

## 2016-17 Mission Fulfillment Self-Evaluation

*University Planning Advisory Committee  
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February 23, 2017*

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# 2016-17 MISSION FULFILLMENT SELF-EVALUATION

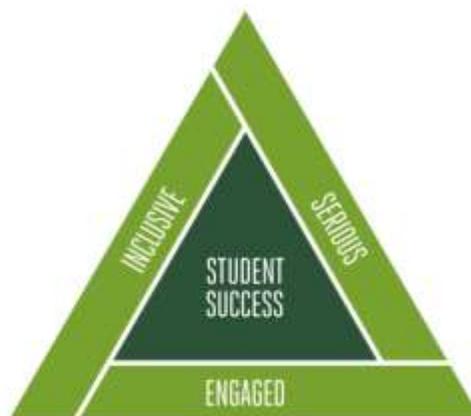
## Introduction

Utah Valley University's planning process drives achievement of the university's mission:

Utah Valley University is a teaching institution which provides opportunity, promotes student success, and meets regional educational needs. UVU builds on a foundation of substantive scholarly and creative work to foster engaged learning. The university prepares professionally competent people of integrity who, as life-long learners and leaders, serve as stewards of a globally interdependent community.

This mission is articulated through four core themes, developed during a campus-wide integration process President Holland led during this inaugural year: UVU promotes student success by being inclusive, serious, and engaged.

The mission and core themes represent the central identity of UVU; faculty, staff, and students are conscious and aware of them on a daily basis. Three administrative imperatives that UVU considers key practices and principles critical for sustained fulfillment of the university's mission were added. While less prominent than the core themes, the administrative imperatives are nonetheless immediately relevant to sustainably achieving the university's mission. Each core theme and administrative imperative is put into action through a series of objectives and assessed on the basis of key indicators of performance. This model supports UVU's ambition to be the nation's very best open admissions platform for student success.



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**UVU's Core Themes: Serious, Engaged,  
Inclusive, and Student Success**

The University Planning Advisory Committee evaluates fulfillment of objectives, core themes, and administrative imperatives biannually, making recommendations to the President's Cabinet for additional determinations and action as appropriate. The Board of Trustees reviews and approves the final document. This periodic review ensures that UVU regularly evaluates and continuously improves its institutional performance. The 2016-17 Mission Fulfillment Self-Evaluation was approved by the Board of Trustees on February 23, 2017.

The review is based on conceptual indicators operationalized in specific measures selected by UPAC as reliable and valid indicators of achievement. These 80 measures provide direct and indirect measures of success in mission fulfillment, allowing UPAC to evaluate achievement of each objective, core themes or administrative imperative, and the mission as a whole. The indicators and measures can be reviewed at <http://www.uvu.edu/iri/indicators/>. The narrative evaluation of each aspect of UVU's mission below should be read in relation to these indicators and measures.

Each Core Theme, Administrative Imperative, and accompanying Objective is evaluated on the extent to which the measures indicate that UVU fulfills each essential element of its mission.

- Excellent. Performance on this aspect of UVU's mission clearly exceeds the minimum threshold of acceptable performance and is a point of pride for UVU.
- Satisfactory. Performance on this aspect of UVU's mission meets a minimum threshold of acceptable performance.
- Unsatisfactory. Performance on this aspect of UVU's mission falls below a minimum threshold of acceptable performance.
- In Development: Measures and data for this aspect of UVU's mission are in the process of being identified and collected. (This category was used in 2013 and 2015. In 2017, UPAC determined that any objective for which sufficient data for evaluation was not available was substantively unsatisfactory.)

Narratives for each clarify the extent of mission fulfillment and identify strengths or opportunities for ongoing improvement.

UVU's planning and evaluation process is a signature success. During its Mid-Cycle review in 2014, an NWCCU accreditation team member remarked, "I've never seen anything quite as well done in higher education." The effectiveness of our planning processes reflects everyone's commitment to the culture of planning, assessment, improvement and accountability.

## Major Findings

Utah Valley University is a teaching institution which provides opportunity, promotes student success, and meets regional educational needs. UVU builds on a foundation of substantive scholarly and creative work to foster engaged learning. The university prepares professionally competent people of integrity who, as lifelong learners and leaders, serve as stewards of a globally interdependent community.

**Based on this self-evaluation, the President's Council and UPAC find that UVU continues to effectively fulfill its mission.** UVU performs at least satisfactory on all core themes, administrative imperatives, and objectives; data was sufficient for all objectives to be evaluated. The self-evaluation identified several areas in which UVU has excelled as well as some areas of concern for which further action may be warranted.

**Administrative Imperatives.** UVU showed excellence in all three administrative imperatives, and in 10 of 11 objectives. In its mid-cycle evaluation, NWCCU identified UVU as a model for strategic planning and resource allocation. The Academic Master Plan, the Facilities Master Plan, and the Strategic Plan for Managing Growth will ensure that UVU will be able to work sustainably to meet regional needs in the face of the tremendous growth anticipated in the service region, supporting the continuous expansion of UVU's facilities, courses, and programs to keep pace with growth demands. UVU has secured significant additional public and private resources, highlighted by acute equity funding and several new privately funded buildings, allowing it to remain one of the nation's true educational values by keeping tuition low. The success in meeting the administrative needs provides a firm foundation for ongoing fulfillment of UVU's mission.

**Recognition of Institutional Quality.** Serious Objective 4, regarding recognition of UVU's programs and services as high quality, and Student Success Objective 3, regarding post-graduation success, were rated excellent. This reflects ongoing improvement both in the inherent quality of programs and in community perceptions since it became a university in 2008. UVU students continually win major awards in regional and national competitions, and the university itself has been recognized by accreditation agencies, national associations, and the media as a model for innovation and student success. This success is in turn recognized by employers, who consistently praise the quality of UVU's graduates, contrary to the common narrative of higher education producing students with degrees but not skills.

**Faculty and Programs.** UVU's efforts to expand academic programs as a response to regional educational needs formed the basis of excellent ratings for Inclusive Objective 4, regarding the diversity of academic offerings, and Manage Growth Objective 2, regarding ongoing adaptation to student and community needs. UVU has added new majors to meet new economic demands and offers an increasingly inclusive array of programs to meet the unique situations of UVU's diverse student body. It has done so while increasing the percentage of instructional credit hours to over 55% and ensuring strategic use of adjunct faculty to support educational needs, contrary to the trend toward reliance on adjunct instructors as a purely cost-cutting measure in contemporary higher education.

**Completion and Retention.** UVU has made outstanding progress in achievement of Student Success Objective 1, regarding academic success. UVU's graduation rate for bachelor's degree-seeking students nearly doubled from the 2005 cohort (2010-11 graduates) to the 2009 cohort (2014-15 graduates), and the overall rate grew by 38%. UVU has already met its 2020 goals for both graduation rates. During that time, the total number of degrees awarded increased by 22%. UVU led all USHE non-research institutions in undergraduate

award production between 2009 and 2016. Stable retention and growth among juniors and seniors points to significantly improved upper-level student persistence.

This excellent progress does not mean that UVU is content with current achievement. There remain concerns that student retention and completion are below peers. Retention has remained stable for the past five years, below the goal for 2015. In the 2015 Self-Evaluation there was concern that this might affect future graduation rates. While this concern has not been born out, the lack of retention growth may eventually limit completion growth. To some extent this reflects differing admissions policies; many of UVU's peer institutions maintain selective admissions policies that support retention and completion at the expense of inclusion. UVU has also faced some environmental pressures, such as a strong economy and changes in missionary service practices among college-aged members of the LDS Church, that would be expected to reduce retention.

**Learning Assessment.** UPAC observed that evaluation of Serious Objective 1, regarding teaching and learning, is based largely on indirect measures such as the NSSE and SRI data. UVU does not currently have a rigorous process for assessing achievement of Essential Learning Outcomes, and external reviews of some programs and colleges have noted that more active leadership is needed to champion these processes. UVU is instituting a process for evaluating ELOs that will more effectively support evaluation of Serious Objective 1 by the next self-evaluation.

**Evidence-Driven Success.** UPAC found that, across many objectives, UVU is using data strategically to support mission fulfillment. Academic Affairs and Student Affairs have adopted Civitas, a commercial off-the-shelf (COTS) predictive analytics suite, to identify students at risk of not continuing at UVU. The Office of Engaged Learning is deploying a quantitative course assessment tool to identify courses with strong engaged learning practices. The self-evaluation process itself has been strengthened, with sufficient data to evaluate all objectives for the first time.

## Evaluation Summary and History

Key : Excellent Satisfactory Unsatisfactory In Development Not Evaluated

Core Themes, Administrative Imperatives, and Objectives	2013	2015	2017
<b>Student Success: UVU supports students in achieving their educational, professional, and personal goals.</b>			
Student Success 1: UVU supports students' preparation and achievement of academic success at the University.			
Student Success 2: UVU provides a meaningful and well-rounded university experience.			
Student Success 3: UVU prepares students for success in their subsequent academic, professional and lifelong learning pursuits including serving as leaders, people of integrity and stewards of their communities.			
<b>Engaged: UVU engages its communities in mutually beneficial collaboration and emphasizes engaged learning.</b>			
Engaged 1: UVU faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.			
Engaged 2: UVU fosters partnerships and outreach opportunities that enhance the regional, national, and global communities.			
Engaged 3: UVU serves as a portal of civic engagement and an engine of regional economic and business development.			
<b>Serious: UVU fosters a culture of academic rigor and professional excellence.</b>			
Serious 1: UVU champions learning through outstanding teaching in an academically rigorous environment.			
Serious 2: UVU supports a culture of scholarship and creative work and promotes accomplishment in cultural, academic, and co-curricular/extramural endeavors.			
Serious 3: UVU attracts, develops, and retains high achieving students and highly qualified faculty, staff, and administrators.			
Serious 4: UVU is recognized for high quality, efficient, and effective programs and services.			

<b>Core Themes, Administrative Imperatives, and Objectives</b>	<b>2013</b>	<b>2015</b>	<b>2017</b>
<b>Inclusive: UVU provides opportunity for individuals from a wide variety of backgrounds and perspectives and meets regional educational needs.</b>			
Inclusive 1: UVU provides accessible and equitable educational opportunities and resources for all students.			
Inclusive 2: UVU provides opportunities to improve intercultural competence in an increasingly complex, diverse, and globalized society.	(Added 2014)		
Inclusive 3: UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives.			
Inclusive 4: UVU offers an array of courses, programs, and delivery methods designed to reflect students' goals and the region's educational needs.			
<b>Operate Effectively: UVU utilizes best practices and transparent processes to continuously improve and responsibly use resources.</b>			
Operate Effectively 1: UVU fosters a culture of planning, assessment, improvement and accountability.			
Operate Effectively 2: UVU strategically allocates resources to achieve institutional objectives.			
Operate Effectively 3: UVU utilizes transparent and collaborative decision-making processes.			
Note: The Operate Effectively administrative imperative was revised in Fall 2016 to “Operate Ethically and Effectively,” with an additional objective added and minor revisions to the existing objective. It will be evaluated as revised in the next self-evaluation.			
<b>Manage Growth: UVU anticipates and appropriately responds to the region's higher education needs.</b>			
Manage Growth 1: UVU anticipates and plans for future regional educational needs.			
Manage Growth 2: UVU adapts to meet student and community needs consistent with its educational mission.			
<b>Secure Resources: UVU seeks and obtains public and private resources to fulfill its mission.</b>			
Secure Resources 1: UVU communicates its resource requirements and secures appropriate state tax fund support to fulfill its role within the Utah System of Higher Education			
Secure Resources 2: UVU establishes tuition and fees consistent with the economic environment and its mission.			
Secure Resources 3: UVU strategically pursues and acquires private and public resources beyond state appropriations.			

## **Student Success: UVU supports students in achieving their educational, professional, and personal goals.**

**Satisfactory.** UVU provides students with the foundations for professional and academic success as indicated by employment and continued education rates. UVU has made outstanding progress in improving retention and completion, already meeting its 2020 graduation rate goals. In addition to the indicators of success associated with specific objectives, UVU students across the university consistently receive top awards in major national competitions. Students interact with faculty at rates comparable to peer institutions and participate in campus activities more than in the past. Employers consistently praise UVU's graduates, which goes far toward explaining the very high employment rates among graduates.

### **Student Success 1: UVU supports students' preparation and achievement of academic success at the University.**

**Satisfactory.** UVU has demonstrated dramatic improvement in completion and graduation rates over the last six years. Six-year graduation rates for full-time, bachelor's degree-seeking students grew from 17% for the 2006 cohort to the 30% for the 2009 cohort (who graduated in 2015). The overall graduation rate grew from 24% to 33% during that time, meeting what were once viewed as ambitious 2020 goals for both the overall and bachelor's degree graduation rates four years ahead of schedule. The total number of degrees awarded annually has increased 21.9% since 2010-11, and has shown the largest increase in degrees awarded since 2009-10 of any USHE institution, indicating that improvement is not limited to first-time, full-time students. Over the past five years, UVU has awarded the second largest number of undergraduate degrees among USHE institutions. Stable first-to-second year retention rates are enhanced by substantial growth in upper-level enrollment despite stable transfer-in enrollment, indicating that UVU has also increased persistence through the later years of students' academic careers. Graduation and retention rates do remain slightly below our currently identified peer institutions; however, UVU compares favorably to several alternative peer groups identified by Institutional Effectiveness and Planning that emphasized large, open enrollment, dual mission institutions with large atypical student populations. UVU is by no means content with its current graduation and retention rates, but the excellent progress made over the past five years is a point of pride for the university.

While UVU remains committed to continued progress and implementation of new graduation improvement initiatives, we recognize that, like most institutions, the typical reporting standards do a poor job of representing student success. The IPEDS graduation rates capture less than one quarter of our graduates (i.e., traditional students) and fewer than half of our peer group institutions are open admissions. Our inclusive mission, with its commitment to open admissions and second-chance students, significantly restricts the extent to which UVU can control its graduation and retention rates through selective admissions of those students most likely to be enrolled full-time, retained, and graduate on time, a response pursued by a number of institutions. The new IPEDS Outcomes Measure will likely provide a more comprehensive evaluation and will be added to the indicators for the next self-evaluation. Our increased performance came in spite of outside influences which created negative enrollment effects, such as an improved economy and a missionary age change by the Church of Jesus Christ of Latter-Day Saints (LDS), with which 73.2% of students identify.

**Student Success 2: UVU provides a meaningful and well-rounded university experience.**

**Satisfactory.** Student-faculty interaction outside of the classroom is comparable to peer groups and increases substantially from the first year of study through students' senior years. Approximately three-fourths of students participate in at least one student activity each semester, a high number for a non-residential institution and a noteworthy improvement over the past five years.

**Student Success 3: UVU prepares students for success in their subsequent academic, professional and lifelong learning pursuits including serving as leaders, people of integrity and stewards of their communities.**

**Excellent.** Both employers and students believe that UVU graduates are well prepared for future success. Employer's perception of graduates' skills, as expressed in the UVU Employer Survey, showed most students as adequate and approaching ideal in most areas of performance, and students nearly universally say that UVU made substantial contributions to growth in their personal and intellectual skills. The UVU Alumni Survey suggests that graduates' employment rate one year following graduation continues to rise but has not fully rebounded to levels prior to the Great Recession. However, employers frequently report, for example, that the only problem with UVU graduates is that there aren't enough of them. Combined with recently available data from the Utah Department of Workforce Services indicates that the known limitations of survey methodologies have led UVU to underestimate employment. DWS data shows that 75.5% of 2013-14 UVU graduates were employed in Utah in 2014-15, a higher rate than USHE institutions overall. This success reflects UVU's responsive curricula and degree programs, driven by workforce data, active advisory boards, industry-focused strategies, and career pathways. The percentage of graduates continuing their education within one year of graduating is off of its historic peak but consistent with long-term trends and increases steadily with time since graduation.

## **Engaged: UVU engages its communities in mutually beneficial collaboration and emphasizes engaged learning.**

**Satisfactory.** UVU is a major contributor to Utah's economy. UVU students are increasingly participating in engaged learning activities, and they make important contributions to Utah's communities and economy following graduation. Our commitment to community engagement is recognized by the Carnegie Foundation. However, there are some concerns about the extent to which engagement is consistent and some indications of decline in business development and civic engagement.

### **Engaged 1: UVU faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.**

**Satisfactory.** Participation in high-impact learning practices among seniors is nearly universal and comparable to various peer groups. Nearly one-third of UVU students participated in volunteer and service learning in 2015-16; though this is a decline over the past five years. A preliminary measure indicates only 4.9% of Fall 2015 enrollment came in courses with significant engaged components. This would indicate that, at most, 40% of students enroll in at least one such course over their academic careers. However, a significant number of engaged courses is likely excluded from this measure, which is based solely on catalog descriptions rather than pedagogical practices. As part of a Title III grant, the Office of Engaged Learning and Institutional Research & Information is working to build a more direct, valid, and reliable quantitative assessment process for engaged courses that is expected to be available for the next Self-Evaluation.

