



# VISION 2030



A 10-year vision outlining how UVU's integrated dual mission will meet the higher education and workforce needs of Utah County, UVU's service region, and the state of Utah





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**MISSION STATEMENT**

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.

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**EXCEPTIONAL CARE | EXCEPTIONAL ACCOUNTABILITY | EXCEPTIONAL RESULTS**



## **PRESIDENT ASTRID S. TUMINEZ**

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I am pleased to share with you UVU's Vision 2030 outlining our aggressive approach to meeting the educational and workforce needs of our community. Utah Valley University (UVU) is an innovative force in higher education today, and our integrated dual-mission approach – serving as an integrated community college and regional teaching university – is a model that is gaining national and international attention.

UVU has long served the educational needs of Utah County and beyond. Through its many iterations from a trade and technical college to a regional teaching university, UVU has been committed to providing transformational, engaged, and relevant educational offerings and experiences for hundreds of thousands of students. Since the change from Utah Valley State College to Utah Valley University in 2008, UVU grew from serving 26,696 students to 39,931 students (2018). This growth in total student population (13,235) is also reflected in the following areas: retention and graduation rates, percentage of students from underrepresented backgrounds, and national recognition for quality teaching, community engagement, and student success.

At UVU, we are committed to continuously improving the student experience by providing education that is of high quality, accessible, affordable, engaging, personalized, and relevant. We believe in helping students develop the knowledge, understanding, and skills to make meaningful contributions in our communities locally and globally. We recognize the UVU service region sits at the heart of growth for the state of Utah for the next 40 years. Through an expansion of certificate, associate, bachelor's, and master's programs, multi-site delivery, increased online education, and more stackable credentials and pathways, UVU is poised to meet the educational needs of the growing population in Utah County and throughout our service region.

I am honored to serve as the president of such a forward-thinking and dynamic institution of higher education. Together with the UVU community, I want to acknowledge and thank the visionaries and pragmatists who have supported UVU in its remarkable trajectory. Much remains to be done. I invite you to engage with us as we continue to implement more effective and efficient opportunities for students to achieve their academic goals, live lives of productivity and dignity, and contribute to the health and vibrancy of our communities.

A handwritten signature in black ink that reads "Astrid S. Tuminez". The signature is fluid and cursive.

Astrid S. Tuminez  
**PRESIDENT**



# Executive Summary

**Student Success:** As a student-centered university, UVU strives to help individuals reach their educational goals in an environment that allows them to thrive personally and professionally.

**Growth and Educational Demand:** Utah has experienced and will continue to experience tremendous population growth and economic growth, and, consequently, growth in educational demand. Utah County will be at the center of this expansion.

**The Utah System of Higher Education and Integrated Dual-Mission Institutions:** Utah's higher education system has successfully addressed student growth and met business/industry needs through various methods, including the innovative development of integrated dual-mission institutions. Utah's three integrated dual-mission institutions economically serve 50% of Utah's students by offering a simultaneous community college and university experience.

**Utah Valley University:** As an integrated dual-mission institution, UVU has successfully met and will continue to meet the educational and workforce needs of a rapidly growing population and economy.

**UVU's Solutions to Meet Educational Demand:** UVU's solutions are specifically designed to address growth at UVU over the next decade and beyond while strengthening its integrated community college and university mission. The following strategies and initiatives, each aligned with UVU's mission, values, and action commitments, are prioritized to help UVU students succeed.

## ACHIEVE

### STRATEGY #1 - Enhance Student Success and Accelerate Completion of Meaningful Credentials

#### PRIORITY INITIATIVES:

- A. Implement the UVU Completion Plan 2.0 (2019-2023)
- B. Assess and remove barriers at every stage of the student life cycle
- C. Support completion through comprehensively designed curriculum and services
- D. Enhance educational quality through the recruitment and retention of excellent and engaging faculty and staff

## INCLUDE

### STRATEGY #2 - Improve Accessibility, Flexibility, and Affordability for All Current and Future UVU Students

#### PRIORITY INITIATIVES:

- A. Build out a coordinated multi-campus plan
- B. Expand flexible educational and online offerings
- C. Strengthen outreach to and support for underrepresented students
- D. Maintain commitment to affordability and accessibility

## ENGAGE

### STRATEGY #3 - Strengthen Partnerships for Community, Workforce, and Economic Development

#### PRIORITY INITIATIVES:

- A. Create seamless processes and practices for student transition from K-12 to UVU
- B. Improve industry partnerships to meet workforce and community needs
- C. Strengthen engaged learning and community engagement opportunities for students, faculty, and staff





# UVU's Vision 2030

**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 MISSION STATEMENT (APPROVED MAY 2019)

## STUDENT SUCCESS

Student success is at the heart of UVU's mission. Welcoming all who seek learning at every level of preparation, UVU provides transformational opportunities to positively impact students' lives. UVU is committed to preparing students to achieve their goals, make meaningful contributions, and shape the future. Higher education is more than a next step to obtaining a desired standard of living. A university education prepares students to thrive in a rapidly changing economy and complex world as competent and ethical professionals, lifelong learners, and engaged citizens.

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## GROWTH AND EDUCATIONAL DEMAND

Utah County has faced and will continue to face the challenge of tremendous growth in demand for higher education. This county is the sixth youngest in the nation and one of the country's fastest-growing regions – growing from 263,000 people in 1990 to 643,000 in 2018. The Kem C. Gardner Policy Institute at the University of Utah projects that from 2018 to 2030, Utah, Summit, and Wasatch counties **will add more than 240,000 residents and 130,000 new jobs** (i.e., one out of every three new residents and one out of every four new jobs in the state will be in one of those three counties). The Gardner Institute further projects that the population of UVU's service region will exceed 1.7 million by 2065.

With growth comes greater diversity both in the UVU service region and at the university. From 2000 to 2018, the percentage of Utah County residents who self-identified as white fell from 89.2% to 82.1%. Hispanic residents made up the largest minority group at 12.0% of the population. The minority

population contributed 28.3% of the total county population growth this century. At UVU, Hispanic student enrollment grew from 4.9% in 2008 to 12.1% in 2018. Students of color now comprise 19% of UVU's population compared to 9% in 2008. And UVU has also seen growth in the number of students from other underrepresented groups (e.g., first-generation, low socioeconomic status, refugee, and returning adult students).

