

2023-24 Stewardship Post-Conversation Discussion

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Inside Higher Ed

More Colleges, Universities Announce Budget Cuts Amid Financial Woes

Michael T. Nietzel Senior Contributor

I am a former university president who writes about higher education.

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Another Round of Campus Budget Turmoil

Public colleges in Nebraska and Ohio and private institutions in Iowa, Ohio and Oklahoma are the latest affected.

By Doug Lederman

What does **STEWARDSHIP** mean for us now and in the next decade?



How Will AI Affect Jobs - How many jobs will AI replace by 2030

Artificial intelligence (AI) could replace the equivalent of 300 million full-time jobs, a report by investment bank **Goldman Sachs** says. It could replace a quarter of work tasks in the US and Europe but may also mean new jobs and a productivity boom. And it could eventually increase the total annual value of goods and services produced globally by 7%. The report also predicts two-thirds of jobs in the U.S. and Europe "are exposed to some degree of AI automation," and around a quarter of all jobs could be performed by AI entirely.



VISION 2030

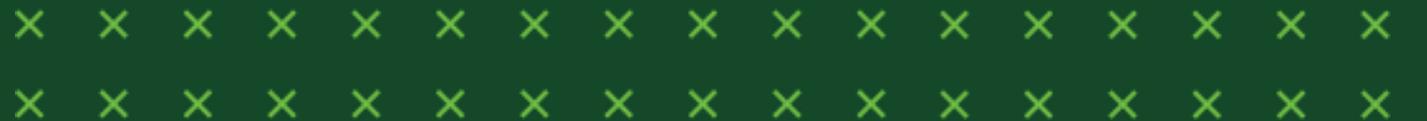
UTAH VALLEY UNIVERSITY

INCLUDE
ENGAGE
ACHIEVE





Overview



PURPOSE:

TO GUIDE RESOURCE ALLOCATIONS

This process connects the resource allocation decision-making process with university and divisional:

- Assessment
- Planning
- Priorities
- Initiatives

The process promotes accountability, collaboration, communication, efficiency, equity and transparency.

x x x
x x x **GUIDANCE:**
x x x

ACADEMIC UNITS

x x x
x x x **School and Colleges were asked to provide a summary of key academic metrics, including:**
x x x

1. Enrollments for the school/college and departments
 2. Cost per full-time equivalent for the school/college and departments
 3. Completion rates (i.e., awards made within one-and-a half time, such as 1.5 years for a one-year certificate, 6-years for a bachelor's degree)
 4. Major shifts in course enrollments
 5. High-value awards for the school/college and departments
- x x x
x x x
x x x

GUIDANCE:

ADMINISTRATIVE UNITS

Provide a summary of the following information for the administrative unit/division:

Employee Information: Number of employees by employee classification (i.e., fulltime exempt, full-time classified, part-time hourly, part-time student workers), etc. FTE and employee counts can be provided by the Budget Office.

Operational Information: Revenue generated, operating expenses, etc.

Metrics to Measure Success: Identify measures that the Administrative Unit/Division measures its success by. Similar to “CQE” metrics for Academic Affairs



GUIDANCE – ALL

Provide Evidence for Constraints on Enrollments and Completion:

Use evidence to indicate specific challenges within the school/ college/division to expand student enrollment and facilitate timely completion.



GUIDANCE – ALL

Reference Strategic Planning Efforts:

List the three strategic goals and objectives delineated in the 2023-2024 administrative assessment plan document. Respond to the following questions:

1. How do these goals align with strategic planning efforts with Vision 2030 or other UVU master plans?
2. How will the reallocation of available resources within the school/college meet strategic goals and achieve intended outcomes?

Highlights

Props to **President Tuminez** for “encouraging” me to let you celebrate your wins – at least a little bit.

