

## 5.1

### Chief Executive Officer

The institution has a chief executive officer whose primary responsibility is to the institution.

### Judgment

Compliant  Non-Compliant  Not Applicable

### Narrative

#### The President and Presidential Responsibilities

Following a national search and a series of meetings and interviews with the Board of Trustees, the presidential search Committee, faculty and staff, students, alumni and the community with the candidates, a decision was made by a Board of Trustees vote on [July 19, 2019](#), to hire Robert L. Caslen, Jr. as the 29th [President of the University of South Carolina](#). The Board has the authority granted to it as a governing board by the state of South Carolina ([S.C. Code of Laws, Title 59, Chapter 117, Article 1, Section 59-117-40, Item 5](#)) to appoint a University President, and to prescribe the President's duties, terms of office, and compensation.

According to Board Bylaws [Article XII Sections 1 and 2](#), the Role of the President:

*Each Comprehensive University campus with the exception of the Columbia campus shall be administered by a Chancellor who shall report directly to the President. The [position of the President](#) of the University System shall also encompass the office and duties of Chancellor of the Columbia campus. Each regional Palmetto College campus shall be administered by a Campus Dean who shall report to the Chancellor of Palmetto College who in turn reports to the President.*

*The President of the University shall be the chief executive officer of the University System and shall exercise such executive powers as are necessary for its appropriate governance under the authority of the Board. He shall be the primary spokesman for the University to the alumni of the institution, the news media, the educational world, and the general public. He shall administer University policies as promulgated by the Board, speak for the University as its chief executive officer, and coordinate all activities of each campus of the institution directly or through his designated representatives. The President shall report directly to the Board the current affairs of all components of the University System and shall discuss with the Board basic issues, new or alternative directions, and recommendations on new policies. He shall direct, coordinate and implement the planning, development, and appraisal of all activities of the University System and shall be directly responsible to the Board for its operation.*

According to [Article XII Section 2 of the Board of Trustees Bylaws](#), with the general authority granted by the Board, the President shall perform the duties and responsibilities associated with his office, including but not limited to the following:

- A. Implement Board and University policies, continuously review the administration and effect of these policies and recommend to the Board, for consideration, modifications of policies and new policies in all aspects and at all levels of the University System;
- B. Maintain open communications with the Board; notify the Board immediately of credible information that could bring discredit upon the University or damage the University's reputation;
- C. Assume primary responsibility for relationships with the Governor's office, the General Assembly, the Commission on Higher Education, federal agencies and other agencies, groups and institutions;
- D. Recommend to the Board the mission, role and scope of the University System and of its respective campuses, and undertake comprehensive and long-range planning;
- E. Direct and approve the preparation of a coordinated request for both operating and capital appropriations, and direct the presentation of and justification for the request;
- F. Review and recommend to the Board the budgets of all components of the University System;
- G. Coordinate all functions of the University to assure an integrated institution of related and cooperating campuses, with coordinated educational programs, so that quality and comprehensiveness are emphasized, cooperation is ensured,

and unnecessary duplication is avoided;

H. Establish fiscal, budgetary, audit, and business procedures for the efficient and effective management of the University;

I. Subject to the approval of the Board and within the budget limitations of the University, make such appointments to and grant such promotions in faculty or administrative staff of the University as may be appropriate, and terminate any appointments or employment, both in faculty or and administrative staff, in keeping with the general and tenure (so far as applicable) policies as may be established by the Board, and duly report any action taken hereunder at the next succeeding regular or special meeting of the Board;

J. Serve as ex officio member of all the standing committees of the Board, with full right to participate in the committee's discussions but without a right to vote on any matter;

K. Attend all meetings of the Board and of the Executive and Governance Committee, as far as his duties may permit;

L. Review and recommend action on all legal commitments and all other matters within the province of the Board, including contractual arrangements in accordance with policies and procedures of the Board;

M. Recommend policies and procedures which will accomplish the Board's investment responsibilities and objectives and supervise the implementation of the policies and procedures approved by the Board;

N. Sign certificates, contracts and instruments authorized or issued by authority of the Board or any properly authorized committee thereof and all diplomas. Use of automated signature technology shall comply herewith; and

O. Perform such other duties as may be duly assigned to him by the Board or may be appropriate to his general duties and responsibilities.

