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Utah Tomorrow Strategic Plan

Utah Tomorrow Strategic Planning Committee

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UTAH TOMORROW STRATEGIC PLAN



U T A H

TOMORROW

2000 Report

**UTAH TOMORROW
STRATEGIC PLANNING COMMITTEE**

To the Governor, Legislature, and People of Utah:

With great pleasure, the Utah Tomorrow Strategic Planning Committee presents its 2000 Report of the Utah Tomorrow Strategic Plan. This report represents another step in this important effort to encourage planning and cooperation in meeting the needs of Utahns. Many hours of work and coordination between the Legislature, Judiciary, executive agencies and departments, local governments, and the public at large are realized with the publication of the Utah Tomorrow Strategic Plan. Executive departments and local governments play a key role in the implementation of statewide strategic goals — their involvement is critical to its success. This is a living, breathing document that the committee will continue to refine and improve.

Over the last two years, the Utah Tomorrow Strategic Planning Committee and the Governor's Office of Planning and Budget have undertaken an in-depth review of the performance measures in the Utah Tomorrow Strategic Plan. Performance measures that cannot be measured or are not relevant to management needs were eliminated while some new, more relevant measures were added. The new report has a different look, is reader friendly, includes graphics, summarizes the goals and key measures for each section, and includes a new feature — *Looking Ahead*.

An appendix is published separately and contains more extensive goals and objectives and detailed performance measure data. This information is displayed in the table format of previous Utah Tomorrow Reports. The appendix also contains a brief history of Utah Tomorrow.

The full report can be viewed and downloaded from the Internet. The Internet version also has direct links to various state agencies' Internet sites for those wishing to get more information on topics of interest.

During 1999 and 2000, the goals, objectives, and performance measures found in this document were presented, discussed, and adopted by the Utah Tomorrow Strategic Planning Committee, setting in place standards for agencies, local governments, the Judiciary, and the Legislature to use in policy and planning activities. The education section is coordinated with the state systems of public and higher education which also have statutory responsibilities to conduct strategic planning. In addition to planning, the Legislature and executive branches are also encouraged to consider the Utah Tomorrow Strategic Plan during the budgeting and appropriations process. Connecting planning and budgeting is a crucial link in making strategic planning more meaningful.

We are pleased to present this report for your review. We believe this document is an important tool in directing Utah's future.

Senator Beverly Ann Evans
Senate Chair

Representative Afton B. Bradshaw
House Chair

THE UTAH TOMORROW STRATEGIC PLANNING COMMITTEE

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Representative Afton B. Bradshaw, House Chair

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The full report with links to various state agencies can be viewed at www.governor.state.ut.us/utahtomorrow.

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Higher Education



Mission

The mission of the **Utah System of Higher Education** (USHE) is to provide superior quality academic, professional, and applied technology learning opportunities, public service, and research that are designed to advance the intellectual, cultural, social, and economic well-being of the state and its people. The USHE will foster a society of lifelong learners, prepare a productive work force for a knowledge-based global marketplace, cultivate social responsibility and commitment to ethical values, improve the quality and understanding of life through research and public service, and promote cultural awareness and appreciation for diversity.

Master Plan 2000

The new Master Plan 2000 describes how the Board of Regents and Utah's nine public colleges and universities will serve the changing and diverse needs of students. USHE institutions offer a broad spectrum of opportunities for education and training, including:

- (1) applied technology education in a variety of skilled occupations,
- (2) lower division education that prepares students for employment or for transfer to baccalaureate degree programs, and
- (3) a full range of bachelors, masters, and doctoral programs in academic disciplines and the professions.

Commitments and Action Plans

To more effectively serve students through the first decade of the 21st Century, the Board of Regents makes the following nine commitments to the people of Utah, with action plans to meet each commitment.

Contact: www.utahsbr.edu

Commitment 1: Expand Opportunities for Access to Quality Programs

The Board of Regents will expand opportunities for Utahns to access lifelong learning opportunities that meet relevant career and quality of life needs. Existing and expanded opportunities will be of superior quality. The Board will:

- ! Increase access in southwestern Utah by offering baccalaureate degrees at Dixie and more Master's degrees at Southern Utah University.
- ! Expand access in Davis County by developing a multi-purpose Weber State University campus.
- ! Expand the recently created Utah Electronic Community College to include technology-delivered programs from the universities.
- ! Increase distance education offerings in rural areas of the state through technology and shared use of community facilities.
- ! Increase the number of racial and ethnic minority students enrolled in USHE institutions.
- ! Increase the number of low income students enrolled in USHE institutions.

