A photograph of a campus scene featuring a large pond in the foreground. The pond's surface is calm, reflecting the sky and the surrounding greenery. In the middle ground, there are several trees with lush green leaves, and one tree on the left shows some autumnal red and orange. In the background, a modern campus building with large windows and a flat roof is visible. A white van with 'VALLEY' written on its side is parked near the building. The scene is captured during the 'golden hour' of late afternoon, with a warm, soft light and long shadows. The overall atmosphere is peaceful and scenic.

**PEOPLE AND CULTURE REPORT**

**FOR THE YEAR OF**

**2022**

**PREPARED FOR THE**

**BOARD OF TRUSTEES**

**ON FEBRUARY 23, 2023**

**UVU**

PEOPLE & CULTURE

## MISSION STATEMENT

Through collaborative partnerships, People and Culture (formally known as Human Resources) designs, develops, and delivers comprehensive, creative, people-focused solutions that align with the university's mission.

### Objectives

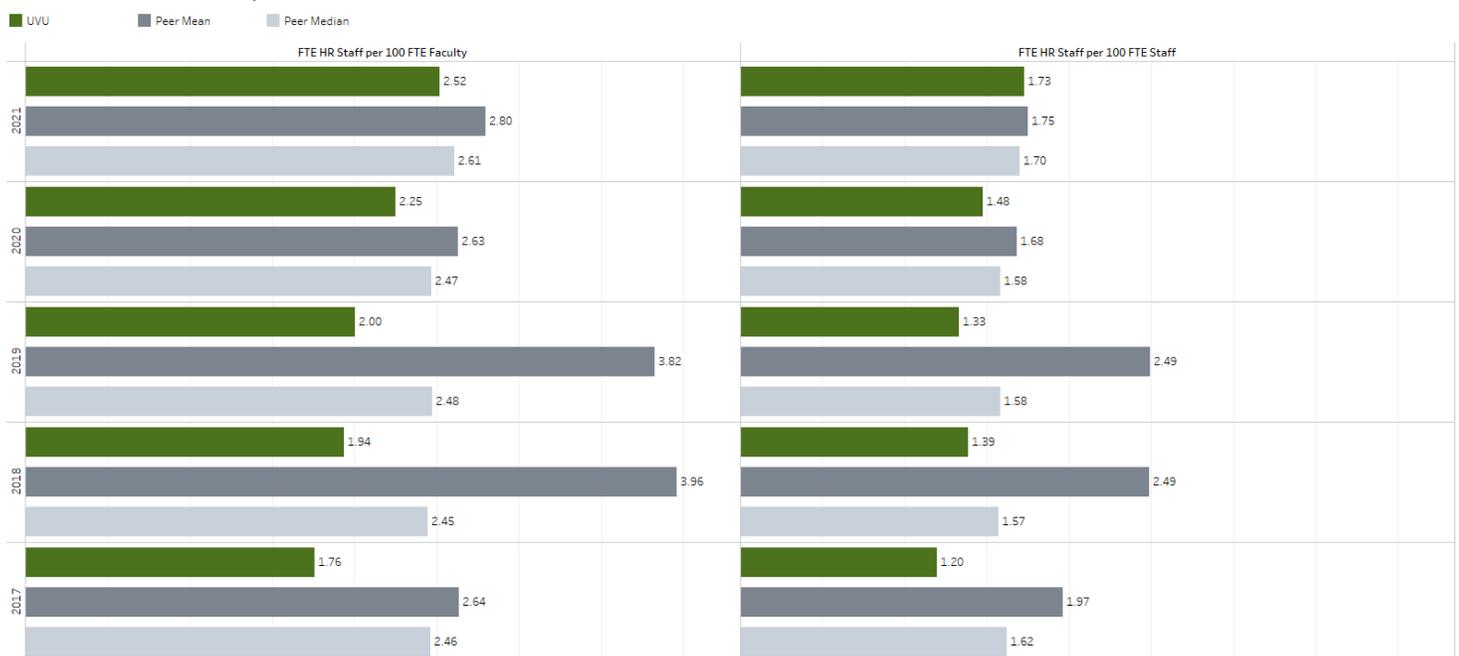
1. Provide an environment of inclusive learning, collaboration, personal and professional development, appreciation, and recognition, enabling employees to achieve their highest potential to positively impact student success.
2. Promote productivity and employee success by protecting the health, wealth, and well-being of UVU employees and their families.
3. Enhance People and Culture service delivery capabilities and alignment by adapting, standardizing, and streamlining essential processes, procedures, and communication while maintaining exceptional care through human interaction.
4. Attract and maintain a highly skilled and diverse workforce by creating people-focused solutions through meaningful recognition and rewards programs, training, sound policies, procedures, and practices that balance employees' needs with the university's resources while ensuring compliance with federal, state, and local laws.

### Division Profile

Benefits + Workforce Planning + Employee Relations + Organizational Development + People and Culture Information Systems + Records + Employee Service Center + Title IX + Inclusion and Diversity

- Full-time staff: 30
- Part-time staff: 11

2017-2021 HR Staff - CUPA Ratio Comparisons\*



\* Compared to available peer CUPA data (2017-2021)

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## EXECUTIVE SUMMARY

This report is prepared annually for the Utah Valley University (UVU) Board of Trustees. It provides key summary data regarding UVU's workforce and workforce activity (for example, the total number of employees, turnover rates, average salaries, and demographic composition) and includes comparisons to IPEDS and CUPA peer groups. This summary provides an overall snapshot of UVU's workforce and key metrics for trend analysis.

While the information and graphs presented on the following pages are primarily for the full-time benefits-eligible workforce at UVU, summary data for UVU's part-time and student employees are also included.

Summary highlights:

- UVU continues to be among Utah's largest employers.
  - UVU is Orem's largest employer, the third-largest employer in Utah County, and the 14<sup>th</sup>-largest employer in the state of Utah.
  - As of November 2022, the university's total employee headcount was 5,403, employing:
    - 793 full-time faculty
    - 776 adjunct or part-time faculty
    - 1,447 full-time staff
    - 792 part-time staff
    - 36 executives
    - 1,559 student employees
- The full-time employee headcount of 2,276 is an increase of 91 employees from 2021.
  - Added 19 additional full-time faculty employees from 2021.
  - Added 70 additional full-time staff employees from 2021.
  - Executive employees increased by two from 2021 due to vacant positions that were filled in 2022.
- In 2022, the university's overall turnover rate was 15.29%, over a 3.5% increase from 2021.
- Salaries in all employee categories increased by at least 7% from 2021 through 2022.
- UVU was ranked 10 on the 2022 Forbes list of best-in-state employers. Marilyn Meyer, UVU vice president of people and culture, said, "We are proud to be one of the top-ranked among the best-in-state employers. This ranking is especially meaningful because of its independent nature. The results show that our employees appreciate working for Utah Valley University and enjoy it enough to recommend it to those closest to them. We work hard to create an inclusive environment where people feel appreciated and enjoy coming to work."

