

March 20, 2019

MEMORANDUM

TO: State Board of Regents

FROM: David L. Buhler

SUBJECT: USHE – Finalized USHE Metrics and Goals

Issue

The Board is asked to review and finalize the USHE metrics goals for the system and institutions associated with the Board's 2025 strategic plan.

Background

Regents began development of system and institutional metrics and goals in 2017. At Regent meetings in July, September, and November 2018, the Board continued to shape the metrics and goals. At the January 2019 Board meeting, the Board finalized six of the seven performance metrics adopted in November 2018 by adopting goals for those metrics. At that time, the Board approved nine additional system and institution metrics and directed the Commissioner's Office to finalize the recommendation for system goals and the institution contributions and goals for the newly approved metrics (as required by statute) for the Board's final review and approval at the March 2019 meeting.

Each of the 15 approved metrics measure the progress toward meeting the Board's 2025 Strategic Plan higher education overarching objectives of: (1) Affordable Access, (2) Timely Completion, (3) Workforce and Research, and (4) Capacity and Growth. These metrics and the goals associated with them will assist the Board in meeting its statutory responsibilities to measure progress of both the system and individual institutions in achieving its strategic objectives.

The chart on the following page highlights the 15 metrics that the Board adopted, identifies the strategic priority to which the metric applies, provides a brief description of the metric, to whom the metric applies, and the status of the metric in the Board's approval process.

The attachment provides the Board with additional detail for each of the 15 metrics, including the baseline and historical performance data when it applies, as well as the system and institution goals for the approved metrics.

The Commissioner's staff and institution representatives will be available to answer Board members' questions about any of the proposed metrics or associated goals.

Metric	Strategic Priority	Description	Applies to	Status
1	General Attainment	Total Number of Awards between 2011 – 2020	System	Finalized January 2019
2	Access	HS College Participation Rate within 5 Years	System	Finalized January 2019
3	Access	College Participation Rate by Ethnicity and Gender	System & Institutions	Board needs to adopt system and institution goals.
4	Affordability	Published Tuition & Fees as % of State Median Household Income	System & Institutions	Finalized January 2019
5	Timely Completion	% of Students Completing an Award within 8 Years of Enrolling	System & Institutions	Finalized January 2019
6	Timely Completion	IPEDS First to Second Year Retention Rate	System & Institutions	Board needs to adopt system and institution goals.
7	Workforce	Number of Awards Granted in High Market Demand Fields	System & Institutions	Board needs to adopt system and institution goals.
8	Workforce	Number of Awards Granted in Elementary and Secondary Education & Mental Health Professions	System & Institutions	Board needs to adopt system and institution goals.
9	Use of Resources	Cost per Award	System & Institutions	Finalized January 2019
10	Use of Resources	Utilization of Instruction–Related Classrooms	System & Institutions	Finalized January 2019
11	Timely Completion	SLCC Transfer Conversion Rate	SLCC	Board needs to adopt institution goal.
12	Research	Research Funding Received	UU	Board needs to adopt institution goal.
13	Research	Research Expenditures	USU	Board needs to adopt institution goal.
14	Hospitals and Clinics	Quality Ranking of Patient Care	UU	Board needs to adopt institution goal.
15	Extension Center Engagement	Annual number of Extension Contacts	USU	Board needs to adopt institution goal.

Commissioner's Recommendation

The Commissioner recommends the Board review and approve the USHE metrics and goals as outlined in the attachment.

David L. Buhler
Commissioner of Higher Education

DLB/KLH
Attachments

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1. General Attainment Metric
The Total Number of Certificates and Degrees Awarded by
USHE Institutions between 2011 and 2020

Metric	Data Definition	USHE Benchmark	System Goal
The total number of degrees and certificates awarded between 2011-2020	All awards for a given Academic Year including < 1 yr. certificates to Doctoral degrees are counted. The cumulative number of awards are measured as progress towards the 2020 goal	2011 = 30,000 Awards	336,950 USHE certificates and degrees awarded from 2011 to 2020

Metric: Cumulative number of USHE awards from 2011 through 2020. This goal will sunset in 2020 and be replaced with a new attainment metric at that time.

