



SECTION I College of Arts and Sciences 2015-2016 Blueprint for Academic Excellence: Executive Summary

With nearly 500 tenured and tenure-track faculty, over 100 instructors and research/clinical faculty, over 1200 graduate students, 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 2015-2016 *Blueprint for Academic Excellence* are evidence of our commitment to advancing the University's academic agenda.

SECTION II College of Arts and Sciences 2015-2016 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 2015-2016 *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
Goal 1: To develop an educated citizenry through excellent programs for all undergraduate students in the University of South Carolina.	(1) <i>Enhance the Quality of Undergraduate, Graduate, and Professional Education</i> (3) <i>Meet South Carolina's goal of increasing the number of citizens who hold high-quality baccalaureate degrees</i>	<i>Dashboard</i> 1. Total Undergraduate Enrollment 2. Average SAT Score 3. Freshman-Sophomore Retention Rate 4. Six-year Graduation Rate	Teaching Excellence Sustainability

College of Arts and Sciences Goal	Provost's Goals	Academic Dashboard	Performance Parameters
Goal 2: To develop the next generation of intellectual leadership through its excellent graduate programs.	(1) <i>Enhance the Quality of Undergraduate, Graduate, and Professional Education</i> (2) <i>Enhance Faculty Scholarship, Research, and Creative Achievements</i>	Dashboard 8. Doctoral Degrees	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.	(2) <i>Enhance Faculty Scholarship, Research, and Creative Achievements</i>	Dashboard 5. Student to Faculty Ratio 6. Research Expenditures 7. Faculty Productivity	Teaching Excellence Research/Scholarship Reputation and Productivity Service to State, Community, Profession, and University Sustainability
Goal 4: To recognize and support the essential role of staff in fulfilling the College's mission	All		Teaching Excellence Research/Scholarship Reputation and Productivity Service to State, Community, Profession, and University Sustainability
Goal 5: To encourage positive change through engagement with the broader society.	(4) <i>Engage the Community and Improve the Quality of Life for South Carolinians</i>		Service to State, Community, Profession, and University
Goal 6: To ensure the reputation, unity, and stability of the College.	All		Sustainability

The College's progress, accomplishments, and strengths in achieving Academic Dashboard targets are detailed in **SECTION III College of Arts and Sciences Goals and Contributions to the University's Key Performance Parameters**. 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 January 2015)	College of Arts and Sciences Plans for 2015-2016
<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 Palmetto College campuses and SC Technical Colleges. ❖ Implemented new undergraduate degrees and majors: BS, Biochemistry and Molecular Biology; BA, Chinese Studies; BA, Environmental Studies; BS, Environmental Science. 	<ul style="list-style-type: none"> ❖ Continue to develop web site material to explain and promote undergraduate programs. ❖ Continue close relationship with Palmetto College campuses and technical colleges in course articulation and transfer. ❖ Continue planning for new baccalaureate degree in Global Studies.
<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. ❖ Ten of the 14 Honors College Faculty Fellows are from Arts and Sciences. 	<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 January 2015, 176 of the College's courses have been fully approved for Carolina Core designation. ❖ Reconceptualized summer school offerings as core of On Your Time initiative. ❖ Expanded teaching capacity in first-year biology with additional instructor positions and renovation of space for teaching laboratories. ❖ Enhanced learning in first-year chemistry, political science, and psychology with additional graduate assistantships. ❖ Expanded internship opportunities through College Internship Director. ❖ Appointed Associate Dean for Undergraduate STEM Education. ❖ Partnered with the Center for 	<ul style="list-style-type: none"> ❖ Continue Carolina Core designation process for remaining courses. ❖ Contribute to leadership of Carolina Core assessment process. ❖ Continue and refine new approach to summer school/On Your Time. ❖ Continue additional allocations for biological sciences instructors and graduate assistantships in chemistry, political science, and psychology. ❖ Continue BIOS; expand intensive orientation for other sciences. ❖ Continue FLIP participation and encourage redesign of

Academic Dashboard	Highlights of College of Arts and Sciences Achievements (as of January 2015)	College of Arts and Sciences Plans for 2015-2016
	<p>Teaching Excellence to initiate Focus on Learning, Innovation and Pedagogy (FLIP), a faculty discussion group, ideas lab, and learning community focused on topics related to the theory and practice of teaching and learning.</p> <ul style="list-style-type: none"> ❖ Developed and implemented first Biology Intensive Orientation for Students (BIOS) in August 2014. ❖ Recalibrated Mathematics Placement Test to ensure appropriate student placement in mathematics sequences; developed Carolina Calculus Preparation program for students scoring at low end of calculus placement test. ❖ Increased study abroad opportunities with approval of one Carolina Core-designated special topics course that can be used for faculty-led study abroad, with a second in progress. Funded Arts and Sciences faculty and staff participation in International Perspectives on Higher Education (Spring 2013, 2014, and 2015.) 	<p>courses, especially at the foundational level.</p> <ul style="list-style-type: none"> ❖ Implement courses (MATH 791, 792) for formal training of Mathematics graduate assistants in mathematics pedagogy. ❖ Continue efforts to increase Arts and Sciences student participation in study abroad by 10% by 2015-2016. ❖ Enhance student participation in pathways that connect academic and out-of-classroom learning (see Section IV, Appendix A.)
<i>4. Six-year Graduation Rate</i>	<ul style="list-style-type: none"> ❖ Unified general education requirements for Bachelor of Arts and Bachelor of Science degrees. ❖ Reconceptualized summer school offerings as core of On Your Time initiative. ❖ 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. ❖ Reduced hours from 128 to 120 for BS/BSC degrees in Biological Sciences, Chemistry, Mathematics and Physics; these degrees now are in alignment with the BS degrees in Economics, Geography, Psychology, 	<ul style="list-style-type: none"> ❖ Continue and refine new approach to summer school/On Your Time. ❖ Continue process of major review. A number of departments and programs have redesigned their undergraduate majors; others are in progress. ❖ Continue implementation of new student information systems with enhanced advising features (see Section IV, Appendix A.) ❖ Continue reduction of hours from 128 to 120 for remaining Bachelor of Science degrees, where feasible.

Academic Dashboard	Highlights of College of Arts and Sciences Achievements (as of January 2015)	College of Arts and Sciences Plans for 2015-2016
	<p>Sociology, and Statistics, and all BA degrees.</p> <ul style="list-style-type: none"> ❖ Reduced hours to 120 for BFA in Art Studio with curricular reorganization. 	
<i>5. Student to Faculty Ratio</i>	<ul style="list-style-type: none"> ❖ Successfully concluded 46 faculty searches in 2012-2013, and 21 in 2013-2014. ❖ Aggressively sought faculty positions in FRI; College was awarded 27 positions in 2010-2011 cycle, 26 positions in 2011-2012, and 18 in 2012-2013. ❖ 19 faculty searches are in progress during 2014-2015. ❖ Developed search committee training module to ensure that faculty searches are conducted effectively and in compliance with University regulations. 	<ul style="list-style-type: none"> ❖ Continue strategic hiring plan exercise with all departments and programs in the College. ❖ Seek new faculty positions in targeted areas through Provost-funded initiatives, grants, and College strategic planning process. ❖ Continue to conduct all faculty searches for maximum effectiveness. ❖ Continue training of faculty search committees. ❖ Continue to make competitive counteroffers to retain excellent faculty. ❖ Continue to collaborate with other Colleges and within Arts and Sciences on selected spousal hires.
<i>6. Research Expenditures</i>	<ul style="list-style-type: none"> ❖ Garnered \$34.4 M in research funding for FY 2014, up from \$33.3 M in FY 2013. ❖ Established Institute for Mind and Brain to maximize opportunities to attract research funding in human cognition and neuroscience. ❖ Monitored federal budget process and its effect on funding agencies. ❖ Hired head of research computing for College of Arts and Sciences Research Computing Center. 	<ul style="list-style-type: none"> ❖ Continue aggressive campaign for external funding. ❖ Develop strategies to increase effectiveness of grant proposals and grants management (see Section IV, Appendix A.) ❖ Focus on creating campus-wide GIScience initiative under leadership of Department of Geography.
<i>7. Faculty Productivity</i>	<ul style="list-style-type: none"> ❖ Current faculty includes 26 AAAS Fellows. ❖ Named first four McCausland Fellows in 2013 and second four in 2014. ❖ Continued full salary support for faculty who win prestigious fellowships, e.g., NEH, ACLS, Guggenheim.) ❖ Continued enhanced sabbatical program (one semester at 100% pay or full year at 65% pay.) ❖ Academic Analytics reports 	<ul style="list-style-type: none"> ❖ Continue full salary support and enhanced sabbatical program. ❖ Continue implementation of McCausland Fellows program with additional appointments.

Academic Dashboard	Highlights of College of Arts and Sciences Achievements (as of January 2015)	College of Arts and Sciences Plans for 2015-2016
	indicate that Arts and Sciences faculty are performing well above average based on commonly used metrics.	
<i>8. Doctoral Degrees</i>	<ul style="list-style-type: none"> ❖ Awarded 100 doctoral degrees in 2013. ❖ Fully funded tuition abatements for full-time, College-supported graduate assistantships. ❖ Increased all full-time, College-supported graduate assistantships by \$1,000 annually. ❖ Implemented Presidential Teaching Fellowships in Social Advocacy and Ethical Life; hired instructor to serve as lead teacher. ❖ Awarded over \$1.2 M in College of Arts and Sciences Dean's Doctoral Dissertation and MFA Fellowships for 2011-2012, 2012-2013, 2013-2014, and 2014-2015. ❖ Secured initial \$500,000 in humanities fellowships from Bilinski Foundation; awarded all fellowship funds for 2013-2014 and 2014-2015. ❖ Secured additional \$400,000 from Bilinski Foundation to award fellowships in 2015-2016 and 2016-2017. ❖ 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. ❖ Continue Presidential Teaching Fellowships in Social Advocacy and Ethical Life. ❖ Continue College of Arts and Sciences Dean's Doctoral Dissertation and MFA Fellowships for 2015-2016. ❖ Continue process to award Bilinski Foundation funds in humanities fellowships for 2015-2016 and 2016-2017. ❖ Continue aggressive nomination campaign for Presidential Fellowships. ❖ Examine mentoring practices and placement data collection through Directors of Graduate Studies group.

SECTION III College of Arts and Sciences 2015-2016 Blueprint for Academic Excellence: Goals and Contributions to University's Key Performance Parameters

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: 176 courses as of January 2015.
- Revised College general education requirements with Carolina Core as foundation and greater cohesion between BA and BS requirements.
- Established Minor in Leadership Studies, BS in Environmental Science, BS in Biochemistry and Molecular Biology, BA in Environmental Studies, and BA in Chinese Studies.
- Added instructional capacity in Biological Sciences.
- Added new advisors in College office and Biological Sciences.
- Added staff position to focus on internships.
- Established non-tenure track teaching award and instructor professional development awards.
- Reconceptualized summer school as core of On Your Time initiative with improved scheduling, language institutes, and non-major business institutes.
- Increased study abroad opportunities with approval of one Carolina Core-designated special topics course that can be used for faculty-led study abroad. Funded faculty and staff participation in International Perspectives on Higher Education Spring 2013, 2014, and 2015.
- Formalized College plan for undergraduate recruitment, retention, and graduation.
- Began process of reinvigorating undergraduate majors with retreat on February 1, 2013.
- BS/BSC degrees in Biological Sciences, Chemistry, Mathematics, and Physics reduced from 128 to 120 hours.
- BFA in Art Studio reduced to 120 hours with curriculum reorganization.
- Appointed Associate Dean for Undergraduate STEM Education.
- Recalibrated Mathematics Placement Test; developed Carolina Calculus Preparation program for students scoring on lower end of calculus placement test.
- Developed and implemented first Biology Intensive Orientation for Students (BIOS) in August 2014.
- Partnered with the Center for Teaching Excellence to initiate Focus on Learning, Innovation and Pedagogy (FLIP), a faculty discussion group, ideas lab, and learning community focused on topics related to the theory and practice of teaching and learning.
- Completed approval process and implemented new science general education course, ASTR 101.