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## BENEFITS

Utah Valley University's (UVU's) dedication to exceptional care offers quality service and competitive benefits to employees while staying committed to meeting the needs of a diverse workforce. UVU's extensive benefits package supports an employee and their family's overall physical and mental health, protects their income in case of unforeseen illness and life events, and assists in building financial security for retirement and the future. Driven to provide inclusive, equitable benefits, the university continues to make high-quality care accessible and affordable.

### Medical Plan

To help keep employee premiums low in 2022, the Out-of-Pocket Maximums increased for both the medical and prescription plans. The increase introduced an embedded individual Out-of-Pocket Maximum on the family High-Deductible Health Plan (HDHP), which helps reduce a family's total healthcare expenditures when only one family member incurs high medical expenses.

While the Traditional Health Plan continues to have the highest enrollment at 57%, the HDHP increased by 5.4%, with a total enrollment of 43%.

### Pharmacy Plan

In early 2022, UVU's pharmacy plan through Magellan Rx provided employees with the benefit of eight over-the-counter at-home COVID-19 test kits (per 30-day period, per member) at no cost for those covered under one of the university's medical plans.

### Mental Health & Well-being

Supporting employee health and well-being as part of UVU's workforce strategy has become a priority in designing the university's benefits package and offerings. To improve the member experience through the Employee Assistance Program (EAP), the provider network was expanded to better align with Regence's behavioral health network, allowing members to continue with the same therapist after the EAP sessions are exhausted. The free counseling sessions were also increased from four to eight (per new event, per member) to provide additional services at no cost.

Network expansion options through virtual treatment with TalkSpace, Charlie Health, Boulder Care, and NOCD were introduced to employees in early 2022. Later in the year, MDLive was made available as an added telehealth service, offering faster behavioral health scheduling with a licensed therapist within a few days.

### UVUFit Employee Wellness Program

UVU's award-winning employee wellness program, UVUFit, continues to help employees improve their health and maintain a healthier overall lifestyle and well-being. In 2022, 511 employees completed the Health Assessment through Regence's wellness platform, Empower, identifying the top three health disparities:

- Weight Management (71.9%)
- Nutrition (67.2%)
- Cholesterol (48.3%)



To aid in lowering these numbers, UVUFit provided employees with numerous activities, challenges, and webinars to choose from while participating in the program.

### Affordable Housing Assistance & Support

The Landed down payment program allowed employees access to homebuying support and assistance in 2022. Landed was designed to help employees trying to purchase a home reach a 20% down payment through shared equity. Although the program was waitlisted nationwide in August 2022, Landed continues to provide homebuyer education and support to UVU employees.

## EMPLOYEE DEVELOPMENT

People and Culture understands that UVU's greatest asset is its employees. We also understand that employees dedicate a large amount of their time to UVU; therefore, we should strive to ensure they have a positive employee experience. The Learning and Development team works to accomplish this culture by providing extensive training opportunities, employee appreciation events, and establishing clear competencies and expectations.

### Learning

In 2022, People and Culture facilitated over 80 trainings through our two workshop series, including 40+ Foundations of Inclusion workshops and 40+ UVULEAD workshops. We also provided four rounds of Crucial Conversation training, each 16 hours long, which trained employees on handling conversations with high stakes and high emotions.



**276** Supervisors participated in one or more UVULEAD Workshop



**14,810** Hours spent in UVU Learn online courses & live trainings.



**1,815** LinkedIn Learning courses completed

### Employee Appreciation and Recognition

Employee experience was also emphasized through six employee appreciation events in 2022. To recognize the lasting contributions of our long-term employees, People and Culture also organized the Years of Service Luncheon Banquet (for those reaching 5, 10, and 15 years of service), Years of Service Dinner (for those reaching 20, 25, 30, 35+ years of service), and a Retirement Dinner (for those who retired from the university).



## Foundation of Inclusion Series – Faculty and Staff

The UVU Foundation of Inclusion (FOI) is a workshop series designed to introduce faculty, staff, and administrators to topics related to inclusion and diversity. The purpose is to strengthen campus intercultural competency and create cultural humility to create a stronger sense of belonging for our students and employees during their time here at UVU. The workshops are organized into three categories Positionality, Intersectionality, and Relationality modules, and they follow the Awareness, Understanding, Skills, and Application model. Employees received FOI completion certificates after completing eight workshops in positionality and two from relationality or intersectionality.

The FOIs were established in 2017, and enrollment has increased significantly since then. The Office of Inclusion and Diversity continues to create new FOIs, update the current content to meet the continuous growth of Utah County demographics and economy, and meet the needs and interests of the employees, to improve the status of equity, inclusion, and diversity (EID) at UVU. The FOIs offering increased from 13 in 2017 to 20 topics offering 42 workshop sessions both in-person and in Teams in Spring 2023.

The enrollment increased significantly by 700% from 2018 to 2022, which indicates that employees on campus are open to having EID conversations and engaged in improving and increasing their level of intercultural competency. However, there is a gap in participation and certification regarding gender and ethnicity.

