UNIVERSITY OF

SOUTH CAROLINA

College of Information
and Communications

College of Mass Communications & Information Studies
Blueprint for Academic Excellence
2016-2017

Section I. Executive Summary

The College of Information and Communications has a new name, new home for its School of Journalism and Mass Communications (SJMC) and newly or soon-to-be filled leadership roles for this Blueprint cycle. "If" and "when" have been relegated to our passive vocabulary.

The journalism school is completing its first academic year in the inviting surroundings of its new building at 800 Sumter Street, just steps from the Horseshoe and a three-minute stroll to its companion School of Library and Information Science (SLIS) in Davis College. The move, we believe, has been transformational. For the college, it brings the two schools closer physically and with growing impetus for academic collaboration. The building itself provides us with space and facilities previously unavailable. They are being fully utilized.

Faculty, staff and students are embracing the change and the opportunities that come with it. Adjacent to the SJMC building, the new Kennedy Greenhouse Studio is the setting for student broadcasts and production classes. The change in atmosphere and attitude is palpable.

As noted in last year's Blueprint, the new curricula for journalism and mass communications majors are in place providing students with more options and flexibility. For SLIS, the adaptation of the BSIS program for Palmetto College continues with a contract now concluded to offer our existing undergraduate major among Palmetto's options this fall.

We aim for increased undergraduate enrollment through the enhanced marketing of the new programs and facilities in both schools. We are ramping up marketing of graduate programs in both schools and revamping the Master of Mass Communication (MMC) professional degree.

There are numerous administrative changes to report. Dr. Tom Weir, who had been serving as interim director of the journalism school, became seriously ill in spring of 2015 and had to step down. Tom died last month. Dr. Andrea Tanner, who had been serving as interim graduate director, stepped up when asked to fill in as interim director. A national search for a new director confirmed to us that Dr. Tanner was the right person at the right time and place. She was named SJMC director in December of 2015.

Dr. Sam Hastings announced last year that she would step down in 2016 after 10 years as SLIS director. A just-completed national search will bring a new director when Dr. David Lankes, currently at Syracuse University, joins us in July.

Our college-wide administrative review and revision was completed with the hiring last fall of Cindy Justice as assistant dean for student services. She is responsible for oversight of student advisement, recruitment and placement for the college. Positive change is already evident.

Section II. Meeting the University's Academic Dashboard Targets

1. Total Undergraduate Enrollment
   - Strategies used to meet each of the Academic Dashboard measures and targets.
     a. Strengthen collaboration with Office of Undergraduate.
     b. Create a comprehensive recruitment/marketing strategy and communications plan for the College and all academic programs.
   - Progress made toward meeting Academic Dashboard targets this year, 2015-2016
     a. Continue to improve advising services and update materials.
     b. Convert BSIS to Palmetto College to increase undergraduate enrollment.
   - Strategies planned to meet Academic Dashboard targets in 2016-2017
     a. Create identifiable student life cycle through cross university collaboration, marketing/recruitment, admissions/yield, enrollment, student support services.
     b. Launch new major in Mass Communications and manage student enrollment.

2. Average SAT Score
   Individual schools have no control over admission but will enhance recruitment efforts.

3. Freshman-Sophomore Retention Rate
   - Strategies used to meet each of the Academic Dashboard measures and targets.
     a. Manage to strengths of student services team, hire and train new members.
     b. Collaborate across the university to re-envision academic advising for first year students through support of the First Year Academic Advisors for CIC.
   - Progress made toward meeting Academic Dashboard targets this year, 2015-2016
     a. Slight fluctuation in freshman to sophomore retention over the past three years
     b. Assess impact of implementation of new SJMC curriculum.
     c. Journalism living and learning community and journalism U101 sections.
     d. Alumni society mentoring program for students.
   - Strategies planned to meet Academic Dashboard targets in 2016-2017
     a. Utilize social media to engage students early in student life cycle.
     b. Prepare students for the rigorous academic experience with integration of team-based programming and leadership development.
     c. Identify a group of current students as CIC ambassadors to admitted students.

4. Six-year Graduation Rate
   - Strategies used to meet each of the Academic Dashboard measures and targets.
     a. Manage strengths of student services team members for optimal performance.
     b. Expand internship opportunities through active employer outreach.
     c. Participate in Summer Semester to facilitate on time graduation.
   - Progress made toward meeting Academic Dashboard targets this year, 2014-2015.

a. Slight increases in six-year graduation rates, exceeding those of the university in each of the past three years.
- Strategies planned to meet Academic Dashboard targets in 2016-2017.
  a. Assess impact of implementation of new SJMC curriculum.
  b. Create program guides/roadmaps for each student's program requirements.

5. Student to Faculty Ratio
   - Strategies used to meet each of the Academic Dashboard measures and targets.
     a. Develop strategic hiring that is cognizant of student/faculty ratios, the need to enhance scholarly productivity of faculty and student/faculty ratio disparities.
   - Progress made toward meeting Academic Dashboard targets this year, 2015-2016.
     a. The College's overall student to faculty ratio is 35 to 1.
     b. Successful faculty searches and introduction of five new SJMC faculty members across the spectrum of disciplines.
   - Strategies planned to meet Academic Dashboard targets in 2016-2017
     a. Continue to hire faculty with a blend of scholarly and professional credentials who can contribute to the research and teaching missions of the SJMC.
     b. Continue to address faculty ratio of 62:1 in public relations sequence.