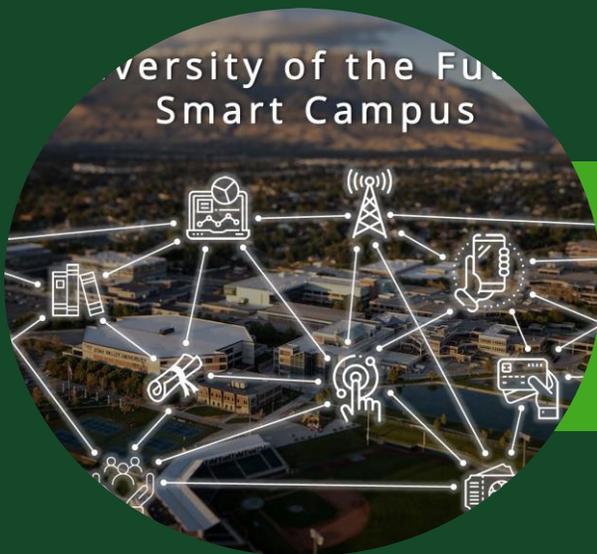
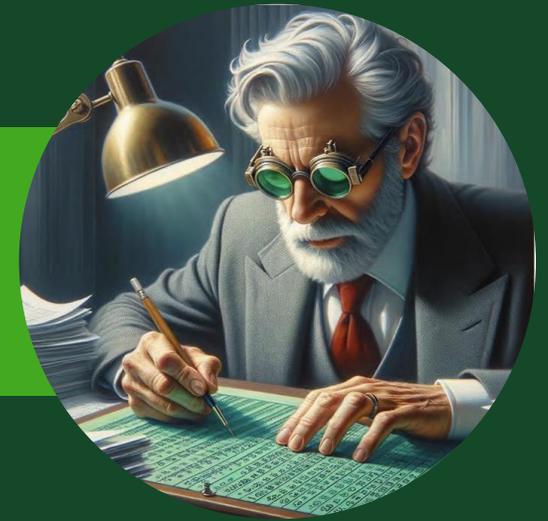


Recognition to **University Marketing and Communications** for their Dashing Dashboards.



Institutional Advancement for the SMART Goals win. Check out their measurable outcomes for 2023-2024!

The Olympic Medal goes to **Finance and Auxiliary Services** for taking on and hopefully killing off Argos.



Penny pincher award to **Digital Transformation** for their slide on reallocations and savings. Happy to hear that they're also moving on from Argos.



Clear accountability kudos to **Administration and Strategic Relations** report out on the results of previously funded PBA requests.

Most quotable quote goes to the **Provost**, “We ALL have a fiduciary obligation to the university, its students, and taxpayers; and a duty to further our institutional mission.” And bonus points for the informative slide on “Academic Affairs by Student Credit Hours.”

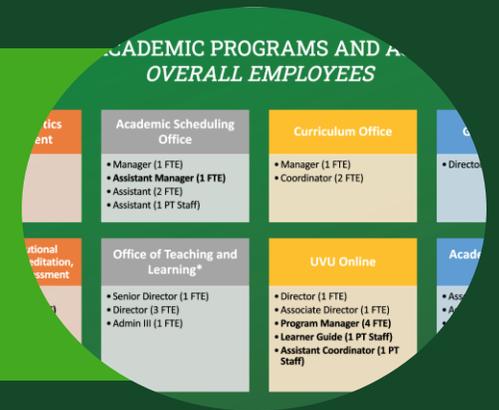


The **Deputy Provost’s Office of Academic Administration** is recognized for its excellence in benchmarking our staffing metrics against USHE. It’s worthy of a revisit.



The **Associate Provost for Student Success** had multiple base hits for the very enlightening discussions around Student Success, Course Enrollment, and Advisor Activity.

And a certificate of appreciation for the **Associate Provost of Academic Programs and Assessment** for having the hard conversation around position reallocations.



The **Associate Provost of Academic Innovation** earned the “Persistence Lifts” Prize for great data and insights. We’re looking forward to the ROI analysis.



Utilitarian Honors go to the **College of Health and Public Service** for their simple but data-laden slides (and the Wolverine Fire Engine!). The discussion around accreditation constraints was also very helpful.

The Biggest Tease Trophy goes to the **College of Humanities and Social Sciences** either for leading with lowest cost or mentioning student ratios but not providing them - yet. I await with bated breath.



High Commendation is made for the **College of Sciences** very specific, data-driven discussion around the constraint on timely completions due to lack of labs, and a follow-up Laurel for creatively reallocating a faculty line to lab manager to partially address the constraint.