Figure 1: FOIs enrollment, by gender, by ethnicity 2017-2022

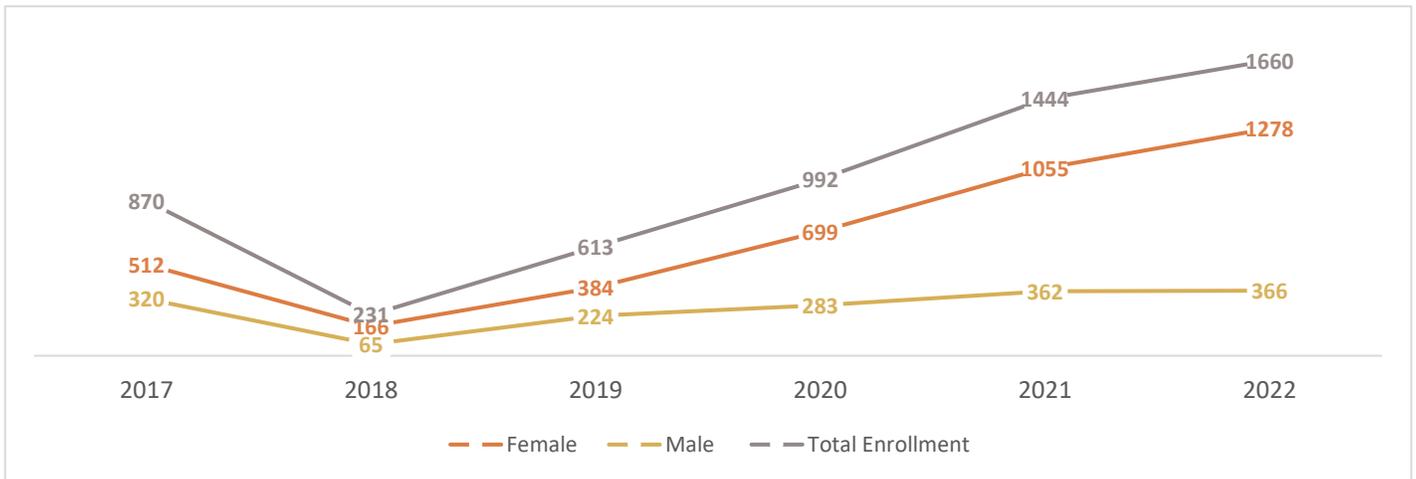
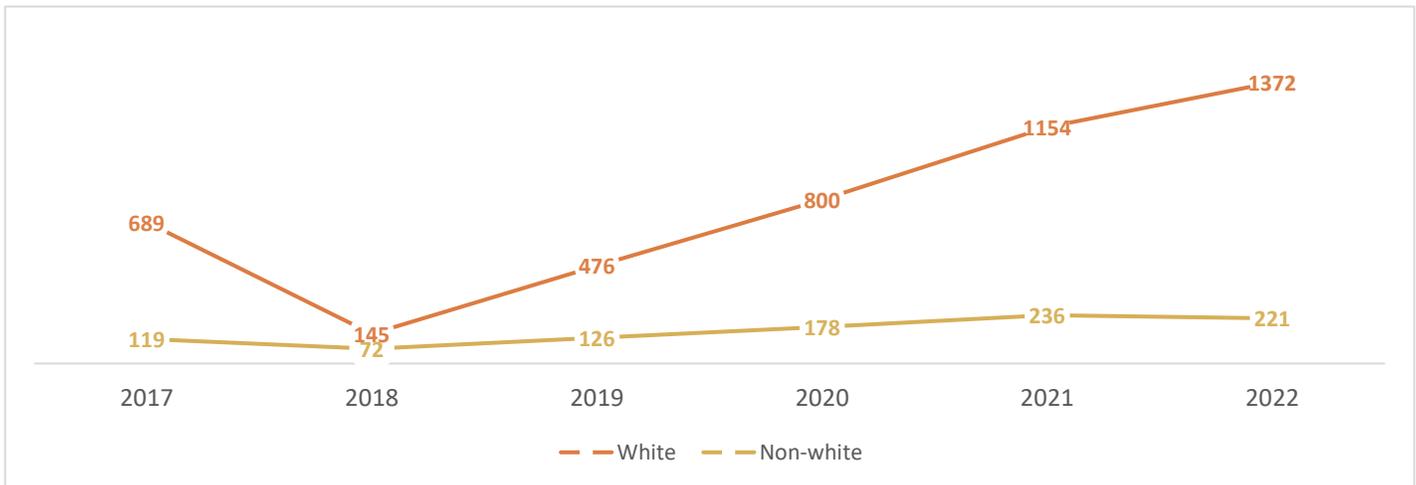


FIGURE 1. FOUNDATIONS OF INCLUSION WORKSHOPS ENROLLMENT (2017-2022)



## Global Intercultural Courses – Students

The Office of Inclusion and Diversity collaborates with Innovation Academy in creating an assessment tool to measure the effect of the Global Intercultural Courses on students' Intercultural Competency. The assessment measures four factors: Awareness, Knowledge, Skills, and Application.

The students reported a consistent increase in intercultural competency on the four factors, with an average of 18%. The G/I courses are required for graduation, which means that every student who graduated would have experienced the Inclusion and Diversity concepts and practices as an engaged learning experience.

