



UNIVERSITY OF
SOUTH CAROLINA

College of Arts and Sciences

Section I: College of Arts and Sciences 2013-2014 *Blueprint for Academic Excellence* Executive Summary

With over 460 tenured and tenure-track faculty, over 100 instructors and research faculty, nearly 1200 graduate students, and 8100 undergraduate majors, and the nearly 13,000 undergraduates in Colleges across the University that we serve with our courses and programs, the College of Arts and Sciences is both an outstanding research and graduate institution and a major undergraduate college. We are justifiably proud of our broad range of doctoral, master's, graduate certificate, and undergraduate degree programs, and our enduring commitment to the principles and values of liberal education, serving all undergraduates at the University of South Carolina through our general education curriculum. Our vision and mission statements express this commitment.

VISION: The College of Arts and Sciences aspires to transform the lives of our students and improve the world they will inhabit by creating and sharing knowledge at the frontiers of inquiry.

MISSION: Since 1805, the College has been the intellectual core of the University, entrusted to provide superb teaching in the arts and sciences to all students. The College is a richly diverse community dedicated to the discovery, dissemination, and application of knowledge about the natural and human world. The College is committed to enriching the academic experience of every graduate and undergraduate student through a wide and innovative array of courses, programs, and opportunities in the arts, humanities, and sciences, and to excelling in research, scholarship, and creative activity. With its broad coverage of academic disciplines, the College is uniquely situated to promote opportunities for graduate and undergraduate student research and interdisciplinary and international learning. As the heart of a major research university, the College is a catalyst for positive change in the local community, the state, the nation, and the world.

The College of Arts and Sciences has committed to six goals that support our vision and mission.

GOAL 1: To develop an educated citizenry through excellent programs for all undergraduate students in the University of South Carolina.

GOAL 2: To develop the next generation of intellectual leadership through excellent doctoral programs and graduate programs at the master's and certificate levels.

GOAL 3: To foster research, scholarship, and creative activity by supporting, retaining, and recruiting faculty members who are or will become nationally and internationally known as leaders in their fields.

GOAL 4: To recognize and support the essential role of staff in fulfilling the College's mission.

GOAL 5: To encourage positive change through engagement with the broader society.

GOAL 6: To ensure the reputation, unity, and stability of the College.

The College of Arts and Sciences is proud of the leadership role that we play in the life of the University. Indeed, we are keenly aware that we are vital to the present interests and future aspirations of the larger University.

Thus, the College's vision, mission, and goals are in concert with those articulated by the Office of the Provost and the larger University. We are central to the University's success, as measured by the Academic Dashboard and described by the Performance Parameters. The details and data presented in the following sections of the College's 2013-2014 *Blueprint for Academic Excellence* are evidence of our commitment to advancing the University's academic agenda.

Section II: College of Arts and Sciences 2013-2014 *Blueprint for Academic Excellence*

Meeting the University’s Academic Dashboard Targets

The College’s goals fully support the University’s broad goal to enhance quality of academic programs. Our first three goals directly address the parameters the University has chosen to measure progress.

- The College’s first goal includes measures and initiatives in support of undergraduate education. Our emphasis on providing courses and excellent instruction for all undergraduates supports the University’s aim to increase total undergraduate enrollment, the freshman-sophomore retention rate, and the 6-year graduation rate. Although the average SAT score is beyond our direct control, we are committed to supporting the University’s efforts to recruit the most able students through the reputation of our programs and our outreach and engagement activities.
- The College’s second goal includes measures and initiatives to enhance doctoral education, facilitate student movement through doctoral programs, and support students at various stages in the program.
- The College’s third goal includes measures and initiatives to increase the size of the faculty, enhance the research agenda, and support faculty throughout their careers.
- As indicated throughout the 2013-2014 *Blueprint for Academic Excellence*, we must consider space needs, especially teaching and laboratory space, as we pursue these goals.

The following chart aligns College of Arts and Sciences goals with not only the Academic Dashboard, but the Provost’s goals and Performance Parameters. The College’s goals, as well as the objectives and action plans in pursuit of these goals, reflect the University’s core values and central priorities in these areas.