Commitment 2: Increase Accountability for Performance

The Board of Regents will be accountable to the people of Utah by reporting on educational efficiencies, effectiveness, and the quality of student learning outcomes. The Board will:

- ! Report on performance in the following areas and link performance with funding to reward improved performance on the system-wide indicators that are critical to all institutions and on institution-specific indicators that are unique to each institution's mission including: instructional quality and student learning, graduation efficiency, transfer efficiency, faculty workload, value added by courses and programs to student learning.

Commitment 3: Use Resources Efficiently

The Board of Regents will maximize the efficient use of state and student resources through accelerated graduation opportunities, more effective use of technology, and better cooperation in the use of facilities and resources. The Board will:

- ! Create a self-service Internet-based advising system to provide more efficient student transfer, degree completion, employment prospects and concurrent enrollment information for students.
- ! Increase the quality of concurrent enrollment programs, through increased college department and faculty interaction, to accelerate associate degree completion.
- ! Use distance education technologies to create collaborative degrees with courses provided by two or more institutions.
- ! Centralize selected non-academic functions to increase efficiency and serve students more effectively.
- ! Develop a central management information system providing more timely and reliable reports for policy and decision makers.
- ! Provide and enforce policies requiring shared use of facilities between institutions and between public and higher education.

Commitment 4: Fund Quality Improvements

The Board of Regents will implement, in conjunction with the Governor and Legislature, mechanisms to ensure that funding is adequate to accommodate student enrollment growth and promote quality improvements. The Board will:

- ! Implement a funding formula which aligns financial incentives with an institutions= performance of its unique mission and role.
- ! Implement a funding formula providing for increased funding for student, academic and institutional support.
- ! Consider market-driven tuition policies, in addition to graduate tuition policies already adopted, that reflect market differences by institution, level of instruction, and departments.
- ! Adopt annual capital funding requests that emphasize academic needs of the nine institutions.

Commitment 5: Expand Opportunities for Applied Technology Education (ATE)

The Board of Regents will implement, in conjunction with the Governor and Legislature, mechanisms to ensure that funding is adequate to accommodate student enrollment growth and promote quality improvements. The Board will:

- ! Expand the role of USHE in delivering adult credit and short-term, open-entry/open exit, non-credit Applied Technology Education.
- ! Implement public awareness program to highlight USHE=s unique role in ATE delivery.
- ! Collaborate with business/industry and the Department of Workforce Services to insure responsiveness regarding high demand programs.
- ! Support a comprehensive state-wide ATE master planning process to address governance, funding, and delivery issues.

Commitment 6: Collaborate with Public K-12 Education

The Board of Regents will collaborate with Public Education to provide Utahns with a continuum of education to meet their needs. The Board will:

- ! Strengthen the Public/Higher Education Joint Liaison Committee giving it greater operational oversight of Applied Technology Education and other issues of mutual concern to both systems.
- ! Clearly define roles and responsibilities to ensure that public and higher education work effectively together to meet the State=s needs.

Commitment 7: Promote Economic Development through University Research, Technology Transfer, Training, and Cooperative Extension Programs

The Board of Regents will promote growth and development of the state's economy by expanding research and technology transfer, training, and cooperative extension programs of distinction. The Board will:

- ! Recommend specific funding to enhance excellence in university science, engineering, and technology programs that improve instruction and grow business and industry.
- ! Strengthen institutions=partnerships with business/industry to promote research and technology transfer, and increase funding for the State Centers of Excellence Program.
- ! Lead and respond to economic and technological change through cutting-edge university research that transfers to job creation and seek funding for programs such as distinguished professorships at the universities.

Commitment 8: Refine Institutional Missions to Respond to Citizens= Needs

The Board of Regents, in consultation with institutional Boards of Trustees, will continually refine the missions and roles of each public college and university to respond to the changing needs of students, businesses, and communities.

- ! Change the role of Dixie College from a Community College to a State College with a limited number of baccalaureate degrees.
- ! Appropriately modify other institutions= mission and role assignments in consultation with institutional trustees.

Commitment 9: Make Long-term Educational Improvements

The Board of Regents will introduce new concepts and ideas to be considered in order to make long-term improvements in education. Examples of actions being considered by the Board are:

- ! Service Area Education Coordination Plans will be developed, where needed in particular areas of the State.
- ! Raise entrance requirements at the University of Utah, and Utah State University (main campus), and possibly Southern Utah University to ensure academic preparedness of students.
- ! More fully fund the functions of the State Board of Regents to allow greater oversight in areas of Regent responsibility.
- ! Explore possible expansion and/or consolidation of existing or future campuses branches, university centers, and colleges to meet future education demands.