System Goal: 336,950 USHE certificates and degrees awarded from 2011 to 2020

Goal Status Update 2018. Progress towards the goal is monitored annually against a USHE annual progress benchmark.

- Between 2011 and 2018 267,457 awards have been awarded by USHE institutions.
- This represents 79.3% of the 2020 goal.
- A total of 69,493 additional awards are needed to meet the system goal of 336,950 awards.
- The system is on track to meet its general attainment metric by 2020.

Institution contributions to meeting the system Goal. Each USHE institution has contributed to the success of the system in being on track with meeting the system goal of 336,950 awards by 2020. Institutions will need to maintain their current efforts over the next two years to ensure success.

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Cumulative Total
UU	7,483	7,825	8,155	8,023	8,183	8,169	8,554	8,604			64,996
USU	5,408	5,744	5,720	5,795	6,082	6,231	6,446	6,642			48,068
WSU	4,145	4,505	4,736	4,702	5,086	5,105	5,191	5,380			38,850
SUU	1,737	1,606	1,743	1,611	1,545	1,736	2,177	2,357			14,512
SNOW	1,041	1,088	936	745	856	968	1,020	1,055			7,709
DSU	2,019	2,051	2,028	2,003	1,941	1,919	1,935	2,034			15,930
UVU	4,188	4,559	4,611	5,242	5,082	5,107	5,024	6,084			39,897
SLCC	4,181	4,190	4,049	4,428	4,022	4,587	6,354	5,684			37,495
Total USHE	30,202	31,568	31,978	32,549	32,797	33,822	36,701	37,840			267,457
USHE Goal	30,000	30,800	31,600	32,400	33,200	34,010	34,900	35,790	36,680	37,570	336,950

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2. Access / Participation Metric
The Five-year College Participation Rate of Utah High School Graduates

Metric	Data Definition	USHE Benchmark	System Goal
Five-year college participation rate of Utah high school graduates	Percentage of a Utah high school graduating cohort who enroll in college within five years of graduation from high school	69% (Average of the 2007-2012 cohorts)	75% of the Utah high school graduation class of 2020 will enroll within five years of graduation

Metric: College-going rates of Utah high school graduates within five years of high school graduation.

System Goal: 75% of the Utah high school graduation class of 2020 will enroll within five years of graduation

System Baseline:

- 2007-2012 Cohort Average: 69% of Utah high school graduates enroll in college within five years of graduation
- The 2013 high school graduates five-year enrollment rate was 69.5%
- The 2014 high school graduates five-year enrollment rate was 68%

Institution contributions to meeting the system goal: Each of the USHE institutions continually assesses and improves recruitment and outreach efforts, (i.e., TRIO, Upward Bound, early/pre-college programs, camps, etc.) to encourage high school students to attend college. This metric is focused on the broad goal of increasing college participation of Utah high school graduates and thus is more appropriate as a statewide goal rather than institution-specific. In the future, goals for this metric will be tied more directly to performance and assessment of the Board's College Advising Corps initiative.

Cohort Year	Graduating Cohort	Year Post- H.S. of first post-secondary enrollment											
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
2007	29,110	50.1%	55.5%	61.1%	66.1%	68.2%	69.5%	70.3%	70.9%	71.3%	71.7%	71.9%	72.0%
2008	30,151	50.8%	56.7%	61.9%	66.4%	68.2%	69.4%	70.2%	70.7%	71.1%	71.4%	71.5%	
2009	30,560	52.5%	58.0%	63.1%	67.2%	69.0%	70.0%	70.8%	71.3%	71.7%	71.8%		
2010	32,114	53.6%	59.5%	64.4%	68.4%	70.3%	71.5%	72.2%	72.7%	72.8%			
2011	31,640	54.6%	59.7%	64.6%	69.0%	70.8%	71.7%	72.3%	72.5%				
2012	33,283	52.9%	58.4%	63.4%	67.7%	69.3%	70.3%	70.5%					
2013	34,753	45.7%	51.2%	64.2%	68.0%	69.5%	69.8%						
2014	35,661	45.6%	51.0%	63.8%	67.6%	68.0%							
2015	36,933	45.7%	51.5%	63.7%	64.6%								
2016	38,326	46.0%	51.6%	53.8%									
2017	40,099	45.4%	46.9%										

