



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB D

September 14, 2022

Strategic Plan Updates

In 2020, Utah's two higher education systems merged, creating a single system of 16 higher education institutions. The newly created Utah Board of Higher Education embarked on a strategic planning process to guide the new 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 past initiatives from previous boards and incorporated feedback from institutions, state leaders, students, and other stakeholders. The Board formally adopted the strategic plan at the May 2021 Board meeting.

During the October 2021 Board committee meetings, each committee adopted specific strategies within the strategic plan that are relevant to the focus of that committee. Each Board committee ensures that their assigned strategies are progressing and on-track, and structures their committee agendas around these strategies.

In the year that the strategic plan has been in place, several revisions have been proposed to ensure the plan stays nimble and current. During the August 2022 and September 2022 committee meetings, each Board committee will consider changes to the strategies assigned to their committee and forward their recommendations on any changes to the full Board for consideration at the September 2022 Board meeting.

There are slight changes to the wording of the strategies and tactics assigned to this committee. There are no changes proposed to the Board's role or goals. The updated strategies assigned to the Finance and Facilities Committee are as follows:

Priority: Affordability

Board's Role: Remove structural barriers to affordability.

Goal: Increase student ability to pay the cost of attendance.

Goal: Ensure institutional costs of attendance remains within the standard of affordability year over year.

Strategy: Improve fiscal transparency and understanding.

Tactics:

- Develop and implement full cost of attendance reporting standards and tools.

- Refine the Board's definition of affordability.

Strategy: Coordinate and optimize financial aid.

Tactics:

- Evaluate, prioritize, and implement state student financial aid and scholarships.
- Streamline statewide H.B.144 affidavit process. Benchmark student participation in affidavits. Clarify how citizenship data is collected and used in relation to scholarships and admissions forms.
- Review and analyze the use of tuition waivers and identify opportunities for enhancing their efficacy.
- Evaluate the quality, effectiveness, and return on investment of existing scholarship and financial aid programs, and identify opportunities for better coordination and improvement.

Strategy: Ensure institutions' fiscal health and operational efficiency.

Tactics:

- Create a standardized cost structure model to compare the cost of delivering credentials across USHE and other relevant institutions.
- Develop and implement a fiscal health assessment tool.
- Update capital facilities funding policies and procedures to encourage efficient planning and requests.

Commissioner's Recommendation

The Commissioner recommends the Finance and Facilities Committee adopt the strategic plan strategies assigned to their committee as outlined above and forward this recommendation to the Committee of the Whole for inclusion in the updated strategic plan.