The Breaking Stereotypes Distinction falls on the **School of the Arts** for having beautiful yet quantitatively-rich dashboards! (Check out the DFTE rankings!)

The **College of Education** is a Profile in Courage for Radical Candor for addressing hard news head on. They acknowledged the declining enrollments without spin, and provided guidance on how they were responding.



The Spirit Award goes to the **Smith College of Engineering and Technology** for taking a positive perspective to identifying constraints as a move towards better allocation of resources. And honorable mention for the great table of programs and their associated costs and revenues.



	19-20	20-21	
Accounting	538	532	
Finance & Econ	520	543	48
Finance	141	158	158
Personal Finance	72	64	54
Marketing	732	699	674
Digital Marketing	94	96	90
Marketing	258	246	193
Sales	32	34	41
Org. Leadership	438	398	358
Hospitality (+WARM)	97	96	
	87	91	
	191		

And the Plaque for Quant Jock was won by the **Woodbury School of Business** for being the most numerically-driven. It's enough to make a CFO's heart skip a beat in joy.

And coming down the stretch was **People and Culture** with the Mash up of the Bible's Book of Numbers by a Russian author (Great per person metrics, and twice as long as everyone else!).



The Bite the Hand that Feeds You Award goes to **Student Affairs** for, well, if you were watching, you know. But also an Enthusiastic Oorah for discussing the specific measurement tools for impact, great breakdown of enrollment by demographics, and discussion of impact reports.



A Participation Trophy to the **Office of General Counsel** for making the attempt at injecting humor into a sober-minded process.

Overall, this was an incredibly informative series of discussions that are moving towards actionable information.

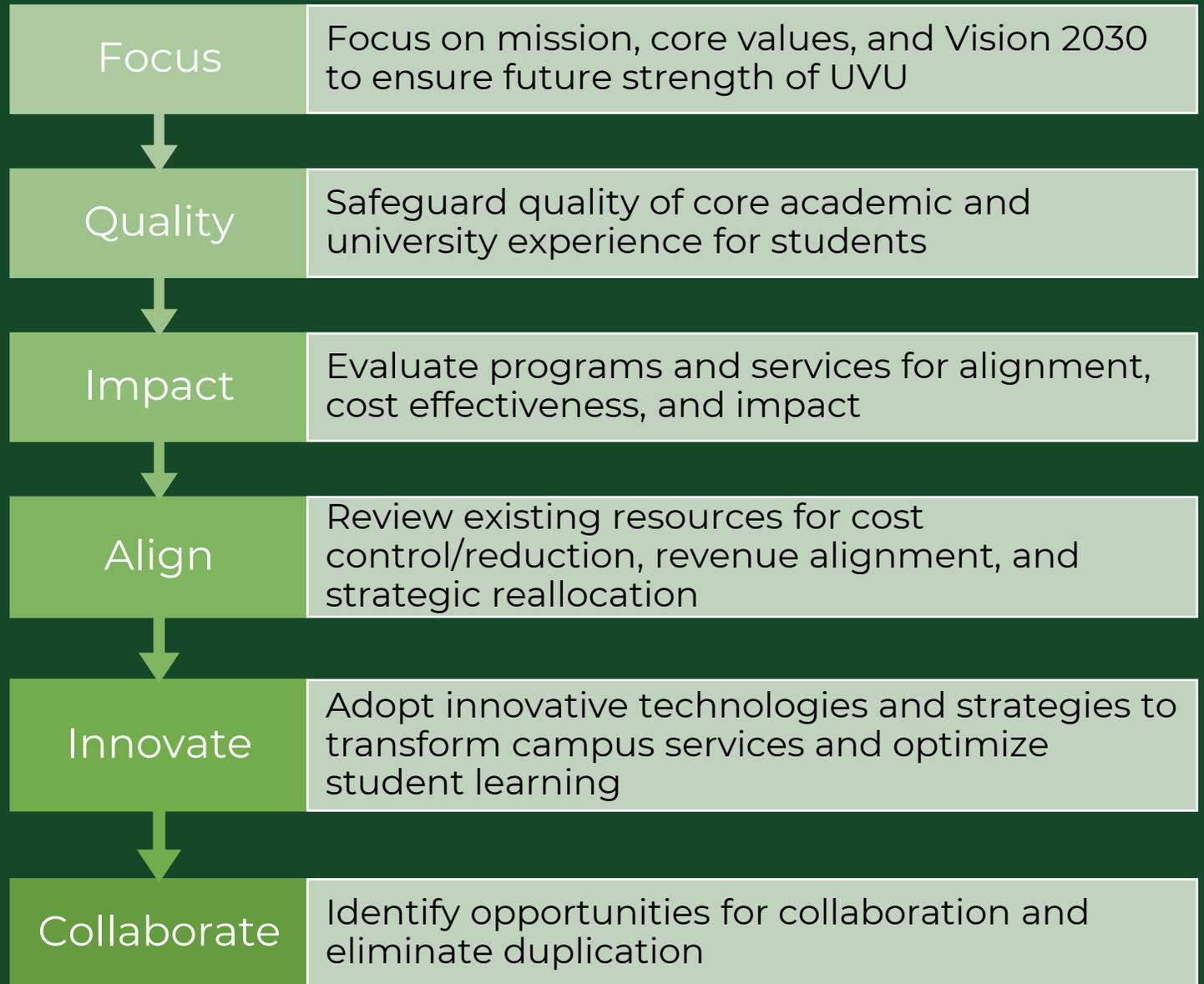
Next year, we hope to have the systems in place for more granular data analytics. I also recommend looking at these presentations for the reasons highlighted above. If we adopt the best practices from this year's stewardship conversations, our time will be leveraged that much more effectively next year.

