

MEMORANDUM

TAB A

August 20, 2021

Strategic Plan Update: Assigning Strategies to Specific Board Committees

In 2020, Utah's two higher education systems merged, creating a single system of 16 higher education institutions. The Utah Board of Higher Education adopted a comprehensive strategic plan in May 2021 to guide the newly-merged System for the next five years. To develop the strategic plan, the Board and Office of the Commissioner of Higher Education engaged in a rigorous, collaborative, and creative process built on previous boards' past initiatives and incorporated feedback from institutions, state leaders, students, and other stakeholders. The Board's strategic plan focuses on six key priorities:

- System Unification
- Access
- Affordability

- Completion
- Workforce Alignment
- Research

Two main themes guide the strategic plan:

- 1. Alignment of measures between statewide postsecondary attainment goals and performance-based funding
- 2. Centering of educational equity and inclusion so that higher education opportunities exist for all Utahns

Strategies to Board Committees

The Commissioner's office has assigned strategies from the strategic plan to specific Board committees. This does not mean a specific strategy will not impact other committees, but that an identified committee will keep an eye on its assigned strategies' progress and actively work to shepherd the strategies along. (A note: The Academic Education and Technical Education Committees share all of their strategies, as they impact both degree-granting and technical institutions.)

Progress on the Strategic Plan Thus Far

The Commissioner's office is developing project plans for each tactic identified in the strategic plan, as well as an implementation timeline for the next 12 months. The Commissioner's office will present the first progress report on the strategic plan at the September 2021 Board meeting. The progress reports will be updated monthly and available on www.ushe.edu.

The Commissioner's office will present a draft of the Research priority of the strategic plan (added at the May 2021 Board meeting) to the Academic Education Committee in August for discussion. A final draft will be presented to the Board for consideration in September.

Commissioner's Recommendation

This is an information item only; no action is required.

Attachment

SYSTEM UNIFICATION

Develop, strengthen, and leverage a seamless and articulated system of higher education

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Align programs with institutional roles and minimize duplication among institutions

Increase stackability of credentials from technical colleges to degreegranting institutions

Train boards of responsibilities

> Merge System policies and align data and measures, as appropriate

trustees on

delegated

Streamline presidential evaluation and R&R processes

ACCESS

Remove structural barriers to entry

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.

Ensure high school students are meaningfully informed on scholarships, dualenrollment programming financial aid, and higher ed pathways

Simplify institutional admissions processes

Strengthen admissions advisors'/tech college staff's capacity for addressing student basic needs

institutions in diversifying faculty and staff. Expand Utah's pipeline of diverse K-12 educators.

Support

AFFORDABILITY

Remove structural barriers to affordability

Increase student ability to pay cost of attendance.

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

Develop a cost

each USHE

institution by

the end of

2021

Ensure

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

Remove structural barriers to

graduation

COMPLETION

Increase timely completion of degrees and awards by 3% in 5 years.

Increase the timely completion of underrepresented students by 4% in 5 years.

Expand shared services

structure model to compare the cost of delivering degrees and awards for

Structure Ensure awards to systemwide facilitate institutional completion supports for and transfer student mental health

and campus

safety

Expand

supportive

entry-level

education

practices

Increase awarding of credit for prior learning

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

WORKFORCE **ALIGNMENT**

Increase availability and stackability of high-demand, highwage programs

Increase completion rate of graduates in high-demand, highwage programs by 7% in 5 years.

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

Increase

student

participation

in work-based

learning

diploma

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

Academic Education/Technical Education

Student Affairs

Finance & Facilities

Executive Committee

LEGEND: