

Blueprint for Service Excellence

Chief Financial Officer

Fiscal Year 2011-2012



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Blueprint for Service Excellence
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With the recent transition in the Office of the Chief Financial Officer, our staff is committed to assisting the President and the Board to assure the success of USC. The University needs dedicated teamwork across the academic units and the general administration, the development of creative financing decisions, the cooperation of state regulators, and a steady economy. With those factors in place, the University can use known or planned resources to complete the Moore School, build a Law School, start the School of Medicine in Greenville, jumpstart Innovista, enhance student housing, finance faculty hiring initiatives, and build Leadership and Rule of Law Institutes. The challenges are steep, but not overwhelming. We need a steady hand and unwavering dedication to success and completion.

Underlying these high-level initiatives are the local initiatives provided in the CFO Division Blueprints attached.

As you know from briefings to the Strategic Planning Committee and the Board of Trustees, the information requirements of the Board coupled with the reporting requirements of regulatory bodies following on the heels of steady reductions in resources have made it near impossible for us to comply with all the data requirements, reports, briefings, and conversations to keep interested parties engaged with our success. For that reason, staff will be added to the finance and accounting operations.

Similarly, and as briefed before, the campus is in dire need of physical plant maintenance and repair. Twice in the past five years efforts were initiated to enhance resources applied to maintenance, and twice those efforts were consumed by budget reductions. The budget proposal this year shows significant contributions from the State of South Carolina toward physical plant maintenance. For the Columbia campus, we are proposing long-term that we dedicate additional funding to maintenance so that we can be assured our campus functions as required to meet the obligations to students and other constituencies.

As with so many realities that arose from the Great Recession, the faculty at USC suffered from attrition since 2008, and now our University suffers from other universities poaching our faculty ranks. When combined with the current and planned growth of the student body, the faculty must be increased in both numbers and quality. The Provost has plans for faculty replenishment. Those plans will require a significant investment, and our staff will be describing build-up plans to finance faculty hiring.

OneCarolina must become reality. The budget was reduced during the state budget cuts so that the University could maintain the core mission in a time of great uncertainty. At least two important years of development of this critical technological and administrative re-engineering were lost. The people and skills required to maintain the legacy system have become so outdated that the University risks a catastrophic failure. Last year additional resources were applied to move the full project to completion. This year a significant one-time investment must be added to complete the transition and bring administrative systems and processes into the 21st Century.

The University invested in a comprehensive external assessment of key business areas last year with Huron Consulting. It is time to make use of the information gathered to strengthen the operation of the institution. This Division will guide the solicitation and implementation to enhance procurement, the budget model and the organization of the system campuses. Further, the direct cost study dating from 1990 will be updated.

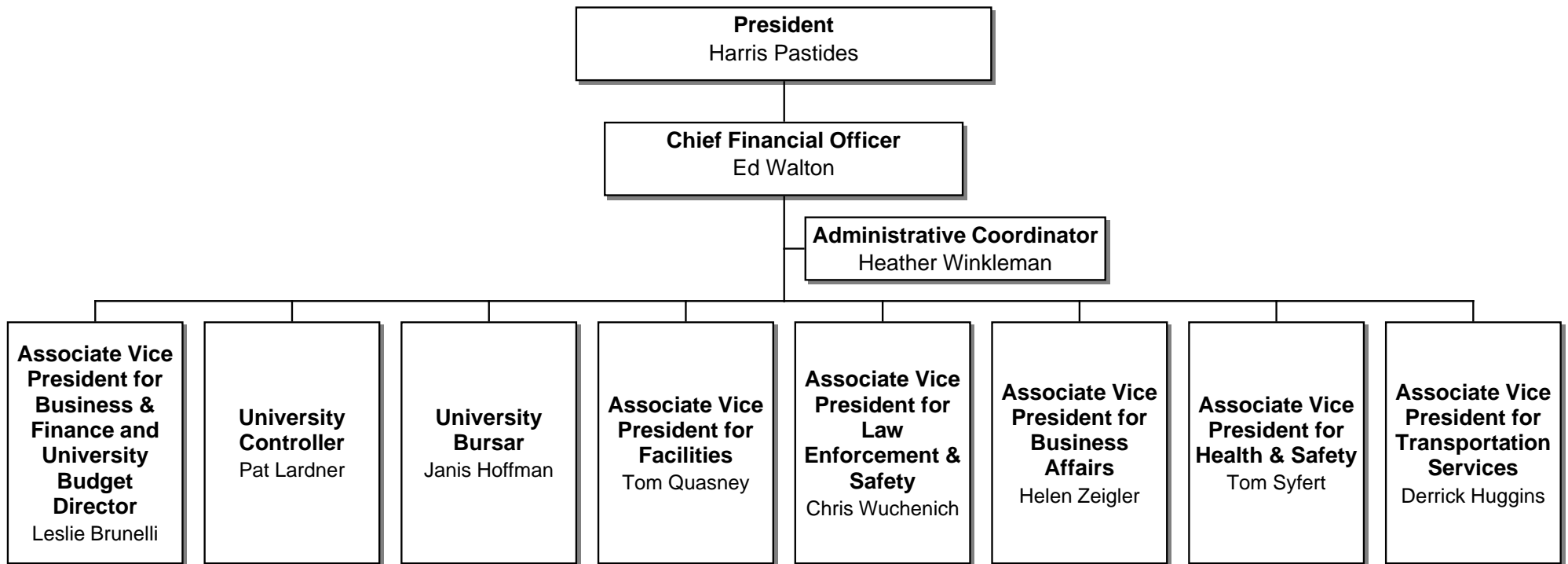
Plans are underway to bring forth a proposal to save nearly \$1M per year by paying down debt and avoiding future interest payments on notes payable. Similarly, borrowing plans for the DMSB and a new School of Law are forthcoming that will allow these projects to move forward using University borrowing capacities while relying on fundraisers to generate the ability to pay the loans early.

Throughout the coming year and going forward as far as we can see, the University business model will be in transition. No longer can USC operate as a “state institution” working from year to year on appropriations from the State of South Carolina as the core funding source for the academic mission. Indeed, after the Great Recession, appropriations are expected to comprise less than 10% of total funding and only 20% of funding for education and general expenses. The University now relies on tuition as the primary source of funding. The proposed tuition increase for FY2011-12 and the accompanying analyses prepared and briefed throughout the year, both the regulatory and the market environments will not tolerate future large tuition increases as a mechanism for funding core mission. Together with the Provost, the University must gain access to new funding streams while enhancing existing streams to more capably support the core mission.

CFO units manage base budgets in excess of \$65M with more than 200 department/fund accounts in addition to all capital project budgets and the General Fund. The units had a combined carryforward of approximately \$8.8M after the surtax for FY11. This is expected to reduce to \$5.8M for next year. The Division employs nearly 600 FTE positions and more than 400 temporary positions.

CFO - Unit “A Fund Operating Budgets	FY2012 Base Operating Budget
Office of the CFO	\$1,754,430
Finance	\$7,376,278
Law Enforcement & Safety	\$5,131,432
Business Affairs	\$4,415,032
Environmental Health and Safety	\$4,001,998
Facilities	\$17,228,746
Utilities	\$24,417,246
<u>Vehicle Management & Parking Services</u>	<u>\$783,550</u>
Total “A” Fund Operating Base	\$65,108,712

Chief Financial Officer



UNIVERSITY OF
SOUTH CAROLINA

Finance Division

Overview

The Finance Division is four major units including the Controller, Bursar, Budget Office and Capital Finance.

Departments operating under the Controller are financial reporting, accounting services, payroll, and contract & grant accounting. The purpose of these departments is to provide accurate and accessible accounting information to all users through centralized accounting services while maintaining generally accepted accounting principles and compliance with regulations. In addition, the Controller's group ensures accurate and timely vendor payments and payrolls to the University community and provides financial and fiscal administration of contracts and grants.

The Bursar's Office provides financial services support to students, parents, faculty, staff, deans, department heads and the administration. The office functions primarily as the official depository of all university funds and is responsible for receipting, disbursing and safeguarding of all funds, which include the fair assessment and collection of proper academic fees as authorized and approved by the University Board of Trustees. The Bursar's Office handles the allocation of special fees, collection of accounts receivable, processing the transfer of electronic funds, disbursement and collection of all student loans, travel advances, payroll advances, and promissory notes.

The Budget Office prepares the annual budget document for consideration by the Board of Trustees and prepares and submits the University's state budget to appropriate agencies. The Office further assists with the external budget development by assisting legislative contacts with justification for budget requests, through completion of information reports as requested, and insuring that the University operates within the budget limitations established by the General Assembly and the Board of Trustees. Internally, the Budget Office assists unit business officers and administrative heads of colleges, campuses and other University units in executing the Board-approved budget and in maximizing their use of limited resources.

Capital Budgets and Financing oversees system-wide bond instruments and indebtedness. This office reviews capital project financing, provides on-going computation of debt capacity and analysis of financial ratios and the impact of debt financing on the University's credit ratings.

The Finance Division supports the vision, mission and all goals and initiatives of the University of South Carolina.

Vision

The Finance Division will provide timely and accurate financial information and services needed to support and enhance the mission of the University of South Carolina.

Mission

The mission of the Finance Division is to serve the University of South Carolina by supporting fiscal management, providing financial services to students, faculty & staff, and by safeguarding University assets. Our focus is on service to and support for various constituencies internal and external to the University. The Finance Division plays a key role in identifying and developing solutions for effectively meeting challenges and opportunities facing the university. We will provide high-quality, team-oriented service by anticipating needs, educating personnel, and producing accurate and timely information, while maintaining a courteous and professional attitude. The Finance Division is committed to continuous improvement while working within the appropriate federal, state and University system regulations.

The Finance Division also supports the mission of all system campuses by providing and maintaining automated accounting systems that includes development of new systems, training, technical support and guidance in the interpretation of university policies and procedures.

Core Values

- Excellence – We seek excellence in all our endeavors, and we are committed to continuous improvement.
- Integrity - We are committed to truth and honesty, and we will be ethical and professional.
- Service – We believe serving others is a noble and worthy endeavor.
- Diversity – We respect and value diversity of opinion, freedom of expression, and all ethnic and cultural backgrounds.
- Stewardship of Resources – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public’s trust and are accountable for our actions.

Goals

1. Define Division expectations, plans and priorities
2. Assess and improve communication
3. Create and maintain customer-focused services while ensuring compliance
4. Provide support for OneCarolina planning and implementation

Note – Goal 4 was deleted from the Spring 2009 Blueprint submission due to delay in OneCarolina. The project was reconfigured and will now include update of the student information systems with plans to update the Finance and HR modules as well. The goal will be added back for 2012.

1. Define Division expectations, plans and priorities

Initiative 1A

Create and align department plans with Finance Division Blueprint for Service Excellence.

Action Plans from Previous Blueprint

- Develop, review and update unit plans including strategies, action plans and performance measures for Controller, Bursar, Budget Office and Capital Budgets and Financing.
- Conduct unit and individual meetings as needed.

Action Plans – Updated for FY2012

- Revise Finance into Controller/Bursar operations and Budget/Capital Finance operations due to realignment of CFO senior staff.
- Provide for split blueprint and updated goals, initiatives and action plans.

Initiative 1B

Annually assess progress against Blueprint indicators and revise goals, action plans and indicators as needed.

Action Plans from Previous Blueprint

- Engage units in assessment through compilation of satisfaction surveys, monitoring of unit complaints and tying specific action plans to staff performance evaluations.

Action Plans – Updated for FY2012

- No specific changes. More detail expected with separation of Controller/Bursar operations and Budget/Capital Finance operations.

Initiative 1C

Provide assessment of Finance Division through other University offices and external review

Action Plans from Previous Blueprint

- Redefine and form USC Finance team

- Conduct SWOT analysis of Finance Division with Finance Units and USC Finance team
- Engage external consultant for review of division and/or particular units

Action Plans – Updated for FY2012

- Continue BUG group. Budget Update Group fully operational for FY2010 and FY2011. Expanded in FY2011 to include Vice President for Student Affairs.
- SWOT analysis completed as part of Board of Trustees strategic planning and Huron Consulting work.
- External evaluation of Budget Model completed by Huron Consulting.
- Establish next step for Budget Model review and update.

Indicators & Assessment

(Assessment provided in following grid)

- Division Blueprint is up-to-date and relevant with annual review and assessment by each unit
- Regular unit level, department and individual meetings are conducted
- Customer satisfaction surveys are developed and implemented
- Division SWOT analysis is completed and results deployed to units for action

2. Assess and improve communication.

Initiative 2A

Develop and implement a Comprehensive Annual Financial Report (CAFR) to better inform the University stakeholders of the financial position of the University.

Action Plans from Previous Blueprint

- Research documents at comparable institutions
- Contact external auditor for changes to current contract

Action Plans – Updated for FY2012

- Expected to implement CAFR for 2011 fiscal year. Draft to be available in December 2011 following regular completion of Financial Statements.
- CAFR will be submitted to GFOA for review.

Initiative 2B

Develop and implement a revised audit plan that will meet internal and external requirements.

Action Plans from Previous Blueprint

- Due to SACS requirements, additional audit of senior campuses began for the 2010 fiscal year. Assistance provided to campuses and external auditors.
- Split current financial statements into five statements – USC Columbia, SOM and Regional Campuses; USC Aiken; USC Beaufort; USC Upstate and USC System. Each statement requires separate footnotes and materiality levels.
- Provide information to Internal Revenue Service for compliance audit focused on Unrelated Business Income tax.
- Respond to legislative provisos and requirements as needed.

Action Plans – Updated for FY2012

- Provide information to Office of Inspector General and other for compliance audit focused on Stimulus funds.
- Respond to legislative provisos and requirements as needed.
- Continue separate campus audits and establish Greenville Hospital System SOM separate campus.

Initiative 2C

Develop and implement an annual capital budget document.

Action Plans from Previous Blueprint

- Hire Director of Capital Budget and Finance
- Research documents at comparable institutions.
- Implement for 2010 Fiscal Year.

Action Plans – Updated for FY2012

- Develop and refine 30 year capital budget model.
- Revise and update the capital planning policy (formerly debt policy).
- Implement capital budget model after completion of FY12 operating budget.

Initiative 2C

Perform analysis to determine training needs inside Division and for Business Managers.

Action Plans from Previous Blueprint

- Establish a schedule for Division and unit staff meetings.
- Survey Division employees and Business Managers to determine training needs and interests.
- Review and revise Division web content and update as needed.

Action Plans – Updated for FY2012

- More detail expected with separation of Controller/Bursar operations and Budget/Capital Finance operations.

Initiative 2D

Develop, implement and revise consistent policies and procedures

Action Plans from Previous Blueprint

- Review current BUSF policies and procedures and develop systematic review process.
- Refine and fully implement debt management policy.
- Revisit and compile USC Budget Manual.
- Document and define Bursar Office employee procedures.

Action Plans – Updated for FY2012

- Working with the Audit and Compliance Committee of the Board of Trustees, provide an Internal Control Policy and a Whistleblower Policy for review and approval.
- Revive brown bag lunch series or delegate to other University office
- Continue other action plans, revised, as above

Indicators & Assessment

(Assessment provided in following grid)

- Implementation and completion of CAFR.
- Implementation and completion of Capital Budget document, deferred to 2012.
- Development and implementation of Budget Manual.
- Documentation of Bursar Office procedures.
- Reviewed and revised BUSF policies and procedures.

3. Create and maintain customer-focused services while ensuring compliance

Initiative 3A

Review staffing across division and establish new positions or change current positions as appropriate to address the changing financial environment and more complex University needs.

Action Plans from Previous Blueprint

- Assess staffing needs and concerns through review and revision of unit organization charts and position descriptions.
- Survey Division employees to determine training needs and interests.
- Encourage staff cross training particularly in offices with few staff members – to the extent allowable to maintain internal control.

Action Plans – Updated for FY2012

- Search and hire Associate Budget Director and additional analyst staff to support OneCarolina Finance Implementation, revision of the budget model and regular day-to-day budget needs.
- Complete separation of Controller/Bursar operations from Budget/Capital Finance operations.

Initiative 3B

Through the use of technology, develop various electronic ways of better serving our customers and ensure compliance.

Action Plans from Previous Blueprint

- Implement and fully deploy electronic pay stubs that will allow all employees to view pay stubs for the past 12 months.
- Review and revise Division web content and update as needed
- Continue resolution of PCI Credit Card compliance to address current and future mandates.
- Provide receipts online to students and staff.
- Provide 1098-T and summary history statements online.
- Provide Student Accounts Receivable information online.
- Modify student refund system for efficiency.
- Develop and provide monthly budget reports.
- Implement web-based data retrieval system for payroll and fringe benefits.

