

# 2021

## Human Resources Annual Report



Prepared for the UVU Board of Trustees  
February 23, 2022

## MISSION STATEMENT

Through collaborative partnerships, Human Resources designs, develops, and delivers comprehensive, creative, people-focused solutions that align with the University's mission.

### Objectives

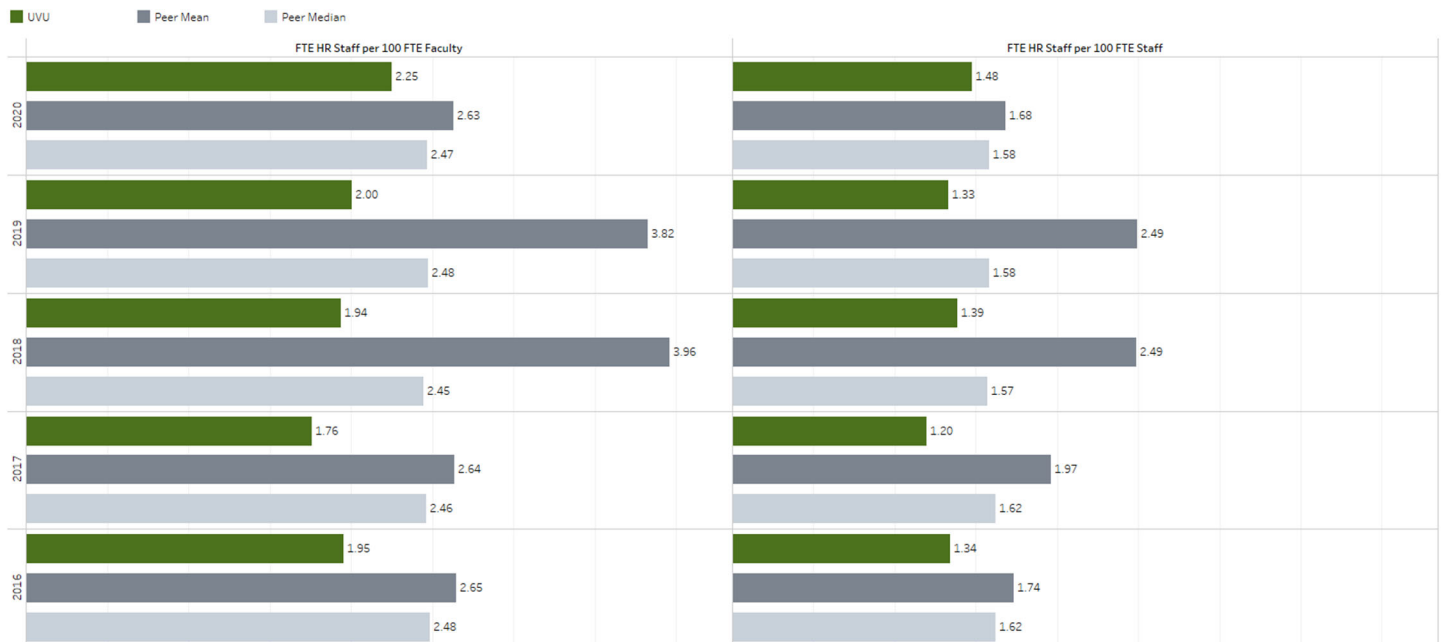
1. Provide an environment of inclusive learning, collaboration, personal and professional development, appreciation, and recognition, enabling employees to achieve their highest potential to positively impact student success.
2. Promote productivity and employee success by protecting the health, wealth, and well-being of UVU employees and their families.
3. Enhance HR service delivery capabilities and alignment by adapting, standardizing, and streamlining essential processes, procedures, and communication while maintaining customer service through human interaction.
4. Attract and maintain a highly skilled workforce by creating people-focused solutions through search advocacy, meaningful recognition and rewards programs, sound policies, procedures, and practices that balance the needs of employees with the resources of the University while ensuring compliance with federal, state, and local laws.

### Department profile

Benefits + Workforce Planning + Employee Relations + Organizational Development + HR Information Systems + Records + Employee Service Center

- Full-time staff: 24
- Part-time staff: 8

2016-2020 HR Staff - CUPA Ratio Comparisons\*



\* Compared to available peer CUPA data (2016-2020)

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## EXECUTIVE SUMMARY

This report is prepared annually for the Utah Valley University (UVU) Board of Trustees. It provides key summary data regarding UVU's workforce and workforce activity (for example, the total number of employees, turnover rates, average salaries, and demographic composition) and includes comparisons to IPEDS and CUPA peer groups. This summary provides an overall snapshot of UVU's workforce and key metrics for trend analysis.

While the information and graphs presented on the following pages are primarily for the full-time benefits-eligible workforce at UVU, summary data for UVU's part-time and student employees are also included.

Summary highlights:

- UVU continues to be among Utah's largest employers.
  - UVU is Orem's largest employer, the third-largest employer in Utah County, and the 14<sup>th</sup>-largest employer in the state of Utah.
  - As of November 2021, the University's total employee headcount was 5,146, employing:
    - 774 full-time faculty
    - 897 adjunct or part-time faculty
    - 1,377 full-time staff
    - 753 part-time staff
    - 34 executives
    - 1,311 student employees
- The full-time employee headcount of 2,185 is an increase of 31 employees from 2020.
  - Added 21 additional full-time faculty employees from 2020
  - Added 12 additional full-time staff employees from 2020
  - Executive employees decreased by two from 2020 due to vacant positions which have active ongoing searches to fill them.
- In 2021, the University's overall turnover rate was 11.4%, over a percentage point increase from 2020. It is currently projected to be over 12% in 2022.
- Salaries in all employee categories increased by at least 2.3% from 2020 through 2021.

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## BENEFITS

The University's commitment to employee health and well-being continues to be a top priority for People and Culture's Human Resources, offering quality service and benefits. As the COVID-19 pandemic persists, Human Resource's Benefits Office acknowledges the ongoing need for additional resources and has dedicated the past year to making them available to employees and their families.

### TELEHEALTH VIRTUAL VISITS

Although amended plan modifications set in 2020 ended June 30, 2021, the University's medical plan continues to cover virtual visits as regular office visits, with employees paying copayments and deductibles based on their elected plan.

### MENTAL HEALTH

It is important to remember that mental health is just as important as physical health. To support the need for mental health, Human Resources elected to continue covering mental health services through the Employee Assistance Program (EAP) for both full and part-time employees and their dependents.

### RETIREMENT

After completing a comprehensive review of the University's retirement plans, the UVU Investment Committee, along with an outside consulting firm, identified opportunities to simplify plan participation, expand investment options, and reduce participant fees. Updates to the TIAA and Fidelity retirement plans were effective July 29, 2021.

### FAMILIES FIRST CORONAVIRUS RESPONSE

The Families First Coronavirus Response Act (FFCRA) provided employees with emergency paid sick leave and expanded family and medical leave for specified reasons related to COVID-19 in 2020. Although these provisions under the FFCRA ended December 31, 2020, the University implemented its own emergency paid sick leave related to COVID-19, extending the eligibility through September 30, 2021.

### REMOTE WORK

In 2021, the University moved forward with offering employees a hybrid or full remote work option for eligible positions. Allowing for remote work provides employees flexibility within their workday and has helped with traffic, limited parking, and available office space. Since implementing the Remote Work Agreements July 1, 2021, UVU has approved:

- **47** – Full Remote Work Agreements (primary work location is off-campus)
- **500** – Hybrid Remote Work Agreements (hybrid schedule with split time between working on and off-campus)

### AFFORDABLE HOUSING ASSISTANCE

To help with the rising costs of housing in Utah, Human Resources partnered with Landed, a down payment homebuying assistance program, in late 2021. Landed provides homebuying support and education by helping employees reach a 20% down payment through shared equity. Employees who work an average of 20 hours per week are eligible to participate in the Landed program.

### UVUFIT

The University's Employee Wellness Program, UVUFit, was recognized in 2021 with the Platinum Healthy Worksite Award by the Utah Worksite Wellness Council for the sixth year in a row.



## EMPLOYEE DEVELOPMENT

Human Resources understands that UVU's greatest asset is its employees. To enhance workforce effectiveness at all levels of the University, we developed the UVULearn program. This system is designed to provide professional development and learning online. Departments and divisions work with Employee Learning & Development to create individualized training for their employees. Through UVULearn, HR supports employees in improving and developing key performance competencies expected of all UVU staff.

In 2021, HR was involved in multiple university wide initiatives and programs to help employees navigate the challenges brought by COVID19. To help employees transition from working remotely to campus, the Learning & Development created a series of "Welcome Back to the Den" courses. These courses were designed to provide leaders the tools and information needed to safely bring back employees to the office.

In the Spring semester, a task force headed by the Learning & Development team was put in place to develop UVU's first Remote Work Agreement. The L&D team conducted a series of workshops to ensure employees and supervisors had conversations about remote and hybrid works schedules. HR partnered with Digital Design to create a form that would allow employees to submit their remote work schedule. UVU HR was among the first universities in the state to foster permanent remote work agreements and schedules.

To help supervisors grow in their roles as leaders, UVU HR introduced the "Leadership Competency Experience". LCE is a unique program that enables leaders to hire, onboard, train and evaluate supervisors on 6 leadership competencies. To enhance this new initiative, UVULEAD workshop series was established to provide learning opportunities focused on the new competencies. Combined, the LCE and UVULEAD workshop series provide leaders the tools and means to continue their professional development at UVU.

