

UTAH BOARD OF HIGHER EDUCATION STRATEGIC PLAN

September 2021



UTAH
SYSTEM OF
HIGHER
EDUCATION

BOARD'S ROLE	PRIORITY	SYSTEM UNIFICATION		ACCESS		AFFORDABILITY		COMPLETION		WORKFORCE ALIGNMENT		RESEARCH												
	GOAL	Develop, strengthen and leverage a seamless and articulated system of higher education		Remove structural barriers to entry		Remove structural barriers to affordability		Remove structural barriers to graduation		Increase availability and stackability of high-demand, high-wage programs		Advocate for the role of research and support funding for research												
	STRATEGY	Develop, strengthen, and leverage a seamless and articulated system of higher education		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.		Increase student ability to pay cost of attendance.		Ensure institutional cost of attendance remains within the standard of affordability year over year.		Increase timely completion of degrees and awards by 3% in 5 years. Increase the timely completion of underrepresented students by 4% in 5 years.		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.		TBD										
		Align programs with institutional roles and minimize duplication among institutions Increase stackability of credentials from technical colleges to degree-granting institutions		Train boards of trustees on delegated responsibilities Merge system policies and align data and measures, as appropriate Streamline presidential evaluation and R&R processes		Ensure high school students are meaningfully informed on scholarships, dual enrollment programming, financial aid, and higher ed pathways Simplify institutional admissions processes		Ensure systemwide institutional supports for student basic needs Support institutions and USBE in diversifying the pipeline of P-20 educators, faculty, and staff		Develop an expanded standard of affordability Increase FAFSA completion Evaluate and prioritize state student financial aid		Expand shared services Develop a cost structure model to compare the cost of delivering degrees and awards for each USHE institution		Structure awards to facilitate completion and transfer Increase awarding of credit for prior learning		Ensure systemwide institutional supports for student mental health and campus safety Expand supportive entry-level education practices		Increase higher ed participation rate of adults with/without a high school diploma Ensure students are meaningfully informed on the value and ROI of higher ed		Increase student participation in work-based learning		Advocate for the role of research at degree-granting institutions in innovation, technology transfer, economic development/workforce, and community engagement and impact		Ensure institutions have needed support to conduct research

SYSTEM UNIFICATION

BOARD'S	PRIORITY	SYSTEM UNIFICATION			
	ROLE	Develop, strengthen, and leverage a seamless and articulated system of higher education			
	GOAL	Develop, strengthen, and leverage a seamless and articulated system of higher education			
	STRATEGY	Align programs with institutional roles and minimize duplication among institutions		Increase stackability of credentials from technical colleges to degree granting institutions	
	TACTIC				
		DEGREE GRANTING	TECHNICAL	DEGREE GRANTING	TECHNICAL
		Study current program offerings across degree-granting institutions to ensure fit with institutional roles.	Study current program offerings across tech colleges to ensure fit with institutional roles.	Review policy governing award types across degree-granting institutions to ensure policies are equity minded and supported by data and allow for stackability across all institutional types. Review policy R473, R401, R472 for articulation and transfer between technical colleges and degree-granting institutions. Update Policy R470 to embed equity, diversity, and inclusion in General Education essential learning outcomes.	Review policy governing award types across degree-granting institutions to ensure policies are equity minded and supported by data and allow for stackability across all institutional types. Review policy R473, R401, R472 for articulation and transfer between technical colleges and degree-granting institutions. Embed equity, diversity, and inclusion in foundational training requirements..
				Develop standardized approach to understand number of students utilizing current articulations between tech colleges and degree-granting institutions.	Develop standardized approach to understand number of secondary students receiving credit for course work completed at the high school.
					Explore potential for transitioning technical education from clock hours to credit hours.

SYSTEM UNIFICATION

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

Merge system policies and align data and measures, as appropriate

DEGREE GRANTING

Review policies to ensure alignment between tech colleges and degree-granting institutions. Regularly review System policies to ensure they are equity-focused.

