



BLUEPRINT 2030:

Innovating and Elevating Oklahoma Higher Education for Tomorrow's Workforce



OKLAHOMA STATE REGENTS
FOR HIGHER EDUCATION

Improving our future by degrees



OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION



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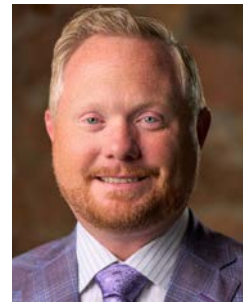
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February 9, 2023

As 2023 begins, the Oklahoma State Regents for Higher Education presents *Blueprint 2030: Innovating and Elevating Oklahoma Higher Education for Tomorrow's Workforce*, which will guide our state system of higher education over the next several years. This bold Strategic Plan emphasizes the key role Oklahoma's public colleges and universities play in producing the state's workforce. Our graduates are teachers, engineers, doctors, nurses and a host of other professionals who serve the state of Oklahoma daily.

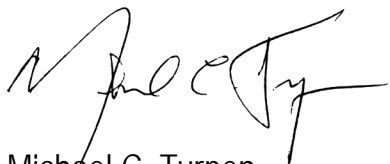
As we embarked on the strategic planning process, the State Regents charged the Strategic Planning Committee to develop recommendations that increase Oklahoma's educational attainment, align higher education with state workforce needs, and leverage system resources more effectively and efficiently. During the process, we studied our state system's current challenges and strengths, identified areas for improvement, and reviewed best practices to produce a comprehensive set of recommendations that are ambitious, yet achievable.

Blueprint 2030: Innovating and Elevating Oklahoma Higher Education for Tomorrow's Workforce looks toward Oklahoma's bright future and reflects the State Regents' commitment to leading a responsive, forward-thinking, and data-driven state system of higher education. The innovative strategies contained in this document will guide the work of the State Regents, the 25 public colleges and universities that comprise our state system of higher education, and our agency staff.

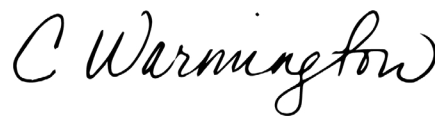
We are grateful to the Regents and college and university representatives that served on the Strategic Planning Committee. Their experience and knowledge were invaluable throughout the planning process.

We are excited about the opportunities ahead for Oklahoma higher education and for our state. We look forward to continuing our service to the people of the great state of Oklahoma.

Respectfully,



Michael C. Turpen
Chair
Oklahoma State Regents for
Higher Education



Courtney K. Warmington
Chair
State Regents' Strategic
Planning Committee



Allison D. Garrett
Chancellor
Oklahoma State Regents for
Higher Education



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EXECUTIVE SUMMARY

Across the nation and here in our state, businesses are struggling to find the employees they need. We need more nurses, more teachers, more engineers... Our state's workforce needs to grow at the same pace as our businesses. That means we have to be bold. Our entire education system must be aligned and motivated to meet this challenge head on.

Governor Kevin Stitt
2022 State of the State Address

The role our state system of higher education plays in meeting the state's workforce development goals has never been more vital. Our public colleges and universities educate the state's teachers, nurses, doctors, and engineers. Our graduates drive innovation, build companies, enrich our communities, and strengthen our state's workforce in an increasingly knowledge-based, global economy.

With just 27.9%¹ of Oklahomans holding a bachelor's degree, our state has a low educational attainment rate compared to others. This is a disadvantage in attracting new businesses to the state and retaining existing businesses that generate high-paying jobs and fuel sustained and diversified economic expansion.

To address our state's workforce challenge, the Oklahoma State Regents for Higher Education (State Regents) developed this Strategic Plan to guide the state system of higher education through 2030. The plan is anchored by four fundamental goals:

1. Produce workforce-ready graduates;
2. Grow the student pipeline;
3. Focus on student success; and
4. Improve system efficiency and effectiveness.

