

# Allocation of Acute Equity Funding at Utah Valley University

## Background

The 2014 Utah State Legislature appropriated \$50 million toward the Utah State Board of Regents' FY15 budget request of \$69.7 million for Acute Equity. This Acute Equity funding was appropriated to those institutions with the most acute equity needs based on resident, budget-related full-time equivalent students.

| USHE Institution | Tax Funds Per FTE Student, 2012-13 | Tax Funds Percent of Appropriated Revenue, 2012-13 |
|------------------|------------------------------------|--|
| U of U           | \$7,172                            | 48%  |
| USU              | \$6,417                            | 59%  |
| Snow             | \$5,949                            | 68%  |
| SUU              | \$4,513                            | 47%  |
| Weber            | \$4,207                            | 50%  |
| Dixie            | \$3,225                            | 46%  |
| SLCC             | \$2,891                            | 50%  |
| UVU              | \$2,871                            | 38%  |

In March 2014, the Legislature appropriated \$21.1 million (42.2%) of the \$50 million Acute Equity allocation to Utah Valley University's ongoing base budget effective July 1, 2014. This funding represents the single largest tax fund appropriation in the institution's history and was equivalent to more than the previous eight years combined total new tax fund appropriations.

Throughout the legislative process, UVU committed to utilize Acute Equity funding to

- Support students in completing their educational goals and professional preparation
- Provide access and opportunity for a broad range of students in meeting regional educational needs
- Foster a culture of academic rigor and professional excellence
- Operate effectively and efficiently by innovative use of technology and professional practices

These four commitments became UVU's Acute Equity Areas of Focus.

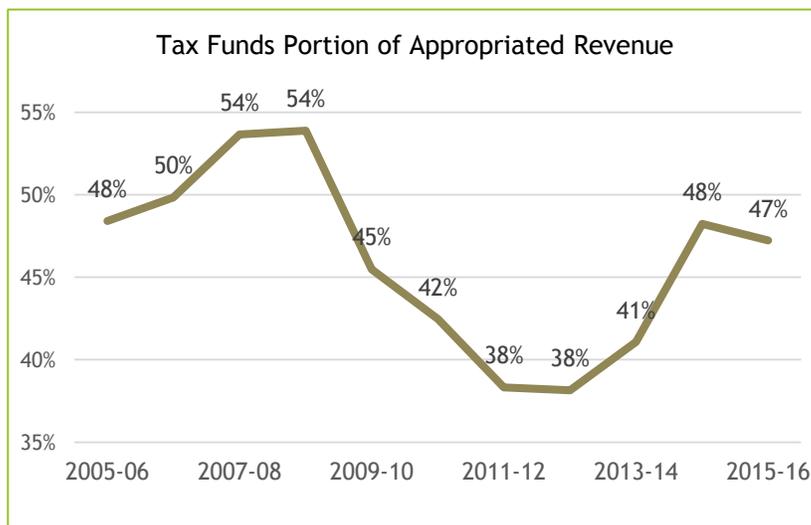
## Allocation Process

Utah Valley University utilizes a Planning, Budgeting, and Assessment (PBA) process to align and prioritize funding requests in support of UVU's mission, Core Themes, and Administrative Imperatives. High priority resource requests proposed during the 2013-14 PBA process were reviewed, in alignment with the four Acute Equity Areas of Focus, for funding. In April 2014, President Holland announced the on-going allocation of \$6.4 million of Acute Equity funds. The balance of the Acute Equity funding was budgeted for one-time purposes in the 2014-15 budget.

