

# Executive Summary

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## Blueprint for Academic Excellence Provost AY2022-2023

### Highlights

The Office of the Provost enacts the core purpose of the university by providing academic excellence for undergraduate, graduate, and professional students and by nurturing excellent and diverse faculty in their pursuit of research, scholarship, and creative works. This year, the Office of the Provost supported this aim by: a) assisting our faculty as they adapted to teaching in the online environment, b) fostering the development of new undergraduate and graduate programs, c) hiring 60 tenure-track and 66 non-tenure-track faculty, d) hiring a new Vice Provost for Interdisciplinary Studies, e) hiring a new Senior Associate Provost for E-Learning. The Office of the Provost has maintained academic and research excellence during a dramatic spring pivot to a remote environment and a shift in how both teaching and research were conducted due to the pandemic.

### Mission Statement

The mission of the Office of the Provost is to enact the core purpose of the university, which is to educate students and create new knowledge. The Office of the Provost challenges and enables our students from all backgrounds and at all levels of university education to become innovative thinkers and transformative leaders by providing students with the highest-quality education, including knowledge, skills, and values necessary for success in a complex and changing world. The curricula and courses are designed and continuously improved to ensure academic excellence for all undergraduate, graduate, and professional students. The Office of the Provost recruits, retains, and enables excellent and diverse faculty to engage in the aggressive pursuit of research and scholarship, including artistic creation, in order to improve our world and to increase the reputation of UofSC among its peer high-research-activity universities. In support of the core purpose of UofSC as a state public university, the Office of the Provost works to ensure that our educational offerings are accessible and affordable for all students, to increase the diversity of our students and our faculty to form an inclusive community of scholars, and to foster interdisciplinary research efforts to maximize its impact on the state and the nation.

Updated: 07/01/2010

### Vision Statement

The Office of the Provost at the University of South Carolina aspires to support faculty members, graduate students, and undergraduate students who reflect the diversity of the state of South Carolina and the country. We seek to be a university that operates and performs in a fashion consistent with an AAU university in terms of research and academic excellence while working together to provide a transformative education for all and impactful research. We embrace a commitment to diversity, inclusion, equity, access, and affordability. We aim to exemplify what it means to be a flagship public university.

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# Executive Summary

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## Values Statement

**Impact.** Have an impact on South Carolina, the nation, and the world through innovative research, transformative teaching, the pursuit of knowledge, and the open exchange of ideas.

**Excellence.** Achieve excellence in all of our endeavors.

**Integrity.** Instill and model the highest standards of honesty, professional responsibility, and scholarly ethics.

**Collaboration.** Partner with individuals, institutions, and communities to enhance the impact of our efforts.

**Diversity and Inclusion.** Create and sustain a diverse, inclusive, and civil community in word and in deed where everyone is valued and supported.



## **Goals - Looking Back**

**No goals have been entered for this section.**

# Goals - Real Time

Goals for the current Academic Year.

## **Goal 1 - Attract, inspire, challenge, and enable our students to become innovative thinkers and transformative leaders.**

<b>Goal Statement</b>	Support the educational mission of the University through innovative and creative development and delivery of curricula; facilitate faculty in developing their skills in pedagogy; facilitate advising of all students across the university; expand academic enrichment, and promote access to student services.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders.</li> <li>• Assemble and cultivate a world-class faculty and staff.</li> <li>• Create new pathways to research excellence to become AAU eligible.</li> <li>• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.</li> <li>• Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment with the mission and vision
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Expand undergraduate programs delivered online.</li> <li>• Develop new undergraduate and graduate programs that are responsive to student demand and to the needs of the state in collaboration with the faculty.</li> <li>• Ensure the support of faculty in developing their skill in pedagogy.</li> <li>• Promote initiatives that facilitate timely graduation for our students.</li> <li>• Develop professional development programs for graduate students.</li> <li>• Develop My UofSC Experience to engage undergraduate students and to allow them to synergize the classroom and outside classroom experiences to maximize learning.</li> <li>• With the advising experience as the best predictor of undergraduate satisfaction, continue to promote excellent advising across the university.</li> <li>• Develop academic collaborations with international universities and national universities.</li> <li>• Continue to support our transfer students and develop articulated transfer pathways.</li> </ul>

