

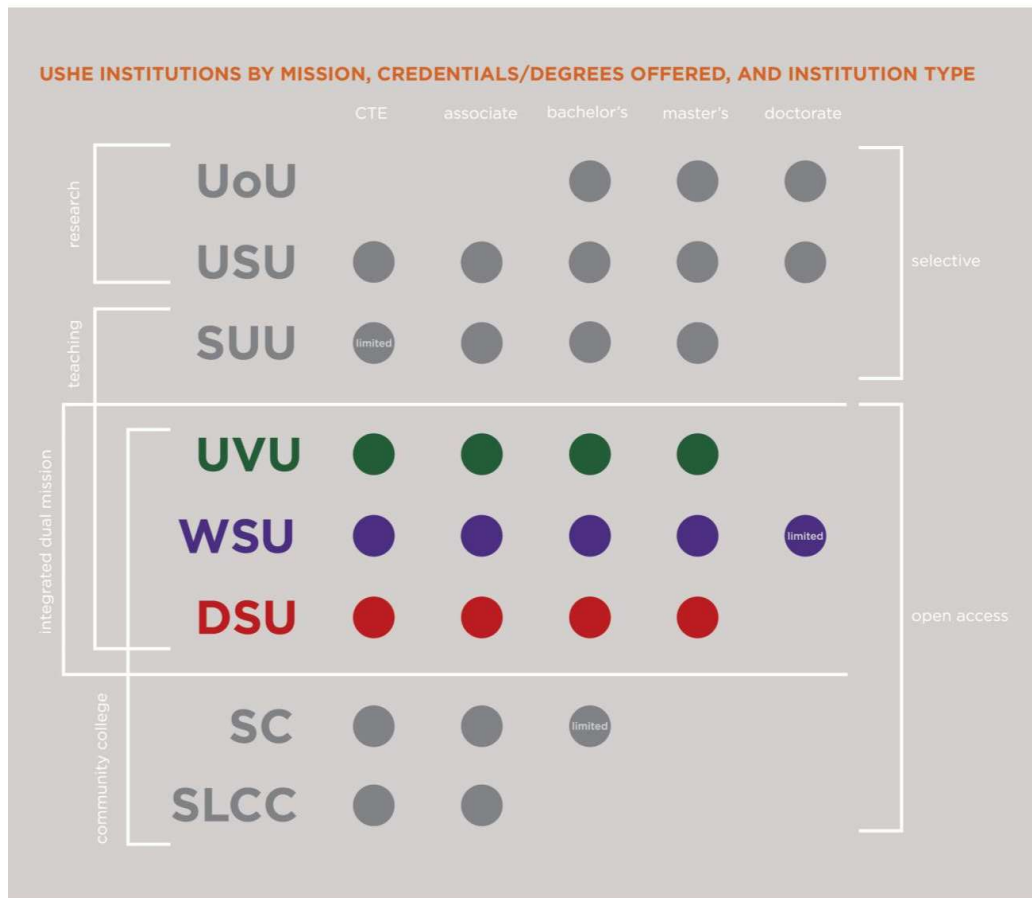


Vision 2030 Refresh

University Executive Committee

August 4, 2022

Vision 2030 1.0 (Jul-Nov 2019)



The USHE System: Dual Mission at Work

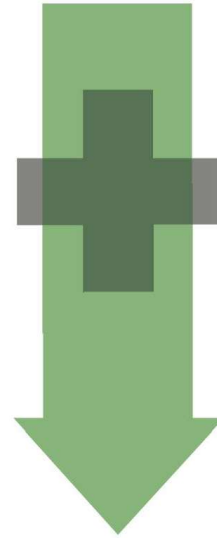
- Integrated dual-mission universities (UVU, WSU, DSU) educate nearly 50% of all Utahns enrolled in USHE
- Integrated dual-mission institutions serve rapidly expanding regional workforce and educational needs
- In 2017-18, USHE's dual-mission universities awarded:
 - 47.4% of all associate degrees
 - 38.5% of all bachelor's degrees

COMMUNITY COLLEGE

- Developmental education
- Open undergraduate admission
- Certificate and associate degree programs
- Career and technical education
- First year program
- Inclusion with outreach to underrepresented populations
- Workforce and business/economic development
- General education and transfer programs

TEACHING UNIVERSITY

- Instruction by full-time faculty
- Bachelor and master degree programs
- Average 12-credit hour teaching load
- Library and learning resources
- NCAA Division I athletics
- Student life experience
- Study abroad
- Honors program



