TO: President Astrid S. Tuminez
FROM: Laurie Sharp and Jeff Peterson, Co-Chairs
       University Planning Advisory Committee (UPAC)
DATE: April 4, 2023
SUBJECT: 2022-2023 UPAC Annual Report

UPAC has completed its annual work on university-wide planning activities at Utah Valley University consistent with its 2022-2023 Charter and Charge. During this academic year, university-wide planning transitioned from the Planning, Budget, and Finance Division with Vice President Linda Makin serving as the executive sponsor to the Academic Affairs Division with Provost and Senior Vice President Wayne Vaught serving as the executive sponsor. As part of this transition, Dr. Laurie Sharp, Associate Provost for Academic Programs and Assessment became UPAC Co-Chair effective January 2023, and Vice President Linda Makin continued her service to UPAC in the capacity of an executive appointee from the Planning, Budget, and Finance Division.

This annual report summarizes accomplishments for each of UPAC’s ongoing responsibilities and 2022-2023 charge from the viewpoints of the current co-chairs (i.e., Dr. Laurie Sharp & Dr. Jeff Peterson) and UPAC members. This annual report also includes recommendations for UPAC’s ongoing responsibilities and 2023-2024 charge based on feedback shared by UPAC members. Lastly, this annual report acknowledges UPAC members who have completed their service to the University through their work on this committee.

UPAC Accomplishments

UPAC’s 2022-2023 Charter: Summary of Accomplishments
UPAC’s 2022-2023 Charter specifies four ongoing responsibilities of UPAC that must be fulfilled periodically. Below is a summary of each ongoing responsibility and UPAC’s related accomplishments.
Maintain awareness of UVU’s strategic and operating environment, advising the President and UEC regarding emerging forces in that environment and potential university responses.

During the 2022-2023 academic year, UPAC’s primary focus during the Fall 2022 semester was to assist with completion of the Vision 2030 refresh and development of the Balanced Scorecard. Fall 2022 efforts were led by Vice President Linda Makin and Dr. Jeff Peterson. UPAC’s primary focus during the Spring 2023 semester involved identification of alignment between campus master plans (i.e., Academic Master Plan, Digital Transformation Plan, Facilities Master Plan, Inclusion Plan, Completion Plan 3.0, Sustainability Plan) and the Utah System of Higher Education’s 2021 Strategic Plan to the Vision 2030 refresh document. Spring 2023 efforts were led by Dr. Laurie Sharp and Dr. Jeff Peterson.

Review major university plans to ensure consistency with the university strategy, across planning efforts, and with initiatives of the State of Utah and Utah System of Higher Education.

Vice President Linda Makin shared the Vision 2030 refresh document with Taylor Adams, Associate Commissioner for Strategic Plans at the Utah System of Higher Education. In December 2022, Vice President Linda Makin invited Taylor Adams to be a guest speaker at a regularly scheduled UPAC meeting to discuss alignment between the Vision 2030 refresh document and initiatives of the State of Utah and Utah System of Higher Education. In February 2023, Dr. Laurie Sharp and Dr. Jeff Peterson divided UPAC members into seven small working groups and tasked each group with reviewing either a specific campus master plan (i.e., Academic Master Plan, Digital Transformation Plan, Facilities Master Plan, Inclusion Plan, Completion Plan 3.0, Sustainability Plan) or the Utah System of Higher Education’s 2021 Strategic Plan and identifying its alignment and alignment gaps with the Vision 2030 refresh document. Each small group presented their findings to UPAC members in March 2023, and Dr. Laurie Sharp used this information to create a series of strategy maps (i.e., UVU Strategy Maps) to serve as planning resources for the entire campus community. The UVU Strategy Maps are visual representations of the University’s and State’s overall objectives and how they relate to one another. In late March 2023, Dr. Laurie Sharp disseminated the UVU Strategy Maps by email to the Vice Presidents for each Division and Deans and Associate Deans for each school/college to use as tools for developing their respective annual administrative unit plans for the 2023-2024 academic year. Additionally, the UVU Strategy Maps will be posted soon on the website for the Office of Institutional Effectiveness, Accreditation, and Academic Assessment so that any campus stakeholder may access and use them. UPAC is hopeful that the UVU Strategy Maps will be informative to those with oversight responsibility for the institutional strategic plan and campus master plans as they evaluate the latest iteration and design future iterations. Copies of the UVU Strategy Maps are provided with this annual report.

Assess whether UVU is fulfilling its mission and action commitments and whether it will be able to do so sustainably in accordance with the standards and policies of the Northwest Commission on Colleges and Universities (NWCCU).

On January 1, 2020, NWCCU stakeholders, commissioners, and staff members, along with chief executive officers of eligible member institutions voted to adopt the NWCCU Standards of Accreditation and NWCCU 2020 Eligibility Requirements. Accordingly, NWCCU updated the Handbook of Accreditation, a primary resource that presents the Commission’s Standards for Accreditation, guides institutions through the institutional evaluation process, and assists
accreditation review teams at each stage of review. Within the Handbook for Accreditation, NWCCU describes the seven-year accreditation cycle, which encompasses ongoing evaluation of an institution’s responses to the Commission’s accreditation Standards. Self-evaluation processes during the seven-year accreditation cycle include annual reports, a Mid-Cycle Report in Year 3; a Policies, Regulations, and Financial Review in Year 6, and an Evaluation of Institutional Effectiveness in Year 7, which applies to member institutions that are seeking reaffirmation of accreditation.