Action Plans – Updated for FY2012

- Develop and implement transparency website.
- Complete implementation of student portion of OneCarolina.
- Plan for implementation of Finance and HR portions of OneCarolina.
- Touchnet will provide the solution for the action plans below. Touchnet contract was signed in April, 2011 and the implementation has begun.
 - Provide Receipts online to students and staff.
 - Provide 1098-T and summary history statements online.
 - Provide Student Accounts Receivable information online.

- Modify student refund system for efficiency.
- Produce Orientation Video –provide consistent orientation information available on the Bursar Website for online reference.

Indicators & Assessment

(Assessment provided in following grid)

- Implement third party solution to PCI compliance – First Data plug-in software, PayPoint.
- Student financial services enhancements are implemented.
- Personnel and fringe information is available on the web.
- Monthly budget reports are available and distributed each month.
- Web pages are updated.

4. Provide support for OneCarolina planning and implementation

Initiative 4A

Prepare for the “Fit Gap” process and for the implementation of new administrative computing system.

Action Plans from Previous Blueprint

- Provide staffing from Finance division to include Finance SME and key personnel in Controller and Bursar Office units.
- Engage end-users across Finance Division in “Fit Gap” and training.
- Evaluate results of the “Fit Gap” process to assure a seamless transition from the “old system” to the “new system”.

Action Plans – Updated for FY2012

- Revise Initiative to read “Prepare for OneCarolina implementation through Student system and following HR and Finance systems.”
- Increase staff to support the full OneCarolina implementation.

Initiative 4B

Monitor OneCarolina budget and resources available for project.

Action Plans from Previous Blueprint

- Review monthly expenditures and commitments.
- Review tuition, fee and state appropriations revenue.
- Assess expenditures that may be capitalized versus those that will be expensed – determine impact on financial statements.

- Meet with OneCarolina sponsors and University Technology Services periodically to review budget and actual expenditures.
- Provide information as needed to Board of Trustees and other stakeholders.

Action Plans – Updated for FY2012

- Revise funding plan to include implementation of HR and Finance components.
- Continue monthly expenditure monitoring and commitments.
- Review capitalization of system.

Indicators & Assessment

(Assessment provided in following grid)

- Documentation on critical processes and data elements are well-defined.
- End-users participate in process.
- OneCarolina budget is maintained and reported.

Resource Requirements

Current resource information is provided through February 28, 2011. Due to the impact of the budget reductions, the goals established in the Finance Division have been impaired. The unit has had marginal staff coverage for years and during the budget cuts in 2009, 2010 and 2011 the Division has reduced or eliminated many temporary support personnel and left several positions vacant. The unit has also worked to manage budget cuts, responded to an ongoing, extensive IRS audit and continued to manage the stimulus funding requirements. Unfortunately the day-to-day Finance operations are stressed and customer service is negatively impacted.

In 2008 there were opportunities to reallocate funds across units to meet established goals and initiatives. However, with the loss of \$800,000 since 2008 there are no funds available for reallocation. Initiative funding to restore some operations for Finance are requested for the 2012 fiscal year.

Use of carryforward funds includes a request to expend up to \$500,000 for an external assessment of the Finance Division. This initiative was requested in 2008, but not funded. Had the request been funded, due to the time and personnel constraints involved with implementing the budget cuts, it is unlikely that the unit would have been able to search and hire a consultant to provide this service. Sufficient carryforward funds are available to fulfill this request provided that staff time allows for the process.

Additional uses of carryforward funds includes an update to the Direct cost study completed in FY 1999-2000 and not updated since then. An RFP is expected to be released in the summer of 2011.

“A” Fund budget total for the Finance Division was approximately \$7.8M at July 31, 2010 prior to the receipt of carryforward funds and BOT initiatives. The Division received \$1,873,350 in carryforward funds after the surtax of \$71,270 was applied. A summary of

“A” Fund budget and actual expenditures as of February 28, 2010 is provided from the unit Spring Review.

Although the Controller’s Office within the Finance Unit in the Division accounts for all financial activity undertaken by the University, the Division expressly manages various other unrestricted funds including “E” Funds for Contract & Grant Accounting. Further, the Finance unit through the Budget Office reviews and balances the General Fund each month including the OneCarolina accounts. The Controller’s Office manages all university endowed accounts and quasi-endowed accounts. Finally, in conjunction with Student Affairs, the Budget Office reconciles and monitors the unrestricted scholarship accounts.

Finance - Assessment - Blueprint Revision – April 15, 2011

Identified Outcomes	Assessment Strategies/Measures/Criteria	Realized Outcomes	Schedule for Reporting Outcomes/Plans for Future Reports	Actual Use Made of Results
Finance Goal 1 – Define Division expectations, plans and priorities				
Initiative 1A and 1B Create and distribute Finance Division Blueprint. Measure progress against indicators and revise goals, action plans and indicators as needed.	Division Blueprint is up-to-date and relevant with annual review and assessment. Originally drafted in April 2008 and revised in July 2008. Updated in April 2009. Current revision - April 2010.	Document created in collaboration with each unit. Document available for unit planning and individual work plans.	Blueprint updated annually in the spring and revised following the budget process and funding determination at the beginning of each fiscal year.	Document available across Division. Units still need to develop individual action plans and tie individual performance to unit and Division goals and initiatives. Budget reductions have been a hindrance.
	Monitoring of unit complaints.	AVP's office involved in student/parent complaint resolution BOT office, President's Office and Student Affairs	As needed.	Information on complaints is available to resolve issues. For instance, 529 payments were routed to Financial Aid when received in Bursar's Office. A change to procedure will result in these payments being applied to student accounts earlier. Additional resources are needed to address telephone complaints and customer service issues.
Initiative 1C Provide assessment of Finance Division through other University offices and external review.	Redefine and form the University Finance Team.	University Finance team has been formed and met in 2008 to begin compilation of SACS standards. University Finance team will be charged with additional responsibilities for Focus Carolina.	University Finance Team evolved into Budget Update Group which has met throughout FY2010 and FY2011. BUG was expanded to include the VP for Student Affairs.	BUG continues to meet twice monthly to review all budget/finance items. Current membership is CFO, Provost, AVP & Budget Director and VP of Student Affairs. Budget Model reviewed by Huron Consulting and will be evaluated for update following OneCarolina Finance implementation.
	Engage external consultant for review of Finance Division. Conduct SWOT analysis by unit.	No progress due to lack of funding.	At conclusion of external report. Report will be used for ongoing improvement of Finance Division.	External consultant was requested in FY09 budget process and again for FY10 budget process. No funding provided, but carryforward funds available. Expected RFP for Direct Charge study in FY2012 and elaboration of Huron results.
All Finance Goals and Initiatives	Establish group that meets to review budget issues	Formation of Budget Update Group that includes Vice President for Finance and Planning, AVP for Finance and Planning & University Budget Director, AVP for Resource Planning and the Provost.	Group meets weekly during budget development and bi-weekly or as needed during the balance of the fiscal year.	Weekly meetings beneficial for linking budget to planning and assessing changing financial position of the University.

Identified Outcomes	Assessment Strategies/Measures/Criteria	Realized Outcomes	Schedule for Reporting Outcomes/Plans for Future Reports	Actual Use Made of Results
Finance Goal 2 – Assess and Improve Communication				
Initiatives 2A, 2B, 2C and 2D Research and complete documentation necessary for Finance Division operation and communication of financial goals.	Implementation and completion of CAFR	Significant progress in FY2011. All FY2010 financial statements were SACS compliant due to separation into different accredited entities. Controller’s Office conducted research with external auditor on CAFR requirements. Due to this change in financial reporting and increasing need for financial analysis, a new position has been identified and filled in the Controller’s Office .		CAFR implementation expected for FY2011 after regular financial statements are compiled.
	Modification of annual financial report for compliance. Research alternatives with SACS and Elliott Davis	For FY2010 there were five separate audited documents: USC Columbia with the School of Medicine and the Regional Campuses; USC Aiken; USC Beaufort; USC Upstate; and the USC System.	Evolution to CAFR process underway. Significant Financial work was completed for SACS compliance. All standards were reviewed and no findings were cited for the financial areas.	The financial statements will meet the requirements of SACS accreditation.
	Implementation and compilation of capital budget document	Not fully completed, but progress made on development of a 30 year capital budget plan and compilation of all USC debt including related entities. For FY2010 Athletic BANS were renewed and a sale of revenue bonds is planned for the Patterson Hall renovation – late spring 2010.	Thirty year plan continues to be updated. COPS team is expected to compile budget document. Working with BOT consultant to push this process to one separate from the operating budget.	Capital budget document preparation is ongoing. Rating agency information is updated at conclusion of each fiscal year – in addition to annual continuing disclosure information required.
	Compile Budget Manual	To be updated in FY2012. Delayed due to staff time allocation.		Budget manual, policies and procedures will be updated in FY2012.
	Document and define Bursar Office procedures			

Identified Outcomes	Assessment Strategies/Measures/Criteria	Realized Outcomes	Schedule for Reporting Outcomes/Plans for Future Reports	Actual Use Made of Results
Initiative 2C Determine training needs inside Division and for Business Managers	Review and assess the number of Bursar's Office employees utilizing training services	Conducted additional training opportunities including webinars and off-site training have been available.	Assessment reported annually via Blueprint. Improved services through education.	Available material and equipment for educational training through online services. Additional planning for staff training ongoing.
	Training is provided to unit Business Managers	Brown bag lunch series was suspended in FY2009 due to time and personnel constraints	Assessment reported annually via Blueprint. Improved services through education.	A survey of brown bag lunch attendees was conducted in Summer 2008. Series is valuable and effort will be made to bring back in FY2012 or delegate to another University office. One meeting with academic units has been conducted.
Initiative 2D Develop, implement and revise consistent policies and procedures	BUSF policies are reviewed and revised	BUSF 1.00 approved change to one day meals.	Annual review of policies is needed.	Additional policies updated. More comprehensive review expected in FY2012. New policies supported including Red Flag Rule, Internal Control and Whistleblower.
	Develop new BUSF policies as needed	New policies pending from Bursar's Office	Expected adoption of new USC policies in late spring 2010	New policies include Red Flag Rule, Yellow Ribbon programs, University Abatements. Red Flag Rule requires some implementation.

Identified Outcomes	Assessment Strategies/Measures/Criteria	Realized Outcomes	Schedule for Reporting Outcomes/Plans for Future Reports	Actual Use Made of Results
Finance Goal 3 – Create and maintain customer-focused services while ensuring compliance				
Initiative 3A Review staffing across Division	Review and assess staffing needs. Revise and update position descriptions. Survey employees for training needs. Encourage cross-training	Minimal staffing changes for FY2011 due to budget constraints. Only mission critical positions are requested to be filled when vacant. Temporary employees have had reduced hours or been terminated. Jobs have been combined where possible.	Assessment reported annually via Blueprint document. Staffing currently reviewed for each vacancy to determine if position is mission critical.	Review of staffing across entire Division is needed. Additional budget office positions identified.
Initiative 3B Through the use of technology, develop various electronic ways of better serving our customers and ensuring compliance	Implement and fully deploy electronic pay stubs	Improved self service for our employees allowing them to obtain this information themselves.	Will review this process to make sure that 12 months is sufficient number of stubs to provide on line.	Eliminated calls and walk in traffic for this information. Estimated annual savings is ten thousand dollars. Project has been running for more than 12 months and has proven to be successful. COMPLETED.
	Ongoing Payment Card Industry Compliance. Education of University users on the importance of rules and regulations by the Payment Card Industry. Review the Trustwave monthly scans to insure compliance.	Identified the need for a new First Data product (PayPoint). Ongoing need for reconciliation support continues in spring 2010, but must be resolved as soon as possible.	Planned installation of First Data PayPoint Plug in software by June 2009 to move all credit card transactions off the mainframe computer. New contract signed with Touchnet in April 2011.	Use of PayPoint software and Trustwave monthly scans. PCI compliance is ongoing with additional resources needed. Finance currently covering ½ of an FTE project manager in UTS and will need additional technical support to ensure full compliance. Touchnet ongoing.
	Athletic Team Travel Card - Numerous meetings between the Controller's Office and the campuses finance and athletics staff discussed the need for a team travel credit card to discontinue practice of coaches carrying cash to cover team travel expenses.	Decision made to use Bank of America as our team travel card provider. The contract is under review by the legal office with a target roll out date of no later than July 1.	This new process will require training on how to settle all the charges and proper posting of the expenses to the general ledger. Team travel card implemented in 2009.	Will eliminate the need for coaches to carry cash to away events. Will streamline process for accounts payable and the campuses. Status update needed in Fall 2010 to ensure card is performing as expected.
	Develop additional budget reports to assist units with tracking budget and actual expenditures	For academic units, the five year model report has been refined. New campus reporting includes USC System Headcount report.	New reports will be completed monthly and distributed to units. Additional campus-level reporting will be developed.	Monthly reports now distributed for Columbia campus responsibility level units. Additional reports used monthly at institution level for Budget Update Group.
	Develop reports for tracking and reporting stimulus funding as required by state and Federal sources	New fields available in Accounting Services Intranet to allow monitoring and reporting of Federal grant and state stabilization stimulus funds.	Report is available to all principal investigators. Finance Division hired additional support for monitoring and reporting.	Reports are filed as required. COMPLETED

Identified Outcomes	Assessment Strategies/Measures/Criteria	Realized Outcomes	Schedule for Reporting Outcomes/Plans for Future Reports	Actual Use Made of Results
Finance Goal 4 – Provide support for OneCarolina planning and implementation				
Initiative 4A Prepare “Fit Gap” process for implementation.	Documentation on critical processes and data elements are well-defined. End-users participate in the process.	Project was on hold for FY2009 and recently reconfigured in FY2011. Project will now comprise the full suite of the Banner system.		Project reconfigured to add back the HR and Finance sections. Ongoing.
Initiative 4B Monitor OneCarolina budget and resources available for project	OneCarolina budget is maintained and reported.	Budget Office continues to monitor monthly budget of “A” and “E” funds. Stimulus funds in “FS” account were budgeted and expended as expected.	Monthly review is conducted.	Both recurring and non-recurring balances are monitored. Funding is expected to surpass \$85M.

Business Affairs Division

Overview

The Business Affairs Division is composed of seven major units performing a variety of support functions for the University.

The CarolinaCard Office oversees the issuance and use of the CarolinaCard, which serves as a passport to campus life at USC. It is the official University ID with a declining balance account capability that can be used in campus business locations such as dining halls, the University Bookstore, the University libraries, parking garages, campus vending, and laundry machines. As an ID card, it provides access to events, facilities, buildings and dorms on campus. It also is used on campus for dining programs that include meal plans and meal plan credits.

The Purchasing Department serves and supports the entire University in procuring goods and services, information technology goods and services, and construction. It is responsible for approving all requisitions for these goods and services and for ensuring that all procurement activities are conducted in a legal, ethical and professional manner in compliance with the SC Consolidated Procurement Code and Regulations. In addition, the department must ensure that all procurements are in compliance with University policies and procedures. The Consolidated Services section of the department is responsible for the proper disposition of all University owned property.

The University of South Carolina's Postal Service is responsible for providing timely mail delivery and pick up, and postage metering for all official University mail. In addition, mail delivery is provided to all students residing in Greek Village and University Housing. Two retail customer counters are also staffed to accommodate the mailing needs of our Campus community.

The Koger Center provides a top quality performing arts venue for USC sponsored events, local performing arts organizations, and commercial promoters. The 2,256 seat venue operates cost efficiently and effectively, thereby minimizing rental and facility costs for its customers.

The Carolina Coliseum is a multipurpose facility used for instruction, sports and entertainment functions, as well as University and community events. The Coliseum houses classrooms and administrative offices for the College of Hospitality, Retail, and Sport Management and the College of Mass Communications and Information Studies. University functions include fee payment, New Student Convocation, First Year Reading Experience, career fairs, and student functions. The Coliseum hosts annual graduations for Richland and Lexington county school districts and Midlands Technical College. The Coliseum also seeks to generate revenue by hosting commercial events which do not compete with the Colonial Life Arena.

The mission of the Office of Trademarks and Licensing is to ensure (1) proper use of those trademarks, service marks, logos, and insignias that have come to be associated with the University of South Carolina; (2) generate income to support and enhance the scholastic missions of the University of South Carolina; and (3) protect the University's reputation, good name and image by permitting only appropriate uses and assuring that only quality products bear the institution's name, initials or marks.

