FALL 2021 PROVOST'S RETREAT

September 3, 2021 Russell House Ballroom



Office of the Provost

INTRODUCTIONS

Stephen J. Cutler Interim Executive Vice President for Academic Affairs and Provost



WELCOMING REMARKS

Harris Pastides Interim President



WELCOMING REMARKS AND ACADEMIC AFFAIRS UPDATE

Stephen J. Cutler

Interim Executive Vice President for Academic Affairs and Provost



PRESIDENTIAL CANDIDATE SEARCH COMMITTEE

Thad H. Westbrook Vice Chairman of Board of Trustees



PRESIDENTIAL CANDIDATE SEARCH COMMITTEE



JAMES BENNETT



ALEX HARRELL



ROBIN ROBERTS



GLORIA BOUTTE



DAVID SEATON



BRIAN CANADA



LISA JOHNSON



DORN SMITH





MARK COOPER



LOU KENNEDY



LAUREN SMITH

GENE WARR









EMMIE MORRIS



THAD WESTBROOK



BRIAN HARLAN



ALEXANDRA ROACH



MACK WHITTLE

LEAH MOODY



PRESIDENTIAL CANDIDATE SEARCH COMMITTEE

- Board policy BTRU 3.01 ("Presidential Candidate Search Committee")
- 28 listening sessions with USC System stakeholders, as of September 2, 2021
- 5,928 replies to presidential search survey
- Website: <u>go.sc.edu/presidentialsearch</u>

THANK YOU

Sc. South Carolina

FALL 2021 ENROLLMENT UPDATE

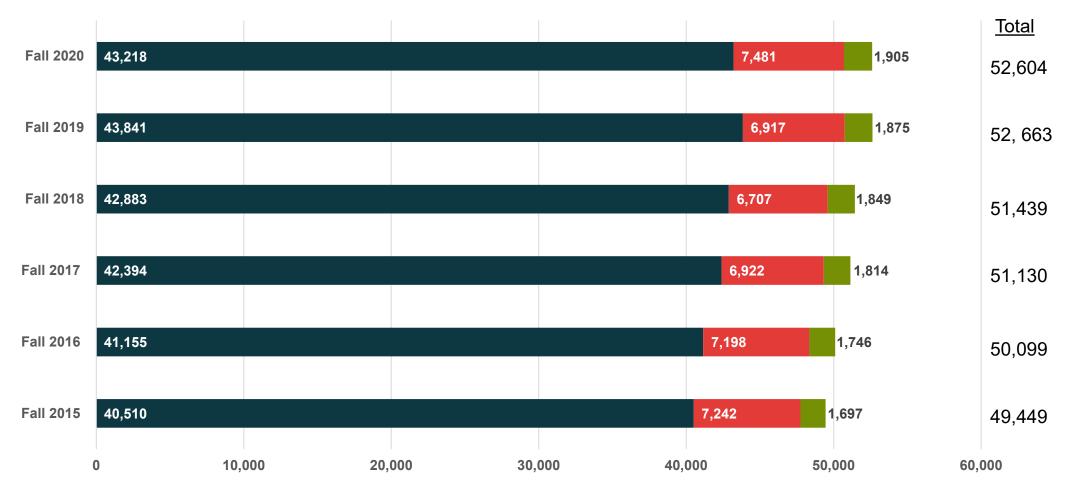
Scott Verzyl

Vice President for Enrollment Management

Dean of Undergraduate Admissions



UOFSC SYSTEM HEADCOUNT ENROLLMENT



■ Undergraduate ■ Graduate ■ Professional



Campus	Level	2020 Preliminary	2020 Freeze	2021 Preliminary	# Change	% Change
Columbia	Undergraduate	27,455	27,270	26,869	(586)	-2.13%
	Law	636	636	635	(1)	-0.16%
	Medicine (Columbia)	404	402	391	(13)	-3.22%
	Medicine (Greenville)	425	426	418	(7)	-1.65%
	PharmD	441	441	437	(4)	-0.91%
	Masters	3,994	4,069	4,296	302	7.56%
	Doctoral	2,210	2,224	2,372	162	7.33%
	Total	35,565	35,468	35,418	(147)	-0.41%
Aiken	Undergraduate	3,178	3,285	3,038	(140)	-4.41%
	Masters	548	662	701	153	27.92%
	Total	3,726	3,947	3,739	13	0.35%
Beaufort	Undergraduate	2,016	1,999	2,027	11	0.55%
Deautort	Masters	7	7	15	8	114.29%
	Total	2,023	2,006	2,042	19	0.94%
Upstate	Undergraduate	5,489	5,519	4,925	(564)	-10.28%
	Masters	483	519	427	(56)	-11.59%
	Total	5,972	6,038	5,352	(620)	-10.38%
Lancaster	Undergraduate	1,260	1,810	1,614	354	28.10%
Salkehatchie	Undergraduate	816	878	768	(48)	-5.88%
Sumter	Undergraduate	1,252	1,387	1,315	63	5.03%
Union	Undergraduate	860	1,387	1,127	267	31.05%
	Undergraduate	000	1,071	1,127	207	51.05%
System Total		51,474	52,605	51,375	(99)	-0.19%

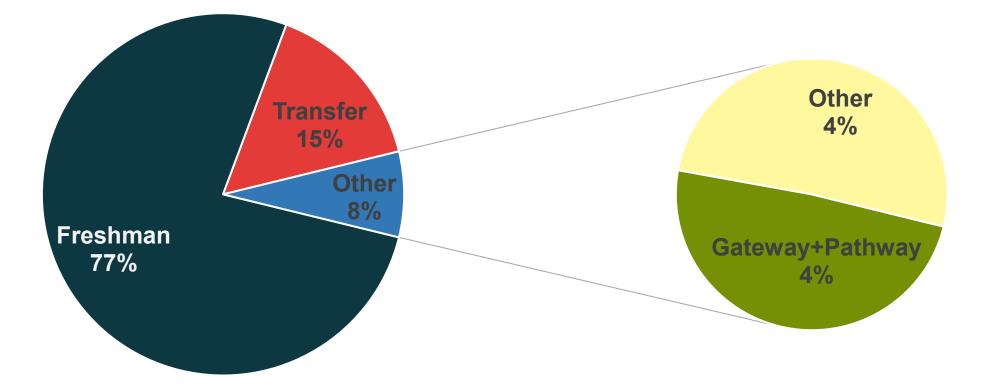
Headcount Comparison Report

Fall 2020 to Fall 2021 as of August 26, 2021

Source: OIRAA Student Headcount/FTE Report



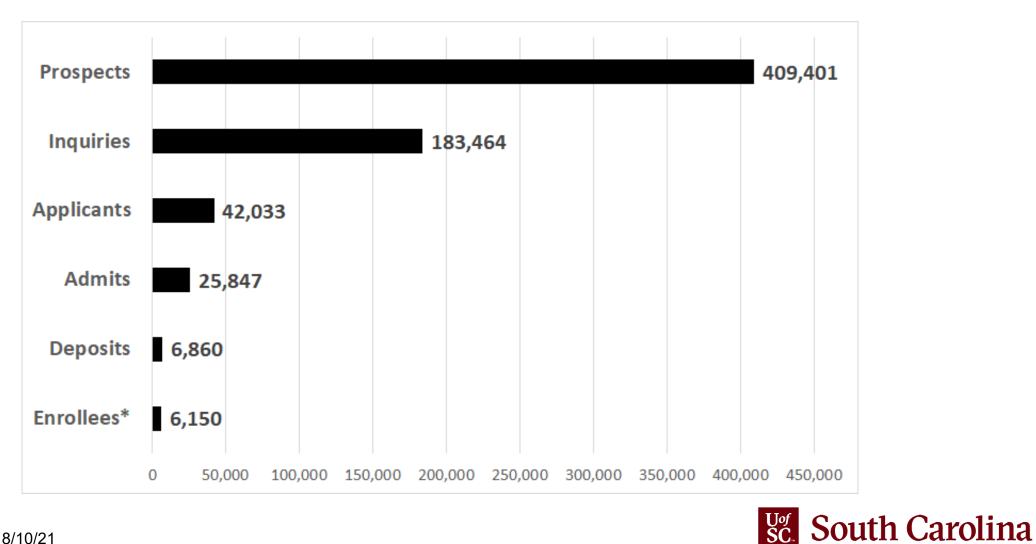
NEW UNDERGRADUATE STUDENTS FALL 2021* PROJECTING OVER 8,000





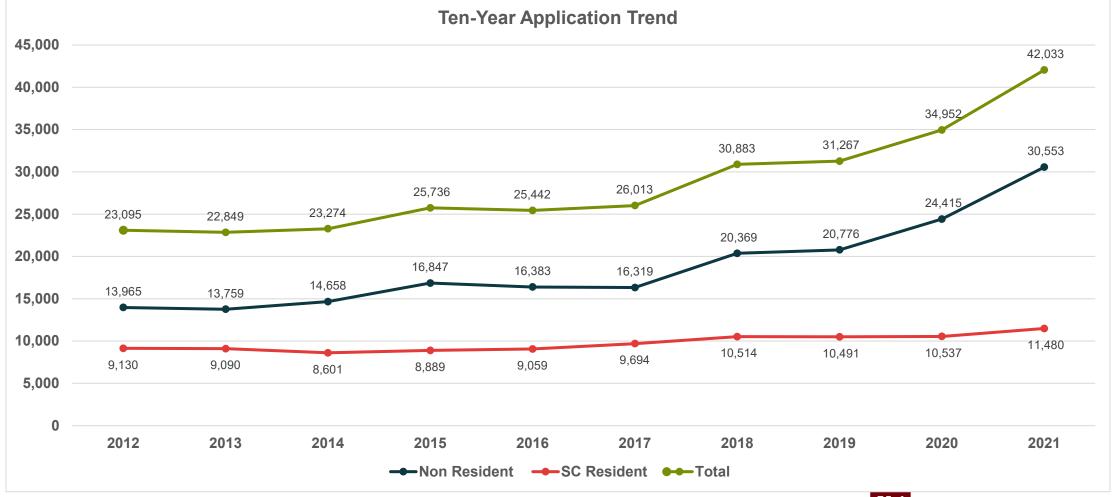
*preliminary as of 8/10/21

FALL 2021 FTFT ENROLLMENT FUNNEL



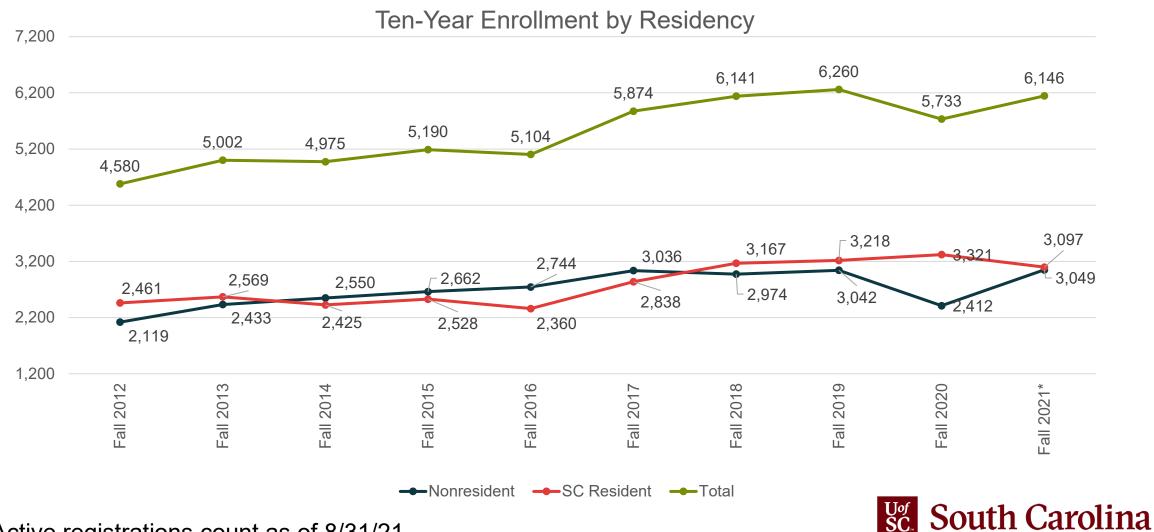
*preliminary as of 8/10/21

FTFT APPLICATIONS BY RESIDENCY



South Carolina

FTFT ENROLLMENT BY RESIDENCY



*Active registrations count as of 8/31/21.

FRESHMAN CLASS TOP 10 STATES 2021

North Carolina	Pennsylvania			
New Jersey	Maryland			
Georgia	Ohio			
New York	Massachusetts			
Virginia	Illinois			