6. Research Expenditures
   - Strategies used to meet each of the Academic Dashboard measures and targets.
     a. Targeted hiring of faculty with combined teaching and scholarly agendas.
   - Progress made toward meeting Academic Dashboard targets this year, 2015-2016
     a. Recent success in various Provost and CTE awards.
   - Strategies planned to meet Academic Dashboard targets in 2016-2017
     a. Continued hiring of faculty with combined teaching and scholarly agendas.
     b. Implementing monthly Research Roundtable events to showcase innovative research within the SJMC and beyond.
     c. Use research start-up funds to attract faculty with strong research credentials.

7. Faculty Productivity
   - Strategies used to meet each of the Academic Dashboard measures and targets.
     a. Hire faculty with proven records of excellence in teaching and research.
     b. Provide faculty with funding for travel to professional conferences.
   - Progress made toward meeting Academic Dashboard targets this year, 2015-2016
     a. Faculty research productivity for SJMC increased by 38% from 2014 to 2015, with 29 journal publications in 2014 and 40 in 2015.
     b. National awards and professional leadership:
        SLIS and SJMC faculty have won national awards and hold leadership roles in prestigious national organizations.
   - Strategies planned to meet Academic Dashboard targets in 2016-2017.
     a. Diversify faculty who teach graduate-level courses.
     b. Targeted hiring of faculty with combined teaching and scholarly agendas.

8. Doctoral Degrees
   - Strategies used to meet each of the Academic Dashboard measures and targets.
       a. Increase the number of PhD candidates subject to available funding.
       b. Increase number and amount of doctoral stipends and fellowships.
       c. Identify synergies between college's two doctoral programs.
   - Progress made toward meeting Academic Dashboard targets this year, 2015-2016.
       a. SJMC - five doctoral degrees awarded in 2015.
       b. Recruited a full class of SJMC doctoral students for 2015-2016 cohort.
       c. SLIS - seven PhD's awarded in May 2016 and December 2015.
   - Strategies planned to meet Academic Dashboard targets in 2016-2017.
       a. Develop strategic plan for recruiting doctoral students.
       b. Increase incentives/scholarships for top doctoral recruits.

Section III. Unit's Goals and their Contribution to the University's Key Performance Parameters

2016-2017 Academic Year Goals

Goal 1: Adapt SJMC undergraduate curriculum to better reflect changes in the communications industry and the needs of SJMC students

Progress 2015-2016:

A majority of our students are now under the new curriculum. Our student services advisers have undergone extensive training on the new curriculum and how best to advise students.

We received approval of our proposed Mass Communications major, changing it from a concentration.

Experiential learning and service learning are a large part of the SJMC curriculum, including our senior semester newsroom experience, CreateAthon, SJMC study aboard, Super Bowl Ad class.

Strategy for 2016-2017:

Increase online course offerings by offering incentives to faculty members to create these courses.

Evaluate SJMC internships and develop new procedures for obtaining internship course credit.

Develop and implement journalism and/or mass communication minor focused on broad, conceptual coursework and not heavy skills-based courses.

Address attrition of multimedia journalism majors. Our broadcast journalism major is thriving; our multimedia (formerly print) journalism major needs strengthening.

Key Performance Parameters:

- Teaching Excellence
- Service to state, community, profession and university
- Sustainability

Goal 2: Focus on developing the graduate program in SJMC, particularly at the doctoral level.

Progress 2015-2016:

Associate Director of Graduate Studies and Research, Dr. Sei-Hill Kim, appointed in January 2016. Current MMC coordinator, Dr. Tom Klipstine, retires in May to be replaced by Dr. Brooke McKeever.

SJMC graduate council is revising curriculum in MMC program to reflect needs of students.

Recent doctoral graduates have successfully acquired employment at strong journalism and mass communications programs, including R1 institutions.

Develop strategic plan for recruiting doctoral students and professional master's (MMC) students. Promote MMC program within USC system and regionally. Goal: increase enrollment by 25%.

Promote our school's research expertise in health and science communication and public relations.

Key Performance Parameters:

- Teaching Excellence
- Research/scholarship reputation and productivity

Goal 3: Increase commitment to scholarship across the CIC

Progress 2015-2016:

SJMC introduced five new faculty members, all with strong research expertise, across spectrum of disciplines. Currently search for key hires in SJMC law and advertising. SLIS seeking technology hire.

Two SJMC faculty members received national research and teaching awards. Dr. Brooke McKeever was the recipient of the Promising Professor Award, and Dr. Carol Pardun received the Distinguished Professor Award from the Association for Education in Journalism and Mass Communications.

Strategy for 2016-2017:

Continue to hire faculty with a blend of scholarly and professional credentials for both schools.

Encourage faculty to apply for external research funding and provide grant training and support.

Key Performance Parameters:

- Teaching Excellence; Research/scholarship, reputation and productivity

Goal 4: Create a more broadly multicultural, multiethnic, and multilingual population of students, staff and faculty to reflect both the diversity of the state and the global engagement of the University.

Progress 2015-2016:

Previously hired international faculty in SLIS are developing collaborative programs with Schools of Library and Information Science in Uganda and Ethiopia.

