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Fiscal Year 2013-14 Accountability Report

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AGENCY NAME:	SC Commission on Higher Education		
AGENCY CODE:	H03	SECTION:	011



Fiscal Year 2013-14 Accountability Report

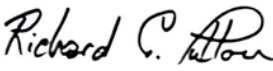
SUBMISSION FORM

AGENCY MISSION	<p>MISSION: <i>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.</i></p> <p>VALUES: CHE values</p> <ul style="list-style-type: none"> • 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
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Julie Carullo	803-737-2292	jcarullo@che.sc.gov
SECONDARY CONTACT:	Gary Glenn	803-737-2155	gglenn@che.sc.gov

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	 15 Sept 2014
(TYPE/PRINT NAME):	Dr. Richard C. Sutton, Executive Director
BOARD/CMSN CHAIR (SIGN/DATE):	
(TYPE/PRINT NAME):	Brig. Gen. John L. Finan, USAF (Ret.), Chair

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AGENCY'S DISCUSSION AND ANALYSIS

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 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.

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.

In brief, CHE provides statewide policy direction, management, and oversight of the state's higher education enterprise. In carrying out its responsibilities, CHE

- 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; and
- Supports increased public awareness of the importance of higher education to help all South Carolinians earn a certificate or diploma that prepares them to be successful, productive citizens in a changing global environment.

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CHE conducts its business through the work of standing committees of the board (the Commission) organized along the functional lines of CHE’s responsibilities. The standing committees include the Committee on Academic Affairs and Licensing (CAAL), Finance and Facilities, Student Services and Access and Equity, and a newly created standing committee during FY 2013-14, Governmental and Administrative Affairs. CHE’s chair, vice chair, and committee chairs make up the Executive Committee of CHE. The standing committees bring recommendations forward to the full CHE for consideration. The work of these committees is supported by CHE staff that are assisted and informed by various advisory committees made up of institutional representatives. The full Commission meets regularly throughout the year, typically on the first Thursday of the month. During the year, CHE strives to hold one or two of the business meetings offsite at an institution. The meeting schedule of the Commission as well as those of the standing committees are posted online, and meeting agenda and materials are typically posted one week in advance of meetings.

An Executive Director oversees daily operations of CHE and its supporting staff. CHE staff is organized in sections (Academic Affairs, Fiscal Affairs, Student Services, and External Relations) that provide support for the committees. Work of the sections is also informed on a regular basis by formal and informal advisory committees comprised of institutional representatives and other appropriate stakeholders. The Executive Director and section directors make up the staff’s Executive Leadership Team. CHE continues to serve as the fiscal agent for PASCAL and also provides staff support, as required by statute, for the SmartState® (the Research Centers of Economic Excellence) Program Review Board.

In 2014, CHE began the fiscal year under new leadership. Brig. Gen. John L. Finan, USAF (Ret.), who had been initially appointed by the Governor as chair in October 2012 but stepped down in February 2013 to serve in an interim capacity as the director of the SC Department of Employment and Workforce, was re-appointed as chair by the Governor. His appointment was confirmed by the Senate in June 2013 to begin in July 2013. CHE also welcomed two new Commissioners in May 2014. Ms. Dianne C. Kuhl was appointed as the representative of the 4th Congressional District, replacing Mr. Lewis Vaughn who served previously in this seat. Ms. Terrye C. Seckinger was appointed as the representative of the 1st Congressional District, replacing Mr. Y.W. “Bill” Scarborough, III, who served previously in this seat. With many of the board members in hold-over status and four vacant positions, additional changes in the board in the upcoming year are expected.

With respect to agency staff, the Commission hired a new Executive Director, Dr. Richard C. Sutton, who came on board in May 2013. In turn, he filled in October 2013 a key staff position, the Director of Academic Affairs, which had been vacated in the prior fiscal year.

During the 2013-14 fiscal year, CHE engaged in renewed strategic planning. In the fall, the Commissioners identified new strategic priorities which included focus on 1) strengthening academic planning, 2) developing new higher education funding models/accountability based funding, 3) improving P-20 collaboration, and 4) improving monitoring of non-public education providers. Throughout the year, the agency mobilized to support the identified priorities and develop strategies to allow CHE to address the priorities. The Executive Director provided progress reports at monthly Commission meetings.

CHE continues to re-visit its strategic planning priorities. The strategic goal template provided with this report reflects discussions of goals and objectives as a result of recent strategic planning discussions of the Commission in summer 2014 to affirm the goals identified at the beginning of FY 2013-14 and to identify new strategic priorities. During FY 2014-15, the objectives will be refined, and performance measures to assess the agency’s progress will be developed accordingly. Consequently, as noted below, the attached templates for performance measures and strategic planning reflect the recent discussions; refinement of strategies and objectives and development of related metrics will be pursued during FY 2014-15.

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In late fall, the Executive Director announced a restructuring of the agency staffing organization to provide for a greater alignment of functions to strategic priorities, improve alignment of talents and skill sets, better distribute authority and workload, create opportunities for advancement within the agency, and improve succession planning. The structure was implemented during the year and efforts to fully integrate the plan continue in FY 2014-15. Existing divisions (now sections) were restructured to include 4 sections under two broader divisions. Functional areas within each section more clearly articulated and identified in-line with CHE priorities and strategic plan. Due to budgetary constraints not all parts of the staffing plan could be implemented initially and will be considered in the future as resources and needs are identified. (See page A-7 for information about the agency’s new staffing organization.)

The Commission, in support of its priorities, voted to add a new standing committee, the Governmental and Administrative Affairs Committee. The new committee met initially in late spring. See page A-8 for information about the Commission’s committee structure.

In carrying out its strategic work plan in FY 2013-14, CHE, through its staff and the CHE committee process, worked to clarify data measures for program approval and re-assess the academic program approval process to recommend changes to strengthen and streamline the approval process for public institutions. Recommendations advanced by CAAL will be considered by the Commission in October 2014. Efforts begun in FY 2013-14 continue in reviewing statutory and regulatory changes needed to improve the planning process. Staff will continue efforts to strengthen academic planning during FY 2014-15 as the discussion of the Commission continues to support the importance of this goal of its strategic plan.

With respect to new higher education funding models, CHE was supportive of bills that were introduced during the 2013 session of the General Assembly and remained under consideration in 2014 to revise the funding formula by developing an accountability-based system. The legislation was not enacted as of the end of the 2014 session. CHE budget requests supported the need for core funding targeted to providing incentives for programs to enhance student affordability and completion and also for routine funding for capital and maintenance needs. CHE worked with institutions in developing recommendations and guidance for expanding merit-based scholarships (Palmetto Fellows and LIFE) to be available on a year-round basis. The General Assembly and Governor supported the implementation of year-round awards with funding support and a proviso in the FY 2014-15 Appropriations Act to provide for implementation. In FY 2014-15, CHE will continue to work with the institutions on implementation and seek to permanently codify the allowance for year-round scholarship awards. In addition, staff began work, which will be continued in the upcoming year, to review regulations of South Carolina’s various scholarship and grant programs.

As to the CHE strategic goal of improving P-20 collaboration, the Executive Director established regular meetings with the Superintendent of Education. CHE invited a member of the State Board of Education (SBE) to attend CHE board meetings, and in turn, a member of the Commission began attending meetings of SBE in addition to routine CHE staff presence at the SBE meetings. CHE worked during the year to establish a Council of P-20 Agency Heads which was accepted by all six agencies (CHE, State Department of Education, Education Oversight Committee, State Board of Technical & Comprehensive Education, Department of Commerce and Department, of Education and Workforce) and will begin meeting in FY 2014-15. A recent staff vacancy at CHE in Academic Affairs was jointly selected and funded by CHE and the State Department of Education. CHE also worked in collaboration with education partners in approving a new EIA-funded Center of Excellence to focus on college and career readiness. The funding request for the new EIA-funded Center was supported by the Governor and approved by the General Assembly the FY 2014-15 Appropriations Act.