OPPORTUNITY ABOUNDS FOR SC RESIDENTS

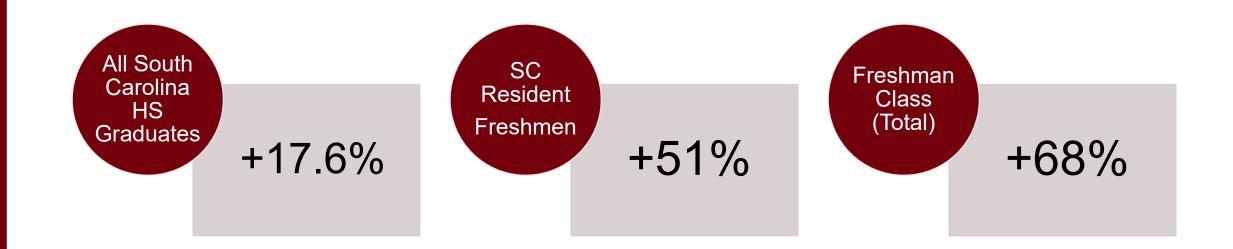


Fall 2021

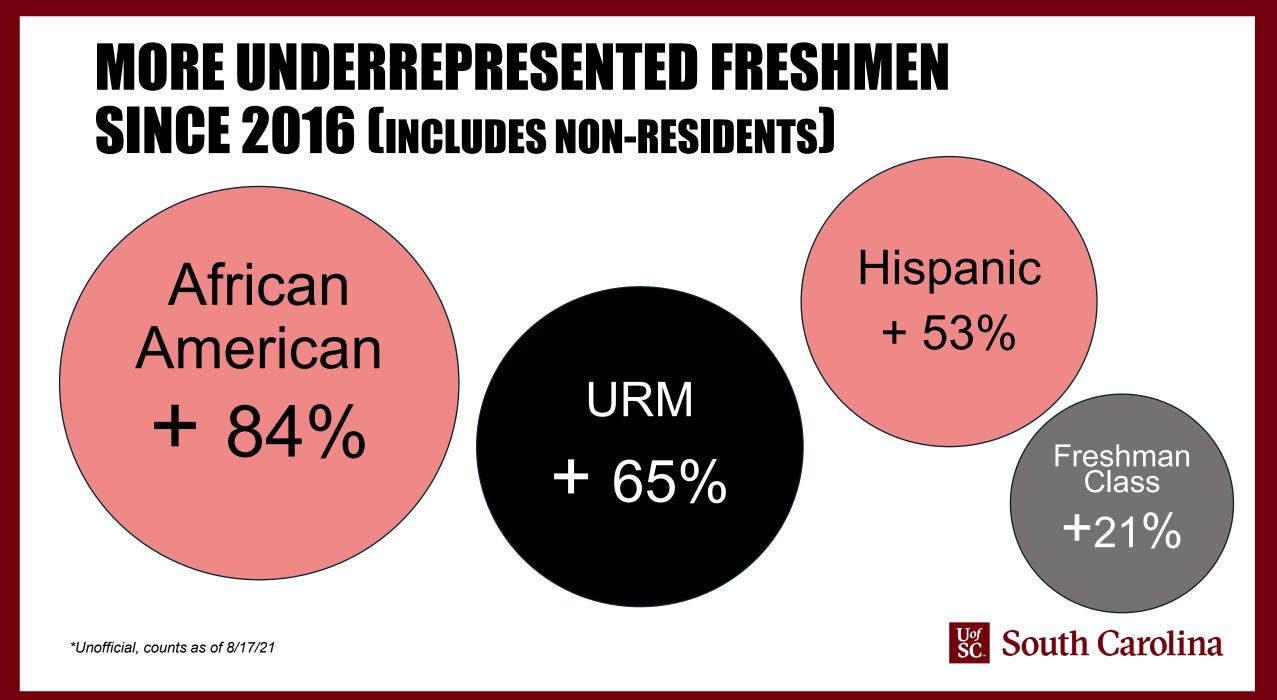


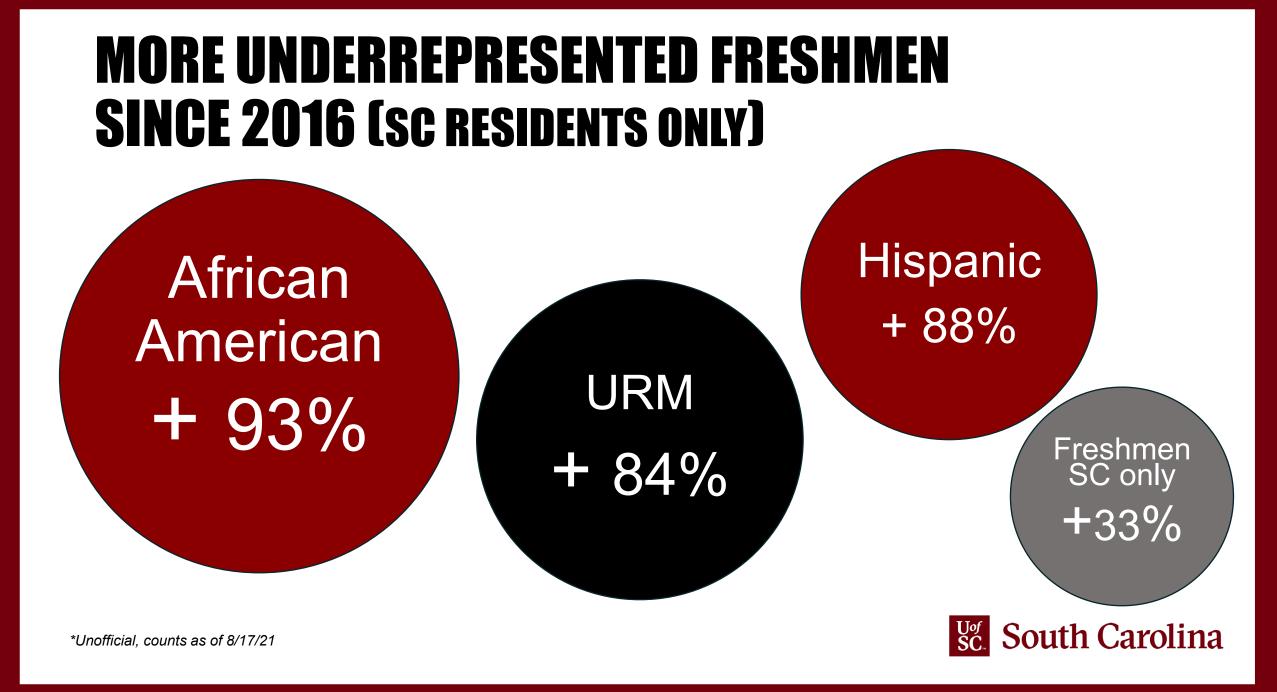
Proportion of SC applicants who are admitted to fall freshman class, Gamecock Gateway, or Palmetto Pathway

SINCE 2008 RECESSION, RESIDENT ENROLLMENT HAS GROWN FASTER THAN HS PIPELINE AS A WHOLE









UNIVERSITY OF SOUTH CAROLINA - COLUMBIA NEW FIRST-TIME FRESHMEN SINCE 2016

							Native				
	American						Hawaiian or				
	Indian or		Black or	AA% of		% of Total	Other			URM % of	
	Alaska		African	Total New		New	Pacific	Two or		Total New	Total New
Fall Term	Native	Asian	American	Freshmen	Hispanic	Freshmen	Islander	More Races	Total URM	Freshmen	Freshmen
2016	5	148	255	5.0%	218	4.3%	7	179	812	15.9%	5110
2017	13	197	317	5.4%	305	5.2%	5	196	1033	17.6%	5880
2018	13	200	357	6.1%	270	4.6%	5	248	1093	18.7%	5854
2019	8	245	367	5.8%	347	5.5%	4	260	1231	19.6%	6286
2020	8	271	457	8.0%	317	5.5%	5	252	1310	22.9%	5733
2021*	8	278	469	7.6%	334	5.4%	5	243	1337	21.7%	6158
# Incr since 201	6 -2021		214		116				525		1048
% Incr since 2016-2021		83.9%		53.2%				64.7%		20.5%	



2021 INCOMING CLASS PROFILE*

	All Freshmen	Capstone Scholars	Honors College	Gateway	Palmetto Pathway
Number*	6150	1401	597	205	97
Avg. SAT	1245	1354	1448	1009	1001
Avg. ACT	28.1	30.2	32.9	18.9	18.8
HSGPA	4.40	4.55	4.90	3.52	3.46

*Unofficial as of 8/12/21

Note: Score averages do not include test optional applicants



2021 FRESHMAN CLASS BY COLLEGE/SCHOOL

College of Arts and Sciences	35%
Darla Moore School of Business	23%
College of Engineering and Computing	11%
Arnold School of Public Health	8%
College of Nursing	8%
College of Hospitality, Retail, Sport Management	7%
College of Information and Communications	4%
College of Pharmacy	2%
College of Education	1%
School of Music	<1%
College of Social Work	<1%



2021 FRESHMAN CLASS TOP MAJORS

Biological Sciences	Exercise Science			
Pre-Nursing	Psychology			
Undeclared	Sport and Entertainment Management			
Business Undeclared	Finance			
Pre-International Business	Public Health			



FRESHMAN CLASS PRELIMINARY STATISTICS

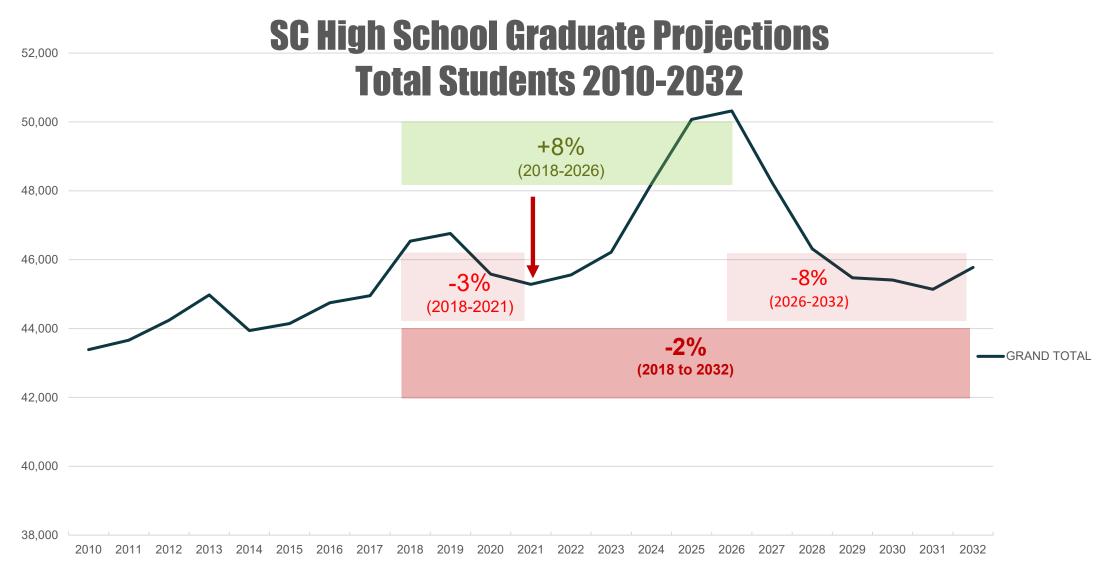
- Record number of freshmen applications: over 42K apps received, up 20% over last year
- 6,146 First Time, Full Time Fall Freshmen
- Average HS GPA (weighted) = 4.44
- Average SAT: 1245, Average ACT Composite: 28
- 597 in South Carolina Honors College
- 1,401 Capstone Scholars
- 51% from South Carolina
- 60% Female
- 22% Underrepresented Racial Minority
- 17% First Generation in College
- 18% Pell Eligible
- 1,807 high schools represented, 95 Valedictorians
- 46 states and territories, including District of Columbia and 31 countries
- All 46 SC Counties represented



