It is with great pride that I recognize the Institute for Public Service and Policy Research for its 60 years of service to South Carolina. The Institute is one of the principle vehicles through which the University carries out its important public service activities.

Through its policy research, publications, technical assistance, and training of government officials, the Institute has become a significant and highly respected resource to the state of South Carolina.

I am particularly impressed that the Institute, by its very design, embodies the University’s values of interdisciplinary scholarship and collaboration. The Institute’s history of partnerships with public- and private-sector organizations is significant.

The record of accomplishments over the past 60 years is impressive; the next 60 years hold the promise for even greater achievements.

Dr. Andrew A. Sorensen
President, University of South Carolina

An important mission of the College of Arts and Sciences is to engage its resources in service to the state and society for the purposes of cultural enrichment, the dissemination of knowledge, and the enhancement of the overall quality of life. One of the ways in which the college accomplishes this mission is through the Institute for Public Service and Policy Research. Through its extensive collaboration with state agencies, local governments, and other organizations involved in issues of governance and public management, the Institute has made a unique and substantial contribution to improving the quality of life in the state.

South Carolina faces many challenges. Addressing issues in areas such as education, the environment, health care, criminal justice, race relations, and public sector management requires not only solid research but also a means for applying research findings in real-world settings. As we strive to meet these challenges, the Institute will continue to play a vital role in providing this linkage.

Together we are building the future of Carolina. Think of the possibilities.

Dr. Mary Anne Fitzpatrick
Dean, College of Arts and Sciences
A Message from the Executive Director

On September 8, 1945, a small organization opened its doors for the first time at the University of South Carolina. Given the global events of that year and the long-awaited end to a calamitous world war, the dedication ceremony for the new organization was no doubt comparatively low-key. But the occasion marked the beginning of a long-term commitment to public service for the state and for the citizens of South Carolina. With a small staff and a modest level of support from the Tennessee Valley Authority, the Rockefeller Foundation, and the state, the Bureau of Public Administration was open for business.

Today, 60 years later, the Bureau—now the Institute for Public Service and Policy Research—is still in existence. While we would be hard-pressed to convince you of any special significance attached to the number 60, we felt the organization’s long run nevertheless warranted a retrospective overview. We have therefore prepared this booklet to acquaint you with the Institute—not only with its past, but also with its present and future.

As someone fortunate enough to have been affiliated with the Institute since 1989, I’m especially proud of this organization and its long history of public service. If, after reading this booklet, you have any questions about who we are or what we do, don’t hesitate to contact us. You’ll find contact information inserted in this booklet. You can also find more information about the Institute at our Web site: www.ipspr.sc.edu.

Thank you for celebrating with us.

Robert W. Oldendick, Ph.D.
Executive Director
Institute for Public Service and Policy Research
From the beginning, the organization known today as the Institute for Public Service and Policy Research has worked toward fulfilling one primary mission: to operate as a public-service unit of the University of South Carolina to meet the needs of the state and its citizens. As the organization's current name implies, the scope of that mission has expanded over the years to include policy research in support of public service.

Inside the University, within its academic and research programs, lies a great reservoir of expertise and capability. This wealth of knowledge and know-how can and should extend not only to the primary goal of excellence in education, but also to areas of life beyond the confines of the campus.

The resources of the University of South Carolina support the social, economic, and cultural needs of the people, the communities, and the state of South Carolina. One way it accomplishes this mission is through the Institute for Public Service and Policy Research, which translates the University’s goals into action and brings together scholarship and real-world problem-solving.

For an outside organization or agency with a need for some specialized knowledge, knowing exactly where to tap into the resources available at the University can prove difficult. Which department does it approach? And if more than one discipline is involved, how does the organization coordinate the various efforts to pursue this information? Again, one approach is through the Institute for Public Service and Policy Research.
The Mission of the Institute

Among the key challenges encountered in the realm of public policy in South Carolina are the following:

- developing and supporting effective public leadership and government management
- assisting in the development of sound environmental policies
- conducting survey research in support of public-policy development
- publishing books and periodicals that provide information vital to informed decision-making
- promoting humane, high-quality health care
- identifying the causes of—and ways to reduce—violence and substance abuse in young people.

“My colleagues and I can always count on the Institute to provide us with timely, accurate, and sound data and public policy analysis. ... The Institute for Public Service and Policy Research undoubtedly improves the quality of life for all South Carolinians.”

John Drummond

President Pro Tempore Emeritus
S.C. Senate

Meeting these challenges calls for a means of tapping into an easily accessible, wide-ranging resource of knowledge and experience. That’s the role of the Institute for Public Service and Policy Research. The Institute’s mission embraces three broad areas: research, education, and direct assistance.

