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

SACSCOC Reviewer Comments

Non-Compliance

The institution's response is in violation of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) policy, "Reports Submitted for SACSCOC Review," by including live links in its response and electronic documentation that is not consistently bookmarked, indexed, and searchable.

It is not clear to the Off-Site Reaffirmation Committee how the institution identified administrative units based on its organizational structure. The institution directed the Off-Site Reaffirmation Committee to a live website that presented blueprints for some administrative units. The institution provided some examples in the document itself for two years, however these documents were insufficient to support the institution's case for compliance. The Off-Site Reaffirmation Committee could not determine that the institution identifies expected outcomes and demonstrates the extent to which the outcomes are achieved because the documentation lacked evidence of a consistent, meaningful effectiveness system. For instance, the institution provided the 2019-20 Finance Blueprint as evidence. It was not clear what were the goals of this administrative unit and what was achieved based on these goals.

Campus Response

The Off-Site Reaffirmation Committee identified three primary areas of concern related to standard 7.3 (Administrative Effectiveness). The areas of concern were:

1. <u>Identification of Administrative Units</u>: *"It is not clear to the Off-Site Reaffirmation Committee how the institution identified administrative units based on its organizational structure.."*

2. <u>Sample of Administrative Units Plans</u>: *"The institution directed the Off-Site Reaffirmation Committee to a live website that presented blueprints for some administrative units. The institution provided some examples in the document itself for two years, however these documents were insufficient to support the institution's case for compliance."*

3. <u>Identification of Outcomes, Achievements, Meaningful Effectiveness System:</u> *"The Off-Site Reaffirmation Committee could not determine that the institution identifies expected outcomes and demonstrates the extent to which the outcomes are achieved because the documentation lacked evidence of a consistent, meaningful effectiveness system."*

Identification of Administrative Units

The University of South Carolina Columbia improves administrative support services by engaging in ongoing and systematic outcomes assessment processes. The processes of identifying expected outcomes, assessing the extent to which these outcomes are achieved, and providing evidence of improvement based on analysis of results vary with the size and capabilities of a unit, but all are predicated on a careful analysis of mission and goals that support the attainment of immediate, intermediate, and/or long term objectives.

The administrative structure of the University of South Carolina Columbia consists of ten (10) divisions providing administrative support services to the university community: Communications, Development, Athletics, Administration and Finance, Student Affairs, Academic Affairs, Research, Information Technology, Economic Engagement, and Diversity, Equity and Inclusion. Eight of the ten divisions are led by Vice Presidents that report directly to the President. Economic Engagement and Athletics also report to the President but are led by Directors.

The institutional administrative planning process of the University is spearheaded by the senior leadership of the divisions. The senior leaders of each division determine the administrative units within their respective division that are requested to develop administrative assessment plans. The University of South Carolina Columbia Organization Chart and the Provost Organization Chart are highlighted to show the breadth of administrative units in relation to the organizational structure that were identified by senior leadership to develop administrative assessment templates. Furthermore, these organizational charts depict the reporting lines of senior leadership to the university President. As a result, the administrative assessment model at the University of South Carolina Columbia is a hybrid consolidated selective model.   In other words, some members of senior leadership opt to consolidate administrative assessment at the division level while others require units within their division to conduct administrative assessment.

Sample of Administrative Unit Plans

In the table below, the University of South Carolina Columbia has provided a sample of thirty-three (33) of the sixty-four (64) administrative assessment plan templates. The sample provided is 52 percent of the total plans and representative of six of the ten senior leadership divisions.   The plans cover assessment cycles for FY 2018-19, FY 2019-20, FY 2020-21, and FY2021-2022. The sample administrative assessment templates are a diverse cross-section of the institutional effectiveness administrative infrastructure and demonstrate a commitment to continuous improvement.

Office of the Provost	Template Included in Sample
Center for Teaching Excellence	Template
Center for Integrative & Experiential Learning (CIEL) (formerly USC Connect)	Template
Continuing Education & Conference Services	Template
Diversity & Inclusion	
Global Carolina	Template
Graduate School	Template
Living & Learning Communities	
Capstone Scholars	
Galen Fellows	
Green Quad	
International House at Maxcy College	
Preston Residential College	
McNair Institute for Entrepreneurism & Free Enterprise	
Office of Academic Programs	
Office of Distributed Learning	Template
Office of Institutional Research, Assessment & Analytics (OIRAA)	Template
On Your Time Initiatives	Template
Rhodos Fellows	
Rule of Law Collaborative	
University Advising Center	Template
University Press	
Senior Leadership Division Areas	**Template Included in Sample**
Administration & Finance	
Budget Office	
Bursar's Office	Template
Controller's Office	Template
Facilities (includes University Architect)	Template
Human Resources	Template
Law Enforcement & Safety	Template
Parking and Transportation	Template
Procurement Office	Template
Revenue Contracts	Template
Athletics	
Academic	Template
Compliance	Template
Board of Trustees	

Communications and Public Affairs	
Development	Template
Diversity Equity & Inclusion	
General Counsel	
Government & Military Relations	
Division of Information Technology (DoIT)	Template
Office of Economic Engagement	
Student Affairs*	
Vice President for Research	
Administration and Communication	Template
Information Technology & Data Management	Template
Laboratory Animal Resources	Template
Research Compliance	Template
Sponsored Awards Management	Template
Undergraduate Research	Template
College and Schools	**Template Included in Sample**
Arnold School of Public Health	Template
College of Arts & Sciences	Template
College of Engineering & Computing	
College of Education	Template
College of Hospitality, Retail & Sport Management	Template
College of Information and Communications	
College of Nursing	
College of Pharmacy	
College of Social Work	
Darla Moore School of Business	Template
School of Law	Template
School of Music	
Schools of Medicine	
South Carolina Honors College	
University Libraries	
Total Administrative & Service Units: 64	**Total Sample: 33**

