

## 7.3

### Administrative Effectiveness

The institution identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved.

### Judgment

Compliant  Non-Compliant  Not Applicable

### Narrative

The University of South Carolina has a well-established, systematic means for on-going planning, budgeting, and assessment for its administrative support services. This process, called the [Blueprint for Service Excellence](#), is a comprehensive plan for identifying expected outcomes for all administrative support units on campus, assessing progress toward achieving these outcomes in accordance with each area's vision, mission, and goals, and providing evidence of progress and improvement based on university and unit goals. In addition to the Blueprint process, the University of South Carolina fulfills external reporting requirements that outline and demonstrate our commitment to continuous improvement.

The primary objective of the Blueprint process is for all administrative units to effectively plan for the future and to assess progress in achieving the desired outcomes in each area. Through this process, administrative units annually summarize their major goals and priorities, outline key initiatives and action plans necessary to achieve those goals, identify specific performance indicators to document and measure progress, and demonstrate the ability to accomplish their stated goals within the budget resources they have been allocated. The process also includes the opportunity to assess annually the effectiveness of past initiatives and provide administrative leaders with feedback to improve effectiveness going forward. At the Executive level, the President works closely with the Vice Presidents to [review each service unit's Blueprint proposal](#), assess past performance and effectiveness, and consider/evaluate each unit's plans for improvement. From these plans, each unit is regularly and systematically assessed against its vision and mission to ensure proper alignment with the overall strategic direction of the University and continuous improvement in the administrative support the unit provides to the institution.

While the Blueprint process provides an effective means for program assessment and effectiveness, it also provides an important opportunity to influence funding decisions as an integral part of the annual budget process. During the annual budget cycle, each unit's funding levels are reviewed and evaluated in light of the unit's vision, mission, and primary goals. Based on the unit's contribution to the mission of the institution, funding levels are evaluated and approved for the upcoming fiscal year. In addition, requests for new funding initiatives are considered in light of their potential contribution to the goals for the unit and alignment with the strategic direction for the institution. Through this [annual programmatic and budgetary review](#) of each area, progress toward previous goals is assessed, evaluation of current and future direction is conducted, and continuous improvement in both quality and effectiveness are ensured.

### Administrative Unit Plans

Access to a broad selection of Administrative Unit plans is available for review on the [University website](#). The University has also provided in this report links to a select number of administrative units for easier review.

#### *Administration and Finance Blueprint*

[FY 2018-2019](#)

[FY 2019-2020](#)

#### *Board of Trustee Office Blueprint*

[FY 2018-2019](#)

#### *Athletics Blueprint*

[FY 2018-2019](#)

[FY 2019-2020](#)

#### *Controllers Office Blueprint*

[FY 2019-2020](#)

#### *Development Office Blueprint*

[FY 2018-2019](#)

[FY 2019-2020](#)

#### *Division of Information Technology Blueprint*

[FY 2018-2019](#)

*Human Resources*

[FY 2018-2019](#)

[FY 2019-2020](#)

*Library*

[FY 2018-2019](#)

[FY 2019-2020](#)

*Office of Provost*

[FY 2018-2019](#)

[FY 2019-2020](#)

*Office of Research*

[FY 2018-2019](#)

[FY 2019-2020](#)

*Division of Student Affairs*

[FY 2018-2019](#)

[FY 2019-2020](#)

At a broader level, the University participates in external reporting initiatives to demonstrate a commitment to continuous improvement. Pursuant to South Carolina state law ([South Carolina Code of Laws, Sections 1-1-810 and 1-1-820](#)), all state agencies are required to submit an agency accountability report (AAR) to the Governor and the General Assembly by September 15 of each year for the previous state fiscal year (July 1 - June 30). This process is managed by the South Carolina Department of Administration's Executive Budget Office. At a minimum, the report must contain the agency's mission, objectives to accomplish the mission, and performance measures that show the degree to which the objectives are being met. A repository of annual agency accountability reports for the Columbia Campus and each of the Palmetto College campuses is available on the [OIRAA website](#).

### **Regional Palmetto College Campuses**

The four regional campuses of the University of South Carolina (Lancaster, Union, Sumter, and Salkehatchie) fall under the authority of the Columbia campus and reside in a central administrative unit known as Palmetto College, headed by a Chancellor and Associate Provost. These campuses are referred to as regional Palmetto College campuses. The campuses exist as part of the University of South Carolina system as denoted in the Board of Trustees Bylaws.