Through its research programs, the Institute carries out four functions:

- identifying policy problems
- providing independent analyses of the likely consequences of alternative policy choices
- gauging the impact of governing structures and processes on the effectiveness, efficiency, and equity of public services
- providing technical support for policy implementation and innovation.
In embracing the goal of **education**, the Institute links scholarship and the real-world challenges of policy making and policy management. It does so through:

- promoting public understanding and debate of policy issues
- bringing new information to the attention of policy makers
- helping public-sector leaders maintain the skills necessary for effective public management
- nurturing future leaders.

In providing **direct assistance**, the Institute works closely with policy makers, public managers, and other organizations to find solutions to complex issues of governance, policy development, and technical program implementation.

In its efforts, the Institute serves a broad range of individuals and organizations:

- Policy makers
- Local, state, and federal government officials and agencies
- School districts
- Not-for-profit organizations
- Private-sector organizations
- Military installations.

In short, virtually anyone engaged in public policy or public management can benefit from the Institute’s services.

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The Institute for Public Service and Policy Research is an interdisciplinary research and public service unit of the University of South Carolina. Its principal purpose is to address current and emerging issues relating to matters of public policy, governance, and leadership through research, educational activities, publications, and direct assistance programs. The goal of the Institute is to improve the quality of social, political, environmental, and economic life, with a primary focus in South Carolina.
All three facets of the Institute’s mission—research, education, and direct assistance—can be grouped under the collective term public service. Consequently, public service has served as the focal point for the Institute’s efforts from the beginning. But how—and why—did the Institute originate?
The organization came into existence in 1945 as part of an effort to study natural resources in the Southeastern United States. The University of South Carolina created the Bureau of Public Administration with funding from the Tennessee Valley Authority, the General Education Board of the Rockefeller Foundation, and state revenues. Other southeastern state universities at the time were setting up similar bureaus, and for several years these research organizations took part in joint projects. Together they also sought to acquire research funds from private sources to study governmental problems common to the region.

Headed by the chair of the University’s Department of Government and International Studies—Dr. Christian Larson served as the first director—the Bureau drew its expertise from the University, and over the years its staff included faculty members who also continued to teach courses on campus.

The Bureau’s function, then, consisted of working with state and local government entities, other universities, and the citizens of South Carolina. It sought to increase the public sector’s capability of carrying out policy-making and management functions in support of the people, and its first major study looked at municipal government in South Carolina, primarily in small towns.

Over the years, the organization’s name changed to better reflect its broadening scope of programs and services. In 1964, through the active efforts of the South Carolina Municipal Association, the General Assembly began to supplement the University’s funds with special appropriations. These additional funds allowed the Bureau to provide the research, training, publications, and general assistance needed by state and local governments. In keeping with that broader scope, the Bureau of Public Administration became the Bureau of Governmental Research and Service that same year.

From the late 1960s into the 1980s, the primary needs of the state were centered on the design of new institutional structures to meet the demands of a renewed state government. The Bureau helped meet these needs by assisting with constitutional revision, conducting management reviews, and preparing reorganization studies.
In the 1980s, many of the state’s local governmental units needed guidance and training to improve their effectiveness and efficiency. The Bureau’s focus, therefore, shifted toward advancing the skills of governance and leadership. In support of those new needs, the Bureau published books, held leadership conferences and institutes, and offered consulting services to troubleshoot problem areas.

“With the expertise provided by your Center for Governance, we can offer many services to elected officials and public bodies that will make them more effective and efficient as they work to make their communities better places for citizens to live, work, and play, thus making them more viable locations for positive growth and economic development.”

Anne Rice
Executive Director
USC Salkehatchie Leadership Institute

During this period, the University of South Carolina became a key actor in the state in terms of university-based public service. The staff and faculty working in the Bureau were highly regarded and respected, not only in South Carolina, but throughout the Southeast. The Bureau of Governmental Research and Service took a leadership role, along with Auburn University and the University of Georgia, in creating the Southern Consortium of University Public Service Organizations, and the Institute continues to play an active role in this organization.

In a reorganization carried out in 1987, the three main areas of operation—training and education, research and publications, and technical assistance and consultative services—became separate functions, each with its own associate director. This decentralization of functions allowed the Bureau to respond more effectively to opportunities and to expand its efforts. While the Bureau performed these functions successfully, there was a sense that it could be even more effective if it increased its research activities.

With increased support through the Commission on Higher Education, an increased emphasis on research was embarked upon in 1988. The Bureau’s
name was changed to the Institute of Public Affairs to reflect the increased service-related policy research aspect of its expanded mission. To serve its customers more effectively, the new Institute established individual “centers” to handle the various aspects of its services.

The first of the new centers were the Center for Governance and the Survey Research Laboratory, which continue to serve as two key components of the Institute. Furthermore, various public-private partnerships came into being at that time to help address the newer facets of the Institute’s mission.