Several strategies will drive the state system in achieving our goals. These include:

- ▶ Align higher education programs with workforce demand, with a goal to produce 100,000 degrees and other credentials in STEM and critical occupations by 2030;
- ▶ Develop a robust statewide communication and outreach plan to engage the business community;
- ▶ Connect students to the workforce through increased availability of engaged learning opportunities;
- ▶ Increase FAFSA (Free Application for Federal Student Aid) completion among high school seniors;
- ▶ Simplify the college admission process for students and promote seamless transfer of credits among state system institutions;
- ▶ Develop and implement a systemwide plan to identify, re-engage and support Oklahoma's adult learners;
- ▶ Strengthen online education offerings and use digital tools to improve student success and augment the traditional learning experience;
- ▶ Support institutional consolidations and collaborations;
- ▶ Establish a shared services center to reduce institutional administrative costs and maximize efficiencies; and
- ▶ Incentivize institutional performance through the development of a new performance funding formula.

¹ U.S. Census Bureau, American Community Survey, 2021 American Community Survey 1-Year Estimates, Table S1501, [https://data.census.gov/](https://data.census.gov/table?q=educational+attainment&q=0100000US$0400000&tid=ACSS11Y2021.S1501)
[table?q=educational+attainment&q=0100000US\\$0400000&tid=ACSS11Y2021.S1501](https://data.census.gov/table?q=educational+attainment&q=0100000US$0400000&tid=ACSS11Y2021.S1501).

Our plan is ambitious, yet achievable. Implementing the recommendations in this Plan requires both dedicated action and focused resources. Operationalizing the Strategic Plan over the next several years includes these steps:

- ▶ Identify key performance indicators for each Strategic Plan recommendation;
- ▶ Develop Gantt charts and budgets for each recommendation;
- ▶ Launch public dashboards to promote transparency and accountability; and
- ▶ Continually evaluate and monitor progress toward achievement of recommendations.

This bold Strategic Plan provides a clear framework for Oklahoma's state system of higher education, encourages alignment around key statewide goals, and demonstrates our commitment to translate student success into the workforce. Developing a well-educated workforce will increase Oklahomans' salaries, create economic diversity, and ensure our state's future prosperity.



OKLAHOMA'S WORKFORCE CHALLENGE

In his 2022 State of the State Address, Oklahoma Governor Kevin Stitt emphasized the critical need for more nurses, teachers and engineers to meet the state's workforce demand. Data from Oklahoma Works show that by 2030, over half of the top 100 occupations critical to wealth generation and economic growth in Oklahoma will require a college degree.

With only 36% of Oklahoma's adults holding at least an associate's degree, our state's educational attainment ranks Oklahoma 45th in the nation, despite an impressive 5 percentage point increase over the past decade.²

Educational Attainment	Oklahoma	U.S. Average	Difference
Associate's or Higher	36.0%	48.4%	-12.4 pp
Bachelor's or Higher	27.9%	37.9%	-10.0 pp

Source: U.S. Census Bureau. 2021 American Community Survey 1-Year Estimates

To compete nationally, Oklahoma must increase its share of citizens with postsecondary education. The U.S. Bureau of Labor Statistics projects that jobs requiring a postsecondary credential will grow at significantly higher rates than those not requiring a postsecondary education over the next decade.³

Typical Entry-Level Education	Percent Employment Change (2021-2031)
Doctoral or professional degree	5.3%
Master's degree	13.6%
Bachelor's degree	8.2%
Associate's degree	8.8%
Postsecondary nondegree award	6.7%
Some college, no degree	0.8%
High school diploma or equivalent	2.9%
No formal educational credential	4.8%

Source: U.S. Bureau of Labor Statistics, [Table 5.2 Employment, wages, and projected change in employment by typical entry-level education](#) (2022).



