



Meeting of the South Carolina Commission
on Higher Education
Committee on Strategic Planning and Accountability (CSPA)
3:00 p.m., March 5, 2025, via Zoom

Members

Commissioner Doug Snyder (Chair)
Commissioner Dino Teppara (Vice Chair)
Commissioner Mark Masters
Commissioner Mick Zais

Members Excused

Commissioner Gene Fant

Commission Staff Present

Jeff Perez
Laura Belcher
Jessica Berry
Corey Gheesling
Elizabeth Robinson
Shakara Smith
Mark Swart

Other Guests

Walter Collins, University of South Carolina, Palmetto College

1. Welcome and Call to Order

Chair Snyder opened the Committee on Strategic Planning and Accountability (CSPA) meeting and called it to order at 3:00 p.m. Ms. Smith introduced the Commissioners. She confirmed a quorum of the Committee and announced that the meeting was being held in accordance with the Freedom of Information Act.

2. Approval of the Agenda

Chair Snyder asked for consideration of the Committee on Strategic Planning and Accountability meeting agenda. Commissioner Zais motioned to approve the agenda as presented, and Commissioner Masters seconded the motion. The agenda was approved unanimously.



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3. Approval of the Minutes: January 21, 2025

Chair Snyder introduced the draft minutes of the January 21, 2025, Committee on Strategic Planning and Accountability meeting and asked for any additions or corrections. Commissioner Masters motioned to approve minutes as presented, and Commissioner Zais seconded the motion. The minutes were approved unanimously.

4. Chair's Report

Chair Snyder thanked the Committee for their work so far. He explained that each committee member met with President Perez and Ms. Belcher to further discuss the agency's strategic plan. He said that the goal of today's meeting is to further discuss the mission and values for the Commission on Higher Education (CHE). Chair Snyder stated that he would like the Committee to have a draft strategic plan for the full board to review at the August CHE Business Meeting.

5. Strategic Plan 2030 Timeframe and Activities Summary

Chair Snyder called on President Perez to report on the Strategic Plan 2030 Timeframe. President Perez asked Commissioners to refer to the timeline document, and he provided a brief overview. He requested that Commissioners provide feedback on the timeline. President Perez explained that he has begun reaching out to stakeholders to include the Council of Presidents to better understand what they would like to see CHE accomplish.

6. Strategic Plan 2030 Elements

President Perez described the Strategic Plan 2030 Elements document. He explained that the focus should include CHE's aspirations and have objectives that are incrementally measurable. Commissioner Masters referred to the CHE's mission statement as it is listed in the new commissioner handbook and asked whether the mission/vision statement should be like the previous statement. President Perez explained that is one option and said that any limitation would be defined by legislation. Commissioner Masters asked what is CHE's authority as referenced in State law, to which Commissioner Zais explained that CHE has the authority to coordinate.

7. Mission and Values Review

President Perez recommended that the mission statement be concise and easy to remember but includes any statutorily related aspect. President Perez asked the Committee to refer to the draft mission and value statement document and to provide feedback. Commissioner Zais explained the importance of having a more integrated higher education system.

Commissioner Masters recommended the amended mission statement: *"To provide coordinated leadership to support and improve the SC higher education system."* Commissioner Masters and Commissioner Zais emphasized the importance of using data in the Statistical Abstract and other measures to analyze and determine the State needs in higher education. Commissioner Zais said that analysis needs to then be translated to the General Assembly. Chair Snyder recommended removing "quality" from the mission statement to which Commissioner Zais agreed. Commissioner Master clarified that he did not intend to include the term quality.

Ms. Belcher displayed the revised mission and values statement and asked the Committee whether there were any further revisions.

Commissioner Zais recommended using the term, guiding principles, rather than values. He also stated that accessibility should not be the focus, and suggested using affordability, transparency and efficiency as the top values. Chair Snyder recommended removing accessibility. Commissioner Zais recommended removing growth and asked whether growth refers to enrollment. Chair Snyder explained that growth refers to enrollment and graduation rates.

President Perez recommended the amended mission statement: *“To provide coordinated leadership to support and improve the SC higher education system to meet the needs in SC and enhance the State’s economic development.”*

President Perez recommended using accountability as opposed to transparency as a guiding principle. Commissioners agreed to remove growth. President Perez recommended the following three guiding principles: affordability, accountability and excellence, to which Commissioners agreed. Chair Snyder recommended using the term values, rather than guiding principle as previously recommended, to which Commissioners agreed.

Chair Snyder asked to reverse the order, having the mission/vision statement listed first, followed by the Statute. Commission Masters recommended removing the statement: “CHE is directed by the General Assembly to support the state’s Higher Education goals,” to which Chair Snyder explained the relevance of the statement. Chair Snyder suggested revising the statement to: “Statutes on the Commission as compared to statutes on higher education.”

Chair Snyder asked the Committee to vote on the revised mission and values statement:

Mission

“To provide coordinated leadership to support and improve the South Carolina higher education system to meet South Carolina citizens’ needs and enhance the State’s economic development.”

Values

*Affordability
Accountability
Excellence*

He said that the statement will not be listed for action at the full CHE Business Meeting. Commissioner Zais motioned for the approval of the amended mission/value statement and Commissioner Masters seconded. Chair Snyder called for the vote and the statement passed. He requested that a copy of the revised statement be made available to all Commissioners at the CHE Business Meeting.

Commissioners referred back to the Strategic Plan 2030 Elements document. Commissioner Masters asked whether the five-year timeframe should be removed from the elements to which Chair Snyder explained the importance of having a specific timeframe. Commissioners Zais and Commissioner Masters suggested not placing the item for consideration as it will likely change.

8. External Studies Update

Chair Snyder asked Ms. Belcher to provide an update on agency external studies. Ms. Belcher provided an update on the agency’s external reviews. Ms. Belcher reported that of the 40 action items in response to the Inspector General’s report, 28 have been completed, nine are in progress with three left to be initiated. She reported that the House Legislative Oversight Committee (HLOC) report included 26 recommendations, of which 18 are specific to actions the CHE can take, and the remaining ones are recommendations for the General Assembly. She said of the 18 actions, three actions have been completed and 12 items have been initiated, with three items not initiated.

Commissioner Masters asked what the completion date for the Inspector General's items, to which President Perez explained that the HLOC completion date is October 2025 but the IG's items do not have a specific timeline. Ms. Belcher explained that there are varying completion dates, with mid-2026 being the latest date.

9. Other Business

There was no other business to consider.

10. Adjournment

Chair Snyder adjourned the meeting at 4:25 p.m.

