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Comprehensive Standard 3.2.10

The institution evaluates the effectiveness of its administrators on a periodic basis.

Judgment: Compliant

Response:

Columbia

All employees of the University of South Carolina are required to be reviewed annually, regardless of academic or administrative rank.

Classified Administrative Employees

Every South Carolina State agency must develop and implement an Employee Performance Management System for classified employees, which must be approved by the Office of Human Relations. As defined by South Carolina State Code [8-17-320](#),

"Class" means a group of positions sufficiently similar in the duties performed, degree of supervision exercised or received, minimum requirements of education, experience or skill, and the other characteristics that the same state class title and the same state salary range are applied to each position in the group by the Office of Human Resources.

Human Resources Policy [HR 1.36](#) sets forth the State approved policy and procedures by which the job performance of classified employees of the University of South Carolina are appraised. [Evaluating Employee Performance](#) provides more information concerning the evaluation of employees and is available on the Division of Human Resources [Employee Relations Office](#) website. Also, [EPMS For Supervisors](#) is a workshop offered as part of the Professional Development program of Human Resources, and is designed to assist managers in using the EPMS as a communication tool to set objectives and evaluate employee performance. The workshop was presented seven times this past year. [The EPMS forms](#) for supervisors and non-supervisors can be downloaded from the [Human Resources website](#).

Unclassified Administrative Employees

Pursuant to SC State Budget and Control Board Office of Human Relations Policy [19-715.01](#), all South Carolina unclassified state employees must be reviewed annually:

Agency heads and other unclassified positions exempt from the State Employee Grievance Procedure Act are also exempt from the Employee Performance Management System. However, these employees shall be given annual performance evaluations.

As described in the narrative for [Comprehensive Standard 3.2.1](#), the Board of Trustees evaluates the President annually using the [Agency Head Performance Evaluation form](#) as mandated by the Agency Head Salary Commission staffed by the State Office of Human Resources ([OHR19-715.01](#)). Confidential [past reviews of Presidents](#) are available on a secure server requiring the SACS userid and password.

In addition, the President evaluates the Vice Presidents during the annual budget and review meetings based on performance on goals specified in each [Vice President's Blueprint](#). While the review allows feedback from the President for all Vice Presidents, the evaluation is communicated verbally. To further enhance the evaluation process for unclassified employees, Human Resources established policy [HR 1.34 Evaluation of Officers of the University and Administrators Reporting to the President](#) requiring a written annual evaluation of all unclassified employees. The most recent [review of the Vice Presidents](#) is available online.

Lancaster

Faculty members at the University of South Carolina Lancaster annually evaluate the effectiveness of the Dean of the University and the Associate Dean for Academic and Student Affairs. The Acting Assistant Dean of Student Affairs is evaluated by letter by the Associate Dean for Academic and Student Affairs. Furthermore, faculty evaluate the effectiveness of their respective Division Chair (Divisions include: Division of Humanities, Division of Math, Science, Nursing and Public Health and Division of Business, Behavioral Sciences, Criminal Justice and Education). [Administrative Evaluations](#) are conducted in March or April each year.

The State of South Carolina requires that each agency develop an Employee Performance Management System (EPMS), as outlined in the South Carolina Code of Law [Section 8-17-380](#). The Code states that:

With respect to the teaching and research faculty, professional librarians, academic administrators, and all other persons holding faculty appointments at any post-secondary educational institutions described in item (10) of Section 8-17-370, each such institution, subject to the approval of the State Budget and Control Board or its designee and the Commission on Higher Education, shall establish in writing:

A performance appraisal procedure which shall assure:

- annual review and evaluation of such employees;
- written findings;
- review of evaluations with each covered employee;

- retention of performance appraisals and written comments of such employee, if any, in a permanent file with right of full disclosure to the employee;
- a grievance procedure which shall at an appropriate stage provide a hearing for such employees before an individual or committee designated for such purposes, at which the employee shall have the right to representation by counsel and the opportunity to present evidence in his behalf

USC Lancaster's EPMS is designed to:

- Provide an accurate and objective method to evaluate employees;
- Improve the work performance of employees in order to enhance efficiency and productivity for USC Lancaster;
- Assist management in assigning work and delegating responsibilities based on mutual understanding of the employees skills and abilities;
- Encourage continued growth and development of all employees;
- Provide documentation to support recommendations for salary increases, promotions, transfers, demotions and dismissals.

The following table indicates how directors of various campus programs/offices on the USC Lancaster campus are evaluated:

Director	Job title	Evaluation method
Mrs. Karen Faile	Director of Enrollment Management	EPMS
Mr. Paul Johnson	Business Manager, Director of Planning	EPMS
Mrs. Thelathia Bailey	Director of TRIO Programs	Letter of evaluation completed by Associate Dean of Academic and Student Affairs
Mrs. Shari Eliades	Director of Medford Library	Letter of evaluation completed by Associate Dean of Academic and Student Affairs
Mr. Blake Faulkenberry	Director of Computer Services and Information Technology	EPMS
Mr. Ralph Garris	Director of Development	Evaluated as Faculty with administrative responsibilities
Ms. Laura Humphrey	Director of Student Life	EPMS
Mr. Butch Lucas	Director of Facilities Management	EPMS
Ms. Tracey Mobley	Human Resources Officer	EPMS
Mrs. Shana Dry	Director of Public Information	EPMS

The **Dean's evaluation** is available on a secure server requiring the SACS userid and password.

Salkehatchie

The University of South Carolina Salkehatchie conducts annual evaluation of its administrators.