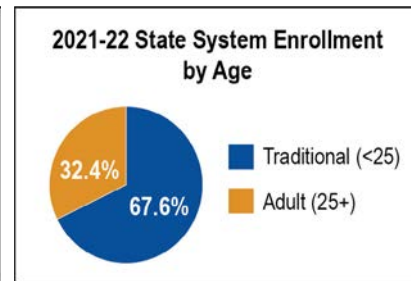
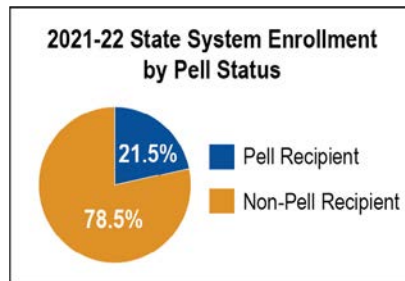
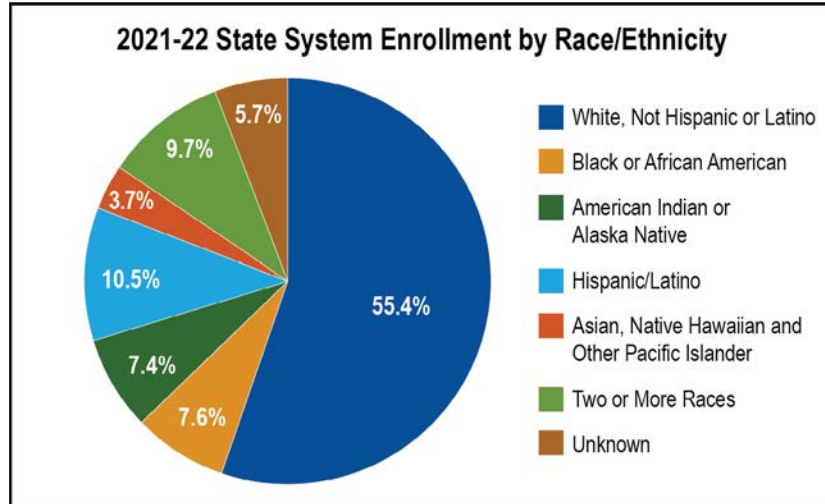
² U.S. Census Bureau, American Community Survey, 2012 and 2021 American Community Survey 1-Year Estimates, Table S1501, [https://data.census.gov/table?q=educational+attainment&g=0100000US\\$0400000&tid=ACSS1Y2021.S1501](https://data.census.gov/table?q=educational+attainment&g=0100000US$0400000&tid=ACSS1Y2021.S1501).

³ U.S. Bureau of Labor Statistics, "Occupations that Need More Education for Entry are Projected to Grow Faster Than Average," 2022, <https://www.bls.gov/emp/tables/education-summary.htm>.

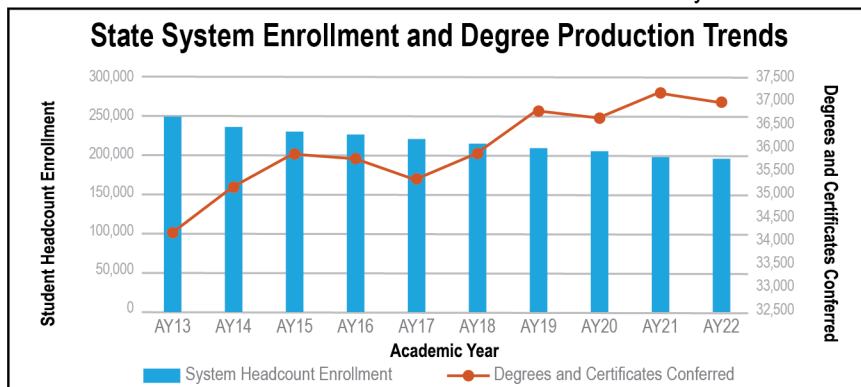
TRENDS AND CHALLENGES

Oklahoma's 25 public colleges and universities are committed to producing the educated workforce needed to attract new business to the state, support current business expansion, and grow the state's economy. To accomplish this, we must address several significant trends and challenges.

- ▶ **Fewer high school graduates.** Projections indicate Oklahoma's high school graduating class size will peak during the 2025-26 school year, followed by a 7% decline by the 2030 graduating class.⁴
- ▶ **An increasingly diverse student population.** Oklahoma's K-12 student population is majority minority,⁵ and student enrollment at state system colleges and universities has become increasingly diverse over the last decade. Increasing enrollment among low-income, first-generation and adult students requires colleges and universities to provide appropriate support services to meet students' unique needs.