# Goals - Real Time

<p><b>Achievements</b></p>	<ul style="list-style-type: none"> <li>• Under the direction of the University Advising Center, professional advisors with training in all advising technologies advised remotely all incoming freshmen. Remote advising was extremely successful and will likely continue post-pandemic.</li> <li>• The University Advising Center re-advised many students in order to get them the Fall 2020 schedule that they preferred and as they made decisions about S/S+/U for their Spring 2020 courses.</li> <li>• We expanded the Winter Term to 14 fully on-line courses in Jan 2019 and it was subscribed fully. Winter Term expanded in Jan 2020.</li> <li>• Continued Palmetto Pathways in 2020-21 and that program in combination with Gamecock Gateway program and various transfer articulation agreements has enhanced the education of our transfer students.</li> <li>• Center for Teaching Excellence, On Your Time, and Office of Distributed Learning partnered to create the Keep Teaching Website to provide faculty with the resources to pivot in Spring 2020 and also to continue teaching in the online space. The Center for Teaching Excellence ramped up its workshops and individual consultations for faculty in March 2020 and supported over 2000 unique faculty and continues to support innovative teaching.</li> <li>• The Quality Enhancement Plan on Experience by Design has been established and the 100-page document is close to completion (due Jan 1). Plans for implementation and gathering of assessment data have been developed.</li> <li>• Continued enhancement of professional development and scholarly initiatives for graduate students, building collaborations with many entities across campus, and utilizing online resources.</li> </ul>
<p><b>Resources Utilized</b></p>	<ul style="list-style-type: none"> <li>• Center for Teaching Excellence hired two additional instructional designers on a temporary basis. These individuals were hired full time over the summer and half time for Fall 2020.</li> <li>• Advisors within the University Advising Center and Colleges worked overtime.</li> <li>• Many faculty developed new courses over the Summer when they were not being paid.</li> <li>• Stipend for Associate Director of Center for Integrative and Experiential Learning to write Quality Enhancement Plan, stipend for external review of the written document, editing, and visual arts support.</li> </ul>
<p><b>Goal Continuation</b></p>	<p>Ongoing</p>
<p><b>Goal Upcoming Plans</b></p>	<ul style="list-style-type: none"> <li>• Measure the enrollment growth of a highly competitive and diverse student population</li> <li>• Continue direct recruitment and support of academic unit initiatives to expand strategically graduate enrollment and doctoral degrees conferred.</li> <li>• Provide academic enrichment activities to improve the</li> </ul>

# Goals - Real Time

	<p>educational experience for all graduate students.</p> <ul style="list-style-type: none"> <li>• Advocate for increased funding for stipends, tuition abatement, and health insurance for improved quality of life for graduate students.</li> <li>• Explore how training and resources for 3MT and similar programs can be used to enhance the presence of the Graduate School.</li> <li>• Build a stronger, more collaborative relationship with Global Carolina to monitor and to build international partnerships. Implement Shorelight Live program to provide synchronous online delivery broadcast from campus studio built by Shorelight.</li> <li>• Improve student retention and progress toward on-time graduation.</li> <li>• Expand high impact experiential learning within and beyond classrooms.</li> </ul>
<p><b>Resources Needed</b></p>	<ul style="list-style-type: none"> <li>• Increased funding for graduate student stipends to enhance recruitment and graduate student quality.</li> <li>• Recurring budget for the Quality Enhancement Plan to be managed by the Center for Integrative and Experiential Learning</li> <li>• Assessment software for OIRAA and Quality Enhancement Plan needed.</li> <li>• Support for more advisors particularly in areas with extremely high advisor to student ratios (Criminal Justice, Darla Moore School of Business, Biology, Psychology).</li> </ul>
<p><b>Goal Notes</b></p>	