The Mid-Cycle Report is a formative evaluative process focused on Standard One of NWCCU’s 2020 Standards for Accreditation in the areas of mission fulfillment, student achievement, and assessment of student learning. UVU’s Mid-Cycle Review was submitted to NWCCU on September 10, 2020 and addressed UVU’s mission and action commitments, as well as UVU’s mission fulfillment evaluation process. NWCCU responded to UVU on February 12, 2021 and indicated acceptance of the report. In UVU’s current accreditation cycle, efforts have been underway for preparing the Year 6 Policies, Regulations, and Financial Review to be submitted by September 1, 2023. The Year 6 Policies, Regulations, and Financial Review is a self-study of Standard Two of NWCCU’s 2020 Standards for Accreditation. Thus, assessment of whether UVU is fulfilling its mission and action commitments was not a UPAC activity during the 2022-2023 academic year.

**Communicate findings to university leadership through UEC and to the wider university community through their organizational communication channels.**

Each UPAC Co-Chair (i.e., Vice President Linda Makin from September 2022 through December 2022 and Dr. Laurie Sharp from January 2023 and forward) communicated findings from UPAC activities regularly to university leadership via University Executive Council and the wider university community through organized communication channels, such as email messages, updates shared during scheduled meetings, and information posted on relevant webpages.

**UPAC’s 2022-2023 Charge: Summary of Accomplishments**

UPAC’s 2022-2023 Charge specifies six specific responsibilities of UPAC that were to be fulfilled during the 2022-2023 academic year. Below is a summary of each specific responsibility for the 2022-2023 academic year and UPAC’s related accomplishments.

**Carefully review and provide feedback on iterative drafts of the Vision 2030 refresh with particular focus on the 2022 SWOT analysis.**

During the months of September and October, Vice President Linda Makin and Dr. Jeff Peterson divided UPAC members into three small groups and tasked each with reviewing specific objective sections of the Vision 2030 refresh document (i.e., Include, Engage, Achieve). Each small group reviewed their assigned section and provided feedback in the form of a presentation to UPAC members. Vice President Linda Makin shared this feedback with the executive leaders who were overseeing the Vision 2030 refresh endeavor. Subsequently, Vice President Kyle Reyes returned to UPAC as a guest speaker to report how the feedback provided by UPAC and other stakeholder groups at Utah Valley University was integrated into the Vision 2030 refresh document.
Support implementation of Vision 2030 by identifying areas of focus based on the 2022 SWOT analysis, engaging with UEC on implementation and deliverables, reviewing measures of achievement for the plan, and coordinating Vision 2030 metrics with indicators for mission fulfillment.

Under the direction of the Provost and Senior Vice President, Wayne Vaught, University Executive Council engaged in efforts to develop a Balanced Scorecard during the 2022-2023 academic year. The Balanced Scorecard is intended to be an important tool from which the University may measure, monitor, and modify the priority initiatives delineated in the Vision 2030 refresh document. In October 2022, Vice President Linda Makin presented a high-level vision for the Balanced Scorecard to UPAC members and explained its intention to assess the University’s efforts towards mission fulfillment. In December 2022, Provost and Senior Vice President Wayne Vaught presented a draft version of the Balanced Scorecard to UPAC members and explained that University Executive Council will be the primary body responsible for monitoring progress towards indicators that are aligned with the strategies and goals of the Vision 2030 refresh document. Provost and Senior Vice President Wayne also explained that each Vision 2030 objective (i.e., Include, Engage, Achieve) will have an assigned steward to oversee the development and refinement of indicators, milestones, and near-term initiatives. UPAC members were provided with subsequent updates regarding the status of development and refinement of the Balanced Scorecard in January 2023 by Laura Busby, Interim Director of Institutional Research, who was assisting with creation of a dashboard to visually represent progress towards achievement of indicators. In March 2023, Dr. Laurie Sharp informed UPAC members that the Balanced Scorecard and its dashboard were in the final stages of completion and shared the finalized version of indicators, milestones, and near-term initiatives with UPAC members to elicit feedback.

Prepare UVU’s Mission Fulfillment Progress Report, considering revisions to the mission fulfillment indicators (KPIs) as appropriate in consultation with Institutional Research and based on the findings of the 2020 Mission Fulfillment Baseline Evaluation, the NWCCU Mid-Cycle Review, and other institutional priorities.

As noted previously in this annual report, efforts were underway in preparation for the Year 6 Policies, Regulations, and Financial Review to be submitted by September 1, 2023. In Utah Valley University’s current accreditation cycle for NWCCU, assessment of whether the University is fulfilling its mission and action commitments was not a UPAC activity during the 2022-2023 academic year.

Review USHE’s Strategic Plan and identify opportunities for UVU to advance USHE’s goals and objectives and review impact of proposed changes within USHE.

As mentioned previously in this annual report, Taylor Adams, Associate Commissioner for Strategic Plans at the Utah System of Higher Education, was an invited speaker at a December 2022 UPAC meeting. During this presentation, Taylor was very complimentary about the Vision 2030 refresh document and discussed its alignment with initiatives of the State of Utah and Utah System of Higher Education. In February 2023 and March 2023, UPAC engaged in efforts to create a series of strategy maps (i.e., UVU Strategy Maps) that serve as visual representations of the University’s and State’s overall objectives and how they relate to one another. One of UPAC’s goals for creating the UVU Strategy Maps was to provide a visual representation of
how the University is advancing USHE’s goals and objective through the Vision 2030 refresh document and the University’s campus master plans.

**Identify ways that UVU can effectively advance and promote its mission as a community college and university by reviewing and preparing responses and recommendations to the legislative-directed review of community colleges in Utah.**

In January 2023, Vice President Linda Makin and Aaron Fairbourn made a presentation to UPAC members entitled “Achieving UVU’s Integrated Dual Mission.” This presentation was intended to be a response and recommendation to the legislative-directed review of community colleges in Utah. The “Achieving UVU’s Integrated Dual Mission” included overviews of the missions of community colleges and regional public universities, as well as ways in which the University achieves its integrated dual mission. After the presentation, UPAC members engaged in related discussion and provided feedback to Vice President Linda Makin and Aaron Fairbourn from which Utah Valley University’s response and recommendations could be strengthened.

**Review and provide input for new and updated campus plans including Completion Plan 3.0, Inclusion Plan, and Strategic Enrollment Management Plan.**

As mentioned previously in this annual report, UPAC members engaged in efforts to create a series of strategy maps (i.e., UVU Strategy Maps) in February 2023 and March 2023. This effort involved UPAC members in deep reviews of all campus master plans, including the Academic Master Plan, Digital Transformation Plan, Facilities Master Plan, Inclusion Plan, Completion Plan 3.0, and Sustainability Plan. The UVU Strategy Maps visually depict how each campus master plan aligns with the Vision 2030 refresh document, as well as the Utah System of Higher Education’s 2021 Strategic Plan. The Strategic Enrollment Management Plan was not included in this endeavor, as its purpose is very different from the campus master plans. Additionally, the Strategic Enrollment Management Plan is not a document intended for widespread dissemination.

**UPAC’s 2022-2023 Charge: UPAC Member Viewpoints**

To prepare for this annual report, UPAC members were asked to indicate the extent in which UPAC addressed each specific responsibility. UPAC members were invited to complete a questionnaire developed in Microsoft Forms that used a five-point Likert-type scale ranging from Strongly Disagree (i.e., score of 1) to Strong Agree (i.e., score of 5) for respondents to rate progress for each specific responsibility. The questionnaire was emailed to 34 UPAC members, of whom 15 UPAC members submitted a response (i.e., approximate 44% response rate). A summary of UPAC member ratings for specific responsibilities is provided in the table below, followed by qualitative excerpts from UPAC members concerning UPAC’s accomplishments during the 2022-2023 academic year.

**UPAC Member Ratings of Specific Responsibilities**

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<tr>
<th>Specific Responsibilities</th>
<th>Mean</th>
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<tr>
<td>Carefully review and provide feedback on iterative drafts of the Vision 2030 refresh with particular focus on the connection with the 2022 SWOT analysis.</td>
<td>4.2</td>
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<tr>
<td>Support implementation of Vision 2030 by identifying areas of focus based on the 2022 SWOT analysis, engaging with UEC on implementation and deliverables,</td>
<td>3.9</td>
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Specific Responsibilities | Mean
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reviewing measures of achievement for the plan, and coordinating Vision 2030 metrics with indicators for mission fulfillment. |  
Prepare UVU’s Mission Fulfillment Progress Report, considering revisions to the mission fulfillment indicators (KPIs) as appropriate in consultation with Institutional Research and based on the findings of the 2020 Mission Fulfillment Baseline Evaluation, the NWCCU Mid-Cycle Review, and other institutional priorities. | 3.7
Review USHE’s Strategic Plan and identify opportunities for UVU to advance USHE’s goals and objectives and review impact of proposed changes within USHE. | 3.8
Identify ways that UVU can effectively advance and promote its mission as a community college and university by reviewing and preparing responses and recommendations to the legislative-directed review of community colleges in Utah. | 3.4
Review and provide input for new and updated campus plans including Completion Plan 3.0, Inclusion Plan, and Strategic Enrollment Management Plan. | 4.0

**UPAC Member Qualitative Excerpts**

*Greatest accomplishments, highlights, and strengths of UPAC.*

With respect to the greatest accomplishments, highlights, and strengths, UPAC members acknowledged that “the detailed and iterative review of Vision 2030” “produced a very high quality ‘refresh.’” Additionally, UPAC members expressed that “looking at Vision 2030 and how it aligns with “USHE’s strategic plan” and the University’s campus master plans helped identify “overlap and synergy.” UPAC members also recognized the “effectiveness of work groups” that were “cross-functional teams” and “very productive” in facilitating “great perspectives from all areas of campus.” As such, UPAC members indicated that UPAC was able to provide “great advisory counsel to the President and Cabinet.”

*Areas needing improvement, weaknesses, and opportunities to improve UPAC.*

With respect to areas needing improvement, UPAC members indicated a need to “streamline the SWOT analysis” to be more efficient with use of time. UPAC members also suggested a need to better acquaint new and existing UPAC members with the “goal of UPAC,” “why [each committee member] is a part” of UPAC, and how UPAC’s “charge year-by-year fits into the broader picture” of Utah Valley University. UPAC members also shared the following as opportunities for improving this committee:

- “More depth in terms of discussion or outcomes,”
- “Effective exercises to provide feedback,”
- “A communication strategy to facilitate two-way communication between UPAC and the broader campus community,” and
- “Access to institutional data needed to make informed recommendations.”

*What specific recommendations do you have to inform the 2023-2024 UPAC charge?*

UPAC members made the following recommendations to inform the 2023-2024 UPAC charge:

- “Continue the work outlined in bullet five of UPAC's 2022-23 charge: Develop new strategies to advance and promote UVU's mission as a community college and university.
Include within these strategies a focus on flexible learning, especially at the associate degree level.”
- “Ensure there is a deliberative process to review the Balanced Scorecard to ensure [UPAC] has the right metrics and that they can be measured. Set up accountability systems to track progress in the campus master plans.”
- “Share more information about unit planning.”
- “Something related to NWCCU accreditation visits.”
- “Focus on operationalizing Vision 2030.”

With this feedback in mind, Dr. Laurie Sharp intends to collaborate with Provost and Senior Vice President Wayne Vaught to formalize a draft of the 2023-2024 UPAC Charter and Charge for approval from President Astrid Tuminez.

UPAC Acknowledgements

Executive Sponsor and Co-Chairs
As mentioned previously in this annual report, UPAC experienced a leadership transition during the 2022-2023 academic year when university-wide planning transitioned from the Planning, Budget, and Finance Division with Vice President Linda Makin serving as the executive sponsor to the Academic Affairs Division with Provost and Senior Vice President Wayne Vaught serving as the executive sponsor. As a result of this transition, Dr. Laurie Sharp assumed co-chair responsibilities from Vice President Linda Makin. In January 2023, Vice President Linda Makin announced her plans to retire in Spring 2023. UPAC expresses its deep appreciation for her service to the University.

Additionally, Dr. Jeff Peterson’s term as co-chair concluded this year, and UPAC expresses its deep appreciation for his service to the University.

Executive Appointees
The following executive appointees completed their service to UPAC during the 2022-2023 academic year:
- Dr. Vessela Ilieva, Dean of School of Education
- Dr. Aicha Rochdi, Director – Teaching Effectiveness and Fellowship in the Office of Teaching and Learning

UPAC expresses its deep appreciation to each of these executive appointees for their service to the University.

Organizational Appointees
The following organizational appointees completed their service to UPAC during the 2022-2023 academic year:
- Mark Arstein, Vice President of Institutional Advancement
- Linda Makin, Vice President of Planning, Budget, and Finance/CFO
- Dr. Hilary Hungerford, Faculty Senate President and Associate Professor – Earth Science
- Bonnie Mortensen Rodriguez, PACE Past President and Associate Director – Online Programs in UVU Online
- Lexi Soto, UVUSA Student Body President
• McKay Isham, Director – Internship Services in Engaged Learning Internships
  UPAC expresses its deep appreciation to each of these organizational appointees for their service to the University.

The following organizational appointees experienced a job role shift during the 2022-2023 academic year and will continue their service to UPAC as an organizational appointee in their new role:
  • Dr. Kyle Reyes, Vice President of Institutional Advancement
  • Dr. Michelle Kearns, Vice President of Student Affairs
  • Dr. Quinn Koller, Director of Institutional Effectiveness, Accreditation, and Academic Assessment
  • Amanda Cooke, Program Manager of Institutional Effectiveness, Accreditation, and Academic Assessment
  • Rachelle Blake, Program Manager of Institutional Effectiveness, Accreditation, and Academic Assessment

Support Staff Members
The following support staff members completed their service to UPAC during the 2022-2023 academic year:
  • Aaron Fairbourn, Presidential Intern in the Planning, Budget, and Finance Division
  • Stacy Fowler, Executive Assistant for the Vice President of Planning, Budget, and Finance
  • Cindy Wilkinson, Admin Support IV for Academic Programs and Assessments
UPAC expresses its deep appreciation to each of these support staff members for their service to the University.

Committee Members
The following committee members completed their service to UPAC during the 2022-2023 academic year:
  • Dr. Maria Blevins, Associate Professor – Applied Communication
  • Dr. Michael Bohne, Professor – Exercise Science
  • Dr. Sean Crossland, Assistant Professor – Master’s Education/Higher Education Leadership
  • Dr. Theresa Haug-Belvin, Assistant Professor – Student Leadership & Success Studies
  • Dr. Ryan Leick, Associate Professor – Aviation Science
  • Heath Gertsch, Associate Director in Printing Services
  • Drew Burke, Senior Director - Equity/Title IX, Employee Relations/Organizational Development
  • Bryant Bradt, Associate Registrar – Registration/Records/NCAA/Degree Audit
  • Darah Snow, Senior Director in Multicultural Student Services
  • Kylee Parke, Program Manager – Foundation and Campaign Initiatives
  • Corey Fralick, Director – Campus Services
  • Barb Smith, Director - Communications
  • Laura Busby, Director – Business Intelligence and Research Services
UPAC expresses its deep appreciation to each of these committee members for their service to the University.
UVU Strategy Maps

Vision 2030: Include
Vision 2030: Include
Strategy #1a: Increase Accessibility to & Flexibility of Education Through a Coordinated Physical & Digital Presence

Broaden UVU Educational Offerings Across Delivery Modalities

Digital Transformation Beach Picture: A-Z
- Students & Faculty Have Consistent Experiences with Technology
- Technology is Primed & Ready on Day 1
- Students Easily Access & Act on Information via Their Intranet/Mobile
- Employees Easily Access & Act on Information via Their Intranet/Mobile
- Students Easily Access Necessary Technology On & Off Campus

User Experience

Support & Service
- Monitor Systems' Status & Fix Issues Before Users Adversely Affected
- UVU Campuses Have Reliable Networks & Cellular Coverage

Completion Plan 3.0

First-Year Focus
- Increase Access to High-Quality, Flexible Course Delivery Options
- Implement a Student-Centric Course Scheduling Process
- Increase General Education Course Access During Semester Blocks
- Develop & Deliver a First-Year Seminar
- Track Parallel Plans for Highly Competitive Programs