The University of South Carolina is listed as a South Carolina state public university in the [South Carolina Code of Laws, Section 59-101-10](#). The Commission on Higher Education (SC CHE) has regulatory control over all South Carolina public higher education institutions as outlined in the [South Carolina Code of Laws, Section 59-103](#). This regulatory agency recognizes the University of South Carolina Columbia as a research institution, and the Lancaster, Salkehatchie, Sumter, and Union campuses as two-year regional campuses of the University of South Carolina system. The system [Mission Statement](#) provides further clarity to the role these campuses assume, stating how, through the offering of associate's degrees, the campuses contribute to the "... profound relevance, reach, and impact on the people of the state."

As entities of the University of South Carolina system, accredited sites of Columbia, and state agencies, as well as integral entities of their respective communities and service areas, the regional Palmetto College campuses actively participate in multiple, ongoing, integrated planning and evaluation efforts. As accredited sites of Columbia, the campuses adhere to the goals of the Focus 2023 plan, as refined in the recently created (2018) [Palmetto College Focus 2023 Plan](#). This plan represents the results of the central Palmetto College office's charge to operationalize the Columbia "flagship" campus plan at the campus site level. Yearly progress is captured in the [Academic Blueprint for Excellence](#) reports.

As state agencies, the regional Palmetto College campuses produce the annual [State Accountability Reports](#) which allow each campus to align and monitor university, Palmetto College and state of South Carolina goals in order to assure focused effort to serve the state and its citizens. The college and its campuses/units also produce the internal, annual, [Blueprint for Academic Excellence](#) (links for campuses embedded) along with the [Palmetto College Administrative/Service Blueprints](#). Taken together, these multiple reports assure comprehensive examination of academic, student, and other critical services associated with each campus/entity of Palmetto College.

Below you will find coverage of campus-based efforts supporting the overall planning efforts described above. Each campus has a local commission comprised of community stakeholders and campus officials as well as regional Palmetto College campuses [Mission Statements](#), both of which serve to focus the campus on service-area stakeholder needs.

## Lancaster

The University of South Carolina Lancaster is committed to a number of processes by which the campus aligns our educational mission with performance goals in administrative support offices and then reviews campus goals and outcomes for continuous improvement, all geared toward providing efficient service to students and campus stakeholders, including the following:

- annual campus strategic planning and reporting processes, such as the state legislatively mandated annual [State Accountability Report](#) and the internal [Blueprint for Academic Excellence](#) report. Further, the campus has produced the [Lancaster Administrative/Service Blueprint](#) which focuses on critical campus services, with this report serving in complement to the academic blueprint.
- regular reporting to various internal and external agencies, including for example an internal Comprehensive Annual Financial Report, the federal Campus Safety and Security Survey (Clery Act). A list of mandated reports is included in our annual state agency accountability report.
- the University's annual [Employee Performance Management System](#) annual performance review as prescribed in [HR 1.36 Performance Evaluation for Classified and Unclassified Non-Academic Staff](#) in administrative offices allows for supervisors and staff to create department and individual employee goals, to plan their implementation, and to evaluate progress and performance.
- student surveying of support services provided by administrative offices, including surveys of efficiency in visiting support services and surveys of first-generation student needs as supported by various offices.
- faculty committees providing oversight and recommendations, such as the Hiring Priorities Committee, the Library Committee, the Native American Studies Advisory Committee, and the Faculty Organization
- administrative committees providing oversight and recommendations, such as the Dean's Administrative Council with representatives from all campus offices and the Dean's Advisory Council with faculty and administrative team members
- key university and community partnership organizations charged with assisting the university in planning to meet student and community needs, including the following: Lancaster County Commission for Higher Education, Educational Foundation of Lancaster, Lancaster Board of Visitors, and Lancaster Town-Gown Advisory Council

In addition, as discussed in Lancaster's response to standard 7.1, Lancaster aligned its strategic planning goals for 2019-2020 and going forward with the [Palmetto College Focus 2023 Plan](#) based on Columbia's Focus Carolina 2023 Strategic Plan. The 2018 Blueprint discusses campus work identifying administrative support services offices for restructuring formal annual review. Key offices must identify major goals and performance measures and assess progress towards stated goals. Administrative support services currently under consideration for restructured review include facilities, development, finances, human resources, institutional research, security, and IT.

