UTAH EDUCATION AND TELEHEALTH NETWORK STRATEGIC PLAN

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MESSAGE FROM THE DIRECTOR

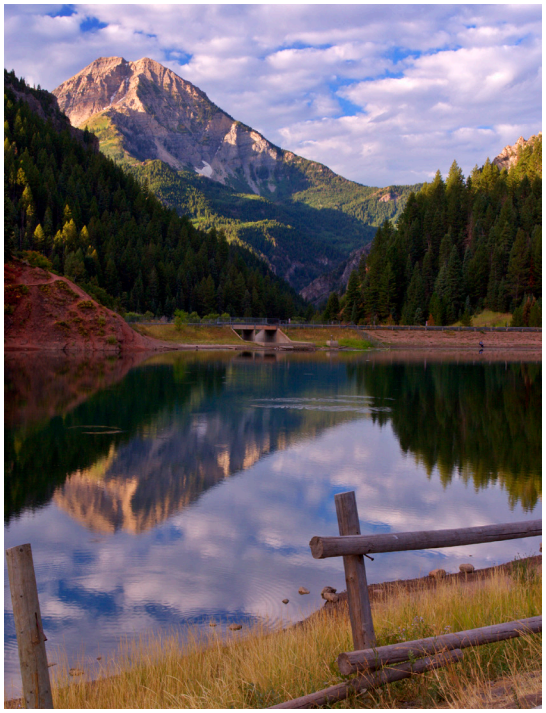
We invite you to learn more about the strategic work of Utah Education and Telehealth Network (UETN) outlined in this document. The UETN Governing Board adopted the strategic plan in October 2021 to support our core purpose: "We network for education and healthcare in Utah."

UETN's Board is comprised of representatives from the constituent groups that we serve: higher education, public education, public libraries and telehealth providers.

We believe access to education and healthcare services are critical state functions and we are committed to reducing barriers to these services for the people of Utah and our client organizations.

Promising partnerships, new content and innovative changes in technology continue to drive our work. We look forward to implementing this plan to help Utahns successfully engage with and benefit from UETN.

Spencer Jenkins
CEO and Executive Director
Utah Education and Telehealth Network



ABOUT UETN

Who We Are

UETN has a wide-ranging mission to provide broadband internet access in service of Utah's education and healthcare institutions, and to provide services to educators and telehealth providers that leverage our state infrastructure. UETN is responsible for Utah's critical technology infrastructure that supports all Utah public schools, school districts and public charter schools, higher education institutions, field research stations, public libraries, and over 80 public health locations, dialysis centers, rural health clinics and local health departments. Our 140 employees are located throughout Utah and serve the entire state, and our physical offices are in the Eccles Broadcast Center at the University of Utah.

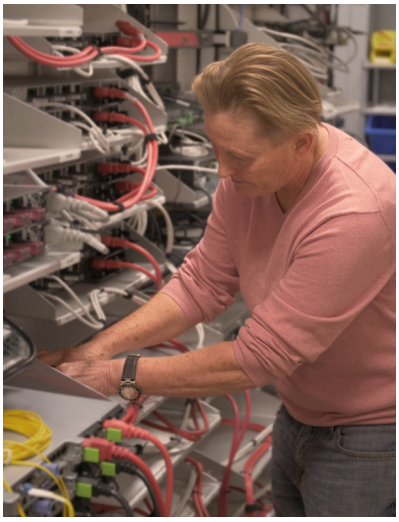
What We Do

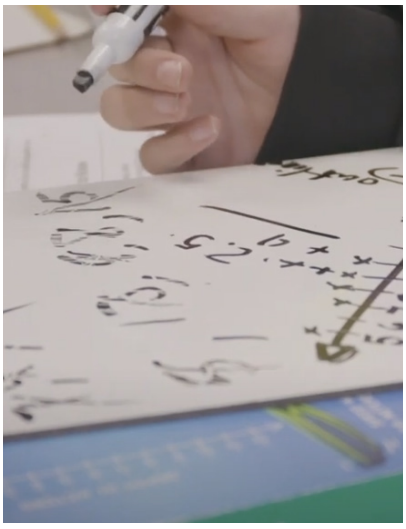
With guidance from our Board and Advisory Councils, we make decisions and take actions that match our values with the needs of our constituents. Our organization's core responsibility is to support the state's broadband infrastructure for educational technology and telehealth, and applications utilizing the network, such as distance learning, high performance computing research, telehealth videoconferences and others.

We create and reinforce trust by communicating openly about our work. We follow sound fiscal and management practices in a responsible and efficient way. We track and report our performance, learn from, and make decisions using data.

