

Office of the Provost Blueprint 2010-2011

Proposed USC Vision Statement

Dedicated to enhancement of the quality of life for all citizens, the University of South Carolina is a premier flagship university system, nationally and internationally recognized for excellence and leadership.

USC Mission Statement

The primary mission of the University of South Carolina is the education of the state's diverse citizens through teaching, research, creative activity, and service. Founded in 1801, the University of South Carolina system is the largest university in the state, serving more than 44,000 students from its flagship Columbia campus, three senior campuses (Aiken, Beaufort, and Upstate), and four regional campuses (Lancaster, Salkehatchie, Sumter, and Union).

The University of South Carolina is a public institution offering degree programs at the associates, bachelors, masters, and doctoral levels. Through the primary method of classroom and laboratory instruction and through a secondary method of distance education delivered by the internet, teleconference, streaming video and DVD, degree programs are offered in the areas of liberal arts and sciences, education, engineering and computing, hospitality retail and sports management, mass communications and information studies, music, public health, and professional programs such as law, medicine, nursing, pharmacy, and business.

Recognized by the Carnegie Foundation as a top research and service institution, nationally ranked in start-up businesses, and conferring nearly 40% of all bachelors and graduate degrees awarded at public institutions in South Carolina, the University of South Carolina has a profound relevance, reach, and impact on the people of its state. The University provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world, through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation.

Office of the Provost Blueprint 2010-2011

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.

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 serving 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 Office.

Goals

Accreditation

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

Academics: Teaching and Learning in Undergraduate and Graduate Education

Goal 2. Strengthen and Improve Undergraduate Education through Curriculum Innovation, Assessment, and Experiences Beyond-the-Classroom

Goal 3. Increase Access of South Carolinians to Higher Education through the Regional Campuses and Extended University

Goal 4. Improve and Support Doctoral Education

Goal 5. Enhance Distance Education through Academic Leadership, Increased Academic Support and Improved Technology

Goal 6. Promote International Programs for Students and Faculty

Faculty Support and Retention

Goal 7. Support and Retain Faculty

Goal 8. Promote Faculty Research, Scholarship and Creative Achievement

Goal 9. Increase Faculty through Senior Hiring Initiative and CoEE Program

Academic Environment, Space, and Facilities

Goal 10. Improve Academic Facilities

Accreditation

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

Initiative 1: Submit SACS Report: USC Columbia and Regional campuses' SACS report will be finalized during the summer of 2010 and submitted on September 1, 2010.

Action Plan: The timeline is

- September 2010: Submit Compliance Report to the Off-Site SACS Review Team.
- December 2010: Receive preliminary list of recommendations.
- December 2010: Submit QEP proposal to SACS.
- December 2010 to February 2011: Prepare Focus Report (response to recommendations)
- March 28 – April 1, 2011: Welcome SACS On-Site Review Team to campuses (Columbia, Lancaster, Union, Salkehatchie, Sumter)
- April 1, 2011: Receive preliminary SACS findings
- June 2011: Prepare final report responding to findings.
- December 2011: USC reaccreditation standing reported at national SACS meeting

Initiative 2: Develop and implement USC Columbia and Regional campuses' Quality Enhancement Plan (QEP), *USConnect: 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.

Action Plan: During the fall of 2010 the QEP Committee, composed of faculty, staff, and students at USC Columbia and the Regional campuses, will develop a proposal for integrated learning at USC. The proposal will be submitted to SACS in December. More information is given in Appendix I: "University of South Carolina DRAFT QEP Proposal: *USConnect: Student Empowerment through Integrative Learning*."

Academics: Teaching and Learning in Undergraduate and Graduate Education

Goal 2. 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.

Action Plan: Continue the revision of the general education curriculum through development and implementation of the new Carolina Core. Appendix II presents *Carolina Core* Distribution Requirements Proposal, 11 August 2010 DRAFT (see <http://www.sc.edu/generaleducation/>)

Achievements to date include:

- In-depth discussions of student learning
- Faculty adoption of learning goals for students
- Preliminary recommendation of distribution requirements
- Development of policies and processes for approval of courses to meet new *Core* outcomes

What has not changed?