SLIS recruited in most HBCUs in the southeast, increasing diversity in student population by 20%. SLIS students presented at the ALA Librarians of Color conference, the ALA Black Caucus, and Reforma. Secured two spectrum scholarships for students of color.

SJMC hosted third biennial Media and Civil Rights symposium in Spring 2015.

The SJMC continues strong international education component for undergraduates. 2015-2016 10th anniversary of Munich Maymester; Summer 2015 program in China; Summer 2016 to Oman.

Strategy for 2016-2017:

SLIS will continue to develop international opportunities while maintaining our strong community outreach and diversity programs in South Carolina.

Develop a scholarship program in SJMC providing funding for students to study abroad.

Key Performance Parameters:

- Teaching Excellence
- Research/scholarship reputation and productivity
- Sustainability

Five-Year Goals

Goal 1: Create a more effective learning environment in appropriate facilities for the college.

Progress 2015-2016:

After decades in waiting, SJMC successfully completed the move to a new building. In a prime location in the heart of campus, SJMC has become a destination for campus tours. Data suggest undergraduate applications increased by 200 from 2014-2015. We expect continued growth in quantity and quality.

Strategy for 2016-2017:

After a full academic cycle in the new building, the goal for the SJMC for 2016-2017 is to capitalize on successes of previous year, while evaluating how best to utilize our new space. Challenges include:

- Eventual lack of office space for our growing faculty and staff
- Incorporating more student work/study space into student services suite and building as a whole.
- Addressing line of site issues in the SJMC auditorium, which seats 133 students.

SLIS will continue to use technology fee to keep infrastructure current and to meet needs of very experimental faculty. We will continue to upgrade information technologies and capacities.

Key Performance Parameters impacted by Goal 1:

- Teaching excellence
- Research/scholarship
- Service to others
- Sustainability

Goal 2: Stabilize and grow enrollment.

CIC hired an Assistant Dean for Student Services, Cindy Justice, who joined the staff in September 2015. Developing a recruitment strategy for programs across the college is one of her primary objectives.

Several BSIS students have continued at USC for their MLIS. The SLIS Master's Program student population has greater gender and race diversity. Average age of incoming student is lower and the size of the full-time residential program is increasing. Decline in applications and admissions reflects a national trend for graduate education.

Columbia continues to be the main source of residency, but USC SLIS students now reside throughout South Carolina and the states of Georgia, Maine, Maryland, Virginia and West Virginia.

SJMC has maintained enrollment at approximately 1500 undergraduates. At the graduate level, we successfully enrolled five doctoral students (maximum number for full funding), and maintained approximately the same number of professional master's students as we have over the past four years.

Strategy for 2016-2017:

SLIS will work to increase the number of on campus BSIS students while converting courses for the BSIS to be offered online. SLIS will continue to work on moving the BSIS to Palmetto College.

SLIS will continue to build the doctoral program to prepare future administrators and leaders in the southeast and specifically SC libraries and cultural institutions.

Develop joint recruiting effort involving both schools and both undergraduate and graduate programs.

Heavily promote SJMC MMC program within the USC system and regionally in an effort to increase the number of MMC students who enroll in our program by 25%.

Address attrition of journalism majors. We have a healthy number of students who begin their academic career in the SJMC as journalism majors; however, few students graduate with this major. There is a need to restructure/diversify faculty who teach required courses in this major.

Promote our new mass communications major, along with our other five majors in the SJMC.

Key Performance Parameters impacted by Goal 2:

- Teaching Excellence
- Service to state, community, profession and university
- Sustainability

Goal 3: Raise the minority participation in all aspects of the college.

Progress 2015-2016:

See goal 4 in previous section.

Strategy for 2016-2017:

SLIS will continue recruiting from HBCUs and continue to encourage faculty and student research that emphasize service for underserved populations. Expand HBCU recruiting effort to include SJMC.

SJMC will work closely with USC's newly established Center for Civil Rights History and Research on the 2017 Media and Civil Rights History Symposium. We believe this partnership will allow this symposium to expand its reach and outreach. SJMC's Dr. Ken Campbell is the chair of the symposium and also a board member of the Center for Civil Rights History and Research.

A hindrance to achievement of this goal is that SC only recognizes African-Americans, Native Americans and Pacific Islanders as relevant minorities. Opportunity exists for Hispanic/Latino students.

Key Performance Parameters impacted by Goal 3:

- Research/scholarship reputation and productivity
- Service to state, community, profession and university

Goal 4: Expand collaborative efforts internally at USC and externally.

Progress 2015-2016:

SLIS received university ASPIRE funds in collaboration with Computer Science and HRSM to purchase 3D printers. Our faculty helped design the Minor in Applied Computing.

SLIS edited the first Annual Review of Cultural Heritage Informatics (2014) that included papers from our colleagues in Computer Science and Digital Humanities.

The SJMC concluded a two-year community-based research project funded by the Knight Foundation that focusing on communication and education of the Affordable Care Act. This collaborative project included faculty from the SJMC and Arnold School of Public Health, as well as staff from the South Carolina Institute of Medicine and Public Health and the Richland Public Library.

The Strategic Communication Research Group was formed in 2014. The group's first research project (2015) examined how American news media have presented the issue of alternative energy.

