



Academic Master Plan Kickoff Meeting Agenda

January 18, 2024 | 11:45AM – 2:00PM | SC 213C

Attendance: Laurie Sharp, Wayne Vaught, Steven Clark, Dan Horns, Bob Allen, Sarah Donohue, Cheryl Hanewicz, Duane Andersen, Vessela Ilieva, Josh Cieslewicz, Kenzie Jones, David Connelly, Trish Baker, Pierre Lamarche, Jamie Russell, Merrill Halling, Courtney Davis, Kelly Flanagan, Jaden Muir, Aliny Xavier and Ezgi Sertler.

Welcome Message

Dr. Wayne Vaught, Provost and Senior Vice President for Academic Affairs

- Establish a clear plan for the academic side of UVU. What is it we want to accomplish? What are the measurable outcomes that we need to stay on target with? How can we ensure that the Master Plan establishes goals that we can achieve? What is each individual units doing that will help achieve our goals?
- It's important to think about accreditation as the accreditors will visit UVU next fall semester to evaluate our programs, and one of the things they'll be looking for is what are we saying our goals are? Particularly our academic goals, and how effectively we're measuring them and taking the results/information to the units to allow them to make the adjustments, to allow us to make financial investments in the academic programs so we can move forward.
- As legislators intend to make tax cuts, we will continue to experience changes in funding, and this will have an impact on the University moving forward. We need to demonstrate what the key things we need to do and invest in are, so the provost can go to President and Cabinet and show them the impact and importance of those investments to the university.
- Having a Master Plan in place, having specific measurable outcomes and a plan on how to implement changes, so we can point out to President and Cabinet where we need investment so we can have real impact. That's my hope the Master Plan can accomplish.
- This Master Plan document should not be a shelf document, but something that is implemented and useful that we are regularly looking at.
- This should be a document that faculty, chairs, and deans can look at and think that it's useful for them to help them strategize how to move forward with their unit because it's contributing to the overall goal of the university.
- Assessment is an important part of the Academic Master Plan.
- The previous Master Plan had many aspirational goals that were difficult to measure, so this document needs to have clear goals that we can easily measure. This document needs to represent what we intend to do and that we are committed to support, and UPAC will evaluate it as time goes on.

Overview of Closeout Report for the 2018 Academic Master Plan

Dr. Laurie Sharp, Associate Provost for Academic Programs and Assessment

- Same presentation from UPAC in November 2023. This is a new requirement that groups are requested to fulfill as they initiate a new Master Plan or close out an existing one. They are required to present it to UPAC for feedback. UPAC created alignment documents last Spring that show where some of the plans overlay on one another, that way we know if someone removes something that will have an impact on other things that are going on. We want to avoid this happening and have UVU strive to be institutionally effective.
- The Academic Master Plan Closeout Report is available on the UVU website. Everyone is encouraged to review it.
- Invitation to be more intentional about assessment while creating the new Master Plan
- GOAL 1 focused on UVU being an open admission, comprehensive community college and university – we were able to grab broad data from resources that were out in the community, but they mostly weren't UVU specific. Still interesting data to look at as most of UVU's students stay in the area.
- GOAL 2 focused on faculty and strategies that can impact students' success.
- GOAL 3 focused on General Education. Re-envisioning the Undergraduate Experience Committee engaged in a lot of work and made strategic recommendations to the university. The report shows how our progress towards each of the strategic recommendations.
 - 1st recommendation: to develop a campus-wide information campaign about GE – this campaign didn't go forward due to unavailability of resources. The Steering Committee might want to discuss this and see if we feel it's important to bring it forward.
 - 2nd recommendation: Faculty development opportunities related to GE. The data provided probably wasn't developed in response to the strategic recommendation, but it was aligned with it, that's why it was included in it. It's important to disclose that it's not data specific to GE.
 - 3rd recommendation: High Impact Practices in GE courses. OTL facilitates communities of practices among that faculty that complete a certification. Tammy is overseeing the high impact practices in general, not necessarily for GE courses. That's something the committee should think about when discussing future directions.
 - 4th recommendation focused on the GE committee. There was an effort to create first year seminar course sections right before COVID-19 happened so that has not happened and something the committee should consider if it's still important. That's a topic that has been brought up in the GE Task Force by several people.
- GOAL 4 was providing integrated support, opportunities, and pathways for student success. Objectives within this goal weren't measurable, so we tried to gather data that exemplified where efforts in this have happened. Credit completion rate, time to graduation, and associate degrees awarded.

- GOAL 5 focused on regional opportunities and challenges within a global contest. The university has documented economic value in how UVU can be considered an economic engine for its service region. Service Learning is an important space for this, and the committee might want to prioritize that area. Funding is a challenge in that area and if needed we can have Jonathan Westover or Tammy to share things so we can get more information.
- GOAL 6 is about financial sustainability. There wasn't a lot of measurable moments within the overarching Master Plan, but we show the university cost per students has gone up significantly. Every student pays the same tuition even though some majors cost more. Does this need to look different?
 - Space Utilization is something the committee might want to discuss even though other groups are working on it but it's important because when the president goes to ask for more buildings the legislators may ask how well UVU is using the buildings that we currently have.
 - Open Education Resources is something we could capture data for, and it's specific to Math courses. Currently there's no funds that directly support this effort. We realize it's important but right now there's no an initiative that helps support building this up other than a faculty member seeing value in that.
 - OER doesn't require a paid textbook. It can require a free resource.
 - Through OTL if a faculty member wants to develop OER you can get funding. CHSS has set aside funding and has been supporting faculty members.
 - Limited funding to OER and it needs to meet certain criteria

