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# **Utah Valley University**

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## **2019-2020 Operating Budget**

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**Prepared for Board of Trustees  
June 18, 2019**

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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 18, 2019 board meeting are UVU's 2019-2020 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.

### Initial Budget Summary and History

	2017-18	2018-19	2019-20	Change 2018-19 to 2019-20	% Change 2018-19 to 2019-20
<b>Appropriated</b>					
Education & General	\$235,193,300	\$253,618,400	\$268,909,300	\$15,290,900	6.03%
Ed Disadvantaged	\$174,900	\$179,300	\$188,500	\$9,200	5.13%
<b>TOTAL Appropriated</b>	<b>\$235,368,200</b>	<b>\$253,797,700</b>	<b>\$269,097,800</b>	<b>\$15,300,100</b>	<b>6.03%</b>
<b>Auxiliaries</b>					
Bookstore	\$8,974,526	\$9,619,083	\$9,700,000	\$80,917	0.84%
Dining Services	\$3,431,000	\$4,123,840	\$3,825,000	-\$298,840	-7.25%
Student Center	\$2,064,880	\$2,196,000	\$2,364,000	\$168,000	7.65%
Student Life & Wellness Center	\$2,986,600	\$3,078,335	\$3,296,741	\$218,406	7.09%
<b>Other Programs</b>					
Athletics	\$6,496,200	\$6,825,000	\$7,589,500	\$764,500	11.20%
Community Outreach & Economic Development	\$789,648	\$1,052,903	\$1,100,202	\$47,299	4.49%
Student Health Services	\$574,040	\$565,014	\$718,421	\$153,407	27.15%
Student Programs	\$2,770,880	\$2,789,641	\$2,967,689	\$178,048	6.38%
<b>TOTAL Auxiliaries/Other Programs</b>	<b>\$28,087,774</b>	<b>\$30,249,816</b>	<b>\$31,561,553</b>	<b>\$1,311,737</b>	<b>4.34%</b>
<b>Institutional Discretionary</b>					
Institutional Investment Income	\$2,223,021	\$2,735,006	\$4,469,182	\$1,734,176	63.41%
Unrestricted Gifts	\$124,204	\$126,266	\$129,002	\$2,736	2.17%
<b>TOTAL Institutional Discretionary</b>	<b>\$2,347,225</b>	<b>\$2,861,272</b>	<b>\$4,598,184</b>	<b>\$1,736,912</b>	<b>60.70%</b>

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 and action commitments
- Strengthens foundations for success under current and future funding models (such as performance funding)
- Builds capacity in response to and in preparation for enrollment growth
- 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 FY20 and reflect an ongoing base tax fund increase of 6.1 percent—\$7,094,800. Dedicated credits revenue is based on FY19 projected revenues adjusted for tuition increase, enrollment change, scholarship/tuition waivers changes, etc., resulting in a base dedicated credits increase of 6.0 percent—\$8,196,100. In total, UVU’s Education and General revenue increased \$15,290,900 or 6.03 percent.

## Enrollment Change

UVU experienced significant enrollment growth during 2018-19.

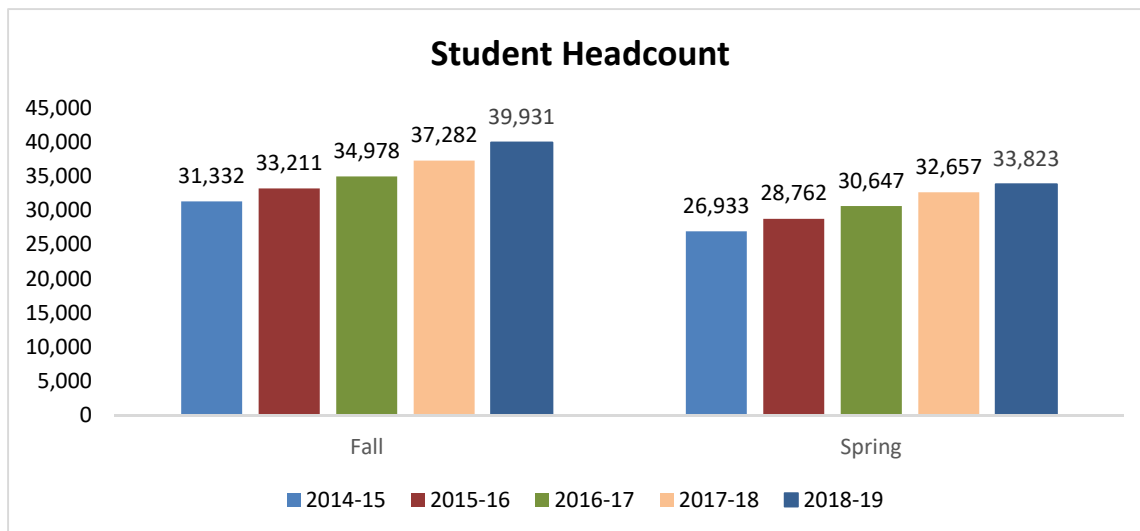
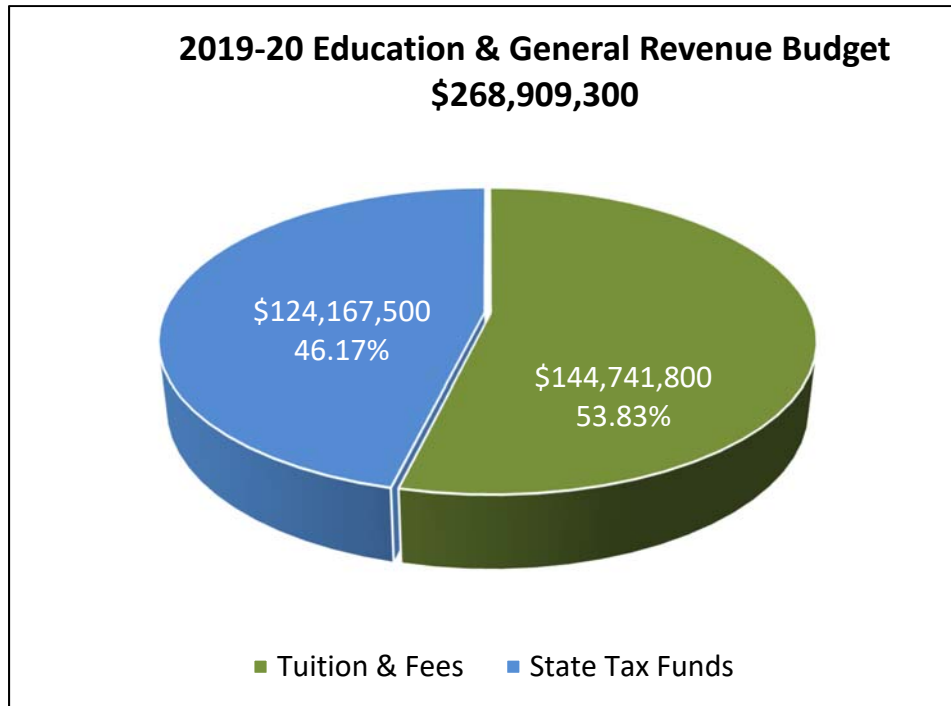


Figure 1

## 2018-19 TO 2019-20 Revenue Changes

Education and General	2018-19 Initial Budget	Changes for 2019-20 Budget	2019-20 Initial Budget
<b>Tax Funds</b>	<b>\$117,072,700</b>	<b>\$7,094,800</b>	<b>\$124,167,500</b>
Noorda Performing Arts Center Operations & Maintenance (House Bill 1)		\$486,400	
Performance Based Funding (Senate Bill 8)		\$314,300	
Student Growth and Capacity (House Bill 2)		\$1,696,900	
Salary Increase (Senate Bill 8)		\$3,277,300	
Medical/Dental Premiums (Senate Bill 8)		\$996,700	
Internal Service Funds (Senate Bill 8)		\$136,200	
Attorney General (Senate Bill 8)		\$187,000	
<b>Dedicated Credits</b>	<b>\$136,545,700</b>	<b>\$8,196,100</b>	<b>\$144,741,800</b>
2019-20 Tuition Increase		\$2,279,564	
2018-19 Enrollment Based Tuition Revenue		\$6,632,857	
2018-19 New Tuition Waivers		-\$3,000,100	
2018-19 Tuition from Enrollment in New/Expanding Programs		\$1,638,279	
Other Revenue Changes (fees, write-offs/collections, rental, etc.)		\$645,500	
<b>TOTAL</b>	<b>\$253,618,400</b>	<b>\$15,290,900</b>	<b>\$268,909,300</b>
		<b>6.0%</b>	

Table 2



The overall revenue increase for 2019-20 of **\$15,290,900** represents a 6.03% change. Tax funds comprise **46.17%** of total revenue similar to 2018-19.

Figure 2

<b>2019-20 Education &amp; General Revenue Budget</b>				
Revenue Source	Initial Budget			
	2018-19	2019-20	\$ Change	% Change
<b>State Tax Funds</b>				
General Fund	\$59,301,600	\$518,700	(\$58,782,900)	-99.13%
Education Fund	\$57,771,100	\$122,333,600	\$64,562,500	111.76%
Education Fund Restricted	\$0	\$1,315,200	\$1,315,200	NA
<b>Dedicated Credits</b>				
Tuition and Fees	\$136,396,300	\$144,606,800	\$8,210,500	6.02%
Other Income	\$149,400	\$135,000	(\$14,400)	-9.64%
<b>TOTAL Education and General</b>	<b>\$253,618,400</b>	<b>\$268,909,300</b>	<b>\$15,290,900</b>	<b>6.03%</b>

Table 3

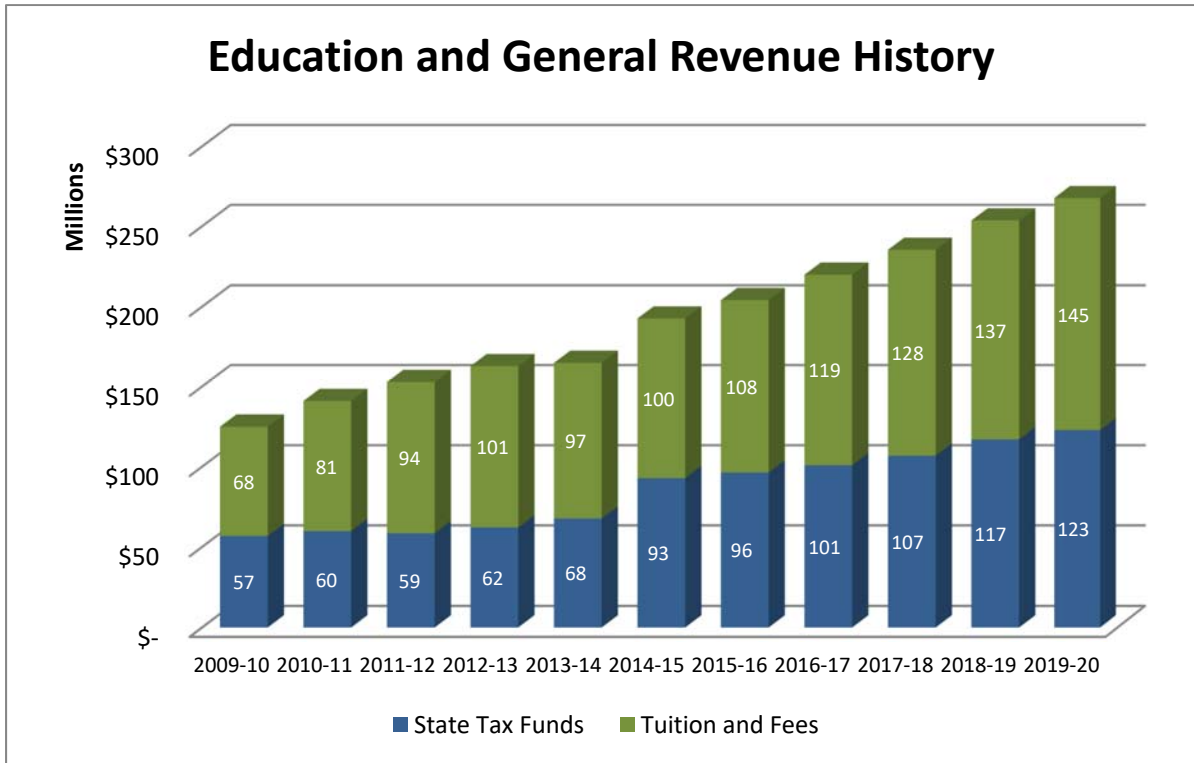


Figure 3

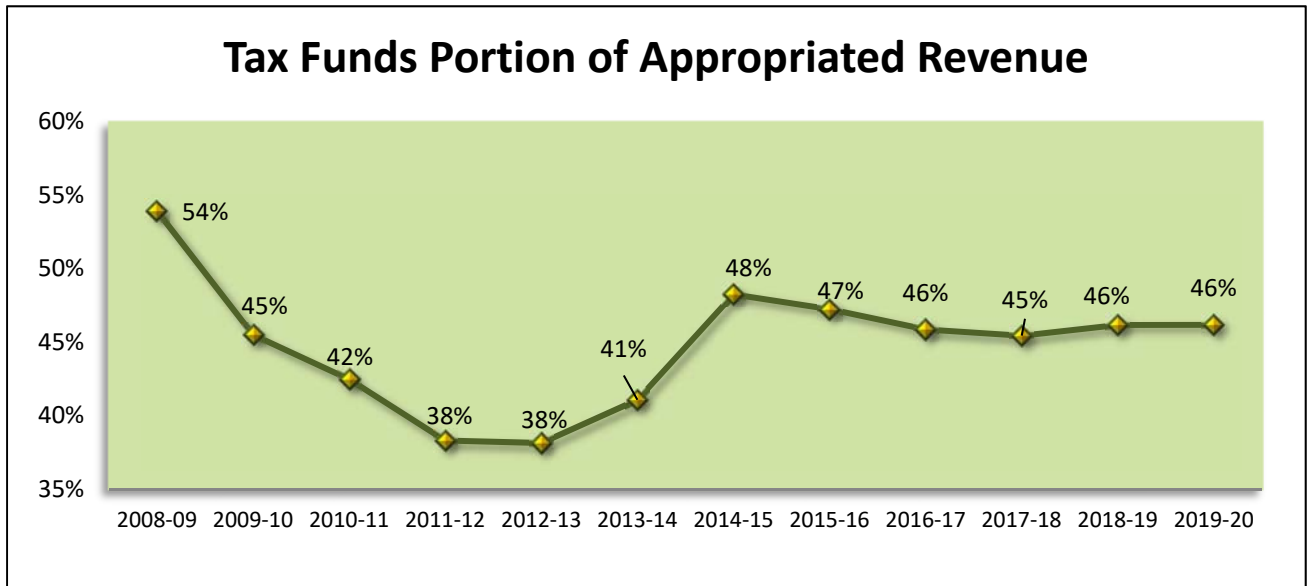
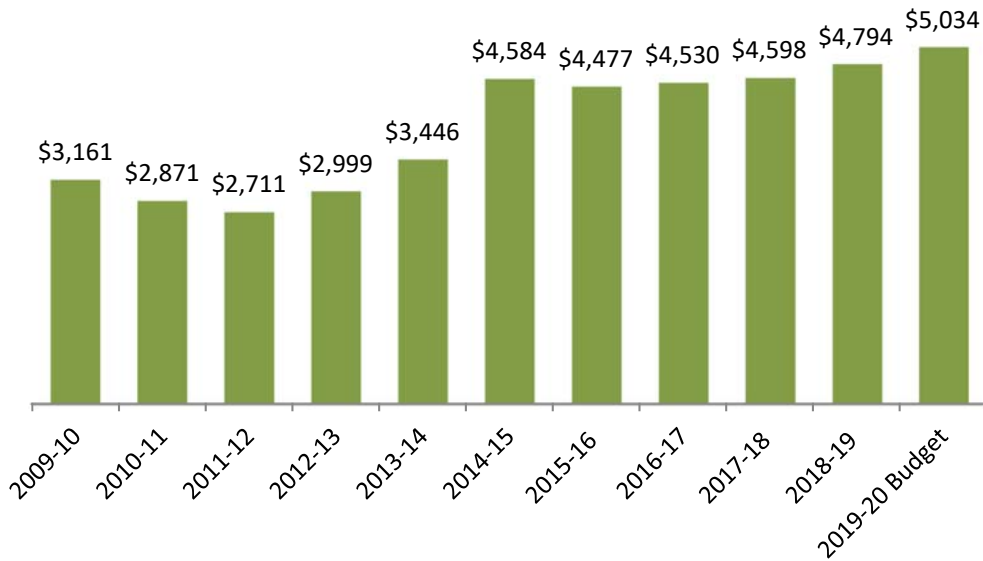


