

**New Program Proposal
USC-Salkehatchie Leadership Institute
USC-Salkehatchie**

Summary

The USC-Salkehatchie Leadership Center opened in 1998. It was established through the cooperative efforts of public and private organizations such as local and state-level chambers of commerce, various community development groups, private business entities, and several post-secondary institutions. The purpose of the Center is to stimulate economic development in the five-county Salkehatchie service area, which includes Allendale, Bamberg, Barnwell, Colleton, and Hampton counties.

The Center was officially created on August 4, 1998, under the umbrella of "Leadership South Carolina." The USC Board of Trustees approved the name change from Center to Institute on October 17, 2003 (see subsequent restructuring below). Through an unintended oversight, the Center has been operating without CHE approval since its inception, and this proposal seeks to rectify that oversight. Under its *Guidelines for New Academic Program Approval* (1998), the Commission retains new program approval authority over proposed new centers, bureaus, and institutes that seek funding from the State.

As noted above, in 2003 the Center was given Institute status by the University of South Carolina Board of Trustees, with three "Centers" operating under the umbrella of the Institute. A fourth Center was added in 2004. "Centers" within the Institute include the Center for Leadership Development, which provides 12 leadership programs serving more than 400 people annually; the Center for Community Development, which facilitates cooperative agreements between local governments, organizations, and agencies; the Center for Business Development, which provides intensive technical assistance to established and nascent small businesses; and the Center for Governance, which provides workshops in the development of leadership skills for elected officials and board members.

The establishment of the Institute emerged in response to the contraction of the manufacturing, agricultural, and timber industries throughout the late 1990's, and the unique rural characteristics of the USC-Salkehatchie service region, which include some of the highest poverty levels in the state. The mission of the Institute

is to provide opportunities for leadership development and to serve as a catalyst for community and economic development in the Salkehatchie service area. Specifically, the Institute seeks to achieve four goals:

1. Provide leadership education programs to at least 150 diverse citizens each year,
2. Facilitate community development by serving as a resource center for regional groups and organizations,
3. Serve as a catalyst for regional economic development, and
4. Enhance the quality and effectiveness of local government management and leadership.

The proposal elaborates upon each of these four objectives by providing specific achievement goals and benchmark indicators to measure progress on each of the goals.

The Institute provides a unique set of opportunities that cannot be found elsewhere within USC-Salkehatchie, and within the USC system only the Small Business Development Center provides services which may be considered slightly duplicative. Outside of the USC system there are several programs that offer limited leadership training opportunities, such as those intermittently provided by local chambers of commerce, and the Palmetto Leadership program offered by Clemson University Extension. However, the Institute is unique in both its regional focus and the diversity of leadership-related educational opportunities it provides.

The various workshops and educational programs offered by the Institute are limited in duration and may best be described as "professional development" opportunities. The Institute does not confer any degrees nor generate any credit hours. Admission criteria for participation in the various leadership education programs vary; for example, some programs require participant nomination by a sponsoring agency or advisory committee (of the employing agency) approval; other programs have residency requirements or a specific area of educational or training focus. Enrollment for all programs was approximately 140 in 1998-99, and has grown to approximately 175 in 2004-05. Annual enrollment is projected to reach nearly 200 over the next few years.

The Institute currently has five full-time and two part-time employees. Administrative staff may expand to include an assistant director, depending upon the availability of funds. There are no additional physical plant or equipment needs, although the proposal notes that the Institute anticipates building a new facility at some undetermined point in the future.

The proposal reports historical costs for the program dating to the Institute's inception year of 1998-99. In aggregate, total costs for the Institute from 1998-99 to 2003-04, were \$574,432 with revenues of \$618,014. During this time period, legislative revenues are reported as the sole source of income from 1998-99 to 2000-01. In 2001-02 no legislative funds were appropriated, and federal grant funding was the only source of income. In years 2002-03 and 2003-04 a combination of state legislative funding and federal grant sources provided revenues for the Institute.

In fiscal year 2004-05 the Institute received \$100,460 in the form of below-the-line funding from the Commission. The Institute has requested an increase of \$150,000 for fiscal year 2005-06, for a total below-the-line request of \$250,460. At its October 7, 2004, meeting CHE staff recommended to the Commission that the fiscal year 2005-06 request be funded, contingent upon approval of the Leadership Institute's program proposal by the Committee on Academic Affairs and Licensing. The Commission acted upon that recommendation by approving the funding request for fiscal year 2005-06.

Ongoing costs projected for future years are estimated at \$367,188 in 2005, \$404,722 in 2006, \$419,422 in 2007, \$428,631 in 2008, and \$439,367 in the 2009. Categories of projected costs over the next five years of the program's implementation include program administration (\$175,900); personnel salaries (\$1,418,280); fringe benefits (\$354,568); supplies and materials (\$20,082); and equipment (\$17,500). Total estimated new costs for the program during the next five years will be \$2,059,330.

The proposal reports two sources of financing over the next five years: legislative appropriations totaling \$1,100,460 and federal grant funding in the amount of \$958,870. Thus, projected revenues over the next five years are equal to projected program costs.

In summary, the USC-Salkehatchie Leadership Institute was established in 1998 to stimulate economic development and address the unique poverty-related workforce and leadership challenges facing rural South Carolina. Through educational workshops, organizational networking, and the building of coalitions the Institute provides opportunities for leadership development and serves as a catalyst for community and economic development in the five-county USC-Salkehatchie service area.

Recommendation

The Committee on Academic Affairs and Licensing recommends that the Commission approve USC-Salkehatchie's Leadership Institute.