Progress Report to the Utah Higher Education Appropriations Subcommittee

NCHEMS, Consultant to the Utah Higher Education Strategic Planning Commission
February 7, 2019
Activities To Date

• Document review
• Data collection and analysis
• Initial and ongoing on-site interviews and stakeholder engagement activities
• Development of models
• Planning for regional meetings
Interviews and Stakeholder Engagement to Date

• Commission co-chairs (numerous other commission members have been consulted as part of other interviews)
• USHE Office of the Commissioner
• Members of the Utah Board of Regents
• UTech Office of the Commissioner
• Members of the UTech Board of Trustees
• Several USHE and UTech Presidents
• Governor’s Office of Economic Development
• Utah Department of Workforce Services
• Utah Office of the Governor
• Kem C. Gardner Policy Institute
• Utah Manufacturers’ Association
• Utah Technology Council
• BioUtah
• Economic Development Corporation of Utah
• Salt Lake Chamber of Commerce
Summary of Environmental Scan

• **Strengths**
  – High attainment relative to most other states
  – Strong K-12 pipeline performance and postsecondary participation of adults
  – Relative strong starting position in finance, affordability, efficiency
  – Thriving economy and growing population, including in-migration
  – Mix of awards tilt slightly toward STEM and health

• **Challenges**
  – Income measures are low relative to other states
  – College-going lags other states (due in part to LDS commitments), and chances for enrollment are weaker in rural areas
  – Emphasis on baccalaureate programs and a relatively high share of residents with some college, no degree
  – Continued growth in enrollment demand, from a diversifying population mostly concentrated in Salt Lake and Utah counties
  – Meeting employment needs of a strengthening high-tech economy
Emergent Themes/Topics

• Goals
• Serving adult students
• Work-based learning
• Affordability
• Operation of higher education
• Governance
• Institutional missions
Flavors of Governance Arrangements

• Coordinating vs. governing boards (and Michigan)
• Governing boards
  – Single institutions (University of Virginia)
  – Multi-campus universities (University of Tennessee)
  – Consolidated systems
• Most states
  – Separate governance of community colleges from universities
  – System coordination overall
• Key considerations
  – Mission differentiation
  – Between-college issues (e.g., articulation and transfer, shared services, etc.)
  – Certain operations (e.g., student financial aid)
• **Bottom line**
  – Public agenda can be supported by (almost) any governing structure
  – Clarity of purpose and expectation, backed up by appropriate metrics—not structure—that is the key
## Allocation of Decision Authority

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<th>Functions</th>
<th>Legislature</th>
<th>USHE/Utech</th>
<th>Governing Boards</th>
<th>President</th>
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Next Steps

• Model building
  – Future enrollment demand
  – Future workforce demands for education
  – Cost modeling

• Regional meetings (late April)

• Report drafting (preliminary recommendations in late summer)
Regional Meetings

- **Locations**
  - Logan (Bear River region)
  - Uintah Basin (Vernal)
  - Ogden (Wasatch Front North)
  - Downtown Salt Lake City & Draper (Wasatch Front South)
  - Provo (Mountainland)
  - Ephraim or Richfield (Central Utah)
  - Cedar City (Southwest)
  - Moab or Price (Southeast)

- **Identification and recruitment of participants by USHE, UTech, DWS, & GOED**

- **Agenda**
  - Brief data foundation
  - Local challenges and opportunities
  - Current and future educational and workforce needs
  - Testing/refinement of models
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