

# Executive Summary

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## Blueprint for Academic Excellence College of Information and Communications AY2020-2021

### Introduction

The College of Information and Communications continues to grow in terms of students, research funding, community engagement, and reputation, as it makes a difference in South Carolina and beyond. A new vision of Data, Media, and Society is emerging that weds expertise in data science and the communications industry for student preparation while also recognizing the need to have a positive societal impact. Curriculum revisions are either complete or well on their way that allow for both growth of students and innovation in course content. Strategic hires and a dedication to strategic action are resulting in increased reputation nationally and internationally. The schools of the college are forging new paths of collaboration and developing programs and priorities together like never before. A merger that happened almost two decades ago is now being enacted structurally that builds a strong identity for schools in their respective disciplines and an emerging college identity for the future.

### Highlights

The college is making progress toward building a stronger identity, structure, and purpose that benefits both schools and the communities we serve. This year we completed comprehensive strategic planning--the first college-wide plan since 2003. The vision around data, media, and society is taking shape with a (1) new social media and data insights lab, (2) a new biometric and UX lab, (3) new digital / data / and tech-oriented coursework, and (4) plans for new internal joint degrees. We've now filled two endowed chair positions and created two senior-level administrative positions. The college continues to positively impact allied professionals and the community, and our students are winning awards and getting jobs, and our national and international reputations continue to grow.

Tom Reichert Dean  
College of Information and Communications



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# Foundation for Academic Excellence

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## Mission Statement

The College of Information and Communications supports the purpose of the University of South Carolina by transforming the lives of the people of South Carolina, the nation and the world through teaching, research, creative activity, and community engagement. We strive to produce graduates and knowledge that strengthen global and diverse communities and promote democratic participation in an information society.

Updated: 01/01/2020

## Vision Statement

The college is a community driving and empowering innovation to shape the future of information and communication in a digital world.

Updated: 01/01/2020

## Values Statement

At the University of South Carolina College of Information and Communications, we fulfill our mission and achieve our vision through our:

- Devotion to a high ethical standard
- Commitment to diversity, equity, and inclusion
- Respect for universal access and freedom of speech
- Belief in a mission of service that engages and empowers communities
- Embrace of an innovative approach to all we do

In acting on these beliefs, we unceasingly seek to be:

- Visionary, enterprising and agile
- Honest, trusted and civically minded
- Passionate, dedicated, personal and collaborative

Updated: 01/01/2020

# Goals - Looking Back

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Goals for the previous Academic Year.

## Goal 1 - Research Activity, Funding, and Collaboration

<b>Goal Statement</b>	Increase research activity, funding, and collaborations within the college and across the university.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"><li>• Educating the Thinkers and Leaders of Tomorrow</li><li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li><li>• Spurring Knowledge and Creation</li><li>• Building Inclusive and Inspiring Communities</li><li>• Ensuring Institutional Strength, Longevity, and Excellence</li></ul>
<b>Alignment with Mission, Vision, and Values</b>	As a Carnegie research institution, UofSC's units enhance the university's scholarship and reputation as each expands its own research.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	SJMC & SLIS will expand external grants and research funding. This will involve helping junior faculty develop grant writing skills and providing opportunities to collaborate with other UofSC researchers, particularly those in the Arnold School of Public Health, Geography and Social Work, Engineering and the Vice President for Research's office. The goal is over \$1,000,000 in submitted funding applications. Also to create research infrastructure to support grant work.
<b>Resources Utilized</b>	The college committed \$50,000 for collaborative research grants between both schools. We created an associate dean for research position and we enhanced our infrastructure to support research and collaboration (eg, research lab and social medial lab).
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	Provide seed money to promote research collaboration across both schools.
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Looking Back

## Goal 2 - Enhance curricular offerings

<b>Goal Statement</b>	Respond to the demand for curricular offerings in specialty areas (e.g., sports communication, business communication, social media and data, and health communication). Also, to offer new degrees in the areas of data, media, and society to meet student and industry needs while taking advantage of Provost agreement for new positions.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	We hired the Baldwin Business Chair, and she is creating business communication courses to enhance the business acumen of our students. We are making progress on our new degree offerings in the area of data, media, and society. We are proposing a new certificate in sports communication, and we are completing the social media lab to begin to create relevant courses it will support.
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Hired business communication professor.</li> <li>• Approved certificate in sports media.</li> <li>• New social media lab completed.</li> <li>• Fostered relationships with health agencies and companies.</li> <li>• Faculty working on new degrees (MS, BA, Minor) in data, media, and society.</li> <li>• Hired sports communication instructor.</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	Continuing to develop the joint degrees in data, media and society. Grow sports media concentration and plan to add a minor and graduate emphasis in sports.
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Looking Back

## Goal 3 - Adjust College's structure to enhance learning, research, service.

<b>Goal Statement</b>	Listen to the request of faculty on adding additional positions in the college (eg, Associate Deans and staff).
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	Created positions to maximize outcomes for students, faculty and staff. adjusted College's career services position to better serve students across the two schools, and to maximize that person's efforts to prepare students for interviewing, and internship / career opportunities. Also, created two associate dean positions to enhance administrative structure to more closely align with other colleges at UofSC and our peer / aspirant programs. Created a study abroad coordinator position to serve both schools.
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	Funding for two associate deans. In previous conversations with the provost the plan was to hire outside associate deans. Currently we have two internal acting associate deans.
<b>Goal Notes</b>	

# Goals - Looking Back

## Goal 4 - College strategic plan

<b>Goal Statement</b>	Engage in comprehensive strategic planning process for the College.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	The new comprehensive strategic plan will further enhance our teaching, research, and service outcomes while allowing us to take more purposeful strategic actions that will also enhance the reputation of the College and both schools.
<b>Status</b>	Completed successfully
<b>Action Plan</b>	Hired outside advisory team to facilitate a new college strategic plan.
<b>Achievements</b>	We enter 2020 with a fully completed strategic plan with full faculty, staff and student involvement.
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Looking Back

## Goal 5 - Increase diversity, equity, and inclusion

<b>Goal Statement</b>	Increase diversity among our students, faculty and staff. We also seek to enhance diversity in the industries we serve, and partner with HBCUs to create opportunities for students beyond our campus.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	We seek to increase the diversity of our (1) students, (2) faculty, and (3) staff. We also seek to work collaboratively with South Carolina HBCUs to assist in student preparation and educational achievement. We also seek to serve a diverse citizenry in South Carolina. Finalizing 4+1 agreement with Claflin University.
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Created an Associate Dean for Diversity, Equity, and Inclusion position to enhance the College's efforts.</li> <li>• Created a new diversity scholarship for SJMC students.</li> <li>• Offer "Open House" for diverse students to consider College options for graduate school.</li> <li>• "Digital Media Academy," a week-long bootcamp for diverse students across South Carolina to learn timely and marketable professional skills (digital mobile video).</li> <li>• Achieved national affiliation status for our National Association of Black Journalist student chapter.</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	<ul style="list-style-type: none"> <li>• Continuing to offer specialized scholarships to admitted students to enhance diversity among our student body.</li> <li>• Offering specialized programming for non-USC students such as (1) Breakfast of Champions.</li> </ul>
<b>Goal Upcoming Plans</b>	Finalizing agreement Claflin University to create a dual degree 4+1 for both schools.
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Real Time

Goals for the current Academic Year.

## Goal 1 - Data, Media, and Society

<b>Goal Statement</b>	Expand and implement concepts under Data, Media, and Society as a strategic direction and signature of the College.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Data, Media, and Society are significant components in the industry and today's society. Providing opportunities for careers in these areas engages students in their communities.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	Hold facilitated faculty, staff, and student convening seeking ideas, expansions, and alignments with Data, Media, and Society theme that includes research, curriculum, and service.
<b>Achievements</b>	This goal is being obtained through a range of activities: curriculum (eg, blockchain, data visualization), planned research, plans for new digitally oriented degrees, digital certification, and sending students to professional events (eg, SXSW). Created a social media monitoring lab that works with the university and community. Created a research lab that facilitates scholarship in this area.
<b>Resources Utilized</b>	Research lab start up funds and research lab facility.
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	University facilitation of staff and strategic hires.
<b>Goal Notes</b>	

# Goals - Real Time

## Goal 2 - Student Recruitment Plan

<b>Goal Statement</b>	Implement student recruitment plan to increase enrollment in undergraduate and graduate programs.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Mission of the university is to educate the students of South Carolina in an environment of intellectual and experiential diversity. Recruitment of students at both undergraduate and graduate levels from in-state, out-of-state and internal pools creates such a cohort.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	Working to more aggressively promote our undergraduate majors and graduate students across the College. Increase BSIS majors to 100 by next year. Continue recruiting for diversity through HBCUs. SJMC goal is to increase the quality and quantity of students across its graduate programs, doubling the number of students in our MMC program within one year, and increasing the yield of top candidates to doctoral program. Currently considering hiring an additional advisor/recruiter position.
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Hired new graduate recruiter.</li> <li>• Enrollment is up across the board in both schools. However, the previous goal was to increase BSIS to 300 majors. This was not achieved.</li> <li>• Established relationships with HBCU's and international universities.</li> <li>• Hosting diversity open house events with HCBU's and attending NABJ.</li> <li>• Information Science minor was renamed "Informatics" to increase its appeal and accurately reflect offerings.</li> <li>• SLIS has created several important Cohort programs in Charleston and across the state to serve librarian and media specialist needs.</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	This goal will continue to be a priority every year in anticipation of the new budget model.
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"> <li>• Develop graduate and undergraduate programs around the theme of Data, Media, and Society - an incorporation of data science expertise from SLIS with the media industry knowledge of SJMC and the shared ethical and impact goals of the whole college.</li> </ul>

# Goals - Real Time

	<ul style="list-style-type: none"><li>• Identify staff support for undergraduate recruiting (1) majors and (2) minors across the college.</li><li>• Create a SLIS Cohort program in Georgia.</li></ul>
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Real Time

## Goal 3 - Expand international activities

<b>Goal Statement</b>	Our world is increasingly global. As such, we seek to expand international activities to increase the global exposure of our students, to facilitate international student exchange and joint degrees with overseas universities, and work collaboratively to bring favorable attention to South Carolina and the university.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	
<b>Achievements</b>	Established MOU with NCCU university in Taiwan. Created a study away coordinator position to increase study abroad opportunities. Continuing to develop joint degree programs, increase college-led study abroad programs, and increase international study infrastructure. Also exploring a set of offerings to attract non-UofSC students to study on our campus during the summer.
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	Continuing to develop joint degree programs, increase college-led study abroad programs, and increase international study infrastructure. Also exploring a set of offerings to attract non-UofSC students to study on our campus during the summer.
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Real Time

## Goal 4 - Evaluate future space needs across the college.

<b>Goal Statement</b>	
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Maintain qualitative and quantitative growth within existing college space while keeping pace with growth of the university.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	Created a space utilization and planning committee which includes faculty and staff. This committee will assess needs and propose both long and short term solutions.
<b>Achievements</b>	
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	To be determined.
<b>Goal Notes</b>	

# Goals - Looking Ahead

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Goals for the next Academic Year.