Financial Planning

Inclusion Plan
- Expand Access & Student Success

Expand Flexible Delivery Course Offerings

Academic Master Plan
- Meet Region's Diverse Educational Needs
- Programs Provide Support, Opportunities, & Pathways

- Identity & Address Student Needs for Improving Life & Livelihood
- Carefully Design Curricula to Facilitate Completion & Student Success
- Host Programs on Campuses & Sites to Serve Local Educational Needs
- Educational Pathways Have Flexibility with Entry Points & Credentialing
- Develop Nimble Program Approval & Elimination Processes

Facilities Master Plan
- Maximize Main Campus Capacity

- Effectively Plan for Physical Facilities & Infrastructure to Meet Demands

Sustainability Plan
- Culture & Learning

- Develop New Academic Programming

Expand Flexible Delivery Course Offerings
**Vision 2030: Include**

**Strategy #1a: Increase Accessibility to & Flexibility of Education Through a Coordinated Physical & Digital Presence**

*Improve Access to Campuses*

**Sustainability Plan**
- Future TRAX Expansion
- Bike & Pedestrian Friendly Walkway
- Trail Systems
- Planning for Parking

**Transportation**
- Increase UTA Ridership
- Achieve Bicycle Friendly University Status
- Improve Pedestrian Infrastructure

**Academic Master Plan**
- Appropriate Programs at Appropriate Facilities

**Facilities Master Plan**
- Improve Vehicular, Transit, & Pedestrian Circulation Systems
  - Expanded Roadways
  - Linking to Light Rail
  - Bus Rapid Transit Lines
  - Future TRAX Expansion
  - Bike & Pedestrian Friendly Walkway
  - Trail Systems
  - Planning for Parking

**Programs at West Campus**
- Programs at Main Campus
- Programs at Vineyard Campus
- Programs at Lehi Campus
- Programs at Wasatch Campus
- Programs at Provo Airport
- Programs at Provo Airport
Vision 2030: Include

Strategy #1b: Strengthen Campus Inclusivity & Grow the Enrollment & Completion Rates of Historically Underrepresented Students

Enhance the Cultural Competence of Students, Faculty, & Staff through Robust Curricula, Trainings, & Development Opportunities

Collective Responsibility for Student Success
- Enhance the Culture of Shared Governance & Accountability
- Recruit, Hire, & Support Outstanding & Diverse Faculty

Expand Access & Student Success
- Support Professional Development Opportunities
- Build Capacity for Stronger Community & Networks

Inclusion Plan
- Reinforce Inclusion, Diversity, & Equity in Academic Units
- Advance Relevant Education & Resources
- Promote Programming & Learning Opportunities Across Campus

Academic Engagement & Intercultural Development

Academic Master Plan

Inclusion Plan
**Vision 2030: Include**

**Strategy #1b: Strengthen Campus Inclusivity & Grow the Enrollment & Completion Rates of Historically Underrepresented Students**

**Grow Resources, Services, and Support for Historically Underrepresented Students to Increase Enrollment, Persistence, & Completion**

<table>
<thead>
<tr>
<th>Inclusion Plan</th>
<th>Academic Engagement &amp; Intercultural Development</th>
<th>Academic Master Plan</th>
<th>Collective Responsibility for Student Success</th>
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<tbody>
<tr>
<td>Remove Any Language &amp; Communication Ambiguities</td>
<td>Strengthen Co-Curricular &amp; Curricular Learning Opportunities</td>
<td>Identify &amp; Address Student Needs for Improving Life &amp; Livelihood</td>
<td>Design High Quality Curriculum</td>
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<td>Expand Flexible Delivery Course Offerings</td>
<td>Promote Inclusion, Diversity, &amp; Equity in Academic Units</td>
<td>Increase Representation &amp; Support for Underrepresented Groups</td>
<td>Support Student Success Through Mentoring &amp; Career Exploration</td>
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<tr>
<td>Minimize Financial Barriers</td>
<td>Advance Relevant Education &amp; Resources</td>
<td>Future Highly Effective Teaching &amp; Engaged Learning</td>
<td>Foster Highly Effective Teaching &amp; Engaged Learning</td>
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<tr>
<td>Increase Transparency &amp; Student-Centered Information</td>
<td>Promote Programming &amp; Learning Opportunities Across Campus</td>
<td>Enhance the Culture of Shared Governance &amp; Accountability</td>
<td>Enhance the Culture of Shared Governance &amp; Accountability</td>
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<tr>
<td>Enhance Student Participation &amp; Engagement</td>
<td>Support Institutional Commitments to Inclusion, Diversity, &amp; Equity</td>
<td>Recruit, Hire, &amp; Support Outstanding &amp; Diverse Faculty</td>
<td>Recruit, Hire, &amp; Support Outstanding &amp; Diverse Faculty</td>
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<tr>
<td>Increased Sense of Belonging</td>
<td>Sustain Assessments, Accountability, &amp; Institutional Commitments</td>
<td>Expand the Capacity of the University Community to Foster Student Success</td>
<td>Expand the Capacity of the University Community to Foster Student Success</td>
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**Completion Plan 3.0**

