

Senate Finance Higher Education Subcommittee

**The Honorable John E. Courson, Chair
The Honorable Darrell Jackson
The Honorable Daniel B. “Danny” Verdin III**

**Presentation on FY16 Budget Priorities
South Carolina Commission on Higher Education**

**Richard C. Sutton, Executive Director
4 March 2015**

Thank you, Chairman Courson, Sen. Jackson, & Sen. Verdin.

I appreciate the opportunity to appear before your subcommittee this morning to present the Commission on Higher Education’s FY16 budget request.

Before I begin, I would like to acknowledge the presence of my outstanding executive team—Julie Carullo, Karen Woodfaulk, MaryAnn Janosik, and Gary Glenn.

I am also pleased to recognize Commissioner Terrye Seckinger and Commissioner-elect Allison Dean Love, who are attending this morning’s hearings.

You have seen our formal submissions and those from our institutions. Craig Parks has once again done his remarkably thorough job of analyzing them all for your review.

As you are no doubt aware, the budget proposals from our state’s higher education enterprise have encountered some headwinds, and we are getting some disturbing signals.

The House Ways & Means Committee has sent a budget bill to the floor for adoption next week that contains a number of red flags.

- **\$24.5 million in General Fund appropriations to help fund LIFE scholarships—a program that pre-dated the state’s education lottery—have been supplanted by lottery dollars, but only**
- **\$8.4 million of those recurring funds have been reinvested in our public institutions—less than 2% above the current year’s base appropriations.**
- **The net result is a decrease in General Fund support for public higher education of approximately \$16 million.**

- **Total funding for students through merit scholarships increased to meet growing demand, but our poorest students who depend on need-based grants saw their recommended allocations reduced, as did those in two-year institutions who rely on lottery tuition assistance for access.**
- **CHE's request to restore an auditor's position to ensure accountability of those scholarship funds was supported, but the lottery proviso language authorizing us to use 1/10th of 1% of lottery funds for administration of these programs was eliminated.**
- **This formula gives with one hand and takes away with the other. It will not improve efficiency or accountability. We will appreciate your help in sorting through this conundrum.**
- **We also don't fully understand the reasoning to deny our request for information technology security, given the increased risks of potential data breaches and new state requirements for tighter control on personal records.**
- **A requested increase to sustain SREB programs was also denied, which will result in diminished benefits for SC students under these cooperative, multi-state agreements.**

In the non-recurring section of the budget, the Ways & Means Committee has recommended:

- **One-time appropriations of \$22.7 million to support projects at selected institutions, many of which focus on maintenance and repair needs, but**
- **PASCAL—the state's electronic library—was not placed on any list for FY16 lottery dollars, much less the \$1.5 million in recurring support that we had requested.**

Finally, the W&M recommendations included a Part III bond bill of almost \$500 million, with more than half of that proposed for higher education.

The Commission appreciates this initiative, which begins to address its Strategic Planning goal to provide a consistent, stable source of funding for capital and infrastructure investment.

However, the process by which this proposal was developed, and the mechanisms by which institutional projects were selected, left much to be desired.

The Governor has also expressed her reservations about this bond bill.

The Commission will therefore continue to study the proposal and evaluate its recommendations as this discussion moves forward.

As we did last year, we have asked you to invest state money to save South Carolina students and their families more of their own hard-earned money.

We continue to believe that our affordability initiative has great merit and could rival the bold plans gaining prominence in other states.

Our hopes for speedy action, however, are tempered by the recognized constraints on our treasury and our collective will.

There have been a number of policy issues that have been injected into the House budget bill through proviso. We believe that this is not the best available mechanism to develop higher education policy.

We understand the legitimate concerns of you and your constituents about such issues as transferability of coursework and degree credentials, curriculum requirements, and academic program approvals.

Later this afternoon I will be meeting with the Council of Public College and University Presidents to consider alternative approaches to these legislative proposals. I am optimistic that they can construct workable solutions to such challenges.

The bottom line for the FY16 budget right now is that South Carolina's support for public higher education continues to erode.

A chronically underfunded system of post-secondary education will significantly impact South Carolina's ability to grow its workforce, expand its economy, attract new businesses, and improve its quality of life.

Ultimately we must find a new, sustainable process to fund higher education that reflects the changing realities of a global academic landscape.

Once again, I call for the creation of a true compact among all stakeholders to take shared responsibility for our higher education enterprise. We all need to be in this effort collectively, with a common interest in our mutual success.