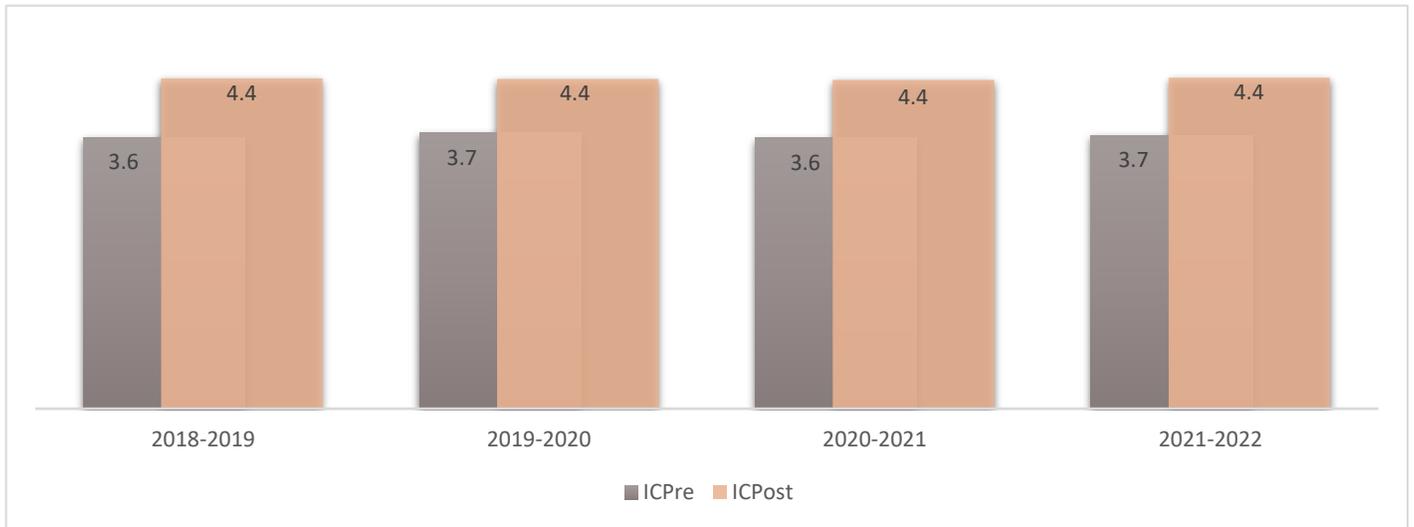


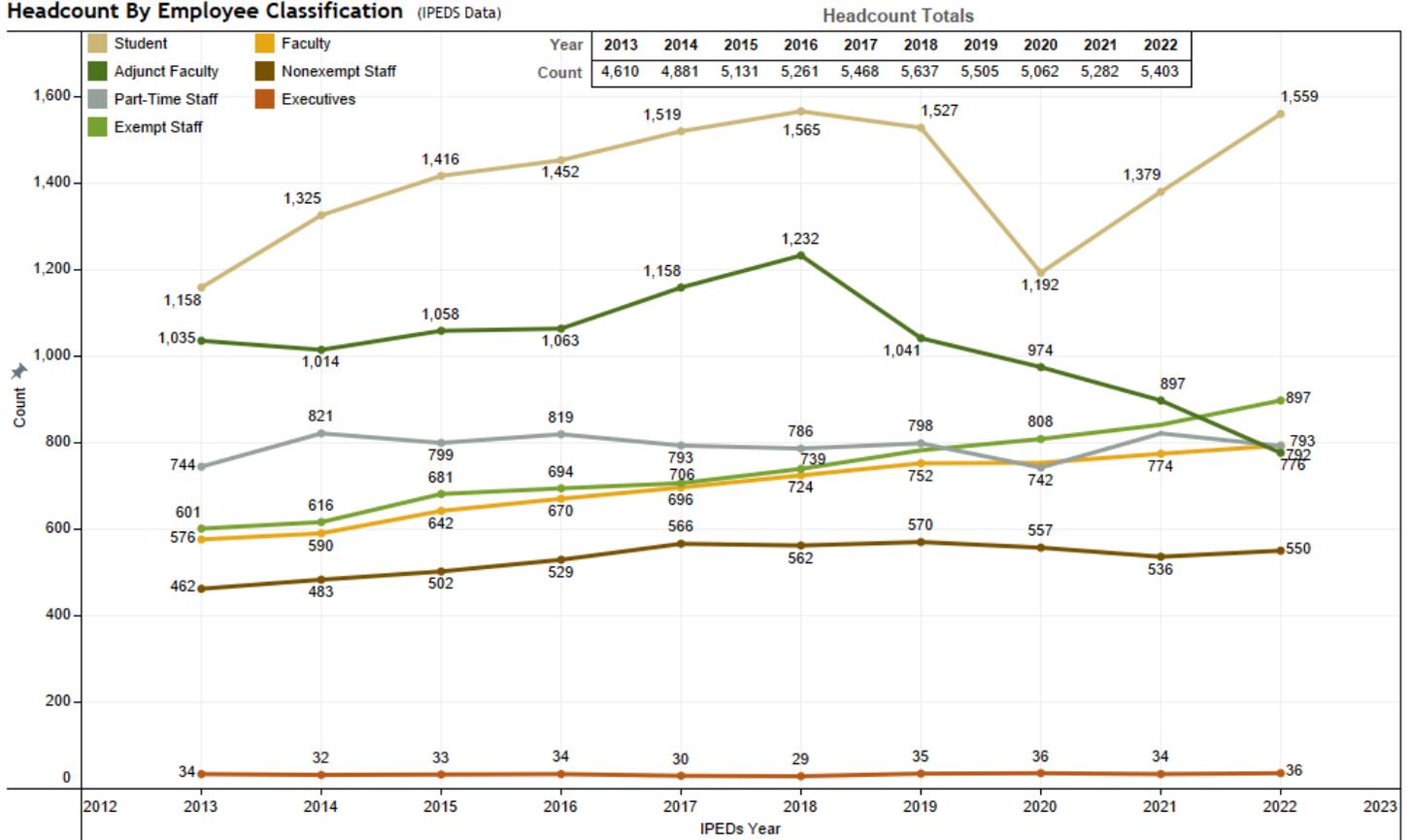
FIGURE 2. INTERCULTURAL COMPETENCY INCREASE PRE- AND POST-GLOBAL INTERCULTURAL COURSES.

## EMPLOYEE HEADCOUNT

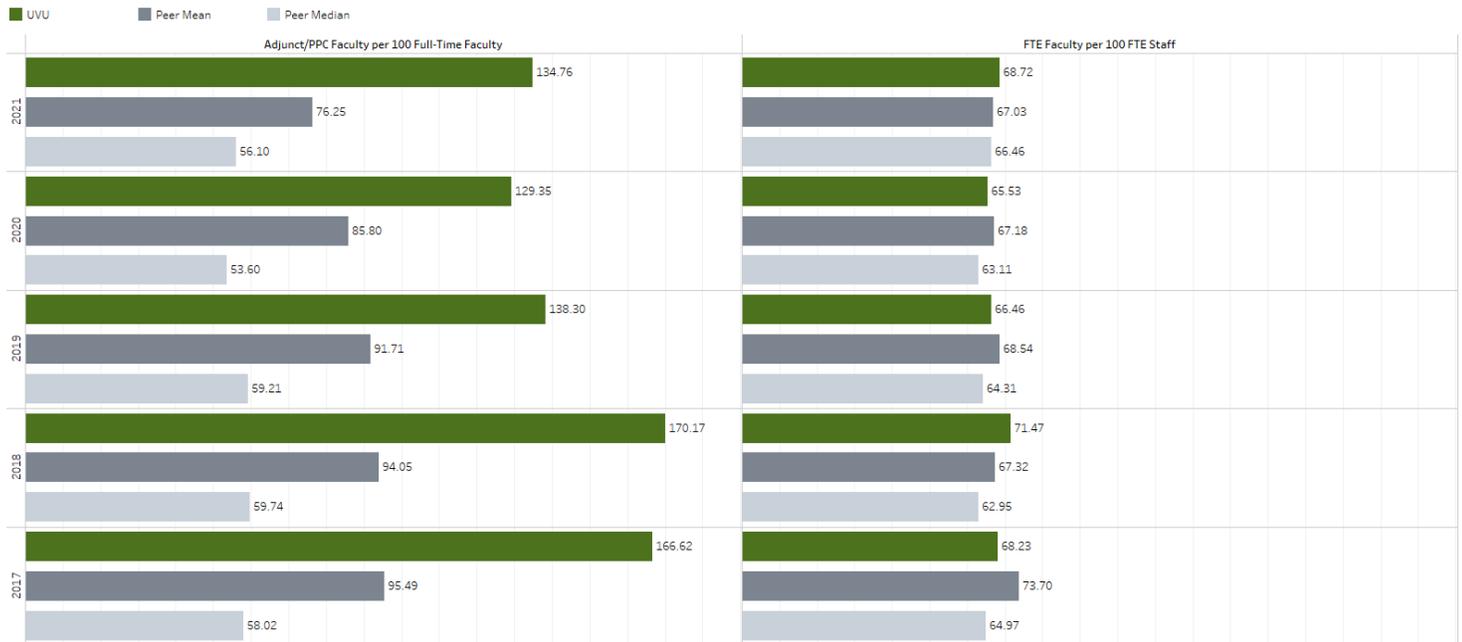
In 2022, the overall employee headcount increased by 121 or 2.3 percentage points when compared to 2021. We are still not at pre-pandemic levels, but many positions have been streamlined through automation and efficiency. Supervisors continue to look for and gain efficiency while being mindful of staffing at appropriate levels. All employee classification headcounts increased or stayed fairly static compared to 2021, except for adjunct faculty. We continue our downward trend in adjunct faculty counts since the 2018 peak as we hire more full-time faculty. Since 2013, UVU's overall employee headcount has increased by 17.2 percentage points. Over that same period of time, exempt staff had the largest percentage increase (49.3%), followed by faculty (37.7%) and nonexempt staff (19%). Executive headcount increased by (5.9%) along with part-time staff (6.5%) and student employees (34.6%). Adjunct faculty saw an overall decrease (25%).

