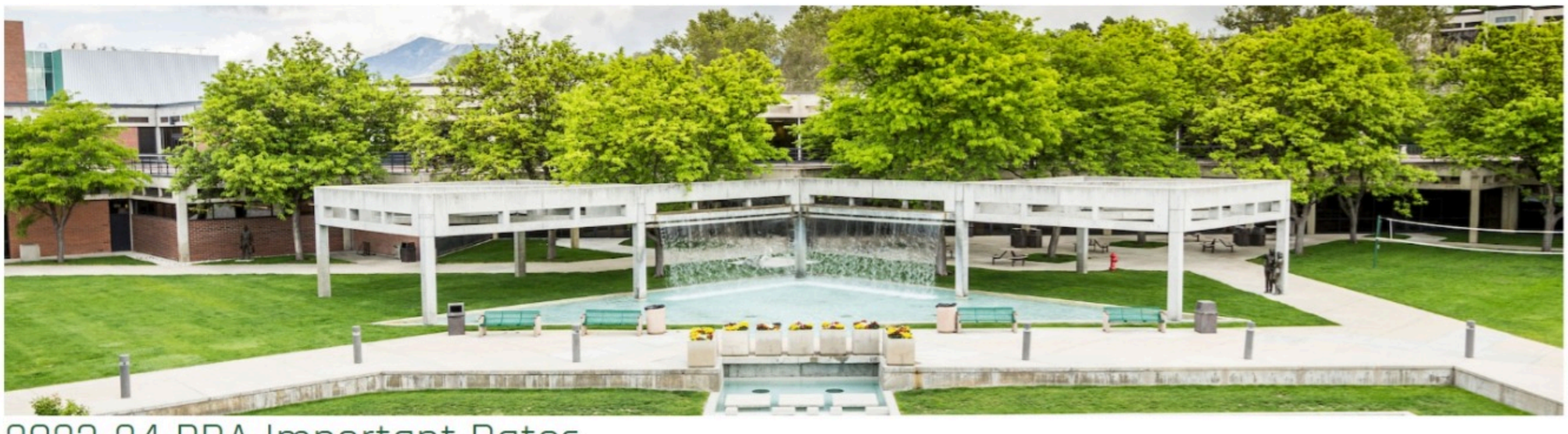
2023
STEWARDSHIP (PBA) CONVERSATIONS

Wednesday, October 25 2:00 PM – 4:00 PM	PBA Introduction	2:00 PM – 2:20 PM
	Office of the President & OGC	2:20 PM – 2:50 PM
	Break	2:50 PM – 3:00 PM
	University Marketing & Communication	3:00 PM – 3:30 PM
	Institutional Advancement	3:30 PM – 4:00 PM
Thursday, October 26 1:00 PM – 3:00 PM	Finance & Auxiliary Services	1:00 PM – 1:30 PM
	Digital Transformation	1:30 PM – 2:00 PM
	Break	2:00 PM – 2:05 PM
	Administration & Strategic Relations	2:05 PM – 2:35 PM
Wednesday, November 29 10:00 AM – 12:00 PM 1:00 PM – 4:00 PM	Academic Affairs	
Thursday, November 30 10:00 AM – 12:00 PM	People & Culture	10:00 AM – 10:30 AM
	Student Affairs	10:30 AM – 11:00 AM
	Hold for back-up time	11:00 AM – 12:00 PM
Thursday, December 7 3:00 PM – 5:00 PM	Post Conversations (3-4 PM)	3:00 PM – 4:00 PM
	Hold for back-up time	4:00 PM – 5:00 PM
Tuesday, December 12 11:00 AM – 12:00 PM	Holding for back-up Post Conversations	11:00 AM – 12:00 PM

Updated 09/21/2023



2023-24 PBA Important Dates

- October 25 - December 7: PBA Conversations
  - October 25 at 2:00 PM - 4:00 PM (Add to Calendar | Join Teams Meeting)
  - October 26 at 1:00 PM - 3:00 PM (Add to Calendar | Join Teams Meeting)
  - November 29 at 10:00 AM - 12:00 PM (Add to Calendar | Join Teams Meeting)
  - November 29 at 1:00 PM - 4:00 PM (Add to Calendar | Join Teams Meeting)
  - November 30 at 10:00 AM - 12:00 PM (Add to Calendar | Join Teams Meeting)
  - December 7 at 3:00 PM - 5:00 PM (Add to Calendar | Join Teams Meeting)
- December 7 to February 26: Update, delete, revise, add, and prioritize PBA requests in the PBA Online System
- March 1-5: Provost and VPs prioritize requests within their division
- March 30-April 9: Provost and VPs review proposed PBA allocations with their Leadership Teams
- April : PBA allocations finalized by Cabinet
- April : PBA allocations approved by President's Council

Related Links

PBA CURRENT | BUDGET OFFICE | STRATEGIC PLANNING

Planning, Budgeting and Assessment | scott.wood@uvu.edu | (801) 863-8516 | Room HF-211

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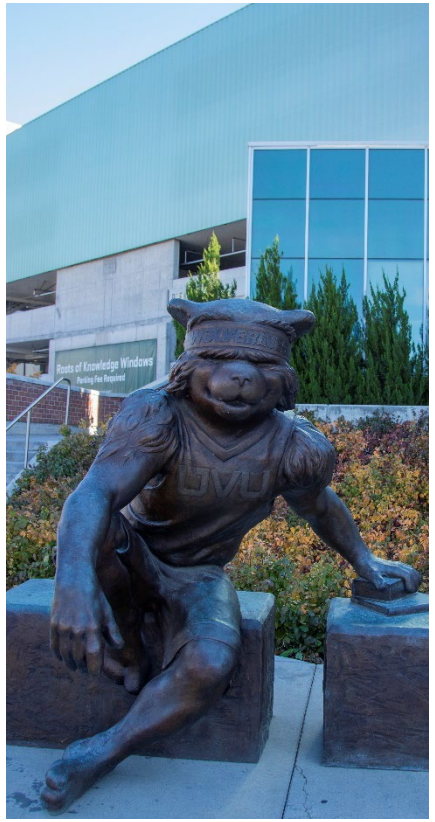
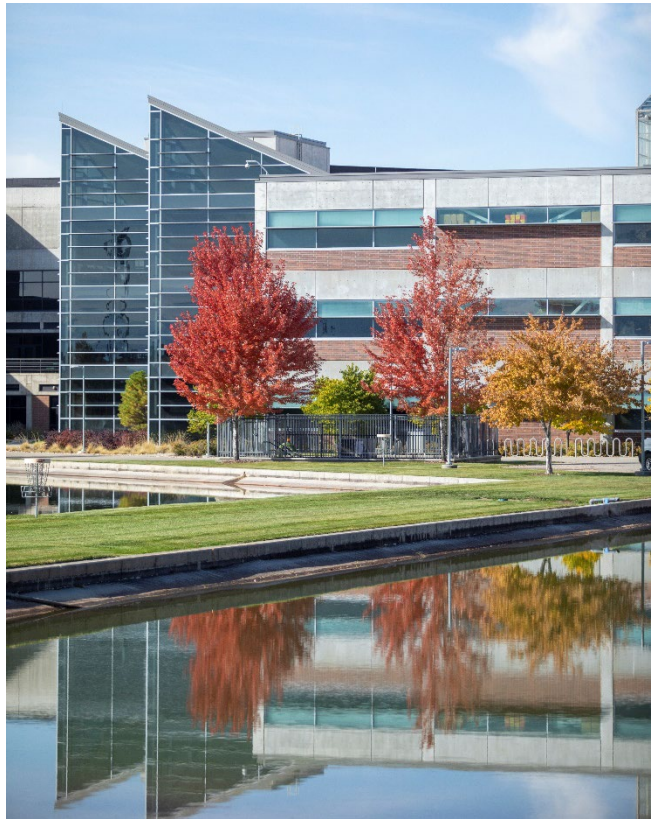
Introduction to Stewardship (PBA) Conversations

October 25, 2023





2023-2024 Stewardship (PBA) Conversation Schedule

www.uvu.edu/pba/current.html

October 25 at 2:00 PM - 4:00 PM	INTRO | PRES | M&C | IA	ADD OCT 25 TO CALENDAR	JOIN TEAMS MEETING
October 26 at 1:00 PM - 3:00 PM	FIN | DX | ASR	ADD OCT 26 TO CALENDAR	JOIN TEAMS MEETING
November 29 at 10:00 AM - 12:00 PM	Academic Affairs	ADD NOV 29 TO CALENDAR	JOIN TEAMS MEETING
November 29 at 1:00 PM - 4:00 PM	Academic Affairs	ADD NOV 29 TO CALENDAR	JOIN TEAMS MEETING
November 30 at 10:00 AM - 12:00 PM	P&C | SA	ADD NOV 30 TO CALENDAR	JOIN TEAMS MEETING
December 7 at 3:00 PM - 4:00 PM	POST	ADD DEC 07 TO CALENDAR	JOIN TEAMS MEETING

Conversations will not be recorded. PPT available on uvu.edu/pba

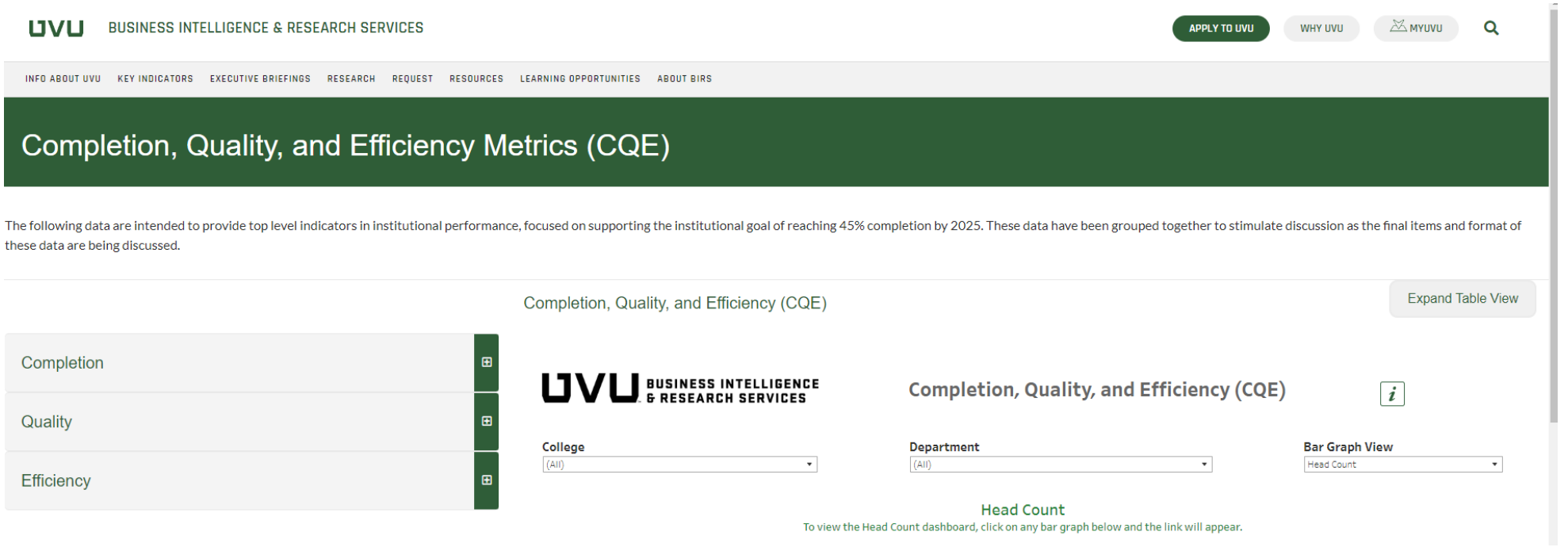
uvu.edu/pba/current.html

Institutional PBA Conversations

- 2022 PBA Introduction
- 2023 PBA Introduction - October 25, 2023 at 2:00 PM
- 2022 Academic Affairs - AM
- 2023 Academic Affairs - AM - November 29 at 10:00 AM - Noon
- 2022 Academic Affairs - PM
- 2023 Academic Affairs - November 29 at 1:00 PM - 4:00 PM
- 2022 Administration and Strategic Relations
- 2023 Administration and Strategic Relations - October 26, 2023 at 2:05 PM
- 2022 Digital Transformation
- 2023 Digital Transformation - October 26, 2023 at 1:30 PM
- 2022 Institutional Advancement
- 2023 Institutional Advancement - October 25, 2023 at 3:30 PM
- 2022 Office of the President
- 2023 Office of the President - October 25, 2023 at 2:20 PM
- 2022 Office of General Council
- 2023 Office of General Council - October 25, 2023 at 2:20 PM
- 2022 People and Culture | PACE
- 2023 People and Culture | PACE - November 30, 2023 at 10:00 AM
- 2023 Planning, Budget and Finance
- 2023 Finance and Auxiliary Services - October 26, 2023 at 1:00 PM

Stewardship Conversation Outline for Colleges and Schools

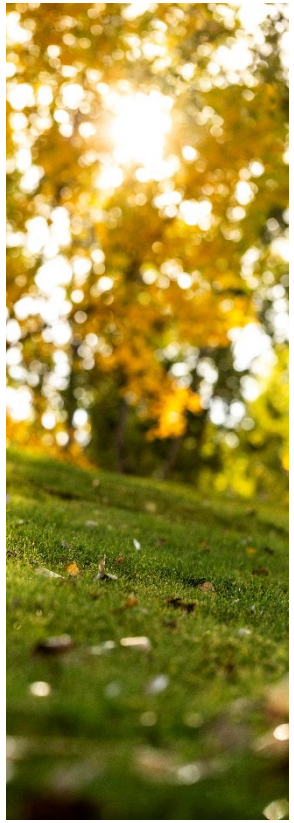
Note that for academic divisions, Scott Wood and Laurie Sharp will be providing you with your division's performance-based funding data in the next couple of weeks. Due to that timing, your presentations have been scheduled for November. Additional data is available at [CQE | (uvu.edu)]



No funding available for requests this year.

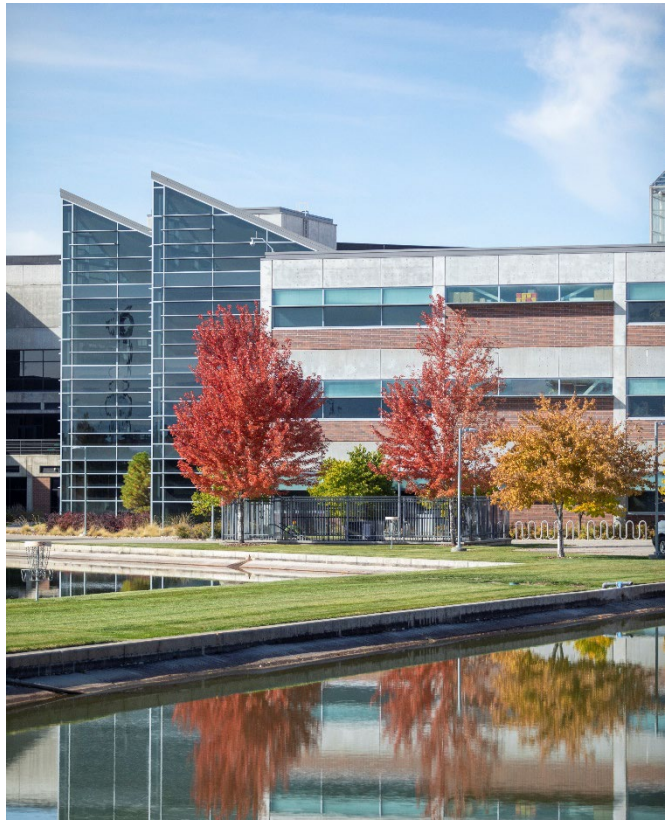
Step 1: Summarize the State of the School/College

Suggested Time Allocation: 10 minutes

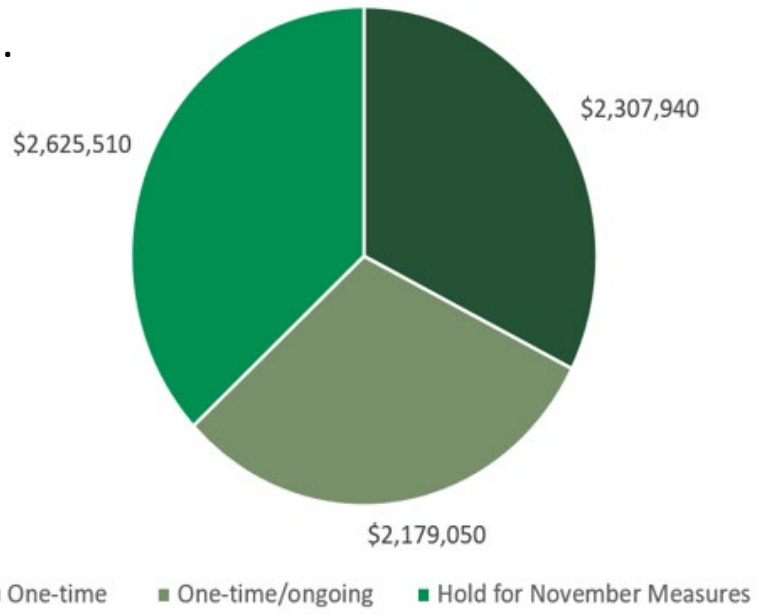


Provide a summary of the following information for the school/college:

1. Enrollments for the school/college and departments
2. Cost per full-time equivalent for the school/college and departments
3. Completion rates (i.e., awards made within one-and-a-half time, such as 1.5 years for a one-year certificate, 6-years for a bachelor's degree)
4. Major shifts in course enrollments
5. High-value awards for the school/college and departments



SOURCE		
State Appropriations	→	Flat, probably enough for compensation increase.
Tuition Increase	→	Flat, probably enough for compensation increase
Performance Funding	< $2.0 Million	Timely Completion; $2.6 Million set aside last year to continue the one time-funding.
Enrollment Growth	$0 ~ $4.5 Million	Legislative Growth Formula – Still catching up Need to refill contingency funds (down $8 Million last year)

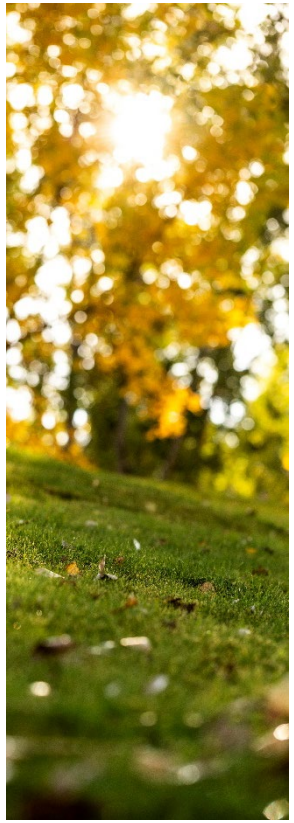


Refocusing

- In years past, these PBA conversations focused on resource requests that made up less than 0.4% of our overall budget.
- The shift is not a change in direction. We are using the same metrics.
- Moving forward, we are refocusing on how we are doing as a university with ALL of our resources – including the other 99.6% that was glossed over during the stewardship conversations.

Step 1: Summarize the State of the Administrative Unit/Division

Suggested Time Allocation: 10 minutes

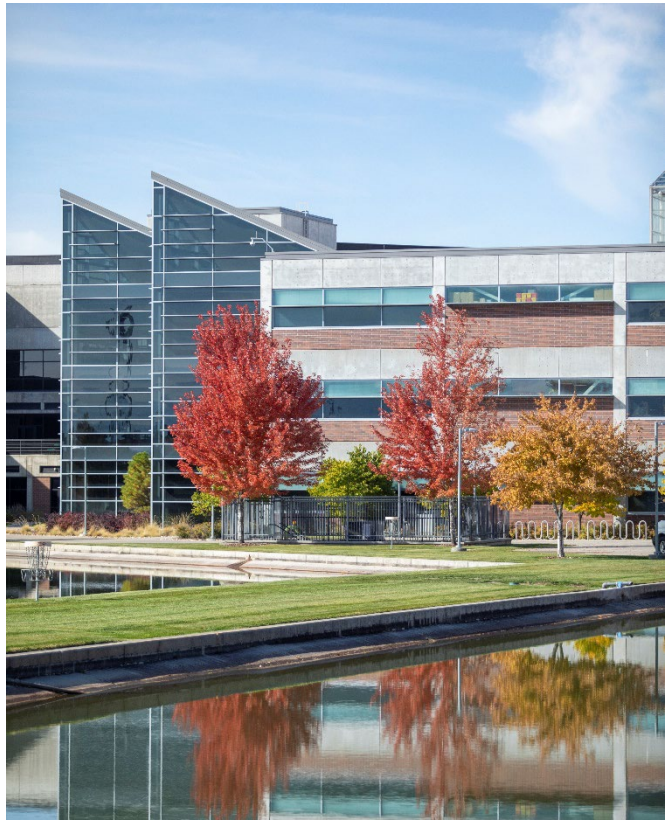


Provide a summary of the following information for the administrative unit/division:

Employee Information: Number of employees by employee classification (i.e., full-time exempt, full-time classified, part-time hourly, part-time student workers), etc. FTE and employee counts can be provided by the Budget Office.

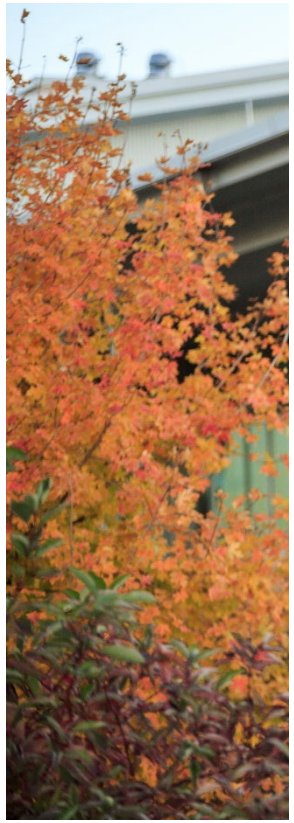
Operational Information: Revenue generated, operating expenses, etc.

Metrics to Measure Success: Identify measures that the Administrative Unit/Division measures its success by. Similar to “CQE” metrics for Academic Affairs.

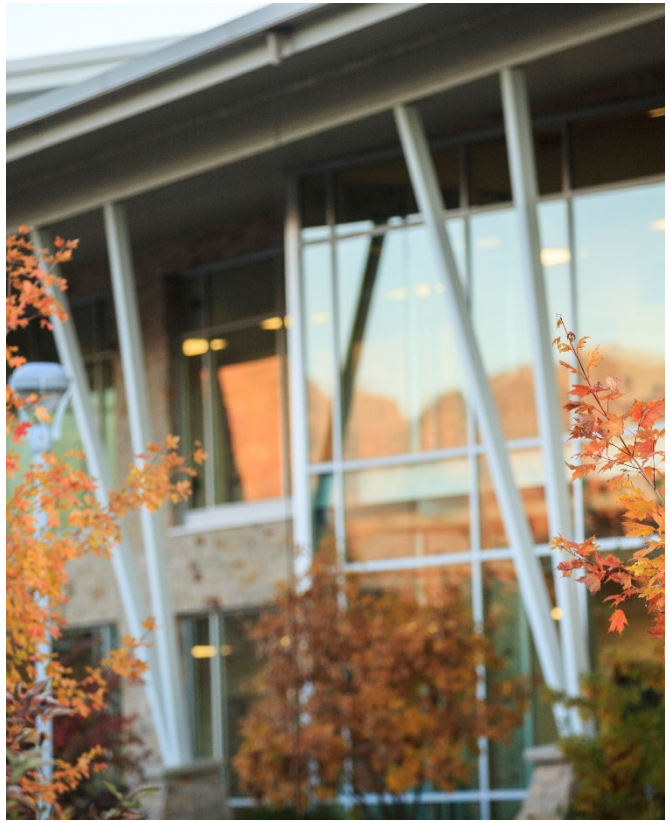


Step 2: Provide Evidence for Constraints on Enrollments and Completion

Suggested Time Allocation: 5-7 minutes



Use evidence to indicate specific challenges within the school/ college/division to expand student enrollment and facilitate timely completion.



Step 3: Reference Strategic Planning Efforts

Suggested Time Allocation: 5-7 minutes

For the school/college, list the three strategic goals and objectives delineated in the 2023-2024 administrative assessment plan document. Respond to the following questions:

1. How do these goals align with strategic planning efforts with Vision 2030 or other UVU master plans?
2. How will the reallocation of available resources within the school/college meet strategic goals and achieve intended outcomes?

www.uvu.edu/pba/current.html

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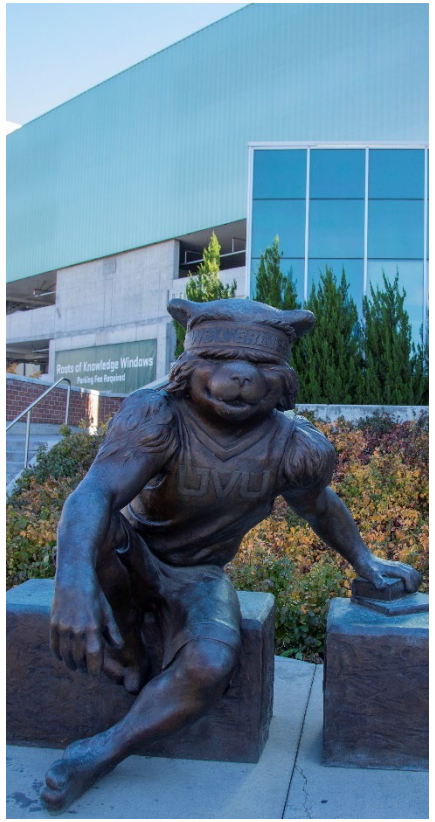
UVU

FINANCE & AUXILIARY SERVICES

Send any feedback on conversations to stacy.fowler@uvu.edu



OFFICE OF THE PRESIDENT

OFFICE OF THE PRESIDENT

1. STATE OF THE ADMINISTRATIVE DIVISION

2. CONSTRAINTS ON ENROLLMENTS & COMPLETION

3. STRATEGIC PLANNING EFFORTS

OFFICE OF THE PRESIDENT TEAM

KARA SCHNECK
Chief of Staff
Vice President of MarCom

DAWN GROSS
Executive Communications Director

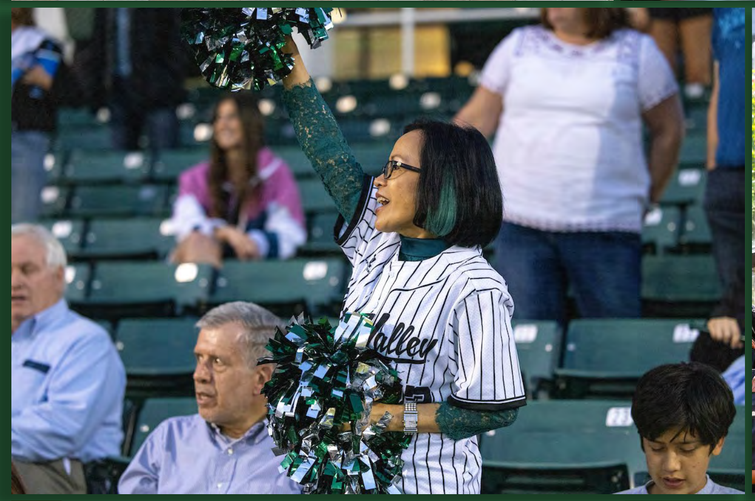
ANNETTE LUND
Executive Admin Partner

TEARSA BURKE
Executive Assistant

Bryson Finley

David Nelson

Isaac Smith



CROSS TRAIN

UVU

KEY EXPENDITURES

PRESIDENTIAL INTERNS

68 Interns since 2018

STATE OF THE UNIVERSITY

TALK WITH TUMINEZ

April 2023
340 in-person
100 online

September 2023
380 in-person
260 online

Utah Valley University

AWARDS OF EXCELLENCE

TRUSTEES AWARDS

FREDERICK WHITE

Professor, Russian and Integrated Studies

WENDY FARNSWORTH

Academic Advisor, College of Health and Public Service

LAURA BUSBY

Director, Business Intelligence and Research Services

IBRAHIM TASHMAN

Director, Dining Services

JOHN HANSEN

Director, Facilities/Grounds

PRESIDENTIAL AWARDS

RYAN LAW

Director, Money Success Center

JEREMY KNEE

Deputy General Counsel

MATTHEW POTTS

Assistant Athletic Director, Development

DANIEL DELGADILLO

Director, Culture and Talent

AMANDA HYER

Lead Project Manager, University Marketing and Communications

MARISSA KING

Senior Director, Student Leadership and Involvement

PACE DISTINGUISHED EMPLOYEE AWARDS & FACULTY EXCELLENCE AWARDS

PRESIDENTIAL LECTURE SERIES

Elazer Edelman

Whitney Johnson

UTAH VALLEY UNIVERSITY
PRESIDENTIAL LECTURE SERIES

Darryl Jones

Legendary bassist for The Rolling Stones since 1993

NOVEMBER 15 | 6:00 PM

Documentary Screening
"Darryl Jones: In the Blood" with director Eric Hamburg in The Noorda

NOVEMBER 16 | 11:30 AM

Lecture in KB Vallejo Auditorium

STRATEGIC PLANNING

VISION 2030

UTAH VALLEY UNIVERSITY

Mission

Utah Valley University is an integrated university and community college that educates every student for success in work and life through engaged teaching, services, and scholarship.

Vision

Utah Valley University will be students' first choice for accessible, relevant, high-quality education.

Include, Engage, Achieve

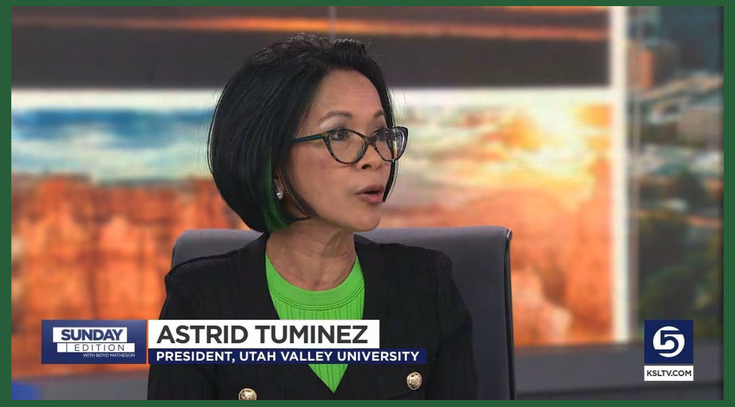
UVU CABINET

“The reputation of an institution is, in part, a reflection of the reputation of its president.”

- The Chronicle of Higher Education

- Publishing articles in higher-education publications.
- Joining regional and national higher-education boards.
- Serving on panels and making presentations at conferences.
- Becoming active and visible in the community.
- Making judicious comments to the news media on higher-education issues.
- Building pride in the institution’s accomplishments among trustees, alumni, faculty, students, and community.
- Assembling an engaged board of trustees.
- Becoming media-savvy.
- Inviting well-known scholars to campus so that they can become ambassadors for the college.

RAISING THE UNIVERSITY PROFILE



The many paths to success

Utah Valley University President Astrid Tuminez shares her thoughts on the college experience and making higher education more inclusive

By Lois M. Collins | Lcollins@deseretnews.com | Nov 12, 2021, 10:00pm MDT

Astrid S. Tuminez: Utah's universities need to better support Latino students

Inside the tyranny of one metric in education

We are missing the larger picture of success when we measure every school by the same metrics

By Astrid Tuminez | Jan 19, 2023, 3:43pm MDT

Astrid S. Tuminez: Making Utah Valley University a 'green' campus in more ways than one

Opinion: What is the value of a college degree?

Is the economic return on a college degree enough to make the time, effort and money worth it?

By Astrid Tuminez and Ethan Morse | May 16, 2023, 11:00am MDT

Astrid S. Tuminez and Kyle Reyes: Juneteenth is a time to commemorate and to act

UVU President Astrid S. Tuminez Named to Carnegie Postsecondary Commission

The Carnegie Foundation for the Advancement of Teaching, in partnership with the XQ Institute, today announced President Astrid S. Tuminez as one of the newly established Carnegie Postsecondary Commission members.

Carnegie Foundation for the Advancement of Teaching

EVERGREEN

the campaign for UVU

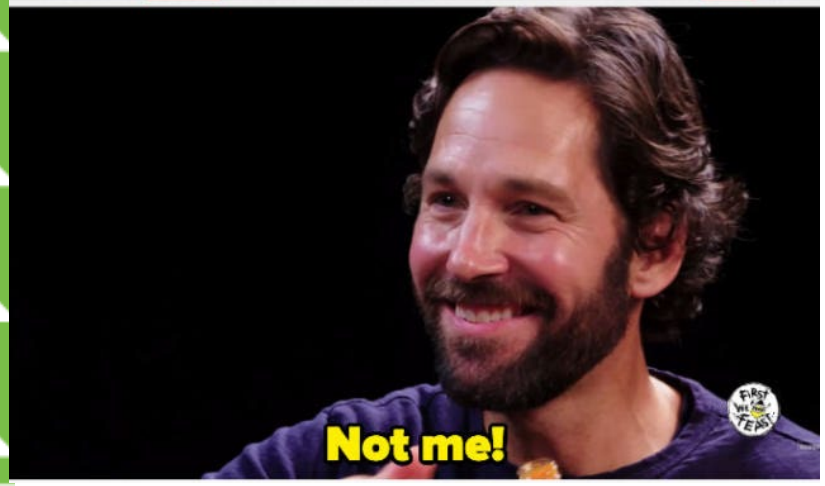
SUPREME COURT

Thank You!

BYU™ A PLACE FOR YOU

The Office of General Counsel: IT 3350 Cyber Law

THE HOT SEAT



Conversation Starters

Let’s chat about. . .

The Team

The Goals

The Budget

The Metrics

The Results

“Tell me about the people on the team?”

Kanui Peck
Presidential Intern

Jenny Christensen
Legal Secretary

Clark Collings
General Counsel & Secretary

Jeremy Knee
Deputy General Counsel

Board of Trustees

Office of General Counsel

Nicole Ferguson
Assistant Attorney General

Greg Jones
Associate General Counsel

Office of Tech. Commercialization

Cathy Jordan
Associate General Counsel

Eric Gardanier
Director of OTC, IP Counsel

Office of ERM & Compliance

James Duncan
Director of ERM & Compliance

Ransom Cundick
Risk & Compliance Manager

Policy Office

Cara O'Sullivan
Director of Policy

Miranda Christensen
Policy Editor

Mickelle Newkirk
Policy Intern

OFFICE OF GENERAL COUNSEL ORGANIZATIONAL CHART

Kanui Peck
Presidential Intern

Jenny Christensen
Legal Secretary

Clark Collings
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Jeremy Knee
Deputy General Counsel

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Eric Gardanier
Director of OTC, IP Counsel

James Duncan
Director of ERM & Compliance

Ransom Cundick
Risk & Compliance Manager

Miranda Christensen
Policy Editor

Mickelle Newkirk
Policy Intern

OFFICE OF GENERAL COUNSEL ORGANIZATIONAL CHART

“What’s OGC up to this year?”

COLLABORATE

Policy Office - The Policy Office will (1) ensure that policies are accessible to the campus community, (2) steward the policy development process so that it is efficient and transparent, and (3) foster collaboration by engaging key stakeholders from all parts of the university community to forge policies that support the educational process.

INFORM

Office of ERM - Develop and maintain a fully-established Enterprise Risk Management (ERM) program, where ERM capabilities and practices are well integrated into strategic planning and performance management activities and risk appetites are clearly articulated.

EMPOWER

OGC - Empower university leaders to make student-focused, risk-informed, ethical, and legally compliant decisions by providing timely, practical, and expert legal services.

VISION 2030

UTAH VALLEY UNIVERSITY

Include:

Provide Accessible, Flexible, and Affordable Education in an Environment that is Inclusive for All.

Engage:

Strengthen Student Learning and Societal Impact Through Collaboration with Community and Industry.

Achieve:

Enhance Student Success Through Improved Recruitment, Retention, and Completion.

FY24 Priorities

Include

- Draft updated anti-discrimination policies

Engage

- Support and facilitate the Vineyard buildout

Achieve

- Continue to deliver timely, relevant trainings
- Facilitate faculty and student innovation

Operational Effectiveness

- ERM dashboard
- Policy dashboard
- Contract template updates

“It looks like OGC has a lot of moolah. What’s up with that?”

OGC OPERATING BUDGET

Operating: $212,303

General Office Operations
Policy Office Tools/Training
Patent Prosecution
Legal Research Database
Board of Trustees
Outside Counsel

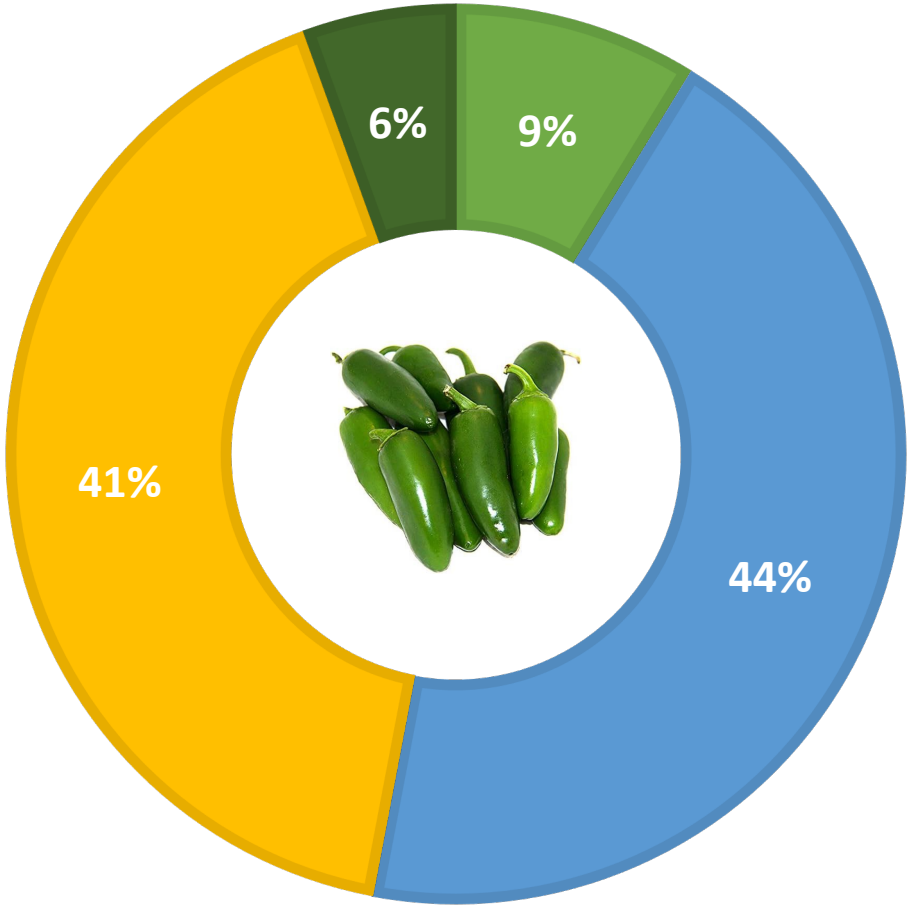
Property Insurance: $1.1 mil

Pass-through Mandatory Costs
Appropriated Separately

Liability Insurance: $1 mil

Pass-through Mandatory Costs
Appropriated Separately

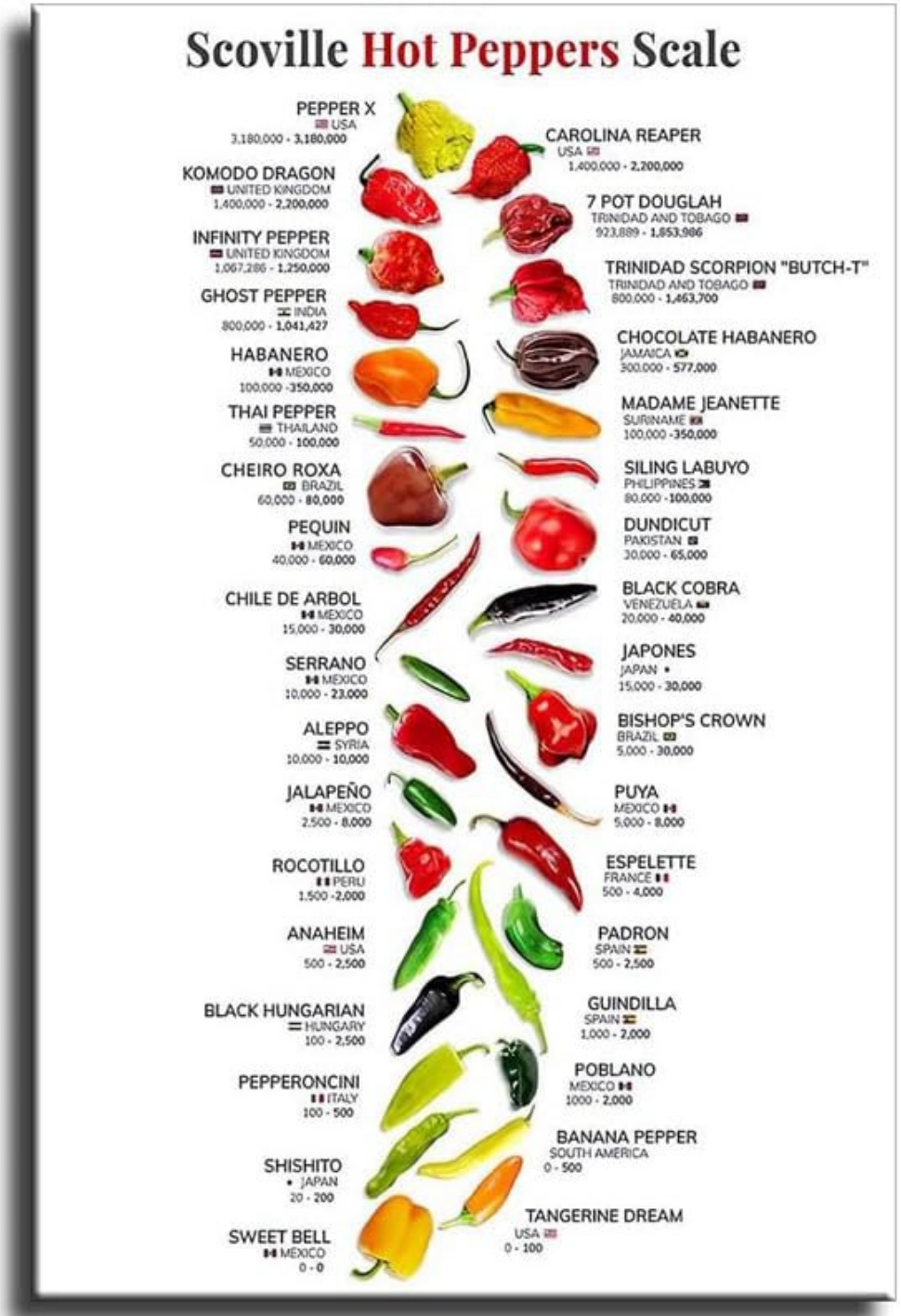
Attorney General: $134,000



Total Appropriated Operating Budget:

$2,446,303
($2,234,000) Mandatory Costs
$212,303

“So what did you do with all that money, and how do you measure success?”



Metrics

- Execute strategic initiatives (trainings, tabletops, etc.)
- Deliver digestible, actionable collateral to university decision-makers (checklists, rubrics, templates, etc.)
- Client Satisfaction Surveys - maintain quality interactions (trainings, committee participation, regular 1 on 1s)
- Number of annual risk assessments targeted to risks prioritized by UVU Cabinet
- Number of contracts reviewed
- Number of GRAMA requests reviewed
- ER and Title IX cases supported
- Policy activity (revisions, new, deletions, and non-sub changes)

Cybersecurity
Tabletop Exercises

UTAH VALLEY UNIVERSITY
UCCU
STADIUM
UCCU STADIUM

CONFLICT
OF
INTEREST

INCLUDE
ENGAGE
ACHIEVE
STUDENT SUCCESS

60 Policies Processed

500+ Contracts Reviewed

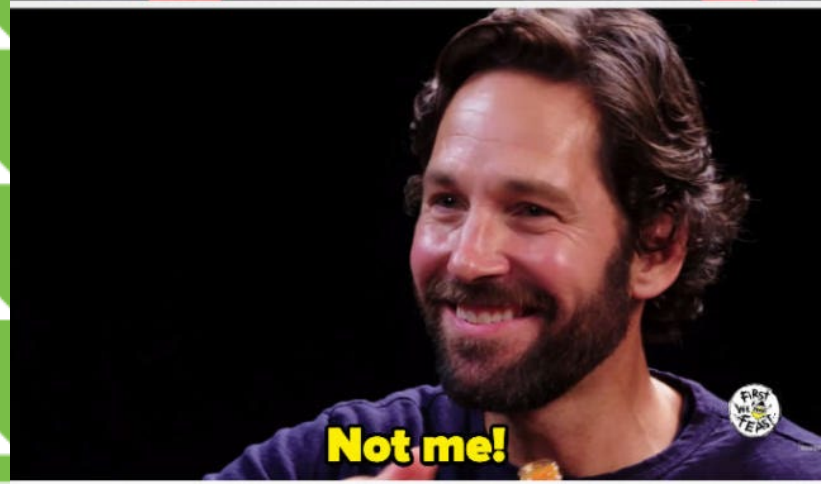
3 issued patents, 2 filed patent applications, and 2 registered trademarks

Approximately $1mil saved in legal fees

100+ Training Hours Delivered

20 GRAMA Requests Supported

“Wait. Tell me that all again.”



Conversation Enders

We chatted about. . .

The Team = Strong

The Goals = Aligned

The Budget = Weird & Adequate

The Metrics = Quantitative & Qualitative

The Results = Extensive

Questions?

OGC Stewardship Conversation

UTAH VALLEY UNIVERSITY

UVU

BYU
A PLACE FOR YOU
UNIVERSITY MARKETING AND COMMUNICATIONS

UNIVERSITY MARKETING & COMMUNICATIONS

1. STATE OF THE ADMINISTRATIVE DIVISION
2. CONSTRAINTS ON ENROLLMENTS & COMPLETION
3. STRATEGIC PLANNING EFFORTS

SECTION 1

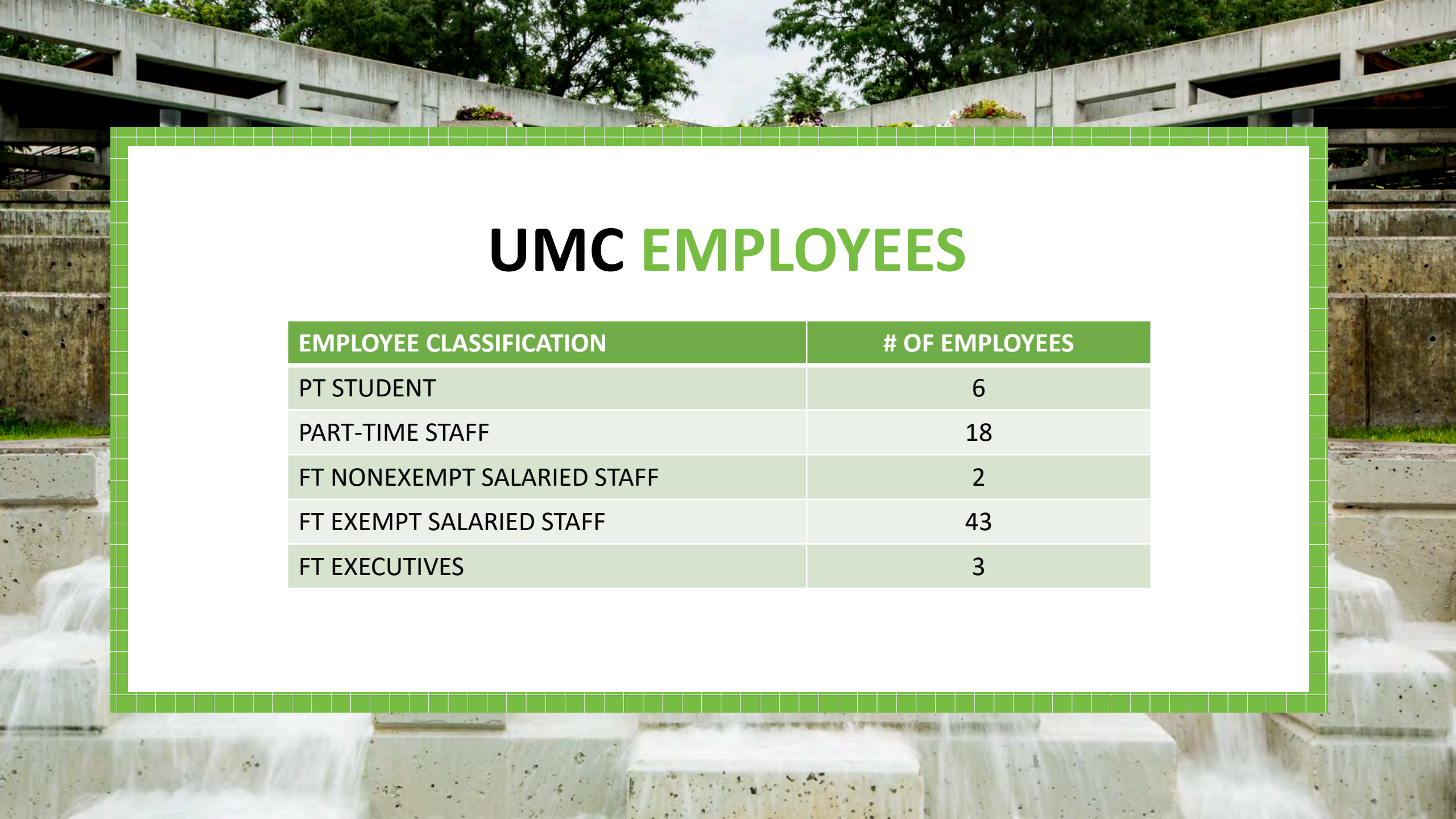
STATE OF ADMINISTRATIVE DIVISION

STATE OF ADMINISTRATIVE DIVISION – MARCOM

1. EMPLOYEE INFORMATION

2. OPERATIONAL INFORMATION

3. METRICS TO MEASURE SUCCESS



UMC EMPLOYEES

EMPLOYEE CLASSIFICATION	# OF EMPLOYEES
PT STUDENT	6
PART-TIME STAFF	18
FT NONEXEMPT SALARIED STAFF	2
FT EXEMPT SALARIED STAFF	43
FT EXECUTIVES	3

KARA SCHNECK
Chief of Staff
VP of University Marketing
and Communications

MATT SERRAO
AVP of Marketing

BRYANT LARSEN
AVP of Communications

WILL MCKINNON
Sr. Director of Studio and
Broadcasting Services

JOHN KUNG
Sr. Director of
Creative Services

JODY BIRCH
Sr. Director of
Integrated Marketing

EMILY VAN RY
Sr. Director of
Web Strategy and Social Media

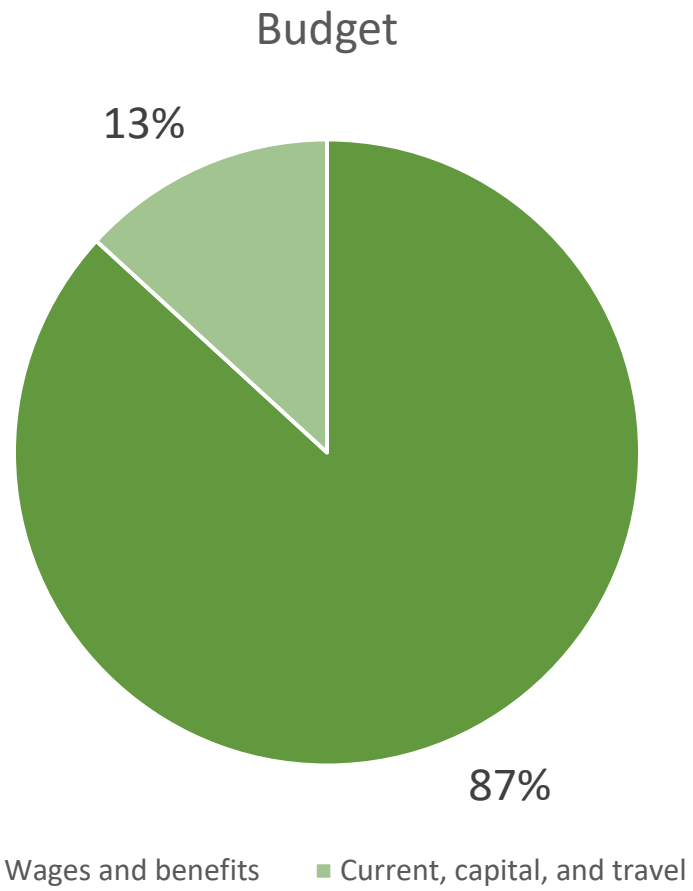
SCOTT TROTTER
Sr. Director of
Communications

BARB SMITH
Director of Internal
Communications

HANNAH DAVIS
Director of Editorial
Executive Editor

MARCOM DIVISION

OPERATIONAL INFORMATION



MARCOM DIVISION

2022-23 PBA - ACCOUNTABILITY

- SEO MANAGER
- DIGITAL MARKETING
- ENROLLMENT MARKETING

NEW HIRE – SEO MANAGER

Tyler Mower

SEO Manager

- Hired in August
- 15 years of SEO experience
- Technical, on-page, off-page, local, reputation management, video, social optimizations, and international SEO
- SEO Consulting
- Adjunct SEO Professor at UVU

PHASED SEO STRATEGY

Phase 1

Deadline: End of Nov.

- Audit uvu.edu
- Benchmark of uvu.edu: Colleges, President Site, etc.
- Create SEO strategy

Strategy delivered to:

- College of Science
- School of Education
- President's Office

Strategy addresses:

1. URL Structure
2. Meta Titles
3. Meta Descriptions
4. Keyword Research

Phase 2

Deadline: End of Dec.

- Outline UMC Roles and processes
- Create University standards, strategy and processes

Phase 3

Deadline: End of Feb.

- Trainings & Reporting

Phase 4

Deadline: End of Jul.

- Integration of SEO strategy for all colleges and schools

Phase 5

Deadline: End of Aug.

- Review UMC SEO Strategy

DIGITAL MARKETING
CAMPUS TOOLS

Brandwatch

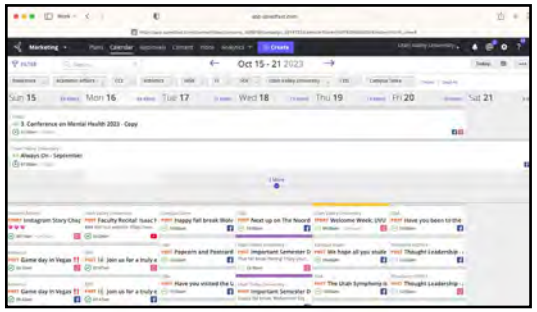
Reputation Management

Brandwatch helps us adapt and thrive in today's fast moving digital world by helping us make smarter decisions and execute data-driven social strategies at every customer touchpoint.

BRIGHTEDGE

SEO Management

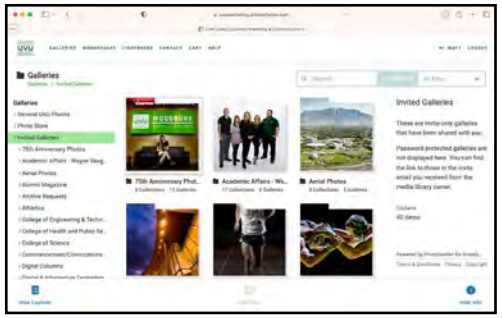
BrightEdge crawls the web and helps us view website data and make decisions to optimize engagement of our digital content across web, social, search, and mobile.



Khoros

Social Media Management

Khoros is a platform for digital-first customer engagement across social media marketing channels



PhotoShelter

Asset Library (AI tagging, and SSO)

Photoshelter is a digital asset management platform that helps us effortlessly manage, collaborate and share our visual media

DIGITAL MARKETING
STUDENT INTERNS

SKY HARMER

Digital Marketing

UMC

LIZZY HARRISON

Graphic Design

UMC

TYLEE BLACKNER

Marketing

CHSS

JOHNATHAN MILLER

Entrepreneurship

SOE & COS

ENROLLMENT MARKETING RESULTS

BRAND AWARENESS (AWARENESS) ADS

Impressions

NON-LEAD

1,973,578

177.5%

PROSPECT

Clicks

72,710

Event count

AWARENESS

109,790

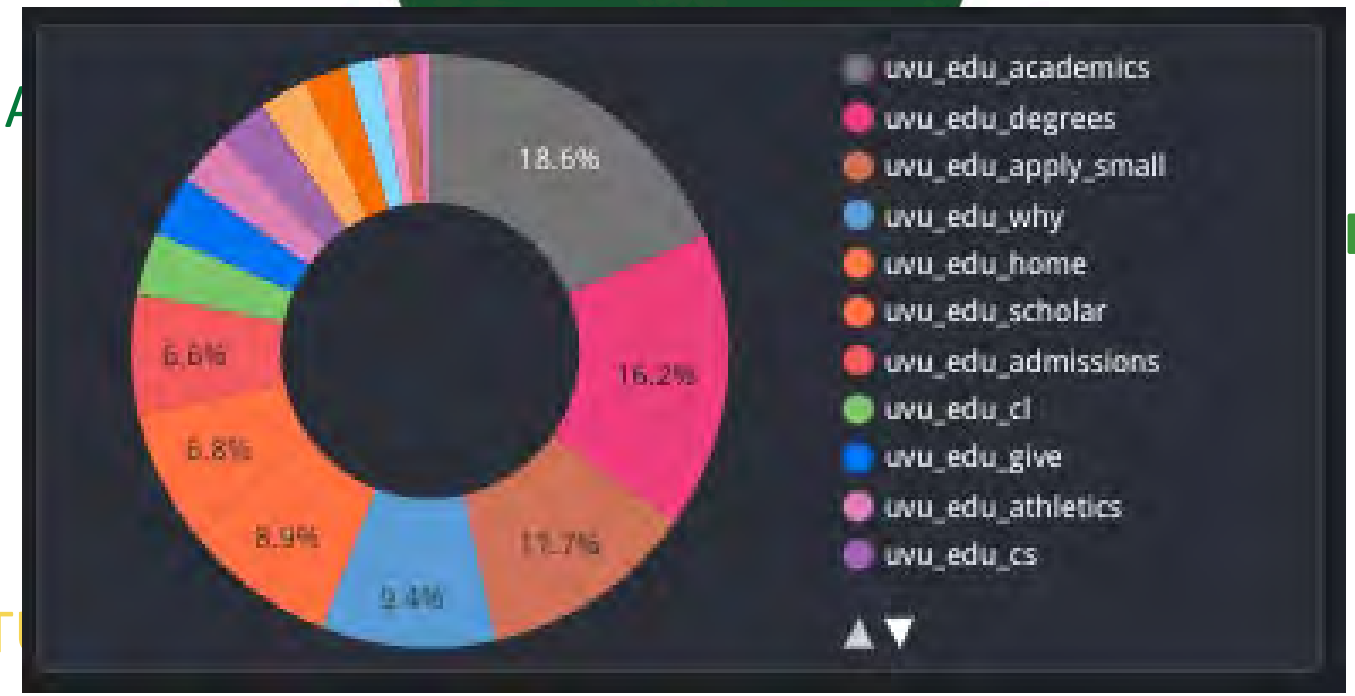
39.9%

UPPER CONSIDERATION

INCOMPLETE A

DERATION

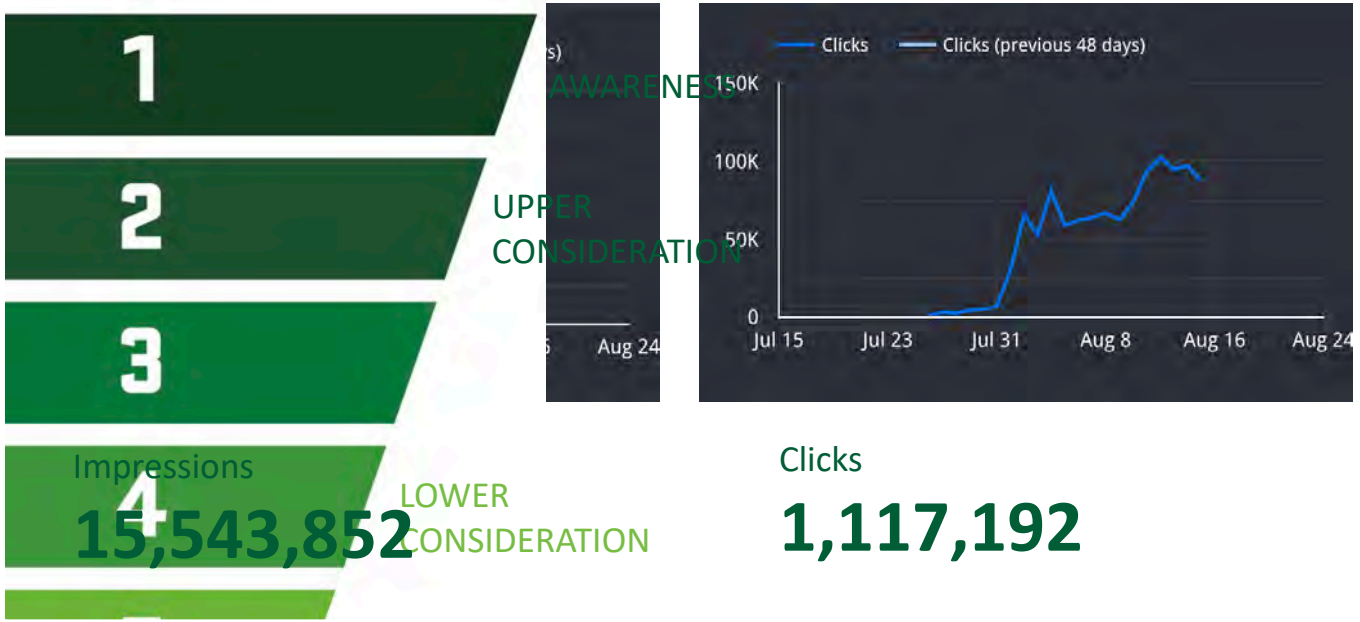
RETU



In 2018, Google released [a study](#) looking into the variety of modern consumer journeys. Findings show that the average consumer journey now involves anywhere between 20 and 500+ touchpoints.

FALL ENROLLMENT RESULTS (July 2023 – August 2023)

FUNNEL: LOWER CONSIDERATION, DECISION & LOYALTY ADS



Impressions

15,543,852

Clicks

1,117,192

Campaign	Clicks	Impressions
Recruit_Fall23_Returning	829,381	10,182,221
Recruit_Fall23_Continuing	149,041	2,246,637
Recruitment_Fall23_Prospective	87,477	2,466,241
Recruit_Fall23_Transfer	51,297	648,753

FALL ENROLLMENT RESULTS

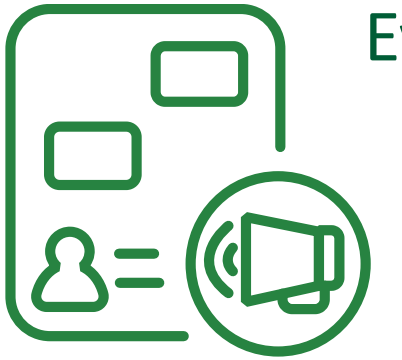
Fall 2023 3rd-Week Enrollments: USHE Degree-Granting Institutions								
	High School		Undergraduate		Graduate		Grand Total	
	Headcount	% Difference from Fall 2022	Headcount	% Difference from Fall 2022	Headcount	% Difference from Fall 2022	Headcount	% Difference from Fall 2022
Salt Lake Community College	8,769	6.1%	17,995	-0.5%	n/a	n/a	26,764	1.6%
Snow College	1,870	-17.1%	3,636	-2.8%	n/a	n/a	5,506	-8.2%
Southern Utah University	1,528	-23.0%	11,515	8.0%	1,990	18.4%	15,033	4.9%
University of Utah	236	14.6%	26,641	1.9%	8,433	0.6%	35,310	1.7%
Utah State University	4,514	9.9%	20,534	-0.9%	3,015	-3.0%	28,063	0.4%
Utah Tech University	3,935	6.6%	8,546	-2.8%	86	14.7%	12,567	0.1%
Utah Valley University	15,445	13.5%	28,351	-1.2%	857	6.7%	44,653	3.6%
Weber State University	13,514	4.6%	16,020	0.2%	1,002	-0.9%	30,536	2.1%
USHE Degree-Granting Total	**49,811**	**5.9%**	**133,238**	**0.3%**	**15,383**	**2.2%**	**198,432**	**1.8%**

SECTION 1

METRICS TO MEASURE SUCCESS

VISION 2030 SCORECARD

MARCOM METRICS METRICS



Every Three Months:

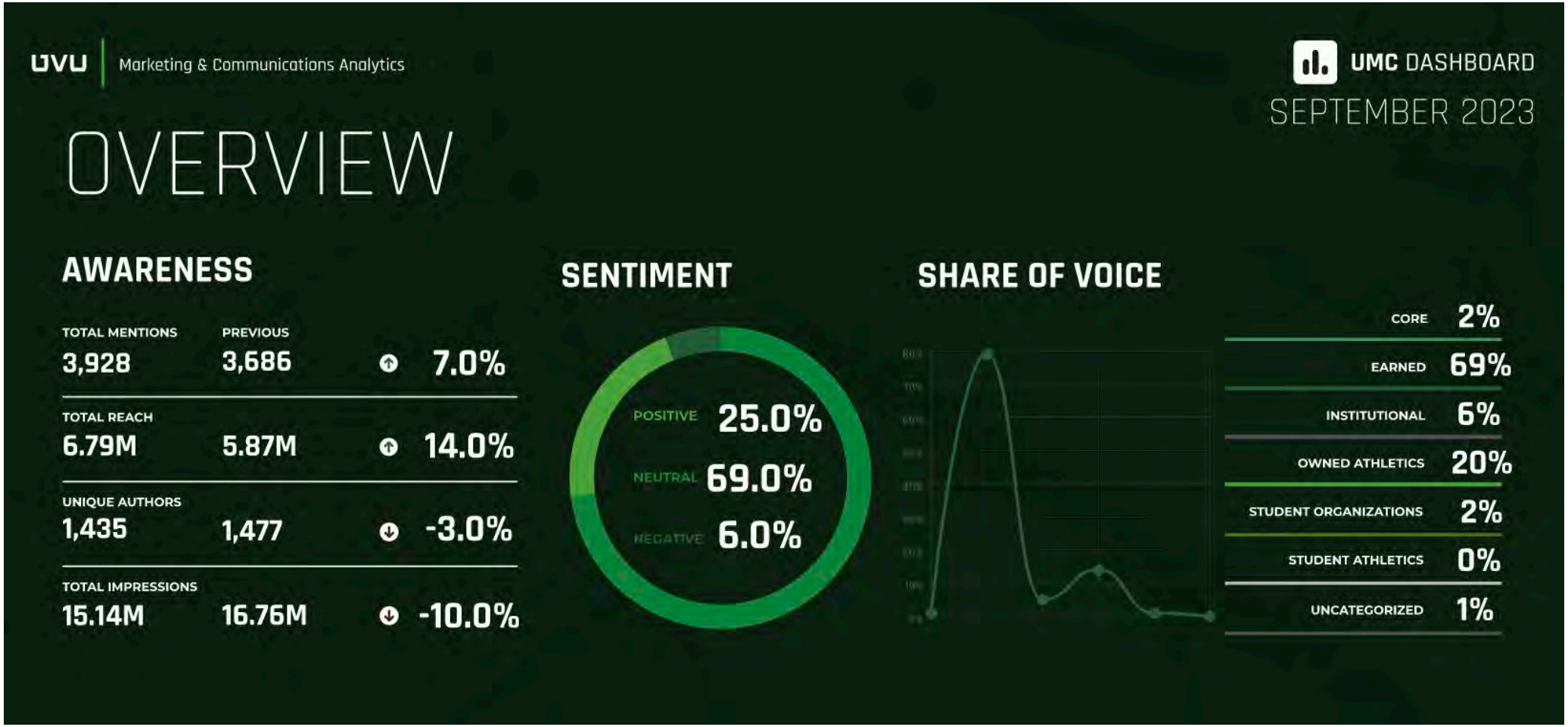
- Awareness
- Sentiment
- Engagement

Every Three Years:

- Familiarity
- Reputation
- Advocacy

MARCOM DASHBOARD

https://engage.uvu.edu/UMCmonthlydash



JULY 2022 – JUNE 2023 RESULTS

Awareness

TOTAL MENTIONS	PREVIOUS	
72.61K	48.96K	↑ 48.0%
TOTAL REACH		
104.88M	64.56M	↑ 62.0%
TOTAL IMPRESSIONS		
275.19M	192.02M	↑ 45.0%

Sentiment

POSITIVE	20.0%
NEUTRAL	74.0%
NEGATIVE	6.0%

Engagement

Post engagement	3.68%	2.98%	-0.7%

JULY 2023 TO DATE RESULTS

Awareness

TOTAL MENTIONS	PREVIOUS		
40.12K	36.39K	↑	9.8%
TOTAL REACH			
62.14M	49.65M	↑	22.3%
TOTAL IMPRESSIONS			
155.99M	141.05M	↑	10.1%

BILLBOARDS

SEPTEMBER 22' - FEBRUARY 23'
Blips to date **177,980**

SEPTEMBER 22' - FEBRUARY 23'
Total Impressions (est.) **8.46M**

PAID ADS

CAMPAIGN	CLICKS	IMPRESSIONS	AVG. CPC	CTR
CHSS-MH-Register	829,381	10.18M	$0.00	8.15%
Always On_APFY23	149,041	2.25M	$0.02	6.63%
Always On_APFY23	87,477	2.47M	$0.01	3.55%
Always On_APFY23	66,899	1.91M	$0.03	3.50%
Always On_APFY23	62,610	345,857	$0.04	18.10%

Sentiment

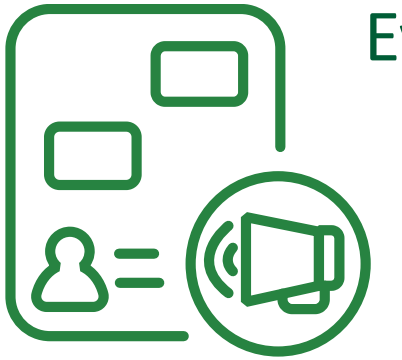
POSITIVE 22.0%
NEUTRAL 72.0%
NEGATIVE 6.0%

Engagement

Post engagement **199,990** **199,888**

VISION 2030 SCORECARD

MARCOM METRICS METRICS



Every Three Months:

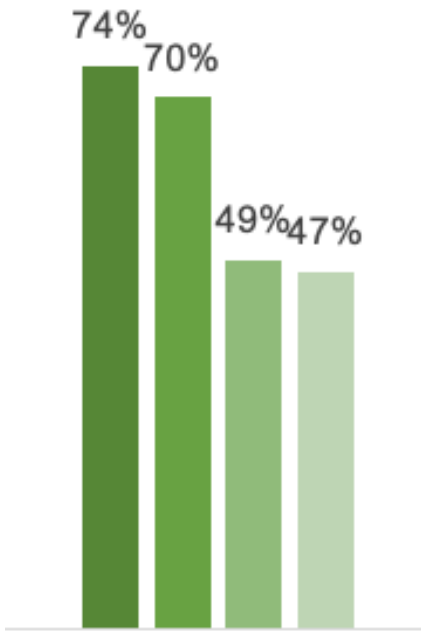
- Awareness
- Sentiment
- Engagement

Every Three Years:

- Familiarity
- Reputation
- Advocacy

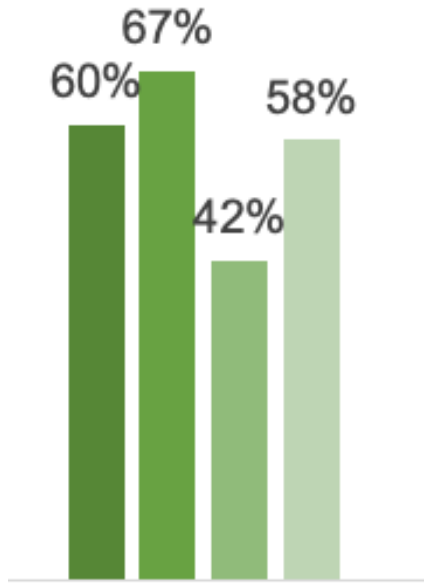
VISION 2030 SCORECARD

Familiarity



Reputation

Advocacy



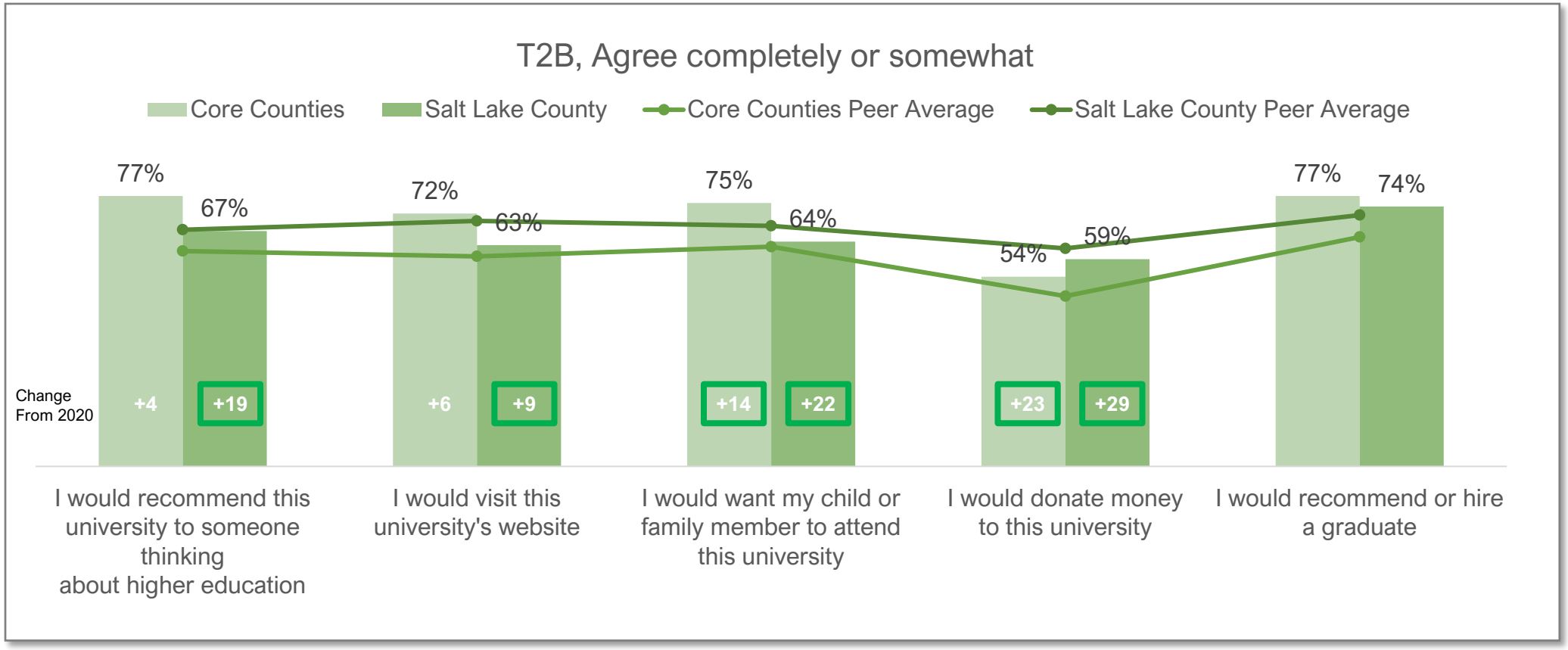
REPUTATION ECONOMY ADVISORS

Core '20 Core '23 SLC '20 SLC '23

Poor	Weak	Average	Strong	Excellent
0-39	40-59	60-69	70-79	80-100

VISION 2030 SCORECARD

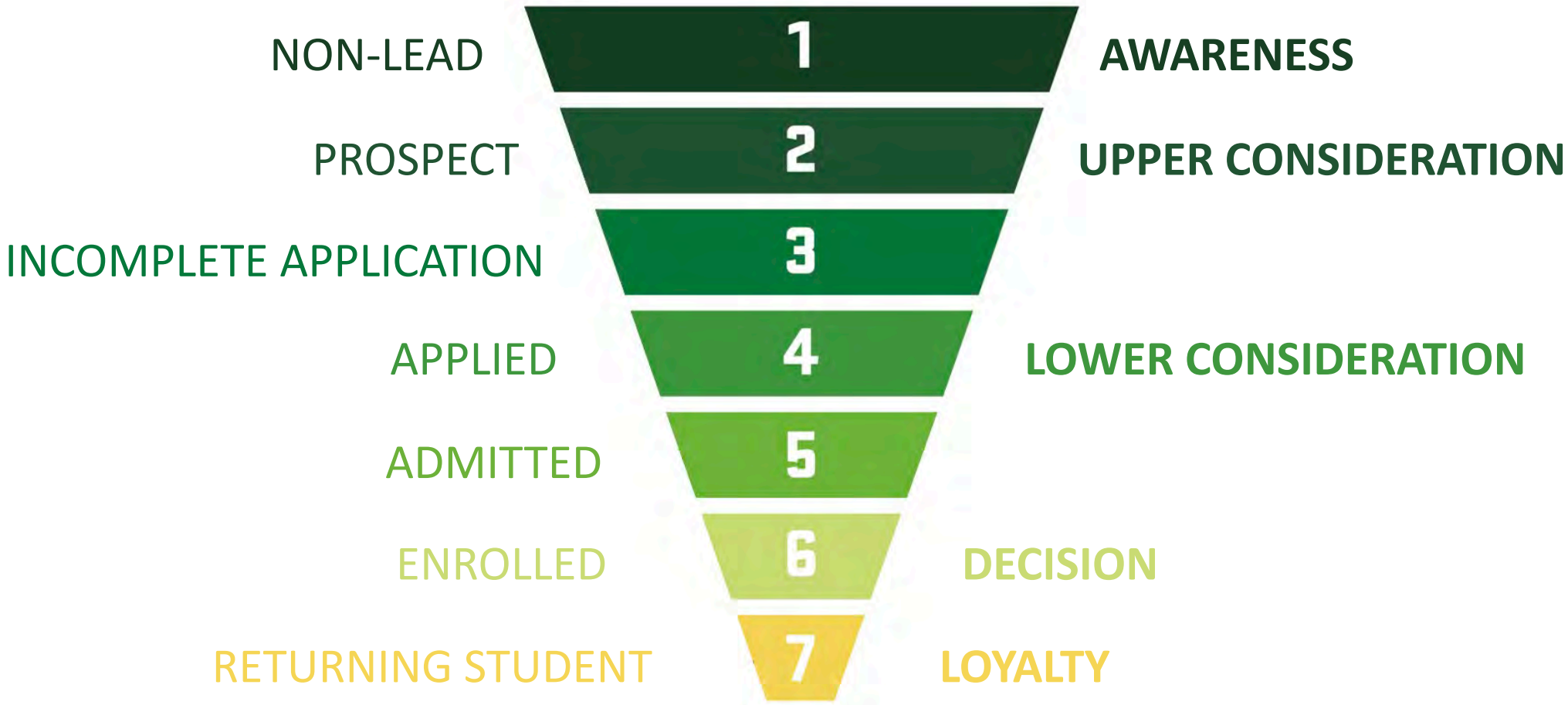
Behavior Intentions



SECTION 2

CONSTRAINTS ON ENROLLMENT & COMPLETION

ENROLLMENT | MARKETING FUNNEL

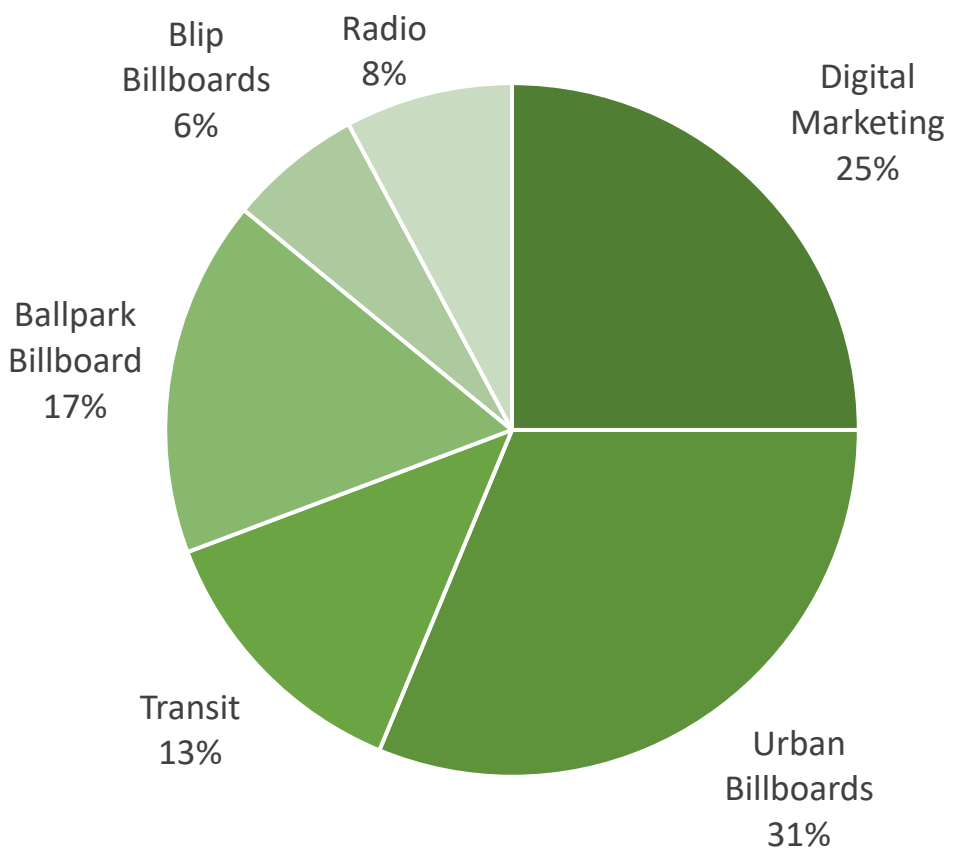


RECRUITMENT CYCLE

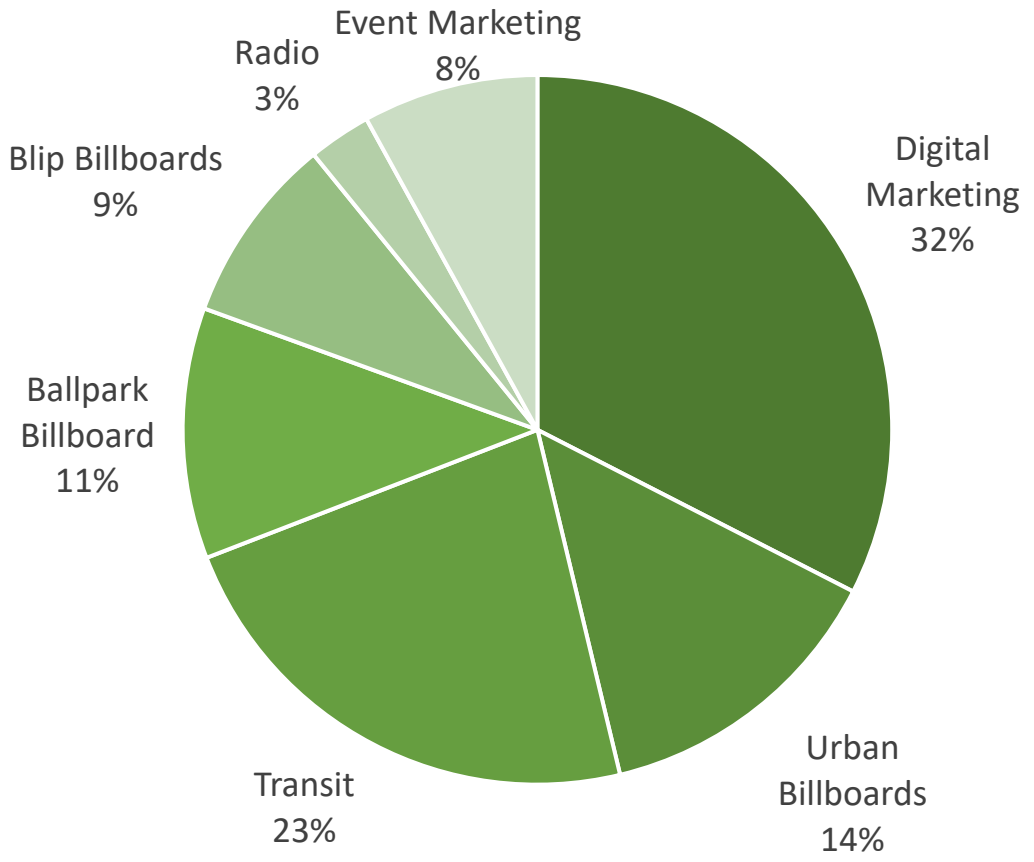
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Funded	Funnel
Brand and Reputation Always on Ads												UMC Funded	Aware
	Summer Semester Recruitment & Enrollment Ads			Fall Semester Recruitment & Enrollment Ads					Spring Semester Recruitment & Enrollment Ads			Enrollment | UMC Funded	Consider
		Program Ads			Program Ads					Program Ads		Program Funded	Decision

ADVERTISING BUDGET BREAKDOWN

BEFORE PBA ONE TIME FUNDS



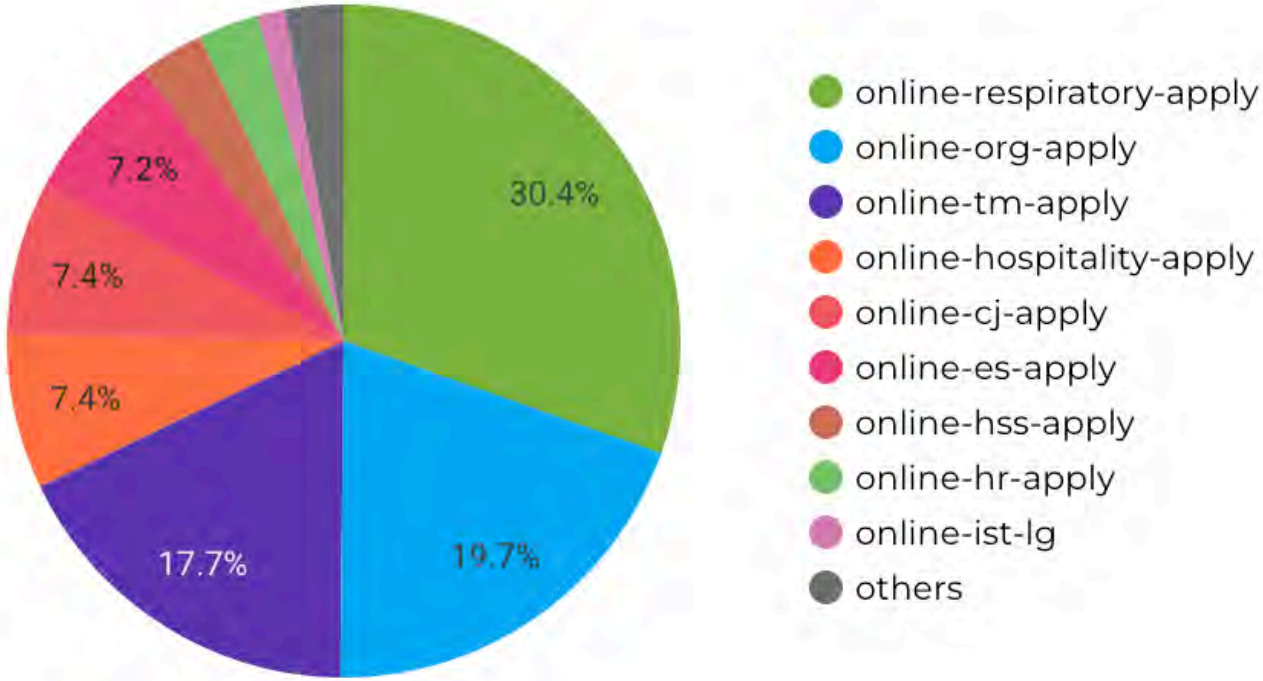
AFTER PBA ONE TIME FUNDS

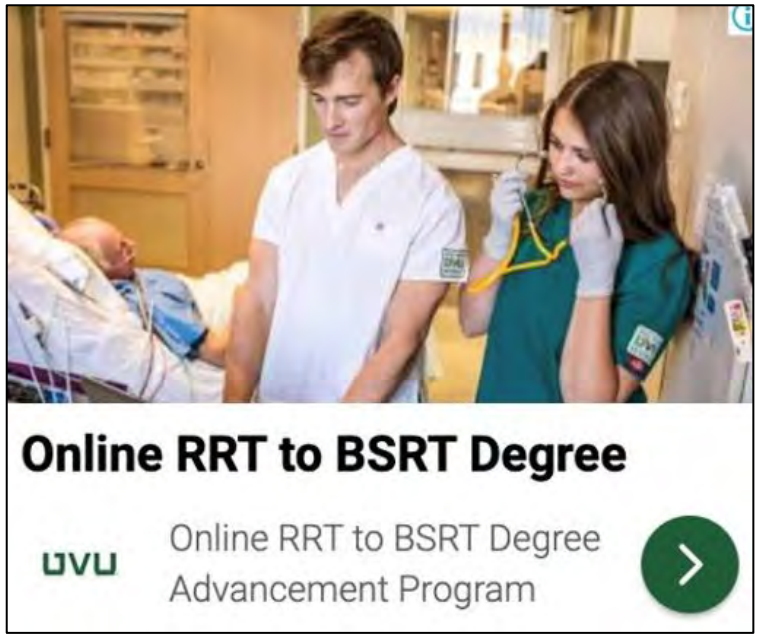


ONLINE RESULTS

FUNNEL: LOWER CONSIDERATION, DECISION ADs

Apply Clicks





6 DECISION

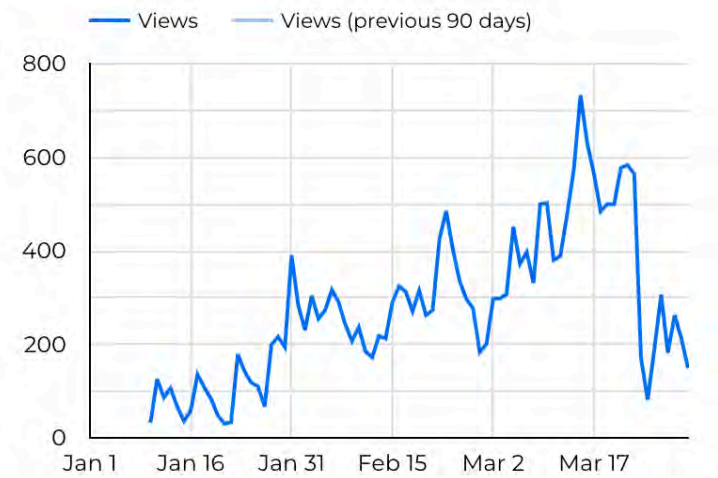
7 LOYALTY

Event count

77,105 ↑ 211.0%

MPA RESULTS

DECISION ADS Page views



$12K Spent on ads
Jan – May 2023

RESULTS

57,800 views
1,185 clicks on the apply button
132 clicks on submit button

40 new students were admitted to the MPA program

This is **twice the size of the biggest cohort** UVU has ever had
There was **also a waitlist** which had never before been needed.