Thank you for your attention. I will be happy to respond to your questions and comments.

Presentation Materials for
Senate Finance Higher Education Subcommittee
CHE Budget Hearing
March 4, 2015

- **Review of Recommendations of Ways and Means and CHE FY 2015-16 Budget Requests**
- **Summary Overview of CHE FY 2015-16 Budget Requests**
- **FY 2014-15 CHE Strategic Agenda**

Considerations, Ways & Means FY 2015-16 Recommendations
SC Commission on Higher Education, 3/3/2015

Higher Education is of critical importance to SC's economic development efforts and warrants prioritization among the many competing statewide interests. Of note,

- State support for public higher education continues to erode under the proposed budget. A chronically underfunded system of post-secondary education will significantly impact SC's ability to grow its workforce, expand its economy, attract new businesses, and improve its quality of life.
 - \$8.4M in base recurring funds – less than 4% of all new dollars – are provided across our 33 public colleges & universities. The increase is less than 2% over FY15 base appropriations which remain at 37% below pre-recession levels.
 - State General Funds for LIFE scholarships – a program that pre-dated the SC Education Lottery – are being increasingly supplanted with lottery dollars. In turn, the available General Funds are not being fully re-invested into the higher education. As a result the proposed budget reflects a net decrease of \$16M in base funds for higher education.
 - Increasing base funds to the extent possible, but at a minimum to include the re-investment of \$16M in diverted away from higher education to other state priorities is encouraged.

SC Commission on Higher Education

- CHE's request for an audit position is recommended. However, of critical importance is the re-consideration of a cut of \$260,000 to CHE's budget for administering merit-based (Palmetto Fellows, LIFE & HOPE) scholarship programs.
 - The authority for CHE to use lottery funds for administration has been included in the lottery expenditure proviso since FY06 and is consistent with statutory requirements of §59-150-350.
 - 3.35 FTE staff positions and related operating expense for financial aid administration (including promulgation of regulations and guidelines, fully administering the award of Palmetto Fellows and verification of eligibility, response to student and legislative complaints/inquiries, and award appeals) are funded through this authorization.
 - The administrative authority represents less than 0.1% of the lottery scholarship dollars.
 - The impact of not restoring the \$260,000 will erode CHE's ability to effectively carry out legislated responsibilities in managing these critical programs. Students and institutions will face unprecedented delay, inefficiency, and potential error in processing of these awards.
- The Commission's request for \$95,000 to support data security needs imposed by new state requirements was not funded and reconsideration is requested.

Statewide Higher Education Items

- PASCAL: Long-standing support through the lottery was NOT INCLUDED for the state's electronic academic library, leaving only a small balance of recurring funds. PASCAL is one of the premier examples of collaborative efficiency that serves students and teachers at all public and independent colleges and universities across our state. Restoration of the requested \$1.5M in the lottery or other funding source is requested.
- NEED-BASED GRANTS: Merit scholarship programs are fully funded. However, Need-Based grants for those who may least be able to afford higher education were cut by \$2.6M. Restore level funding.
- LOTTERY TUITION ASSISTANCE for students at two-year colleges was reduced \$1.7M. Restore level funding.
- SREB CONTRACT PROGRAMS: A requested increase of \$229,230 was NOT INCLUDED and is necessary to maintain level participation in the SREB contract programs. These funds support SC students to attend graduate medical programs at in-state or reduced rates in Veterinary Medicine and Optometry programs which we do not have in SC. If not funded, it could cause a permanent decrease in the number of SC participating students.

Policy Concerns

- Beyond the financial impact of the general fund and nonrecurring appropriations, many of the new provisos impacting higher education represent significant policy choices without the benefit of debate by the House's education policy committee, the higher education community, or the Commission. Since the Commission serves as the state's coordinating board for higher education, it should be central to such deliberations and choices.
- We are also concerned about the policy consequences embedded in many of the newly proposed provisos and believe that several of the issues raised may be best addressed outside of the budget.

SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION (CHE)
FY 2015-16 BUDGET PRIORITIES FOR GREATER AFFORDABILITY AND SUSTAINABILITY

CHE FY16 Requests	Governor's Executive FY16 Budget Recs.	House Ways & Means (W&M) FY16 Budget Recs.
INNOVATIONS FOR STUDENT AFFORDABILITY \$3,000,000 Recurring Increase	Not funded	Not funded
NEED-BASED GRANTS \$3,483,200 (Annualize \$2.6M and increase by \$883,200 or 3.2%)	Reduces funding by \$2.6M	Reduces funding by \$2.6M
Other State-supported Student Aid Programs: Fully fund merit-based financial aid programs (Palmetto Fellows, LIFE, & HOPE) Level funding (\$49.1M) for LTA Level funding (\$4,634,968) SCNG CAP	Fully fund merit programs Level funding Level funding	Shifted \$24.5M from GF to Lottery and increased funding in lottery by \$7.5M Decreased \$1.7M Level funding
SREB PROGRAMS AND SERVICES \$229,340 Recurring Increase to level participation	\$229,340 recurring increase	Increase not provided
STATE ELECTRONIC LIBRARY, PASCAL \$1.5M in stable funding source	Included but not likely; in Uncert. Unclaimed Prizes funds after first \$29.2M	Did not include in lottery (Base GF of \$164,289 remain)
MAINTENANCE, EQUIPMENT, & OTHER FACILITIES NEEDS at least \$40,000,000 Lottery or Nonrecurring	\$36.2M in CRF (\$30 for Univ. & USC 2-yr required 3:1 match; \$3.2 for Tech Colleges)	\$16.4M in nonrecurring maintenance/equip. \$257M in Capital Bond Funds
GOVERNOR'S PROFESSOR OF THE YEAR Re-establish at \$15,000	Not included	Not included
SCHOLARSHIP PROGRAM COMPLIANCE \$85,000 recurring increase for FTE position	Included	Included
AGENCY DATA SECURITY NEEDS \$95,000 recurring increase for FTE position	Included	Not Included
OTHER FUND (OF) AND RELATED TECHNICAL REQUESTS - College Goal Sunday OF increase \$6,000 - Need-based Grant, correct OF authorization - PASCAL net decrease to correct OF authorization - CACG remove authorization \$1,942,116 - Incorporate FY15 Pay/Health Plan \$49,108 - Realign budget for CTC per proviso 11.16	As requested	As requested
CHE PROVISIO REQUESTS: - Add New: (CHE: SmartState Draw Down) - Amend: Proviso 11.7 (CHE: Perf Improvement Pool) - Delete Proviso 11.15 (CHE: SC National Guard CAP)	Did not add SmartState proviso request. Otherwise, as requested.	Did not add SmartState proviso request. Otherwise, as requested.

Of urgent concern: W&M removes language in the lottery expenditure proviso that provides CHE with authority to use up to \$260,000 for scholarship administration. The authority has been included since FY06 and is consistent with statutory requirements of §59-150-350.

- 3.35 FTE staff positions and related operating expense for financial aid administration (including promulgation of regulations and guidelines, fully administering the award of Palmetto Fellows and verification of eligibility, response to student and legislative complaints/inquiries, and award appeals) are funded
- The administrative authority represents less than 0.1% of the lottery scholarship dollars
- The impact of not restoring will erode CHE's ability to effectively carry out legislated responsibilities. Students & institutions will face unprecedented delay, inefficiency, and potential error in processing of these awards

SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION (CHE)
FY 2015-16 BUDGET PRIORITIES FOR GREATER AFFORDABILITY AND SUSTAINABILITY

Investing in knowledge now is crucial to our success. It requires a steady commitment to our public higher education system to assist SC's citizens in realizing educational goals and our public higher education institutions in providing the necessary quality programming.

SC is an under-educated state; ranking 36th in adults with an associate's degree or higher and 39th for adults with a bachelor's degree or higher according to 2013 survey estimates. To advance, we must compete through knowledge and dramatically increase SC's educational attainment levels and ensure that SC prepares a broadly educated and occupationally trained workforce.

Ensuring high-quality, affordable higher education opportunities that serve all of our citizens is critical to that success. The value and purpose in doing so extends well beyond the individual benefits that accrue to those who pursue higher education. The strong relationship between a person's education level and earnings is well documented. People with with associate's and bachelor's degrees have lifetime earnings nearly \$500,000 to more than \$1 million greater than high school graduates. A more educated populace has lower unemployment, less poverty, better health, more productive labor force participation, more civic engagement, and less incarceration. As our citizens become better educated, businesses will produce more and better jobs in our state, and they will innovate for future growth.

CHE continues to support strongly the imperative to recover lost ground in higher education investment since the Great Recession. We urge the General Assembly to make higher education a priority and begin working over the next several years to restore core state support for our public institutions. Progressively increasing support as our economy recovers will mitigate the tuition and fee burden on students and their families and will support our institutions as they enroll increasing numbers of students and improve quality and student outcomes.

