

5.2.a CEO control

The chief executive officer has ultimate responsibility for, and exercises appropriate control over, the institution's educational, administrative, and fiscal programs and services.

Compliance Judgment: In Compliance

Rationale

CEO Responsibilities. The Chief Executive Officer of USC Aiken is [Chancellor Sandra J. Jordan](#).^[1] Within the general authority granted by the Board of Trustees through the USC System President, the Chancellor performs duties and responsibilities as outlined in the [Bylaws of the Board of Trustees, Article XII, Section 3](#).^[2] Among the responsibilities delineated in Section 3 of Article XII are:

- ***In the area of educational programs and services:***
 - Responsibility for all of the factors that contribute to the quality of academic (teaching, research, and public service) and support programs of the campus. Such factors include the general supervision of all campus faculties, the allocation and utilization of available resources within the campus, and any and all matters related to the welfare of the campus;
 - Responsibility for the general supervision of all relationships between students and the various levels of campus administration. Such supervision includes but is not limited to admissions, registration and records, academic progress and advising, counseling, housing, scholarships and financial aid, student activities and services, placement, foreign students, and the evaluation and certification of academic credit from other institutions;

- ***In the area of administrative programs and services:***
 - Responsibility for personnel administration including employment and termination, wage determination and condition of employment within prescribed policies for all employees;
 - Responsibility for operation and maintenance of the physical plant, purchase of supplies and equipment, and the maintenance of appropriate inventories and records of real and personal property under the jurisdiction of the campus; and
- ***In the area of fiscal programs and services:***
 - Responsibility for the financial management of the campus and its component parts in conformity with University management policies and practices. This function shall include but is not limited to the preparation of budgets, maintenance of financial records and accounts for activities of the campus, the receipt and expenditure of all campus funds, and preparation of required financial reports; and
 - Responsibility for fund raising, intercollegiate athletic, auxiliary enterprises, community relations and alumni activities.

Delegation of Duties and Organization Chart. The Chancellor delegates duties to members of her cabinet in accordance with the [Senior Administration Organization Chart](#).^[3] Although duties are delegated to vice chancellors, responsibility for the fulfillment of duties are retained by the Chancellor.

The Chancellor delegates to the [Provost / Executive Vice Chancellor for Academic Affairs](#) ^[4] supervisory authority over the two colleges of the campus: the College of Arts, Humanities, and Social Sciences and the College of Sciences and Engineering; as well as the Schools of Business Administration, Education, and Nursing. The Provost and Executive Vice Chancellor also supervises the Office of Institutional Effectiveness, Research and Compliance; the Library; the Center for Teaching Excellence; Sponsored Research; Enrollment Management; Distance Learning; Veteran and Military Student Affairs; Conferences and Continuing Education; and all academic support services and programs. With the assistance of the Deans and

Department Chairs, the Provost and Executive Vice Chancellor assigns instructional responsibility; recruits faculty; recommends promotions, tenure and salaries for the faculty; recommends academic budget requests and controls budgeted funds for those areas under his supervision; and is responsible for the academic excellence of the campus. Final approval for new programs, new hires, promotions, tenure, and changes in salary resides with the Chancellor.

On behalf of the Chancellor, the [Vice Chancellor for University Advancement and External Affairs](#) ^[5] is responsible for advancement and external affairs activities. In accordance with the institutional mission, this includes the oversight of annual, capital, and planned gifts from internal and external constituents. The Vice Chancellor for University Advancement and External Affairs supervises marketing and communication efforts of the University, provides a strategic outlook for various communication mediums, serves as the liaison for the Aiken Partnership Board, and provides leadership to assist this committee engage various alumni and community leaders.

The [Vice Chancellor for Finance and Administration](#) ^[6] is delegated oversight of the USC Aiken budget and exercises supervisory authority over Business Services and Grant Accounting (Controller's Office); Human Resources; Campus Support Services (Bookstore, Purchasing, Supply, Print Services, Mail Services, Food Services and Vending); Operations and Maintenance; Budget; Children's Center; and University Police.

On behalf of the Chancellor, the [Vice Chancellor for Student Affairs](#) ^[7] exercises supervisory authority over Orientation, Student Life, Global Studies and Multicultural Engagement, Housing, Judicial Affairs, Counseling Services, Disability Services, Health Center, and Campus Recreation and Wellness. The Vice Chancellor for Student Affairs deals with matters related to policies and procedures which affect students and the general quality of life for USC Aiken students.

Under the authority granted by the Chancellor, the [Vice Chancellor for Information Technology](#) ^[8] provides advice on information technology issues and trends, evaluates technology priorities, and monitors projects that support the strategic direction of the University. The Vice Chancellor for Information Technology oversees the day-to-

day operation and management of the Computer Services Division (campus computer system support and telephone services) and Instructional Services.

Evidence of Exercising Control over Educational Programs and Services.