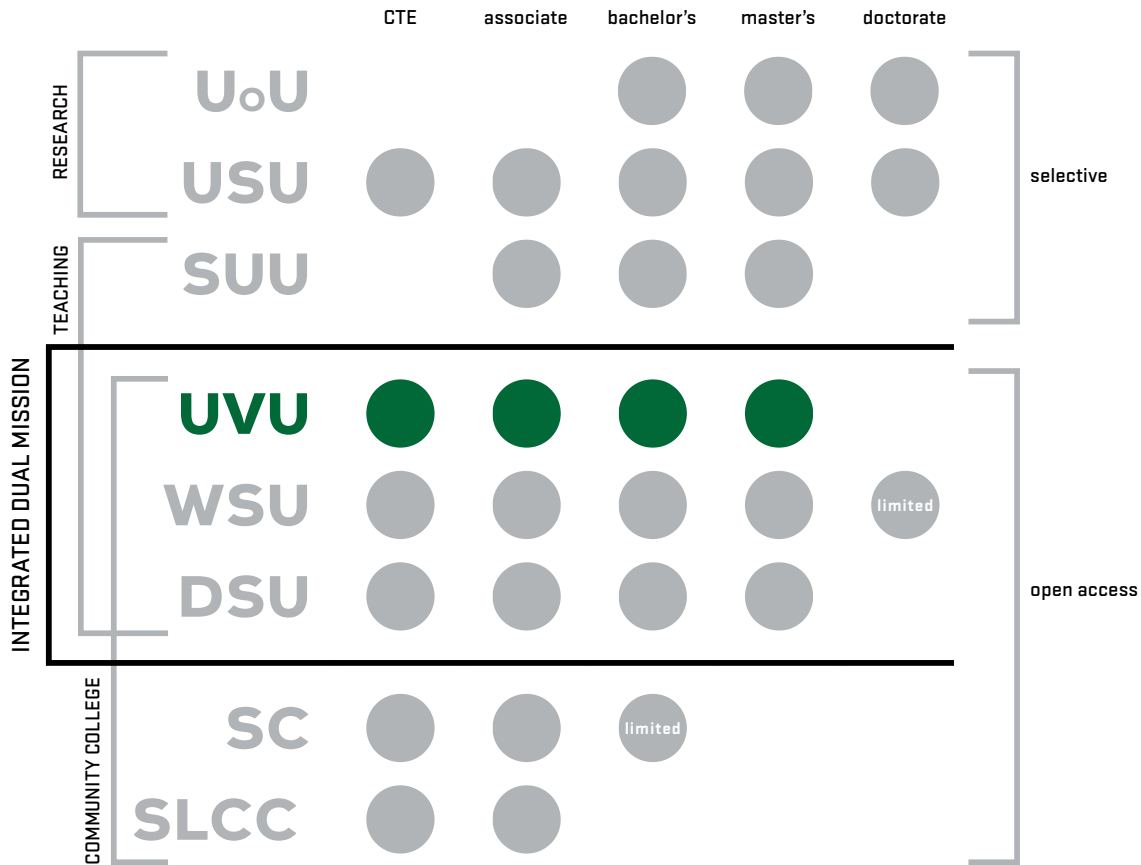
Growing with its community, UVU increased enrollment headcount from **26,696 students in 2008 to 39,931 in 2018**. Enrollment projections approved by the Utah State Board of Regents in May 2019 estimate that by 2030 UVU will enroll approximately 57,000, of which 15,000 will be high school concurrent enrollment students. UVU has planned carefully for continued growth to meet its service region's educational needs. As in the past, UVU's focus on undergraduate education and teaching will provide students access to highly qualified faculty in courses with average enrollments of 23 students per class, ensuring high levels of student and faculty interaction. Professional advisors and counselors also provide personalized guidance and interventions to students during their educational journey.

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## THE UTAH SYSTEM OF HIGHER EDUCATION AND INTEGRATED DUAL-MISSION INSTITUTIONS

UVU is poised to meet the expanding needs of its service region by sustaining Utah's successful integrated dual-mission institution model. The Utah System of Higher Education (USHE) is comprised of eight higher education institutions designed to meet the educational needs of students who seek different options and opportunities to succeed (see the chart on page 6). USHE has effectively and efficiently managed the educational

## UTAH HIGHER EDUCATION ECOSYSTEM



USHE institutions by institution type, credentials/degrees offered, and admissions selectivity

needs of Utah's families and workforce, even as the population has grown. National media and data report that:

- USHE is one of the most cost-efficient systems in the country;
- U.S. News and World Report ranks Utah 6th in the nation in higher education; and
- Utah ranks 6th in the nation for adults 25 and older with an associate or bachelor's degree.<sup>1</sup>

USHE's success is, in large measure, due to the fact that Utah's legislature has long sustained a strong commitment to higher education. Rather than duplicate expensive independent institutions, the Utah State Legislature and USHE established an innovative and differentiated role for the state's regional universities. Such leadership, foresight, and generosity have resulted in a higher education system that works, with three integrated dual-mission universities that serve as national models for accessible, affordable, and effective public higher education.

### Integrated dual-mission institutions were created to serve rapidly expanding regional workforce and educational needs.

Reflective of demographic, economic, and workforce changes in their regions, the Utah State Legislature authorized Weber State College in 1959, Utah Valley State College in 1993, and Dixie State College in 2000 to expand program offerings at the baccalaureate and graduate levels while retaining, sustaining, and expanding community college programs. These institutions became universities in 1991, 2008, and 2013, respectively. Utah's model of integrated dual-mission universities (WSU, UVU, and DSU) allows students to continue within the same institution from Career and Technical Education (CTE) certificates and associate degrees to bachelor's and master's degrees. This is particularly important as Utahns tend to enroll in the college or university in the county in which they live. The Utah approach brings significant advantages to Utah's students, state government, and taxpayers. According to a recent Lumina Foundation Report<sup>2</sup>, postsecondary attainment in Utah is above the

<sup>1</sup> Sources: FY 2018 State Higher Education, SHEEO and NCHEMS; U.S. News and World Report, June 2019; and U.S. Census Bureau, American Community Survey, 2017.

<sup>2</sup> "A Stronger Nation: Learning Beyond High School Builds American Talent [Utah's Report]." A Lumina Foundation Report, 2019.

national average (52.2% vs. 47.6%) and up 11.9 percentage points since 2008.

**For students and their families,** the integrated dual-mission model:

- Replaces complex transfer articulation with coherent structured pathways, ensuring that students do not lose credits or repeat courses unnecessarily;
- Provides entrance and exit points in the form of stackable degrees, allowing students to earn intermediate degrees as a form of insurance against life circumstances that delay their educational progress; and
- Increases institutional affinity as students become familiar with one institution throughout their academic career rather than relearning the organization and processes of a separate technical school, then community college, and then four-year university.

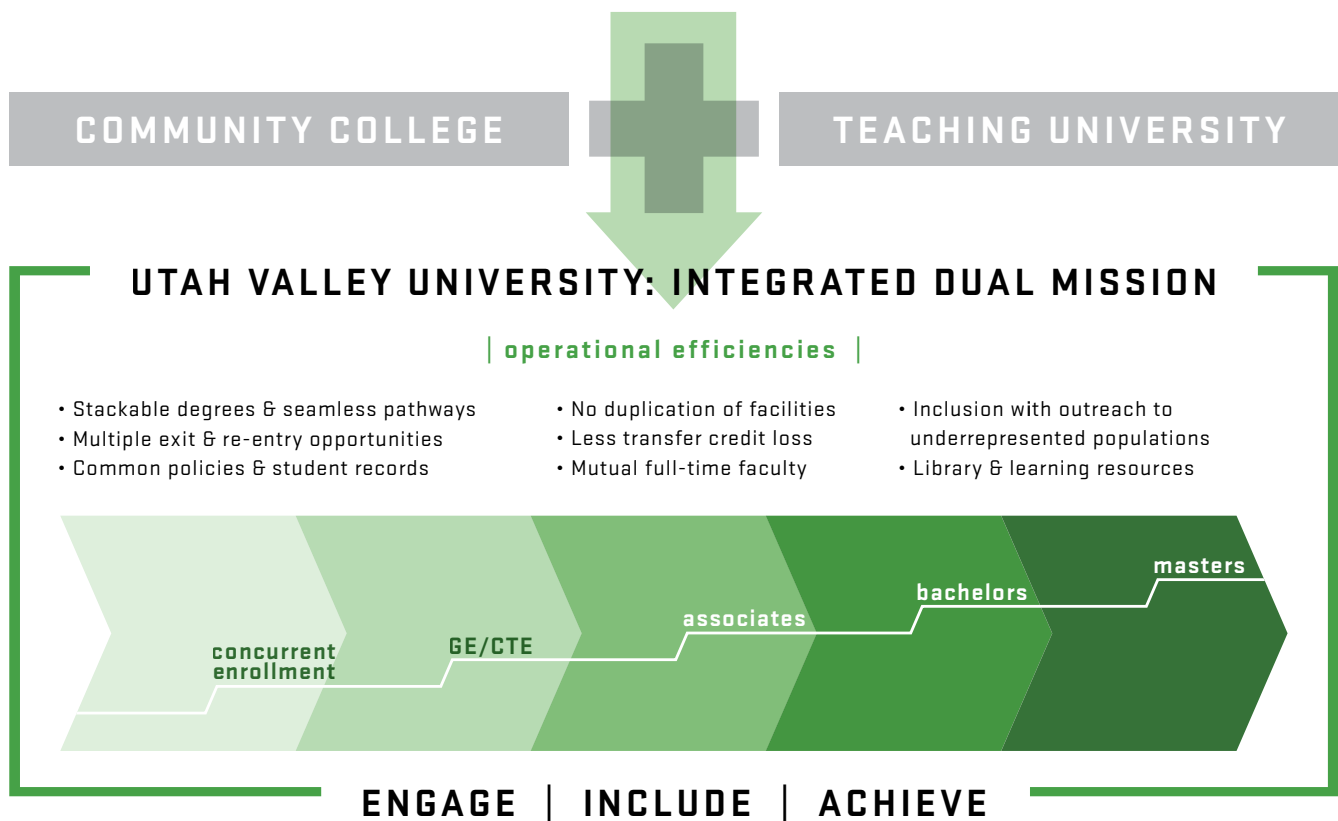
**For state government and taxpayers,** the integrated dual-mission model:

- Creates shared support services and infrastructure (much of which often does not scale directly with enrollment),

thus significantly reducing noninstructional costs, **saving taxpayers money, and directing more resources to educate students;**

- Coordinates curriculum, effectively decreasing the instructional costs necessary to complete a degree; and
- **Operates below USHE average tax funds per student,** thus providing cost-efficient higher education through: (1) economies of scale and (2) minimal to no duplication of facilities, technology infrastructure, administration, and services. A traditional structure of separate and independent community colleges and regional state colleges/universities could be cost-prohibitive for the state.