Then, in 2001, the organization became part of the College of Liberal Arts (now the College of Arts and Sciences) and received its current name: the Institute for Public Service and Policy Research. Once again, the new name conveyed the functions of the Institute more clearly—to meet the training and technical assistance needs of local and state government and to conduct research to find effective solutions to the public-policy challenges facing our state and communities. Despite the changes in scope and name, however, the organization has never lost sight of its primary mission: public service.

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In 1988, the Institute of Public Affairs began incorporating various individual units—also known as centers or programs—dedicated to particular functions and needs. This change enabled the Institute to operate more efficiently and provided it with flexibility. Within this structure, programs have been added, eliminated, or merged in order to address a particular issue or set of issues most effectively. In some cases, units that have been established within the Institute have moved to other locations that were more appropriate for enabling them to accomplish their goals. This section outlines the current structure of the Institute, while the following sections describe some of the Institute’s strategic partnerships and provide information on various units that have been part of the organization.

As it completes its 60th year of public service, the Institute comprises the following units and programs:

- Governmental Research and Service
- Survey Research
- Environmental Research and Service
- Center for Bioethics and Medical Humanities
- South Carolina Semester Program
- Washington Semester Program.

Through these units and programs, the Institute marshals the University’s resources in an interdisciplinary approach toward addressing the needs of South Carolina, with a focus on matters of public policy, governance, and leadership.
Governmental Research and Service

Good government—at any level—calls for three ingredients: skilled, informed public servants; effective, respected governmental organizations; and a healthy civic culture. The Governmental Research and Service unit was established to help pursue those objectives.

As the educational and direct-service arm of the Institute, this unit links the resources of the Institute, other departments in the University, and state and national experts to the needs of state and local government organizations and officials in South Carolina. In so doing, it fosters governmental leadership and integrity, promotes efficiency and effectiveness, and encourages intergovernmental cooperation and partnerships between the public and private sectors.

“The Institute has been instrumental in helping our administration’s efforts to make government more productive, efficient, and cost-effective while providing quality services for the residents of our state. ... I’m grateful for the Institute’s commitment to making a difference.”

Mark Sanford
Governor of South Carolina

How does it meet these goals? The Governmental Research and Service unit carries out the following activities:

- providing training, continuing education, and leadership-development programs in response to the needs of government officials
- providing technical assistance to help solve specific operational and management problems
- conducting research
- designing and facilitating retreats, focus groups, and strategic-planning processes
- assisting governmental entities with organizational assessment, organizational development, and team-building efforts
- acting as an information clearinghouse for government leaders facing complex policy decisions
- creating forums in which government officials can discuss issues and ideas with their colleagues from around the state and the nation
- developing publications designed to enhance the quality and effectiveness of state and local government management and leadership.
The services provided by the Governmental Research and Service unit have been the core components of the Institute’s mission since its inception as the Bureau of Public Administration in 1945. Through its efforts, it has enhanced the quality and effectiveness of state and local government management and leadership.

**Survey Research**

Public policy comes into existence through making tough decisions on complex issues. Decisions, however, are only as good as the information upon which they are based. Today we find ourselves inundated with information, but for policy makers it’s the *quality* of information that counts, not the quantity. Policies made on the basis of inadequate information are policies made at risk; as risk increases, so does the potential for failure.

To ensure the quality of information on citizen attitudes used by state and local policy makers, the Survey Research unit has the capability of carrying out all phases of survey research, from identifying the most appropriate method of gathering information through designing questionnaires, selecting samples, and collecting, processing, and analyzing data. The unit surveys and analyzes public opinion and attitudes and provides policy makers with up-to-date information on the public’s views on issues such as health, tax policy, the environment, recreation, and perceptions of public service.

In addition, the Survey Research unit supports the data-collection needs of University faculty involved in basic research. Other services and products provided by the unit include:

- custom survey projects
- program evaluations
- needs assessments
- data management, archiving, and analysis
- policy analysis.

Whether helping policy makers assess the need for action, identifying population segments that might be affected, or evaluating the consequences of policies already in place, the Survey Research unit has proven to be a valuable asset to the University and to the state.
Environmental Research and Service

Many of the environmental problems facing the state and nation today are as much matters of public policy and social behavior as they are of basic environmental science and applications engineering. Within this framework, the Environmental Research and Service unit addresses environmental issues through various means:

- performing environmental research and analysis
- supporting public policy development
- providing technical assistance to business, industry, and government
- hosting environmental forums and workshops
- working with federal and state agencies
- providing environmental education.

The unit works with legislators, the academic community, federal and state agencies, business and industry, and nongovernmental organizations and has sponsored many successful programs and projects. Given the contentious nature of many environmental issues, the Environmental Research and Service unit has worked in a nonadvocacy role to create a setting in which adversarial groups could meet on common ground and to facilitate discussions that might not have taken place otherwise.

The environment forms an integral part of many political, economic, and business decisions. The Environmental Research and Service unit presents a way of reaching those decisions based on an objective, rational approach that considers all relevant factors.

