

Provost Blueprint Plan for 2011-2012

Provost Vision and Mission Statements, Core Values and Goals

Vision Statement

The University of South Carolina at Columbia is a premier academic institution dedicated to academic excellence and academic integrity that upholds high quality student-centered teaching and learning, nationally and internationally recognized research, scholarship and artistic creation, and community-engaged service. The vision of the Provost Office is to enhance the reputation and stature of the University of South Carolina at Columbia and the regional campuses through excellence in undergraduate, graduate, and professional education, in scholarship, research, and creative achievement, and in service to and engagement with our community that will enhance the quality of life for our students, faculty, and citizenry.

Mission Statement

The Office of the Provost is dedicated to the faculty and students of the University of South Carolina and to their academic success. The primary mission of the Office of the Provost is to provide leadership for academics at the University of South Carolina and to ensure academic excellence, integrity, and fairness in educating our students, in performing our research, scholarship, and creative works, in serving our university, community, and professions, and in fostering an environment that embraces and promotes diversity of people and ideas.

Core Values

Striving for academic excellence and ensuring academic integrity are essential to building our institution's future.

Educating our students is our focus as a faculty and is encompassed in all of our research, teaching, and service activities.

Encouraging and supporting our faculty to excel in teaching and mentoring students, in engaging in productive scholarship, and in service are vital to maintaining and further enhancing our university as a strong and vibrant university.

Promoting excellence by celebrating diversity of people, ideas, modes of scholarship and disciplines enriches our scholarship and fosters excellence.

Building our university's reputation on academic excellence through the strength of our faculty's and students' scholarship and creative works is essential to our state's future.

Providing strong and active academic leadership through a clear vision, trusting relationships, and active service is the ongoing objective of the Provost and the Provost's Office.

Goals

- Enhance the Quality of Undergraduate, Graduate, and Professional Education
- Enhance Faculty Scholarship, Research, and Creative Achievements
- Provide Adequate Facilities for Student Learning, Faculty Research, and Scholarship, and the Administration of Academic Programs
- Meet South Carolina's goal of increasing the number of citizens who hold high-quality baccalaureate degrees through strong and vigorous USC regional campuses
- Engage the Community and Improve the Quality of Life for South Carolinians

Goals for Academic Year 2011-2012

Goal 1. Enhance the Quality of Undergraduate, Graduate, and Professional Education

A. SACS Reaccreditation

Initiative 1. Receive Southern Association of Colleges and Schools (SACS) Reaccreditation

• Progress for Initiative 1

- Submitted SACS Report: USC Columbia and Regional campuses' submitted off-site SACS report September 2010.
 - Received preliminary list of recommendations in December 2010.
 - Submitted focused report response January 2011.
 - Hosted on-site SACS visit March 2011.

• Plans for academic year

- The timeline is:
 - May 2011: Receive preliminary SACS findings
 - June/July 2011: Prepare final report responding to findings
 - December 2011: USC reaccreditation standing reported at national SACS meeting

Initiative 2. Develop and Implement USC's QEP

• Progress for Initiative 2

- Developed USC Columbia and Regional campuses' Quality Enhancement Plan (QEP), *USC Connect: Student Empowerment through Integrative Learning*.
 - The QEP focuses on helping students make more intentional choices and connections among existing within and beyond-the-classroom opportunities.
 - Directed the QEP Committee in preparation of document describing the plan. Submitted the plan to SACS off-site review team in January 2011.

• Plans for academic year

- Revise the QEP proposal according to the SACS report expected in May 2011.
- Hire a QEP Director and establish a QEP office to operationalize the program.
- Oversee hiring of QEP staff to support the director and the initiative.
- Launch a pilot in fall 2011 with a limited number of students and faculty. Begin development of learning resources to support *USC Connect*.

B. Strengthen and Improve Undergraduate Education through Curriculum Innovation, Assessment, and Experiences Beyond-the-Classroom.

Initiative 1: Systematically assess and improve the quality of the undergraduate academic program.

- **Progress for Initiative 1**
 - Continue the revision of the general education curriculum. Achievements to date include:
 - In-depth discussions over 5 year period on student learning
 - Faculty adoption of learning goals for students (2009)
 - Faculty adoption of distribution requirements (2010)
 - Development of policies and processes for approval of courses to meet new *Core* outcomes (2011)
 - Continue to provide information to faculty, staff, and students at USC Columbia and the Regional campuses on the *Core* revision and to receive comment and input on a regular basis through University Forums and website comment box
 - Appointment of Content Consultants and Specialty Teams to review syllabi for course approval (beginning August 2011) and to assess student learning (in the future)
- **Plans for academic year**
 - Continue the revision of the general education curriculum through development and implementation of the new Carolina Core
 - Call for Proposals for Carolina Core Courses (both for the revision of existing general education courses and proposal of entirely new courses)
 - Encourage development of overlay courses for the new curriculum
 - Demonstrate use of the new electronic courses approval form to faculty, staff, and Academic Program Liaisons
 - Review courses for new curriculum beginning August 2011
 - Develop rubrics to assess student learning
 - Electronic course approval for Carolina Core and all courses designed and implemented (anticipated in Summer 2011)

Initiative 2: Strengthen opportunities for undergraduate research and scholarship.

- **Progress for Initiative 2**
 - Increased student participation in undergraduate research.
 - Increased number of discipline areas with Magellan projects.
 - Increased the number of participants in the Discovery Day showcase with representation from additional Regional campuses as well.
- **Plans for academic year**
 - Continue to expand programming for support of undergraduate research.
 - Continue to support the Office of Undergraduate Research to enhance student learning through this important pathway.
 - Assist in closely aligning the work of this office with launch of *USC Connect*.

Initiative 3: Enhance opportunities for undergraduate students to engage productively with the community, state, nation, and world.

