

2024-2025  
Stewardship  
Post-Conversation  
Discussion

November 19, 2024





# State of Higher Education



# Utah's public colleges may face budget cuts in 2025

Republican lawmakers anxious to remedy what they view as costly inefficiencies in higher education

The state Speaker fires off a list of issues he classifies as “inefficiencies” and “challenges” inside the state’s 16 higher education institutions that he would like to see remedied in the upcoming session:

- The rising cost of higher education and resulting rising student loans.
- Enrollment logjams in high-industry-demand majors such as nursing and engineering.
- Declining Utah enrollment forecasts.
- Bachelor’s degrees taking too long to earn.
- And, finally, costly low-participation degree programs.





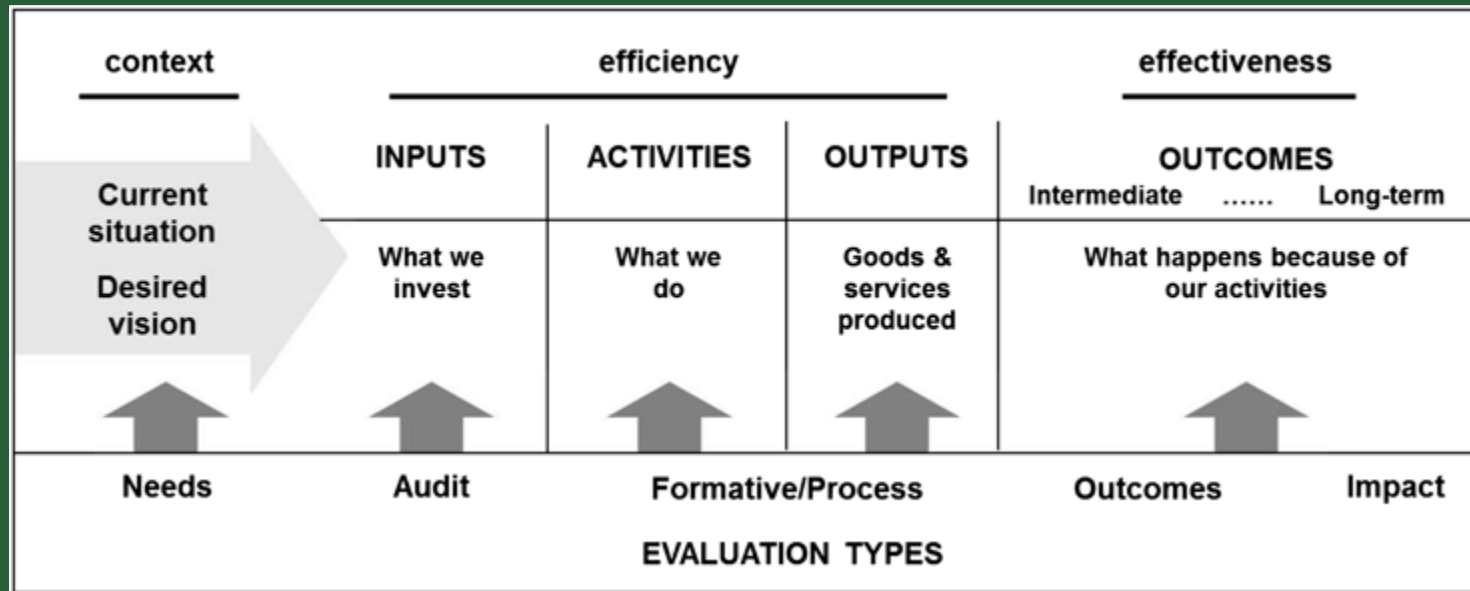
# Overview of Stewardship Conversations



Tying together the planning, budget, and assessment process.







