

**ANNUAL REPORT FOR THE
UNIVERSITY PLANNING
ADVISORY COMMITTEE
(UPAC)
2023-2024**

**Prepared by:
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Academic Programs and Assessment**

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Overview

The University Planning Advisory Committee (UPAC) has completed its annual work on university-wide planning activities at Utah Valley University (UVU) consistent with its 2023-2024 Charter and Charge. During this academic year, Provost and Senior Vice President Wayne Vaught served as the executive sponsor, and the UPAC Co-Chairs were Dr. Laurie Sharp, Associate Provost for Academic Programs and Assessment and Dr. Francine Jensen, Associate Professor in the Nursing Department.

This annual report summarizes accomplishments for each of UPAC's ongoing responsibilities and charge for the 2023-2024 academic year. This annual report also includes recommendations for UPAC's ongoing responsibilities under its transition to Dr. Rasha Qudisat in her new role at the university as the Chief Engagement and Effectiveness Office. Lastly, this annual report acknowledges UPAC members who have completed their service to the university through their work on this committee.

On March 19, 2024, UPAC was discharged from its ongoing and annual responsibilities documented in its 2023-2024 Charter and Charge. Dr. Rasha Qudisat was tasked with revising the charter and charge and restructuring the committee.

UPAC Accomplishments

UPAC's 2023-2024 Charter and Charge specified annual and ongoing responsibilities of UPAC that must be fulfilled. Below is a summary of these responsibilities and UPAC's related accomplishments.

Strategic Analysis and Environmental Monitoring

Ongoing Responsibilities:

- Conduct internal and external analyses to identify gaps, growth areas, new challenges, and opportunities for the University, as needed.
- Monitor, identify, and investigate external and internal environments and factors that impact and influence the University's ability to successfully fulfill its mission.

Gained Knowledge

Throughout the academic year, committee members reviewed a range of publications concerning factors that stand to impact higher education, including the 2019 and 2023 National Center for Higher Education Management Systems (NCHEMS) reports, the *Survey of the Higher Education Landscape Report* published in 2023 by Education Dynamics, and the pathways presentation made by the Commissioner's Office to the Higher Education Appropriations Subcommittee in January 2023.

SWOT Analysis

In January 2024, committee members reviewed UVU's SWOT Analysis Report from the 2021-2022 academic year and engaged in a committee-focused SWOT analysis in February 2024.

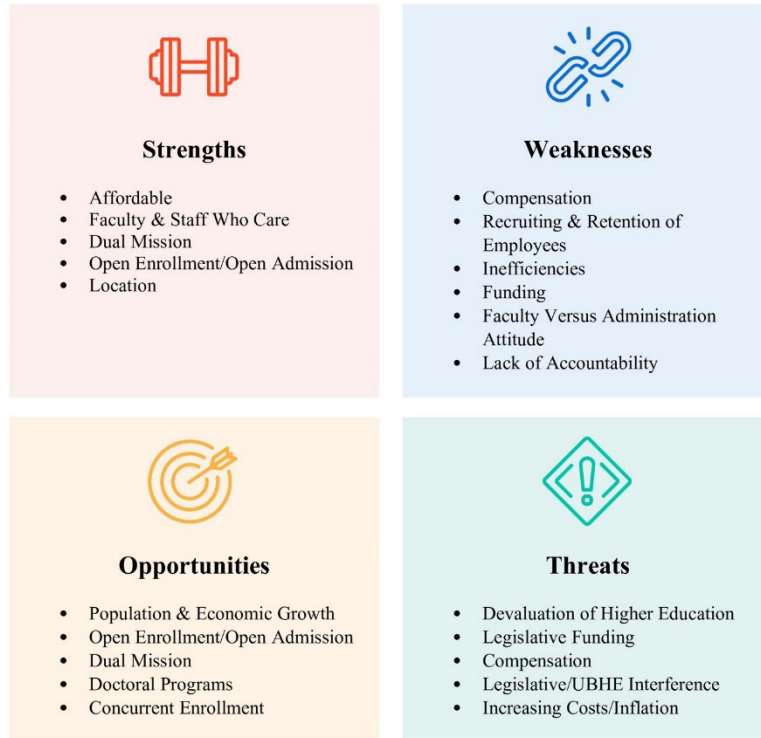
Each committee member was asked to complete an open-response survey, listing their top five perceived strengths, weaknesses, opportunities, and threats to the university. This effort resulted in a rich pool of responses, each of which was coded using PESTLE categories (i.e., political, economic, sociocultural, technology, environment). Similar responses were grouped, creating broad categories. A total of 23 committee members participated and provided a total of 128 responses. Responses were categorized by strengths, weaknesses, opportunities, and threats as follows:

Category	Number of Responses
Strengths	28
Weaknesses	31
Opportunities	34
Threats	35
Total Responses	128

Committee members organized responses within each category by prioritizing them from most to least important. During this exercise, committee members were restricted to selecting five choices within each area. Each response was assigned a weight according to the following scale:

Extremely Important	Important	Moderately Important	Slightly Important	Not Important	Not Selected
5 points	4 points	3 points	2 points	1 point	0 points

Once all responses were weighted, the top five responses within each category were then presented in descending order of importance. Remarkably, the top five responses in each category accounted for nearly half of the possible point values. SWOT analysis results are presented in the figure below.



The PESTLE classification of all initial responses was carried out to offer leadership insight into the types of responses that a change initiative will need to tackle and influence. The PESTLE analysis is depicted in the following figure.



Strategic Alignment and Review Processes

Ongoing Responsibilities:

- Ensure alignment between campus master plans, the overall university strategy, and initiatives of the Utah System of Higher Education (USHE) and Utah Board of Higher Education (UBHE).
- For campus master plans, review progress made in achieving strategic initiatives and issue recommendations for refinement based on evaluations and continued relevancy.
- For the university's overall strategic plan, provide advice and input on progress made in achieving strategic initiatives.

Annual Responsibility:

- Review evaluations of Academic Master Plan and Inclusion Plan and ensure their alignment with Vision 2030 and initiatives of the USHE and UBHE.

Alignment Maps and UVU Balanced Scorecard Briefings

UPAC members received briefings on alignment maps generated in the previous academic year, which demonstrated the harmony among campus master plans, Vision 2030, and initiatives outlined by UBHE. UPAC members were also informed about the creation of the UVU Balanced Scorecard and its Addendum, which were designed to gauge the university's advancements toward Vision 2030 goals and objectives.

Assessment and Feedback on Academic Master Plan

In October and November 2023, UPAC members evaluated the 2018 Academic Master Plan Closeout Report and provided feedback for the Academic Master Plan Steering Committee to integrate into their efforts in developing a new plan:

- Stackable programs remains a top priority for the university and should be included.
- Access is public information concerning student engagement in research activities is necessary to aid in communication to donors about student engagement initiatives.
- A heightened emphasis on technology is necessary.
- A strategy for attracting international students is essential. Southern Utah University's track record of success in international partnerships and recruitment makes it a valuable model or resource worth investigating.
- Completion time has not decreased in the past five years, which leaves room for improvement to meet USHE's timely completion metric for performance funding.
- Administration, faculty, and staff must collaborate to identify and pursue shared goals.
- Changes in state-level General Education requirements will require support for UVU's revised General Education program.

Assessment and Feedback on Inclusion Plan

In November 2023, UPAC members assessed the revised Inclusion Plan and offered feedback for consideration in the new plan:

- Given that concurrent enrollment makes up 35% of UVU students, its inclusion is crucial, particularly to align with Student Affairs goals. Furthermore, superintendents prioritize this within the K-16 Alliance.
- UVU's academic advising community has been engaged in a holistic and systemic review of their services since 2021. Finding ways to integrate these efforts into the Inclusion Plan may support institutional goals of providing high quality and equitable advising services for students.

Annual Assessment and Budget Processes

Ongoing Responsibility:

- Provide advice and input on significant budgetary actions.

Annual Responsibility:

- Review annual academic and administrative assessment plans and provide advice and input on annual budget planning priorities.