UTAH VALLEY UNIVERSITY: INTEGRATED DUAL MISSION

- Stackable degrees
- Sustained campus connection
- Multiple exit and re-entry opportunities
- Seamless degree pathways

- One set of academic and student policies/practices
- No duplication of capital facilities and instructional labs

- Less credit loss due to transfers
- Common student record
- Structured environment
- Administrative efficiencies



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

Vision 2030 (Refresh) (Jul-Sep 2022)

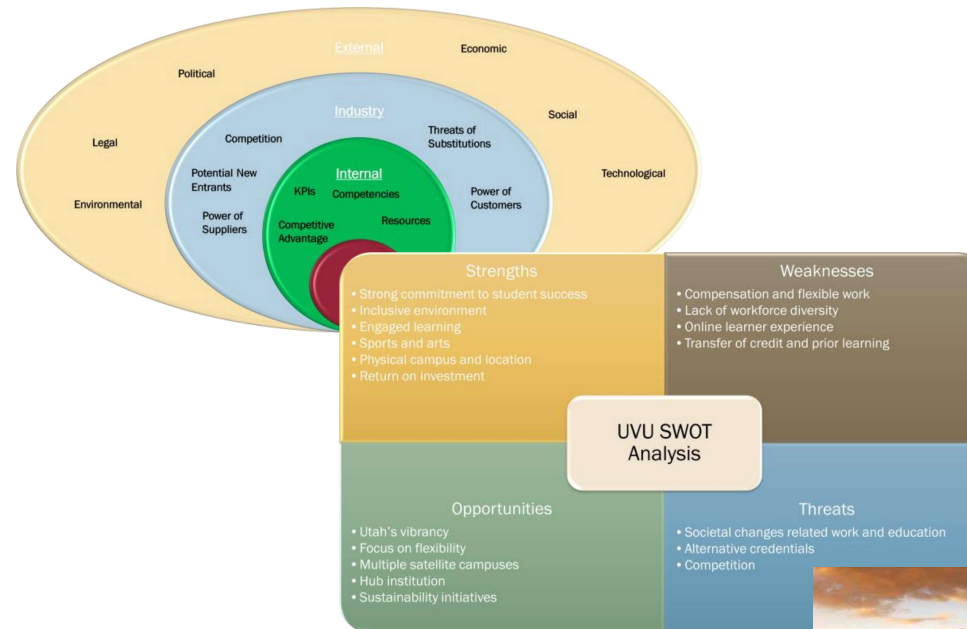
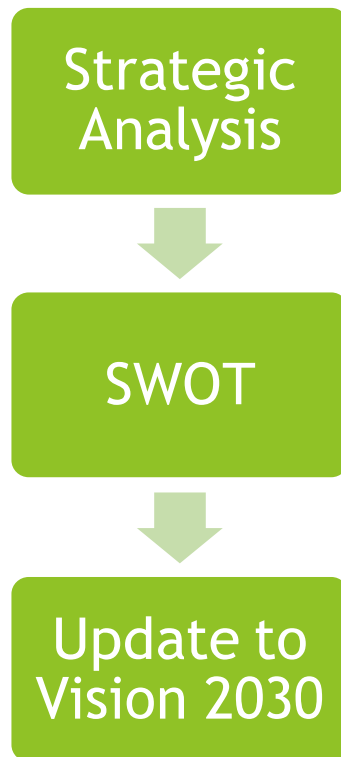
What's happened since 2019?

- ▶ COVID impact (online classes, virtual meetings, Great Resignation, student behavior changes, etc.)
- ▶ Accomplished many goals
- ▶ New structure for Utah's Governing Board for Higher Education (USHE to UBHE)
- ▶ Variety of changes in personnel and organizational structures
- ▶ Launching new programs, campaigns, departments
- ▶ Enrollment decreases
- ▶ Inflation and pending recession

Vision 2030 Refresh Charge

- ▶ Update Vision 2030 with new context, revised goals, and relevant language

Strategy (SWOT) & Vision 2030



Vision 2030 Preamble

- ▶ Reiterates our Mission and Vision
- ▶ Introduces the update
- ▶ Highlights the strategically relevant findings of the SWOT that inform Vision 2030
 - ▶ Utah's Growth and Vibrancy
 - ▶ Societal View of Higher Education
 - ▶ Return on Investment
 - ▶ Flexible & Relevant Educational Options
 - ▶ Accelerate Momentum

