

Members	Faculty/Staff	Year	Dept./Area	Ext.
Athens, Wendy	Staff	*	Teaching and Learning	7385
Bohne, Michael	Faculty	1	Exercise Science	8439
Bradt, Bryant	Staff	2	Registrar's Office	6315
Blevins, Maria	Faculty	1	Communication	6341
Burke, Drew	Staff	1	People and Culture	5360
Busby, Laura	Staff	1	Academic IT and Analytics	8456
Crossland, Sean	Faculty	1	Secondary Education	6397
Fralick, Cory	Staff	2	Physical Plant	8131
Gertsch, Heath	Staff	1	Printing Services	6414
Haug-Belvin, Theresa	Faculty	1	Student Leadership & Success Studies	6583
Ilieva, Vessela	Dean	2	School of Education	5183
Keck, Tom	Faculty	2	Music	6188
Leick, Ryan	Faculty	1	Aviation Academics	7835
Nguyen, Tammy	Staff	2	Academic Advising, CHSS	5839
Parke, Kylee	Staff	1	Institutional Advancement	8568
Rochdi, Aicha	Staff	2	Office of Teaching and Learning	6170
Smidt, Mike	Faculty	2	Criminal Justice/Law Enforcement	5929
Smith, Barb	Staff	2	University Marketing/Communications	5274
Snow, Darah	Staff	2	Multicultural Student Services	7349
<b>Org Designee</b>				
Connelly, David	Executive	Associate VP for Academic Programs		6832
Crist, Marisa	Student/Staff	Planning, Budget, & Finance/ Intern		5818
Folau, Kehaulani	Staff/Faculty	Action Commitment: Include		8271
Fowler, Stacy	Staff	Planning, Budget, & Finance / UPAC support		6848
Hungerford, Hilary	Faculty	Faculty Senate		7160
Isham, McKay	Staff	Action Commitment: Engaged		6004
Kearns, Michelle	Staff	Action Commitment: Achieve		8976
Mortensen, Bonnie	Staff	PACE		8097
Magana-Aguado, Karen	Student	UVUSA		8175
<b>Co-Chairs</b>				
Johnson, Jeff	Staff	University Planning & Effectiveness		8993
Peterson, Jeff	Faculty	Business Management - Organizational Leadership		6026
<b>Executive Staff</b>				
Arstein, Mark	Executive	VP of Institutional Advancement		5189
Flanagan, Kelly	Executive	VP of Digital Transformation / CIO		4848
Makin, Linda	Executive	VP of Planning, Budget, and Finance		8457
Meyer, Marilyn	Executive	VP of People and Culture		6076
Peterson, Val	Executive	VP of Administration & Strategic Relations		8486
Reyes, Kyle	Executive	VP of Student Affairs		6158
Schneck, Kara	Executive	VP of Marketing and Communication		8825
Tuminez, Astrid	Executive	President		8133
Vaught, Wayne	Executive	Provost/VP of Academic Affairs		8048

# University Planning Advisory Committee 2021-22 Charter

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*September 3, 2021*

## **AUTHORITY**

The University Planning Advisory Committee (UPAC) is an advisory and support committee formed at the request of the President working in conjunction with the University Executive Council (UEC). The President and UEC delegate management responsibility for the committee to the Vice President for Planning, Budget, and Finance. UPAC does not have governance authority within the meaning of UVU Policy 102.

## **RESPONSIBILITIES**

UPAC has both ongoing responsibilities that must be fulfilled periodically and specific responsibilities delegated to it by the President or UEC annually. Annual responsibilities may be distinct from the ongoing responsibilities or may be specific instructions for executing ongoing responsibilities.

### **Ongoing**

The ongoing responsibilities of UPAC are to:

- Maintain awareness of UVU's strategic and operating environment, advising the President and UEC regarding emerging forces in that environment and potential university responses.
- Review major university plans to ensure consistency with the university strategy, across planning efforts, and with initiatives of the State of Utah and Utah System of Higher Education.
- Assess whether UVU is fulfilling its mission, action commitments, and objectives and whether it will be able to do so sustainably in its foreseeable internal and external operating environments in accordance with the standards and policies of UVU's regional accreditor, the Northwest Commission on Colleges and Universities (NWCCU).
- Communicate findings to university leadership through UEC and to the wider university community through their organizational communication channels.

### **2021-22**

In 2021-22, UPAC will:

- Conduct a strategic review of UVU's internal environment, external environment, and value chain to identify the university's sustainable competitive advantages in the changing higher education environment (see attached process).

- Prepare the Mission Fulfillment Progress Report, reviewing and revising as necessary the mission fulfillment indicators considering the recommendations of the NWCCU Mid-Cycle Review.

## MEMBERSHIP

### Executive Sponsor

The executive sponsor of UPAC is Linda Makin, Vice President for Planning, Budget, and Finance.

### Co-Chairs

UPAC is co-chaired by the Director of University Planning and Effectiveness and a faculty member appointed by the university president for a two-year term on the recommendation of the executive sponsor. For 2021-22, the co-chairs are UPE director Jeffrey Johnson and Jeff Peterson, Associate Professor of Organizational Leadership.

### Presidential Appointees

The university president appoints 19 members representing each school or college and each non-academic division including one dean, an academic advisor, and a staff member from within Academic Affairs. These members are recommended by the executive sponsor and co-chairs in consultation with the vice presidents and deans. The faculty co-chair is a presidential appointee. Presidential appointees serve two-year terms. If a presidential appointee is unable to continue serving as a member temporarily or permanently, a new member is appointed to fill the term for the duration of the vacancy.

### Organizational Appointees

Organizational appointees hold membership by delegation or are appointed by offices with central roles in planning for the university's three action commitments and are, consistent with Robert's Rules of Order, full voting members of UPAC. Organizational appointees serve on an ongoing basis so long as they hold the designated position. These appointees include the following positions:

Position	Member
President	Astrid Tuminez
Provost and Senior Vice President of Academic Affairs	Wayne Vaught
Vice President of Institutional Advancement	Mark Arstein
Vice President of Digital Transformation/CIO	Kelly Flanagan
Vice President of Planning, Budget, and Finance/CFO	Linda Makin
Vice President of People and Culture	Marilyn Meyer
Vice President of Administration and Strategic Relations	Val Peterson
Vice President of Student Affairs	Kyle Reyes
Faculty Senate President	Hilary Hungerford
PACE Representative	Bonnie Mortensen
UVUSA President	Karen Magana-Aguado
Associate Provost for Academic Programs	David Connelly
Achieve Action Commitment	Michelle Kearns

Position	Member
Engage Action Commitment	McKay Isham
Include Action Commitment	Kehaulani Folau
Director of University Planning and Effectiveness (Co-Chair)	Jeffrey Johnson

### Support Staff

UPAC is supported by the presidential intern and the administrative assistant to the executive sponsor. For 2021-22, these are intern Marisa Crist and administrative assistant, Stacy Fowler. Both entitled to participate substantively in the meetings on the same basis as other members but do not hold voting rights.

### Member Expectations

UPAC members are selected so that the committee can draw on a range of viewpoints from across the university. Members are not, however, specifically representing their organizations. UPAC members should approach their work from a “whole university” perspective rather than the interests of their organizations or positions.

UPAC’s members are expected to:

- Attend and participate in all meetings or find a substitute if unable to attend,
- Review all materials for committee projects and give input as requested,
- Facilitate two-way communication between UPAC and the broader campus community, particularly your own organizations,
- Maintain awareness of broader UVU and higher education issues in general, and
- Model the positivity and enthusiasm that differentiates UVU’s faculty and staff as Wolverines.

## ORGANIZATION

### Meetings

UPAC will typically meet every other week on a schedule coordinated by the committee leadership and support staff.

### Executive Sponsor and Co-Chair Responsibilities

The executive sponsor and co-chairs share the responsibilities of committee leadership. Together, they will develop the annual agenda and agendas for each meeting and may add items to the agenda, at the request of the members, where the items are appropriate to the committee’s responsibilities. They will introduce agenda items during the meeting and may determine the structure of discussion. The co-chairs will preside over discussion.

### Deliberative Procedures

Under most circumstances, UPAC will operate informally and strive toward consensus using the UPAC Deliberative Procedures. These procedures should be used flexibly to promote collegial deliberations. Procedures for formal sessions, when necessary, are included in the attached UPAC Deliberative Procedures document.

# UPAC Deliberative Procedures

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*University Planning Advisory Committee  
September 3, 2021*

## BACKGROUND

The UPAC Rules of Procedure are an implementation of Martha's Rules of Order. This process was created by a housing cooperative in Madison, Wisconsin, with the intent of facilitating efficient, consensus-based decision-making. It recognizes that linear models of procedure such as Robert's Rules of Order are excessively majoritarian. In an organization that seeks to work toward consensus through negotiation, cooperation, and compromise, complex procedures often silence or discourage minority views, especially when there are significant differences among members' competence with formal procedure. Martha's rules also recognize that fully informal discussion, however, may have the same effect, privileging those more comfortable with public speaking or who tend to contribute more forcefully in discussions. These procedures provide a structure for informal discussion that supports genuine consensus building.

The principles of Martha's Rules are consistent with the longstanding culture of UPAC. This specific implementation of Martha's Rules is adapted from the American Association of Philosophy Teachers Rules of Order, February 8, 2013 in order to promote more effective discussion within committee meetings.

## PRINCIPLES

Effective, practical action is most likely to result from an evolutionary process of proposal, evaluation, and revision. Those opposed to a proposal often identify good reasons that it should not be adopted. But even with a good proposal, opposition can identify opportunities for clarity or improvement, enhance the entire group's understanding of the proposal and the larger issue it addresses, and build commitment among the members to implement it effectively.

UPAC members should approach discussion as group deliberation rather than debate. They must be willing to listen carefully and consider what others are saying. Everyone must make a good faith effort to understand each other before criticizing ideas. They must also be trusting and brave enough to speak their minds. The expectation is that every effort will be made to be clear but that there is no requirement or expectation that participants will present well-formed arguments on the spot.

Consensus does not mean unanimous support. Consensus is reached on a proposal when most members find it acceptable. This may result in adopting ideas that some members find only minimally acceptable, and even that a few members may continue to oppose. Those in the majority should continue to aim for as broad a consensus as possible and should cooperate to address objections. Those with concerns should not use the goal of consensus as a means of obstructing action.

## PROCEDURES

### Proposals

A proposal is a recommendation that a specific action be taken, often that UPAC express a specific conclusion in the reports that it produces. Once a proposal is made, it belongs to the group. As such the person who proposed it no longer “owns” the proposal and cannot withdraw it. There is no need to second a proposal.

The person making a proposal should be given reasonable time to explain it. It is helpful to provide time for questions to clarify the proposal before acting on it. A proposal that is adopted should be specific in wording and actions to follow from its adoption, but it is acceptable to offer a proposal conceptually and then allow specific wording and actions to take shape in deliberations.

