



UTAH VALLEY UNIVERSITY

YEAR SIX |

Policies, Regulations, and Financial Review (PRFR)
Northwest Commission on Colleges and Universities

AUGUST 2023

UVU

Mission Fulfillment (Executive Summary)

Founded in 1941, UVU is currently the largest public university in the state of Utah. Throughout its history, UVU has responded to its service region's population changes and needs. This responsiveness is evidenced in the university's integrated dual mission, which combines the rigor and richness of a first-rate teaching university with the openness and vocational programs of a community college. UVU's dual-mission approach is central to upholding the university's commitment to student success and engaged learning.

To chart institutional direction, UVU developed its [mission statement](#) following a university-wide process that included consultation with UVU's Board of Trustees. Per Utah System of Higher Education (USHE) Policy [R312](#), UVU's mission statement was approved by UVU's Board of Trustees on [April 16, 2019](#) and the Utah Board of Higher Education (UBHE; formerly known as the State Board of Regents) on [May 17, 2019](#): *Utah Valley University is an integrated university and community college that educates every student for success in work and life through excellence in engaged teaching, services, and scholarship.* UVU's culture supports a mission of student success, which can be fulfilled best in an environment that allows all individuals to thrive personally and professionally. To this end, UVU operates in accordance with the following three core values: exceptional care, exceptional accountability, and exceptional results.

UVU's mission fulfillment efforts are guided by its Vision 2030 strategic plan, a 10-year plan crafted as a living document intended to reflect the university's current goals, needs, and priorities. The first version of Vision 2030 was [adopted](#) by UVU's Board of Trustees in 2019 and included three interdependent action commitments — include, engage, and achieve — that identify thematic areas of activity that lead toward fulfillment of the university's mission. Within each action commitment, three strategic objectives specified ongoing, practical dimensions of the mission that were implemented in operational and organizational plans. As described in UVU's Mid-Cycle Review [document](#), a range of quantitative and qualitative indicators were identified to assess achievement of each strategic objective.

UVU's understanding of its strategic objectives has evolved since their inception due to several extenuating and institutional circumstances, including the COVID-19 global pandemic, impact from economic downturns, implementation of a new structure for Utah's governing board for public colleges and universities, and changes in organizational structures and personnel. During the 2021-2022 academic year, the University Planning Advisory Committee ([UPAC](#)) conducted a strategic analysis under the direction of President Astrid S. Tuminez to assess the university's strengths, weaknesses, opportunities, and threats ([SWOT](#)) in relation to its vision, mission, and goals. Findings from the SWOT analysis were shared widely with university stakeholders in multiple [feedback sessions](#), which in turn informed institutional efforts to update Vision 2030 with new context, revised goals, and relevant language.

UVU's Board of Trustees approved updates to the [Vision 2030](#) strategic plan on [October 20, 2022](#). In this current version of Vision 2030, UVU's mission and action commitments continue to serve as its mission fulfillment framework and updated strategic objectives, priority initiatives, and goals better communicate the vision of the university. Vision 2030 defines areas for focused

effort and resource allocation at UVU, from which campus master plans and academic and administrative units align their efforts, goals, and resources where appropriate.

UVU developed a [Balanced Scorecard](#) to provide an at-a-glance guide for mission fulfillment and achievement of Vision 2030 goals. UVU's Balanced Scorecard translates the Vision 2030 action commitments, strategic objectives, priority initiatives, and goals into a blueprint for action with specific performance measures that use baseline comparisons to monitor and evaluate progress toward established targets. Progress with performance measures is reviewed regularly by the University Executive Council (UEC), a university governance committee led by the Provost and Senior Vice President of the Academic Affairs Division, Dr. F. Wayne Vaught, and whose membership includes all senior university leaders, academic deans, and division executives. UEC also issues recommendations for continuous improvements as needed.

