



Strategic Plan Update

January 9, 2025



Development of the Commissioner's office Action Plan

The Commissioner's office action plan was designed in the last quarter to help put the strategic plan into action by:

- Identifying key activities over the next 18 months that will help advance or accomplish the Board's strategies and tactics.
- Specifying champions, timelines, personnel, and funding needs for each key activity.



SOURCE: [Governor's Office of Planning and Budget](#)

Strategic Plan Progress Highlights: Fall/Winter 2024

- Admit Utah launched (*ACCESS*)
- Clock-to-credit hour transition largely complete, minus teach-out (*COMPLETION*)
- Space utilization study completed; Board and institutions are now strategizing consensus best practices (*FINANCIAL VALUE*)
- Board issued guidelines for institutional review and recommendations for the 2025-26 tuition and general fee adjustments (*FINANCIAL VALUE*)
- “Program Review by Discipline” dashboards created to help inform targeted investments (*FINANCIAL VALUE, ECONOMIC DEVELOPMENT*)

Summary of Proposed Edits to the Strategic Plan

- Introduce a tactic to study why certain graduates choose non-USHE institutions and understand how to make public higher education as responsive as possible to students' needs.
- Highlight the role of work-based learning in enhancing graduates' workplace readiness and durability skills.
- Emphasize the importance of strategic roles, missions, and program offerings.
- Future-proof Utah's higher education landscape.

Motion

I move to approve the proposed updates to the strategic plan.

Motion

I move to approve Davis Technical College's request to establish the Freeport West Extension as an instructional service center.

OCHE Review of Higher Education Space Utilization – SmithGroup Analysis 2024

January 9, 2025



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Bottom Line Up Front

This is an information item only.

In its November meeting, the Board received a presentation of major findings and recommendations resulting from the SmithGroup's recent analysis of space utilization at USHE institutions.

The Commissioner's Office has reviewed the SmithGroup analysis and developed recommendations for key study takeaways.

SmithGroup Analysis – Key Findings

Institution-generated utilization outcomes contribute to discrepancies in reported utilization vs. third party-calculated utilization outcomes.

Background

Room Utilization Rate (RUR)

– how many hours a room is scheduled for use

Station Occupancy Rate (SOR)

– the percent of stations/seats that are occupied when compared to the total capacity

Room Utilization (RUR)

Seat Occupancy (SOR)