Table 1 Administrative and Service Units

*Note that Student Affairs units are included as part of standard 8.2c *Student Outcomes: Academic and student services*

Identification of Outcomes, Achievements, Meaningful Effectiveness System

At the University of South Carolina Columbia, administrative assessment is an ongoing process that allows the administrative areas of the institution to evaluate and as needed, to improve its services, operations and programs. The administrative units see assessment as being key to ensuring institutional effectiveness.

Administrative Units conducting assessment utilize an administrative assessment template. Units complete eight (8) sections on the assessment template: 1) name of unit, 2) mission of unit, 3) goals (it is recommended that each unit identify at least three goals), 4) link goal to strategic plan, 5) identify outcomes , 6) results, 7) use of results/discussion, 8) provide a summary and relationship to strategic plan.

In the previous section, the university provided examples of administrative assessment templates for thirty-four (34) administrative units. The templates demonstrate that administrative units identify outcomes (recommended at least three) and demonstrate the extent to which outcomes are achieved. As noted above, the plans cover assessment cycles for FY 2018-19, FY 2019-20, FY 2020-21, and FY2021-2022.   Multiple assessment cycles are provided to demonstrate that the university's assessment system is consistent and meaningful.   The primary objective of the administrative assessment templates is for all administrative units to effectively plan and assess progress in achieving the identified outcomes in each area. Through this process, administrative units demonstrate the ability to accomplish their stated outcomes. The process also includes a link to the institutional strategic plan. During fiscal year 2018-19 and fiscal year 2019-20, administrative assessment plan authors linked their unit plans to institutional pillars of the strategic plan called *Focus Carolina*:

- Educate the thinkers and leaders of tomorrow

- Assemble and support a world class faculty
- Spur innovation, creative expression and community engagement
- Build inclusive and inspiring communities
- Achieve recognized institutional excellence

In June of 2020, the USC Board of Trustees approved a new strategic plan, *A Path to Excellence*. As a result; during fiscal year 2020-21 and fiscal year 2021-22, administrative assessment plans are linked to the new institutional priories in the strategic plan:

- Recruiting and retaining the best students
- Recruiting a World-class faculty and staff
- Providing Outstanding research
- Increasing diversity
- Creating an Integrated and interoperative system
- Building Community partnerships
- Providing an Excellent infrastructure
- Win with character

At the Executive level, the President works closely with the Vice Presidents/Director to review administrative units and assess performance and effectiveness. Unit plans are systematically assessed against its mission to ensure proper alignment with the overall strategic direction of the university and ensure continuous improvement in the administrative support the unit provides to the institution.

During the annual budget cycle, each unit's funding levels are reviewed and evaluated considering 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 based upon 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.

Moving Forward

Since its last reaffirmation, the University of South Carolina Columbia has continued to enhance its annual planning and assessment activities, which has led to improvements to its institutional effectiveness processes. The improvement of the assessment process has resulted in the university community being better able to identify expected outcomes, assess the extent to which it achieves those outcomes, and provide evidence of improvement.   As administrative effectiveness continues to evolve it will result in the development of new policies, best practices and ongoing review of institution processes and procedures.

The Office of Institutional Research, Assessment, and Analytics will continue to provide assessment process education, oversight and coordinate assessment and evaluation of all administrative units and educational programs. Additionally, the office will provide support and assistance in five essential areas: 1) professional development workshop opportunities to support planning, assessment and evaluation activities, 2) consultations and feedback, 3) research support (survey development, data analysis, focus group, etc., 4) technical support of assessment software, and 5) assessment resources and an institutional effectiveness guide.

Sources

- 7.3 Administrative Effectiveness
- A Path To Excellence Strategic Plan
- Academic Unit Assessment Summary ASPH
- Academic Unit Assessment Summary CAS
- Academic Unit Assessment Summary COE
- Academic Unit Assessment Summary DMSB
- Academic Unit Assessment Summary HRSM
- Academic Unit Assessment Summary LAW
- Academic Unit Assessment Summary MUSIC
- Administrative Assessment Template
- Advising
- Athletics - Academic
- Athletics - Compliance
- Center for Integrative & Experiential Learning (CIEL)
- Center for Teaching Excellence
- Continuing Education and Conferences
- DAF - Bursar with attachments
- DAF - Controller with attachments
- DAF - Facilities
- DAF - Human Resources
- DAF - Law Enforcement and Safety
- DAF - Parking and Transportation
- DAF - Procurement
- DAF - Revenue Contracts
- Development
- Distributed Learning
- Division of Information Technology
- Focus Carolina
- Global Carolina
- Graduate School
- OIRAA
- OIRAA Administrative Assessment Summary Template
- On Your Time Initiatives
- Provost Office Organizational Chart
- USC Columbia Organizational Chart
- VPR Admin and Comm
- VPR IT and Data Mgmt
- VPR Lab Animal Resources
- VPR Rsh Compliance
- VPR Sponsored Award Mgmt
- VPR UG Research