Align data and measurements between tech colleges and degree-granting institutions, when appropriate

TECHNICAL

Review policies to ensure alignment between tech colleges and degree-granting institutions. Regularly review System policies to ensure they are equity-focused.

Align data and measurements between tech colleges and degree-granting institutions, when appropriate

Train boards of trustees on delegated responsibilities

DEGREE GRANTING

Train boards of trustees on program approval process (include verifiable workforce needs); tuition processes; equity, diversity, and inclusion; etc.

Develop ongoing training for trustees.

Develop qualifications for Board members that prioritize equity and diversity. Advocate that boards of trustees have similar qualifications.

TECHNICAL

Train boards of trustees on program approval process (include verifiable workforce needs); tuition processes; equity, diversity, and inclusion; etc.

Develop ongoing training for trustees.

Develop qualifications for Board members that prioritize equity and diversity. Advocate that boards of trustees have similar qualifications.

Streamline presidential evaluation and R&R processes.

DEGREE GRANTING

Support presidents in meeting expectations of the Board, including incorporating equity, diversity, and inclusion in evaluations and R&R.

TECHNICAL

Support presidents in meeting expectations of the Board, including incorporating equity, diversity, and inclusion in evaluations and R&R.

ACCESS

BOARD'S PRIORITY ROLE GOAL STRATEGY TACTIC	ACCESS			
	Remove structural barriers to entry			
	Increase the college-going rate of high school graduates 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, dual enrollment programming, financial aid, and higher ed pathways		Simplify institutional admissions processes	
	DEGREE GRANTING		TECHNICAL	
	Fund statewide expansion of the Utah College Advising Corps (UCAC). Evaluate program data to determine efficacy and best practices.		Fund statewide expansion of the Utah College Advising Corps (UCAC). Ensure advisors are meaningfully trained on technical education opportunities. Evaluate program data to determine efficacy and best practices.	
	Facilitate collaboration among college access partners such as TRIO, GEAR UP, AVID, Latinos in Action, USHE CE Directors, CTE directors, institutions, and advisors.		Facilitate collaboration among college access partners such as TRIO, GEAR UP, AVID, Latinos in Action, USHE CE Directors, CTE directors, institutions, and advisors.	
	Standardize structural and systemic processes and policies to ensure access of CE and TE in high school.		Standardize structural and systemic processes and policies to ensure access of CE and TE in high school.	
	DEGREE GRANTING		TECHNICAL	
	Identify system-level ways to simplify the admissions process for students and institutions.		Identify system-level ways to simplify the admissions process for students and institutions.	
	Connect institutions to high school student data to improve access, particularly for underrepresented student populations. Implement the Single Student Identifier systemwide. Analyze available data to determine more inclusive future measures.		Connect institutions to high school student data to improve access, particularly for underrepresented student populations. Implement the Single Student Identifier systemwide. Analyze available data to determine more inclusive future measures.	

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	ROLE	Remove structural barriers to entry												
	GOAL	Increase the college-going rate of high school graduates by 3% in 5 years. Increase the college-going rate of underrepresented groups by 4% in 5 years.												
	STRATEGY	Ensure systemwide institutional supports for student basic needs		Support institutions and USBE in diversifying the pipeline of P-20 educators, faculty, and staff										
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AFFORDABILITY

BOARD'S

PRIORITY

ROLE

GOAL

STRATEGY

TACTIC

AFFORDABILITY

Remove structural barriers to affordability

Increase student ability to pay cost of attendance.

Develop an expanded standard of affordability.

DEGREE GRANTING

TECHNICAL

Standardize cost of attendance across all USHE institutions

Standardize cost of attendance across all USHE institutions

Increase completion of the Free Application for Federal Student Aid (FAFSA).

DEGREE GRANTING

TECHNICAL

Study FAFSA completion in Utah and determine best practices from other states.

Partner with USBE to consider ways to increase FAFSA completion in high school. Develop and implement a statewide FAFSA strategy.

Study FAFSA completion in Utah and determine best practices from other states.

Partner with USBE to consider ways to increase FAFSA completion in high school. Develop and implement a statewide FAFSA strategy.