## Goal 1 - Fundraising for capital and naming opportunities.

<b>Goal Statement</b>	
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Educating the Thinkers and Leaders of Tomorrow</li> <li>• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>• Spurring Knowledge and Creation</li> <li>• Building Inclusive and Inspiring Communities</li> <li>• Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Will provide needed resources and upgraded facilities to enhance our students learning experience.
<b>Status</b>	Newly Established Goal
<b>Action Plan</b>	Securing funding to name each school and the college. In addition, raise funds to upgrade our facilities such as Davis college, and underutilized space is SJMC.
<b>Achievements</b>	
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	Funds from donors.
<b>Goal Notes</b>	

# Academic Programs

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## Program Rankings

*Academic programs that were nationally ranked or received external recognition during the Academic Year.*

Colleges such as ours are not ranked. However, we are one of only seven universities in the country to combine both the LIS and JMC disciplines within the same college. This pairing offers us a unique advantage over most traditional LIS / JMC programs as we take advantage of natural synergies and work together to address common information-related social and professional challenges.

### **School of Journalism and Mass Communications**

There are no official US-based rankings for schools of journalism and mass communications (e.g., US News). However, the school is ranked within the 76-100 range for global communication programs in 2019 (Academic Rankings of World Universities / Shanghai Ranking). Also, our QS World University Ranking in Communication & Media Studies for 2019 was within the 151-200 range.

### **School of Library and Information Science**

The Masters of Library and Information Science is ranked 18th overall, 5th in School Library Media, and 11th in Services for Children and Youth by U.S. News & World Report. These rankings are for 2017 and show no change in the SLIS rankings overall and for specialization. These rankings are released every 5 years. The school's library and information science master's program is also ranked 5th overall by Best College Reviews; 10th overall by Best Schools; 7th by Best Colleges; and 6th by College Rank. It should be noted that while the university prefers U.S. News & World Report, these rankings are based on an opinion survey by other LIS programs.

## Instructional Modalities

*Innovations and changes to Instructional Modalities in unit's programmatic and course offerings that were implemented during the Academic Year.*

### **School of Journalism and Mass Communications**

The SJMC has enrolled its first class of students in the accelerated master's of mass communications program. Students may elect to follow the multimedia journalism track, established to attract students interested in careers in journalism or the strategic communication management track designed for students interested in integrated communication, visual communication or other areas of mass communication.

The school is exploring joint programs with historically black colleges and universities in the Southeast as a means of attracting minority students to the professional master's of mass communications degree program. Our ultimate goal is to provide the rapidly growing communications field with a more diverse potential workforce.

# Academic Programs

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Most significantly, the SCJMC is in the process of creating an online professional Masters degree.

## School of Library and Information Science

The school continues to review and improve all of its academic programs. From 2016-2018 the undergraduate information science degree was revised to include more experiential learning opportunities, better integration of courses across campus majors, and make it more marketable. The changes to the program have resulted in continued growth. It has grown every year since it began. In 2008 it had 4 students, today it has 69. From the 2016-17 academic year, when the new director began, the spring enrollment was 33 and is currently at 69 (a 109% increase).

The target enrollment for the program is 300, and we have put in place specific measures to achieve that goal within 5 years. These include a name change for the School from School of Library and Information Science to the School of Information Science. This was done in response to data that showed potential undergraduate students wrongly believed the school only prepared librarians. We have also instituted regular meetings with admissions, university transfer advisors, offered honors courses to demonstrate the subject and employment span of our BSIS, and we are in the process of putting in place an on-campus recruiter to seek intra-university transfers.

SLIS is also working more closely with SJMC to make the BSIS degree more attractive to SJMC students interested in analytics and media management.

This year saw the culmination of a multi-year curriculum revision process. In the Fall our fully online Master's in Library and Information Science will have a new updated core. The new expanded core sets a new standard for librarian preparation by including specific coursework in community analysis. It also incorporates all program outcomes, improving data collection for our accreditation. We are also in the process of implementing a two-year course rotation to make scheduling more predictable for students, advisors, and staff.

Also, at the graduate level we continue our Library Scholar program that partners with South Carolina school districts to prepare classroom teachers to become teacher librarians and meet critical state hiring needs.

Lastly, we are working on revising our doctoral program. We are currently exploring the possibility of a joint PhD program with the school of journalism to both maximize resources, create increased placement for the graduates, and create a strong cohort of students.

## Program Launches

*Academic Programs that were newly launched during the Academic Year; those that received required approvals but which had not yet enrolled students are not included.*

# Academic Programs

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The School of Journalism and Mass Communications will be offering a new Sports Media concentration.

While not a new program the faculty voted to change the name of the school from School of Library and Information Science to the School of Information Science. In a memo to the Board of Trustees the name change was proposed for several reasons:

- To reflect the expanding academic and research programs of the school beyond the master's of library and information science.
- To solve internal and external confusion identified in the College of Information and Communications strategic planning process, particularly as it relates to the university library.
- To reflect trends in peer library and information science programs at other universities

## Program Terminations

*Academic Programs that were newly terminated or discontinued during the Academic Year.*

None to report.

# Academic Initiatives

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## Experiential Learning for Undergraduates

*Initiatives, improvements, challenges, and progress with Experiential Learning at the Undergraduate level.*

Our schools are doing amazing work to further the experiential education of students and the college is working to support those efforts. For example, for the third consecutive year we are sending students / faculty to SXSW to report what they are seeing and sharing it with us when they return. Also, we are offering a new Digital Media Academy bootcamp for the second consecutive year. The academy is a one-week, intensive bootcamp that teaches students how to shoot, edit, and tell stories using mobile phones. We've also (1) appointed a Study Abroad coordinator within the college who will work to increase the number of students expanding their horizons overseas, and (2) hired a full-time career services manager to facilitate internships for students.

### School of Journalism and Mass Communications

The SJMC continues to be a campus leader in experiential learning. The school has a student-run strategic communications firm that produces real work for real clients. Called the Carolina Agency (TCA), the agency provides strategic communications solutions produced by students on behalf of a diverse selection of local, regional, national and international clients. The agency is taught as a class and is open to SJMC students as well as majors from other units. TCA features a dynamic of student and faculty leadership. The organization has an impressive record of more than 20 professional and student awards.

The SJMC also regularly participates in the Bateman Competition, a real-life, client-based case study competition lead by the Public Relations Student Society of America. Similarly, our “Ad Team,” participates in an advertising client-based case study competition organized by the American Advertising Federation.

The school’s new building features a converged newsroom where both broadcast and journalism students work together reporting and producing a live 30-minute broadcast (Carolina News), a newspaper (The Carolina Reporter), and a news website. This 12-credit hour “senior semester” engages students in multimedia, multiplatform journalism that covers the metropolitan area.

The college’s alumni magazine, InterCom, is produced by students in Publication Writing and Design (JOUR 534). The course involves reporting, designing and preparing a magazine for publication, and serves an outreach role by connecting current students with alumni.

CreateAthon is an annual 24-hour-marathon designed to deliver pro bono advertising, marketing and communications solutions to nonprofits in the North America and Europe. In 2013, the school launched CreateAthon@USC to provide similar help to nonprofits in the Midlands of South Carolina. Students from all majors at the school participate in the event, which is mentored by faculty and members of the local professional advertising and design communities.

Students in all majors at the school have the opportunity to enter media competitions that can

# Academic Initiatives

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help them improve their work and learn more about opportunities in the professional world. SJMC students regularly compete in the public relations Bateman Team competition, the AAF competition, the Hearst competition, the Society of Professional Journalists Mark of Excellence Awards, the Washington Media Scholars Case Competition and the school's own A. Jerome Jeweler Advertising Award, which includes a \$500 cash prize.

We are campus leaders in "study away" education, spearheading domestic and international programs to destinations including Atlanta, New York, Germany, Africa, China, Oman, and in 2017, Cuba. We are in year two of a scholarship program for SJMC students, awarding more than \$20,000 in need-based scholarships to students wanting to participate in our study away program

## **School of Library and Information Science**

During the 2018-2019 academic school year, several opportunities were put in place to promote experiential learning in the Bachelor of Science in Information Science (BSIS) program. Within the classroom, several courses provided students with either service-learning projects in the community or opportunities to engage with professionals working in the field. In SLIS 202 (Introduction to Information Literacy and Technology), an INF Carolina Core course, several sections included field trips or guest speakers related to the field.

The BSIS program now requires experiential learning in the form of internships. The internship process is being reviewed to ensure that the proper resources are in place for the students and those supervising the internships.

During the fall semester, the BSIS program hosts Information Science Day; a research day that brings students, faculty and staff together. Students present their research, service projects, class project, or internships in a poster presentation format. Students must submit abstracts, create posters and then present their work. The goal is to get students comfortable presenting early in the program, eventually presenting at Discover USC or other professional conferences.

Moving forward, experiential learning will continue to be a priority in the BSIS program. The ongoing program and curriculum review have added integrative (experiential) learning as a program value. Opportunities for experiential learning have been added to the program values and curriculum.

In the 2018-19 FY, internship opportunities for the Bachelor of Science in Information Science (BSIS) program continued to expand. A total of 10 students had internship experiences in area technology and information organizations. The information Science research day is growing in popularity. Eleven (11) students participated in the fall 2018 research day, a slight increase from previous years.

# Academic Initiatives

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## Experiential Learning For Graduate Students

*Initiatives, improvements, challenges, and progress with Experiential Learning at the Graduate or Professional level.*

The college houses two doctoral degrees, three masters degree, and specialist certifications. Our nationally-ranked MLIS is offered entirely online and is the third largest online degree program at the university. Our MMC degree was recently approved to be offered entirely online as well. We look forward to expanding our offering in a number of ways in the near future. Currently the face-to-face MMC program has a credit-bearing practicum requirement which provides students work experience in their field.

SLIS has entered into planning discussions with major library and information organizations in the US, the EU, and Asia to create residency programs. Since our master's students study online, they can embed in libraries to gain hands on experience while continuing their studies. These residencies, envisioned as three-month on-site experiences, will be piloted in Spring 2021. Current partners for planning include the Charleston Public Library, Clemson University, the Free Library of Philadelphia, the State Library of Vermont, the Royal National Library of the Netherlands, and the Aarhus Pubic Library in Denmark.

## Affordability

*Assessment of affordability and efforts to address affordability.*

We have moved from SJMC and SLIS course fees to one CIC program fee at both the graduate and undergraduate level. It is among the lowest on campus despite significant technology and instructional needs. For example, we maintain two broadcast studios, a multimedia newsroom, six computer labs, a photo studio and a strategic communications center. We also employ a full time engineer and a studio manager to oversee these facilities.

### **School of Journalism and Mass Communications**

Trying to keep cost down by being mindful of equipment and technology expenses.

### **School of Library and Information Science**

At the graduate level, we have been conducting cost comparisons with peer and peer aspirant institutions. Initial analysis found the South Carolina library science program is substantially less expensive than programs ranked in the top 5 of U.S. News & World Report's rankings. In many cases, our degree costs half as much as programs at the Universities of North Carolina, Michigan, Pittsburgh, Indiana, and Maryland. We are using this data in our marketing and recruitment efforts.

SLIS faculty voted to approve the Open Access (OA) and Open Education Resources (OERs) Policy. The faculty recognize that textbooks present significant financial burden to students and high quality OERs can lower the cost of textbooks for students. Under the new policy, faculty are encouraged to prioritize high quality OERs over costly proprietary textbooks. The Policy will be implemented with support of the Scholarly Communication Librarian at the Thomas Coper Library.

# Academic Initiatives

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We have put in place a cohort program for school districts preparing teachers to become school librarians (a high needs job category in South Carolina). The cohort model provides some cost reduction to districts in the terms of program fees and second year tuition in accordance with university policies.