CHE understands that there will be many demands on the state's anticipated revenues as our economy gradually continues to recover. CHE is advancing a robust but realistic set of proposals for higher education investments in FY 2015-16 (FY16) that align with the Commission's strategic plan. Funding proposals include:

SCHOLARSHIP PROGRAM COMPLIANCE **\$85,000 Recurring Increase**

CHE is requesting an increase in recurring funds to fill a vacant staff position to support the administration of state scholarship and student aid programs funded through CHE. The requested funds will be used to support a program auditor charged with auditing the state-funded scholarship and grant programs under CHE's purview to ensure that students receiving such awards meet all eligibility requirements. In FY15, SC appropriated over \$374M for students through scholarships and grants. Of these funds over \$300M flows through CHE to institutions for the recipients. Routine auditing is a best practice and requested funds will re-establish the audit function that CHE performed until 2008 but discontinued due to the significant budget cuts experienced during the Great Recession.

AGENCY DATA SECURITY NEEDS **\$95,000 Recurring Increase**

CHE is seeking funds to support its data security program and initiatives to comply with State IT security mandates. The request includes \$30,000 for Other Personal Services for contracted staff to facilitate efforts to ensure data security. The activities performed include the maintenance and monitoring associated with the installation of equipment and software and other efforts to ensure data and the network are protected. The request also includes an increase of \$65,000 to Other Operating Expense to cover licenses, maintenance, and procurement of security based hardware and software.

INNOVATIONS FOR STUDENT AFFORDABILITY **\$3,000,000 Recurring Increase**

A primary challenge facing SC students and their families is the increasing cost of attending and completing post-secondary education. CHE proposes an initiative that funds institutions for innovations in course delivery in the form of dual enrollment programs and other cost-efficient strategies to accelerate college credit completion. The requested funding is to be awarded to institutions on a competitive basis. The process for award will recognize efficient and innovative delivery methods and strategies for reaching underserved areas of the state in recognition that opportunities for dual enrollment and other initiatives to accelerate college completion are not available equally across SC.

SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION (CHE)
FY 2015-16 BUDGET PRIORITIES FOR GREATER AFFORDABILITY AND SUSTAINABILITY

NEED-BASED GRANTS **\$3,483,200 Recurring Increase**

Student financial aid programs provide incentives for our students to enroll in and complete higher education in our state. Need-based aid is a critical element for any state seeking to enhance participation in and completion of degree programs for those with limited means. The requested increase annualizes \$2.6M in increased support provided in FY15 in non-recurring funds and provides an additional increase of \$883,200 to compensate for tuition and fee increases in FY15 of approximately 3.2%.

Other State-supported Student Financial Aid Programs:

Continuation of full support for anticipated growth of merit-based financial aid programs (Palmetto Fellows, LIFE, & HOPE) and continued support for lottery-funded grant programs including the Lottery Tuition Assistance program at two-year institutions and the SC National Guard College Assistance Program.

SOUTHERN REGIONAL EDUCATION BOARD (SREB) PROGRAMS AND SERVICES **\$229,340 Recurring Increase**

SREB contract programs offer students pursuing professional health degrees admission to schools in other states for the price of in-state tuition and fees. Our state participates by contracting through SREB for 24 student slots in optometry and 104 in veterinary medicine at five partner institutions. The requested increase results from a structured increase in SREB contract prices in the slots we hold for SC students. (A fact sheet on SREB programs and appropriations for SREB programs and assessments is available for more information.)

STATE ELECTRONIC LIBRARY, PASCAL **\$1,500,000 Recurring**

PASCAL, Partnership Among SC Academic Libraries (www.pascal.org), is a government best practice, providing cooperative sharing at greatly reduced rates of physical and electronic resources among the state's public and private academic institutions. The state began investing in PASCAL in FY05 at \$2M annually. With the economic downturn, funding was reduced to less than \$200,000 in FY09. Since FY11, PASCAL has been included at \$1.5M on the priority list for excess unclaimed lottery prize funds. These non-recurring funds have not been predictable or fully available. On-going support of \$1.5M is requested to stabilize the state's support. These recurring funds will enhance PASCAL's ability to leverage better group purchasing power in seeking shared resources that are more costly if procured separately by each institution.