SECTION 3

STRATEGIC PLANNING EFFORTS

VISION 2030 SCORECARD

2023-24 Targets:

Awareness

- Increase reach 25%
- Increase brand impressions 36%
- Increase brand mentions 35%

Engagement

- Achieve 5% engagement rate

Sentiment

- Increase positive sentiment 3%, decrease negative sentiment 1%, decrease neutral sentiment 2%

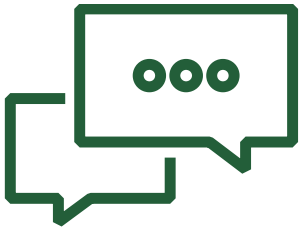
  **Positive 23%, negative 5%, neutral 72%*

MARCOM'S 4 STRATEGIC PRIORITIES

Strategic Partnerships

Brand and Reputation

Digital Excellence



Storytelling

MARCOM 2023-24 PRIORITIES

PARTNERSHIPS WITH IMPACT: Continue Building Partnerships that Drive Student Success

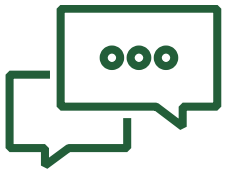
- Continue to support Student Enrollment and Experience through targeted digital and traditional marketing methods (INCLUDE)
- Amplify fundraising campaign; partner with new Alumni Relations Director to build out comprehensive alumni marketing and communications campaign (ENGAGE)
- Align efforts with Athletics to maximize the reputational/affinity benefits of UVU Athletics (ENGAGE)
- Ensure high-performing MarComs in every division/school/college (OPERATIONAL EXCELLENCE)

BRAND REPUTATION AND ADVOCY: Increase Brand Equity and Advocacy

- Continue to build brand and reputational value through the UVU: A Place for You Integrated Marketing Campaign (INCLUDE, ENGAGE, ACHIEVE)
- Formalized advertising strategy and policy (OPERATIONAL EXCELLENCE)
- Expand UVU merchandise opportunities (ENGAGE)
- Build out more aggressive internal and external marketing and communications outreach (INCLUDE, ENGAGE, ACHIEVE)
- Formalize and track brand/reputation analytics to ensure effectiveness of tactics and return on investment (OPERATIONAL EXCELLENCE)

DIGITAL EXCELLENCE: Continue to Build Digital Alignment

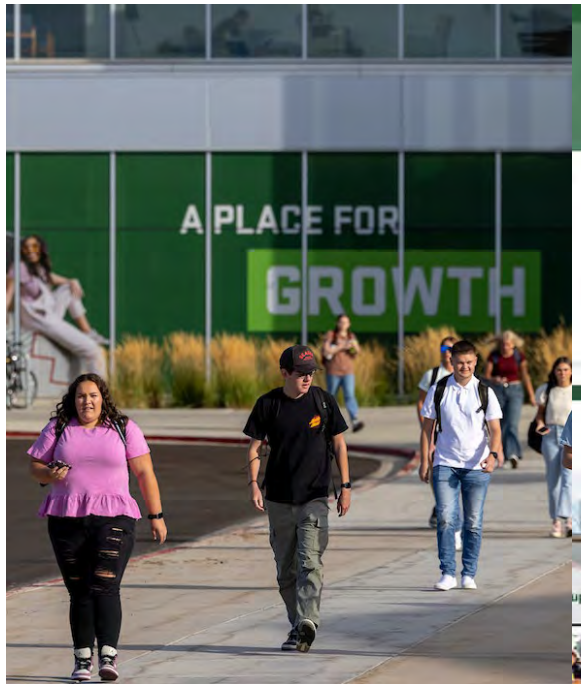
- Continue website upgrades (INCLUDE, ENGAGE)
- Leverage web analytics to maximize digital marketing (particularly for enrollment and fundraising) (INCLUDE, ENGAGE)
- Leverage SEO and SEM (INCLUDE, ENGAGE)
- Build out the employee intranet and new email system (ACHIEVE)
- Continue to build on ‘digital first’ mindset with design and editorial (OPERATIONAL EXCELLENCE)

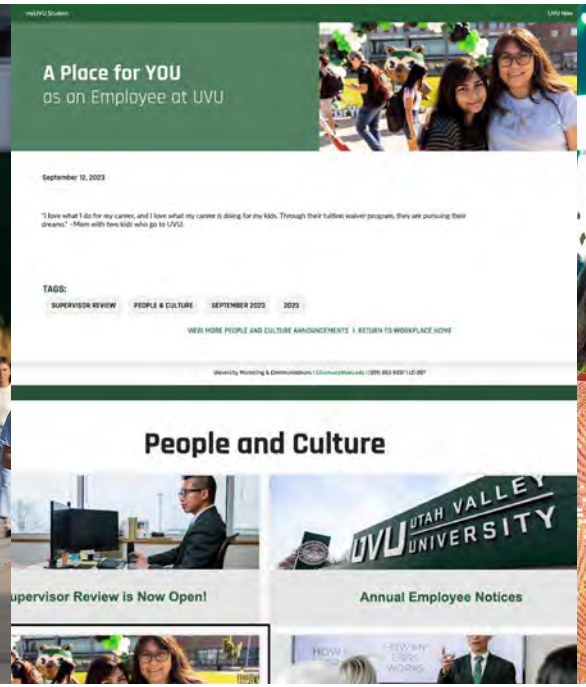


COMPELLING STORYTELLING: Continue to Build Message Alignment

- Continue to use UVU’s messaging pillars/narrative framework in telling the UVU story (INCLUDE, ENGAGE, ACHIEVE)
- Build on video storytelling platforms (Wolverine Stories, Faculty Footnotes, etc.) (INCLUDE, ENGAGE, ACHIEVE)
- Expand internal and external influencer strategy (INCLUDE, ENGAGE)
- Upgrade the UVU story library to ensure greater access, diversity, and tie to UVU’s messaging pillars (INCLUDE, ENGAGE, ACHIEVE)

IMPACTFUL PARTNERSHIPS





<u>ENROLLMENT</u>
Coordinated Recruitment Efforts

<u>PEOPLE & CULTURE</u>
Collaboration on Recruitment

<u>ADVANCEMENT</u>
Laying Groundwork for Giving

<u>ATHLETICS</u>
Building Broader Brand Awareness

A PLACE FOR YOU CAMPAIGN ROADMAP

PHASE 1

APR 22 – FEB 23

ESTABLISH

- MESSAGING PILLARS
- BRAND GUIDELINES
- BRAND ASSETS
- CAMPUS INSTALLATIONS
- TRANSIT
- INFLUENCER PROGRAM
- WOLVERINE STORIES, OFFICE HOURS, FACULTY FOOTNOTES

PHASE 2

FEB 23 – APR 24

AMPLIFY

- MATURITY OF BRAND ASSETS
- COLLEGE/SCHOOL EXPANDED MESSAGING
- BRANDED MERCHANDISE AND SWAG
- ADDITIONAL CAMPUS INSTALLATIONS
- WEBSITE REVAMP (UVU.EDU, COLLEGE/SCHOOL PAGES, CONTENT HUB, LANDING PAGES)

PHASE 3

MAY 24 – AUG 25

ENGAGE COMMUNITY

- BUILD COMMUNITY PARTNERS
- BUILD COMMUNITY MESSAGING/ASSETS
- COMMUNITY EXPANSION
- EXPANDED LIFESTYLE MESSAGING
- EXPANDED LIFESTYLE BRANDING

PHASE 4

AUG 25 – AUG 26

DIGITAL EXPANSION

- EXPANDED DIGITAL ADS – OUTSIDE SERVICE REGION, STATE, AND BORDERING STATES
- ADDITIONAL TARGETED DIGITAL ADS
- EXPLORATION OF DIGITAL COMMUNITY (OWNED/THIRD PARTY)

PHASE 5

AUG 26 – MAY 30

HYPER PERSONALIZATION

- STUDENT STORIES FROM FIRST DAY OF CLASS TO GRADUATION
- TARGETED WEB/SOCIAL ADS
- PERSONALIZED LANDING PAGES
- EXPERIENCE MARKETING
- DIGITAL EXPERIENCE (AR/VR)

UVU
A PLACE FOR YOU

A PLACE FOR
DISCOVERY

CB
A PLACE FOR
GROWTH

UVU
A PLACE FOR YOU

UVU A PLACE FOR YOU

A PLACE FOR
WONDER

A PLACE FOR
SHAPING FUTURES

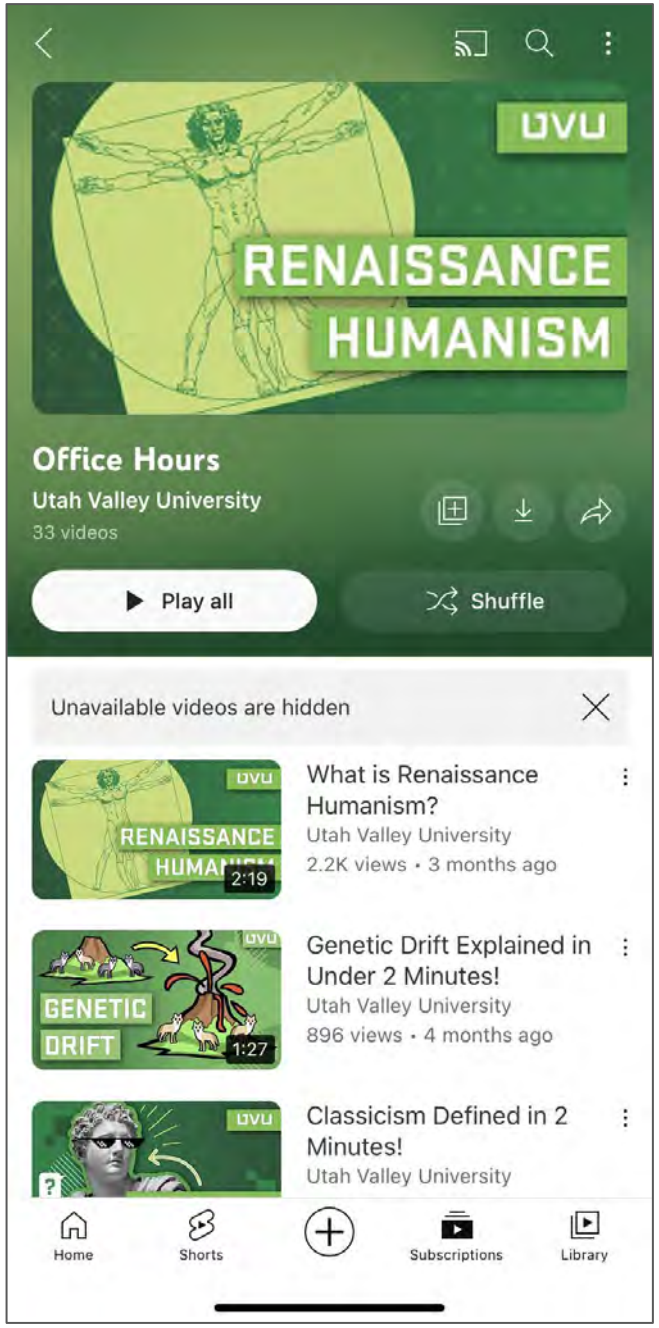
CHANGE YOUR SCENERY. TRANSFER TO UVU.
LEARN MORE
UVU

Wolverine Stories: Ben Lindsay
Watch later
Share
WOLVERINE STORIES:
BEN LINDSAY
Watch on YouTube
UVU

A PLACE FOR CELEBRATION
CONGRATULATIONS, CLASS OF 2023
UCCU
UVU

#1 IN UTAH
for ALUMNI EARNINGS
PayScale – 2022
Grad Rankings – 2021
A PLACE FOR
LAUNCHING FUTURES
Visit uvu.edu to learn more about UVU's commitment to student success
UVU

EDUCATION THAT FITS YOUR LIFE
LEARN MORE
UVU


UVU
RENAISSANCE HUMANISM
Office Hours
Utah Valley University
33 videos
Play all
Shuffle
Unavailable videos are hidden
What is Renaissance Humanism?
Utah Valley University
2.2K views • 3 months ago
2:19
Genetic Drift Explained in Under 2 Minutes!
Utah Valley University
896 views • 4 months ago
1:27
Classicism Defined in 2 Minutes!
Utah Valley University
Home
Shorts
Subscriptions
Library

FROM CERTIFICATES TO MASTER'S DEGREES
REGISTER NOW
FOR FALL
UVU

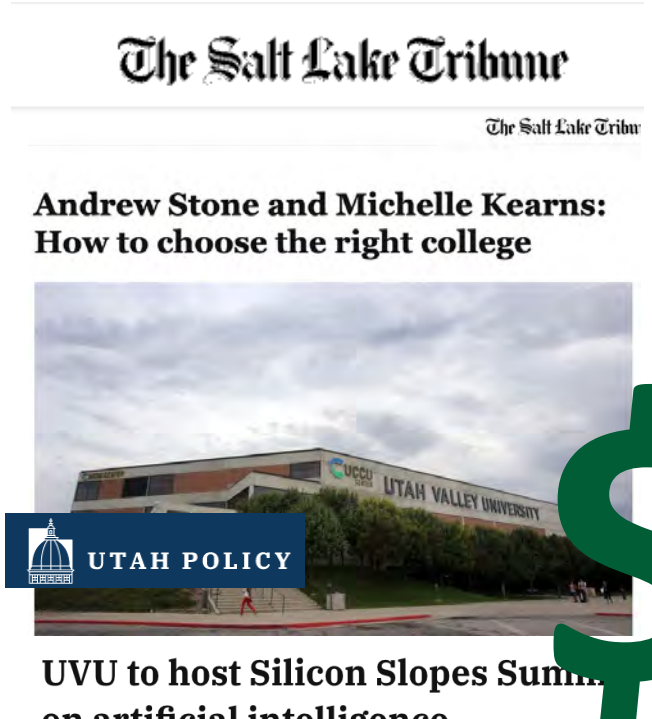
BRAND & REPUTATION

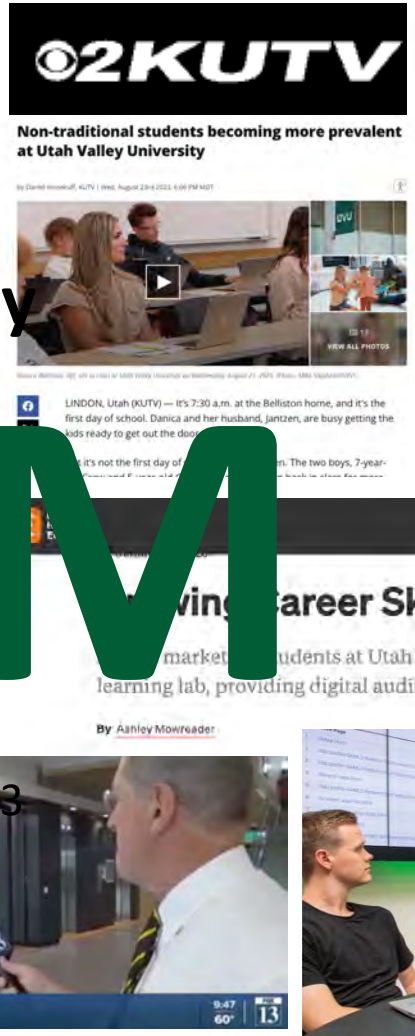
EARNED MEDIA

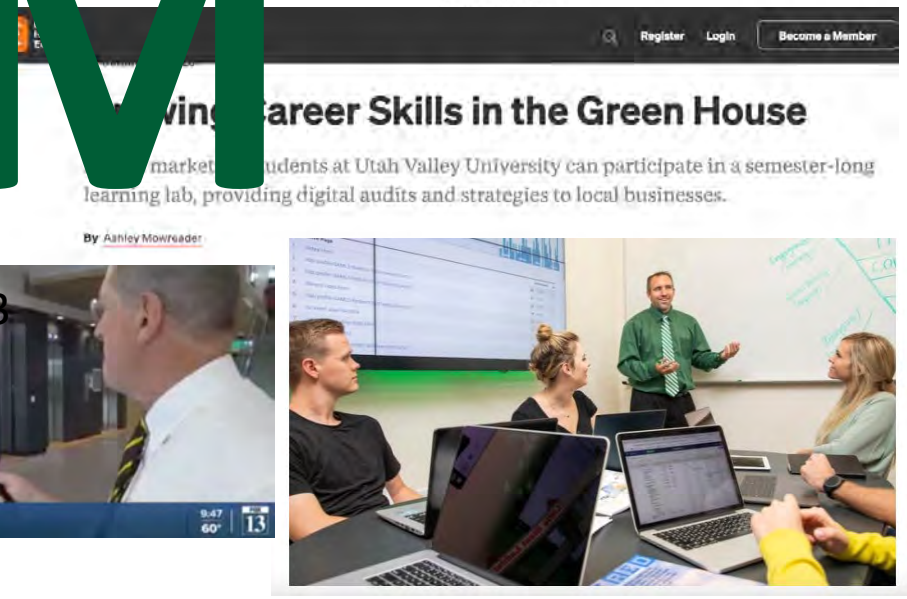
Ad Value Equivalency

$202M

Oct. 19, 2022 – Oct. 19, 2023







BRAND & REPUTATION EXPERTS STRATEGY

UVU NEWSROOM

APPLY TO UVU | WHY UVU | MYUVU

HOME CONTACTS LIST OF EXPERTS

Utah Valley University

Topic Experts for Media Interviews

To schedule a topic expert for an interview, please contact Scott Trotter or Bryant Larsen.

Artificial Intelligence and Information Systems
Expert: Jan Bentley

Arts, School of the Arts Programming and The Noorda Center for the Performing Arts
Expert: Alex Malone

Astronomy - Space
Expert: Joe Jensen

Astronomy - Space
Expert: Joshua Lothringer

Autism Spectrum Disorders
Expert: Jane Carlson

Autism, Melisa Nellsen Center
Expert: Laurie Bowen

Automotive
Expert: Don Wilson

Aviation
Expert: Ryan Leick

BRAND & REPUTATION AWARDS

Utah Valley University To Receive National Award For Its Leadership Development Program

The American Association of State Colleges and Universities (AASCU) announced today that it will present the People & Culture Division at Utah Valley University (UVU) with its 2023 Excellence & Innovation Award for Leadership Development and Diversity at the association's annual conference Nov. 4-7 in Chicago.

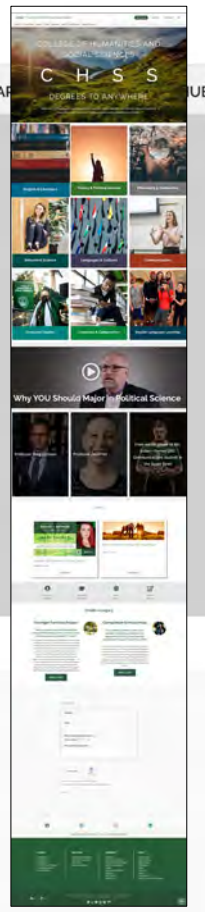
DIGITAL EXCELLENCE – WEBSITE REVAMP

COS

CET

CHPS

CHSS

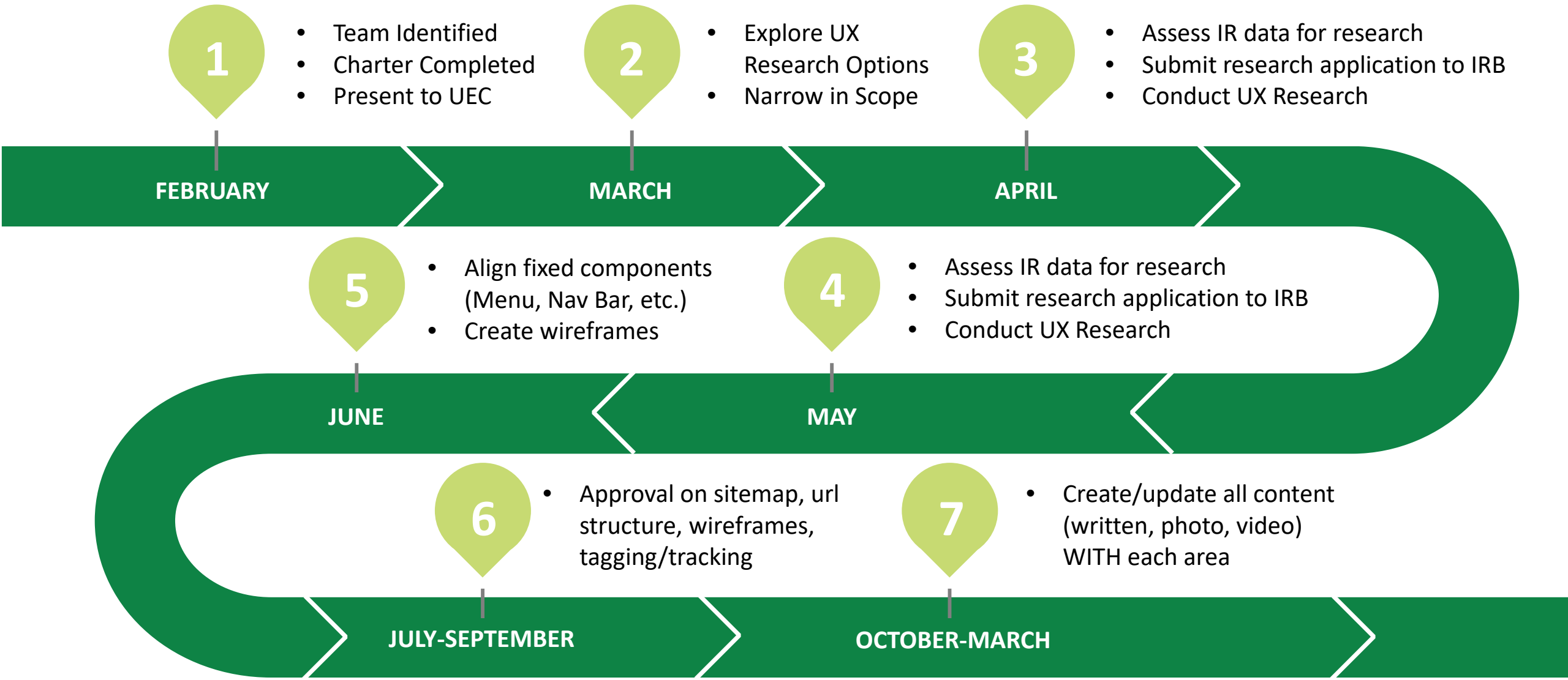


SOA

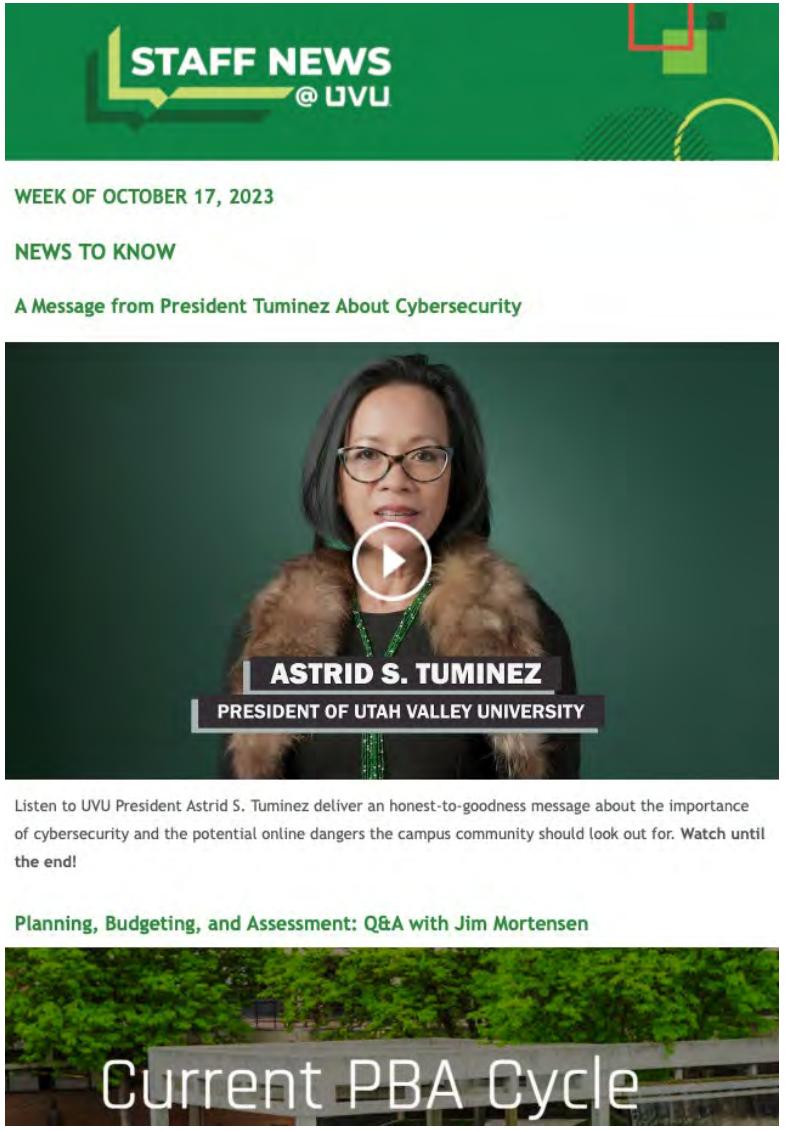
SOE

WSB

WEBSITE REVAMP – ROADMAP



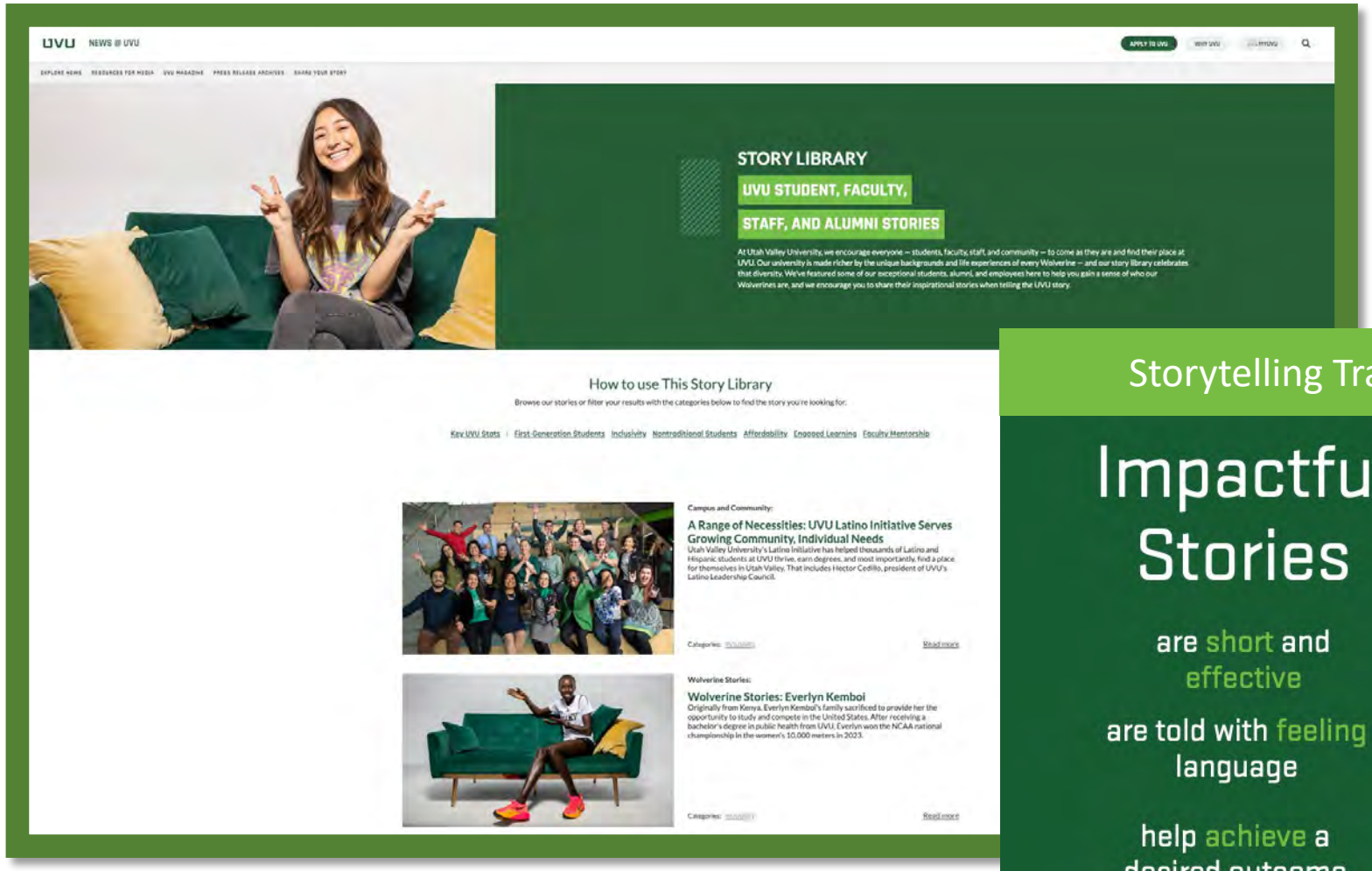
DIGITAL EXCELLENCE - EXPANDED INTERNAL COMMS



2 Weekly Newsletters + Intranet

Average Open rates of newsletters - Staff: 47%; Faculty: 35%

COMPELLING STORYTELLING – STORY LIBRARY



Stories by Category:

First Gen: 4

Include: 11

Non-traditional: 3

Affordability: 3

Engaged Learning: 9

Faculty Mentoring: 9

Storytelling Training

Impactful Stories

are short and effective

are told with feeling language

help achieve a desired outcome

COMPELLING STORYTELLING – LEVERAGING VIDEO

Wolverine Stories – 35 videos produced

Office Hours – 77 videos produced

Employee Stories – 5 videos produced

Faculty Footnote – 6 videos produced

YouTube

1.8M

TOTAL VIEWS

29.3K	WATCH HOURS
1.1K	SUBSCRIBERS
3	PLAYLISTS
120	CURRATED VIDEOS

REALLOCATION OF AVAILABLE RESOURCES

Reallocation Completed:

1. Reallocated half of University Marketing Budget to University Communications

2. Reallocated half of Integrated Marketing Budget to Digital Marketing Budget

Additional Measures Under Consideration:

1. Evaluate digital marketing and communication tools supporting the university

2. Scale back advertising budget to only focus on brand and reputation

THANK YOU! QUESTIONS?

INSTITUTIONAL ADVANCEMENT

“More Is Possible”

Stewardship Report (PBA) | October 25, 2023

Thank you for your partnerships: A successful 2023

January 26

President Tuminez invited the UVU community to State of the University.

March 28

UVU men's basketball made it to the semifinals of the National Invitational Tournament.

August 18

UVU opened the Young Living Alumni Center, creating a home for alumni on campus.

September 21

UVU broke ground on the Scott M. Smith College of Engineering and Technology Building.

February 6-11

UVU invited alumni and the community to campus to celebrate homecoming.

May 16

The UVU Museum of Art at Lakemount opened, creating a community arts space at UVU.

August 29

UVU hosted the *UnCharitable* film screening helping to shift donor culture in our community

October 7

At the President's Scholarship Ball, UVU raised $871,000 for student success.

EVERGREEN

the campaign for UVU

Taking Our Stewardship Seriously

The State of Institutional Advancement

IA EMPLOYEES

Full-time Staff

Executives: 3

Exempt full-time: 45

Non-Exempt full-time: 14

Vacancies: 5

Part-time Staff

Part-time: 6

Student Employees: 4

Total IA Staff - 77

IA APPROPRIATED BUDGET FY23

Institutional Advancement represents **2%** of the total UVU appropriated budget

SALARIES

$5,824,658

CURRENT

$1,026,72

TOTAL

$6,851,382

OPERATIONAL IMPROVEMENTS

- **Consolidated** data
- **Audited** all funds
- **Aligned** requests for marketing, data, events, and software purchases
- **Coordinated** with fundraising units on campus for annual giving, dashboard rollout, and giving
- **Reorganized** D.O.D. portfolios

IA Summer University — June 2023

OPERATIONAL IMPROVEMENTS

- **Implemented** named-space calculator
- **Increased** timeliness of impact reports to donors
- **Updated** gift planning website
- **Centralized** donor gifts
- **Launched** division-wide SharePoint site
- **Led** ongoing professional development for division

Young Living Alumni Center Opening — August 2023

“Below the Belt” Screening — May 2023

COLLABORATION

- **Collaborated** with Dx on fundraising dashboard
- **Met** consistently with ALL fundraising units on campus
- **Formed** new partnerships with event vendors
- **Streamlined** feedback processes for ongoing improvement
- **Developed** partnerships with peer institutions for knowledge sharing
- **Created** impact tracking for donors

What / So What / Now What

IA Success Metrics

What / So What / Now What

GROWTH IN DONOR SUPPORT

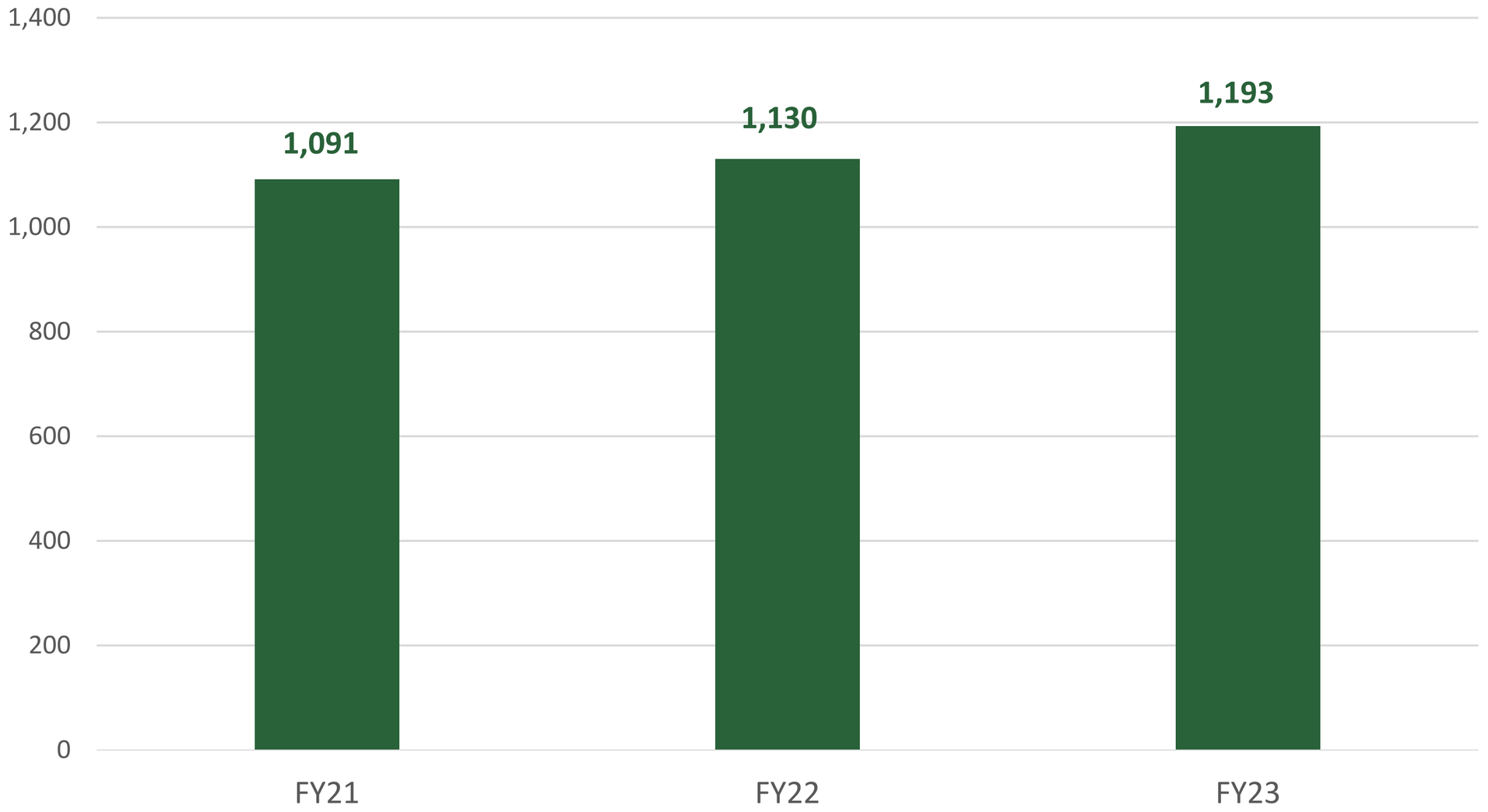
First-Time Donors

Employee Giving

Annual Giving

Ambassador Giving

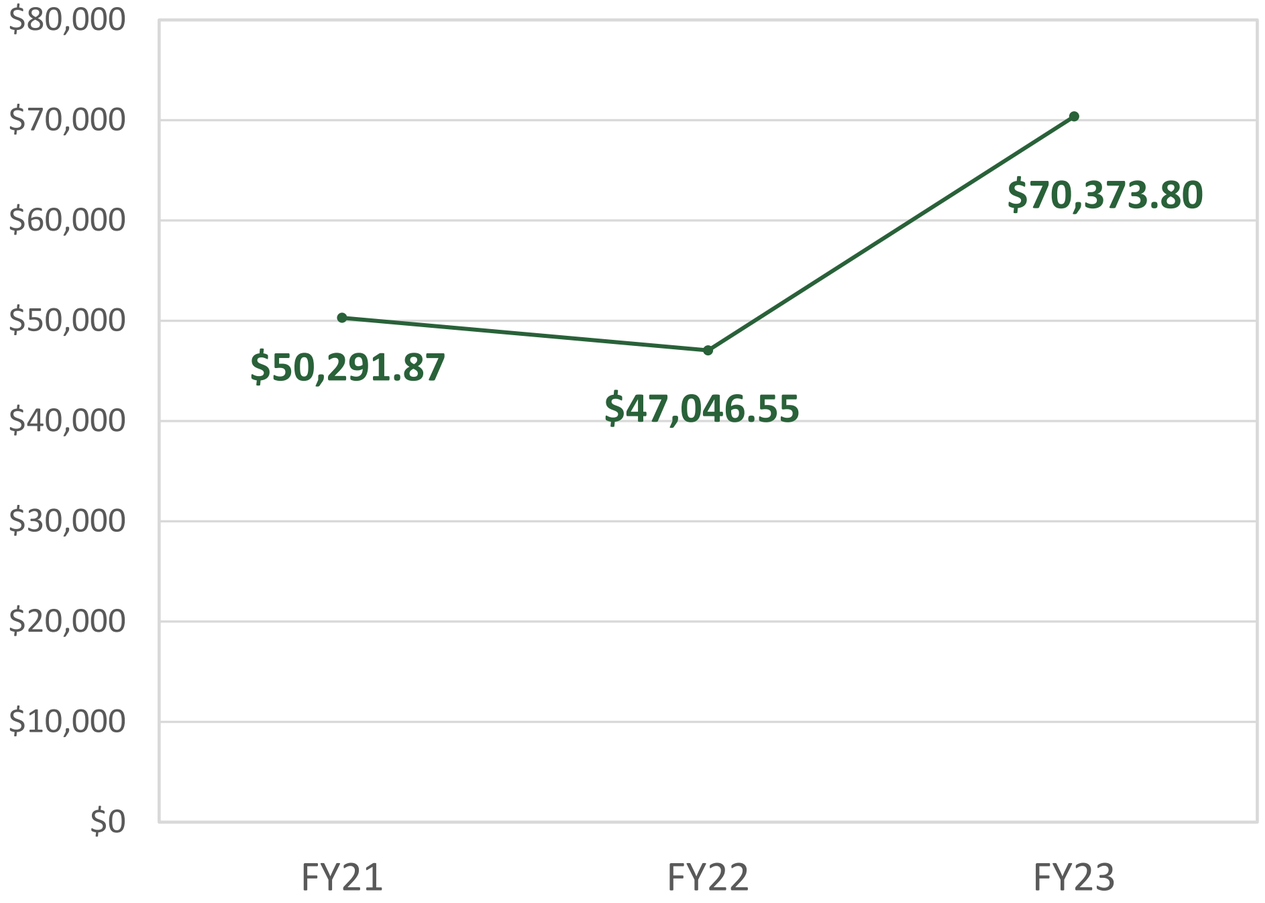
GROWTH IN FIRST-TIME DONORS



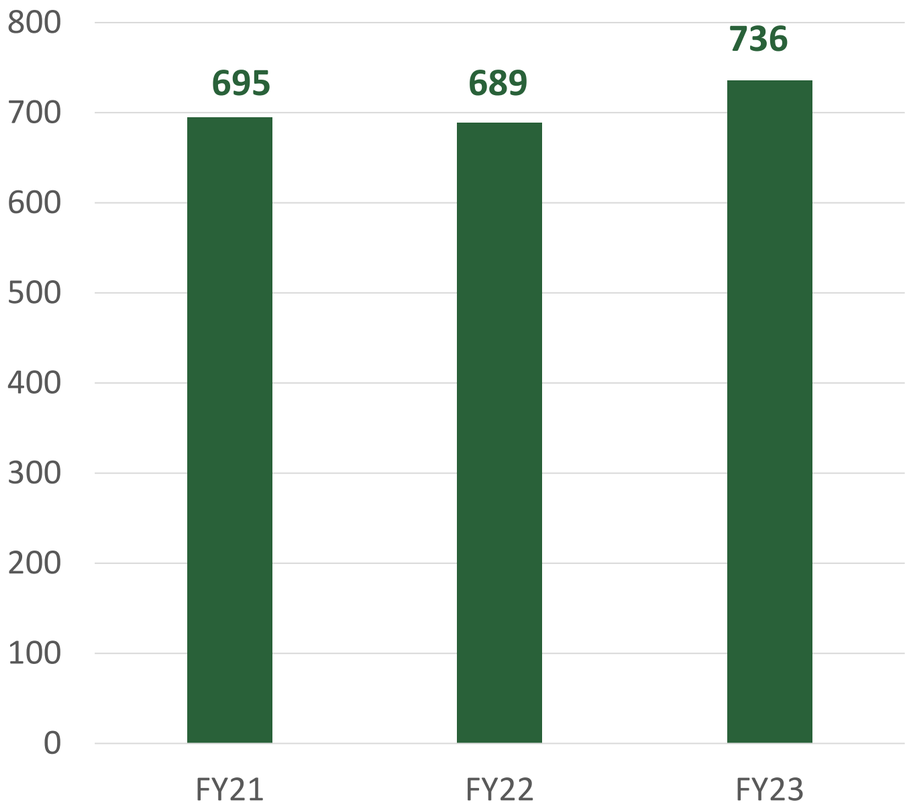
Source: IA Data & Analysis

GROWTH IN EMPLOYEE GIVING

Employee Donations Through Payroll Deduction



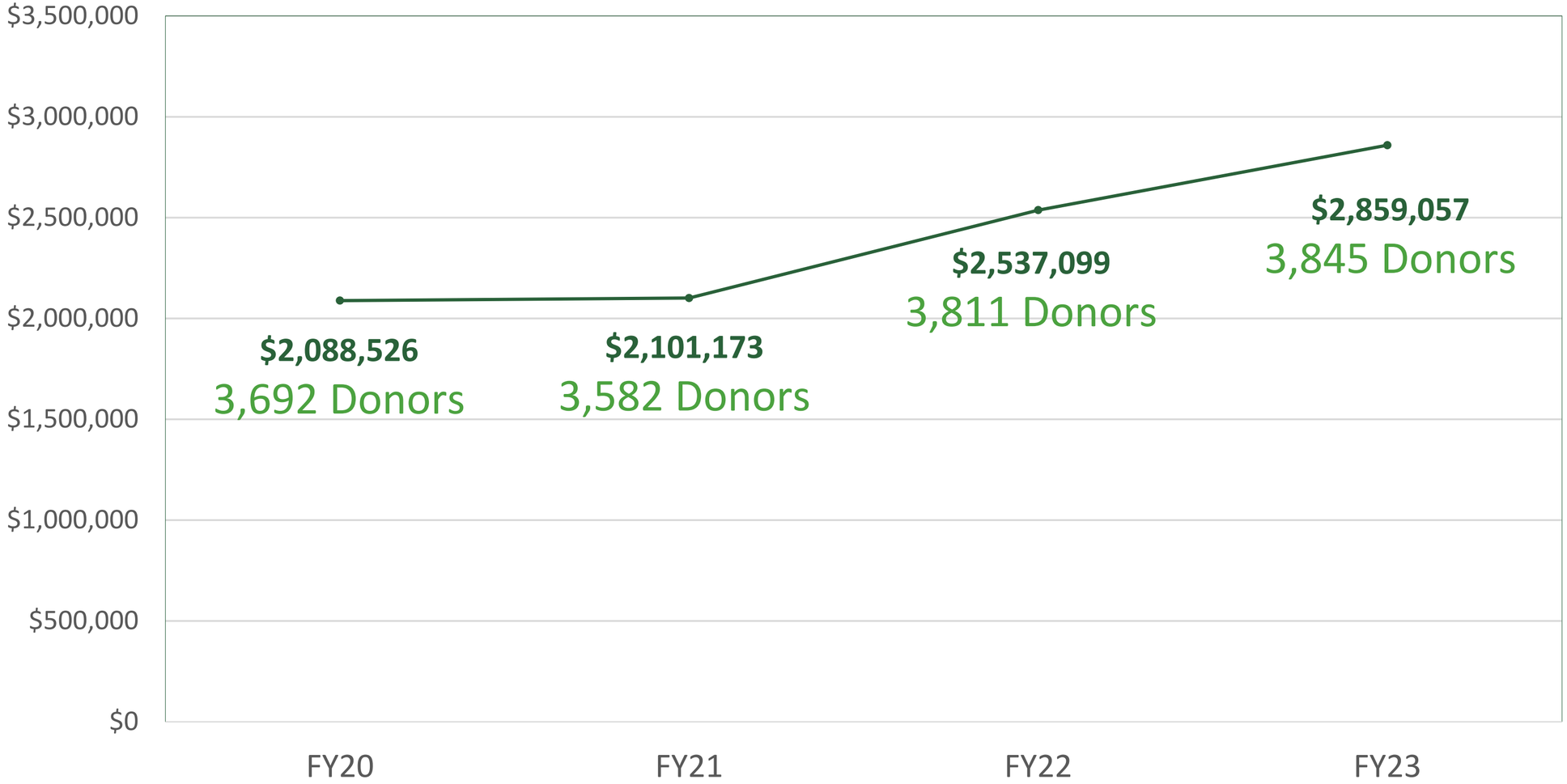
Number of Employee Donors



Source: IA Data & Analysis

GROWTH IN ANNUAL GIVING

(GIFTS FROM $1 TO $24,999)



Source: IA Data & Analysis

AMBASSADOR IMPACT ON GIVING

Nearly half a million impressions across all social media platforms

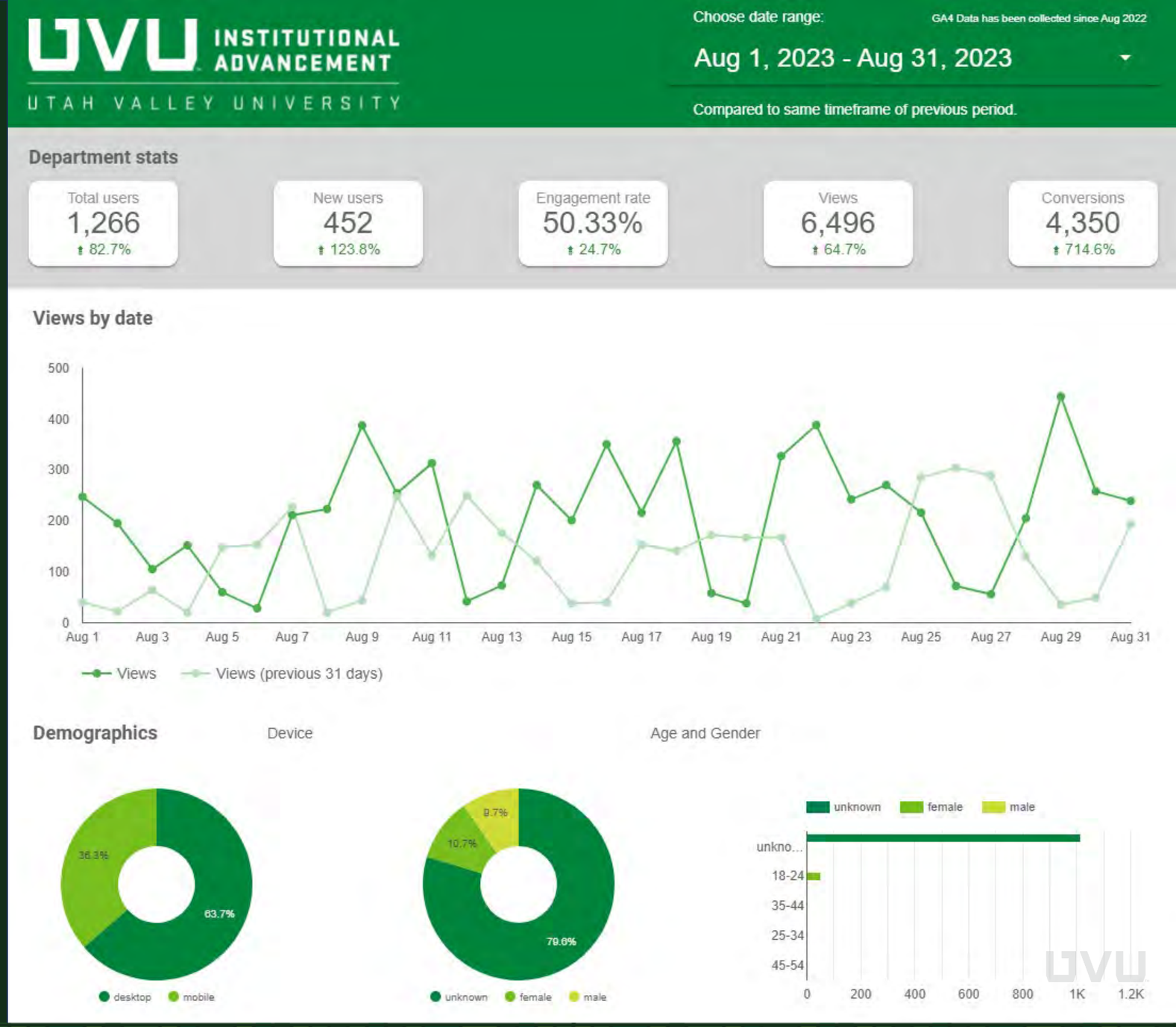
More than 500 clicks to "give"

$1,114,41

Total giving among ambassadors in the last two fiscal years

ANALYTICS

- Update and maintain Google Analytics
- Define and track conversions
- Add tags to links
- Google Ads
- Continue digital marketing campaign



Funds Raised in Campaign Year 5

Oct 1, 2021 – Sep 30, 2022 Year 4	Oct 1, 2022 – Sep 30, 2023 Year 5
$42,742,291.54	$46,746,291.09

Campaign Total as of 10.19.23

$185,028,605

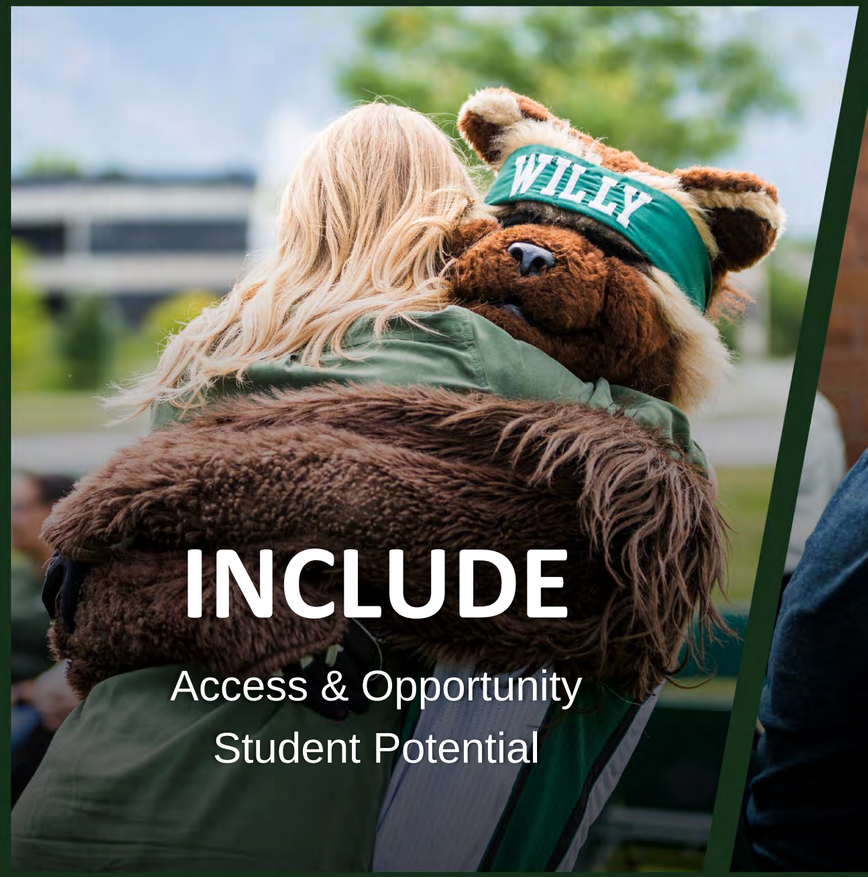
Impact on Student Success

What / **So What** / Now What

Our UVU & EverGREEN Campaign “Why”

STUDENT SUCCESS

Transformational Educational Experiences



INCLUDE

Access & Opportunity

Student Potential

ENGAGE

Relevant Learning

Engaging Environment

ACHIEVE

Completion of a Credential

Work & Life Impact & Readiness

IA Alignment with Vision 2030

Institutional Advancement develops partnerships to secure resources, support, and engagement to enhance student success.

Strengthen the foundation for ongoing giving, support, and engagement for UVU's students, programs, and priorities.

Vision 2030 – Engage C

INCLUDE

Access & Opportunity
Student Potential

- Endowed and non-endowed **access & merit scholarships**
- Student access and opportunity **programming** (K-16 pre-college, Adult learner, First-Gen, Low SES)
- Access and opportunity **centers**

ENGAGE

Relevant Learning
Engaging Environment

- Endowed and non-endowed **persistence scholarships**
- Endowed **professorships & chairships**
- **Academic support programming** (tutoring, mentoring, HIPs)
- **Student persistence programming** (co-curricular, wellness, emergency)
- **Engaged learning spaces and labs** (new buildings and facilities)

ACHIEVE

Completion of a Credential
Work & Life Impact & Readiness

- Endowed and non-endowed **completion scholarships**
- **Career transition programming**
- **Student completion programming**
- **Internships**

In FY23 **1,488** students received

$2,558,039 in private scholarships

INCLUDE

FIRST-GEN FOCUS

President’s Scholarship Ball

President's Scholarship Ball

President's Scholarship Ball

Creating Access & Opportunities

2022 Campaign Public Launch		2023 First-Gen Focus
26 New Donors	↑ 96%	**51** New Donors
77 Total Donors	↑ 135%	**180** Total Donors
Total Raised: $470,000	↑ 86%	**Total Raised: $871,000**

ENGAGE

THE NOORDA CENTER

School of the Arts

THE NOORDA

IMPACT – School of the Arts

1,809
Enrolled Majors

Completions of Arts Programs in 2022

574
Degrees Awarded

232
Bachelor's Degrees

123
Associate Degrees

219
Certificates

142%
increase
from 2018

206
public performances were scheduled for the 2021–22 season related to academic courses

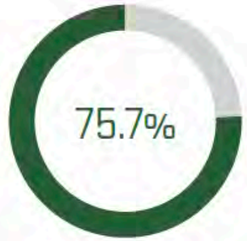
including
The Noorda Series

11.3%
increase in Art & Design majors between 2017 and 2021

Art & Design gallery exhibitions rotate every
2–4 weeks

12.7%
increase in non-major course enrollment between 2017 and 2021

Students majoring in programs offered by The School of the Arts have remained consistent between 2017 and 2021



of 2018–19 SOA graduates were employed within 1 year

This exceeded the Utah System of Higher Education average for visual and performing arts of 71.8%

While the majority of our students go on to careers in the arts, there has also been a

22% increase

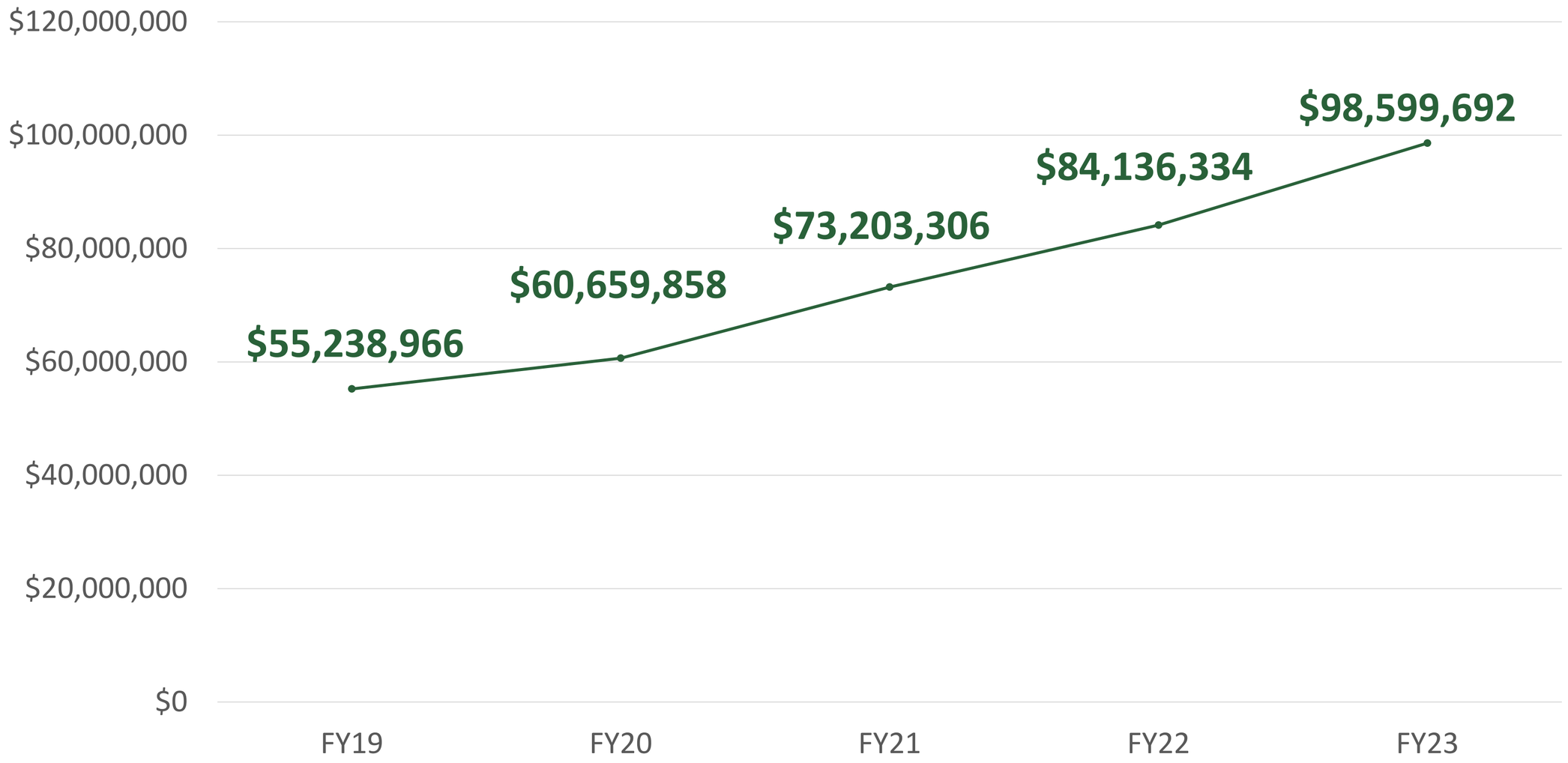
in those who use their skills to work in non-arts-related careers between 2014 and 2019

Source: *UVU School of the Arts*

ACHIEVE
THE ENDOWMENT
Utah Valley University

ENDOWMENT VALUE

Amounts as of June 30 every year



STAGES OF COMPREHENSIVE CAMPAIGN

*ever*GREEN
[2022]

*ever*GROWING
[2023]

*ever*GUIDING
[2024]

*ever*GIVING
[2025]

*ever*GRATEFUL
[2026]

Strategic Plans Moving Forward

What / So What / **Now What**

IA PRIORITIES FOR 2023-2024

Strengthen the foundation for ongoing giving, support, and engagement for UVU's students, programs, and priorities.

Vision 2030 – Engage C

Raise at least $50M towards $350M EverGREEN Campaign goal (2026) to transform opportunities for students.

1. Enhance internal and external partnerships to increase campaign awareness, effectiveness, and giving.

2. Establish and transform data culture to improve all aspects of the EverGREEN Campaign.

3. Launch aggressive alumni strategy to dramatically increase alumni affinity, engagement, and giving.

Strengthen staff confidence, competence, and collaboration to improve student impact, IA effectiveness, and the donor experience.

MEASURABLE OUTCOMES 2023-2024

Raise at least $50M

- **Increase #/amount of gifts in: Principal, Major, Annual, Planned, Alumni, and Employee Giving**
- 80% from Principal donors ($40M), 15% from Major donors ($7.5M), 5% from all others ($2.5M)
- Execute critical events leading to increased giving (eg. Scholarship Ball, PES trip, CET groundbreaking)
- Raise at least $20M toward endowment to surpass $100M

Enhance partnerships

- Outside of UVU: **Complete board audit and improvement**, Ambassador program, increase # of ECMs, Silicon Slopes
- Within UVU: UEC, Campaign leadership group (Academic units, Athletics, SA, MarComm)

Establish and transform data culture

- **Launch campaign dashboard** w/varying levels of access to detail – provides real-time campaign health check
- Consolidate and onboard appropriate technologies to enhance IA processes and donor experience

Launch aggressive alumni strategy

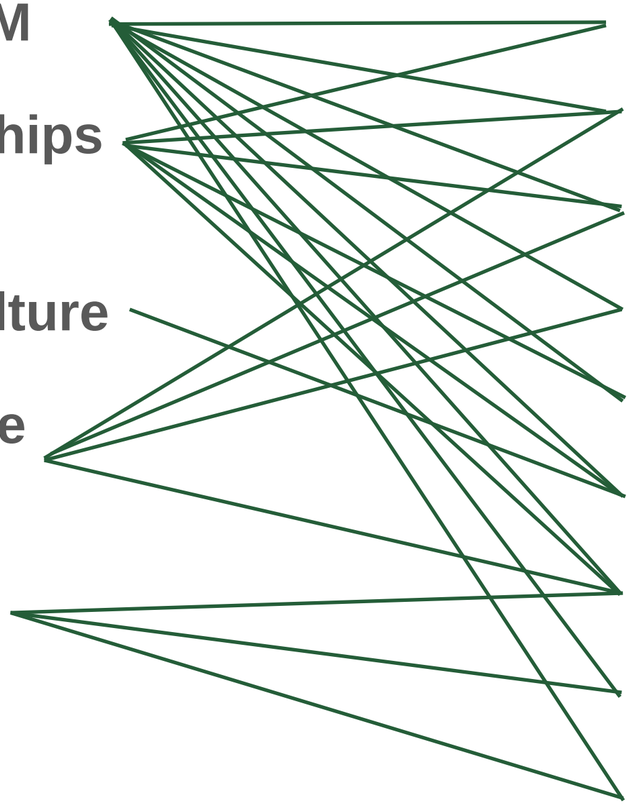
- **Build cross-campus Alumni Coalition** to amplify alumni connections (establish alumni liaison in each school/college)
- Launch Phase One of Wolverines on the Road
- Re-engage student alumni ambassadors to create culture of ”alumni mentality” with current UVU students
- Engage Top 100 key alumni

Strengthen staff competence, confidence, and collaboration

- **Continue cross-training and “line-of-sight” impact discussions**
- Improve internal communication and collaboration through unified Share Point site.
- Transform onboarding and campaign training processes (over 40% of the division is new in the last year)
- Enhance capacities and leadership in a variety of areas: prospect research, donor relations, annual and planned giving, and database management
- Strengthen CASE understanding and compliance

PLEASE CONTINUE TO PARTNER WITH US

1. Raise at least $50M
2. Enhance partnerships
3. Establish and transform data culture
4. Launch aggressive alumni strategy
5. Strengthen staff confidence, competence, and collaboration



- President’s Office
- Academic Affairs
- Marketing & Communications
- Student Affairs
- Administration & Strategic Relations
- Digital Transformation
- People & Culture & EID
- General Counsel
- Budget & Finance

THANK YOU!

Stewardship Conversation

FINANCE & AUXILIARY SERVICES

October 26, 2023

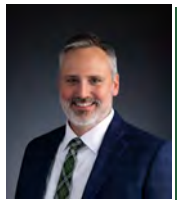
MISSION

Finance & Auxiliary Services supports UVU in strategically stewarding resources to uphold the university's commitment to quality, affordability, and efficiency and by delivering internal and auxiliary services to enhance its capacity to educate every student for success.

FINANACE & AUXILIARY SERVICES TEAMS

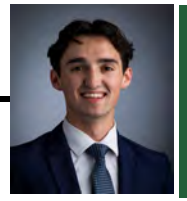
- Accounts Payable/Receivable
- Accounting
- Budget Office
- Bursar’s Office
- Campus Store
- Catering Services
- Collections
- Continuing Education
- Community Education
- Dining Services
- Finance & Business Services
- GRAMA
- Internal Audit
- Lehi Campus
- Mailroom
- Payroll
- Printing Services
- Procurement & Contracts
- Professional & Executive Educ.
- Travel
- Warehouse & Surplus
- Wasatch Campus

UVU FINANCE AND AUXILIARY SERVICES



Jim Mortensen
Vice President
Finance & Auxiliary Services

Stacy Fowler
Executive Assistant
Finance & Auxiliary / GRAMA

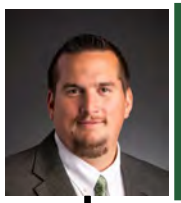


Henry Freeman
Presidential Intern
Finance & Auxiliary Services

Ked Black
AVP
Finance / GRAMA

Shawn Neider
Director - Planning & Financial Analysis

Peter VanderHeide
Director
Internal Audit



R.J. Willing
Interim Executive Director
Continuing Education

Joe Martin
Controller
Finance & Business

Ryan Lindstrom
Sr Director
Procurement/Contract

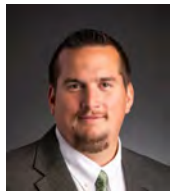
Scott Wood
Sr Director
Budget Office

Louise Bridge
Director
Campus Store

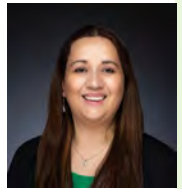
Dave Scott
Director
Printing Serv.