[Article XII Section 2 of the Board Bylaws](#) provides that the University of South Carolina President reports to Board of Trustees and enumerates duties that clearly establish that the president is the executive officer whose primary responsibility is to the institution.

### **The Chairman of the Board of Trustees and Chairman Responsibilities**

The Board of Trustees of the University of South Carolina consists of twenty [members](#) and is chaired by John C. von Lehe Jr., who was elected Chairman of the Board of Trustees in August 2018 ([University of South Carolina Board of Trustees Minutes, August 17, 2018, Page 10, Item VII](#)). The Board has the authority granted to it as a governing board by [Section 59-117-40\(5\)](#) of the South Carolina Code of Laws, including the power to appoint a Chairman of the Board of Trustees.

[Article VI, Section 2](#) of the Board Bylaws provides that "A permanent Chairman of the Board may be elected by written ballot from among those members of the Board elected by the General Assembly" and that the permanent Chairman of the Board, in the absence of the Ex Officio Chairman, shall preside at all meetings of the Board." The election process and the duties of the Chairman of the Board are specified in [Article VI, Section 2](#) of the Board of Trustees Bylaws.

The duties of Chairman of the Board are as follows:

*The permanent Chairman of the Board, in the absence of the Ex Officio Chairman, shall preside at all meetings of the Board and shall be the spokesman for the Board. He shall serve as Chairman and a member of the Executive and Governance Committee of the Board. He shall serve as an ex officio member of all standing, special or ad hoc committees of the Board with full right to participate in Board or committee discussion and with the full right to vote. He shall perform such other duties as may, from time to time, be prescribed by the Board and by these Bylaws.*

### **The Carolina System**

[Article I Section 4](#) of the Bylaws defines the University System:

The University System is composed of the following component campus units:

- A. University of South Carolina Aiken.
- B. University of South Carolina Beaufort.
- C. University of South Carolina Columbia.
- D. University of South Carolina Lancaster.
- E. University of South Carolina Salkehatchie.
- F. University of South Carolina Sumter.
- G. University of South Carolina Union.
- H. University of South Carolina Upstate.

The University of South Carolina Aiken, the University of South Carolina Beaufort, and the University of South Carolina Upstate shall individually be referred to as a "Comprehensive University" and shall collectively be referred to as "Comprehensive Universities." The University of South Carolina Lancaster, the University of South Carolina Salkehatchie, the University of South Carolina Sumter, and the University of South Carolina Union shall individually be referred to as a "Regional Palmetto College" and shall collectively be referred to as "Regional Palmetto Colleges."

### **University System and Its Governance**

[Article XII Section 1](#) of the Bylaws provides an outline of the system structure and states: The University of South Carolina System, at times also referred to as the "University System," consists of the component campus units described in [Section 4 of Article I](#) of these Bylaws. It shall be charged with the responsibility of providing to the State of South Carolina readily accessible comprehensive undergraduate, graduate and professional programs and other instruction, research, continuing education and service programs, all of the highest quality, through the operation of major components or campuses with varying missions and at various locations throughout the State. Each Comprehensive University campus with the exception of the Columbia campus shall be administered by a Chancellor who shall report directly to the President. The position of the President of the University System shall also encompass the office and duties of Chancellor of the Columbia campus. Each regional Palmetto College campus shall be administered by a Campus Dean who shall report to the Chancellor of Palmetto College who in turn reports to the President.

The University of South Carolina Columbia is the flagship campus in the University of South Carolina (USC) system, which includes the research university in Columbia, three comprehensive universities (Aiken, Beaufort, and Upstate; each separately accredited by SACSCOC) and four regional Palmetto College campuses (Lancaster, Salkehatchie, Sumter and Union, each branch campuses ([SECTION 59-103-15.j.3](#)) of the University of South Carolina Columbia and accredited with the University of South Carolina Columbia). The South Carolina State Code of Law, [SECTION 59-101-10](#) Designation of State Colleges and Universities lists the University of South Carolina Columbia as a state public university within the state of South Carolina: "There are universities and colleges as follows: one located in the City of Columbia, styled the University of South Carolina; another in or near the Town of Orangeburg, styled South Carolina State University; Clemson University; Winthrop University; another styled The Citadel, the Military College of South Carolina; the College of Charleston; another in or near the Town of Greenwood, styled Lander University; another in or near the City of Florence, styled Francis Marion University; the Medical University of South Carolina, and another in or near the City of Conway styled Coastal Carolina University. They are separate and distinct institutions, each under its separate board of trustees or visitors."

