Strategic Plan Update

Defining terms, specifying the Board’s role, ensuring equity, timeline for input and adoption, and discussion

In October 2020, the newly-created Utah Board of Higher Education began embarking on a strategic planning process. At that time, the Board adopted the main priorities of the strategic plan: Access, Affordability, Completion, and Workforce Alignment.

This presentation will provide an update to that process, including:

1. Defining terms used in the strategic plan to ensure common understanding.
2. Examining the four levers of the Board to ensure outcomes of the strategic plan are in areas the Board can best impact. These levers include:
   a. Policy
   b. Data
   c. Funding
   d. Collaboration/Advocacy
3. Demonstrating how the Equity Lens Framework, adopted by the Board in December 2020, will be integrated into the strategic plan, so that all aspects of the plan are utilizing the equity lens.
4. Proposing a draft timeline for input and adoption, with the goal of having the full Board adopt a final draft of the strategic plan by May 2021.
5. Generating a transparent and robust discussion among Board committee members on the strategic plan draft thus far.

Commissioner’s Recommendation

This is an information item only; no action required.

Attachment
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.
DEFINING TERMS AND THE BOARD’S ROLE
PRIORITY (category)

BOARD’S ROLE (way Board of Higher Education can impact goal)

GOAL (measurement)

STRATEGY (what)

TACTIC (how)

Project plan
BOARD’S ROLE (way Board of Higher Education can impact goal)

TACTIC (how)

Should fall under one or more of the four levers of the Board:

1. Policy
2. Data
3. Funding
4. Collaboration/Advocacy
GOAL: Increase college-going rate by 3% by 2025; increase college-going rate of underrepresented groups by 4% by 2025

BOARD’S ROLE: Remove structural barriers to entry.

STRATEGY: Advise high school students on scholarships, dual enrollment programming, financial aid, & higher ed pathways

TACTIC: Fund expansion of college access advisors.
- Analyze data from advisors to inform best practices.
- Collaborate with other access partners on best practices through Regional K-16 Alliances.

Project plan
Project plan
Project plan
PRIORITY

BOARD'S ROLE

GOAL

STRATEGY

ACCESS

AFORDABILITY

COMPLETION

WORKFORCE ALIGNMENT

Remove structural barriers to entry

Remove structural barriers to affordability

Remove structural barriers to graduation

Increase availability and stackability of high-demand, high-wage programs

Increase the college-going rate of all groups by 3% by 2025.

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

Increase the timely completion of all students by 3% by 2025.

Increase the timely completion of underrepresented students by 4% by 2025.

Increase completion rate of graduates in high-demand, high-wage programs by 7% by 2025.

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

Increase student participation in work-based learning

Increase higher ed participation rate of adults with/without a high school diploma

Increase participation in short-term training leading to wage and employment progression

Remove structural barriers to entry level education practices

Minimize equity gaps in dual enrollment programming

Increase FAFSA completion

Structure programs to facilitate completion and transfer

Ensure stackability of credentials from technical ed to academic ed

Ensure students are meaningfully informed on the value and ROI of higher ed

Advise high school students on scholarships, dual enrollment programming, financial aid, and higher ed pathways

Expand flexible enrollment opportunities

Evaluate and prioritize state scholarships

Eliminate program duplication

Ensure systemwide institutional supports for student mental health

Ensure students are meaningfully informed on the value and ROI of higher ed

Simplify institutional admissions processes

Expand shared services

Ensure systemwide institutional supports for student basic needs

Increase awarding of credit for prior learning

Ensure students are meaningfully informed on the value and ROI of higher ed

Remove structural barriers to affordability

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.

Develop a cost structure model based on custom peer groups to compare the cost of delivering degrees and awards for each USHE institution by the end of 2021.

Increase FAFSA completion

Expand shared services

Structure programs to facilitate completion and transfer

Ensure systemwide institutional supports for undocumented/DACA-mented students

Ensure students are meaningfully informed on the value and ROI of higher ed

Increase flexible enrollment opportunities

Minimize equity gaps in dual enrollment programming

Increase FAFSA completion

Expand shared services

Structure programs to facilitate completion and transfer

Ensure systemwide institutional supports for undocumented/DACA-mented students

Ensure students are meaningfully informed on the value and ROI of higher ed

Increase student participation in work-based learning

Increase higher ed participation rate of adults with/without a high school diploma

Increase participation in short-term training leading to wage and employment progression

Increase FAFSA completion

Expand shared services

Structure programs to facilitate completion and transfer

Ensure systemwide institutional supports for undocumented/DACA-mented students

Ensure students are meaningfully informed on the value and ROI of higher ed

Increase student participation in work-based learning

Increase higher ed participation rate of adults with/without a high school diploma

Increase participation in short-term training leading to wage and employment progression
MEASURING SUCCESS
Statewide Attainment Goals

10 years
Statewide Attainment Goals

10 years

System Strategic Plan Goals

5 years
Statewide Attainment Goals

System Strategic Plan Goals

Institutional Performance Funding Goals
(annual measurements toward 5-year goal)
10-YEAR GOALS

ACCESS

Increase the college-going rate of all groups by 10% by 2030.

