UTAH EDUCATION AND TELEHEALTH NETWORK
STRATEGIC PLAN
TABLE OF CONTENTS

MESSAGE FROM THE DIRECTOR .............................................................. 3

ABOUT UETN ........................................................................................ 4

DEPARTMENTS .................................................................................... 5

VISION, MISSION, VALUES ................................................................ 7

UETN STRATEGIC GOALS ................................................................. 9

SPECIFIC EQUITY GOALS ................................................................. 17

ANNUAL WORK PLANS .................................................................... 18

ANTICIPATED BUDGET REQUESTS ................................................... 20
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
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:

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
**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

---

**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
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

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
Goal #2: Applications
Goal #3: Sustainability
Goal #4: Broadcast
Goal #5: Telehealth
Goal #6: Professional Learning
Goal #7: Operations
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: SUSTAINABILITY

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
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 deliver programs and projects to benefit our community.
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
## ANNUAL WORK PLANS

(as of January 1, 2023)

### FY23 Projects

#### Q1

<table>
<thead>
<tr>
<th>Name</th>
<th>Lead</th>
<th>Team</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce Native American Website</td>
<td>Tim Stack</td>
<td>Web, Engagement</td>
<td>Done</td>
</tr>
<tr>
<td>Establish a method for sharing marketing metrics and highlights</td>
<td>Max Gonzales</td>
<td>Comms</td>
<td></td>
</tr>
<tr>
<td>Complete phase 2 of data driven strategy</td>
<td>Max Gonzales</td>
<td>Web</td>
<td>Done</td>
</tr>
<tr>
<td>Revamp UEN PDTV in alignment with audience needs</td>
<td>Katie Garrett, Justin Brooksby</td>
<td>Media, PD</td>
<td>Done</td>
</tr>
<tr>
<td>Complete UIMC needs assessment</td>
<td>Max Gonzales</td>
<td>Web</td>
<td>Done</td>
</tr>
<tr>
<td>Conduct mid-year project review of LitFlix</td>
<td>Jenn Gibbs</td>
<td>Engagement</td>
<td>Done</td>
</tr>
<tr>
<td>Renew KUEN license</td>
<td>Laura Hunter</td>
<td>Broadcast</td>
<td>Done</td>
</tr>
<tr>
<td>Hire and onboard new broadcast engineer</td>
<td>Laura Hunter</td>
<td>Broadcast</td>
<td>Done</td>
</tr>
<tr>
<td>Create and program KUEN brand package</td>
<td>Max Gonzales</td>
<td>Media, Broadcast</td>
<td>Working on it</td>
</tr>
<tr>
<td>Launch NASA channel</td>
<td>Max Gonzales</td>
<td>Broadcast, Web</td>
<td>Done</td>
</tr>
<tr>
<td>Update UEN app</td>
<td>Max Gonzales</td>
<td>Web</td>
<td>Done</td>
</tr>
<tr>
<td>Engage external evaluator for PD</td>
<td>Laura Hunter</td>
<td>PD</td>
<td>Done</td>
</tr>
</tbody>
</table>

#### Q2

<table>
<thead>
<tr>
<th>Name</th>
<th>Lead</th>
<th>Team</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submit content for awards</td>
<td>Comms</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Maintain events calendar on website</td>
<td>Comms</td>
<td></td>
<td>Done</td>
</tr>
<tr>
<td>Create archive of PR items</td>
<td>Comms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streamline booth planning</td>
<td>Jenn Gibbs</td>
<td>Engagement, Comms</td>
<td>Working on it</td>
</tr>
<tr>
<td>Complete Story Tracker for AR</td>
<td>Jenn Gibbs</td>
<td>Comms</td>
<td>Done</td>
</tr>
<tr>
<td>Capture FY22 metrics and documentation</td>
<td>Susan Cohen</td>
<td>Comms</td>
<td></td>
</tr>
<tr>
<td>Launch Latinx website</td>
<td>Tim Stack</td>
<td>Engagement, Web</td>
<td>Done</td>
</tr>
<tr>
<td>Complete K12 LMS purchase</td>
<td>Jenn Mauger</td>
<td>Software</td>
<td></td>
</tr>
<tr>
<td>Update broadcast compliance guide</td>
<td>Jenn Gibbs</td>
<td></td>
<td>Done</td>
</tr>
<tr>
<td>Establish accessibility standards for websites</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Improve Tech Summit interface</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Optimize telehealth dashboards</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Create new telehealth dashboards</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Convert iDashboard data to Googlesheets</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Complete eMedia/Core integration</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Add technical colleges to Launch My Career</td>
<td>Max Gonzales</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Retire Apps4Edu</td>
<td>Tim Stack</td>
<td></td>
<td>Done</td>
</tr>
<tr>
<td>Synthesize info from DDS User Report</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Implement Google analytics 4 dashboards</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Complete EDI previews for LitFlix through 2023</td>
<td>Jenn Gibbs</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Complete licensing updates for linear broadcast</td>
<td>Max Gonzales</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Switch What's On schedule to new provider</td>
<td>Tim Stack</td>
<td></td>
<td>Done</td>
</tr>
</tbody>
</table>
### Q3

