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### Comprehensive Standard 3.2.11

**The institution's chief executive officer has ultimate responsibility for, and exercises appropriate administrative and fiscal control over, the institution's intercollegiate athletics program.**

**Judgment:** Compliant

**Responses:**

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#### Columbia

Article XI of the [Board of Trustees Bylaws](#) describes University Governance as follows:

Section 2. **AUTHORITY AND DUTIES OF THE PRESIDENT.** The President of the University shall be the chief executive officer of the University System and shall exercise such executive powers as are necessary for its appropriate governance under the authority of the Board. He shall be the primary spokesman for the University to the alumni of the institution, the news media, the educational world, and the general public. He shall administer University policies as promulgated by the Board, speak for the University as its chief executive officer, and coordinate all activities of each campus of the institution directly or through his designated representatives. The President shall report directly to the Board the current affairs of all components of the University System and shall discuss with the Board basic issues, new or alternative directions, and recommendations on new policies. He shall direct, coordinate and implement the planning, development, and appraisal of all activities of the University System and shall be directly responsible to the Board for its operation.

With the general authority granted by the Board, the President shall perform the duties and responsibilities associated with his office, including but not limited to the following:

- A. Implement Board policies, continuously review the administration and effect of these policies and recommend to the Board, for consideration, modifications of policies and new policies in all aspects and at all levels of the University System;
- B. Assume primary responsibility for relationships with the Governor's office, the Legislature, the Commission on Higher Education, federal agencies and other agencies, groups and institutions;
- 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;
- D. Direct and approve the preparation of a coordinated request for both operating and capital appropriations, and direct the presentation of and justification for the request;
- E. Review and recommend to the Board the budgets of all components of the University System;
- F. Coordinate all functions of the University to assure an integrated institution of related and cooperating campuses, with coordinated educational programs, so that quality and comprehensiveness are emphasized, cooperation is ensured, and unnecessary duplication is avoided;
- G. Establish fiscal, budgetary, audit, and business procedures for the efficient and effective management of the University;
- H. Subject to the approval of the Board and within the budget limitations of the University, make such appointments to and grant such promotions in faculty or administrative staff of the University as may be appropriate, and terminate any appointments or employment, both in faculty or administrative staff, in keeping with the general and tenure (so far as applicable) policies as may be established by the Board, and duly report any action taken hereunder at the next succeeding regular or special meeting of the Board;
- I. Serve as *ex officio* member of all the standing committees of the Board, with full right to participate in the committee's discussions but without a right to vote on any matter;
- J. Attend all meetings of the Board and of the Executive Committee, as far as his duties may permit;
- K. Review and recommend action on all legal commitments and all other matters within the province of the Board, including contractual arrangements in accordance with policies and procedures of the Board;
- L. Recommend policies and procedures which will accomplish the Board's investment responsibilities and objectives and supervise the implementation of the policies and procedures approved by the Board;



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- M. Sign certificates, contracts and instruments authorized or issued by authority of the Board or any properly authorized committee thereof and all diplomas. Use of automated signature technology shall comply herewith;
- N. Perform such other duties as may be duly assigned to him by the Board or may be appropriate to his general duties and responsibilities.

One of the standing committees named in the [Board of Trustees Bylaws](#) is the Intercollegiate Athletics Committee. According to Article VII of the [Board of Trustees Bylaws](#),

The Committee shall be charged with the formulation, review, and approval of all policies affecting the intercollegiate activities of the University and shall be kept informed of all matters affecting these policies in order that it may make recommendations and reports to the Board.

Meeting minutes from the Board's Intercollegiate Athletics Committee are available at <http://trustees.sc.edu/minutes.html>.

According to Article XI Sections 3 AUTHORITY AND DUTIES OF THE CHANCELLORS: Chancellors have the following duty to: "Bear responsibility for fund raising, intercollegiate athletics, auxiliary enterprises, and alumni activities.

The President is the Chancellor of the Columbia Campus, and he and the University Campus Deans "have the same authorities and duties as enumerated above for the Chancellors...."

By virtue of this section of By-Laws the University President, the University Chancellors, and the University Regional Campus Deans are responsible for the orderly conduct of the intercollegiate athletic program of their respective campuses. They have the powers necessary to discharge this responsibility and to propose policies and programs and to implement them.

This authority is readily seen in each University Campuses' [Organizational Structure](#). For the Columbia Campus the NCAA Compliance Coordinator and the Athletics Director report directly to the President. The President meets regularly with the Athletic Director and the NCAA Compliance Coordinator.

The [Gamecock Club](#), which is part of the University and not a separate legal entity, supports intercollegiate athletics. The [Gamecock Club](#) is governed by the Athletics Department under the direction of the President and is advised by a Board of Directors. The Executive Director is a permanent member of the staff of the University.

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#### Lancaster

At the University of South Carolina Lancaster, athletics are considered an integral part of student life and are designed to enrich the college experience. The [Athletics Program](#) includes men's baseball, women's soccer, men's and women's tennis, men's golf and, beginning in Fall 2010, women's softball. Athletes compete in Region X of Division I of [NJCAA \(National Junior College Athletic Association\)](#). Admission to athletic events is offered at no charge to students as it is one of the student activities covered under their activity fee. Each sport has an individual budget managed by the respective coach, with oversight from the Athletics Director, the Business Manager, and the Assistant Dean for Student Affairs. As indicated in the institution's [Organizational Chart](#), the Dean of the Campus is the institution's CEO. Accordingly, he receives pertinent updates and essential information as well as periodic financial status reports. Likewise, he authorizes and approves final athletics personnel decisions. No major expenditure is made without the dean's knowledge and approval.

