

2022-23 PBA Introduction

October 18, 2022





Our school. Our story.
Our Evergreen UVU!

**Thank you for deploying our resources
most effectively! Thank you for clear and
practical conversations across campus!**



We are focused: Mission and Core Values:

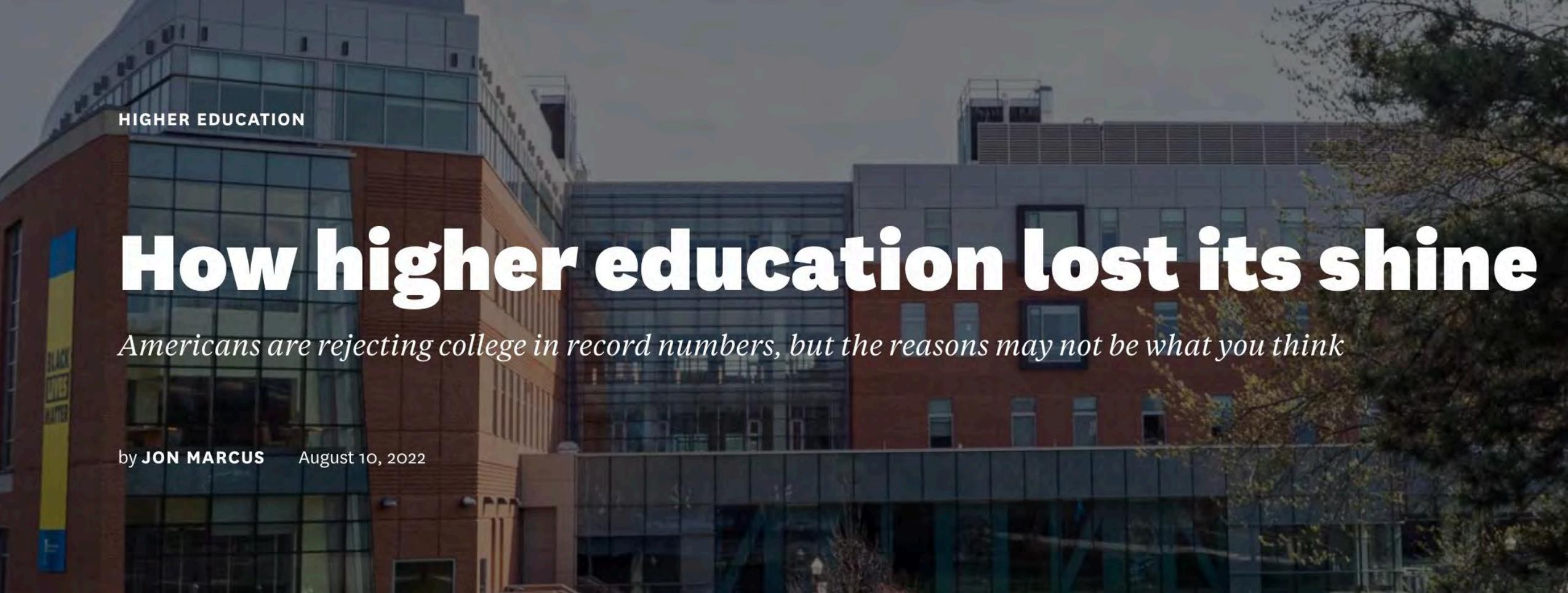
Utah Valley University is an integrated university and community college that educates every student for success in work and life through excellence in engaged teaching, services, and scholarship.

Exceptional
Care

Exceptional
Accountability

Exceptional
Results





HIGHER EDUCATION

How higher education lost its shine

Americans are rejecting college in record numbers, but the reasons may not be what you think

by **JON MARCUS** August 10, 2022

“More than four in 10 bachelor’s degree holders under 45 did not agree that the benefits of their educations exceeded the costs, according to a survey by the Federal Reserve. Only a quarter of recent grads in another survey, by the educational publishing and technology company Cengage, said that, if they could do it again, they’d take the same educational path.”

That adds up to a lot of bad reviews passed down to younger siblings and classmates, who consider family and friends the most trustworthy sources about whether and where to go to college, according to a survey by Vox Global, for the Indiana Commission for Higher Education, that also combed through social media.”

STAGGERING STATS...