### **Engaged 2: UVU fosters partnerships and outreach opportunities that enhance the regional, national, and global communities.**

**Satisfactory.** UVU's Carnegie Engaged Institution designation was renewed in 2014, demonstrating its success in developing and maintaining community partnerships. Utah Valley University was one of the first in Utah to receive an Elective Community Engagement designation from the Carnegie Foundation for the Advancement of Teaching in 2008. As recipients of this designation, Utah Valley University has demonstrated commitment to community engagement, and has worked diligently to develop organizational structures, policies, and programming that facilitate student, faculty, and staff involvement in the community. In 2015, Utah Valley University received this designation for a second time, one of 361 colleges and universities who have been given the designation. The foundation praised UVU's alignment of mission, culture, leadership, resources, and practices and its documented evidence of community engagement.

### **Engaged 3: UVU serves as a portal of civic engagement and an engine of regional economic and business development.**

**Excellent.** UVU continues to make a major contribution to the regional and statewide economy and to the quality of life in its community. The majority of UVU graduates live and work in Utah, but an increasing number take jobs out of state. This is likely due to increased admission of students from out of state. UVU's economic impact for students remains substantial. Based on the most

recent data available, UVU generated \$8.04 in statewide economic activity for every dollar of appropriated state tax funding. Evaluation of business and civic engagement was challenging during this evaluation period due to significant changes in data reporting standards for both business development and student civic engagement. UVU continues to offer significant business development services and helps create new businesses through its Business Resource Center. While the indicator for this objective appears to show that job creation declined, this is due entirely to a new state methodology for calculating job creation; the underlying data remains consistent. Student civic engagement also appears to have declined, But this is due to a change in the Utah Campus Compact survey methodology; data provided by Student Affairs shows no change in the activities that contribute to the survey. Further monitoring and clarifying of measures for this area is recommended, but overall, the indicators support continued excellence in this area consistent with the 2015 self-evaluation.

## **Serious: UVU fosters a culture of academic rigor and professional excellence.**

**Satisfactory.** UVU is comparable with its peers in quality of instruction; has a growing culture of faculty and student scholarship and creative work; and has improved the quality of its students, faculty, and staff. This has led to a strong perception for quality among the community.

### **Serious 1: UVU champions learning through outstanding teaching in an academically rigorous environment.**

**Satisfactory.** NSSE data indicate that UVU is consistent with comparable institutions in effective teaching practices and active and collaborative learning, and slightly below them on level of academic challenge. Student Ratings of Instruction results show generally strong performance from faculty, though there are concerns that the data may suffer from several biases pulling results in competing directions. To remedy this, UVU is in the process of developing direct measures of Essential Learning Outcomes and expects to have this in place for the next Self-Evaluation.

### **Serious 2: UVU supports a culture of scholarship and creative work and promotes accomplishment in cultural, academic, and co-curricular/extramural endeavors.**

**Satisfactory.** There is strong evidence of a culture of scholarship and creative work. Faculty regularly publish and present at conferences, students frequently present at conferences such as NCUR and UCUR, and UVU students are consistently winning awards at major competitions. NSSE data show strong student participation with faculty members. Systematic indicators are not available yet due to inconsistent implementation of the Digital Measures system for tracking faculty scholarly and creative activity and the lack of centralized administration of scholarship and creative work. UPAC strongly believes that measurement of this area is not in itself a valid reason to pursue organizational restructuring but will encourage colleges and schools, as well as vice-presidents outside of Academic Affairs, to provide summaries of scholarship and creative work performed in their areas.

### **Serious 3: UVU attracts, develops, and retains high achieving students and highly qualified faculty, staff, and administrators.**

**Satisfactory.** UVU has maintained the percentage of students for whom UVU was their first or second choice while admitting more highly qualified students. While the percentage of full-time faculty with doctorate degrees has declined slightly, the combined percentage with either doctorate or masters' degrees has remained steady. UVU rates equal or, in some cases, above peers in employee satisfaction, and the trend since the last rating period suggests that the lower values of 2014 are simply statistical fluctuation. Voluntary employee terminations are up over the six-year period, likely due to the improving economy increasing opportunities, but down somewhat from 2015 to 2016, with most of the change attributable to employees other than faculty.

