South Carolina
Commission on Higher Education

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Dr. Richard C. Sutton
Executive Director

March 31, 2015

Transmitted by mail and electronically to:
The Honorable Wm. Weston J. Newton
Chairman
Legislative Oversight Committee
South Carolina House of Representatives
PO Box 11867
Columbia, SC 29211
HCommLegOv@schouse.gov

Dear Chairman Newton:

Enclosed please find the report of the SC Commission on Higher Education (CHE) as requested by the House Legislative Oversight Committee in response to requirements of S.C. Code of Laws, as amended §1-30-10(G).

Should you have questions or require additional information about CHE and its programs, do not hesitate to call on me or members of our staff.

Respectfully,

Richard C. Sutton, Ph.D.
Executive Director

cc:
Ms. Jennifer Dobson, Director, House Legislative Oversight Committee
General John Finan, Chair, and Members of the Commission on Higher Education

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. Please complete the Historical Perspective Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Historical Perspective." In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency's purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

Historical Perspective Chart attached.

B. Purpose, Mission and Vision

1. Please complete the Purpose/Mission/Vision Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Purpose, Mission." The other specifics are included in the template.

Purpose/Mission/Vision Chart attached.
See also Addendum A for Summary Description of Agency Mission and Purpose

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).

   Under Development - CHE has recently adopted a new strategic agenda and measurements for progress are under development. As noted in the FY 2013-14 Agency Accountability Report "Agency Discussion and Analysis" and "Performance Measurement Template" and reiterated in the "Senate Oversight" report submitted in January 2015 (see VI.C.3 for links), CHE is in the process of developing new key performance measurements that align with the Commission's new strategic agenda (See Addendum C.) See also Section V below for explanation.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
    a. Complete the Key Deliverables Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."

As a coordinating board for higher education, CHE provides services to the public colleges and universities, the State Legislature and Governor, other state and private entities, and the federal government. CHE administers several federal and state programs, provides services to institutions of higher education, develops and administers policies, and serves in dual roles of responsibility to the legislative and administrative branches.

The requested "Senate Oversight" report submitted January 13 for the same purpose is accessible from CHE's website at http://www.che.sc.gov/CHE_Docs/infocntr/legisl/2015/CHE-OversightReport-01-13-2015-rev.pdf. The Senate Oversight report is organized along key agency program areas, each of which has various deliverables related to the agency's role, purpose, and mission and assigned statutory responsibilities and authority. As a result, the "Key Deliverables" chart is reported using the same categories. For bulleted details of deliverables and responsibilities for each area, please refer to the agency's Senate Oversight report.

Key Deliverables Chart attached.

2. The agency's key customers and their requirements and expectations;
    a. Complete the Key Customers Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"

Key Customers Chart attached. The following additional information may be of assistance in understanding the interaction of the agency and its key constituencies.

CHE provides service to three primary customer groups: the citizenry of the state, the General Assembly, and the public colleges and universities. Each of these groups views higher education from a different perspective. One of the challenges faced by CHE is to

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consider all of these perspectives, which at times may be conflicting, in performing its various functions. CHE relies heavily on staff work with key constituencies in policy development and in communicating necessary regulatory requirements and the board meets regularly throughout the year.

- The citizenry of the state has a variety of means for addressing CHE. Citizens can contact CHE directly, either through board members or the staff, with issues or concerns that they would like to see considered. Citizens also can provide input indirectly into CHE activities through either the General Assembly or the colleges and universities. CHE outreach efforts around the state including scholarship and grant informational meetings at middle and high schools, college fairs, guidance counselor workshops, state residency workshops, and ad hoc student advisory committees allow for citizens and other stakeholders to interact with CHE staff. As an additional opportunity for citizens, CHE maintains a website with a variety of information, data, and links to related sites such as state colleges and universities.

- The General Assembly works with CHE in the following manners: directives through legislation, contact directly with appointed Commissioners, or contact (directly or through legislative staff) with CHE staff. CHE maintains a legislative liaison charged with monitoring and providing coordination with this customer group. Certain other staff members whose areas of responsibility may relate to legislative activity also work with this customer group. These interactions with the General Assembly occur both formally and informally. Budget presentations to the House and Senate committees, legislative hearings on pending legislation, and informational presentations to ad hoc committees are a few of the formal interactions. Other formal assistance is provided by CHE staff in reviewing pending higher education legislation as requested by the State's Revenue and Fiscal Affairs Office (formerly the Office of State Budget) to determine the fiscal impact to higher education. Informal opportunities occur through information requests from individual senators and representatives, working with Legislative staff in preparing material for consideration, or serving as a resource during staff research of pending issues and discussions.

- The public colleges and universities work closely with CHE and its staff. The first area of interaction is the membership of CHE itself. With the passage of Act 137 of 1995, CHE membership was modified to include institutional representation. Effective July 1, 1996, three members were appointed to represent the different sectors of institutions. The members are trustees from each of the following sectors: public senior research institutions, four-year public comprehensive institutions, and the technical colleges. Institutions have additional input into CHE activities through advisory committees. Each functional area of CHE has one or more advisory committees including representation from every public four-

year institution and selected representatives from the public two-year institutions. These advisory committees provide valuable discussion and recommendations to CHE staff. Often, the recommendations of these committees are made directly to CHE, with the support of CHE staff. Institutions have further access to CHE through direct requests. All institutional requests, ranging from academic program approvals to facilities improvements to budget requests, are made to CHE after appropriate analysis by the staff. Another key path of communication between the institutions and CHE is through the Council of Public College and University Presidents. In recent years the Council has not met as a body; however, CHE seeks the input and advice of the presidents routinely through meetings and correspondence. The Executive Director of CHE meets with the presidents individually and collectively. CHE will continue its work to encourage and re-establish the more formal Council of Presidents and annual meetings with CHE.

- CHE also interacts regularly with other key stakeholders whether it is in policy development or other constituent services. Key constituencies among these are K-12 and business and community groups. Focus on taxpayer interest and student concerns are also vital to the agency's mission and service.

3. The agency's key stakeholders (other than customers);
    a. Complete the Key Stakeholders Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"

Key Stakeholders Chart attached.
See also above descriptions items 1 & 2 this section for additional information.

4. Other state agencies which have the biggest impact on the agency's mission success;
    a. Complete the Key Partner Agency Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."

Key Partner Agency Chart attached.
See also above descriptions items 1 & 2 this section for additional information as the agency's customers, stakeholders and partners are integrally related and overlap.

5. The agency's performance improvement system(s);

CHE relies on internal and external feedback in improving its programs and services. Under new leadership as of 2013, CHE is engaged in new strategic planning and progress on identified goals and objectives is reviewed on a routine basis with the board. (See attached Addendum C for information about the strategic planning agenda.

6. The agency's organizational structure in flow chart format;

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

See attached Organizational Chart – agency and staffing.

7. Details about the body to whom the Agency Head reports;
    a. Complete the Overseeing Body Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."

Overseeing Body Chart and Overseeing Body – Individual Member Chart attached.

8. Please complete the Major Program Areas Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."

Major Program Areas Chart attached.

9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

The landscape of higher education is changing significantly, both in the U.S. and around the world. These changes will force CHE and the state's colleges and universities to construct new models for the design and delivery of post-secondary instruction. Increased competition for consumers/students and inadequacy of current funding models will create pressures that may prove too stressful for some institutions while encouraging others to innovate and thrive.

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III. Laws (Statutes, Regulations, Provisos)

This section asks for state and federal statutes, regulations and provisos ("Laws") which apply to the agency.

1. Please complete the Legal Standards Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Legal Standards." In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency ("Laws"). The other specifics are included in the template.

   Legal Standards Chart attached.
   See also Addendum D which is referenced in the Legal Standards Chart for additional information concerning statutory provisions.

IV. Reports and Reviews

This section asks for information about reports the agency is required to submit to a legislative entity and the agency's internal review process.

1. Please complete the Agency Reporting Requirements Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Agency Reporting Requirements." In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.

   Agency Reporting Requirements Chart attached.

2. Please complete the Internal Audit Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Internal Audits."

   Internal Audit Chart attached.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

V. Key Performance Measurement Processes

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are "key processes" consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency's responses to each questions.

For <u>each</u> performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:

a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
    i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
    ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
    iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
c. Trends the agency has seen and the method by which it analyzes trends in these results.
d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
    i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

V. Key Performance Measurement Processes (cont.)

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

As noted in the FY 2013-14 Agency Accountability Report "Agency Discussion and Analysis" and "Performance Measurement Template" and reiterated in the Senate Oversight report submitted in January 2015 (see VI.C.3 for links), CHE is in the process of developing new key performance measurements that align with the Commission's new strategic agenda (See Addendum C.) We are therefore not able to provide the requested assessments for 5.A (1-5) at this time.

Past performance measures that the agency has used previously with the most recent data are included in the "Performance Measurement Template of CHE's 2013-14 Annual Accountability report as noted above.

a) CHE has diverse programmatic areas of statewide responsibility and it is difficult to compare performance relative to other entities nationwide due to the wide variance in higher education state governance structures. Virtually every state has a designated central agency to oversee its higher education enterprise, although the assigned duties, functions, and powers vary and there is a broad spectrum of authorities assigned to state-level higher education agencies. Coordinating boards like CHE have more limited institutional regulatory authority and are tasked largely with the coordination of statewide policies and planning. In contrast, a central governing board exercises many of the duties currently assigned in SC to institutional boards of trustees. In developing its performance measurements and benchmarks, CHE will look to sister agencies and entities in other states who provide aspirational models to guide and assist in our process. Three identified initially include:

Kentucky Council on Postsecondary Education
Robert King, President
http://www.cpe.ky.gov

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Tennessee Higher Education Commission
Richard Rhoda, Executive Director (retired 12/2014)
http://www.state.tn.us/thec

State Council of Higher Education for Virginia
Peter Blake, Director
http://schev.edu

b) Key performance measurements are regularly reviewed by the executive director, deputy director and members of the executive leadership team, as appropriate. All of these individuals are listed in the "Personnel Involved Chart". Results are reviewed annually (or semi-annually as appropriate) by the chair and members of the Commission listed in the "Overseeing Body-Individual Members Chart".

c) The agency has reported trend data for many past measures in its annual Statistical Abstract and other publications reviewing programs and activities of the agency, including the Annual Accountability Report and program specific reports. Reports are accessible on CHE's website at http://www.che.sc.gov/DataPublications.aspx . With the development of new performance measures, the agency expects to increase its research and analysis of trends through the creation of a new research directorship staff position.

d) The agency is attempting to develop key performance measures that are within the scope of its primary control. However, many of both the previous and new measures are collectively determined by the performance of the public colleges and universities that operate as separate state agencies.

Mission Efficiency

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?
   See above response

Quality (Customer Satisfaction)

3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?
   See above response

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?
   See above response

Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?
   See above response

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?

   See above response to 5A. As the agency develops its new performance measurements, CHE expects to identify the three most mission-critical ones during and subsequent to its August 2015 scheduled strategic planning retreat.

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.

   - CHE maintains a higher education database known as CHEMIS or the CHE Management Information System. The data are collected throughout the year electronically from the state's public and independent colleges and universities. CHE as the state's coordinating board, facilitates institutional data submission required by the U.S. Department of Education for purposes of the Federal Integrated Postsecondary Data System (IPEDS) and serves as the state's IPEDS State key-holder. The data are used for research, responding to inquiries at the state and national levels, and carrying out higher education program administration requirements with respect to accountability (e.g., reporting for state scholarship and grant programs, institutional effectiveness requirement etc.).
   - CHE has installed the business intelligence software, COGNOS, which integrates with the CHEMIS data described above.
   - CHE has a Memorandum of Understanding (MOU) with the Department of Motor Vehicles (DMV) for citizenship checks. The MOU was developed in consultation with institutions in developing processes pursuant to implementation of §59-101-430 of SC Code of Laws, as amended.
   - CHE Website (www.che.sc.gov)

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?
    a. If yes, please provide the agency's suggestions.

    No, CHE is not prepared at this time to make restructuring recommendations. However, all major program areas are under review, and the agency expects to make recommendations to increase cost-savings, efficiency, effectiveness and accountability as a result of its review. See also information provided in the Senate Oversight Report Sections as referenced previously for additional information provided in response to the same for each functional program area.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens?

   If yes, go to Current/Recommended Actions Section.

   If no, skip Current/Recommended Actions Section and go to Additional Questions.