- **Progress for Initiative 3**
 - Continued to support undergraduate student engagement in service learning by working closely with the Office of Student Engagement.
 - Explored ways to support service learning pathways with new *USC Connect* program.
 - Established a new *Carolina Leadership Initiative* and hired Dr. Kevin Elliott as Faculty Director.
 - Worked closely with the initiative to develop speaker series, student grant program, and faculty development program in leadership.
 - Expanded First-Year Reading Experience into campus-wide year long sustainability program with launch of August 2011.
 - Sponsored 2 *One Book One Columbia* events to connect USC with the city community.
- **Plans for academic year**
 - Continue cultivating opportunities for service learning programs.
 - Promote leadership so that all students at Carolina have access to resources to develop leadership skills and potential.
 - Implement year long First-Year Reading Experience sustainability programming
 - Continue to coordinate *One Book, One Columbia*'s annual community event(s) with USC.

Initiative 4: Enhance the global presence of the University with respect to undergraduate teaching, research, and service.

- **Progress for Initiative 4**
 - Met regularly with the Director of Fellowships and Scholars Office to strategically plan how best to encourage student engagement with the national fellowships process.

- Spoke to faculty, students, and professional staff about the importance of this avenue of teaching and learning.
- Developed ideas for closer integration of fellowships process with *USC Connect*.
- Collaborated on an article with AAC&U about the new *Carolina Core* and *USC Connect* to increase national recognition of undergraduate studies at USC.
- **Plans for academic year**
 - Continue to encourage participation and leadership by USC students, faculty, and professional staff in national and international conferences involving undergraduate studies.
 - Continue to assist the Office of Fellowships and Scholars in promoting USC undergraduates for national scholarships and awards.
 - Continue to promote USC’s undergraduate studies program through campus, state, regional national and international media outlets.

Initiative 5: Increase academic articulation and matriculation in the USC system.

- **Plans for academic year**
 - Continue to engage the Regional Campuses in the development of the Core curriculum and in the discussions of the current general education curriculum.
 - Continue to work with the senior campuses to improve articulation of courses from one institution to another within the USC system.

C. Strengthen and Improve Graduate Education, in particular, Doctoral Education

Initiative 1. Restructure The Graduate School to better oversee and support graduate education

- **Plans for academic year**
 - Empower Day-to-Day Manager (Director?) to run operational side of Graduate School
 - Establish clear reporting line of this officer to a Vice Provost
 - Consider options re decentralization of some functions of GS
 - Move operations toward timeliness (efficiency) and support of students and programs
 - Examine staff responsibilities and reassign as necessary

Initiative 2: Assist in Recruiting Doctoral Students and in Degree Completion

- **Plans for academic year**
 - Continue Presidential Fellowships program
 - Provide recruiting fellowships (four year) at various levels for top applicants
 - Offer “signing bonuses” (one-time funds) to some top applicants

- Work with International programs to attract and retain qualified international graduate students
- Work with appropriate on-campus entities to promote diversity among graduate students
- Continue and enhance travel support to national conferences
- Continue summer dissertation “write-up” fellowships

Initiative 3. Enhance training of GTAs and GIAs who teach

- **Plans for academic year**
 - Shift GIA and GTA training (and funds as appropriate) to CTE
 - Staff CTE to fulfill mission
 - Encourage continuing TA involvement with CTE

Initiative 4. Provide incentives for placing graduates of doctoral programs at top academic institutions.

- **Plans for academic year**
 - Awards of \$1,500 per student to a unit of the major professor upon graduation of a doctoral student
 - School of Music stipends of \$80,000 of recurring funds for doctoral students
 - Doctoral students academic placement awards of \$100,000

D. Internationalization of Students

Initiative 1: Create the Administrative Structure to Achieve the University’s International Mission

- **Progress on Initiative 1**
 - Hired a Vice Provost to devote 50% of time advancing the University’s international mission
 - Developed a Blueprint for the comprehensive internationalization of students and faculty
 - Created an International Advisory Committee to provide guidance with respect to implementing a strategy for comprehensive internationalization
- **Plans for academic year**
 - Create an Office of International Affairs (OIA) charged with implementing a strategy for comprehensive internationalization
 - Complete the reorganization of the International Programs office and English Programs for Internationals (EPI) as part of the OIA
 - Create a single portal webpage for international activities on USC’s website

Initiative 2: Increase student participation in internationally-oriented beyond-the-classroom activities

- **Plans for academic year**
 - Work with the new QEP Office to coordinate development of the international component of USC Connect

- Catalog and communicate international activities and opportunities to current and prospective students
- Develop a Carolina Global Scholar program to recognize students who complete a set of international requirements that include a combination of course work and beyond-the-classroom activities
- Oversee the hiring of a Faculty Principal who will develop a plan for international programming at the Carolina International House at Maxcy College

Initiative 3: Increase student participation in study abroad

- **Plans for academic year**
 - Develop a plan to increase the number of students who study abroad by 10%
 - Continue to support the Passport Travel Grants program, \$120,000
 - Search for ways to make study abroad more affordable for students
 - Increase participation in study abroad by underrepresented populations
 - Continue to support the Beyond the Boundaries Grant program for underrepresented students, \$50,000
 - Continue the MOSAIC outreach program targeted at underrepresented populations, \$15,000
 - Ensure that the Study Abroad office has adequate resources to support an expanded number of students studying abroad

Initiative 4. Expand the number of international students on campus

- **Plans for academic year**
 - Develop an international student recruiting plan to increase the number of international students by 10%
 - Actively market USC programs to EPI students
 - Encourage graduate programs to grant conditional admission for international students
 - Encourage and facilitate the creation of additional agreements with prestigious foreign universities that provide a pathway for international students (both undergraduate and graduate) to study at USC
 - Ensure that International Student Services has adequate resources to support an expanded number of international students

E. Undergraduate Admissions

Initiative 1. Recruit and enroll a competitive freshman class while maintaining diversity.

