UVU
Completion Plan 3.0

FALL 2022 - SUMMER 2025

PRESIDENT'S MESSAGE

At Utah Valley University (UVU), we foster an environment that enables students from all walks of life to succeed. We believe that a university education can help students realize their full potential. We focus on removing barriers and providing an accessible, affordable, and flexible engaged-learning experience for all students.

UVU's Completion Plan 3.0 provides the strategic framework for us to deliver Exceptional Care, Exceptional Accountability, and Exceptional Results. While we still have work to do, we are proud of our progress and look forward to the future.

Go Wolverines!

DR. ASTRID S. TUMINEZ

President
Utah Valley University

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Leadership

Dr. Michelle Kearns
Associate Vice President for
Enrollment Management

Dr. David Connelly
Associate Provost for
Student Success

In 2004, the Student Success and Retention Committee (SSRC) was organized to study the significant retention problem at UVU; at the time UVU was losing 60 percent of freshmen in the first year. Through the receipt and implementation of a five-year Title III Grant, retention increased by 14 percentage points.

To expand the focus to include efforts to increase completion, the SSRC became the Student Success and Completion Committee (SSCC) which developed UVU's first Completion Plan in 2015 and Completion Plan 2.0 in 2019. Both initiatives led to an increase in student retention and degree completion. With the introduction of Completion Plan 3.0 the SSCC was split into two bodies: the Student Success Strategy Council (SSSC) and the Student Success Implementation Council (SSIC). The SSSCs mission is focused on assessment and strategic vision while SSIC has been charged with implementation.

A driving philosophy in Completion Plan 3.0 is that students perform better when guided through intentional activities and courses designed for their individual needs. The plan also aims to address the primary reasons UVU students report departure from UVU which include:

- *Finances: Paying for college, supporting family, relocating for housing*
- *Academic Integration: Not doing well in classes, not prepared for university-level work*
- *External Responsibilities: Work and family obligations, including caring for children or parents*
- *University Barriers: Course scheduling conflicts, policies & procedures, curriculum alignment issues, or challenges with faculty and staff*
- *Social Integration: Not making a personal connection, difficulty adjusting to university life*
- *Service: Full-time church missions or military service*
- *Health: Physical and mental*

Student Success Declaration

UVU is committed to being the nation's best open admissions platform for student success. UVU welcomes all who seek to learn at every level of preparation and provides transformational opportunities to change the trajectories of lives. We prepare students to achieve their goals, make meaningful contributions, and shape the future. We are committed to:

- A serious curriculum and university experience focused on understanding the richness and beauty of human discovery and advancement
- An engaging curriculum and university experience emphasizing active and practical application of knowledge
- An inclusive curriculum and university experience that increases understanding and cultivates the abilities to navigate a complex world

UVU offers a range of possibilities for individuals to explore, develop, and flourish. This is accomplished through a focus on excellence and an expectation that students will acquire the essential skills and abilities needed for life such as:

- Critical thinking, creative vision, and ethical reasoning
- Effective oral and written communication skills
- Teamwork and collaboration
- Civic engagement and global competency
- Quantitative reasoning skills

A university education is more than the next step to obtain a desired standard of living. A university education, especially at UVU, prepares professionally competent people of integrity who, as lifelong learners and leaders, serve as stewards of a globally interdependent community.

Faculty, staff, and administrators will strive to create an environment that inspires students to dive purposefully into their education, embrace learning, and recognize its long-term and multifaceted value. We are committed to student success and invite all to join us in this journey.

Completion Plan 3.0

Completion Plan 3.0 includes the following 8 strategies and 37 initiatives:

1. Course Scheduling
1. Increase access to high-quality, flexible course delivery options
2. Implement a student-centric course scheduling process to encourage timely completion
3. Increase general education course access during semester blocks
4. Create, publish, and adhere to four-year graduation plans

2. Student Communication
1. Establish a Student Communication Governance Committee
2. Develop an operational student communication model
3. Establish a student communication policy and guidelines
4. Standardize and consolidate communication technology and systems
5. Create myUVU for Students Event Portal with filters/categories
6. Consolidate appropriate UVU email messages into a regularly distributed newsletter format
7. Purchase or develop CRM product

