



South Carolina's Flagship University

Institutional Assessment and Compliance

Principles of Accreditation

SACS Home

Committees

Compliance Table

Quality Enhancement Plan

Supporting Document Index

- Alphabetical
- By Standard

Focused Report

Core Requirement 2.11.2

The institution has adequate physical resources to support the mission of the institution and the scope of its programs and services. Physical Resources (Capital Planning)

Judgment: Compliant**Response:**

The University of South Carolina serves more than 28,000 students at the Columbia campus and more than 43,000 students system-wide. With over 12 million square feet of facilities in 205 buildings on the Columbia campus, the institution has considerable physical resources to oversee and manage to support the mission of the institution and the scope of University programs and services. The University ensures that it has the appropriate assets to support the institution through the use of effective facilities planning processes and through the administration of a structured and integrated capital planning process.

The University maintains and updates a comprehensive **Campus Master Plan** that directly ties facilities and other physical resource needs to the strategic priorities of the institution. The University has had a Campus Master Plan in place since 1994, with amendments in 1997, 2003, 2005, 2007, and 2008. Believing that a comprehensive review of the Master Plan was needed, the University contracted with Sasaki and Associates in 2008 for a complete revision and update to the plan. This extensive and comprehensive process was completed in 2010, resulting in a completely updated Campus Master Plan that provides a more current view of the campus and its long-range needs, reflects priorities established by the Board of Trustees and University Administration, and incorporates the University's long-range plans and focus in light of its mission. This plan guides University infrastructure development, reflects the vision for the next 30 years, and will continue to guide the planning and prioritization of capital improvements and new construction.

Additionally, the **USC Design Guideline** [**Warning: very slow loading document**] was developed in 2008 to set standards for design throughout the campus. This guideline establishes strict design parameters for green and public spaces, streets and parking, character and scale, space and architectural definitions, and material for all campus spaces. This guideline, which is provided to all architectural and engineering firms that are designing on-campus projects, helps ensure that any changes to physical resources are designed and built in a consistent manner. Another tool the University employs to control its physical resources is an up-to-date **Facilities Inventory** for all land and buildings on the Columbia campus. Through this inventory and other facility records, the University tracks information on all owned and leased properties. To ensure the accuracy of the data, Facilities Department staff members conduct an annual inspection of the inventory to document the space use and type.

In addition to a comprehensive Campus Master Plan, the University has a structured and integrated capital planning process that ensures capital investments reflect the highest institutional priorities and sound financial management practices. To fulfill its mission, the University of South Carolina, including the Senior and Regional Campuses, makes on-going strategic capital investments in academic, research, student life, athletic, housing, parking and other plant facilities using an appropriate mix of funding sources including state capital improvement bonds and appropriations, state institution bonds, revenue bonds, internal reserves, and private giving.

The University's capital planning process has a two-fold purpose: 1) to define procedures that systematically set priorities and thoroughly consider the University's capital needs; and 2) to ensure the appropriate mix of funding sources and provide guidance on the strategic use of debt. Capital assets are an integral component of the University and should be developed and preserved accordingly. Debt is a valuable source of capital project financing, and the amount of debt incurred affects the financial health of the University reflected in its credit rating. All activities related to project approval, construction, renovation, and major maintenance of the University's capital assets are subject to the **Capital Planning Policy**.

In accordance with the Capital Planning Policy, all capital planning activities are overseen by a broadly representative Capital Planning Committee (CPC), and are fully integrated with other University strategic planning activities. The Vice President for Finance and Planning, through the role as co-chair of the Capital Planning Committee, is responsible for integrating capital planning throughout the University's strategic planning process.

In accordance with the **USC Faculty Manual** (page 64), the CPC advises the President on all capital matters. The voting members of the CPC are the Provost and the Vice President for Finance and Planning (who serve as co-chairs), the Vice President for Research and Graduate Education, the Chief Facilities Officer, the Vice President for Student Affairs, and a representative of the Council of Academic Deans. The Student Government President and the Chair of the Faculty Senate serve as non-voting members. To assist the CPC, the Capital Operations Planning Subcommittee (COPS) has been established and is made up of senior staff members designated by CPC co-chairs. One of the initial responsibilities of the CPC was the development of the **long-term Capital Plan**, and one of the primary, on-going responsibilities is to keep this plan up-to-date. The Plan is developed based on requests from within the University, and presented to the Board of Trustees each year for consideration and approval.

The Plan also serves as the basis for the preparation of the **State's Capital Permanent Improvement Plan** (CPIP), which is due to the Commission on Higher Education (CHE) on March 1st of each year.



SEARCH

 USC THIS SITE

While the Plan is developed with a 30-year timeframe, its primary focus is on the upcoming five years, including information related to approved permanent improvement projects, projects under consideration and review, and funding sources for each planned and approved capital expenditure. Years 6 through 30 of the plan include known financial information (e.g., debt service schedules) and reasonably estimated additional financial information (e.g., tuition revenue and facilities maintenance expenditures).

The University considers capital requests as academic and administrative units submit proposals to the Capital Planning Committee during the strategic planning process in the spring of each year. Through these avenues ([Blueprint for Academic Excellence](#) and [Blueprint for Service Excellence](#)), the University ensures that the physical resource needs of every academic, student support, and administrative unit are evaluated and considered. While operating budget requests submitted in the spring are considered by the Board in June of each year, capital projects are considered by the CPC over the course of the summer and fall and presented to the Board for consideration the following February. Based on the capital requests, the CPC prioritizes these needs in accordance with structured criteria that consider the project's relationship to the mission of the institution, funding requirements (both construction and incremental operating), consistency with the Campus Master Plan, and available financing options. The President can approve projects less than \$250,000, and Board of Trustees must approve projects greater than \$250,000. For most projects above \$500,000, the Commission on Higher Education, the legislature's Joint Bond Review Committee, and the State Budget and Control Board must grant their approval, as well.