# Goals - Real Time

## Goal 2 - Assemble and cultivate a world-class faculty and staff.

<b>Goal Statement</b>	Recruit and retain a world class faculty through strategic allocation of resources; fair and transparent policies and procedures for the appointment, evaluation, and progression of faculty; opportunities for professional development and career enhancement.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders.</li> <li>• Assemble and cultivate a world-class faculty and staff.</li> <li>• Create new pathways to research excellence to become AAU eligible.</li> <li>• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.</li> <li>• Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment with the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• The office assisted in processing 132 tenure and promotion files (77 promotions and 55 tenure decisions).</li> <li>• The Office of the Provost assisted with 60 tenure track positions; and 66 non-tenure-track positions during the period of August 16, 2019-August 15, 2020.</li> <li>• Implemented changes in the Faculty Manual and Academic Affairs policies to reflect recommendations for professional track faculty (previously referred to as non-tenure track faculty).</li> <li>• Hired and retained highly productive and diverse faculty scholars and educators. Supported academic units implementing strategic faculty hiring plans.</li> <li>• Incented and rewarded high-quality teaching through an increased number of teaching grants. Provided 6 SEC travel awards.</li> <li>• Facilitated early implementation of Excellence Initiative projects.</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"> <li>• Continue and expand career enhancement programs for mid-career faculty.</li> <li>• Develop action plans for increasing faculty diversity and retention, with initial focus on STEM disciplines (IChange network).</li> <li>• Analyze and report for COACHE faculty satisfaction responses and develop action plans in response.</li> </ul>



# Goals - Real Time

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

# Goals - Real Time

## Goal 3 - Creates new pathways to research excellence in order to become Association of American Universities (AAU) eligible.

<b>Goal Statement</b>	In order to accomplish this goal, the focus must be on supporting faculty and their graduate students to be awarded competitively funded federal research grants, attaining membership in the national academies, faculty awards, fellowships, and memberships, and publishing papers that achieve high citations. Secondary goals will focus on USDA, state, and industrial funding, doctoral education, postdoctoral appointees, and undergraduate education.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders.</li> <li>• Assemble and cultivate a world-class faculty and staff.</li> <li>• Create new pathways to research excellence to become AAU eligible.</li> <li>• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.</li> <li>• Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.</li> <li>• Spur innovation and economic development through impactful community partnerships.</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Facilitate interdisciplinary research across Colleges that would position them to receive grants from federal agencies.</li> <li>• Ensure that research laboratory space supports state-of-the-art research and ongoing and potential federally-funded research.</li> <li>• Increase graduate student stipends so that the best potential graduate student chooses to attend UofSC and support the research mission.</li> <li>• Strategically promote faculty so that they are nominated for and awarded memberships in the academies, faculty awards, etc.</li> </ul>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Appointed Interim Vice Provost of Interdisciplinary Studies in Fall 2020 charged with actively promoting interdisciplinary research</li> <li>• Provost convened Research Lab Committee charged with developing guidelines for awarding and removing laboratory space to individual Principal Investigators across colleges.</li> </ul>
<b>Resources Utilized</b>	<ul style="list-style-type: none"> <li>• Salary supplement for Interim Vice Provost of Interdisciplinary Studies.</li> <li>• Collaboration with facilities to determine laboratory space utilization.</li> </ul>

# Goals - Real Time

<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"><li>• OIRAA: continue to develop data systems to provide more efficient access to data analytics and data visualization tools.</li></ul>
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Real Time

**Goal 4 - Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and to thrive.**

<b>Goal Statement</b>	Create and sustain an inclusive learning, living, and working environment where all members of the university community feel welcomed, valued and supported.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders.</li> <li>• Assemble and cultivate a world-class faculty and staff.</li> <li>• Create new pathways to research excellence to become AAU eligible.</li> <li>• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.</li> <li>• Spur innovation and economic development through impactful community partnerships.</li> <li>• Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.</li> <li>• Build teams that win with excellence and character.</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Encourage Deans and Faculty to participate in undergraduate recruitment, particularly in high schools where there is more diversity.</li> <li>• The Quality Enhancement Plan will focus on undergraduate students from diverse backgrounds with the goal of facilitating a sense of belonging and satisfaction with the undergraduate experience, which ultimately impacts quantitative metrics of undergraduate retention and graduation rates.</li> <li>• Increase graduate student stipends and other forms of financial support that will enhance our ability to recruit the best graduate students; specific funds will be earmarked for the recruitment of students from diverse backgrounds.</li> <li>• Enhance professional development to ensure graduate students' success.</li> <li>• The Center for Teaching Excellence will continue to offer its certificate in Teaching towards Inclusive Excellence to promote inclusive and equitable classroom environments.</li> <li>• Focus faculty recruitment and retention efforts on enhancing diversity through participation in the iChange Network and other means.</li> </ul>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Expand Living/Learning Communities. Dirk Brown led a pilot living-</li> </ul>