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CHE's fourth strategic goal identified in FY 2013-14 focuses on improving monitoring of non-public education providers. CHE worked during the year to clarify data measures required for approval. During the year, CHE had compliance and enforcement successes against illegal training schools with the help of state and local law enforcement and collaborated with the Department of Commerce for expedited review of non-credit innovation centers. A licensing request of InfiLaw Corporation to operate the Charleston School of Law was withdrawn by the requestor as of the end of the fiscal year; however, the case has led to sharpening the issues which will be of benefit in informing statutory and regulatory changes to improve South Carolina's licensing process for postsecondary education providers.

During the upcoming year, CHE will continue to press on with initiatives undertaken in FY 2013-14 in support of the newly identified strategic plan, pursue statutory and regulatory reforms as appropriate, make course corrections, consider new priorities as it evaluates its priorities and plans, and align its FY 2015-16 budget requests with its strategic agenda.

CHE also continued its work to provide for the efficient and effective management of programs under its purview. Programs managed by CHE in FY 2013-14, as well as those programs for which funds pass through CHE to other higher education entities, are described briefly in the attached program template. The template includes all programs funded as of FY 2013-14. Select data are provided on many of the programs in the performance measurement template.

Of note during FY 2013-14, CHE unveiled its re-designed website in late fall. The website was redesigned to provide a more user-friendly web presence and to enhance the accessibility and availability of information about CHE, its work, and available data products. The revised website and online data access improvements were made possible under support through a sub-grant under the federal State Longitudinal Data System Grant that was awarded to the State Department of Education to improve connections of statewide education and employment data systems. While the sub-grant has ended as of FY 2014-15, CHE will continue to work to improve and refine the higher education data systems with existing resources and by identifying and requesting resources that may be necessary to continue progress started under the federal sub-grant. CHE staff also placed increased emphasis on data security and actively engaged in state activities and requirements of agencies to assess data security needs. CHE continues to move forward with implementing newly developed statewide security policies.

CHE has endeavored to accomplish its mission in the face of diminished resources. A lack of incentive funds to bring together stakeholders to implement collaborative initiatives poses challenges in reaching mission goals. Budget cuts since the economic downturn at the end of FY 2007-08 have taken their toll leaving CHE with reductions nearing half of the previous staffing and funding levels. As would be expected, the reduced staffing levels are not ideal, and result in lost opportunities as CHE works to carry out its mission as effectively as possible. With the reductions in available resources, CHE has and continues to look very critically at how functions are performed and for potential efficiencies.

The agency remains appreciative of the state's budget situation and recognizes that the state continues to face funding constraints and will continue to do so in the foreseeable future. CHE budget recommendations advocated for FY 2015-16 during FY 2014-15 will continue to reflect consideration of the state's budgetary situation as it continues recovery, but also recognize the importance of higher education to the state's competitiveness and economic success.

In the upcoming year, CHE will seek necessary support to carry out mission critical responsibilities and to maximize statewide capacity in higher education and to promote statewide programs to improve the

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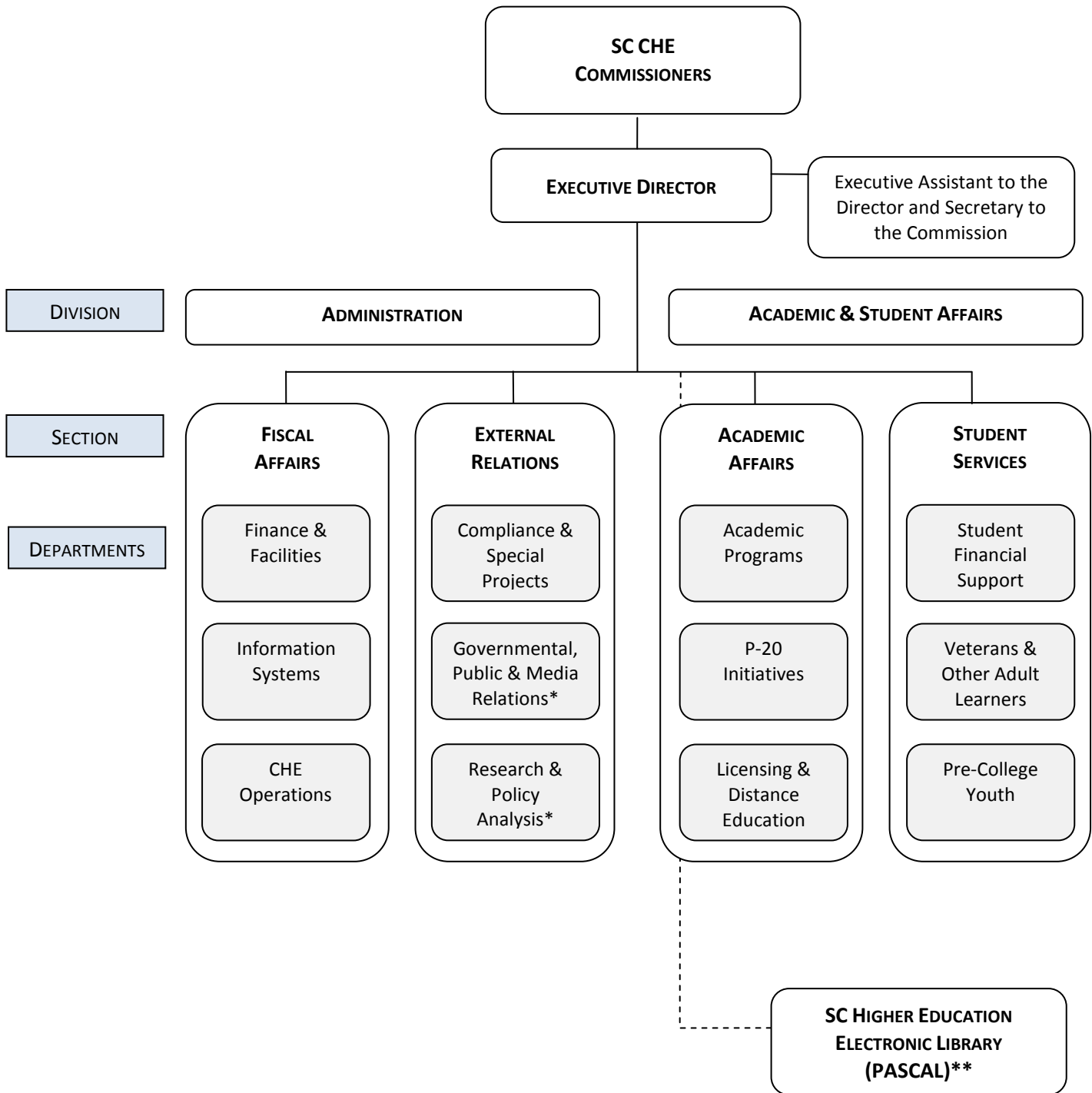
affordability, quality, and effectiveness with which higher education is delivered. Funding priorities are expected to again focus on targeted innovations to improve affordability and accessibility of higher education to South Carolinians.

As funding becomes available, our top priorities for higher education will continue to be 1) increased funding of core operating needs for colleges and universities, including capital and maintenance support, to support improved affordability and accessibility; 2) increased need-based grant funding to the greatest extent possible; 3) recurring support for the state’s higher education electronic library, PASCAL; and 4) restored funding of other statewide collaborative programs such as the SmartState Program. CHE will also continue to support funding of student financial aid programs including necessary funding increases to continue SREB contract programs and to fully fund the scholarship and grant programs. In addition, CHE is examining the effects of program reductions and will seek, as appropriate, support for mission critical programs and those that will help South Carolina successfully achieve the 2009 Action Plan goal of making the state a leader in educational attainment so as to improve the state’s economic outlook and future prosperity. Should new initiatives affecting CHE’s responsibilities be advanced, staffing support and resources will be a necessary consideration.

