

## Communication and Execution

**Recommendation – Efficiencies, Cost Savings and Service –** Drive efficiencies, cost savings, and a higher level of service in back office functions by migrating from our current federated system of institutions to a more integrated, centralized and student-centric System.

### Principle

The State Board of Education (SBOE) is uniquely situated to oversee an integrated System of distinct institutions operating in collaboration to provide high-quality educational undergraduate and graduate opportunities that are accessible, affordable, and relevant to the needs of Idaho’s students, businesses and communities. The vision is a high function and innovative System, which is greater than the sum of its parts.

#### Short-term Actions

1. The SBOE should take immediate action to put a leadership structure in place necessary to execute the change management needed to move higher education toward Systemness.
2. Develop communications strategy around the necessity for bod structural change.
3. Establish the base operating budget needed for year one of this work (executive leadership, study and planning, communications).

#### Long-term Actions

1. Drive higher levels of service to the institutions and students, via a “Systemness” model. Service quality and responsiveness KPIs will need to be developed to drive and provide accountability and oversight of the new centralized services. Every effort must be made to not have the centralization result in non-responsive bureaucracies.
2. After an initial investment period, a targeted cost-savings goal should be established. Those savings must be achieved, and the funds reinvested into academic programing and students.
3. The Board should reorganize the state’s higher education System with new and clear roles and responsibilities. The SBOE board books, meeting agendas, and function should be rationalized to a proper part-time, volunteer, strategic oversight board model, typical in other high-performing systems.

### Owner

Idaho State Board of Education

### Government & Industry Roles (if applicable)

The State Board of Education will work with the Governor and the Legislature as needed to implement structural changes and efficiencies.

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**Recommendation – 60% Goal –** Review and update the 60% goal and establish a clear, credible, and measurable roadmap on how Idaho gets to the 60% goal. Focus on the key outcomes that are critical to the state’s economic future and to the continued standard of living and quality of life for Idaho citizens.

### Principle

The current goal of 60% by 2020 is mathematically and practically impossible to achieve at this point. Although the constant drumbeats of the shifting economy continue to march forward, in spite of our rate of progress. It is not that the 60% goal was not the right goal (it is increasingly obvious it was and remains the right goal). Rather the timeframe stated (2020) was not realistic given the scope of the challenge and the historic lack of urgency in change management matters.

Idaho needs a clear game plan, clear and measurable goals, both at the end point, and at milestones along the journey. Clear accountability, roles, and responsibilities are needed, as the necessary pre-condition to change and for effective execution of the plan. Not every school or geography of the state’s system should be treated with a single one size fits all approach. The new executive leadership function described in Recommendation 1 should: a) be held accountable for achieving progress toward and ultimately achieving the statewide goal; and b) work with presidents and communities to clearly define roles, responsibilities, and goals for each school in the system. The 60% goal for Idaho is very aggressive, and it simply cannot be achieved without a new level of teamwork, collaboration, and student-centric approach. Thus, as we reset the state’s 60% goal, we need to reset the standards and mode of operations that have served us in the past. Simply put, if we don’t, we should expect results from the next seven years to mirror results from the last seven years, regardless of any re-statement of the goal.

### Short-term Actions

1. Re-set the state’s goal to be stated in a non-numeric, aspirational tone that speaks to why we are doing this work in the first place. The goal is “why” we are doing this, not a quantification of headcount that is cryptic and difficult to communicate and understood by people outside the system. **By the year 2025, Idaho’s colleges and universities will award enough degrees and certificates to meet the education and forecasted workforce needs of all Idaho citizens necessary to survive and thrive in the changing economy.**
2. Establish clear measurable milestones – separate than the articulation of the goal. The end game milestone should be: ***“By June 30, 2025, 60% of the state’s citizens between the ages of 25-34 shall have a post-secondary education (1, 2, 4, or more)”***.
3. Establish a clear roadmap that sets annual goals, and high-level strategies, that are achievable and measurable. Establish clear communications, focus, and accountability functions such that yearly progress is made, lessons learned are shared, and the end game is achieved. It is highly unlikely that everything that is tried will work, nor that the ecosystem of the state (budgets, economy, etc.) will remain constant. Thus it is critical that tactics change and evolve, and intermittent milestones adjusted to direct focus.