# Goals - Real Time

	<p>learning community on entrepreneurship and innovation in Fall 2019 and Fall 2020. For both years, over 300 students applied for 50 slots. In this coming year, we must decide if the pilot project will be made permanent.</p> <ul style="list-style-type: none"> <li>• Continued to build on the 2018 pilot on First Year Interest Groups. We expanded the initiative to ten groups of 19 students placed in linked course work in Fall 2020. Over 35% of the participants are First Generation students.</li> <li>• Continued participation in the American Talent Initiative that targets support for students from low-income families.</li> <li>• Completed transfer boot camp pilot program for students in two colleges Summer 2020. 100% retention rate of participants in the 2019 transfer boot camp. Plan to expand to three colleges in summer 2021.</li> <li>• Inaugural member of APLU's Institutional Change Network to improved STEM faculty diversity and retention.</li> </ul>
<b>Resources Utilized</b>	<ul style="list-style-type: none"> <li>• Supplement for the Faculty Principal of the Entrepreneurship and Innovation Community and student fees from Housing to facilitate programming.</li> <li>• Funds from On Your Time to support transfer bootcamp activities.</li> <li>• Funds to support the First Year Interest Groups for mentors were no longer available so there was no faculty mentoring piece for this initiative.</li> </ul>
<b>Goal Continuation</b>	Ongoing goal
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"> <li>• Continue to enhance the Grace Jordan McFadden Professors Program and other initiatives to foster the success of URM graduate students, in collaboration with CADO.</li> <li>• Develop an action plan to improve diversity and retention of URG faculty (IChange Network).</li> </ul>
<b>Resources Needed</b>	<ul style="list-style-type: none"> <li>• Funds for graduate stipends</li> </ul>
<b>Goal Notes</b>	

# Goals - Real Time

## Goal 5 - Spur innovation and economic development through impactful community partnerships.

<b>Goal Statement</b>	Promote and encourage innovation and creativity in the classroom: in academic enrichment activities; through all forms of research and scholarship; and in engagement in our local, state, national, and international communities.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders.</li> <li>• Assemble and cultivate a world-class faculty and staff.</li> <li>• Create new pathways to research excellence to become AAU eligible.</li> <li>• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.</li> <li>• Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is in direct alignment of the mission and vision.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Identify resources to continue Provost's internal grants program.</li> <li>• Measure the facilitation of community partnerships across campus by developing community engagement opportunities for post-graduate job placement.</li> </ul>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• USCreativity included the Gamecock Design Challenge and Creativibe as highlights of the year. The bus is in the process of being re-furnished with donor funds.</li> <li>• CTE offered USCreativity Innovation grants to facilitate incorporating the creative arts into courses and curricula and to facilitate design challenges in pedagogy (8 awards totaling \$20,000) over the course of 2018-19.</li> <li>• Trained faculty to implement virtual reality technology in the classroom and implemented EdTech Showcase in March 2019 (over 200 attendees).</li> <li>• Awarded 26 new internal grants to faculty and six SEC faculty travel grants across USC Columbia.</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	

# Goals - Real Time

Goal Notes	
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# Goals - Real Time

