



Utah Valley University

2018-19 Operating Budget

Prepared for Board of Trustees
June 28, 2018

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Introduction

In accordance with Utah State Board of Regents' policies, the Board of Trustees (Board) annually reviews and approves Utah Valley University's Institutional Discretionary and Auxiliary Services operating budgets. Historically, UVU's Board has also approved the appropriated operating budget.

Presented for review and approval at the June 28, 2018, board meeting are UVU's 2018-19 appropriated operating revenue and expenditure budget, Institutional Discretionary revenue and expenditure budget, Auxiliary Services operating revenue and expenditure budget, and other key program/services budgets.

Original Budget Summary and History

	2016-17	2017-18	2018-19	Change 2017-18 to 2018-19	% Change 2017-18 to 2018-19
Appropriated					
Education & General	\$220,012,600	\$235,193,300	\$253,618,400	\$18,425,100	7.83%
Ed Disadvantaged	\$170,400	\$174,900	\$179,300	\$4,400	2.52%
TOTAL Appropriated	\$220,183,000	\$235,368,200	\$253,797,700	\$18,429,500	7.26%
Auxiliaries					
Bookstore	\$9,071,370	\$8,966,729	\$9,160,666	\$193,937	2.16%
Dining Services	\$4,443,977	\$3,431,000	\$4,123,840	\$692,840	20.19%
Student Center	\$1,976,409	\$2,064,880	\$2,196,000	\$131,120	6.35%
Student Life & Wellness Center	\$2,841,854	\$2,986,600	\$3,078,335	\$91,735	3.07%
Other Programs					
Athletics	\$6,206,562	\$6,496,200	\$6,825,000	\$328,800	5.06%
Community Outreach & Economic Development	\$810,896	\$789,648	\$1,052,903	\$263,255	33.34%
Student Health Services	\$483,181	\$574,040	\$565,014	-\$9,026	-1.57%
Student Programs	\$3,336,325	\$2,770,880	\$2,789,641	\$18,761	0.68%
TOTAL Auxiliaries/Other Programs	\$29,170,574	\$28,079,977	\$29,791,399	\$1,711,422	5.74%
Institutional Discretionary					
Institutional Investment Income	\$1,341,000	\$2,223,021	\$2,735,006	\$511,985	23.03%
Unrestricted Gifts	\$117,907	\$124,204	\$126,266	\$2,062	1.66%
TOTAL Institutional Discretionary	\$1,458,907	\$2,347,225	\$2,861,272	\$514,047	21.90%

Table 1

Appropriated Operating Budget

Utah Valley University has two line items appropriated by the Legislature—Education & General (primary operating budget) and Educationally Disadvantaged. Revenue and expenditure budgets are presented for each of these line items. This budget presents a financial plan within constrained resources that:

- Reflects UVU’s priorities in implementing and furthering its mission, core themes and administrative imperatives
- Applies the effects of decisions made through planning processes and commitments made during the legislative and tuition setting processes
- Demonstrates fiscal responsibility and sustainability
- Provides sufficient flexibility to respond to unanticipated circumstances

Education and General

Revenue consists of two primary sources:

- Tax Funds—general fund and education fund
- Dedicated Credits—tuition, specific fees (for example, admissions, graduation), and other income as outlined in Regents’ policy

Budgeted tax fund revenues match the base budget appropriation bills for FY19 and reflect an ongoing base tax fund increase of 9.6 percent—\$10,208,700. Dedicated credits revenue is based on FY18 projected revenues adjusted for tuition increase, enrollment change, scholarship/tuition waivers changes, etc., resulting in a base dedicated credits increase of 6.4 percent—\$8,216,400. In total, UVU’s Education and General revenue increased \$18,425,100 or 7.83 percent, the second largest increase in UVU’s history.

Enrollment Change

UVU experienced significant enrollment growth during 2017-18 adding over 2,000 students each semester.

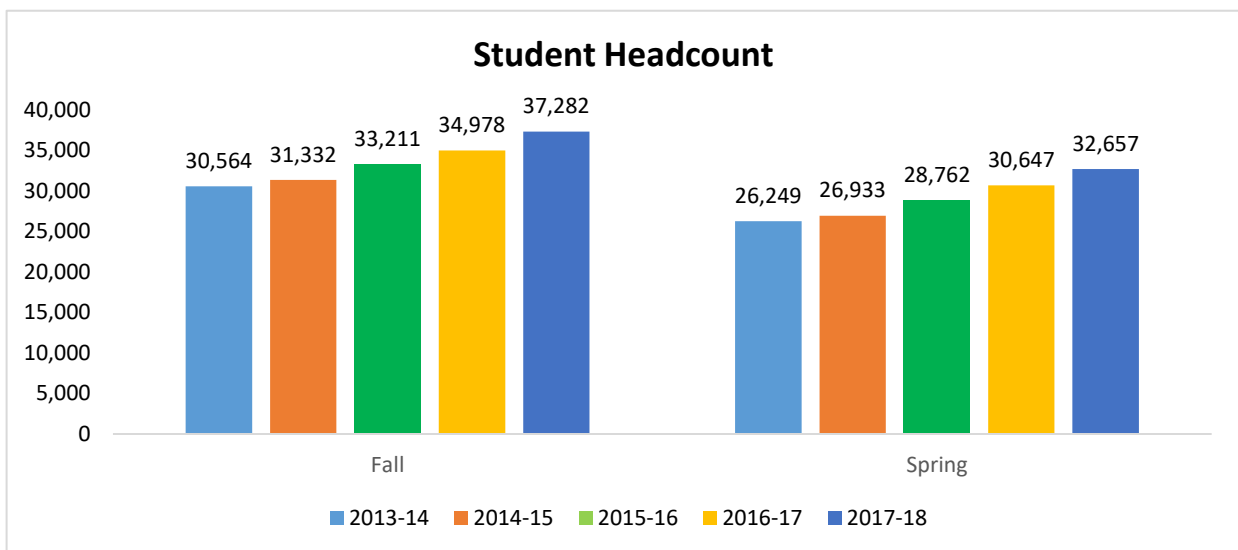
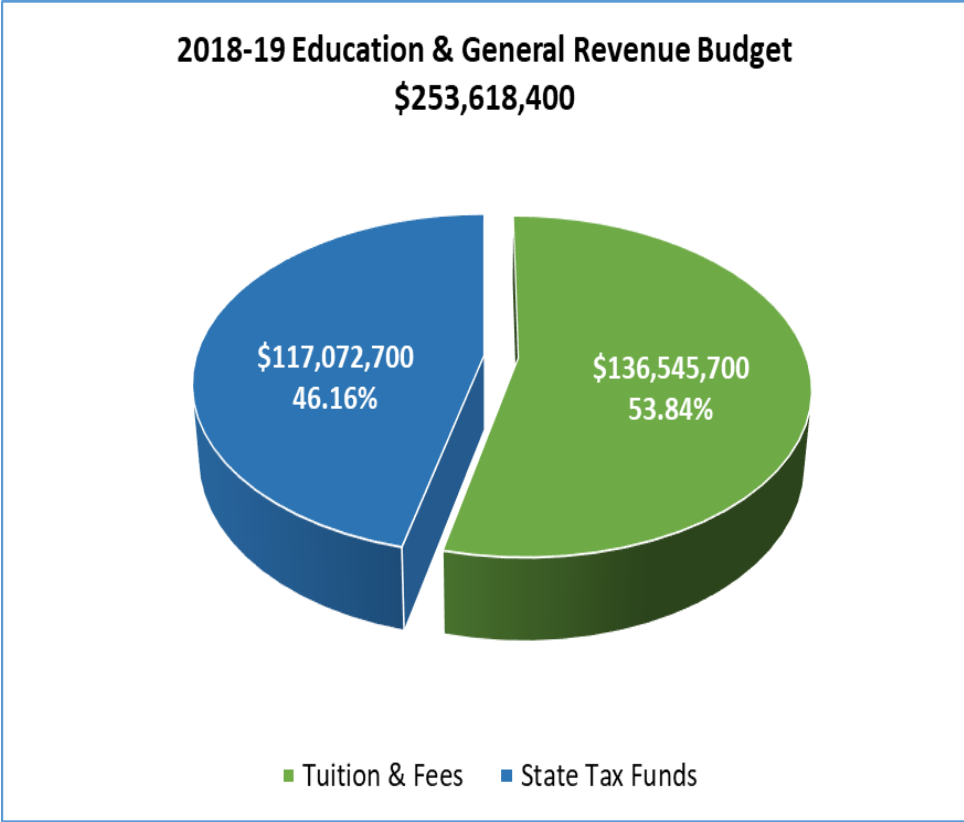


Figure 1

2017-18 TO 2018-19 Revenue Changes

Education and General	2017-18 Initial Budget	Changes for 2018-19 Budget	2018-19 Initial Budget
Tax Funds	\$106,864,000	\$10,208,700	\$117,072,700
Noorda Performing Arts Center Operations & Maintenance (Senate Bill 1)		\$681,600	
Performance Based Funding--2017-18 one-time to ongoing (House Bill 2)		\$1,000,900	
Engineering Initiative--2017-18 one-time to ongoing (House Bill 2)		\$480,000	
Student Growth and Capacity (House Bill 2)		\$2,597,400	
Completion (House Bill 2)		\$673,200	
Workforce (House Bill 2)		\$781,500	
Strategic Workforce Initiative (House Bill 2)		\$260,000	
Salary Increase (Senate Bill 8)		\$2,908,900	
Medical/Dental Premiums (Senate Bill 8)		\$800,300	
Internal Service Funds (Senate Bill 8)		\$24,900	
Dedicated Credits	\$128,329,300	\$8,216,400	\$136,545,700
2018-19 First Tier Tuition (1.5%)		\$1,922,100	
2017-18 Enrollment Based Tuition Revenue		\$5,012,500	
2018-19 New Tuition Waivers		\$25,000	
2018-19 Tuition from Enrollment in New/Expanding Programs		\$1,328,900	
Other Revenue Changes (fees, write-offs/collections, rental, etc.)		-\$72,100	
TOTAL	\$235,193,300	\$18,425,100	\$253,618,400
		7.8%	

Table 2



The overall revenue increase for 2018-19 of **\$18,425,100** represents a 7.83% change. Tax funds comprise **46.16%** of total revenue compared to **45.44%** percent for 2017-18.

Figure 2

2018-19 Education & General Revenue Budget				
Revenue Source	Initial Budget			
	2017-18	2018-19	\$ Change	% Change
State Tax Funds				
General Fund	\$57,893,800	\$59,301,600	\$1,407,800	2.43%
Education Fund	\$48,970,200	\$57,771,100	\$8,800,900	17.97%
Dedicated Credits				
Tuition and Fees	\$128,141,300	\$136,396,300	\$8,255,000	6.44%
Other Income	\$188,000	\$149,400	(\$38,600)	-20.53%
TOTAL Education and General	\$235,193,300	\$253,618,400	\$18,425,100	7.83%

