

# UVU Balanced Scorecard

## Action Commitment: Include

Strategy	Goal	Current Near-Term Initiatives	Performance Indicators	Baseline	Target	Value
Increase accessibility to and flexibility of education through a coordinated physical and digital presence	Undergraduate degrees and General Education courses are available in multiple modalities, and with coordinated pathways, based on workforce and student demand	<ul style="list-style-type: none"> <li>▪ Increase inventory of fully online General Education courses</li> <li>▪ Increase inventory of fully online undergraduate degree programs</li> <li>▪ Increase classroom and teaching laboratory utilization rates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Average fill rate of General Education courses offered in multiple modalities for each requirement</li> </ul>	<i>2019-2020</i> <u>F2F</u> : 66% AF <u>HY</u> : 78% AF <u>OL</u> : 77% AF	<i>2029-2030</i> <u>F2F</u> : 85% AF <u>HY</u> : 85% AF <u>OL</u> : 85% AF	<i>2022-2023</i> <u>F2F</u> : 55.65% AF <u>HY</u> : 79.91% AF <u>OL</u> : 79.08% AF
			<ul style="list-style-type: none"> <li>▪ Number of fully online undergraduate degree programs</li> </ul>	<i>2019-2020</i> 29 programs	<i>2029-2030</i> 66 programs	<i>2022-2023</i> 40 programs
			<ul style="list-style-type: none"> <li>▪ Classroom utilization</li> </ul>	<i>Fall 2019</i> <u>RUR</u> : 44.30 <u>SOR</u> : 65%	<i>2029-2030</i> <u>RUR</u> : 33.75 <u>SOR</u> : 66.70%	<i>Fall 2022</i> <u>RUR</u> : 30.08 <u>SOR</u> : 60.63%
Strengthen campus inclusivity and grow enrollment and completion rates of historically underrepresented students	Enhance the cultural competence of students, faculty, and staff through robust curricula, trainings, and development opportunities  Grow resources, services, and support for historically underrepresented students to increase enrollment persistence and completion	<ul style="list-style-type: none"> <li>▪ Implement the 2022-2025 Strategic Enrollment Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enrollment rate for historically underrepresented populations</li> </ul>	<i>Fall 2019</i> 19.16%	<i>2029-2030</i> 18% (UVU matches service region <sup>a</sup> )	<i>Fall 2022</i> 19.76%
			<ul style="list-style-type: none"> <li>▪ Outcome measure completion rates for historically underrepresented populations</li> </ul>	<i>2012/13–2020 Cohort</i> <u>8 Year outcome</u> : 30.30%  2014 Cohort <u>6 Year grad</u> : 17.67%	<i>2022/23-2030 Cohort</i> <u>8 Year Outcome</u> : 45%  (UVU overall: 50%)  2014 Cohort <u>6 Year grad</u> : 36.00%	<i>2015/16-2023 Cohort</i> <u>8 Year Outcome</u> : 35.14%  2017 Cohort <u>6 Year grad</u> : 26.67%

Strategy	Goal	Current Near-Term Initiatives	Performance Indicators	Baseline	Target	Value
Sustain our commitment to affordability, value, and return on investment	Maintain affordability in comparison with state, regional, and national peers	<ul style="list-style-type: none"> <li>▪ Conduct student outreach to increase completion of the FAFSA form</li> <li>▪ Conduct awareness campaigns to increase student utilization of financial literacy resources</li> <li>▪ Decrease Pell Grant gap by refining and aligning scholarship programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resident tuition and fees at UVU compared to peer institutions</li> <li>▪ The percentage of students completing the FAFSA form, by demographic categories</li> </ul>	<p>2013-2014</p> <p>15.63% less than peer institutions</p> <p>2013-2014</p> <p>62%</p>	<p>2029-2030</p> <p>5% less than peer institutions</p> <p>2029-2030</p> <p>67%</p>	<p>2023-2024</p> <p>7.67% less than peer institutions</p> <p>2022-2023</p> <p>57.53%<sup>b</sup></p>

*Note.* AF = average fill; completion = outcome measure completion; FAFSA = Free Application for Federal Student Aid; F2F = face-to-face modality; HY = hybrid modality; OL = online modality; RUR = room use rate reported as hours per week; SOR = seat occupancy rate certificates

<sup>a</sup>Per UBHE Policy [R315](#), the service region for UVU includes Utah, Summit, and Wasatch counties. Data source is 2021 5-yr ACS estimates found in report B03002 on the Census.gov data website.

