

**Business & Finance**

**Blueprints for  
Service Excellence**

**Spring 2008**



**MEMORANDUM**

RICK KELLY  
VICE PRESIDENT AND  
CHIEF FINANCIAL OFFICER

TO: Andrew A. Sorensen  
President

FROM: Rick Kelly *Rick*

SUBJECT: Division of Business and Finance - Blueprints for Service Excellence

DATE: April 1, 2008

Enclosed is a notebook containing the Blueprints for Service Excellence for the Division of Business and Finance. Rather than compile one Blueprint document for the entire Division, each of the three organizational units have prepared a submission that addresses their unique missions and establishes goals, initiatives, action plans and assessment criteria.

The Division of Business and Finance exists to enable the University of South Carolina to meet its mission by providing essential support services that create a sound financial and physical environment in a professional, cost-effective and customer-focused manner. The goals of the Division of Business and Finance are created to support and enhance the primary teaching, research and service mission of the University by providing outstanding customer service and support to the President and senior administration, faculty, staff and students.

Although Business and Finance provides support to achieve each of the seven identified university-wide strategic goals and initiatives, we are particularly focused on the following two goals:

Improve the financial health of the University to levels necessary to achieve the status of an excellent comprehensive research institution.

Improve and expand physical facilities to support growth and provide adequate, cost-and energy-efficient space in which to work and study.

In developing our Blueprints, it became clear that many of the units in Business and Finance are working to support a safe and secure environment on campus for students, faculty, staff and visitors. We believe that the comprehensive university-wide strategic goals and initiatives be expanded to include a new goal that is specific to ensuring health and safety.

Andrew A. Sorensen  
April 1, 2008  
Page 2

Ernie Ellis, Helen Zeigler, and Leslie Brunelli have each worked with their respective staffs to develop focused goals and initiatives that they are currently undertaking or will undertake in the next few months. In linking resources to these goals and initiatives, you will find several initiative requests for new funds and a summary of these requests linked to the Business and Finance Blueprints and the Strategic Goals and Initiatives for the University. A summary of the approved and funded current year (FY2008) initiatives is included to support our position as good stewards of the scarce tuition increase funds that these units received this year.

As requested, included are the fall and spring "A" fund reviews for the 2008 fiscal year. An additional budget discussion of the Division "A" fund budgets and other fund resources is included.

Our next step is to further refine each unit Blueprint with your direction and revise as necessary based on funding decisions. Further, we are developing a method for reporting on the assessment of each unit goal. We have worked with Institutional Assessment and Compliance to develop the template on the attached that will serve as our assessment reporting tool.

I look forward to discussing this information with you.

Enclosure

c: Mark P. Becker, Provost

**Division of Business & Finance**  
**(UNIT)**  
**Assessment**  
**2007/2008**

**GOAL:**

<b>Identified Outcomes</b>	<b>Assessment Strategies/Measures/Criteria</b>	<b>Realized Outcomes</b>	<b>Schedule for Reporting Outcomes/Plans for Future Reports</b>	<b>Actual Use Made of Results</b>

**University of South Carolina – Columbia Campus  
Strategic Goals and Initiatives**

**GOAL Establish the quality of the entire student academic experience at a level commensurate with or higher than that of peer-aspirant institutions.**

**Initiatives**

- Increase the freshman-to-sophomore retention rate
- Improve the six-year graduation rate
- Continue multiyear process to develop a new undergraduate general education curriculum
- Make USC Columbia more easily accessible to transfer students
- Develop and launch experiences beyond the classroom such as Service Learning
- Engage students in scholarly research
- Enhance study abroad offerings and support so that students are provided rich academic opportunities for obtaining the skills and experiences necessary for success in the modern world
- Improve classroom teaching through the services of the Center for Teaching Excellence
- Improve student preparation and motivation through services of Student Success Center

**State Funding Requests:**

Faculty Excellence Initiative  
Global Competitiveness Initiative

Investment in Research and Discovery  
Student Partners in Academic Research

**GOAL Improve program quality and academic reputation to levels equivalent to those of peer-aspirant institutions.**

**Initiatives**

- Recruit aggressively to attract the highest achieving student body
- Recruit high-caliber replacement faculty, and new faculty through the Faculty Excellence Initiative, the Centenary Program, and the SC Center of Economic Excellence program
- Undertake strategic expansion of target doctoral programs guided by results of the forthcoming National Research Council study
- Continue to develop marketing and branding programs that position the University as a nationally and internationally recognized leader in education and research
- Improve classroom teaching through the services of the Center for Teaching Excellence

**State Funding Requests:**

Global Competitiveness Initiative

Student Partners in Academic Research

**GOAL Advance research and scholarly productivity to levels such that the University of South Carolina is recognized as a leading research institution nationally (as signified by the highest Carnegie classification), and a national leader in at least four areas of specialization.**

**Initiatives**

- Support and expand University research initiatives in nanoscience and nanotechnology
- Support and expand University research initiatives in hydrogen and other "future fuels"
- Increase the number of grant applications submitted and the dollar amount of sponsored research grant awards received from the Federal government and overall
- Recruit high-caliber replacement faculty, and new faculty through the Faculty Excellence Initiative, the Centenary Program, and the SC Center of Economic Excellence program
- Improve research infrastructure by renovating and upfitting existing research facilities and by completing new facilities in the Innovista
- Improve support for ongoing research initiatives such as SCIAA and the Institute for Public Service and Policy Research
- Advance Health Sciences South Carolina to a new level of productivity and accomplishment with expanded programs in partnership with Palmetto Health and Greenville Hospital System

**State Funding Requests:**

Faculty Excellence Initiative  
South Carolina Health Advancement

Investment in Research and Discovery

**GOAL Improve the financial health of the University to levels necessary to achieve the status of an excellent comprehensive research institution.**

**Initiatives**

- Launch efforts to increase philanthropy in order to expand the University's private endowment
- Seek budget support for start-up costs associated with faculty hiring
- Pursue budget support for enhancing faculty salaries to improve retention efforts

State Funding Requests:

Faculty Excellence Initiative

Investment in Research and Discovery

**GOAL Improve and expand physical facilities to support growth and provide adequate, cost- and energy-efficient space in which to work and study.**

**Initiatives**

- Secure State support for reducing deferred maintenance
- Acquire State and private resources for the construction of a new Law School facility
- Secure State resources for the renovation of the Gibbes Green complex
- Secure resources to enhance Moore School of Business facilities
- Achieve funding for the Campus Health, Security & Life Safety initiative
- Expand the physical capacity of the South Carolina Honors College
- Develop a comprehensive space needs inventory and plan for addressing deficiencies

State Funding Requests:

Deferred Maintenance

Gibbes Green Renovation

Darla Moore School of Business

School of Law

**GOAL Upgrade the University's information technology infrastructure to better support academic programs, research, and general operations.**

**Initiatives**

- Award contract for and begin deployment of the OneCarolina ERP initiative
- Advance the SC LightRail initiative to implementation
- Review and develop a strategic plan for the University's research computing needs

State Funding Requests:

OneCarolina

SC LightRail

**GOAL Improve the quality of athletic programs so that USC's sports program is considered to be among the top three in the Southeastern Conference.**

**Initiatives**

- Construct a new baseball field in the Innovista district
- Identify and secure resources to expand Williams-Brice stadium
- Improve academic support for student-athletes by developing and expanding the Academic Enrichment Center