MORE ABOUT UNDERGRADUATE STUDENTS

- Freshman to sophomore retention rate 89%
- Six-year graduation rate is 78%
- Approximately 2,400 undergraduates are in the South Carolina Honors College
- Approximately 5,300 are Capstone Scholars
- 571 are student-athletes on 21 teams (140 on president's list with 4.0 GPA)
- 26% of undergraduates participate in Greek organizations
- 1,358 International Students (560 undergrads)
- 2,415 are registered with the Student Disability Resource Center (90% are undergraduates)







ADJUSTED GROSS FAMILY INCOME FALL 2020 ALL STUDENTS

Adjusted Gross Family Income	All Students	SC Students	Out-of-State
\$0-49,999	18.1%	24.9%	7.3%
\$50,000-99,999	15.7%	20.4%	8.2%
\$100,000-249,999	31.0%	30.2%	32.2%
\$250,000-499,999	7.9%	4.0%	14.0%
\$500,000-749,999	1.1%	0.6%	1.9%
\$750,000-999,999	0.3%	0.2%	0.6%
\$1,000,000+	0.3%	0.1%	0.6%
Not Reported	25.7%	19.6%	35.3%
Total	22,885	14,009	8,876



ADJUSTED GROSS FAMILY INCOME BY RACE FALL 2020 ALL STUDENTS

Adjusted Gross Family Income	American Indian or Alaska Native	Asian	Black or African American	Hispanic	Native Hawaiian or Other Pacific Islander	Non- Resident Alien	Race/Ethnicit y Unknown	Two or More Races	White
\$0-49,999	29.0%	30.2%	47.2%	28.9%	37.5%	1.3%	14.4%	27.5%	12.5%
\$50,000-99,999	15.8%	18.6%	22.6%	19.4%	18.8%	0.0%	15.9%	18.9%	14.3%
\$100,000-249,999	36.8%	25.0%	16.4%	25.8%	18.8%	0.0%	27.7%	27.0%	34.0%
\$250,000-499,999	2.6%	4.2%	2.2%	6.0%	6.3%	0.0%	7.2%	5.4%	9.2%
\$500,000-749,999	0.0%	0.3%	0.2%	1.4%	0.0%	0.0%	1.0%	0.4%	1.3%
\$750,000-999,999	0.0%	0.2%	0.1%	.2%	0.0%	0.0%	0.5%	0.4%	0.4%
\$1,000,000+	0.0%	0.2%	0.1%	0.0%	0.0%	0.0%	0.5%	0.2%	0.4%
Not Reported	15.8%	21.4%	11.2%	18.4%	18.8%	98.7%	32.8%	20.2%	27.9%
Total	38	932	2,154	1,258	16	152	195	1,019	17,125



PERCENTAGE OF STUDENTS RECEIVING AID UofSC COLUMBIA

Percent of Undergraduate Students Receiving Financial Aid	90%
Percent of Undergraduate Students Receiving Need-Based Financial Aid	43%
Percent of Graduate/Professional Students Receiving Financial Aid	88%
Percent of All Students Receiving Financial Aid	91%

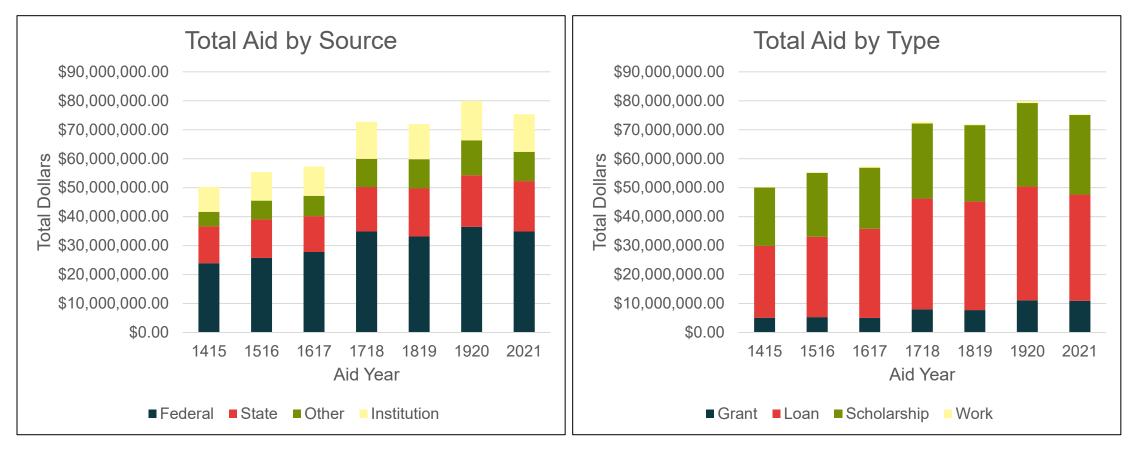
https://sc.edu/about/offices_and_divisions/financial_aid/documents/factbooks/2021/ factbook_percentages_of_students_receiving_financial_aid_and_average_awards.

Source:

xlsx

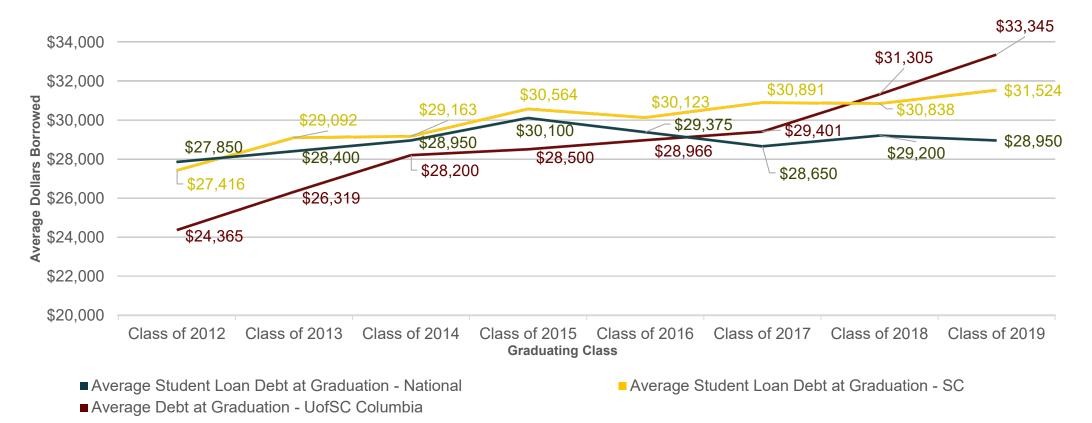


NEW FRESHMAN FINANCIAL AID By Source and Type Over Time



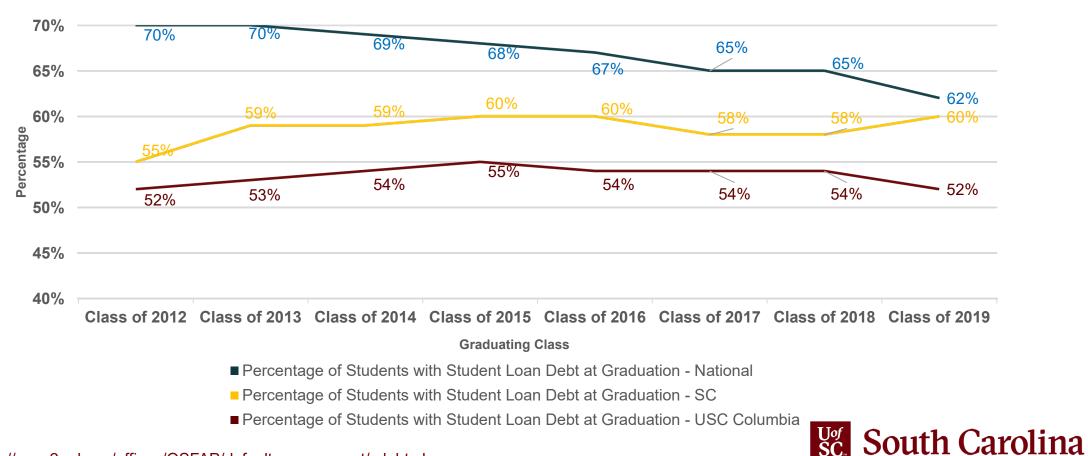


AVERAGE UNDERGRADUATE STUDENT LOAN DEBT AT GRADUATION AVERAGE DOLLARS BORROWED

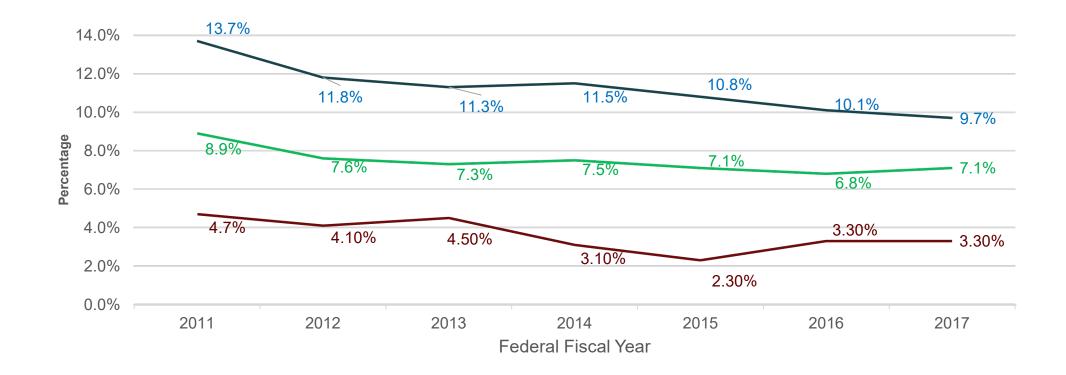




PERCENTAGE OF UNDERGRADUATE STUDENTS WITH STUDENT LOAN DEBT AT GRADUATION



THREE-YEAR FEDERAL STUDENT LOAN COHORT DEFAULT RATE



Three-Year Cohort Default Rate - National

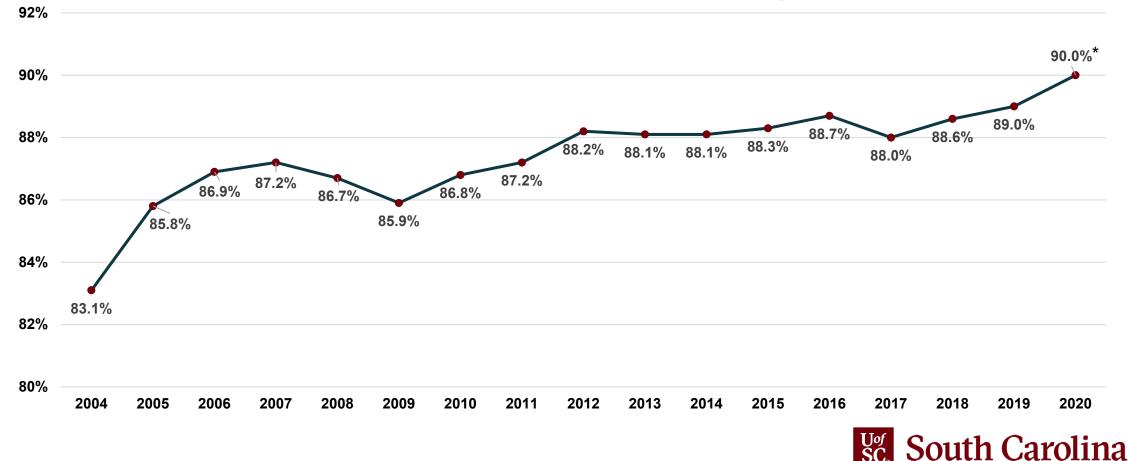
Three-Year Cohort Default Rate - 4-Year Public Institutions

Three-Year Cohort Default Rate - UofSC Columbia



FIRST-TIME, FULL-TIME FRESHMAN RETENTION RATES

Freshman to Sophomore return rate for the following fall.



OUR RETENTION CHALLENGE

- Continuing Undergrad Enrollment down 4.5% as of 8/30
 - Down 881 Undergraduates compared to Fall 2020
 - 771 Non-Residents
 - 168 SC Residents
 - 879 White Students
 - 300 Pell-Eligible Students
 - Mostly Sophomores and Juniors
 - All Colleges/Schools Impacted



HELP IS AVAILABLE

- Academic Advising Center
- Student Success Center
- Student Disability Resource Center
- University Health Services/Center for Health and Well Being
- Student Care and Outreach Team Referrals
 - Academic Departments/Faculty account for 30% of referrals
 - 64% of referral cases for academic reasons present other underlying issues/behaviors

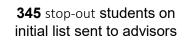


ADVISOR/UAC READMISSION OUTREACH OUTCOMES (AS OF 5.21.2021)

Academic Advisors (assigned to the student and/or a UAC designee) contacted students enrolled in Fall 2020 who did not return in Spring 2021 to gauge interest in returning to UofSC.

Advisors assisted "stop-out" students (often challenged by the reenrollment process) in navigating the re-admissions process, referring to financial aid, and streamlining advisement for readmit students





Advisors contacted **46%** of stop-out students (n=158) as of 5.21.2021



54% of students contacted by their advisor plan to reenroll and are in various stages of the enrollment process (n=86).



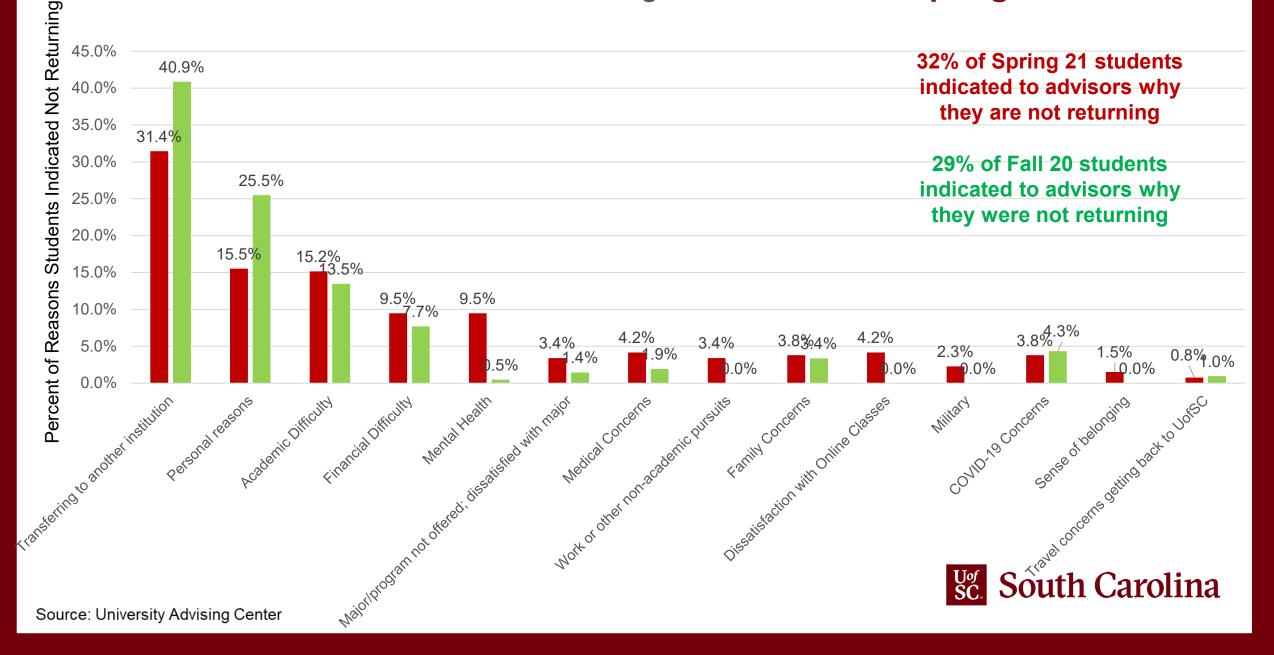
\$1,091,168 in tuition and technology fee revenue (assuming all 86 are instate students)



