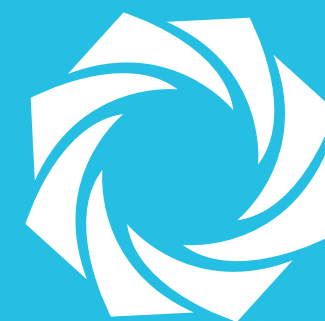


The background of the slide features a photograph of graduates in black academic regalia, including caps and gowns. They are holding rolled-up diplomas, and the scene is brightly lit, suggesting an outdoor graduation ceremony. A large, semi-transparent blue rectangle is overlaid on the right side of the image, serving as a backdrop for the text and logo.

UTAH BOARD OF HIGHER EDUCATION STRATEGIC PLAN

DRAFT

April 2021



UTAH
SYSTEM OF
HIGHER
EDUCATION



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. Research/Analysis**
- 3. Funding**
- 4. Collaboration/Advocacy**

Statewide Attainment Goals



System Strategic Plan Goals



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



PRIORITY

GOAL

MEASUREMENT

ACCESS

Increase the college-going rate of high school graduates by 10% in 10 years.

Utah students attending postsecondary institution within three years of graduation

Utah students in high school graduating class

COMPLETION

Increase the timely completion of degrees and awards by 10% in 10 years.