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<tr>
<th>Course Scheduling</th>
<th>Student Communication</th>
<th>System Leadership</th>
<th>Access</th>
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<tr>
<td>First-Year Focus</td>
<td>Finances</td>
<td>Engage Boards of Trustees on Delegated Responsibilities</td>
<td>Inform High School Students on Academic &amp; Financial Options</td>
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<td>Data-Informed Outreach &amp; Support</td>
<td>Academic Advising</td>
<td>Reevaluate Presidential Evaluation &amp; R&amp;R Processes</td>
<td>Simplify Institutional Admissions Processes</td>
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<td>Adult Learner Support</td>
<td>Transfer Student Initiative</td>
<td>Leverage Board Policies &amp; System Leadership to Close Achievement Gaps</td>
<td>Support Institutions in Helping Students Secure Their Basic Needs</td>
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<tr>
<th>UHE Strategic Plan</th>
<th>Workforce Alignment</th>
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<td>Align Education with Workforce Demands to Result in Career Placements</td>
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<td>Ensure Industry Feedback Loops with the Utah Board of Higher Education</td>
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<td>Develop Practices, Policies, &amp; Funding Requests for Workforce Programs</td>
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<td></td>
<td>Increase Stakeholder Collaboration for Workforce Programs</td>
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<td></td>
<td>Increase Student Participation in High-Quality Work-Based Learning</td>
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UVU Strategy Maps

Vision 2030:
Engage
Vision 2030: Engage
Strategy #2a: Strengthen Engaged Learning & Community Engagement Opportunities for Students, Faculty, & Staff

Support & Expand Engaged Learning & Teaching

**Academic Master Plan**
- **Collective Responsibility for Student Success**
  - Design High Quality Curriculum
  - Enhance the Culture of Shared Governance & Accountability
- **Address Regional Opportunities & Challenges in a Global Context**
  - Provide Faculty with Institutional Support to Better Engage with
- **Inclusion Plan**
- **Expand Access & Student Success**
- **Academic Engagement & Intercultural Development**
  - Support Professional Development Opportunities
  - Strengthen Co-Curricular & Curricular Learning Opportunities
- **Sustainability Plan**
  - Culture & Learning
    - Increase Employee Sustainability Literacy
    - Develop New Academic Programming
  - Community
    - Foster Global Engagement

**Digital Transformation Beach Picture: A-Z**
- **Community Outreach**
  - Provide Substantial Engaged Learning Experiences for Students
  - Leverage the Power of Artificial Intelligence & Machine Learning
- **User Experience**
  - Employees Easily Access & Act on Information via Their Intranet/Mobile
  - Employees Access Personalized & Curated Data

**USHE Strategic Plan**
- **Workforce Alignment**
- **Research**
  - Increase Stakeholder Collaboration to Develop & Promote Workforce Programs
  - Ensure Institutions Have Needed Support to Conduct Research
Vision 2030: Engage
Strategy #2a: Strengthen Engaged Learning & Community Engagement Opportunities for Students, Faculty, & Staff

Align Curricula with Regional Workforce Needs & Readiness for High-Yield, High-Demand Jobs

**Academic Master Plan**
- Meet Region’s Diverse Educational Needs
  - Identify & Address Student Needs for Improving Life & Livelihood
  - Develop Nimble Program Approval & Elimination Processes
- Programs Provide Integrated Support, Opportunities, & Pathways for Student Success
  - Educational Pathways Include Academic Skills & Professional Career Preparation

**USHE Strategic Plan**
- System Leadership
  - Increase Higher Education Alignment to Utah's Workforce
- Workforce Alignment
  - Develop Workforce Development Programs
Vision 2030: Engage

Strategy #2a: Strengthen Engaged Learning & Community Engagement Opportunities for Students, Faculty, & Staff

Enhance Engagement with Community Leaders & Employers for Student Support & Sponsorships

**Academic Master Plan**
- Meet Region’s Diverse Educational Needs
  - Identify & Address Student Needs for Improving Life & Livelihood
  - Address Regional Opportunities & Challenges in a Global Context
  - Gain Input from Community Groups

**USHE Strategic Plan**
- Programs Provide Integrated Support, Opportunities, & Pathways for Student Success
  - Engage Local, Global, & Professional Communities to Support Programs
  - Collaborate with PreK-12 to Design Effective Pathways

**Research**
- Engage Industry to Align Education with Workforce Demands that Result in
  - Increase Stakeholder Collaboration to Develop & Promote Workforce Programs
  - Initiate Industry Feedback Loops with the Utah Board of Higher Education

**USHE Strategic Plan**
- Workforce Alignment
- Advocate for the Role of Research at Degree-Granting Institutions

**Community**
- Host the Utah County Sustainability Coalition
- Engage Local Citizens & Governments
- Outreach to Business Community
- Collaborate with Other Higher Education Institutions

**Sustainability Plan**
- Identify & Address Student Needs for Improving Life & Livelihood
- Engage Local, Global, & Professional Communities to Support Programs
- Collaborate with PreK-12 to Design Effective Pathways

- Advocate for the Role of Research at Degree-Granting Institutions

- Engage Industry to Align Education with Workforce Demands that Result in
  - Increase Stakeholder Collaboration to Develop & Promote Workforce Programs
  - Initiate Industry Feedback Loops with the Utah Board of Higher Education

- Host the Utah County Sustainability Coalition
- Engage Local Citizens & Governments
- Outreach to Business Community
- Collaborate with Other Higher Education Institutions
Vision 2030: Engage
Strategy #2a: Strengthen Engaged Learning & Community Engagement Opportunities for Students, Faculty, & Staff

Modeling & Demonstrating Exceptional Citizenship

Collective Responsibility for Student Success
- Foster Engaged Learning Through Scholarship & Creative Work

Address Regional Opportunities & Challenges in a Global Context
- Provide Faculty with Institutional Support to Better Engage with

Sustainability Plan

Community Outreach
- Recognition as a Innovator & Thought Leader in Digital Transformation

Digital Transformation Beach Picture: A-Z

Academic Master Plan

Report to AASHE STARS
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Strategy #2b: Enhance Engagement with Community & Industry to Meet Workforce Needs & Improve Student Job- and Life-Readiness

