

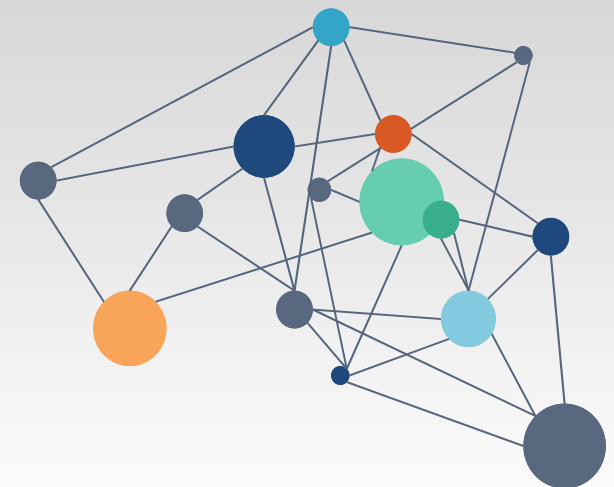
Progress Report to the Utah Higher Education Appropriations Subcommittee

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



National Center for Higher Education
Management Systems

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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

Functions	Legislature	USHE/ Utech	Governing Boards	President	Faculty	Other
Statewide Goals						
Approve Institutional Missions						
Program Review/Approval						
Quality Assurance						
Hire/Evaluate Presidents						
Allocate Public Funds						
Tuition Policy						
Student Financial Aid Policy						
Fundraising						
Legal Services						
Governmental Relations						
Manage Student Financial Aid						
Operations/determine administrative structure						
Academic Policy (e.g., Admissions, Transfer of Credit)						
Accountability						
Data Collection & Institutional Effectiveness						
Instruction						
Research						
Public Service						



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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