4M

FEWER STUDENTS IN
COLLEGE THAN IN 2012

579

INSTITUTIONS CLOSED IN
2017-21

<
1/3

ADULTS NOW SAY A COLLEGE
DEGREE IS WORTH THE COST



How are we positioned in the highly disrupted world of higher ed?

43,099 WOLVERINES

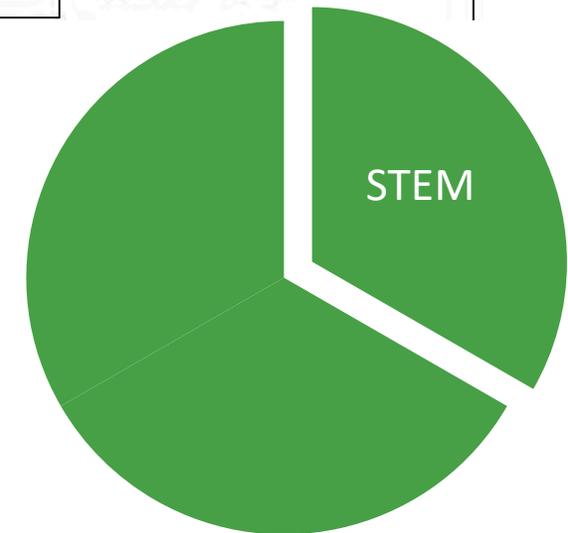
 29% are age 25 or older	 19% are students of color	 38% are first-generation students, meaning that neither of the student's parents completed a bachelor's degree
 37% are married or in a partnership	 14% support at least one child	
	38% are part-time students	 82% are employed while attending UVU
	28% work more than 31 hours per week	

101 bachelor's degrees

59 associate degrees

14 master's degrees

70 certificates

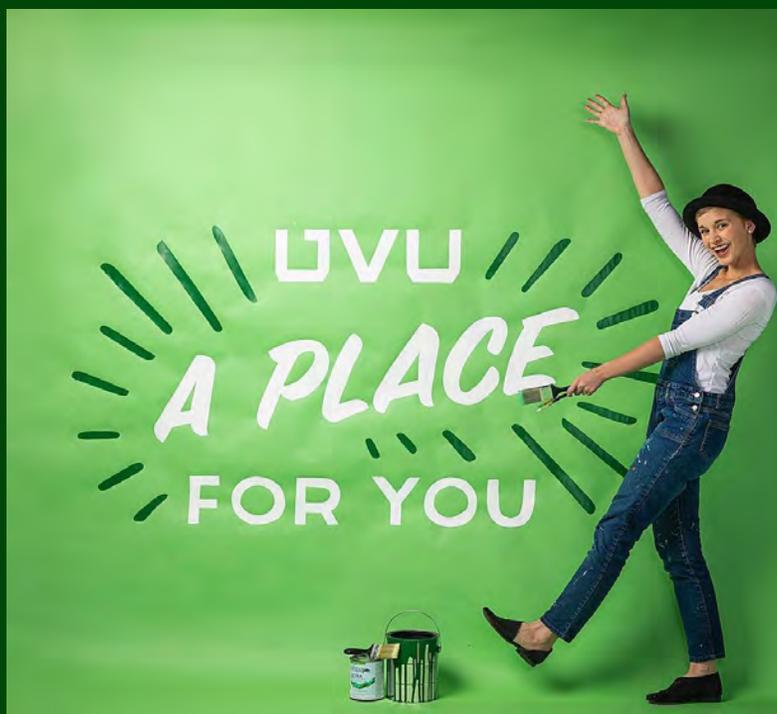


1/3 of UVU's bachelor's degrees are in STEM fields



What makes UVU different?

- Open admission (non-prejudicial I)
- Dual mission (teaching university + community college)
- “Engaged,” agile, and pragmatic



Students today, Wolverines forever

2020
6,410 grads

2021
8,729 grads

2022
11,743 grads



Clear ROI

#1 IN UTAH

— *for* —
ALUMNI EARNINGS

★ ★ ★

Grad Rankings
2021

This award badge is green with a white ribbon. It features the text "#1 IN UTAH" in large white and green letters. Below this, a white ribbon contains the text "— for — ALUMNI EARNINGS". At the bottom, there are three green stars and the text "Grad Rankings 2021".

#2 IN UTAH

— **"BEST BANG FOR YOUR BUCK"** —

★ ★ ★

Washington Monthly
2020

This award badge is green with a white ribbon. It features the text "#2 IN UTAH" in large white and green letters. Below this, a white ribbon contains the text "— 'BEST BANG FOR YOUR BUCK' —". At the bottom, there are three green stars and the text "Washington Monthly 2020".