The Revenue Contract unit oversees the major auxiliary contracts for the Columbia campus. Those contracts are food service, bookstore operations, snack and soft drink vending, ATM leases, trademark licensing, and class rings. This unit is responsible for working with the Purchasing Department in procuring revenue contracts that provide the highest revenue possible for the University while ensuring excellent quality and customer service to campus constituencies.

I. Vision, Mission and Goals

A. Executive Summary

Vision Statement

The Business Affairs Division will provide professional quality, customer focused, and regulatorily compliant support services to all areas and stakeholders in the University system that it serves.

All units performed well in realizing this vision. This was borne out through customer feedback and internal and external audits. The units are supporting the University well in meeting its stated goals.

Mission Statement

The mission of Business Affairs is to serve the University of South Carolina by providing high quality, professional services that support and enhance the operation of the University, its departments, students, faculty, staff and community users. Each unit focuses on state of the art approaches that maximize the University's resources in supporting operations that enable the University to offer its customers a high quality experience in pursuing higher education and related interactions on its campuses.

The Mission Statement links to the Vision Statement in explaining how the units will work to achieve the mission. Since the vision is to provide excellent support services to all areas of the University so they can succeed in achieving their visions, the services provided must be at a high level of professionalism and proficiency which is the mission that guides each unit in performing its role. The units performed their missions well as is indicated in customer feedback and internal and external audits.

Goals

The Goals for FY12 are as follows:

1. Support the University's goal of improving its financial health by increasing revenues derived from auxiliary enterprises and shifting costs to private sector partners.
2. Support the University's goal of improving quality of life in the University community in the area of diversity by implementing a plan to increase vendor outreach efforts with small and minority businesses.
3. Support the University's goal of improving the quality of life in the University community by furthering efforts to become a more sustainable campus.

B. Goals, Initiatives and Action Plans

Goal 1

Support improvement of the University's financial health by increasing revenues derived from auxiliary enterprises and shifting costs to private sector partners.

Increasing contributions both of a monetary and in-kind nature contributes to the overall budget of the University either directly through increased revenue or through other cost avoidance, both of which improve the financial health of the University.

Initiative 1 (a)

Find additional ways to support campus vendors in their efforts to increase sales occurring on campus.

Action Plan:

- Increase deposits on CarolinaCard by providing regular drafts from other banking accounts directly onto the CarolinaCard.
- Increase business activity on campus by identifying and implementing new campus venues for operation of auxiliary services.
- Continue to provide regular reports of spending using the CarolinaCard to campus vendors so trends can be tracked and strategies employed to boost sales during low periods of the year.
- Continue to improve timeliness and rates of book adoptions by faculty to improve Bookstore sales.
- Identify additional space on campus in which to offer new/expanded retail offerings.
- Update Meal Plan offerings to increase sale of non-mandatory meal plans.

Indicator: Campus spending is increased thus increasing revenues to the University.

Initiative 1 (b)

Work with University vendors to derive in-kind value to enhance opportunities and quality of life for our students.

Action Plan:

- Explore with major contract holders opportunities for our students to gain knowledge of their businesses as part of the educational opportunities on this campus.

Indicator: New programs and opportunities are made available to our students.

Goal 2

Support the University's goal of improving quality of life in the University community in the area of diversity by implementing a plan to increase vendor outreach efforts with small and minority businesses.

Initiative 2 (a)

Increase the number of outreach efforts made to small and minority businesses by the University business community in acquiring necessary goods and services.

Action Plan:

- Continually expand and update an electronic directory of all small and minority businesses desiring to do business with the University.

Indicator: Expanded and updated electronic directory is available on Purchasing Department website to be used by University purchasers.

- Track all outreach efforts made in procurement processes to use in compiling regular reports. Share reports with all in the business chain of command to maintain focus and momentum of initiative.

Indicator: Report that documents outreach activities is compiled and shared on a regular basis with University business areas and outreach activity continues to increase.

Goal 3

Support the University's goal of improving the quality of life in the University community by furthering efforts to become a more sustainable campus.

Initiative 3 (a)

Establish a contract for composting of all organic waste generated on campus and use of the end products from the composting process.

Action Plan:

- Issue an RFP to contract with a vendor to remove and compost University organic waste and return valuable compostable material to be used for campus purposes.

Indicator: Organic waste is no longer taken to a landfill for disposal and compost product is returned for use on campus.

USC Division of Law Enforcement and Safety

The Division of Law Enforcement and Safety is comprised of the Community Services Bureau, the Support Services Bureau, and the Operations Bureau.

All officers are appointed and commissioned as State Constables by the Governor of the State of South Carolina. They are empowered to enforce the laws of South Carolina with statewide jurisdiction and arrest powers. All officers must be certified by the South Carolina Law Enforcement Training Council prior to performing police duties. In addition to entry level academy and field training all officers complete a minimum of 60 hours in-service training annually. This in-service training is an essential element in our Division's efforts to provide the highest level of service and professionalism possible for the students, faculty, staff, and visitors of the University of South Carolina.

Community Services Bureau

The Community Services Bureau is comprised of Crime Prevention, Victim Assistance, and Parking Enforcement.

Crime Prevention Section

The University of South Carolina Division of Law Enforcement and Safety recognizes the importance of establishing close ties with all members of the community we serve, and it is equally important for the community to know that violent crime on our campus is a rare occurrence. We offer the community a fulltime Crime Prevention and Community Relations Officer whose overall focus is to educate members of the University in the areas of prevention, reduction, and awareness of criminal activity.

The Division of Law Enforcement and Safety works hard to better protect our campus community and continually strives to offer crime prevention methods that help make our campus a safer place to live, work, and learn.

Members of our Division are continuously creating, implementing, and delivering numerous educational programs that let all members of the University community (students, faculty, staff, and visitors) know what they can and should do to minimize the potential of their becoming a victim. The Division places a great deal of importance on community policing and building positive relationships with the members of our campus.

We offer a number of programs and training presentations to educate our campus population to prevent crime and have the opportunity for students, faculty, staff, and visitors to meet the University of South Carolina Police in a positive environment. This interaction between the community and our Division lets the public know that their police department is proactive and committed to creating a campus environment that is as safe and enjoyable as possible.

The Campus Safety Officer (CSO) program is designed to give students with an interest in law enforcement an opportunity to work in a non-sworn capacity while they are enrolled here at the University. CSO's are assigned to all operational areas of our Division and provide mission critical support to our staff and the University.

The primary mission of the CSOs is to enforce University policies; however the added benefit is that the CSOs serve as additional eyes and ears for police officers, which increases safety for University students, staff, faculty and visitors.

Victim Assistance Section

Since 1990, the Division of Law Enforcement and Safety has offered the Victim / Witness Assistance Program to the Carolina Community. This program works closely with University services across campus to offer care, concern, and a quick response to those persons who have been victims and/or witnesses of a crime. Along with the Community Outreach programs, proactive measures are provided to help those in the community avoid becoming victims of crime. On average, this office serves approximately 200 victims and 25 witnesses each year.

The Victim Assistance Program is committed to improving the plight of crime victims and witnesses by providing services which:

- Treat victims and witnesses with dignity and compassion
- Assist those in the community who have been victims / witnesses of a crime
- Enable a quick response program which is available 24 hours a day
- Increase the awareness of crime prevention efforts through direct contact with victims and witnesses
- Develop new programs and modify existing crime awareness programs for the University
- Serve as a liaison between the community, victims, witnesses, and the University Police Department
- Offer friendship and support to victims and witnesses throughout the criminal court process

The Victim Assistance Section helps crime victims throughout the police investigation, court processes and other areas impacted because of crime. To those unfamiliar with how these systems work, it can be confusing and intimidating. Our Division provides the following services to help victims have smoother experiences:

- Court notification support
- Preparation for testifying
- Language translation
- Victim impact statement
- Crisis intervention
- Short term counseling/follow-up monitoring
- Personal safety plan

- General Assistance With and/or Referrals to:
 - Community service agencies
 - Housing / shelter
 - Physical necessities
 - Financial / victim's compensation
 - Employer / school intervention
 - TPO's (Temporary protective orders / bond orders)
 - Community crisis response

Parking Enforcement Section

Through appropriate enforcement of the parking regulations on campus, assisting with special events parking, maintaining parking meters and gates, and helping guide visitors on campus, the Parking Enforcement Section is responsible for ensuring that the limited resource of available parking is utilized by and available for the appropriately registered and authorized students, faculty, staff, and visitors.

The Parking Enforcement Unit is also responsible for enforcing the policies set forth by Vehicle Management and Parking Services.

Support Services Bureau

The Support Services Bureau is comprised of Criminal Investigations, Technical Operations, and Administration.

Criminal Investigations Section

The responsibilities of the Criminal Investigations Section include:

- Conducting and managing the follow up investigation of criminal incidents occurring on campus
- Performing polygraph examinations in criminal cases, internal investigations, and all hiring processes
- Professional processing of crime scenes to preserve and collect evidence
- Conducting professional training in the areas of crime scene and evidence collection within the agency
- Conducting follow up examination of the evidence which has been collected at the scene of a crime to identify and ultimately prosecute those individuals committing crimes on campus
- Internal investigations into alleged misconduct by employees to ensure that all employees conduct themselves in a professional manner thereby representing the Division and University in the highest standard

- Deploy, provide resource and actual filling of positions for dignitary protection details in coordination with the administration planning function.

Technical Operations Section

The responsibilities of the Technical Operations Section include:

- Designing, installing, and supporting the alarm and video surveillance systems utilized throughout the University system to protect lives and property
- Design, and coordinate the installation of card access systems throughout campus
- Liaison and coordinate radio and radio communication devices for the Division
- Design and install covert video for the purpose of gathering evidence for prosecution of criminal activity
- Manage the alarm system used to monitor fire and burglar alarms for all of the University campuses
- Assist in the design, coordination and implementation of the emergency callbox system.

Administrative Services Section

The responsibilities of the Administrative Services Section include:

- Professional storage and documented chain of custody of all evidence
- Plan, manage, and document all law enforcement operations associated with ensuring safe and peaceful special events while ensuring the presence of a force capable of responding to potential disturbances
- Application and management of state and federal grants
- Review, management, and accountability for all Division records
- Recording compliance with all policies, regulations and applicable laws
- Purchasing and maintenance of all supplies and equipment
- Human resource processes (hiring/selection and promotion)
- Planning and research of new technologies, operations, and processes
- The development, tracking, and reporting of the Division's Goals, Objectives, and Strategic Plan
- Collection and dissemination of criminal intelligence and the analysis of criminal incidents on campus to assist in the allocation of personnel
- The training and professional development of all Division employees to develop and maintain their skills associated with their wide range of duties and the expectations of the community including, but not limited to: use of force, firearms, defensive tactics, active shooter response, crowd control, legal updates, criminal domestic violence, crime scene processing, cultural diversity, and communication skills

- Administration of the law enforcement accreditation process
- Administration and management responsibilities relating to the records management and retention systems

Operations Bureau

The largest and most visible area of the Division of Law Enforcement and Safety is the Operations Bureau which is comprised of the Patrol Operations Section and the Special Services Section.

Patrol Operations Section

The Patrol Operations Section is broken down into four patrol teams, each of which is supervised by a sergeant. These teams rotate shifts to ensure coverage 24 hours a day, seven days a week. The Patrol Operations Section provides traditional police services such as responding to emergencies, criminal incidents, burglar/fire alarms, and all other calls for service. Officers also proactively patrol using a variety of methods to include the use of traditional police vehicles, bicycles, specialized vehicles, and foot patrols.

Special Services Section

The Special Services Section consists of the Crime Suppression Unit (CSU), the National Advocacy Center (NAC) Unit, and the Communications Unit. The CSU is supervised by a sergeant; this unit's officers combine the use of timely intelligence with the use of creative and specialized tactics and strategies to proactively combat crime. The NAC Unit is supervised by a sergeant and is responsible for all law enforcement services and for ensuring the overall safety and security of the National Advocacy Center which is a US Government facility located at the University that trains United States Attorneys and District Attorneys from across the nation. The Communications Unit is led by a civilian supervisor and is responsible for a variety of functions to include receiving calls for service and 911 calls, dispatching officers, monitoring burglar and fire alarms, monitoring video, and assisting with the securing of certain property on campus. Telecommunication officers from this unit are assigned to varying shifts and work hand in hand with patrol teams to ensure 24 hour a day, seven day a week service to the Carolina community.

Goals

- 1) Support of the University's effort to provide additional police officers to serve the Carolina community.
- 2) Support of the University's effort to increase participation and expand the duties of the Campus Safety Officer Program (student patrol program).
- 3) Support of the University's effort to continue implementing and expanding the campus video and access control systems.

- 4) Support of the University's effort to fully implement plans of the Emergency Management Team.

Goal 1: Support of the University's effort to provide additional police officers to serve the Carolina community.

Initiative 1 A: Increase the availability of officers to our community and their accessibility while on patrol and responding to calls for service, thereby serving as a deterrent to crime and further reinforcing the University's image of safety and accessibility to our community

Action Plan 1A:

- Increase the accessibility and presence of officers within the community through the use of bicycle and walking patrols

Initiative 1 B: Increase officer health and wellness

Action Plan 1 B:

- Emphasize and encourage officer physical fitness programs and opportunities
- Emphasize and encourage officer health and wellness through support and marketing of University wellness related programs

Initiative 1 C: Ensure an appropriate and effective allocation of personnel

Action Plan 1 C:

- Continuously review: crime, call, geographic, and population data to establish patrol areas and field services assignments to develop an intelligence-led policing model
- Continuously review: caseloads and assignments of investigations personnel

Assessment 1:

- Tracking of compensatory time use
- Tracking of patrol area assignments
- Monitoring officer use of physical fitness facilities
- Periodic reminders of resources available for physical fitness and wellness services
- Conduct periodic work load assessments

Goal 2: Support of the University's effort to increase participation and expand the duties of the Campus Safety Officer Program (student patrol program).

Initiative 2 A: Continue to develop the Campus Safety Officer program (student patrol program) by increasing the opportunities for personal growth and professional experience of students participating in the program and the types of duties they are assigned

Action Plan 2A:

- Increase marketing of the Campus Safety Officer Program
- Increase number of training sessions to support varying availability and schedules of students interested in the program
- Provide the opportunity for returning students to assist with Division operations in other non-traditional areas, including but not limited to: Investigations, Administration, and Technical Operations
- Conduct annual program evaluations involving Division officers and campus safety officers

Assessment 2:

- Tracking of CSO activities
- Evaluation of CSO training
- Evaluation of CSO program

Goal 3: Support of the University's effort to continue implementing and expanding the campus video and access control systems.

Initiative 3 A: Complete the development and installation of a video monitoring operation

Action Plan 3 A:

- Complete development and configuration of video monitoring equipment and processes
- Develop and implement training program for video monitoring staff

Initiative 3 B: Continue expanding the use of card access in non-Housing facilities

Action Plan 3 B:

- Identify facilities and operational areas which may benefit from card access

- Upon identification of facilities, determine cost estimates for card access systems
- Identify possible funding areas for card access implementation

Initiative 3 C: Continue to evaluate and identify areas which may benefit from expanded call box and video surveillance

Action Plan 3 C:

- Continue to identify specific locations for video surveillance
- Continue development and deployment of video ready call boxes
- Continue to identify possible funding sources for deployment of call boxes and video surveillance sites

Assessment 3:

- Track and map implementation of campus exterior video cameras
- Evaluate functionally of video monitoring systems and continuously enhance and develop monitoring capabilities
- Track implementation of non-Housing card access based upon prioritized list

Goal 4: Support of the University's effort to fully implement plans of the Emergency Management Team.

Initiative 4 A: Work with members of the University's Emergency Management Team to develop their function's annex of the University Emergency Operations Plan.

Action Plan 4 A:

- Provide National Incident Management System and Incident Command System training to essential personnel throughout the University.
- Assist the Emergency Management Team members in the development of a detailed implementation plan for their area of responsibility.
- Provide opportunities for team members to exercise their plans with their division.
- Serve as a resource for personnel responsible for emergency management at the USC system branch campuses.

Initiative 4 B: Continue to maintain the policies, procedures and activation of the Carolina Alert Notification System.

Action Plan 4 B:

- Create and approve a policy for the Carolina Alert Emergency Notification System that is compliant with the Higher Education Opportunity Act.
- Research and implement a new mass text messaging system.
- Research new technologies that will integrate the existing communication media in the Carolina Alert Notification System to a single point of activation.