Plans

- Continue Carolina Core designation process and lead efforts, where appropriate, for assessment of Carolina Core.
- Reduce BS degrees from 128 to 120 hours, where possible, for selected remaining programs.
- Continue On Your Time approach to summer school with institutes in selected areas. Pre-law Institute to be implemented Summer 2015.
- Continue BIOS; expand intensive orientation to other sciences.
- Continue process of major curriculum redesign.
- Continue efforts to increase Arts and Sciences student participation in study abroad by 10% by 2015-2016.
- Initiate beginning steps for development of new interdisciplinary degree, BA in Global Studies.
- Complete development of non-profit organization internship program for Arts and Sciences majors.

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.
- Continued implementation of Presidential Teaching Fellowships in Social Advocacy and Ethical Life.
- Established A&S Dean's Doctoral Dissertation and MFA Fellowships; awarded 50 in the four-year period from 2011-2012 to 2014-2015, totaling over \$1.2 M.
- Implemented Bilinski Foundation Fellowships for humanities doctoral students; awarded 10 for 2013-2014 and 9 for 2014-2015, totaling \$500,000. Secured additional \$400,000 in Bilinski funds for fellowships in 2015-2016 and 2016-2017.
- Continued Directors of Graduate Studies (DGS) as a formal leadership group; in 2014-2015 DGS have focused on best practices in graduate student recruitment, mentoring, and placement.
- Increased number of assistantships in chemistry, political science, and psychology.
- Reopened MA in Art History, effective Fall 2015. Reconceptualized curriculum and assessment. Recruiting in progress.

Plans

- Continue above.
- Implement courses (MATH 791, 792) for formal training of Mathematics graduate assistants in mathematics pedagogy.
- Examine mentoring practices and placement data collection through DGS group.

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 productivity, and spur the number of doctoral degrees awarded.

Progress

- Successfully concluded 46 searches in 2012-2013 and 21 in 2013-2014.
- Authorized 19 searches for 2014-2015 including 7 FRI positions.
- Established Institute for Mind and Brain.
- Garnered \$34.4 M in research funding in FY 2014, an increase of 3% over previous year.
- Revised T & P criteria/procedures for all 19 tenure-home departments, 10 fully approved by UCTP.
- Developed formal guidelines for appointment, review, and promotion of research faculty, clinical faculty, and instructors; developed formal guidelines for appointment, review, and tenure and promotion of jointly appointed faculty.
- Overhauled salary structure for full-time instructors.
- Named first two classes of McCausland Fellows (4 each); these fellowships support faculty in innovative teaching and research.
- Completed recommendations following external review of Department of Psychology.
- Completed approval process for name change of Department of Art to School of Visual Art and Design.
- Completed external reviews of Department of Geography and Women's and Gender Studies Program in 2014-2015.

Plans

- Monitor progress of remaining T & P criteria/procedures revisions through approval process.
- Successfully complete current searches.
- Following several years of aggressive faculty hiring, continue to review state of the faculty and plan for long-range future using the annual strategic hiring plan exercise and targeted feedback from College community; renew emphasis on supporting and retaining faculty.
- Follow up recommendations following external reviews of Department of Geography and Women's and Gender Studies Program.
- Refine accelerated external review format and procedures.
- Monitor reduced levels of available federal research funding; aggressively pursue funding opportunities at the federal level as well as in other arenas.
- Develop strategy to broaden support for research by interacting with South Carolina companies to provide technical support and industrial research.

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 10 Classified Staff Excellence Awards in 2013-2014.
- Added staff member dedicated to classified staff issues.
- Implemented universal review dates for staff.

Plans

- Continue above.

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 three critical dance hires, including head of dance education, and achieved full NASD accreditation of dance program.
- Completed successful search for jointly appointed faculty member in mathematics education.
- Completed NASPAA accreditation review for Public Administration program.
- Completed APA accreditation review of Clinical-Community Psychology program.
- Submitted self-study for APA accreditation review of School Psychology program.

Plans

- Conduct follow-up for NASPAA and APA reviews.
- Implement curricular changes in educator preparation programs to comply with Read to Succeed legislation.
- Continue outreach and engagement, e.g., Open Book, lecture series.
- Complete and distribute new brochure for South Carolina industries on Arts and Sciences services, facilities, and opportunities for collaboration and partnership.

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 \$10 M in private philanthropy in FY 2014. Raised \$95 M in private philanthropy during capital campaign, surpassing our original goal of \$80 M by 19% (as of December 31, 2014.)
- Redesigned communications strategy with new web site, logo, marketing manual, College video.
- 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, and selected other groups (e.g., named professors, Smart State chairs.)
- Secured major gift of \$10 M for faculty development; appointed first two classes of McCausland Fellows.
- Completed move of College administrative offices to newly renovated Petigru College.

Plans

- Continue to pursue aggressively other major gifts.
- Continue implementation of McCausland Fellows program.
- Continue external relations strategies with Board of Visitors, Alumni Council, communications plan.
- Continue development of College identity by association with Petigru College.
- Ensure smooth transition as a new Dean of the College of Arts and Sciences is recruited and appointed (updated materials/web sites and transition documents for new leadership.)

SECTION IV College of Arts and Sciences 2015-2016 Blueprint for Academic Excellence: Appendix B, Benchmarking Information

The College of Arts and Sciences is unique among the University's Colleges in that it houses a broad range of disciplines: natural sciences, mathematics, statistics, humanities, social sciences, and the arts, as well as a number of interdisciplinary programs and specialized centers and institutes. The elected Academic Planning Council of the College of Arts and Sciences has considered the question of how to determine the top ten and peer institutions for a College of our size and complexity. The Academic Planning Council has examined programmatic, enrollment, and research funding data from the following sources: *The Top American Research Universities, Annual Report*, The Center for Measuring University Performance; Carnegie classifications; Association of American Universities (AAU) membership criteria; and *U.S. News and World Report* list of Top Public Schools: National Universities.

As the Academic Planning Council has grappled with this question, it has observed that it is not a national norm for arts and sciences colleges to identify top ten and peer institutions for colleges as a whole. The Academic Planning Council has concluded that there is not a consistent and coherent set of institutions that can be identified as the top ten and peers for the College of Arts and Sciences. Rather, it is more effective and ultimately more useful to identify top ten and peer institutions in specific disciplines.

In 2009-2010, each academic department in the College developed a list of institutions considered to have the top ten departments in the discipline. Our departments identified forty-five (45) public and thirty (30) private institutions whose relevant departments can be considered top ten in the discipline, or in some cases, subdiscipline. Similarly, our departments identified forty-four (44) public and eight (8) private institutions whose relevant departments can be considered peer or close peer aspirants.

The National Research Council (NRC) rankings of doctoral programs (released in September 2010) have provided external validation of what we have asserted for a number of years, i.e., that College of Arts and Sciences faculty are national players in terms of the quality and quantity of their research and that the reputations of many of our departments and programs are growing rapidly. In particular, our programs in Biological Sciences, Comparative Literature, English, Geography, and History are highly ranked among both public and private universities. The recent Academic Analytics study of the scholarly productivity of college faculty has demonstrated that the majority of faculty in our departments are performing well above average based on metrics used by all major research universities in the United States.

SECTION IV College of Arts and Sciences 2015-2016 Blueprint for Academic Excellence: Appendix C, Top Strengths and Important Accomplishments

Faculty Hiring

- Since 2005, hired over 300 faculty from elite graduate schools in U.S. and abroad.
- Successfully concluded 46 searches in 2012-2013 and 21 in 2013-2014.
- The College includes 4 SmartState Chairs: Polymer Nanocomposites, Nanostructures, Brain Imaging, and Neurotherapeutics.
- Was awarded 27 positions through first FRHI cycle (2010-2011), 26 positions through second FRHI cycle of FRHI (2011-2012), and 18 positions through the third cycle (2012-2013.)
- Launched 19 searches in 2014-2015 (in progress.)

Faculty Support and Retention

- Competitive starting salaries and startup packages.
- Remediated salary compression in selected units employing principles developed by faculty.
- Increased faculty promotional raises by \$2,000.
- Full-year salary support for recipients of prestigious external fellowships.
- Enhanced sabbatical program (full year at 65%).
- Bridge funding for research active faculty.
- Associate Professor Development Award (10% salary and research fund.)
- Since 2005, countered 149 outside offers with an average retention rate of 75%.
- Successfully pursued philanthropic gift to support McCausland Fellows; inaugural cohort of four fellows named in 2013, with second cohort of four named in 2014.

Faculty Productivity

- Since 2005, garnered \$427 M in sponsored funding.
- Garnered \$34.4 M in sponsored funding in FY 2014, increase of 3% over the previous year .
- Since 2005, Arts and Sciences faculty have published 206 scholarly books, 127 edited volumes, and 37 creative works.
- In CY 2014, Arts & Sciences faculty published 687 articles in scientific journals. In the most recent five-year period (CY 2010-2014), the College saw an increase of 50% in scientific publications from the previous five years.
- The current faculty of Arts & Sciences faculty includes 26 AAAS Fellows.
- Over the past eight years, Arts & Sciences faculty have won 8 NSF Career Awards and 20 prestigious fellowships (e.g., NEH, ACLS, Guggenheim.)
- Established six new centers and institutes: Institute for African American Research, Hazards and Vulnerability Research Institute, Confucius Institute, Parenting and Family Research Center, Center for Digital Humanities, and Institute for Mind and Brain.
- Established School of the Earth, Ocean and Environment; renamed Department of Art as School of Visual Art and Design.