- Core can be as little as 31 hours

Core competencies:

- Written Communication
- Analytical Reasoning & Problem-Solving
- Scientific Literacy
- Social Science
- Historical Understanding
- Foreign language

Three additional core competencies are

- Spoken communication (S)
- Information literacy (IL)
- Values/ethics/social responsibility (VESR)

What has changed?

Truly common core, regardless of college or major

Introduction of “overlay course” option

Overlay courses meet one other core competency as well as S, IL, or VESR.

Introduction of an “Integrative Course” requirement in the major program area to reinforce selected *Carolina Core* competencies in an existing or new upper division course

Committee expects that many current general education courses will meet the new learning outcomes in these areas; all existing and new courses will go through a review process.

Initiative 2: Better prepare undergraduate students to thrive in a complex and changing world.

Action Plan: 1) Enhance diversity awareness and multicultural appreciation among undergraduate students.

2) Enhance opportunities for undergraduate students to engage in international travel and study abroad.

Initiative 3: Strengthen opportunities for undergraduate research and scholarship.

Action Plan: 1) Continue to expand programming for support of undergraduate research.

- 2) Continue to work with the Office of Undergraduate Research to enhance out-of-class research experiences for undergraduate students.

Initiative 4: Enhance opportunities for undergraduate students to engage productively with the community, state, nation, and world.

Action Plan: 1) Enhance opportunities for undergraduate students to engage in service learning.

- 2) Enhance opportunities for student leadership development within- and beyond-the-classroom

- 3) Enhance employment opportunities for undergraduates.

- 4) Create a new structure to facilitate these efforts.

Initiative 5: Enhance the global presence of the University with respect to undergraduate teaching, research, and service.

Action Plan: 1) Encourage participation and leadership by USC students, faculty, and professional staff in national and international conferences involving undergraduate studies.

- 2) Assist the Office of Fellowships and Scholars in promoting USC undergraduates for national scholarships and awards.

- 3) Assist in developing superior career pathways for USC graduates in the state, nation, and world.

- 4) Promote USC's undergraduate studies program through campus, state, regional national and international media outlets.

Initiative 6: Increase academic articulation and matriculation in the USC system.

Action Plan: Continue to engage the Regional Campuses in the development of the Core curriculum and in the discussions of the current general education curriculum.

Action Plan: Continue to work with the Senior campuses to develop uniformity in course offering numbering of courses in the general education curriculum and in increasing the ability to articulate courses from one institution to another and the ease of matriculation of students within the USC system.

Goal 3. Increase Access of South Carolinians to Higher Education through the Regional Campuses and Extended University.

Initiative 1: Strengthen the academic program relationships between USC Columbia and the Regional Campuses.

Action Plan: Develop the Regional Campuses as feeder institutions to USC Columbia by increasing the communication between USC Columbia and the Regional campuses and by assisting the Regional campuses in

developing and/or strengthening relationships with colleges, schools, and departments at USC Columbia.

Action Plan: Assist the Regional campuses in fulfilling their potential in terms of, academic programs, instructional and student support, faculty recruitment and development, and extracurricular and co-curricular activities, as well as facilities.

Initiative 2. Increase the USC Columbia degree offerings in the Palmetto Program and continue the Nursing bachelor's degrees at USC Salkehatchie and USC Lancaster.

Action Plan: Support the development of two additional bachelor's degrees in the Palmetto Program:

- Criminology and Criminal Justice
- Elementary Education

Action Plan: Continue to support the USC Columbia bachelor's in nursing degree programs at USC Lancaster and USC Salkehatchie.

Goal 4. Improve and Support Doctoral Education.

Initiative 1: Provide support for

- 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

Action Plan: Continue to award \$1,500 per graduating doctoral student to the unit of the doctoral student after each graduation. The Provost Office has transferred the recurring funds for doctoral education to the School of Music.