Soon after its inception, the environmental unit established pollution prevention as an operational model in government and industry. Today, pollution prevention is standard practice. In the early 1990s, the unit’s focus moved beyond pollution prevention to sustainability, and the unit took a leading role in this area through a series of articles published in *The South Carolina Public Policy Forum*. 
Center for Bioethics and Medical Humanities

The ethical and moral implications of new discoveries in medicine and the biological sciences pose difficult and complex questions for society. Whether the questions deal, for example, with the potentialities of genetic engineering, or with the continuation of artificial life support for a loved one, we—individually and collectively—will have to struggle to find the answers.

The Center for Bioethics and Medical Humanities seeks to help people come to grips with these difficult issues, whether they are consumers, policy makers, providers, payers, or researchers. It strives to promote the importance of ethical considerations in making choices in personal health care and choices about appropriate health care systems. It carries out its mission through research, teaching, and community service.

The Center serves as the meeting place for a variety of disciplines whose central focus is health care. It is the locus for interdisciplinary research, education, and service in bioethics and medical humanities and brings together scholars and practitioners in seeking to make a vital contribution to humane, high-quality health care.

Bioethics is understood broadly to include ethical issues in clinical medicine, public health, and health policy and reform, and it embraces theoretical reflection on the role of values in the health care professions. It also seeks to integrate the humanities and medicine and the theoretical foundations for such reflections, including ethical and political theory.

Established in 1991 as the Center for Bioethics, the Center is an outgrowth of collaborative teaching begun in 1985 by professors in the University’s School of Medicine and the Department of Philosophy. In 1994, the Center was reorganized as the Center for Bioethics and Medical Humanities, cosponsored by Richland Memorial Hospital (Palmetto Health Alliance), the University of South Carolina’s School of Medicine, and the Institute.
South Carolina Semester Program
Providing real-world political experience in addition to classroom education, the South Carolina Semester Program offers qualified students an opportunity to work in state government and to earn academic credit while doing so. Participants serve as interns in the South Carolina General Assembly, in the Office of the Governor, and in key policy-making state agencies and committees.

Through this practical, hands-on experience and in seminars, students have the chance to explore the operation of state government and facets of public service. The seminar course that accompanies the internship dwells heavily on issues of public policy and requires considerable research into major topics. In addition, students have the chance to discuss policy and public issues with a range of government officials and agency heads.

Qualified students are recruited from the South Carolina Honors College and from all the University of South Carolina’s academic departments. As interns, they work 20 hours a week, and the internships are monitored to ensure good performance and the quality of the experience.

“For many years I have had the pleasure of hosting Washington Semester Program interns from the Institute for Public Service and Policy Research at USC. This program offers the students invaluable hands-on experiences in how our nation’s government works. The caliber of students in this program is second to none, and they quickly become an integral part of my Washington office. All of us look forward to their arrival each new semester.”

James E. Clyburn
U.S. Congressman from South Carolina
**Washington Semester Program**

The Washington Semester Program may be considered the federal counterpart to the South Carolina Semester Program. Like the state program, it gives students the opportunity to gain valuable political experience while earning academic credit. Spending a semester in Washington, D.C., participants see how the political process works as they sharpen the analytical skills that help prepare them for careers in virtually any sphere.

The program is jointly administered by the Institute and the South Carolina Honors College. It is open to qualified students in an honors program in any S.C. institution of higher learning.

Participants meet interesting and influential people and establish contacts for personal and professional networking. In fulfilling their duties, they respond to the needs of constituents from their home districts, and they do research on any of several topics being considered by Congress.

As part of their experience in Washington, the students attend important events—the White House arrival of a visiting head of state, a joint session of Congress, or arguments before the Supreme Court, among other occasions. They also participate in leadership seminars that provide firsthand knowledge about how the federal government operates.

“The Washington Semester Program students have provided a valuable service to my office over the years. Because of the competitive nature of the program, we feel that we are getting some of the brightest students from South Carolina who are interested in learning how our government works. I see it as a winning situation: the students get a first-hand look at working in a Congressional office, and our office benefits from their talent.”

Lindsey Graham

U.S. Senator from South Carolina
The Institute for Public Service and Policy Research is based on the idea that the community and the University must face the challenges of the present and future together and work collaboratively to address the challenges faced by the state and its communities. The Institute is therefore committed to the principle that the University should cooperate with state and local government and the private sector and form strategic partnerships dedicated to the goal of improving the quality of life in South Carolina. In addition to its core units, the Institute has developed strategic partnerships with various offices, agencies, and organizations in order to carry out its mission in research, education, and direct assistance. The following entities are included among these partnerships:

**Municipal Association of South Carolina**

Since 1986, the Institute, in cooperation with the Municipal Association of South Carolina and Clemson University’s Strom Thurmond Institute of Government and Public Affairs, has presented the South Carolina Municipal Elected Officials Institute of Government. This training program includes 14 courses specifically designed to provide municipal elected officials the knowledge and skills needed to govern effectively.
South Carolina Association of Counties
Since 1989, the Institute, in cooperation with the South Carolina Association of Counties and Clemson University’s Strom Thurmond Institute of Government and Public Affairs, has presented the Institute of Government for County Officials. This training program requires participants to complete 15 courses (45 contact hours). Additional courses are provided in an advanced track for graduates of the program.