Ibrahim Tashman
Director
Dining Services

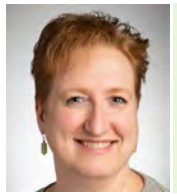
UVU



R.J. Willing
Sr. Director
Community Education



Karen Foster
Program Director
ESL



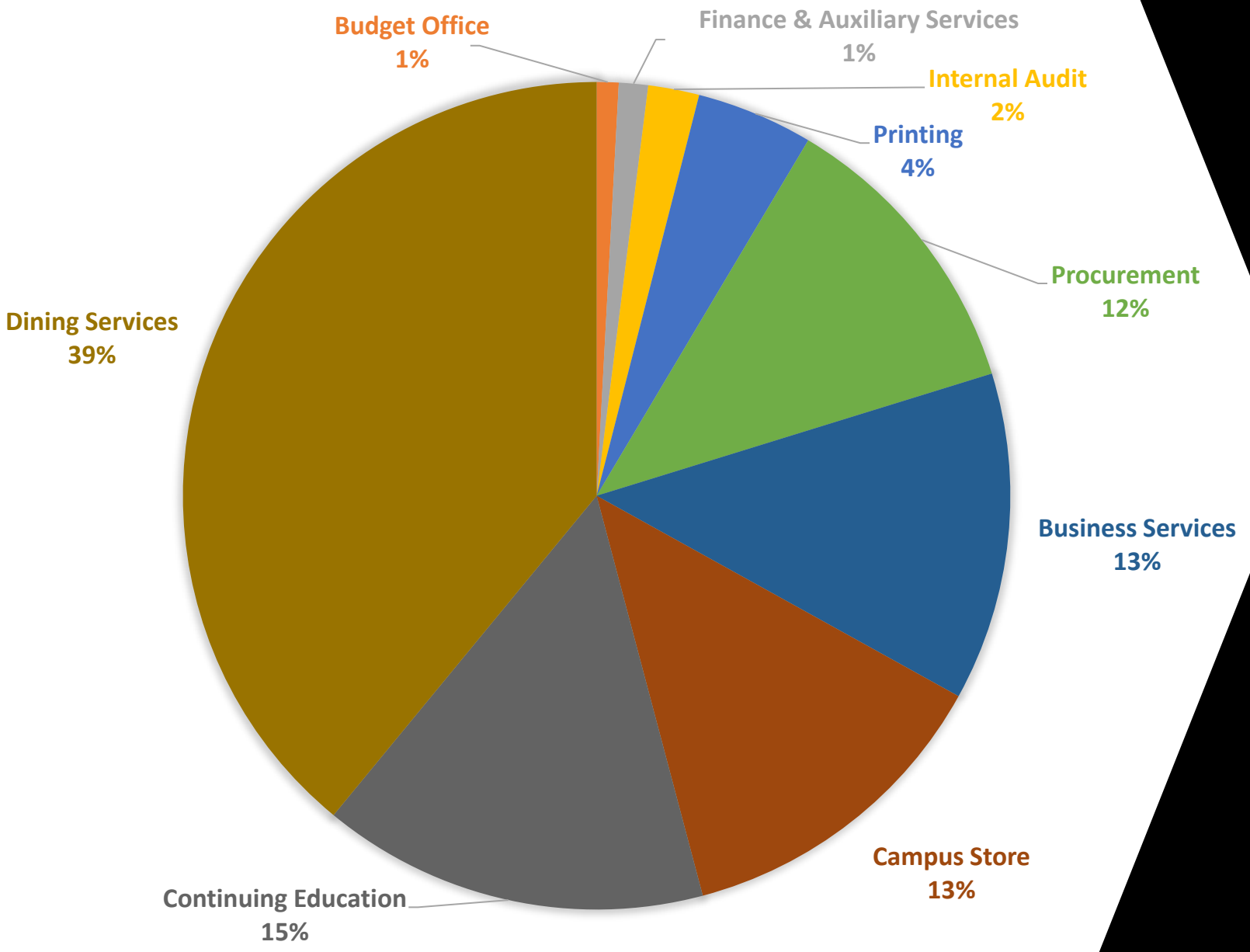
Beka Grulich
Director
Wasatch Campus

Robyn Farnsworth
Admin Support IV
Continuing Education

Brenda Betteridge
Project Manager
Continuing Education

Renae Deighton
Interim Director
Executive Education

EMPLOYEES



Finance & Auxiliary Services Employee Count

Budget Information

	2022-23 Budget	2023-24 Budget	1 Year $ Change	1 Year % Change
Dean, Continuing Education	$4,307,893	$4,196,803	-$111,090	-2.58%
Associate Vice President of Finance/GRAMA	$6,003,912	$6,397,648	$393,736	6.56%
Director of Internal Audit				
Vice President of Finance & Auxiliary Services	$1,686,484	$1,569,477	-$117,007	-6.94%
Finance & Auxiliaries Total	**$11,998,289**	**$12,163,928**	**$165,639**	**1.38%**

Audit & GRAMA

Audit and Review

17 Audits performed

85 Ethics Point Reports Administered

2 Ethic Point Audits

Internal Audit also provides assistance with policy interpretation, internal control implementation, committee needs, and related functions.

GRAMA Requests

84 Requests

416 Records Reviewed

UVU
PANDA
Valley
UTAH VALLEY
UVU
UNIVERSITY
AVP FINANCE

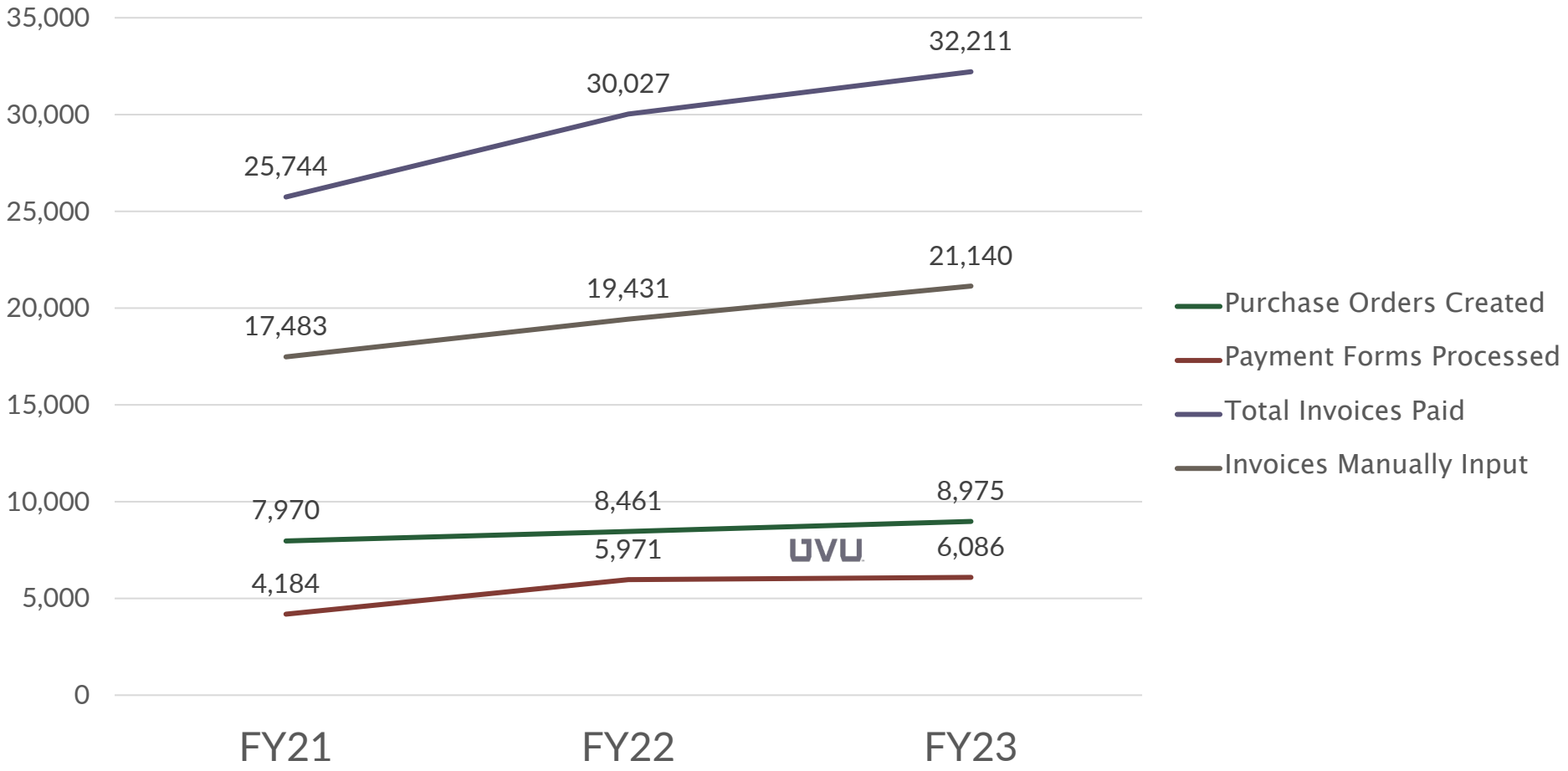
PAYROLL

- Paid 7,684 Employees
- 4 Full-time Staff Members
- Gross payroll wages for FY 23: $211,413,242

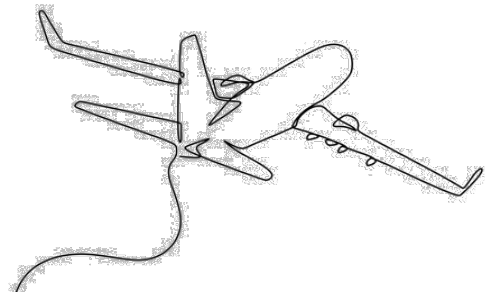
Campus Store

3 YEAR SALES SUMMARY	2021	2022	2023	Percentage Increase
Clothing and Gift Sales	$479,710	$616,807	$927,540	93.35%
Total Revenues	$2,978,977	$3,365,529	$4,042,015	35.68%

Purchasing and Accounts Payable



Travel



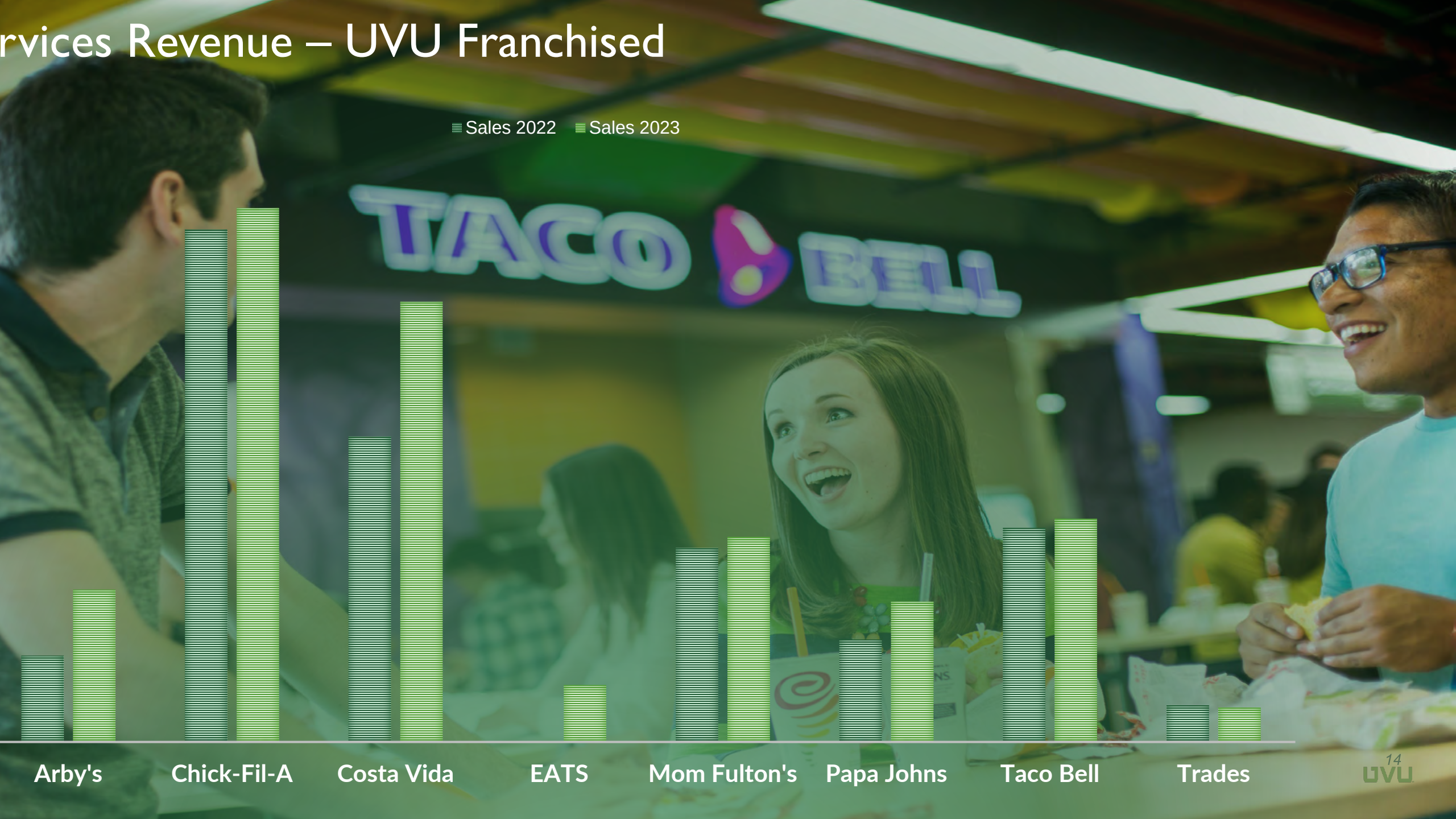
	FY21	FY22	FY23
Annual Total Spend	$1,869,269	$5,568,770	$8,453,143
Expense Reports	1,231	2,955	3,867
Transactions	10,803	32,825	45,504
Expense Reports Audited	100%	100%	100%
Online Trainings Completed	124	183	242

Current Open/Activated Cards: 1,133

Mangia!

Restaurant Options on Campus (22)

rvices Revenue – UVU Franchised

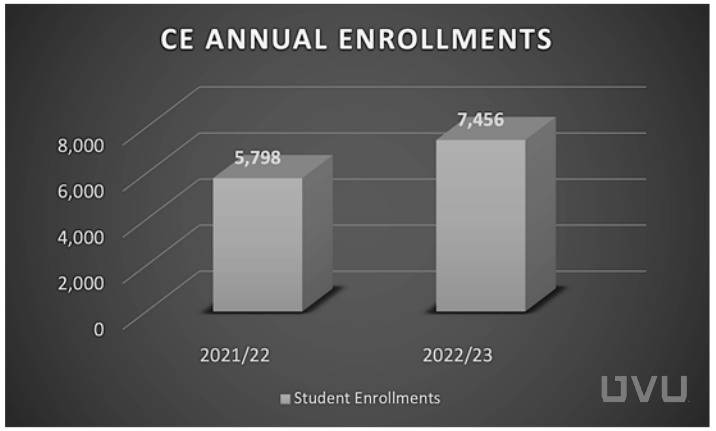


Catering

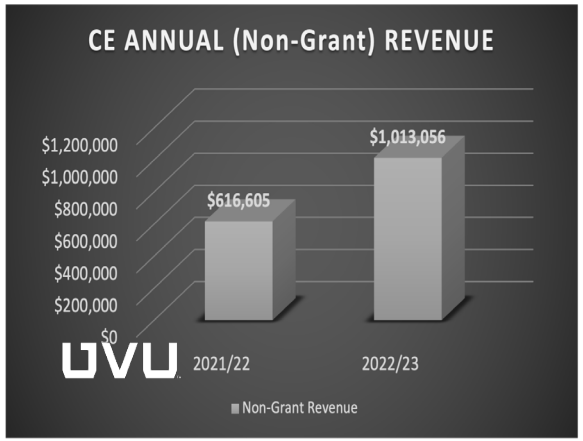
2022 Total Sales: $1,348,862

2023 Total Sales (est.): $1,577,000

CONTINUING EDUCATION



"Discover" Marketing Campaign



$200K – One time marketing funds

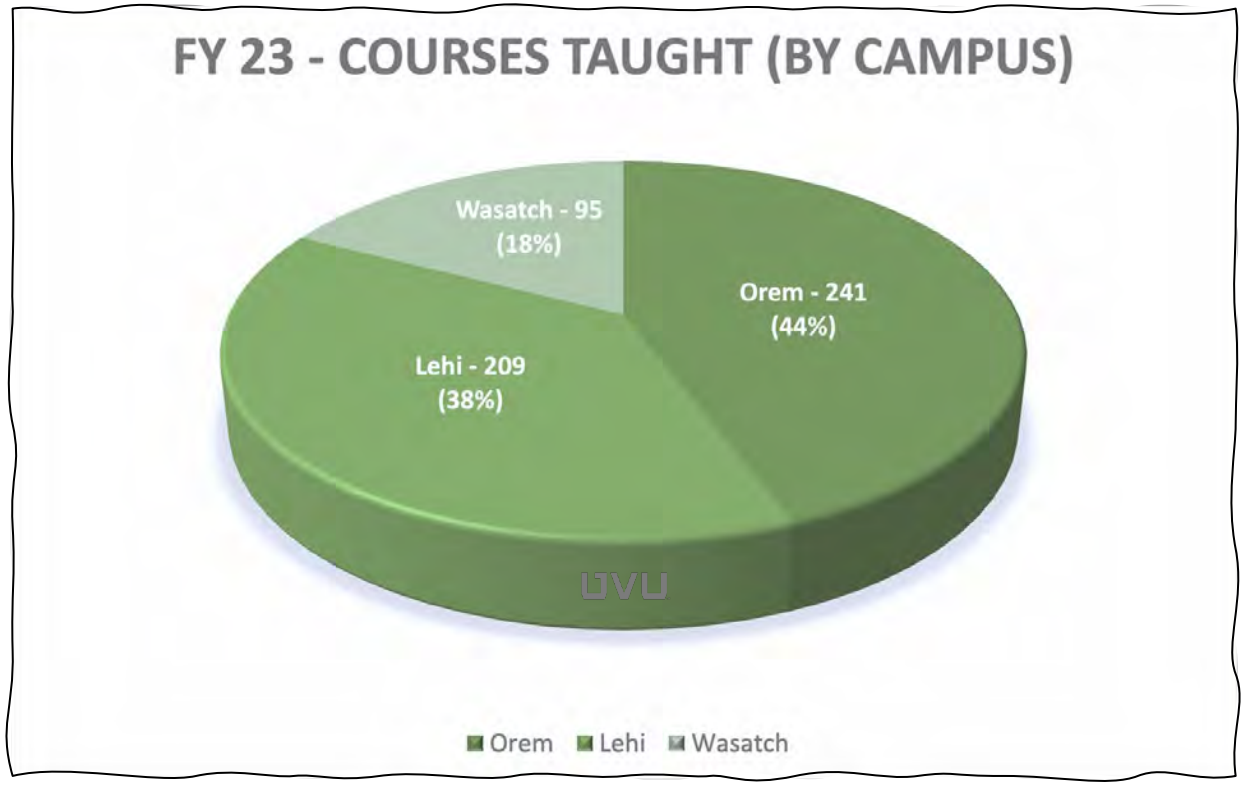
- Print, Digital, Social, Sponsorships, TV & Radio
- Business Development Events
- 2x Golf Tournament
- Open House

Campaign ROI

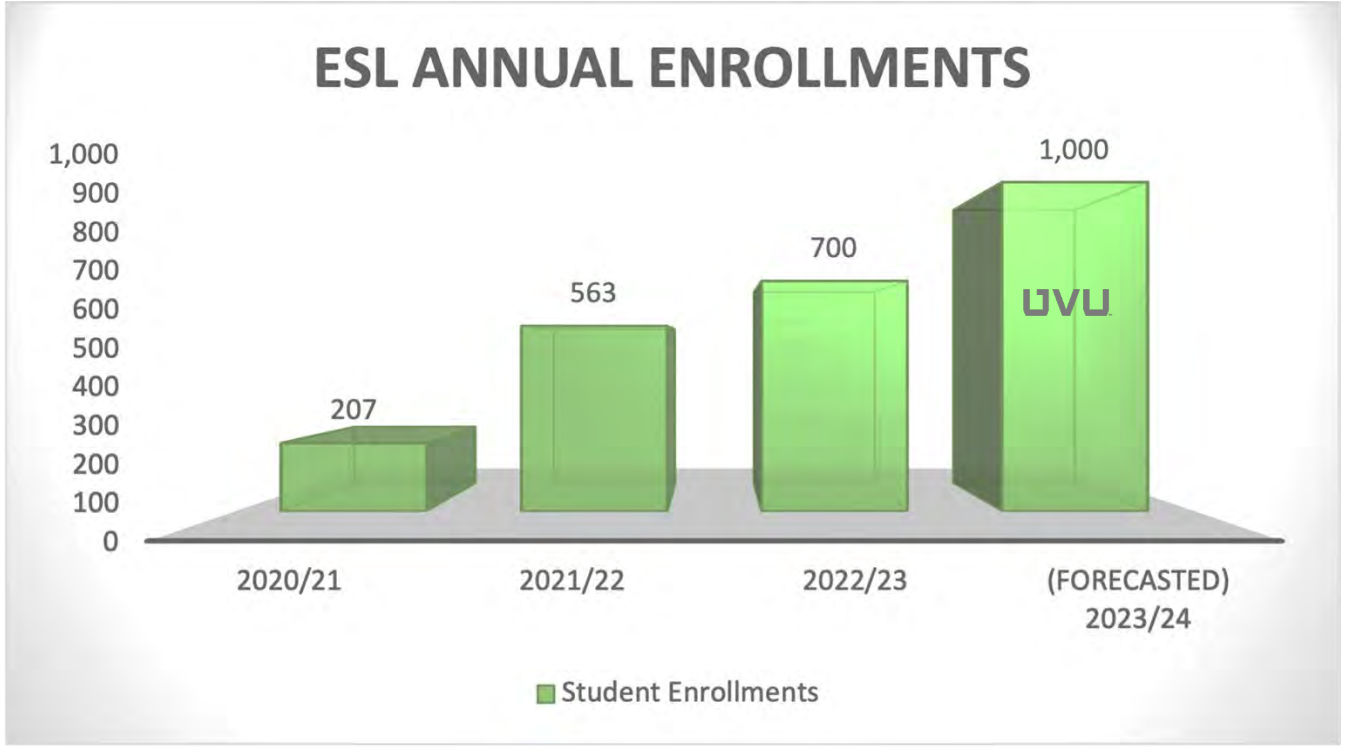
- Increased Enrollments by **1,658** Students
- Increased (non-grant) Revenue by **$396,451**

UVU

Non-credit Programs

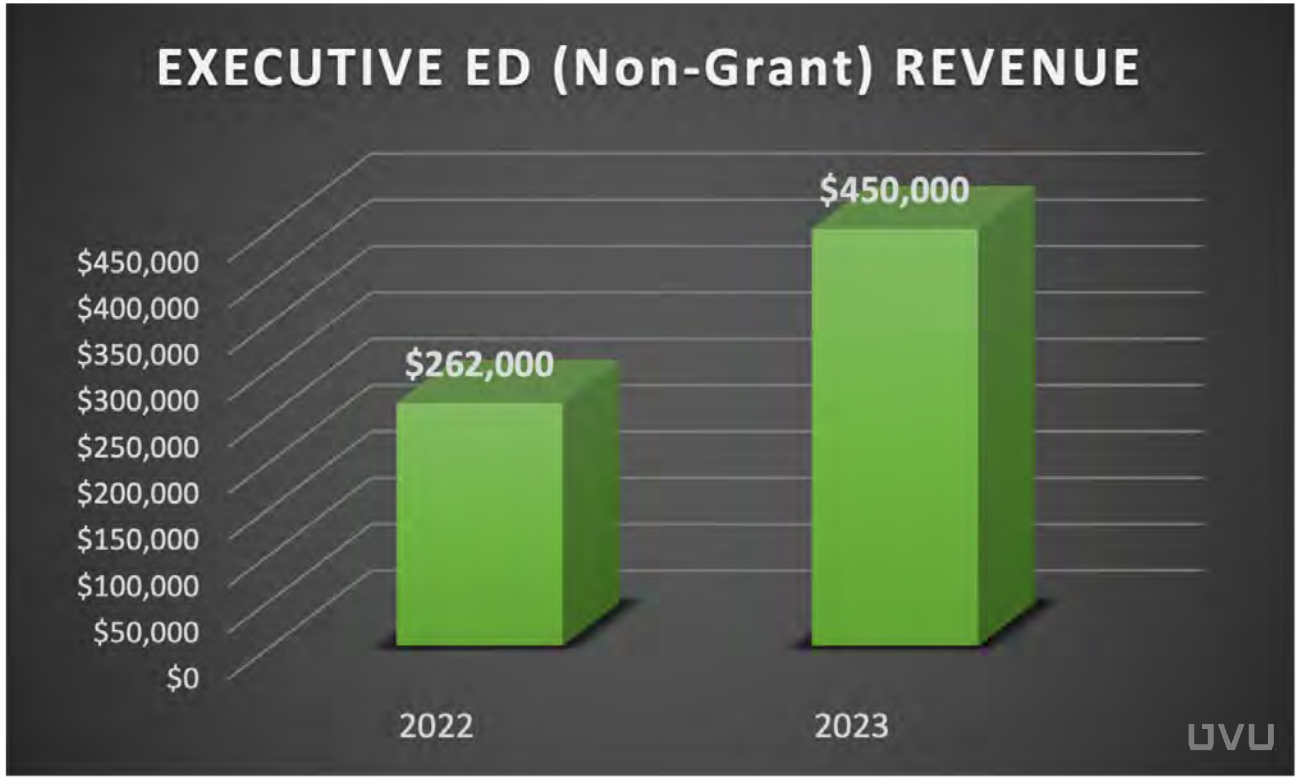


Community ESL



- Non-Appropriated FT Program Director (June 2023)
- Focus on Strategic Partnerships (Private, Non-Profit, Government)
- Fall Term – Enrollment & Revenue Comparison
  - **Fall** 2023 – **250 Students**
  - **Fall** 2022 – 167 Students
- Satellite Campus Expansion (Lehi – Spring 2024)
- Latinos of Tomorrow Summer Bridge Program (Summer 2024)

Executive Education Revenue (non-grant)



- Transitioned away from Learn & Work funding dependence
- Increased non-grant revenue by $188K (+72%)
- Hired “Special Projects Manager” to lead business development
- Emphasized corporate partnerships
- Engaged industry-leading corporate education consultants to present industry best practices and market recommendations

Finance Constraints on Enrollments and Completion

Lack of clarity into college spending at the program and course level impairs the ability to shift resources to bottleneck areas.

The length of the faculty hiring process shifts spending from permanent lines to adjunct hires, tying up appropriated dollars for vacant lines.

Even with appropriation increases for compensation, inflation is eating into the areas where appropriations and tuition has been “frozen.”

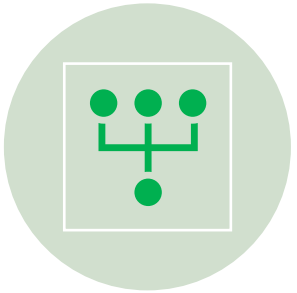
Building has outpaced donors’ payment schedules, tying up reserves.

Continuing Education Constraints

Significant workload carried by a number of part-time employees

Lack of articulation agreement between Continuing Education and Academic Affairs has prevented earning credit for coursework or certifications.

Revolving door in leadership has impeded long-term planning and investment in marketing, relationship building, and course adaption.



Loss of multiple positions to other organizations has knee-capped the division in key areas.

Step 3: Reference Strategic Planning Efforts

- Provide clear, actionable budget and financial reports to drive timely, quality spending decisions
- Enhance Planning, Budget and Assessment Process
- Refine service offerings of Aux. Services and Cont. Education for revenue generation

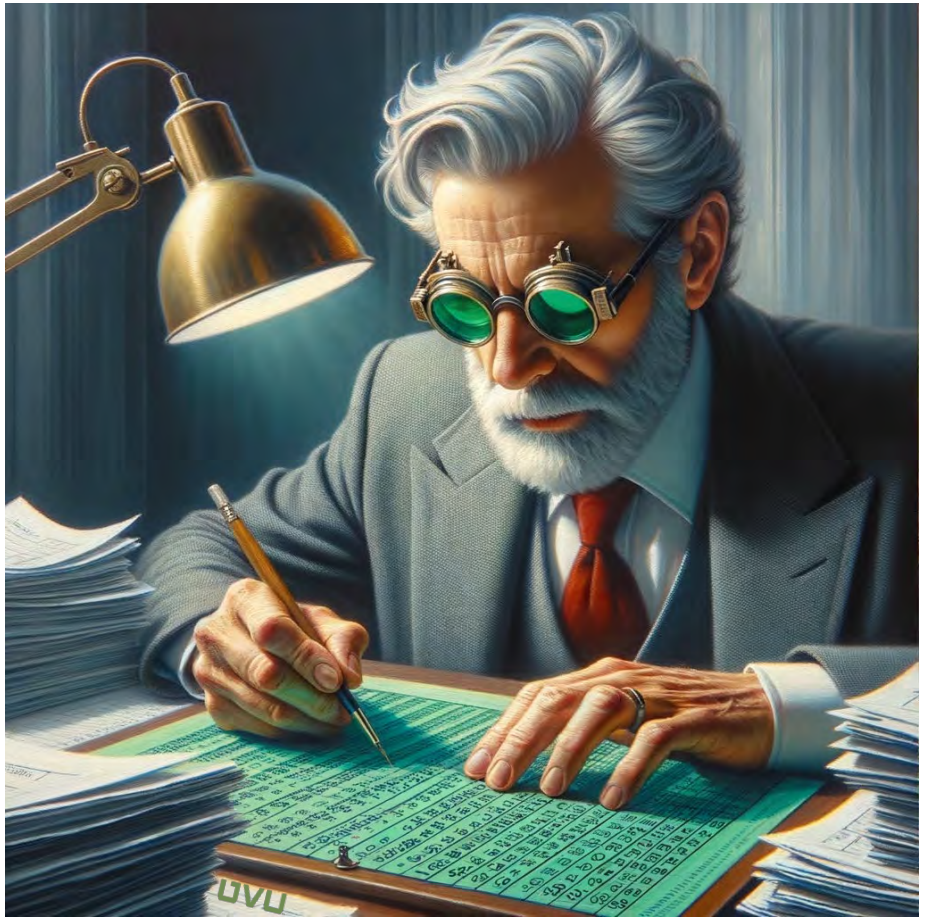
1. Provide clear, actionable budget and finance reports to drive timely, quality spending decisions.

MEETING WITH STAKEHOLDERS TO DETERMINE REPORTING NEEDS.

GOING OUT WITH AN RFP IN NOVEMBER.

NEW FINANCE AND BUDGETING SYSTEM IMPLEMENTED FOR FY 25.

2. Enhance Planning, Budget and Assessment Process



- Refocus PBA conversations on entirety of budget.
- Partner with Academic Affairs to implement software package for granular analysis of program enrollments and costs.
- Shift resources to address enrollment and completion constraints.

3. Refine service offerings of Auxiliary Services and Continuing Education for revenue generation

Reducing part-time headcount in dining services through attrition.

Organizing ConEd around principles of operational excellence.

Creating custom executive education offerings.

Restarting workshop and conference services.

Giving the campus store a name.

Greatly expanding our licensed merchandise offerings.

Increase stackable credentials working with Academic Affairs

Resurrect and standardize CEU's

Improve vitality of satellite campuses through academic programming

And yes, President, we do print stickers.

Q&A

THANK YOU!

DIGITAL
CHANGE IN ACTION
TRANSFORMATION

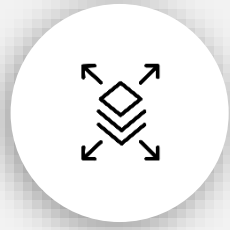
Dx – Plan, Budget, and Assess

STATE of Dx

Employees, operational budget, etc.

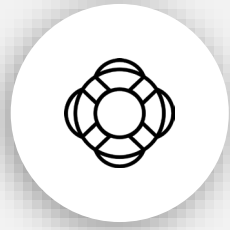
STUDENT SUPPORT

Constraints for Enrollment and Completion



STRATEGIC PLANS

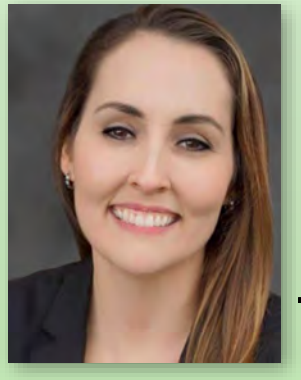
Our Vision, Reallocations, etc.



WINS and WORKS in PROGRESS

Celebrate Success,
Take Accountability

DIGITAL TRANSFORMATION LEADERSHIP



Christina Baum
CIO / VP Digital Transformation

Reed Warner
Enterprise Architect

Nathan Gerber
AVP, Partner Solutions & Technology Support

Brian Hall
AVP, Platform Technologies

Karen McLaughlin
Exec Office Manager

Brett McKeachnie
Sr Director, Enterprise Portfolio Management

Ben Metzger
Controller III, Dx Financial Management

Devin Krisle
Sr Director, Operational Excellence

UVU DIGITAL TRANSFORMATION
UTAH VALLEY UNIVERSITY

Employee Type	# of Employees
Full Time – Exempt	124
Full Time – Non-Exempt	23
Part Time	80
Student	45
Presidential Intern	1
TOTAL	**273**

Dx Employees – Our Amazing Team!

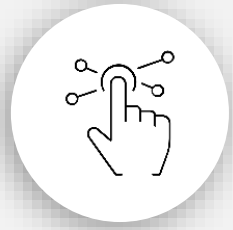
Dx Finances at-a-Glance

Assets	One-time	Ongoing
Appropriated Funds	$ -	$ 28,190,000
Dx Carry Forward (1%)	$ 266,000	$ -
HETI (Higher Education Technology Initiative)	$ -	$ 558,000
Designated Projects Funds	$ 7,581,000	$ -
Sub Totals	**$ 7,847,000**	**$ 28,748,000**
TOTAL ASSETS		**$ 36,595,000**

Liabilities	One-time	Ongoing
Salary, Benefits, and Departmental CCT	$ 266,000	$ 21,173,000
Hardware and Software Licenses	$ -	$ 6,754,000
Cloud Compute and Data Storage	$ -	$ 230,000
Repair & Replace - Network and Telecom Services	$ -	$ 1,813,000
Repair & Replace - Cybersecurity	$ -	$ 635,000
Repair & Replace - AV Classroom	$ -	$ 1,298,000
Repair & Replace - AV Conference Rooms	$ -	$ 114,000
Repair & Replace - Server and Data Storage	$ -	$ 460,000
Repair & Replace - Data Center/Uninterruped Power Supplies	$ -	$ 64,000
Repair & Replace - Event Spaces	$ -	$ 104,000
Sub Total Liabilities	**$ 266,000**	**$ 32,645,000**
TOTAL LIABILITIES		**$ 32,911,000**

Balance	**$ 3,684,000**
Apply Designated Funds to FY24-25 Repair & Replace	$ 3,684,000
Balance	**$ -**

Dx – Plan, Budget, and Assess

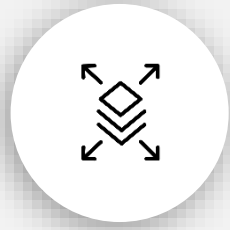


STATE of Dx

Employees, Operational Budget, etc.

STUDENT SUPPORT

Constraints on Enrollment and Completion



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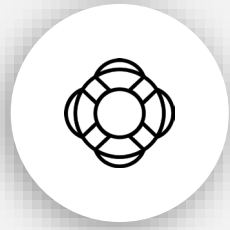
Our Vision, Reallocations, etc.



WINS and WORKS in PROGRESS

Celebrate Success, Take Accountability

Current Refresh Cycles

- Classrooms 7-years
- Network Edge 7-years
- Security Firewalls 7-years
- Cameras replace at failure

Industry standard is 5 years!

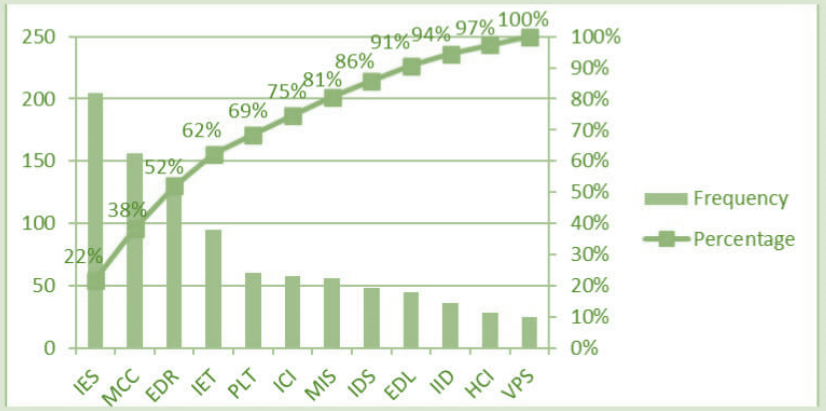
WHAT DOES a 7-year REFRESH CYCLE LOOK LIKE?

15% of UVU's network and classrooms are running at iPhone 7 levels—still making phone calls but requiring more resources, support, and customization to remain stable.

Student Journey *(Tech Lens)*

Student Focus Groups
Service Desk Tickets
Student Survey
Coordination with Student Affairs
Advisor Focus Groups

Pareto Chart



www.izenbridge.com

Ernie was feeling the pressure of his course load and decided to drop a 3 credit class.

Ernie's action triggers the Coordinated Care Network and is sent a text alert. A ticket was created to inform him of the potential consequences of his decision.

Ernie logs onto his ticket dashboard and sees the alert. He can read more about the ticket or elect to talk to an advisor.

Ernie wants to talk to his advisor to better understand the effects of his decision.

Ernie can easily make an appointment with his academic advisor on the dashboard.

The academic advisor realizes Ernie needs more info from a department advisor. The academic advisor updates Ernie's ticket to reflect their conversation and it alerts the department advisor.

The department advisor has read the past conversation and is ready with the right info when Ernie comes to meet with her. Ernie has a great chat with this advisor.

Ernie now feels he can make an informed decision. The academic advisor logs their conversation and Ernie closes the ticket.

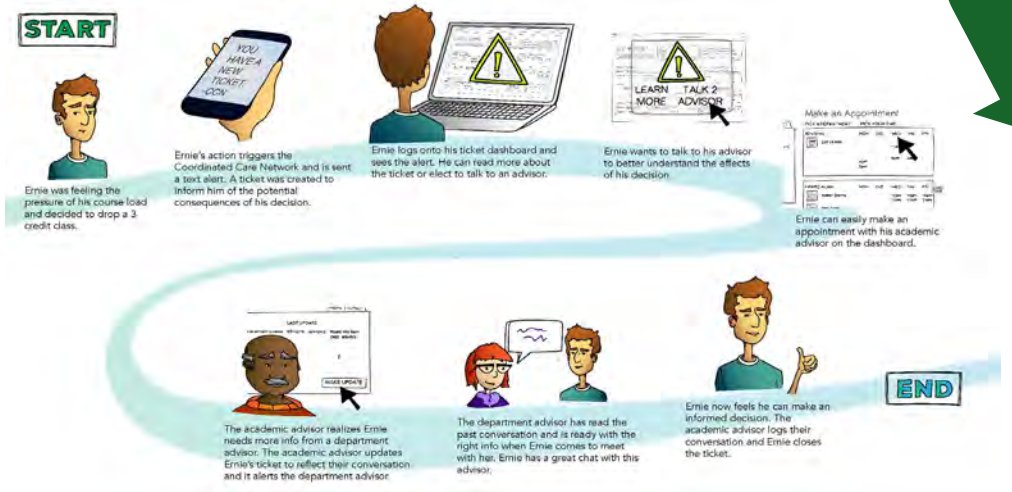
Student Journey *(Tech Lens)*

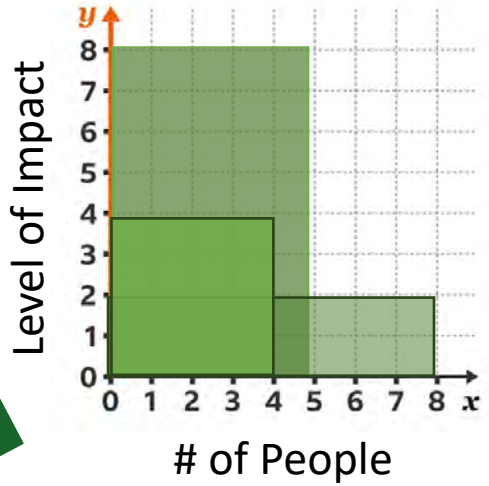
1

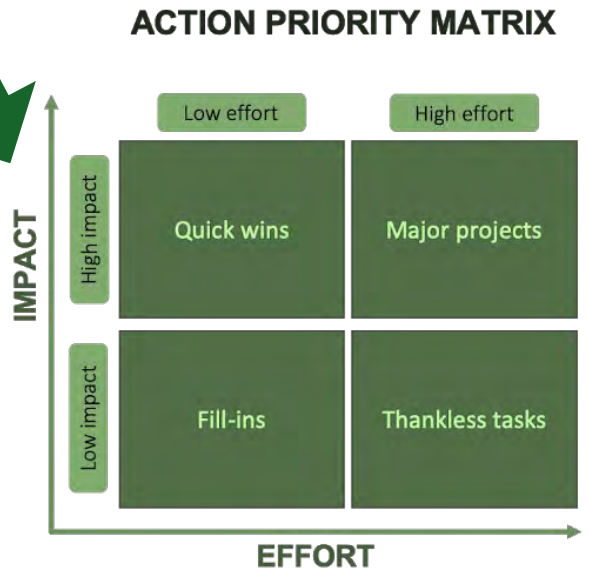
Inputs:

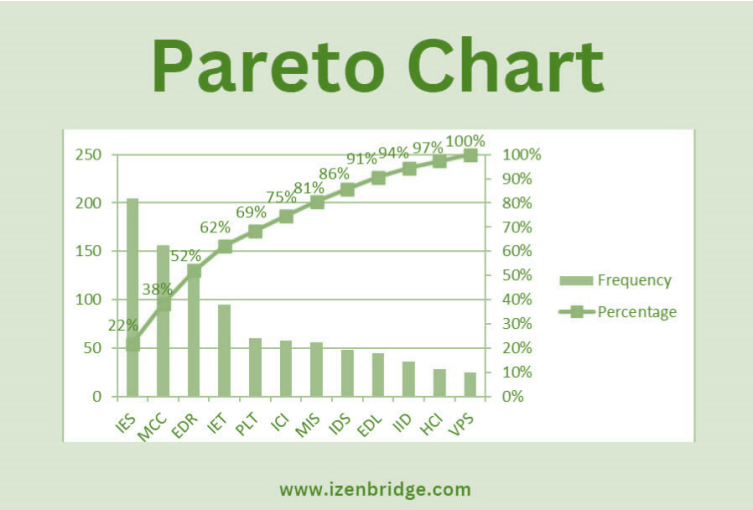
- Student Focus Groups
- Service Desk Tickets
- Student Survey
- Coordination with Student Affairs
- Advisor Focus Groups

2

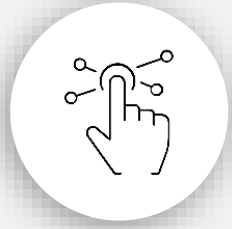








Dx – Plan, Budget, and Assess



STATE of Dx

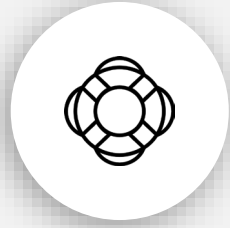
Employees, Operational Budget, etc.

STUDENT SUPPORT

Constraints for Enrollment and Completion

STRATEGIC PLANS

Our Vision, Reallocations, etc.



WINS and WORKS in PROGRESS

Celebrate Success,
Take Accountability

DIGITAL TRANSFORMATION

BEACH PICTURE: A-Z

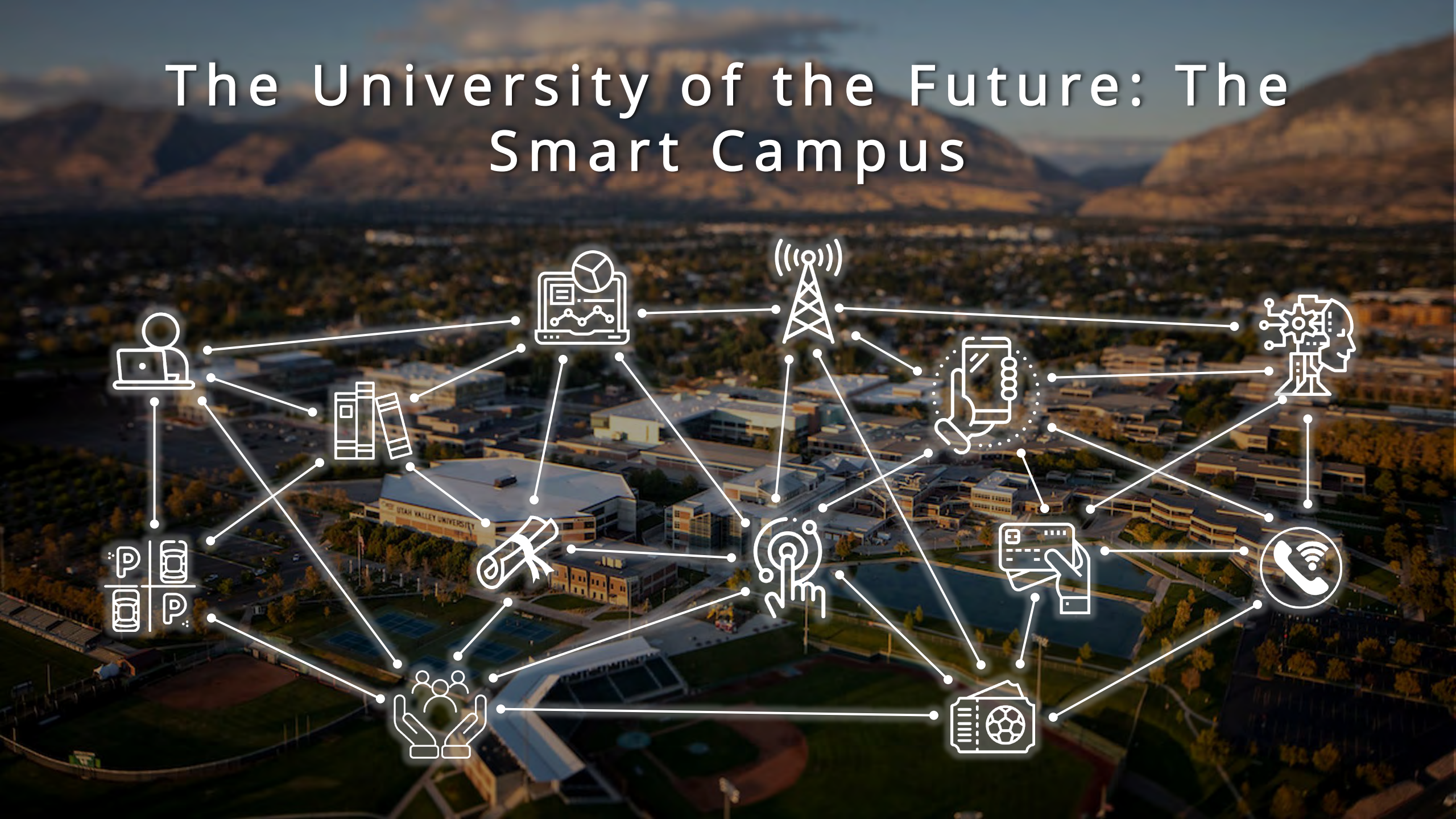
Our Mission is…

to ***lead*** UVU's digital transformation by providing ***reliable, state-of-the-art*** solutions for our ***teaching, learning,*** and ***work*** environments that are ***intuitive, transparent,*** and ***delightful*** to use.

Community Outreach	A	UVU is a recognized innovator and ***thought leader*** in higher education digital transformation
	B	Dx provides substantial ***engaged learning*** experiences for students
	C	Dx employees engage socially and professionally at UVU and in the ***technology community***
	D	Dx leverages the power of ***artificial intelligence*** and machine learning
User Experience	E	Students and faculty have a ***consistent experience*** with technology from class to class
	F	Technology is primed and ***ready prior to the first day*** of class or work
	G	***Students*** can easily access and act on information via their ***intranet/mobile apps***
	H	***Employees*** can easily access and act on information via their ***intranet/mobile apps***
	I	Students can access necessary technology ***resources on and off campus***
	J	Users' ***communication methods*** are simplified, standardized, and consistent
	K	Employees can access personalized and ***curated data*** to make informed decisions
	L	***Hybrid meetings*** are technologically seamless
Support & Service	M	Individuals can get ***real-time answers*** to their questions
	N	Dx ***monitors systems' statuses*** and fixes issues before users are adversely affected
	O	UVU campuses have reliable ***networks and cellular coverage***
	P	Users access ***standard technologies*** via self-service and request exceptions via a clear process
Dx Internal Improvements	Q	All ***IT assets are managed*** in a central database
	R	All services have been documented and critical systems have tested ***business continuity plans***
	S	All ***workflows*** are optimized, documented, and digitized
	T	***Data is governed***, reliable, secure, and available via self-service
	U	The directory, role, and ***identity management*** system is accurate and updates automatically
	V	Dx updates ***infrastructure and classroom technology*** in line with industry-standard life cycles
	W	Products and services are designed with a ***"end-user-first" approach***
	X	***Dx competencies, skills, and practices*** reflect industry best practices
	Y	***Architecture standards*** are documented, published, and followed
	Z	Dx has a ***strategic financial plan*** to maintain and innovate product and service offerings

UVU DIGITAL TRANSFORMATION
UTAH VALLEY UNIVERSITY

The University of the Future: The Smart Campus



Dx Service Model

Office of the CIO

- Administrative Support
- Financial Management
- Operational Excellence
- Enterprise Architecture
- Portfolio Management

Partner Solutions & Technology Support

- Academic Affairs
- Student Affairs & Marketing
- People & Culture and Finance
- Inst. Adv. & Admin/Strat Rel
- Digital Transformation
- President & Trustees

- Business Intelligence & Research Services
- Digital Experiences & Accessible Technology
- End-User Technology Support
- Enterprise Service Desk

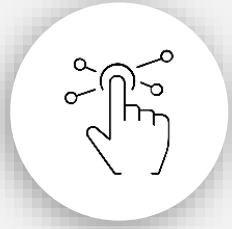
Platform Technologies

- Enterprise Infrastructure
- Software Development & Systems Integration
- Business Intelligence & Data Platform
- Audio/Video Services & Engineering
- Cybersecurity & Risk Management
- ERP Software Services
- Enterprise Software Management
- FUTURE: Identity & Access Management

Dx Reallocations and Savings

1. Reallocated funds for another FTE for business process improvements
2. Merged two FTE into one to raise salary to strengthen data team
3. Many position adjustments as part of the Dx reorg
4. Spent HEERF $ on R&R so we didn't need to request it centrally
5. Software savings:
    a. Duo 2-factor authentication saved $54,000
    b. Scala Capta-vision software replaced by Play signage saved $12,000
    c. Moving from SignalVine to Mongoose saved $40,000
6. Future Savings:
    a. Box migration will save ~$90,000
    b. Google (cost avoidance)
    c. Argos reports to MS Synapse will save ~$37,000

Dx – Plan, Budget, and Assess

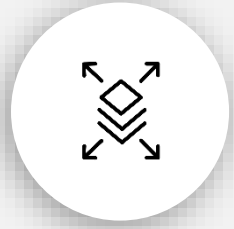


STATE of Dx

Employees, Operational Budget, etc.

STUDENT SUPPORT

Constraints for Enrollment and Completion



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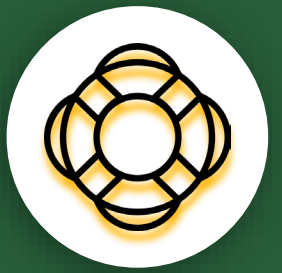


WINS and WORKS in PROGRESS

Celebrate Success,

Take Accountability

Cyber Security Threats are Ubiquitous and Becoming More Sophisticated

Over the past month at UVU:

- *5.5M legitimate emails*
- *83,000 phishing emails*
- *195,000 spam messages*
- *558 malware messages*

After implementing Abnormal (AI detection) we caught an additional:

- *Attacks per day – 39 (1,190 per month after MS filters)*
- *Phishing for credentials –1,114*
- *Internal-to-Internal attacks (email taken over) – 152*
- *Extortion for ransom – 66*
- *Scam for fee fraud – 65*
- *Reconnaissance – 25*
- *Social engineering – 12*
- *Malware – 7*
- *Spam – 13,369*

- *3.3M Multifactor authentications into UVU systems*
- *24,576 unique IPs blocked (snapshot in time)*

ASTRID S. TUMINEZ

STUDENT MOBILE APP

Registration

Student registration made easier with “one-button registration”

“It was so easy and fast I couldn’t believe I was actually registered”*

*~ student feedback during pre-registration testing**

As of 10/22/23 – 47,522 total downloads

Total deletions – 9,369 (anticipated due to graduation)

From start of Fall semester, 19,746 users with 3,820 new users

Positive Student Feedback

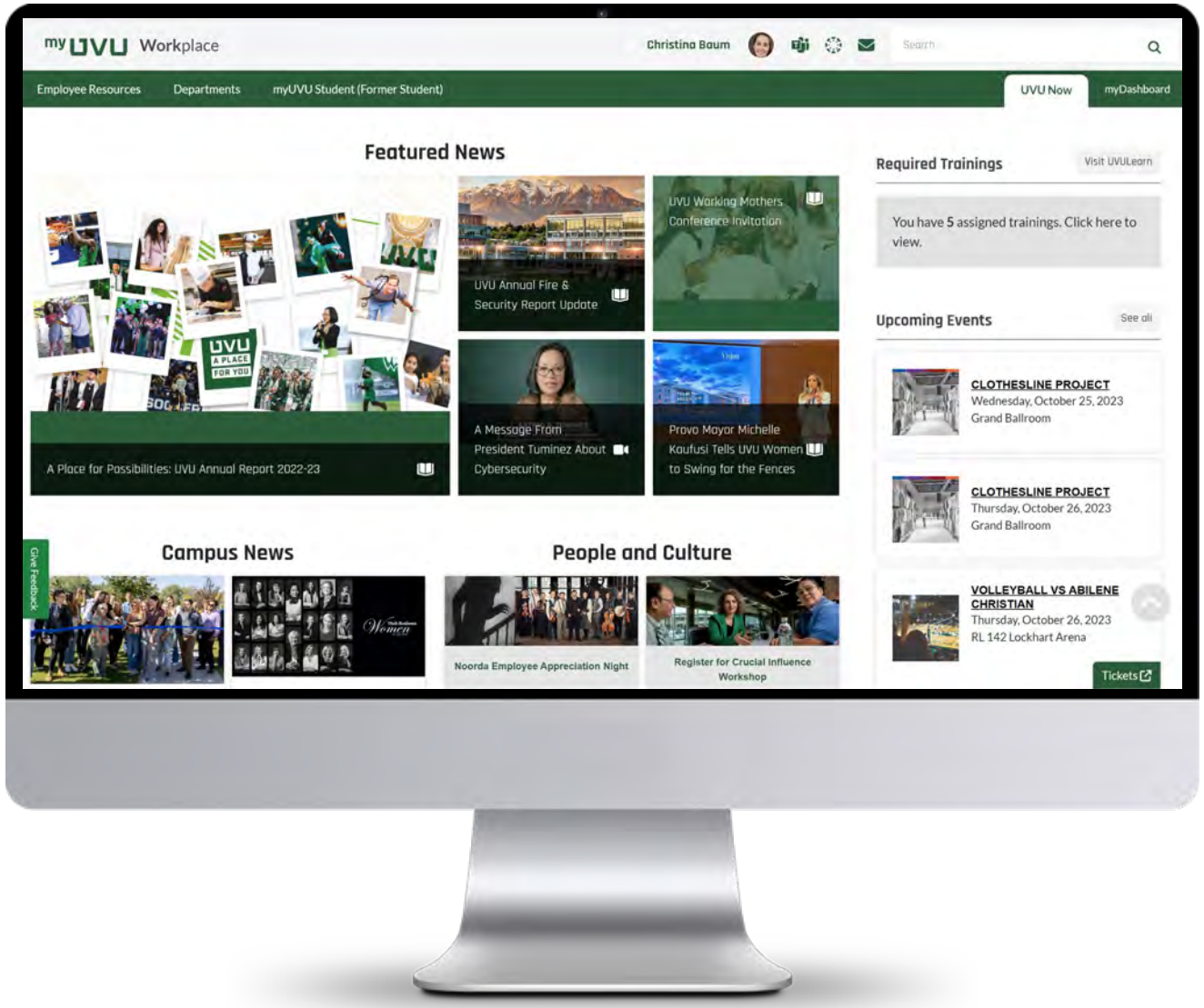
*“App is billions of times better … billions!”**

*~ student feedback during pre-registration testing**

Additional Functionality Coming

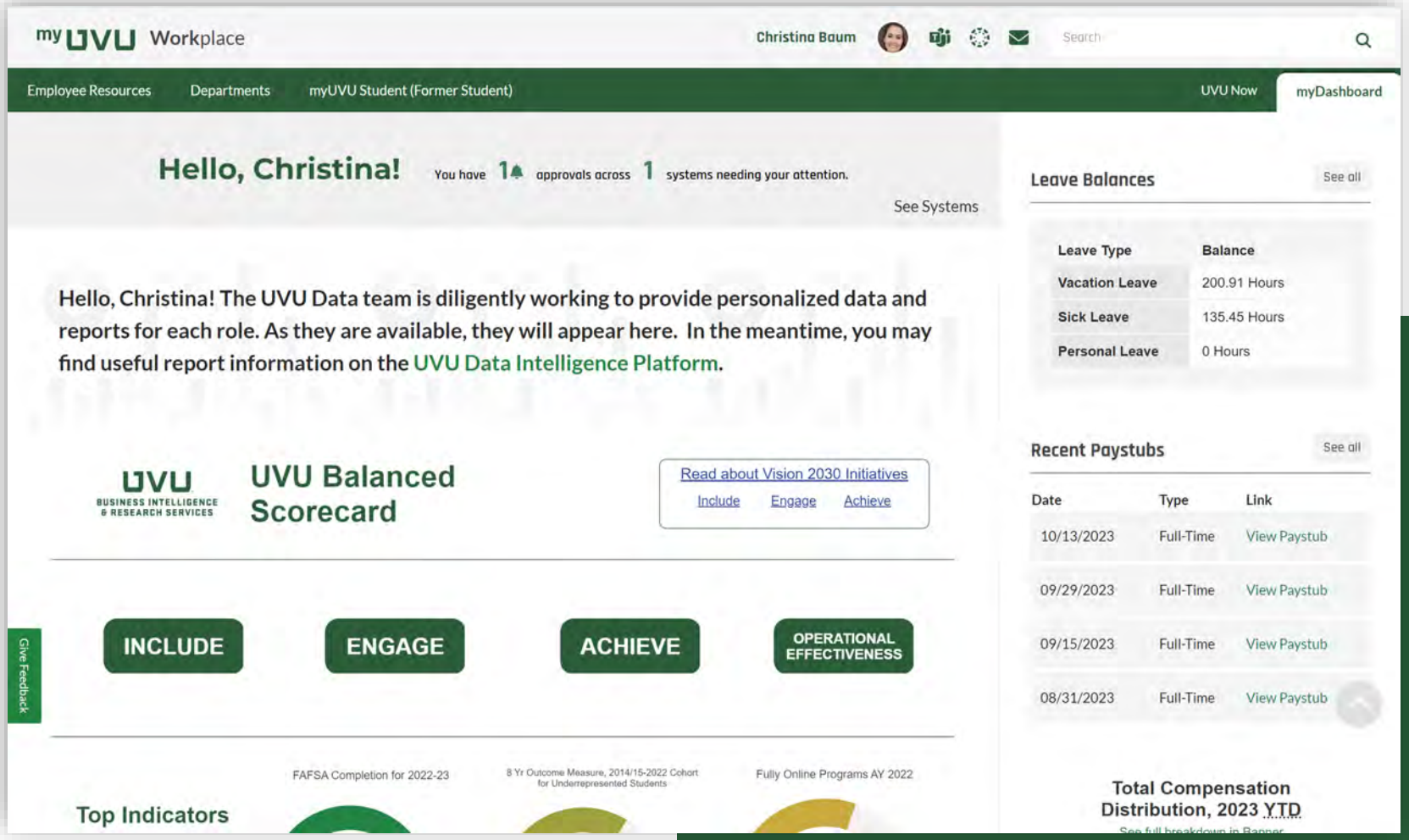
Working on features such as:

- *Improve special messaging/alerts (e.g., cyber messages)*
- *Design refresh, look and feel updates based on feedback*
- *Student focus groups for additional ideas*



UPDATED EMPLOYEE "INTRANET" to IMPROVE COMMUNICATION

EMPLOYEE DASHBOARD LINKED to a NEW INTRANET



CLASSROOM TECHNOLOGY - INNOVATION

- Updated, projectors, control systems, audio, computers, peripherals, added single sign on via YubiKey, Stream Deck, etc.
  - 100 classrooms updated
  - 25 of 60 conference rooms updated
- Lecture Halls Stream and Capture. Lecture Halls and Large spaces upgrades for better conferencing and audio pickup
  - 13 lecture halls updated

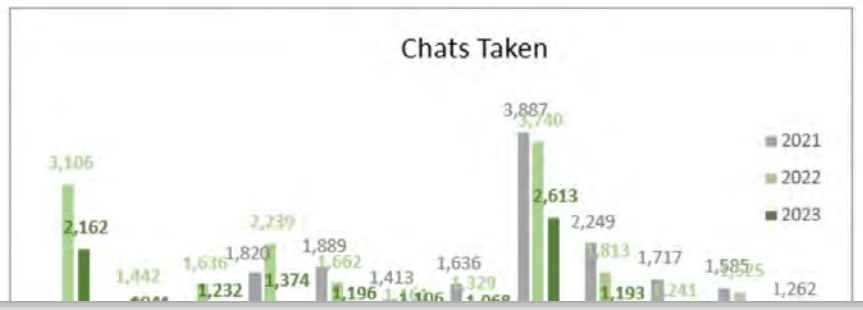
ENTERPRISE SERVICE DESK

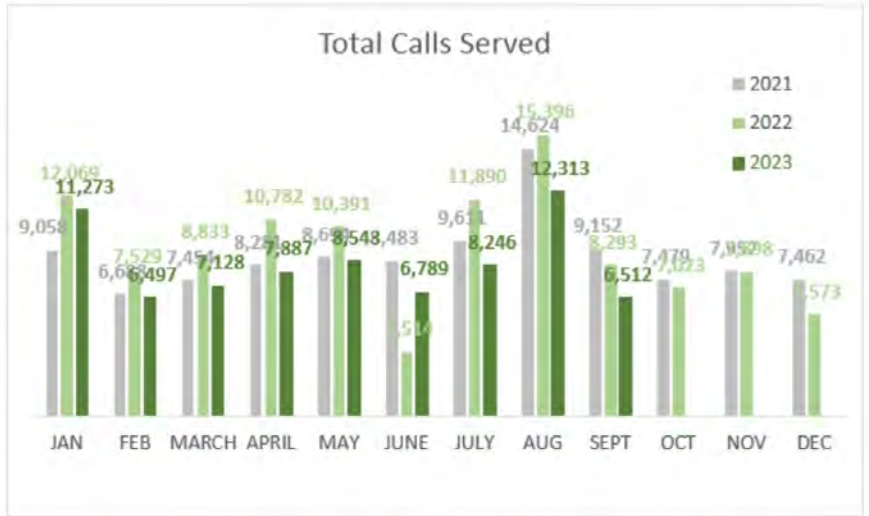
- Total Resolved Requests: 100,872
  (about 6,000 more than the previous year)
- Chats: 18,726
- Phone Calls: 104,190
- Customer satisfaction has stayed at an average of 4.6/5
- Reduced abandon rate call volume by 30%
- Created a stats website for reporting metrics
- Created an executive report for in-depth assessment to answer questions about the Service Desk performance in meetings
- Reduced time to first response in Jira request to average under 30 minutes

September 2023 Service Desk Statistics

Top Ten Ticket Categories YTD
100 Accounts and Access - Microsoft Authentication - Authentication Methods
Admissions - Application / Requirements / Status
Financial Aid/Scholarships - Awards
Financial Aid/Scholarships - Walkthrough/Questions
1000 Teaching, Learning, & Classrooms - Canvas - Support
300 Desktop, Devices, & Printing - Student Printing
Financial Aid/Scholarships - Application - FAFSA/Scholarship
1000 Teaching, Learning, & Classrooms - Classroom Video
Department/Directory Information/Other - Directions
Registrar's Office - Transcript Request

Top Five Ticket Categories September 2023	
Microsoft Authentication - Authentication Methods	412
Teaching, Learning, & Classrooms - Classroom Technology	372
Admissions - Application / Requirements / Status	308
Financial Aid/Scholarships - Walkthrough/Questions	274
Financial Aid/Scholarships - Awards	217





QUESTIONS? ASK WILSON

ADDITIONAL WINS

- Interactive enterprise **chatbot** improved support
- Network **redesign** to increase performance and reliability
- **New** document management and imaging solution
- Simplified and improved **authentication – Wi-Fi registration**
- Implemented **UVUPM** system
- **Upgraded** cybersecurity systems to protect users and data
- Simplified and enhanced **cloud management** for files and data

DATA MANAGEMENT NEXT STEPS

1. **Continue to add data to new "Data Lakehouse"**
   Master faculty data and finance data planned for this year

2. **Define Key Metrics for UVU**
   73 top Metrics for UVU have been identified
   32 of these now have "clean" definitions

3. **Prioritize Data Projects**
   497 total data requests in the system
   Each division across campus is helping to prioritize their data requests

4. **Automate top 35 reports**
   Reduces manual work for the data team

5. **3rd Annual Data Summit – November 14-15**
   Drive cultural shift and improve campus data literacy

Dx Top 5 Goals
2023-24

ENGAGE

IMPROVE STUDENT EXPERIENCE

- Deploy new chatbot (D)
- Pilot AI “TA in a Box” (D)
- Develop Health and Wellness functionality in the mobile app (G)

TRANSFORM

TRANSFORM the QUALITY and USE of DATA

- Ingest top 3 datasets *(Budget, AA master faculty, Raiser’s Edge)*
- Mature Data governance
- Automate reports
- Grow 3rd Data Summit

SIMPLIFY

SIMPLIFY EMPLOYEE TOOLS

- Enhance employee tools *(ePAFs, OBES life insurance, position library, etc.)*
- Develop Employee Deduction System
- Enhance approval and data dashboard

SECURE

IMPROVE INFRASTRUCTURE STABILITY and SECURITY

- Migrate core network
- Finalize Disaster Recovery plans
- Implement DR Phase 1
- Migrate to CrowdStrike

STABILIZE

STABILIZE Dx FINANCES

- Migrate off Box and Google
- Create “Software Elimination Plan” with other divisions
- Completed strategic financial roadmap to support Beach Picture

	2023-24	2024-25	2025-26
Infrastructure	Network Refresh (Phase 1) CrowdStrike DR/BC Plans	Network Refresh (Phase 2) DR/BC Build out	Network Refresh (Phase 3) DR/BC Testing
Financial Stability	……Dx Expenses Funded……..	……..Dx Unable to Cover Expenses……..	
	……Innovative Funding (Grants and Donations)……		
Data Use	…..Buildout MS Synapse Data Lake……..	……Dashboards and Automated Reports……	
	3rd Data Summit Automate 35 Reports	4th Data Summit	5th Data Summit
Student Experience	Document Student Experience with Tech	Student Mobile Updates	
	myUVU Updates 1st Innovation Summit	2nd Innovation Summit	3rd Innovation Summit
Employee Experience	ePAF Improvements Approval Dashboard Updates Employee Mobile App		
	Employee Deduction System		

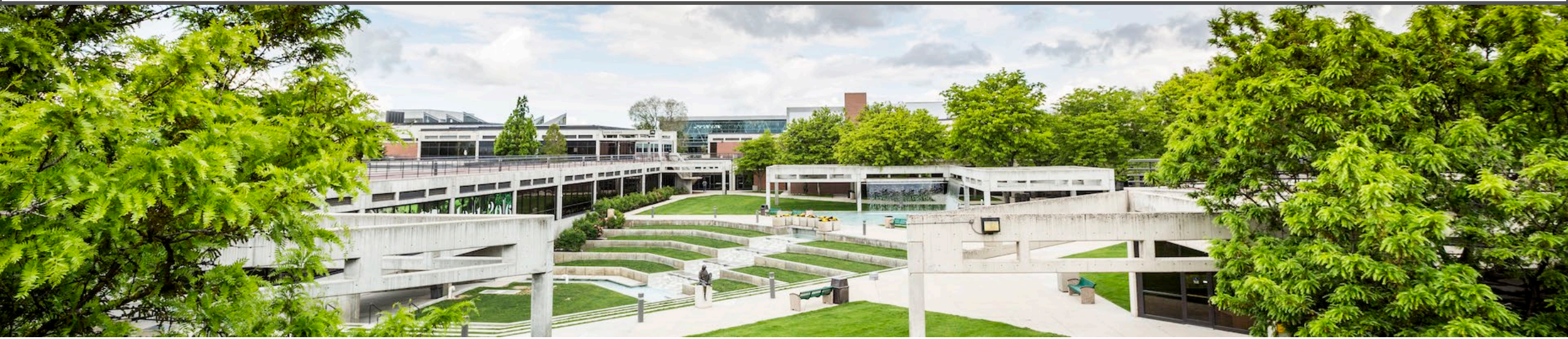
THANK YOU

Division of Administration & Strategic Relations

2023-2024 Stewardship (PBA) Conversation

October 26, 2023

DIVISION OF ADMINISTRATION & STRATEGIC RELATIONS



2023-2024 Stewardship (PBA) Conversation

- Val Peterson
  - Administration & Strategic Relations
  - Emergency Management & Safety
- Frank Young
  - Facilities & Planning
- Questions
  - University Relations
  - Athletics

DIVISION OF ADMINISTRATION & STRATEGIC RELATIONS

- Administration & Strategic Relations
  - ASR Division is UVU's 3rd largest division
  - 17 home department areas and 631 total employees
    - 301 full-time, 206 part-time, and 215 part-time student employees
- University & Community Relations
  - Government Affairs, Community Relations, and Strategic Relations
  - Convocations and Commencement
  - Small Business Development Center and Business Resource Center
- Emergency Management & Safety
  - Campus Emergency Plans, Emergency Preparedness & Trainings, Environmental Health & Safety, and Risk Management
- Athletics
  - 16 sports: Men's & Women's Basketball, Soccer, Cross Country, Track & Field, Golf, Baseball, Softball, Wrestling and Volleyball
  - Athletic Coaches, Staff, and Student Athletic Academic Services
- Facilities & Planning
  - Facilities Planning & Construction, Campus Engineering, Central Plant, Operations & Maintenance, Sustainability, Grounds/Landscape, Parking/Fleet Operations, Public Safety, Fire Marshal, and Space Development

DIVISION OF ADMINISTRATION & STRATEGIC RELATIONS

Val Peterson

VICE PRESIDENT

- **Exceptional Care**: Safeguarding assets and resources, advancing athletic programs, and protecting the University through emergency preparedness to keep us safe and ready during disasters.
- **Exceptional Results**: Supporting students, faculty, and staff by building and maintaining the University's infrastructure.
- **Exceptional Accountability**: Focus on UVU's mission and priorities with policymakers and stakeholders.

Steve Anderson
ASSOCIATE VICE PRESIDENT
UNIVERSITY RELATIONS

Frank Young
ASSOCIATE VICE PRESIDENT
FACILITIES & PLANNING

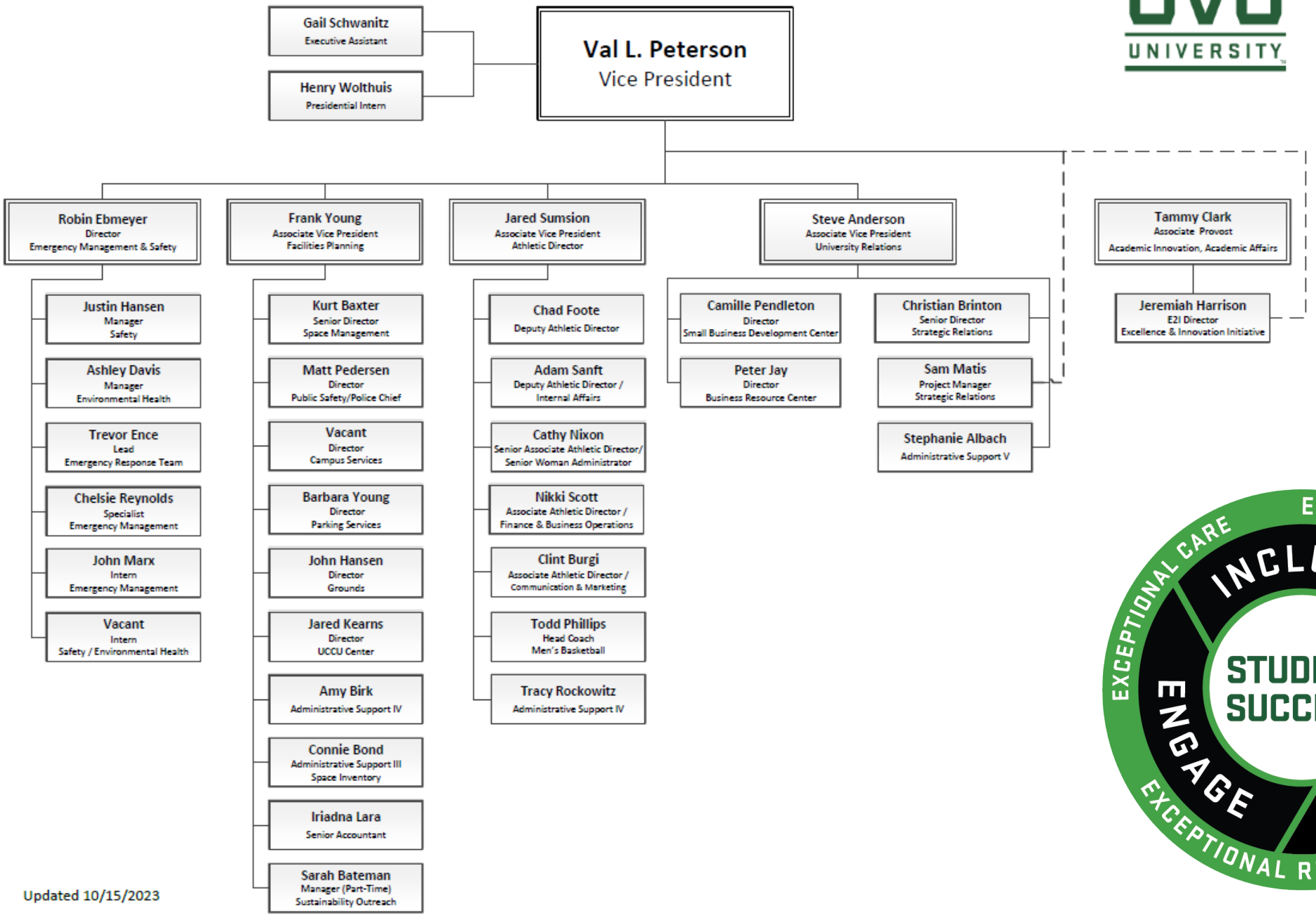
Jared Sumsion
ASSOCIATE VICE PRESIDENT /
ATHLETIC DIRECTOR
ATHLETICS

Robin Ebmeyer
DIRECTOR
EMERGENCY MANAGEMENT
& SAFETY

Gail Schwanitz
EXECUTIVE ASSISTANT

Henry Wolthuis
PRESIDENTIAL INTERN

Utah Valley University | Administration & Strategic Relations



Updated 10/15/2023

DIVISION OF ADMINISTRATION & STRATEGIC RELATIONS

Budget

- 2022-23 Operating Budget – $35,234,493
  - Administration & Strategic Relations – $2,341,773
  - Athletics – $7,349,704
  - Facilities & Planning – $25,543,016
- 2023-24 Operating Budget – $37,355,990
  - Administration & Strategic Relations – $2,553,579
  - Athletics – $7,774,160
  - Facilities & Planning – $27,028,251

Revenue Sources

- UCCU Center, parking, building and property leases, and Business Resource Center
  - FY23, UCCU generated $4,063,601 and Parking generated $2,047,362
  - FY23, Lehi 1 & 2 Buildings generated $2,228,478
  - Building leases generated $136,753
  - Business Resource Center (BRC) generated $75,000

DIVISION OF ADMINISTRATION & STRATEGIC RELATIONS

Constraints

- Space Allocations & Availability discussions (monthly)
- Infrastructure meetings (weekly)
- Building expansions
- 90.72 square footage per student

Partnerships

- Collaboration with Key Constituents
- CEO Jobs Council
- Strategic Relations Committee with Vice President Kyle Reyes

Equity, Inclusion & Diversity (EID)

- New ASR EID Subcommittee and NCAA DEI Framework Report Committee implemented Fall 2022

DIVISION OF ADMINISTRATION & STRATEGIC RELATIONS

ASR Dashboard Project

- Presidential Intern Henry Wolthuis is creating protype dashboards for Divisional and Athletics to highlight top facts and metrics. Once complete, dashboards will be displayed on ASR webpage.

DIVISION OF ADMINISTRATION & STRATEGIC RELATIONS

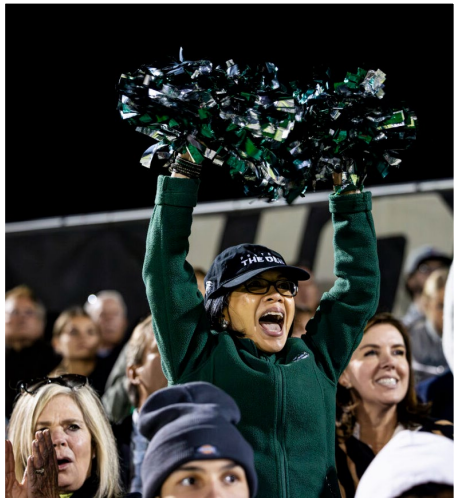
2023-2024 ASR Administrative Assessment Plans

- Goal 1: Develop and execute University facilities according to approved master plan
  - Institutional priority: Include, Engage, Achieve, Operational Effectiveness
  - Priority objectives: Health Professions 2, UCCU Soccer Stadium, Student Athletics Academic Building, Education
  - Assessment: Buildings are funded, designed, and construction completed
  - Funding: State budget capital building requests to the Board of Higher Education, Utah Legislature, and fundraising

DIVISION OF ADMINISTRATION & STRATEGIC RELATIONS

2023-2024 ASR Administrative Assessment Plans

- Goal 2: Strengthen UVU athletics programs and position UVU as a strong mid-major
  - Institutional priority: Include, Engage, Achieve
  - Priority and objectives: Create a strategic plan to enhance our programs to be competitive in the WAC. Specifically delineating men's and women's basketball, men's and women's soccer, women's volleyball, wrestling as our premiere athletic programs
  - Assessment: Fundraise for the student athletic success building, with a goal of $14 million
  - Funding: UVU needs to continue to allocate resources to be competitive in the WAC



DIVISION OF ADMINISTRATION & STRATEGIC RELATIONS

2023-2024 ASR Administrative Assessment Plans

- Goal 3: Secure support and funding for UVU through state and federal legislative process
  - Institutional priority: Include, Engage, Achieve, Operational Effectiveness
  - Priority objectives: Resourcing and raise funds through performance funding, enrollment growth, RFAs, and federal earmarks
  - Assessment and Funding: Receive resources from state and federal government

EMERGENCY MANAGEMENT & SAFETY

EMERGENCY MANAGEMENT & SAFETY

2023-2024 Accountability Report

Emergency Management Specialist Position - $98,429

- Completed this past year:
  - Increased number of training and exercises (business continuity tabletops, active shooter exercise).
  - Outreach to community (attending meetings, training, and exercises), building partnerships in the community.
  - Updated Building Marshal/Floor Captain program on campus (increased number of people prepared to react during an emergency).
  - Updated EM website (additional and updated information).

- Overall outcome:
  - The campus and its leaders are better prepared to respond to an emergency, crisis or disaster.