**According to fall 2018 official numbers, Utah's three integrated dual-mission universities (WSU, UVU, and DSU) serve nearly 50% (over 68,000) of all Utahns enrolled in USHE.**



According to fall 2018 official numbers, Utah's three integrated dual-mission universities (WSU, UVU, and DSU) serve nearly 50% (over 68,000) of all Utahns enrolled in USHE. They also account for 64% of total USHE enrollment growth since 2000. Importantly, the integrated dual-mission model has led to Utah residents attaining a high number of associate degrees. In addition, this model has been key to retaining associate degree students through the bachelor's degree, with **47.4% of all associate degrees and 38.5% of all bachelor's degrees** in USHE awarded by the integrated dual-mission universities in 2017-2018.

**Other states are embracing the integrated dual-mission model.** Decades of operational and educational success in USHE have highlighted the advantages of dual-mission institutions and put the Utah integrated dual-mission model at the center of the national higher education policy agenda. States across the nation have re-envisioned their higher education systems in the following ways:

- **Florida, Texas, Washington, and California** added bachelor's degree programs to many of their existing community colleges;
- **Georgia, Arkansas, Wisconsin, and Montana** consolidated two- and four-year institutions, maintaining the roles of both institutions in one unified structure; and
- **Colorado and North Dakota** realigned community colleges to four-year universities, offering both baccalaureate degrees and community college-level programs.

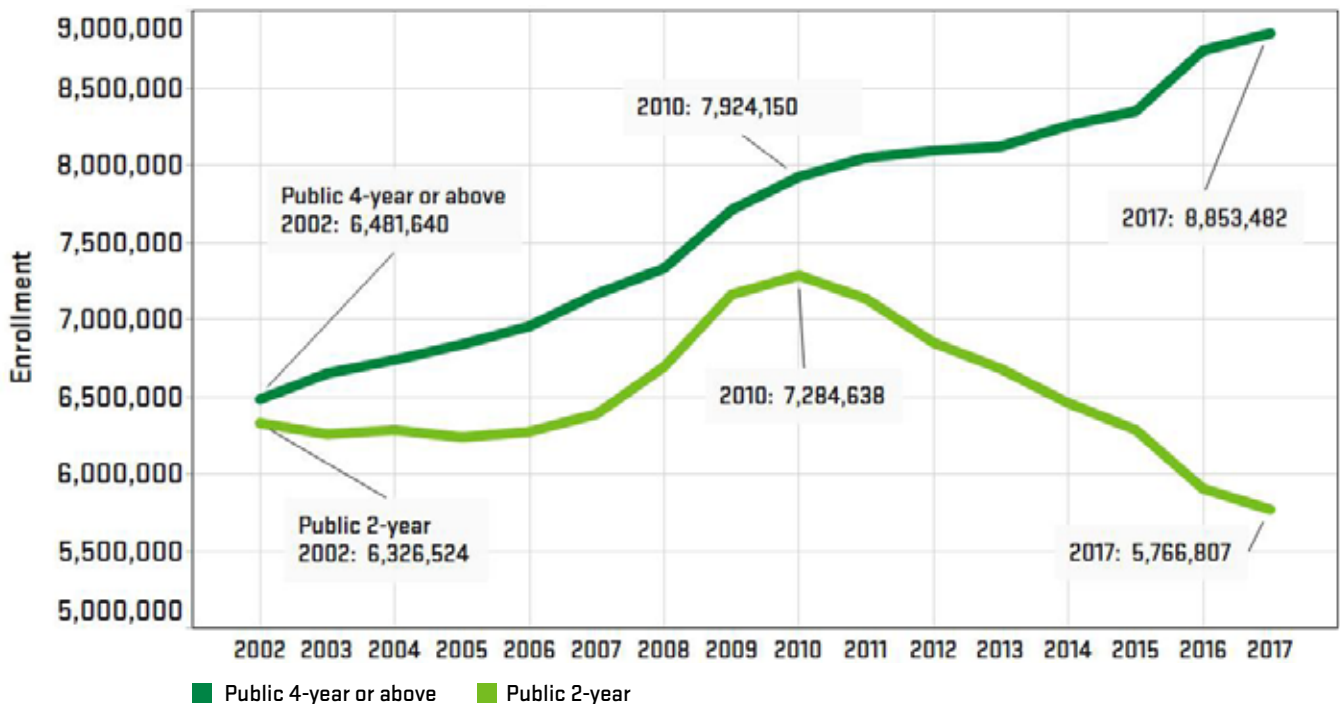
The national trend away from dedicated community colleges to integrated dual-mission and four-year institutions is striking among students as well. From near parity in 2002, the enrollment gap between public two- and four-year institutions is now more than 3 million students (see chart below).

## UVU'S SUCCESS AS AN INTEGRATED DUAL-MISSION UNIVERSITY

UVU's track record underlines the integrated dual-mission approach as vital to meeting regional educational needs while addressing the challenge of growth. UVU has strengthened its commitment to quality, access, affordability, and flexibility while setting enrollment records nearly every year this century. This challenging commitment to meeting regional needs for quality and quantity has had a profound impact on individuals, communities, and the state of Utah:

- **Return on investment:** According to the U.S. Department of Education 2018 College Scorecard, UVU has the highest return on investment among institutions in USHE, at 5.3 (the ratio of median earnings of former students to the average annual net price of education).
- **Educating Utahns who stay in Utah:** UVU builds Utah's human capital, with a high rate of students who come from Utah and stay in Utah one year after graduation (84%) and 10 years after graduation (76%); these citizens will make

**U.S. Public Higher Education Enrollment by Level, 2002 to 2017**





long-term contributions to Utah's vibrant economy and communities.

- **Industry responsiveness:** Since becoming a university, UVU has responded to community and industry needs and feedback by adding relevant workforce development programs (e.g., cybersecurity; special education; civil, electrical, and mechanical engineering; personal financial planning; national security studies; commercial music; and many more). UVU has improved workforce alignment with degrees to government-identified 4- and 5-star jobs, awarding in 2018 nearly 1,000 more degrees and certificates in these high-demand occupations than in 2013 – the largest increase in USHE.
- **Employer satisfaction and community perceptions:** UVU has a recognized value in the region among both community members generally and employers specifically. During the last 10 years of dramatic growth, 82% of people report that their impression of UVU has improved (UVU Community Survey, 2018). UVU has carefully balanced academic rigor (79% feel like UVU has become more academically rigorous) with inclusion (95% feel UVU fills an

important community college role). Additionally, of employers expressing an opinion on the quality of a UVU education, 93% rated UVU “Good” or “Very Good” (UVU Employer Survey, 2016).

#### Since 2008, UVU has:

- Increased the number of graduates by 86%, to more than 6,000 (spring 2019);
- Increased the number of CTE certificates and associate degrees awarded by 72%, the largest increase in USHE;
- Increased the percentage of instruction taught by full-time faculty from 51.3% to 57.5%;

**UVU has strengthened its commitment to quality, access, affordability, and flexibility while setting enrollment records nearly every year this century.**

- Increased the number of certificates and associate, bachelor's, and master's degree programs by 51.7%;
- Increased the number of students of color by 180% and the number of certificates and degrees awarded to students of color by 362%;

**Since becoming a university, UVU has responded to community and industry needs and feedback by adding relevant workforce development programs.**

- More than doubled the number of concurrent enrollment students and students enrolled in online courses, now offering 40% of its instruction through concurrent enrollment, distance education, and satellite locations; and
- Expanded to seven university locations and hundreds

of high schools (primarily concurrent enrollment) and community partnership sites.