Vision 2030 - INCLUDE

- ▶ **Strategy #1 - Provide Educational Opportunities That Are Accessible, Flexible, and Affordable, in an Environment that is Inclusive for All in the UVU Community**

PRIORITY INITIATIVES:

- A. Increase accessibility to & flexibility of education through a coordinated physical and digital presence**
- B. Maintain our leadership as a nationally-recognized institution for affordability, value, and return on investment**
- C. Strengthen campus inclusivity and grow the enrollment and completion rate of historically underrepresented students**
- D. Fulfill UVU's mission to provide higher education opportunities for UVU's growing service region and beyond.**

Vision 2030 - INCLUDE

- ▶ A. INCREASE ACCESSIBILITY TO & FLEXIBILITY OF EDUCATION THROUGH A COORDINATED PHYSICAL AND DIGITAL PRESENCE
 - ▶ *Broaden UVU Educational Offerings Across Delivery Modalities*
 - ▶ *Implement and Enhance Strategies to Improve Access to Campuses*

Vision 2030 - INCLUDE

- ▶ B. MAINTAIN OUR LEADERSHIP AS A NATIONALLY-RECOGNIZED INSTITUTION FOR AFFORDABILITY, VALUE, AND RETURN ON INVESTMENT
 - ▶ *Demonstrate Effective Use of Tax Funds*
 - ▶ *Maintain Low Tuition and Fee Rates*
 - ▶ *Increase Access to Need-Based Grants and Scholarships*

Vision 2030 - INCLUDE

- ▶ C. STRENGTHEN CAMPUS INCLUSIVITY AND GROW THE ENROLLMENT AND COMPLETION RATE OF HISTORICALLY UNDERREPRESENTED STUDENTS
 - ▶ *Enhance the Cultural Competence of Students, Faculty, and Staff Through Robust Curriculum, Trainings, and Development Opportunities*
 - ▶ *Strategically Grow Resources, Services, and Support for Historically Underrepresented Students to Increase in Enrollment, Persistence, and Completion*
 - ▶ *Establish UVU as a National Model on Basic Needs Support and a Well-being Continuum.*

Vision 2030 - INCLUDE

- ▶ D. FULFILL UVU'S MISSION TO PROVIDE HIGHER EDUCATION OPPORTUNITIES FOR UVU'S GROWING SERVICE REGION AND BEYOND
 - ▶ *Execute a comprehensive UVU Marketing campaign highlighting the value of a UVU degree*
 - ▶ *Implement UVU's Strategic Enrollment Management (SEM) Plan*

Vision 2030 - ENGAGE

- ▶ **Strategy #2 – Expand Scalable and Sustainable Engagements with the Community and Industry**

PRIORITY INITIATIVES:

- A. Improve and expand engagement with industry and community to meet workforce and community needs**
- B. Strengthen engaged learning and community engagement opportunities for students, faculty, and staff**
- C. Sustain student success by completing UVU's inaugural comprehensive campaign**

Vision 2030 - ENGAGE

- ▶ A. IMPROVE AND EXPAND ENGAGEMENT WITH INDUSTRY AND COMMUNITY TO MEET WORKFORCE AND COMMUNITY NEEDS
 - ▶ *Increase the Number of Programs that Lead to High-Yield, High-Demand Jobs and Align with Regional Workforce Needs*
 - ▶ *Enhance Engagement with Employers for Student Support and Sponsorships*
 - ▶ *Strengthen UVU's Partnership with Industry*
 - ▶ *Expand Continuing Education*
 - ▶ *Model and Demonstrate Exceptional Citizenship*

Vision 2030 - ENGAGE

- ▶ B. STRENGTHEN ENGAGED LEARNING AND COMMUNITY ENGAGEMENT OPPORTUNITIES FOR STUDENTS, FACULTY, AND STAFF
 - ▶ *Create and expand project-based learning initiatives through collaborations with local industry, government, and non-profit organizations*
 - ▶ *Increase participation of students and faculty who connect to and collaborate with the community through engaged learning opportunities*
 - ▶ *Maintain UVU's Carnegie Elective Classification for Community Engagement*
 - ▶ *Strengthen High-Impact Government Internships*
 - ▶ *Seek Scalability of Engaged Learning Opportunities*