Table 3

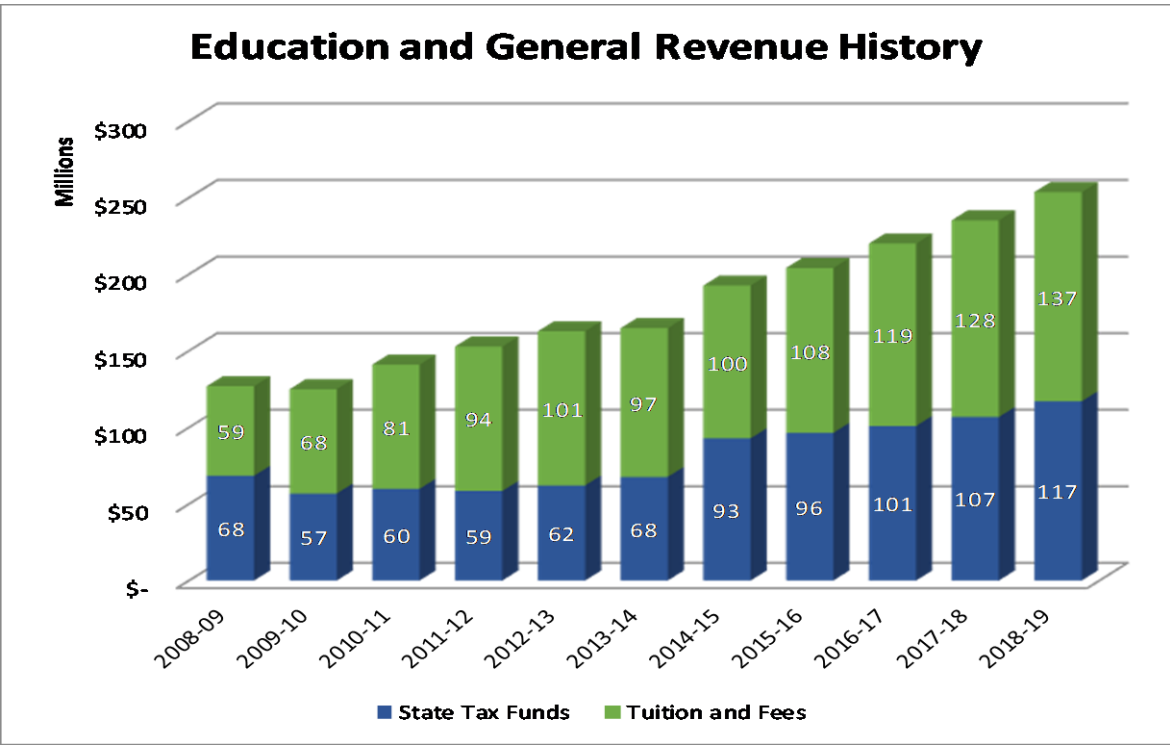


Figure 3

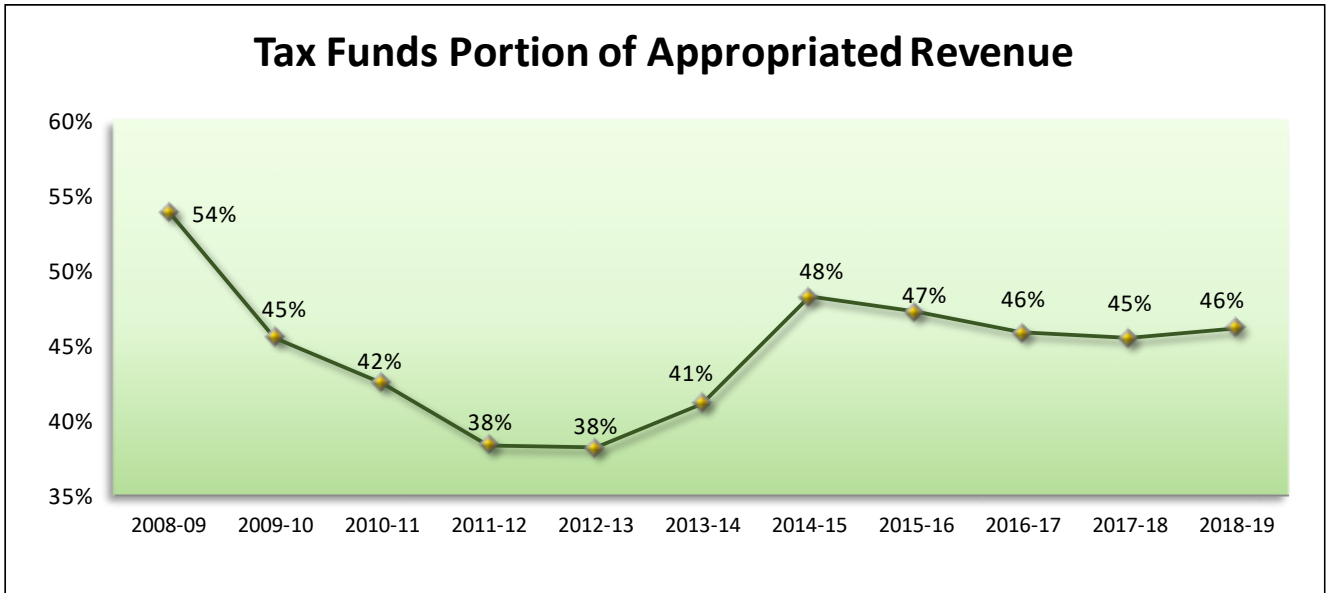
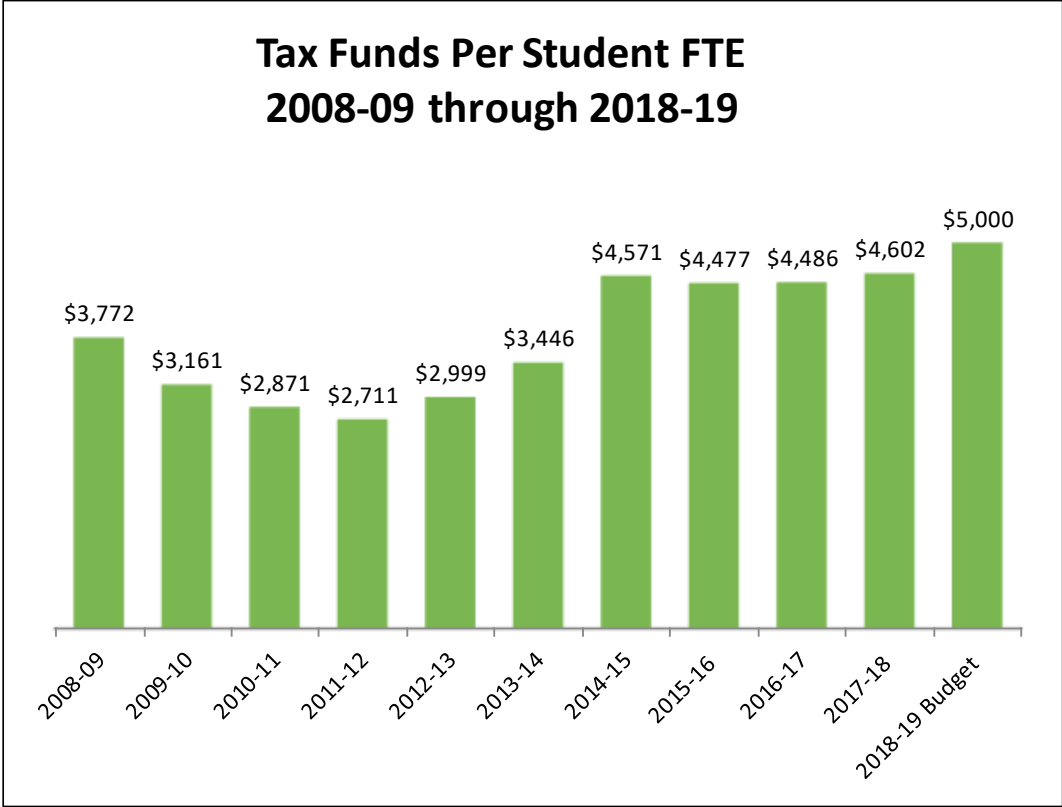


Figure 4



Tax Funds per Student
 The 2014-15 \$21.1 million Acute Equity allocation, together with the significant tax fund investment for 2018-19, indicates a more stable and adequate tax fund base (in contrast to the preceding five years), which is particularly important for ensuring academic quality while meeting enrollment demands.

Figure 5

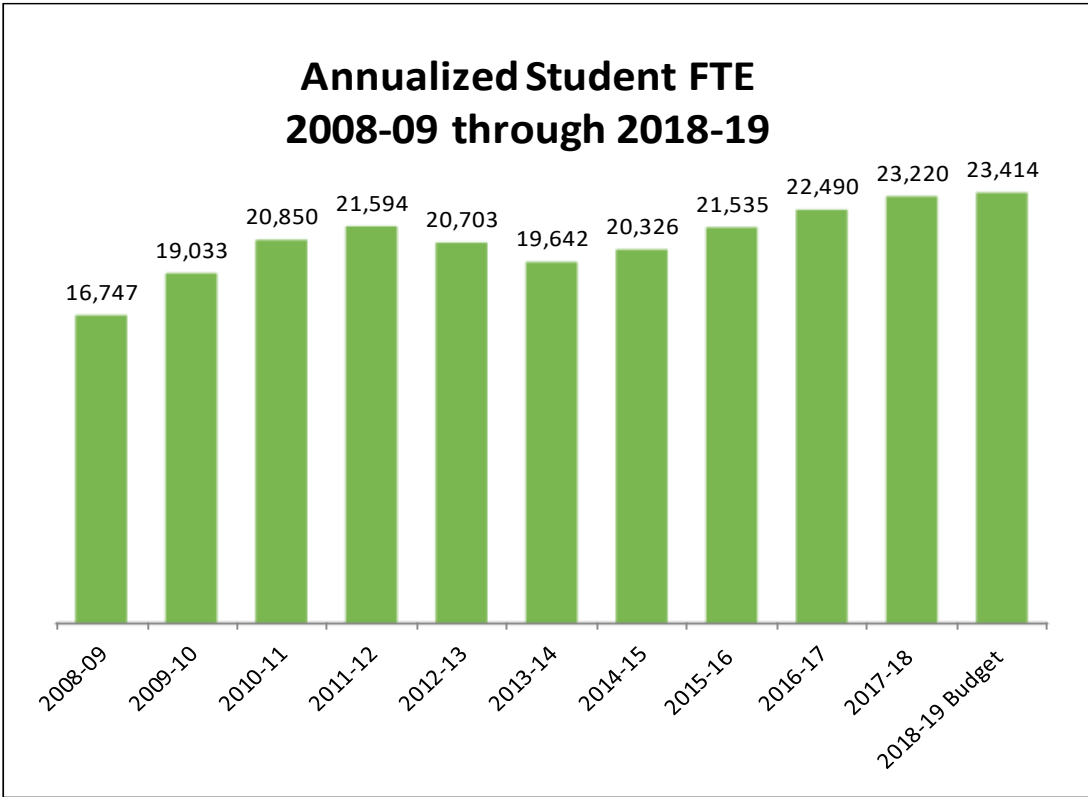


Figure 6

Student Headcount

Enrollment
 Since 2008-09 (the institution's first year as UVU), Fall headcount enrollment has increased by 10,586 (39.7 percent.)

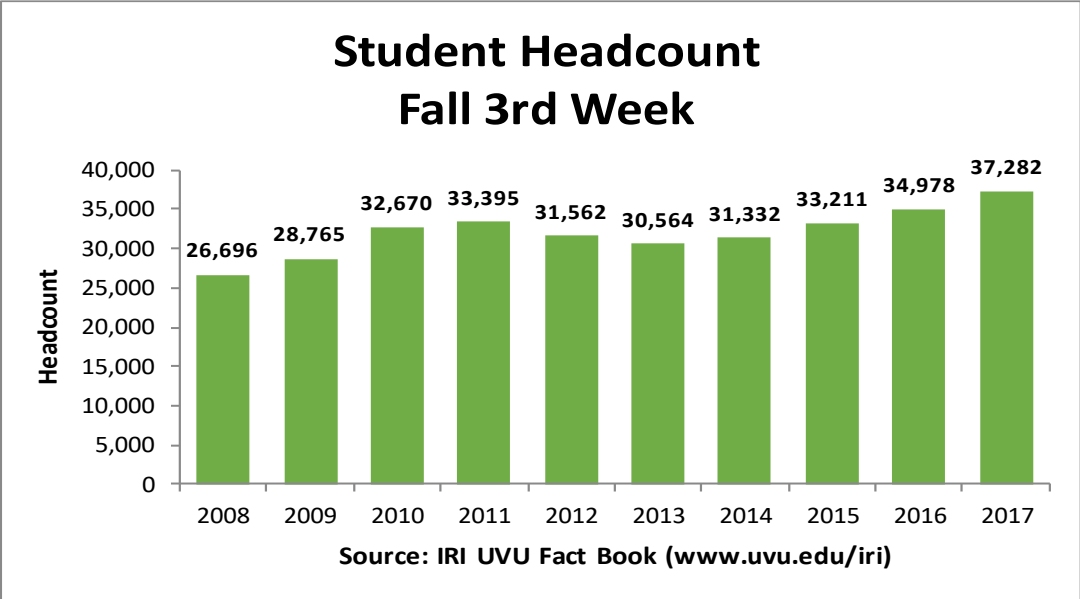
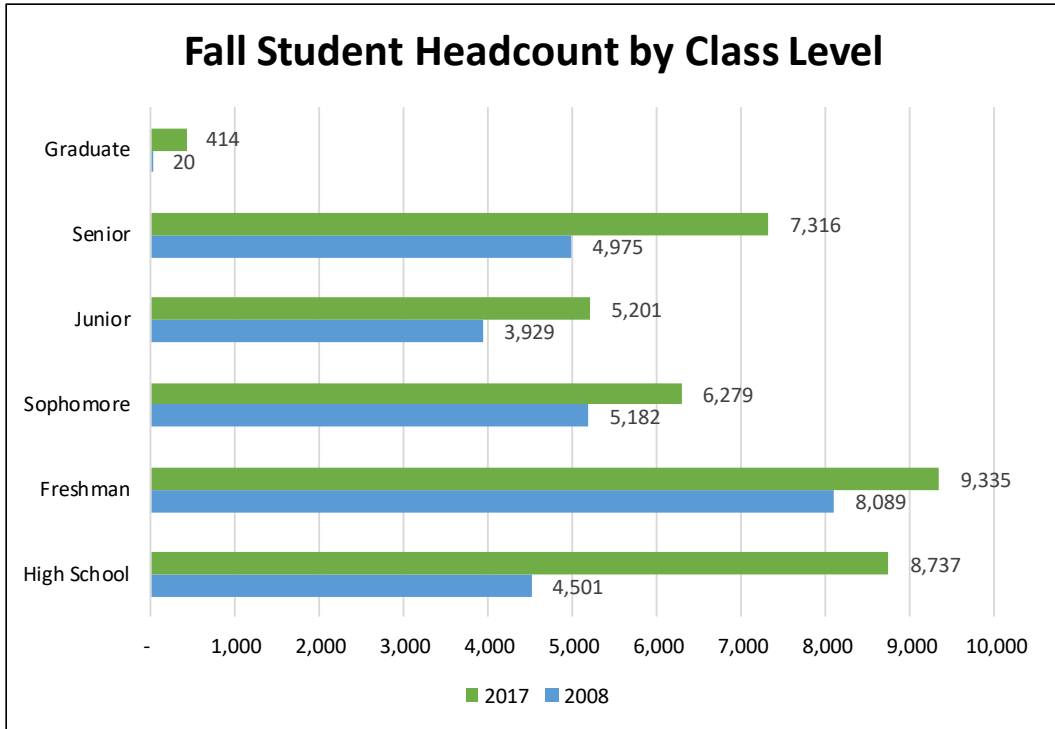


Figure 7



Class Level
 Each class level has experienced growth with the largest increases occurring in high school concurrent enrollment and the Senior class.

Figure 8

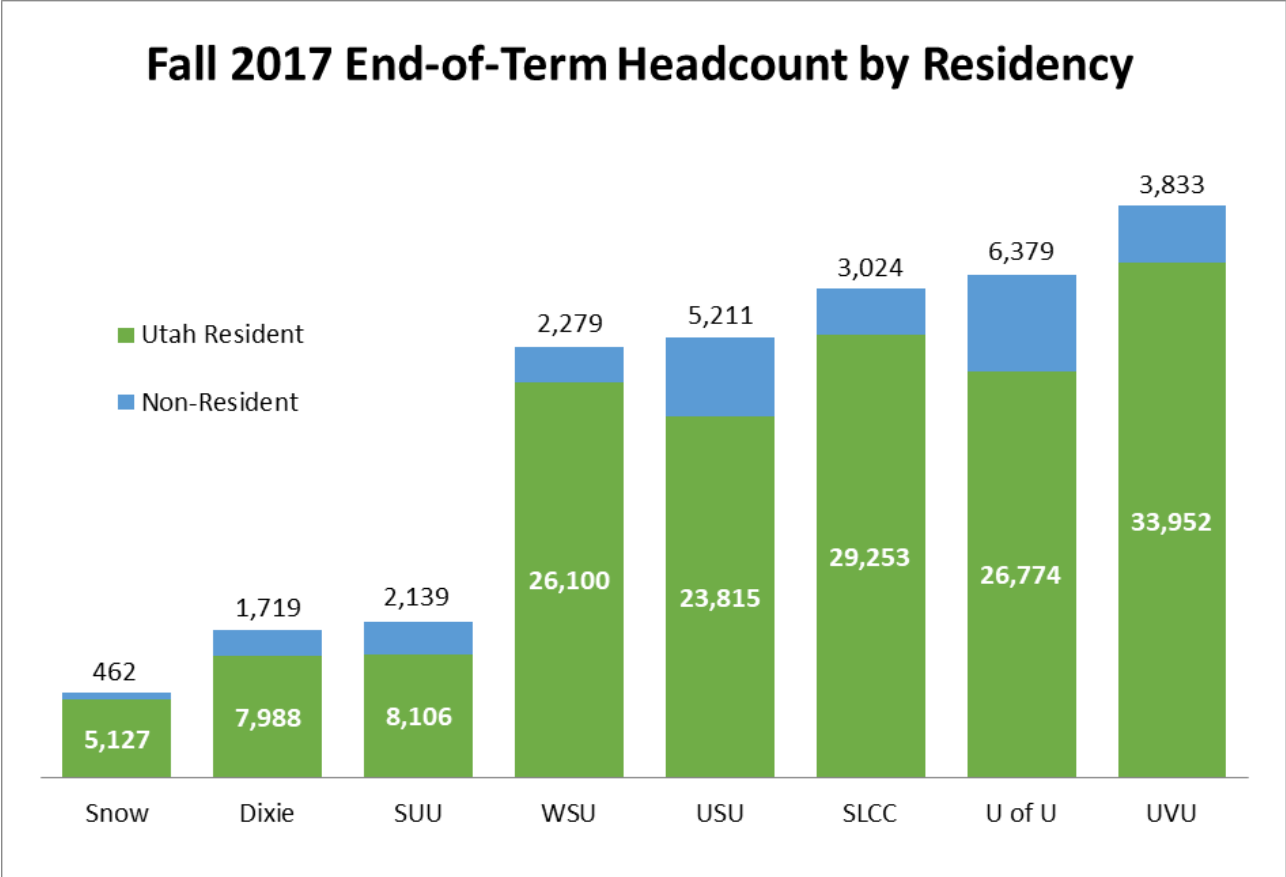
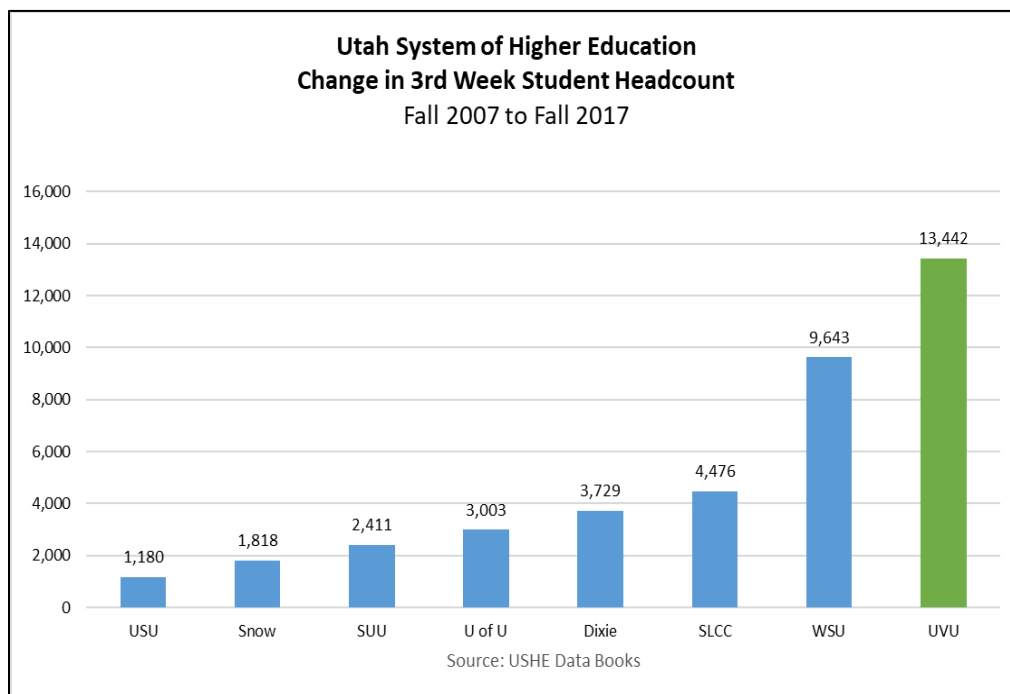


Figure 9

Resident Enrollment
 In Fall 2017, UVU enrolled both the largest number of total students and Utah residents in the Utah System of Higher Education. One out of every five Utah residents enrolled in USHE is enrolled at UVU.