Utah's integrated dual-mission approach has been a resounding success statewide, leading to the relatively high attainment of associate degrees among Utah residents and facilitating retention of associate degree students through the bachelor's degree. It has done so efficiently, taking advantage of economies of scale and minimizing the duplication of facilities and services that would have been very costly if Utah operated a traditional model of separate and independent community colleges and regional universities.

## **PLANNING FOR SUCCESS: UVU'S SOLUTIONS FOR GROWTH, QUALITY, AND SUCCESS**

UVU has developed innovative solutions to address future growth and fulfill its designated role as an integrated dual-mission university within the Utah System of Higher Education. Taken from UVU's Academic Master Plan (2018), Completion Plan (2019), Facilities Master Plan (2016), Strategic Plan for Managing Growth (2016), Inclusion Plan (2014), and the work of



UVU ACTION COMMITMENTS			
STRATEGIES	ACHIEVE	INCLUDE	ENGAGE
	1	2	3
	Enhance student success and accelerate completion of meaningful credentials	Improve accessibility, flexibility, and affordability for all current and future UVU students	Strengthen partnerships for community, workforce, and economic development
PRIORITY INITIATIVES	<ul style="list-style-type: none"> <li>A. Implement the UVU Completion Plan 2.0 (2019-2023)</li> <li>B. Assess and remove barriers at every stage of the student life cycle</li> <li>C. Support completion through comprehensively designed curriculum and services</li> <li>D. Enhance educational quality through the recruitment and retention of excellent and engaging faculty and staff</li> </ul>	<ul style="list-style-type: none"> <li>A. Build out a coordinated multi-campus plan</li> <li>B. Expand flexible educational and online offerings</li> <li>C. Strengthen outreach to and support for underrepresented students</li> <li>D. Maintain commitment to affordability and accessibility</li> </ul>	<ul style="list-style-type: none"> <li>A. Create seamless processes and practices for student transition from K-12 to UVU</li> <li>B. Improve industry partnerships to meet workforce and community needs</li> <li>C. Strengthen engaged learning and community engagement opportunities for students, faculty, and staff</li> </ul>



other internal and community-based groups, these initiatives represent UVU's commitment to its mission as it ambitiously strives to serve the growing and diversifying student population and dynamic economy of its region.

These strategies and initiatives were developed through inclusive campus-wide conversations that engaged students, faculty, staff, and administrators. This development process united the UVU community on a clear vision for achieving its mission, enhancing student success, and responding to growth for the coming decade.

In order to effectively and efficiently implement these strategies, UVU will expand efforts and attention to digital transformation and resource development.

**Digital transformation:** Technology will be essential to provide an engaging, supportive, flexible, and inclusive student experience that leads to success, expands UVU's educational capacity, and responsibly stewards students' and taxpayers'

resources. A newly created position of vice president of Digital Transformation will lead UVU in adopting innovative technologies and strategies to transform campus services, effectively use information, and optimize student learning.

**Resource development and stewardship:** Building on its unprecedented levels of fundraising success and significant legislative support in the past decade, UVU will continue to leverage state resources with expanded external fundraising to efficiently implement the solutions in this plan.





## STRATEGY #1

# Enhance Student Success and Accelerate Completion of Meaningful Credentials

UVU champions a university experience through which students can realize their educational, professional, and personal aspirations. For most students, this means completing a meaningful postsecondary credential in a time-frame suitable for their individual circumstances. For many other students, this means being prepared for graduate or professional school. UVU continues to work aggressively to reduce barriers to completion in its curriculum, administrative processes, and student services in ways that enhance academic quality and rigor.

### PRIORITY INITIATIVES

- A. Implement the UVU Completion Plan 2.0 (2019-2023)
- B. Assess and remove barriers at every stage of the student life cycle
- C. Support completion through comprehensively designed curriculum and services
- D. Enhance educational quality through the recruitment and retention of excellent and engaging faculty and staff

### A. IMPLEMENT THE UVU COMPLETION PLAN 2.0 (2019-2023)

UVU's Retention Plan (2007-2019) resulted in a staggering 18 percentage point increase in student retention (from 46% to 64%). Initial completion efforts resulted in a significant increase (7 percentage points) in six-year graduation rates (26% to 33%). Building on this success, UVU has developed its Completion Plan 2.0 outlining eight key priorities to continue increasing retention and graduation rates. The new plan focuses on:

- Student-centric course scheduling;
- Coordinated and comprehensive first-year advising and support;
- Improved general education (design, delivery, and corequisite model);

- Proactive and data-driven interventions (using predictive analytics);
- Stackable credentials and pathways;
- Improved student communication;
- Learner-centered faculty development; and
- Greater participation in high-impact student success practices.

Additional strategies not included in the plan but in development and exploration include prior learning assessment, competency-based credits, and "returnships" or programs designed to help people reenter the workforce. The comprehensive UVU Completion Plan 2.0 can be accessed at [www.uvu.edu/vision2030](http://www.uvu.edu/vision2030).



## **B. ASSESS AND REMOVE BARRIERS AT EVERY STAGE OF THE STUDENT LIFE CYCLE**

In 2015, UVU expanded student success efforts to include strategic completion initiatives that address the primary reasons for early student departure, including:

- Finances: paying for college, supporting family, relocating for housing;
- Academic integration: doing poorly 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 and procedures, curriculum alignment issues;
- Social integration: lack of personal connection, difficulty adjusting to university life;
- Service: full-time church missions or military service; and
- Health: physical and mental well-being.

UVU has implemented initiatives to address these primary reasons for students' departure from the university. Moving forward, UVU will address barriers at each stage of the student life cycle: (1) Pre-college, (2) Onboarding to the end of the first year, (3) Second year to graduation, and (4) Transition to career or graduate school.

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## **C. SUPPORT COMPLETION THROUGH COMPREHENSIVELY DESIGNED CURRICULUM AND SERVICES**

**Redesign Curriculum Aimed at Stackable Credentials and Pathways** UVU is assessing and redesigning curriculum to ensure a “stackable” approach through certificates and associate, bachelor’s, and master’s degrees. A lack of coherence in the curriculum between these degree types is a common challenge in higher education. As a result, many students take a leave from their education without a credential, and, perhaps most problematic, need to start further back on their academic path when they return. UVU

has committed to making educational pathways transparent to students through advising, marketing materials, and clear program planning guides, including:

- UVU is assessing and redesigning curriculum to ensure that students can realistically earn an associate degree and a general education certificate in the first 60 hours of UVU coursework.
- Launched in the fall of 2019, UVU students (including high school concurrent enrollment students) can earn a General Education Certificate of Completion, signifying completion of general education courses and supporting seamless general education transfer to other USHE institutions.
- By 2020, UVU students will have the opportunity to pursue an Associate of Science in Humanities and Social Sciences, fulfilling the first two years of coursework for over 5,000 students in the College of Humanities and Social Sciences.

This approach aligns with the Lumina Foundation State Policy Agenda Recommendation #5 to expand alternative, lower-priced credential paths.<sup>3</sup>

### Expand Meaningful Transfer-Credit Articulation for Students Entering and Exiting UVU

UVU is working to ensure that when students transfer into the institution with prior academic credit, they receive the maximum transfer credits possible toward academic program requirements (not just elective credits as is often the case). For students transferring to other institutions, UVU is working toward stronger articulation pathways that reduce the credit loss and financial burden often associated with transferring:

- UVU supports the Regents Policy R473 articulation plan, which allows any UTECH student to transfer a completed 900-hour noncredit program as the equivalent of 30 credit hours toward an AAS two-year degree in technology, thereby decreasing the potential for loss of credit when transferring between systems.
- **UVU has eight course-to-course articulations with Mountainland Technical College within the Utah System of Technical Colleges (UTECH).** Four additional articulations are in development, with more planned, that will increase the value of Career and Technical Education (CTE) competencies gained through the UTECH system.
- UVU has partnered with Salt Lake Community College (SLCC) to ensure seamless transfer options exist between

the two institutions. UVU currently offers two university transfer programs at SLCC (biotechnology and construction management). UVU is also exploring additional transfer pathways and delivery options with Snow College.

