



University Executive Council
 April 4, 2024
 10:00 am – 12:00 pm
 SC 213 C

Agenda

Time	Item	Outcomes	Sponsor
10:00 am	Welcome	N/A	Wayne
10:05 am	NWCCU Draft Review <ul style="list-style-type: none"> Explain the process that executives must follow to review and provide feedback for the NWCCU Year 7 self-study draft 	Feedback	Laurie Sharp
10:20 am	Balanced Scorecard <ul style="list-style-type: none"> Power BI Link 	Review current iteration for executive approval	Wayne Vaught
10:35 am	Performance Management	Discussion	Wayne Vaught
10:40 am	UVU & USHE Space Utilization	Recommendations	Val Peterson
11:20 am	Good of the Order <ul style="list-style-type: none"> Review of 3/7/24 Minutes Encourage commencement attendance 	Discussion	All
11:30 pm	Close		Wayne

Wayne, Val, Trish, Wioleta, Clark, Zac w, Steve Anderson, Andrew Stone, Christie Denniston, Candice Gardner, Chrisinte, Ashley Larsen, Nathan, Laurie, Danny, Cheryl, Courtney, Barney, Bob, Barney, Daniel, Bryant Larsen, Kara, Steve, Frank, Keith Mulberry, Brian Hall, Matt Sero

Online: Vessela, Kat

Welcome

- Wayne welcomed the Team to the last UEC for the semester, reminder no UEC in May.
- Retreat scheduled for June 20 (will move on calendars)- you can send a representative if you can't be there.

- Meetings in Feb and April – March hold as a work day, likely be issues we need to focus on but work with specifically need to work on, Working with focus groups,
- DATE - Extended retreat for goals.
- Fall meetings in September and November – score card progress and etc.
- Reviewed agenda - Score card conversation once each semester, also discussing today. We need to demonstrate we are using resources efficiently. NW will be reviewed at each meeting until visit, to facilitate positive site visit.

NWCCU Draft Review

Annual administrative assessment due October 1, were sent to VP's Hope to have some completed to show the accreditors in the report. This is an area of weakness, that we need to work on. Encouraged to submit to Laurie if you have the data you need. Balanced score card being streamlined for reporting.

Can submit report and say in progress if needed,

Laurie continuing to work with school and colleges. Planning co-inside with goals so it is more aligned

ASSIGNMENT: Review the sections that pertain to your area. Please share out as needed.

Send feedback and review to Laurie by end of April.

- [2024 EIE Scan Code](#)
- [2024 NWCCU Year 7 EIE](#)
- [2024-04 University Executive Council Meeting](#)
- [UEC Review 2024 NWCCU Year 7 EIE for UVU](#)

It helps for people to have a high-level overview of all areas.

Area need improvement – peer institution evaluations (IPEDS).

Available data is incomplete and display matters.

End of April finish narrative on the website – just email your thoughts and feedback.

Wayne requested you prioritize assignment.

Performance Management

Goal to create normalized culture of evaluation. It skews merit when everyone is marked as exceeds expectation, most should be meeting expectations. People performing well want acknowledgement.

There are differences between units, so bob suggested having merit decentralized.

At this level if there is understanding that you are meeting expectations, it helps us to really identify the “stand out” people.

Christine noted this is the thrid year of trying to train across campus to get more accurate rankings. Training and development team and (DREW team) is trying to train on standard. Trying to take a

qualitative assessment and make quantitative score. If we can normalize it will work better. Daniel will send a tracking of who has attended for business to Bob.

DX had P&C attend team meeting, so all team members were aware of the effort, which was helpful. If you would like training reach out to Drew Burke.

