

4.2.b

Board/Administrative Distinction

The governing board:

- b. ensures a clear and appropriate distinction between the policy-making function of the board and the responsibility of the administration and faculty to administer and implement policy.

Judgment

Compliant Non-Compliant Not Applicable

Narrative

The policy-making functions of the governing board and the responsibility of the administration and faculty to administer and implement policy are clearly articulated in the [Board of Trustees Bylaws](#) and in the [Faculty Manuals](#).

[Board Bylaws Article IV](#), Responsibilities of the Board lists 20 responsibilities of the Board, and states:

The Board shall define the mission, role and scope of the University System and each of its major component institutions, shall establish the general policies of the University System, shall lay out the University System's broad program of educational activity, shall approve the budget for the next fiscal year, and shall provide ultimate accountability to the public and the General Assembly.

Organizational Structure

The University's [organizational chart](#) presents a diagram of the administrative structure for operating the University and implementing policies. It shows the President as the CEO of the institution who reports directly to the Board and who is responsible for all units of operation within the University. Senior administrators, with assistance from a broad spectrum of faculty and support personnel, oversee and coordinate the administrative and academic functions of the various units and the day-to-day management of university operations occurs.

[Board Bylaws Article XII Section 2](#), Authority and Duties of the President lists 15 duties of the President, and states:

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.

The [Functions](#) section (page 4) of the [Faculty Manual](#) states:

The Board of Trustees is the governing body of the university, and it delegates to the president and the faculty their powers. The faculties of the Aiken, Beaufort, Columbia, and Upstate campuses, subject to the review of the president and the board, have legislative powers in all matters pertaining to standards of admission, registration, requirements for and the granting of earned degrees, curriculum, instruction, research, extracurricular activities, discipline of students, educational policies and standards of the university, and all matters pertaining to the conduct of faculty affairs, including the discipline of their own members.

Proposals from any academic unit that pertain to the faculty's legislative competency shall be forwarded to the board by the president only after such proposals have been considered by the appropriate faculty committees and shall be accompanied by the legislative judgement of the Faculty Senate or of the University faculty, as appropriate.

As such occasions arise, the faculties shall consider candidates for president and other pertinent academic officers. Through an appropriate committee, the faculty shall communicate its views to the board.

Also, [Appendix I \(page 68\)](#) of the [Faculty Manual](#) provides a description of the administrative organization and the duties of each administrative entity.

[Article IV, Section I](#) of the [Board of Trustees Bylaws](#) also empowers the Board of Trustees to "Elect a President of the University to serve at the will of the Board or for such a term and compensation as the Board may prescribe." [Article IV, Section II](#) of the Board of Trustees Bylaws details the composition of the Presidential Candidate Search Committee and the charge given by the Chairman of the Board to the committee. If acting or interim president be required to fulfill the responsibilities of the presidency, the process described in Article IV Section II shall not apply but such appointment shall be made by the Board on recommendation of the Executive and Governance Committee of the Board.










[Article IV, Section I of the Board of Trustees Bylaws](#) also empowers the Board of Trustees to "Elect a Secretary of the University and of the Board to serve at the will of the Board or for such term and compensation as the Board may prescribe."

[Article IV, Section I of the Board of Trustees Bylaws](#) also empowers the Board of Trustees to "Elect a Treasurer of the University to serve at the will of the Board or such term and compensation as the Board may prescribe."

All other officers of the University are appointed by the President and serve at the pleasure of the President for such terms and upon such conditions as he may deem appropriate.

While the President serves at the will of the Board of Trustees; the President oversees the day-to-day operations of the University. According to the Board of Trustees' Bylaws, the President is responsible for implementing and achieving the policies and goals established by the Board and making recommendations for the modification of those policies and goals. The Bylaws also provide that the Board approve appointments and salaries of principal officials and University officers. These administrative officers receive their policy-making functions as designated by the President.

Sources

-  [Board of Trustees Bylaws](#)
-  [Board of Trustees Bylaws \(Page 12\)](#)
-  [Board of Trustees Bylaws \(Page 13\)](#)
-  [Board of Trustees Bylaws \(Page 31\)](#)
-  [Board of Trustees Bylaws \(Page 33\)](#)
-  [Faculty_Manual_Columbia](#)
-  [Faculty_Manual_Columbia \(Page 12\)](#)
-  [Faculty_Manual_Columbia \(Page 76\)](#)
-  [USC Columbia Organizational Chart](#)