### LEARNING



**289** Supervisors participated in one or more UVULEAD Workshop



**25,929** Hours spent in UVULearn online courses

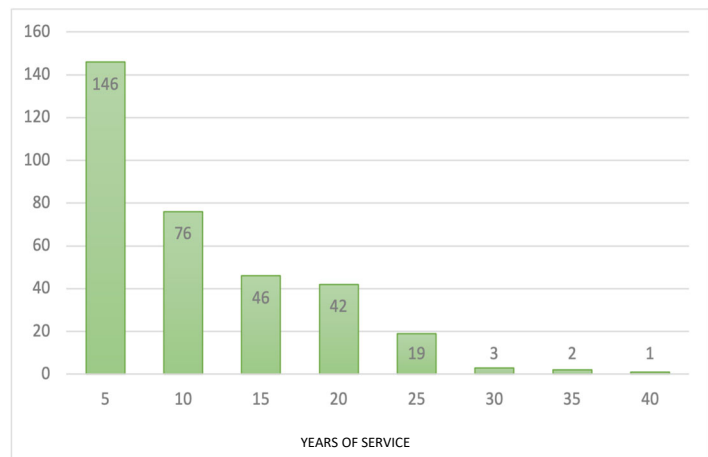


**4,196** Hours spent in LinkedIn Learning courses



**1,455** Employees enrolled in at least one LinkedIn Learning course

### EMPLOYEES RECOGNIZED FOR YEARS OF SERVICE

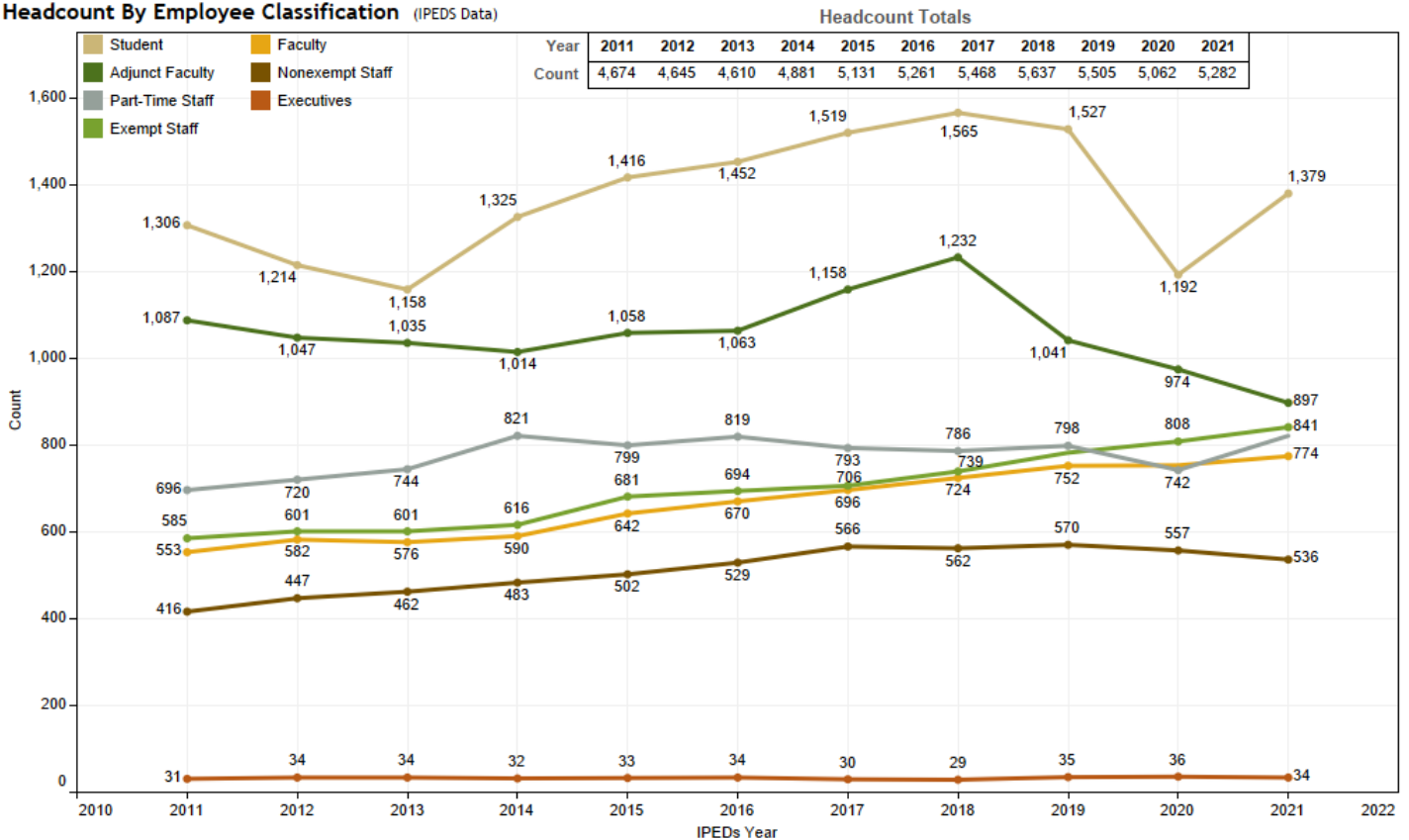


## FULL-TIME EMPLOYEE HEADCOUNT

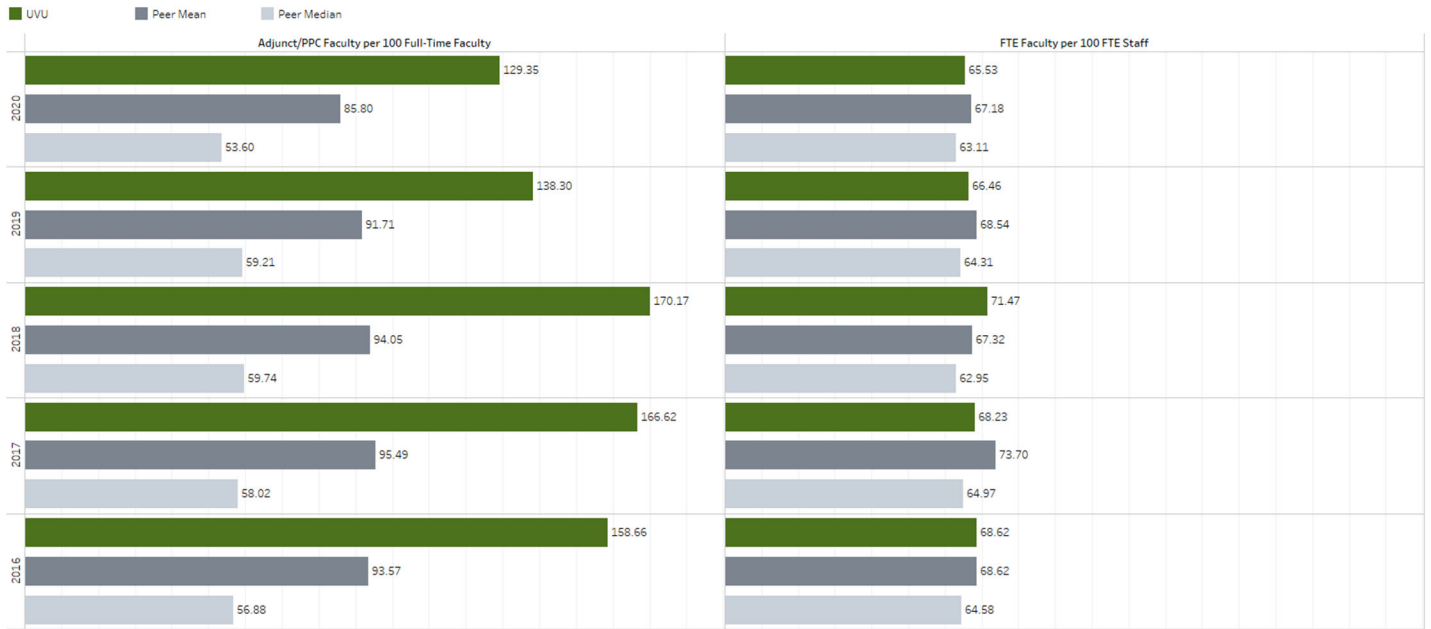
In 2021, the overall employee headcount increased by 220 or 4 percentage points when compared to 2020. We are still not at pre-pandemic levels, but many positions have been streamlined through automation and efficiency. Supervisors continue to look for and gain efficiency while being mindful of staffing at appropriate levels. All employee classification headcounts increased or stayed fairly static compared to 2020 except for Adjunct Faculty. We continue our downward trend in Adjunct Faculty counts since the 2018 peak as we hire more full-time faculty. Since 2011, UVU's overall employee headcount has increased by 13 percentage points. Over that same period of time, exempt staff had the largest percentage increase (43.8%), followed by faculty (40.0%) and nonexempt staff (28.8%). Executive headcount increased by (9.7%) along with part-time staff (18.0%) and student employees (5.6%). Adjunct faculty saw an overall decrease (17.5%).

We continue to have more Adjunct Faculty when compared to Full-Time Faculty than our CUPA peers, but we are getting closer as our Adjunct Faculty numbers decrease and our Full-time Faculty numbers increase. When comparing our FTE Faculty and Staff numbers to Student numbers, we consistently have lagged behind our CUPA peers and seem to be losing more ground in recent years.

Headcount By Employee Classification (IPEDS Data)

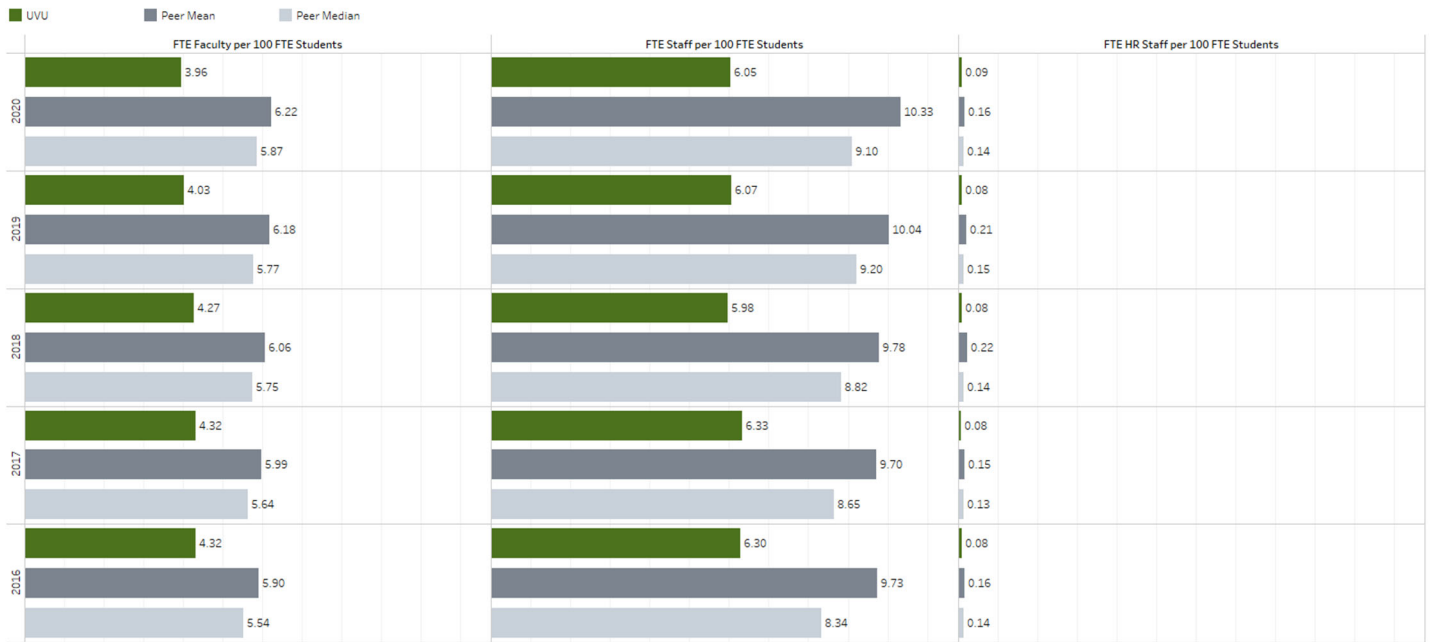


2016-2020 Faculty - CUPA Ratio Comparisons\*



\* Compared to available peer CUPA data (2016-2020)

