September 16, 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
- Completion
- Access
- Workforce Alignment
- Affordability
- 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 at 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
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<th>BOARD'S ROLE</th>
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<th>STRATEGY</th>
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<td>ACCESS</td>
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<td>WORKFORCE ALIGNMENT</td>
<td>Increase availability and stackability of high-demand, high-wage programs</td>
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**GOAL: Access**
- 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

**Strategies:***
- Remove structural barriers to entry
- Ensure high school students are meaningfully informed on scholarships, dual-enrollment programming, financial aid, and higher ed pathways
- Simplify institutional admissions processes
- Support institutions in diversifying faculty and staff. Expand Utah’s pipeline of diverse K-12 educators.
- Increase FAFSA completion
- Evaluate and prioritize state student financial aid
- Develop and maintain legislative support
- Develop an expanded standard of affordability by the end of 2021
- Expand shared services
- Structure awards to facilitate completion and transfer
- Ensure statewide institutional supports for student mental health and campus safety
- Ensure students are meaningfully informed on the value and ROI of higher ed

**SYSTEM UNIFICATION**
- Develop, strengthen, and leverage a seamless and articulated system of higher education
- Align programs with institutional roles and minimize duplication among institutions
- Train boards of trustees on delegated responsibilities
- Merge System policies and align data and measures, as appropriate
- Simplify presidential evaluation and R&R processes
- Streamline presidential evaluation and R&R processes

**AFFORDABILITY**
- Increase student ability to pay cost of attendance.
- Ensure institutional cost of attendance remains within the standard of affordability year over year
- Increase FAFSA completion
- Develop a cost structure model to compare the cost of delivering degrees and awards for each USHE institution by the end of 2021
- Increase awarding of credit for prior learning
- Develop supportive entry-level education practices

**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

**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

**PRIORITY BOARD'S ROLE**

**LEGEND:**
- Academic Education/Technical Education
- Finance & Facilities
- Student Affairs
- Executive Committee

**SYSTEM UNIFICATION**
- Build and maintain legislative support