It is natural, normal, and expected that there will be multiple proposals related to a specific topic to be on the table at any time in a discussion. Every effort should be made to ensure that all participants understand which proposal is being focused on at each point in the conversation. It is not practical to insist that discussion remain on one proposal prior to moving to another proposal on the same topic, especially when developing analytical conclusions or language. However, proposals on one topic should be settled before proposals on another topic are considered.

In discussing proposals, it is likely that they will be amended. The amendment will be adopted by a consensus model which mirrors that of adopting proposals more broadly. As the proposal belongs to the group, not the person who proposed it, there are no “friendly” amendments.

### Consensus Check

As decisions are made by consensus, the majority of all proposals will be unanimously approved. When consensus is not immediate, UPAC should move toward consensus through an iterated process of consensus checks and discussion.

The consensus check aims to discover how the group feels about the proposal. The co-chairs state the specific proposal being considered, and then takes count of the following:

1. Who substantially supports the proposal?
2. Who finds the proposal acceptable?
3. Who is uncomfortable with the proposal?
4. Who is uncertain about the proposal?
5. Of those with concerns, whose concerns are strong enough that they would object to adopting the proposal by majority rule?

This is repeated with all the proposals on the particular topic. The co-chairs or support staff track the results of the consensus check.

Based on the results of the consensus check, four paths are recommended.

1. If all members support the proposal or find it acceptable, then the proposal is considered to have consensus and is adopted without a vote.
2. If most members are uncomfortable with the proposal, no further action should be taken on it.
3. If many members are uncertain about the proposal, it should be clarified or more information gathered prior to checking for consensus again.
4. If any members of the meeting are uncomfortable with the proposal or a small number of members are uncertain about it, then discussion should continue until consensus is reached.
5. If it is determined that consensus is not possible then a vote should occur.

### **Discussion**

Further deliberation following a consensus check is oriented toward building consensus. The discussion should focus on the concerns of those who are uncomfortable with the proposal or uncertain about it.

1. Those with concerns should first be invited to explain the concerns, seek additional information, and identify elements of the proposal that should be clarified.
2. The entire group is invited to offer explanations, thoughts, or information to help resolve the discomfort and uncertainty and move the group toward consensus.
3. As deliberations become more focused on specific issues, amendments to the proposal can be considered that would incorporate the concerns while maintaining what supporters find valuable in it.

Following discussion, the consensus check should be repeated to evaluate whether consensus has been reached. Moving to a consensus check should not occur until it is clear that all voices on a proposal have been heard.

### **Voting**

If it becomes clear that some members will not be able to be satisfied with the proposal, but it is still desired to have clarity on the issue rather than reconsidering it at a later time, then it should be put to a vote. Moving to a vote should not occur until it is clear that all voices on a proposal have been heard. The need to move to a vote is demonstrated if there appears to be a substantial majority in who at least find the proposal acceptable and either:

1. There is no movement toward consensus following a discussion post-consensus check, or
2. Any number of members who are uncomfortable or uncertain state that that they do not see themselves being moved to at least finding the proposal acceptable by further deliberation or amendment.

The question at hand for every vote is, "Should UPAC implement this proposal over the stated concerns of the minority, when a majority of the committee thinks that it is at least acceptable?" A majority of those present and voting is required to approve a proposal. All members present may vote, including the executive sponsor, co-chairs, and support staff. A proposal that is defeated by vote should not be reconsidered without significant revision.

## FORMAL SESSION

Should formal procedure prove necessary, any member may request that the co-chairs move the committee into formal session. The decision of the co-chairs may be appealed to the committee. In the event that the co-chairs are divided on moving to formal session or their decision is appealed, the committee shall enter formal session on the vote of a two-thirds majority of those present.

In formal session, the committee shall operate according to *Rosenberg's Rules of Order: Simple Parliamentary Procedures for the 21st Century* (Sacramento, California: League of California Cities, 2003). The committee will remain in formal session until the agenda item for which formal session was entered is completed and will then revert to informal session without further vote or action from the co-chairs.



# University Strategic Review Process

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*University Planning Advisory Committee  
September 3, 2021*

## **Overview**

Throughout the strategic process, look for patterns of actions that affect success (what do you see going well and what are areas of improvement)

- a. What is the organization's sustainable competitive advantage (presently)?
- b. How do we define success? (Vision/Mission/Values)
- c. What is the organization's current strategic goals?
- d. Remember the three tests of a winning strategy: Fit, competitive advantage, and high performance

## **External Environmental Analysis**

What does the external environment look like? Consider:

- a. External Environment Scan (PESTEL)
- b. Industry Analysis (Porter's 5 forces)
- c. Competitive Analysis (Porter's Soar)

Is the organization competitively stronger or weaker than key rivals?

Outline competitive strengths.

## **Internal Analysis**

How well is the organization's present strategy working? What ratios or KPI's is the organization using to measure success? Which ones should they be looking at?

What are the organization's most important resources and capabilities, and will they give the company a lasting competitive advantage? (VRIN/VRIO test). Does the organization have a high level of competence? In which areas? Can the organization compete?

## **Value Chain Analysis**

What is the Customer Value Proposition? How do value chain activities impact the organization's cost structure? What can the organization do to improve their value chain?

## **Analytical Summary**

Based upon the findings of the previous steps, what are the organizations strengths and weaknesses in relation to market opportunities and threats? (SWOT Analysis)

## **Organization Strategy**

What should our core strategy be based upon? (Cost or Differentiation advantage). Should the organization be on offense or defense?

- a. What moves should they make? Which tactics employed?

- b. Any vertical/horizontal integration elements required?
- c. What international moves should be made? (if any) How should this be done?

Reality Check: Does the organization have the right resources/capabilities for good strategy execution? What is the culture like? What is great and what needs to change?

**Managerial Focus**

What strategic issues and problems merit front-burner managerial attention?

**Attendees:** Bryant Bradt, Drew Burke, David Connelly, Marisa Crist, Sean Crossland, Kehaulani Folau, Stacy Fowler, Cory Fralick, Heath Gertsch, Theresa Haug-Belvin, Hilary Hungerford, Vessela Ilieva, Andrew Jensen (Presenter) Jeffrey Johnson, Tom Keck, Ryan Leick, Linda Makin, Marilyn Meyer, Tammy Nguyen, Kylee Parke, Jeff Peterson, Val Peterson, Aicha Rochdi, Kara Schneck, Mike Smidt, Darah Snow, Astrid Tuminez, and Wayne Vaught.

**Excused:** Mark Arstein, Maria Blevins, Michael Bohne, Laura Busby, Kelly Flanagan, McKay Isham, Michelle Kearns, Karen Magana-Aguado, Bonnie Mortensen, Kyle Reyes, and Barb Smith.

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### **Welcome**

Linda Makin welcomed the UPAC committee and introduced the UPAC Co-Chairs Jeff Johnson (Director of University Planning and Effectiveness) and Jeff Peterson (Associate Professor in Business management - Organizational Leadership) and turned the time over to President to share her thoughts on how UPAC can be more beneficial to her.

### **UPAC Charter and Competitive Landscape**

President Tuminez thanked the UPAC committee for serving. President noted the impact of the broad representation on UPAC including the broad voices from various areas and the different levels and sectors of expertise. She shared her vision and re-envisioning of UPAC to help identify and implement change that will help us and help us to not blindsided. Andrew Jensen, past presidential intern, presented his Innovation in Higher Education PowerPoint. The committee discussed the changing competitive landscape in higher education and the aspects of this that UPAC should be digging into.

- Legislative funding was not restored after it was cut
- ALEKS would be UVU example of adaptive learning
- Question on how meeting accreditation and federal requirements while being innovative
- Question on how to join university innovation (believe it is by invitation, Andrew will research)
- Research institutions with a public focus
- The strongest and most adaptable will survive
- Would like discussion with UPAC on what is resonating or contradicting what we are hearing
- Question on faculty role in ventures
- Students needs are different and need to receive education in different ways
- Innovate to serve the students – our mission
- Consider types of innovations and how to enrich experience of those students
- Flexibility and balance between modalities
- UVU demographics are split between traditional and non-traditional students

### **University Strategic Review Process**

Jeff Peterson shared the Strategic Analysis Overview PowerPoint and outlined the process for UPAC to explore and make recommendation on how we are going to respond. Jeff reviewed strategies and the strategic analysis process PESTEL (Political, Economic, Social, Technological, Environmental and Legal). The paper we produce will be an overview and highlight ideas to succeed our current goals. We will be working together and in subgroups to gather information.

### ***Homework Assignment***

The UPAC committee was given the assignment to read the SCUP Trends for Higher Education and to start thinking of higher education trends we should be aware of. We also need to keep in mind that trends may not affect us the same way, but we need to be aware and proactive. How do we execute our mission in an environment like this? How do we be UVU in this environment? As you read, think through the questions it asks and how we could respond quickly and effectively.

### ***Committee Member Introductions***

Jeff Peterson and Linda Makin led the committee introductions and had members introduce themselves and share something that keeps them up at night.

### ***Communication and Documents***

Stacy Fowler reviewed the format and resources available to committee members.

- UPAC meetings are currently on Teams, but will be re-assessed and possible move to in person
- UPAC Teams group has channel set up for members to post interesting articles and have discussions outside of the meetings
- Committee files are available in box, and will be hyperlinked in agenda
- Link provided to the UPAC [website](#) and current issues in higher education links
- Let Stacy know if plan to send a sub, so she can share meeting and document links

### ***Assignments and Items to Communicate | Adjourn***

Jeff reviewed the items to communicate before adjourning the meeting.

- Findings of Andrews presentation can be shared and discussed in your areas
- Read SCUP Trends in Higher Education and think through questions to prepare for conversation

*Minutes taken by: Stacy Fowler*

*Meeting Adjourned at: 4:00 p.m.*

**Attendees:** Maria Blevins, Michael Bohne, Bryant Bradt, Drew Burke, Laura Busby, Marisa Crist, Sean Crossland, Stacy Fowler, Heath Gertsch, Theresa Haug-Belvin, Hilary Hungerford, Vessela Ilieva, McKay Isham, Jeffrey Johnson, Tom Keck, Ryan Leick, Linda Makin, Bonnie Mortensen, Tammy Nguyen, Kylee Parke, Jeff Peterson, Aicha Rochdi, Kara Schneck, Mike Smidt, Barb Smith, and Darah Snow.

**Excused:** Mark Arstein, David Connelly, Kelly Flanagan, Kehaulani Folau, Cory Fralick, Michelle Kearns, Karen Magana-Aguado, Marilyn Meyer, Val Peterson, Kyle Reyes, Astrid Tuminez, and Wayne Vaught.

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### **Welcome**

Jeff Peterson welcomed the UPAC committee and provided a brief outline of the agenda.

### **Review UPAC Charter**

Jeff Johnson reviewed the [UPAC charter](#) that focuses on the big picture of the university. UPAC will be making recommendations to President Tuminez and UEC. This year UPAC will have a narrowed range of responsibility to go more in depth. The UPAC charter presentation and conversation included topics on responsibilities, membership and member expectations, organization, background, principles, and procedures. UPAC members are encouraged to maintain an awareness of higher education topics (think big) and recognize they are representing and strategically thinking for the university not specific areas.