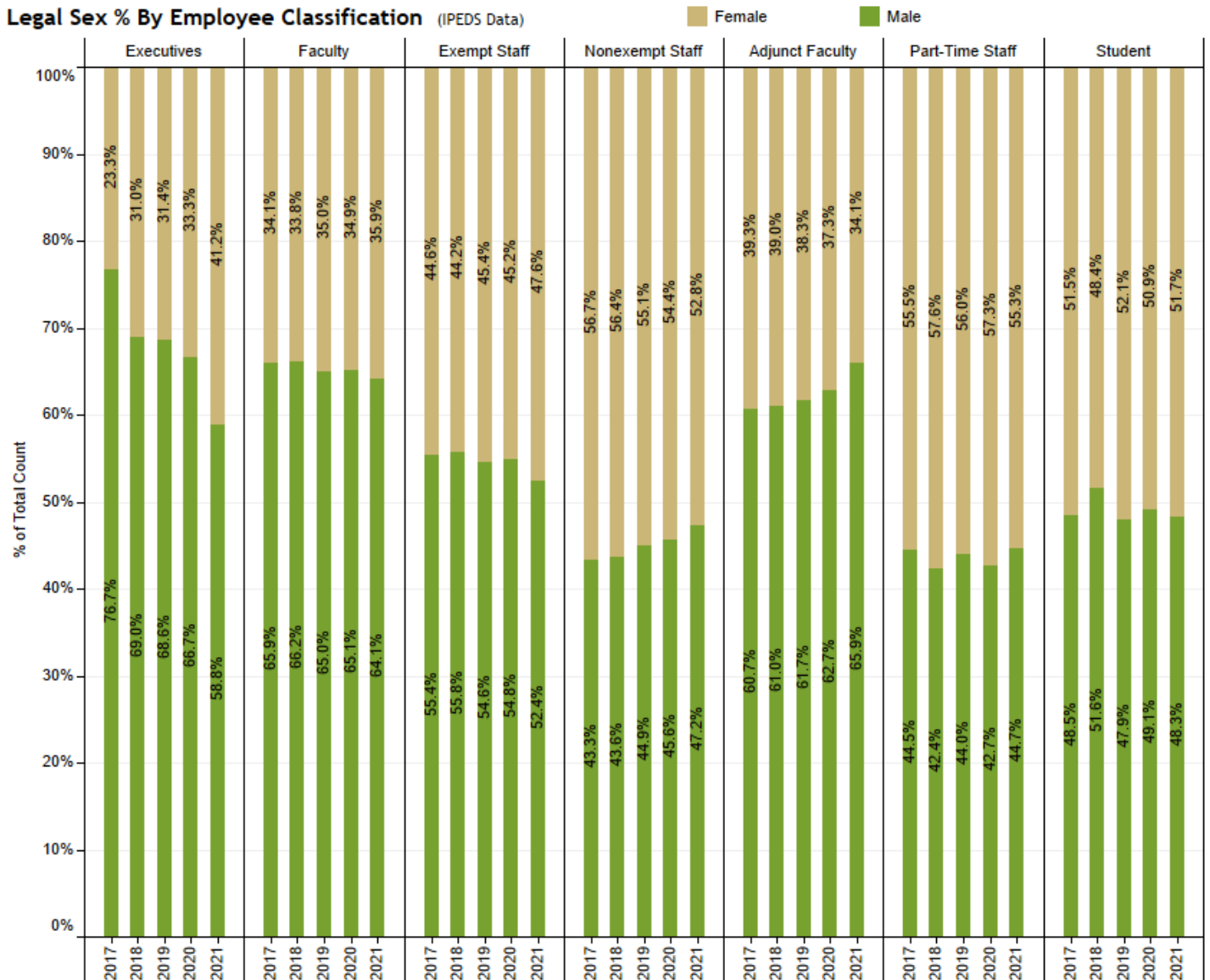
2016-2020 Student - CUPA Ratio Comparisons\*



\* Compared to available peer CUPA data (2016-2020)

## EMPLOYEE DEMOGRAPHICS

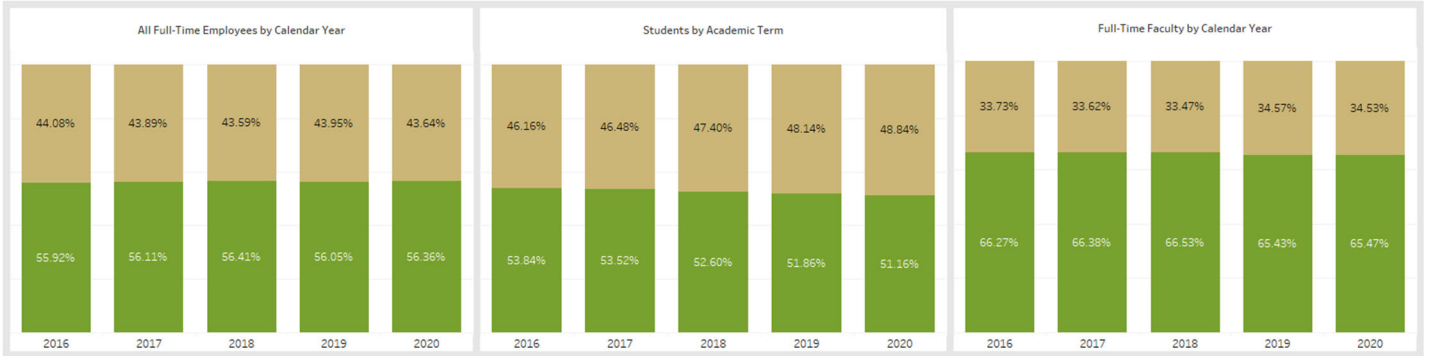
Though minor changes occurred in the demographic makeup of UVU’s workforce in 2021, Human Resources continues to be committed to the UVU Inclusion Plan goal to “strategically recruit, retain, develop, and advance underrepresented faculty, staff, and executives/administrators at all levels of the university to enrich university life.” The Chief Inclusion and Diversity Officer (CIDO) is moving to report to the Vice President of People and Culture to align resources for more impact. Workforce Planning reviews and helps rewrite job descriptions and job postings to attract a more diverse hiring pool. Opportunities continue to exist for diversifying racial or ethnic representation in all employee classifications. We will continue to make incremental changes as seen in Executive, Faculty, and Exempt staff legal sex percentages.



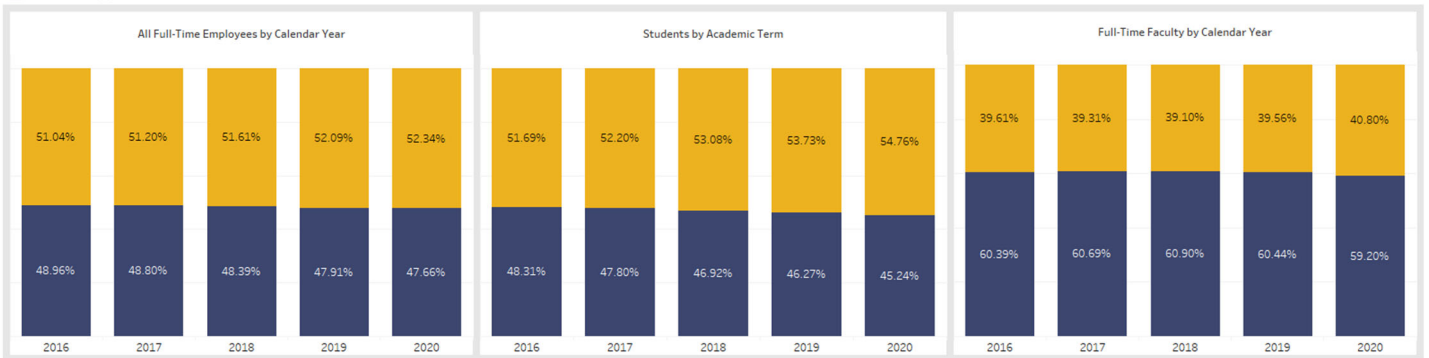


2016-2020 All Full-Time Employees, Students, and Full-Time Faculty - IPEDS Legal Sex Comparison

Legal Sex (UVU)  
■ Female ■ Male

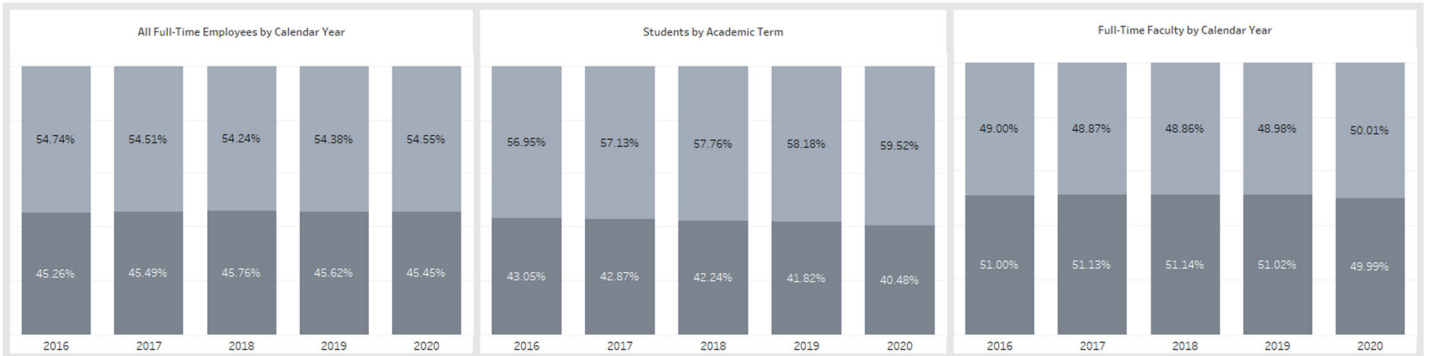


Legal Sex (USHE)\*  
■ Female ■ Male



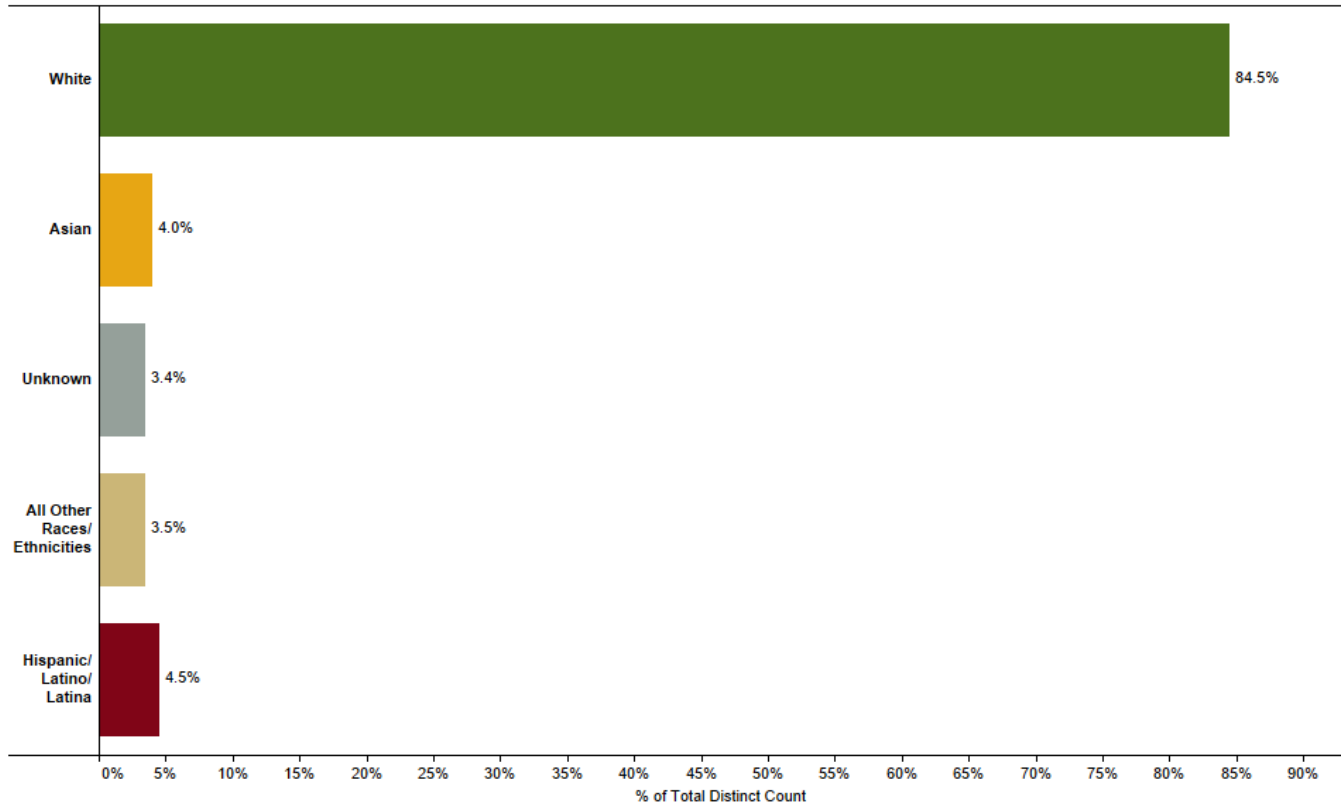
\* Compared to available IPEDS data (2016-2020) for USHE schools which includes: Dixie State University, Salt Lake Community College, Snow College, Southern Utah University, University of Utah, Utah State University, and Weber State University.

