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Comprehensive Standard 3.11.3

The institution operates and maintains physical facilities, both on and off campus, that appropriately serve the needs of the institution's educational programs, support services, and other mission-related activities. (Physical Resources)

Judgment: Compliant

Response:

System/Columbia

The University of South Carolina is committed to operating, maintaining, and continually improving facilities that meet the current and long-term needs of the institution. To do so, physical facilities are operated and maintained through a comprehensive Facilities management program that includes planning, design, construction, maintenance, and operations. The institution ensures that its facilities serve the needs of the educational and research programs, support services, and other mission-related activities through the use of effective planning processes and programs that regularly consider the needs of the entire campus.

The University of South Carolina is the oldest continuously operated, publicly-funded University in the United States. With 54 facilities on the National Register of Historic Places, protecting this heritage is important to retaining the campus character. The average age of the facilities on the Columbia campus is 48 years. Approximately 6 million square feet (MSF) of Education and General (E&G) facilities are maintained by the Facilities Department, whose funding is provided by an allocation from the University's central administration, which generates approximately \$13.8M, or \$2.26 per SF. There are five energy plants producing steam and chilled water, and the Facilities Department is responsible for the distribution of high voltage electrical power, water, wastewater, and storm water. Our total energy expenditures are approximately \$27.5M annually.

The **Facilities Department** is the primary organization responsible for overseeing and maintaining the facilities and grounds on the Columbia campus, with responsibility for the planning, design, construction, renovation, repair, and on-going (both routine and preventive) maintenance for much of the Columbia campus. The mission of the Department is to create and maintain a space for people to learn, live, work, and play and is comprised of four divisions - Facilities Planning & Construction, Facilities Operations and Maintenance, Facilities Business & Finance, and Facilities Human Resources. These areas are staffed with professional engineers, architects, craftsmen, business support staff, and administrative experts.

Facilities Planning and Construction provides USC system-wide project programming, design, and management services. The unit also manages Campus master planning, Comprehensive Permanent Improvement Projects, CHE reports, contract administration, real property leases, and the system space inventory. Interior design services, campus signage, and landscape architecture services are also managed by this area.

Facilities Operations and Maintenance ensures that the facilities on the Columbia campus are in effective operating condition and are maintained to meet the academic and service needs of the campus. Facilities Operations and Maintenance manages small improvement projects with in-house construction crews and responds to maintenance service requests (approximately 25,000 in FY 2009-10). The unit also works to address the deferred maintenance needs of the campus within available funding. The University's extensive energy conservation initiatives and energy management activities are managed through this area, which also is charged with maintaining the appearance of the University landscape. This area is organized into six primary units to support the facilities across campus:

- **Maintenance Services** – electrical, plumbing, welding, roofing, carpentry, painting, locksmith, engine repair, and HVAC support is all provided by this area.
- **Energy Services** – managing and supporting a Biomass and traditional Energy plants, automated building controls, steam crews, and general utility account management.
- **Building Services** – new construction for in-house projects, to include carpentry and electrical services.
- **Environmental Services** – recycling, pest control, and herbicide/pesticide application.
- **Landscape Services** – arborist, horticultural, irrigation, and grounds/turf management services.
- **Custodial Services** – custodial, janitorial and cleaning support services to the campus.

These areas have responsibility for cleaning and maintenance, building renovations, new construction, roof repair, elevator maintenance, fire alarm systems, environmental controls, fire protection systems, campus key and lock services, metal fabrication, historic preservation repairs, waste management, utility production and distribution, energy conservation, special event support, and emergency response.

This area also allows customers to **place requests for services** through an on-line Facilities Management Information System (FAMIS), which receives and acknowledges requests for services and routes requests to the appropriate service area. Maintenance requests are then prioritized according to severity of need. Emergency work is dispatched directly to the shops for immediate response, and routine work is prioritized and forwarded to the shops for scheduling.

