



REPORT OF THE REAFFIRMATION COMMITTEE

Statement Regarding the Report

The Board of Trustees of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) is responsible for making the final determination on reaffirmation of accreditation based on the findings contained in this committee report, the institution's response to issues contained in the report, other assessments relevant to the review, and application of the Commission's policies and procedures. Final interpretation of the Principles of Accreditation and final action on the accreditation status of the institution rest with SACSCOC Board of Trustees.

Name of the Institution: University of South Carolina - Columbia

Date of the Review: March 22 – 25, 2021

SACSCOC Staff Member: Dr. Linda Thomas-Glover

Chair of the Committee: Dr. Laurie Casteen
Associate Dean of Students
University of Virginia
Charlottesville, VA

of all activities of the University System and shall be directly responsible to the Board for its operation.” Documentation was provided via copies of Executive Council meeting minutes, copies of the president’s calendar, as well as COVID-19 operational strategies in support of the institution’s case for compliance with this standard.

5.2.b The institution’s intercollegiate athletics program.
(Control of intercollegiate athletics)

The chief executive officer supervises the Director of Athletics, exercises fiscal control over the institution’s intercollegiate athletics program, and is responsible for final approval of the yearly budget for athletics. The institution is managed and controlled by the institution’s Board of Trustees, which is a statutorily created governing board. This governing board stipulates in its Policies and Bylaws document that programs of intercollegiate athletics shall be under the complete control of the president, subject to the oversight of the Board. The institution provides sufficient documentation of the president’s administrative control over the institution’s intercollegiate athletics program.

5.2.c The institution’s fund-raising activities.
(Control of fund-raising activities)

As outlined in Board Bylaws Article XII Section 3.G, the chancellor exercises active leadership in fundraising and development for they "bear responsibility for fund raising, intercollegiate athletics, auxiliary enterprises, community relations and alumni activities." Given that the President is the Chancellor of the Columbia Campus, and he and the University Campus Deans of the regional Palmetto College campuses "have the same authorities and duties as enumerated above for the Chancellor." This policy statement provides a comprehensive explanation of the chancellor’s broad fiscal responsibility and interaction with campus-affiliated foundations. In addition, the organizational chart clearly places the fundraising activities under the control of the institution and, thereby, the office of the president. The Vice President for Development reports directly to the president and sits on the president’s cabinet. The following documentation was provided (organizational chart, minutes from the President’s Executive Council, Board of Trustees Policies and Bylaws, organizational charts, and institutional policies structuring the development office) as evidence of compliance with this standard.

- 5.3 For any entity organized separately from the institution and formed primarily for the purpose of supporting the institution or its programs:
- (a) The legal authority and operating control of the institution is clearly defined with respect to that entity.
 - (b) The relationship of that entity to the institution and the extent of any liability arising from that relationship are clearly described in a formal, written manner.
 - (c) The institution demonstrates that (1) the chief executive officer controls any fund-raising activities of that entity or (2) the fund-raising activities of that entity are defined in a formal, written manner that assures those activities further the mission of the institution.

(Institution-related entities)

The institution has authorized six independent, separately incorporated entities formed primarily for the purpose of supporting the institution and its programs. These entities are:

- the University of South Carolina Educational Foundation;
- the University of South Carolina Development Foundation;
- the University of South Carolina Business Partnership Foundation;
- The South Carolina Research Foundation;
- The Educational Foundation of the University of South Carolina Lancaster; and
- The University of South Carolina Alumni Association.

