

**Utah Valley University Board of Trustees Meeting**  
**April 16, 2019**  
**5:50pm CB 513**

<b>Tab</b>	<b>Agenda</b>	<b>Notes</b>
<u><b>A</b></u>	<u>I. Action</u>  1. Mission and Core Themes Revisions, <i>Linda Makin, VP PBHR</i>	



**UVU BOARD OF TRUSTEES  
Agenda Item Coversheet**

<b>DATE:</b>	<b>April 16, 2019</b>
<b>TITLE:</b>	<b>UVU Mission Statement</b>
<b>EXECUTIVE/RESPONSIBLE STAFF MEMBER:</b>	<b>President Astrid S. Tuminez</b>
<b>SUBJECT:</b>	<b>Approval of revised university mission statement, values, action commitments, and objectives</b>
<b>BACKGROUND:</b>	<p>Based on a campus-wide development process led by President Tuminez, the University Executive Council proposes that UVU adopt a revised mission statement with supporting values, action commitments, and objectives. The UVU mission statement was last updated in 2007, anticipating then-UVSC’s transition to a university. The current mission statement is difficult for many to understand and is dated in some respects. The proposed mission framework presents (1) a simplified mission statement that reflects UVU’s commitment to student success through its dual-mission model and engaged learning, (2) core values that enhance UVU’s culture of student success, and (3) action commitments implemented through objectives that lead to mission fulfillment.</p> <p>With the Trustees approval of the mission statement, UVU will request a revision to Regents policy R312 which includes each institution’s mission statement.</p>
<b>ALTERNATIVES:</b>	<ul style="list-style-type: none"> <li>• <b>Approve</b> as presented, “I move to approve the new UVU Mission Statement, Values, Action Commitments, and Objectives”</li> <li>• <b>Amend</b> and approve, “I move to approve, as amended, the new UVU Mission Statement, Values, Action Commitments, and Objectives”</li> <li>• <b>No action</b>, “I move that we go to the next agenda item”</li> </ul>

<b>FINANCIAL IMPACT:</b>	This proposal is not expected to have any fiscal impact on the university.
<b>EXHIBITS:</b>	<ul style="list-style-type: none"><li>a. Proposed Mission Statement, Values, Action Commitments, and Objectives</li><li>b. Mission Framework Case for Change</li></ul>



## **Utah Valley University Mission Statement, Values, Action Commitments, and Objectives**

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*April 11, 2019*

### **MISSION STATEMENT**

**Utah Valley University is an integrated university and community college that educates every student for success and responsibility in work and life through excellence in engaged teaching, services, and scholarship.**

### **VALUES**

UVU's culture supports our mission of student success. Student success encompasses both terminal degrees and the holistic education of students, and we believe that we can fulfill this mission best in an environment that allows all individuals to thrive personally and professionally. To this end, UVU operates in accordance with three core values: exceptional care, exceptional accountability, and exceptional results.

#### **Exceptional Care**

We invite people to “come as you are” and let them know that “UVU has a place for you.” Care means that we strive always to “see” the person in front of us—their strengths and weaknesses, struggles and triumphs, past and potential, and inherent dignity and worth. This does not mean that we set low expectations or make excuses for poor efforts. Instead, our commitment to exceptional care means that we set the bar high and provide challenging, honest conversations and feedback because we are deeply invested in seeing every member of our community succeed.

## Exceptional Accountability

We are strongly committed to working ethically and effectively. We approach each situation from a position of integrity, knowing that everything we do can help or hinder a positive student experience. We honor the resources and mandates we have been entrusted with and strive always to do our best with what is under our control. We respect each member of our community, seek to understand and fulfill our responsibilities, and recognize both individual and collective successes.

## Exceptional Results

We are committed to creating opportunity systematically for as many people as possible. Our engaged curricula, programs, and partnerships address the intellectual and practical needs of our service area and the larger community. We seek to prepare our students to thrive in a rapidly changing economy and an interdependent, complex world. We aspire to greatness in all that we do, while also measuring progress against rigorous metrics that show our students are becoming competent and ethical professionals, lifelong learners, and engaged citizens.

## ACTION COMMITMENTS AND OBJECTIVES

Student Success is the essence of UVU's mission and the focus of the mission statement. Action commitments identify thematic areas of activity that lead toward fulfillment of the mission. Objectives are specific actions that UVU will take to achieve its mission. They are not themselves specific, actionable goals for the university, but will be implemented in operational and organizational plans. Success is defined by metrics that assess achievement of the objectives. This structure is identical to UVU's current framework and complies with the requirements of the Northwest Commission on Colleges and Universities (NWCCU), UVU's institutional accreditor.

### Include

**Objective 1:** UVU integrates educational opportunities appropriate to both community colleges and universities.

**Objective 2:** UVU provides accessible, equitable, and culturally diverse learning experiences and resources for students of all backgrounds, including those historically underrepresented in higher education.

**Objective 3:** UVU fosters an inviting, safe, and supportive environment in which students, faculty, and staff can succeed.

## Engage

**Objective 1:** UVU faculty, staff, and students practice excellent, engaged teaching and learning activities as a community of scholars, creators, and practitioners.

**Objective 2:** UVU develops relationships and outreach opportunities with students, alumni, and community stakeholders.

