

USHE ROLES AND RESPONSIBILITIES GUIDANCE

SUMMARY: Relationships, Responsibilities, and Authority of USHE Governing and Administrative Officers

The Utah System of Higher Education comprises 16 institutions, all with unique missions, and all working towards common goals and a unified vision of positioning Utah as an innovative global leader in providing world-class higher education that enhances the quality of life in the state. To ensure USHE operates cohesively to provide valuable education that meets workforce needs and enhances the wellbeing and prosperity of all Utahns, the Utah Board of Higher Education and institutional boards of trustees must align responsibility and authority. The Utah Legislature and the Board of Higher Education have established the following responsibilities and authorities for the Board, boards of trustees, presidents, and the Commissioner. This annual guidance reiterates the Board's delegation authority and responsibilities as set forth in Utah law and Board policies. All Board of Higher Education policies are available at ushe.edu/policies.

UTAH BOARD OF HIGHER EDUCATION

STATUTORY AUTHORITY	STATUTORY RESPONSIBILITY
53H-1-203(1)(a)	The Board of Higher Education is the governing board for the institutions of higher education, which controls, oversees, and regulates the Utah System of Higher Education in a manner consistent with Utah Code Title 53H and the specific powers and responsibilities granted to the Board.
53H-1-203(2)(a)	Establish and promote a state-level vision and goals for higher education that emphasize data-driven retrospective and prospective System priorities, including: • quality; • affordability; • access and equity; • completion; • workforce alignment and preparation for high-quality jobs; and • economic growth.
53H-1-203(2)(b)	Establish System policies and practices that advance the vision and goals.
53H-1-203(2)(c)	Establish metrics to demonstrate and monitor: • performance related to the goals; and • performance on measures of operational efficiency.
53H-1-203(2)(d)	Collect and analyze data, including economic data, demographic data, and data related to the metrics.
53H-1-203(2)(e)	Govern data quality and collection across institutions.
53H-1-203(2)(f)	Establish, approve, and oversee each institution's mission and role in accordance with Section 53H-3-602.

53H-3-602(3)	The Board shall further clarify each institution of higher education's primary role by clarifying: • the level of program that the institution of higher education generally offers, in accordance with Subsection 53H-3-603(3); • broad fields that are within the institution of higher education's mission; and • any special characteristics of the institution of higher education, such as being a land-grant university.
53H-1-203(2)(g)	Assess an institution's performance in accomplishing the institution's mission and role.
53H-1-203(2)(h)	Participate in the establishment and review of programs of instruction in accordance with Section 53H-3-603.
53H-1-203(2)(i)	Perform duties related to an institution of higher education president, including: • hiring an institution of higher education president in accordance with Sections 53H-3-302; • through the Commissioner and the Board's Executive Committee: ○ providing support and guidance to an institution of higher education president; and ○ evaluating an institution of higher education president based on institution performance and progress toward systemwide priorities; • setting terms of employment, including performance-based compensation, through an employment contract or another method of establishing employment; and establishing, through a confidential process, a statewide succession plan to develop potential institution presidents from within the System.
53H-1-203(2)(j)	Create and implement a strategic finance plan for higher education, including by: • establishing comprehensive budget and finance priorities for academic education and technical education; • allocating statewide resources to institutions; • setting tuition for each institution; • administering state financial aid programs; • administering performance funding in accordance with Chapter 8, Part 3, Performance Funding; and • developing a strategic capital facility plan and prioritization process in accordance with Title 53H, Chapter 9, Part 5, and Sections 53H-9-604 and 53H-9-605.
53H-1-203(2)(k)	Create a seamless articulated education system for Utah students that responds to changing demographics and workforce, including by: • providing for statewide prior learning assessment, in accordance with Section 53H-3-702; • establishing and maintaining, in accordance with Section 53H-3-604, clear pathways for articulation and transfer, including identifying strategies that promote transfer from an institution external to USHE; • establishing degree program requirement guidelines, including credit hour limits; • aligning general education requirements across degree-granting institutions; • coordinating and incentivizing collaboration and partnerships between institutions in delivering programs; • coordinating distance delivery of programs; • coordinating work-based learning; and • emphasizing System priorities and metrics.
53H-1-203(2)(l)	Coordinate with the public education system: • regarding public education programs that provide postsecondary credit or certificates; and • to ensure that an institution of higher education providing technical education serves secondary students in the public education system.
53H-1-203(2)(m)	Delegate to an institution's board of trustees certain duties related to institution governance, including: • guidance and support for the institution president; • effective administration;