South Carolina Office of the Comptroller General
Since 1991 the Institute has conducted the annual Academy for County Auditors, Treasurers, and Tax Collectors at the request of the Comptroller General’s Office. The Academy is designed to provide participants the opportunity to broaden and enhance their capacity to fulfill their obligations to their offices by improving their management and administrative skills.

Government Finance Officers Association of South Carolina
Since 1988, the Institute has administered the Government Finance Officers Certification Program for the Government Finance Officers Association of South Carolina (GFOASC). Candidates must attend five core courses: Financial Planning and Budgeting, Capital Planning and Forecasting, Financial Management, Governmental Accounting, and Financial Reporting and Auditing. To be awarded the certification, candidates must meet GFOASC membership requirements and pass three comprehensive examinations administered by the Institute.

South Carolina City and County Management Association
The South Carolina City and County Management Association seeks to improve the quality of public administration in S.C. local government and to enhance the proficiency of local government managers, administrators, and other staff. The Institute provides administrative support services to the Association and helps organize and deliver the Association’s summer and winter meetings.
Southern Consortium of University Public Service Organizations

SCUPSO supports university-based public-service institutes in their efforts to assist state and local governments on a range of issues from health care to welfare reform to urban sprawl. The Institute works with other SCUPSO member institutions on policy research, leadership training, and public-service initiatives.

“The Institute has made great strides in helping local government within our state reach our highest potential. ... All of us are indeed very fortunate to have the Institute for Public Service and Policy Research available to assist, guide, and show us the vision for the future.”

Roger LeDuc
City Manager
Aiken, South Carolina

Strom Thurmond Institute of Government and Public Affairs

The Institute collaborates with Clemson University's Strom Thurmond Institute of Government and Public Affairs to present the South Carolina Municipal Elected Officials Institute of Government and the Institute of Government for County Officials. The two university institutes also work together in conducting research on various public policy issues.

Department of Health and Environmental Control

The Institute has worked jointly with the Department of Health and Environmental Control, particularly on environmental issues. DHEC and the Institute have collaborated on programs such as the Environmental Excellence Program, the Governor's Pollution Prevention Awards, and the Environmental Symposium.
While the Institute’s current programs and partnerships provide some idea of the types of research, education, and public-service activities in which it is involved, a more complete picture of the range of the Institute’s efforts is provided by examining some of the other initiatives in which it has been engaged.
Past Initiatives

Office for Export Development
Established in 1995, the Office for Export Development represented a public-private partnership between the World Trade Center Greenville/Spartanburg, the University of South Carolina, Clemson University, Greenville Technical College, and the Jobs–Economic Development Authority, a state agency.

Unlike many federal and state government programs that focus on trade promotion, the Office for Export Development—as its name implied—devoted most of its effort to trade development. The primary purpose of this office was to get more S.C. businesses involved in exporting and thereby contribute to their success and to the state’s economic growth. It was unable to sustain adequate funding and ceased operations in 1999.

Office of International Programs
The world was undergoing dramatic changes in the late 1980s and early 1990s as it witnessed the fall of the Berlin Wall, the end of the Cold War, and the breakup of the Soviet Union. In light of the increasing importance of the global community, the Office of International Programs was established in 1991. It began to seek opportunities to assist developing nations and emerging democracies through programs to support leadership development and governance training.

With support from the United States Information Agency and the Agency for International Development, the Office initiated several Eastern European programs. It also brought students, young leaders, and professionals from several Eastern European nations to the University of South Carolina so they could learn about the political process, public administration, environmental policy, business management, and arts management. American students traveled to Eastern Europe to participate in seminars and exchanges there. The office also conducted an ongoing program of training and technical assistance to local governments in Bulgaria. In 1997, the functions of this office moved to the Walker Institute for International and Area Studies.
Center for Citizenship
Operating on the premise that a democracy cannot flourish if its citizens do not understand the workings of their government and how they can have a voice in that government, the Center for Citizenship sought to promote citizen participation and to revitalize our political health. It did so through various means:

- promoting citizen education through activities in the primary and secondary schools and through teacher-training programs
- providing a forum for public debate on issues of governance and policy, designed, in part, for the print and electronic media
- developing public leadership for the future through internships and other programs
- promoting research into democratic processes, focusing on citizen participation in politics and policy making.