Steering Committee Discussion

- Vision 2030 and the new Academic Master Plan document can be parallel, so we don't need to feel like we're being pulled in different directions by these two documents.
- UPAC created alignment plans which will be updated annually. This can help the committee see how Vision 2030 and the Academic Master Plan align.
- What should the structure of the Master Plan be? It should contain an overarching goal, connecting objectives, and sort of an excel document that shows the benchmark data, the target and there are times the committee thinks it's appropriate to assess and see where we're at that way we know if pivot is needed.
- We need to have a set of goals and a way to assess them.
- The Master Plan needs to be evidence based.
- The 2018 document doesn't mention increasing the completion rate as a goal. We should highlight that and discuss how we can keep the momentum.
- Funding from USHE comes from timely completion, high yield awards, and access. That might be a good framework to think about.
- High Yield jobs are high demand and high pay.
- Wayne is ultimately responsible for the Academic Master Plan. The committee is putting together a draft and that will go to Wayne for review. That's why it's important to have administration, faculty, and the UVUSA student representative creating this document because it takes all of our efforts to make this happen.
- What are people doing to assess student learning as far as the learning outcomes of classes?

- Last year this was reframed what student learning assessment looks like. Faculty should be gathering assessment data now. Communicate efforts to faculty and some members don't know about it.
 - Archived information: Every department and program had a strategic plan and there was assessments in there, but a weakness noticed is it didn't include program assessment for every program and that's something evaluators might ask for. That's something that might need to be addressed.
 - Could Canvas help with assessment?
 - They have all the information needed so it would be nice if we could get data from them
 - Canvas might not be able to provide the amount of data we need
 - Concerns about the future of higher ed – what are threats we might encounter?
 - On-line programs (Western Governors). Students might not learn everything but it's practical and cheaper
 - During our evaluation we might want to create a SWAT for each of our pillars or goals, to make sure if things have changed or what's going. We're drafting the document after the legislative session so we know what that threat will look like
 - Master Plan should be a living document and change as things around us change
 - As higher education and career paths will probably change with time, so this should be a priority topic to the university
 - Concerns about AI and how this will impact the future
 - Address concerns regarding online programs in other schools by highlighting UVU's strengths. Despite our diverse student body with non-traditional paths, UVU provides an experience akin to a traditional school. Emphasize our strengths to effectively showcase to students the reasons why they should choose UVU
 - Bonnie can come and sit in with the committee if we want to learn more about online education
 - Place greater emphasis on professional preparation. While the document should incorporate aspirational elements, it should also outline specific, measurable goals for assessing success. How is it implemented? What are the phases to implement each goal?
 - How long have legislators committed to following the performance-based guidelines for funding?
 - They have committed until 2027, but the metrics might change before that
 - We can get more funding with other initiatives, not only from legislators and that should be included in our plan
 - We need to retain our students, that's a great way to increase our revenue
 - Topics we want to focus on:
 - High Yield Programs – is there a way to do something about it as it seems like it's a moving target? Ideally, we will have the current list for two more years. This is hard when creating new programs
 - Completion
 - Maintain some of the values and goals mentioned in the 2018 document, such as the commitment to open enrollment and dual mission

- Goal 4, student success – retention and completion. Expanding how we see student success here at UVU
- Goal 2 – usually universities are ranked and it comes down to faculty, so it's important to make sure that's one of our pillars as they're one of our strengths as they interact the most with our students and are the frontline. How do we measure outcomes? We might have to look into that because a lot of that isn't directly measurable. SRIs aren't reliable. We should find better ways to measure it
- How can we reward faculty who engage in research and mentor students? What incentives are in place for such contributions? UVU should strive for improvement. CS offers tenure, stipends, and provide recognition (which doesn't always have to be monetary)."
- GOAL 3 – GE is important but not only GE provides students with foundational skills. Maybe it should be said that UVU education empowers students. It should focus on the entirety of what we offer.
- GOAL 4 – talks about programs and the design of our programs, which is where we highlight the upper division courses. Keeping GE and the upper division courses separate might not be a bad thing, where we highlight the GE education and then highlight the upper division education
- It might be how it looks on paper with two columns with one overarching or two separate columns. They need to be separate regardless because we need to assess the GE curriculum separately
- GOAL 5 – flexibility... can we offer programs that students can finish fast so they can get through their classes and graduate? That might increase retention and completion. Are we creating programs in a way that they are actually meeting the needs of the community? There might be different ways to deliver our programs than our traditional ways. Maybe not our academic programs that leads to an award, but programs like GI, or Service Learning opportunity.
- We could potentially combine Goal 5 with Goal 1, focusing on addressing regional educational needs. Our primary goal is to serve the community, and by merging these goals, we can explore the potential outcomes
- What role does a university play in a community?
- Identify what needs to be in a school/college annual plan and what should be in the Master Plan
- GOAL 6 – we need the resources to achieve our goals. It's more of a university plan to make sure we have funding than to include it in the Academic Master Plan. We could enfold this in other pillars as it doesn't have to be by itself, but it would be wise to have it in our plan. We want to be good partners with Finance and Auxiliary Services. We need to have money conversations upfront instead of putting PBA requests the year before it goes out
- What are the triggers to have an increase in budget?
- We need to be careful that the goals we set are attainable
- Future discussion should include what faculty are being compensated or supported throughout the efforts of this plan
- Happy faculty make happy students, and that improve UVU's morale and revenue

Action Items

- Data request – demographic projection. What does our student body look like now and what will it look like in 5 years? Enrollment history and projections.
- Get Kem C. Gardner reports
- Is there something President thinks we can do internationally? What direction should we be heading?