# VISION 2030

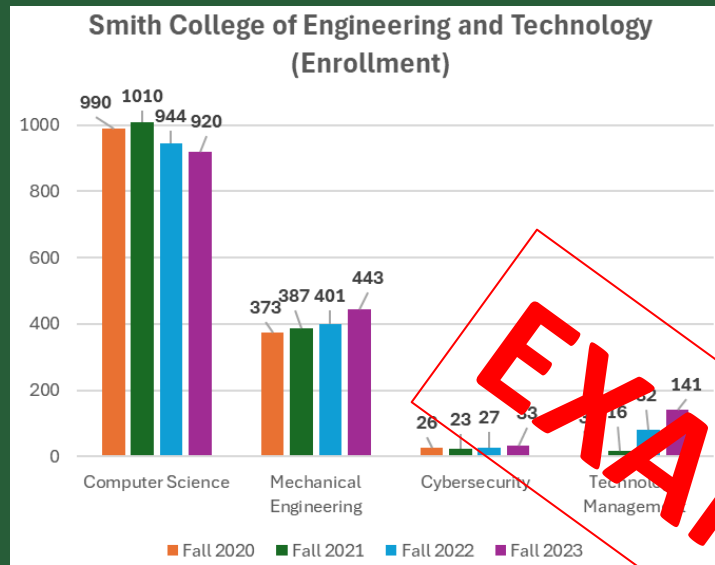
UTAH VALLEY UNIVERSITY

INCLUDE  
ENGAGE  
ACHIEVE

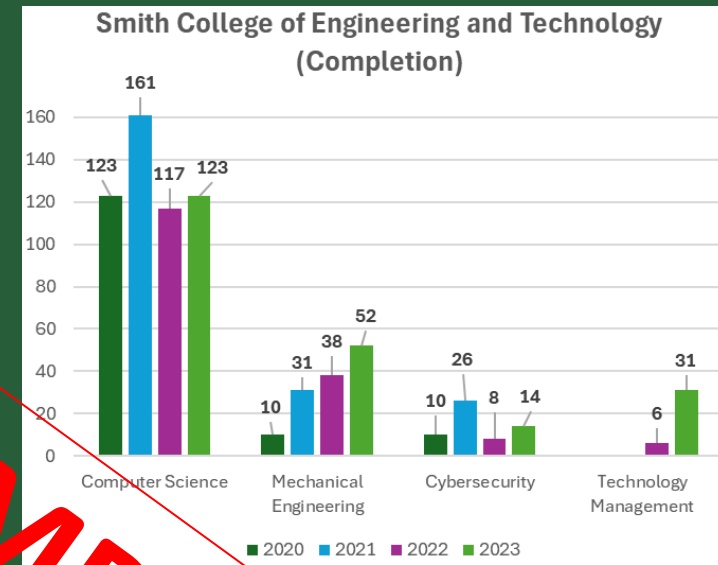


# Building off the Unit Assessments

## Enrollment



## Completion



**EXAMPLE**

	Net Revenue	Instructional Cost	Total Contribution
Computer Science (Associate)	\$553,821	\$196,725	\$356,897
Computer Science (Bachelor's)	\$14,688,404	\$6,037,579	\$8,650,826
Computer Science (Master's)	\$405,625	\$341,063	\$64,562
Cybersecurity (Grad. Certificate)	\$7,494	\$8,896	-\$1,402
Cybersecurity (Master's)	\$466,513	\$364,252	\$102,261
Engineering & Technology Management (Master's)	\$295,728	\$155,913	\$139,815
Mechanical Engineering (Bachelor's)	\$6,862,780	\$3,753,218	\$3,109,562
Technology Management - Online (Bachelor's)	\$388,674	\$176,533	\$212,141
Technology Management (Bachelor's)	\$1,926,824	\$1,153,377	\$773,447

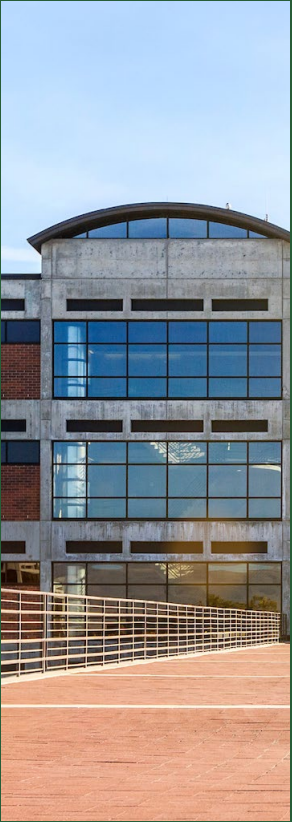




# GUIDANCE



# PREVIOUS BUDGET ASSESSMENT RESULTS



Share the outcomes of prior budget requests, with an Allocations vs Expenses report.



# YEAR 2023-2024 ASSESSMENT RESULTS

This information will draw from the Unit Assessment sent out by:

Academic Programs and Assessment  
(for Academic Units)

-or-

Institutional Engagement and Effectiveness  
(for Administrative Units)



# BUDGET REQUEST



For each budget request your unit has made, provide:

- Requested Initiative
- Relevance (problems to be addressed)
- Expected Outcomes
- Assessment Method (or tools)
- Budget request sources; previous reallocation efforts (where applicable)
- Expected timeline of implementation.

Budget requests must have been entered to the online system by October 22<sup>nd</sup>, 2024.



# Highlights

Congratulations to President Tuminez, UVU's 7<sup>th</sup> president for leading us through a successful seventh-year accreditation during her 7<sup>th</sup> year!

**“The peer evaluation team commends the institution for its stewardship (PBA) process, which is public and provides incredibly transparent financial accountability.”**

- High of 224 participants this year!



*Introducing*  
**UVU's SEVENTH  
PRESIDENT**

FOR MORE INFORMATION:  
[uvu.edu/presidenttransition](http://uvu.edu/presidenttransition)



**DR. ASTRID S. TUMINEZ**

# Highlights

## Office of the President | General Counsel



- Handled 4,700 matters
- Managed 3,581 COIs
- Decrease in claims from 29 to 18



# Highlights

## Marketing and Communications

- Digital billboard with 180 million impressions annually
- Great tie between investments and enrollment increases
- Solid examples with the MPA and MS-Engineering and Tech Management programs.
- Engagement rate increase of 34.8%
- 3,703 projects completed
- Great strategic road map for increasing brand reputation
- \$67+ million in free media placements

# Highlights



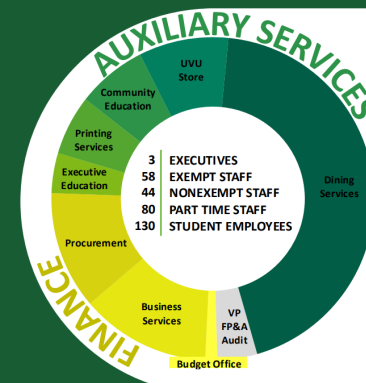
## Finance, Auxiliary Services, & Continuing Education

- Great Unit Description Slide
- Accomplished all goals but one
- Dining Services revenue went up 17%
- UVU Store went down, but improved their offerings
- All new management team
- Community Education
  - 6,475 Participants and 562 Courses

### UNIT DESCRIPTION

	2023-24 BUDGET	2024-25 BUDGET	1 YEAR \$ CHANGE	1 YEAR % CHANGE
Associate Vice President – Commercialization and Auxiliary Services	\$3,774,234	\$3,966,214	\$191,980	5.09%
Associate Vice President – FINANCE/GRAMA	\$6,397,648	\$6,215,717	-\$181,931	-2.84%
Vice President – FINANCE & AUXILIARY SERVICES	\$1,331,223	\$1,160,916	-\$170,307	-12.79%
<b>Finance and Auxiliary Services Total</b>	<b>\$12,163,928</b>	<b>\$11,342,847</b>	<b>-\$160,258</b>	<b>-1.39%</b>

