Advancing our Excellence

Michael D. Amiridis
Professor and Provost
What defines a global research university?
Innovative Teaching
Robust Research
Community engagement

Outstanding people in a culture that promotes innovation
Goal of the Office of the Provost

Enhance the quality of our academic programs
The Student Experience
The Faculty
Selected Strategic initiatives
Planning for the Future: An Academic Dashboard

Michael D. Amiridis
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What is a “dashboard”? 
A set of metrics that allows us to...

- Document and monitor progress
- Compare and contrast with other institutions
- Set targets for the future
- Develop strategies to achieve these targets
- Allocate resources to support these strategies
Critical decisions

• Selection of metrics
  – Relatively small number
  – Broad impact
  – Students and faculty

• Selection of comparison groups
  – Peer and peer-aspirant
  – Similar mission and size
  – Competitors
Dashboard parameters

• Students
  – Total UG enrollment
  – Average SAT score
  – Freshman-Sophomore retention rate
  – 6-year graduation rate

• Faculty
  – Student-to-faculty ratio
  – Research expenditures
  – National awards
  – Doctoral degrees
Comparison groups

• Peer group
  – Rutgers University
  – University of Connecticut
  – University of Georgia
  – University of Kentucky
  – University of Tennessee

• Peer-aspirant group
  – Indiana University
  – University of Maryland
  – University of Missouri
  – University of North Carolina
  – University of Virginia
Student Metrics
#1 Total UG enrollment
First-time full-time freshmen

![Graph showing the number of first-time full-time freshmen enrolled at USC Columbia, Peers, and Aspirants from 2001 to 2010. The graph indicates an increasing trend in enrollment for all categories over the years.]
Currently at capacity

- Laboratories and classrooms
  - Biology labs
  - 50-60 student classrooms
  - 100+ student classrooms
- Faculty and student services staff
- Residence halls
First-time full-time freshmen

![Graph showing the number of first-time full-time freshmen from 2001 to 2015. The graph compares USC Columbia, Peers, and Aspirants.](image)
#1 Total UG enrollment

![Graph showing the total undergraduate enrollment from 2001 to 2015. The enrollment increases over the years, with USC Columbia having the highest enrollment among the depicted entities. The graph includes lines for USC Columbia, Peers, and Aspirants, with USC Columbia consistently showing the highest enrollment throughout the years.]
#2 Average SAT score

![Graph showing SAT scores over years for various categories: USC Columbia, Peers, and Aspirants.](image)
#2 Average SAT score

![Graph showing SAT scores over years for USC Columbia, Peers, and Aspirants.]
Strategies

• Continue strong in-state and out-of-state recruiting efforts
  – Support local recruiters in key areas
• Increase size and further enhance SCHC and Capstone programs
  – Core SCHC faculty program
• Increase available scholarship funds
Potential issues

• Difficult goal in view of current limitations in terms of
  – Size of Freshman class
  – In-state/out-of-state percentages
  – SC average SAT scores

• Need to secure multiple pipelines/alternative paths
  – Residential bridge programs
#3 Freshman-Sophomore retention rate

![Retention Rate Graph]

- USC Columbia
- Peers
- Aspirant Peers

Retention Rate vs. Year from 2001 to 2010.
#3 Freshman-Sophomore retention rate

![Retention Rate Graph](chart.png)

Retention Rate vs. Year for USC Columbia, Peers, and Aspirant Peers from 2001 to 2015.
Strategies

• Enhance student support services
  – Early intervention
  – Supplemental instruction
  – Faculty “buy-in”

• Coherent curriculum
  – Gen Ed requirements
  – USC Connect
  – Time to degree

• Key freshman courses

• Shared responsibility with the Colleges

• Increase thematic residence halls opportunities
  – Preston and Maxcy
#4 6-year graduation rate