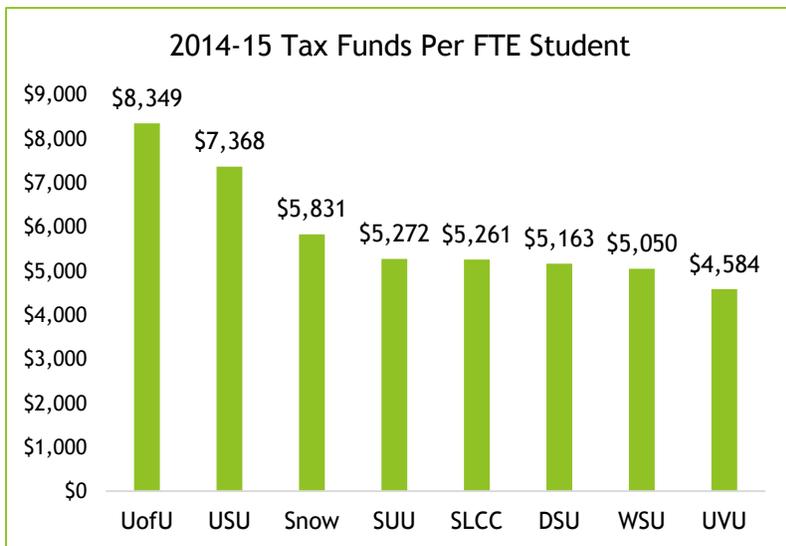
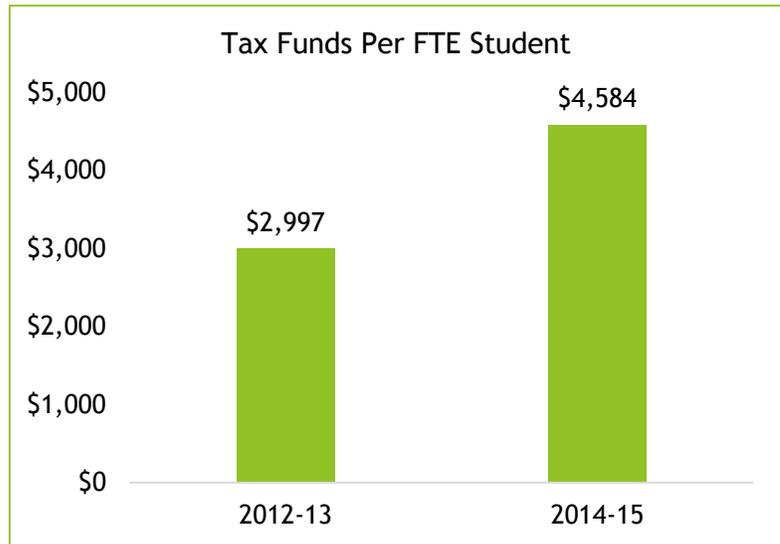
In June 2014, President Holland outlined a multi-phase process, guiding principles, and goals for each of the Acute Equity Areas of Focus to be used in the 2014-15 PBA process for the allocation of the remaining \$14.7 million. Two sets of Institutional PBA Conversations were held. PBA conversations held in October were focused on time-sensitive requests primarily new faculty position requests to facilitate recruitment processes. In late October, President Holland announced the allocation of \$4.1 million of Acute Equity funds. After the December PBA conversations, additional time sensitive allocation decisions were made totaling \$2.5 million. Once the 2015 Legislative session concluded, President Holland announced the allocation of \$7.1 million in concert with other resource allocation decisions during late April. Ongoing allocations made during these four decision points total \$20,228,009 leaving \$881,991 to allocate during 2015-16.

## Impact of Acute Equity Allocations

This infusion of state tax funds moved UVU from receiving 41 percent of its appropriated revenue in 2012-13 to 48 percent in 2014-15.



State tax fund support per FTE student increased from \$2,997 to \$4,571 per total FTE.



Though the difference in state tax funds across institutions has decreased, UVU remains lowest.

Below is a summary by Acute Equity Areas of Focus of the plan for allocations and the actual allocations to date.