**Serious 4: UVU is recognized for high quality, efficient, and effective programs and services.**

**Excellent.** The community perception of UVU has dramatically increased since we became a University in 2008. In 2015, 87% of Utah County residents and 75% of residents statewide were “likely” or “very likely” to select or recommend UVU; 83% of county residents and 64% of state residents said that their impression of UVU had improved in the past 10 years. Nearly two thirds of the State of Utah and 90% of Utah County look highly on UVU. In addition to being regionally accredited by the Northwest Commission on Colleges and Universities, UVU maintains 19 specialized accreditations.

## **Inclusive: UVU provides opportunity for individuals from a wide variety of backgrounds and perspectives and meets regional educational needs.**

**Satisfactory.** UVU continues to make substantial efforts to improve educational opportunities for underserved groups and expand its educational offerings driven by the campus-wide Inclusion Plan. These efforts have been generally successful in ensuring a representative student body, providing a safe environment, and meeting students' and the region's educational needs. There are concerns that a small but significant minority of students may feel disrespected by classmates or instructors.

### **Inclusive 1: UVU provides accessible and equitable educational opportunities and resources for all students.**

**Excellent.** UVU's demographics are representative of Utah County, and reflect significant increases in enrollment of racial or ethnic minorities. Minorities make up 17% of the UVU student body in fall 2016, with approximately half of the growth coming among Latinx students. Minority enrollment at UVU has grown by 223% since 2001, while total enrollment grew by 47%. Enrollment of minorities will need to continue to increase to keep pace with expected regional demographic changes. UVU has also slightly but consistently increased its percentage of women since 2011, though the proportion of women at UVU remains among the lowest of USHE institutions and well below the national average of 57%. UVU continues to enroll a large number of non-traditional students, with the long-term trend in average non-high school concurrent enrollment student age increasing along with an ageing regional population. The number of students under 18 years old has also increased from 16% to 21% due to expansion of concurrent enrollment, also an important non-traditional population. Increases in the percentage of students receiving financial aid and decreases in the percentage of students needing developmental coursework are believed to reflect structural changes at the university that increase the utilization of the former and provide alternatives to the latter, both of which enhance educational access at UVU.

### **Inclusive 2: UVU provides opportunities to improve intercultural competence in an increasingly complex, diverse, and globalized society.**

**Satisfactory.** UVU is somewhat below peers in the "NSSE Discussions with Diverse Others" indicator, which likely reflects the relatively low diversity of its student body and service region population. Graduates consistently report moderate growth in global perspective and understanding diversity. Neither indicator provides a clear measure of opportunities to develop awareness, understanding, and appreciation of differences among students. While UVU does not show significant problems in this area, more can be done, and the programming efforts of the campus Inclusion Committee are hoped to improve such opportunities significantly beginning this year.

**Inclusive 3. UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives.**

**Satisfactory.** Most students report a positive environment in line with peers throughout the region and within UVU's Carnegie classification. Eleven percent of students report problems with classmates "at least sometimes" and almost one in four from instructors. Supporting data provided by Institutional Research & Information suggests that these views do not correspond strongly to membership in ethnic or racial minority groups, but there is limited data regarding religious identification or sexual orientation and gender identity, and underreporting of circumstances creating a hostile environment for some students is to be expected. While there is insufficient evidence to substantiate serious problems in this area, continued attention is necessary to better understand the nature of those students who have negative experiences. UVU's efforts to improve support for students and employees in this area—exemplified by the creation of an office dedicated to equal opportunity, affirmative action, and Title IX compliance; and opening the Multicultural Student Services and LGBT Student Services centers—is expected to enhance inclusivity in the university's operating environment. Results from the 2016 Great Colleges to Work For survey indicate that 72 percent of employees agree or strongly agree that UVU has a safe and supportive environment.

**Inclusive 4. UVU offers an array of courses, programs, and delivery methods designed to reflect students' goals and the region's educational needs.**

**Excellent.** UVU continues to be especially effective in meeting these needs. Students are generally satisfied with course availability by location, time, and semester, but satellite locations appear to be underutilized. About one-third of students would like additional degree offerings, primarily in academic subjects where UVU has added degrees recently, such as social work and psychology or graduate studies. While there is significant student demand for engineering degrees, UVU's ability to add such degrees is constrained by USHE and appropriate resources. UVU's STEM offerings correspond to regional employment needs; regional non-STEM job demand in areas typically requiring higher education, such as management and sales, are consistent with recent changes in UVU's degree offerings.