<sup>b</sup>This value is not based on census data and was generated prior to the closure of the 2022-2023 financial aid year. As such, the value may change slightly by the end of the Summer 2023 term.

### Action Commitment: Engage

Strategy	Goal	Current Near-Term Initiatives	Performance Indicators	Baseline	Target	Value
Expand engaged learning and community engagement opportunities for students, faculty, and staff	Cultivate impactful collaborations and partnerships with industry and community that produce jobs, student engagement opportunities (“completions”), and support	<ul style="list-style-type: none"> <li>▪ Provide personalized advising recommendations for HIPs</li> <li>▪ Develop and launch UVU’s Wolverine Jobs Consortium</li> <li>▪ Increase expansion of PBL initiatives in a sustainable way through corporate financial contributions</li> <li>▪ Adopt and use with fidelity a university-wide CRM solution to facilitate and track engagement with advisory board, community members, and other external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of undergraduate students who have completed a HIP during the first 60 hours of their degree program</li> </ul>	<i>2022-2023</i> 17,611 Students 5,021 completed HIPs 28.5%	<i>2029-2030</i> 50%	<i>2022-2023</i> 17,611 Students 5,021 completed HIPs 28.5%
			<ul style="list-style-type: none"> <li>▪ Number of undergraduate students who have completed a HIP during the second 60+ hours of their degree program</li> </ul>	<i>2022-2023</i> 12,886 students 20,530 completed HIPs 62.7%	<i>2029-2030</i> 90%	<i>2022-2023</i> 12,886 students 20,530 completed HIPs 62.7% New data available each fall
Enhance engagement with community and industry to meet workforce needs and improve student job- and life-readiness	As an economic catalyst, align programmatic offerings with current regional workforce needs in partnership with regional employers	<ul style="list-style-type: none"> <li>▪ Audit undergraduate program inventory to identify alignment with high-demand, high-yield jobs (as defined by the State of Utah)</li> <li>▪ Establish a systematic way to track job placement among completers</li> <li>▪ Develop program-focused snapshots that highlights information about types of careers and jobs and average salaries</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of undergraduate degrees awarded in high-demand, high-yield jobs (as defined by the State of Utah annually)</li> </ul>	—	<i>2029-2030</i> Meets annual target set by USHE	<i>2023-2024</i> Currently in progress (will be set by USHE in Nov. 2023)
			<ul style="list-style-type: none"> <li>▪ Percent of unique undergraduate students who have had an experience with an external partner during the last academic Year</li> </ul>	<i>2022-2023</i> 8,457 students w/Experience 33,847 Total Students 25.0 %	<i>2029-2030</i> 50%	<i>2022-2023</i> 8,457 students w/Experience 33,847 Total Students 25.0 %
Strengthen the foundation for ongoing giving, support, and engagement for UVU’s	Strengthen existing relationships while establishing, cultivating, and stewarding new	<ul style="list-style-type: none"> <li>▪ Initiate new organizational processes and necessary realignment to support a comprehensive campaign</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of principal gifts (\$1M and above)</li> </ul>	<i>2019-2020</i> 61.40% of \$50M annual goal	<i>2029-2030</i> 80% share of campaign efforts	<i>2023</i> 69.10% of \$50M annual goal