Figure 4

## Tax Funds Per Student FTE 2009-10 through 2019-20



**Tax Funds per Student**  
The 2014-15 \$21.1 million Acute Equity allocation, together with the significant tax fund investment since, 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

## Annualized Student FTE 2009-10 through 2019-20

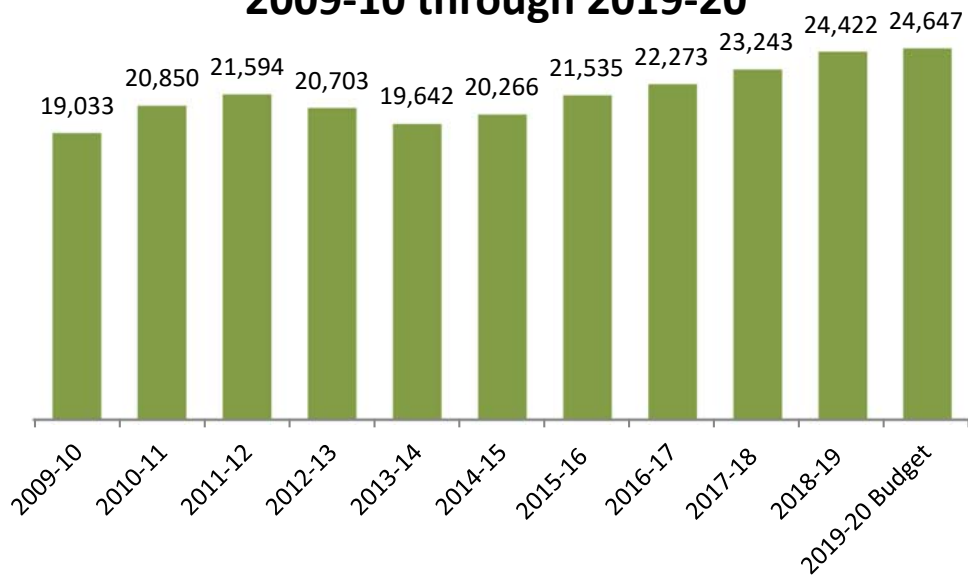


Figure 6



# Student Headcount

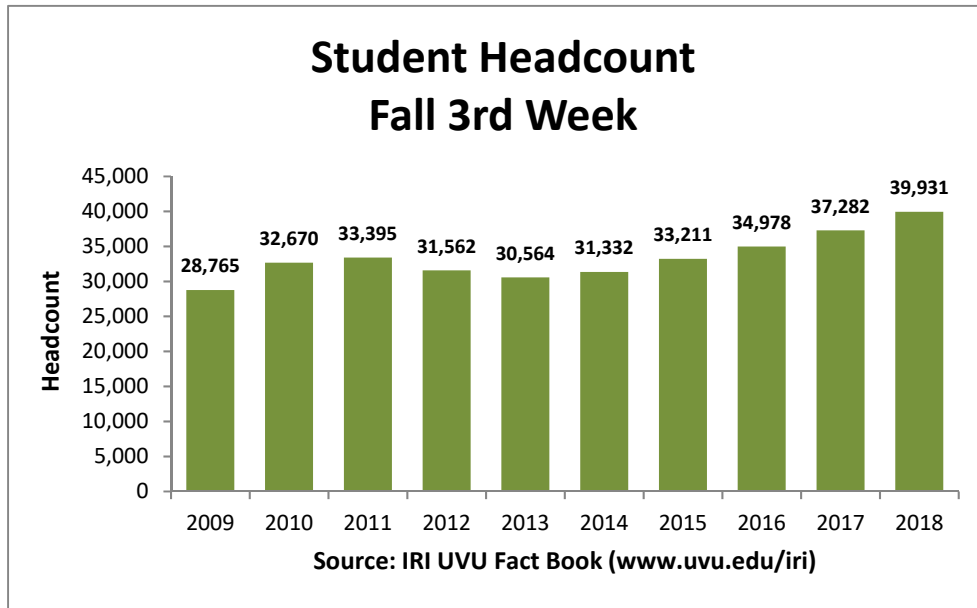


Figure 7

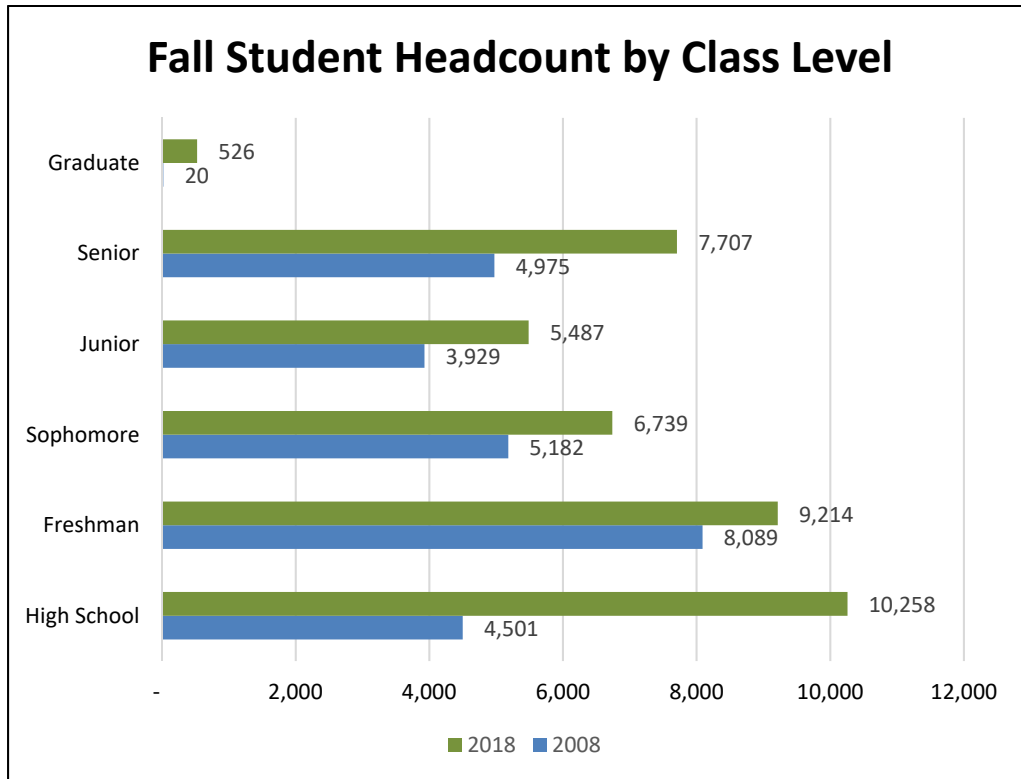


Figure 8

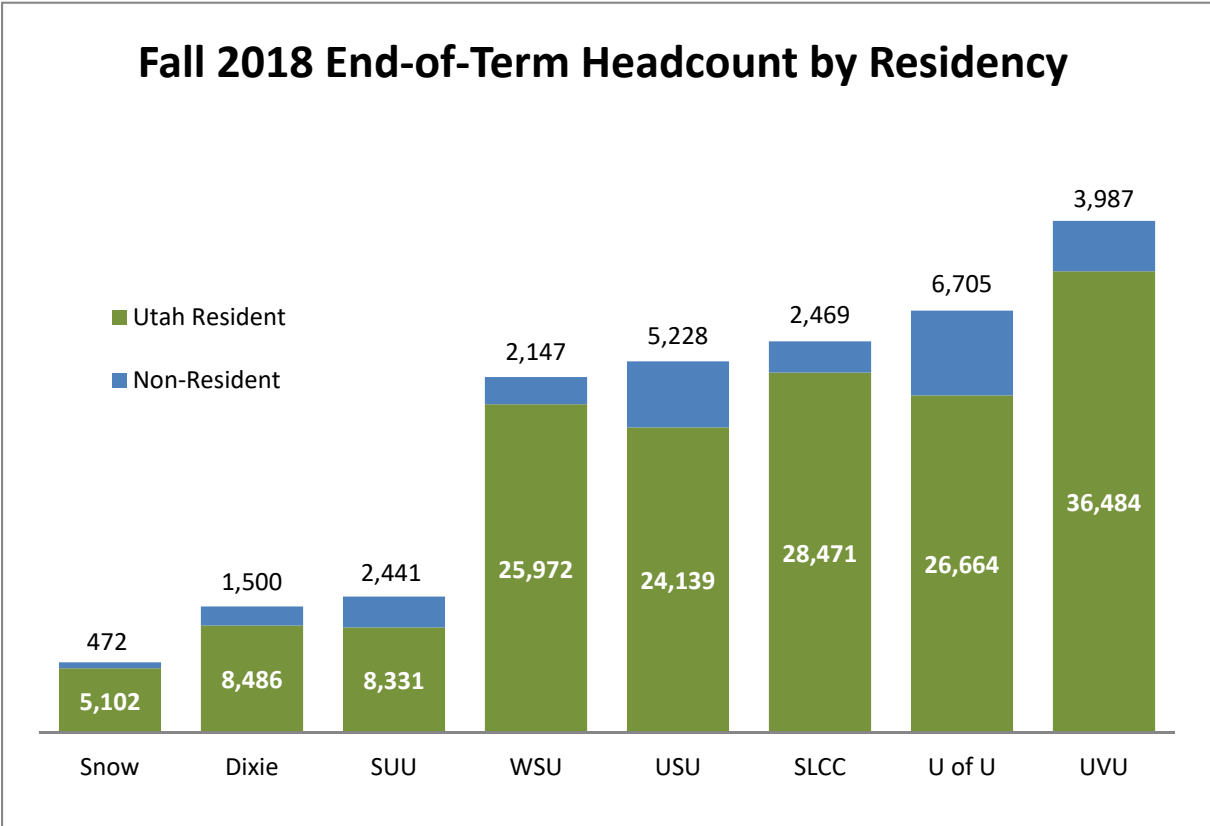


Figure 9

**Resident Enrollment**

In Fall 2018, UVU enrolled both the largest number of total students and Utah residents in the Utah System of Higher Education. One of every five residents enrolled in USHE is enrolled at UVU.

**Utah System of Higher Education  
Change in 3rd Week Student Headcount  
Fall 2009 to Fall 2019**

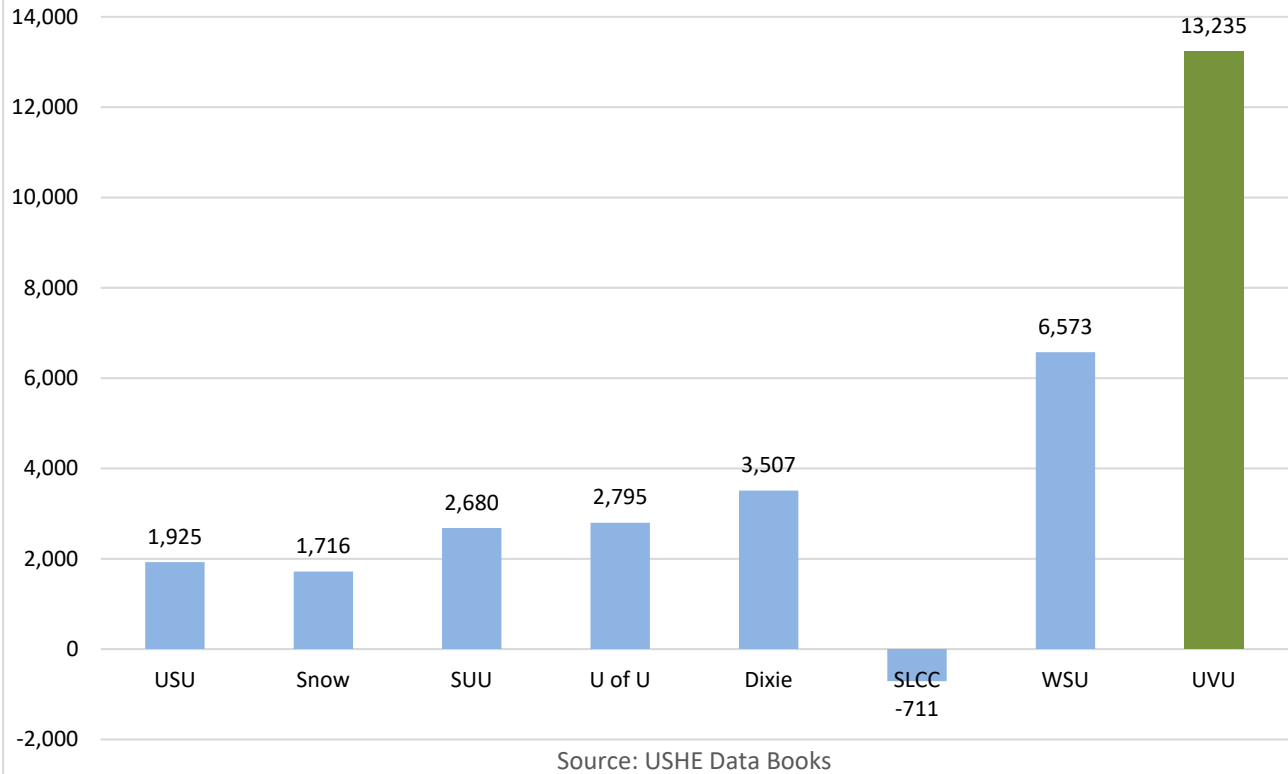


Figure 10

**Student Headcount**  
 Since 2008, UVU has experienced the largest growth in student headcount in the Utah System of Higher Education.