	- the institution's responsibility for contributing to progress toward achieving systemwide goals; and - other responsibilities determined by the Board.
53H-1-203(2)(n)	Delegate to an institution of higher education president management of the institution of higher education.
53H-1-203(2)(o)	Consult with an institution of higher education board of trustees or institution of higher education president before acting on matters pertaining to the institution of higher education.
53H-1-203(2)(p)	Maximize efficiency throughout USHE by identifying and establishing shared administrative services, beginning with: - commercialization; - services for compliance with Title IX; - information technology services; and - human resources, payroll, and benefits administration.
53H-1-203(2)(q)	Develop strategies for providing higher education, including career and technical education, in rural areas.
53H-1-203(2)(r)	Manage and facilitate a process for initiating, prioritizing, and implementing education reform initiatives beginning with common applications and direct admissions.
53H-1-203(2)(s)	Provide ongoing quality review of programs.
53H-3-602(4)	The Board shall: - organize the institutions into regions that include at least one degree-granting institution and one technical college in each region; - facilitate the horizontal and vertical integration of the institutions; - ensure that the vertical integration of institutions provides articulated programs that guarantee specific courses or credits transfer through course equivalences for general education, majors, and minors, making the transfer process predictable and reducing credit loss; integrated admissions and enrollment; integrated student services; and opportunities to leverage shared administrative services; - in establishing and defining mission and roles, identify opportunities for cross-regional and statewide horizontal integration of institutions that promote financial efficiencies and quality and attainable programming by leveraging and aligning shared academic programs; academic program and degree specialization; and for research institutions, researching opportunities; and - consult with faculty, staff, and students while developing and implementing the integration process.
53H-6-603(5)(b)	Develop a process to grant conditional approval of accelerated three-year degrees to allow for the implementation of an accelerated degree upon accreditation.
53H-3-603(7)(c)-(d)	Conduct: - at least once every five years, at least one review of each program of instruction at each institution; and - annually, a qualitative and quantitative review of academic disciplines across the System, including enrollment, graduation rates, and workforce placement, ensuring that the Board conducts a review of all disciplines within the System at least once every five years. For an underperforming program: - modify, consolidate, or terminate the program of instruction; and - may require an institution to develop a performance improvement plan and annually report back to the Board regarding the plan.
53H-3-604(5)(a)	Identify technical education programs with common names, descriptions, lengths, and objectives, and within technical education programs, common course names, descriptions, lengths, and objectives, allowing for customization of electives to meet regional industry demand.

	The Commissioner shall appoint committees of faculty members from technical education committees to recommend aligned programs and courses that will satisfy graduation requirements.
53H-1-203(2)(t)	Before each annual legislative general session, provide to the Higher Education Appropriations Subcommittee a prioritization of all projects and proposals for which the Board or an institution of higher education seeks an appropriation.
53H-1-203(2)(u)	Coordinate with the Department of Corrections to establish educational programs for inmates under Section 64-13-6.
53H-1-203(2)(v)	Require institutions to provide information to international students regarding transnational repression and how to report instances of transnational repression to law enforcement as described in Section 53-10-1103.