- **Progress for Initiative 1**
 - Should meet freshman class size of 4,400
 - Quality of applicants is strong
 - 24% increase in out-of-state applicants; 8% increase in-state
 - 16% increase in African-American applicants

- Developed enhanced “Search” campaign
- Increased out-of-state presence through regional recruiter program
- Hosted two additional yield events for prospective students and parents
- Maintained emphasis on personal attention to prospective students
- **Plans for academic year**
 - Obtain permanent funding for most effective components of stimulus-funded recruitment activity
 - Enhance high-yield minority recruitment events such as the Summer Seniors program
 - Maintain market share of top performing South Carolinians as state accountability funding metrics increase the competition for resident students
 - Use regional recruiters, application inquiry services, and targeted scholarship awarding to continue to attract top non-residents and increase net tuition

Initiative 2. Create an accessible path toward enrollment for special populations.

- **Progress for Initiative 2**
 - Increased transfer applicants of 15% for Spring 2011 compared to last year (n=1886) and enrolled transfer students increased 20% (n=624)
 - Improved central processing of Change of Campus requests (to Columbia from other USC campuses) to make service more seamless for students
 - Participated in several CHE College Application Month events
 - Co-hosted (with CHE) first Think College event
- **Plans for academic year**
 - Continue growth of bridge program through promotion to prospective students and partnerships with regional campuses, technical colleges and high school guidance counselors.
 - Work closely with Coordinator for Transfer and Special Populations position (revised role) in the Student Success Center.
 - Investigate opportunities for bridge housing in public-private partnership arrangement

Initiative 3. Improve Operational Efficiency

- **Progress for Initiative 3**
 - Processed application decisions for March Early Answer Decision Week in a timely manner.
- **Plan for academic year**
 - Improved admissions process on target for Summer 2011
 - Web application for Columbia is under development
 - Data bridges between marketing/recruitment database (EMAS) and Banner are under development, to support permanent systems integration

- Validation tables are being aligned for critical fields
- Personnel are being trained.

F. Living/Learning Communities

Initiative 1. Capstone Scholars recruits high achieving students to the University and enhances their development both in and out of the classroom.

- **Progress for Initiative 1**

- Engaged 484 students as Capstone Scholars
 - 58% female; 42% male
 - 40% SC residents; 60% out-of-state, from 29 different states
 - Mean SAT: 1313
- Facilitated completion, by about 78% of scholars, of 5 recommendations for engagement (Capstone Conversations, Capstone Cinema, social event, community service, personal challenge)
- Met with prospective students and families at two University Open House events, and presented program at one event targeting SC high school guidance counselors

- **Plans for academic year**

- Make sophomore residence floors available in Capstone to make it a true 2-year living/learning community

Initiative 2. Green Quad Living/Learning Community promotes collaborative relationships among students, faculty, staff, and community members for exploring and implementing the changes required to create a sustainable society.

- **Progress for Initiative 1**

- Accomplished more toward campus sustainability goals through increased collaboration this academic year than the previous ten years combined
- Focused efforts on “green leadership” and the project team expansion resulted in the recruitment and training of over 50 undergraduates, graduate students, faculty, staff, and community members this year
- Increased collaboration for Sustainable Carolina (combining the Green Quad, Office of Sustainability, and Learning Center for Sustainable Futures) embodied the philosophy of USC Connect

Initiative 3: Preston Living/Learning Community promotes students’ engagement in high-impact educational practices and development of students’ leadership skills and knowledge.

- **Plans for academic year**

- Have identified an expanding application pool among current and incoming students who are interested in joining Preston’s vibrant residential community

- Have identified a dynamic new corps of faculty associates who are interested in building meaningful relationships with undergraduates beyond the classroom
- Plan to maintain traditions of a broad, diverse, and growing array of student-led events, programs, and organizations

G. Career Services

Initiative 1: Advance students career development by providing effective career counseling and advising.

- **Progress for Initiative 1**

- In Fall 2010, students interacted with the office: drop-in (n=2051), workshop attendance (140), presentation participation (5116 students in 263 presentations), individual student appointments (364) and small group participation (62 students).

- **Plans for academic year**

- Fully implement career coaching model for career advising
- Continue to develop Career Peer Educator program , an emerging and effective leadership and service delivery practice

Initiative 2: Advance students career development by increasing and improving experiential education opportunities.

- **Progress for Initiative 2**

- Students participated in summer internships: 73 in the new Community Internship Program in Summer 2010 and 32 students were hired as summer interns, even though their employers did not receive funding through the CIP.
 - 23 new employers will participate in CIP in Summer 2011
- Students (22) participated in 19 job shadowing programs; 94 new employers were identified as having interest in participating in job shadowing
- Student contacts (1057) with the CC were on the topic of experiential education, compared to previous 3 year average of 681

- **Plans for academic year**

- Hire program managers to liaise with each college to provide individualized career advising to students and to perform employer development
- Work directly with colleges and departments to clarify experiential education priorities,
- Complete summer 2011 Community Internship Program and use success as springboard for continuing internships

Initiative 3: Facilitate employment of graduates by advancing students' job search skills and creating opportunities for interactions with prospective employers.

- **Progress for Initiative 3**
 - 1895 students attended on-campus job fairs; 86% of employers described students as prepared for job fairs
 - In 2009-10, 1886 students participated in on-campus interviews, compared to previous 3-years average of 1694.
 - 2206 students participated in ‘perfect interview’ practice sessions, compared to 3-year average of 1190.
- **Plans for academic year**
 - Continue expansion of employer outreach initiatives and fully leverage employer advisory board
 - Strengthen collaboration with alumni association
 - Enhance placement tracking to statistically demonstrate the employment, salary levels and further education achieved by our graduates

H. Financial Aid and Scholarships

Initiative 1: Provide compliant and service-oriented administration of scholarships, grant programs, and educational loans.

