

FOCUS CAROLINA

University of South Carolina
Strategic Plan



UNIVERSITY OF
SOUTH CAROLINA

For information on the USC Focus Carolina Strategic Plan,
visit www.sc.edu/focuscarolina
or contact Christine Curtis, Senior Vice Provost
and Director of Strategic Planning, at 803-777-2808.



An aerial, high-angle photograph of a brick-paved walkway. The bricks are arranged in a pattern that radiates from a central point, creating a sense of depth and movement. Several people are walking across the path, their figures slightly blurred, suggesting motion. The lighting is warm, casting soft shadows and highlighting the texture of the bricks. The overall atmosphere is one of a busy, active environment.

FOCUS CAROLINA

We live in a world full of opportunities and challenges, with a wealth of knowledge at our fingertips, new emerging technologies and limited physical barriers. Our responsibility, as leaders of higher education, is to equip our students with the knowledge and leadership skills to face the challenges and seize the opportunities before them. I tell our students, “Come to Carolina to discover the world.”



Through our 14 colleges and 319 majors, our focus at the University of South Carolina is on quality, leadership and innovation; on equipping our students for these new frontiers. Whether it is in international business or the arts or neuroscience or energy or aerospace science or engineering, students today confront an opportunity perhaps not known before. We approach problems holistically, not only with science and engineering, but also with policy, social constructs and creative arts. All will graduate as pioneers who will use exciting new technologies and tools that are developed seemingly by the minute, to advance their fields and enrich other lives and their own. They will graduate as new leaders of their fields and as cutting-edge thinkers who employ practiced problem solving and creativity to advance our state, nation and world.

Focus Carolina brings a necessary change to higher education in South Carolina. As the flagship university, USC is poised to provide a new form of leadership — one that permeates our curriculum, our research and industry endeavors, our community engagement and our state. We believe that the Palmetto State is poised to lead positive change that will help America compete globally. And it starts with us — all eight campuses of our USC system.

**WE INVITE OUR PARTNERS TO JOIN US ON THIS JOURNEY
AND WE EAGERLY ACCEPT OUR ROLE AS LEADERS.**

A handwritten signature in black ink that reads "H. Pastides".

Harris Pastides
President
University of South Carolina





A 52-foot climbing wall in the Strom Thurmond Wellness and Fitness Center is a powerful teaching tool for team building and leadership skills.

Focus Carolina is the University of South Carolina's Strategic Plan and guides us in our decision making for USC's future.

WE COMMIT TO SEVEN FOCUS AREAS:



QUALITY

LEADERSHIP

INNOVATION

DIVERSITY

ACCESS

GLOBAL COMPETITIVENESS

COMMUNITY ENGAGEMENT

At USC, we are dedicated to educating the best and brightest of our state's students and to attracting the highest caliber talent from around the nation and world to catapult our state to new levels of excellence.

We are the only institution in the state to be named a Carnegie Foundation Very High Research Activity University. With that designation and our Carnegie Community Engagement designation, we bring innovation to industry and partner with the best companies and businesses to provide real-world teaching laboratories to our students and intellectual property that stimulates new industries and job creation.

Our growing partnerships with international universities and their talents as well as with global companies is attracting new industries to South Carolina and providing a ready workforce for growing the state's knowledge economy.

Our Carolinian Creed demands a life of civility and character manifested in a culture that is open-minded and committed to respect of all persons.

WE ARE THE FLAGSHIP UNIVERSITY OF SOUTH CAROLINA.

AND THIS IS OUR PLAN



At right, marine scientist Tammi Richardson is one of 18 junior faculty named Rising Stars in 2011 by USC for research and teaching excellence.

FOCUS ON QUALITY



Approximately 40 percent of all students in South Carolina enrolled in a public university attend USC.

This responsibility to our citizens has led us to invest.

WITH OUR FOCUS ON QUALITY, WE COMMIT TO:



- Hiring 200 new tenure-track faculty by 2014 — attracting new talent to academic disciplines critical to our state, including business, education, engineering, nursing, public health and medicine — and enhancing the economic vitality of our communities.
- Developing an aggressive and proactive student retention program and an on-time graduation program.
- Enhancing graduate education and increasing the quality of incoming students into master's and doctoral programs.
- Further strengthening our professional schools (health science colleges, law, business and others) through hiring quality faculty and recruiting the best students.
- Providing faculty the opportunity to compete for prestigious national faculty awards and fellowships.
- Increasing the compensation and benefit packages for faculty and staff.