**BUDGET**

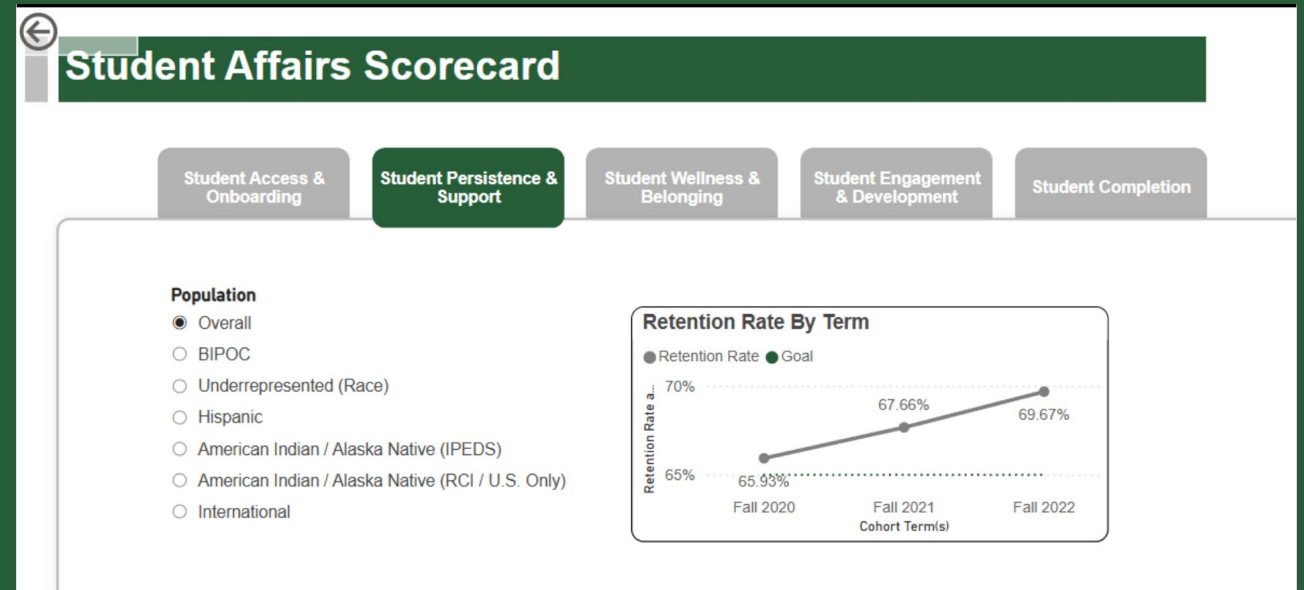


**EMPLOYEES**

# Highlights

## Student Affairs

- Great chart on Touch Points
- Single celebratory slide – good
- 2,700+ engagement activities
- Great Student Affairs Score Card
- Great impact report





# Highlights

## Digital Transformation (DX)

- Number of service desk tickets – 32,987
- Money saved from cancellations – \$626,401
- Mobile app usage – 72,413, cumulative unique users
- Has been cannibalizing project funds for equipment replacement
- 450,000+ service ticket hours
- Data Summit – Feb. 4-5, 2025

## ACTION ITEMS

**Problem:** Unauthorized software purchases on P-Cards

**Solution:** Dx is revamping its purchase approval process. Procurement will give penalty points for unauthorized purchases.

# Highlights

## Administration & Strategic Relations

- Commencement Exercises for 10,197
- Hosted Climate Summit
- Emergency Response Team – 140 calls
- 99 Emergency response trainings
- 2,532 work orders completed
- 4,445 calls to UVU Dispatch
- 124 Event days in the UCCU Arena
- 92% renewable energy



### OPENINGS:

August 2025 – UCCU Soccer Stadium

December 2025 – Smith Engineering Building

# Highlights

## Academic Affairs

- Kudos for leading out in presentation with annual goals!
- Congratulations on a very well-regarded accreditation preparation!
- Compliments to the library for ending little-used database subscriptions (EconoLit)





# Highlights

## Academic Programs, Assessment, And Accreditation

### *2023-2024 Fun Facts*

#### Academic Scheduling Office

- **Fall 2023:**
  - Scheduled: 8,831 sections
  - Deployed 8,080 sections
- **Spring 2024:**
  - Scheduled 8,152 sections
  - Deployed 7,350 sections
- **Summer 2024:**
  - Scheduled 2,296 sections
  - Deployed 2,064 sections

#### Office of Accreditation & Academic Assessment

- Completed 4,734 compliance research tasks for:
  - licensure requirements
  - state authorization
  - opportunities for online programming
  - new federal regulations impacting Title IV eligibility and program offerings
- Creation of attestation form & process for USDE compliance
- Developed an NLP tool to analyze Bloom's Taxonomy action verbs in PLO statements and assess their alignment with desired cognitive skill levels.