Classroom Goal

33.75 hours per week*

66.7% seat occupancy

Teaching Lab Goal

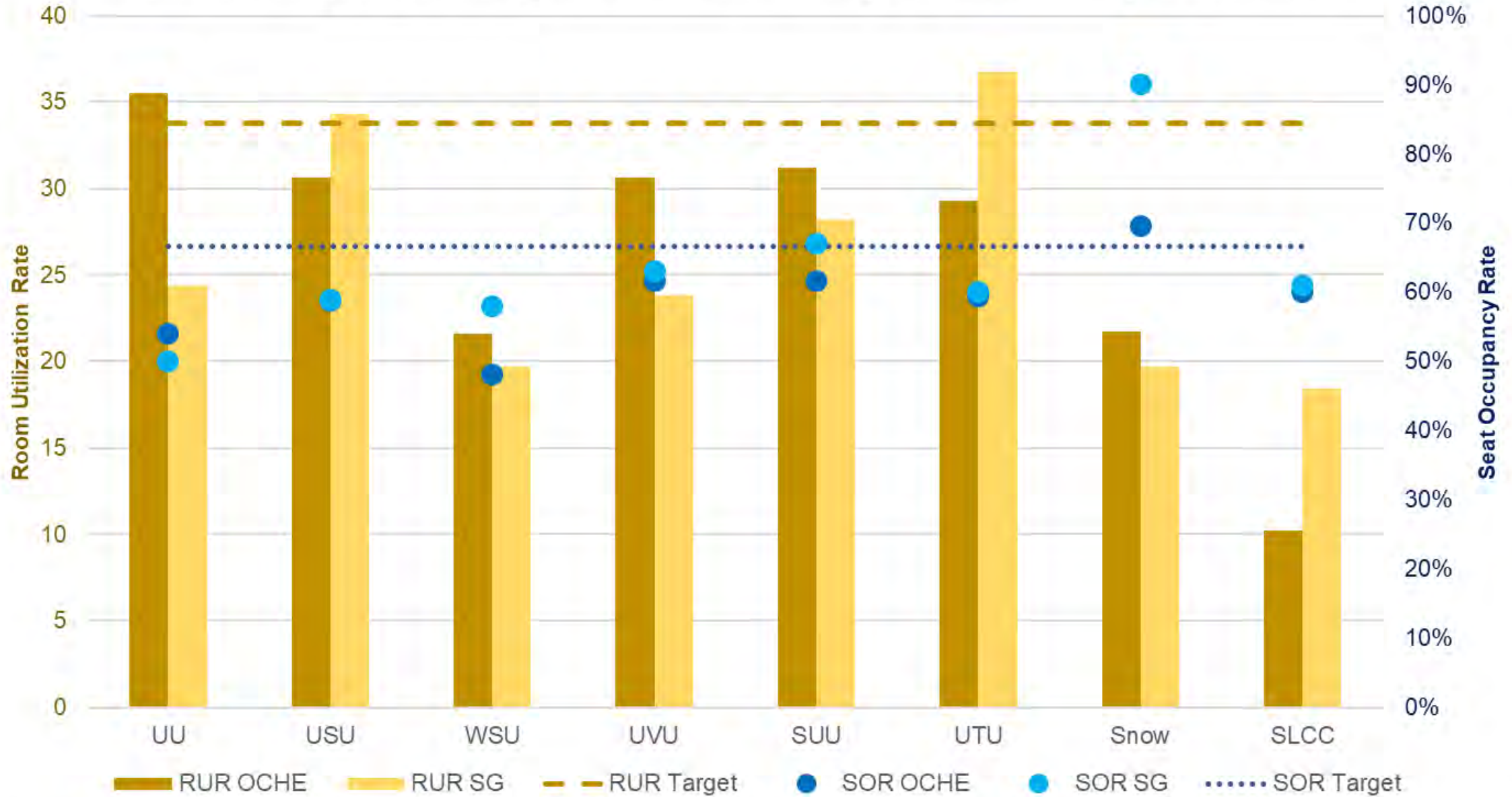
24.75 hours per week**

80% station occupancy

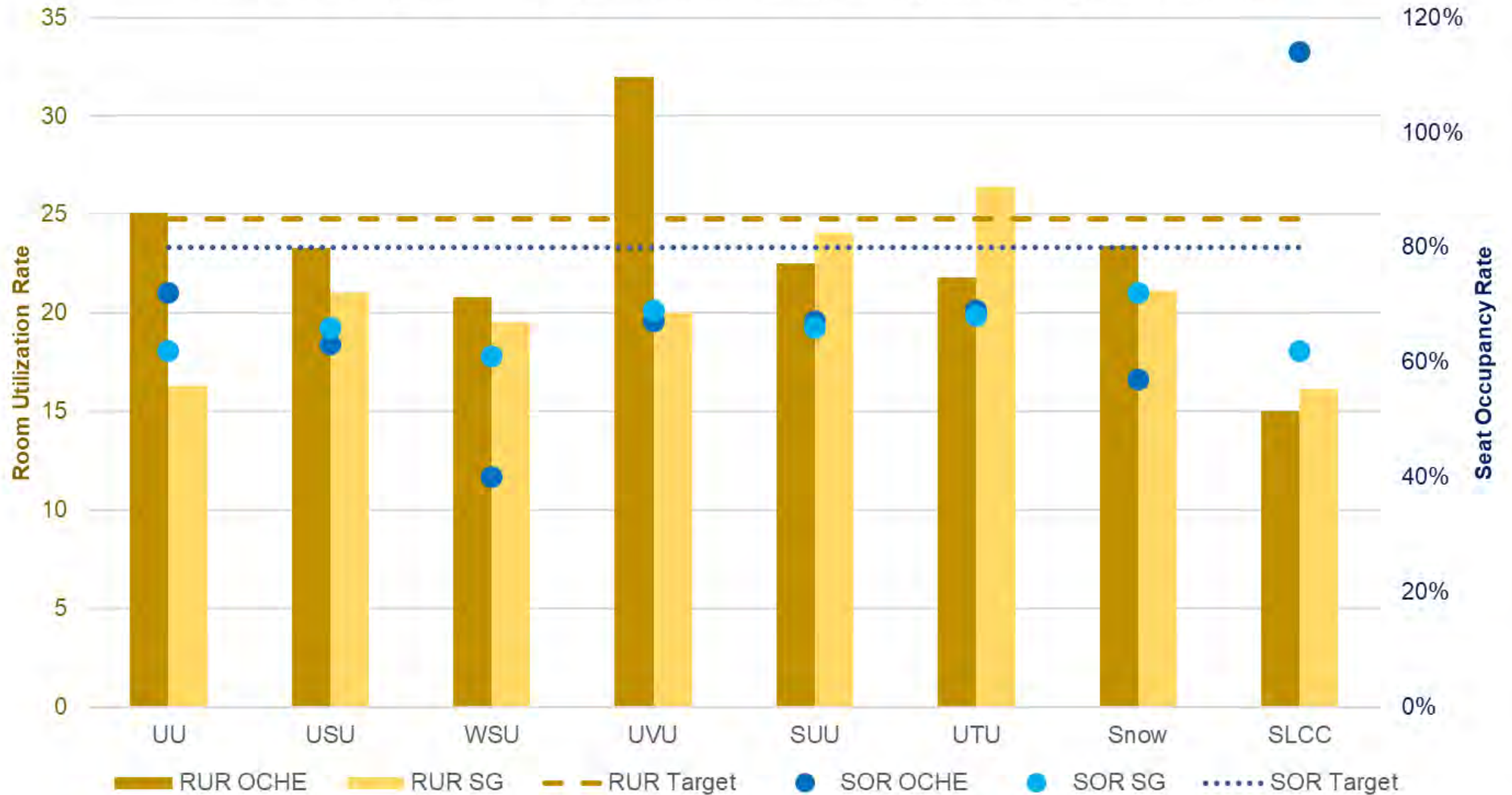
*75% scheduling of classrooms during a 45-hour week