MAINTENANCE, EQUIPMENT, AND OTHER FACILITIES NEEDS **\$40,000,000 Nonrecurring or Lottery**

Capital investment is a normal business operating cost—not an exceptional or unusual one. The lack of a statewide bond bill since 2000, as well as the lack of a predictable source of funding for higher education E&G facilities has created pressure to increase tuition and fees as institutions maintain and develop needed infrastructure. With recovering revenues since 2011, the General Assembly has begun assisting our colleges and universities by providing support from one-time sources for construction, equipment, and on-going repair and maintenance needs for E&G facilities. Support from FY12 – FY15 has ranged from \$32M to \$68M annually. We encourage the General Assembly to continue providing these much needed resources while working with higher education to address funding needs and regulatory constraints for facilities. Recognizing that a bond bill is not likely in FY16, CHE is requesting *a minimum* of \$40M (and an amount greater to the extent possible) in nonrecurring support toward campus repair, refurbishment, and maintenance needs to help reduce costs that must otherwise be supported by students and families through tuition and fees.

GOVERNOR'S PROFESSOR OF THE YEAR PROGRAM **\$15,000 Recurring**

Established in 1988, SC Code of Laws, §59-104-220 provides for the Governor's Office in conjunction with CHE to select two Professors of the Year, one chosen from the public and independent 4-yr sector and one from the 2-year sector. The legislation requires an award of \$5,000 for each of the two Professors of the Year and allows the option of an award of \$500 each for up to ten finalists. It also calls for the awards to be presented at an appropriate ceremony. This line item was cut during the recession and funding has not been restored nor requested. The program has continued with support of the SC Higher Education Foundation until last year when the program was funded solely by agency carry-over which provided only for the monetary awards for the two winners. CHE is requesting annual state appropriations for the award as required in statute. The awards have been made in March during the past several years and will be moved to the fall pending available appropriations.

OTHER REQUESTS

CHE has one new proviso request relating to SmartState® to streamline the process for authorization of drawdowns of state matching funds. CHE also has several other requests that are technical in nature and include changes to federal and other fund authorizations, a budget adjustment per proviso, and technical updates to two provisos.

SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION (CHE)
FY 2015-16 BUDGET PRIORITIES FOR GREATER AFFORDABILITY AND SUSTAINABILITY

PROVISO AND OTHER TECHNICAL REQUESTS

PROVISO REQUESTS

ADD NEW: (CHE: SmartState Draw Down) The Commission on Higher Education, upon receipt of the dollar-for-dollar non-state match for a SmartState “South Carolina Center of Economic Excellence” as required by Section 2-75-50 of the 1976 Code, and after State Budget Division approval, shall be authorized to draw down previously appropriated lottery funds that had been held in trust until matching funds were on hand. The Commission shall submit required documentation to the State Budget Division for approval of such draw downs, including proof that the required match is on hand, and the State Budget Division shall notify the Other Funds Oversight Committee of an authorization approved for this purpose. The requirements of proviso 91.20 contained in this act shall not apply to circumstances described in this proviso.

Explanation: SmartState® funds for program operations and matching funds for Centers have been previously appropriated from lottery funds and held in trust per §2-75-10, *et seq.* While authorization for operating funds is recognized, authorization for matching funds is not. Once institutions have the requisite \$1-for-\$1 non-state match, CHE must request authorization to draw down the state matching funds through the Other Funds Oversight Committee. The proviso, which was advanced by the Senate initially in FY14 and again in FY15, would reduce regulatory burden without compromising accountability. (SmartState has not received new funding since 2008. CHE and the institutions remain supportive of restored funding for this highly successful and innovative program that is strengthening SC’s economic competitiveness.)

DELETE: Proviso 11.14 (CHE: SC National Guard College Access Program) was enacted to exclude these funds from mid-year reductions and enable unexpended program funds to be carried forward. In 2014, the proviso was codified in §59-114-65. As a result, the proviso may be deleted.

AMEND: Proviso 11.7 (CHE: Performance Improvement Pool Allocation) includes an incorrect budgetary section reference due to the realignment of CHE’s budget in FY13. The proviso request updates the section reference.

