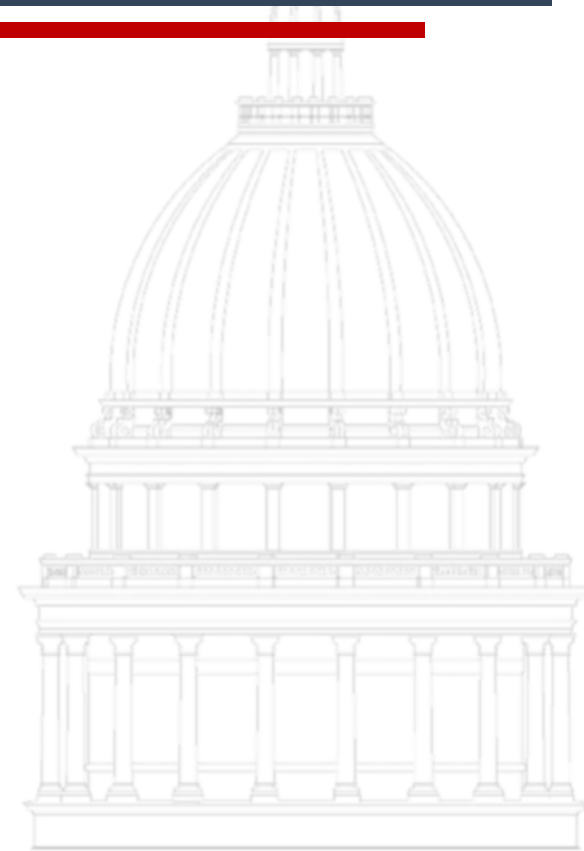
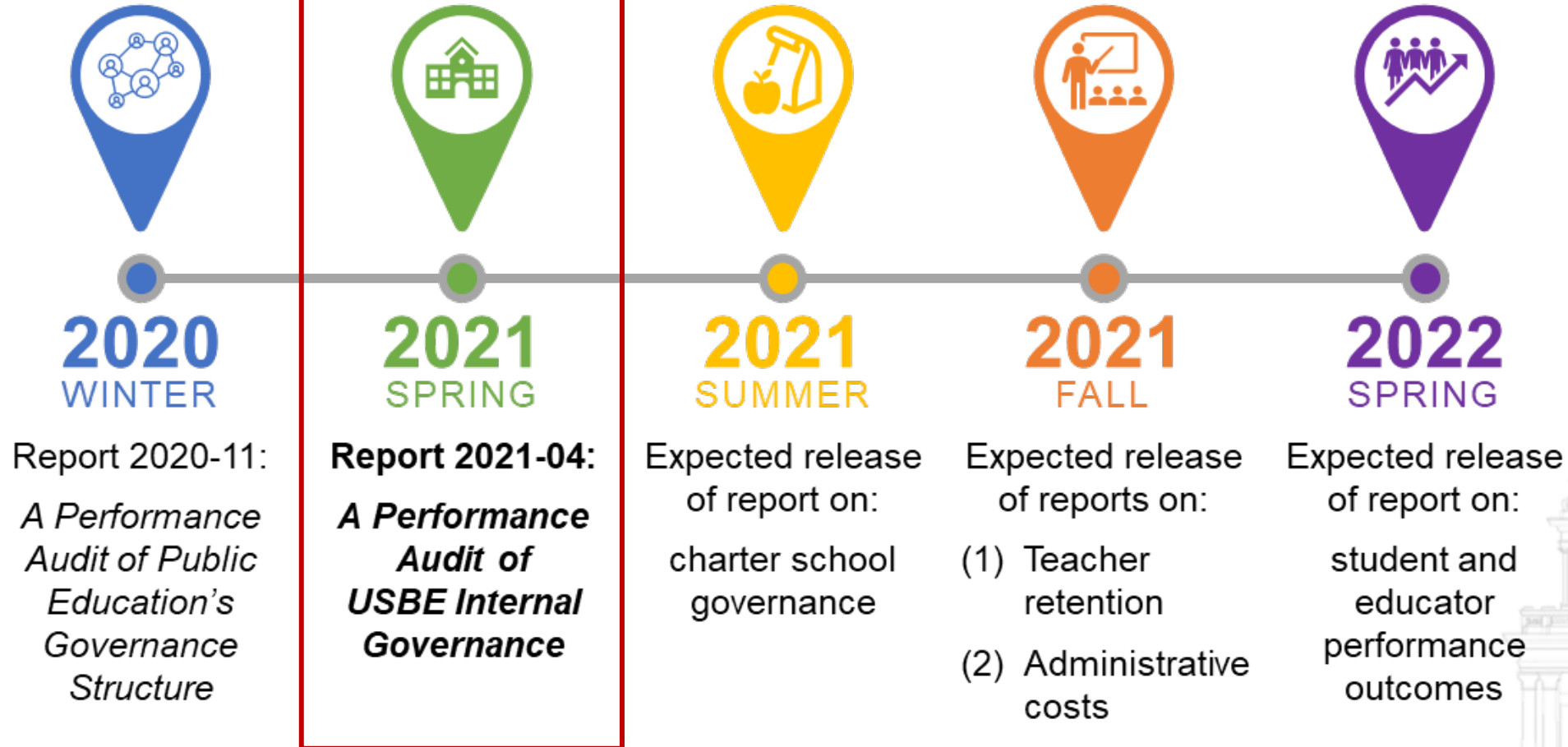