Strategy for 2016-2017:

Both schools will continue to support partnerships and investigate possibilities for new collaborations. We will develop long-range strategies for providing sustainability for these collaborations and projects.

Expand science/health communication research initiative, now led by Dr. Robert McKeever.

Key Performance Parameters impacted by Goal 4:

- Research/scholarship reputation and productivity
- Service to state, community, profession and university

Appendix A: Resources Needed

College of Mass Communications and Information Studies

Goal: Provide funding for collaborative research between the schools

Type: Money

Existing: None

Additional: We would like to provide 2 research projects funded at $14,000 each.

Strategy: The projects will solve real world problems through community engagement and have participation of faculty from SLIS and SJMC. Service learning components are encouraged.

School of Journalism and Mass Communications

Goal 1: Continue to build our public relations program at the undergraduate and graduate level and address faculty/student ratio.

Type: Money: $75,000 annually, which is regional average for associate professor in our field.

Existing: Regular operating funds for current faculty lines.

Additional: Financial support for an additional faculty line focused on teaching and research in public relations.

Strategy: We need to address the 62:1 faculty to student ratio in our undergraduate public relations program. At the same time, we would like to strengthen and promote the SJMC as a graduate program that excels in public relations/strategic communication scholarship.

Goal 2: Continue to focus on developing the graduate program in SJMC.

Type: Money

Existing: Regular operating funds and some limited extra scholarships.

Additional: More funding for doctoral stipends to be competitive with our peer institutions. We consistently lose top applicants because competing schools will offer more funding.

Strategy: In order to compete with our peers, we must offer comparable support packages.   We have raised the stipend by $2,000 beginning Fall 2014. We need to continue to look for more funding.

School of Library and Information Science

Goal 1: Increase enrollment in BSIS program.
Type: Faculty

Existing: 4 of our Tenure Track Faculty teach in the BSIS program

Additional: To double the number of students to 100, we need two additional faculty

Strategy: Increase student enrollment while maintaining low student to faculty ratio. Offer the degree through Palmetto College.

Goal 2: Stabilize and grow enrollment (increase number of MLIS students)

Type: Money to be returned to the unit

Existing: We require a fee for offering our online MLIS by distance of $120 per in-state credit hour. Without these funds we are at a competitive disadvantage.

Additional: Return the fee to the unit to create increased resources for promotion, recruiting and retention for students not attending on Columbia campus.

Strategy: Achieve a competitive tuition/fee structure.

History: SLIS began its distance cohort programs in 1992, in varying times serving the states of Maine, Georgia, Virginia and West Virginia. The programs were required to be self-sustaining. Cohort tuition rates were devised to be more than in-state tuition and less than out-of-state tuition and were guaranteed not to increase during the entire length of each cohort. In 2003, the Provost, Board of Trustees and SC Commission on Higher Education approved a new "national" MLIS proposal allowing USC to educate cohorts of students in any state rather than seeking permission for each new cohort. At that time the tuition structure of the cohort programs changed to a new formula, in-state tuition plus $100 per credit hour. In effect, the $100 per credit hour is a technology fee enabling distance participation and should more appropriately be categorized as a fee recoverable to SLIS, rather than lumped in with all tuition payment. Realigning the structure would make the tuition more competitive and allow SLIS to recoup the fee component to compensate for operating costs.

Goal 3: Increase outreach to information professionals in South Carolina.
Type: Staff

Existing: ¼ time staff is devoted to Continuing Education

Additional: additional staff hours to convert our CE program to a web-based model

Strategy: Offer four CE modules that will be available on our website

Goal 4: Increase student participation in state, regional, and national professional organizations.
Type: Money

Existing: nothing formal

Additional: travel funds for students

Strategy: encourage students to present at conferences with a promise of travel funds.

Goal 5: Increase communication regarding educational and financial opportunities for students and facilitate and strengthen a "life of the school" among SLIS students.
Type: Staff and Faculty

Existing: Our website only. We don't push information.

Additional: staff hours and faculty time to run information webinars

Strategy: Create information webinars to market the school to potential students regardless of location.

Appendix B. Benchmarking

School of Library and Information Science

Top Ten:
- University of Illinois—Champaign Urbana
- University of North Carolina--Chapel Hill
- Syracuse University
- University of Washington
- University of Michigan--Ann Arbor
- Rutgers, the State University of New Jersey--New Brunswick
- Indiana University--Bloomington
- University of Texas--Austin
- Drexel University
- Simmons College

Peers:
- University of Alabama
- University of Maryland--College Park
- Florida State University
- University of Tennessee--Knoxville
- Louisiana State University--Baton Rouge

School of Journalism and Mass Communications

Top Ten:
- University of North Carolina—Chapel Hill
- University of Georgia
- University of Florida
- Pennsylvania State University
- University of Alabama
- University of Missouri
- University of Minnesota
- Michigan State University
- University of South Carolina
- University of Illinois

Peers:
- University of North Carolina—Chapel Hill
- University of Georgia
- University of Kansas
- University of Alabama
- University of Tennessee—Knoxville

Appendix C. Top Strengths

School of Library and Information Science

- Literacy outreach programs continue to improve reading activity throughout the state, and funding has increased for CRE and community programs.

- New faculty are dynamic and collaborative and garnering regional and national attention with excellent prospects for funding opportunities.