3. First-Year Focus
1. Restore and strengthen Structured Enrollment
2. Building on previous efforts, develop and deliver a First-Year Seminar
3. Increase yield of Concurrent Enrollment students
4. Develop a process to provide first-year students with first semester course schedules
5. Assess and strengthen campus-wide peer programs
6. Increase campus-wide collaboration to support first-year students
7. Develop a process to track parallel plans for highly competitive programs
8. Increase participation in high-impact practices

Completion Plan 3.0

4. Finances
1. Increase the percentage of headcount packaged with federal aid
2. Increase endowed scholarships available to students
3. Improve financial/financial aid literacy

5. Data-Informed Outreach & Support
1. Increase utilization of predictive analytics for student outreach and support
2. Identify and address barriers to timely completion
3. Improve access to student information for faculty and advisors

6. Academic Advising
1. Complete NACADA's Excellence in Academic Advising self-evaluation process
2. Develop a strategic plan for advising utilizing EAA self-evaluation results
3. Execute the strategic plan to improve student and advisor experience

7. Adult Learner Support
1. Collect data on the needs of adult learners to develop and improve programs and resources
2. Develop a comprehensive tracking system for all types of credit for prior learning (CPL)
3. Develop web assets to guide adult learners to relevant campus resources
4. Identify and incorporate adult learning metrics into current data sources
5. Revise and strengthen an institutional strategic plan for adult learners
6. Increase market presence to encourage returning student completion

8. Transfer Student Initiative
1. Assess current experience; identify and address barriers and support gaps
2. Improve transfer student onboarding process
3. Increase brand awareness in the Salt Lake area via digital and transit advertising

Completion Plan 3.0

Initiative	Fall 2022	Spring 2023	Summer 2023	Fall 2023	Spring 2024	Summer 2024	Fall 2024	Spring 2025	Summer 2025
Course Scheduling				1.1					
				1.2					
		1.3							
						1.4			
Student Communication	2.1								
	2.2								
	2.3								
		2.4							
	2.5								
	2.6								
			2.7						
First-Year Focus		3.1							
				3.2					
		3.3							
					3.4				
				3.5					
		3.6							
				3.7					
				3.8					
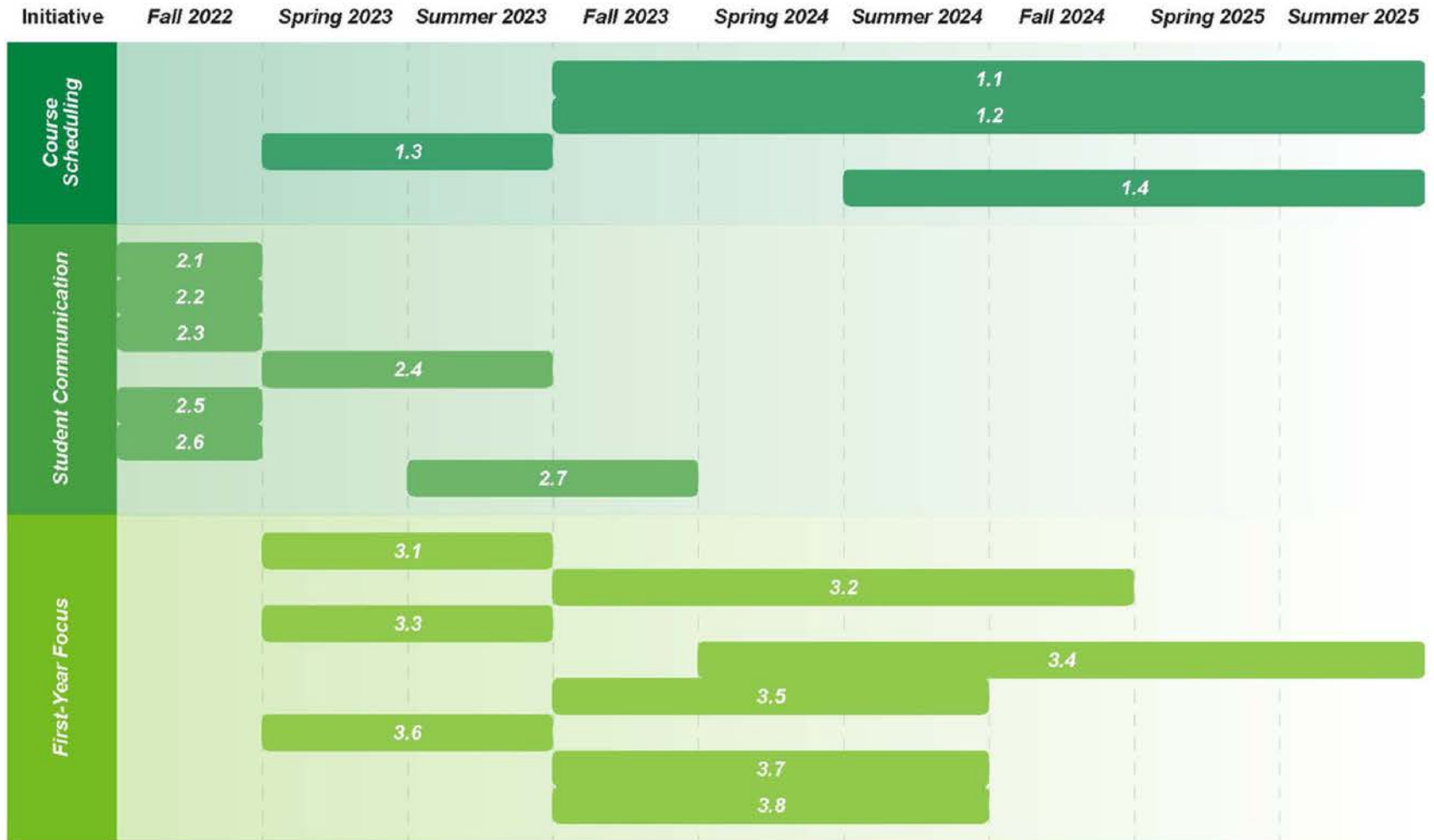
1.1 Increase access to high-quality, flexible course delivery options
1.2 Implement a student-centric course scheduling process to encourage timely completion
1.3 Increase general education course access during semester blocks
1.4 Create, publish, and adhere to four-year graduation plans

