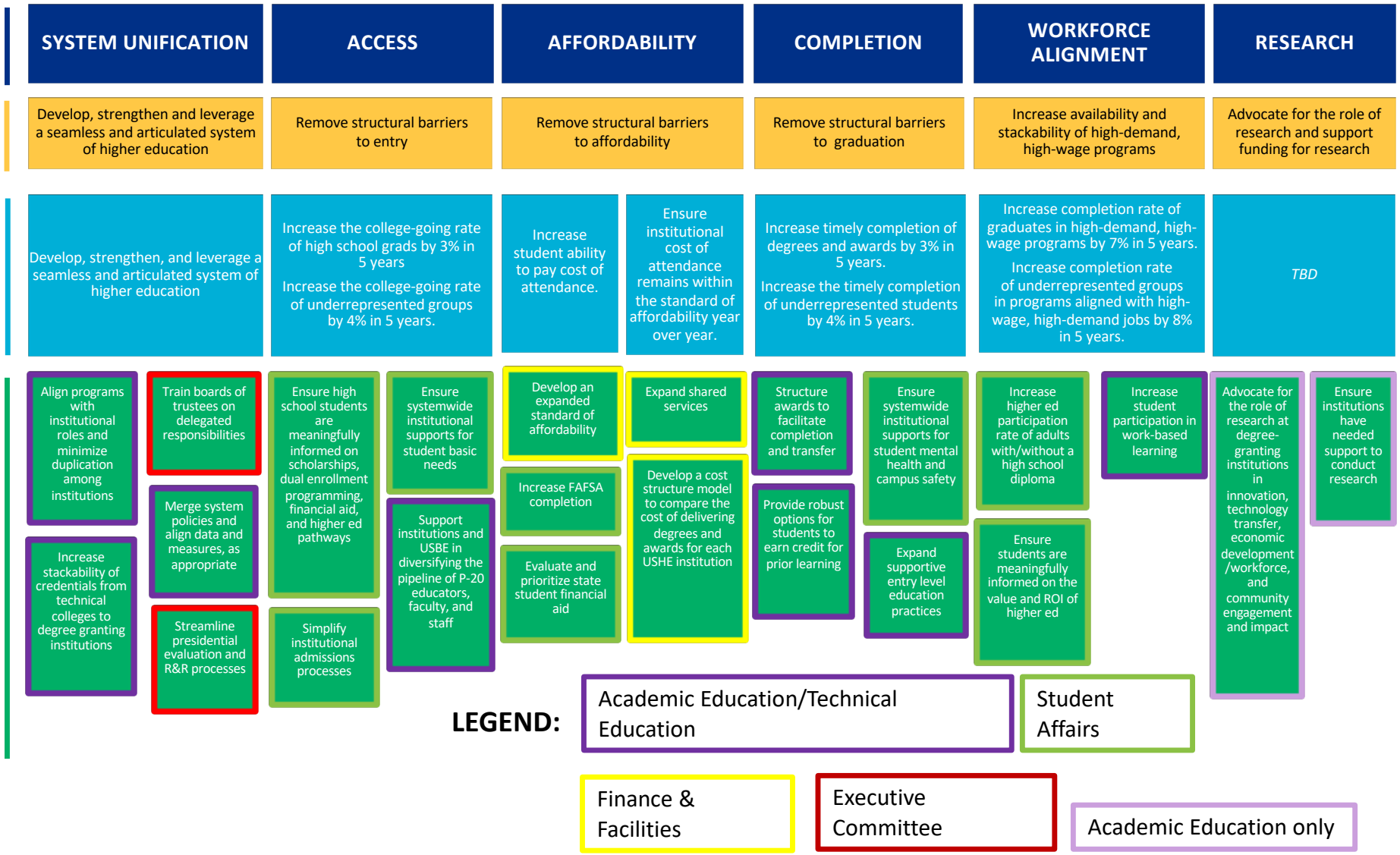
USHE Strategic Plan

Academic Education Committee Priorities

October 29, 2021

UTAH SYSTEM OF HIGHER EDUCATION


PRIORITY
SYSTEM UNIFICATION
ACCESS
AFFORDABILITY
COMPLETION
WORKFORCE ALIGNMENT
RESEARCH
BOARD'S ROLE
Develop, strengthen and leverage a seamless and articulated system of higher education
Remove structural barriers to entry
Remove structural barriers to affordability
Remove structural barriers to graduation
Increase availability and stackability of high-demand, high-wage programs
Advocate for the role of research and support funding for research
GOAL
Develop, strengthen, and leverage a seamless and articulated system of higher education
Increase the college-going rate of high school grads by 3% in 5 years
Increase the college-going rate of underrepresented groups by 4% in 5 years.
Increase student ability to pay cost of attendance.
Ensure institutional cost of attendance remains within the standard of affordability year over year.
Increase timely completion of degrees and awards by 3% in 5 years.
Increase the timely completion of underrepresented students by 4% in 5 years.
Increase completion rate of graduates in high-demand, high-wage programs by 7% in 5 years.
Increase completion rate of underrepresented groups in programs aligned with high-wage, high-demand jobs by 8% in 5 years.
TBD
STRATEGY
Align programs with institutional roles and minimize duplication among institutions
Increase stackability of credentials from technical colleges to degree granting institutions
Train boards of trustees on delegated responsibilities
Merge system policies and align data and measures, as appropriate
Streamline presidential evaluation and R&R processes
Ensure high school students are meaningfully informed on scholarships, dual enrollment programming, financial aid, and higher ed pathways
Simplify institutional admissions processes
Ensure systemwide institutional supports for student basic needs
Support institutions and USBE in diversifying the pipeline of P-20 educators, faculty, and staff
Develop an expanded standard of affordability
Increase FAFSA completion
Evaluate and prioritize state student financial aid
Expand shared services
Develop a cost structure model to compare the cost of delivering degrees and awards for each USHE institution
Structure awards to facilitate completion and transfer
Provide robust options for students to earn credit for prior learning
Ensure systemwide institutional supports for student mental health and campus safety
Expand supportive entry level education practices
Increase higher ed participation rate of adults with/without a high school diploma
Ensure students are meaningfully informed on the value and ROI of higher ed
Increase student participation in work-based learning
Advocate for the role of research at degree-granting institutions in innovation, technology transfer, economic development /workforce, and community engagement and impact
Ensure institutions have needed support to conduct research
LEGEND:
Academic Education/Technical Education
Student Affairs
Finance & Facilities
Executive Committee
Academic Education only

SYSTEM UNIFICATION	
Align programs with institutional roles and minimize duplication among institutions	•Study current program offerings to ensure fit with institutional role.
Increase stackability of credentials from technical colleges to degree-granting institutions	•Review policy governing award types to ensure policies are equity minded and supported by data to support stackability between institutions.
Train boards of trustees on delegated responsibilities	•Trainings on program approval and review
Merge system policies and align data and measures, as appropriate.	• Review related policies and align data and measurements between technical colleges and degree-granting institutions, when appropriate.
Support presidents in meeting expectations of the Board, including incorporating equity, diversity, and inclusion in evaluations and R&R; streamline presidential evaluation and (R&R) processes	•Policy updates
ACCESS	
Make CE and TE accessible for all high school students by standardizing processes and communicating options to students.	• Work with LEAs and institutions of higher education to ensure adequate CE course offerings. •Partner with USBE to develop and offer a statewide CE Career and College Success course. •Partner with USBE to recruit target students into CE.
Support institutions and USBE in diversifying the pipeline of P-20 educators, faculty, and staff.	• State of Diversity Report • Policy updates • System-wide mentoring and collaboration • Approving institutional and system goals

COMPLETION	
Structure awards to facilitate transfer and completion.	•Upgrades to the Utah Transfer Guide •Address transfer barriers in policies around degree structures •Create direct transfer degree pathways
Provide robust options for students to earn credit for prior learning	•Implement annual institutional reporting of credit for prior learning, proactive communications to students, and training of faculty and staff. •Ensure equity in processes relating to the award of credit for prior learning.
Expand supportive entry level education practices	• Improve pass rates in key introductory course work •Standardize placement practices and co-requisite options
WORKFORCE	
Increase higher ed participation rates of adults	•Identify postsecondary education programs, services, and outcomes within USHE for incarcerated individuals and identify funding mechanisms for postsecondary education within prisons
Increase student participation in work-based activities.	•Consider policy to define systemwide practices for reporting and expansion of availability of, and participation in, work-based learning activities. •Advocate with industry and GOED to form work-based learning. •Engage employers to strengthen the connection between degrees/certificates and employment options.
RESEARCH	
Advocate for the role of research at degree-granting institutions in innovation, technology transfer, economic development/workforce, and community engagement and impact	
Ensure institutions have needed support to conduct research	

First: designed and implementing

Portfolios > Strategic Plan

Structure awards to facilitate transfer and completion

Set status

Overview | List | Board | Timeline | Calendar | Dashboard | Messages | Forms | Files

+ Add task

Task name	Assignee	Due date	Projects
Task Force and Commissioner's staff complete drafts of R315, R401, R411 and R473 and send to institutions for vetting 2	Julie Hartley	Nov 30, 2022	Program D...
Academic Education, Technical Education, and Institutional Research staff begin working on updates to R401, including consideration of changes to IPEDS reportin		Aug 31	Program D...
Add task...			
Objective 1: Update policies related to academic programs and transfer			
Begin coordinating meetings with OCHE Academic Ed and Tech Ed staff to discuss certificate definitions in R401		Nov 30	Program D...
Drafts of R315, R401, R411, and R473 to Tech Ed and Academic Ed Committees 1	Julie Hartley	Dec 30, 2022	Program D...
Finish working with Gen Ed taskforce on R470 revisions 1	Julie Hartley	May 27, 2022	
Feedback from institutions on R315, R401, R411, and R473 2	Julie Hartley	Nov 30, 2022	Program D...
Final draft R315, R401, R411, and R473 to Committee of the Whole	Julie Hartley	Jan 27, 2023	Program D...
Academic Affairs staff begin working on R401, R470, and R471 in partnership with CAOs and GETF		Jul 30	
Feedback from institutions on R470	Julie Hartley	Jun 30, 2022	
Draft of R470 to Academic Education Committee	Julie Hartley	Sep 16, 2022	
R470 approved by Committee of the Whole	Julie Hartley	Oct 28, 2022	
Add task...			
Objective 2) Direct transfer psychology pilot			
Direct transfer pathway pilot recommendations and data strategy presented to transfer council		Aug 18	
Psychology major committee notified of pilot project		Aug 31	
Psychology major outlines timeline for pilot design and implementation	SH Steven J. Ho...	Dec 31	
New membership of Transfer Council approved by the Committee of the Whole		Sep 17	

Portfolios > Strategic Plan

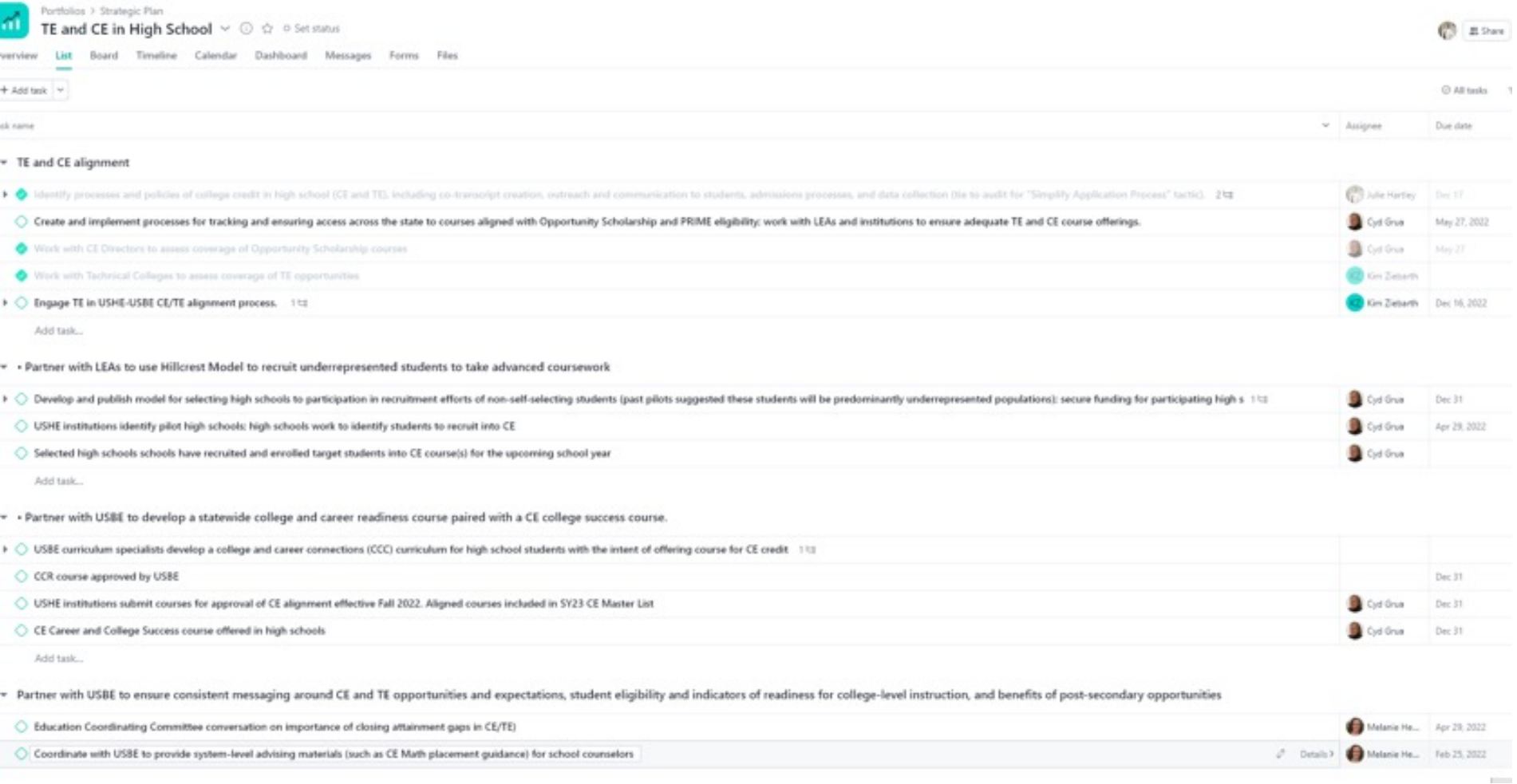
PLA Reporting, Training, & Communication

Set status

Overview | List | Board | Timeline | Calendar | Dashboard | Messages | Forms | Files

+ Add task

Task name	Assignee	Due date
Objective 1: PLA reporting, training, and communication		
Policy R472 updated		Jan 22
Policy R472 updates communicated with institutions		Feb 26
Board approval of second wave of min scores/max credits for national standardized subject tests		May 21
Updates to min scores/max credits communicated to institutions		May 21
USHE webpage updated to include min scores/max credits updates		Jun 18
Min scores/max credits communicated to high schools and counselors		Aug 31
Min scores/max credits approved in May 2021 included in Transfer Guide	EC Eden Cortes...	Dec 31
Develop institutional PLA report format		Sep 24
Re-establish Prior Learning Committee		Sep 30
Receive institutional PLA reports	SH Steven J. Ho...	Nov 30
Present summary of institutional PLA reports to Academic Ed and Tech Ed Committees 1 2	Julie Hartley	Jan 21, 2022
Major committee meetings to address updates/changes to national standardized exams to determine min scores/max credits for subject tests, as nee	SH Steven J. Ho...	May 27, 2022
Receive institutional PLA reports	SH Steven J. Ho...	Nov 30, 2022
Add task...		
Objective 2: Expansion of portfolio opportunities		
Work within faculty major committees to identify, expand, and share portfolio assessments	SH Steven J. Ho...	Apr 30, 2023
Add task...		
Objective 3: Professional development for faculty and staff		
Partner with institutions for a statewide PLA training conference	Julie Hartley	Dec 30, 2022