### **IAB Updates**

Jeff Johnson reported on the IAB meeting and others that also attended shared their insights. IAB is an advisory board similar to UPAC that does not make decisions but provides perspectives to the University. The conversation included the following topics:

- Engaged learning opportunities
  - Offer more intentional engaged learning opportunities and partner with more companies to offer more meaningful opportunities outside the classroom
  - The “ships” (internships, externships, apprenticeships, and return-ships)
- Co-curricular certificates
  - Highlight skills that are the result of a degree
- Opportunities for students to teach each other
- Essential learning outcomes
  - Concern that 8 ELO’s is too many
  - Some think the action commitments should be the ELO’s
  - Some would like learning, believing and citizenship to be ELO’s
- Mental health
  - Honest and sincere concern for students
- Traditional role of faculty
  - Concern that some faculty don’t want to adapt to changes, demonstrate exceptional care by showing there is still a traditional role

### ***SCUP Trends for Higher Education Discussion & PESTEL Analysis***

Jeff Peterson reviewed the assigned reading material, [SCUP Trends for Higher Education](#), and started a PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) discussion based on UVU's environment and what the university should be aware of.

#### **SOCIAL**

- Impacts of the pandemic (course delivery, social trends, learning trends, learning outcomes)
- Job concerns in Utah
- Cost of living is forcing students to go out of state (social or economic)
- Women leaving the workplace and downsizing
- Change in state demographics and aware of national trends
- Look at continued growth and diversity of population
- K-12 and aging population and adult learners
- Race and Gender issues nationwide (student expectations)
- Pandemic effects of people wanting to work and learn from home

#### **TECHNOLOGY**

- Be prepared to capitalize on AI
- Data policies and procedures in place
- Wearables can't be utilized until we understand our data
- Modality of delivery (accessible, quality, and for right people)
- Student access / digital divide
- Blended schedule and spaces to support online students on campus
- Role of different types of instruction and how does it work with our mission (includes 3<sup>rd</sup> party)
- Blending modality with traditional models
- Soft skills
- Remote employees
- Online might reduce instructional cost but costs more to support emotional services and etc.

#### **ECONOMIC TRENDS**

- Working from home rules
- Higher inflation
- Too fast too laborious / how do we reset productivity to be more sustainable
- Expecting people to be more skilled
- Discussion of degree not required
  - internal organization dynamic engaged before degree not required is an issue (they have to pass initial screening)
  - Message that it is value and not wasting their time and money
- High employment rate creates unique workforce challenge

#### **ENVIRONMENTAL TRENDS**

- Low visibility of what we are doing
- Extreme weather patterns
- Water (drought)
- Traffic
- Air Quality
- Green technologies

#### **POLITICAL TRENDS**

- Free community College

- Pell Grants
- Immigration – we serve a lot of undocumented students
- Polarization among students in classrooms (right and left)
- Legislature extending reach into classrooms
- Performance based funding models

**Create Sub-Committees**

The group was broken into subcommittees and given the assignment to research the issues and bring back to the group for us to compile into a report. Come up with answers and the environment we are in as we move forward and make decisions. Jeff will summarize into bullet points. Stacy will create Teams and Box for the subcommittees to communicate and gather information.

<b>SOCIAL</b>	<b>TECHNOLOGY</b>	<b>ECONOMIC</b>	<b>ENVIRONMENTAL</b>	<b>POLITICAL/LEGAL</b>
Vessela Ilieva	Michael Bohne	McKay Isham	Sean Crossland	Mike Smidt
Bonnie Mortensen	Heath Gertsch	Linda Makin	Maria Blevins	Aicha Rochdi
Theresa Haug-Belvin	Laura Busby	Bryant Bradt	Hilary Hungerford	Jeff Johnson
Darah Snow	Ryan Leick		Kylee Park	Barb Smith
Marisa Crist	Wendy Athens			

**Minutes taken by Stacy Fowler**

**Attendees:** Maria Blevins, Drew Burke, Laura Busby, Marisa Crist, Sean Crossland, Stacy Fowler, Cory Fralick, Heath Gertsch, Theresa Haug-Belvin, Hilary Hungerford, Vessela Ilieva, McKay Isham, Jeffrey Johnson, Tom Keck, Ryan Leick, Linda Makin, Bonnie Mortensen, Tammy Nguyen, Kylee Parke, Jeff Peterson, Aicha Rochdi, Mike Smidt, Barb Smith,  
**Excused:** Mark Arstein, Michael Bohne, Bryant Bradt, David Connelly, Kelly Flanagan, Kehaulani Folau, Michelle Kearns, Karen Magana-Aguado, Marilyn Meyer, Val Peterson, Kyle Reyes, Kara Schneck, Darah Snow, Astrid Tuminez, and Wayne Vaught.

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### **I. Welcome**

Jeff Johnson welcomed the UPAC committee and outlined the meeting agenda.

### **II. STEEP Reports**

Jeff Peterson led the STEEP reports and had each committee report on the information they gathered. Each group reported and was asked to send a write up to the UPAC co-chairs that will assist in building a report that will be given to President and her advisory council.

1. **Social trends** (*Bonnie Mortensen, Darah Snow, Marisa Crist, Theresa Haug-Belvin, and Vessela Ilieva*)
  - Loss of Short term and long-term staff
  - Cost of living (recruitment and graduates)
  - Evaluate course delivery options
  - Change in demographics
  - More diverse population (tools, resource, and pathways)
  - Financial Situations
  - Perception of the Value of a Degree
2. **Technology trends** (*Heath Gertsch, Laura Busby, Michael Bohne, Ryan Leick, and Wendy Athens*)
  - Student access to technology
  - Digital Literacy and Preparedness / Digital Divide
  - Accessible, secure, and governed data systems ethical use
  - Student Curriculum shifts that require new technologies
3. **Economic trends** (*Bryant Bradt, David Connelly, Linda Makin, McKay Isham, and Tom Keck*)
  - Behavioral Changes
  - Technology Advancements
  - Demographic Changes
  - Value of Degree
  - Legislation that controls our university (Regional University)
  - Utah has the biggest gender wage gap in the US
4. **Environmental trends** (*Hilary Hungerford, Maria Blevins, and Sean Crossland*)
  - Key challenges in Utah Valley: Air Quality, Water Conservation and Utah Lake.
  - Key national and global environmental trends: environment commitment affect decisions, STARS, and United Nations Sustainable Development Goals widely adopted for holistic perspective
  - Provided in-state comparison and reviewed UVU sustainability plan



- Reviewed UVU sustainability plan in progress and discussed bringing it to UPAC for review
- Overall, sustainability efforts at UVU are a work in progress
- 5. **Political & Legal trends** (*Aicha Rochdi, Barb Smith, Jeff Johnson, Mike Smidt, and Tammy Nguyen*)
  - Free community College
  - Immigration policy
  - Political polarization (SCUP report)

### ***III. Porters 5 Forces***

Briefly reviewed the Porter's 5 forces that we will cover in the next meeting.

***Minutes taken by: Stacy Fowler***

**Attendees:** Michael Bohne, Bryant Bradt, Drew Burke, David Connelly, Marisa Crist, Sean Crossland, Kelly Flanagan, Stacy Fowler, Heath Gertsch, Theresa Haug-Belvin, Vessela Ilieva, McKay Isham, Jeffrey Johnson, Tom Keck, Ryan Leick, Linda Makin, Tammy Nguyen, Jeff Peterson, Aicha Rochdi, Mike Smidt, Barb Smith, Darah Snow, and Wayne Vaught.

**Excused:** Mark Arstein, Maria Blevins, Laura Busby, Kehaulani Folau, Cory Fralick, Hilary Hungerford, Michelle Kearns, Karen Magana-Aguado, Marilyn Meyer, Bonnie Mortensen, Kylee Parke, Val Peterson, Kyle Reyes, Kara Schneck, and Astrid Tuminez.

**I. Welcome**

Jeff Johnson welcomed the committee and reviewed the outline of the meeting.

**II. Porter’s 5 Forces**

Jeff Peterson shared the Porter’s 5 forces and the instructions for the subgroups.

**III. Porter’s 5 Forces Subcommittees**

Subcommittees were formed and used Microsoft Teams breakout rooms to meet in groups for most of the meeting. Groups will report their findings in the November 18 meeting.

Alternative Products	Current Competitors	Customer's (Students)	Emerging Competitors	Suppliers and Labor
Aicha Rochdi	Barb Smith	Sean Crossland *	Heath Gertsch	Bryant Bradt
Michael Bohne	Mike Smidt	Marisa Crist	David Connelly	Darah Snow
Drew Burke	Theresa Haug-Belvin	Tammy Nguyen	Jeffrey Johnson	Linda Makin
Jeff Peterson	Wayne Vaught	Vessela Ilieva	Kelly Flanagan	McKay Isham *
Ryan Leick *	Wendy Athens *	Karen Magana-Aguado	Bonnie Mortensen	Marilyn Meyer
Maria Blevins	Laura Busby	Kyle Reyes	Hilary Hungerford	Cory Fralick
Val Peterson	Tom Keck	Kylee Parke	Michelle Kearns	Kehau Folau
Kara Schneck	Mark Arstein	Subgroup Leader *		

**IV. Items to Communicate | Adjourn**

Jeff reviewed the items to communicate before adjourning the meeting and recommended communicating your research in your groups and obtain more insights from those in your areas.

**Minutes taken by: Stacy Fowler**  
**Meeting Adjourned at: 2:27 p.m.**

**Attendees:** Bryant Bradt, Drew Burke, Laura Busby, Marisa Crist, Sean Crossland, Stacy Fowler, Cory Fralick, Heath Gertsch, Theresa Haug-Belvin, Hilary Hungerford, Vessela Ilieva, McKay Isham, Jeffrey Johnson, Tom Keck, Karen Magana-Aguado, Linda Makin, Tammy Nguyen, Jeff Peterson, Val Peterson, Aicha Rochdi, Kara Schneck, Mike Smidt, Barb Smith, and Darah Snow.

**Excused:** Mark Arstein, Maria Blevins, Michael Bohne, David Connelly, Kelly Flanagan, Kehaulani Folau, Michelle Kearns, Ryan Leick, Marilyn Meyer, Bonnie Mortensen, Kylee Parke, Kyle Reyes, Astrid Tuminez, and Wayne Vaught.

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### ***I. Welcome***

Jeff Peterson welcomed the committee and outlined the meeting agenda. He reminded the UPAC committee to turn in their STEEP committee reports to Stacy. Amanda Cooke from Jeff Johnson's office is compiling a report.

### ***II. Peer Institution Innovation Models***

Jeff Johnson set the landscape for the discussion by providing data using IPEDs data on peer institutions and universities that are commonly discussed as innovation models. The data is from IPEDS and includes everyone at the institution and not just online. The key was to measure apples to apples of our mission.

### ***III. Porter's 5 Forces Discussion***

Each of the groups presented the information they found on each of their topics.