Performance Audit of USBE's Internal Governance

Utah Legislative Auditor General
Report to the Education Interim Committee
September 15, 2021



Audit Background

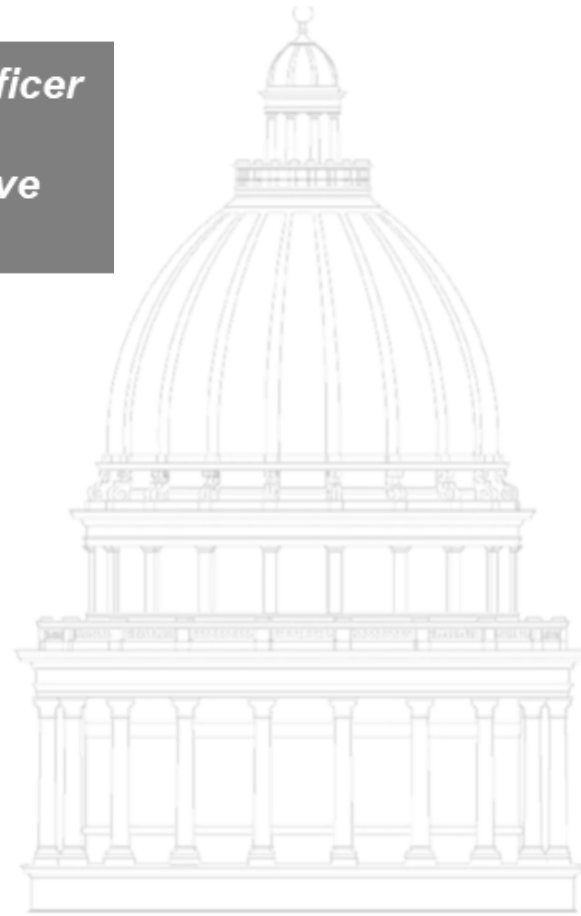
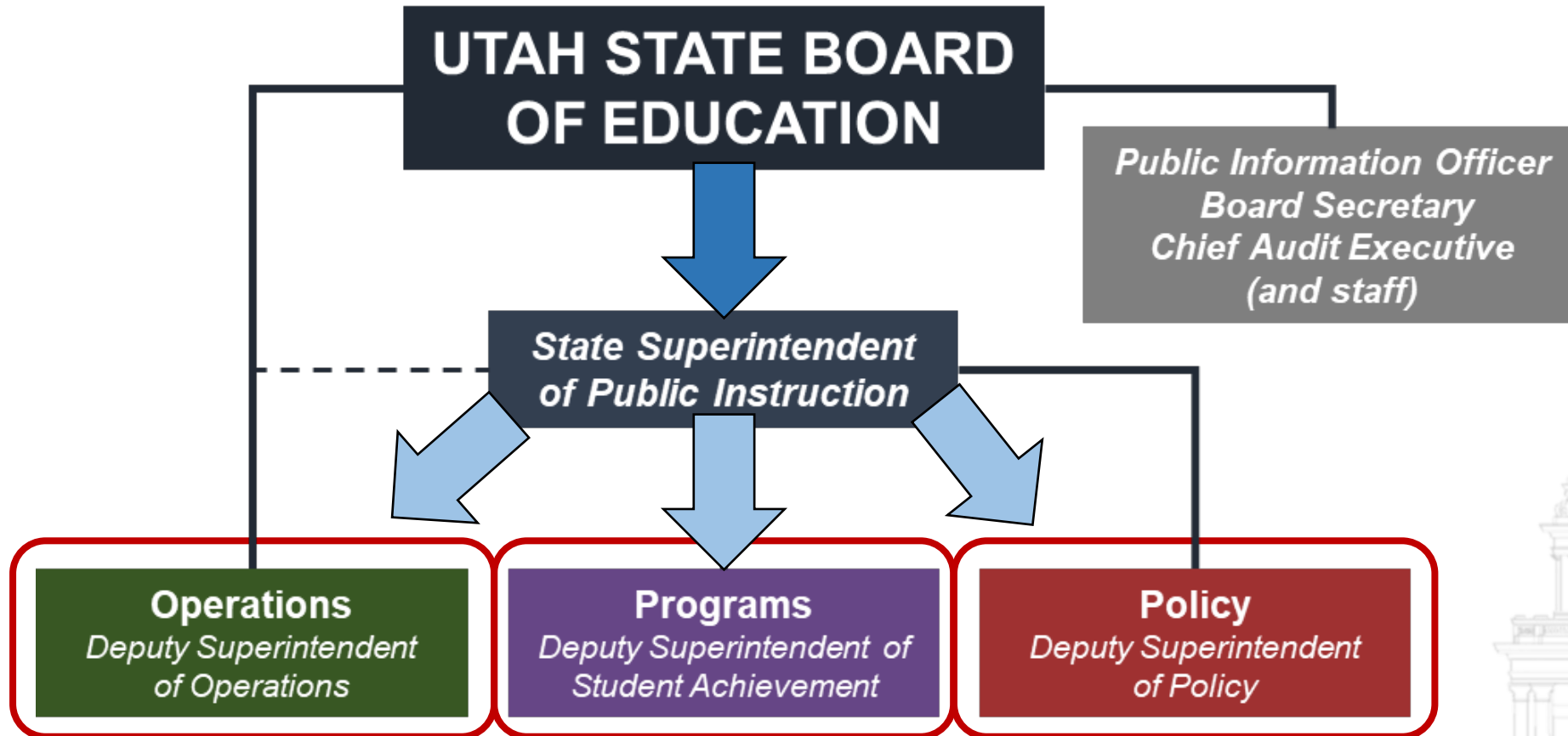


