

# September 2010 – Strategic Plan Action Report on Priority Initiatives

## *In the area of Academic Affairs:*

### **1.B (-0.14) 1. Innovative Teaching Strategies Promotion & Expansion**

#### **2009-2010**

- EVCAA and three faculty members from the QEP Committee (Assistant Professor from History, Assistant Professor from Sociology, and Instructor from Languages) attended 1 day course redesign workshop in Chapel Hill, Fall 2009
- Three faculty members from the Dept of Mathematical Sciences (Professor/Dept Chair, an Assistant Professor and an Instructor) attended the Course Redesign Alliance Conference in Florida, Spring 2010
- Four faculty members (Professor/Dept Chair and an Instructor from Communications, Assistant Professor of History, and an Assistant Professor from Sociology) attended the AAC&U Conference on High Impact Teaching Practices, Spring 2010
- Continuation of Internal Grants program. Two awards for course redesign (equivalent of one-course reassigned time) made in Spring 2010 (Associate Professor of Mathematics and Professor of Nursing) and two made for 2010-2011 academic year (Assistant Professor of English and Assistant Professor of History)

#### **Projected or In Progress**

- Faculty Learning Community will be developed in conjunction with offering the Critical Inquiry Course. Members of the learning community will participate in May 2011 in an intensive multi-day workshop on teaching the CI course. During the 2011-2012 academic year, CI Learning Community members will meet at least twice (once in the middle of the fall semester to compare experiences and share ideas and once in January 2012 before the spring semester begins.
- Similar Learning Community envisioned for those who deliver Writing Intensive courses.
- Blackboard Users Group, led by Professor of Educational Technology, will begin meeting in Fall 2010.
- Intensive multi-day summer workshop on teaching online courses to be offered on campus in 2011 or in collaboration with other comprehensive universities in SC

### **3.C (0.00) 1. Existing Programs Viability**

#### **2009-2010**

- Annual review of program viability (FT/PT faculty, # of majors, # of graduates) through program review process. Also, in Fall 2009, the Vice Chancellor for Finance generated a report on tuition revenue compared to faculty costs)
- Accreditation of Music Education Program by National Association of Schools of Music in December 2009
- Reaffirmation of accreditation by Association to Advance Collegiate Schools of Business in April 2010
- New Exercise and Sports Management concentration in Allied Health

#### **Projected or In Progress**

- Submission of Application for Certification of chemistry degree program by the American Chemical Society, June 2010
- Consideration of inviting external reviewers to complete self studies of existing or proposed degree programs

#### **4.A (+0.24) 3. Professional Development Opportunities Increase**

##### **2009-2010**

- EVCAA and three faculty members from the QEP Committee (Assistant Professor from History, Assistant Professor from Sociology, and Instructor from Languages) attended 1 day course redesign workshop in Chapel Hill, Fall 2009
- Three faculty members from the Dept of Mathematical Sciences (Professor/Dept Chair, an Assistant Professor and an Instructor) attended the Course Redesign Alliance Conference in Florida, Spring 2010
- Four faculty members (Professor/Dept Chair and an Instructor from Communications, Assistant Professor of History, and an Assistant Professor from Sociology) attended the AAC&U Conference on High Impact Teaching Practices, Spring 2010
- Sponsored several faculty members (B. Pirkle, M. Fetterolf, C. Leverette, B. Jackson, E. Leaver) to AASCU grant workshops to increase interest and competitiveness (Dr. Ozment). To date no grants have been submitted, but I expect 2 or 3 to be submitted next year.