Portfolios > Strategic Plan
TE and CE in High School
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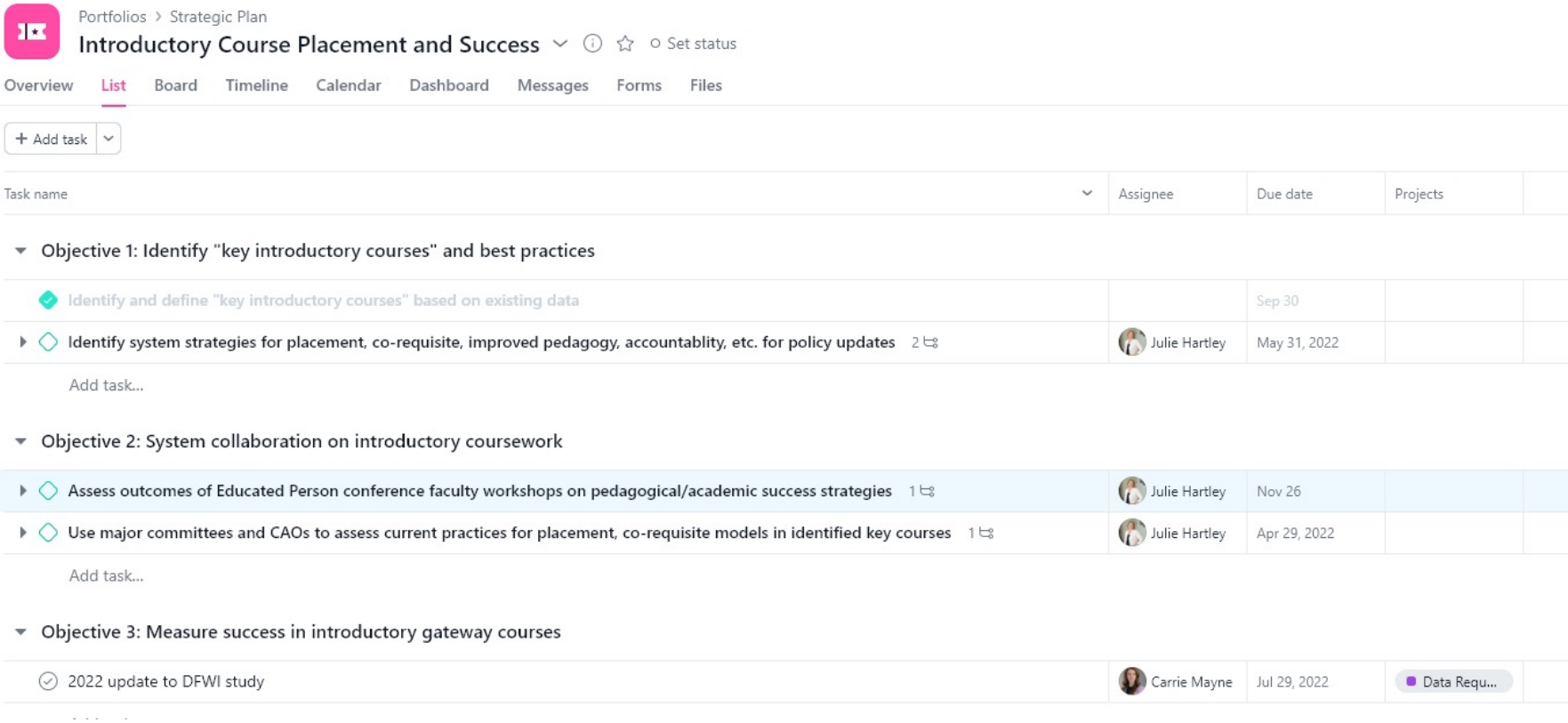
Due date
TE and CE alignment
Identify processes and policies of college credit in high school (CE and TE), including co-transcript creation, outreach and communication to students, admissions processes, and data collection (tie to audit for "Simplify Application Process" tactic). 2
Julie Hartley
Dec 17
Create and implement processes for tracking and ensuring access across the state to courses aligned with Opportunity Scholarship and PRIME eligibility; work with LEAs and institutions to ensure adequate TE and CE course offerings.
Cyd Grua
May 27, 2022
Work with CE Directors to assess coverage of Opportunity Scholarship courses
Cyd Grua
May 27
Work with Technical Colleges to assess coverage of TE opportunities
Kim Ziebarth
Engage TE in USHE-USBE CE/TE alignment process. 1
Kim Ziebarth
Dec 16, 2022
Add task...
• Partner with LEAs to use Hillcrest Model to recruit underrepresented students to take advanced coursework
Develop and publish model for selecting high schools to participation in recruitment efforts of non-self-selecting students (past pilots suggested these students will be predominantly underrepresented populations); secure funding for participating high s 1
Cyd Grua
Dec 31
USHE institutions identify pilot high schools: high schools work to identify students to recruit into CE
Cyd Grua
Apr 29, 2022
Selected high schools schools have recruited and enrolled target students into CE course(s) for the upcoming school year
Cyd Grua
Add task...
• Partner with USBE to develop a statewide college and career readiness course paired with a CE college success course.
USBE curriculum specialists develop a college and career connections (CCC) curriculum for high school students with the intent of offering course for CE credit 1
CCR course approved by USBE
Dec 31
USHE institutions submit courses for approval of CE alignment effective Fall 2022. Aligned courses included in SY23 CE Master List
Cyd Grua
Dec 31
CE Career and College Success course offered in high schools
Cyd Grua
Dec 31
Add task...
Partner with USBE to ensure consistent messaging around CE and TE opportunities and expectations, student eligibility and indicators of readiness for college-level instruction, and benefits of post-secondary opportunities
Education Coordinating Committee conversation on importance of closing attainment gaps in CE/TE)
Melanie He...
Apr 29, 2022
Coordinate with USBE to provide system-level advising materials (such as CE Math placement guidance) for school counselors
Details
Melanie He...
Feb 25, 2022


Portfolios > Strategic Plan
Introductory Course Placement and Success
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Task name
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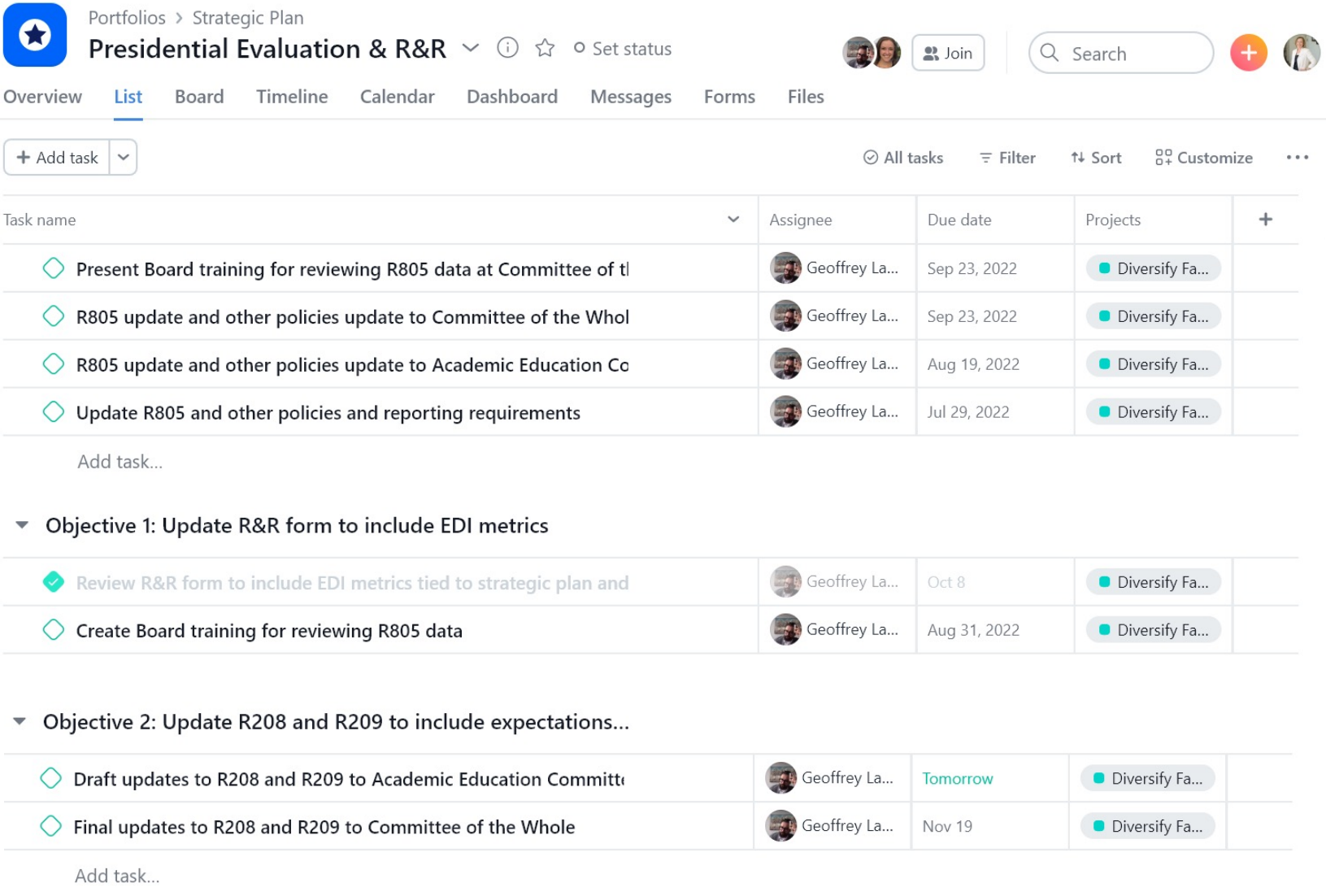
Due date
Projects
Objective 1: Identify "key introductory courses" and best practices
Identify and define "key introductory courses" based on existing data
Sep 30
Identify system strategies for placement, co-requisite, improved pedagogy, accountablity, etc. for policy updates 2
Julie Hartley
May 31, 2022
Add task...
Objective 2: System collaboration on introductory coursework
Assess outcomes of Educated Person conference faculty workshops on pedagogical/academic success strategies 1
Julie Hartley
Nov 26
Use major committees and CAOs to assess current practices for placement, co-requisite models in identified key courses 1
Julie Hartley
Apr 29, 2022
Add task...
Objective 3: Measure success in introductory gateway courses
2022 update to DFWI study
Carrie Mayne
Jul 29, 2022
Data Requ...

Second: Design stage and gearing up for implementation (primarily focused on system unification)


Portfolios › Strategic Plan
Presidential Evaluation & R&R
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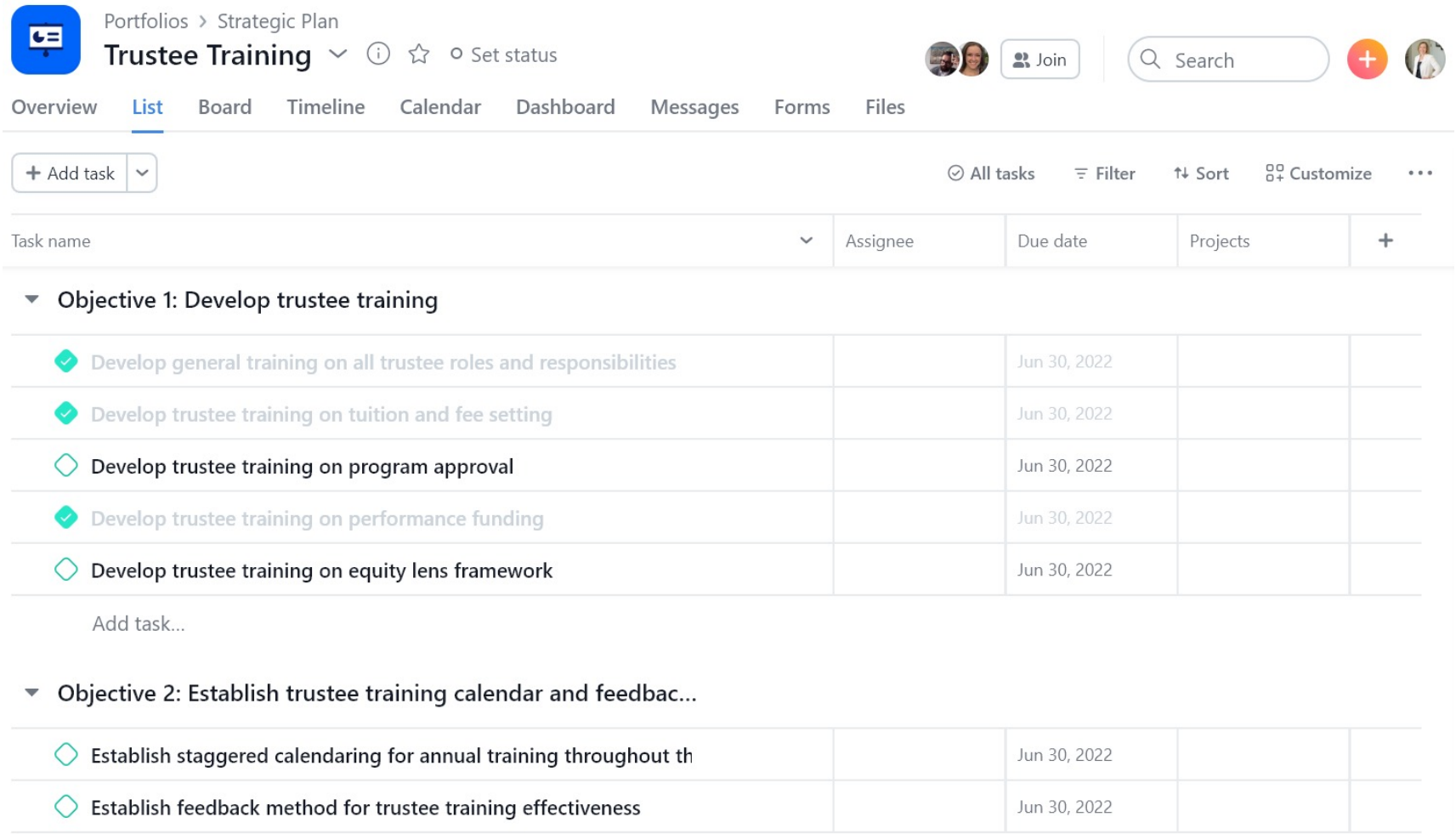
Projects
Present Board training for reviewing R805 data at Committee of tl
Geoffrey La...
Sep 23, 2022
Diversify Fa...
R805 update and other policies update to Committee of the Whol
Geoffrey La...
Sep 23, 2022
Diversify Fa...
R805 update and other policies update to Academic Education Co
Geoffrey La...
Aug 19, 2022
Diversify Fa...
Update R805 and other policies and reporting requirements
Geoffrey La...
Jul 29, 2022
Diversify Fa...
Add task...
Objective 1: Update R&R form to include EDI metrics
Review R&R form to include EDI metrics tied to strategic plan and
Geoffrey La...
Oct 8
Diversify Fa...
Create Board training for reviewing R805 data
Geoffrey La...
Aug 31, 2022
Diversify Fa...
Objective 2: Update R208 and R209 to include expectations...
Draft updates to R208 and R209 to Academic Education Committe
Geoffrey La...
Tomorrow
Diversify Fa...
Final updates to R208 and R209 to Committee of the Whole
Geoffrey La...
Nov 19
Diversify Fa...
Add task...


