuts will cause a strain operationally. The targeted areas are intended to be less disruptive operationally but long-term cuts will diminish our ability to serve the Upstate region.</p>
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Please provide a detailed summary of service delivery impact caused by a reduction in General Fund Appropriations.