UNIVERSITY RELATIONS

2022-2023 UNIVERSITY RELATIONS HIGHLIGHTS BY THE NUMBERS

- Community
  - 200+ hours volunteer service at United Way Day of Caring

- Government Affairs
  - Performance-based funding: $6.3M
  - Discretionary Compensation: 8.75% increase
  - RFAs: $1.4M Ongoing | $6.6M One-time
    - Native American Initiative: $1.5M One-time | $500K Ongoing
    - Civic Thought & Leadership: $875K One-time | $875K Ongoing
    - Herbert Institute for Public Policy: $250K One-time

- Utah Valley Chamber of Commerce
  - 2022 Growth & Prosperity Summit – 325 community leaders attended
  - 2nd Annual Growth & Prosperity Summit – November 2, 2023

2022-2023 UNIVERSITY RELATIONS HIGHLIGHTS BY THE NUMBERS

- Small Business Development Center | Business Resource Center
  - 46 New business starts, $4.4M Capital Infusion
  - 101 New jobs created and 97 Events
  - WTC Step Grants and Smart Cities & Fabrication Lab
- Parades
  - Twelve community parades with newly painted firetruck
- Convocations & Commencement
  - 9,629 degrees awarded to 8,517 graduates
  - Two-day ceremonies

ATHLETICS

Accountability

- **$530,000 One-Time funding helped cover unprecedented inflation costs of travel, insurance, equipment, etc.**
  - Prices have leveled out for now, but have not dropped
  - Cost of Attendance (scholarship) costs are increasing 32% next year ($573,804)

- **$70,171 (approved outside of PBA & funded from department) Assistant Director of Marketing has yielded significant results:**
  - Women's Soccer currently ranked 1st in the WAC & 5th in the nation for average attendance
  - Men's Soccer currently ranked 1st in the WAC & 22nd in the nation for average attendance
  - Volleyball ranked 3rd in the WAC for average attendance
  - Men's Basketball attendance up by 8% from previous season
  - Wresting ranked 25th in the nation in average attendance
  - Baseball ranked 4th in the WAC for average attendance

State of the Department

Staffing:

- 66 Full-Time
- 22 Part-Time
- 98 Student
- 29 Work Study

Operational Information:

- FY23 Revenues: $16,310,819
- FY23 Expenses: $16,614,421
- $303,602 deficit covered by division after PBA assistance & Head Coach buyout

Athletic & Academic Success

- Athletic Graduation Rate is 92%
- APR Rate of 992 (out of 1,000 possible)
- Fall 2022 average cumulative GPA 3.41
  - 56 students with 4.0
  - 183 students above 3.5
  - 314 students(91%) above a 3.0
- 23 WAC Championships since joining the league in 2013-14
- WAC Academic Excellence Award Winners for 3 years running
- 252 Student-Athletes have earned Academic All-Conference (WAC & Big 12)

2022 – 23 Success:

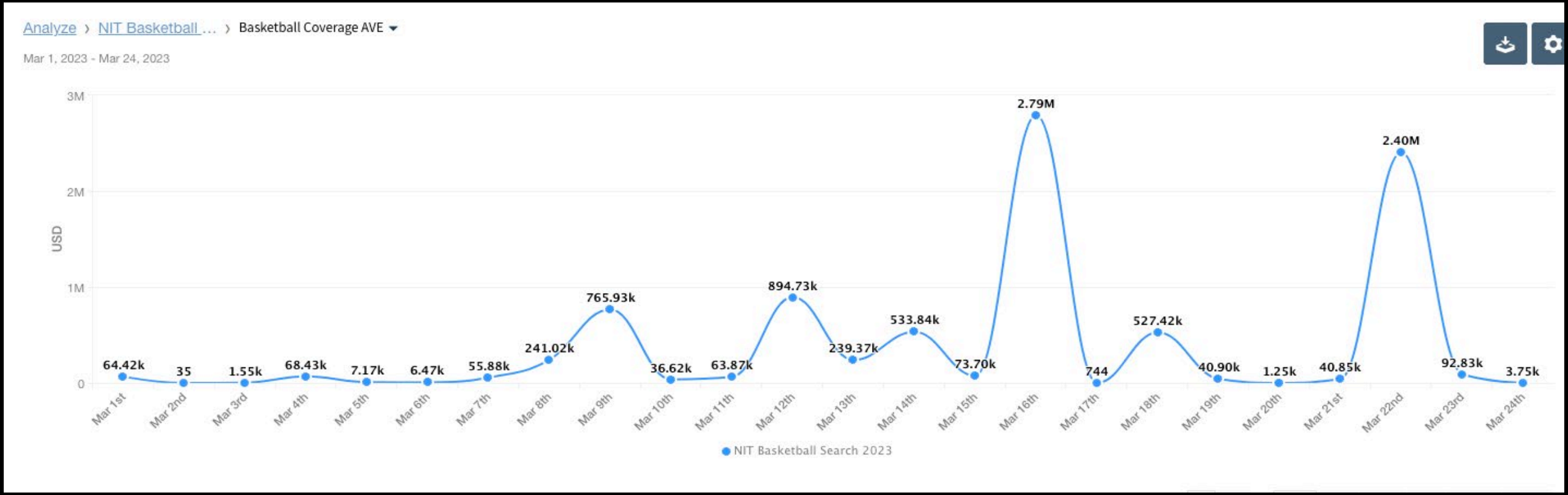
- WSOC & MBB Conference Champions
- MBB NIT Semifinal Berth
- Baseball: Biggest two-year turnaround in the nation in (2022 & 2023)
- Men's Golf: 3 team championships & 4 straight individual titles
- Track & Field: National Champion & All-American Everlyn Kemboi
- Cross Country: First-ever National Rankings and team berth in the NCAA Championship

2023-24 So Far:

- WSOC has received votes in the Top 25 and has several big wins including at #19 ranked USC.
- WXC ranked #24 nationally, has won five meets in a row and competes in WAC Championships tomorrow (10/27)
- Volleyball win over University of Utah

Value of Athletics

- Athletics drives student enrollment by being an exciting and visible ‘front porch’ for the University
- Student-Athletes often bring other students with them, helping to drive enrollment
- $13.22 million value of UVU’s NIT run in marketing/advertising (not including President Tuminez’ dance moves on ESPN that went viral)



- President Tuminez is recognized by ESPN+ Announcers for cheering on the Men's Basketball team

Constraints/Challenges

- **Unprecedented Inflation**
  - Travel, Insurance, Scholarship/Cost of Attendance, Equipment, Salary Benchmarks, etc.
- **Square Footage per student-athlete**
  - Training Rooms
  - Study Hall
- **NCAA Regulations/Mandates**
  - Student Athlete Wellness requirements
  - NIL / Alston opportunities

Strategic Planning – ASR Goal #2

Strengthen UVU Athletics programs and position UVU as a strong mid-major

- **Student Athlete Experience & Welfare**
  - Supports '**Achieve**' & completion through excellence in creative activities, and through comprehensive services and excellent staff.
- **Competitive Excellence**
  - Supports '**Achieve**' & mastery of learning outcomes. Also supports '**Engage**' by expanding community engagement opportunities.
- **Community Engagement**
  - Supports '**Engage**' & outreach by strengthening the foundation for ongoing giving, support, and engagement for UVU's students, programs and priorities.

Vision 2030

The UVU Athletics department strategic plan implements the Achieve, Include, and Engage strategy of Vision 2030. UVU Athletics' main focus is to support the mission of UVU and help the student-athletes become Champions in the classroom, Champions in competition, Champions in the Community and Champions in life.

- Achieve: Student-Athletes, coaches, administrators and staff seek excellence and commit to fulfilling their responsibilities while emphasizing the significance of acting with honesty and integrity.
- Include: UVU Athletics strives to build an inclusive culture where student-athletes and employees of diverse backgrounds receive all the support they need to achieve their maximum potential academically, athletically, in the community and in their careers/life.
- Engage: UVU Athletics will foster a culture that offers student-athletes, coaches and staff the opportunity to develop academically, athletically and professionally, to win championships, and become engaged citizens.

FACILITIES & PLANNING

2022-23 ALLOCATIONS UVU

THANK YOU!

O&M Young Living Alumni	$279,505	
Operational Effectiveness		
Building L Doors	$200,000	*Design*
Operational Effectiveness		
AX Parking Lot	$500,000	*Complete*
Operational Effectiveness		
AX Roof	$800,000	*Design*
Operational Effectiveness		
Lehi 2 Remodel	$4,000,000	*Building*
Operational Effectiveness		

2022-23 ALLOCATIONS State of Utah

$8,676,596

FY2023 Capital Improvement Recommendations

Utah Valley University

Project Description	Agency Priority	Requested Funding	1.3% Funding Recommendation
#21048790 - UVU CS Building HVAC Controls and smoke and fire dampers repl.	1	$365,000	$365,000
Exterior door ADA/proximity lock Phase 3	2	$404,284	$424,000
Noorda Center AHU retrofit for humidity control.	3	$66,000	$73,000
BA basement ceiling grid and light fixture replacement	4	$219,000	$219,088
Campus Corridor Small Cabinet Fans	5	$591,000	$590,000
12kv transformer(s) replacement	6	$425,000	$620,000
L6 lots	7	$201,000	$382,112
Central Plant 3 Well house improvements Phase II	8	$192,000	$303,000
LED light fixture upgrades phase 4	9	$308,000	$302,863
UVU CAMPUS WIDE CONCRETE IMPROVEMENTS PHASE III	10		$600,000
LA Building Data Center Chiller Replacement.	11	$118,000	
Finish replacing 8" galvanized cold water loop	12	$217,000	$430,000
Library Plant Recommissioning and cooling tower replacement.	13	$753,000	$613,000
College dr from round about east to 800s traffic light	14	$307,000	$358,230
Library LED lighting and controls	15	$840,500	$839,120
Campus Based Strategy/design to maintain corridor pressure.	16	$102,000	
Relandscape of steep Grass areas West Campus	17	$1,074,000	$1,181,000
CS Roof replacement	18	$781,000	$826,183
Gas Meters on all Boilers	19	$156,000	$550,000
Woodbury HVAC retrofit	20	$1,217,000	
Lighting Controls Retrofit Phase Two	21	$302,000	
LC Airhandler 3 & 4 retrofit	22	$967,000	
3rd Well for CP#3	23	$1,750,000	
Facilities Storage Warehouse	24	$550,000	
RL Arena restrooms upgrade	25	$150,000	
Restroom upgrades (BA 1st & 2nd level, EN, WB faculty)	26	$425,000	

Impact: Exceptional Care

Facilities assures that exceptional spaces are available for teaching and learning.

4,051,112 sq. ft.

UVU's HVAC department won the 2023 Energy Champion - Education Category for their 14- Building Retro-commissioning/ Monitoring Based Commissioning Project. The award was presented by the Utah Chapter of the Association of Energy Engineers.

2023-2024 Accountability Report

- Reallocation of internal funds for position enhancement **Total: $150,000**

Questions?

THANK YOU

Division of Administration & Strategic Relations

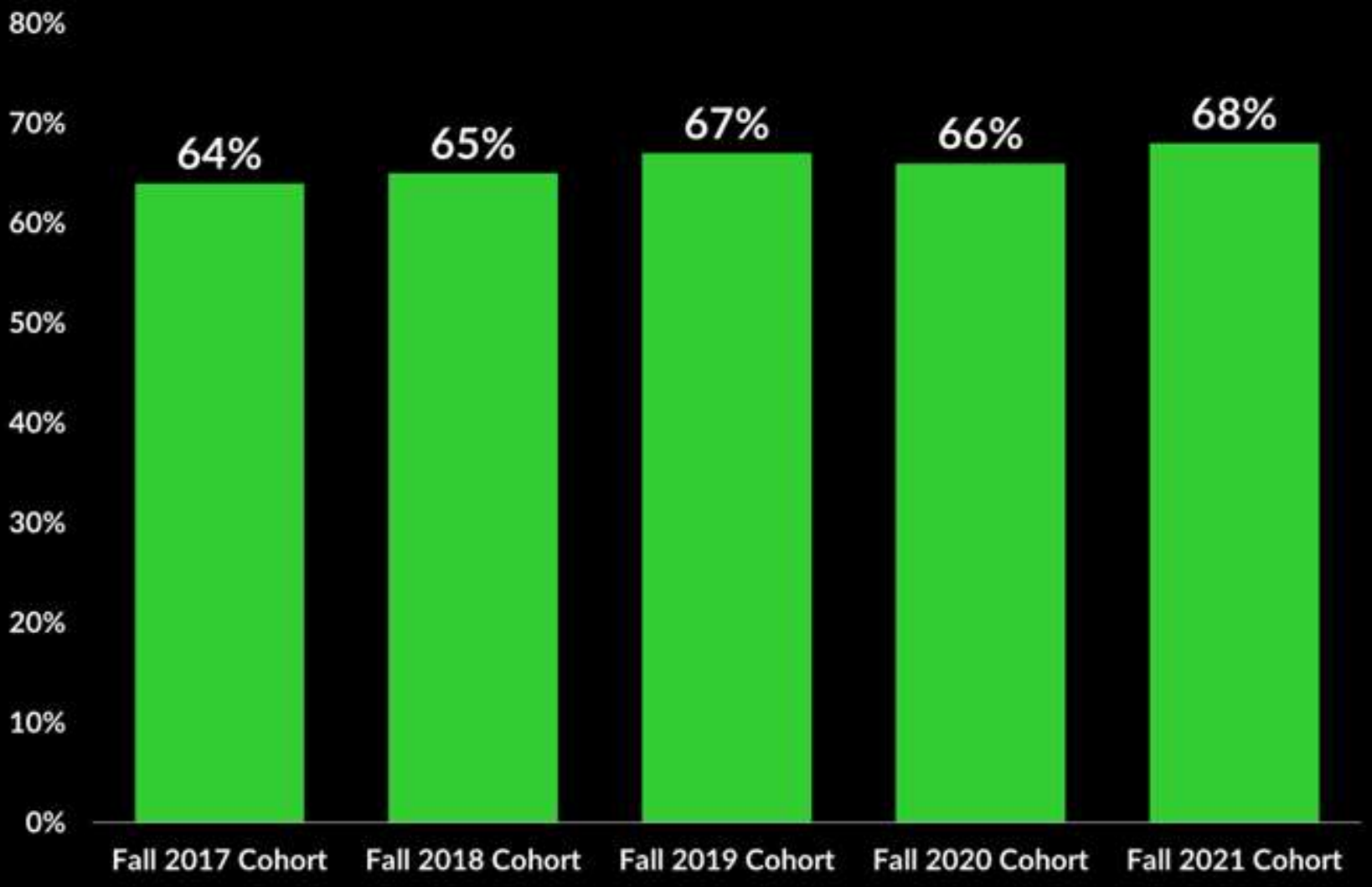
2023-2024 Stewardship (PBA) Conversation

October 26, 2023

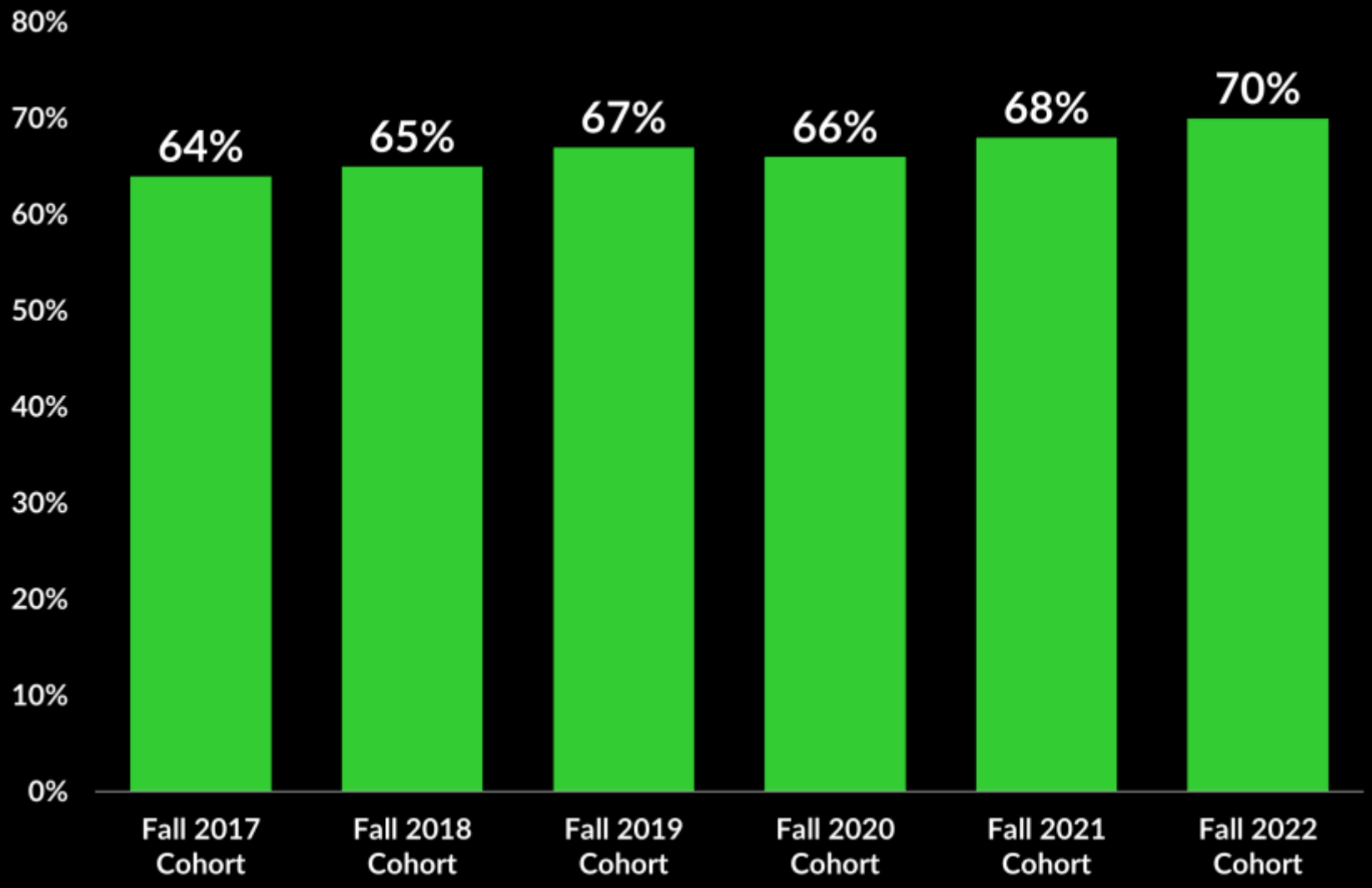
PBA STEWARDSHIP CONVERSATIONS

Office of Academic Affairs | November 29, 2023

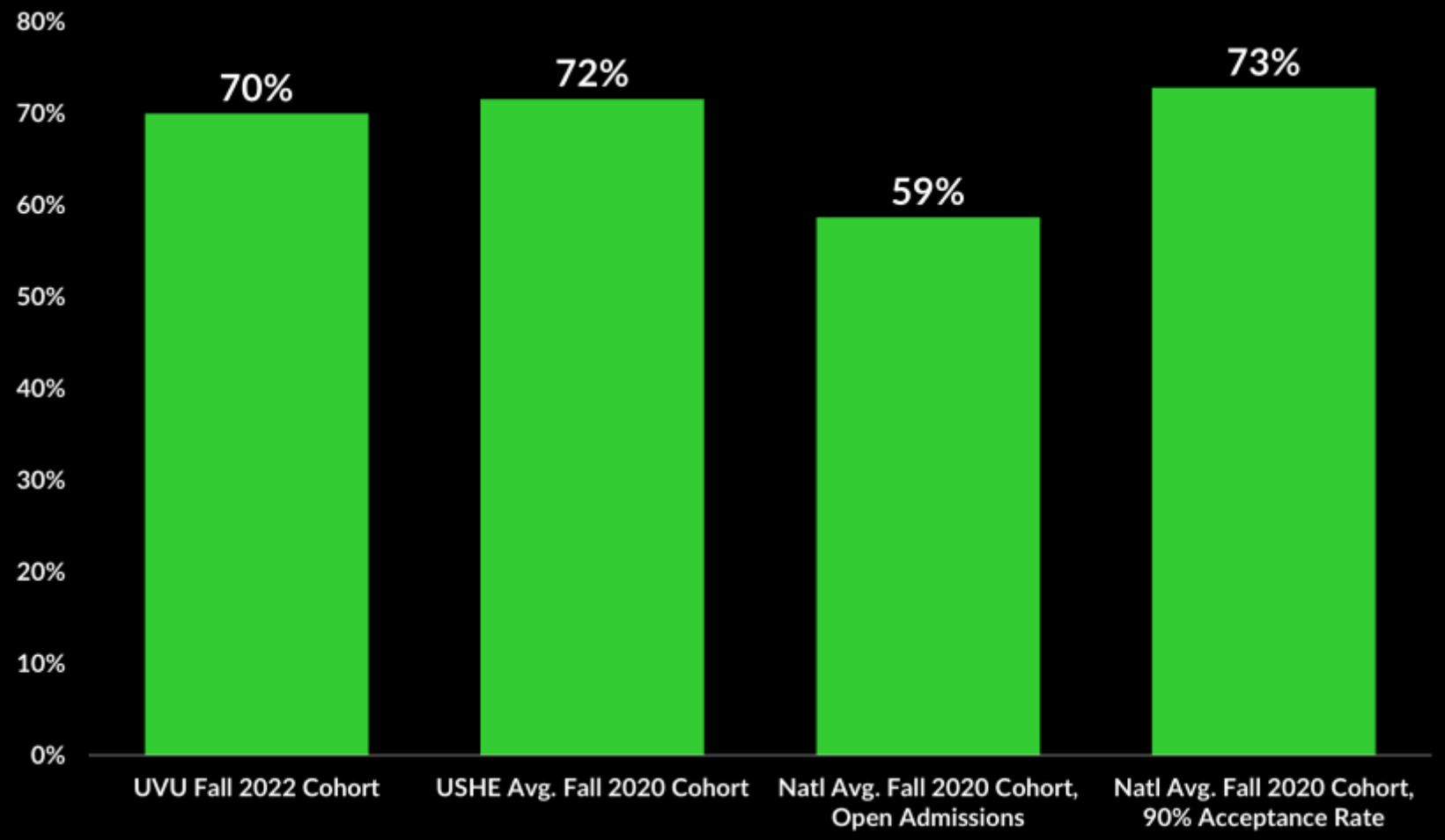
Retention Rate



Retention Rate



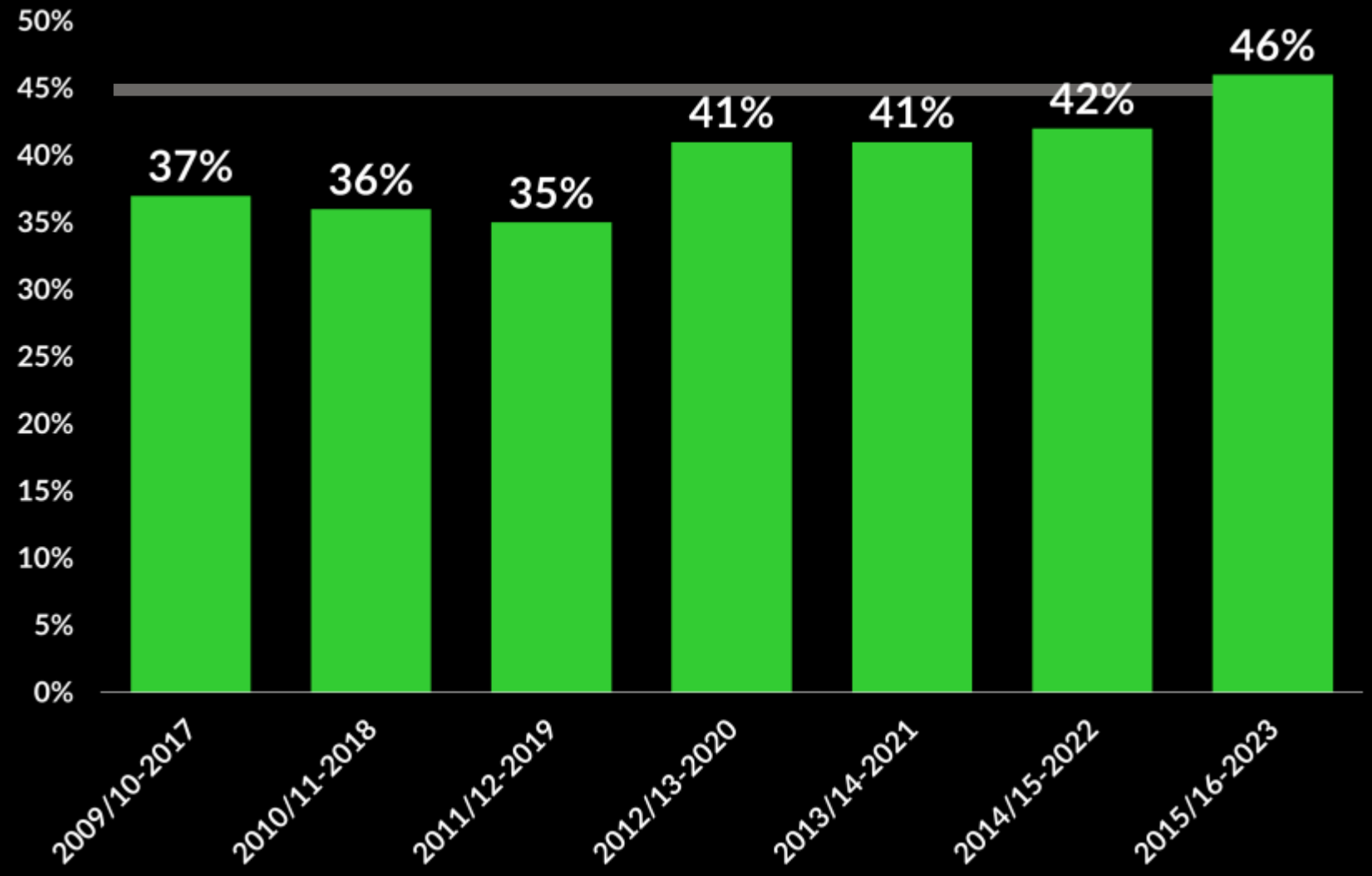
Retention Comparisons



National averages for public, 4-year institutions by admissions type.
Source: IPEDS Data Explorer, 2021-22 Reporting Cycle

Completion/8-Year Outcome Measure

Completion/8-Year Outcome Measure



CELEBRATION

KEY ISSUES FOR THE 2023-24 PBA CYCLE

- Not likely to be considerable new funding to UVU this year.
  - Growth funding
  - Performance funding
    - Waiting for resolve on ’22 targets
    - ’23 targets: timely completion, high yield awards, access
- PBA tends to focus on budgeting new funds and less on assessment of current funding.
- We *all* hold fiduciary obligations to the university, its students, and tax-payers and a duty to further our institutional mission.

ACADEMIC AFFAIRS OPERATING BUDGET

- UVU 2023-24 operating budget: $329M
- Academic Affairs 2023-24 operating budget: $201M
- 92% of AA operating budget supports salary, wages, and benefits
  - $109M supports salaried faculty and staff
  - $50M supports salaried benefits
  - $17.9M supports hourly faculty
  - $6.5M supports hourly staff
  - $1.9M supports hourly benefits
- 8% of AA operating budget supports other expenses
  - Current expenses ($15.1M)
  - Travel ($1.1M)

ACADEMIC AFFAIRS OPERATING BUDGET - BREAKDOWN

- 85% of the Academic Affairs operating budget is directly controlled by colleges/schools
- 15% of the Academic Affairs operating budget is managed by the Office of Academic Affairs
  - 2% of the Academic Affairs operating budget is managed by the provost
  - 13% of the Academic Affairs operating budget is managed by associate provosts
- Provost's direct budget Includes:
  - Salary, wages, and benefits, contingencies, Honors Program, Faculty Senate, Research Office, Constitutional Studies, centers, etc.

ACADEMIC AFFAIRS EMPLOYEES

Classification	Number
Staff Employees	
Executives	12
Exempt salaried staff	378
Non-exempt salaried staff	159
Part-time staff	312
Student Employees (includes work-study)	1,084
Faculty Employees	
Tenured/Tenure Track	641
Non-Tenure Track	176
Adjuncts*	587
Total	**3,349**

Classification	Number
Staff (executives, full and part-time)	861
Faculty	817
Adjuncts*	587
Student employees/work-study	1,084
Total	**3,349**

*As of Fall 2023. Does not include full-time faculty teaching overload or full-time staff teaching as additional assignment.

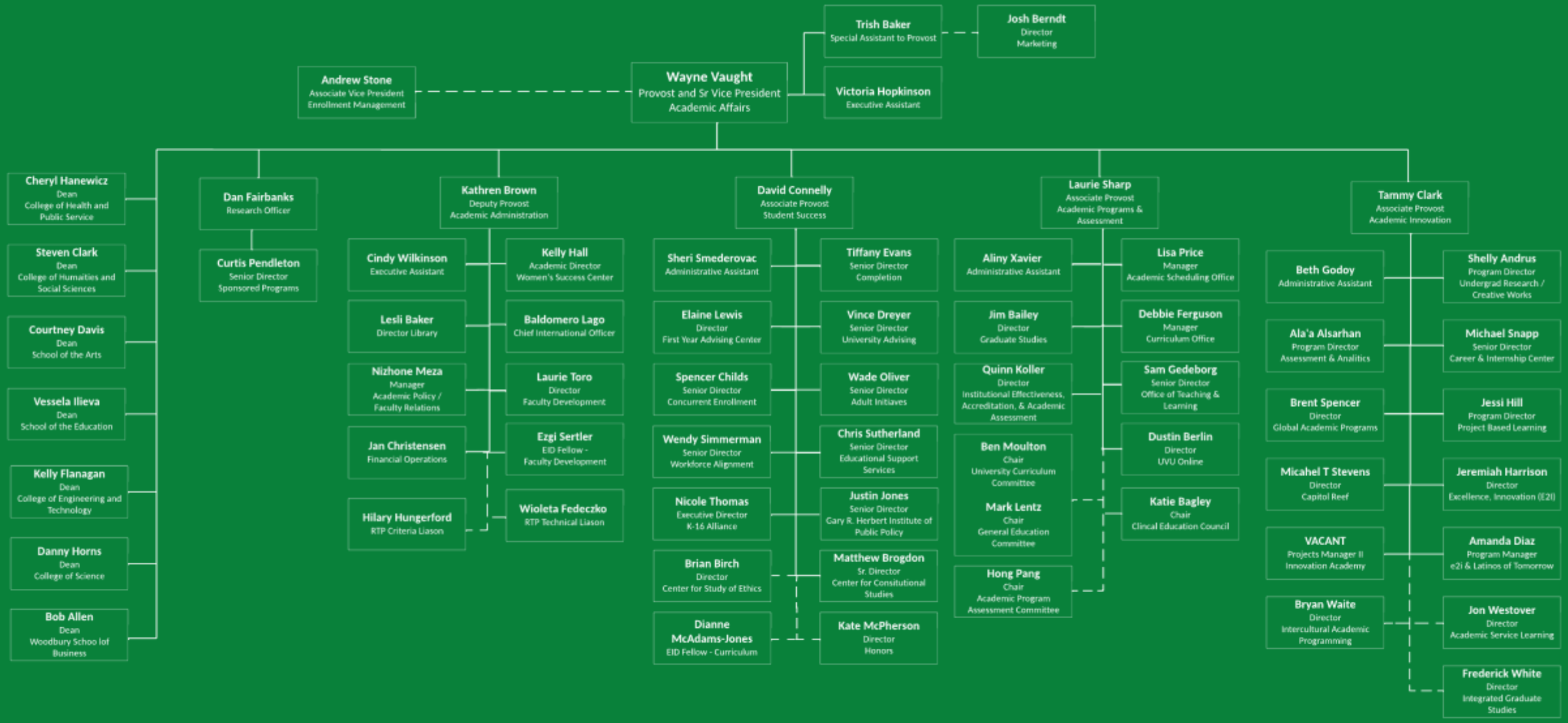
ACADEMIC AFFAIRS BY STUDENT CREDIT HOUR (SCH)

- 83% of SCH production is generated by 4 Schools
  - CHSS, COS, SCET, WSB
- 64% of the Academic Affairs operating budget is managed by same 4 schools
- SCH production varies considerably between departments
- SCH production tends to be highest in CHSS, COS, WSB
- SCH production tends to be lowest in SOA
- Key influencers: general education requirements, majors, student interest

KEY AREAS OF FISCAL FOCUS

- **Quarterly financial reviews**
- **Improved assessment tools and trainings**
  - Introduction of Gray Associates software
- **Improved dashboards and data at fingertips**
  - Working with BIRS to ensure essential data available without request
  - Training and effective utilization of data
- **Effective strategies and financial planning**
  - Horizon document, etc.
- **Points of emphasis**
  - Departments do not own budgets or faculty/staff lines
  - Colleges/schools/academic divisions do not own budgets or faculty/staff lines
  - Strategic allocations and reallocations of existing resources are critical to long-term success as an institution and will have a greater impact than focus on new money.

ACADEMIC AFFAIRS ORGANIZATION CHART



ACADEMIC ADMINISTRATION

- Employee Information:
  - Fulton Library (incl. Roots of Knowledge): 37FT, 19PT; 30 PT student workers
  - Office of Global Engagement: 3FT; 1 PT; 1 PT student worker
  - Office of Faculty Development: 4FT; 4 PT student workers
  - Office of the Deputy Provost: 3FT; 1 PT student worker

- Operational Information:
  - Total budget: $6,157,994
    - Salaries and benefits: $4,147,279
    - Hourly wages and benefits: $536,120
    - Current $1,469,416
    - Travel: $5,179

FACULTY INSTRUCTIONAL CREDIT HOUR (ICHE)

- USHE Policy R312 mandates regional universities to demonstrate an average of 24 ICHE per academic year. It is generally expected that this is divided over the Fall and Spring semesters.
  - UVU FT Faculty ICHE Average for Fall 2023: 11.45

- Workload is impacted by
  - Faculty type: lecturer and tenure-track/tenured
  - Discipline-based accreditation (AACSB, ABET, etc.)
  - Governance obligations (department chair, Senate presidency, etc.)

- UVU Adjunct Faculty ICHE Average for Fall 2023: 4.74

METRICS TO MEASURE SUCCESS

Excluding the Library, our division is focused on faculty success so that faculty will provide excellent learning environments for students. The Library strives to offer materials and support to students to assist their persistence and to the faculty to provide useful materials for courses and research.

1. **Fulton Library**
    1. Material usage numbers (databases, circulation materials, equipment loans)
    2. Civitas data on student usage of library resources and impact on persistence
2. **Office of Global Engagement**
    1. Number of conferences and events that include and develop faculty
    2. Number of students attending conference and events
3. **Office of Faculty Development**
    1. Number of unique faculty members who participate in a university-sponsored pedagogical or developmental experience through the Office of Faculty Development (SCOTs and POET; workshops, trainings, learning circles)
    2. Number of unique faculty members using Faculty Success for annual reviews and the RTP process
    3. Number of mediations focused on improving faculty's working environment

ENROLLMENT AND COMPLETION CONSTRAINTS

- Our area is focused on providing material support to students and developing faculty. We do not directly impact enrollment or timely completion as courses in a school or college would. However, we indirectly affect students and directly affect faculty.
- Our challenges:
  - UVU has the smallest student-to-librarian ratio for four-year universities in the USHE system. This impacts librarians' ability to help students in the Library, to engage with classes, and to offer courses.
  - Limited funds to add to and replace databases and aging Library loaner equipment: hotspots, laptops, skeletons, etc.
  - Lack of funds to onboard and train adjunct/hourly faculty.

STRATEGIC PLANNING EFFORTS

1. **How do these goals align with strategic planning efforts with Vision 2030 or other UVU master plans?**
    1. Engage, a: Expand engaged learning and community engagement opportunities for students, faculty, and staff
    2. Achieve, b: Support completion through excellence in teaching, scholarship, and creative activities
    3. Achieve, c: Improve completion through seamless processes, comprehensive services, and excellent staff

2. **How will the reallocation of available resources within the administrative unit/division meet strategic goals and achieve intended outcomes?**
    1. Units in the division regularly review positions to ensure they are relevant, compensated at median market rates, and receive adequate training in their areas.
    2. Units in the division regularly review faculty participation in events to make sure funds are used in experiences that contribute to faculty success and faculty find meaningful.
    3. The Fulton Library annually reviews databases and materials to maintain the best resources possible for students and faculty.

PBA STEWARDSHIP CONVERSATIONS

Office of Academic Affairs | November 29, 2023

Academic Programs and Assessment
Dr. Laurie Sharp

ACADEMIC PROGRAMS AND ASSESSMENT
LEADERSHIP TEAM

Aliny Xavier

Admin IV

Debbie Ferguson

Manager, Curriculum Office

Lisa Price

Manager, Academic Scheduling Office

Dr. Jim Bailey

Director, Graduate Studies

Dr. Ala'a Alsarhan

Director, Academic Analytics and Assessment

Dr. Quinn Koller

Director, Office of Institutional Effectiveness, Accreditation, and Academic Assessment

Justin Atkins

Associate Director, Office of Institutional Effectiveness, Accreditation, and Academic Assessment

Bonnie Rodriguez Mortensen

Director, UVU Online

(as of 01/02/2024)

Martha Wilson

Associate Director for Online Learning Experience

Dr. Sam Gedeborg

Senior Director, Office of Teaching and Learning

Dr. Aicha Rochdi

Director, Teaching Effectiveness and Fellowship

Karen Arteaga

Director, Teaching and Learning Support

Dr. Seth Gurell

Director, Instructional Design and Assessment

STATE OF ACADEMIC PROGRAMS AND ASSESSMENT
OVERALL EMPLOYEES

Academic Analytics and Assessment
- **Director (1 FTE)**

Academic Scheduling Office
- Manager (1 FTE)
- **Assistant Manager (1 FTE)**
- Assistant (2 FTE)
- Assistant (1 PT Staff)

Curriculum Office
- Manager (1 FTE)
- Coordinator (2 FTE)

Graduate Studies
- Director (1 PT Faculty)

Office of Institutional Effectiveness, Accreditation, and Academic Assessment
- Director (1 FTE)
- **Associate Director (1 FTE)**
- Program Manager (1 FTE)
- **Student Employee (1)**

Office of Teaching and Learning*
- Senior Director (1 FTE)
- Director (3 FTE)
- Admin III (1 FTE)

UVU Online
- Director (1 FTE)
- Associate Director (1 FTE)
- **Program Manager (4 FTE)**
- **Learner Guide (1 PT Staff)**
- **Assistant Coordinator (1 PT Staff)**

Academic Programs & Assessment
- Associate Provost (1 FTE)
- Admin IV (1 FTE)
- APAC Chair (support only)
- CEC Chair (support only)
- GE Chair (support only)
- UCC Chair (support only)

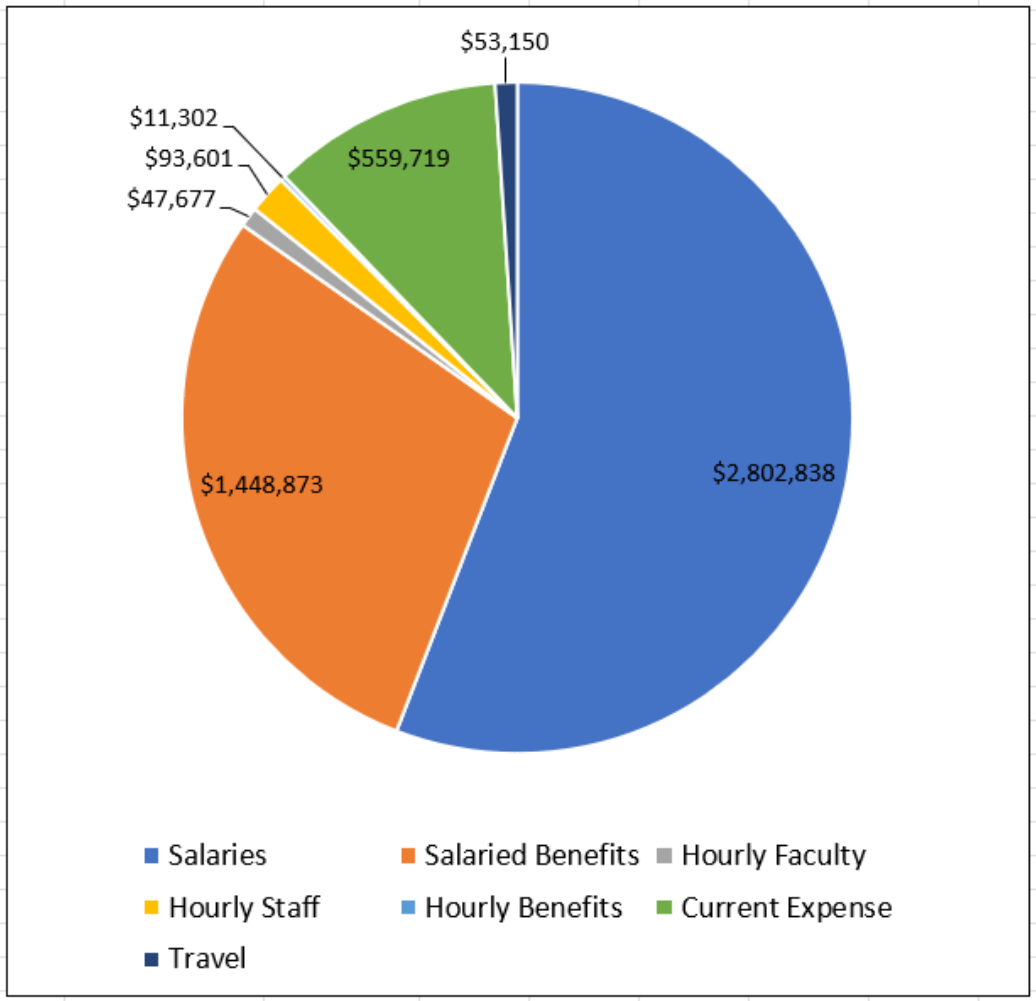
STATE OF ACADEMIC PROGRAMS AND ASSESSMENT

SUPPORT AREAS

Academic Program Assessment Committee	Academic Scheduling Committee	Clinical Education Council	Course Fee Review Committee	General Education Committee	Graduate Council	University Curriculum Committee	University Planning Advisory Council	University Flexible Learning Council
• **Hong Pang** • Kelsey Hixson-Bowles • Rodger Bromme • Debra Ward • Jamie Johnson • Carrie Ashcraft • Abdennour Seibi • Andre Oliveira • Ben Moulton • Mark Lentz • Janet Colvin • Kate McPherson • Quinn Koller • Linda Sellers • Ala'a Alsarhan	• **Dan Hatch** • Mykin Higbee • Brendan McCarthy • Mark Abramson • Stacy Waddoups • Amanda Crabb • Lisa Price • Amelia Riding • Tiffany Evans • Eric Humphrey • Frank Young • Lyndi Robertson • Debbie Ferguson • Andrew Stone • Jason Hill • Adam Welker • Evelyn Porter • David Frame • Cheryl St. Pierre • Sydni Mitchell	• **Katie Bagley** • Dale Maughan • Kelly Rose • Sandy Wilson • Karen Mulitalo • Steve Allred • Elizabeth Fawcett • Kristin Lambert • Paige Lowe • Heather Thiesset • Ruthann Cunningham • Angelea Panos • Melissa Hirschi • Derek Larsen	• Jerell Rosales • Andy Byrnes • Liz Nelson • Betsy Lindley • Lisa Lambert • Marcus Vincent • Laura Ricaldi • Lisa Price • Scott Wood • Todd Palmer • Jennyfer Gaede • Jolene Arnoff • Kerri Howlett • Wendy Oldroyd • Karen Watson • Susan Dunn	• **Mark Lentz** • Daren Nelson • Joshua Fagan • Stevie Munz • Susan Flanagan • Max Eskelson • Benjamin Johnson • Armen Ilikchyan	• **Jim Bailey** • Jeff Williams • Mohamed Lotfy • Nicole Gearing • Jeffrey O'Flynn • Natalie Grecu • Wiktor Mogilski • Sunny Chen • Michelle Bastian	• **Ben Moulton** • Rawan Al-Nsour • Kelly Rose • Frey Seagrove-Nelson • Eugene Crane • Jordan Allen • Sally Rocks • Weihong Wang • Kalani Eggington • George Odongo • Chris Witt • Stefan Zubal • Dan McDonald • Carolyn Hamilton • Xu Sun	• **Francine Jensen** • Vincent Dreyer • Spencer Childs • John Hansen • Cathy Nixon • Jason Hill • Devin Krisle • Louise Bridge • R.J. Willing • Jeremy Knee • Josh Berndt • Hannah Davis • Drew Burke • Ashley Wilson • Angela Pearson • Sasha Smirnova • Gary Measom • Megan Story Chavez • Craig Thulin • Mike Patch • Robert Warcup • Wioleta Fedeczko • Susan Dunn • Quinn Koller • Rachelle Blake • Isaac Hurtado • Rachel Bi • Kim Schollenberger • Mary Derby	• **David Connelly** • Keith Mulbery • Janet Colvin • Tom Sturtevant • Jason Slack • Jim Godfrey • Stan Harward • Steven Huff • Jack Troutt • Geoffrey Cockerham • Gary Noll • Sarah Donohue • Sandie Waters • Benjamin Cummings • Maureen Andrade • Nathan Gerber • Tiffany Evans • Vincent Dreyer • Lisa Price • Sam Gedeborg • Karen Arteaga • Seth Gurell • Aicha Rochdi • Eric Humphrey • Dustin Berlin • Bonnie Rodriguez Mortensen • Andrew Stone • Elaine Lewis

STATE OF ACADEMIC PROGRAMS AND ASSESSMENT
BUDGET SNAPSHOT

Salaries	Salaried Benefits	Hourly Faculty	Hourly Staff	Hourly Benefits	Current Expense	Travel
$2,802,838	$1,448,873	$47,677	$93,601	$11,302	$559,719	$53,150



- Total Budget: $5,017,160
  - Majority goes towards salaries & benefits for full- and part-time employees (87.79%)
  - Just over 10% goes towards current expenses (11.16%)
  - The travel funds (1.06%) is authorized by the Advancement of Teaching Committee and administered by OTL.

Financial Stewardship Strategies

- Fall 2022:
  - The Assistant to the Dean - Academic Affairs developed a fiscal year snapshot for each unit that showed expenditures by category.
- Spring 2023:
  - Each unit analyzed their respective fiscal year snapshot to identify patterns and look for improvement areas.
  - Each unit developed a budget for FY24 using a zero-based approach.
  - Associate Provost for Academic Programs and Assessment worked with leadership team to right-size budget and positions and make needed reallocations.

STATE & CONSTRAINTS
OFFICE OF TEACHING AND LEARNING

Instructional Design & Assessment

- Instructional Designer II (2 FTE)
- Instructional Designer III (4 FTE)[1]
- Coordinator (1 FTE)
- Video Producer (1 FTE)
- Instructional Designer I (6 PT)[2]
- Instructional Designer II (1 PT)
- Student Employee (1)

Teaching & Learning Support

- Manager (2 FTE)
- Instructional Support Technologist II (2 FTE)[1]
- Instructional Support Technologist III (1 FTE)
- Student Employee (7)[2]

Teaching Effectiveness & Fellowship[1]

- **Program Manager (1 FTE)**
- **Instructional Technology Designer (1 FTE)**
- **Instructional Technology Consultant (2 FTE)**
- **HEA Fellowship Program Manager (1 FTE)**
- **Faculty Consultant (1 PT Faculty)**

PBA Requests

1. Instructional Designer III (1 FTE) currently paid out of index in the Aviation Sciences. Request to move position to index in OTL.
2. Instructional Designer I (6 PT) positions were funded w/ one-time appropriated funds in 2022-2023 PBA Cycle (#131). Request to prioritize for base appropriated funding.
3. $401,262 for course development stipends were funded w/ one-time appropriated funds in 2022-2023 PBA Cycle (#135). Request to prioritize for base appropriated funding.

PBA Requests

1. Instructional Support Technologist II (1 FTE) currently paid out of index in the Aviation Sciences. Request to move position to index in OTL.
2. Student Employee (7) positions were funded w/ one-time appropriated funds in 2022-2023 PBA Cycle (#129 & #132). Request to prioritize for base appropriated funding.

PBA Request

1. $100,000 for Online Teaching Academy stipends were funded w/ one-time appropriated funds in 2022-2023 PBA Cycle (#139). Request to prioritize for base appropriated funding.

STATE & CONSTRAINTS
UVU ONLINE

UVU Online (520070)	UVU Online Learner Experience (525571)
<u>FY 2024 Budget Summary</u> ▪ Current, Capital, Travel: $145,328	<u>FY 2024 Budget Summary</u> ▪ Current, Capital, Travel: $1,944 ▪ Hourly Wages: $64,764
<u>PBA Request</u> ▪ $100,000 for digital marketing of online programs was funded w/ one-time appropriated funds in 2022-2023 PBA Cycle (#190). Request to prioritize for base appropriated funding.	<u>Work Performed</u> ▪ Outreach and nudge campaigns for prospective online students. ▪ Reinforce online learner experience for current students. ▪ Current data show that **more than half** of our online students are **24 years of age or younger**. <u>Future Needs</u> ▪ Hourly wages were identified through reallocations in Academic Programs and Assessment. ▪ Base appropriated funding is needed to grow this area.

ACADEMIC PROGRAMS AND ASSESSMENT
ALIGNMENT TO STRATEGIC PLANNING

Vision 2030	Inclusion Plan *(preliminary)*
OTL & UVU Online	***OTL & Academic Analytics and Assessment***

Include
▪ INCREASE ACCESSIBILITY TO AND FLEXIBILITY OF EDUCATION THROUGH A COORDINATED PHYSICAL AND DIGITAL PRESENCE
  ▪ Broaden UVU Educational Offerings Across Delivery Modalities
Engage
▪ STRENGTHEN ENGAGED LEARNING AND COMMUNITY ENGAGEMENT OPPORTUNITIES FOR STUDENTS, FACULTY, AND STAFF
  ▪ Support and Expand Engaged Learning and Teaching
Achieve
▪ SUPPORT COMPLETION THROUGH EXCELLENCE IN TEACHING, SCHOLARSHIP, AND CREATIVE ACTIVITIES
  ▪ Increase Faculty Support for Student Success
  ▪ Increase Participation in the Higher Education Academy
  ▪ Improve Online Course Development and Delivery
	▪ Review, assess, and improve student engagement, learning, and achievement in General Education courses.
	▪ Support faculty to conduct Scholarship of Teaching and Learning (SoTL) research to investigate their teaching practices, explore how these practices impact student learning, and disseminate knowledge gained to further extant literature.
	▪ Support faculty in designing and implementing accessible, inclusive, and universal design practices that optimize teaching and support learning among all students.

Questions?

PBA STEWARDSHIP CONVERSATIONS

Student Success | November 29, 2023

STUDENT SUCCESS

Ten Units:

- Full-time exempt - 150
- Full-time non-exempt - 19
- Part-time - 57
- Student employees - 230+
- Adjuncts - 44+
- Full-time faculty - 3
- Teaching - 1+k students

OUR FUNDING

Salaries - $10.2m

- Concurrent Enrollment- over $1m with 30 employees (25 non-appropriated), contributes $826k back to UVU and another $100k+ in stipends (could be as high as $623k).
- Tuition savings to students $35+m in 2023.

Operations - $8.1m

- We have the privilege of working with *Constitution Center, Ethics, Herbert,* and *Concurrent Enrollment*- separately funded….. $6.4m in operations in those areas.

Completion Rates by Admission Requirements

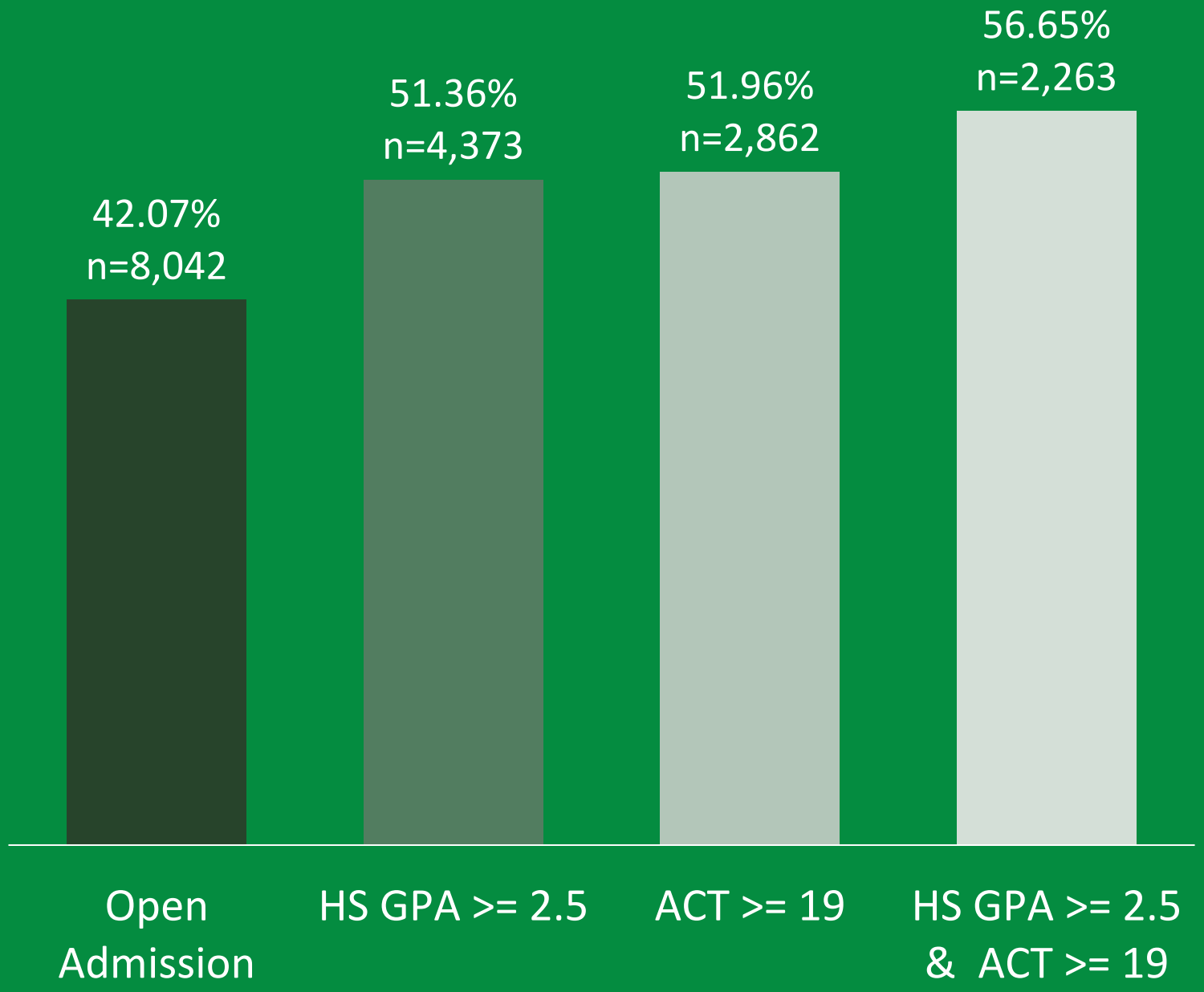
2014/2015 - 2022

Less than 2.5 HS GPA- 23%
ACT 18 or lower- 32%

First Term GPA
3.0 or More- 57%
Less than 3.0- 21%*

Full-time- 48.3%
Part-time- 29.5%

*Lowest indicator (tied with academic probation)- all-time highs



STUDENT SUCCESS… NOT A MYSTERY

- Make a Purposeful Program Choice
- Create a Productive Academic Mindset*
- Attempt the first 30 hours of a clear pathway
- Attempt 9 hours in Academic Focus
- Complete initial English and Math
  - 64% are enrolled or completed math (up from 55% in Fall 2022)
  - Completion- Met QL 1st Year 61% did not 25%
  - Completion- Met CC 1st Year 60% did not 26%

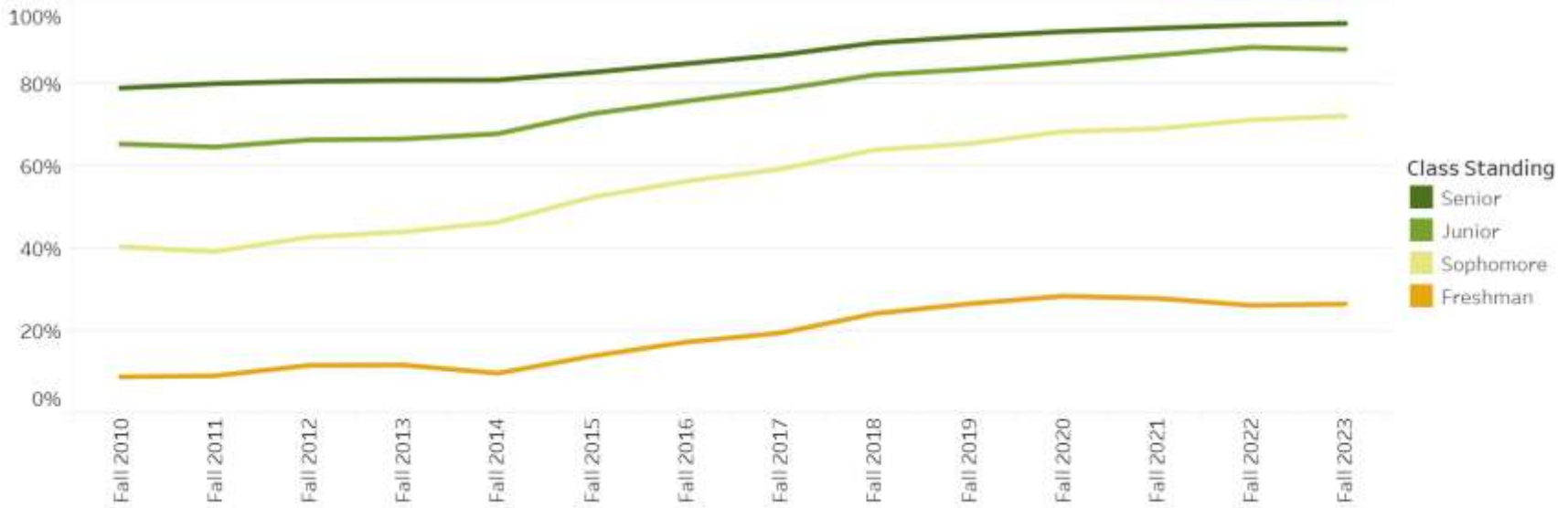
*CREATING A PRODUCTIVE ACADEMIC MINDSET

- Perceived purpose of coursework
- Feel connected to their institution and that they belong
- Believe they are capable of learning the material
  - Fall 2023 Tutorials 15,261 (peer tutor sessions last 15-60 minutes).
  - Last academic year over 39,000 tutorials.
- Confidence interacting with faculty and staff
- Perseverance

UVU INSTITUTIONAL RESEARCH
UTAH VALLEY UNIVERSITY

Met QL and CC by Class Standing

GE Requirement	GE Completed at	Term	Class Standing	College	Department	Major
Math QL	Beginning of Term	Fall	All	All	All	All

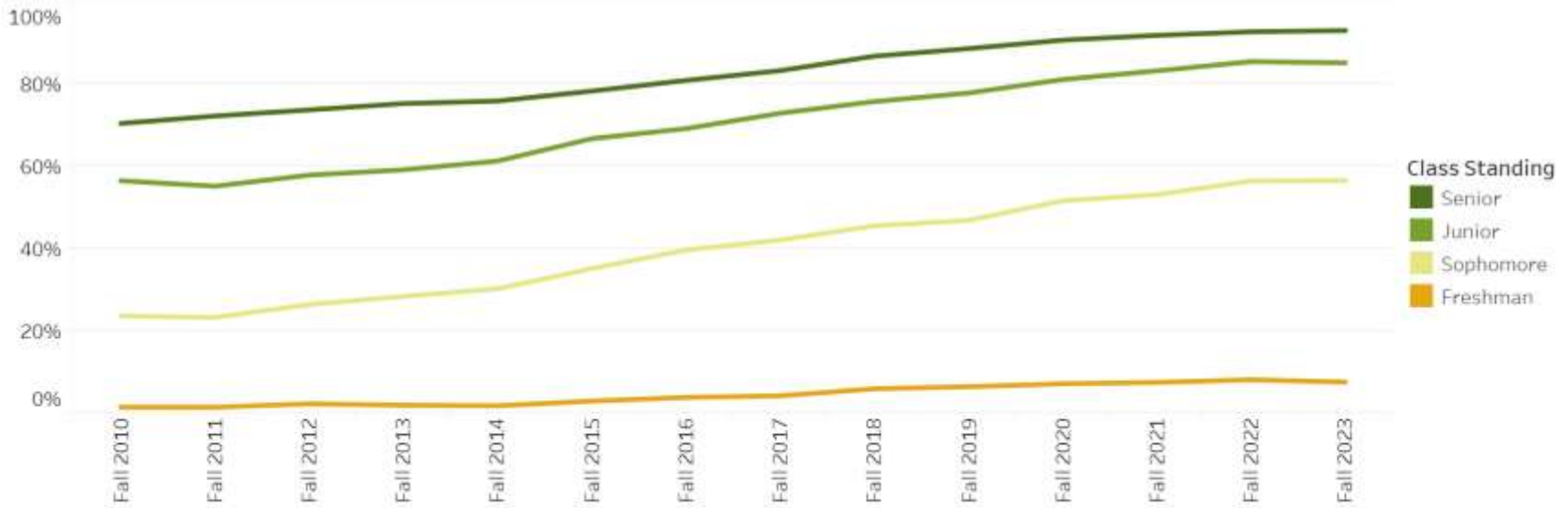


		% Met	# Met	Number of Students
Freshman	Fall 2023	26.6%	2,239	8,422
	Fall 2022	26.3%	2,311	8,800
	Fall 2021	27.9%	2,339	8,371
	Fall 2020	28.5%	2,484	8,718
	Fall 2019	26.6%	2,424	9,105
	Fall 2018	24.2%	2,282	9,418
	Fall 2017	19.5%	1,823	9,335
	Fall 2016	17.3%	1,547	8,933
	Fall 2015	13.9%	1,193	8,577
	Fall 2014	9.7%	723	7,429
	Fall 2013	11.7%	813	6,923
	Fall 2012	11.7%	927	7,944
	Fall 2011	9.1%	823	9,021

UVU INSTITUTIONAL RESEARCH
UTAH VALLEY UNIVERSITY

Met QL and CC by Class Standing

GE Requirement	GE Completed at	Term	Class Standing	College	Department	Major
Both Met	Beginning of Term	Fall	All	All	All	All



		% Met	# Met	Number of Students
Freshman	Fall 2023	7.6%	640	8,422
	Fall 2022	8.2%	719	8,800
	Fall 2021	7.5%	630	8,371
	Fall 2020	7.2%	627	8,718
	Fall 2019	6.5%	590	9,105
	Fall 2018	6.0%	563	9,418
	Fall 2017	4.3%	398	9,335
	Fall 2016	3.9%	346	8,933
	Fall 2015	3.0%	256	8,577
	Fall 2014	1.8%	137	7,429
	Fall 2013	2.0%	136	6,923
	Fall 2012	2.3%	185	7,944
	Fall 2011	1.5%	133	9,021

SEMESTER FILL RATE

81.22%
Avg. Fill Rate
(85% Metric)

Semester
Fall 2023

Budget Code
On-Budget

Instr. Method
Multiple values

Part of Term
Full Term

Select college to filter subjects below

CHPS 85.02% | CHSS 83.14% | COS 82.83% | SOA 82.10% | WSB 80.25% | AA 78.31% | CET 76.28% | SOE 73.82%

University Fill Rate

To show by course, hover over subject and click +
To aggregate, hover over subject and click -

Subject	Sections Offered	Recommended Sections	
ACC	60	65	80.68%
AET	24	11	42.81%
AIST	1	2	88.00%
ANTH	17	19	74.36%
ARC	17	26	89.30%
ART	140	182	89.14%
ARTH	17	26	93.19%
ASL	42	39	58.60%
ASTR	24	26	91.65%
AUT	6	9	79.02%
AUTS	7	8	70.81%
AVSC	36	41	77.94%
BESC	4	5	75.34%
BIOL	150	159	87.47%
BIT	1	2	85.71%
BOT	9	13	80.83%
BTEC	9	8	71.90%
CA	7	11	88.41%
CAW	6	11	93.81%
CHEM	94	93	79.41%
CHIN	14	12	55.87%

Average Semester Fill Rate

2020 — 2012 to 2030 — 2024

Slide to select the range of years.

Fall 79.39%

Spring 64.50%

Summer 74.25%

Fill Rate = Enroll / Max Enroll

Refreshed on: 10/25/2023 7:16:40 AM
Note: Data is up to 24 hours old from the refresh date

Operational Data - For Internal Use Only
Does not include cross-listed courses

UVU Course Enrollments (Detail by Section) - Filter to Desired Level

UTAH VALLEY UVU UNIVERSITY — INSTITUTIONAL RESEARCH & INFORMATION

* Use the filters (College, Department, Subject and Course) to view details about specific sections of interest.
* Go to other pages (include drill-downs that include graphs) via the **[Click to pull up Navigation Menu]** section (in the right panel).

Spring 2024

College / School	Dept	Subject	Course	Section	Day	Time	BUILDI..	Room	% Current / Maximum	Enrollment Current	Enrollment Max	Enrollment Crosslist	Enrollment Room Capacity	Recent C.. 1 Week Ago	Waitlist ANY	Waitlist NOT Enrolled	Waitlist Actual Waiting
AA	HONR	HONR	100R	001	M	1600	CB	101A	70.0%	105	150		287	86			
				002	W	0900	FL	211	94.4%	17	18		24	18	11	6	6
			150R	601	M	2000	CS	404	77.7%	87	112		160	80			
			2000	001	TR	1000	FL	211	33.3%	5	15		24	6			
				002	MW	1300	LA	236	73.3%	11	15		18	7			
				003	TR	0830	LA	024	33.3%	5	15		30	4			
				004	MW	1430	FL	211	100.0%	15	15		24	11	1		
				005	MW	1300	FL	211	46.7%	7	15		24	5			
				006	MW	1730	FL	211	Null					6			
				601	MW	1730	FL	211	53.3%	8	15		24				
			2100	006	TR	1000	LA	215	73.3%	11	15		18	6			
				007	TR	1130	FL	211	100.0%	15	15		24	15	2		
				008	TR	1430	FL	211	73.3%	11	15		24	10			
				009	TR	1300	FL	211	73.3%	11	15		24	11			
				010	R	1300	LA	236	100.0%	15	15		18	15	3	2	2
			300R	X02	TBA	TBA	ONLINE	ONLI..	0.0%	0	5		99,999	0			
			400R	001	T	0830	FL	211	50.0%	12	24		24	9			
			498R	X01	TBA	TBA	ONLINE	ONLI..	10.0%	4	40	34	99,999	3			
			499R	X01	TBA	TBA	ONLINE	ONLI..	75.0%	30	40	34	99,999	25			
CET	AT	AUT	1000	001	T	1300	SA	317A	41.2%	14	34		34	0			
			100L	201	R	1300	SA	320C	72.2%	13	18		25	0			
			1010	001	MW	1300	SA	316	83.3%	15	18		20	0			

- Latest Term
- Fall 2023
- Summer 2023

College: All
Department: All
Subject: All
Course: All

Click to pull up Navigation Menu

Site
Primary (incl. Int./TV; NOT HS, ?)

Parts of Term (e.g. Blocks)
Full Term + Block 1 (w/o Misc)

Delivery Method
(select methods & click [Apply])

- [x] Face to Face
- [x] Face to Face Lab
- [x] Live Interactive
- [x] Face to Face and Livestream
- [x] Face to Face and Online
- [x] Livestream
- [x] Livestream and Online
- [x] Online

Top 30 Course Student Engagement

Operational Report from Business Intelligence and Research Services; see Report Details tab for more information

Term Code: 202340

Data Freshness: 09/13/2023

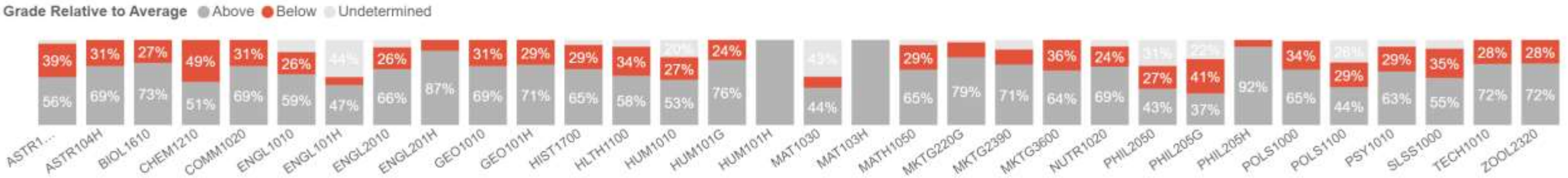
Course College: All

Course Department: All

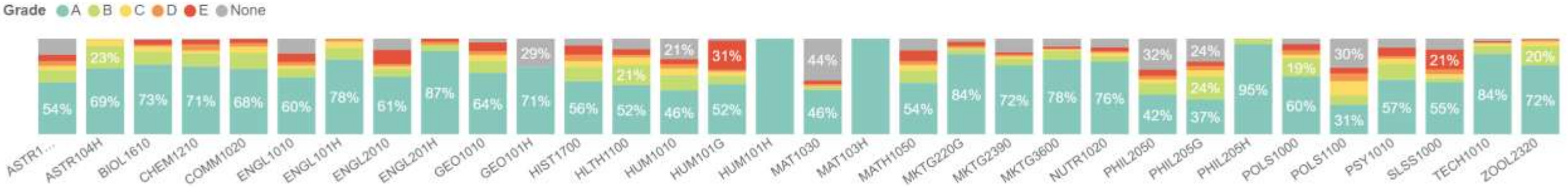
Course: All

Enrollment Count: 23,100

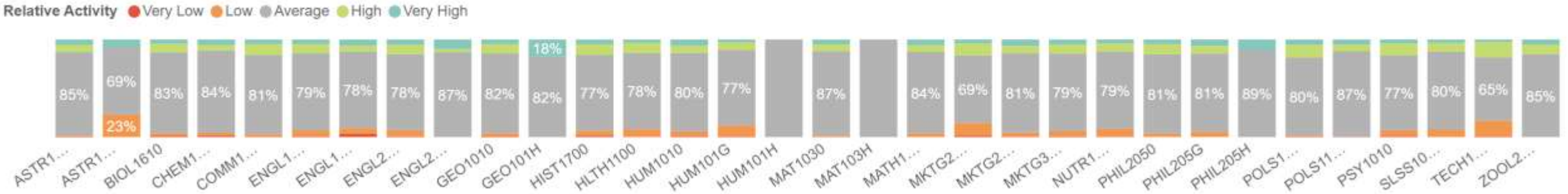
Grade Relative to Section Average



Current Canvas Grades



Canvas Activity Relative to Section Average



Teaching & Support for Student Success at UVU

Two Large enrolled GE sections- Fall 2022:

BIO 1010 (392 Students)	POLS 1000 (291 Students)
ACT Range: 11-33	ACT Range: 9-32
HS GPA Range: 1.6-4.0	HS GPA Range: 1.4-4.0
Age Range: 17-53	Age Range: 17-40

Success in an introductory GE class is critical. Focus on how we support faculty and staff no matter the level of preparation the student brings.

RETENTION AND COMPLETION INVOLVES EVERYONE

Pass Rates- Selected GE Courses- Fall 2021

Course	Total Enrollment	Face-to-Face			Online		
		Enrolled	Pass	Fail	Enrolled	Pass	Fail
ENGL 1010	4192	2561	70%	30%	621	46%	54%
BIOL 1010	2892	1659	61%	39%	673	39%	61%
MAT 1010	2580	2190	53%	47%	112	34%	66%
HLTH 1100	2282	869	71%	29%	1273	58%	42%
FIN 1060	2144	1871	82%	18%	95	70%	30%
PHIL 2050	1994	1238	69%	31%	0	0%	0%
HIST 1700	1719	955	78%	22%	567	49%	51%
PSY 1010	1425	568	73%	27%	538	33%	67%
POLS 1100	1222	800	61%	39%	235	67%	33%
ASTR 1040	1130	724	52%	48%	260	65%	35%

First Year Advising

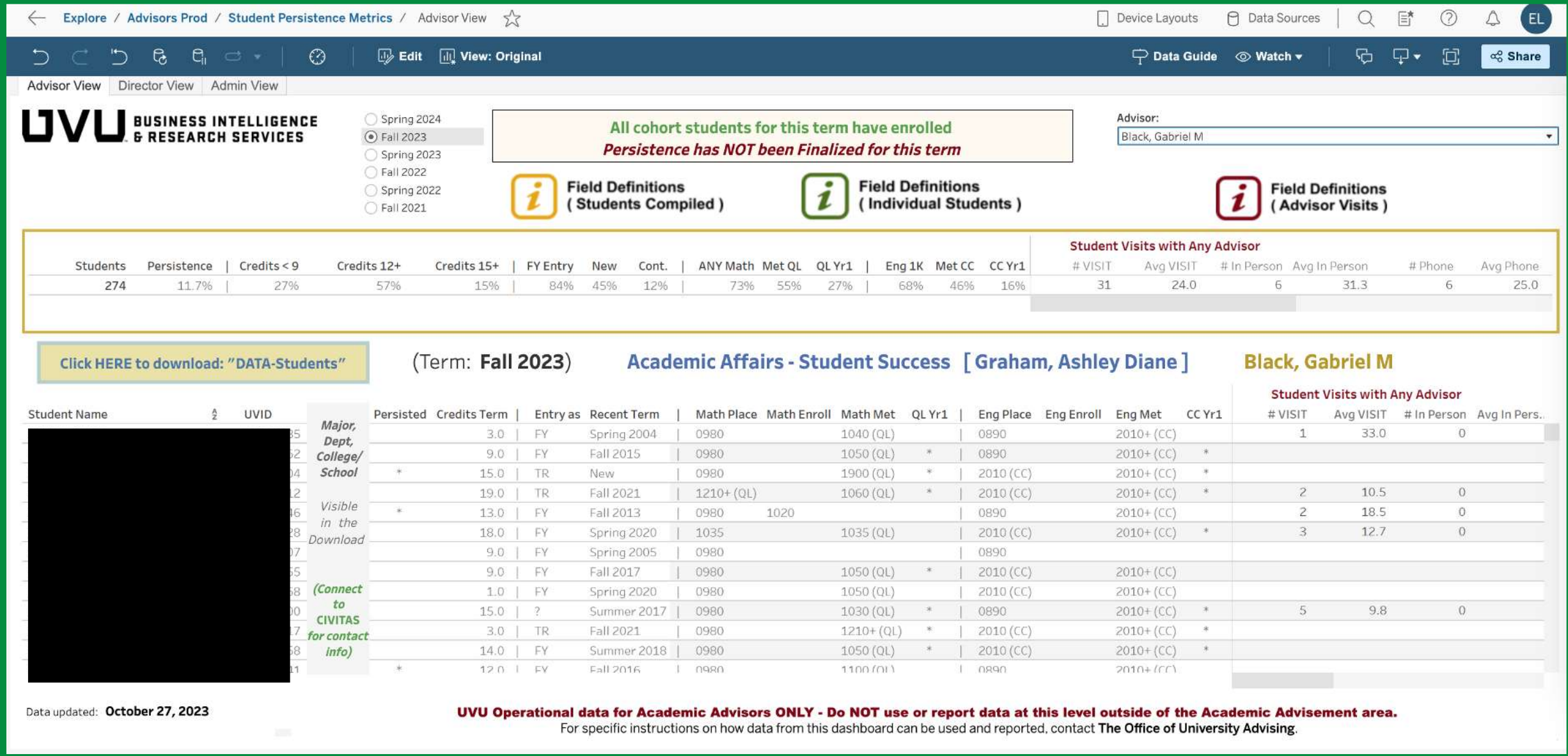
Student Persistence Metrics

- Student specific at advisor level and aggregates for supervisors for caseload level tracking towards goals.
- Used for outreach to students about next course to enroll, current placement, expiring placement, etc.
- 62% are enrolled FT (60% Fall 2022).

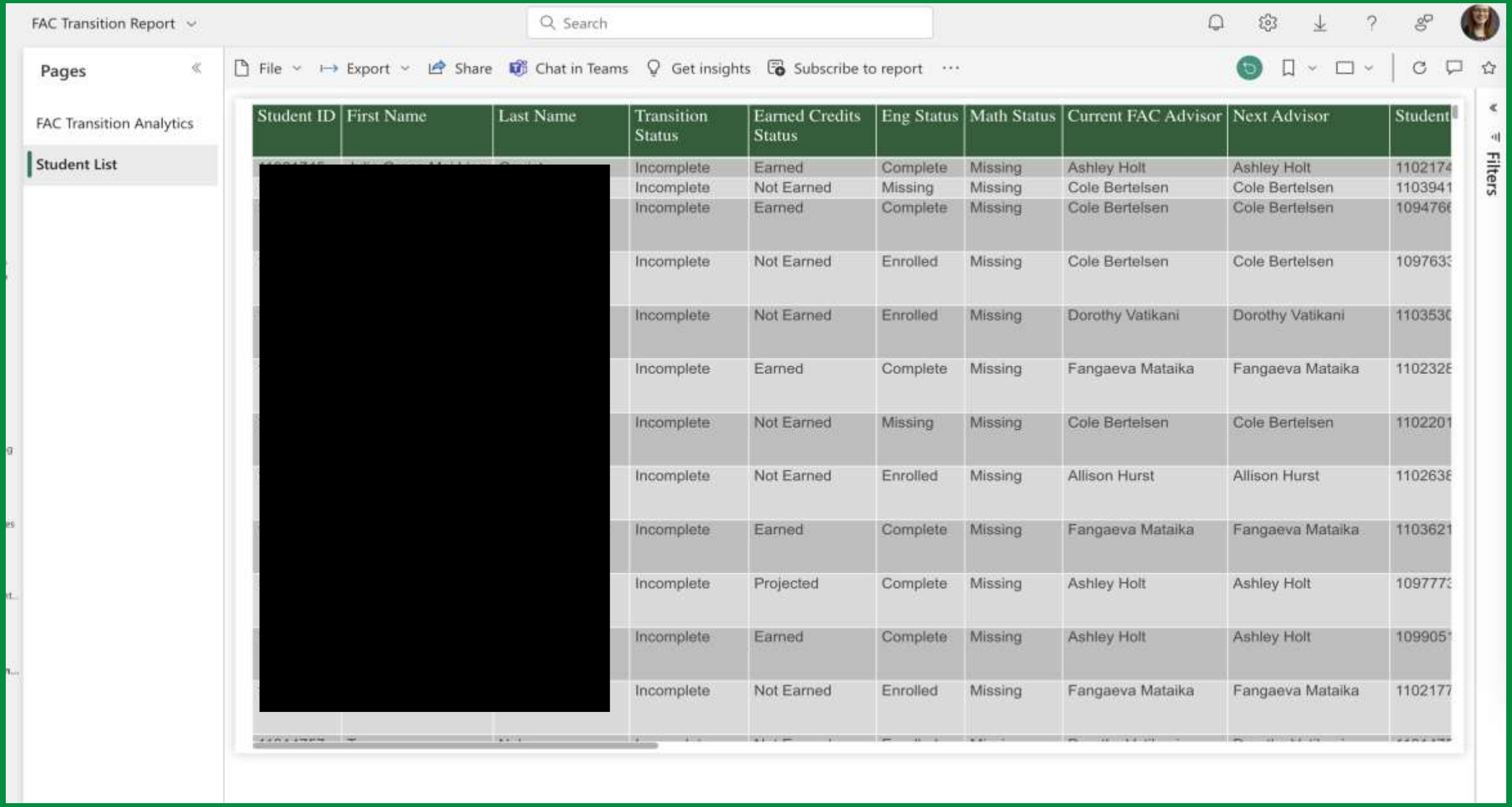
FAC Transition

- Used for outreach to notify students in a warm hand-off to college/school advisor and recognize milestone accomplishments.
- Data is shared with college/school advisors to conduct outreach to their new advisees.
- Fall 2023 there are 1,000 students who will transition out of the FAC to college/school advisors.

