

USCB PROGRAM PLANNING

Contents

- Academic Planning at USCB
- Planning Process for Academic Programs
- Growth Industries and Workforce Demand
- Impact of Technology on Higher Education
- Alternate Credentialing
- 5-Year Academic Program Implementation/ Planning
- Academic Program Planning Leadership

Academic Planning at USCB

To fulfill USCB’s Mission, Vision and Strategic Plan, it is essential that the University deliver a robust selection of academic programs aligned with the demands of industry, the community, and the State of South Carolina. Academic units must ensure that programs are current, innovative, and provide high-impact learning experiences.

Planning Process for Academic Programs

As outlined in the USCB Strategic Plan 2023, the institution has undertaken initiatives to “identify areas of growth, and recommend new programs in consultation with program representatives and community/industry leaders.” As part of the academic planning process, the institution has endeavored to lay out its programmatic priorities for the next several years. Academic programs must be responsive to market demand and community needs. Review of prospective programs is based on 1) workforce demand, 2) financial viability for the institution, and 3) current and projected resources for implementation.

The University is actively pursuing plans for increasing academic programming space on the Bluffton campus. In the meanwhile, the University must look to the Beaufort and Hilton Head campuses to accommodate growth of existing programs and development of future programs. Each of USCB’s campuses has unique characteristics in terms of population, resources, physical attributes, and workforce needs. To this end a representative from each campus was charged with leading a study to provide recommendations regarding academic programming for each of their respective campuses. Leading the campus studies were: Dr. Charlie Calvert, Dean, Hilton Head Island Campus; Dr. Bob LeFavi, Dean, Beaufort Campus; and Dr. Babet Villena-Alvarez, Interim Assistant Vice Chancellor.

Recommendations for academic priorities came from a variety of institutional processes and committees including the academic planning processes from the respective campuses; the institution-wide Academic Master Planning committee; USCB Strategic Plan 2023; the Academic Steering Committee; and the Jasper Ocean Terminal ad hoc committee; as well as faculty, staff, university stakeholders, and community members.

Impact of Technology on Higher Education

In addition to anticipated workforce demand, the University must also consider the forces of the “4th Industrial Revolution” whereby the physical and the digital are increasingly intertwined as computers become more adept at human capabilities. Disruptive technologies such as artificial intelligence,

automated manufacturing and predictive modeling are eliminating traditional jobs and creating new ones.

USCB's academic programs of the future must respond to workforce needs while anticipating the forces of a high-tech, high-speed global economy that is rapidly evolving. Similarly, our current academic programs must self-examine and retool constantly in order to ensure relevance and currency. USCB's graduates must possess creativity, adaptability, and the capacity for continual learning in order to thrive and lead in the "new economy."

Alternate Credentialing

College students in the U.S. are increasingly non-traditional. Recognizing that education is the single greatest determiner of social mobility, USCB must be responsive to serving the needs of degree and non-degree seeking students of different ages and life circumstances, including adult learners, military, and high school students. USCB must invest in non-traditional student support services, removal of financial and institutional barriers, use of alternative platforms and models, and delivery of alternate credentialing that facilitates attainment and meets workforce needs. Minors, concentrations, certificates, badges and other forms of micro-credentials that enable students to diversify and "upskill" are critical to developing a dynamic workforce.

Evaluation Considerations

Workforce Demand

The primary driver for academic program planning is workforce demand in the region and the state. USCB must also be cognizant of national economic and workforce trends. At the local, state, and national levels, healthcare, hospitality/retail, and information technology fields were consistently at or near the top of the fastest-growing industries.

National

Top growth industries in the U.S. are 1) Technology, 2) Health, 3) Energy, 4) Media, 5) Consumer retail, 6) Construction, 7) Hospitality, 8) Finance, 9) Real estate, and 10) Transportation. <https://www.cnbc.com/2018/10/16/top-10-industries-that-are-hiring-thriving-and-making-money.html>

Bureau of Labor <https://www.bls.gov/> and Projections Central Data <https://projectionscentral.com/> statistics support these lists. The SC Sector Partnership <http://www.sctalentpipeline.com/south-coast> lists healthcare as the primary industry of the state's South Coast region.

State

According to the SC Department of Commerce, major industries by employment in 2017 were Trade, Transportation and Utilities; Government; Professional and Business Services, Leisure & Hospitality; Education and Health Services; Manufacturing; Financial Services; and Construction. <https://www.sccommerce.com/research-data>

Regional/Local

According to the SC Department of Employment & Workforce, the largest industries in Hilton Head Island-Bluffton-Beaufort, SC Metropolitan Statistical Areas (MSA) in 2019 are:

Accommodation and Food Services (13,890 employees), Retail Trade (12,803), Health Care & Social Assistance (10,845), Education Services (5,190), and Construction (5,113).

The fastest growing area industries, projected 2014-2024, are 1) Personal care aides, 2) Physical therapist assistants, 3) Web developers, 4) Physical therapists, 5) Industrial machinery mechanics, 6) Home health aides, 7) Nurse practitioners, 8) Software developers, applications, 9) Environmental engineers, 10) Commercial pilots, 11) Computer and information systems managers, and 12) Human Resources Managers.