Undergraduate Education

- Broad range of undergraduate degree programs in arts, humanities, social sciences, natural and mathematical sciences.
- Leadership in developing, implementing, and assessing Carolina Core.
- Revised ENGL 102 to satisfy CMW and INF Carolina Core learning outcomes.
- Developed SAEL 200 to satisfy CMS and VSR Carolina Core learning outcomes.
- Revised College general education requirements with Carolina Core as foundation; unified Bachelor of Arts and Bachelor of Science general education curricula.
- Effective management of teaching resources to serve general education, specialized course work for professional schools, minors, as well as College major curricula. Increased efficiency to manage increases in first-year class size (3500 to 5200 over 10 years) without corresponding increase in College budget.
- Sustained attention to improving learning and teaching in first-year courses; appointed Associate Dean for Undergraduate STEM Education; launched Biology Intensive Orientation for Students (BIOS) in August 2014; formal courses in mathematics pedagogy for Mathematics graduate assistants in process.
- New undergraduate programs: BS in Biochemistry and Molecular Biology; BA in Chinese Studies; BS in Environmental Sciences; BA in Environmental Studies; BA in Dance; minors in Chinese Studies, Islamic World Studies, and Leadership Studies; teacher certification track in undergraduate foreign language majors.
- New awards to support undergraduate teaching by full-time instructors: Non-Tenure Track Undergraduate Instructional Faculty Teaching Award (\$2,000 each) and Instructor Professional Development Award (\$5,000 each.)
- Remediated instructor salary inequities by allocating funds commensurate with current market.
- Leadership in expanded and enhanced summer school, “Summer at Carolina: Graduation on Your Time” with Language Institutes in Spanish, Portuguese, and Chinese and with the Pre-Law Institute; partnered with Moore School of Business to offer the Business Institute for Non-Business Majors.
- Consolidated College advising resources in central location of Flinn Hall and enhanced advising with additional advisor positions.
- Enhanced beyond the classroom learning with hiring of College Internship Director. Launched non-profit organization internships in Spring 2015.
- Launched extended examination of undergraduate majors with Retreat on the Undergraduate Major February 1, 2013.
- Streamlining of BS degrees from 128 to 120 hours for BS in Biological Sciences, BS in Chemistry, BSC in Chemistry, and BS in Mathematics completed in Fall 2013, with BS in Physics completed in 2014. A total of ten (10) BS programs are now at the 120-hour total.
- A curricular change in the BFA in Art Studio effectively reduced the degree by 12 hours, making it possible to complete with 120 hours.

SECTION IV College of Arts and Sciences 2015-2016 Blueprint for Academic Excellence: Appendix A, Resources Needed

The College faces a number of challenges in the next five years and beyond. With respect to some of these challenges, we are confident in our ability to meet them. We have demonstrated that we are capable of recruiting faculty and students of the highest caliber, supporting an ambitious research agenda, delivering academic programs of the highest quality, and building a base of alumni, friends, and supporters who share our vision of the role that higher education can play in our state, nation, and global community. We are able not only to manage our limited resources well, but to deploy them strategically to preserve and enhance our core mission in the long term. Nevertheless, the College faces a number of overarching challenges that are a source of deep concern and that will require the sustained attention of the College and the University as a whole.

Challenge: Research Funding

Research funding has recently become and will remain a challenge. Recent national fiscal policies have severely constrained the budgets of federal granting agencies, including the NSF. In FY 2013, the College brought in the lowest total for externally funded research in seven years. While FY 2014 totals have rebounded somewhat, external funding remains below previous years. Lower levels of available federal funding adversely affect faculty careers, reduce the amount of graduate student funding, and stall progress toward national prominence for our programs. The College is monitoring levels of proposal submission and success, and is actively working with units and faculty to prepare proposals for this extremely competitive funding environment.

Challenge: Increases in Undergraduate Enrollment and Advising

With the University's increased undergraduate enrollment, the College has in recent years prioritized efforts on effectively deploying instructional resources, hiring faculty, and improving student learning in specific curricular areas. There are, however, other aspects of the undergraduate experience that need additional attention. These include academic advising that specifically focuses on helping students identify and pursue learning experiences beyond the classroom and connecting those experiences with the undergraduate degree and major. Our faculty and staff advisors must be able to exploit fully the opportunities for students made available through USC Connect, study abroad, the newly implemented Graduation with Leadership Distinction, and experiential learning.

Challenge: Integrating New Data Systems into Student Services and Academic Planning and Assessment

In recent years the University has invested heavily in new data systems and technological tools that are intended to enhance student advising and improve tracking of student performance: Banner, DegreeWorks, and the Student Success Collaborative. Other tools such as Blackboard Outcomes have not been exploited to their full potential for use in the assessment of student learning. The College needs a small number of specialized staff dedicated to integrating these systems across a complex array of academic units.

Challenge: Compensation

Maintaining appropriate faculty, graduate student, and staff compensation is a major challenge in a tight fiscal climate. Since 2005, the College has made systematic efforts, many of these in partnership with the Office of the Provost, in regard to increasing compensation. We have recently made significant progress with respect to increasing graduate assistant stipends and addressing faculty salary compression. We must continue to work on compensation issues to ensure that our faculty, graduate students, and staff are paid at competitive levels.

Challenge: Space and Facilities

Space and facilities issues remain a constant challenge. Our space and facilities are insufficient, given that they were designed and built for a much smaller number of faculty, staff, and students than we currently have. In addition, our space and facilities are aging, requiring significant attention and resources to maintain and upgrade for current demands. Working in substandard and inadequate space constrains the potential of our faculty, staff, and students. Since 2005, we have committed College resources and leveraged University resources for the expansion, enhancement, and improvement of space and facilities assigned to the College. The College continues to need both more research space and improvements in existing space to support the ambitious research agenda of our faculty; the availability of research space directly affects all faculty hiring, especially but not exclusively in the sciences. We need more and higher quality teaching and office space to support the academic mission of the College. Significant financial resources are required to expand, update, remodel, and improve infrastructure in the College's research and teaching facilities.

To address these challenges, the College requires additional resources as described below.

Resources needed to address challenges in Research Funding, Increased Undergraduate Enrollments/Advising, and Integrating New Data Systems: \$500,000 (Recurring) to Add Specialized Staff Positions

The College proposes to add six specialized staff positions:

- Budget specialist with expertise in budget-building for grant proposals and grants budget management
- Two academic advisors for the College Undergraduate Academic Affairs and Advising Office to focus on developing undergraduate student pathways and serving as liaisons with USC Connect, the Leadership Initiative, Study Abroad Office, Office of Undergraduate Research, and related areas.
- Three data system specialists who can assist units in exploiting the full potential of new data systems in advising, student services, and assessment.

Resources needed to address challenge of compensation: \$3 M (Recurring) to Address Faculty and Staff Compensation Issues

Additional resources of \$3 M will enable us to target faculty and staff compensation issues as a priority in the next five years. Addressing salary compression and rewarding merit will help us support a talented faculty and staff.

Resources needed to address challenge of Space and Facilities: \$40 M (One-Time) for Undergraduate Science Laboratory Building

Demands for undergraduate laboratory space will soon outstrip our ability to offer sufficient course work for undergraduate students **across all colleges at the University**. Our undergraduate science courses serve not only Arts and Sciences majors, but undergraduates pursuing degrees in engineering, public health, exercise science, nursing, and pharmacy. We have committed College resources and leveraged University resources to refit existing space for undergraduate laboratories. With all available space already in use, the College seeks to find new space to accommodate increased demand for undergraduate courses in the sciences. A new instructional laboratory building has been added as a priority for the College's fundraising efforts and is now listed on the University's Master Plan.

Graduate Education

- 2010 NRC rankings spotlighted several of our doctoral programs (Biological Sciences, Comparative Literature, English, Geography, and History) as national leaders in their disciplines.
- Increased College-sponsored graduate assistantships by \$1,000 annually.
- Established Presidential Teaching Fellowships in Social Advocacy and Ethical Life.
- Established College of Arts and Sciences Dean's Doctoral Dissertation and MFA Fellowships; over \$1.2 M in fellowships awarded for 2011-2012, 2012-2013, 2013-2014, and 2014-2015.
- Secured initial \$500,000 in humanities fellowships from Bilinski Foundation for 2013-2014 and 2014-2015. Secured additional \$400,000 from Bilinski Foundation to award fellowships in 2015-2016 and 2016-2017.
- Established new doctoral degree programs: Anthropology, Criminology and Criminal Justice, and Spanish.
- Regular meetings of Directors of Graduate Studies to discuss best practices.

Space and Facilities

- Since 2005, invested over \$14 M in College funds and leveraged over twice this amount from central administration to improve space and facilities.

Community-Building, Planning, and Recognition

- Raised \$95 M in private philanthropy during capital campaign, surpassing our original goal of \$80 M by 19% (as of December 31, 2014.)
- Advocacy by College of Arts and Sciences Board of Visitors.
- Advocacy by College of Arts and Sciences Alumni Council.
- Promotion of the College among alumni, supporters, and friends with alumni weekends, Recognition of Excellence dinner, alumni receptions and events within SC and in major cities nationally and abroad.
- Communications and marketing plan, aligned with the University's, to advance the College.
- Support for major public lectures, exhibits, and engagement activities.
- Strong leadership and governance through organization of Chairs and Directors, elected Academic Planning Council, Directors of Graduate Studies, Undergraduate Directors, and Senior Staff.
- Annual strategic hiring plan exercise.

SECTION IV College of Arts and Sciences 2015-2016 Blueprint for Academic Excellence: Appendix D, Weaknesses

Space and Facilities

Excellence in teaching and learning, research, and service must be supported by high quality space and facilities. The College's aging space and facilities must be continually refurbished and updated to serve the academic needs of faculty, staff, and students. Beyond maintaining existing space and facilities, the College needs additional space to accommodate growth in all areas of our mission: to serve increased undergraduate enrollment; to enhance graduate education, especially at the doctoral level; to support the ambitious research agenda of our faculty; and to engage the public with service and outreach programs, lectures, exhibitions, and performances.

As we focus on improving undergraduate retention and graduation rates, we need additional office space for advisors and support staff, as well as more and improved increased classroom space for teaching. The critical need for a new laboratory building to serve students in first-year science courses is well documented in other parts of this Blueprint (See **Appendix A**.) As we strive to increase the number of doctoral degrees awarded, we must ensure that graduate students have appropriate work and laboratory space. As we work to recruit new faculty and retain and nurture them throughout their careers, we must provide appropriate space, especially laboratories, to facilitate their success. The need for additional and appropriate space is not limited to science faculty; increasingly, faculty in the arts, humanities, and social sciences require specialized space to pursue their research and creative activity. As we seek to engage the public, we must ensure that their experiences with the College and with the University reflect the high quality of our programs. Inadequate, outdated, and poorly functioning lecture halls and public arts facilities work against this aim.

Strategy: Since 2005, we have invested over \$14 M in College resources and leveraged over twice this amount in University resources for the expansion, enhancement, and improvement of space and facilities assigned to the College. Space resources have increasingly become critical factors in hiring decisions. We will continue to invest College funds where feasible, and will continue to work closely with central administration to prioritize, plan, and implement space and facilities projects.

Communications

Presenting engaging, accurate, and timely communication materials to prospective and current students, current faculty and prospective hires, staff, the broader scholarly community, and the general public is an ongoing struggle. Within the College, there are hundreds of web pages that must be continually updated with materials. Currently, our

web presence does not reflect the strength of our programs or promote them as effectively as possible.

Strategy: The College will continue to work with contract writers to update web materials on a priority basis. We are emphasizing updating of web materials, especially faculty CVs, as we prepare for the upcoming search for the next Dean of the College.

Rising Costs Associated with Supporting and Retaining Faculty

With the exception of the 2008-2009 academic year, the most traumatic point of the economic downturn, the College of Arts and Sciences has hired every year since the founding of the College in 2005. In the past ten years, the College has hired over 300 tenure-track faculty members, comprising roughly two-thirds of the faculty. Of these, approximately 130 have been hired since 2009. To accomplish this, we have committed massive amounts of College resources and aggressively competed for faculty positions through the Provost's Faculty Replenishment Initiative (FRI) and external grant opportunities. Whenever possible, we have accommodated spousal hires, associated with Arts and Sciences positions and with positions in other Colleges, within the context of teaching needs. Our total faculty size has increased by 8%.