**55% scheduling of labs during a 45-hour week

Fall 2022 Degree-Granting Institution Main Campus Classroom Space Utilization



Fall 2022 Degree-Granting Institution Main Campus Lab Space Utilization



Commissioner's Response

The Commissioner's Office will continue to advance improvements to system-led space utilization analysis, such as:

- Conducting a comprehensive review of buildings data glossary, rooms data glossary and room use code taxonomy.
- Continue to evaluate institution-reported space utilization for errors and omissions.
- Offer institution training and resources as possible.

SmithGroup Analysis – Key Findings

Institution-generated utilization outcomes contribute to discrepancies in reported utilization vs. third party-calculated utilization outcomes.

Despite these discrepancies, most degree granting institutions have adequate space.

SLCC – South City Campus



USU – Animal Science Building



View of Animal Science Building from Quad

UT – McDonald Building



At least \$100 million of the 2025 General Session UBHE requested capital project funding would support institutional facility renovation projects.

Commissioner's Response

While both institution-reported and SmithGroup-produced space utilization metrics generally reflect below-target rates of utilization, this does not necessarily support the inference that institutions currently have surplus space. The final SmithGroup report heavily emphasized the following caveats:

- *This analysis does not address condition, suitability, or configuration of space.*
- *Common metrics for the utilization of space in some categories could not be calculated based on available data.*
- *Aggregate surplus/deficits may not accurately reflect space capacity for priority programs.*

Irrespective of institutional deficit/surplus space position, the Commissioner's Office will continue to work with institutions to maximize use of existing space and more routinely achieve space utilization standards as articulated by statute and policy.