- **Progress for Initiative 1**
 - Over the past five years,
 - Scholarships increased from 22,069 to 23,381; their value grew from \$76,919,471 to \$102,764,680.
 - Grants received increased from 8,036 to 10,611; their value increased from \$22,139,205 to \$34,251,617.
 - Need-based grants increased from 411 grant totaling \$404,500 to providing 638 grants totaling \$1,087,655.
 - Educational loans increased from 24,369 to 29,381; the dollar value grew from \$142,418,049 to \$194,338,215.
 - While unduplicated recipient numbers are not available for the three aid types highlighted above, aid recipients have grown from 22,343 to 25,303. The total of their aid has grown from \$272,804,498 to \$367,838,600.
- **Plans for academic year**
 - Respond proactively to any further changes in Pell grant program
 - Administer at least \$600,000 of institutional need-based aid funding beyond the Gamecock Guarantee to neediest students and those with unexpected changes in financial circumstances to impact persistence and debt management
 - Manage OneCarolina conversion with minimal impact to student service delivery

I. Student Fellowships and Scholar Programs

Initiative 1: Provide an enhanced University experience for Carolina and McNair Scholars.

- **Progress for Initiative 1**
 - Served 175 Carolina and McNair scholars
 - 45 First-Year Scholars and 134 upperclassmen, all members of South Carolina Honors College (held number fairly constant with admissions/scholarship offers the past 3-5 years)
 - Facilitated 32 Scholars' study abroad experiences in 14 different countries: 26 in summer, 6 in fall.
 - Assisted 13 scholars and one scholar alumni with applications for 15 national fellowship competitions yielding to date one national Rhodes finalist and one Gilman Scholar
- **Plans for academic year**
 - Continue to deliver events, advisory meetings, guidance toward national fellowship competitions, and other specialized support to these high achieving scholars

Initiative 2: Inform, engage and facilitate process for academically talented students' application for nationally prestigious fellowships.

- **Progress for Initiative 2**
 - Assisted students with applications resulting in 490 awards totaling \$13.9 million in national fellowships and scholarship competitions, since 1994
 - Facilitated 54 award-winning applications that resulted in \$1,841,000 for advanced academic study, this year (USC now averages 30 national scholarship winners per year)
 - Maintained a database with 887 undergraduates and 92 graduate students, for targeted outreach and follow-up
 - 228 students were nominated by 31 faculty and staff in Fall 2010, an increase from 142 student nominees by 22 faculty and staff in Fall 2009
- **Plans for academic year**
 - Continue targeted outreach to faculty and students
 - Collaborate with new Honors College Dean to encourage participation of Honors College students in national fellowship competitions.

J. New Student Orientation and Testing Services

Initiative 1: Provide orientation services for new students, to guide successful transitions to the University.

- **Progress for Initiative 1**
 - Engaged 5360 students (4429 freshmen, 931 transfers) and 5175 parents Summer 2010 Orientation programs
 - Served an additional 467 students during August Orientation (127 freshmen, 340 transfers)
 - Assisted 241 transfer students in November for the Spring semester
 - Served 441 students (including 87 freshmen) over 3 days in January sessions

Initiative 2: Provide testing services for students and alumni, primarily for applications for admission to graduate programs.

- **Progress for Initiative 2**

- Administered 2024 tests (GRE, MCAT, Praxis, TOEFL, and GMAT)

K. Office of Academic Integrity

Initiative 1: Uphold behavioral and academic standards of the Code of Conduct and Honor Code, and advance responsible citizenship as espoused in The Carolinian Creed.

- **Progress for Initiative 1**

- Interacted with 1150 students through the Student Code of Conduct and Honor Code hearing processes
- Collaborated with the Office of Judicial Programs to present 91 programs to students, faculty and staff to promote a campus climate of civility and civic accountability
 - Interacted with 631 students in 26 sections of U101 through “Cocky Never Cheats” presentations (and were unable to fulfill all requests for this presentation)
 - Piloted a civility workshop in Fall 2010; repeated in April 2011

L. Pre-professional Advising

Initiative 1: Advise and engage pre-professional students in educational activities that assist them with career goal clarification and competitive application to professional schools.

- **Progress for Initiative 1**

- Assisted students with applications to medical school
- Accepted USC students MCAT average score is 26; national average of accepted students is 29.
- Of USC applicants who met or exceeded national average GPA and MCAT scores, 83% were accepted (compared to 46% nationally).

- **Plans for Academic Year**

- Strengthen partnership with the Career Center through new organizational alignment, identifying opportunities for collaboration and service enhancement
- Investigate the delivery of advising for students seeking graduate school admission

M. Student Success Center

Initiative 1: Improve and enhance student academic performance through supplemental instruction (SI) and tutoring programs.

- **Progress for Initiative 1**

- Offered Supplemental Instruction in 17 courses, including Opportunity Scholars designated course sections (HIST 102B & PSYC 101B), full SI course coverage for BIOL 101/102; CHEM 111/112; and MATH 142.
 - Weekly attendance includes about 25% of registered students. Over 3,400 unique students attended SI sessions this fall for a total of 14,000 visits.
- **Plans for academic year**
 - Expand SI sections by 15, continuing to increase coverage in high D, F, W courses and gradually taking the program to scale
 - Establish a satellite SI program in the College of Engineering and Computing

Initiative 2: Improve and enhance student academic performance by providing programs and services to support successful transitions to the University.

- **Progress for Initiative 1**
 - Contacted 3443 of 5181 (66.4%) new students in Fall 2010, through a telephone conversation, voice mail message, or e-mail.
 - Assisted students at risk through the Creating Academic Responsibility (CAR) initiative. Referrals in Fall 2010 totaled 154, including 148 unique students.
 - Assisted 517 students through Cross Campus Advising office and conducted over 40 phone advisement sessions in Fall 2010, up from 73 contacts in Spring.
- **Plans for academic year**
 - Implement peer advisors in the cross campus advising area to triage students and meet the tremendous growth in demand for this service.
 - Refocus and expand program services offered to transfer students and returning service veterans for 2011-12.
 - Reorganize the Academic Centers for Excellence in the Student Success Center, to streamline efforts and better integrate early intervention and coaching initiatives.
 - Increase number of ACE coaches and tutors based on existing demand.
 - Hire Director of Retention, Planning, Assessment and Innovation, effective Summer 2011, to provide institutional leadership for planning, execution, assessment and enhancement of retention strategies and programs.