Initiative 2: Hire a vice provost who has as one of his/her duties to coordinate with the Graduate School and the Vice President for Research and Graduate Education (RGE).

Action Plan: After a successful search, two vice provost were hired and one of the vice provosts will coordinate with RGE.

Initiative 3: Provide incentives for placing graduates of doctoral programs at top academic institutions.

Goal 5. Enhance Distance Education through Academic Leadership, Increased Academic Support, and Improved Technology.

Initiative 1: Create and fill the position of vice provost who will also perform the duties of director of distance education as soon as possible.

Action Plan: A successful search was performed for the Vice Provost. Dr. Lacy Ford will serve as the Vice Provost who will also serve as the Director of Distance Education, effective September 1, 2010. He shall perform the following duties:

- Develop a Blueprint and budget for Distance Education each year.
- Coordinate orientation sessions for distance education students.
- Coordinate and advertise professional assistance for distance education students.
- Coordinate faculty support in designing and teaching distance education courses.
- Monitor the level of success in providing academic support for distance education students to include access to advisement, tutorials, and mentoring.
- Monitor and assess library/learning resources for distance education.
- Monitor distance education student complaints.
- Monitor retention and graduation of distance education students reports created by Institutional Assessment & Compliance.
- Monitor emerging distance education technologies.

Initiative 2: The Vice Provost who also serves as the Director of Distance Education will review, implement, and assess the five year plan for distance education developed during the summer of 2010.

Action Plan: Review, assess, revise, and implement “Draft Five Year Distance Education Plan” given in Appendix III.

Initiative 3: The Vice Provost will lead the effort for developing distance education classrooms for multiple college use.

Goal 6. Promote International Programs for Students and Faculty.

Initiative 1: Create and fill the position of vice provost whose job responsibilities will be to coordinate and advance international teaching, research, and learning opportunities for faculty and students.

Action Plan: After a successful search, Dr. Tim Doupnik was hired as vice provost with leading the international initiative as one of his primary duties. He will begin his duties on October 1, 2010. He shall perform the following duties:

- Develop a Blueprint and budget for International Office each year.
- Provide leadership for the International Office.
- Develop policies and institute best practices for furthering the international opportunities for faculty and staff.
- Determine the faculty’s and students’ interest in international opportunities for the different colleges/schools and regional campuses.

- Establish contacts within the University to assist in developing and maintaining strong academic international programs.
- Develop relationships with universities and international entities to develop programs for cultural and student exchange, study abroad, and faculty scholarship in international setting.
- Develop agreements with governments and other international entities to provide educational opportunities for undergraduate and graduate students and for postdoctoral fellows.

Initiative 2: Consolidate and coordinate the various offices and functions handling International Affairs for students and faculty.

Action Plan: Work with the Offices of Research, Student Affairs and with Human Resources to consolidate current activities and create a seamless and well-functioning International Office.

Initiative 3: Develop relationships with universities and their faculty and students throughout the world, bring international faculty and students to USC, and provide opportunities for students to study abroad and faculty to engage in their scholarly activities throughout the world.

Action Plan: Develop and implement a strategy for developing relationships, establishing cooperative agreements and for implementing programming internationally.

Faculty Support and Retention

Goal 7. Support and Retain Faculty.

Initiative 1: Retain Faculty through a Salary Improvement Plan.

Action Plan: 1) Develop a \$500,000 plan for faculty salary improvement in 2010-2011.

2) Encourage deans to be proactive in retaining their productive faculty by providing salary increases through recurring funds.

3) Assist deans in the retention of highly productive faculty by providing assistance through fixed term chairs, equipment requisition, and in meeting outside offers or preempting outside offers.

Initiative 2: Support faculty by developing a long-range plan for salary improvement.

Action Plan: 1) Perform initial analyses of faculty salaries and report findings to the Faculty Welfare Committee.

2) Develop a plan for a comprehensive market study of salaries to be implemented in FY 2012.

Initiative 3: Provide support for faculty through the Center for Teaching Excellence.