   No, CHE is not prepared at this time to make restructuring recommendations. However, all major program areas are under review, and the agency expects to make recommendations to increase cost-savings, efficiency, effectiveness and accountability as a result of its review. See also information provided in the Senate Oversight Report Sections as referenced previously for additional information provided in response to the same for each functional program area.

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.
   N/A. See item VI.A.1 above

2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?
   N/A. See item VI.A.1 above

3. Is legislative action required to allow the department/agency to implement the current or recommended actions?
   N/A. See item VI.A.1 above

4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.
   N/A. See item VI.A.1 above

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
   N/A. See item VI.A.1 above

6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?
   N/A. See item VI.A.1 above

   Now go to Additional Questions.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?

   The Commission adopted a strategic plan in 2013-14 and affirmed the plan with changes in 2014-15. A copy is attached and is also available online at http://www.che.sc.gov/CHE_Docs/executivedirector/2014-15CHEStrategicAgenda.pdf

2. What are the fundamentals required to accomplish the objectives?

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

   CHE's website: www.che.sc.gov

   Information about the Commission Members, Committee Assignments, CHE's Authorizing Statutes, Regulations, and By-laws is accessible from the link "About CHE" or http://www.che.sc.gov/AboutCHE.aspx

   CHE Meeting Schedules (Board, Standing Committees and Advisory Committees) are available at http://www.che.sc.gov/MeetingsEvents.aspx

   Information about the various agency program supported is accessible from the home page menu.

   Other:

   Most Recent Accountability Report
   http://www.che.sc.gov/CHE_Docs/executivedirector/H03CHE_FY13-14_AcctRpt_Final09152014.pdf

   Senate Oversight Restructuring Report, Submitted January 13, 2015
   http://www.che.sc.gov/CHE_Docs/infocntr/legisl/2015/CHE-OversightReport-01-13-2015-rev.pdf

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

4. Is there any additional information the agency would like to provide the Committee or public?

5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
    a. Complete the Process :
    b. Complete this Report:
       Approximately 95 hours including review and process to develop report. Given short suspense time for developing and responding to inquiry, not possible to separate process from report completion.

6. Please complete the Personnel Involved Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

   Personnel Involved Chart attached.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

CHARTS APPENDIX

VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart _____ *20*

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Purpose, Mission Chart _____ 23

Key Deliverables (Product) Chart _____ *24*

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Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
SC CHE	Annual report requires similar information to House Requested Report Sections I-Executive Summary, II-Organizational Profile, and III-Key Performance Measurement Process.	Annual Agency Accountability Report	Agency Discussion and Analysis, Program Template Performance Measurement Template, and Strategic Planning Template	State, Submitted to Executive Budget Office	Annually by September 15

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Similar Information Requested Chart

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
SC CHE	Report submitted for same purpose but for Senate	Restructuring Report pursuant to §1-30-10(G)	Full Report. Format and Approach requested different but similar information provided. Information organized according to functional areas including 1) Academic Program Review, 2) Licensing of Nonpublic Postsecondary Institutions, 4) Veterans Education and Training Programs - State Approving Agency, 4) Higher Education Data and Accountability Systems, 5) Higher Education Funding and Fiscal Management, 6) Higher Education Facilities Project Approvals, 7) Student Financial Aid, and 8) Higher Education Access, Awareness and Success)	Senate Oversight Committee	Annually by first day of Legislative Session
SC CHE		Annual Budget Requests		Governor, submitted to Executive Budget Office	Annually, typically in October

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years**. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
H03 - CHE	n/a	n/a	n/a - No major changes within past 10 years of the agency's purpose and mission.
H03 - CHE	1995	CHE board was restructured	n/a
H03 - CHE	1996	CHE authorizing statutes revised	Established Performance Funding. Outlined the mission for higher education, identified types of institutions and state missions, authorized CHE with approval of missions. Removed academic program termination authority of CHE.

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Purpose, Mission Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in paranethesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
H03 - CHE	1967	See Addendum A (Word File) for a descriptive Summary. In brief, the South Carolina Commission on Higher Education (CHE), established in 1967, serves as the coordinating board for SC's 33 public institutions of higher learning. It acts both as an advocate for higher education and an oversight entity on behalf of the General Assembly. The Commission is responsible for assuring a balance between student and taxpayer interests and institutional policies, aspirations, and needs. Our offices are located in Columbia, SC, at 1122 Lady Street, Suite 300, and CHE's website is www.che.sc.gov. CHE has the authority and responsibility for a coordinated, efficient, and responsive higher education system in South Carolina consistent with the missions of the four types of institutions identified by the General Assembly including research institutions, four-year colleges and universities, two-year branches of the University of South Carolina, and the State Technical and Comprehensive Education System. Among its broad responsibilities, CHE is charged with examining institutions relative to short- and long-term programs and missions including: the role of public higher education in serving the needs of the state, and the role and participation of individual institutions in the statewide program; enrollment trends, student costs, business and management practices, accounting methods, operating results and needs of capital fund requests, administrative setup and curricular offerings of institutions as they relate across institutions, areas of state-level coordination and cooperation with the objective of reducing duplication, increasing effectiveness and achieving economies and eliminating sources of friction and misunderstandings and the promotion of a clearer understanding and unity and good will among all institutions in the interest of serving education needs of citizens on a statewide basis. CHE carries out its mission through statewide planning and approval authority, working with institutions to promote quality, access, and efficiency in the state's higher education enterprise, while balancing advocacy, stewardship, and accountability. The major functions of CHE can be categorized broadly into four major areas: advocacy, coordination, and planning; research and information services; accountability and reporting; and program administration. In performing its responsibilities, CHE works closely with institutions to expand educational opportunities for all of the state's citizens, to invest in research for economic development and a better quality of life, and to increase cooperation and collaboration for higher levels of efficiency and quality in higher education opportunities throughout the state.	MISSION: The South Carolina Commission on Higher Education (CHE) will promote quality and efficiency in the state system of higher education with the goal of fostering economic growth and human development in South Carolina.	VALUES: CHE values • the importance of quality higher education • the accessibility of this education to the citizens of the state • the accountability of the institutions to their students and the General Assembly • excellence on the part of its staff in performing its functions • excellence on the part of the institutions in providing educational opportunities	Purpose: 59-103-20. Primary section stating purpose. Other sections may also apply. Mission: 59-103-20. Higher Education Mission and Goals outlined in 59-103-10 and 59-103-15 Vision: See above.

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Key Deliverables Chart

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should links the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Note: See Additional Explanation under Section II, Item 1a in report body

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
H03 - CHE	1	Academic Program Review	not possible to rank	A core responsibility of the Commission in carrying out its mission includes statewide academic degree program approval and review and related activities with respect to the coordination of statewide higher education programs. These functions carried out by CHE ensure program quality and productivity of public institutions, prevent unnecessary duplication of public programs, protect students' rights, and promote appropriate transfer of credit and admission standards.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	See agency "Senate Oversight Report" submitted in January 2015 and program section relating to discussion of Cost Savings and Increased Efficiencies.	1) CHE Administration / Employee Benefits and other operating programs,
H03 - CHE	2	Licensing of Nonpublic Postsecondary Institutions	not possible to rank	The Commission is the sole authority for licensing non-public educational institutions established in South Carolina and for those established elsewhere to operate in SC. Responsibilities and activities carried out by CHE in this program area include licensing of new nonpublic postsecondary institutions operating in or soliciting in SC, licensing new degree and non-degree programs offered in South Carolina by nonpublic postsecondary institutions, and permitting agents to recruit within SC. CHE also serves as a repository of student records for closed postsecondary schools. This function serves a consumer protection role for those seeking and participating in nonpublic proprietary and not-for-profit higher education programs in SC. Without such a function, states are in danger of becoming home to diploma mills.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	See agency "Senate Oversight Report" submitted in January 2015 and program section relating to discussion of Cost Savings and Increased Efficiencies.	1) CHE Administration / Employee Benefits and other operating programs,
H03 - CHE	3	Veterans Education and Training Programs - State Approving Agency	not possible to rank	Each state is required to designate a State Approving Agency under Title 38 U.S. Code of Laws, Chapter 36, Subchapter 1, §3671. CHE is designated by the Governor to act in this capacity and has been the designated agency by the Governor of SC since approximately 1990. CHE operates the SAA with federal funding that is provided to carry out contracted responsibilities of the SAA. Each federal fiscal year, the SC SAA enters into a contractual agreement with the U.S. Department of Veterans Affairs Central Office (DVACO). DVACO provides a funding allocation to the SC SAA based on expected program activity. The allocation is based each year on the number of active S.C. educational institutions and employers during the period of May 1 to April 30. CHE, through the SAA, acts to maximize staff/personnel, time, travel and equipment to ensure fulfillment of the contractual agreement and SAA business plan.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	See agency "Senate Oversight Report" submitted in January 2015 and program section relating to discussion of Cost Savings and Increased Efficiencies.	1) CHE Administration / Employee Benefits and other operating programs
H03 - CHE	4	Higher Education Data and Accountability Systems	not possible to rank	CHE maintains a higher education database known as CHEMIS or the CHE Management Information System. The data are collected throughout the year electronically from the state's public and independent colleges and universities. CHE, as the state's coordinating board, facilitates institutional data submission required by the U.S. Department of Education for purposes of the Federal Integrated Postsecondary Data System (IPEDS) and serves as the SC's IPEDS State keyholder. The data are used for research, responding to inquiries at the state and national levels, and carrying out higher education program administration requirements with respect to accountability (e.g., reporting for state scholarship and grant programs, institutional effectiveness requirement etc.). Centralized higher education data maintenance reporting and oversight provides for resources necessary and instrumental in examining, recommending and carrying out programs and initiatives statewide.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	See agency "Senate Oversight Report" submitted in January 2015 and program section relating to discussion of Cost Savings and Increased Efficiencies.	1) CHE Administration / Employee Benefits and other operating programs
H03 - CHE	5	Higher Education Funding and Fiscal Management	not possible to rank	As the coordinating body for higher education, CHE is tasked with and carries out various responsibilities with respect to higher education funding and fiscal management of funds for agency personnel and activities and various higher education programs assigned through CHE for which CHE has varying levels of responsibility. These functions carried out by CHE ensure statewide coordination of policy issues and implications with respect to higher education funding and promote understanding and coordination of programs.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	See agency "Senate Oversight Report" submitted in January 2015 and program section relating to discussion of Cost Savings and Increased Efficiencies.	1) CHE Administration / Employee Benefits and other operating programs, 2) Flow-through Higher Education

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Key Deliverables Chart

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
H03 - CHE	6	Higher Education Facilities Project Approvals	not possible to rank	CHE is statutorily tasked with the approval of public higher education capital projects, leases, and land purchases in accordance with statutory authority. This function provides for statewide coordination of state facilities across the public higher education institutions.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	See agency "Senate Oversight Report" submitted in January 2015 and program section relating to discussion of Cost Savings and Increased Efficiencies.	1) CHE Administration / Employee Benefits and other operating programs
H03 - CHE	7	Student Financial Aid	not possible to rank	The Commission on Higher Education oversees administration of state-supported student financial aid programs which ensures statewide equity of awards and consistency of selection criteria. CHE as the coordinating board for higher education carries out its statewide oversight with respect to administration and management of the state-supported various student financial aid programs under its purview to ensure the programs are carried out as legislated and in a uniform statewide manner	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	See agency "Senate Oversight Report" submitted in January 2015 and program section relating to discussion of Cost Savings and Increased Efficiencies.	1) CHE Administration / Employee Benefits and other operating programs, 3) Scholarship and Grants
H03 - CHE	8	Higher Education Access, Awareness, Success	not possible to rank	CHE serves a role and function to promote access and provide pertinent information about higher education to interested constituents and monitor access to and equality of higher education opportunities for underrepresented populations. Designated by Governor as state entity for application and receipt of federal funds for GEAR UP and CACG. College Goal activities fall within the general mission and focus of CHE in statewide coordination and promotion of higher education and access. Activities in this are focus on improving statewide student access and success in higher education which is an integral part of CHE's role as the state's coordinating body for higher education and programs assigned to the agency.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	N/A. On-going or policy driven activity and not a discrete or one-time service. For additional information about the program activity and related considerations, see agency "Senate Oversight Report" submitted in January 2015.	See agency "Senate Oversight Report" submitted in January 2015 and program section relating to discussion of Cost Savings and Increased Efficiencies.	1) CHE Administration / Employee Benefits and other operating programs, 2) Flow-through Higher Education, and 3) Scholarship and Grants

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expecations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Note: See additional explanation under Section II, Item 2a in report body.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expecations	Deliverables Cross References
H03 - CHE	1	SC General Assembly and Governor	Serve in dual role of carrying out directives through legislation and other assigned administrative and regulatory functions, such as academic program approval and facilities approval, serving as an advocate and intermediary for accountability, and providing services to legislative and executive branches of state government with respect to policy guidance, research, and information for higher education.	Items 1-8 in varying capacities.
H03 - CHE	2	SC Public Colleges and Universities	CHE serves in a regulatory capacity overseeing statewide higher education programs. CHE works with instiutions to expand education opportunities for all of the state's citizens; invests in research for economic development and a better quality of life; and increases cooperation and collaboration for higher levels of efficiency and quality in higher education opportunities throughout the state.	Items 1-8 in varying capacities.
H03 - CHE		Federal government	CHE has responsibilities in overseeing several federal grant programs for the State (Improving Teacher Quality, GEAR UP, College Access Challenge Grant) and is the state's assigned SAA for VA education and training programs.	Primarily Items 1, 4 and 8 though other areas may be germane.