<https://lmi.dew.sc.gov/lmi%20site/Documents/CommunityProfiles/21025940.pdf>

Additionally, program planning must take into consideration unique factors impacting the region:

- Container Ports – The region has major container ports in Savannah and Charleston. Planning continues for a Jasper Ocean Terminal, a high-capacity, state-of-the-art marine container terminal which would transform the standard for cargo transfer on the eastern seaboard for decades to come. <http://www.jasperoceanterminaleis.com/Project.aspx>
- Sustainability – The University must lead a regional commitment to the sustainability of our coastal environment. Promotion of management and preservation of our natural resources are essential to advancing economic development and quality of life in the Lowcountry.
- Military – Beaufort’s economy is anchored by three military installations and is home to thousands of former military personnel. MCAS Beaufort is home to the F35B vertical takeoff and landing fighter recognized as the most advanced fighter jet ever made. Marine recruit Depot Parris Island is the “Birthplace of the Corp” and the only place women are trained to be Marines.
- Aviation – Boeing (Charleston), Gulfstream (Savannah), and Lockheed Martin (Beaufort) facilities are in close proximity to USCB, in addition to regional and international airports.
- Culture – The culture and quality of cultural life in the region can be greatly enhanced by a University that is responsive to community needs and sees it as its mission to enhance the quality of life through programming and teaching of the fine arts as well as the rich history and culture of the Lowcountry.

Resource Considerations

While workforce demand and industry projections were primary sources of information for discussion, internal resource allocation concerns were also considered. Several potential situations were considered to gauge financial viability.

- The industry is projected to grow quickly, but the current number of related degrees in the region/state would result in too much competition for new students. This could result in challenges recruiting students and insufficient enrollment to support a new degree program.
- Demand for a particular degree is projected to be sufficient, but the cost of adding new faculty and/or necessary infrastructure is so great that it causes fiscal concerns.
- Demand for a degree is projected to be sufficient, but because USCB has similar degree programs, the new degree is projected to cannibalize from the current degree program rather than bring in new students.

Baccalaureate and graduate degree programs falling into these categories were often recommended to implement as a concentration or minor.

5-Year Academic Program Implementation/ Planning

After review with regards to workforce demand on regional, state and national levels—in addition to cost and projected enrollment—the following academic program areas were identified as most “feasible” for implementation or planning during the next five years. The lists are the result of deliberation among Deans Council and other leaders in Academic Affairs during program planning meetings held on June 26, July 10 and July 17, 2019.

Program Area	Feasible Degree Level(s)	Notes
Accounting	Concentration	Concentration already exists. Will increase hours to enable students to sit for the CPA. Will need 30 additional hours.
Applied Languages and Intercultural Studies	B.A., Concentration	Possibly align with Interdisciplinary Studies. Or perhaps make the Spanish Minor more current and applied.
Chemistry of Biological Systems	B.S., Concentration	<i>Additional research needed</i>
Cybersecurity	Concentration, Minor	Projections suggest a significant national shortfall.
Digital Arts	B.S. / B.A.	Beaufort Campus
Digital Humanities	B.S. / B.A.	
Entrepreneurship	Minor	
Environmental Engineering	B.S.	Responds to regional need. <i>Will investigate demand for Civil as an academic “home.”</i>
Environmental Health	Minor	Minor is approved, but was never implemented
Event Management	Concentration	Hospitality Management
Exercise Science	Concentration, Minor	Bluffton campus w/ Convocation Center facilities
Fine Arts & Technology	MFA	Beaufort Campus
Health Economics	Concentration, Minor	
Health Information Technology/ Healthcare Informatics	Concentration	Collaboration between Computational Science and Public Health
Healthcare Leadership	Minor	
Marine Biology	B.S., Concentration	Beaufort Campus
Natural Science	M.S.	Environmental focus. Good pipeline from B.S. in Biology. <i>Will investigate need.</i>
Nurse Educator	M.S.	

Program Area	Feasible Degree Level(s)	Notes
Nurse Leadership & Administration	M.S.	
Nutrition	Minor	Public Health
Production Design (Theater)	B.A./ B.F.A.	Hilton Head Island, pending facility; SCAD offers a BFA
Project Management	Concentration, Certificate	Offer certificate thru CE to start
Studio Art	B.F.A.	Beaufort Campus; represents a modification of the B.A., which will remain.

The following programs were reviewed for feasibility but were not included in the 5-year implementation/ planning proposal largely due to low workforce demand. Cost, projected enrollment, institutional mission, overlap with other programs, and program accreditation issues were other possible prohibitive factors.

- Criminal Justice
- Data Science and Engineering
- Human Performance and Kinesiology
- International Business
- Journalism
- Logistics and Supply Chain Management
- Marine Engineering and Technology
- Marine Science
- Maritime Studies
- Military Science
- Music
- Networking and Communications
- Pharmaceutical Sciences
- Physical Therapy
- Spanish for the Health Professions
- Sports Management
- Sustainability
- M.A. in English (Literature)
- MBA – Need AACSB accreditation
- Master’s in Public Health (MPH)

Academic Program Planning Leadership

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