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

2:00 p.m., July 29, 2026, via Zoom

Members

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

Members Excused

Commissioner Gene Fant
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 2:00 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: May 27, 2026

Chair Snyder presented the draft minutes of the May 27, 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.

Chair's Report

Chair Snyder thanked the committee and staff for their work on the strategic plan. He reported that CHE staff have been working to refine strategic plan metrics in preparation for discussions at the upcoming retreat, scheduled September 2-3.

Strategic Plan Metric Update

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

Accessibility

Metric 1: Staff will work with the Coordinating Council for Workforce Development (CCWD) to obtain the necessary data.

Metric 2: Staff are working with the Department of Education to determine the number of districts available in the dataset.

Metric 3: Staff are working with CHE's Student Affairs to obtain the necessary data, as well as with IPEDS to gather information regarding institutional expenses per student based on headcount. The College Scorecard will provide information on median student debt and the percentage of students receiving federal loans.

Commissioners decided to include both FTE and headcount metrics for student expenses, use College Scorecard data for median debt measurements, and maintain four-year graduation rates as primary metrics while including success rates in the appendix.

Excellence

Initiative 1: President Perez provided an overview of the proposed metrics and confirmed that the data is attainable. Commissioner Masters asked whether workforce development data could identify the need for master's or doctoral degrees in particular fields. President Perez indicated that this could be considered. President Perez and Ms. Belcher will follow up with the CCWD regarding this information. President Perez also confirmed that staff will work to define workforce-related certificates and develop policy regarding them.

Initiative 2: CHE is working to collect the necessary information to track agency collaborations.

Initiative 3: President Perez explained that this initiative is part of the technology utilization study. Some progress is expected; however, this is a long-term item.

Commissioner Snyder asked whether the climate survey is directly impacting operational effectiveness. President Perez explained that the relationship is a correlation and noted that the survey has value, particularly in incorporating the Inspector General's recommendations. Commissioner Masters noted that absenteeism and remote work have a direct impact on operational effectiveness. Commissioner Snyder expressed concern that the Inspector General's survey may not measure those factors and could instead measure factors that are unrelated to operational effectiveness. Commissioner Masters recommended allowing staff to determine the priority items to be addressed from the climate survey.

Commissioners discussed measuring agency efficiency through tracking manual processes as part of a technology efficiency study.

Accountability

Initiative 1, Metric 1: Staff will modify the existing agency's Central Calendar to present information on statutory requirement completions.

Initiative 2, Metrics 1 and 2: Staff presented the idea of combining the two metrics into one. A definition of "request" will be developed, along with a process for tracking requests. Commissioner Snyder asked whether the metric could instead focus on measuring successful outcomes from outreach.

Initiative 3, Metrics 1 and 2: President Perez explained that each campus has its own Board that establishes institutional KPIs. CHE could track whether each institution has established KPIs.

Commissioners discussed tracking KPIs at campuses, with Commissioner Snyder suggesting that rather than creating uniform metrics across all institutions, they should focus on ensuring campuses have appropriate governance and success metrics that are reported to their board of trustees. Commissioner Masters noted that many board members do not currently receive comprehensive data at board meetings, including comparative analysis. President Perez agreed to investigate which reports and data institutions use at the board level to measure effectiveness, then refine the approach based on this input and collect data from individual campuses.

President Perez presented the final financial composite scores for each institution. Commissioner Bigham asked when the scores would be shared. The committee indicated that this would be discussed later.

Commissioner Snyder asked staff to verify whether Forbes had released the same data or used the same measure.

President Perez asked when the committee would like to provide the financial model to the Board. Commissioner Masters indicated that he would like to see a cleaned-up version before it is shared.

Commissioner Bigham asked whether an executive session would be appropriate to discuss the financial model further. Commissioner Snyder suggested that the model could be shared without the financial figures. Commissioner Masters stated that the matter should be discussed with the full Commission before publication. Commissioner Snyder suggested presenting the model to the presidents as a rough draft that would be further discussed at the retreat.

President Perez noted that the presidents would have an opportunity to provide feedback and would attend the retreat to discuss the plan. President Perez stated that he would review the plan with Chair Hayes to ensure that he agrees with the proposed approach.

Commissioner Snyder indicated that he could verbally present the plan at the Board meeting and ask the Board whether it agrees with sharing the plan with the presidents.

FY26 Accountability Report Sections Review

Ms. Belcher provided an update on the Partnerships and Services sections of the Accountability Report. She stated that the complete package would be presented in August and that she would provide a summary of the report, which would also include a narrative. She noted that the budget has not yet been finalized and that the budget information would be incorporated later.

Ms. Belcher reported that 10 reports have been submitted since the previous meeting.

External Studies Update

Chair Snyder reported that the external studies 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 3:07 p.m.