Strategy	Goal	Current Near-Term Initiatives	Performance Indicators	Baseline	Target	Value
students, programs, and priorities	relationships to achieve \$350M campaign goal by 2026  Launch silent phase of new comprehensive campaign in 2026 that will go beyond 2030.	<ul style="list-style-type: none"> <li>▪ Launch calendar of EverGREEN-related events to support campaign goal (i.e., Seven Summits and EverGREEN Connection meetings)</li> <li>▪ Continue strategic EverGREEN marketing and communication efforts (i.e., paid, owned, earned, social)</li> </ul>	▪ Number of major gifts (\$25,000 - < \$1M)	2019-2020 18.34% of \$50M annual goal	2029-2030 15% share of campaign efforts	2023 11.53% of \$50M annual goal
			▪ Aggregate total of gifts (alumni, annual, planned, employee, first time)	2019-2020 3.96% of \$50M annual goal	2029-2030 5% share of campaign efforts	2023 824 gifts, 4.72% of \$50M annual goal
			▪ Total alumni gifts	2019-2020 845 gifts	Annual 4,000 gifts	2023 824 gifts

*Note.* completion = outcome measure completion; CRM = customer relationship management; HIPs = high-impact practices; M = million; PBL = problem-based learning; TBD = to be determined; USHE = Utah System of Higher Education

### Action Commitment: Achieve

Strategy	Goal	Current Near-Term Initiatives	Performance Indicators	Baseline	Target	Value
Increase completion through comprehensively designed stackable curricula, and appropriate credit for prior learning	Achieve a 50% completion rate by 2030	<ul style="list-style-type: none"> <li>▪ Audit current undergraduate programs to identify existing stackable credentials</li> <li>▪ Develop institutional procedures that provide quality standards and best practices for awarding credit for prior learning</li> <li>▪ Develop a marketing plan to communicate information about stackable credentials and/or credit for prior learning options to stopped-out students</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of undergraduate programs with stackable credentials (e.g., MTECH articulation agreements) <b>Is this still needed?</b></li> </ul>	—	2029-2030 TBD after baseline is established	2023-2024 Establish baseline
			<ul style="list-style-type: none"> <li>▪ Distinct number of students who earn credit for prior learning.</li> </ul>	2020-2021 5,294 distinct students & 44,139 credits	2029-2030 TBD	2022-2023 6,862 distinct students & 55,245 credits
Support completion through faculty excellence in teaching, scholarship, and creative activities	Achieve excellence in teaching through innovative and meaningful pedagogy by engaged teacher-scholars	<ul style="list-style-type: none"> <li>▪ Support OTL pedagogical training and continue building and enhancing existing training and support.</li> <li>▪ Establish and implement robust recruitment, onboarding, and retention practices for faculty members</li> <li>▪ Continuous improvement of RTP processes and criteria</li> </ul>	<ul style="list-style-type: none"> <li>▪ Student Rating of Instruction (SRI) Average Score</li> </ul>	2019-2020 4.51	2030 4.55	2023 4.56
			<ul style="list-style-type: none"> <li>▪ Student Rating of Instruction (SRI) Response Rate</li> </ul>	2019-2020 48.90%	2030 70.00%	2023 44.10%
Improve completion through seamless processes, comprehensive services, and excellent staff	Achieve seamless student navigation of university systems, supported by comprehensive, quality services	<ul style="list-style-type: none"> <li>▪ Implement Completion Plan 3.0</li> <li>▪ Continue process mapping and improvement processes with all UVU systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Student feedback on their experience with UVU services</li> </ul>	—	2029-2030 TBD after baseline is established	2023-2024 Establish baseline

*Note.* completion = outcome measure completion; HIPs = high-impact practices; MTECH = Mountainland Technical College; OFD = Office of Faculty Development; OTA = Online Teaching Academy; OTL = Office of Teaching and Learning; RTP = retention, tenure, and promotion; TBD = to be determined

## Balanced Scorecard Addendum

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 towards established targets. The University Executive Council will regularly review progress with the Balanced Scorecard Addendum’s performance measures in tandem with the Balanced Scorecard.