Student Headcount
 Since 2007, UVU has experienced the largest growth in student headcount in the Utah System of Higher Education. UVU enrolled the largest student headcount in USHE in Fall 2017 with over 37,000 students.

Figure 10

Fall 3rd Week Headcount												
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Growth from 2007
UVU	23,840	26,696	28,765	32,670	33,395	31,556	30,564	31,332	33,211	34,978	37,282	13,442
WSU	18,306	21,674	23,331	24,126	25,483	26,680	25,301	26,266	25,955	26,809	27,949	9,643
SLCC	25,144	29,867	33,776	33,983	33,167	30,112	31,137	29,537	28,814	29,901	29,620	4,476
Dixie	5,944	6,443	7,911	8,755	9,086	8,863	8,350	8,570	8,503	8,993	9,673	3,729
U of U	29,797	30,228	31,407	32,671	31,673	32,398	32,080	31,515	31,673	32,061	32,800	3,003
SUU	7,057	7,516	8,066	8,024	7,750	8,297	7,745	7,656	8,881	9,299	9,468	2,411
Snow	3,745	3,798	4,368	4,387	4,465	4,599	4,605	4,779	5,111	5,350	5,563	1,818
USU	26,499	26,007	27,238	28,401	28,994	28,786	27,812	27,662	28,622	28,118	27,679	1,180

Source: <https://higheredutah.org/data/enrollments/>

Table 4

Tuition & Fees

UVU Tuition & Fees History Resident Undergraduate Academic Year		
Academic Year	Tuition	Tuition & Fees
2007-08	\$3,000	\$3,528
2008-09	\$3,188	\$3,752
2009-10	\$3,464	\$4,048
2010-11	\$3,672	\$4,288
2011-12	\$3,944	\$4,584
2012-13	\$4,122	\$4,786
2013-14	\$4,368	\$5,086
2014-15	\$4,542	\$5,270
2015-16	\$4,678	\$5,386
2016-17	\$4,840	\$5,530
2017-18	\$4,962	\$5,652
2018-19	\$5,036	\$5,726

2018-19 Tuition & Fees
 The Board of Regents approved a 1.5% tuition increase and no general fee change for an overall tuition and fee increase of 1.31%. This increase is the lowest dollar amount increase since 1996-97.
 (Appendix A)

Table 5

Affordability
 UVU is one of the most affordable universities in the state with tuition and fees slightly lower than WSU and over \$1,000 less than SUU.

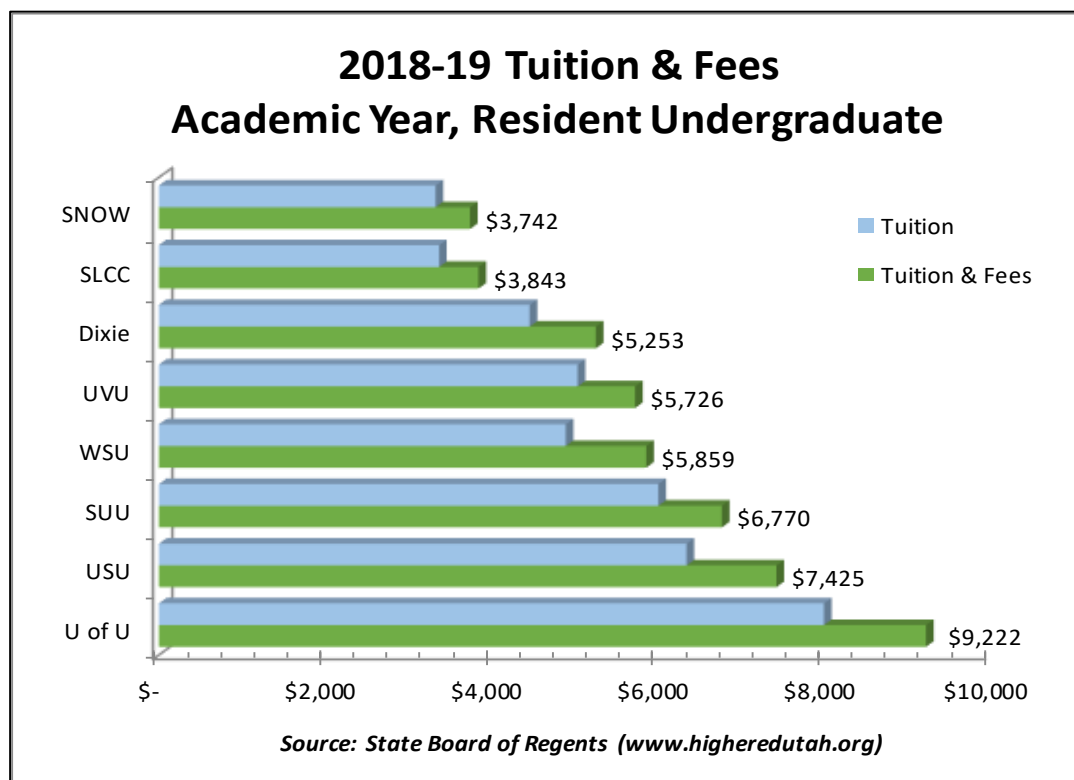


Figure 11

Tuition and Fee Increase

Since 2014-15, UVU's cumulative tuition and fee percentage increase of 8.7 percent has been the lowest in the Utah System of Higher Education.

USHE Tuition & Fees Academic Year, Resident Undergraduate Students 2014-15 to 2018-19							
Institution	2014-15	2015-16	2016-17	2017-18	2018-19	Change from 2014-15 to 2018-19	% Change from 2014-15 to 2018-19
Dixie	\$4,456	\$4,620	\$4,840	\$5,080	\$5,253	\$797	17.9%
U of U	\$7,895	\$8,197	\$8,518	\$8,824	\$9,222	\$1,327	16.8%
USU	\$6,497	\$6,663	\$6,866	\$7,174	\$7,425	\$928	14.3%
WSU	\$5,184	\$5,339	\$5,524	\$5,712	\$5,859	\$675	13.0%
SLCC	\$3,469	\$3,569	\$3,690	\$3,781	\$3,843	\$375	10.8%
Snow	\$3,389	\$3,484	\$3,592	\$3,686	\$3,742	\$353	10.4%
SUU	\$6,138	\$6,300	\$6,530	\$6,676	\$6,770	\$632	10.3%
UVU	\$5,270	\$5,386	\$5,530	\$5,652	\$5,726	\$456	8.7%
USHE Average	\$5,287	\$5,445	\$5,636	\$5,823	\$5,980	\$693	13.1%

Table 6

Expenditures

The expenditure budget implements the resource allocations determined through legislative intent, the tuition increase process, and UVU’s PBA process as outlined in President Holland’s campus-wide forum (*Hoagies with Holland*) on April 25, 2018. The Board’s involvement in the budget process has included approval of tuition, approval of 2018-19 compensation plan, approval of new graduate and undergraduate programs, and review of legislative outcomes.

UVU utilizes a Planning, Budgeting, and Assessment (PBA) process which guides UVU in its strategic planning, resource allocations, and assessment. The PBA process supports UVU’s Administrative Imperative of Operate Ethically and Effectively by fostering “a culture of strategic planning, assessment, continuous improvement, and accountability” and by utilizing “transparent and collaborative decision-making processes.” Many individuals across campus have been involved in this process by serving on university committees including the University Planning Advisory Council and Benefits Committee, by participating in developing and refining their department’s four-year strategic plan, by attending PBA conversations within their department, school/college, and division and/or the university PBA conversations.

2017-18 Planning, Budget & Assessment (PBA) Cycle

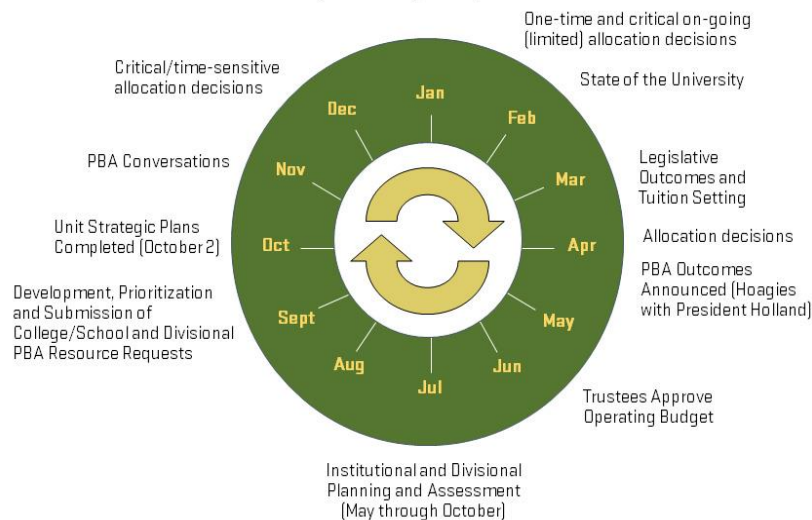


Figure 12

New Allocations and Reallocations

The PBA process facilitates the alignment and prioritization (at multiple organizational levels) of initiatives across the university that support UVU’s Mission, Core Themes—Student Success, Engaged, Serious, and Inclusive—and Administrative Imperatives—Manage Growth, Operate Ethically & Effectively, and Secure Resources (Appendix B). The allocation detail (reviewed and affirmed by President’s Council and presented at the *Hoagies with Holland* forum) identifies initiatives funded in support of the Core Themes and Administrative Imperatives (Appendix C).

Highlights of changes from these new resource allocations and existing resource reallocations include:

❖ **STUDENT SUCCESS**

- UVU supports students' preparation and achievement of academic success at the University
 - Area of Focus 1-- Continue to improve student retention, persistence, learning, and completion
 - Improve access to full-time faculty
 - 11 tenure track and 15 professionals-in-residence/lecturer faculty
 - Reduce student-to-advisor ratio
 - 4 academic advisors
 - Improve onboarding through graduation student support programs and services
 - 3 staff, hourly retention mentors, completion scholarships
 - Expand mental health and support resources for students
 - Full-time and hourly mental health specialists, students with autism/mental health support position, victim's advocate
 - Enhance instructional and academic support services
 - Library support—1 reference librarian and hourly staff
 - 5 lab managers, career counselor
- UVU provides a meaningful and well-rounded university experience
 - Support Student Life and Athletics programs
 - Athletics camps staff, athletic trainer for clubs/intramurals, UVUSA coordinator

❖ **INCLUSIVE**

- UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives
 - Area of Focus 3—Continue to increase outreach and support at UVU for students from historically underrepresented cultural backgrounds and those who are first-generation and low income
 - Enhance and expand outreach and support programs and opportunities
 - 1 staff; programmatic support for African American, Native American, Women in Education, Latino, Cultural Envoys and Veteran Success Center; first generation scholarships
 - Expand training and education programs
 - Title IX/AA/EO training, academic programs inclusivity initiative
- UVU offers an array of courses, programs, and delivery methods designed to reflect students' goals and the region's educational needs.
 - Implement new academic programs and pathways to meet region's educational needs
 - Expand health professional programs and develop/implement pathways

- Respiratory Therapy, Nursing pathway, Physician Assistant (4 tenure track faculty, 1 staff)
- Expand support for instructional sites and academic outreach
 - Wasatch Campus ESL staff, CTE/Extended Education Sr. Director, K-16 staff, Thanksgiving Point lease

❖ **SERIOUS**

- UVU champions learning through outstanding teaching in an academically rigorous environment
 - Enhance teaching and learning support programs and services
 - Adjunct faculty training, large section 1 staff and programmatic support, 1 course specialist
 - Ensure appropriate faculty and instructional support for new graduate programs
 - 7 tenure track faculty, 1 staff, and operating funds
- UVU attracts, develops, and retains high-achieving students and highly qualified faculty, staff, and administrators
 - Compensation and Employee Engagement
 - All salaried employees--\$200 base increase
 - Targeted market equity and merit increases for faculty, staff, and executives
 - Adjunct faculty 2.6 % increase
 - Hourly staff 1.5% increase
 - Medical and Dental premium increases
 - Free UTA passes and continue free parking for employees
 - HR job architecture project
 - Modern Think Survey
 - Support high-achieving students
 - Honor tuition waivers and programmatic support
- UVU is recognized for high-quality, efficient, and effective programs and services
 - Enhance support communication materials, events, and high profile initiatives
 - 4 staff, equipment, expanded magazine distribution, presidential transition events

❖ **ENGAGED**

- UVU faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.
 - Area of Focus 2—Continue to create an environment in which national prominence for excellence in engaged learning, post-graduation career pursuits, and civic responsibility is a hallmark of a UVU education.
 - Expand staffing and support for School of the arts programs, productions, and services
 - 7 staff, supplies/equipment, opening events
 - Implement and sustain engaged learning opportunities

- 3x3 engaged learning high impact practices pilot, service learning programmatic support
- UVU serves as a portal of civic engagement and an engine of regional economic and business development
 - Implement new programs to fuel the region's economic development
 - Ensure appropriate faculty and support for new Electrical Engineering, Mechanical Engineering, and Civil Engineering degrees
 - 4 tenure track faculty, 1 staff, operating funds
 - Develop/implement partnerships to meet region's workforce needs
 - Information Systems Technology pathway and workforce initiative programmatic support
 - Strengthen UVU's community outreach and economic development programs and services
 - 3 staff, CRM system

❖ **OPERATE ETHICALLY AND EFFECTIVELY**

- UVU upholds an environment of ethical behavior and expects honesty, integrity, legal compliance, financial stewardship, and accountability in the performance of employees' UVU-related responsibilities.
 - Strengthen culture of compliance and risk management
 - 2 staff, funds for outside counsel/investigators
- UVU strategically allocates resources to achieve institutional objectives
 - Provide staffing and operating funds to support existing programs and services
 - 8 full-time staff and hourly staff funds for academic and administrative support departments
 - Provide operations and maintenance for new facilities (Hall of Flags, Warehouse, Noorda Performing Arts Center)
 - 12 staff positions, hourly, fuel & power, utilities, current expense
 - Facilities enhancements, remodel and repair
 - Large to small facilities projects including pedestrian bridge, sidewalks, stairs, signage, parking, locker rooms, faculty/staff offices, academic labs, and property acquisition
 - Furniture, facilities equipment
 - Implement innovative practices and technology systems
 - 1 staff, virtual server environment, transcript evaluation software, CourseLeaf Catalog
 - Support and sustain technology solutions, systems and infrastructure
 - 2 staff, hourly staff, classroom media, software license and library database inflation, malware/spam protection, network automation, firewall expansion, fiber
 - Budget stabilization

- Shift Compliance Office and one-time expenses from Reimbursed Overhead to appropriated; shift UVU Foundation operating expenses to Institutional Interest Income; restore institutional contingencies

❖ **MANAGE GROWTH**

- UVU adapts to meet student and community needs consistent with its educational mission
 - Increase sections and support services to meet enrollment growth
 - 1 staff, net add sections Summer/Fall/Spring

❖ **SECURE RESOURCES**

- UVU strategically pursues and acquires private and public resources beyond state appropriations
 - Programmatic support for fundraising
 - 1 staff, operating funds, crowdfunding

Expenditure Summary
 UVU reports expenditures in compliance with NACUBO functional and natural classifications.

FUNCTIONAL CLASSIFICATION	MAJOR ACTIVITIES
Instruction	Instructional Faculty and Departmental Costs
Public Service	Small Business Development Center
Academic Support	Deans, Academic Administration, and School Level Costs
Library	Professional Librarians, Library Reference Materials
Student Services	Registrar, Admissions, Financial Aid Administration, Advisement, and Career Services
Athletics	Athletic Administration
Institutional Support	Executive Management, Technology Services, Purchasing, Financial Services, and Human Resources
Scholarships/Needs-Based Aid	Financial Aid, Scholarships, and Work Study
Operations & Maintenance Plant	Building Maintenance, Plant Personnel, Utilities, and etc.

