LEADERSHIP TEAM

Linda Makin
Vice President

Marc Jorgensen
Director, IEP

Robert Loveridge
Director, IRI

Melissa Frost
Director, EOAA

Cara O’Sullivan
Policy Officer

Ellen Sweat
Director, Budget

Mark Wiesenberg
Assoc. VP HR

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MISSION STATEMENT

The Division of Planning, Budget, and Human Resources supports sustained fulfillment of UVU’s mission by providing key services, resources, information, and analysis to the university community and its stakeholders. We foster a culture of informed planning, assessment, innovation, and accountability to maximize individual and organizational success. We promote a campus climate for students and employees that is welcoming, safe and inclusive.
OBJECTIVES

1. Foster strategic planning, resource allocation, assessment, and evidence-based decision-making practices and processes in an environment of transparency and collaboration

2. Cultivate a campus climate based on integrity, respect, equal opportunity, and inclusion which attracts, develops, rewards, and retains high quality faculty and staff

3. Provide timely, meaningful data, information and analysis to decision-makers and stakeholders that is easily accessible and understandable

4. Develop and model professional excellence through efficient, effective, and innovative programs, services, and practices
Foster strategic planning, resource allocation, assessment, and evidence-based decision-making practices and processes in an environment of transparency and collaboration.

Provide timely, meaningful data, information and analysis to decision-makers and stakeholders that is easily accessible and understandable.

Cultivate a campus climate based on integrity, respect, equal opportunity, and inclusion which attracts, develops, rewards, and retains high quality faculty and staff.

Develop and model professional excellence through efficient, effective, and innovative programs, services, and practices.
Objectives in Relation to Core Themes and Administrative Imperatives

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Cultivate a campus climate based on integrity, respect, equal opportunity, and inclusion which attracts, develops, rewards, and retains high quality faculty and staff

Develop and model professional excellence through efficient, effective, and innovative programs, services, and practices
Progress During 2015-16

- Foster strategic planning, resource allocation, assessment, and evidence-based decision-making practices and processes in an environment of transparency and collaboration

- Strategic Plan for Managing Growth
- Support for 1st annual university-wide leadership meeting
- Transition to Insight 2.0
- Completed allocation/reporting of Acute Equity funds
- SWOT Analysis
- IRI Organizational Assessment
Progress During 2015-16

Cultivate a campus climate based on integrity, respect, equal opportunity, and inclusion which attracts, develops, rewards, and retains high quality faculty and staff.

- Great Colleges to Work For Survey
- Title IX training from primarily face-to-face to online
  - 95% of employees know what to do if they receive a report
- Employee training LMS
- Staff performance-based pay
- New Staff Performance Management systems
- Implementation of UVUFit
Progress During 2015-16

Provide timely, meaningful data, information and analysis to decision-makers and stakeholders that is easily accessible and understandable

- On-campus training on BI tools
- Support for Academic Program Review data
- Collaboration with Admissions/Prospective Students
- Creation of student transfer dashboard
- Reengineering of Student Success/Retention dashboard
- Completion of Community Survey
Progress During 2015-16

- Transitioned Tableau from UEN to UVU
- Participation in UVU’s “Gateway Course” initiative with AAC&U
- Improved communications
  - Employee compensation letter
  - Video trainings
- UVUfit received Platinum Worksite Wellness Council Award
- RMAIR Best Presentation Award
- AIR Statement of Aspirational Practice
Area of Focus #1

- Improve Student Retention & Completion
  - Data to support student success from application through graduation/alumni
  - Student interns
  - Adjunct faculty teaching by administrators and staff
  - Student employment
  - Focus groups
  - Quality of daily interactions and service
  - Provide support for students who are at risk for leaving
Area of Focus #2

- Expand and enhance the array of courses, programs, and delivery methods to meet students’ goals and the region’s educational needs.
  - Data and financial information in support of new academic program proposals
  - Substantive change submissions to NWCCU
    - Master’s approved in record time