#3 IN THE NATION

— **"BEST RETURN ON INVESTMENT"** —

★ ★ ★

Business Insider
2020

This award badge is green with a white ribbon. It features the text "#3 IN THE NATION" in large white and green letters. Below this, a white ribbon contains the text "— 'BEST RETURN ON INVESTMENT' —". At the bottom, there are three green stars and the text "Business Insider 2020".

Strengths

- Strong commitment to student success
- Inclusive environment
- Engaged learning
- Sports and arts
- Physical facilities and location
- Return on investment

Weaknesses

- Compensation and flexible work
- Lack of workforce diversity
- Online learning experience
- Transfer of credit and prior learning
- Accelerate momentum

SWOT 2022

Opportunities

- Utah's growth and vibrancy
- Focus on flexibility
- Multiple satellite campuses
- Hub institution
- Sustainability initiatives

Threats

- Societal view of higher education
- Competition for students
- Alternative credentials
- Labor market



Strategic Analysis for Vision 2030



Utah's Growth and Vibrancy



Societal View of Higher Education



Return on Investment



Flexible & Relevant Educational Options



Accelerate Innovation

Marc C. and Deborah H. Bingham
SCHOOL OF KNOWLEDGE GALLERY





VISION 2030

DRAFT



A 10-year vision outlining how UVU's integrated dual mission will meet the higher education and workforce needs of Utah County, UVU's service region, and the state of Utah

STRATEGY #1 – Provide accessible, flexible, and affordable education in an environment that is inclusive for all

STRATEGY #2 – Strengthen student learning and societal impact through collaboration with community and industry

STRATEGY #3 – Enhance student success through improved recruitment, retention, and completion



VISION 2030

INCLUDE

EXCEPTIONAL CARE: STRATEGY #1

ENGAGE

EXCEPTIONAL ACCOUNTABILITY: STRATEGY #2

ACHIEVE

EXCEPTIONAL RESULTS: STRATEGY #3

UVU's PBA Process: Alignment, Communication, Ownership



Focuses planning on UVU's **mission, action commitments, and objectives**



Integrates and **aligns** resource allocation with planning and assessment at all levels of the university



Enhances **communication and coordination** across the University



Promotes **accountability** for existing and new resources

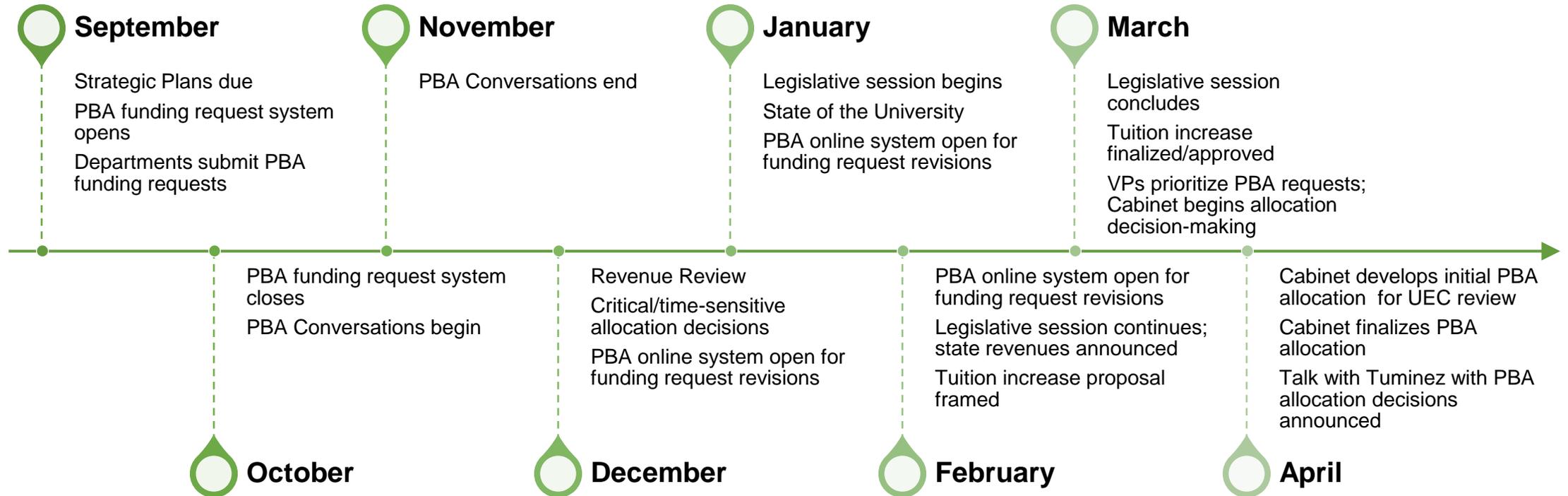


Provides **engagement opportunities** in planning, assessment, and budget request processes across the university