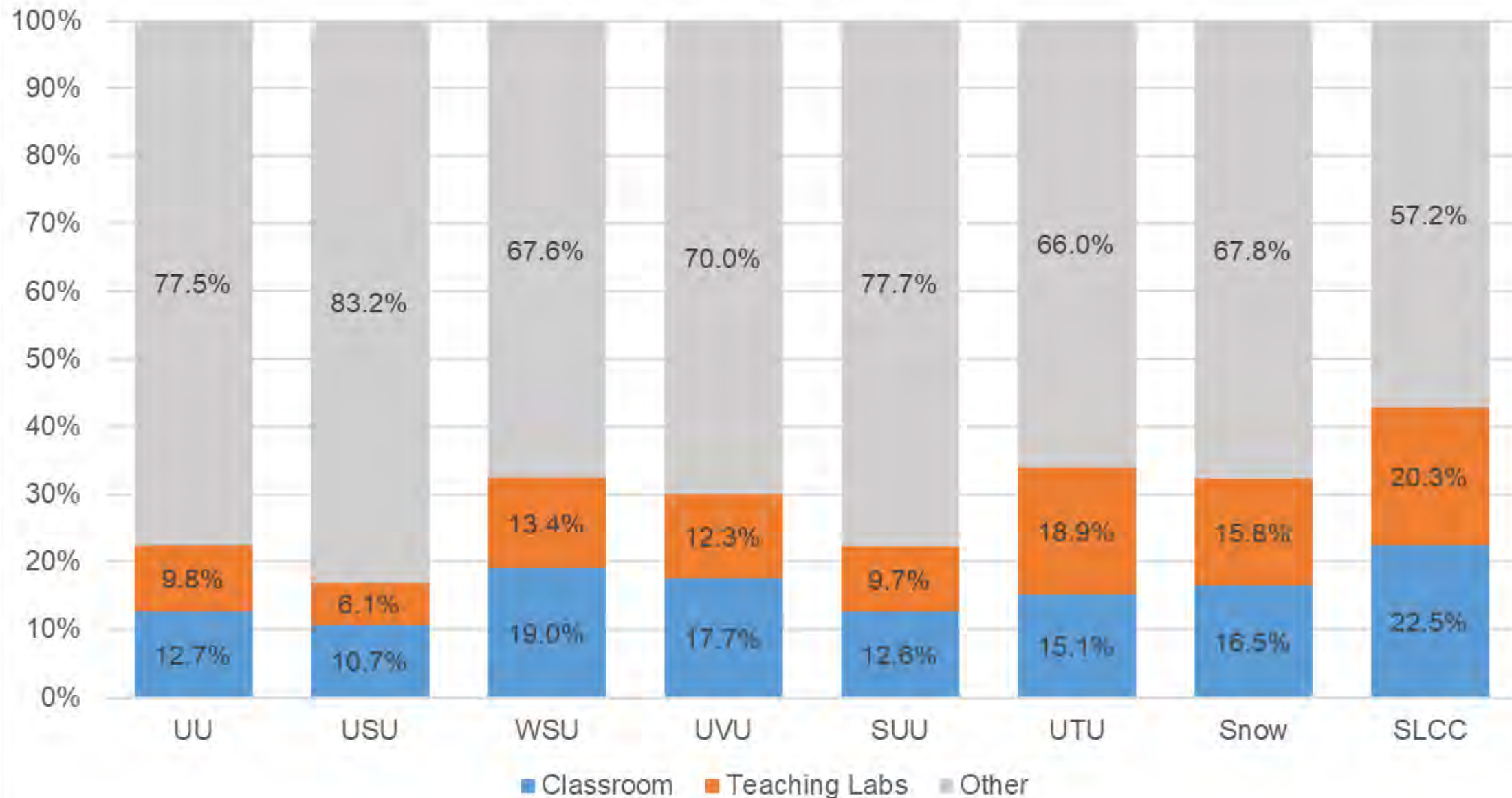
SmithGroup Analysis – Key Findings

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While USHE institutions have remote work/telecommuting policies, most are not linked to the allocation of office space. This has implications for space utilization calculations for other space types.

Degree-Granting Institution Main Campus Existing Assignable Square Feet by Space Type



Commissioner's Response

The Commissioner's Office will explore the feasibility of implementing the SmithGroup recommendation as follows:

Staffing or employee data is typically used in the development of office space guidelines and in space needs analysis. An accurate projection of office space needs is based on employee data by campus location. While employee data is collected, it is not reported for space planning purposes. The calculation of space needs at the campus level requires robust employee data and remote work status. It is recommended that standardized definitions and the reporting of employees by campus location and remote/hybrid status occur at the state level.