Evaluate and prioritize state student financial aid

DEGREE GRANTING

TECHNICAL

Review policy, statute, and procedures on waivers. Identify how waivers are being used at each institution.

Implement, evaluate, and prioritize state scholarships.

Streamline statewide HB-144 affidavit process. Benchmark student participation in affidavits. Clarify how citizenship data is collected and used in relation to scholarships and admissions forms.

Review policy, statute, and procedures on waivers. Identify how waivers are being used at each institution.

Implement, evaluate, and prioritize state scholarships.

Clarify how citizenship data is collected and used in relation to scholarships and admissions forms.

BOARD'S ROLE GOAL STRATEGY TACTIC	PRIORITY	AFFORDABILITY														
	ROLE	Remove structural barriers to affordability														
	GOAL	Ensure institutional cost of attendance remains within the standard of affordability year over year.														
	STRATEGY	Develop a cost structure model to compare the cost of delivering degrees and awards for each USHE institution		Expand shared services												
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COMPLETION

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	ROLE	Remove structural barriers to graduation												
	GOAL	Increase timely completion of degrees and awards by 3% in 5 years. Increase the timely completion of underrepresented students by 4% in 5 years.												
	STRATEGY	Structure awards to facilitate completion and transfer		Increase awarding of credit for prior learning										
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WORKFORCE ALIGNMENT

BOARD'S

PRIORITY

ROLE

GOAL

STRATEGY

TACTIC

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.

Increase higher ed participation rate of adults with/without a high school diploma		Ensure students are meaningfully informed on the value and ROI of higher ed		Increase student participation in work-based learning	
DEGREE GRANTING	TECHNICAL	DEGREE GRANTING	TECHNICAL	DEGREE GRANTING	TECHNICAL
Collaborate with DWS and USBE to support enrollment of adult learners in academic education.	Collaborate with DWS and USBE to support the enrollment of adult learners in technical education.	Streamline and simplify all college and career readiness tools for K-12 students and adults, creating as integrated an experience as possible that benefits students without undermining function	Streamline and simplify all college and career readiness tools for K-12 students and adults, creating as integrated an experience as possible that benefits students without undermining function		Consider policy to define systemwide practices for participation and reporting of work-based learning activities.
Identify what institutional services are currently supporting higher education for incarcerated individuals. Determine if System intervention is needed.	Identify what institutional services are currently supporting higher education for incarcerated individuals. Determine if System intervention is needed.	Advocate for statewide marketing campaign. Focus on the unique needs of adult learners.	Advocate for statewide marketing campaign. Focus on the unique needs of adult learners.		Develop systemwide practices for participation in work-based learning activities.
	Increase awareness of reskilling/upskilling for employed students to increase wage and employment progression.		Ensure technical education program information, articulation of secondary course work, and opportunities for educational, career, and wage progression are represented in USHE online tools.		

RESEARCH

BOARD'S	PRIORITY	RESEARCH			
	ROLE	Communicating/Advocating for the role of research in innovation, discovery (cutting-edge), technology transfer, workforce/economic development, and community engagement and impact; state funding to support research			
	GOAL	TBD			
	STRATEGY	Advocate for the role of research at degree-granting institutions in innovation, technology transfer, economic development/workforce, and community engagement and impact		Ensure institutions have needed support to conduct research	
	TACTIC	<div>DEGREE GRANTING</div> <div>Build research into legislative narrative and integrate role of research into strategic marketing campaign. Consider mechanism for research to be more ingrained in Board discussions and decisions.</div> <div>Utilize Point of the Mountain Innovation Hub</div>	<div>TECHNICAL</div>	<div>DEGREE GRANTING</div> <div>Consider one-time funds in 2022 budget request to support research facilities.</div> <div>Include high-impact research initiatives in Board budget process.</div> <div>Identify state-level issues, rely on degree-granting institutions to lead out on innovations and solutions and serve as leaders for other institutions through demonstrated partnerships and strategic funding.</div>	<div>TECHNICAL</div>