



UVU ONLINE

UVU Online Strategic Plan
for Online Education

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Introduction

Online education allows Utah Valley University to expand its award offerings to meet the needs of its diverse and growing student population. Increased and convenient access to higher education, regardless of where students live or their family and work obligations, helps to create a strong workforce and attract businesses that provide high-skill, high-wage jobs that drive Utah's economy.

UVU Online was established in 2022 to explore policies and best practices for transformative and innovative approaches to flexible program options. To meet workforce needs through online education, UVU Online has been charged with exploring feasibility, efficiencies, and effectiveness in the university's delivery of online programs and services.

Vision for UVU Online

UVU Online is a department housed in the Academic Affairs Division that reports to the Associate Provost for Academic Programs and Assessment. Under the direction of its Director, UVU Online is responsible for expanding and supporting the range of high-quality online academic programs offered by Utah Valley University. Ultimately, the staff associated with UVU Online aim to ensure that students who choose to study online have an exceptional experience throughout their academic journey from the initial prospecting phase to the successful completion of their studies.

UVU Online: A Collaborative University Initiative

UVU Online developed an institutional-wide strategic plan for online education to help guide its future development.

Our Aim

The UVU Online Strategic Plan aims to support Vision 2030, the university's master plans, the Utah Board of Higher Education Strategic Plan, and NWCCU accreditation requirements and create strategies for attainment.

While recognizing that industry needs and the economy will continue to change, a collective strategic plan for online education will guide the development and implementation of practices, policies, and resource allocations related to online education with a focus on **building a framework based on three primary foundations:**

<p>Foundation 1: Engaged, quality online learning</p>	<p>Vision 2030 Alignment: Include, Strategy 1, Initiative A Engage, Strategy 2, Initiative A Achieve, Strategy 3, Initiative B</p>
<p>Foundation 2: Flexible scheduling to promote completion</p>	<p>Vision 2030 Alignment: Include, Strategy 1, Initiative A Achieve, Strategy 3, Initiative A, B, C</p>
<p>Foundation 3: Relevant credentials and degrees</p>	<p>Vision 2030 Alignment: Engage, Strategy 2, Initiative A & B Achieve, Strategy 3, Initiative A</p>

A comprehensive strategy that promotes student success must consider several factors when setting up a high-quality online education framework. **The three major factors we will use to determine successful online learning are the faculty, the program, and the institution.**

<p>Faculty Best practices emphasize quality in the design, delivery, and development of courses and faculty professional development</p>	<p>Program Implementing the high-quality delivery of online programs to increase online program completion rates and student and faculty satisfaction</p>	<p>Institution Best practices address the technology, infrastructure, course design and delivery resources, student support services, and ongoing assessment.</p>
<p>APA Stewards: Office of Teaching and Learning</p>	<p>APA Stewards: UVU Online</p>	<p>APA Stewards: Provost’s Office</p>
<p>Campus Partners: Office of Faculty Development, Provost Fellow for Student Success</p>	<p>Campus Partners: Academic units, AVP Student Experience / Enrollment Management, Sr. Director of Completion</p>	<p>Campus Partners: Digital Transformation, AVP of Student Life / Dean of Students.</p>

Together, these three factors foster a culture in which multifunctional teams throughout the institution collaborate to create high-quality online programs and student experiences.

Conclusion

UVU Online is charting a course for the future with its inaugural action plan. This plan provides a roadmap to achieving ambitious short- and long-term goals with excellence, innovation, and sustainability at the core. Developed through a thorough analysis of strengths, higher education trends, and stakeholder input, this plan is structured around three foundational areas, each with goals, objectives, strategies, and tactics. Every tactic is assigned to responsible individuals and articulates clear targets, benchmarks, and timeframes to ensure success. Collaboration, agility, and a readiness to adapt will be paramount to maintaining momentum and ultimately realizing our vision.

