

**MINUTES OF THE MEETING OF THE  
EXECUTIVE COMMITTEE  
OF THE  
SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION**

January 28, 1999

10:00 a.m.

The Executive committee met on January 28, 1999 to consider the Recommendations of the Business Advisory Council.

**Present:** Mr. R. Austin Gilbert, Jr., Chairman of the Commission  
Mr. Winfred Greene, Chairman, Committee on Academic Affairs & Licensing  
Mr. Frank Gilbert, Chairman, Committee on Access & Equity and Student Services:

**Absent:** Ms. Rosemary Byerly, Chair, Committee on Finance and Facilities  
Mr. Dalton B. Floyd, Jr., Chairman, Committee on Planning & Assessment

**Commission Members Present:** Ms. Dianne Chinnes  
Mr. Lawrence Gressette  
Mr. Bill Stern

The Recommendations shall be listed as they were addressed:

**1. Strategy & Funding**

- A. Work with business and education communities to develop a strategic plan for higher education in South Carolina, (including governance).  
**Motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.
- B. Pursue an objective study of funding by an independent but knowledgeable party, and also pursue legislation to expand and strengthen the matching state funding program.  
**Motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.
- C. Work to increase the state scholarship program to insure access for high potential students and consider enhancing scholarships for areas of teacher shortages.  
**Motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.

## 2. Quality, Focus and Efficiency

- A. Strengthen the 8-year academic program review cycle to ensure that redundant programs across and within institutions that are under-enrolled, under-funded, and/or under-performing are eliminated.  
**Motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.
- B. Institute a periodic statewide productivity review of specific categories of programs. There should be an annual review process to include categories of programs selected by CHE.  
**Motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.
- C. Work to eliminate accreditable programs that do not have national accreditation or that are not in process of seeking national accreditation within three years with exceptions only for a small number of specialized programs where cost is prohibitive.  
**Motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.
- D. Fund new programs fully where there is a shortage of graduates and where such programs are within the role and mission of the institution.  
**Motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.
- E. Develop standards for system-wide cooperation such as the following examples:
1. Develop a consistent distance education policy and standards and coordinate its implementation.
  2. Publish technology standards and have higher education join the Information Resource Council strategic plan.
  3. Develop a statewide electronic library card catalogue.
  4. Form a council of Information Officers with representatives from each of the following: higher education institutions, SCETV, IRC, and the business community. This council would make recommendations to the Commission on Higher Education on policy and standards for distance learning and information technology for higher education.
- The **motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.
- F. Work towards further integration of the State's elementary, secondary, and post-secondary education systems by:
1. Encouraging Colleges of Education to raise standards and provide both teacher training and outreach. Teacher internships and expanded business cooperation should be encouraged.

2. Developing an annual forecast of future needs for hiring by public and private sector enterprises. This information should be made available to all high school guidance counselors to advise students. The Commission on Higher Education should assist higher education institutions to develop plans to meet those employer needs.

The **motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.

### 3. Performance Funding

- A. Use performance funding to insure adherence to and support of the strategic plan for higher education.

The **motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.

- B. Implement a performance funding system that will reward attainment of high performance. In benchmarking indicators, the Commission should balance high performance and improvement and reward attainment of high performance once it is achieved.

The **motion** was made (Greene), **seconded** (F. Gilbert) and **carried** to recommend adoption.

- C. After full implementation of performance funding a review should determine if positive behavior change has occurred in the following areas as well as areas covered by all indicators:

1. Efficiency (all institutions):

- a. Core competency (education, research, and outreach)
- b. Outsourcing of functions that cannot be performed cheaper internally (e.g. payroll, administrative computing, and grounds upkeep) with state agencies or the private sector.

2. Alignment with state needs (all institutions):

- a. Quantity – based on the annual survey, match state's projected needs to program enrollment and use performance funding to motivate institutions to adapt to those changing needs.
- b. Quality – almost all programs that can be accredited should be nationally accredited and research institutions should seek to be nationally recognized for excellence.

3. Focus by type of institution: Determine major focus by sector and reward institutions that meet or exceed unique performance indicators for their sector.

- a. Research universities: very high quality of faculty and teaching capabilities, student quality, research and state service.
- b. Four-year colleges: faculty quality and teaching capabilities and state service.
- c. Two-year institutions: responsiveness to local needs and effectiveness.

4. Colleges of Education – These academic units should be specifically measured for the respective institutions.

The motion was made (Greene), seconded (F. Gilbert) and carried to recommend adoption.

The Executive Committee considered only those recommendations for the Commission on Higher Education. There are recommendations by the Business Advisory Council for the General Assembly and those are not considered by this body.

**Final Recommendation:** The Business Advisory Council recommends that the Commission on Higher Education appoint a task force of representatives from the CHE Board, the Council of Presidents, Boards of Trustees, a representative of the Governor's Office, a representative from State TECH and the Business Advisory council, to recommend how to best implement any portion of this report the Commission adopts.

Ms. Dianne Chinnes has agreed to contact Mr. Larry Wilson concerning the possibility of chairing the Task Force for implementation of the recommendations.


After lengthy and detailed discussion of the structure of the proposed Task Force, the following list was compiled for consideration by the full commission:

1. Governor's Office – one representative
2. Council of Board Chairs – one representative
3. Council of College Presidents – one representative from each of the four sectors
4. Business Advisory Council – two representatives and Chair (should Larry Wilson accept chairmanship) or maximum of three representatives
5. Commission on Higher Education – two representatives
6. State Department of Education – Superintendent or her representative
7. Senate Education Committee – one representative
8. House Education Committee – one representative
9. Council of Faculty Chairs – one non-voting representative
10. Private Colleges – one non-voting representative

It was suggested by Mr. Bill Stern that the Commission members be polled before the Commission meeting since they all received the same information considered by this committee to see if they would be ready to vote on adoption of the recommendations and beginning formation of the task force at the meeting of the full Commission next week.

There being no further discussion, the meeting was adjourned at 11:30 a.m.

Respectfully submitted

  
Betsy Gunter  
Recording Secretary

# **BUSINESS ADVISORY COUNCIL RECOMMENDATIONS**

## **Suggested Procedure/Timetable for CHE Consideration**

### **1. January Meeting**

- ◆ Don Herriott and Larry Wilson presented report
- ◆ CHE received report
- ◆ Chairman Gilbert assigned to Executive Committee – Meeting time to be announced so all commission members who wish to can attend

### **2. February Meeting**

- ◆ Executive Committee Recommends to the full Commission Items for Adoption
- ◆ CHE discusses/adopts the Executive Committee's recommendations
- ◆ Chairman Gilbert solicits nominees (from CHE) to serve on a task force who will recommend how to best implement any portion of the report adopted by the Commission

### **3. April Meeting and Future Meetings**

- ◆ Implementation Task Force reports to CHE recommendations for process of implementation
- ◆ CHE discusses/adopts implementation process

### **4. May Meeting and Subsequent Meetings**

- ◆ Progress Reports on Implementation

Revised January 28, 1999

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