Portfolios > Strategic Plan
Trustee Training
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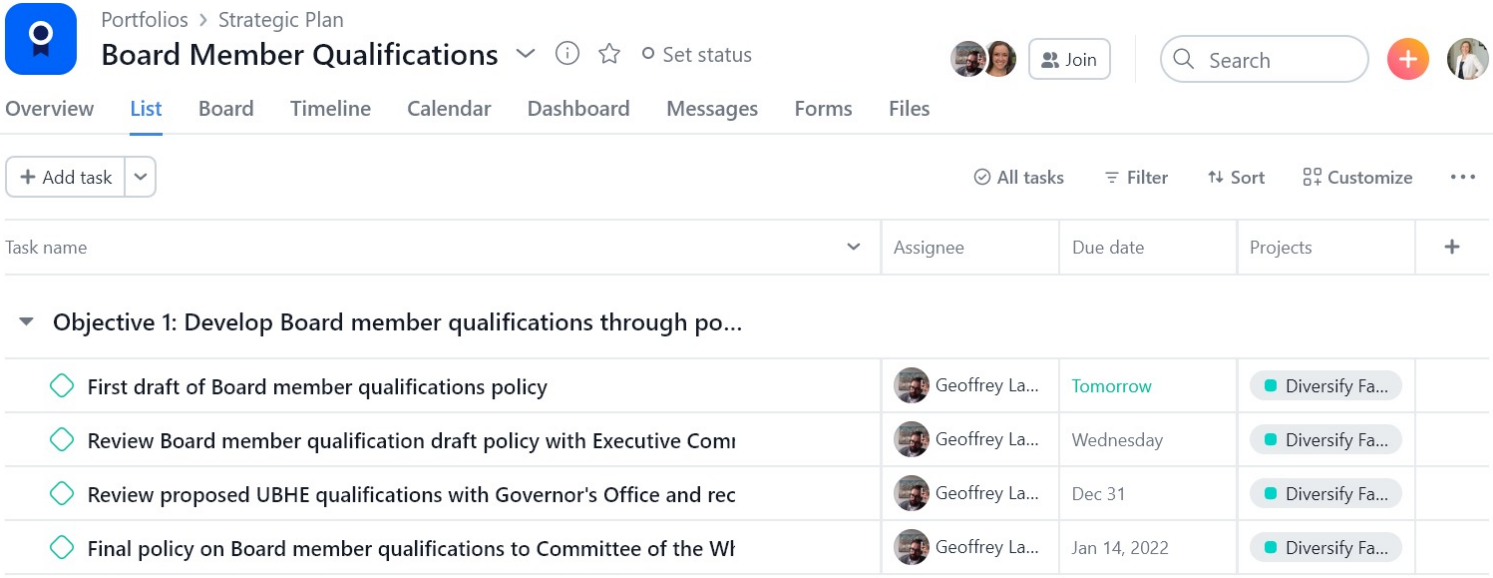
Projects
Objective 1: Develop trustee training
Develop general training on all trustee roles and responsibilities
Jun 30, 2022
Develop trustee training on tuition and fee setting
Jun 30, 2022
Develop trustee training on program approval
Jun 30, 2022
Develop trustee training on performance funding
Jun 30, 2022
Develop trustee training on equity lens framework
Jun 30, 2022
Add task...
Objective 2: Establish trustee training calendar and feedbac...
Establish staggered calendaring for annual training throughout th
Jun 30, 2022
Establish feedback method for trustee training effectiveness
Jun 30, 2022


Portfolios › Strategic Plan
Board Member Qualifications
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Task name
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Projects
Objective 1: Develop Board member qualifications through po...
First draft of Board member qualifications policy
Geoffrey La...
Tomorrow
Diversify Fa...
Review Board member qualification draft policy with Executive Comı
Geoffrey La...
Wednesday
Diversify Fa...
Review proposed UBHE qualifications with Governor's Office and rec
Geoffrey La...
Dec 31
Diversify Fa...
Final policy on Board member qualifications to Committee of the Wł
Geoffrey La...
Jan 14, 2022
Diversify Fa...

Portfolios > Strategic Plan

Program Duplication

On track

Overview | List | Board | Timeline | Calendar | Dashboard | Messages | Forms | Files

+ Add task

Task name	Assignee	Due date	Projects
Objective 1: Program inventory and feedback			
Inventory of certificate programs and AAS degrees		May 28	
Feedback from presidents on potential program duplication		Jul 9	
Report to Committee of the Whole on program duplication study		Jul 16	
Board approves membership of a program duplication task force and the task force begins meeting 1	Julie Hartley	Apr 29, 2022	
Commissioner's office completes its analysis of program inventory 1	Julie Hartley	Dec 30	
Add task...			
Objective 2: Program duplication policies			
Academic Education, Technical Education, and Institutional Research staff begin working on updates to R401, including consideration of changes to IPEDS reporting categori		Aug 31	Structure a
Begin coordinating meetings with OCHE Academic Ed and Tech Ed staff to discuss certificate definitions in R401		Nov 30	Structure a
Task Force and Commissioner's staff complete drafts of R315, R401, R411 and R473 and send to institutions for vetting 2	Julie Hartley	Nov 30, 2022	Structure a
Feedback from institutions on R315, R401, R411, and R473 2	Julie Hartley	Nov 30, 2022	Structure a
Drafts of R315, R401, R411, and R473 to Tech Ed and Academic Ed Committees 1	Julie Hartley	Dec 30, 2022	Structure a
Final draft R315, R401, R411, and R473 to Committee of the Whole	Julie Hartley	Jan 27, 2023	Structure a
Add task...			
Implementation of new policies and procedures			
New processes for notification, peer review, approval, and data reporting begin 2	Julie Hartley	Feb 25, 2023	
OCHE works with institutions on identifying duplicative programs that may need to be phased out and procedures for doing so. 1	Julie Hartley	May 26, 2023	

Portfolios > Strategic Plan

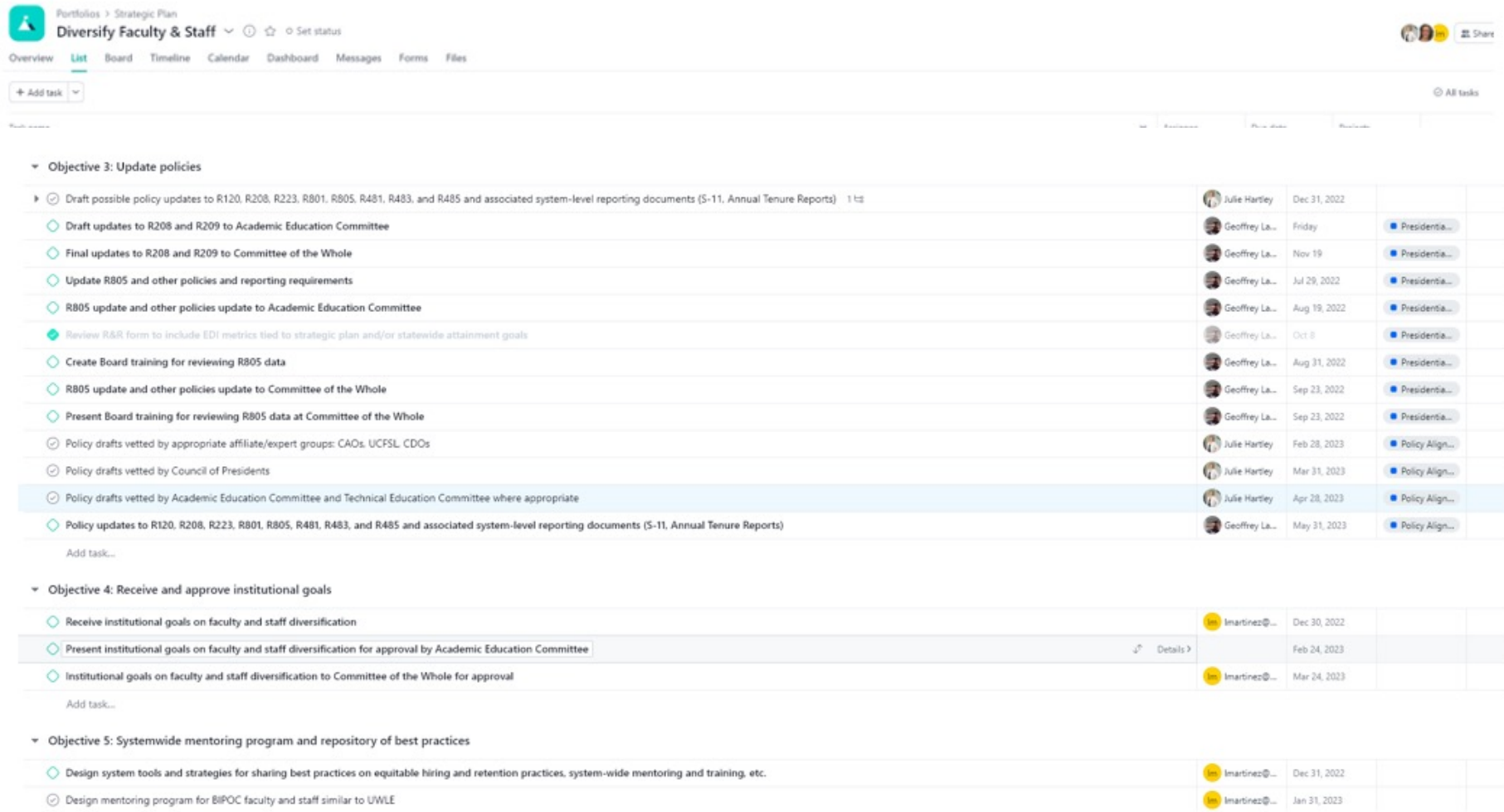
Diversify Faculty & Staff

Set status

Overview | List | Board | Timeline | Calendar | Dashboard | Messages | Forms | Files

+ Add task

Task name	Assignee	Due date	Projects
Objective 1: Assess state of diversity within the system			
Identify existing qualitative data on the experiences of faculty and staff of color, LGBTQ faculty, and women (i.e., sense of belonging, teaching and research experiences, tenure processes, and their experiences related to equity ar	Carrie Mayne	Dec 31	
State of Diversity report finalized and share with Academic Education Committee	Julie Hartley	Jun 30, 2022	
Share State of Diversity report with Committee of the Whole	lmartinez@...	Jul 29, 2022	
Survey CAOs, COP, CDOs, Faculty Senate Leaders re: needed system supports for institutional efforts to diversity faculty		Aug 20	
Identify what qualitative data might be available and/or where qualitative research may need to be implemented 1	lmartinez@...	Dec 31	
Inventory existing institutional practices on hiring/retention (including hiring policies, training for search committees, training for deans/department chairs and tenure committees, student evaluation forms, etc.) 1	lmartinez@...	Dec 31	
Identify where additional data/qualitative research or campus self-assessments may be needed. 2	Eden Cortes...	Jan 31, 2022	
Compile existing quantitative and qualitative data into a draft report on the state of diversity within the system, with special attention to gaps in data and challenges facing faculty of color and challenges stemming from gen 2	Eden Cortes...	Feb 28, 2022	
Faculty and staff feedback incorporated into report draft 2	Eden Cortes...	Mar 31, 2022	
Add task...			
Objective 2: Engage with stakeholders and plan for policy updates:			
Create an equity audit framework to assess faculty policies with a focus on Equity, Diversity, and Inclusion and solicit feedback from target faculty	Geoffrey La...	Jul 31, 2022	Policy Align...
December 2022 Purposely involve CAOs, CDOs, faculty senate leadership, and faculty/staff from underrepresented groups in examining and recommending updates to policy	Julie Hartley	Dec 31, 2022	Policy Align...
Compile recommendations on best practices for hiring, retention, and creating inclusive campus environments	lmartinez@...	Dec 31, 2022	
Add task...			
Recommendations on Board Member qualifications			
First draft of Board member qualifications policy	Geoffrey La...	Friday	Board Me...
Review Board member qualification draft policy with Executive Committee	Geoffrey La...	Nov 3	Board Me...
Review proposed UBHE qualifications with Governor's Office and recommend similar qualifications for Boards of Trustees	Geoffrey La...	Dec 31	Board Me...
Final policy on Board member qualifications to Committee of the Whole	Geoffrey La...	Jan 14, 2022	Board Me...
Add task...			