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Key Customers Chart

Agency Submitting Report	Item #	Customer Segments	Requirements/Expecations	Deliverables Cross References
H03 - CHE	3	Students and families	Focus on taxpayer interests and student concerns is vital to the agency's mission and service	Items 1-8 in varying capacities.
H03 - CHE	4	Veterans	Focus on taxpayer interests and student concerns is vital to the agency's mission and service	Item 3 most directly and the remaining items in varying capacities.
H03 - CHE	5	SC Independent Colleges and Universities	CHE interacts with the state's independent colleges in its statewide coordinating capacity for higher education. CHE does not have direct regulatory oversight of acadmic programs as these colleges are exempted. However, CHE does provide oversight with respect to student financial aid programs for which students at independent colleges may qualify and the Higher Education Excellence Enhancement Program which is a statutory program for which public and independent HBCU's are eligible. The independent colleges coordinate with CHE with respect to the central higher education database and report data as required by CHE in managing student financial aid programs and report other enrollment and program on voluntarily basis.	Items 1-8 in varying capacities.
H03 - CHE	6	Those seeking licensure of to operate postsecondary programs and institutions in SC	See program information as referenced in Key Deliverables Chart.	Item 2
H03 - CHE	7	Other state and private entities	CHE also interacts regularly with other key stakeholders whether it is in policy development or other constituent services. Key constituencies among these are K-12 and business and community groups. Focus on taxpayer interest and student concerns is also vital to the agency’s mission and service.	Items 1-8 in varying capacities.

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Key Stakeholders Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expecations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Note: See additional explanation under Section II, Item 3a in report body.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expecations	Deliverables Cross References
H03 - CHE	1	See Key Customers and also Key Partner Agency as the agency's customers, stakeholders and partners are integrally related and overlap given the nature of the role and mission of CHE.	See Key Customers and Partner Agency	See Key Customers and Partner Agency worksheets

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Key Partner Agency Chart

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Note: See additional explanation under Section II, Item 4a in report body.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
H03 - CHE	Clemson University USC Columbia Medical University of SC The Citadel Coastal Carolina University College of Charleston Francis Marion University Lander University SC State University USC Aiken USC Beaufort USC Upstate Winthrop University USC Lancaster USC Salkehatchie USC Sumter USC Union State Board for Technical and Comprehensive Education Aiken Technical College Central Carolina Technical College Denmark Technical College Florence Darlington Tech. College Greenville Technical College Horry Georgetown Tech. College Midlands Technical College Northeastern Technical College Orangeburg Calhoun Tech. College Piedmont Technical College Spartanburg Community College	CHE serves as the state's coordinating board for higher education. SeeReport Addendum A for a description of functions which involve regulatory oversight for certain programmatic areas of public higher education as well as coordination of policy and other higher education activities for public institutions.	See report Section V for discussion.	1) CHE Administration / Employee Benefits and other operating programs, 2) Flow-through Higher Education, and 3) Scholarship and Grants

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Key Partner Agency Chart

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
	Technical College of Lowcountry Tri-County Technical College Trident Technical College Williamsburg Technical College York Technical College			
H03 - CHE	University Center of Greenville	Consortium established in 1980s to provide postsecondary baccalaureate opportunities to those in the Greenville area. UCG is a consortium of institutions and CHE staff serves on program board and committees. Funds for UCG are flow through CHE to UCG.	See report Section V for discussion.	See above
H03 - CHE	Lowcountry Graduate Center	Consortium established in early 2000s to increase opportunities for graduate education in the Charleston region. Funds for LCG flow through CHE to LCG. CHE has a representative of the Commission who serves on the board.	See report Section V for discussion.	See above
H03 - CHE	State Board of Technical and Comprehensive Education (SBTCE)	To improve P-20 through workforce collaboration, CHE initiated the establishment of a P-20 Council of Agency Heads including CHE, SDE, EOC, SC 1st Steps, State Board of Technical and Comprehensive Education, and DEW	See report Section V for discussion.	See above
H03 - CHE	State Department of Education	See above P-20 Council	See report Section V for discussion.	See above
H03 - CHE	Education Oversight Committee	See above P-20 Council	See report Section V for discussion.	See above
H03 - CHE	SC Department of Employment & Workforce	See above P-20 Council	See report Section V for discussion.	See above
H03 - CHE	SC First Steps	See above P-20 Council	See report Section V for discussion.	See above

Agency Name: SC Commission on Higher Education (CHE)
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Key Partner Agency Chart

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
H03 - CHE	SC Research Centers for Economic Excellence (SmartState)	SmartState was established by the General Assembly in 2002 and operates pursuant to 2-75-10 et seq. The program is overseen by a board appointment by the Governor and Legislative leadership. Statutorily, CHE staff is tasked with providing staffing and administrative support to the SmartState Review Board for the program. The Commission must consider and approve annually the annual operating budget for the program.	Operating Budget. The SmartState Board is required to submit an annual program report and program audit to the General Assembly annually by November 30.	See above
H03 - CHE	Partnership Among Academic Libraries (PASCAL)	PASCAL is not a state agency but a consortium of higher education academic libraries established in early 2000s. Presently, fifty-five public (all 33) and independent SC academic libraries participate. The program is a collaborative among libraries for the purpose of purchasing and sharing electronic library resources. The program also provides sharing on physical delivery systems.	CHE serves as the fiscal agent for PASCAL.	See above

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Overseeing Body-General Chart

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuasances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
H03 - CHE	Commission	At least 9 times including a strategic planning retreat. CHE meets on the first Thursday of the month.	15	Appointed	Governor appoints all members. The chair, 3 at-large members and 4 institutional sector representatives require Senate confirmation. 7 are recommended by the majority of House and Senate members within the Congressional District.	4-years for all but the Institutional Sector Representatives which are 2-year appointments.	At-large and Congressional District representatives may serve two consecutive four-year terms. The Chair may serve one four-year term as chair and may be reappointed. Inistitutional Sector Representatives may serve one two-year term.	See response at left	The agency has been challenged by having several vacant Commissioner positions, as well as some sitting Commissioners serving on expired terms. The body has just recently reached nearly full strength (14 out of 15 seats confirmed) which will improve its capacity for greater oversight and accountability. Agency under-staffing has been a problem since the beginning of the 2008 recession, although there has been some improvement in the past two years.	§59-103-10

Agency Name: SC Commission on Higher Education (CHE)
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Agency Section: 11

Overseeing Body-Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Position on Board *(Column Added)*	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
H03 - CHE	Brig. Gen. John L. Finan, USAF (ret.)	At-large as Chair	220 Holliday Rd., Columbia, SC 29223, (H) 803-699-7742	USAF (ret) / Has served in roles as CFO/VP for Finance and Administration/ Former and 1st Executive Director of SC DEW	Appointment confirmed June 6, 2013. (initially appointed in Fall 2013. Stepped down prior to confirmation to serve as interim director at SC DEW and was reappointed in spring 2013)	7/1/2016	2 years, 9 mos	No	CHE Chair
H03 - CHE	Dr. Jennifer B. Settlemyer	At-large	773 Harbor View Dr. Prosperity, SC 29127 (B) 803-299-1152 (C) 803-364-0916	SC Army National Guard Member.	Confirmed 5/19/2011 to fill term from 7/2008 to 7/2012	Confirmed 3/26/2015 for 2nd term through 7/1/2016	3 years, 10 mos	No	Comm. Assignmnt: Access & Equity & Student Services / Finance & Facilities
H03 - CHE	Mr. Tim M. Hofferth	At-large	260 Edgewood Dr. Chapin, SC 29036 (B) 803-945-2000 (C) 973-650-8856	Executive Consultant, Learfield Sports	Confirmed 3/5/2015 to fill balance of term from 7/1/2012	7/1/2016	Confirmed 3/5/2015	No	to be determined
H03 - CHE	Mr. Clark Parker	At-large		Certified Public Accountant (CPA)	Confirmed 3/26/2015 to fill balance of term from 7/1/2012.	7/1/2016	Senate Confirmation as of 3/26/2015	No	to be determined

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
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Overseeing Body-Individual Members Chart

Agency Submitting Report	Name of Individual on Body	Position on Board *(Column Added)*	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
H03 - CHE	Ms. Terrye C. Seckinger	1st Congressional District	566 Needlerush Parkway, Mt. Pleasant, SC 29464 (C) 843-478-8696	Service on various boards and commissions	Appointed 4/10/2014 to fill balance of term from 7/1/2012	7/1/2016	1 year	No	Comm. Assignmnt: Gov't & Admin Affairs / Access & Equity & Student Svces
H03 - CHE	Vice Admiral Charles Munns, USN (ret.)	2nd Congressional District	123 Trippi Lane Aiken, SC 29803 (C) 864-643-7740(H) 803-514-2982	USN (ret) / President of Munns Advisement, LLC	Initial appointment to CHE as Technical College Sector Representative (3/31/2011 to 1/13/2014). In current seat for 2nd District since 1/13/2014.	7/1/2018 (Appointed to second term on 1/8/2015)	4 years	No	Comm. Assignmnt: Gov't & Admin Affairs / Academic Affairs & Licensing
H03 - CHE	Dr. Bettie Rose Horne	3rd Congressional District	132 Devon Park Greenwood, SC 29649 (H) 864-223-1461 (C) 864-554-7811	Retired. Former faculty member Lander University; Academic VP and Dean, and Vice Chancellor of Academic Affairs at University System of GA.	Appointed 5/27/2004 to first 4 year term	7/1/2008 (Serving in carry over)	10 years, 10 mos	No	Comm. Assignmnt: Vice Chair / Academic Affairs & Licensing
H03 - CHE	Ms. Dianne Kuhl	4th Congressional District	212 Montclair Rd. Greer, SC 29651 (H) 864-877-2304	Partner with CORBIA, a diversified consulting firm in Greenville.	Appointed to first term on 2/10/2014 to balance of term to expire 7/2014 and appointed to second term	7/1/2018	1 year, 1 mos	No	Comm. Assignmnt: Gov't & Admin Affairs / Finance & Facilities
H03 - CHE	Mr. Kim F. Phillips	5th Congressional District	P. O. Box 2389 Gaffney, SC 29342 (B) 864-489-4731 (F) 864-487-6272	Human Resource Director at Hamrick Mills, Inc	Appointed to first term on 1/20/2011	7/1/2012	4 years, 3 mos	No	Comm. Assignmnt: Academic Affairs & Licensing / Finance & Facilities

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Overseeing Body-Individual Members Chart