### Acute Equity Funding Allocation

| Area of Focus and Goals  | Allocation          |                     |                  |
|--|---------------------|---------------------|------------------|
|  | Plan                | Actual to Date      | Remaining        |
| <b>Support students in completing their educational goals and professional preparation</b><br>Improve student retention and completion <ol style="list-style-type: none"> <li>1) Provide students greater mentoring opportunity and access to upper division and critical path courses by improving the percent of instruction delivered by salaried faculty to 55% and reducing the student-to-faculty ratio.</li> <li>2) Enhance student support services including reducing student-to-advisor ratio, expanding retention program support, and increasing tutoring services for math, writing, and critical path courses</li> <li>3) Expand engaged learning and career exploration opportunities including internships &amp; undergraduate research</li> </ol> | \$6,650,000         | \$6,403,340         | \$246,660        |
| <b>Provide access and opportunity for a broad range of students in meeting regional educational needs</b><br>Provide program/course offerings to meet student demand and regional educational needs <ol style="list-style-type: none"> <li>1) Expand capacity of STEM programs</li> <li>2) Identify and implement new academic programs and disciplines (non-credit through masters)</li> <li>3) Expand capacity and breadth of program/course offerings (including upper division) through distance delivery, satellite locations, and evenings/weekend</li> </ol> Fulfill community college access mission <ol style="list-style-type: none"> <li>1) Contain/reduce lower division and career/technical education student tuition and fee costs</li> </ol>       | \$5,700,000         | \$5,169,355         | \$530,645        |
| <b>Foster a culture of academic rigor and professional excellence</b><br>Champion learning in an academically rigorous environment <ol style="list-style-type: none"> <li>1) Maintain an adequate and sustainable adjunct faculty pool and improve adjunct faculty support</li> <li>2) Ensure adequate instructional resources including library materials, software, labs, and equipment</li> </ol>   | \$3,200,000         | \$3,079,752         | \$120,248        |
| <b>Operate effectively and efficiently by innovative use of technology and professional practices</b><br>Provide adequate human and technology resources for instruction, student support, and administrative services <ol style="list-style-type: none"> <li>1) Implement and sustain strategic technology solutions, systems, and infrastructure</li> <li>2) Provide adequate and stable staffing solutions to support existing programs/services, respond to increasing Federal, state, and accreditation compliance, and meet the demands of a large, complex university</li> </ol>  | \$5,560,000         | \$5,575,562         | -\$15,562        |
| <b>TOTAL</b>   | <b>\$21,110,000</b> | <b>\$20,228,009</b> | <b>\$881,991</b> |

Acute Equity funding supported an additional 70 salaried faculty lines and 72 salaried staff lines as outlined below.