The Center no longer exists as an independent unit, but two of its centerpiece programs—the Washington Semester Program and the South Carolina Semester program—remain active. Other functions of this Center are now conducted as part of the Civic Education Project or by the Governmental Research and Service unit.

President’s Council on Economic Development
Established by the University of South Carolina’s President John Palms in 1997, the President’s Council on Economic Development was formed to coordinate the University’s efforts in this area. The Institute provided the administrative infrastructure for the Council through 2001.

Leadership South Carolina
In 1979, the Governor’s Office and the S.C. business community created Leadership South Carolina to identify and further develop outstanding leaders who will help shape the future of the state. The program gave gifted and highly motivated South Carolinians an opportunity to advance their leadership qualities while broadening their understanding of issues facing the state. It attracted individuals who showed leadership abilities and displayed a sense of commitment to the communities and to South Carolina; it drew these people from all sectors—civic, business, government, and the professions.

From 1991 to 2004, Leadership South Carolina was administered by the Institute. In 2004, the program moved to Clemson University’s Institute for Economic and Community Development.


**Center for Health Policy**

In 1992, the Center for Health Policy was established in the Institute to address the significant health problems in South Carolina by providing impartial research, technical assistance, and education and by serving as a forum for critical thinking and discussion. In 1996, the Institute formed a partnership with the School of Public Health, the School of Medicine, and Palmetto Richland Memorial Hospital to oversee the Center's financing and governance, and the Center's name was changed to the Center for Health Services and Policy Research to reflect the broadening scope of its activities. When the Institute became part of the College of Liberal Arts in 2001, this Center was moved to the School of Public Health.

**Southern Region Violence and Substance Abuse Prevention Center**

Established in 1990, the Southern Region Violence and Substance Abuse Prevention Center assisted school districts and individual schools in meeting the challenges of middle- and high-school students' involvement in at-risk behaviors. Through research, demonstration projects, seminars, training sessions, and workshops, the Center worked to find the causes of violence and substance abuse in young people.

In addition to these units, from 1990 to 2005 the Institute served as the administrative home for the *Hazardous Waste Management Research Fund*, which supported research, education, and other activities that contributed to the reduction of hazardous waste generated, treated, stored, and disposed of in South Carolina. Drawing on faculty expertise at the University of South Carolina, Clemson University, the Medical University of South Carolina, and South Carolina State University, the fund established an extensive program of research directed toward both site-remediation and waste-reduction issues facing the state. The fund provided financial support toward a number of programs, activities, and events, such as the South Carolina Environmental Symposium, the Governor's Pollution Prevention Awards, the Department of Defense Region 4 Pollution Prevention Partnership, the South Carolina Environmental Excellence Program, and the publication *E2SC: Environmental Excellence in South Carolina*.

The Institute has also had partnerships with organizations like *Santee Cooper*, with which it worked closely in presenting the annual South Carolina Environmental Symposium; the *South Carolina Chapter of the American Planning Association*, with which the Institute developed and implemented a training program; and the *South Carolina Advisory Commission on Intergovernmental Relations*.

As evidenced by this description of centers, programs, and partnerships, the Institute has been and continues to be involved in a wide range of issues affecting local communities, the state, and the region.
Fulfilling the Mission

Seeking to achieve its goal of improving the quality of social, political, environmental, and economic life, with a primary focus in South Carolina, the Institute has worked with a variety of state agencies and local governments. Its research and training programs reach across the state, and all areas benefit in some way from the services the Institute provides.

While the number of individual projects conducted by the Institute is obviously quite large, the following examples illustrate the range of the Institute's activities.

**South Carolina Civic Education Project**

The South Carolina Civic Education Project is sponsored jointly by the University of South Carolina's Department of Political Science and the Institute. It is a multiyear, multi-university effort to increase citizen awareness and civic engagement and participation in South Carolina. The Civic Education Project is designed to address the need for instructional material on S.C. government, as well as encouraging civic engagement and participation on the part of students and adults in South Carolina. Started in 1999, its initial goal was to prepare instructional materials for teaching S.C. government at the secondary level and college level. In 2002 the project published the text *South Carolina Government: An Introduction*, followed in 2003 by *South Carolina Government: A Policy Perspective*. In 2001 it initiated the annual summer Teachers Institute on Teaching South Carolina Government for graduate and recertification credit for social studies teachers. The program has also taken steps to stimulate the teaching of S.C. government at the various colleges and universities in the state.
The Local Government Funding System Reform Project

Created by the General Assembly in the Appropriations Act of 1999–2000, the Local Government Funding System Reform Project sought “the development of a local government funding reform plan that addresses the needs of local government for a stable and diverse funding system that is accountable to the taxpayers and ensures equitable sharing of the tax burden.” The enabling legislation charged the state's comptroller general with undertaking the project and the Institute for Public Service and Policy Research with staffing the project. It also created the Local Government System Steering Committee, consisting of public officials, and a technical work group representing the business community, municipal and county government, school districts, and the relevant state agencies.