1. Alternative products (presented by Aicha Rochdi)
2. Current Competitors (presented by Wendy Athens, Barb Smith & Mike Smidt)
3. Customers – Students (presented by Sean, Karen, Marissa, Vessela, and Tammy)
4. Emerging Competitors (presented by Jeff Johnson)
5. Suppliers and Labor (presented by McKay Isham)

### ***IV. Next Steps***

Jeff Peterson noted that for next meeting we will be focusing on Internal issues: KPI's, Competencies, Resources, and Competitive Advantage. If you know that you would like to be in one of these groups, please let Stacy know so you can do a little prep work before the next meeting.

**Minutes taken by: Stacy Fowler**

**Meeting Adjourned at: 3:30 p.m.**

**Attendees:** Maria Blevins, Michael Bohne, Bryant Bradt, Drew Burke, Laura Busby, David Connelly, Marisa Crist, Sean Crossland, Stacy Fowler, Cory Fralick, Heath Gertsch, Theresa Haug-Belvin, Hilary Hungerford, Vessela Ilieva, McKay Isham, Jeffrey Johnson, Tom Keck, Ryan Leick, Karen Magana-Aguado, Linda Makin, Bonnie Mortensen, Tammy Nguyen, Jeff Peterson, Aicha Rochdi, Mike Smidt, and Darah Snow.

**Excused:** Mark Arstein, Kelly Flanagan, Kehaulani Folau, Michelle Kearns, Marilyn Meyer, Kylee Parke, Val Peterson, Kyle Reyes, Kara Schneck, Barb Smith, Astrid Tuminez, and Wayne Vaught.

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### ***I. Welcome***

Jeff Johnson welcomed the committee and outlined the agenda.

### ***II. Findings of Peer Institution Update***

Amanda Cooke shared Fall 2020 data that shows UVU offers quality, affordability and effectiveness and cost effective to scale.

#### ***Scale***

- We are the largest of our regional university peers by nearly ten thousand FTE students
- UVU operating at a scale far beyond that of our peer institutions and awards more degrees
- A 45% graduation rate remains a reasonable and meaningful goal. We are not highest, but we are average.

#### ***Affordability***

- UVU's tuition and fees are slightly below average for all peer institutions
- And far below average for our regional university peers
- We have kept our tuition and fees stable over the last five years. Average is 20% we have increased 10% over last five years
- According to KSL news, the percentage of college students seeking Pell grants is lower in Utah than any other state.

#### ***Cost effectiveness***

- On average we spend less money per student than our peer institution
- But we are spending a higher percentage of that money on actual instruction

Committee discussed presentation and had question on Pell grant and the peer institutions. We are unique. Even to compare innovative universities there is not a single model. It is whole separate institution. Part comes to source of comparable data. Jeff shared data showing a variety of different models and worth considering what the appropriate model for us to look toward.

### ***III. Internal Analysis***

Jeff Peterson explained the 5 areas each group would be looking at before breaking into groups for discussion. Each group will discuss, review and present to the group on December 18.

- Strategy** – Look at current strategy, what is working
- KPI** – What do we keep, what do we add? What should we be measuring?
- Resources** – What do we have and what do we need to be successful?
- Competencies** – What do we do better than others?
- Competitive Advantage** – What makes us more attractive than our competitors?

#### ***IV. New Meeting Schedule***

Starting in January we will be moving back to the two-hour meeting. Being mindful of meeting in person occasionally but going to stick with Teams for now.

#### ***V. Items to Communicate | Adjourn***

Jeff reviewed the items to communicate before adjourning the meeting.

- Feel free to discuss with others in your areas and be ready to present on December 16.

*Minutes taken by: Stacy Fowler*

*Meeting Adjourned at: 3:25 p.m.*

**Attendees:** Maria Blevins, Laura Busby, Marisa Crist, Sean Crossland, Stacy Fowler, Cory Fralick, Heath Gertsch, Vessela Ilieva, McKay Isham, Jeffrey Johnson, Michelle Kearns, Ryan Leick, Karen Magana-Aguado, Kylee Parke, Jeff Peterson, Aicha Rochdi, Mike Smidt, and Barb Smith.

**Excused:** Mark Arstein, Michael Bohne, Bryant Bradt, Drew Burke, David Connelly, Kelly Flanagan, Theresa Haug-Belvin, Hilary Hungerford, Tom Keck, Linda Makin, Marilyn Meyer, Bonnie Mortensen, Tammy Nguyen, Val Peterson, Kyle Reyes, Kara Schneck, Darah Snow, Astrid Tuminez, and Wayne Vaught.

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### **I. Welcome**

Jeff Peterson welcomed the UPAC committee and reported that they UPAC co-chairs attend cabinet to provide an update on the progress. Cabinet recommended to continue working closely with Wendy Athens and David Connelly on Online Education. UPAC will be moving back to the 2-hour meetings instead of the 1.5, but they will remain virtual at this time.

### **II. Report Reminder**

Jeff Johnson reminded the committee members that we still need the leads on the following committees to send their reports for the larger summary.

- a. STEEP Social Trends
- b. Five Forces Alternative Products
- c. Five Forces Suppliers and Labor

### **III. Internal Analysis Reports**

Each of the committees presented their groups findings to the UPAC committee. Each committee will submit their reports for the summary report.

- Strategy – What is working (Led by Aicha)
- KPI – What do we keep, what do we add? (Led by Jeff Johnson)
- Competencies – What do we do better than others? (Led by Jeff Peterson)
- Resources – What do we have and what do we need? (Led by Heath Gertsch)
- Competitive Advantage – What do we do that makes us more attractive than our competitors (Led by Hilary Hungerford, reported by Mike Smidt, Barb Smith, and Karen Magana-Aguado)

### **IV. Items to Communicate | Adjourn**

Jeff reviewed the items to communicate before adjourning the meeting. If you have colleagues who have thought son these issues, feel free to bring their comments to the attention of the group. Enjoy the holidays.

**Minutes taken by: Stacy Fowler**  
**Meeting Adjourned at: 4:00 p.m.**

**Attendees:** Maria Blevins, Michael Bohne, Bryant Bradt, Drew Burke, David Connelly, Marisa Crist, Sean Crossland, Stacy Fowler, Cory Fralick, Heath Gertsch, Theresa Haug-Belvin, Hilary Hungerford, Vessela Ilieva, McKay Isham, Michelle Kearns, Tom Keck, Ryan Leick, Linda Makin, Tammy Nguyen, Jeff Peterson, Aicha Rochdi, Mike Smidt, and Barb Smith.

**Excused:** Mark Arstein, Laura Busby, Kelly Flanagan, Jeffrey Johnson, Karen Magana-Aguado, Marilyn Meyer, Bonnie Mortensen, Kylee Parke, Val Peterson, Kyle Reyes, Kara Schneck, Darah Snow, Astrid Tuminez, and Wayne Vaught.

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### ***I. Welcome and UPAC Transition***

Linda Makin welcomed the UPAC committee and discussed the UPAC transition. Linda announced that she will be serving as Jeff Peterson's Co-Chair. Co-chair Jeff Johnson has accepted other employment and will be leaving UVU. Stacy has sent a Kudo board link for everyone to send a thank you to Jeff Johnson for his leadership on UPAC. Linda also thanked Jeff Peterson for his continued work on UPAC.

### ***II. SWOT Analysis***

Jeff Peterson shared a graphic showing what we have done for our Strategic Analysis Process and explained the next steps for the SWOT analysis.

UPAC was assigned into break out rooms for discussion on the 4 areas of SWOT. Each group will be reporting next week.

- Strength (Group Leader: Mike Smidt)
- Weakness (Group Leader: Barb Smith)
- Opportunities (Group Leader: Ryan Leick)
- Threats (Group Leader: Wendy Athens)

***Minutes taken by: Stacy Fowler***

***Meeting Adjourned at: 4:00 p.m.***

**Attendees:** Maria Blevins, Michael Bohne, Bryant Bradt, Drew Burke, Marisa Crist, Sean Crossland, Stacy Fowler, Cory Fralick, Heath Gertsch, Theresa Haug-Belvin, Hilary Hungerford, Stan Harward (Vessela Ilieva), McKay Isham, Jeffrey Johnson, Michelle Kearns, Ryan Leick, Tammy Nguyen, Kylee Parke, Jeff Peterson, Kyle Reyes, Aicha Rochdi, Mike Smidt, Barb Smith, and Darah Snow.

**Excused:** Mark Arstein, Laura Busby, David Connelly, Kelly Flanagan, Vessela Ilieva, Tom Keck, Karen Magana-Aguado, Linda Makin, Marilyn Meyer, Bonnie Mortensen, Val Peterson, Kara Schneck, Astrid Tuminez, and Wayne Vaught.

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### ***I. Welcome***

Jeff Peterson welcomed the UPAC committee and excused co-chair Linda Makin.

### ***II. SWOT***

Jeff Peterson reviewed the assignment from the last meeting and explained the work, tools and resources used to review the strengths, weakness, opportunities, and threats (SWOT). Groups identified and presented information for the final SWOT report. Jeff Peterson will complete SWOT report for cabinet. He will run it past UPAC first.

#### ***Strengths presented by Mike Smidt***

1. Inclusion
2. Engagement (add co-curricular to this area)
3. Achievement
4. Physical Campus and its Location
5. Affordability and Value

#### ***Weakness presented by Barb Smith***

1. Workforce
2. Digital Competitiveness
3. Opinion shift about the value of higher education
4. Articulation of credits and acceptance of competency-based credits
5. Sustainability initiative sand leadership

#### ***Opportunities presented by Ryan Leick***

1. Utah's vibrancy, dynamism and innovation create organic opportunities
2. Higher education ecosystem is changing faster than traditional institutions can adapt
3. The nature of UVU as an institution is also changing
4. Role of UVU as an anchor institution in an innovation corridor / hub to influence socio-economic community health
5. People as an intellectual asset

#### ***Threats presented by Wendy Athens***

1. Societal perspective (outside institutions control, but we need to respond to them)
  - a. Remote Jobs
  - b. Low unemployment makes it attractive to work rather than go to college



- c. Declining number of high school graduates (not so much in UT as other states)
  - d. Devaluing of HE in society
  - e. Inflation
  - f. External employment opportunity for faculty and staff
2. Learners' perspective
- a. Other institutions are more flexible, relevant, and delightful than we are
  - b. Unresponsible to stakeholder (students, parents, employers)
  - c. Consumers have more choices versus college degree, e.g., alternative credentials, exclusive HEI partnerships, employer professional development programs
  - d. Being stodgy in 2/4-year degrees only
  - e. Linear vs. personalized curriculum path
  - f. Mass customization vs. individualized
  - g. Not aligned with jobs
  - h. JIT (learner driven) vs just in case (content driven)
  - i. Making students wait- 1-3 start times per year vs start next month
  - j. No CPL
  - k. Slow transfer credit recognition
3. Areas that are competition perspective
- a. From a competition perspective, state systems and online juggernauts are executing very well
    - i. Online competition has no boundaries
    - ii. Broader acceptance and intensified competition of online degrees
    - iii. UU aggressively pricing online + brand respect
    - iv. Marketing budget (discussed examples)
4. Faculty burnout was mentioned as an addition

*Minutes taken by: Stacy Fowler  
Meeting Adjourned at: 3:15 p.m.*

**Attendees:** Mark Arstein, Maria Blevins, Michael Bohne, Bryant Bradt, Drew Burke, Laura Busby, David Connelly, Marisa Crist, Sean Crossland, Stacy Fowler, Cory Fralick, Heath Gertsch, Theresa Haug-Belvin, Hilary Hungerford, Vessela Ilieva, McKay Isham, Jeffrey Johnson, Michelle Kearns, Tom Keck, Ryan Leick, Linda Makin, Bonnie Mortensen, Tammy Nguyen, Jeff Peterson, Aicha Rochdi, Kara Schneck, Mike Smidt, Barb Smith, and Darah Snow.