INSTITUTIONAL BOARDS OF TRUSTEES & THE BOARD OF HIGHER EDUCATION

STATUTORY AREA	RESPONSIBILITIES, STATUTORY AUTHORITY, AND BOARD POLICIES	DELEGATED AUTHORITIES Delegated to Institutional Board of Trustees	DELEGATED AUTHORITIES Board of Higher Education Responsibilities
Guidance and Support for the Institution President	<u>Search for and Appointment of a President</u> 53H-3-302 UBHE Policy R205 UBHE Policy R853	If delegated the authority, Institutional Boards of Trustees (“Trustees”) may appoint the presidential search committee. If delegated the authority, Trustees may chair or co-chair the presidential search committee.	Appoints the presidential search committee, unless the Board has delegated the authority to the Board of Trustees (“Trustees”). Chairs or co-chairs the presidential search committee, unless the Board delegates this authority to the Trustees. The Board of Higher Education appoints a president from among the finalists who serves at the pleasure of the Board. The Board of Higher Education sets and adjusts presidential salaries by policy. The Board of Higher Education may remove a president.
Guidance and Support for the Institution President	<u>Evaluation of Presidents</u> 53H-3-201 53H-3-303 UBHE Policy R209	Trustees: • administer an annual performance review and evaluation in accordance with Section 53H-3-201 in consultation with the Board of Higher Education; • establish key performance indicators and annually evaluate the president’s performance against the key performance indicators; and • consult the Board of Higher Education regarding the president’s performance to help the Board facilitate the Board’s responsibility in Subsection 53H-3-303(11)(b) to evaluate presidential performance. Each year, the president meets with the chair and vice chair of the board of trustees to establish at least three key	The Board of Higher Education administers the regular review and evaluation of presidents in consultation with Trustees. The Board of Higher Education sets evaluation criteria and procedures for comprehensive presidential evaluations. The Board of Higher Education takes appropriate action based on presidential performance and recommendations, using identified benchmarks. The Board of Higher Education conducts a comprehensive evaluation of the president at least every fourth year of the prior three years of the president’s performance, and more frequently if needed.

		performance indicators that align with the Board of Higher Education's strategic plan.	
The Institution's Responsibility for Contributing to Progress Toward Achieving Systemwide Goals	<u>Institutional Master Planning, Strategic Planning, and Goals</u> 53H-3-201(1) 53H-3-201(1)(c) 53H-8-304 53H-8-305 UBHE Policy R522 UBHE Policy R706	Each Board of Trustees shall act in alignment with the Board. Trustees contribute to the preparation of and approve a strategic plan for the institution that is aligned with: state attainment goals; workforce needs; the institution's role, mission, and distinctiveness; Board goals and metrics; and the Board of Higher Education's strategic plan. Trustees monitor the institution's progress toward achieving the strategic plan and report to the Board of Higher Education on institutional progress. Trustees approve the institution's capital facilities master plan and associated changes. Trustees submit master plans and changes to the Commissioner's office.	The Board of Higher Education sets and assesses systemwide performance on statewide goals. The Board of Higher Education sets a systemwide five-year goal for access, timely completion, and high-yield awards described in 53H-8-304(2)(a) and adopts five-year goals for each institution that align with each goal described in 53H-8-304(1)(a)(ii)(A). The Board of Higher Education requires institutions to provide a five-year capital plan, which the Board must approve. Institutions provide ongoing financial reporting to the Board.
Effective Administration —In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Institutional Missions and Roles</u> 53H-3-602 UBHE Policy R312	In consultation with Trustees, institutions develop institutional missions that align with the institution's role as established in statute and Board of Higher Education policies.	Except as institutional roles are specifically assigned by the Legislature, the Board of Higher Education shall establish and define the roles of the institutions of higher education. The Board of Higher Education shall maintain institutional role integrity. The Board of Higher Education adopts institutions' missions into Board of Higher Education policy.
Effective Administration —In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Institutional Policies/Board Policies</u> 53H-3-201 53H-1-203(2)(b) 53H-1-203(2)(m)	Trustees approve certain institutional policies needed for the effective administration of the institution, ensuring they maintain parameters set by the Board of Higher Education.	The Board of Higher Education establishes System-level policies and practices that advance the vision and goals.