Table 7

Education & General Base Operating Budget				
by Functional Classification				
Comparison for 2017-18 and 2018-19				
	2017-18	2018-19	\$ Change	% Change
Instruction	\$115,139,591	\$124,225,097	\$9,085,506	7.89%
Public Service	\$208,464	\$203,295	-\$5,169	-2.48%
Library	\$4,070,605	\$4,246,891	\$176,286	4.33%
Academic Support	\$25,763,469	\$29,196,435	\$3,432,966	13.32%
Athletics	\$3,788,095	\$4,004,673	\$216,578	5.72%
Student Services	\$18,534,614	\$19,072,492	\$537,878	2.90%
Institutional Support	\$44,848,707	\$48,979,681	\$4,130,974	9.21%
Scholarships	\$2,504,273	\$2,815,077	\$310,804	12.41%
O&M	\$20,335,482	\$20,874,759	\$539,277	2.65%
Total Expenditures	\$235,193,300	\$253,618,400	\$18,425,100	7.83%

Table 8

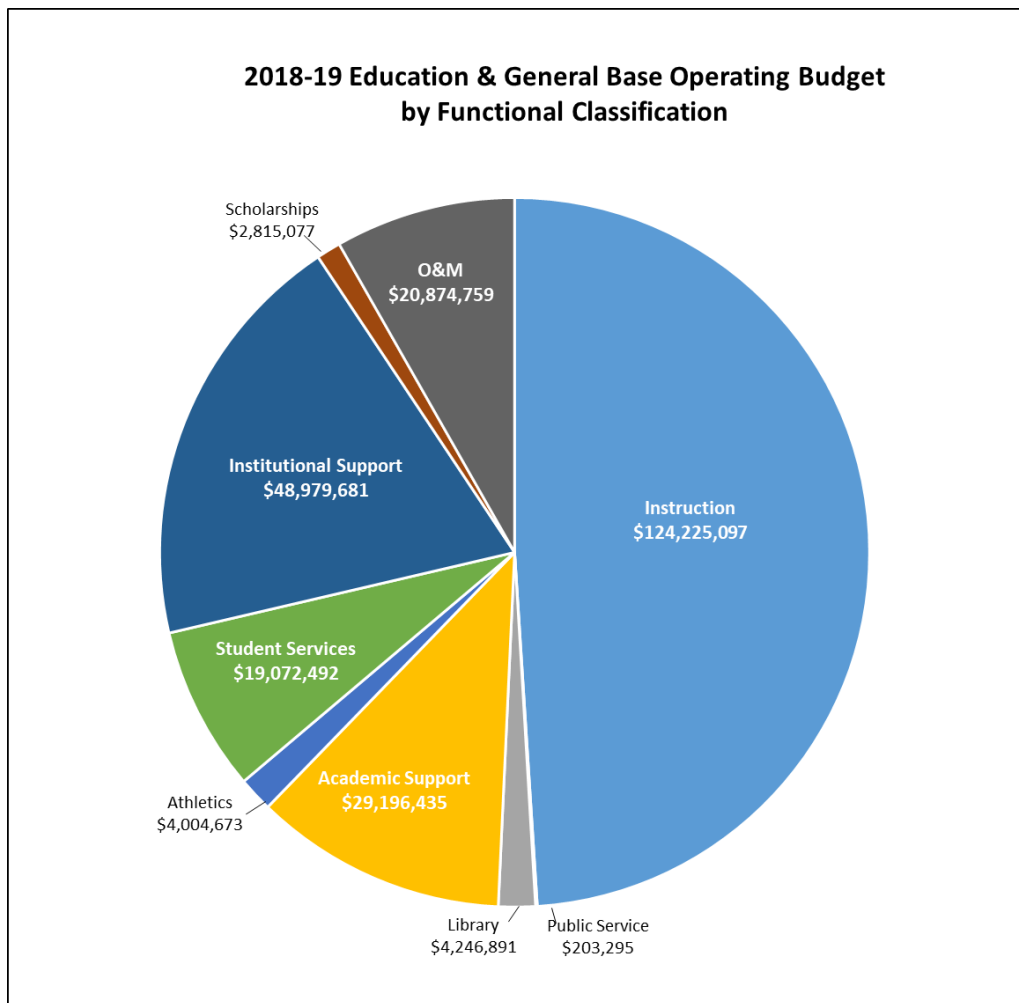


Figure 13

Percent of Budget by Functional Classification

	2014-15	2015-16	2016-17	2017-18	2018-19
Instruction	50.00%	48.90%	49.40%	48.96%	48.98%
Public Service	0.10%	0.10%	0.10%	0.09%	0.08%
Academic Support	9.30%	10.40%	10.20%	10.95%	11.51%
Library	1.70%	1.80%	1.80%	1.73%	1.67%
Student Services	9.00%	7.90%	8.10%	7.88%	7.52%
Athletics	1.50%	1.50%	1.50%	1.61%	1.58%
Institutional Support	18.50%	19.20%	18.90%	19.07%	19.31%
O&M	9.30%	9.40%	9.10%	8.65%	8.23%
Scholarships	0.60%	0.90%	1.00%	1.06%	1.11%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%

Table 9

Appropriated Base Operating Budget				
by Natural Classification				
Comparison for 2017-18 and 2018-19				
EDUCATION AND GENERAL				
	2017-18	2018-19	\$ Change	% Change
Faculty Salaries	\$50,992,217	\$55,680,397	\$4,688,180	9.19%
Faculty Hourly	\$16,046,530	\$17,231,874	\$1,185,344	7.39%
Executive Salaries	\$4,593,235	\$4,726,510	\$133,275	2.90%
Staff Salaries	\$54,936,758	\$59,188,754	\$4,251,996	7.74%
Staff Hourly	\$9,260,846	\$10,327,018	\$1,066,172	11.51%
Total Salaries & Wages	\$135,829,586	\$147,154,553	\$11,324,967	8.34%
Employee Benefits	\$59,954,123	\$64,033,841	\$4,079,718	6.80%
Total Personnel Services	\$195,783,709	\$211,188,394	\$15,404,685	7.87%
Current Expense	\$31,428,497	\$34,107,039	\$2,678,542	8.52%
Travel	\$1,210,083	\$1,362,524	\$152,441	12.60%
Capital Equipment	\$550,083	\$546,135	-\$3,948	-0.72%
Fuel & Power	\$3,620,542	\$3,763,922	\$143,380	3.96%
Scholarships	\$2,600,386	\$2,650,386	\$50,000	1.92%
Total Expenditures	\$235,193,300	\$253,618,400	\$18,425,100	7.83%

Table 10

2018-19 Education & General Base Operating Budget by Natural Classification

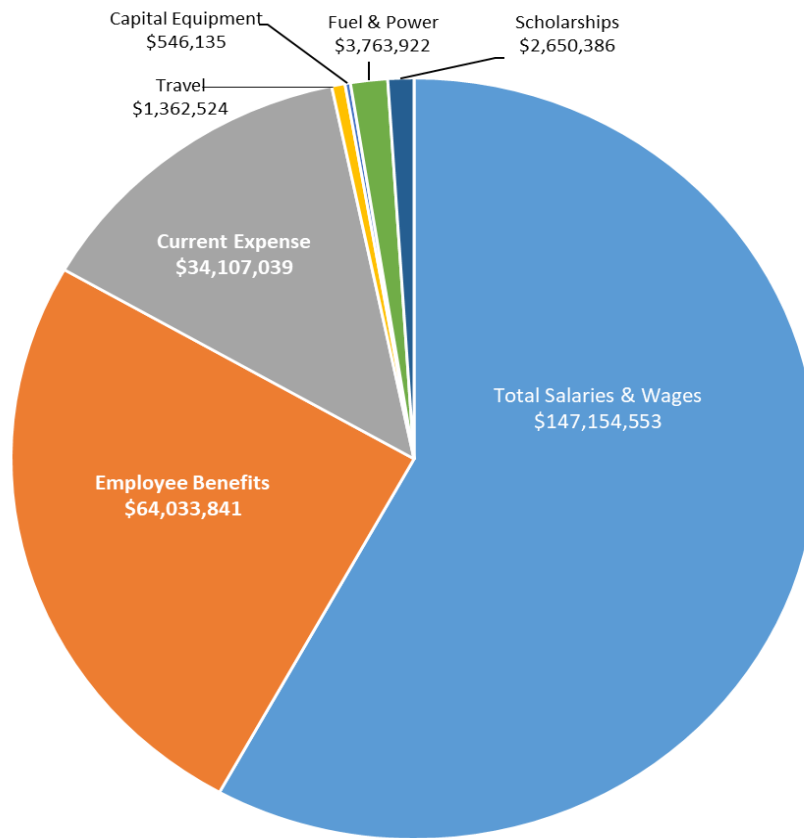


Figure 14

Percent of Budget by Natural Classification					
	2014-15	2015-16	2016-17	2017-18	2018-19
Salaries & Wages	55.4%	58.00%	58.1%	57.8%	58.0%
Employee Benefits	23.2%	24.9%	24.8%	25.5%	25.3%
Current Expense	18.3%	13.8%	13.8%	13.4%	13.5%
Travel	0.4%	0.5%	0.5%	0.5%	0.5%
Capital Equipment	0.3%	0.3%	0.3%	0.2%	0.2%
Fuel & Power	1.8%	1.8%	1.6%	1.5%	1.5%
Scholarship	0.6%	0.9%	0.9%	1.1%	1.1%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%

Table 11

Educationally Disadvantaged

Revenue

Revenue consists solely of tax funds: general fund and education fund. Budgeted tax fund revenues match the base budget appropriation bills for FY19 and reflect an ongoing base increase of 2.5 percent.

2017-18 TO 2018-19 Revenue Changes			
Educationally Disadvantaged	2017-18 Initial Budget	Changes for 2018-19 Budget	2018-19 Initial Budget
Tax Funds	\$174,900	\$4,400	\$179,300
Salary/Wage Adjustment (Senate Bill 8)		\$3,500	
Medical/Dental Premiums (Senate Bill 8)		\$900	
TOTAL	\$174,900	\$4,400	\$179,300
		2.5%	

Table 12

2018-19 OPERATING BUDGET REVENUE	
Educationally Disadvantaged	
Revenue Source	Initial Budget (Base Operating Budget)
State Tax Fund	
General Fund	\$138,900
Education Fund	\$40,400
TOTAL EDUCATIONALLY DISADVANTAGED	\$179,300

Table 13

Appropriated Base Operating Budget by Functional Classification Comparison for 2017-18 and 2018-19		
Educationally Disadvantaged		
	2017-18	2018-19
Student Services		
Other Student Services	\$174,900	\$179,300
Total Expenditure	\$174,900	\$179,300

Table 14

Educationally Disadvantaged Appropriated Base Operating Budget by Functional Classification Comparison for 2017-18 and 2018-19				
	2017-18	2018-19	\$ Change	% Change
Staff Salaries	\$103,608	\$105,463	\$1,855	1.79%
Staff Hourly	\$20,756	\$16,288	-\$4,468	-21.53%
Total Salaries & Wages	\$124,364	\$121,751	-\$2,613	-2.10%
Employee Benefits	\$50,536	\$57,549	\$7,013	13.88%
Total Personal Services	\$174,900	\$179,300	\$4,400	2.52%
Current Expense	\$0	\$0	\$0	0.00%
Total Expenditure	\$174,900	\$179,300	\$4,400	2.52%

Table 15

Auxiliaries Operating Budget

Utah Valley University has four Auxiliaries (as defined by the Board of Regents)—Bookstore, Dining Services, Student Center Services, and Student Life & Wellness Center. Revenue and expenditure budgets are presented for each of these Auxiliaries.

Revenue

Revenue consists of three sources:

- General Student Fees
- Sales and Services
- Other income including rental income

Revenue beyond expenditures is committed to support the debt service on bonds.

Expenditures

Auxiliaries participate in UVU's PBA process and are subject to the same compensation changes as appropriated budgets.

Bookstore Operating Budget Comparison for Fiscal Years 2017-18 and 2018-19				
	2017-18	2018-19	\$ Change	% Change
REVENUE				
Sales & Services	\$8,974,526	\$9,160,666	\$186,140	2.07%
Student Fees	\$0	\$0	\$0	0.00%
Other Income	\$0	\$0	\$0	0.00%
TOTAL REVENUE	\$8,974,526	\$9,160,666	\$186,140	2.06%
BUDGETED EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	\$644,828	\$590,229	-\$54,599	-8.47%
Hourly Staff	\$488,000	\$494,903	\$6,903	1.41%
Benefits	\$466,177	\$420,751	-\$45,426	-9.74%
Current Expense	\$508,000	\$500,000	-\$8,000	-1.57%
Cost of Goods Sold	\$6,820,639	\$7,053,713	\$233,074	3.42%
Travel	\$11,500	\$13,500	\$2,000	17.39%
Capital	\$0	\$0	\$0	\$0
Subtotal Budgeted Expenditures	\$8,939,144	\$9,073,096	\$133,952	1.50%
Transfers				
Transfer to Bond Payment	\$27,585	\$87,570	\$59,985	217.46%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	\$27,585	\$87,570	\$59,985	217.46%
TOTAL BUDGETED EXPENDITURE/TRANSFERS	\$8,966,729	\$9,160,666	\$59,985	217.46%

Table 16

Dining Services Operating Budget Comparison for Fiscal Years 2017-18 and 2018-19				
	2017-18	2018-19	\$ Change	% Change
REVENUE				
Sales & Services	\$3,195,000	\$3,887,840	\$692,840	21.69%
Student Fees	\$0	\$0	\$0	0.00%
Other Income	\$236,000	\$236,000	\$0	0.00%
TOTAL REVENUE	\$3,431,000	\$4,123,840	\$692,840	20.19%
BUDGETED EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	\$486,226	\$528,043	\$41,817	8.60%
Hourly Staff	\$910,000	\$930,382	\$20,382	2.24%
Benefits	\$349,072	\$426,634	\$77,562	22.22%
Current Expense	\$475,000	\$490,000	\$15,000	3.16%
Cost of Goods Sold	\$1,192,150	\$1,535,136	\$342,986	28.77%
Travel	\$2,000	\$3,000	\$1,000	50.00%
Capital	\$5,000	\$5,000	\$0	0.00%
Subtotal Budgeted Expenditures	\$3,419,448	\$3,918,195	\$498,747	14.59%
Transfers				
Transfer to Bond Payment	\$11,552	\$205,645	\$194,093	1680.17%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	\$11,552	\$205,645	\$194,093	1680.17%
TOTAL BUDGETED EXPENDITURE/TRANSFERS	\$3,431,000	\$4,123,840	\$692,840	20.19%

Table 17

Student Center Operating Budget Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	\$ Change	% Change
REVENUE				
Sales & Services	\$375,000	\$436,000	\$61,000	16.27%
Student Fees	\$1,504,880	\$1,570,000	\$65,120	4.33%
Other Income	\$185,000	\$190,000	\$5,000	2.70%
TOTAL REVENUE	\$2,064,880	\$2,196,000	\$131,120	6.35%
BUDGETED EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	\$639,136	\$689,207	\$50,071	7.83%
Hourly Staff	\$180,000	\$280,000	\$100,000	55.56%
Benefits	\$451,304	\$440,945	-\$10,359	-2.30%
Current Expense	\$745,000	\$750,000	\$5,000	0.67%
Travel	\$15,000	\$15,000	\$0	0.00%
Capital	\$30,000	\$15,000	-\$15,000	-50.00%
Subtotal Budgeted Expenditures	\$2,060,440	\$2,190,152	\$129,712	6.30%
Transfers				
Transfer to Bond Payment	\$4,440	\$5,848	\$1,408	31.71%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	\$4,440	\$5,848	\$1,408	31.71%
TOTAL BUDGETED EXPENDITURE/TRANSFERS	\$2,064,880	\$2,196,000	\$131,120	6.35%