## Tuition & Fees

UVU Tuition & Fees History Resident Undergraduate Academic Year		
Academic Year	Tuition	Tuition & Fees
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
2019-20	\$5,122	\$5,820

Table 4

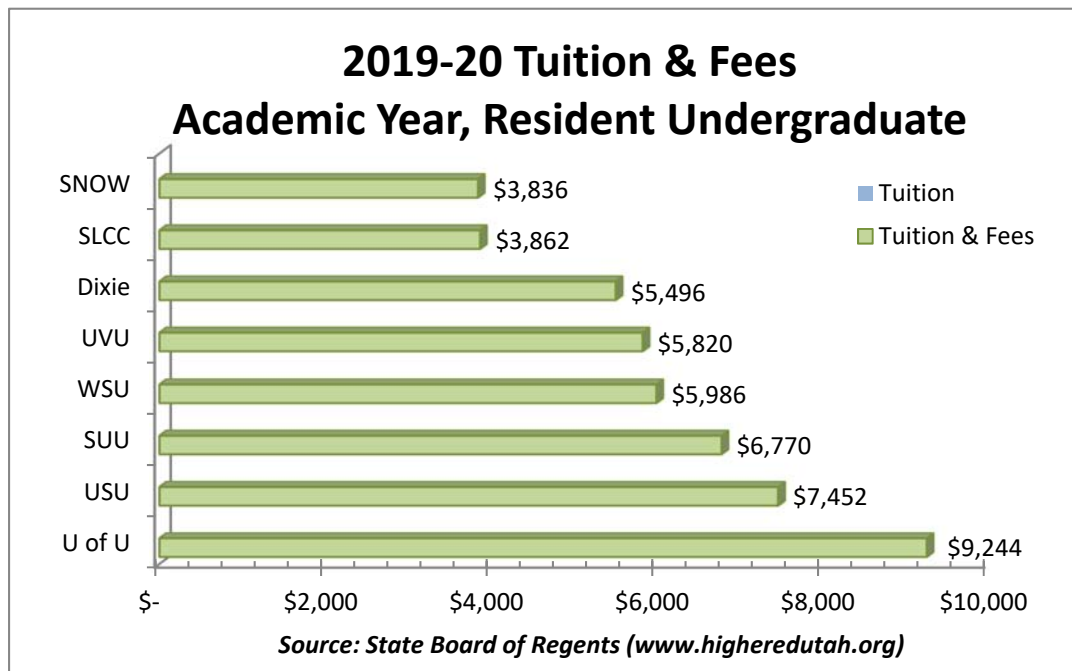


Figure 11

# USHE Tuition & Fees

## Academic Year, Resident Undergraduate Students 2015-16 to 2019-20

Institution	2015-16	2016-17	2017-18	2018-19	2019-20	Change from 2015-16 to 2019-20	% Change from 2015-16 to 2019-20
Dixie	\$4,620	\$4,840	\$5,080	\$5,253	\$5,496	\$876	19.0%
U of U	\$8,197	\$8,518	\$8,824	\$9,222	\$9,244	\$1,047	12.8%
WSU	\$5,339	\$5,524	\$5,712	\$5,859	\$5,986	\$647	12.1%
USU	\$6,663	\$6,866	\$7,174	\$7,425	\$7,452	\$789	11.8%
Snow	\$3,484	\$3,592	\$3,686	\$3,742	\$3,836	\$352	10.1%
SLCC	\$3,569	\$3,690	\$3,781	\$3,843	\$3,862	\$293	8.2%
UVU	\$5,386	\$5,530	\$5,652	\$5,726	\$5,820	\$434	8.1%
SUU	\$6,300	\$6,530	\$6,676	\$6,770	\$6,770	\$470	7.5%
<b>USHE Average</b>	<b>\$5,445</b>	<b>\$5,636</b>	<b>\$5,823</b>	<b>\$5,980</b>	<b>\$6,058</b>	<b>\$614</b>	<b>11.3%</b>

Table 5

## Expenditures

The expenditure budget implements the resource allocations determined through legislative intent, the tuition increase process, and UVU’s PBA process as outlined in Talk with Tuminez campus-wide forum on April 22, 2019. Governing bodies involvement has included approval of tuition and general student fees; approval of 2019-20 compensation plans; approval of new degree programs including graduate degrees; and developing, reviewing, and support UVU’s/USHE’s annual budget request.

UVU utilizes a Planning, Budgeting, and Assessment (PBA) process which guides UVU in its strategic planning, resource allocations, and assessment. The PBA process fosters a culture of strategic planning, assessment, continuous improvement, and accountability and utilizes transparent and collaborative decision-making processes. Many individuals across campus have been involved in this process by serving on university committees; by participating in developing and refining their department’s four-year strategic plan and by attending PBA conversations within their department, school/college, and division and/or the university PBA conversations.

## 2018-19 Planning, Budget & Assessment (PBA) Cycle

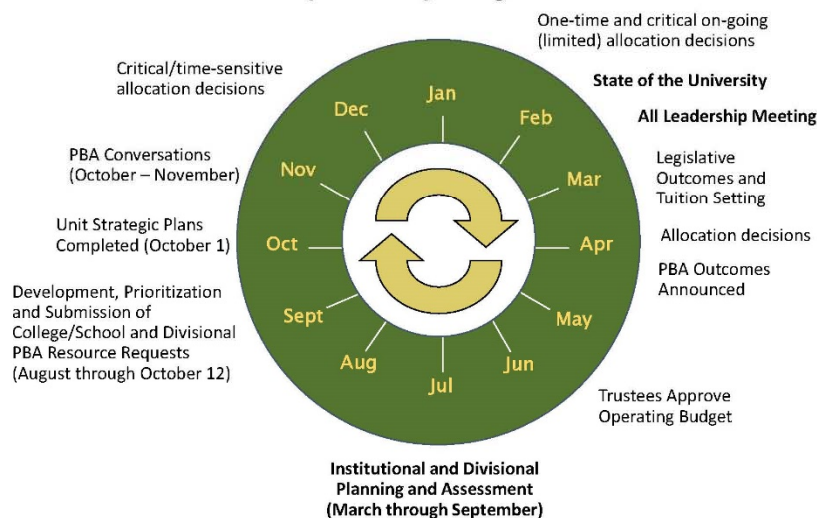


Figure 12

### 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, values, and Action Commitments (Appendix B). The allocation detail (reviewed and affirmed by President’s Council) identifies initiatives funded in support of UVU’s Action Commitments (Appendix C).

2019-20 highlights of changes from new resource allocations and existing resource reallocations:

## INCLUDE

UVU integrates educational opportunities appropriate to both community colleges and universities

- Enhance and expand career & technical education and two-year degree programs
  - 1 tenure track faculty in automotive
- Enhance and expand STEM programs
  - 7 tenure track faculty in engineering, math, biology, computer science
  - 1 lecturer faculty in information systems
- Enhance and expand undergraduate health professions programs
  - 3 tenure track faculty in nursing and biology
  - Dental Hygiene chairs
- Enhance and expand new undergraduate programs
  - 1 tenure track faculty in family science
- Expand graduate programs
  - 7 tenure track faculty in education, physician assistant, financial planning and analytics, and marriage and family therapy
  - 1 professional-in-residence faculty in financial planning and analytics
  - 5 staff in physician assistant, financial planning and analytics, and marriage and family therapy
- Enhance graduate programs
  - Hourly faculty and staff, summer faculty, and current expense in computer science, cybersecurity, and public services

UVU provides accessible, equitable and culturally diverse learning experiences and resources for students of all backgrounds, including those historically underrepresented in higher education

- Area of Focus 3—Strengthen outreach and internal academic and student support efforts for students from historically underrepresented cultural backgrounds and those who are first-generation and low-income
  - Programmatic support for UVU Prep, African student initiative, Governor’s Native American Summit, multicultural center, inclusion plan, and Women’s Success Center

UVU fosters an inviting, safe, and supportive environment in which students, faculty, and staff can succeed

- Expand mental health resources for students
  - 3 mental health therapists
  - SafeUT app
  - Hourly psychiatric nurse practitioner

- Enhance inviting, safe, and supportive campus environment
  - 2 Police staff--officer and dispatcher
  - Mamava lactation suites
  - Reflection Center hourly

## ENGAGE

UVU faculty, staff, and students practice excellent, engaged teaching and learning activities as a community of scholars, creators, and practitioners

- Enhance instructional and academic support services
  - 1 librarian and integrated library system
  - Assistant Dean for SOA
  - Programmatic support for IRB, research, and scholarly activities
  - Proctorio exam proctoring in Canvas
  - Seed funding for tech commercialization

UVU develops relationships and outreach opportunities with students, alumni, and community stakeholders

- Enhance support for communication materials, programs, and events
  - SOA marketing staff
  - Web developer for University Relations/SOA
  - Director of Photography
  - Programmatic support for events and Marketing & Communications
- Strengthen UVU's community engagement and academic outreach
  - Programmatic support for University Relations and Community Outreach and Economic Development
- Enhance, expand and operate facilities that support community engagement
  - O&M for Lakemount Manor and Noorda Center for the Performing Arts
  - Thanksgiving Point signage, remodel, and maintenance
  - Lockhart Arena improvements

UVU employees demonstrate a commitment to student success, professionalism, ethics, and accountability

- Compensation
  - Salary, wage, and benefits increases to reward performance, respond to external labor market changes, and promote internal equity
- Improve employee recognition
  - Increase value and number of faculty and staff excellence awards
- Expand employee engagement, training, and development
  - Increase Staff Education Funds
  - Expand training for faculty, staff, and adjunct faculty
- Strengthen culture of responsibility, ethics, and risk management
  - 6 staff including fixed asset tracking, compliance, sustainability, and environmental health
  - Risk Management rate increases and support for Attorney General's Office



## ACHIEVE

### UVU supports students in completing their educational goals

- Area of Focus 1—Improve student retention, persistence, learning, and completion
  - Improve access to full-time faculty, particularly in high demand programs
    - 14 tenure track faculty in digital media, digital marketing, aviation science, social work, communications, psychology, physics, accounting, organizational leadership, statistics, strategic management and operations
    - 7 lecturer faculty for critical needs, social work, and communications
  - Improve student retention
    - Implementation of First-Year Advising Center including Director and 7 new academic advisors
    - Retention mentors
  - Improve and support onboarding-through-graduation student support programs/services
    - 5 student affairs staff in graduation, international admissions, completion, and campus connections
    - Programmatic support for admissions and graduation
- Increase sections and support services to meet enrollment growth
  - Additional course sections in seven schools/colleges
- Support instructional, academic support, and student services programs and equipment
  - Mathematics course manager
  - Pianos and sound equipment for SOA
  - Classroom equipment

### UVU students master the learning outcomes of the university and their programs

- Programmatic support for supplemental instruction, including 1 staff
- ALEKS

### UVU prepares students for success in their subsequent learning, professional, and civic pursuits

- Area of Focus 2—Pursue excellence in engaged learning that promotes success in undergraduate scholarship, post-graduation career pursuits, and civic responsibility
  - Programmatic support for SOE internships, Presidential interns, and honors

## OPERATE EFFECTIVELY

### UVU strategically allocates resources to achieve institutional objectives

- Implement and sustain innovative practices and technology systems
  - Digital Transformation VP and operating funds
- Support and sustain technology solutions, systems, and infrastructure
  - 2 staff
  - IT security including next gen firewall/software, advanced endpoint protection
  - Computer pods
  - Wireless controller replacement
- Provide staffing, operating funds, and equipment to support programs and services
  - 3 athletic staff; 4 Finance & Administration staff; 1 HR staff; 1 University Relations executive; 1 Institutional Advancement staff

- Campus image committee and student branding support
- Enhance and remodel facilities
  - Art & Design remodeling
  - Office space for PA program
  - Financial Aid remodel
  - Losee 4<sup>th</sup> floor buildout
  - Live interactive classrooms
  - Additional office space/remodels

**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

<b>Education &amp; General Base Operating Budget</b>				
<b>by Functional Classification</b>				
<b>Comparison for 2018-19 and 2019-20</b>				
	2018-19	2019-20	\$ Change	% Change
Instruction	\$124,225,097	\$132,768,421	\$8,543,324	6.88%
Public Service	\$203,295	\$154,730	-\$48,565	-23.89%
Library	\$4,246,891	\$4,474,819	\$227,928	5.37%
Academic Support	\$29,196,435	\$30,433,843	\$1,237,408	4.24%
Athletics	\$4,004,673	\$4,255,807	\$251,134	6.27%
Student Services	\$19,072,492	\$19,558,661	\$486,169	2.55%
Institutional Support	\$48,979,681	\$52,661,417	\$3,681,736	7.52%
Scholarships	\$2,815,077	\$2,817,547	\$2,470	0.09%
O&M	\$20,874,759	\$21,784,055	\$909,296	4.36%
<b>Total Expenditures</b>	<b>\$253,618,400</b>	<b>\$268,909,300</b>	<b>\$15,290,900</b>	<b>6.03%</b>