##### **Projected or In Progress**

- Faculty Learning Community will be developed in conjunction with offering the Critical Inquiry Course. Members of the learning community will participate in May 2011 in an intensive multi-day workshop on teaching the CI course. During the 2011-2012 academic year, CI Learning Community members will meet at least twice (once in the middle of the fall semester to compare experiences and share ideas and once in January 2012 before the spring semester begins.
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#### **3.A (+0.50) 1. Degree Programs Development & Modification**

##### **2009-2010**

- Elimination of Master of Education in Elementary Education in Fall 2009

##### **Projected or In Progress**

- Likely elimination of Bachelor of Science in Education, Special Education
- Development of MAT
- Development of Joint Masters of Accountancy with USC Upstate
- Potential for participation in delivery of online and hybrid courses for DegreeSC
- Proposals developed for Bachelor of Arts degree in Studio Art and for a Bachelor of Arts degree in Spanish

- Consideration of inviting external reviewers to complete self studies of existing or proposed degree programs

### **3.A (+0.50) 2. Course Delivery Methods Expansion**

#### **2009-2010**

- Promoted concurrent enrollment courses to area high school students in 2009-2010
- Increased number of online courses in business administration, English, computer science, philosophy, and sociology in 2009-2010

#### **Projected or In Progress**

- Emphasize concurrent enrollment offerings in the visual and performing arts
- Hybrid course being developed in chemistry
- Blackboard Users Group, led by Professor of Educational Technology, will begin meeting in Fall 2010.
- Intensive multi-day summer workshop on teaching online courses to be offered on campus in 2011 or in collaboration with other comprehensive universities in SC

## ***In the area of Business & Finance:***

### **2.B (-0.33) 4. Extramural Funding Requests Increase**

#### **2009-2010**

- External funding to date (5/19/10) for USCA totals \$1.2M. This is an increase of \$125K or 11% compared to the total for all of last year.
- Re-instituted internal RGS grants to stimulate faculty proposal writing (Dr. Ozment)
- Negotiated with consultants Paul Beasley and Hanover Research to obtain help in preparing and submitting institution-wide grants (Title 3, etc.). This has not borne fruit to date.
- Sponsored several faculty members (B. Pirkle, M. Fetterolf, C. Leverette, B. Jackson, E. Leaver) to AASCU grant workshops to increase interest and competitiveness (Dr. Ozment). To date no grants have been submitted, but I expect 2 or 3 to be submitted next year.
- Grants Office worked with legislative delegation and Aiken/Edgefield Economic Development Partnership to fund research at the USCA Hydrogen Laboratory at the Aiken County Center for Hydrogen Research. Funding efforts have been successful.
- Dr. Pirkle arranged for USC Grants Officers Lumi Bakos and Scott Greene to visit each academic unit and several non-academic units to stimulate interest in proposal submission.
- Publicized AARA opportunities (stimulus funds). Two academic proposals were submitted. One additional proposal from operations to increase campus energy efficiency was submitted and funded (Mike Jara). Neither academic proposal was funded, but both have been resubmitted to the sponsoring agency (NSF). I believe chances are very good that at least one of these will be funded.

- G. Hudock began reviewing daily and sending notices to USCA personnel regarding appropriate external funding opportunities.
- Grants Office continued to work with faculty members to prepare proposals for system internal Magellan Scholar and PIRA grants. This year USCA received 6 Magellan Scholar awards and 1 PIRA award.
- Grants Office continued to work with SCUREF and SUNRISE to maintain their vitality and a viable USCA relationship with each entity. USCA received 2 awards through SCUREF that were associated with SUNRISE activities.
- Applied for Emergency Management for Higher Education (EMHE) grant (Mike Jara) to provide funds (\$378,000) to review, improve, and fully integrate campus-based all hazards emergency planning efforts.

#### Projected or in Progress

- New initiatives for 2010-11 probably will derive from initiatives started during 2009-10. For example, work will continue to assure funding for the USCA hydrogen lab at the Aiken County Center for Hydrogen Research;
- Work with SCUREF and SUNRISE will continue – hopefully leading to additional projects and funding for USCA;
- Hopefully new proposals will be generated by faculty members who attended the AASCU grants workshops earlier this year; and efforts should continue to identify appropriate consultants to assist with institution-wide proposals.