Report Submitted: 9/15/2014

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SC COMMISSION ON HIGHER EDUCATION, STAFFING ORGANIZATION

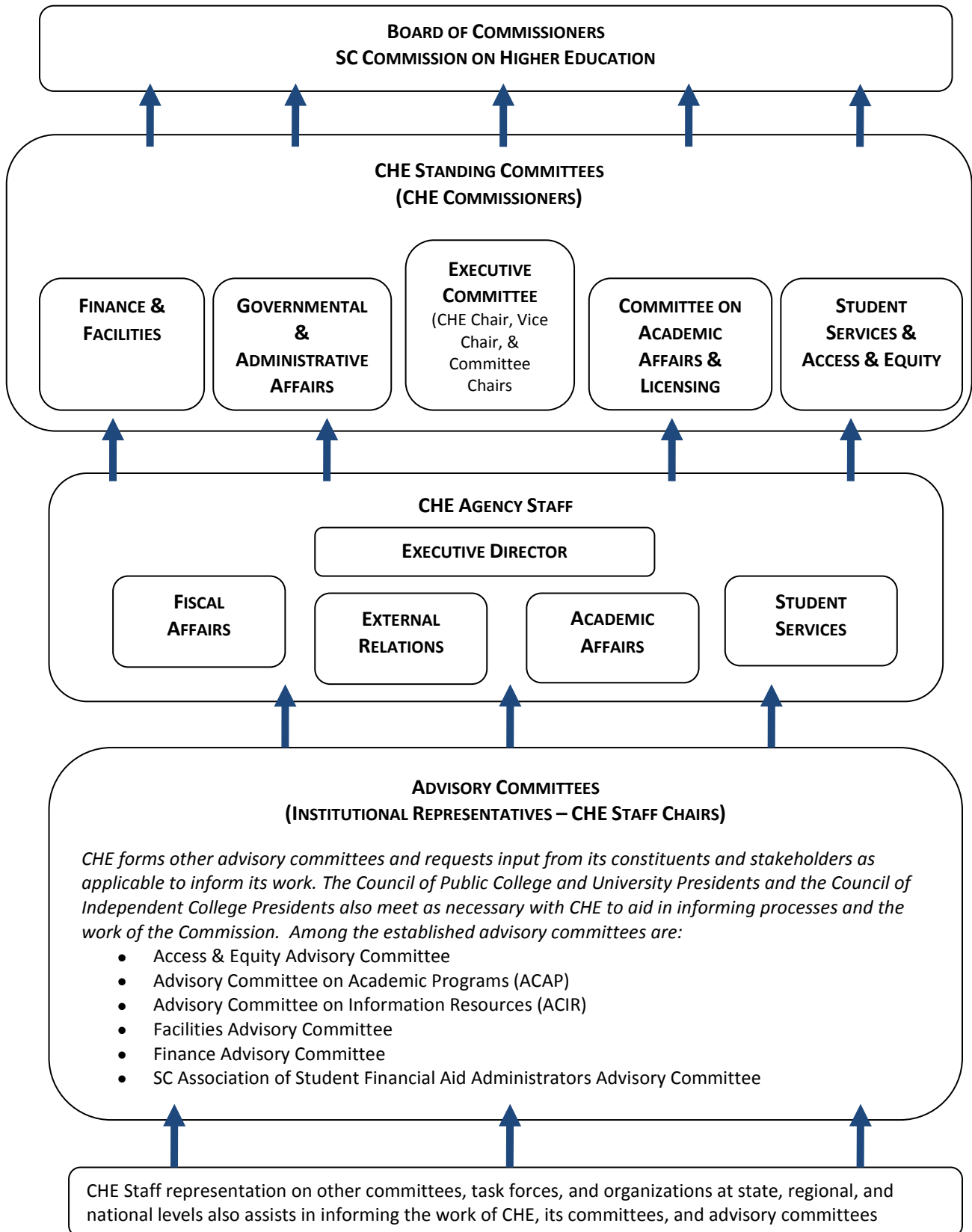


* Areas have not yet been staffed and consideration is in process.

**CHE serves as the fiscal agent for PASCAL which is a consortium of institutional higher education academic libraries.

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SC COMMISSION ON HIGHER EDUCATION, COMMISSION AND COMMITTEE STRUCTURE



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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration										
Administration	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 minority groups; 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 policies and procedures for the transferability of courses at the undergraduate level between 2-year and 4-year institutions, remedial education, and admissions standards. (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.)	\$ 1,210,578	\$ 261,371		\$ 1,471,949	\$ 1,705,837	\$ 207,739		\$ 1,913,576	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5; 1.2.1, 1.2.2, 1.2.3, 1.2.4; 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.6; 2.2.1, 2.2.2, 2.2.3, 2.2.4; 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.1.6
<i>(Appropriations Act does not include Roman Numeral II)</i>										
III. Other Agencies & Entities - Special Items										
Greenville Technical College - University Center	The University Center of Greenville is a consortium of public and private colleges and universities offering degree programs to the citizens of the Upstate and surrounding areas. The program is described more fully below for the UCG Operations appropriation. UCG was originally located on the Greenville Technical College Campus and relocated to its current site when Greenville Technical College and the Greenville Tech Foundation purchased the neighboring McAlister Square Mall. State support was provided for purposes of debt service on the purchase and for rent and operations. The funds flow through CHE's budget to Greenville Technical College for the intended purpose.	\$ 594,390			\$ 594,390	\$ 594,390			\$ 594,390	Funds flow through to intended recipient. Related 2.2.1, 2.2.3, 3.1.6
University Center of Greenville - Operations	The University Center of Greenville (UCG) consortium was established in 1987 to meet the need for 4-year public education in the Greenville Area. Institutions presently include: Clemson, SC State, USC Columbia, USC Upstate, Furman, Anderson, and Greenville Technical College. State support for rent and operations flows through CHE budget to UCG and as described above to Greenville Technical College. In the mid-1990s Clemson became the fiscal agent for UCG. UCG was developed to meet two challenges facing the surrounding Greenville metropolitan and county area - 1) provide a facility that gives access to public higher education for two-year colleges graduates who cannot leave Greenville County to pursue a four-year or graduate degree and 2) provide that same level of access to working professionals so that they are able to pursue four-year, Master's and Doctoral degrees without having to disrupt their family lives and job responsibilities. UCG's website is www.ucgreenville.org.	\$ 1,084,899			\$ 1,084,899	\$ 1,284,899		\$ 1,284,899	Funds flow through to intended recipient. Related 2.2.1, 2.2.3, 3.1.6	

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Program/Title	Purpose	FY 2012-13 Expenditures			FY 2013-14 Expenditures			Associated Objective(s)		
		General	Other	Federal	TOTAL	General	Other		Federal	TOTAL
Lowcountry Graduate Center	The Lowcountry Graduate Center (LGC) was created in 2001 by the College of Charleston, The Citadel, and the Medical University of South Carolina in response to the urging of the Charleston Legislative Delegation and the local business community to increase the range of graduate opportunities to support and improve the economic and workforce development of the Lowcountry. Working with the founding institutions, plus the University of South Carolina and Clemson University, the LGC continually assesses the educational needs of the Lowcountry and seeks to develop programs that respond to those needs. Funds flow through the CHE to the College of Charleston, the LGC's fiscal agent. LGC's is located at College of Charleston's North Campus and its website is www.lowcountrygradcenter.org	\$ 785,099			\$ 785,099	\$ 785,099			\$ 785,099	Funds flow through to intended recipient. Related 2.2.1, 2.2.3, 3.1.6
Academic Endowment	The Academic Endowment Fund, created through 59-118-10, et seq, enacted in 1997, encourages public colleges to seek out private sector investments. The Endowment provides a modest match to those private sector monies raised by the public 2-year and 4-year colleges to expand on instructional enhancements. Ref: 59-118-10 et. seq.	\$ 160,592			\$ 160,592	\$ 160,592			\$ 160,592	Funds flow through to intended recipient. Related 2.1.2.2, 3.1.6
EPSCOR	The Experimental Program to Stimulate Cooperative Research (EPSCoR) uses state funding to leverage federal grant funding from NASA, NSF, and NIH for scientific research at public institutions. FY14 Budget Proviso, 11.5 provides direction with respect to EPSCoR Committee Representation and FY14 Proviso 11.7 directs additional funds to the program. Website: www.scepscoridea.org	\$ 161,314			\$ 161,314	\$ 161,314			\$ 161,314	Funds flow through to intended recipient. Related 2.2, 3.1.6
African American Loan Program	The African American Loan program supports minority teacher education at Benedict College and South Carolina State University. FY14 budget proviso 11.4 directs funding to the institutions and provides that CHE has monitoring and reporting responsibilities. Promulgated program regulations are found in the SC Code of Regulations, R.62.540 - R.62.590.	\$ 119,300			\$ 119,300	\$ 87,924			\$ 87,924	Funds flow through to intended recipient. 2.1.6
Performance Funding	Funds related to this CHE budget line were redirected in the early to mid-2000s to provide funding fo EPSCoR and also SC State University. In FY14, budget Proviso 11.8 directs 80% of the line item funding to EPSCoR and 20% to support the management education programs of the School of Business at SC State. The funds flow through CHE to the intended recipients.	\$ 1,397,520			\$ 1,397,520	\$ 1,397,520			\$ 1,397,520	Funds flow through to intended recipient. Related 2.2, 3.1.6