Table 8

## 2019-20 Educational & General Base Operating Budget by Functional Classification

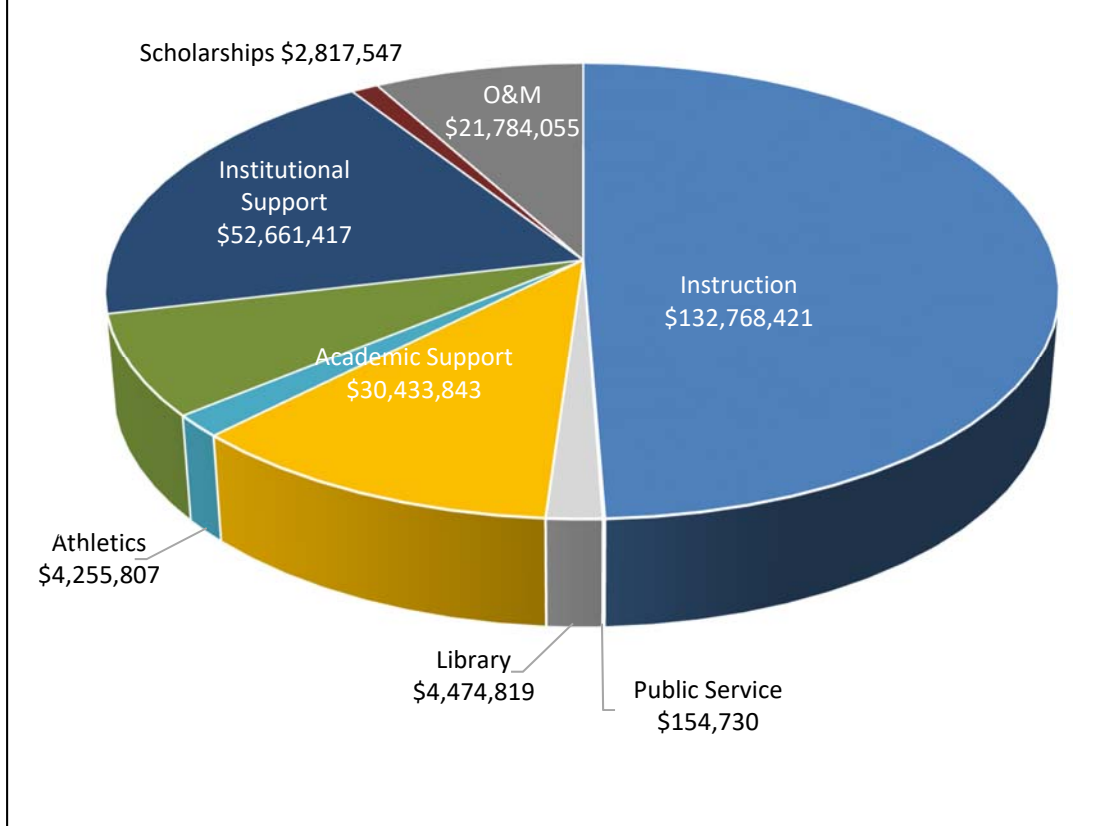


Figure 13

## Percent of Budget

### by Functional Classification

	2015-16	2016-17	2017-18	2018-19	2019-20
Instruction	48.90%	49.40%	48.96%	48.98%	49.37%
Public Service	0.10%	0.10%	0.09%	0.08%	0.06%
Academic Support	10.40%	10.20%	10.95%	11.51%	11.32%
Library	1.80%	1.80%	1.73%	1.67%	1.66%
Student Services	7.90%	8.10%	7.88%	7.52%	7.27%
Athletics	1.50%	1.50%	1.61%	1.58%	1.58%
Institutional Support	19.20%	18.90%	19.07%	19.31%	19.58%
O&M	9.40%	9.10%	8.65%	8.23%	8.10%
Scholarships	0.90%	1.00%	1.06%	1.11%	1.05%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Table 9

# Appropriated Base Operating Budget

## by Natural Classification Comparison for 2014-15 and 2015-16

### EDUCATION AND GENERAL

	2017-18	2018-19	2019-20	\$ Change	% Change
Faculty Salaries	\$50,992,217	\$55,680,397	\$60,776,028	\$5,095,631	9.15%
Faculty Hourly	\$16,046,530	\$17,231,874	\$18,156,059	\$924,185	5.36%
Executive Salaries	\$4,593,235	\$4,726,510	\$5,389,122	\$662,612	14.02%
Staff Salaries	\$54,936,758	\$59,188,754	\$63,792,815	\$4,604,061	7.78%
Staff Hourly	\$9,260,846	\$10,327,018	\$11,881,216	\$1,554,198	15.05%
<b>Total Salaries &amp; Wages</b>	<b>\$135,829,586</b>	<b>\$147,154,553</b>	<b>\$159,995,240</b>	<b>\$12,840,687</b>	<b>8.73%</b>
Employee Benefits	\$59,954,123	\$64,033,841	\$67,226,499	\$3,192,658	4.99%
<b>Total Personnel Services</b>	<b>\$195,783,709</b>	<b>\$211,188,394</b>	<b>\$227,221,739</b>	<b>\$16,033,345</b>	<b>7.59%</b>
Current Expense	\$31,428,497	\$34,107,039	\$33,164,815	-\$942,224	-2.76%
Travel	\$1,210,083	\$1,362,524	\$1,416,424	\$53,900	3.96%
Capital Equipment	\$550,083	\$546,135	\$556,690	\$10,555	1.93%
Fuel & Power	\$3,620,542	\$3,763,922	\$3,899,246	\$135,324	3.60%
Scholarships	\$2,600,386	\$2,650,386	\$2,650,386	\$0	0.00%
<b>Total Expenditures</b>	<b>\$235,193,300</b>	<b>\$253,618,400</b>	<b>\$268,909,300</b>	<b>\$15,290,900</b>	<b>6.03%</b>

Table 10

## 2019-20 Education & General Base Operating Budget by Natural Classification

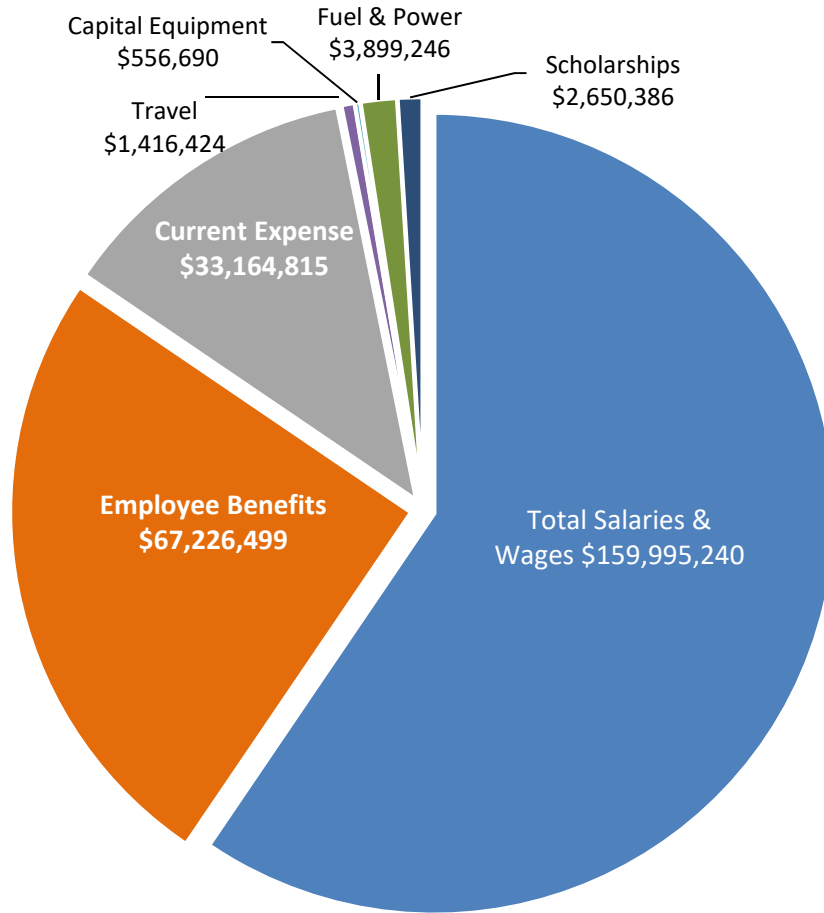


Figure 14

<b>Percent of Budget</b>					
<b>by Natural Classification</b>					
	2015-16	2016-17	2017-18	2018-19	2019-20
Salaries & Wages	58.0%	58.10%	57.8%	58.0%	59.5%
Employee Benefits	24.9%	24.8%	25.5%	25.3%	25.0%
Current Expense	13.8%	13.8%	13.4%	13.5%	12.3%
Travel	0.5%	0.5%	0.5%	0.5%	0.53%
Capital Equipment	0.3%	0.3%	0.2%	0.2%	0.21%
Fuel & Power	1.8%	1.6%	1.5%	1.5%	1.45%
Scholarship	0.9%	0.9%	1.1%	1.1%	0.99%
<b>TOTAL</b>	<b>100.2%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.2%</b>	<b>100.0%</b>

Table 11

## Educationally Disadvantaged

<b>2018-19 TO 2019-20 Revenue Changes</b>			
Educationally Disadvantaged	2018-19 Initial Budget	Changes for 2019-20 Budget	2019-20 Initial Budget
<b>Tax Funds</b>	<b>\$179,300</b>	<b>\$4,800</b>	<b>\$184,100</b>
Salary/Wage Adjustment (Senate Bill 8)		\$3,500	
Medical Premiums (Senate Bill 8)		\$1,300	
<b>TOTAL</b>	<b>\$174,900</b>	<b>\$4,800</b>	<b>\$184,100</b>
		<b>2.7%</b>	

Table 12

**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 2.7 percent.

<b>2019-20 OPERATING BUDGET REVENUE</b>	
Educationally Disadvantaged	
Revenue Source	Initial Budget (Base Operating Budget)
<b>State Tax Fund</b>	
General Fund	\$138,900
Education Fund	\$45,200
<b>TOTAL EDUCATIONALLY DISADVANTAGED</b>	<b>\$184,100</b>

Table 13

<b>Appropriated Base Operating Budget</b>		
<b>by Functional Classification</b>		
<b>Comparison for 2018-19 and 2019-20</b>		
<b>Educationally Disadvantaged</b>		
	<b>2018-19</b>	<b>2019-20</b>
Student Services		
Other Student Services	\$174,900	\$184,100
<b>Total Expenditure</b>	<b>\$174,900</b>	<b>\$184,100</b>

Table 14

<b>Educationally Disadvantaged</b>				
<b>Appropriated Base Operating Budget</b>				
<b>by Functional Classification</b>				
<b>Comparison for 2018-19 and 2019-20</b>				
	<b>2018-19</b>	<b>2019-20</b>	<b>\$ Change</b>	<b>% Change</b>
Staff Salaries	\$105,463	\$115,921	\$10,458	9.92%
Staff Hourly	\$16,288	\$16,573	\$285	1.75%
<b>Total Salaries &amp; Wages</b>	<b>\$121,751</b>	<b>\$132,494</b>	<b>\$10,743</b>	<b>8.82%</b>
Employee Benefits	\$57,549	\$51,606	-\$5,943	-10.33%
Total Personal Services	\$179,300	\$184,100	\$4,800	2.68%
<b>Total Expenditure</b>	<b>\$179,300</b>	<b>\$184,100</b>	<b>\$4,800</b>	<b>2.68%</b>

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.

<b>Bookstore Operating Budget Comparison for Fiscal Years 2018-19 and 2019-20</b>				
	2018-19	2019-20	\$ Change	% Change
<b>REVENUE</b>				
Sales & Services	\$9,619,083	\$9,700,000	\$80,917	0.84%
Student Fees	\$0	\$0	\$0	0.00%
Other Income	\$0	\$0	\$0	0.00%
<b>TOTAL REVENUE</b>	<b>\$9,619,083</b>	<b>\$9,700,000</b>	<b>\$80,917</b>	<b>0.84%</b>
<b>BUDGETED EXPENDITURE/TRANSFERS</b>				
<b>Expenditures</b>				
Salaried Staff	\$636,024	\$582,376	-\$53,648	-8.43%
Hourly Staff	\$489,000	\$489,000	\$0	0.00%
Benefits	\$406,150	\$395,071	-\$11,079	-2.73%
Current Expense	\$544,000	\$544,000	\$0	0.00%
Cost of Goods Sold	\$7,502,885	\$7,566,000	\$63,115	0.84%
Travel	\$11,500	\$11,500	\$0	0.00%
Capital	\$0	\$0	\$0	\$0
Subtotal Budgeted Expenditures	<b>\$9,589,559</b>	<b>\$9,587,947</b>	<b>-\$1,612</b>	<b>-0.02%</b>
<b>Transfers</b>				
Transfer to Bond Payment	\$29,524	\$112,053	\$82,529	279.53%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	<b>\$29,524</b>	<b>\$112,053</b>	<b>\$82,529</b>	<b>279.53%</b>
<b>TOTAL BUDGETED EXPENDITURE/TRANSFERS</b>	<b>\$9,619,083</b>	<b>\$9,700,000</b>	<b>\$82,529</b>	<b>0.84%</b>

Table 16

## Dining Services Operating Budget Comparison for Fiscal Years 2018-19 and 2019-20

	2018-19	2019-20	\$ Change	% Change
<b>REVENUE</b>				
Sales & Services	\$3,887,840	\$3,675,000	-\$212,840	-5.47%
Student Fees	\$0	\$0	\$0	0.00%
Other Income	\$236,000	\$150,000	-\$86,000	-36.44%
<b>TOTAL REVENUE</b>	<b>\$4,123,840</b>	<b>\$3,825,000</b>	<b>-\$298,840</b>	<b>-7.25%</b>
<b>BUDGETED EXPENDITURE/TRANSFERS</b>				
<b>Expenditures</b>				
Salaried Staff	\$528,043	\$401,263	-\$126,780	-24.01%
Hourly Staff	\$930,382	\$879,750	-\$50,632	-5.44%
Benefits	\$426,634	\$275,616	-\$151,018	-35.40%
Current Expense	\$490,000	\$420,000	-\$70,000	-14.29%
Cost of Goods Sold	\$1,535,136	\$1,491,750	-\$43,386	-2.83%
Travel	\$3,000	\$3,000	\$0	0.00%
Capital	\$5,000	\$5,000	\$0	0.00%
Subtotal Budgeted Expenditures	<b>\$3,918,195</b>	<b>\$3,476,379</b>	<b>-\$441,816</b>	<b>-11.28%</b>
<b>Transfers</b>				
Transfer to Bond Payment	\$205,645	\$348,621	\$142,976	69.53%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	<b>\$205,645</b>	<b>\$348,621</b>	<b>\$142,976</b>	<b>69.53%</b>
<b>TOTAL BUDGETED EXPENDITURE/TRANSFERS</b>	<b>\$4,123,840</b>	<b>\$3,825,000</b>	<b>-\$298,840</b>	<b>-7.25%</b>