- Young Palmetto Reader imprints have been purchased for several statewide programs in K-12.

- BSIS degree important to economic development of SC, via conversion to Palmetto College.

- MLIS placements have increased to 85% within six weeks of graduation.

- Continued work to improve diversity and inclusion is reflected in our faculty, staff and students.

- Contracted for a fourth Annual Review of Cultural Heritage Informatics (ARCHI)

- SLIS garnered four of the VP for Research Internal SC Flood research grants to serve community.

- Continuous planning and assessment process to guide all aspects of our programmatic development and implementation. *Draft Strategic Plan* is aligned with the mission and goals of our university.

- SLIS continues to serve as a model and a laboratory in the area of distributed learning at USC.

- We are leading a Quality Matters review of our online courses to make them ADA compliant.

School of Journalism and Mass Communications

- 2015 move to new building provides outstanding teaching environment and is a showcase for the opportunities available to students across media spectrum.
- SJMC leadership in place with hiring of a new director and graduate director.
- SJMC is a campus leader in study abroad education.
- Experiential learning: students learn by doing, through daily Carolina News & Reporter broadcast and online news dissemination; the Carolina Agency, a student-run public relations agency providing real work to real clients; InterCom Magazine, award-winning student-produced publication for alumni.
- New curriculum in tune with changes in media and marketplace, including a new mass communications major.
- Achievable on-time graduation.
- Broadcast journalism graduates consistently land high-profile employment, including ABC News, Fox & Friends, ESPN, MSNBC and large, local media markets across the country.
- Visual communications graduates employed across broad range.
- Expected growth in enrollment with move to new building – undergraduate applications increased by 200 from 2014 to 2015.
- Enhanced and recognized scholarship from a qualitatively stronger faculty.
- Strong record of recruiting top faculty candidates over the past two years as we continue to replace retiring faculty.
- Commitment to service learning and community engagement: CreateAthon, Media and Civil Rights Symposium, SJMC/SCETV collaboration.

Appendix D. Weaknesses

School of Library and Information Science

- Enrollment in the MLIS continues to decline, though that is reflected in national trends. We need to be more competitive in our tuition structure and make additional recruiting efforts.

- Expansion of the BSIS, particularly toward its inclusion in Palmetto College, has been slow due to lack of faculty resources but a contract to move forward is now in place.

- Increased faculty productivity requires additional staff support. A future strategy may require a research director or similar expertise.

- Lack of funding for our doctoral program. Initially funded with federal IMLS grants. Being dependent on self-funded candidates does not make us competitive. The program needs different types and sources of funding to keep it in the national attention span.

School of Journalism and Mass Communications

- No assessment of SJMC programs done in 2014-2015 due to illness of assessment coordinator. This is currently a top priority, as we are in an accreditation cycle.

- Competition for graduate students is highly competitive. USC at some disadvantage due to lack of tuition remission and only partial provision of health insurance.

- Attrition of students majoring in multimedia journalism (formerly print journalism) during their lifecycle in the SJMC. Although we have a respectable overall 4- and 5- year graduation rate for the CIC as a whole (i.e., 49% and 55% respectively), few students who declare multimedia journalism as in incoming freshman graduate with the same major four years later (5% for the 2011-2015 cohort). Although we recognize that many SJMC students change majors within the school, there are significant differences when comparing the graduation rates of the multimedia journalism major cohorts with other majors in the SJMC. For example, 39% of students in the SJMC 2011-2015 cohort who declared public relations as their major as incoming freshmen graduated with a major in public relations, followed by 29% in advertising, 20% in broadcast journalism and 17% in visual communications. Diversifying faculty who teach key multimedia journalism courses and increased student communication/education about the role of journalism and strengths of this major are underway.

- Staffing numbers and roles need assessment. This is currently in progress.

- Course structure of MMC program does not suit the needs of currently enrolled students. A curriculum update is underway.

- Need for recruitment/promotion strategy and materials across SJMC programs. SJMC Director and CIC Assistant Dean currently working on a plan.

- Faculty/student ratio in our public relations major is 62:1. A strategy to reduce this imbalance is needed.

Appendix E. Unit Statistical Profile

Number of entering freshmen for Fall 2011, Fall 2012, Fall 2013 and Fall 2014 classes and their average SAT and ACT scores.

	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Test Scores (avg)				
# New Fresh / ACT	239/27	219/27	267/27	219/27
# New Fresh / SAT	239/1190	219/1179	267/1187	219/1184

Freshman retention rate for classes entering Fall 2011 and Fall 2012 (Fall 2013 data not available).

Freshman-Sophomore Retention Rates			
	2011 Cohort	2012 Cohort	2013 Cohort
	Returned '12	Returned '13	Returned '14
Same School	85.1%	80.8%	
Other School	6.4%	11.0%	
TOTAL	91.5%	91.8%	

NOTE: Retention rates of 2011 and 2012 cohorts exceeded those of the University by 24.3% and 3.5% respectively.

Sophomore retention rate for classes entering Fall 2010 and Fall 2011 (Fall 2012 data not available).

Sophomore-Junior Retention Rates			
	2010 Cohort	2011 Cohort	2012 Cohort
	Returned '12	Returned '13	Returned '14
Same School	83.3%	86.2%	
Other School	9.6%	9.5%	
TOTAL	92.9%	95.6%	

NOTE: Sophomore to junior retention of CIC students exceeded that of the University in each cohort listed above.