Strategic Input on Budgetary Actions

In early fall, Scott Wood, Senior Director of Budgets, presented UPAC members with an overview of the university's updated PBA process for the 2023-2024 academic year. Given the presence of new university leadership and a revamped performance-based funding system from the state, adjustments were made to the PBA process. UPAC received a briefing on the structure of PBA stewardship conversations, which were required to emphasize planning and assessment efforts.

UPAC members actively engaged in each PBA stewardship conversation. Following these conversations, UPAC members reflected on their ongoing responsibilities and composed a letter to the University Executive Council (UEC) seeking clarification on various points. Dr. Laurie Sharp emailed the letter to UEC members and led a discussion on this matter during the January 2024 meeting. Questions posed by UPAC with responses provided by Vice President Jim Mortenson are provided below.

The PBA Post-Conversation held on December 7 referred to internal reallocations. During the institutional PBA conversations, many divisions described internal reallocation efforts. Based on this, we ask:

- o How will reallocation efforts factor into future PBA cycles for funding requests? *As funding decisions are made, Cabinet does factor in efforts made to reallocate resources internally. Each PBA request does ask for areas to identify internal resources that can be utilized to contribute to their current requests and Cabinet does see the amounts each area has identified.*
- o To what extent are internal reallocation plans being formulated? *Potential reallocations in each area should be reviewed by areas each year as they review and update their strategic plans. Finance and Budget teams work with VP's, Dean's, AVP's, and other campus leadership in their quarterly reviews to identify internal resources they may be able to reallocate internally.*
- o What accountability measures are under consideration for current internal reallocation efforts? *Currently areas are asked to report on how prior year PBA Allocations have been utilized. Academic Affairs areas have Completion, Quality, and Efficiency (CQE) metrics that they are measured by and are asked to address each year as part of their Stewardship Conversation presentations. Specific metrics for internal reallocations have not been created, however, areas are encouraged to identify metrics that they measure their success by and include results in their annual presentations.*

The PBA Post-Conversation held on December 7 referred to critical investments. Considering this, we pose the following questions:

- o What university stakeholders participate in critical investment conversations and decisions?
- o What criteria are associated with critical investments?

o With accountability and transparency in mind, how does the university ensure invested funds are used as intended? How is this information communicated to faculty and staff?

In answer to the question on prioritization criteria, it's pretty simple:

1. Does an upfront investment reduce/prevent an immediate cost by a similar amount?
2. Does an investment prevent further costs of a commensurate amount down the road?
3. Does the investment have a realistic potential to provide a greater return in revenues in the future?

In the end, it's about maintaining a reasonable tuition cost for our students while deepening our educational effectiveness.

The PBA Post-Conversation held on December 7 delineated resource allocation principles. With this delineation, we pose the following questions:

o Specifically, how will UPAC be engaged in resource allocation decisions during the next PBA cycle and beyond? A PBA Process working group was formed in the summer of 2023 and evaluated ways to improve the PBA Process. The recommended "Modified" PBA Cycle in 2023-24 consisted of the following points:

- Maintain transparency
- PBA Requests scaled down to the amount of funding available
- Ongoing requests to be aligned with FY25 Budget Request (due August 15, 2023)
- Focus on accountability and internal reallocation
- Prioritization discussions at divisional and departmental levels
- Bolstering University Reserves
- Need to be very selective about expenditures

As the PBA Cycle continues to be refined, recommendations for UPAC and other stakeholders on campus are always welcome and considered.

What is the resource allocation decision-making process for the current cycle? The 2022-2023 PBA Guidelines are posted on the Current PBA Cycle webpage, which includes an overview of the PBA process and timeline (8th page in the PDF document). Is this the same for 2023-2024? The PBA timeline is essentially the same this year. Slight changes were made to the timing and content of PBA Conversations (focus on Stewardship) as well as the PBA Online System not being opened this year. As prior year allocations were mostly made with one-time resources and the uncertainty of how much ongoing funding the University would get, Cabinet made the determination to not take new requests in 2023-24. If ongoing resources were secured through the legislature, prior commitments of ongoing requests would be honored.