FOUNDATION DETAILS:

Foundation 1: Engaged, Quality Online Learning

Goal 1: Develop a culture of excellence in online education.

Objective: UVU Online Certification of all online programs.

- **Academic Programs and Assessment Collaborators:** Office of Teaching and Learning, Office of Accreditation & Academic Assessment, Academic Analytics and Assessment, Curriculum Office, Academic Scheduling Office.
- **Campus Partners:** Academic Units, Academic Advising
- **Tied to:** USHE initiatives, the UBHE Strategic Plan, Vision 2030, the Strategic Enrollment Management Plan, and the Academic Master Plan.

Strategy 1 – Refocus online education from a course-by-course model to a program-centric approach to ensure high-quality online program delivery.

1. **Tactic:** Conduct reviews of online learning programs to align with the OLC Quality Scorecard for the Administration of Online Programs. [Institution-wide].
 - a. **Responsible Individual:** Online Program Managers under the direction of the UVU Online Director
 - b. **Target:** 100% of online programs will be evaluated annually.
 - c. **Benchmark:** Link to UVU's [Quality Scorecard for Online Programs](#)
 - d. **Timeframe:** Begin each summer semester and complete reviews by the end of the fall semester.
2. **Tactic:** Obtain and maintain certification of all UVU Online Programs
 - a. **Responsible Individual:** Online Program Managers under the direction of the UVU Online Director
 - b. **Target:** Certification status for all official online programs. The first assessment after provisional certification occurs at three years, followed by a second assessment at five years. Subsequently, the program will maintain a cycle of assessments every 3 and 5 years.
 - c. **Benchmark:** Individual program partnership agreements.
 - d. **Timeframe:** Complete by 2030

Goal 2: Leverage online education for regional and state workforce needs and readiness for high-yield, high-demand jobs

Objective: Focus institutional resources on certificate and degree programs that lead to jobs in high-demand fields.

- **Academic Programs and Assessment Collaborators:** Office of Accreditation & Academic Assessment, Academic Analytics and Assessment
- **Campus Partners:** Academic Units
- **Tied to:** Vision 2030, Engage, Strategy #2, Initiatives A and B

Strategy 1 – Align online program offerings to workforce needs in Utah and beyond.

1. **Tactic:** Prioritize the development of certificate and degree programs that lead to **high-yield, high-demand jobs**.

- a. **Responsible Individual:** UVU Online Director
- b. **Target:** 5-year industry growth forecast aligning with institutional development and expansion goals.
- c. **Benchmark:** Grays Associates data
- d. **Timeframe:** Complete by 2025 for a 2025-2030 forecasting window

2. **Tactic:** Monitor professional licensure opportunities nationwide and conduct regular compliance research.

- a. **Responsible Individual:** UVU Online Director in collaboration with the Associate Director of Accreditation & Academic Assessment
- b. **Target:** Complete compliance audits of each online program with licensure requirements.
- c. **Benchmark:** Professional licensure requirements, NC-SARA, Department of Education
- d. **Timeframe:** Complete by Fall 2025

Strategy 2 – Establish business and industry partnerships to leverage opportunities in the upskilling and reskilling market.

1. **Tactic:** Create opportunities for program cohorts affiliated with businesses and industry partners to meet training needs and requirements. [Ex: Professional Sales Certificate of Completion in WSB]
 - a. **Responsible Individuals:** UVU Online Director in collaboration with Academic Units
 - b. **Target:**
 - i. Identify five awards or certificates of proficiency that meet the criteria for identified growth areas and have program or department industry advisory boards.
 - ii. Three industry cohorts utilize UVU degrees or proficiency certificates annually for in-house training or professional development.
 - c. **Benchmark:** [Amazon Career Choice Program](#)
 - d. **Timeframe:** Cohorts operating by 2026

Strategy 3 – Enhance UVU's designation as a dual-mission institution by expanding online program offerings in trade-related fields.