Table 18

Student Life & Wellness Center Operating Budget Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	\$ Change	% Change
REVENUE				
Sales & Services	\$508,800	\$510,000	\$1,200	0.24%
Student Fees	\$2,477,800	\$2,568,335	\$90,535	3.65%
Other Income	\$0	\$0	\$0	0.00%
TOTAL REVENUE	\$2,986,600	\$3,078,335	\$91,735	3.07%
BUDGETED EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	\$562,220	\$571,107	\$8,887	1.58%
Hourly Staff	\$629,886	\$629,886	\$0	0.00%
Benefits	\$521,844	\$406,765	-\$115,079	-22.05%
Current Expense	\$837,331	\$853,520	\$16,189	1.93%
Cost of Goods Sold	\$16,480	\$16,480	\$0	0.00%
Travel	\$24,500	\$35,000	\$10,500	42.86%
Capital	\$75,000	\$75,000	\$0	0.00%
Subtotal Budgeted Expenditures	\$2,667,261	\$2,587,758	-\$79,503	-2.98%
Transfers				
Transfer to Bond Payment	\$319,339	\$490,577	\$171,238	53.62%
Other Transfers	\$0	\$0	\$0	\$0
Subtotal Transfers	\$319,339	\$490,577	\$171,238	53.62%
TOTAL BUDGETED EXPENDITURE/TRANSFERS	\$2,986,600	\$3,078,335	\$91,735	3.07%

Table 19

Athletics Operating Budget				
Comparison for Fiscal Years 2017-18 and 2018-19				
	2017-18	2018-19	\$ Change	% Change
BEGINNING OPERATING BALANCE				
Fund Balance Beginning of Fiscal Year	\$121,216	\$331,057	\$209,841	173.11%
REVENUE				
Sales & Services	\$600,000	\$800,000	\$200,000	33.33%
Student Fees	\$5,426,200	\$5,600,000	\$173,800	3.20%
Student Fees (Conference Affiliation)			\$0	\$0
Donations	\$340,000	\$350,000	\$10,000	2.94%
Other Income	\$130,000	\$75,000	-\$55,000	-42.31%
TOTAL REVENUE	\$6,496,200	\$6,825,000	\$328,800	5.06%
BUDGETED EXPENDITURES				
Salaried Staff	\$936,463	\$935,270	-\$1,193	-0.13%
Hourly Staff	\$275,000	\$560,000	\$285,000	103.64%
Benefits	\$624,896	\$496,452	-\$128,444	-20.55%
Current Expense	\$2,000,000	\$2,200,000	\$200,000	10.00%
Student Aid	\$850,000	\$860,000	\$10,000	1.18%
Travel	\$1,600,000	\$1,800,000	\$200,000	12.50%
Capital	\$0	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$6,286,359	\$6,851,722	\$565,363	8.99%
ENDING OPERATING BALANCE	\$331,057	\$304,335	-\$26,722	-8.07%

Table 20

Community Outreach & Economic Development Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	\$ Change	% Change
CARRY-FORWARD FUNDS				
Fund Balance Beginning of Year	\$88,800	\$138,904	\$50,104	56.42%
REVENUE				
Program Registration Fees (non-credit)	\$700,848	\$913,999	\$213,151	30.41%
Other Income	\$0	\$0	\$0	0.00%
Sub-total Revenue	\$700,848	\$913,999	\$213,151	30.41%
TOTAL AVAILABLE FUNDS	\$789,648	\$1,052,903	\$263,255	33.34%
BUDGETED EXPENDITURES				
Expenditures				
Salaried Staff	\$148,277	\$203,015	\$54,738	36.92%
Hourly Faculty Staff	\$82,075	\$163,407	\$81,332	99.09%
Benefits	\$97,683	\$130,360	\$32,677	33.45%
Current Expense	\$322,709	\$383,748	\$61,039	18.91%
TOTAL BUDGETED EXPENDITURES	\$650,744	\$880,530	\$229,786	35.31%
Net Change	\$50,104	\$33,469	-\$16,635	-33.20%
ENDING OPERATING BALANCE	\$138,904	\$172,373	\$33,469	24.10%

Table 21

Student Health Services				
Comparison for Fiscal Years 2017-18 and 2018-19				
	2017-18	2018-19	\$ Change	% Change
REVENUE				
Sales & Services	\$92,000	\$60,500	-\$31,500	-34.24%
Student Fees	\$482,040	\$505,014	\$22,974	4.77%
TOTAL REVENUE	\$574,040	\$565,514	-\$33,819	-5.89%
BUDGETED EXPENDITURES				
Expenditures				
Salaried Staff	\$309,729	\$343,518	\$33,789	10.91%
Hourly Staff	\$56,265	\$24,000	-\$32,265	-57.34%
Benefits	\$176,344	\$183,542	\$7,198	4.08%
Cost of Goods Sold	\$19,202	\$0	-\$19,202	-100.00%
Travel	\$4,500	\$4,500	\$0	0.00%
Current	\$8,000	\$9,954	\$1,954	24.43%
TOTAL BUDGETED EXPENDITURES	\$574,040	\$565,514	-\$8,526	-1.49%

Table 22

Student Programs Operating Budget Comparison for Fiscal Years 2017-18 and 2018-19				
	2017-18	2018-19	\$ Change	% Change
REVENUE				
Sales & Services	\$155,000	\$200,000	\$45,000	29.03%
Student Fees	\$2,401,880	\$2,489,641	\$87,761	3.65%
Other Income	\$214,000	\$100,000	-\$114,000	-53.27%
TOTAL REVENUE	\$2,770,880	\$2,789,641	\$18,761	0.68%
BUDGETED EXPENDITURES				
Salaried Staff	\$772,735	\$793,288	\$20,553	2.66%
Hourly Staff	\$200,000	\$200,000	\$0	0.00%
Benefits	\$460,208	\$458,747	-\$1,461	-0.32%
Current Expense	\$1,200,000	\$1,200,000	\$0	0.00%
Travel	\$100,000	\$100,000	\$0	0.00%
Capital	\$0	\$10,000	\$10,000	0.00%
Subtotal Budgeted Expenditures	\$2,732,943	\$2,762,035	\$29,092	1.06%
NET OPERATING REVENUE	\$37,937	\$27,606	-\$10,331	-27.23%

Table 23

Institutional Discretionary Budget

Revenue

Revenue generally consists of two sources--interest earnings and unrestricted gifts no longer held by the UVU Foundation.

Institutional Investment Income revenue is based on projected interest earnings during 2017-18 and estimated year-end balances from 2017-18. Revenue is now exceeding pre-recession levels. Adjustments for both actual earnings and unexpended year-end balances will be presented to the Board in the fall.

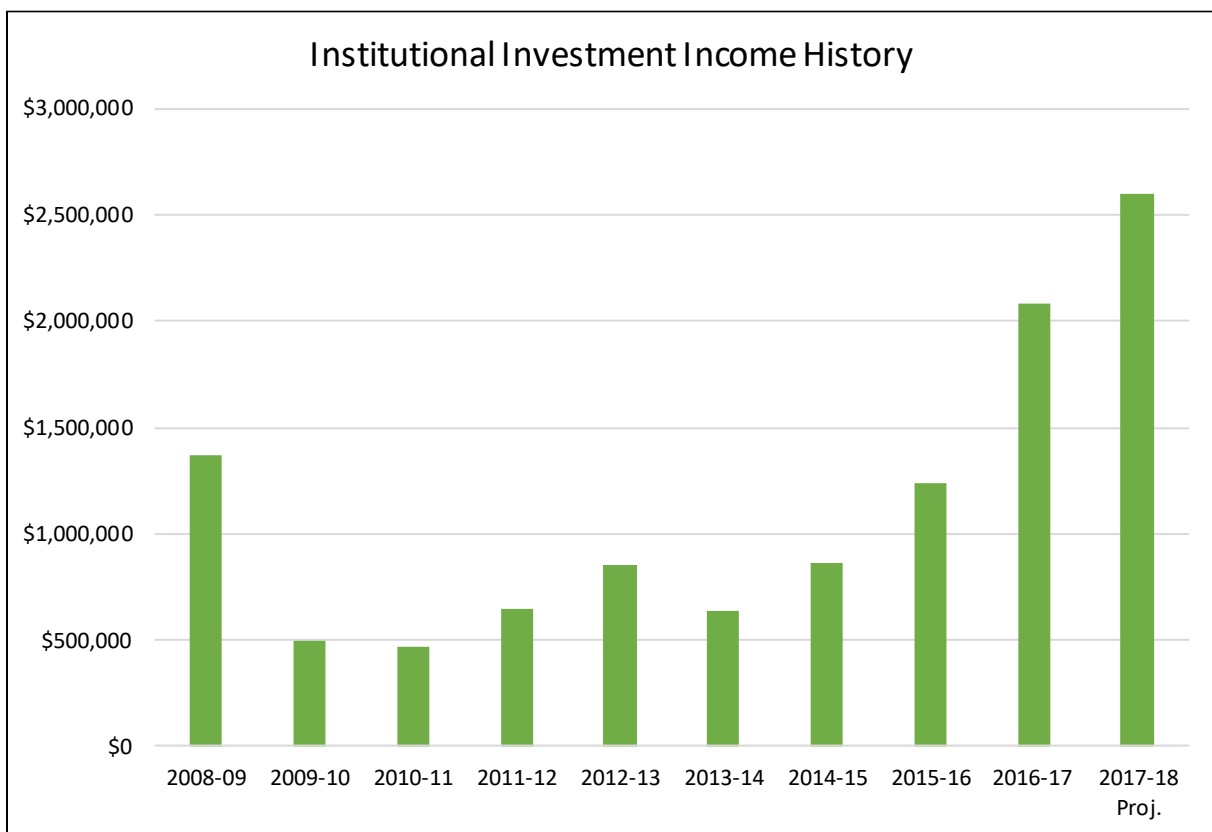


Figure 15

Expenditures

The expenditure budget implements the resource allocations determined through UVU's PBA process as outlined in President Holland's campus-wide forum (*Hoagies with Holland*) of April 25, 2018, and through action of the Board of Trustees. Very few changes have been made for 2018-19.



Institutional Discretionary Funds
2018-19 Initial Budget

Institutional Investment Income

	2017-18			2018-19
	Initial Budget	Revision 1	Revised Budget	Initial Budget
Revenue				
Investment Revenue From Prior Year	\$1,900,000	\$187,677	\$2,087,677	\$2,600,000
Carry forward from Prior Year	\$532,021	-\$46,560	\$485,461	\$135,006
Available Revenue	\$2,432,021	\$141,117	\$2,573,138	\$2,735,006

Expenditure Category/Project	2017-18			2018-19
	Initial Budget	Revision 1 and 2	Revised Budget	Initial Budget
Scholarships, Fellowships and Student Aid				
International Student Scholarships	\$145,556		\$145,556	\$147,739
Scholarship (President/Land)	\$15,000		\$15,000	\$15,000
CAL Lead Housing	\$215,400	\$4,095	\$219,495	\$215,400
Honors Housing	\$288,960		\$288,960	\$293,760
International Studies Student Aid	\$20,000		\$20,000	\$20,000
Internships	\$12,000		\$12,000	\$12,000
Government Internships	\$30,000		\$30,000	\$30,000
Fund Raising and Institutional Development				
Federal Funding Development	\$45,000		\$45,000	\$45,000
Development Support				\$142,251
Development Events				\$130,000
Enrichment of Institutional Cultural Programs				
Cultural Envoy Summer Bridge				\$15,000
Campus Development/Capital Facilities				
Geneva Property		\$1,300,000	\$1,300,000	\$1,300,000
Other Education and General Operating Support				
Student Marketing (Recruitment)	\$80,000	\$21,121	\$101,121	\$80,000
Student Marketing (Targeted)	\$0		\$0	\$0
Out Of State Recruiting	\$30,000		\$30,000	\$30,000
International Fair	\$16,500		\$16,500	\$16,500
University Campaign	\$0	\$214,500	\$214,500	\$99,000
Contingency	\$1,533,605	-\$1,398,599	\$135,006	\$143,356
TOTAL	\$2,432,021	\$141,117	\$2,573,138	\$2,735,006

Unrestricted Gifts

Revenue	2017-18	2018-19
	Initial Budget	Initial Budget
Carry forward from Prior Year	\$113,204	\$115,266
Projected new revenue	\$11,000	\$11,000
Available Revenue	\$124,204	\$126,266

Expenditure Category	2017-18	2018-19
	Initial Budget	Initial Budget
Fund Raising and Institutional Development		
Presidential Impact	\$84,627	\$78,539
Community Outreach	\$39,577	\$47,727
Total Expenditures	\$124,204	\$126,266

Appendixes

Appendix A: Tuition and Fees

UTAH VALLEY UNIVERSITY
2018-19 Tuition Increase
Approved by Board of Trustees
March 28, 2018

Tuition and Fee Rates

Per Semester	Tuition				Tuition & Fees			
	2017-18	2018-19*	Change		2017-18	2018-19*	Change	
			Amount	Percent			Amount	Percent
Undergraduate (15 credit hrs)								
Resident	\$2,481	\$2,518	\$37	1.5%	\$2,826	\$2,863	\$37	1.3%
Non-resident	\$7,688	\$7,803	\$115	1.5%	\$8,033	\$8,148	\$115	1.4%
Graduate Base, MEd, MSN (10 credit hrs)								
Resident	\$2,790	\$2,830	\$40	1.4%	\$3,140	\$3,180	\$40	1.3%
Non-resident	\$8,500	\$8,620	\$120	1.4%	\$8,850	\$8,970	\$120	1.4%
MBA (10 credit hrs)								
Resident	\$6,050	\$6,120	\$70	1.2%	\$6,400	\$6,470	\$70	1.1%
Non-resident	\$13,100	\$13,280	\$180	1.4%	\$13,450	\$13,630	\$180	1.3%
MAcc (10 credit hrs)								
Resident	\$4,940	\$5,010	\$70	1.4%	\$5,290	\$5,360	\$70	1.3%
Non-resident	\$11,990	\$12,170	\$180	1.5%	\$12,340	\$12,520	\$180	1.5%
Social Work (10 credit hrs)								
Resident	\$3,500	\$3,550	\$50	1.4%	\$3,850	\$3,900	\$50	1.3%
Non-resident	\$9,210	\$9,350	\$140	1.5%	\$9,560	\$9,700	\$140	1.5%
Computer Science (10 credit hrs)								
Resident	\$3,750	\$3,800	\$50	1.3%	\$4,100	\$4,150	\$50	1.2%
Non-resident	\$9,460	\$9,600	\$140	1.5%	\$9,810	\$9,950	\$140	1.4%
Cybersecurity, MPS (10 credit hrs)								
Resident	\$4,000	\$4,060	\$60	1.5%	\$4,350	\$4,410	\$60	1.4%
Non-resident	\$9,710	\$9,860	\$150	1.5%	\$10,060	\$10,210	\$150	1.5%

First Tier Tuition Increase

UVU anticipates the Board of Regents will consider a 1.5 percent first-tier tuition increase for all resident and non-resident, undergraduate and graduate students in USHE. The revenue from this increase will aid institutions in responding to employee compensation, health care cost increases, and other institutional priorities.