TECHNICAL BUDGET REQUESTS

Other Funds

- College Goal Sunday: CHE is requesting the addition of \$6,000 in other funds authorization for this program to enable the expenditure of a non-state grant.
- Need-based Grants: CHE is requesting the deletion of \$4M in other funds authorization for this program that was provided in error in FY13 and for which funds have never existed.
- Statewide Electronic Library (PASCAL): CHE is requesting on behalf of PASCAL a net decrease of \$500,000 in other funds authorization. The request reflects an increase in other funds operating revenue of \$1,000,000 and a decrease in other funds restricted funds of \$1,500,000. The requested adjustment corrects an allocation of \$1,500,000 for other funds that did not receive funding and for growth in PASCAL’s fee-for-service (opt-in) program.

Federal Funds

- College Access Challenge Grant: CHE is requesting the deletion of authorization of \$1,942,116 for this federal grant. CHE is no longer eligible for the grant as SC does not meet the required maintenance of effort for sustaining higher education funding. The available grant funds will be expended in FY15 and authorization will not be needed in FY16.

General Funds

- College Transition Connection: CHE requests a correction to realign CHE’s Part 1A budget in accordance with the direction of proviso 11.16 (CHE: College Transition Need-based Grants). The request will bring CHE’s budget into alignment with a proviso passed in FY14, which continues in FY15, by deleting the Charleston Transition Connection line in Section III of CHEs budget and moving the general funds from that line to the Need-based Grant line in Section X of CHE’s budget. There is \$0 impact, and per the proviso, the funds once transferred continue to be dedicated to need-based grants for students with intellectual disabilities in recognized college transition programs.
- FY15 Pay/Health Insurance Plan Allocation: \$49,108 in funds allocated by the Budget and Control Board to CHE in August 2014 for purposes of the FY15 pay/health insurance plan increases are apportioned in CHE’s FY15 budget and should be reflected in the FY16 base. The funds are allocated as follows \$30,895 under Section I Administration Personnel, \$2,010 under Section V Licensing Personnel and \$16,203 under Section IX Employer Contributions.

FTEs

- CHE is not requesting any changes in FTEs.

SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION
2014-15 STRATEGIC AGENDA
Approved by the SC Commission on Higher Education, October 2, 2014

TARGETED OBJECTIVE

ACTION STEPS

1 Improve Monitoring and Assessment of Academic Programs and Student Services at SC Public Colleges and Universities	
A	Establish performance metrics and outcome measures for assessment of programs
B	Redirect CHE staffing and resources to focus on performance metrics of academic programs approved in past five years
C	Conduct risk assessments of data security vulnerabilities
D	Conduct periodic institutional audits of state scholarship and student aid programs funded through CHE
E	Determine options for revisioning of Professors-of-the-Year program
2 Strengthen Existing and/or Develop New Funding Models to Sustain Public Higher Education in South Carolina	
A	Engage the legislatively mandated Efficiency Studies Review Committee in seeking systemic approaches to higher education cost savings and economies
B	Seek state appropriations to encourage funding innovations by institutions that increase college affordability for students
C	Seek executive, legislative, and institutional support for adherence to statutory requirements of 59-103-35
D	Seek executive, legislative, and institutional support for a bond bill or infrastructure bank to achieve economical financing of capital projects
E	Re-evaluate CHE's membership in the South Carolina Higher Education Foundation
3 Align SC's Higher Education Resources to Meet Current and Future Needs of the State Most Effectively and Efficiently	
A	Initiate a study of SC's higher education resources with recommendations to identify their most effective deployment in support of state needs
B	Investigate the need to revise statutory sector definitions for SC's public colleges and universities
C	Work with partner agencies and organizations to integrate workforce needs assessment into long-term statewide planning
D	[See also Item #2A above--Efficiency Studies]
4 Improve Collaboration among All Tiers of the State's Education Enterprise from Pre-K through College/Career	
A	Work through the Council of P-20 Agency Heads to coordinate key objectives of participating agencies
B	Continue to strengthen communications between CHE and SDE/SBE at board, executive, and staff levels
C	Work with SDE to align new K-12 college readiness standards with institutional admissions and math/English placement standards
D	Work with SDE to develop college-ready remediation strategies prior to high school graduation and establish consequences for unsatisfactory institutional performance
E	Coordinate forums to provide continuing education opportunities for institutional trustees to promote collaboration and sharing of best practices
5 Strengthen Monitoring and Assessment of Non-Public Post-Secondary Institutions Operating in SC	
A	Establish performance metrics and outcome measures for assessment of programs at non-public institutions
B	Redirect CHE staffing and resources to focus on performance metrics of programs at non-public institutions approved in past five years
C	Improve functional collaboration between CHE's State Approving Agency (veterans' benefit programs) and Academic Affairs and Licensing Division