The final report for this project consisted of five studies:

- **A Profile of the Diversified South Carolina Economy**, by Douglas Woodward and Donald Schunk
- **Local Government Funding in South Carolina: Trends and Challenges**, by Holley Hewitt Ulbrich
- **General Purpose Local Governments in South Carolina**, by Ed Thomas and Jon Pierce
- **Findings and Recommendations**, by the technical work group.

... And Miles to Go Before I Sleep

May 2004 marked the 50th anniversary of the landmark *Brown v. Board of Education* Supreme Court decision that ended legal segregation in the United States. The incalculable legal and social significance of that momentous decision led the Institute to undertake a research project designed to assess South Carolina’s progress in race relations and the status of African Americans since the *Brown* decision.

The result of this effort was a report titled *... And Miles to Go Before I Sleep*, an allusion to a poem by Robert Frost. The report examined the topics of racial attitudes, education, economic status, the justice system, participation in public life, and family and health, and it demonstrated the differences in the status of blacks and whites that exist 50 years after the *Brown* decision.

The conclusion of this research was that South Carolina still has “miles to go” in addressing some lingering injustices and inequalities from its segregationist history, and it offered specific policy recommendations for addressing this issue.
The South Carolina Municipal Benchmarking Project

Begun in 1996 with 11 cities, the South Carolina Municipal Benchmarking Project seeks to provide local government managers with a forum for sharing best practices, one that will ultimately serve as a catalyst for improvements in delivery of service. The project has a three-pronged approach for helping municipalities achieve this goal:

• sharing data on performance measurement
• holding service committee meetings where department managers can discuss challenges and best practices
• conducting targeted research and analysis.

Since the project’s inception, its participants have collected performance-measurement information in the key municipal areas of police, fire, and sanitation. In 2001, the project added parks and recreation as a fourth service area. Two of the cornerstones of this benchmarking effort are the standardized data-collection methods and the balanced set of performance measures. Most of the performance data are collected by the participating departments through detailed data-collection forms; the data are then validated through an extensive data-cleaning process.

The efficiency measures included in the project are calculated using an indirect-costing model, developed by a committee of finance directors, that uses generally accepted cost-allocation factors. One of the critical types of measures identified by the steering committee during the pilot phase of the project was effectiveness or quality. The city managers and administrators who serve on the committee realized the importance of creating a benchmarking system that included measures of both efficiency and effectiveness. The Institute’s Survey Research unit conducts a standardized citizen-satisfaction telephone survey every two years to determine residents’ level of satisfaction with municipal services.

The South Carolina Environmental Excellence Program

Environmental excellence is a philosophy encompassing pollution prevention, waste minimization, sustainability, energy conservation, resource conservation, environmental management systems, the creation of wildlife habitats on unused corporate property, and other important concepts. It carries a double benefit: it contributes toward protecting our health and environment even while improving business.
Created in 1997, the South Carolina Environmental Excellence Program is a voluntary environmental leadership initiative that recognizes and rewards those companies and facilities demonstrating superior environmental performance. Their performance must have been achieved through pollution prevention, energy and resource conservation, and the use of an environmental management system.

The Office of Environmental Quality Control at the South Carolina Department of Health and Environmental Control (DHEC) was actively involved in the creation of the program, and DHEC performs five-year compliance reviews for those organizations that apply for membership in the program.

Members of the Environmental Excellence Program are committed to improving South Carolina’s environment by reducing their waste streams through pollution prevention and by reducing their consumption of energy and other resources. The program serves as a vehicle for sharing environmental knowledge and expertise so that other companies and facilities may understand and appreciate the importance of environmental excellence and become environmental leaders themselves.

The South Carolina State Survey
The South Carolina State Survey is one of the Institute’s major ongoing projects. Instituted in 1990, this study is a semiannual telephone survey of S.C. residents age 18 and older. It is designed to enable policy makers, planners, and decision-makers to collect high-quality information in a timely and cost-effective manner without having to bear the costs of mounting a full study.

Participants have included a wide range of state agencies, not-for-profit organizations, and others interested in public policy issues in the state. Among the organizations that have included questions in the survey are the Department of Parks, Recreation, and Tourism; the Department of Revenue; the Department of Health and Environmental Control; the Department of Natural Resources; the Department of Social Services; the Department of Education; the Department of Labor, Licensing, and Regulation; the Department of Motor Vehicles; the Department of Alcohol and Other Drug Abuse Services; the State Library; the Arts Commission; the Municipal Association of South Carolina; the South Carolina Association of Counties; Prevent Child Abuse South Carolina; and the Carolinas Center for Hospice and End of Life Care.
“The Institute is a tremendous resource for us, and we are delighted to continue our long-term relationship and partnering efforts to help make the Department of Revenue one of the best revenue collections agencies in the country.”