Initiative 4 C: Continue to maintain an Emergency Operations Center (EOC) to be used for multi-agency and interdepartmental coordination during an emergency.

Action Plan 4 C:

- Provide additional communication media to display information to the personnel working in the EOC during an emergency.
- Update the room infrastructure to provide a separate meeting area for the Executive Policy Group.

Assessment 4:

- Maintain and revise the University Emergency Operations Plan as directed
- Maintain complete records of all training conducted
- Maintain a complete schedule of all Emergency Management Team and unit meetings
- Maintain and revise the University Emergency Notification Plan as directed

Resource Information

The Division of Law Enforcement and Safety will not be requesting any initiative funding for this coming fiscal year. This decision was made not based upon a lack of critical needs, but out of appreciation for the past and ongoing fiscal support which has been provided for our Law Enforcement and Safety operations, and our clear understanding of the current financial conditions facing our University.

Department of Facilities

I. Vision, Mission and Goals

A. Executive Summary

Vision: To become an organization recognized for professionalism and excellence in service where employees are valued and encouraged to improve.

Our vision is about our most important asset...our employees! If we value our employees and give them a chance to improve, they will be more professional and excel in service. Unfortunately due to budget cuts, we are forced to place the Apprenticeship program on hold, eliminate nearly all travel and limit professional development for next year. We will continue to support our professional registrations and certifications as resources permitted.

Mission: To create and maintain a space for people to learn, live, work and play.

Each year we respond to over 26,000 work requests, over 120 each work day. We also manage approximately 140 capital construction projects underway valued at over \$500M. Both are enormous workloads for the size staff we hire. Compared to industry standards and our peer institutions, we are resourced about half of what is required to provide a Satisfactory level of effort. Our employees respond to every emergency to immediately address the critical issue in every case.

Motto: Good Facilities Are Essential To Good Learning.

Good facilities attract good students. They are an important recruiting tool, making students feel safe and comfortable. Good facilities attract good faculty. State-of-the-art research facilities attract world-renowned researchers, just like a new baseball facility attracts the best players. Good facilities attract good staff. All employees like working at a place they are proud of. If good facilities attract good students, faculty, and staff, then good learning will occur.

Facilities Department Goals

Goal 1: Reduce safety incidents.

Goal 2: Decrease the resources versus expectations gap.

Goal 3: Continue professional development of staff.

Goal 4: Improve facility and utility maintenance.

Goal 5: Balance project management workload.

Goal 6: Reduce construction change orders, project cost increases, and performance period increases.

Goal 7: Operate Biomass Plan.

Goal 8: Determine cost-effective solution for waste management.

B. Goals, Initiatives and Action Plans

Goal 1: Reduce safety incidents by 10%.

Initiative 1(a): Continue weekly safety sessions for each office and shop.

Action Plan: Safety office provides proposed subject on Monday each week and supervisors conduct safety awareness training.

Indicator: E-mail sent weekly and supervisors report training completed.

Initiative 1(b): Continue to include safety report in weekly and monthly staff meetings and quarterly Facilities Call.

Action Plan: Safety office participates and provides statistics on progress.

Indicator: Attendance at meetings and briefings completed.

Initiative 1(c): Continue purchase of proper protective equipment.

Action Plan: Supervisors and safety office determine requirements and ensure use.

Indicator: Proper equipment used and incidents decrease.

Goal 2: Decrease the resources versus expectations gap.

Initiative 2(a): Revalidate comparative costs analysis of services provided to campus.

Action Plan: Obtain data from national standards and peer institutions.

Indicator: New comparative data on hand.

Initiative 2(b): Update and provide briefing to COPS, CPC, Faculty Senate, Deans Council, Student Government, and Board of Trustees.

Action Plan: Prepare briefing and schedule appointments.

Indicator: Briefings are complete.

Goal 3: Continue professional development of staff.

Initiative 3(a): Develop self-supporting Apprenticeship program.

Action Plan: Determine journeyman positions to hire at entry level salary and use salary difference to fund Apprenticeship program.

Indicator: Self-supporting Apprenticeship program in place.

Initiative 3(b): Request funding for professional training and membership.

Action Plan: Develop budget initiative to fund training and travel and professional membership.

Indicator: Budget increased.

Goal 4: Improve facility and utility maintenance.

Initiative 4(a): Request funding to increase number of employees to a level required for satisfactory maintenance to keep infrastructure from deteriorating.

Action Plan: Update number of employees and associated funding required.

Indicator: Analysis is complete and funding determined.

Initiative 4(b): Request budget increase to fund preventive maintenance.

Action Plan: Develop realistic preventive maintenance program and determine funding support requirements.

Indicator: Along with Initiative 5(a), a proper preventive maintenance program is in place.

Initiative 4(c): Request budget increase to fund deferred maintenance.

Action Plan: Begin with \$2M per year for five years.

Indicator: Deferred maintenance budget established and projects being accomplished.

Goal 5: Balance project management workload.

Initiative 5(a): Implement a 5% Fee for design and construction management.

Action Plan: Brief University administration and obtain approval to charge all units a fee for in-house and construction services.

Indicator: 5% Fee approved.

Initiative 5(b): Hire appropriate project managers, procurement specialists and project assistants to manage our program.

Action Plan: Hire permanent positions to handle the historical workload and hire term employees as needed to handle requirements above normal.

Indicator: New employees in place.

Goal 6: Reduce construction change orders, project cost increases, and performance period increases.

Initiative 6: Develop effective tracking system to monitor project success and set goals to achieve.

Action Plan: Accomplish spreadsheet and make available for selection committee use when determining contractor past performance.

Indicator: Effective tool in place to recognize good contractors and hold poor performers accountable.

Goal 7: Operate Biomass Plant

Initiative 7(a): Conduct analysis of plant to determine quality and reliability prior to acceptance.

Action Plan: Hire third party contractor to review the plant to better understand its capabilities.

Indicator: Report received.

Initiative 7(b): Ensure all actions required by the OSE are completed prior to plant acceptance.

Action Plan: Work with JCI to compile all documents.

Indicator: Documents provided to OSE.

Initiative 7(c): Resolve non-payment of guaranteed savings.

Action Plan: Work with Legal Office to ensure equitable plan and obtain BOT approval.

Indicator: Guaranteed payments are paid or plan underway for payment.

Goal 8: Determine cost-effective solution for waste management

Initiative 8(a): Conduct a campus-wide waste audit.
Action Plan: Develop RFP, solicit and award audit.
Indicator: Audit awarded and completed.

Initiative 8(b): Develop waste management projects that make good business sense.
Action Plan: Seeking funding and contracts.
Indicator: Waste management program completed.

Resource Information

Financial Resources: In the past 15 years or so, our budget was reduced by 26%, our personnel positions were reduced by 38%, the square footage increased by 35%, and the cost of utilities, which is part of our budget, increased by 155%. The result has been a systematic deterioration of the infrastructure. We are woefully underfunded to accomplish the mission statement in Section I. Over a long period of time we have diminished the capability of the Facilities staff to support the mission in all areas...craftsmen and custodians are too few to keep up with requirements, project managers are too few to effectively manage projects, management staff is too few to oversee the operations, even though everyone makes their best effort.

Space Needs: In the short term, we will make do with the space we currently occupy. The proposed project to extend Greene Street over the railroad tracks to the Congaree River will have a negative impact on access to the front of our building. In the long term, we need a new Facilities Department Complex. The current location creates a parking nightmare due to the Colonial Life Arena being located next door. We are required to vacate our parking area for our shops, which has a severe negative impact on productivity. We conducted a study to relocate to the portion of the SCANA property on the east side of Assembly Street and have looked at the ETV property next to Williams Brice Stadium.

EHS Blueprint for Service Excellence

EH&S has supported business and finance goals in FY 2011 by supporting the “Improving and expanding physical facilities” (Goal #3). The functions of the EH&S department do not directly fit this goal as it is currently written. We would recommend adding a line to the existing Goal #3 such as: **Improve the safety and security of faculty, staff, students and visitors to the campus.** A description of how we supported last year’s goals and our future goals/initiatives are listed below:

Business and Finance Goal 3 from FY2011 (Improving and expanding physical facilities)

We support this activity by improving the safety and security of faculty, staff, students and visitors to the campus.

1. Ensuring proper and adequate insurance coverage for university assets. The University of South Carolina (USC) has a comprehensive risk management program which incorporates the fundamentals of risk identification, risk evaluation, risk control and risk financing alternatives in reducing loss potential. The University mitigates the financial consequences of loss by purchasing insurance through the State Office of the Insurance Reserve Fund (IRF) and the private insurance market.
2. Reduce risk to research facilities and personnel by maintaining an effective laboratory safety, biological safety, radiation safety, industrial hygiene and hazardous and infectious waste management programs. We have made significant risk reductions by completing comprehensive lab cleanouts, conducting annual laboratory inspections, conducting weekly laboratory waste collections, and conducting required training programs at all campuses.
3. Reduce risk to all University facilities, the natural environment, and personnel by maintaining an effective fire safety, OSHA safety, and EPA compliance programs. We have made significant risk reductions by completing comprehensive OSHA, EPA and Life Safety training and inspection at all campuses. Additionally, we have implemented a monthly fire extinguisher inspection program, completed fire drills and fire alarm system inspection in every Housing, Academic, and Greek life building.

Internal EHS Goals established for FY 10-11

In addition to the goals described above, EHS has adopted several other objective and targets that focus on improving the overall Environmental Health and Safety of the University community. A brief summary of these objectives are shown below:

Status of Objectives and Targets and Environmental Management Program

The department’s objectives and targets are formally reviewed and updated on an annual basis. New objectives and targets are developed and adopted as existing objective and

targets are completed and as resources allow. Progress was made on all of the established objectives and targets. The status of each of major objective is listed below:

1. Monitor the Johnson Controls Energy Performance Contract which is designed to reduce overall energy usage at the Columbia campus. – We receive periodic reports and track progress. We have participated in the implementation of environmental, fire safety, and occupational safety program at the new biomass plant. **In- Progress - 50%**

2. Implement a comprehensive audit program for all environmental media applicable to the USC system. We provided oversight to Facilities to conduct these monthly inspections. We completed EPA audits for all senior and regional campuses and they are completing the corrective actions. **In- Progress – 80%**

3. Implement an effective and comprehensive chemical shipping training program for the Columbia campus. – We developed online and classroom chemical shipping training. We continue to offer this to select individuals who require training. **Complete**

4. Implement an effective and comprehensive Construction Safety program for the Columbia campus. - We have collected safety programs, insurance, and contact information from the contractors and have mailed the annual construction safety information. The responsibility has been transferred to Facilities and we will perform an annual review of the program. **In- Progress – 80%**

5. Update and re-introduce the department's Safety Profiling and Assessment program for use by area campuses and outside departments. - We completed the process for safety profiling at the regional campuses and here in Columbia. We will continue tracking the corrective action plans in 2011 and audit new departments. **In- Progress – 80%**

6. Compile additional information for Disaster Resistant University (DRU) grant. We visited all the regional and senior campuses and started the Columbia campus in November 2010. We will continue the DRU project in 2011. **In- Progress - 30%**

7. Develop and implement the Chem Draw inventory program for all research laboratories and the Facility services, Housing and Athletic departments. We have entered data for about 40% of the departments/labs. **In- Progress - 40%**

Division of Vehicle Management & Parking Services

Vision, Mission, and Goals

A. Executive Summary

Vision Statement

The Department of Vehicle Management and Parking Services' vision is to complement the core purposes and values of the University and to be the national leader in creating the most efficient and respected campus-wide parking, and transportation services.

Mission Statement

In support of the mission of the University of South Carolina, the Department of Vehicle Management and Parking Services exists to provide the most reliable transportation for students, faculty, and staff personnel, to ensure that the vehicle fleet is properly maintained and to deliver the most excellent parking services while ensuring safe and reliable access to the University.

Goals

1. Create an atmosphere at the University of South Carolina's main campus that promotes clean air with emphasis on establishing a fleet of alternatively fueled vehicles by 2015.
2. Distribute current information regarding all parking and transportation resources using internet and cell technology to students, faculty, and staff.
3. Enhance student, faculty and staff learning at the University by allowing them to see and be a part of the clean air transformation. When students, faculty and staff are able to witness (first hand) the clean air effects of replacing vehicles that currently use gasoline/diesel with Alternative Fuel Vehicles (AFV) i.e., hydrogen, ethanol, biodiesel, propane, etc., a collaborative learning experience is achieved which can spread to other campuses.

B. Goals, Initiatives and Action Plans:

Goal 1: To create an atmosphere at the University's main campus that promotes clean air with emphasis on establishing a fleet of alternatively fueled vehicles by 2015.

Initiative 1(a) Develop a comprehensive Fleet Replacement Plan that identifies specific vehicles that are scheduled to be replaced each year through 2015.

Action Plan 1(a) All new vehicle purchases will be Alternative Fuel Vehicles (AFVs).

Indicator (1a) Record the number of vehicles that are replaced with AFVs.

Initiative 1(b) Identify vehicles that are not AFV but can be retrofitted (current vehicles

in the fleet that meet the conversion requirement).

Action Plan 1(b) Schedule conversion of all selected gasoline/diesel burning vehicles into AFVs.

Indicator 1(b) Record the number of vehicles that have been converted to an AFV.

Initiative 1(c) All University diesel type vehicles must use B-5 diesel fuel exclusively from our Underground (5000 gallon) Storage Tank (UST).

Action Plan 1(c) Develop UST refueling operational plan that ensures a continuous on-hand quantity of B-5 diesel fuel.

Indicator 1(c) Provide monthly/weekly UST quantity levels to track usage.

Initiative 1(d) Expand use of E-85.

Action Plan 1(d) Task all owners of Flex Fuel Vehicles (FFV) to start using E85 fuel at the motor pool.

Indicator 1(d) Provide a monthly E-85 consumption report to all departments who operate FFVs until 2015.

Initiative 1(e) Purchase and use Low Speed Vehicles (LSV) on campus instead of gasoline burning vehicles.

Action Plan 1(e) Initiate a State Term Contract to purchase generic LSVs so that the University will benefit from economies of scale, warranties and dealer responsiveness.

Indicator 1(e) To determine the effectiveness of each LSV, all University Department's who operate an LSV must record the operating hours and provide that log to Vehicle Maintenance during each scheduled Preventive Maintenance (PM) inspections. A report will be developed to equate the total number of LSV log hours with an equivalent number of gallons of gasoline saved.

Goal 2: Using internet and cell technology, distribute current information regarding all parking and transportation resources to students, faculty, and staff.

Initiative 2(a) Develop an interactive GIS-based campus map displaying shuttle routes, parking areas, handicap parking, curb cuts, and preferred routes for disabled.

Action 2(a) Conduct a campus survey of all items to be displayed on map carried out by Department of Geography staff. (completed)

Indicator 2(a) Analyze survey data for accuracy and details.

Action 2(a) Develop web-based map of survey results - GIS map will be converted to a web-based map to be displayed on the Vehicle Management and Parking Services (VMPS) web site.

Indicator 2(a) Make web-based map available to the public.

Initiative 2(b) Increase the efficiency of distribution of parking announcements.

Action 2(b) Use social networks (Facebook/Twitter) to distribute parking announcements.

Indicator 2(b) Number of people signed up to receive announcements.

Action 2(b) Develop a *single* method of distributing each announcement to multiple sources (social networks, USC announcements, VMPS mailing list, and VMPS web site).

Indicator 2(b) Reduction in the number of steps taken to send out an announcement and number of staff personnel that are involved in the process.

Initiative 2(c) Increase use of Nextbus System with cell phones.

Action 2(c) Advertise the use of this service, including freshman orientation, The Times, The Gamecock, and State newspapers.

Indicator 2(c) Semester Survey.

Goal 3: Support the University of South Carolina's effort to enhance student learning by using alternative fuel/energy as mechanisms that will promote a seamless system-wide institution.

Initiative 3(a) Promote the deep learning approach to education which will produce better problem solvers.

Action Plan 3(a) Students from multiple disciplines will demonstrate the application of alternative fuel to several classrooms, field studies, and even football games and then collaborate to solve problems with the application of AFVs.

Indicator 3(a) Vehicle Management and Parking Services (VMPS) will finance and record the number of students receiving scholarship funds. Each scholarship is committed to an area of study that promotes clean air and sustainability.