**Excused:** Kelly Flanagan, Karen Magana-Aguado, Marilyn Meyer, Kylee Parke, Val Peterson, Kyle Reyes, Astrid Tuminez, and Wayne Vaught.

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### ***I. Welcome***

Jeff Peterson welcomed the UPAC committee and outlined the agenda topics for the meeting.

### ***II. SWOT Draft***

Jeff Peterson consolidated the group work into a [SWOT presentation](#) and presented it to UPAC to ensure the SWOT topics were portrayed accurately. The report will be presented to cabinet in the next couple of weeks. The following topics were discussed and recommended to consider:

#### **Strength:**

- No additional recommendations

#### **Weakness**

- Include women in the underrepresented statement
- Building process and system to deliver fully online programs, change to read creation of environmental studies major

#### **Opportunities**

- Velocity (speed / direction)
- Faculty

#### **Threats:**

- Discussed credentials for alternatives/online degree – currently not a threat, but they could gain more recognition and vigor
- Large publishing firms that offer online programs (provide certificates) could be a threat
- Don't overlook amazing faculty and potential in the name of offering quick degrees
- Some believe program and prestige is not as important as knowing that the individual has the skill set required, we need to adapt with what is going on in the workforce
- Need to be aware of how this effects our market area.

Jeff Peterson discussed the next steps. He will update presentation for cabinet and will bring cabinets recommendations back to UPAC.

### ***III. Mission Fulfillment Proposed Revisions***

Jeff Johnson shared the proposed revisions to the mission fulfillment indicators. Jeff reviewed the [key action commitment indicators](#) on the [IR website](#). We currently have 42 + indicators for mission fulfillment. We simplified it a couple years ago to reduce it down from 80 to the current 42. Jeff proposed a [new structure for performance indicators](#). Rubrics based on evaluating the objectives, same concepts just removed objectives level.

The UPAC committee approved the proposed structure and confirmed this will be the working document for Fall. UPAC will do initial assessment, it will go to cabinet, and then BOT. Theoretically NWCCU will meet with BOT so including them in the process will help them understand.

#### **IV. Sustainability Plan**

Hilary shared the [sustainability plan](#) with UPAC. It would be fitting to achieve green university status. Hilary conducted an exercise with UPAC to have them brainstorm ideas. The rule was to not have conversation but add by “yes, and”

- Engage with everyone in community to develop a community sustainability plan
- Yes, and turn off the sprinklers in the summer
- Yes, and stop blowing water into the air when it is hot outside
- Yes, and get rid of steep slopes that have grass on them
- Yes, and don't waste food (donate to students)
- Yes, and go paperless
- Yes, and public transportation supporting and working with community to expand
- Yes, and bike lanes and mobile transportation
- Yes, and geothermal heating system (capitalize and improve)
- Yes, and green space
- Yes, and educate to have more green spaces in personal lives
- Yes, and update facilities with more efficient replacements
- Yes, and not run the AC so cold that people are putting on sweaters
- Yes, and convert highly efficient office back into a patio
- Yes, and not replace and buy so much stuff
- Yes, and conduct sustainability audits
- Yes, and audit purchases and opportunities to opt for more sustainable products when possible
- Yes, and reduce single use plastics
- Yes, and offer online class on zero scaping
- Yes, and electric vehicles instead of V6 or 4x4 trucks for parking enforcement

Sustainability plan has not been formally adopted. Would like to have as guiding principles moving forward.

1. Operations
2. Transportation
3. Nature and ecosystem
4. Culture and learning
5. Community

#### **V. Service Award**

Linda presented Jeff Johnson with a UPAC service award for co-chairing UPAC from 2016 - 2022. Jeff has been instrumental in UVU accreditation efforts, mission statement, strategies, vision 2030 and much more. Jeff has been with UVU for 13 years, and will be missed by the UPAC committee and UVU.

#### **VI. Items to Communicate | Adjourn**

Jeff reviewed the items to communicate before adjourning the meeting.

- Communicate and SWOT findings and circulate sustainability plan for feedback.

*Minutes taken by: Stacy Fowler*

*Meeting Adjourned at: 4:00 p.m.*

**Attendees:** Wendy Athens, Dustin Berlin (presenter), Bryant Bradt, Laura Busby, David Connelly, Amanda Cooke, Marisa Crist, Sean Crossland, Stacy Fowler, Cory Fralick, Heath Gertsch, Theresa Haug-Belvin, Hilary Hungerford, Vessela Ilieva, McKay Isham, Michelle Kearns, Tom Keck, Ryan Leick, Linda Makin, Jeff Peterson, Aicha Rochdi, Kara Schneck, Mike Smidt, Darah Snow and Scott Trotter (Barb Smith)

**Excused:** Mark Arstein, Maria Blevins, Michael Bohne, Drew Burke, Kelly Flanagan, Karen Magana-Aguado, Marilyn Meyer, Bonnie Mortensen, Tammy Nguyen, Kylee Parke, Val Peterson, Kyle Reyes, Barb Smith, Astrid Tuminez, and Wayne Vaught.

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### ***I. Update on Cabinet's response to SWOT***

Jeff Peterson reported on his presentation of the SWOT to cabinet. He feels it was well received and thanked the UPAC committee for their work. Cabinet's feedback was to solicit feedback from the advisory board (IAB), AAC, student affairs, faculty senate, and PACE. As these meetings are scheduled, UPAC will be invited as an opportunity to make sure all the perspectives are captured.

Linda communicated some of the changes needed in vision 2030, noting we should start thinking how the SWOT informs and influences it. Future discussions will include vision 2030 and the next actionable steps of the process. The action commitments are working, and not ready to revise.

### ***II. Online Programs***

Dustin Berlin summarized the two presentations he presented to cabinet regarding online programs. Summer 2019 they started working as flexible learning council to propose plan. Dustin shared the vision of online programs, it's strengths, competencies, progress, enrollment strategies and enrollment trends. Wendy shared the UFLC workgroups and what they are focused on.

COVID accelerated the trend and increased online enrollments. UVU is committed to a rich campus experience and intentional about online programs. Online programs include live stream and other interactive opportunities. When faculty learn to teach online, they are developing another skill set and utilize the strengths of different modalities to weave into the classroom for more in-depth engagement with students. Hilary noted the need for a huge investment when making content, and noted it is hard to do dual methods when cameras or audio don't work, and your students are relying on it.

Linda reported on the tuition proposed last year to allow non-residents enrolled in graduate online ONLY to pay resident rate. There are only 40 right now so our risk is minimal, but the opportunity is big. Discussed differential tuition proposal for online only rate.

### ***III. Items to Communicate | Adjourn***

Linda reviewed the items to communicate before adjourning the meeting.

- We will be taking the SWOT to other areas; you are invited to share the SWOT with others in your area and attend other meetings and provide insights
- Had discussion of changing the meetings back to 1.5-hour meetings

# MEETING MINUTES

*March 17, 2022*  
*2:00 PM – 3:30 PM*  
*Microsoft Teams*

**Attendees:** Wendy Athens, Maria Blevins, Bryant Bradt, Drew Burke, Laura Busby, David Connelly, Marisa Crist, Sean Crossland, Stacy Fowler, Cory Fralick, Heath Gertsch, Theresa Haug-Belvin, Hilary Hungerford, Vessela Ilieva, McKay Isham, Michelle Kearns, Tom Keck, Ryan Leick, Linda Makin, Tammy Nguyen, Jeff Peterson, Kyle Reyes, Aicha Rochdi, Mike Smidt, Barb Smith, Darah Snow

**Excused:** Mark Arstein, Michael Bohne, Kelly Flanagan, Karen Magana-Aguado, Marilyn Meyer, Bonnie Mortensen, Kylee Parke, Val Peterson, Kara Schneck, Astrid Tuminez, and Wayne Vaught.

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## *I. Welcome*

Jeff Peterson welcomed the University Planning Advisory Committee (UPAC) and outlined the agenda for the meeting.

## *II. Vision 2030*

Kyle Reyes and Trish Baker presented and provided the history of Vision 2030. The creation of Vision 2030 was influenced by a consultant, the newly revamped mission statement, action commitments and values, and the dual mission initiative.

## *III. SWOT Feedback*

Jeff Peterson and Linda shared feedback they received from PACE, UVUSA, Faculty Senate and UEC. They thanked Amanda for the work on the SWOT white paper.

- Add the why/purpose to the beginning of the analysis
- Note how many times we broke into small working groups and the voices represented

### Strengths

- We are doing well with sustainability (trees, solar, electric parking, recycling) but we are not a leader in Sustainability.
- Acknowledge that great work has been done on diversity and substantiality, but we still have work to do – could be weakness.
- We have focus and commitment on diversity and inclusivity so they can be a strength, but they are also an opportunity. We have a strong history and mission that is intended to be inclusive. Opportunities exist as we continue to include the various identities that exist and are growing in our community and as we become more diverse.

#### Weakness

- Lack of cohesive policy
  - We have done a lot of work on this, whether or not the policy is communicated is an underlying issue
- There is room for expansion of flexible work accommodations
- Training and resources needed to for technology
- Change the word accommodations to agreement in “flexible work accommodations” because it is a legal definition, and we are not talking about accommodations through ADA.

#### Opportunities

- Add diversity and leverage inclusion
- Anchor institution phrase – local community and what it means to be a partner and neighbor with everyone in our community – not just national and international
- Sports team and fine arts are opportunities to add to the richness a university brings to the community

#### Threats

- Suggested to drop the first sentence and go with “other institutions are more flexible and can pivot to current on demand trainings”

### *IV. Align Vision 2030 with SWOT*

Jeff Peterson and Linda Makin decided we needed more time to process the SWOT and Vision 2030 before we start discussions. Committee members were told to start thinking about how to modify vision 2030 and the connections that we draw from the SWOT. We will break into smaller groups during the next meeting, and each take an area to review. Linda and Jeff will meet with the Internal Advisory Board (IAB) and bring feedback to the next UPAC meeting. They plan to have IAB use the PESTEL exercise to give external feedback.

### *VI. Items to Communicate / Adjourn*

Linda reviewed the items to communicate before adjourning the meeting.

