Higher Education in Utah
Addressing costs and prioritizing workforce needs.

Higher Education Appropriations Subcommittee
Dave Buhler, Commissioner of Higher Education

January 24, 2018

The Costs of Higher Education

- What does it cost?
- How is it funded?
- How are the funds used?
- How efficient is higher ed in Utah?
- What is the ROI to the State? To the Student?
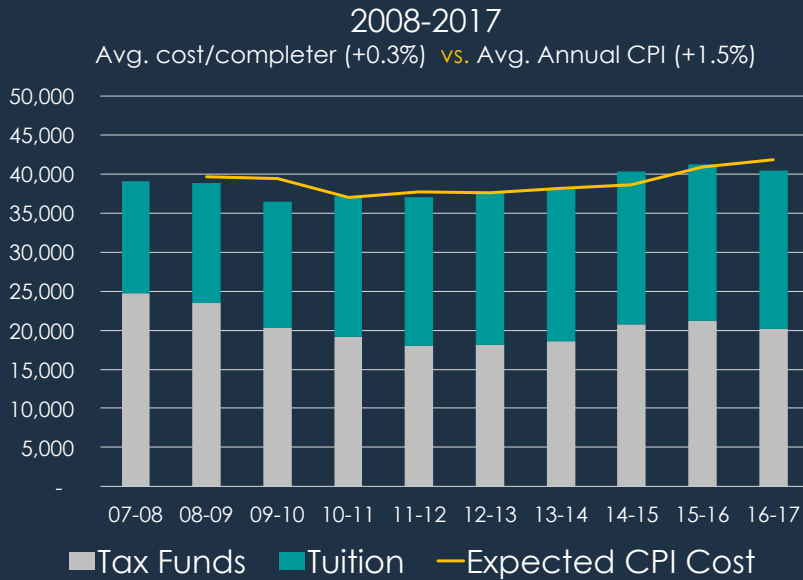
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What does it cost?

Outputs: Cost per completer:

2007-08	2016-17	Avg. Annual Increase	Avg. Annual CPI
$39,088	**$40,048**	**+0.3%**	**+1.5%**

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Completer: certificate or degree awarded

How is it Funded?

2008-2017
Avg. cost/completer (+0.3%) vs. Avg. Annual CPI (+1.5%)

Legend: Tax Funds ■ Tuition ■ Expected CPI Cost —
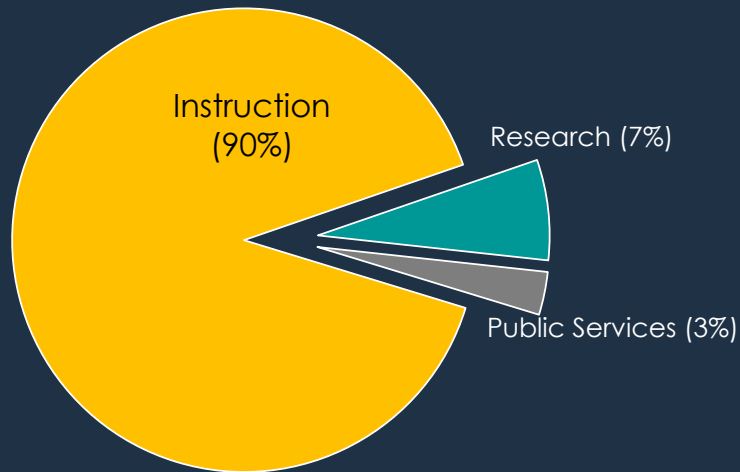
Tuition

3rd Lowest Tuition+Fees for 4-Year Public Colleges & Universities

Source: College Board (https://trends.collegeboard.org/college-pricing/figures-tables/2017-18-state-tuition-and-fees-public-four-year-institutions-state-and-five-year-percentage)
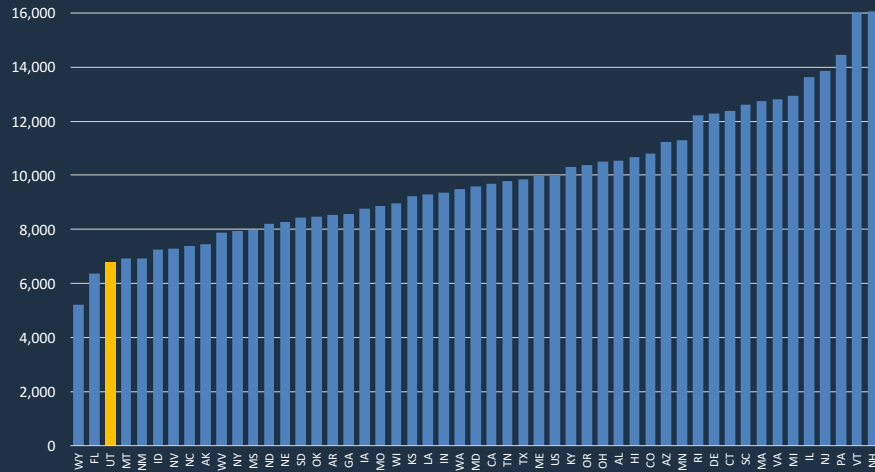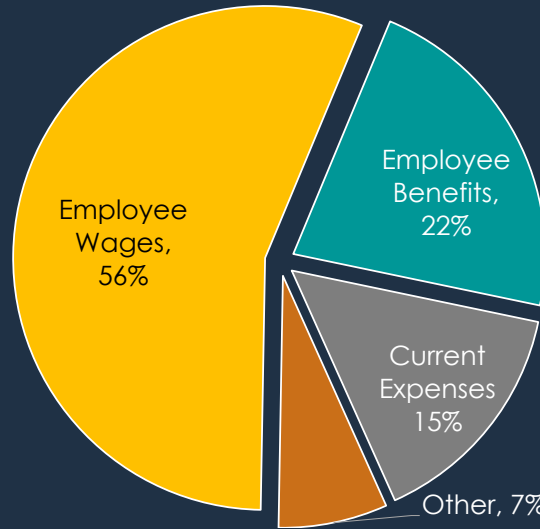
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What is funded with the operating budget?