SmithGroup Analysis – Key Findings

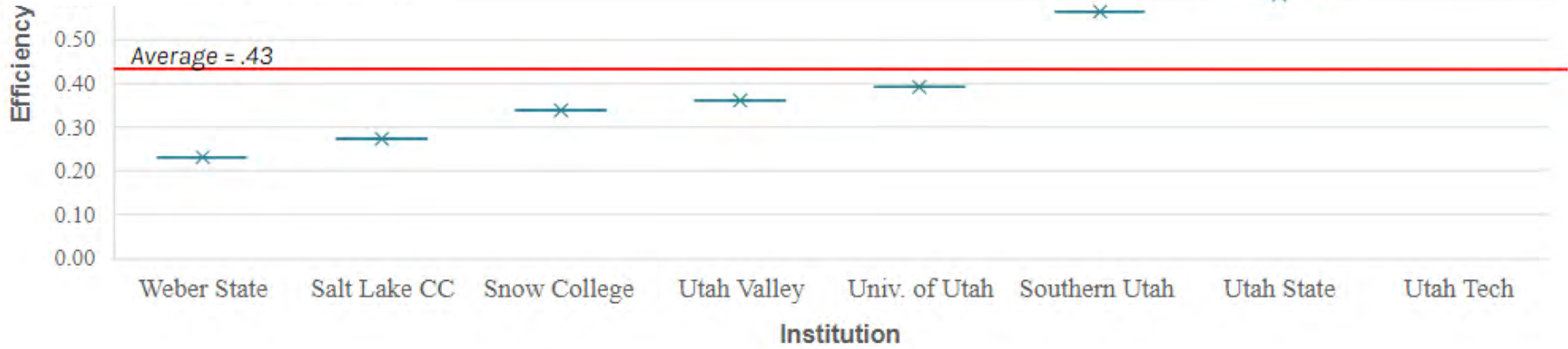
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While USHE institutions have remote work/telecommuting policies, most are not linked to the allocation of office space. This has implications for space utilization calculations for other space types.

USHE utilization targets are in alignment with guidelines from other state systems. However, RUR and SOR could be converted into a single efficiency metric and a capacity metric is better suited for tech colleges.

State	Weekly Room Hours*	Seat Occupancy Rate
California (CSU)	53	66%
Florida	40	60%
Indiana	32	66%
Minnesota	32	
New York (SUNY)	30	80%
North Carolina	35	75%
South Carolina	30	60%
Tennessee	30	60%
Texas	38	65%
Virginia	40	60%
Washington	35	70%
Average	35.9	66.2%
USHE	33.75	66.7%



Source: Utah Statewide Higher Education Space Utilization Master Plan, SmithGroup

SPACE GUIDELINE DIFFERENCES

TECHNICAL COLLEGES

FIGURE 5.13 ASF PER ANNUAL FTE BY COLLEGE

UTAH TECHNICAL COLLEGES

Technical College	Annual FTE*	Existing ASF	ASF per Annual FTE
Bridgerland Technical College	1,323	218,697	165
Ogden-Weber Technical College	1,559	250,073	160
Davis Technical College	1,754	270,397	154
Mountainland Technical College	1,891	216,035	114
Uintah Basin Technical College	534	136,320	255
Dixie Technical College	548	123,229	225
Southwest Technical College	417	87,533	210
Tooele Technical College	356	49,791	140

* Average of FY 2021-22 and FY 2022-23

Assignable Square Feet per Annual FTE Differences based on size of institution:

- More than 1,000 FTE: 148 ASF/FTE
- Less than 1,000 FTE: 208 ASF/FTE

Recommendation:

A range of space guidelines based on annual FTE:

- Lower end or minimum guidelines for colleges with **more** than 1,200 FTE
- Higher end or maximum guidelines for colleges with **less** than 1,200 FTE