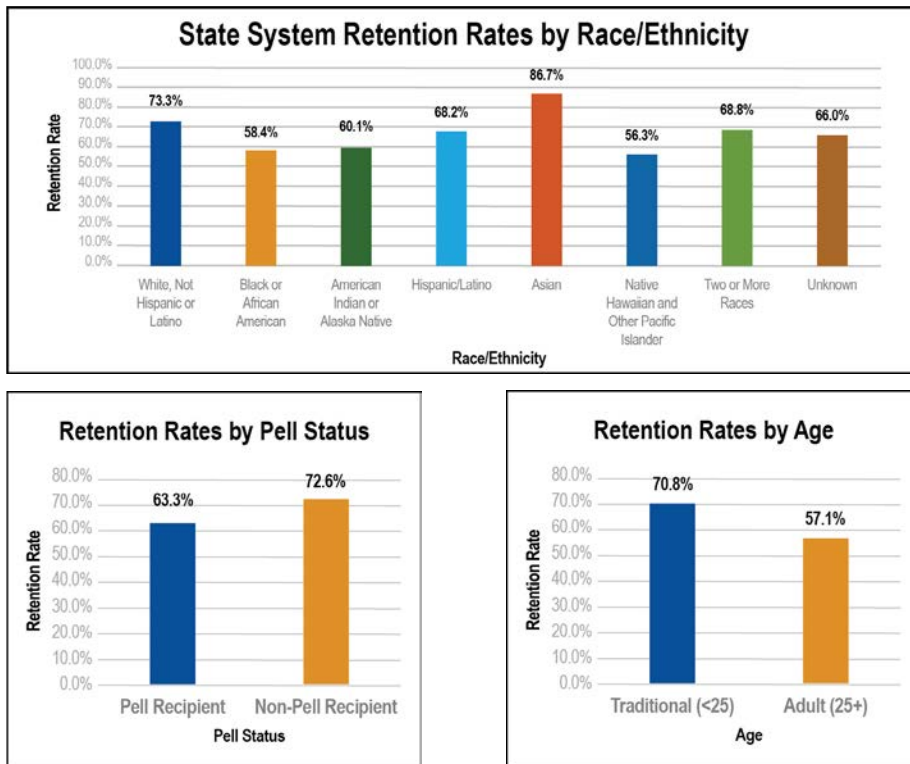
- ▶ **Declining college enrollment.** In line with national trends, student enrollment at Oklahoma's public colleges and universities declined 21.9% over the last decade, with community colleges and regional universities accounting for the majority of this decline. Enrollment at Oklahoma's public research universities remained relatively stable. Despite enrollment declines, state system degree and certificate production increased 8.1% between the 2012-13 and 2021-22 academic years.



⁴ Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates*, 2020, <https://knocking.wiche.edu/dashboards-profiles/>.

⁵ Oklahoma State Department of Education, *Oklahoma Public Schools Fast Facts 2021-22*, 2022, https://sde.ok.gov/sites/default/files/documents/files/Fast%20Facts%202021-22_Sept.pdf.

- ▶ **Student preparation.** Student preparedness for college-level work has declined steadily over the last decade. For Oklahoma’s 2022 high school graduating class, only 10% of students tested met all four ACT college readiness benchmarks, and just 6% are ready to study in the STEM fields.⁶
- ▶ **Administrative barriers to student success.** Enrollment, financial aid, and advising processes are often complex, particularly for first-generation students.
- ▶ **Achievement gaps.** Retention and graduation rates of state system students remain stratified by race/ethnicity, gender, income and age.



- ▶ **State investment in higher education.** The state system of higher education received appropriations increases in FY22 and FY23, but Oklahoma remains well below regional and national per-student averages for state fiscal support of public higher education.⁷
- ▶ **College affordability and student debt.** While Oklahoma’s four-year universities rank 8th lowest in the nation for cost of attendance (tuition, fees, room and board), two-year institutions rank 22nd for tuition and mandatory fees.⁸ However, lower than average salaries in Oklahoma mean that families have less discretionary income to cover the costs of college attendance. On average, approximately 40% of students attending state system institutions receive federal student loans, with a median total debt at graduation slightly over \$16,000.⁹
- ▶ **Public perception concerning the value of higher education.** Although the majority of critical occupations require a college degree and bachelor’s degree holders earn 75% more than those with only a high school diploma,¹⁰ recent national surveys indicate growing public skepticism about the value of a college degree.¹¹

⁶ ACT, *ACT Profile Report – Oklahoma Graduating Class 2022, Public High School Students*. Note: ACT college-readiness scores are English – 18; Math – 22; Reading – 22; Science – 23; STEM – 26; and ELA – 20.