## Salkehatchie

The University of South Carolina Salkehatchie engages in long- and short-term planning in coordination with the main campus in Columbia and Palmetto College (i.e. the FOCUS 2023 plans). Integral to this planning is continual assessment and reevaluation of administrative support services to ensure the satisfaction of students and other stakeholders.

Considerable work in this regard is done in the process of preparing the annual [Blueprint for Academic Excellence](#) report, an internal report on academic unit performance and plans, and the state-agency [State Accountability Report](#), an extensive report required by the South Carolina Budget Office. The Accountability Report provides a detailed description of the university's senior leadership; strategic planning; student, stakeholder, and market focus; measurement, analysis, and knowledge management; faculty and staff focus; process management; and organizational-performance results. Overall, both the Blueprint for Academic Excellence report and the Annual Accountability Report require attention to the structure, quality, and effectiveness of administrative support services, including but not limited to finances, physical-plant enhancements and maintenance, and development. These are important factors in the Palmetto College central office charge to each campus to increase enrollment (a key revenue source) and continually maintain three months' operating revenue. Further, the campus has produced the [Salkehatchie Administrative/Service Blueprint](#) which focuses on critical campus services, with this report serving in complement to the academic blueprint.

Additionally, the University of South Carolina Salkehatchie identifies and annually evaluates outcomes of administrative support services through the university's [Employee Performance Management System](#) annual performance review as prescribed in [HR 1.36 Performance Evaluation for Classified and Unclassified Non-Academic Staff](#), in which supervisors evaluate the performance of classified state employees. Such evaluation is essential to ensuring positive outcomes from all support services.

Key information for assessment of the effectiveness of services provided flows to the administration continually through an online [Student Satisfaction Survey](#). Students are invited to take this survey that includes questions about the performance of personnel in academic advisement, the business office, the financial-aid office, student support services, the library, the bookstore, and the computer labs. Additionally, graduating students take an exit version of the satisfaction survey. Finally, the campus website features an anonymous comment box that is monitored by the campus dean, who acts upon any problems (services-related or otherwise) via appropriate channels. These several avenues of student feedback provide the campus with information needed to maintain commitment to demonstrably effective practices and anticipate and/or react to any deficiencies or inefficiencies in services.

The progress in [annual recruitment and enrollment is tracked](#), and outcomes are benchmarked against [internal enrollment](#)

goals. This includes actual increases in enrollment and new student enrollment, as well as increases in geographically-segmented recruiting areas. Official enrollment figures are gathered from the university's [In-Semester Enrollment Report](#) . Internal goals are measured using monthly application reports and annual new student data analysis.

## Sumter

The University of South Carolina Sumter identifies expected outcomes for the institution's administrative support services on a cyclical basis. Achievement of these outcomes are assessed through a range of integrated processes designed to provide executive decision makers with data informed input to ensure continual improvement of services in these organizational areas. The processes of identifying outcomes, assessing achievement toward those outcomes, and decision making based on the results of those assessments are aligned with the institution's general model of planning and review articulated in Standard 7.1.

They include: annual employee performance review and planning; workings of Faculty and Staff organizations, and other standing institutional committees; workings of a Long Range Planning Committee; workings of an Executive Council interacting closely with key internal and external stakeholders; and annual development of a master strategic plan and a subsequent state fiscal accountability report.

The broadest level of outcome development and assessment of achievement of outcomes, occurs through the development and subsequent assessment of action plans represented in the university's annual [Blueprint for Academic Excellence](#) and data analytic driven assessments of those plans in the annual [State Accountability Report](#). Further, the campus has produced the [Sumter Administrative/Service Blueprint](#) which focuses on critical campus services, with this report serving in complement to the academic blueprint.

The Blueprint articulates and assesses purposive actions taken to ensure continual improvement of structural capacities to achieve Sumter's mission. It is the campus's master strategic plan, reflecting goals, action plans, and achievements aimed at sustaining and improving organizational capacities for: recruitment and enrollment; student retention, success and completion; quality of faculty and curricular; quality of faculty and staff community service; and effective financial management.

The State Fiscal Accountability Report subsequently utilizes data analytics to review and assess outcomes associated with purposive actions articulated in the Blueprint, completing a feedback loop in macro level strategic planning. It also identifies and concisely presents budgetary uses by programmatic categories, statutory and regulatory standards applicable to institutional operations and reporting, and information regarding internal and external stakeholders.