Legal Sex (Peers)\*  
■ Female ■ Male

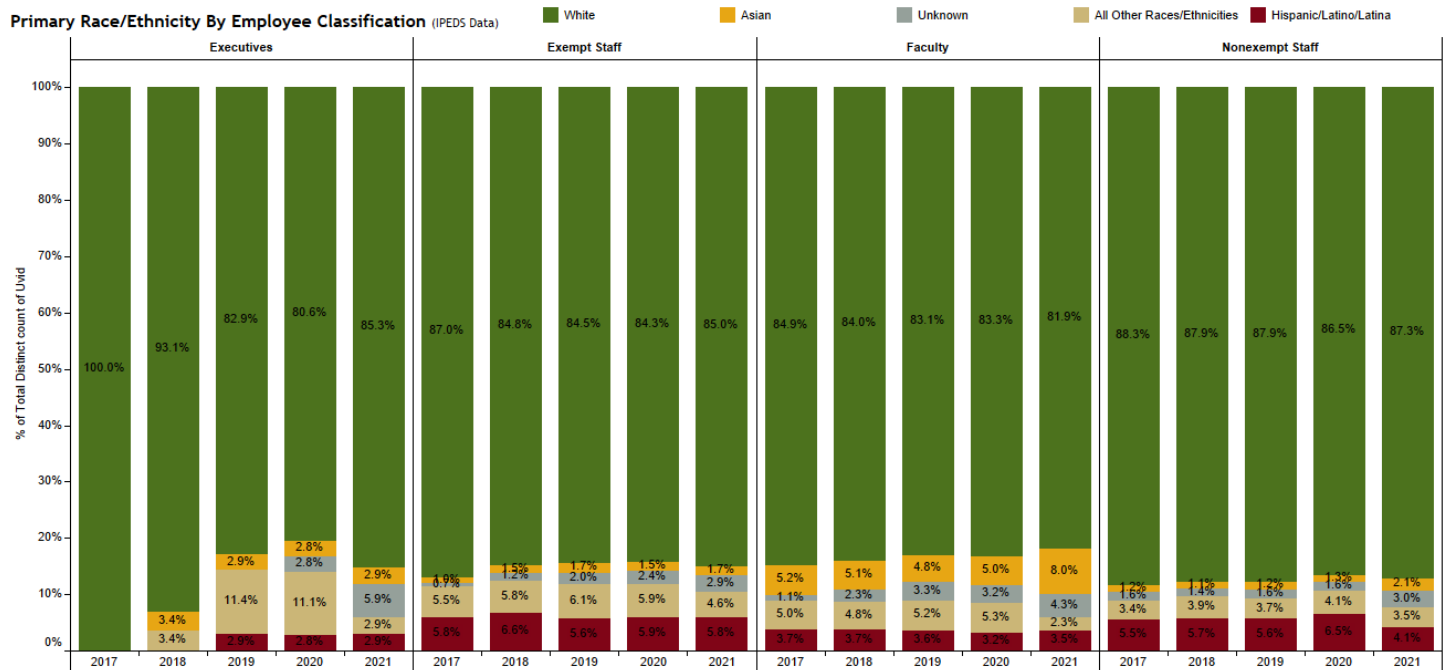


\* Compared to available IPEDS data (2016-2020) for other regional peer universities, which includes: Arkansas Tech University, Bellevue College, College of Staten Island CUNY, Dixie State University, Palm Beach State College, South Texas College, St Petersburg College, University of Alaska Anchorage, Weber State University, and Western Kentucky University.

2021 Full-Time Benefit Eligible Primary Race (2021 IPEDS Data)



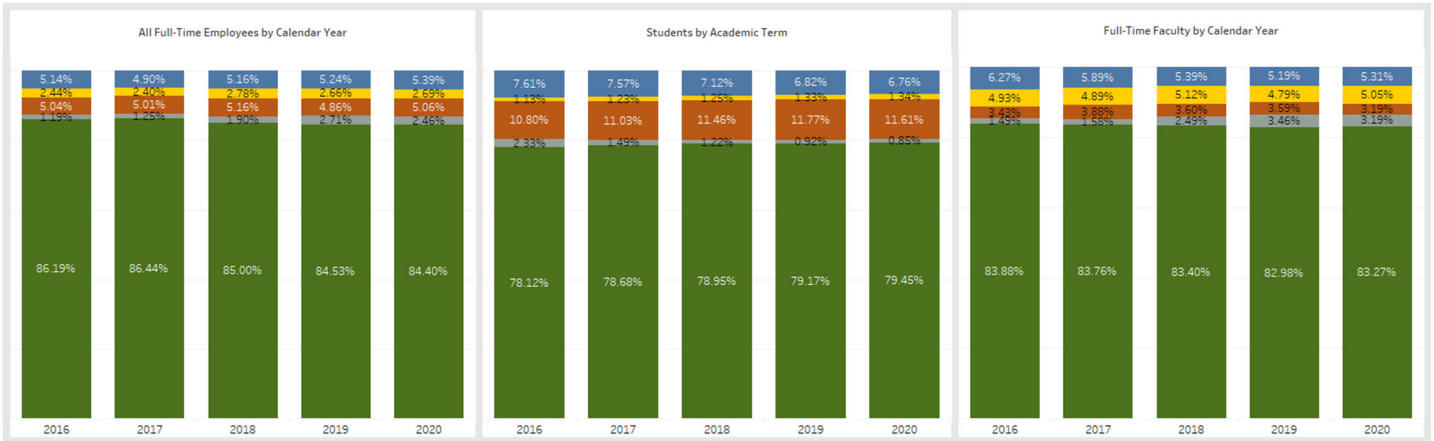
Primary Race/Ethnicity By Employee Classification (IPEDS Data)



2016-2020 All Full-Time Employees, Students, and Full-Time Faculty - IPEDS Race/Ethnicity Comparison

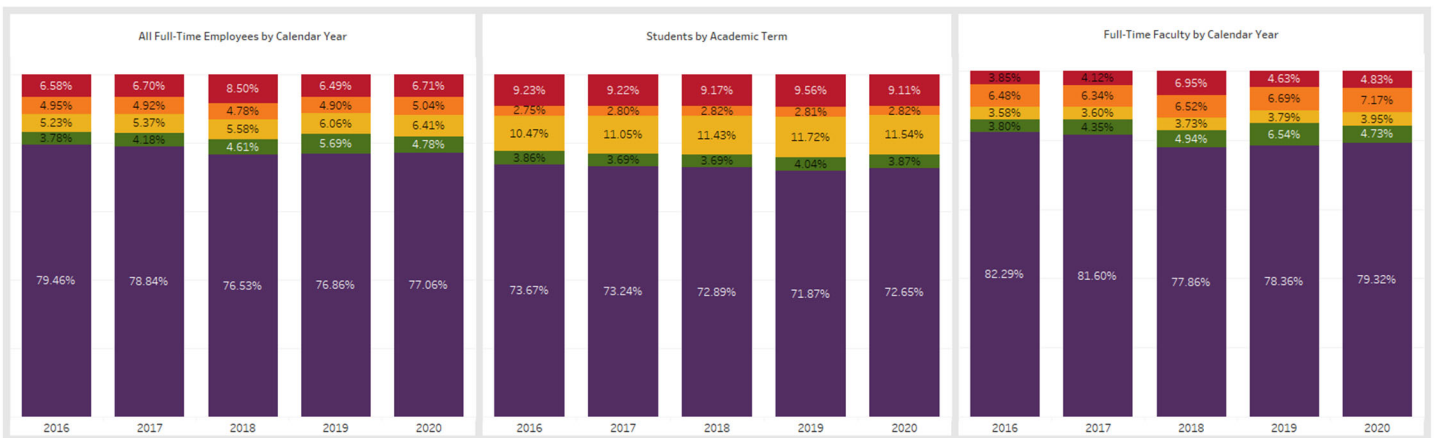
Race/Ethnicity (UVU)

All Other Races/Ethnicities\*\* Asian Hispanic or Latino Race/ethnicity unknown White



Race/Ethnicity (USHE)\*

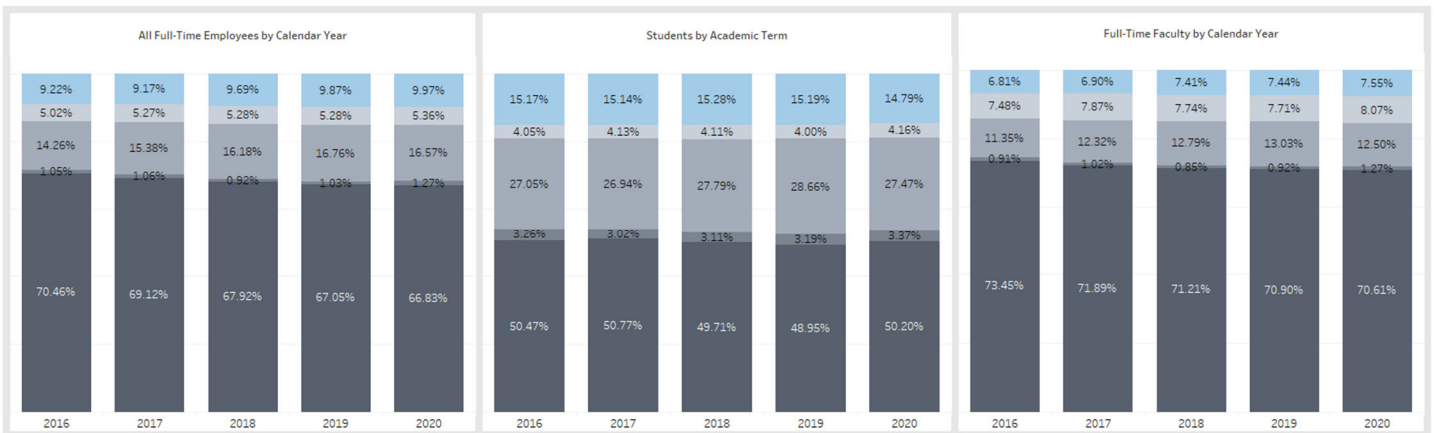
All Other Races/Ethnicities\*\* Asian Hispanic or Latino Race/ethnicity unknown White



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 \*\*All Other Races/Ethnicities includes: American Indian or Alaska Native, Black or African American, Native Hawaiian or Other Pacific Islander, Nonresident alien, and Two or more races.