Table 17

## Student Center Operating Budget Comparison for Fiscal Years 2018-19 and 2019-20

	2018-19	2019-20	\$ Change	% Change
<b>REVENUE</b>				
Sales & Services	\$436,000	\$427,000	-\$9,000	-2.06%
Student Fees	\$1,570,000	\$1,747,000	\$177,000	11.27%
Other Income	\$190,000	\$190,000	\$0	0.00%
<b>TOTAL REVENUE</b>	<b>\$2,196,000</b>	<b>\$2,364,000</b>	<b>\$168,000</b>	<b>7.65%</b>
<b>BUDGETED EXPENDITURE/TRANSFERS</b>				
<b>Expenditures</b>				
Salaried Staff	\$689,207	\$714,658	\$25,451	3.69%
Hourly Staff	\$280,000	\$312,000	\$32,000	11.43%
Benefits	\$440,945	\$459,685	\$18,740	4.25%
Current Expense	\$750,000	\$842,657	\$92,657	12.35%
Travel	\$15,000	\$15,000	\$0	0.00%
Capital	\$15,000	\$15,000	\$0	0.00%
Subtotal Budgeted Expenditures	<b>\$2,190,152</b>	<b>\$2,359,000</b>	<b>\$168,848</b>	<b>7.71%</b>
<b>Transfers</b>				
Transfer to Bond Payment	\$5,848	\$5,000	-\$848	-14.50%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	<b>\$5,848</b>	<b>\$5,000</b>	<b>-\$848</b>	<b>-14.50%</b>
<b>TOTAL BUDGETED EXPENDITURE/TRANSFERS</b>	<b>\$2,196,000</b>	<b>\$2,364,000</b>	<b>\$168,000</b>	<b>7.65%</b>

Table 18

## Student Life & Wellness Center Operating Budget

### Comparison for Fiscal Years 2018-19 and 2019-20

	2018-19	2019-20	\$ Change	% Change
<b>REVENUE</b>				
Sales & Services	\$510,000	\$530,000	\$20,000	3.92%
Student Fees	\$2,568,335	\$2,766,741	\$198,406	7.73%
Other Income	\$0	\$0	\$0	0.00%
<b>TOTAL REVENUE</b>	<b>\$3,078,335</b>	<b>\$3,296,741</b>	<b>\$218,406</b>	<b>7.09%</b>
<b>EXPENDITURE/TRANSFERS</b>				
<b>Expenditures</b>				
Salaried Staff	\$571,107	\$718,416	\$147,309	25.79%
Hourly Staff	\$629,886	\$443,857	\$186,029	-29.53%
Benefits	\$406,765	\$465,937	\$59,172	14.55%
Current Expense	\$853,520	\$1,305,000	\$451,480	52.90%
Cost of Goods Sold	\$16,480	\$16,480	\$0	0.00%
Travel	\$35,000	\$40,000	\$5,000	14.29%
Capital	\$75,000	\$75,000	\$0	0.00%
Subtotal Expenditures	<b>\$2,587,758</b>	<b>\$3,064,690</b>	<b>\$476,932</b>	<b>18.43%</b>
<b>Transfers</b>				
Transfer to Bond Payment	\$490,577	\$232,051	\$258,526	-52.70%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	<b>\$490,577</b>	<b>\$232,051</b>	<b>\$258,526</b>	<b>-52.70%</b>
<b>TOTAL EXPENDITURE/TRANSFERS</b>	<b>\$3,078,335</b>	<b>\$3,296,741</b>	<b>\$218,406</b>	<b>7.09%</b>

Table 19

## Athletics Operating Budget Comparison for Fiscal Years 2018-19 and 2019-20

	2018-19	2019-20	\$ Change	% Change
<b>BEGINNING OPERATING BALANCE</b>				
Fund Balance Beginning of Fiscal Year	\$331,057	\$0	-\$331,057	-100.00%
<b>REVENUE</b>				
Sales & Services	\$800,000	\$900,000	\$100,000	12.50%
Student Fees	\$5,600,000	\$5,900,000	\$300,000	5.36%
Donations	\$350,000	\$412,500	\$62,500	17.86%
Other Income	\$75,000	\$377,000	\$302,000	402.67%
<b>TOTAL REVENUE</b>	<b>\$6,825,000</b>	<b>\$7,589,500</b>	<b>\$764,500</b>	<b>11.20%</b>
<b>BUDGETED EXPENDITURES</b>				
Salaried Staff	\$935,270	\$1,325,628	\$390,358	41.74%
Hourly Staff	\$560,000	\$560,000	\$0	0.00%
Benefits	\$496,452	\$703,627	\$207,175	41.73%
Current Expense	\$2,200,000	\$2,200,000	\$0	0.00%
Student Aid	\$860,000	\$900,000	\$40,000	4.65%
Travel	\$1,800,000	\$1,800,000	\$0	0.00%
Capital	\$0	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$6,851,722</b>	<b>\$7,489,255</b>	<b>\$637,533</b>	<b>9.30%</b>
<b>ENDING OPERATING BALANCE</b>	<b>\$304,335</b>	<b>\$100,245</b>	<b>-\$204,090</b>	<b>-67.06%</b>

Table 20

## Community Outreach & Economic Development (COED)

### Comparison for Fiscal Years 2018-19 and 2019-20

	2018-19	2019-20	\$ Change	% Change
<b>CARRY-FORWARD FUNDS</b>				
Fund Balance Beginning of Year	<b>\$138,904</b>	<b>\$172,373</b>	<b>\$33,469</b>	<b>24.10%</b>
<b>REVENUE</b>				
Program Registration Fees (non-credit)	\$913,999	\$927,829	\$13,830	1.51%
Other Income	\$0	\$0	\$0	0.00%
<b>Sub-total Revenue</b>	\$913,999	\$927,829	\$13,830	1.51%
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$1,052,903</b>	<b>\$1,100,202</b>	<b>\$47,299</b>	<b>4.49%</b>
<b>BUDGETED EXPENDITURES</b>				
<b>Expenditures</b>				
Salaried Staff	\$203,015	\$211,261	\$8,246	4.06%
Hourly Faculty Staff	\$163,407	\$183,333	\$19,926	12.19%
Benefits	\$130,360	\$129,647	-\$713	-0.55%
Current Expense	\$383,748	\$391,165	\$7,417	1.93%
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$880,530</b>	<b>\$915,406</b>	<b>\$34,876</b>	<b>3.96%</b>
Net Change	\$33,469	\$12,423	\$21,046	62.88%
<b>ENDING OPERATING BALANCE</b>	<b>\$172,373</b>	<b>\$184,796</b>	<b>\$12,423</b>	<b>7.21%</b>

Table 21

## Student Health Services

### Comparison for Fiscal Years 2018-19 and 2019-20

	2018-19	2019-20	\$ Change	% Change
<b>REVENUE</b>				
Sales & Services	\$60,500	\$72,000	\$11,500	19.01%
Student Fees	\$505,014	\$646,421	\$141,407	28.00%
<b>TOTAL REVENUE</b>	<b>\$565,514</b>	<b>\$718,421</b>	<b>\$152,907</b>	<b>27.04%</b>
<b>BUDGETED EXPENDITURES</b>				
<b>Expenditures</b>				
Salaried Staff	\$343,518	\$421,751	\$78,233	22.77%
Hourly Staff	\$24,000	\$47,702	\$23,702	98.76%
Benefits	\$183,542	\$222,736	\$39,194	21.35%
Cost of Goods Sold	\$0	\$0	\$0	0.00%
Travel	\$4,500	\$4,500	\$0	0.00%
Current	\$9,954	\$21,732	\$11,778	118.32%
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$565,514</b>	<b>\$718,421</b>	<b>\$152,907</b>	<b>27.04%</b>

Table 22

## Student Programs Operating Budget Comparison for Fiscal Years 2018-19 and 2019-20

	2018-19	2019-20	\$ Change	% Change
<b>REVENUE</b>				
Sales & Services	\$200,000	\$200,000	\$0	0.00%
Student Fees	\$2,489,641	\$2,617,689	\$128,048	5.14%
Other Income	\$100,000	\$150,000	\$50,000	50.00%
<b>TOTAL REVENUE</b>	<b>\$2,789,641</b>	<b>\$2,967,689</b>	<b>\$178,048</b>	<b>6.38%</b>
<b>BUDGETED EXPENDITURES</b>				
Salaried Staff	\$793,288	\$831,947	\$38,659	4.87%
Hourly Staff	\$200,000	\$250,000	\$50,000	25.00%
Benefits	\$458,747	\$483,389	\$24,642	5.37%
Current Expense	\$1,200,000	\$1,300,000	\$100,000	8.33%
Travel	\$100,000	\$100,000	\$0	0.00%
Capital	\$10,000	\$0	-\$10,000	0.00%
Subtotal Budgeted Expenditures	<b>\$2,762,035</b>	<b>\$2,965,336</b>	<b>\$203,301</b>	<b>7.36%</b>
<b>NET OPERATING REVENUE</b>	<b>\$27,606</b>	<b>\$2,353</b>	<b>-\$25,253</b>	<b>-91.48%</b>

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 2018-19 and estimated year-end balances from 2018-19. Adjustments for both actual earnings and unexpended year-end balances will be presented to the Board in the fall.

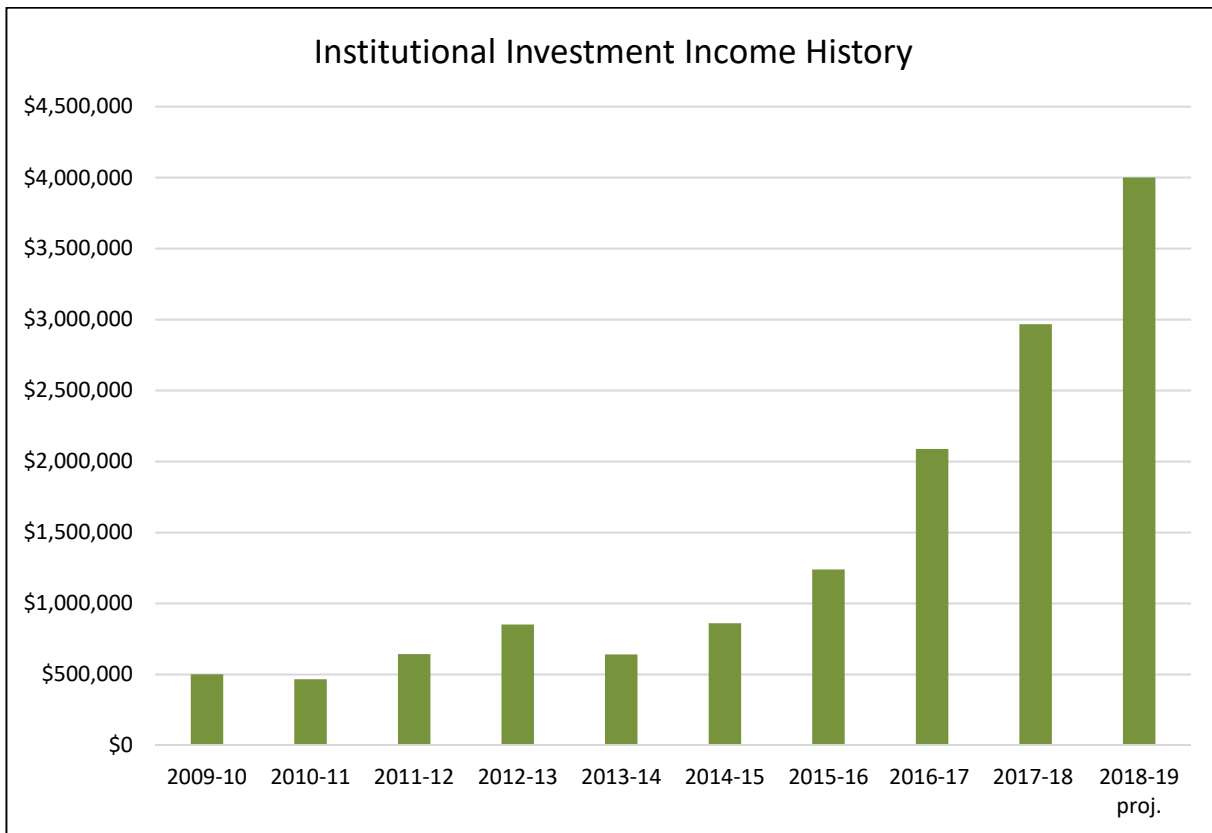


Figure 15

## Expenditures

The expenditure budget implements the resource allocations determined through UVU’s PBA process as outlined in President Tuminez campus-wide forum (*Talk with Tuminez Allocations*) on April 22, 2019, and through action of the Board of Trustees. Very few changes have been made for 2019-20.



**Institutional Discretionary Funds**  
2019-20 Initial Budget

**Institutional Investment Income**

	2018-19			2019-20
	Initial Budget	Revision 1	Revised Budget	Initial Budget
<b>Revenue</b>				
Investment Revenue From Prior Year	\$2,600,000	\$366,932	\$2,966,932	\$4,000,000
Carry forward from Prior Year	\$135,006	\$1,367,244	\$1,502,250	\$544,282
Available Revenue	\$2,735,006	\$1,734,176	\$4,469,182	\$4,544,282

Expenditure Category/Project	2018-19			2019-20
	Original Budget	Revision	Revised Budget	Initial Budget
Scholarships, Fellowships and Student Aid				
International Student Scholarships	\$147,739		\$147,739	\$150,251
Scholarship (President/Land)	\$15,000		\$15,000	\$15,000
Wolverine Ambassador Scholarship				\$26,000
CAL Lead Housing	\$215,400		\$215,400	\$215,400
Honors Housing	\$293,760		\$293,760	\$352,275
International Studies Student Aid	\$20,000		\$20,000	\$20,000
Internships	\$12,000	\$30,000	\$42,000	\$42,000
Government Internships	\$30,000	-\$30,000	\$0	
Fund Raising and Institutional Development				
Federal Funding Development	\$45,000		\$45,000	\$45,000
Development Support	\$142,251		\$142,251	\$142,251
Development Events	\$130,000		\$130,000	\$130,000
Enrichment of Institutional Cultural Programs				
Cultural Envoy Summer Bridge	\$15,000		\$15,000	\$0
Campus Development/Capital Facilities			\$0	
Geneva Property	\$1,300,000	\$1,300,000	\$2,600,000	\$1,300,000
Other Education and General Operating Support			\$0	
Student Marketing (Recruitment)	\$80,000	\$250	\$80,250	\$80,000
Out Of State Recruiting	\$30,000		\$30,000	\$30,000
International Fair	\$16,500		\$16,500	\$16,500
University Campaign	\$99,000	\$33,000	\$132,000	\$0
Contingency	\$143,356	\$400,926	\$544,282	\$1,979,605
<b>TOTAL</b>	<b>\$2,735,006</b>	<b>\$1,734,176</b>	<b>\$4,469,182</b>	<b>\$4,544,282</b>

**Unrestricted Gifts**

Revenue	2018-19			2019-20
	Original Budget	Revision	Revised	Initial Budget
Carry forward from Prior Year	\$115,266	\$2,736	\$118,002	\$97,781
Projected new revenue	\$11,000	\$0	\$11,000	\$11,000
Available Revenue	\$126,266	\$2,736	\$129,002	\$108,781

Expenditure Category	2018-19			2019-20
	Original Budget	Revision	Budget	Initial Budget
Fund Raising and Institutional Development				
Presidential Impact	\$78,539		\$78,539	\$62,852
Community Outreach	\$47,727	\$2,736	\$50,463	\$45,929
Total Expenditures	\$126,266	\$2,736	\$129,002	\$108,781

# Appendixes

## Appendix A: Tuition and Fees

TO: Utah State Board of Regents

FROM: Elaine S. Dalton, Chair, Utah Valley University Board of Trustees

DATE: March 14, 2019

SUBJECT: UVU's Proposed 2019-20 Tuition Increase

As outlined in Regents Policy R510, *Tuition*, UVU administration has consulted with UVU's Board of Trustees during the development and finalization of UVU's proposed 2019-20 tuition increase. The proposal below was reviewed by the Trustees Finance and Facilities Committee and approved by the Trustees Executive Committee, both on March 14, 2019. On March 27, the Trustees Executive Committee will present their action to the full Board for ratification.