Along with the Balanced Scorecard, UVU leverages additional key indicators for mission fulfillment and achievement of Vision 2030 goals. For example, the Completion, Quality, and Efficiency (CQE) [metrics](#) provide top-level indicators for institutional performance and are focused on supporting the university's goal of reaching a 50% completion rate by 2030. As part of [integrated institutional effectiveness](#), the Handbook for Planning and Assessment at UVU [document](#) delineates a blueprint for planning and assessment activities focused on student learning, support services, and student achievement. Additionally, USHE publishes annual [data books](#), which enables UVU to make peer comparisons with other public institutions of higher education in the state. Furthermore, Utah Code [53B-7-706](#) defines state performance metrics, which the university uses as additional top-level indicators for mission fulfillment and achievement of Vision 2030 goals.

Mission Fulfillment Sources

- [Balanced Scorecard](#)
- [Completion, Quality, & Efficiency \(CQE\) Metrics](#)
- [Handbook for Planning and Assessment at UVU](#)
- [Initial Vision 2030 Plan](#)
- [Mission Statement and Values](#)
- [State Board of Regents Meeting Minutes from May 17, 2019](#)
- [University Planning Advisory Committee \(UPAC\)](#)
- [UPAC SWOT Analysis - May 2022](#)
- [USHE Data Books](#)
- [USHE Policy \(R312\)](#)
- [Utah Code \(53B-7-706\)](#)
- [UVU Integrated Institutional Effectiveness Overview](#)
- [UVU's Board of Trustees Meeting Minutes from April 16, 2019](#)
- [UVU's Board of Trustees Meeting Minutes from October 20, 2022](#)
- [UVU's NWCCU Year 3: Mid-Cycle Review \(2020\)](#)
- [Vision 2030 Refresh Feedback Session Example](#)
- [Vision 2030 Strategic Plan](#)

Moving Forward

While preparing for the NWCCU Year Seven Evaluation of Institutional Effectiveness Report, UVU is focusing on full implementation of [Vision 2030](#) and the following initiatives to further promote and support integrated institutional effectiveness.

Balanced Scorecard Addendum

Under the direction of the Provost and Senior Vice President of the Academic Affairs Division, Dr. F. Wayne Vaught, UEC finalized an addendum to the Balanced Scorecard. Fulfilling the Vision 2030 strategic plan requires UVU to engage in continuous efforts to improve university processes that will ensure successful implementation. The [Balanced Scorecard Addendum](#) advances the strategic objectives and priority initiatives in Vision 2030 by building on current processes and implementing new strategies to ensure the university fulfills its mission and achieves its strategic plan goals. The Balanced Scorecard Addendum highlights initiatives for leadership, culture, and operational effectiveness with corresponding performance measures that use baseline comparisons to monitor and evaluate progress toward established targets. UEC will regularly review progress with the Balanced Scorecard Addendum's performance measures in tandem with the Balanced Scorecard.

Campus Plan Updates

At UVU, [campus master plans](#) align with the priority initiatives in the Vision 2030 strategic plan. An update to the university's current [Inclusion Plan](#) is underway and will be finalized during the upcoming 2023-2024 academic year. Through its Inclusion Plan, UVU has taken strides to create a more inclusive learning and working environment, which address the requirements for diversity, equity, and inclusion in the [NWCCU 2020 Eligibility Requirements](#) and [NWCCU 2020 Standards for Accreditation](#). The university's Equity, Inclusion, and Diversity (EID) Committee develops, reviews, and evaluates initiatives presented in the university's Inclusion Plan and disseminates data for key indicators and objectives to help guide inclusion work at UVU. Inclusion and diversity data are accessible to the university community and external stakeholders through dashboards published on a [webpage](#) maintained by the Office of Business Intelligence and Research Services.

The Academic Affairs Division is also beginning efforts to update the [Academic Master Plan](#). Executives in the Academic Affairs Division are currently gathering and analyzing data related to the achievement of goals and strategies in the current Academic Master Plan. During the 2023-2024 academic year, outcomes will be shared with appropriate university stakeholders and feedback will be gathered to help inform planning efforts for an updated Academic Master Plan that is in alignment with Vision 2030.

Division Reorganizations

Following key personnel changes in the past year, the Digital Transformation Division established a five-year [master plan](#) and developed a reorganized [structure](#). Re-envisioning leadership and organizational structure has enabled the Vice President of the Digital Transformation Division, Christina Baum, and the division's respective leadership team to reposition operations that support students, faculty members, and staff members across all areas