
Action Planning for Higher Education in South Carolina



Ideas for a New Framework

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Strong Planning Foundation Exists

- ***CHE Strategic Plan***, developed by institutional representatives, approved in **January 2002**
- ***Foundations for the Future*** completed by external consultants in **December 2003**
- ***A Vision for Higher Education in South Carolina*** completed by Presidents' Group and CHE in **December 2005**
- ***Governor's South Carolina Higher Education Task Force*** (Executive Order 2006-01) reviewed previous efforts and proposed in **September 2006** that the legislature and Governor convene a committee for the purpose of developing a statewide plan for higher education



New Momentum from Proviso 5A.28

(June 2007)

- Creation of the **Higher Education Study Committee (HESC)** charged with creating a plan and to examine:
 - Institutional Missions and Academic Programs and Planning
 - Enrollment
 - Funding and Institutional Cost
 - Buildings, Facilities, and Information Technology
 - Organization and Strategic Plan Implementation

- Builds on Work of Governor's Task Force (Sept. 2006)



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The Idea of an Action Plan

- CHE will present to HESC as a response to the Proviso recommendation for the development of *“...an evolving, multi-year statewide strategic plan for higher education in South Carolina to meet the needs of the state as can be addressed by higher education.”*
- Will complement and extend work of HESC
- “Action Plan” more appropriate title, especially for short-term



Key Components – Connecting Strategy to Action

- An Action Plan needs to be clear about how higher education improves the economy and quality of life
 - ✓ The Return on Investment (ROI) calculation must be concise and specific

- An Action Plan needs to be clear about responsibilities
 - ✓ Higher Education
 - ✓ State
 - ✓ Business Community
 - ✓ Community Organizations and Citizens

- An Action Plan needs to have strong public support
 - ✓ Must use understandable language, objectives and measures
 - ✓ Must be widely discussed in a consultative manner before adoption



Technical Elements of Action Plan

- Need at least Two Timeframes
 - ✓ Short-term ~ 3 Years
 - ✓ Long-term ~ 7 years

- Need specific measures for each area –
 - ✓ *Aspirational* - where we need to be compared to other states and to South Carolina's needs
 - ✓ Short-term = highly achievable if we work hard and stay focused
 - ✓ Long-term = a bigger jump, based on the short-term success



What a Short-Term Action Plan *Could* Look Like Start with Easy to Understand Goals*

- South Carolina to rank in top xx% of states in educational levels including priority areas (matrix of associate, baccalaureate, graduate and professional)

The impact of success will be [description and data]...

- South Carolina to rank in top xx% of states in sponsored research and related measures of innovation

The impact of success will be [description and data]...

- South Carolina to rank in top xx% of states in workforce development and educational services

The impact of success will be [description and data]...

* The long-term action plan would have similar but more aggressive goals.



Goal One - *Example Detail* - South Carolina to rank in top xx% of states in educational levels (matrix of associate, baccalaureate, graduate and professional, including priority areas)

■ Measurable objectives --Accountability

- Overall educational levels
- Educational levels in priority areas
- Xxx

■ Implementation actions--Accessibility, Affordability, Attainability

- Improving the Educational Pipeline
 - Stronger collaboration between K-12 and higher education to encourage continued education
 - Better alignment of programs and curriculum
 - Support for affordable tuition / increased need-based aid
 - More effective outreach programs to underrepresented populations
- Priority Programs
 - Increased retention and learning in Science and Technology Gateway courses
 - Xxx
- Retention of graduates
 - Xxx
 - Xxx

■ Resources

- Institutional Productivity
 - Continuous improvement of operational efficiency
 - Improvements in instructional quality and efficiency
- State support
 - Funding for graduates
 - Funding for infrastructure
 - Maintenance, renovation, and new construction
 - Virtual Library, Light Rail, others
 - Deregulation
 - Recognition of higher education as a priority for the state's economy and quality of life
 - Xxx

For Illustration Only!

Not Intended to be Complete!



Goal Two - *Example Detail* - South Carolina to rank in top xx% of states in research and related measures of innovation

■ Measurable Objectives—Accountability

- Overall research levels
- Research levels in priority areas
- Innovation measures: Licensed patents, start-ups, others
- Xxx

■ Implementation Actions

- Endowed Chairs
xxx
- Priority Programs
Targeted investments
xxx
- Direct connections to business development
xxx
xxx
- Xxx

■ Resources

- Institutional
xxx
- State support
Continue the endowed chairs program
Capital investment, including renovation
Funding for shared infrastructure such as computation, instrumentation, SC Light Rail
Deregulation
- Xxx

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Goal Three - *Detail Example* - South Carolina to rank in top xx% of states in workforce development and educational services

■ Measurable objectives--Accountability

- Workforce diplomas and certificates
- Medical residencies
- Arts and humanities outreach activities
- Service learning
- Xxx

■ Implementation actions

- Xxx
xxx
- Xxx
Targeted investments
xxx
- Xxx
xxx
xxx

■ Resources

- Institutional
xxx
- State support

For Illustration Only!

Not Intended to be Complete!



Summary

South Carolina Higher Education will have an *Action Plan* that:

- ✓ sets clearly understandable goals that connect to achieving state priorities in economic development and quality of life
- ✓ describes how the state, the business community, community organizations, and higher education institutions will take responsibility for ensuring success
- ✓ involves the public as a whole in setting goals and priorities and in supporting progress

