

# Utah Valley University Strategic Planning Integration

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*Comprehensive Planning Working Group  
June 28, 2018*



Utah Valley University's deep commitment to its foundational mission and active strategic planning efforts are essential to the university's success. UVU proudly serves as an open-admission, dual-mission university, serving the needs of a large, rapidly growing, and increasingly diverse region. This sense of purpose is clearly expressed in UVU's mission statement, core themes, and administrative imperatives, which permeate our culture, form the basis of strategy setting at all levels, and are exhibited in the creation of broad institutional plans and the annual planning, budgeting, and assessment process for operating units.

This Strategic Planning Integration document consolidates the major efforts of the university expressed in its five key institutional plans—the Academic Master Plan, the Facilities Master Plan, the Strategic Inclusion Plan, the Completion Plan, and the Strategic Plan for Managing Growth—and several supporting documents. This document does not supplant existing planning efforts, nor does it identify new directions. Instead, it identifies common elements of the major plans that are driving achievement of the mission, core themes, and administrative imperatives across the university, providing a comprehensive view of our commitment to being the nation's best open admissions platform for student success.

## STRATEGIC ENVIRONMENT

UVU must navigate significant opportunities and challenges, ones that often stand in stark contrast to those facing higher education institutions across the nation. We offer an innovative model for higher education in a rapidly expanding region at a time when higher education in America faces tremendous scrutiny over questions of value and cost. UVU's Strategic Planning Integration responds to the challenges and opportunities its strategic position presents.

UVU serves a region experiencing remarkable economic and population growth and diversification that is projected to continue through the coming decades. Higher education remains a key engine of growth for Utah's economy, and our service region will continue to need more college graduates to fuel its growth and to build communities that sustain that growth. The growing population now looks to UVU as their first choice for preparing them to participate in our region's economic transformation. Demand for both enrollment and graduates is an enviable opportunity in a national environment of declining enrollment, but it is not without its challenges. We must ensure that we meet the region's needs not just for more students and more graduates but more importantly for graduates who will serve the specific needs of Utah Valley.

UVU's dual-mission model combines the opportunities afforded by a comprehensive university with the more accessible programs and services offered by community colleges. We are one of relatively few open admission institutions to have fully championed offering non-credit, developmental, career and technical, transfer, baccalaureate, and master's level education and training. This approach is increasingly recognized internationally as a model for accessible, quality education. Community colleges nationally are increasingly offering bachelor's degrees, while nearly half of all public four-year institutions offer associate's degrees.

Utah's dual-mission approach has been an emphatic success statewide. It has led to relatively high attainment of associate's degrees among Utah residents, and continues to facilitate retention of associate's degree students through the bachelor's degree. It has done so efficiently, taking advantage of economies of scale and eliminating the duplication of facilities and services that would prove prohibitive if Utah moved toward a traditional model of independent community colleges and regional universities.

UVU's dual mission approach is uniquely suited to meeting our service region's needs. We maintain low tuition costs and provide a range of stackable options for students from short-term training through master's degrees. Our outstanding academic programs attract highly prepared students. Our commitment to access provides opportunity for students across the educational continuum. We serve students who have historically been—and too often still are—underrepresented in higher education.

But we recognize the challenges inherent in maintaining this mission. Low tuition requires fiscal vigilance. Stackable credentials come only through intentionality in program design. Welcoming students who lack the financial, academic, or social capital of traditional college students reinforces pressure to ensure student retention and persistence to degree completion. As the region's population grows and diversifies, we must maintain a strong commitment to ensure not only that we welcome all students but that we provide the programs, services, and resources to support their success.