### Increase Stackable Pathways from MTECH

UVU and Mountainland Technical College (MTECH) and UVU are jointly designing stackable pathways within the region. These stackable pathways will ensure that students can articulate competencies learned at MTECH with specific degree programs at UVU, thus reducing students' time to completion and supporting workforce preparation.

Additionally, UVU is committed to partnering further with UTECH to reduce program duplication and to increase the availability of transfer pathways between institutions.

Partnerships with K-12 schools, employers, and key industry stakeholders are critical to creating meaningful pathways. Secondary educators and counselors can communicate accurate pathway information early in a student's educational career, improving college credit acquisition during and after high school. Stakeholder meetings with UTECH institutions



<sup>3</sup> "Lumina State Policy Agenda 2017-20." A Lumina Foundation Report, 2017.

and K-12 partners will help ensure program alignment and transferability of credits between institutions. Continuing and new partnerships with area employers, advisory committees, and industry leaders will also support the four- and five-star job initiatives from the Utah Governor's Office of Economic Development.

The result of these and other efforts is a seamless flow between certificates and associate, bachelor's, and master's degrees, even with life changes and challenges that many students face.

**Engaged pedagogy can have a significant impact by motivating students along this wide range of academic preparation. UVU is also committed to the professional development and continuous improvement of faculty and staff.**

**Design First-Semester Certificates Around Concurrent Enrollment Offerings** UVU is currently designing first-semester certificates aimed at concurrent enrollment students within the service region. These certificates equate to approximately 15 credits, or a semester of college, and then stack into pre-designed pathways. This initiative is intended to save students time, money, and frustration while opening doors to high-demand, high-wage jobs for students still in high school. This initiative provides increased access to college classes and potential career pathways for a variety of students, many of whom are first-generation and underrepresented populations. In addition, this initiative supports UVU's open-access mission and ensures that credit earned through concurrent enrollment meets the requirements of students' anticipated college majors.

## **D. ENHANCE EDUCATIONAL QUALITY THROUGH THE RECRUITMENT AND RETENTION OF EXCELLENT AND ENGAGING FACULTY AND STAFF**

**Fully Implement the Search Advocacy Program to Improve Quality of Hiring Practices** In 2018, UVU began the implementation of the nationally recognized Search Advocacy Program (which focuses on improving the professionalism and inclusiveness of hiring practices). UVU will continue to implement this program campus-wide.

**Build on the Legacy of Engaged Teaching and Services** As an integrated dual-mission university, UVU seeks to help its students shine in their selected fields of study and professional pathways. Three of the most powerful ways UVU can accomplish this goal include the following:

- Provide engaging courses to promote retention and learning, which facilitates completion,
- Provide opportunities for faculty-mentored student research that provide students with professional-level skills and networking, and
- Provide opportunities for faculty-mentored professional engagement, such as industry projects, to provide UVU students with professional-level skills and networking.

UVU is committed to hiring individuals who are committed to engaged teaching, mentoring, and services. As an open-admissions institution, UVU teaches and serves students with varying levels of college preparation. Engaged pedagogy can have a significant impact by motivating students along this wide range of academic preparation. UVU is also committed to the professional development and continuous improvement of faculty and staff.





# INCLUDE

## STRATEGY #2

# Improve Accessibility, Flexibility, and Affordability for All Current and Future UVU Students

UVU provides accessible and equitable educational opportunities for every student who wants to receive a rewarding postsecondary education. UVU’s non-prejudicial approach to education enables all students to come as they are, finding access not only to admission but to success. Initiatives will strengthen opportunities for students from traditionally underrepresented groups throughout UVU’s service region and give all students the flexibility and resources they need to succeed.

### PRIORITY INITIATIVES

- A. Build out a coordinated multi-campus plan
- B. Expand flexible educational and online offerings
- C. Strengthen outreach to and support for underrepresented students
- D. Maintain commitment to affordability and accessibility

### A. BUILD OUT A COORDINATED MULTI-CAMPUS PLAN

#### Spread UVU Offerings Among Multiple Educational Sites

UVU educates students at hundreds of locations throughout the state of Utah. Based on the UVU Facilities Master Plan approved by the Board of Regents, UVU’s Orem Campus is the primary hub of academic, athletic, and administrative activities. This campus is supported by university locations in Provo, Lehi, Vineyard, North Orem, and Wasatch County; planned campuses in Eagle Mountain/Saratoga Springs and Payson; and more than 200 high school concurrent enrollment and community partnership sites statewide. UVU’s mostly undeveloped 225+ acre site in Vineyard provides a great resource for supporting future growth.

Within this framework, UVU will strategically locate programs across its multiple campuses and within its service region which will relieve pressure on the main Orem Campus. UVU’s plans for program location includes four types of sites:

- The **Orem Campus** will remain the main campus for most academic programs;
- The **Vineyard Campus** will host specialized academic, athletic, and clinical programs;
- Designated **satellite campuses** will host programs for targeted industry and community needs – including both new programs and programs currently offered on the main campus through virtual learning; and
- **Education startup centers** will offer general education and CTE certificates and associate degrees targeted at local needs in areas such as Eagle Mountain/Saratoga Springs and Payson.

#### Implement Strategies to Improve Physical Access to Campuses

Utah Valley’s growth has been a major factor in UVU’s planning efforts. The Orem, Vineyard, Lehi, and Payson campuses are easily accessible from I-15. As UVU’s Facilities Master Plan recognizes, thousands of UVU



students commute from Salt Lake, Davis, and even Weber counties. Working closely with UTA and local governments, UVU has planned and continues to plan for connectivity to a full range of multi-modal transportation systems, including expanded roadways, light rail, UVX (bus rapid transit), future TRAX expansion, and bike and pedestrian-friendly path and trail systems.

- **FrontRunner and UVX:** The UVU Facilities Master Plan, approved by the Board of Regents, is built on a model using FrontRunner as a point of connectivity for UVU's campuses (see map on opposite page). Through an agreement with Utah Transit Authority (UTA), UVU students, employees, and their dependents may ride UTA for free. The Drem Campus is served by UVX (the UTA bus rapid transit line), connecting it to the Drem and Provo transit hubs. In just the first year of implementation (2018-19), UVU student ridership increased by 104%.

- **Pedestrian bridge:** This bridge will reduce traffic congestion by connecting the east and west main campus in Drem, allowing students to safely walk/bike from apartments and the UTA transit hub.
- **Pedestrian-friendly private student housing:** While the majority of UVU's students live with parents or family, as outlined in UVU's Facilities Master Plan, privately developed housing near the Drem and Vineyard campuses will support living and learning opportunities for students seeking a residential university experience.

These transportation strategies, combined with flexible educational and online offerings (discussed in the next section), help stagger the flow of students physically accessing campus and reduce traffic and other pressures placed on neighborhoods and communities. These efforts also support student success by reducing physical access barriers, such as transportation to campus and time spent looking for parking, thus keeping students' focus on learning.