Initiative 3(b) Create a more student-centered environment that fosters student success.

Action Plan 3(b) Several faculty and staff members will gather alternative fuel data from AFV's on campus which will provide research opportunities for undergraduate and graduate students.

Indicator 3(b) Use an interactive Kiosk to display the percentage of use of the Genesis Collaboration Center located at the Swearingen Engineering Center.

Initiative 3(e) Encourage faculty and staff to embrace student learning communities as a primary teaching methodology

Action Plan 3(c) As faculty and staff become more aware of AFV's and possible applications, the campus will be challenged by problems surfacing from this integration, thus producing new teaching methods and a commitment to embrace bold changes that will promote new learning experiences.

Indicator 3(c) Meet with faculty to embrace new methodologies and support faculty with data from AFV's and student scholarships.

Blueprint for Service Excellence
Chief Financial Officer
FY2011 Spring “A” Fund Review

For the Spring Review, as of February 28, 2011, the CFO units had “A” fund budgets totaling \$72,509,940. This includes \$8,535,026 in carryforward from the prior year.

These units also manage some auxiliary funds including the parking operations, the Koger Center and Coliseum, Trademark and Licensing and contracted operations. Additionally, Finance, Facilities and Law Enforcement and Safety have “E” Fund activities that are not part of the regular operating budget, but are generated by sales and services. Facilities manages all “W” account capital project funds. The Office of the Chief Financial Officer through the Budget Office also oversees the General Fund of the University.

USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 2/28/2011

Unit Name and Number:

Responsibility 04 - Business & Finance

A Fund Resources and Uses	Budget 2/28/2011	Actuals YTD 2/28/2011	% of Budget	Actuals 2/28/2010	Change from 2/28/2010	
					Dollar Change	% Change
Resources:						
NOTE: 3's are BUDGET only						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 1,878,541	\$ 1,878,541		\$ 1,670,355	\$ 208,186	12.50%
Columbia Units Base Budget (31900)	\$ 1,752,737	\$ 1,752,737		\$ -	\$ 1,752,737	0.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ (70,911)	\$ (70,911)		\$ (39,500)	\$ (31,411)	79.50%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 1,693	\$ 1,693		\$ 440,000	\$ (438,307)	-99.60%
Subtotal 3's	\$ 3,562,060	\$ 3,562,060		\$ 2,070,855	\$ 1,491,205	72.00%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ 36,838	0.00%	\$ 73,014	\$ (36,176)	-49.50%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ (669,432)	\$ (656,276)	98.00%	\$ 62,093	\$ (718,369)	-1156.90%
Total Resources	\$ 2,892,628	\$ 2,942,622	101.70%	\$ 2,205,962	\$ 736,660	33.40%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 1,217,032	\$ (1,217,032)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 2,892,628	\$ 2,942,622	101.70%	\$ 3,422,994	\$ (480,372)	-14.00%
Uses:						
Personal Services - All (51XXX)	\$ 797,758	\$ 656,293	82.30%	\$ 923,932	\$ (267,639)	-29.00%
Fringe Benefits (546XX)	\$ 192,779	\$ 138,608	71.90%	\$ 199,984	\$ (61,376)	-30.70%
Total Personal Services and Fringe	\$ 990,537	\$ 794,901	80.20%	\$ 1,123,916	\$ (329,015)	-29.30%
Expenditures (50000)	\$ 1,514,791	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 148,550	\$ 65,973	44.40%	\$ 124,390	\$ (58,417)	-47.00%
Supplies (53XXX)	\$ 55,750	\$ 12,781	22.90%	\$ 30,027	\$ (17,246)	-57.40%
Fixed Costs (54XXX) exc. Fringe	\$ 183,000	\$ 147,521	80.60%	\$ 149,987	\$ (2,466)	-1.60%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ -	\$ -	0.00%	\$ 85	\$ (85)	-100.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ 5,884	\$ (5,884)	-100.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ -	\$ (181)	0.00%	\$ -	\$ (181)	0.00%
Subtotal Other Uses	\$ 1,902,091	\$ 226,094	11.90%	\$ 310,373	\$ (84,279)	-27.20%
Total Uses	\$ 2,892,628	\$ 1,020,995	35.30%	\$ 1,434,289	\$ (413,294)	-28.80%
Balance	\$ -	\$ <u>1,921,627</u>		\$ <u>1,988,705</u>	\$ <u>(67,078)</u>	

Notes: No mid year reductions expected for FY11. Budget allocations and possible reductions for FY12 are dependent upon state funding cuts and tuition increases. Revenue item is from Arts and Sciences for payback of advance for band and dance hall overage. Transfer to other campus is one-time for SOM.

Budget Analyst Name: Leslie Brunelli

Unit Contact: Ed Walton/Leslie Brunelli

Comments/Concerns:

Response:

At 66% of year, unit is well below expenditures, but personnel is high. Entire budget will be revised in line-item budget process for FY12. If c/f were not in budget, current expenditures would exceed base funding for the year. Presidential transition account to be revamped in FY12. In March one time annual leave payout for former VP will be paid. Unit still likely to add to c/f going into next year.

Unit budget will be revamped in line item process.

USC Columbia Campus
Spring A Fund Budget Review
For the Period Ending 2/28/2011

CHANGE IN BUDGET
Unit Name and Number:

Responsibility 04 - Business & Finance

A Fund Resources and Uses	Budget 2/28/2011	Budget 2/28/2010	CHANGE	% CHANGE
Resources:				
NOTE: 3's are BUDGET only				
General Fund Only (31000)	\$ -	\$ -	\$ -	#DIV/0!
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	#DIV/0!
Budget Cut (31510)	\$ -	\$ -	\$ -	#DIV/0!
Carryforward (31533/31534)	\$ 1,878,541	\$ 1,670,355	\$ 208,186	12.46%
Columbia Units Base Budget (31900)	\$ 1,752,737	\$ -	\$ 1,752,737	#DIV/0!
One Time within responsibility (36400/36500)	\$ -	\$ -	\$ -	#DIV/0!
One Time outside responsibility (363XX/368XX)	\$ (70,911)	\$ (39,500)	\$ (31,411)	79.52%
Permanent within responsibility (37400/37500)	\$ -	\$ -	\$ -	#DIV/0!
Permanent outside responsibility (373XX/378XX)	\$ 1,693	\$ 440,000	\$ (438,307)	-99.62%
Subtotal 3's	\$ 3,562,060	\$ 2,070,855	\$ 1,491,205	72.01%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ -	\$ -	#DIV/0!
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ (669,432)	\$ -	\$ (669,432)	#DIV/0!
Total Resources	\$ 2,892,628	\$ 2,070,855	\$ 821,773	39.68%
Preset Assessment (81150 & 81160)	\$ -	\$ 1,825,549	\$ (1,825,549)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	#DIV/0!
Net Resources	\$ 2,892,628	\$ 3,896,404	\$ (1,003,776)	-25.76%
Uses:				
Personal Services - All (51XXX)	\$ 797,758	\$ 1,210,882	\$ (413,124)	-34.12%
Fringe Benefits (546XX)	\$ 192,779	\$ 287,765	\$ (94,986)	-33.01%
Total Personal Services and Fringe	\$ 990,537	\$ 1,498,647	\$ (508,110)	-33.90%
Expenditures (50000)	\$ 1,514,791	\$ 1,991,787	\$ (476,996)	-23.95%
Contractual Services (52XXX)	\$ 148,550	\$ 158,505	\$ (9,955)	-6.28%
Supplies (53XXX)	\$ 55,750	\$ 58,465	\$ (2,715)	-4.64%
Fixed Costs (54XXX) exc. Fringe	\$ 183,000	\$ 183,000	\$ -	0.00%
Contingency (55XXX)	\$ -	\$ -	\$ -	#DIV/0!
Equipment/Books (56XXX)	\$ -	\$ -	\$ -	#DIV/0!
Renovations (57XXX)	\$ -	\$ 6,000	\$ (6,000)	-100.00%
Other Charges (59XXX)	\$ -	\$ -	\$ -	#DIV/0!
IIT's (6XXXX)	\$ -	\$ -	\$ -	#DIV/0!
Subtotal Other Uses	\$ 1,902,091	\$ 2,397,757	\$ (495,666)	-20.67%
Total Uses	\$ 2,892,628	\$ 3,896,404	\$ (1,003,776)	-25.76%
Balance	\$ -	\$ -	\$ -	

USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 2/28/2011

Unit Name and Number:

Responsibility 10 - Finance

A Fund Resources and Uses	Budget 2/28/2011	Actuals YTD 2/28/2011	% of Budget	Actuals 2/28/2010	Change from 2/28/2010	
					Dollar Change	% Change
Resources:						
NOTE: 3's are BUDGET only						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 1,873,350	\$ 1,873,350		\$ 872,677	\$ 1,000,673	114.70%
Columbia Units Base Budget (31900)	\$ 5,961,425	\$ 5,961,425		\$ -	\$ 5,961,425	0.00%
One Time within responsibility (36400/36500)	\$ 559,774	\$ 559,774		\$ -	\$ 559,774	0.00%
One Time outside responsibility (363XX/368XX)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 31,977	\$ 31,977		\$ -	\$ 31,977	0.00%
Subtotal 3's	\$ 8,426,526	\$ 8,426,526		\$ 872,677	\$ 7,553,849	865.60%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 1,382,876	\$ 1,066,418	77.10%	\$ 1,261,920	\$ (195,502)	-15.50%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Total Resources	\$ 9,809,402	\$ 9,492,944	96.80%	\$ 2,134,597	\$ 7,358,347	344.70%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 4,114,088	\$ (4,114,088)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 9,809,402	\$ 9,492,944	96.80%	\$ 6,248,685	\$ 3,244,259	51.90%
Uses:						
Personal Services - All (51XXX)	\$ 4,024,997	\$ 2,495,334	62.00%	\$ 2,347,633	\$ 147,701	6.30%
Fringe Benefits (546XX)	\$ 1,247,108	\$ 724,934	58.10%	\$ 674,401	\$ 50,533	7.50%
Total Personal Services and Fringe	\$ 5,272,105	\$ 3,220,268	61.10%	\$ 3,022,034	\$ 198,234	6.60%
Expenditures (50000)	\$ 1,748,353	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 1,046,534	\$ 861,977	82.40%	\$ 291,914	\$ 570,063	195.30%
Supplies (53XXX)	\$ 186,400	\$ 178,866	96.00%	\$ 169,258	\$ 9,608	5.70%
Fixed Costs (54XXX) exc. Fringe	\$ 2,078,810	\$ 736,197	35.40%	\$ 802,007	\$ (65,810)	-8.20%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ (522,800)	\$ (173,129)	33.10%	\$ -	\$ (173,129)	0.00%
Subtotal Other Uses	\$ 4,537,297	\$ 1,603,911	35.30%	\$ 1,263,179	\$ 340,732	27.00%
Total Uses	\$ 9,809,402	\$ 4,824,179	49.20%	\$ 4,285,213	\$ 538,966	12.60%
Balance	\$ -	\$ <u>4,668,765</u>		\$ <u>1,963,472</u>	\$ <u>2,705,293</u>	

Notes: No mid year reductions expected for FY11. Budget allocations and possible reductions for FY12 are dependent upon state funding cuts and tuition increases. Revenue item is from Arts and Sciences for payback of advance for band and dance hall overage. Transfer to other campus is one-time for SOM.

Budget Analyst Name: Leslie Brunelli

Unit Contact: Leslie Brunelli

Comments/Concerns:

With unit at 66% of the year, personnel and total expenditures are less than budget. If carryforward is removed unit is at 60% of budget expended indicating an increase in carryforward is likely. Unit needs to align dept/fund budgets during line item process. Overall expenditures are up 12.6% year over year with an increase of 6.6% in personnel alone.

Response:

Additional hiring has occurred and more positions are advertised in advance of expected new funds from FY12 budget process. Total expenditures include one time expenditures to Huron consulting. Unit budgets will be updated during line item budget.

USC Columbia Campus
Spring A Fund Budget Review
For the Period Ending 2/28/2011

CHANGE IN BUDGET
Unit Name and Number:

Responsibility 10 - Finance

A Fund Resources and Uses	Budget 2/28/2011	Budget 2/28/2010	CHANGE	% CHANGE
Resources:				
NOTE: 3's are BUDGET only				
General Fund Only (31000)	\$ -	\$ -	\$ -	#DIV/0!
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	#DIV/0!
Budget Cut (31510)	\$ -	\$ -	\$ -	#DIV/0!
Carryforward (31533/31534)	\$ 1,873,350	\$ 872,677	\$ 1,000,673	114.67%
Columbia Units Base Budget (31900)	\$ 5,961,425	\$ -	\$ 5,961,425	#DIV/0!
One Time within responsibility (36400/36500)	\$ 559,774	\$ -	\$ 559,774	#DIV/0!
One Time outside responsibility (363XX/368XX)	\$ -	\$ -	\$ -	#DIV/0!
Permanent within responsibility (37400/37500)	\$ -	\$ -	\$ -	#DIV/0!
Permanent outside responsibility (373XX/378XX)	\$ 31,977	\$ -	\$ 31,977	#DIV/0!
Subtotal 3's	\$ 8,426,526	\$ 872,677	\$ 7,553,849	865.60%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 1,382,876	\$ 1,883,277	\$ (500,401)	-26.57%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	\$ -	#DIV/0!
Total Resources	\$ 9,809,402	\$ 2,755,954	\$ 7,053,448	255.93%
Preset Assessment (81150 & 81160)	\$ -	\$ 6,171,128	\$ (6,171,128)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	#DIV/0!
Net Resources	\$ 9,809,402	\$ 8,927,082	\$ 882,320	9.88%
Uses:				
Personal Services - All (51XXX)	\$ 4,024,997	\$ 4,057,876	\$ (32,879)	-0.81%
Fringe Benefits (546XX)	\$ 1,247,108	\$ 1,266,779	\$ (19,671)	-1.55%
Total Personal Services and Fringe	\$ 5,272,105	\$ 5,324,655	\$ (52,550)	-0.99%
Expenditures (50000)	\$ 1,748,353	\$ 836,118	\$ 912,235	109.10%
Contractual Services (52XXX)	\$ 1,046,534	\$ 539,896	\$ 506,638	93.84%
Supplies (53XXX)	\$ 186,400	\$ 231,109	\$ (44,709)	-19.35%
Fixed Costs (54XXX) exc. Fringe	\$ 2,078,810	\$ 2,018,104	\$ 60,706	3.01%
Contingency (55XXX)	\$ -	\$ -	\$ -	#DIV/0!
Equipment/Books (56XXX)	\$ -	\$ -	\$ -	#DIV/0!
Renovations (57XXX)	\$ -	\$ -	\$ -	#DIV/0!
Other Charges (59XXX)	\$ -	\$ -	\$ -	#DIV/0!
IIT's (6XXXX)	\$ (522,800)	\$ (22,800)	\$ (500,000)	2192.98%
Subtotal Other Uses	\$ 4,537,297	\$ 3,602,427	\$ 934,870	25.95%
Total Uses	\$ 9,809,402	\$ 8,927,082	\$ 882,320	9.88%
Balance	\$ -	\$ -	\$ -	

USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 02/28/2011

Unit Name and Number: 11

Responsibility - Law Enforcement and Safety

A Fund Resources and Uses	Budget 2/28/2011	Actuals YTD 02/28/2011	% of Budget	Actuals 2/28/2010	Change from 2/28/2010	
					Dollar Change	% Change
NOTE: 3's are BUDGET only						
Resources:						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 820,085	\$ 820,085		\$ 926,711	\$ (106,626)	-11.50%
Columbia Units Base Budget (31900)	\$ 5,081,500	\$ 5,081,500		\$ -	\$ 5,081,500	0.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ 625,000	\$ 625,000		\$ -	\$ 625,000	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 44,932	\$ 44,932		\$ -	\$ 44,932	0.00%
Subtotal 3's	\$ 6,571,517	\$ 6,571,517		\$ 926,711	\$ 5,644,806	609.10%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 5,000	\$ 6,184	123.70%	\$ 5,881	\$ 303	5.20%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ 416,217	0.00%	\$ 327,342	\$ 88,875	27.20%
Total Resources	\$ 6,576,517	\$ 6,993,918	106.30%	\$ 1,259,934	\$ 5,733,984	455.10%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 3,492,536	\$ (3,492,536)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 6,576,517	\$ 6,993,918	106.30%	\$ 4,752,470	\$ 2,241,448	47.20%
Uses:						
Personal Services - All (51XXX)	\$ 3,295,434	\$ 2,712,357	82.30%	\$ 2,557,408	\$ 154,949	6.10%
Fringe Benefits (546XX)	\$ 1,079,932	\$ 829,762	76.80%	\$ 760,255	\$ 69,507	9.10%
Total Personal Services and Fringe	\$ 4,375,366	\$ 3,542,119	81.00%	\$ 3,317,663	\$ 224,456	6.80%
Expenditures (50000)	\$ 1,445,085	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 634,206	\$ 550,223	86.80%	\$ 535,279	\$ 14,944	2.80%
Supplies (53XXX)	\$ 480,860	\$ 284,858	59.20%	\$ 320,320	\$ (35,462)	-11.10%
Fixed Costs (54XXX) exc. Fringe	\$ 31,000	\$ 15,916	51.30%	\$ 27,264	\$ (11,348)	-41.60%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ 60,000	\$ 7,407	12.30%	\$ 6,674	\$ 733	11.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ (450,000)	\$ (390,169)	86.70%	\$ (451,085)	\$ 60,916	-13.50%
Subtotal Other Uses	\$ 2,201,151	\$ 468,235	21.30%	\$ 438,452	\$ 29,783	6.80%
Total Uses	\$ 6,576,517	\$ 4,010,354	61.00%	\$ 3,756,115	\$ 254,239	6.80%
Balance	\$ -	\$ <u>2,983,564</u>		\$ <u>996,355</u>	\$ <u>1,987,209</u>	

Notes: The unit's beginning budget was reduced by \$157,316 from the prior fiscal year for its portion of State Appropriation base budget cuts. The unit received a permanent allocation of \$44,932 for employer health insurance premium increases. The unit received a one-time transfer of \$625,000 from the General Fund (Rsp 60) for strengthening emergency preparedness from a former stimulus project. The unit's carryforward decreased by \$106,626 or 11.50% from the prior year. Budget to actual analysis for resources is invalid due to recentralization of budget allocations and discontinuance of VCM charges. No mid-year reductions have been made or are expected for FY11; however, unit needs to consider impact of reductions in state appropriations for FY2012 that will be passed along to units.