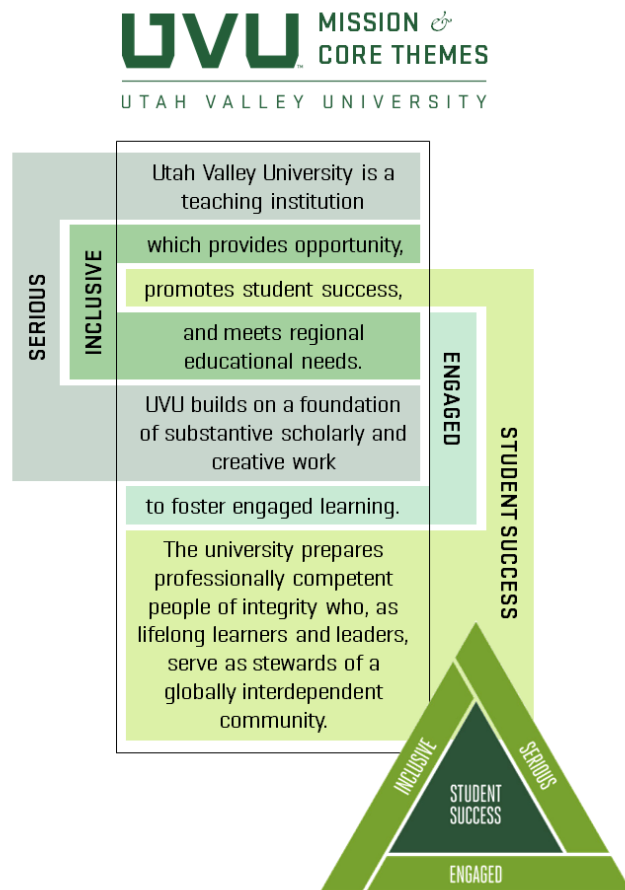
We know that our need to grow and expand with our service region will challenge available resources. But UVU also recognizes that our resource environment presents opportunities to build a stronger university. Utah’s continued support for higher education as a public good worthy of state investment, natural growth in tuition revenue through enrollment growth, and our success in diversifying our funding sources contrast strikingly with the more difficult trends of declining enrollment, eviscerated public funding, and steep tuition increases faced by many institutions across the nation. UVU shows that a collaborative relationship among institutions, communities, and public officials can build a successful and accessible higher education model that generously rewards the taxpayers’ and students’ investments.

## MISSION

Utah Valley University’s current mission was developed through an iterative process in conjunction with its designation as a state university on July 1, 2008. This mission statement reflects our commitment to regional educational needs, our focus on opportunity and student success, and our history of engaged teaching and learning:

*Utah Valley University is a teaching institution which provides opportunity, promotes student success, and meets regional educational needs. UVU builds on a foundation of substantive scholarly and creative work to foster engaged learning. The university prepares professionally competent people of integrity who, as lifelong learners and leaders, serve as stewards of a globally interdependent community.*

Our mission statement implements UVU’s regional university role within the Utah System of Higher Education, as established by Utah Code and Regents Policy R312. We provide career and technical education, undergraduate associate and baccalaureate programs and select master’s degree programs to fill regional or state workforce demands. We support student success through developmental programs and services associated with a comprehensive community college. We emphasize teaching, scholarly, and creative achievements that complement teaching



and community service. We select, retain, and promote faculty primarily based on evidence of effective teaching. We contribute to the quality of life and economic development at the local and state levels.

## Dual-Mission Approach

Central to our mission are UVU's dual-mission model and open admissions system. UVU provides a first-rate teaching university while retaining the access, affordability, and programming of a community college. This model is transforming access to higher education while allowing the university to continue adding innovative programs and training in direct response to the needs of the students and employers of the region. This cost-effective and responsive approach provides a path of educational, personal, and professional success for our students.

## Core Themes and Administrative Imperatives

UVU uses core themes to express and articulate its mission. These core themes clarify the university's purposes, characteristics, and expectations. Each core theme can be found within the mission statement. In addition to the core themes, the university utilizes three administrative imperatives that identify key principles critical for sustained fulfillment of the university's mission and core themes. The core themes are the foundation for mission fulfillment and the administrative imperatives provide for mission sustainability. Together, the mission, core themes, administrative imperatives, and objectives form the basis for all planning, assessment, and resource allocation at UVU.

### Core Themes

**Student Success:** UVU supports students in achieving their educational, professional, and personal goals.

**Engaged:** UVU engages its communities in mutually beneficial collaboration and emphasizes engaged learning.

**Inclusive:** UVU provides opportunity for individuals from a wide variety of backgrounds and perspectives and meets regional educational needs.

**Serious:** UVU fosters a culture of academic rigor and professional excellence.

### Administrative Imperatives

**Operate Ethically and Effectively:** UVU operates responsibly through ethical conduct and best practices in planning, decision making, and resource management.

**Manage Growth:** UVU anticipates and appropriately responds to the region's higher education needs.

**Secure Resources:** UVU seeks and obtains public and private resources to fulfill its mission.

## Institutional Commitments

**Student Success Declaration.** Our pursuit of our mission is built on a commitment to student success and ethical responsibility. UVU aims to be the nation’s best open admissions platform for student success. As expressed in the Student Success Declaration, student success is the core of our mission. UVU is committed to being the nation’s best open admissions platform for student success. We welcome all who seek learning at every level of preparation, and provide transformational opportunities to change the trajectories of lives. UVU offers a range of possibilities for individuals to explore, develop, and flourish. By being serious, engaged, and inclusive, we prepare students to achieve their goals, make meaningful contributions, and shape the future.