Presents budget requests, priorities, and decisions **transparently** through conversations and public website

PBA Process Timeline





PBA 2022-23:
Focused Attention
to Impact of
Existing Resources



Zero-based Mindset

- Ensure activities and cost align with the desired outcomes
- Ask tough questions (time, space, expenditures, outcomes)
- Executives evaluate resource requests based on
 - Projected impact to key metrics (including CQE-Completion, Quality, Efficiency)
 - Ability to **reallocate** existing resources (informed by carryforward and vacancies)



Resource requests must identify a funding source

- New Tax Funds from Performance-based Funding
- New 1-time Tax Funds for Instructional Equipment
- New Tuition (graduate programs)
- Tuition or General Student Fee Rate Increase
- Non-appropriated revenue
- Reallocation of existing resources

What
meaningful
measures are
we looking at?



Completion, Quality, & Efficiency
(CQE) key trends, positive and
negative



Other meaningful measures, key
trends



How are the measures informing
your plans and priorities?

PBA Conversation Outline

1 Priorities: WHY are these the priorities?

2 Accountability: WHAT have you accomplished with your resources?

- Finances—Resources, expenditures, carryforward, trends, reallocations
- [Completion, Quality, Efficiency](#), and other meaningful measures

3 Plans

4 Resource Request

- What is needed?
- How can it be funded?
- What is the anticipated impact/outcome?

Summary Slide

Where will the funds come from?

Tuition & Fees

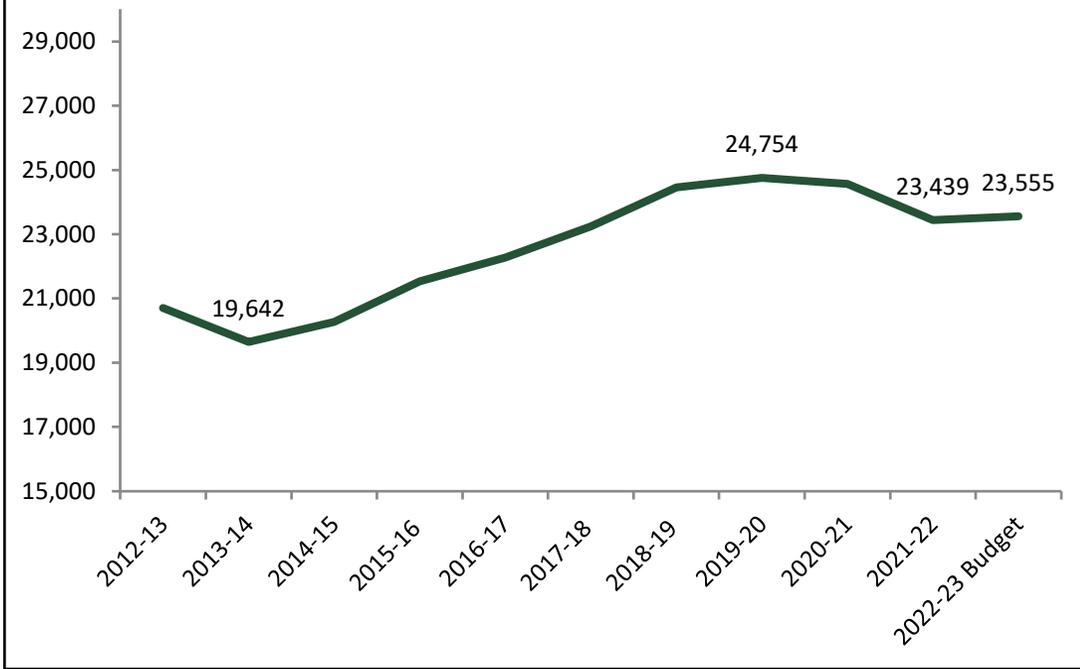
- Healthcare program growth
- Tuition & Fees Rate Increase

