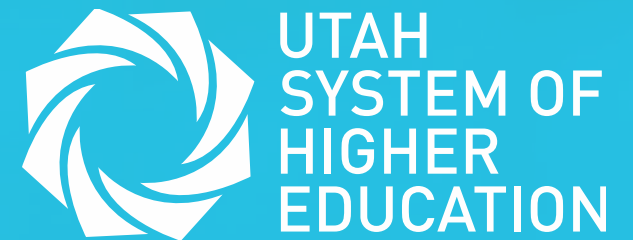


Utah Board of Higher Education Strategic Plan 2024-27

Board of Trustees Summit
October 30, 2024



Strategic Planning in the System

Statute & Policy Governing Strategic Planning

Strategic Planning in the System

Utah Board of Higher Education

From statute¹: The board shall:

- a) establish and promote a state-level vision and goals for higher education that emphasize data-driven retrospective and prospective system priorities, including:
 - i. quality;
 - ii. affordability;
 - iii. access and equity;
 - iv. completion;
 - v. workforce alignment and preparation for high-quality jobs; and
 - vi. economic growth;
- b) establish system policies and practices that advance the vision and goals
- c) establish metrics to demonstrate and monitor:
 - i. performance related to the goals; and
 - ii. performance on measures of operational efficiency

Boards of Trustees

From statute²: Trustees shall approve a strategic plan for their respective institution that is aligned with:

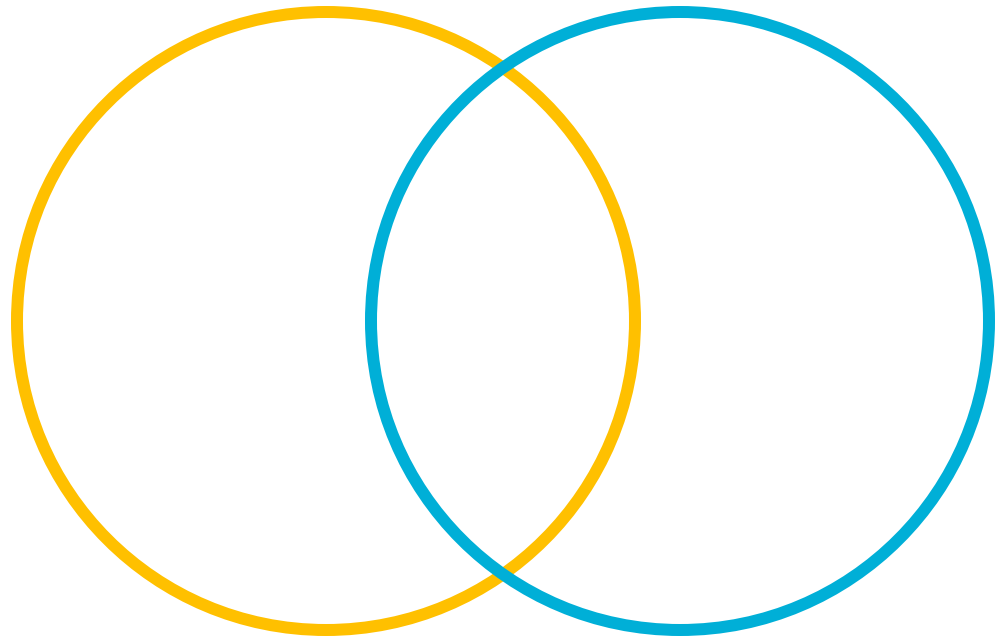
- State attainment goals
 - Workforce needs
 - Board goals and metrics
 - The institution's role, mission, and distinctiveness
- **From policy³:** "The Board of Trustees approves the following matters before they are submitted by the President to the Board:...Institutional strategic and master plans..."

1. [Utah Code 53B-1-402\(2\)\(a\)-\(c\)](#)

2. [Utah Code 53B-2-103\(3\)\(a\)\(i\)-\(iv\)](#) and [Utah Code 53B-2a-110\(1\)\(f\)\(A\)-\(D\)](#)

3. [Board Policy R220 \(4.5.3.3\)](#)

The Relationship Between Institutional & Board of Higher Education Strategic Plans



Institutional strategic plans and the Board of Higher Education's strategic plan should compliment one another to facilitate success in areas of strategic need for the System and state:

- Enhance higher education access
- Foster timely completion of postsecondary credentials
- Ensure the quality and affordability of higher education
- Support a robust workforce
- Spur economic growth

Board of Higher Education Strategic Plan

2024-27

Strategic Plan Task Force

- Task force established in March 2024 Board of Higher Education meeting
- Membership:
 - UBHE members Neeleman and Skonnard
 - Presidents Benson (SUU) and Taggart (OW Tech)
 - Commissioner and select staff
- Iterative process of developing drafts, soliciting feedback from Board of Higher Education and presidents
- Board of Higher Education adopted final version in its August 30, 2024, meeting

Vision & Mission

VISION: Utah is an innovative global leader in providing world-class higher education and advancing research that enhances the quality of life in the state.

MISSION: USHE operates cohesively across the state's 16 public colleges and universities to provide valuable education that meets workforce needs and enhances the wellbeing and prosperity of all Utahns.

Priorities

ACCESS

*Goal: Increase the college-going rate of high school grads by 3% by the conclusion of academic year 2026-2027.**

COMPLETION

*Goal: Increase the timely completion of degrees and awards by 3% by the conclusion of academic year 2026-2027.**

FINANCIAL VALUE

Goal: Maximize the return on investment and value proposition of a USHE education for all stakeholders.

ECONOMIC DEVELOPMENT

Goal: Leverage higher education to fortify the state's economy, grow and develop industries, enhance Utahns' quality of life, and position the state as an innovative leader in the global economy.

**Uses academic year 2021-22 as baseline*

Key Strategies & Tactics Relevant to Trustees

ACCESS

- **Strategy:** Simplify institutional admissions processes.
 - **Tactic:** Adopt a statewide tool that comports with the Board's statutory responsibility to prioritize common applications and direct admissions...

COMPLETION

- **Strategy:** Innovate to mitigate or remove barriers that increase time to completion.
 - **Tactic:** Assist and incentivize institutions to develop appropriate sub-120-credit hour bachelor's degrees.

Key Strategies & Tactics Relevant to Trustees

FINANCIAL VALUE

- **Strategy:** Develop and implement measures to reduce or avoid low-value expenditures and create systemwide financial efficiencies.
 - **Tactic:** Develop, implement, and report outcomes of new shared service functions...
- **Strategy:** Reduce costs for students and help them maximize their return on investment.
 - **Tactic:** Manage a rigorous tuition- and fee-setting process that creates efficiencies on the expenditure side to keep costs as low as possible for students.
- **Strategy:** Establish and maintain cohesive institutional roles and missions to ensure systemwide efficiency.
 - **Tactics:** Align programs across institutions, eliminate unnecessary program duplication, and promote and incentivize program partnerships across institutions.

Key Strategies & Tactics Relevant to Trustees

ECONOMIC DEVELOPMENT

- **Strategy:** Meet workforce needs by increasing the completion rate of graduates in high-wage, high-demand programs by 3% by the conclusion of academic year 2026-2027.
 - **Tactic:** Ensure that performance funding is invested in interventions that advance progress toward institutional high-yield goals.
- **Strategy:** Advance research that supports economic development and enhances the quality of life in the state.
 - **Tactic:** Help USHE institutions secure large research grants that involve collaboration across multiple colleges and universities in the System.