

EDUCATION

Educate our citizens by providing an environment that supports life-long learning and occupational skills and that enables Utahns of all ages to reach their potential as productive and responsible individuals.

PUBLIC EDUCATION¹

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 learning and occupational skills, character development, literacy, and basic knowledge through a responsive, statewide system that guarantees local school communities autonomy, flexibility, and client choice, while holding them accountable for results.

A. UTAH'S PUBLIC EDUCATION SYSTEM WILL BE ACCOUNTABLE AND PERMIT STUDENTS TO ADVANCE BY DEMONSTRATING COMPETENCY AND MASTERY OF SKILLS

1. Develop, disseminate, and offer a world-class curriculum that enables students to successfully compete in a global society, and to succeed as citizens of a participatory democracy.
2. Incorporate the concepts of quality versus quantity; depth versus breadth; subject integration and application; applied thinking skills; a global perspective; and character development.

Performance Measures	1980	1990	State Office			
			Target 1995	Target 2000	Target 2005	Target 2010
a. Number of districts with high levels of core curriculum implementation	0	24	40			
b. Number of districts with high levels of core assessment implementation	0	22	38			
c. Number of districts with high levels of implementation of the world-class curriculum	0	0	0	30	40	40

**The Public Education section of the Utah Tomorrow Strategic Plan summarizes the "Utah Strategic Planning Act for Educational Excellence," Utah Code Ann. §§ 53A-1a-101 to 109 (Supp. 1993), which is largely organized around the Nine Point Plan Summary in the Utah State Public Education Strategic Plan.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
d. Number of districts with high levels of assessment based on the world-class curriculum	0	0	0	30	40	40

3. Promote a public education climate of high expectation and academic excellence.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
a. Percent of students scoring higher than the 25th percentile on the SAT at Grade 5	0%	53%	55%	58%		
b. ACT Composite Mean Scores	18.3	21	21.3	21.5		
c. Percent of Utah seniors completing a rigorous high school program	35%	35%	40%	50%	55%	60%

B. UTAH'S PUBLIC EDUCATION SYSTEM WILL PROVIDE FOR CHOICE OF SCHOOLS

1. Offer a public school choice program, which gives students and their parents options to best meet the student's personal education needs.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
a. Percent of students involved in cross district choice	3%	4%	5%	6%	10%	15%
b. Number of districts involved in choice within their districts	5	10	15	35	36	40
c. Number of districts offering school choice outside their district	10	30	40	40	40	40

C. UTAH'S PUBLIC EDUCATION SYSTEM WILL PROVIDE SCHOOLS AUTONOMY FOR OBTAINING RESULTS

1. Empower each school district and public school to create its own vision and plan to achieve results consistent with the Utah Strategic Planning Act for Educational Excellence.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
a. Number of districts that have completed a district strategic planning process	0	10	35	40	40	40
b. Number of schools that have completed a local strategic plan	5	25	300	500	600	700
c. Number of schools that are implementing all of the aspects of the centennial schools program	0	0	200	400	500	600

2. Emphasize the involvement of educators, parents, and the community at large in the educational process by allowing them to be involved in establishing and implementing educational goals and participating in decision making at the school site.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
a. Number of districts with site-based decision making in place	0	25	30	32	33	34
b. Number of persons trained in site-based decision making	0	100	1000	5000	10000	15000
c. Number of schools with site-based decision making in place	0	100	300	400	500	600

D. UTAH'S PUBLIC EDUCATION SYSTEM WILL PROVIDE FOR IMPROVED TEACHER PROFESSIONALISM

1. Establish, in concert with the State Board of Regents and the Colleges of Education, a process for the review and revision of teacher certification requirements to be consistent with teacher preparation in personalized education programs within the public schools.

Performance Measures	1980	1990	State Office			
			Target 1995	Target 2000	Target 2005	Target 2010
a. Number of colleges with personalized teacher training programs in place	2	2	6	6	6	6
b. Number of college/school district partnerships for teacher training in place	2	2	6	6	6	6

2. Ensure competitive compensation, benefits, and incentive plans to attract and promote excellence in the public education system.

Performance Measures	1980	1990	1995	2000	2005	2010

E. UTAH'S PUBLIC EDUCATION SYSTEM WILL PROVIDE FOR INCREASED CLIENT INVOLVEMENT IN SHAPING ACADEMIC/OCCUPATIONAL OUTCOMES

1. Provide a personalized student education plan (SEP) or personalized student education/occupation plan (SEOP) for each student that involves the student's parent or guardian and school personnel in establishing the plan.