- As you hear thoughts on the SWOT or Visions 2030 continue to pass them along
- The April 14 meeting will be an appreciation lunch

*Minutes taken by: Stacy Fowler*

*Meeting Adjourned at: 4:00 p.m.*

# SWOT Analysis

May 2022



2021-2022 University Planning Advisory Committee  
Adopted by President's Council, May 26, 2022

# Summary

## Vision 2030 2.0

Vision 2030 is a ten-year plan detailing how UVU's integrated dual mission will meet the higher education and workforce needs of Utah County, UVU's service region, and the state of Utah. This vision focuses on enhancing student success; improving accessibility, flexibility, and affordability; and strengthening partnerships for community, workforce, and economic development.

Vision 2030 is a living document, meaning that it is continually edited and updated to reflect UVU's current goals, needs, and priorities. The SWOT analysis detailed in this document will help UVU decide how best to update Vision 2030 for this year and beyond.

## UPAC's Strategic Review

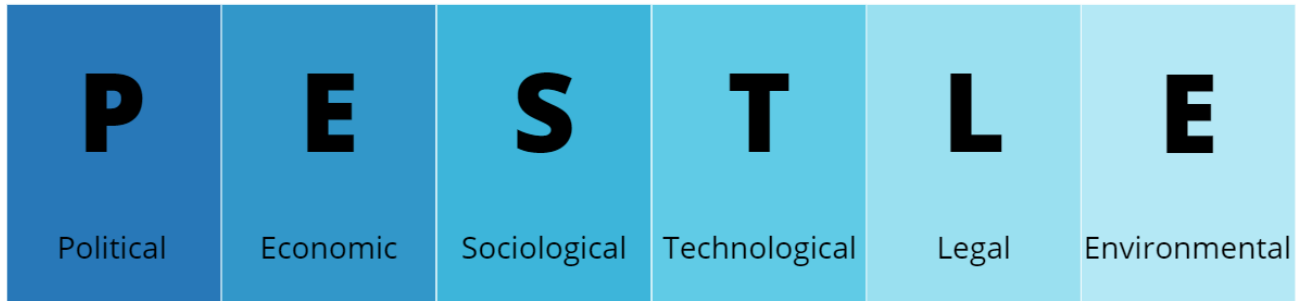
The University Planning Advisory Committee (UPAC) uses a strategic review process to look for areas that are doing well and areas that need improvement.

For the 2021-22 academic year, UPAC was asked to conduct a strategic review of UVU's internal environment, external environment, and value chain to identify the University's sustainable competitive advantages in the ever-changing environment of higher education.

To do this, UPAC conducted an external environmental scan (PESTLE), an industry analysis (Porter's Five Forces), and an internal capabilities assessment. This research was then consolidated into a SWOT analysis to explore what UVU does best and devise a successful strategy for the future.

A PESTLE analysis reviews six key external factors (Political, Economic, Sociological, Technological, Legal, and Environmental) that can influence an organization. This can help administrators to make more informed decisions.





- Stability of government
- Potential changes to legislation
- Global influences

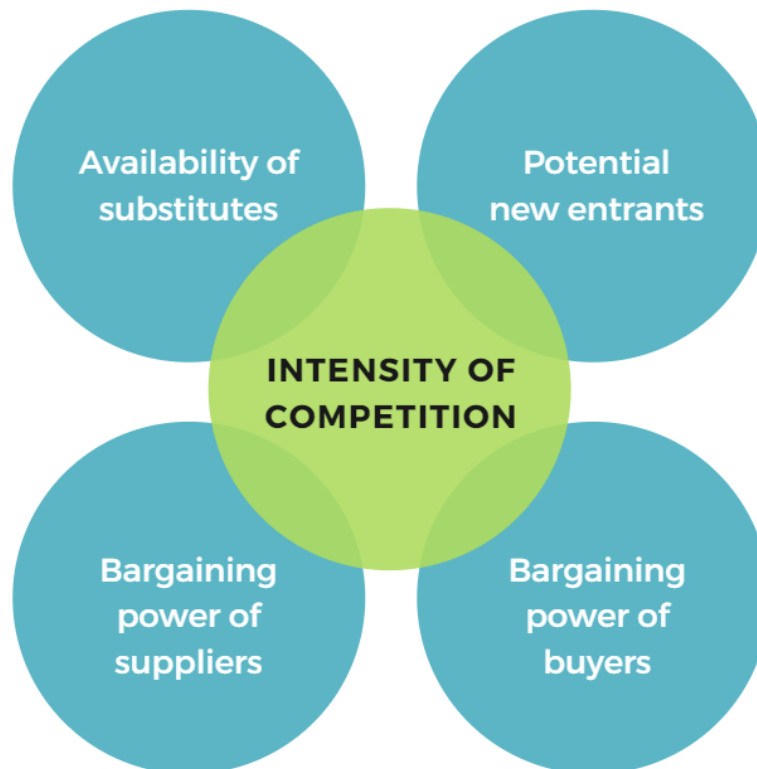
- Economic growth
- Employment rates
- Inflation rates
- Consumer confidence

- Population growth rate
- Income distribution
- Lifestyle factors
- Career opportunities

- Changes in technology
- Current and future innovations
- Data sharing
- Automation

- Tax policies
- Employment laws
- Consumer protections
- Industry regulations

- Environmental protections
- Emission standards
- Climate change
- Pollution
- Sustainability



## PORTER'S 5 FORCES

Porter's Five Forces model analyzes the main sources of competition in an industry. It highlights an organization's position in that industry and the factors that affect the organization's competitiveness. Both the PESTEL and Porter's analyses can indicate possible Key Performance Indicators, a type of performance measurement that evaluates the success of an organization or a particular activity in which it engages.

A SWOT analysis looks at four aspects of an organization (Strengths, Weaknesses, Opportunities, and Threats), and assesses what is going well right now and what strategies can be used in the future. Strengths and weaknesses are internal issues that an organization can control, such as location, pay scale, and hiring practices. Opportunities and threats are external issues that are outside of an organization's control, including competitors, resources, and economic changes.

UPAC divided into four smaller groups, each of which was asked to create a list of UVU's strengths, weaknesses, opportunities, or threats. Jeff Peterson then consolidated the group work and presented all of it to UPAC to ensure the SWOT topics were portrayed accurately.

## Why Is This Important?

The External Environmental Scan (PESTLE), Industry Analysis (Porter's Five Forces), and SWOT analysis are ways for an organization to assess what is going well, address what is lacking, seize new opportunities, and minimize possible risks.

A SWOT analysis can help UVU determine how to allocate resources more efficiently, which in turn helps to achieve revenue growth and profitability. It also shows the areas that faculty, staff, and students feel need the most attention, which can offer insights into the university's morale and public image.

# UPAC SWOT ANALYSIS

## STRENGTHS

- **Strong commitment to student success**
- Inclusive environment
- **Engaged learning**
- Sports and arts
- **Physical facilities and location**
- Return on investment

## WEAKNESSES

- **Compensation and flexible work**
- Lack of workforce diversity
- **Online learner experience**
- Transfer of credit and prior learning
- **Accelerate momentum**

## OPPORTUNITIES

- **Utah's growth and vibrancy**
- Focus on flexibility
- **Multiple satellite campuses**
- Hub Institution
- **Sustainability initiatives**

## THREATS

- **Societal view of higher education**
- Competition for students
- **Alternative credentials**
- Labor Market

# Strengths

What do we do well?  
What unique resources  
can we draw on?



- **Strong commitment to student success.** UVU meets students where they are, offering a variety of teaching and learning modalities. UVU pairs an open admission model with support programs and services for the underprepared through the highly prepared students.
- **Inclusive environment.** UVU is committed to creating an inclusive environment. Our inclusion efforts and our dual mission address various demographics, populations, and stages of life.
- **Engaged learning.** UVU's teaching, learning, and scholarship engages faculty, students, and community. Students have opportunity to deepen their learning through internships, community engagement, high impact practices, global/intercultural engagement, research, and creative works.
- **Sports and arts.** UVU provides students opportunities to enjoy a rich university experience including our NCAA D-1 sports teams, intramural/club sports, and the world-class Noorda Center for the Performing Arts.
- **Physical facilities and location.** UVU's main campus is located in the heart of Utah County along the I-15 corridor. Satellite campuses are located and planned along an expanding mass transit system.
- **Return on investment.** UVU's tuition and fees are similar to Utah regional universities and below average compared to national peers. In 2020, Business Insider ranked UVU as third in the nation for the best return on investment.

# Weaknesses



- **Compensation and flexible work.** UVU's pay is not keeping pace with inflation and nearby higher education institutions. While UVU successfully navigated remote/flexible work during COVID-19, normalizing opportunities for remote/flexible work through policies and practices is a work in progress.
- **Lack of workforce diversity.** UVU has a low percentage of full-time faculty who identify as women. The diversity among faculty and staff is not reflective of the diversity in UVU's service region or among UVU's student population.
- **Online learner experience.** While UVU offers many online courses and 44 fully online programs, we need to mature from the course level approach to comprehensive delivery of fully online programs with distinctively positive learner experiences.
- **Transfer of credit and prior learning.** Transferring credit from other institutions can take up to a month. Opportunities for credit for prior learning (CPL) or competency-based education (CBE) are not widely understood or available.
- **Accelerate momentum.** The narrative, experience, and consumption of higher education is changing at a dizzying pace. UVU has been an agile institution, but will need to sustain and even accelerate momentum to stay relevant and impactful now and in the future.

# Opportunities

What opportunities are out there? What trends could we use to our advantage?



- **Utah's growth and vibrancy.** Unlike much of the nation, Utah's expanding population and demographic diversity provide opportunity for enrollment growth. Utah's strong, diverse economy supports additional state tax fund investments and industry partnerships.
- **Focus on flexibility.** Higher education historically has focused on credit hours and semesters in one-size-fits-all delivery. Today's students are seeking more agile, just-in-time, and adaptive learning through personalized curriculum paths and credit for prior learning and experience.
- **Multiple satellite campuses.** With over 200 undeveloped acres in Vineyard and newly acquired property in Payson and Lehi, UVU is poised to provide programs and services to meet student and industry needs and pursue public-private partnerships.
- **Hub institution.** UVU can fulfill the educational, societal, cultural, and artistic needs of our local community while also bringing national and international insights back to Utah.
- **Sustainability initiatives.** UVU can provide leadership, awareness, and expertise through collaboration and engagement with groups and organizations to address Utah's sustainability and environmental issues.