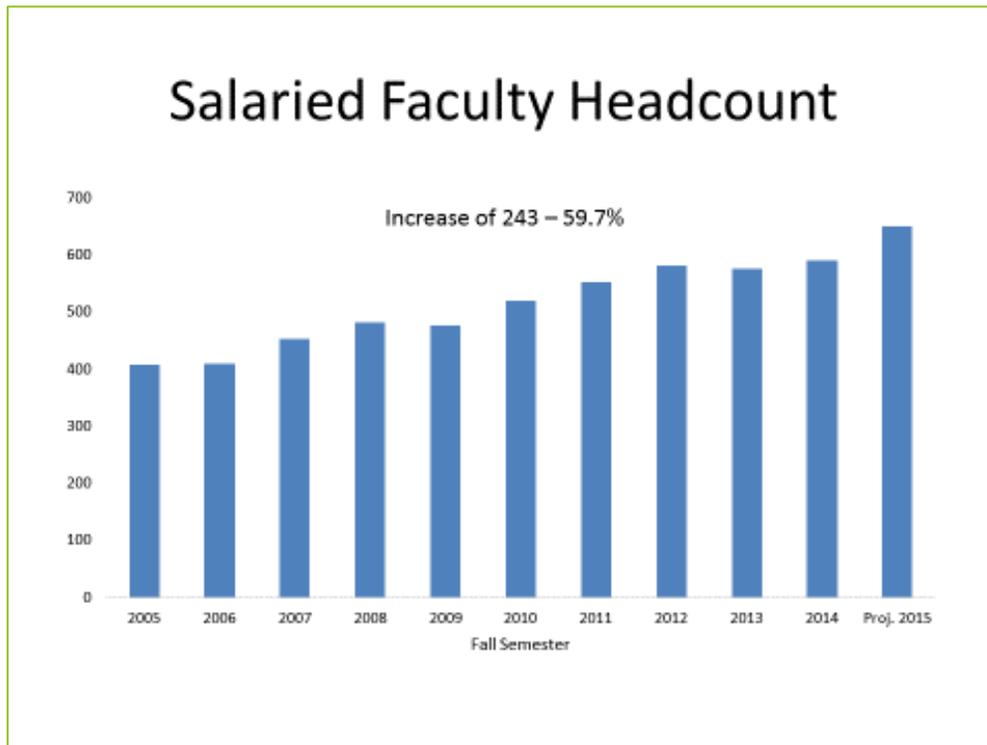
## New Salaried Faculty

|   |           |
|---|-----------|
| <p><b>Provide students greater mentoring opportunity and access to upper division and critical path courses by improving the percent of instruction delivered by salaried faculty to 55% and reducing the student-to-faculty ratio</b></p> <p>Academic Affairs                      History &amp; Political Science<br/> Art/Visual Communications            Information Systems &amp; Technology<br/> Automotive Technology                Languages<br/> Behavioral Science                      Legal Studies<br/> Biology                                      Management<br/> Chemistry                                 Marketing<br/> Communications                         Math<br/> Criminal Justice                         Music<br/> Dance                                        Philosophy &amp; Humanities<br/> Digital Media                              Physics<br/> Elementary Education                 Public &amp; Community Health<br/> Emergency Services                    Secondary Education<br/> English &amp; Literature                    Technology Management<br/> Exercise Science                         Theater<br/> Finance &amp; Economics</p> | <b>51</b> |
| <p><b>Expand capacity of STEM programs</b></p> <p>Biotechnology<br/> Computer Science<br/> Electrical Automation/Robotics Technology<br/> Engineering Graphics &amp; Design Technology<br/> Math<br/> Technology Management</p>   | <b>10</b> |
| <p><b>Identify and implement new academic programs and disciplines</b></p> <p>Autism<br/> Cybersecurity<br/> Digital Audio<br/> Human Resource Management<br/> MBA Finance &amp; Economics<br/> Mechatronics</p>  | <b>6</b>  |
| <p><b>Expand capacity and breadth of program/course offerings through distance delivery, satellite locations, and evenings/weekends</b></p> <p>Biology<br/> Ethics &amp; Values<br/> Technology Management</p>  | <b>3</b>  |
| <p><b>TOTAL</b></p>   | <b>70</b> |