FOR MORE INFORMATION

See Ch. I, pages 10 - 11



The Utah State Board of Education



FOR MORE INFORMATION

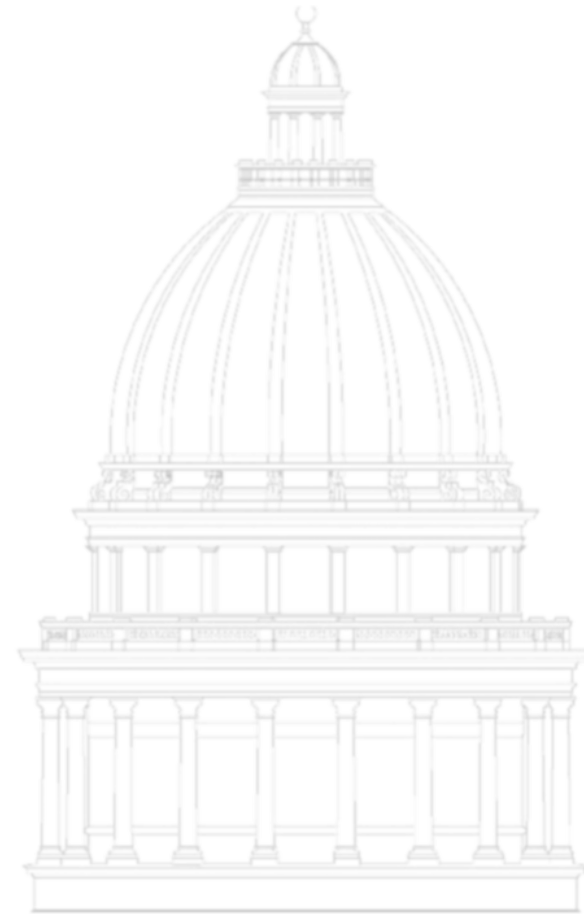
See Ch. I, page 5 - 7

Ch. II Objective

How well do USBE's strategic plan, mission, and vision align with ***Utah Code***?

FOR MORE INFORMATION

See Ch. I, page 11



Statute Shows Legislature's Intent to Provide Guidance to Public Education

State Agency	Statutory Strategic Plan?	Statutory Mission and Vision?
Corrections	No	No
Health	No	No
Higher Education	Yes	No
Natural Resources	No	No
State Board of Education	Yes	Yes
Tax Commission	No	No
Transportation	Yes	No
Utah National Guard	No	No
Workforce Services	Yes	No



FOR MORE INFORMATION

See Figure 2.1, page 14

USBE's Strategic Direction Could Better Align with Statute

Mission

Utah Code

Public education's mission is to assure Utah the best educated citizenry in the world and each individual the training to succeed in a global society by providing students with:

- (a) learning and **occupational skills**;
- (b) **character development**;
- (c) **literacy and numeracy**;
- (d) high quality instruction;
- (e) **curriculum based on high standards and relevance**; and
- (f) **effective assessment** to inform high quality instruction and accountability.

USBE's

Upon completion, all Utah students are prepared to succeed and lead by having the knowledge and skills to learn, engage civically, and lead meaningful lives.

FOR MORE INFORMATION

See Ch. II, page 16 - 17

Vision

...envisions an educated citizenry that encompasses the following foundational principles:

- (a) citizen participation in civic and political affairs;
- (b) economic prosperity for the state by graduating students who are college and career ready;
- (c) **strong moral and social values**; and
- (d) **loyalty and commitment to constitutional government**.

The Utah State Board of Education leads by creating equitable conditions for student success: advocating for necessary resources, developing policy, and providing effective oversight and support.



USBE's Strategic Direction Could Better Align with Statute

1) There are important differences in education stakeholders' mission and vision.