2.1 Establish a Student Communication Governance Committee
2.2 Develop an operational student communication model
2.3 Establish a student communication policy and guidelines
2.4 Standardize and consolidate communication technology and systems
2.5 Create MyUVU for Students Event Portal with filters/categories

2.6 Consolidate appropriate UVU email messages into a regularly distributed newsletter format
2.7 Purchase or develop CRM product

3.1 Restore and strengthen Structured Enrollment
3.2 Building on previous efforts, develop and deliver a First-Year Seminar
3.3 Increase yield of Concurrent Enrollment students
3.4 Develop process to provide first-year students with first semester course schedules
3.5 Assess and strengthen campus-wide peer programs
3.6 Increase campus wide collaboration to support first-year students
3.7 Develop process to track parallel plans for highly competitive programs
3.8 Increase participation in high impact practices

Completion Plan 3.0

Initiative	Fall 2022	Spring 2023	Summer 2023	Fall 2023	Spring 2024	Summer 2024	Fall 2024	Spring 2025	Summer 2025

Gantt chart showing the following initiatives and timelines:

Finances
- 4.1 (Summer 2023 – Spring 2024)
- 4.2 (Fall 2023 – Spring 2024)
- 4.3 (Fall 2022 – Summer 2023)

Data Infoormed Outreach
- 5.1 (Fall 2022 – Summer 2025)
- 5.2 (Fall 2022 – Summer 2023)
- 5.3 (Spring 2024 – Fall 2024)

Academic Advising
- 6.1 (Fall 2022 – Spring 2023)
- 6.2 (Spring 2023 – Summer 2023)
- 6.3 (Summer 2023 – Spring 2024)

Adult Learner Support
- 7.1 (Fall 2022 – Spring 2023)
- 7.2 (Summer 2023 – Fall 2024)
- 7.3 (Spring 2023 – Summer 2023)
- 7.4 (Summer 2024 – Fall 2024)
- 7.5 (Fall 2024 – Summer 2025)
- 7.6 (Spring 2023 – Summer 2023)

Transfer Student Initiative
- 8.1 (Spring 2023 – Summer 2023)
- 8.2 (Summer 2023 – Fall 2024)
- 8.3 (Summer 2023 – Fall 2024)

4.1 Increase the percentage of headcount packaged with federal aid
4.2 Increase endowed scholarships available to students
4.3 Improve financial/financial aid literacy

5.1 Increase utilization of predictive analytics student outreach and support
5.2 Identify and address barriers to timely completion
5.3 Improve access to student information for faculty and advisors

6.1 Complete NACADA's Excellence in Academic Advising self-evaluation process
6.2 Develop strategic plan for advising utilizing EAA self-evaluation results
6.3 Execute strategic plan to improve student and advisor experience