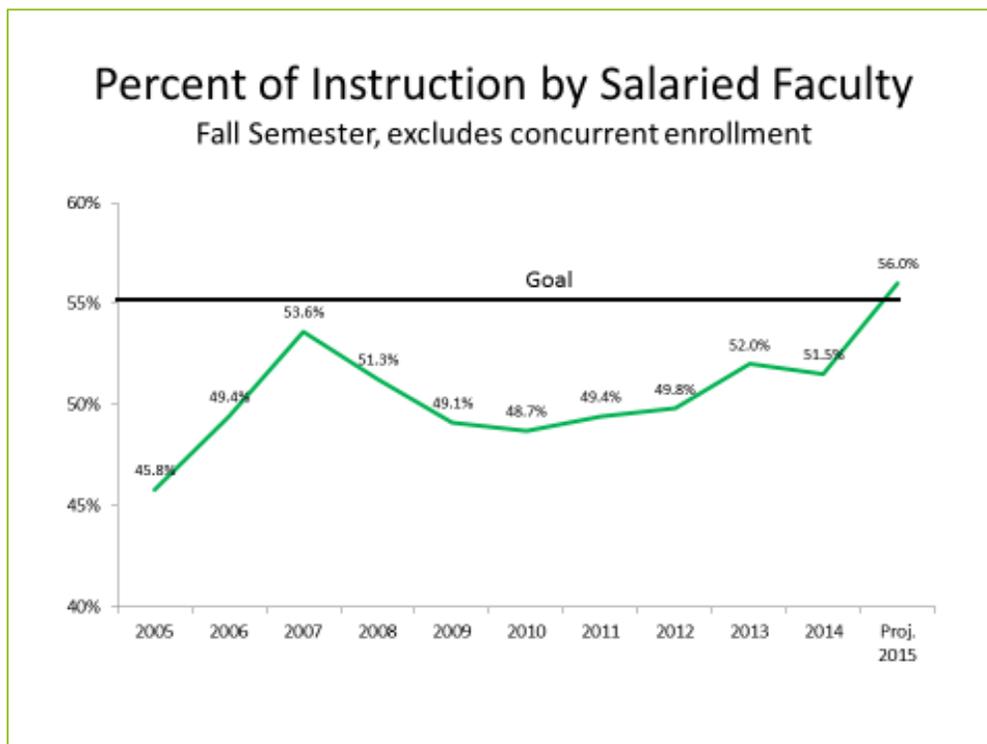
## New Salaried Staff

|  |           |
|--|-----------|
| <b>Enhance student support services including reducing student-to-advisor ratio, expanding retention program support, and increasing tutoring services for math, writing, and critical path courses</b><br>Academic Advisors/Counselors (8)<br>Academic Standards<br>Student Success/Retention Research Analyst<br>Supplemental Instruction Coordinator<br>Wolverine Track Programmer  | <b>12</b> |
| <b>Expand engaged learning and career opportunities including internships &amp; undergraduate research</b><br>Community Outreach<br>Internship Coordinators/Support (6)<br>Social Work Field Programs  | <b>8</b>  |
| <b>Expand capacity of STEM programs</b><br>Biology Lab Managers<br>STEM Coordinator  | <b>3</b>  |
| <b>Identify and implement new academic programs and disciplines</b><br>Autism  | <b>1</b>  |
| <b>Expand capacity and breadth of program/course offerings through distance delivery, satellite locations, and evenings/weekends</b><br>Instructional Designer   | <b>1</b>  |
| <b>Ensure adequate instructional resources including library materials, software, labs and equipment</b><br>IT Technician for College of Technology & Computing<br>Librarian   | <b>2</b>  |
| <b>Implement and sustain strategic technology solutions, systems, and infrastructure</b><br>Business Intelligence<br>Classroom Media<br>Database Analyst/SQL Programmer<br>Desktop Technician<br>Infrastructure Operations<br>IT Technician Aviation & Public Services<br>Network<br>System Administration<br>Web Programming  | <b>15</b> |
| <b>Provide adequate and stable staffing solutions to support existing programs/services; respond to increase Federal, state, and accreditation compliance; and meet the demands of a large, complex university</b><br>Administrative Assistants<br>Aviation & Public Services<br>Development<br>EO/AA/Title IX<br>Finance & Business Services<br>General Counsel<br>Human Resources<br>Internal Audit<br>Marketing/Communications<br>PCI Compliance<br>Policy<br>Procurement<br>School of the Arts<br>Student Health Services<br>Student Services<br>Woodbury School of Business | <b>30</b> |
| <b>TOTAL</b>   | <b>72</b> |