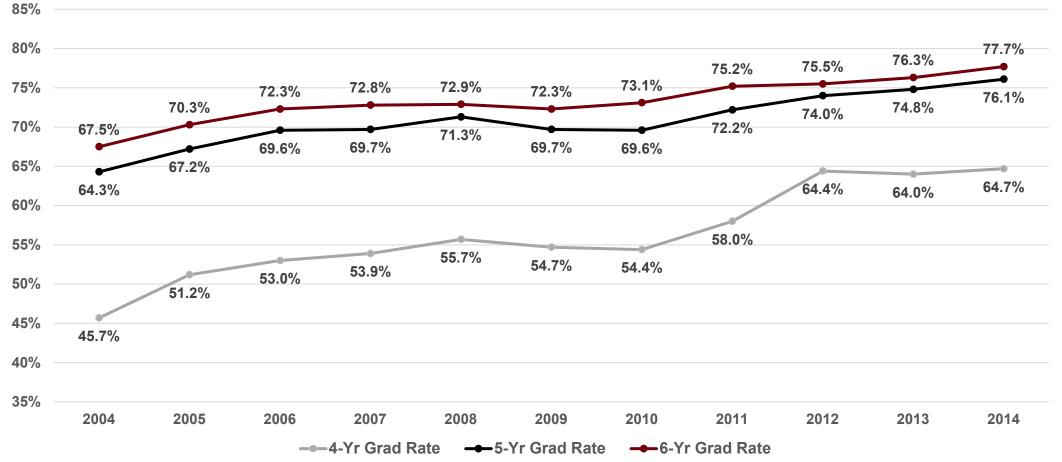
Exploratory Advisors/Academic Coaches continue to reach out to students who advisors have not contacted.



Reasons For Students Not Returning in Fall 2020 and Spring 2021



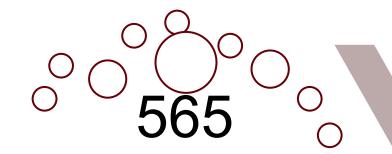
FIRST-TIME, FULL-TIME FRESHMAN GRADUATION RATES





Data retrieved from Institutional Research Assessment, and Analytics April 28, 2021. www.ipr.sc.edu/

6-YEAR GRADUATION RATES IN TOP 10% OF ALL 4-YEAR PUBLIC UNIVERSITIES

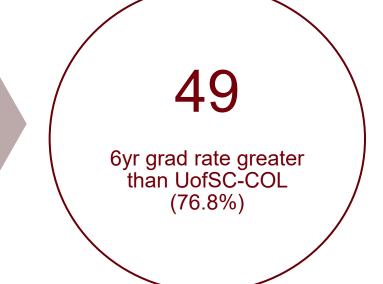


O Public 4yr colleges (offering at least bachelors) 59

Public 4yr universities

6yr grad rate >=76%

(~10% of all publics)





TAKEAWAYS

- We lost continuing students last year during COVID.
- Low income, first generation, and URM student enrollment most impacted by the pandemic—but for us, also non-residents.
- Freshmen are back, but will they stay?
- Retention is critical. We have the chance to re-recruit students every day—and we must.
- Please refer students to services early, before little problems become big problems.



FOR MORE INFORMATION CONTACT:

R. Scott Verzyl Vice President for Enrollment Management Scott.Verzyl@sc.edu (803) 777-6922



BREAK 10:00 AM - 10:30 AM



GRADUATE EDUCATION: UNIVESITY OF SOUTH CAROLINA

Tracey L. Weldon, PhD Interim Dean of the Graduate School Vice Provost for Graduate Education



GRADUATE EDUCATION: AT-A-GLANCE

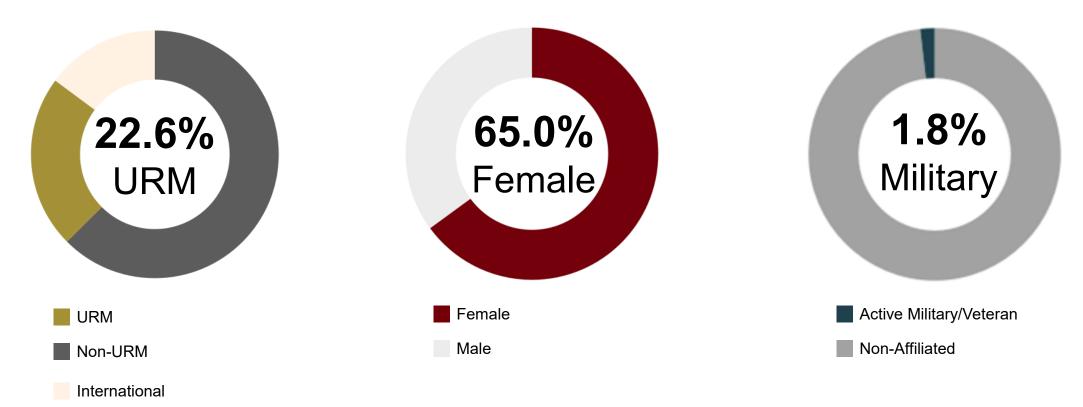
- Graduate Degree Programs at UofSC Columbia
 - 134 master's/specialist degrees
 - 64 doctoral degrees
 - 37 certificate programs
 - 49 active online programs
- Program Rankings
 - **#1** International MBA (USN&WR 2021)
 - #1 Online Nursing Program (USN&WR 2021)
 - #1 Sport Science Schools & Departments in the U.S. (Shanghai Rankings 2020)