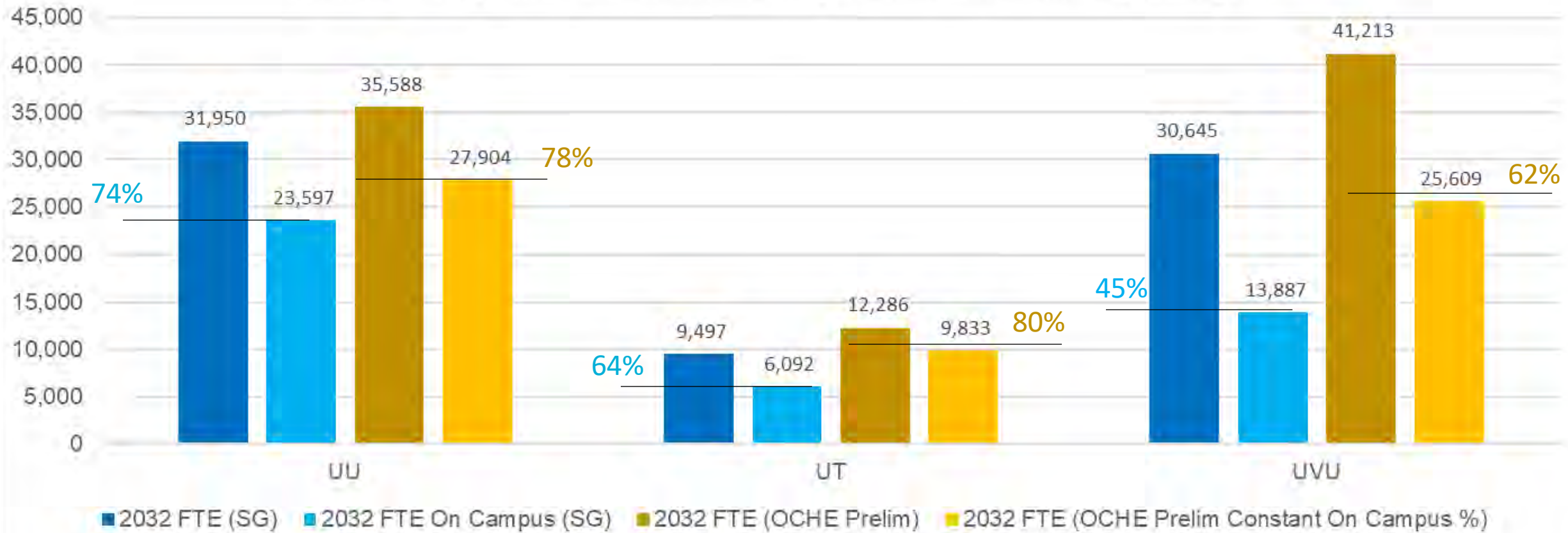
Commissioner's Response

The Commissioner's Office supports the continued use of existing RUR and SOR targets for degree-granting institutions and the exploration of a capacity-centric utilization model for technical colleges. Future RUR and SOR reporting for degree-granting institutions will include a blended single efficiency metric.

SmithGroup Analysis – Key Findings, Con't

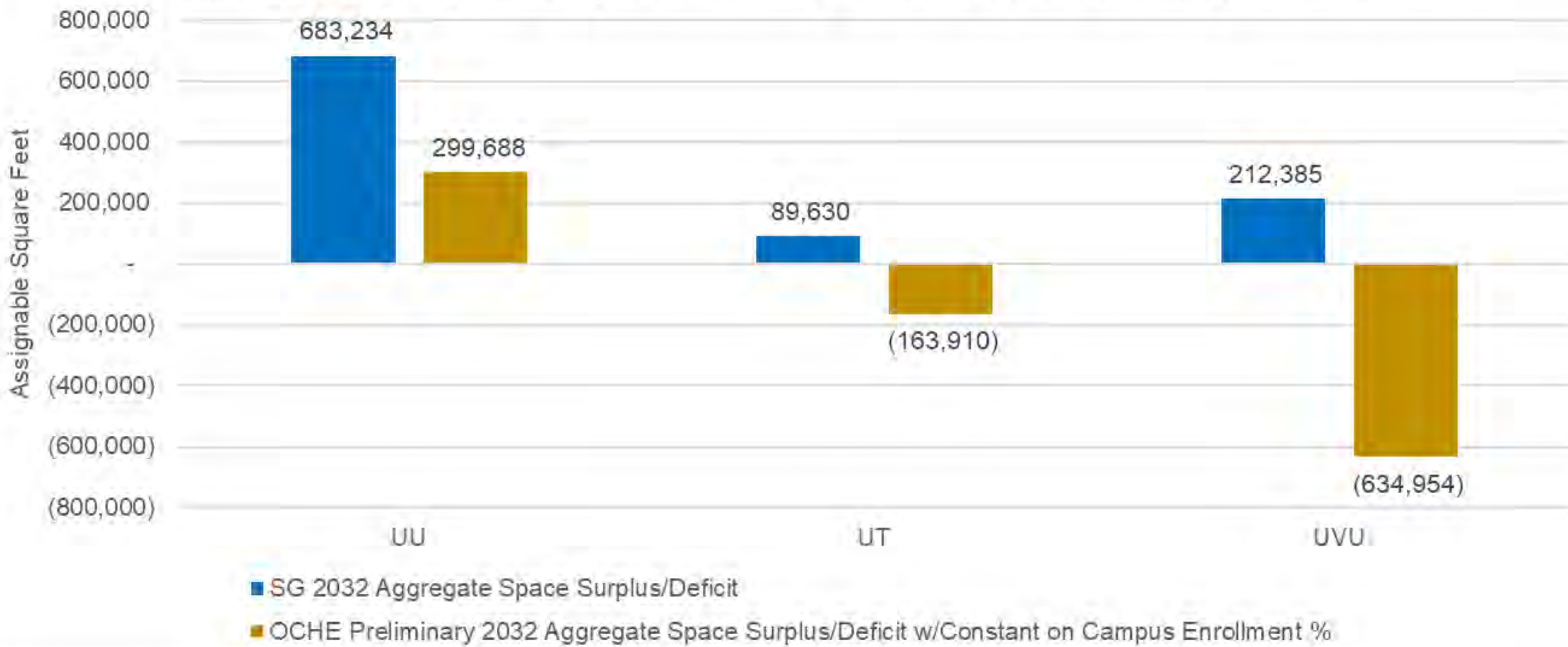
SmithGroup-developed space guidelines and student enrollment projections suggest that most institutions will have an overall surplus of space over a 10-year forecast horizon.