Vision 2030 - ENGAGE

- ▶ C. SUSTAIN STUDENT SUCCESS BY COMPLETING UVU'S INAGURAL COMPREHENSIVE CAMPAIGN
 - ▶ *Establish a Foundation for Ongoing Giving and Engagement*
 - ▶ *Strategically Engage and Elicit Involvement*

Vision 2030 - ACHIEVE

► Strategy #3 – Enhance Student Success through Improved Retention, Completion, and Job-Readiness

PRIORITY INITIATIVES:

- A. Implement the UVU Completion Plan 3.0 (achieve 50% completion rate by 2030)**
- B. Increase completion through comprehensively designed curriculum, services, and instruction**
- C. Create seamless processes and practices for students in transition**
- D. Maximize credit awarded for transfer, prior learning (cpl) and other relevant experience**

Vision 2030 - ACHIEVE

▶ A. IMPLEMENT THE UVU COMPLETION PLAN 3.0 (ACHIEVE 50% COMPLETION RATE BY 2030)

▶ *Implement Completion Plan 3.0*

- Course Scheduling
- Student Communication
- First-Year
- Finances
- Data-Informed Outreach & Support
- Academic Advising
- Adult Learner Support
- Transfer Initiative

Vision 2030 - ACHIEVE

- ▶ B. INCREASE COMPLETION THROUGH COMPREHENSIVELY DESIGNED CURRICULUM, SERVICES, AND INSTRUCTION
 - ▶ *Redesign Curriculum with a Focus on Stackable Credentials and Pathways*
 - ▶ *Increase Utilization of Faculty Support and Efforts for Student Success*

Vision 2030 - ACHIEVE

- ▶ C. CREATE SEAMLESS PROCESSES AND PRACTICES FOR STUDENTS IN TRANSITION
 - ▶ *Design First-Semester Certificates Around Concurrent Enrollment Offerings*
 - ▶ *Improve the Transition from K-12 to Higher Education*
 - ▶ *Strengthen Concurrent Enrollment Course Alignment, Offerings, and Participation*

Vision 2030 - ACHIEVE

- ▶ D. MAXIMIZE CREDIT AWARDED FOR TRANSFER, PRIOR LEARNING (CPL) AND OTHER RELEVANT EXPERIENCE
 - ▶ *Expand Meaningful Transfer-Credit Articulation for Students Entering and Exiting UVU*
 - ▶ *Increase Stackable Pathways from MTECH*
 - ▶ *Align curriculum with workforce needs and readiness for high-yield, high demand jobs*

Conclusion

- ▶ The environment has shifted since Vision 2030 was launched
- ▶ These updates represent thoughtful revisions based on a thorough examination of those changes
- ▶ The Vision 2030 refresh as it stands represents a first attempt at updates, but requires that we get feedback and input from all stakeholders in the organization
- ▶ Success requires their acceptance which requires hearing and implementing their input
- ▶ These initiatives will require that everyone at UVU coordinate their efforts to address them

Timeline of Rollout

- ▶ Aug 4 – Present Draft 1 to UEC
 - ▶ Aug 4-10 – UEC review
 - ▶ Aug 10-15 – Revise according to feedback
 - ▶ Aug 15 – Cabinet Review of Draft 2
 - ▶ Aug 15 – Sep 6 – Engage Campus entities for review/comments/revisions. Including UPAC, Faculty Senate, PACE, UVUSA, and more
 - ▶ Aug 17 – Faculty Convocation brief presentation
 - ▶ Aug 23 – Faculty Senate Executive Committee
 - ▶ Aug 25 – Board of Trustees intro conversation & feedback
 - ▶ Aug 30 – Full Faculty Senate presentation
 - ▶ Sep 1 – UEC update
 - ▶ Sep 6-9 – Make revisions based on feedback
 - ▶ Sep 12 – Cabinet Review of Draft 3
 - ▶ Sep 13 – Faculty Senate discussion on Draft 3
 - ▶ Sep 20 – All Feedback due
 - ▶ Sep 26 – Final Review by Cabinet
 - ▶ Sep 29 – Final Review and approval by President's Council
 - ▶ Sep 29 – Approval at Board of Trustees
- If more edits are needed,
- ▶ Oct 27 – Present final draft to President's Council & Board of Trustees

We Need Your Help!!

- ▶ Please review the full Vision 2030 Refresh Draft (loaded into the UEC Team files) and provide feedback, revisions, and questions to Jeff Peterson (jeff.peterson@uvu.edu) by end of day on **Wednesday, August 10**. Please use *Track Changes* in Word.