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Program/Title	Purpose	FY 2012-13 Expenditures			TOTAL	FY 2013-14 Expenditures			Associated Objective(s)	
		General	Other	Federal		General	Other	Federal		
Charleston Transition Connection	In 2008, the General Assembly provided funds to a nonprofit organization dedicated to expanding education, employment and independent living opportunities for individuals with intellectual disabilities. Project funds were to be used in the support of the development of postsecondary programs for students with intellectual disabilities such as significant learning, cognitive or developmental disabilities. The postsecondary programs provide the opportunity for these students to learn social, academic and vocational skills needed to be successfully employed and live independently. As of FY14 and continuing in FY15, the General Assembly directed that the existing funds be transferred to the CHE Need-Based Grant Program and dedicated for the purpose of need-based grants to students in identified transition programs. Presently, the recognized programs include Clemson, Coastal Carolina, College of Charleston, USC, and effective fall 2014, Winthrop. The FY14 related budget proviso is 11.19.	\$ 179,178			\$ 179,178				2.1.6	
State Electronic Library	The Statewide Electronic Library, known as PASCAL, is a cooperative and collaborative effort among our public and private higher education libraries that is transforming how our state's citizens access vital academic information. PASCAL connects SC's 58 public and private higher education academic libraries to enhance services and enable a more cost-effective means of sharing academic collections statewide. Through SC's higher education libraries, 250,000+ postsecondary students, faculty, and researchers will benefit from expanded access to sophisticated academic resources. Others in the state will benefit by gaining access to the higher education academic resources through the State Library or via walk-in use of academic libraries. The program helps South Carolina avoid duplicated expenditures by enabling a mechanism for group purchases of essential sophisticated electronic academic databases that will be available to all of the state's higher education academic libraries. PASCAL is supported with state general funds, lottery funds, and member fees.	\$ 164,886	\$ 2,176,115		\$ 2,341,001	\$ 164,289	\$ 3,395,597		\$ 3,559,886	Funds flow through to PASCAL. CHE serves as fiscal agent. 2.1, 3.1.6
<i>(Appropriations Act does not include IV)</i>										
V. Licensing										
Licensing	The Commission is the sole authority for licensing non-public educational institutions established in South Carolina and for those established elsewhere to operate in or confer degrees in this State. SC Code of Laws 59-58-10 et seq and SC Code of Regulations, R.62.1-R.62.100.	\$ 47,032	\$ 221,327		\$ 268,359	\$ 47,016	\$ 236,490		\$ 283,506	1.2.1, 1.2.2, 1.2.3, 1.2.4

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Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
VI. State Approving Section										
State Approving Section	The Veterans Education & Training Section functions as the SC State Approving Agency (SAA). The SAA is part of the National Association of SAA's (NASAA), comprised of state agencies that have responsibility for the approval and training available through the GI Bill. The SAA acts on behalf of the Federal government to evaluate educational/vocational institutions and training establishments. The focus of the SAA is the review, evaluation, and approval of quality programs under both state and federal criteria where veterans may use their education benefits. Approval may be granted for private for-profit degree-granting institutions (colleges & universities); professional/vocational certificate or diploma granting institutions (non-college degree); On-the-Job-Training establishments (6 - 24 mos training programs); non-registered apprenticeship establishments (more than 24 mos and annual related training); and flight training schools (for pilot licenses and aviation employment). Upon approval, SAA provides oversight by conducting on-site compliance survey visits and when deemed necessary, technical assistance visits.			\$ 251,928	\$ 251,928			\$ 272,495	\$ 272,495	1.2.3, 1.2.6
<i>(Appropriations Act does not include VII)</i>										
VIII. CHE Grant & Other Higher Education Collaborations - Special Items										
EEDA	The Education and Economic Development Act of 2005 (EEDA) required a career cluster model be developed in secondary education in order to promote pathways to success for the state's students. As part of the initiative, CHE and the public institutions of higher learning were directed to work with state education partners in ensuring seamless pathways from high school to college and to support activities related to workforce promotion. The funding supports staff work on alignment issues and related projects developed during the implementation of the legislation including the electronic (on-line) SC Transfer and Articulation Center (www.SCTRAC.org) for public colleges and the SC Course Alignment Project which brings together high school and college faculty to align exit-level high school courses and entry-level college courses. As of FY 2013-14, the funds also assist in supporting upgrades to CHE's data system to improve data accessibility and to connect secondary, postsecondary, and workforce data. Related SC Code of Law references include: §§59-59-60, 180,190,200, & 210.	\$ 1,179,386	\$ 15,501		\$ 1,194,887	\$ 1,171,983			\$ 1,171,983	1.1, 2.2, 3.1.3, 3.1.6
Improving Teacher Quality (ITQ)	The federal Improving Teacher Quality (ITQ) grant program was enacted as Title II of the No Child Left Behind Act to provide funds to local education agencies, higher education institutions, and nonprofit organizations to: conduct professional development activities in core academic subjects to ensure that teachers, highly qualified paraprofessionals and principals have subject matter knowledge in the academic subjects they teach, including computer-related technology to enhance instruction. In FY 2013-14, there were 8 funded projects. Projects for FY 2014-15 will be awarded in January 2015.			\$ 775,814	\$ 775,814			\$ 925,908	\$ 925,908	3.1.6

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Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
GEAR UP	Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) is a federal discretionary program to significantly increase the number of low-income students who are prepared to enter and succeed in postsecondary education. The US Department of Education (USED) awards federal funds for state and local partnership grants through a competitive grant process. CHE is designated by the Governor as the lead state agency to apply for and administer the grant. CHE is presently managing its 3rd GEAR UP grant which was awarded in September 2011 and provides \$22.3 million over 7 years. SC GEAR UP serves 7th grade students in middle schools along the state's I-95 corridor providing services in a cohort-based approach through the freshman year in college. The programs seeks to increase academic readiness for secondary and postsecondary challenges. Related FY14 budget proviso, 11.5.	\$ 177,201		\$ 2,261,568	\$ 2,438,769	\$ 177,201		\$ 2,711,780	\$ 2,888,981	3.1.6
College Access Challenge Grant	College Access Challenge Grants (CACG) are federal challenge grants available to states since 2008 for purposes of fostering partnerships among federal, state, and local governments and philanthropic organizations to increase the number of low-income students prepared to enter and succeed in postsecondary education. Grants are awarded annually through USED, and states must apply and demonstrate a maintenance of effort requirement (MOE) with respect to higher education funding is met. CHE has been identified by the Governor as the lead state agency. SC is no longer able to access CACG as a result of not meeting the MOE; available funds expire in FY15. Under CACG, CHE has initiated an array of services to increase awareness of and success including 1) support for SC College Access Network; 2) Higher Education Awareness Program support; 3) College Application Month; 4) guidance counselor resources, training, and recognition; 5) SC CAN GO media campaign, awareness polling; and website; and 5) partnerships with SC Higher Education Foundation & pilot communities to postsecondary increase access and awareness. The federal College Access Challenge grant is no longer available to South Carolina as a result of the State's failure to meet the required maintenance of effort that focuses on state support of higher education (i.e., support for public institutions and for public and private institutions with respect to student financial aid) in comparison to the average of the past five years. South Carolina's support for public education falls far short of the average support and a waiver of the requirement was not granted in 2013. Sustainability plans for successful program components are in process.			\$ 704,126	\$ 704,126			\$ 1,217,148	\$ 1,217,148	3.1.6
College Goal Sunday	In 2012 CHE was granted and received a one-year award from USA Funds to implement College Goal Sunday. The program aims to increase the number of college-bound students completing the "Free Application for Federal Student Aid" (FAFSA). The grant has continued and the program has grown from an initial pilot along the I-95 corridor to a statewide program.		\$ 35,000		\$ 35,000		\$ 34,902		\$ 34,902	3.1.6