⁷ State Higher Education Executive Officers Association, *SHEF: State Higher Education Finance Report FY2021, 2022*, https://shef.sheeo.org/wp-content/uploads/2022/06/SHEEO_SHEF_FY21_Report.pdf.

⁸ U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall 2019 and Fall 2020, Institutional Characteristics component; and Spring 2020 and Spring 2021, Fall Enrollment component.

⁹ U.S. Department of Education, College Scorecard, 2022, <https://collegescorecard.ed.gov/>.

¹⁰ Georgetown Center on Education and the Workforce, *The College Payoff: More Education Doesn't Always Mean More Earnings*, 2021, https://cew.georgetown.edu/wp-content/uploads/cew-college_payoff_2021-fr.pdf.

¹¹ Public Agenda/USA TODAY, *America's Hidden Common Ground on Public Higher Education: What's Wrong and How to Fix It*, 2022, <https://www.publicagenda.org/reports/americas-hidden-common-ground-on-public-higher-education/>.

Despite these trends and challenges, Oklahoma's public colleges and universities have experienced significant success over the last decade in producing skilled graduates to meet Oklahoma's workforce needs. Although state system institutions increased the number of degrees and certificates conferred annually by 8.1% from the 2012-13 through 2021-22 academic years, current degree production levels do not meet our state's workforce needs.

This Strategic Plan provides a clear blueprint to increase credential completion by building on the success of our current initiatives, as listed below:

- ▶ [OKcollegestart.org](https://okcollegestart.org) is a free college and career planning portal provided by the State Regents and the Oklahoma College Assistance Program that features interactive tools for planning, preparing and paying for college and exploring other postsecondary opportunities.
- ▶ [Oklahoma's Promise](#) is one of America's best college access programs, combining academic preparation and financial support for college.
- ▶ [Concurrent enrollment](#) allows eligible high school juniors and seniors to get a jump start on college by taking courses for college credit while in high school. Participating high school seniors and juniors may receive a tuition waiver for up to 18 credit hours and 9 credit hours per academic year, respectively.
- ▶ [Reach Higher](#), the state system's adult degree completion initiative, provides specialized advising and support to help adults return and complete degrees. Twenty-two state system institutions offer flexible class options, enrollment periods, and degrees to meet the unique needs of working adults.
- ▶ [ShowWhatYouKnowOK.org](https://showwhatyouknowok.org), empowers students to determine how previously earned college credit, professional licenses, certifications, military training, advanced standing scores, competency-based education and knowledge gained through other learning experiences, such as CareerTech, can be applied toward a degree program.
- ▶ [UpskillOK](#) is the State Regent's micro-credential initiative, which provides short-term alternative learning pathways directly aligned with high-demand skills requested by employers.



STRATEGIC PLANNING PROCESS

In May 2022, State Regents' Chair Jeffrey W. Hickman appointed a committee to develop a new Strategic Plan to guide the Oklahoma state system of higher education through 2030. The Strategic Planning Committee was charged to develop specific goals with corresponding metrics of success to:

- ▶ Increase Oklahoma's educational attainment;
- ▶ Align higher education programs with workforce needs; and
- ▶ Leverage system resources effectively and efficiently.

STRATEGIC PLANNING COMMITTEE MEMBERSHIP

Strategic Planning Committee membership included State Regents, the Chancellor, and representatives from all three tiers of Oklahoma's higher education system.

Oklahoma State Regents for Higher Education

- ▶ State Regent Courtney Warmington, Chair
- ▶ State Regent Ann Holloway
- ▶ State Regent Jack Sherry
- ▶ State Regent Mike Turpen
- ▶ Chancellor Allison D. Garrett

Community Colleges

- ▶ President Jay Falkner, Carl Albert State College
- ▶ President Kyle Stafford, Northeastern Oklahoma A&M College
- ▶ President Leigh Goodson, Tulsa Community College

Regional Universities

- ▶ President John McArthur, Cameron University
- ▶ President Kent Smith, Langston University
- ▶ President Diana Lovell, Southwestern Oklahoma State University
- ▶ President Thomas Newsom, Southeastern Oklahoma State University

