



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB N

October 30, 2020

Utah Board of Higher Education Strategic Plan Draft

In accordance with [S.B. 111, Higher Education Amendments](#), passed during the 2020 Utah Legislative Session, the Office of the Commissioner drafted a System mission and vision, as well as priorities and values and principles, to guide the Board in developing a five-year strategic plan.

The systemwide strategy will emphasize legislatively outlined areas of focus, including:

- quality;
- affordability;
- educational opportunity, access, equity, and completion;
- workforce alignment and preparation for high-quality jobs; and
- economic growth.

Drafted System priorities include:

- Access
- Completion
- Affordability
- Workforce Alignment & Economic Impact

After the Board approves the priorities for the System, the draft will go to each standing Board committee to develop and finalize System goals and the strategies, tactics, and resources needed to reach them.

Commissioner's Recommendation

The Commissioner recommends that the Board review and approve the System priorities outlined in the Board's draft strategic plan.

Attachments:

Utah Board of Higher Education Strategic Plan

Our Mission

The Utah Board of Higher Education governs and supports the Utah System of Higher Education to equitably provide accessible, valuable, innovative, and affordable higher education for students to expand their economic mobility, enhance their cultural awareness, and improve their overall quality of life.

Our Vision

The Board will ensure the System provides every Utahn — in every place and every circumstance — an affordable certificate or degree at a USHE institution that will meaningfully improve their lives through economic opportunity, civic engagement, and personal fulfillment.

Our Guiding Values and Principles

The Utah Board of Higher Education is:

- **Student-Centered**
- **Equity Focused**
- **Transparent, Ethical, and Accountable:**
- **Outcome and Data-Driven**
- **Collaborative**
- **Innovative**

Strategic Priorities

Access:

All students have equitable access to higher education regardless of socio-economic background.

Potential Goals

- Increase the college-going rate of underrepresented groups **by %%** by 2025.

Potential Strategies

- Define underrepresented student groups and develop an accompanying measurable data structure.
- Fully implement a statewide student identifier to measure students in P-20.
- Place a college access advisor in every high school in the state.
- Adopt Keys to Success as the statewide college readiness platform.
- Develop a statewide network of K-16 alliances to support the Board's higher education access goals.
- Direct institutions to set individual goals to reduce gaps in the Concurrent Enrollment participation rate of underrepresented students.
- Partner with USBE and DWS to expand access to higher education opportunities for adult learners.
- Implement a statewide policy on corequisite remediation and alternative admission criteria.

Completion:

All students who enter the Utah System of Higher Education earn a certificate or degree in a timely manner.

Potential Goals

- Increase timely completion of all students **by %%** by 2025.
- Increase timely completion of underrepresented students **by %%** 2025.

Potential Strategies

- Define underrepresented student groups and develop an accompanying measurable data structure.
- Define a methodology for measuring timely completion.
- Direct institutions to structure programs which guide students through meaningful milestones toward timely completion.

- Establish clear transfer pathways and earned-credit options.
- Incentivize institutions to increase the completion rates of their students through performance funding or other methods.
- Revise/implement systemwide student affairs policies in the areas of student safety, academic advising, and career advising.

Affordability:

Cost of attendance should not be a barrier to accessing or completing a certificate or degree. Affordability is the ability of a Utah student to cover the cost of attendance at a USHE institution utilizing a combination of financial aid and other resources.

Potential Goals

- Develop an expanded standard of affordability by (date).
- Ensure institutional cost of attendance remains within the standard of affordability year over year.

Potential Strategies

- Revise or repeal policies that inhibit unnecessary growth in tuition and fees.
- Develop standardized financial data and definitions including cost of attendance.
- Identify and remove affordability barriers for Utah students.
- Provide equitable financial aid opportunities by prioritizing resources to need-based programs.
- Identify and implement shared services that will have the greatest impact on increasing institutional efficiency.

Workforce Alignment & Economic Impact:

Utah System of Higher Education graduates receive degrees and certificates that deliver a positive return on investment, long-term economic mobility, and enhance the quality of life for individuals and communities.

Potential Goals

- Increase completion rate of graduates in high-demand, high-wage programs by %% by 2025.
- Increase completion rate of underrepresented populations in programs aligned with high-wage, high-demand jobs by %% by 2025.
- Place %% or more graduates into high-wage, high-demand jobs by 2025.

Potential Strategies

- Review existing programs for a positive return on investment and completion rates.
- Create a systemwide framework for transcribing prior knowledge, skill, and experience acquisition.
- Eliminate unnecessary duplication of programs.
- Direct institutions to expand programs that lead to high-demand high-wage jobs.
- Refine program approval and review processes to increase alignment with workforce needs.
- Advise students to pathways that result in high-wage, high-demand jobs.
- Train and support Utah college access advisors.
- Deliver job demand and wage prospect data and guidance through Utah college access advisors and Keys to Success.
- Direct institutions to expand work-based learning into all suitable degree and certificate programs.
- Expand “some college, no degree” programming to re-engage adult learners.