Each of these new hires represents a significant investment by the College. We want to ensure that they have the resources to be successful members of their units, the College, and the University. In partnership with our departments and with the Provost's Office, we have committed over \$30 M to competitive start-up packages since 2009. But there are continuing costs associated with supporting and retaining faculty beyond start-up. Salary compression is an ongoing concern (See **Appendix A.**) Costs related to broader workload, such as technology support and the appropriate number and type of staff, are rising. In an increasingly difficult federal funding environment, we must be prepared to bridge faculty from one grant to another. Competitive counteroffers are becoming more expensive.

Strategy: The College will continue to exercise careful fiscal management of all resources. Faculty hiring in the next few years is likely to be slower as we cope with other rising costs and allow funds for start-up packages time to recoup. We will continue, however, to plan for the future and develop strategies for advancement through the annual strategic hiring plan exercise and through a heightened readiness for new University-level initiatives.

SECTION IV

College of Arts and Sciences

2015-2016 Blueprint for Academic Excellence:

Appendix E, Unit Statistical Profile

Updated 3/26/2015



UNIVERSITY OF
SOUTH CAROLINA
College of Arts and Sciences

STATISTICAL PROFILE

Data for Tables 1-12 are supplied by Office of Institutional Research and Assessment (OIRA), per Provost's instructions.

NOTE Current data for the following tables are not available from OIRA:

Table 2--- Freshman Retention Rate for the Fall 2013 cohort

Table 3--- Sophomore Retention Rate for the Fall 2012 cohort

Table 5--- Number of Entering Graduate Students for Fall 2014; Average GRE

Table 7A, 7B, 7C--- Graduation Rates (4,5,6 year) for the Fall 2008 cohort

Data for Tables 9 and 10, Percentage of Credit Hours Taught by Faculty with Highest Terminal Degree and Percentage of Credit Hours Taught by Full-Time Faculty, have been updated as 3/26/2015.

STATISTICAL PROFILE

Table 1: Number of Freshmen and Average SAT/ACT

Admissions	Headcount	Average SAT Total	Average ACT Total
Fall 2011	1525	1211	27
Fall 2012	1379	1216	27
Fall 2013	1469	1213	27
Fall 2014	1293	1219	28

Source: OIRA

Date Updated: 3/20/2015

STATISTICAL PROFILE

Table 2: Freshman to Sophomore Retention Rates

		2011 Cohort	2012 Cohort	2013 Cohort
Starting in:	Ending in:	Returned 12	Returned 13	Returned 14
Arts & Sciences	Same School	71.9%	74.5%	*
	Other School	15.6%	13.1%	*
	TOTAL	87.5%	87.5%	*

Source: OIRA

Date Updated: 3/20/2015

*Note: The Office of Institutional Research and Assessment confirms that the Freshman Retention Rate for the Fall 2013 cohort is not available as of 3/20/2015.

STATISTICAL PROFILE

Table 3: Sophomore to Junior Retention Rates

		2010 Cohort	2011 Cohort	2012 Cohort
<i>Starting in:</i>	<i>Ending in:</i>	Returned 12	Returned 13	Returned 14
Arts & Sciences:	Same School	76.1%	78.3%	*
	Other School	13.9%	13.8%	*
	TOTAL	90.0%	92.2%	*

Source: OIRA

Date Updated: 3/20/2015

*Note: The Office of Institutional Research and Assessment confirms that the Sophomore Retention Rate for the Fall 2012 cohort is not available as of 3/20/2015.

STATISTICAL PROFILE

Table 4: Number of Majors (Headcount)

Student Headcount	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Undergrad	8254	8089	8014	7769
Masters	408	363	373	360
Certificate	11	19	20	19
First Prof	n/a	n/a	n/a	n/a
Doctoral	765	776	829	837
Total	9438	9247	9236	8985

Source: OIRA

Date Updated: 3/20/2015

STATISTICAL PROFILE

Table 5: Number of Entering Graduate Students and Average GRE

Admissions	Headcount	Average GRE Verbal	Average GRE Quantitative
Fall 2011	249	537	653
Fall 2012	236	^	^
Fall 2013	288	^	^
Fall 2014	*	^	^

*Note: The Office of Institutional Research and Assessment confirms that the number of entering graduate students for Fall 2014 is not available.

^ The Office of Institutional Research and Assessment confirms that graduate test scores are not included due to high percentage of missing test scores on USC database.

Source: OIRA

Date Updated: 3/20/2015

STATISTICAL PROFILE

Table 6: Number of Graduates

Degrees Awarded	Fall 2013, Spring 2014, Summer 2014
Undergraduate	1806
Masters	187
Certificate	15
First Prof	n/a
Doctoral	103
Total	2111

Source: OIRA
Date Updated: 3/20/2015

STATISTICAL PROFILE

Table 7A: Number of Graduates 4-Year Graduation rates (percent)

		2006 Cohort	2007 Cohort	2008 Cohort
		4-Year	4-Year	4-Year
<i>Starting in:</i>	<i>Ending in:</i>			
A & S	Same School	45.8	45.4	*
	Other School	10.8	10.0	*
	TOTAL	56.6	55.4	*

Source: OIRA

Date Updated: 3/20/2015

*Note: The Office of Institutional Research and Assessment confirms that Graduation Rates for the Fall 2008 cohort are not available as of 3/20/2015.

STATISTICAL PROFILE

Table 7B: Number of Graduates 5-Year Graduation rates (percent)

		2006 Cohort	2007 Cohort	2008 Cohort
		5-Year	5-Year	5-Year
<i>Starting in:</i>	<i>Ending in:</i>			
A & S	Same School	54.2	53.8	*
	Other School	17.0	16.6	*
	TOTAL	71.2	70.4	*

Source: OIRA

Date Updated: 3/20/2015

*Note: The Office of Institutional Research and Assessment confirms that Graduation Rates for the Fall 2008 cohort are not available as of 3/20/2015.

STATISTICAL PROFILE

Table 7C: Number of Graduates 6-Year Graduation rates (percent)

		2006 Cohort	2007 Cohort	2008 Cohort
<i>Starting in:</i>	<i>Ending in:</i>	6-Year	6-Year	6-Year
A & S	Same School	55.6	55.3	*
	Other School	18.0	17.3	*
	TOTAL	73.6	72.6	*

Source: OIRA
 Date Updated: 3/20/2015

*Note: The Office of Institutional Research and Assessment confirms that Graduation Rates for the Fall 2008 cohort are not available as of 3/20/2015.

STATISTICAL PROFILE

Table 8: Total Credit Hours

Student Credit Hours	Fall 2013	Spring 2014	Summer 2014
Undergraduate	192,236	185,352	17,189
Masters	3795	3551	458
1st Professional	n/a	n/a	n/a
Doctoral	5417	5071	543
Total	201,448	193,974	18,190
Grand Total	413,612		

Source: OIRA

Date Updated: 2/21/2014

STATISTICAL PROFILE

Table 9: % Credit Hours Taught by Faculty with Highest Terminal Degree, Fall 2014
(reflects corrected data as of 3/26/2015)

Program (from Undergraduate Academic Bulletin)	% Yes Cred Hrs
African American Studies/ B.A.	25.00%
Anthropology/ B.A.	51.67%
Art Education, B.F.A.	44.75%
Art History/ B.A.	33.05%
Art Studio	35.68%
Art Studio, 3D Studies, B.A.	33.61%
Art Studio, 3D Studies, B.F.A.	51.61%
Art Studio, Ceramics, B.A.	29.84%
Art Studio, Ceramics, B.F.A.	57.14%
Art Studio, Design, B.A.	33.61%
Art Studio, Design, B.F.A.	30.59%
Art Studio, Drawing, B.A.	33.61%
Art Studio, Drawing, B.F.A.	100.00%
Art Studio, Intermedia, B.A.	31.46%
Art Studio, Intermedia, B.F.A.	74.68%
Art Studio, Painting, B.A.	31.34%
Art Studio, Painting, B.F.A.	100.00%
Art Studio, Photography, B.A.	28.28%
Art Studio, Photography, B.F.A.	40.00%
Art Studio, Printmaking, B.A.	28.82%
Art Studio, Printmaking, B.F.A.	30.00%

STATISTICAL PROFILE

Table 9: % Credit Hours Taught by Faculty with Highest Terminal Degree, Fall 2014
(reflects corrected data as of 3/26/2015)

Biochemistry and Molecular Biology, B.S.	83.55%
Biological Sciences/ B.S.	58.87%
Cardiovascular Technology, B.S.	83.28%
Chemistry, B.S.	89.78%
Chemistry, B.S.C.	83.21%
Classics, Classical Studies, B.A.	100.00%
Classics, LATNGREK Classical S	100.00%
Classics, Teacher Certification Option, B.A.	28.56%
Comparative Literature, B.A.	100.00%
Criminology & Crim Justice/B.A	33.44%
Dance, Dance Education K-12, B.A.	34.94%
Dance, Performance and Choreography, B.A.	76.09%
Economics/ B.A. or B.S.	45.64%
English, General, B.A.	100.00%
English, Intensive, B.A.	100.00%
English, Writing, B.A.	63.66%
Environmental Science, B.S.	96.64%
European Studies, B.A.	3.13%
Film and Media Studies, B.A.	31.85%
French, General Option, B.A.	53.68%
French, Teaching Certification, B.A.	33.97%

STATISTICAL PROFILE

Table 9: % Credit Hours Taught by Faculty with Highest Terminal Degree, Fall 2014
(reflects corrected data as of 3/26/2015)

Geography, General Geography, B.A.	100.00%
Geography, General Geography, B.S.	100.00%
Geography, Geographic Information Science, B.A.	100.00%
Geography, Geographic Information Science, B.S.	100.00%
Geography, Human/Economic, B.A.	98.94%
Geography, Human/Economic, B.S.	98.94%
Geography, Physical/Environmental, B.A.	100.00%
Geography, Physical/Environmental, B.S.	100.00%
Geological Sciences, Environmental Geosciences, B.S.	82.18%
Geological Sciences, General, B.S.	79.59%
Geophysics, B.S.	100.00%
German, Teacher Certification Option, B.A.	31.02%
German/ General Option/ B.A.	49.49%
History/ B.A.	64.87%
International Studies, B.A.	39.37%
Latin American Studies, B.A.	68.53%
Marine Science, B.S.	98.51%
Mathematics, Actuarial, B.S.	23.90%
Mathematics, Applied, B.S.	100.00%
Mathematics, General, B.S.	53.41%

STATISTICAL PROFILE

Table 9: % Credit Hours Taught by Faculty with Highest Terminal Degree, Fall 2014
(reflects corrected data as of 3/26/2015)

Media Arts, B.A.	48.03%
Philosophy, B.A.	57.68%
Physics, Biophysics, B.S.	72.80%
Physics, Electrical, B.S.	60.19%
Physics, Engineering Physics, B.S.	57.14%
Physics, General, B.S.	100.00%
Physics, Mechanical, B.S.	92.69%
Physics, Pre	76.24%
Political Science, B.A.	34.73%
Religious Studies, B.A.	88.36%
Russian, B.A.	95.45%
Sociology, B.A.	38.52%
Sociology, B.S.	38.52%
Spanish, Teacher Certification, B.A.	32.37%
Spanish/ B.A.	38.48%
Statistics, Actuarial Mathematics, B.S.	69.87%
Statistics, General, B.S.	69.87%
Theatre, B.A.	82.88%
Womens & Gender Studies/ B.A.	28.88%