N. TRIO Programs

Initiative 1: Improve access and affordability for economically disadvantaged and/or first-generation college students

- **Progress for Initiative 1**
 - Partnered with Undergraduate Research and Magellan Guarantee Programs to place 7 students in research internships with faculty; and with

International Programs to engage 10 students in international learning opportunities

- Placed 11 students in graduate education at the doctorate level and 10 at the masters level through Ronald E. McNair Program
- Facilitated persistence of Gamecock Guarantee students; since 2008, 352 students who have received the award,
 - 313 (89%) were enrolled in spring 2011
 - (78 [84%] of the 2008 cohort,
 - 105 [84%] of the 2009 cohort, and
 - 130 [97%] of the 2010 cohort)
- Assisted OSP participants with persistence to graduate at rates comparable to the general U of SC student population
- **Plans for academic year**
 - Continue partnerships with Undergraduate Research and International Programs to increase student participation in research and study abroad
 - Enroll fourth cohort of Gamecock Guarantee students and continue high level of within and beyond the classroom support
 - Continue to meet outcome and participation goals associated with highly successful TRIO grant programs

O. University 101

Initiative 1: Optimize student engagement and success by ensuring a high quality University 101 experience.

- **Progress for Initiative 1**
 - Increased five-year graduation rate for students who took UNIV 101 than students who did not take the course (68.2% v 63.2; $p < .001$).
 - More pronounced difference for students in the lowest quintile of predicted ability (56.9% v 36.9%; $p < .001$).
 - UNIV 101 students were significantly more likely to report that they would choose to attend USC again if they had it do to over (92% v 85.5% of non-participants; $p = .01$). (Data from the 2009 National Survey of Student Engagement.)
 - Instructor Development Program received the National Association of Student Personnel Administrators (NASPA) Gold Award in Excellence in 2011 (and overall Grand Silver) for the category of “Administrative, Assessment, Information Technology, Fundraising, Professional Development and related.”
 - UNIV 101 students in fall 2009 earned **significantly higher one-year GPAs** than students who did not take the course (3.17 v. 3.11; $p = .03$).
- **Plans for academic year**
 - Increase U101 section availability to ensure enrollment to all students electing to take U101

- Decrease students per section to 19 from 21 to provide most effective seminar-style learning environment
- Continue focus on instructor development and quality and consistency of course experience

P. Registrar

Initiative 1: Provide services for academic planning and data integrity to current and former students, faculty, staff, administrative units, and external agencies.

- **Progress for Initiative 1**
 - Continued development of DARS - Degree Audit Reporting System.
 - 65% of degree programs and areas of emphasis on the Columbia campus are live in DARS.
 - Implemented ACALOG - academic bulletin management project –
 - Bringing bulletins into the registrar's office, introducing database management software and expanding to an enterprise approach that includes the regional campuses improved the accuracy and consistency of information, provided more useful and accessible product and assisted in preparation for our SACS accreditation visit.
 - Since October 2010, the bulletin.sc.edu site has had 94,770 visits and 403,254 page views.
 - Users' average time on site is 4:10 minutes. Visits have come from 144 countries/territories.
- **Plans for academic year**
 - Implement graduation planning services to scale through staffing, collaboration and training;
 - Leverage existing technology to both academic advisors and students to efficiently and effectively make informed degree planning decisions and provide a clear path toward degree completion.

Q. Visitor Center

Initiative 1: Meet the information needs of visitors to the Columbia campus.

- **Progress for Initiative 1**
 - Increased visit program over the last 5 years by more than 300%, with more than 522,000 visitors served this academic year
 - In the fall 2010, provided 15,349 campus tours
 - Supervised University Ambassadors
- **Plans for academic year**
 - Hire a group visit coordinator to manage growing demand and maintain exceptional quality
 - Provide feedback to colleges on responsiveness of faculty to visit requests and triangulate visit data with enrollment yield

Goal 2. Enhance Faculty Scholarship, Research, and Creative Achievements

A. Support and Retain Faculty

Initiative 1: Retain Faculty through a Salary Improvement Plan.

Progress for Initiative 1

- Implemented a ~\$800,000 retention salary initiative for faculty salary improvement in 2010-2011.
- Supported deans in being proactive in retaining their productive faculty by providing salary increases through recurring funds.
- Assisted deans in the retention of highly productive faculty by providing assistance through salary assistance, fixed term chairs, equipment requisition, and in meeting outside offers or preempting outside offers.
- Developed an initial analyses of faculty salaries and reported the findings to the Faculty Welfare Committee with the assistance of the Office of Institutional Analysis and Compliance

Plans for academic year

- Implement a salary retention initiative for faculty and academic staff in FY 2012
- Implement a comprehensive market study of salaries
- Continue to encourage deans be proactive in retaining faculty

Initiative 2. Provide support for faculty through the Center for Teaching Excellence.

Progress for Initiative 2

- Provided faculty development activities and support for faculty in their professorial role through New Faculty Orientation, teaching workshops and seminars, consultation, customized seminars, teaching in a distributed learning format, and other faculty development activities.
- Reached out to the senior and regional campuses with customized teaching workshops.

Plans for academic year

- Continue to support faculty, full-time and part-time, in their teaching roles, including both traditional and nontraditional roles.
- Be responsible for New Faculty Orientation and developing other timely faculty development opportunities for faculty.
- Expand its support role in distance learning by hiring two instructional designers who will assist faculty in preparing distributed learning classes.
- Assess the needs of the faculty and provide guidance to the Provost Office as to what additional faculty support is needed.

Initiative 3. Promote Faculty Research, Scholarship, and Creative Achievement.

- **Progress for Initiative 3**
 - Conducted a faculty grants programs during 2010-2011 in conjunction with the Office of Research and Graduate Education. Awards were made in the following areas:
 - Creative and Performing Arts Grants Program \$150,000
 - Humanities Grants Program \$200,000
 - Social Science Grants Program \$200,000
 - Clinical Incentive Pilot Grants Program \$150,000
 - Institute for STEM Visiting Faculty Initiative \$125,000
- **Plans for academic year**
 - Promote research, scholarship, and creative achievement by creating an enriched scholarly environment that empowers faculty to excel in their scholarship.
 - Continue grants program for faculty in 2011-2012.