Portfolios > Strategic Plan
Diversify Faculty & Staff
Set status
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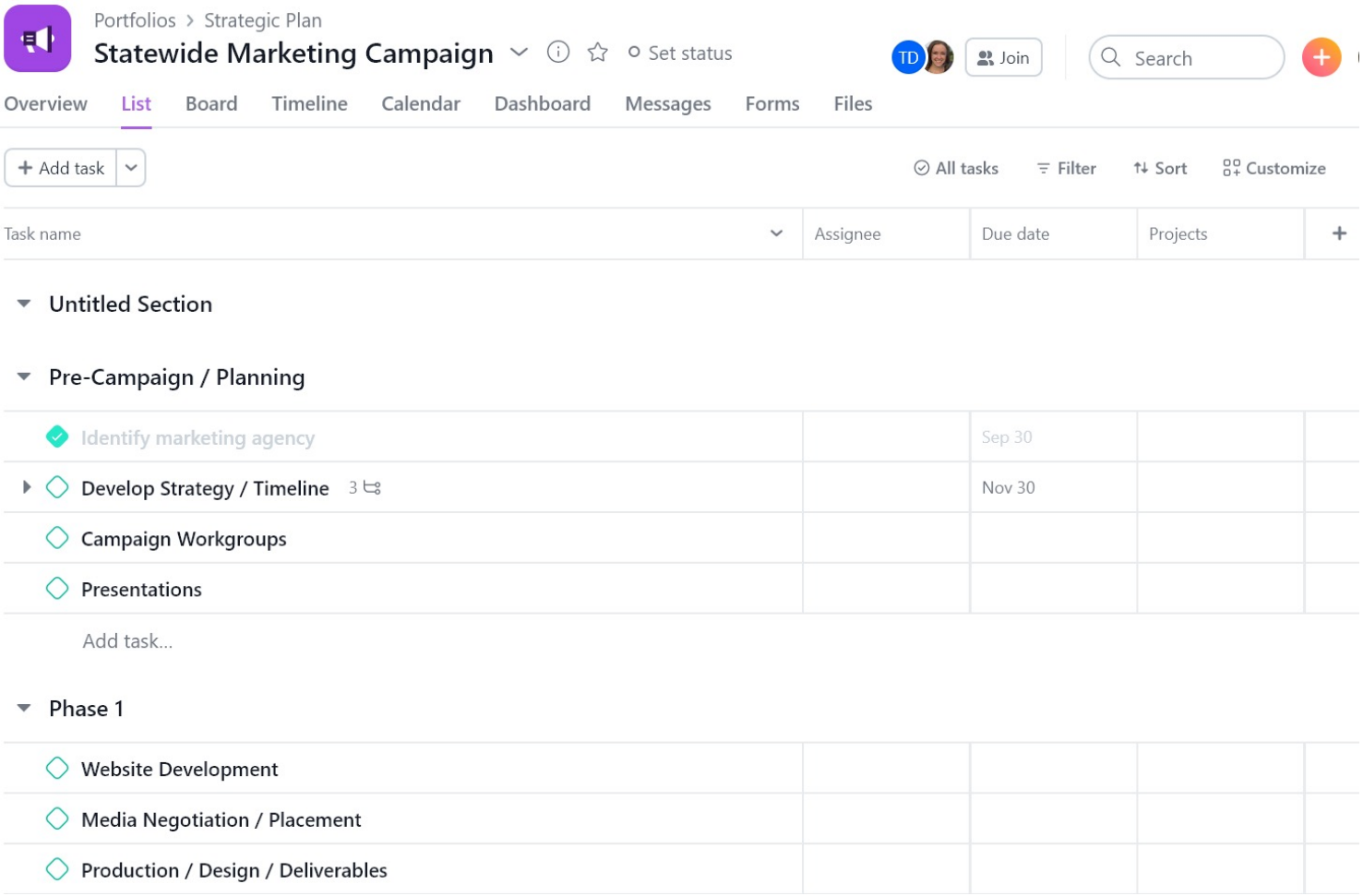
All tasks
Objective 3: Update policies
Draft possible policy updates to R120, R208, R223, R801, R805, R481, R483, and R485 and associated system-level reporting documents (S-11, Annual Tenure Reports) 1
Julie Hartley
Dec 31, 2022
Draft updates to R208 and R209 to Academic Education Committee
Geoffrey La...
Friday
Presidentia...
Final updates to R208 and R209 to Committee of the Whole
Geoffrey La...
Nov 19
Presidentia...
Update R805 and other policies and reporting requirements
Geoffrey La...
Jul 29, 2022
Presidentia...
R805 update and other policies update to Academic Education Committee
Geoffrey La...
Aug 19, 2022
Presidentia...
Review R&R form to include EDI metrics tied to strategic plan and/or statewide attainment goals
Geoffrey La...
Oct 8
Presidentia...
Create Board training for reviewing R805 data
Geoffrey La...
Aug 31, 2022
Presidentia...
R805 update and other policies update to Committee of the Whole
Geoffrey La...
Sep 23, 2022
Presidentia...
Present Board training for reviewing R805 data at Committee of the Whole
Geoffrey La...
Sep 23, 2022
Presidentia...
Policy drafts vetted by appropriate affiliate/expert groups: CAOs, UCFSL, CDOs
Julie Hartley
Feb 28, 2023
Policy Align...
Policy drafts vetted by Council of Presidents
Julie Hartley
Mar 31, 2023
Policy Align...
Policy drafts vetted by Academic Education Committee and Technical Education Committee where appropriate
Julie Hartley
Apr 28, 2023
Policy Align...
Policy updates to R120, R208, R223, R801, R805, R481, R483, and R485 and associated system-level reporting documents (S-11, Annual Tenure Reports)
Geoffrey La...
May 31, 2023
Policy Align...
Add task...
Objective 4: Receive and approve institutional goals
Receive institutional goals on faculty and staff diversification
lmartinez@...
Dec 30, 2022
Present institutional goals on faculty and staff diversification for approval by Academic Education Committee
Details
Feb 24, 2023
Institutional goals on faculty and staff diversification to Committee of the Whole for approval
lmartinez@...
Mar 24, 2023
Add task...
Objective 5: Systemwide mentoring program and repository of best practices
Design system tools and strategies for sharing best practices on equitable hiring and retention practices, system-wide mentoring and training, etc.
lmartinez@...
Dec 31, 2022
Design mentoring program for BIPOC faculty and staff similar to UWLE
lmartinez@...
Jan 31, 2023

Third: in process of designing


Portfolios › Strategic Plan
Statewide Marketing Campaign
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All tasks
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Task name
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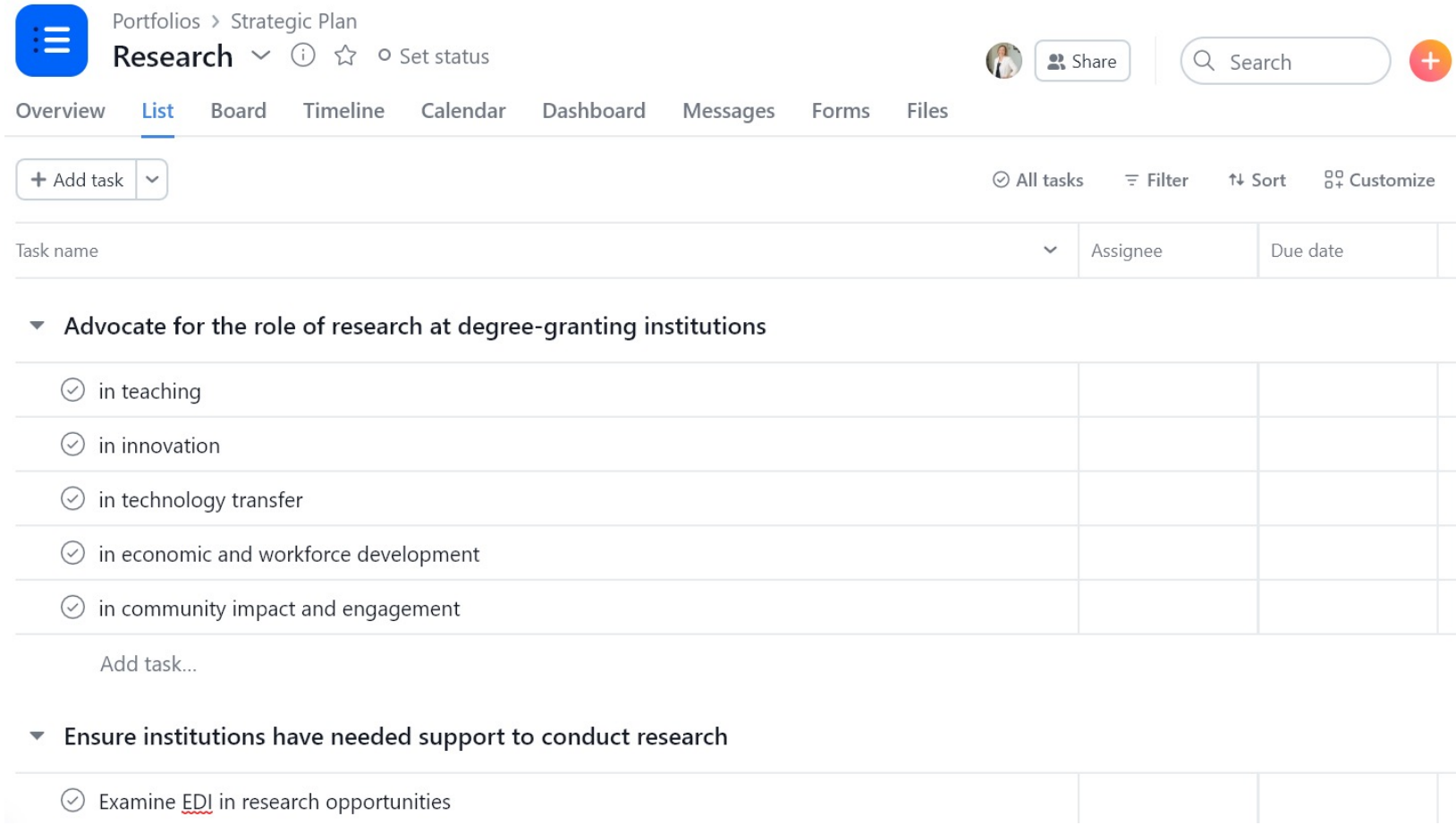
Due date
Projects
Untitled Section
Pre-Campaign / Planning
Identify marketing agency
Sep 30
Develop Strategy / Timeline
3
Nov 30
Campaign Workgroups
Presentations
Add task...
Phase 1
Website Development
Media Negotiation / Placement
Production / Design / Deliverables


Portfolios › Strategic Plan
Research
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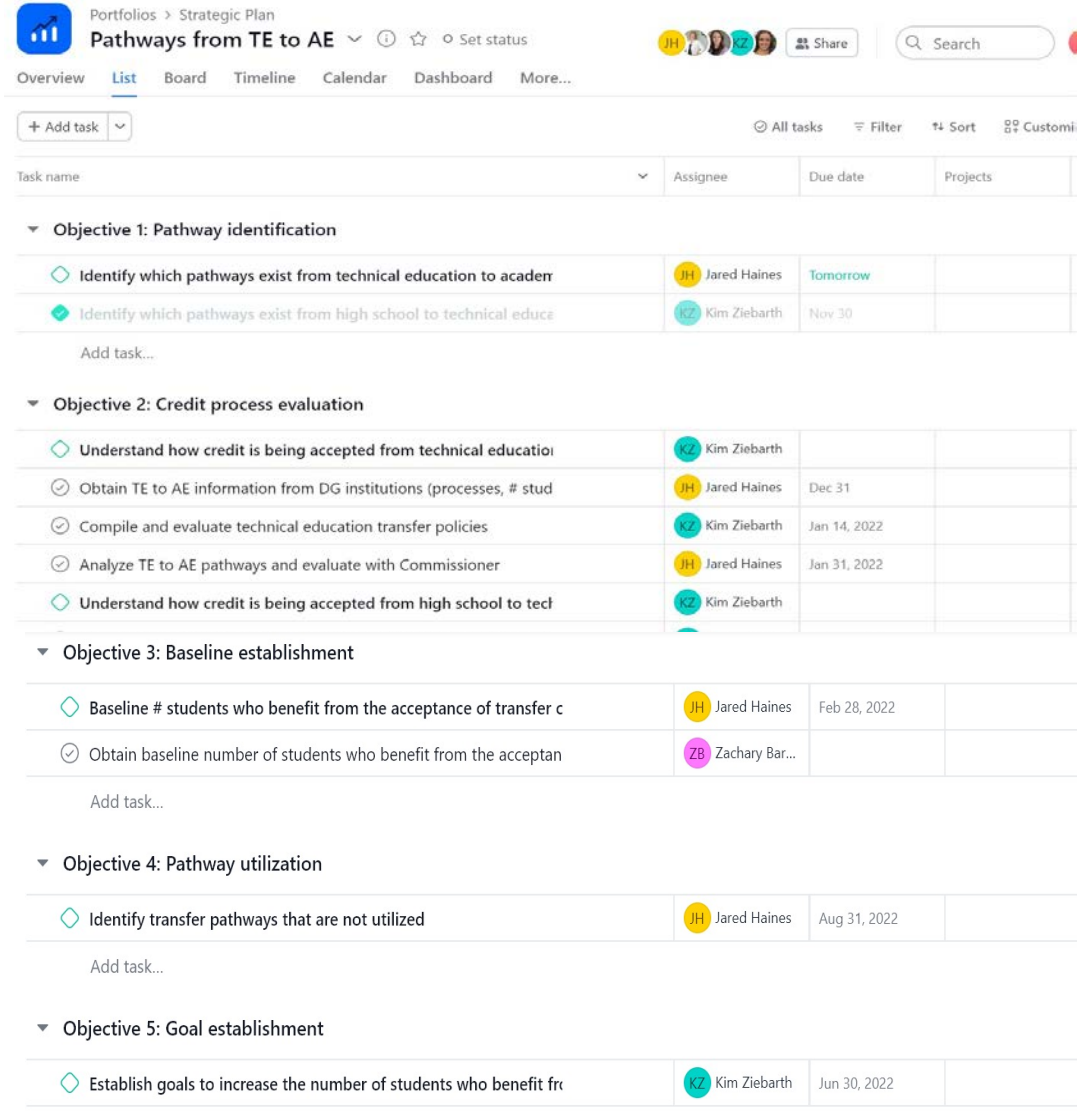
Due date
Advocate for the role of research at degree-granting institutions
in teaching
in innovation
in technology transfer
in economic and workforce development
in community impact and engagement
Add task...
Ensure institutions have needed support to conduct research
Examine EDI in research opportunities

Fourth


Portfolios > Strategic Plan
Pathways from TE to AE
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More...
+ Add task
All tasks
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Sort
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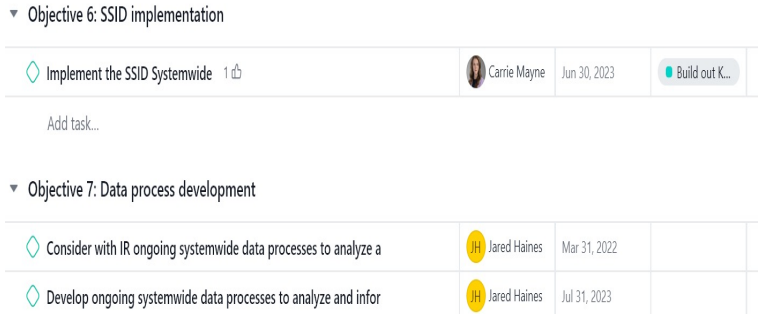
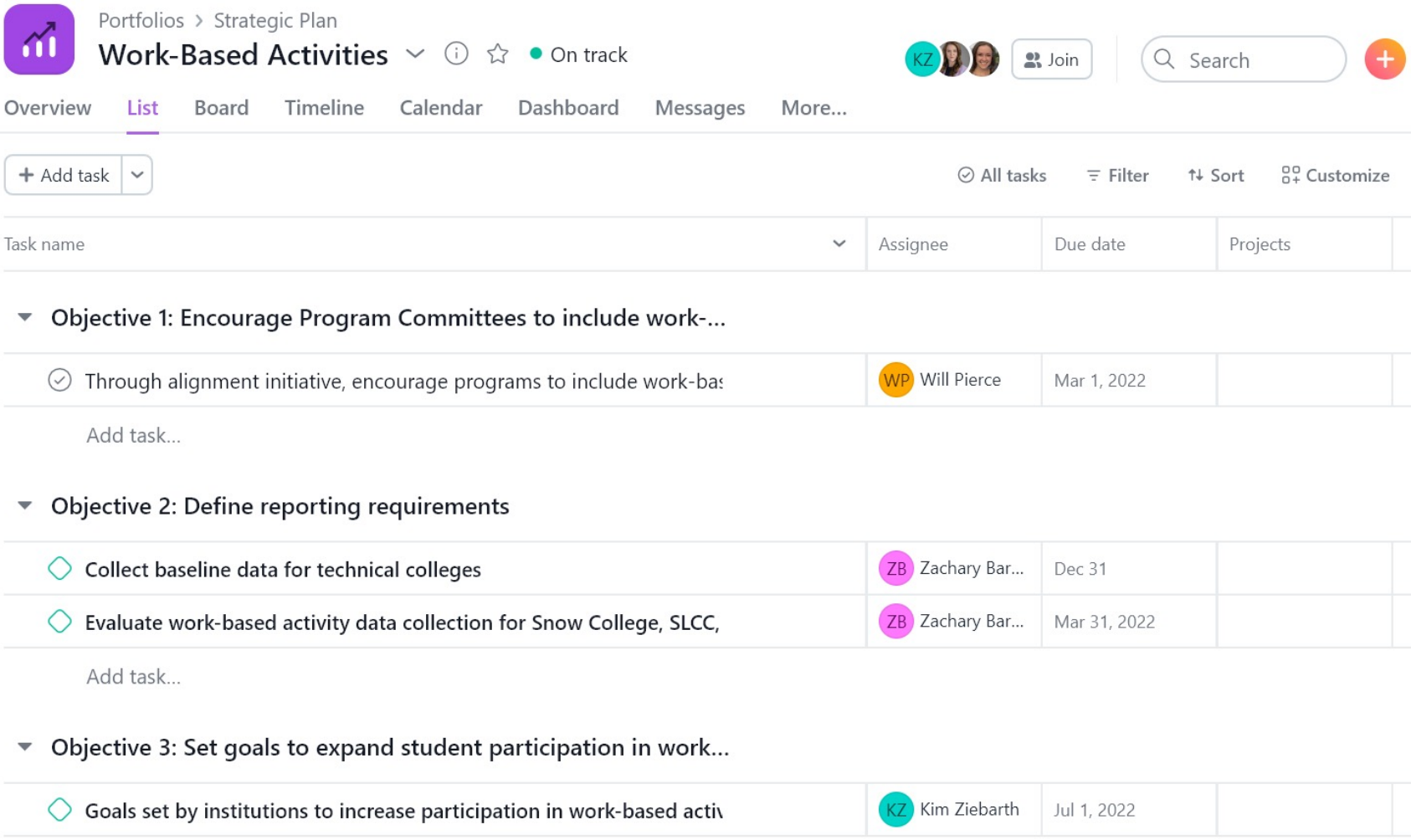
Task name
Assignee
Due date
Projects
Objective 1: Pathway identification
Identify which pathways exist from technical education to academ
Jared Haines
Tomorrow
Identify which pathways exist from high school to technical educa
Kim Ziebarth
Nov 30
Add task...
Objective 2: Credit process evaluation
Understand how credit is being accepted from technical educatio
Kim Ziebarth
Obtain TE to AE information from DG institutions (processes, # stud
Jared Haines
Dec 31
Compile and evaluate technical education transfer policies
Kim Ziebarth
Jan 14, 2022
Analyze TE to AE pathways and evaluate with Commissioner
Jared Haines
Jan 31, 2022
Understand how credit is being accepted from high school to tecl
Kim Ziebarth
Objective 3: Baseline establishment
Baseline # students who benefit from the acceptance of transfer c
Jared Haines
Feb 28, 2022
Obtain baseline number of students who benefit from the acceptan
Zachary Bar...
Add task...
Objective 4: Pathway utilization
Identify transfer pathways that are not utilized
Jared Haines
Aug 31, 2022
Add task...
Objective 5: Goal establishment
Establish goals to increase the number of students who benefit fr
Kim Ziebarth
Jun 30, 2022