Division	Performance Indicators	Baseline and/or Current Values	Target
Digital Transformation	<ul style="list-style-type: none"> <li>✓ Network Availability</li> <li>✓ Service Desk FRT (tickets &amp; calls)</li> <li>✓ System Availability</li> <li>✓ Campus Wireless Coverage</li> </ul>	<p style="text-align: center;"><i>Spring 2023</i></p> <p><u>Network Availability</u>: TBD  <u>Service Desk FRT (tickets)</u>: 20 min  <u>Service Desk FRT (calls)</u>: 1 min  <u>System Availability</u>: TBD  <u>Campus Wireless Coverage</u>: TBD</p>	<p style="text-align: center;"><i>Spring 2024*</i></p> <p><u>Network Availability</u>: 99.9%  <u>Service Desk FRT (tickets)</u>: 15 min  <u>Service Desk FRT (calls)</u>: 1 min  <u>System Availability</u>: 99.9%  <u>Campus Wireless Coverage</u>: 95%</p>
Finance	<ul style="list-style-type: none"> <li>✓ Composite Index</li> <li>✓ Net Operating Revenues</li> <li>✓ Viability</li> </ul>	<p style="text-align: center;"><i>2023-2024</i></p> <p>TBD</p>	<p style="text-align: center;"><i>FY 2024</i></p> <p>TBD</p>
Marketing and Communications	<ul style="list-style-type: none"> <li>✓ Improve awareness</li> <li>✓ Improve engagement</li> <li>✓ Improve sentiment</li> </ul>	<p style="text-align: center;"><i>2022-2023</i></p> <p><u>Awareness</u>:</p> <ul style="list-style-type: none"> <li>▪ Brand Impressions: 273.38M</li> <li>▪ Reach: 103.57M</li> </ul> <p><u>Engagement</u>:</p> <ul style="list-style-type: none"> <li>▪ Mentions: 72.06K</li> <li>▪ Post Engagement: 330.51K</li> </ul> <p><u>Sentiment</u>:</p> <ul style="list-style-type: none"> <li>▪ Negative: 6%</li> <li>▪ Neutral: 74%</li> <li>▪ Positive: 20%</li> </ul>	<p style="text-align: center;"><i>2023-2024*</i></p> <p><u>Awareness</u>:</p> <ul style="list-style-type: none"> <li>▪ Brand Impressions: 371.80M</li> <li>▪ Reach: 129.46M</li> </ul> <p><u>Engagement</u>:</p> <ul style="list-style-type: none"> <li>▪ Mentions: 90.08K</li> <li>▪ Post Engagement: 342.08K</li> </ul> <p><u>Sentiment</u>:</p> <ul style="list-style-type: none"> <li>▪ Negative: 5%</li> <li>▪ Neutral: 72%</li> <li>▪ Positive: 23%</li> </ul>
People and Culture	<ul style="list-style-type: none"> <li>✓ Employee completion of required trainings</li> <li>✓ Employee workplace satisfaction</li> <li>✓ Staff attrition</li> </ul>	<p><u>Employee Completion of Required Trainings</u> TBD</p> <p><u>Employee Workplace Satisfaction</u>:</p>	<p><u>Employee Completion of Required Trainings</u> TBD</p> <p><u>Employee Workplace Satisfaction</u>:</p>

## Balanced Scorecard Addendum

Division	Performance Indicators	Baseline and/or Current Values	Target
		TBD  <u>Staff Attrition:</u> <ul style="list-style-type: none"> <li>▪ Full-Time Employee Turnover:                             <ul style="list-style-type: none"> <li>○ Baseline (2020): 10.10%</li> <li>○ Current Value (2023): 12.32%</li> </ul> </li> <li>▪ Full-Time Internal Hire:                             <ul style="list-style-type: none"> <li>○ Baseline and Current Value (2023): 45.93%</li> </ul> </li> </ul>	TBD  <u>Staff Attrition:</u> <ul style="list-style-type: none"> <li>▪ Full-Time Employee Turnover: 12%</li> <li>▪ Full-Time Internal Hire: 45%</li> </ul>

*Note.* \* = will be updated annually through 2029-2030; FRT = first response time; FY = fiscal year; K = thousand; M = million; min = minutes; TBD = to be determined