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
Statewide Longitudinal Data Systems	In 2010, CHE was awarded a sub-grant as part of the federal State Longitudinal Data System Grant awarded to the SC Department of Education (SDE) and is collaborating with SDE and also other agencies including SC Department of Education and Workforce (SCDEW) and the Budget and Control Board Office of Research and Statistics to improve connections of statewide education and employment data systems. The sub-grant is also making possible needed upgrades to CHE's data system to improve data accessibility.			\$ 3,402,634	\$ 3,402,634	\$ -			\$ -	Grant has ended, but CHE continues to seek opportunities to improve its data information system for higher education. The higher education data system (CHEMIS) enables research and accountability in support of the agency
SmartState Program Administration (NOTE: Program expenditures shown here reflect administration and also include for approved Centers the state matching funds authorized during the fiscal year by the Other Funds Oversight Committee for draw down upon confirmation of the requisite 1:1 non-state match.)	In 2002, the General Assembly established a competitive grants program, the SC Centers of Economic Excellence Program, now known as SmartState, to award to South Carolina's three research universities funds for endowed professorships in areas that will enhance economic opportunities for the state's citizens. SmartState is overseen by the Research Centers of Excellence Review Board with staff and support for the Board provided by CHE. The program has been funded through lottery revenues which are held in trust for the program to be matched on a dollar-for-dollar basis with non-state funds to carry out the purpose of the program. No new funding has been provided since FY09. The other funds here provide for program administration at CHE and the institutions and also drawdowns from the funds held in trust for purpose of matching funds for SmartState awarded centers. For more information about SmartState, please visit the program website at www.smartstatesc.org. SC Code of Laws 2-75-05 et. seq. and FY14 budget provisos 3.5 and 11.12.		\$ 6,044,359		\$ 6,044,359	\$ 9,629,566			\$ 9,629,566	2.1, 2.2, 3.1.6
IX. Employee Benefits										
Employee Benefits	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.	\$ 293,399			\$ 293,399	\$ 371,493			\$ 371,493	n/a
X. Scholarships and Assistance Special Items										
National Guard College Access Program (CAP)	SC National Guard (NG) College Assistance Program (CAP) provides financial incentives for enlisting in the Army or Air National Guard in areas of critical need. Effective with the passage of Act 40 of 2007, SC NG CAP replaced a former loan repayment program for SC NG members which ended and phased-out. In accordance with the program's authorizing legislation, CHE administers the program in coordination with the SC NG. The program regulations provide for eligibility/commitment requirements for qualifying for tuition benefits, limitations on the amount of tuition assistance, and qualifications for successful program participation in relation to SC NG. SC Code of Laws 59-114-10 et seq., SC Regulation, R.62.250-R.62.263, and related FY14 budget proviso 11.15.	\$ 89,968	\$ 2,153,695		\$ 2,243,663	\$ 89,930	\$ 2,779,525		\$ 2,869,455	2.1.6, 1.1.5

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
LIFE Scholarships	The Legislative Incentive for Future Excellence Scholarship (LIFE) is a merit-based scholarship administered by the financial aid office at eligible SC public/independent colleges and universities. LIFE may be used towards cost-of-attendance for up to 8 terms based on initial college enrollment. Students must be enrolled in their first program (one-year, associate's degree, two-year program) leading to a baccalaureate degree, baccalaureate degree, or professional degree. For initial eligibility at a 4-year institution, students must be an SC resident and attain 2 of 3 criteria; 1) have a 3.0 high school GPA (based on the UGP) 2) attain a 1100 SAT/ACT equivalent or 3) class rank in the top 30% of their graduating class. Initial eligibility at a 2-year college requires that students be a SC resident and have a 3.0 high school GPA (based on the UGP). LIFE recipients may earn up to \$5,000 and up to an additional \$2,500 beginning in the second year if majoring in eligible math/science programs. SC Code of Laws 59-149-10 et seq, 59-111-25, 59-101-430(B), Regulations, R. 62-1200.1-1200.70, and related FY14 budget provisos 3.5, 11.13, 117.46.	\$ 65,154,048	\$ 110,792,017		\$ 175,946,065	\$ 59,754,048	\$ 120,741,190		\$ 180,495,238	2.1.6, 1.1.5
Palmetto Fellows Scholarships	The Palmetto Fellows Scholarship (PF) is a merit-based scholarship program administered by CHE. PF requires students to be a SC resident and attain a minimum 1200 SAT/ACT equivalent, a class rank in the top 6% (or for classes in which the top 6% is not a whole number, the next student), and a high school grade point average (GPA) of 3.5 based on the uniform grading policy (UGP). Alternatively, students may attain a 1400 SAT/or ACT equivalent and a high school GPA of 4.0 on the UGP. This award is provided for 8 semesters provided eligibility is maintained. Students must be enrolled in 4-year SC institutions. Effective in 2007 with legislation passed, recipients beginning in the sophomore year may receive an enhanced award for majoring in math, science, engineering and health-related areas. PF recipients may earn up to \$6,700 in the 1st year, \$2,500 in the 2nd through 4th years, and may additionally receive up to \$2,500 beginning in the second year if majoring in eligible math/science programs. SC Code of Laws 59-104-20, 59-143-10 et seq, 59-101-345, 59-111-25, Regulations R.62300-375, and related FY14 budget provisos, 3.5, 11.11 and 117.45.	\$ 7,109,427	\$ 34,904,243		\$ 42,013,670	\$ 8,439,310	\$ 35,043,477		\$ 43,482,787	2.1.6, 1.1.5. See also Education Endowment.
HOPE Scholarships	The SC HOPE Scholarship Program was established under the SC Education Lottery Act approved by the General Assembly during the 2001 legislative session. The program is a merit-based scholarship created for students attending a four-year institution who do not qualify for the LIFE or Palmetto Fellows Scholarship. The scholarship is awarded during the freshman year of attendance only. SC HOPE requires that students be an SC resident and have a 3.0 high school GPA (based on UGS) be enrolled in a four-year institution, and not be receiving the LIFE or Palmetto Fellows Scholarship. The award is for the first year only and students may receive up to \$2,800 toward the cost of attendance. SC HOPE recipients may become eligible for the LIFE Scholarship in subsequent years. SC Code of Laws 59-150-370, 59-101-430(B), Regulation 62.900.85-900.140, and related FY14 budget provisos 3.5.	\$ 231,727	\$ 7,671,771		\$ 7,903,498	\$ 231,727	\$ 8,394,400		\$ 8,626,127	2.1.6, 1.1.5