STATISTICAL PROFILE

**Table 10: % Credit Hours Taught by Full-time Faculty, Fall 2014
(reflects corrected data as of 3/26/2015)**

<u>Program (from Undergraduate Academic Bulletin)</u>	<u>FT % Cred Hrs</u>
African American Studies/ B.A.	55.00%
Anthropology/ B.A.	77.00%
Art Education, B.F.A.	48.38%
Art History/ B.A.	90.35%
Art Studio	48.25%
Art Studio, 3D Studies, B.A.	37.47%
Art Studio, 3D Studies, B.F.A.	100.00%
Art Studio, Ceramics, B.A.	35.38%
Art Studio, Ceramics, B.F.A.	57.14%
Art Studio, Design, B.A.	37.47%
Art Studio, Design, B.F.A.	81.74%
Art Studio, Drawing, B.A.	37.47%
Art Studio, Drawing, B.F.A.	0.00%
Art Studio, Intermedia, B.A.	35.96%
Art Studio, Intermedia, B.F.A.	51.90%
Art Studio, Painting, B.A.	36.93%
Art Studio, Painting, B.F.A.	100.00%
Art Studio, Photography, B.A.	33.39%
Art Studio, Photography, B.F.A.	63.45%
Art Studio, Printmaking, B.A.	33.23%
Art Studio, Printmaking, B.F.A.	30.00%

Source: OIRA

Updated: 3/26/2015

STATISTICAL PROFILE

**Table 10: % Credit Hours Taught by Full-time Faculty, Fall 2014
(reflects corrected data as of 3/26/2015)**

Biochemistry and Molecular Biology, B.S.	83.13%
Biological Sciences/ B.S.	89.85%
Cardiovascular Technology, B.S.	88.68%
Chemistry, B.S.	94.19%
Chemistry, B.S.C.	85.32%
Classics, Classical Studies, B.A.	100.00%
Classics, LATNGREK Classical S	100.00%
Classics, Teacher Certification Option, B.A.	43.55%
Comparative Literature, B.A.	100.00%
Criminology & Crim Justice/B.A	69.74%
Dance, Dance Education K-12, B.A.	54.30%
Dance, Performance and Choreography, B.A.	76.09%
English, General, B.A.	100.00%
English, Intensive, B.A.	100.00%
English, Writing, B.A.	100.00%
Environmental Science, B.S.	89.21%
European Studies, B.A.	3.13%
Film and Media Studies, B.A.	56.05%
French, General Option, B.A.	100.00%
French, Teaching Certification, B.A.	53.97%

Source: OIRA

Updated: 3/26/2015

STATISTICAL PROFILE

**Table 10: % Credit Hours Taught by Full-time Faculty, Fall 2014
(reflects corrected data as of 3/26/2015)**

Geography, General Geography, B.A.	100.00%
Geography, General Geography, B.S.	100.00%
Geography, Geographic Information Science, B.A.	100.00%
Geography, Geographic Information Science, B.S.	100.00%
Geography, Human/Economic, B.A.	100.00%
Geography, Human/Economic, B.S.	100.00%
Geography, Physical/Environmental, B.A.	100.00%
Geography, Physical/Environmental, B.S.	100.00%
Geological Sciences, Environmental Geosciences, B.S.	100.00%
Geological Sciences, General, B.S.	79.59%
Geological Sciences, Marine Geology, B.S.	50.00%
Geophysics, B.S.	100.00%
German, Teacher Certification Option, B.A.	47.22%
German/ General Option/ B.A.	100.00%
History/ B.A.	83.90%
International Studies, B.A.	39.37%
Latin American Studies, B.A.	87.55%
Marine Science, B.S.	99.26%
Mathematics, Actuarial, B.S.	78.78%
Mathematics, Applied, B.S.	100.00%
Mathematics, General, B.S.	66.36%

Source: OIRA

Updated: 3/26/2015

STATISTICAL PROFILE

**Table 10: % Credit Hours Taught by Full-time Faculty, Fall 2014
(reflects corrected data as of 3/26/2015)**

Media Arts, B.A.	59.00%
Philosophy, B.A.	60.75%
Physics, Biophysics, B.S.	65.84%
Physics, Electrical, B.S.	61.81%
Physics, Engineering Physics, B.S.	58.71%
Physics, General, B.S.	30.28%
Physics, Mechanical, B.S.	87.84%
Physics, Pre	70.29%
Political Science, B.A.	34.78%
Religious Studies, B.A.	100.00%
Russian, B.A.	95.45%
Sociology, B.A.	38.52%
Sociology, B.S.	38.52%
Spanish, Teacher Certification, B.A.	62.16%
Spanish/ B.A.	91.69%
Statistics, Actuarial Mathematics, B.S.	73.02%
Statistics, General, B.S.	73.02%
Theatre, B.A.	100.00%
Womens & Gender Studies/ B.A.	34.05%

Source: OIRA

Updated: 3/26/2015

STATISTICAL PROFILE

Table 11: Number of Faculty

Number of Faculty by Rank (Tenure-track; Research; Clinical ONLY)

	Professor	Associate Professor	Assistant Professor	Research Professor	Research Associate Professor	Research Assistant Professor	Clinical Professor	Clinical Associate Professor	Clinical Assistant Professor
TOTAL Fall 2012	184	168	112	8	13	11	0	1	1
TOTAL Fall 2013	191	180	123	6	12	8	1	2	2
TOTAL Fall 2014	184	187	104	2	6	5	0	3	0

Source: OIRA

Date Updated: 3/20/2015

STATISTICAL PROFILE

Table 12: Ethnicity of Tenured and Tenure-Track Faculty

Ethnicity	Fall 2012 (FY13) Number of Faculty	% of Fall 2012 Total of Tenured and Tenure Track Faculty	Fall 2014 (FY15) Number of Faculty	% of Fall 2014 Total of Tenured and Tenure Track Faculty	Change
Hispanic	11	2.4%	11	2.3%	no change/-.1%
American Indian/ Alaska Native	1	.2%	1	.2%	no change
Asian	15	3.2%	34	7.1%	+19/+3.9%
Black or African American	28	6.0%	25	5.2%	-3/-8%
White	312	67.2%	330	69.4%	+18/+2.2%
Two or More Races	6	1.3%	4	.8%	-2/.5%
NR/Alien	82	17.6%	20	4.2%	-62/-13.4%
Unknown	9	1.9%	11	2.3%	+2/.4%
Not Available for this Semester	0	0%	39	8.2%	+39/+8.2%

College of Arts and Sciences
#1 - Blueprint Data
Total Number and Amount of Proposal Submissions
Fiscal Year 2014

pi_home_department	Total First Year	Total Count	Federal	State	Commercial	Local	Other	Private	Agency (Z Accts)
Anthropology	499,701	7	4						3
Archaeology & Anthropology, SC Institute of	1,534,966	13	8			1			4
Art	108,901	5	3			1			1
Baruch Institute	1,502,233	14	11						3
Biological Sciences	11,058,416	83	61		1		6		15
Chemistry & Biochemistry	11,636,722	74	51	2	6				15
COBRE: Center for Colon Cancer Research	1,744,398	4	2	1					1
Criminology & Criminal Justice, Department of	474,798	5	5						
Earth and Ocean Sciences	3,111,947	43	38	1			1		3
Earth Sciences & Resources Institute	783,040	6	4		1		1		
Electron Microscopy Center	25,000	1			1				
English	687,543	16	3			1			12
Geography	2,805,641	28	24	1			1		2
History	256,777	11	4	5					2
International Studies, Walker Institute of	134,045	1	1						
Languages, Literatures, and Cultures	71,600	4	2				1		1
Linguistics Program	53,250	1	1						
Marine Science	272,238	8	4						4
Mathematics	1,391,007	26	22						4
McKissick Museum	110,548	4	1	1					2
Philosophy	31,413	1	1						
Physics & Astronomy	2,141,634	20	19				1		
Political Science	381,031	6	3			2	1		
Psychology	9,742,894	48	35	1		3	6		3
Public Service & Policy Research, Institute for	271,472	5	3	1			1		
Religious Studies	98,437	3							3
Science Education, Center for	15,300	1	1						
Sociology	216,675	5	5						
Statistics	628,817	7	6	1					
Women's Studies	14,186	2						1	1
Total CAS	51,804,630	452	322	14	9	8	19	79	1
Total Amount First Year			45,276,565	702,102	716,370	70,719	671,637	4,173,674	193,463

College of Arts and Sciences
#2 - Blueprint Data
Externally Sponsored Awards by Source, PI, Rank
Fiscal Year 2014