College of Arts and Sciences Goal	Provost's Goals	Academic Dashboard	Performance Parameters
<p>Goal 1: To develop an educated citizenry through excellent programs for all undergraduate students in the University of South Carolina.</p>	<p><i>(1) Enhance the Quality of Undergraduate, Graduate, and Professional Education</i></p> <p><i>(3) Meet South Carolina's goal of increasing the number of citizens who hold high-</i></p>	<p><i>Dashboard</i></p> <p><i>1. Total Undergraduate Enrollment</i></p> <p><i>2. Average SAT Score</i></p> <p><i>3. Freshman-Sophomore Retention Rate</i></p> <p><i>4. Six-year Graduation Rate</i></p>	<p><i>Teaching Excellence</i></p> <p><i>Sustainability</i></p>

College of Arts and Sciences Goal	Provost's Goals	Academic Dashboard	Performance Parameters
	<i>quality baccalaureate degrees</i>		
Goal 2: To develop the next generation of intellectual leadership through its excellent graduate programs.	<i>(1) Enhance the Quality of Undergraduate, Graduate, and Professional Education</i> <i>(2) Enhance Faculty Scholarship, Research, and Creative Achievements</i>	<i>Dashboard 8. Doctoral Degrees</i>	Teaching Excellence Research/Scholarship Reputation and Productivity
Goal 3: To foster research, scholarship, and creative activity by supporting, retaining, and recruiting faculty members who are or will become nationally and internationally known as leaders in their fields.	<i>(2) Enhance Faculty Scholarship, Research, and Creative Achievements</i>	<i>Dashboard 5. Student to Faculty Ratio 6. Research Expenditures 7. National Honors and Awards for Faculty</i>	Teaching Excellence Research/Scholarship Reputation and Productivity Service to State, Community, Profession, and University
Goal 4: To recognize and support the essential role of staff in fulfilling the College's mission	<i>All</i>		Teaching Excellence Research/Scholarship Reputation and Productivity Service to State, Community, Profession, and University
Goal 5: To encourage positive change through engagement with the	<i>(4) Engage the Community and Improve the Quality of Life for South Carolinians</i>		Service to State, Community, Profession, and University

College of Arts and Sciences Goal	Provost's Goals	Academic Dashboard	Performance Parameters
broader society.			
Goal 6: To ensure the reputation, unity, and stability of the College.	<i>All</i>		<i>Sustainability</i>

The College's progress, accomplishments, and strengths in achieving Academic Dashboard targets are detailed in Section III: Goals of this Blueprint. The table below summarizes highlights of the College's main achievements and plans with respect to the Academic Dashboard.

Academic Dashboard	Highlights of College of Arts and Sciences Achievements (as of February 2013)	College of Arts and Sciences Plans for 2013-2014
<i>1. Total Undergraduate Enrollment</i>	<ul style="list-style-type: none"> ❖ Redesigned College web site to provide attractive and accurate information about College majors and opportunities. ❖ Ensured smooth transition for students transferring from USC regional campuses and SC Technical Colleges. ❖ Developed two new majors: BA in Environmental Studies and BA in Chinese Studies. 	<ul style="list-style-type: none"> ❖ Continue to develop web site material to explain and promote undergraduate programs. ❖ Continue close relationship with regional campuses and technical colleges in course articulation and transfer. ❖ Ensure smooth progress of the two new degrees through faculty governance, Board of Trustees, CHE, and SACS levels of approval.
<i>2. Average SAT Score</i>	<ul style="list-style-type: none"> ❖ Supported the University's efforts to recruit the most able students through the reputation of our programs and our outreach and engagement activities and by complementing University-level recruiting activities. 	<ul style="list-style-type: none"> ❖ Continue same.
<i>3. Freshman-Sophomore Retention Rate</i>	<ul style="list-style-type: none"> ❖ Implemented Carolina Core. As of February 2013, 127 of the College's courses have been fully 	<ul style="list-style-type: none"> ❖ Continue Carolina Core designation process for remaining courses.