2) We do not see value in two separate missions and visions for Public Education

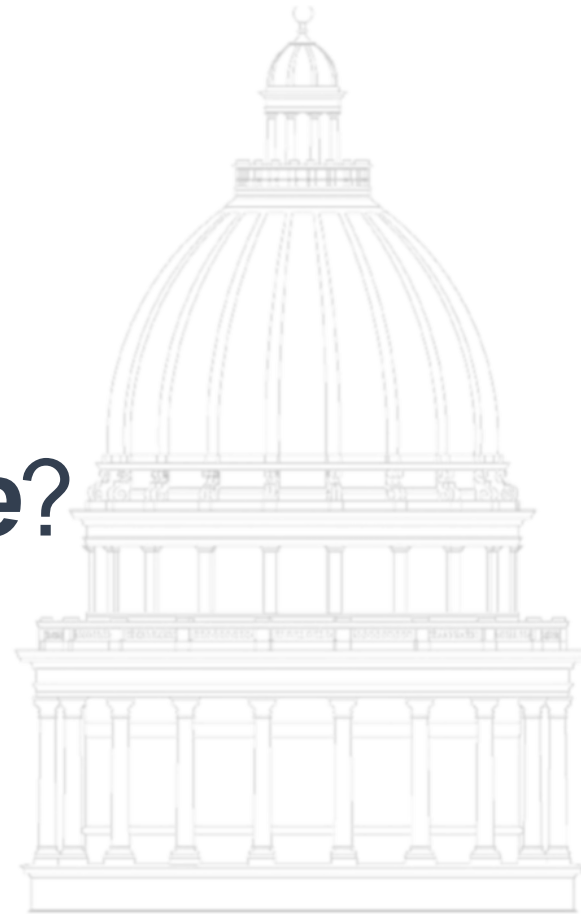


FOR MORE INFORMATION

See Ch. II, page 16 - 17

A Policy Question for the Legislature to Consider...

Policy Question: Is it desirable to provide a mission and vision for the public education system in *Utah Code*?



FOR MORE INFORMATION

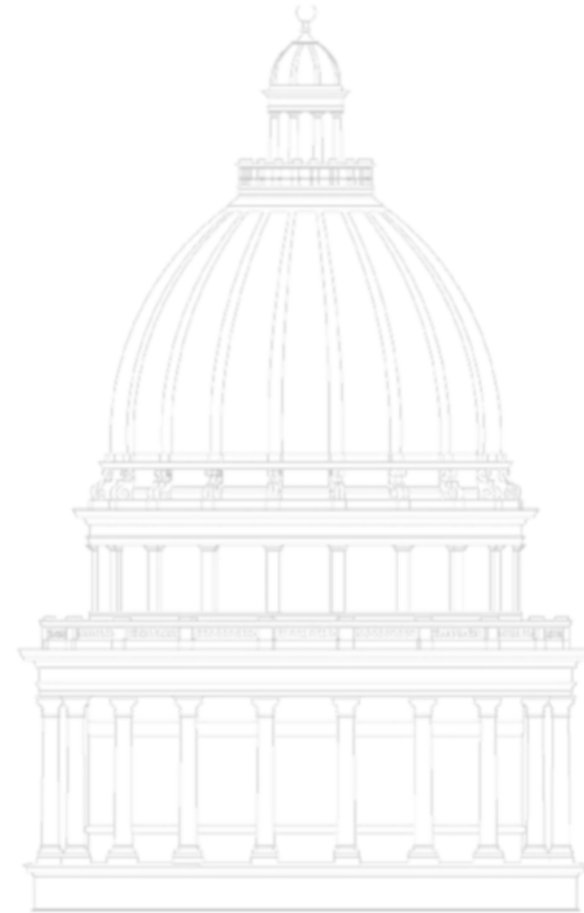
See Ch. II, page 18 - 20

Ch. III Objectives

1. How accountable is USBE for internal operations?
2. Is USBE's strategic plan effectively directing the work of the organization?

FOR MORE INFORMATION

See Ch. I, page 11



USBE Should Improve Their Measures

USBE tracks a vast array of information. We reviewed:

- *Utah Code* and *Administrative Rule*
- Education Elevated 2022
- USBE's strategic plan
- The State Superintendent's Annual Report for multiple years with associated data and statistics
- USBE Data and Statistics reports
- USBE presentation on public education base budget performance measures
- USBE summary of Basic School Program performance measures and targets
- Public education performance measures listed in the Legislative Fiscal Analyst's annual budget reports
- The Compendium of Budget Information (COBI)
- Guidance on Every Student Succeeds Act (ESSA) reporting requirements


USBE reports provide limited information on the internal operations of the office

FOR MORE INFORMATION

See Ch. III, page 25 - 26

USBE Should Improve Their Measures

From our review of USBE reports we could not determine:



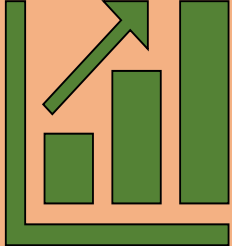
Quantity



Required & By Whom



Necessity



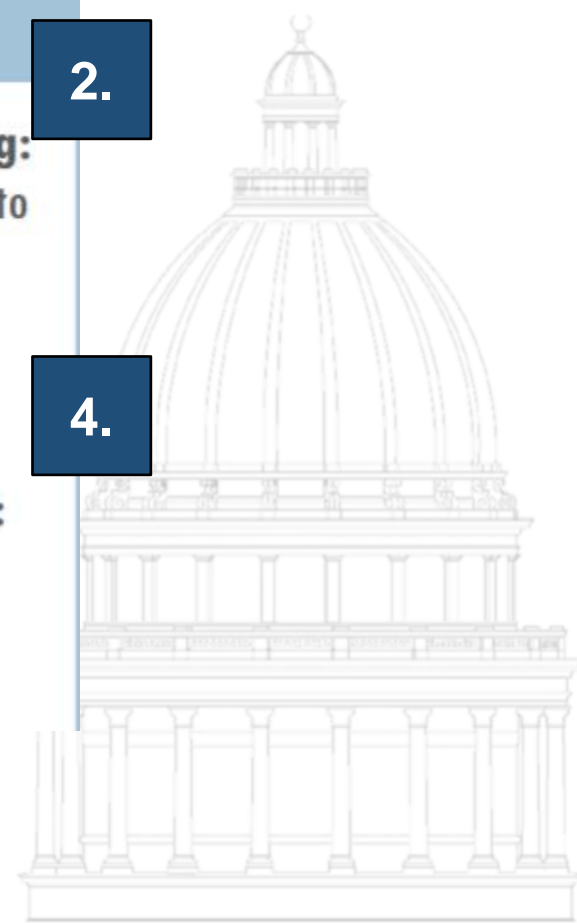
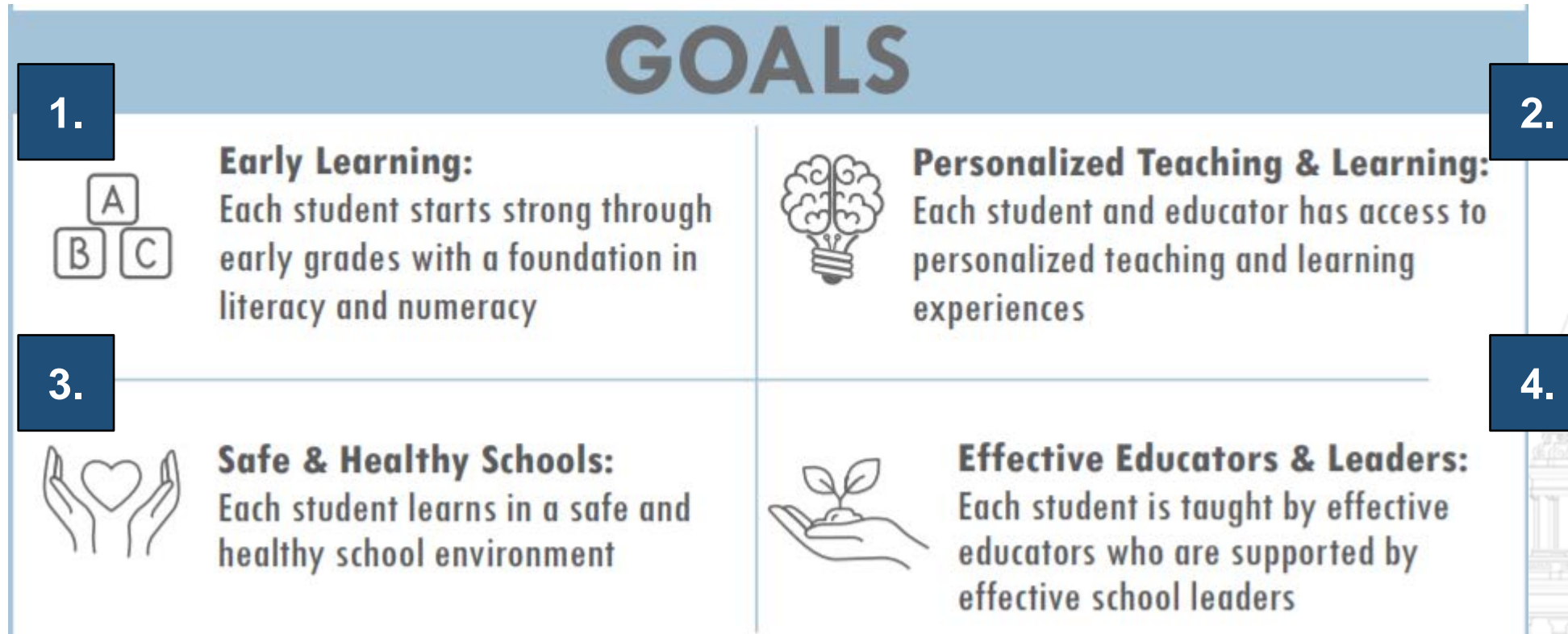
Continuity



FOR MORE INFORMATION

See Ch. III, page 26

USBE Should Provide Strategic Direction For Internal Operations



FOR MORE INFORMATION

Ch. III, page 27 - 29

USBE Should Provide Strategic Direction For Internal Operations

GOALS



Early Learning:

Each student starts strong through early grades with a foundation in literacy and numeracy



Personalized Teaching & Learning:

Each student and educator has access to personalized teaching and learning experiences



Safe & Healthy Schools:

Each student learns in a safe and healthy school environment



Effective Educators & Leaders:

Each student is taught by effective educators who are supported by effective school leaders