Executives go first to set calibration

Balanced Scorecard

- UVU Balanced [Scorecard](#)
- Balanced scorecard [Addendum](#)
- Tracking (see power BI)
- Updated as of January 25

UVU & USHE Space Utilization

- (LINK PPT)
- Space conversations are a common topic across campus
- Addition of Business Building with the dominos (3-year renovation) (KB, FG, WB, Quad)
- 4 million square feet on campus – we need to take care of
- System adopted new space policy (in PPT) - seat utilization at 80% and labs at 66.7%
- In 22-23 we were 66.7% full. Need to fill seats in classrooms to meet the metrics.
- We do a good job of scheduling our labs, but we are below seat occupancy.
- Compared to our number from F17-F22 you can see COVID year.
- Between 10-2 classes are full, but there are lots available outside of those times and on Friday.
- Parking – we don't have a parking problem we have a walking problem. Graph shows as semester goes on, more and more spaces are available. Graph shows Tuesday and Thursday are primary days on campus.
- Do we have plans for safety in parking lot (crosswalks)
 - This summer we have a project for clark parking lot for people walking east and west, with additional stop signs and sidewalks.
- Smith group is looking at space utilization across campus and future needs. They would like to collapse and have a single metric.
- Lehi is being calculated the same, they only look at the space we are utilizing for classes and labs. Lease space is reported as such. Different spaces have different measures.
- Summary – greater pressure to use space we have,

Discussion:

- Student Research space is needed in the College of Science and neuropsychology.
 - Difficult to reclassify classroom space, would need conversation with USHE.
 - Student opportunity
 - Faculty member should be engaging in research for tenure and it is part of high impact - mission.
- Mental health needs in building

- Adding large amounts of space for programs that exist, and in some we are declining in enrollment.
- Lehi 1 and 2 are generating revenue.
- One legislator proposed a space rate
- Operation and Maintenance is a big cost for buildings.
- Suggestion to M, T, W, R schedule
 - If 80% were MW / TR 9 AM – 2 PM
 - Some classes could still be 5-day schedule (example – math and languages)
 - Hybrid classes could fit into model
 - Model it and see what it would look like
 - Academic schedule is pulling better data
 - Student like face to face and agrees that a new model would could help
 - More flexibility in the proposal would not have had the resistance it had last time
 - Need a dedicated space for classrooms with space
 - Discussion of online and why students register for online and the reasons students take the online courses.
 - In College of Science and business the online fills up first even though the faculty prefer to teach F2F.
 - As we think about we need to think start and stop times to accommodate students.
 - Focus group to look at possible solution for space utilization: Academic Scheduling – Dan Hatch and Laurie Sharp already looking at it as part of their charge. Faculty governance group and does have representation from UVUSA.
 - Student agrees online may be filling up first but even with his priority registration he ended up online with the majority of his classes.
 - This could play into completion and retention issues.

Good of the Order

- AI task force preparing report and recommendations.
 - Philosophy of institutions
 - Faculty encouraged to put statements in, nothing for staff
 - Feedback, where are we with AI?
 - Student affairs uses a lot
 - Marketing uses it a lot for design
 - College of Science has had brown bag lunch and several use to create content and rubrics.
 - Helping students know how to use it for things like stats and integrating it into curriculum—library also has resources for students.
 - Summer plan to turn focus on staff. What are some topics in realm of AI for staff to learn about in next couple of months?
- Encourage commencement attendance and the grad bash
 - Commencement attendance should be required for all faculty, but we don't have the space, so it should be on rotation.
 - CHSS is providing food vouchers to faculty for food trucks and has sent a message to faculty.

- Encourage faculty to attend grad bash and that faculty too will receive voucher, as incentive to attend. It is a faculty contract day.
- Graduation committee will be the ones coordinating
- Will continue conversations in Academic Affairs.
- Nathan reported the showback statements (costs of DX that help support areas) will be coming out in the next week
- Talk with Tuminez – April 10 (live and streamed)
- Awards of Excellence – April 11 (live and streamed)

Approval of Minutes

- Review of [3/7/24 Minutes](#)
- Motion to approve Minutes: Steve Clark
- Second the Motion: Barney Nye
- Vote is unanimous.