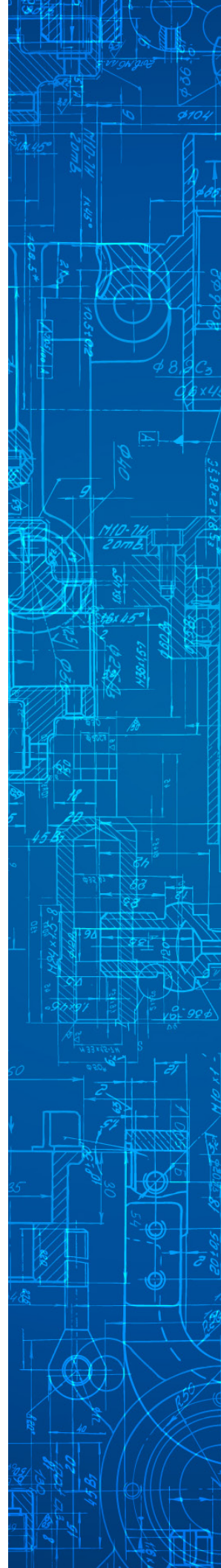
Research Universities

- ▶ Sean Burrage, Vice President for Executive Affairs, University of Oklahoma (designee for President Joe Harroz)
- ▶ Jerome Loughridge, Senior Vice President for Operations, Oklahoma State University (designee for President Kayse Shrum)

STRATEGIC PLAN DEVELOPMENT

The Strategic Planning Committee held its organizational meeting on June 16, 2022. The following subcommittees were formed to support the work of the committee during the Strategic Planning process:

- ▶ Workforce Development;
- ▶ Student Pipeline;
- ▶ Student Success; and
- ▶ System Operations.



Throughout the planning process, the Strategic Planning Committee and its subcommittees met a total of 18 times.

The Strategic Planning Committee considered issues related to each subcommittee and provided direction on potential areas of subcommittee focus. Subcommittee meetings centered on in-depth exploration of issues, examination of best practices, and development of recommendations and potential key performance indicators. Areas of exploration during the Strategic Planning process included:

- ▶ K-12 partnerships;
- ▶ Concurrent enrollment;
- ▶ Student demographics;
- ▶ Systemwide marketing initiatives;
- ▶ CareerTech partnerships;
- ▶ Transfer and articulation;
- ▶ Adult learners;
- ▶ State system student success and degree completion initiatives;
- ▶ National best practices for student success;
- ▶ Oklahoma’s current and future workforce needs;
- ▶ State system workforce and economic development initiatives;
- ▶ State system governance structure;
- ▶ Geographic service areas; and
- ▶ Institutional partnerships and collaborations.

STAKEHOLDER ENGAGEMENT

Strategic Planning Committee Chair Courtney Warrington, Chancellor Allison Garrett, and State Regents’ staff members met with key stakeholders before and during the planning process to gather information, identify common challenges and opportunities, and solicit feedback about potential recommendations.

Stakeholder Groups	
▶ K-12	▶ Legislators
▶ CareerTech	▶ Executive branch officials
▶ College and university presidents	▶ Business owners
▶ National higher education organizations	▶ Chambers of commerce
▶ Tribal entities	▶ Community organizations
	▶ Higher education experts



THE PATH FORWARD

PRODUCE WORKFORCE-READY GRADUATES



1. Align higher education programs with workforce demand, with a goal to produce 100,000 degrees and other credentials in STEM and critical occupations by 2030.

- 1A. Expand STEM exploration opportunities with middle and high school students to increase student interest in and preparedness for STEM fields.
- 1B. Incentivize students to pursue STEM majors (*e.g.*, nursing, engineering, computer science) and stay to work in Oklahoma after graduation.
- 1C. Develop, promote and advertise well-defined career pathways for students in critical workforce areas (*e.g.*, teacher education, aerospace, nursing, engineering, computer science).
- 1D. Remove policy barriers for state system colleges and universities to pursue academic programs aligned with Oklahoma's workforce needs.
- 1E. Incentivize institutions to produce graduates in fields aligned with Oklahoma's workforce needs through a new performance funding formula.
- 1F. Support competitive faculty salaries in fields aligned with Oklahoma's workforce needs.
- 1G. Promote collaboration and coordination among state system colleges and universities to ensure access for qualified students in critical programs of study.