7.1 Collect data on the needs of adult learners to develop and improve programs/resources
7.2 Develop a comprehenssive tracking system for all types of credit for prior learning (CPL)
7.3 Develop web assets to guide adult learners to relevant campus resources
7.4 Identify and incorporate adult learning metrics into current data sources
7.5 Revise and strengthen an institutional strategic plan for adult learners
7.6 Increase market presence to encourage returning student completion

8.1 Assess current experience; identify and address barriers and support gaps
8.2 Improve transfer student onboarding process
8.3 Increase brand awareness in the Salt Lake area via digital and transity advertising

Course Scheduling

National, local, and institutional data show course scheduling issues frequently lead to delayed graduation, increased costs, and decreased persistence of students. As part of Completion Plan 3.0 developing a student-centric course scheduling process was identified as a key objective.

Action Step	Primary Steward	Benchmark	Goal
1.1 Increase access to high-quality, flexible course scheduling	AP Academic Programs and Assessment	50% of online courses are certified 40% of the top 50 lower-division courses are available as certified online	100% 100%
1.2 Implement a student-centric course scheduling process to encourage timely completion	AP Student Success	New	Complete
1.3 Increase general education course access during semester blocks	AP Academic Programs & Assessment	75 Sections	150 Sections
1.4 Create, publish, and adhere to four-year graduation plans	AP Academic Programs & Assessment	New	Complete

Student Communication

Efforts to communicate effectively with students must continuously evolve as technology and methods change. Student success often hinges on the student receiving timely and accurate communications from the University. To eliminate information and knowledge gaps, the efficiency of university communications was identified as a priority. After a thorough self-evaluation process in the spring of 2022, the seven action steps below were identified as important efforts to improve the institution's communication efforts.

Action Step	Primary Steward	Benchmark	Goal
2.1 Establish a Student Communication Governance Committee	AVP Enrollment Management	New	Complete
2.2 Develop an operational student communication model	AVP Enrollment Management	New	Complete
2.3 Establish a student communication policy and guidelines	AVP Enrollment Management	New	Complete

Student Communication

Action Step	Primary Steward	Benchmark	Goal
2.4 Standardize and consolidate communication technology and systems	AVP Academic/ Student Digital Services	New	Complete
2.5 Create myUVU for Students Event Portal with filters/categories	AVP Academic/ Student Digital Services	New	Complete
2.6 Consolidate appropriate UVU messages into a regularly distributed newsletter	AVP Marketing Communication	38% Open rate	70% Open rate
2.7 Purchase or develop a CRM product	AVP Academic/ Student Digital Services	New	Complete

First-Year Focus

At UVU, the highest percentage of attrition occurs in the first year. Throughout the literature, student experience in the first year has been identified as a key factor in the likelihood of retention, persistence, and graduation. Through the previous completion plan, a first-year advising center was created. Completion Plan 3.0 seeks to build on the progress made in this area by providing personalized education plans for first-year students, the creation of a First-Year Seminar, and related action items.

Action Step	Primary Steward	Benchmark	Goal
3.1 Restore and strengthen Structured Enrollment	AVP Enrollment Management	New	Complete
3.2 Building on previous efforts, develop and deliver a First-Year Seminar	AP Student Success	New	Complete
3.3 Increase yield of Concurrent Enrollment students	AP Student Success	18-20%	25%

First-Year Focus

Action Step	Primary Steward	Benchmark	Goal
3.4 Develop process to provide first-year students with first semester course schedules	AP Student Success	New	Complete
3.5 Assess and strengthen campus-wide peer programs	AVP Enrollment Management	New	Complete
3.6 Increase campus-wide collaboration to support first-year students	AVP Enrollment Management	New	Complete
3.7 Develop process to track parallel plans for highly competitive programs	AP Academic Programs & Assessment	New	Complete
3.8 Increase participation in high impact practices	AP Academic Innovation	14%	19%

Finances

Finances are continually listed as a top reason why students fail to persist through their college experience. As a result, UVU has identified an institutional priority to increase the number of students who receive federal aid, scholarships, and grants. Financial literacy education should also be increased among the student body to encourage healthy financial habits and enhance the ability of students to afford college while leveraging the available resources.