Student Persistence Metrics



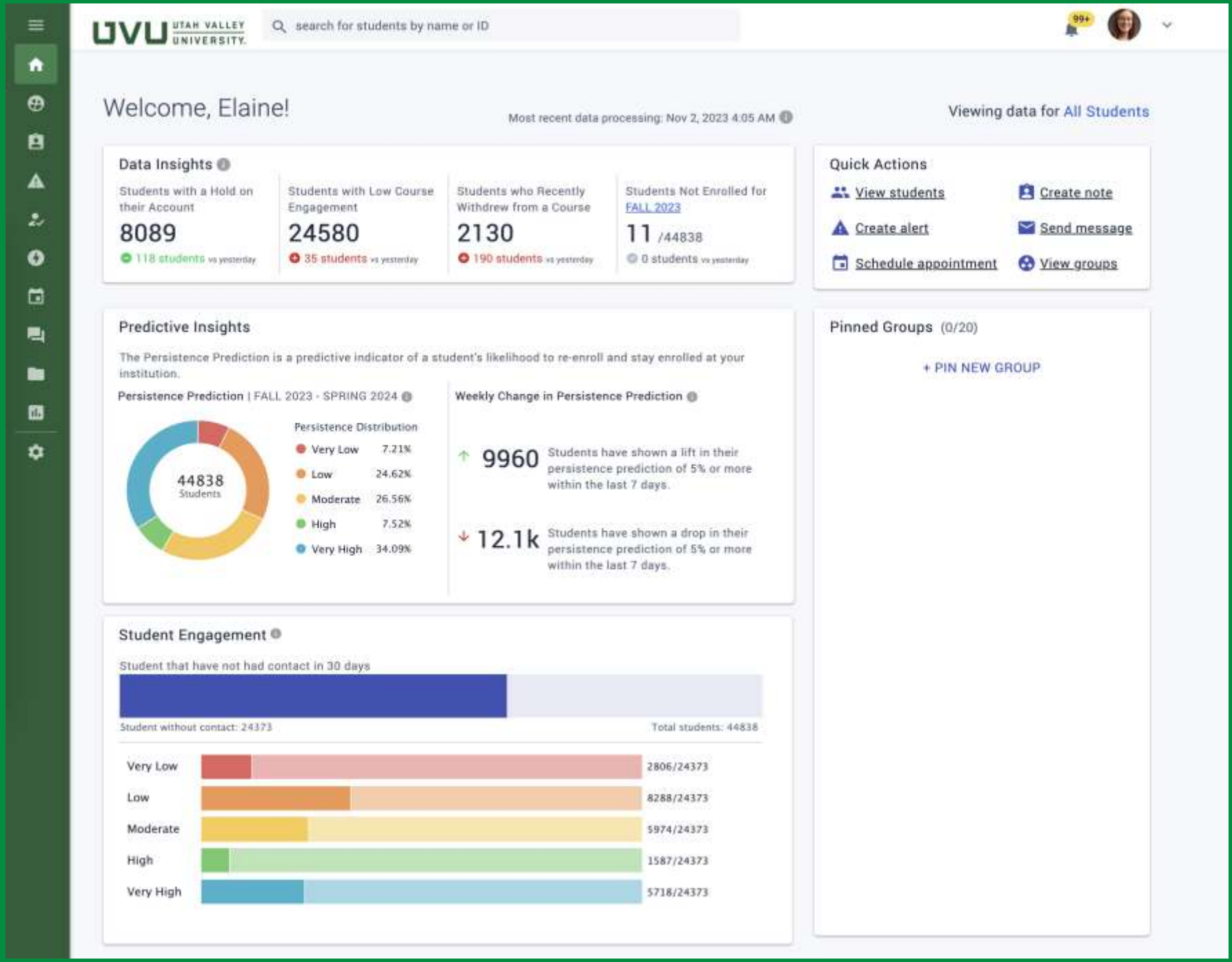
FAC Transition



Student ID	First Name	Last Name	Transition Status	Earned Credits Status	Eng Status	Math Status	Current FAC Advisor	Next Advisor	Student
[redacted]			Incomplete	Earned	Complete	Missing	Ashley Holt	Ashley Holt	1102174
			Incomplete	Not Earned	Missing	Missing	Cole Bertelsen	Cole Bertelsen	1103941
			Incomplete	Earned	Complete	Missing	Cole Bertelsen	Cole Bertelsen	1094766
			Incomplete	Not Earned	Enrolled	Missing	Cole Bertelsen	Cole Bertelsen	1097633
			Incomplete	Not Earned	Enrolled	Missing	Dorothy Vatikani	Dorothy Vatikani	1103530
			Incomplete	Earned	Complete	Missing	Fangaeva Mataika	Fangaeva Mataika	1102328
			Incomplete	Not Earned	Missing	Missing	Cole Bertelsen	Cole Bertelsen	1102201
			Incomplete	Not Earned	Enrolled	Missing	Allison Hurst	Allison Hurst	1102638
			Incomplete	Earned	Complete	Missing	Fangaeva Mataika	Fangaeva Mataika	1103621
			Incomplete	Projected	Complete	Missing	Ashley Holt	Ashley Holt	1097773
			Incomplete	Earned	Complete	Missing	Ashley Holt	Ashley Holt	1099051
			Incomplete	Not Earned	Enrolled	Missing	Fangaeva Mataika	Fangaeva Mataika	1102177

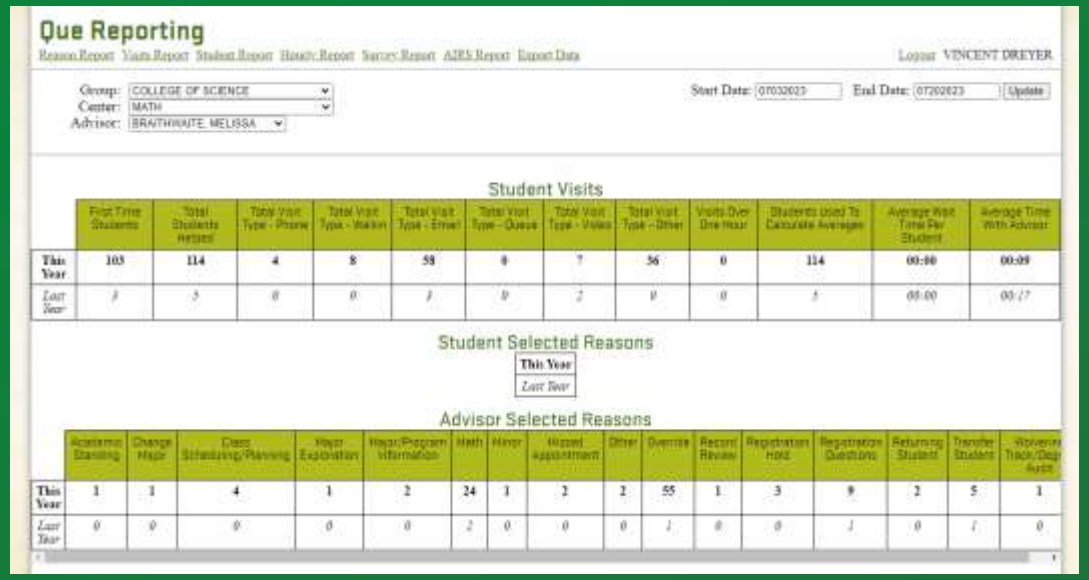
Inspire Dashboard

- Each advisor/counselor has a dashboard in Inspire showing their caseload and particular success metrics.
- This data is used for outreach to lower persisting students, specific engagement opportunities are tracked (5% downward shift, etc.)

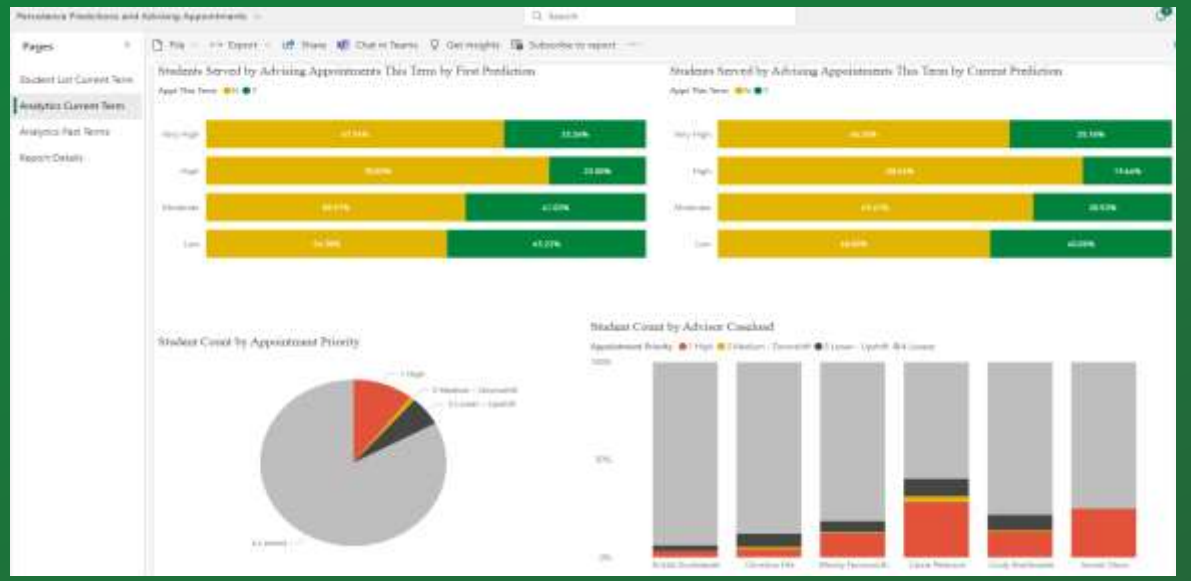


ADVISOR ACTIVITY

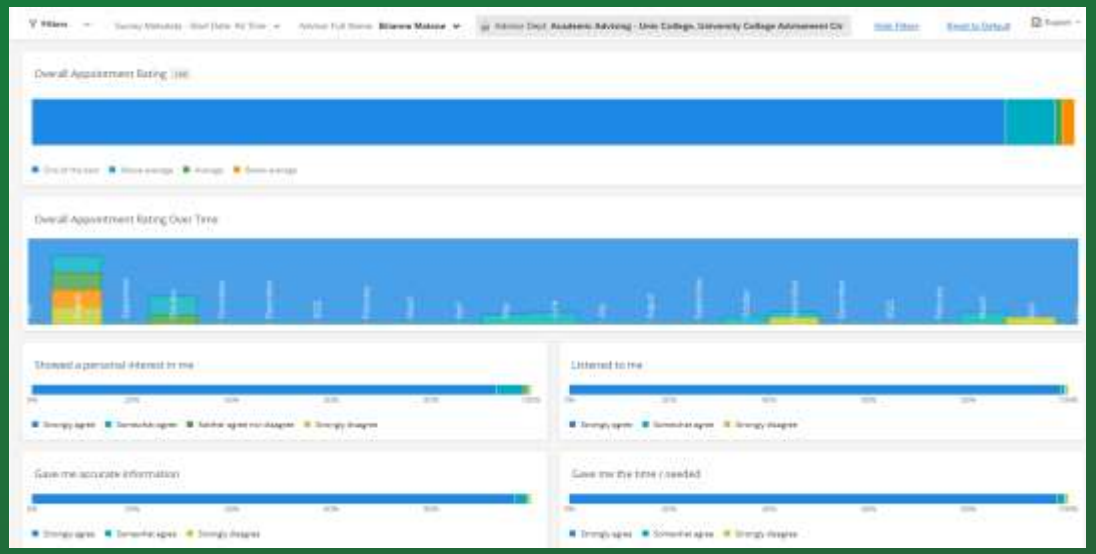
Advisor Dashboard Report



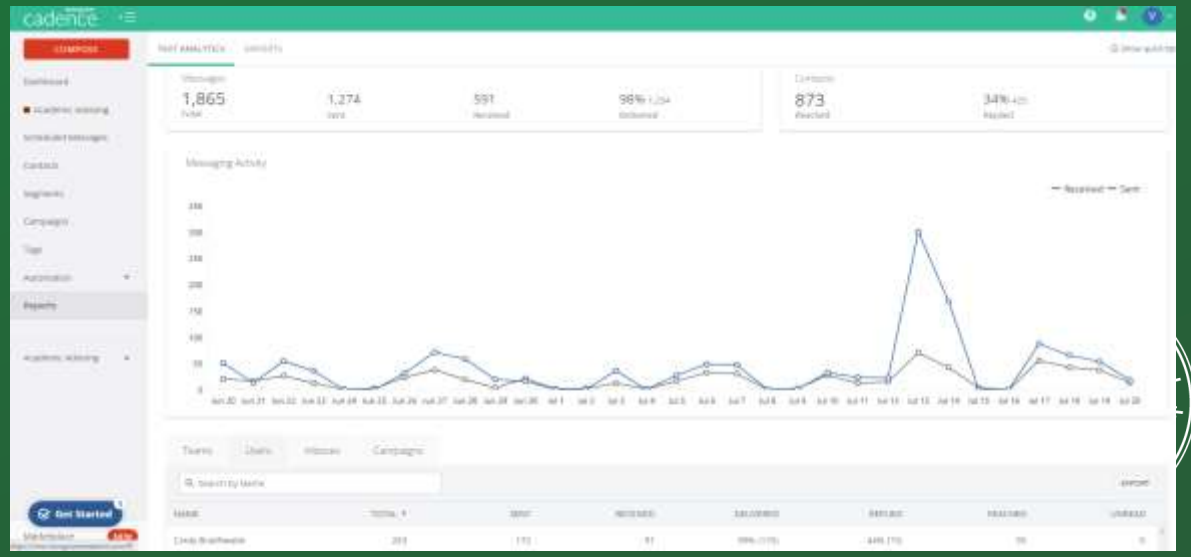
Persistence Predictions and Advising



After Appt. Survey



Cadence Texting Dashboard



PLANNING EFFORTS - UP NEXT…

- Top 30 dashboards and analysis in support of faculty efforts.
- Poison Pair Analysis and action steps…. work with programs as this touch's enrollments and pathways.
- Predictive Analytics
  - Civitas contract?
  - Usage and understanding is strong but….

ENROLLMENT FUTURE

- Currently 6k students a year do not return to UVU (Snow College)- no credential and no transfer- this is our contribution to SCND.

- What if we retain 3K (50%) of those each year for 5 years (we assume the first group is graduating after 5 years).

ENROLLMENT IN 2030 IS….

- 2% from the SEM if maintained gives us 50K in 2030 but…….
- Keep it simple- (math!!!) we retain 15K- now we enroll… 65K in 2030
- I hope you are saying- that can be done and in fact we should do MORE…….
- The NEW/RETAINED revenue from this…$74M- 60/40- 2023 rate…anyone else have a source for that much new on-going revenue? (that is the equivalent of a $1.8b endowment at 4%)

Every one-percentage point increase in the 8-Year Outcome Measure means that the lives of 72 students have been changed forever.

UVU
INNOVATION ACADEMY

- Academic Service Learning, SIMLab, Social Impact Distinction & Faculty Fellowship
- Capitol Reef Field Station
- Career and Internship Center
- Education Abroad
- e2i: Excellence and Innovation Initiative
- Global/Intercultural Initiative & Graduation Distinction
- Integrated Studies
- Mentorships
- Project-Based Learning
  - Excelerate (Summer Bridge Program)
  - Latinos of Tomorrow (Summer High School Program)
- Undergraduate Research & Creative Works
- SCULPT: Scholarly and Creative Undergraduate Learning Partnership Team

UTAH VALLEY 1941 UNIVERSITY

Personnel & Budget

FT-Exempt Employees	27
FT-Non-Exempt Employees	4
PT Employees	9
PT Student Employees	11
43.2 FTE	

$530K of expenses went directly to student wages, grants, or tuition through Innovation Academy Programs.

- $285K appropriated funds
- $245K non-appropriated funds

2023 Appropriated Expenses

Current/Capital/Travel	$570K
Hourly	$440K
Salaries & Benefits	$3.30M
Total	**$4.31M**

$48K Carried Forward to 2024

On-Going Appropriated Budget	**$3.62M**
One-Time funding (2023)	**$690K**

2023 Non-Appropriated Expenses

Current/Capital/Travel	$1.11M
Hourly	$246K
Salaries & Benefits	$79K
Total	**$1.44M**

Non-Appropriated end of year balance = $2.14M

Combined Budget = $5.75M

Student Participation – Fall 2022 to Summer 2023

Unique students who participated in at lease one High Impact Practice*

Term(s)	All Undergrads	First 60 Credits	Students of Color
Full Year	**17,500** 48.6%	**5,028** 28.7% of HIPs 28.6% of ≤60	**3,646** 20.8% of HIPs 47.2% of SoC
Fall 2022	**10,180** 34.7%	**2,552** 25.1% of HIPs 18.9% of ≤60	**2,031** 20.0% of HIPs 33.4% of SoC
Spring 2023	**10,598** 38.4%	**2,518** 23.8% of HIPs 22.2% of ≤60	**2,163** 20.4% of HIPs 37.8% of SoC
Summer 2023	**3,832** 37.2%	**574** 15.0% of HIPs 17.9% of ≤60	**912** 23.8% of HIPs 36.9% of SoC

*Global/Intercultural, Writing Enriched, Service Learning, Internship, Education Abroad, Capitol Reef Field Station, Research & Creative Works, Excelerate, e2i.

Latinos of Tomorrow – Summer 2023

117 Participating Students from 33 High Schools

- 73% Students of Color
- 51% First Generation
- 49% Female

99% Plan to continue to take college courses

89% Plan to attend UVU after graduation

Expanding to include a new ESL track for summer 2024

Student Impact – Persistence Lifts*

Fall ‘22 Participation → Spring ‘23 Retention

HIP	Population	Lift
All	All	1.03%
All	Second Quartile	4.27%
All	STEM Major	2.77%
All	Completed 1-3 Terms	2.41%
Internship	Overall	3.46%
Internship	Third Quartile	7.04%
Internship	Male	4.62%
Service Learning	Transfer	4.31%
Writing Enriched	STEM Major	4.13%
Global/Intercultural	Transfer	2.46%

Spring ‘23 Participation → Fall ‘23 Retention

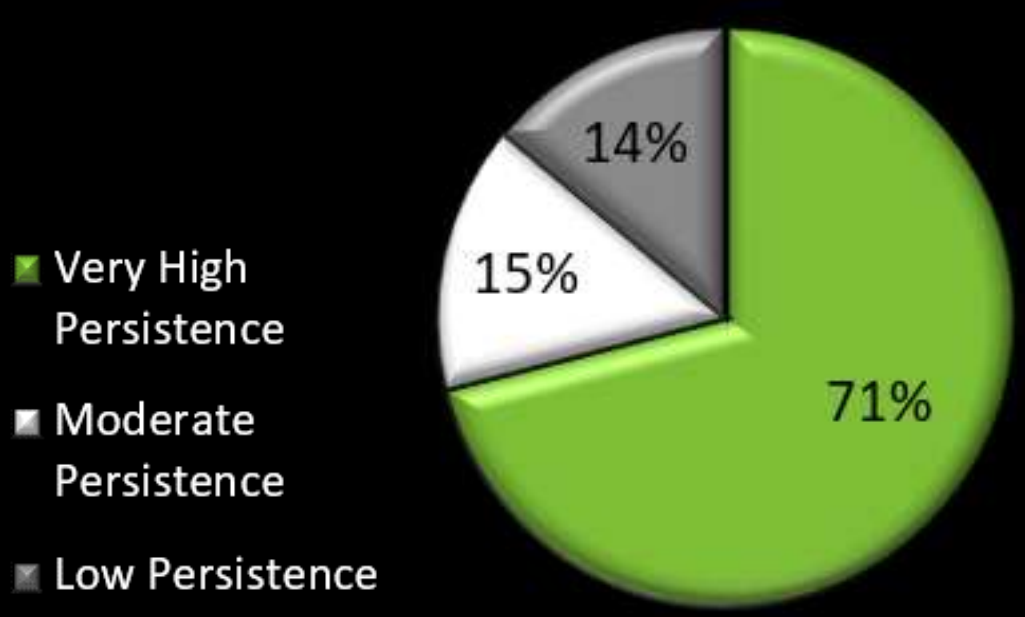
HIP	Population	Lift
All	All	2.43%
Internship	All	3.79%
Internship	Part-time	9.12%
Internship	STEM Major	8.32%
Global/Intercultural	All On-line	4.33%
Global/Intercultural	Part-Time	3.68%
Service Learning	Transfer	5.58%
Writing Enriched	Transfer	4.69%
Writing Enriched	3rd Quartile	4.57
Writing Enriched	Completed 1-3 Terms	4.02%

*vs. Propensity Score Matched Control Group (Civitas)

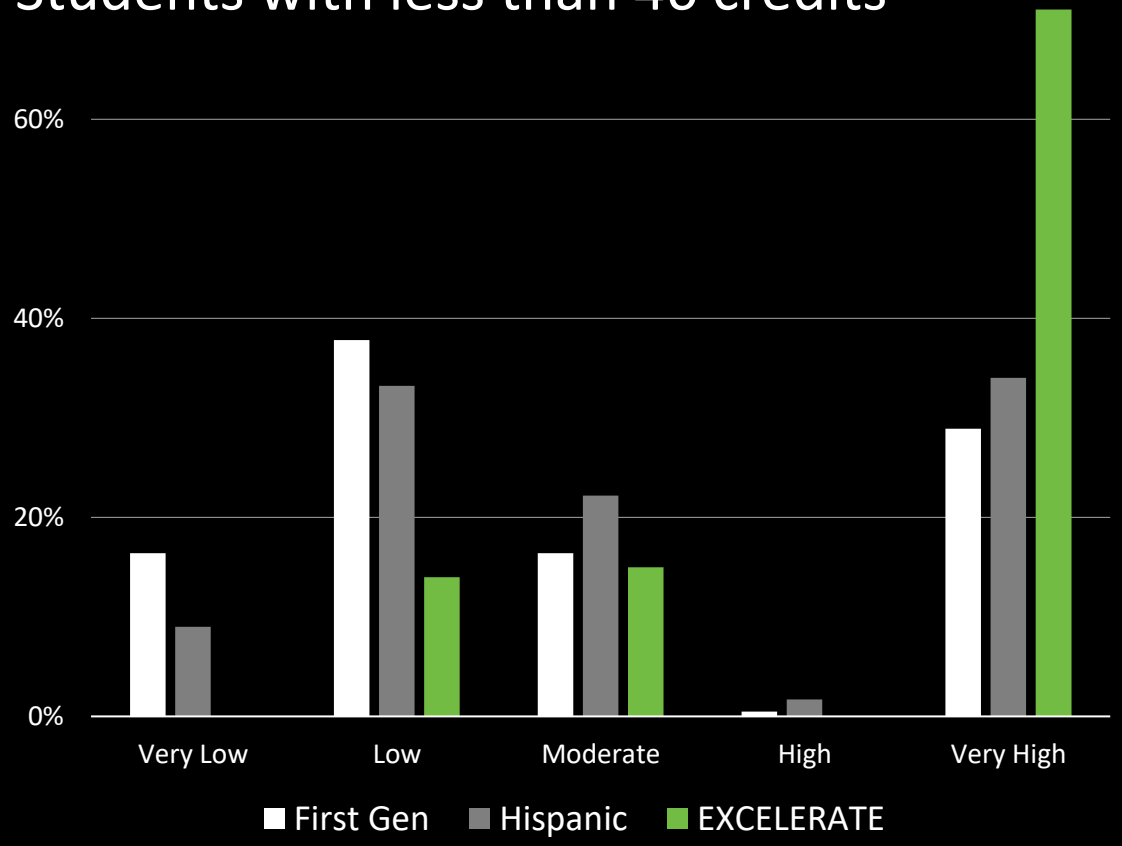
Excelerate – Persistence Predictions

UVU EXCELERATE

101 Students
51% Students of Color
74% First Generation



Comparing to UVU First Gen and Hispanic Students with less than 46 credits



e2i – First Year Summary

49 Projects Completed

146 Unique Student Participants

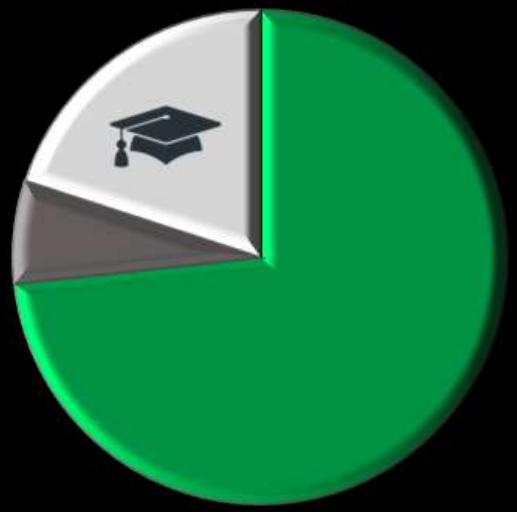
Fall 2022: 54 students
Spring 2023: 120 students
Summer 2023: 68 students

- 25% Students of Color
- 50% Female
- 25% First Generation
- 34% First 60 Credits

Student-run projects that connect coursework to real-world problem-solving

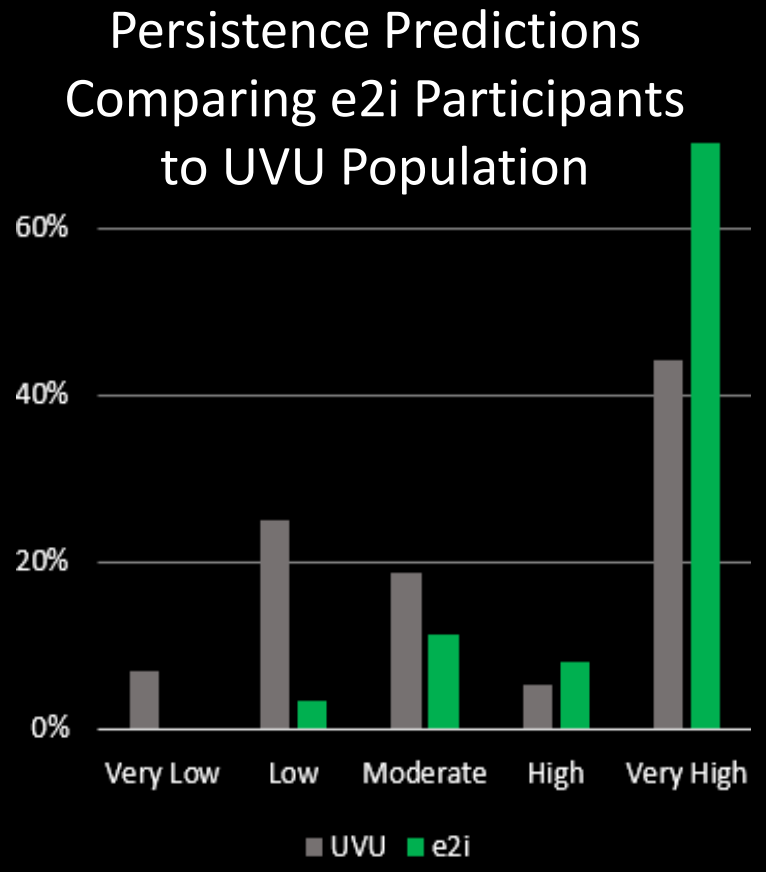
UVU EXCELLENCE & INNOVATION

e2i – Student Success Outcomes – Spring 2023



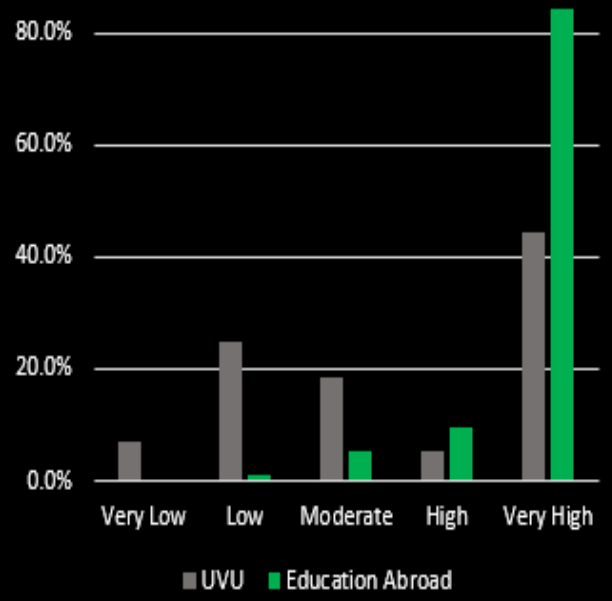
120 Students

- 73.3% Continuing
- 6.7% Non-continuing
- 20.0% Graduated



Education Abroad – Student Success Outcomes Summer 2023

Persistence Predictions
Comparing Education Abroad Participants to UVU Population



<u>260 Students</u>

29% First Generation

18% Students of Color

25% First 60 Credits

85.8% Continuing

4.6% Non-continuing

9.6% Graduated

In-Progress Initiatives Aligned with Vision 2030

- Increase meaningful collaborations with external partners
  - Jobs CEO Council at UVU
  - Huntsman Cancer Institute Collaboration
  - Convergence Hall – Innovation District at the Point
  - Leadership Institute Development
  - Center for Cinematic Arts Development
  - Junior Achievement City – Orem
  - University of Utah Grant Proposals
- Multidisciplinary Curriculum Sandbox
- Personalized High Impact Practices Advising Tool
- UVU Makerspace

Jobs CEO Council at UVU

The Jobs CEO Council at UVU empowers a dynamic workforce by fostering collaboration among business, education, and community leaders to create sustainable career pathways for Utah's diverse population.

First Set of Initiatives:

1. Internship Pathways
2. Project-Based Learning & Faculty Externships
3. Company Portals/CPL

With intentional targeting and inclusion of underrepresented student groups.

Questions?

UVU

INNOVATION ACADEMY

College of Health & Public Service

PBA 2023-24

UVU COLLEGE OF HEALTH & PUBLIC SERVICE

Cheryl Hanewicz

Dean

Donna Cornia

Admin Asst

Jennyfer Gaede

Financial Manager

Barbara Burr

Assistant Dean

Mario Markides

Assistant Dean

Sue Jackson

Associate Dean of Health

Tom Sturtevant

Associate Dean of Public Service

UTAH VALLEY UNIVERSITY 1941

MAJORS

DEPARTMENT	2019	2023	5 year % Change
Allied Health	75	124	65%
Criminal Justice	807	882	9%
Emergency Services	470	435	-7%
MPA	48	60	25%
Nursing	326	441	35%
Physician Assistant	-	57	-
Public Health	373	351	-6%
Total College	**2,099**	**2,350**	**12%**
School of Health	774	973	26%
School of Public Service	1,325	1,377	4%

ENROLLMENT

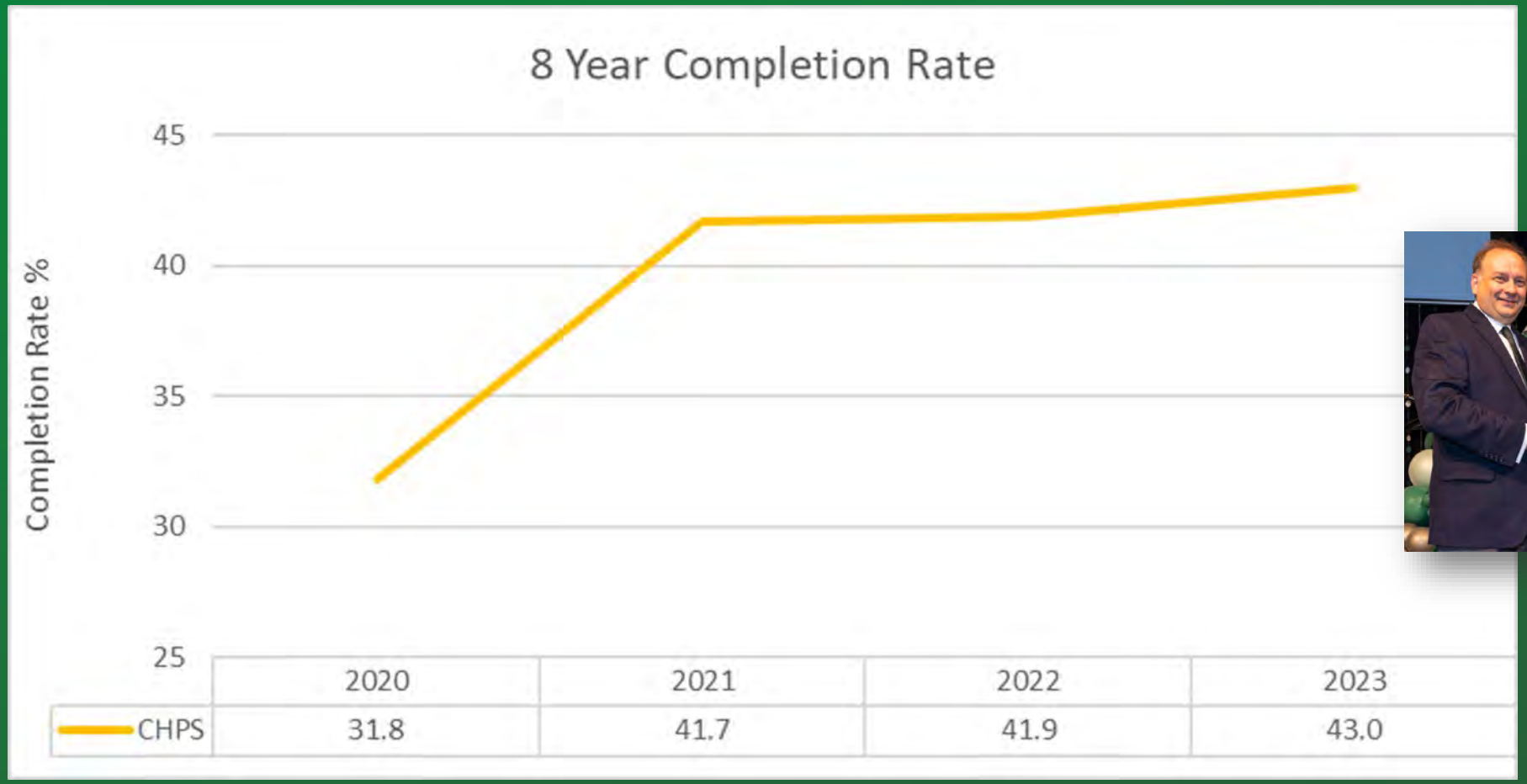
DEPARTMENT	Fall 2022	Fall 2023	% of last year
Allied Health	331	321	97.0%
Criminal Justice	2,413	2,403	99.6%
Emergency Services	1,391	1,204	86.6%
MPA	104	129	124.0%
Nursing	1,999	2,202	110.2%
Physician Assistant (PA)	196	314	160.2%
Public Health	4,130	5,004	121.2%
Total College	**10,564**	**11,577**	**109.6%**

- 181% increase in Nutrition course enrollment
  - NUTR 2020 course increased by 404.2%, going from 7 sections in FA22 to 26 sections in FA23
- 160% increase in Physician Assistant as they added in the second cohort
  - Increases in Nursing, MPA, and PA programs
- 134% increase in Paramedic (added 3rd cohort)

2021-2022 EXPENSES AND COST PER DFTE

Department	Expenses	2021/2022 Cost Per DFTE
Public Health	$2,065,418	$2,770
Criminal Justice	$1,947,982	$3,806
Master Public Administration	$262,601	$6,274
Emergency Services	$2,361,544	$7,657
Respiratory Therapy	$389,181	$9,914
Master of Science in Nursing	$103,758	$13,475
Dental Hygiene	$587,599	$13,774
Nursing	$3,658,795	$14,237
Physician Assistant	$1,359,614	$56,650

COMPLETION RATES



ENROLLMENT AND COMPLETION CONSTRAINTS

- Accreditation requirements
  - Stipulate space per student
  - Determine how fast a program can grow

- Limited cohort size (times per year)

Dental Hygiene – 20 (1x)	Respiratory Therapy – 20 (1x)
Nursing – 80 (2x)	Physician Assistant – 30 (1x)
Paramedic – 24 (3x)	Forensic Science – 12 (2x)

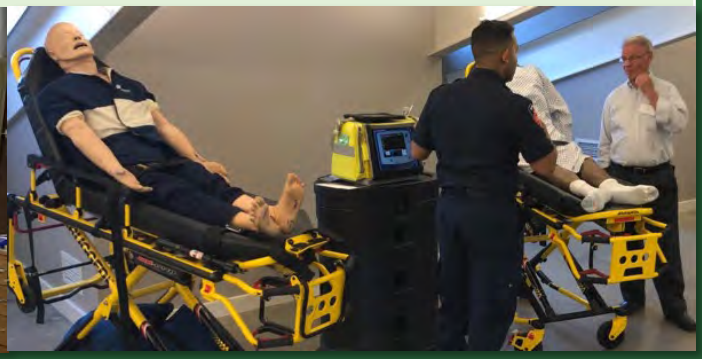
- New programs may take years to gain initial accreditation
  - OTA in 2026
  - PTA in 2028

- Healthcare Initiative not fully funded (e.g., 3rd cohort funding for Paramedic)

- USHE Grants now needed for some funding which takes considerable time and effort

STRATEGIC GOAL #1:
IMPLEMENT HEALTHCARE EXPANSION

Alignment w/Vision 2030 and Master Plans	Resources and Reallocations
1. Expand to Lehi 2 to meet needs of Dental Hygiene, Paramedic, Respiratory Therapy (RT), and Law Enforcement Academy (AMP resources) 2. Implement MTECH nursing articulation (V23-Achieve; AMP pathway; Completion) 3. Execute Health Science BS in Fall 2024 (V23-Achieve; AMP curriculum; Completion) 4. Identify needed programs (V23-Engage; AMP meet region's needs)	1. Received legislative and grant funding to build out Lehi 2 • $2M ARPA; $4M State 2. Used Respiratory Therapy Lab Manager position to help Nursing fill an immediate need 3. Transferred open faculty positions to address needs while waiting for USHE funding • $130k - RT faculty & marketing • $184k - Nursing lab manager & admin



STRATEGIC GOAL #2:
EXPAND RECRUITING ACTIVITIES

Alignment w/Vision 2030 and Master Plan	Resources and Reallocations
• Increase recruitment activities with emphasis on underserved populations (V23-Include; Inclusion Plan) • Market our new Health Sciences BS and MTECH Articulations (V23-Achieve; Completion)	• Repurposed existing Program Coordinator position to add recruiting responsibilities • Funded on-campus recruiting event • Certified six online programs • Use marketing funds to focus on Emergency Services and Public Health

STRATEGIC GOAL #3:
GROW DEVELOPMENT & COMMUNITY OUTREACH

Alignment w/Vision 2030 and Master Plans	Resources and Reallocations
• Increase UVU personnel and alumni who give (V23-Engage) • Bring in donors to tour labs to strengthen community and donor support (V23-Engage) • Support Evergreen Campaign (V23-Engage)	• New Development Manager hired for CHPS (college supports with office space and equipment) • Will hold grand opening for Lehi 2 • Developing naming opportunities (e.g., Dental Chairs)

UVU COLLEGE OF HEALTH & PUBLIC SERVICE

Questions?

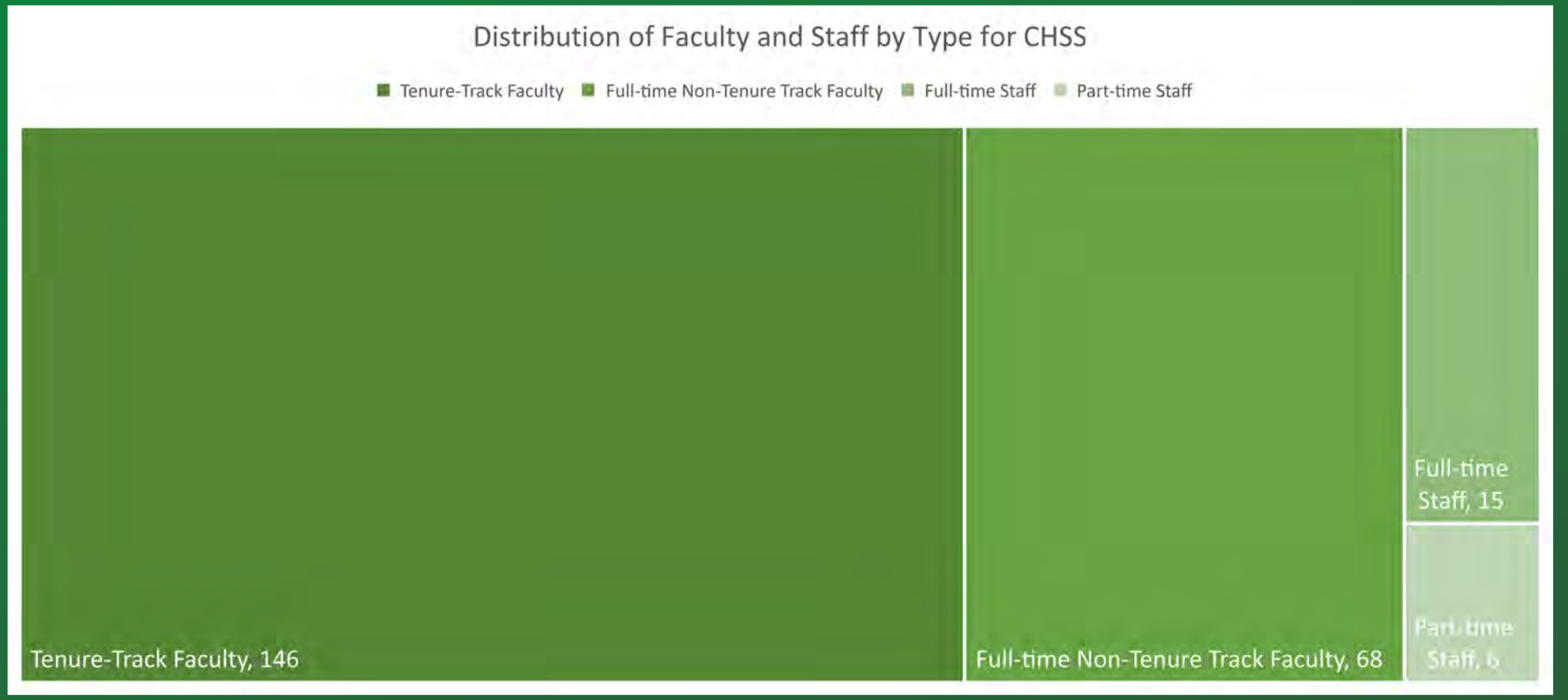
PBA STEWARDSHIP CONVERSATIONS

College of Humanities & Social Sciences | November 29, 2023

STATE OF THE UNIT

Operational Information – Employees:

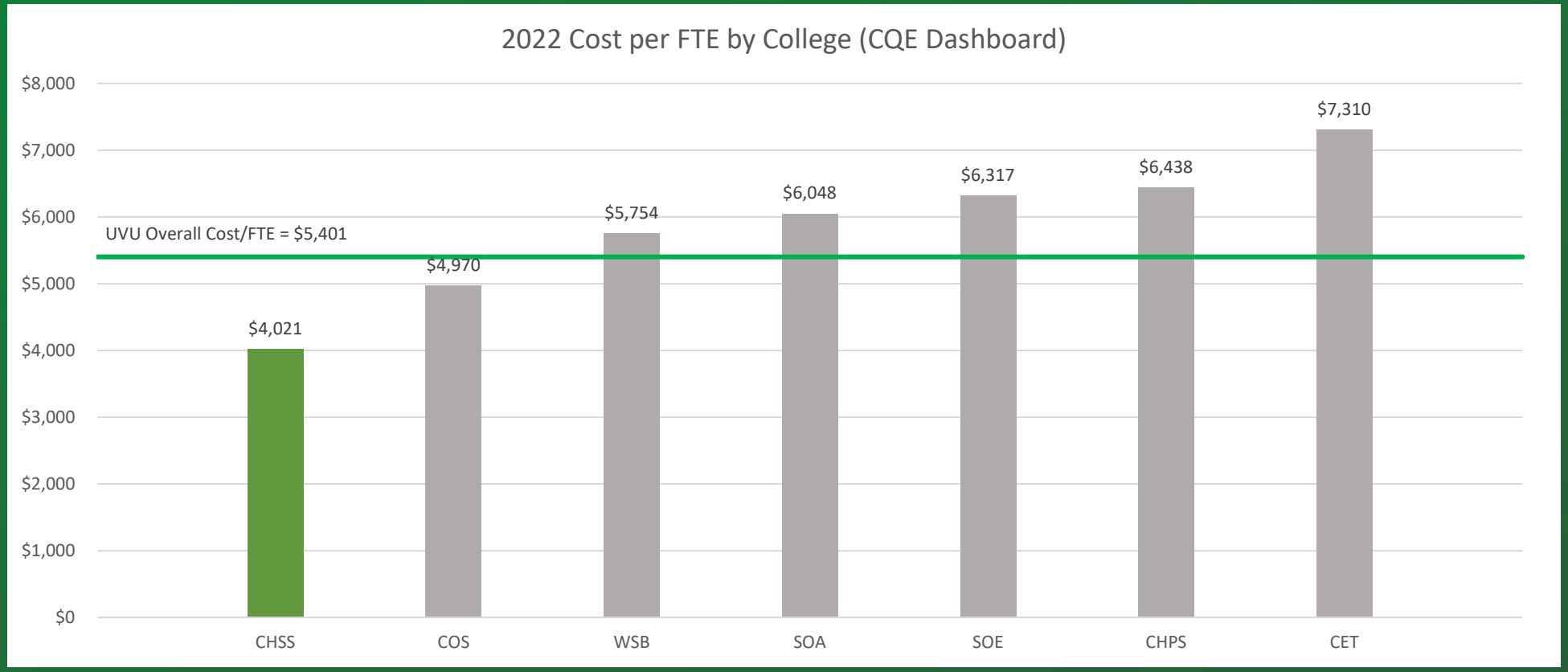
- CHSS faculty support our academic programs and a significant number of GE courses.
- CHSS staff support academic units, programs, and the mental health clinic.
- 15 full-time non-tenure faculty are placeholders



STATE OF THE UNIT

Operational Information – Cost per Student FTE:

- CHSS is the most cost-effective college at UVU.
- CHSS teaches **~30% of all student FTEs in the university** (29.5% in 2022).



STATE OF THE UNIT

Operational Information – CHSS Investing in High Impact Practices:

- Renovations for the UVU Language Lab and UVU Community Mental Health Clinic.
- One time-funding is also used to support a variety of HIPs, including student research and travel.

$340,000

Campus Development Projects

- Remodeling the UVU Language Lab Space
- Remodeling space in the BA building for the mental health clinic and clinical programs.

$133,509

One-Time Funding Requests

- Events for Students & Community
- Support for Study Abroad
- Support for Faculty Teaching & Research Projects

$30,210

CHSS Student Travel Support

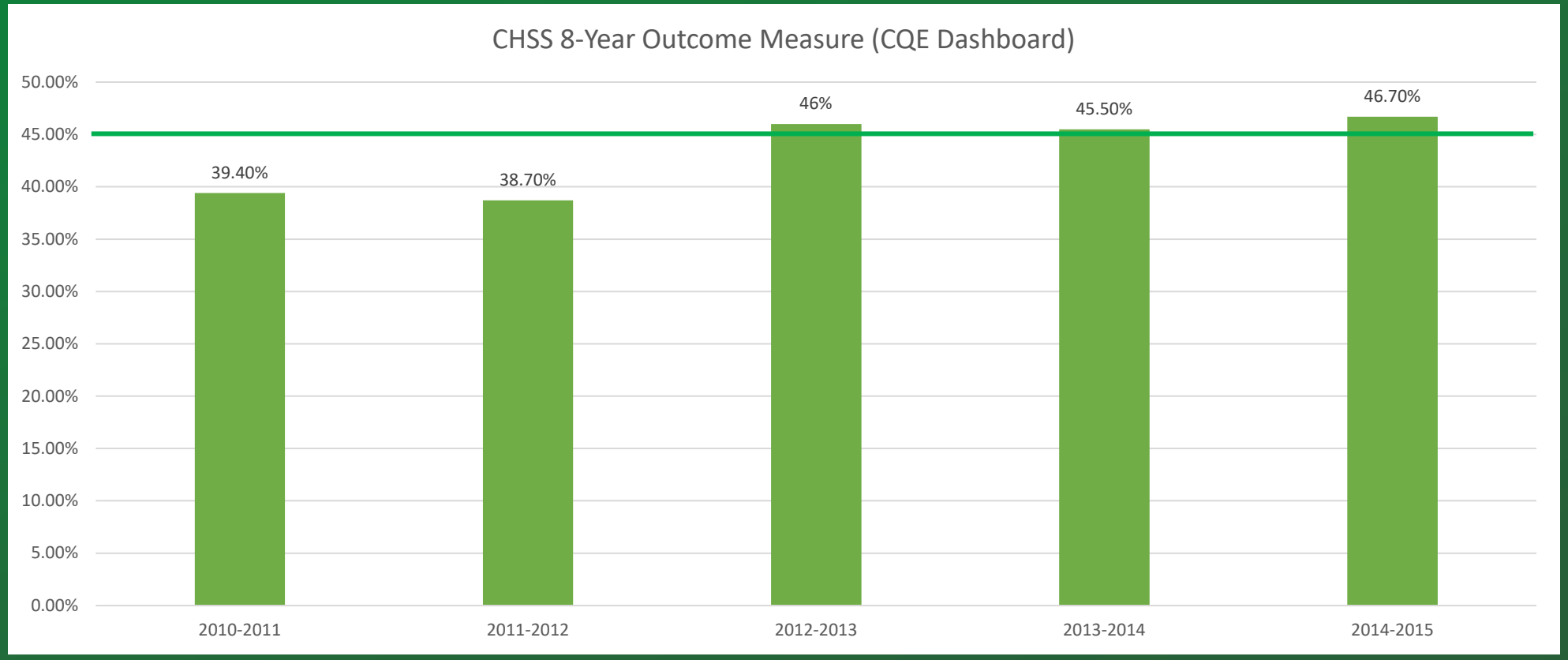
- UCUR and NCUR
- National and International Academic Conferences
- United Nations Conference Support
- National Intercollegiate Ethics Bowl

ENROLLMENT AND COMPLETION CONSTRAINTS

Enrollment and Completion:

- CHSS has exceeded UVU's Vision 2030 completion goal for the last 3 years (and the next 3 years).

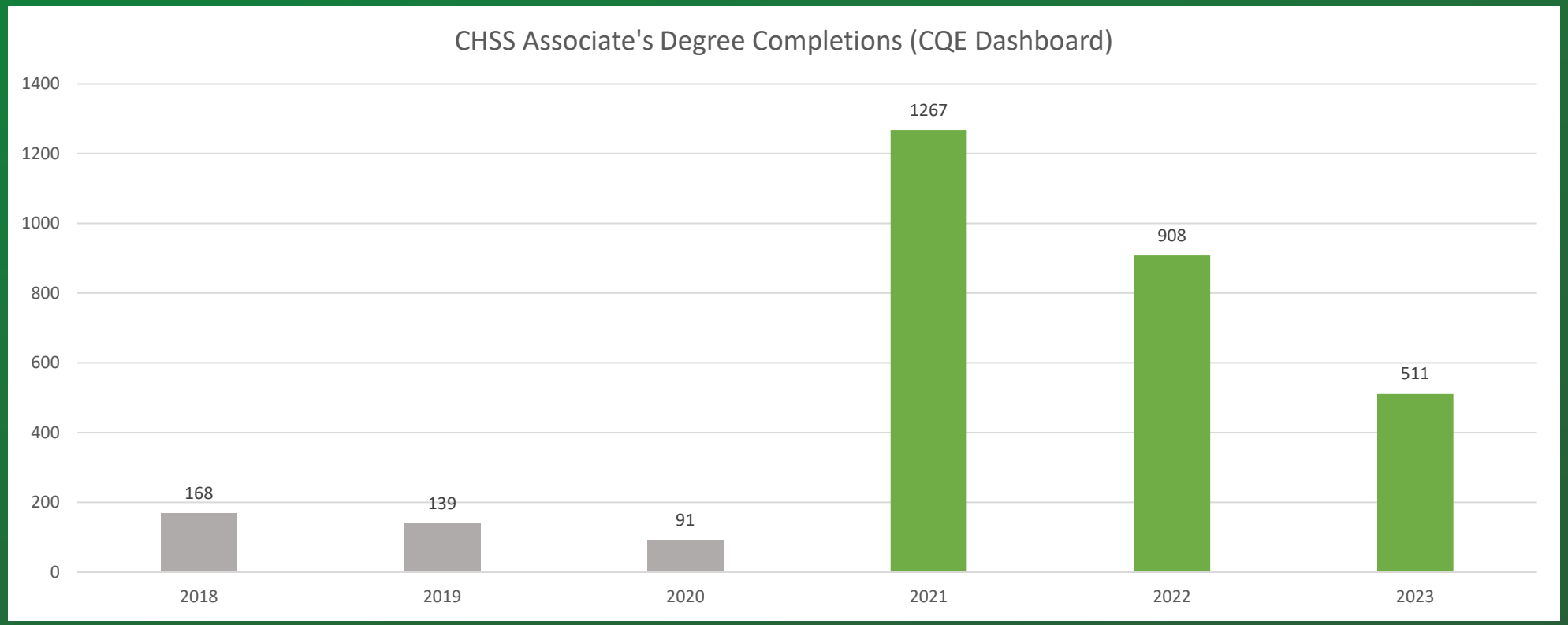
- CHSS undertook two initiatives that helped us accomplish this goal



ENROLLMENT AND COMPLETION CONSTRAINTS

<u>The creation of a common CHSS associates degree:</u>

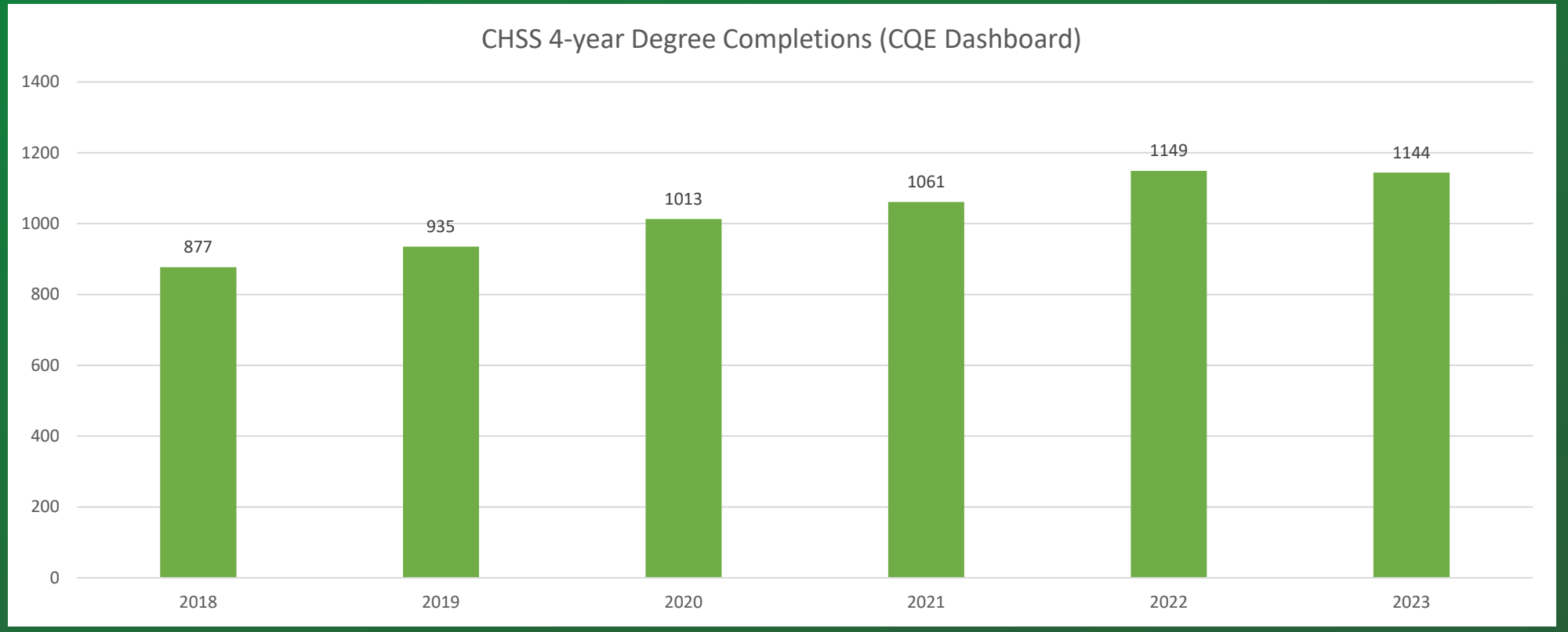
- Dramatic increase in the number of associate's degrees in CHSS.
- Significant benefit for students (milestone, transferable, doesn't expire).



ENROLLMENT AND COMPLETION CONSTRAINTS

The streamlining of CHSS bachelor's degrees:

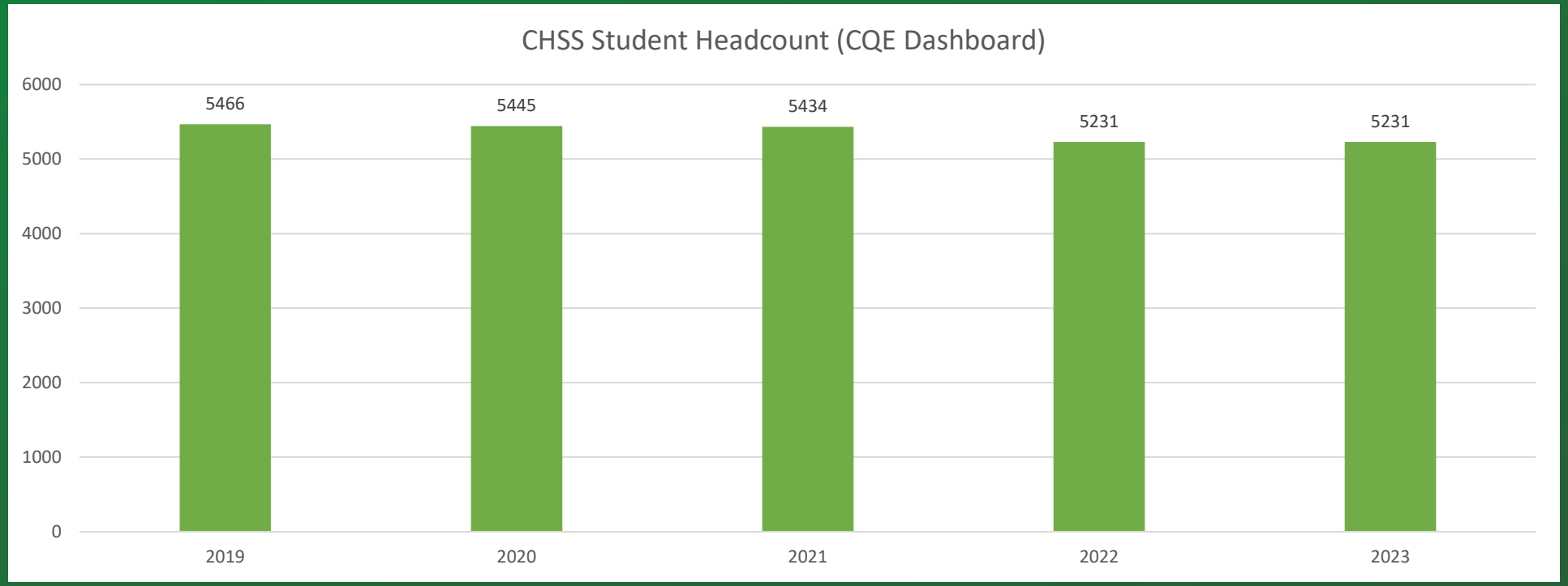
- Stackable degrees with increased free electives and shortened sequences of required courses.
- **917 additional** bachelor's degrees over the last 6 years
- **30% increase** in bachelor's degrees awarded over 6 years.



ENROLLMENT AND COMPLETION CONSTRAINTS

Enrollment in CHSS:

- Headcount is down slightly over the last 5 years.
- **235 student decrease** in headcount.
- **4% decrease** in headcount.



ENROLLMENT AND COMPLETION CONSTRAINTS

Student Budget-Related FTE by Academic Year in CHSS:

Course Level	# Change since 2018	% Change since 2018	FTE in 2022 Academic Year
Remedial	-135	-72.3%	51.7
Lower-Division	-732.7	-7.5%	8,982.0
Upper-Division	+694.8	+22.6%	3,665.9
Graduate	+333.5	+207%	442.7
All CHSS Courses	**+160.5**	**+1.2%**	**13,242.2**

Trends in FTE indicate that the decline in headcount is due to more graduates

- More students are taking major-specific upper- and graduate- level coursework over the last 5 years.
- The number of students engaged in CHSS lower-division courses has decreased.

ENROLLMENT AND COMPLETION CONSTRAINTS

Financial challenges are among the greatest barriers to student completion in Utah.

Cicero Higher Ed

Utah System of Higher Education

Quantitative Benchmark Findings

July 2023

ENROLLMENT AND COMPLETION CONSTRAINTS

Completion Scholarships Funded by the CHSS Annual Conference on Mental Health:

- This conference provides education, connection, and CEUs for mental- and behavioral-health workers.
- Funds raised by the conference contribute to a completion scholarship fund.

$63,000

Estimated funding raised for completion scholarships from this year's conference.

ENROLLMENT AND COMPLETION CONSTRAINTS

Development of Open Educational Resources:

- CHSS support for development and incorporation of OERs.
- There have already been 8 OER projects approved and funded this year.
    - In the 2022 Academic Year, there were **6,366** students who would benefit.

- Goal to save students hundreds of thousands of dollars each year.

STRATEGIC PLANNING EFFORTS

Strategic Goals from the CHSS 23-24 Administrative Assessment Plan:

1. Better communicate student learning outcomes.
2. Increase use of high impact practices (HIPs) in CHSS.
3. Assess and improve the Humanities and Social Sciences AA/AS degree.

Vision 2030 Vision Statement:

"Utah Valley University will be students' first choice for accessible, relevant, high-quality education."

STRATEGIC PLANNING EFFORTS

UVU College of Humanities and Social Sciences presents the

DEGREES TO ANYWHERE LECTURE SERIES

UVU
COLLEGE OF HUMANITIES
& SOCIAL SCIENCES

STRATEGIC PLANNING EFFORTS

How will the reallocation of available resources within the administrative unit/division meet strategic goals and achieve intended outcomes?

- The goals identified in the 2023-2024 Administrative Assessment Plan will not require additional funding or resources beyond those already available within CHSS.

Reallocations of resources within CHSS will be used to ensure:

1. CHSS meets accreditation requirements for all programs
2. Students are provided high-quality, rigorous educational opportunities
3. CHSS programs have sufficient faculty and staff to support their core functions.

STRATEGIC PLANNING EFFORTS

Reallocation Process for Faculty and Staff Lines within CHSS:

CHSS reviews every open line to determine if it should be reallocated. This year CHSS reviewed 19 faculty lines for reallocation, informed by factors such as:

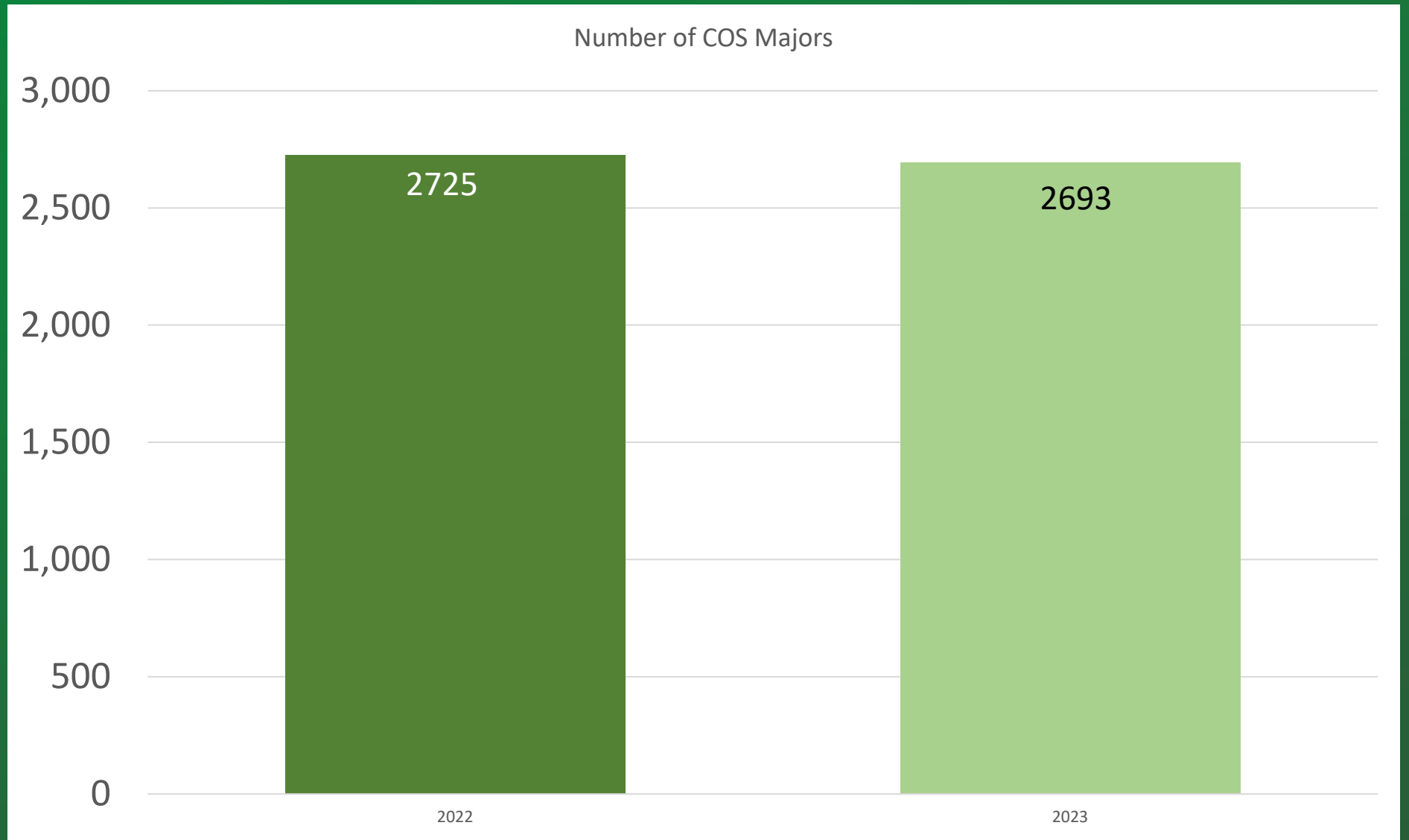
- Accreditation Requirements
- Service/Leadership Needs
- Program Student Headcount (current and 5-year trajectory)
- Program Student FTE (current and 5-year trajectory)
- Number of Majors/FT Faculty (current and 5-year trajectory)
- Number of Student FTE/FT Faculty (current and 5-year trajectory)
- Number of adjuncts/FT faculty (current and 5-year trajectory)

PBA STEWARDSHIP CONVERSATIONS

College of Science| November 29, 2023

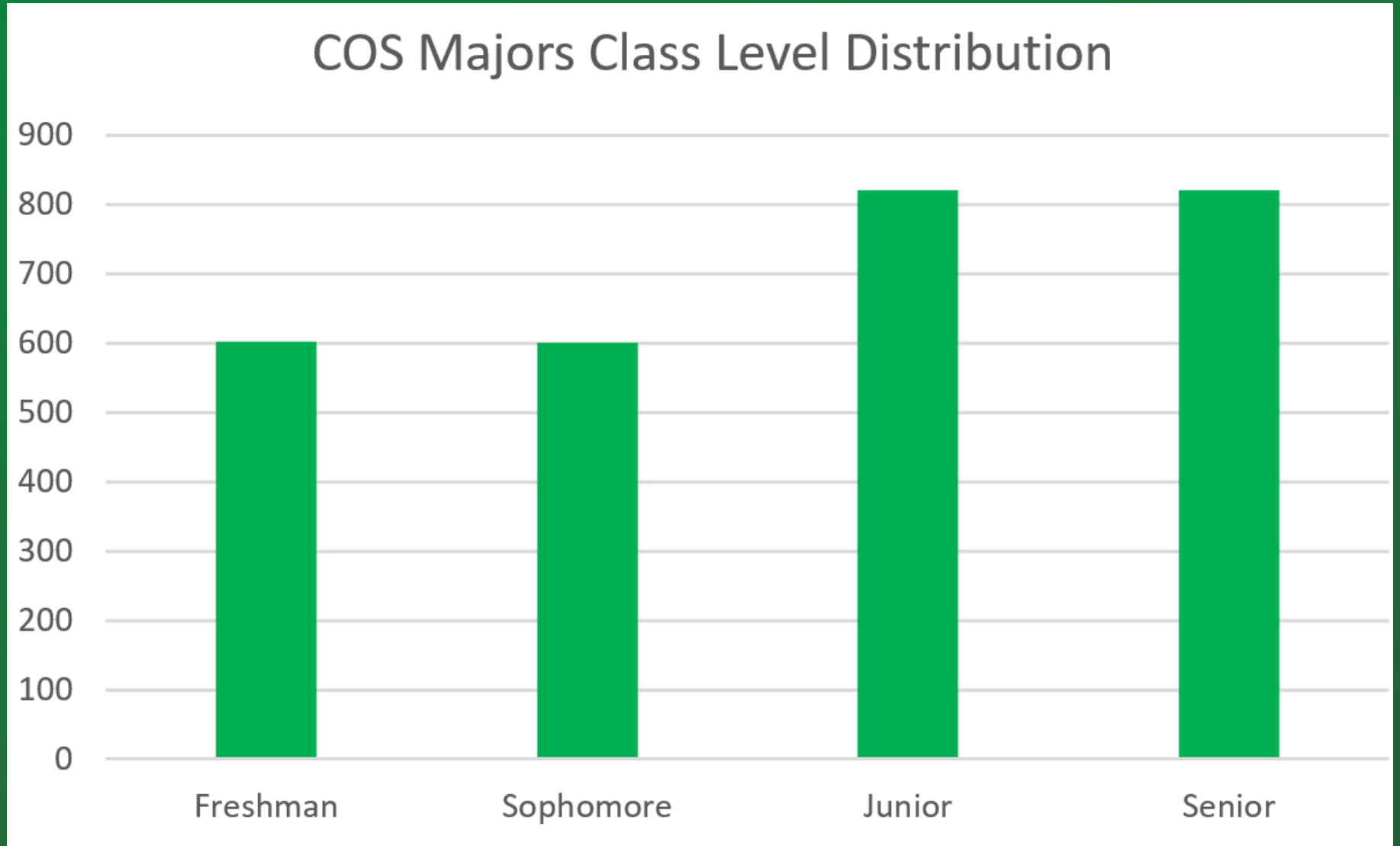
STATE OF THE COLLEGE

Enrollments for the College of Science



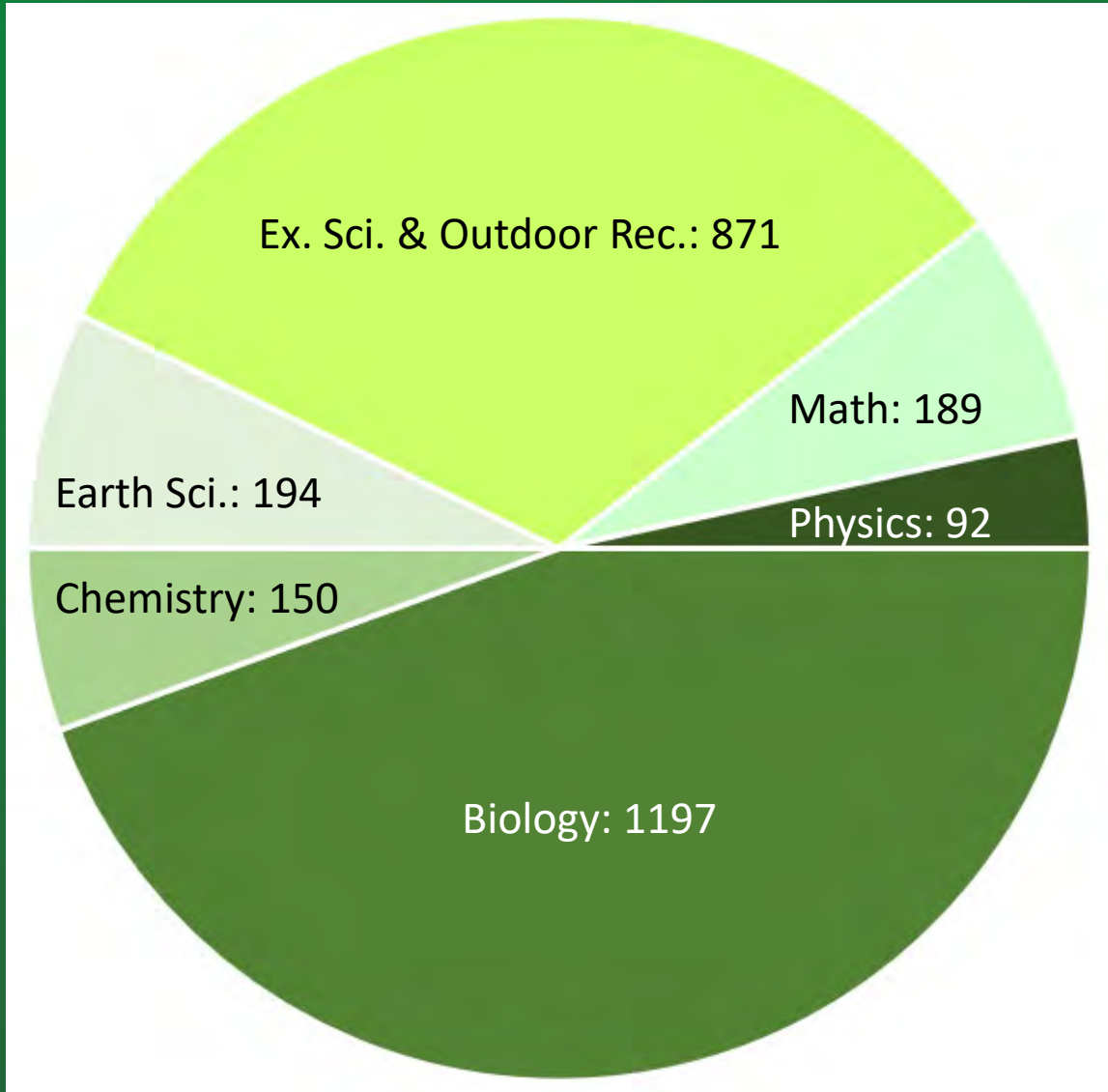
STATE OF THE COLLEGE

Enrollments for the College of Science



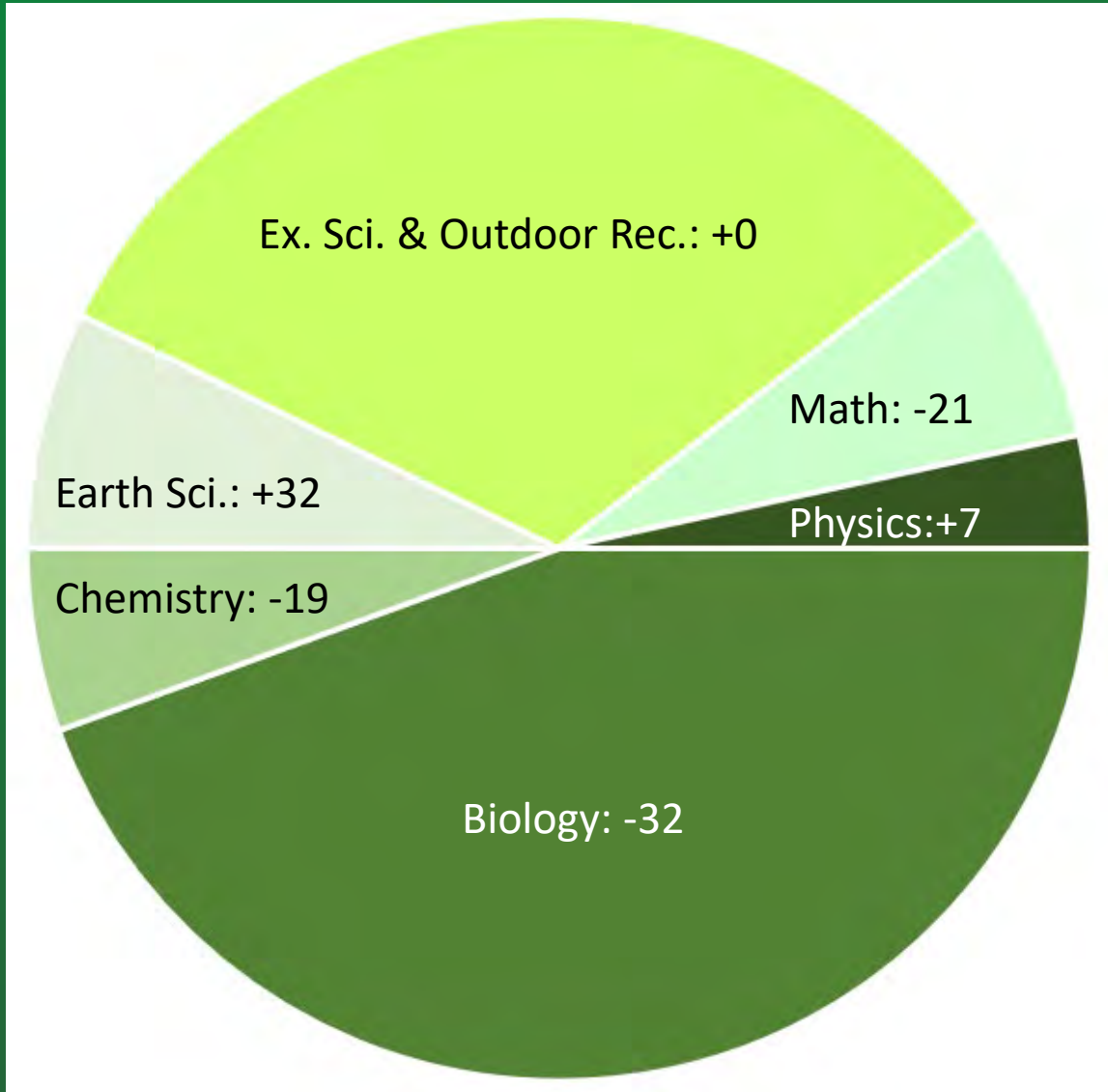
STATE OF THE COLLEGE

Enrollments for the College of Science



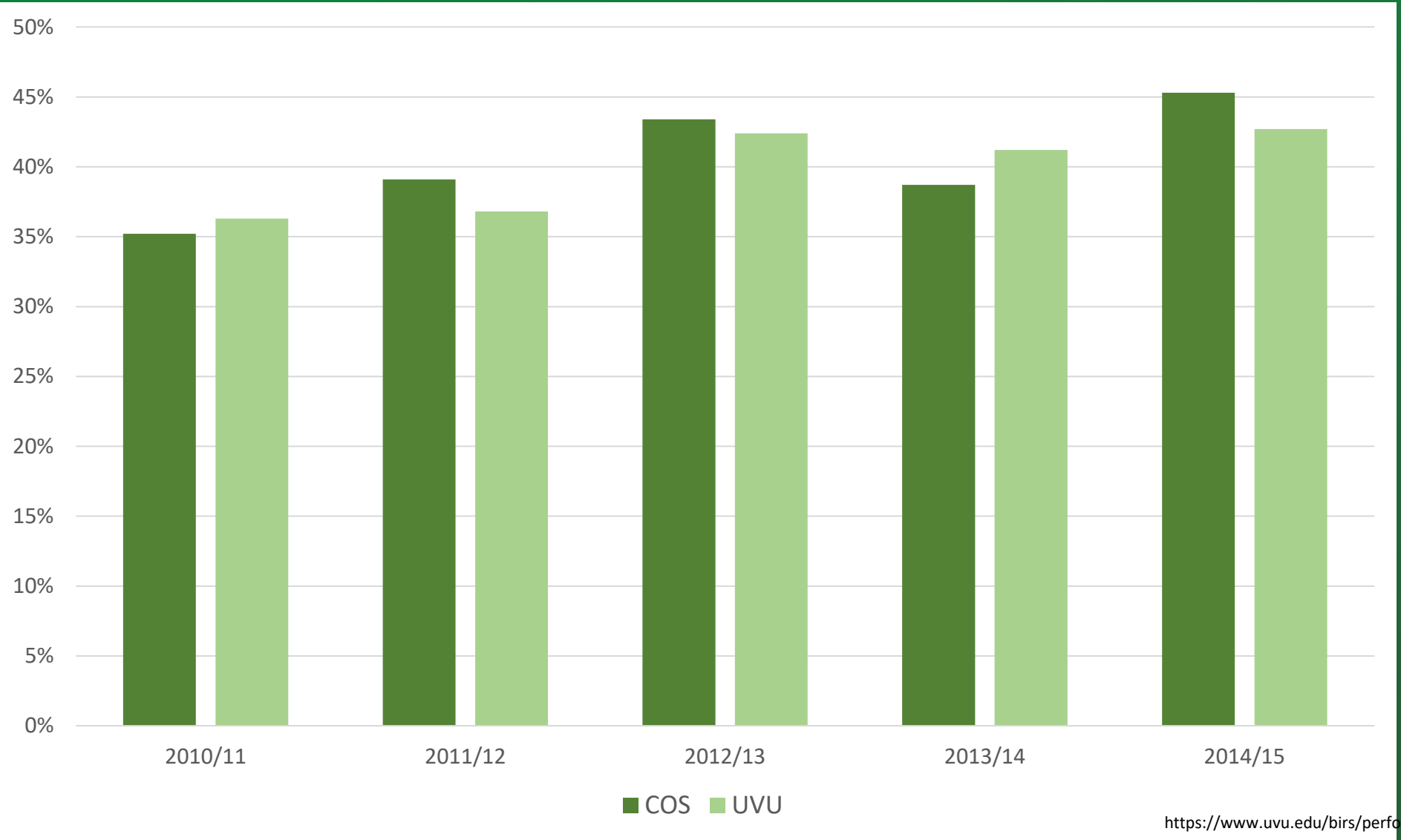
STATE OF THE COLLEGE

Enrollments for the College of Science



STATE OF THE UNIT

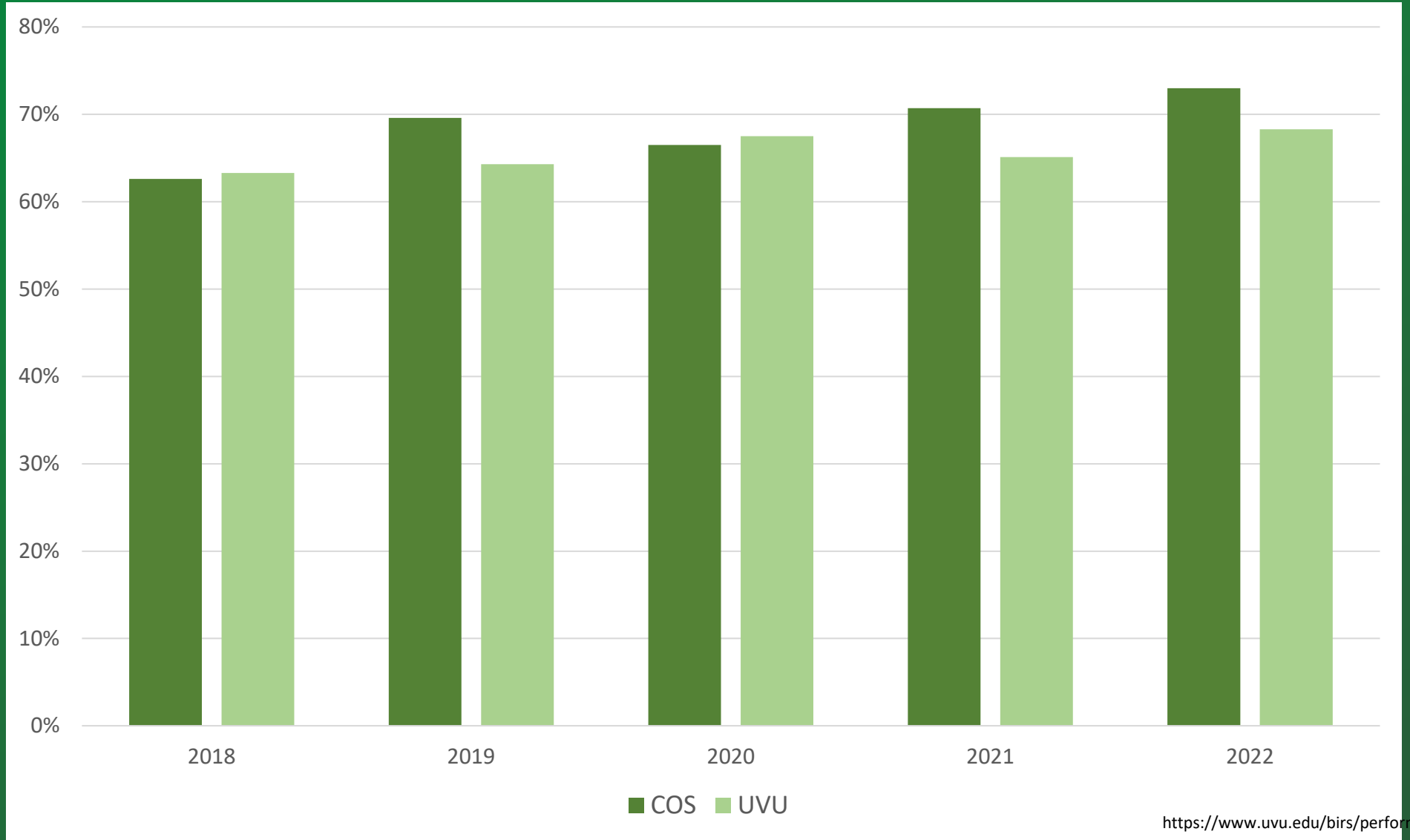
8-year outcomes



https://www.uvu.edu/birs/performance-indicators/completion_quality_efficiency/index.html