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures			TOTAL	FY 2013-14 Expenditures			Associated Objective(s)	
		General	Other	Federal		General	Other	Federal		
SREB Contract Program & Assessments	The Southern Regional Education Board (SREB) was founded in 1948 by southern Governors to help states improve and share resources in higher education. Today, SREB includes 16 member states and continues to organize and administer regional arrangements to avoid costly duplication and expensive development of new programs. SREB operates through state support provided by member states. States are invoiced for their share of SREB general operations and contracts-for-services. CHE coordinates SC's participation in higher education programs. Participation enables access to SREB data collection, policy documents, comparative research and publications on K-20 issues as well as participation in several other programs such as the Academic Common Market (ACM). ACM is a voluntary program that enables out-of-state students to access at resident (in-state) tuition and fee rates undergraduate and graduate programs offered by institutions on the ACM that are not available to students in their home state. SC also provides financial support to provide for participation in the SREB Doctoral Scholars Program, technology initiative, Arts Program (see below), and SREB Contract Programs in Optometry and Veterinary Medicine. The Contract Programs offer students pursuing professional health degrees admission to schools in other states for the price of in-state tuition and fees at public institutions and for reduced tuition at private institutions; participating states pay colleges to maintain places in selected programs, thereby saving the expense of building and staffing these programs. Related FY14 budget provisos 11.1 and 11.6.	\$ 3,458,750			\$ 3,458,750	\$ 3,555,000			\$ 3,555,000	2.1.6, 1.1.5, 3.1.6
SREB Arts Program	This is an SREB program that provides tuition assistance to SC residents to attend the NC School of the Arts, a conservatory-based high school program that provides for the training of professionals in the arts. The school is located in Winston-Salem, NC. The amount per student is determined by the amount appropriated divided by the number of South Carolina residents who attend. See above description of SREB and FY14 budget proviso 11.2.	\$ 7,177			\$ 7,177	\$ 7,177			\$ 7,177	2.1.6, 1.1.5, 3.1.6
Education Endowment	Funds provided for the educational endowment are directed for higher education to be halved between Palmetto Fellows and Need-Based Grants. The Education Endowment was initially supported by Barnwell Nuclear Fee Revenues and per statute, state appropriations are provided to replace Barnwell Revenues as the revenues declined. Additional funding for these programs is provided through general and lottery funds as described herein. SC Code of Laws § 59-140-30 and § 48-46-40(F).	\$ 24,000,000			\$ 24,000,000	\$ 24,000,000			\$ 24,000,000	By statute, funds are divided equally in support of Palmetto Fellows Scholarships and Need-Based Grants. See the related programs.
Need-Based Grants ¹	Need-Based funds provided to South Carolina college students at public institutions. A portion of these funds are authorized for private institutions (approximately 17% which is based on enrollments). Per statute, qualified students at public institutions may receive up to \$2,500 annually. The program is campus administered at the public institutions. The funds for private institutions supplement the S.C. Tuition Grants program through which need based grants are provided for students attending the private institutions. The program has been funded additionally through the Education Endowment which is supported with Barnwell Nuclear Waste fee revenues and general fund appropriations. SC Code of Laws 59-142-10 et seq, 59-143-10 et seq, 59-101-345, 59-111-25, Regulations R.62.450-505, and related FY14 budget provisos, 3.5 and 11.10.		\$ 15,326,731		\$ 15,326,731	\$ 179,178	\$ 12,934,183		\$ 13,113,361	2.1.6, 1.1.5. See also Education Endowment.

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)		
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL			
Other Programs not listed in CHE Part 1A - EIA-funded programs and Lottery-funded programs that flow through CHE												
EIA-Funded Centers of Excellence	The purpose of the EIA - Centers of Excellence competitive grant program is to enable eligible institutions or groupings of institutions, to serve as state-of-the-art resource centers for SC in a specific area related to the improvement of teacher education. Teacher education encompasses both in-service and pre-service training. These resource centers develop and model state-of-the-art teaching practices, conduct research, disseminate information and provide training for K-12 and higher education personnel in the Center's specific area of expertise. In 2013-14, there were 13 active centers, 4 of which are presently funded through the Centers of Excellence grants. Additional funds have been provided in FY 2014-15 for a new center to be awarded in College and Career Readiness. Proposals were submitted and CHE awarded the center to Francis Marion University. The funds appropriated for the CHE Centers of Excellence program flow-through the State Department of Education (Part 1A Education Improvement Act, F. Partnerships, Centers of Excellence (H03)) to CHE. Included in the appropriation, are \$350,000 in funds to support an active center at Francis Marion University which was initially funded by a Center of Excellence grant. Related FY14 budget proviso, 1A.37.	\$	886,540		\$	886,540	\$	887,526		\$	887,526	3.1.4, 3.1.6
EIA-Funded Teacher Recruitment Programs	Two separate teacher recruitment projects, housed at Winthrop and SC Carolina State, respectively, provide leadership in identifying, attracting, placing and retaining well-qualified individuals for the teaching profession in our state. SC State's Program for the Recruitment of Minority Teachers (SCPRRMT) seeks to promote teaching as a career choice by publicizing the many career opportunities and benefits in the field of education in SC. The mission of SCPRRMT is to increase the pool of minority teachers in SC by making education accessible to non-traditional students (teacher assistants, career path changers, and technical college transfer students) and by providing an academic support system to help students meet entry, retention, and exit program requirements. SCPRRMT provides financial aid for its teacher education students and technical college studies. The purpose of Winthrop's Center for Educator Recruitment, Retention, & Advancement (CERRA) is to provide leadership in identifying, attracting, placing and retaining well-qualified individuals for the teaching profession in our state. In doing so, the CERRA will respond to changing needs for teachers from underrepresented populations, in critical subject fields and in under-served geographical areas in SC and work cooperatively with other organizations to promote the teaching profession. The funds appropriated for the CHE Centers of Excellence program flow-through the State Department of Education (Part 1A Education Improvement Act, F. Partnerships, Teacher Recruitment (H03)) to CHE. Related FY14 budget proviso 1A.9 and 1A.56.	\$	4,243,527		\$	4,243,527	\$	4,243,527		\$	4,243,527	Funds flow through to intended recipients. CHE has responsibilities in review and recommending budgets of programs. 3.1.6
Higher Education Excellence Enhancement	Aid to public and private Historically Black Colleges and Universities as well as other institutions identified in law for infrastructure development and enhancement of educational programs. The program was authorized by the General Assembly through 2-77-10, et seq, with the stated general purpose of enhancing the educational opportunities of low-income and educationally disadvantaged students. Funds flow-through CHE to eligible institutions as mandated. Ref: 2-77-10 et. seq. and related FY14 budget proviso 3.5 and 11.15.	\$	3,000,000		\$	3,000,000	\$	3,978,053		\$	3,978,053	Funds flow through to intended recipients. 3.1.6

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures			FY 2013-14 Expenditures			Associated Objective(s)		
		General	Other	Federal	General	Other	Federal			
Lottery Tuition Assistance	Lottery Tuition Assistance (LTA) provides aid for eligible students at two-year public and independent institutions. Students must complete the Free Application for Federal Student Aid (FAFSA), be degree-seeking, and be enrolled in a minimum of six hours to be eligible. Award amounts are set annually based on estimated student numbers and appropriations. In FY14, students may be awarded \$1,140 per semester full-time or \$95 per credit hour. Appropriated total program funds are allocated and divided between CHE and State Technical College Board for the program as directed. The funds through CHE support students at eligible public 2-year campuses of USC and the eligible private institution. SC Code of Laws 59-150-360, Regulation R.62.900.150 -62.900.195, and FY14 budget proviso 3.5.		\$ 2,576,920		\$ 2,576,920		\$ 2,558,656		\$ 2,558,656	2.1.6, 1.1.5
Lottery Technology	These Educational Lottery funds are specifically intended to assist the 20 public 2-year (USC 2-yr Regional Campuses and Technical Colleges) and 4-year Comprehensive Teaching Institutions in supporting higher education technology needs and facilitating the acquisition of advanced technology. Technology grants were included as an initial program funded by the lottery. The funds flow through CHE and are allocated by formula to the 2-year and 4-year public institutions. SC Code of Laws 59-150-355, and related FY14 budget provisos 3.2 and 3.5.		\$ 9,801,816		\$ 9,801,816		\$ 9,576,816		\$ 9,576,816	2.1.6
Deferred Maintenance, 2-yr & 4-yr colleges and universities	Since FY 2012-13, funds have been provided through the lottery to support to public 2-year and 4-year colleges and universities for maintenance, repair and equipment needs. The funds flow through CHE to the institutions; a portion of the funds are directed to the State Technical College Board for the technical colleges and a portion to allocated by formula as directed to the research, comprehensive and 2-year regional campuses of USC. As of FY14, the funds must be matched by an equivalent amount by the institutions. Related FY14 budget proviso, 3.5.		\$ 14,765,315		\$ 14,765,315		\$ 22,584,883		\$ 22,584,883	2.1.4

NOTES:

1) FY 2011-12 expenditures of Need-Based Grants does not include a budget transfer to SC Tuition Grants of \$660,427 in FY 2011-12 lottery surplus funds.