We continue to have more adjunct faculty compared to full-time faculty than our CUPA peers, but we are getting closer as our adjunct faculty numbers decrease and our full-time faculty numbers increase. When comparing our FTE faculty and staff numbers to student numbers, we consistently have lagged behind our CUPA peers.

Headcount By Employee Classification (IPEDS Data)

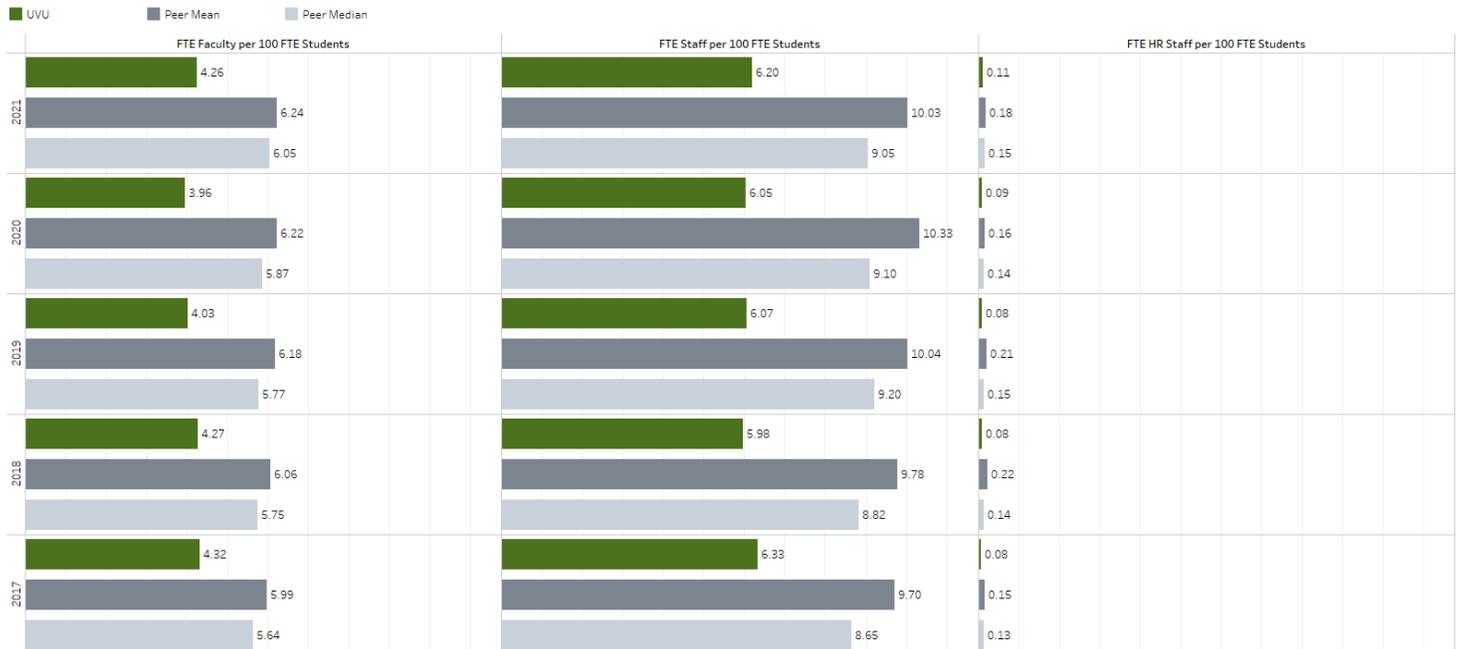


2017-2021 Faculty - CUPA Ratio Comparisons\*



\* Compared to available peer CUPA data (2017-2021)

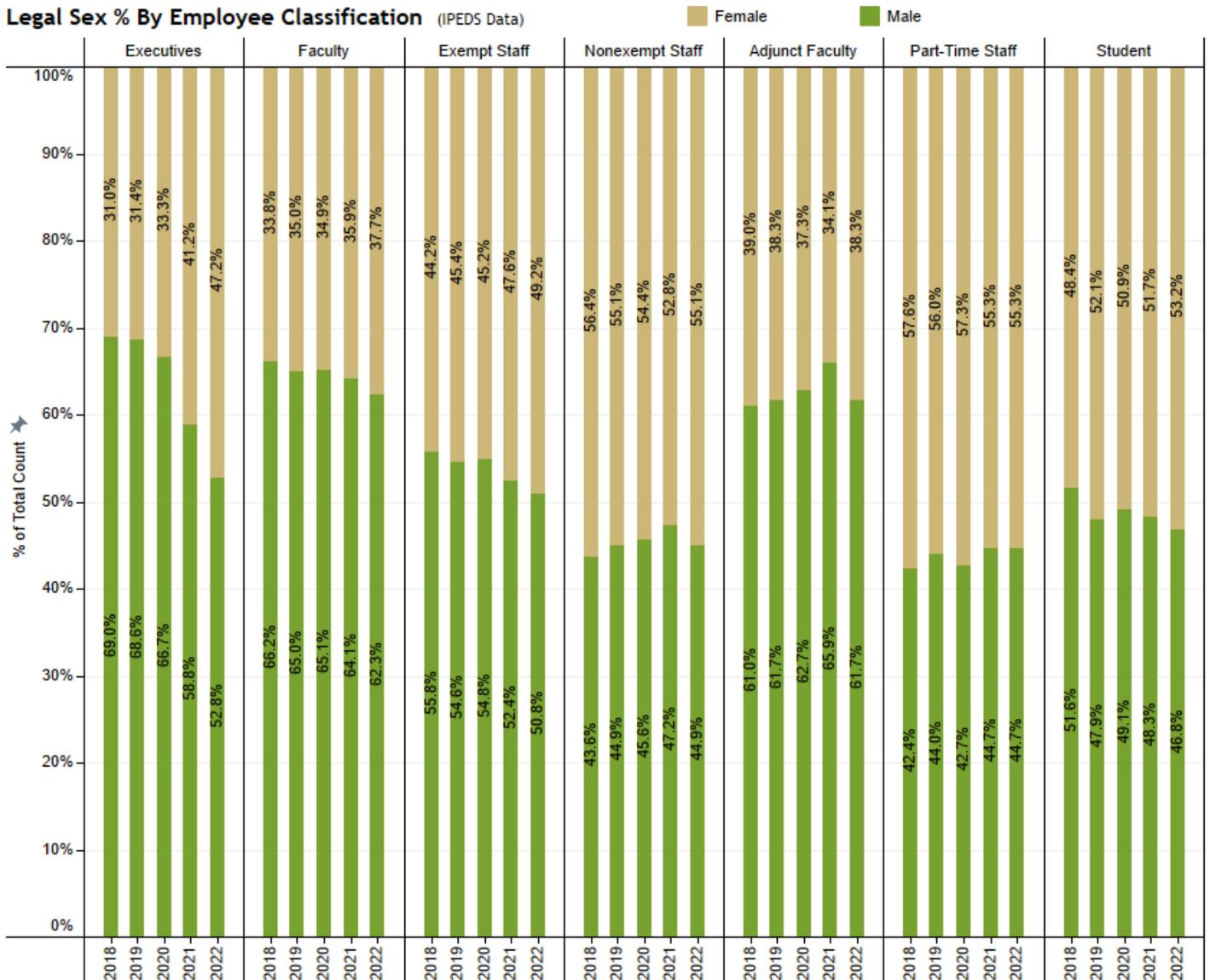
2017-2021 Student - CUPA Ratio Comparisons\*