Budget Analyst Name: Ralph B Summer	Unit Contact: Chris Wuchenich
Comments/Concerns:	Response:
With 66.66% of the year complete, actual expenditures are 61.00% of budget. Personal Services expenditures (51XXX) are at 82.30% of budget, Fringe Benefit expenditures (546XX) are at 76.80% of budget. This overage may be partially due to retirement of administration and annual leave payout. Contractual Services expenditures (52XXX) are at 86.70% of budget, IIT's (6XXXX) are at 86.70% of budget, and actual Net Transfers are \$416,217 and no budget is recorded. The unit may need to realign their budget if spending and revenue patterns are expected to continue.	We are continuing to realign resources and expenses along with the changes organizationally within the Division. We anticipate completing these adjustments and submitting a comprehensive budget revision in FY12.

**USC Columbia Campus
Spring A Fund Budget Review
For the Period Ending 02/28/2011**

CHANGE IN BUDGET
Unit Name and Number:

Responsibility - Law Enforcement and Safety

A Fund Resources and Uses	Budget 2/28/2011	Budget 2/28/2010	CHANGE	% CHANGE
Resources:				
NOTE: 3's are BUDGET only				
General Fund Only (31000)	\$ -	\$ -	\$ -	
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	
Budget Cut (31510)	\$ -	\$ -	\$ -	
Carryforward (31533/31534)	\$ 820,085	\$ 926,711	\$ (106,626)	-11.51%
Columbia Units Base Budget (31900)	\$ 5,081,500	\$ -	\$ 5,081,500	
One Time within responsibility (36400/36500)	\$ -	\$ -	\$ -	
One Time outside responsibility (363XX/368XX)	\$ 625,000	\$ -	\$ 625,000	
Permanent within responsibility (37400/37500)	\$ -	\$ -	\$ -	
Permanent outside responsibility (373XX/378XX)	\$ 44,932	\$ -	\$ 44,932	
Subtotal 3's	\$ 6,571,517	\$ 926,711	\$ 5,644,806	609.12%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 5,000	\$ 5,000	\$ -	0.00%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	\$ -	
Total Resources	\$ 6,576,517	\$ 931,711	\$ 5,644,806	605.85%
Preset Assessment (81150 & 81160)	\$ -	\$ 5,238,816	\$ (5,238,816)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	
Net Resources	\$ 6,576,517	\$ 6,170,527	\$ 405,990	6.58%
Uses:				
Personal Services - All (51XXX)	\$ 3,295,434	\$ 3,306,242	\$ (10,808)	-0.33%
Fringe Benefits (546XX)	\$ 1,079,932	\$ 1,060,226	\$ 19,706	1.86%
Total Personal Services and Fringe	\$ 4,375,366	\$ 4,366,468	\$ 8,898	0.20%
Expenditures (50000)	\$ 1,445,085	\$ 1,176,711	\$ 268,374	22.81%
Contractual Services (52XXX)	\$ 634,206	\$ 514,348	\$ 119,858	23.30%
Supplies (53XXX)	\$ 480,860	\$ 385,000	\$ 95,860	24.90%
Fixed Costs (54XXX) exc. Fringe	\$ 31,000	\$ 33,000	\$ (2,000)	-6.06%
Contingency (55XXX)	\$ -	\$ -	\$ -	
Equipment/Books (56XXX)	\$ 60,000	\$ 80,000	\$ (20,000)	-25.00%
Renovations (57XXX)	\$ -	\$ -	\$ -	
Other Charges (59XXX)	\$ -	\$ -	\$ -	
IIT's (6XXXX)	\$ (450,000)	\$ (385,000)	\$ (65,000)	16.88%
Subtotal Other Uses	\$ 2,201,151	\$ 1,804,059	\$ 397,092	22.01%
Total Uses	\$ 6,576,517	\$ 6,170,527	\$ 405,990	6.58%
Balance	\$ -	\$ -	\$ -	

USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 02/28/2011

Unit Name and Number: 12

Responsibility - Business Affairs

A Fund Resources and Uses	Budget 2/28/2011	Actuals YTD 02/28/2011	% of Budget	Actuals 2/28/2010	Change from 2/28/2010	
					Dollar Change	% Change
Resources:						
NOTE: 3's are BUDGET only						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 548,323	\$ 548,323		\$ 313,836	\$ 234,487	74.70%
Columbia Units Base Budget (31900)	\$ 3,070,760	\$ 3,070,760		\$ -	\$ 3,070,760	0.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 26,487	\$ 26,487		\$ -	\$ 26,487	0.00%
Subtotal 3's	\$ 3,645,570	\$ 3,645,570		\$ 313,836	\$ 3,331,734	1061.60%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 810,840	\$ 694,687	85.70%	\$ 715,436	\$ (20,749)	-2.90%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ 506,945	\$ -	0.00%	\$ -	\$ -	0.00%
Total Resources	\$ 4,963,355	\$ 4,340,257	87.40%	\$ 1,029,272	\$ 3,310,985	321.70%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 2,247,512	\$ (2,247,512)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 4,963,355	\$ 4,340,257	87.40%	\$ 3,276,784	\$ 1,063,473	32.50%
Uses:						
Personal Services - All (51XXX)	\$ 2,838,869	\$ 1,842,816	64.90%	\$ 1,948,738	\$ (105,922)	-5.40%
Fringe Benefits (546XX)	\$ 910,405	\$ 557,234	61.20%	\$ 565,018	\$ (7,784)	-1.40%
Total Personal Services and Fringe	\$ 3,749,274	\$ 2,400,050	64.00%	\$ 2,513,756	\$ (113,706)	-4.50%
Expenditures (50000)	\$ 548,323	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 478,808	\$ 373,756	78.10%	\$ 361,939	\$ 11,817	3.30%
Supplies (53XXX)	\$ 1,215,350	\$ 703,579	57.90%	\$ 752,749	\$ (49,170)	-6.50%
Fixed Costs (54XXX) exc. Fringe	\$ 117,794	\$ 59,391	50.40%	\$ 76,042	\$ (16,651)	-21.90%
Contingency (55XXX)	\$ 113,350	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ -	\$ -	0.00%	\$ (94)	\$ 94	-100.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ 138,040	0.00%	\$ -	\$ 138,040	0.00%
IIT's (6XXXX)	\$ (1,259,544)	\$ (983,589)	78.10%	\$ (830,861)	\$ (152,728)	18.40%
Subtotal Other Uses	\$ 1,214,081	\$ 291,177	24.00%	\$ 359,775	\$ (68,598)	-19.10%
Total Uses	\$ 4,963,355	\$ 2,691,227	54.20%	\$ 2,873,531	\$ (182,304)	-6.30%
Balance	\$ -	\$ 1,649,030		\$ 403,253	\$ 1,245,777	

Notes: The unit's beginning budget was reduced by \$300,500 from the prior fiscal year for its portion of State Appropriation base budget cuts. The unit received a permanent allocation of \$26,487 for employer health insurance premium increases. The unit's carryforward increased by \$234,487 or 74.70% from the prior year. Budget to actual analysis for resources is invalid due to recentralization of budget allocations and discontinuance of VCM charges. No mid-year reductions have been made or are expected for FY11; however, unit needs to consider impact of reductions in state appropriations for FY2012 that will be passed along to units.

Budget Analyst Name: Ralph B Summer

Unit Contact: Ken Corbett

Comments/Concerns:

With 66.66% of the year complete, actual expenditures are 54.20% of budget. Contractual Services actual expenditures (52XXX) are at 78.10% of budget and IIT's (6XXXX) are at 78.10% of budget. The unit may need to realign their budget if spending and revenue patterns are expected to continue.

Response:

We are on track spending. There are some machine agreements in the Post Office and I watching for any additional funding needs which we will fund with one-time money if needed. We are considering the impact of reductions for FY 2012 as we progress thru the next few months.

**USC Columbia Campus
Spring A Fund Budget Review
For the Period Ending 02/28/2011**

CHANGE IN BUDGET
Unit Name and Number:

Responsibility - Business Affairs

A Fund Resources and Uses	Budget 2/28/2011	Budget 2/28/2010	CHANGE	% CHANGE
Resources:				
NOTE: 3's are BUDGET only				
General Fund Only (31000)	\$ -	\$ -	\$ -	
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	
Budget Cut (31510)	\$ -	\$ -	\$ -	
Carryforward (31533/31534)	\$ 548,323	\$ 313,836	\$ 234,487	74.72%
Columbia Units Base Budget (31900)	\$ 3,070,760	\$ -	\$ 3,070,760	
One Time within responsibility (36400/36500)	\$ -	\$ -	\$ -	
One Time outside responsibility (363XX/368XX)	\$ -	\$ -	\$ -	
Permanent within responsibility (37400/37500)	\$ -	\$ -	\$ -	
Permanent outside responsibility (373XX/378XX)	\$ 26,487	\$ -	\$ 26,487	
Subtotal 3's	\$ 3,645,570	\$ 313,836	\$ 3,331,734	1061.62%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 810,840	\$ 447,940	\$ 362,900	81.02%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ 506,945	\$ 216,700	\$ 290,245	133.94%
Total Resources	\$ 4,963,355	\$ 978,476	\$ 3,984,879	407.25%
Preset Assessment (81150 & 81160)	\$ -	\$ 3,371,260	\$ (3,371,260)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	
Net Resources	\$ 4,963,355	\$ 4,349,736	\$ 613,619	14.11%
Uses:				
Personal Services - All (51XXX)	\$ 2,838,869	\$ 2,689,425	\$ 149,444	5.56%
Fringe Benefits (546XX)	\$ 910,405	\$ 810,028	\$ 100,377	12.39%
Total Personal Services and Fringe	\$ 3,749,274	\$ 3,499,453	\$ 249,821	7.14%
Expenditures (50000)	\$ 548,323	\$ 313,836	\$ 234,487	74.72%
Contractual Services (52XXX)	\$ 478,808	\$ 388,408	\$ 90,400	23.27%
Supplies (53XXX)	\$ 1,215,350	\$ 1,500,550	\$ (285,200)	-19.01%
Fixed Costs (54XXX) exc. Fringe	\$ 117,794	\$ 109,094	\$ 8,700	7.97%
Contingency (55XXX)	\$ 113,350	\$ 59,539	\$ 53,811	90.38%
Equipment/Books (56XXX)	\$ -	\$ -	\$ -	
Renovations (57XXX)	\$ -	\$ -	\$ -	
Other Charges (59XXX)	\$ -	\$ -	\$ -	
IIT's (6XXXX)	\$ (1,259,544)	\$ (1,521,144)	\$ 261,600	-17.20%
Subtotal Other Uses	\$ 1,214,081	\$ 850,283	\$ 363,798	42.79%
Total Uses	\$ 4,963,355	\$ 4,349,736	\$ 613,619	14.11%
Balance	\$ -	\$ -	\$ -	

USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 02/28/2011

Unit Name and Number: 15

Responsibility - Health & Safety

A Fund Resources and Uses	Budget 2/28/2011	Actuals YTD 02/28/2011	% of Budget	Actuals 2/28/2010	Change from 2/28/2010	
					Dollar Change	% Change
Resources:						
NOTE: 3's are BUDGET only						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 301,334	\$ 301,334		\$ 98,003	\$ 203,331	207.50%
Columbia Units Base Budget (31900)	\$ 3,896,402	\$ 3,896,402		\$ -	\$ 3,896,402	0.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ -	\$ -		\$ 83,730	\$ (83,730)	-100.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 105,596	\$ 105,596		\$ -	\$ 105,596	0.00%
Subtotal 3's	\$ 4,303,332	\$ 4,303,332		\$ 181,733	\$ 4,121,599	2267.90%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ 75	0.00%	\$ (1,905)	\$ 1,980	-103.90%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Total Resources	\$ 4,303,332	\$ 4,303,407	100.00%	\$ 179,828	\$ 4,123,579	2293.10%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 2,616,088	\$ (2,616,088)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 4,303,332	\$ 4,303,407	100.00%	\$ 2,795,916	\$ 1,507,491	53.90%
Uses:						
Personal Services - All (51XXX)	\$ 1,216,700	\$ 749,964	61.60%	\$ 733,096	\$ 16,868	2.30%
Fringe Benefits (546XX)	\$ 334,582	\$ 218,314	65.20%	\$ 204,902	\$ 13,412	6.50%
Total Personal Services and Fringe	\$ 1,551,282	\$ 968,278	62.40%	\$ 937,998	\$ 30,280	3.20%
Expenditures (50000)	\$ 246,566	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 815,294	\$ 438,277	53.80%	\$ 545,646	\$ (107,369)	-19.70%
Supplies (53XXX)	\$ 102,810	\$ 59,632	58.00%	\$ 76,600	\$ (16,968)	-22.20%
Fixed Costs (54XXX) exc. Fringe	\$ 1,941,762	\$ 1,870,151	96.30%	\$ 1,790,478	\$ 79,673	4.40%
Contingency (55XXX)	\$ 8,089	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ 500	\$ -	0.00%	\$ 31,235	\$ (31,235)	-100.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ (362,971)	\$ (247,064)	68.10%	\$ (303,465)	\$ 56,401	-18.60%
Subtotal Other Uses	\$ 2,752,050	\$ 2,120,996	77.10%	\$ 2,140,494	\$ (19,498)	-0.90%
Total Uses	\$ 4,303,332	\$ 3,089,274	71.80%	\$ 3,078,492	\$ 10,782	0.40%
Balance	\$ -	\$ 1,214,133		\$ (282,576)	\$ 1,496,709	

Notes: The unit's beginning budget was reduced by \$27,724 from the prior fiscal year for its portion of State Appropriation base budget cuts. The unit received permanent BOT funds of \$29,500 for insurance increases, \$32,000 for hazardous waste increases, and \$34,000 for fire extinguisher inspections. The unit received a permanent allocation of \$10,096 for employer health insurance premium increases. The unit's carryforward increased by \$203,331 or 207.50% from the prior year. Budget to actual analysis for resources is invalid due to recentralization of budget allocations and discontinuance of VCM charges. No mid-year reductions have been made or are expected for FY11; however, unit needs to consider impact of reductions in state appropriations for FY2012 that will be passed along to units.

