To: Chair Lisa Michele Church, Vice Chair Jesselie Anderson, and Commissioner David Woolstenhulme

From: President Taylor Randall, President Noelle Cockett, President Brad Mortensen, President Mindy Benson,
         Interim President Stacee McIff, President Biff Williams, President Astrid Tuminez, President Deneece
         Huftalin, President Brennan Wood, and President Clay Christensen

Date: January 5, 2023

Subject: Response to USHE Memo of October 24, 2022

Thank you for the opportunity to respond to the memo from Commissioner David Woolstenhulme and Senior
Executive Director of Statewide Online Education Scott Wyatt dated October 24, 2022. We emphasize that we all
share the same goals of addressing the needs of the Some College No Degree (SCND) population, aligning our
online programs with workforce needs, and the success of all of our students, including our on-campus students,
who benefit from a breadth of online courses and programs. This response will address the following points that
were raised in the memo: a report of existing innovations; establishment of targets for increasing completion
among the SCND population; expanding the availability of affordable online offerings aligned with workforce
needs; identifying flexible options for students to cross-register among institutions; incorporating prior learning to
simplify and streamline degree pathways; sharing instructional design, quality assurance, e-learning, flexible
scheduling, and other best practices. For most of these issues and before offering definitive solutions or targets,
the Council of Presidents requests clarification to understand and scope the points outlined below.

Report of Existing Innovations and Ongoing Creative Efforts

Utah Valley University (UVU) has collected a report of existing innovations and ongoing creative efforts from each
of the USHE degree-granting institutions. UVU President Astrid Tuminez presented this report to the Utah Board of
Higher Education (UBHE) November 2022.

Establishment of Systemwide and Institutional-Specific SCND Targets

The Council of Presidents commits to working individually, collectively, and with USHE to establish systemwide and
institutional-specific SCND targets by the end of **Q2 2023**. Some institutional data has already been collected about
the recruitment efforts and successes in attracting and graduating SCND students. Those and regional trend data
will be used to inform the establishment of targets.

Expanding Availability of Affordable Online Offerings

The Council of Presidents commits to compiling (by the end of **Q1 2023**) and thereafter regularly reporting on
existing institutional and system-level online offerings, including general education (GE) courses. Some institutional
data has already been collected by Cynthia "Cyd" Grua, USHE Assistant Commissioner of Academic Affairs. In
addition, the Council of Presidents will compare high-demand, high-yield job categories with existing online
pathways to identify gaps in online offerings. Once gaps have been identified, the COP will present a plan to
highlight existing pathways for potential students and create a plan for addressing gaps with additional offerings
by the end of **Q4 2023**.

Identifying Flexible Options for Course Sharing

As the first step toward identifying the flexible options for course sharing, the Council of Presidents will identify the magnitude of the problem among current students, in part by determining the number of students who have not completed their degrees and for which cross-registration would have enabled completion. Because R470 is being addressed by the General Education Committee, standardization of general education will not be discussed as part of a course-sharing study. The COP notes that USHE already has a functional system of general education (R470) with a consistent structure and set of requirements that articulate clearly across institutions at the course level and in the form of a general education certificate. The COP requests that USHE issue a request for proposals for vendors that provide course-sharing platforms (e.g., Acadeum and others). Individual institutions have experience with and are open to pilots with such platforms. Pilots would require the empowerment of the major committees to choose courses to be hosted by teaching institutions on any platform and to be approved by home institutions. Pilots would require significant work on data integrations to enable provisioning of students at and from different institutions.

Incorporating Prior Learning to Simplify and Streamline Degree Pathways

The Council of Presidents will work in partnership with Associate Commissioner of Academic Education Dr. Julie Hartley, Assistant Commissioner of Academic Affairs Dr. Steve Hood, and the Prior Learning Committee to coordinate on existing USHE efforts to have a positive impact on the breadth of degree pathways options. The Council of Presidents commits to standardizing how institutions report on current prior learning assessment practices at the institutional level (by the end of **Q4 2023**), assessing the impacts of those practices on the SCND population and the effectiveness of communications of those practices (by the end of **Q2 2024**), and empowering the major committees to develop proposals for any necessary streamlining, improved communications, or joint efforts (by the end of **Q4 2024**).

Sharing of Support Resources and Best Practices

The Council of Presidents commits to the continuation of the sharing of resources and effective practices by establishing an Academic Innovation Council (AIC) to advise the Council of Presidents. The AIC will meet quarterly (beginning **Q1 2023**) to share, promulgate, and scale effective practices and to explore any innovations proposed by the presidents or the board. The AIC will work with the Utah Teaching Technology Council (UTTC) and other Utah communities of practice to assess and coordinate system-wide solutions.

The Council of Presidents appreciates the discussion that is taking place around the success of our students in Utah. The conversation has prompted us to make existing innovations at our colleges and universities more visible, and it has committed us to further collaboration.