Academic Dashboard	Highlights of College of Arts and Sciences Achievements (as of February 2013)	College of Arts and Sciences Plans for 2013-2014
	<p>approved for Carolina Core designation.</p> <ul style="list-style-type: none"> ❖ Invested \$100,000 in Carolina Core overlay projects. Of particular note are the retooling of ENGL 102 to satisfy the Writing (CMW) and Information Literacy (INF) learning outcomes and the development of SAEL 200 Social Advocacy and Ethical Life to satisfy the Speech (CMS) and Values, Ethics, and Social Responsibility (VSR) learning outcomes. Both courses have been fully approved implemented Spring 2013. ❖ Reconceptualized summer school offerings and experimented with alternative terms. ❖ Expand teaching capacity in first-year biology with additional instructor positions. ❖ Enhance learning in first-year chemistry, political science, and psychology with additional graduate assistantships. ❖ Expanded internship opportunities with hiring of College Internship Director and Internship Coordinator in Department of Political Science. 	<ul style="list-style-type: none"> ❖ Continue full implementation of SAEL 200. ❖ Continue and refine new approach to summer school and alternative terms. ❖ Continue additional allocations for biological sciences instructors and graduate assistantships in chemistry, political science, and psychology. ❖ Increase study abroad participation with development of at least two Carolina Core-designated special topics courses that can be used for faculty-led study abroad. ❖ Develop proposal for additional funding to enhance learning in key first-year STEM courses. (See Appendix A: Resources Needed)
<p><i>4. Six-year Graduation Rate</i></p>	<ul style="list-style-type: none"> ❖ Unified general education requirements for Bachelor of Arts and Bachelor of Science degrees. ❖ Reconceptualized summer school offerings and experimented with alternative terms. ❖ Conducted College of Arts and Sciences Retreat on the Undergraduate Major to revisit and reconceptualize undergraduate majors. ❖ Enhanced advising with addition of new advisor in College Undergraduate Academic Affairs and Advising Office and new advisor in Department of Biological Sciences. 	<ul style="list-style-type: none"> ❖ Continue and refine new approach to summer school and alternative terms. ❖ Reduce hours for Bachelor of Science degrees from 128 to 120, where feasible. ❖ Study recommendations from Retreat on Undergraduate Major and propose action steps. ❖ Continue implementation of new Banner system with enhanced advising features (DegreeWorks.)
<p><i>5. Student to Faculty Ratio</i></p>	<ul style="list-style-type: none"> ❖ Successfully concluded 42 faculty searches in 2011-2012. ❖ Aggressively sought faculty positions in 2011-2012 FHRI; College was awarded 26 positions 	<ul style="list-style-type: none"> ❖ Continue strategic hiring plan exercise with all departments and programs in the College. ❖ Aggressively seek new

Academic Dashboard	Highlights of College of Arts and Sciences Achievements (as of February 2013)	College of Arts and Sciences Plans for 2013-2014
	<p>through this initiative.</p> <ul style="list-style-type: none"> ❖ With the 26 FRHI positions and 19 College-funded positions, 45 faculty searches are in progress during 2012-2013. ❖ Developed search committee training module to ensure that faculty searches are conducted effectively and in compliance with University regulations 	<p>faculty positions through Provost-funded initiatives, grants, and College strategic planning process.</p> <ul style="list-style-type: none"> ❖ Continue to conduct all faculty searches for maximum effectiveness. ❖ Continue training of faculty search committees.
6. <i>Research Expenditures</i>	<ul style="list-style-type: none"> ❖ Garnered \$44.1 M in research funding for FY 2012. ❖ Established Institute for Mind and Brain to maximize opportunities to attract research funding in human cognition and neuroscience. 	<ul style="list-style-type: none"> ❖ Continue aggressive campaign for external funding. ❖ Monitor federal budget process and its effect on funding agencies.
7. <i>National Honors and Awards for Faculty</i>	<ul style="list-style-type: none"> ❖ Over past five years, College faculty have won 7 NSF Career Awards and 13 prestigious fellowships (e.g., NEH, ACLS, Guggenheim.) ❖ Continued full salary support for faculty who win prestigious fellowships. ❖ Continued enhanced sabbatical program (one semester at 100% pay or full year at 65% pay.) 	<ul style="list-style-type: none"> ❖ Continue full salary support and enhanced sabbatical program.
8. <i>Doctoral Degrees</i>	<ul style="list-style-type: none"> ❖ Awarded 100 doctoral degrees in 2011. ❖ Full funding of tuition abatements for full-time, College-supported graduate assistantships. ❖ Increased all full-time, College-supported graduate assistantships by \$1,000 annually. ❖ Established Presidential Teaching Fellowships in Social Advocacy and Ethical Life. ❖ Awarded \$725,000 in College of Arts and Sciences Dean's Doctoral Dissertation and MFA Fellowships for 2011-2012 and 2012-2013. ❖ Secured \$500,000 in humanities fellowships from Bilinski Foundation. ❖ Aggressively nominated incoming graduate students for Presidential Fellowships. 	<ul style="list-style-type: none"> ❖ Continue full funding of tuition abatements for full-time, College-supported graduate assistantships. ❖ Continue \$1,000 increase for all full-time, College-supported graduate assistantships. ❖ Expand Presidential Teaching Fellowships in Social Advocacy and Ethical Life. ❖ Continue College of Arts and Sciences Dean's Doctoral Dissertation and MFA Fellowships for 2013-2014. ❖ Continue aggressive nomination campaign for Presidential Fellowships.