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3. Access / Participation Metric
College Participation Rates by Gender and Ethnicity

Metric	Data Definition	USHE Benchmark	System Goal
Participation rates by gender and ethnicity of fall end-of-term, students (headcount)	Percentage of fall end-of-term enrolled students classified by IPEDS race, ethnicity and gender compared to total fall end-of-term headcount student enrollment	Fall 2017 End-of-term headcount enrollment reported by gender and ethnicity (Data Book Tab C Table 9) USHE: 36,042 ethnically diverse students (19.4% of student population)	Increase statewide participation of underrepresented students using IPEDS race and ethnicity categories from 19% to 23% of total student headcount by 2025

Metric: College participation rates by IPEDS gender, race, and ethnicity.

System Goal: Increase statewide participation of underrepresented students (race and ethnicity) from 19.4% to 23% of the total USHE Fall end-of-term student headcount by 2025.

System Baseline:

Fall 2017 System Gender Participation Rates: 50.8% Female 49.2% Male
Fall 2017 System Ethnicity Participation Rates: 36,042 students reported as ethnically diverse out of 186,161 total students (19.4%)

Institution Goals and Historical Performance:

Institution	Fall 2014	Fall 2015	Fall 2016	Baseline Fall 2017	Fall 2018	2025 Goal
UU	15.8%	20.6%	22.2%	23.1%	23.9%	25.0%
USU	11.0%	11.5%	11.9%	11.9%	12.7%	14.7%
WSU	13.8%	14.5%	17.3%	18.3%	18.3%	23.0%
SUU	9.2%	9.3%	10.4%	10.7%	11.3%	17.0%
SNOW	9.6%	11.3%	10.9%	11.4%	7.4%	20.0%
DSU	17.4%	18.8%	20.6%	21.0%	21.5%	23.0%
UVU	15.1%	16.1%	17.2%	17.7%	18.2%	21.5%
SLCC	21.0%	26.3%	27.4%	28.7%	31.0%	33.0%
USHE Total	15.2%	17.4%	18.7%	19.4%	19.9%	23.0%

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4. Affordability Metric
Published Tuition and Fees as a Share of the State's Median Household Income

Metric	Data Definition	USHE Benchmark	System Goal
Average published tuition and fees rates by institution type (Research, Regional, and Community College) as a share of the state's median household income.	USHE's published tuition and fee rates by institution compared to the state's median household income as reported by the American Community Survey	FY2018-19 Published Tuition and Fees and State Median Household Income	<p>Research Institutions' (UU, USU) Published Tuition and Fee rates are no more than 15% of the state's median household income</p> <p>Regional Institutions' (WSU, SUU, DSU, UVU) Published Tuition and Fee rates are no more than 10% of the state's median household income</p> <p>Community Colleges' (SLCC, USU-Eastern, SNOW) Published Tuition and Fee rates are no more than 7% of the state's median household income</p>

Metric: Average published tuition and fees rates by institution type (Research, Regional, and Community College) as a percentage share of the state's median household income.

System Goals:

- Research Institutions' (UU, USU): Published Tuition and Fee rates are no more than 15% of the state's median household income
- Regional Institutions' (WSU, SUU, DSU, UVU): Published Tuition and Fee rates are no more than 10% of the state's median household income.
- Community Colleges' (SLCC, SNOW, USU-Eastern): Published Tuition and Fee rates are no more than 7% of the state's median household income

Institution Goals and Baseline Performance Data: With the exception of one institution, all USHE institutions' current published tuition and fee rates align with the goals listed above.