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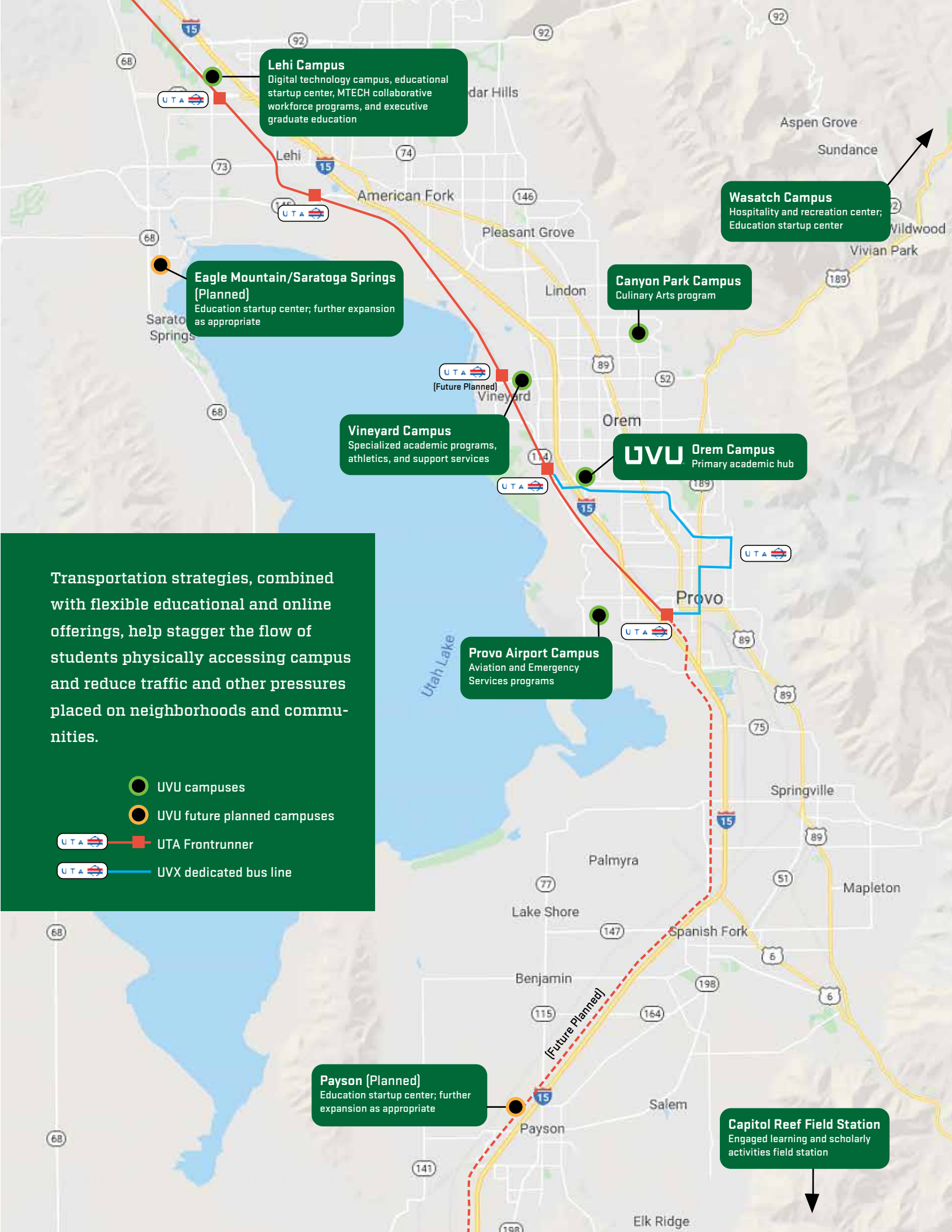
## B. EXPAND FLEXIBLE EDUCATIONAL AND ONLINE OFFERINGS

A key to student success is ensuring that students are able to enroll in the classes they need – when they need them, and where they need them. Through optimized course scheduling, expansion of online and hybrid offerings, and implementation of emerging technologies, UVU will provide more flexible educational options for students.

**Increase and Enhance UVU Online and Hybrid Offerings** UVU has expanded its enrollment in online and hybrid courses by over 40% since 2014. Currently, UVU offers multiple certificates and associate, bachelor's, and master's degree programs online. A small but growing percentage of UVU students are enrolled fully online, though the majority of UVU's online students are also taking face-to-face and/or hybrid courses. Retention indicators show that **students taking a mix of course delivery modes have a 72% likelihood of retention**, which is almost 10% higher than other students. In addition, online delivery provides enhanced opportunities to faculty and students for class engagement, follow up, and flexibility. UVU's online learning strategies include:

- Ensuring the top 25 enrolled lower- and upper-division courses in each college/school are available online.
- These courses represent **roughly 80%** of all courses offered by UVU.





**Lehi Campus**  
 Digital technology campus, educational startup center, MTECH collaborative workforce programs, and executive graduate education

**Eagle Mountain/Saratoga Springs (Planned)**  
 Education startup center; further expansion as appropriate

**Vineyard Campus**  
 Specialized academic programs, athletics, and support services

**Provo Airport Campus**  
 Aviation and Emergency Services programs

**Payson (Planned)**  
 Education startup center; further expansion as appropriate

**Canyon Park Campus**  
 Culinary Arts program

**UVU Orem Campus**  
 Primary academic hub

**Wasatch Campus**  
 Hospitality and recreation center; Education startup center

**Capitol Reef Field Station**  
 Engaged learning and scholarly activities field station

Transportation strategies, combined with flexible educational and online offerings, help stagger the flow of students physically accessing campus and reduce traffic and other pressures placed on neighborhoods and communities.

- UVU campuses
- UVU future planned campuses
- UTA Frontrunner
- UVX dedicated bus line

- Through UVU's Office of Teaching and Learning, all online courses and all faculty teaching online courses must be certified.
- Expanding the percentage of students enrolled as mixed modality (online and face-to-face/hybrid) from 24% to 75%.
- Growing hybrid course offerings to provide students greater course scheduling flexibility.

**UVU provides accessible and equitable educational opportunities for every student who wants to receive a rewarding postsecondary education.**

**Revamp Academic Scheduling for Student Flexibility and Efficient Space Utilization**

UVU currently has the highest classroom and lab space utilization in USHE and will continue to improve on this metric. UVU is revamping its academic schedule and scheduling practices for the 2020 academic year in an effort to provide greater flexibility for students and maximize space utilization. These new course scheduling practices will improve students' ability to schedule courses back-to-back through standardized start and end times, particularly during prime time (Monday through Thursday mornings). Course offerings in the afternoon and evening will be expanded, and summer courses will be strategically scheduled to promote timely and accelerated program completion.

**Enhance the Student Experience Through Digital Tools and Resources**

UVU is embarking on a digital transformation initiative to utilize technology to support and enhance the university's teaching mission, student learning and discovery, and operations and processes throughout the institution. This initiative will support strategic innovation in the use of new and emerging technologies (including cloud computing, data analytics, augmented reality, machine learning, and artificial intelligence) to enable the entire university community to achieve more within an efficient, reliable, and secure digital and hybrid environment.

**C. STRENGTHEN OUTREACH TO AND SUPPORT FOR UNDERREPRESENTED STUDENTS**

As a state leader in inclusion initiatives, UVU will continue to invest in strategic outreach to and support for students from underrepresented backgrounds. In 2014, UVU implemented a four-year Strategic Inclusion Plan. By 2018, UVU had completed 34 of the 36 action steps outlined in this plan ([https://www.uvu.edu/inclusion/docs/inclusion\\_plan1.pdf](https://www.uvu.edu/inclusion/docs/inclusion_plan1.pdf)).

The next four-year Strategic Inclusion Plan (2020-2024), which contains nearly 70 action steps, will continue to focus on targeted support for historically underserved and underrepresented students and communities. The plan emphasizes action commitments to strengthen systemic efforts, such as inclusive hiring, campus climate, and accountability measures to impact retention and student success. Additionally, the plan addresses culturally responsible services and initiatives for students from diverse backgrounds, identities, and orientations including (but not limited to) race/ethnicity/nationality, gender, sex, parental educational level, socioeconomic status, sexual orientation, ability, immigration, refugee, English language learners, age, and spirituality/religiosity/philosophy. A few initiatives that have received campus-wide focus are highlighted below.

**Raise \$15 Million for UVU's First-Generation Student Completion Initiative**

In 2016, UVU launched the "I Am First" program to address the 36% of UVU students who are first in their families to pursue a bachelor's degree. Recently, UVU was recognized by The Center for First-Generation Student Success as a First Forward institution committed to first-generation students. In 2018, President Tuminez announced that UVU had raised \$3 million toward a \$15 million fundraising campaign to provide scholarships and support for first-generation students at UVU.