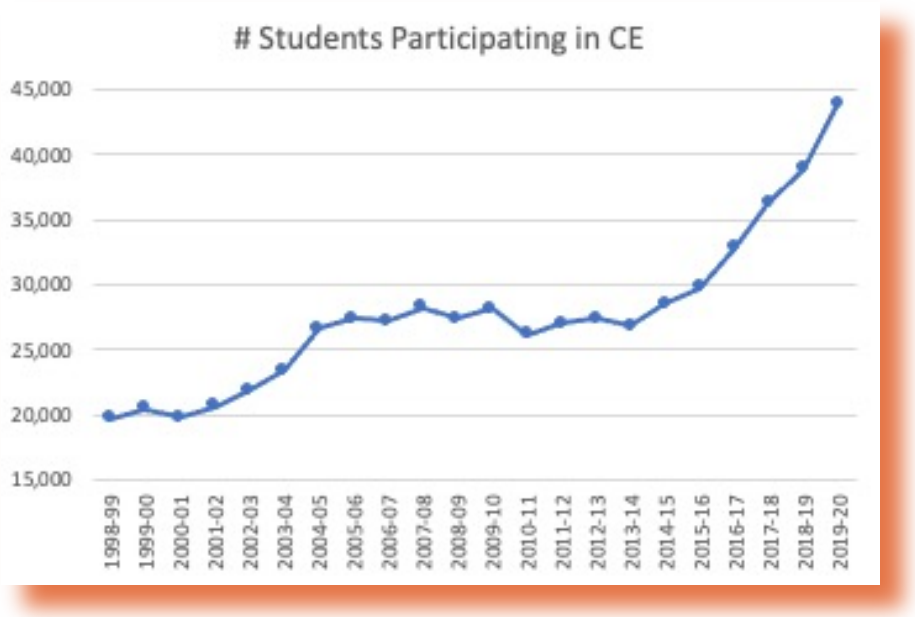

Objective 6: SSID implementation
Implement the SSID Systemwide
1
Carrie Mayne
Jun 30, 2023
Build out K...
Add task...
Objective 7: Data process development
Consider with IR ongoing systemwide data processes to analyze a
Jared Haines
Mar 31, 2022
Develop ongoing systemwide data processes to analyze and infor
Jared Haines
Jul 31, 2023


Portfolios > Strategic Plan
Work-Based Activities
On track
KZ
Join
Search
Overview
List
Board
Timeline
Calendar
Dashboard
Messages
More...
+ Add task
All tasks
Filter
Sort
Customize
Task name
Assignee
Due date
Projects
Objective 1: Encourage Program Committees to include work-...
Through alignment initiative, encourage programs to include work-bas
WP Will Pierce
Mar 1, 2022
Add task...
Objective 2: Define reporting requirements
Collect baseline data for technical colleges
ZB Zachary Bar...
Dec 31
Evaluate work-based activity data collection for Snow College, SLCC,
ZB Zachary Bar...
Mar 31, 2022
Add task...
Objective 3: Set goals to expand student participation in work...
Goals set by institutions to increase participation in work-based activ
KZ Kim Ziebarth
Jul 1, 2022

Concurrent Enrollment: Closing Equity Gaps

FY20-21 Preliminary Snapshot

- 46,351 students/176 HSs/119,457 enrollments
- 342,386 earned semester credits
- Utah students and their families saved an estimated $66.3M



Equity Challenge

“Underrepresented”

Any student group that holds a smaller percentage in a program as compared to the overall population

Equity Challenge

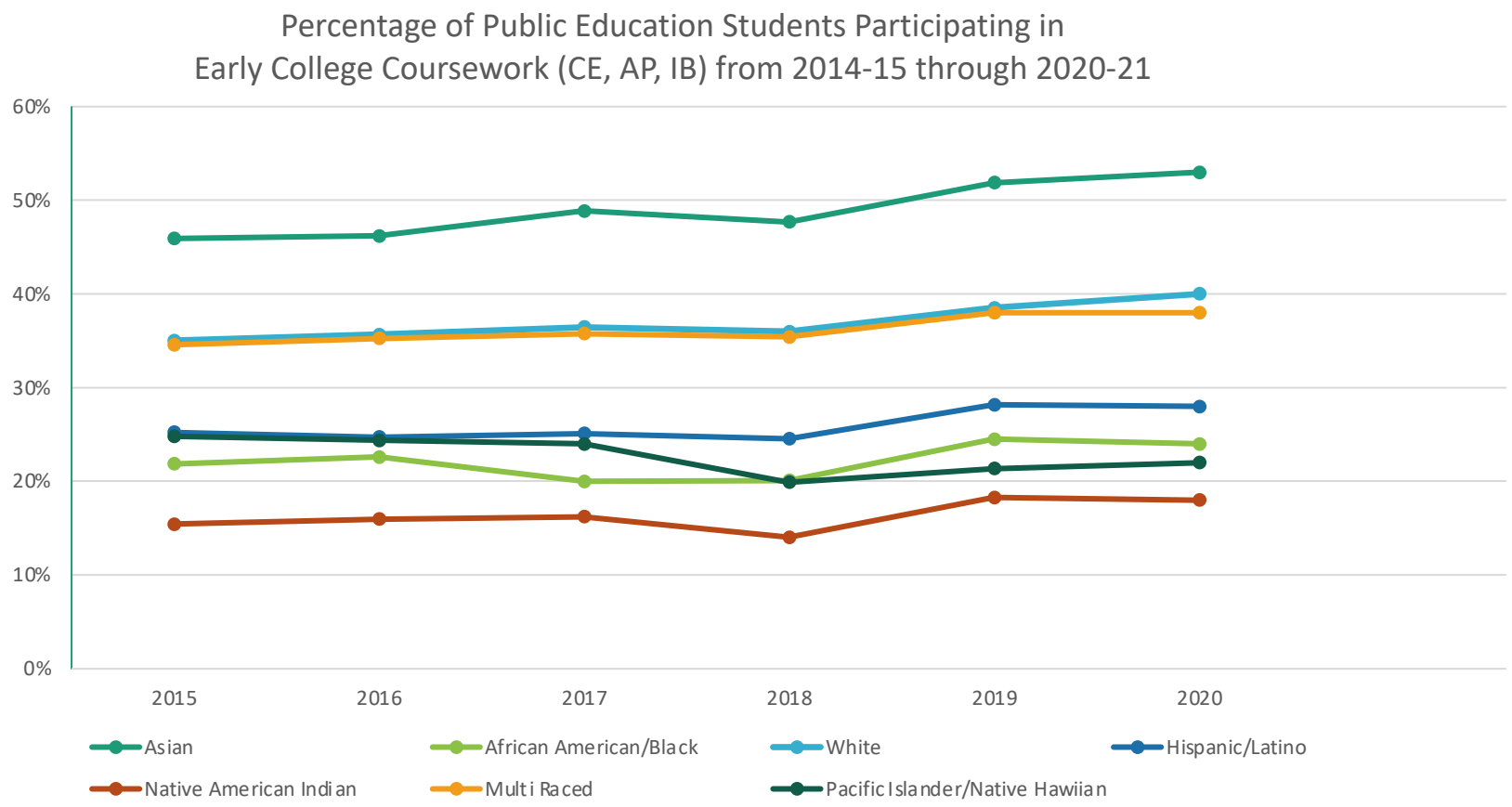
CE participating students are:

- 85% white v. 75% white HS population
- 18-19% low-income v. 31-32% HS participation in FRL

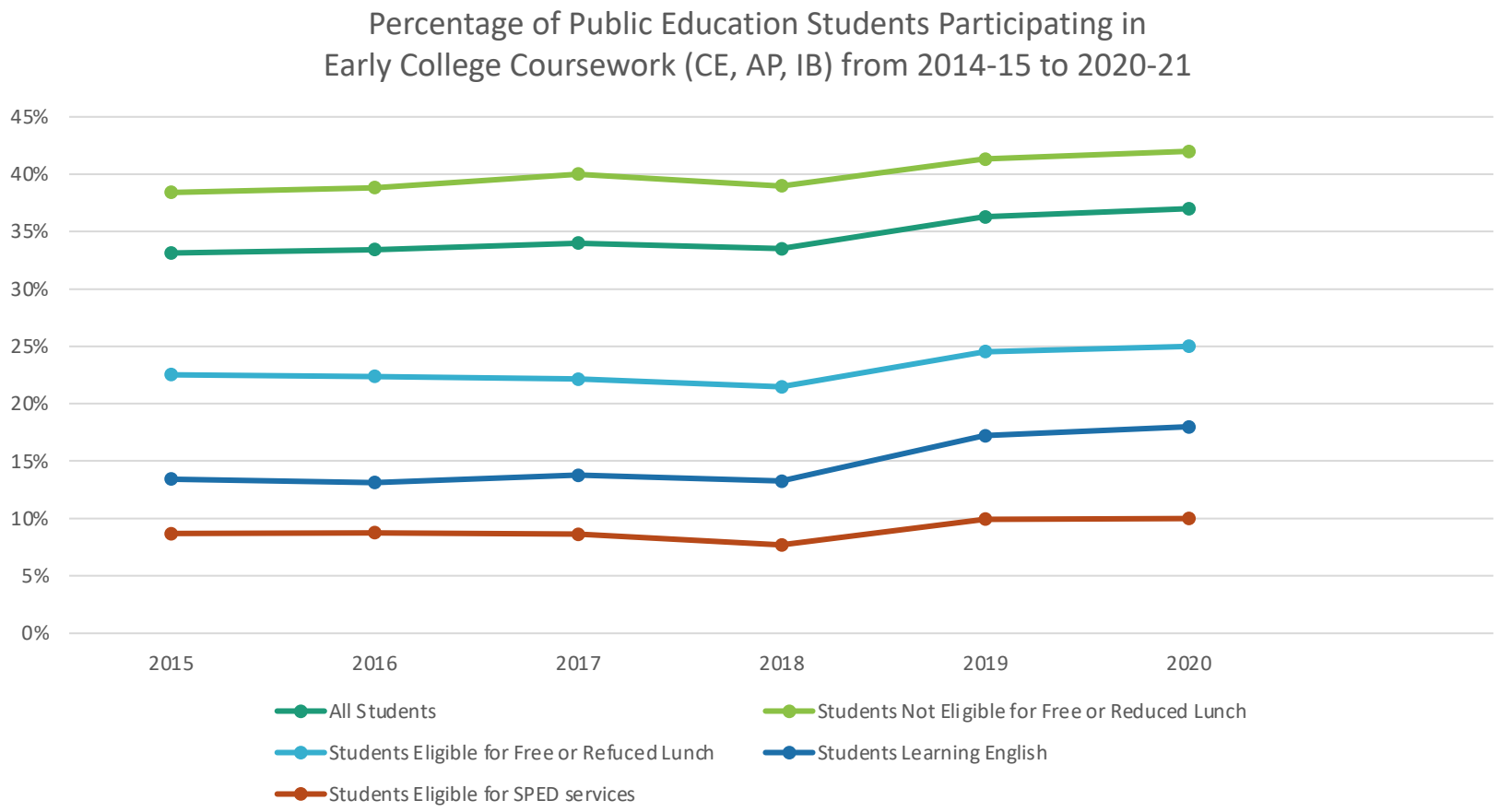
Percentage of Students who Coded as NSLPS who Attempted Credits through CE for the First time at Each Institution by Year / 2019 FRL by USHE Service Area

Inst	2016	2017	2018	2019	2019
USU	21%	22%	20%	21%	43%
WSU	16%	16%	17%	15%	28%
SUU	23%	26%	25%	24%	44%
SNOW	28%	34%	31%	27%	50%
DSU	18%	23%	23%	24%	39%
UVU	17%	16%	15%	15%	25%
SLCC	20%	19%	19%	22%	42%
Grand Tota	**19%**	**19%**	**18%**	**19%**	

Race/Ethnicity gaps are consistent



Low-income, ELL, SPED gaps also



AY22 efforts

- Opportunity Scholarship -- Ensure CE LA, Science, Math is available across all LEAs

FY1920 CE earned credit	USU	USU	USU	USU	USU	USU	USU	USU-E	USU-E	USU-E	USU-E	USU	WSU	WSU	WSU	WSU	SUU	SUU	SUU	Snow	Snow	Snow	Snow	Snow	Snow	Snow	Snow	DSU	DSU	UVU	UVU	UVU	UVU	UVU	UVU	UVU	SLCC	SLCC	SLCC	SLCC	SLCC
Language Arts	Box Elder	Cache	Dagget	Duchesne	Logan	Rich	Uintah	Carbon	Emery	Grand	San Juan	Tooele	Davis	Morgan	Ogden	Weber	Beaver	Garfield	Iron	Juab	Millard	No. Sanpete	Piute	Sevier	So. Sanpete	Tintic	Wayne	Kane	Washington	Alpine	Nebo	No. Summit	Park City	Provo	So. Summit	Wasatch	Canyons	Granite	Jordan	Murray	Salt Lake
	2	3	1	1	1	6	1	2	2	2	3	5	4	3	4	5	6	6	4	4	5	3	5	6	6	6	3	6	8	7	6	5	1	4	6	3	5	5	6	5	5
Mathematics																																									
	2	3	2	2	3	4	1	2	3	2	4	3	4	2	4	4	4	3	3	5	3	4	2	5	4	1	3	5	6	5	6	2	5	4	3	5	5	6	5	4	6
Science																																									
	2	3	0	2	2	4	1	5	3	2	3	8	4	1	1	4	7	3	8	5	8	3	2	5	7	2	4	3	19	11	11	4	4	8	4	6	9	11	10	3	8

