To: President Holland

From: Linda Makin and Keith White
University Planning Advisory Committee Co-chairs

Re: 2012-2013 UPAC Report

Date: May 2, 2013

Below is our summary of the 2012-2013 year in UPAC. In conjunction with this report, we have prepared a Dropbox folder with relevant supporting documents.

UPAC was given eight objectives this year which were the primary focus of our efforts described below.

1. Assessing UVU’s fulfillment of its mission through a review of the Core Themes and Administrative Imperatives Indicators

We spent more time on this task than any other, working both in small groups and together as the entire committee. We started with a review of all the measures for each individual objective. We then created summary statements and a rating for each objective and used those to create a summary and rating for each theme and imperative.

We found that UVU was satisfactory in most areas, though we rated Operate Effectively as excellent, and Engaged and Manage Growth as under development because the current measures are incomplete. We rated one objective, Student Success 1, as unsatisfactory, because we are concerned about UVU’s graduation rates, and feel this should be an area of institutional focus.

In addition, we identified items for future consideration (called parking lot items), and compiled a list of these for future iterations of UPAC to address. Our last step was to make an assessment of mission fulfillment. We concluded that UVU is satisfactorily fulfilling its mission.

While this process will continue, we feel like we reached a significant milestone this year. Four years ago you introduced 5 words to UPAC from which the core themes emerged. Today, these have developed into a powerful tool which has helped raise awareness of UVU’s mission, performance, and progress.

2. Reviewing the results of the Great Colleges to Work For survey and identifying areas for improvement

We reviewed UVU’s results and compared them to our peers. In particular, UVU exceeded its peers relative to institutional pride and satisfaction with administration, and lagged its peers relative to employee compensation and diversity. Next, we identified appropriate connections from the survey to Core Theme/Administrative Imperative indicators so that the survey data can remain an integral part of institutional assessment.
3. **Updating UVU’s Strengths, Weaknesses, Opportunities, and Threats (SWOT) based on the above assessment and review**

We updated the SWOT at the end of the year to allow all of our other activities to inform it. UPAC leadership reviewed the year and seeded the SWOT with key ideas from previous meetings. We then invited committee members to submit ideas and voted to prioritize.

In many ways the SWOT is a concise summary of the year. Nearly all of the key ideas and conclusions from previous meetings made it into the final version of SWOT, but it was not limited to those. We’re confident it contains a good mix of data-driven priorities as well as more openly conceived thoughts and ideas from committee members.

In our final meeting, committee members expressed the desire to have a little more input with respect to the final SWOT items. We probably could have spent one more meeting as a whole committee discussing and prioritizing, but did not have time. We are preparing a survey that will allow the committee to prioritize the final SWOT items in terms of importance and urgency. We’ll submit that information to you when complete.

4. **Engaging in open-ended dialogue on thoughts, concerns, and suggestions for innovation and improvement at UVU**

We began this task in the first meeting at the beginning of the year when we felt committee members were more likely to have an open mind and be able to engage in ‘blue sky’ thinking. We compiled very extensive lists of ideas and concerns, but were able to distill these into 6 broad statements, all of which appear in the final SWOT in one form or another.

5. **Suggesting strategies for improving communication throughout UVU**

We discussed communication at multiple meetings. Chris Taylor attended these meetings which provided a forum for discussion leading to improvement of communication, and some services, at satellite campuses. We also emphasized the role UPAC committee members play in facilitating communication in their own departments. Many reported that they share key information from UPAC with their colleagues.

Nevertheless, communication still showed up as a weakness in the SWOT. It’s likely that this concern will never go away entirely due to the nature of large academic organizations. UPAC can continue to strategize on this issue if so directed.

6. **Continuing dialogue, as needed, with respect to key Unique Educational Mission initiatives including a review of progress and areas of focus from the Strategic Plan for Managing Growth**

You discussed the UEM in two meetings toward the end of the year. UPAC members gave feedback on numerous aspects of the UEM, including structured enrollment, administrative realignment, academic programs, planned growth, transportation, satellite campuses, and facilities.
7. Refining UVU’s alignment with USHE’s planning initiatives including HigherEdUtah 2020 and Complete College Utah

UPAC didn’t really address these issues this year. However, college completion/graduation was discussed in several meetings, and could be a priority for next year.

8. Identifying and discussing higher education trends and climate

This came up in general terms during our open-ended discussions and also in the SWOT. In our last meeting of the year, this idea was proposed as a topic for next year.

Other tasks

UPAC engaged in dialogue with the campus safety team as the Active Shooter training was rolled out to campus. We also participated in reviewing enrollment trends, the potential impact of LDS mission-age change on future enrollments, and strategies for response to these issues. We briefly reviewed feedback from last year’s cabinet visits, and received some timely updates from you with regard to university projects and legislative issues.

Future Work

We have discussed some potential issues for UPAC to consider in 2013-2014 and submit them to you for your consideration:

- Deeper analysis of SWOT items, including specific actions UVU could take in response to the SWOT.
- The completion agenda and UVU’s graduation rates.
- Higher education trends and climate.
- Core themes and Administrative Imperatives parking lot items.

Committee Feedback

We are in the process of soliciting feedback from the committee. We will compile this and use it to further refine processes and mechanisms for next year’s committee.

Our Goals

At the end of last year, we identified three specific items we would do this year and want to follow up on those. These were:

Use the Internet more effectively for distributing information/receiving feedback—Other than the Core Themes and Administrative Imperatives indicators, we did not follow through on this. Our plan was to use Jason, Linda’s intern, to create a UPAC website but he had other priorities so we relied primarily on email to distribute information.

Locate a bigger room where all committee members can sit at the table and be involved in the discussion.—We held most of our meetings in SC 213B. This allowed everyone a place at the table.
Create a role statement for UPAC members which better defines expectations for all committee members. — We created this, included it in the UPAC description, and discussed it in the initial meeting. It might be helpful to refer to it at least one more time during the year.

Summary

We are grateful for the opportunity to participate in the UVU planning process. We join the committee in thanking you for your support of and work with the committee. We look forward to continuing the important work of UPAC next year.