Since UVU did not receive performance funding, what are the intended actions for the one-time PBA allocations funded during 2022-2023 cycle for FY24? UVU did receive Performance Based Funding (PBF) for FY24 but it was only classified as one-time and not ongoing. UVU originally anticipated a decision from USHE and the Legislature to be made by November 2023 regarding the one-time vs. ongoing nature of the earned PBF for FY24. That decision was moved forward to the current legislative session ending March 1, 2024. As it currently stands, UVU's earned PBF for FY24 will be made ongoing at the end of the legislative session. One-time requests funded in the 2022-23 PBA process (funded one-time "pending November PBF outcome") will be converted to ongoing in FY24 if proposal passes during the session.

Academic and Administrative Assessment Procedures Overview

UPAC members were familiarized with the university's updated annual academic and administrative planning and reporting procedures. UPAC members reviewed the annual administrative plans and were pleased to note fundraising as a goal in the plans submitted by multiple administrative units.

Engagement with Institutional Accreditation Activities

Ongoing Responsibility:

- Review and support university-wide assessment and accreditation activities.

Annual Responsibilities:

- Support development of the following accreditation report for the Northwest Commission on Colleges and Universities (NWCCU): Year 7 Evaluation of Institutional Effectiveness (EIE).
- Assist with preparation of the following accreditation site visit for the NWCCU: Year 7 EIE.

UPAC members examined the NWCCU Year 6 Policies, Regulations, and Financial Review (PRFR) report to understand how UVU adheres to NWCCU's Standard Two – Governance, Resources, and Capacity. UPAC members formulated communication strategies aimed at disseminating this information to university stakeholders, with the goal of raising awareness and enhancing understanding.

Throughout the academic year, UPAC members were briefed on the progress of the NWCCU Year 7 EIE report and discussed matters pertaining to the upcoming comprehensive site visit scheduled for October 2024. UPAC members identified strategies aimed at encouraging engagement among faculty, staff, and students in their respective forums.

UPAC's Future Direction

In March 2024, UPAC members were briefed on institutional reorganization prompted by House Bill 261 passed in the 2024 Utah Legislative Session. As a result, Dr. Rasha Qudisat was reclassified as the Chief Engagement and Effectiveness Officer and assumed responsibilities related to institutional planning and assessment. With this restructuring, UPAC was officially discharged from its current ongoing and annual responsibilities. Dr. Rasha Qudisat conducted a listening tour to gather insights on how to effectively reconstitute UPAC and attended the final UPAC meeting on March 19, 2024..

In this final meeting, UPAC members highlighted the importance of assessing the impact of legislative bills on the economy, expressed concerns about measuring the impact of diversity initiatives, and commented on the reorganization of university roles in response to House Bill 261. UPAC members also discussed the need for better communication and engagement across various university departments and the importance of comprehensive data and evidence-based planning. Additionally, UPAC members provided reflections on the role and effectiveness of the committee, as well as suggestions for improvement in areas such as assessment, communication, and collaboration.

Acknowledgements

Executive Sponsor and Co-Chairs

Provost and Senior Vice President Wayne Vaught served as the executive sponsor for UPAC. Dr. Laurie Sharp and Dr. Francine Jensen served as co-chairs for this committee. UPAC expresses its deep appreciation for their service to the university.

UPAC Members

The following individuals completed their service to UPAC during the 2023-2024 academic year:

Academic Affairs Division (Faculty Members)

- Dr. Gary Measom, Professor - Nursing Department in the College of Health and Public Service
- Dr. Megan Story Chavez, Assistant Professor - Behavioral Science Department in the College of Humanities and Social Sciences
- Dr. Craig Thulin, Professor - Chemistry Department in the College of Science
- Dr. Mike Patch, Associate Professor - Elementary Education Department in the School of Education
- Dr. Isaac Hurtado, Associate Professor - Music Department in the School of the Arts
- Dr. Robert Warcup, Professor - Construction Technologies Department in the Smith College of Engineering and Technology
- Dr. Rachel Bi, Associate Professor - Finance and Economics Department in the Woodbury School of Business

Academic Affairs Division (Staff Members)

- Mr. Vincent Dreyer, Senior Director - Office of University Advising
- Mr. Spencer Childs, Senior Director - Concurrent Enrollment

