



Meeting of the South Carolina Commission on Higher Education Committee on Strategic Planning and Accountability (CSPA)

2:00 p.m., May 27, 2026, via Zoom

Members

Commissioner Doug Snyder (Chair)
Commissioner Dino Teppara (Vice Chair)
Commissioner Amy Bigham

Commissioner Gene Fant
Commissioner Mark Masters

Members Excused

Commissioner Mick Zais

Commission Staff Present

Jeff Perez
Laura Belcher
Monica Goodwin
Noah Perry

Elizabeth Robinson
Kara Smith
Chariti Spann
Mark Swart

Welcome and Call to Order

Chair Snyder called the meeting of the Committee on Strategic Planning and Accountability (CSPA) to order at 2:06 p.m. Ms. Smith introduced the Commissioners, confirmed the presence of a quorum, and announced that the meeting was being conducted in compliance with the Freedom of Information Act.

Approval of the Agenda

Chair Snyder requested consideration of the CSPA meeting agenda. Commissioner Masters motioned to approve the agenda as presented, and Commissioner Bigham seconded the motion. The agenda was approved unanimously.

Approval of the Minutes: April 29, 2026

Chair Snyder presented the draft minutes of the April 29, 2026, meeting and invited any additions or corrections. Commissioner Masters motioned to approve the minutes as presented, and Commissioner Bigham seconded the motion. The minutes were approved unanimously.



803-737-2260

1122 Lady St, Ste 400
Columbia, SC 29201

www.che.sc.gov



Chair's Report

Chair Snyder outlined the committee's goals for the current meeting and the upcoming July meeting. He stated that the committee's objective is to narrow the proposed metrics under each strategic initiative and establish a timeline for finalizing them. Chair Snyder requested that commissioners receive a draft of the proposed metrics, including the associated data measures, by June 19 for review.

Chair Snyder also suggested tentatively scheduling an additional committee meeting around July 15. He noted that the meeting would only be held if needed, depending on the committee's progress.

Strategic Plan Metric Update

President Perez reviewed the proposed metrics for the Strategic Plan and led a discussion with committee members regarding potential revisions as outlined:

Accessibility – Initiative 1, (Promote Higher Education ROI) President Perez recommended revising Metric 1 by changing the language to "in an industry aligned with" rather than "within an industry aligned with." He confirmed that the Coordinating Council for Workforce Development (CCWD) could provide the necessary data.

Accessibility – Initiative 2, (Increase Educational Awareness), President Perez shared that the Education Oversight Committee (EOC) recommended measuring the percentage of high school graduates who enroll in postsecondary education during the fall immediately following graduation. Commissioner Masters recommended collaborating with the SC Department of Education to obtain the current baseline data.

Accessibility – Initiative 3, (Improve Affordability), Metric 1, President Perez reported that data for this metric is available through the Integrated Postsecondary Education Data System (IPEDS). He explained that CHE's research staff could calculate the metric using total educational expenses, excluding auxiliary enterprise expenditures, divided by total student enrollment.

Chair Snyder suggested that graduation rates should also be incorporated as a metric under one of the Accessibility initiatives.

Ms. Belcher demonstrated the Higher Education Expenditures and Revenues dashboard on CHE's website displaying higher education expenditure data.

Accessibility – Initiative 3, Metric 2, President Perez stated that this data is available through the U.S. Department of Education. Chair Snyder questioned whether Free Application for Federal Student Aid (FAFSA) completion directly measures affordability, noting that while it supports college access, it may be better suited as a supporting data point rather than a primary metric. President Perez agreed that FAFSA completion increases families' awareness of college opportunities.

For Metric 3, President Perez confirmed that statewide three-year average data is available through the Federal College Scorecard.

Excellence – Initiative 1, (Enhance Operational Effectiveness) President Perez explained that additional performance data would become available after implementation of the agency's Technology Utilization Study recommendations, including the potential development of a

workflow and portal system. Commissioner Masters asked President Perez to elaborate on the technology utilization study, and President Perez summarized its findings and the anticipated next steps. President Perez said that there could be a potential cost of up to \$9 million, which involves developing a portal and acquiring or customizing CRM systems for better workflow management across offices. He explained that the implementation timeline is uncertain as the recommendations need approval from the Division of Technology Office before decisions can be made on how to proceed. President Perez emphasized a sense of urgency due to the study's impact on office efficiency and morale.

Commissioner Masters encouraged staff to identify operational improvements that could be implemented immediately without requiring additional funding or full implementation of the technology study recommendations.

Excellence – Initiative 1, Metric 2, President Perez explained that the metric would focus on the five most impactful recommendations identified through the climate survey in consultation with the Inspector General. Commissioner Masters recommended surveying employees to have them identify the top five priority areas. Chair Snyder recommended revising the language to focus more broadly on continuously improving the employee work environment rather than referencing the survey specifically.

Chair Snyder also suggested reorganizing the Excellence initiative by moving the current third initiative, which focuses on strengthening student success and workforce alignment, to become the first initiative.

Commissioner Fant noted that the federal government tracks FAFSA completion using social security numbers and explained that there is a cost associated with accessing the data, which may limit its use. President Perez asked Ms. Goodwin to research the availability and cost of obtaining the data with the National Student Clearinghouse.

Initiative 3 (Strengthen Student Success and Workforce Alignment), President Perez confirmed that data is available for Metric 1. He also asked whether Metrics 3 and 4, which relate to student graduation outcomes, should serve as primary performance metrics. The committee agreed that additional discussion would be needed.

Chair Snyder suggested presenting graduation metrics as a consolidated table rather than separate metrics. President Perez noted that non-degree certificates measurement is still under development as staff await determinations from an interagency work group.

Accountability – Initiative 1, (Refine Monitoring and Reporting) President Perez observed that the current Metric 1 functions more as a tactic than a performance measure and requested commissioner feedback on how it should be revised. Chair Snyder expressed concerns about the granular nature of key performance indicators (KPIs) and agreed that they are too tactical. He indicated that the committee would revisit the discussion at a future meeting.

For Metric 2, President Perez reported that CHE's research staff had developed a model based on the Forbes college ranking methodology, modified to evaluate South Carolina's public colleges and universities using nine performance indicators. Commissioner Masters requested that the model be run on two institutions, to which President Perez agreed to ask Ms. Manic to perform this analysis. Commissioner Bigham asked how frequently this report would be run to which President Perez confirmed yearly.

Initiative 3 (Fulfill Statutory Responsibilities), President Perez confirmed that this metric can be fulfilled through the agency's already existing Central Calendar. Chair Snyder said that this metric should be moved to number 1 under Accountability.

External Studies Update

Chair Snyder reported that the external studies are current.

Accountability Update

Chair Snyder reported that the accountability items are current.

Other Business

There was no other business to consider.

Adjournment

There being no further business, Chair Snyder and President Perez thanked staff and Committee members for their work. Upon hearing no objections, the meeting was adjourned at 3:10 p.m.