UTAH STATE BOARD OF EDUCATION

State Superintendent of Public Instruction

Operations

Deputy Superintendent of Operations

Programs

Deputy Superintendent of Student Achievement

Policy

Deputy Superintendent of Policy

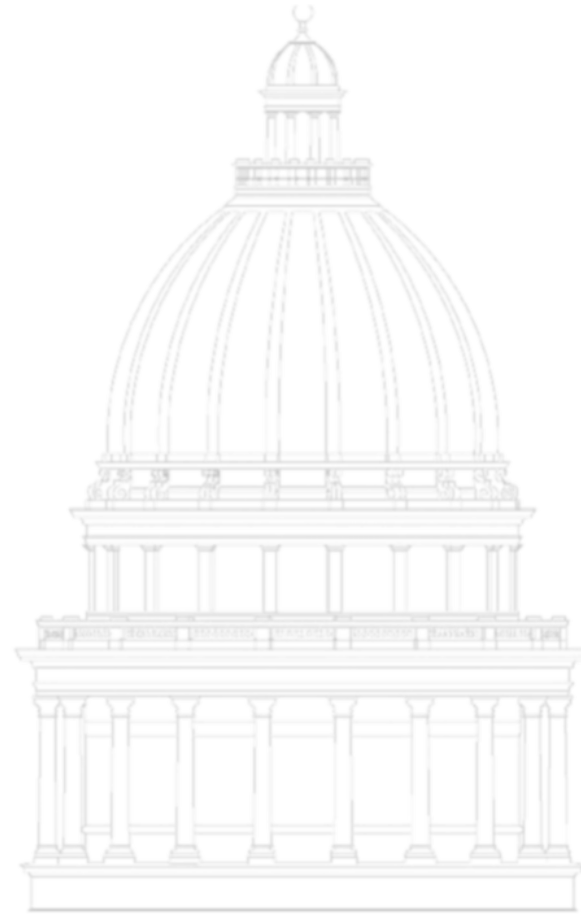


FOR MORE INFORMATION

See Ch. I, page 6; Ch. III, page 27 - 29

Ch. IV Objectives

Is USBE's culture positive and has it improved? If lacking, what needs improvement?

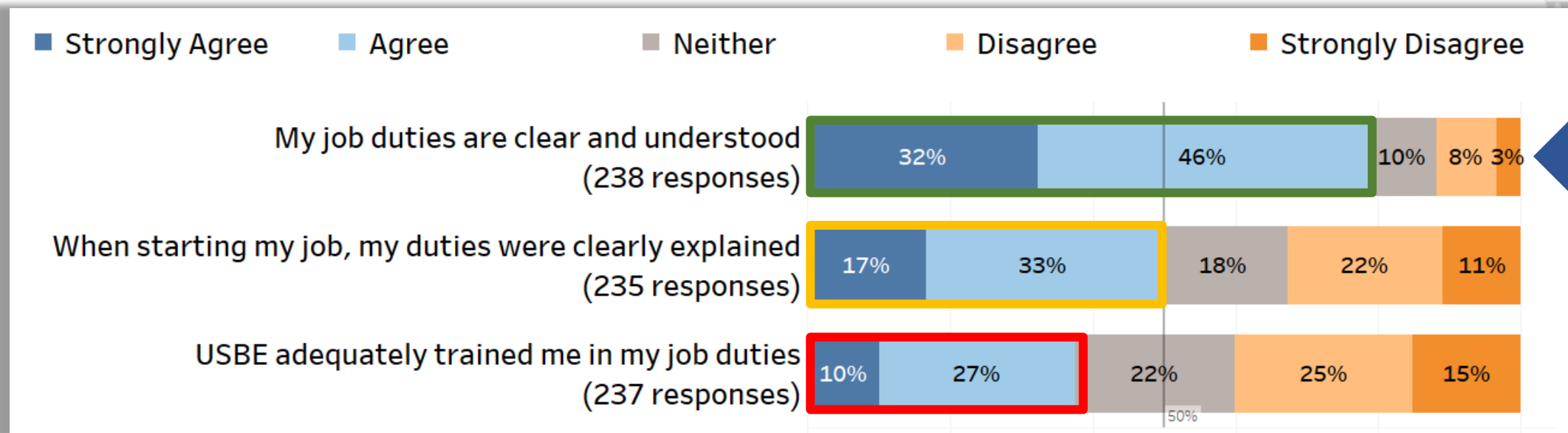


FOR MORE INFORMATION

See Ch. I, page 11

USBE Employee Governance Can Continue to Improve

Onboarding is the process of orienting and training new employees.



