

# Executive Summary

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## Blueprint for Academic Excellence

Provost

AY2020-2021

### Highlights

The Office of the Provost is dedicated to educating the best and brightest of South Carolina's students and attracting the highest caliber talent from around the nation and world. We are dedicated to excellent faculty and scholarly distinction. We facilitate the creation and application of knowledge, nourish an inclusive climate of intellectual growth and provide outstanding instruction in a broad range of academic disciplines and interdisciplinary fields.

### Mission Statement

The University serves a diverse population of students with widely varying backgrounds, career goals, and levels of aspiration. USC Columbia offers over 320 degrees at the bachelor's, master's, doctoral, and professional program levels, affording students the most comprehensive array of educational programs in the state. Additional opportunities for personal and career development, including an associate degree are provided to the citizens of South Carolina through outreach and continuing education activities.

Updated: 07/01/2010

### Vision Statement

### Values Statement

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# Goals - Looking Back

Goals for the previous Academic Year.

## Goal 1 - Assembling and Supporting a World Class Faculty

<b>Goal Statement</b>	Faculty and Scholarship
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	<p><b>Hire and retain productive faculty.</b> The office assisted in hiring 5 tenured, 65 tenure-track and 55 non-tenure-track hires (November 1, 2017 - October 31, 2018); processed 95 USC-Columbia and 9 Palmetto College T&amp;P files, in addition to 2 T&amp;P grievances; and at least 40 other appointment, reappointment, and promotion review files.</p> <p><b>Implement faculty-hiring rubric.</b> The 2019-2020 hiring plans were developed concurrently with each unit's Blueprint for Academic Excellence, in the context of both current faculty and student data and strategic planning for the unit. the internal tracking system allows more efficient tracking of all faculty transitions. Working with Faculty Advisory Committee on review of policies and procedures for non-tenure-track faculty.</p> <p><b>Develop career enhancement programs for mid-career faculty.</b> Planning for workshop for newly-tenured faculty.</p> <p><b>Training program</b> for new department chairs, school directors and associate deans, focusing on policies and procedures related to administrative responsibilities.</p>
<b>Resources Utilized</b>	Recurring and one time to assist with faculty hiring and startup
<b>Goal Continuation</b>	Ongoing

# Goals - Looking Back

<b>Goal Upcoming Plans</b>	Hire and retain productive faculty.  Support Faculty Advisory Committee as needed for study of policies and procedures for non-tenure-track faculty.  Support Faculty Advisory Committee as needed for study of policies and procedures for faculty administrative appointments.  Continue development of career enhancement programs for mid-career faculty.
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Looking Back

## Goal 2 - Building Inclusive and Inspiring Communities

<b>Goal Statement</b>	
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	<p>Foster a welcoming community and an inclusive university culture.</p> <ul style="list-style-type: none"> <li>• Expand Living/Learning Communities. The inaugural group of students in the Rhodos Community began in Fall 2018 with 280 students from over 400 majors.</li> <li>• A pilot program in the Fall of 2018 was on two First Year Interest Groups specifically targeting First Generation students for enrollment. Students in these groups will be placed in linked course work, have a faculty mentor and live in similar areas of residence.</li> <li>• Continued participation in the American Talent Initiative focuses on targeted support for students from low-income families.</li> <li>• Internationalization of the Student Body: International undergraduate population has tripled.</li> <li>• Internationalization of the curriculum: Global Studies major grows to more than 200 majors; a set of new grants were introduced to fund faculty internationalization of the curriculum and international research presentations.</li> <li>• Study Abroad won recognition from IIE, is third in the SEC with 2000 students</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Looking Back

## Goal 3 - Educating the Thinkers and Leaders of Tomorrow

<b>Goal Statement</b>	Teaching and Learning
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	<p><b>Expand advising reform to improve retention, progression, and time-to-graduation metrics.</b> First Year Advisors advised 5,799 freshman and 1,217 transfer students in the Fall of 2017 spending two hours per student per semester. Student satisfaction in academic advising increased to 78% in 2017 compared to 66% in 2015.</p> <p><b>Expansion of OYT to support student progression and timely graduation.</b> The pilot program for Winter Session was implemented for the first time and consisted of 8 fully on-line courses offered in 2018. Of the 235 students who completed the session, 146 were seniors.</p> <p><b>Promote teaching innovation and excellence.</b> Learning achievement rates were examined across the 10 learning objectives of the Carolina Core by examination of a random selection of student works and evaluation of them by an expert panel.</p> <p><b>Participation in the Council of Graduate School PhD Career Pathways program</b> to improve understanding of career pathways for current PhD students and alumni</p>
<b>Resources Utilized</b>	Recurring funds for salary and One time funds for startup
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Looking Back