“I get true fulfillment in being a leader because I see the impact I have in other people’s lives,” said Student Government Association President Joe Wright, a finance and marketing double major from Clover, S.C.

FOCUS ON

LEADERSHIP



The University of South Carolina pledges to offer its students, faculty and staff access to leadership development opportunities that are intended to advance creative problem solving and leadership of others in ways that make positive differences in our communities.



ALREADY RECOGNIZED FOR OUR LEADERSHIP IN THE "FIRST YEAR EXPERIENCE," USC IS INTRODUCING:

- **The Student Leadership Initiative, which will introduce best practices in leadership development in and out of the classroom with emphasis on civic responsibility, service, citizenship and appropriate risk taking.**
- **USC Connect, a growing program that offers extended leadership opportunities to students through internships, community service, international experiences and undergraduate research opportunities. USC puts leadership into practice and our graduates will be experienced in leading in real-world settings.**
- **Academic leadership development for faculty, chairs and directors, including the introduction of a Visiting Executive Leadership Program.**
- **Emphasis on civil discourse to model debate and civic behavior concerning the pressing issues of our times.**

Stetson Rowles got hooked on turning pottery in high school and brought his passion to USC where he's double majoring in civil engineering and ceramics.





FOCUS ON INNOVATION

With nearly a quarter billion dollars in research funding and the Carnegie Foundation's Very High Research Activity designation, the University of South Carolina continues to prioritize its research mission. Over the next several years, our focus is shifting to better meet the needs of our state and the opportunities of our world.

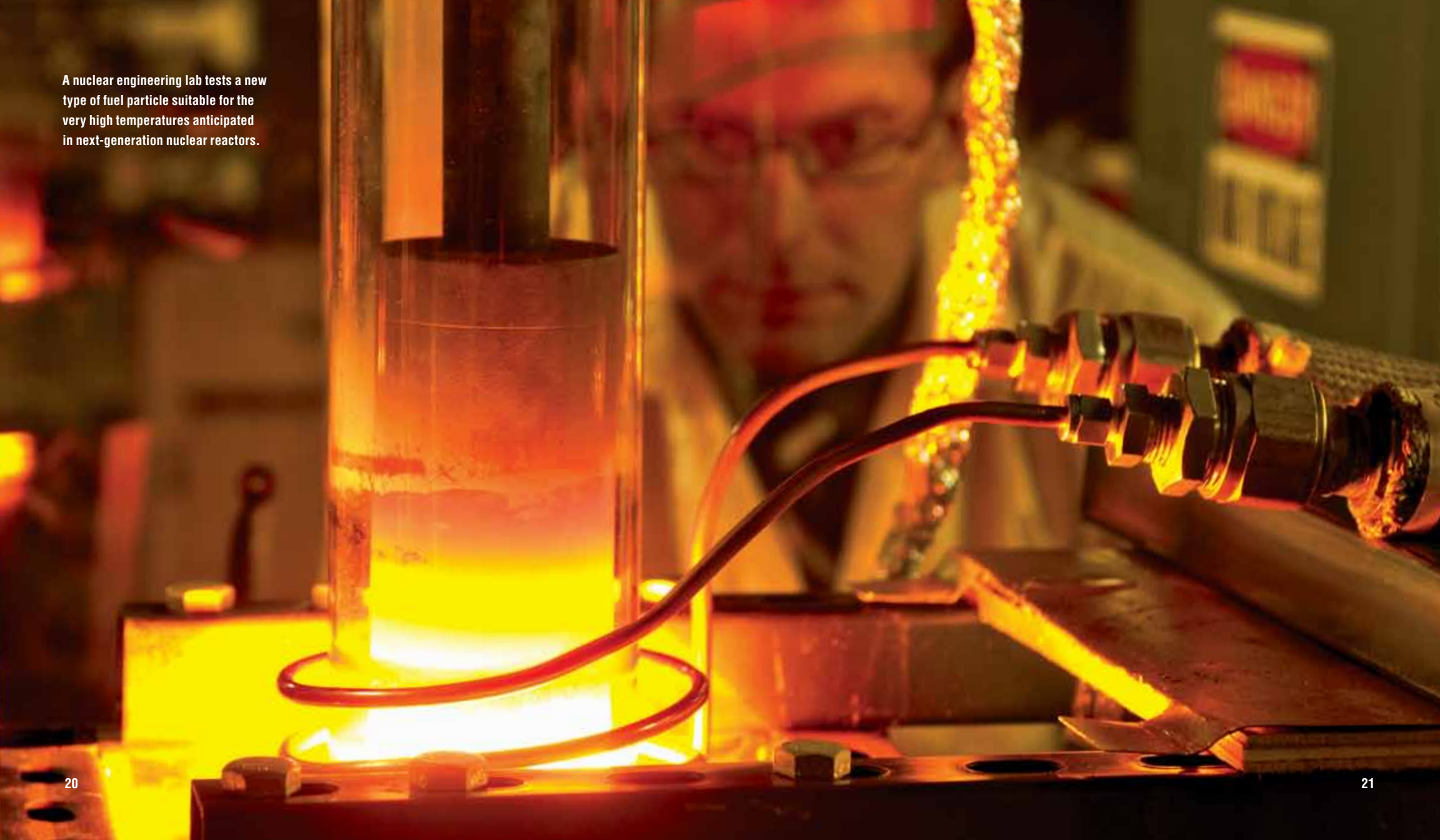
WITH A CRITICAL MASS OF FACULTY EXPERTISE IN KEY AREAS OF RESEARCH AND SCHOLARLY INNOVATION, WE STRIVE TO:

- **Develop a focus on aerospace science and engineering; alternative fuels; materials science, composite technology and nanotechnology; sustainability and the environment; health sciences; P-20 education; and Rule of Law.**
- **Promote scholarship and creativity in the social sciences, humanities and creative arts.**
- **Increase faculty engagement in interdisciplinary research.**
- **Complete recruiting and hiring of endowed chairs through the innovative S.C. SmartState™ program.**
- **Increase intellectual property, including patent applications and awards, start-up companies and industry partnerships.**
- **Grow federal research expenditures and provide training to faculty in nontraditional extramural funding areas.**

BIRTHING A RESEARCH CAMPUS

In 2006, Innovista, USC's research innovation district, offered great promise. But with a series of set-backs, including the global economic downturn, Innovista weathered rocky times. Today it stands as a proud testimony to South Carolina's "stick-to-it-iveness" culture. More than three dozen companies have been born from research innovation within the borders of USC's campus and through the USC Columbia Technology Incubator. The Horizon and Discovery buildings now house world-class endowed professors in areas ranging from materials science and engineering to public health and brain imaging. An incubator for faculty and student innovation, Innovista plays a dynamic role in nurturing our state's great hope in building new businesses and reinventing industries.

A nuclear engineering lab tests a new type of fuel particle suitable for the very high temperatures anticipated in next-generation nuclear reactors.





FOCUS ON **DIVERSITY**

According to the 2010 U.S. Census, approximately 32 percent of South Carolinians are of “non-white” origin. In the USC system, approximately 26 percent of our students reflect this diversity. We live, work and study in a community with different opinions, perspectives and backgrounds.

FOR THIS REASON, THE FLAGSHIP UNIVERSITY IS COMMITTED TO:

- Increasing the number of underrepresented minority faculty, staff and students to more closely reflect the diversity of our state.
- Increasing the number of international faculty and students and expanding diverse thinking in our classrooms.
- Focusing on cultivation of an academic environment that welcomes a diversity of concepts, ideas and approaches.





“This is a deanship that can have an impact in the community, the state and the nation,” said Lemuel Watson, recently named dean of the College of Education.

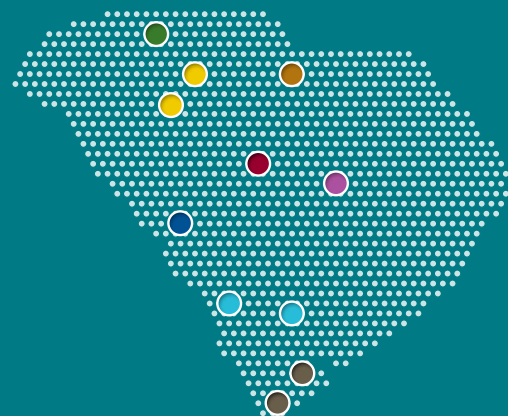
FOCUS ON ACCESS

The University of South Carolina is committed to serve every qualified South Carolinian either on campus or through distributed learning. The University boasts a diverse eight-campus system including the main campus in Columbia, three comprehensive universities in Aiken, Beaufort and the Upstate, and a unique arrangement of four campuses within the Palmetto College. Located in Lancaster, Salkehatchie, Sumter and Union, these campuses, through the Palmetto College, offer a mix of associate's and baccalaureate programs that have a regional focus and address the specific needs of the geography of the state in which they reside.

