Attachment: Strategic Plan Draft (Redlined)

The following is the strategic plan draft that was presented during the July 12 Board meeting. The Strategic Plan Task Force met on July 22 and August 5 to incorporate feedback from the Board and presidents; edits from those task force meetings are represented in the redlined text.

- **Priority:** Access
  Goal: Increase the college-going rate of high school grads by 3% by the conclusion of academic year 2026-2027.
  - o **Strategy:** Ensure all prospective students are meaningfully informed <u>about postsecondary access,</u> ~~so they can capitalize on~~<u>enabling them to take full advantage of admissions opportunities,</u> scholarships, <u>financial aid,</u> dual enrollment programming, ~~financial aid,~~ and ~~higher education~~<u>college and career</u> pathways.

    Formatted: Font color: Text 1

    - ▪ ~~**Tactic:** Maintain the Utah College Advising Corps statewide and evaluate program data to determine efficacy, best practices, and sustainable future model(s).~~
    - ▪ ~~**Tactic**: Build and maintain relationships and partnerships with internal and external stakeholders to prepare them for meaningful conversations with prospective students of all ages about postsecondary and financial aid options to develop, support, and analyze initiatives that positively impact college-going rates.~~
    - ▪ <u>**Tactic:** In coordination with the Utah State Board of Education and other stakeholders, develop and implement comprehensive practices that ensure more K12 students and adult learners pursue higher education and enhance their career opportunities.</u>
  - o **Strategy**: Simplify institutional admissions processes.
    - ▪ **Tactic:** Adopt a statewide tool that ~~removes barriers to college application for students, parents, and institutions~~<u>comports with the Board's statutory responsibility to prioritize common applications and direct admissions</u>. Create an effective governance and collaboration model to promote use of the tool and develop and report measurable outcomes related to the tool's impact on improving postsecondary access.
    - ▪ **Tactic**: ~~Expand and i~~<u>I</u>mprove transactional data movement to support student transition to higher education, including facilitating the movement of data

between high school students and institutions to improve the accuracy and efficacy of student record matching.

- **Priority:** Completion
Goal: Increase timely completion of degrees and awards by 3% by the conclusion of academic year 2026-2027.
  - o **Strategy:** Innovate to ~~remove or~~ mitigate or remove barriers that increase time to completion.
    - ▪ **Tactic:** ~~Work with institutions~~Assist and incentivize institutions to develop ~~proof of concept for~~appropriate sub-120-credit hour bachelor's degrees.
    - ▪ **Tactic:** Facilitate transfer and completion among institutions within the System by ~~and~~ strengthening ~~and develop~~ educational pathways, requiring meaningful articulation, and completing the transition from clock to credit hours in technical education.
    - ▪ **Tactic:** Incentivize timely completion by ~~supporting~~ensuring that performance funding is ~~investments~~ invested in interventions that advance progress toward institutional timely completion goals.
  - o **Strategy**: Standardize the awarding of credit for prior learning and ensure it aids in timely completion.
    - ▪ **Tactic**: Implement consistent practices for the awarding of credit for prior learning, including training of faculty and staff, and annual institutional reporting of credit awarded.
    - ▪ **Tactic**: Assess the impact of ~~the award of~~ credit for prior learning on student enrollment and completion.
    - ▪ **Tactic**: ~~Engage~~ Leverage access partners, ~~including secondary education, military, and community-based partners in helping students learn about and~~ to ensure students capitalize on credit for prior learning opportunities.
  - o ~~**Strategy**: Support students' ability to enroll in and succeed in introductory courses.~~
    - ▪ ~~**Tactic**: Standardize placement, co-requisite remediation, and other means of entry into and success within college-level coursework.~~

- **Priority**: Financial Value
Goal: Maximize the return on investment and value proposition of a USHE education for all stakeholders.
  - o **Strategy**: ~~Identify~~ Develop and implement measures to reduce or avoid low-value expenditures and create systemwide financial efficiencies.
    - ▪ **Tactic**: ~~Identify~~Develop, implement, and report outcomes of new shared service functions, with a focus on legislatively prioritized areas of technology,

human resources, Title IX, and commercialization and areas that are most likely to result in budget savings, cost avoidance, and/or improved services.