### Proposed Increase

After careful consideration, the Board of Trustees Executive Committee voted in support of UVU's recommended 2019-20 undergraduate tuition increase of 1.7 percent and graduate tuition rate increases between 1.5 and 1.8 percent (varies slightly by program) as shown below.

This proposed increase is consistent with UVU's access mission and commitment to keeping tuition and fees low and recognizes the new state tax fund support provided by the 2019 legislature. In recommending tuition and fee changes, the Board of Trustees is guided by the Board of Regents objective of affordable participation and by UVU's commitment to affordable access in support of our dual mission of community college and university. The proposed increase of 1.7 percent is the second lowest percentage and dollar amount increase in the past decade.

### Proposed Use of Revenue

The proposed tuition increase will generate \$2,279,564. These funds will be utilized as follows:

2.5% labor market increase for salary/wages	\$1,114,593
4.35% medical premium increase	\$338,954
Risk Management rate increase	\$156,100
Faculty Rank/Tenure/Promotion/Merit	\$442,538
Student Mental Health Services	\$227,379
<hr/> Total	<hr/> \$2,279,564

## Tuition Comparison

Per Semester	Tuition				Tuition & Fees			
	2018-19	Proposed 2019-20	Change		2018-19	Proposed 2019-20	Change	
			Amount	Percent			Amount	Percent
<b>Undergraduate (15 credits)</b>								
Resident	\$2,518	\$2,561	\$43	1.7%	\$2,863	\$2,910	\$47	1.6%
Non-resident	\$7,803	\$7,936	\$133	1.7%	\$8,148	\$8,285	\$137	1.7%
<b>Graduate Base, MEd, MSN (10 credits)</b>								
Resident	\$2,830	\$2,880	\$50	1.8%	\$3,180	\$3,230	\$50	1.6%
Non-resident	\$8,620	\$8,770	\$150	1.7%	\$8,970	\$9,120	\$150	1.7%
<b>MBA (10 credits)</b>								
Resident	\$6,120	\$6,210	\$90	1.5%	\$6,470	\$6,560	\$90	1.4%
Non-resident	\$13,280	\$13,490	\$210	1.6%	\$13,630	\$13,840	\$210	1.5%
<b>Macc, MPFA (10 credits)</b>								
Resident	\$5,010	\$5,100	\$90	1.8%	\$5,360	\$5,450	\$90	1.7%
Non-resident	\$12,170	\$12,380	\$210	1.7%	\$12,520	\$12,730	\$210	1.7%
<b>MSW, MaMFT (10 credits)</b>								
Resident	\$3,550	\$3,610	\$60	1.7%	\$3,900	\$3,960	\$60	1.5%
Non-resident	\$9,350	\$9,510	\$160	1.7%	\$9,700	\$9,860	\$160	1.6%
<b>Computer Science (10 credits)</b>								
Resident	\$3,800	\$3,870	\$70	1.8%	\$4,150	\$4,220	\$70	1.7%
Non-resident	\$9,600	\$9,760	\$160	1.7%	\$9,950	\$10,110	\$160	1.6%
<b>Cybersecurity, MPS (10 credits)</b>								
Resident	\$4,060	\$4,130	\$70	1.7%	\$4,410	\$4,480	\$70	1.6%
Non-resident	\$9,860	\$10,030	\$170	1.7%	\$10,210	\$10,380	\$170	1.7%

## 2019-2020 Student Fee Proposal

FEE NAME	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Proposed 2019-2020	Increase/Decrease
Student Programs	\$49.90	\$51.19	\$46.19	\$46.19	\$46.19	\$46.54	\$0.35
Campus Recreation	\$16.66	\$16.45	\$21.97	\$22.67	\$22.67	\$25.21	\$2.54
Building Bonds	\$107.34	\$99.55	\$96.09	\$94.09	\$93.19	\$91.50	-\$1.69
Student Center O&M	\$28.24	\$27.94	\$28.94	\$28.94	\$28.94	\$30.94	\$2.00
SLWC O&M	\$30.32	\$29.00	\$24.98	\$24.98	\$24.98	\$23.98	-\$1.00
P.E. Issue Room	\$1.82	-	-	-	-	-	-
Athletics	\$92.79	\$99.05	\$98.82	\$104.35	\$104.85	\$104.85	\$0.00
Conference Aff. Fund	\$13.97	\$7.72	\$5.53	-	-	-	-
Student Health Services	\$8.66	\$8.52	\$8.52	\$9.27	\$9.67	\$11.47	\$1.80
Student Computing	\$7.42	\$7.75	\$7.42	\$7.97	\$7.97	\$7.97	\$0.00
UTA	\$6.88	\$6.83	\$6.54	\$6.54	\$6.54	\$6.54	\$0.00
<b>Total</b>	<b>\$364.00</b>	<b>\$354.00</b>	<b>\$345.00</b>	<b>\$345.00</b>	<b>\$345.00</b>	<b>\$349.00</b>	<b>\$4.00</b>

### Explanation for Changes:

<b>Student Programs</b>	A \$0.35 increase was requested and approved to be put towards the operating budget of the Service Council housed within the Center of Social Impact. Funds will be used to expand programming focused on civic engagement and volunteerism.
<b>Campus Recreation</b>	A \$2.54 increase was requested and approved to create and maintain a Nutritionist as part of the Wellness Programs available to the general student body, \$0.18 to provide an operating budget for the Athletic Trainer, and \$1.02 to maintain the Rodeo program that was transferred from the Dean of Students office into Campus Recreation.
<b>Building Bonds</b>	With the current bond for the Sorenson Student Center (SC) coming close to be being paid, a \$1.69 decrease will allow for sufficient funds to make bond payments in addition to preparing funds for an expansion/remodel of the SC.
<b>Student Center O&amp;M</b>	A \$2.00 increase was requested and approved to provide necessary funds for maintenance and needs for the aging Sorenson Student Center (SC).
<b>SLWC O&amp;M</b>	A \$1.00 decrease will provide sufficient funds for building maintenance without yielding to an unnecessary surplus of funds.
<b>Student Health Services</b>	A \$0.13 increase was requested to cover the costs associated with increasing the availability of a part time medical assistant for Fridays. An additional increase of \$1.67 (totaling \$1.80) was proposed and approved by the Student Council. With the growing concerns and needs surrounding mental health, the Student Council made the determination that an additional \$1.67 was needed to establish a mental health therapist position. This increase should not be interpreted as an ongoing practice where an increase of student fees is made to provide the mental health support students need, but rather a contribution to the cause. Student council is hopeful that UVU administration and the state legislature will support the need by allocating additional funds to create additional positions to reach the therapist to student ratio of 1:1500.

## Appendix B: Core Themes and Administrative Imperatives



### Utah Valley University Mission

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*Mission Statement, Values,  
Action Commitments, and Objectives*

*Approved by  
Utah Valley University Board of Trustees, April 16, 2019  
Utah State Board of Regents, May 17, 2019*

#### MISSION STATEMENT

**Utah Valley University is an integrated university and community college that educates every student for success in work and life through excellence in engaged teaching, services, and scholarship.**

#### VALUES

UVU’s culture supports our mission of student success. Student success encompasses both terminal degrees and the holistic education of students, and we believe that we can fulfill this mission best in an environment that allows all individuals to thrive personally and professionally. To this end, UVU operates in accordance with three core values: exceptional care, exceptional accountability, and exceptional results.

#### Exceptional Care

We invite people to “come as you are” and let them know that “UVU has a place for you.” Care means that we strive always to “see” the person in front of us—their strengths and weaknesses, struggles and triumphs, past and potential, and inherent dignity and worth. This does not mean that we set low expectations or make excuses for poor efforts. Instead, our commitment to exceptional care means that

we set the bar high and provide challenging, honest conversations and feedback because we are deeply invested in seeing every member of our community succeed.

## **Exceptional Accountability**

We are strongly committed to working ethically and effectively. We approach each situation from a position of integrity, knowing that everything we do can help or hinder a positive student experience. We honor the resources and mandates we have been entrusted with and strive always to do our best with what is under our control. We respect each member of our community, seek to understand and fulfill our responsibilities, and recognize both individual and collective successes.

## **Exceptional Results**

We are committed to creating opportunity systematically for as many people as possible. Our engaged curricula, programs, and partnerships address the intellectual and practical needs of our service area and the larger community. We seek to prepare our students to thrive in a rapidly changing economy and an interdependent, complex world. We aspire to greatness in all that we do, while also measuring progress against rigorous metrics that show our students are becoming competent and ethical professionals, lifelong learners, and engaged citizens.

## **ACTION COMMITMENTS AND OBJECTIVES**

Student Success is the essence of UVU's mission and the focus of the mission statement. Action commitments identify thematic areas of activity that lead toward fulfillment of the mission. Objectives are specific actions that UVU will take to achieve its mission. They are not themselves specific, actionable goals for the university, but will be implemented in operational and organizational plans. Success is defined by metrics that assess achievement of the objectives. This structure is identical to UVU's current framework and complies with the requirements of the Northwest Commission on Colleges and Universities (NWCCU), UVU's institutional accreditor.

### **Include**

**Objective 1:** UVU integrates educational opportunities appropriate to both community colleges and universities.

**Objective 2:** UVU provides accessible, equitable, and culturally diverse learning experiences and resources for students of all backgrounds, including those historically underrepresented in higher education.

**Objective 3:** UVU fosters an inviting, safe, and supportive environment in which students, faculty, and staff can succeed.



## Engage

**Objective 1:** UVU faculty, staff, and students practice excellent, engaged teaching and learning activities as a community of scholars, creators, and practitioners.

**Objective 2:** UVU develops relationships and outreach opportunities with students, alumni, and community stakeholders.

**Objective 3:** UVU employees demonstrate a commitment to student success, professionalism, ethics, and accountability.

## Achieve

**Objective 1:** UVU supports students in completing their educational goals.

**Objective 2:** UVU students master the learning outcomes of the university and their programs.

**Objective 3:** UVU prepares students for success in their subsequent learning, professional, and civic pursuits.

## 2018-19 Areas of Focus

UVU identified three university-wide areas of focus for continuous improvement efforts and resource allocations during 2018-19.

1. Improve student retention, persistence, learning, and completion. *(Achieve Objective 1—UVU supports students in completing their educational goals.)*
2. Pursue excellence in engaged learning that promotes success in undergraduate scholarship, post-graduation career pursuits, and civic responsibility. *(Achieve Objective 3— UVU prepares students for success in their subsequent learning, professional, and civic pursuits.)*
3. Strengthen outreach and internal academic and student support efforts for students from historically underrepresented cultural backgrounds and those who are first-generation and low-income. *(Include Objective 2—UVU provides accessible, equitable and culturally diverse learning experiences and resources for students of all backgrounds, including those historically underrepresented in higher education.)*

These areas of focus are driven by a number of considerations, including the results of the bi-annual University Planning Advisory Committee SWOT analysis and self-evaluation of UVU's mission fulfillment, accreditation pressures, legislative accountability and performance-based funding requirements, funding needs related to expected growth, and UVU's student profile. In particular, UPAC considered the 2017 NWCCU Self-Study and Evaluators Reports, the 2016 UPAC Mission Fulfillment Self-Evaluation, and the 2015 UPAC SWOT analysis.