Agency Submitting Report	Name of Individual on Body	Position on Board *(Column Added)*	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
H03 - CHE	Mr. Hood Temple	6th Congressional District	P. O. Box 1770, Florence, SC 29503 (B) 843-662-5000 (F) 843-678-9273	Lawyer, Partner with Hatfield Temple, LLP	Appointed to first term 7/21/2006 and subsequently appointed to second term on 4/13/2011 commencing 7/2010	7/01/2014	8 years, 8 mos	No	Comm. Assignmnt: Finance & Facilities /Access & Equity & Student Svces
H03 - CHE	VACANT	7th Congressional District						No	
H03 - CHE	Dr. Louis B. Lynn	Public Research Institutions (Trustee)	85 Olde Springs Rd. Columbia, SC 29223	Founder of Enviro Ag Science. Member of Clemson University Board of Trustees.	Confirmed 3/26/2015 to fill balance of term from 7/1/2014	7/1/20016	Senate Confirmation of 3/26/2015	No	to be determined
H03 - CHE	Ms. Allison Dean Love	Public 4-Year Institutions (Trustee)	224 Wood Duck Rd. Columbia, SC 29223 803-413-1044	Public Relations, Media Relations and Communications Consultant. Member of The Citadel Board of Visitors	Confirmed 3/5/2015 to fill balance of term from 7/1/2012	7/1/2016	Confirmed 3/5/2015	No	to be determined
H03 - CHE	Mr. Paul O. Batson III	Public Technical Colleges (Area Commissioner)	296 Roberts Circle Greer, SC 29650, (B) 864-235-6824 (C) 864-325-4880	CPA, Member of Greenville Tech College Area Commission	Confirmed 3/5/2015 to fill balance of term from 7/1/2012	7/1/2016	Confirmed 3/5/2015	No	to be determined
H03 - CHE	Dr. Evans Whitaker	Independent Colleges (President)		President, Anderson University	Confirmed 3/26/2015 to fill balance of term from 7/1/2014	7/1/2016	Senate Confirmation 3/26/2015	No	to be determined

Agency Name:
Agency Code:
Agency Section:

Major Program Areas Chart

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:
a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.
b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and
c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisos listed in the Laws Section of this report, which they satisfy.
Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the colums under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Note:
-Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.
-Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

The information below is summarized using the Agency FY 2013-14 Accountability Report information. Because CHE's budget is overwhelmingly scholarship and grant funds (student financial aid), summary groupings are included below including: 1) CHE administration, 2) other programs operated by CHE, 3) funds that flow through CHE to other higher education entities, and 4) scholarships and grants. For individual program detail and description, please refer to the Program Template in CHE's FY 2013-14 Agency Accountability report. The report is accessible at

http://www.che.sc.gov/CHE_Docs/executivedirector/H03CHE_FY13-14_AcctRpt_Final09152014.pdf

			FY 2012-13 Expenditures				FY 2013-14 Expenditures					
Agency Submitting Report	**Program/Title**	**Purpose**	**General**	**Other**	**Federal**	**TOTAL**	**General**	**Other**	**Federal**	**TOTAL**	**Key Performance Measures Cross Reference**	**Legal Standards Cross References**
H03 - CHE	CHE Administration / Employee Benefits and other operating programs including: Licensing of Nonpublic Postsecondary Instituitons, State Approving Agency, EEDA, , EIA-Centers of Excellence, Improving Teacher Quality (ITQ), GEAR UP, College Access Challenge Grant, State Longitudinal Data Systems, and College Goal Sunday	CHE's role is to promote access and provide pertinent information about higher education to interested constituents; Review and approve new degree program proposals and evaluate existing academic programs; Develop and present annual appropriation requests to the General Assembly; Administer state, regional, and federal programs affecting SC higher education; Maintain a statewide planning and institutional effectiveness system; Monitor access to and equality of higher education opportunities for underrepresented populations; Examine and license non-public educational institutions; Collect data, conduct research and studies, and report recommendations regarding policies, roles, operations, and structure of SC's higher education institutions to the Governor and the General Assembly; Maintain the higher education database - CHE Management Information System (CHEMIS); Establish polices and procedures for the transferability of courses at the undergraduate level between 2-year and 4-year institutions, remedial education, and admissions standards. State Employer Contributions (Employee Benefits) consist of payments made on behalf of employees for retirement, social security, worker's compensation & unemployment insurance, health and dental insurance, and pre-death retirement benefits.	$2,907,596 % of Total Budget: 2.7%	$1,419,739 % of Total Budget: 0.7%	$7,396,070 % of Total Budget: 100%	$11,723,405 % of Total Budget: 3.6%	$3,473,530 % of Total Budget: 3.3%	$1,366,657 % of Total Budget: 0.6%	$5,127,331 % of Total Budget: 100%	$9,967,518 % of Total Budget: 2.9%	See Section V of Report	SC Code of Laws authorizing legislation 59-103-10 et seq. Regulations promulgated by the agency are included in Chapter 62 of the State Code of Regulations. (See Legal Standards, Item 1, 27-44 and various provisions throughout)
H03 - CHE	Flow-through Higher Education Programs including: PASCAL, SmartState (Centers of Economic Excellence, University Center of Greenville (Greenville Technical College and Operations), Lowcountry Graduate Center, Academic Endowment, EPSCoR, African American Loan, Performance Funding (directed by proviso to SC State and EPSCoR), EIA-Teacher Recruitment (CERRA and SC State PRRMT), Higher Education Excellence Enhancement Program, Lottery Technology (2- and 4-yr public), Lottery Maintenance Funds (public institutions).	Funds for these programs flow through CHE to the intended recipient. CHE has varying levels of responsibilities with respect to the programs. CHE staffs the SmartState program and serves as the fiscal agent for PASCAL.	$4,468,000 % of Total Budget: 4.2%	$40,031,132 % of Total Budget: 18.6%	$0 % of Total Budget: 0%	$44,499,132 % of Total Budget: 13.5%	$4,636,027 % of Total Budget: 4.4%	$53,408,442 % of Total Budget: 22.5%	$0 % of Total Budget: 0%	$58,044,469 % of Total Budget: 16.7%	See Section V of Report	PASCAL, Lottery Technology and Lottery Maint= Item 59; SmartState=Item 3 and 53; Academic Endow=Item 10, 38; Perf Improvement=Item 51; EIA-Teacher recruit=Item 57; HEEEP=Item 4, 41, and 54; African American Loan=Item 35 and 47.

Agency Name:
Agency Code:
Agency Section:

Major Program Areas Chart

			FY 2012-13 Expenditures				FY 2013-14 Expenditures					
Agency Submitting Report	**Program/Title**	**Purpose**	**General**	**Other**	**Federal**	**TOTAL**	**General**	**Other**	**Federal**	**TOTAL**	**Key Performance Measures Cross Reference**	**Legal Standards Cross References**
H03 - CHE	Scholarship and Grants including: Palmetto Fellows, LIFE, and HOPE Scholarships, Need-based Grants, College Transition Connection Need-based Grants, SC National Guard College Assistance Program, SREB Assessements and Contract and Arts Programs, Education Endowment (Palmetto Fellows and Need-based Grants), and Two-Year Lottery Tuition Assistance.	CHE admninisters SC's merit-based scholarships, need-based grants and other student financial aid programs including Palmetto Fellows, LIFE, HOPE, Two-year Lottery Tuition Assistance, SC National Guard College Assistance Program and other student financial aid programs.	$100,230,275 % of Total Budget: 93.1%	$173,425,377 % of Total Budget: 80.7%	$0 % of Total Budget: 0%	$273,655,652 % of Total Budget: 83%	$96,256,370 % of Total Budget: 92.2%	$182,451,431 % of Total Budget: 76.9%	$0 % of Total Budget: 0%	$278,707,801 % of Total Budget: 80.4%	See Section V of Report	PF=Items 2, 12, 31, 33, 59, and 60; LIFE=Items 13, 42, 44, 52, 59, 60; HOPE=Item 14; NB=Item 11, 12, and 33; CTC=Item 56; SCNG CAP=Item 9, 30, and 55; SREB=Items 46, 47, 50 and 36; and LTA=Item 14 and 40.
H03 - CHE	**TOTAL**		**$107,605,871**	**$214,876,248**	**$7,396,070**	**$329,878,189**	**$104,365,927**	**$237,226,530**	**$5,127,331**	**$346,719,788**		

NOT APPLICABLE. All Funds listed in table above

Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds.

5050000	Land and Buildings
3000000	Toll Operations

Remainder of Expenditures:								
	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget

Agency Name: SC Commission on Higher Education (CHE)
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Legal Standards Chart

INSTRUCTIONS: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
SC State Code of Laws. Listing of primary chapters and code sections in which CHE is assigned a key responsibility. The list is not exhaustive and is representative of major or significant statutory provisions for CHE as of this report. As supplemental information, CHE has attached to this report Addendum D which includes a summary review of SC Code of Laws organized by key responsibilities including: 1) general overarching responsibilities, 2) service on other boards and to other entities, 3) reports and studies, 4) academic responsibilities, 5) planning/accountability responsibilities, 8) student services including scholarship/loan programs and other programs to enhance further education and research, and 9) activities conducted in support of CHE's mission that are not mandated in state (e.g., federally mandated programs under CHE's purview.				
H03 - CHE	1	59-103	State	CHE authorizing legislation
H03 - CHE	2	59-104	State	Initiatives for Research and Academic Excellence. This chapter identifies a number of programs and initiatives overseen by CHE.
H03 - CHE	3	2-75	State	Establishes the SC Research Centers of Economic Excellence Program, now known as SmartState. This program is overseen by an independently appointed board and CHE is required to provide staff and support to the board.
H03 - CHE	4	2-77	State	Establishes the lottery-funded SC Higher Education Excellence Enhancement Program. CHE is responsible for administering the provisions of the program.
H03 - CHE	5	59-101	State	Establishes various provisions relating to colleges and universities many of which in turn relate to admnistrative responsibilities for CHE.
H03 - CHE	6	59-112	State	Established the Critical Needs Nursing Act (2008) relating to salary enhancements, student scholarship and assistance programs for future nursing faculty, healthcare workforce research and simulation technology. Assigned administrative responsibilities to CHE. Funds were initially provided for faculty enhancement, but the Act is no longer funded.
H03 - CHE	7	59-111	State	Establishes various provisions relating to scholarships and other tuition assistance. CHE has varying administerial roles with respect to programs included in this chapter.
H03 - CHE	8	59-112	State	Establishes provisions for the determination of rates of tuition and fees (residency). CHE has administrative responsibilities in establishing regulation and ensuring uniform administration by the colleges and universities.
H03 - CHE	9	59-114	State	Establishes the SC National Guard College Assistance program and assigns CHE administrative and oversight responsibilities.
H03 - CHE	10	59-118	State	Establishes the SC Academic Endowment Incentive Act (1997) which provides matching funds for public institutions. The program continues to be funded but not at levels intended when initially established. In FY15, recurring program funds are $160,592.
H03 - CHE	11	59-142		Establishes the need-based grant program for public institutions. CHE has responsibilities for promulgating regulations and ensuring uniform administration by the colleges and universities.
H03 - CHE	12	59-143	State	Establishes the Children's Education Endowment from which funding is directed for the Palmetto Fellows and Need-Based Grant Programs.
H03 - CHE	13	59-149	State	Establishes the Legislative Incentives for Future Excellence (LIFE) Scholarship Program.
H03 - CHE	14	59-150	State	Establishes SC Education Lottery Act. Includes provisions for CHE to appoint 3 members to the Lottery Oversight Committee and provisions for several lottery programs for which CHE has administrative responsibility.
H03 - CHE	15	59-153	State	Establishes Endowment Funds incentive program. Program is not currently funded.
H03 - CHE	16	59-59-190, 59-59-210	State	Provisions within the Education and Economic Development Act of 2005 establishing CHE responsibilities related to transfer and ensuring seamless educational transitions, working with the regional education centers, and others.
H03 - CHE	17	59-113-10	State	Provides for service of CHE executive director on the board of the SC Tuition Grants Commission.
H03 - CHE	18	13-17-40	State	Provides for service of CHE chair on the SC Research Authority (SCRA) board.
H03 - CHE	19	59-50-20	State	Provides for service of CHE executive director or designee on board of directors of the Governor's School of Science and Mathematics
H03 - CHE	20	59-48-21	State	Provides for service of CHE executive director or designee on board of directors of the Governor's School for Arts and Humanities.
H03 - CHE	21	59-105-60	State	Establishes the SC Campus Sexual Assault Information Act (2005) which required development of a model sexual assault policy for institutions.