**Objective 3:** UVU employees demonstrate a commitment to student success, professionalism, ethics, and accountability.

## Achieve

**Objective 1:** UVU supports students in completing their educational goals.

**Objective 2:** UVU students master the learning outcomes of the university and their programs.

**Objective 3:** UVU prepares students for success in their subsequent learning, professional, and civic pursuits.



## **Proposed Mission Statement, Values, Action Commitments, and Objectives: Case for Change**

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*April 11, 2019*

### **UVU'S MISSION**

UVU's general mission is defined by Utah Code and the policies of the Utah System of Higher Education (USHE). Mission statements for USHE colleges and universities are written statements of the general purposes and functions of institutions approved by the Board of Regents. UVU is defined as a regional university within the USHE system. Regional universities are primarily teaching institutions that integrate the roles of four-year universities and community colleges. Regional universities offer career and technical education, associate's degrees, bachelor's degrees, and master's degrees in select areas of regional need. They provide services "associated with a community college," such as student support services, developmental programs, and transfer-oriented programs. Regional universities in the USHE system are open admission institutions, unless otherwise excepted by the Board of Regents. The UVU mission statement must be consistent with this role.

UVU's mission statement works in conjunction with its core values, action commitments, objectives, and metrics to provide a compass for the overall direction of the university. The mission sets the overall direction, and is further articulated in the other elements. Values shape the way the university pursues its mission across all aspects of operations. Action commitments identify thematic areas of activity that lead toward fulfillment of the mission. Objectives are specific actions that UVU will take to achieve its mission. Success is defined by metrics that assess achievement of the objectives. This structure is *identical* to UVU's current framework and complies with the requirements of the Northwest Commission on Colleges and Universities (NWCCU), UVU's institutional accreditor.

### **CASE FOR CHANGE**

President Tuminez began articulating the case for revising the core themes and the mission statement in a series of engagements and discussions over the 2018–19 academic year. These included her 100-day listening tour, Talks with Tuminez, the State of the University Address, the All-Leadership Meeting, and a Cabinet offsite and Cabinet discussions.

Why revisit the mission statement now? UVU's current mission statement is from 2007. It is long and difficult to read, and hardly anyone remembers it. Parts of the statement are also time-

bound and may not make much sense to those who are unfamiliar with UVU's institutional history (e.g., the phrase "stewards of place," which was coined under President Sederberg). This suggests the need to revise the mission statement for clarity and brevity, and to make it more outward-facing and easily understandable for potential students, their families, and other external constituencies.

The 2007 Mission Statement may be outdated. It was framed when then-UVSC was undergoing a major transformation into a university, circumstances under which a more complex mission statement was appropriate. The university has undergone considerable evolution since 2007. The majority of USHE institutions have updated their mission statements more recently than UVU; four revised their mission statements within the last three years.

Institutions within the NWCCU region are expected regularly to review and update their missions and to adapt mission statements to changing circumstances. The first report of the seven-year accreditation cycle requires institutions to identify and, as necessary, revise their missions, goals, and assessment processes. UVU is currently in this stage of the accreditation cycle.

The coincidence of the accreditation cycle, the increasing recognition on- and off-campus that the 2007 statement was proving more difficult, and the leadership transition make this an opportune moment to revise the mission statement. The mission statement was not revised during the previous presidential transition as USHE policy at the time required that missions remain in place for at least five years.

## **DEVELOPMENT PROCESS**

The process of developing the new mission statement and supporting framework began with President Tuminez's listening tour in fall 2018. The 58 meetings across campus discussed UVU's overall mission and the potential evolution of the 2011 core themes into core values and action commitments. The University Planning Advisory Committee (UPAC), which includes nine instructional faculty and six other Academic Affairs personnel among its 35 members, met with President Tuminez twice to help develop the foundational values and action commitments from which the mission statement derives. The University Executive Council (UEC, formerly PELC) began developing mission statement concepts for consideration in November. President Tuminez proposed publicly an initial draft mission statement, values, and action commitments in her State of the University Address on January 24, 2019. UPAC prepared draft objectives on January 31.

UEC approved the combined proposal for mission, values, action commitments, and objectives and communicated it to the UVU community on February 7. Review of the proposal has proceeded along two tracks. UVU's shared governance organizations—Faculty Senate, PACE, and UVUSA—provided formal documents commenting on the proposal. At the same time, the university's administrators held meetings across the university's organizational structure. The campus community submitted 82 distinct comments from individual faculty and staff members as well as formal responses from the Faculty Senate, PACE, UVUSA, Academic Affairs Council,

four colleges, and two administrative offices. Institutional Effectiveness, Planning, and Accreditation (IEPA) participated in meetings with all shared governance organizations, three colleges, and one academic department. IEPA provided a summary of all faculty and staff comments to UEC, which approved changes to the mission statement and objectives based on those comments on March 7.

On the advice of the president of the Faculty Senate, UEC determined that additional faculty input was appropriate. IEPA, in collaboration with the Faculty Senate president, conducted a survey of all faculty members from March 8-15. The survey found that 58.1% of faculty members supported the new mission statement while 32.9% were opposed. The survey identified several areas of concern common to both supporters and those opposed. UEC again revised the mission statement based on the findings of the faculty survey, and approved a preliminary proposal to the Board of Trustees on March 21. The Board of Trustees considered the preliminary proposal as an information item at its March 27 meeting. Following further deliberation to build consensus among the faculty led by the president of the Faculty Senate, the final proposal was forwarded to the Board of Trustees for formal consideration.