# Threats

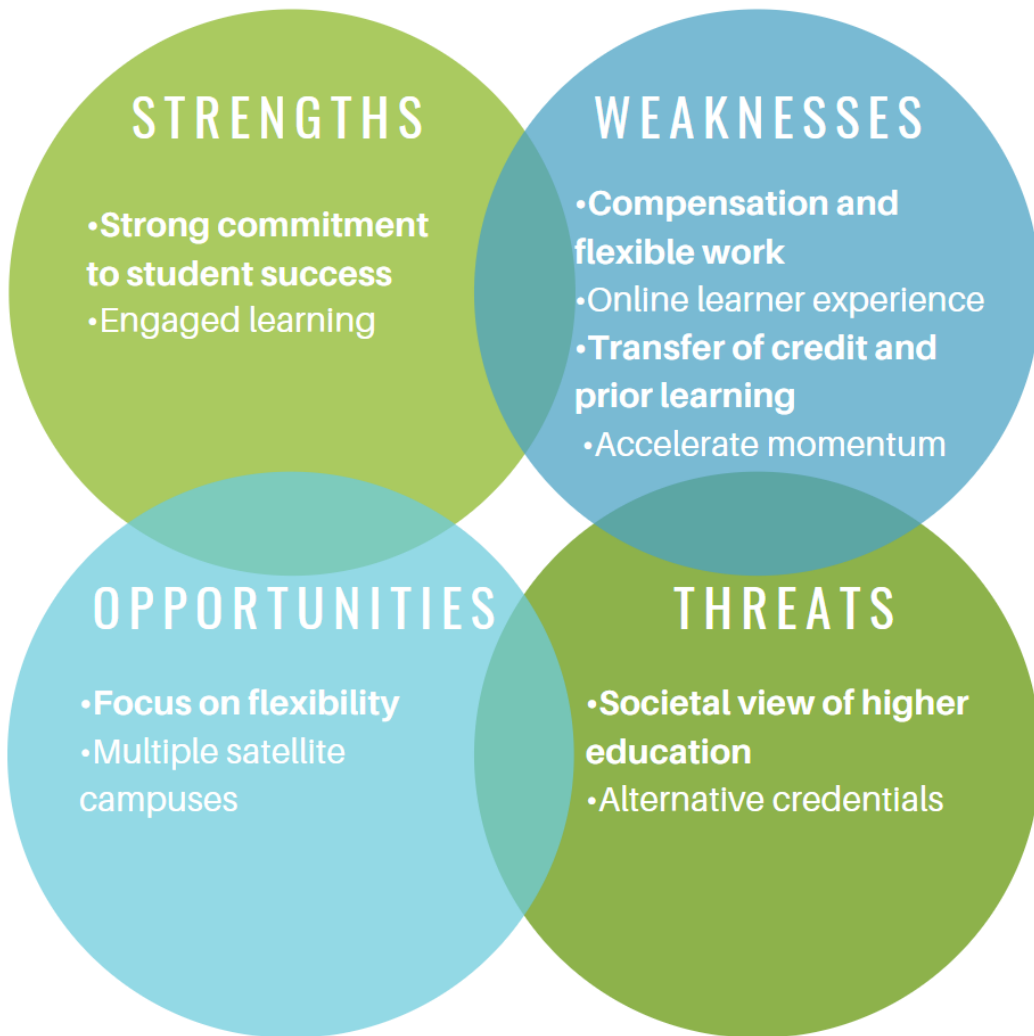
What threats could harm us? What is our competition doing?



- **Societal view of higher education.** The politicization and perceived diminishing value of higher education is causing prospective students and parents to question the return on investment of college. Further, current labor market forces are luring prospective students with high wage/low skill jobs.
- **Competition for students.** Nationally, the number of high school graduates is declining. New entrants and existing higher education institutions are increasing competition for students and resources through marketing, low-cost online courses/degrees, competency-based programs, etc. Online competition has no geographic boundaries.
- **Alternative credentials.** Businesses and competitors are providing students opportunities to obtain a variety of alternative credentials, such as digital badges and nanodegrees. A number of these alternatives are focused on direct-to-job education and students are able to start and complete on their own timeline.
- **Labor market.** The workforce is adapting to a new mix of place-bound and remote work. With Utah's low unemployment but high inflation, employees have increased opportunities to pursue career changes and higher salaries.

# Vision 2030: Achieve

## STRATEGY #1: ENHANCE STUDENT SUCCESS AND ACCELERATE COMPLETION OF MEANINGFUL CREDENTIALS



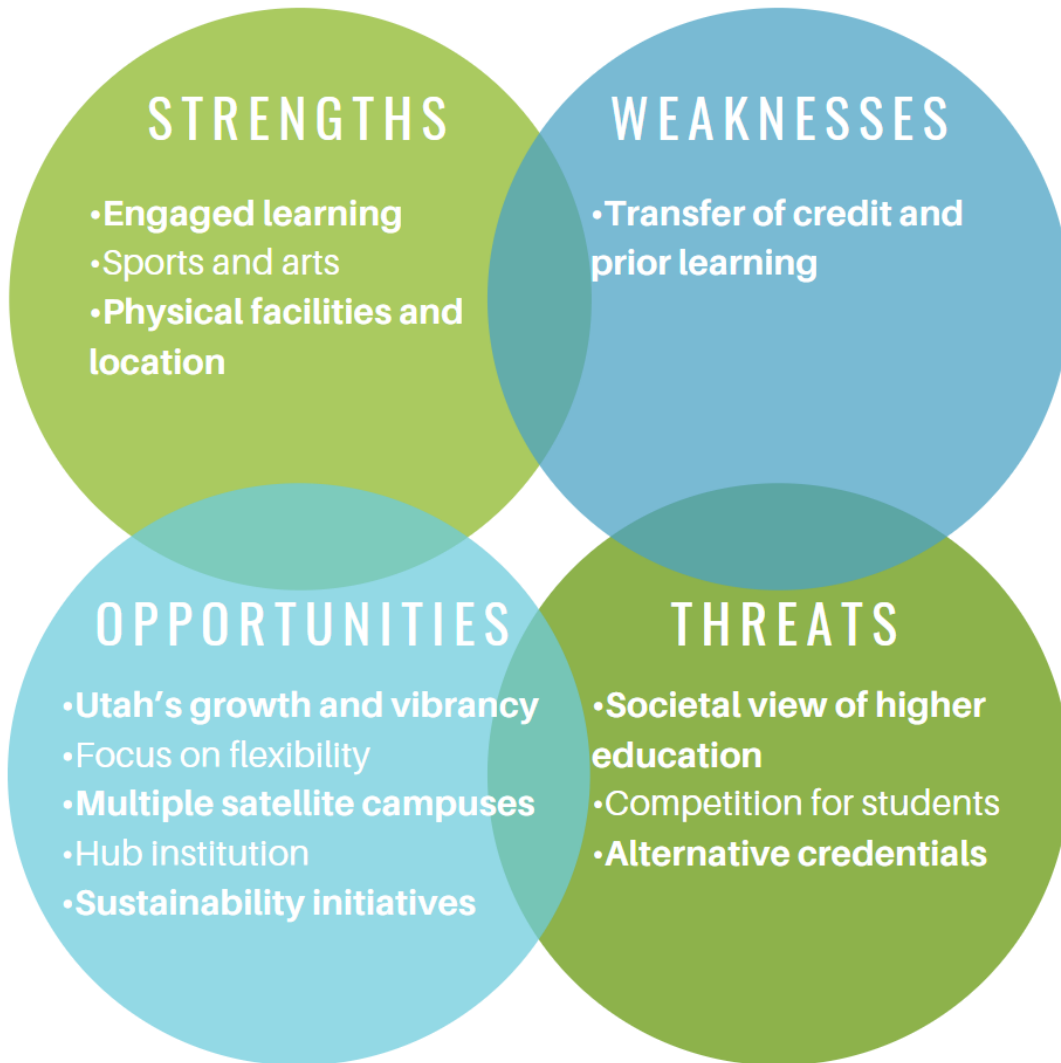


# Vision 2030: Include

## STRATEGY #2: IMPROVE ACCESSIBILITY, FLEXIBILITY, AND AFFORDABILITY FOR ALL CURRENT AND FUTURE UVU STUDENTS



**STRATEGY #3: STRENGTHEN PARTNERSHIPS  
FOR COMMUNITY, WORKFORCE, AND  
ECONOMIC DEVELOPMENT**



# UPAC

Members	Faculty/Staff	Dept./Area
Athens, Wendy	Staff	Office of Teaching and Learning
Bohne, Michael	Faculty	Exercise Science
Bradt, Bryant	Staff	Registrar's Office
Blevins, Maria	Faculty	Communication
Burke, Drew	Staff	People and Culture
Busby, Laura	Staff	Academic IT and Analytics
Crossland, Sean	Faculty	Secondary Education
Fralick, Cory	Staff	Physical Plant
Gertsch, Heath	Staff	Printing Services
Haug-Belvin, Theresa	Faculty	Student Leadership & Success Studies
Ilieva, Vessela	Dean	School of Education
Keck, Tom	Faculty	Music
Leick, Ryan	Faculty	Aviation Academics
Nguyen, Tammy	Staff	Academic Advising, CHSS
Parke, Kylee	Staff	Institutional Advancement
Rochdi, Aicha	Staff	Office of Teaching and Learning
Smidt, Mike	Faculty	Criminal Justice/Law Enforcement
Smith, Barb	Staff	University Marketing/Communications
Snow, Darah	Staff	Multicultural Student Services
Connelly, David	Executive	Associate VP for Academic Programs
Crist, Marisa	Student/Staff	Planning, Budget & Finance/ Intern
Fowler, Stacy	Staff	Planning, Budget & Finance / UPAC support
Hungerford, Hilary	Faculty	Faculty Senate
Isham, McKay	Staff	Action Commitment: Engaged
Kearns, Michelle	Staff	Action Commitment: Achieve
Mortensen, Bonnie	Staff	PACE
Magana-Aguado, Karen	Student	UVUSA
Peterson, Jeff	Faculty	Business Mgt. - Organizational Leadership
Arstein, Mark	Executive	VP of Institutional Advancement
Flanagan, Kelly	Executive	VP of Digital Transformation / CIO
Makin, Linda	Executive	VP of Planning, Budget and Finance
Meyer, Marilyn	Executive	VP of People and Culture
Peterson, Val	Executive	VP of Administration & Strategic Relations
Reyes, Kyle	Executive	VP of Student Affairs
Schneck, Kara	Executive	VP of Marketing and Communication
Tuminez, Astrid	Executive	President
Vaught, Wayne	Executive	Provost/VP of Academic Affairs

UPAC divided into four working groups that reviewed information gathered through the PESTLE, Porter's Five Forces, and internal capabilities assessments and identified key focus areas. Jeff Peterson then consolidated the information for UPAC's review and discussion.

UPAC shared its draft SWOT analysis with President's Cabinet. To gather more insight, UPAC co-chairs shared the draft SWOT analysis with the following groups: International Advisory Board (IAB); UVUSA; Student Affairs Department Leaders (SADL); University Executive Committee (UEC); Professional Association of Campus Employees (PACE); and Faculty Senate. Feedback received informed UPAC's final SWOT assessment which will be presented to President's Council and Board of Trustees for their acceptance.



TO: President Astrid S. Tuminez

FROM: Linda Makin and Jeff Peterson, Co-Chairs  
University Planning Advisory Committee

DATE: April 14, 2022

SUBJECT: 2021-22 UPAC Annual Report

UPAC has completed its annual work on university-wide planning activities consistent with its Standing Charge and the Presidential Charge for 2021-22. This year, UPAC was given a narrowed range of responsibility in order to go more in depth, and the committee successfully met all areas of its Standing and Presidential Charges for 2021-22.

