Sally M. Johnstone serves as the President of the National Center for Higher Education Management Systems (NCHEMS), a not-for-profit organization known throughout the U.S. and internationally for turning data into knowledge to support strategic decision-making at institutions and agencies of higher education. Throughout her career she had focused on academic and non-academic policies and practices that enable more students to be successful in post-secondary education.

Prior to joining NCHEMS, she served as a vice president at Western Governors University where she led projects guiding community colleges in the development of competency-based education. Dr. Johnstone has also served as a provost at a public, comprehensive university, as the executive of the Western Interstate Commission for Higher Education’s WCET, and as a faculty member. She serves on the U.S. UNESCO Commission, and on the editorial boards for Change magazine (USA) and the Journal of Open Learning (UK). She is also the founding editor of the Journal of Competency-Based Education and leads the new Foundation for Student Success, dedicated to reducing equity gaps for students through intensive inter-institutional mentoring projects.

Dr. Johnstone has written dozens of articles, books, and reports on issues of integrating effective new practices into academics. She has managed workshops, served on study groups, and given scores of speeches throughout North America, Europe, and the Pacific Rim. She earned her baccalaureate and master’s degrees from Virginia Tech and her Ph. D. in experimental psychology from the University of North Carolina at Chapel Hill.
**University Data in the Public Arena: Examples and Experience which Inform Decisions**

**Room:** SC 206a  
**Presenter(s):** Kurt Gunnell, Director Institutional Research, Western Governors University, NCES/IPEDS - Educator

Institutions submit various student, academic and faculty data annually to many different requestors such as (1) state/federal departments of education, (2) professional organizations/accreditors, (3) and higher education constituents. Some of this data is evaluated internally by these organizations, while a portion of it eventually becomes public data on their websites, in reports and other sources. This data is used by policymakers, researchers and students to assess and rank institutions, their programs, and their student outcomes. During this session, we will examine several of these data sources and websites to determine how they are used to evaluate institutions and their student experiences.

**Concurrent Enrollment Session: No Match, No Money**

**Room:** SC 206b  
**Presenter(s):** Elizabeth Conder, USHE and Kristin Campbell, USBE

Each year more than 30,000 high school students enroll in concurrent enrollment courses sponsored by USHE institutions. Through a close partnership with the Utah State Board of Education (USBE), USHE enrollments are validated and over $11 million in funds are divided accordingly among the appropriate high schools and USHE institutions. This session will cover the matching process of USHE data to USBE public high school records and reveal how funding for each concurrent enrollment constituent is determined.

**Data’s Impact on Policy and Institutional Appropriations**

**Presenter(s):** Brian Shuppy USHE, Rich Amon USHE  
**Room:** SC 206c

USHE institutions have over $7.5 billion of building assets and annual state-appropriated budgets of over $939 million. Each year Utah policymakers discuss adjustments to USHE budgets and additions to USHE facilities. Accurate and timely data influence policymaker decisions and inform not only funding for higher education but also policy discussions. This session will examine how financial and building data provided by the institutions to the Commissioner's Office influence policy outcomes and budgets.

**Lunch/Panel Discussion**

**Stakeholder Panel**  
**Moderator:** Joseph A. Curtin, Assistant Commissioner, USHE

**SC-Centre Stage**

**Theresa Foxley**  
**President / Chief Executive Officer EDC Utah**

Ms. Foxley has served as the President/CEO of EDCUtah since 2017 after most recently serving as the Deputy Director of Corporate Recruitment and Business Services at the Utah Governor's Office of Economic Development (GOED). During her tenure in statewide economic development, Foxley has worked with a variety of industries and dozens of companies on expansion and relocation projects, including Goldman Sachs, Vista Outdoors, Procter & Gamble, Solar City and Stadler Rail. Ms. Foxley genuinely enjoys working with EDCUtah’s partners all across the state of Utah in the pursuit of attracting quality jobs and capital investment.

Prior to her time at GOED, Ms. Foxley was a business and finance attorney where she represented a diverse set of clients on corporate and financial matters.

Ms. Foxley received her undergraduate degree from Utah State University and Juris Doctorate from the S.J. Quinney College of Law at the University of Utah. Ms. Foxley lives in Salt Lake City with her husband and son. They enjoy spending time outdoors together with their Bernese mountain dog.
Benjamin Hart  
Deputy Director of the Governor’s Office of Economic Development (GOED)  
Benjamin Hart is deputy director of the Governor’s Office of Economic Development (GOED). Hart helps develop the strategic direction of the office. He oversees corporate recruitment and incentives, the International Trade and Diplomacy Office, the State Trade Expansion Program and various other programs designed to help expand Utah’s economy.

Prior to his position at GOED, Hart served as the director of employer initiatives for the Department of Workforce Services. During his tenure at DWS, Hart oversaw the department’s business services portfolio of programs. Hart helped develop programs such as the Small Business Bridge program, the UCAIR Clean Air Assist program and the Utah Cluster Acceleration Partnership.