Initiative 4. Increase Faculty through a Faculty Replenishment Initiative and SmartState (formerly CoEE). Program

- **Progress for Initiative 4**
 - Hired the following SmartState Center Endowed Chairs in 2010-2011:
 - College of Arts and Sciences, Department of Psychology: SmartState Center in Brain Imaging, Dr. Chris Rorden
 - College of Engineering and Computing, Department of Chemical Engineering: SmartState Center in Renewable Fuels for Hydrogen Fuel Cell Economy
 - South Carolina College of Pharmacy, Basic Sciences: SmartState Center in Translational Cancer Therapeutics, Dr. Igor Roninson
 - The Provost Office awarded 21 senior and 20 junior faculty hires to the colleges/schools during 2010-2011 and will provide a part of the start-up funds
- **Plans for academic year**
 - Hire Commerce SmartState chair for Boeing (if approved by SmartState Review Board)
 - Provide \$150,000 salary for Chair and three junior positions
 - Provide \$75,000 each for three junior positions
 - Continue hiring SmartState chairs for approved Smart State Centers
 - Provide salary funding of \$100,000 per chair and \$70,000 per junior position

College/School

Center of Economic Excellence Chair

Arnold School of Public Health

Cancer Disparities

	Nanoenvironmental Research and Risk Assessment
	Technology for Enhancing a Healthful Lifestyle
College of Arts and Sciences	Rehabilitation and Reconstruction Science
	Childhood Neurotherapeutics
	Data Analysis, Simulation, Imaging and Visualization
College of Engineering and Computing	Advanced Tissue Biofabrication
	Hydrogen Fuel Cell Economy: Discovery Chair
	Nuclear Science and Energy
	Nuclear Science Strategies
Moore School of Business	Hydrogen Fuel Cell Economy: Innovation Chair
School of Medicine-Columbia	Vision Science
	SeniorBrain
School of Medicine-Greenville	Childhood Neurotherapeutics

- Develop a three-year faculty hiring plan with \$2 million in recurring funds and \$5 million in one-time monies for start-up expenses per year and
 - Focus on junior faculty hires in 2011-2012

B. Internationalization of Faculty

Initiative 1: Expand opportunities for faculty and Ph.D. students to engage in teaching, learning, and scholarship activities overseas

- *Plans for academic year*
 - Promote and encourage applications to the Fulbright faculty research abroad and doctoral dissertation research abroad programs
 - Create overseas opportunities for faculty through international agreements

Initiative 2: Encourage an increase in the number of visiting international scholars

- *Plans for academic year*
 - Encourage and provide support for academic units to develop a regularized visiting international scholars program
 - Plan for accommodations in the Carolina International House for short-term international visitors

Initiative 3: Develop a database of faculty international activities

- *Plans for academic year*

- Work with colleges and departments to develop a comprehensive database of faculty international activities and expertise and post to the OIA webpage

C. Establish a School of Medicine at Greenville

Initiative 1. Seek accreditation for USCSOM-Greenville

- **Plans for academic year**
 - Seek LCME accreditation
 - Seek SACS Accreditation

Initiative 2. Hire an administration and basic sciences faculty

- **Plans for academic year**
 - Search for and hire academic administrators
 - Search for and hire basic sciences faculty

Goal 3. Provide Adequate Facilities for Student Learning, Faculty Research, and Scholarship, and the Administration of Academic Programs

Initiative 1: Improve Classroom Facilities

- **Progress for Initiative 1**
 - The Classroom Enhancement and Scheduling Committee was created to monitor, review, and guide decision-making with respect to classrooms
 - Process was developed to provide colleges/schools and faculty the opportunity to suggest classrooms for enhancement under the Classroom Enhancement Project funded by the Office of the Provost and the Office of Budget and Finance
 - Developed a list of classrooms scheduled for enhancement in summer 2011
- **Plans for academic year**
 - Continue to upgrade general purpose classrooms
 - Develop a three-year (2012-2014) plan for classroom improvements under the Classroom Enhancement Project
 - Ensure that a significant number of classrooms in Gambrell Hall and the Humanities Classroom Building are technologically enhanced to compensate for the loss of enhanced classrooms in the Darla Moore School of Business Building (in 2013)

Initiative 2. Improve Academic Environment, Space, and Facilities

- **Progress for Initiative 2**
 - Discovery I
 - Finalized the space usage and occupancy of Discovery I
 - Engaged the architect who has prepared schematics and a cost estimate
 - Approved by the Board of Trustee
 - Conducting state review process
 - Initiated search for construction manager

- Horizon I
 - Finalized the space usage for the occupancy of Horizon I basement and fourth floors.
 - Engaged the architect who has prepared a cost estimate.
 - Began construction on first floor
 - Provide funds needed to complete construction
- **Plans for academic year**
 - Discovery I
 - Continue the upfit of Discovery I by completing the construction drawings and beginning the design/build process
 - Provide additional funding for equipment
 - Horizon I
 - Finalize the schematics and cost estimate
 - Provide funding.
 - Obtain approvals through the University and the state.
 - Begin construction drawings.
 - Obtain a construction manager.
 - Proceed with the planning for the renovation of the Health Sciences Building for Mass Communication and Information Sciences
 - Develop a plan for improving academic space.
 - Work with the Capital Planning Committee and provide assistance in determining space needs and assistance in dealing with academic space issues.
 - Engage the colleges to determine the most pressing space issues
 - Develop a plan for addressing the most critical needs.

Goal 4. Meet South Carolina’s goal of increasing the number of citizens who hold high-quality baccalaureate degrees through strong and vigorous USC regional campuses

Initiative 1: Engage the Regional Campuses into Core Curriculum and increase articulation and matriculation from the Regional Campuses to Columbia and the Senior Campuses.