Expand Continuing Education

Academic Master Plan
- Meet Region's Diverse Educational Needs
  - Identify & Address Student Needs for Improving Life & Livelihood
  - Host Programs on Campuses & Sites to Serve Local Educational Needs
  - Develop Nimble Program Approval & Elimination Processes
- Programs Provide Integrated Support, Opportunities, & Pathways for Student Success
  - Educational Pathways Have Flexibility with Entry Points & Credentialing
  - Educational Pathways Include Academic Skills & Professional Career Preparation
- Sustainability Plan
  - Adequate Resources & Capacity
    - Increase External Funding

USHE Strategic Plan
- System Leadership
  - Increase Higher Education Alignment to Utah's Workforce
- Workforce Alignment
  - Develop Workforce Development Programs

Community
- Outreach to Business Community
Increase External Funding

Vision 2030: Engage
Strategy #2c: Strengthen the Foundation for Ongoing Giving, Support, & Engagement for UVU’s Students, Programs, & Priorities

Accelerate Donor Support for UVU’s Mission of Educational Opportunity, Engagement, & Achievement

Adequate Resources & Capacity

Increase External Funding

Academic Master Plan

Completion Plan 3.0

Finances

Increase Endowed Scholarships Available to Students
Vision 2030: Achieve
Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning

Redesign Curricula With a Focus on Stackable Credentials & Pathways

- Meet Region’s Diverse Educational Needs
  - Identify & Address Student Needs for Improving Life & Livelihood
  - Develop Nimble Program Approval & Elimination Processes

- Empower Students Through General Education
  - Improve Effectiveness of General Education

- Collective Responsibility for Student Success
  - Design High Quality Curriculum

- Programs Provide Integrated Support, Opportunities & Pathways for Student Success
  - Carefully Design Curricula to Facilitate Completion & Student Success
  - Educational Pathways Have Flexibility with Entry Points & Credentialing
  - Collaborate with PreK-12 to Design Effective Pathways

- Sustainability Plan
  - Inform High School Students on Academic & Financial Options

- Culture & Learning
  - Develop New Academic Programming
Vision 2030: Achieve
Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning

Strengthen Concurrent Enrollment Course Alignment, Offerings, & Participation

Academic Master Plan
- Programs Provide Integrated Support, Opportunities, & Pathways for Student Success
- Collaborate with PreK-12 to Design Effective Pathways

Empower Students Through General Education
- Improve Effectiveness of General Education

Completion Plan 3.0
- First-Year Focus
- Increase Yield of Concurrent Enrollment Students

USHE Strategic Plan
- System Leadership
- Institutional Roles & Missions & Program Offerings
- Completion
- Expand Supportive Entry-Level Education Practices

Access
- Inform High School Students on Academic & Financial Options
Vision 2030: Achieve
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**Design First-Semester Certificates Around Concurrent Enrollment Offerings**

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Inform High School Students on Academic & Financial Options
**Educational Pathways Have Flexibility with Entry Points & Credentialing**

- Increase Higher Education Alignment to Utah's Workforce
- Facilitate Completion & Transfer Among Institutions in the System

**Improve Effectiveness of General Education**

Carefully Design Curricula to Facilitate Completion & Student Success

Educational Pathways Have Flexibility with Entry Points & Credentialing

**Vision 2030: Achieve**

**Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning**

Expand Meaningful Transfer-Credit Articulation for Students Entering & Existing UVU

**Empower Students Through General Education**

Improve Effectiveness of General Education

**Programs Provide Integrated Support, Opportunities, & Pathways for Student Success**

Carefully Design Curricula to Facilitate Completion & Student Success

Educational Pathways Have Flexibility with Entry Points & Credentialing

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**USHE Strategic Plan**

**System Leadership**

Institutional Roles & Missions & Program Offerings

Increase Higher Education Alignment to Utah's Workforce

**Completion**

Facilitate Completion & Transfer Among Institutions in the System

**Innovate High School Students on Academic & Financial Options**

**Access**

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Institutional Roles & Missions & Program Offerings

Increase Higher Education Alignment to Utah's Workforce

**Completion**

Facilitate Completion & Transfer Among Institutions in the System
### Vision 2030: Achieve

**Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning**

**Increase Stackable Pathways from MTECH**

#### Academic Master Plan

- **Empower Students Through General Education**
  - Improve Effectiveness of General Education

- **Programs Provide Integrated Support, Opportunities, & Pathways for Student Success**
  - Carefully Design Curricula to Facilitate Completion & Student Success
  - Educational Pathways Have Flexibility with Entry Points & Credentialing

#### USHE Strategic Plan

- **System Leadership**
  - Institutional Roles & Missions & Program Offerings
  - Increase Higher Education Alignment to Utah's Workforce

- **Completion**
  - Facilitate Completion & Transfer Among Institutions in the System
Vision 2030: Achieve
Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning

Increase Credits Students Receive for Prior Learning

Academic Master Plan
Meet Region's Diverse Educational Needs
Identity & Address Student Needs for Improving Life & Livelihood

Programs Provide Integrated Support, Opportunities, & Pathways for Student Success
Carefully Design Curricula to Facilitate Completion & Student Success
Educational Pathways Have Flexibility with Entry Points & Credentialing

Completion Plan 3.0
Completion
Standardize Awarding of Credit for Prior Learning for Completion

USHE Strategic Plan

Adult Learner Support
Develop Credit for Prior Learning Comprehensive Tracking System
Vision 2030: Achieve
Strategy #3b: Support Completion Through Excellence in Teaching, Scholarship, & Creative Activities