While such annual strategic planning does not always directly address every organizational area providing administrative support services, it almost always addresses broader structural needs directly related the efficacy of these support units. When mission critical needs in administrative support services are identified through planning and review, they are addressed directly in this master strategic planning process.

Other integrated processes support this annual process associated with the Blueprint and the State Accountability Report. They are designed to empower continual self-assessment and data informed decision making for all organization areas, including administrative support services.

This integrated set of processes begins at the individual level with the [Employee Performance Management System](#) annual performance review as prescribed in [HR 1.36 Performance Evaluation for Classified and Unclassified Non-Academic Staff](#). Utilizing the EPMS, supervisors evaluate the performance of classified state employees and plan for improvement in their functional areas.

A key component of EPMS planning and review is the employee's annual planning document. This document is prepared in conjunction with their supervisor, and in alignment with the mission critical functions of the employee's institutional support role. It sets and subsequently assesses employee/supervisor driven goals at the level of day to day operations, providing opportunities for identification of areas of improvement in not just employee performance but in resource availability and organizational capacity.

Faculty and Staff organization committees work with various administrative support services units to identify and assess needs, especially budgetary and physical plant enhancement needs; and when appropriate develop and channel recommendations for action toward resource procurement and enhancements to executive level decision makers.

A Long-Range Planning Committee (hereafter, LRPC) plays a key role in assessing outcomes, and when needed, developing and recommending action plans for improvement to executive decision makers.

The LRPC represents stakeholders across the institutional spectrum. It typically meets every 4-6 weeks and more frequently when needed. On a cyclical basis, planning unit heads in the areas of administrative support services, articulate expected outcomes for their unit, and action plans to achieve those outcomes. Certain actions requiring new budgetary approval or structural change beyond the purview of the planning unit heads are brought to the LRPC. The committee, working with the planning unit heads, develop, and when appropriate, make recommendations to present to executive level decision makers.

Executive level planning and review are especially critical to setting and assessing outcomes in administrative support services. Many of the outcomes in the realm of physical plant and facilities enhancement, financial services, and budgeting priorities are at a level of decision making that by necessity requires a global organizational perspective, strong knowledge of revenue flows, strong relations with external stakeholders, and practical working experience with legally mandated procurement processes associated with work or products coming from vendors external to the institution.

Executive level planning and review processes integrates these various types and levels of input into substantive aspects of the master strategic plan, and to ongoing operational planning designed to ensure continual improvement of institutional capacity to meet USC Sumter's mission. Like all other areas of the organization, continual improvement in administrative support services are key to such institutional capacity.

This work happens through an Executive Council. The Executive Council meets every two weeks. It includes executive level decision makers, the Campus Dean, the Executive Associate Dean of Academic and Student Affairs, and the Assistant Dean for Budget and Finance. It also includes the Chair of the Faculty Organization, the President of the Staff Organization, and the Directors' of Enrollment Management, Admissions, Advising, Human Resources, and Marketing and Public Relations. Along with setting the priorities for macro level strategic planning, the Executive Council reviews recommendations generated through the integrated planning and review process, and when deemed appropriate authorizes working initiatives to implement those recommendations.

All these processes are research based where appropriate. Various metrics and data analytics are embedded at all levels of this integrated process, allowing for data informed, purposive action to achieve and systematically improve the institution's capacity to meet mission objectives.

Performance metrics and budgetary alignments associated with mission objectives are central to the Blueprint and State Accountability Report processes. Supervisors use varied and appropriate measures, both qualitative and quantitative, to evaluate and continually plan for improvement with unit employees. Various planning unit heads utilize survey data and performance-based metrics to plan and assess the efficacy of their units in meeting mission objectives. The LRPC and other planning committees utilize student engagement and satisfaction surveys in their assessments of outcomes and recommendations of action plans for continual improvement to executive leadership.

Metrics associated with facility usage are used to maximize facility capacities and determine needs for future enhancements. Budgetary goals and effectiveness are continually assessed based on best practices and established benchmark and targets. Unit heads that have crossover responsibility with academic and student support services, such as computer services, the business office, bookstore, food services, registrar services, and Alumni Relations area all part of LRPC cyclical assessment processes, utilizing satisfaction and student engagement survey data for assessment; also, for many of these areas student success performances measures play a key role in assessment. At the executive decision-making level, budgetary benchmarking metrics set are by local needs, system policies, and state regulations are utilized for assessment where appropriate.