**Statement on Ethical Conduct and Code of Conduct.** The President’s Council Statement on Ethical Conduct affirms our commitment to honesty, integrity, legal compliance, financial stewardship, and accountability. A shared commitment to ethical behavior is essential to our success in fulfilling our mission, conducting its business activities, strengthening its professional reputation for excellence, and maintaining the public’s trust. As stewards of the University’s finances, assets, resources, and public image, we must conduct ourselves with honesty and integrity. We expect that all faculty, staff, and administrators will demonstrate leadership in this effort by exhibiting and reinforcing ethical practices in their own areas. This requires compliance with UVU’s Code of Conduct and the requirements set by university policy and applicable laws. Accountability at all levels is critical.

## STRATEGIC PLANNING INTEGRATION

Traditional institution-wide strategic planning efforts tend to be episodic and produce a singular, comprehensive university strategic plan intended to guide the institution over a fixed time period—plans that then sit on a shelf until the next planning period approaches. UVU approaches university-wide strategic planning as a process rather than an event, engaging appropriate stakeholders focused on key elements of the university’s mission. These ongoing and iterative efforts reflect our commitment to organizational assessment and continuous improvement. They produce a relevant set of distinct but complementary university-wide strategic plans. Each of these plans is aligned with our mission, and provide objectives and strategies that guide decisions and actions in support of our mission fulfillment. Taken as a whole, this set of plans forms a comprehensive, integrated university strategy. UVU currently maintains five university-wide plans:

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| <b>Academic Master Plan.</b> The Academic Master Plan establishes six goals with supporting strategies and indicators of progress designed to guide academic planning, resource allocation, and other efforts at UVU.   | April 2018     |
| <b>Completion Plan.</b> UVU’s retention initiative establishes a foundation for student success through a comprehensive First Year Experience and freshmen interventions, based on five key reasons UVU students leave. | September 2017 |
| <b>Facilities Master Plan.</b> The Facilities Master Plan articulates the framework for use of the main campus, west/health campus, and Vineyard property to create an  | November 2016  |

efficient, engaging, educationally effective, and distinctive environment for students, staff, and faculty through 2056.

**Strategic Inclusion Plan.** The Strategic Inclusion Plan was the result of a campus-wide comprehensive dialogue about inclusivity and established goals and actions to create a more inclusive learning and working environment through 2018. It is currently being updated.

August 2014  
(update to be adopted in Fall 2018)

**Strategic Plan for Managing Growth.** The Strategic Plan for Managing Growth 2016 Update renews previous growth planning and progress since the full 2011 plan, and articulates UVU’s anticipated needs from 2016 through 2025. It is currently being updated.

December 2016  
(update to be adopted in Fall 2018)

**Supporting Documents.** Several documents define specific concepts, values, and practices in support of the five plans. These documents include the Student Success Declaration, the President’s Council Statement on Ethical Conduct, the UVU Code of Conduct, and the President’s Council Sustainability Resolution. These documents provide important context for the strategies that we pursue.

**Future Planning.** Several additional planning processes that will influence future iterations of this planning integration framework are underway. Plans in development such as a strategic engagement plan, the Alumni and Development divisional strategic plan (which addresses development strategies for the entire campus), a strategic marketing plan, and revisions to the Strategic Inclusion Plan and Strategic Plan for Managing Growth will set new directions and influence activities across divisions and areas of operations.

Each of these plans establishes aims and approaches that promote achievement of the university’s mission, core themes, and administrative imperatives. Organized by Core Theme and Administrative Imperative, this set of plans articulate UVU’s comprehensive, integrated strategy for mission fulfillment.

**Student Success: UVU supports students in achieving their educational, professional, and personal goals.**

- We offer a range of integrated and deliberate academic pathways and student support opportunities for student success.

Academic Master Plan;  
Completion Plan
- Our faculty, in collaboration with staff and administrators, creates an environment that inspires students to dive purposefully into their education, embrace learning, and recognize its long-term and multifaceted value.

Academic Master Plan
- We ensure access to educational success, not just opportunity, for students at every level of preparation and social representation.