### ***In the area of Operations:***

#### **3.G (+0.50) 1. Environmental Impact Awareness Objective Increase**

##### **2009-2010**

- Provide sustainability PPT and environmental impact presentations to local and national organizations
- Provide sustainability PPT and environmental impact presentations to Student Government Association and to science and social studies classes
- Establish and use ideas from ECSC committee to engage faculty, staff and students in Kaizen opportunities

##### **Projected or in Progress**

- Completed 4 class presentations
- Completed SRS national consortium presentation
- Became member of Implementation Liaison's committee to raise awareness and assist other universities in carbon footprint reduction efforts
- Submitting SACUBO presentation and best practice Kaizen philosophy applied to Environmental impact
- Became participant for SC Solar Council solar tour for area

### **3.G (+0.50) 3. Presidents' Climate Commitment Promotion**

#### **2009-2010**

- ACUPCC Greenhouse Gas inventory update every 2 years
- ACUPCC Implementation Liaison activities
- Chancellor's state of the campus updates
- CEA meetings updates
- Campus awareness in class presentations
- Sustainability website creation and updates

#### **Projected or in Progress**

- Collection of GHG inventory data and report submittal 09/10
- Purchased energy utility data entered monthly into School Dude Utility Direct database
- ACUPCC program and sustainability goals and challenges to be included in sciences classes
- Family Fund sustainability projects funding to aid in carbon footprint reduction
- Recycle waste steam and recycle-mania reducing land fill waste
- Energy heroes web alert and demand peak management reducing electric cost and usage
- ARRA, SC DOE and other energy conservation projects completed to aid in carbon footprint reduction
- LED Quad lighting project planned
- Pedestrian bridge planned, phase I complete

### ***In the area of Enrollment Services:***

### **4.B (+0.67) 2. Student Body Size & Diversity Increase**

#### **2009-2010**

- Continued geographic based recruitment initiatives with an emphasis to expand USCA Scholar program to new high schools in the state of South Carolina.
- Revised University Achievement Scholarship procedures to allow more flexibility in attracting students from more counties and high schools than originally identified.
- Developed an out-of-state recruitment plan to be implemented in Fall 2010.
- Developed an Equestrian Web Site in an effort to attract more out of state and Equine motivated students.
- Diversified Pacer Spirit (Student Tour Guides) Group.
- Initiated conversations with International Student Office in Columbia in an effort to partner with them to attract international students.
- Developed and implemented a concurrent enrollment outreach/recruitment program in an effort to enroll students during their senior year in high school.

#### **Projected or in process**

- An updated transfer and international student recruitment plan will be developed.
- Implementation of Foundation Scholarship Program to attract more diverse students, including out of state.

- Additional emphasis will be placed on recruiting concurrent high school students interested in the Visual and Performing Arts.
- Implementation of Out-of-state recruitment initiatives

#### **4.B (+0.67) 1. Enrollment Planning Team Continuation**

##### **2009-2010**

- Summer 2009 – EPT Planning Retreat
- Establishment of 5 Action Teams: [Student Involvement Action Team](#); [Student Success Action Team](#); [Freshman Scholarship Action Team](#); [Out of State Action Team](#); [Graduate Tracking Action Team](#)
- Initiation of an overnight visitation program
- Development of an Out-of-state Recruitment document
- Development of an Out-of-state/Diversity (Foundation Scholarship) Program
- Campus and community meetings with an emphasis placed on Equine opportunities (Recruitment and Retention)
- Modified SRNS scholarship program which initiated involvement from faculty in Mathematical Sciences, the Honors Program, Biology, and Chemistry.
- Discussions/Coordination of key Scholarship/Financial Aid Committees (HAS; Financial Aid; Freshman Scholarship Action Team)
- Focus Groups of Freshman Scholarship Recipients
- Proposal to require Pacer Success Workshop for all students on probation
- Initial collection of employment/educational pursuits of graduates.

##### **Projected or In Process**

- Implementation of Out-of-state recruitment initiatives
- Out-of-State/Diversity Program (Foundation Scholarship) to be implemented Fall 2010
- SRNS Scholarship awards to be completed by Fall 2010
- Summit will be held to determine Enrollment priorities which will include the assessment of the current teams, and the possibility of addressing new or different issues