Performance Measures	1980	1990	State Office			
			Target 1995	Target 2000	Target 2005	Target 2010
a. Percent of students with an SEP or SEOP	1%	5%	20%	50%	75%	100%
b. Percent of schools delivering educational programs based on the SEPs or SEOPs	2%	3%	5%	25%	50%	75%
c. Percent of secondary schools that meet comprehensive guidance standards	0%	2%	20%	75%	90%	100%

2. Incorporate an information retrieval system that provides students, parents, and educators with reliable and timely data on the progress of each student.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
a. Number of districts with a high level/sophisticated student information system in place	30	38	40	40	40	40
b. Number of districts with a "connectivity," essentially the electronic transfer of student cumulative folder/transcript information between districts	28	32	36	40	40	40
c. Number of districts connected to the electronic highway	28	32	38	40	40	40

F. UTAH'S PUBLIC EDUCATION SYSTEM WILL USE TECHNOLOGY TO IMPROVE TEACHING AND LEARNING PROCESSES AND FOR THE DELIVERY OF EDUCATIONAL SERVICES

1. Support the development and implementation of technology plans for each school, school district, and each of the public institutions of higher education.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
a. Number of districts with technology plans	0	40	40	40	40	40
b. Number of schools with technology plans	0	150	500	700	ALL	ALL
c. Number of school districts and individual schools with EDNET sites	0	20	80	200	350	500
d. Ratio of computers to students	0	20:1	10:1	7:1	5:1	5:1

2. Provide ongoing technical assistance and inservice training to school personnel regarding the use of technology for educational services.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
a. Percent of teachers adequately trained	0%	15%	60%	100%	100%	100%

G. UTAH'S PUBLIC EDUCATION SYSTEM WILL INCORPORATE IMPROVEMENT THROUGH RESEARCH AND DEVELOPMENT

- Promote ongoing research and development projects at the district and school level that are directed at improving and enhancing public education.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
a. Number of districts with earmarked research and development funds	5	7	40	40	40	40
b. Number of schools with earmarked research and development funds	5	50	300	400	500	500
c. Percent of schools with ongoing research and development projects	5%	10%	50%	55%	75%	80%

- Provide for a research and development clearinghouse at the state level to receive and share with school districts and schools information on effective and innovative practices and programs in education.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
a. Percent of clearinghouse functions designed and implemented	0%	0%	50%	100%	100%	100%
b. Percent of agency documents published and disseminated via electronic means	0%	5%	20%	50%	100%	100%

H. UTAH'S PUBLIC EDUCATION SYSTEM WILL EXPAND THE LEVEL OF BUSINESS AND INDUSTRY INVOLVEMENT IN EDUCATION

1. Involve the Utah partnership for educational and economic development in the provision of a clearinghouse of information and facilitating business/school partnerships.
2. Implement those programs and services that are consistent with the approved strategic plan of the Utah Partnership for Educational and Economic Development, Inc.

Performance Measures	1980	1990	1996	1995	2000	2005	2010
a. Number of institutions with established partnerships		278	278	555			
b. Number of partnerships reported		1400		5358			

I. UTAH'S PUBLIC EDUCATION SYSTEM WILL IMPROVE EFFORTS TO EDUCATE THE STAKEHOLDERS

1. Provide a mechanism for the dissemination of information about strategic planning for public education that is consistent with the Utah Strategic Planning Act for Educational Excellence.

Performance Measures	1980	1990	State Office Target 1995	State Office Target 2000	State Office Target 2005	State Office Target 2010
a. Percent of Utahns educated about strategic planning via EDNET, BBS, radio, television, and other electronic means			15%	25%	30%	40%
b. Percent of Utahns educated about strategic planning via printed documents			5%	20%	25%	30%
c. Percent of Utahns educated about strategic planning via face-to-face reports or training		1%	2%	3%	4%	5%

2. Compile and publish, for the state as a whole, a set of educational performance indicators describing trends in student performance.