COMPLETION

Increase the timely completion of all students by 10% by 2030.

WORKFORCE ALIGNMENT

Increase the completion rate of graduates in high-demand, high-wage programs by 20% by 2030.
<table>
<thead>
<tr>
<th>Priority</th>
<th>10-Year Goals</th>
<th>5-Year Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Access</strong></td>
<td><strong>2030</strong>&lt;br&gt;Increase the college-going rate of all groups by 10% by 2030.</td>
<td><strong>2025</strong>&lt;br&gt;Increase the college-going rate of all groups by 3% by 2025.</td>
</tr>
<tr>
<td><strong>Completion</strong></td>
<td><strong>2030</strong>&lt;br&gt; Increase the timely completion of all students by 10% by 2030.</td>
<td><strong>2025</strong>&lt;br&gt; Increase the timely completion of all students by 3% by 2025.</td>
</tr>
<tr>
<td><strong>Workforce Alignment</strong></td>
<td><strong>2030</strong>&lt;br&gt; Increase the completion rate of graduates in high-demand, high-wage programs by 20% by 2030.</td>
<td><strong>2025</strong>&lt;br&gt; Increase the completion rate of graduates in high-demand, high-wage programs by 7% by 2025.</td>
</tr>
</tbody>
</table>
Increase the college-going rate of all groups by 10% by 2030.

Increase the timely completion of all students by 10% by 2030.

Increase the completion rate of graduates in high-demand, high-wage programs by 20% by 2030.

# Utah students attending postsecondary institution within three years of graduation

# students who complete program within 150% of expected time

# students who complete a high-demand, high-wage program

# Utah students in high school graduating class

# of students in year cohort

# students who complete a program
Increase the college-going rate of all groups by 10% by 2030.

Increase the timely completion of all students by 10% by 2030.

Increase the completion rate of graduates in high-demand, high-wage programs by 20% by 2030.

# Utah students attending postsecondary institution within three years of graduation

# Utah students in high school graduating class

# students who complete program within 150% of expected time

# of students in year cohort

# students who complete a high-demand, high-wage program

# students who complete a program
Increase the college-going rate of all groups by 10% by 2030.

Increase the timely completion of all students by 10% by 2030.

Increase the completion rate of graduates in high-demand, high-wage programs by 20% by 2030.

GOAL

PRIORITY

ACCESS

Increase the college-going rate of all groups by 10% by 2030.

COMPLETION

Increase the timely completion of all students by 10% by 2030.

WORKFORCE ALIGNMENT

Increase the completion rate of graduates in high-demand, high-wage programs by 20% by 2030.

MEASUREMENT

# Utah students attending postsecondary institution within three years of graduation

# Utah students in high school graduating class

# students who complete program within 150% of expected time

# of students in year cohort

# students who complete a high-demand, high-wage program

# students who complete a program
ENSURING EQUITY, DIVERSITY, AND INCLUSION ARE CENTRAL TO THE STRATEGIC PLAN
Every student has the ability to learn.

When students aren’t given the opportunity to succeed, it is because of a failure of educational structures, not the students themselves.

The best educational outcomes happen when students, faculty, and staff reflect Utah’s growing diversity.
EQUITY LENS FRAMEWORK
(adopted December 2020)

EXPANDED SHARED BELIEFS

COMMON DEFINITIONS

CONTINUAL EXERCISE THAT INCLUDES PRACTICAL ACCOUNTABILITY
EQUITY LENS FRAMEWORK

(adopted December 2020)

EXPANDED SHARED BELIEFS

COMMON DEFINITIONS

CONTINUOUS EXERCISE THAT INCLUDES PRACTICAL ACCOUNTABILITY

COMMON DEFINITIONS

EXPANDED SHARED BELIEFS

CONTINUOUS EXERCISE THAT INCLUDES PRACTICAL ACCOUNTABILITY

Assess

Examine Data

Implement

Engage & Plan

Measure Success
TACTIC (how)

Should fall under one or more of the four levers of the Board:

1. Policy
2. Data
3. Funding
4. Collaboration/Advocacy

Project plan:
- Assess
- Examine Data
- Measure Success
- Engage & Plan
- Implement
TIMELINE FOR INPUT & ADOPTION
October 2020
• Board approval

February 2021
• 16 & 17: COP
• 19: Board committees

March 2021
• 4 & 5: Consortia groups
• 8: COP
• 26-27: Board Committee of the Whole

April 2021
• External stakeholders
• 16: Board Committees
May 2021
• Board of Higher Education approval
DISCUSSION
**BOARD’S ROLE**

**PRIORITY**

**ACCESS**
- Remove structural barriers to entry
- Expand supportive entry level education practices
- Advise high school students on scholarships, dual enrollment programming, financial aid, and higher ed pathways
- Simplify institutional admissions processes

**AFFORDABILITY**
- Remove structural barriers to affordability
- Minimize equity gaps in dual enrollment programming
- Increase FAFSA completion
- Expand flexible enrollment opportunities
- Evaluate and prioritize state scholarships
- 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
- Develop a cost structure model based on custom peer groups to compare the cost of delivering degrees and awards for each USHE institution by the end of 2021
- Expand shared services
- Eliminate program duplication