1. **Tactic:** Identify programs/certificates that meet industry workforce needs to develop Online Plus programs. [Ex: Collision in CET]
 - a. **Responsible Individual:** UVU Online Director in collaboration with Academic Units
 - b. **Target:** 1 Online Plus trades program; possible apprenticeship opportunities [federal funding]
 - c. **Benchmark:** [Penn Foster Automotive Repair Program](#)
 - d. **Timeframe:** Program in the course certification process by Spring 2027.
First program graduates by 2030

Foundation 2: Flexible Scheduling to Promote Completion

Goal 1: Enhance graduation opportunities through online pathways.

Objective: Focus efforts on increasing student persistence and timely completion among online students.

- **Academic Programs and Assessment Collaborators:** Academic Scheduling
- **Campus Partners:** Academic Units, Academic Advising, Registrar's Office, Sr. Director - Completion
- **Tied to:** USHE Performance Funding – Timely Completion Goal [The timely completion goal encourages USHE institutions to find innovative solutions to move students through certificate and degree programs to graduation in a timely manner.]; Vision 2030 / SEM Plan

Strategy 1 – Expand online course offerings to establish flexible completion plans for online programs. [Flexible Completion Plan = Flexibility in scheduling multiple modality courses, allowing students to take more courses and leading to higher completion rates.]

1. **Tactic:** Promote the increase of online sections in the second block of each semester, in the summer semester, and research and identify "on-demand" opportunities.
 - a. **Responsible Individuals:** UVU Online Director; Online Program Managers, UVU Online in collaboration with program-assigned Academic Advisors or Advising Directors
 - b. **Target:** Increase online student completion numbers while supporting the institution's completion goals.
 - c. **Benchmark:** [Southern Utah University "Fast Track" Campaign](#); [EAB Promoting Timely Completion Study](#) ; [University of North Florida Online Accelerated Terms](#)
 - d. **Timeframe:** Determine section and enrollment growth at the end of each academic year.
2. **Tactic:** Develop completion plans for each online program and make them available on appropriate platforms.
 - a. **Responsible Individuals:** Online Program Managers, UVU Online, in collaboration with program-assigned Academic Advisors or Advising Directors
 - b. **Target:** Suggested courses of study for each online program added to Degree Works, available on each online program web page, added to Ask Wilson, and utilized by Learner Guides to assist students.

- c. **Benchmark:** [EAB Promoting Timely Completion Study](#); [North Carolina State University's Enrollment Wizard](#) ; [University of North Florida Osprey Maps](#)
 - d. **Timeframe:** Suggested courses of study on all online program pages by Fall 2025. After 2025, completion plans will be created and added to all platforms as online programs are identified.
3. **Tactic:** Identify online programs and courses within the UVU Catalog to provide transparent information to prospective, current, and returning students.
- a. **Responsible Individual:** UVU Online Director in collaboration with the Registrar
 - b. **Target:** Online and Online Plus program designations within the catalog.
 - c. **Benchmark:** [University of Illinois Chicago](#)
 - d. **Timeframe:** Incorporated with the new catalog updates by Fall 2025

Strategy 2 – Increase Online Student Persistence and Completions of Targeted Student Populations and Programs.

1. **Tactic:** Gather, analyze, and report persistence and completion data for online students, which includes the following metrics:
- i. Returning Wolverines [SCND]
 - ii. Women Adult Learners
 - iii. Adult SCND Learners
 - iv. First Gen Learners
 - v. Out of State, Non-residents
 - vi. Certified Online Programs
 - vii. Completions of students in high-yield programs
- b. **Responsible Individual:** UVU Online Director in collaboration with Sr Director of Academic Planning & Effectiveness.
 - c. **Target:** Establish baseline data in year 1, comparative data in years 2 & 3, and reassess at year 4.
 - d. **Benchmark:** UVU SEM Plan
 - e. **Timeframe:** 4 years [2028].