6-Year Graduation Rate

- USC Columbia
- Peers
- Aspirants

Graduation Rate vs. Year (2001-2010)
#3 Freshman-Sophomore retention rate

![Graph showing retention rates over years for USC Columbia, Peers, and Aspirant Peers. The retention rates increase over time, with USC Columbia showing the highest rates, followed by Peers, and then Aspirant Peers.](image-url)
First-time full-time freshmen

![Graph showing the number of first-time full-time freshmen from 2001 to 2010.](image)

- **USC Columbia**
- **Peers**
- **Aspirants**

Legend:

- Red diamonds: USC Columbia
- Blue squares: Peers
- Green triangles: Aspirants
#4 6-year graduation rate
#6 6-year graduation rate
Strategies

• Improve freshman-sophomore retention rate
• Coherent curriculum
  – Gen Ed requirements
  – USC Connect
  – Time to degree
• Utilize distributed learning for “bottleneck” courses
• Examine concept of summer semester
Faculty Metrics
#5 Student-to-faculty ratio

![Graph showing student-to-faculty ratio over years. The graph compares USC Columbia, Peers, and Aspirants. USC Columbia shows a significant increase in ratios from 2001 to 2010. Peers and Aspirants have a more stable trend with minor fluctuations.]
#5 Student-to-faculty ratio

![Graph showing student-to-faculty ratio over years.](image)

- **USC Columbia**
- **Peers**
- **Aspirants**

Yearly data from 2001 to 2015 is plotted, indicating the changes in student-to-faculty ratio over time.
Student-to-TT faculty ratio

![Graph showing the student-to-TT faculty ratio from 2002 to 2010 for USC Columbia, Peers, and Aspirants. The graph indicates a significant increase in the student-to-TT ratio for USC Columbia and Aspirants over the years.]
Student-to-TT faculty ratio

![Graph showing the student-to-TT faculty ratio from 2002 to 2015. The graph compares USC Columbia, Peers, and Aspirants.]
Strategies

• Faculty Replenishment Initiative
  – 200 net new TT faculty members over 4 years
  – 41 positions allocated in spring 2011 (fall 2012)
  – 60 positions currently allocated (fall 2012/2013)

• Replace temporary faculty with PhD level instructors
Research expenditures

Expenditures (Millions)

Year

2001 2002 2003 2004 2005 2006 2007 2008

USC
Columbia
Peers
Aspirants
Research expenditures per TT faculty
#6 Research expenditures

![Graph showing research expenditures over years for USC Columbia, Peers, and Aspirants.](image-url)
#7 National awards

![Graph showing Faculty Awards from 2001 to 2009 for USC Columbia, Peers, and Aspirants.](attachment:image.png)
#7 National awards

![Graph showing faculty awards from 2001 to 2015 for USC Columbia, Peers, and Aspirants.](image-url)
Strategies

• Increase awareness
• Faculty Replenishment Initiative
• Faculty support programs
  – Provost grants
  – VPR grants
• Additional incentives for applicants and award winners
#8 Doctoral degrees

![Chart showing the number of doctorates awarded from 2003 to 2010 for USC Columbia, Peers, and Aspirants. The chart indicates an upward trend for USC Columbia and a fluctuating trend for Peers and Aspirants.](chart_image)
#8 Doctoral degrees

[Graph showing the number of doctorates awarded from 2003 to 2015 for USC Columbia, Peers, and Aspirants.]
Strategies

• Dissertation fellowships
• Faculty Replenishment Initiative
• Presidential Fellows program
• Facilitate timely graduation
  – Streamline procedures (duplicative exams)
  – Remove unnecessary obstacles (straight PhD)
• Increase number and salaries of teaching assistants
• Raise money for graduate fellowships
Next Steps
• Communicate, communicate, communicate...
• Develop accurate cost estimates
• Prioritize initiatives based on “ROI” estimates (impact vs. cost)
• Include in next year’s and subsequent budgets
• Monitor progress and adjust