Budget Analyst Name: Ralph B Summer

Unit Contact: Tom Syfert

Comments/Concerns:

With 66.66% of the year complete, actual expenditures are 71.80% of annual budget is a cause for concern if spending patterns continues at this pace for the remainder of the year. However, in the prior fiscal year Spring Review, this percentage was 75.00% and ended the year with a carryforward. Expenditures for Fixed Cost (54XXX) are at 96.30% of budget, and contra expenditures for IIT's (6XXXX) are at 77.10% of budget. With insurance being paid at the beginning of the year, this explains the large percent of budget expended through February for Fixed Costs (54XXX). The unit may need to realign their budget if spending patterns are expected to continue.

Response:

We are planning some Haz waste cleanouts this spring which will add to our contractual costs. Fire safety will also ramp up in May/June. We are under for personnel and fringe costs and expect that to balance out with the hiring of a replacement lab manager in April. Overall we think we will have some carry forward again this year.

**USC Columbia Campus
Spring A Fund Budget Review
For the Period Ending 02/28/2011**

CHANGE IN BUDGET
Unit Name and Number:

Responsibility - Health & Safety

A Fund Resources and Uses	Budget 2/28/2011	Budget 2/28/2010	CHANGE	% CHANGE
Resources:				
NOTE: 3's are BUDGET only				
General Fund Only (31000)	\$ -	\$ -	\$ -	
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	
Budget Cut (31510)	\$ -	\$ -	\$ -	
Carryforward (31533/31534)	\$ 301,334	\$ 98,003	\$ 203,331	207.47%
Columbia Units Base Budget (31900)	\$ 3,896,402	\$ -	\$ 3,896,402	
One Time within responsibility (36400/36500)	\$ -	\$ -	\$ -	
One Time outside responsibility (363XX/368XX)	\$ -	\$ 83,730	\$ (83,730)	-100.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -	\$ -	
Permanent outside responsibility (373XX/378XX)	\$ 105,596	\$ -	\$ 105,596	
Subtotal 3's	\$ 4,303,332	\$ 181,733	\$ 4,121,599	2267.94%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ -	\$ -	
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	\$ -	
Total Resources	\$ 4,303,332	\$ 181,733	\$ 4,121,599	2267.94%
Preset Assessment (81150 & 81160)	\$ -	\$ 3,924,126	\$ (3,924,126)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	
Net Resources	\$ 4,303,332	\$ 4,105,859	\$ 197,473	4.81%
Uses:				
Personal Services - All (51XXX)	\$ 1,216,700	\$ 1,238,700	\$ (22,000)	-1.78%
Fringe Benefits (546XX)	\$ 334,582	\$ 330,100	\$ 4,482	1.36%
Total Personal Services and Fringe	\$ 1,551,282	\$ 1,568,800	\$ (17,518)	-1.12%
Expenditures (50000)	\$ 246,566	\$ 342	\$ 246,224	71995.32%
Contractual Services (52XXX)	\$ 815,294	\$ 849,027	\$ (33,733)	-3.97%
Supplies (53XXX)	\$ 102,810	\$ 99,810	\$ 3,000	3.01%
Fixed Costs (54XXX) exc. Fringe	\$ 1,941,762	\$ 1,912,262	\$ 29,500	1.54%
Contingency (55XXX)	\$ 8,089	\$ 8,089	\$ -	0.00%
Equipment/Books (56XXX)	\$ 500	\$ 30,500	\$ (30,000)	-98.36%
Renovations (57XXX)	\$ -	\$ -	\$ -	
Other Charges (59XXX)	\$ -	\$ -	\$ -	
IIT's (6XXXX)	\$ (362,971)	\$ (362,971)	\$ -	0.00%
Subtotal Other Uses	\$ 2,752,050	\$ 2,537,059	\$ 214,991	8.47%
Total Uses	\$ 4,303,332	\$ 4,105,859	\$ 197,473	4.81%
Balance	\$ -	\$ -	\$ -	

USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 02/28/2011

Unit Name and Number: 68

Responsibility - Facility Services

A Fund Resources and Uses	Budget 2/28/2011	Actuals YTD 02/28/2011	% of Budget	Actuals 2/28/2010	Change from 2/28/2010	
					Dollar Change	% Change
Resources:						
NOTE: 3's are BUDGET only						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 760,724	\$ 760,724		\$ 144,317	\$ 616,407	427.10%
Columbia Units Base Budget (31900)	\$ 15,557,765	\$ 15,557,765		\$ -	\$ 15,557,765	0.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ (10,758)	\$ (10,758)		\$ 1,144,675	\$ (1,155,433)	-100.90%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 737,860	\$ 737,860		\$ 68,848	\$ 669,012	971.70%
Subtotal 3's	\$ 17,045,591	\$ 17,045,591		\$ 1,357,840	\$ 15,687,751	1155.30%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 933,121	\$ 668,976	71.70%	\$ 643,367	\$ 25,609	4.00%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	0.00%	\$ (409,875)	\$ 409,875	-100.00%
Total Resources	\$ 17,978,712	\$ 17,714,567	98.50%	\$ 1,591,332	\$ 16,123,235	1013.20%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 10,703,040	\$ (10,703,040)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 17,978,712	\$ 17,714,567	98.50%	\$ 12,294,372	\$ 5,420,195	44.10%
Uses:						
Personal Services - All (51XXX)	\$ 12,074,059	\$ 7,016,679	58.10%	\$ 6,831,821	\$ 184,858	2.70%
Fringe Benefits (546XX)	\$ 3,889,831	\$ 2,212,547	56.90%	\$ 2,092,452	\$ 120,095	5.70%
Total Personal Services and Fringe	\$ 15,963,890	\$ 9,229,226	57.80%	\$ 8,924,273	\$ 304,953	3.40%
Expenditures (50000)	\$ 695,700	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 3,462,005	\$ 3,948,356	114.00%	\$ 2,349,989	\$ 1,598,367	68.00%
Supplies (53XXX)	\$ 2,943,485	\$ 2,173,715	73.80%	\$ 1,762,487	\$ 411,228	23.30%
Fixed Costs (54XXX) exc. Fringe	\$ 232,507	\$ 84,692	36.40%	\$ 96,504	\$ (11,812)	-12.20%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ 420,251	\$ 44,621	10.60%	\$ 178,299	\$ (133,678)	-75.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ (5,739,126)	\$ (3,990,665)	69.50%	\$ (4,173,606)	\$ 182,941	-4.40%
Subtotal Other Uses	\$ 2,014,822	\$ 2,260,719	112.20%	\$ 213,673	\$ 2,047,046	958.00%
Total Uses	\$ 17,978,712	\$ 11,489,945	63.90%	\$ 9,137,946	\$ 2,351,999	25.70%
Balance	\$ -	\$ 6,224,622		\$ 3,156,426	\$ 3,068,196	

Notes: The unit's beginning budget was reduced by \$565,607 from the prior fiscal year for its portion of State Appropriation base budget cuts. The unit received permanent BOT funds of \$637,500 for operations and maintenance of new facilities. The unit received a permanent allocation of \$100,360 for employer health insurance premium increases. Beginning 7/01/10 Rsp 13 was eliminated and combined with Rsp 68. In showing prior year amounts, Rsp 13 was combined with Rsp 68 for comparison. The unit transferred one-time funds of \$25,558 to Residential Learning Center (Rsp 64) in support of GA's. The unit received one-time funding of \$10,000 from the President's Office (Rsp 01) for house maintenance, and \$4,800 from the CFO (Rsp 04) for house maintenance. The unit's carryforward increased by \$616,407 or 427.10% from the prior year. Budget to actual analysis for resources is invalid due to recentralization of budget allocations and discontinuance of VCM charges. No mid-year reductions have been made or are expected for FY11; however, unit needs to consider impact of reductions in state appropriations for FY2012 that will be passed along to units.

Budget Analyst Name: Ralph B Summer	Unit Contact: Richard Katz
Comments/Concerns: With 66.66% of the year complete, actual expenditures are 63.90% of budget. Contractual Services' actual expenditures (52XXX) are at 114.00% of budget, Supplies expenditures (53XXX) is at 73.80% of budget, and IIT's contra expenditures (6XXXX) are at 69.5% of budget. The unit may need to realign their revenue and expenditure budgets if spending and revenue patterns are expected to continue.	Response: The unit is making a concerted effort to monitor spending, be fiscally conservative and provide quality services that are acceptable to our customers. In addition, we will continue to be cognizant of current and future budget constraints, adjusting spending accordingly. We will continue to review and analyze all areas to determine needed adjustments. Personnel Services and Contractual Services Budgets will be realigned to reflect the unit's shift to utilizing a Temporary Labor Service.

USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 02/28/2011

CHANGE IN BUDGET
Unit Name and Number:

Responsibility - Facility Services

A Fund Resources and Uses	Budget 2/28/2011	Budget 2/28/2010	CHANGE	% CHANGE
Resources:				
NOTE: 3's are BUDGET only				
General Fund Only (31000)	\$ -	\$ -	\$ -	
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	
Budget Cut (31510)	\$ -	\$ -	\$ -	
Carryforward (31533/31534)	\$ 760,724	\$ 144,317	\$ 616,407	427.12%
Columbia Units Base Budget (31900)	\$ 15,557,765	\$ -	\$ 15,557,765	
One Time within responsibility (36400/36500)	\$ -	\$ -	\$ -	
One Time outside responsibility (363XX/368XX)	\$ (10,758)	\$ 1,144,675	\$ (1,155,433)	-100.94%
Permanent within responsibility (37400/37500)	\$ -	\$ -	\$ -	
Permanent outside responsibility (373XX/378XX)	\$ 737,860	\$ 68,848	\$ 669,012	971.72%
Subtotal 3's	\$ 17,045,591	\$ 1,357,840	\$ 15,687,751	1155.35%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 933,121	\$ 965,683	\$ (32,562)	-3.37%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ (1,679,875)	\$ 1,679,875	-100.00%
Total Resources	\$ 17,978,712	\$ 643,648	\$ 17,335,064	2693.25%
Preset Assessment (81150 & 81160)	\$ -	\$ 16,054,524	\$ (16,054,524)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	
Net Resources	\$ 17,978,712	\$ 16,698,172	\$ 1,280,540	7.67%
Uses:				
Personal Services - All (51XXX)	\$ 12,074,059	\$ 11,731,157	\$ 342,902	2.92%
Fringe Benefits (546XX)	\$ 3,889,831	\$ 3,653,556	\$ 236,275	6.47%
Total Personal Services and Fringe	\$ 15,963,890	\$ 15,384,713	\$ 579,177	3.76%
Expenditures (50000)	\$ 695,700	\$ 407,387	\$ 288,313	70.77%
Contractual Services (52XXX)	\$ 3,462,005	\$ 3,851,601	\$ (389,596)	-10.12%
Supplies (53XXX)	\$ 2,943,485	\$ 2,724,039	\$ 219,446	8.06%
Fixed Costs (54XXX) exc. Fringe	\$ 232,507	\$ 141,209	\$ 91,298	64.65%
Contingency (55XXX)	\$ -	\$ -	\$ -	
Equipment/Books (56XXX)	\$ 420,251	\$ 60,742	\$ 359,509	591.86%
Renovations (57XXX)	\$ -	\$ -	\$ -	
Other Charges (59XXX)	\$ -	\$ -	\$ -	
IIT's (6XXXX)	\$ (5,739,126)	\$ (5,871,519)	\$ 132,393	-2.25%
Subtotal Other Uses	\$ 2,014,822	\$ 1,313,459	\$ 701,363	53.40%
Total Uses	\$ 17,978,712	\$ 16,698,172	\$ 1,280,540	7.67%
Balance	\$ -	\$ -	\$ -	

USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 02/28/2011

Unit Name and Number: 81

Responsibility - Utilities

A Fund Resources and Uses	Budget 2/28/2011	Actuals YTD 02/28/2011	% of Budget	Actuals 2/28/2010	Change from 2/28/2010	
					Dollar Change	% Change
Resources:						
NOTE: 3's are BUDGET only						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 692,932	\$ 692,932		\$ 542,590	\$ 150,342	27.70%
Columbia Units Base Budget (31900)	\$ 24,024,866	\$ 24,024,866		\$ -	\$ 24,024,866	0.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ (1,175,000)	\$ (1,175,000)		\$ -	\$ (1,175,000)	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 15,398	\$ 15,398		\$ 1,710,940	\$ (1,695,542)	-99.10%
Subtotal 3's	\$ 23,558,196	\$ 23,558,196		\$ 2,253,530	\$ 21,304,666	945.40%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 376,982	\$ 174,585	46.30%	\$ 311,394	\$ (136,809)	-43.90%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ 132,665	0.00%	\$ -	\$ 132,665	0.00%
Total Resources	\$ 23,935,178	\$ 23,865,446	99.70%	\$ 2,564,924	\$ 21,300,522	830.50%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 14,875,944	\$ (14,875,944)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 23,935,178	\$ 23,865,446	99.70%	\$ 17,440,868	\$ 6,424,578	36.80%
Uses:						
Personal Services - All (51XXX)	\$ 2,025,468	\$ 1,134,414	56.00%	\$ 1,133,819	\$ 595	0.10%
Fringe Benefits (546XX)	\$ 600,925	\$ 355,181	59.10%	\$ 344,143	\$ 11,038	3.20%
Total Personal Services and Fringe	\$ 2,626,393	\$ 1,489,595	56.70%	\$ 1,477,962	\$ 11,633	0.80%
Expenditures (50000)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 24,709,413	\$ 14,005,794	56.70%	\$ 14,008,082	\$ (2,288)	0.00%
Supplies (53XXX)	\$ 162,276	\$ 210,556	129.80%	\$ 243,028	\$ (32,472)	-13.40%
Fixed Costs (54XXX) exc. Fringe	\$ 4,540,438	\$ 2,899,442	63.90%	\$ 2,904,860	\$ (5,418)	-0.20%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ 130,000	\$ 5,880	4.50%	\$ -	\$ 5,880	0.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Debt Service (58XXX)	\$ -	\$ 132,665	0.00%	\$ -	\$ 132,665	0.00%
IIT's (6XXXX)	\$ (8,233,342)	\$ (4,265,765)	51.80%	\$ (3,866,541)	\$ (399,224)	10.30%
Subtotal Other Uses	\$ 21,308,785	\$ 12,988,572	61.00%	\$ 13,289,429	\$ (300,857)	-2.30%
Total Uses	\$ 23,935,178	\$ 14,478,167	60.50%	\$ 14,767,391	\$ (289,224)	-2.00%
Balance	\$ -	\$ <u>9,387,279</u>		\$ <u>2,673,477</u>	\$ <u>6,713,802</u>	

Notes: The BOT approved an increase of \$545,550 for utility expense increases. These funds are not in this unit's budget but is held in escrow in the General Fund. The unit's carryforward increased by \$150,342 or 27.70% from the prior year. The unit received a permanent allocation of \$15,398 for employer health insurance premium increases. Budget to actual analysis for resources is invalid due to recentralization of budget allocations and discontinuance of VCM charges. A one-time transfer of \$1,175,000 was transferred to the General Fund (Rsp 60) in exchange for stimulus funding. A corresponding amount of actual utility expense (Contractual Services) was moved from this unit to a Federal Stimulus Fund account. No mid-year reductions have been made or are expected for FY11; however, unit needs to consider impact of reductions in state appropriations for FY2012 that will be passed along to units.

Budget Analyst Name: Ralph B Summer

Unit Contact: Richard Katz

Comments/Concerns:

With 66.66% of the year complete, actual expenditures are 60.50% of budget. Supplies actual expenditures (53XXX) are 129.80% of budget. The Revenue (4XXXX) is at 46.30% of budget. The unit should review the revenue projections and make adjustments if needed.

