

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)**

The Off-Site Review Committee noted that USC enrolls more than 28,000 students at the Columbia campus and more than 43,000 students system-wide. The institution has over 12 million square feet of facilities in 205 buildings on the Columbia campus. While USC has extensive planning processes, the institution has not provided evidence that the current physical resources at each campus are adequate. As part of the review the On-Site Review Committee should confirm the individual statements from the regional campuses.

In its Focused Report, the institution provided information concerning its physical resources for teaching and research. It reported three metrics used to indicate the adequacy of its physical resources for teaching purposes at the Columbia and four regional campuses: a capacity/enrollment ratio; assignable square footage per FTE student; and average weekly hours of instruction in classrooms. It also provided the amount of non-class research space available per \$1 million of organized research expenditures at the Columbia campus, the only campus of the five for which a research metric applies. To judge the adequacy of the institution's physical resources, the metrics used by the South Carolina Commission on Higher Education were also provided. Each institution's values for these metrics indicate that the Columbia campus and the regional campuses generally have adequate physical resources to support their teaching and research (as appropriate) missions.

In addition, master plans for the Columbia and regional campuses were provided as well as the funding process for construction and preventive and deferred maintenance. The processes in place to determine physical resources needs and the adequacy of those resources appear to be satisfactory, and the leadership of the University is encouraged to be ever diligent in ensuring that the mission of each campus is fully supported by their physical resources.

3.11.1 The institution exercises appropriate control over all its physical resources. **(Control of physical resources)**

The University has several methods of control over its physical resources. With regards to facilities, there are three levels of approval authority depending on the scope of the project. The President has delegated authority for any projects equal to or less than \$250,000. For projects greater than \$250,000 but less than \$500,000, the USC Board of Trustees is the final approval authority. Projects greater than \$500,000 must go through a six step process including the University Board of Trustees, the state's Commission on Higher Education, and the State Budget and Review Board.

The University Board of Trustees provides general oversight with its Building and Grounds Committee. In accordance with the Board's By-Laws, the Committee reviews and recommends matters related to the design and location of new facilities, the renovation of existing facilities, and the naming of facilities to the full Board. The University maintains a current, up-to-date Facilities Inventory. The University has a written policy and process for the Establishment of Permanent Improvement Projects.

***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 facilities)**

USC's Facilities Department is responsible for overseeing and maintaining physical facilities. The services provided include maintenance, energy, building support, environmental (recycling and pest control), landscape, and custodial. The campus master plan was recently updated in 2010 and involved many internal and external constituents including the deans, student government leadership, City of Columbia planning officials, and local neighborhood associations. The University has also recently created a 30-year capital plan which analyzes the university's debt capacity for future growth.

There is a well defined process for departments to request space and renovation needs through the annual *Blueprint* process which is integrated as part of the strategic planning process.

The University also provided evidence of routine and preventive maintenance plans and efforts at its various campuses.

From planning and construction to maintenance and management, they seem to have a strong organization.

The On-Site Review Committee conducted interviews and tours and reviewed pertinent documentation in support of the institution's case for compliance and sustained the Offsite Reaffirmation Committee's findings.