<table>
<thead>
<tr>
<th>Name</th>
<th>Lead</th>
<th>Team</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement marketing inventory checkout</td>
<td>Susan Cohen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research trends in collateral and update plans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand Netnews from all depts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analyze ROI for UTN newsletter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determine ROI of deeper networks services campaigns</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launch Asian American resources page</td>
<td>Tim Stack</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete higher ed LMS add-ons RFP</td>
<td>Jenn Mauger</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Complete captioning RFP</td>
<td>Jenn Mauger</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete anti-plagiarism software RFP</td>
<td>Jenn Mauger</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete UETN.org content migration</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Rewrite staff directory display for UETN.org</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Create resources page for community projects</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Create Preschool Path activity calendar</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Complete lesson plan migration to eMedia</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Create bats and fungi investigations for NHMU</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Review user experience data for eMedia</td>
<td>Katie Garrett</td>
<td>Media, PD</td>
<td></td>
</tr>
<tr>
<td>Review instructional video strategy for PD</td>
<td>Katie Garrett</td>
<td>Media, PD</td>
<td></td>
</tr>
</tbody>
</table>

### Q4

<table>
<thead>
<tr>
<th>Name</th>
<th>Lead</th>
<th>Team</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalize and distribute rebranding assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support interdepartmental communication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage employees with Humans of UETN</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support monthly EDIA media discussion group</td>
<td>Jenn Gibbs</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Build staff morale through events</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete Pacific Islander resource page</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Connect stakeholders with broadcast programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete RFP for accessibility providers</td>
<td>Jenn Mauger</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete RFP for library software providers</td>
<td>Jenn Mauger</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produce annual report</td>
<td>Jenn Gibbs</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Produce EEO report</td>
<td>Jenn Gibbs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct quarterly review of broadcast compliance</td>
<td>Jenn Gibbs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalize EDI work group logic model and plan</td>
<td>Jenn Gibbs</td>
<td></td>
<td>Stuck</td>
</tr>
<tr>
<td>Update UEN.org design and navigation structure</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Update moondog CMS</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Update student interactives pages</td>
<td>Tim Stack</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Innovate using XR projects as a curriculum resource</td>
<td>Katie Garrett</td>
<td>Media</td>
<td></td>
</tr>
<tr>
<td>Design and pilot student production program</td>
<td>Katie Garrett</td>
<td>Broadcast, Media</td>
<td>Working on it</td>
</tr>
<tr>
<td>Produce 8 Art Connection segments</td>
<td>Katie Garrett</td>
<td>Broadcast, Media</td>
<td>Working on it</td>
</tr>
<tr>
<td>Complete season 5 of UEN homeroom</td>
<td>Katie Garrett</td>
<td>Media, PD</td>
<td>Working on it</td>
</tr>
<tr>
<td>Produce monthly Litflix content</td>
<td>Jenn Gibbs</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Co-host Litflix event with a public library</td>
<td>Jenn Gibbs</td>
<td></td>
<td>Working on it</td>
</tr>
<tr>
<td>Boost Pressbooks engagement</td>
<td>Jenn Gibbs</td>
<td></td>
<td>Working on it</td>
</tr>
</tbody>
</table>
### 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