



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

March 24, 2023

Workforce Alignment Pillar Tactics

Talent Ready Utah (TRU) was legislatively created in 2018 in the Governor's Office of Economic Development to be an industry-facing department to collaborate with industry, education, and state agencies for the purpose of workforce alignment and creating data-driven workforce development solutions. TRU was officially moved to the Utah System of Higher Education on July 1, 2022. As part of the move, TRU was assigned the Workforce Alignment Pillar of the Utah Board of Higher Education's Strategic Plan. TRU is led by a state board known as the Talent, Education, and Industry Alignment Board, also known as the Talent Board. The Talent Board is made up of legislative leadership, state agency leadership, and industry leaders across the state representing targeted clusters. The Talent Board also serves as the committee for the Workforce Alignment Pillar. The TRU team worked closely with the Talent Board and many other industry representatives from August 2022 through December 2022 to develop many iterations of strategies and tactics that the Talent Board approved.

The Board's role in the workforce alignment priority is to prioritize and incentivize the approval of high-demand, high-wage programs aligned with workforce. The goals are to increase the completion rate of graduates in high-demand, high-wage programs by 7% in 5 years and increase the completion rate of underrepresented groups in programs aligned with high-wage, high-demand jobs by 8% in 5 years.

The following are the strategies identified and their corresponding tactics:

Strategy: Engage industry to align education with workforce demands that result in career placements.

Supporting Tactics:

1. Convene industry alignment workgroups to identify talent gaps to develop short-term and long-term workforce development programs that address urban and rural workforce needs.
2. Implement and administer state and federal workforce grant initiatives.
3. Ensure efforts are consistent with state workforce projections, are data-driven to target industries, and align with high-demand occupations.

Strategy: Initiate industry feedback loops with the Utah Board of Higher Education.

Supporting Tactics:

1. Create and implement an industry engagement and workforce alignment process for OCHE.
2. Utilize the Define, Measure, Analyze, Improve, and Control (DMAIC) Methodology to drive alignment efforts in collaboration with workforce panels and Board leadership.

3. Leverage the USHE Cyclical Institutional Program Review (R411) process to proactively gauge alignment with industry.

Strategy: Develop legislative priorities, policies, and funding requests for workforce development programs.

Supporting Tactics:

1. Collaborate with the Unified Economic Opportunity Commission (UEOC) to develop statewide Talent priorities.
2. Coordinate and partner with industry and education to develop short-term pre-employment training and short-term early employment training that meet the needs of businesses creating jobs and economic growth in the state that support urban and rural workforce needs.
3. Collaborate with the UEOC Talent Subcommittee to facilitate creating and expanding apprenticeships and work-based learning opportunities for Utah students.

Strategy: Increase stakeholder collaboration to develop and promote workforce programs.

Supporting Tactics:

1. Establish workgroups of education, industry, and state agencies to coordinate workforce initiatives while increasing outreach and access for underrepresented populations.
2. Train & utilize Talent Ready Utah (TRU) apprenticeship coordinators and regional pathways coordinators to provide employer outreach and information regarding workforce initiatives.
3. Develop a Talent Dashboard to provide data showing the scope, progress, and performance of employment training.

Strategy: Increase student participation in high-quality work-based learning.

Supporting Tactics:

1. Develop a process to create and expand TRU K12 workforce programs to increase access to work-based learning in underserved communities.
2. Expand the Utah Adopt-A-School program assigned by Governor Cox to increase K12 student access to work-based learning.
3. Draft a policy to define systemwide practices for participation and reporting of work-based learning activities.
4. Collaborate with regional pathways coordinators to engage industry in education programs aligned with workforce needs.

Commissioner's Recommendation

The Commissioner recommends the Board approve Talent Ready Utah's strategies and tactics as listed above.