There are currently 10 full- and part-time employees (including student employees) in the Athletics Department. Positions include head coaches, assistant coaches, trainers, and strength coaches. Two assistant coaches also serve as athletics web page coordinator and compliance officer. There are also three volunteer assistant coaches. Finally, the [Athletics Advisory Committee](#), composed of faculty and staff, meets at least once a semester to hear updates on Athletics from the Athletics Director. The committee makes recommendations and serves in an advisory capacity.

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#### Salkehatchie

At the University of South Carolina Salkehatchie, athletics are considered an integral part of student life and are designed to enrich the college experience. The [Athletics Program](#) includes men's baseball, men's basketball, men's soccer, women's softball, and women's soccer in Region X of Division I of [NJCAA \(National Junior College Athletic Association\)](#). Admission to athletic events is "Free" to students, as it is one of the student activities covered under their activity fee. Revenues are generated through modest concession sales, paid advertising in press guides and nominal gate charges for basketball events from the general public. Each coach is expected to generate operational funds through fundraisers and solicitations from private sources such as individuals and corporations. Each sport has an individual budget managed by the respective coach, with oversight from the athletic director and the director of finance. As indicated in the institution's [Organizational Chart](#), the Dean is the institution's CEO and receives periodic financial status reports and also attends at least one coaches' meeting a semester in which there is a budget review (as exemplified by the [Minutes of the Fall 2008 Meeting](#) and

the [Minutes of the Spring 2009 Meeting](#)). No major expenditure is made without the dean's knowledge and approval.

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**Sumter**

At the University of South Carolina Sumter, athletics are considered an integral part of student life and are designed to enrich the college experience. The [Athletics Program](#) includes men's baseball, men's soccer, women's softball, and women's soccer in Division I of Region X in the [NJCAA](#) (National Junior College Athletic Association). Admission to athletic events is "free" to students, as it is one of the student activities covered under their activity fee. Revenues are generated through modest concession sales, paid advertising in press guides and nominal gate charges for baseball events from the general public. Each coach is expected to generate operational funds through fundraisers and solicitations from private sources such as individuals and corporations. Each sport has an individual budget managed by the respective coach, with oversight from the Budget, Planning and Grants Director and the Athletic Director/Associate Dean for Administrative and Financial Services. USC Sumter Fire Ants athletics budget (D funds) is part of the USC System budget, a hard copy of which is stored in the Dean's and Associate Dean for Administrative and Financial Services' offices in Sumter; the budget is broken down as:

- Athletic Budget
  - Departmental D-200
  - Baseball D-220
  - Softball D-221
  - Soccer (men's) D-222
  - Soccer (women's) D-223

As indicated in the institution's [Organizational Chart](#), the Dean is the institution's CEO and receives periodic financial status reports. No major expenditure is made without the dean's knowledge and approval.

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**Supporting Documentation:**

Source	Location
<b>University Websites</b>	
University Organizational Structure	<a href="http://hr.sc.edu/USC_Summary_Org_Chart.pdf">http://hr.sc.edu/USC_Summary_Org_Chart.pdf</a>
USC System Organizational Charts	
USC Lancaster	<a href="http://usclancaster.sc.edu/orgchart/index.html">http://usclancaster.sc.edu/orgchart/index.html</a>
USC Salkehatchie	<a href="http://uscsalkehatchie.sc.edu/SACS/OrganizationalChart.pdf">http://uscsalkehatchie.sc.edu/SACS/OrganizationalChart.pdf</a>
USC Sumter	<a href="http://www.uscsumter.edu/download/Organizational_Structure.pdf">http://www.uscsumter.edu/download/Organizational_Structure.pdf</a>
Gamecock Club	<a href="http://gamecocksonline.cstv.com/sports/c-gamecockclub/index.html">http://gamecocksonline.cstv.com/sports/c-gamecockclub/index.html</a>
USC Lancaster Faculty Committee Assignments	<a href="http://usclancaster.sc.edu/faculty/Committees09-10.pdf">http://usclancaster.sc.edu/faculty/Committees09-10.pdf</a>
<b>Board of Trustees Website</b>	
By-laws	<a href="http://trustees.sc.edu/bylaws.html">http://trustees.sc.edu/bylaws.html</a>
Meeting Minutes	<a href="http://trustees.sc.edu/minutes.html">http://trustees.sc.edu/minutes.html</a>
<b>Athletics Websites</b>	
Columbia	<a href="http://gamecocksonline.cstv.com/index-main.html">http://gamecocksonline.cstv.com/index-main.html</a>
Lancaster	<a href="http://www.usclathletics.com/default.html">http://www.usclathletics.com/default.html</a>
Salkehatchie	<a href="http://www.uscsalkathletics.com/">http://www.uscsalkathletics.com/</a>
Sumter	<a href="http://www.uscsumter.edu/fireants/">http://www.uscsumter.edu/fireants/</a>
National Junior College Athletic Association	<a href="http://www.njcaa.org">http://www.njcaa.org</a>
<b>Salkehatchie Athletics Meeting</b>	
Minutes of Fall 2008 Dean's Meeting with Coaches	<a href="http://ipr.sc.edu/pdf/SalkCoachesMtgFA08.pdf">http://ipr.sc.edu/pdf/SalkCoachesMtgFA08.pdf</a>
Minutes of Spring 2009 Dean's Meeting with Coaches	<a href="http://ipr.sc.edu/pdf/SalkCoachesMtgSP09.pdf">http://ipr.sc.edu/pdf/SalkCoachesMtgSP09.pdf</a>

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