2. **Tactic:** Create a holistic support system for online students that addresses their unique academic and community needs.
 - a. **Responsible Individual:** Associate Director – Learner Experience, UVU Online
 - b. **Target:**
 - i. Establish online student communities and peer support networks to foster a sense of belonging and collaboration among online students.
 - ii. Enhance the well-being of online students by compiling and sharing toolkits containing community and university resources.
 - c. **Benchmark:** OLC Scorecard for Online Learner Experience; [UVU Overview of Assessment Efforts for Student Development and Well-being](#)
 - d. **Timeframe:** 3-year plan for enhancement of online student services to be completed by 2027.
3. **Tactic:** UVU Online will provide updated content related to online programs and online students for the university's chatbot "Ask Wilson."
 - a. **Responsible Individual:** Associate Director – Learner Experience, UVU Online
 - b. **Target:** Operational bank of content to assist prospective and current online students in their questions related to online programs, online courses, student support, financial aid, and other identified student resources.
 - c. **Benchmark:** Ask Wilson comprehensive question bank for Financial Aid
 - d. **Timeframe:** Operational bank of content in place by Fall 2025 with annual reporting to guide updates and additions.

Foundation 3: Relevant Credentials and Degrees

Goal 1: Promote an environment that fosters the expansion of undergraduate and graduate programs to align with industry needs and workforce demands.

Objective: Establish a centralized effort that drives growth and innovation in online programs.

- **Academic Programs and Assessment Collaborators:** Graduate Studies
- **Campus Partners:** Academic Units, Registrar's Office, VP – Finance and Auxiliary Services, & Continuing Education
- **Tied to:** Vision 2030, SEM Plan

Strategy 1 – Expand the reduced out-of-state online tuition rates to include graduate students.

1. **Tactic:** Establish competitive tuition rates for out-of-state online graduate students in lieu of tuition waiver.
 - a. **Responsible Individual:** UVU Online Director in collaboration with Director of Graduate Studies and academic units.
 - b. **Target:** Differential tuition rates for out-of-state online graduate students to promote the growth of graduate program enrollment through online delivery options.
 - c. **Benchmark:** [Louisiana State University](#)
 - d. **Timeframe:** Adoption of out-of-state-online graduate tuition structure by Spring 2026

Goal 2: Support the Transition of Concurrent Enrollment Students to UVU Students

Objective: Increase online program access for high school students in concurrent enrollment post-graduation.

- **Academic Programs and Assessment Collaborators:** Provost's Office
- **Campus Partners:** Sr. Director – Concurrent Enrollment, Academic Units, University Marketing & Communications, Director - Admissions
- **Tied to:** USHE Performance Funding – Access Goal [Increase the percentage of Utah high school graduates attending USHE technical education and degree-granting institutions.]

Strategy 1 - Promote online certificates and stackable degree options to concurrent enrollment students early in their academic journey. [UVU Online, CE (Concurrent Enrollment)]

1. **Tactic:** Develop and maintain a user-friendly webpage that is dedicated to informing concurrent enrollment students about course offerings, program requirements, and success stories of students who have successfully completed online certificates and stackable degrees.
 - a. **Responsible Individual:** Associate Director – Learner Experience, UVU Online
 - b. **Target:** Webpage, landing page, and Instagram campaign in collaboration with Concurrent Enrollment.
 - c. **Benchmark:** Current campaign landing pages
 - d. **Timeframe:** Complete by Spring 2025
2. **Tactic:** Allocate resources specifically for outreach to high school counselors, parents, and caregivers of concurrent enrollment students.
 - a. **Responsible Individual:** Associate Director – Learner Experience, UVU Online
 - b. **Target:** Provide promotional materials to promote online program/flexible learning options to Admissions Counselors and Trio team
 - c. **Benchmark:** Based on recruitment visits and support needs of the UVU Admissions Team
 - d. **Timeframe:** Spring 2025