## 1. Conduct organizational review

In Spring 2022, the COE formed a committee of faculty and staff to lead an organizational review process. The committee determined a set of goals, gathered data, selected external reviewers, and is currently analyzing feedback from the external reviewers. Major themes from the external review included: **(1)** a strong need for a more external focus, including regular data collection from external stakeholders; **(2)** a demand for reorganization of departments; **(3)** opportunities for new degrees and outreach; and **(4)** faculty hiring strategies in light of budget modeling and enrollment. *Attachment 1 provides a draft summary of those recommendations.*
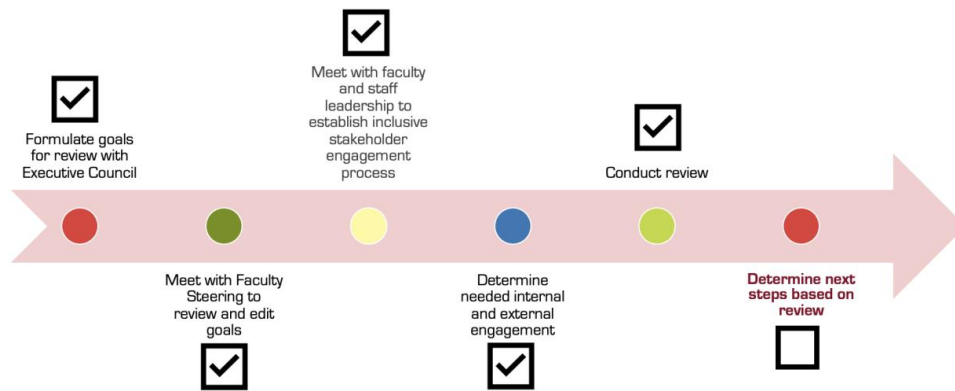
2. Expand development efforts

a. Scholarships and programs (ACI, Holmes)
b. Facilities and infrastructure

By February of FY2023, the College of Education raised $971,292, an increase of 46% from this time during FY2022 *(see Attachment 2)*. The COE launched its inaugural Champions of Education gala, to be held March 30, 2023. The gala will honor the commitment and leadership of alumni and supporters of education throughout South Carolina and the nation. To date, this event has raised more than $50,000 and will be used as a springboard for development efforts on a renovated Wardlaw space. For the first time since the establishment of the ACI program, a donor endowed a scholarship to provide support. Additionally, a donor has pledged $30,000 annually to the program to support one cohort each fiscal year. The COE secured its first grant to support the ACI program through Colonial Life, at $30,000.
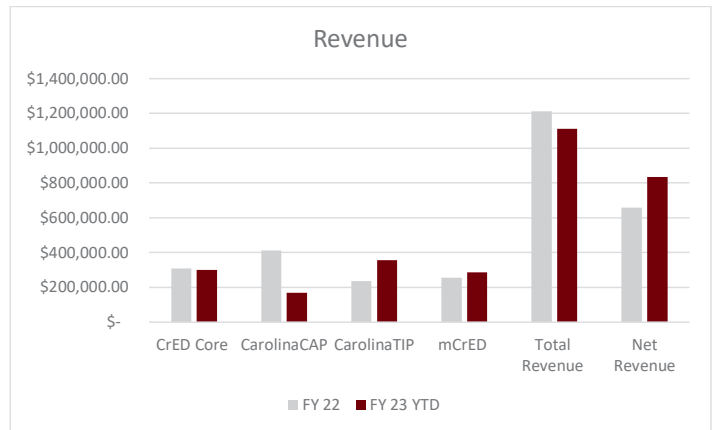
3. Systematize analytic approaches to hiring

The COE launched a formal faculty hiring request process for departmental units *(see Attachment 3)*, including required documentation of program-level FTE generation, enrollment trends, and research gaps/opportunities (tenure-track only).
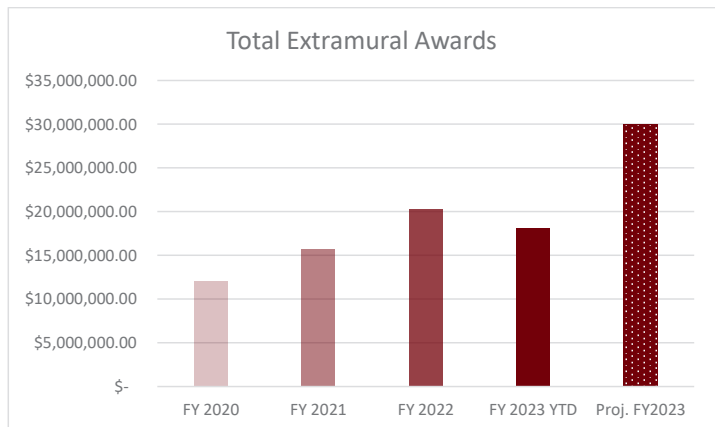
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4. **Leverage capacity for revenue generation associated with professional services (CarolinaCrED)**

CarolinaCrED – comprised of contract courses and degrees, microcredentials, teacher induction, and alternative preparation – is on pace to far outperform FY22 total and net revenue, providing much needed resources to both the COE and academic departments within the COE.

Revenue

Research Funding Progression

Total Extramural Awards

FY2024 Goals	Actions
Expand the recruitment, retention and well-being of underrepresented faculty, staff, and students	• Integrate college-wide diversification gap analysis & hiring procedures • Expanded recruitment, development, and programming efforts for students
Increase total submissions for extramural funding, including all sub-categories (federal, state, & foundation)	• Expand pre-award support for faculty through hiring of pre-award support specialist • Allocate greater return of IDCs to faculty for research grants that contain higher IDC rates • Deep review of faculty load
Increase total and percentage of research grant submissions awarded	
Increase total extramural funding awarded to the College of Education	
Grow mean enrollment at both the undergraduate and graduate levels	• Engage in new yield and melt activities for admitted freshman • Streamline and systematize graduate admission and decision timelines, allowing for stronger marketing • Expand social media and 3rd party marketing efforts
Improve graduation and student retention rates	• Assign new graduate director for Ph.D. programs • Expand student engagement activities and undergraduate and graduate levels