College of Arts and Sciences goals have been developed and planned in consultation with chairs and directors, Academic Planning Council, directors of graduate studies; undergraduate directors, classified staff.

KEY PERFORMANCE PARAMETERS (abbreviations): *Teaching Excellence = T; Research/Scholarship Reputation and Productivity = R; Service to State, Community, Profession, and University = S; Sustainability = Sus*

Goal 1: To develop an educated citizenry through excellent programs for all undergraduate students in the University of South Carolina.

KEY PERFORMANCE PARAMETERS: *T; Sus*

The first goal of the College expresses our profound commitment to excellence in teaching. Our academic programs serve not only our own majors, but all undergraduates at the University through general education, specialized course work required for professional majors, and minors. Commitment to teaching continues to be a chief priority of the College, as evidenced by our faculty hiring, use of College resources to advance teaching and learning, and leadership in general education reform. We play a key role in the University's aim to increase the freshman to sophomore retention and graduation rates.

Progress

- Implemented Carolina Core: 127 courses to date including ENGL 102 (CMW/INF) and SAEL 200 (CMS/VSR)
- Revised College general education requirements
- Established Minor in Leadership Studies
- Added instructional capacity in Biological Sciences
- Added new advisors in College office and Biological Sciences
- Reconceptualized Summer School
- Added two staff positions to focus on internships
- Established non-tenure track teaching award and instructor professional development awards
- Formalized College plan for undergraduate recruitment, retention, and graduation

Plans

- Complete approval process for new degrees (BA in Environmental Studies, BA in Chinese Studies)
- Reinvigorate undergraduate majors (Retreat on February 1, 2013)
- Reduce BS degrees from 128 to 120 hours, where possible
- Develop proposal for enhancing learning in first-year STEM courses
- Continue reconceptualization of Summer School
- Continue non-tenure track teaching and professional development awards

Goal 2: To develop the next generation of intellectual leadership through excellent doctoral programs and graduate programs at the master's and certificate levels.

KEY PERFORMANCE PARAMETERS: *T; R*

As a key measure of institutional quality and research prominence, graduate programs, especially those at the doctoral level, are a chief priority for the College. Graduate students are also essential to the undergraduate learning experience. Serving in a variety of instructional roles, graduate students directly contribute to undergraduate education, particularly at the level of general education.

Progress

- Increased full-time, A-funded assistantships by \$1,000 annually
- Established Presidential Teaching Fellowships in Social Advocacy and Ethical Life
- Established A&S Dean's Doctoral Dissertation and MFA Fellowships; awarded 13 for 2011-2012 and 19 for 2012-2013

- Established Directors of Graduate Studies (DGS) as a formal leadership group
- Increased number of assistantships in chemistry, political science, and psychology

Plans

- Continue above
- Implement Bilinski Foundation Fellowships for humanities doctoral students

Goal 3: To foster research, scholarship, and creative activity by supporting, retaining, and recruiting faculty members who are or will become nationally and internationally known as leaders in their fields.