## Goal 4 - Spurring Innovation, Creative Expression and Community Engagement

<b>Goal Statement</b>	Innovation, Creativity and Community Engagement
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• USCreativity included the Gamecock Design Challenge and Creativibe as highlights of the year. The bus is in the process of being re-furnished with donor funds.</li> <li>• CTE offered USCreativity Innovation grants to facilitate incorporating the creative arts into courses and curricula and to facilitate design challenges in pedagogy (8 awards totaling \$20,000).</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Looking Back

## Goal 5 - Demanding Institutional Excellence

<b>Goal Statement</b>	Administrative Infrastructure
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Development of monthly training program for new faculty administrators.</li> <li>• Training for all faculty administrators concerning role as “first responder” to faculty, staff and student complaints of incivility, bullying, harassment, discrimination, assault or other behaviors.</li> <li>• Refinement of procedures for approval of official university policy and procedures, including support of a system-level Policy Advisory Committee.</li> <li>• Created student cohort data files (i.e., bridging legacy and Banner data), developing protocols for data management and reporting, timely submission of required external reports.</li> <li>• Implementation of two-year academic program assessment cycle</li> <li>• Implementation of Campus Labs’ Compliance Assist for tracking faculty credentials for SACS COC documentation.</li> <li>• Rankings Initiative, reducing the size of English 101 classes from 24 to 19.</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	



# Goals - Real Time

Goals for the current Academic Year.

## Goal 1 - Building Inclusive and Inspiring Communities

<b>Goal Statement</b>	Create and sustain an inclusive learning, living and working environment where all members of the university's community feel that they are welcomed, valued and supported.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Foster a welcoming community and an inclusive university culture.</li> <li>• Expand Living/Learning Communities. A pilot living-learning community on entrepreneurship and innovation was lead by Dirk Brown in Fall of 2019. There were over 320 student applications for 50 slots. T.</li> <li>• Building on the 2018 pilot on First Year Interest Groups, the initiative was expanded to ten groups of 19 students placed in linked course work, have a faculty mentor and live in similar areas of residence in Fall 2019..</li> <li>• Continued participation in the American Talent Initiative focuses on targeted support for students from low-income families.</li> <li>• Transfer bootcamp pilot program for students in HRSM completed Summer 2019. Examination of assessment data will determine how to scale up the program and maximize its impact.</li> <li>• Joined the APLU Powered by the Publics initiative with a focus on how to close the graduation gaps in selected student populations including underrepresented minorities.</li> <li>• Inaugural member of APLU's Institutional Change Network to improve STEM faculty diversity and retention.</li> </ul>

# Goals - Real Time

<b>Resources Utilized</b>	Supplement for the Faculty Principal of the Entrepreneurship and Innovation Community and student fees from Housing to facilitate programming
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"><li>• Continued enhancement of Grace Jordan McFadden Professors Program and other initiatives to foster success of URM graduate students, in collaboration with CADO.</li><li>• Develop of action plan to improve diversity and retention of URG faculty (IChange Network).</li><li>• Continued refinement and expansion of MAP program to enhance recruitment of international graduate students.</li></ul>
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Real Time

## Goal 2 - Demanding Institutional Excellence

<b>Goal Statement</b>	Develop and support the physical, fiscal and personnel infrastructure to support the education, scholarship and outreach goals of the University through strategic planning, implementation, and evaluation; budget development; professional development available to all faculty; and provision of adequate academic space.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Expanded training opportunities for faculty to develop on-line courses and enhance pedagogy through Center for Teaching Excellence.</li> <li>• Provided timely and accurate data (OIRAA): specific and general-purpose documentation for all compliance reporting; review source coding for all data warehouse Education Data Record (EDR) reports and modify accordingly; a “dynamic academic program inventory that will link data and other metrics to USC official academic program inventory.</li> <li>• Provided constituents access to official university data (OIRAA): new mechanism for internal and external constituents to access official university data, including more complete historical data sets and online dashboards</li> <li>• Supported system-wide continuous compliance and accreditation strategies (OIRAA) .with report generation and draft sections for much of SACSCOC self-study.</li> <li>• Review and revision of about 60 university policies and procedures.</li> <li>• Continue and expand training for faculty administrators</li> <li>• Continue to implement an incentive-based, measured growth budget model to create sufficient revenue and align resources with initiatives</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"> <li>• OIRAA: continue development of data systems to provide more efficient access to data analytics and data visualization tools.</li> </ul>