DEPARTMENTS

Network Services
This department is responsible for administering a secure, advanced and stable network.
Service areas include:
Advanced Development, Application Engineering, Enterprise Operations, Field Operations, Network Engineering, Network Operations Center, Project Management, Security, Services Planning and Technical Services Support Center





Education Services
This department provides Utah educators, faculty, pre-service educators and students with technology tools they need to teach and learn.
Service areas include:
Web Services, Professional Learning, Software Licensing and Product Management

Telehealth Services
This department assists healthcare organizations to achieve reduced costs, higher quality and increased patient satisfaction through shared infrastructure and collaboration.
Service areas include:
Telehealth Operations, System Administration, Video-conferencing and Program Administration

Broadcast

This department provides high quality programming and services designed to inform, educate, enlighten and enrich the lives of Utahns.

Service areas include:

Broadcast Engineering, Station Management, Programming, Community Engagement, Marketing, and Media Services

Administration

This department is responsible for UETN's leadership and business functions.

Service areas include:

Management, Accounting, Procurement, E-Rate Administration, Public Information, Strategic Initiatives, Human Resources and Coordination with UETN's Board, Councils and constituent groups

VISION, MISSION, VALUES

Vision

The vision of UETN is improved education and healthcare in Utah by connecting people and technologies.

Mission

UETN supports equity, reduces barriers and creates efficiencies by providing critical network, education, telehealth and broadcast services statewide.

Values

Service

We value open, honest and clear interactions, documented policies, and well-reasoned actions.

Innovation

We value new ideas, creative solutions and a responsible risk-taking culture.

Diversity

We value inclusion and respect for all, and staff and governance that represent all whom we serve.

Integrity

We value fairness, impartiality, balance and equity.

Fiscal Responsibility

We value good stewardship and public trust.

Empowered Staff

We value opportunities for professional growth and market-aligned compensation.

Communication

We value input, giving voice to staff and stakeholders, and supporting engagement across platforms.

Safety

We value the welfare, security and well-being of staff and constituents.

STRATEGIC PLAN RESEARCH

UETN solicits feedback from constituents through informal and formal strategies. We track industry standards and benchmark our work against peer organizations. Informal input is gathered through regular meetings, site visits, convened stakeholder groups, viewer services forms, telephone and email.

We regularly track the strategic initiatives and priorities of the constituent groups that we serve, including:

- Utah State Board of Higher Education
- Utah State Board of Education
- State Library Division
- Utah Department of Health
- Division of Technology Services

We contract with respected research firms to conduct regular reviews of our services, such as:

- Utah School Technology Inventory
- Marshall, J. (2022). Inventory of Supports and Practices: Teaching and Learning With Technology. James Marshall Consulting, Inc.
- Marshall, J. (2016). Inventory and Plan for Teaching and Learning With Technology: Supporting the Performance of Utah's Educators San Diego, CA: San Diego State University