KEY PERFORMANCE PARAMETERS: T; R; S; Sus

A strong faculty is the cornerstone on which all of the College's successes are built. The size, strength, and composition of the faculty ensure excellence in undergraduate and graduate education, prominence in research, and leadership in service to South Carolina citizens, the University, higher education, and the disciplines. As the largest College in the University with responsibility for general education, as well as a broad range of undergraduate majors and graduate programs, we play a central role in the University's pursuit of objectives to increase the size and quality of the undergraduate student body, improve undergraduate retention and graduation rates, decrease the student to faculty ratio, increase research expenditures and faculty national awards, and spur the number of doctoral degrees awarded.

Progress

- Successfully concluded 42 searches in 2011-2012, including chairs in Art and Sociology, directors of Walker Institute and SEOE, and Neurotherapeutics SmartState chair
- Authorized 45 searches for 2012-2013 including 26 FRHI positions
- Established Institute for Mind and Brain
- Garnered \$44.1 M in research funding in FY 2012
- Revised T & P criteria/procedures for 10 departments
- Developed and implemented formal guidelines for appointment, review, and promotion of research faculty, clinical faculty, and instructors
- Overhauled salary structure for full-time instructors

Plans

- Complete T & P criteria/procedures revision for remaining 8 departments
- Monitor progress of recently submitted College policy on joint appointments (hiring, review, T & P)
- Successfully complete current searches
- Using strategic hiring plan exercise and leveraging other sources, continue aggressive faculty hiring
- Complete external reviews of Departments of Psychology and Theatre and Dance in 2013-2014

Goal 4: To recognize and support the essential role of staff in fulfilling the College's mission.

KEY PERFORMANCE PARAMETERS: T; R; S; Sus

The teaching, research, and service missions of the College require not only an excellent faculty, but a talented and dedicated staff who perform a wide range of functions in student advising, management of student programs, unit administration, budget/HR management, research and grant support, public information and programming, outreach and engagement with the broader community, IT management, among others. The contributions of staff in careful management of fiscal and human resources underpin the College's commitment to undergraduate and graduate education, research, and service.

Progress

- Established Classified Staff Advisory Committee

- Awarded 6 Classified Staff Excellence Awards in 2011-2012
- Added staff member dedicated to classified staff issues

Plans

- Continue above
- Implement universal review dates for staff

Goal 5: To encourage positive change through engagement with the broader society.

KEY PERFORMANCE PARAMETERS: S

With expertise in the arts, humanities, and social and natural sciences, the College of Arts and Sciences fosters positive change in the state, the region, and the world. The knowledge that we create, preserve, and disseminate serves a broad range of public concerns: K-12 education, business and industry, government, science, medicine, mental health, and cultural and arts institutions. Our academic, research, and engagement programs directly impact quality of life for citizens in the broader society.

Progress

- Offered professional development opportunities to K-12 teachers (e.g., summer institutes and contract courses) and outreach to K-12 students
- Completed two critical dance hires and hosted NASD accreditation team in Fall 2012
- Completed successful searches in rule of law, public administration, brain imaging, memory and aging, neurotherapeutics

Plans

- Successfully complete current searches (including Native American Studies, biomathematics for EPSCoR biofabrication initiative, cancer therapeutics, cancer biology, clinical position to direct Psychological Services Center)
- Explore enhancements through opportunity assessment process for Walker Institute, IPSPR, SCIAA, and Institute for Southern Studies
- Continue outreach and engagement programs

Goal 6: To ensure the reputation, unity, and stability of the College.

KEY PERFORMANCE PARAMETERS: Sus

Our strengths in promotion and advancement, community-building, and strategic planning are critical elements that sustain the College in both the present and the future. Our efforts to advance the College support key initiatives in the educational, research, and service missions of the College. Our strong and flexible processes for planning and decision-making enable us to weather downturns and pressures, respond to new opportunities, and move forward toward our goals.

Progress

- Raised \$6.56 M in private philanthropy in 2011-2012 with total of over \$59 M since 2005; added third development director
- Redesigned communications strategy with new web site, logo, marketing manual, College video
- “The Promise of Arts and Sciences” event in March 2012 for all A&S boards
- Continued signature engagement activities: lectures and public series (e.g., Open Book)
- Strategic planning with chairs and directors, Academic Planning Council, directors of graduate studies; undergraduate directors, classified staff

Plans

- Complete final stages of securing \$10 M gift; aggressively pursue other major gifts
- Continue external relations strategies with Board of Visitors, Alumni Council, communications plan