\* Compared to available peer CUPA data (2017-2021)

## EMPLOYEE DEMOGRAPHICS

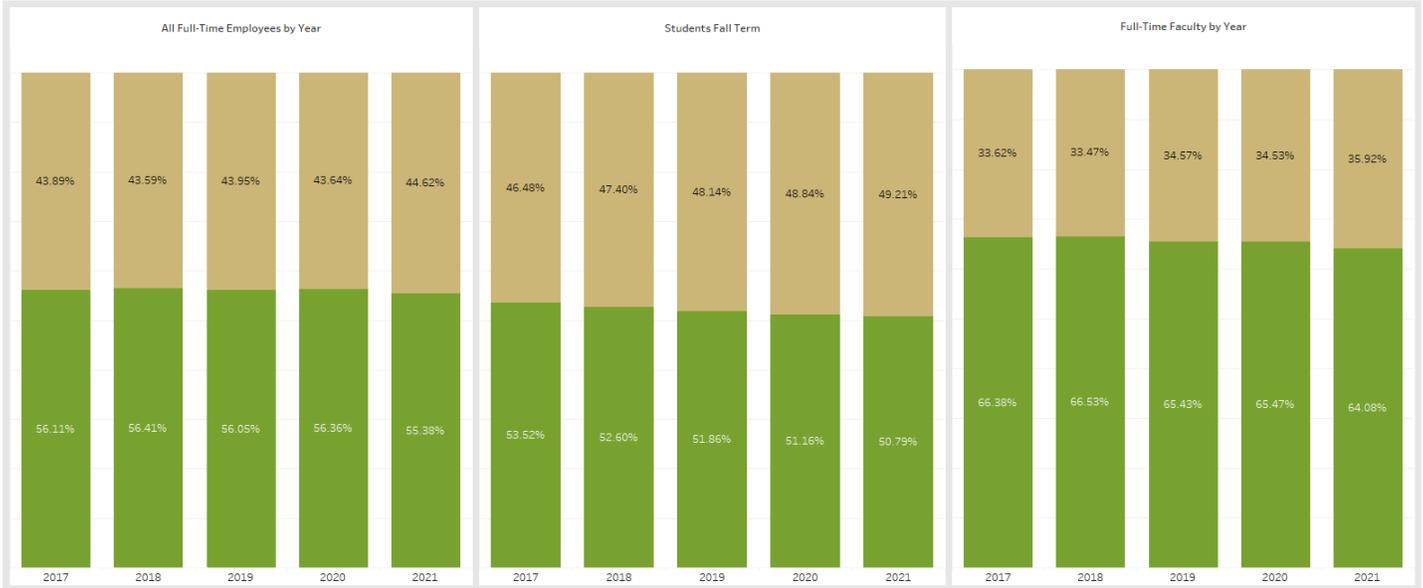
Though minor changes occurred in the demographic makeup of UVU’s workforce in 2022, People and Culture continues to be committed to the UVU Inclusion Plan goal to “strategically recruit, retain, develop, and advance underrepresented faculty, staff, and executives/administrators at all levels of the university to enrich university life.” The Chief Inclusion and Diversity Officer (CIDO) reports to the Vice President of People and Culture to align resources for more impact. Workforce Planning reviews and helps rewrite job descriptions and job postings to attract a more diverse hiring pool. Opportunities continue to exist for diversifying racial or ethnic representation in all employee classifications. We will continue to make incremental changes, as seen in executive, faculty, and exempt staff legal sex percentages.



2017-2021 UVU Full-Time Employees, Students, and Full-Time Faculty - IPEDS USHE Legal Sex Comparison

Legal Sex (UVU)

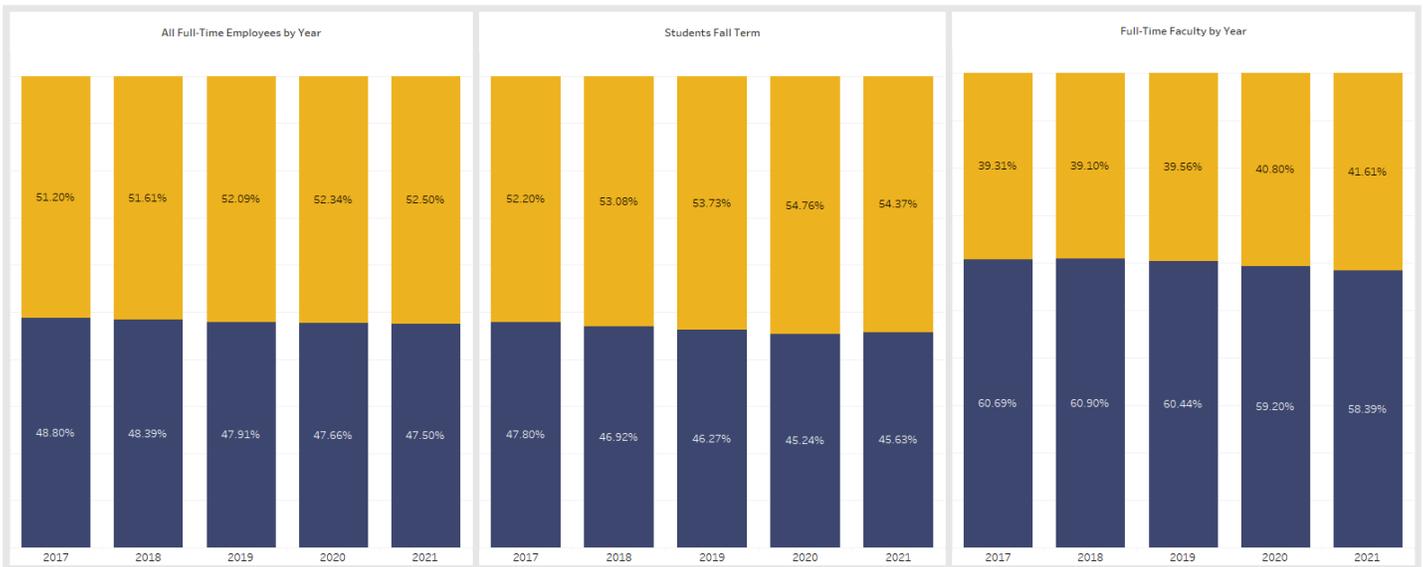
Female Male



2017-2021 USHE Full-Time Employees, Students, and Full-Time Faculty - IPEDS Legal Sex Comparison\*