students who complete program within 150% of expected time

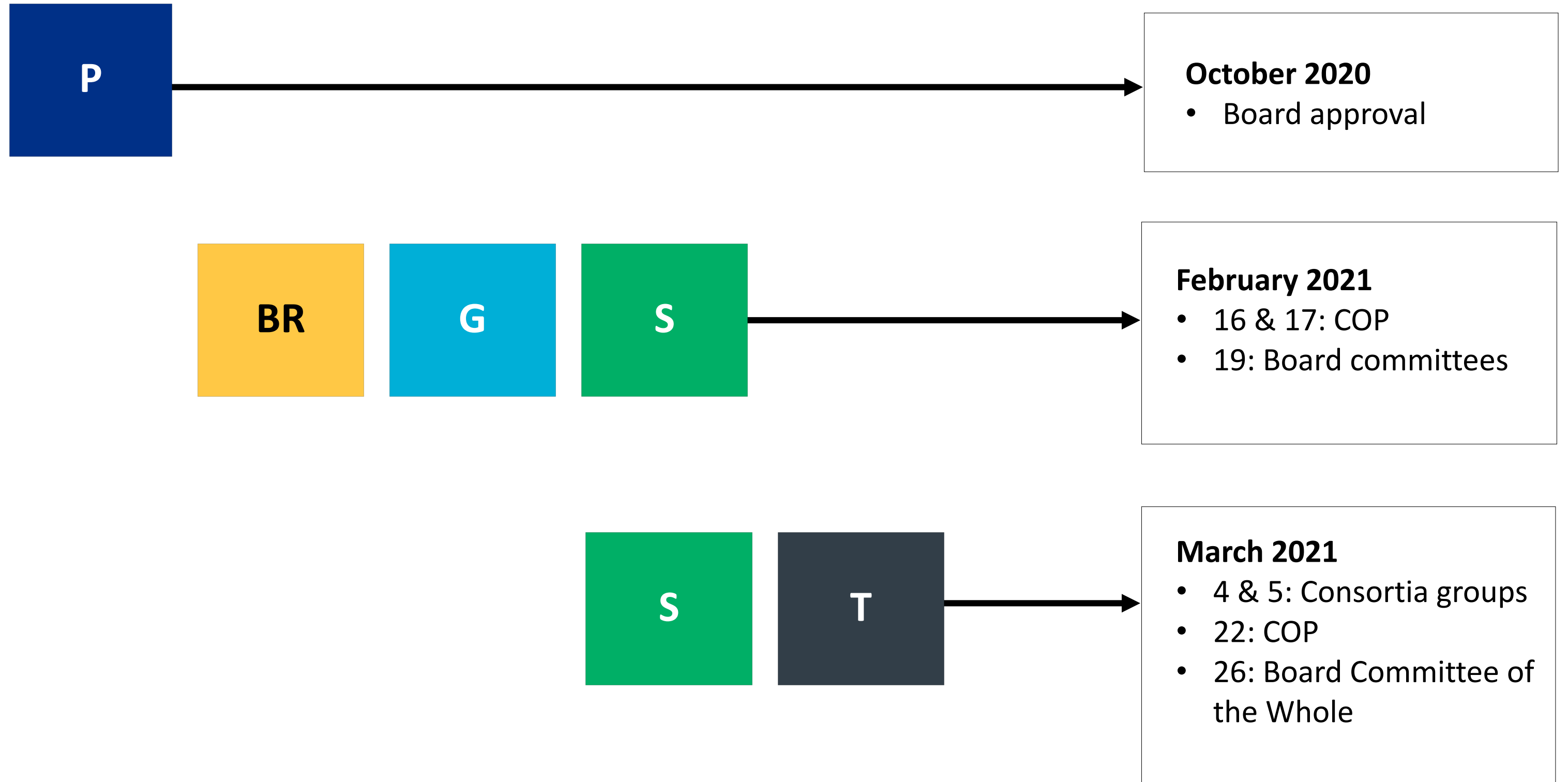
of students in year cohort

WORKFORCE ALIGNMENT

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

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

students who complete a program



BOARD'S	PRIORITY	SYSTEM UNIFICATION		ACCESS		AFFORDABILITY		COMPLETION		WORKFORCE ALIGNMENT	
	ROLE	Develop, strengthen, and leverage a seamless and articulated system of higher education		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	
	GOAL	(for discussion)		Increase the college-going rate of high school grads by 3% in 5 years Increase the college-going rate of underrepresented groups by 4% in 5 years.		Increase student ability to pay cost of attendance.	Ensure institutional cost of attendance remains within the standard of affordability year over year.	Increase timely completion of degrees and awards by 3% in 5 years. Increase the timely completion of underrepresented students by 4% in 5 years.		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.	
	STRATEGY	Align programs with institutional roles and minimize duplication among institutions Increase stackability of credentials from technical colleges to degree granting institutions	Train boards of trustees on delegated responsibilities Merge system policies and align data and measures, as appropriate Streamline presidential evaluation and R&R processes	Ensure high school students are meaningfully informed on scholarships, dual enrollment programming, financial aid, and higher ed pathways Simplify institutional admissions processes	Strengthen admissions advisors'/tech college staff's capacity for addressing student basic needs Support institutions in diversifying faculty and staff. Expand Utah's pipeline of diverse K-12 educators.	Develop an expanded standard of affordability by the end of 2021 Increase FAFSA completion Evaluate and prioritize state student financial aid Build and maintain legislative support	Expand shared services Develop a cost structure model to compare the cost of delivering degrees and awards for each USHE institution by the end of 2021	Structure awards to facilitate completion and transfer Increase awarding of credit for prior learning	Ensure systemwide institutional supports for student mental health and campus safety Expand supportive entry level education practices	Increase higher ed participation rate of adults with/without a high school diploma Ensure students are meaningfully informed on the value and ROI of higher ed	Increase student participation in work-based learning Increase participation in training leading to wage and employment progression

SYSTEM UNIFICATION

BOARD'S PRIORITY ROLE GOAL STRATEGY TACTIC	SYSTEM UNIFICATION		
	Develop, strengthen, and leverage a seamless and articulated system of higher education		
	(For discussion)		
	Align programs with institutional roles and minimize duplication among institutions		Increase stackability of credentials from technical colleges to degree granting institutions
	DEGREE GRANTING	TECHNICAL	DEGREE GRANTING
	Study current program offerings across degree granting institutions to ensure fit with institutional roles.	Study current program offerings across tech colleges to ensure fit with institutional role.	Review policy governing award types across degree granting institutions to ensure policies are equity minded and supported by data and allow for stackability across all institutional types. Review policy R473, R401, R472 for articulation and transfer between technical colleges and degree granting institutions.
	Explore tiered tuition structure tied to institutional roles.		Develop standardized approach to understand number of students utilizing current articulations between tech colleges and degree-granting institutions. Define goal for student participation and attainment of stackable credentials within and between institutions.
			Develop standardized approach to understand number of secondary students receiving credit for course work completed at the high school and define a goal to expand courses included and students participating in secondary articulation agreements.
			Explore potential for transitioning technical education from clock-hours to credit hours.

BOARD'S	PRIORITY	SYSTEM UNIFICATION																	
	ROLE	Develop, strengthen, and leverage a seamless and articulated system of higher education																	
	GOAL	(For discussion)																	
	STRATEGY	Merge system policies and align data and measures, as appropriate		Train boards of trustees on delegated responsibilities		Streamline presidential evaluation and (R&R) processes.													
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ACCESS

BOARD'S	PRIORITY	ACCESS																
	ROLE	Remove structural barriers to entry																
	GOAL	Increase the college-going rate of high school graduates by 3% in 5 years. Increase the college-going rate of underrepresented groups by 4% in 5 years.																
	STRATEGY	Ensure high school students are meaningfully informed on scholarships, dual enrollment programming, financial aid, and higher ed pathways		Simplify institutional admissions processes														
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BOARD'S	PRIORITY	ACCESS														
	ROLE	Remove structural barriers to entry														
	GOAL	Increase the college-going rate of high school graduates by 3% in 5 years. Increase the college-going rate of underrepresented groups by 4% in 5 years.														
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AFFORDABILITY