Members of the campus executive team are evaluated by faculty and staff. Every spring, all faculty and staff members are invited to take an anonymous **Administrative Online Survey** to evaluate the members of the Executive Council. The results are monitored by the campus dean. Results concerning the campus dean herself are monitored by the vice provost for System Affairs on the Columbia campus.

All members of the Executive Council except the campus dean are also evaluated yearly by the campus dean. In preparation for their meeting with the dean, council members are asked to complete an **Annual Performance Appraisal Form**. This self-assessment and the assessment conducted by the campus dean serve to identify strengths and weaknesses and to plan corrective actions if necessary. The letters of evaluation written by the dean are stored in the personal files at the Salkehatchie Human Resources office. The **most recent evaluations** of the five members of the Executive Council are available on a secure server, which members of the SACS review team can access using the SACS userid and password. The five files are coded as follows:

Unclassified Administrator #1: Associate Dean for Academic Affairs
 Unclassified Administrator #2: Associate Dean for Student Services
 Classified Administrator #1: Director of Human Resources
 Classified Administrator #2: Director of Budget and Finance
 Classified Administrator #3: Director of Enrollment Management Services

Students also have the opportunity to provide feedback on the administrators during an annual **Student Satisfaction Survey** and throughout the year by comments submitted through suggestion boxes, including an **Electronic Suggestion Box**. The campus dean's office monitors these feedback instruments.

Sumter

The University of South Carolina Sumter conducts annual evaluation of its administrators.

All faculty members have an opportunity to evaluate the effectiveness of the Campus Dean with the Annual Survey administered by the faculty organization's rights and responsibilities committee.

All members of the Executive council except the campus dean are evaluated yearly by the campus dean. Letters of evaluation written by the dean are stored in the personal files at the Sumter Human Resources office.

Students also have the opportunity to provide feedback on the administrators during an annual **Student Satisfaction Survey** and throughout the year by comments submitted through suggestion boxes, including electronic **Suggestion Box**. The Office of the Campus Dean, the Office of University Advancement, and the Office of Institutional Research and Effectiveness monitor these feedback instruments. The **Dean's evaluation** is available on a secure server requiring the SACS userid and password.

Union

The office of the Vice Provost and Executive Dean for System Affairs and Extended University conducts an **online evaluation** of faculty and staff of the Dean of the Campus every spring semester. An e-mail from the Director of Human Resources with the survey link and the date for completion is sent to all full-time employees. The form asks for the respondent to indicate if they are faculty, staff or administration. Survey results are shared with the Dean by the Vice Provost. An online evaluation matching that of the Dean's is given by the Dean of the Associate Dean every spring semester. Non-specific questions concerning satisfaction with supervisors are embedded in annual Employee Satisfaction Surveys given to **faculty** and **staff**. Survey results are shared with the Dean and are included in the **Annual Accountability Report** (pp.45 – 46, Graphs 7.4-3, 7.4-4). All other administrators are evaluated by the **EPMS** system. The **Dean's evaluation** is available on a secure server requiring the SACS userid and password.

Supporting Documentation:

Source	Location
Policies	
State of South Carolina	
Section 8-17-320, Section 8-17-380	http://www.scstatehouse.gov/code/t08c017.htm
Section 19-715.01	http://www.ohr.sc.gov/OHR/regs01/715.htm
University of South Carolina	
HR 1.34	http://www.sc.edu/policies/hr134.pdf
HR 1.36	http://www.sc.edu/policies/hr136.pdf
Evaluation Documentation	
Evaluating Employee Performance	http://hr.sc.edu/relation/erempevl.html
Employee Performance Management System (EPMS) for Supervisors	http://hr.sc.edu/profdevp/classes/epms.html
EPMS Forms	http://hr.sc.edu/forms.html
Agency Head Evaluation Form	http://ipr.sc.edu/pdf/evaluations/AgencyHeadEval.pdf
President's Reviews	secure/PRReviews/
Vice President's Reviews	secure/VPRReviews/
Regional Campus Dean's Reviews	secure/DReviews/
Salkehatchie Administrative Survey	http://uscsalkehatchie.sc.edu/evaluations.html
Salkehatchie Annual Performance Appraisal Form	http://uscsalkehatchie.sc.edu/sacs/AnnualPerformanceAppraisal.doc
Salkehatchie Student Satisfaction Survey	http://uscsalkehatchie.sc.edu/survey.html
Sumter Student Satisfaction Survey	https://classclimate.uts.sc.edu/classclimate/indexeva.php?mode=show_login&PHPSESSID=15fd3d714796c44548fde057cfe31c80
Salkehatchie Electronic Suggestion Box	http://uscsalkehatchie.sc.edu/contactus.php
Sumter Electronic Suggestion Box	http://www.uscumter.edu/index.php/contact-us.html
Union Online Evaluation	http://uscunion.sc.edu/about/uscuniondeanevaluationform.docx
Union Faculty Survey	http://uscunion.sc.edu/about/uscunionfacultysatisfactionsurvey.docx
Union Staff Survey	http://uscunion.sc.edu/about/uscunionstaffsatisfactionsurvey.docx
Union Accountability Report	http://uscunion.sc.edu/about/Baldrige09.pdf
Supporting Offices and Documents	
Employee relations Office	http://hr.sc.edu/er.html
Human Resources Website	http://hr.sc.edu/index.html
Vice Presidents' Blueprints	http://ipr.sc.edu/SACS/blueprints/
Comprehensive	CS_3.2.1.html

Standard 3.2.1

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