# Goals - Real Time

<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Real Time

## Goal 3 - Educating the Thinkers and Leaders of Tomorrow

<b>Goal Statement</b>	Support the educational mission of the University through enhanced advisement and student success activities, innovative and creative development and delivery of curricula, expanded academic enrichment, and promotion of accessible student services.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Under the direction of the University Advising Center, all incoming freshman were advised by professional advisors with training in all advising technologies. Advising training has been enhanced to a third level.</li> <li>• The Winter Term was expanded to 14 fully on-line courses in Jan 2019 and was fully subscribed.</li> <li>• Palmetto Pathways was implemented in the Fall of 2019 and that program in combination with Gamecock Gateway program and various transfer articulation agreement has enhanced the education of our transfer students.</li> <li>• CTE, OYT and Office of Distributed Learning have partnered to run innovation brainstorming session this year with various groups of faculty, staff and students.</li> <li>• My UofSC Experience was rolled out to new students and advisors in the Fall of 2018 and continues this year. Students and their advisors can see the extent and types of engagement by the student and discuss how to maximize their undergraduate education.</li> <li>• Continued enhancement of professional development and scholarly initiatives for graduate students, building collaborations with many entities across campus and utilizing online resources.</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"> <li>• Measure enrollment growth of a highly competitive and diverse student population</li> <li>• Continue direct recruitment and support of academic unit</li> </ul>

# Goals - Real Time

	<p>initiatives to strategically expand graduate enrollment and doctoral degrees conferred.</p> <ul style="list-style-type: none"><li>• Provide academic enrichment activities to improve the educational experience for all graduate students</li><li>• Advocate for increased funding for stipends, tuition abatement and health insurance for improved quality of life for graduate students.</li><li>• Explore how training and resources for 3MT and similar programs can be utilized to enhance the presence of the Graduate School.</li><li>• Build a stronger, more collaborative relationship with Global Carolina to monitor and build international partnerships</li><li>• Implement Shorelight Live program to provide synchronous online delivery broadcast from campus studio built by Shorelight.</li><li>• Improve student retention and progress toward on time graduation</li><li>• Expand high impact experiential learning within and beyond classrooms</li></ul>
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Real Time

## Goal 4 - Assembling and Supporting a World Class Faculty

<b>Goal Statement</b>	Recruit and retain a world class faculty through strategic allocation of resources; fair and transparent policies and procedures for the appointment, evaluation, and progression of faculty; opportunities for professional development and career enhancement.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• The office assisted in hiring X tenured, XX tenure-track and XX non-tenure-track hires (November 1, 2018 - October 31, 2019); processed 106 USC-Columbia and 4 Palmetto College T&amp;P files, in addition to T&amp;P grievances; and non-tenure-track promotion files; hires with tenure, clinical and professor of practice hires, and endowed chair appointments, reviews and re-appointments.</li> <li>• Supported faculty committees exploring policies and procedures for non-tenure-track faculty</li> <li>• Hire and retain highly productive and diverse faculty scholars and educators. Support academic units implementing strategic faculty hiring plans.</li> <li>• Incent and reward high-quality teaching through an increased number of teaching grants.</li> <li>• Facilitated early implementation of Excellence Initiative projects</li> </ul>
<b>Resources Utilized</b>	•
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"> <li>• Continuation and expansion of career enhancement programs for mid-career faculty</li> <li>• Development of action plans for increasing faculty diversity and retention, with initial focus on STEM disciplines (IChange network)</li> <li>• Analysis and reporting for COACHE faculty satisfaction responses and development of action plans in response.</li> </ul>

# Goals - Real Time

<b>Resources Needed</b>	
<b>Goal Notes</b>	



# Goals - Real Time

## Goal 5 - Spurring Innovation, Creative Expression and Community Engagement

<b>Goal Statement</b>	Promote and encourage innovation and creativity in the classroom: in academic enrichment activities; through all forms of research and scholarship; and in engagement in our local, state, national and international communities.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Identify resources to continue provost's internal grants program</li> <li>• Measure the facilitation of community partnerships across campus by developing community engagement opportunities for post graduate job placement.</li> </ul>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• USCreativity included the Gamecock Design Challenge and Creativibe as highlights of the year. The bus is in the process of being re-furbished with donor funds.</li> <li>• CTE offered USCreativity Innovation grants to facilitate incorporating the creative arts into courses and curricula and to facilitate design challenges in pedagogy (8 awards totaling \$20,000) over the course of 2018-19.</li> <li>• Training for faculty to implement virtual reality technology in the classroom and implemented EdTech Showcase in March 2019 (over 200 attendees).</li> <li>• Awarded 26 new internal grants to faculty and six SEC faculty travel grants across USC Columbia.</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Looking Ahead

Goals for the next Academic Year.