In addition to projects considered as a part of the Annual Capital Plan, interim capital needs of the University are considered by the CPC. In these cases, units submit the proposed project to the CPC for consideration. The CPC meets on a periodic basis to review the Plan and consider any interim project requests. The meetings of the CPC are coordinated with the meetings of the Board and other regulatory state agencies so that projects can be reviewed and approved as efficiently as possible. Projects considered through this process must have specifically identifiable sources of funds to complete the project prior to being submitted. As these projects are submitted to the Board for approval, they are described within the context of the Annual Capital Plan and the related 30 year timeframe.

The University has two funds that are used for deferred maintenance projects - the Institutional Capital Project Fund (ICPF) and Renovation Reserve Fund. The ICPF is generated from excess debt service for state institution bonds. Renovation reserves are funds earmarked from student tuition collections. On an annual basis, the CPC considers and approves an annual plan for the use of these funds as a component of the Annual Capital Plan. Projects included in these plans will be prioritized by the Committee and completed based on the availability of funds. University units wishing to have projects funded with one of these sources must submit their request by October 1st of each year.

In addition to the Capital Project approval process, the CPC oversees the allocation of University space and makes recommendations to the President for consideration. University units that have space related needs will submit those requests to the Provost or Vice President for Finance and Planning by October 1st of each year. The CPC considers each unit's request, consults with the Registrar's office where appropriate, and makes recommendations to the President for changes in the allocation of space in use across the campus.

The University extends beyond its brick and mortar campuses through distance learning and other away from campus activities. The educational success of distance learning and other away from campus activities—as well as on campus activities—very much depends on the availability of a robust technological infrastructure, which is maintained, staffed, and updated to assure that the technological platform necessary for distance learning and other research, teaching, and service activities is readily available. The [Blueprint for Service Excellence](#) developed by the Office of Information Technology is an evolving strategic plan, which focuses on technology availability and service issues. While this strategic planning for technology focuses broadly on the technology needs of the University as a whole, the [Distance Learning White Paper](#) addresses technological integration with teaching in support of student learning. In addition to quality assurances related to technology and distance learning, the Distance Learning White Paper proposes a strategic initiative directed at a seamless connection between the technological infrastructure and learning. As outlined in the [Distance Education 5-year Plan](#), the Vice Provost and Director of Distance Learning is charged with the data collection, analysis, and action that is reflected in the annually updated Distance Learning Plan as well as bringing together various parties of interest from the Office of Information Technology, the Center for Teaching Excellence, the academic units with distance learning offerings, and University administration to assure that high quality courses are provided to distance learning students.

Currently, the primary University-wide technological platforms for distance learning are [Blackboard](#) and [Adobe Connect/Adobe Presenter](#). Courses and individual support are provided by staff of the [Office of Information Technology](#) and the [Center for Teaching Excellence](#). Individual academic units utilize supplementary technological platforms such as [Camtasia](#) and [Telepresence](#) to meet their particular distance learning course development and delivery needs. Data collected from the distance learning academic units, students, and faculty as summarized in the [Distance Learning White Paper](#) point to the overall satisfaction and success of the current technological infrastructure with suggestions for improvements and future development.

[\[BACK TO TOP\]](#)

Supporting Documentation:

Description	Source
Board of Trustees	Building and Grounds Committee Board Planning Retreat Review of Capital Projects (pp 29-36) Approval of Capital Projects and use of ICPF Funds
Campus Master Plan	https://sharepoint.sc.edu/sites/uts/public/Public Library/USC Campus Master Plan.pdf

	USC Design Guideline
Capital Planning Committee (CPC)	Composition – Faculty Manual (p. 63) Capital Planning Policy 30 Year Capital Plan CPC Meeting Minutes - I CPC Meeting Minutes - II
State's Capital Permanent Improvement Plan	Statute (SC Code of Laws 2-47-55) Instructions to State Agencies and Institutions Form for Submitting Projects
Facilities Department	Main Web Site Organizational Chart Facilities Planning and Construction Facilities Operations and Maintenance Business and Finance and Human Resources Service Request System Facilities Inventory
University Processes	Capital Project Approval Process Blueprint for Academic Excellence Blueprint for Service Excellence
Distance Learning	
White Paper	http://ipr.sc.edu/pdf/evaluations/DistLrn5YrPlan.pdf
5-Year Plan	http://ipr.sc.edu/pdf/evaluations/DistEd5YrPlan.pdf
Blackboard	http://blackboard.com/
Adobe Connect	http://www.adobe.com/products/acrobatconnectpro/?promoid=BPDEA
Office of Information Technology	http://www.sc.edu/technology/
Center for Teaching Excellence	http://www.sc.edu/cte/
Telepresence	http://www.cisco.com/en/US/netsol/ns669/networking_solutions_solution_segment_home.html
Camtasia	http://www.techsmith.com/camtasia.asp?gclid=CNHn5_fa3KICFRScnAodmkVTLQ

[\[BACK TO TOP\]](#)

[RETURN TO TOP](#)

[USC LINKS:](#)

[DIRECTORY](#)

[MAP](#)

[EVENTS](#)

[VIP](#)

[SITE INFORMATION](#)

Columbia, SC 29208 • [Phone](#) • [Email](#)

© University of South Carolina Board of Trustees