The Carolina System presidency is governed by the Board of Trustees and avoids conflict of interest between system presidency and Columbia campus presidency by adhering to the policies put in place and enforced by the Board. The duties of the President and the duties of the chancellors, as well as the reporting structure for these offices, are clearly delineated in the Board of Trustees Bylaws. As stated in [Article XII Section 2](#), "The President shall report directly to the Board the current affairs of all components of the University System and shall discuss with the Board basic issues, new or alternative directions, and recommendations on new policies. He shall direct, coordinate and implement the planning, development, and appraisal of all activities of the University System and shall be directly responsible to the Board for its operation."

### **Authority and Duties of Chancellors**

[Article XII Section 3](#) outlines the duties of Chancellors: There shall be a Chancellor of each component Comprehensive University within the University System, and the President shall serve as and perform the duties of Chancellor for the Columbia campus. These Chancellors shall be the chief administrative officers of their respective campuses and shall have full authority to administer campus affairs and to formulate and issue regulations and orders not inconsistent with the Bylaws, rules, policies and procedures of the Board and the President. They shall be responsible for the participation of their campuses in the overall planning, resource allocation and program evaluation of the University System. These Chancellors shall report directly to the President who in turn shall report to the Board. Within the general authority granted by the Board and the President, the Chancellors shall perform duties and responsibilities including but not limited to the following:

- A. As the administrative head of a campus, bear responsibility to the Board through the President for the effective execution of all laws relating to the University of South Carolina System; all resolutions, policies, rules, and regulations adopted by the Board for the administration and operation of the University System and for the governance of all of its

campuses; and all policies, rules, regulations, directives and memoranda issued by the President. Each Chancellor's discretionary powers shall be broad enough to enable him to meet his extensive responsibility to the University and to the applicable local higher education commission. Each Chancellor shall be the official medium of communication between the President and all personnel of his campus.

B. Bear primary responsibility for all of the factors that contribute to the quality of academic (teaching, research, and public service) and support programs of the campus. Such factors include the general supervision of all campus faculties, the allocation and utilization of available resources within the campus, and any and all matters related to the welfare of the campus.

C. Bear responsibility for the general supervision of all relationships between students and the various levels of campus administration. Such supervision includes but is not limited to admissions, registration and records, academic progress and advising, counseling, housing, scholarships and financial aids, student activities and services, placement, foreign students, and the evaluation and certification of academic credit from other institutions.

D. Bear responsibility for the financial management of the campus and its component parts in conformity with University management policies and practices. This function shall include but is not limited to the preparation of budgets, maintenance of financial records and accounts for activities of the campus, the receipt and expenditure of all campus funds, and preparation of required financial reports.

E. Bear responsibility for personnel administration including employment and termination, wage determination and condition of employment within prescribed policies for all employees except those positions requiring action by the President or the Board, and in those cases he shall make recommendations to the President.













F. Bear responsibility for operation and maintenance of the physical plant, purchase of supplies and equipment, and the maintenance of appropriate inventories and records of real and personal property under the jurisdiction of the campus.

G. Bear responsibility for fund raising, intercollegiate athletics, auxiliary enterprises, community relations and alumni activities.

H. Bear responsibility for cooperating closely with the local higher education commission on all matters pertaining to the applicable campus and strive, where possible within established University System policy, to make the campus responsive to local preferences and priorities.

I. Whenever practicable, attend all meetings of the Board and keep the chairman of the local higher education commission apprised of the schedule of such meetings and of the Board's standing invitation for a representative of the local commission to attend such meetings.

## Sources

-  [August 17 2018 BoT Meeting Minutes](#)
-  [BoT Members](#)
-  [Board of Trustees Bylaws](#)
-  [Board of Trustees Bylaws \(Page 10\)](#)
-  [Board of Trustees Bylaws \(Page 17\)](#)
-  [Board of Trustees Bylaws \(Page 33\)](#)
-  [Code of Laws - Title 59 - Chapter 101 - Colleges And Institutions Of Higher Learning Generally](#)
-  [Code of Laws - Title 59 - Chapter 103 - State Commission On Higher Education](#)
-  [Code of Laws - Title 59 - Chapter 117 - University Of South Carolina](#)
-  [July 19 2019 BOT Meeting Minutes](#)
-  [President Bio](#)
-  [USC President Position Description](#)