Response:

**USC Columbia Campus
Spring A Fund Budget Review
For the Period Ending 02/28/2011**

CHANGE IN BUDGET
Unit Name and Number:

Responsibility - Utilities

A Fund Resources and Uses	Budget 2/28/2011	Budget 2/28/2010	CHANGE	% CHANGE
Resources:				
NOTE: 3's are BUDGET only				
General Fund Only (31000)	\$ -	\$ -	\$ -	
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	
Budget Cut (31510)	\$ -	\$ -	\$ -	
Carryforward (31533/31534)	\$ 692,932	\$ 542,590	\$ 150,342	27.71%
Columbia Units Base Budget (31900)	\$ 24,024,866	\$ -	\$ 24,024,866	
One Time within responsibility (36400/36500)	\$ -	\$ -	\$ -	
One Time outside responsibility (363XX/368XX)	\$ (1,175,000)	\$ -	\$ (1,175,000)	
Permanent within responsibility (37400/37500)	\$ -	\$ -	\$ -	
Permanent outside responsibility (373XX/378XX)	\$ 15,398	\$ 1,710,940	\$ (1,695,542)	-99.10%
Subtotal 3's	\$ 23,558,196	\$ 2,253,530	\$ 21,304,666	945.39%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 376,982	\$ 812,498	\$ (435,516)	-53.60%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	\$ -	
Total Resources	\$ 23,935,178	\$ 3,066,028	\$ 20,869,150	680.66%
Preset Assessment (81150 & 81160)	\$ -	\$ 22,313,926	\$ (22,313,926)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	
Net Resources	\$ 23,935,178	\$ 25,379,954	\$ (1,444,776)	-5.69%
Uses:				
Personal Services - All (51XXX)	\$ 2,025,468	\$ 1,992,254	\$ 33,214	1.67%
Fringe Benefits (546XX)	\$ 600,925	\$ 580,276	\$ 20,649	3.56%
Total Personal Services and Fringe	\$ 2,626,393	\$ 2,572,530	\$ 53,863	2.09%
Expenditures (50000)	\$ -	\$ 2,322,378	\$ (2,322,378)	-100.00%
Contractual Services (52XXX)	\$ 24,709,413	\$ 23,512,195	\$ 1,197,218	5.09%
Supplies (53XXX)	\$ 162,276	\$ 129,873	\$ 32,403	24.95%
Fixed Costs (54XXX) exc. Fringe	\$ 4,540,438	\$ 4,566,855	\$ (26,417)	-0.58%
Contingency (55XXX)	\$ -	\$ -	\$ -	
Equipment/Books (56XXX)	\$ 130,000	\$ -	\$ 130,000	
Renovations (57XXX)	\$ -	\$ -	\$ -	
Other Charges (59XXX)	\$ -	\$ -	\$ -	
IIT's (6XXXX)	\$ (8,233,342)	\$ (7,723,877)	\$ (509,465)	6.60%
Subtotal Other Uses	\$ 21,308,785	\$ 22,807,424	\$ (1,498,639)	-6.57%
Total Uses	\$ 23,935,178	\$ 25,379,954	\$ (1,444,776)	-5.69%
Balance	\$ -	\$ -	\$ -	

Unit Name and Number: 84

Responsibility - Facilities Operating Projects

A Fund Resources and Uses	Budget 2/28/2011	Actuals YTD		Actuals 2/28/2010	Change from 2/28/2010	
		02/28/2011	% of Budget		Dollar Change	% Change
NOTE: 3's are BUDGET only						
Resources:						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 2,050,816	\$ 2,050,816		\$ 1,941,868	\$ 108,948	5.60%
Columbia Units Base Budget (31900)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ -	\$ -		\$ -	\$ -	0.00%
Subtotal 3's	\$ 2,050,816	\$ 2,050,816		\$ 1,941,868	\$ 108,948	5.60%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ 185,330	0.00%	\$ 369,258	\$ (183,928)	-49.80%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	0.00%	\$ 493	\$ (493)	-100.00%
Total Resources	\$ 2,050,816	\$ 2,236,146	109.00%	\$ 2,311,619	\$ (75,473)	-3.30%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 2,050,816	\$ 2,236,146	109.00%	\$ 2,311,619	\$ (75,473)	-3.30%
Uses:						
Personal Services - All (51XXX)	\$ -	\$ 3,117	0.00%	\$ 12,080	\$ (8,963)	-74.20%
Fringe Benefits (546XX)	\$ -	\$ 34	0.00%	\$ 584	\$ (550)	-94.20%
Total Personal Services and Fringe	\$ -	\$ 3,151	0.00%	\$ 12,664	\$ (9,513)	-75.10%
Expenditures (50000)	\$ 2,050,816	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ -	\$ 2,513,951	0.00%	\$ 1,912,656	\$ 601,295	31.40%
Supplies (53XXX)	\$ -	\$ 803,804	0.00%	\$ 773,099	\$ 30,705	4.00%
Fixed Costs (54XXX) exc. Fringe	\$ -	\$ 36,000	0.00%	\$ (9,299)	\$ 45,299	-487.10%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ -	\$ 260,998	0.00%	\$ 38,483	\$ 222,515	578.20%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ 680	\$ (680)	-100.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ -	\$ (2,939,400)	0.00%	\$ (2,468,071)	\$ (471,329)	19.10%
Subtotal Other Uses	\$ 2,050,816	\$ 675,353	32.90%	\$ 247,548	\$ 427,805	172.80%
Total Uses	\$ 2,050,816	\$ 678,504	33.10%	\$ 260,212	\$ 418,292	160.80%
Balance	\$ -	\$ 1,557,642		\$ 2,051,407	\$ (493,765)	

Notes: The units was established to account for projects which exceed a one year time frame. The units is a self-balancing account. Budgeting by expenditure category is not required of this account.

Budget Analyst Name: Ralph B Summer	Unit Contact: Richard Katz
Comments/Concerns: Since the Fall review, the unit has allocated the carryforward amount to individual projects. Unallocated carryforward balances of \$120,000 and will be held as a reserve for the unit. The unit has \$185,330 of actual revenue which needs to be budgeted.	Response: The unit will continue to monitor and allocate budgets as needed. The \$185,330 of actual revenue will be budgeted prior to June 30, 2011.

CHANGE IN BUDGET

Unit Name and Number:

Responsibility - Facilities Operating Projects

A Fund Resources and Uses	Budget 2/28/2011	Budget 2/28/2010	CHANGE	% CHANGE
Resources:				
NOTE: 3's are BUDGET only				
General Fund Only (31000)	\$ -	\$ -	\$ -	
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	
Budget Cut (31510)	\$ -	\$ -	\$ -	
Carryforward (31533/31534)	\$ 2,050,816	\$ 1,941,868	\$ 108,948	5.61%
Columbia Units Base Budget (31900)	\$ -	\$ -	\$ -	
One Time within responsibility (36400/36500)	\$ -	\$ -	\$ -	
One Time outside responsibility (363XX/368XX)	\$ -	\$ -	\$ -	
Permanent within responsibility (37400/37500)	\$ -	\$ -	\$ -	
Permanent outside responsibility (373XX/378XX)	\$ -	\$ -	\$ -	
Subtotal 3's	\$ 2,050,816	\$ 1,941,868	\$ 108,948	5.61%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ -	\$ -	
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	\$ -	
Total Resources	\$ 2,050,816	\$ 1,941,868	\$ 108,948	5.61%
Preset Assessment (81150 & 81160)	\$ -	\$ -	\$ -	
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	
Net Resources	\$ 2,050,816	\$ 1,941,868	\$ 108,948	5.61%
Uses:				
Personal Services - All (51XXX)	\$ -	\$ -	\$ -	
Fringe Benefits (546XX)	\$ -	\$ -	\$ -	
Total Personal Services and Fringe	\$ -	\$ -	\$ -	
Expenditures (50000)	\$ 2,050,816	\$ 1,941,868	\$ 108,948	5.61%
Contractual Services (52XXX)	\$ -	\$ -	\$ -	
Supplies (53XXX)	\$ -	\$ -	\$ -	
Fixed Costs (54XXX) exc. Fringe	\$ -	\$ -	\$ -	
Contingency (55XXX)	\$ -	\$ -	\$ -	
Equipment/Books (56XXX)	\$ -	\$ -	\$ -	
Renovations (57XXX)	\$ -	\$ -	\$ -	
Other Charges (59XXX)	\$ -	\$ -	\$ -	
IIT's (6XXXX)	\$ -	\$ -	\$ -	
Subtotal Other Uses	\$ 2,050,816	\$ 1,941,868	\$ 108,948	5.61%
Total Uses	\$ 2,050,816	\$ 1,941,868	\$ 108,948	5.61%
Balance	\$ -	\$ -	\$ -	

Blueprint for Service Excellence
Chief Financial Officer
FY2011 Initiatives

In the 2011 fiscal year, the units under the Chief Financial Officer received \$2,278,550 in new funding from the 6.9% tuition increase. These new funds did not offset the unit's budget reductions that totaled more than \$2M, but were intended to cover primarily inflationary needs.

The Board of Trustees approved the following:

Utility Increases	\$545,550
Environmental Health & Safety	\$ 95,500
– Insurance, Hazardous Waste, & Fire Extinguisher Inspections	
Facilities	\$637,500
-Operation and Maintenance of New Facilities	
Transportation Fee	\$200,000
Renovation Reserve Fee	\$800,000

Attached are the Initiative Updates completed as part of the FY2012 budget development process.

University of South Carolina Columbia Campus -
 FY2012 Budget Development Process
 Report on FY2011 Board of Trustees Approved Initiatives

Initiative Update Form	
Please provide requested information	
Responsibility Unit:	81
Initiative Title:	Utilities

Summary	
Resources Allocated by the Board of Trustees for FY2011	
Full-time Personnel	-
Part-time Personnel	-
Recurring Operating Expenditures	545,550
One-time Equipment or Start-up Costs	-
Total Received	545,550
Funding Utilitized	
Full-time Personnel	-
Part-time Personnel	-
Recurring Operating Expenditures	-
One-time Equipment or Start-up Costs	-
Total Expected to be expended by June 30, 2011	-
Balance of FY2011 Initiative remaining	545,550

Request Justification

Provide a concise description of the FY2011 Initiative as approved by the Board of Trustees.

Additional funds are needed to meet anticipated and current utility rate and consumption increases for electricity and water. Based on information provided by SCE&G, three pending electric rate increases have been requested to the SC Public Service Commission. They are scheduled to be a 3.08% in July 2010, 2.82% in October 2010 and 3.05% in January 2011. The request also includes a 25% increase in existing building load consumption for the Horizon Research Facility, a 20% increase in existing building load for the Discovery Research Facility and \$162,031 in utilities for the Thomas Cooper Library Rate Books Collection Addition

Provide a concise description of the actual uses of the FY2011 Initiative funding.

If there is a balance of funds expected at June 30, 2011, identify the reason for the balance and the planned use of funds to support the FY2011 Initiative.

Based on spending through February 2011, we are forecasting a positive budget balance of approximately \$1,800,000 by the end of FY 2011. Volatile natural gas price remain low compared to prior years and is the primary reason for the remaining balance of funds. If approved, the remaining carryforward funds will be allocated to Energy Services projects that will address needed maintenance repairs to the central utility distribution system and for targeted conservation projects to further reduce energy consumption.

University of South Carolina Columbia Campus -
 FY2012 Budget Development Process
 Report on FY2011 Board of Trustees Approved Initiatives

Initiative Update Form	
Please provide requested information	
Responsibility Unit:	15 Insurance, Hazardous Waste, Fire Extinguishers
Initiative Title:	

Summary	
Resources Allocated by the Board of Trustees for FY2011	
Full-time Personnel	-
Part-time Personnel	-
Recurring Operating Expenditures	95,500
One-time Equipment or Start-up Costs	-
Total Received	95,500
Funding Utilized	
Full-time Personnel	-
Part-time Personnel	-
Recurring Operating Expenditures	-
One-time Equipment or Start-up Costs	-
Total Expected to be expended by June 30, 2011	-
Balance of FY2011 Initiative remaining	95,500

Request Justification

Provide a concise description of the FY2011 Initiative as approved by the Board of Trustees.

Funds are needed due to the annual 5% reappraisal adjustment to USC owned properties and the consequent increase in insurance premiums. Also, this increase will cover buildings that will be converted from builders' risk policies. This funding is needed to cover additional waste generation resulting from increased research activities throughout campus. Additionally, funding is needed due to increases in laboratory clean-out of old chemicals to ensure EPA and DHEC compliance. Also, the new infectious waste contract will be renewed in May 2010. Indications are that the per pound infectious waste cost will increase by at least 44% above the current contract price. There are currently more than 4500 fire extinguishers on the USC Columbia campus with more than 7750 units system wide. Each extinguisher must be inspected every 30 days with maintenance annually. Additional coverage is required for new buildings.

Provide a concise description of the actual uses of the FY2011 Initiative funding.

We have hired Caraway to perform the monthly fire extinguisher inspections and keep the Columbia campus in compliance. Insurance funds were used to increase building coverage limits as a result of updated appraisals. New buildings were transferred from Builders Risk to Building policy as they were completed (Horizon, Discovery). The infectious waste contract was renewed (5 years) and funds were used to cover increases in shipment costs. Laboratory clean-outs were conducted and hazardous waste was collected and disposed of properly. An additionallab cleanout of Swearingen and 300 s main will take place in May. All monies will be expended.

If there is a balance of funds expected at June 30, 2011, identify the reason for the balance and the planned use of funds to support the FY2011 Initiative.

University of South Carolina Columbia Campus -
 FY2012 Budget Development Process
 Report on FY2011 Board of Trustees Approved Initiatives

Initiative Update Form	
Please provide requested information	
Responsibility Unit:	68
Initiative Title:	O&M for New Facilities

Summary	
Resources Allocated by the Board of Trustees for FY2011	
Full-time Personnel	-
Part-time Personnel	-
Recurring Operating Expenditures	637,500
One-time Equipment or Start-up Costs	-
Total Received	637,500
Funding Utilized	
Full-time Personnel	620,000
Part-time Personnel	-
Recurring Operating Expenditures	17,500
One-time Equipment or Start-up Costs	-
Total Expected to be expended by June 30, 2011	637,500
Balance of FY2011 Initiative remaining	-

Request Justification

Provide a concise description of the FY2011 Initiative as approved by the Board of Trustees.

New base operating dollars are needed to support the operation of the Horizon and Discovery research buildings and the new Thomas Cooper Library Rare Books Collection addition.

Provide a concise description of the actual uses of the FY2011 Initiative funding.

Resources from this initiative were utilized to fund the operating expenses in newly occupied spaces at Horizon, Discovery, and the new library rare books addition. For each of these facilities, additional personnel were hired for the maintenance, custodial, and landscaping responsibilities. To date we've hired eleven of the fifteen positions needed for this initiative.

If there is a balance of funds expected at June 30, 2011, identify the reason for the balance and the planned use of funds to support the FY2011 Initiative.

University of South Carolina Columbia Campus -
 FY2012 Budget Development Process
 Report on FY2011 Board of Trustees Approved Initiatives

Initiative Update Form	
Please provide requested information	
Responsibility Unit:	88
Initiative Title:	Parking

Summary	
Resources Allocated by the Board of Trustees for FY2011	
Full-time Personnel	-
Part-time Personnel	-
Recurring Operating Expenditures	200,000
One-time Equipment or Start-up Costs	-
Total Received	200,000
Funding Utilitized	
Full-time Personnel	-
Part-time Personnel	-
Recurring Operating Expenditures	-
One-time Equipment or Start-up Costs	271,626
Total Expected to be expended by June 30, 2011	271,626
Balance of FY2011 Initiative remaining	(71,626)

Request Justification

Provide a concise description of the FY2011 Initiative as approved by the Board of Trustees.

An increase of \$5 per full time student per semester will provide additional buses and routes to campus shuttle program. This request was backed by the Student Government Association.

Provide a concise description of the actual uses of the FY2011 Initiative funding.

Purchase two buses that meet ADA standards. Parking Services paid \$71,626.00 remaining balance.

If there is a balance of funds expected at June 30, 2011, identify the reason for the balance and the planned use of funds to support the FY2011 Initiative.

University of South Carolina Columbia Campus -
 FY2012 Budget Development Process
 Report on FY2011 Board of Trustees Approved Initiatives

Initiative Update Form	
Please provide requested information	
Responsibility Unit:	68
Initiative Title:	Facilities

Summary	
Resources Allocated by the Board of Trustees for FY2011	
Full-time Personnel	-
Part-time Personnel	-
Recurring Operating Expenditures	800,000
One-time Equipment or Start-up Costs	-
Total Received	800,000
Funding Utilitized	
Full-time Personnel	-
Part-time Personnel	-
Recurring Operating Expenditures	800,000
One-time Equipment or Start-up Costs	-
Total Expected to be expended by June 30, 2011	800,000
Balance of FY2011 Initiative remaining	-

Request Justification

Provide a concise description of the FY2011 Initiative as approved by the Board of Trustees.

Provide a concise description of the actual uses of the FY2011 Initiative funding.

The FY2011 Initiative Renovation Reserve Funds are being utilized to fund eight small deferred maintenance projects for the Columbia campus. Deferred maintenance projects for this budget cycle include mechanical/HVAC projects, electrical repairs, and roof repairs. The existing deferred maintenance backlog for E&G facilities/infrastructure continues to exceed 500 million dollars.

If there is a balance of funds expected at June 30, 2011, identify the reason for the balance and the planned use of funds to support the FY2011 Initiative.