APPROVED
Area of Focus #3

- Strategically allocate divisional/department resources to achieve institutional objectives
  - Cost containment/reallocation efforts
    - Reduce expenditure on food
    - Increased use of links rather than printed materials
    - Collaborative use of Survey Research Center by other institutions
    - Bring consultants/trainers to campus
Highest Priority Resource Requests
Operate Effectively 3--Transparent and collaborative decision-making processes

Policy Office

- Move part-time hourly to full-time staff
  - Right size capacity to support demand
  - Bench strength for editing and policy research/mapping
  - Support timely and efficient policy process

On-going salaries/benefits: $43,116
Operate Effectively 3--Transparent and collaborative decision-making processes

Institutional Research & Information

- Move part-time (admin. support) hourly to full-time Intermediate Research Analyst
  - Improve access to and timely update of data for decision-makers
  - Maintain and sustain dashboards and assessment data
  - Allow senior research analysts to focus on analysis, development, projects, and communication
- Increase training funds

On-going salary/benefits: $21,571
On-going training funds: $10,000
One-time training funds: $15,000
Inclusive 3--Provide inviting, safe, and supportive environment

Equal Opportunity/Affirmative Action

- Hourly staff--full-time support for EO/AA office; part-time support for Office of General Counsel
  - EO/AA--scheduling/communications demands, support for student training, intake assistance
  - OGC—currently no administrative assistant support
- Electronic investigation case management system

Hourly Staff on-going request: $29,663
Current Expense on-going request: $6,000

Request supported by Office of General Counsel
Serious 4--Recognized for high quality, efficient, and effective programs & services

Institutional Effectiveness & Planning/ALO

- NWCCU Year Seven Self-Study and Evaluation Team Visit

One-time current expense/travel funds: $20,000
VISION & MISSION

Vision Statement
Human Resources serves as a strategic partner supporting Utah Valley University as an employer of choice by attracting, sustaining, and inspiring great people, with great passion, working for a great purpose.

Mission Statement
Human Resources advances workplace solutions and services through leadership, excellence, innovation, and engagement, to enrich the work and learning environment for our faculty, staff and students.
OBJECTIVES

1. LEADERSHIP: Create value by enhancing workforce effectiveness at all levels of the University.

2. EXCELLENCE: Foster a culture of excellence that embraces inclusion and equitable practices.

3. INNOVATION: Enhance HR service delivery capabilities and alignment by adapting, standardizing, and streamlining essential processes, procedures, and communication.

4. ENGAGEMENT: Develop and maintain collaborative partnerships that further the University’s mission and objectives.
Examples of reallocation of resources for better delivery of HR services

- HR discontinued the use of two modules in PeopleAdmin that did not provide the expected outcomes in service delivery.
  - This adjustment resulted in savings, which allowed HR to reallocate resources to support our Onboarding Initiative without requiring additional funds.

- Enhanced communication and outreach to campus by leveraging the skill and expertise of an HR employee to develop videos that better inform employees.
  - Purchasing these services outside would have cost the institution $5-$7000 per video per year.
HR PBA Request Summary

**University Requests**
- University Compensation Equity Initiative
- University Compensation Initiative - Merit\Key Retention Pay
- Increase to PT/Adjunct Hourly Budgets
- FLSA Adjustments

**HR Requests**
- Increase to HR Hourly Budget
- Increase to ADA Budget
- HR Interns
University General Request

In support of HR Objective 1

- University Compensation Equity Initiative
  - $3,000,000 (ongoing)

- University Compensation Initiative
  - Merit\Key Retention Pay
  - $2,500,000 (ongoing)

- Increase to PT/Adjunct Hourly Budgets
  - $1,000,000 (ongoing)
FLSA Compliance

- Provide Funding for continual compliance with new FLSA rules concerning nonexempt employees.
- To encourage an ethical and respectful work environment.
- To promote trust, fairness, confidentiality, and accountability.
- To comply with continual adjustments going forward, depending on FLSA’s compensation level for executive, administrative, and professional workers year-to-year.