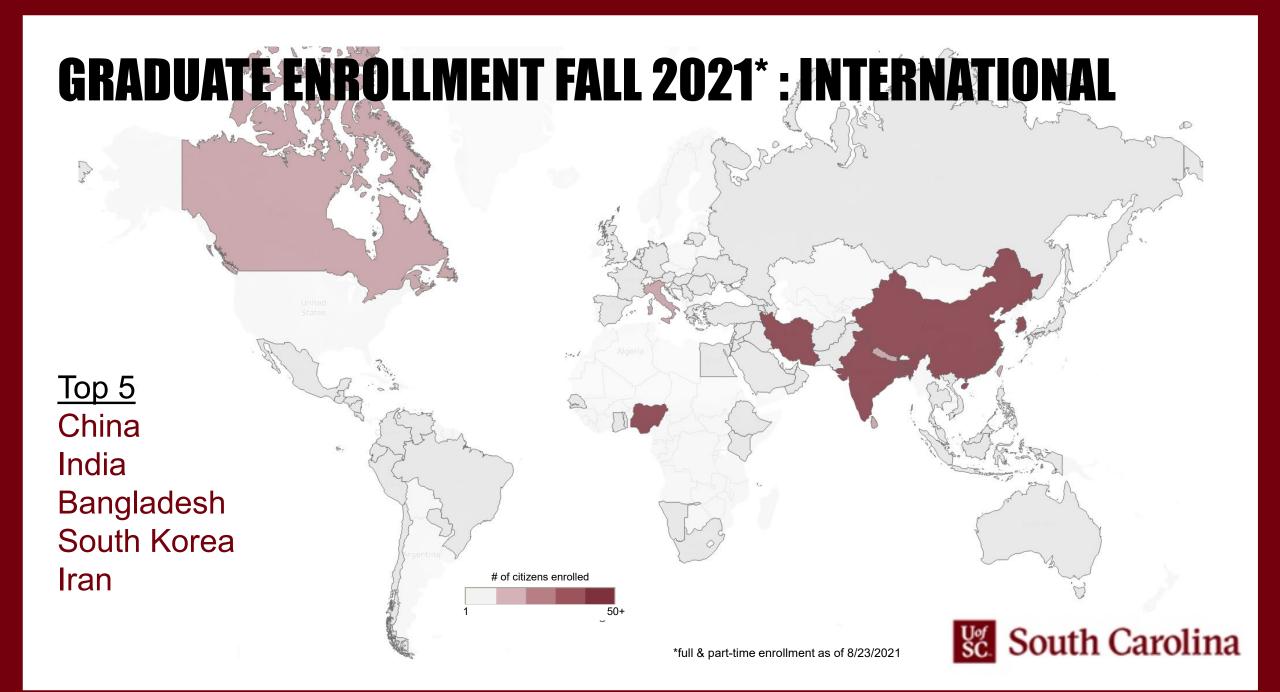


GRADUATE ENROLLMENT FALL 2021*: DEMOGRAPHICS

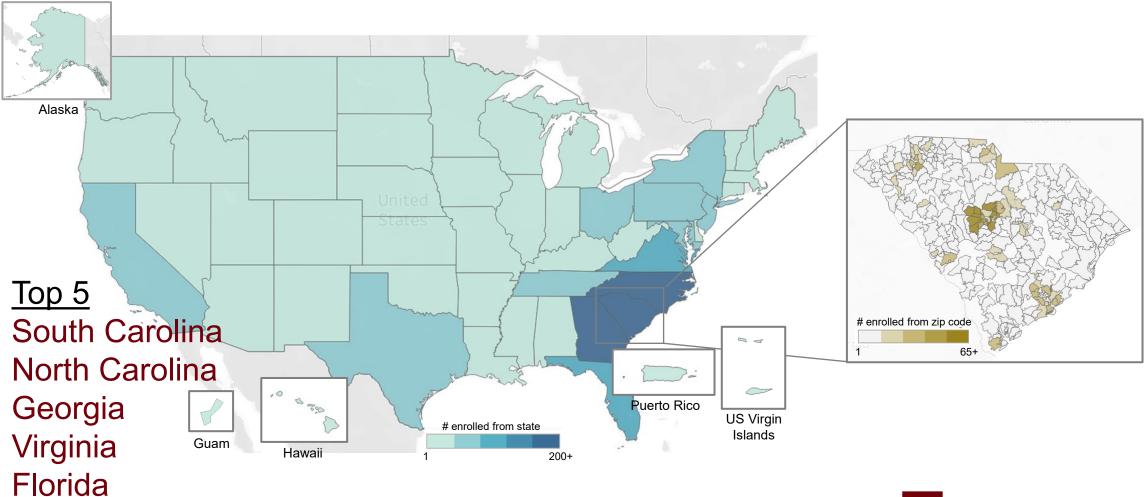
Of 6,623 Graduate Students:





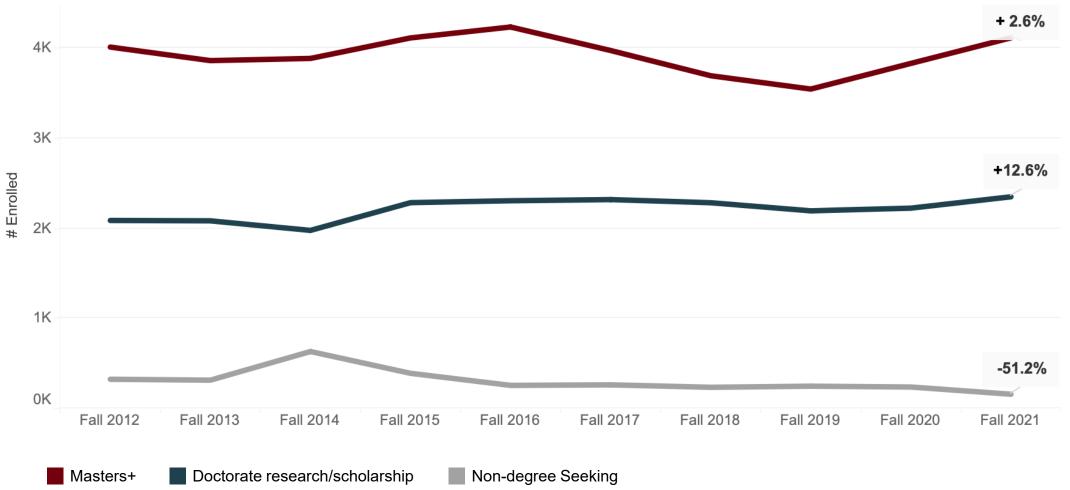


GRADUATE ENROLLMENT FALL 2021*: DOMESTIC





GRADUATE ENROLLMENT: 10-YEAR OVERVIEW



Fall 2021 - full & part-time enrollment as of 8/23/2021



GRADUATE ENROLLMENT: 10-YEAR OVERVIEW BY COLLEGE

College	Enrollment Fall 2021	% Change from Fall 2012
College of Nursing	502	139.0%
College of Pharmacy	27	50.0%
School of Medicine Columbia	301	46.8%
College of Education	1,272	31.4%
College of Information & Communications	510	31.1%
College of Hospitality, Retail, & Sport Management	135	27.4%
NJ Arnold School of Public Health	776	12.1%
School of Music	152	1.3%
College of Engineering & Computing	535	0.2%
Darla Moore School of Business	870	-0.7%
College of Arts & Sciences	931	-19.6%
College of Social Work	386	-40.8%



GRADUATE SCHOOL NEWS: NEW TEAM MEMBERS

• Toby Jenkins, PhD

Interim Associate Dean for Diversity Equity and Inclusion & Associate Director of the Grace Jordan McFadden Professors Program

• Angelina Sylvain, PhD

Special Assistant to the Provost & Vice Dean for Graduate Education

- Kesha Clavon
 Senior Diversity Recruiter
- Ally Tully Program Coordinator



GRADUATE SCHOOL NEWS: INITIATIVES

• New

- Health Insurance Subsidy
- New Student Orientation
- Graduate Student Services Center
- Financial Literacy Workshops
- Grace Jordan McFadden Professors Program (new funding)
- Diversity Training Module
- HBCU Partnerships

Continuing

- Scholarly Initiative Groups
 - Grace Jordan McFadden Professors Program (GJMPP)
 - Graduate Civic Scholars Program
 - Presidential Fellows
 - Southern Regional Education Board (SREB)
- Travel Grants
- Professional Development



THANK YOU

Sc. South Carolina

OFFICE OF DIVERSITY, EQUITY AND INCLUSION OVERVIEW

Julian R. Williams

Vice President for Diversity, Equity and Inclusion



ODEI MISSION, VISION, AND PILLARS

- Vision: To create and sustain a diverse University of South Carolina where all thrive and excel.
- Mission: The Office of Diversity, Equity and Inclusion works closely with university students, faculty and staff to create and sustain an inclusive learning, living and working environment where all members of the university's community feel that they are welcomed, valued and supported.

• Pillars:

- 1. Diversity
- 2. Equity
- 3. Inclusion
- 4. Partnerships



THE FIRST 15 MONTHS IN REVIEW

- Strategic Plan Priority Four implementation
- Hired Director of Diversity Education & Inclusive Excellence (Dr. Karen Kassebaum), Project Manager (Dr. Bill Pruitt), Communications Manager (Shalama Jackson), and Associate Vice President for DEI (announcement coming soon)
- Worked with College of Information and College of Social Work to bring prominent scholars Nikole Hannah-Jones and Ibram X. Kendi to campus virtually.
- Racial Justice and Equity Research Fund:
 - Provided over \$200K in internal research funding to UofSC faculty
 - Dr. Julius Fridriksson has agreed to increase funding and continue the RJERF.
 - Proposals due 10/27/21
- 2020 Revision Action Plan
- Preferred name, pronoun, gender identity implementation
- Diversity and Inclusive Excellence mini-grants: Up to \$2,000 for creative programs, events and academic multicultural initiatives that foster collaborative partnerships and encourage diversity, equity and inclusion across all dimensions of identity
 - Open to students, registered student clubs and organizations, faculty and staff



THE PATH FORWARD...