Effective Administration— In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Tuition and Fees</u> 53H-3-201(1)(f) 53H-3-303(5) UBHE Policy R510 UBHE Policy R516 UBHE Policy R517	Annually, consult with the president and approve a recommendation to the Board on the institution's proposed tuition and general fees.	The Board of Higher Education establishes criteria institutions use to evaluate tuition and fee requests. The Board of Higher Education sets criteria and conducts due diligence for tuition and fee requests. The Commissioner's office assesses the institution's request. The Board of Higher Education reviews and may approve the institution's recommendations.
Effective Administration— In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Budget and Finance Oversight</u> 53H-3-201(1)(g) 53H-1-203(2)(j) UBHE Policy R501	Assist the president in executing budget processes, including: • approving an annual budget and fund balances; • planning, implementing, and executing fundraising and development projects to supplement appropriations; and • approving budgetary policies, including policies regarding benefits and endowment investments, and policies addressing presidential expenditures, including thresholds that require notification to Trustees.	The Board of Higher Education creates a strategic finance plan for higher education, including: • establishing comprehensive budget and finance priorities for academic education and technical education; • allocating statewide resources for institutions; • setting tuition for each institution; • administering state financial aid programs; • administering performance funding; and • developing a strategic capital facility and prioritization process.
Effective Administration— In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Capital Facilities</u> 53H-9-501 53H-9-504 UBHE Policy R741 UBHE Policy R701 UBHE Policy R702 UBHE Policy R703 UBHE Policy R704 UBHE Policy R705 UBHE Policy R706	Degree-granting institutions must seek approval from the Board for dedicated and non-dedicated projects under Utah Code Title 53H, Chapter 9. Trustees may approve construction projects for new facilities of less than \$500,000 and remodels or improvements of existing facilities of less than \$3,500,000. Trustees may approve non-state funded projects that do not exceed \$5,000,000. Trustees may approve property acquisition that does not exceed	The Board of Higher Education will seek legislative approval for institutions dedicated and non-dedicated projects approved by the Board. The Board of Higher Education sets System parameters in policy and requires necessary institutional reporting on facilities. The Board of Higher Education must approve institutional capital projects that exceed Board policy threshold amounts.

		\$1,500,000. Disposal may not exceed \$1,000,000. Trustees may approve capital leases of less than \$250,000 a year (\$500,000 a year for the U of U). U of U trustees may approve all U of U Hospital/Health Sciences capital projects. Trustees review and may approve requests to submit to the Board of Higher Education for all other capital facilities.	
Effective Administration—In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Audit</u> 53H-3-201(1)(j) UBHE Policy R565 UBHE Policy R567	Trustees oversee internal audits of the institution, including serving as or creating the institution's internal audit committee, setting internal audit priorities, reviewing internal audits, reporting audit findings at least annually to the Board of Higher Education, and other responsibilities outlined in Board Policies R545 and R567.	The Board of Higher Education audit committee identifies areas of risk within the System and prioritizes System audits accordingly.
Effective Administration—In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Academic Programs</u> 53H-3-603(4)(b) 53H-3-603(3) UBHE Policy R312 UBHE Policy R401 UBHE Policy R402	Trustees approve new programs that fit within the institution's mission and role and meet Board of Higher Education criteria, subject to Board of Higher Education review for pathway articulation.	The Board of Higher Education shall establish criteria for whether an institution of higher education may approve a new program of instruction, including criteria related to whether: • the program of instruction meets identified workforce needs; • the institution of higher education is maximizing collaboration with other institutions of higher education to provide for efficiency in offering the program of instruction; • the new program of instruction is within the institution of higher education's mission and role; and • the new program of instruction meets other criteria determined by the Board of Higher Education.
Effective Administration—In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional	<u>Technical Education Programs</u> 53H-3-204(1)(c) UBHE Policy R401 UBHE Policy R404	Trustees over technical colleges or institutions with a technical college role approve technical education programs that meet Board of Higher Education criteria.	The Board of Higher Education establishes institutional roles and criteria for new programming, such as workforce demand. Institutions report all new programs to the Board.