## Reputation Enhancement

*Contributions and achievements that enhance the reputation of UofSC Columbia regionally and nationally.*

The college is working to enhance the reputation of its two schools by supporting their efforts and building complimentary areas of instruction and research endeavors.

### School of Journalism and Mass Communications

SJMC faculty members are involved in many local, state, regional and national professional associations including the South Carolina Press Association, Society of Professional Journalists, South Carolina Broadcasters Association, the Columbia Ad Club, the National Press Photographers Association, International Association of Business Communicators, and Public

Relations Society of America. Their involvement includes leadership positions within those organizations, and providing advice, counsel and input into issues and problems.

From an academic standpoint, the SJMC had an outstanding year with faculty / student awards and presentations at national conferences, and with numerous faculty serving on editorial boards of leading journals in the field. Faculty also serve as judges for these organizations' annual competitions of professional work

### School of Library and Information Science

The reputation of the school continues to grow nationally and internationally. Of particular note is the 703.8% increase in research funding from FY2015 to FY2019. Our faculty have attended and presented at leading conferences in the field (ALISE, ALA, IFLA, ASIS&T, iSchool Conference). Faculty continue to engage internationally in research, teaching and service. This year we implemented the SLIS Fellows program. Sari Feldman, Jason Broughton, Erik Boekesteijn and Lee Rainie have been named to the inaugural class of School of Library and Information Science Fellows. The program is an effort to enhance the school's curriculum by building a direct line to leading thinkers in the field.

This year Nicole Cooke joined the faculty as the Augusta Baker Chair. The chair supports

# Academic Initiatives

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scholarship in the areas of diversity and Nicole adds to this a strong portfolio in the area of fake news.

## Challenges

*Challenges and resource needs anticipated for the current and upcoming Academic Years, not noted elsewhere in this report and/or those which merit additional attention.*

College-wide challenges include: (1) the need for--and better allocation of--space, (2) a relatively lean staff, (3) lack of competitive compensation for faculty and staff, and (4) the need to build stronger community within our college.

### School of Journalism and Mass Communications

Recruiting a high quality and quantity of students across our graduate programs: To encourage top-tier students to enroll in our graduate programs, the school continues to update the MMC curriculum, promote the "accelerated" program where current students can obtain a bachelor and master's degree in five years, and to look for new avenues for publicizing our graduate programs

Because of the increasing difficulty in recruiting top candidates for the school's doctoral program, the school is investigating additional sources for doctoral student funding. The SJMC is also making use of the services provided by the CIC's recently hired graduate programs recruiter.

Diversity: The SJMC continues to address the issue of increasing the diversity of our staff. We have taken steps to ensure that our efforts at recruiting students and hiring faculty and staff are widely publicized in diversity-orientated publications and social media.

### School of Library and Information Science

Undergraduate Growth:

While the undergraduate program continues to grow, we need to accelerate the growth. Growing the program is necessary to provide resources. We are currently too small to justify more faculty, but too big for our current classroom space and faculty workload.

Faculty Workload:

Between 4 years of major curriculum reviews and revisions, an expanded research program (703.8% increase in research funding over the past 5 years), an increased international reputation our faculty is being stretched. Faculty that have in the past been available for committee work and service assignments are either putting their effort into research (travel, data collection, program delivery, course buy outs), or administration (associate dean for academic affairs, coordinating the Capstone program, overseeing field work).

Differentiating the Master's Program:

Growth in the undergraduate program is possible because there are an increasing number of

# Academic Initiatives

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jobs for our graduates across multiple sectors. While the number of iSchools is growing, we are not fighting over the same students. At the graduate level, however, there is a fixed pool of people seeking an accredited degree and jobs in libraries. Therefore, we are in direct competition with other library programs across the country. We must continue to build a strong value proposition that draws students into the program beyond our state's borders.

# Faculty Population

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## Faculty Employment by Track and Title

The following data was provided by UofSC's Office of Institutional Research, Assessment, and Analytics.

**Table 1. Faculty Employment by Track and Title.**

	Fall 2019	Fall 2018	Fall 2017
<b>Tenure-track Faculty</b>	40	42	41
Professor, with tenure	10	11	10
Associate Professor, with tenure	16	16	15
Assistant Professor	14	15	16
Librarian, with tenure	0	0	0
<b>Research Faculty</b>	0	0	0
Research Professor	0	0	0
Research Associate Professor	0	0	0
Research Assistant Professor	0	0	0
<b>Clinical/instructional Faculty</b>	20	20	19
Clinical Professor	1	1	1
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor	18	18	17
Lecturer	1	1	1
Visiting	0	0	0
<b>Adjunct Faculty</b>	24	16	13

# Faculty Population

## Faculty Diversity by Gender and Race/Ethnicity

Note: UofSC follows US Department of Education IPEDS/ National Center for Education Statistics guidance for collecting and reporting race and ethnicity. See [https://nces.ed.gov/ipeds/Section/collecting\\_re](https://nces.ed.gov/ipeds/Section/collecting_re)

**Table 2. Faculty Diversity by Gender and Race/Ethnicity.**

	<b>Fall 2019</b>	<b>Fall 2018</b>	<b>Fall 2017</b>
<b>Gender</b>	60	62	60
Female	36	34	30
Male	24	28	30
<b>Race/Ethnicity</b>	60	62	60
American Indian/Alaska Native	0	0	0
Asian	4	6	5
Black or African American	6	3	3
Hispanic or Latino	2	2	1
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	3	3	5
Two or More Races	0	2	2
Unknown Race/Ethnicity	0	0	0
White	45	46	44

Illustrations 1 and 2 (below) portray this data visually.

# Faculty Population

## Illustration 1. Faculty Diversity by Gender

### 2019 Faculty Gender

Male Female



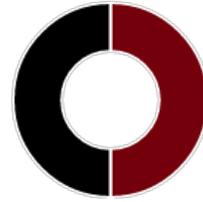
### 2018 Faculty Gender

Male Female



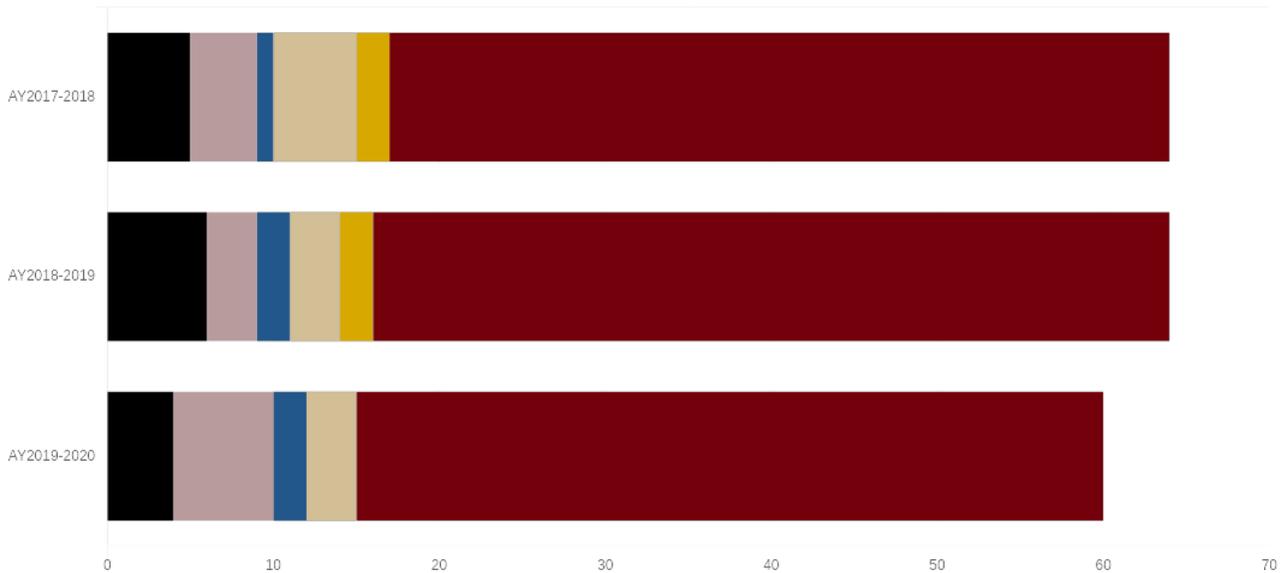
### 2017 Faculty Gender

Male Female



## Illustration 2. Faculty Diversity by Race & Ethnicity

American Indian/Alaskan Native Asian Black Hispanic Native Hawaiian or Other Pacific Islander Nonresident Alien  
Two Or More Races Unknown Race White



# Faculty Information

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## Research and Scholarly Activity

*Please refer to Appendix 3, which provides detailed information from the Office of the Vice President for Research, department of Information Technology and Data Management, including:*

- 1) The total number and amount of externally sponsored research proposal submissions by funding source for the appropriate Fiscal Year.*
- 2) Summary of externally sponsored research awards by funding source for the appropriate Fiscal Year. Total extramural funding processed through Sponsored Awards Management (SAM) in the Fiscal Year, and federal extramural funding processed through SAM in the Fiscal Year. (Available at: <http://sam.research.sc.edu/awards.html>) Amount of sponsored research funding per faculty member for the appropriate fiscal year (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).*
- 3) Number of patents, disclosures, and licensing agreements for three most recent Fiscal Years.*

## School of Journalism and Mass Communications

Faculty research productivity continues to reach new levels of achievement. Recent faculty searches have focused on hiring faculty with a blend of strong scholarly and professional credentials who can contribute to the research and teaching missions of the SJMC. This strategy has led to an increase in research quantity and quality. We have a large number of recently hired junior faculty who are highly productive and committed to working collaboratively.

With the numerous retirements anticipated in the near future, the SJMC is creating an incentivization program to encourage junior faculty to seek external research funding. We're beginning to see the fruits of those efforts with the recent awarding of several substantial grants to faculty.

## School of Library and Information Science

Faculty were actively involved in writing research grant proposals. Since January 2019, SLIS faculty have submitted 16 internal and external grants totaling \$2,345,089. The increase in grant activity has led to a significant increase in faculty research productivity evident in the number of publications and conference presentation. Faculty are also serving on editorial boards, journal reviewers and editors in record numbers. Growth in research productivity is expected to increase in the coming years.

The barrier related to our doctoral program discussed in the previous years remain. Last year we graduated 2 Ph.Ds in 2019. We anticipate admitting at least 2 new doctoral students. We continue to get strong interest in the program. However, the program to this point funding remains a challenge although the recent successes with external grants will greatly enhance our ability to support PhD students. That said, teaching assistantships will continue to be important sources of funding for our doctoral students.

Current tuition policies for doctoral students position the program as an income generator, as opposed to research cost. Tuition waivers for doctoral students, at the very least for dissertation hours, would dramatically increase the research profile and productivity of the whole school.

# Faculty Information

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## Faculty Development

*Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes. Optional*

The college has ensured funding to make sure both schools faculty and staff are able to attend professional development. Creating opportunities for professional development such as SXSW, Silicon Valley, New York, etc.

### School of Journalism and Mass Communications

SJMC has a Faculty Development Fund that provides financial resources to faculty members seeking to improve teaching and research and/or creative skills. Funds are available to those wanting to attend workshops and seminars or to cover professional memberships that are required to serve as student advisers (e.g. PRSSA). Faculty members who receive funding through this initiative are encouraged to share their knowledge with colleagues in formal and informal settings.

