

# Higher Education

Strategic Plan  
Skeleton Framework  
September 10, 2007

Not for Distribution Beyond the Higher Education Committee

# I. VISION

- Higher Education serves as the foundation upon which to build future economic and personal prosperity for all South Carolinians

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## II. HIGHER EDUCATION MISSION

- The mission of South Carolina's higher education system is to support the economic, cultural, and civic needs of all South Carolinians—individuals, communities, businesses, and industries—through education, research, and public service programs offered by the state's public colleges and universities.

### III. CORE VALUES

- All students, regardless of income, race, ethnicity, or gender, deserve the opportunity to enroll and succeed in college.
- The equally important and unique roles of technical, liberal, and research educational programs must be honored.
- The needs and interests of students must be the focus for all higher education decision making and policies
- All citizens benefit from higher education and should share in its costs.

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# IV. KEY RECOMMENDATIONS

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# V. GOALS FOR HIGHER EDUCATION

## ■ Goal Area 1 – Educated Citizenry

### Increase the educational attainment of South Carolinians

- 1-1 Increase opportunities for K-12 students to earn higher education degrees
- 1-2 Increase opportunities for working adults to earn higher education degrees

#### ■ Rationale: Why college degrees are needed

- Data on income differences
- Data on job opportunities
- Data on retirements
- Comparison data for other states

#### ■ Metrics:

- # associate degrees
- # bachelor's degrees
- # graduate/professional degrees

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## ■ Goal Area 2 – Quality Programs

### Provide quality educational programs

- 2-1 Highly qualified, dedicated, and diverse faculty & staff are crucial to overall program excellence
- 2-2 Technology should be used to enhance collaboration, program coordination, and delivery
- 2-3 All programs must be accountable for quality, productivity, and cost
  - Program review/rankings
  - Graduates
  - Revenue/expenditures
- 2-4 Research, technical, liberal arts, and professional programs should be recognized for their different roles and needs and should be:
  - Funded strategically
  - Coordinated
  - Non-duplicatory if appropriate
  - Collaborative if appropriate

- Rationale:
- Metrics:

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## ■ Goal Area 3: Economic Development

### Higher education will support economic development in South Carolina

- 3-1 Institutions must respond to the economic and work-force needs of the state
  - Increase the number of degrees in high demand fields
  - Increase number of degrees in industry clusters
  - Increase the number of students who complete job-training programs
  - Increase the number of certificate programs in high demand fields
- 3-2 Increase support for technical and university research programs linked to state economic development opportunities
- Rationale:
  - # job openings unfilled
  - # in-state vs. out-of-state
  - # industries locating in SC
  - Data on pay differentials
- Metrics

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## ■ Goal Area 4: Diversity

All South Carolinians should have equal opportunity to pursue higher education

- 4-1 Provide multiple pathways to higher education for all South Carolinians
- 4-2 Enroll African American and Hispanic students in higher education in proportions that reflect the percentage graduating from high school
- 4-3 Employ a more diversified faculty and staff in higher education institutions
- 4-4 Provide equitable opportunities for women and minorities in higher education administrative roles

- Rationale:
- Metrics:

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## ■ Goal Area 5: Quality of Life

Higher education instruction, research, and public service should enhance the quality of life for South Carolinians

5-1 Enhance liberal arts programs to support the cultural vitality of SC

5-2 Provide strong teacher education programs

5-3 Provide strong health research and support programs

5-4 Provide strong business research and support programs

5-5 Provide public service/outreach programs

■ Rationale:

■ Metrics:

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## ■ Goal Area 6: Coordination

Enhance coordination among state-supported higher education institutions

### 6-1 Reconstitute the CHE

- Role
- Responsibilities

### 6-2 Recognize higher education sectors: technical, comprehensive, research

- Sector core values
- Sector guiding principles

### 6-3 Employ knowledgeable CHE staff for each sector

## ■ Goal Area 6: Coordination (cont.)

6-4 Recognize unique missions of individual higher education institutions

- Relevant programs
- Population served

6-5 Coordinate missions to provide efficient delivery of education programs

- Mergers
- Transfers
- Collaborations

6-6 Coordinate with private/independent colleges and universities to meet the needs of the state

- Rationale:
- Metrics:

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## ■ Goal Area 7: Advocacy

A key role of the Commission on Higher Education (CHE) is to advocate for higher education in South Carolina

- 7.1 The CHE should play a key role in supporting strategic planning efforts
- 7-2 The CHE should work with individuals and organizations to recognize and support higher education needs
- 7-3 The CHE should recognize and make public institutional and system-wide achievements
- 7-4 The CHE should advocate for higher education funding that recognizes differential institutional missions, access, equity, and performance.

## ■ Goal Area 8: Resource Management

### Differential missions require management flexibility

- 8-1 Institutions of higher education should be effective stewards of scarce resources
- 8-2 Regulatory relief should provide for increased efficiency and lowered costs for higher education institutions
- 8-3 State scholarships should provide access to higher education based on academic performance
- 8-4 Increase access to higher education must be provided for qualified students from low-income families
- 8-5 State lottery resources should be used to support differential missions and sector activities that support economic development
- 8-6 Higher education infrastructure investments are required to attract and retain high-quality students and faculty

■ Rationale:

■ Metrics:

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# VI. STRATEGIES TO ACHIEVE GOALS

- Strategic objectives and desired results
  - Results must be relevant
  - Results must be affordable
  - Results must be consistent with institutional missions
  - Results must support diverse constituencies
  - Results must be measurable
  - Results must make a difference



# Goals

- Goal 1 Strategies; Recommendations
- Goal 2 Strategies; Recommendations
- Goal 3 Strategies; Recommendations
- Goal 4 Strategies; Recommendations
- Goal 5 Strategies; Recommendations
- Goal 6 Strategies; Recommendations
- Goal 7 Strategies; Recommendations
- Goal 8 Strategies; Recommendations

## VII. IMPLEMENTATION OF PLAN

- Timeline
- Responsibilities
- Reporting

# VIII. GOVERNANCE FOR PLAN

- Role of CHE
- Role of colleges and universities
- Role of legislature

# IX. ACCOUNTABILITY FOR PLAN

- Benchmarks
- Data requirements
- Revenues/costs

# X. APPENDIX

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