#### Office of Teaching & Learning

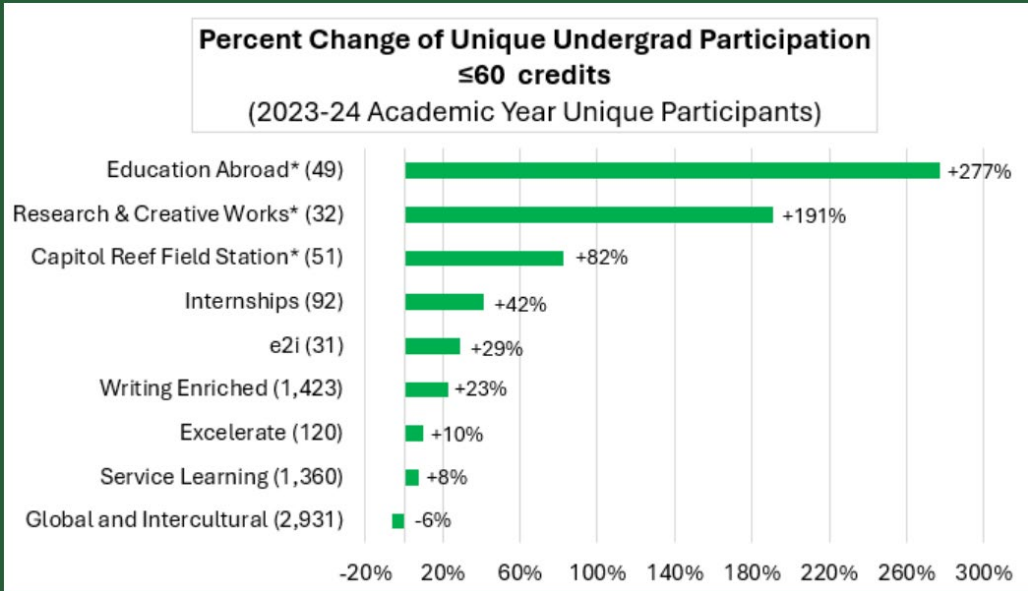
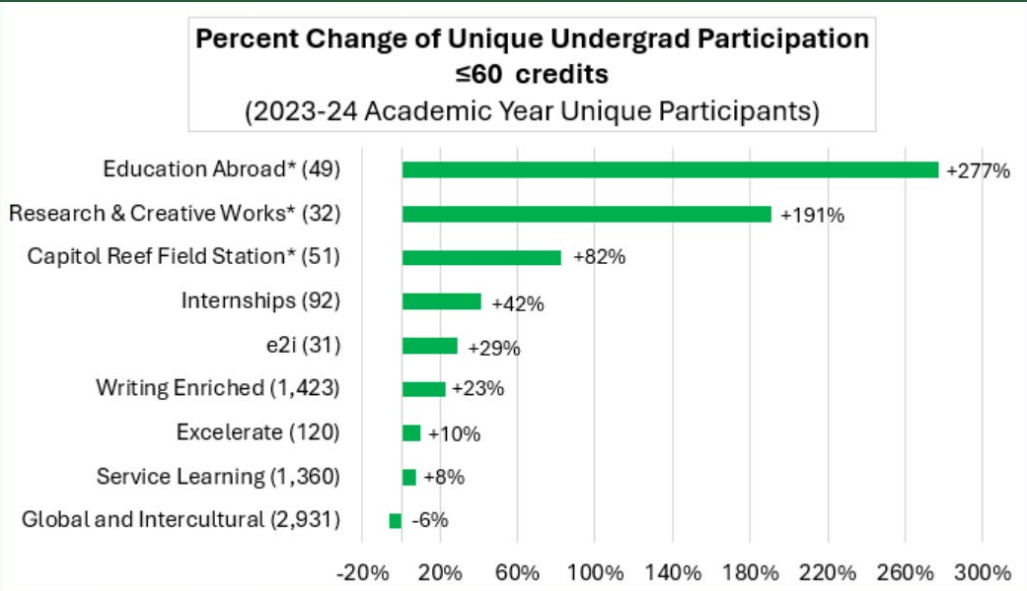
- **Instructional Design & Assessment:**
  - 95 courses developed & launched
- **Teaching & Learning Support:**
  - Addressed 3,163 support requests w/ 99% satisfaction
- **Teaching Effectiveness & Fellowship:**
  - 495 faculty engaged in AI in teaching activities
  - 397 faculty completed teaching certification, HEA fellowship, & SoTL research

#### UVU Online

- **Fall 2024 Programs:**
  - 60 online programs, including 39 certified online programs
- **2023-2024 Enrollments:**
  - 7,429 unique students in programs w/ online pathways.
  - 11,990 unique students in online courses w/o online pathways.
  - 24% increase in unique students enrolled in Summer 2024 vs. Summer 2023.
- **2023-2024 Completions:**
  - 2,824 students from online programs.

# Highlights

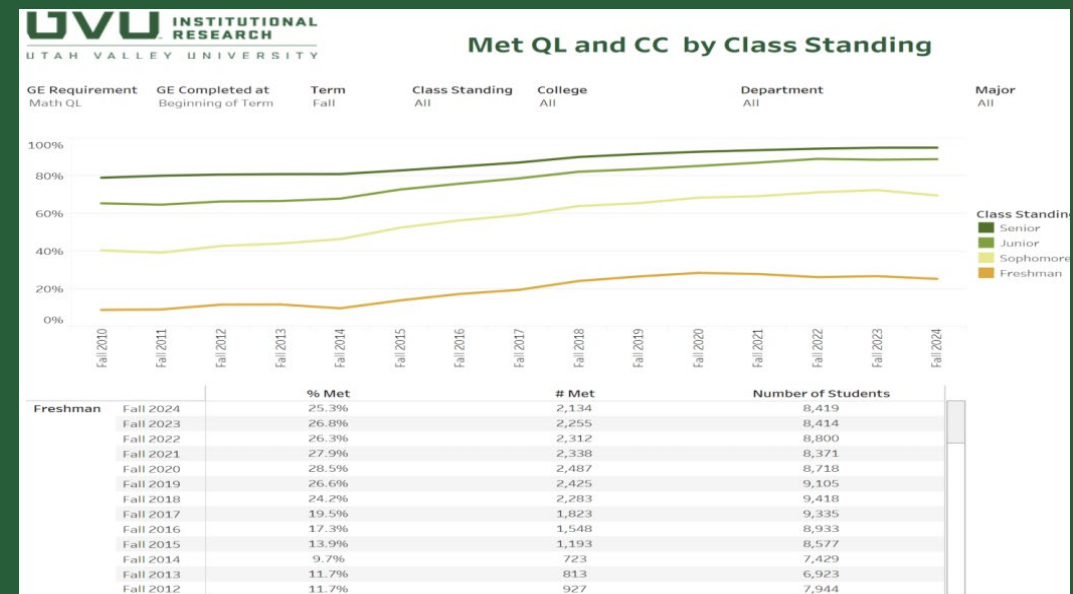
## Academic Innovation – Great Metrics!