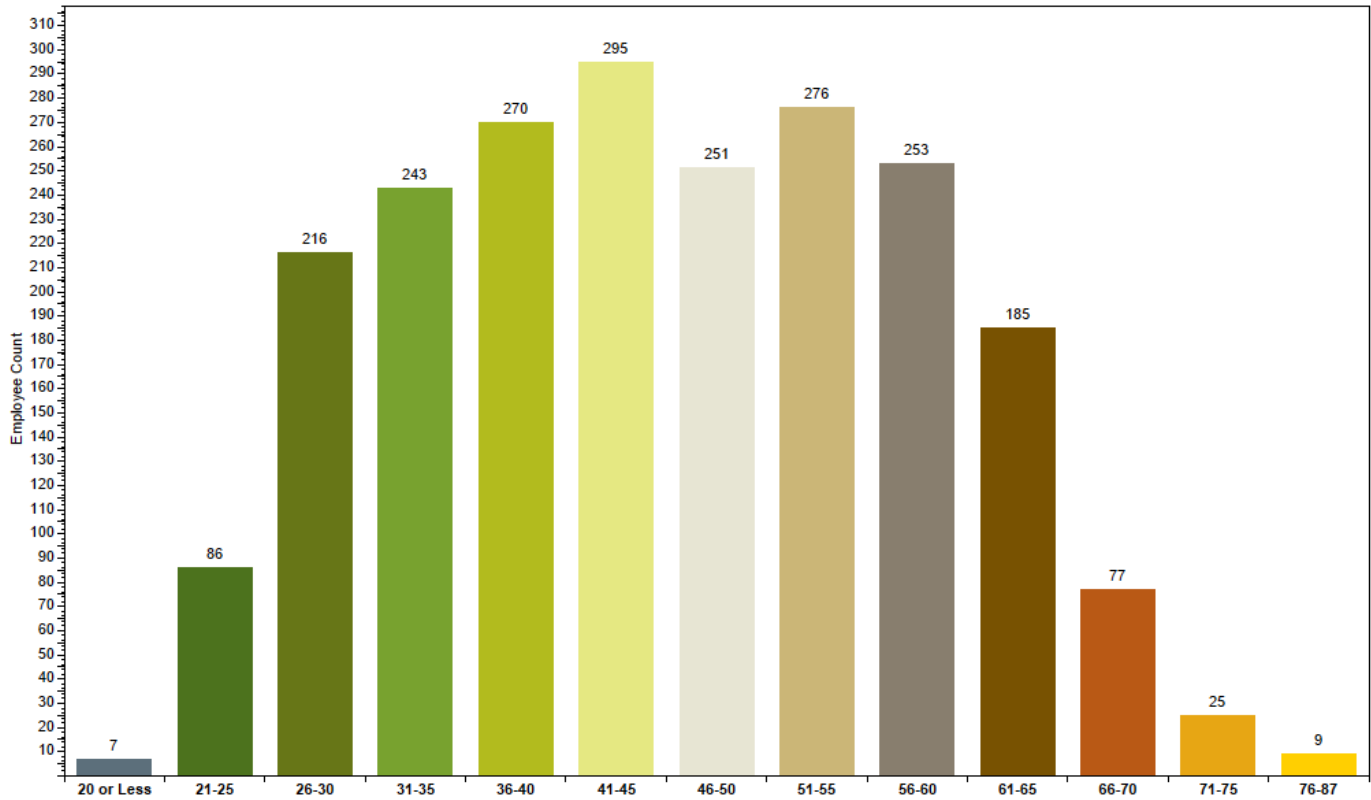
Race/Ethnicity (Peers)\*

All Other Races/Ethnicities\*\* Asian Hispanic or Latino Race/Ethnicity unknown White

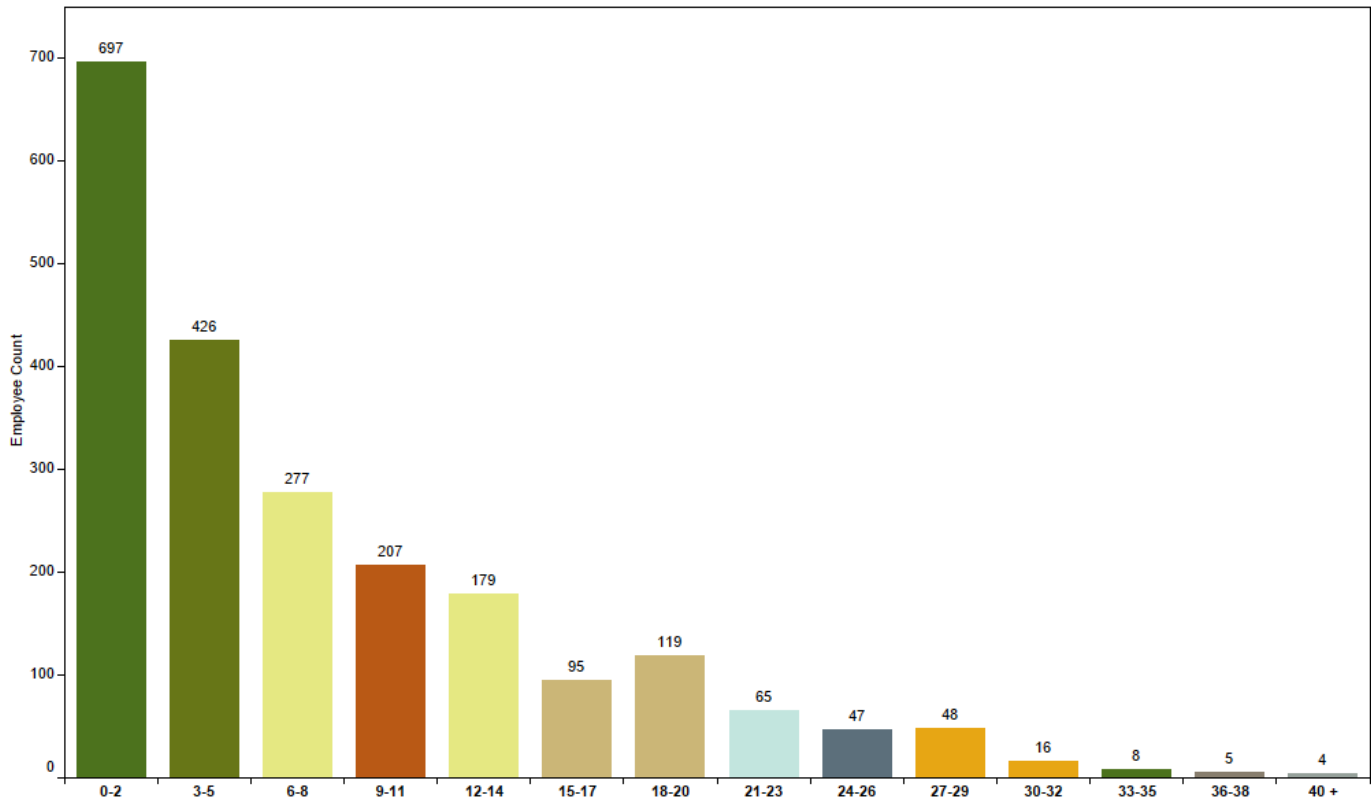


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 \*\*All Other Races/Ethnicities includes: American Indian or Alaska Native, Black or African American, Native Hawaiian or Other Pacific Islander, Nonresident alien, and Two or more races.