PI_NM_DEPT_DESC	PI_NM	Total SP	TENURE_STATUS_DESC	RANK	FEDERAL	STATE	LOCAL	PRIVATE	COMMERCIAL	OTHER
Archaeology & Anthropology, SC Institute of	Brooks, Mark	394,000			394,000					
Archaeology & Anthropology, SC Institute of	Cobb, Charles	5,800	TENURED	PROFESSOR	0			5,800		
Archaeology & Anthropology, SC Institute of	DePratter, Chester	25,000		RESEARCH ASSOC PROF			25,000			
Archaeology & Anthropology, SC Institute of	Rice, Nena	4,700			4,700					
Archaeology & Anthropology, SC Institute of	Smith, Karen	103,800		CLASSIFIED	103,800					
Archaeology & Anthropology, SC Institute of	Smith, Steven	46,160			46,160					
Archaeology & Anthropology, SC Institute of	Spirek, James	21,500			21,500					
Archaeology & Anthropology, SC Institute of	Stephenson, Donald	831,165		CLASSIFIED	831,165					
Art	Heid, Karen	7,000	TENURED	ASSOC. PROFESSOR				7,000		
Art	Meaney, Evan	12,254			12,254					
Art	Wolfgang, Courtne	1,500		INSTRUCTOR			1,500			
Baruch Institute	Allen, Dennis	93,072		RESEARCH PROFESSOR	93,072					
Baruch Institute	Allen, Wendy	552,436		RESEARCH ASSOCIATE	552,436					
Baruch Institute	Greenfield, Dianne	173,469			173,469					
Baruch Institute	Morris, James	392,276			367,466	24,810				
Baruch Institute	Plunket, Jennifer	142,286		CLASSIFIED	142,286					
Baruch Institute	Quattro, Joseph	0	TENURED	PROFESSOR	0					
Baruch Institute	Smith, Erik	111,914		RESEARCH ASST PROF	111,914					
Biological Sciences	Berger, Franklin	1,158,944	TENURED	PROFESSOR	433,944	500,000		225,000		
Biological Sciences	Boggs, Carol	56,127	TENURED	PROFESSOR	56,127					
Biological Sciences	Chen, Hexin	580,951		ASST PROFESSOR	580,951					
Biological Sciences	Dudycha, Jeffry	260,447		ASST PROFESSOR	260,447					
Biological Sciences	Ely, Berthen	595,235	TENURED	PROFESSOR	595,235					
Biological Sciences	Felder, Michael	118,123	TENURED	PROFESSOR	118,123					
Biological Sciences	Griffen, Blaine	44,000		ASST PROFESSOR	44,000					
Biological Sciences	Helmutz, Brian	98,890			98,890					
Biological Sciences	Hughes, Austin	84,460	TENURED	PROFESSOR	84,460					
Biological Sciences	Klein, Savannah	500						500		
Biological Sciences	Krizek, Beth	232,492	TENURED	PROFESSOR	232,492					
Biological Sciences	Lovell, Charles	51,015	TENURED	PROFESSOR	51,015					
Biological Sciences	Marton, Laszlo	360,000	TENURED	PROFESSOR				360000		
Biological Sciences	Matesic, Lydia	332,428	TENURED	ASSOC. PROFESSOR	332,428					
Biological Sciences	Mousseau, Timothy	33,362	TENURED	PROFESSOR	33,362					
Biological Sciences	Pena, Maria	137,750		RESEARCH ASSOC PROF	137,750					
Biological Sciences	Pinckney, James	7,461	TENURED	ASSOC. PROFESSOR	7,461					
Biological Sciences	Reisman, David	94,975	TENURED	PROFESSOR	94,975					
Biological Sciences	Richardson, Tammi	240,792	TENURED	ASSOC. PROFESSOR	240,792					
Biological Sciences	Riley, Megan	600						600		
Biological Sciences	Shim, Minsub	244,645		ASST PROFESSOR	244,645					
Biological Sciences	Smith, Deanna	310,686	TENURED	ASSOC. PROFESSOR	310,686					
Biological Sciences	Szalai, Gabor	160,055			160,055					
Biological Sciences	Tufford, Daniel	329,051			255,390			73,661		
Biological Sciences	Twiss, Jeff	1,989,241	TENURED	PROFESSOR	1,517,767			461,974		9500
Biological Sciences	Vance, Vicki	78,499	TENURED	PROFESSOR	78,499					
Biological Sciences	Waldman, Alan	175,000	TENURED	PROFESSOR	175,000					
Biological Sciences	Wethay, David	345,142	TENURED	PROFESSOR	345,142					
Chemistry & Biochemistry	Adams, Richard	6,000	TENURED	PROFESSOR				6000		
Chemistry & Biochemistry	Angel, S.	818,451	TENURED	PROFESSOR	800,085	18,366				
Chemistry & Biochemistry	Benicewicz, Brian	491,331	TENURED	PROFESSOR	20,000			471331		
Chemistry & Biochemistry	Berg, Mark	449,999	TENURED	PROFESSOR	449,999					

Chemistry & Biochemistry	Chen, Donna	135,000	TENURED	PROFESSOR	135,000				
Chemistry & Biochemistry	Dawson, John	23,970	TENURED	PROFESSOR	10,000				13970
Chemistry & Biochemistry	Ferry, John	205,000	TENURED	PROFESSOR	205,000				
Chemistry & Biochemistry	Karthikeyan, Mythreye	337,203					337,203		
Chemistry & Biochemistry	Murphy, Catherine	60,160						60,160	
Chemistry & Biochemistry	Otten, Caryn	500,838	TENURED	ASSOC. PROFESSOR	500,838				
Chemistry & Biochemistry	Shimizu, Ken	390,000	TENURED	PROFESSOR	390,000				
Chemistry & Biochemistry	Shimizu, Linda	393,500	TENURED	ASSOC. PROFESSOR	390,000	3,500			
Chemistry & Biochemistry	Tang, Chuanding	392,176		ASST PROFESSOR	179,176			213,000	
Chemistry & Biochemistry	Vogt, Thomas	32,420							32420
Chemistry & Biochemistry	Wang, Hui	82,500		ASST PROFESSOR	82,500				
Chemistry & Biochemistry	Wang, Qian	510,812	TENURED	PROFESSOR	510,812				
Chemistry & Biochemistry	zur Loye, Hans-Conrad	829,437	TENURED	PROFESSOR	829,437				
Criminology & Criminal Justice, Department of	Rojek, Jeffrey	35,788		ASST PROFESSOR	35,788				
Criminology & Criminal Justice, Department of	Sevigny, Eric	49,788		ASST PROFESSOR	49,788				
Earth and Ocean Sciences	Benitez-Nelson, Claudia	362,164	TENURED	PROFESSOR	362,164				
Earth and Ocean Sciences	Bizimis, Michael	153,444		ASST PROFESSOR	153,444				
Earth and Ocean Sciences	Bulusu, Subrahmanyam	312,961	TENURED	ASSOC. PROFESSOR	312,961				
Earth and Ocean Sciences	John, Seth	273,926		ASST PROFESSOR	273,926				
Earth and Ocean Sciences	Kellogg, James	33,700	TENURED	PROFESSOR	15,000	12,000			6700
Earth and Ocean Sciences	Knapp, James	39,994	TENURED	PROFESSOR	39,994				
Earth and Ocean Sciences	Lakshmi, Venkataraman	174,000	TENURED	PROFESSOR	174,000				
Earth and Ocean Sciences	Lang, Susan	99,934			99,934				
Earth and Ocean Sciences	Moore, Willard	29,104			29,104				
Earth and Ocean Sciences	Owens, Thomas	190,239	TENURED	PROFESSOR	190,239				
Earth and Ocean Sciences	Talwani, Pradeep	6,812			6,812				
Earth and Ocean Sciences	Thunell, Robert	244,191			244,191				
Earth and Ocean Sciences	Voulgaris, George	264,235	TENURED	PROFESSOR	264,235				
Earth and Ocean Sciences	White, Scott	10,020	TENURED	ASSOC. PROFESSOR	10,020				
Earth and Ocean Sciences	Wilson, Alicia	327,653			326,153			1,500	
Earth Sciences & Resources Institute	Kloot, Robin	3,011		RESEARCH ASSOC. PROF	3,011				
Earth Sciences & Resources Institute	Waddell, Michael	-39,994		RESEARCH ASSOC. PROF	-39,994				
English	Bajo, David	1,400	TENURED	ASSOC. PROFESSOR			1,400		
English	Schwebel, Sara	6,430		ASST PROFESSOR			6,430		
Environment and Sustainability Program	Barnes, Phillip	90,000		RESEARCH PROFESSOR	90,000				
Environment and Sustainability Program	Coull, Bruce	589						589	
Geography	Carr, Edward	305,039	TENURED	ASSOC. PROFESSOR	305,039				
Geography	Cutter, Susan	209,759	TENURED	PROFESSOR	162,781				46978
Geography	Dow, Kirstin	663,844	TENURED	PROFESSOR	663,844				
Geography	Emrich, Christopher	349,546			349,546				
Geography	Guo, Diansheng	124,881	TENURED	ASSOC. PROFESSOR	124,881				
Geography	Hiscox, April	20,000		ASST PROFESSOR	20,000				
Geography	Hodgson, Michael	791,168	TENURED	PROFESSOR	736,669	54,499			
Geography	Mitchell, Jerry	337,380		RESEARCH ASSOCIATE		265,948		71,432	
Geography	Wang, Cuizhen	72,500			72,500				
History	Brock, Emily	33,737		ASST PROFESSOR				33,737	
History	Doyle, Don	65,000	TENURED	PROFESSOR	65,000				
History	Schultz, Constance	225,000			225,000				
History	Weyeneth, Robert	63,535	TENURED	PROFESSOR		29,000		34,535	
International Studies, Walker Institute of	Check, Kristen	2,000						2,000	
Languages, Literatures, and Cultures	Persels, Jeff	1,800	TENURED	ASSOC. PROFESSOR					1800
Marine Science	Butz, Shelby	1,130						1,130	
Marine Science	Shen, Yuan	1,200						1,200	
Mathematics	Ballard, Matthew	35,000						35,000	
Mathematics	Binev, Peter	130,132	TENURED	ASSOC. PROFESSOR	130,132				
Mathematics	Czabarka, Eva	22,000	TENURED	ASSOC. PROFESSOR	22,000				
Mathematics	Filaseta, Michael	22,537	TENURED	PROFESSOR	22,537				
Mathematics	Griggs, Jerrold	22,000	TENURED	PROFESSOR	22,000				
Mathematics	Liu, Xinfeng	63,255		ASST PROFESSOR	63,255				
Mathematics	Lu, Linyuan	135,933	TENURED	PROFESSOR	135,933				
Mathematics	Meade, Douglas	58,294	TENURED	ASSOC. PROFESSOR	58,294				
Mathematics	Sun, Yi	158,038		ASST PROFESSOR	158,038				
Mathematics	Szekely, Laszlo	206,618	TENURED	PROFESSOR	206,618				
Mathematics	Thorne, Frank	28,030		ASST PROFESSOR	28,030				
Mathematics	Vraciu, Adela	14,620	TENURED	ASSOC. PROFESSOR	14,620				
Mathematics	Wang, Qi	691,840			591,840				100000
McKissick Museum	Przybysz, Jane	142,267		DIRECTOR	77,685	64,582			
McKissick Museum	Puchner, Edward	1,200		CLASSIFIED				1,200	
McKissick Museum	Taylor, Saddler	6,000			6,000				
Naval Science	Gordon, William	3,000			3,000				
Philosophy	Khushf, George	83,363	TENURED	PROFESSOR					83363
Physics & Astronomy	Altshul, Brett	64,452	TENURED	ASSOC. PROFESSOR	64,452				
Physics & Astronomy	Avignone, Frank	808,000			808,000				
Physics & Astronomy	Creswick, Richard	134,172	TENURED	PROFESSOR	134,172				
Physics & Astronomy	Crittenden, Scott	101,898		ASST PROFESSOR	101,898				
Physics & Astronomy	Gothe, Ralf	2,895	TENURED	PROFESSOR	2,895				
Physics & Astronomy	Gudkov, Vladimir	102,000	TENURED	PROFESSOR	102,000				
Physics & Astronomy	Guiseppi, Vincente	41,994			41,994				
Physics & Astronomy	Ilieva, Yordanka	12,646	TENURED	ASSOC. PROFESSOR	12,646				