UBHE New Tax Funds Performance

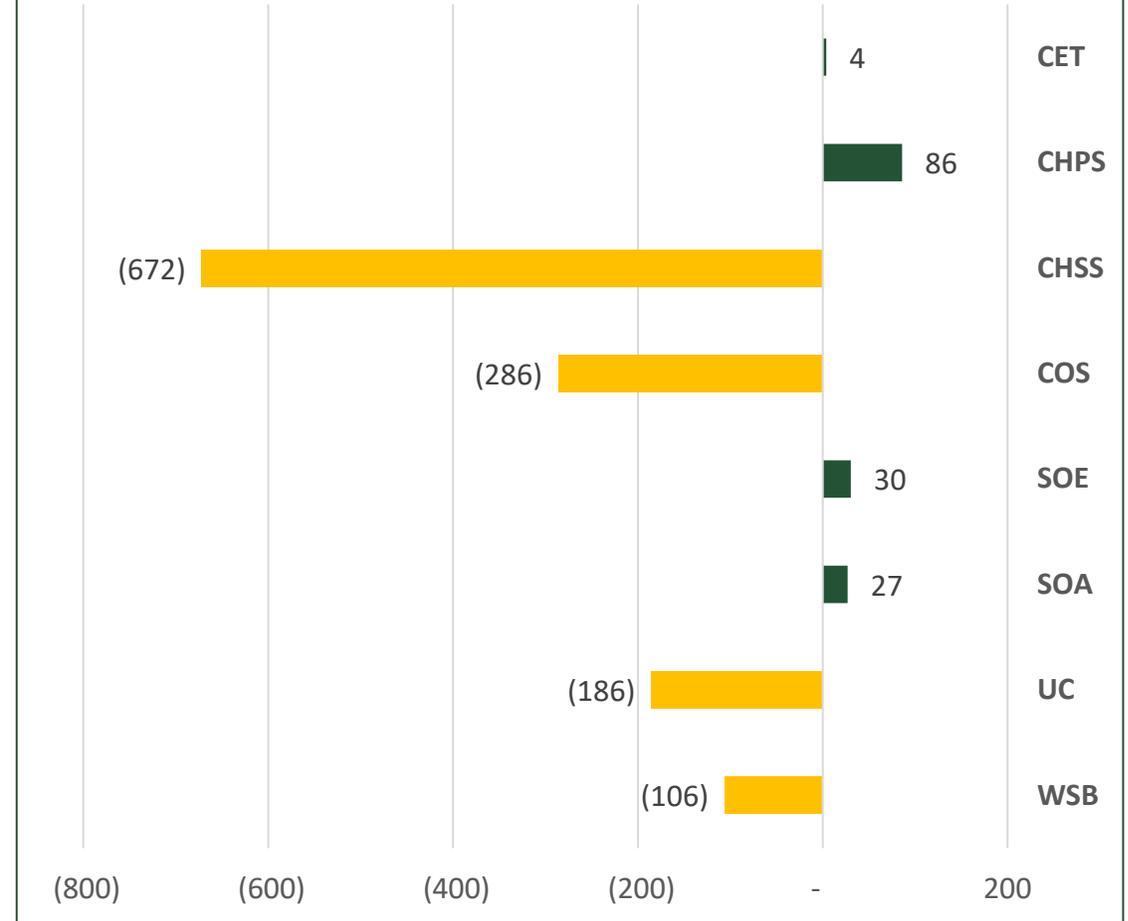
Internal reallocations



Annualized, Budget-Related Student FTE 2012-13 through 2022-23



Change from 2019-20 to 2021-22



Dedicated Credits	17-18	18-19	19-20	20-21	21-22	22-23 YTD
Enrollment-Based Tuition Revenue	\$5,012,500	\$6,632,857	-\$4,304,700	-\$6,108,500	-\$5,956,313	-\$2,287,855
Tuition Waivers	\$25,000	-\$3,000,100	\$3,150,000	\$4,164,100	-\$171,931	\$0
Total	\$5,037,500	\$3,632,757	-\$1,154,700	-\$1,944,400	-\$6,128,242	-\$2,287,855

Cumulative revenue loss from 19-20 to 22-23

\$11,515,197

2023-24 Tuition Revenue Forecast

**Healthcare
program
growth \approx
\$1.2 million**

- Physician Assistant
- Nursing

**Enrollment
Change—
TBD**

- Summer budget-related FTE down 2nd straight year; slightly lower than Summer 2018
- Fall budget-related FTE stable, non-resident revenue down
- Spring TBD



Where Will Funds Come From?