**Full-Time Employee Age Distribution** (Data as of 11/01/2021)

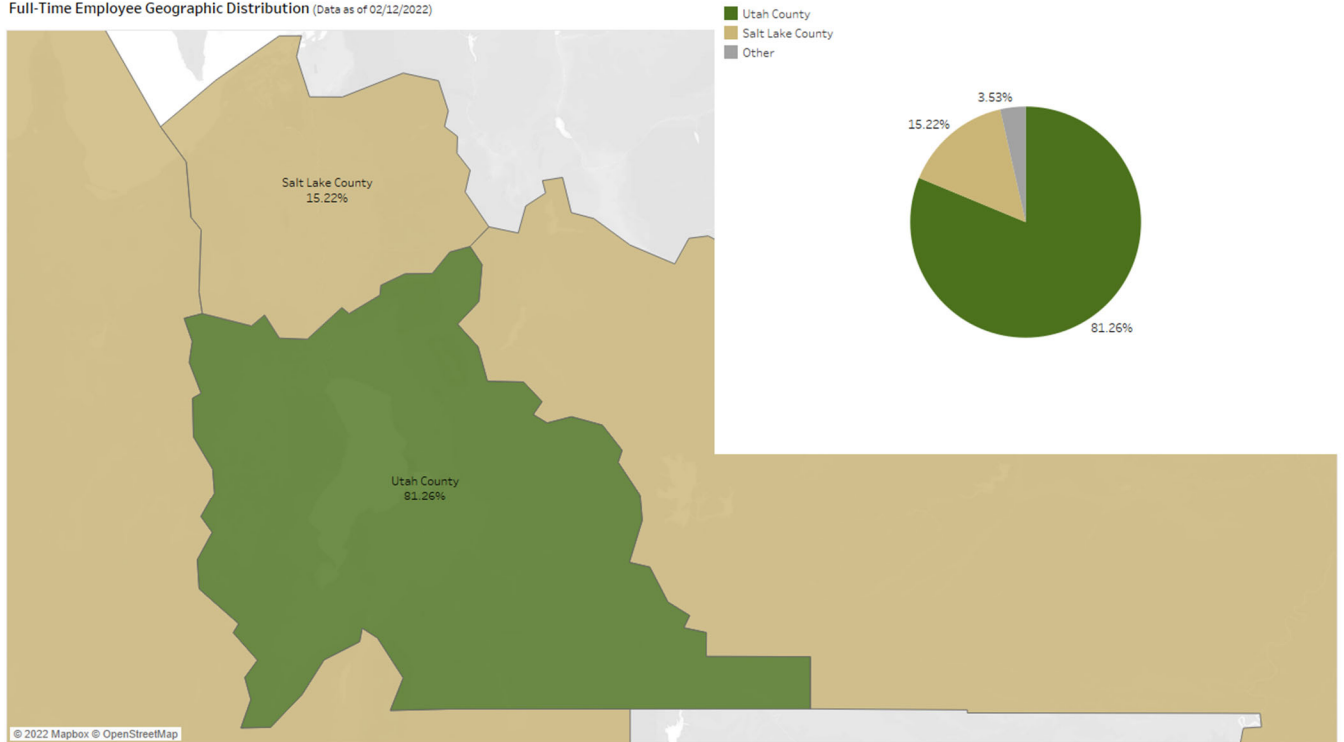


**Full-Time Employee Years of Service** (Data as of 11/01/2021)

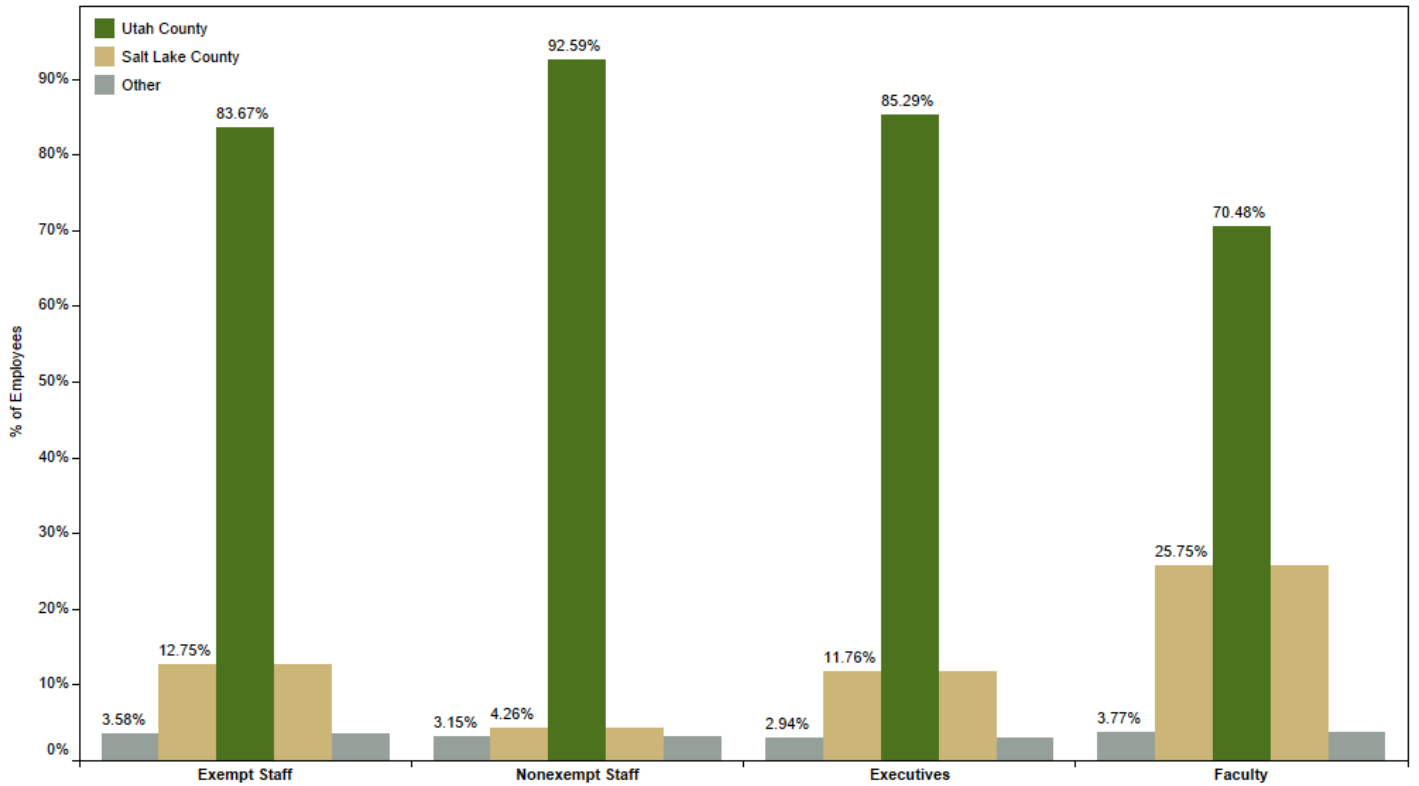


# FULL-TIME EMPLOYEE GEOGRAPHIC DISTRIBUTION

Full-Time Employee Geographic Distribution (Data as of 02/12/2022)



Full-Time Employee Geographic Distribution (Data as of 02/12/2022)

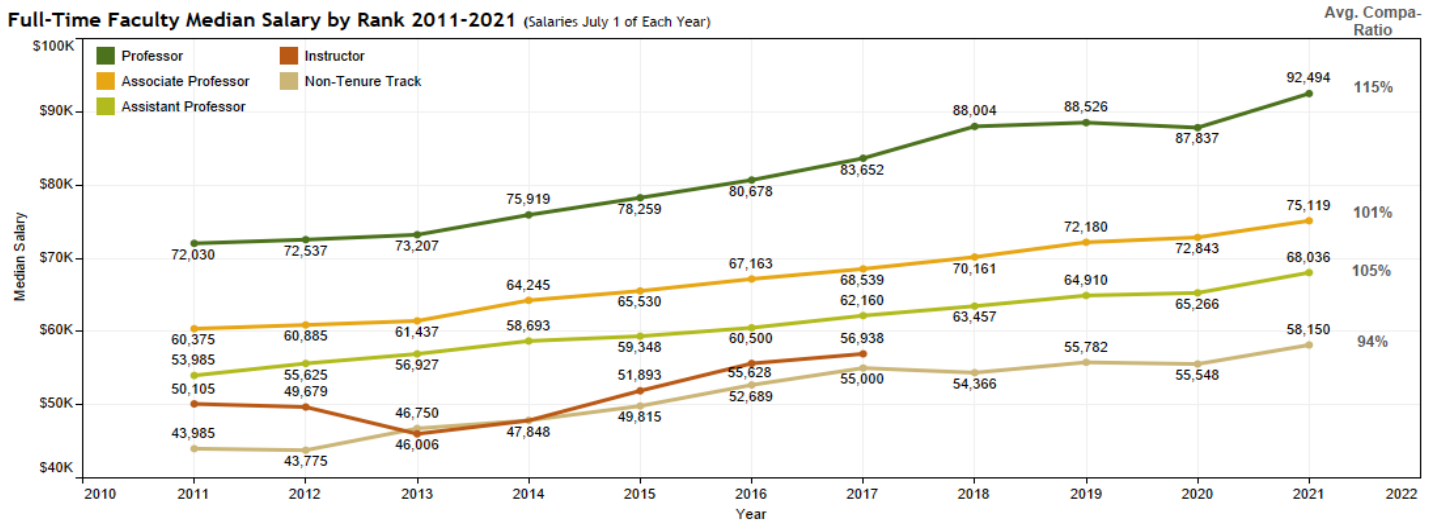
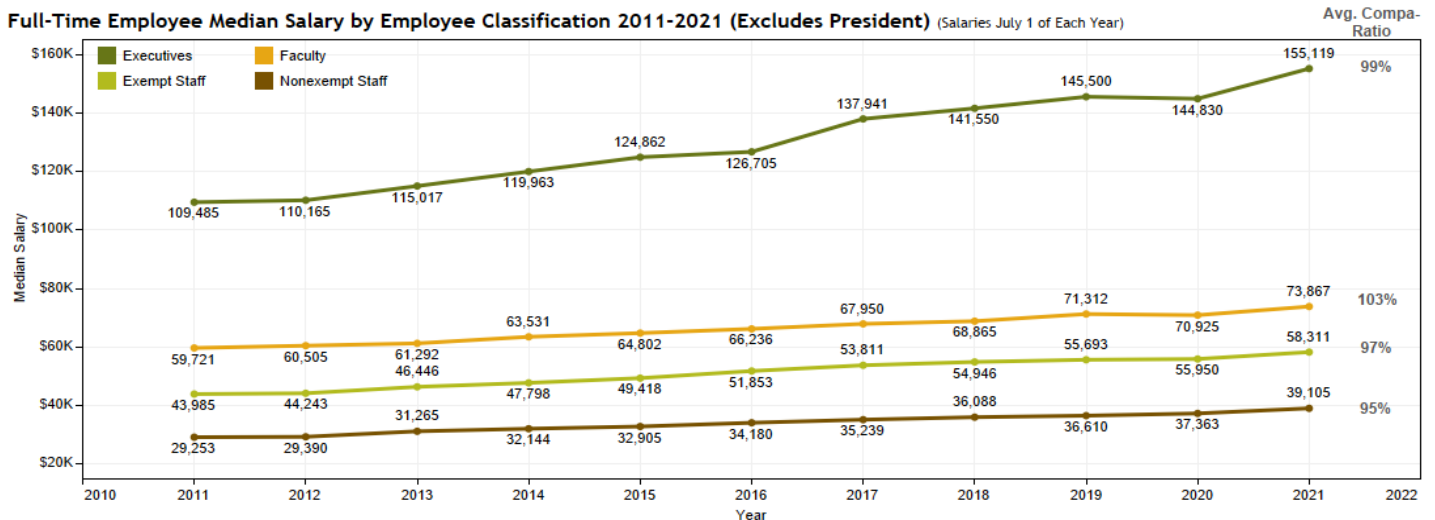


## EMPLOYEE COMPENSATION

In order to fulfill its mission, UVU strives to attract, develop, retain, and reward a highly qualified and diverse workforce. Within the boundaries of financial feasibility and sustainability, UVU's compensation strategies help the University to:

1. Provide wages, salaries, and benefits that are competitive within our appropriate labor markets
2. Promote internal equity across diverse university functions
3. Ensure consistency in meeting compliance requirements while remaining flexible in responding to internal and external workforce changes

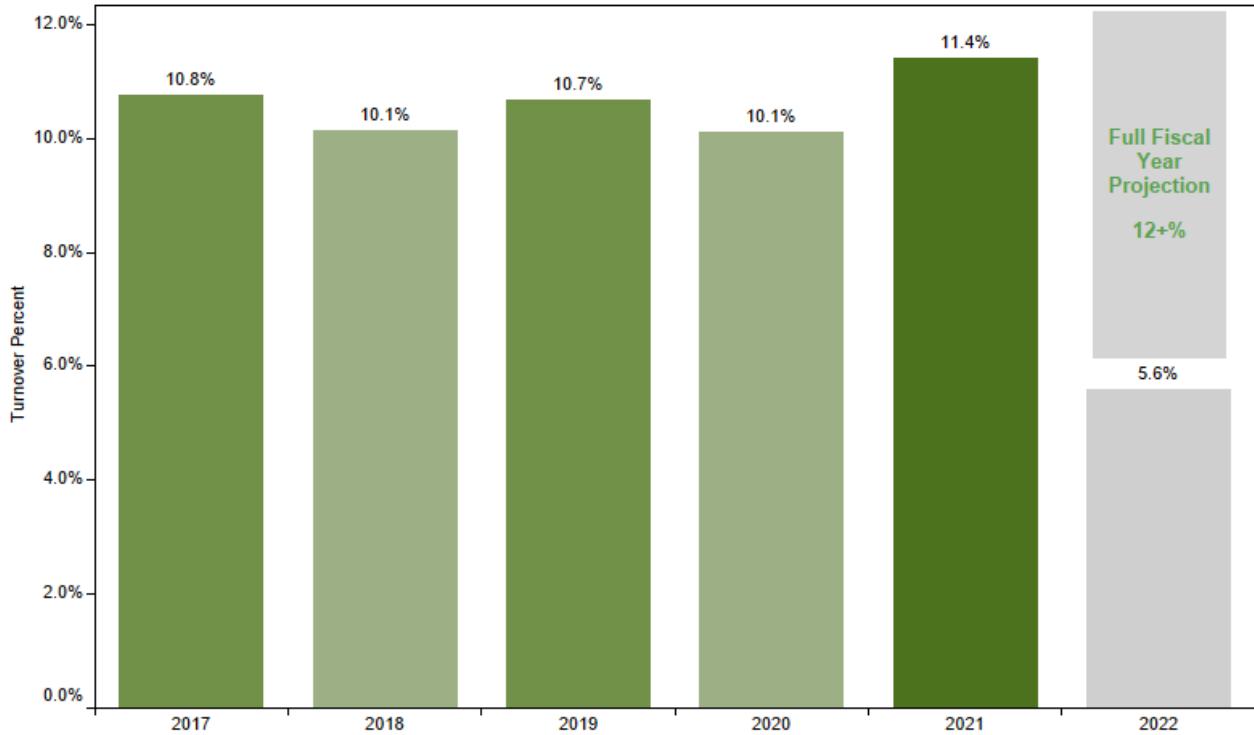
In 2021, compensation continued to be at the top of the University's priority list with a firm commitment to improving salaries and retaining University employees. The lingering COVID-19 era required UVU to develop innovative ways to attract and retain talented colleagues, which included flexible work schedules, remote work agreements, increased Spot Award amounts, retention increases, an increase to UVU's minimum wage, and restructured pay scales. UVU minimum wage was increased to \$12.75 per hour. We are optimistic that legislative funding for fiscal year 2023 will allow us to continue to increase the minimum wage to \$15 per hour. All UVU employees received a 2.3% base salary/wage increase. Base salary increases for faculty rank and tenure advancements were awarded. Faculty merit increases were given for fiscal years 2021 and 2022, catching up on the five-year phase-in plan that will be completed in FY2023. Adjunct faculty also saw a 3.1% wage increase.