Total Request $100,000 (ongoing)
HR PBA Request and in support of HR Objective 3

Increase to HR Hourly Budget

- Growth in demand for services and outreach to the University community is difficult to effectively manage with current staffing levels in HR.
- In order to operate effectively and meet the needs for Federal compliance, this funding will help HR better allocate increased workloads in order to operate more effectively.

Total Request $100,000 (ongoing)
HR PBA Request and in support of HR Objective 2

Increase to ADA Budget

- To provide interpreting services to our deaf and hard of hearing faculty/staff to assist them in performing essential functions of their job.

- These interpreting services are newly transferred to ADA and require an increase to cover the additional costs.

Total Request: $20,000 (ongoing)
HR PBA Request and in support of HR Objective 4

HR Interns Funds Increase

- To support the new Human Resources degree program in the Woodbury School of Business by providing additional intern opportunities for students in the program.

- To prepare students for their academic, professional, and lifelong learning pursuits.

Total Request $25,000 (one-time)
Great people. Great passion. Great purpose.
Summary
Summary
Combined PBHR Resource Requests

<table>
<thead>
<tr>
<th>Initiative</th>
<th>On-going</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Office part-time to full-time staff</td>
<td>$43,116</td>
</tr>
<tr>
<td>EOAA hourly administrative support for General Counsel</td>
<td>$29,663</td>
</tr>
<tr>
<td>EOAA electronic case tracking system</td>
<td>$6,000</td>
</tr>
<tr>
<td>IRI part-time staff to full-time Intermediate Analyst</td>
<td>$21,571</td>
</tr>
<tr>
<td>IRI training/professional development</td>
<td>$10,000</td>
</tr>
<tr>
<td>Hourly staff for HR compensation &amp; employee relations</td>
<td>$100,000</td>
</tr>
<tr>
<td>Interpreters for employees</td>
<td>$20,000</td>
</tr>
<tr>
<td><strong>TOTAL ON-GOING REQUESTS</strong></td>
<td><strong>$230,350</strong></td>
</tr>
</tbody>
</table>
## Summary

### Combined PBHR Resource Requests

<table>
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<tr>
<th>Initiative</th>
<th>On-going</th>
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<tr>
<td>Accreditation 7-year evaluation team expenses</td>
<td>$25,000</td>
</tr>
<tr>
<td>IRI Hourly intern</td>
<td>$33,120</td>
</tr>
<tr>
<td>IRI Hourly staff to pilot Qualitative Research Center</td>
<td>$17,827</td>
</tr>
<tr>
<td>IRI training/professional development</td>
<td>$15,000</td>
</tr>
<tr>
<td>Human Resources Hourly interns</td>
<td>$25,000</td>
</tr>
<tr>
<td><strong>TOTAL ONE-TIME REQUESTS</strong></td>
<td><strong>$115,947</strong></td>
</tr>
</tbody>
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Stepping down as Director of Institutional Effectiveness & Planning on December 31 to return to Developmental Math full-time
Retiring after 31 Years (11.5 years as Director of Institutional Research and Information) at UVU on December 31
• Relieve space pressure in Browning Administration

• Human Resources space reflective of Utah’s largest university and Utah County’s largest employer
PS Infill “cost-effective” Groundbreaking
Five Standards
- Mission & Core Themes
- Resources & Capacity
- Planning & Implementation
- Effectiveness & Improvement
- Mission Fulfillment, Adaptation, & Sustainability

Self-Evaluation due September 2017
Peer Evaluation on Campus October 2017
The core themes are single words that truly represent the heart of the university as the leadership and the employees of the college live each concept daily.

NWCCU Evaluation Team
Report draft, October 2014