Number of majors enrolled in Fall 2011, Fall 2012, Fall 2013 and Fall 2014 by level (headcount).

	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Student Headcount				
Undergraduate	1,444	1,502	1,559	1,527
Masters	403	340	329	309
Specialist	12	5	6	5
Certificate	8	6	9	7
First Professional	0	0	0	0
Doctoral	40	38	42	45
Total	1,907	1,891	1,945	1,893

Number of entering first professional and graduate students: Fall 2011, Fall 2012, Fall 2013 and Fall 2014 (GRE, MCAT, LSAT, etc. data not available).

Admit Term	Degree	Count
Fall 2014	Masters	158
Fall 2014	Certificate	4
Fall 2014	First Professional	0
Fall 2014	Doctoral	23
Fall 2013	Masters	183
Fall 2013	Certificate	4
Fall 2013	First Professional	0
Fall 2013	Doctoral	20
Fall 2012	Masters	171
Fall 2012	Certificate	8
Fall 2012	First Professional	0
Fall 2012	Doctoral	7
Fall 2011	Masters	184
Fall 2011	Certificate	6
Fall 2011	First Professional	0
Fall 2011	Doctoral	24

Number of graduates in Fall 2013, Spring 2014, Summer 2014 by level.

	Fall 2013	Spring 2014	Summer 2014
Degrees Awarded			
Undergraduate	69	254	42
Masters	55	63	16
Specialist	0	0	0
Certificate	2	4	0
Doctoral	2	1	5
Total	128	322	63

Four-, Five- and Six-Year Graduation rates for the three most recent applicable undergraduate classes.

Started	Ended	2006 Cohort			2007 Cohort			2008 Cohort		
↓	↓	4-Year Grad	5-Year Grad	6-Year Grad	4-Year Grad	5-Year Grad	6-Year Grad	4-Year Grad	5-Year Grad	6-Year Grad
CIC	Same School	39.1%	52.0%	52.3%	47.5%	57.2%	58.8%	49.4%	54.7%	54.7%
	Other School	17.2%	21.9%	22.6%	11.7%	14.4%	15.6%	16.6%	21.9%	21.9%
	Total	56.3%	73.9%	74.9%	59.1%	71.6%	74.3%	66.0%	76.6%	76.6%

NOTE: CIC students achieve consistently high graduation rates, exceeding those of the University as a whole in every instance shown above.

Total credit hours generated by unit regardless of major for Fall 2012, Spring 2013 and Summer 2013.

	Fall 2013	Spring 2014	Summer 2014
Student Credit Hours*			
Undergraduate	10,100	11,655	1,101
Masters	1,978	1,897	997
First Professional	0	0	0
Doctoral	164	271	68
Total	12,424	13,823	2,166

NOTE: Overall credit generation is up from previous FY.

Percent of credit hours by undergraduate major taught by faculty with a highest terminal degree.

Program (from Undergraduate Academic Bulletin)	Terminal Degree - UG		*Total Cred Hrs*	*% Yes Cred Hrs*
	NO - Cred Hrs	YES - Cred Hrs		
Advertising, B.A.J.M.C.	987	1146	2133	53.73%
Broadcast Journalism, B.A.J.M.C.	1032	1146	2178	52.62%
Information Science, B.S.	669	210	879	23.89%
Journalism, B.A.J.M.C.	1428	1146	2574	44.52%
Journalism, Mass Communications, B.A.J.M.C.	1236	1146	2382	48.11%
Public Relations, B.A.J.M.C.	1632	1206	2838	42.49%
Visual Communications, B.A.J.M.C.	1047	1146	2193	52.26%

Percent of credit hours by undergraduate major taught by full-time faculty for fall 2013 (fall 2014 data incorrect).

Program (from Undergraduate Academic Bulletin)	FT Instructor credit hours		PT Instructor credit hours	
	UG FT - CrHrs	UG PT - CrHrs	Total Cred Hrs	FT % Ugrad Cred Hrs
Advertising, B.A.J.M.C.	4668	1251	5919	78.86%
Broadcast Journalism, B.A.J.M.C.	3552	1212	4764	74.56%
Information Science, B.S.	561	225	786	71.37%
Journalism, B.A.J.M.C.	3363	1212	4575	73.51%
Journalism, Mass Communications, B.A.J.M.C.	4503	1395	5898	76.35%
Public Relations, B.A.J.M.C.	5178	1383	6561	78.92%
Visual Communications, B.A.J.M.C.	3501	1212	4713	74.28%

NOTE: With the support of the Provost's hiring initiatives over the last few years, we have been able to hire more full-time faculty. The percentage of undergraduate credit hours taught by full-time faculty rose in every major in Fall 2013.

Number of faculty by title as of Fall 2011, Fall 2012 and Fall 2013.

		Fall 2012	Fall 2013	Fall 2014
	Rank			
Tenure Track Faculty	Professor	8	8	9
	Associate Professor	21	21	17
	Assistant Professor	10	12	13
Instructors		13	11	13
Visiting Faculty	Professor	3	3	2
Adjunct Faculty		23	44	50

Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups from FY 2011.