The **Business and Finance and Human Resources** areas support the service units by providing budget reporting, procurement services, computer and technology support, stores operation, and vehicle support, along with effective HR practices to support Facilities management and employees.



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University Housing Facilities Management Department manages the construction, renovation, custodial and maintenance services for residence halls on campus, with 6,507 beds in 26 dorms located across the campus. A **comprehensive staff** supports this area, which is structured to provide quick resolution of facilities-related issues that arise through an **on-line trouble reporting system** that ensures needs are immediately identified and problems are addressed in priority order. While this area operates independently from the Facilities Department, both areas partner together to meet the needs of resident students through shared responsibility for major construction projects, coordinated long-range planning efforts, and other assistance on an as-needed basis.

The University also maintains extensive policies to give academic and service departments a clear process for maintenance and facilities support activities. Policies for **Customer Service, Building Management and Maintenance**, and **Landscaping and Environmental Services** provide clear processes for helping ensure that departments across campus work closely with the Facilities Department to keep facilities clean and in working order.

To ensure that our physical facilities meet both the current and future needs of the University, we have a comprehensive **Campus Master Plan** that identifies long-range facilities needs and priorities in accordance with the University's mission. When the University contracted with Sasaki and Associates to update the University's Campus Master Plan, representatives from Sasaki conducted extensive interviews with Vice Presidents, Deans, the Capital Planning Committee, Student Government Leadership, City of Columbia planning officials, and local neighborhood associations to identify the needs of various constituents across campus. Through this process, the most recent Master Plan has concluded that the institution's current and planned facilities are adequate to meet the needs of educational programs and support services in light of the University's mission. In addition to these aggregate, institutional level planning processes, individual work units make their requests for space and renovation needs through the Annual Blueprints for **Academic Excellence** and **Service Excellence**.

USC is also committed to regularly evaluating specific programs in light of their facility needs and making improvements in light of University goals. For example, in 2008, it was determined through an accreditation application process and a subsequent **external program review** that the facilities supporting our Dance program were not adequate to support the goals of this program. In light of these findings, a capital project request was initiated and approved through the Capital planning process and a **new facility** was constructed to meet the program's needs in light of the University's mission. Many other facilities have been constructed on campus in light of an evaluation of specific needs of the institution.

In addition to the Master Plan, we have a comprehensive capital planning process that considers the needs of all academic and administrative units and prioritizes them through the **work of the Capital Planning Committee**, which has broad academic and administrative representation. To further ensure our ability to match resources with the University's facilities needs, we have developed and implemented a **30-Year Capital Plan**, which outlines all of the University's facilities-related bonded indebtedness and capacity for future growth. Through this extensive planning process, we ensure that the University considers the long-range needs of the University and has the funds/resources available to meet those needs.

Lancaster

As a result of its strategic planning efforts (referred to as the **Blueprint for Academic Excellence**) as well as its Master Plan **Vision**, USC Lancaster developed a comprehensive **Master Plan** which sets forth the building needs of the campus as enrollment continues to grow and as demand for public service expands.

The current campus configuration has facilities to address every facet of our mission except athletics programs. For athletics programs, the campus has cooperative agreements for use of area baseball and soccer fields. Those agreements address both use and maintenance.

USCL Facilities Management maintains routine mechanical maintenance schedules for on-campus buildings. Seasonal grounds-keeping schedules are likewise followed.

A deferred maintenance project list was recently drafted and is being addressed and budgeted. The current capital projects budget is equivalent to about 9% of the annual operating budget and is used to fund building improvements and is held as a contingency fund for emergency repairs. The campus also prepares an annual Capital Permanent Improvement Plan requesting funding for major renovations and new construction.

The **Educational Foundation of USCL** is the driving force behind the 50th Anniversary Campaign. That campaign has accumulated \$2M in pledges toward a proposed new \$6M classroom building. The campus is also actively seeking funding for a new health services building.