**UTAH VALLEY UNIVERSITY**

ALLOCATION SUMMARY

Talk with Tuminez-April 22, 2019

Action Commitments	Division	School / College/ Unit	Request #	Allocation	Appropriated			Non-Appropriated		
					2018-19 One-time	2019-20 Base	2019-20 One-time	2018-19 One-time	2019-20 Base	2019-20 One-time
<b>INCLUDE</b>										
<b>UVU integrates educational opportunities appropriate to both community colleges and universities</b>										
<b>Enhance and expand career &amp; technical education and two-year degree programs</b>										
Faculty, Automotive Power Sports	Academic Affairs	CET	278	Dec/Jan		\$99,427				
AS in Intelligence Studies hourly faculty, operating funds	Academic Affairs	CHPS		Dec/Jan		\$10,821				
<b>Enhance and expand STEM programs</b>										
Faculty, Civil Engineering	Academic Affairs	CET	97	Dec/Jan		\$143,671				
Faculty, Mechanical Engineering	Academic Affairs	CET	95	Dec/Jan		\$155,347				
Faculty, Mathematics (calculus)	Academic Affairs	COS	257	Dec/Jan		\$0				
Faculty, Information Technology	Academic Affairs	CET	71	April		\$138,480				
Faculty, Biology (Genomics/Bioinformatics/Computational)	Academic Affairs	COS	255	April		\$134,584				
Faculty, Computer Science Data Science	Academic Affairs	CET	73	April		\$137,219				
Faculty, Computer Science Data Science	Academic Affairs	CET	73	April		\$137,219				
Lecturer, Information Technology System -Strategic Workforce Initiative reallocation	Academic Affairs	CET		April		\$0				
<b>Enhance and expand undergraduate health professions programs</b>										
Respiratory Therapy Summer Faculty	Academic Affairs	CHPS		Dec/Jan		\$18,333				
Faculty, Nursing	Academic Affairs	CHPS	205	April		\$113,929				
Faculty, Nursing	Academic Affairs	CHPS	205	April		\$113,929				
Faculty, Biology (BIOL 1610)	Academic Affairs	COS	254	April		\$107,108				
Dental Hygiene chairs	Academic Affairs	CHPS	204	April	\$257,000					
<b>Enhance and expand new undergraduate programs</b>										
Faculty, BS Family Science (HE)	Academic Affairs	CHSS		Dec/Jan		\$71,079				
Family Science hourly staff, operating funds	Academic Affairs	CHSS		Dec/Jan		\$13,978				
BS Special Education hourly faculty	Academic Affairs	SOE		Dec/Jan		\$15,255				
<b>Expand graduate programs</b>										
Master Ed Leadership (M Ed) Summer ICHE (9)	Academic Affairs	SOE	91	Dec/Jan		\$24,799				
Faculty, Master Ed Leadership(MEd)	Academic Affairs	SOE	85	Dec/Jan		\$124,007				
Faculty, Physician Assistant Program (PA)	Academic Affairs	CHPS	209	Dec/Jan		\$160,877				
Faculty, Physician Assistant Program (PA)	Academic Affairs	CHPS	211	Dec/Jan		\$160,877				
Faculty, Physician Assistant Program (PA)	Academic Affairs	CHPS		April			\$160,877			
Hourly Faculty, Physician Assistant Program (PA)	Academic Affairs	CHPS	213	Dec/Jan		\$51,788				
Hourly Medical Director, Physician Assistant Program (PA)	Academic Affairs	CHPS	206	Dec/Jan		\$54,000				
Staff, Administrative Assistant, Clinical Director, Physician Assistant Program (PA)	Academic Affairs	CHPS	208	Dec/Jan		\$64,244				
Staff, Admissions Specialist, Physician Assistant Program (PA)	Academic Affairs	CHPS	207	Dec/Jan		\$71,347				
Faculty, Masters Financial Planning and Analytics (MFPA)	Academic Affairs	WSB	48	Dec/Jan		\$175,924				
Professional in Residence, Masters Financial Planning and Analytics (MFPA) Staff,	Academic Affairs	WSB	49	Dec/Jan		\$173,167				
Administrative Assistant, Masters Financial Planning and Analytics (MFPA) Staff,	Academic Affairs	WSB	65	Dec/Jan		\$64,244				
Program Manager, Masters Financial Planning and Analytics (MFPA) Director,	Academic Affairs	WSB		Dec/Jan		\$68,854				
Masters Financial Planning and Analytics (MFPA)	Academic Affairs	WSB		Dec/Jan		\$12,290				
Hourly Faculty, Masters Financial Planning and Analytics (MFPA)	Academic Affairs	WSB		Dec/Jan		\$54,000				
Graduate Assistants, Masters Financial Planning and Analytics (MFPA)	Academic Affairs	WSB		Dec/Jan		\$57,590				
Masters Financial Planning and Analytics (MFPA) operating funds	Academic Affairs	WSB		Dec/Jan		\$51,000				
Faculty, Masters in Marriage & Family Therapy (MFT)	Academic Affairs	CHSS	178	Dec/Jan		\$112,823				
Staff, Masters in Marriage & Family Therapy (MFT)	Academic Affairs	CHSS		Dec/Jan		\$85,559				
Masters in Marriage & Family Therapy (MFT) operating and travel funds	Academic Affairs	CHSS		Dec/Jan		\$6,500	\$13,745			
Faculty, Med Higher Ed Leadership (MEd)	Academic Affairs	SOE	420	April		\$108,604				
Med Higher Ed. Leadership (MEd) Summer hourly	Academic Affairs	SOE		April		\$3,662				
Med Higher Ed. Leadership (MEd) Summer ICHE (3)	Academic Affairs	SOE	421	April		\$8,266				
<b>Enhance graduate programs</b>										
Master Computer Science (MCS) hourly faculty	Academic Affairs	CET	107	Dec/Jan		\$9,603				
Master Cybersecurity Summer ICHE (3)	Academic Affairs	CET		Dec/Jan		\$8,185				
Master Public Services (MPS) Summer ICHE (12)	Academic Affairs	CHPS	220	Dec/Jan		\$33,065				
Master Public Services (MPS) Advisor/Administrative Assistant	Academic Affairs	CHPS	408	April		\$18,144				
Master Public Services (MPS) Director Stipend	Academic Affairs	CHPS	409	April		\$16,328				
Master Public Services (MPS) operating funds	Academic Affairs	CHPS	411	April		\$10,000				

		School / College/ Unit	Request #	Allocation	2018-19 One-time	2019-20 Base	2019-20 One-time	2018-19 One-time	2019-20 Base	2019-20 One-time
<b>Action Commitments</b>										
<b>UVU provides accessible, equitable, and culturally diverse learning experiences and resources for students of all backgrounds, including those historically underrepresented in higher education.</b>										
<b>Area of Focus 3--Strengthen outreach and internal academic and student support efforts for students from historically underrepresented cultural backgrounds and those who are first-generation and low-income.</b>										
UVU Prep	Student Affairs	G&O	297	Dec/Jan	\$72,500					
African Student Initiative	Student Affairs	SSR	321	April			\$28,720			
Governor's Native American Summit	Student Affairs	SSR	322	April			\$10,000			
Multicultural Operating	Student Affairs	SSR	323	April			\$8,280			
Inclusion Plan Development Summer hourly faculty	President	CIDO		April	\$30,000					
Women Success Center Programming and Fundraising	Student Affairs	SSR	224	April		\$60,000				
Accessibility remediation of online courses	Academic Affairs	AA AP	94	April			\$32,400			
<b>UVU fosters an inviting, safe, and supportive environment in which students, faculty, and staff can succeed.</b>										
<b>Expand mental health resources for students</b>										
SafeUT App	Student Affairs	SL	308	Dec/Jan	\$37,126					
Staff, Mental Health Therapist	Student Affairs	SL	317	April					\$97,611	
Staff, Mental Health Therapist	Student Affairs	SL	316	April		\$97,611				
Staff, Mental Health Therapist	Student Affairs	SL	316	April		\$97,611				
Psychiatric Nurse Practitioner (PT)	Student Affairs	SL	217	April		\$70,761				
<b>Enhance inviting, safe, and supportive campus environment</b>										
Mamava Lactation Suites	Planning, Budget, Human Resources /Student Affairs	HR/SL	215	April	\$120,000					
Reflection Center	Student Affairs Finance and Administration	SL	419	April		\$16,040				
Staff, Police Dispatcher	Administration Finance and Administration	FAC	348	April		\$64,244				
Staff, Police Officer	Administration	FAC	347	April		\$76,745				
<b>ENGAGE</b>										
<b>UVU faculty, staff, and students practice excellent, engaged teaching and learning activities as a community of scholars, creators, and practitioners</b>										
<b>Enhance instructional and academic support services</b>										
Staff, Librarian Head of Reference & Instruction	Academic Affairs	AA AA	6	April		\$102,036				
Integrated Library System	Academic Affairs	AA AA	400	Dec/Jan	\$50,000					
IRB Management	Academic Affairs	AA EL	35	Dec/Jan	\$17,461	\$34,921				
Motivational Information Systems	Academic Affairs	WSB	58	Dec/Jan	\$85,000					
Proctorio--exam proctoring in Canvas	Academic Affairs	AA AA	77	Dec/Jan				\$156,000	\$156,000	
Research Officer	Academic Affairs	AA	80	April		\$58,223				
Staff, SOA Asst. Dean for Arts & Creative Engagement	Academic Affairs	SOA	426	April		\$175,190				
Utah Women & Leadership Project operating funds	Academic Affairs	WSB	1	April		\$45,000				
Seed Funding for Tech Commercialization	President	GC	395	April	\$100,000					
Internship 3x3	Academic Affairs	AA EL	31				\$100,000			
<b>UVU develops relationships and outreach opportunities with students, alumni, and community stakeholders.</b>										
<b>Enhance support for communication materials, programs, and events</b>										
SOA Marketing	Academic Affairs	SOA	272	Dec/Jan	\$75,000					
COED Marketing Equipment	Academic Affairs	COED	267	April	\$20,000					
Staff, SOA Web Developer (with existing funds and embedded in Web Dev.)	Academic Affairs	SOA	270	April		\$30,553				
Events support/inauguration	President	OP		Dec/Jan	\$100,325					
Libris	University Relations	MC	124	April	\$10,000					
Social Media Command Center Program	University Relations	MC	128	April			\$40,000			
Staff, Director of Photography	University Relations	MC	118	April		\$113,944				
UR Base Budget	University Relations	UR	127	April		\$75,000				
<b>Strengthen UVU's community engagement and academic outreach</b>										
Community Engagement	University Relations	UR AA	144, 126	Dec/Jan	\$35,000					
United Nations engagement	Academic Affairs	EL		April			\$55,000			
Homecoming marketing	Institutional Advancement	DEV	288	April		\$10,017				
COED PT project support	Academic Affairs	COED	237	April		\$60,000				
Community Engagement	Academic Affairs	COED	264	April		\$10,000				
<b>Enhance, expand, and operate facilities that support community engagement</b>										
Lakemount Manor O&M	Finance and Administration	FAC		Dec/Jan	\$150,000	\$95,365			\$250,000	
Staff, Grounds Specialist (Lakemount Manor O&M)	Finance and Administration	FAC		Dec/Jan		\$54,635				
Noorda O&M	Finance and Administration	FAC		Dec/Jan	\$19,200	\$486,400				
Remodel and Maintenance fund for Thanksgiving Point	Finance and Administration	FAC	424	April	\$450,000					
Sign for Thanksgiving Point	Finance and Administration	FAC		April	\$100,000					
Lockhart Arena Improvements	Finance and Administration	FG	37	April	\$240,000					

Action Commitments	Division	School / College/ Unit	Request #	Allocation	2018-19 One-time	2019-20 Base	2019-20 One-time	2018-19 One-time	2019-20 Base	2019-20 One-time
<b>UVU employees demonstrate a commitment to student success, professionalism, ethics, and accountability.</b>										
<b>Compensation</b>										
\$100 base increase for all full-time employees						\$237,526				
1% COLA for all full-time employees						\$1,434,011				
Full-time faculty rank/tenure advancements, merit pay, market equity						\$1,772,987				
Full-time staff merit pay, market equity						\$1,598,049				
Executive merit, market equity, retention						\$148,529				
Adjunct faculty rate increase of 3.55 percent						\$829,856				
Hourly staff rate and hourly staff budget increase of 1.5 percent; market equity						\$386,747				
Medical Premium increase 4.35 percent						\$1,355,815				
<b>Improve employee recognition</b>										
Faculty Excellence Awards for Lecturers	Academic Affairs	AA FS	52	Dec/Jan	\$14,748	\$14,748				
Faculty Senate Awards of Excellence	Academic Affairs	AA FS		April	\$37,500	\$37,500				
PACE Awards of Excellence	Planning, Budget, Human Resources	PACE		April	\$9,976	\$9,976				
<b>Expand employee engagement, training and development</b>										
PACE Events operating funds	Planning, Budget, Human Resources	PACE	123	April		\$17,000				
Staff Education Funds	Planning, Budget, Human Resources	PACE	120	April		\$40,000				
LinkedIn Learning	Planning, Budget, Human Resources	HR	81	April		\$32,200				
Employee Discrimination and Title IX training	Planning, Budget, Human Resources	EO/AA	200	April		\$30,500				
Adjunct Training OTL	Academic Affairs	AA AP	89	April		\$50,000	\$55,300			
Teaching Excellence Certification Pathways	Academic Affairs	AA AP	214	April			\$165,900			
Summer Stipend for Faculty Senate	Academic Affairs	AA	50	April		\$6,636				
<b>Strengthen culture of responsibility, ethics, and risk management</b>										
Attorney General (tax funds)	Institutional	Institutional		April		\$187,000				
Risk Management Rate Increases (tax funds/tuition)	Institutional Planning, Budget, Human Resources/Academic Affairs	Institutional				\$292,300				
Staff, Employee Relations Asst Director	Resources/Academic Affairs	AA	423	April		\$105,820				
Staff Attorney	President	GC	367	April		\$117,944				
Staff, Compliance Program Manager	President	GC	299	April		\$105,820				
Office of General Counsel operating funds	President	GC	300	April		\$15,000				
Computer Equipment and Training Materials	President	GC	300	April			\$12,000			
Staff, Sustainability Coordinator	Finance and Administration	FAC	338	Dec/Jan	\$38,281	\$77,375				
Staff, Fixed Asset Accountant	Finance and Administration	FG	155	April		\$98,424				
Staff, Environmental Health Coordinator (PT to FT)	Finance and Administration	ESS	148	April		\$60,095				
Hazardous Materials/Waste Database	Finance and Administration	ESS	147	April		\$20,000				
<b>ACHIEVE</b>										
<b>UVU supports students in completing their educational goals</b>										
<b>Area of Focus 1—Improve student retention, persistence, learning, and completion</b>										
<b>Improve access to full-time faculty, particularly in high demand programs</b>										
Lecturers, Critical Need (5)	Academic Affairs	AA	115	April		\$466,410				
Faculty, DGM Audio	Academic Affairs	CET	84	April		\$100,410				
Faculty, Digital Marketing	Academic Affairs	WSB	149	April		\$171,324				
Faculty, Aviation Science	Academic Affairs	CHPS		April		\$111,717				
Faculty, BSW Field Director	Academic Affairs	CHSS	180	April		\$104,220				
Lecturer, BSW Social Work	Academic Affairs	CHSS	179	April		\$97,584				
Lecturer, Communication Studies	Academic Affairs	CHSS	67	April		\$93,528				
Faculty, Communications, Public Relations	Academic Affairs	CHSS	69	April		\$104,343				
Faculty, Psychology, Developmental Psychologist	Academic Affairs	CHSS	177	April		\$105,818				
Faculty, Psychology, Developmental Psychologist	Academic Affairs	CHSS	177	April		\$105,818				
Faculty, Psychology Cognitive Neuroscientist	Academic Affairs	CHSS	181	April		\$105,818				
Faculty, Physics--Astronomy	Academic Affairs	COS	253	April		\$109,683				
Faculty, Accounting	Academic Affairs	WSB	152	April		\$191,602				
Faculty, Organizational Leadership	Academic Affairs	WSB	136	April		\$161,492				
Faculty, Organizational Leadership	Academic Affairs	WSB	136	April		\$161,492				
Faculty, Statistics	Academic Affairs	WSB	150	April		\$167,022				
Faculty, Strategic Management & Operations	Academic Affairs	WSB	150	April		\$167,022				
<b>Improve student retention</b>										
Staff, Director-First Year Advising Center and operating	Academic Affairs	AA AP	415, 416, 417	April		\$373,883				
Staff, Academic Advisors, First Year Advising Center (7)	Academic Affairs	AA AP		April		\$578,909				
Retention Mentors	Student Affairs	SSR	318	April		\$60,480				