	ETHNICITY	Fall 2013	Fall 2014	Change
PROFESSOR	Black or African American	1	1	0
	Two or More Races	1	1	0
	Asian	0	1	1
	N/R Alien	1	1	0
ASSOC PROF	Asian	2	1	-1
	Black or African American	2	2	0
	N/R Alien	1	1	0
ASST PROF	Black or African American	1	1	0
	N/R Alien	2	2	0
INSTRUCTOR	Hispanic	1	1	0
	N/R Alien	1	1	0
VISITING PROFESSOR	N/R Alien	1	1	0
ADJUNCT	Black or African American	2	2	0
	Asian	1	1	0
	Hispanic	1	1	0
	N/R Alien	3	3	0
	Hawaiian or Pacific Islander	0	1	1
	Two or More Races	1	0	-1
TOTAL		22	22	0

NOTE: Despite fluctuations in the various categories, there is no change in the total number of CIC faculty from underrepresented minority groups

Statistical Research Data

The total number and amount of external sponsored research proposal submissions by agency for FY2015.

FY2015 PROPOSAL SUBMISSIONS		
College of Information and Communications		
	Number	Dollars Requested
FED	5	371,602
PHI	2	456,043
OTHER	3	22,968
Total Funding Requested	10	850,613

Summary of external sponsored research awards by agency and by source for FY2015.

Awards by Source/Agency	
College of Information and Communications	
	FY2015 Funding
FED	500,000
PHI (Non-Profit)	0
Total Funding	500,000

School	Title	PI	Total Funding	Federal	Other	PHI (nonprofit)
Journalism & Mass Communications	Instructor	Covington, Randy	500,000	500,000		

Amount of sponsored research expenditures per faculty member in FY2015

School	PI	Total Expenditures	Tenure Status	Rank
Information & Communications	Bierbauer,Charles	19,725.96	Tenured	Professor
Journalism & Mass Communications	Tanner, Andrea	33,502.19	Tenured	Professor
Journalism & Mass Communications	Tanner, Andrea	65,065.04	Tenured	Professor
Journalism & Mass Communications	Bowen, Shannon	3,192.67	Tenured	Professor

Number of patents, disclosures, and licensing agreements in fiscal years 2013, 2014 and 2015.
None

Appendix F. CHALLENGES

School of Library and Information Science
MLIS is our bread and butter. We are Distance Learning leaders on campus and in the country. Technology brave, completing the Quality Matters assessment for accessibility of online courses. Accreditation report due fall 2016 with visit in spring 2017. All materials will be completed for the new director. Transition should be smooth. Issues include:

- Fees and % return to the unit: SLIS began its distance cohort programs in 1992, in varying times serving the states of Maine, Georgia, Virginia and West Virginia. The programs were required to be self-sustaining. Cohort tuition rates were devised to be more than in-state tuition and less than out-of-state tuition and were guaranteed not to increase during the entire length of each cohort. In 2003, the Provost, Board of Trustees and SC Commission on Higher Education approved a new "national" MLIS proposal allowing USC to educate cohorts of students in any state rather than seeking permission for each new cohort. At that time the tuition structure of the cohort programs changed to a new formula: in-state tuition plus $100 per credit hour. In effect, the $100 per credit hour is a technology fee enabling distance participation and should more appropriately be categorized as a fee recoverable to SLIS, rather than tuition payment. Realigning the structure would make the tuition more competitive and allow SLIS to compensate for operating costs.
- Recruiting and diversity (SLIS recruited in most of the HBCUs in the southeast for a second year, increasing diversity in student population by 20%. SLIS students presented at the ALA Librarians of Color conference, the ALA Black Caucus, and Reforma. We secured two spectrum scholarships for students of color.
- Faculty productivity with challenge of being so service oriented

BSIS and PhD programs doing well. Issues include:
- Need additional resources to grow the BSIS.
- Palmetto College.
- Funding for the doctoral program needed.

Collaboration, Community Engagement and Service Learning:

- Our collaborative programs in literacy and health communication have been highly productive. Cocky's Reading Express^{TM} and the Arnold School of Public Health have conducted a year-long in-depth program in Calhoun County and received additional funding for an additional year.
- SLIS received university ASPIRE funds in collaboration with Computer Science and HRSM to purchase 3D printers. Our faculty helped design the Minor in Applied Computing, which includes information science and architecture as one of the tracks students may choose from.
- SLIS received 4 of the SC Flood action research grants from the VP for Research.
- Several SLIS faculty have received awards and honors from the CTE for our service learning projects.
- SLIS edited the first Annual Review of Cultural Heritage Informatics (2014) that included papers from our colleagues in Computer Science and Digital Humanities.

The Davis College facility has been renovated except for the bathrooms. ADA-compliant bathroom scheduled for completion this year. Larger offices may be divided to accommodate growth.

School of Journalism and Mass Communications

The SJMC is a considerably different place than it was just a year ago. We have physically moved from the basement of the Coliseum, and the makeup of our faculty has also changed significantly, with numerous retirements of longtime faculty, the addition of 5 new faculty last year as replacements and searches underway for 4 additional faculty and a school director newly appointed. We introduced a new curriculum across our majors this fall. We also have a new major, mass communications, recently approved by CHE, and one of the first, or the first, at USC to combine a USC major to the graduation with leadership distinction.

