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Comprehensive Standard 3.1.1

The institution has a clear and comprehensive mission statement that guides it; is approved by the governing board; is periodically reviewed by the board; and is communicated to the institution's constituencies.

Judgment of Compliance: Compliant

Response:

As a multi-campus institution, the University of South Carolina relies on mission statements for the [University System](#), its flagship [Columbia campus](#), and the regional campuses ([USC Lancaster](#), [USC Salkehatchie](#), [USC Sumter](#), and [USC Union](#)) to guide and direct actions and policies relating to the institution's primary functions of teaching, research, creative activity, and service. The statements address the unique role played by each campus to support higher education in South Carolina higher education, the types of programs and degrees offered, and state the role of distance education at each campus. Service is also described in each mission statement, and the Columbia and System mission statements address research.

The University's mission statements are disseminated to the University's constituencies through various campus publications including the [President's website](#), The [Columbia website](#), the University section of the [Bulletins](#), the online [Fact Book](#), and regional campus websites ([Lancaster](#), [Salkehatchie](#), [Sumter](#), and [Union](#)).

All mission statements guide the strategic planning process for each campus, and offer direction for the [President's Annual Report](#) to the Board of Trustees. Through the annual [Blueprint for Academic Excellence](#) for all academic units and [Blueprint for Service Excellence](#) for service units, every academic and service unit articulates a vision and mission that aligns with the University's vision and mission. Based on each unit's vision and mission, the area establishes goals that are consistent with Focus Carolina and produces a specific plan for key initiatives to meet these goals. This annual process is a well-established, systematic means for on-going planning, budgeting, and assessment. Through this process, each academic and administrative unit assesses their progress toward past goals and initiatives, summarizes their major goals and priorities for the future, identifies the action plans necessary to achieve those goals, and demonstrates the ability to accomplish their stated goals within budget resources. Specific, measurable indicators and results are identified for each goal to ensure that appropriate measures are in place to assess and evaluate the results and effectiveness of each unit. In addition to planning by all units on the Columbia campus, the Regional Campuses also exhibit a culture of planning consistent with the broad goals of Focus Carolina, with their annual Blueprints for Excellence reflecting our system-wide priorities.

The Blueprint process is also tied directly to the University's budget process to ensure appropriate assessment and resource allocation processes are in place. In detail, the budget/planning cycle begins in December of each year when units begin developing their plans for submission to the President or the Provost. In March, the deans present their plans to the Provost and in May, the VPs present their recommendations to the President. Input from each area is organized and compiled during budget deliberations in May/June, with the Board of Trustees approving the overall USC budget in late June. During this process, each unit's Blueprint for Excellence is reviewed and evaluated in light of the unit's vision, mission, and primary goals, and funding levels are evaluated. In addition, requests for increased funding are considered in light of their potential impact on the unit's and the University's overall mission.

Distance learning strategic planning is also linked to the overall University strategic planning process and each campus mission statement. The [distance education strategic plan](#) is based on a [white paper commissioned by the Provost](#), and was [approved by the President](#) and [distributed to the Board of Trustees](#). The mission statements specifically state the role of distance learning at the each campus. The Provost has approved the [5-year distance learning enrollment projections](#) of all colleges. A dean may specify an increase in distance programs and enrollments in the yearly Blueprints. If approved by the Provost, the enrollment projections will be revised.

The process of Performance Funding in South Carolina included the annual review of mission statements by the institution and the South Carolina Commission on Higher Education (CHE) approval of any changes. All South Carolina public institutions' mission statements had to support the state and sector missions, adhering to Act 359 of 1996 ([§59-103-15, SC Code of Laws, 1996, as amended](#)). As part of Performance Funding ratings, all public higher education institutions in South Carolina were assessed annually on Mission Focus, which included:

- (a) expenditure of funds to achieve institutional mission;
- (b) curricula offered to achieve mission;
- (c) approval of a mission statement;
- (d) adoption of a strategic plan to support the mission statement;
- (e) attainment of goals of the strategic plan.

The following Report Cards illustrate the fact that the CHE approved the annual mission statement review process and found the USC campuses to meet or exceed State expectation regarding their focus on the mission:

Columbia 2004-2005 Performance Funding Rating
 Lancaster 2004-2005 Performance Funding Rating
 Salkehatchie 2004-2005 Performance Funding Rating
 Sumter 2004-2005 Performance Funding Rating
 Union 2004-2005 Performance Funding Rating

In addition, the President reviews the campus mission statements as part of his Annual Report, as charged by the Board of Trustees:

C. Recommend to the Board the mission, role and scope of the University System and of its respective campuses, and undertake comprehensive and long-range planning; (**Board of Trustees By-laws**, page 30).

The **Board By-laws** (page 9) state that the Board “shall define the mission, role and scope of the University System and each of its major component institutions.” Therefore, the Board must approve any changes to the mission statements proposed by the President.

