



UVU

GRADUATE STUDIES

UVU GRADUATE STUDIES VISION

A five-year plan for
elevating graduate education

Table of Contents

Graduate Studies Plan Overview	3
Goal #1: Ensure High Quality Graduate Education.....	4
Alignment with NWCCU Standards and UVU Strategic Plan.....	4
Objectives, Strategies, and Actions	5
Goal #2: Strengthen Strategic Enrollment Management for Graduate Programs	7
Alignment with NWCCU Standards and UVU Strategic Plan.....	7
Objectives, Strategies, and Actions	8
Goal #3: Develop and Refine Sustainable Revenue Models for Graduate Programs	9
Alignment with NWCCU Standards and UVU Strategic Plan.....	9
Objectives, Strategies, and Actions	10
Goal #4: Foster Continuity Across Graduate Programs.....	11
Alignment with NWCCU Standards and UVU Strategic Plan.....	11
Objectives, Strategies, and Actions	12

Graduate Studies Plan Overview

This vision document for graduate studies outlines a comprehensive strategy for elevating UVU's graduate programs. By focusing on four key goals, we aim to create a dynamic and sustainable graduate ecosystem that prioritizes excellence in graduate programming in the coming years. This vision document serves as a roadmap to guide institutional efforts in enhancing the overall quality of graduate education, optimizing enrollment strategies, developing robust financial models, and fostering collaboration across programs.

Goal #1: Ensure High Quality Graduate Education

Together with the Business Intelligence and Research Services Department and graduate program directors and committees, the Director of Graduate Studies will uphold and enhance the quality of graduate programs and graduate student support services.

Alignment with NWCCU Standards and UVU Strategic Plan

NWCCU Standard 1.C.9:

- The institution's graduate programs are consistent with its mission, are in keeping with the expectations of its respective disciplines and professions, and are described through nomenclature that is appropriate to the levels of graduate and professional degrees offered. The graduate programs differ from undergraduate programs by requiring, among other things, greater: depth of study; demands on student intellectual or creative capacities; knowledge of the literature of the field; and ongoing student engagement in research, scholarship, creative expression, and/or relevant professional practice.

NWCCU Standard 2.G.1:

- Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

UVU Vision 2030:

Engage, Priority Initiative A: Strengthen Engaged Learning and Community Engagement Opportunities for Students, Faculty, and Staff

- Support and Expand Engaged Learning and Teaching - UVU will continue to (1) utilize advanced technologies and data to assess, realize, and support best practices, and (2) create curricula that excite students and prepare them for life-long learning.

Objectives, Strategies, and Actions

Objective 1A: Review and update graduate program curricula to align with industry needs, disciplinary requirements, and relevant specialized accreditation and licensure standards.

- **Strategy 1A1:** Improve graduate program curricula through effective and relevant outcome assessment measures and processes.
 - **Action 1A1:** Commencing in the 2024-2025 academic year, review the effectiveness and relevance of graduate program curriculum and related outcome assessment measures and processes by graduate program committees and graduate program directors. Graduate programs may satisfy this requirement through documenting the curriculum and outcome assessment measures and processes required by their specialized accreditation standards, if applicable. Graduate programs that submitted specialized accreditation reports addressing curriculum and assessment measures and processes during the past two years have satisfied this requirement.

- **Strategy 1A2:** Establish and implement a triennial curriculum and assessment review process integrating rigorous assessment methodologies to enhance graduate program effectiveness and relevance.
 - **Action 1A2:** Commencing in the 2025-2026 academic year, complete the inaugural triennial review cycle for all graduate programs within three academic years, ensuring all programs undergo their initial review by the conclusion of the 2027-2028 academic year.

Objective 1B: Continuously enhance support services to promote graduate student success.

- **Strategy 1B1:** Launch a comprehensive student success program for graduate students comprising tailored initiatives and resources.
 - **Action 1B1:** Beginning in the 2025-2026 academic year, employ an evaluation process to identify barriers to graduate student success.
 - **Action 1B2:** Beginning in the 2025-2026 academic year, collaborate with university partners to develop and refine enhanced support services for graduate students tailored to meet identified needs.