FOR MORE INFORMATION

See Ch. IV, page 33 - 35

Ch. V Objectives

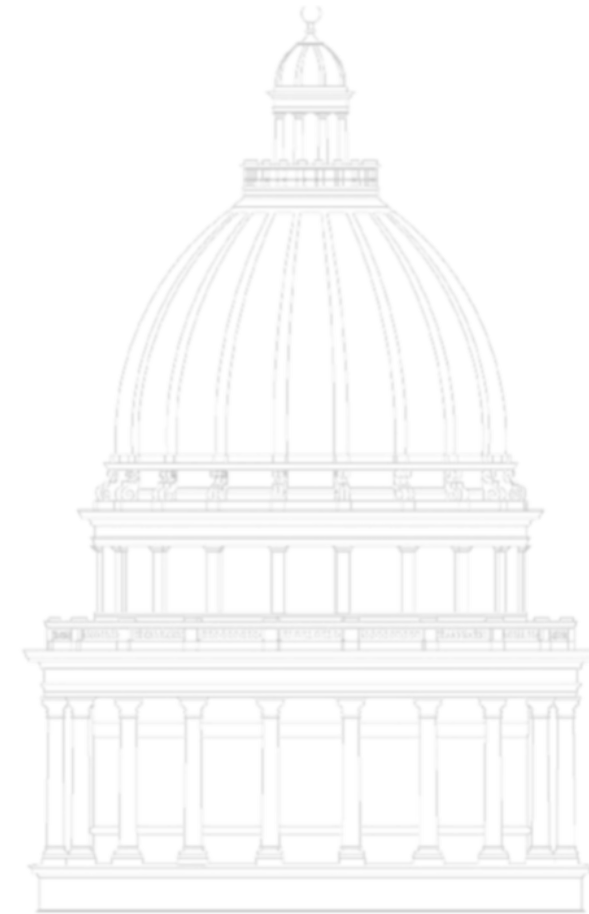
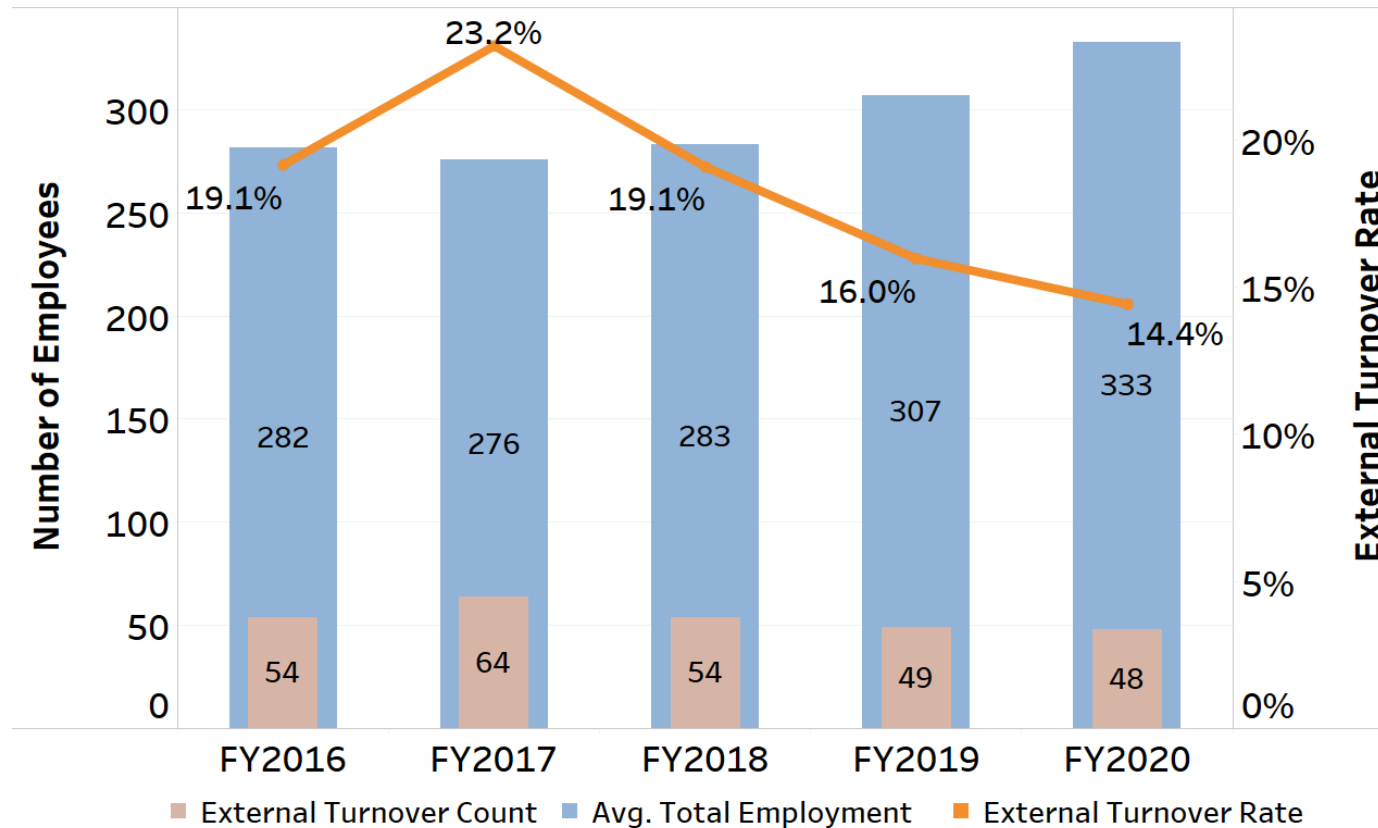
1. Is turnover a problem at USBE?
2. What are the effects of turnover within the USBE office and among LEAs?