We have the Caldwell Excellence in Teaching Award, which is awarded each fall to a SJMC faculty member (tenure-track or non-tenure track). The faculty member is honored at our fall alumni award banquet and receives a plaque and a \$1500 monetary award.

Faculty may apply for funding to support their professional development. A faculty committee reviews proposals and awards funding from the Caldwell Faculty Development Fund. Approximately \$15,000 is awarded each academic year.

New tenure track and tenured faculty typically receive start-up funding to support their research and/or creative endeavors and aid them in their pursuit of tenure and promotion. If a faculty member is making successful progress toward tenure, this funding is given annually until a faculty member applies for tenure and/or promotion.

### School of Library and Information Science

Faculty development is an important part of the school's work. Each assistant professor hire member receives startup research funds. These funds, typically \$5,000 per year for up to three years, can be used for research-related travel, GA support, software, or any research-related expenses.

Dr. Charles Curran, an emeritus professor, receives an annual stipend to work with untenured faculty on scholarly writing. Activities include writing clubs and one-on-one mentoring sessions. Next year, this will be expanded to include mentoring on securing research funds.

In the FY 2019-20, SLIS has focused on supporting adjunct instructor. The Committee on Instruction Quality has developed tools and resources to support adjunct instructor. The Chair

# Faculty Information

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Dr Kim Thompson created a listserv to share instruction resources and training opportunities from CTE. Adjunct instructors have access to the same development opportunities as the faculty and staff.

# Teaching

## Faculty to Student Ratio

The following data was provided by UofSC's Office of Institutional Research, Assessment, and Analytics.

The formula used to compute the ratio uses data from Faculty Population by Track and Title and Student Enrollment by Time Basis, as follows:

$$\frac{\text{(Total Full-time Students + 1/3 Part-time Students)}}{\text{((Total Tenure-track Faculty + Total Research Faculty + Total Clinical/Instructional Faculty) + (1/3 Adjunct Faculty))}}$$

**Table 4. Faculty-to-Student Ratio.**

	<b>Fall 2019</b>	<b>Fall 2018</b>	<b>Fall 2017</b>
<b>Analysis of Ratio</b>	01:29.1	01:27.2	1:22.3

## Analysis of Ratio

Analysis of the ratio, agreement with the data, and plans for the future to impact this ratio.

Our schools' faculty-to-student ratios reflect natural variation between the disciplines and length of time degrees have been offered. For example, SJMC enrollment is comparable to other large public programs and has been offering degrees for almost 100 years. The BSIS major offered by SLIS is relatively new and confusing to some potential students because "library" is in the school name.

# Student Recruiting and Retention

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## Student Recruitment

*Efforts, including specific actions, to recruit students into College/School programs.*

Within the past year the hiring of a new graduate recruiter, first year advisor, college advisor, and two graduate advisors, the Office of Student Services has continued to build upon strategies and efforts previously identified while simultaneously incorporating new ideas to recruit students into the College of Information and Communications.

A thorough review of the student life cycle produced engagement opportunities to strengthen our partnership with admissions, college recruiting, and outreach for admitted students to increase yield. Our Assistant Dean for Student Services is still a member of the newly formed Academic Recruitment Council, through the University's Office of Admissions. The Recruitment Council was formed to bridge the communications between admissions and the various schools and colleges.

The relationship with the College and USC Visitors Center has been nurtured and continues to grow. Additional emphasis has been placed on the college's participation in Undergraduate Recruiting Special Events including Open House, Discover Carolina, Top Scholars Program, and Admitted Student Days. In addition to participating, the Office of Student Services also follows-up with students via email after each event. This year, the Assistant Dean of Student Services joined the University's Diversity Admissions' Recruitment Council to recruit underrepresented students in the University.

Promotional videos for our graduate journalism program were created. We are continuing to strengthen the promotion of each major through a complete webpage redesign and mobile optimization process to improve user experience across all platforms. During the current admissions cycle, we expanded our outreach to admitted students with regular communication from the dean, directors and assistant dean, we have expanded this practice by also mailing each student a letter signed by the dean. This outreach was meant to yield admitted students and produced an increase in enrolled freshman for fall 2020. During AY 2017-2018, the Media Diversity Scholarship Program was introduced as an intentional recruitment effort to attract diverse students into the SJMC. These renewable scholarships are designed to attract and maintain diverse scholars. At this time, there are fourteen diversity scholars currently participating in the Media Diversity Scholarship Program. The first group of scholars will graduate May 2021.

This year marks a continuing shift in strategies and efforts to recruit students to SLIS, as well. The undergraduate curriculum was revised and launched at the beginning of AY 2018-2019. We have received positive feedback from students. Program faculty and staff continue to meet with the Undergraduate Advising Center to increase Major Change Advisors' knowledge of the Information Science degree requirements. A focus of the school this year has been in recruiting undergraduates. A proposal to hire an undergraduate recruiter to increase SLIS enrollment is currently underway. The Dean's Scholar Program was launched during AY 2018-2019 to recruit high performing students into the Information Science Program and still remains an important recruiting tool. There are currently four Dean's Scholars participating in the program. This is seen as the second part of a three-year plan: year 1 outcomes, messaging and greater university awareness; year 2 curriculum revisions and robust

# Student Recruiting and Retention

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recruiting; and year 3, a relaunch of the Information Science degree. This all provided excellent input to developing strong program outcomes and a refinement in messaging. Using the tongue-in-cheek tag line "In Search of Geeks with Social Skills," we have met with university admissions and are hosting university recruiters to make clear what the program is and how it relates to programs such as computer science. We have also strengthened our relationship with the Honors College to make our courses available to honors students and educate Honors College advisors about our offerings. This messaging was also used in fall open houses where the information science program was promoted as part of a unified outreach from the College of Information and Communications. This intentional blurring of the lines between undergraduate programs in the two schools has continued to be a great success in Admitted Students Day activities. We are also continuously working to engage school alumni, particularly school librarians in high schools to develop and disseminate marketing materials related to the programs. This internal work has resulted in a marked increase in admitted students and information science minors.

We have an increased effort in the area of graduate recruiting. A new graduate manager of student recruitment was hired in fall 2020. With a new recruiter in place, we have deliberately shifted our efforts from conferences and travel to use of social media and AdWords. We have launched a Google AdWords campaign by and increased our social media presence. Virtual conferences have also been added to our recruitment agenda. Moreover, our recruiter has participated in class talks with local universities to build an admissions pipeline. For the SJMC graduate programs, the Master of Mass Communication program has been redesigned and an accelerated 4+1 program has been designed and promoted to our existing undergraduate populations.

## Student Retention

*Efforts at retaining current students in College/School programs.*

The College of Information and Communications continues to take a proactive approach to support student development, success in academic majors, and lifelong engagement for graduates. The Office of Student Services has developed and implemented programs and processes encompassing recruiting, academic advising, and retention that facilitate student academic success, career development, and personal growth for all students.

Advising efforts consist of proactive, interactive, and holistic approaches to addressing academic and personal concerns of students. The primary effort to retain current students has been with our increased emphasis on quality professional academic advising. All advisors attend at least 2 professional development activities per year and three of six had proposals accepted for national or regional advising conferences. Based on a student-focused approach, we provide students with an assigned academic advisor who serves as the first point of contact for class registration, financial aid application and preparation for graduation. We continue to host "Student Services September" a month dedicated to making students aware of the advising office and various student-centered resources available on campus.

As a professional major, special attention has been given to Career Services during the

# Student Recruiting and Retention

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current academic year. A new college-focused career services manager was hired last spring. Rather than focusing on 1:1 student appointments, and teaching the internship course, the career services manager has hosted eight group workshops on programs such as LinkedIn and creating opportunities for students within corporations in the southeast and beyond. A career conference was introduced for all undergraduate CIC Students, will attendance surging to over 200 student participants.

The main objective in student services is to provide quality supportive services to ensure students have a positive academic experience while earning their degree from UofSC.

# Student Enrollment & Outcomes

The following data was provided by UofSC's Office of Institutional Research, Assessment, and Analytics.

Note: Student enrollment and outcomes data are calculated by headcount on the basis of primary program of student only.

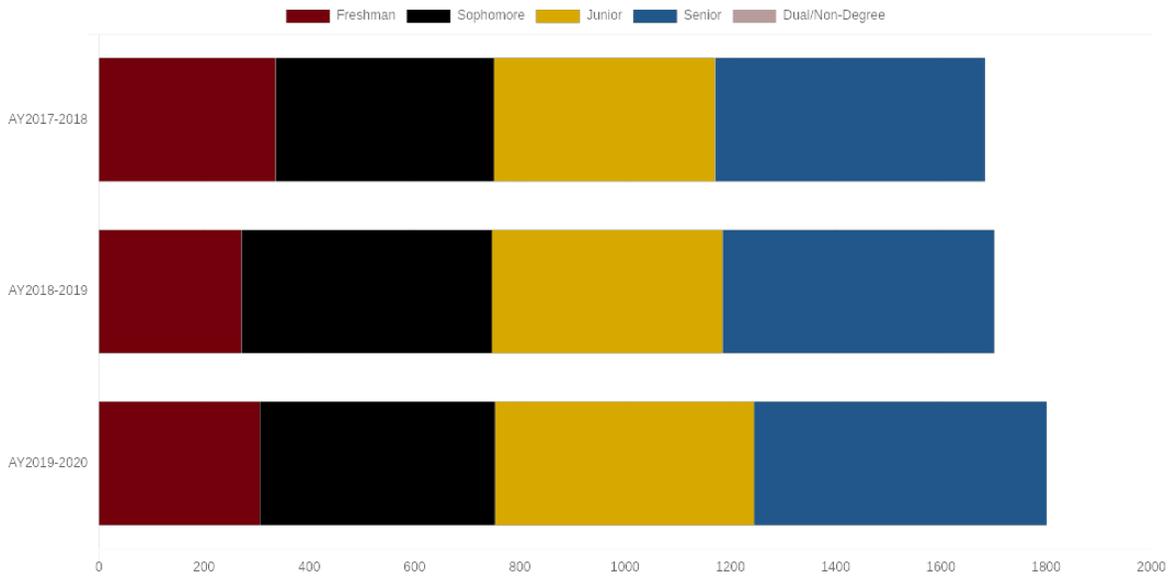
## Student Enrollment by Level & Classification