Physics & Astronomy	Kulkarni, Varsha	133,356	TENURED	PROFESSOR	133,356				
Physics & Astronomy	Kunchur, Milind	35,000	TENURED	PROFESSOR	35,000				
Physics & Astronomy	Mishra, Sanjib	199,644	TENURED	PROFESSOR	199,644				
Physics & Astronomy	Myhrer, Fred	0	TENURED	PROFESSOR	0				
Physics & Astronomy	Pershin, Yurly	0		ASST PROFESSOR	0				
Physics & Astronomy	Petti, Roberto	315,000	TENURED	ASSOC. PROFESSOR	315,000				
Physics & Astronomy	Purohit, Milind	25,000	TENURED	PROFESSOR	25,000				
Physics & Astronomy	Schindler, Matthias	150,000		ASST PROFESSOR	150,000				
Political Science	Shaw, Todd	163,407	TENURED	ASSOC. PROFESSOR	163,407				
Political Science	Smith, Gordon	20,000		DIRECTOR	20,000				
Political Science	Tompkins, Mark	9,972	TENURED	ASSOC. PROFESSOR		9,972			18855
Political Science	Witko, Christopher	18,855							
Psychology	Booze, Rosemarie	362,500	TENURED	PROFESSOR	362,500				
Psychology	Cooper, Shauna	241,515		ASST PROFESSOR	240,515		1,000		
Psychology	Coulon, Sandra	2,113			2,113				
Psychology	Desai, Rutvik	349,747		ASSOC. PROFESSOR	349,747				
Psychology	Flory, Kate	705,361	TENURED	ASSOC. PROFESSOR	705,361				
Psychology	Harzer, Claudia	10,716		RESEARCH ASSOC.					10716
Psychology	Kivita, Nicole	183,125		ASST PROFESSOR	183,125				
Psychology	Kloos, Bret	6,000	TENURED	ASSOC. PROFESSOR			6,000		
Psychology	Klusek, Jessica	53,132		POST-DOCTORAL FELLOW	53,132				
Psychology	Mactutus, Charles	275,531	TENURED	PROFESSOR	275,531				
Psychology	Patterson, Celestia	76,848		CLASSIFIED		21,900		12,000	42948
Psychology	Prinz, Ron	2,262,928	TENURED	PROFESSOR	2,262,928				
Psychology	Richards, John	532,667	TENURED	PROFESSOR	532,667				
Psychology	Roberts, Jane	540,868		ASSOC. PROFESSOR	540,868				
Psychology	Schatz, Jeffrey	29,832	TENURED	ASSOC. PROFESSOR					29832
Psychology	Schienz, Alyssa	-10,000			-10,000				
Psychology	Tonnsen, Bridgette	25,483			25,483				
Psychology	Van Horn, M.	373,199	TENURED	ASSOC. PROFESSOR	217,196				156003
Psychology	Weist, Mark	52,049	TENURED	PROFESSOR	18,702		33,347		
Psychology	Wilson, Dawn	549,873	TENURED	PROFESSOR	549,873				
Psychology	Zieber, Nicole	14,965		POST-DOCTORAL FELLOW	14,965				
Institute for Public Service & Policy Research, Religious Studies	Oldendick, Robert	830,542	TENURED	PROFESSOR	808,342	22,200			
Science Education, Center for Sociology	Cutsinger, James	15,000	TENURED	PROFESSOR			15,000		
Statistics	Jordan, Donald M.	15,300	TENURED	PROFESSOR	15,300				
Statistics	Melamed, David	7,734		ASST PROFESSOR	7,734				
Statistics	Edwards, Donald	31,537	TENURED	PROFESSOR	31,537				
Statistics	Grego, John	12,275	TENURED	PROFESSOR	5,625	6,650			
Statistics	Hanson, Timothy	20,361	TENURED	PROFESSOR	20,361				
Statistics	Hitchcock, David	13,862	TENURED	ASSOC. PROFESSOR	13,862				
Statistics	Pena, Edsel	48,899	TENURED	PROFESSOR	48,899				
Statistics	Sims, Wilma	33,312			33,312				

TOTAL 34,464,600 30,371,859 1,023,455 71,219 1,607,651 890,421 499,995

College of Arts and Sciences
#3 - Blueprint Data
Total Sponsored Research Expenditures per Tenured/Tenure-Track Faculty
Fiscal Year 2014

Dept	PI	Total 2014 Expenditures	Tenure/Tenure Track	Rank
Anthropology	DeWitte, Sharon	28,129	Tenure Track	Asst Professor
Archaeology & Anthropology, SC Institute of	Brooks, Mark	340,280		
	Cobb, Charles	77,395	Tenured	Professor
	Dawson, Audrey	30,380		
	DePratter, Chester	9,138		Research Assoc Prof
	King, Adam	73,734		
	Leader, Jonathan	8,795		
	Rice, Nena	4,600		
	Smith, Karen	89,208		Classified
	Smith, Steven	66,421		
	Spirek, James	11,547		
	Stephenson, Donald	501,354		Classified
Art	Heid, Karen	5,000	Tenured	Assoc Professor
	Kissel, Laura	11,480	Tenured	Assoc Professor
	Meaney, Evan	11,348	Tenure Track	Asst Professor
Arts and Sciences - (Dean)	Sawyer, Roger	2,469	Tenured	Professor
Baruch Institute	Allen, Dennis	135,624		Research Professor
	Allen, Wendy	668,872		Research Associate
	Bell, Douglas Wilson	898		
	Greenfield, Dianne	199,055		
	Klein, Savannah	900		
	Levasseur, Kathryn	736		
	Lovell, Charles	20,949	Tenured	Professor
	Morris, James	360,028	Tenured	Professor
	Pinckney, James	145,729	Tenured	Assoc Professor
	Plunket, Jennifer	66,938		Classified
	Porter, Dwayne	358,443	Tenured	Assoc Professor
	Quattro, Joseph	121,249	Tenured	Professor
	Richardson, Tammi	207,292	Tenured	Assoc Professor
	Riley, Megan	800		
	Shen, Yuan	197		
	Shervette, Virginia	72,219	Tenure Track	Asst Professor
	Smith, Erik	312,401		
	Tufford, Daniel	104,298		
Bioethics and Medical Humanities, Center for	Khushf, George	111,394	Tenured	Professor
Biological Sciences		230		
	Anderson, Jill	4,304	Tenure Track	Asst Professor

Benner, Ronald	237,436	Tenured	Professor
Berger, Franklin	44,742	Tenured	Professor
Boggs, Carol	55,604	Tenured	Professor
Bolander, Franklyn	4,010	Tenured	Assoc Professor
Bonisoli Alquati, Andrea	875		
Bowman, Lewis	3,621	Tenured	Assoc Professor
Chen, Hexin	500,636	Tenure Track	Asst Professor
Connolly, Erin	31,765	Tenured	Professor
Dudycha, Jeffry	235,272	Tenured	Assoc Professor
Ely, Berten	692,069	Tenured	Professor
Felder, Michael	11,357	Tenured	Professor
Griffen, Blaine	178,287	Tenure Track	Asst Professor
Heilmuth, Brian	103,170		
Hughes, Austin	90,806	Tenured	Professor
Kresovich, Stephen	359,831		
Krizek, Beth	59,884	Tenured	Professor
Marton, Laszlo	156,244	Tenured	Professor
Matesic, Lydia	366,022	Tenured	Assoc Professor
Morris, Geoffrey	6,484		
Mousseau, Timothy	321,437	Tenured	Professor
Patel, Rekha	45		
Pena, Maria	308,659	Tenured	Assoc Professor
Place, Sean	114,501	Tenure Track	Asst Professor
Richardson, Tammi	87,066	Tenured	Assoc Professor
Shim, Minsub	220,014	Tenure Track	Asst Professor
Smith, Deanna	337,116	Tenured	Assoc Professor
Szalai, Gabor	5,095		
Tufford, Daniel	5,490		
Twiss, Jeff	401,235	Tenured	Professor
Vance, Vicki	65,348	Tenured	Professor
Vogt, Richard	7,583	Tenured	Professor
Waldman, Alan	163,699	Tenured	Professor
Wethey, David	435,284	Tenured	Professor
Woodin, Sarah	-296		

Chemistry & Biochemistry

Adams, Richard	104,735	Tenured	Professor
Angel, S.	285,259	Tenured	Professor
Benicewicz, Brian	397,901	Tenured	Professor
Berg, Mark	217,616	Tenured	Professor
Chen, Donna	188,294	Tenured	Professor
Chruszcz, Maksymilian	19,642	Tenure Track	Assoc Professor
Dawson, John	134,907	Tenured	Professor
Ferguson, P.	23,483		
Ferry, John	159,866	Tenured	Professor
Garashchuk, Sophya	194,315	Tenured	Assoc Professor
Karthikeyan, Mythreye	187,052	Tenure Track	Asst Professor
Lavigne, John	307,952	Tenured	Assoc Professor
Lebioda, Lukasz	721	Tenured	Professor
Morgan, Stephen	407,449	Tenured	Professor
Murphy, Catherine	52,238		
Myrick, Michael	-2,742	Tenured	Professor
Otten, Caryn	532,027	Tenured	Professor

	Outten, Franklin	178,003	Tenured	Professor
	Rassolov, Vitaly	103,717	Tenured	Assoc Professor
	Reger, Daniel	112,369	Tenured	Professor
	Shaw, Timothy	-5,809	Tenure	Professor
	Shimizu, Ken	200,650	Tenured	Professor
	Shimizu, Linda	83,165	Tenured	Professor
	Sodetz, James	17,736	Tenured	Professor
	Tang, Chuanbing	238,187	Tenure Track	Asst Professor
	Thomas, Khaleh	9,229		
	Wang, Hui	102,491	Tenure Track	Asst Professor
	Wang, Qian	189,377	Tenured	Professor
	Wiskur, Sheryl	127,905	Tenure Track	Asst Professor
	zur Loyer, Hans-Conrad	718,397	Tenured	Professor
COBRE: Center for Colon Cancer Research				
	Berger, Franklin	672,274	Tenured	Professor
	Eberth, Jan	47,513	Tenure Track	Asst Professor
	Pena, Edsel	31,933	Tenured	Professor
	Pena, Maria	129,492	Tenured	Assoc Professor
	Price, Robert	141,646		
	Reisman, David	99,725	Tenured	Professor
	Roninson, Igor	69,966	Tenured	Professor
	Shtutman, Michael	66,233	Tenure Track	Asst Professor
	Vance, Vicki	72,251	Tenured	Professor
Confucius Center				
	Ye, Tan	78,582	Tenured	Professor
Criminology & Criminal Justice, Department of				
	Alpert, Geoffrey	150,430	Tenured	Professor
	Applegate, Brandon	2,681	Tenured	Professor
	Rojek, Jeffrey	75,594	Tenured	Assoc Professor
	Sevigny, Eric	47,556	Tenure Track	Asst Professor
Earth and Ocean Sciences				
	Barbeau, David	67,165	Tenured	Assoc Professor
	Benitez-Nelson, Claudia	58,678	Tenured	Professor
	Bizimis, Michael	48,027	Tenure Track	Asst Professor
	Bulusu, Subrahmanyam	133,081	Tenured	Assoc Professor
	Chacon, Adriana	58,954		
	John, Seth	429,672	Tenure Track	Asst Professor
	Kellogg, James	26,233	Tenured	Professor
	Knapp, Camelia	2,371	Tenured	Professor
	Knapp, James	14,886	Tenured	Professor
	Lakshmi, Venkataraman	196,523	Tenured	Professor
	Moore, Willard	17,276		
	Owens, Thomas	298,389	Tenured	Professor
	Scher, Howard	226,798	Tenure Track	Asst Professor
	Talwani, Pradeep	15,812		
	Thunell, Robert	290,494	Tenured	Professor
	Torres, Raymond	53,170	Tenured	Assoc Professor
	Voulgaris, George	209,424	Tenured	Professor
	White, Scott	-78	Tenured	Assoc Professor
	Wilson, Alicia	48,768	Tenured	Assoc Professor
	Yankovsky, Alexander	26,579	Tenured	Assoc Professor