#### **4.B (+0.67) 3. Student Recruitment & Retention Opportunity Increase**

##### **2009-2010**

- Additional (new) faculty and staff participated in Enrollment Planning Team Action Teams in 2009-2010.
- Had conversations with several academic units interested in some recruitment activities. (Visual and Performing Arts, Chemistry, Biology)
- Expanded the opportunity for faculty and staff members to participate in Freshman Friday program (other than traditional area of participation).
- Modified SRNS scholarship program which initiated involvement from faculty in Mathematical Sciences, the Honors Program, Biology, and Chemistry.
- Discussions/Coordination of key Scholarship/Financial Aid Committees (HAS; Financial Aid; Freshman Scholarship Action Team)

### **Projected or in process**

- Will introduce a special “Freshman Friday” for accepted students for one of the academic departments next Spring.
- Will hold a campus wide (EPT sponsored) enrollment planning discussion in the fall semester.
- Will make a campus wide call for individuals who wish to participate in EPT Action Teams.

## ***In the area of Student Life & Services:***

### **4.C (+0.67) 1. Special Traditions/Ceremonies Development**

#### **2009-2010**

- Freshman Convocation Luncheon hosted by Student Life and Services Division; moved to SAC cafeteria to introduce students to food service options available on campus.
- Developed and offered Joes vs. Pros event at beginning of year to introduce new students to campus and encourage interaction between new and upperclass students.
- Student Government Association initiated successful effort to amend policy so service organizations can wear stoles or cords during Commencement.
- New awards for Student Athlete of the Week and student Fan of the Year were established.

### **Projected or in Progress**

- Development of a Student Athlete Day of Service to be held at the beginning of the year with all athletic teams participating

### **4.C (+0.67) 4. Diverse Views Expansion & Facilitation**

#### **2009-2010**

- Expansion and diversification of programming in the Intercultural Programs area, including “Let Your Children Tell” Holocaust remembrance program, Native American Heritage music program, program highlighting experiences of immigrant from Mexico, and other programs.
- The Open Forum was hosted by two diverse student groups, Compass Leadership Program and Lambda Chi Alpha Fraternity to allow members of the campus community to discuss issues of concern at USCA. Several forums on topics of interest are planned for next year.
- All students attending the annual Student Leadership Retreat in August participated in the diversity training program, BaFa, BaFa. The program was coordinated by a retired USCA faculty member.

### **Projected or in Progress**

- Possible re-chartering of Hispanic History and Culture Organization based on recent interest by students.
- Development of series of open forums on diversity topics based on initial Open Forum held during 2009-10.

### **4.C (+0.67) 5. Residential Experiences Development & Assessment**

### 2009-2010

- Completed Pacer Downs Community Center which includes meeting/lounge space and a computer lab.
- Wireless computer access completed for Pacer Downs complex (all housing students now have wireless access)
- The RSA (Resident Student Association) Community Councils for all three housing complexes were very active in 2009-10, providing programming and support for housing residents.
- The Resident Assistants placed increased emphasis on educational programs in 2009-10, including passive educational programs such as bulletin boards. Each RA had to develop 8 educational bulletin boards during the year.
- A Community Service Living-Learning Community was established in fall of 2009.

### Projected or in Progress

- Review of new system which allowed students to choose their own rooms and roommates electronically (system initiated in spring, 2010)
- Installation of a cable channel for housing which will facilitate communication and education
- Review of pros and cons of single gender halls (pilot project to be implemented for fall of 2010)

## ***In the area of University Advancement:***

### **5.B (0.00) 1. Student Excellence Visibility & Recognition**

#### 2009-2010

- Marketing Office distributes press releases on student achievements to local media and hometown newspapers.
- Student Life Office assists with Rotary Student of the Month program and produces Leadership Ledger to recognize student achievements.
- Athletics Office announces a Student Athlete of the Week to the campus and local media.
- Chancellor Hallman discusses student achievements in his speeches and presentations.
- USC Aiken magazine includes articles annually on student achievements as appropriate.
- Academic Department newsletters include articles on student achievements.
- Alumni Relations Office includes articles in its electronic and print newsletters on staff achievements.

#### Projected or in progress

- Make better use of Cision software to explore opportunities for wider media coverage of student achievements.
- Develop a website to highlight student achievements.
- Make use of a monthly program on Aiken Standard TV to highlight student achievements and use this program on our Youtube channel as well.
- Incorporate student achievement information in an image campaign for the 50<sup>th</sup> Anniversary.