Salkehatchie

The University of South Carolina Salkehatchie strives to consistently maintain and improve its physical facilities according to the development of its campus master plan to meet the educational and support service needs of its constituents. The maintenance staff constantly monitors the operation of facilities, both on and off campus, to ensure that responsible decisions are made for construction, renovation, and repair.

Facilities

The West campus has 12 buildings that provide adequate facilities for the approximately 300 FTE students enrolled each semester. The buildings house classrooms, science laboratories, libraries, computer laboratories, offices for faculty and staff, bookstores, faculty and student lounges, and other facilities. Also on campus are a conference center, a soccer field, a softball field, and a baseball field. Off campus, USC Salkehatchie has a theatre and a general-events building ("The Hut").

The East campus has five buildings that provide adequate facilities for the approximately 300 FTE students enrolled each semester. The buildings house classrooms, science laboratories, libraries, computer laboratories, offices for faculty and staff, bookstores, faculty and student lounges, and other facilities. Also on campus are a gymnasium and an outdoor classroom.

The **Master Plan** anticipates future expansion needs on both campuses.

Routine and Preventive Maintenance

USC Salkehatchie possesses various routine and preventive maintenance plans that cover many aspects of its facilities. There are seasonal maintenance plans in place for all HVAC systems and lawn maintenance equipment, while standing contracts are in place for pest and termite control. Vehicle maintenance is another area where preventive 1st echelon maintenance on vehicles, vans, and our one bus are conducted with USC Salkehatchie maintenance personnel, and 2nd echelon maintenance is provided through local automobile repair shops and dealerships.

A standing list of deferred maintenance is reviewed each year and is ranked in order of priority based on funds available and recommendations made to the Dean by the Executive Council. In order to determine facility requirements for its educational programs, a planning group in the **USC Columbia Facility Services** office annually reviews USC Salkehatchie's infrastructure to assess student capacity in relation to student demand. In cases where off-campus facilities are required, USC Salkehatchie may access local infrastructure owned through the **Western Carolina Higher Education Commission** for events, programs and educational endeavors.

Sumter

The University of South Carolina Sumter strives to consistently maintain and improve its physical facilities according to the development of its campus master plan to meet the educational and support service needs of its constituents. The maintenance staff constantly monitors the operation of facilities, both on and off campus, to ensure that responsible decisions are made for construction, renovation, and repair.

Facilities

USC Sumter maintains eight building for educational and administrative purposes for the approximate 850 FTE enrolled each semester. The buildings house classrooms, science laboratories, libraries, computer laboratories, offices for faculty and staff, bookstores, faculty and student lounges, and other facilities. Also on campus are a conference center, a soccer field, a gymnasium, and a baseball practice field.

The **Master Plan** anticipates future expansion needs.

Routine and Preventive Maintenance

USC Sumter possesses various routine and preventive maintenance plans that cover many aspects of its facilities. There are seasonal maintenance plans in place for all HVAC systems and lawn maintenance equipment, while standing contracts are in place for pest and termite control. Vehicle maintenance is another area where preventive 1st echelon maintenance on vehicles, vans, and our one bus are conducted with USC Salkehatchie maintenance personnel, and 2nd echelon maintenance is provided through local automobile repair shops and dealerships.

A standing list of deferred maintenance is reviewed each year and is ranked in order of priority based on funds available and recommendations made to the Dean and the Executive Committee, by the Associate Dean of Administrative and Financial Services.

In order to determine facility requirements for its educational programs, a planning group in the **USC Columbia Facility Services** office annually reviews USC Sumter's infrastructure to assess student capacity in relation to student demand. In cases where off-campus facilities are required, USC Sumter may access local infrastructure owned through the Mid-Carolina Commission for Higher Education for events, programs and educational endeavors.