## Goal 6 - Strengthening and Supporting Interdisciplinary Research Activities

<b>Goal Statement</b>	Work across colleges and departments to create new interdisciplinary research initiatives, support existing ones, and create an atmosphere of interdisciplinary excellence to tackle cross-cutting challenges.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Assemble and cultivate a world-class faculty and staff.</li> <li>• Create new pathways to research excellence to become AAU eligible.</li> <li>• Spur innovation and economic development through impactful community partnerships.</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This goal aligns squarely with the institution's mission, vision, and values.
<b>Status</b>	Newly Established Goal
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Create interdisciplinary working groups and consortia on both broad and narrow issues of importance to the local, regional, and global communities.</li> <li>• Support interdisciplinary efforts through visionary leadership and guidance. Identify and develop resources to provide material support to interdisciplinary efforts.</li> </ul>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Created new interdisciplinary research programs (minimum one new program this year).</li> <li>• Launched and sustained conversations across colleges on new research initiatives (minimum four sustained conversations).</li> <li>• Enhanced existing interdisciplinary efforts (minimum two existing efforts receive guidance from the Office of the Provost).</li> </ul>
<b>Resources Utilized</b>	<ul style="list-style-type: none"> <li>• Time and effort of Vice Provost for Interdisciplinary Studies.</li> <li>• Material support as available to provide concrete support in the furtherance of grants and other funding streams to support interdisciplinary research.</li> </ul>
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	Additional funding to further support bringing in interdisciplinary grants and funds that would have value-multiplying consequences.
<b>Goal Notes</b>	



# Goals - Real Time

## Goal 7 - Provide sustainable campus infrastructure - physical, virtual, fundraising, and administrative - that supports academic excellence and preeminent student life.

<b>Goal Statement</b>	In order to achieve academic and research excellence, it is essential that our infrastructure in the classroom and in the laboratory be excellent. In addition, the technology in the classroom and the infrastructure for research must be first class.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders.</li> <li>• Assemble and cultivate a world-class faculty and staff.</li> <li>• Create new pathways to research excellence to become AAU eligible.</li> <li>• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.</li> <li>• Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Goal is perfectly aligned with Mission, Vision, and Values.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Require that the Deans be more active in development.</li> <li>• Shorelight will implement UofSC Live classroom to enable international and other students to participate in real-time classes virtually. This is primarily meant for graduate education.</li> <li>• The Provost convened the Research Lab Committee to examine research lab utilization to optimize its use for research productivity and to recommend strategic lab renovations.</li> <li>• Provide a student computer and hotspot loan program to ensure that students from all backgrounds can participate in remote learning. Done in collaboration with the DoIT and Thomas Cooper Library.</li> </ul>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Upfitted over 480 classrooms with technology in the Summer 2020. Continue to upfit classrooms with higher quality immovable technology.</li> <li>• Provided over 100 computer loans and almost 50 hotspot loans. Hotspot loans have been particularly important for students in quarantine, in spaces without good wifi (e.g., National Advocacy Center); and computer loans have helped students with broken computers and those who have financial need.</li> <li>• The Shorelight UofSC Live classroom will be functional in January 2021.</li> <li>• The Provost's Research lab Committee will complete its guidelines for the awarding and the removal of laboratory space by the end of Fall 2020.</li> </ul>
<b>Resources Utilized</b>	Some of these resources will be covered by CARES Act.

# Goals - Real Time

	<ul style="list-style-type: none"><li>• Travel and support for Deans' fundraising activities</li><li>• Funding for classroom upfitting.</li><li>• Funding for 400 computers and 100 hotspots and 50 webcams for loans.</li></ul>
<b>Goal Continuation</b>	Ongoing
<b>Goal Upcoming Plans</b>	Ongoing
<b>Resources Needed</b>	<ul style="list-style-type: none"><li>• Funds for renovating research lab space will be essential</li><li>• Funds for renovating and upgrading our classrooms spaces, some of which are in disrepair</li></ul>
<b>Goal Notes</b>	

# Goals - Looking Ahead

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Goals for the next Academic Year.

## Goal 1 -

<b>Goal Statement</b>	Our Looking Ahead goals are outlined under our initiatives.
<b>Linkage to University Goal</b>	
<b>Alignment with Mission, Vision, and Values</b>	
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Programs or Initiatives

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## Effective Programs or Initiatives

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

## Program Launches

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

## Program Terminations

*List any programs that were newly terminated or discontinued during the Academic Year. Provide justification as to why the program was discontinued.*

## Program Rankings

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

# Initiatives and Fees

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## **Initiatives**

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

## **Fees**

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

# Community Engagement

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## **Community Perceptions**

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

# Collaborations

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## **Internal Collaborations**

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

## **External Collaborations**

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

# Campus Climate and Inclusion

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## **Campus Climate and Inclusion**

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



# Concluding Remarks

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## **Weaknesses and Plans for Improvement**

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

## **Key Issues**

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

## **Quantitative Outcomes**

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

## **Cool Stuff**

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