**COMPLETION**
- Remove structural barriers to graduation
- Increase the timely completion of all students by 3% by 2025
- Increase the timely completion of underrepresented students by 4% by 2025
- Structure programs to facilitate completion and transfer
- Ensure systemwide institutional supports for student mental health
- Ensure systemwide institutional supports for student basic needs
- Increase awarding of credit for prior learning
- Ensure systemic institutional supports for undocumented/DACAmented students
- Ensure systemic institutional supports for campus safety and policing
- Ensure students are meaningfully informed on the value and ROI of higher ed

**WORKFORCE ALIGNMENT**
- Increase availability and stackability of high-demand, high-wage programs
- Increase completion rate of graduates in high-demand, high-wage programs by 7% by 2025
- Increase completion rate of underrepresented groups in programs aligned with high-wage, high-demand jobs by 8% by 2025
- Increase system stackability from technical ed to academic ed
- Increase student participation in work-based learning
- Increase higher ed participation rate of adults with/without a high school diploma
- Increase participation in short-term training leading to wage and employment progression

**GOAL**

**AFFORDABILITY**
- Remove structural barriers to affordability
- Minimize equity gaps in dual enrollment programming
- Increase FAFSA completion
- Expand shared services
- Eliminate program duplication

**COMPLETION**
- Remove structural barriers to graduation
- Increase the timely completion of all students by 3% by 2025
- Increase the timely completion of underrepresented students by 4% by 2025
- Structure programs to facilitate completion and transfer
- Ensure systemwide institutional supports for student mental health
- Ensure systemwide institutional supports for student basic needs
- Increase awarding of credit for prior learning
- Ensure systemic institutional supports for undocumented/DACAmented students
- Ensure systemic institutional supports for campus safety and policing
- Ensure students are meaningfully informed on the value and ROI of higher ed

**WORKFORCE ALIGNMENT**
- Increase availability and stackability of high-demand, high-wage programs
- Increase completion rate of graduates in high-demand, high-wage programs by 7% by 2025
- Increase completion rate of underrepresented groups in programs aligned with high-wage, high-demand jobs by 8% by 2025
- Increase system stackability from technical ed to academic ed
- Increase student participation in work-based learning
- Increase higher ed participation rate of adults with/without a high school diploma
- Increase participation in short-term training leading to wage and employment progression
<table>
<thead>
<tr>
<th>BOARD'S ROLE</th>
<th>PRIORITY</th>
<th>GOAL</th>
<th>STRATEGY</th>
<th>WORKFORCE ALIGNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCESS</td>
<td>Remove structural barriers to entry</td>
<td>Increase the college-going rate of all groups by 3% by 2025.</td>
<td>Expand supportive entry level education practices, Minimize equity gaps in dual enrollment programming, Advise high school students on scholarships, dual enrollment programming, financial aid, and higher ed pathways, Simplify institutional admissions processes</td>
<td>Increase availability and stackability of high-demand, high-wage programs</td>
</tr>
<tr>
<td>AFFORDABILITY</td>
<td>Remove structural barriers to affordability</td>
<td>Ensure institutional cost of attendance remains within the standard of affordability year over year.</td>
<td>Develop an expanded standard of affordability by the end of 2021. Expand shared services</td>
<td>Increase completion rate of graduates in high-demand, high-wage programs by 7% by 2025.</td>
</tr>
<tr>
<td>COMPLETION</td>
<td>Remove structural barriers to graduation</td>
<td>Ensure timely completion of all students by 3% by 2025.</td>
<td>Increase the timely completion of underrepresented students by 4% by 2025.</td>
<td>Increase completion rate of underrepresented groups in programs aligned with high-wage, high-demand jobs by 8% by 2025.</td>
</tr>
<tr>
<td>PHASES</td>
<td>Implementation Planning Understanding</td>
<td>Structure programs to facilitate completion and transfer. Eliminate program duplication.</td>
<td>Ensure systemwide institutional supports for undocumented/DACA-mented students. Ensure students are meaningfully informed on the value and ROI of higher ed</td>
<td>Increase student participation in work-based learning. Increase student participation in short-term training leading to wage and employment progression.</td>
</tr>
</tbody>
</table>

**Access**
- Remove structural barriers to entry
- Increase the college-going rate of all groups by 3% by 2025.
- Increase the college-going rate of underrepresented groups by 4% by 2025.

**Affordability**
- Remove structural barriers to affordability
- 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.
- Develop a cost structure model based on custom peer groups to compare the cost of delivering degrees and awards for each USHE institution by the end of 2021.

**Completion**
- Remove structural barriers to graduation
- Increase the timely completion of all students by 3% by 2025.
- Increase the timely completion of underrepresented students by 4% by 2025.

**Workforce Alignment**
- Increase availability and stackability of high-demand, high-wage programs
- Increase completion rate of graduates in high-demand, high-wage programs by 7% by 2025.
- Increase completion rate of underrepresented groups in programs aligned with high-wage, high-demand jobs by 8% by 2025.