## **Operate Effectively: UVU utilizes best practices and transparent processes to continuously improve and responsibly use resources.**

**Excellent.** UVU's culture of planning and decision-making processes are exemplary, though improvements in compliance remain desirable. The PBA process ensures that UVU allocates its resources toward its Core Themes and Administrative Imperatives, and was especially successful in ensuring that the acute equity funding received in 2014 was allocated to support institutional objectives. UVU continues to ensure that growth in administrative expenses does not exceed that of instructional expenses. However, while UVU's efforts to include all stakeholders in decisions are exemplary and generally satisfy employees, increasing compliance expectations, regulatory burdens, and political demands on higher education are constraining the institution's ability to operate transparently and straining the university's resources.

UVU has also made considerable progress in effective compliance with federal, state, and accreditation mandates. It has hired a general counsel, created the Office of Equal Opportunity and Affirmative Action with responsibility for investigating violations of a range of anti-discrimination requirements including Title IX, and strengthened the University Compliance and Risk Management office. This has culminated in a revision of this administrative imperative to "Operate Ethically and Effectively" and added a new objective regarding ethical behavior. The revised administrative imperative will be evaluated beginning with the next self-evaluation cycle.

### **Operate Effectively 1: UVU fosters a culture of planning, assessment, improvement and accountability.**

**Excellent.** Overall UVU is well above its peers in regard to this measure. In its Mid-Cycle Review, the NWCCU highlighted UVU's PBA process as an example for other institutions. Nearly 40% of 2016 PBA requests were connected or strongly connected to strategic planning, compared to 17.4% in 2014. UVU has considerably improved its unit strategic planning process to enhance connection between the university and unit missions. Employee satisfaction with institutional planning and accountability is strong overall and significantly better than both our peer group and other institutions in our Carnegie classification.

### **Operate Effectively 2: UVU strategically allocates resources to achieve institutional objectives.**

**Excellent.** UVU uses the PBA process to ensure that all resource allocation requests support institutional objectives and mission fulfillment. The process demonstrated its value when UVU received an additional \$21 million in acute equity funding in 2014, ensuring that the substantial injection of ongoing funding was used strategically in support of UVU's mission, core themes, and objectives. However, the institution does not believe that resources should be allocated equally to all Core Themes and Administrative Imperatives, and has revised past indicators accordingly. Growth in administrative spending is matched with instructional expenditures, ensuring that UVU does not fall victim to the administrative bloat commonly cited as a reason for high growth in student costs, even as external economic and political pressures increase the need for administrative demands and the costs of meeting them.

**Operate Effectively 3: UVU utilizes transparent and collaborative decision-making processes.**

**Satisfactory.** UVU is doing well based on employees' perceptions of transparency and collaboration. This reflects the university's commitment to transparent planning and decision-making processes such as PBA, curriculum management, and the open development process for major institutional plans such as the Academic Master Plan and the Facilities Master Plan, shared governance, and involvement of student government in decision-making bodies. UVU employees are less satisfied with shared governance than they have been in the past, but satisfaction remains stable and slightly above that of our peers. This suggests employees remain generally satisfied even in a higher education environment of decreasing institutional autonomy and increasing compliance burdens.

## **Manage Growth: UVU anticipates and appropriately responds to the region's higher education needs.**

**Excellent.** UVU continues to aggressively and effectively plan for growing demand for higher education in the service region, updating its Strategic Plan for Managing Growth and developing its Facilities and Academic Master Plans. The university added 54 new degree programs since 2010 while ensuring that the majority of instruction is provided by full-time faculty, contrary to the national trend toward increasing reliance on adjunct instructors. Major expansions of facilities have kept pace with but not eliminated pressures resulting from enrollment growth.