**Table 5. Student Enrollment by Level & Classification.**

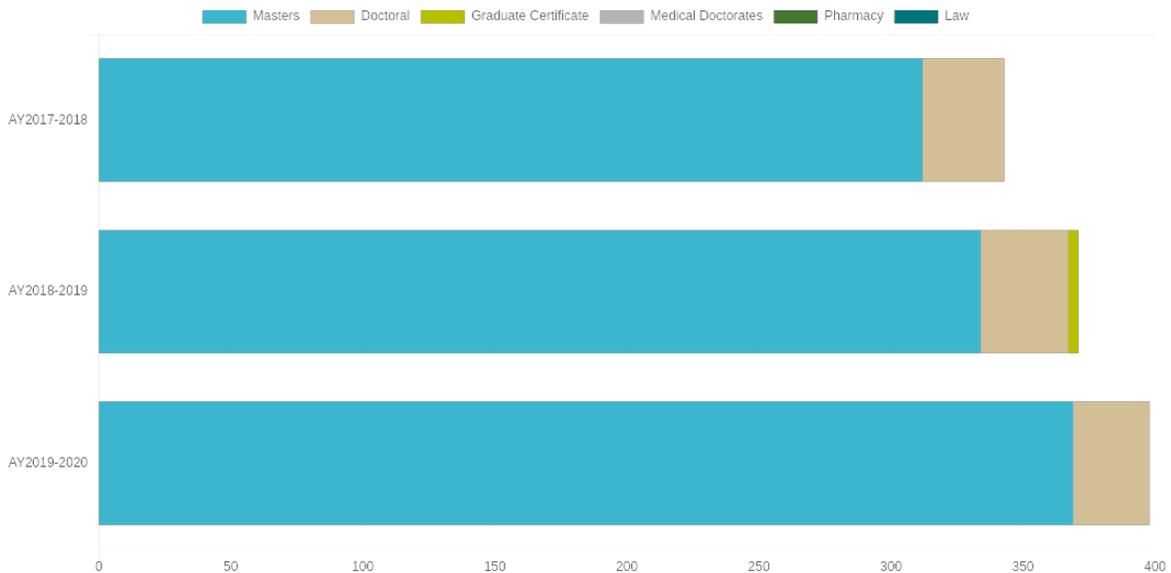
	Fall 2019	Fall 2018	Fall 2017
<b>Undergraduate Enrollment</b>			
Freshman	306	271	336
Sophomore	447	476	415
Junior	492	438	420
Senior	556	517	513
<b>Sub Total</b>	1801	1702	1684
<b>Graduate Enrollment</b>			
Masters	369	334	312
Doctoral	29	33	31
Graduate Certificate	0	4	0
<b>Sub Total</b>	398	371	343
<b>Professional Enrollment</b>			
Medicine	0	0	0
Law	0	0	0
PharmD	0	0	0
<b>Sub Total</b>	0	0	0
<b>Total Enrollment (All Levels)</b>	2199	2073	2027

# Student Enrollment & Outcomes

### Illustration 3. Undergraduate Student Enrollment by Classification

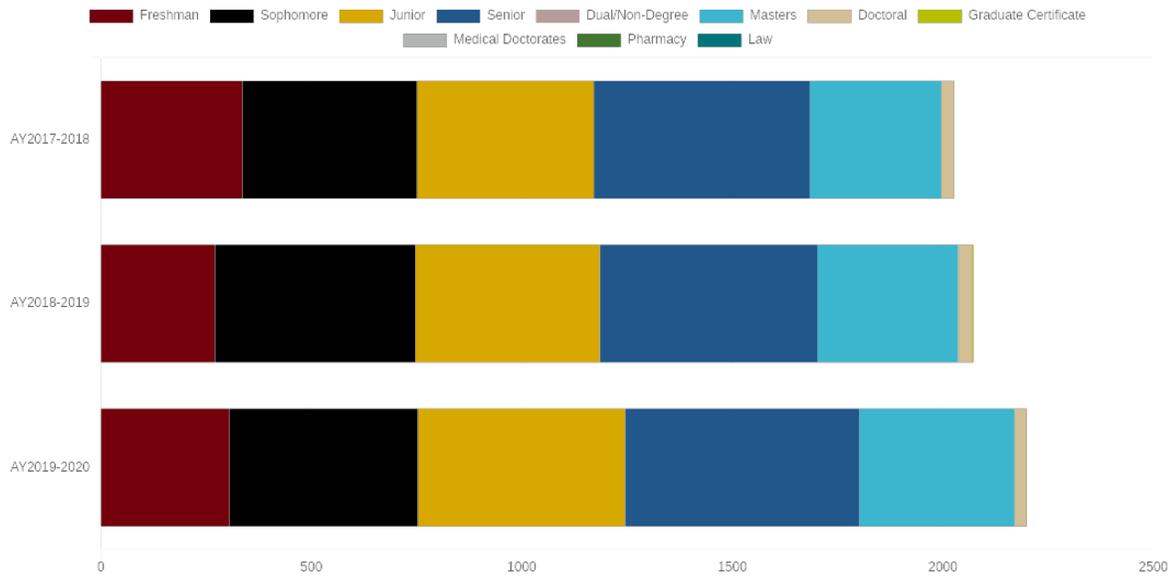


### Illustration 4. Graduate/Professional Student Enrollment by Classification



# Student Enrollment & Outcomes

**Illustration 5. Total Student Enrollment by Classification (All Levels)**



## Enrollment by Time Status

**Table 6. Student Enrollment by Level and Time Status.**

	Fall 2019	Fall 2018	Fall 2017
<b>Undergraduate</b>	1801	1702	1684
Full-Time	1767	1673	1630
Part-Time	34	29	54
<b>Graduate/Professional</b>	398	371	343
Full-Time	102	115	105
Part-Time	296	256	238
<b>Total - All Levels</b>	2199	2073	2027
Full-Time	1869	1788	1735
Part-Time	296	256	238

# Student Enrollment & Outcomes

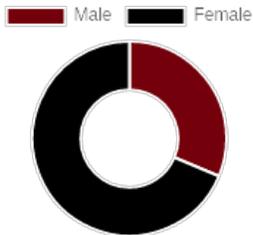
## Student Diversity by Gender

Table 7. Student Enrollment by Gender.

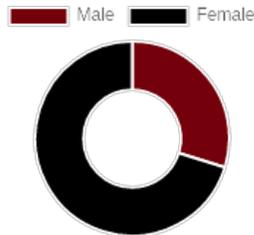
	Fall 2019	Fall 2018	Fall 2017
<b>Undergraduate</b>	1801	1702	1684
Female	1237	1195	1181
Male	564	507	503
<b>Graduate/Professional</b>	398	371	343
Female	329	302	279
Male	69	69	64

Illustration 6. Undergraduate Student Diversity by Gender

2019 Undergrad Gender



2018 Undergrad Gender



2017 Undergrad Gender

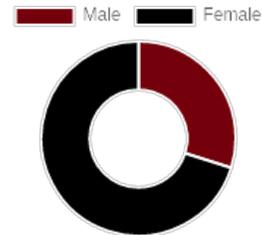
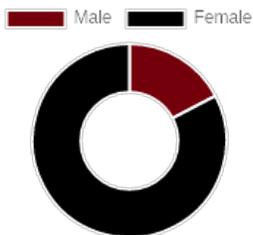
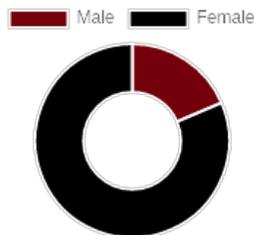


Illustration 7. Graduate/Professional Student Diversity by Gender

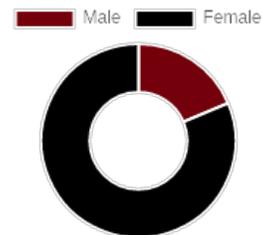
2019 Graduate Gender



2018 Graduate Gender



2017 Graduate Gender



# Student Enrollment & Outcomes

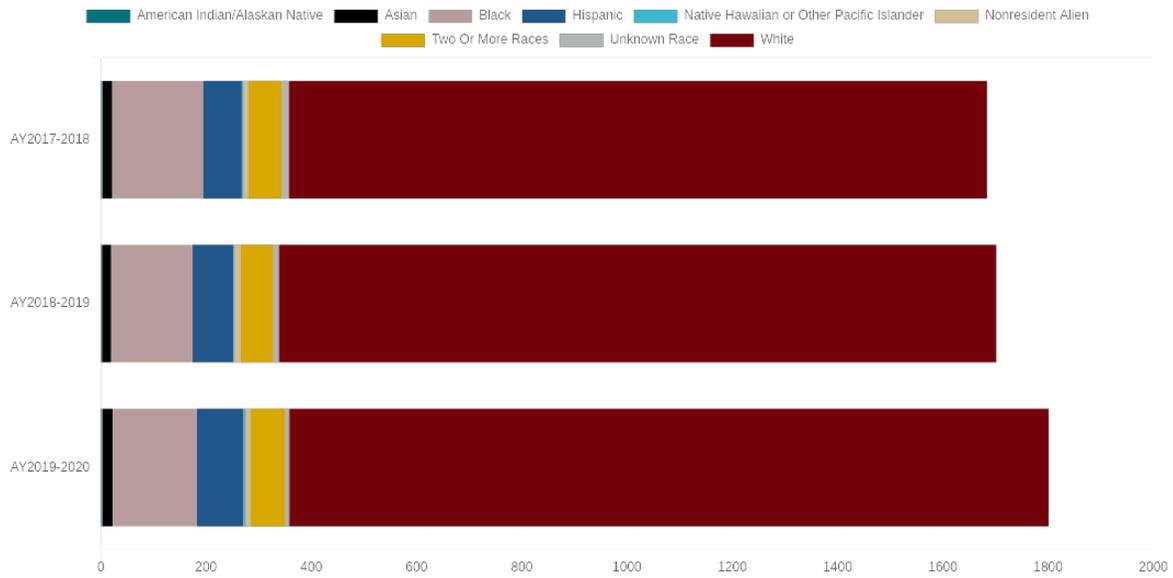
## Student Diversity by Race/Ethnicity

**Table 8. Student Enrollment by Race/Ethnicity.**

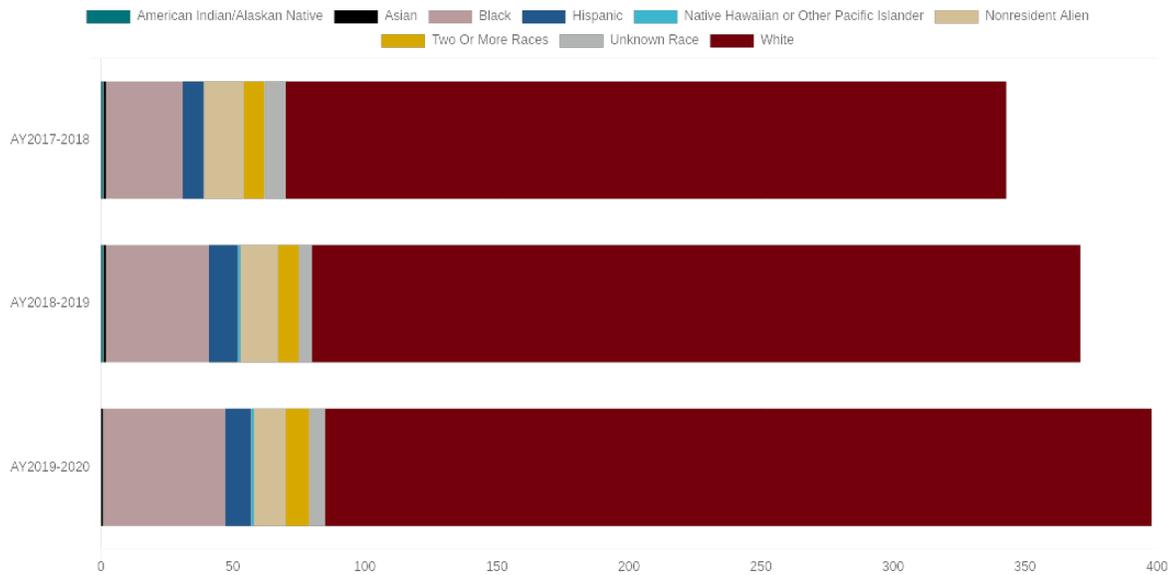
	Fall 2019	Fall 2018	Fall 2017
<b>Undergraduate</b>	1801	398	1702
American Indian/Alaska Native	3	2	3
Asian	20	18	19
Black or African	159	154	172
Hispanic or Latino	89	78	74
Native Hawaiian or Other Pacific Islander	4	2	3
Nonresident Alien	9	11	9
Two or More Races	67	63	64
Unknown Race/Ethnicity	7	10	13
White	1443	1364	1327
<b>Graduate/Professional</b>		371	343
American Indian/Alaska Native	0	1	1
Asian	1	1	1
Black or African	46	39	29
Hispanic or Latino	10	11	8
Native Hawaiian or Other Pacific Islander	1	1	0
Nonresident Alien	12	14	15
Two or More Races	9	8	8
Unknown Race/Ethnicity	6	5	8
White	313	291	273