Legal Standards Chart

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
H03 - CHE	22	59-53-40	State	Required CHE to approve criteria for all college parallel courses.
H03 - CHE	23	59-26-20	State	Requires CHE to work with the SC Department of Education in activities related to teacher education training programs and in approving program standards for teachers.
H03 - CHE	24	111-51-40, 111-51-70, 111-51-125	State	Provisions in the Life Sciences Act of 2004 relating to bond funds authorized research instituitons for capital projects to build research infrastructure and for deferred maintenance projects for comprehensive 4-year and also 2-year colleges and assigned certain administrative responsibilities to CHE and the Research Centers of Excellence Review Board which is staffed by CHE.
H03 - CHE	25	2-47-40, 2-47-50	State	Provisions relating to the approval by CHE of permanent improvement projects for capital construction by public higher education institutions.
H03 - CHE	26	12-6-3385	State	Establishes parameters related to eligibility for tuition tax credit and information support provided by CHE.
Regulations promulgated by CHE are found in Chapter 62 of the SC Code of Regulations as follows:				
H03 - CHE	27	R.62.1-100	State	State Regulation promulgated for the licensing of nonpublic postsecondary educational institutions pursuant to 59-58-40.
H03 - CHE	28	R.62.110-132	State	State Regulation promulgated concerning the SC Student Loan Corporation.
H03 - CHE	29	R.62.200-240	State	State Regulation promulgated for the operation of the SC National Guard Loan Repayment program. The program was closed in 2007 in lieu of a college assistance program for the National Guard. CHE is in the process of repealing these regulations which are no longer needed with the program being closed and fully phased-out.
H03 - CHE	30	R.62.250-263	State	State Regulation promulgated for the operation and adminstration of the SC National Guard College Assistance Program which was enacted in 2007 and implemented during fall 2007.
H03 - CHE	31	62.300-375	State	State Regulation promulgated for Palmetto Fellows Scholarship Program.
H03 - CHE	32	62.400-401	State	State Regulation promulgated for Undergraduate Competitive Grants Program. Program is no longer funded.
H03 - CHE	33	62.450-505	State	State Regulation promulgated for the SC Need-based Grant Program for public institutions.
H03 - CHE	34	62.510-522	State	State Regulation for the Governor's Teaching Scholarship/Loan Program.
H03 - CHE	35	62.540-590	State	State Regulation for African American Loan Repayment program. Program funded at SC State University and Benedict College.
H03 - CHE	36	62.600-612	State	State Regulation promulgated for the determination of rates of tuition and fees (State Residency for tuition).
H03 - CHE	37	62.700-750	State	State Regulation for Performance Standards and Funding and the Reduction, Expansion, Consolidation, or Closure of an Institution.
H03 - CHE	38	62.820-900	State	State Regulation promulgated for the administration of the SC Academic Endowment Incentive Act of 1997.
H03 - CHE	39	62.900.85-900.140	State	State Regulation promulgated for the administration of the SC HOPE scholarship program.
H03 - CHE	40	62-900.150-900	State	State Regulation promulgated for the administration of the SC Lottery Tuition Assistance Program for 2-year public and independent institutions.
H03 - CHE	41	62-901-904	State	State Regulation promulgated for the Higher Education Excellence Enhancement Program.
H03 - CHE	42	62.1000-1040	State	State Regulation promulgated for the administration of the LIFE Scholarship and Palmetto Fellows Scholarship Appeals.
H03 - CHE	43	62.1100-62.1170	State	State Regulation promulgated for oversight and administration of the program for free tuition for residents of SC aged sixty years old and older.
H03 - CHE	44	62-1200.1-1200.70	State	State Regulation promulgated for the administration of the LIFE Scholarship and LIFE Scholarship Enhancements.
Part 1B Provisos in the FY 2015 Appropriations Act. The following includes a listing of provisos in CHE's section with the exception of those directed at institutions an not affecting the agency and elsewhere in the budget pertaining directly to CHE. (Note that the listing includes primary provisos and others may be included in the Appropriations Act that are not specifically referenced below.				
H03 - CHE	45	11.1 (FY15, Part 1B)	State	(CHE: Contract for Services Program Fees) Proviso in existence since at least 91-92.Provides for SC's participation in SREB and Contract for Services programs which have included Veterinary Medicine since 1958 and Optometry since 1973. Appropriations in FY15: SREB Contract Programs and Assessments, $3,509,750.
H03 - CHE	46	11.2 (FY15, Part 1B)	State	(CHE: Out-of-State School of the Arts) Proviso in existence since at least 91-92. Enables tuition offset for SC residents attending NC School of Arts. Participation in this program since 1985. Participants in FY15 = 0, FY14 = 3, and FY13 = 1. Appropriations in FY15: Arts Program, $7,177.
H03 - CHE	47	11.3 (FY15, Part 1B)	State	(CHE: African-American Loan Program) Proviso established in FY96. Appropriations in FY15: $119,300. Per the proviso $87,924 to SC State and $31,376 to Benedict.

Legal Standards Chart

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
H03 - CHE	48	11.4 (FY15, Part 1B)	State	(CHE: GEAR-UP) Proviso established in FY00.CHE is designated by Governor as the lead entity in SC to receive the federal GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs). The current grant (3rd) was awarded in 2011 and provides $22.3 million over 7 years. The grant activities serve a cohort of students beginning in 7th grade along the I-95 corridor. Appropriations in FY15: State $177,201 and Federal $3,443,600.
H03 - CHE	49	11.5 (FY15, Part 1B)	State	(CHE: EPSCoR Committee Representation) Proviso established in FY01. Proviso ensures representation of 4-year teaching institutions in the federal Experimental Program to Stimulate Competitive Research (EPSCoR) which is designed to increase research as SC public institutions.
H03 - CHE	50	11.6 (FY15, Part 1B)	State	(CHE: SREB Funds Exempt From Budget Cut) Proviso established in FY02. Necessary to enable state to meet contractual obligations in the event of mid-year budget cuts and enables programs funds to be carried forward and used for the same purpose.
H03 - CHE	51	11.7 (FY15, Part 1B)	State	(CHE: Performance Improvement Pool Allocation) Proviso initially provided for a performance improvement pool under Performance Funding. In FY02, the funds controlled by this line were redirected to EPSCoR and SC State. Appropriations in FY15: $1,397,520 total with $1,118,016 to EPSCoR and $279,504 to SC State.
H03 - CHE	52	11.11 (FY15, Part 1B)	State	(CHE: LIFE and Palmetto Fellows Enhancement Stipends) Proviso established in FY11.
H03 - CHE	53	11.12 (FY15, Part 1B)	State	(CHE: SmartState) Proviso established in FY13.
H03 - CHE	54	11.13 (FY15, Part 1B)	State	(CHE: Higher Education Excellence Enhancement Program Additions) Proviso established initially in FY04, deleted in FY 2012-13 and re-established in FY 2013-14. HEEEP operates pursuant to §2-77-10 et seq. Eligible institutions per statute in HBCUs (SC State, Allen, Benedict, Claflin, Morris, and Voorhees). The proviso enables Converse and Columbia College to participate.
H03 - CHE	55	11.15 (FY15, Part 1B)	State	(CHE: SCNG CAP Carry Forward) Proviso established in FY14 and was codified with Act 151 of 2014. The permanent statutory provision is §59-114-65.
H03 - CHE	56	11.16 (FY15, Part 1B)	State	(CHE: College Transition Need-Based Grants) Proviso established in FY14 and updated in FY15 for continuation. Proviso established to re-direct recurring funding provided to a non-profit (Charleston Transition Connection) to be dedicated to need-based grant assistance for students now enrolled in recognized transition programs (USC, Clemson, College of Chas., Coastal, and as of spring 2015, Winthrop). The dedicated funding is $179,178, the level of CTC appropriations since FY12. CTC received recurring funding initially in FY08.
H03 - CHE	57	11.8 (FY15, Part 1B)	State	(SDE-EIA: XII.F.2-CHE/Teacher Recruitment) Proviso dates back to at least FY92. Directs EIA funding appropriated through SDE to CHE for allocation to two teacher recruitment programs including CERRA and SC State PRRMT. Appropriations in FY15: $3,904,045 to CERRA and $339,482 to SC State PRRMT.
H03 - CHE	58	1A.36 (FY15, Part 1B)	State	(SDE-EIA: Centers of Excellence) Proviso established in FY12 when funding for Francis Marion Center was directed for allocation through CHE Centers of Excellence rather than through SDE. The proviso was amended in FY15 to direct new funding provided for the award of a Center of Excellence focused on college and career readiness. Appropriations: EIA funds totaling $1,137,526 with $787,526 to CHE for Centers of Excellence Program and $350,000 directed to Francis Marion Centers of Excellence to Prepare Teachers of Children of Poverty.
H03 - CHE	59	3.5 (FY15, Part 1B)	State	(LEA: FY 2014-15 Lottery Funding) Note on Summer Eligibility for LIFE and Palmetto Fellows: The General Assembly established in the FY15 budget provisions at left to initiate awards of Palmetto Fellows and LIFE in the Summer. The provisions need to be continued as the piloting of the year-round awards is underway. Guidelines have been developed for use in Summer 2015.
H03 - CHE	60	117.45 (FY15, Part 1B)	State	(GP: Life and Palmetto Fellows Scholarships Waiver Exemption).
H03 - CHE	61	117.77 (FY15, Part 1B)	State	(GP: Printed Report Requirements) Proviso implemented in FY10 to reduce reporting requirements during the Recession. Suspends various reports across several agencies including certain higher education reports to CHE. The suspended CHE reports relate to institutional effectiveness, performance funding, and the annual reporting of grievances and action under the English Fluency in Higher Learning Act. The proviso also requires certain reports submitted for the CPIP process to be submitted only in electronic format.

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Agency Reporting Requirements Chart

INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document; log into or open program, enter data and click submit; etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report; approx. total amount of time to complete the report and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

											Cost to Complete Report							
Agency Submitting Report	**Item #**	**Report Name**	**Legislative Entity Requesting Report**	**Law Requiring Report**	**Stated Intent of Report**	**Year First Required to Complete Report**	**Reporting Freq.**	**# of Days in which to Complete Report**	**Month Report Template is Received by Agency**	**Month Agency is Required to Submit the Report**	**# of Staff Members Needed to Complete Report**	**Approx. Total Amount of time to Complete Report**	**Approx. total Cost to Agency to Complete (considering staff time, etc.)**	**Positive Results of Reporting**	**Method in which Report Template is Sent to Agency (i.e. via email; receive notice that**	**Format in which Report Template is Sent to Agency**	**Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.)**	**Format in which Agency Submits Completed Report (word, excel; web based**
H03 - CHE	1	Accountability Report	Executive Budget Office	1-1-810. Appropriations Act Proviso 117.31 (FY15)	Increase agency accountability to the Executive and Legislative branches of government as well as to the citizens of SC. By law, the reports must contain by statute mission, objectives to accomplish the mission and performance measures that show the degree to which objectives are being met. Additionally by proviso, the report guidelines (established by the Executive Budget Office) shall require agencies to identify key program area descriptions and expenditures and link these to key financial and performance results measures.	Not certain - statutory provision predates agency	Annual	See next column	Varies - instructions typically provided in late summer	September	Annual process. Report completion primarily by Executive Leadership Team with involvement of program staff throughout the agency sections.	to be determined	to be determined	Provides for single resource report on the agency, its mission and programs, and its assessment of accomplishment of mission and agenda.	Email	Word and Excel	Email and Hardcopy	Word and pdf
H03 - CHE	2	Budget Requests	Executive Budget Office		Provide information and justification for agency budget requests and needs	Part of annual budget process.	Annual	See next column	Varies - instructions typically provided late spring/early summer	typically October	Primarily Executive Leadership Team. Process develops from internal staff anaylsis of budget and program areas, discussion and recommendation of Commissioners with resulting recommendations relayed through requested documents.	to be determined	to be determined	Provides opportunity to articulate agency budgetary requirements and considerations for the following fiscal year.	Email	Word	Email and Hardcopy	Word and pdf
H03 - CHE	3	Restructuring Report	Office of Senate Oversight	1-30-10(G)(1)	Increased Efficiency	2015	Annual	36 business days	November	January	Primarily Executive Leadership Team (6). Also other staff input for various program sections	40 hrs	to be determined	to be determined	Email	Word	Email and Hardcopy	Word and pdf
H03 - CHE	4	Restructuring Report	House Legislative Oversight Committee	1-30-10(G)(1)	Increased Efficiency	2015	Annual	22 business days	March	March. (Law stipulates by the first day of General Assembly Session)	Primarily Executive Leadership Team (6)	95 hrs	to be determined	to be determined	Email	Word and Excel	Email and Hardcopy	Word and Excel & pdf

NOTE: For information purposes on required higher education reporting -- A provision was included in the Appropriations Act for FY 2013-14 to require that CHE provide a comprehensive report to inventory reporting requirements for higher education. The report was submitted to the General Assembly in November 2013. A copy is accessible at http://www.che.sc.gov/CHE_Docs/infocntr/legisl/2014/2013-11-27_CHEProviso11-21_StateReportingInventory_Final.pdf

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Internal Audits Chart

INSTRUCTIONS: Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits; individuals responsible for hiring the internal auditors; individuals to whom internal auditors report; the head internal auditor; general subject matters audited; the individual or body that makes decision of when internal audits are conducted; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; # of months it took for shortest audit; # of months for longest audit; average number of months to complete an internal audit; and date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

Note: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

Agency Note: CHE does not have an internal auditor or an internal audit process. CHE is subject to the State Agreed Upon Procedures Audit (conducted by State Auditor's Office). CHE is also subject to the statewide single audit; however, this is not conducted as expenditures do not reach the audit threshold.

Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head Internal Auditor	General subject matters audited	Who makes decision of when an internal audit is conducted	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity)
H03 - CHE	No	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Have not had a recent peer review or self assessment .

Agency Name: SC Commission on Higher Education (CHE)
Agency Code: H03
Agency Section: 11

Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
H03 - CHE	Julie Carullo	803-737-2292	jcarullo@che.sc.gov	External Affairs	Deputy Director of Administration/ Director of External Affairs	All	Coordinated development of agency response and completion of report
H03 - CHE	Richard Sutton	803-737-2225	rsutton@che.sc.gov		Executive Director	All	General review and consultation for responses.
H03 - CHE	Gary Glenn	803-737-2155	gglenn@che.sc.gov	Fiscal Affairs	Director of Fiscal Affairs	All	General review and consultation for responses.
H03 - CHE	Karen Woodfaulk	803-737-2244	kwoodfaulk@che.sc.gov	Student Services	Director of Student Services	All	General review and consultation for responses.
H03 - CHE	MaryAnn Janosik	803-737-3149	mjanosik@che.sc.gov	Academic Affairs and Licensing	Director of Academic Affairs and Licensing	All	General review and consultation for responses.
H03 - CHE	Camille Brown	803-737-2149	cbrown@che.sc.gov	Fiscal Affairs	Chief Information Officer	V.C.1	Provided information assistance listing of databases/document management
H03 - CHE	Beth Rogers	803-737-2276	brogers@che.sc.gov	Administration	Executive Assistant to the Executive Director	Overseeing-Body Individual Member Chart	Provided information assistance relating to board member information and provided assistance in report review prior to submission.

ADDENDUM A

SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION (CHE)

Mission: to promote quality and efficiency in the state system of higher education with the goal of fostering economic growth and human development in South Carolina.

The South Carolina Commission on Higher Education (CHE), established in 1967, serves as the coordinating board for SC's 33 public institutions of higher learning. It acts both as an advocate for higher education and an oversight entity on behalf of the General Assembly. The Commission is responsible for assuring a balance between student and taxpayer interests and institutional policies, aspirations, and needs.

CHE carries out its mission through statewide planning and approval authority, working with institutions to promote quality, access, and efficiency in the state's higher education enterprise, while balancing advocacy, stewardship, and accountability. The major functions of CHE can be categorized broadly into four major areas: advocacy, coordination, and planning; research and information services; accountability and reporting; and program administration. In performing its responsibilities, CHE works closely with institutions to expand educational opportunities for all state's citizens, to invest in research for economic development and a better quality of life, and to increase cooperation and collaboration for higher levels of efficiency and quality in higher education opportunities throughout the state.

CHE operates pursuant to the SC Code of Laws, as amended, §59-103-5, *et seq*., and is governed by a board of 15 members who are appointed by the Governor including: one at-large member appointed as chair, three other at-large members, seven members representing the Congressional Districts, three members representing the public higher learning sectors, and one member representing the independent higher learning institutions. Appointees representing Congressional Districts are recommended by a majority of the State Senators and House members comprising the District's legislative delegation; the remaining appointees are recommended and appointed based on the advice and consent of the Senate. Commissioners serve four-year terms with the exception of the three public institutional trustees who serve two-year terms. All except the independent institution representative are voting members.

COMMISSIONERS

Brig Gen John L. Finan, USAF (Ret.)
Statewide At-Large, Chair

Dr. Jennifer B. Settlemyer
Statewide At-Large

Mr. Tim M. Hofferth
Statewide At-Large

Mr. Clark B. Parker
Statewide At-Large

Ms. Terrye C. Seckinger
1st Congressional District

VADM Charles Munns, USN (ret.)
2nd Congressional District

Dr. Bettie Rose Horne
3rd Congressional District

Ms. Dianne C. Kuhl
4th Congressional District

Mr. Kim F. Phillips
5th Congressional District

Mr. Hood Temple
6th Congressional District

Vacant, 7th Congressional District

Dr. Louis B. Lynn
SC Public Research Universities

Ms. Allison Dean Love
SC Public 4-Year Comprehensive Universities

Mr. Paul O. Batson, III
SC Public Technical Colleges

Dr. Evans Whitaker
SC Independent Colleges & Universities

COMMISSION STAFF

Dr. Richard C. Sutton
Executive Director

SC Commission on Higher Education
1122 Lady Street, Suite 300
Columbia, SC 29201
Phone: (803) 737-2260
Fax: (803) 737-2297

www.che.sc.gov

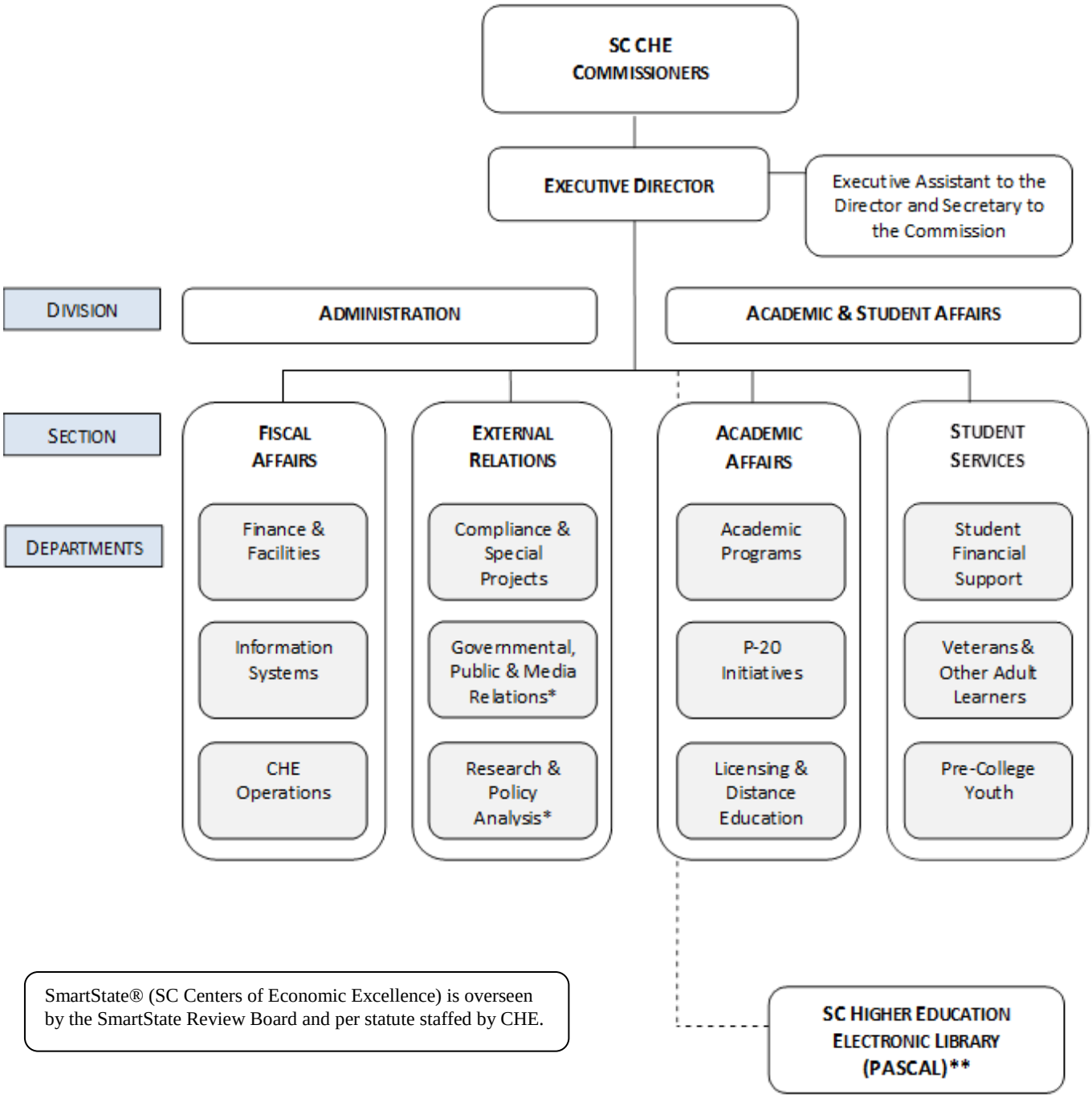
What does the Commission on Higher Education (CHE) do?

CHE provides statewide policy direction, management, and oversight of the state's higher education enterprise.

- ✓ **Oversees academic program quality** including approval of academic programs at public institutions and licensing of non-public institutions that operate in SC.
- ✓ **Maintains funding system and data/accountability systems** essential for understanding performance and productivity that serve as the source of required national data.
- ✓ **Approves all public higher education capital projects, leases, and land purchases, and collects and reports building data** to help determine state capital priorities.
- ✓ **Oversees administration of student financial aid** to provide statewide equity of awards and consistency of selection criteria.
- ✓ **Supports increased access to and success in higher education,** improving the transition from K-12 to higher education, ensuring effective transfer and articulation, promoting programs that are responsive to adult learners, veterans, and other non-traditional students.

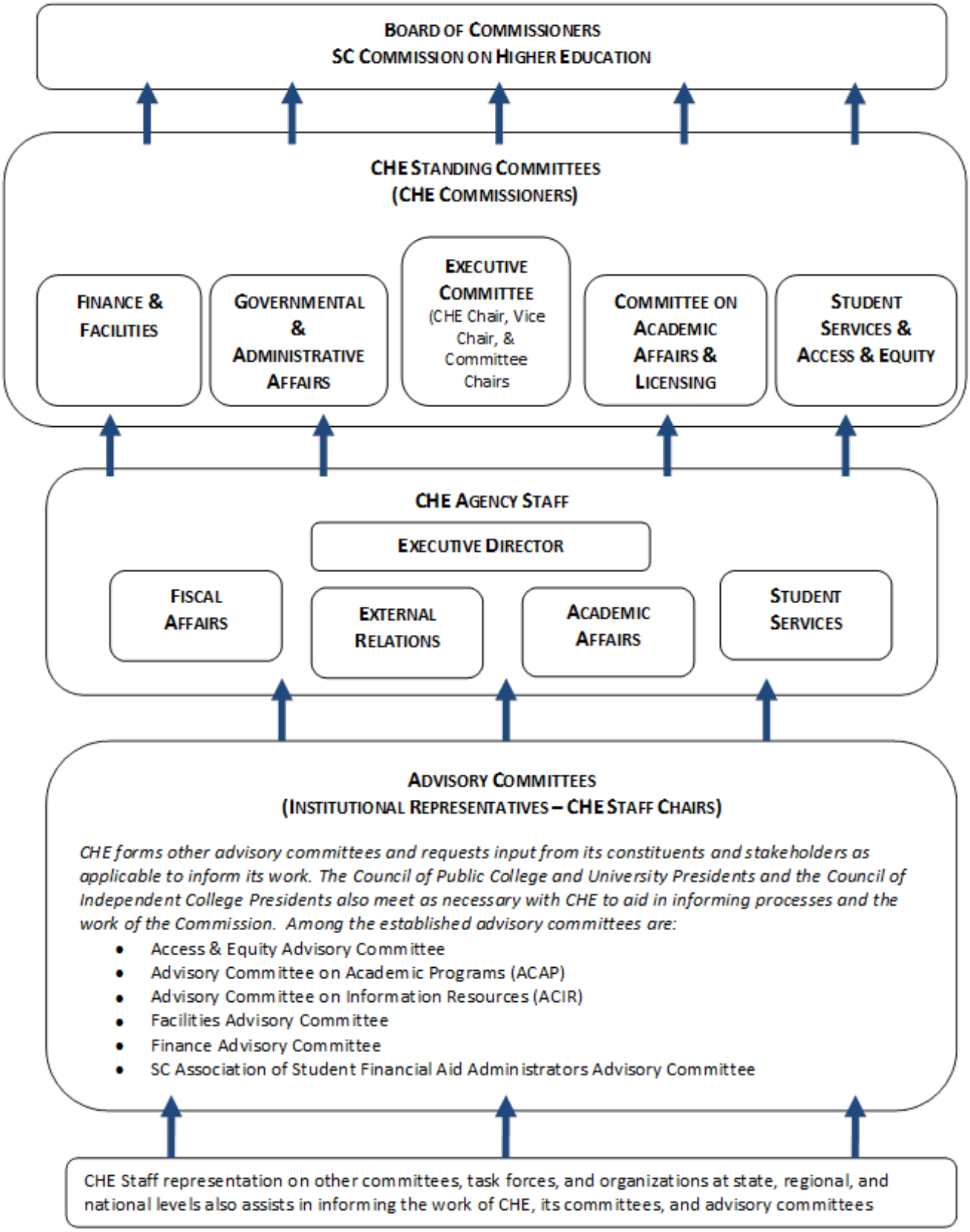
ADDENDUM B

SC Commission on Higher Education Staffing Organization
(excerpted from Agency Accountability Report, FY 2013-14 submitted in September 2014)



* Areas have not yet been staffed and consideration is in process.
**CHE serves as the fiscal agent for PASCAL which is a consortium of institutional higher education academic libraries.