2. Develop a robust statewide communication and outreach plan for engaging employers.

- 2A. Host a business stakeholder summit to identify employer needs and promote services offered by higher education institutions (*e.g.*, micro-credentialing, Small Business Development Centers, customized training).
- 2B. Establish a statewide Business and Employer Advisory Council to the State Regents to partner in the development of a diverse talent pipeline and to keep higher education informed of evolving workforce needs.
- 2C. Partner with state workforce officials to conduct annual supply and demand analyses to identify areas of need to inform institutional plans and OSRHE reports and program approvals.
- 2D. Require every academic division to develop and meet with an external advisory council.

3. Connect students to the workforce.

- 3A. Require all degree programs to have an internship, work-based learning, research project, or other student engagement experience with career relevance.
- 3B. Encourage institutional partnerships with employers to develop guaranteed paid internship placement opportunities in programs aligned with critical workforce needs.
- 3C. Create a systemwide Career Services Council to share best practices and promote institutional collaboration.
- 3D. Explore the feasibility of delivering career services as a shared system service.



GROW THE STUDENT PIPELINE



4. Collaborate with K-12 and CareerTech to strengthen students' college preparation.

- 4A. Align standards and assessments for K-12, CareerTech and adult education with clear statewide expectations for college readiness.
- 4B. Review and revise OSRHE admission, assessment, and remediation policies to serve students better through increased use of multiple measures of success.
- 4C. Facilitate career exploration opportunities for middle and high school students through partnerships with business, K-12 and CareerTech.

5. Improve college awareness and increase student enrollment 10% by 2030.

- 5A. Invest additional financial resources in college awareness marketing initiatives that target both traditional and non-traditional student populations and clearly articulate the benefits of earning a college degree.
- 5B. Identify and leverage "trusted communicators" to promote the value of higher education to prospective students and other key stakeholders.
- 5C. Work with the Oklahoma State Department of Education and the Legislature to implement FAFSA completion as a high school graduation requirement, with an opt-out provision, to increase student knowledge of federal and state financial aid opportunities.
- 5D. Work with the Oklahoma State Department of Education and school districts to increase use of the OKcollegestart.org platform to meet Individual Career Academic Plan requirements.
- 5E. Evaluate systemwide adoption of a Common Application to simplify and streamline the college admission process for students.

6. Promote college access and affordability through increased availability of grants, scholarships, waivers and tuition reimbursement.

- 6A. Increase support for need-based financial aid through the Oklahoma's Promise scholarship program and the Oklahoma Tuition Aid Grant.
- 6B. Partner with the Oklahoma State Department of Education and school districts to increase student enrollment in Oklahoma's Promise.
- 6C. Encourage institutions to adopt and market competitive pricing models, scholarships and incentives to attract out-of-state students.
- 6D. Encourage philanthropic giving to state system institutions to reduce students' unmet financial needs.

7. Remove administrative barriers to enrollment.

- 7A. Review and revise systemwide policies related to eligibility of students with remedial needs for concurrent enrollment participation.
- 7B. Reduce administrative burdens related to Oklahoma's Promise and other scholarship programs. Possible actions include:
 - ▶ streamlining high school course requirements;
 - ▶ implementing an adjustable formula for income limits each year; and
 - ▶ developing an appeal process to assist students facing unique circumstances.





- 7C. Strengthen systemwide transfer policies to ensure students have seamless paths to build on previous academic learning and earn postsecondary credentials.
- 7D. Publicize and scale options for reverse transfer.
- 7E. Develop partnerships across institutions to ensure that academically eligible students pursuing high-demand fields of study, such as nursing, are notified of openings when denied admission due to capacity or other constraints.



FOCUS ON STUDENT SUCCESS



8. Improve student retention and graduation through implementation of evidence-informed student support practices.

- 8A. Encourage the use of predictive analytics and early warning systems to identify students most in need of support and intervention.
- 8B. Prioritize investment in counseling, advising, and tutoring to provide support services when interventions are needed.
- 8C. Develop and scale "Momentum Year" strategies that assist students in making purposeful choices about programs of study, developing a productive academic mindset, and following a clearly sequenced pathway to graduation.
- 8D. Support and scale bridge programs that support students' academic and social transition to college.