- SUU has set a goal to reduce its published tuition and fee rate to 10% of the state's median household income

Type	Institution	Published Tuition & Fees as % of State Median Household Income	2025 Goal % of State Median Household Income
Research	UU	14.8%	No more than 15%
Research	USU – Main Campus	11.9%	No more than 15%
Regional	WSU	9.4%	No more than 10%
Regional	SUU	10.8%	No more than 10%
Regional	DSU	8.4%	No more than 10%
Regional	UVU	9.2%	No more than 10%
Community College	USU – Eastern	6.2%	No more than 7%
Community College	SNOW	6.0%	No more than 7%
Community College	SLCC	6.1%	No more than 7%

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5. Timely Completion Metric
Awards Granted within Eight Years of Enrollment

Metric	Data Definition	USHE Benchmark	System Goal
Awards granted within 8 years as reported by the Integrated Postsecondary Education Data System (IPEDS) Outcomes Measure Survey	IPEDS Outcome Measures Survey definitions will be used to report the percentage of USHE students who receive an award within eight years of enrolling.	2017: 41% of the cohort received an award within 8 years of enrolling	The system will increase the percentage of the USHE IPEDS cohort receiving an award within eight years to 45% by 2025.

Metric: Awards granted within 8 years as reported by the Integrated Postsecondary Education Data System (IPEDS) Outcomes Measure Survey.

System Goal: Increase the percentage of students completing an award within eight years from 41% to 45% by 2025.

System Baseline: At the end of FY 2016-17, 41% of the system wide IPEDS cohort received an award within eight years of enrolling.

Institution Goals and Baseline Performance Data:

Types	Institution Name	Adjusted Cohorts	Receiving Award-8 years	FY 2017 Completion Rate	2025 Goal
Research	University of Utah	6,044	4,123	68%	75%
Research	Utah State University	4,460	2,531	57%	63%
Regional	Weber State University	4,812	2,023	42%	50%
Regional	Southern Utah University	1,978	986	50%	55%
Regional	Dixie State University	2,934	1,210	41%	45%
Regional	Utah Valley University	8,380	3,061	37%	45%
Community College	Snow College	1,547	566	37%	45%
Community College	Salt Lake Community College	11,251	2,336	21%	23%
System	USHE	41,406	16,836	41%	45%

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6. Timely Completion Metric
First-time, Full-time, Degree-seeking IPEDS Student Retention Rates

Metric	Data Definition	USHE Benchmark	System Goal
Annual first-year to second-year student retention rate as reported by IPEDS	Percentage of first-time, full-time, degree-seeking students who return to the same institution for their second year as reported by the institution in the IPEDS Fall Enrollment Survey	Five Year Rolling Average (2017) 68%	The system will increase its first-time, full-time degree-seeking five year rolling average student retention rate to 70% by 2025.

Metric: The annual IPEDS first-year to second-year student retention rate for first-time, full-time, degree-seeking students.

System Goal: The system will increase its first-time, full-time, degree-seeking five-year rolling average student retention rate from 68% to 70% by 2025.

System Baseline: At the end of FY2016-17, the system's five-year rolling average IPEDS student retention rate was 68%.

Institution Goals and Historical Performance: The following chart shows the annual IPEDS student retention rate by institution and averaged by the system for the last five years.

Type	Institution	2013	2014	2015	2016	2017	5-yr Avg.	2025 Goal
Research	University of Utah	88%	89%	89%	90%	90%	89%	90%
Research	Utah State University	66%	71%	71%	73%	69%	70%	74%
Regional	Weber State University	68%	55%	60%	62%	65%	62%	70%
Regional	Southern Utah University	65%	66%	64%	69%	71%	67%	72%
Regional	Dixie State University	60%	54%	58%	54%	56%	56%	58%
Regional	Utah Valley University	61%	59%	63%	63%	66%	62%	65%
Community College	Snow College	44%	55%	61%	63%	64%	58%	65%
Community College	Salt Lake Community College	52%	56%	52%	57%	59%	55%	60%
System	Actual USHE Average	66%	67%	68%	70%	70%	68%	70%

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7. Workforce and Research Metric
Annual Number of Degrees and Certificates Awarded in all High Market Demand Occupation-Related Programs
Using DWS 4- and 5-Star Designated Job Projections 2016-2026
All Institutions

Metric	Data Definition	USHE Benchmark	System Goal
Annual number of degrees and certificates awarded in high market demand occupation-related programs using DWS 4- and 5-star job projections 2016-2026	USHE Performance Based Funding Formula Market Demand Metric. High market demand fields based on DWS 4 and 5-star job projections requiring post-secondary education.	2016-17 = 21,536	Increase the annual number of degrees and certificates awarded in DWS 4-and 5-star jobs to 24,964 by 2025.