Suzie Rast
Director of Planning and Research
South Carolina Department of Revenue

The South Carolina Policy Forum and Public Policy & Practice

From 1990 to 2000, the Institute published The South Carolina Policy Forum, a quarterly public affairs publication targeted at leaders in government and business and at interested citizens, to educate and to encourage informed debate on important issues of governance—topics that affect the quality of life for all South Carolinians. Contributors included distinguished scholars from institutions of higher education in South Carolina and the nation and practitioners involved in the day-to-day development and management of public policy.

This print publication has been replaced by Public Policy & Practice, an electronic periodical. Public Policy & Practice showcases articles of interest to a wide variety of state and local government officials, students of government, and the general public, with particular focus on S.C. government. Topics include public-policy issues, management practices, leadership profiles, survey results, book reviews, Web sites, innovations, and awards and recognitions. You can view Public Policy & Practice on the Web at http://ipspr.sc.edu/ejournal.

Support of Faculty Research

Another way in which the Institute fulfills its mission is by supporting faculty research. Particularly through its Survey Research unit, the Institute works closely with faculty from throughout the University to provide administrative and technical support in the areas of research design, data collection and management, and analysis.
The Institute’s long history is a story of both change and constancy. Centers and programs have come and gone, its name has been revised a few times, and the technology it relies upon has changed as the needs of its customers have dictated. And yet, from the beginning the organization has been constant in its adherence to its original mission of serving the needs of South Carolina—even as those needs undergo change. The Institute continues to adapt.
Looking Ahead

In its 60 years, the Institute, like all organizations, has seen less-than-hoped-for progress in some of its efforts. But persistence and a need for the types of services the Institute offers have fostered its overall success. The Institute’s programs and services have grown because it has served the needs of local and state government, in areas ranging from the environment to health care to leadership development.

What lies ahead?

Certainly, the nurturing of future leaders—giving them opportunities to get actively involved in government—will continue to be a major part of the Institute’s efforts, as will the support of current leaders through research and technical assistance. And the Institute will continue to work closely with faculty in its research and training efforts.

Beyond those ongoing efforts, however, the Institute has begun work on a project that will prove to be of considerable value to South Carolina.
The South Carolina Indicators Project

Someone once said that 43.6 percent of all statistics are worthless. Does that tongue-in-cheek remark nevertheless hold any truth? Seemingly every day we are bombarded with statistics of every type. How many of them are valid?

In South Carolina we often read or hear some statistic about how the state is doing in some area of concern. Some of the numbers tell us the state is doing well in one aspect or another; other numbers hint at our poor performance in comparison with other states, with the region, or with the rest of the country. So which statistics should we believe? Where did these numbers originate? As with any statistic, the numbers are subject to various interpretations—and misinterpretations. And, when used in a political context, these statistics and their interpretations are very often in conflict.

We need a solid basis for gauging progress in areas of policy making. What measures should we use? Currently, no single source is available for reliable, valid indicators of how well our state government is performing in such key policy areas as education, the economy, the environment, public safety, public health, social welfare, culture and recreation, and governmental administration.

An increasing number of states have developed vision statements and goals or benchmarks for these areas that serve to align governmental efforts and provide feedback to citizens and leaders on state performance toward those goals. The Institute is embarking on a similar effort: the South Carolina Indicators Project. It will be carried out in five phases:

1. gathering information about, and learning from, the efforts of other regions, states, counties, and local governments;
2. initiating the systematic, ongoing collection of statistics (performance indicators) by policy area to include information about source, methodology, reliability, and validity;
3. selecting key or critical indicators that can be used to track progress over time and to make state, regional, and national comparisons of relative performance;
4. benchmarking performance in key areas;
5. assessing strategies for achieving statewide goals.
Over time, this project will generate several products:

- a Web site that serves as the main gateway to the project and all of its resources
- white papers and monographs
- databases
- annual reports
- facilitated forums and dialogues.

The South Carolina Indicators Project represents just one of many public-service projects the Institute will carry out in the coming years as it strives to improve the social, economic, and cultural needs of the people, the communities, and the state of South Carolina.
A Final Word

In this document we have tried to present a sense of the range of activities in which this organization has been involved over the past 60 years and the ways it has contributed to the state and its communities. It goes without saying that various organizations and many people have contributed to the success of the Institute, and to all those individuals the organization owes its gratitude. Without their help and support, the Institute would not be what it is today.

We particularly want to recognize, however, the staff of the Institute, who for 60 years have served the organization and, with their commitment and their ideas, have helped to create an institution that has repeatedly proved its worth to South Carolina. That quality, that rich source of knowledge and talent, remains unchanged.

South Carolina continues to face serious challenges, but it can point to opportunities as well. The Institute is committed to helping to meet those challenges and to make the most of the available opportunities.
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