### **Manage Growth 1: UVU anticipates and plans for future regional educational needs.**

**Excellent.** As an open enrollment institution, UVU cannot manage growth by managing enrollment directly as many institutions do. It has thus updated its Strategic Plan for Managing Growth, is in the process of developing Academic and Facilities Master Plans to support growing regional demand, and has tasked the Office of Teaching and Learning with finding innovative ways to increase the number of students served, demonstrating its strong commitment to planning for anticipated growth. Indicators show current K-12 enrollments peaking with the class of 2026 and then declining, but general regional growth suggests that subsequent classes will still be larger than the class of 2026 is currently. The regional traditional college-aged population continues to grow into the foreseeable future with non-traditional-aged students possibly trending towards the least growth. UVU was especially effective in planning for the enrollment effects of the unexpected change in LDS Church missionary age requirements.

### **Manage Growth 2: UVU adapts to meet student and community needs consistent with its educational mission.**

**Excellent.** UVU added 54 programs between 2010 and 2016, and expanded course offerings consistently over time. While the majority of new programs have been at the bachelor's degree level, UVU has maintained its community college mission by adding five new associate's degree programs and 19 new certificates. In Fall 2017, five new master's degrees programs will be offered, enhancing UVU's mission as a regional university. It has also terminated 15 programs that no longer meet student and community needs, allowing resources to be used in programs that more effectively meet needs.

UVU has increased the percentage of instructional credit hours taught by salaried faculty to 55% while continuing to meet the state mandated goal of an average of 12 instructional credit hours per semester per salaried faculty member. This demonstrates that growth and cost pressures can be met without increasing casualization of the academic work force, making UVU a positive counterexample in the current higher education environment. UVU's gross square footage grew to over 3 million square feet, an increase of over 1 million square feet since 2007-08. UVU nonetheless remains the most space-efficient USHE institution at 87 square feet per FTE, and space growth has been matched by enrollment growth so that space per FTE remains similar to the last years of Utah Valley State College.

## **Secure Resources: UVU seeks and obtains public and private resources to fulfill its mission.**

**Excellent.** In spite of a difficult fiscal environment, UVU has increased state revenue and maintained low tuition by the standards of a four-year institution. Contributions from donors, grants, and contracts are generating valuable additional revenue.

### **Secure Resources 1: UVU communicates its resource requirements and secures appropriate state tax fund support to fulfill of its role within the Utah System of Higher Education.**

**Excellent.** UVU's combined state and tuition revenue has fluctuated, with tuition revenue generally growing fast over time due to enrollment growth. Recently we have experienced growth in state tax revenue from a historic \$21 million appropriation of ongoing acute equity funds appropriated in 2014. State tax funding growth to support projected enrollment growth and programmatic expansion is part of USHE's annual budget request though legislative funding is, of course, always uncertain. Tuition remains the dominant revenue source for UVU rather than state tax funds, with UVU having the second-lowest percentage of state tax funding of any non-research institution in the state, but UVU's level of state support is significantly better than institutions in many other states, reflecting Utah's generally consistent commitment to public higher education. Considering the conditions UVU's performance in this area is commendable, having played an important role in moving forward the statewide acute equity funding initiative.

### **Secure Resources 2: UVU establishes tuition and fees consistent with the economic environment and its mission.**

**Satisfactory.** UVU's tuition and fees of \$5,386 per year for full-time resident undergraduates in 2015-16 is nearly \$700 below the average of four-year USHE institutions. Moreover, it remains one of the great bargains regionally and nationally. UVU's tuition and fees were the 11<sup>th</sup> least expensive out of 31 public, four-year, non-research institutions in the Rocky Mountains. Combined with its aggressive financial aid efforts and low cost of living, its net price is the 64<sup>th</sup> least expensive of 672 public, four-year institutions nationwide, and the only Utah school among the 100 least expensive institutions. For the past two years UVU has reduced general student fees, and has eliminated a distance/extended education course fee.

### **Secure Resources 3: UVU strategically pursues and acquires private and public resources beyond state appropriations.**

**Excellent.** UVU continues to have great success in securing external funding. 2015-16 was its best year ever for fundraising, raising \$21 million; it has already raised \$15 million halfway through 2016-17. Major gifts have wholly supported the completed Barbara Barrington Jones Family Foundation WeeCare Center and the Melisa Nellesen Center for Autism currently under construction, and contributed a substantial portion of funding for the Noorda Center for the Performing Arts now under construction. Sponsored programs generated \$18.7 million in 2015-16, primarily from government grants. Endowment and trust return was a relatively impressive 3.8% during 2015-16

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(for reference, the S&P 500 gained 1.5% during that time), and working capital returned 1.2% through careful management within substantial state policy constraints.