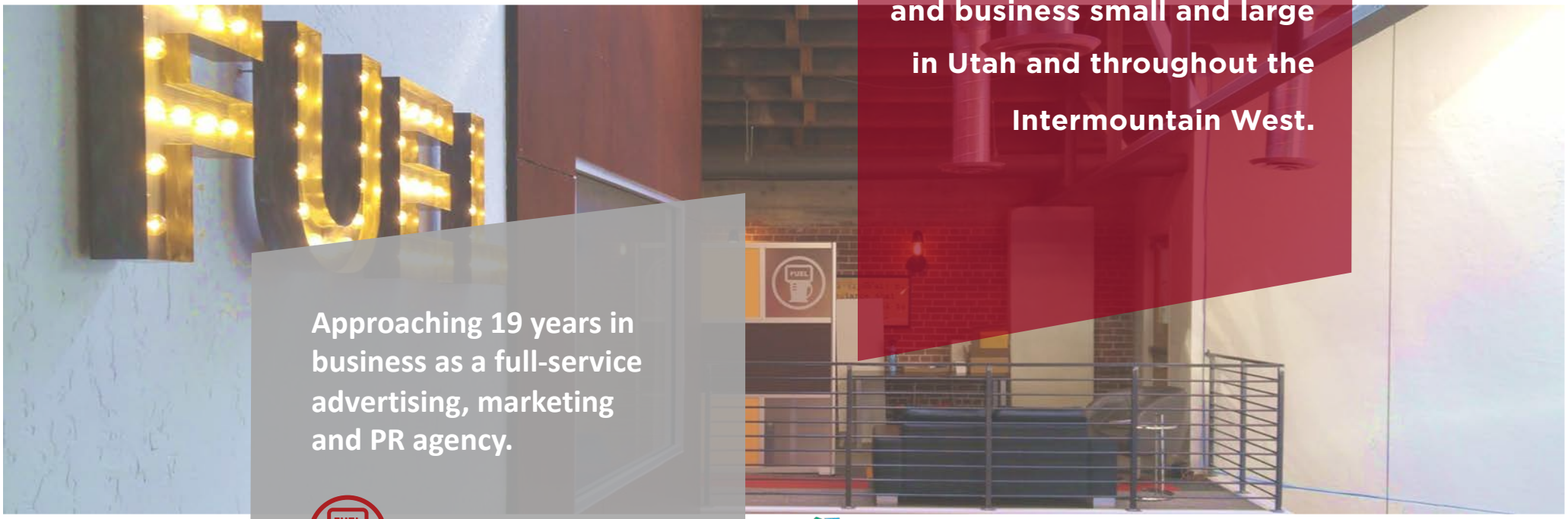
- Share information with LEA partners about this new opportunity

AY23 efforts

- Address participation gaps
  - UACEP webinars showcasing college access organizations (GearUp, LIA, UW)
  - Offer College and Career Ready CE course starting Fall 2023
  - Begin discussion of co-requisite ENGL 1010
  - Data project focused in students who do not self-select to participate in CE (ties in to USBE CE data projects)

USHE CAMPAIGN OVERVIEW

We have a history of creating successful campaigns for top brands, and business small and large in Utah and throughout the Intermountain West.



Approaching 19 years in business as a full-service advertising, marketing and PR agency.

UTAH SYSTEM OF HIGHER EDUCATION

Meeting 10.29.2021

TEAM HIGHLIGHTS

- Led by senior-level manager with over 15 years university teaching experience.
- Team provides effective, strategy-based media expertise and research.
- Collaborative, effective and fluid management of all items.
- Provide thorough personalized client reports that are easy-to-understand and updated in real-time.
- Provide approximately 25% (on avg.) client cost savings and value.

PRESENTATION AGENDA

- GOALS and TIMELINE/CALENDAR
- PHASES – HIGHLIGHTS
- AUDIENCES/MEDIA
- MESSAGING APPROACH
- SAMPLE CREATIVE

PROGRAM GOALS

- Increase Enrollments.
- Address Higher Education Misconceptions.
- Emphasize Higher Education Value.
- Maximize ROI.
- Concentrate Messaging for Adults and Underrepresented.

UTAH SYSTEM OF HIGHER EDUCATION

	2021 - 3rd Q		2021 - 4th Q			2022 - 1st Q			2022 - 2nd Q			2022 - 3rd Q		
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Project/Campaign Timeline														
	PHASE ONE (PH1)					**PHASE TWO (PH2)**			**PHASE THREE (PH3)**					
Presentation														
Timeline & Meeting Schedule														
Research/ROI goals			*Dev stage*					*Research Proj - TBD*						
Brainstorm / Messaging			*Approval - PH1*			*Approval - PH 2*			*Approval - PH 3*					
Final Concept Approvals (creative elements)			*Approval*											
Media Negotiation/Placement			*Approval - PH1*		*Approval - PH 2*									
Landing Page - Website Dev			*Dev stage*	*Approval*										
Production/Design/Deliverables:														
Social /Digital Ads			*Approval*	*Deploy*		*Approval - PH 2*			*Approval - PH 3*					
Landing Page (Microsites)			*Approval*	*Deploy*										
Scripts: Audio & Video			*Approval*	*Deploy*										
Tool-kit/Collateral/Etc.			*Approval*	*Deploy*										
Landing Page Activated - Tracking Systems set-up				*Deploy*										
Tracking/Call Rail - Testing & On-going				*Deploy*										
TV/Video - :30/:15/:10					*Approval*	*Deploy*			*Deploy*					
Out of Home - Billboard/Transit					*Approval*	*Deploy*			*Deploy*					
Social /Digital Ads- Optimized/Updates					*Approval*	*Deploy*			*Deploy*					
Statewide/Media Engagement:														
Targeted Press Program/Press Release			*Approval*	*Deploy*										
Digital Tool-kit Distribution				*Deploy*										
All Media - Digital/Television/Radio/Interviews/Etc				*Deploy*										
TV PR Events					*Approval*	*Deploy*								
State & Local Legislation Tactics & Tool-kit					*Approval*	*Deploy*								
Reporting and Optimization :														
Weekly/Monthly Dash-This Reporting														
4th Q (2021) Evaluation														
1st Q (2022) Evaluation														
2nd Q (2022) Evaluation														
Final Campaign Evaluation/Next Steps														
Survey (Post Eval)												*TBD*		

PHASE ONE (PH1) GOALS

Oct 2021 - Dec 2021

UTAH SYSTEM OF HIGHER EDUCATION

Phase 1: Increase enrollments.

- Create campaign items that are trackable and easily implemented within the allotted time.
- A/B test and optimize messaging on digital/social platforms for the larger/comprehensive PH2 campaign.
- Build and optimize statewide audiences.
- Establish a quantifiable target/s and success rate for a baseline.
- Provide lead data and responses from all trackable media.
- Test landing site/s and optimized based on user-experience.

PHASE TWO (PH2) GOALS

Jan 2022 - Mar 2022

UTAH SYSTEM OF HIGHER EDUCATION

Phase 2-3: Address higher education misconceptions, emphasize higher education value and maximize ROI, while furthering enrollments.

- Present 4th Q (2021) recap/evaluation and incorporate findings and optimize messaging/tactics.
- Establish initial research criteria (higher education misconceptions) cross reference the to-date campaign discoveries.
- Incorporate television campaign, offering statewide reach at an efficient CPM - bonus spots, interview opportunities, sponsorships and news support is expected to run with negotiated media, TBD.
- Incorporate local radio and digital/streaming audio with audio messaging, driving traffic to the landing page/s - bonus spots, interview opportunities, sponsorships and news support is expected to run with negotiated media, TBD.
- Place billboard/transit in key or high traffic locations, TBD.
- Support state/local legislation tactics, as well as statewide PR elements and community programs, TBD.

PHASE THREE (PH3) GOALS

Apr 2022 – July 2022

UTAH SYSTEM OF HIGHER EDUCATION

Phase 2-3: Address higher education misconceptions, emphasize higher education value and maximize ROI, while furthering enrollments.

- Present 1st Q and 2nd Q (2022) recap/evaluation - Incorporate findings and optimize messaging/tactics.
- Continue to optimize campaign and set final media goals.
- Incorporate potential community/onsite events reaching post high school audiences in key areas of state. Distribute collateral and collect contact information, TBD.
- Implement potential geo-targeting tactics at key events and locations, reaching post high school audiences throughout state with retargeting set for continued messaging, TBD.

AUDIENCES/MEDIA

UTAH SYSTEM OF HIGHER EDUCATION

Recent High School Graduates

Ages 18-21 (individuals within 3 years of high school graduation)

Include sub-audiences to further target messaging to underrepresented people within the 18-21/24 group.

MEDIA

- Primarily digital/social platforms using tactics to inspire engagement, interest and response.
- Social platforms considered: Facebook/Instagram, Twitter, TikTok, Reddit, Twitch, more.
- Digital audio/video platforms considered: OTT, Spotify, Pandora, YouTube.
- Digital media platforms that also reach under-represented individuals (translations included).
- Local influencer campaign/s.
- Geo-fencing populated venues, as well as ongoing retargeting efforts.

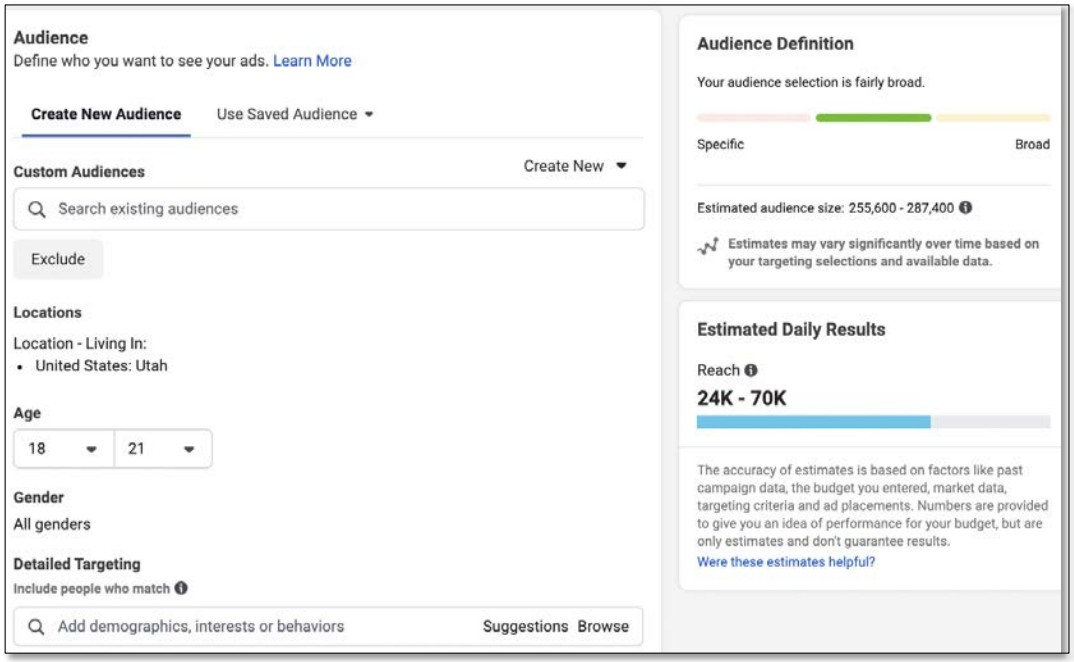
AUDIENCES/MEDIA

UTAH SYSTEM OF HIGHER EDUCATION

SAMPLE - Recent High School Graduates

A/B Testing
Digital/social platform audience

Target: Ages 18-21
Area: State of Utah
Estimated social size: 255,600 – 287,400
Estimated daily reach results: 24,000 – 70,000

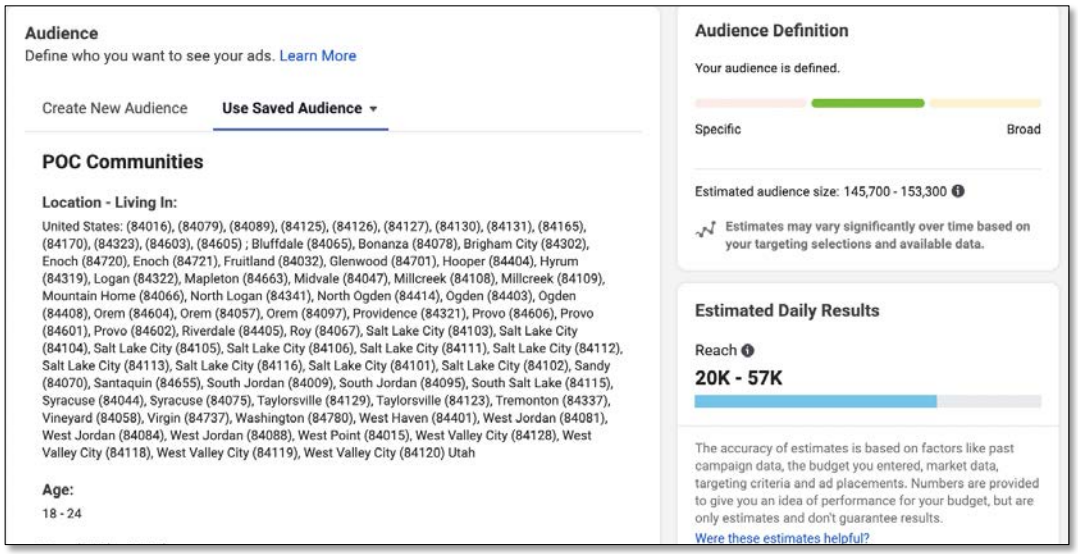


AUDIENCES/MEDIA

SAMPLE - Recent High School Graduates

A/B Testing
Digital/social platform audience

Secondary target: Ages: 18-24, underrepresented population
Area: State of Utah
Estimated social size: 145,700 – 153,300
Estimated daily reach results: 20,000 – 57,000



AUDIENCES/MEDIA

UTAH SYSTEM OF HIGHER EDUCATION

Adult Learners

*25 or older with no college
*25 or older with some college

Include sub-audiences to further target messaging to underrepresented people within the 25+ group.