STATE OF THE UNIT

Retention



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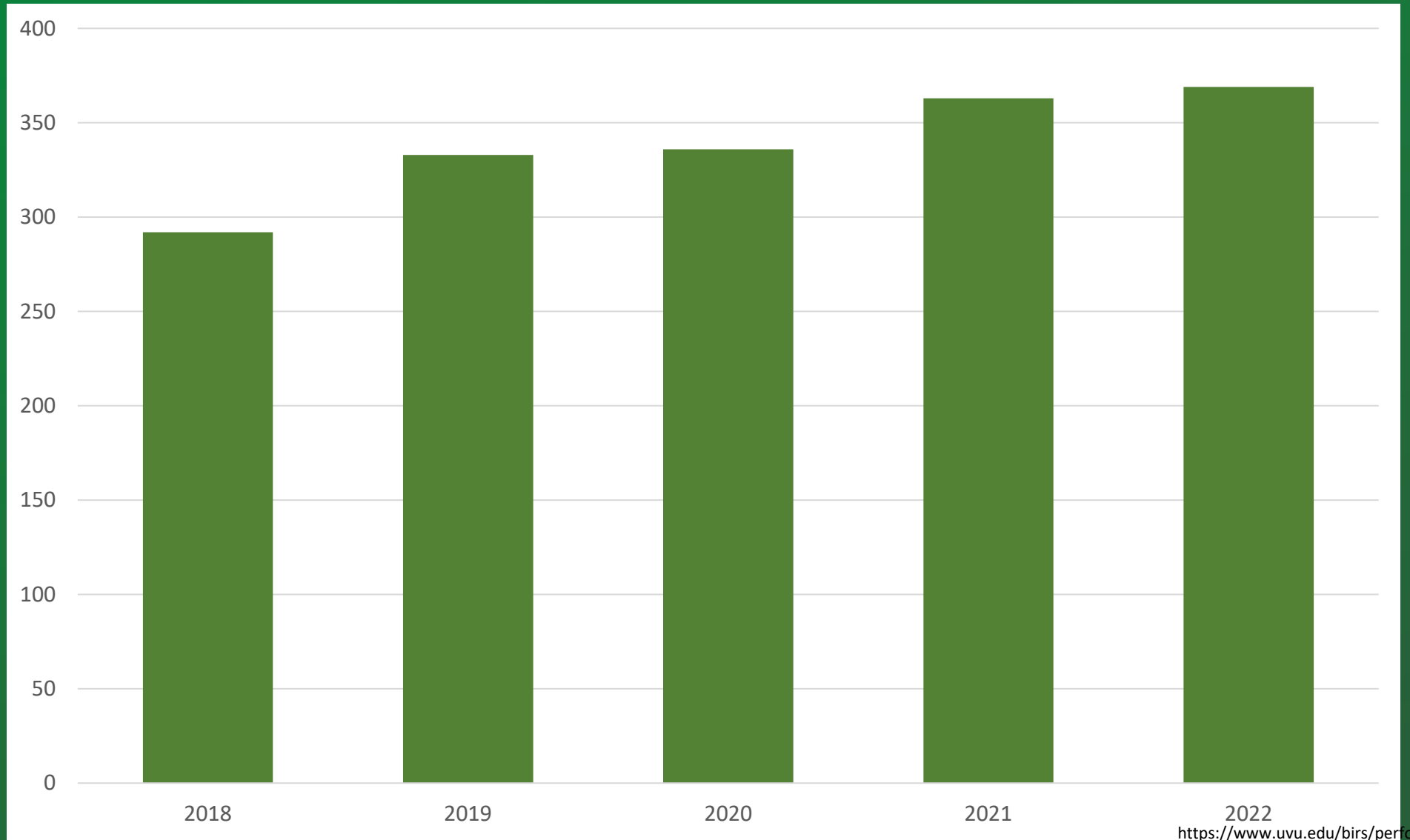
STATE OF THE UNIT

COS bachelor's degree completions



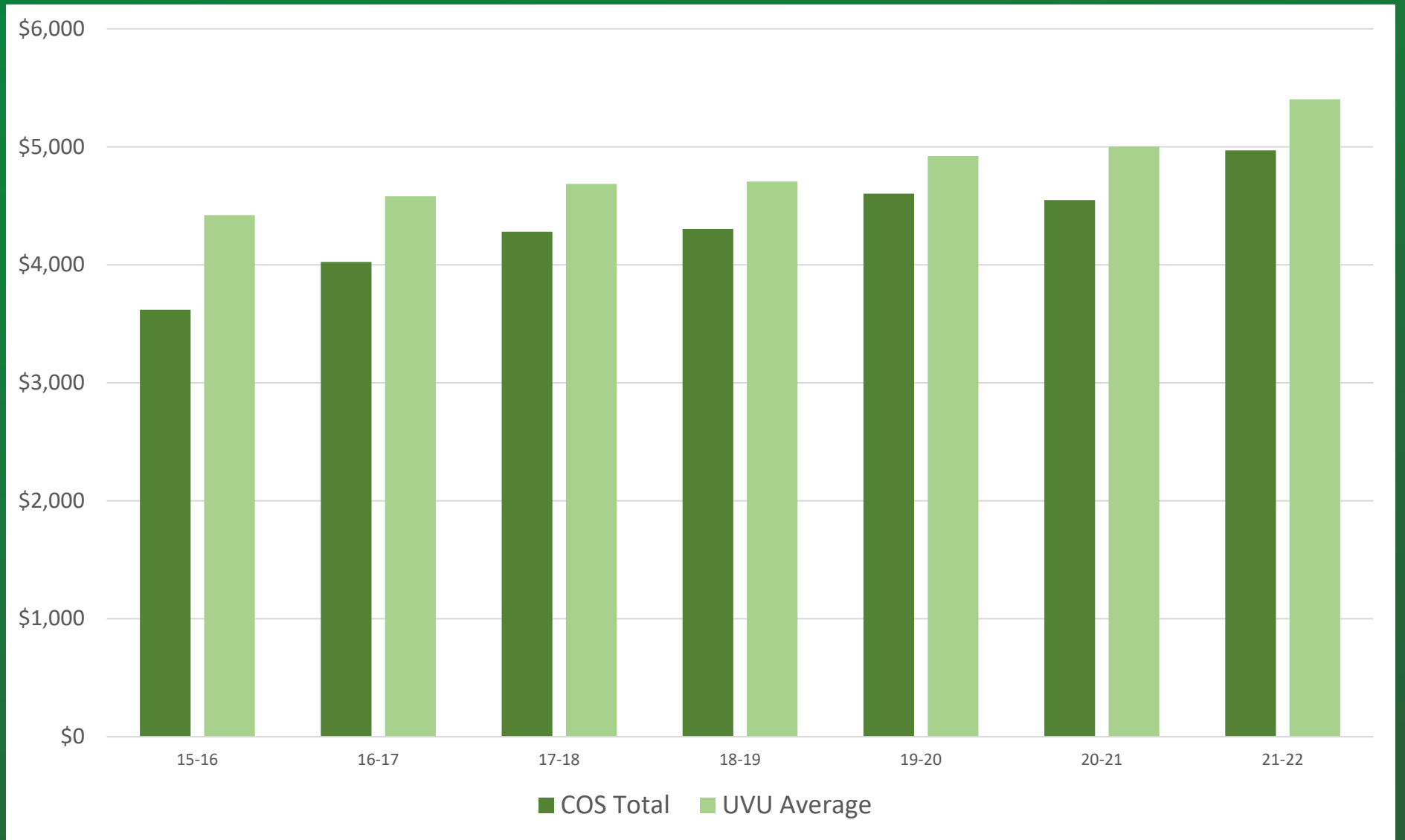
https://www.uvu.edu/birs/performance-indicators/completion_quality_efficiency/index.html

STATE OF THE COLLEGE

Timely completion rate

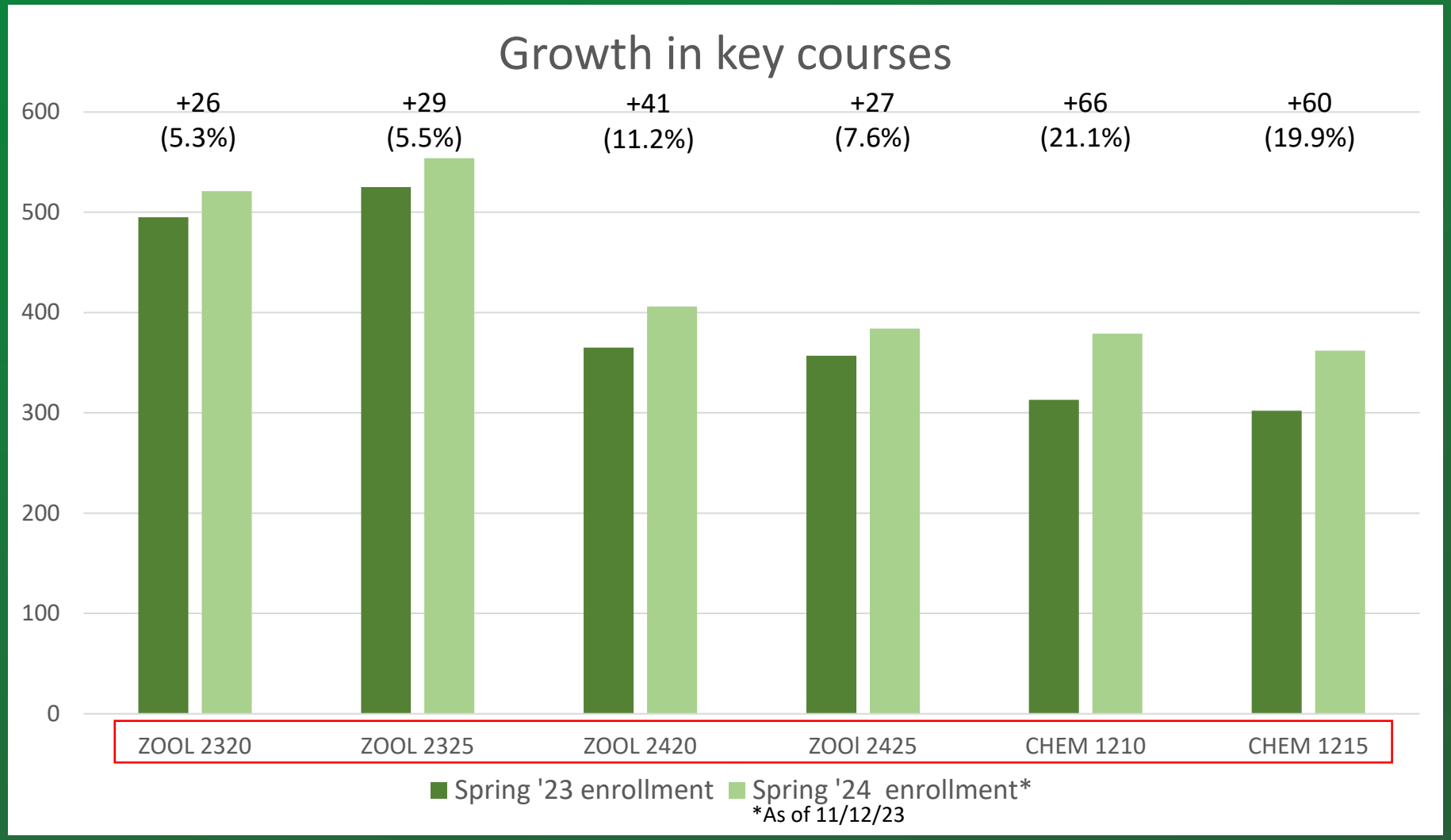
STATE OF THE COLLEGE

Cost per DFTE for the College of Science



STATE OF THE COLLEGE

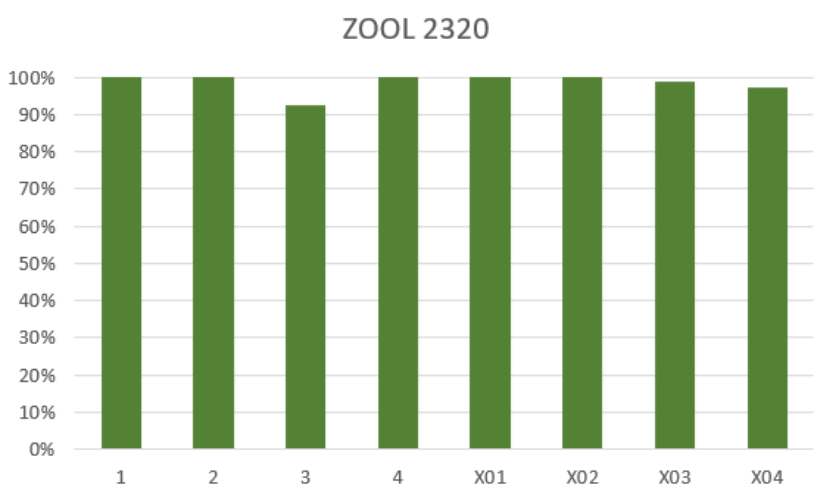
Major shifts in course enrollment

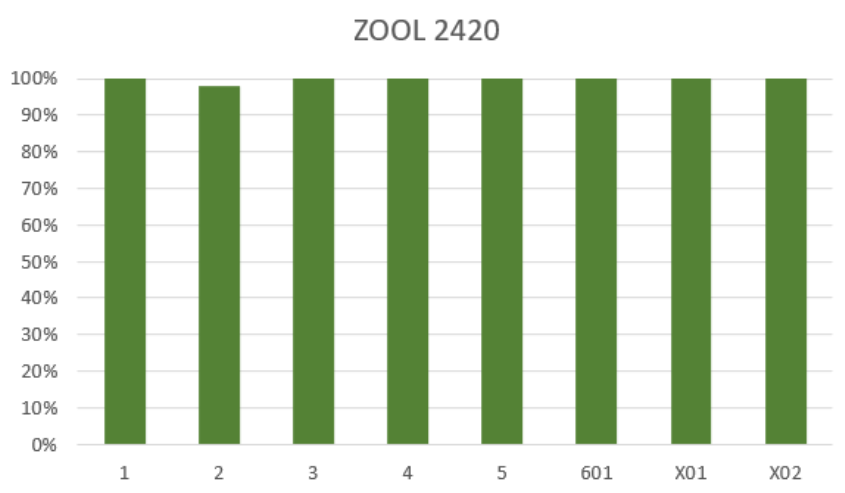


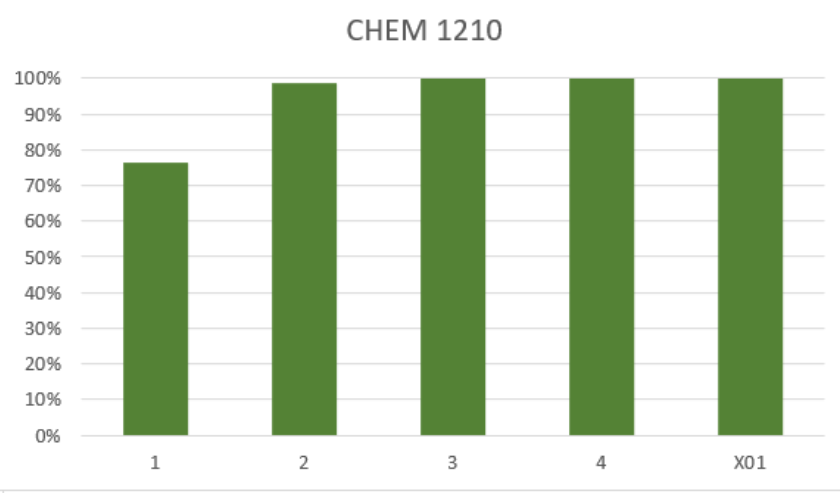
ENROLLMENT AND COMPLETION CONSTRAINTS

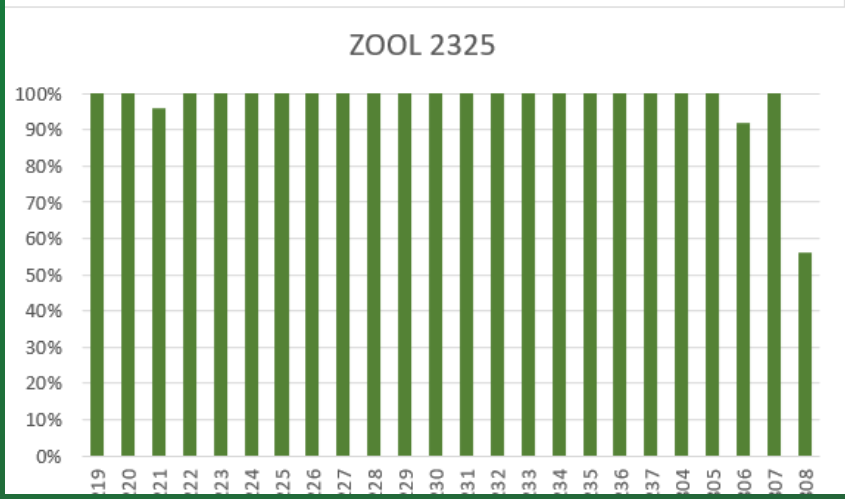
Cannot meet demand of key Biology and Chemistry Courses

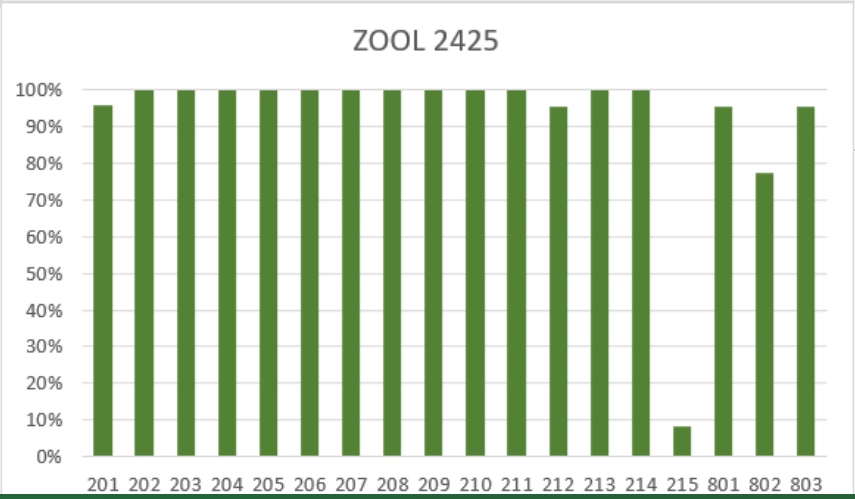
Course section % full for Spring 2024 (as of November 19, 2023)

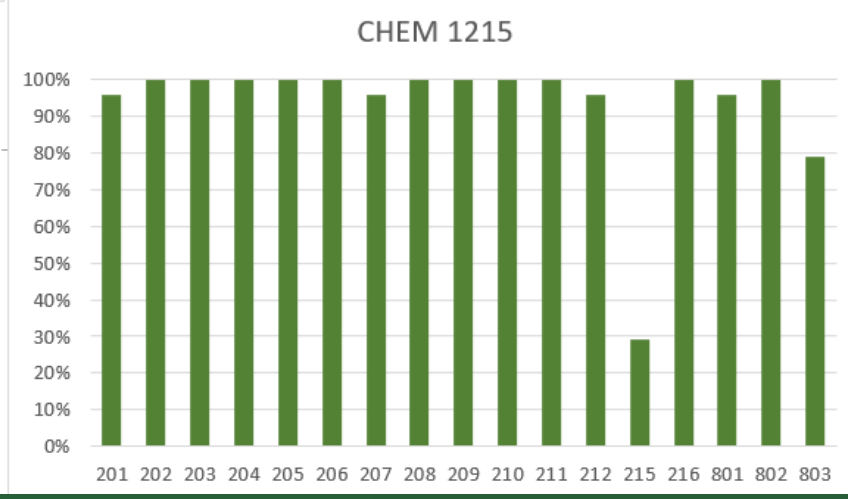












ENROLLMENT AND COMPLETION CONSTRAINTS

Strategic planning efforts

Increase the number of students majoring in the sciences by 1% to 2% per year.

A. Increase outreach to general education classes. (Achieve)

B. Increase outreach to the community at large. (Achieve)

C. Increase enrollment of women and others who belong to groups that are underrepresented in science through targeted outreach. (Include)

ENROLLMENT AND COMPLETION CONSTRAINTS

Strategic planning efforts

<u>Increase retention and completion among science majors</u>

A. Promote engaging and effective pedagogical techniques.

B. Increase research opportunities for science majors.

C. Increase opportunities for social engagement among students, faculty, and staff.

- Engage, Achieve, Include

- **REALLOCATION**
  - **Paying for physiology lab manager via contingency**
  - **Chemistry switched tenure-track to lab manager in response to student demand and external review**

ENROLLMENT AND COMPLETION CONSTRAINTS

Strategic planning efforts

Cultivate relationships with businesses and individuals to increase research collaborations, student job placements, and donations

A. Establish a College of Science Advisory Board and hold a board meeting.

B. Help each department establish an advisory board.

C. Work with IA to make new connections within the science industry in Utah.

- Engage, Achieve

PBA STEWARDSHIP CONVERSATIONS

School of the Arts | November 29, 2023

STATE OF THE SCHOOL OF THE ARTS

1845 Students Enrolled in SOA Programs in 2023

Art & Design continues to be one of the most popular majors at UVU

Art & Design

1198 Enrolled
(+23 from 2022)

Theatre

253 Enrolled
(-7 from 2022)

Dance

137 Enrolled
(-10 from 2022)

Music

257 Enrolled
(+30 over 2022)

SOA Post Covid Rebound: Slight increase over SOA's pre-pandemic high of 1832 in 2019

STATE OF THE SCHOOL OF THE ARTS

SOA Cost Per FTE (FY22): $6,048 | Total Faculty FTE: 80.9 (63 FT + 17.9 PT)
Faculty Headcount: 63 FT + 161 PT

Art & Design

779.13 FTE
$4,577,791 Rev. Gen.

$5,216.99
Cost Per DFTE

DFTE Rank: 19 of 63

Music

369.27 FTE
$2,169,652 Rev. Gen.

$5,831.06
Cost Per DFTE

DFTE Rank: 24 of 63

Dance

152,55 FTE
$896,281 Rev. Gen.

$10,705.48
Cost Per DFTE

DFTE Rank: 48 of 63

Theatre

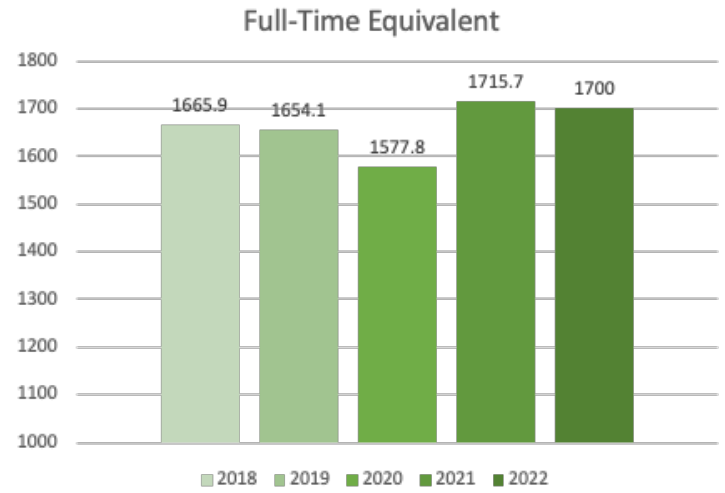
310.46 FTE
$1,824.113 Rev. Gen.

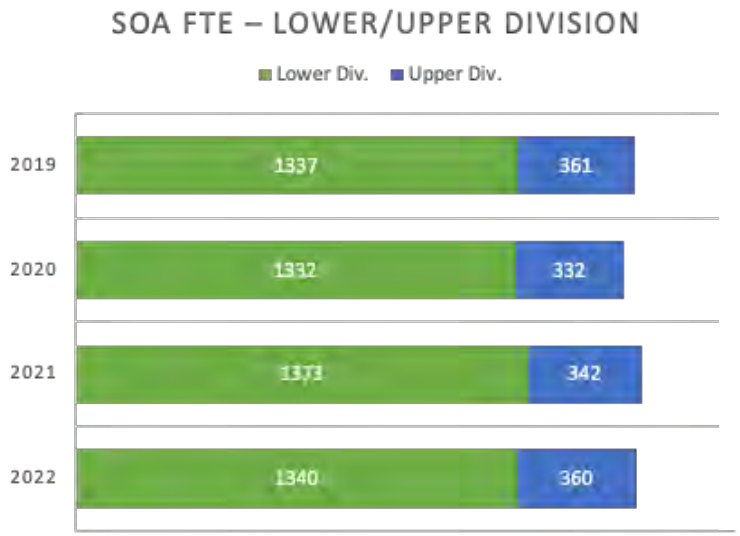
$6,101.50
Cost Per DFTE

DFTE Rank: 26 of 63

STATE OF THE SCHOOL OF THE ARTS

FTE, Headcount, and DFTE Data

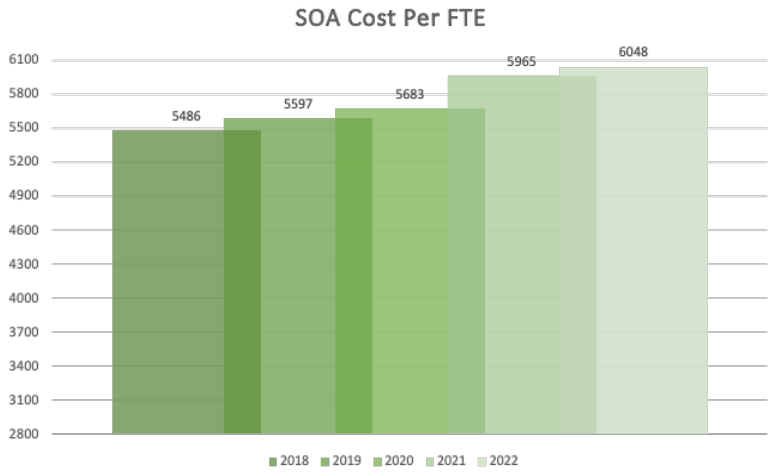




School of the Arts

Head Count

	2018	2019	2020	2021	2022
Adjunct	165.0	143.0	158.0	157.0	161.0
Faculty	67.0	67.0	68.0	66.0	63.0
Grand Total	232.0	210.0	226.0	223.0	224.0



Department	Annualized FTE	Expenses	Cost per DFTE	Estimated Rev.
Art & Design	779.13	$4,064,714	$5,216.99	$4,577,791
Dance	152.55	$1,633,067	$10,705.48	$896,281
Music	369.27	$2,153,235	$5,831.06	$2,169,652
Theatre	310.46	$1,894,270	$6,101.50	$1,824,113

STATE OF THE SCHOOL OF THE ARTS

Completions: 340 in 2023

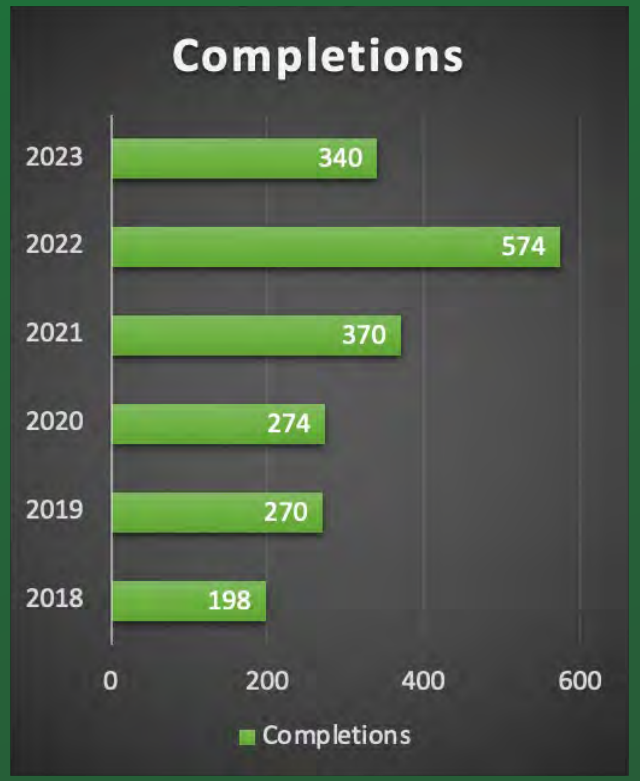
451 Adjusted Cohort (+60 from 2020)
157 Completions (+43 from 2020)
34.81% Comp. Rate (+5.65 from 2020)

(37.8% 8-year Outcome Rate)

306 Bachelor Degrees

106 Associate Degrees

28 Certificates



STATE OF THE SCHOOL OF THE ARTS

Major Shifts and Awards

Art & Design introduced AAS & BFA programs in Entertainment Design in Fall 2022.

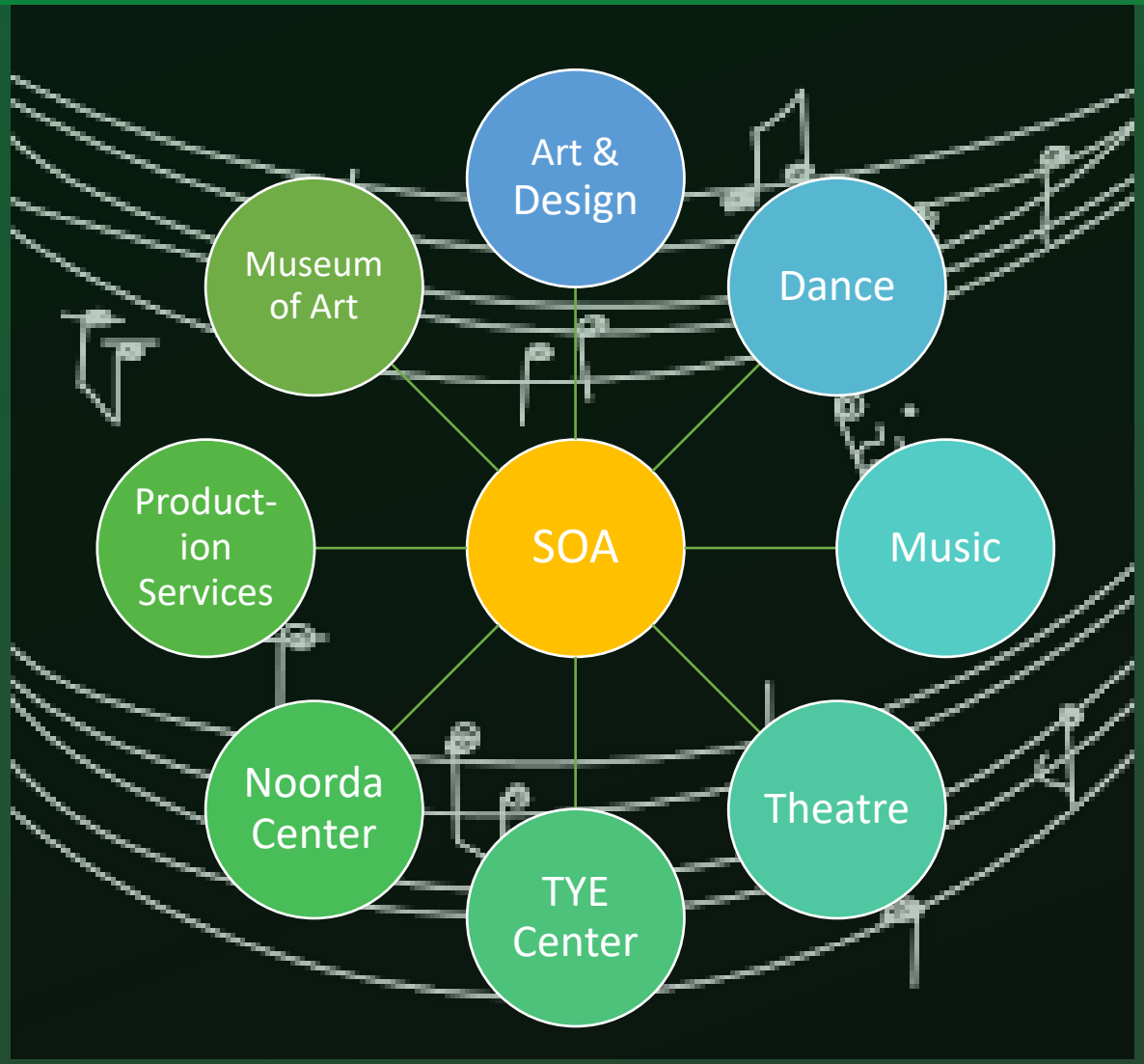
Higher than expected demand with 54 enrolled students in Fall 2023 (more to matriculate).

A&D's Graphic Design program earned UVU placement among the top design school in the nation by GDUSA 2022 and again in 2023.

The Music Department increased by 13% in enrolled majors in 2023. In 2022, the department received reaccreditation by the National Association of Schools of Music.

STATE OF THE SCHOOL OF THE ARTS

School of the Arts Structure



Dual Mission: SOA is both an academic unit as well as a community-facing entity that contributes to community engagement and UVU brand awareness.

Unique: SOA oversees 177 specialized academic and performing spaces excluding the Museum of Art.

Asset Heavy: SOA supports over $6 million in assets (excluding the Museum).

Revenue: SOA generates revenue to help support programming.

STATE OF THE SCHOOL OF THE ARTS

Other Metrics: Events & Audiences

28,151 Tickets Sold

5,353 Noorda Series
7,457 Music
7,985 Dance
4,652 Theatre
197 Art & Design
2,507 Other Events

Student Tickets

7,540 to student productions (12.37% increase over FY22)
393 Student Rush to Noorda Productions (132.54% increase)

282 Events/Performances

155 Academic Shows, 18 Noorda Series, 27 internal rentals,
43 SOA events, 10 community rentals, 48 other events.

Sundance Co-partnership

Cinderella 2022: 15 shows with 19,500 patrons (93% sell rate)

70 UVU faculty, staff, students worked on production

STATE OF THE SCHOOL OF THE ARTS

Other Metrics: Events & Audiences

UVU Museum of Art

Ribbon-cutting: May 2023

Art of Belonging Initiative

Three Exhibitions

Artist Lectures

Performances

Media

Significant Media Coverage

Robust Advertising

EKR Agency | MarComm

Billboards, Social, Direct Mail

Over 1.5 M total impressions

(May to August 2023)

Resources: Conversion of 3 PT to FT positions to prepare for opening (2 funded, 1 waiting)

Exhibition Visitors: 3,979

Participants in Ed Events: 959+

Art for All

Workshops

Open Studio

Educational Tours

Launch coupled with strong fundraising initiatives and efforts with named space opportunities.

STATE OF THE SCHOOL OF THE ARTS

Other Metrics: SOA Marketing

Total Assets Created: 2,500+

For performances, events, recruitment materials, postcards, swag, and other materials.

SOA Academic Marketing

August 2022 – August 1, 2023

Facebook Reach: 247,988 (+102.4%)
- Link Clicks: 21,862 Facebook (+367.5%)
- Visits: 6,794 (+323%)
- Followers: 3,577 (+9.8%)

Instagram Reach: 39,005 (-5.9%)
- Visits: 68,265 Instagram visits (+93.9%)
- Followers: 2,565

Total Paid Social Media Reach

526,494 (+49%)

Noorda Series Marketing

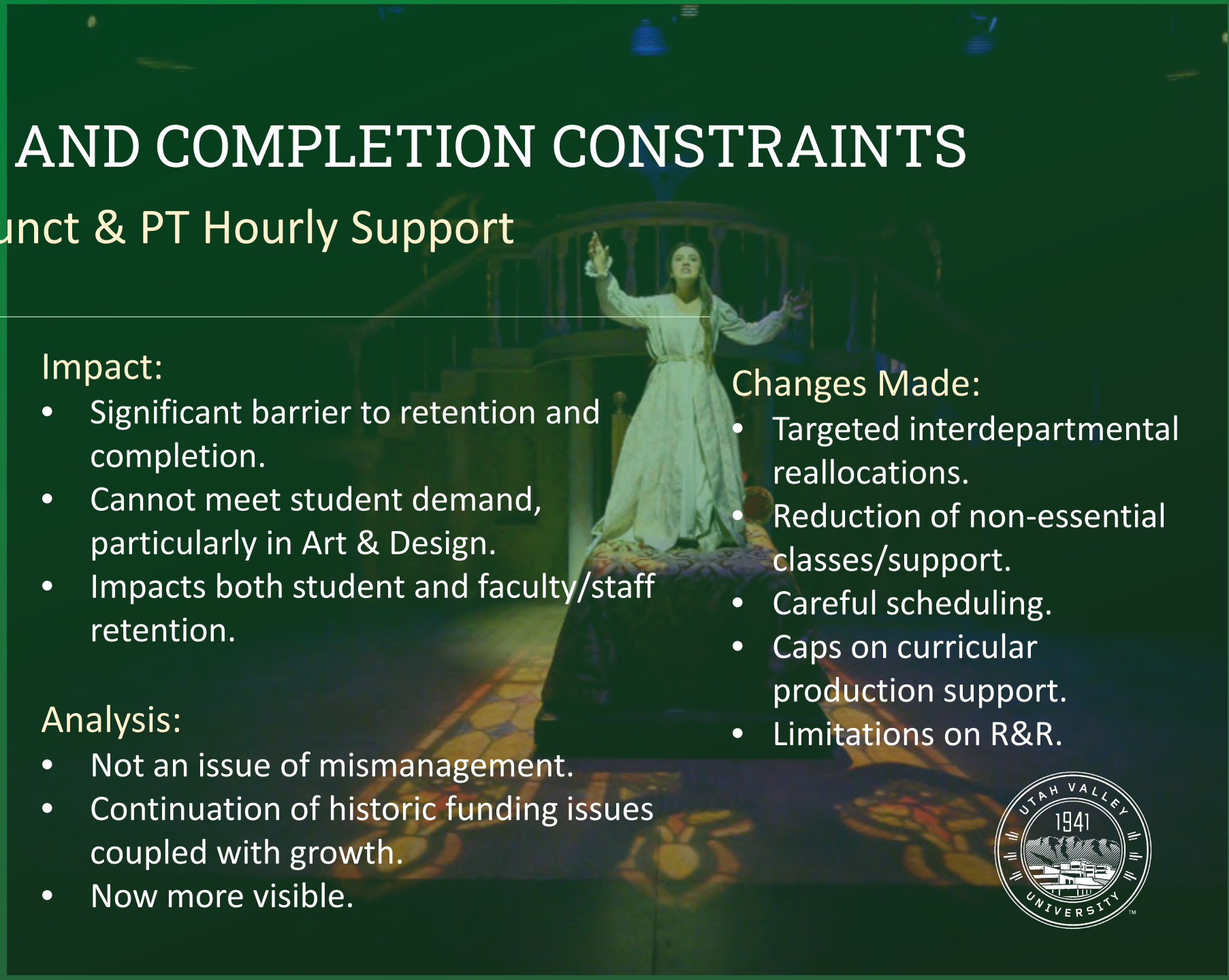
August 2022 – August 1, 2023

Facebook Reach: 507,661 (+34.4%)
- Link Clicks: 49,973 Facebook (+157.1%)
- Visits: 7,292 (+228.3%)
- Followers: 2,104 (+15.9%)

Instagram Reach: 31,437 (+118.9%)
- Visits: 2,002 Instagram visits (+76.7%)

ENROLLMENT AND COMPLETION CONSTRAINTS

Key Challenge: Adjunct & PT Hourly Support



Overages of PT Staff by Area (FY 2023):

Art & Design -$282,550
Dance -$26,648
Music -$1,029
Theatre -$63,117
SOA EPS -$179,888

Total -$555,232

Impact:

- Significant barrier to retention and completion.
- Cannot meet student demand, particularly in Art & Design.
- Impacts both student and faculty/staff retention.

Analysis:

- Not an issue of mismanagement.
- Continuation of historic funding issues coupled with growth.
- Now more visible.

Changes Made:

- Targeted interdepartmental reallocations.
- Reduction of non-essential classes/support.
- Careful scheduling.
- Caps on curricular production support.
- Limitations on R&R.

ENROLLMENT AND COMPLETION CONSTRAINTS

Key Challenge: Facilities & Production Support

Limited Funding

$0 approp. funding for Theatre and Art & Design to support production and exhibition expenditures.

Reliance on fluctuating revenues to fund curricular programming.

A&D, without ticket sales, must reallocate from its operating budget.

Increased Expenses/Decreased Resources

Inflation significantly increased production and exhibition costs SOA greatly impacted by 2020 Covid budget cuts.

Significant R&R needs. Limitations impact the student experience, patron experience, as well as safety/risk management.

Considerable efforts to reduce expenses, reallocate funds, utilize any carry-forward, and limit production support.

SOA/Noorda charges internal/external users to cover overhead costs.

SOA at risk of not meeting academic program minimums.

STRATEGIC PLANNING EFFORTS

School of the Arts

Enhance resources to support retention, completion, and student success.

→ Achieve Operational Effectiveness

Increase and enhance student engagement.

→ Include Engage

Expand recruiting efforts to support program enrollments and quality.

→ Include Achieve Operational Effectiveness

UVU Vision 2030
SOA Vision 2030+

STRATEGIC PLANNING EFFORTS

Enhance resources to support retention, completion, and student success.

Achieve | Operational Effectiveness

Obtain adequate PT hourly adjunct funding to meet demand.

Obtain funding to address current technology, lab support, and studio equipment needs.

Obtain adequate academic production funding.

Create Noorda Center Venues use plan to maximize efficiency and effectiveness while achieving PLOs.

Address infrastructure and space needs, particularly Art & Design and SOA Costume Shop.

Create Art & Design Building plan and timeline.

Secure at least one external grant within the School of the Arts.

SOA recently restructured "The Circle" membership program for giving opportunities.

STRATEGIC PLANNING EFFORTS

Increase and enhance student engagement.

Include | Engage

HIPS

Continued SOA support of HIPs opportunities.

Engaged learning opportunities for SOA students to perform with professional artists on The Noorda series.

Increase marketing efforts with goal of increasing $2 student tickets sold.

500+ students per year directly involved in HIPs funded by SOA.

ENGAGE

Create and expand opportunities for students to engage with the UVU Museum of Art.

Curate Noorda Series with focus on student and community audiences and engagement.

Continue Sundance Summer Musical partnership

SOA engages with thousands of visitors, patrons, and audience members.

EID

Continue marketing initiatives to ensure that historically marginalized communities are engaged with opportunities to attend events and interact with guest artists.

Take action based on student BIPOC Committee recommendations and student climate surveys.

STRATEGIC PLANNING EFFORTS

Expand recruiting efforts to support program enrollment and quality.

Include | Achieve | Operational Effectiveness

- Targeted recruitment plan for one low-enrolled program in each department to increase enrollment rates based on individual program needs.
- Increase financial support [through internal realloc.] for recruitment efforts across SOA.
- Utilize Concurrent Enrollment courses, the TYE Center, and the UVU Museum of Art for recruiting opportunities.

SOA hosted numerous recruitment events in 22/23, bringing thousands of high school students to campus for conferences and performances.

- Support development of online offerings within SOA to strategically broaden SOA educational offerings across delivery modalities.
- Update website and department recruitment materials across SOA.
- Focus fundraising efforts on increasing SOA scholarships.

STRATEGIC PLANNING EFFORTS

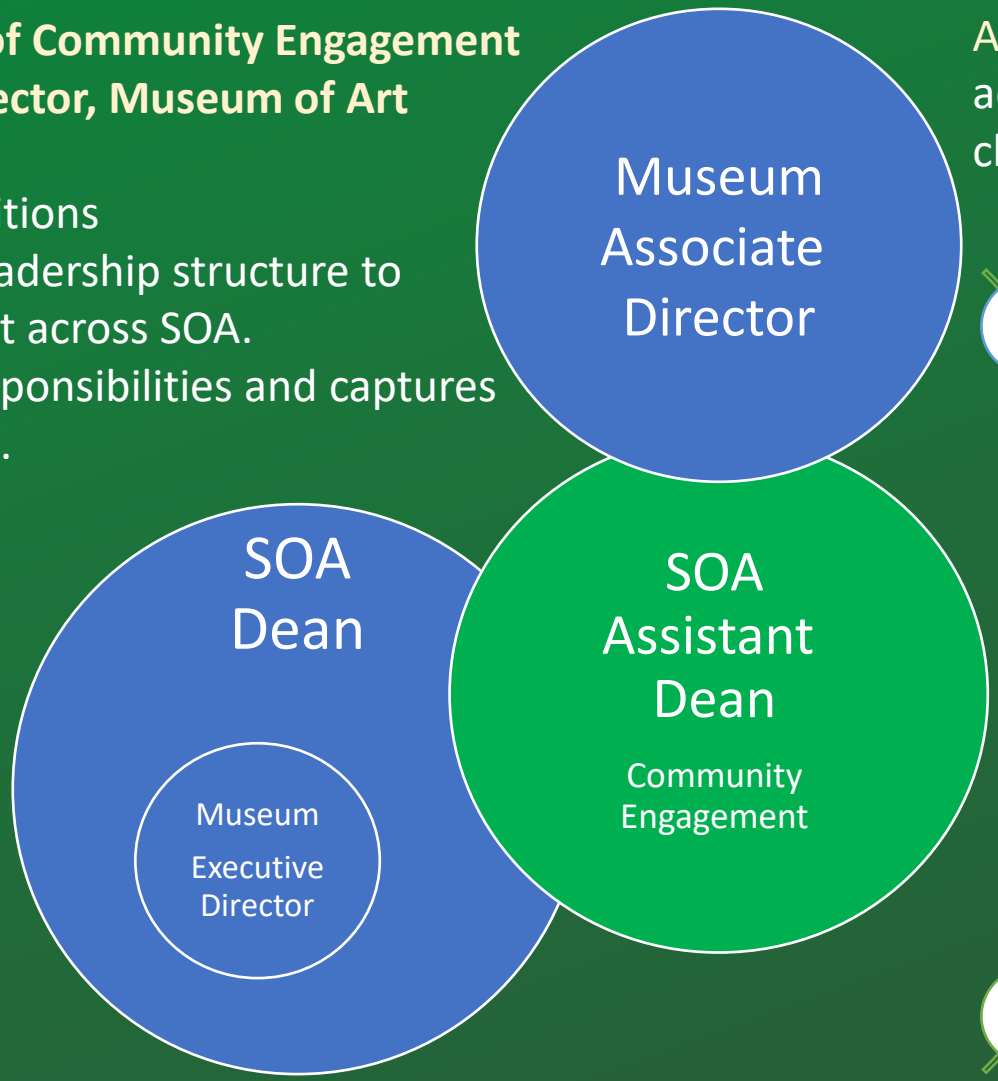
2023 SOA Leadership Reorganization

New Position: Assist. Dean of Community Engagement
New Position: Associate Director, Museum of Art

- Restructured existing positions
- Creates an interlocking leadership structure to provide expanded support across SOA.
- Creates a balancing of responsibilities and captures new opportunities in SOA.

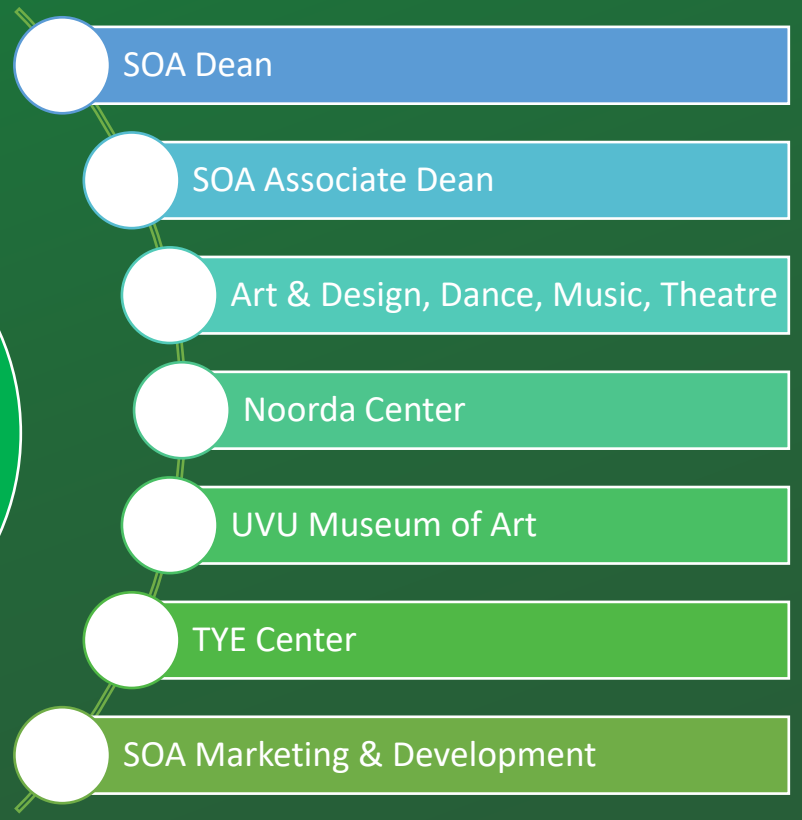
An Investment

- Recruitment
- SOA "Dual Mission"
- Audience development
- Brand awareness
- Sponsorships



V2030 E2: "Strengthen Student Learning and Societal Impact Through: Collaboration with Community and Industry."

AMP: "UVU engages with the community in addressing regional opportunities and challenges in a global context."



QUESTIONS?

THANK YOU

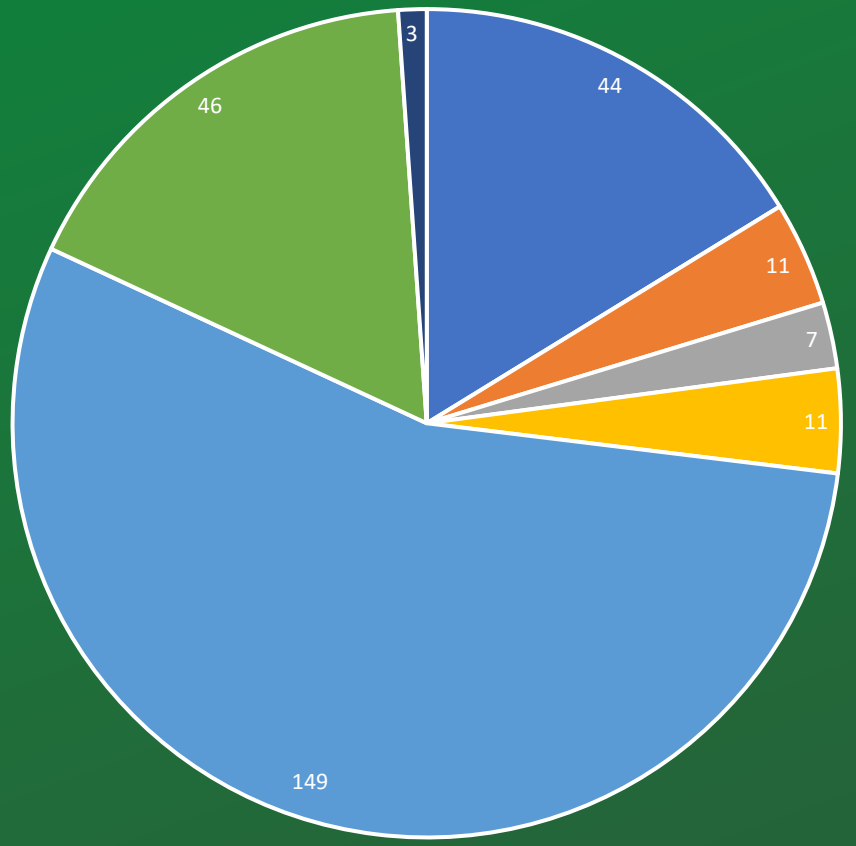
PBA STEWARDSHIP CONVERSATIONS

School of Education | November 29, 2023

School of Education State of the Unit

STATE OF THE UNIT SUMMARY

School of Education Faculty and Staff 2023



The School of Education prepares educators and leaders to enhance the quality of life for individuals and communities.
Through engaged pedagogy, transformative collaborations, and meaningful innovations,
we cultivate equity and inspire lifelong learning.

ENROLLMENTS FOR THE SCHOOL AND DEPARTMENTS

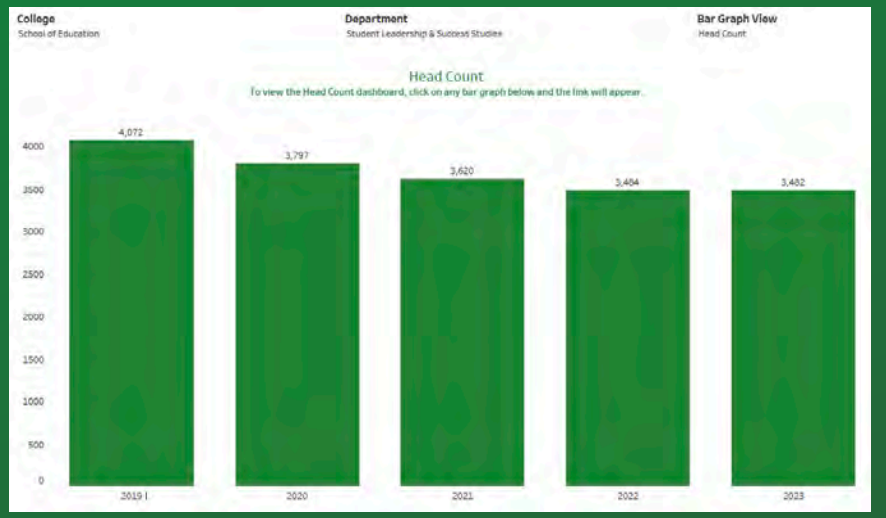
School of Education State of the Unit

Department	Headcount	FTE	Graduate
Elementary Education	682	580.53	0
School of Education	220	166.52	169
Secondary & Special Education*	691	266.87	0
Student Leadership & Success Studies	3,482	2,498.67	0
	5,075	**3,513**	**169**

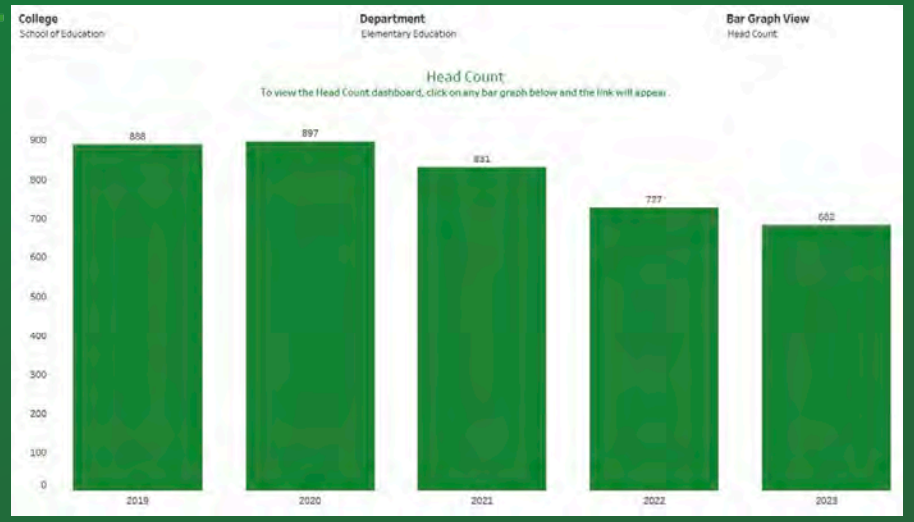
2023 data

*adjusted entries

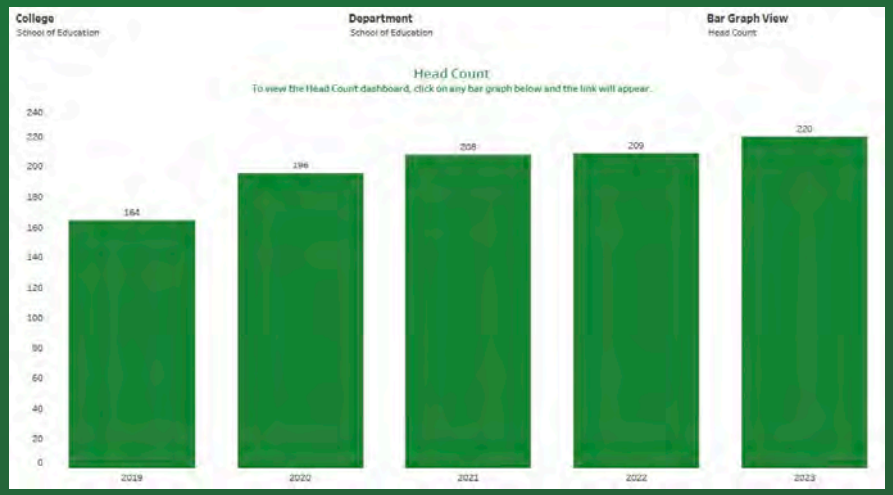
Enrollment Trends**



SLSS



Elementary Education



Graduate programs^

^PD endorsements excluded

**Secondary and Special Education trends data under review

COST PER FULL-TIME EQUIVALENT FOR DEPARTMENTS

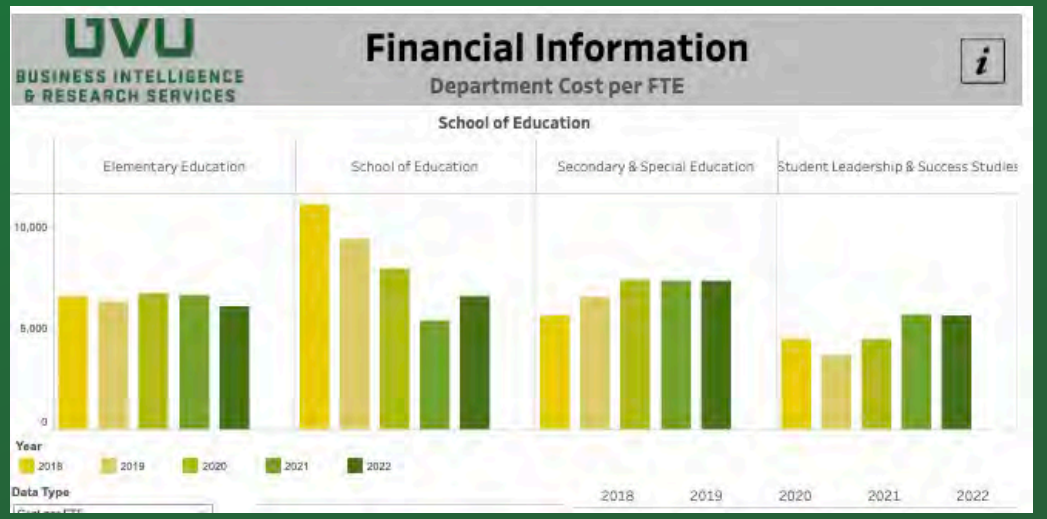
School of Education State of the Unit

2021-2022 Cost per DFTE

Annualized Enrollments and Direct Instructional Expenditures by Department/Program

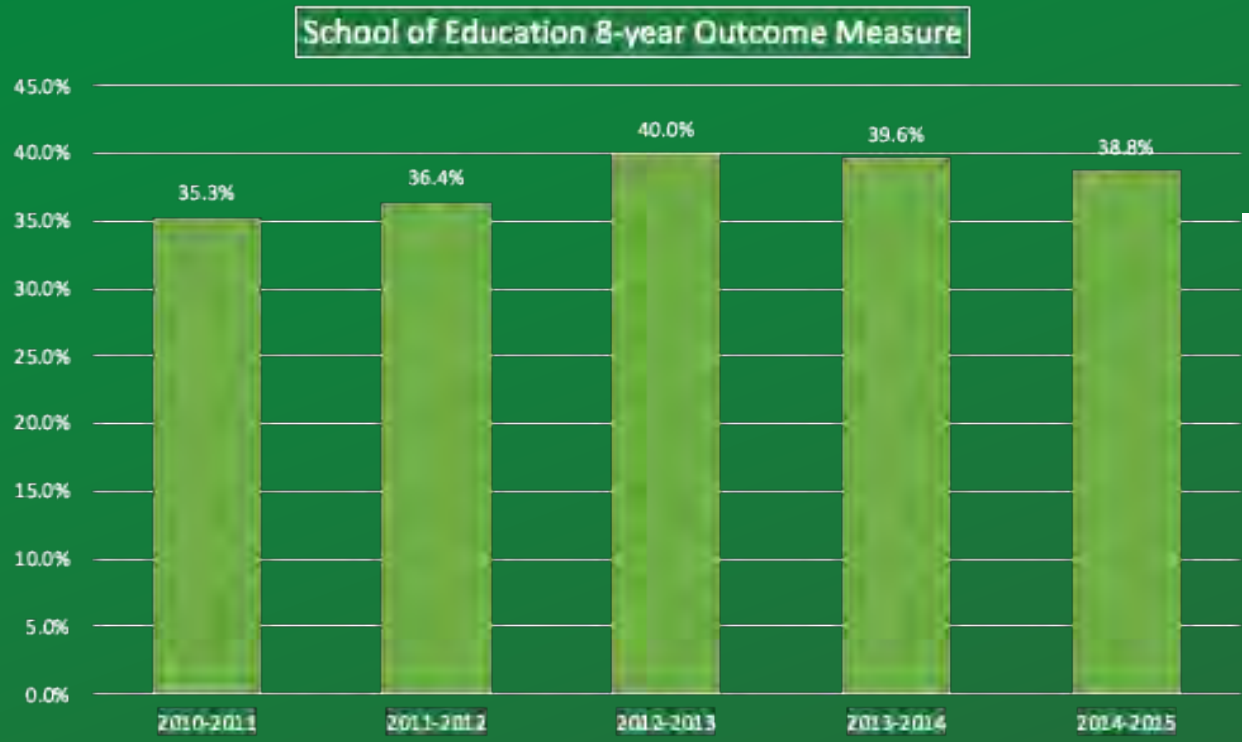
Includes all Delivery Types using Appropriated Funds

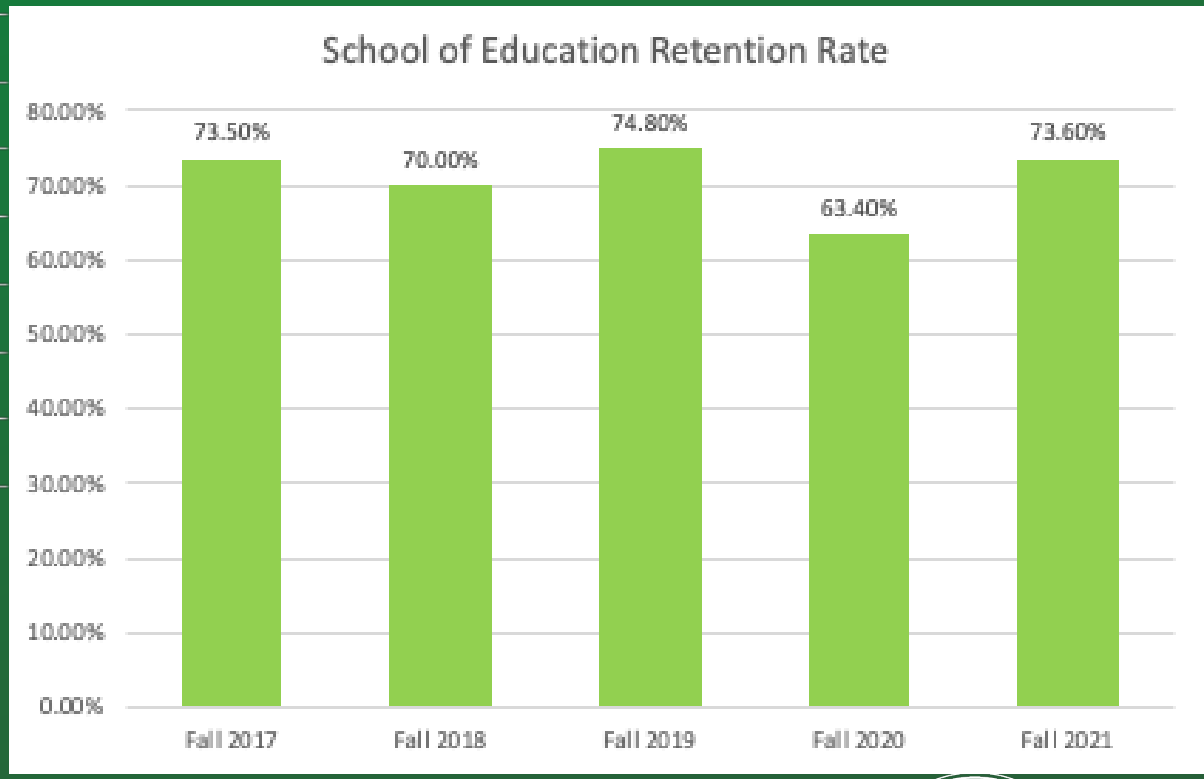
Department	Annualized FTE	Expenses	Cost Per DFTE	Rank (1=Low)
Student Leadership & Success Studies	345.98	$1,967,797	$5,687.69	22
Elementary Education	391.68	$2,415,370	$6,166.69	27
Master of Education (MEd)	139.78	$928,939	$6,645.96	32
Secondary & Special Education	237.06	$1,762,613	$7,435.31	38



OUTCOME MEASURE AND RETENTION

School of Education State of the Unit





Data from CQE

COMPLETIONS AND AWARDS

School of Education State of the Unit

Elementary Education

Completions

	2018	2019	2020	2021	2022	2023
Certificate/Diplomas		3	2		11	4
Associate Degrees	65	95	60	117	93	77
Bachelor Degrees	140	122	132	140	155	127
Grand Total	205	220	194	257	259	208

8-year Outcome Measure

2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
44.7%	48.9%	52.8%	49.2%	50.6%

SLSS

Completions

	2018	2019	2020	2021	2022	2023
Certificate/Diplomas		1	3,240	2,193	1,864	1,975
Associate Degrees	1,116	1,173	1,316	1,991	2,223	1,002
Bachelor Degrees	31	53	44	71	64	71
Grand Total	1,147	1,227	4,600	4,255	4,151	3,048

M. Ed.

Completions

	2018	2019	2020	2021	2022	2023
Master Degrees	19	22	27	61	64	78
Graduate Certificates		5	3	9	33	29
Grand Total	19	27	30	70	97	107

Secondary and Special Education*

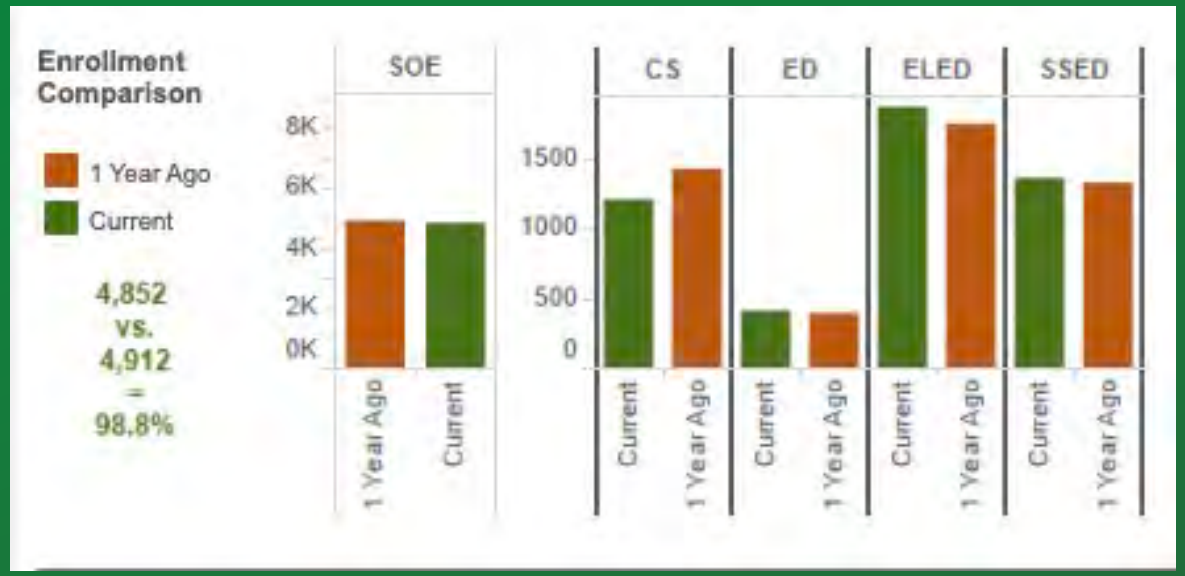
Completions

	2018	2019	2020	2021	2022	2023
Certificate/Diplomas	2	3	3	3	18	23
Bachelor Degrees	9	16	16	24	15	24
Grand Total	11	19	19	27	33	47

*partial data

School of Education State of the Unit

MAJOR SHIFTS IN COURSE ENROLLMENTS AND HIGH-VALUE AWARDS FOR THE SCHOOL AND DEPARTMENTS



High Yield Awards**

Utah Valley University Traditional Program Completers

Academic Year 2018-19 Traditional Completers	Academic Year 2019-20 Traditional Completers	Academic Year 2020-21 Traditional Completers
242	289	267

**Title II Annual Reports

MELISA NELLESEN CENTER FOR AUTISM

School of Education State of the Unit

Community Impact 2022-23	
Event Category	Total Attendance
Community Awareness	1313
Health and Safety	855
UVU Employee Trainings	125
Community Trainings	1011
Educator Focused Training	100
Passages Programming	180
Total Attendance	3586

- Community Events
- Professional Trainings
- Equipment
- Marketing Materials
- Resource Library Materials
- Travel

ENROLLMENT AND COMPLETION CONSTRAINTS

- Current higher education trends
- Change in interest in K-12 teaching
- Multiple pathways to teacher licensure
- Impact of USBE requirements
- Accreditation factors

AACTE's National Portrait Sounds the Alarm on Declining Interest in Education Careers

(March 22, 2022, Washington, D.C.) – Today, AACTE (American Association of Colleges for Teacher Education) releases the second edition of *Colleges of Education: A National Portrait*. In addition to updating information on colleges of education and their leaders,

School of Education

Completions

	2018	2019	2020	2021	2022	2023
Certificate/Diplomas	2	7	3,245	2,196	1,893	2,002
Associate Degrees	1,181	1,268	1,376	2,108	2,316	1,079
Bachelor Degrees	190	197	198	245	243	224
Master Degrees	19	22	27	61	64	78
Graduate Certificates		5	3	9	33	29
Grand Total	1,392	1,499	4,849	4,619	4,549	3,412

School of Education Strategic Planning Efforts

STRATEGIC GOALS AND OBJECTIVES

2023-2024 ADMINISTRATIVE ASSESSMENT PLAN (1)

Goal 1: Support Student Success Through Improved Recruitment, Retention, and Completion

Objectives

1.1 Support and enhance existing and develop new recruitment activities and events.

1.2 Enhance student retention experiences and initiatives.

INCLUDE
STUDENT SUCCESS
ENGAGE
ACHIEVE

UVU's Vision 2030 Strategy - #3 Achieve:
Enhance Student Success
Through Improved Recruitment, Retention, and Completion

UTAH VALLEY 1941 UNIVERSITY

School of Education Strategic Planning Efforts

STRATEGIC GOALS AND OBJECTIVES

2023-2024 ADMINISTRATIVE ASSESSMENT PLAN (2)

Goal 2: Increase Student Success Through Inclusive, Accessible, and Flexible Programs and Initiatives

Objectives

2.1 Continue to develop and implement courses and programs in multiple modalities while considering related trends in student and industry needs.

2.2 Enhance the equity, inclusion, and diversity initiatives of the School of Education.

About the Curriculum

The UVU School Counseling program offers a comprehensive 2-year curriculum, spanning across 6 semesters, including summers. Students have the flexibility to choose between two cohort options: face-to-face or online. For our face-to-face program, coursework is held on the UVU campus on Monday and Tuesday nights from 5:00-8:00 pm, with some online courses for added flexibility. Our online cohort completes asynchronous online classes and attends in person live skills labs over two weekends during the first fall and spring semesters of the program. The curriculum aligns with the CACREP accreditation learning standards and the Utah State Board of Education Standards for Utah School Counselor Education Programs.

Students in the program complete a practicum and internship. The practicum consists of 100 hours in a school setting which occurs during the first spring semester students are in the program. During this time, students work directly under the supervision of a professional school counselor. Additionally, during the practicum, students meet for 1.5 hours each week in a small group with a mentor who is a school counseling leader in the state.

WOLVERINES ELEVATED UVU

UVU's Vision 2030 Strategy - #1 Include:
Provide Accessible, Flexible, and Affordable Education in an Environment That is Inclusive for All.

School of Education Strategic Planning Efforts

STRATEGIC GOALS AND OBJECTIVES

2023-2024 ADMINISTRATIVE ASSESSMENT PLAN (3)

Goal 3: Enhance Student Success and Societal Impact through Collaboration with Community and Industry

Objectives

3.1 Enhance student success by developing and offering stackable academic and professional credentials.

3.2 Meet existing and new workforce needs through different models of high-quality preparation and strong community and industry partnerships.

UVU's Vision 2030 Strategy - #2 Engage:
Strengthen Student Learning and Societal Impact
Through Collaboration with Community and Industry

School of Education Strategic Planning Efforts

REALLOCATION OF RESOURCES: POSITIONS

TO MEET STRATEGIC GOALS AND ACHIEVE INTENDED OUTCOMES

- Faculty - Introduction to Education
- Graphic Designer
- Dean's Intern for Student Success
- Assistant Dean responsibilities
- Full-time Administrative Support III for graduate programs
- Reclassification of Lecturer positions
- Reclassification of Clinical Support position

School of Education Strategic Planning Efforts

REALLOCATION OF RESOURCES: FUNDING

TO MEET STRATEGIC GOALS AND ACHIEVE INTENDED OUTCOMES

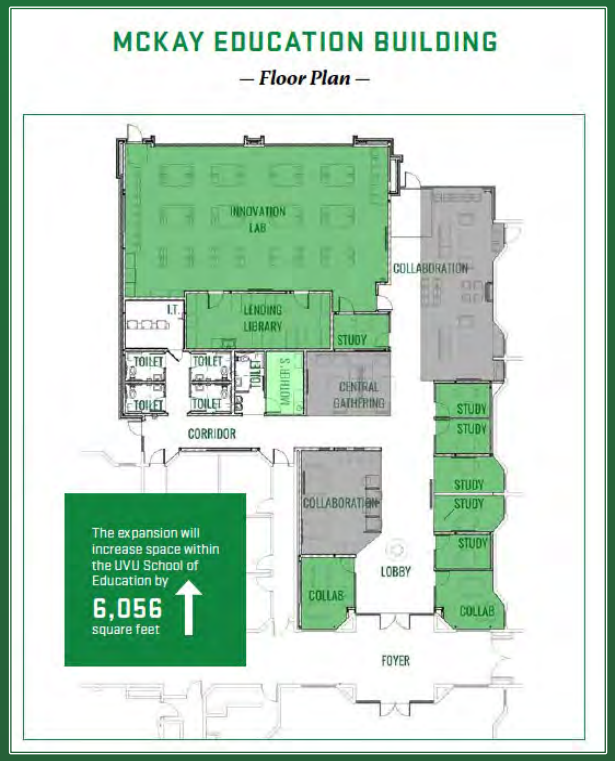
- Recruitment and retention initiatives and events (internal and external)
- Student Organizations – *Future Educators of UVU*
- SOE Student Council
- Development of courses in different modalities
- New online cohort for School Counseling
- Increased Inclusion Funds for faculty

School of Education Strategic Planning Efforts

REALLOCATION OF RESOURCES: NEXT STEPS

TO MEET STRATEGIC GOALS AND ACHIEVE INTENDED OUTCOMES

- Fundraising and development
- Recruitment staffing
- Social media management
- Educational innovation
- Student Success expansion of the ME building
- Outcomes data system



UVU SCHOOL OF EDUCATION

UVU

A PLACE FOR

SHAPING FUTURES

EXPANDING POTENTIAL

EMPOWERMENT

THANK YOU!