# Highlights

## Student Success – Metrics with Outcomes!

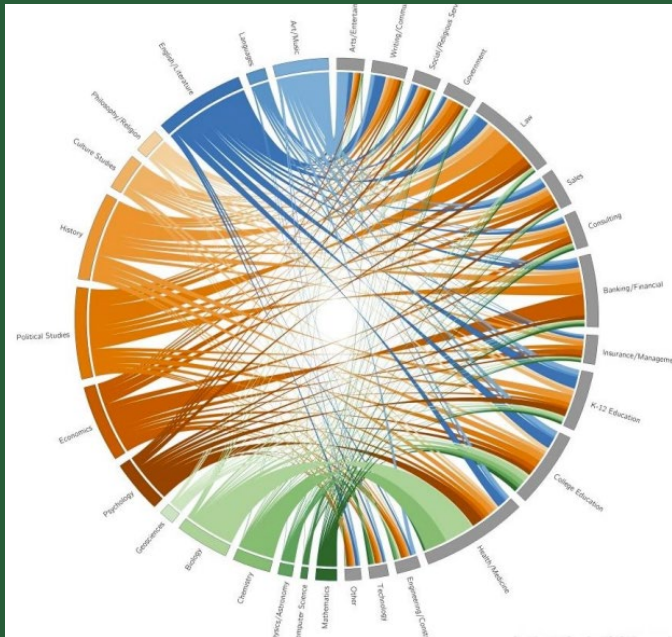
- Advising Interactions: 103,934 up 10%
- First-Year Advising Visits: 22,995 (in person #1)
- Educational Support Services Interactions: 55,700
- Workforce Alignment: 11,224 students served at 32 events
- Concurrent Enrollment: 16,696 up 8.1%
- Credit for Prior Learning (CPL) requests up 40%





# Highlights

## College of Humanities and Social Sciences



Industry	CET	CHPS	CHSS	COS	SOA	SOE	WSB	Total
Accommodation and Food Services	4.22%	3.36%	4.76%	4.30%	6.08%	7.09%	3.95%	<b>5.19%</b>
Administrative and Support and Waste Management and Remediation	14.45%	11.63%	13.93%	13.30%	15.70%	14.66%	15.96%	<b>14.36%</b>
Agriculture, Forestry, Fishing and Hunting	0.32%	0.21%	0.16%	0.29%		0.36%	0.24%	<b>0.26%</b>
Arts, Entertainment, and Recreation	1.49%	2.49%	2.23%	2.58%	4.34%	2.48%	1.41%	<b>2.21%</b>
Construction	3.11%	1.08%	0.68%	1.00%	0.49%	1.40%	1.74%	<b>1.44%</b>
Educational Services	9.07%	12.53%	15.55%	15.76%	16.90%	14.76%	5.98%	<b>12.73%</b>
Finance and Insurance	3.44%	2.69%	4.55%	3.12%	3.21%	4.29%	11.21%	<b>5.07%</b>
Health Care and Social Assistance	2.63%	22.24%	14.78%	18.30%	4.91%	11.22%	3.81%	<b>10.90%</b>
Information	8.03%	2.01%	4.42%	2.46%	6.11%	3.87%	7.18%	<b>4.86%</b>
Management of Companies and Enterprises	0.88%	0.61%	0.77%	0.54%	0.76%	0.92%	1.09%	<b>0.85%</b>
Manufacturing	8.24%	2.74%	2.89%	5.59%	4.88%	4.02%	4.70%	<b>4.43%</b>
Mining, Quarrying, and Oil and Gas Extraction	0.36%	0.11%	0.11%	0.36%		0.11%	0.20%	<b>0.16%</b>
Other Services (except Public Administration)	2.27%	2.01%	2.37%	1.78%	1.79%	2.30%	1.27%	<b>2.07%</b>
Professional, Scientific, and Technical Services	15.91%	5.06%	9.77%	9.81%	10.38%	8.90%	17.56%	<b>11.08%</b>
Public Administration	2.66%	19.17%	5.77%	4.54%	2.77%	3.38%	2.39%	<b>5.19%</b>
Real Estate and Rental and Leasing	1.24%	0.97%	1.45%	0.95%	1.28%	1.36%	2.69%	<b>1.51%</b>
Retail Trade	9.80%	7.01%	10.79%	9.86%	14.82%	13.12%	10.34%	<b>11.07%</b>
Transportation and Warehousing	6.05%	1.92%	1.75%	1.73%	1.62%	2.35%	2.45%	<b>2.61%</b>
Utilities	0.38%	0.13%	0.08%	0.27%		0.13%	0.29%	<b>0.18%</b>
Wholesale Trade	5.46%	2.05%	3.18%	3.47%	3.95%	3.28%	5.56%	<b>3.82%</b>

Making the case with data!

# Highlights

## Smith College of Engineering & Technology - Connection between goals, budget, and outcomes

Ongoing Addressed By College				
Request	Relevance	Expected Outcome	Assessment	Budget
Tenure-Track Faculty: Architecture	NAAB accreditation faculty resource requirement	NAAB Accreditation	Elimination of NAAB concern	\$139,079
Operating Budget: MCE	The Engineering Department started with a minimal budget. The budget needs to be increased to support 16 faculty members.	Increase in professional development and adequate office equipment	Efficient operation of the MCE Department and less financial reliance on the dean's office	\$114,948
Operating Budget: Architecture	The Architecture Program Operating Budget, as specified in R401 (2019), was never allocated.	NAAB Accreditation	Elimination of NAAB concern	\$18,771
Tenure-Track Faculty: MCE	The Mechanical and Civil Engineering program continues to grow, and additional faculty are needed.	Lower student-to-faculty ration and enhance instructional quality	Faculty workload analysis, student feedback, enrollment metrics, and instructional quality reviews	\$162,430
Tenure-Track Faculty: CT	The Construction Technologies program continues to grow, and additional faculty are needed.	Lower student-to-faculty ration and enhance instructional quality	Faculty workload analysis, student feedback, enrollment metrics, and instructional quality reviews	\$145,224