- **Tactic**: Study and develop best practices related to efficient utilization of existing spaces and ensure new capital development investments are aligned with System and institutional long-term plans and strategies.

- **Strategy**: ~~Engage in opportunities to help~~Reduce costs for students ~~afford postsecondary education~~ and help them maximize their return on investment.

  - **Tactic**: ~~Collaborate with trustees and presidents on~~Manage a rigorous tuition- and fee-setting process that ~~prioritizes identifying~~creates efficiencies on the expenditure side to keep costs as low as possible for students.
  - **Tactic**: ~~Continue to a~~Advance activities that increase FAFSA completion and student receipt of federal aid.
  - **Tactic**: ~~Continue to i~~Invest in, deploy, and refine state aid and scholarship programs.
  - **Tactic**: Increase student participation in high-quality work-based learning.

- **Strategy**: ~~Engage in work that will help e~~Ensure the ~~quality~~ value of a USHE education is commensurate with the cost.

  - **Tactic**: Assess student workforce outcomes at the program and discipline level to inform targeted investments.
  - ~~**Tactic**: Provide strategic oversight for institutional roles, missions, and program offerings to fully incorporate all institutions within a single System.~~
  - ~~**Tactic**: Engage Boards of Trustees and Presidents in leveraging their respective authority and fulfilling their delegated responsibilities.~~
  - ~~**Tactic**: Collaborate with institutions to create and enforce a robust system of tenure and post-tenure review that comports with the law and ensures high-quality educational experiences for students.~~

- **Strategy**: Establish and maintain cohesive institutional roles and missions to ensure systemwide efficiency.

  - **Tactic**: Align programs across institutions.
  - **Tactic**: Eliminate unnecessary program duplication.
  - **Tactic**: Promote and incentivize program partnerships across institutions.

- **Priority**: 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.

Formatted: Font color: Text 1
Formatted: Font color: Text 1
Formatted: Font color: Text 1
Formatted: Font color: Text 1
Formatted: Font color: Text 1
Formatted: Font color: Text 1
Formatted: Font color: Text 1
Formatted

- **Strategy**: ~~Prioritize~~ Meet workforce ~~alignment~~ needs by increasing the completion rates of graduates in high-wage, high-demand programs by 3% by the conclusion of academic year 2026-2027.
  - **Tactic**: Incentivize high-yield awards by ~~ensuring~~ providing students ~~have~~ the most relevant and meaningful information about labor market outcomes ~~and supporting performance funding investments in interventions that advance progress toward institutional timely high-yield goals.~~.
  - **Tactic:** Ensure that performance funding is invested in interventions that advance progress toward institutional timely high-yield goals.
  - **Tactic:** Develop legislative priorities, policies, and funding requests for workforce development programs.
  - **Tactic:** ~~Increase collaboration between education, industry, and state agencies to d~~Develop and promote workforce programs in collaboration with public education, industry, and state agencies.
- **Strategy:** ~~Support USHE institutions in identifying and securing funded, inter-institutional research opportunities.~~Advance research that supports economic development.
  - **Tactic:** ~~Empower~~Help USHE institutions ~~to identify, compete for, and~~ secure large research grants that involve collaboration across multiple ~~USHE institutions~~colleges and universities in the System.
- **Strategy**: In partnership with government and industry, advance commercialization and economic development ~~T~~through The Point Innovation District~~., establish a collaborative ecosystem that connects higher education, government, and industry, with a specific focus on commercialization and economic development for the state.~~
  - **Tactic:** Support the Associate Commissioner of Innovation in the execution of The Point Innovation District's strategic plan.