UVU School of EDUCATION

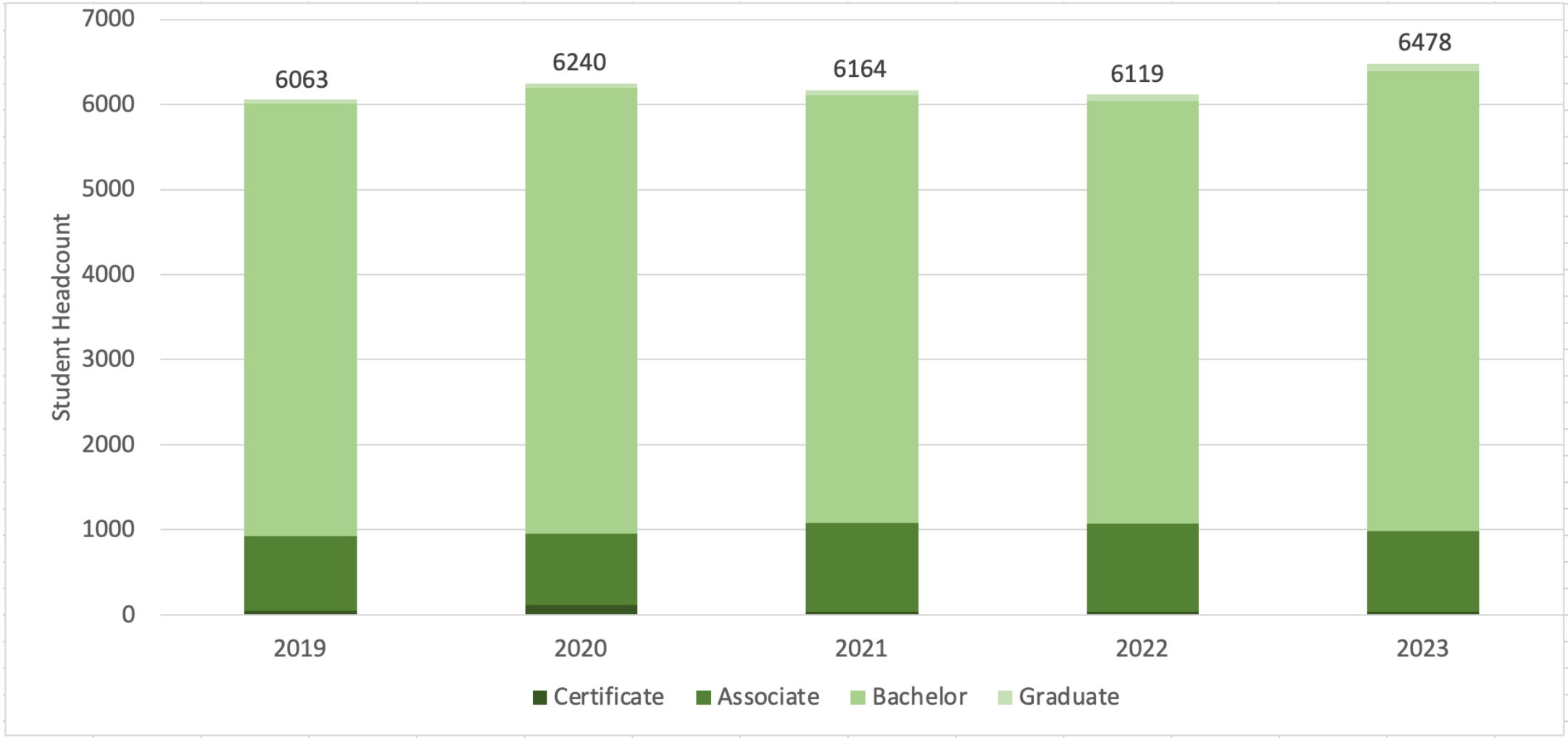
UTAH VALLEY UNIVERSITY

UTAH VALLEY UNIVERSITY 1941

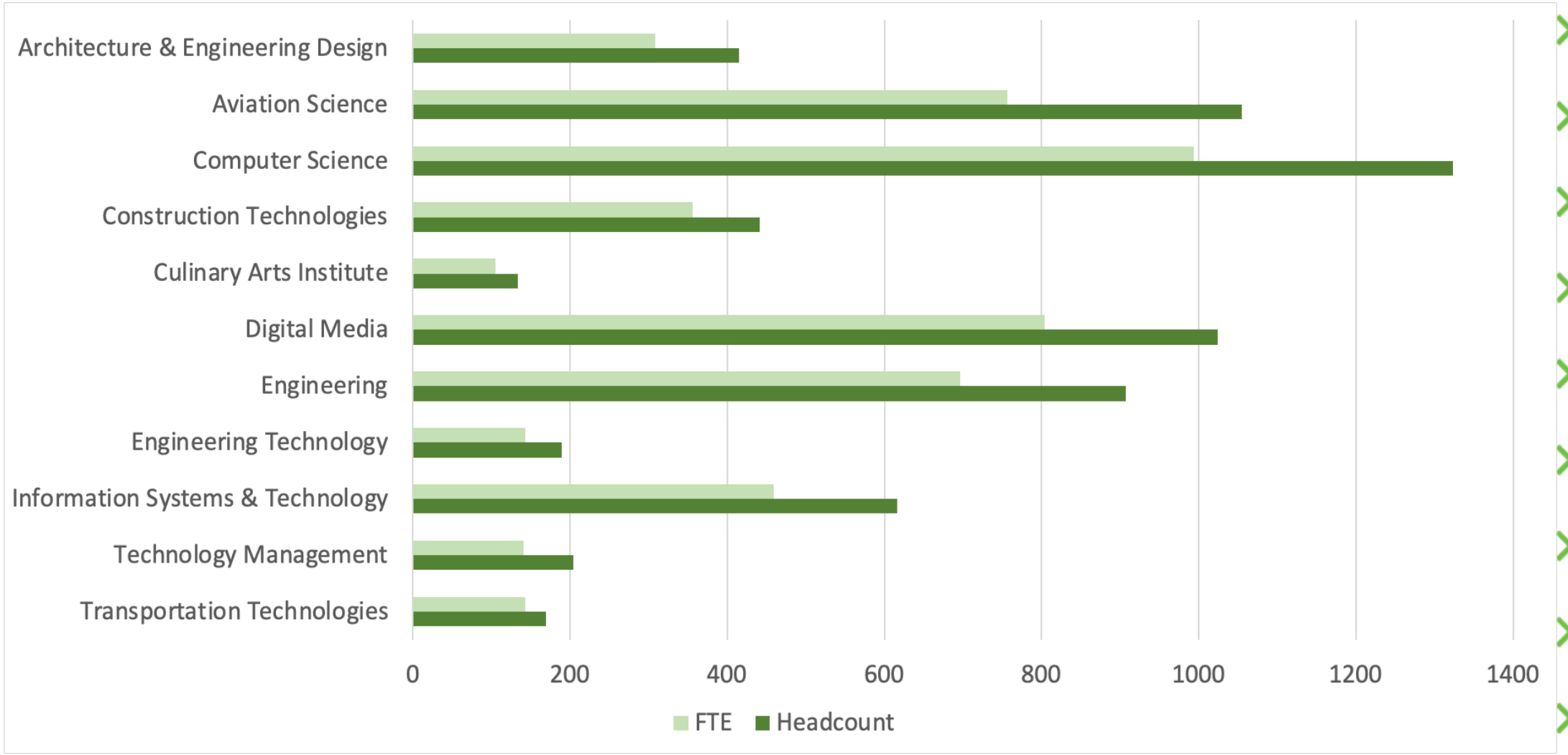
PBA STEWARDSHIP CONVERSATIONS

Smith College of Engineering and Technology | November 29, 2023

ENROLLMENTS

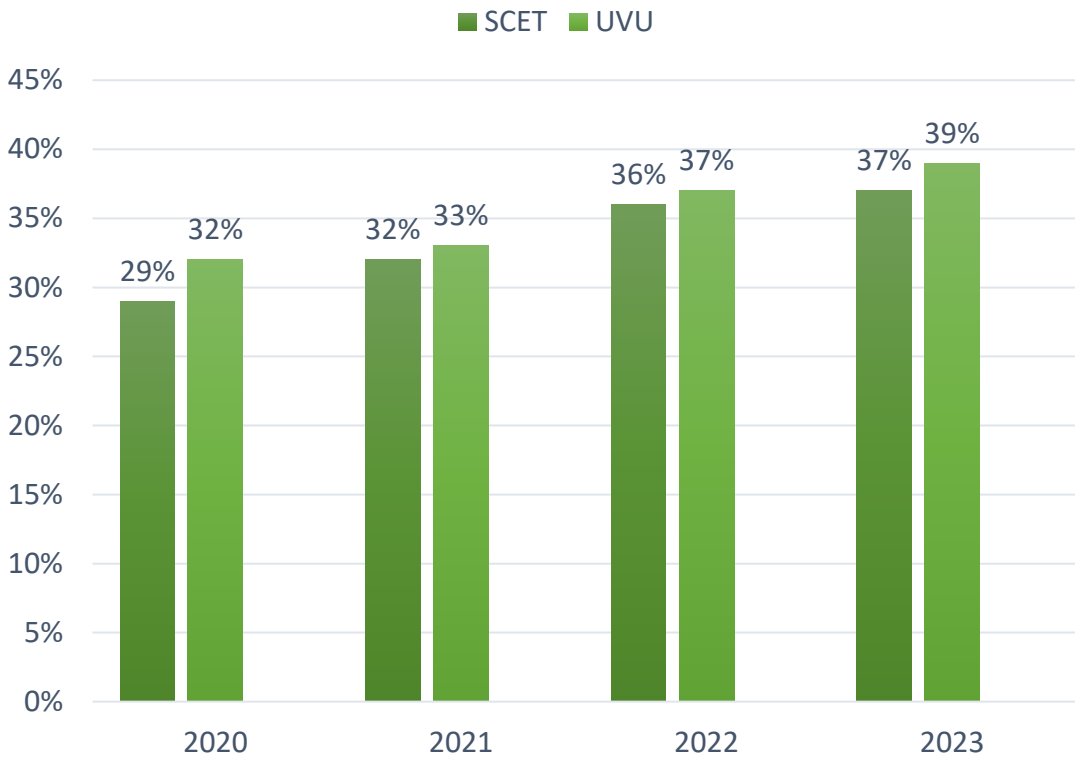


ENROLLMENTS



2022-2023

COMPLETIONS



COSTS

- 150 Faculty
- 63 FT Staff
- 185 Adjuncts

- $30 million budget
- $23 million salary/benefits (77%)
- $7 million equipment, software, student/faculty projects, and other

Department/Program	Annualized FTE	Expenses	Cost Per DFTE	Institutional Rank	Estimated revenue generated by FTE	Self Support
Technology Management	244.2	$1,224,416	$5,014	16	$1,434,801	117%
Information Systems Technology	516.07	$2,682,593	$5,198	18	$3,032,178	113%
Computer Science	570.87	$3,198,201	$5,602	20	$3,354,127	105%
Digital Media	561.37	$4,067,158	$7,245	36	$3,298,339	81%
Construction Technologies	159.16	$1,209,031	$7,596	40	$935,147	77%
Architecture & Engineering Design	221.25	$1,794,374	$8,110	42	$1,299,929	72%
Mechatronics	76.97	$641,050	$8,329	44	$452,239	71%
Culinary Arts Institute	90.81	$1,132,027	$12,466	49	$533,556	47%
Collision Repair Technology	28.35	$364,724	$12,865	52	$166,571	46%
Engineering	247.37	$3,247,449	$13,128	53	$1,453,427	45%
Automotive Technology	76.31	$1,108,390	$14,525	57	$448,361	40%
Diesel Mechanics Technology	22.07	$346,214	$15,687	58	$129,673	37%
Master of Science in CyberSecurity	14.40	$228,249	$15,851	59	$141,593	62%
Engineering Technology (AET)	28.17	$768,540	$27,287	61	$165,484	22%
Master of Computer Science (MCS)	13.35	$380,756	$28,521	62	$131,269	34%
Total	**2870.71**	**$22,393,172**	**$7,800.58**		**$16,976,691**	**76%**

MAJOR SHIFTS IN ENROLLMENTS & CONSTRAINTS

- Increased enrollments in Architecture
  - Higher enrollments lead to competitive program admission
  - The current cohort limit due to space and faculty is 20 students
  - This fall semester, we turned away 17 qualified students

- Increased enrollments in 2-year Engineering Design classes supporting other programs such as Architecture, Engineering, and Construction Technologies.

- Decreased enrollments in the Surveying and Mapping program.

- Engineering (12%) and Construction Technologies (16%) have seen significant growth
  - Engineering needs have been offset with Engineering Initiative funds
  - Additional Engineering completions will lead to more Engineering Initiative requests and funding
  - We will have to reallocate a college faculty position to Construction Technologies when available

STRATEGIC PLANNING EFFORTS

1. Provide faculty resources, support, and development to enhance their ability to meet the needs of their students and positively contribute to the culture of our college.

    1. Acquire agreed-upon and approved RTP criteria for each department. **All departments have an approved RTP criteria document.**

    2. Help faculty members understand and achieve the college's vision, strategies, and desired culture. **I have visited with each faculty member during the past year, have had college town hall meetings, and communicate through a monthly digital newsletter.**

2. Enhance Smith College of Engineering and Technology programs to increase student completion and success.

    1. Determine program alignment with the needs of industry. **Using Advisory Boards and Hanover Research to help determine industry needs and program alignment.**

    1. Ensure appropriate programs are accredited. **Acquired accreditation for several programs and continue to seek others**

STRATEGIC PLANNING EFFORTS

3. Finalize funding for the CET building, fund essential laboratory equipment, and acquire funding for engaged learning and project-based academic activities.

1. Raise funds through the naming of various areas of our new building. **We have renderings of all nameable spaces and are working with IA and potential donors.**

2. Raise funds and seek donations of equipment. **We continue to write proposals and seek gifts of equipment, software, and funds.**

3. Seek funding for high-visibility student projects and activities.
    1. **We reallocated $71,000 of college resources to fund student projects.**
    2. **We received $3.9 million in equipment requests and reallocated $660,000 of college resources to acquire high priority equipment**
    3. **We reallocated $225,000 of college resources to purchase the second year of Pluralsight for campus use; thanks to WSB and Dx for contributing**

ADDITIONAL INITIATIVES

- Hire an assistant dean for safety and operations
  - **Reallocation of one faculty position and additional salary from college salary contingency funds**

- Create two engineering departments, Mechanical and Civil Engineering (MCE) and Electrical and Computer Engineering (ECE)
  - **Engineering Initiative funds used for chair stipend**
  - **Reallocation of college funds for MCE admin**

- Hire a full-time graduate coordinator to support our three and potentially a fourth graduate program
  - **Reallocation of college salary contingency funds**

- Modernization of Transportation Technologies and Automation and Electrical Technology
  - **Will increase student FTE and reduce cost per student**

Total Reallocations of approximately $400,000; more to come!

PBA STEWARDSHIP CONVERSATIONS

Woodbury School of Business | November 29, 2023

MEET THE (WHOLE) TEAM

Bob Allen
Dean, Woodbury School of Business

Steven Huff
Associate Dean

Ruthann Cunningham
Associate Dean

Tom Macdonald
External Relations

Richelle Andersen
Assistant Dean

Emmy Bell
Dir. of MarComm

Susan Dunn
Asst. to the Dean

Dixie Maughan
Dean's Admin

Allison Routt
Admin

Emmiline Barr
Admin

Maddie Holman
Admin

Mike Taylor
Area IT Director

Jim Demary
DoD

Chairs

Sheldon Smith
Accounting

Rachel Bi
Finance & Econ

Mitch Murdock
Marketing

Jon Westover
Org. Leadership

Lyn Adams
Mgmt. & Ops.

Green borders indicate new hire this year.

STATE OF THE SCHOOL SUMMARY

1. Enrollments:
    a. Headcount = 5,269 (up 2.7%; 165 below max)
    b. FTE (BR) = 3,045 (4.1% increase; all-time high)
    c. Student-to-Faculty FTE Ratio = 33 (up from 24 in 2017)

2. School Cost-per-FTE: $5,754 (Rank 23 of 63); Rev/Exp = 1.08

3. Timely Completion: 41.2% (up from 35.8% in 2020; UVU rose from 32.5% to 39.4%)
   8-year Outcome: 45.6% (up from 37.9% in 2019; UVU rose from 35.4% to 42.1%)

4. Major Enrollment Shifts:
    a. MFPA, ACC, and ORGL recovering from drops
    b. MAcc, FEEs, and MKTG at all-time highs
    c. SMO and MBA steady, but not at highs

5. High-yield awards: 1,543 total awards; 96.3% are high-yield

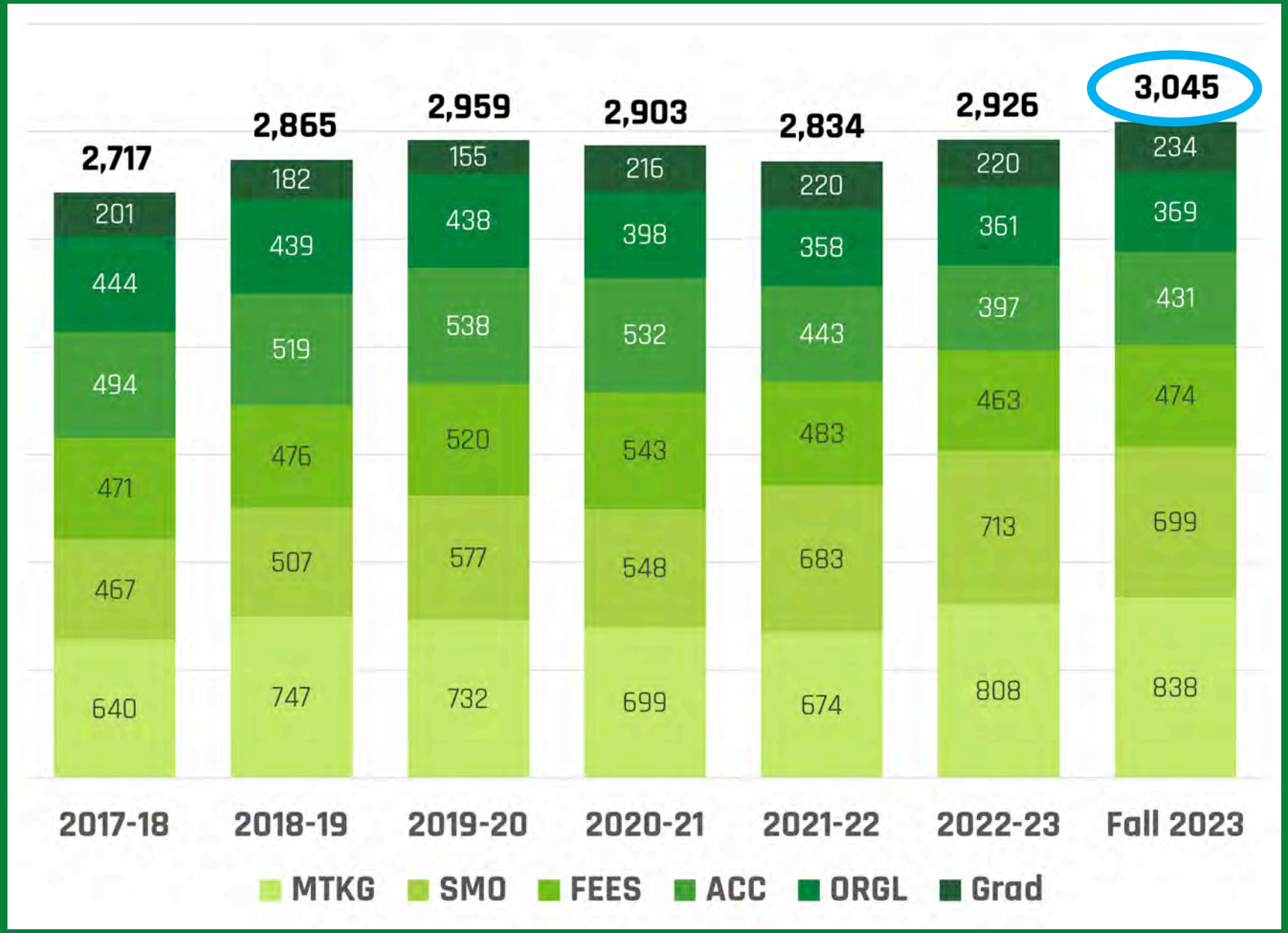
Enrollments (Fall 2023)

Entity	FTE	Fresh.	Soph.	Jun.	Sen.	Grad	Headcount
UVU	28,994	23,448	6,809	*5,779*	7,760	857	44,653
WSB	4,176	1,288	1,187	***1,218***	1,307	269	5,269
Accounting	604	115	113	*181*	227	89	725
Finance & Econ.	680	183	196	*220*	220	26	845
Marketing	874	286	256	*248*	282	3	1,075
Org. Leadership	221	59	60	*72*	84	0	275
Mgmt. & Ops.	1,535	614	519	*436*	414	0	1,983
Woodbury	261	31	43	*61*	79	151	365

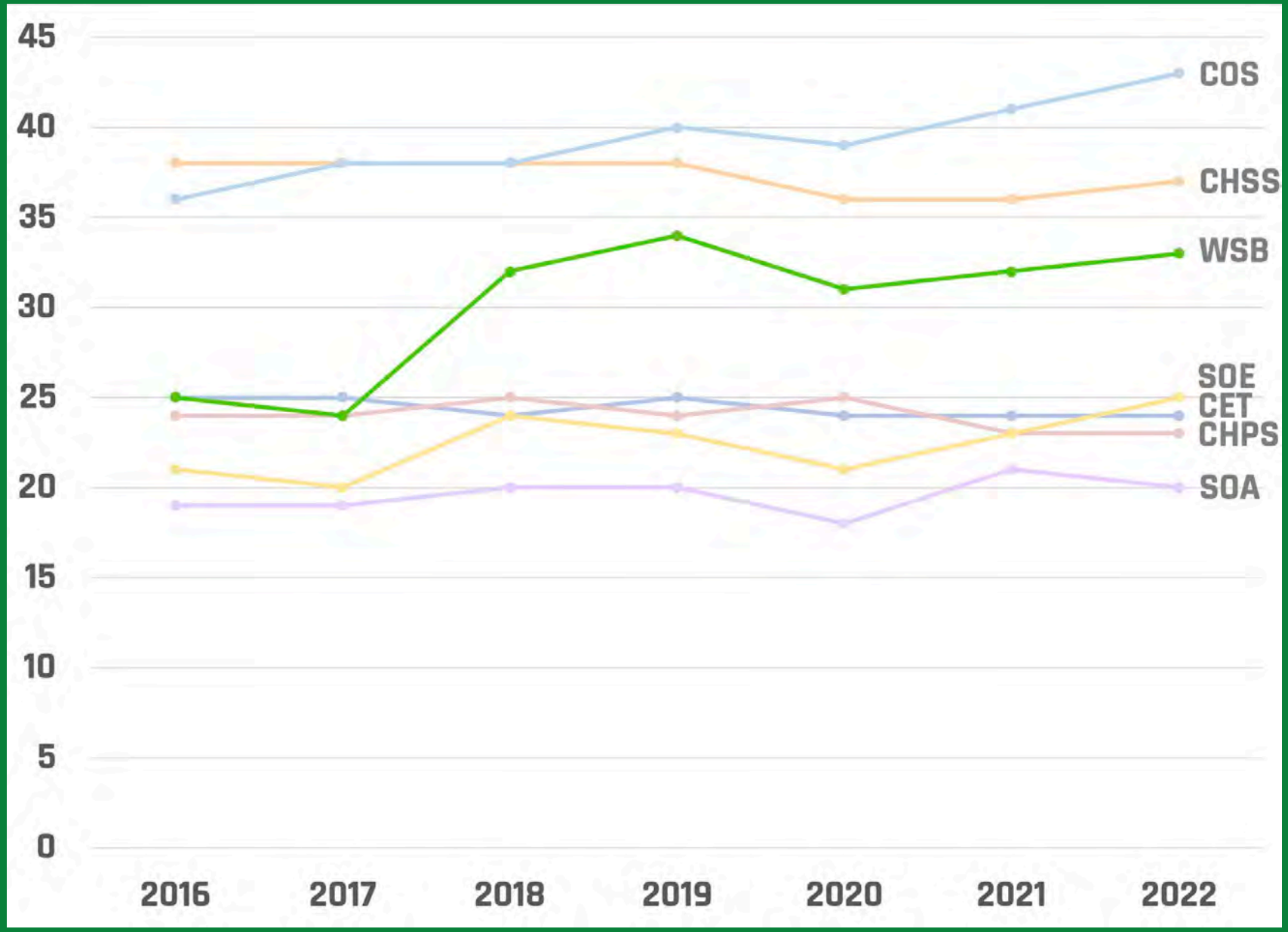
Some columns and rows removed from the table above because they are 0 or have no significant impact including a Legal Studies row (teach-out), and columns for HS, Post-HS, Matriculated, and Degree Seeking (all WSB currently are degree seeking)

WSB FTE (2017-23)

(Budget-related only)



Student-to-faculty FTE Ratio by School



Cost per DFTE (2021-2022)

Entity	FTE	Expenses	Cost/FTE	Rank/63	Est. Revenue	Rev/Exp	Rev/Exp Rank
WSB	3,418	$19,667,001	$5,754	23	$21,256,058	1.08	26
MAcc	98	$707,896	$7,238	35	$961,653	1.36	14
SMO	809	$3,525,851	$4,360	11	$4,751,119	1.35	15
MKTG	799	$3,680,586	$4,604	12	$4,696,682	1.28	16
MFPA	57	$474,762	$8,373	45	$557,523	1.17	21
FEES	564	$3,165,449	$5,617	21	$3,311,030	1.05	27
ACC	531	$3,460,124	$6,519	31	$3,118,754	0.90	35
ORGL	419	$2,882,018	$6,872	34	$2,464,015	0.86	37
MBA	142	$1,770,315	$12,476	50	$1,395,282	0.79	41

Completions

5-year Goal 39.62%

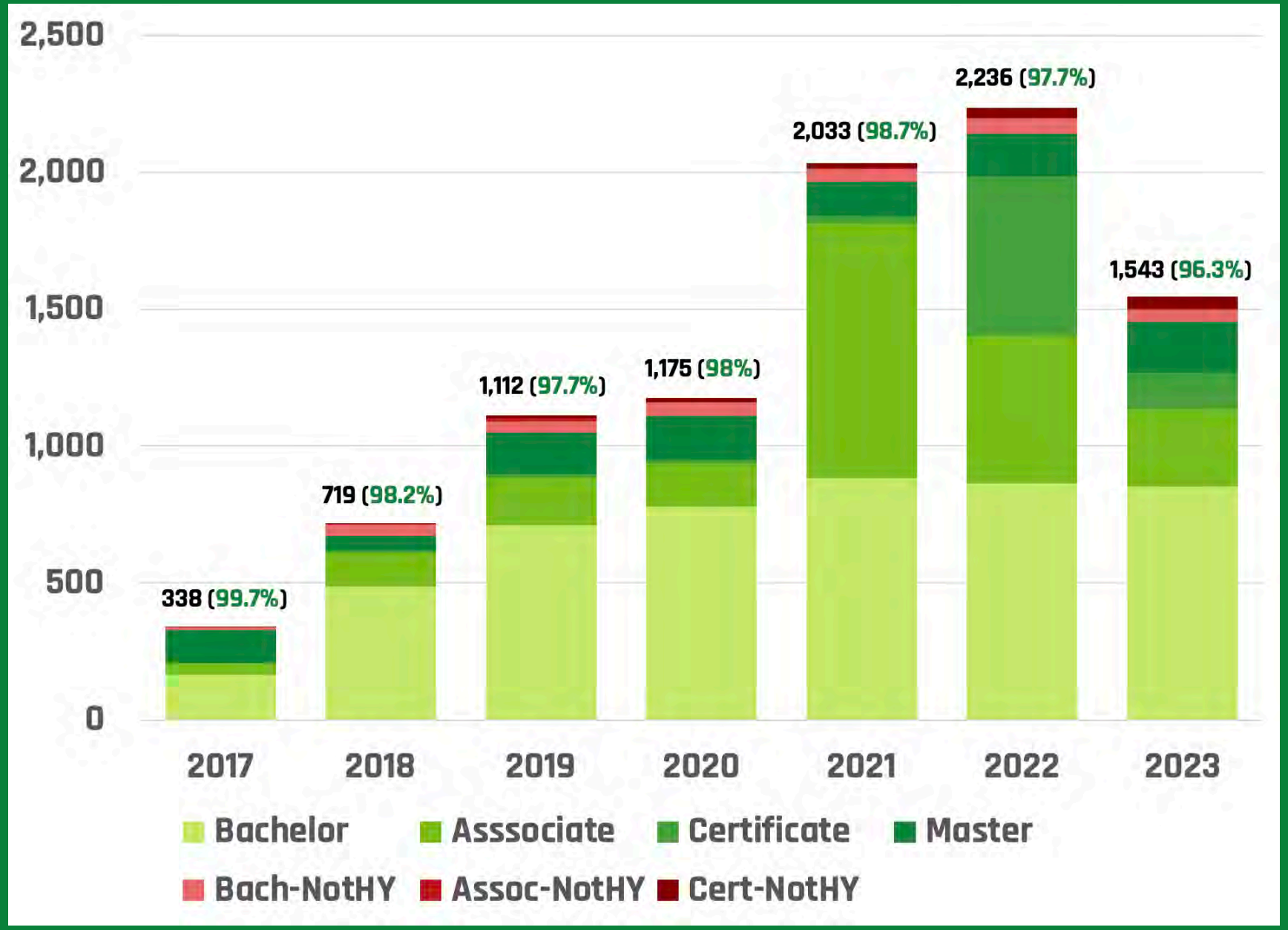
2023 Goal 36.90%

		2020	2021	2022	2023
UVU	Cohort (adj.)	6,769	7,395	7,757	7,566
	Completions	2,198	2,464	2,841	2,978
	Rate	32.47	33.32	36.62	39.36
WSB	Cohort (adj.)	1,006	1,166	1,325	1,307
	Completions	360	450	542	538
	Rate	35.79	38.59	40.91	41.16

WSB Faculty Outreach to Struggling Students

	Faculty	Reports	Contacts	Responses	EA	Actions	Total Contacts	Total Actions	Rate
March 2023	FT	68.4%	721	472	188	73	909	545	60.0%
Week 9	PT	31.0%	92	55	61	26	153	81	52.9%
	All	49.5%	813	527	249	99	1,062	626	58.9%
Sept 2023	FT	69.9%	671	409	277	76	948	485	51.2%
Week 4	PT	47.2%	226	165	74	12	300	177	59.0%
	All	57.8%	897	574	351	88	1,248	662	53.0%

High-Yield Awards



2. Enrollment and Completion Constraints

Completion Challenges

MGMT Dept: highest FTE (~33% of WSB) and Number of Majors (~42% of WSB); but…

- Low Timely Completion: 28.4% for Bachelors
- Low First Gen Timely Completion: 22.2%, representing ~33% of Mgmt. Majors

Enrollment Challenges

Overall: need more sophisticated recruiting effort
Financial Planning: dropping the last five years, but significant recent turn-around
Accounting: initial drop due to curriculum change; second drop due to market forces; recovering
Risk Management: poor start; significant effort to turn around; Spring enrollments show promise
MFPA: program committee investigating issues and recommending changes
MBA: market forces driving enrollment down, but strong recruiting team keeping us level
Hospitality: downward trend, but some WARM cannibalization and starting to recover
Leadership: currently down, but new certificates/minors should help
New Programs: launch well / promote (Real Estate, Leadership, HCL)

WSB FTE (budget-related; key areas only) Page 1 of 2

	19-20	20-21	21-22	22-23	Fall 23	5-Year Growth	1-Year Growth
Accounting	538	532	443	397	431	-20%	9%
Finance & Econ	520	543	483	463	474	-9%	2%
Finance	141	158	158	172	192	37%	12%
Personal Finance	72	64	54	51	66	-8%	30%
Marketing	732	699	674	808	838	14%	4%
Digital Marketing	94	96	90	115	146	55%	27%
Marketing	258	246	193	267	257	-1%	-4%
Sales	32	34	41	58	55	70%	-5%
Org. Leadership	438	398	358	361	369	-16%	2%
Hospitality (+WARM)	97	96	92	84	93	-4%	11%
HR	87	91	86	86	86	-1%	1%
Leadership	191	160	139	151	156	-18%	4%

WSB FTE (budget-related; key areas only) Page 2 of 2

	19-20	20-21	21-22	22-23	Fall 23	5-Year Growth	1-Year Growth
Management & Operations	577	548	683	713	699	21%	-2%
Entrepreneurship	50	43	54	78	70	40%	-10%
Management	361	348	467	474	455	26%	-4%
Operations	81	83	83	88	95	17%	8%
MAcc	66	86	91	105	132	101%	25%
MBA	88	97	103	79	81	-8%	2%
MFPA	1	34	27	36	21	-38%	-41%
Total	2,959	2,903	2,834	2,926	3,045	2.9%	4.1%

3. Strategic Planning Efforts

Goal	Objective	V-2030 Alignment*	Resource Reallocation
Efficiency & Effectiveness	Completion/Retention	Ia, Ib, Aa	HOPE Scholars
	Enrollment	Ia, Ib	FTE-Ratio-informed faculty lines
	Resource Utilization	Ea	Regularly report key metrics to team
$2M	DoD	Ic, Ec	Expansion of fundraising efforts
	Meeting Cadence	Ic, Ec	Dean's time with prospects
	Case Statements	Ic, Ec	Help from key leaders
	NAB	Ic	
Teaching Culture (T1) & Student Experience	Online Connection	Ia, Ab	Increased faculty development efforts
	AI in Teaching	Ab	Taskforce initiatives
	85% OTA Cert. (2024)	Ia, Ab	Faculty enrichment seminars
	Agg. Marginal Gains (5%)	Ab	Recognition

*Vision 2030 Alignment: I=Include, E=Engage, A=Achieve

WSB KUDOS

Accounting	Beta Alpha Psi, Accounting Best Practices Competition, 2022, 2nd Place
PFP	Competitions: Two 1st place, one 2nd place; exam pass rates: CFP & AFC = 100%, CFA = 88%
MSC	703 appointments, 50 presentations, 3,000+ volunteer hours
Hospitality	2nd place at national competition (out of 22 best in US), then 3rd at International level
HR	1st place in state competition
SMART Lab	1,800 students affected; 7th Best-in-State Award; testing all websites for state of Utah
Green House	40+ paid internships, 20+ mentors, 50+ clients, 350+ students in courses
Management	fielding Excel e-sports team

Melanie Alexandra Paiz's MBA Journey

UTAH VALLEY UNIVERSITY

OFFICE OF PEOPLE & CULTURE

Stewardship Report

November 30, 2023

AWARDS & RECOGNITIONS

- 100 Utah Companies Championing Women
- Rasha Qudisat - 2023 Living Color Honoree from Utah Business Magazine
- 2023 CUPA-HR Western Region HR Excellence Award
- AASCU Award for UVU Lead and UVU Develop
- Platinum Healthy Worksite Award - 2016-2023

Living Color Gala – September 25, 2023

ORGANIZATION & EMPLOYEES

Marilyn Meyer

Vice President
People & Culture

Christine Peterson

Executive Program Manager
People & Culture

Emily Burr

Administrative Assistant
People & Culture

<u>Full-Time Staff</u>
Executive - 2
Exempt – 22
Non-Exempt – 9
Vacancies – 0

<u>Part-Time Staff</u>
Hourly – 8
Student Employees – 3
Temporary - 4

Total - 48

Rasha Qudisat

Chief Inclusion & Diversity Officer
Office of Inclusion & Diversity

Colby Callahan

Senior Director
HRIS Records

Drew Burke

Senior Director
Employee Relations & Policies

Marni Fisher

Senior Director
Benefits & Compensation

Daniel Delgadillo

Director
Culture & Talent

Ashley Wilson

Title IX Coordinator
Office of Equity & Title IX

OPERATIONAL INFORMATION

Appropriated Budgets	Salaries & Benefits	Current
People & Culture	$2,706,131	$582,537
Office of Inclusion & Diversity	$415,712	$23,800
Office of Equity & Title IX	$442,829	$114,800
University Programs (UVSELF, Summer U, UWHEN)		$78,265
PACE	$3,036	$195,263
TOTAL:	**$3,567,708**	**$994,665**

IMPACT

Area	Program	Employees Serviced	Cost 2022/2023	Cost per Employee	Notes
Organizational Development	LinkedIn Learning	1,397	$32,000	$22.91	Increasing by 20% in FY25
	UVULEARN / Bridge	6,800	$57,564	$8.47	Cost increasing to $71,000
	UVUDEVELOP	220	$2,276	$10.35	Cost to pay facilitators, mugs, and badges.
	UVULEAD	114	$3,200	$28.07	Facilitators, certificates, and banquet.
	Additional Trainings (GTD, Crucial Conversations, Crucial Influence, Birkman)	278	$24,560	$88.35	P&C's cost after the department covers part of the cost. If taken externally would cost $1,533 on average per person.
	Summer University	1,200 avg participants	$45,265	$37.72	Staff development (food, speakers, workshops, activities, prizes)
	UVSELF	20 Cohort Members 14 Cabinet & Support	$27,178	$800	Retention: 5 years, 75%; 22-23 Cohort, 95%
Employee Recognition	Food Truck Fridays (3x per year)	3,420	$27,360	$8.00	Vouchers to food trucks. Increasing to $10 in FY25, costing an additional $6,840.
	Employee Appreciation Events (Volleyball, Basketball, Noorda, Movie)	2,922	$17,846	$6.11	Cost per attendee, not employee. Food, tickets to games, pom poms, half-time prizes. Events subsidized by employees.
	Retirement	19	$3,000	$157.89	Dinner, gift (clock), photography, programs
	Years of Service lunch & dinner	298	$25,040	$84.03	Pin, certificates, dinner, lunch, gifts, photography

IMPACT

Area	Program	Employees Serviced	Cost 2022/2023	Cost per Employee	Notes
Compensation Support	Market data and software	5,174	$37,570	$7.26	Compliance, Equity, Market and compensation structures
	Outside Compensation Consultant	3,336	$183,335	$54.96	Periodically, it is best practice to have an outside consultant look at compensation practices. This includes compliance, leveling, grades and structure
Recruitment & Onboarding	Job Posting (NeoEd)	3,333 Hires	$62,330	$18.70	This included additional first-time set-up fees
	Job Advertising	27,530 Applications	$66,614	$2.42	LinkedIn Recruiter, Academic Keys, Higher Ed Jobs, Diverse Education, Chronicle
	Reference Checking	404	$10,120	$25.05	SkillSurvey cost per candidate processed
	Background Checks & I-9 processed	5,435	$71,967	$13.24	Compliance Requirement 3,065 Background checks, 2,370 I-9s processed
Americans with Disabilities Act	Employee Accommodations		$11,658		Compliance Requirement Equipment (stand-up desks, scooter repairs), Scooter Conference Rentals
Office of Equity & Title IX	External Investigators		$67,500		Compliance Requirement
	External Training Vendors		$38,230		Compliance Requirement

P & C SERVICE DESK

- Total average number of calls per month: 783
- Average calls requiring follow-up per month: 241

*Based on data from July – November 2023

Implemented JIRA in People & Culture to help track calls and workload in the individual P&C areas.

HRIS RECORDS

Converted 53 reports out of 63 from Argos to Power BI.

- Ending Argos will save the institution $30K per year.

Released Supervisor Review data to supervisors through Power BI.

- Supervisors can see comments and average ratings for each competency.
- They can also see past review information.

Implemented VisualVault to replace BMI as our electronic employee file application and PeopleAdmin Records onboarding paperwork.

- Saves the file room employees 2 hours a day by not exporting and importing paperwork into digital records.

HIRING

Position	Number of Hires
Full-Time Staff	371
Part-Time Staff	511
Executives	3
Full-Time Faculty	125
Adjuncts	444
Students	1,780
Temps	9
Work Study	90
Total Hires	**3,333**

Position Type	UVU Average Days to Hire	USHE Average Days to Hire
Staff	50	58
Faculty	102	111
Student/Work Study	64	

NEOED

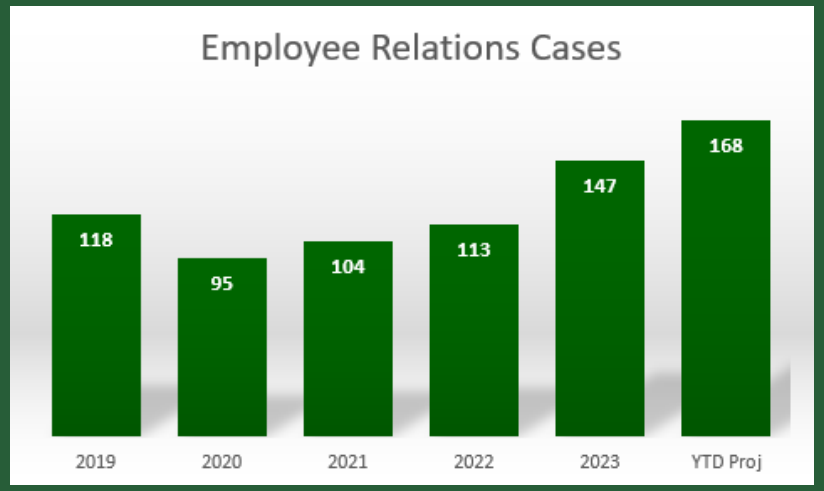
*Implemented NeoEd in Sep. 2022

*Data from the last 12 months

UVU

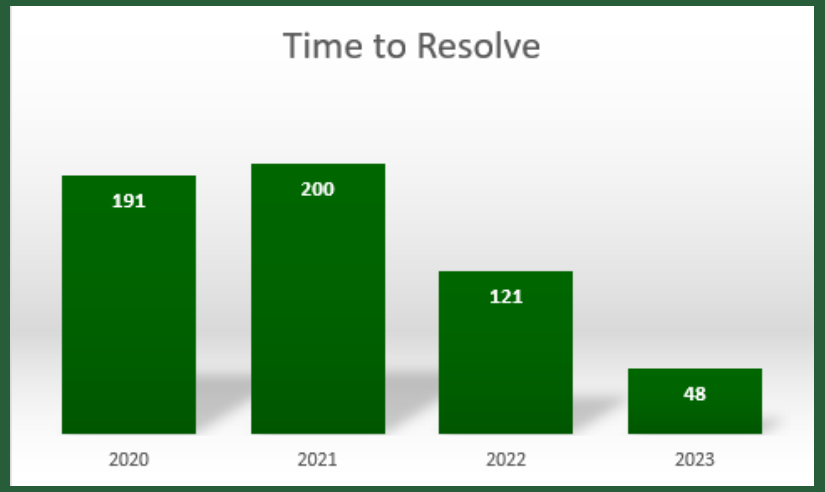
EMPLOYEE RELATIONS & POLICIES

TOTAL CASES



Current YTD Total Cases for 2023 is 147 cases, with a projection of 168.

TIME TO CLOSE (TTC)



Current YTD TTC cases is 48 Days. This is a 60% reduction in TTC cases over last year and a 72% reduction in TTC cases over the current three (3) year average of 171 days.

UPDATED POLICIES

1. POLICY 332 – REMOTE WORK
2. POLICY 155 – ALCOHOL AND DRUG-FREE WORKPLACE
3. POLICY 162 – TITLE IX SEXUAL HARASSMENT

BENEFITS

88% of benefits-eligible employees are enrolled in our health plans

Approx. 51% of employees completed the volunteer Open Enrollment

99.8% In-Network Utilization

83.5% of members are utilizing services

72.1% of members are attributed to a primary care provider (1 wellness or preventive care in 24 mos.)

CHRONIC CONDITIONS

What are the most prevalent conditions in our population?

Behavioral health increased 2%

Adult sleep disorders increased 1%

Cancer prevalence continues to be above benchmark and consistent

Cardiovascular conditions remain consistent

Diabetic prevalence increased half a point

BENEFITS

Member Engagement - *How are members connecting beyond claims?*

regence.com

43% of members are registered on regence.com

84% of subscribers are registered on regence.com

Provider engagement

72% of members are attributed to a primary care provider based on having at least 1 wellness or preventive visit in the past 24 months.

MDLIVE®

112 members have activated MDLIVE since inception

27 visits were made through MDLIVE from Jan – Jun 2023

2 behavioral health engagements from Jan – Jun 2023

Condition Manager

563 identified members

536 enrolled members

Care Management Core

115 members were outreached for care management

31% of cases are for a behavioral health diagnosis

68 members were engaged with a care manager

92% of members successfully contacted were engaged with a care manager

Utilization Management

636 procedures were reviewed through prior authorization

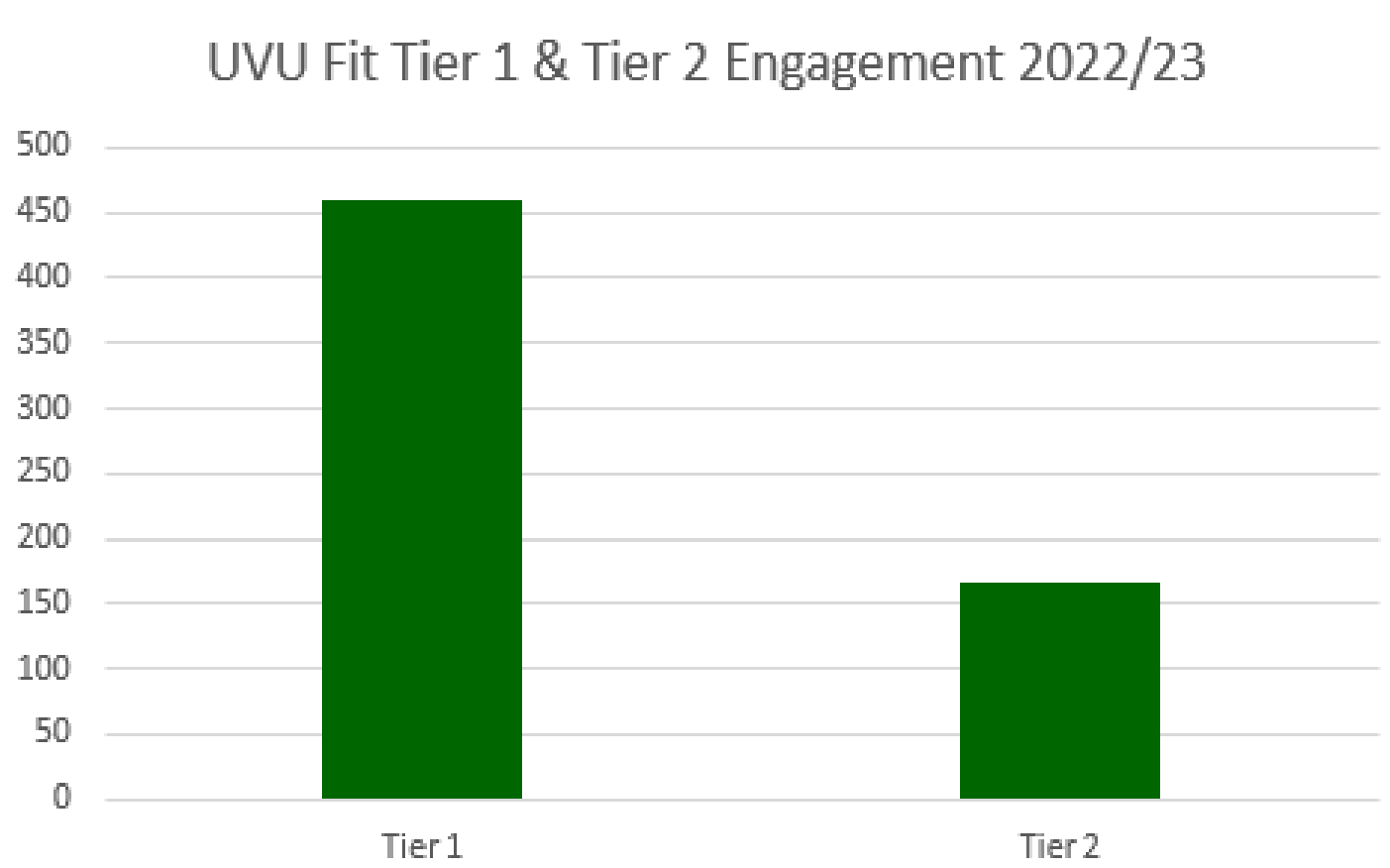
83% of UM reviews were approved

3,764 radiology procedures were reviewed

Regence Pregnancy Program

123 members participated in the Pregnancy program

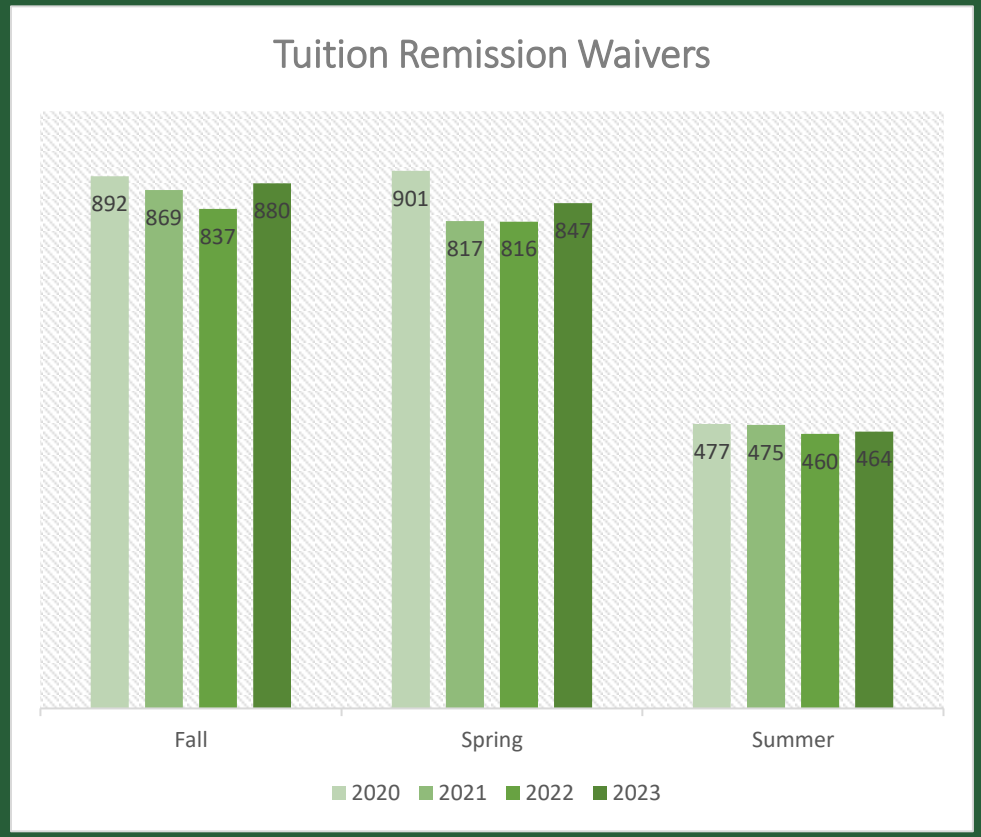
96% of members who delivered a baby participated in the pregnancy program



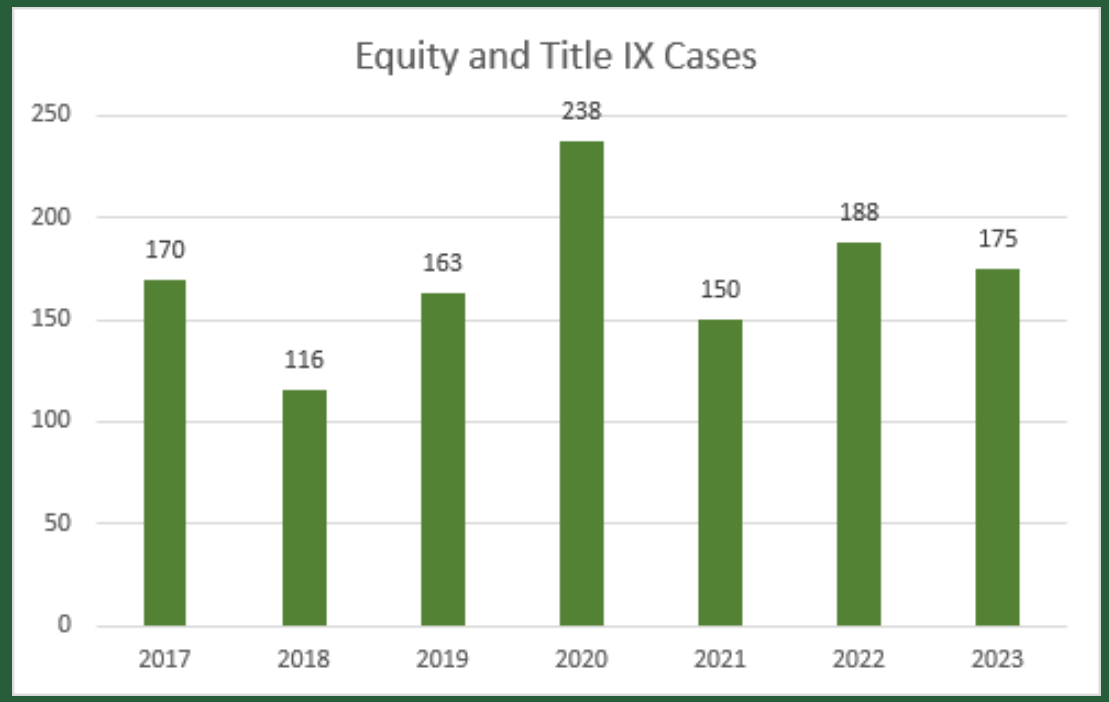
*90-day prescriptions are now available at local pharmacies

COMPENSATION

Compensation Actions 2022/2023	
Reclassifications, job descriptions, title changes, evaluations, etc.	321
New hire staff salary recommendations	501
Re-organizations	17



EQUITY & TITLE IX



- Reports received in 2023: 175
- Average report resolution: 52 days (up from 41.2 in 2022).
- Average time between incident occurrence and Title IX receiving report: 51 days (down from 76 days in 2022).
- Population served: Students – 59%, Employees – 39%, Other – 2%

2022-23 PBA ACCOUNTABILITY

DEPUTY TITLE IX COORDINATOR → **ROBERT JARAMILLO**

TITLE IX INVESTIGATOR

- Hired September 2023
- Priorities for this position:
  - Develop branded internal training for employees and students that is legally compliant and specific to our unique UVU community.
  - Develop targeted training, education, and awareness programs that are responsive to real-time needs and trends.
  - Additional support for caseload management

STRATEGIC PLANNING GOALS

VISION 2030
UTAH VALLEY UNIVERSITY

ACHIEVE

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

- Support departments across campus to attract qualified candidates through standardized, yet compelling, job posting language across the university. Increase recruiting efforts through social media. Implement a recruitment referral bonus program.
- Create a healthy workplace culture through better onboarding for new employees.
- Grow tomorrow's leaders today by increasing internal professional development offerings for staff through UVU Lead, UVU Develop, and UVSELF.

UVU

Recruit & Acquire the Most Talented & Diverse Workforce

Objectives	*KPI Measures*
#1 Develop a recruitment plan and training for talent acquisition	Diversity Index (Gender ratio; race and ethnicity ratio)
#2 Build UVU's brand to attract a high-potential, high-performing, diverse pool of candidates	UVU's brand growth (awards and recognition)
#3 Develop structured and efficient search and hiring procedures that minimize time to fill a position	Average time to fill a position

UVU

Provide an Exceptional Employee Experience

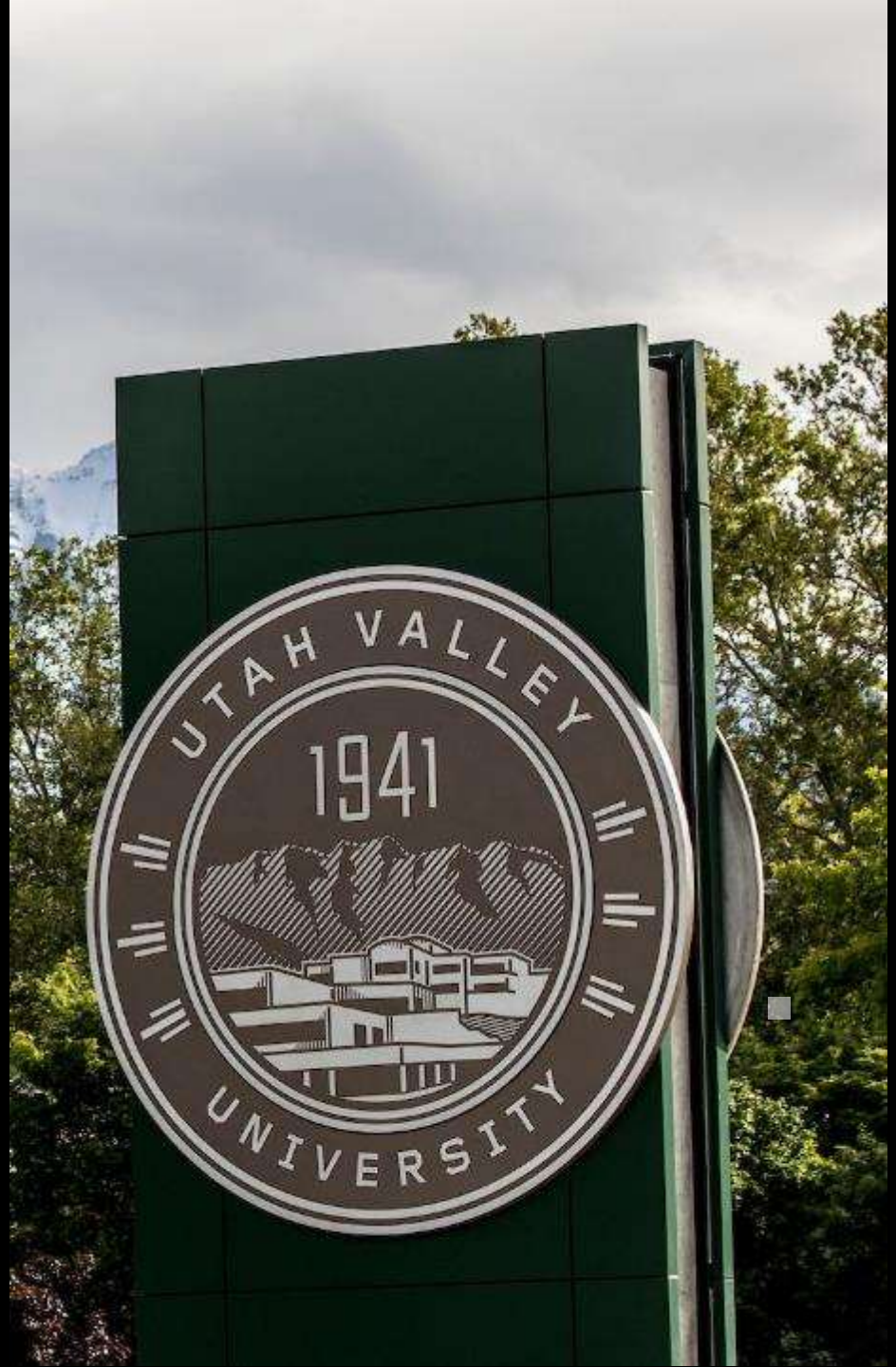
Objectives	*KPI Measures*
#1 Foster a culture of appreciation and a strong sense of belonging	Employees' turn over rate
#2 Develop and maintain systematic tools to enable managers to recognize and reward employees	Competitive, flexible total rewards package
#3 Embed equity, inclusion, & diversity at all levels of UVU through continuing education, training, & professional development	Sense of belonging
	Employee satisfaction
	Participation in professional development

Promote and Develop Leadership Excellence

Objectives	*KPI Measures*
#1 Provide training, tools, & resources to strengthen leadership skills	Employees participating in professional development opportunities
#2 Develop a leadership & executive coaching program	Percent of leadership internal hiring
#3 Train managers & deliver assessment & feedback tools & programs that support individual & organizational development	Employee satisfaction

QUESTIONS?

THANK YOU



Office of Inclusion and Diversity – FY 23

An overview of planning, implementation, budgeting, and assessment of Equity, Inclusion, and Diversity Efforts through the Office of Inclusion and Diversity.

– Office of Inclusion and Diversity

David Parker

Student Employee

Angela Alcala

Presidential Intern

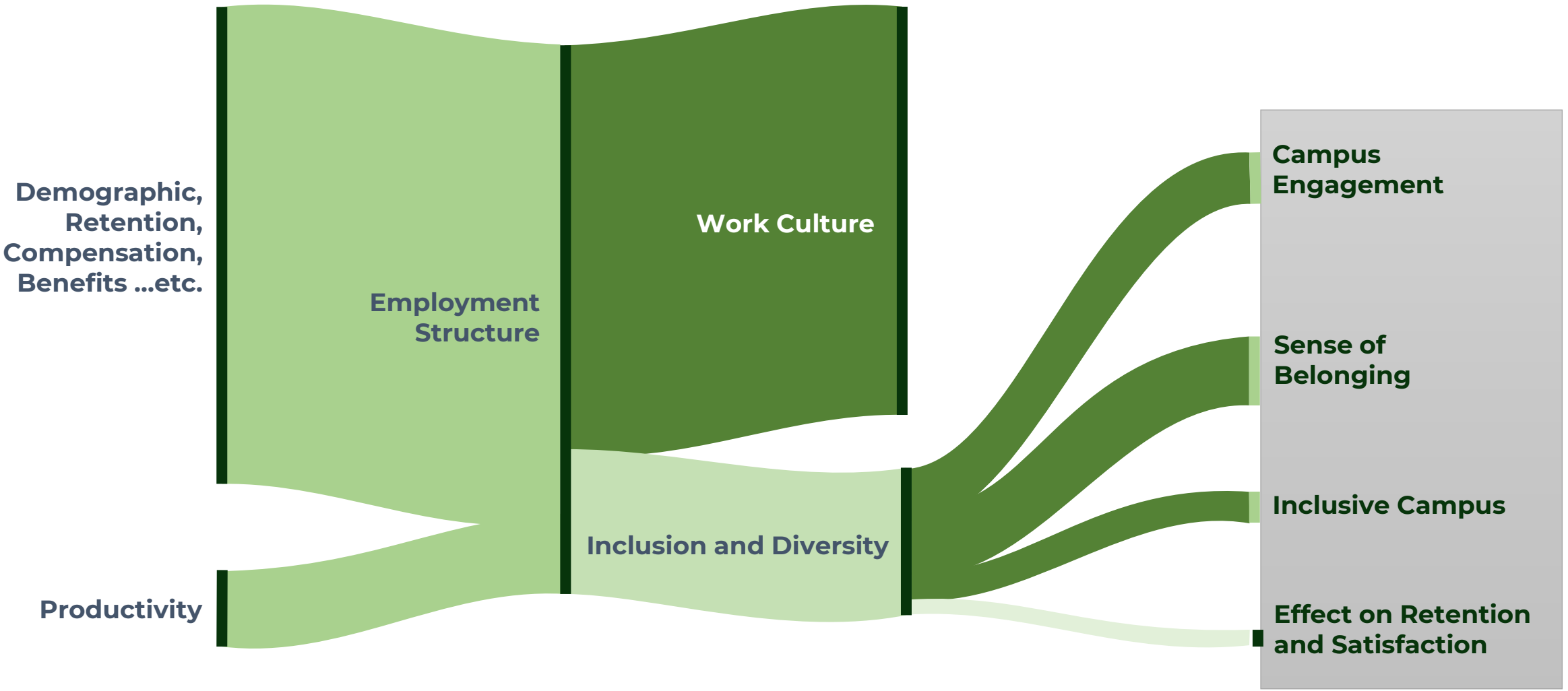
Elisa Huhem

Program Coordinator

Julia Escobar

Administrative Assistant IV

Macro Metrics of People and Culture



TIMELINE & METHODOLOGY

OFFICE OF INCLUSION AND DIVERSITY

Based on desk review, and identifying strengths and opportunities for improvements, the Office of Inclusion and Diversity planned EID projects, co-sponsored events, and created a bottom-up planning approach.

2021-2022

2022-2023

2023-2024

Inclusion Plan 2024-2028

5-yrs Inclusion Report

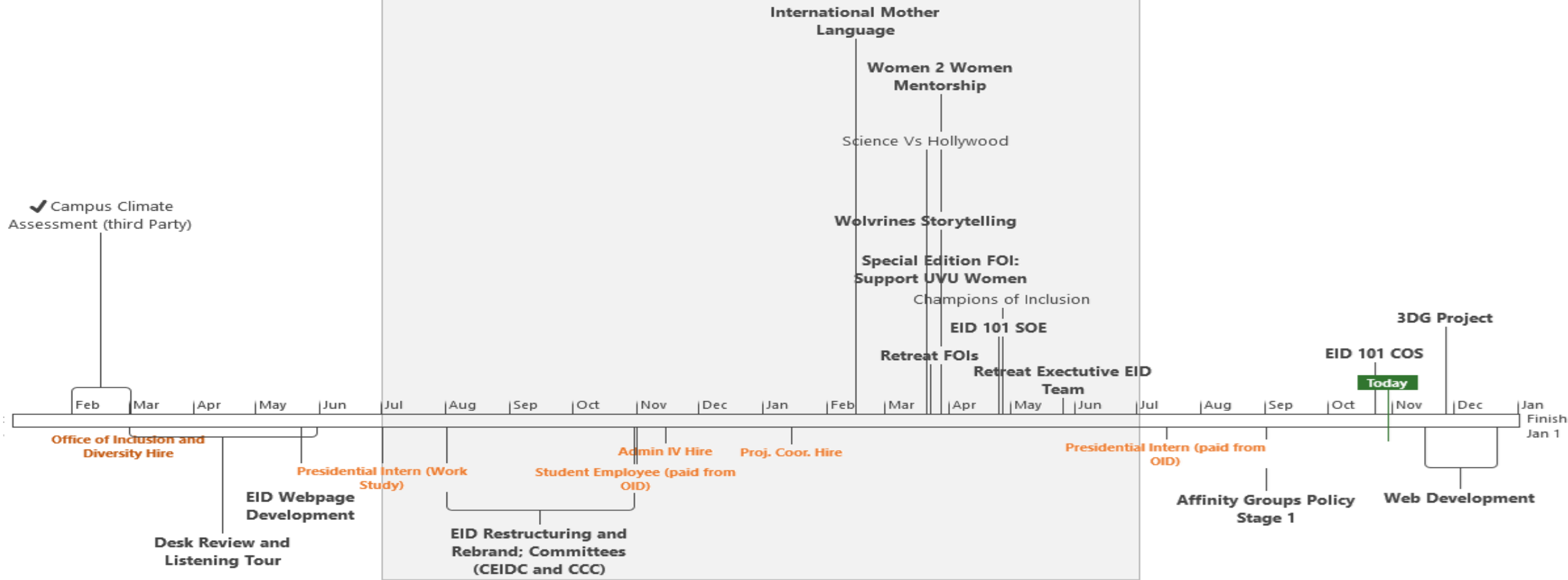
Campus Climate Assessment Development

Foundations of Inclusion Spring 22

Foundations of Inclusion Fall 22

Foundations of Inclusion Spring 23

Foundations of Inclusion Fall 23



Foundations of Inclusion

Champions of Inclusion

Campus Climate Assessment

- Sense of Belonging
- Satisfaction
- Impact Assessment

EID 101

- SoE
- COS
- CHPS

FOIs Special Editions:

- Support UVU Women
- Inclusive Language & Accessibility for Disability Awareness

International Mother Language Celebration

Wolverines Storytelling 1:1

Foundations of Inclusion

Champions of Inclusion

Wolverines Storytelling

EID 101

Mother Language Events

Women 2 Women Mentorship

Hidden Figures

EID Committees

INCLUSION PLAN 2024-2028

Campus EID Committee

Student Success
Dianne McAdams-Jones

UWLE (Academic Affairs and Women's Success
Jessi Hill

Faculty Promotion & Development
Ezgi Sertler

Academic Administration
Kat Brown

Innovation Academy
Maddy Pioli

College of Science
Steve Chamberland

College of Engineering & Technology
Sayeed Sajal
Amanda Bordelon

School of Education
CC Franklin

School of the Arts
Jim Godfrey

Woodbury School of Business
LynnAnn Erickson

College of Humanities & Social Sciences
Meghana Rawat

College of Health & Public Service
Jennyfer Gaede

Institutional Advancement
Billy Clouse

People & Culture
Justine Gamble

ASR
Gail Schwanitz
Richard Bogdan

Finance and Auxiliary Services
Chris Farr

PACE
Jose Santiago

Faculty Senate
Wioleta Fedeczko

UVUSA Inclusion Officer
Tayler Fearn

Marketing & Communications
Bryant Larsen

Student Affairs
Tara Ivie

Office of General Council
Cathy Jordan

Digital Transform-ation
Todd Harper
Brett McKeachnie

Presidential Interns
Angela Alcala

Presidential Interns
Lexi Soto
Addie Hansen

EQUITY · INCLUSION · DIVERSITY
UVU

INCLUSION PLAN 2024-2028

Cross Cutting Themes

1. Data-Informed Planning and Collaboration
2. Cultural Competency
3. Campus Composition

Shared Goals

1. Access and Academic Experience
2. Communication
3. Partnerships
4. Equity Practices

Implementation & Assessment

1. Inclusion Plans per area.
2. Develop Implementation Plans in the first six months.
3. Develop meso and macro metrics of success

COMMUNICATION

Tagging EID Intranet Stories

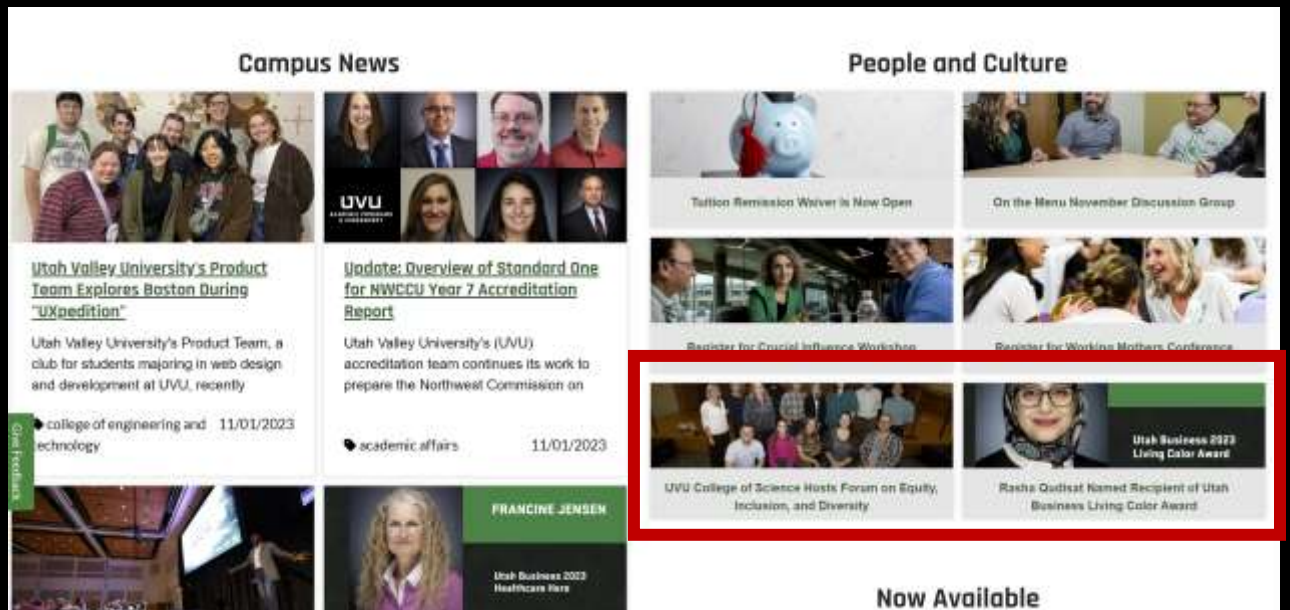
EID Presence in myUVU Workplace

Crafting Key EID Messages

Editorial and Events Calendar

Feature Events in 25live

EID Graphic Element



EQUITY · INCLUSION · DIVERSITY

UVU

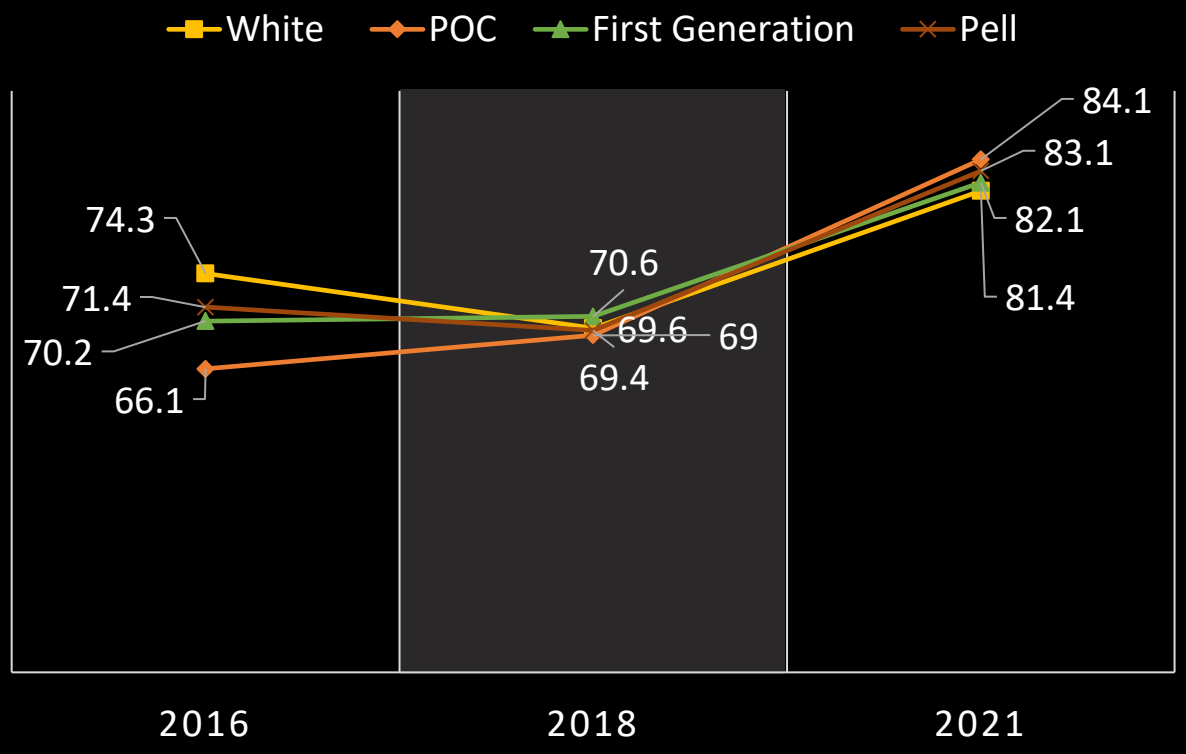
MEASUREMENT & EVALUATION

Campus Climate Assessment	Campus Engagement	On-Demand • SRI Instrument • Capital Reef Field station Sense of Belonging	Effect on Retention and Satisfaction

UVU's Vision 2030

Strategic Inclusion Plan 2024-2028

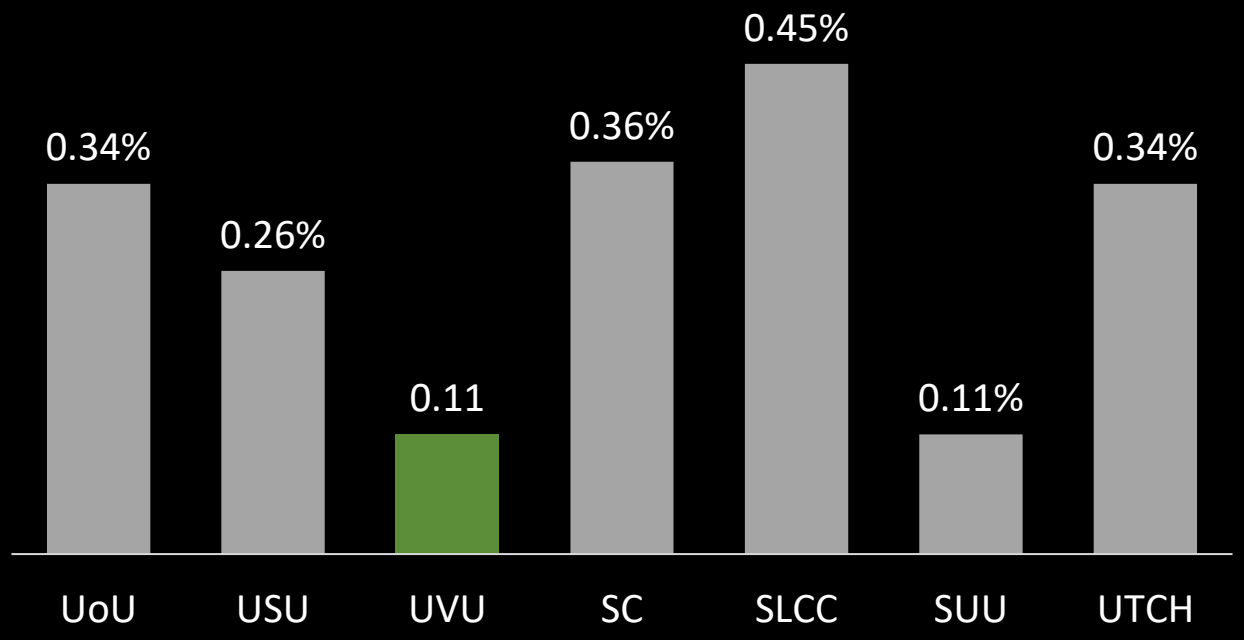
Metrics of Inclusion & Diversity



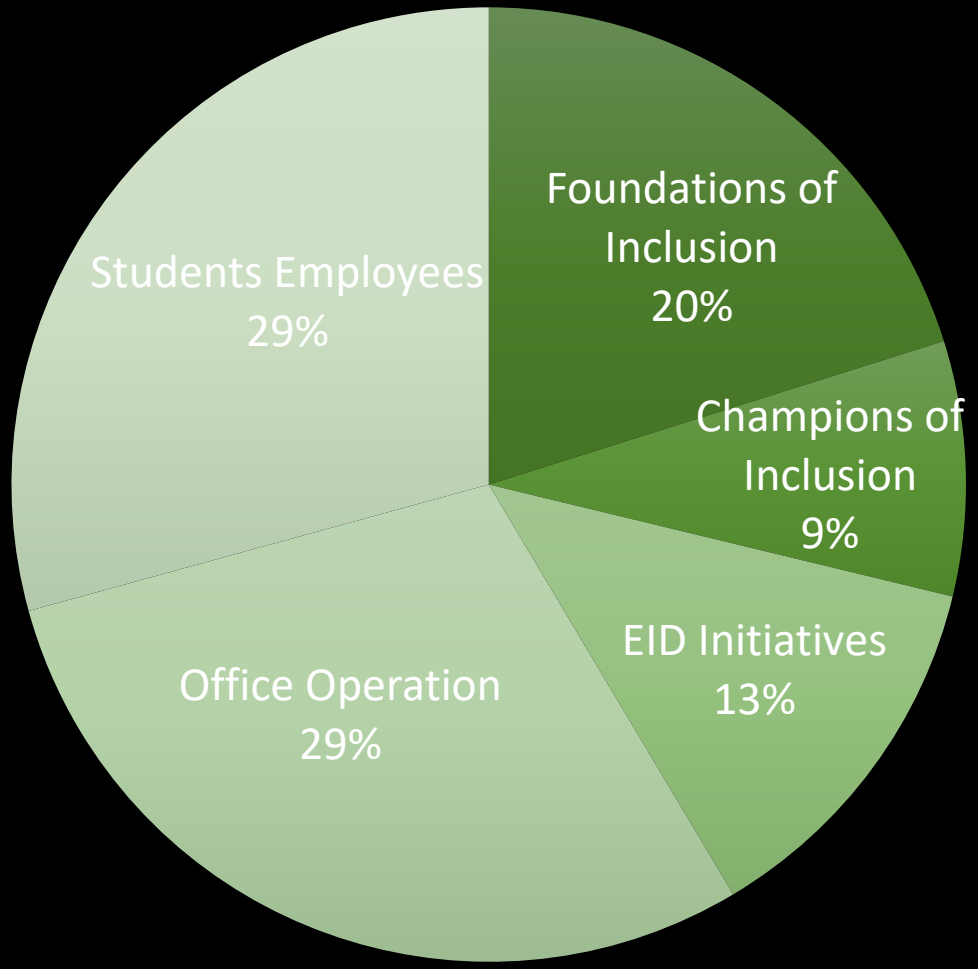
UVU PROVIDES ME WITH A SUPPORTIVE ENVIRONMENT

EMPLOYEE SATISFACTION AND PERCEPTION OF INCLUSIVENESS

EID FUNDING % OF INSTITUTIONAL BUDGET (ACROSS USHE INSTITUTIONS)



UVU OFFICE OF INCLUSION AND DIVERSITY OPERATIONAL BUDGET DISTRIBUTION



EID KPI Dashboard

Intercultural Competency Increase	17%

Total Campus Engagement	3,351

$ per Attendance/ participation	$7

Potential Savings	16K

Task	2021-2022			2022-2023			Schedule
	Expenses	Campus Engagement	$/Employee	Expenses	Campus Engagement	$/Employee	
Foundations of Inclusion	$13,276	1,058	$12.55	$11,700	1,009	$11.6	Fall - Spring
Champions of Inclusion	NA	NA		$5,015	147	$34	April Annual
Campus Climate Assessment	$15,990 (Third-party)	1,668 (campus administration)	$9.59	$0-Third party	335 (pilot 1.0)		February - Even Years
Consultation	$13,850			NA	NA	NA	
EID Initiatives	NA	NA		$7,359	1,860	$4	Fall - Spring
Total	**$43,116**	**2,726**	**$15.82**	**$24,074**	**3,351**	**$7**	

QUESTIONS

UVU PACE STAFF ASSOCIATION

PACE

Advocates for and recognizes staff by providing a unified voice to the campus community, social and service opportunities, and support for professional development

UVU

2022-2023 PACE Executive Board

Executive Board

President – Daniel Delgadillo

Past President – Beka Grulich

Executive Vice President – Nikki Scott

Administrative Vice President – Susan Dunn

Secretary/Treasurer – Christine Peterson

Executive Liaison – Marilyn Meyer

2023-2024 PACE Executive Board

Executive Board

President – Daniel Delgadillo

President Elect – Nikki Scott

Secretary/Treasurer –
Gail Schwanitz

Administrative Vice President –
Susan Dunn

Executive Vice President –
Chris Gonzalez

Executive Liaison – Marilyn Meyer

2023-2024 PACE General Board

- President (4-year term)
  - President-Elect, President, Past President
- Executive Vice President
- Administrative Vice President
- Secretary / Treasurer
- Administrative Liaison
- 11 Committee Chairs
- 16 Senators

STAFF EDUCATION

The PACE Staff Education Fund supports full-time staff pursuing education beyond a bachelor's degree. It funds Master's, Doctorate degrees, or job-related certifications.