# Student Enrollment & Outcomes

**Illustration 8. Undergraduate Student Diversity by Race/Ethnicity**



**Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity**



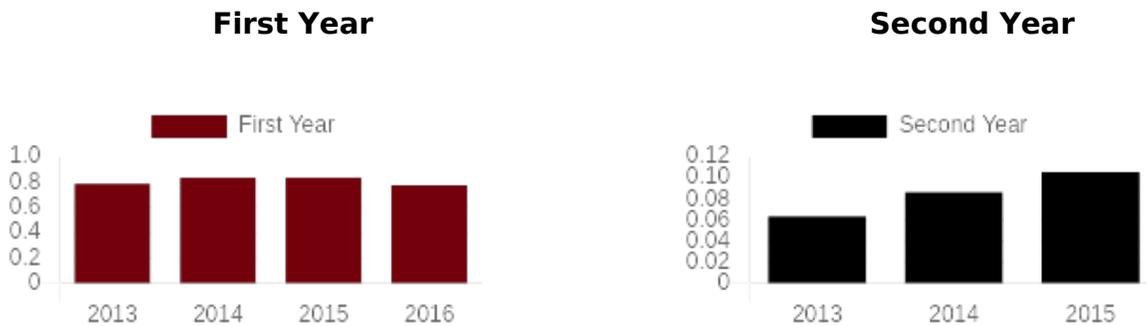
# Student Enrollment & Outcomes

## Undergraduate Retention

**Table 9. Undergraduate Retention Rates for First-time Full-time Student Cohorts**

	First Year	Second Year
Fall 2017 Cohort	80.3%	10.5%
Fall 2016 Cohort	77.9%	10.6%
Fall 2015 Cohort	83.9%	8.7%
Fall 2015 Cohort	83.9%	6.4%

**Illustration 10. Undergraduate Retention, First and Second Year**



## Student Completions Graduation Rate - Undergraduate

**Table 10. Undergraduate Graduation Rates for First-time Full-time Student Cohorts at 4-, 5-, and 6 Years.**

	Fall 2011	Fall 2010	Fall 2009
4-Year Same	60.9%	53.8%	44.7%
4-Year Diff	12.3%	15.3%	16.2%
4-Year Total	12.3%	15.3%	16.2%
5-Year Same	70.6%	60.4%	50.4%
5-Year Diff	15.7%	16.7%	21.1%
5-Year Total	86.3%	77.1%	71.5%
6-Year Same	70.6%	60.7%	50.4%

# Student Enrollment & Outcomes

<b>6-Year Diff</b>	<b>15.7%</b>	<b>17.5%</b>	<b>23.2%</b>
<b>6-Year Total</b>	<b>86.3%</b>	<b>78.2%</b>	<b>73.6%</b>

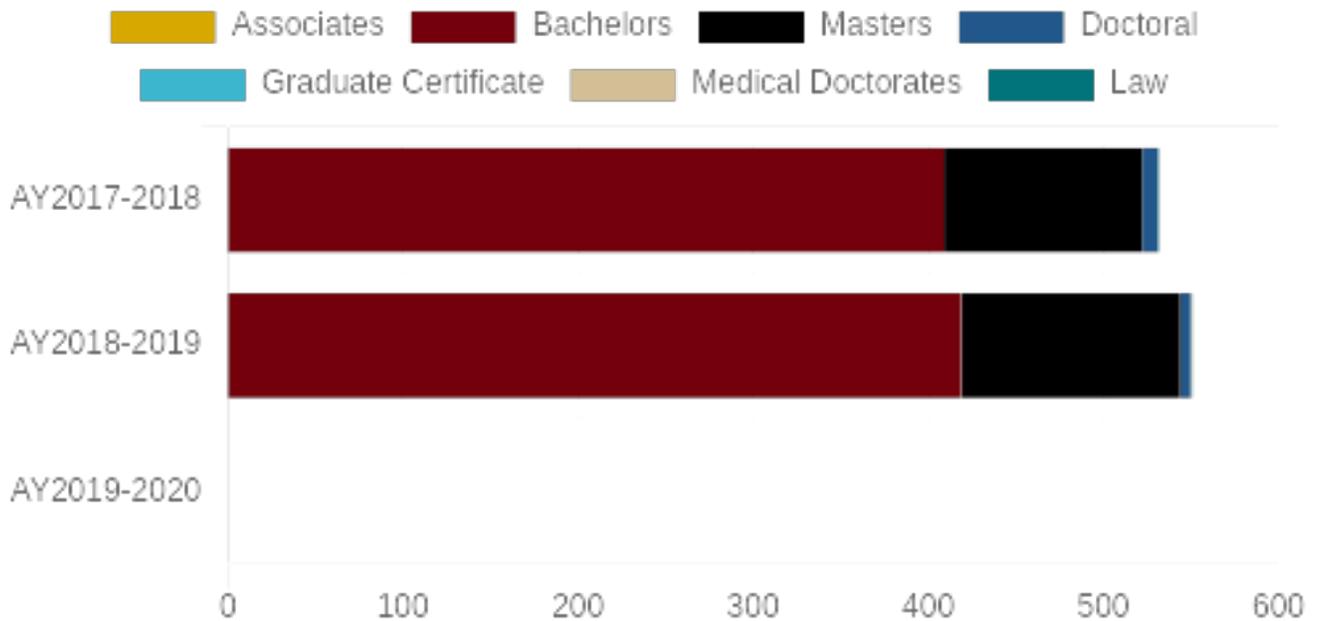
# Student Enrollment & Outcomes

## Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	AY2019-2020	AY2018-2019	AY2017-2018
<b>Associates Degree</b>		0	0
<b>Bachelors</b>		419	409
<b>Masters</b>		125	113
<b>Doctoral</b>		6	9
<b>Medical</b>		0	0
<b>Law</b>		0	0
<b>Pharmacy Doctorate</b>		0	0
<b>Graduate Certificate</b>		1	1

Illustration 11. Degrees Awarded by Level



# Faculty Awards Nominations

Faculty nominated for the following awards in the categories of Research, Service, Teaching, or Other.

## Research Award Nominations

<b>Recipient(s)</b>	<b>Award</b>	<b>Organization</b>
Kitzie, Vanessa	Diversity Grant	American Library Association
Gavigan, Karen	2019 Research Grant	American Association of School Librarians
Gavigan, Karen	Research Grant	American Library Association
Green, Lucy	2019 Laura Bush 21st Century Librarian Program Award	Institute of Museum and Library Services
Overton, Holly	2020 Research Grant	Glen M. Broom Center for Professional Development in Public Relations
Xiao, Anli	2020 Research Grant	Glen M. Broom Center for Professional Development in Public Relations
Karami, Amir	ASPIRE I Grant for 2019-2020	University of South Carolina
Wen, Taylor	ASPIRE I Grant for 2019-2020	University of South Carolina
Mortensen, Tara	Second Place Faculty Paper Award, Visual Communication	Association for Education in Journalism and Mass Communication
Pelizzaro, Kirstin	Guido Stempel Award	Association for Education in Journalism and Mass Communication
McKeever, Robert	Top Faculty Paper Award, Communication Theory and Methodology	Association for Education in Journalism and Mass Communication
Wen, Taylor	Arthur W. Page Benchmarking Award	International Public Relations Research Conference
McKeever, Brooke	2019-2020 Page/Johnson Legacy Scholar Grant	Arthur W. Page Center for Integrity in Public Communications
McKeever, Robert	2019-2020 Page/Johnson Legacy Scholar Grant	Arthur W. Page Center for Integrity in Public Communications
Hull, Kevin	Breakthrough Star Award	Office of the Vice President for

# Faculty Awards Nominations

		Research, University of South Carolina
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## Service Award Nominations

Recipient(s)	Award	Organization
Grant, Augie	2020 Broadcast Education Association's Distinguished Education Service Award	Broadcast Education Association

## Teaching Award Nominations

Recipient(s)	Award	Organization
Mortensen, Tara	Excellence in Visual Education Award	Association for Education in Journalism and Mass Communication
Overton, Holly	Educator of the Year 2019	South Carolina Public Relations Society of America
Grigg, Ernie	Agency of the Year for Training/Education (for his work with The Carolina Agency)	PR News

# Faculty Awards Received

Faculty of CIC were recognized for their professional accomplishments in the categories of Research, Service, and Teaching.

## Research Awards

<b>Recipient(s)</b>	<b>Award</b>	<b>Organization</b>
Kitzie, Vanessa	Diversity Grant	American Library Association
Gavigan, Karen	Research Grant	American Association of School Librarians
Gavigan, Karen	Research Grant	American Library Association
Green, Lucy	2019 Laura Bush 21st Century Librarian Program Award	Institute of Museum and Library Services
Overton, Holly	2020 Research Grant	Glen M. Broom Center for Professional Development in Public Relations
Xiao, Anli	2020 Research Grant	Glen M. Broom Center for Professional Development in Public Relations
Karami, Amir	ASPIRE I Grant for 2019-2020	University of South Carolina
Wen, Taylor	ASPIRE I Grant for 2019-2020	University of South Carolina
Mortensen, Tara	Second Place Faculty Paper Award, Visual Communication	Association for Education in Journalism and Mass Communication
Pelizzaro, Kirstin	Guido Stempel Award	Association for Education in Journalism and Mass Communication
McKeever, Robert	Top Faculty Paper Award, Communication Theory and Methodology	Association for Education in Journalism and Mass Communication
Wen, Taylor	Arthur W. Page Benchmarking Award	International Public Relations Research Conference
McKeever, Brooke	2019-2020 Page/Johnson Legacy Scholar Grant	Arthur W. Page Center for Integrity in Public Communications
McKeever, Robert	2019-2020 Page/Johnson Legacy Scholar Grant	Arthur W. Page Center for Integrity in Public Communications
Hull, Kevin	Breakthrough Star Award	Office of the Vice President for

# Faculty Awards Received

		Research, University of South Carolina
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# Faculty Awards Received

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## Service Awards

Recipient(s)	Award	Organization
Grant, Augie	2020 Broadcast Education Association's Distinguished Education Service Award	Broadcast Education Association

# Faculty Awards Received

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## Teaching Awards

<b>Recipient(s)</b>	<b>Award</b>	<b>Organization</b>
Grant, Augie	Caldwell Excellence in Teaching Award	The School of Journalism and Mass Communications
Mortensen, Tara	Excellence in Visual Education Award	Association for Education in Journalism and Mass Communication
Overton, Holly	Educator of the Year 2019	South Carolina Public Relations Society of America
Grigg, Ernie	Agency of the Year for Training/Education (for his work with The Carolina Agency)	PR News

# Alumni Engagement & Fundraising

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## Alumni

*Substantial activities, engagements, and initiatives with alumni, focusing on relationships and activities with alumni.*

The college hosts its own Alumni Council comprised of alumni volunteers from both schools. The Alumni Council supports several student-oriented activities and alumni connection events annually. Each fall, the Mentor Match program links alumni with current students interested in their professional disciplines. These mentorships often last through a student's entire academic career. In February, our team worked with the Career Services team on the college's first Career Symposium event and many of our graduates were involved. The CIC Alumni Council continues to raise funds for an annual scholarship that supports students in both schools. The college hosts an annual Homecoming reception, Gamecocks on the Green, for all alumni each fall in addition to many other events and programs for alumni and donors throughout the year. The college communicates with alumni each month through an electronic newsletter, eNews, and sends a printed magazine, InterCom, to alumni twice per year. To date, the college has 18,166 living alumni - 5,492 are SLIS graduates and 12,674 are SJMC graduates.