What Is Next in the Budgeting Process?

- Internal Reallocations
 - Assessment of current financial state
 - Use of carry-forward balances
 - Critical investments
- External
 - New Tax Fund Request
 - Tuition



Resource Allocation Principles



New Tax Fund Request

UVU's FY25 Tax Fund Budget Request

Category/Project	UVU Actual for FY24 - Currently 1x	UVU Allowable Request for FY25	FY25 Allocation TBD
Performance-Based			est. \$2,000,000
Enhance Student Success and Accelerate Completion	\$711,581	\$800,000	
Institutional and Workforce Readiness	\$437,896	\$500,000	
Flexible Educational Opportunities for Timely Completion	\$1,477,899	\$1,700,000	
Digital Transformation/Cybersecurity	\$985,266	\$1,095,400	
High Demand Program Expansion	\$1,861,058	\$1,800,000	
Operational Excellence (Potential New)		\$300,000	
Total	\$5,473,700	\$6,195,400	\$2,000,000

FY24 Funding ongoing status determined in Legislative session

FY25 Performance Funding totals dependent on Legislature

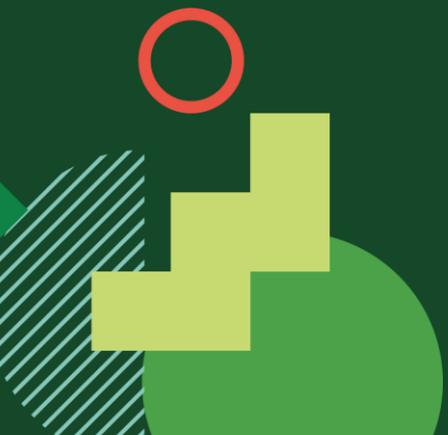
2024 – 25 Tuition Revenue Forecast

Enrollment Change

- Increase in Fall budget-related FTE of almost 4%
- Spring Enrollment projecting up

Tuition and Fee Increase to be minimal

Questions?



A photograph of cheerleaders celebrating with confetti. The image is heavily tinted with a green color. In the center, a cheerleader with long blonde hair, wearing a white polka-dot top and a dark bucket hat, is laughing joyfully. To her left, another cheerleader in a white top is also smiling. To the right, a cheerleader in a dark top and hat is visible. The background is filled with falling white confetti. A white rectangular box with the text 'THANK YOU!' is positioned in the upper right quadrant of the image. The right side of the image features a dark green background with a repeating pattern of white 'X' marks.

THANK YOU!