Action Commitments	Division	School / College/ Unit	Request #	Allocation	2018-19 One-time	2019-20 Base	2019-20 One-time	2018-19 One-time	2019-20 Base	2019-20 One-time
<b>Improve and support onboarding-through-graduation student support programs/services</b>										
Staff, Degree Works Administrator	Student Affairs	EM	303	April		\$85,559				
Staff, Graduation Advisor (PT to FT)	Student Affairs	EM	302	April		\$34,089				
Staff, International Admissions Coordinator (PT to FT)	Student Affairs	SSR	306	April		\$52,374				
Staff, Project Manager Completion Initiatives	Student Affairs	SSR	210	April		\$98,424				
Staff, Assistant Manager Campus Connection	Student Affairs	SL	296						\$68,854	
Wolverine Ambassador Scholarship	Student Affairs	EM		April					\$26,000	
Graduation Supplies	Student Affairs	EM	304	April		\$30,000				
Admission Welcome Calls	Student Affairs	EM	307	April			\$30,000			
Freshman Reading Program	Student Affairs	SSR	320	April			\$35,000			
Peer Advising Pilot Expansion	Academic Affairs	AA AP	135	April			\$100,000			
<b>Increase sections and support services to meet enrollment growth</b>										
CHPS Net Adds	Academic Affairs	CHPS		April	\$75,859	\$78,552				
CHSS Net Adds	Academic Affairs	CHSS		April	\$242,258	\$250,858				
COS Net Adds	Academic Affairs	COS		April	\$162,803	\$168,583				
CET Net Adds	Academic Affairs	CET		April	\$169,191	\$175,198				
SOA Net Adds	Academic Affairs	SOA		April	\$69,787	\$72,265				
UC Net Adds	Academic Affairs	UC		April	\$30,648	\$31,736				
WSB Net Adds	Academic Affairs	WSB		April	\$229,163	\$237,298				
<b>Support instructional, academic support, and student services programs and equipment</b>										
Hourly staff, NSS/Forensic Science	Academic Affairs	CHPS	202	Dec/Jan	\$9,720	\$19,440				
Faculty/Staff, Mathematics Course Manager (reallocation)	Academic Affairs	COS	260	Dec/Jan		\$0				
Academic Affairs equipment, faculty training, and hourly staff, UN conference	Academic Affairs	AA	TBD	April	\$186,400					
Pianos and sound equipment in Noorda	Academic Affairs	SOA	273	April	\$1,000,000					
Classroom equipment	Academic Affairs	AA AA	27	April	\$350,000					
Canvas data	Academic Affairs	AA AA	427	April		\$20,000				
Library Database Inflation	Academic Affairs	AA AA	9	April		\$20,000				
Security Gates - Library	Academic Affairs	AA AA	12	April	\$75,000					
GE Logiq S7 Ultrasound	Academic Affairs	COS	242	April	\$60,000					
Laptop Computer Cart (Statistics)	Academic Affairs	COS	261	April	\$60,000					
CHPS R&R	Academic Affairs	CHPS	203	April	\$35,000					
Ethics in Public Life (Appomattox Project)	Academic Affairs	AA	271	April			\$20,000			
<b>UVU students master the learning outcomes of the university and their programs</b>										
Staff, Supplemental Instruction Coordinator	Academic Affairs	UC	161	April		\$79,975				
Supplemental instruction	Academic Affairs	UC	102	April		\$243,000				
ALEKS	Academic Affairs	AA AP	133	April		\$75,000				
<b>UVU prepares students for success in their subsequent learning, professional, and civic pursuits</b>										
<b>Area of Focus 2--Pursue excellence in engaged learning that promotes success in undergraduate scholarship, post-graduation career pursuits, and civic responsibility</b>										
<b>Implement and sustain engaged learning opportunities</b>										
SOE Summer ICHE for Internships (15)	Academic Affairs	SOE	129	April		\$41,331				
Honors Housing	Academic Affairs	AA AP	401	April					\$58,515	
Title III Administrative Assistant	Academic Affairs	AA EL	428	April		\$20,435				
Presidential Internship	President	OP	390	April		\$5,208				
<b>OPERATE EFFECTIVELY</b>										
<b>UVU strategically allocates resources to achieve institutional objectives</b>										
<b>Implement and sustain innovative practices and technology systems</b>										
Digital Transformation VP and operating funds	President	OP		April		\$300,000				
Digital Transformation Investment	Finance and Administration	IT	356, 374	April		\$50,000				
<b>Support and sustain technology solutions, systems, and infrastructure</b>										
Staff, Security Analyst	Finance and Administration	IT	387	April		\$113,944				
Next Gen Firewall/Software Expansion	Finance and Administration	IT	387	April		\$70,000				
Advanced Endpoint Protection	Finance and Administration	IT	387	April		\$95,000				
Wireless controller replacement	Finance and Administration	IT	364	April	\$375,000					
Software & Hardware maintenance	Finance and Administration	IT	361	April		\$268,000				
Staff, System Administrator III for Labs	Finance and Administration	IT	371	April		\$102,036				
Computer Pods	Student Affairs	SL	310	April	\$78,000					
IT Accessibility Initiative	Finance and Administration	IT	368	April			\$84,595			
IT Security Initiative-Firewall	Finance and Administration	IT	366	April	\$140,000					
CheckPoint and Computer Asset Management	Finance and Administration	IT	365	April			\$126,405			

Action Commitments	Division	School / College/ Unit	Request #	Allocation	2018-19 One-time	2019-20 Base	2019-20 One-time	2018-19 One-time	2019-20 Base	2019-20 One-time
<b>Provide staffing, operating funds, and equipment to support programs and services</b>										
Staff, Softball Assistant Coach	Finance and Administration	Athletics	333	April		\$70,265				
Staff, Track & Field Assistant Coach	Finance and Administration	Athletics	334	April		\$64,088				
Staff, Women's Basketball Operations	Finance and Administration	Athletics		April		\$74,893				
Project Management Platform	University Relations	MC	130	April			\$55,000			
Communications Headsets	Finance and Administration	Athletics	343	April	\$24,000					
Campus Image Committee & Student Branding	University Relations Finance	MC	141	April			\$240,000			
Alter G Rehab Machine	and Administration Finance	Athletics	340	April	\$70,000					
Inkjet T-shirt printer	and Administration Finance	FG	154	April	\$60,000					
Staff, Director of Departmental Accounting	and Administration Finance	FG	156	April		\$127,650				
Staff, UCCU Center Admin II	and Administration	FG	36	April		\$56,360				
Staff, AVP for University Relations	University Relations	UR	164	April		\$180,837				
Staff, Business System Analyst HRIS	Planning, Budget, Human Resources	HR	39	April		\$91,690				
Staff, Administrative Assistant, IT	Finance and Administration	IT	357	April		\$64,244				
Staff, Web content developer for IA	Institutional Advancement	ADV	76	April		\$88,553				
	Finance and Administration /Student Affairs Institutional	IT/SL	185	April		\$85,983				
Staff, Audio/Video Srvc Engineering Technician III	Advancement University	ADV	169	April		\$10,000				
FunDriver annual fee	Relations Institutional	UR	114	Dec/Jan	\$15,896	\$47,687	\$47,687			
Staff, Licensing/Trademark	Advancement Institutional	ADV	277	Dec/Jan	\$22,838	\$46,489			\$20,000	
Staff, Assistant Accounting	Advancement Institutional	DEV	330	April			\$150,000			
Preparation for comprehensive fundraising campaign	Advancement Institutional	ADV	194	April	\$20,000					
Document scanning project completion	Advancement Finance and	ADV	173	April	\$11,600					
Data hygiene	Administration Academic	FG	399	April		\$70,000				
Employee UTA passes UBIT	Affairs	COED	268	April	\$35,000					
COED Vehicle										
<b>Enhance and remodel facilities</b>										
Office space for PA Program	Finance and Administration	FAC	216	Dec/Jan	\$210,000					
Art & Design Remodeling	Finance and Administration	FAC	231	Dec/Jan	\$1,000,000					
Financial Aid Remodel	Finance and Administration	FAC	305	April	\$250,000					
Losee 4th Floor Northeast Build Out	Finance and Administration	FAC	324	April	\$450,000					
Facilities Equipment	Finance and Administration	FAC	351	April	\$560,000					
Additional office space and remodels	Academic Affairs	AA	TBD	April	\$1,000,000					
ITV Classrooms	Academic Affairs	COED	265	April	\$200,000					
Live Interactive Classrooms	Academic Affairs	AA AA	29	April	\$288,000					
<b>Budget stabilization</b>										
Restore Contingencies	Institutional	Institutional		Dec/Jan		\$314,300				
Endowed Chair Backfill (19-20 last year)	Academic Affairs	SOE		April			\$27,681			
Adobe soft to hard funding	Finance and Administration	IT	363	April		\$90,000				
<b>TOTAL</b>					<b>\$9,635,280</b>	<b>\$21,976,199</b>	<b>\$1,598,590</b>	<b>\$156,000</b>	<b>\$676,980</b>	<b>\$0</b>

# 19-20 Salary and Wage Increases

Within the boundaries of financial feasibility and sustainability, Utah Valley University implements compensation increases aligned with [UVU's Compensation Philosophy](#). UVU seeks to provide wages, salaries, and benefits that are competitive within appropriate labor markets, promote internal equity across diverse university functions, and ensure consistency in meeting compliance requirements while remaining flexible in responding to internal and external workforce changes. Salary and wage increases are established to reward performance, respond to external labor market changes, and promote internal equity.

## Full-time Faculty

- A. Effective July 1, 2019, **all** full-time salaried faculty will receive
  - \$100 base salary increase to cover the employee increase for medical premiums
  - 1 percent base salary cost-of-living increase
  
- B. **All** full-time salaried faculty in good standing\* are eligible to receive a market equity base salary increase. Market equity increases are determined based on the faculty member's compa-ratio compared to market equity targets established by Academic Affairs. UVU has allocated 1.71 percent of budgeted base faculty salaries to fund 2019-20 faculty market equity base salary increases.
  - A faculty member's compa-ratio is calculated by comparing the faculty member's base salary to market survey midpoint for the benchmarked position (based on rank and discipline).
  - The minimum faculty market equity increase will be \$250; the maximum faculty market equity increase will be \$5,000.

## 2019-20 Faculty Market Equity

Compa-ratio Ranges				
	≤ 80%	> 80% but ≤ 90%	> 90% but ≤ 100%	> 100%
Tenured and Tenure Track	Greater of 2.2% or \$5,000	2.10%	1.80%	1.65%

Compa-ratio Range			
	≤ 75%	> 75% but ≤ 100%	> 100% but ≤ 150%
Non-tenure track	Greater of 2.2% or \$5,000	1.80%	1.65%

- C. Full-time salaried faculty members approved for rank or tenure promotion will receive base salary increases as follows:

Advancement to Associate Professor: \$4,000

Advancement to Professor: \$6,000

- D. Tenured faculty members are eligible to receive a merit pay base salary increase in accordance with the Faculty Senate approved implementation plan for Policy 654.

- Year Two implementation
  - Qualified faculty tenured in a year ending in 4 or 9 receive \$960
  - All qualified tenured faculty receive \$334

- E. Summer ICHE rate will increase from \$2,166 to \$2,242 per credit hour beginning with Summer 2019.

- F. Stipends for department chairs and directors will increase by 3.5 percent beginning July 1, 2019.

## Adjunct Faculty

Adjunct Faculty hourly and semester appointment pay rates will increase by 3.55 percent effective Summer 2019 (rate for a 3-credit hour course will increase from \$2,960 to \$3,065). Appropriated hourly faculty budgets will be increased by 3.55 percent.

## Exempt and Non-Exempt Full-time Staff

- A. Effective July 1, 2019, **all** full-time exempt and non-exempt staff will receive
- \$100 base salary increase to cover the employee increase for medical premiums
  - 1 percent base salary cost-of-living increase
- B. Eligible staff will receive a merit pay increase, effective July 1, 2019, if
1. Employed in a full-time position by June 30, 2018, and
  2. 2018 performance evaluation was submitted by March 15, 2019, and
  3. In good standing\* as of July 1, 2019

Staff merit pay increases are based on the staff member's compa-ratio and performance evaluation rating. Below is a sample merit matrix. The compa-ratio ranges and the merit ratings ranges (column and row headings) are the same across the university; the percentage increases (in gray) are for illustration purposes only and represent the 2019-20 staff merit matrix *if* UVU used only one comprehensive matrix. HR generates a unique merit matrix for each division, separating exempt from nonexempt, calculated to distribute that division's portion of merit funds based on the distribution of that division's performance evaluation ratings and compa-ratios. UVU has allocated 1.6 percent of budgeted base staff salaries to fund 2019-20 staff merit pay increases.



# Illustration of 2019-20 Staff Merit Matrix

		Compa-ratio Ranges			
		< 90%	≥ 90% but < 105%	≥ 105% but < top of salary scale for the grade	> top of salary scale for the grade
		Difference between Compa-ratio Ranges = 0.25%			
Merit Ranges (Performance Review Composite Score)	≤ 2.4	0.00%	0.00%	0.00%	0.00%
	2.5 to 2.9	0.40%	0.15%	0.00%	0.00%
	3.0 to 3.4	0.90%	0.65%	0.40%	0.40%
	3.5 to 3.9	1.40%	1.15%	0.90%	0.90%
	4.0 to 4.4	1.90%	1.65%	1.40%	1.40%
	≥ 4.5	2.40%	2.15%	1.90%	1.90%
		Merit Base Salary Increase			1 time merit payment

- C. Some exempt and non-exempt staff may receive market equity pay increases, effective July 1, 2019, resulting from the following:
- A. The elimination of grades 5 and 6 from the staff salary scale
  - B. The movement of positions from grades 5 and 6 to grade 7 or higher
  - C. Adjustments to address compression directly created by moving positions from grades 5 and 6
  - D. Adjustment of the staff salary scales to increase all grade midpoints by 2 percent; staff with salaries falling below 80 percent of the adjusted grade midpoint will be increased to 80 percent
  - E. Adjustment of positions with an identified difference of 10 percent or greater between current grade midpoint and benchmarked market midpoint

## Hourly Staff

- A. All hourly staff, including students, will receive a 1.5 percent pay rate increase effective July 1, 2019.
- B. Some hourly staff may receive market equity pay increases, effective July 1, 2019, resulting from the following:
1. The elimination of grades 5 and 6 from the staff salary scale
  2. The movement of positions from grades 5 and 6 to grade 7 or higher
  3. Adjustments to address compression directly created by moving positions from grades 5 and 6
  4. Adjustment of the staff salary scale to increase all grade midpoints by 2 percent; hour staff with pay rates falling below 80 percent of the adjusted grade midpoint will be increased to 80 percent
  5. Adjustment of positions with an identified difference of 10 percent or greater between current grade midpoint and benchmarked market midpoint
- C. Effective July 1, 2019, the minimum student hourly pay rate will be increased from \$7.91 per hour to \$9.00 per hour; the maximum student hourly pay rate will be increased from \$16.56 per hour to \$18.00 per hour. Student employees with an hourly pay rate on June 30, 2019, of less than \$8.67 per hour will be have their hourly pay rate increased to \$9.00 per hour effective July 1, 2019.

## Executives (excluding the President whose salary is established by the Board of Regents)

- A. Effective July 1, 2019, **all** executives will receive
- \$100 base salary increase to cover the employee increase for medical premiums
  - 1 percent base salary cost-of-living increase
- B. Executives in good standing\* are eligible to receive a merit/market equity pay increase as determined by the President, effective July 1, 2019, if a performance evaluation has been completed.