Second Tier Tuition Increase

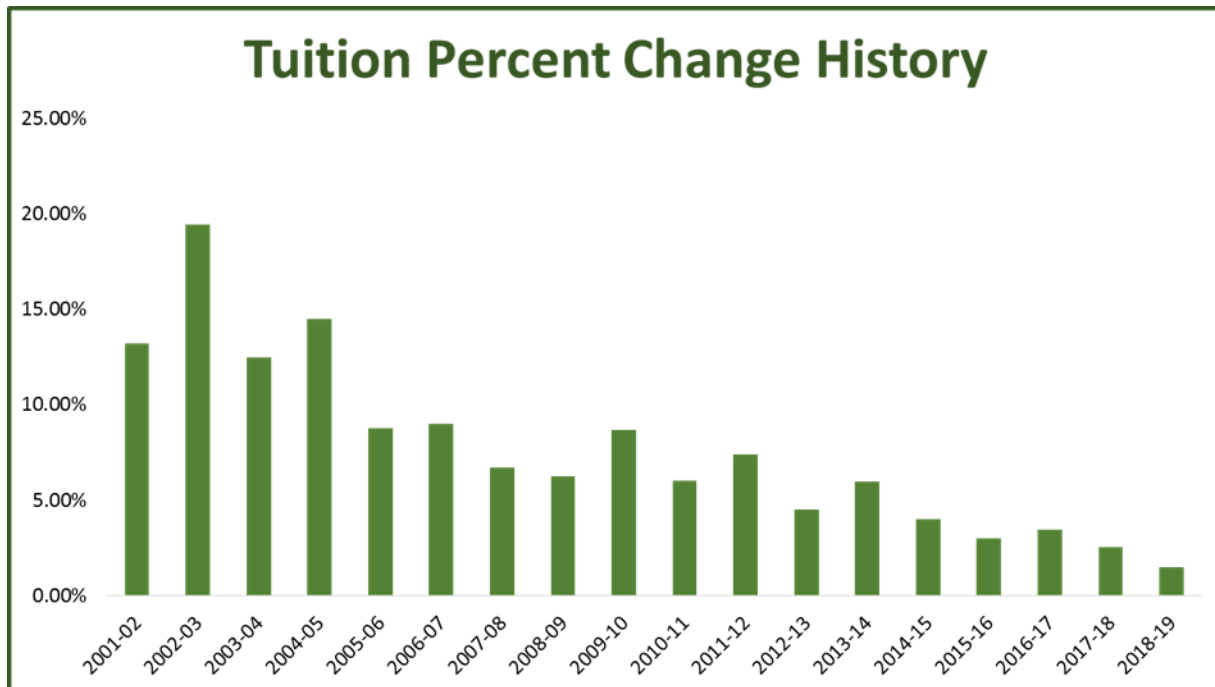
Consistent with UVU's access mission, commitment to keeping tuition and fees as low as possible, and recognizing the new state tax fund support provided by the 2018 legislature, no second-tier increase is proposed for 2018-19.

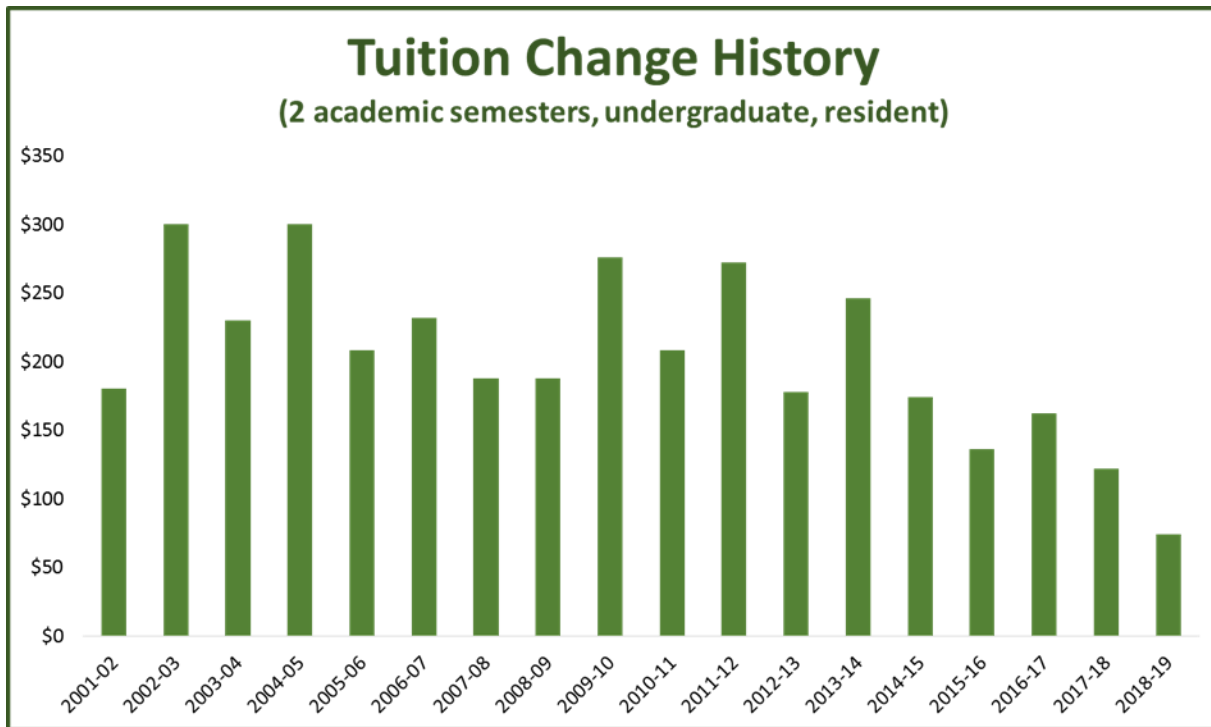
Combined Undergraduate Tuition Increase

The proposed combined increase of 1.5 percent is the lowest percentage increase since 1996-97. The annual change (two semesters, resident at 15 credits) of \$74 is the lowest dollar amount increase since 2000-01.

Graduate Differential Tuition Scales

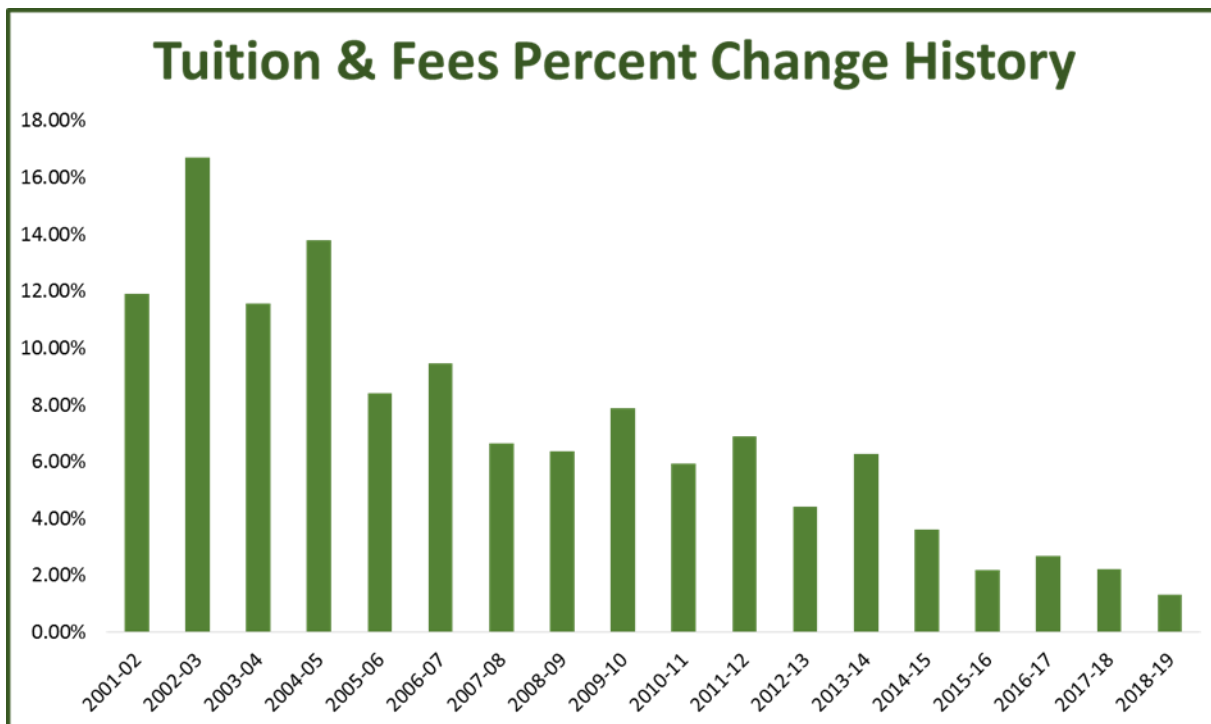
UVU has six graduate tuition scales—the base graduate tuition rate used by the Master of Education and Master of Nursing programs and five graduate tuition scales with differential tuition rates.



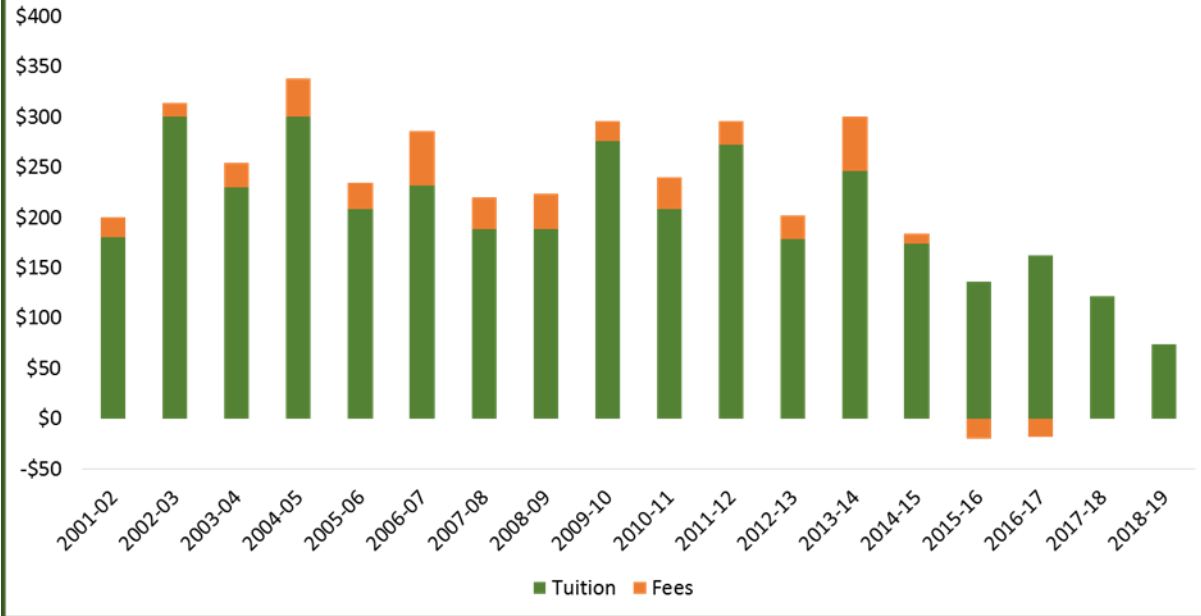


For the second year, UVU is holding 2018-19 general student fees at the same level as 2016-17. 2018-19 will be the fourth year since 1997-98 of no increase to general student fees.

UVU's total tuition and fee increase of 1.31 percent is the lowest percentage increase since 1996-97. The annual tuition and fee change (two semesters, resident at 15 credits) of \$74 is also the lowest dollar amount increase since 1996-97.



Tuition & Fees Change History (2 academic semesters, undergraduate, resident)





2018-2019 Proposed Student Fees

FEE NAME	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Change
Student Programs	\$49.90	\$51.19	\$46.19	\$46.19	\$46.19	
Campus Recreation	\$16.66	\$16.45	\$21.97	\$22.67	\$22.67	
Building Bonds	\$107.34	\$99.55	\$96.09	\$94.09	\$93.19	-\$0.90
Student Center O&M	\$28.24	\$27.94	\$28.94	\$28.94	\$28.94	
SLWC O&M	\$30.32	\$29.00	\$24.98	\$24.98	\$24.98	
P.E. Issue Room	\$1.82	\$ -	\$ -	\$ -	\$ -	
Athletics	\$92.79	\$99.05	\$98.82	\$104.35	\$104.85	\$0.50
Conference Aff. Fund	\$13.97	\$7.72	\$5.53	\$ -	\$ -	
Health Services	\$8.66	\$8.52	\$8.52	\$9.27	\$9.67	\$0.40
Student Computing	\$7.42	\$7.75	\$7.42	\$7.97	\$7.97	
UTA	\$6.88	\$6.83	\$6.54	\$6.54	\$6.54	
Total	\$364.00	\$354.00	\$345.00	\$345.00	\$345.00	\$0.00

Rationale for Proposed Changes

- **Building Bonds:** The \$0.90 decrease will allow funds to be reallocated to Health Services and Athletics. Consultation with Associate Vice President of Finance, Jacob Atkin confirmed that a decrease of \$0.90 will still provide adequate revenues meet bond payment obligations and prepare for financing an additional facility or the expansion/remodel of the Sorensen Student Center.
- **Athletics:** To ensure sustained funding the student section at Athletics events, the student council voted to provide a \$0.50 increase to the Athletics fee and have it designated as funds that must be used for the student section.
- **Student Health Services:** Members of student council proposed increasing the fee \$0.40 to increase the number of hours students could have access to a nurse practitioner at Student Health Services. After consultation with the Director of Student Health Services, Bill Erb, it was determined that a \$0.40 increase would provide fully staffed night shifts, an additional 16 hours of availability for students, at least 35-40 more patients seen per week, and a medical assistant position one day a week for the psychiatric nurse.

Student Fee Process Information

At the beginning of spring semester every year, the UVUSA Student Council holds Student Fee Hearings. Any department or organization on campus who currently receives funding from student fees or would like to receive funding from student fees must present to the Student Council. The presentations are reports on how the money has been spent; requests for continued funding or increases, as needed; and, most importantly, how these expenditures benefit the student body. These meetings are open to the public, and Student Council encourages student participation.

After the conclusion of the Student Fee Hearings, the UVUSA Executive Council (Student Body President and the Vice Presidents) prepare a Student Fee Proposal. The proposal is presented to, reviewed and voted on by Student Council, and then sent to UVU's President's Council. Once passed by both of these entities, it is sent to the UVU Board of Trustees, and finally to the Utah Board of Regents for approval.

Appendix B: Core Themes and Administrative Imperatives

Utah Valley University Mission Statement

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.

Core Themes

"Collectively, the core themes represent the institution's interpretation of its mission and translation of that interpretation into practice."

-Northwest Commission on Colleges and Universities

Student Success

UVU supports students in achieving their educational, professional and personal goals.

- UVU supports students' preparation and achievement of academic success at the University.
- UVU provides a meaningful and well-rounded university experience.
- UVU prepares students for success in their subsequent academic, professional and lifelong learning pursuits including serving as leaders, people of integrity and stewards of their communities.

Inclusive

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

- UVU provides accessible and equitable educational opportunities and resources for all students.
- UVU provides opportunities to improve intercultural competence in an increasingly complex, diverse, and globalized society.
- UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives.
- UVU offers an array of courses, programs, and delivery methods designed to reflect students' goals and the region's educational needs.

Engaged

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

- UVU faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.
- UVU fosters partnerships and outreach opportunities that enhance regional, national and global communities.
- UVU serves as a portal of civic engagement and an engine of regional economic and business development.

Serious

UVU fosters a culture of academic rigor and professional excellence.

- UVU champions learning through outstanding teaching in an academically rigorous environment.
- UVU supports a culture of scholarship and creative work and promotes accomplishment in cultural, academic and co-curricular/extramural endeavors.
- UVU attracts, develops, and retains high achieving students and highly qualified faculty, staff, and administrators.
- UVU is recognized for high quality, efficient, and effective programs and services.

Administrative Imperatives

UVU's Administrative Imperatives - Operate Ethically and Effectively, Manage Growth and Secure Resources - are key practices and principles critical for sustained fulfillment of the University's mission and core themes.

Operate Ethically and Effectively

UVU operates responsibly through ethical conduct and best practices in planning, decision making, and resource management.

- UVU upholds an environment of ethical behavior and expects honesty, integrity, legal compliance, financial stewardship, and accountability in the performance of employees' UVU-related responsibilities.
- UVU fosters a culture of strategic planning, assessment, continuous improvement, and accountability.
- UVU strategically allocates resources to achieve institutional objectives.
- UVU utilizes transparent and collaborative decision-making processes.

Manage Growth

UVU anticipates and appropriately responds to the region's higher education needs.

- UVU anticipates and plans for future regional educational needs.
- UVU adapts to meet student and community needs consistent with its educational mission.

Secure Resources

UVU seeks and obtains public and private resources to fulfill its mission.

- UVU communicates its resource requirements and secures appropriate state tax fund support to fulfill its role within the Utah System of Higher Education.
- UVU establishes tuition and fees consistent with the economic environment and its mission.
- UVU strategically pursues and acquires private and public resources beyond state appropriations.

2017-18 Areas of Focus

During 2016-17, the University Planning Advisory Committee conducted the bi-annual self-evaluation of UVU's mission fulfillment, which also serves as UVU's assessment of mission fulfillment for the Northwest Commission on Colleges and Universities Year Seven evaluation. This self-evaluation was reviewed and revised by President's Council and then presented to UVU's Board of Trustees for approval. Based on this assessment, three university-wide areas of focus for continuous improvement efforts and resource allocation were identified for 2017-18.

1. Continue to improve student retention, persistence, learning, and completion. (Student Success Objective 1—UVU supports students' preparation and achievement of academic success at the university.)
2. Continue to create an environment in which national prominence for excellence in engaged learning, post-graduation career pursuits, and civic responsibility is a hallmark of a UVU education. (Student Success Objective 3— UVU prepares students for success in their subsequent academic, professional, and lifelong learning pursuits, including serving as leaders, people of integrity, and stewards of their communities.)
3. Continue to increase outreach and support at UVU for students from historically underrepresented cultural backgrounds and those who are first-generation and low-income. (Inclusive Objective 1— UVU provides accessible and equitable educational opportunities and resources for all students.)

Areas of focus identify priorities for the development of new initiatives addressing matters of immediate, university-wide concern. Routine operational budget requests should not be tied to areas of focus. PBA resource requests that directly support the areas of focus, especially if tied to the division's four-year strategic plan, are not the only requests that will be funded; but such requests will receive priority funding consideration.

Appendix C: PBA Allocation Detail

UTAH VALLEY UNIVERSITY
ALLOCATION DETAIL
Hoagies with Holland - April 25, 2018

Core Theme/Administrative Imperative and Area of Focus	Division	School/ College/ Unit	Request #	Allocation	Appropriated		Non-Appropriated	
					2017-18 One-time	2018-19 Base	2017-18 One-time	2018-19 Base
Student Success								
UVU supports students' preparation and achievement of academic success at the University.								
Area of Focus 1--Continue to improve student retention, persistence, learning, and completion								
Improve access to full-time faculty								
Physics Faculty	Academic Affairs	COS	181	Dec/Jan				
Education Faculty	Academic Affairs	SOE		Dec/Jan	\$105,707			
6 Lecturers for gateway courses (3 HE)	Academic Affairs	Academic Affairs	458	April	\$95,511			
Personal Financial Planning Professional in Residence (HE)	Academic Affairs	WSB	248	April	\$418,374			
BS Special Education Faculty	Academic Affairs	CHSS	455	April	\$90,859			
BS Psychology Faculty	Academic Affairs	CHSS	145	April	\$101,687			
BS Family Science Faculty	Academic Affairs	CHSS	8	April	\$100,458			
Biology Faculty (HE)	Academic Affairs	COS	174	April	\$104,256			
Biology Faculty	Academic Affairs	COS	191	April	\$110,904			
Strategy & Consulting Faculty (HE)	Academic Affairs	WSB	189	April	\$121,584			
Mechatronics Lecturer	Academic Affairs	CET	60	April	\$98,614			
Digital Media Professional in Residence	Academic Affairs	CET	38	April	\$110,904			
EART Faculty	Academic Affairs	CET	52	April	\$110,904			
Russian IS Faculty	Academic Affairs	CHSS		April	\$159,783			
Communication Professional in Residence (HE)	Academic Affairs	CHSS	6	April	\$69,966			
Digital Media Faculty (HE)	Academic Affairs	CHSS	4	April	\$60,134			
Smart Lab Professional in Residence	Academic Affairs	CET	146	April	\$87,172			
WSB Career Prep Lecturer	Academic Affairs	WSB	76	April	\$135,484			
Automotive Collision Repair Professional in Residence	Academic Affairs	WSB	128	April	\$96,156			
Hospitality Mngt Professional in Residence	Academic Affairs	CET	35	April	\$115,820			
Improve onboarding-through-graduation student support programs/services								
Concurrent Enrollment Advisor	Academic Affairs	COED	236	April	\$117,049			
Pathways Outreach Coordinator	Student Affairs	Enrollment Management	444	Dec/Jan		\$79,350		\$71,570
Expand Wolverine Completion Grants	Student Affairs	Student Success & Retention	312	April		\$50,000		
Orientation Hourly	Student Affairs	Student Success & Retention	285	April		\$15,350		
Freshman Reading Program	Student Affairs	Student Success & Retention	284	April				
Retention Coordinator (pt to ft)	Student Affairs	Enrollment Management	313	April	\$35,000			
Retention Mentors Hourly	Student Affairs	Student Success & Retention	283	April		\$47,431		
Reduce student-to-advisor ratio								
WSB Advisor	Academic Affairs	WSB	183	April		\$74,080		
CET Advisor	Academic Affairs	CET	494	April		\$74,080		
SOA Advisor	Academic Affairs	CET		April		\$74,080		
Expand mental health and support resources for students								
Mental Health Therapist	Student Affairs	Student Life	361	April		\$60,877		
Part-time Therapist	Student Affairs	Student Life	364	April		\$32,100		
Victim's Advocate and Operating	Student Affairs	Student Life	355	April		\$114,746		
Students with Autism/Mental Health Support	Student Affairs	Student Life	19	April		\$90,877		

Core Theme/Administrative Imperative and Area of Focus	Division	School/College/Unit	Request #	Allocation	2017-18 One-time	2018-19 Base	2018-19 One-time	2017-18 Onetime	2018-19 Base	2018-2019 One-Time	
<p>Enhance instructional and academic support services</p> <ul style="list-style-type: none"> BS Family Studies/Brought/Therapies/Families Program Language Lab Manager Public Speaking Lab Manager 	Academic Affairs	CHSS	7	April		\$39,752					
			24	April			\$79,162				
<p>TCIT Support Lab Manager/Technician</p> <p>Chemistry Lab Manager/Instruction (funded through Academic Affairs reallocation)</p> <p>Computer Engineering Lab Manager (funded through Acad Affairs reallocation)</p> <p>Shift portion of Dental Hygiene Department Chair to appropriated</p> <p>Dental Hygiene clinic staff (pt to ft)</p> <p>Career Counselor WSB (fort to hard)</p> <p>Weekend Reference Librarian</p> <p>Weekend Library Hours</p> <p>Library Workstudy</p> <p>Library Shelving</p>	Academic Affairs	COS	175	April		\$0					
			14	April			\$79,162				
			27	April			\$54,565				
			96	Dec/Jan			\$54,565				
			96	Dec/Jan			\$54,565				
			167	April			\$75,221				
			232	April			\$79,162				
			95	April			\$15,515				
			102	April			\$47,080				
			234	April			\$100,000				
<p>UVU provides a meaningful and well-rounded university experience</p> <p>Support Student Life and Athletics programs</p> <ul style="list-style-type: none"> Athletics Camps Staff Athletic Trainer for Clubs and Intramurals and Operating Coordinator for Independent Branch (pt to ft) 	Finance & Administration	Athletics	386	Dec/Jan		\$32,838			\$32,838		
	Student Affairs	Student Life	349	April					\$98,592		
	Student Affairs	Student Life	351	April					\$40,635		
<p>Inclusive perspectives.</p> <p>UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives.</p> <p>Area of Focus 5--Continue to increase outreach and support at UVU for students from historically underrepresented cultural backgrounds and those who are first-generation and low income.</p> <p>Enhance and expand outreach and support programs and opportunities</p> <ul style="list-style-type: none"> African American Completion Pacific Islander Initiative Director Governor's Native American Summit Support Women in Education Support Latino Initiative Hourly Cultural Envoy Leadership Bridge Support Veteran Success Center Hourly First Generation Scholarships <p>Expand training and education programs</p> <ul style="list-style-type: none"> Athletics Diversity Training & Education Academic Program Inclusivity Initiative Pilot Faculty/Staff Title IX Training <p>UVU offers an array of courses, programs, and delivery methods designed to reflect student goals and the region's educational needs.</p> <p>Implement new academic programs and pathways to meet region's educational needs</p> <p>Expand health professions programs and develop/implement pathways</p> <ul style="list-style-type: none"> Respiratory Therapy, Nursing, EMT Equipment Respiratory Therapy CHE (11) Faculty for Nursing MTEC Pathway Faculty for Nursing MTEC Pathway Physician Assistant Program Director (11 month faculty) Physician Assistant Clinical Director (11 month faculty) Physician Assistant Admin Assistant <p>Expand support for instructional sites and academic outreach</p> <ul style="list-style-type: none"> COED Wasatch Campus ESL support position Senior Director of CTE & Extended Enrollment Admin Asst for K16 Alliance 2018-19 Thanksg/Wing Point Lease 	Student Affairs	Student Success & Retention	287	April		\$15,000					
	Student Affairs	Student Success & Retention	295	April		\$50,877	\$15,000				
	Student Affairs	Student Success & Retention	289	April			\$45,000				
	Student Affairs	Student Success & Retention	304	April							
	Student Affairs	Student Success & Retention	290	April		\$16,050					
	Student Affairs	Student Success & Retention	293	April		\$15,000					
	Student Affairs	Student Success & Retention	297	April		\$16,000					
	Student Affairs	Student Success & Retention	298	April		\$50,000					
	Finance & Administration	Athletics	396	Dec/Jan		\$12,500					
	Academic Affairs	Academic Programs	93	April		\$30,000	\$50,000				
	Planning/Budget/HR	EQ/AA	369	Dec/Jan							
	Academic Affairs	CHPS	132	April		\$56,000					
	Academic Affairs	CHPS	473	April		\$50,916					
	Academic Affairs	CHPS	475	April		\$109,061					
	Academic Affairs	CHPS	477	April		\$109,061					
	Academic Affairs	CHPS	461	April		\$179,654					
	Academic Affairs	CHPS	462	April		\$148,909					
	Academic Affairs	CHPS	463	April		\$61,241					
	Academic Affairs	COED		April		\$0					
	Academic Affairs	COED	238	April		\$88,317					
	Academic Affairs	SOE	46	Dec/Jan							
	Finance & Administration	Finance & Administration		April			\$359,830	\$27,269	\$54,337		

Core Theme/ Administrative Imperative and Area of Focus		Division	School/ College/ Unit	Request #	Allocation	2017-18 One-time	2018-19 Base	2018-19 One-time	2017-18 One-time	2018-19 Base	2018-2019 One-Time	
Serious UVU champions learning through outstanding teaching in an academically rigorous environment Enhance teaching and learning support programs and services Adjunct Faculty Training Pilot History/Political Science Large Section Support Course Specialist (pt to ft) funded by OTL Large Section Support Manager Ensure appropriate faculty and instructional support for new graduate programs Masters of Social Work Faculty Masters of Social Work Faculty Masters of Public Services Faculty Master of Public Services summer ICHE (6) Masters of Social Work Faculty Masters of Social Work Hourly Masters of Social Work Hourly Masters of Computer Science Faculty MAcc Faculty (HE) MAcc Summer ICHE (6) MAcc Hourly Faculty MAcc Graduate Assistants Master Cybersecurity Summer ICHE (3) MSW Advanced Standing Summer ICHE (12) MSW Advanced Standing Faculty MSW Advanced Standing Hourly Faculty NSW Advanced Standing Current/travel Master of Education-Applied Behavior Analysis ICHE (4) Graduate Partnership/Outreach Coordinator Graduate Certificate in Math ICHE (6) UVU attracts, develops, and retains high-achieving students and highly qualified faculty, staff, and administrators. Compensation and Employee Engagement \$200 base increase for all full-time employees Full-time faculty rank/tenure advancements, merit pay, market equity Full-time staff merit pay, market equity Executive merit, market equity, targeted retention Adjunct faculty rate increase of 2.6 percent Hourly staff rate increase of 1.5 percent; hourly staff budget increase of 2.5 percent. Medical Premium increase 8 percent Dental Premium increase 1.4 percent Free UTA bus passes and continue free parking for employees Job Architecture Project ModernThink Survey Support high-achieving students Honors Tuition Waivers (resident) Honors Programmatic Support	Academic Affairs	Academic Programs	334	April	\$50,000	\$48,150						
	Academic Affairs	CHSS	47	April		\$0						
	Academic Affairs	Academic Programs	443	April		\$73,161						
	Academic Affairs	Academic Programs	153	April								
	Academic Affairs	CHSS	314	Dec/Jan		\$98,333						
	Academic Affairs	CHSS	315	Dec/Jan		\$98,333						
	Academic Affairs	CHPS	474	Dec/Jan		\$104,478						
	Academic Affairs	CHPS	474	Dec/Jan		\$15,972						
	Academic Affairs	CHSS	314	Dec/Jan		\$98,333						
	Academic Affairs	CHSS	450	Dec/Jan		\$6,682						
	Academic Affairs	CET	480	Dec/Jan		\$133,974						
	Academic Affairs	WSB	237	April		\$138,554						
	Academic Affairs	WSB	452	Dec/Jan		\$28,458						
	Academic Affairs	WSB	452	April		\$11,060						
	Academic Affairs	WSB	452	Dec/Jan		\$21,600						
	Academic Affairs	CET	472	April		\$7,986						
	Academic Affairs	CHSS	469	April		\$31,944						
	Academic Affairs	CHSS	469	April		\$104,759						
	Academic Affairs	CHSS	471	April		\$21,187						
	Academic Affairs	CHSS	471	April		\$15,000						
	Academic Affairs	SOE	201	April		\$10,848						
	Academic Affairs	SOE	201	April		\$25,278						
	Academic Affairs	COB	201	April		\$15,972						
	Finance & Administration	Facilities/Planning	316	April		\$441,731						
	Planning/Budget/HR	Human Resources	272	April		\$1,499,417						
	Planning/Budget/HR	IRI	336	Dec/Jan		\$1,344,684						
	Academic Affairs	Academic Affairs	156	April		\$133,224						
	Academic Affairs	Academic Affairs	222	April		\$461,434						
						\$247,728						
						\$2,276,550						
						\$24,353						
						\$250,000						
						\$14,000					\$100,000	
						\$25,000						
						\$7,500						

2018-2019 One-Time	2018-19 Base	2017-18 One-time	2018-19 One-time	2017-18 One-time	2018-19 Base	2017-18 One-time	Request #	Allocation	School/ College/ Unit	Division	Core Theme/Administrative Imperative and Area of Focus
	\$94,604	\$45,000	\$94,604				288	Dec/Jan	Marketing/Communications	University Relations	UUV is recognized for high-quality, efficient, and effective programs and services
		\$15,000					294	April	Marketing/Communications	University Relations	Enhance support for communication materials, and events
	\$84,746		\$69,294				303	April	Marketing/Communications	University Relations	Media Relations Manager
							286	April	Marketing/Communications	University Relations	Supplemental Funding for Broadcast
							321, 306	April	Marketing/Communications	University Relations	Libris - Photo Asset Management System
		\$16,000					428	April	Development	Development & Alumni	Digital Content Story & Video Producer
	\$148,830						476	April	Marketing/Communications	University Relations	Licensing Manager (final pilot year)
		\$150,490					89	Dec/Jan	Marketing/Communications	University Relations	University Relations Supplies & Equipment
	\$65,545						89	April	Marketing/Communications	University Relations	Camera & Video Equipment
	\$61,448						254	April	Student Life	Student Affairs	Fall Magazine and Communication
								April	Development	Development & Alumni	Ten Year Anniversary Magazine and Communications
		\$40,000						April	University Relations	University Relations	Campus Events Scheduler
								April	University Relations	University Relations	Admin Asst Executive Events
								April	University Relations	University Relations	Presidential Transition Events
											Engaged
											UUV faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.
											Area of Focus 2- Continue to create an environment in which national prominence for excellence in engaged learning, post-graduation career pursuits, and civic responsibility is a hallmark of a UUV education.
											Expand staffing and support for School of the Arts programs, productions, and services
	\$105,007						215	Dec/Jan	UR/ SOA	Univ. Relations/Academic Affairs	SOA Marketing Director
	\$94,165						211	Dec/Jan	SOA	Academic Affairs	SOA Production Manager
	\$75,932						212	April	SOA	Academic Affairs	SOA Patron Services
	\$85,170						244	April	SOA	Academic Affairs	SOA Lighting & Electrical
	\$74,080						247	April	SOA	Academic Affairs	SOA Production & Lab Coordinator
	\$78,850						246	April	SOA	Academic Affairs	SOA Acoustical & Video Tech
	\$85,170						245	April	SOA	Academic Affairs	SOA Scene Stop Technician
							219	April	SOA	Academic Affairs	Noorda Performing Arts Center Supplies and Equipment
		\$250,000					269	April	Development	Development & Alumni	Noorda Performing Arts Center Opening Events
	\$33,000						32	April	Engaged Learning	Academic Affairs	Implement and sustain engaged learning opportunities
	\$80,000						206	April	Engaged Learning	Academic Affairs	3x3 Engaged Learning High Impact Practices Pilot
								April	Student Life	Student Affairs	Title III Grant Year 5 Institutional share
								April	Student Life	Student Affairs	Service Learning
											UUV serves as a portal of civic engagement and an engine of regional economic and business development.
											Implement new programs to fuel the region's economic development
											Ensure appropriate faculty and support for new engineering degrees
	\$120,000						440	August	CET	Academic Affairs	Electrical Engineering Faculty
	\$120,000						439	August	CET	Academic Affairs	Mechanical Engineering Faculty
	\$120,000						438	August	CET	Academic Affairs	Civil Engineering Faculty
	\$120,000						438	August	CET	Academic Affairs	Civil Engineering Faculty
	\$14,629						438	April	CET	Academic Affairs	Civil Engineering Operating
	\$116,484						440	April	CET	Academic Affairs	Electrical Engineering Staff and Operating
	\$23,167						439	April	CET	Academic Affairs	Mechanical Engineering Operating
	\$52,380							April	COED	Academic Affairs	Develop/implement partnerships to meet region's workforce needs
	\$20,000							April	COED	Academic Affairs	Strategic Workforce Initiative (ST)-Hourly Faculty
	\$45,000							April	COED	Academic Affairs	Strategic Workforce Initiative (ST)-Curriculum Development
	\$42,620							April	COED	Academic Affairs	Strategic Workforce Initiative (ST)-Professional Development
	\$100,000							April	COED	Academic Affairs	Strategic Workforce Initiative (ST)-Operating Expense
								April	COED	Academic Affairs	Strategic Workforce Initiative (ST)-Equipment