- 1575 students, with nearly 1500 of them undergrads.
- Undergrad program largely professional, but have strong, but small MA/doctoral program and outstanding research faculty who publish in top venues in our field.
- 6 majors – public relations, broadcast journalism, journalism, advertising, visual communications, and a new mass communications major.
- Largest major by far is public relations, followed by broadcast journalism. We draw a good many students from neighboring states through the academic common market.
- Struggle with our student/faculty ratio…we pull working professionals from the community to serve as adjunct professors.
- Also have a professional master's degree, with most applicants looking for a place to gain knowledge and skills to land them a job in the mass communications industry.

Our strengths:
- Blend of passionate professionally-oriented faculty and research faculty.
- Mentorship and one-on-one relationships with students. Faculty are highly involved with our students, on projects, extra curricular activities, service learning.
- Hands on learning: journalism students work daily in our newsroom to produce two newscasts and web and mobile content.
- Ad/PR students can work for the Carolina Agency, be a member of our PR and advertising national competition teams, participate in CreateAthon.
- Innovative classes – Superbowl class, Intercom, and…
  Study abroad and US focused experiences: we are leaders in this area. Have well-established multimedia Munich Maymester program, NYC and Atlanta experiences for Ad and PR. Other study abroad opportunities rotate yearly – China, Africa, this year Oman.
- For a small doctoral program (admit only 5 per year) we are increasingly placing grads in top universities across the country – Florida, Minnesota, Alabama, Auburn, Penn State.

Needs and Opportunities:
- With move to new building, we anticipate growth to our student body. See this as opportunity to align ourselves with projected growth of university as a whole, a way to recruit higher quality students, more diverse students.
- Concerned about student/faculty ratio – we also have specific needs for accreditation, which dictates no more than 20 students in a hands-on lab course.
- We have an urgent need to hire faculty in two of our sequences – advertising, due to negative tenure outcome and retirement, PR because of very large number of majors/minors.

- Need to focus on retaining top faculty we've recruited and recruiting top-notch new faculty that can contribute to teaching professional courses at undergrad level and to our research profile.
- Our professional masters program has taken a hit from the many online masters programs that aggressively advertise. Currently working to revamp curriculum and promote our program.
- We offer few online courses and need to grow in this area. Incentives for faculty to develop online courses are needed.
- Promotion and recruitment: as a program that's literally been housed in a basement for 40 years, we have done little promotion and recruitment over past several years as the focus has been on our move. We need to tell our story…and tell it across our publics…potential students, our colleagues at peer institutions, our colleagues at USC, those in the professional community.

Student Services

Strategic enrollment management – recruiting and admissions
- Manage student life cycle
  - Pre-prospect
  - Prospective student
  - New student
  - Continuing student
  - Graduation candidate
  - Recent graduate
  - Alumni
- Optimize channels
- Marketing / recruitment tactics and strategies
- Promote new home for new media – school of journalism and mass communications
- Build from the heart – expand the funnel

Strengthen community culture
- Create positive, identifiable, and unified culture
- Seamless transition from admit to enrolled
- Utilize social media to engage students early
- Develop outstanding orientation and welcome events
- Prepare students for the rigorous academic experience
- Purposeful engagement opportunities
- Maintain and strengthen relationships across USC

Services and support
- Operational excellence within the student services across the college
- Build team infrastructure
  - Manage to strengths of current team members, hire and train new team members, realign roles for optimal performance and satisfaction
- Refine processes and procedures
  - Goal oriented (short and long term), measure impact, continually adjust and evolve
  - Create accountability and control loops - encourage and reward critical analysis & solutions oriented behaviors
- Student advising – a partnership – students, advisers and faculty

- Collaborate across the university to re-envision academic advising
- Collaborate across the college and each school with student centered approach
- Generate high satisfaction early with admitted student experiences
- Diversity and inclusion – support an inclusive environment in which differences is respected and appreciated, regardless of race, sex, sexual orientation, religion, disability, socioeconomic status, or any other characteristics of difference
- Keep all students on track with ongoing audits to increase retention
- Develop a strategy to create and implement a comprehensive professional and career services program for all students within the college.
- Accurately track graduate placement and employment status.
- Strengthen stakeholder relationships across USC:
    - Academic affairs and provost
    - Student affairs and academic support
    - Associate/assistant dean's council
    - University advisors network
    - Enrollment management and admissions
    - University registrar
    - University advising center
    - Financial aid and scholarships
    - Student conduct
    - Ombudsman
- Lifelong engagement
    - Ensure alumni connection with accurate contact information
    - Utilize social media to extend community via linked-in, facebook, twitter
    - Mentorship opportunities
    - Career enhancing programs

Finance and Administration

A Funds:
- The college had a 51.5% carry forward increase from prior year.
- This FY we made 6 new hires, which will increase payroll and fringe cost going forward.
- Our A fund fall review showed our unit financially stable. Several expenses which were included in our A fund review will be bill to foundations at the end of the semester (salaries, building expenses, ceremony expenses, etc.).

Fundraising:
- FY15 realized gifts: $8,065,607
- Planned gifts: $3,252,151
- Outstanding pledges $2,692,223
- Total Commitments: $5,925,643

- Giving levels:
    - 3- $1,000,000+
    - 25- $100,000-$500,000
    - 35- $25,000-$50,000
    - 2389- Up to $25,000