Union

USC Union is committed to providing a physical environment that effectively serves the overall campus mission, its academic programs, and all of its supporting services. The University strives to continually improve its facilities to meet the needs of its students, faculty, staff, and visitors. Improvements in facilities are guided by the **Deferred Maintenance Plan**. New facilities are planned in the **Master Plan**. These plans are a function of collaboration between all segments of the University and the Union/Laurens Commission on Higher Education. The physical facilities of the USC Union campus at the Laurens County Higher Education Center are maintained through a yearly lease agreement with Piedmont Technical College.

Supporting Documentation:

| Description | Source |
|----------------------------------|---|
| Departments | |
| Facilities Department - Columbia | http://www.facilities.sc.edu/ |

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|---|---|
| Facilities Dept - Lancaster | http://usclancaster.sc.edu/facilities/index.html |
| Planning and Construction | http://www.cpc.sc.edu/ |
| Operations and Maintenance | http://www.facilities.sc.edu/services.asp |
| Environmental Services/ Landscape Services | http://www.facilities.sc.edu/LESmain.asp |
| Custodial Services | http://www.facilities.sc.edu/CSmain.asp |
| Requests for Services | http://www.facilities.sc.edu/Login.aspx |
| Administrative Services | http://www.facilities.sc.edu/ASmain.asp |
| University Housing Facilities | http://www.housing.sc.edu/maintenance.asp |
| Management Department | |
| Housing Staff | http://www.housing.sc.edu/staff_fmms.html |
| Online Reporting System | http://www.housing.sc.edu/fixx.asp |
| School of Medicine Facilities Management | http://facilities.med.sc.edu/ |
| Facilities Organizational Chart | https://sharepoint.sc.edu/sites/uts/public/Public%20Library/Facilities%20Department%20Org%20Chart%204-30-10.pdf |
| Policies, Plans, and Evaluation | |
| Policies | |
| Customer Service | http://www.sc.edu/policies/fcmn203.pdf |
| Building Management and Maintenance | http://www.sc.edu/policies/fcmn106.pdf |
| Landscaping and Environmental Services | http://www.sc.edu/policies/fcmn209.pdf |
| Architectural and Engineering | http://www.sc.edu/policies/fcmn100.pdf |
| Leasing of Real Property | http://www.sc.edu/policies/fcmn103.pdf |
| Master Plans | |
| Columbia | https://sharepoint.sc.edu/sites/uts/public/Public%20Library/USC%20Campus%20Master%20Plan.pdf |
| Lancaster | http://usclancaster.sc.edu/planning/USCL_Final%20Master%20Plan%20Report_092308.pdf |
| Salkehatchie | http://uscsalkehatchie.sc.edu/SACS/MasterPlan.doc |
| Sumter | http://ire.uscsumter.edu/homey/USC_Sumter_Campus_Master_Plan.pdf |
| Union | http://uscunion.sc.edu/about/inst_repts.html |
| Strategic Planning | |
| Academic Excellence | |
| Columbia | http://www.sc.edu/provost/divisionstrategic.shtml |
| Lancaster | http://usclancaster.sc.edu/planning/ |
| Service Excellence | http://busfinance.admin.sc.edu/strategic.shtml |
| Vision - Lancaster | http://usclancaster.sc.edu/planning/Vision_board_11x17_final.pdf |
| Other Plans | |
| 30-Year Capital Plan | https://sharepoint.sc.edu/sites/uts/public/Public%20Library/30%20Year%20Capital%20Plan.pdf |
| Deferred Maintenance Plan – Union | http://uscunion.sc.edu/about/inst_repts.html |
| Evaluation | |
| New Facility | http://www.sc.edu/news/newsarticle.php?nid=164 |
| Committees, Foundations, Commissions | |
| Work of the Capital Planning Committee | http://trustees.sc.edu/minutes/comm-min/B&G_02112010.pdf |
| Educational Foundation of USCL | http://usclancaster.sc.edu/foundation/index.html |
| Western Carolina Higher Education Commission | http://www.scstatehouse.gov/code/t59c057.htm |

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