Despite the State's diminished focus on Performance Funding, the South Carolina Commission on Higher Education (CHE) still has strict **mission statement guidelines and requirements** that must be met by all public higher education institutions in order for the mission statements to be approved. These guidelines lead to very detailed but unwieldy mission statements of great length. Only updates to enrollment figures have taken place since the 1998 versions. However, the new president wished to emphasize the relevance and impact of each campus on the State of South Carolina. Therefore, the mission statement for the USC System was revised to reflect the importance of each campus to the State. The statement was also shortened as much as allowed by the CHE, updated in terms of enrollment numbers, and a distance education section was added. The revised mission statement was **approved by the Board in 2009**. In 2010 the system mission statement was again revised as were the Columbia and regional campus mission statements. As evidenced by the **letter to the President**, the Council of Academic Deans and the Executive Council have vetted the mission statement revisions, and the Provost and President approved the changes. The Board **approved the revisions July, 2010**, and the CHE approved the System, Columbia, and Regional Campus mission statements August, 2010.

Regional Campuses

While the discussion thus far pertains to all campuses, there are some notable differences in the focus of the regional campuses' mission statements and in the manner in which recommendations for revision are handled.

The primary mission of the regional campuses is “to provide higher education and intellectual leadership to their service area.” Service to the community generally involves continuing education, workshops, and cultural events. Scholarly activity is expected of all faculty, but the great majority of funded research occurs on the Columbia campus. Distance education on each regional campus is used as a means of participating in delivery structures with other USC System as part of the **Palmetto Programs**. The impact of each campus on higher education in South Carolina is specified in terms of enrollment size and region of the State served by each campus.

The regional campus deans and the vice provost and executive dean for extended university suggest revisions to the regional campus mission statements in consultation with the President. The approval process of the proposed revisions to the regional campus mission statements is the same as described above.

Supporting Documentation:

Mission Statements	
System	http://www.ipr.sc.edu/mission/system_ms.htm
Columbia	http://www.ipr.sc.edu/mission/Columbia_ms.htm
Lancaster	http://www.ipr.sc.edu/mission/lancaster_ms.htm
Salkehatchie	http://www.ipr.sc.edu/mission/Salkehatchie_ms.htm
Sumter	http://www.ipr.sc.edu/mission/Sumter_ms.htm
Union	http://www.ipr.sc.edu/mission/Union_ms.htm
CHE Guidelines	http://www.che.sc.gov/AcademicAffairs/Mission_Statement_Policy-CHE_Approved_A-11.pdf
Performance Funding Ratings	
Columbia 2004-2005 Performance Funding Rating	http://www.che.sc.gov/Commission_Calendar&Materials/June2005MtgMaterials/PF_Yr9_USCColumbia.pdf
Lancaster 2004-2005 Performance Funding Rating	http://www.che.sc.gov/Commission_Calendar&Materials/June2005MtgMaterials/PF_Yr9_USCLancaster.pdf
Salkehatchie 2004-2005 Performance Funding Rating	http://www.che.sc.gov/Commission_Calendar&Materials/June2005MtgMaterials/PF_Yr9_USCSalkehatchie.pdf
Sumter 2004-2005 Performance Funding Rating	http://www.che.sc.gov/Commission_Calendar&Materials/June2005MtgMaterials/PF_Yr9_USCSumter.pdf
Union 2004-2005 Performance Funding Rating	http://www.che.sc.gov/Commission_Calendar&Materials/June2005MtgMaterials/PF_Yr9_USCUnion.pdf
Websites	
President	http://president.sc.edu/PresidentMission.php
Bulletins	http://www.sc.edu/bulletin/
Factbooks	http://kudzu.ipr.sc.edu/factbook/2009/
Columbia	http://www.sc.edu/aboutusc/
Lancaster	http://bulletin.usclancaster.sc.edu/content.php?catoid=19&navoid=2360
Salkehatchie	http://uscsalkehatchie.sc.edu/about.html

Sumter	http://bulletin.uscsumter.edu/content.php?catoid=23&navoid=2338
Union	http://bulletin.uscunion.sc.edu/content.php?catoid=24&navoid=2312
Performance Funding Statute	http://www.scstatehouse.gov/code/t59c103.htm
Board of Trustees By-laws	http://trustees.sc.edu/Board_ByLaws.pdf
Blueprint	
Service Excellence	http://ipr.sc.edu/SACS/blueprints/
Academic Excellence	http://www.sc.edu/provost/divisionstrategic.shtml
President's Annual Report	http://president.sc.edu/annualReport/index.php
Approval of Mission Statements	
Board (June 2009)	http://trustees.sc.edu/minutes/062609.pdf
Board (July 2010)	http://trustees.sc.edu/minutes/072310_called.pdf
CHE - System	http://ipr.sc.edu/pdf/MissionStmntSystem2010.pdf
CHE - Columbia	http://ipr.sc.edu/pdf/MissionStmntColumbia2010.pdf
CHE - Regional Campuses	http://ipr.sc.edu/pdf/MissionStmntRegionals2010.pdf
Focus Carolina	http://www.sc.edu/focuscarolina/
Distance Education	
5-Year Plan	http://ipr.sc.edu/pdf/evaluations/DistEd5YrPlan.pdf
White Paper	http://ipr.sc.edu/pdf/evaluations/DistLrn5YrPlan.pdf
President's Approval	http://ipr.sc.edu/pdf/DistEdPresMemo.pdf
Board Notification	http://ipr.sc.edu/pdf/BOTDistEd.pdf
Enrollment Projections	http://ipr.sc.edu/pdf/ProjDistLrnEnroll.pdf

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