## Goal 1 - Building Inclusive and Inspiring Communities

<b>Goal Statement</b>	Create and sustain an inclusive learning, living and working environment where all members of the university's community feel that they are welcomed, valued and supported.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Expand the new Faculty-led Living/learning program on Entrepreneurship and Innovation to be a full community in 2020. will begin in Fall 2019.</li> <li>• First-Year Interest groups will be expanded to 10 cohorts of 19 students, specifically targeting First Generation Students</li> <li>• Continued Participation in American Talent Initiative.</li> <li>• Internationalization of the Student Body.</li> <li>• Study Abroad grows.</li> <li>• Internationalization of curriculum and faculty.</li> </ul>
<b>Achievements</b>	
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"> <li>• Continued enhancement of GJMPP and other initiatives to foster success of URM graduate students, in collaboration with CADO.</li> <li>• Develop of action plan to improve diversity and retention of URG faculty in STEM fields (IChange Network).</li> <li>• Continued refinement and expansion of MAP program to enhance recruitment of international graduate students.</li> <li>• Recruit more sponsored international doctoral students.</li> <li>• Support of academic consortial arrangements with international institutions of higher education.</li> <li>• Develop Shorelight Live initiative to be able to offer UofSC content to international students in their home countries, at no cost to UofSC</li> </ul>
<b>Resources Needed</b>	Shorelight Live contract needs to be reviewed by the BoT

# Goals - Looking Ahead

<b>Goal Notes</b>	Array
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# Goals - Looking Ahead

## Goal 2 - Demanding Institutional Excellence

<b>Goal Statement</b>	Develop and support the physical, fiscal and personnel infrastructure to support the education, scholarship and outreach goals of the University through strategic planning, implementation, and evaluation; budget development; professional development available to all faculty; and provision of adequate academic space.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• OIRAA: continue development of data systems to provide more efficient access to data analytics and data visualization tools.</li> <li>• Continue review and revision of university policies and procedures</li> <li>• Prepare 2020 SACS COC self-study with concurrent development of processes for continual assessment and improvement.</li> <li>• Provide resources to facilitate the teaching of the founding documents for faculty to meet state mandates.</li> <li>• Analyze and propose how to implement a UofSC on-line presence.</li> <li>• Ensure space for EPI.</li> </ul>
<b>Achievements</b>	
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	Array

# Goals - Looking Ahead

## Goal 3 - Educating the Thinkers and Leaders of Tomorrow

<b>Goal Statement</b>	Teaching and Learning
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• University Advising Center is leading a team to increase support and programs for transfer students (1/3 of our undergraduate students).</li> <li>• CTE will continue to support teaching innovation through strategic grants and incentives.</li> <li>• Winter Term is expected to grow.</li> <li>• The assessment of the Carolina Core will focus on faculty discussion groups to implement specific improvements and piloting more sustainable and useful assessment strategies.</li> </ul>
<b>Achievements</b>	
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"> <li>• Continue direct recruitment and support of academic unit initiatives to strategically expand graduate enrollment and doctoral degrees conferred.</li> <li>• Provide academic enrichment activities to improve the educational experience for all graduate students</li> <li>• Advocate for increased funding for stipends, tuition abatement and health insurance for improved quality of life for graduate students.</li> <li>• Explore how training and resources for 3MT and similar programs can be utilized to enhance the presence of the Graduate School.</li> </ul>
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Looking Ahead

## Goal 4 - Assembling and Supporting a World Class Faculty

<b>Goal Statement</b>	Recruit and retain a world class faculty through strategic allocation of resources; fair and transparent policies and procedures for the appointment, evaluation, and progression of faculty; opportunities for professional development and career enhancement.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Continuation and expansion of career enhancement programs for mid-career faculty</li> <li>• Development of action plans for increasing faculty diversity and retention, with initial focus on STEM disciplines (IChange network)</li> <li>• Analysis and reporting for COACHE faculty satisfaction responses and development of action plans in response.</li> </ul>
<b>Achievements</b>	
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	Array