Legal Sex (USHE\*)

Female Male

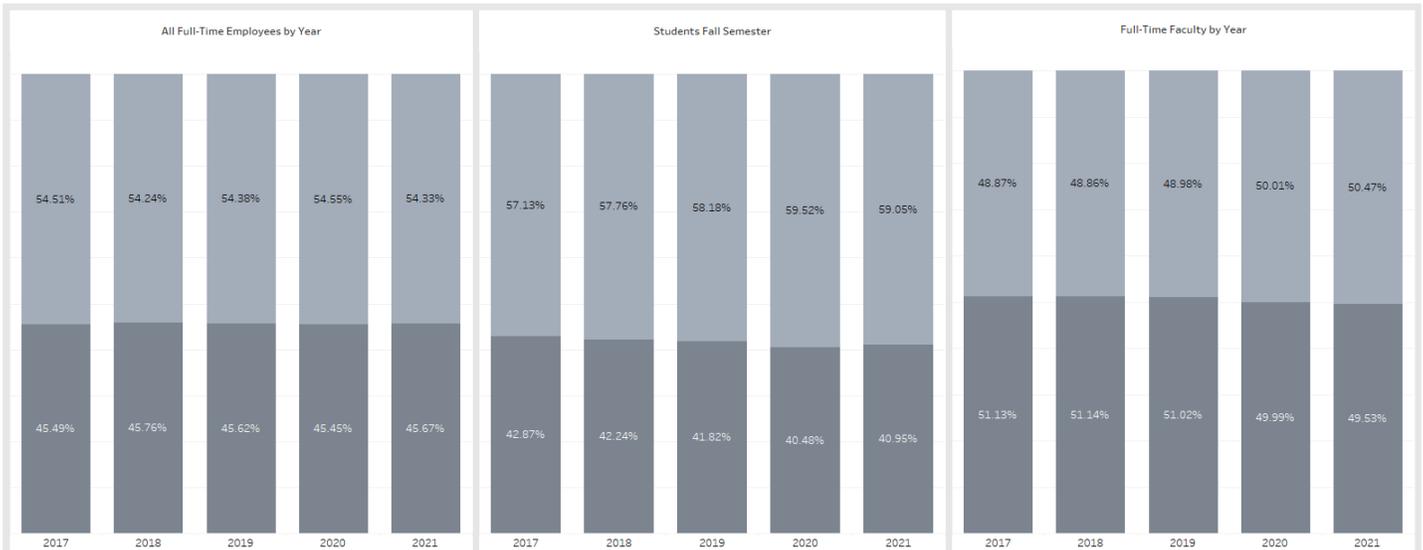


\* Compared to available IPEDS data (2017-2021) for USHE schools which includes: Dixie State University, Salt Lake Community College, Snow College, Southern Utah University, University of Utah, Utah State University, and Weber State University.

2017-2021 Peer Institutions Full-Time Employees, Students, and Full-Time Faculty - IPEDS Legal Sex Comparison\*

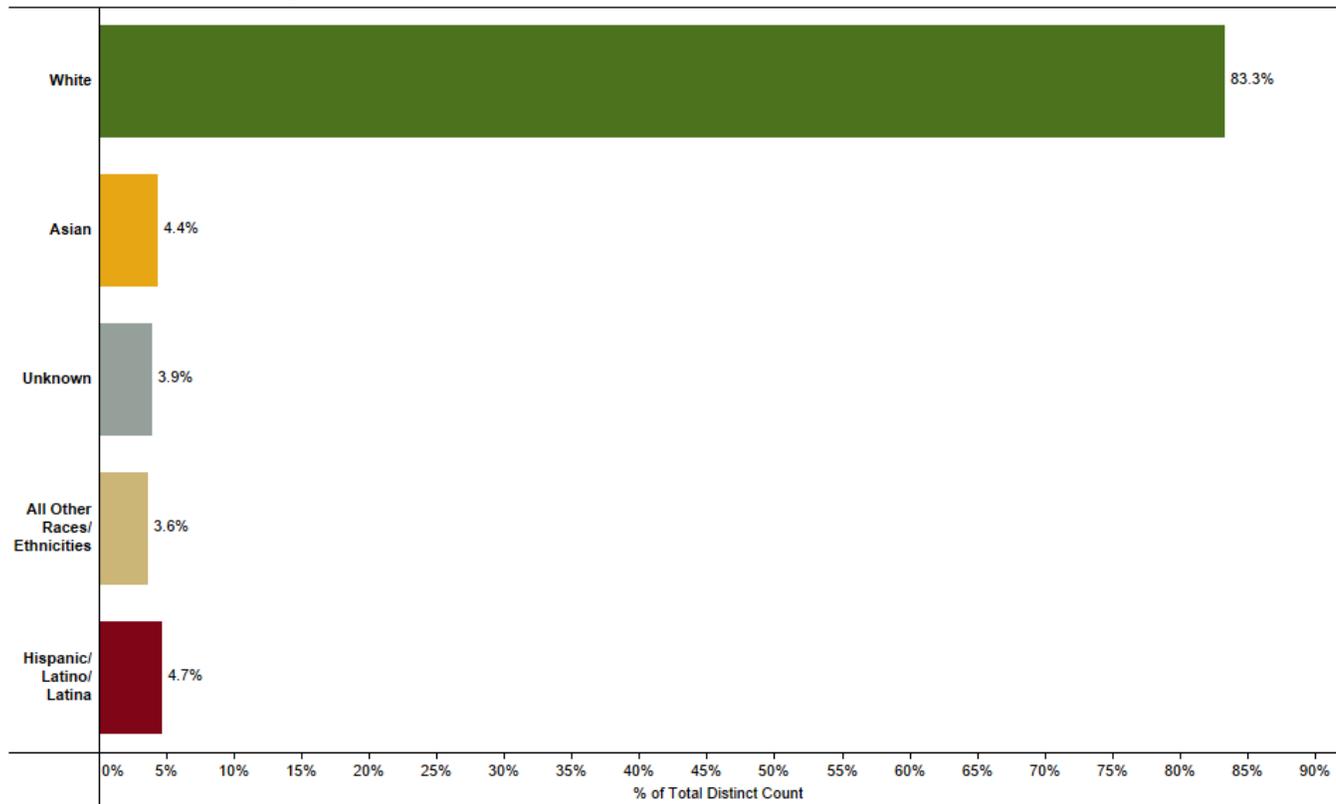
Legal Sex (Peer Institutions\*)

