Defining terms and the Board’s role, measuring success, ensuring equity, timeline, and discussion
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
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
**PRIORITY:** Access

**GOAL:** Increase college-going rate by 3% in 5 years; increase college-going rate of underrepresented groups by 4% in 5 years

**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.
**PRIORITY**

**BOARD’S ROLE**

**GOAL**

**STRATEGY**

**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

- Expand flexible enrollment opportunities

- Evaluate and prioritize state scholarships

**COMPLETION**

- Remove structural barriers to graduation

- Increase FAFSA completion

- Expand shared services

- Eliminate program duplication

**WORKFORCE ALIGNMENT**

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

- Structure programs to facilitate completion and transfer

- Eliminate program duplication

- Ensure systemwide institutional supports for student mental health

- Increase student participation in work-based learning

- Increase student stackability of credentials from technical ed to academic ed

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

- 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)
Increase the college-going rate of all groups by 10% in 10 years.

Increase the timely completion of all students by 10% in 10 years.

Increase the completion rate of graduates in high-demand, high-wage programs by 20% in 10 years.
**10-YEAR GOALS**

**ACCESS**
- Increase the college-going rate of all groups by 10% in 10 years.

**COMPLETION**
- Increase the timely completion of all students by 10% in 10 years.

**WORKFORCE ALIGNMENT**
- Increase the completion rate of graduates in high-demand, high-wage programs by 20% in 10 years.

**5-YEAR GOALS**

**ACCESS**
- Increase the college-going rate of all groups by 3% in 5 years.

**COMPLETION**
- Increase the timely completion of all students by 3% in 5 years.

**WORKFORCE ALIGNMENT**
- Increase the completion rate of graduates in high-demand, high-wage programs by 7% in 5 years.
Increase the college-going rate of all groups by 10% in 10 years.

Increase the timely completion of all students by 10% in 10 years.

Increase the completion rate of graduates in high-demand, high-wage programs by 20% in 10 years.

# of 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
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# 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.
<table>
<thead>
<tr>
<th>EQUITY LENS FRAMEWORK</th>
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EQUITY LENS FRAMEWORK
(adopted December 2020)

EXPANDED SHARED BELIEFS

COMMON DEFINITIONS

CONTINUAL EXERCISE THAT INCLUDES PRACTICAL ACCOUNTABILITY
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

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
**Priority: ACCESS**
- Remove structural barriers to entry
- Remove structural barriers to graduation

**Goal: AFFORDABILITY**
- Remove structural barriers to affordability

**Strategy: STRATEGY**
- Expand flexible enrollment opportunities
- 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
- Increase FAFSA completion
- Expand shared services
- Evaluate and prioritize state scholarships
- Eliminate program duplication
- Structure programs to facilitate completion and transfer
- Ensure systemwide institutional supports for student mental health
- Ensure systemwide institutional supports for undocumented/DACA-mented students
- Ensure systemwide institutional supports for campus safety and policing
- Increase awarding of credit for prior learning

**Goal: COMPLETION**
- Remove structural barriers to graduation

**Strategy: STRATEGY**
- Increase the timely completion of all students by 3% in 5 years.
- Increase the timely completion of underrepresented students by 4% in 5 years.

**Goal: WORKFORCE ALIGNMENT**
- Increase availability and stackability of high-demand, high-wage programs

**Strategy: STRATEGY**
- Increase completion rate of graduates in high-demand, high-wage programs by 7% in 5 years.
- Increase completion rate of underrepresented groups in programs aligned with high-wage, high-demand jobs by 8% in 5 years.
- 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: COMPLETION**
- Increase the timely completion of all students by 3% in 5 years.

**Strategy: STRATEGY**
- Structure programs to facilitate completion and transfer
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**Strategy: STRATEGY**
- Increase the college-going rate of all groups by 3% in 5 years.
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**Goal: AFFORDABILITY**
- Remove structural barriers to affordability

**Strategy: STRATEGY**
- 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.

**Goal: WORKFORCE ALIGNMENT**
- Increase availability and stackability of high-demand, high-wage programs

**Strategy: STRATEGY**
- Increase availability and stackability of high-demand, high-wage programs

**Goal: ACCESS**
- Remove structural barriers to entry

**Strategy: STRATEGY**
- Remove structural barriers to entry

**Goal: COMPLETION**
- Remove structural barriers to graduation

**Strategy: STRATEGY**
- Remove structural barriers to graduation

**Objective: WORKFORCE ALIGNMENT**
- Increase availability and stackability of high-demand, high-wage programs

**Strategy: STRATEGY**
- Increase availability and stackability of high-demand, high-wage programs
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**PHASES**

- Implementation
- Planning
- Understanding