Core Theme/Administrative Imperative and Area of Focus	Division	School/College/Unit	Request #	Allocation	2017-18 One-time	2018-19 Base	2018-19 One-time	2017-18 One-time	2018-19 Base	2018-2019 One-Time
Strengthen UVU's community outreach and economic development programs and services Senior Director of Community Outreach COED Database Administrator COED CRM Director of COED (Concurrent; Enrollment staff shift to non-appropriated)	Academic Affairs	COED	223	Dec/Jan		\$122,052				
	Academic Affairs	COED	157	Dec/Jan		\$90,865				
	Academic Affairs	COED	224, 225	Dec/Jan		\$30,000	\$80,000			
	Academic Affairs	COED	228	April		\$0				
Operate Ethically and Effectively										
UVU upholds an environment of ethical behavior and expects honesty, integrity, legal compliance, financial stewardship, and accountability in the performance of employees' UVU-related responsibilities Strengthen culture of compliance and risk management External Investigation Funds Risk Manager (pt to ft) Environmental Technician Hourly Outside Counsel Budget ISF Rate Increases UVU strategically allocates resources to achieve institutional objectives. Provide staffing and operating funds to support existing programs and services Benefits Specialist Hybrid HR Generalist Purchasing Agent Integrated Pest Mgmt. Police Dispatcher President Office Admin Assistant (pt to ft) Human Resources Hourly CET Mechanist (funded by internal reallocation in Academic Affairs) Web Developer (pt to ft)	Planning/Budget/HR	EC/AA	367	April		\$25,000				
	Finance & Administration	General Counsel	359	April		\$66,358				
	Finance & Administration	Emergency Mgt & Safety	356	April		\$17,120				
	Finance & Administration	General Counsel	376	April		\$25,000				
	Finance & Administration	Facilities/Planning		April		\$52,900				
	Planning/Budget/HR	Human Resources	243	Dec/Jan		\$81,927			\$35,517	\$71,034
	Planning/Budget/HR	Human Resources	270	April		\$68,041				
	Finance & Administration	Finance/GRAMA	406	April		\$70,354				
	Finance & Administration	Facilities/Planning	326	April		\$50,633				
	Finance & Administration	Facilities/Planning	437	April		\$26,560				
Operations and maintenance for new facilities O&M for HF Addition O&M Warehouse Custodian (funding allocated in April 2017) O&M Arts Building-HWAC Specialist (7 months) O&M Arts Building-Custodian (7 months) O&M Arts Building-Custodian (7 months) O&M Arts Building-Custodian (7 months) O&M Arts Building-Custodian (7 months) O&M Arts Building-Custodian (7 months) O&M Arts Building-Custodian Lead (7 months) O&M Arts Building-Custodian Lead (7 months) O&M Arts Building-Grounds (7 months) O&M Arts Building-Grounds (7 months) O&M Arts Building-Hourly Staff (7 months) O&M Arts Building-Fuel & Power (7 months) O&M Arts Building-Utilities (7 months) O&M Arts Building-Current Expense (7 months) O&M Arts Building-Contingency (7 months)	Human Resources	President	421	Dec/Jan		\$30,000				
	Planning/Budget/HR	Human Resources	251	April		\$0				
	Academic Affairs	CET	173	April		\$50,024				
	Student Affairs	Enrollment Management	280	Dec/Jan		\$84,589				
	Finance & Administration	Facilities/Planning	442	Dec/Jan		\$0				
	Finance & Administration	Facilities/Planning	415	April		\$41,796				
	Finance & Administration	Facilities/Planning	362	April		\$28,655				
	Finance & Administration	Facilities/Planning	357	April		\$28,655				
	Finance & Administration	Facilities/Planning	357	April		\$28,655				
	Finance & Administration	Facilities/Planning	357	April		\$28,655				
	Finance & Administration	Facilities/Planning	360	April		\$30,515				
	Finance & Administration	Facilities/Planning	360	April		\$30,515				
	Finance & Administration	Facilities/Planning	327	April		\$29,561				
	Finance & Administration	Facilities/Planning	327	April		\$29,561				
	Finance & Administration	Facilities/Planning	4104	April		\$82,390				
	Finance & Administration	Facilities/Planning		April		\$123,317				
	Finance & Administration	Facilities/Planning		April		\$20,417				
	Finance & Administration	Facilities/Planning		April		\$81,667				
	Finance & Administration	Facilities/Planning		April		\$68,585				

Core Theme/Administrative Imperative and Area of Focus	Division	School/College/Unit	Request #	Allocation	2017-18 One-time	2018-19 Base	2018-19 One-time	2017-18 One-time	2018-19 Base	2018-2019 One-Time
Facilities enhancements, remodel, and maintenance Furniture for HF addition Dedicated Interview Set Remodel Facilities Equipment Internal Audit Furniture Lodhart Arena Locker Rooms Sidewalks and Stairs near Noorda Remodel Registrar's space BA110 Remodel New Offices for Faculty and Staff remodels Nursing Lab Renovation Complete UVU portion of Pedestrian Bridge West Campus Parking Acquire additional property in Vineyard Marquee and Signage	Finance & Administration	Facilities/Planning	365	Dec/Jan	\$100,000					
	University Relations	Marketing/Communications	305	April	\$150,000					
	Finance & Administration	Facilities/Planning	397	April	\$210,000					
	Finance & Administration	Finance/GRWA	320	April	\$10,500					
	Finance & Administration	Athletics	445	April	\$500,000					
	Finance & Administration	Facilities/Planning	411	April	\$65,000					
	Finance & Administration	Facilities/Planning	276	Dec/Jan	\$125,000					
	Finance & Administration	Facilities/Planning	447	April	\$200,000					
	Finance & Administration	Facilities/Planning	478	April	\$1,000,000					
	Academic Affairs	CHPS	36	April	\$570,000					\$500,000
Implement innovative practices and technology systems Software for Virtual Server Business Process Specialist Software Virtual Server Environment Transcript Evaluation Software Courseleaf Catalog	Finance & Administration	Facilities/Planning	468	April	\$2,000,000			\$500,000		\$1,000,000
	Finance & Administration	IT	390	April		\$25,200				
	Finance & Administration	IT	374	April		\$115,131				
	Finance & Administration	IT	390	April	\$126,000					
	Student Affairs	Enrollment Management	274	April	\$300,000					
	Student Affairs	Enrollment Management	323	April		\$15,000				
	Finance & Administration	IT	370	Dec/Jan	\$251,436					
	University Relations	Marketing/Communications	318	Dec/Jan	\$6,000					
	Finance & Administration	IT	400	April		\$85,000				
	Finance & Administration	IT	354	April		\$101,223				
Support and sustain technology solutions, systems, and infrastructure Classroom Media Refresh Campus Bird Malware/Spam Protection Systems Administrator Network Automation Network Automation Tools Desktop Support for Academic Affairs IT Infrastructure R&R Software Contracts Initiation Firewall Expansion New Fiber IT Hourly Library Database Initiation Digitizing Records Hourly (Year 2 of 3)	Finance & Administration	IT	372	April	\$80,000					
	Finance & Administration	IT	255	April		\$85,170				
	Finance & Administration	IT	372	April		\$100,000				
	Finance & Administration	IT	373	April		\$345,000				
	Finance & Administration	IT	398	April		\$250,000				
	Finance & Administration	IT	395	April		\$70,000				
	Finance & Administration	IT	388	April		\$165,000				
	Academic Affairs	Academic Administration	71	April		\$30,000				
	Development & Alumni	Development	262	April		\$20,000				
	Development & Alumni	Development	262	April		\$239,420				
Budget stabilization/reallocation Stabilize Reimbursed Overhead - Shift Compliance Office and one-time funds Restore Institutional Contingendes EdTech Transition to closure in May 2019 Endowed Chair Transition Rightsize Wasatch Campus Pathways Scholarships Eliminate Campus Compact Membership Raiser's Edge Annual Fee & Increase (shift from UVU Foundation) Scholarship Ball (shift from UVU Foundation) Lexus/Nexus Annual Subscription (shift from UVU Foundation)	Institution	Institution	192	April	\$60,000					
	Institution	Institution	459	April		\$78,204				
	Academic Affairs	CHPS	192	April		\$974,337				
	Academic Affairs	SOE	459	April						
	Academic Affairs/Student Affairs	COED/Enrollment Management	258	April						
	Institution	Institution	263	April						
	Development & Alumni	Development	481	April						
	Development & Alumni	Development	482	April						
	Development & Alumni	Development	258	April						
	Development & Alumni	Development	481	April						

Appendix D: Compensation Changes

2018-2019 Compensation Plan

(Approved by Board of Trustees, March 28, 2018)

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The 2018 Legislature appropriated new funding for a 2.5 percent performance based compensation adjustment and 4.1 percent medical benefits premium increase as well as a 3.1 percent dental premium decrease for higher education employees. This appropriation is comprised 75 percent by new tax funds with 25 percent funded through a first-tier tuition increase. Beyond this legislative appropriation, UVU is allocating new revenue from the first-tier tuition increase and funds from an existing contingency toward funding the shortfall in meeting medical and dental premium rate increases. The application of these compensation funds for 2018-19 is described below.

Benefits

UVU's Benefits Committee (with representation from Faculty Senate, PACE and administration) reviewed UVU's benefits plan based on plan performance, forecasted costs/claims experience, plan design, and strategic objectives. Based on the forecasted medical and prescription costs/claims experience and plan design changes, the premiums for UVU's medical plans will increase by 8 percent and the premium for UVU's dental plan will increase by 1.4 percent for 2018-19.

In consultation with UVU's benefits consultant and after conducting a risk analysis, UVU is increasing the plan's Individual Specific Stoploss reinsurance deductible from \$250,000 to \$300,000 and Aggregating Specific Stoploss from \$100,000 to \$300,000. These changes result in lower reinsurance premium costs by shifting risk to the University.

Medical Plan Premiums-- UVU will continue to pay 90 percent of the medical premium for employees enrolled in UVU's base medical plan (Traditional-Choice Plus), 100 percent of the medical premium for employees enrolled in UVU's High Deductible Choice Plus plan, and 84.76 percent of the medical premium for employees enrolled in UVU's Traditional-Options plan. For 2018-19, UVU will continue to contribute to Health Savings Accounts (HSA) for employees enrolled in UVU's HDHP.

Medical Plan Coverage—Based on strategy options provided by UVU's new pharmacy benefit manager, Magellan Rx, the following changes are being made:

- Increase cost of generics from \$4 to \$10; if the cash price is less than \$10, employees will pay that lesser cost.
- Increase cost of 90-day supply generics from \$8 to \$20; if the cash price is less than \$20, employees will pay that lesser cost.
- Implement a two-tier structure for specialty drugs
 - Specialty Formulary—change employee 30-day cost from a flat 50 percent per script to 50 percent after Rx deductible with a \$250 maximum out-of-pocket cost per prescription.
 - Specialty Non-formulary—change employee 30day cost from a flat 50 percent per script to 50 percent per script after Rx deductible with a \$350 maximum out-of-pocket cost per prescription.

For 2018-19, UVU will continue to offer employee incentives for participation in the UVUFit Employee Wellness Program.

Dental Plan Premiums-- UVU will continue to pay 80 percent of the dental premium for employees enrolled in UVU's dental plan.

Salaries/Wages

Full-time, Benefits Eligible Employees

The average base salary increase for full-time employees in each employment category (faculty, staff, executive) for 2018-19 will be 2.5 percent. In alignment with UVU's Compensation Philosophy, these funds will be applied to base salaries as follows:

- A. Effective July 1, 2018, all full-time benefits eligible employees will receive a \$200 increase to annual base salary. (*Average across all faculty salaries = 0.28%; average across all staff salaries = 0.41%; average across all executive salaries = 0.14%*)
- B. Faculty in good standing * may also be eligible to receive
 1. Merit increase through
 - a. Rank and tenure promotion increases--\$4,000 for advancement to Associate Professor; \$6,000 for advancement to Professor (*Average across all faculty salaries = 0.46%*)
 - b. Faculty Merit Pay in accordance with UVU Policy 654 through a graduated implementation as recommended by Faculty Senate Executive Committee and Academic Affairs Council (*Average across all faculty salaries = 0.30%*)
 2. Market equity adjustment based on criteria including tenure status, terminal degree, and proximity of base salary to market median for similar rank and discipline with a minimum increase of \$250 and a maximum increase of \$4,000. (*Average across all faculty salaries = 1.46%*)
 3. Summer ICHE rates will increase by 2.5 percent
 4. Stipends for budgeted faculty directors/departments chairs will increase by 2.5 percent

**In good standing (received a meets or exceeds expectations on the 2017-18 annual review, not in the terminal year of a tenure-track position, or on a University-required paid or unpaid suspension or leave) as of July 1, 2018.*

- C. Staff in good standing** may also be eligible to receive
 1. Market equity/range penetration adjustments as recommended by the appropriate Vice President in consultation with Human Resources based on market median movement, years in current position, and proximity of base salary to market median with a minimum increase of \$250 and a maximum increase of \$4,000. (*Average across all staff salaries = 0.54%*)
 2. Merit increase determined by applying the University's established Staff Merit Pay Program criteria—2017 performance evaluation scores and proximity of base salary to market median
 3. (compa-ratio). To be eligible for a merit increase, the employee must have been employed in a full-time staff position no later than July 1, 2017, and the 2017 Performance Evaluation must be submitted to Human Resources no later than March 15, 2018. (*Average across all staff salaries = 1.55%*)

***In good standing (not under written warning or final written warning or on a University-required paid or unpaid suspension or leave) as of July 1, 2018.*

- D. Executives (excluding the President whose salary is determined by the Board of Regents) may be eligible to receive key retention/market equity adjustment as determined by the President in consultation with Human Resources (*average across all executive salaries = 2.36%*)

Adjunct Faculty

Adjunct pay rates will increase by 2.6 percent. Appropriated hourly faculty budgets will be increased by 2.6 percent to fund this increase.

Part-time, Hourly Staff and Student Employees

All hourly staff will receive a 1.5 percent increase to their hourly pay rate effective July 1, 2018. Appropriated hourly budgets will be increased by 2.5 percent to accommodate this across-the-board increase and any targeted merit/equity increases determined by the individual department in consultation with Human Resources.