oversight to Trustees and presidents.			
Effective Administration —In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Program Review</u> 53H-3-603(7) UBHE Policy R401 UBHE Policy R411		The Board of Higher Education shall conduct a periodic review of all new programs of instruction no later than two years after the first cohort to begin the program of instruction completes the program of instruction. The Board of Higher Education may conduct a periodic review of any program of instruction at an institution of higher education. The Board of Higher Education shall conduct at least once every five years, at least one review of each program of instruction at each institution; and annually, a qualitative and quantitative review of academic disciplines across the System, including enrollment, graduation rates, and workforce placement, ensuring that the Board conducts a review of all disciplines within the System at least once every five years.
Effective Administration —In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Academic Degree Approval</u> 53H-3-201 UBHE Policy R312 UBHE Policy R315 UBHE Policy R402	Trustees review, consider, and approve new institutional degree requests (certificates, associate, bachelor's, master's, and doctoral), minors, and emphases added to approved programs that conform to the institution's role and mission.	The Board of Higher Education may consider and approve new degree requests (certificates, associate, bachelor's, master's, and doctoral), minors, and emphases added to approved programs that fall outside of the institution's role and mission.
Effective Administration —In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Research and Training Grants</u> UBHE Policy R532	Trustees approve the Board of Higher Education's delegation to the president the authority to enter into contracts for research grants and continuing programs of the institution.	Institutions report grants annually to the Board of Higher Education. Institutional reports to the Board highlight the most impactful research.
Effective Administration —In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional	<u>Community Relations/Advancement</u> 53H-3-201(1)(b) 53H-3-201(1)(g) 53H-3-201(1)(l)	Trustees: • facilitate communication between the institution and the community;	

oversight to Trustees and presidents.		• assist in planning, implementing, and executing fundraising and development projects; and • perpetuate and strengthen alumni and community identification with the institution's tradition and goals.	
Effective Administration —In general, the Board of Higher Education will establish general parameters and reporting requirements and delegate day-to-day institutional oversight to Trustees and presidents.	<u>Honorary Degrees – Degree-granting Only and Commencement Speakers</u> 53H-3-202 UBHE Policy R492 UBHE Policy R251	Degree-granting Trustees approve recipients of honorary degrees. The institution's president may present a proposed commencement speaker to Trustees, and the institution may not proceed with a commencement speaker absent Trustee approval.	

INSTITUTIONAL PRESIDENTS

ROLE, STATUTORY AUTHORITY, AND BOARD POLICIES	DELEGATED AUTHORITY
<u>Leadership</u> 53H-3-303(2) 53H-3-303(8) UBHE Policy R201 UBHE Policy R209	The president is responsible to lead as part of a larger system of institutions whose presidents share a duty to support the Utah Board of Higher Education's strategic plan. Presidents collaborate with and support each other, the Commissioner, and the Board for the benefit of all students and Utahns. An institution of higher education president develops and implements the institution's vision, mission, and goals, and manages progress toward achieving institutional aims. The president of each institution may exercise grants of power and authority as the Board delegates, as well as the necessary and proper exercise of powers and authority not denied to the institution or the institution's administration, faculty, or students by the Board or by law, to ensure the effective and efficient administration and operation of the institution consistent with the statewide strategic plan for higher education. The president also guides the contributions of the president's institution to the vision, mission, and goals of the Utah System of Higher Education.
<u>External Relations</u> UBHE Policy R201 UBHE Policy R209	The president serves as the representative of their institution with key stakeholder communities, including but not limited to: • alumni; • private, foundation, and corporate donors; • state and federal legislators and other governmental leaders; • community members and non-profit partners; • employers and industry; and • K-12 education. The president is responsible for effective, high-integrity stewardship of both relationships with and resources from external stakeholders.
<u>Faculty and Staff</u> 53H-3-303(3) 53H-3-303(4) 53H-3-303(6) 53H-3-406(7) UBHE Policy R209	The president may: • appoint or employ administrative officers, deans, faculty members, professional personnel, and support personnel; • prescribe duties for such positions; and • determine the salary for such positions in accordance with the institution's human resources policies. A president may, <i>after consultation</i> with the institution's board of trustees, exercise powers related to the institution's employees, including faculty and persons under contract with the institution, by implementing: • policies governing personnel; • furloughs; • reductions in force; • program reductions or discontinuance; • early retirement incentives that provide cost savings to the institution; or • other measures that provide cost savings, facilitate efficiencies, or otherwise enable the institution to meet the institution's mission and role.

	A degree-granting institution shall conduct, and a tenured faculty member shall receive: an annual performance review of the tenured faculty member's performance; and a post-tenure review. A president of a degree-granting institution shall ensure that each program or department at the degree-granting institution has policies describing the minimum performance of a tenured faculty member for use in a post-tenure review. <i>Subject to the approval of the institution's board of trustees, a president:</i> • shall provide for the constitution, government, and organization of the faculty and administration, including: ○ enacting and implementing rules; ○ ensuring that the faculty may only have jurisdiction over: ▪ academic requirements for admission, degrees, and certificates; and ▪ course curriculum and instructions; ○ permitting faculty to have jurisdiction over a matter other than academic requirements for admission, degrees, and certificates, or course curriculum and instructions, only if the following entities expressly authorize or delegate such power: ▪ the Legislature; ▪ the Board; ▪ the institution's board of trustees; or ▪ the institution's president; and ○ if the institution is a degree-granting institution, the establishment of a prescribed system of tenure. • may authorize the faculty to determine the general initiation and direction of instruction and of the examination, admission, and classification of students.
<u>Strategic Planning and Master Planning</u> 53H-3-303(2) UBHE Policy R209 UBHE Policy R701 UBHE Policy R706	The president develops and executes strategic plans that lead to the institution achieving institutional and systemwide goals and performance metrics. The president develops and maintains an institutional master plan and five-year financial plan associated with the master plan. As part of the master planning process, the president identifies needed capital improvements or new facilities and submits requests and plans to Trustees for approval.
<u>Operational Management</u> 53H-3-902(2)(b) 53H-3-303(7) UBHE Policy R209	A president, <i>in consultation with</i> the board of trustees, may enact policies governing the conduct of university and college students, faculty, and employees. A president may establish policies for the administration and operation of the institution that: • are consistent with the institution's role that the Board establishes, rules which the Board enacts, and the laws of the state; and • may provide for: ○ administrative, faculty, student, and joint committees with jurisdiction over specified institutional matters; ○ student government and student affairs organizations; ○ the establishment of institutional standards in furtherance of the ideals of higher education to which the institution and the institution's administration, faculty, and students subscribe and foster; and ○ the holding of classes on legal holidays, other than Sunday.
<u>Finance and Budget</u> 53H-3-303(5)	A president shall: • control and manage the budget and finances of the institution, including by, as determined by the president: ○ establishing the institution's budget; and