Instruction (90%)

Research (7%)

Public Services (3%)

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How are funds used in higher education?

Employee Wages, 56%

Employee Benefits, 22%

Current Expenses 15%

Other, 7%

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How Efficient is Higher Ed in Utah?

- 45th Lowest Revenues / FTE Student (tax funds + tuition)
- Among Top 10 States in degrees / FTE student

	Utah (Public Only)	US (Public & Private)
Employees per 100 FTE Students		
1988	11	23
Today	13	31
USHE Executive Positions Presidents, VPs, Provosts, Vice Provosts, Associate VPs, Assistant VPs, CIOs, Deans		
1988	274	
Today	244	

Sources: SHEEO SHEF, 2015 (http://sheeo.org/sites/default/files/project-files/SHEEO_FY15_Report_051816.pdf, Table 7)
https://www.brookings.edu/blog/social-mobility-memos/2016/12/23/the-declining-productivity-of-education/

What is the ROI?

- For every **$1** the state invests in USHE, it receives **$3** in increased tax revenues.
- A one-year college certificate increases a Utahn's wage return by **42% ($6,000)** in one year.
- 2016 Utah college graduates earned **$470 million** MORE dollars in their first year after graduation (2017) than their peers who didn't go to college.
- **45%** of all students enroll in at least one online course.
- Concurrent enrollment students save over **$32 million** in tuition.

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Higher Education is the State's Workforce Engine

- The talent pipeline needs to be expanded:
  – An educated workforce is the **#1** factor for companies relocating to Utah
  – **99%** of jobs filled since 2010 have been filled by people who went to college
- 2018 funding request to grow specific programs for workforce demand:
  – Nursing and healthcare (Nursing, allied health, social work, psychology).
  – Computer science/IT
  – Engineering
  – Science and Aviation
  – Business, hospitality and tourism
- Board of Regents added strategic objective: "Research and Workforce"

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Higher Education Workforce Roadmap

1. **Identify gaps** (with DWS): high demand, high-wage occupations that are under-supplied with appropriately skilled employees.

2. **Establish goals and incentives:** Close targeted gaps through graduation increases in targeted programs, regions.

3. **Create and document stackable pathways:** From CTE programs to baccalaureate degrees, especially in pathways targeted through the capacity/demand labor market analysis.

4. **Improve linkages to USTC and high school programs:** increase number of USTC programs that transfer, leverage concurrent enrollment.

5. **Increase the number of meaningful work-based learning partnerships:** where work experience is linked to a program of study, with goals based on job placement and wage outputs.

6. **Seek stable and on-going funding for Talent Ready Utah and Strategic Workforce Initiatives**

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Discussion

S.B. 238 (2017)
Higher Education Governance Revisions
Millner/Wilson

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SB 238 Objective

"This bill is to make sure [Regents] are helping us provide strategic leadership and direction for the state."

-Senator Ann Millner

"It pushes the reset button, to some extent, on higher ed and its role and mission; and our state's ability to deliver educated workers for the next century."

-Representative Brad Wilson

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Benefits of Statewide Strategic Leadership

- **Common agenda**
  - Mutually reinforcing activities
  - Focused on student outcomes
- **Hold the line on cost**
  - Unified budget priorities
  - Transparency
  - Economies of Scale
- **State-level focus**
  - Consistent Measures
  - Accountability
  - Alignment to state priorities

201
Progress
Report

Utah: A State of Opportunity
Utah State Board of Regents Strategic Plan 2025

Strategic Direction (2016 Strategic Plan + SB238)

- Enhance the impact and efficiency of the system of higher education. The board shall participate in coordination for education with other entities.

- Establish measurable goals and metrics and delineate the expected contributions of individual institutions of higher education toward these goals.

- Statewide college access and college preparedness initiatives; learning opportunities drawn from multiple campuses or online learning options, including new modes of delivery of content at multiple locations.