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Performance Measurement Template

Item	Performance Measure	Last Value FY12-13 Report	Current Value FY13-14 Report	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
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NOTE: The data below represent program data reported in prior year accountability reports and include primarily measures of activity. CHE is engaged in new strategic planning process and will be identifying measures that more directly support the identified strategic objectives in support of planning priorities. The Agency Discussion and Analysis included with this report identifies progress and activities made on identified strategic goals in FY 2013-14.

Scholarship and Grant Programs

1	Palmetto Fellows (PF), # Student Awards	6,722	pending, not yet available		Annual, Academic Year	CHE Annual Disbursement Report, CHEMIS Data	Data collected each semester during academic year	Number of awards made, unduplicated	2.1.6
2	Palmetto Fellows (PF), Dollars Awarded	\$53,947,701	pending, not yet available		Annual, Academic Year	CHE Annual Disbursement Report, CHEMIS Data	Data collected each semester during academic year	Number of dollars awarded, unduplicated	2.1.6
3	LIFE, # Student Awards	35,383	pending, not yet available		Annual, Academic Year	See PF Awards above	See PF Awards above	See PF Awards above	2.1.6
4	LIFE, Dollars Awarded	\$175,657,403	pending, not yet available		Annual, Academic Year	See PF Dollars Awarded above	See PF Dollars Awarded above	See PF Dollars Awarded above	2.1.6
5	HOPE, # Student Awards	3,069	pending, not yet available		Annual, Academic Year	See PF Awards above	See PF Awards above	See PF Awards above	2.1.6
6	HOPE, Dollars Awarded	\$7,893,909	pending, not yet available		Annual, Academic Year	See PF Dollars Awarded above	See PF Dollars Awarded above	See PF Dollars Awarded above	2.1.6
7	Need-Based Grants, # Student Awards	31,166	pending, not yet available		Annual, Academic Year	See PF Awards above	See PF Awards above	See PF Awards above	2.1.6
8	Need-Based Grants, Dollars Awarded	\$27,731,148	pending, not yet available		Annual, Academic Year	See PF Dollars Awarded above	See PF Dollars Awarded above	See PF Dollars Awarded above	2.1.6
9	Lottery Tuition Assistance, # Student Awards	43,524	pending, not yet available		Annual, Academic Year	See PF Awards above	See PF Awards above	See PF Awards above	2.1.6
10	Lottery Tuition Assistance, Dollars Awarded	\$53,311,236	pending, not yet available		Annual, Academic Year	See PF Dollars Awarded above	See PF Dollars Awarded above	See PF Dollars Awarded above	2.1.6
11	National Guard College Assistance Program, # Student Awards	901	pending, not yet available		Annual, Academic Year	CHEMIS program data collection	Data collected each semester during academic year	Number of awards made, unduplicated	2.1.6
12	National Guard College Assistance Program, Dollars Awarded	\$2,108,350	pending, not yet available		Annual, Academic Year	CHEMIS program data collection	Data collected each semester during academic year	Number of dollars awarded, unduplicated	2.1.6
13	# of Events staff participated in to provide scholarship and grant programs updates to students, parents, and guidance counselors and to increase awareness	21	32		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	2.1.6

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
14	Workshops hosted for financial aid representatives to review regulations and program changes to ensure proper administration	9	6		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	2.1.6
15	Number of student scholarship/grant appeals processed for which decisions were rendered	174	169		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	2.1.6
Students participating in SREB programs									
16	SREB School of Arts Student Participation (new and continuing)	1	3		Academic Year	CHE participant information	Annual review, data collected as enrolled	Number of new and continuing participants	2.1.6
17	SREB Contract Programs for Veterinary Medicine and Optometry (new and continuing)	124	123		Academic Year	CHE participant information	Annual review, data collected as enrolled	Number of new and continuing participants	2.1.6
18	SREB Academic Common Market Participation	122	100		Calendar Year	Annually. CHE program report	Annual review, data collected as enrolled	Number of new and continuing SC students certified for participation	2.1.6
19	Doctoral Scholar Participants (new and continuing)	16	15		Academic Year	CHE participant information	Annual review, data collected as enrolled	Number of new and continuing participants	2.1.6
Institutional Program Licensing Activity									
20	Licensing - Agent Permits	337	344		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
21	Licensing - Transcripts Requested	213	198		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
22	Licensing - New Degree Granting Licenses, Intial	3	7		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
23	Licensing - New Degree Granting Licenses, Amendments	2	4		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
24	Licensing - Total New Licenses Issued	218	209		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
25	Licensing - Licenses Relinquished, Deferred, Denied, or Revoked	4	6		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
26	Licensing - Student Complaints	89	82		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
Veterans Education and Training Programs									
27	SAA - Number of program approvals for degree, diploma, and certificate programs at each school approved for veterans benefits	679	1,383		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
28	SAA - OJT Apprenticeships and Training: Number of Business Organizations across SC involved	47	50		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
29	SAA - OJT Apprenticeships and Training: Number of Veterans enrolled in career and training programs	94	179		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
30	SAA - OJT Apprenticeships and Training: Number of Approved Career Training Objectives (i.e., types of available jobs)	171	192		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
31	SAA - OJT Apprenticeships and Training: Number of the types of career training objectives in which veterans participated.	15	16		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1.4
CHE Academic Program Approval									
32	Academic Program Approval & Review - Planning Summaries Reviewed	31	24		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1
33	Academic Program Approval & Review - New Proposals Reviewed	35	33		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1
34	Academic Program Approval & Review - Existing Programs Terminated by Institutions	38	48		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1
35	Academic Program Approval & Review - Program Modifications Reviewed	10	20		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1
36	Academic Program Approval & Review - Existing Centers Terminated by Institutions	0	0		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1
37	Academic Program Approval & Review - Number of Notification Changes	80	88		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	1.1

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
CHE Competitive Grant Programs for Public Institutions									
38	Improving Teacher Quality Awards	8	8		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
39	Improving Teacher Quality Submissions	9	9		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
40	EIA-Centers of Excellence Awards	4	4		Fiscal Year	CHE Program Data, Staff Report.	Tracked throughout the year	Number (New & continuing awards. FY14: 1 new, 3 continuing)	3.1.6
41	EIA-Centers of Excellence Submissions	7	2		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
42	Professor of the Year Awards	2	2		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
43	Professor of the Year Submissions	30	30		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
44	Service Learning Awards	3	3		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
45	Service Learning Submissions	15	14		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
SmartState Program									
46	SmartState Centers Awarded	51	51		Year-end as of June 30	CHE Program Data	last approved Centers in 2013	Total Centers awarded via the competitive process since FY03 with the last Centers awarded in FY 2012-13.	3.1.6
47	Lottery Funds Awarded for Approved Centers	\$197,600,000	\$197,600,000		Year-end as of June 30	CHE Program Data	last awards for Centers in 2013	Total lottery funds and program interest made available for awards since FY03	3.1.6
48	Lottery Funds Matched 1:1 and Drawn	\$179,674,153	\$188,705,157	\$197,600,000	Year-end as of June 30	CHE Program Data	Tracked throughout the year	State matching funds drawn upon certification of 1:1 non-state match	3.1.6
49	Percent of Funds Matched & Drawn	90.9%	95.5%	100%	Year-end as of June 30	CHE Program Data	Tracked throughout the year	Percentage Matched & Drawn / Available Dollars for Approved	3.1.6
50	Percent of Non-state Match Funds Pledged	100%	100%	100%	Year-end as of June 30	CHE Program Data	Tracked throughout the year	Percentage of Approved Lottery Funds for which the requisite 1:1 match is pledged	3.1.6
51	Endowed Chairs Created for Funded Centers	89	88		Year-end as of June 30	CHE Program Data	Tracked throughout the year	Total chairs identified for approved Centers.	3.1.6
52	Endowed Chairs Appointed	44	48	88	Year-end as of June 30	CHE Program Data	Tracked throughout the year	Total chairs appointed to date	3.1.6