### **Standing Charge**

The ongoing responsibilities of UPAC are to

- Maintain awareness of UVU's strategic and operating environment, advising the President and UEC regarding emerging forces in that environment and potential university responses.
- Assess whether UVU is fulfilling its mission, action commitments, and objectives and whether it will be able to do so sustainably in its foreseeable internal and external operating environments in accordance with the standards and policies of UVU's regional accreditor, the Northwest Commission on Colleges and Universities (NWCCU).
- Review major university plans to ensure coordination across planning efforts and alignment of plans with initiatives of the State of Utah and Utah System of Higher Education.
- Communicate findings to the university leadership through UEC and to the wider university community through their organizational communications channels.

### **Presidential Charge**

In 2021-22, UPAC will

- Conduct a strategic review of UVU's internal environment, external environment, and value chain to identify the university's sustainable competitive advantages in the changing higher education environment.
- Prepare the Mission Fulfillment Progress Report, reviewing and revising as necessary the mission fulfillment indicators considering the recommendations of the NWCCU Mid-Cycle Review.

## **2021-22 ACCOMPLISHMENTS**

### **PESTLE Analysis**

*Standing Charge: Maintain awareness of UVU's strategic and operating environment, advising the President and UEC regarding emerging forces in that environment and potential university responses.*

*Presidential Charge: Conduct a strategic review of UVU's internal environment, external environment, and value chain to identify the university's sustainable competitive advantages in the changing higher education environment.*

UPAC conducted an external environmental scan (PESTLE). A PESTLE analysis reviews six key external factors (Political, Economic, Sociological, Technological, Legal, and Environmental) that can influence an organization. This information can help administrators make more informed decisions.

UPAC divided into smaller working groups to analyze each PESTLE area, and each working group reported on the information they'd gathered and wrote up a summary for the UPAC co-chairs. This summary was then used to compile a report for the President and her Cabinet.

### **Porter's Five Forces**

*Standing Charge: Maintain awareness of UVU's strategic and operating environment, advising the President and UEC regarding emerging forces in that environment and potential university responses.*

*Presidential Charge: Conduct a strategic review of UVU's internal environment, external environment, and value chain to identify the university's sustainable competitive advantages in the changing higher education environment.*

UPAC conducted an industry analysis using Porter's Five Forces. This model analyzes the main sources of competition in an industry. It highlights an organization's position in that industry and the factors that affect the organization's competitiveness.

UPAC divided into smaller working groups to conduct the analysis of 1) availability of substitutes, 2) potential new entrants, 3) bargaining power of suppliers, 4) bargaining power of buyers, and 5) intensity of competition. Each working group reported on the information they'd gathered and wrote up a summary for the UPAC co-chairs. This summary was then used to compile a report for the President and her Cabinet.

## Internal Analysis

*Standing Charge: Maintain awareness of UVU's strategic and operating environment, advising the President and UEC regarding emerging forces in that environment and potential university responses.*

*Presidential Charge: Conduct a strategic review of UVU's internal environment, external environment, and value chain to identify the university's sustainable competitive advantages in the changing higher education environment.*

An internal analysis that looked at both institutional and instructional advantages was completed. Overall, UVU is affordable, flexible, and cost effective. Open admission, dual mission, and concurrent enrollment allow a come-as-you-are approach to education, and UVU has amazing employees with a strong focus on student success.

The internal analysis identified areas for improvement. UVU is not currently meeting student demand for online courses. The diversity of UVU's faculty and staff is not reflective of the diversity in UVU's service region or among UVU's student population. Faculty and staff relations need improvement, especially through clearer expectations, better internal communication, and talent management.

## SWOT Analysis

*Presidential Charge: Conduct a strategic review of UVU's internal environment, external environment, and value chain to identify the university's sustainable competitive advantages in the changing higher education environment.*

*Standing Charge: Assessing whether UVU is fulfilling its mission, action commitments, and objectives and whether it will be able to do so sustainably in its foreseeable internal and external operating environments.*

The SWOT analysis was a major focus of UPAC activity throughout the year. UPAC conducted an external environmental scan (PESTLE), an industry analysis (Porter's Five Forces), and an internal capabilities assessment. This research was then consolidated into a SWOT analysis to explore what UVU does best and devise a successful strategy for the future. The SWOT analysis looked at four aspects of UVU (Strengths, Weaknesses, Opportunities, and Threats) and assessed what is going well right now and what strategies can be used in the future. Strengths and weaknesses are internal issues that the university can control, while opportunities and threats are external issues that are outside of the university's control. The primary purpose of the SWOT analysis is to identify internal structural factors and external issues that will affect UVU's ability to fulfill its mission on an ongoing basis.

UPAC divided into four working groups that reviewed information gathered through the PESTLE, Porter's Five Forces, and internal capabilities assessments and identified key focus areas. Jeff Peterson then consolidated the information for UPAC's review and discussion.

UPAC shared its draft SWOT analysis with President's Cabinet. To gather more insight, UPAC co-chairs shared the draft SWOT analysis with the following groups: International Advisory Board (IAB); UVUSA; Student Affairs Department Leaders (SADL); University Executive Committee (UEC); Professional Association of Campus Employees (PACE); and Faculty Senate. Feedback received informed UPAC's final SWOT assessment which will be presented to President's Council and Board of Trustees for their acceptance.

## **Peer Institutions Report**

*Standing Charge: Assess whether UVU is fulfilling its mission, action commitments, and objectives and whether it will be able to do so sustainably in its foreseeable internal and external operating environments in accordance with the standards and policies of UVU's regional accreditor, the Northwest Commission on Colleges and Universities (NWCCU).*

*Presidential Charge: Conduct a strategic review of UVU's internal environment, external environment, and value chain to identify the university's sustainable competitive advantages in the changing higher education environment.*

Fall 2020 data that shows UVU offers quality, affordability, and effectiveness to scale. UVU's tuition and fees are slightly below average for all peer institutions, far below average for our regional university peers, and has remained relatively stable over the last five years. We are the largest of our regional university peers by nearly 10,000 FTE students. On average, we spend less money per student than our peer institutions, but we are spending a higher percentage of that money on actual instruction.

## **Key Performance Indicators**

*Standing Charge: Maintain awareness of UVU's strategic and operating environment, advising the President and UEC regarding emerging forces in that environment and potential university responses.*

*Presidential Charge: Conduct a strategic review of UVU's internal environment, external environment, and value chain to identify the university's sustainable competitive advantages in the changing higher education environment.*

Currently, the mission fulfillment indicators evaluate UVU's objectives using a total of 42 indicators, some of which have multiple data points. During the 2020 NWCCU Mid-Cycle Review, UVU was advised to reduce the number of indicators and focus on those that truly matter for institutional success.

UPAC recommends that UVU shift its primary assessment efforts to directly assessing its three action commitments: include, engage, and achieve. Action commitments will be



assessed using no more than 5 indicators, each with an associated benchmark indicating a minimum (i.e., non-aspirational) level of success. This will reduce the number of mission fulfillment indicators to no more than 15 total. The indicators will be evaluated using a revised rubric based on that currently in use.

## **2022-23 PRESIDENTIAL CHARGE RECOMMENDATIONS**

UPAC recognizes that, like many of the university's governance organizations, its role is evolving with the university. Its range of vision and ability to promote cross-campus collaboration commends its value as an advisory body, communication forum, and working group for President's Council and the University Executive Council. Considering these roles and the evolution of the university's leadership structure, UPAC expects that its standing charge will remain relevant while evolving in detail.

We believe our value to the university will be maximized if our standing responsibilities continue to include the following:

### **Planning**

- Advising the University Executive Committee and President's Council regarding the university's mission and goals.
- Reviewing the alignment of UVU planning efforts with initiatives and trends beyond the university, especially those of the State of Utah and the Utah Board of Higher Education.
- Reviewing new and revised major operational and unit master plans.
- Identifying specific areas of university operations and practices for focused improvement.
- Investigate issues of importance to UVU's ability to sustainably fulfill its mission, action commitments, and objectives that the university or the committee may find appropriate.

### **Assessment**

- Identifying meaningful, assessable, and verifiable indicators, measures, and benchmarks for evaluating achievement of UVU's mission, action commitments, and objectives in cooperation with other university organizations and in accordance with the standards of the NWCCU.
- Assessing whether UVU is fulfilling its mission, action commitments, and objectives in accordance with the standards of the NWCCU.
- Assessing UVU's ability to sustain fulfillment of its mission and action commitments in its foreseeable internal and external operating environments.

### **Communication**

- Establishing communication practices to increase the dissemination of information from upper administration to the broader campus community and to offer opportunity for input by constituencies.
- Providing feedback for the Planning, Budget, and Assessment (PBA) process.
- Providing recommendations and feedback regarding major presidential initiatives and addresses.

## Presidential Charge

In addition to its standing charge, we recommend that UPAC's charge for 2022-23 specifically include the following:

- Conduct UVU's Mission Fulfillment Progress Report, considering revisions to the mission fulfillment indicators as appropriate based on the findings of the 2020 Mission Fulfillment Baseline Evaluation, the NWCCU Mid-Cycle Review, and other institutional priorities.
- Support implementation of Vision 2030, in particular identifying areas of focus based on the 2022 SWOT analysis, reviewing measures of achievement for the plan, and coordinating Vision 2030 metrics with indicators for mission fulfillment.
- Review and provide input for new and updated campus plans including Completion Plan 3.0, Inclusion Plan, and Strategic Enrollment Management Plan.
- Understand, support, and, to the extent practical, contribute to the higher education agenda of the Utah Board of Higher Education, and support UVU's alignment of its intentions with those of UBHE as they continue to evolve.

We also look forward to addressing other issues at the administration's request.

## ACKNOWLEDGEMENTS

During 2021-22 UPAC was co-chaired by Dr. Jeff Peterson, Associate Professor of Business Management, and Dr. Jeffrey Alan Johnson, Director of Institutional Effectiveness, Planning, and Accreditation Support, with executive sponsorship of Linda Makin, Vice President for Planning, Budget, and Finance. The committee is composed of 37 representatives from all areas of campus who are members of the committee *ex officio* or are appointed to serve two-year terms.

Dr. Jeffrey Alan Johnson's term as chair concluded this year and he left UVU in February. The committee expresses its deep appreciation for his capable leadership of the committee and service to the university over the past year. Twelve members of the committee have completed their service on UPAC this year:

Aicha Rochdi	Barb Smith	Bonnie Mortensen
Bryant Bradt	Cory Fralick	Darah Snow
Karen Magana-Aguado	Marisa Crist	Mike Smidt
Tammy Nguyen	Tom Keck	Vessela Ilieva

Please join us in thanking these UVU faculty, staff, and administrators for their service.

UPAC is pleased to have successfully supported the planning activities of the university this year. We believe that UPAC is an important instrument of shared governance at UVU, a central structure in UVU's transparent and collaborative decision-making processes that fosters a culture of planning, assessment, improvement, and accountability. UPAC thus appreciates the openness of your administration to UPAC's input and the actions it has taken to address the issues UPAC has raised. We look forward to continuing this important collaboration among students, staff, faculty, and the administration.