Administration and Strategic Relations Division

- Mr. John Hansen, Director - Facilities/Grounds
- Ms. Cathy Nixon, Senior Associate Athletic Director - Senior Women's Administrator Athletics

Digital Transformation Division

- Mr. Jason Hill, Director - Technology Partnership - Academic Affairs
- Mr. Devin Krisle, Senior Director - Dx Operational Excellence

Faculty Senate

- Dr. Wioleta Fedeczko, Associate Professor - English and Literature Department in the College of Humanities and Social Sciences

Finance and Auxiliary Services Division

- Ms. Louise Bridge, Director – Bookstore
- Mr. R.J. Willing, Interim Executive Director - Continuing Education

General Counsel Division

- Mr. Jeremy Knee, Deputy General Counsel - General Counsel

Institutional Advancement Division

- Ms. Kim Schollenberger, Director - Donor Relations
- Ms. Mary Derby, Assistant Director - Gift Processing

Marketing and Communications Division

- Mr. Josh Berndt, Director - MarComm, Academic Affairs
- Ms. Hannah Davis, Director - Editorial, Executive Editor

Professional Association of Campus Employees (PACE)

- Ms. Susan Dunn, Assistant to the Dean in the Woodbury School of Business

People and Culture Division

- Mr. Drew Burke, Senior Director - Employee Relations
- Ms. Ashley Wilson, Coordinator - Title IX, Equal Opportunity, and Affirmative Action

Student Affairs Division

- Ms. Angela Pearson, Assistant Registrar - Registrar's Office
- Ms. Sasha Smirnova, Senior Director - Campus Recreation/Wellness

Support Staff Members in the Academic Affairs Division

- Ms. Aliny Xavier, Admin IV - Academic Programs and Assessment
- Dr. Quinn Koller, Director of the Office of Accreditation and Academic Assessment
- Ms. Rachelle Blake, Program Manager of the Office of Accreditation and Academic Assessment

UVU Student Association (UVUSA)

- Ms. Tiana Vakaafi Wynn, Student

UPAC expresses its deep appreciation to each of these committee members for their service to the university.

Appendix: UPAC 2023 - 2024 Charter and Charge

University Planning Advisory Committee 2023 - 2024 Charter and Charge

Authority

The University Planning Advisory Committee (UPAC) is an advisory and support committee formed at the request of the President working in conjunction with the University Executive Council (UEC). The President and UEC delegate management responsibility for the committee to the Provost/Senior Vice President for Academic Affairs.

Mission/Purpose

UPAC has both ongoing responsibilities for institutional planning that must be fulfilled periodically and specific responsibilities delegated to it by the President or UEC annually.

Responsibilities

Ongoing

The ongoing responsibilities of UPAC are to:

- Conduct internal and external analyses to identify gaps, growth areas, new challenges, and opportunities for the University, as needed.
- Monitor, identify, and investigate external and internal environments and factors that impact and influence the University's ability to successfully fulfill its mission.
- Ensure alignment between campus master plans, the overall university strategy, and initiatives of the Utah System of Higher Education and Utah Board of Higher Education.
- For campus master plans, review progress made in achieving strategic initiatives and issue recommendations for refinement based on evaluations and continued relevancy.
- For the University's overall strategic plan, provide advice and input on progress made in achieving strategic initiatives.
- Provide advice and input on significant budgetary actions.
- Review and support university-wide assessment and accreditation activities.

2023–2024 Academic Year

In 2023-2024, UPAC will:

- Review evaluations of Academic Master Plan and Inclusion Plan and ensure their alignment with Vision 2030 and initiatives of the Utah System of Higher Education and Utah Board of Higher Education.
- Review annual academic and administrative assessment plans and provide advice and input on annual budget planning priorities.
- Support development of the following accreditation report for the Northwest Commission on Colleges and Universities (NWCCU): Year 7 Evaluation of Institutional Effectiveness.
- Assist with preparation of the following accreditation site visit for the NWCCU: Year 7 Evaluation of Institutional Effectiveness.

Membership

University President

The University President serves as a non-voting ex officio member of UPAC.

Executive Sponsor

The executive sponsor of UPAC is the University's Provost/Senior Vice President for Academic Affairs, who also serves as a non-voting ex officio member of UPAC.