Unit-specific DEI strategic plans

- Ensuring CADO (Council of Academic Diversity Officers) members have the sufficient bandwidth, budget and support to do their jobs effectively.
- CADO as an "unfunded mandate" we must move beyond this framing
 - We invest in what matters, we prioritize what matters
- Does your Associate Dean for Diversity and Inclusion have the resources, staffing, bandwidth to be successful?
- How is your unit structured to provide support to first-generation students from an advising perspective?
 - Do you know where your gaps are from a student success and retention perspective?

Huge faculty diversity gaps

- We have academic units with zero tenure-track Black or Latinx faculty
- What are we doing to address institutional lack of faculty diversity?
 - I encourage each unit to develop a specific diversity recruitment and retention plans
 - Recruitment and Selection Redesign project underway with search committee workshops
 - UofSC Inclusive Excellence Institute, launching in the spring

Faculty that teach and do research in areas of race, gender, sexual orientation feeling particularly vulnerable in the current political climate

• It will be critical for leaders to support academic freedom, truth in scholarly inquiry, and continued classroom engagement around race, gender and intersectional topics.



THANK YOU

Julian R. Williams, J.D. Vice President for Diversity, Equity and Inclusion

O: 803-576-7666 | F: 803-777-7117 Julian.Williams@sc.edu | sc.edu/diversity



FINANCIAL UPDATES

Ed Walton Executive Vice President for Administration Chief Financial Officer



CURRENT OUTLOOK

STATE AND FEDERAL

- Increase in state appropriation recurring funding designed to fund our mandated cost increases: cost of living adjustment, retirement contributions, and health insurance premium.
- COVID cost reimbursements collected

FACILITIES

- Campus Village groundbreaking
- Health Campus progressing
- Deferred maintenance one-time funding will contribute to real change on Columbia campus

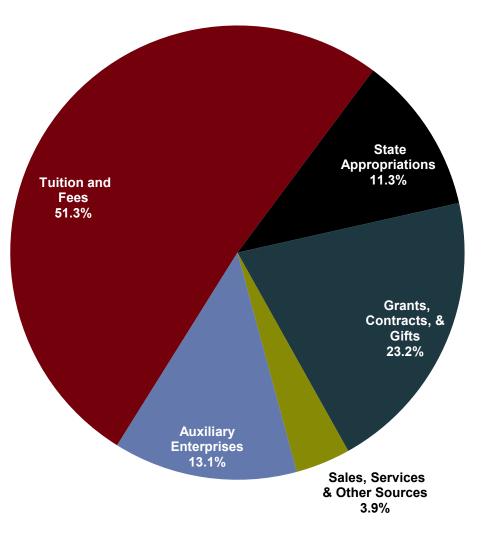


COLUMBIA FINANCES – FY22



COLUMBIA TOTAL CURRENT FUNDS

USC Columbia Budget FY 2021-2022 Revenues



<u>Unrestricted Funds</u>		
E & G	\$	895,507,111
Auxiliaries		173,189,386
Unrestricted Total	\$	1,068,696,497
Restricted Funds		
E & G		258,078,008
Auxiliaries	-	-

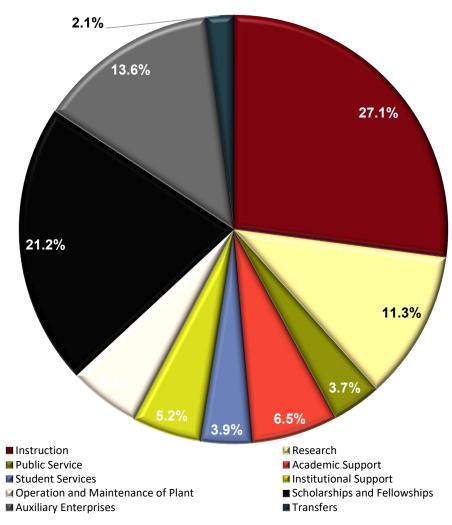
Restricted Total Use of Fund Balance **TOTAL SOURCES**

258,078,008

\$ 18,811,362 \$ 1,345,585,867



COLUMBIA TOTAL CURRENT FUNDS



USC Columbia Budget FY2020-2021 Expenditures

Instruction	\$	364,571,143
Research		151,744,545
Public Service		49,834,561
Academic Support		87,194,824
Student Services		52,876,349
Institutional Support		70,406,813
Operation and Maintenance of Plant		72,810,172
Scholarships and Fellowships		284,930,682
Auxiliary Enterprises		182,488,979
Transfers		28,727,800
TOTAL EXPENDITURES	\$1	,345,585,867



FUTURE CHALLENGES



LOOKING TO THE FUTURE - ASSUMPTIONS

- Traditional enrollment:
 - Increased resident enrollment (reduced tuition/greater requirement for need based aid.)
 - Flat through 2026
 - 1% loss per year 2027-2030
- No planned tuition increases
- No appreciable appropriation increases
- Athletics fully recovered to pre-COVID levels by FY2026
- One-Time COVID Reimbursements in FY2021& FY2022
- Inflation modeled at ~2%. (HEPI has ranged between 1.8 3.7 % in past 5 years)
- Targeted revenue increases and expense reductions are included
- Campus Village and NAC lease net revenues are included



REVENUE AND EXPENSE MODEL

- Goal: "Bend the curve" from 2025-2031 to generate a 1-2% annual margin.
- Necessary revenue growth/expense contraction over this period to achieve goal -\$192-210M+ (average of \$27.5-\$30.0M annually).

• Strategies:

- Enrollment Growth
- Tuition pricing
- Non-traditional revenue sources
- Limiting/maintain growth in faculty and staff
- Routine review of mission critical activities



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RESEARCH UPDATE

Julius Fridriksson

Interim Vice President for Research



RESEARCH SNAPSHOT: FISCAL YEAR 2020

FY2020 Research Expenditures		FY2020 Sponsored Awards Funding (for research, service and training)		
Federal Expenditures	\$97,143,000	Federal Sponsored Awards	\$161,800,000	
Total Expenditures	\$219,464,000	Total Sponsored Awards	\$203,404,562	

FY2020 Top Federal Sponsors		
NIH	\$48,356,726	
HHS (excl. NIH)	\$44,576,662	
NSF	\$20,406,043	
Energy	\$12,021,761	
Education	\$8,493,295	
Defense	\$7,469,587	



PROPEL RESEARCH MENTORSHIP PROGRAM

Propel is a new grant writing program that focuses on intensive mentoring and workshops.

- Geared toward early-career faculty researchers with small grants who are ready to go for large NIH (R01) or NSF grants (\$500k+).
- Selected participants receive nine months of intensive support through workshops, mentorship, peer feedback and editing assistance from September 2021 through June 2022.
- The 2021-2022 Propel nomination period is now closed, but we look forward to continuing the program next year.



STAR PROGRAM: SERIES ON TRAINING FOR ADVANCED RESEARCH

STAR is a new program targeting senior faculty researchers to provide insight into identifying, applying for and successfully managing a major federal center grant.

- Geared toward senior faculty with established research portfolios that include at least five years of significant funding and publications.
- Program consists of four workshops (two in the fall, two in the spring), each presented by a UofSC faculty member who heads up a major federal research center: Ron Prinz, Sara Wilcox, Hans-Conrad zur Loye and Julius Fridriksson.
- Complete 2022 STAR nominations are due by Friday, September 10.



RACIAL JUSTICE AND EQUITY RESEARCH FUND

Initiated in summer 2020, the Racial Justice and Equity Research Fund (RJERF) is a collaboration with the Office of Diversity, Equity and Inclusion.

- The RJERF supports research and scholarship that centers on race, racial justice and racial equity through ASPIRE Program funds.
- In 2020, the RJERF provided funding for 17 projects involving 35 faculty members working in disciplines ranging from social work to law to music.
- Funding for the 2022 RJERF will be increased by 50 percent over 2020 levels to help expand the impact of this vital program.
- The RJERF will accept proposals until 5:00 p.m. on Wednesday, October 27. This funding program is open to all faculty, all campuses.







UNIVERSITY OF South Carolina

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CLOSING REMARKS

Stephen J. Cutler Interim Executive Vice President for Academic Affairs and Provost



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