Metric: Annual number of degrees and certificates awarded in high market demand occupation-related programs at the 6 digit CIP using the DWS 4- and 5-star job projections for 2016-2026

System Goal: The system will award at least 24,964 awards in 2025 in the high market demand occupation related programs to support DWS 4- and 5-star jobs as identified in the 2016-2026 job projections.

System Baseline: In FY2016-17 there were 21,536 awards given in 4- and 5-star high market demand occupations.

Institution Goals and Historical Performance: Total awards granted to support DWS classified 4- and 5-star jobs since 2013 and the 2025 goal for each institution.

Institution	2013	2014	2015	2016	2017	2018	2025 Goal
UU	6,317	6,248	6,579	6,497	6,885	6,840	7,250
USU	3,535	3,552	3,558	3,659	3,664	3,881	4,352
WSU	2,923	2,830	3,197	3,238	3,292	3,449	3,867
SUU	1,134	993	1,030	1,006	1,254	1,273	1,500
SNOW	325	274	359	465	340	303	370
DSU	719	660	776	770	825	855	1,000
UVU	2,756	2,918	3,022	3,112	3,127	3,740	4,500
SLCC*	1,313	1,598	1,535	1,859	2,149	1,955	2,125
USHE Total	19,022	19,073	20,056	20,606	21,536	22,296	24,964

*SLCC includes the SAT awards data

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8. Workforce and Research Metric
Annual Number of Degrees and Certificates in Board Focus Areas:
Elementary and Secondary Education and Mental Health Professionals

Metric	Data Definition	USHE Benchmark	System Goal
Annual number of degrees and certificates in key high demand areas related to elementary and secondary education and mental health professionals	Annual count of awards (undergraduate and graduate) in high demand programs of critical importance that are not included in 5-star occupation-related programs due to lower compensation or for other reasons determined by the Board)	206-17 Awards = 3,417	Increase the annual number of degrees and certificates awarded in elementary and secondary education and mental health programs to 3,927 by 2025.

Metric: Annual number of degrees and certificates awarded in elementary and secondary education and mental health programs

System Goal: The system will award at least 3,927 awards in 2025 in the elementary and secondary education and mental health programs

System Baseline: In FY 2016-17: 3,417 awards in elementary and secondary education and mental health professions related programs.

Institution Goals and Historical Performance: Total number of awards granted in elementary and secondary education and mental health programs since 2013 and the 2025 goal for each institution.

Institution	2013	2014	2015	2016	2017	2018	2025 Goal
UU	1,064	984	1,078	944	942	972	1,000
USU	841	888	914	861	874	972	1,025
WSU	343	329	343	278	302	287	325
SUU	320	285	255	208	226	214	275
SNOW	90	48	68	73	49	38	60
DSU	118	113	103	114	95	86	100
UVU	732	752	810	740	721	853	950
SLCC	115	160	130	167	208	182	192
USHE Total	3,623	3,559	3,701	3,385	3,417	3,604	3,927

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9. Effective Use of Resources Metric
Cost per Award

Metric	Data Definition	USHE Benchmark	System Goal
Change in total cost per award compared to change in the five-year rolling average of the Higher Education Price Index (HEPI)	The five-year rolling average change in the total cost per award (total awards by an institution divided by the corresponding year's operating expenses averaged over five years).	95% of the annual change in HEPI's five-year rolling average	USHE's five-year rolling average change in total cost per award granted is no more than 95% of the five-year rolling average change in the HEPI.

Metric. The change in the five-year rolling average cost per award compared to 95% of the change in five year rolling average of the Higher Education Price Index (HEPI)

System Goal: The average USHE total cost per award granted is no more than 95% of the five-year rolling average change in the Higher Education Price Index (HEPI).