## Development, Fundraising and Gifts

*Substantial development initiatives and outcomes, including Fundraising and Gifts.*

The college raised \$686,314 in FY2017, \$542,105 in FY2018 and \$526,990 in FY2019. We look forward to exceeding last year's number of dollars raised in FY20. The development team continues to work on increasing its prospect list and building a strong pipeline before the next capital campaign. In FY2018, the university held its first-ever Giving Day and our focus was the Social Media Insights Lab. On this day, we raised more than \$290,000 from more than 240 donors. The development team continues to seek funding for this lab to sustain it for many years to come. A gift of \$30,000 was secured in March for a monitoring project with the lab. Last year's Giving Day focus was the college's literacy initiative and we raised more than \$41,000 from more than 250 donors. This year's Giving Day focus will be our diversity, equity and inclusion initiatives in the college. The development team is also working with the dean and faculty on other initiatives that need funding including scholarship support, our media sales initiative (secured a gift of \$25,000 in March for this initiative), our digital media academy, study away experiences for students and our career services programs for students.

The alumni and development team remains in transition. Elaine Arnold has served as the senior director of development since April 2017. Our alumni and donor relations manager, Karson Terry, was promoted to assistant director of development in February. We should have our search concluded for the alumni and donor relations coordinator position by the end of March.

The dean is very involved in all aspects of development. In 2018, the development team worked with the dean to create a Dean's Leadership Council. This council serves as an executive level, visionary group of thought leaders to help expand opportunities for the college and help extend our reach. Members are asked to support our philanthropy effort for

# Alumni Engagement & Fundraising

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the college and we've had a positive response. We will hit the road later this year for a Dean's Tour to connect with alumni, donors and friends to share college updates, ways to get involved and support our students. We will visit areas where we have large numbers of graduates including Greenville, Charleston, Myrtle Beach, Hilton Head, Charlotte, Atlanta, DC and New York.

# Community Engagement

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## Community Engagements and Community - Based Activities

*Community engagement and community based research, scholarship, outreach, service or volunteerism conducted, including activities at the local, state, regional national and international levels.*

### **School of Journalism and Mass Communications**

**Academic Conferences:** The SJMC is hosting two national academic conferences in 2019. The AEJMC Southeast Colloquium (held this year at University of Alabama) will be held at the same time as our biennial Media and Civil Rights History Symposium (MCRHS), which focuses on the role of print and broadcast images in the African American freedom struggle and other civil rights struggles. The first MCRHS was held in 2011 and coincided with the AEJMC Southeast Colloquium, which the SJMC hosted that year. Because the SJMC building provides an ideal atmosphere for academic and professionally-oriented conferences, the school anticipates hosting more events in the near future.

**Newsplex:** The SJMC is home to the Newsplex initiative, which keeps the school in touch with journalism around the globe. Newsplex works in partnership with the World Association of Newspapers and News Publishers (WAN-IFRA) to provide consulting and training to media organizations worldwide. In the fall of 2016, Newsplex was in the final stages of its U.S. Department of State-funded project to develop investigative reporting in the former Soviet states in the Baltics. The reporting collaboratives in Lithuania, Latvia and Estonia completed and published their stories. In summer 2016, Newsplex received a grant to work with ETV+ in Narva, Estonia.

**Scholastic Journalism:** The school is affiliated with the South Carolina Scholastic Press Association (SCSPA) and the 15-state Southern Interscholastic Press Association (SIPA), which support and promote journalism programs in middle and high schools throughout the Southeast. Through conventions and conferences, evaluative services, scholarship opportunities and various individual competitions, SCSPA and SIPA strive to empower and educate scholastic journalists.

**Special Lectures:** The school hosts many speakers throughout the year that benefit not only SJMC students and faculty, but the community at large.

We have two ongoing lecture series. The 2018-2019 lectures/speakers are noted below:

**Buchheit Lecture:** Each school year, the SJMC hosts a prominent journalist to give a public lecture, made possible by a fund provided by the Buchheit family. In fall 2018, Pete Souza, White House photographer for President Barack Obama gave a lecture on having an eyewitness account of history.

**Baldwin Lecture:** Mr. Kenneth Baldwin, a significant donor to the school, provides funding for a lecture series, in addition to his other generous partnerships with the school. In fall of 2018, the speaker will be Karen Amanda Toulon, senior editor for Global Content and Talent

# Community Engagement

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## Development at Bloomberg News. Research Roundtables

The SJMC's Research Roundtable series is sponsored by the school's graduate program and is held monthly during the academic year. Speakers are from inside and outside of the school, and focus on research and professional scholarship of interest to our faculty and students.

Professional Organization Involvement and Judging: SJMC faculty members are involved in many local, state, regional and national professional associations including the South Carolina Press Association, Society of Professional Journalists, South Carolina Broadcasters Association, the Columbia Ad Club, the National Press Photographers Association, International Association of Business Communicators, and Public Relations Society of America.

Academic Involvement and Judging: Faculty members are actively involved in academic organizations and publications, in many instances, holding leaderships roles. For example, Dr. Carol Pardun is an elected member for ACEJMC; and Dr. Ran Wei is the editor of Mass Communication and Society. Research faculty routinely serve as reviewers for academic journals and conferences. Many are on the editorial boards of academic journals.

Student Media: Campus media are operated independently from the school, and are under the Office of Student Media. School faculty members and staff, however, do serve in advisory roles to each of the four media: The Daily Gamecock newspaper, Garnet & Black magazine; SGTV and WUSC-FM radio.

## School of Library and Information Science

Our most visible community engagement program within the state of South Carolina is Cocky's Reading Express. Look closely, and you may see a new CRE billboard on I-26. As of today, CRE has donated over 137,000 books across the state of South Carolina. CRE is currently wrapping up projects with Dominion Energy and International Paper, which enabled CRE to visit over 3,900 students in five elementary schools, present three family literacy nights, and purchase aeroponic indoor gardens for four schools and their communities.

- In collaboration with the Thomas Cooper Library/ Comic Book Exhibit, CRE conducted a Story Time during Parents Weekend.
- CRE has a new partnership with the Richland County Foster Parents Association.
- CRE Coordinator, Valerie Byrd Fort is on the slate for the 2022 Caldecott Committee.

The South Carolina Center for Community Literacy is the primary mechanism for community engagement within the school and is focused on K-12 education. The center currently has over 11,000 books in the collection. Below are a few of our accomplishments.

- SCCCL staff, along with SLIS faculty, participated in a library makeover at Estill Elementary in Hampton County.

# Community Engagement

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- Conducted a Preconference at the South Carolina Association for School Librarians, “All Are Welcome Here: Diversity and Social Justice in School Libraries.”
- Hosted the Follett Institute for South Carolina school librarians and SLIS students to participate in multiple professional development sessions.
- Co-hosted Welcome Table SC workshop at the South Carolina State Library
- Staff referenced in Washington Post article on teen reading and censorship (2/3/20)
- A donation of over 600 books worth more than \$10,000 has been prepared for North Central High School in Kershaw County. The school building and library were destroyed by a tornado.

Nicole Cooke, the new Augusta Baker Chair, has been actively reaching out to the library community to provide diversity training and awareness.

This year the school has developed a professional development plan in library and information science. The program offers non-academic certificates. Highlights of this work include partnerships with the Charleston County Public Library to provide staff development for non-librarian staff. We have also teamed with CUBISS in the Netherlands to certify their course on community-centered librarianship.

## Staff Workshop Series

- 18 library staff participants
- 5 in-person workshops

## Certificate Program

- 12 library staff participants
- 4 in-person workshops
- 9-month online curriculum

SCCCL hosted a professional development day for the certificate program participants along with the Charleston County Public Library’s Deputy Director, Darlene Jackson. Sessions were provided by Dr. Nicole Cooke, Dr. Clayton Copeland, Dr. Michael Weisenburg, Edward Blessing, and Dr. Liz Hartnett. Topics and activities included the Augusta Baker archives and universal accessibility in libraries. Participants explored adaptive technology samples from South Carolina Adaptive Technology Program.

## Community Perceptions

*How unit assesses community perceptions of engagement, as well as impact of community engagement on students, faculty, community and the institution.*

# Community Engagement

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The SJMC maintains close contact with hundreds of alumni, professionals and professional organizations to keep the school current. Day-to-day involvement by alumni includes speaking in classes, mentoring current students, participating in school events, offering portfolio critiques and taking other steps to help assure that our soon-to-graduate students succeed.

SLIS is fortunate to have a strong connection with professionals connected to our graduate degree in library and information science. Librarians are an active and well connected population. SLIS works closely with professionals in field in Columbia, the State of South Carolina, Nationally, and Internationally. This includes offering a series of workshops within the Columbia area.

## Incentivizing Faculty Engagement

*Policies and practices for incentivizing and recognizing community engagement in teaching and learning, research, and creative activity.*

### **School of Journalism and Mass Communications**

The SJMC has a service award and the Caldwell Teaching Excellence Award that are given annually to faculty who have excelled in these areas. Because of the unique mission of the school, we have dual track tenure system, a more traditional research track and a professional track. Professional track faculty are more heavily involved in service to the community and professional practice.

Direct support is given to faculty (i.e., graduate assistants, travel funding for research, other monetary support) for community engagement activities. Some of the school's largest initiatives include CreateAthon@USC, Pre-collegiate Workshop for Business and Investigative Journalism, the Media and Civil Rights History Symposium and The Carolina Agency.

### **School of Library and Information Science**

Societal impact is the cornerstone of SLIS' Knowledge School Initiative. This initiative, involving speakers, faculty development efforts, presentations and the like, focuses on the role of academic programs in information science to go beyond studying the world to improve it. This engagement approach can be seen in scholars studying and promoting literacy, then going out to the poorest communities to give books and, more importantly, to show that athletes and undergraduates from all walks of life value learning. Direct support is given to these activities in social media coverage, travel funding, and in some cases, course releases.

# Collaborations

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## Internal Collaborations

*Our most significant academic collaborations and multidisciplinary efforts characterized as internal to the University.*

The college is working with university libraries on a grant to develop AR/VR capabilities for students. The college sponsors many talks and symposia with other colleges on campus. For example, the year we co-hosted the new Virtual Education conference with the colleges of engineering and education, and CTE. Both our schools participate in the Graduate Certificate in Health Communication with the Arnold School of Public Health.

### **School of Journalism and Mass Communications**

Science and Health Communication Research Group at USC

Joint graduate program with the University of South Carolina School of Law

Concentration in Sports Communication with the university's athletic department.