Performance Measures	1980	1990	State Office	State Office	State Office	State Office
			Target 1995	Target 2000	Target 2005	Target 2010
a. Number of students tested in the state assessment program	10K	12K				
b. Number of students tested in student testing program		96K	100K	105K	105K	105K
c. Number of student performance reports produced	2	4	6	6	6	6

3. Conduct a statewide public awareness program on competency-based educational systems.

Performance Measures	1980	1990	1995	2000	2005	2010

POSTSECONDARY EDUCATION

A. ALL UTAHNS WILL HAVE ACCESS TO APPROPRIATE POSTSECONDARY EDUCATION

1. Further differentiate admissions standards and tuition levels between various types of institutions.
2. Increase the proportion of postsecondary students attending community colleges and applied technology centers.
3. Maximize the benefits of alternative delivery systems including telecommunication strategies.
4. Establish nonresident tuition that covers full educational costs.
5. Establish more restrictive residency status requirements for undergraduates.
6. Improve and increase applied technology programs and enrollments.
7. Actively recruit women and minority students and students with disabilities.
8. Establish a system for periodic evaluation of regional postsecondary education needs.
9. Encourage cooperation between private and public institutions to help achieve access to postsecondary education.

Performance Measures	1980	1990	1992	1993	1994	1995	2000	2005	2010
a. Average tuition differential between community colleges, regional/metropolitan universities, and research universities									
Research University & Regular University			22.8%			25%			
Research University & Community College			33.8%			42.5%			
Regular University & Community College			14.2%			22.9%			
b. Percent of postsecondary students enrolled in community colleges			36.1%		39%				

Performance Measures	1980	1990	1992	1993	1994	1995	2000	2005	2010
c. Number of student enrollments and courses offered through telecommunications			3163			9502 120			
d. Number of degree options offered through telecommunications						5 Master 1 Bach.			
e. Percent of educational cost covered by nonresident tuition (of direct cost)		100%				100%			
f. Percent of enrollments in applied technology programs			19.2%		17% (for credit only)				
g. Percent of women, minority, and students with disabilities enrolled									
Women			48.8%	49.3%	49.3%				
Minorities			6.62%	6.74%	6.41%				
Students with Disabilities									
h. Percent of qualified applicants enrolled									

B. UTAH'S POSTSECONDARY EDUCATION INSTITUTIONS WILL PROVIDE HIGH QUALITY, TECHNOLOGY-ENHANCED EDUCATION DELIVERED BY QUALIFIED FACULTIES WITH ADEQUATE LIBRARY, FACILITY, EQUIPMENT, ACADEMIC, AND ADMINISTRATIVE SUPPORT

1. Recruit and retain quality faculty members, including appropriate representation of women and minorities.
2. Provide adequate instructional, research, and library facilities.
3. Provide adequate academic support, such as library holdings and technology, instructional equipment, computers, departmental resources, and student services.
4. Provide quality courses and programs consistent with institutional roles and missions.

Performance Measures	1990	1991	1992	1993	1994	1995	2000	2005	2010
a. Difference between average total compensation of faculty and staff and compensation at peer institutions									
Faculty			9.5%	8.5%	7.9%				
Staff			8.5%	7.8%	4.6%				
b. Percent of faculty who are:									
women		27.6%		29.4%	30.4%				
minorities		6.9%		5.5%	5.92%				
c. Total square feet of higher education library space per student	7.3				9.5				
d. Total Utah State Higher Education library collections (in millions)	16.5					16.6			
e. Number and percent of instructional computers and related software less than five years old									

C. ALL POSTSECONDARY EDUCATION STUDENTS WILL ACQUIRE SKILLS AND KNOWLEDGE FOR MARKETABLE EMPLOYMENT OR ADVANCED STUDY, AND FOR THE SUPPORT OF LIFE-LONG LEARNING

1. Increase the number of students prepared for economic self-sufficiency.
2. Maximize institutional effectiveness and efficiency in facilitating student progress toward learning goals.
3. Enhance life-long learning and critical thinking skills, cultural awareness and appreciation, and civic responsibility.

Performance Measures	1980	1990	1994	1995	2000	2005	2010
a. Average student pass rates for appropriate licensure examinations				80-100%			
b. Graduation completion rates – tracking cohorts of students -- from "Right to Know" criteria							

Performance Measures	1980	1990	1994	1995	2000	2005	2010
Associate Baccalaureate			2.9 yrs. 5.2 yrs.				
c. Percent of students indicating satisfaction in meeting educational objectives, as determined by opinion surveys and exit interviews				75-88%			
d. Job placement reported from institutional surveys of alumni and employers				69-83%			
e. Graduate programs admissions reported from institutional surveys of alumni							
f. Average number of quarters needed to earn associate and baccalaureate degrees, taking into consideration part-time study and work patterns of students and comparisons with national data Associate Baccalaureate				13.7-17.4 7.5-8.6			
g. Average number of credit hours earned upon receipt of associate and baccalaureate degrees, taking into consideration part-time study and work patterns of students and comparisons with national data Associate Baccalaureate				188.3-205.8 97.9-126.7			
h. Transfer success rates compared with national norms							

D. UTAH'S POSTSECONDARY EDUCATION INSTITUTIONS WILL BE EFFICIENT, EFFECTIVE, AND ACCOUNTABLE

1. Assess student outcomes to enhance effectiveness.
2. Conduct ongoing curriculum reviews to promote quality.
3. Provide faculty productivity reports and teaching evaluations.