# Goals - Looking Ahead

## Goal 5 - Spurring Innovation, Creative Expression and Community Engagement

<b>Goal Statement</b>	Promote and encourage innovation and creativity in the classroom: in academic enrichment activities; through all forms of research and scholarship; and in engagement in our local, state, national and international communities.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Continue internal grants program within the Center for Teaching Excellence</li> <li>• Roll out Experiential Transcript in the Spring of 2020 for students entering UofSC Columbia since Fall 2018</li> <li>• Develop an action plan for on-line programs and courses that is innovative.</li> <li>• Measure the facilitation of community partnerships across campus by developing community engagement opportunities for post graduate job placement.</li> </ul>
<b>Achievements</b>	
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	Array

# Programs or Initiatives

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## Effective Programs or Initiatives

*List your most effective programs/initiatives toward fulfillment of mission.*

UofSC in partnership with the Collaborative on Academic Careers in Higher Education (COACHE), a research initiative based at the Harvard Graduate School of Education, is engaging in a first-of-its-kind national study of faculty departures and retentions.

UofSC has begun the inclusive process of developing the next version of the Quality Enhancement Plan in anticipation of the SACSCOC accreditation. The plan will be due in January 2021.

UofSC is part of the American Talent Initiative, a consortium of universities with high graduation rates committed to enrolling over 50,000 more low income students by 2025.

## Program Launches

*List any programs/initiatives that were newly launched during the Academic Year or any programs/initiatives you would like to launch in the coming year(s). Describe the program/initiatives, provide financial requirements (including additional staff), and academic year in which you would launch. What key performance indicators are you utilizing to track the success of this program?*

Two new initiatives this year have been the Entrepreneurship and Innovation Living Learning Community and the First Year Interest Groups (FIGS).

UofSC became one of the inaugural members of iChange Network whose goal is to increase the diversity in STEM Faculty.

UofSC Columbia joined APLU's Powered by Publics Scaling Student Success with the national goal of increasing number of degrees awarded.

## Program Rankings

*List any nationally ranked or external recognition during the Academic Year. For each, provide the formal name of the program followed by the name of the organization that issued the ranking, the date of notification, effective date range, and any other relevant information.*

US News & World Report January 2019

- College of Nursing online programs rank No. 6 overall; No. 3 among public programs.  
College of Education online programs, No. 34 in the nation.

US News & World Report March 2019:



# Programs or Initiatives

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- No. 1 International MBA program [1]
- No. 4 social psychology specialization within sociology
- No. 22 part-time MBA program (13th among public universities)
- No. 22 criminology program (18th among public universities)
- No. 23 public health (12th among public universities)
- No. 30 nursing master's program (17th among public universities)
- No. 30 speech-language pathology program

Sport Business International (2018) MSEM ranked #6 in the world and #5 in North America (was ranked #15 in 2017)

Shanghai Rankings (2017) - #1 Sports Science Schools and Departments in the US and #4 in the world (includes the department of Exercise Science, HRSM, and Physical Education and Athletic Training)

National Academy of Kinesiology (2015)[2] - #1 PhD program in Exercise Science

[1] According to the International MBA website at USC, the program has been "ranked among the top three programs in the nation by US News & World Report for 25 consecutive years."

[2] The NAK's report is only done once every five years. The previous two reports posted as pdfs on the NAK's website were unavailable.

# Initiatives and Fees

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## Initiatives

*Describe any new initiatives your unit will need for the coming year.*

- English Programs for International needs classroom space. Our population is growing and produces a profit on students preparing to enter UofSC. Because these students are not yet admitted, classrooms cannot be accessed through the registrar.
- Study Abroad Travel Grants make possible travel for low income South Carolina students, funded for the past 10 years at \$220K to \$240K per annum through one-time money. We request a recurring allocation of \$200K under the new budget model. This is crucial for diversity and inclusion.
- The University has opportunities to deliver degrees overseas through a synchronous platform, Shorelight Live, requiring no capital investment and based on a revenue sharing model with guaranteed minimums for UofSC. It has been stalled since removal from the Board agenda in August.
- The University funds \$500 scholarships per annum for Omani students per MOU to ensure steady pipeline of quality students. Recurring scholarship funds in the amount of \$30,000 per annum are requested. Each student pays more than \$18,000 so this modest investment pays for itself.
- The Graduate School is requesting additional funding toward the student health insurance subsidy for graduate assistants to enhance competitive financial offers.
- Faculty Activity Reporting system to monitor faculty productivity; prepare of curriculum vitae, annual review documents, and tenure and promotion portfolios; provide a unified workflow for the evaluations and voting associated with annual review and tenure and promotion applications.