During his career, Hart has also worked for Zions Bank in business underwriting and Layton City, where he was the economic development and community development block grant administrator.

Hart has also served in several statewide positions with industry organizations including the Utah Redevelopment Association, the International Council of Shopping Centers and others. He has also been active member in several national trade associations affiliated with the aerospace and defense industries such as SAMPE, AUVSI and the Air Force Association.

Hart completed both his undergraduate and graduate studies at the University of Utah.

Melisa Stark  
Program Manager of Employer initiative Utah Department of Workforce Services  
Melisa Stark has been with the Department of Workforce Services for over 20 years. In that time she has held numerous positions managing industry/education partnerships and workforce development initiatives along with various grant programs. She is currently the Program Manager for Employer Initiatives and manages the Talent Ready Utah Grant Program as well as a shared position with the STEM Action Center. She currently sits on the Workforce and Economic Development Advisory Board for Salt Lake Community College and has previously been a member of the Utah Registered Apprenticeship Steering Committee and other various Program Advisory Boards. Over the years, Melisa has received a number of awards for work performed in these areas, most recently the Eagle Award from the National Association of Workforce Boards.

Juliette Tennert  
Director of Economics and Public Policy, Kem C. Gardner Policy Institute  
Juliette Tennert is the director of economic and public policy research at the Kem C. Gardner Policy Institute, specializing in Utah’s economy, economic forecasting and modeling, fiscal policy analysis and economic impact studies.

Tennert oversees a staff of economists and analysts who study the Utah economy and public policy issues that impact the state. Her most recent work includes state revenue forecasting, labor force analysis, housing and construction research and international trade data analysis.

Before joining the Eccles School, Tennert served as the state budget director and chief economist for Governor Gary Herbert, chief economist for Governor Jon Huntsman and as a fiscal analyst for the Utah State Legislature. Prior to her state service, Tennert was a research analyst for the Center for Business and Economic Research at the University of Nevada, Las Vegas (UNLV).

Tennert holds a master’s degree in economics from UNLV and a bachelor’s degree in economics from the University of Chicago. She is also an adjunct instructor of public budgeting and finance in the University of Utah’s Master of Public Administration program and has been honored as one of Utah Business Magazine’s annual “30 Women to Watch.”
Getting the Data Right: Why good CTE data matters
Presenter(s): Blair Carruth, USHE | Liz Carver, DWS | Mike Palica, USHE | Chaz Steimel, WSU
Room: SC 206a

Career & Technical Education (CTE) data is used in a variety of ways to justify program outcomes in order to qualify for federal funding, giving stakeholders information needed to make sound career decisions, understanding potential earnings for an occupation, justifying programs that make a difference to our local economies, applying for federal and state grants, and a host of other reasons. Federal programs such as Perkins and WIOA and state programs such as Talent Ready Utah and Strategic Workforce Investment provide support to higher educational institutions that create, strengthen, and expand program offerings for students. Federal gainful employment regulations encourage institutions to provide quality labor market data about programs. With so much at stake, it is important to understand what goes into a quality data management system that supports CTE programs.

This session explores the role of the Commissioner’s office in gathering and reporting data needed for program funding, and it explores our relationship with institutions and the Utah Department of Workforce services and how we work together to ensure quality in data reporting so that institutions qualify to receive support for federal and state programs.

High Demand Jobs & High Demand Majors: How are they determined?
Presenter(s): Collin Peterson, DWS | Joseph Curtin, USHE
Room: SC 206b

The emphasis on higher education meeting the workforce needs has never been greater. Currently educational performance measures and performance funding linked to meeting market demand in high paying, high demand jobs. Post-secondary education must provide enough workers to meet the job growth demand in “5 Star Jobs”. This session will discuss the process and factors that determine a 5 Star Jobs and then, how the job information is translated into identifying educational programs of study (majors and degrees) that qualify for employment in that job area in order to meet the employment demand.

Measuring Student Access and Success
Presenter(s): Julie Hartley, USHE | David Ma, USHE
Room: SC 206c

This session will discuss USHE’s access and success metrics for the new regents’ initiatives used to identifying achievement gaps in population groups and measuring efforts that drive participation, retention and completion within these groups.

In 2017, the State Legislature passed SB 194 - UTAH DATA RESEARCH CENTER ACT Sponsored by Senator Jacob L. Anderegg. The UDRC is mandated to establish a data research program for analyzing data that is: (a) collected over time; (b) aggregated from multiple sources; and (c) connected and de-identified. The participating entities for this program are the Utah State Board of Education, the Utah State System of Higher Education, The Utah System of Technical Colleges, the Utah Department of Health and the Utah Department of Workforce Services.

The mission of the UDRC is to conduct meaningful research to inform public policy initiatives, while providing the platform for policymakers, practitioners, and the general public to make data-informed decisions. This mission will be accomplished by creating a world-class state of Utah data and research platform, which will empower stakeholders.

This session will give an update of where the UDRC is in the process of collecting and connecting data from the participating entities as well as the future use and research priorities of the UDRC.