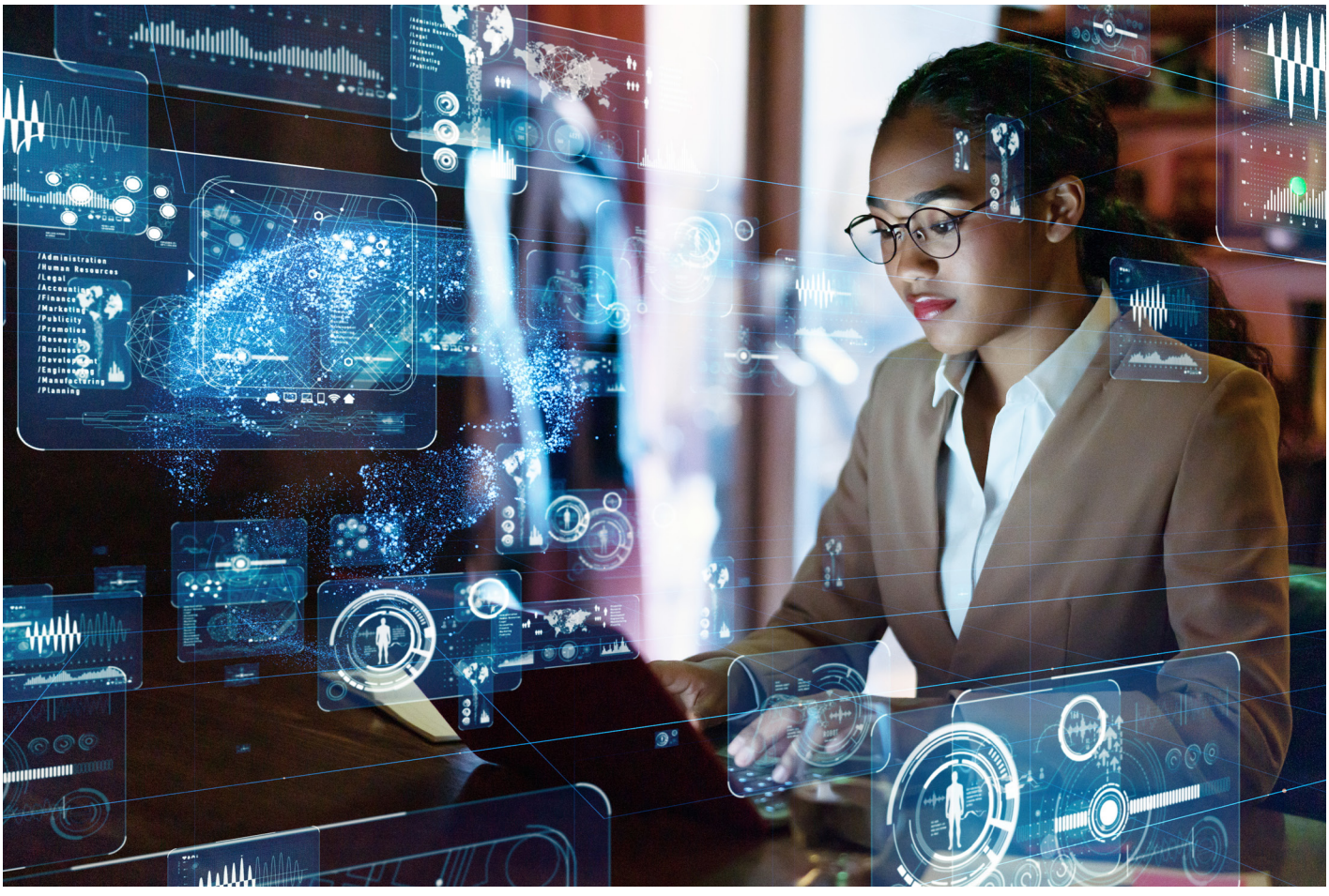
We consult with and benchmark our work with our peers in industry organizations including:

- American Library Association
- America's Public Television Stations
- International Society for Technology in Education
- Internet 2
- National Consortium of Telehealth Resource Centers
- National Educational Telecommunications Association
- Schools, Health and Libraries Broadband Coalition
- The Quilt

UETN STRATEGIC GOALS

In response to the challenges and opportunities identified through the strategic planning process, the UETN Governing Board adopted the following goals. To achieve these goals, each UETN service area will maintain short and long-term project plans.

Goal 1. Network. We will administer a secure, advanced and stable network.
Goal 2. Applications. We will curate and support high quality resources and tools.
Goal 3. Sustainability. We will secure ongoing funding for our work.
Goal 4. Broadcast. We will deliver programs and projects to benefit our community.
Goal 5. Telehealth. We will assist the telehealth needs of healthcare organizations.
Goal 6. Professional Learning. We will provide excellent PD experiences to our stakeholders.
Goal 7. Operations. We will make decisions and take actions that match our values.



We will administer a secure, advanced and stable network.

GOAL #1: NETWORK

Utah depends on the critical services that traverse UETN's high-capacity fiber-optic backbone and widearea network. UETN leases these connections through competitive contracts among multiple telecommunications providers bringing reliable Internet to more than 1,800 education, healthcare and library sites.

SUMMARY

1. Grow capacity
2. Anticipate and plan for demand and other exigencies
3. Manage security risk
4. Support high performance computing for research
5. Merge UEN and UTN infrastructure
6. Leverage network peering and interconnection

OBJECTIVES

- 100% of sites are connected at sufficient capacity to meet need
- Network update and availability are 99.9% or greater

METRICS

We will curate and support high quality resources and tools.

GOAL #2: APPLICATIONS

Working with stakeholders, UETN curates, licenses or develops applications that meet education needs to optimize efficiencies through shared support, infrastructure and procurement.

SUMMARY

1. Align to core needs and standards
2. Support certificate and degree programs of or partners
3. Maximize cost savings and collaborations through consortia
4. Improve accessibility

OBJECTIVES

- Number of videoconferencing classes for education and telehealth increases
- Data show cost savings through consortia purchasing
- Website, social media and app utilization metrics show increased engagement

METRICS

We will secure ongoing funding for our work.