## Fees

*List any new or changed fees that your unit has implemented or had to take on in the last academic year.*

# Community Engagement

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## **Community Perceptions**

*Describe how your unit assesses community perceptions of your engagement, and how the unit assesses the impact of community engagement on students, faculty, community and the institution. Provide specific findings.*

# Collaborations

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## Internal Collaborations

*List your Unit's most significant internal collaborations and multidisciplinary efforts that are internal to the University. Details should be omitted; list by name only.*

Featuring more than 300 students, staff and faculty, Creativibe showcased 100 creative expressions, which represented nearly every discipline across the Columbia Campus. Creativibe was composed of exhibits, workshops, performances and inspirational talks demonstrating creativity and innovation. In addition, Leadership week includes lectures, panel discussions and performances that are scheduled across campus to include the entire UofSC family. It was launched to bring together shared cross-campus efforts to facilitate and advance our student's future potential.

The Office of the Provost collaborates with all Colleges to continuously improve academic outcomes of graduate and undergraduate students and to increase scholarly and research activity by faculty.

## External Collaborations

*List your Unit's most significant external collaborations and multidisciplinary efforts that are external to the University. Details should be omitted; list by name only.*

UofSC is an active member of the American Talent Initiative (ATI) which brings top colleges and universities together with the philanthropy and research communities to expand access and opportunity for talented low- and moderate-income students. By 2025, ATI aims to attract, enroll, and graduate an additional 50,000 lower-income students at the 319 colleges and universities that consistently graduate at least 70 percent of their students in six years. ATI members are a subset of these 319, and include a mix of public and private colleges and universities from all over the country.

UofSC is a member of the inaugural cohort of the NSF-funded APLU Aspire Alliance's Institutional Change Network to promote recruitment and retention of diverse faculty in the STEM fields. Member institutions have completed self-assessments of policies and procedures related to recruitment and interview processes and to retention and general faculty satisfaction in the context of analysis of demographics of faculty candidates, hires, and promotions, and departures.

UofSC is a member of the APLU Powered by the Publics Initiative whose goal is to increase degrees, eliminate equity gaps and expand access for all students. Each institute in this initiative has proposed stretch goals across a variety of metrics and has committed to sharing data and best practices.

# Campus Climate and Inclusion

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## **Campus Climate and Inclusion**

*Activities the unit conducted that were designed to improve Campus, Climate, and Inclusion.*

# Concluding Remarks

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## Weaknesses and Plans for Improvement

*What is your unit struggling with? What plans do you have to overcome the weakness that you have faced in the next academic year.*

## Key Issues

*Identify key issues or potential challenges your unit will encounter this coming year and the steps you plan on initiating.*

The Office of the Provost oversees the academic and research missions of the UofSC Columbia and works collaboratively across the University to accomplish that mission. It is important that the units that implement the mission, particularly the Colleges, have adequate budgets. It is also important that the Office of the Provost have a budget to implement innovative university-wide programs and key mission-critical activities.

## Quantitative Outcomes

*Explain any surprises regarding data provided in the quantitative outcomes modules throughout this report.*

Quantitative outcomes are more fully outlined in the Blueprints of the individual units that report to the Office of the Provost.

Graduation rates have been steadily climbing with a 10% increase in 10 years and this improvement is seen across all groups of students including under-represented minorities and students from low-income students.

The group of undergraduate students with the highest graduation rate are African-American women.

## Cool Stuff

*Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.*

The Third Annual Leadership Week had participation from almost all of the Colleges and individual service units that report to the Office of the Provost and student participation in the various events has increased steadily. Over 80% of the students who participated report that their understanding of leadership was increased by participation.

UofSC Columbia has more nationally ranked graduate programs than all of the other SC universities combined.

UofSC Columbia has the most highly enrolled completely on-line degree programs than any other university or college in the UofSC system.

# Concluding Remarks

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The Office of the Provost provides leadership for UofSC's participation in three national initiatives to improve diversity in the academy and student outcomes across the nation demonstrating the deep commitment of UofSC to students and diversity.