- **Progress for Initiative 1**
 - USC Columbia academic departments are now regularly represented on regional campus faculty search committees
- **Plans for academic year**
 - Maximize the ratio of full-time faculty to credit hours taught on the regional campuses
 - Increase the ratio of terminally degreed faculty to credit hours taught on the regional campuses
 - Increase regional campus student involvement in STEPS to STEM

Initiative 2. Enhance the Continuing Education Program

• **Progress for Initiative 2**

- In collaboration with the Office of the Registrar, USC Continuing Education (CE) provided Continuing Education Unit (CEU) documentation for the first time in an electronic format to streamline data storage.
- Continuing Education and the Academic Outreach Task Force updated the policies related to Continuing Education Activity and Continuing Education Units to align the University's policy with SACS standards. The policy changes streamline campus continuing education activity reporting and encourage greater campus participation. In fall of 2010, all USC schools and colleges and regional campuses began to report CEU and Continuing Education Activity through CE.
- CE continues to support the continuing education efforts of State of South Carolina licensing bodies and noncredit entities, including boards under the management of the South Carolina Department of Labor, Licensing, and Regulation
- CE assisted ten (10) campus departments, five (5) state agencies and four (4) other organizations with logistical and registration services for academic conferences and events. CE provided assistance for three (3) pre-university programs in the summer of 2010 in partnership with the College of Engineering and Computing, Undergraduate Admissions, and the School of Music.

• **Plans for academic year**

- Continue to educate representatives of University Colleges and Schools and Regional campuses on updated policies related to Continuing Education Activity and Continuing Education Units and collect data on a more frequent basis
- Promote faculty research, scholarship, and creative achievement by supporting faculty publications and travel to academic conferences and encouraging faculty to submit proposals for internal faculty development grants

Initiative 3. Enhance the Facilities of the Regional Campuses and off-site locations

• **Progress for Initiative 3**

- Every regional campus and off-campus site(s) now feature a minimum of two fully equipped smart classrooms.

• **Plans for Academic Year**

- Regional Campuses: By calendar year's end, every campus and off campus site(s), with the exception of Union will feature a minimum of three smart classrooms

- Aggressively seek to bring additional business to the university by marketing it as a first-choice venue for external groups that hold programs, including residential programs for youth and/or adults. Concentrate recruiting efforts on clients that host annual meetings, conferences and conventions.
- Launch a proposal-driven conference in fall 2011 to national audience – Computers on Campus – to showcase USC to a national audience

Initiative 4. Meet South Carolina’s goal of increasing the number of citizens who hold high-quality baccalaureate degrees

- **Progress for Initiative 1**

- 197 students are currently enrolled in Palmetto Programs across the State

- **Plans for academic year**

- Explore the possibility of Identifying and implementing the necessary procedures for approval to offer the BLS and BOL degrees for the first time on the Columbia campus
- Inventory current Evening and Weekend offerings, identifying course offerings needed in these programs to make degree requirements more accessible
- Inventory course offerings necessary to the Fort Jackson AA and AS degrees currently *not* available through the web and establish plans in collaboration with the Office of Distributed Learning to make these courses available online
- Become more aggressive in adult student recruitment. Increase efforts to enhance visibility of USC as a welcoming option for adult students in the Midlands
- Begin to supplement current efforts (including education fairs) by identifying other recruitment venues including website development and direct community outreach.
- Monitor and support efforts to establish a state-authorized military tuition rate regardless of residency

Initiative 5. Engage the Community and Improve the Quality of Life for South Carolinians

- **Progress for Initiative 5**

- The Office of Continuing Education (CE) expanded SAT/ACT Institutes beyond the USC Columbia campus into several new regions of the state including USC Sumter and USC Beaufort;
- This unit also offered eight (8) Free Strategy Workshops to the community and collaborated with the Office of Pre-professional Advising, the Darla Moore School of Business and The Law School to increase awareness of the test preparation and exam admission process and provide free workshops to interested constituents;

- CE launched new open enrollment professional education courses and certificate programs in April of 2010. Since the launch, CE ran twenty-two (22) courses in topics ranging from soft skills to sustainability to web design and grant writing with a total of 147 participants. CE now offers four (4) certificate programs in Paralegal, Web Design, Six Sigma and Grant Writing;
- 2010 marked the ninth summer of the Carolina Master Scholars Adventures Series, academic camps for academically talented rising 6th – 12th graders, with 203 youth enrolled in 223 enrollment slots. Currently, there are 76 students on the USC Columbia campus who participated in the Adventure Series including Carolina Scholars, McNair Scholars;
- In collaboration with the SC Honors College, CE has hosted nine (9) Duke TIP Scholar Weekend programs at USC since 2007 exposing a total of 382 students in grades 8 – 12 to the University. In its fourth year, CEC hosted two Duke TIP Scholar Weekends exposing 93 students in grades 8 to 11 to accelerated courses of study for nearly 16 hours of instruction over two days;
- CE re-introduced short courses for the community under the name Carolina Classroom, with the goal of strengthening the CE brand. These educationally focused courses are taught by USC faculty, staff and alumni and community experts. 159 people participated in 11 new programs in a variety of topics from the Rudy Mancke Natural History series and digital photography to blogging and smart gardening. Future plans include expanding course selections to include a travel with scholars program and partnering with other partners on campus to introduce new topics.
- **Plans for academic year**
 - Offer a SAT/ACT Blitz program at USC Columbia in Fall 2011 and Spring 2012
 - Advertise courses to principals and guidance counselors throughout the state
 - Expand SAT/ACT Summer Institutes to USC Aiken, USC Salkehatchie and USC Union in Summer 2011
 - Continue to provide free strategy workshops to USC students and the public
 - Re-tool on-line marketing strategies (i.e. Google, facebook ads) used to promote Test Prep to increase awareness and ultimately result in additional enrollments
 - Offer at least two courses in new topics
 - Explore if summer counselor/mentoring position can be option for QEP
 - Continue to explore funding options for program and scholarships for students
 - Build business plan to offer new day program called Duke Academic Adventures to 5 – 6 grade students
 - Showcase talents of USC Faculty, Staff and Alumni by offering 3 – 4 new courses each semester and expand Carolina Classroom offerings
 - Add 1-2 more “travel with scholars” programs
 - Print and mail course catalogue for all CEC programs (Professional Education, Carolina Classroom, Pre-University Programs) to Midlands community January 2012