CET Enrolled Majors (Including Emphasis)					
Program	2020	2021	2022	2023	2024
Architecture & Engineering Design	324	342	375	415	460
Aviation Science	1121	1071	985	1055	1160
Computer Science	1209	1242	1272	1324	1264
Construction Technologies	373	417	429	441	504
Culinary Arts Institute	126	138	136	134	111
Digital Media	898	916	922	1024	1034
Electrical & Computer Engineering	276	268	269	266	270
Engineering Technology (AET Only)	75	53	66	68	46
Information Systems & Technology	752	666	619	616	637
Mechanical & Civil Engineering	623	602	589	641	723
Technology Management & Mechatronics	294	304	303	325	348
Transportation Technologies	160	146	154	169	174
<b>Total</b>	<b>6231</b>	<b>6165</b>	<b>6119</b>	<b>6478</b>	<b>6731</b>



# Highlights

School of the Arts -  
 Excellent transparency on cost, and connection between  
 budgets and outputs

Allocation	Amount	Outcome	Use	Assessment
<b>Museum of Art</b>	2022: \$52,737	Key positions to launch and operate new Museum at Lakemount:	Total Allocated: \$168,705	Supported <ul style="list-style-type: none"> <li>• 11k visitors during FY2024</li> <li>• 8 exhibitions</li> <li>• 20+ special events</li> <li>• 30+ group tours</li> <li>• 35+ arts learning activities</li> </ul>
<b>Staff Positions</b>	2023: \$57,984		Actual Expenses: \$161,471	
<b>Conversion of 3 PT positions to FT over course of three years</b>	2024: \$57,984		<ul style="list-style-type: none"> <li>▪ Visitor Services</li> <li>▪ Exhibit Design</li> <li>▪ Art/Museum Education</li> </ul>	

	Current Fall 2024 FTE	DFTE 2022-2023	Analysis
<b>Art &amp; Design</b>	818.93 +53.93 from 2023	\$5,676 Rank: 20	Strategic addition of new sections to increase FTE. High demand for courses and high waitlists create barriers for student course enrollments and timely completion. Average department fill-rate for fall semesters for ART/ARTH courses is over 90%. Lower cost: Ranked 20 lowest of 63 departments.
<b>Dance</b>	180.13 -4.67 from 2023	\$10,422 Rank: 45	Significant focus on recruitment. Some GE course cancellations to focus on courses for majors. Newly restructured BS-Dance program (launching Fall 2025) expected to increase enrollments; first commercial dance emphasis in USHE.
<b>Music</b>	477.20 +22.2 from 2023	\$6,382 Rank: 23	Slight increase in enrollments during 3-year period. Lower cost: Ranked 23 lowest of 63 departments.
<b>Theatre</b>	304.40 +5.13 from 2023	\$7,7075 Rank: 31	Increased recruiting efforts yielded 4% increase over 2022. Mid cost: Ranked 31 of 63 departments



# Highlights

## College of Science – Addressing Constraints

### **Biology Teaching Lab Manager**

Relevance: Support growth of enrollments in healthcare programs

Expected Outcomes: Increased capacity in anatomy labs (Currently have 24 sections with 560 students at 93% fill rate)

Assessment Method: Track enrollments trends and capacity in anatomy labs

### **Biology Lecturer**

Relevance: Support growth of enrollments in healthcare programs

Expected Outcomes: Increased capacity in anatomy lecture (Currently have 8 sections with 547 students at 97% fill rate)

Assessment Method: Track enrollments trends and capacity in anatomy lecture

### **Chemistry Lecturer**

Relevance: Support growth of enrollments in healthcare programs

Expected Outcomes: Increased capacity in CHEM 1110 (over past year enrollment grew from 450 to 610)

Assessment Method: Track enrollments trends and capacity in CHEM 1110

# Highlights

## School of Education – Transparency on HY Awards & Goals with Impact

Programs	High Yield Graduate %	
	2022-2023	2023-2024
Elementary Education	99.51%	98.98%
Secondary & Special Education	83.33%	79.55%
Graduate Education	100%	100%

Goal 1	Assessment Results
<b>Improve student admission rates by implementing targeted recruitment initiatives</b>	Elementary Education enrollment increased by 5%
	11-member SOE recruitment committee established: faculty, staff, and students
	Assistant dean recruited and expanded work
	42 unique recruitment events 3,000+ participants engaged 25+ SOE faculty contributed 7+ student leaders involved
	Snow College 2+2 program developed
	Nebo SD high school pathway designed

# Highlights

## Woodbury School of Business – Useful Ratios & Revenue Generation

### AY 2023-2024 AACSB Ratios

Department	Participating Ratio		SA Ratio	
	Actual	W/O OVLD	Actual	W/O OVLD
Accounting	89.4%	74.5%	70.5%	63.3%
Finance/Econ	73.5%	72.5%	54.6%	55.3%
Marketing	67.3%	64.0%	41.5%	38.1%
Org. Leadership	72.5%	66.5%	50.5%	49.7%
Management	74.2%	71.6%	40.7%	51.9%
WSB Total	75.15%	69.9%	50.9%	51.7%

**Goal: \$3M**

**Goal: progress toward principal gift**

Recent results:

- EI Naming Gift
- \$1M+ from a major brokerage firm for FinTech Center
- Major gifts for Hope Scholars program
- New WSB Board



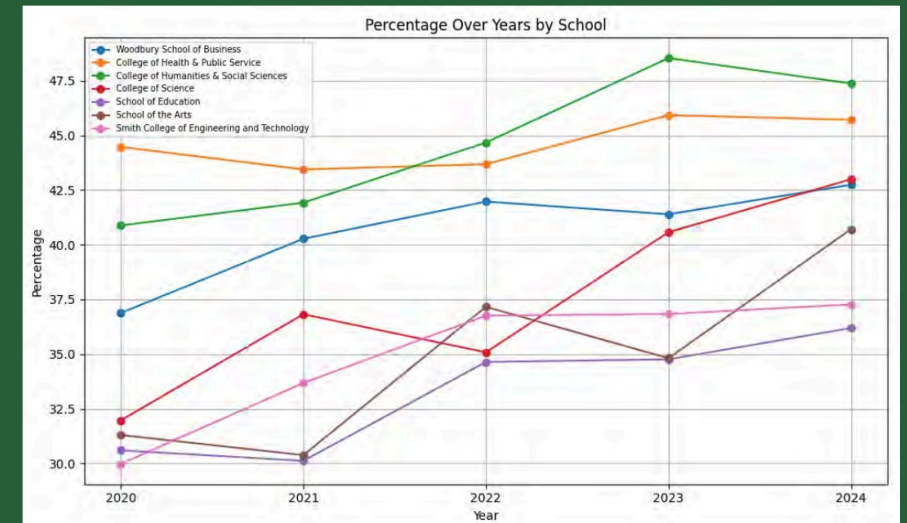
# Highlights

## College of Health and Public Service - High Information Density

### CHPS Academic Overview: Fall 2024

- **3,415 students**
- **92 faculty, 34 full-time staff**
- **\$1.7M annual operating budget**
- **7 departments, 21 academic programs**
- **8 Specialized Accreditations (4 in progress)**
  - **4 campus locations**
  - **93 clinical sites**