School of Library and Information Science

ALL4SC with the College of Education

Health Communications with the School of Journalism and Mass Communications and the Arnold School of Public Health

SLIS 202 Information Technology and Literacy course as part of the INF Carolina Core Requirements

Developing Data Science and Knowledge Management Courses for the Honors College Global Carolina @ CIC with School of Journalism and Mass Communication Coordination of internships for school librarians with the College of Education

Managing contract courses with the College of Education

Thomas Cooper Library on joint planning and delivery of courses on special collections, archives, and preservation.

## External Collaborations

*Our most significant academic collaborations and multidisciplinary efforts characterized as external to the University.*

Our schools have a new official relationship with NCCU in Taiwan. SLIS now has a sister-school relationship with NCCU's library and information science program and the SJMC has a joint-masters degree program approved this year. We will further these relationships in a variety of ways including potential study abroad opportunities for undergraduate students. Both schools are working with Claflin University to create a 4+1 offering. The MOU is being reviewed by the legal department and should go before the BOT soon.

### **School of Journalism and Mass Communications**

Numerous research collaborations across USC units (i.e., Arnold School of Public Health, History Department, School of Library and Information Science) and with researchers both across the country and globally in places like Washington, D.C., Michigan and South Korea.

# Collaborations

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## **School of Library and Information Science**

Residency Planning: The Royal Library of the Netherlands, Public Libraries 2030, Free Library of Philadelphia, Clemson University, State Library of Vermont, State Library of Georgia

Charleston Public Library on the development of staff development programs

Charleston County Public Schools on cohort programs to transition classroom teachers to school librarians

Darlington County Public Schools on cohort programs to transition classroom teachers to school librarians

Florence 1 Public Schools on cohort programs to transition classroom teachers to school librarians

# Equity and Diversity Plan

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## Improve Under-Represented Minority (URM) Student Enrollment

The College of Information and Communications is committed to improving under-represented undergraduate and graduate student enrollment to reflect the diversity of the populations served by the University of South Carolina. Key Tactics:

- Develop pipeline programs that target enrolled underrepresented undergraduate students who are undeclared majors or transfer students.
- Develop pipeline and pathway programs with Historically Black Colleges and Universities --(HBCUs) and Minority-Serving Institutions (MSIs) to attract underrepresented students to the SJMC and SLIS graduate programs.
- Establish scholarships that aid in attracting, recruiting and retaining underrepresented students.
- Develop pipeline programs to attract underrepresented students in middle and high school.

Performance Targets and Metrics—how we will measure our success:

- Annually track and compare the number of underrepresented undergraduate majors admitted as freshmen and transfers, and those who declare SLIS and SJMC majors after freshman year.
- Annually track and compare the number of underrepresented students enrolled in SLIS and SJMC graduate programs.
- Annually track and compare scholarships awarded to underrepresented undergraduate and graduate students,
- Annually measure and evaluate diversity recruitment and retention strategies that are adopted and implemented.

Progress Toward Targets:

- CIC's ongoing partnerships with local and national organizations and universities, including local HBCUs, attract underrepresented students to graduate programs and enhance their career awareness. One such partnership with the local chapter of the American Advertising Federation (AAF) has attracted more than 100 underrepresented students to the MLK Day of Champions. Another example is the African American Leadership Group that continues its efforts to enhance SLIS diversity recruitment.
- The CIC is currently establishing a dual enrollment, 4+1 agreement with Claflin University, a nationally recognized HBCU in South Carolina.
- IN 2018, the CIC created the Trailblazer Scholarship to augment existing designated scholarships to attract, recruit and retain underrepresented students to undergraduate and graduate programs in the college.
- The Inclusive Excellence in Graduate Studies Open House was launched in 2018 as a recurring event to attract underrepresented students to CIC graduate programs. In the past two years more than 100 underrepresented students have participated.

## Improve The Number Of Full-Time URM Faculty Across

# Equity and Diversity Plan

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## Academic Units

The CIC is committed to improving the number of full-time underrepresented faculty to better reflect the diversity of the students in the college and university and the populations served by the university, and where feasible, recruit international faculty.

Key Tactics:

- Collaborate with college leadership and faculty to identify critical areas of need for underrepresented faculty in the SJMC and SLIS.
- Develop and implement a policy requiring training in diversity, equity and inclusion for faculty interested in serving on faculty search committees.
- Recruit at national and international meetings of SJMC and SLIS professional organizations.
- Create a “grow your own” pathway to the professoriate for outstanding underrepresented students enrolled in the SJMC and SLIS doctoral programs.
- Identify, cultivate and invite diverse scholars in the information and communication fields to campus as guest speakers, keynote speakers, visiting professors, panelists and presenters at campus research symposia, and encourage them to apply when positions are advertised.
- Establish an alternative path to tenure-track appointments for the hiring of diverse faculty with strong professional credentials and industry ties.
- Develop a doctoral graduate “information sharing program” with the Southeast Conference (SEC) and other R1 institutions to attract underrepresented PhDs to the CIC faculty.
- Develop and underrepresented student post-doctoral program.

Performance Targets and Metrics—how we will measure our success:

- Annually track and compare increases in the number and percentage of full-time underrepresented faculty in search pools, number of underrepresented candidates among search finalists, and the number of offers and hires made to and accepted by underrepresented finalists.

Progress toward targets:

- The CIC has hired six full-time underrepresented faculty in the past three years.
- The CIC has identified prospects for the “grow your own” pathway among current doctoral students.
- One of the new underrepresented faculty hires was the inaugural keynote speaker for the CIC Diversity, Equity and Inclusion Research Symposium in 2018, who was recruited to serve as the Augusta Baker Endowed Chair.

## Enhance Outcomes For URM Undergraduate and Graduate/Professional Students

The CIC is committed to enhancing the academic outcomes for underrepresented undergraduate and graduate students.

Key Tactics:

- The CIC Office of Student Services will identify and develop as warranted programs (based on high impact practices) to increase student retention and reduce any 4 and 6-year

# Equity and Diversity Plan

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graduation gaps among underrepresented students.

- The CIC will continue to increase scholarships and stipends that support our underrepresented undergraduate and graduate students.

Performance Targets and Metrics—how we will measure our success:

- Underrepresented student (by race/ethnicity) freshman to sophomore retention is equal to the average retention rate for all CIC freshman and sophomores by 2024.
- Underrepresented student 4-year graduation rates are equal to the average graduation rate for all CIC students by 2024.
- Underrepresented student 6-year graduation rates are equal to the average graduation rate for all CIC students by 2024.
- Underrepresented graduate student completion rates are proportional to the average graduation rates for graduate students by 2024.

## **Improve Post-Graduate Outcomes For URM Undergraduate and Graduate/Professional Students**

The CIC is committed to improving post-graduate outcomes for underrepresented undergraduate and graduate students.

Key Tactics:

- Improve data collection and reporting of post graduate outcomes by conducting graduate exit interviews and tracking graduate placement in jobs and graduate/professional study.
- Develop and implement strategies to target and increase the number of undergraduate underrepresented students who participate in internships, research assistantships, study abroad and other experiential opportunities.

Performance Targets and Metrics—how we will measure our success:

- Undergraduate underrepresented student post-graduate employment and enrollment in graduate and professional study placement rates are equal to the average student employment/graduate and professional study rate by 2024.
- Underrepresented student participation in beyond the classroom and experiential learning opportunities is comparable to the average student participation rate.

## **Increase the engagement of students, faculty, staff, administrators in Equity and Inclusion**

The CIC is committed to increasing the engagement of students, faculty, staff, and administrators in courses, training and events that promote the awareness and understanding of diversity, inclusion, critical analysis and civil discourse.

Key Tactics:

- Encourage participation in the Center for Teaching Excellence (CTE) Teaching Towards

# Equity and Diversity Plan

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Inclusive Excellence (TTIE) certificate of completion program.

- Provide intellectual forums for exploring equity and inclusion issues.
- Encourage faculty and staff participation in equity and inclusion training.

Performance Targets and Metrics—how we will measure our success:

- Annually track increases in the number of participants in programs, training, and workshops that promote awareness and understanding of equity and inclusion.

Progress Toward Target:

- Four CIC participants received certificates of completion in the TTIE inaugural year, and two CIC faculty were the sole recipients of grants to further enhance their diversity courses.
- The CIC launched the Brown Bag Lunch series, “Let’s Talk About Inclusive Excellence” to foster critical analysis and civil discourse.
- The CIC created the Dean’s Lunch and Lead program to encourage deep dive discussions among underrepresented students on what diversity means in the college.

## Improve The Sense Of Inclusion Amongst All University Community Members

The CIC is committed to creating and maintaining a welcoming environment to improve the sense of inclusion among all university community members.

Key Tactics:

- Expand the awareness of bias incident reporting and microaggressions.
- Improve the communication of diversity and inclusion as a strategic imperative,
- Perform annual climate survey.
- Ensure equity in faculty pay and rank.
- Ensure better and more equitable outcomes for all staff.
- Improve employee retention rates (taking into account qualitative data such as exit interviews).

Performance Targets and Metrics—how we will measure our success:

- Use key results of annual climate survey to develop new programs to improve the college environment for students, staff, faculty, administrators and others.
- Track faculty and staff participation in equity, inclusion and engagement training and workshops.

Progress Toward Target:

- Improving diversity and inclusion among students, faculty and staff are among the new CIC strategic plan’s key objectives.
- CIC created a Staff Council in 2019.
- CIC will offer civility and workplace integrity training workshop for faculty and staff in 2020.

# Concluding Remarks

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## 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.*

We are a vibrant college looking to grow and enhance our offerings in many ways. We have two new labs that are assisting faculty and students with their research and learning. We have the best four-year graduation rate and first-year retention rates on campus. We are excited to finalize our newest research lab, and to initiate plans for new joint degrees. We completed our strategic planning as well. New leadership, new ideas, and wonderful faculty and students make our program among the best in the land.

### **School of Journalism and Mass Communications**

The school continues to make key hires, of both staff and faculty. Strengths of the school included a spectacular renovated building, strong scholarly output, excellent student services, up-to-date curriculum (undergraduate and graduate programs), strong leadership, outstanding faculty, a full-service, student-run public relations agency and a converged newsroom.

We are very interested in paying a leading role in cybersecurity efforts and we have faculty collaborating with the AI Institute.

### **School of Library and Information Science**

2020 is the 50th anniversary of library science at UorSC. We are holding a series of national events including a big alumni event during Homecoming. We are excited for the name change of the school. It should help with undergraduate recruitment and bring us in line with our peer programs.

# Appendix 3. Research & Scholarly Activity

# Office of Research IT and Data Management Office

## College of Information & Comm Summary of Awards

SAM ACTIVITY	FY2015	FY2016	FY2017	FY2018	FY2019	% Change Avg. (15-18) & 2019
<b>Division Award Totals</b>	483,628	504,994	343,283	147,888	639,200	72.8
<b>Unit Totals</b>						
Information & Comm. - Dean	392,660	0	108,590	0	0	(100.0)
Journalism & Mass Comm	90,968	499,994	59,775	60,442	101,944	(42.7)
Library & Information Sciences	0	5,000	174,918	87,446	537,256	703.8
<b>Source</b>						
Federal	0	499,994	234,693	142,888	626,822	185.7
Private	483,628	5,000	108,590	5,000	12,378	(91.8)
State/Local	0	0	0	0	0	0
<b>Proposals</b>						
Submissions	10	15	10	29	19	18.8
Dollars Requested	850,613	2,773,563	1,558,984	4,251,065	1,960,990	(16.9)