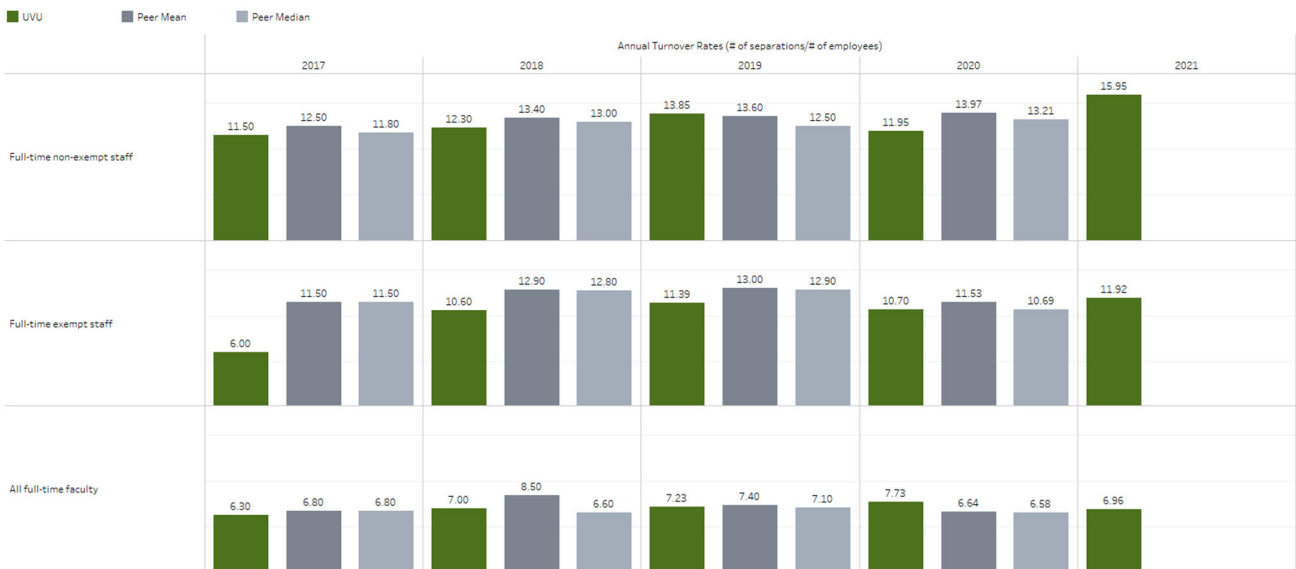
## FULL-TIME EMPLOYEE TURNOVER

UVU's turnover ratio is trending upward but is less than our peer averages in most instances. Our peer institutions are reporting comparable increases in turnover. UVU's highest turnover is in nonexempt positions and reflects the current local job market.

**UVU Full-Time Turnover Ratio** (Fiscal Year)

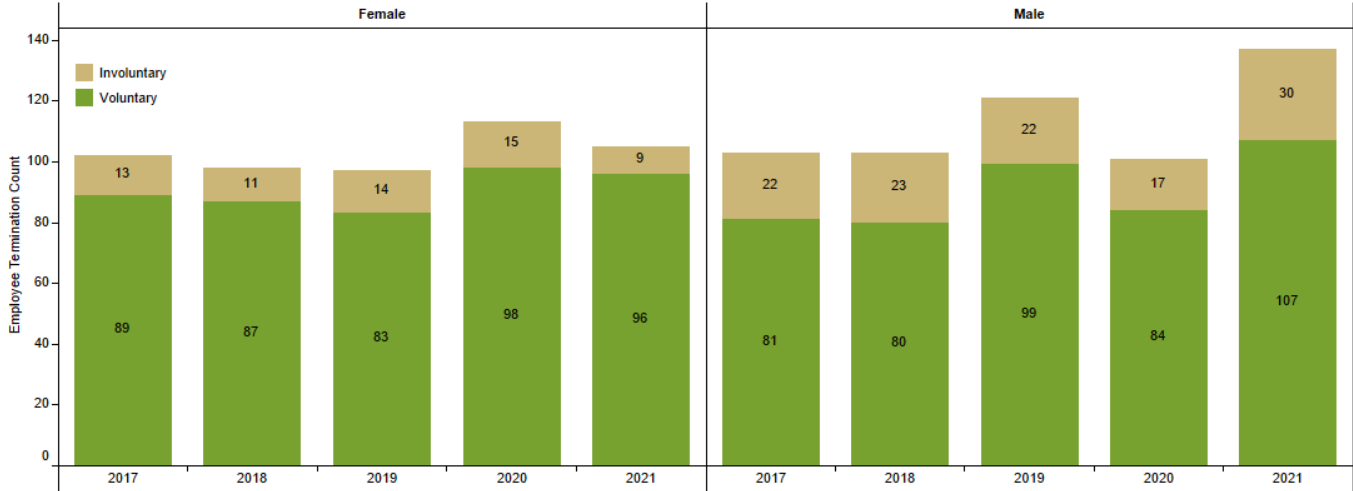


2017-2021 Full-Time Employees - CUPA Annual Turnover Comparisons\*

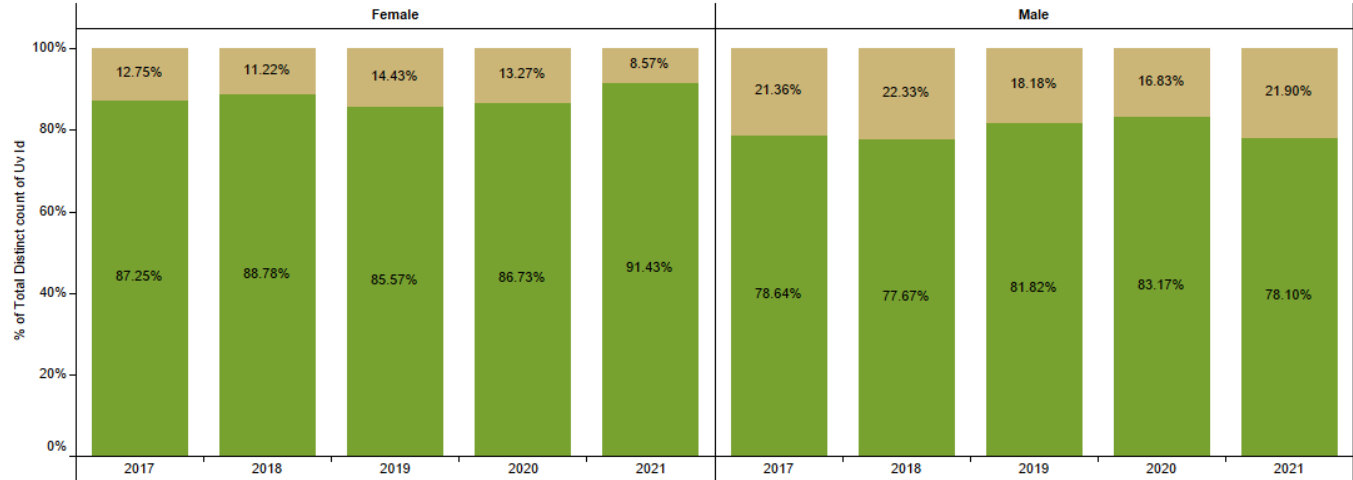


\* Compared to available peer CUPA data (2017-2021)

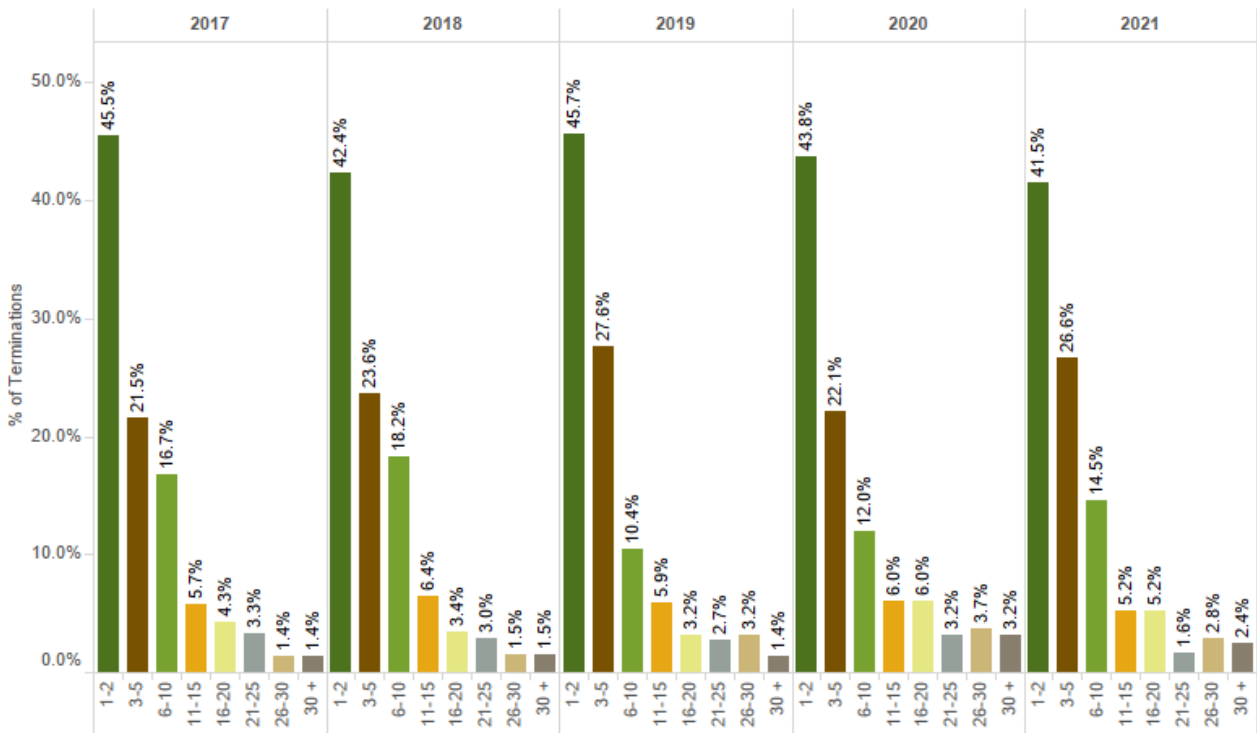
**Full-Time Employee Terminations** (Fiscal Year Data)