SC Commission on Higher Education Operational Organization
(excerpted from Agency Accountability Report, FY 2013-14, submitted in September 2014)



ADDENDUM C

SC Commission on Higher Education (CHE), 2014-15 Strategic Agenda
Approved by CHE on 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

Addendum D

SC CHE Staff Review of Statutory Provisions relating to the Agency, March 2015

THE STATE COMMISSION ON HIGHER EDUCATION

The purpose of this paper is to provide a general outline the major responsibilities and authority of the State Commission on Higher Education (CHE) as provided for in the South Carolina State Code of Laws.

CHE's statutory authorizing legislation is found in Title 59, Chapter 103, State Commission on Higher Education. A listing of other code sections in which the CHE is assigned a responsibility is attached. In that listing, sections of key responsibilities are enumerated. The summary of CHE's responsibilities provided herein considers those in CHE's authorizing legislation (59-103-10, *et seq*) as well as those found in other sections of the SC State Code of Laws. **It is not intended as an exhaustive list of CHE related responsibilities, but instead serves to highlight major or significant duties of the CHE as addressed in state law <u>as of March 2015</u>.**

As a note, regulations promulgated by CHE as required by State law in carrying out mandated responsibilities are found in **The State Code of Regulations, Chapter 62**. CHE has promulgated regulations for the following activities:

- Licensing of nonpublic postsecondary institutions
- Student Loan Corporation
- SC National Guard Student Loan Repayment program (to be phased out per legislation passed in 2007)
- SC National Guard College Assistance Program (program authorized in 2007 to replace the loan repayment program)
- Student and Institution assistance (Palmetto Fellows and Enhancements, Competitive Grants, Need-based Grants; Governor's Teaching Scholarship/Loan program; and African American Teacher Loan program. Also, HOPE scholarships, LIFE scholarships, Lottery Tuition Assistance for two-year institutions, and LIFE and Enhancements)
- Determination of rates of tuition and fees (residency regulations)
- Performance standards and funding and the reduction, expansion, consolidation or closure of an institution
- SC Academic Endowment Incentive Act of 1997 / SC Higher Education Matching Gift Fund
- Free tuition for residents 60 years of age
- Higher Education Excellence Enhancement Program

Listing of SC State Code pertaining to responsibilities of CHE

***Indicates chapter with key responsibilities**

Title 59, Education:

***Chapter 103, State Commission on Higher Education**

Chapter 5, State Board of Education
Chapter 25, Teachers
Chapter 26, Training, Certification and Evaluation of Public Educators
Chapter 40, Charter Schools
Chapter 48, Special School of Science and Mathematics
Chapter 50, SC Governor's School for the Arts and Humanities
Chapter 52, SC School-to-Work Transition Act of 1994
Chapter 58, Nonpublic Post-Secondary Institution Licensing
***Chapter 59, SC Education and Economic Development Act (added, 2005 Session)**
Chapter 53, Technical and Vocational Education and Training
***Chapter 101, Colleges and Institutions of Higher Learning Generally**
***Chapter 104, Initiatives for Research and Academic Excellence**
Chapter 105, SC Campus Sexual Assault Information Act
***Chapter 110, SC Critical Needs Nursing Initiative Act (enacted in 2007 and in 2008)**
***Chapter 111, Scholarships**
***Chapter 112, Determination of Rates of Tuition and Fees**
Chapter 113, Tuition Grants
***Chapter 114, SC National Guard College Assistance Program Act**
***Chapter 118, South Carolina Academic Endowment Incentive Act of 1997**
***Chapter 142, Students First Financial Resources for Scholarships and Tuition**
Chapter 143, Children's Education Endowment
***Chapter 149, Legislative Incentives for Future Excellence (LIFE) Scholarships**
***Chapter150, South Carolina Education Lottery Act**
***Chapter 153, Endowment Funds**

Title 2, General Assembly:
Chapter 47, Joint Bond Review Committee
***Chapter 75, SC Research Centers of Economic Excellence**
***Chapter 77, SC Higher Education Excellence Enhancement Program (SCHEEEP)**

Title 8, Public Officers and Employees:
Chapter 17, State or Local Employees Grievance Procedure

Title 12, Taxation: Chapter 6, SC Income Tax Act (12-6-3385)

Title 11. Public Finance:
Chapter 51, South Carolina Research University Infrastructure Act
Chapter 35, SC Consolidated Procurement Code

Title 13, Planning Research & Development:
Chapter 17, SC Research Authority

Title 43, Social Services, Chapter 21 (43-21-200 re: Student Loan Repayment Program for physicians in geriatric fields)

State Regulations: Those promulgated by CHE are found in Chapter 62 of the State Code of Regulations. The sections are listed on the following page.

Chapter 62 - CHE Regulations

Article I	
62.1-100	Licensing of Nonpublic Postsecondary Educational Institutions
Article II	
62.110 -132	Student Loan Corporation
Article IIA	
62.200 -240	SC National Guard Student Loan Repayment Program
Article IIB	
62.250-263	SC National Guard College Assistance Program
Article III, Student and Institution Assistance	
62.300-375	Palmetto Fellows Scholarship Program
62.400-401	Improving Undergraduate Instructions; Competitive Grants Programs
62.450-505	SC Needs-Based Grant Program
62.510-522	Governor's Teaching Scholarship/Loan Program
62.540-590	(African American Teacher Loan Program)
Article V	
62.600 -612	Determination of Tuition and Fees
Article VI	
62.700-750	Performance Standards and Funding and the Reduction, Expansion, Consolidation, or Closure of an Institution
Article VII	
62.820-900	SC Academic Endowment Incentive Act of 1997/SC Higher Education Matching Gift Fund
62-900.85-900.140	SC HOPE Scholarship
62-900.150-900.	Lottery Tuition Assistance Program for 2-Year Public and Independent Institutions
Article VIII	
62.901-904	Higher Education Excellence Enhancement Program
62.1000-1040	LIFE Scholarship and Palmetto Fellows Scholarship Appeals Regulations
62.1100-62.1170	Free tuition for Residents 60 Years of Age
62-1200.1-1200.70	LIFE Scholarship Program and LIFE Scholarship Enhancement

EXPLANATION AND LISTING OF CHE'S RESPONSIBILITIES

The following information describes generally CHE's legislated responsibilities by category. Categories used include: 1) general overarching responsibilities, 2) service on other boards and to other entities, 3) reports and studies, 4) academic responsibilities, 5) planning/ accountability responsibilities; 6) funding/finance responsibilities, 7) facilities responsibilities, 8) student services including scholarship/loan programs and other programs to enhance or further education and research, and 9) activities conducted in support of the Commission's mission that are not mandated in state law (e.g., federally mandated programs under the Commission's purview).

General Overarching Responsibility and Authority

CHE must meet regularly in order to carry out its authority and responsibility for a coordinated, efficient and responsive higher education system consistent with missions of each type of institution. CHE is directed to coordinate and collaborate with other groups in carrying out its responsibility (e.g., Council of Presidents, Council of Board Chairs, and Business Community). (59-103-20)

CHE is charged with examining institutions relative to short-and long-range programs and missions (59-103-20) including:

- role of public higher education serving needs of the state and roles and participation of individual institutions in the statewide program
- enrollment trends, student costs, business and management practices, accounting methods, operating results and needs and capital fund requirements
- administrative setup and curricula offerings of institutions and as they relate across institutions
- areas of state-level coordination and cooperation with the objective of reducing duplication, increasing effectiveness and achieving economies and eliminating sources of friction and misunderstandings
- the promotion of a clearer understanding and unity and good will among all institutions (public and independent) in interest of serving education needs of citizens on statewide basis

CHE has responsibility for establishing appropriate subcommittees of CHE, special committees as applicable and advisory groups (59-103-25). It is noted here that the Commission is currently structured to provide for standing committees for Academic Affairs and Licensing, Finance and Facilities, Student Services, and Access and Equity. Advisory groups or other bodies that are required in State Code to be established by the CHE include:

- Advisory Council of Private College Presidents which must meet at least once annually with CHE (59-103-50)
- Council of Presidents (including all public 4-year and 2-yr institutions) which must meet at least two times a year with the Commission (59-103-40)
- Advisory Council on Planning that reports to executive committee of CHE (59-104-620)

CHE is required to provide service as indicated below on the following boards, commissions or committees external to the Commission

- CHE Chair is required to appoint 3 members of the education Lottery Oversight Committee (59-150-355)
- CHE Executive Director serves on Tuition Grants Commission (59-113-10)
- CHE serves as Advisory Committee for State Occupational Training Advisory Committee (59-54-20) with responsibility to make recommendations to the State Board of Education, the State Tech Board, Governor's Office and public on improving coordination, accountability and effectiveness of adult vocational education, adult basic and secondary education, post-secondary education and secondary vocational education programs; improving articulation across these programs; and assuring compatibility of programs with state economic development strategies . [NOTE: This advisory committee appears to be no longer active.]
- CHE Chair serves on Research Authority Board (13-17-40)
- CHE Executive Director or designee serves on Board of Trustees of Special School of Science and Mathematics (Governor's School) (59-48-20)
- CHE Executive Director serves on Board of Directors of Governor's School for Arts and Humanities (59-50-20)
- CHE appoints two members to the Deans' Committee on Medical Education; one must be a physician in medical education and one must be a representative of business community. CHE appoints three members of the Area Health Education Consortium medical education director's committee to represent graduate medical education. This committee reports to CHE through the Academic Affairs and Licensing Committee and the CHE is required to provide administrative and professional staff and meeting space. (59-101-190)

Requirements for Reports and Studies

CHE is responsible for conducting studies of higher education and is charged with the following:

- Making reports to Governor and General Assembly at least annually on the status and progress of higher education including recommendations as appropriate (59-103-100)
- Serving upon request of House Ways & Means or Senate Finance to investigate, study and report on any institutional requests for new or additional operating and other appropriations and for establishment of new or expanded programs (59-103-100)
- Making recommendations to Governor's Office and General Assembly on policies, programs, curricula, facilities, administration and financing of all state supported institutions. (59-103-55)
- Submitting annual report to Governor and General Assembly that provides comparable data for public institutions for items listed as required. The Commission can withhold funds for institutions not providing data. Data include accreditation, licensing, degree completion, type faculty teaching courses, success of students completing remedial education, placement data, minority enrollment data, source of undergraduate degrees of graduate students, transfer, teacher education information relate to Title II, policies related to ensuring programs support economic development and any information to determine standards of success on indicators (performance funding information/data). CHE is also authorized to develop alumni survey and report on results in this report. (59-101-350). [NOTE: A budget proviso suspending this report and some of the related reporting requirements was adopted in FY10 and been in the budget continuously since its initial adoption (117.77 in FY15 and 117.73 renumbered FY16)]

- Compiling and publishing legislation applicable to it so relations among the commission, governing boards, General Assembly and Executive branches are more clearly established and understood. (59-103-25)
- Developing, printing and distributing a model sexual assault policy for institutions of higher learning in compliance with Chapter 105 (59-105-60)
- Monitoring distribution of grades at the institutions which receive scholarships to ensure accountability (59-149-130)