As illustrated with Cabinet meeting minutes of [January 13, 2020](#) ^[9] and [March 19, 2018](#), ^[10] the Provost / Executive Vice Chancellor for Academic Affairs sits on the Chancellor's Cabinet at which issues regarding educational programs, services, and personnel are discussed. The Chancellor also meets regularly for one-on-one sessions with the Provost / Executive Vice Chancellor for Academic Affairs to discuss matters as they arise, as illustrated with screen shots of the Chancellor's outlook calendar dated [September 6, 2019](#) ^[11], [November 7, 2019](#) ^[12], and [November 18, 2019](#).^[13] Further, as shown with screen shots of the Chancellor's outlook calendar, there are regular [meetings with academic departments](#) ^[14] and the [Student Government Association](#) ^[15] to discuss educational matters. The Chancellor also creates and periodically meets with ad hoc committees such as the [Retention, Progression and Graduation \(RPG\) Committee](#) ^[16] charging them to examine relevant data, study best practices, and to recommend actions or strategies (see recommendation reports for [March 2016](#) ^[17], [December 2016](#) ^[18], [April 2017](#) ^[19], and [October 2018](#) ^[20]).

The Chancellor receives recommendations regarding curricular matters from the Faculty Assembly after they have been studied by standing committees of the Assembly and voted on. As illustrated with the development of a [Bachelor of Arts in Communication and Digital Arts](#) ^[21], recommendations regarding educational offerings, policies, and services must receive approval by the Chancellor before they are forwarded to the Board of Trustees for ratification. In the spirit of shared governance with faculty regarding educational matters, the Chancellor will only occasionally exercise authority to not follow a recommendation from Faculty Assembly. In such cases, she shares her views with faculty as illustrated in an [email shared with Faculty Assembly members](#) ^[22] after she denied a recommendation that would provide faculty with the option to drop student evaluations of teaching from their annual reviews for the Spring 2020 semester. The decision to not follow the recommendation of Faculty Assembly illustrates the Chancellor's authority regarding educational matters.

Evidence of Exercising Control over Administrative Programs and Services. The Chancellor exercises control over administrative programs and services. The Chancellor serves as the hiring authority for faculty and staff (e.g., [hiring of the athletic director](#) ^[23]), makes the final decision on promotion and tenure before sending recommendations to the Board of Trustees (e.g., [promotion to Senior Instructor](#) ^[24], [awarding of tenure and promotion to Associate Professor](#) ^[25]), and signs off on all [contracts under \\$100,000](#) ^[26], [memorandums of understanding](#) ^[27], and [agreements](#).^[28] Further evidence of the Chancellor exercising control over administrative functions are evident via minutes of meetings with the Classified Employee Association (e.g., minutes of the [March 13, 2018 meeting](#) ^[29] and of the [September 27, 2018 meeting](#) ^[30]), the [Faculty Assembly](#) ^[31], and the [Cabinet](#) ^[32] at which administrative matters are discussed. The Chancellor also issues a monthly Office of the Chancellor Newsletter (e.g., [October 2, 2019 newsletter](#) ^[33], [January 21, 2020 newsletter](#) ^[34]) to keep faculty and staff informed of administrative matters, and holds [regular town-hall meetings](#) ^[35] with students, faculty, and staff to listen to and address concerns regarding administrative issues. In the face of the COVID-19 pandemic, the Chancellor issued [work from home directives](#) ^[36], made decisions related to the [closing of the campus and operating remotely](#) ^[37], [created task-forces](#) ^[38] to make recommendations regarding safe continuity in services, and established a [phased-in approach](#) ^[39] to bring employees safely back to campus.

Evidence of Exercising Control over Fiscal Programs and Services. As presented in the [narrative to Standard 13.2 - Financial documents](#) ^[40], the Chancellor has adopted a transparent and inclusive process for the development of annual budgets. Offices and departments submit budgetary requests as part of their annual review process, with Vice Chancellors prioritizing requests and making recommendations to the Chancellor in a [public forum](#).^[41] The Vice Chancellor for Finance and Administration sits on the Chancellor's cabinet at which fiscal matters are discussed as demonstrated with meeting minutes of [December 10, 2019](#) ^[42], and [February 24, 2020](#).^[43] Further, as illustrated with screen shots of the Chancellor's outlook calendar dated [September 3, 2019](#) ^[44], [October 1, 2019](#) ^[45], and [December 10,](#)

[2019](#) ^[46], she meets one-on-one with the Vice Chancellor for Finance and Administration at least once a month.