Co-Chairs

UPAC is co-chaired by the University's Accreditation Liaison Officer and a faculty member appointed by the University President for a two-year term on the recommendation of the executive sponsor and in consultation with Faculty Senate. UPAC's co-chairs are non-voting members who preside over all meetings.

Support Staff Members

UPAC is supported by the administrative assistant to the University's Accreditation Liaison Officer and staff members affiliated with the Office of Institutional Effectiveness, Accreditation, and Academic Assessment (IEAAA). UPAC's support staff members are non-voting members who attend all meetings.

Committee Members

In collaboration with University Cabinet members and academic deans, the executive sponsor appoints up to two staff members as representatives for each division and at least one faculty member as a representative from each school/college as committee members. Committee members who are representatives from a division or school/college serve two-year terms and are full voting members.

Committee membership also includes one representative each from Faculty Senate, Professional Association of Campus Employees (PACE), and Utah Valley University Student Association (UVUSA). Committee members who are representatives from Faculty Senate, PACE, and UVUSA serve a one-year term and are full voting members.

If any committee member is unable to continue serving temporarily or permanently, a new committee member is appointed to fill the term for the duration of the vacancy.

Membership Expectations

UPAC members are selected so that the committee can draw on a range of viewpoints from across the university. UPAC members should approach their work from a "whole university" perspective rather than solely the interests of their organizations or positions.

Expectations for University President

- Appoint faculty member UPAC co-chair.
- Approve updates for UPAC's ongoing and annual responsibilities.
- Review progress updates and annual report for informational purposes.

Expectations for Executive Steward

UPAC's executive steward is expected to:

- Approve updates to the UPAC charter concerning the purpose, duration, and scope of decision-making authority, when needed.
- Recommend faculty member co-chair to the University President for appointment.
- Appoint UPAC committee members in collaboration with Cabinet members and academic deans.
- Recommend updates for ongoing and annual responsibilities to the university president.
- Review progress updates and annual report for accountability purposes.

Expectations for Co-Chairs

UPAC co-chairs are expected to:

- Recommend updates to the UPAC charter concerning the purpose, duration, and scope of decision-making authority, when needed.
- Prior to the first meeting, identify annual outcomes and deliverables.
- Flexibly lead the committee through meeting agendas that address the annual charge.
- Support an equal and fair consideration of all meeting items and opposing views.

- Summarize discussion of meeting items and clearly articulate actions that need to be taken.
- Communicate progress towards annual outcomes and deliverables and updates to executive steward and executive leadership through University Executive Council.
- Communicate updates to the wider university community through organizational communication channels.
- Act as lead representatives for UPAC throughout the university community.
- Develop and disseminate an annual report that summarizes UPAC's progress with ongoing and annual responsibilities.

Expectations for Support Staff Member – Administrative Assistant

- Maintain current and archived copies of UPAC charter, annual charge, and membership list.
- Schedule meetings.
- Work with co-chairs to form meeting agendas, gather necessary meeting materials, and share with committee members in advance of the meeting.
- Ensure that relevant communications are issued to the broader university community in a timely and effective manner.
- Maintain and update UPAC webpages as needed.
- Act as the first point of contact for general questions related to UPAC.

Expectations for Support Staff Members – Office of IEAAA

- Attend and participate in all meetings.
- Assist with preparing meeting agendas, meeting materials, and the annual report.
- Assist with development of relevant communications for the university community.
- Provide support for and participate in committee projects.

Expectations for Committee Members

UPAC's members are expected to:

- Attend and participate in all meetings or find a substitute if unable to attend.
- Review all meeting materials before attending the meetings to ensure that the committee may have an informed discussion of items.
- Participate in committee projects.
- Give input as requested outside of meetings.

Organization

UPAC will typically meet monthly on a schedule coordinated by the co-chairs and the support staff member. UPAC co-chairs may call special meetings when needed. A quorum for business shall be at least 50% of the membership (voting and non-voting) in a meeting. Voting will be by a simple majority and may take place electronically. In the case of a tie vote, the UPAC co-chairs may either table the discussion for a subsequent meeting or designate the agenda item as a split vote.