The relationship between the University of South Carolina and each Foundation is defined by a written affiliation agreement (“Affiliation Agreement”) approved by the University of South Carolina Board of Trustees (“Board of Trustees”) and the Support Foundation’s Board of Directors or Trustees. The institution provided, and the Committee reviewed, the Affiliation Agreements for the six foundations. The Affiliation Agreements are reviewed and updated periodically; most recently, the Affiliation Agreements for the University of South Carolina Educational Foundation, the University of South Carolina Development Foundation and the University of South Carolina Business Partnership Foundation were reviewed and approved by the Board of Trustees on July 19, 2020, and the Affiliation Agreements for the South Carolina Research Foundation, the Educational Foundation of the University of South Carolina Lancaster, and the University of South Carolina Alumni Association were reviewed and approved by the Board of Trustees on August 14, 2020. As required by the South Carolina Nonprofit Corporation Act [See Section 33-31-101 et seq. of the South Carolina Code of Laws] pursuant to which each Support Foundation was created, each Support Foundation is governed by a Board of Directors or Trustees whose statutory and fiduciary duties require it to maintain separate and distinct corporate status from the institution and to act in the best interests of the foundation. Each Affiliation Agreement also recognizes that the primary purpose of the foundation is to support the mission of the institution.

The Affiliation Agreements articulate that the activities of each Support Foundation are independent of, and do not create liability for, the University of South Carolina. Each Affiliation Agreement provides:

Relationship of the Parties. Nothing in this Agreement shall be deemed to create a partnership or joint venture between the Parties, and each of the Parties is an independent contractor to the other Party in all matters.

Limitation of Authority. Neither Party shall obligate the other Party, pursuant to contract or otherwise, without the express written consent of the other Party.

Further, each Affiliation Agreement contains a Limitation of Liability provision that protects the University of South Carolina from liability arising from the activities of the Support Foundation.

Some of the Affiliation Agreements, however, do not appear to address the fundraising activities of the entities, thus the Off-Site Reaffirmation Committee is unable to determine compliance with this Standard.

The On-Site Reaffirmation Committee reviewed the revised Affiliation Agreements and confirmed that all agreements address fundraising activities and all agreements have been signed. Based on the evidence provided in the original submission and the Focused Report, the On-Site Reaffirmation Committee finds the institution to be in compliance with this standard.

- 5.4 The institution employs and regularly evaluates administrative and academic officers with appropriate experience and qualifications to lead the institution.
(Qualified administrative/academic officers) **[Off-Site/On-Site Review]**

For administrative and academic positions, the institution provided a copy of the administrator's resume, a position description, and completed evaluations. Position descriptions for these administrative positions included responsibilities and qualifications, along with other types of expectations for preferred knowledge, skills, and abilities. The credentials of the administrators in the position aligned with the documented qualifications. Institutional policy ACAF 1.01 details the policies and procedures for recruitment, appointment, and annual review of academic administrators.

The institution provided comprehensive examples of annual evaluations for most administrative positions, demonstrating an adherence to regular review. The primary reason for not providing a performance evaluation example was that the person had served less than a year. The institution provided the curriculum vitae, position description, and example evaluations of the chancellor with oversight of the four regional campuses of the institution. The documentation demonstrated that its administrative and academic officers have appropriate experience and qualifications and are evaluated regularly.

The On-Site Reaffirmation Committee reviewed the organization chart, updated CVs, position descriptions, annual reviews and the internal procedures for recruitment, appointment, and annual review of academic administrators. Updated CVs reviewed included the Interim Vice President for Development, Interim Executive Director of Global Carolina, Chief of Staff, Chief for Innovation Partnership and Economic Engagement, and Director of Government Relations. The On-Site Reaffirmation Committee conducted interviews with the Vice President for Human Resources, Director of Administration and Policy, an HR Consultant from Palmetto College, and the Executive Vice President for Academic Affairs and Provost in support of the institution's case for compliance and affirms the findings of the Off-Site Reaffirmation Committee.

- 5.5 The institution publishes and implements policies regarding the appointment, employment, and regular evaluation of non-faculty personnel.
(Personnel appointment and evaluation)

The institution has in place defined and published policies regarding the appointment, employment, and regular evaluation of all non-faculty employees, described and published in their Policy and Procedures Manual. The institution provided an extensive and broad-ranging set of examples of non-faculty personnel evaluations that document