

January 7, 2010

MEMORANDUM

TO: State Board of Regents

FROM: William A. Sederburg

SUBJECT: Master Plan Committee Discussion

Issue

By state statute (Utah Code 53 B-6-101) the Board of Regents is to maintain a master plan for higher education in Utah. The latest draft of a master plan dates back to 2000 and is in need of updating.

Background

The enclosed discussion document, as provided by Committee Chair Zenger, will serve as an outline for the Committee's strategic discussion. In preparation for the discussion and for back ground purposes, please review the 1986 Master Plan Executive Summary (R301), the 2000 Master Plan (R302), the System-wide Vision and Mission Statements (R310), the Configuration of the USHE and Institutional Missions and Roles, and the Service Area Designations and Coordination of Off-Campus Courses and Programs (R315). Each of these policies can be accessed on-line through the Regents' Policy set at <http://www.utahsbr.edu/bor01q.html#section3>.

Commissioner's Recommendation

This item is for information only.

WAS/CKM/JAC
Attachments

William A. Sederburg, Commissioner

Community/Government Relations & Planning Committee Master Plan Discussion

January 15, 2010

This document is meant to assist the Committee in its discussion of the USHE master plan. Questions and issues listed were initially raised by Committee Chair Zenger.

Governing Principles

- Focus for Regents should begin at the State level, not institutions one-at-a-time.
- USHE objectives should include increasing educational attainment in the State, with an emphasis on preparing students for successful entry into the workforce.

Strategic Issues

1. Strategic Issues at the State Level
 - a. Prepare a draft of a master plan for higher education, as outlined in Utah Code 53 B-6-101. Should the next strategic plan essentially be an update of the Master Plan 2000, which can be found online as part of the Regents policy set (R302) at <http://www.utahsbr.edu/policy/R302.pdf>
 - i. In addition to the eight elements included in the 2000 Strategic Plan, should the following also be included:
 1. Aims, purposes and objectives for the system as a whole?
 2. Defining the roles and programs of each institution?
 3. Criteria for determining future needs for new programs, and the elimination, curtailment or consolidation of current programs?
 4. Ways to finance new projects?
 5. New methods and sources of financial support for higher education?
 6. Procedures for the maximum utilization of existing facilities?
 - ii. Are there other elements missing or outdated in the Master Plan 2000 document that should be included or deleted in the next master plan?
 - b. Prepare a document that lays out the position of the Regents regarding several broader issues currently being faced by Utah and other State systems. The

Regents and the Commissioner's Office need to be reasonably unified on these issues. These issues include:

- i. To what degree are the educational resources of the State being matched to the pressing public needs of the State? Do we have the right mix of degrees and disciplines?
- ii. Do Regents currently provide a proper balance between oversight and regulation with allowing the nine institutions appropriate autonomy? If not, what needs to be changed? On which side do we err?
- iii. Do we have the proper balance between institutions having entrepreneurial freedom and us providing clarity for each institution regarding its mission? Are we allowing inappropriate or wasteful mission creep? Are we providing the proper vision for what institutions should aspire to become?
- iv. Are we using our function of allocating resources to institutions as a way to further an efficient State system of higher education and to ensure that State goals are met? If we are not, how should we begin to do that more effectively?
- v. Have we provided appropriate clarity to institutional Boards of Trustees regarding their responsibilities? Would this enable us to move further away from institutional oversight and regulation? (How should we go about better educating these Boards on their responsibilities going forward? Should the Regents use the occasion of their visits to Trustee meetings as teaching opportunities along with information acquisition? Or should we schedule two sessions per year to which we invite all Trustees for training on their responsibilities, with the expectation that everyone would be to attend one?)
- vi. How should we be interacting with the other non-public funded institutions of higher education? (Utah Code Title 53-B-6-103 specifically says that the USHE "shall seek the cooperation of all private, denominational, and other post-high school educational institutions situated in this state which are not supported by public funds.")
- vii. Is the current practice of having our regional universities combine the community college function with a four-year institution that grants bachelor's and master's degrees a sustainable model in the long run?

Are there other issues needing addressing and what is the best way to arrive at a clear answer to these questions?

2. Strategic Goals to Measure State-wide Performance

1. The Regents have asked the Commissioner's staff to prepare state-wide goals and measurable objectives regarding participation, completion, and economic development. As the discussion of the next master plan proceeds, what are the specific data points that should be included as measureable objectives to ensure the fulfillment of the goals? Below are some possible data points to consider.
 - a. Preparation—K-16 Alliance progress
 - b. Access—Tuition as % of average income, availability of needs based scholarships
 - c. Participation—Targets for various racial and economic groups
 - d. Mobility—Ability to move credits from one institution to another, consistency of standards from one institution to another
 - e. Retention—A standard for measuring the number who complete what they started
 - f. Graduation rates—various categories of institutions and their graduation rates
 - g. Economic development—measures of contributions to State's and region's economy
2. Are there other data points or more specific points within the above categories that the Regents would like include?