



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB E

January 15, 2021

Board of Higher Education Strategic Plan

In its October 30, 2020 meeting, the Utah Board of Higher Education adopted four strategic priorities to guide its five-year strategic planning process:

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

The Board assigned one strategic priority to each standing committee and directed them to finalize a definition for each priority, as well as to draft goals under each priority for the Board to consider. The committees met in November and adopted the vision, mission, values statement, definitions for each strategic priority, and goals as written in the attachment.

In the intervening time, the Higher Education Strategic Planning Commission formally approved statewide ten-year attainment goals that align with the Board's priorities of access, completion, and workforce alignment. The Academic Education Committee suggested the Board adopt the statewide attainment goals as part of its strategic plan. Accordingly, the Board's five-year goals under those strategic priorities will serve as specific mid-point goals that complement the statewide ten-year attainment goals.

Commissioner's Recommendation

The Commissioner recommends that the Board adopt the vision, mission, values statement, strategic priority definitions, goals, and incorporate the statewide attainment goals into the Board's 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

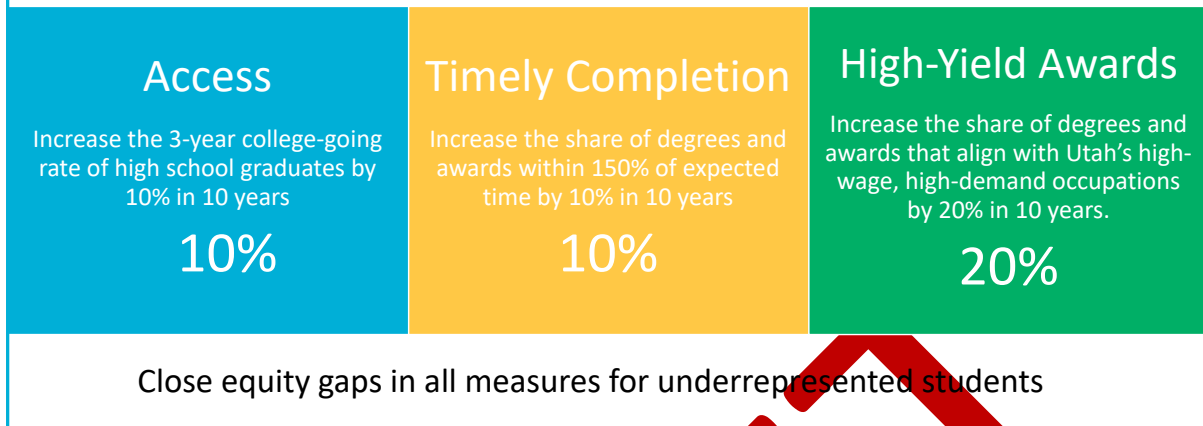
The Utah Board of Higher Education is:

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

Statewide Attainment Goals

The 10-year statewide attainment goals below were set in 2020 by the Higher Education Strategic Planning Commission. These statewide attainment goals align with the Board priorities of Access, Completion, and Workforce Alignment and Economic Impact. Because this strategic plan will span the next five years, the Board's five-year goals under those strategic priorities will serve as specific mid-point goals that complement the statewide ten-year attainment goals.

Accessible, Timely, High-Yield Degrees & Awards for All Utahns



Strategic Priorities

Access:

Each student has equitable access to higher education.

Goal

- Increase the college-going rate of underrepresented groups by 4% by 2025.

Completion:

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

Goal

- Increase timely completion of all students by 3% by 2025.
- Increase timely completion of underrepresented students by 4% 2025.

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.

Goal

- Develop an expanded standard of affordability by the end of 2021.

- Ensure institutional cost of attendance remains within the standard of affordability year over year.

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.

Goal

- Increase completion rate of graduates in high-demand, high-wage programs by 7% by 2025.
- Increase completion rate of underrepresented populations in programs aligned with high-wage, high-demand jobs by 8% by 2025.

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