Academic Master Plan;  
Inclusion Plan

**Engaged: UVU engages its communities in mutually beneficial collaboration and emphasizes engaged learning.**

- We engage with the community in addressing regional opportunities and challenges, concurrently working to improve the region and to offer students opportunities for civic engagement and global competency. Academic Master Plan
- We offer an engaged curriculum and university experience that emphasizes active and practical application of knowledge enhanced by faculty research, scholarship, and creative work. Academic Master Plan
- We prepare students for lives of understanding, meaning, and contribution to civil society, benefiting the global community. Academic Master Plan
- We maximize the benefits we provide to the region’s communities by being inclusive, ensuring that all populations have access to higher education. Inclusion Plan; Academic Master Plan

**Inclusive: UVU provides opportunity for individuals from a wide variety of backgrounds and perspectives and meets regional educational needs.**

- We create a welcoming environment for students by strengthening intercultural competencies and engagement; building a diverse faculty and staff; and providing a campus culture of validation, belonging and personal safety. Inclusion Plan; Completion Plan
- We help underrepresented students level the field of opportunities by increasing access, supporting academic success, maintaining affordability, and increasing completion rates. Inclusion Plan; Academic Master Plan; Completion Plan
- We serve the region’s educational needs through comprehensive education and training opportunities that reflect students’ and employers’ interests. Inclusion Plan; Academic Master Plan
- We prepare students to value diversity, increase understanding, and navigate a complex world. Inclusion Plan; Academic Master Plan

**Serious: UVU fosters a culture of academic rigor and professional excellence.**

- We provide a rigorous curriculum with effective instruction by full-time and adjunct professors who offer a vibrant, up-to-date learning environment enhanced by scholarly research and creative work and focused on understanding the richness and beauty of human discovery and advancement. Academic Master Plan

- We empower students with the foundational knowledge and skills for advanced study, the workplace, and life in the wider world through general education and program coursework.

Academic Master Plan
- We utilize consistent, substantive assessment processes to ensure excellence in academic and administrative endeavors.

Academic Master Plan;  
Completion Plan;  
Inclusion Plan
- We strive to accommodate student enrollment growth while simultaneously preserving an academic rigorous environment supported by appropriate resources.

Academic Master Plan;  
Strategic Plan for  
Managing Growth

**Operate Ethically and Effectively: UVU operates responsibly through ethical conduct and best practices in planning, decision making, and resource management.**

- We demonstrate our ethical responsibility in the way we operate, valuing inclusion, compliance, operational sustainability, wise stewardship of resources, and a focus on measurable results and accountability.

Inclusion Plan
- We seek and maintain adequate resources and capacity to sustainably achieve student success.

Academic Master Plan;  
Facilities Master Plan;  
Strategic Plan for  
Managing Growth
- We seek affordability for students through cost-effective management, including prioritizing and reallocating resources to their most effective uses.

Academic Master Plan

**Manage Growth: UVU anticipates and appropriately responds to the region's higher education needs.**

- We maximize main campus capacity within its identified boundaries by relocating non-academic facilities and services off the main campus and increasing the density of development on the main campus.

Facilities Master Plan
- We recognize the challenges and opportunities of growth in the region's population and student enrollments, and prepare for growth through forward-looking facilities planning and prioritization, careful expansion of faculty and staff, wise use of financial resources, and strategic efforts to acquire public and private resources.

Strategic Plan for  
Managing Growth;  
Facilities Master Plan
- We prepare for a growing diverse, non-traditional student body by increasing support for underserved students, developing a more diverse faculty and staff, and adapting instructional methods.

Inclusion Plan; Strategic  
Plan for Managing  
Growth



- We minimize the risks posed by rapid growth to student success, inclusion, and academic rigor through well-planned strategies to secure resources and operate effectively. Strategic Plan for Managing Growth; Academic Master Plan
- We engage with our communities and stakeholders to identify and implement and community-centric planning initiatives and transportation strategies that effectively meet the needs of UVU's students and lessen the impact of enrollment and facility growth on the community. Facilities Master Plan

**Secure Resources: UVU seeks and obtains public and private resources to fulfill its mission.**

- We obtain significant, sustained increases in state and private financial support to provide affordable tuition/fees, champion inclusion, maintain high-quality full-time faculty ratios, and expand quality educational facilities. Academic Master Plan; Inclusion Plan; Facilities Master Plan
- We create, acquire, and maintain physical environments which facilitate learning through faculty/student interaction and extra- and co-curricular activities, and enhance community engagement and outreach. Facilities Master Plan

## CONCLUSION

To be effective, strategic planning must be infused into the culture and climate of the university. UVU's integrated strategic plans guide decision-making, organizational assessment, policy and practice, and resource allocation. Ongoing alignment of actions to plans will continue to drive UVU's future organizational effectiveness and sustainability as it relentlessly focuses on the most important outcome of all—student success.