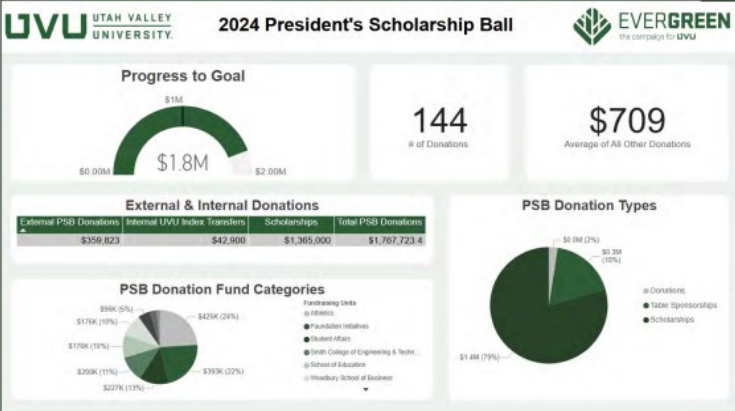
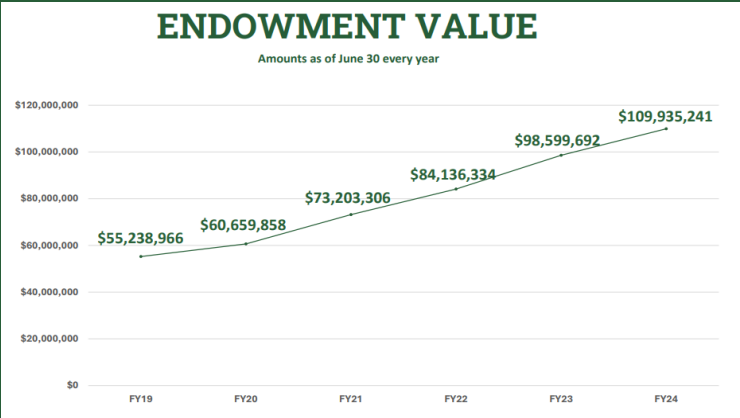
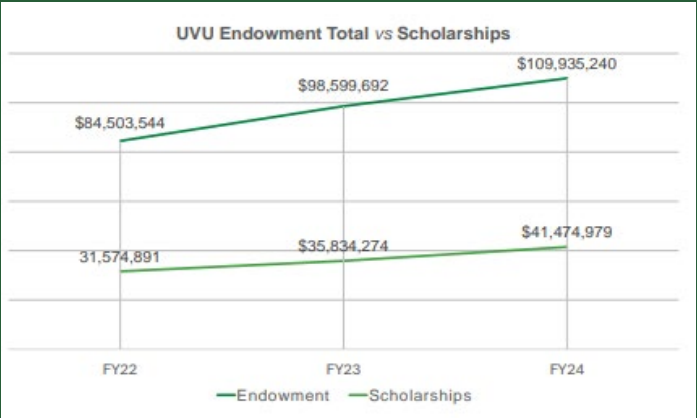
Dr. Tom  
Sturtevant  
Interim Dean



# Highlights



## Institutional Advancement - Excellent Infographics



# Highlights

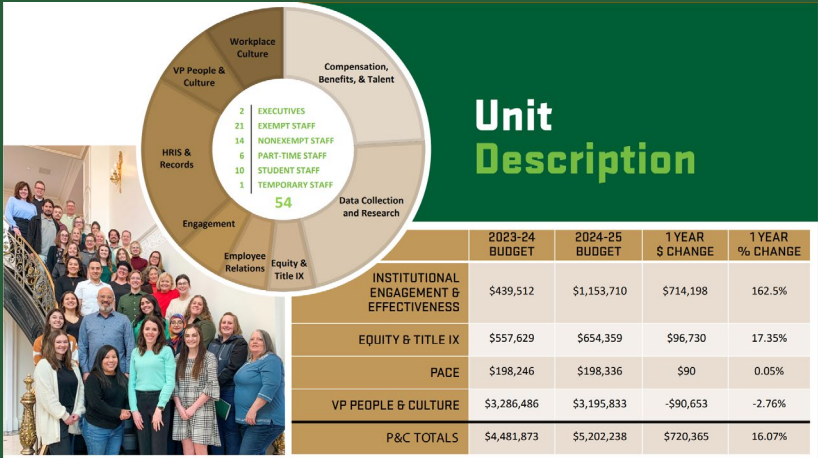
## People & Culture | PACE - Clarity of information