- Offer and run 18 Adventure Series courses in summer 2011 and increase enrollment by 10% over last summer

Goal 5. Engage the Community and Improve the Quality of Life for South Carolinians

A. Outreach to the community through development of academic outreach programs

Initiative 1. Coordinate the development of an Executive-in-Residence Program with a major corporation

- **Plan for Academic Year**
 - Work with Duke Energy Company representatives, college deans, and others to coordinate a Duke Energy executive-in-residence program focusing on leadership in sustainability beginning in September 2011 and concluding with a Clean Energy Forum in February 2012

B. Distributed Learning: Increasing the reach of the university

Initiative 1. Extend the Reach of University through Distributed Learning

- **Progress for Initiative 1**
 - Encouraged development of Distributed Learning offerings (on-line & blended) to USC-Columbia students through course development grants
 - Encouraged existing graduate programs via Distributed Learning with funding for enhanced classrooms in Pharmacy and Moore School of Business
 - Advanced preliminary ideas for establishing a Degree Completion program and an “Early College” program to stakeholders
- **Plans for Academic Year**
 - Top Priority: develop formal proposal for “Return to Carolina”– a Degree Completion Program by working with Provost’s Office, Student Affairs, Admissions, Marketing and Palmetto Programs, Extended University, etc to tackle logistical, regulatory and marketing challenges
 - Increase the number of Distributed Learning offerings (on-line & blended) to USC-Columbia students as well as those at a distance by completing development and gaining approval for on-line & blended offerings funded by Provost’s development grants
 - Further increase the number of these courses through second round of Provost’s course development grants
 - Explore options and market for an “Early College” program
 - Work with UTS to ascertain cost-effective solutions for telecommunication, gateway communication, lecture capture and other technological needs for existing graduate programs relying heavily or entirely on Distributed Learning

Initiative 2. Enhance Quality of Instruction and Course Content

- **Progress for Initiative 2**
 - Encouraged shift to Best-Practices pedagogy by launching national search for two professional instructional designers (in progress)
 - CTE has offered numerous continuing education seminars and workshops related to DL
 - Created University-wide Committee on Distributed Learning
 - Above committee is developing a proposal for University-wide review of programs and courses offered through Distributed Learning
 - Implemented phased termination of Independent Learning courses
- **Plans for Academic Year**
 - Complete hiring of two professional instructional designers from Spring 2011 search
 - Consider need for an additional instructional designer
 - Strengthen working relationship with expanded CTE, especially re continuing education
 - Complete plan for University-wide review of programs and courses offered through Distributed Learning

Initiative 3. Incentivize Faculty Participation

- **Progress for Initiative 3**
 - Attracted 55 faculty proposals for Provost's Course Development Grants (total value \$120,000)—Provost and selection committee named 16 winners
 - Initiated national search for two instructional designers to provide enhanced course design support (mentioned under 2 above)
 - Placed instructional design and continuing education support for DL under expanded CTE
- **Plans for Academic Year**
 - Offer second round of Provost's Course Development Grants
 - Encourage colleges to use carry-forward to support DL course development
 - Complete hiring of two course designers from search initiated in Spring 2011 (mentioned under 2 above) and consider need for a third
 - Enhance Technical Support for Course Development and Implementation through better defined working relationship with UTS

Initiative 4. Enhance Support Services for Students and Faculty

- **Progress for Initiative 4**
 - Met and discussed possible changes with existing division of Distance Education, which supplies support services to DL faculty and students
 - Developed plan for reorganization of support staff
 - Examined structure of UTS and its support for DL
- **Plans for Academic Year**

- Create a Division of Distributed Learning Support Services to:
 - Provide Initial Distributed Learning Orientation to all students
 - Coordinate Tech Support
 - Offer Proctoring Support
 - Provide “Help Desk” Student Contact and Assistance
 - Provide Course Enrollment Management
 - Provide Course Evaluation and Assessment Assistance
 - Insure Accessibility for all Students (ADA compliance)
 - Insure Compliance re Federal, State and SACS requirements
- Coordinate more-focused tech support from TTS personnel in UTS
- Work with UTS to provide enhanced support for Blackboard and related DL technologies

Initiative 5: Enhanced Administrative Engagement

- **Progress for Initiative 5**
 - Identified and brought on board a Vice Provost (Lacy Ford) pledged to commit 50% of time to Distributed Learning
 - Vice Provost met with all colleges and other stakeholders to discuss DL
 - Vice Provost talked with and visited successful DL programs at peer and aspirant institutions
 - Aligned Provost Office supervision of CTE with DL program
 - Created a University-wide Committee on Distributed Learning
 - Provided \$120,000 in funding for Provost’s Course Development Grants
 - Funded search for two Instructional Design positions
 - Funded classroom enhancements for Pharmacy and Moore School of Business
 - Planned creation of a new Division of Distributed Learning Support Services from existing Distance Education staffing
 - Examined UTS staffing of work related to DL
 - Worked with others across campus to bring USC’s DL efforts in line with Federal, SACS, CHE and University rules and regulations
- **Plans for Academic Year**
 - Continue Vice Provost commitment to Distributed Learning
 - Develop and launch a proposal for “Return to Carolina”– USC’s Degree Completion Program
 - Complete reorganization that creates new Division of Distributed Learning Support Services
 - Begin work with Development to help fund DL initiatives, especially the “Return to Carolina” program
 - Work with Communications re marketing of DL programs
 - Continue and enhance if possible course development and instructional design support for DL
 - Work with Student Disability Services to Insure compliance ADA regulations

- Work with UTS to provide better support of Blackboard and related course management and DL systems
- Work with all appropriate entities across and beyond campus to bring USC's DL efforts in line with all Federal, SACS, CHE and University rules and regulations
- Work to develop an Intellectual Property policy that supports participation in Distributed Learning
- Develop a long-term budget model for support of DL