Objective 1C: Enhance job placement and career success of graduates.

- Strategy 1C1: Improve job placement data sources for students who complete graduate programs.
 - Action 1C1: By the conclusion of the 2025-2026 academic year, enhance the collection and accuracy of job placement data through improved tracking mechanisms.

Goal #2: Strengthen Strategic Enrollment Management for Graduate Programs

Together with the Business Intelligence and Research Services Department, Student Affairs Division, and graduate program directors and committees, the Director of Graduate Studies will establish a data-driven enrollment management system that optimizes student success.

Alignment with NWCCU Standards and UVU Strategic Plan

NWCCU Standard 1.D.1:

- Consistent with its mission, the institution recruits and admits students with the potential to benefit from its educational programs. It orients students to ensure they understand the requirements related to their programs of study and receive timely, useful, and accurate information and advice about relevant academic requirements, including graduation and transfer policies.

NWCCU Standard 1.D.4:

- The institution's processes and methodologies for collecting and analyzing indicators of student achievement are transparent and are used to inform and implement strategies and allocate resources to mitigate perceived gaps in achievement and equity.

UVU Vision 2030:

Achieve, Priority Initiative C: Improve Completion through Seamless Processes, Comprehensive Services, and Excellent Staff

- Create Seamless Processes and Comprehensive Services for a Diverse Student Body - UVU will build on the success of previous completion efforts by focusing on the following:
 - Data-informed outreach and support — Increased utilization of predictive analytics for outreach, support, and the removal of completion barriers.

Objectives, Strategies, and Actions

Objective 2A: Optimize graduate program enrollment management through interactive dashboards showcasing key metrics to identify trends and strengths.

- Strategy 2A1: Develop interactive dashboards displaying five years of data disaggregated by graduate program, demographic groups, and other relevant factors such as peer comparisons for the following key metrics: number of students enrolled, number of enrolled students from previous term (excluding graduates), and number of total graduates. Make existing labor market analysis data available to inform decisions.
 - Action 2A1: By the start of the 2025-2026 academic year, ensure interactive dashboards are accessible to relevant stakeholders for each graduate program.

Objective 2B: Develop strategic enrollment management plans for each graduate program annually, in accordance with university policy (see UVU Policy 658, Establishment and Administration of Graduate Programs).

- Strategy 2B1: Integrate enrollment, graduation, marketing, recruitment, and communication goals, as well as robust retention strategies into the strategic enrollment management plan for each graduate program.
 - Action 2B1: Ensure approval of 100% of graduate program strategic enrollment management plans each academic year, following the format and timeline approved by the Graduate Council and the Senior Associate Provost for Academic Programs, Assessment, and Accreditation.

Objective 2C: Complete strategic enrollment management reports for each graduate program annually, in accordance with university policy (see UVU Policy 658, Establishment and Administration of Graduate Programs).

- Strategy 2C1: Delineate actuals for enrollment, retention, and completion, along with evaluations of implemented marketing, retention, and resource strategies for each graduate program to inform future strategic enrollment management plan adjustments.
 - Action 2C1: Ensure approval of 100% of graduate program strategic enrollment management reports each academic year, following the format and timeline approved by the Graduate Council and the Senior Associate Provost for Academic Programs, Assessment, and Accreditation.

Goal #3: Develop and Refine Sustainable Revenue Models for Graduate Programs

Together with the Budget Office and graduate program directors and committees, the Director of Graduate Studies will develop sustainable revenue models for graduate programs that balances revenue generation and affordability for students.

Alignment with NWCCU Standards and UVU Strategic Plan

NWCCU Standard 1.D.3:

- The institution's disaggregated indicators of student achievement should be widely published and available on the institution's website. Such disaggregated indicators should be aligned with meaningful, institutionally identified indicators benchmarked against indicators for peer institutions at the regional and national levels and be used for continuous improvement to inform planning, decision making, and allocation of resources.