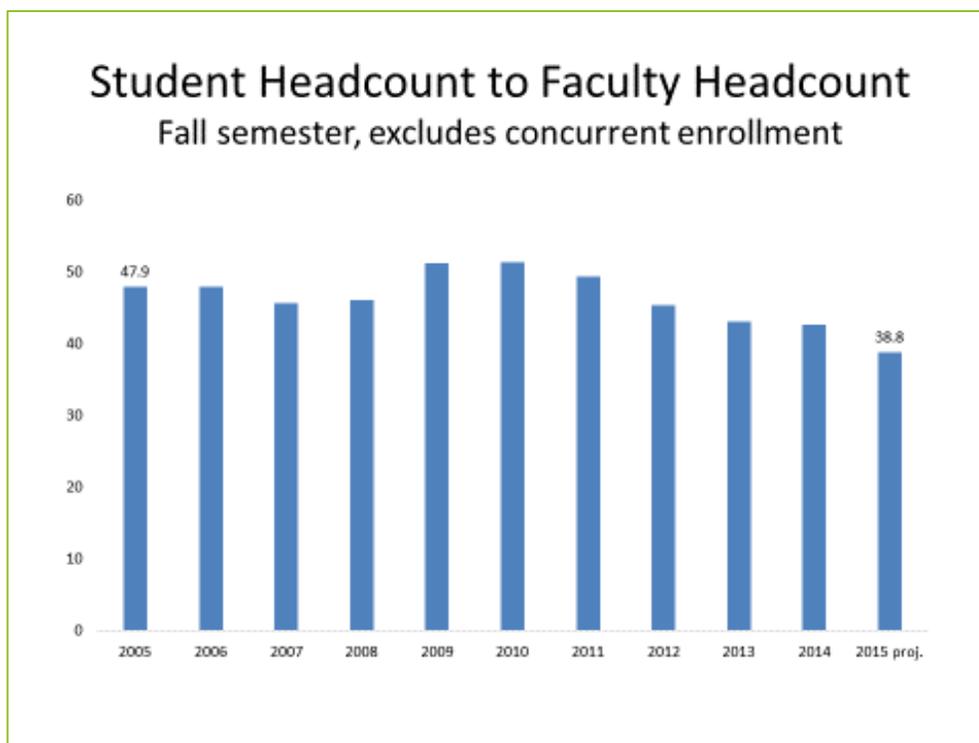
The addition of 70 new salaried faculty represents an increase of 12.1% over Fall 2013 (pre-Acute Equity funds). In the past decade, the number of salaried faculty has increased 59.7 percent.



With the addition of these 70 new salaried faculty, UVU could exceed its goal of 55 percent of instruction being delivered by salaried faculty.



Further, UVU's students will have increased opportunity for faculty/student interaction and mentoring as UVU's headcount to faculty headcount will fall below 40 for, perhaps, the first time in UVU's history.

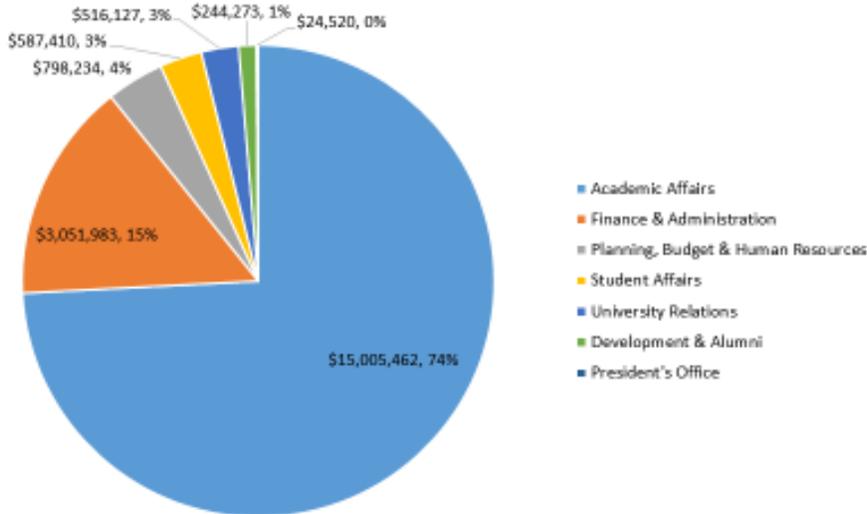


In addition to new salaried faculty and staff to support student learning and university operations, UVU students will benefit from