Budget 2022-2023
$111,246.27
Expenses
$73,514.27
Balance
$37,732.00

2023-2024 Changes

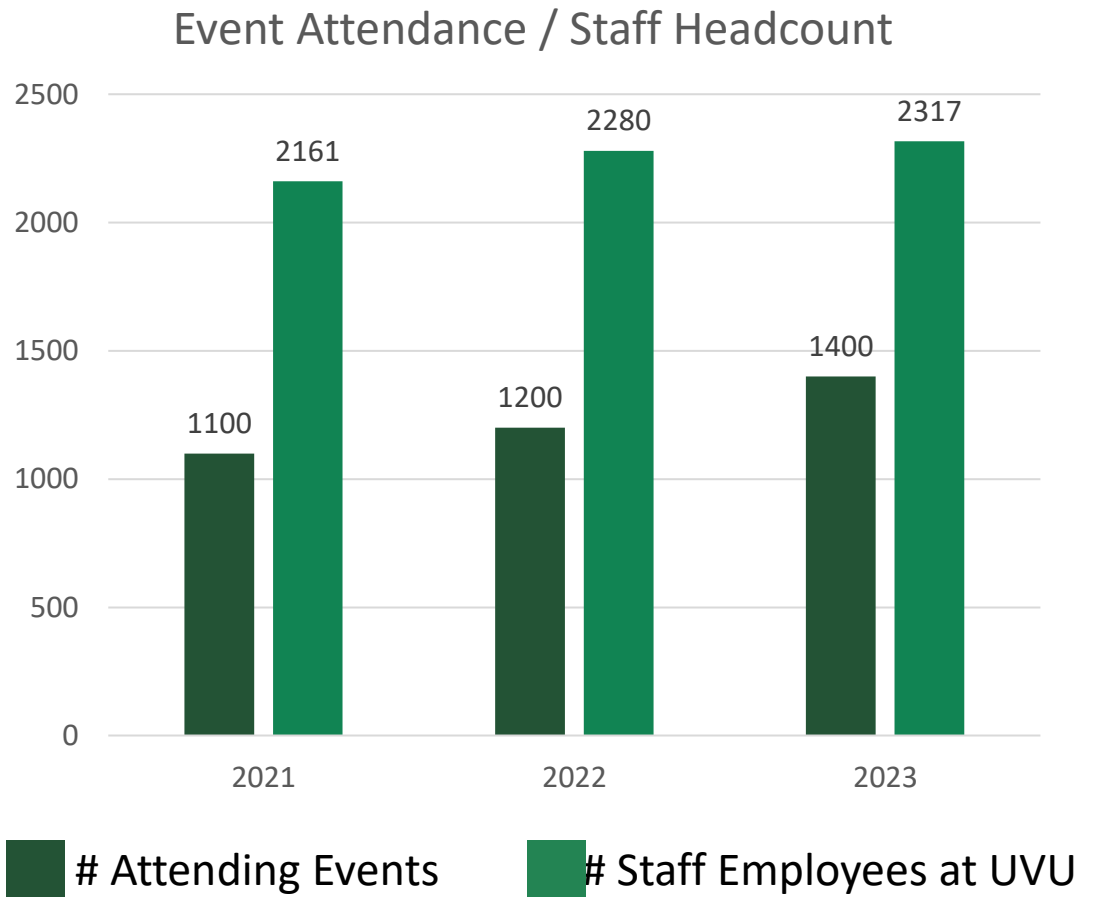
- *Increased yearly limit*
  - *$1,500 up to $2,000**
- *Increased Lifetime Limit*
  - *$4,500 up to $8,000**
- *Added additional options*
  - *Certificates and study materials*

STAFF EVENTS & OPERATIONAL BUDGET

STAFF EVENTS & OPERATIONAL BUDGET

Budget
$81,633.88
Expenses
$82,300.44
Balance
$-667.12

Wolverine Pride
$20,098.00
Expenses
$20,358.54
Balance
$-260.54



2023-2024 Changes

- *Change venue*
  - *UCCU Center to Grand Ballroom*

STAFF EVENTS & OPERATIONAL BUDGET

Wolverine Sightings

- $8.00 meal voucher
  - *$10.00 starting in 2024*

  - *922 | $7,376 | 2020-2021*
  - *1,071 |$8,563 | 2021-2022*
  - *1,762 | $14,096 | 2022-2023*
  - **1,844 | $ 18,440 | 2024-2025*

  It will cost 2.5 times more to run program.

PACE SCHOLARSHIP & GOODWILL

- The PACE Endowed Scholarship raised $12,109, more than double last year ($6,000)
- The application received over 2,000 applicants
- The scholarship was awarded to five students Award recipients

- Goodwill funds were used to send flowers or gift boxes to 275 employees who had a significant life event. Up from 60 employees last year.

QUESTIONS?

STUDENT AFFAIRS | PBA 2023

UTAH VALLEY

UNIVERSITY

PBA

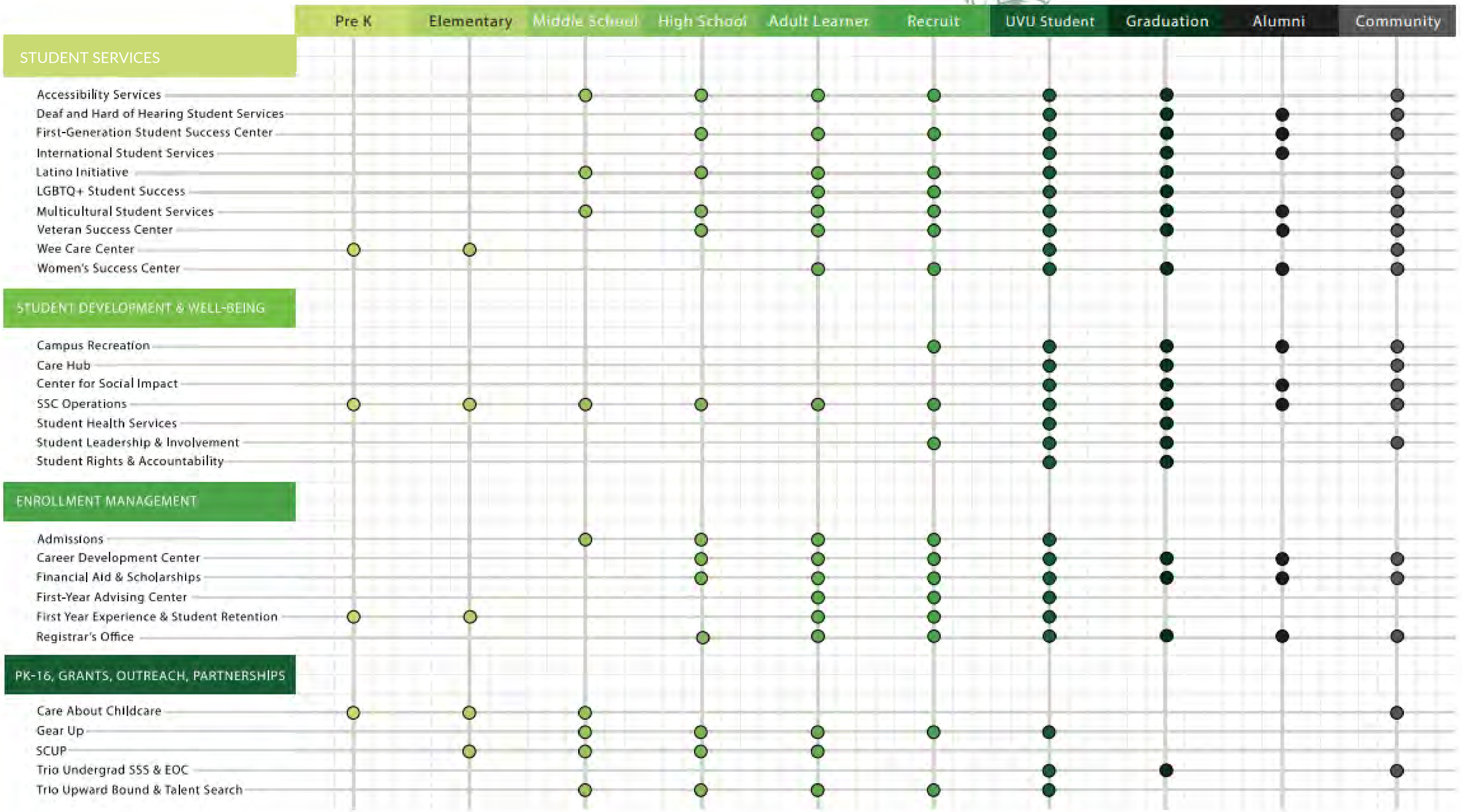
AGENDA

1. State of Student Affairs
2. Evidence for constraints on enrollment and completions
3. Strategic planning efforts

STUDENT AFFAIRS collaborates to foster a holistic student-centered experience focused on learning and well-being by providing intentional programs and services to promote student success as well as professional and personal development

- ACCESS
- NAVIGATION
- BASIC NEEDS
- BELONGING
- LEARNING

STUDENT LIFECYCLE TOUCHPOINTS IN STUDENT AFFAIRS



STUDENT AFFAIRS EMPLOYEES

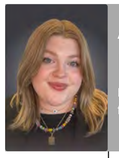
FULL-TIME STAFF

- Executives: 5
- Exempt full-time: 198
- Non-exempt full-time: 93

PART-TIME STAFF

- Part-time: 220
- Student-employees: 249
- Work-study students: 61

Total Student Affairs employees: 826



Addison Hansen
Presidential Intern for Student Affairs

Matt DeGriselles
Controller for Student Affairs

Derek Kent
Senior Coordinator & Analyst for Student Affairs

Malinda Bird
Exec Admin for Michelle Kearns

Dr. Michelle Kearns
Vice President
Student Affairs

Kari Dennis
Director - Development, Student Affairs

Katie Hunter
Director for Marcom and Student Affairs

Mark Leany
Senior Research Analyst for Student Affairs

Adam Davis
Director of Technology Partnership

Dr. Barney Nye
Associate Vice President
Access & Outreach

Kelly Clark
Exec Admin for Barney Nye

Liz Andrus
School, Community, University Partnerships

Michael Campbell
TRiO Upward Bound & Talent Search

Joyce Hasting
Care About Childcare

Vacant
First-Generation Student Success

Jennie Hall
TRiO Undergrad Programs (SSS & EOC)

Ruben Rocha
Utah Statewide GEAR UP

Dr. Andrew Stone
Associate Vice President
Enrollment Management

Vaylene Perry
Exec Admin for Andrew Stone

Chad Johnson
Admissions & Prospective Student Services

John Curl
Financial Aid & Scholarships

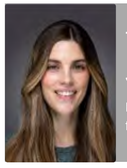
Eric Humphrey
Registrar's Office

Ryan Bailey
First Year Exp. & Student Retention

Elaine Lewis
First-Year Advisement Center

Vince Dreyer
University Advising

Dr. Alexis Palmer
Associate Vice President - Dean of Students
Student Development & Well-Being



Taylor Jarman
Exec Admin for Alexis Palmer

Ashley Larsen
Deputy Dean of Students

Joel Herd
Student Center Operations

Maren Turnidge
Student Rights & Accountability

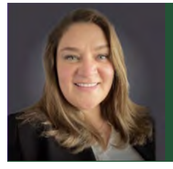
Marissa King
Student Leadership & Involvement

Amber McGuire
CARE Hub

Summer Valente
Center for Social Impact

Bill Erb
Student Health Services

Sasha Smirnova
Recreation & Wellness



Dr. Tara Ivie
Associate Vice President
Student Services

Callie Canlas
Exec Admin for Tara Ivie

Steve Crook
International Student Services

Rachel Lund
Women's Success Center/ Wee Care

Kayle Smith
Veteran Success Center

Matthew Robins
LGBTQ+ Student Services

Vacant
Multicultural Student Services

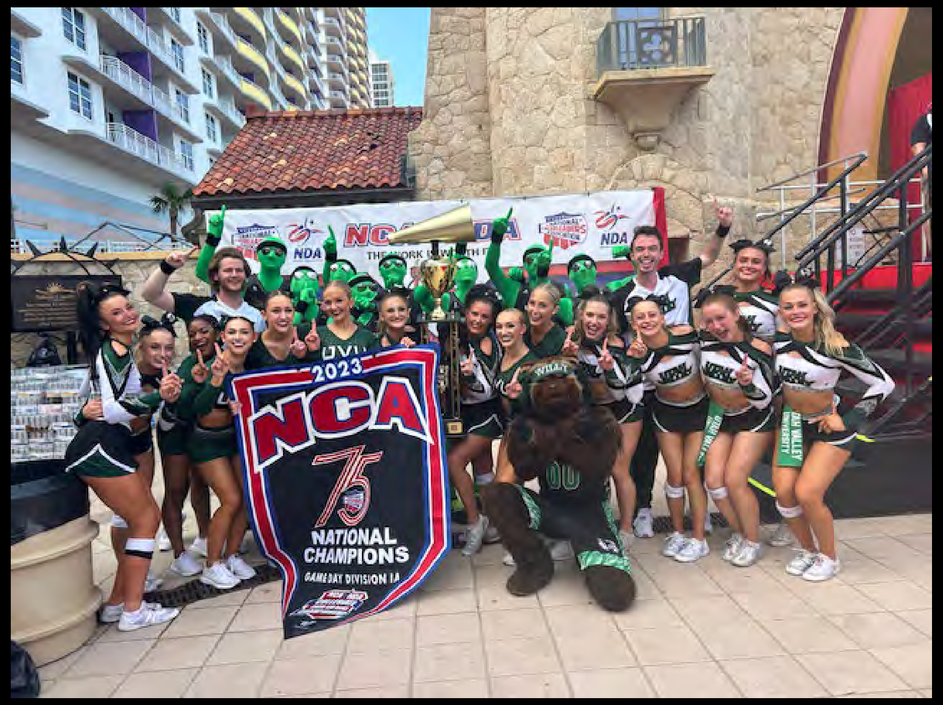
Sherry Page
Accessibility Services/DHH

UVU STUDENT AFFAIRS

Student Affairs Employees

Full-time: 296 | Part-time: 530 | Total: 826

Executive Leadership
Admin & Specialty
Department Leadership
Reports to other divisions



MILITARY FRIENDLY®
'23-24
GOLD
TOP 10 SCHOOL

Student Affairs Budget FY24

Student Affairs represents 8% of the total UVU appropriated budget

APPROPRIATED

Salary & Benefits	$20,190,966
Hourly	$3,149,782
CCT	$2,986,816
TOTAL	**$26,327,564**

NON-APPROPRIATED

(FEES, GRANTS, CLUBS, DONATIONS, AGENCIES)

Salary & Benefits	$3,392,750
Hourly	$7,035,322
CCT	$69,535,980
TOTAL	**$79,964,052**

Student Affairs Revenue Generated/Processed FY23

REVENUE

Agency Funds	$103,902,997
Student Fees	$9,652,659
Admission Fees	$1,200,000
Other Fees	$327,285
Grants	$6,074,461
Clubs	$530,762
Donations	$80,383
Other Non-Appropriated	$1,497,543
TOTAL	**$121,738,806**

1. Access & Onboarding
2. Persistence & Support
3. Wellness & Belonging
4. Engagement & Development
5. Completion

1. Access & Onboarding
   - SEM: Headcount, FTE, BR-FTE, Onboarding Survey

2. Student Persistence & Support
   - Retention Rate, FAFSA completion rate

3. Student Wellness & Belonging
   - ACHA/NCHA, Healthy Minds, Campus Climate Survey

4. Student Engagement & Development
   - Events, Participation, NSSE Survey

5. Student Completion
   - Completion Rates

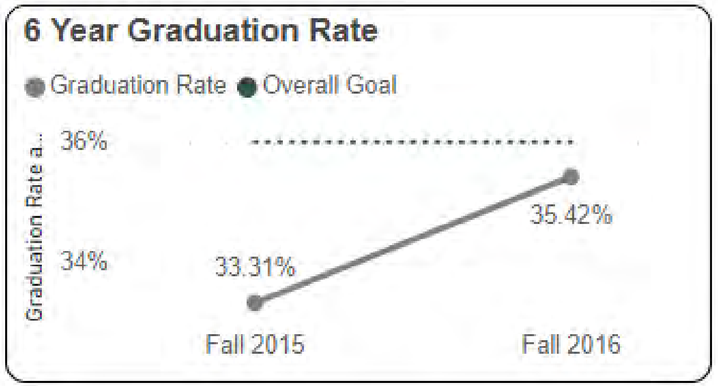
Student Affairs Scorecard

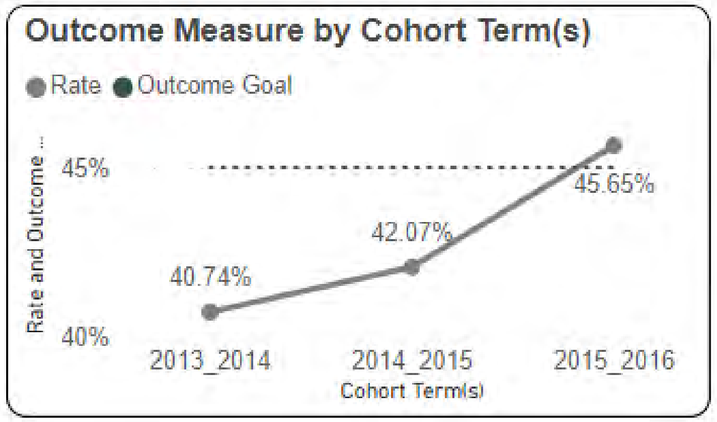
UVU BUSINESS INTELLIGENCE & RESEARCH SERVICES

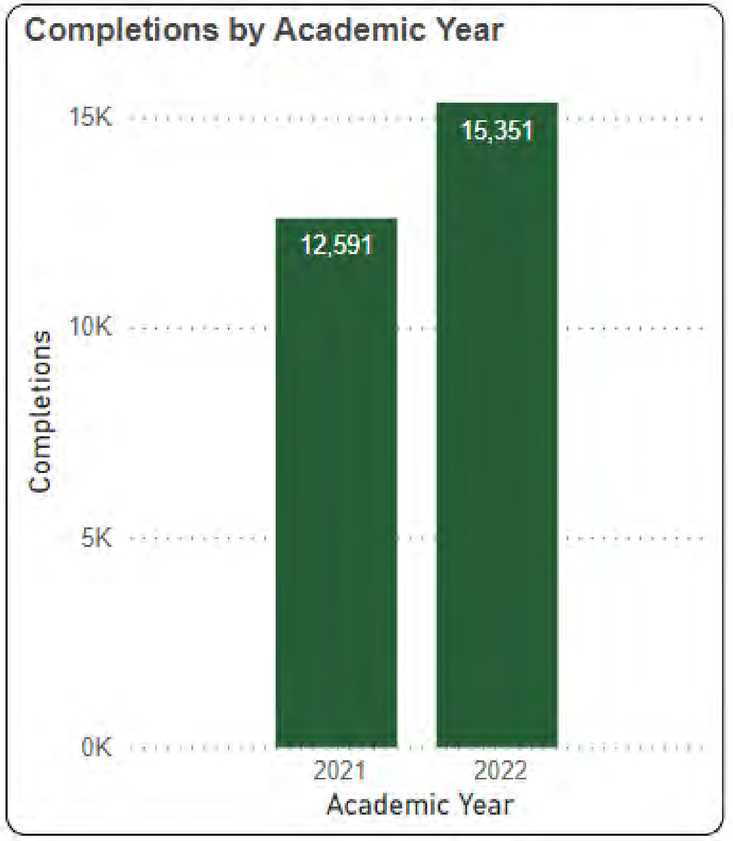
Student Access & Onboarding | Student Persistence & Support | Student Wellness & Belonging | Student Engagement & Development | **Student Completion**

Population

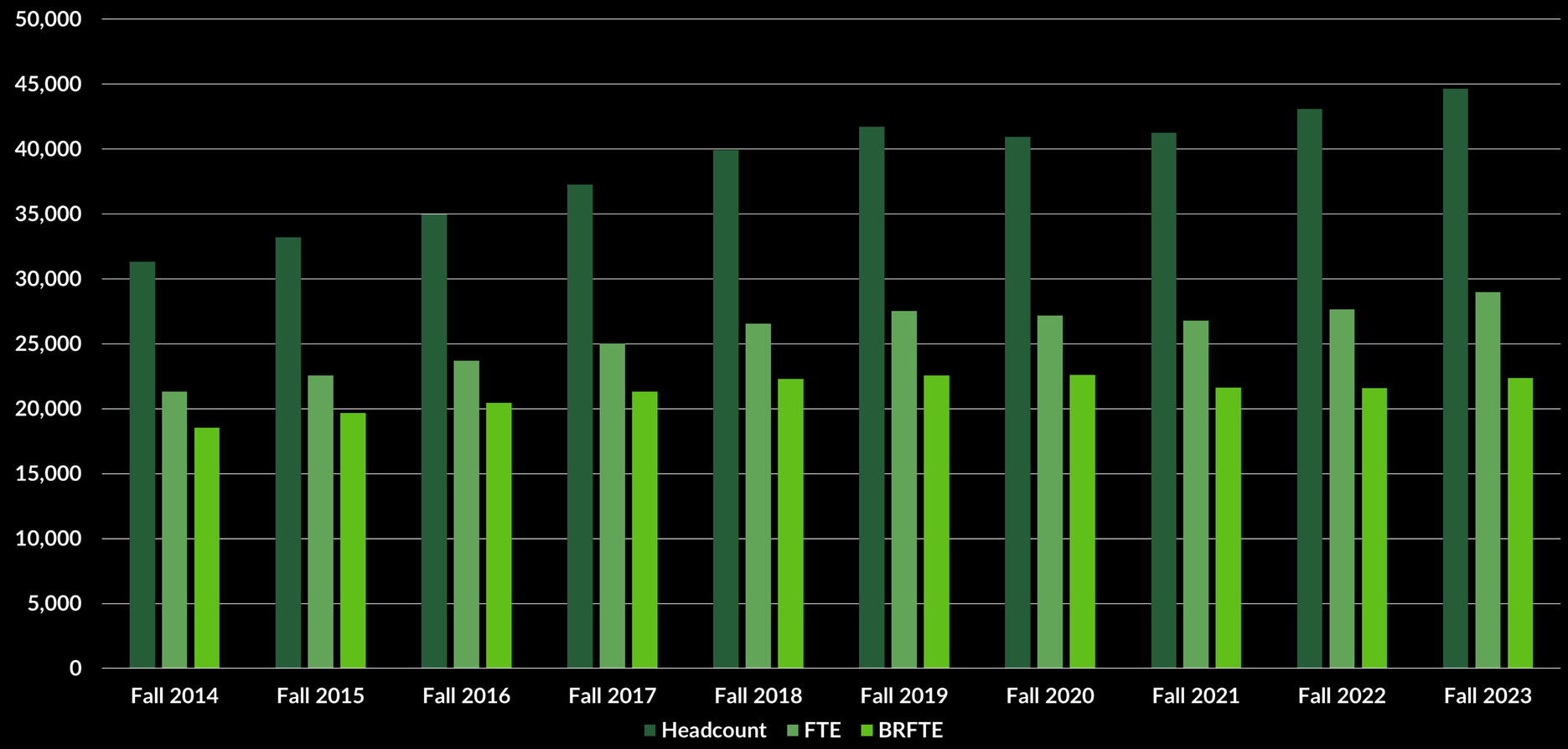
- (●) Overall
- ( ) BIPOC (U.S. Only)
- ( ) Underrepresented (Race)
- ( ) Hispanic (U.S. Only)
- ( ) American Indian / Alaska Native (IPEDS)
- ( ) American Indian / Alaska Native (RCI / U.S. Only)
- ( ) International







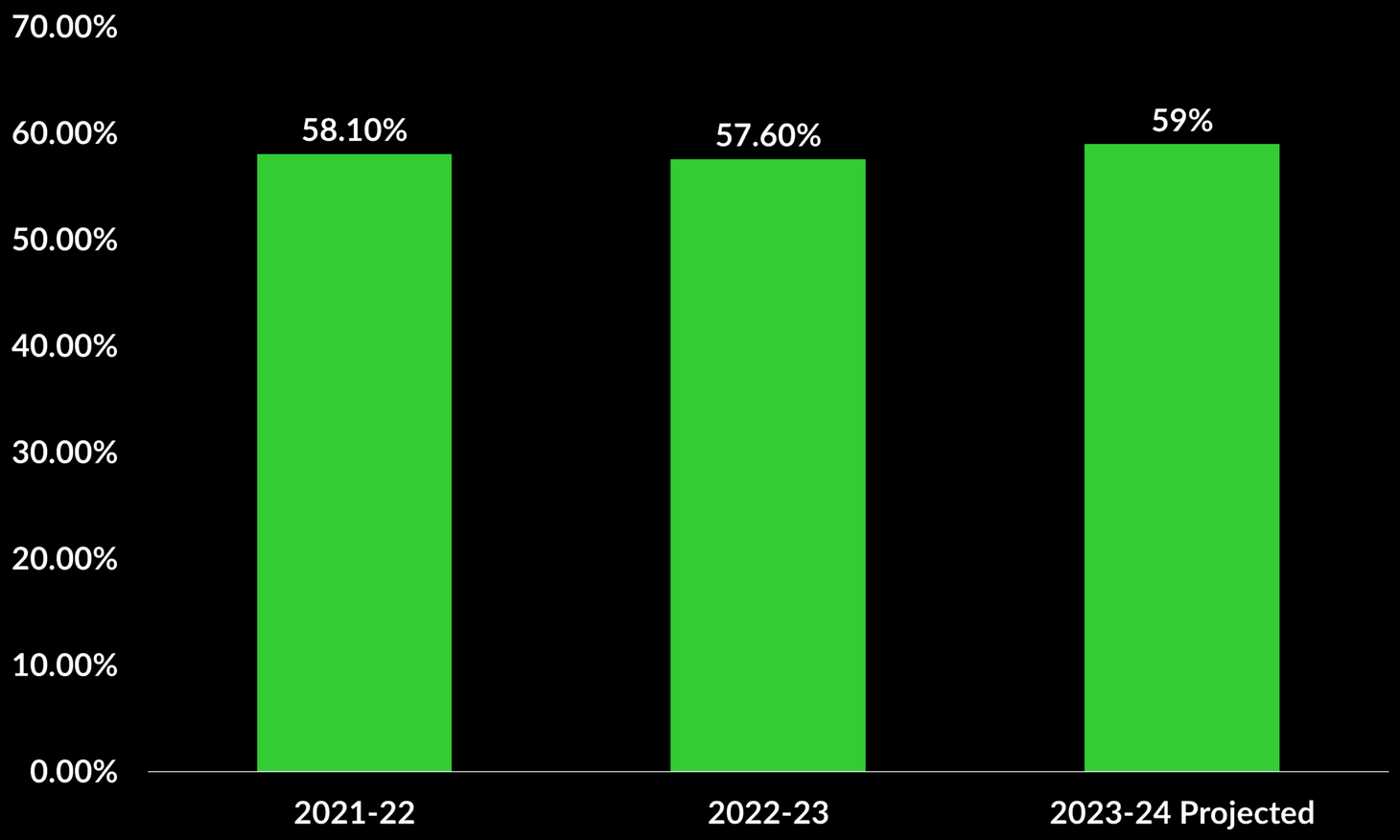
1. Access & Onboarding



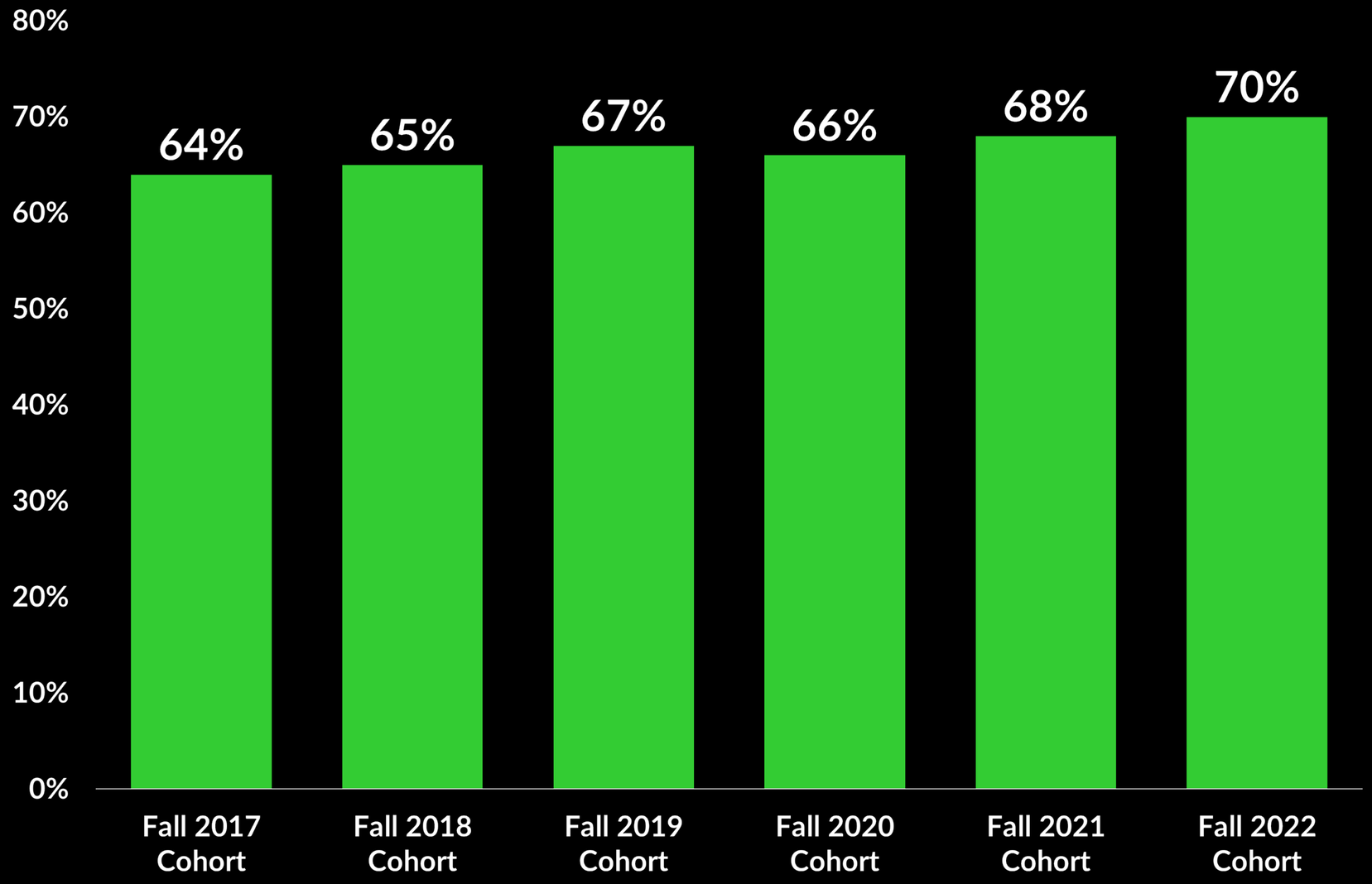
1. Access & Onboarding

	2023 Goal	Fall 2023 3rd Week	# Increase	% Increase
Headcount (2%)	43,961	44,653	+1,554	3.6%
FTE (2%)	28,199	28,993.67	+1,347	4.9%
BRFTE (2%)	22,019	22,388.20	+804	3.7%
Continuing Student (.5%)	18,239	18,376	+228	1.3%
New <=1 yr. from HS Graduation (1.5%)	2,828	2,875	+89	3.2%
New >1 yr. From HS Graduation (1.5%)	1,495	1,733	+260	17.7%
BIPOC, Including HSCE (2%)	8,324	8,815	+658	8.1%
Hispanic/Latino, Including HSCE (2%)	5,277	5,587	+413	8.0%

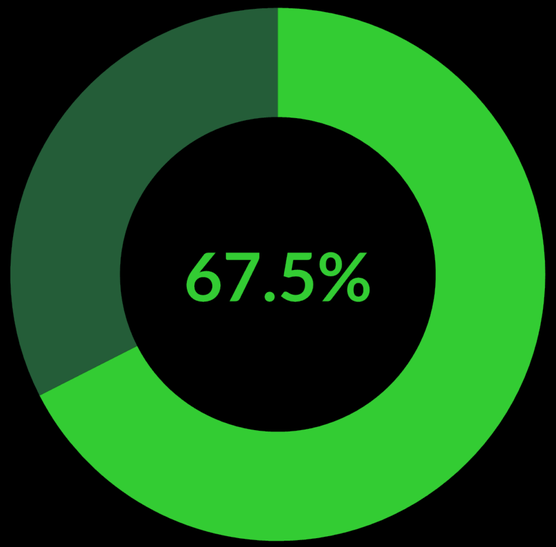
2. Persistence & Support – FAFSA Completion Rates



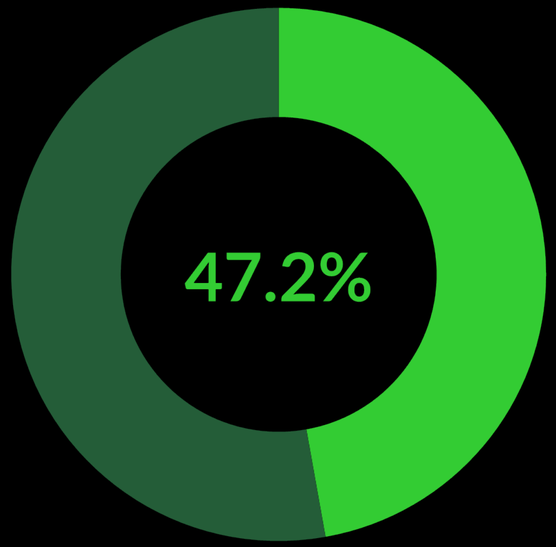
2. Persistence & Support - Retention Rate



3. Wellness and Belonging



ACHA/NCHA: 67.5% agreed or strongly agreed with the statement: *I feel that I belong at my college/university.*



Healthy Minds: 47.2% indicated they had a sense of belonging to UVU.

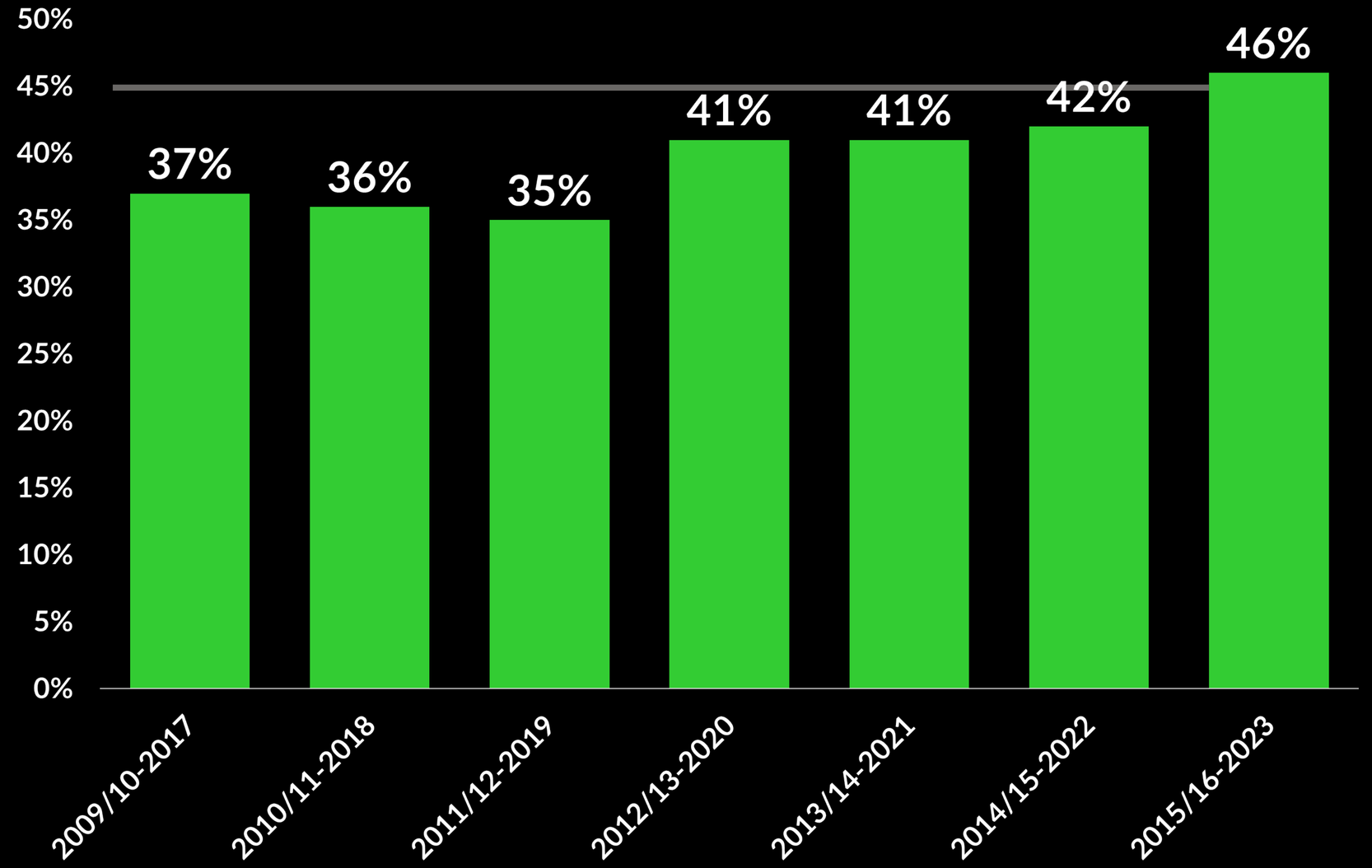
4. Engagement and Development

EVENTS	
Center for Social Impact	60
Student Leadership and Involvement	468
Club Events	1,497
Recreation and Wellness	396
Latino Initiative	23
Women of UVU	14
TOTAL	2,458

4. Engagement and Development

	PARTICIPANTS
Wellness Programs	25,463
Outdoor Adventure Center	2,001
Climbing Wall	16,911
Intramurals	31,369
Orientation	4,064
Recruitment Events	1,570
Campus Tours	18,112
Women’s Success Center	930
International Student Council	220
Latino Initiative	3,185
CARE Hub	2,424
GEAR UP	6,791
PREP	236
TRIO SS	1,650
TOTAL	**114,926**

5. Student Completion



Student Affairs Department Impact Reports

UVU VETERAN SUCCESS CENTER
UTAH VALLEY UNIVERSITY

Our mission is to facilitate the successful navigation of student veterans, service members, and their dependents from registration to graduation.

Learning Outcomes

To accomplish this mission, the VSC staff advocate for the military community by providing opportunities for comradery and mentorship and are subject matter experts on federal and state education funding programs that assists with:

- **Utilize Education Benefits**
- **Navigate the Higher-Ed System and Individual Education Plan**
- **Create a Lasting Community of Professional Veterans**
- **Access Veteran and Military-Connected Resources**

Programs & Services

Military-Connected Orientation. Online orientation specific to veterans, military spouses, & military dependent children that provides an introduction to the Veteran Success Center and a walk through for VA education benefits.
Secondary Advising. School Certifying Officials provide 1:1 advising for military-connected students using VA education benefits
Semester Wellness Checks. Peer-to-peer engagement to inquire about student wellbeing and continued enrollment. Connect students to resources and ensure benefits are taken advantage of.
Veteran Success Scholarship. Support veterans and military-connected students based on military-connected status, academic achievement as well as needs based awards.
VA Work Study Program. Work study program provided through VA funding for military-connected students that are actively using VA education benefits.
Back-to-School Benefit Guide. In person orientation specific to veterans, military spouses, & military dependent children that provides an introduction to the Veteran Success Center and a walk through for VA education benefits.
Veteran's Thanksgiving. Celebration for many of our military-connected students that have relocated to Utah that do not have traditional ties to the area. This is a community building event that helps build the Veteran Family at UVU.
Veteran's Graduation. Recognition through specific regalia for Veterans, Spouses, and Dependent Children.
United We March. This event is one of the best team building events that the VSC co-hosts and also brings funding in for our military-connected students.
Veterans Day Celebration. Recognition throughout the 11th of November to recognize the service and sacrifice that our Veterans have given to our country. Multiple events throughout the day to show UVU's support and also brings awareness to the military-connected students, staff, and faculty at UVU.

IMPACT OUTCOMES 2020-2021

10,566 STUDENTS INVOLVED
350+ SERVICE-LEARNING COURSE SECTIONS
18 VIRTUAL EVENTS

208,070 HOURS OF IMPACT

35 STUDENT LEADERS
75 COMMUNITY PARTNERS
80 FACULTY TRAINED

The experiences that I have had and the people that I have met through the Center for Social Impact have provided me with valuable insights and connections that will help me in my education and career. I am in my program and on track to graduate in part thanks to the Center for Social Impact.
-Maren Ostlund, Social Work

5760 LBS OF FOOD DISTRIBUTED
702 FOOD VOUCHERS DISTRIBUTED

CENTER FOR SOCIAL IMPACT | SUMMER VALENTE | SUMMER.VALENTE@UVU.EDU

Student Leadership & Involvement

Purpose/Mission

The Department of Student Leadership and Involvement (SLI) facilitates opportunities that enhance the academic experience by promoting student involvement and event attendance, developing leadership skills, and preparing students to take an active societal roles on campus and in their communities.

Learning Outcomes

SLI accomplishes this mission by designing learning opportunities for students to grow and develop as an individual while working with their peers, staff, faculty, administrators, and community professionals. Because students engaged with our department, they will be able to do one or more of the following:

- Describe the purpose of the SLI program in which they are participating in and discuss the impact it has within the university community.
- Demonstrate effective communication through active listening, absorbing information, and verbally presenting information in one on one, small or large group settings in a respectful manner.
- Examine and prioritize their workload by identifying and categorizing tasks based on their purpose, necessary attention, and time needed to complete them.
- Navigate group dynamics when working with others by demonstrating self-awareness and anticipating the strengths and influence of others.
- Report a higher level of confidence in their ability to lead and work with others, communicate verbally and in writing, manage their time, problem solve, and make decisions.

Programs and Services

The co-curricular and extra-curricular experiences that students have with the Department of Student Leadership and Involvement contribute to their academic persistence, retention, and completion. Furthermore, these experiences add to the vibrancy of their college experience increasing their affinity to UVU. The programs and offerings provided by SLI are listed below:

- ACTION LEARNING: With weekly offerings students are able to participate in activities learning new skills/hobbies that they have interest in. Students are able to connect with their peers and participate as their schedule allows.
- CLUBS: Empowers and encourages student freedom to create groups dedicated to specific interests, hobbies, and academic focuses. By participating in a club, students have the opportunity to increase their leadership and communication skills, meet new people, and do more of what they love.
- INTERRELIGIOUS ENGAGEMENT: Builds a community inclusive of all worldviews (religious, spiritual, and secular identities) by providing physical space, educational events/activities, and opportunities for dialogue to build respect, relationships, and understanding.
- LEAD CERTIFICATION PROGRAM: Students have the opportunity to earn a one or two-year distinction certifying completion of prescribed teaching activities focused on four key areas of professional and personal development: Learn, Engage, Acquire, and Discover.
- OFF-CAMPUS HOUSING: Assists students in having a positive student living experience by facilitating on site residence life events/activities and connecting students to housing related resources and information including housing laws, independent living tutorials, contract navigation, etc.
- SPIRIT SQUAD: Provides performance-based entertainment at Athletic and campus events promoting an atmosphere of interaction, enthusiasm, and support for UVU.
- STUDENT GOVERNMENT (UVUSA): Made up of elected and appointed officers, students are responsible for representing the student voice across campus. Student officers actively participate in policy change, advocate for student needs, and provide activities/events to enhance the student experience.

STUDENT LEADERSHIP & INVOLVEMENT | MARISSA KING | GETINVOLVED@UVU.EDU

15,986 *Students seen from 9/1/20 to 8/31/21.*
27,800 *Students packaged with Federal Student Aid.*
500+ *Scholarship opportunities for approximately $30 million each year.*
3,200 *Students assisted with FAFSA completion.*
9,036 *Students assisted with resolving their FAFSA issues.*
1,409 *Students assisted with completing appeals and special circumstances.*

$51.3 Million *In Pell funds to 12,534 students.*
$47.5 Million *In Direct Loan funds to 7,995 students.*

Student Loan Cohort Default Rates

7.3% National Average
7% National Public Schools
4.4% UVU

UVU is partnered with UHEA to keep Cohort Default rates low.

Financial Aid and Scholarships | John Curl | jcurl@uvu.edu/801.863.6746

Recreation & Wellness

Purpose/Mission

Our mission is to enrich the quality of life for students, faculty, and staff by providing a broad range of recreation, wellness, and student engagement opportunities that complement the academic experience.

Learning Outcomes

We actively promote the pursuit of a balanced, healthy lifestyle to our diverse university community. Students that engage in our programming will be able to do the following:

- The Outdoor Adventure Center (OAC) Adventure Trip Leaders (ATL) will be able to communicate the significance of outdoor learning and the benefits students can receive from participating in various OAC programs and events.
- Participants of Intramurals & Club Sports will have a sense of belonging and association. Students will experience a connection to the staff, fellow students, and the University while feeling welcomed, supported, and safe.
- Wellness interns, as a result of internship, will be able to plan and implement events with diverse topics to reach broad audiences.
- Student staff will have engaging experiences and access to leadership opportunities which will help enhance and develop their personal and leadership skills.
- Students who work within intramurals will be able to identify meaningful transferable skills between what they learn through their IM sports employment and how it relates to future professional careers after graduation.

Programs and Services

We create curricular and co-curricular learning experiences to engage and empower students within the Recreation & Wellness department. We contribute to their academic persistence, retention, and completion, as well as to the vibrancy of their communities and their personal and professional lives. Some of our programs and services are listed below:

- **Student Life & Wellness Center.** 175,000 sq. ft. building that includes a 1/8 mile indoor track, 3 Basketball Courts, Multi-Activity Court, Fitness/Dance rooms, Weight Room, Cardio Equipment, Bowling Alley, and Gaming Center.
- **The Project Climbing Wall.** 40 ft. tall climbing surface featuring over 10,000 holds and 3,000 sq. ft. Climbing Clinics and climbing gear available for rent.
- **Intramurals.** Students involved with intramurals enjoy fun and competitive leagues including, Basketball, Soccer, Flag Football, Volleyball, Softball, Pickleball, Spikeball, Bowling, Futsal, Disk Golf, Badminton, and Ping Pong.
- **Club Sports.** Esports, Men's Hockey, Men's Lacrosse, Women's Lacrosse, Men's Ultimate, Men's Soccer, Women's Soccer, Men's Volleyball, Women's Volleyball, Men's Rugby, Women's Rugby, and Cycling Club Sport Teams.
- **Wellness Programs.** Offers a selection of student wellness programming including, Health Coaching, Health Risk Appraisals, Classroom Presentations, Recliner Massage Chairs, Stress Reduction Room, Healthy Cooking Classes, Walking Group, Internships, and Scholarships.
- **Outdoor Adventure Center.** Offers high impact programs through excursions, retail, rental offerings, and leadership opportunities.
- **UVU Rodeo Team.** 26 Student-Athletes who compete in the Rocky Mountain Region.

Recreation & Wellness | DaShook Akwonyu | DaShook@uvu.edu

MORE THAN 2,028 STUDENTS SERVED
97% SAY "THE SERVICES I RECEIVED HELPED ME TO STAY IN SCHOOL"

"So grateful to have such high quality care at my university. It has taken away a lot of unnecessary stress. - Student"

9,297 MENTAL HEALTH VISITS
MEDICAL & PSYCHIATRIC VISITS 6,200

18 MENTAL HEALTH PROVIDERS
6 MEDICAL PROVIDERS
14 NEW POSITIONS ADDED IN 8 YEARS

39,000+ individuals trained in suicide prevention

"The UVU Student Health Services office is a literal life saver. I was able to get on medications that helped me overcome depression and study to my best ability in just a few months. They have made my educational experience much better at UVU." - Student

Student Health Services | Bill Erb | erbb@uvu.edu

Student Rights & Accountability

Purpose/Mission

We focus on fairness and equality while promoting responsibility, individual growth, education, and development. We are committed to education and restorative justice. We engage students to critically think about and learn from adversity.

Learning Outcomes

The Office of Student Rights & Accountability (including the Ombuds office) strives to protect student rights, encourage student development, promote improved behavior, and help students learn from mistakes. These not only improve the university experience while at UVU but are also vital tools to help students succeed in the long term, in accordance with UVU Policy 541, we aim to help students:

- Understand their rights and responsibilities as students more completely.
- Create and maintain a support system that will help them respond favorably to mistakes or adversity during their UVU student experience.
- Access services and resources to which they were previously unaware.
- Overcome obstacles and issues to achieve their personal educational goals and navigate UVU successfully.

Programs and Services

Student Code of Conduct
- Investigate and resolve conduct violation including cheating, plagiarism and classroom disruptions.
- Maintain due process rights when a violation occurs.
- Consult on resource and resolution options, including educational resolution.

Classroom & Group Presentations
- Deliver tailored workshops on behavior change, communication and safety procedures.

Ombuds
- Provides mediation for the campus community.
- Facilitate informal resolution of conflicts and misunderstandings.
- Provide conflict coaching to students.
- Assist students with roommate & housing conflicts.

STUDENT RIGHTS & ACCOUNTABILITY | MAREN TURNIDGE | MAREN@UVU.EDU

---

373 EVENTS
55,268 PARTICIPANTS

50,718 SLWC MEMBERSHIPS
$368,413.94 TOTAL DEPARTMENT REVENUE GENERATED
1,594 ENGAGED HOURS FOR THE OUTDOOR ADVENTURE CENTER
9 WELLNESS PROGRAMS INTERN GRADUATES
30 SCHOLARSHIPS OFFERED THROUGH RECREATION & WELLNESS DEPARTMENT.
373 INTRAMURAL GAMES PLAYED 3,418 PARTICIPANTS
PREDICTED VS ACTUAL PERSISTENCE 0.8347 Actual Persistence; 0.8193 Comparison Group Results; 0.8139 Predicted Persistence
1079 ATHLETIC TRAINING ENCOUNTERS
COLLEGE NATIONAL RODEO FINALS QUALIFIERS 5
356 CLUB SPORTS STUDENT ATHLETES
1.57% PERSISTENCE

Increase for students who visited the SLWC, compared to those who did not. Civitas Study revealed that the more students visited the SLWC, the higher their persistence rate and were more likely to stay at UVU and graduate.

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STUDENT LEADERSHIP & INVOLVEMENT | MARISSA KING | GETINVOLVED@UVU.EDU

Impact Outcomes

DEMOGRAPHICS

813 middle school students have participated in UVU PREP since 2013.

Of the 813 UVU PREP participants...

42% were students of color. UVU PREP enrolls proportionally more students of color than the current population of Utah County on average.

41% identified as female. This is nearly 20% higher than Utah's current rate of women in STEM occupations.

ACADEMIC GAINS

UVU PREP students complete pre- & post-tests for each of the 9 classes they participate in. They are also surveyed on their attitudes towards various STEM topics after having participated in the program.

+34% Average annual academic gains in STEM courses offered at UVU PREP.

Top 5 STEM Attitudes Gains - 2021	
"When something is hard, it makes me want to work more on it, not less."	+17%
"I see myself as an engineering person."	+17%
"I expect to do well in next year's science class."	+16%
"Learning science can help me get a good job."	+15%
"I am good at science."	+15%

ALUMNI SUCCESS

At least 67% of UVU PREP alumni have enrolled in college. Of those students...

89% attended UVU as their first institution of higher education.

73% of alumni's most recent college enrollment was at UVU.

44% are likely still in high school and participating in concurrent enrollment.

Multiple UVU PREP Alumni have returned as Mentors to give back to the program they enjoyed as middle schoolers.

"Throughout high school, I used what I learned in the PREP program as a focus and took classes that would prepare for statistics as I go into college. The experience I have now could allow me to get an internship or a job offer, and overall, the experience boosted me to find what I am passionate about..."

- Jon Chang, UVU PREP Alumni

SCUP | LIZ ANDRUS | PARTNERSHIP@UVU.EDU

CONSTRAINTS

Student Headcount & SA Staffing

Student Headcount and SA Staffing

119:1

Student to FT Student Affairs Staff Ratio Fall 2014

151:1

Student to FT Student Affairs Staff Ratio Fall 2023

32:1

Increase in Student to FT Student Affairs Ratio 2014-2023

22:1

Student to Faculty Ratio Fall 2014

25:1

Student to Faculty Ratio Fall 2022

3:1

Increase in Student to Faculty Ratio 2014-2022

Student Headcount & SA CCT

Student Headcount & SA CCT

$74.90

SA CCT Per Student
Fall 2014

$66.89

SA CCT Per Student
Fall 2023

-$8.01

Change in SA CCT Per Student from 2014 to 2023

TOP 8 reasons students "stop out"

STRATEGIES

FINANCES
paying for college, supporting family, relocating for housing

- Increased awareness of financial resources (Orientation, Financial Aid & Scholarships, Money Management Resource Center, Advisors/Counselors, student success courses/workshops)
- Increased amount of resources available (scholarships, completion grants)
- Outreach calls to students with incomplete FAFSA

ACADEMIC INTEGRATION
not doing well in classes, not prepared for university level work, loss of interest

- Onboarding, Orientation, First-Year Experience, First-Year Advising Center
- Early Intervention and Outreach (Civitas, Early Alert, Structured Enrollment, Retention Mentors, Advisors, Resiliency Project)
- Support services and tutoring
- Increased access to high-impact practices

SOCIAL INTEGRATION
not making a personal connection, difficulty adjusting to university life, no sense of belonging

- First-Year Experience
- Freshman Advocates and mentors
- Student Life programs

UNIVERSITY BARRIERS
course scheduling conflicts, policies and procedures, curriculum alignment issues, challenges with faculty and staff

- Student Success & Completion Committee, Faculty Senate and Deans all working on addressing these areas
- Scheduling guidelines, policy changes, stackable credentials, faculty and staff training, technology enhancements

EXTERNAL RESPONSIBILITIES
work and family obligations including caring for children or parents

- Wee Care Childcare Center
- Online, evening and weekend classes
- Extended hours at student support offices

SERVICE
full-time church missions or military

- Leave of Absence
- Veteran Success Center

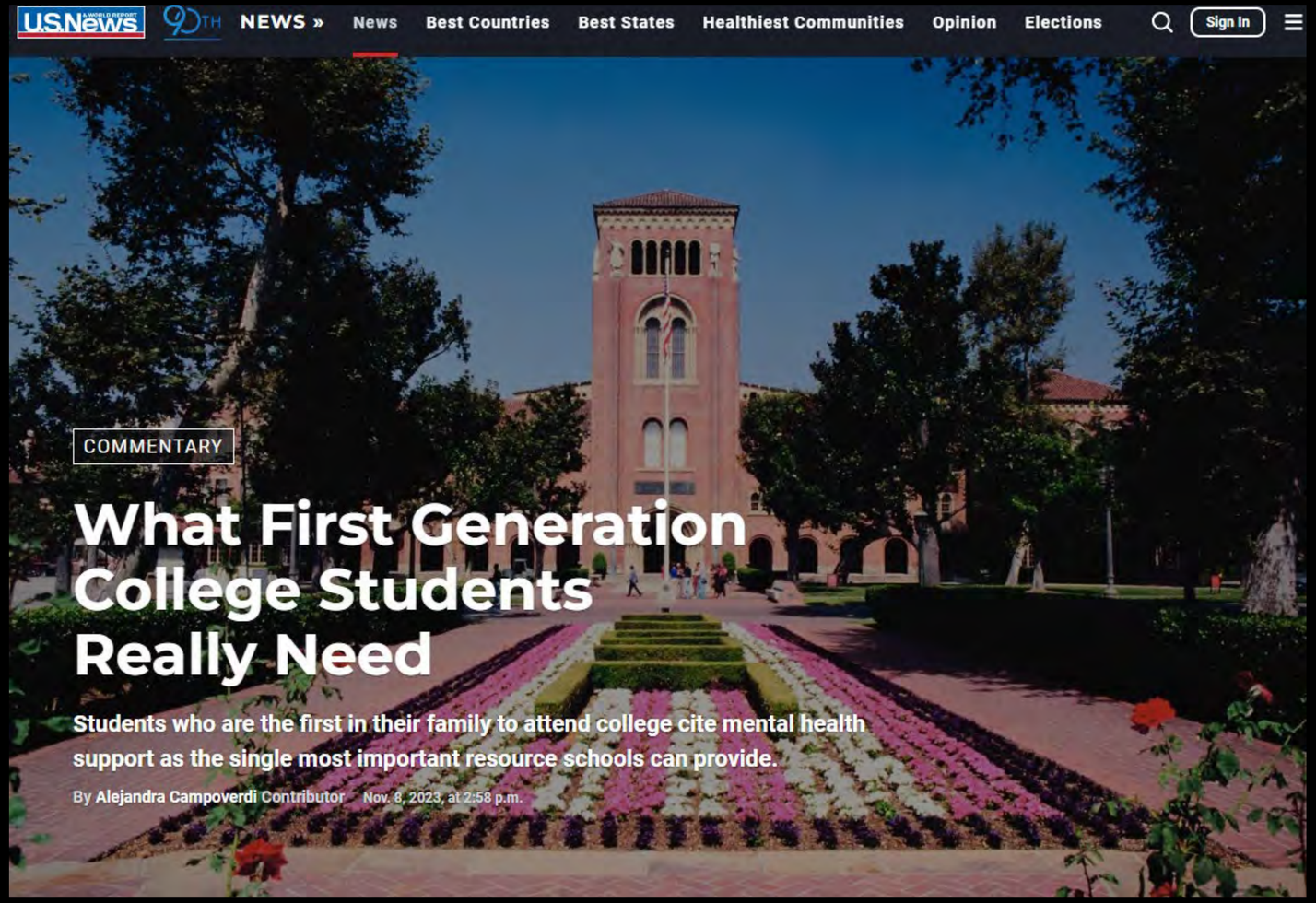
TRANSFERRING
any of the above, program availability, enrolled to raise GPA and transfer to 1st choice of institution

- Auto awarding of GE Certificates and associate degrees
- Continuation of Wolverine Completion Grant to incentivize completion of a UVU degree
- Participation in state articulation agreements

HEALTH
physical and mental

- Wellness workshops and programs
- Increased number of medical professionals and counselors

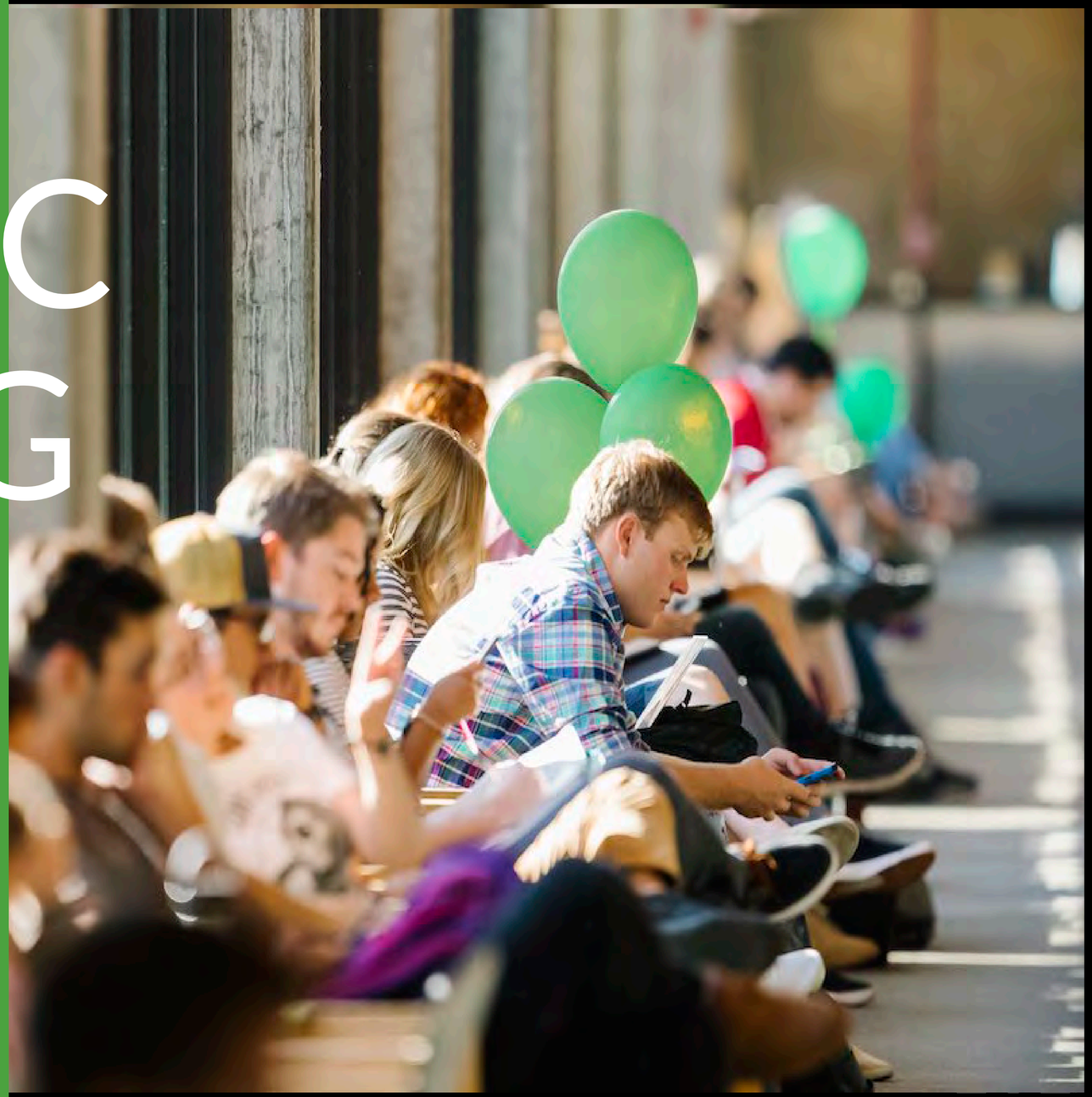
UTAH VALLEY UVU UNIVERSITY



Finances, Mental Health & Basic Needs

UVU

STRATEGIC PLANNING



Student Affairs Priorities	Enrollment & Completion	The Student Experience	Fundraising	Staff Development & Retention	Assessment
Vision 2030	3.A.4 3.A.6 3.C.1 - 3.C.2	1.B.1 - 1.B.3 2.A.4 - 2.A.5 2.B.2 , 3.C.2	1.C.3 2.C.1	3.C.3	3.C.2
Strategic Enrollment Management Plan	7.1 8.1	8.1	9.1		9.1
Completion Plan	3.1 3.5 - 3.6 4.1 4.3 8.1 - 8.2	2.1 - 2.3 5.3 7.3	4.1		5.1 – 5.2
Inclusion Plan	1.1.1 - 1.1.4 1.1.9 1.1.11 - 1.1.14 1.1.19	1.1.10 1.1.15 - 1.1.18 2.1.1 - 2.1.2 3.1.1 - 3.1.2 3.1.4 - 3.1.7 3.1.10 - 3.1.12 3.1.17	1.1.8	1.2.1 1.2.3 - 1.2.4 2.3.1 - 2.3.3	3.18 4.1.2 4.1.5 – 4.1.6
Student Affairs Strategic Plan					

Student Affairs 2023-24 Priorities

1. Enrollment & Completion	Access ▪ Enrollment ▪ Retention ▪ Completion
2. The Student Experience	Care ▪ Inclusion ▪ Holistic ▪ Enlivened
3. Fundraising	Scholarships ▪ Programming ▪ Engagement ▪ Facilities
4. Staff Development & Retention	Qualified ▪ Productive ▪ Fulfilled ▪ Progressing
5. Assessment	Impact ▪ Stewardship ▪ Continuous Improvement

INCLUDE ENGAGE ACHIEVE

Reallocated $549,229

- Consolidated hourly to fund part-time
- Converted multiple PT to fund FT
- Redesigned “Green Box” to save $120,000
- Reallocated hourly to fund online tools
- Repurposed vacancies for critical needs

Student Affairs

PBA 2023

2023-24 Stewardship Post-Conversation Discussion

December 7, 2023

State of Higher Education

Forbes

Inside Higher Ed

More Colleges, Universities Announce Budget Cuts Amid Financial Woes

Michael T. Nietzel Senior Contributor

I am a former university president who writes about higher education.

Follow

0

Sep 30, 2023, 09:15am EDT

November 27, 2023

Another Round of Campus Budget Turmoil

Public colleges in Nebraska and Ohio and private institutions in Iowa, Ohio and Oklahoma are the latest affected.

By Doug Lederman

What does **STEWARDSHIP** mean for us now and in the next decade?

How Will AI Affect Jobs - How many jobs will AI replace by 2030

Artificial intelligence (AI) could replace the equivalent of 300 million full-time jobs, a report by investment bank **Goldman Sachs** says. It could replace a quarter of work tasks in the US and Europe but may also mean new jobs and a productivity boom. And it could eventually increase the total annual value of goods and services produced globally by 7%. The report also predicts two-thirds of jobs in the U.S. and Europe "are exposed to some degree of AI automation," and around a quarter of all jobs could be performed by AI entirely.

VISION 2030

UTAH VALLEY UNIVERSITY

INCLUDE
ENGAGE
ACHIEVE

Overview

PURPOSE:

TO GUIDE RESOURCE ALLOCATIONS

This process connects the resource allocation decision-making process with university and divisional:

- Assessment
- Planning
- Priorities
- Initiatives

The process promotes accountability, collaboration, communication, efficiency, equity and transparency.

GUIDANCE:

ACADEMIC UNITS

School and Colleges were asked to provide a summary of key academic metrics, including:

1. Enrollments for the school/college and departments
2. Cost per full-time equivalent for the school/college and departments
3. Completion rates (i.e., awards made within one-and-a half time, such as 1.5 years for a one-year certificate, 6-years for a bachelor's degree)
4. Major shifts in course enrollments
5. High-value awards for the school/college and departments

GUIDANCE:

ADMINISTRATIVE UNITS

Provide a summary of the following information for the administrative unit/division:

Employee Information: Number of employees by employee classification (i.e., fulltime exempt, full-time classified, part-time hourly, part-time student workers), etc. FTE and employee counts can be provided by the Budget Office.

Operational Information: Revenue generated, operating expenses, etc.

Metrics to Measure Success: Identify measures that the Administrative Unit/Division measures its success by. Similar to “CQE” metrics for Academic Affairs

GUIDANCE – ALL

Provide Evidence for Constraints on Enrollments and Completion:

Use evidence to indicate specific challenges within the school/ college/division to expand student enrollment and facilitate timely completion.

GUIDANCE – ALL

Reference Strategic Planning Efforts:

List the three strategic goals and objectives delineated in the 2023-2024 administrative assessment plan document. Respond to the following questions:

1. How do these goals align with strategic planning efforts with Vision 2030 or other UVU master plans?
2. How will the reallocation of available resources within the school/college meet strategic goals and achieve intended outcomes?

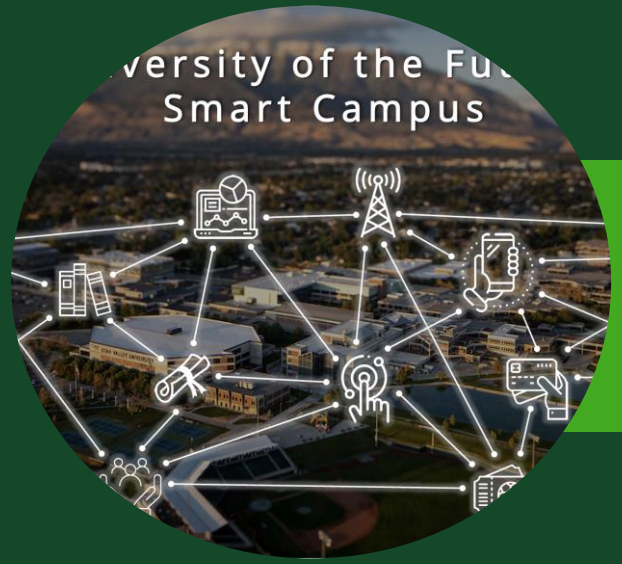
Highlights

Props to **President Tuminez** for “encouraging” me to let you celebrate your wins – at least a little bit.

Recognition to **University Marketing and Communications** for their Dashing Dashboards.

Institutional Advancement for the SMART Goals win. Check out their measurable outcomes for 2023-2024!

The Olympic Medal goes to **Finance and Auxiliary Services** for taking on and hopefully killing off Argos.



Penny pincher award to **Digital Transformation** for their slide on reallocations and savings. Happy to hear that they’re also moving on from Argos.

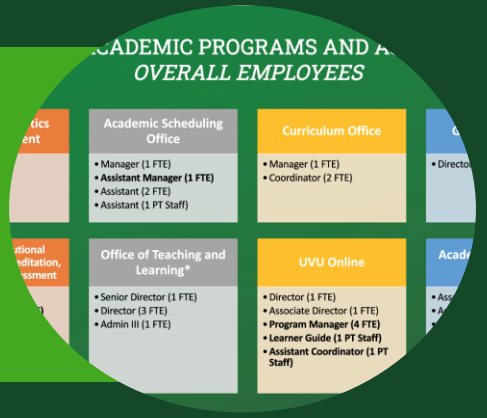
Clear accountability kudos to **Administration and Strategic Relations** report out on the results of previously funded PBA requests.

Most quotable quote goes to the **Provost**, “We ALL have a fiduciary obligation to the university, its students, and tax-payers; and a duty to further our institutional mission." And bonus points for the informative slide on “Academic Affairs by Student Credit Hours.”

The **Deputy Provost’s Office of Academic Administration** is recognized for its excellence in benchmarking our staffing metrics against USHE. It’s worthy of a revisit.

The **Associate Provost for Student Success** had multiple base hits for the very enlightening discussions around Student Success, Course Enrollment, and Advisor Activity.

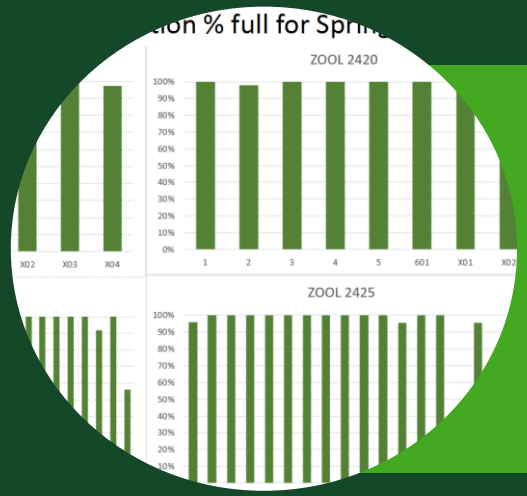
And a certificate of appreciation for the **Associate Provost of Academic Programs and Assessment** for having the hard conversation around position reallocations.



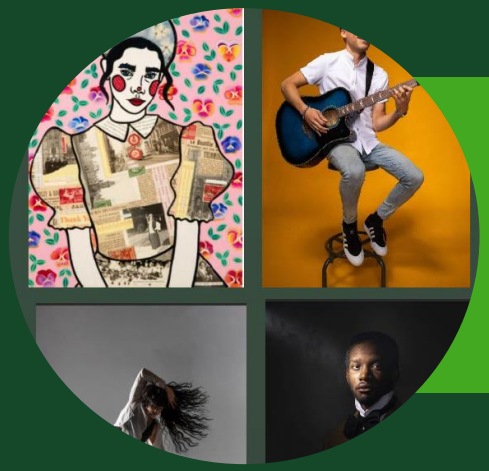
The **Associate Provost of Academic Innovation** earned the “Persistence Lifts” Prize for great data and insights. We’re looking forward to the ROI analysis.

Utilitarian Honors go to the **College of Health and Public Service** for their simple but data-laden slides (and the Wolverine Fire Engine!). The discussion around accreditation constraints was also very helpful.

The Biggest Tease Trophy goes to the **College of Humanities and Social Sciences** either for leading with lowest cost or mentioning student ratios but not providing them - yet. I await with bated breath.



High Commendation is made for the **College of Sciences** very specific, data-driven discussion around the constraint on timely completions due to lack of labs, and a follow-up Laurel for creatively reallocating a faculty line to lab manager to partially address the constraint.



The Breaking Stereotypes Distinction falls on the **School of the Arts** for having beautiful yet quantitatively-rich dashboards! (Check out the DFTE rankings!)

The **College of Education** is a Profile in Courage for Radical Candor for addressing hard news head on. They acknowledged the declining enrollments without spin, and provided guidance on how they were responding.

The Spirit Award goes to the **Smith College of Engineering and Technology** for taking a positive perspective to identifying constraints as a move towards better allocation of resources. And honorable mention for the great table of programs and their associated costs and revenues.

	19-20	20-21	
nting	538	532	
ance & Econ	520	543	48
Finance	141	158	158
Personal Finance	72	64	54
Marketing	732	699	674
Digital Marketing	94	96	90
Marketing	258	246	193
Sales	32	34	41
g. Leadership	438	398	358
Hospitality (+WARM)	97	96	
	87	91	
	191		

And the Plaque for Quant Jock was won by the **Woodbury School of Business** for being the most numerically-driven. It's enough to make a CFOs heart skip a beat in joy.

And coming down the stretch was **People and Culture** with the Mash up of the Bible's Book of Numbers by a Russian author (Great per person metrics, and twice as long as everyone else!).

The Bite the Hand that Feeds You Award goes to **Student Affairs** for, well, if you were watching, you know. But also an Enthusiastic Oorah for discussing the specific measurement tools for impact, great breakdown of enrollment by demographics, and discussion of impact reports.

A Participation Trophy to the **Office of General Counsel** for making the attempt at injecting humor into a sober-minded process.

Overall, this was an incredibly informative series of discussions that are moving towards actionable information.

Next year, we hope to have the systems in place for more granular data analytics. I also recommend looking at these presentations for the reasons highlighted above. If we adopt the best practices from this year's stewardship conversations, our time will be leveraged that much more effectively next year.

What Is Next in the Budgeting Process?

- Internal Reallocations
  - Assessment of current financial state
    - Use of carry-forward balances
    - Critical investments
- External
  - New Tax Fund Request
  - Tuition

Resource Allocation Principles

Focus	Focus on mission, core values, and Vision 2030 to ensure future strength of UVU
Quality	Safeguard quality of core academic and university experience for students
Impact	Evaluate programs and services for alignment, cost effectiveness, and impact
Align	Review existing resources for cost control/reduction, revenue alignment, and strategic reallocation
Innovate	Adopt innovative technologies and strategies to transform campus services and optimize student learning
Collaborate	Identify opportunities for collaboration and eliminate duplication

New Tax Fund Request

UVU's FY25 Tax Fund Budget Request

Category/Project	UVU Actual for FY24 - Currently 1x	UVU Allowable Request for FY25	FY25 Allocation TBD
Performance-Based			est. $2,000,000
Enhance Student Success and Accelerate Completion	*$711,581*	$800,000	
Institutional and Workforce Readiness	*$437,896*	*$500,000*	
Flexible Educational Opportunities for Timely Completion	*$1,477,899*	*$1,700,000*	
Digital Transformation/Cybersecurity	*$985,266*	*$1,095,400*	
High Demand Program Expansion	*$1,861,058*	*$1,800,000*	
Operational Excellence (Potential New)		*$300,000*	
Total	**$5,473,700**	**$6,195,400**	**$2,000,000**

FY24 Funding ongoing status determined in Legislative session
FY25 Performance Funding totals dependent on Legislature

2024 – 25 Tuition Revenue Forecast

Enrollment Change

- Increase in Fall budget-related FTE of almost 4%
- Spring Enrollment projecting up

Tuition and Fee Increase to be minimal

Questions?

THANK YOU!