SmithGroup 2032 Enrollment Projections - Sensitivity Analysis



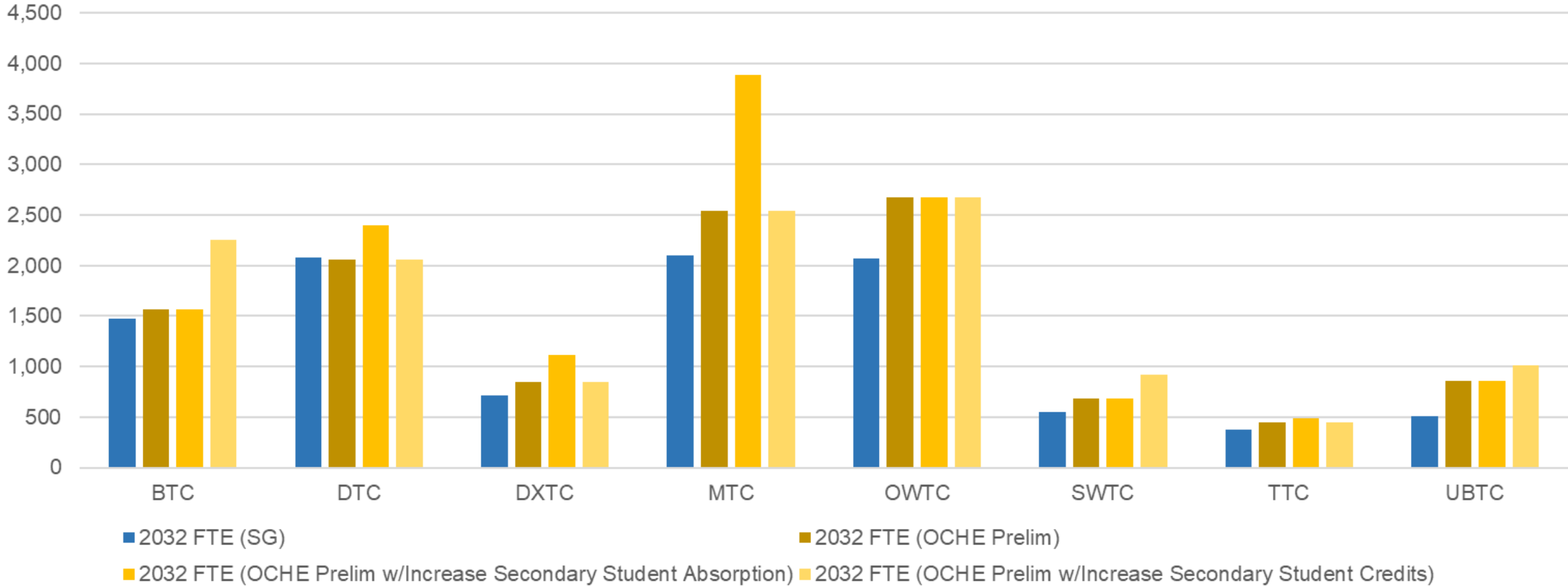
SmithGroup baseline enrollment projections are sometimes materially different from those derived from other sources, are highly sensitive to on-campus attendance assumptions and do not contemplate factors such as state policy initiatives or institution strategic objectives.

