



UTAH SYSTEM OF  
HIGHER EDUCATION

# MEMORANDUM

January 9, 2025

## Strategic Plan Updates

Following the release of the recent [performance audit of the Utah System of Higher Education](#) and the [Cicero Workforce Alignment Study](#), the Strategic Plan Task Force collaborated to ensure the strategic plan language is as responsive as possible to the Cicero study findings and audit recommendations and to ensure the strategies and tactics within the strategic plan account for the commitments outlined in the agency's audit response. The Commissioner's staff will present and seek approval for these proposed changes in the January 9 Board meeting.

The Commissioner's staff have also developed an internal action plan to guide the Office of the Commissioner's strategic plan-related work for the remainder of FY 2025 through FY 2026. As a best practice in strategic planning, the Governor's Office of Planning and Budget strongly [encourages](#) state agencies to develop these types of work plans each year to map out details for how the agency will implement strategies defined in its plan. Throughout November and December 2024, each business unit within the Commissioner's office engaged in an exercise where they:

- Identified the key activities their business unit will engage in to advance strategic plan tactics;
- Articulated the intended outcomes of each key activity;
- Specified opportunities to collaborate with other Commissioner's office business units;
- Contemplated the statutory, policy, or research-supported imperative for engaging in the key activity, and;
- Identified each key activity's champion(s), anticipated completion date, and personnel and/or funding needs.

The template for the action plan is included as an attachment to this memo. High-level updates on strategic plan progress will continue to be communicated regularly through the Board's [Strategic Plan Dashboard](#). Any Board member who also wishes to review the contents of the action plan can request the document from the Commissioner's office.

### Commissioner's Recommendation

The Commissioner recommends that the Board review, discuss, and approve the proposed updates to the strategic plan.

**Attachments**

Attachment 1 – Strategic Plan Proposed Edits (Redlined)

Attachment 2 – Strategic Plan Proposed Edits (Clean)

Attachment 3 – Example of Action Plan Template Fields