GOAL #3: SUSTAINABILILTY

UETN's responsibilities in state law require ongoing funding through legislative appropriation, federal programs and grants. UETN practices sound fiscal management exceeding industry standards.

SUMMARY

1. Be transparent and efficient
2. Maximize E-Rate and Healthcare Connect
3. Seek grants and partnerships
4. Leverage state and national initiatives
5. Liaise with appropriators and partners

OBJECTIVES

- Finances are stable and sustainable
- The percentage of return on E-Rate and Rural Healthcare funds increases
- Independent audits are favorable

METRICS

We will deliver programs and projects to benefit our community.

GOAL #4: BROADCAST

UETN operates four public broadcast channels with a full schedule of programs to engage learners of all ages, community engagement activities, and local productions.

SUMMARY

1. Program content to educate and inspire
2. Produce new media
3. Engage with and amplify the work of community partners
4. Build capacity with emerging media platforms, cross reality media, live linear streaming, NextGen TV and others
5. Collaborate with peer stations

OBJECTIVES

- Audits show programs are consistent with mission
- Community engagement activities and participation increase
- Number of local media productions representing/ supporting constituents

METRICS

We will assist healthcare organizations to achieve the triple aim of reduced costs, higher quality and increased patient satisfaction.

GOAL #5: TELEHEALTH

Telehealth Services uses UETN's wide area network and interactive video to deliver patient care, provide continuing education to health professionals and facilitate administrative meetings among healthcare professionals.

SUMMARY

1. Foster telehealth adoption and deployment
2. Serve as a regional Telehealth Resource Center
3. Develop valuable and timely telemedicine resources
4. Serve as a neutral convener for telehealth initiatives
5. Maintain HIPPA compliance systems and environments
6. Advance access to telehealth services

OBJECTIVES

- Amount of telehealth assistance provided to constituents

METRICS

We will provide excellent professional learning experiences to support our stakeholders.

GOAL #6: PROFESSIONAL LEARNING

UETN professionals work closely with local education agencies and leaders to provide workshops and multimedia supports that advance technology integration goals, support license credentials and endorsements, and maximize the value of state-licensed software applications.

SUMMARY

1. Coordinate and provide training for state-license software
2. Increase support for school administrators, libraries and higher education
3. Provide opportunities to earn Ed Tech Endorsement and related credentials
4. Produce quality multimedia professional learning content
5. Continue to understand and promote progressive practices that enhance education through technology

OBJECTIVES

- Increase in completion of PD courses, credit hours and endorsements

METRICS

We will make decisions and take actions that match our values.

GOAL #7 OPERATIONS

UETN business functions provide the foundation for services and accomplishing the mission.

SUMMARY

1. Support Board governance and Advisory Councils
2. Update policies and service catalog
3. Improve equity, diversity and inclusion (EDI)
4. Communicate our work through publications and media

OBJECTIVES

- Board and council positions are filled, reflect community and have regular engagement
- Policies and service catalog are updated regularly
- DEI goals established for internal staff, services and Board
- Number of publications and distribution metrics meet communication needs

METRICS

SPECIFIC EQUITY GOALS

UETN staff and Board recognize that structural and systemic gaps continue to exist in our state, including gaps in reliable and robust access to technologies for healthcare and education attainment.

Utilizing the state's Toolkit for Equity and Opportunity-Minded Decisions and Policies, we work to ensure our policies and practices help all students and patients have technology solutions that provide safe and equitable experiences conducive to their health and education goals.

Our organization tracks and reports on equity and diversity goals as part of its annual reports to the FCC and the Corporation for Public Broadcasting.

Equity Goal 1. Broadcast and promote content that represents diverse voices and viewpoints and addresses issues relevant to our community.

Success measure: Viewer feedback and programming metrics

Equity Goal 2. Increase station, community and network capacity to better serve Utahns who have been traditionally marginalized.

Success measure: Partner feedback and engagement metrics

Equity Goal 3. Empower educators to improve the accessibility of their instructional content through UETN-delivered tools such as closed captioning software and professional learning on topics such as universal design.

Success measure: Course participation data and hours captioned

Equity Goal 4. Improve equitable access to digital resources for education, healthcare and economic opportunity to communities throughout Utah.

Success measure: Network connections as compared to the number of schools, distance learning courses and events per year and use of online learning management system as compared to target K-12 population

ANTICIPATED BUDGET REQUESTS

The UETN Governing Board is responsible for budget oversight, including the annual budget request for one-time and ongoing appropriation. The legislature request page includes details here: https://uetn.org/governance/legislature.php