MEDIA

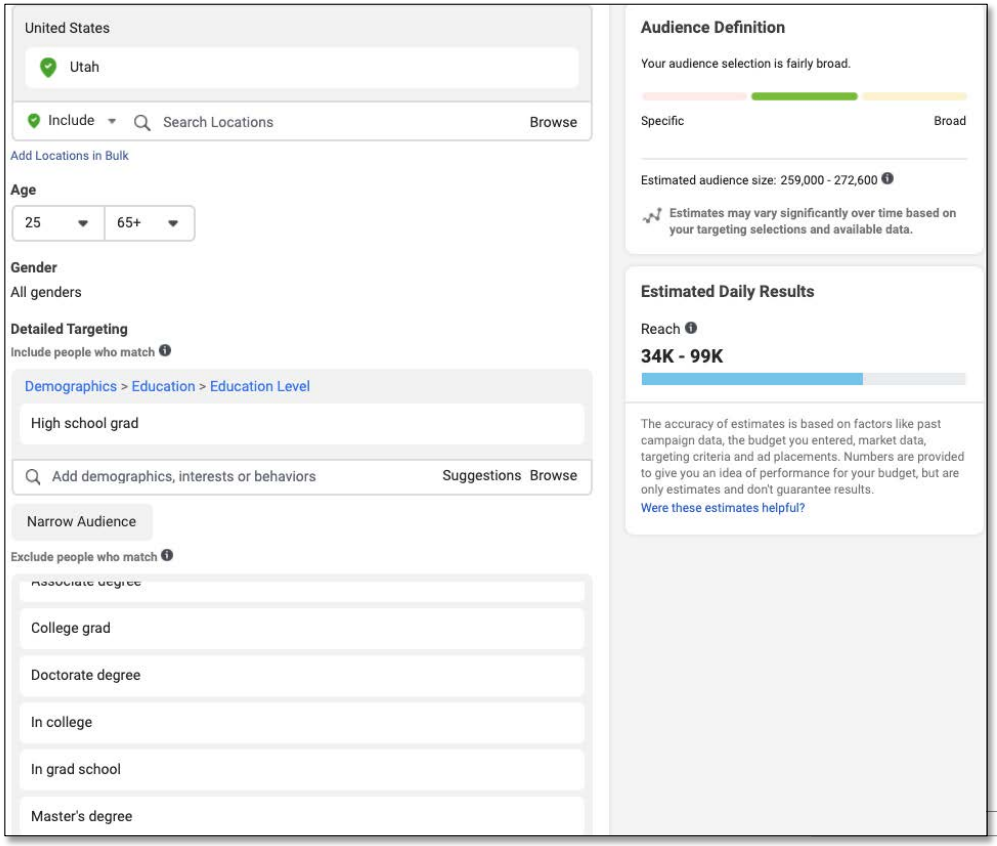
- Television/radio – statewide broadcasts to reach all areas of population.
- PR driven support from key media organizations – interviews and online stories.
- Social platforms considered: Facebook/Instagram and Twitter.
- Digital audio/video platforms considered: OTT, Spotify and Pandora.
- Include aging local influencers in community (those who returned to school and now successful).
- Out-of-home options considered (reaching mobile adults to/from work): billboard and/or transit.

AUDIENCES/MEDIA

SAMPLE - Adult Learners

A/B Testing
Digital/social platform audience

Target: 25 or older with no college
Area: State of Utah
Estimated social size: 259,000– 272,600
Estimated daily reach results: 34,000 – 99,000

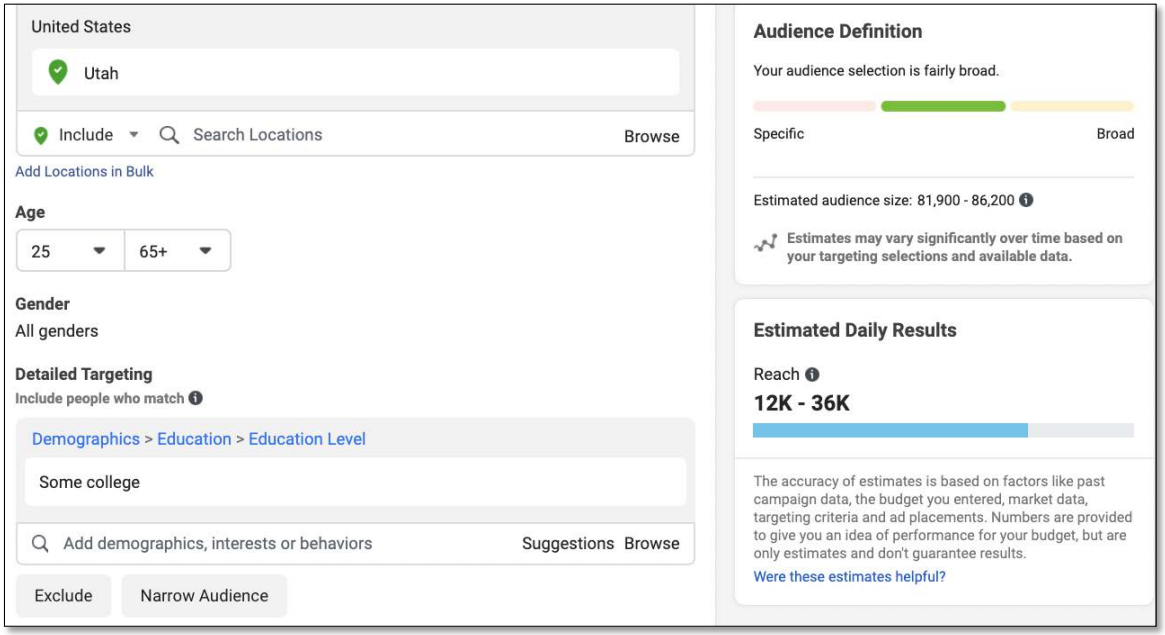


AUDIENCES/MEDIA

SAMPLE - Adult Learners

A/B Testing
Digital/social platform audience

Target: 25 or older with some college
Area: State of Utah
Estimated social size: 81,900 – 86,200
Estimated daily reach results: 12,000 – 36,000



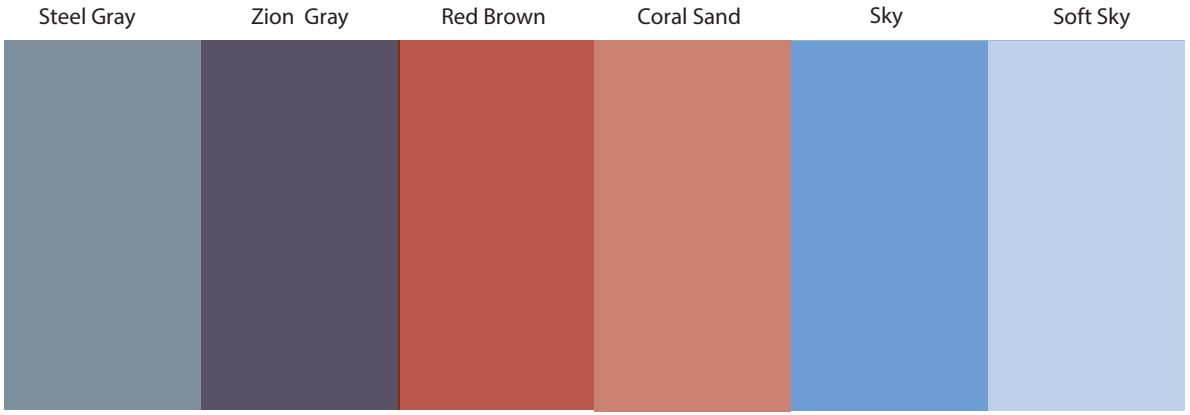
MESSAGING APPROACH

UTAH SYSTEM OF HIGHER EDUCATION

- Focus messaging on being inclusionary on all socioeconomic levels, ages/stage-of-life with communication measures that target all areas, including individuals that are underrepresented within the state.
- Inspire action with motivational and inclusionary words/imagery - variety of ethnicities and ages.
- Further adapt materials to each of the college communities – include look-a-likes and diversity of students/areas.
- Provide approved and vetted individual college stories/journeys within each audience.
- Incorporate story sharing with hashtags and influencer support with potential real-life (local college experience) stories.
- Include "changing life for the better" appeal to the older/return to school audiences.
- Highlight life events appealing to returning or older students. *Examples: kids graduating, lack of job promotion, losing a job, re-evaluation of life priorities, stuck in a job the person doesn't like, etc..*
- Identify the college location/s with imagery that speaks to the area of influence (notable cities or landmarks). *Examples: 24th Street for Ogden, City Skylines for SLC and Logan, Red Cliffs for St. George, Cedar Breaks National Monument for Cedar City, Main Street in Ephraim, Lagoon for Davis County, etc.*
- Highlight the fact that Utah has a college for everyone - creating a universal approach that college is for all Utahns.

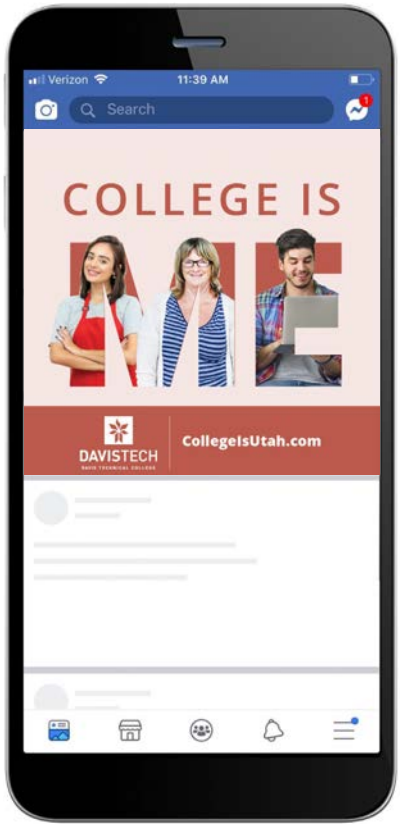
SAMPLE COLOR APPROACH

- Find a pleasing, Utah-inspired color palette.
- Creating a color mix to work with audiences, mediums and seasons.

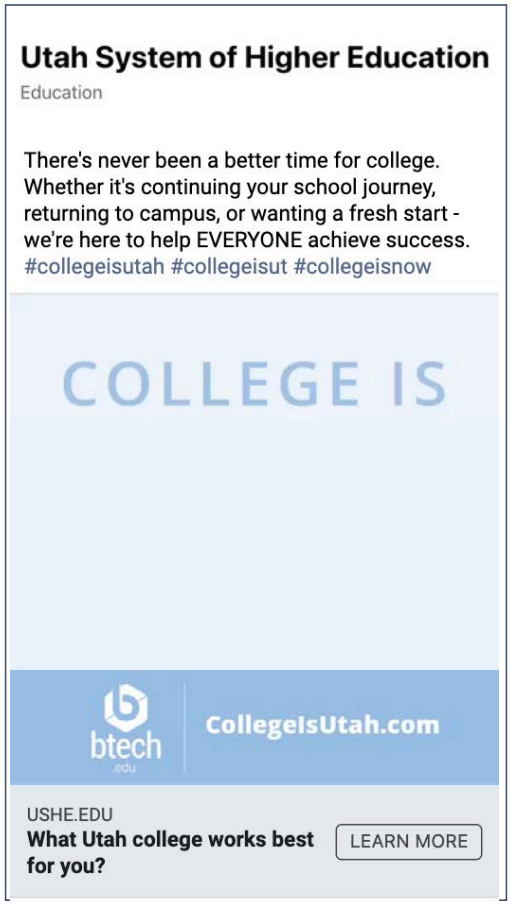


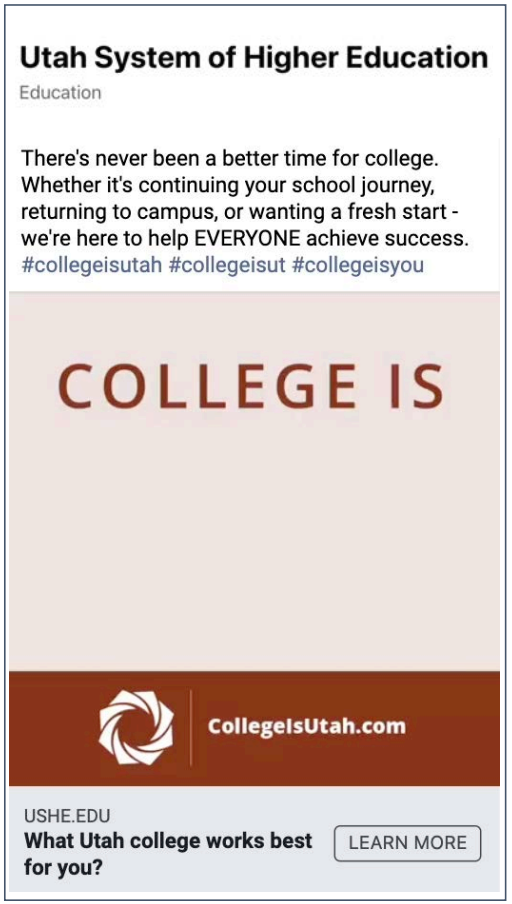
SAMPLE CAMPAIGN LOOK/FEEL (V1): COLLEGE IS UTAH

