



SOUTH CAROLINA COMMISSION ON HIGHER EDUCATION

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Date: February 22, 1998
To: Members, Commission on Higher Education
From: R. Austin Gilbert, Jr., Chair
Re: Updated Draft

Mission, Goals, and Functions of the Commission

I. Mission

The first recommendation of the State Budget and Control Board's Management Review for the South Carolina Commission on Higher Education is that "The Commission should initiate a strategic planning process to include an update to its mission statement that clearly articulates its roles and priorities. Resultant tactical and operational plans should be developed to support the agency's mission." Our response to the management report recommendation states that "The Commission's current mission statement was approved in January 1990. Building on this document, staff will draft a new statement that contains language on roles, priorities, and mission appropriate to the agency's current responsibilities. The Executive Committee of the Commission will review the draft Mission Statement prior to its consideration at the January 1998 meeting of the Commission."

At its meeting on December 4, the Executive Committee examined the new draft Commission mission statement, paying particular attention to language that had been added or modified as a result of the passage of Act 359 of 1996. As a result of that meeting, as well as suggestions by other Commission members, additional changes were made. The Executive Committee reviewed the revised mission statement at its meeting on February 5, and recommends approval by the full Commission of the statement found below:

"The South Carolina Commission on Higher Education 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."

II. Roles and Functions

When the Commission's mission statement was considered in 1990, it was approved along with goals, functions, and an assessment plan. (Note: The Commission administers many State programs, several Southern Regional Education Board programs, and several federal programs. For purposes of brevity, these activities have been merged or combined under one function (D) below. A similar approach has been used to shorten and simplify the description of other Commission functions, including those added by Act 359.) A proposed list of functions, with language changes or new functions underlined, is found below:

4. **College of Charleston** - In its original analysis, the staff committee's primary concern was that the mission statement anticipated the offering of doctoral degrees, which was clearly not within the mission stated in Act 359. There was also concern about the description of the size and setting of the institution. All references to the doctoral degree have been removed from the statement and the size and setting have been clearly stated.

Recommendation: Approval

5. **Francis Marion University** - The staff committee requested that there be delineation of specific levels of graduate programs and that the size of the institution should be stated more clearly. Both matters have been clearly and appropriately addressed in the revised statement.

Recommendation: Approval

6. **South Carolina State University** - The original staff critique suggested that there should be more specificity regarding the degrees offered and the major program areas of the institution. It was also suggested that the size of the institution should be more clearly stated. Finally, there was no date of approval by the Board of Trustees. The revised mission statement clearly and appropriately addresses all of these matters.

Recommendation: Approval

7. **USC Columbia** - The original staff analysis suggested that there should be more specificity about degrees offered, major schools and/or program areas, and the types of students which the institution hopes to attract. There was particular concern about the existence of an associate degree program at Fort Jackson, an apparent conflict with the mission stated for research institutions in Act 359. After consultation with the president and other appropriate officials at the University, it was agreed that the staff would recommend that the existing associate degree program be "grandfathered," so long as its existence was stated in the mission statement. This decision is consistent with that taken with the associate degree nursing programs at USC Aiken and USC Spartanburg. The appropriate change was made in the mission statement as were all other suggested revisions. The revised mission statement will be presented to the USC Board of Trustees on April 23.

Recommendation: Approval, conditional upon USC Board approval on April 23.

8. **USC Aiken** - The initial review of this mission statement pointed out that the institution needed to delineate specific levels of undergraduate degrees, at least partially because USC Aiken, like USC Spartanburg, has an associate degree nursing program. Concerns were also expressed about the description of institutional size and the lack of specificity regarding the major functions of the institution. Following extensive discussions with the chancellor and his representatives, the staff has agreed that it is appropriate to "grandfather" the associate degree in nursing (as was done at USC Spartanburg). The mission statement was revised to include this program, to clarify the institution's size, and to provide more specific information on the functions of the institution. The revised statement will go to the USC Board of Trustees for approval on February 12.

Recommendation: Approval, conditional upon USC Board approval on February 12.

9. **USC Beaufort** - The original analysis of the mission statement suggested that it should include the availability of a baccalaureate program in nursing offered through USC-Aiken, should clarify the role of the Graduate Regional Studies Office, and provide a date of approval by the USC Board. The suggested changes have been made and the revised statement will go to the USC Board of Trustees for approval on April 23.

Recommendation: Approval, conditional upon USC Board approval on April 23.

10. **USC Lancaster** - The initial critique by the committee noted that the size of the institution needed to be clarified and a date of approval by the Board of Trustees was needed. The size of the institution has been appropriately addressed and the primary service area of the institution has been stated more specifically. The revised statement will go to the USC Board of Trustees for approval on April 23.

Recommendation: Approval, conditional upon USC Board approval on April 23.

11. **USC Salkehatchie** - The review committee suggested a number of changes including more specificity concerning the degrees offered, the size of the institution, its setting, and the students it recruits. The date of approval by the USC Board of Trustees was also needed. The regional campus has addressed all of areas concern, although the committee feels that the current statement is unnecessarily long and detailed, particularly with respect to its list of Goals. The revised statement will go to the USC Board of Trustees for approval on April 23.

Recommendation: Approval, with the suggestion that it be reviewed again to reduce length and complexity and conditional upon USC Board approval on April 23.

12. **USC Sumter** - The original analysis of this mission statement suggested a number of areas that needed attention including the description of degrees, the apparent weight given to research, the description of institutional size, the description of the service area, and the types of students that the institution hopes to attract. In addition, the date of approval by the USC Board of Trustees was needed. The areas cited were satisfactorily addressed and the revised statement is due to go to the Board of Trustees on April 23.

Recommendation - Approval, conditional upon USC Board approval on April 23.

13. **USC Union** - The original staff analysis suggested that the mission statement needed to clarify the institution's role with regards to baccalaureate degrees. In addition the date of approval by the USC Board of Trustees was needed. Appropriate revisions concerning the baccalaureate degrees have been made and the revised statement is due to go to the Board of Trustees on April 23.

Recommendation - Approval, conditional upon USC Board approval on April 23.

14. **Central Carolina Technical College** - The initial staff analysis suggested that there needed to be greater specificity with respect to the major functions of the institution; its essential beliefs, values; or intent; and the skills, knowledge, and attitudes to be developed by its graduates. These matters have been appropriately addressed and the

revised statement was approved by the Central Carolina Technical College Area Commission on November 7, 1997.

Recommendation - Approval

15. **Orangeburg-Calboun Technical College** - The original staff analysis suggested that there needs to be more focus on what types of students the institution hopes to attract, what graduates will be able to do, and what essential beliefs or values are important to the institution. The revised mission statement appropriately addresses all of these matters.

Recommendation - Approval

16. **Williamsburg Technical College** - The original staff critique suggested that there needed to be clarification concerning the enrollment or size of the institution and that the statement could be improved by more clearly describing the types of students the institution seeks to enroll and the skills and knowledge that graduates should have. The revised mission statement appropriately addresses all of these matters.

Recommendation - Approval

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