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
53	Percent of Chairs Appointed	49%	54.5%	100%	Year-end as of June 30	CHE Program Data	Tracked throughout the year	Percentage Hired / Appointed Chairs	3.1.6
College Access and Awareness Programs									
54	College Goal Sunday - Participating families	974	719		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
55	College Goal Sunday - FAFSAs completed	463	321		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
56	College Goal Sunday - Participating volunteers	307	325		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
57	College Application Month - Participating high schools	152	186		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
58	College Application Month - Participating students	32,178	39,358		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
59	College Application Month - Applications completed	53,000	59,184		Fiscal Year	CHE Program Data, Staff Report	Tracked throughout the year	Number	3.1.6
SC GEAR UP									
60	SC GEAR UP - Services to STUDENTS: # Receiving Tutoring and/or Academic Enrichment / Average # Hours of Service Per Student Receiving the Service Per Year	2,385 / 36.5	2,508 / 19.6		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
61	SC GEAR UP - Services to STUDENTS: # Participating in Rigorous Academic Curricula / Average # Hours of Service Per Student Receiving the Service Per Year	1,505 / 135	1,505 / 135		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
62	SC GEAR UP - Services to STUDENTS: # Receiving Comprehensive Mentoring / Average # Hours of Service Per Student Receiving the Service Per Year	3,441 / 12	3,292 / 10.8		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
63	SC GEAR UP - Services to STUDENTS: # Receiving Advising and/or Academic and Career Planning / Average # Hours of Service Per Student Receiving the Service Per Year	3,243 / 14.3	2,993 / 8.3		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
64	SC GEAR UP - Services to STUDENTS: # Participating in College Visits/College Student Shadowing / Average # Hours of Service Per Student Receiving the Service Per Year	1,898 / 8.2	1,026 / 4.9		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
65	SC GEAR UP - Services to STUDENTS: # Participating in Summer Programs / Average # Hours of Service Per Student Receiving the Service Per Year	496 / 3.9	743 / 3.8		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
66	SC GEAR UP - Services to STUDENTS: # Participating in Educational Field Trips / Average # Hours of Service Per Student Receiving the Service Per Year	184 / 50.7	479 / 28.7		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
67	SC GEAR UP - Services to STUDENTS: # Participating in Workshops / Average # Hours of Service Per Student Receiving the Service Per Year	1,101 / 11	1,507 / 4.5		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
68	SC GEAR UP - Services to STUDENTS: # Participating in Family or Cultural Events / Average # Hours of Service Per Student Receiving the Service Per Year	678 / 5.7	819 / 5.3		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
69	SC GEAR UP - Services to STUDENTS: # Receiving Financial Aid Counseling / Average # Hours of Service Per Student Receiving the Service Per Year	1,401 / 5.7	916 / 3.9		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
70	SC GEAR UP - Services to STUDENTS: # Receiving Tutoring and/or Academic Enrichment / Average # Hours of Service Per Student Receiving the Service Per Year	1,144 / 6.3	923 / 4.1		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
71	SC GEAR UP - Services to PARENTS: # Participating in Workshops on College Prep/Financial Aid / Average # Hours of Service Per Participant Receiving the Service Per Year	704 / 21.6	528 / 11.5		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
72	SC GEAR UP - Services to PARENTS: # Receiving Counseling and/or Advising / Average # Hours of Service Per Participant Receiving the Service Per Year	7,468 / 1.7	8,281 / 14.8		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
73	SC GEAR UP - Services to PARENTS: # Participating in College Visits / Average # Hours of Service Per Participant Receiving the Service Per Year	8 / 7.4	106 / 4.1		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
74	SC GEAR UP - Services to PARENTS: # Participating in Family Events / Average # Hours of Service Per Participant Receiving the Service Per Year	1,553 / 11.6	2,010 / 14.2		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number / Average Hours per Participant	
75	SC GEAR UP - TEACHERS who taught SC GEAR UP	240	318		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Number	
76	SC GEAR UP - Average hours of professional development per participating teacher	10	4		Fiscal Year	CHE Program Data, Reports of GEAR UP Graduation Coaches.	Tracked throughout the year	Average Hours per Participant	

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Strategic Planning Template

NOTE: The Commission has recently held a strategic planning session and the Commission is anticipated to consider its strategic plan at the October meeting. Identified below are strategic objectives from the past year anticipated to continue as well as new goals, strategies and objectives under discussion. A revised template will be submitted should action of the Commission in October warrant changes.

Type	Goal	Item # Strat	Object	Description
G	1			Promote <u>Quality and Effectiveness</u> of South Carolina's Higher Education System
S		1.1		Improve Monitoring and Assessment of Academic Programs and Student Services at SC Public Colleges and Universities
O			1.1.1	Establish performance metrics and outcome measures for assessment of programs
O			1.1.2	Redirect CHE staffing and resources to focus on performance metrics of academic programs approved in past five years
O			1.1.3	Determine options for re-visioning of the Governor's Professor-of-the-Year program (§59-104-220)
O			1.1.4	Conduct risk assessments of data security vulnerabilities
O			1.1.5	Conduct periodic institutional audits of state scholarship and student aid programs funded through CHE
S		1.2		Strengthen Monitoring and Assessment of Non-Public Postsecondary Institutions Operating in SC
O			1.2.1	Establish performance metrics and outcome measures for assessment of programs at non-public institutions
O			1.2.2	Redirect CHE staffing and resources to focus on performance metrics of programs at non-public institutions approved in past five years
O			1.2.3	Improve functional collaboration between CHE's State Approving Agency (veterans' benefit programs) and Academic Affairs and Licensing Division
O			1.2.4	Provide for the efficient and effective management of licensing of non-public postsecondary education programs and responsibilities as the State Approving Agency
G	2			Improve <u>Affordability and Accessibility</u> of South Carolina Higher Education Programs and Services
S		2.1		Strengthen Existing and/or Develop New Funding Models to Sustain Public Higher Education in South Carolina
O			2.1.1	Engage the legislatively mandated Efficiency Studies Review Committee in seeking systemic approaches to higher education cost savings and economies
O			2.1.2	Seek state appropriations to encourage funding innovations by institutions that increase college affordability for students
O			2.1.3	Seek executive, legislative, and institutional support for adherence to statutory requirements of §59-103-35
O			2.1.4	Seek executive, legislative, and institutional support for a bond bill or infrastructure bank to achieve economical financing of capital projects
O			2.1.5	Re-evaluate CHE's membership in the South Carolina Higher Education Foundation
O			2.1.6	Provide for the efficient and effective management of student financial aid and other programs under the purview of CHE that promote affordability and accessibility

Agency Name: SC Commission on Higher Education



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Strategic Planning Template

NOTE: The Commission has recently held a strategic planning session and the Commission is anticipated to consider its strategic plan at the October meeting. Identified below are strategic objectives from the past year anticipated to continue as well as new goals, strategies and objectives under discussion. A revised template will be submitted should action of the Commission in October warrant changes.

Type	Goal	Item # Strat	Object	Description
S		2.2		Align SC's Higher Education Resources to Meet Current and Future Needs of the State Most Effectively and Efficiently
O			2.2.1	Initiate a study of SC's higher education resources with recommendations to identify their most effective deployment in support of state needs
O			2.2.2	Investigate the need to revise statutory sector definitions for SC's public colleges and universities
O			2.2.3	Work with partner agencies and organizations to integrate workforce needs assessment into long-term statewide planning
O			2.2.4	[See also Item 2.1.1--Efficiency Studies]
G	3			Foster <u>Collaboration</u> to Strengthen Higher Education's Value to the State's Economic Growth and Human Development
S		3.1		Improve Collaboration among All Tiers of the State's Education Enterprise from Pre-K through College/Career
O			3.1.1	Work through the Council of P-20 Agency Heads to coordinate key objectives of participating agencies
O			3.1.2	Continue to strengthen communications between CHE and SDE/SBE at board, executive, and staff levels
O			3.1.3	Work with SDE to align new K-12 college readiness standards with institutional admissions and math/English placement standards
O			3.1.4	Work with SDE to develop college-ready remediation strategies prior to high school graduation and establish consequences for unsatisfactory institutional performance
O			3.1.5	Coordinate forums to provide continuing education opportunities for institutional trustees to promote collaboration and sharing of best practices
O			3.1.6	Provide for the efficient and effective management for programs under CHE's purview that promote higher education attainment and foster collaborations of higher education and external stakeholders to improve programs and services