9. Promote timely credential completion.

- 9A. Continue scaling co-requisite remediation efforts to reduce student enrollment in zero-level remedial courses.
- 9B. Increase recognition of the prior learning, skills, and knowledge that students possess by awarding appropriate college credit and developing competency-based education programs to reduce time-to-degree.
- 9C. Expand concurrent enrollment opportunities for qualified high school students, including access to early college programs.
- 9D. Review the academic calendar to increase flexibility for students beyond the traditional semester schedule.

10. Re-engage and support adult learners and promote lifelong learning opportunities.

- 10A. Develop and implement a systemwide plan to identify and re-engage Oklahoma's "some college, no degree" population.
- 10B. Expand micro-credential offerings that provide adults the opportunity to upskill while earning stackable credentials.



Oklahoma's state system colleges and universities currently offer over 300 fully online associate's and bachelor's degree programs.

- 10C. Include an adult-focused metric in the systemwide performance funding formula.
- 10D. Improve flexibility for adult learners through increased access to online degree program offerings, the development of competency-based programs, and the State Regents' Reach Higher initiative.
- 10E. Establish partnerships with business to enable current employees and their dependents to further their education and training to advance their careers.
- 10F. Engage the business community and business organizations in promoting higher education opportunities for adult learners.

11. Close achievement gaps in enrollment, retention and graduation.

- 11A. Expand the collection, analysis and use of achievement gap data in major OSRHE reports, outreach efforts and financial aid programs.
- 11B. Leverage state and local resources to improve student access to food, housing, child care, physical and mental health services, financial assistance and transportation.
- 11C. Require state system colleges and universities to develop and implement institutional plans to close student achievement gaps.
- 11D. Promote effective use of learning management system tools.

12. Strengthen online education offerings and use digital tools to augment the traditional learning experience.

- 12A. Invest in technology-enabled student experiences that support the “hybrid campus” (e.g., virtual advising, career services, and healthcare).
- 12B. Ensure student access to digital devices and reliable internet access.
- 12C. Support high quality online educational experiences through increased professional development opportunities for faculty and staff and systemwide implementation of Quality Matters standards and best practices.
- 12D. Evaluate system-level agreements for student-facing software-as-a-service platforms (e.g., learning management systems, early alert systems, student support services such as tutoring); instructional design staffing and professional services to facilitate the transition of existing face-to-face courses to online and hybrid templates; and course sharing.

IMPROVE SYSTEM EFFICIENCY AND EFFECTIVENESS



13. Enhance long-term institutional sustainability through increased partnerships and collaborations.

- 13A. Establish a consolidation and collaboration fund to support institutional partnerships, consolidations, collaborations and shared services that increase efficiencies, decrease costs or improve student outcomes.
- 13B. Establish a shared services center to reduce institutional administrative costs and maximize efficiencies (e.g., back office functions, accounting, human resources, graphic design, grant writing).
- 13C. Maximize economies of scale through expanded opportunities for joint purchasing and contracting among institutions and other partners (e.g., consulting, fleet management, IT software and hardware).



14. Increase student access and manage educational costs through investments in technology and diversification of revenue sources.

- 14A. Continue to develop and adopt open educational resources to reduce student costs for course materials.
- 14B. Support innovations that limit student and family costs while maintaining or increasing educational access and quality.
- 14C. Invest and expand resources in collaboration with tribal, community, public and private partners to increase scholarship giving and support student success initiatives.

15. Incentivize excellence and innovation.

- 15A. Align resource investments with strategic priorities.
- 15B. Incentivize institutional performance through the development of a new performance funding formula.
- 15C. Designate and support institutional centers of excellence.

We need to reward universities for producing graduates in critical areas. Our state depends on it.

Governor Kevin Stitt

16. Promote transparency, accountability and responsible stewardship.

- 16A. Measure and promote higher education's value to the state through an updated economic impact study.
- 16B. Review the inventory of current academic program offerings at institutions across the state and reassess productivity guidelines.
- 16C. Develop a process for allowing exceptions to geographic service area provisions for programs aligned with high need, critical occupations.
- 16D. Develop and implement interactive public dashboards with key performance data for the system and for all state system colleges and universities.





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