Improve the Ability to Attract & Retain Highly Effective Faculty

Academic Master Plan

Inclusion Plan

Meet Region’s Diverse Educational Needs
- Increase Representation & Support for Underrepresented Groups

Collective Responsibility for Student Success
- Recruit, Hire, & Support Outstanding & Diverse Faculty

Academic Engagement & Intercultural Development
- Reinforce Inclusion, Diversity, & Equity in Academic Units
- Advance Relevant Education & Resources
- Reinforce Inclusion, Diversity, & Equity in Academic Units
- Promote Programming & Learning Opportunities
- Support Institutional Commitments to Inclusion, Diversity, & Equity

Sustain Assessment, Accountability, & Institutional Commitments
- Promote & Expand Assessment, Accountability, & Ownership
- Develop More Inclusive Policies & Practices
- Develop & Embed Communications on Key, Inclusive Activities
- Sustain Organizational Resources & Support

Increased Sense of Belonging
- Prioritize Personal & Physical Safety
- Amplify a Safe & Supportive Environment
- Implement Effective Recruitment & Retention Strategies
Vision 2030: Achieve
Strategy #3b: Support Completion Through Excellence in Teaching, Scholarship, & Creative Activities

Increase Faculty Support for Student Success

**Academic Master Plan**

- **Collective Responsibility for Student Success**
  - Foster Highly Effective Teaching
  - Enhance the Culture of Shared Governance
  - Recruit, Hire, & Support Outstanding & Diverse Faculty

- **Adequate Resources & Capacity to Achieve Academic Goals**
  - Support Faculty Who Desire to Create Open Educational Resources

**Inclusion Plan**

- **Expand Access & Student Success**
  - Support Professional Development Opportunities
  - Build Capacity for Stronger Communities & Networks
  - Increase Sense of Belonging
  - Amplify a Safe & Supportive Environment
  - Implement Effective Recruitment & Retention Strategies

- **Academic Engagement & Intercultural Development**
  - Reinforce Inclusion, Diversity, & Equity in Academic Units
  - Advance Relevant Education & Resources
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**Vision 2030: Achieve**

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Vision 2030: Achieve
Strategy #3b: Support Completion Through Excellence in Teaching, Scholarship, & Creative Activities

Improve Online Course Development & Delivery

Academic Master Plan

Meet Region’s Diverse Educational Needs
- Develop Nimble Program Approval & Elimination Processes

Collective Responsibility for Student Success
- Design High Quality Curriculum
- Foster Highly Effective Teaching
- Enhance the Culture of Shared Governance
- Carefully Design Curricula to Facilitate Completion & Student Success

Empower Students Through General Education
- Improve Effectiveness of General Education

Digital Transformation Beach Picture: A-Z
- Provide Substantial Engaged Learning Experiences for Students
- Leverage the Power of Artificial Intelligence & Machine Learning

Community Outreach
- Support & Service
  - Monitor Systems' Statuses & Fixes Issues Before Users Adversely Affected

User Experience
- Consistent Experiences With Technology
- Technology is Primed & Ready on Day 1
- Students Easily Access & Act on Information via Their Intranet/Mobile
- Employees Easily Access & Act on Information via Their Intranet/Mobile
- Students Easily Access Necessary Technology On & Off Campus

Support & Service
- Support & Service
  - Monitor Systems' Statuses & Fixes Issues Before Users Adversely Affected

Inclusion Plan

Expand Access & Student Success
- Expand Flexible Delivery Course Offerings
- Build Capacity for Stronger Communities & Networks

Academic Engagement & Intercultural Development
- Strengthen Co-Curricular & Curricular Learning Opportunities

Completion Plan 3.0

Course Scheduling
- Increase Access to High-Quality, Flexible Course Delivery Options
### Vision 2030: Achieve

**Strategy #3c: Improve Completion Through Seamless Processes, Comprehensive Services, & Excellent Staff**

#### Improve the Transition From K-12 to Higher Education

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### Vision 2030: Achieve

**Strategy #3c: Improve Completion Through Seamless Processes, Comprehensive Services, & Excellent Staff**

Create Seamless Processes & Comprehensive Services for a Diverse Student Body

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<th>Completion Plan 3.0</th>
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Vision 2030: Achieve
Strategy #3c: Improve Completion Through Seamless Processes, Comprehensive Services, & Excellent Staff

Invest in the Recruitment, Onboarding, & Professional Development of Staff to Increase Quality & Effectiveness

Meet Region’s Diverse Educational Needs
- Increase Representation & Support for Underrepresented Groups

Collective Responsibility for Student Success
- Recruit, Hire, & Support Outstanding & Diverse Faculty

Academic Master Plan

Inclusion Plan

Academic Engagement & Intercultural Development
- Reinforce Inclusion, Diversity, & Equity in Academic Units
- Advance Relevant Education & Resources
- Reinforce Inclusion, Diversity, & Equity in Academic Units
- Promote Programming & Learning Opportunities
- Support Institutional Commitments to Inclusion, Diversity, & Equity

Sustain Assessment, Accountability, & Institutional Commitments
- Promote & Expand Assessment, Accountability, & Ownership
- Develop More Inclusive Policies & Practices
- Develop & Embed Communications on Key, Inclusive Activities
- Sustain Organizational Resources & Support

Increased Sense of Belonging
- Prioritize Personal & Physical Safety
- Amplify a Safe & Supportive Environment
- Implement Effective Recruitment & Retention Strategies