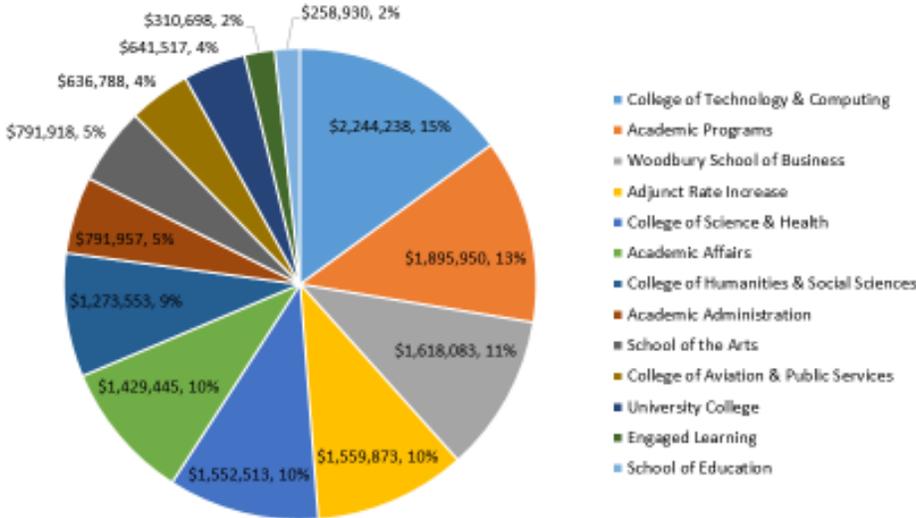
- Elimination of all course/lab fees less than \$10
- Elimination of the distance education/satellite campus fee of \$52 per course
- Implementation of two new institutional aid programs
  - Need-based aid to assist low income, PELL-eligible students in meeting the gap between PELL award and UVU tuition and fees
  - Program-based aid to support students enrolled in learning communities at the Wasatch Campus
- Increased opportunities to “graduate with a diploma and a resume” with expanded support for internships, undergraduate research, student competitions, and performances
- Access to better equipped and staffed instructional labs and classroom technology
- Increased tutoring services and supplemental instruction
- Expanded databases in the library
- State-of-the-art course registration system/app

Nearly 75 percent of the Acute Equity funding was directly allocated to Academic Affairs in support of teaching and learning. Twenty-five percent of allocation to Academic Affairs was directed to the College of Technology & Computing and the College of Science and Health to expand STEM offerings, improve student success in STEM programs, and reduce student time to completion through additional sections of bottleneck courses and supplemental instruction support for high fail-rate courses.

### Acute Equity Allocation by Division



### Acute Equity Allocation Within Academic Affairs



The funding allocated to divisions beyond Academic Affairs provided for

- Establishment of the Office of General Counsel and the Office of Equal Opportunity/Affirmative Action/Title IX
- Stabilization and expansion of the information technology infrastructure, network, systems, hardware, and software licensing
- Development of virtual/cloud services
- Support for business intelligence efforts
- Implementation of automated systems for finance and administrative processes such as travel, procurement, and employee training
- Enhancement of risk management efforts including data security, audit, employee training, and PCI compliance

The roughly \$900,000 remaining will be allocated in the coming year through UVU's PBA process to initiatives under development.

## Conclusion

---

Utah Valley University appreciates the significant investment of new tax fund dollars. The allocation of these funds align with UVU's mission, fulfill the commitments made during the legislative process (areas of focus), strengthen UVU's foundation for higher levels of student success, and provide capacity for the university to prepare for projected enrollment growth.