## Union

The University of South Carolina Union strives to achieve stakeholder satisfaction by providing high quality administrative support services through its administrative support units (Dean's Office, Student Affairs, Business Affairs) and their functions. Satisfaction with these services and their functions (where applicable) are assessed each semester as a part of the Student Evaluation of Instruction (Part V); by the faculty/staff each year via the annual evaluation of the Campus Dean and Associate Dean, respectively; by each individual staff member's supervisor via the [Employee Performance Management System](#) annual performance review as prescribed in [HR 1.36 Performance Evaluation for Classified and Unclassified Non-Academic Staff](#); for each full-time faculty member via the Associate Dean's Annual Administrative Review of faculty; and by the community via regular meetings with the Union/Laurens Commission on Higher Education and the Local Union Partnership Board.

Depending on the particular unit on campus there are certain metrics that are tracked in order to evaluate their progress. In

the Admissions Office, enrollment data are regularly tracked regarding metrics such as number of applications, number of admits, and the resulting yield rate of students who are admitted and then actually enroll in classes. A healthy yield rate and rising enrollments are valuable indicators of the effectiveness of the administrative units on campus as well. In the Business office, the metrics are also watched closely to ensure that the budget remains on track for the year, with adjustments made for each upcoming year's budget after taking into account data from the previous year and the anticipated needs of the campus for the coming year, as indicated by each campus unit.

Each year, the Associate Dean prepares the annual [Blueprint for Academic Excellence](#) report for the campus, which outlines the way in which the campus has, and will continue to, execute each of its primary goals and how those goals align with the mission of the campus and the university. This includes substantial data regarding the impact that the campus and the faculty have had on the community, as well as descriptions of specific achievements tied to each goal and action plans for building upon those successes.

Also prepared yearly is the annual [State Accountability Report](#), an extensive report required by the South Carolina Budget Office. This report provides detailed description of the university's senior leadership; strategic planning; student, stakeholder, and market focus; measurement, analysis, and knowledge management; faculty and staff focus; process management; and organizational performance results.

Further, the campus has produced the [Union Administrative/Service Blueprint](#) which focuses on critical campus services, with this report serving in complement to the academic blueprint.

## Sources

-  [2020\\_libraries](#)
-  [2021 Palmetto College Blueprint](#)
-  [2021\\_prov](#)
-  [Administration and Finance Blueprint FY 18-19](#)
-  [Athletics Blueprint FY 18-19](#)
-  [Athletics Blueprint FY19-20](#)
-  [BOT Finance Year End Review 2019](#)
-  [Blueprint Template 19-20](#)
-  [BoT Blueprint 2018](#)
-  [Code of Laws - Title 1 - Chapter 1 - General Provisions](#)
-  [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](#)
-  [Controllers Office Blueprint FY 2019\\_20](#)
-  [Development Blueprint for Service Excellence FY20](#)
-  [DoIT Blueprint 2018](#)
-  [EPMS Form](#)
-  [FY20-President's Budget Hearings Schedule](#)
-  [Facilities and Transportation Blueprint FY 2019\\_20](#)
-  [Finance Bluepring FY 19-20](#)
-  [HR 1.36 Performance Evaluation for Classified and Unclassified Non-Academic Staff](#)
-  [HR Blueprint FY 19\\_20](#)
-  [HR Budget Hearing FY 18-19](#)
-  [Library Blueprint 2019](#)
-  [Mission Statements](#)
-  [OIRAA Enrollment Report](#)
-  [Office of the Provost Blueprint AY 18-19](#)
-  [Palmetto College Focus 2023 Plan](#)
-  [Purpose and Mission Service Excellence](#)
-  [Research Blueprint FY 18-19](#)

-  Research Blueprint FY 19\_20
-  SAAS Blueprint 2018
-  SAAS Blueprint AY18-19 (Template)
-  SAAS Blueprint FY 18-19
-  SAAS Division Blueprint FY 19\_20
-  Salkehatchie Enrollment Goals
-  Salkehatchie Enrollment Information
-  State Agency Accountability Reports Repository
-  Strategic Planning and Blueprints
-  University Development Blueprint FY 18-19
-  lancaster\_blueprint\_20-21
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