- Degree program requirement guidelines including credit hour limits, articulation agreements, and transfer across institutions; Alignment of general education requirements across institutions of higher education.

- Evaluate presidents based on institutional performance.

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Strategic Direction (2016 Strategic Plan + SB238)

"Enhance the Impact and efficiency of higher education."

- Strategic Working Groups – focused on most impacting and measurable outcomes
  - Affordable Participation
  - Timely Completion
  - Workforce
- Coordination and Partnerships
  - 2018: Year of Tech Ed
  - New partnerships at SUU, UVU, WSU with Tech Colleges
  - High School Feedback Report – college performance by high school
  - Hosting quarterly coordination meetings
- Tuition Waivers
  - Increase access & retention opportunities for critical student populations.
  - Includes legislative involvement

The year of **TECHNICAL EDUCATION**

Strategic Direction (2016 Strategic Plan + SB238)

"Establish measurable goals and metrics and delineate the expected contributions of individual institutions of higher education toward these goals."

- Accessible, easily understood, standardized data to compare institutions
  - Students
  - Economic impact
  - Institutional fiscal position
- New approach to Regents' unified budget
  - Anchored to the goals of the Regents' Strategic Plan
  - Directly reflects institutional priorities (no pre-allocation formula)

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Strategic Direction (2016 Strategic Plan + SB238)

"Statewide college access and college preparedness initiatives; learning opportunities drawn from multiple campuses or online learning options, including new modes of delivery of content at multiple locations."

Regent-driven mental health initiative to support students/increase retention

- A critical student completion issue
- Taskforce established in December 2016
- Supporting roll out of *Safe UT* app to college campuses
- Next steps:
    1. Assess the mental health and wellness needs of USHE students
    2. Improve mental health education at USHE institutions
    3. Increase access to mental health services
    4. Develop institutional five-year mental health implementation plans

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Strategic Direction (2016 Strategic Plan + SB238)

"Statewide college access and college preparedness initiatives; learning opportunities drawn from multiple campuses or online learning options, including new modes of delivery of content at multiple locations."

- Sexual violence
    - Hosting multi-state conference April 2018.
    - Partnering with national and local resources for training and advocacy
- Online access
    - Half of all students take at least one online course
    - Only 3% take entirely online despite having over 50 certificates &degrees entirely online
- Regents' Scholarship
    - Streamline process to remove administrative barriers
    - Improved integration with institutions to better help students
- Competency-based on-line general education and associate's degree (development led by SLCC & USU)
- Concurrent Enrollment (CE)
    - Fall 2017 CE General Ed Math completions increased by 28%
    - CE Electronic participation form automates high school transcript delivery to USHE institutions, pilot testing for all admissions

Strategic Direction (2016 Strategic Plan + SB238)

"Degree program requirement guidelines including credit hour limits, articulation agreements, and transfer across institutions; Alignment of general education requirements across institutions of higher education;"

- Regent policies to support and build more stackable credentials
  - Ensure consistent course patterns that begin with certificate and build to baccalaureate degree; degree maps to guide students
  - Course equivalency system to ensure seamless credit transfer (including USTC)

- General Education courses aligned by number and content; Regent policy-specified essential learning outcomes for general education programs
  - Seamless transfer of general education courses and completed general education program

Strategic Direction (2016 Strategic Plan + SB238)

"Degree program requirement guidelines including credit hour limits, articulation agreements, and transfer across institutions; Alignment of general education requirements across institutions of higher education;"

Bachelor's Degree credit required (92% of programs are 120-126 credits)

Credits	
120	46%
121	28%
123	5%
124	3%
125	5%
126	5%
127	2% - botany/plant biology
128	2% - bio, civil, metallurgical engineering
129	1% - science teacher education
130	1% - mechanical engineering
138	1% - computer science
160	1% - engineering

Strategic Direction (2016 Strategic Plan + SB238)

"Evaluate presidents based on institutional performance"

Regents' policy revisions on review and performance of institutional presidents (February 2018)

Strategic Direction (2016 Strategic Plan + SB238)

Program Approval

- Regents policy change per SB238-required program approval in place
  – Peer Reviews conducted on 29 programs since September 2017

- Peer Review Advantages:
  – Enhances institutional collaboration; seamless transfer
  – Encourages inter-institutional stackable credentials
  – Assesses proposed programs in light of state and regional workforce needs and statewide program availability
  – Provides statewide perspective and input to institutional Boards of Trustees as they consider program approval

Strategic Direction (2016 Strategic Plan + SB238)

Presidential Search

Codified and strengthened Regents' presidential selection
• Trustee and Regent as search committee co-chairs
• Role of search committee
    a. Recruitment Plan
    b. Super majority vote to recommend finalists
• Finalists publicly announced
• Trustee --Participation in final interviews and deliberation
• Implemented with University of Utah Presidential search
• 2018 searches underway
    a. Utah Valley University
    b. Weber State University

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