IN OUR STRATEGIC PLAN, WE PLEDGE TO:

- Increase access to baccalaureate degrees for place-bound students through Palmetto College and our regional campuses.
- Increase distributed learning opportunities for our students, particularly in fields such as education, criminal justice and nursing that are essential to the people of the state.
- Introduce the “Back to Carolina” program, designed for adult students who have already earned USC college credit but were unable to graduate with bachelor's degrees for economic, personal and other reasons.

THE UNIVERSITY SYSTEM PROVIDES ACCESS THROUGHOUT THE PALMETTO STATE



- USC AIKEN
- USC BEAUFORT
- USC COLUMBIA
- USC LANCASTER
- USC SALKEHATCHIE
- USC SUMTER
- USC UNION
- USC UPSTATE

Sarah Ludwig-Monty, a recent biology graduate at USC Beaufort, earned first place at the campus' Research and Scholarship Day this past spring for her research on man-made sand dunes.



FOCUS ON

GLOBAL COMPETITIVENESS



With the top-ranked international business program in the country, USC has a long-established approach to global relationships, learning and collaborations. The very history of the state of South Carolina includes a long and storied invitation to other countries to help with the development of infrastructure, economic structures and even political alliances.



IN THE NEXT SEVERAL YEARS, USC WILL INCREASE ITS GLOBAL COMPETITIVENESS IN A NUMBER OF AREAS TO:

- Strategically expand the number of partnerships with international universities for student and faculty exchange programs.
- Double the number of USC students studying abroad by 2015.
- Attract more international students through the long-established English Programs for Internationals (EPI) program.
- Develop more faculty relationships with international institutions to broaden research and scholarship opportunities.



Sarah Morgan, a McNair Scholar and Honors College student from the Class of 2009, is one of many USC students who have volunteered at the Waverly After-School Program near campus.

FOCUS ON

COMMUNITY ENGAGEMENT



The Carnegie Community Engagement designation recognizes USC's deep commitment to outreach activities that connect the University with its various communities and expand the educational and knowledge extension opportunities between the university and those communities throughout the state.



TO FURTHER STRENGTHEN PARTNERSHIPS AND COLLABORATIONS, USC HAS ESTABLISHED GOALS INCLUDING:

- **Developing service-learning opportunities and classes where students are learning to serve while serving to learn.**
- **Developing connections with people in the community locally and world-wide.**
- **Increasing life-long commitment and involvement of students in the community, working with people to help with their needs.**
- **Developing educational outreach programs that engage and stimulate our various communities.**
- **Expanding the use of university resources to advance access to creative performances, films and lectures.**

CAROLINIAN CREED

The community of scholars at the University of South Carolina is dedicated to personal and academic excellence.

Choosing to join the community obligates each member to a code of civilized behavior.

As a Carolinian...

I will practice personal and academic integrity;

I will respect the dignity of all persons;

I will respect the rights and property of others;

I will discourage bigotry, while striving to learn from differences in people, ideas and opinions;

I will demonstrate concern for others, their feelings and their need for conditions which support their work and development.

Allegiance to these ideals requires each Carolinian to refrain from and discourage behaviors which threaten the freedom and respect every individual deserves.



The cast for the theater department's presentation of Shakespeare's "A Comedy of Errors" soaks up the applause.



FOCUS ON

ACHIEVEMENT

The University of South Carolina
will be recognized as one of the best
flagship universities in the country.

**TO THIS END, A COMPREHENSIVE DASHBOARD
HAS BEEN ESTABLISHED AND IS BEING USED TO:**

- Measure and monitor our progress in critical areas.
- Benchmark against peer and peer aspirant institutions.
- Be transparent and communicate our activities.
- Assess our progress strategically and plan effectively.
- Fulfill our promise as South Carolina's flagship university.





UNIVERSITY OF
SOUTH CAROLINA

The University of South Carolina does not discriminate in educational or employment opportunities or decisions for qualified persons on the basis of race, color, religion, sex, national origin, age, disability, genetics, sexual orientation or veteran status. 11672 UCS 11/11