

Draft Strategic Plan

The Strategic Plan Taskforce has prepared the following draft strategic plan for the Board to review in their July 12 meeting:

- **Priority:** Access

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

- **Strategy:** Ensure all prospective students are meaningfully informed so that they can capitalize on scholarships, dual enrollment programming, financial aid, and higher education pathways.
 - **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 and to develop, support, and analyze initiatives that positively impact college-going rates.
- **Strategy:** Simplify institutional admissions processes.
 - **Tactic:** Adopt a statewide tool that removes barriers to college application for students, parents, and institutions. Create an effective governance and collaboration model to promote the use of the tool and develop and report measurable outcomes related to the tool's impact on improving postsecondary access.
 - **Tactic:** Expand and improve 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.

- **Strategy:** Innovate to remove or mitigate barriers that increase time to completion.

- **Tactic:** Work with institutions to develop a proof of concept for sub-120-credit hour bachelor's degrees.
 - **Tactic:** Facilitate transfer and completion among institutions within the System and strengthen and develop educational pathways.
 - **Tactic:** Incentivize timely completion by supporting performance funding investments in interventions that advance progress toward institutional timely completion goals.
 - **Strategy:** Standardize awarding of credit for prior learning and ensure it aids in timely completion.
 - **Tactic:** Implement consistent practices for award 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 access partners, including secondary education, military, and community-based partners, in helping students learn about and capitalize on credit for prior learning opportunities.
 - **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.

 - **Strategy:** Identify and implement measures to reduce or avoid low-value expenditures and create systemwide financial efficiencies.
 - **Tactic:** Identify, 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 students afford postsecondary education and maximize their return on investment.
 - **Tactic:** Collaborate with trustees and presidents on a rigorous tuition- and fee-setting process that prioritizes identifying efficiencies on the expenditure side to keep costs as low as possible for students.

- **Tactic:** Continue to advance activities that increase FAFSA completion and student receipt of federal aid.
 - **Tactic:** Continue to 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 ensure the quality of a USHE education is commensurate with the cost.
 - **Tactic:** Provide strategic oversight for institutional roles and 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.
- **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.

 - **Strategy:** Prioritize workforce alignment 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 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:** Develop legislative priorities, policies, and funding requests for workforce development programs.
 - **Tactic:** Increase collaboration between education, industry, and state agencies to develop and promote workforce programs.
 - **Strategy:** Support USHE institutions in identifying and securing funded, inter-institutional research opportunities.
 - **Tactic:** Empower institutions to identify, compete for, and secure large research grants that involve collaboration across multiple USHE institutions.
 - **Strategy:** 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.