UVU Vision 2030:

Include, Priority Initiative C: Sustain Our Commitment to Affordability, Value, and Return on Investment

- Maintain Low Tuition and Fee Rates - Utah has the fourth-lowest tuition and fees among four-year public colleges and universities in the nation, and UVU has the second-lowest rate for tuition and fees among Utah's four-year institutions. Even so, affordability is an area of concern for Utahns. Fiscal vigilance is necessary to minimize tuition and fee increases. To ensure affordable access, UVU will:
 - Evaluate graduate tuition rates against similar programs at other USHE institutions

Objectives, Strategies, and Actions

Objective 3A: Ensure all graduate programs generate sufficient revenue to cover their operating costs and contribute positively to the institution's overall financial health.

- **Strategy 3A1:** Conduct a comprehensive review of all expenses associated with each graduate program, including faculty and staff salaries, administrative costs, student support services, and infrastructure maintenance.
 - **Action 3A1:** By the conclusion of the 2025-2026 academic year, complete a comprehensive review of expenses for all graduate programs to identify and implement cost-saving opportunities, ensuring educational quality and student experience are maintained.
 - **Action 3A2:** By the conclusion of the 2025-2026 academic year, establish a process to regularly monitor and adjust expense allocations in alignment with revenue projections for each graduate program to ensure ongoing sustainability.

Objective 3B: Optimize tuition and fee structures for each graduate program.

- **Strategy 3B1:** Conduct a comprehensive analysis of tuition rates and fee structures for each graduate program to ensure competitiveness, sustainability, and alignment with financial goals.
 - **Action 3B1:** Beginning in the 2026-2027 academic year, pursue differential tuition models or fee structures for graduate programs that more accurately reflect their value and market demand.

Goal #4: Foster Continuity Across Graduate Programs

Together with graduate program directors and committees, the Director of Graduate Studies will establish and implement standardized processes to ensure consistency with educational quality, alignment with institutional goals, and effective support for student success across all graduate programs.

Alignment with NWCCU Standards and UVU Strategic Plan

NWCCU Standard 1.B.1:

- The institution demonstrates a continuous process to assess institutional effectiveness, including student learning and achievement and support services. The institution uses an ongoing and systematic evaluation and planning process to inform and refine its effectiveness, assign resources, and improve student learning and achievement.

UVU Vision 2030:

Achieve, Priority Initiative C: Improve Completion through Seamless Processes, Comprehensive Services, and Excellent Staff

- Invest in the Recruitment, Onboarding, and Professional Development of Staff to Increase Quality and Effectiveness

Objectives, Strategies, and Actions

Objective 4A: Foster collaboration and the exchange of best practices among graduate program directors, faculty, and administrative staff.

- Strategy 4A1: Engage relevant graduate program stakeholders to facilitate collaboration, knowledge sharing, and exchange of best practices.
 - Action 4A1: Commencing in the 2025-2026 academic year, organize bi-annual convenings to discuss curriculum updates, assessment strategies, disaggregated indicators of student achievement, and other relevant matters aimed at enhancing graduate program quality and alignment with institutional goals.
 - Action 4A2: By the end of the 2025-2026 academic year, establish a virtual collaboration space for ongoing discussion, resource sharing, and collaboration among graduate program stakeholders.

Objective 4B: Improve efficiency, effectiveness, and alignment with institutional objectives across all graduate programs.

- Strategy 4B1: Assess and refine administrative structures across all graduate programs.
 - Action 4B1: By the conclusion of the 2025-2026 academic year, conduct a comprehensive comparative analysis of administrative structures across all graduate programs, focusing on roles, responsibilities, and reporting lines to identify improvement opportunities.
 - Action 4B2: Starting in the 2026-2027 academic year, implement refinements to graduate program administrative structures based on improvement opportunities identified in the comparative analysis and individual program unique needs.