### **5.B (0.00) 2. Faculty Excellence Visibility & Recognition**

#### 2009-2010



- Marketing Offices produces PostTime Notes newsletter monthly during the school year and include articles on faculty achievements.
- Marketing Office distributes press releases on faculty achievements to local media and USC Times.
- Marketing Office produces USCA Expert Guide highlighting faculty areas of expertise for community organizations.
- Annual faculty awards (teaching, scholarly, community service, university services and advisement) recognize faculty excellence.
- Outstanding faculty are featured in USCA recruitment publications.
- Chancellor Hallman discusses faculty achievements in his speeches and presentations.
- USC Aiken magazine includes articles annually on faculty achievements.
- Academic Department newsletters include articles on faculty achievements.
- A faculty member is selected each year to deliver the Freshman Convocation Address.
- Alumni Relations Office includes articles in its electronic and print newsletters on faculty achievements.

#### Projected or in progress

- Make better use of Cision software to explore opportunities for wider media coverage of faculty achievements.
- Develop a website to highlight faculty achievements.
- Make use of a monthly program on Aiken Standard TV to highlight faculty achievements and use this program on our Youtube channel as well.
- Incorporate faculty achievement information in an image campaign for the 50<sup>th</sup> Anniversary.

### **5.B (0.00) 3. Staff Excellence Visibility & Recognition**

#### 2009-2010

- Marketing Offices produces PostTime Notes newsletter monthly during the school year and include articles on staff achievements.
- Marketing Office distributes press releases on staff achievements to local media and USC Times.
- Marketing Office produces USCA Expert Guide highlighting staff areas of expertise for community organizations.
- Annual staff awards through the Classified Employees Association recognize staff excellence.
- Chancellor Hallman discusses staff achievements in his speeches and presentations.
- USC Aiken magazine includes articles annually on staff achievements.
- Academic Department newsletters include articles on staff achievements.
- Alumni Relations Office includes articles in its electronic and print newsletters on staff achievements.

#### Projected or in progress

- Make better use of Cision software to explore opportunities for wider media coverage of staff achievements.
- Develop a website to highlight staff achievements.
- Make use of a monthly program on Aiken Standard TV to highlight staff achievements and use this program on our Youtube channel as well.
- Incorporate staff achievement information in an image campaign for the 50<sup>th</sup> Anniversary.

## **5.B (0.00) 4. Alumni Excellence Visibility & Recognition**

### 2009-2010

- Annual alumni awards recognize alumni excellence.
- Chancellor Hallman discusses alumni achievements as appropriate in his speeches and presentations.
- USC Aiken magazine includes articles annually on alumni achievements.
- Academic Department newsletters include articles on alumni achievements.
- Alumni Relations Office includes articles in its electronic and print newsletters on alumni achievements.
- Outstanding alumni are featured in USCA recruitment publications.

### Projected or in progress

- Make use of a monthly program on Aiken Standard TV to highlight alumni achievements and use this program on our Youtube channel as well.
- Work with Academic Departments to better communicate alumni achievements to current students
- Incorporate alumni achievement information in an image campaign for the 50<sup>th</sup> Anniversary.

## ***In the area of Information Technology:***

### **4.E (+0.67) 1. Enterprise Software Systems Implementation**

#### 2009-2010

- Identified and charged one person to maintain EMAS database server and apply software updates. Software updates were applied in May 2009 and August 2009 to keep EMAS running smoothly, with little or no downtime to staff.
- EMAS recruitment software loaded on a number of staff PC's, outside of the Admissions Office. Offices included were Financial Aid, Student Success, Records, Orientation, Athletics, and the School of Nursing.
- Integration of IMS data to EMAS on a daily basis. Daily communication with USC Columbia which triggers communication (a bridge) between the USC student data base and the USCA EMAS product.

#### Projected or in Progress

- Inform campus constituents about EMAS software, its functionality, and provide demonstrations for other offices in an effort to determine potential use for their department.
- Determine compatibility with Banner Admissions Module. Investigate the possibility of EMAS and Banner on-line application