Action Plan: 1) The CTE will prepare faculty for their professorial role through New Faculty Orientation and other faculty development activities.

- 2) The CTE will support faculty, full-time and part-time, in their teaching roles, including both traditional and nontraditional roles.
- 3) Through its contact with faculty, the CTE will assess the needs of the faculty and provide guidance to the Provost Office as to what additional faculty support is needed.

Goal 8. Promote Faculty Research, Scholarship, and Creative Achievement.

Initiative 1: Promote research, scholarship, and creative achievement by creating an enriched scholarly environment that empowers faculty to excel in their scholarship.

Initiative 2: Develop and Implement Grants Programs for Faculty (Appendix IV. 2010-2011 Faculty Grants Programs).

Action Plan: Develop grant programs, coordinate with the Office of Research and Graduate Education and execute the programs during 2010-2011. The requests for proposals for the following grants programs are given in Appendix V.

- 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

Goal 9. Increase Faculty through Senior Hiring Initiative and CoEE Program.

Initiative 1: Continue hiring CoEE chairs for approved Centers of Economic Excellence.

Action Plan: Hire the CoEE Chairs in the following CoEE Centers during FY 11:

College/School	Center of Economic Excellence Chair
Arnold School of Public Health	Nanoenvironmental Research and Risk Assessment Technology for Enhancing a Healthful Lifestyle Rehabilitation and Reconstruction Science
College of Arts and Sciences	Brain Imaging Childhood Neurotherapeutics Data Analysis, Simulation, Imaging and Visualization
College of Engineering and Computing	Advanced Tissue Biofabrication Hydrogen Fuel Cell Economy Nuclear Science and Energy

College of Pharmacy	Renewable Fuels for Fuel Cell Economy
Moore School of Business	Translational Cancer Therapeutics
School of Medicine	Hydrogen Fuel Cell Economy
	Vision Science

Initiative 2: Develop a plan to complete the hiring of CoEE chairs in FY 2012.

College/School	Center of Economic Excellence Chair
Arnold School of Public Health	Cancer Disparities
College of Engineering and Computing	Nuclear Science Strategies
School of Medicine	SmartBRAIN

Initiative 3: Develop a three-year senior faculty hiring plan with \$2 million in recurring funds and \$5 million in one-time monies for start-up expenses.

Action Plan: The provost will ask the deans which disciplines in their colleges need to have senior leadership as well as perform an analysis to determine the density of senior faculty in the different departments, colleges and schools. Disciplines will be selected and searches authorized for recruiting either faculty at the rank of professor or in a few cases at the rank of associate professor.

Academic Environment, Space, and Facilities

Goal 10. Improve Academic Facilities.

Initiative 1: Complete the upfit of Horizon I.

Action Plan: The steps that will be taken are to

- Seek the necessary approvals through the University and the Budget and Control Board.
- Finalize the occupancy of the basement and fourth floors.
- Engage the architect to program and design the space.

Initiative 2: Complete the upfit of Discovery I.

Action Plan: The steps that will be taken are to

- Seek the necessary approvals through the University and the Budget and Control Board.
- Finalize the space usage and occupancy of Discovery I.
- Engage the architect to establish the space program.
- Prepare schematics.
- Design the space.

Initiative 3: Develop a plan for improving academic space.

Action Plan: Work with the Capital Planning Committee and provide assistance in determining space needs and assistance in dealing with academic space

issues. Working collectively, the Provost and Vice Provosts will engage the colleges to determine the most pressing space issues and then develop a plan for addressing the most critical needs.

Appendices

- Appendix I: University of South Carolina DRAFT QEP Proposal: *USConnect: Student Empowerment through Integrative Learning*.
- Appendix II: *Carolina Core* Distribution Requirements Proposal, 11 August 2010 DRAFT (see <http://www.sc.edu/generaleducation/>)
- Appendix III: Draft Five Year Distance Education Plan
- Appendix IV: 2010-2011 Faculty Grants Programs
- Appendix V: Requests for Proposals for Grants Programs
- 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