Responsibilities Related to "Academics and Licensing"

- Establish procedures for transfer of courses between two and four year institutions (59-103-45)
- Coordinate with SDE to approve secondary courses required as minimum entrance requirements for postsecondary education (59-103-45)
- Define minimum expectations of perspective post-secondary students and communicate to SDE and work with SDE to ensure expectations are met (59-103-45)
- Review and approve each institutional mission making sure it is within the overall mission of a particular type of institution and the state mission (59-103-45)
- Ensure minimal admission standards are maintained by institutions and monitor with institutions the effect of compliance with prerequisites that are effective (59-104-10)
- Review admission policies and standards related to desired mix of out-of-state and in-state students (59-104-10)
- Develop provisions, procedures and requirements for institutions relating to developmental education and develop appropriate methods of funding developmental education (59-104-30)
- Approve new programs (59-101-150 indicates public institutions cannot undertake new programs without approval of Commission or General Assembly; 59-103-35 indicates no new programs including college parallel, transferable, and associate degree programs of Tech without CHE approval; and 59-53-40 indicates that all college parallel courses or associate degree programs are subject to CHE termination or approval)
- Approve criteria for all college parallel courses (59-53-40)
- Act as sole state authority for licensing nonpublic educational institutions in SC and those that want to operate and confer degrees in SC. CHE is also charged with enforcing the licensing regulations and may set fees for purposes of administering these duties (59-58-40)
- Work with Department of Education in activities related to teacher education training programs and in approving program standards for teachers (59-26-20)
- Contract with select public or private colleges and universities to provide centers for excellence in programs designed to train teachers. CHE is responsible for developing guidelines for application and selecting centers (59-103-140)
- Administer with Governor's office the Governor's Professor of the Year Award. CHE to request annual appropriations (59-104-220)
- Request state funds and establish procedures for program of endowed professorships at senior public institutions (59-104-230)
- Request state funds and establish procedures for program to endow salary enhancements for outstanding faculty in technical colleges and two-year campuses (59-104-240) [NOTE: Cutting Edge 1988 Legislation Initiative. Program is not active and has not been funded]
- Review policies to meet "English Fluency" requirements and receive annual reports form institutions on any grievances filed (59-103-160) [NOTE: A budget proviso suspending this

section and the related reporting requirements was adopted in FY10 and been in the budget continuously since its initial adoption (117.77 in FY15 and 117.73 renumbered FY16)]

- Encourage development of joint programs (59-104-260)
- Review alcoholic beverage tasting programs for culinary arts instruction in order to determine legitimacy and appropriateness of tasting requirements. CHE is authorized to establish the rules and regulations for such programs of public or private institutions if students under 21 are offered tasting of alcoholic beverages; CHE is responsible for approving any such courses (59-103-170)
- Convene the Advisory Committee on Academic Programs (with expanded membership to include representation from the State Department of Education, school district administrators, and curriculum coordinators and guidance personnel) to address articulation agreements between school districts and public institutions of higher education in South Carolina to provide seamless pathways for adequately prepared students to move from high school directly into institutions of higher education. The committee shall review, revise, and recommend secondary to postsecondary articulation agreements and promote the development of measures to certify equivalency in content and rigor for all courses included in articulation agreements; make recommendations to the Commission on Higher Education regarding coursework that is acceptable statewide for dual enrollment to be accepted in transfer within a related course of study; and in collaboration with the Department of Education, shall coordinate work to study the content and rigor of high school courses in order to provide a seamless pathway to postsecondary education. The CHE shall report annually to the Education and Economic Development Coordinating Council regarding the committee's progress. (59-59-210, added in 2005). [NOTE: CHE accomplished this section under the EEDA. Projects were implemented including the SC Transfer and Articulation Center (www.SCTRAC.org) and the Course Alignment Project which brings together high school teachers and college professors to review alignment of senior high school courses with entry level college courses.]
- Work in collaboration with the South Carolina Employment Security Commission (as of 2010 the Department of Employment and Workforce), and the State Board for Technical and Comprehensive Education to assist the Department of Education, in planning and promoting the career information and employment options and preparation programs provided for under the Education and Economic Development Act (2005) and in the establishment of the regional education centers by identifying potential employers to participate in the career-oriented learning programs; serving as a contact point for employees seeking career information and training; providing labor market information including, but not limited to, supply and demand; promoting increased career awareness and career counseling through the management and promotion of the South Carolina Occupational Information System; collaborating with local agencies and businesses to stimulate funds; and cooperating in the creation and coordination of workforce education programs. (59-59-190, added in 2005) [NOTE: Legislation in 2014 moved responsibility of the Regional Education Centers to Commerce.]
- Administration of provisions and the funding provided for the Critical Needs Nursing Initiative relating to salary enhancements, student scholarship and assistance programs for future nursing faculty, healthcare workforce research, and simulation technology (59-110-20, et seq.) [NOTE: Initiative was not fully funded. Initially funds were provided for faculty enhancement, but no longer funded.]

Responsibilities Related to "Planning/Accountability"

- Develop standards for determining how well an institution has met or achieved performance indicators (those in 59-103-30) for quality academic success and develop mechanisms for measuring standards of achievement of particular institutions. Standards and mechanisms to be developed by CHE in consultation with at a minimum Council of Presidents, chairmen of

governing boards and institutions and business community (59-103-45) [NOTE: Requirements part of Performance Funding Legislation which was implemented in 1996 and carried out through 200-. Not an active funding methodology. It was put on hold with a series of study committees initiated initially with institutions in reviewing the program and then through Executive Order of the Governor and subsequent legislative action. See also not below regarding reporting requirements put on hold through budget proviso.]

- Reduce, expand, consolidate or close any institution of higher learning including those which do not meet standards in regard to performance indicators (59-103-45) [NOTE: A budget proviso suspending 59-103-45(4) and the related reporting requirements was adopted in FY10 and been in the budget continuously since its initial adoption (117.77 in FY15 and 117.73 renumbered FY16)]
- Maintain a statewide planning system to address strategic issues in public and private higher education. System should focus on identifying future directions, reviewing goals of institutions and determining how they relate to higher education in SC, assuring continued development of quality of higher education, assuring access to and equality of educational opportunities, and measuring and monitoring standards of achievement in regard to performance indicators (59-104-610)
- Ensure institutions maintain individual planning processes (59-104-630)
- Develop planning prospectus and revise annually with Advisory Council to develop statewide plan relative to the prospectus and submit to CHE (59-104-640)
- Provide for procedures and requirements for institutional effectiveness and student achievement and report on results of institutional achievement including student assessment programs. (59-104-650, 660)

Responsibilities Related to "Higher Education Funding/Finance"

- Develop funding formula based entirely on an institution's achievement of the standards set for the performance indicators. (59-103-45) [NOTE: See above notes on this section regarding Performance Funding and budget proviso.]
- Receive annual budget requests from institutions and state tech system and submit the budget request annually on behalf of the public higher education system (59-103-35)
- Receive, review and submit on behalf of institutions supplemental appropriation requests. Institutions for which CHE does not agree with request may have their case heard before the appropriate legislative committee. CHE may present its case and recommendations at any such hearing. (59-103-35)
- Provide procedures and administration of program for matching endowment funds (59-118-80)
- Allocate bond funds authorized per 11-51-40 for the purpose of deferred maintenance projects for comprehensive four-year and two year institutions. Provision adopted as part of the Life Sciences Act (A187 of 2004). (11-51-125)
- As staff to the Research Centers of Excellence Review Board, provide certification regarding required research infrastructure project match. (11-51-70)

Responsibilities Related to "Higher Education Facilities"

- Approve any new location of purchase of improved or unimproved real property for public institutions (59-103-110)
- Receive permanent improvement project proposals from public institutions and review and make comment and recommendations on the proposals before sending to JBRC. CHE is required to list the projects in order of priority as determined by CHE without regard to sources of funding for financing. (2-47-40)

- Submit Comprehensive Permanent Improvement Plans (for each higher education agency including technical colleges) with recommendations to Joint Bond Review Committee on behalf of higher education (2-47-55)
- Have alternative procurement process per provisions of the Research University Infrastructure Act submitted to CHE to be forwarded to the Budget and Control Board for approval. Provision adopted as part of the Life Sciences Act (A187 of 2004). (11-51-190)

Responsibilities Related to "Student Services and Scholarship/Loan Programs and Other Such Programs" to Enhance Instruction or Further Education and Research

- Provide for uniform regulations and an annual review of such regulations for application of "tuition and fee" legislation for purposes of determining residency for tuition and fee purposes (59-112-100)
- Establish some parameters related to eligibility for tuition tax credit (12-6-3385)
- Ensure access and equity opportunities for all citizens of the state regardless of race, gender, color, creed or national origin (59-103-45)
- Provide outreach programs for 8th graders to encourage participation in higher education (59-103-165, 59-103-170)
- Administer state's scholarship programs including: need-based grants (59-142-20), SC Hope (59-150-370), Palmetto Fellows (59-104-20), LIFE (59-149-130), Lottery Tuition Assistance program administered with State Technical College System (59-150-360).
- Administer the National Guard Student Loan Repayment Program (59-111-75), which as of 2007 was closed to new participants and is being phased out, and the National Guard College Assistance Program which was enacted in 2007 (59-114-75) to replace the National Guard Loan Repayment Program and earlier enacted provisions for Guard Members regarding tuition exemption (59-111-420, repealed in 2007).
- Provide enrollment data for purposes of determining distribution of children's education endowment funds (i.e., Barnwell Funds provided for Higher Education Scholarship assistance for Palmetto Fellows and Need-Based Grants) (59-143-30)
- Develop and run lottery-funded Teacher Scholarship Grant program. Grants were intended for current teachers to use for graduate courses and training programs. The program was closed due to lack of state funding. (59-150-380)
- Develop teacher loan program for those in critical needs areas and for talented and qualified state residents entering teacher training. CHE responsible for recommending appropriations (59-26-20)
- Administer competitive grants program for public and independent institutions to improve undergraduate education in SC (59-104-210)
- Administer program to award dollars for lottery technology grants to 4-year institutions (59-150-360)
- Provide staffing and support for operations of the SC Research Centers of Economic Excellence Review Board (2-75-70) (SmartState®)
- Administer program to enhance the educational opportunities of low-income and educationally disadvantaged students (SC Higher Education Excellence Enhancement Program) including auditing of relevant programs of participating institutions (2-77-20)
- Review annually activities of the SC Manufacturing Extension Partnership and make budget recommendations to the General Assembly. The CHE must review the SC Manufacturing Extension Partnership board to insure appropriate representation (59-103-165)
- Establish procedures to allocate funds for the Research Investment Fund to research and teaching institutions for research purposes. (59-104-410)

Additional CHE Activities Conducted In Support of Mission, But Not Mandated in State Code (e.g., Federal Programs Under CHE's Purview)

- Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR-UP) (Federal Program)
- College Access Challenge Grant, CACG (Federal Program which began in 2009) [NOTE: The State fails to meet the required Maintenance of Effort (MOE) with respect to funding levels for public colleges and universities and the CACG grant, which provided about $2M annually, is no longer available to South Carolina. Funding from prior year grants ended in fall 2014.]
- Improving Teacher Quality Competitive Grants Program (Title II) (Federal Program)
- Veterans Education and Training Programs (Federal Programs). CHE is the designated State Approving Agency (SAA) on behalf of the federal Government.
- Experimental Program to Stimulate Cooperative Research, EPSCoR (Federal Program)
- Southern Regional Education Board (SREB) Programs (Southeast Regional programs)

    Academic Common Market

    Contract Programs in Veterinary Science and Optometry

    Electronic Campus

    SREB Teacher Center

    Go Alliance
- Recognition Programs

    Service Learning Programs of the Year

    Service Learning Engagement Initiative

    Campus Safety Conference and Commendations of Excellence for Safety on College Campuses

    Commendations of Excellence (Degree Programs) [NOTE: Program ended in the early 2000s when CHE lacked funding to continue program reviews.]
- Staff Service on Rural Physician Board and invited participation at SC Area Health Education Consortium board meetings Staff service on over 40 institutional advisory boards and other interagency committees and ad hoc task forces and review panels
- Participated as a central player in "*Colleagues in Caring Study*" and further expanded the statewide agreement on seamless nursing education