**Grow Enrollment and Graduation of Students of Color**

UVU has seen tremendous growth (180%) in the number and percentage of students of color from 2008 (2,620 students, 8.6%) to 2018 (7,359 students, 18.4%). With the launch of various multicultural initiatives (Latino, Native American, Pacific Islander, African Diaspora), UVU is prepared to increase enrollment, retention, and completion for students of color. These efforts are aligned with the access and completion goals of the Utah System of Higher Education.



### **Build on “Some College, No Degree” Program and Establish a Robust Adult Learner Initiative**

Nearly one in every four UVU students is over the age of 24. Lumina’s Utah Report Card 2019<sup>4</sup> shows that 18.2% of Utahns have some college but no degree. Fulfilling its community college role, UVU seeks to support the educational goals of adult learners (historically called nontraditional students). Recognizing the number of adults in the UVU service region who have more than 90 credits but have not completed their bachelor’s degree, UVU implemented and continues to expand its “Some College, No Degree” outreach and support program. In just the first year of this program, UVU supported 357 students in their return to college and completion of associate and bachelor’s degrees.

### **Strengthen Student Health, Wellness, and Basic Needs**

UVU launched a series of efforts to address student mental, emotional, and physical health and wellness, including investments in mental health therapists, CARE task force (addressing basic needs such as insecurities of food, finances, dwelling, and health), and accessibility efforts. UVU continues to sustain its commitment to a culture of care, where all members of the community have a sense of ownership of individual

and collective health and wellness. Inclusion Plan 2.0 seeks to expand health and wellness efforts in the areas of (a) mental health – benchmarking current mental health services to meet the national recommendations of student-counselor ratio; (b) physical health and access – offering religious dietary options, increased digital library resources to increase access, and an audit of website visuals and text to enhance digital accessibility; and (c) a supportive campus climate – instituting resources for students and faculty of varying citizenship and immigration statuses; and prioritizing physical safety for all.

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## **D. MAINTAIN COMMITMENT TO AFFORDABILITY AND ACCESSIBILITY**

UVU recognizes that responding to student growth and meeting the workforce needs of its service region pose a resource challenge. UVU will continue to maintain affordability for students and Utah taxpayers through well-planned strategies to use resources wisely, operate effectively, and secure private resources.

<sup>4</sup>“Stronger Nation: Learning Beyond High School Builds American Talent (Utah’s Report).” A Lumina Foundation Report, 2019.



**Demonstrate Effective Use of Tax Funds** Often referred to as Utah’s “lean, mean, educating machine,” UVU demonstrates a long-standing commitment to affordability for taxpayers through cost-effective management, including prioritizing, allocating, and reallocating resources. From 2008 to 2018, UVU decreased its tax fund expenditure per award granted by 10%, producing more graduates and utilizing resources wisely. Faced with increasing enrollments, UVU will need to continue to:

- Use assessment and accountability metrics to ensure strategic prioritization and wise use of resources; and
- Secure an appropriate balance of new tax funds to support growth (adequacy funding) and to reward demonstrated achievement of USHE’s strategic goals (performance-based funding).

**Maintain Low Tuition and Fee Rates; Implement Reduced Tuition for Students Pursuing CTE Awards** Utah has the third-lowest tuition and fees among four-year public colleges and universities in the nation, and UVU has the second-lowest rate for tuition and fees among Utah’s four-year institutions. Even so, affordability is an area of concern for Utahns. Fiscal vigilance is necessary to contain increases of tuition and fee rates. Going forward, UVU will:

- Maintain undergraduate tuition and fee rates at no more than 10% of the state’s median household income;
- Work with the legislature to implement a reduced tuition rate for students pursuing CTE certificates, diplomas, and associate degrees; and
- Implement strategies, including resource reallocation and cost savings, to reduce student course fees.

**UVU demonstrates a long-standing commitment to affordability for taxpayers through cost-effective management, including prioritizing, allocating, and reallocating resources.**

**Expand Use of Open Educational Resources and Digital Texts** While tuition and fees are the primary cost of higher education, the costs of instructional materials and textbooks also impact students’ ability to afford college. UVU will continue to expand the use of more affordable e-books and digital texts along with the development and adoption of high-quality open educational resources.

**Increase Access to Need-Based Grants and Scholarships** UVU serves a large percentage of first-generation, low socioeconomic, and underrepresented populations of students who, without financial assistance, may be unable to pursue their higher education goals. UVU’s goals to remedy these issues include the following:

- Increase the number and percentage of students applying for FAFSA and receiving Pell Grants;
- Increase private funding for student scholarships and need-based financial aid; and
- Refine and align Pell gap scholarship programs, including UVU’s Wolverine Pathways and USHE’s Utah Promise Scholarship.



# ENGAGE

## STRATEGY #3

# Strengthen Partnerships for Community, Workforce, and Economic Development

UVU delivers rigorous, meaningful, and experiential learning opportunities driven by shared responsibility for student success. These opportunities are based on the relationships and outreach opportunities with students, alumni, and community stakeholders that build UVU into the fabric of their communities. Strengthening UVU's ongoing partnerships with other educational institutions, community organizations, and industry ensures that UVU will continue to meet the region's needs as the university grows along with the communities it serves.

### PRIORITY INITIATIVES

- A. Create seamless processes and practices for student transition from K-12 to UVU
- B. Improve industry partnerships to meet workforce and community needs
- C. Strengthen engaged learning and community engagement opportunities for students, faculty, and staff

#### A. CREATE SEAMLESS PROCESSES AND PRACTICES FOR STUDENT TRANSITION FROM K-12 TO UVU

**Improve the Transition from K-12 to Higher Education** UVU will continue to work with K-16 Alliance partners to increase the number of students who enroll in higher education during or immediately after high school. UVU will improve connections through (1) a greater focus on the high school to college transition during the K-16 Alliance Counselor Conference hosted each fall semester, (2) increased connection and outreach from UVU academic departments and high school concurrent enrollment faculty, and (3) clear communication on pathway requirements that can be achieved while in high school.

**Strengthen Concurrent Enrollment Course Alignment, Offerings, and Participation** UVU is working to align all concurrent enrollment (CE) course offer-

ings with degree pathways at both MTECH and UVU to reduce students' time to completion upon matriculation at UVU and to enhance student exposure to career opportunities. Complete College America, a national advocate for increasing college completion rates and closing the equity gap, has identified the completion of college-level English and mathematics in the first year of a college student's enrollment as a retention and completion strategy. Utah can increase completion significantly by supporting high school juniors and seniors in designing course schedules that facilitate their completion of English 1010 and the required quantitative literacy class for their chosen pathway. With this goal in mind, UVU will work to offer English 1010 and quantitative literacy CE courses in every high school in its service region. This strategy will also increase the value of the senior year, ensuring that students are actively engaged in a defined educational pathway. The K-16 Alliance is focused on increasing underrepresented student enrollment in CE courses to improve opportunities for early college success and influence subsequent college attendance.