### PACE Staff Events:

**Budget:** \$50,000  
**Expenses:** \$46,196.44  
**Balance:** \$3,803.56

### PACE Staff Education Fund:

**Budget:** \$111,202  
**Expenses:** \$98,382.05  
**Balance:** \$12,819.95



Objectives	Results
<ul style="list-style-type: none"> <li>Develop a recruitment plan and training for talent acquisition.</li> <li>Build UVU's brand to attract a high-potential, high-performing, diverse pool of candidates.</li> <li>Develop structured and efficient search and hiring procedures that minimize time to fill a position</li> </ul>	<ul style="list-style-type: none"> <li>Implemented NeoEd in Sep. 2022</li> <li>Created a new <a href="#">hiring toolkit</a></li> <li>Developed and utilized new templates for job advertisements.</li> <li>Created marketing campaign: 'UVU a Place for You' and <a href="#">published videos</a>.</li> </ul>
Assessment	Results
<ul style="list-style-type: none"> <li>Employment growth</li> <li>Race and ethnicity percentages</li> <li>Gender ratio</li> <li>UVU's brand growth</li> <li>Average time to fill a position</li> </ul>	<ul style="list-style-type: none"> <li>5,629 UVU employees: <b>2.23% increase in 5 years</b></li> <li>Over <b>27k job applications</b> in FY24.</li> <li>Full-time employees: 3.53% increase in non-white employees in 5 years.</li> <li>Employee gender ratio: Females increased by 8.27% in 5 years.</li> <li>HB261 rebrand successfully implemented for IEE.</li> <li>The average time to fill a position is 55.25 days in 2023/24               <ul style="list-style-type: none"> <li>Shortest: Exempt Staff – 39.88 days</li> <li>Longest: FT Faculty – 90.5 days</li> </ul> </li> </ul>



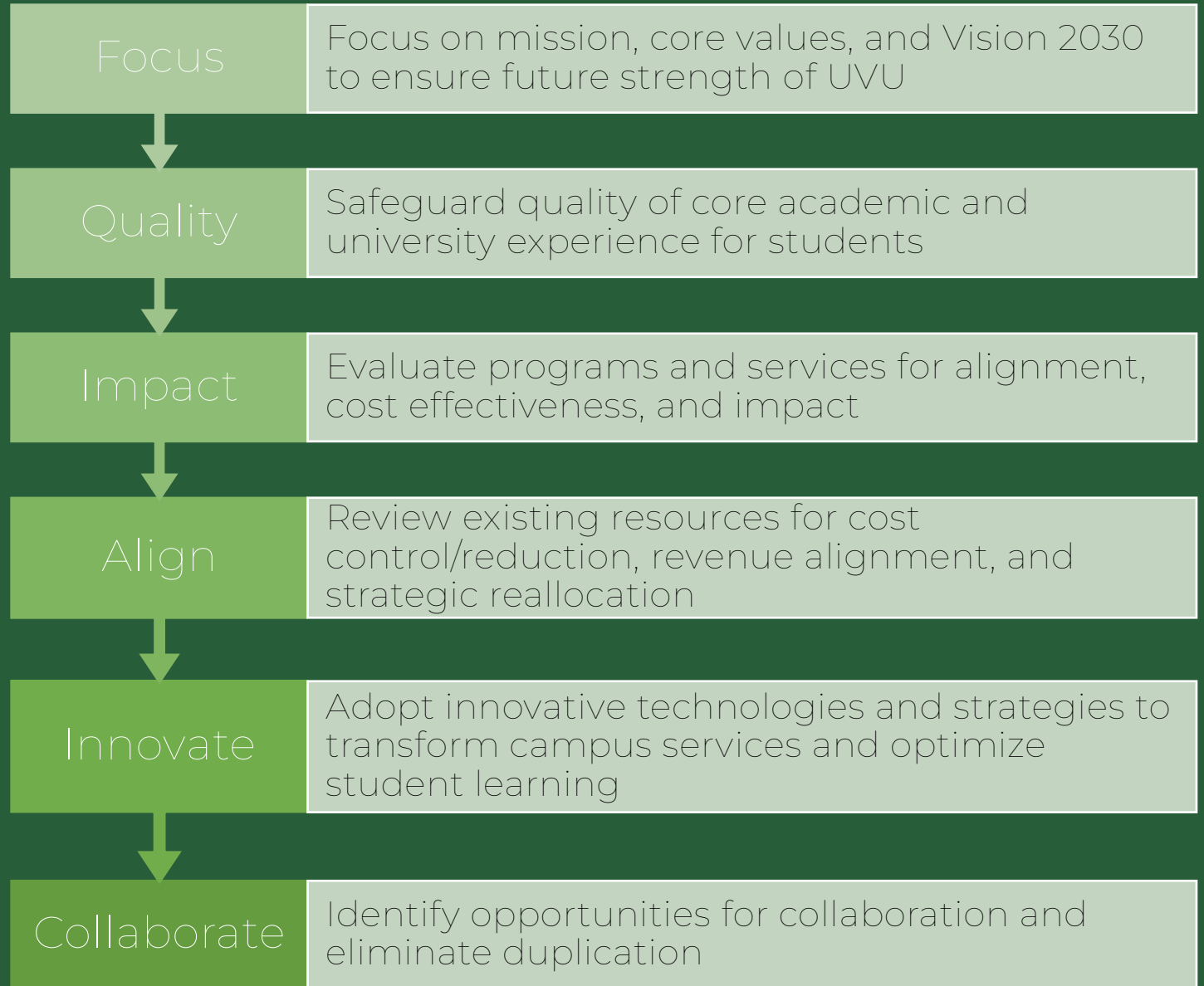
What's Next?

# What Is Next in the Budgeting Process?

- Internal Reallocations
  - Assessment of current financial state
    - Use of carry-forward balances
    - Critical investments
- External
  - New Tax Fund Request
  - Tuition



# Resource Allocation Principles



# New Tax Fund Request

## UVU's FY26 Tax Fund Budget Request

Category	UVU Allowable Request for FY26	FY26 PBF Allocation TBD
Performance-Based		<b>Est. \$870,000</b>
Enhance Student Success and Accelerate Completion	500,000	
Institutional and Workforce Readiness	305,000	
Digital Transformation/Cybersecurity	665,000	
High Demand Program Expansion	1,135,700	
<b>Total</b>	<b>\$2,605,700</b>	<b>\$870,000</b>



# 2024 – 25 Tuition Revenue Forecast

## Enrollment Change

- Increase in Fall budget-related FTE of almost 4%
- Spring Enrollment projecting up

Tuition and Fee Increase to be minimal

QUESTIONS?