Earth Sciences & Resources Institute				
	Kloot, Robin	100,162		Research Assoc Prof
	Shafer, John	8,668		
	Waddell, Michael	980,869		Research Assoc Prof
English				
	Bajo, David	1,408	Tenured	Assoc Professor
	Gehrke, Pat	3,868	Tenured	Assoc Professor
	Rivers, William	92	Tenured	Professor
	Schwebel, Sara	4,630	Tenured	Assoc Professor
Environment and Sustainability Program				
	Barnes, Phillip	81,666		Research Professor
	Coull, Bruce	4,743		
	Geidel, Gwendelyn	17,397		
	Pournelle, Jennifer	37,948		
	Tufford, Daniel	50,170		
Geography				
	Carr, Edward	188,969	Tenured	Assoc Professor
	Cutter, Susan	241,996	Tenured	Professor
	Dow, Kirstin	498,919	Tenured	Professor
	Ellis, Jean	1,543		
	Emrich, Christopher	273,435		
	Guo, Diansheng	108,902	Tenured	Assoc Professor
	Hiscox, April	33,986	Tenure Track	Asst Professor
	Hodgson, Michael	300,517	Tenured	Professor
	Kupfer, John	64,644	Tenured	Professor
	Mitchell, Jerry	206,922		
	Nagel, Caroline	9,814	Tenured	Assoc Professor
History				
	Brock, Emily	33,737	Tenure Track	Asst Professor
	Doyle, Don	39,679	Tenured	Professor
	Ford, Lacy	26,659	Tenured	Professor & Vice Provost
	Lekan, Thomas	18,521	Tenured	Assoc Professor
	Marsh, Allison	5,946	Tenure Track	Asst Professor
	Schulz, Constance	44,244		
	Weyeneth, Robert	41,933	Tenured	Professor
Interdisciplinary Mathematics Institute				
	Binev, Peter	102,569	Tenured	Assoc Professor
	Filaseta, Michael	23,202	Tenured	Professor
	Griggs, Jerrold	4,423	Tenured	Professor
	Ju, Lili	160,620	Tenured	Professor
	Liu, Xinfeng	61,614	Tenured	Assoc Professor
	Lu, Linyuan	70,676	Tenured	Professor
	Meade, Douglas	45,110	Tenured	Assoc Professor
	Petrushev, Pencho	190,096	Tenured	Professor
	Sun, Yi	24,863	Tenure Track	Asst Professor
	Szekely, Laszlo	201,570	Tenured	Professor
	Temlyakov, Vladimir	81,644	Tenured	Professor
	Wang, Hong	19,886	Tenured	Professor
	Wang, Qi	412,641	Tenured	Professor
International Studies, Walker Institute of				
	Check, Kristen	2,000		

	Smith, Gordon	102,780		
Languages, Literatures, and Cultures	Persels, Jeff	652	Tenured	Assoc Professor
Mathematics	Boylan, Matthew	6,366	Tenured	Assoc Professor
	Cooper, Joshua	13,672	Tenured	Assoc Professor
	Dilworth, Stephen	36,798	Tenured	Professor
	Filaseta, Michael	-1,273	Tenured	Professor
	Griggs, Jerrold	8,644	Tenured	Professor
	Kustin, Andrew	7,359	Tenured	Professor
	Thorne, Frank	53,330	Tenure Track	Asst Professor
	Vraciu, Adela	52,156	Tenured	Assoc Professor
	Wang, Hong	36,602	Tenured	Professor
	Wang, Qi	-1,645	Tenured	Professor
McKissick Museum	Koverman, Jill	15,847		
	Przybysz, Jane	72,435		Program Director
	Puchner, Edward	780		Classified
	Taylor, Saddler	33,962		
Naval Science	Gordon, William	1,538		
Philosophy	Khushf, George	46,525	Tenured	Professor
Physics & Astronomy	Altschul, Brett	41,338	Tenured	Assoc Professor
	Avignone, Frank	657,770		
	Bazaliy, Yaroslaw	50,026	Tenured	Assoc Professor
	Crawford, Thomas	96,270		
	Creswick, Richard	114,622	Tenured	Professor
	Crittenden, Scott	190,437	Tenure Track	Asst Professor
	Gothe, Ralf	83,262	Tenured	Professor
	Gudkov, Vladimir	81,951	Tenured	Professor
	Guiseppe, Vincente	24,871	Tenure Track	Asst Professor
	Ilieva, Yordanka	11,110	Tenured	Assoc Professor
	Kulkarni, Varsha	231,890	Tenured	Professor
	Kunchur, Milind	115,600	Tenured	Professor
	Mishra, Sanjib	146,342	Tenured	Professor
	Myhrer, Fred	126,896	Tenured	Professor
	Pershin, Yuriy	82,699	Tenure Track	Asst Professor
	Petti, Roberto	304,767	Tenured	Assoc Professor
	Purohit, Milind	34,454	Tenured	Professor
	Rosenfeld, Carl	14,137	Tenured	Professor
	Schindler, Matthias	74,495	Tenure Track	Asst Professor
	Strauch, Steffen	511,449	Tenured	Assoc Professor
Political Science	Miller, Susan	4,999	Tenure Track	Asst Professor
	Shaw, Todd	16,546	Tenured	Assoc Professor
	Tompkins, Mark	5,962	Tenured	Assoc Professor
	Witko, Christopher	11,279	Tenured	Assoc Professor
Psychology	Almor, Amit	17,483	Tenured	Assoc Professor
	Berman, Marc	97,519	Tenure Track	Asst Professor

	Booze, Rosemarie	275,209	Tenured	Professor
	Cooper, Shauna	93,900	Tenure Track	Asst Professor
	Coulon, Sandra	10,429		
	Desai, Rutvik	188,298	Tenure Track	Assoc Professor
	Englund, Julia	3,192		
	Fairchild, Amanda	205,395	Tenure Track	Asst Professor
	Ferreira, Fernanda	-172	Tenured	Professor
	Flory, Kate	563,547	Tenured	Assoc Professor
	Harrod, Steven	1,090	Tenured	Assoc Professor
	Harzer, Claudia	6,177		
	Henderson, John	46,156	Tenured	Professor
	Hills, Kimberly	28,927		
	Kivita, Nicole	13,026	Tenure Track	Asst Professor
	Kloos, Bret	17,193	Tenured	Assoc Professor
	Klusek, Jessica	26,512		
	Mactutus, Charles	280,713	Tenured	Professor
	Malone, Patrick	37,177	Tenured	Assoc Professor
	Palomares, Melanie	3,412		
	Patterson, Celesia	72,130		
	Prinz, Ron	1,181,909	Tenured	Professor
	Richards, John	443,626	Tenured	Professor
	Roberts, Jane	639,527	Tenured	Professor
	Schatz, Jeffrey	36,539	Tenured	Assoc Professor
	Schlenz, Alyssa	2,769		
	Smith, Bradley	7,731		
	St. George, Sara	3,538		
	Tonnsen, Bridgette	31,717		
	Van Horn, M.	231,047	Tenured	Assoc Professor
	Wedell, Douglas	74,659	Tenured	Professor
	Weist, Mark	596,212	Tenured	Professor
	Wilson, Dawn	699,338	Tenured	Professor
	Zieber, Nicole	14,965		
Public Service & Policy Research, Institute for				
	Oldendick, Robert	824,663	Tenured	Professor
	Sheheen, Fred	467		
Religious Studies				
	Cutsinger, James	14,543	Tenured	Professor
Science & Math Administration				
	Sawyer, Roger	33,130	Tenured	Professor
Science Education, Center for				
	Ely, Berten	11,755	Tenured	Professor
	Jordan, Donald M.	15,606	Tenured	Professor
	Thompson, Stephen	107,293	Tenured	Assoc Professor
Sociology				
	Markovsky, Barry	60,668	Tenured	Professor
	Melamed, David	3,896	Tenure Track	Asst Professor
	Simpson, Brent	39,770	Tenured	Professor
	Witkowski, Christine	1,418		
Statistics				
	Edwards, Donald	14,085	Tenured	Professor
	Grego, John	56,027	Tenured	Professor
	Hanson, Timothy	28,008	Tenured	Professor

	Hitchcock, David	40,189	Tenured	Assoc Professor
	Huang, Xianzheng	7,711	Tenured	Assoc Professor
	Pena, Edsel	85,411	Tenured	Professor
	Sims, Wilma	21,544		
Theatre and Dance, Department of				
	Bourne, Robert	7,400	Tenured	Assoc Professor
Women's Studies				
	Ivashkevich, Olga	268	Tenure Track	Asst Professor
	Wolfgang, Courtnie	549		

Blueprint Data # 4

College	Invention Disclosures	Provisional patent applications	Non-Provisional patent applications	Issued patents
Arts & Sciences	15	10	6	8
<i>Breakdown</i>	<i>Biology 1 Chemistry 9 Physics 1 Geography 4</i>	<i>Chemistry 9 Physics 1</i>	<i>Chemistry 5 Geography 1</i>	<i>Biology 3 Chemistry 5</i>

Licensing Agreements:

1 – Physics and Astronomy (College of Arts and Sciences)

SECTION V College of Arts and Sciences 2015-2016 Blueprint for Academic Excellence: Addendum, 5% Increase or Reduction

The total budget of the College of Arts and Sciences is roughly \$100 M.

5% Increase: A 5% increase would add \$5 M to the College budget. The best use for such an increase is in non-recurring expenses, specifically faculty start-up funds and infrastructure improvements. Applying any new funds to non-recurring expenses such as these allows the College some flexibility, and gives a new Dean the opportunity to shape some important aspects of the College.

The College has hired 130 faculty in the past five years; each of these hires has been allocated a competitive start-up package to maximize the faculty member's opportunities for success. In partnership with our departments and with the Provost's Office, we have committed over \$30 M to competitive start-up packages since 2009. Since 2005, we have invested over \$14 M in College resources and leveraged over twice this amount in University resources for the expansion, enhancement, and improvement of space and facilities assigned to the College. With this level of activity, College funds for start-up and infrastructure improvements have been severely depleted. A \$5 M addition to the College budget would provide start-up funds, allowing us to continue faculty hiring at a strong rate for the next few years, and resources for infrastructure improvements, specifically the repurposing of space for teaching laboratories in the sciences. Although a \$5 M increase does not address all needs in these areas, it would provide resources to support the most critical of faculty hires and space projects.

The College has a number of other worthy programs and initiatives that would benefit from an infusion of additional resources. As costs associated with graduate assistantships continue to rise, we need additional funds simply to maintain current levels; our objective, though, is to increase assistantship levels to make them even more competitive in attracting the best students. We have a successful dissertation fellowship program that is currently supporting eight (8) doctoral students as they complete the last phase of their degree programs; we are able to support only about one fourth of the nominations submitted. With additional funds for this program, we could support more students and contribute in an even greater way to the success of the University's effort to produce more doctoral degrees. A 5% budget increase would also allow us to address low staff salaries in a systematic way. Since the economic downturn, we have been extraordinarily careful with staff lines; many staff members have shouldered additional duties without associated increases in salary.

5% Reduction: A reduction of \$5 M would be devastating to the College. With no significant level of reserves left to the College and no real savings from the TERI program until FY 2017 and FY 2018, we would be forced to handle a 5% cut by severely trimming the operating budget, decreasing the number of graduate assistantships, and reducing personnel lines in staff, research and clinical faculty, and instructors. In addition, we would be compelled to close faculty hiring for the next few years. Such a cut, after the drastic measures taken in FY 2009 through FY 2012, would affect all areas of the College mission in teaching, research, and service.