4. Schedule, manage, and utilize facilities efficiently.

Performance Measures	1980	1986	1990	1992	1995	2000	2005	2010
a. Number and percent of curriculum programs reviewed during the previous five or seven year cycle		314 100%			315			
b. Number of programs added to the curriculum		61			73 (since 1986)			
c. Number of programs dropped or consolidated from the curriculum dropped consolidated		60 13			74 (since 1986)			
d. Number and percent of curriculum programs receiving particular recognition for innovation and quality (of those reviewed)					16 25%			
e. Average weekly hours spent by faculty in instruction				39.8	35.9			
f. Average weekly hours spent by faculty in research				8.9	11			
g. Average weekly hours spent by faculty in public service				5.5	6.5			
h. Average weekly hours spent by faculty in consultation with students				2.4	4.6			
i. Percent of classrooms and class labs scheduled during a 45-hour week								

E. UTAH'S POSTSECONDARY EDUCATION INSTITUTIONS WILL PROVIDE A HIGH QUALITY WORKFORCE

1. Advance and complement state economic development goals through faculty expertise, research, training, and technology transfer.
2. Enhance and build undergraduate and graduate level education to prepare students to meet economic and societal needs.

3. Expand University research and technology transfer initiatives.
4. Develop additional market-driven applied technology programs in colleges and Applied Technology Centers.

Performance Measures	1980	1990	1992	1994	1995	2000	2005	2010
a. Number of new companies created, employees hired, and total payrolls from technology transfer companies created employees hired total payrolls			100+ 58,000		121 (est) 70,100 (est)			
b. Number and amount of research and training grants and contracts awarded		2,855 \$214M		2,986 \$242.5M				
c. Number of market-driven applied technology training programs offered and number of students enrolled, credit and noncredit programs offered students enrolled		683 47,526		64,064				
d. Average graduate student stipend amount				6316				
e. Total number of graduate student stipends (excluding U of U Medical School)					1862			
f. Total dollar amount of graduate student stipends (excluding U of U Medical School)					\$11.8M			

F. UTAH POSTSECONDARY EDUCATION INSTITUTIONS WILL FOSTER EFFECTIVE PARTNERSHIPS WITH PUBLIC EDUCATION, GOVERNMENT, AND THE PRIVATE SECTOR

1. Increase cooperative efforts between business, government, and higher education.
2. Inform secondary school administrators, teachers, counselors, parents, and students about academic program requirements and career information to encourage early student preparation.
3. Coordinate common issues such as: concurrent enrollment, teacher education, applied technology, telecommunications, special education, minority education, literacy, remedial education, drug abuse, economic development, and shared facilities.

Performance Measures	1980	1990	1993	1995	2000	2005	2010
a. Number of partnerships and cooperative activities linking higher education with business, industry, and government, including ongoing participation and support of the Utah Partnership for Educational and Economic Development				26,036			
b. Percent of secondary school administrators, teachers, counselors, parents, and students who have received updated information regarding the academic requirements of various postsecondary education programs and employment opportunities		100%		100%			
c. Number of cases (classes and students) of shared use of facilities by higher education and public education institutions							
d. Number of students participating in concurrent enrollment courses		850	2384				
e. Number of joint decisions reached annually by the Liaison Committee of the State Board of Regents and State Board of Education in formally scheduled meetings		120					

G. UTAH POSTSECONDARY EDUCATION INSTITUTIONS WILL CONTINUE TO PROVIDE PUBLIC SERVICE PROGRAMS AND ACTIVITIES AS A FUNDAMENTAL INGREDIENT OF THEIR INSTITUTIONAL MISSION

1. Foster public service as an ongoing fundamental ingredient in the mission of Utah colleges and universities.

Performance Measures	1980	1990	1995	2000	2005	2010
a. Number of participants in public service and extension and outreach programs by type of activity						
b. Weekly average of hours spent by faculty in public service		5.5	6.5			