2032 Aggregate Space Surplus/Deficit by Select Degree-Granting Institution



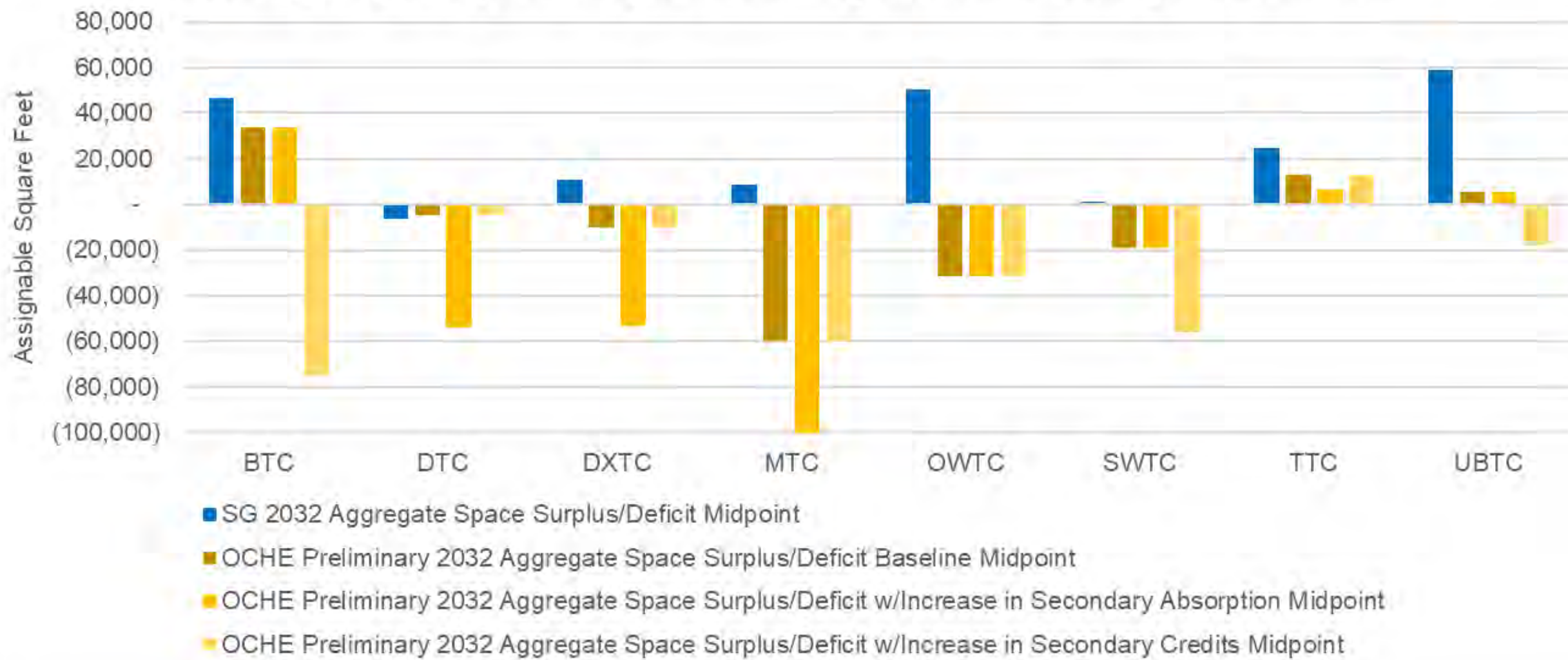
SmithGroup baseline enrollment projections and underlying assumptions have significant impact on projected aggregate 10-year institutional space surplus/deficit positions. Like the SmithGroup’s space utilization analysis for 2022, projections do not take into account space condition or quality.

SmithGroup 2032 Enrollment Projections - Sensitivity Analysis



In this example, scenarios were constructed to simulate FTE if institutions enrolled at least 20% of projected 11th and 12th graders in primary service county (DTC, DXTC, MTC, TTC) and if headcount to FTE ratio increased to .29 for select institutions (BTC, SWTC, UBTC).

2032 Aggregate Space Surplus/Deficit by Technical College w/Scenarios



Commissioner's Response

SmithGroup space utilization projections are particularly sensitive to FTE growth assumptions and do not contemplate statewide policy levers or institutional strategic objectives that may effectuate growth trends and corresponding capital facility needs. Like the 2022 analysis, the projections do not take into account facility condition or quality.

The Commissioner's Office will continue to develop baseline and scenario-based institutional FTE projections for use in evaluating forward-looking capital facility needs. The Commissioner's Office will also leverage other data and information sources such as existing institutional master capital facility plans and the results from budget stress testing analyses, etc. to inform USHE capital facility investments decisions.



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Motion

I move to approve the consent calendar.