53H-3-303(6) UBHE Policy R209 UBHE Policy R510 UBHE Policy R512 UBHE Policy R516	○ establishing or adjusting administrative or academic unit budgets; and • <i>subject to approval of</i> the board of trustees under Section 53H-3-201(1)(f), <i>approval by the Board</i> under Section 53H-1-203, and Section 53H-8-202, establish: ○ tuition for the institution, including both resident and nonresident tuition if the institution is a degree-granting institution; and ○ fees and other charges for the institution; and • establish the organization and structure of the institution, including by, as determined by the president, creating, merging, or eliminating a college, department, or other administrative or academic unit of the institution. <i>Subject to the approval of</i> the institution's board of trustees, a president shall establish a budgetary policy, such as policy regarding benefits and endowment investments.
<u>Student Success</u> UBHE Policy R209	The president establishes goals and initiatives that encourage student success and well-being, including areas of retention, graduation rates, affordability, safety and mental health, career and academic counseling, and workforce needs. The president prioritizes, fosters, and celebrates a vibrant, challenging, and positive learning environment for the institution's students.

COMMISSIONER OF HIGHER EDUCATION

ROLE, STATUTORY AUTHORITY, AND BOARD POLICIES	DELEGATED AUTHORITY
<u>Leadership</u> 53H-1-302 53H-3-201 UBHE Policy R141	The Commissioner of Higher Education develops and implements the System's and Board's vision, mission, and goals, and manages progress toward achieving those aims. The Commissioner shall: • develop the System strategic plan; • ensure that the policies and programs align with the strategic plan and are properly executed; • furnish information about the Utah System of Higher Education and make recommendations regarding that information to the Board of Higher Education; • provide state-level leadership in any activity affecting an institution of higher education; • in consultation with the Board's Executive Committee and in accordance with 53H-1-203(2), evaluate and provide support and guidance to presidents; • develop and provide comprehensive training for Board members and trustees; • provide independent, professional staffing and advising support to institutional boards of trustees; and • perform other duties assigned by the Board in carrying out the Board's duties and responsibilities.
<u>Coordination and Support for Presidents</u> 53H-1-302(3) UBHE Policy R141 UBHE Policy R150 UBHE Policy R209	The Commissioner serves as chair of the Council of Presidents, which includes coordinating meeting agendas and Council recommendations to the Board and facilitating communication and collaboration among the presidents. In consultation with the Board's Executive Committee, evaluates and provides support and guidance to an institution of higher education president. The Commissioner facilitates comprehensive presidential performance evaluations on behalf of the Board. The Commissioner may provide leadership, advice, and consultation as sought by presidents or as directed by the Board.
<u>Audit</u> UBHE Policy R141 UBHE Policy R565 UBHE Policy R567	The Commissioner is empowered to require information and reports from USHE institutions. The Commissioner has the authority, after giving due notice to the president, to assign their staff to audit records of institutions or otherwise verify data. Such audits shall be in response to Board instructions or to verify compliance with Board policy or applicable law. The Board audit committee shall prioritize the Commissioner's audits.
<u>Board Policies</u> 53H-1-302 UBHE Policy R141	The Commissioner develops policy that addresses statewide issues impacting the System for the Board to consider and adopt. The Commissioner shall be responsible for interpreting Board policy. The president of any institution may appeal the Commissioner's interpretation of policy to the Board.
<u>Communication</u> UBHE Policy R141	The Commissioner: • supports the work of individual presidents and serves as a liaison between presidents and the Board; • directs continuous communication between the colleges and universities, the Board, and the Office of the Commissioner, related to problems and issues of common interest to the Utah System of Higher Education; and

	establishes and maintains positive, productive relationships with the Board, the institutional presidents, the boards of trustees, and the legislative and executive branches of state government. The Commissioner, in consultation with the Board and in collaboration with the presidents, shall develop System legislative priorities and strategies related to federal and state legislation and funding impacting higher education. The Commissioner is authorized to advocate on behalf of the Board before the Governor and the Governor's staff, the Legislature, and other officials and governmental entities.
<u>System Budget and Finance</u> UBHE Policy R141	The Commissioner, in collaboration with the presidents, develops a unified budget request for the System and presents budget priorities for the Board to consider and adopt.