Institution Goals:

Type	Institution	Proposed Institution Goal-- Five-year rolling average change in total cost per award granted is no more than:
Research	UU	100% of the five-year rolling average change in the HEPI
Research	USU	95% of the five-year rolling average change in the HEPI
Regional	WSU	95% of the five-year rolling average change in the HEPI
Regional	SUU	95% of the five-year rolling average change in the HEPI
Regional	UVU	100% of the five-year rolling average change in the HEPI
Regional	DSU	300% of the five-year rolling average change in the HEPI
Community College	SLCC	95% of the five-year rolling average change in the HEPI
Community College	Snow	95% of the five-year rolling average change in the HEPI

Baseline and Historical Performance Data: Five year review of the five-year rolling average change in cost per award compared to the five-year rolling average in HEPI at 300%, 100% and 95%. For 2017, USHE in total met the system goal and over the past five years, USHE in total met the goal three of five years.

Year	5-year Rolling Average Change in HEPI			5-year Rolling Average Change in Cost per Award (Baseline Data for Institutions)								
	300%	100%	95% Goal	USHE	UU	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
2013	5.21%	1.74%	1.65%	-0.80%	1.12%	-1.05%	-1.80%	-1.66%	-6.23%	-0.97%	-2.29%	0.42%
2014	5.71%	1.90%	1.81%	-0.43%	2.44%	-2.73%	-0.48%	2.13%	-2.12%	3.18%	-4.05%	-0.59%
2015	6.44%	2.15%	2.04%	2.08%	1.41%	0.61%	0.43%	4.78%	-0.90%	9.61%	1.28%	5.39%
2016	6.12%	2.04%	1.94%	2.14%	1.81%	1.72%	-0.64%	3.97%	4.78%	8.85%	2.58%	2.05%
2017	7.35%	2.45%	2.33%	1.72%	1.71%	2.09%	1.61%	-1.83%	5.21%	9.24%	6.92%	-3.35%

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10. Effective Use of Resources
Instruction-related Classroom Space Utilization

Metric	Data Definition	USHE Benchmark	System Goal
Instruction-related classroom space utilization	Classroom utilization rates as measured by (1) room utilization, and (2) station occupancy. Average instruction-related classroom use is calculated by multiplying an institution's fall classroom utilization and station occupancy rate on its main campus as defined in Regent Policy R751, <i>Institutional Facilities Space Utilization</i>	USHE Classroom Utilization Rate Standard: 33.75 hours per week; USHE Classroom Station Occupancy Rate Standard: 66.7% full 2016-17 USHE Average Classroom Utilization Score: 19.4	Average minimum instruction-related classroom utilization system score of 22.5 by 2025

Metric: Utilization of instruction-related classroom space at USHE institutions.

System Goal: Increase the USHE average classroom utilization score to align with the Board's expected standard utilization score of 22.5 by 2025.

System Baseline: In FY2016-17 the average instruction-related classroom utilization score was 19.4.

Institution Goals and Baseline Performance Data:

Type	Institution	Baseline (FY17) Classroom Utilization Score	Goal by 2025
Research	U of U-SLC	14.76	Meet or exceed the 22.5 classroom utilization score by 2025
Research	USU- Logan	15.59	Improve classroom utilization score by 2% annually
Regional	WSU- Ogden/Davis	15.97	Meet or exceed the 22.5 classroom utilization score by 2025
Regional	SUU-Cedar	28.40	Improve the classroom utilization score to 32 by 2025 by increasing Classroom Utilization Rate to 40 hours per week and Classroom Station Occupancy Rate to 80%
Regional	UVU-Orem	27.55	Meet or exceed the 22.5 classroom utilization score each year
Regional	DSU-St. George	16.35	Increase classroom utilization score by 1.25 per year through 2025
Community College	SLCC-Taylorsville	20.28	Meet or exceed the 22.5 classroom utilization score by 2025
Community College	Snow-Ephraim	15.90	Meet or exceed the 22.5 classroom utilization score by 2025
System	USHE System	19.40	Meet or exceed the 22.5 classroom utilization score by 2025

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11. Timely Completion – Transfer Degree Conversion Rate (SLCC)

Metric	Data Definition	Baseline	Institution Goal
Transfer degree conversion rate from Associate's degrees (AA, AS, APE) to Bachelor's degrees.	Percentage of SLCC AA, AS, APE Graduates who complete a Bachelor's degree within four years	FY 2017 baseline: 42%	Increase the percent of SLCC graduates who receive a bachelors from 42% to 50% by 2025.