**Full-Time Employee Terminations** (Fiscal Year Data)

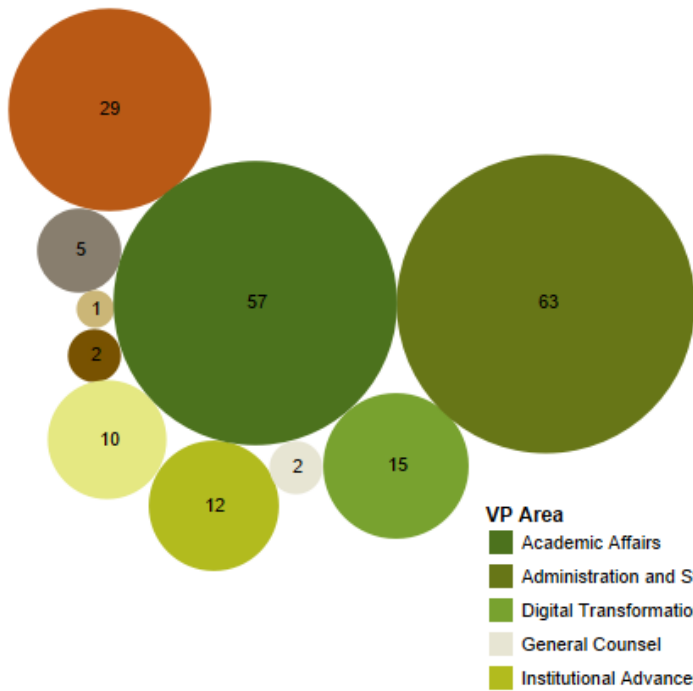


**Years of Service at Termination** (Fiscal Year Data)

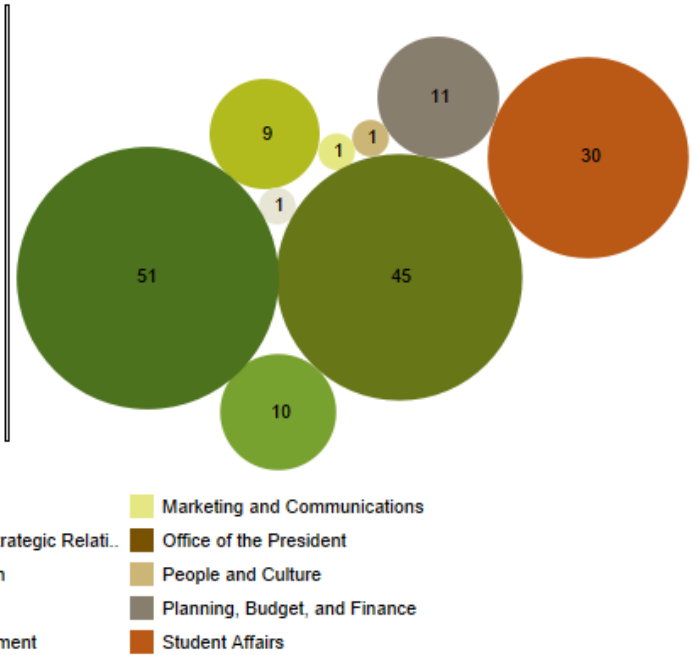




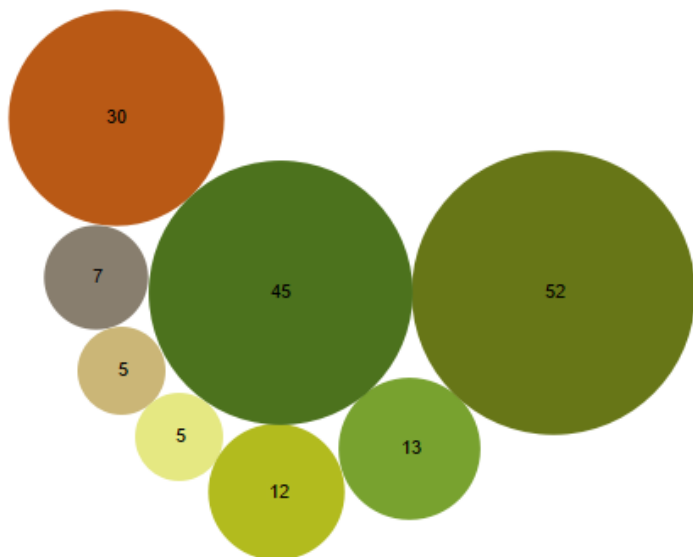
**Full-Time Staff Employee Terminations (Fiscal Year 2021)**



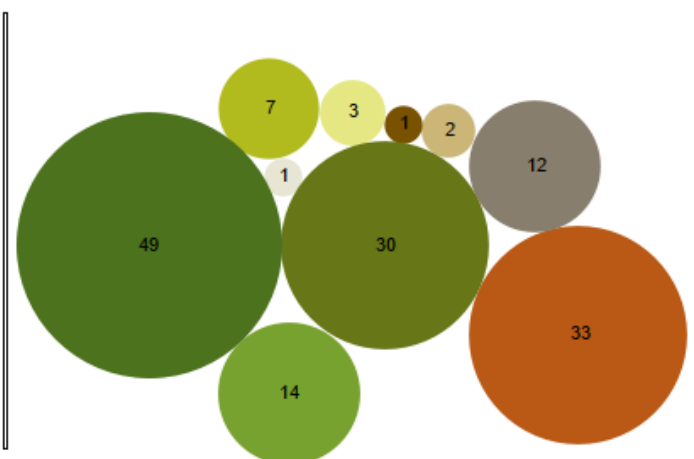
**Full-Time Staff Employee Terminations (Fiscal Year 2020)**



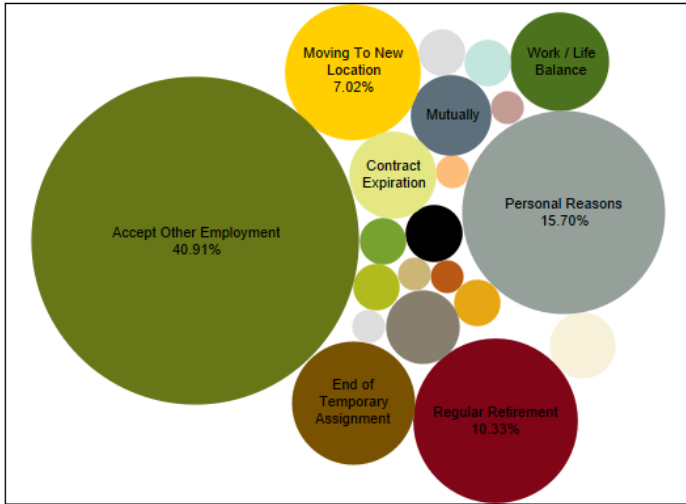
**Full-Time Staff Employee Terminations (Fiscal Year 2019)**



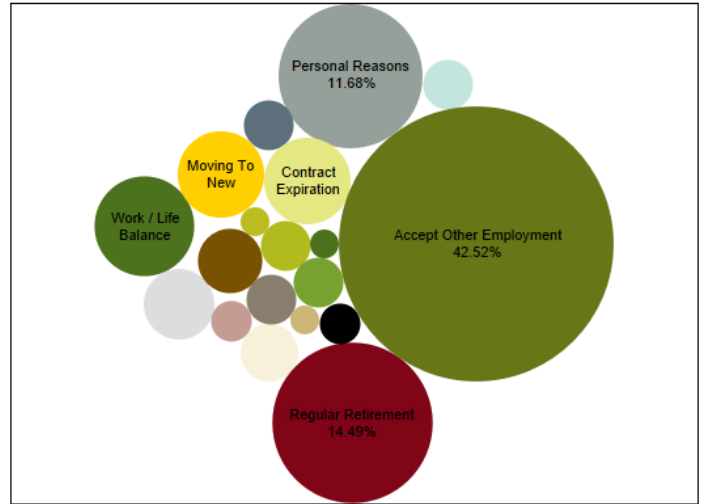
**Full-Time Staff Employee Terminations (Fiscal Year 2018)**



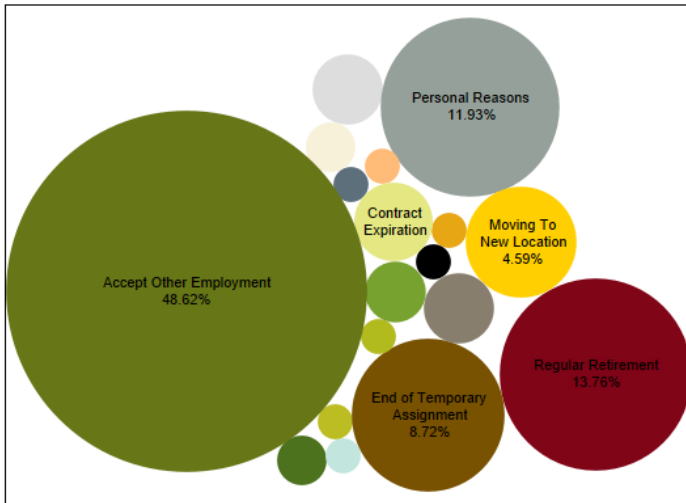
**Full-Time Employee Terminations** (Fiscal Year 2021)



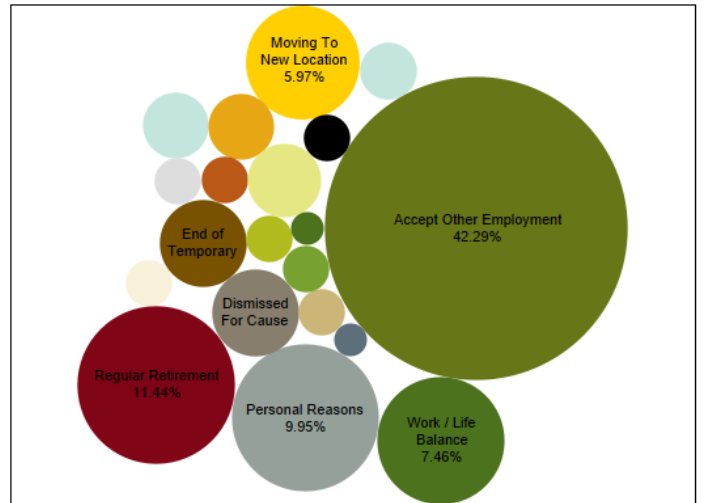
**Full-Time Employee Terminations** (Fiscal Year 2020)



**Full-Time Employee Terminations** (Fiscal Year 2019)



**Full-Time Employee Terminations** (Fiscal Year 2018)



**Termination Reason**

- Accept Other Employment
- Moving To New Location
- Approved: Long-Term Disability
- Mutually Satisfactory Release
- Attend School Full Time
- Not Authorized To Work
- Contract Expiration
- Personal Reasons
- Death
- Regular Retirement
- Denied Tenure
- Resignation in Lieu of Term
- Dismissed For Cause
- ResignPendingInvest/Discipline
- End of Early Retirement
- Termination During Probation
- End of Temporary Assignment
- Unsatisfactory Performance
- Failure To Report For Work
- Work / Life Balance
- Job Dissatisfaction