BOARD'S

PRIORITY

ROLE

GOAL

STRATEGY

TACTIC

AFFORDABILITY						
Remove structural barriers to affordability						
Increase student ability to pay cost of attendance.						
Develop an expanded standard of affordability by the end of 2021.	Increase completion of the Free Application for Federal Student Aid (FAFSA).		Evaluate and prioritize state student financial aid		Build and maintain legislative support	
	DEGREE GRANTING	TECHNICAL	DEGREE GRANTING	TECHNICAL	DEGREE GRANTING	TECHNICAL
	Data analysis (demographics data). Study what other states are doing (audit).	Data analysis (demographics data). Study what other states are doing (audit).	Review policy, statute, and procedures on waivers. Identify how waivers are being used at each institution. Identify all aid opportunities.	Identify all aid opportunities.	Leverage Concurrent Enrollment for high school students to reduce student cost	Leverage free tech ed tuition for high school students to reduce student cost
	Explore FAFSA requirement for state and degree granting institutional scholarships	Explore FAFSA requirement for state and tech college scholarships	Develop policy and implement of new scholarship programs (Adult Learner Grant Program and Opportunity Scholarship)	Develop policy of new scholarship programs.	Advocate for full legislative funding of compensation	
	Research creation of a simplified, pre-FAFSA form to indicate if participants may qualify for financial aid before filling out the full FAFSA.	Research creation of a simplified, pre-FAFSA form to indicate if participants may qualify for financial aid before filling out the full FAFSA.	Advocate for state scholarship support for undocumented students. Streamline statewide HB-144 affidavit process. Benchmark student participation in affidavits.	Advocate for state scholarship support for undocumented students.		
	Partner with USBE to consider requiring FAFSA completion for high school graduation (with opt-out	Partner with USBE to consider requiring FAFSA completion for high school graduation (with opt-out				

BOARD'S	PRIORITY	AFFORDABILITY			
	ROLE	Remove structural barriers to affordability			
	GOAL	Ensure institutional cost of attendance remains within the standard of affordability year over year.			
	STRATEGY	Develop a cost structure model to compare the cost of delivering degrees and awards for each USHE institution by the end of 2021.		Expand shared services	
	TACTIC			DEGREE GRANTING	TECHNICAL
Study shared services in the System. Board reviews recommendations from the study.	Study shared services in the System. Board reviews recommendations from the study.				
Create implementation plan for shared services. Create policy to have cost savings realized from shared services used for student aid.	Create implementation plan for shared services. Create policy to have cost savings realized from shared services used for student aid.				

COMPLETION

BOARD'S ROLE GOAL STRATEGY TACTIC	PRIORITY	COMPLETION																
	ROLE	Remove structural barriers to graduation																
	GOAL	Increase timely completion of degrees and awards by 3% in 5 years. Increase the timely completion of underrepresented students by 4% in 5 years.																
	STRATEGY	Structure awards to facilitate completion and transfer		Increase awarding of credit for prior learning														
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WORKFORCE ALIGNMENT

BOARD'S

PRIORITY

ROLE

GOAL

STRATEGY

TACTIC

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% in 5 years.
Increase completion rate of underrepresented groups in programs aligned with high-wage, high-demand jobs by 8% in 5 years.

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

DEGREE GRANTING	TECHNICAL
Collaborate with stakeholders (DWS, USBE, UCAC) to support enrollment of adult learners in academic education.	Collaborate with stakeholders (DWS, USBE, UCAC) to support the enrollment of adult learners in technical education.
Increase adult learner awareness of scholarships and other aid for degrees via Keys to Success.	Increase adult learner awareness of scholarships and other aid for certificates via Keys to Success.

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

DEGREE GRANTING	TECHNICAL
Align existing resources (Programs & Majors Guide, Transfer Guide, etc) to Keys to Success. Engage with stakeholders (DWS, UCAC, USBE, institutions) to ensure Keys is a one-stop for all postsecondary resources.	Ensure technical education program information, articulation of secondary course work, and opportunities for educational, career, and wage progression are represented in the Programs and Majors Guide, Transfer Guide, and Keys to Success.
Advocate for statewide marketing campaign. Focus on the unique needs of adult learners (program flexibility, prior learning, funding, etc).	Advocate for statewide marketing campaign. Focus on the unique needs of adult learners (program flexibility, prior learning, funding, etc).

PRIORITY

BOARD'S ROLE

GOAL

STRATEGY

TACTIC

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% 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

DEGREE GRANTING	TECHNICAL
Refine policy to define the role of work-based learning in academic education.	Refine policy to define the role of work-based learning in technical education.
Develop systemwide tracking mechanism for reporting progress in participation of work-based learning activities.	Develop systemwide practices for reporting progress in the development of and participation in work-based learning activities.
Collaborate with stakeholders (DWS, GOED, USBE) to connect work-based learning opportunities to high-demand pathways to degrees	Collaborate with stakeholders (DWS and GOED) to connect work-based learning opportunities to high-demand pathways to certificates

Increase participation in training leading to wage and employment progression

DEGREE GRANTING	TECHNICAL
Engage employers to strengthen the connection between degrees and employment options.	Engage employers to strengthen the connection between certificates and employment options.
Refine program approval process to increase transparency of program alignment with verifiable workforce needs.	Review policy governing enrollment and classification of adult students enrolled in training for the purpose of maintaining or advancing their employment.
Refine policy to ensure workforce training is equity-minded, supported by data, and reflect institutional roles.	

NEXT STEPS

Next Steps