UVU's FY24 New Tax Fund Budget Request

Category	Amount Requested
Enhance Student Success and Accelerate Completion	800,000
Institutional and Workforce Readiness	500,000
Flexible Educational Opportunities for Timely Completion	1,700,000
Digital Transformation/Cybersecurity	1,155,700
High Demand Program Expansion	2,100,000
Total	\$6,255,700

Potential for one-time equipment funds



PBA Requests

Ongoing

Divisional Appropriated*	\$20,179,118
General Appropriated*	\$320,866
Non-appropriated	\$1,213,894
Total Ongoing	\$21,713,878

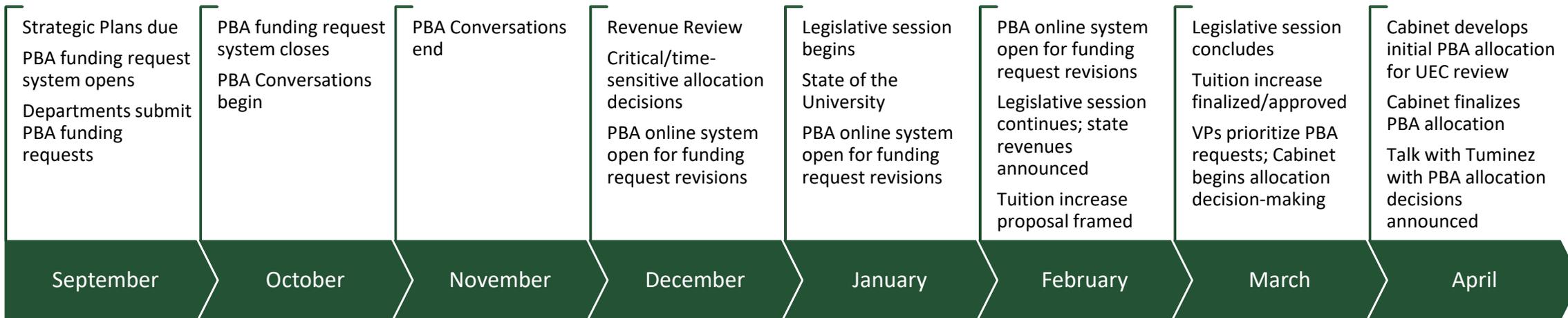
One-Time

Divisional Appropriated	\$13,366,835
General Appropriated	\$1,820,000
Non-appropriated	\$2,100,000
Total One-Time	\$17,286,835

Positions Requested: 98 staff; 26 faculty; 1 executive

*Does not include University compensation increase





PBA Process Timeline



With a greater focus on data-centered conversations and evaluation of efficiency measures, university leaders at ALL levels will be empowered to exercise evidence-informed decision making to improve student access, retention, and completion and ensure UVU achieves its Vision 2030 goals.



2022 PBA CONVERSATIONS

Tuesday, October 18 1:00 PM – 3:30 PM	PBA Introduction	1:00 PM – 1:30 PM
	Office of the President & Office of General Counsel	1:30 PM – 1:50 PM
	University Marketing & Communication	1:50 PM – 2:20 PM
	Break	2:20 PM – 2:30 PM
	Planning, Budget & Finance	2:30 PM – 3:00 PM
	Digital Transformation	3:00 PM – 3:30 PM
Wednesday, October 26 10:00 AM – 12:00 PM 3:00 PM – 5:00 PM	Academic Affairs	10:00 AM – 12:00 PM 3:00 PM – 5:00 PM
Thursday, November 10 2:00 PM – 5:00 PM	Administration & Strategic Relations	2:00 PM – 2:30 PM
	Institutional Advancement	2:30 PM – 3:00 PM
	People & Culture	3:00 PM – 3:30 PM
	Break	3:30 PM – 3:40 PM
	Student Affairs	3:40 PM – 4:10 PM
Wednesday, November 16 10:00 AM – 11:00 AM	Post PBA Conversations	10:00 – 11:00 AM

Updated 08/29/2022



UVU A PLACE FOR YOU

UVU