## B. IMPROVE INDUSTRY PARTNERSHIPS TO MEET WORKFORCE AND COMMUNITY NEEDS

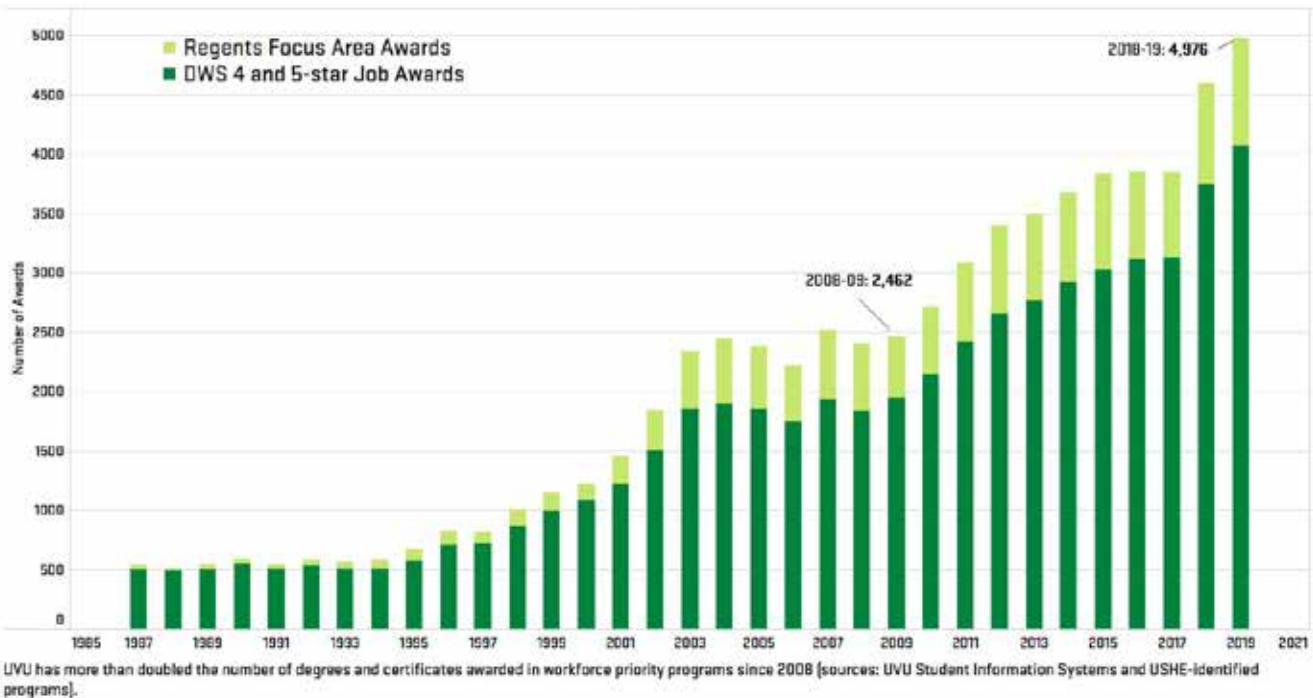
**Increase Programs and Degrees that Align with 4- and 5-Star Workforce Needs** UVU has more than doubled the number of degrees and certificates awarded in workforce priority programs since 2008 (see figure below). UVU will continue to partner with its extensive and engaged advisory boards to implement responsive curricula designed to grow the number of graduates prepared to meet workforce demand in all degree areas, but with particular focus on increasing capacity and awards in programs rated as four- and five-star occupations that show the strongest employment and wage outlook for the region.

**Enhance Employer Engagement for Student Support and Sponsorships** UVU academic programs have robust advisory committees consisting of employers and community leaders to ensure that instruction is aligned with industry needs and adjusted when significant workforce changes occur. Working with employers, UVU has expanded and is continuing to expand internship opportunities for students. In high-demand job fields, UVU encourages employers to hire UVU students before they graduate and provide employer tuition assistance to help pay for the completion of the student's degree.

**Continue Strong Support of Career and Technical Education Programs** UVU's integrated dual mission provides high-demand technical skills in Career and Technical Education (CTE) alongside university academic programs. CTE provides programs focused on applied learning, leading to specific careers. Students in CTE programs historically achieved certificates and associate degrees, but the modern definition provides for programs throughout the bachelor's and master's levels (including pathways in healthcare, engineering, finance and accounting, and other fields). UVU's wide array of CTE certificate, diploma, and associate programs provides students opportunities to gain skills in their chosen profession. CTE at UVU continues to thrive, with enrollments up 51% and certificates and associate degrees awarded up 72% from 2008 to 2018. In many programs, CTE graduates have nearly 100% job placement and above-average earnings. Close partnerships with UTECH provide additional pathways for CTE students to articulate into degree-granting programs at UVU. Each program prepares students for employment while providing a path to further education and a foundation for lifelong learning. Increased funding of CTE associate degrees from the state of Utah would make two-year degrees – which enhance Utah's workforce – more affordable and competitive.

**Strengthen the Business Resource Center** The Business Resource Center (BRC) is a one-stop hub for everyone from budding entrepreneurs to seasoned CEOs. The BRC offers trainings, classes, incubator/accelerator space, and a

**UVU Degrees and Certificates Awarded in Programs for 4- and 5-Star Jobs**





variety of resources to assist the entrepreneur in every stage of business. In addition, the BRC is host to state agencies that have a wide spectrum of specialties from business counseling, manufacturing, web design, government contracting, and venture capital access. These resources benefit UVU students and support a close connection between the university and business/industry.

### **Strengthen Community and Executive**

**Education** To support a culture of lifelong learning, UVU offers noncredit courses to support education for personal and professional growth and enrichment, including youth engagement, senior citizen programming, career development, industry certification, and leadership development. In the coming years, UVU will expand the breadth and depth of community and executive education to address community needs.

### **Maintain and Expand Graduate Programs to**

**Meet Community Needs** UVU has 11 master's degrees that have been developed to meet industry and community demands. The first three graduate programs (Education, Nursing, and Business) were all selected to meet educational needs of students and workforce needs of three critical industries. As industries increase in their need for employees with graduate credentials, UVU will partner to provide graduate courses and programs appropriate to the demand.

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## **C. STRENGTHEN ENGAGED LEARNING AND COMMUNITY ENGAGEMENT OPPORTUNITIES FOR STUDENTS, FACULTY, AND STAFF**

For over 10 years, the Carnegie Foundation has classified UVU as a community engaged institution. The Community Engagement classification recognizes UVU's commitment to developing organizational structures, policies, and programming that facilitate student, faculty, and staff involvement in the community.

### **Continue Strong Support of Service-Learning Course Development and Implementation**

The Center for Social Impact provides students with many opportunities to become active in their communities. As one of the pathways of social impact, service-learning courses allow students to complete outside projects that meet community-identified needs and align with their coursework. Approximately 8,000 students complete at least one of these courses each year. Over 350 sections are available across all colleges and schools. Recent assessment data have demonstrated that students who complete a service-learning course have

increased persistence (84%) and completion (30%) rates. This persistence and completion effect extends powerfully to several underrepresented populations. Students who complete three courses and outside social impact activities can earn a Social Impact Scholar designation on their transcript.

### **Increase Student Participation in Community-Facing Incubators and Creative Spaces**

In 2018, the SIMLab was created to give students a faculty-mentored research experience where they evaluate the social and economic impact of local and international nonprofits and other community organizations. Over 200 students have participated since the lab opened. An incubator lab will be added that will provide additional mentorships, funding, and physical space for students who want to make a social impact with an innovative idea. The UVU Entrepreneurship Institute provides non-academic programs to help UVU students start and grow businesses.

**UVU has expanded and is continuing to expand internship opportunities for students.**

### **Expand Support and Involvement in Community Engaged-Learning Projects and Experiences**

Grants are available for faculty to complete community engaged-learning projects across disciplines. UVU has a wide range of faculty development offerings in community-based project design, implementation, and evaluation. Students, faculty, and staff can also increase their intercultural or intracultural competencies through a range of trainings, global courses, experiences, and academic distinctions. Assessment data show that students who complete a combination of global/intercultural, service learning, and study abroad opportunities have a graduation rate of 72%.

### **Strengthen High-Impact Corporate and Government Internships**

Each year, nearly 3,000 UVU students complete an internship with a local organization. An internship equips UVU students to better meet workforce needs. The combined academic and professional engagement experiences provide heightened learning opportunities, high-profile networking, and amplified skill development, and are therefore called "high-impact internships." Students who complete a high-impact internship are more competitive in the workforce. They also have a greater impact on the Utah community and are more likely to be hired at prominent corporations and government institutions.

# To 2030 and Beyond

We are excited to be part of a thriving system of higher education and to serve our regional and state community. Today, higher education in Utah is more robust than ever. The Utah model of higher education is garnering attention nationally and internationally. Institutions and leaders in other states are looking at Utah's integrated dual-mission institutions as case studies for future education policy.

The solutions outlined in this document position UVU to build upon its legacy of providing a comprehensive array of educational programs and degrees to as many students as possible while maintaining high-quality programs. Ultimately, UVU's goal is Utah's goal: to provide cost-effective, easily accessible, high-quality education that meets the state's workforce needs, strengthens the economy, and helps people live productive, dignified, and meaningful lives.

**“To believe in what  
is possible, whatever  
the hurdles and  
challenges are —  
that’s the culture I’d  
like UVU to have.”**

**President Astrid S. Tuminez**



UTAH VALLEY  
UNIVERSITY

UVU