Action Step	Primary Steward	Benchmark	Goal
4.1 Increase the percentage of headcount packaged with federal aid	AVP Enrollment Management	84% by Nov 1	87%
4.2 Increase endowed scholarships available to students	AVP Institutional Advancement	27.8m as of 7/1/2021	TBD
4.3 Improve financial/financial aid literacy	AVP Enrollment Management	% of enrolled students who receive literacy assets	100%

Data-Informed Outreach & Support

Data has played an increasingly important role in facilitating intentional outreach for student success. UVU has partnered with a predictive analytics provider for internal data analysis allowing advisors, faculty, and other support staff to operationalize student data for meaningful interventions and programming. Using a data-informed approach also allows for divisions and departments to perform timely outreach and provide proper support of students.

Action Step	Primary Steward	Benchmark	Goal
5.1 Increase utilization of predictive analytics for student outreach and support	AP Student Success	57% high-touch contact to students less likely to persist	75%
5.2 Identify and address barriers to completion	AVP Enrollment Management	New	Complete
5.3 Improve access to student information for faculty and advisors	AVP Enrollment Management	New	Complete

Academic Advising

Academic advising is a vital resource for students during the university experience. In 2021, UVU's University Advising and First Year Advising Center partnered with NACADA to participate in the Excellence in Academic Advising self-evaluation process. While the internal review process wrapped up in the summer of 2022, Completion Plan 3.0 seeks to implement the recommendations and create a campus strategic plan for academic advising.

Action Step	Primary Steward	Benchmark	Goal
6.1 Complete NACADA's Excellence in Academic Advising self-evaluation process	AP Student Success	In Progress	Complete
6.2 Develop strategic plan for advising utilizing EAA self-evaluation results	AP Student Success	New	Complete
6.3 Execute strategic plan to improve student and advisor experience	AP Student Success	New	Complete

Adult Learner Support

Adult learners are a growing population in higher education. As a result, UVU has identified the importance of recruiting and serving the area's adult learner population. As UVU seeks to engage with and recruit a greater number of these students it is vital for the institution to improve credit for prior learning (CPL) policies and related services.

Action Step	Primary Steward	Benchmark	Goal
7.1 Collect data on the needs of adult learners to develop and improve programs and resources	AP Student Success	New	Complete
7.2 Develop a comprehensive tracking system for all types of credit for prior learning (CPL)	AP Student Success	New	Complete
7.3 Develop web assets to guide adult learners to relevant campus resources	AVP Enrollment Managment	New	Complete

Adult Learner Support

Action Step	Primary Steward	Benchmark	Goal
7.4 Identify and incorporate adult learning metrics into current data sources	AP Student Success	New	Complete
7.5 Revise and strengthen an institutional strategic plan for adult learners	AP Student Success	New	Complete
7.6 Increase market presence to encourage returning student completion	AVP Marketing Communication	Percent of MarCom budget	2% annual increase

Incoming Transfer Student Initiative

Students who transfer to UVU have consistently completed degrees at a higher rate than their peers at UVU. However, UVU has yet to provide focused services this student population. The committee believes that through intentional efforts to recruit and serve this community UVU can see even greater outcomes from transfer students.

Action Step	Primary Steward	Benchmark	Goal
8.1 Assess current experience; identify and address barriers and support gaps	AVP Enrollment Management	New	Complete
8.2 Improve transfer student onboarding process	AVP Enrollment Management	New	Complete
8.3 Increase brand awareness in the Salt Lake area via digital and transit advertising	AVP Marketing Communication	Percent of MarCom budget	1.2% annual increase

Acknowledgements

The creation of Completion Plan 3.0 was made possible by the efforts of those serving on the Student Success and Completion Committee (SSCC). The SSCC was a University-wide collaborative effort led by Dr. Michelle Kearns, Associate Vice President for Enrollment Management in Student Affairs, and Dr. David Connelly, Associate Provost for Student Success in Academic Affairs. Other members of the SSCC represent departments and offices across UVU's campus.

2021-22 SSCC Members

Alexis Palmer	Hilary Hungerford	Noemy Medina
Bryan Waite	John Curl	Tammy Clark
Christina Baum	Karen Magaña-Aguado	Tammy Nguyen
Darin Eckton	Kari Gary	Tara Ivie
David Connelly	Makana Santiago	Tiffany Evans
Derek Kent	Mark Leany	Vincent Dreyer
Elaine Lewis	Michael Snapp	Wade Oliver
Eric Humphrey	Michelle Kearns	Wendy Athens