FOR MORE INFORMATION

See Ch. I, page 11

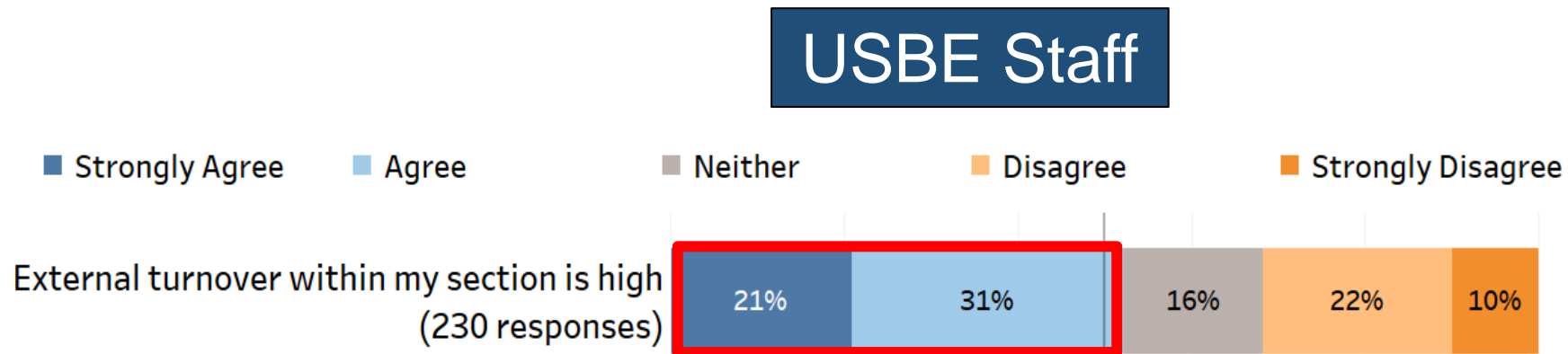
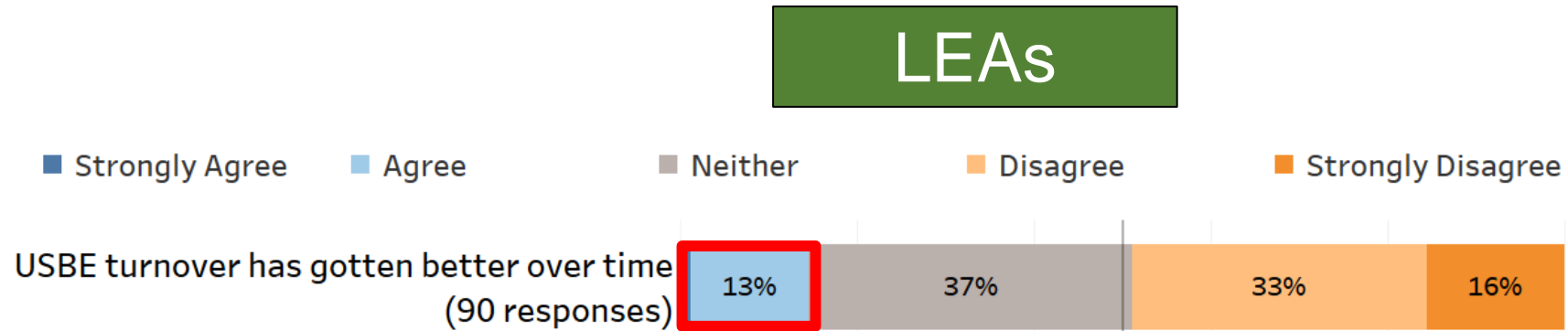
Turnover Has Improved, But Effects Continue to Be Felt



FOR MORE INFORMATION

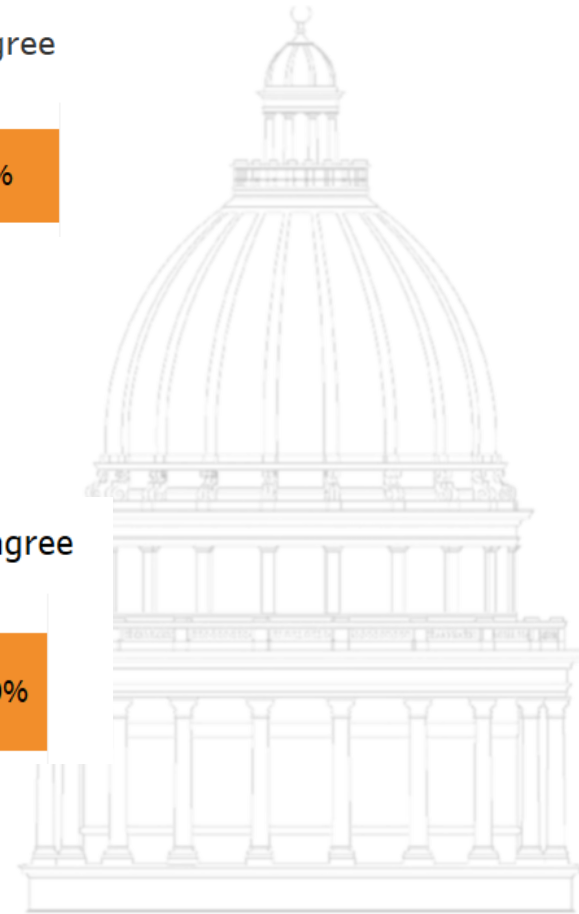
See Ch. V, page 43

Turnover Has Improved, But Effects Continue to Be Felt



FOR MORE INFORMATION

See Ch. V, page 46-48



Performance Audit of USBE's Internal Governance

Utah Legislative Auditor General
Report to the Education Interim Committee
September 15, 2021

