October 29, 2021

Strategic Plan Update: Board Committee Priority Review

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 that built on past initiatives from previous boards 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

The strategic plan is guided by two main themes:

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

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 be keeping an eye on the progress of its assigned strategies 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.)

The Commissioner’s office developed 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 presented the first progress report on the strategic plan at the September 2021 Board meeting. Progress reports will be updated monthly and available on ushe.edu.

Committee Discussion
The Technical Education Committee is asked to review strategies and tactics in the attachment to prioritize and verify the efforts are moving in the right direction.
Commissioner's Recommendation
Information item only; no action is required.
USHE Strategic Plan
Technical Education Committee Priorities

October 29, 2021
**SYSTEM UNIFICATION**
- Develop, strengthen, and leverage a seamless and articulated system of higher education

**ACCESS**
- Remove structural barriers to entry

**AFFORDABILITY**
- Remove structural barriers to affordability

**COMPLETION**
- Remove structural barriers to graduation

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

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**BOARD'S ROLE**

**GOAL**

**STRATEGY**

**PRIORITY**

**INTERNAL PRIORITIES**

**LEGEND:**
- Academic Education/Technical Education
- Student Affairs
- Finance & Facilities
- Executive Committee
<table>
<thead>
<tr>
<th>SYSTEM UNIFICATION</th>
<th>ACCESS</th>
<th>COMPLETION</th>
<th>WORKFORCE ALIGNMENT</th>
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<tbody>
<tr>
<td>Align programs with institutional roles and minimize duplication among institutions.</td>
<td>Study current program offerings across technical colleges to ensure fit with institutional role.</td>
<td>Conduct transfer study to identify any barriers to transfer.</td>
<td>Consider policy to define systemwide practices for reporting and expansion of availability of, and participation in, work-based learning activities.</td>
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<td>Increase stackability of credentials from technical colleges to degree-granting institutions.</td>
<td>Review policy governing award types to ensure policies are equity minded and supported by data to support stackability between institutions.</td>
<td>Implement annual institutional reporting of credit for prior learning, proactive communications to students, and training of faculty and staff.</td>
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<td>Merge system policies and align data and measures, as appropriate.</td>
<td>Review related policies and align data and measurements between technical colleges and degree-granting institutions, when appropriate.</td>
<td>Ensure equity in processes relating to the award of credit for prior learning.</td>
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<td>Support institutions and USBE in diversifying the pipeline of P-20 educators, faculty, and staff.</td>
<td>Review policy to support all USHE institutions in their effort to attract and retain diverse faculty and staff. Facilitate collaboration on best equitable hiring and retention practices.</td>
<td>Refine policy for supportive instruction offerings for students unable to meet minimum admission requirements, and implement corequisite and other models to support student enrollment and success into technical programs.</td>
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<td>Structure awards to facilitate completion and transfer.</td>
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<td>Increase the award of credit for prior learning.</td>
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<td>Expand supportive entry level education practices.</td>
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**SYSTEM UNIFICATION**

- Align programs with institutional roles and minimize duplication among institutions.
- Increase stackability of credentials from technical colleges to degree-granting institutions.
- Merge system policies and align data and measures, as appropriate.

**ACCESS**

- Support institutions and USBE in diversifying the pipeline of P-20 educators, faculty, and staff.

**COMPLETION**

- Structure awards to facilitate completion and transfer.
- Increase the award of credit for prior learning.
- Expand supportive entry level education practices.

**WORKFORCE ALIGNMENT**

- Increase student participation in work-based activities.