Metric: The transfer degree conversion rate is a holistic measure of the transfer process. Associate degree graduates must not only be academically ready, they must also have well designed degrees that transfer efficiently with minimal credit loss. The metric is the percentage of SLCC AA/AS/APE (awards designed for transfer) graduates who complete a bachelor degree within four years of SLCC graduation.

Institution Goal: Increase the percent of SLCC AA/AS/APE degree graduates who complete a bachelor's degree from 42% to 50% by 2025.

Baseline: As of FY 2017 (2013 cohort), 42% of SLCC graduates complete a bachelor's degree within four years of completing their associate degree.

		% of SLCC Graduates who complete a Bachelor's Degree Within four years after graduation				
Cohort Year	Graduating Cohort Associates	Year 1	Year 2	Year 3	Year 4	Year 5
2013	2,684	2%	13%	30%	42%	49%
2014	2,873	3%	13%	29%	40%	
2015	2,620	2%	15%	30%		
2016	2,913	3%	15%			
2017	2,927	4%				
2018	2,666					

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12. Workforce and Research – Total Research Funding Received (University of Utah)

Metric	Data Definition	Baseline	Institution Goal
Total research funding received	Total Research Funding Received by the Institution	FY18 \$515 M	2025 Goal \geq that \$575 M

Metric: Total research funding received as reported monthly by the University of Utah Office of Sponsored Projects and approved by the University of Utah Board of Trustees.

Institution Goal: The annual funding for research reported by the Office of Sponsored Projects will be equal to or greater than \$575 million by 2025.

University of Utah: The annual funding for research will be equal to \$575 million or greater by 2025.

Baseline Data

Fiscal Year	Annual Research Funding
2014	\$388 M
2015	\$417 M
2016	\$438 M
2017	\$459 M
2018	\$515 M

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13. Workforce and Research – Total Research Expenditures (Utah State University)

Metric	Data Definition	Baseline	Institution Goal
Total research expenditures	Total research expenditures by the Institution	FY17 3-year rolling average expenditures: \$181.1 M	USU 2025 Goal: the 3-year rolling average expenditures will increase each year

Metric: The three-year rolling average of annual research-related expenditures as reported through the National Science Foundation’s “Higher Education Research and Development” report.

Institution Goal: Exceed the rolling three-year research expenditures every year through 2025.

Baseline Data

Fiscal Year	Research Funding 3-Year Rolling Avg.
2013	\$163.3 M
2014	\$161.8 M
2015	\$167.8 M
2016	\$175.2 M
2017	\$181.1 M

14. University of Utah Hospitals and Clinics: Quality Care / Patient Satisfaction

Metric	Data Definition	Baseline	Institution Goal
Quality Care/Patient Satisfaction in UU Academic Medical Center	Defined by the Vizient National Ranking	2018 = Rank 7	Consistently in top 10 nationally

University of Utah Metric. The metric will measure Quality Care and Patient Satisfaction for Academic Medical Centers using the Vizient National Ranking Survey.

Institution Goal: Consistently rank in the top 10 Academic Medical Centers each year.

Baseline Data:

Survey Year	Rank in Survey (Based on place on list)
2014	6
2015	7
2016	1
2017	6
2018	7

15. Utah State University Extension Statewide Engagement

Metric	Data Definition	Baseline	Institution Goal
Direct and indirect contacts recorded for USU Cooperative Extension's statewide engagement activities and programs as reported for federal purposes	Three-year rolling average of NWCCU-reported direct and indirect cooperative extension contacts	2018 3-year rolling average: 4,853,336 direct and indirect contacts	Meet or exceed three-year rolling average annually

Utah State University Metric. This metric will measure the direct and indirect contacts recorded for the USU Cooperative Extension's statewide engagement activities and programs as reported for federal purposes.

Institution goal: USU will meet or exceed the rolling three-year average number of direct and indirect cooperative extension contacts reported every year through 2025.

Baseline Data

Fiscal Year	Number of Contacts 3-Year Rolling Avg.
2015	4,811,413
2016	4,246,187
2017	4,987,706
2018	4,853,336