

# Action Planning for Higher Education in South Carolina



## ***Ideas for a New Framework***

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## ***Strong Planning Foundation Exists***

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



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## ***New Momentum from Proviso 5A.28***

*(June 2007)*

- Creation of the **Higher Education Study Committee (HESC)** charged with creating a plan and to examine:
  - Institutional Missions and Academic Programs and Planning
  - Enrollment
  - Funding and Institutional Cost
  - Buildings, Facilities, and Information Technology
  - Organization and Strategic Plan Implementation
- Builds on Work of Governor's Task Force (Sept. 2006)



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## ***The Idea of an Action Plan***

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



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## ***Key Components – Connecting Strategy to Action***

- An Action Plan needs to be clear about how higher education improves the economy and quality of life
  - ✓ The Return on Investment (ROI) calculation must be concise and specific
- An Action Plan needs to be clear about responsibilities
  - ✓ Higher Education
  - ✓ State
  - ✓ Business Community
  - ✓ Community Organizations and Citizens
- An Action Plan needs to have strong public support
  - ✓ Must use understandable language, objectives and measures
  - ✓ Must be widely discussed in a consultative manner before adoption



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## ***Technical Elements of Action Plan***

- Need at least Two Timeframes
  - ✓ Short-term ~ 3 Years
  - ✓ Long-term ~ 7 years
- Need specific measures for each area –
  - ✓ *Aspirational* - where we need to be compared to other states and to South Carolina's needs
  - ✓ Short-term = highly achievable if we work hard and stay focused
  - ✓ Long-term = a bigger jump, based on the short-term success



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

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

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

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

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

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

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

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



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

### ■ Measurable objectives --Accountability

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

### ■ Implementation actions--Accessibility, Affordability, Attainability

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

### ■ Resources

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

**For Illustration Only!**  
**Not Intended to be Complete!**



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

### ■ Measurable Objectives—Accountability

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

### ■ Implementation Actions

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

### ■ Resources

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

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

### ■ Measurable objectives--Accountability

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

### ■ Implementation actions

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

### ■ Resources

- Institutional  
xxx
- State support

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## ***Summary***

South Carolina Higher Education will have an Action Plan that:

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



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