The Chancellor kicks off the budgetary cycle each year in October or November with a joint session of the Aiken County Commission for Higher Education and the Aiken County Legislative Delegation. As illustrated with the [meeting minutes of November 7, 2018](#) ^[47], the Chancellor presents a progress report on the State of the University, including fund raising successes over the previous year and legislative funding requests for the upcoming year. As illustrated with progress reports sent to faculty and staff, the Chancellor ushers budgetary requests for tuition and fee rates, appropriations, and one-time capital expenditures through the [Board of Trustees](#) ^[48] and legislative bodies such as the [House Ways and Means Committee](#), ^[49] and the [Senate Finance Committee](#).^[50]

The Chancellor keeps faculty and staff aware of fiscal matters by providing updates at the monthly meetings of [Faculty Assembly](#) ^[51], the [Classified Employees Association](#) ^[52], and with [notices on the status of the budget](#).^[53] As a further illustration of exercising control over fiscal matters, the Chancellor in 2016 established parameters for the development of strategies to address possible reductions in [state appropriations](#) ^[54] and in 2020 set a [purchasing freeze](#) ^[55] until a fuller appreciation of the economic impact of Covid-19 could be ascertained.

Supporting Documentation

1. [Chancellor Sandra J. Jordan, PhD CV](#)
2. [Board of Trustees Bylaws Article XII, Section 3: Chancellor's Responsibilities](#)
3. [Senior Administration Organization Chart](#)
4. [Position Description: Provost and Executive Vice Chancellor Academic Affairs](#)
5. [Position Description: Vice Chancellor Advancement and External Affairs](#)
6. [Position Description: Vice Chancellor Finance and Administration](#)
7. [Position Description: Vice Chancellor Student Affairs](#)
8. [Position Description: Vice Chancellor Information Technology](#)
9. [Cabinet meeting minutes of January 13, 2020](#)
10. [Cabinet meeting minutes of March 19, 2018](#)

11. [Chancellor's calendar: Meeting with Provost September 6, 2019](#)
 12. [Chancellor's calendar: Meeting with Provost November 7, 2019](#)
 13. [Chancellor's calendar: Meeting with Provost November 18, 2019](#)
 14. [Chancellor's calendar: Meeting with Sociology Department](#)
 15. [Chancellor's calendar: Meeting with Student Government Association](#)
 16. [Chancellor's calendar: Meeting with RPG Committee](#)
 17. [RPG Committee recommendation report for March 2016](#)
 18. [RPG Committee recommendation report for December 2016](#)
 19. [RPG Committee recommendation report for April 2017](#)
 20. [RPG Committee recommendation report for October 2018](#)
 21. [Chancellor's approval of BA in Communication and Digital Arts program](#)
 22. [Denial of a Faculty Assembly recommendation: Chancellor's e-mail](#)
 23. [Example of the Chancellor's hiring authority](#)
 24. [Example of Chancellor's authority to recommend faculty promotion to the Board of Trustees](#)
 25. [Example of Chancellor's authority to recommend tenure of faculty to the Board of Trustees](#)
 26. [Example of Chancellor's authority to sign contracts under \\$100,000](#)
 27. [Example of Chancellor's authority to sign MOUs](#)
 28. [Example of Chancellor's authority to sign licensing agreements](#)
 29. [Classified Employee Association meeting minutes of March 13, 2018](#)
 30. [Classified Employee Association meeting minutes of September 27, 2018](#)
 31. [Faculty Assembly meeting minutes of January 27, 2020](#)
 32. [Cabinet meeting minutes of March 19, 2018](#)
 33. [Office of the Chancellor October 2, 2019 newsletter](#)
 34. [Office of the Chancellor January 21, 2020 newsletter](#)
 35. [Notice of town hall meetings with the Chancellor](#)
 36. [Work from home directives](#)
 37. [Notice of closing of the campus and operating remotely](#)
 38. [Notice of creation of taskforces for continuity in response to Covid-19](#)
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39. [Notice of Phased-in approach to return to campus](#)
40. [Narrative to Standard 13.2 - Financial documents](#)
41. [Notice of public budget forum](#)
42. [Cabinet meeting minutes of December 10, 2019](#)
43. [Cabinet meeting minutes of February 24, 2020](#)
44. [Chancellor's calendar: Meeting with CFO September 3, 2019](#)
45. [Chancellor's calendar: Meeting with CFO October 1, 2019](#)
46. [Chancellor's calendar: Meeting with CFO December 10, 2019](#)
47. [Joint session of the Aiken County Commission for Higher Education and the Aiken County Legislative Delegation: November 7, 2018 meeting minutes](#)
48. [Notice of Board of Trustees setting of tuition rates](#)
49. [Notice of South Carolina House Ways and Means Committee Actions](#)
50. [Notice of South Carolina Senate Finance Committee Actions](#)
51. [Faculty Assembly meeting minutes of September 26, 2019](#)
52. [Classified Employee Association meeting minutes of May 22, 2019](#)
53. [2019 Notice of Update on Budget](#)
54. [Notice of possible reductions in 2016 state appropriations](#)
55. [Notice of temporary purchasing freeze in 2020](#)