

January 11, 2017

MEMORANDUM

TO: State Board of Regents
FROM: David L. Buhler
SUBJECT: Board of Regents Strategic Plan – 2017 Progress Report

Utah's public institutions comprise the primary workforce pipeline for the state. Over the next ten years, that pipeline will face a number of significant issues including a projected increase of over 52,000 new students by 2025. To address this issue, on January 23, 2015, the Board of Regents adopted updated strategic objectives for the Utah System of Higher Education: Affordable Participation, Timely Completion, and Innovative Discovery. On January 22, 2016, the Board adopted a new long-range higher education strategic plan based on these strategic objectives: *Utah: A State of Opportunity, Utah State Board of Regents Strategic Plan 2025*.

This plan outlines specific goals and metrics, the progress of which is to be regularly reported to the Board of Regents:

Affordable Participation

Goal: Increase the number of Utahns who decide to access, are prepared for, and succeed in higher education.

Metric: Increase the percentage of Utah high school graduates enrolling in college within 5 years to 75% by 2024-25.

Timely Completion

Goal: Increase the percentage of students who persist in and graduate from higher education.

Metric: Increase degree productivity to 28 awards per 100 FTE by 2024-25.

Innovative Discovery

Goal: Encourage innovation as a core value at each USHE institution, in keeping with its distinct mission.

Metric: Regularly assess student involvement in high impact learning practices.

The Strategic Plan also estimated the needed annual investment in higher education to fund new enrollment growth and student support, compensation, operation and maintenance of facilities, program development, and information technology needs. This investment would be the result of a combination of tax fund increases, new student growth, and tuition rate adjustments.

Throughout 2016, the Board of Regents laid the framework for specific initiatives to ensure the three objectives were addressed. There are numerous efforts underway at all USHE institutions in support of these objectives; the focus of this update is on the Commissioner's Office and its efforts to advance the Board's priorities.

The Commissioner's Office has developed a 2017 Progress Report that:

1. Provides an update on the metrics of the strategic objectives and the investment in higher education.
2. Summarizes the progress on the three strategic objectives.
3. Outlines next steps of the Commissioner's Office for 2017 in support of the Strategic Plan 2025.

A copy of the 2017 Progress Report will be provided at the meeting of the Board of Regents on January 20.

Commissioner's Recommendation

1. Endorse the next steps defined in the 2017 Progress Report of the Board of Regents Strategic Plan.
2. Direct the Commissioner to work with USHE institutions to implement the next steps of the 2017 Progress Report during 2017.
3. Provide an updated Progress Report to the Board of Regents Strategic Plan in January 2018.

David L. Buhler
Commissioner of Higher Education

DLB/SJ