Motion to Adjourn: Steve Anderson

Notes taken by: Stacy Fowler

Meeting dismissed at: 11:29 AM

UVU Balanced Scorecard

Action Commitment: Include

Strategy	Goal	Current Near-Term Initiatives	Performance Indicators	Baseline	Target	Value
Increase accessibility to and flexibility of education through a coordinated physical and digital presence	Undergraduate degrees and General Education courses are available in multiple modalities, and with coordinated pathways, based on workforce and student demand	<ul style="list-style-type: none"> ▪ Increase inventory of fully online General Education courses ▪ Increase inventory of fully online undergraduate degree programs ▪ Increase classroom and teaching laboratory utilization rates 	<ul style="list-style-type: none"> ▪ Average fill rate of General Education courses offered in multiple modalities for each requirement 	<i>2019-2020</i> <u>F2F</u> : 66% AF <u>HY</u> : 78% AF <u>OL</u> : 77% AF	<i>2029-2030</i> <u>F2F</u> : 85% AF <u>HY</u> : 85% AF <u>OL</u> : 85% AF	<i>2022-2023</i> <u>F2F</u> : 55.65% AF <u>HY</u> : 79.91% AF <u>OL</u> : 79.08% AF
			<ul style="list-style-type: none"> ▪ Number of fully online undergraduate degree programs 	<i>2019-2020</i> 29 programs	<i>2029-2030</i> 66 programs	<i>2022-2023</i> 40 programs
			<ul style="list-style-type: none"> ▪ Classroom utilization 	<i>Fall 2019</i> <u>RUR</u> : 44.30 <u>SOR</u> : 65%	<i>2029-2030</i> <u>RUR</u> : 33.75 <u>SOR</u> : 66.70%	<i>Fall 2022</i> <u>RUR</u> : 30.08 <u>SOR</u> : 60.63%
			<ul style="list-style-type: none"> ▪ Teaching Laboratory 	<i>Fall 2019</i> <u>RUR</u> : 34.20 <u>SOR</u> : 67.70%	<i>2029-2030</i> <u>RUR</u> : 24.75 <u>SOR</u> : 80%	<i>Fall 2022</i> <u>RUR</u> : 31.87 <u>SOR</u> : 67.05%
Strengthen campus inclusivity and grow enrollment and completion rates of historically underrepresented students	Enhance the cultural competence of students, faculty, and staff through robust curricula, trainings, and development opportunities Grow resources, services, and support for historically underrepresented students to increase enrollment persistence and completion	<ul style="list-style-type: none"> ▪ Implement the 2022-2025 Strategic Enrollment Management Plan 	<ul style="list-style-type: none"> ▪ Enrollment rate for historically underrepresented populations 	<i>Fall 2019</i> 19.16%	<i>2029-2030</i> 18% (UVU matches service region ^a)	<i>Fall 2022</i> 19.76%
			<ul style="list-style-type: none"> ▪ Outcome measure completion rates for historically underrepresented populations 	<i>2012/13–2020 Cohort</i> <u>8 Year outcome</u> : 30.30% 2014 Cohort <u>6 Year grad</u> : 17.67%	<i>2022/23-2030 Cohort</i> <u>8 Year Outcome</u> : 45% (UVU overall: 50%) 2014 Cohort <u>6 Year grad</u> : 36.00%	<i>2015/16-2023 Cohort</i> <u>8 Year Outcome</u> : 35.14% 2017 Cohort <u>6 Year grad</u> : 26.67%

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

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

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

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

Action Commitment: Engage

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

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

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

Action Commitment: Achieve

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

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

Balanced Scorecard Addendum

The Balanced Scorecard Addendum highlights initiatives for leadership, culture, and operational effectiveness with corresponding performance measures that use baseline comparisons to monitor and evaluate progress towards established targets. The University Executive Council will regularly review progress with the Balanced Scorecard Addendum’s performance measures in tandem with the Balanced Scorecard.

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

Balanced Scorecard Addendum

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

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