SAMPLE CAMPAIGN LOOK/FEEL (V1): COLLEGE IS (LOCAL) UTAH

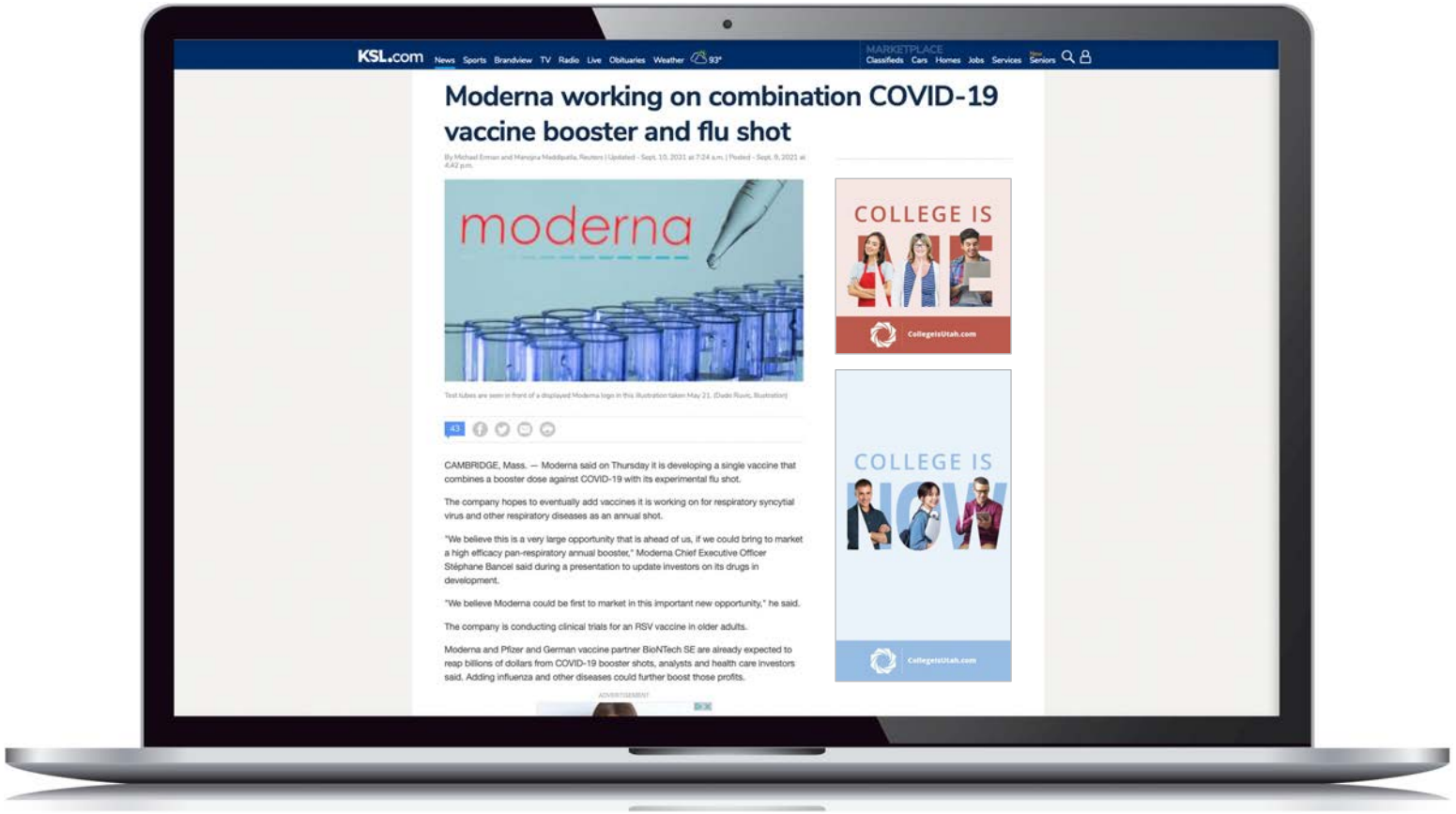


SOCIAL EXAMPLES

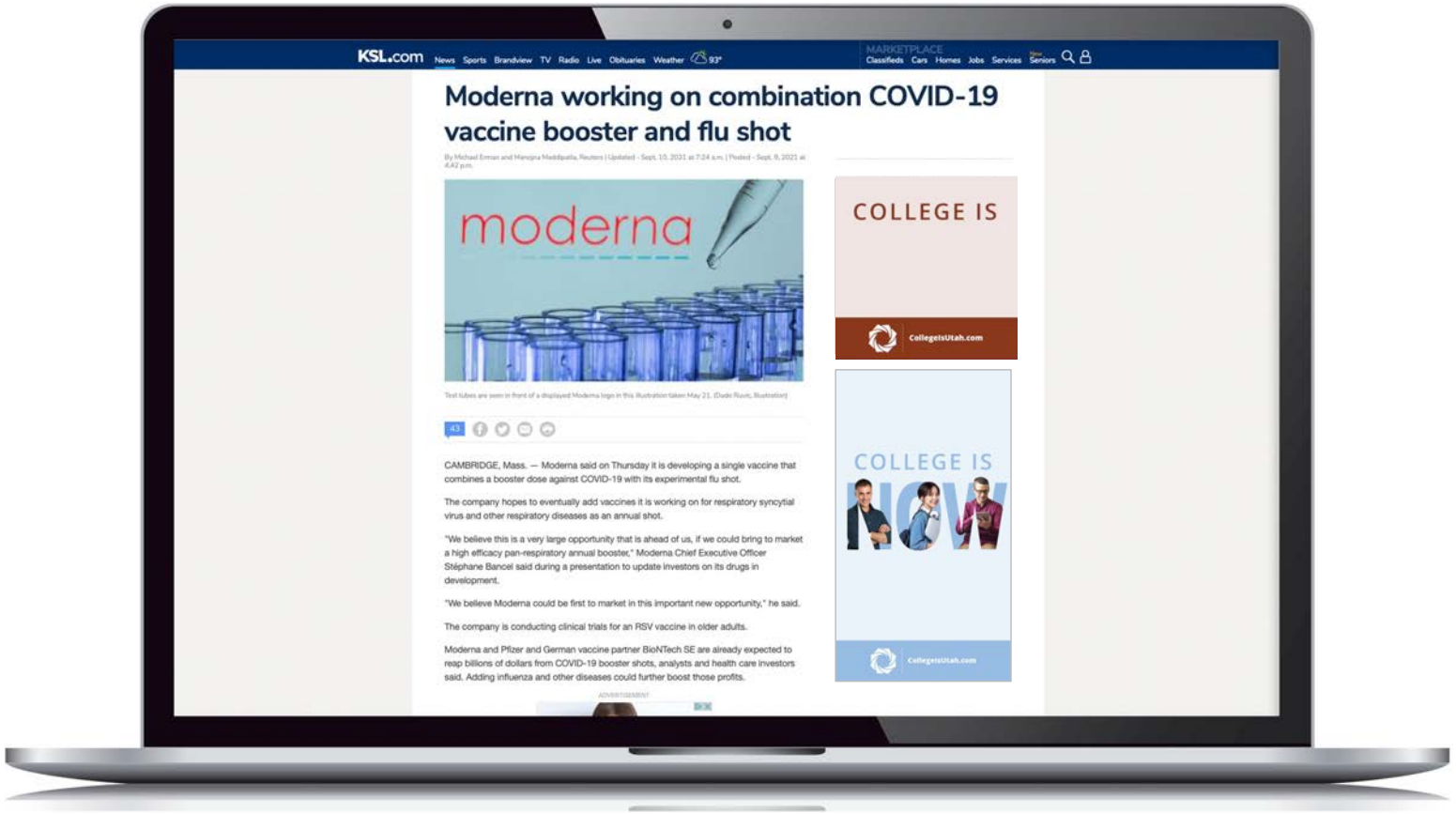




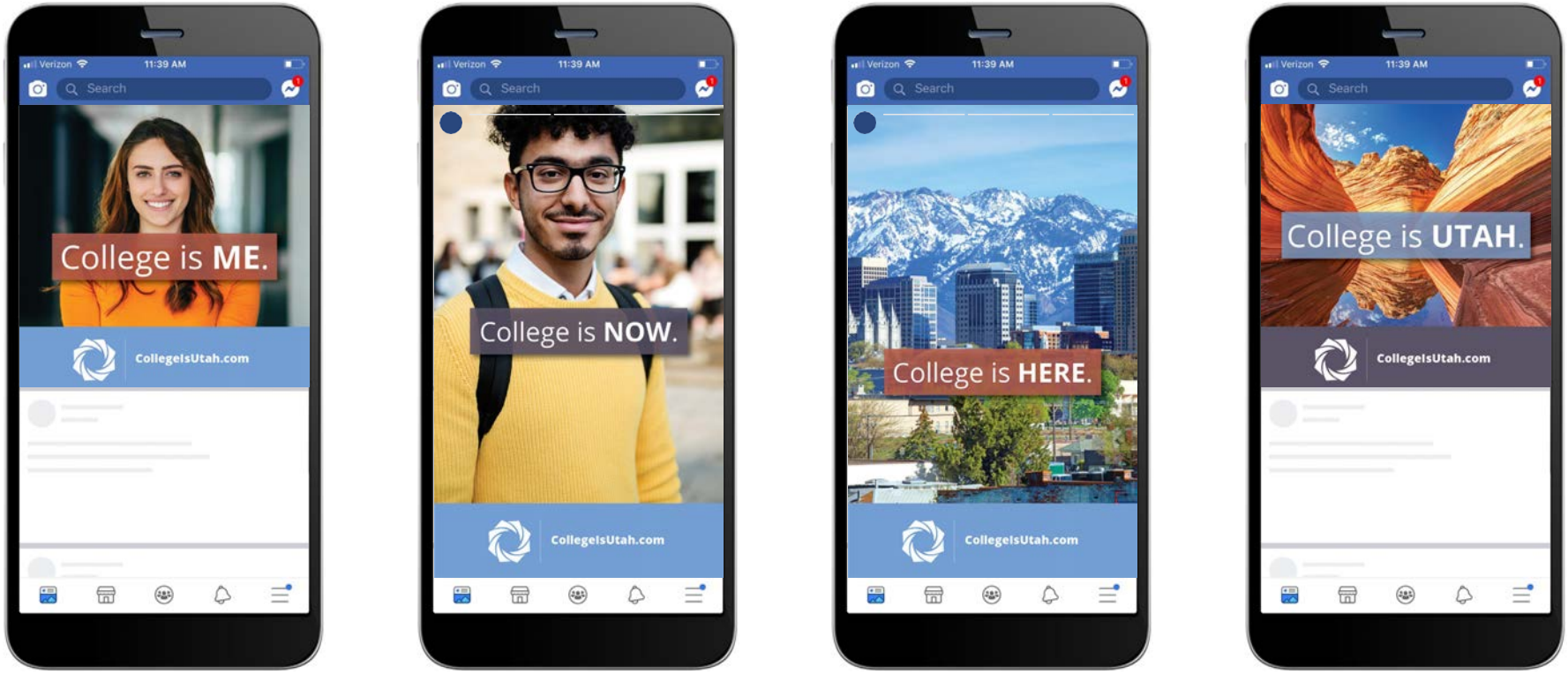
DIGITAL EXAMPLES



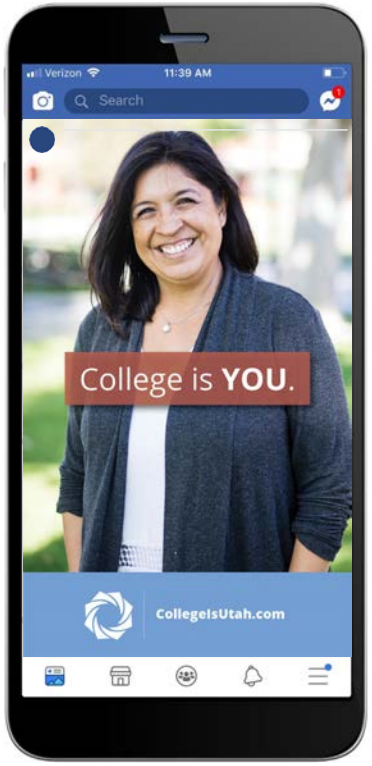
DIGITAL EXAMPLES



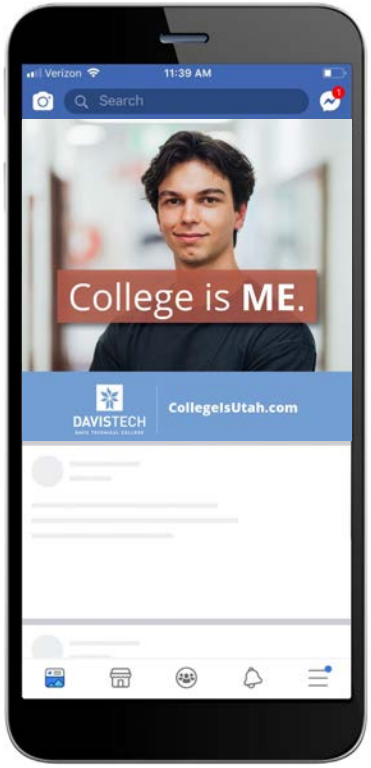
SAMPLE CAMPAIGN LOOK/FEEL (V2): COLLEGE IS UTAH

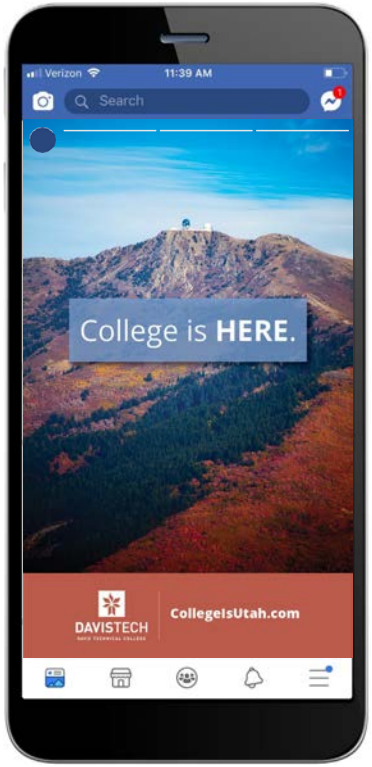


SAMPLE CAMPAIGN LOOK/FEEL (V2): COLLEGE IS UTAH



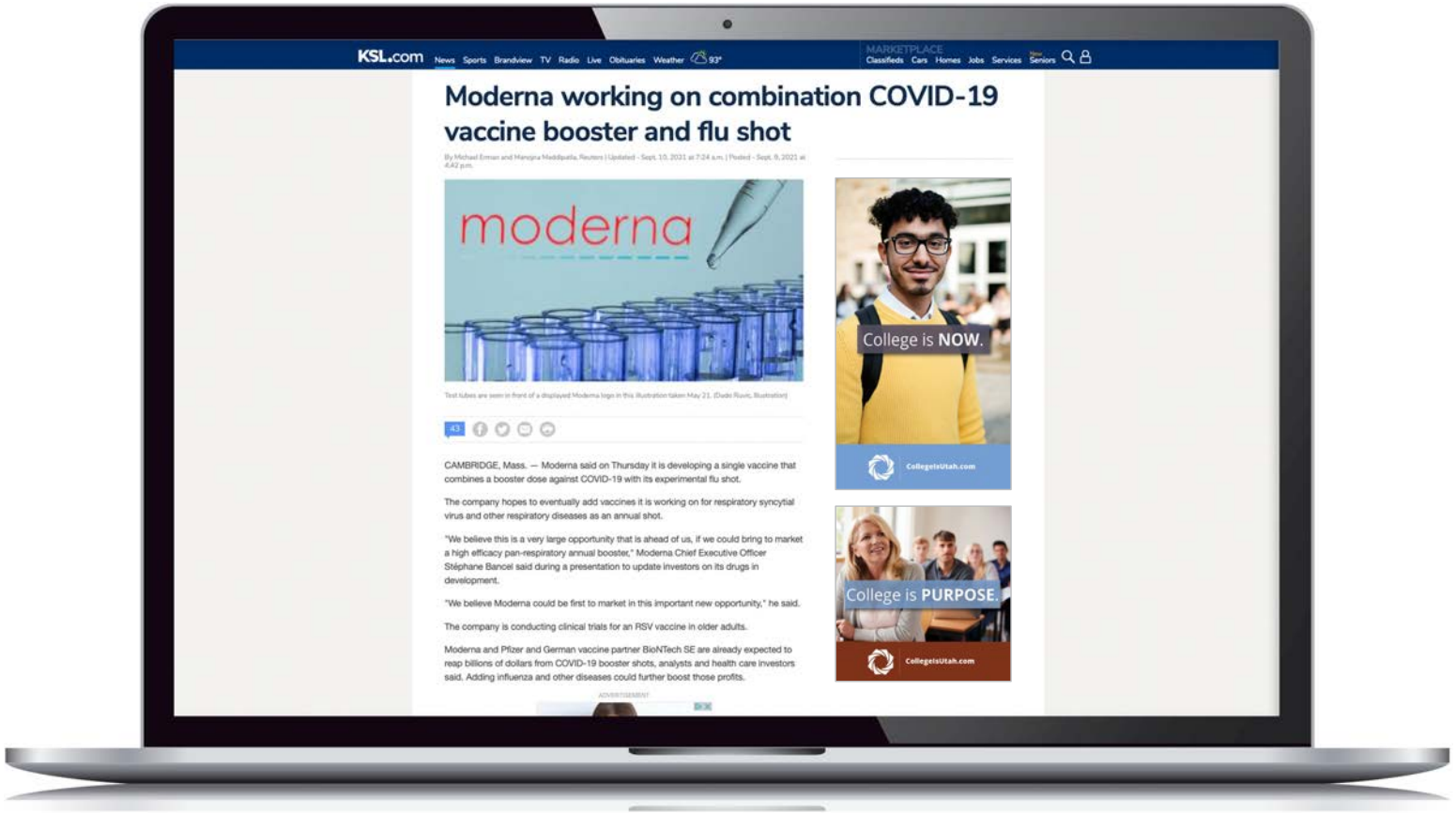
SAMPLE CAMPAIGN LOOK/FEEL (V2): COLLEGE IS (LOCAL) UTAH





SOCIAL EXAMPLES

DIGITAL EXAMPLES



MESSAGING CONCLUSION/SUMMARY

UTAH SYSTEM OF HIGHER EDUCATION

- Inclusionary on all socioeconomic/ages/stage-of-life, including individuals that are underrepresented.
- Inspire action with motivational word/imagery.
- Materials are created to easily adapt to college communities.
- In addition, all created items will be provided on a shared/downloadable portal for individual college use.
- Utah has a college for everyone - creating a universal approach that college is for all Utahns.

Upcoming messaging items – at the preliminary, research or development stages:

- Individual college stories/journeys, hashtags and influencer support campaigns.
- Creative imagery/support of "changing life for the better" and highlighting key life events appealing to returning or older students.
- Identify the college location/s with imagery that speaks to the area of each college.
- Additional content and statistics for lead gen page/s and campaign.

College is USHE

UTAH SYSTEM OF HIGHER EDUCATION

Thank you.