Female Male

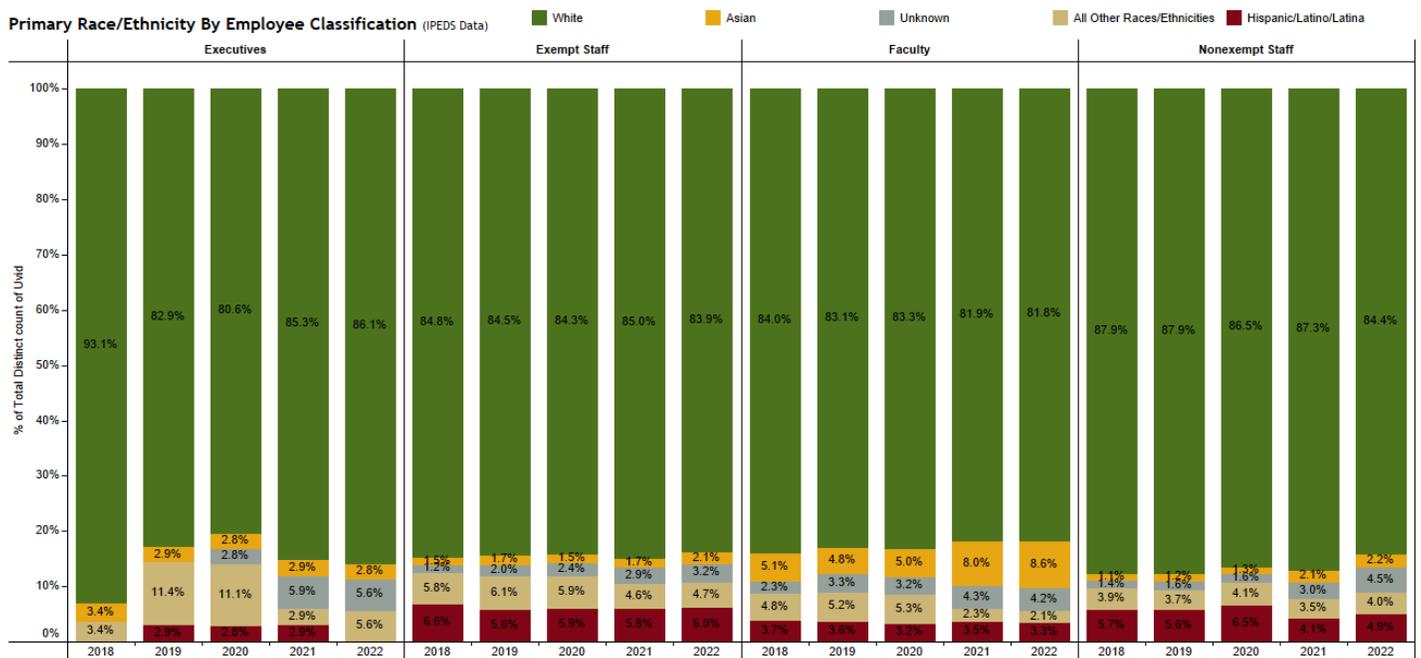


\* Compared to available IPEDS data (2017-2021) for other regional peer universities, which includes: Arkansas Tech University, Bellevue College, College of Staten Island CUNY, Dixie State University, Palm Beach State College, South Texas College, St Petersburg College, University of Alaska Anchorage, Weber State University, and Western Kentucky University.

2022 Full-Time Benefit Eligible Primary Race (2022 IPEDS Data)



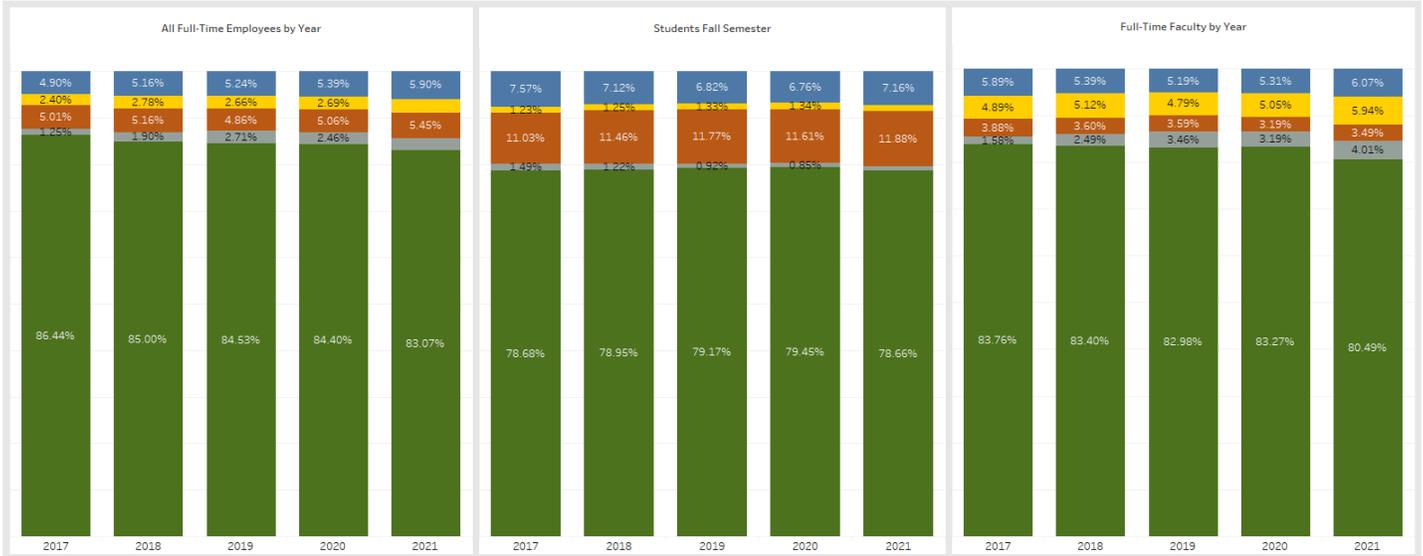
Primary Race/Ethnicity by Employee Classification (IPEDS Data)



2017-2021 UVU Full-Time Employees, Students, and Full-Time Faculty - IPEDS Race/Ethnicity Comparison

Race/Ethnicity (UVU)

All Other Races/Ethnicities\*\* Asian Hispanic or Latino Race/Ethnicity unknown White

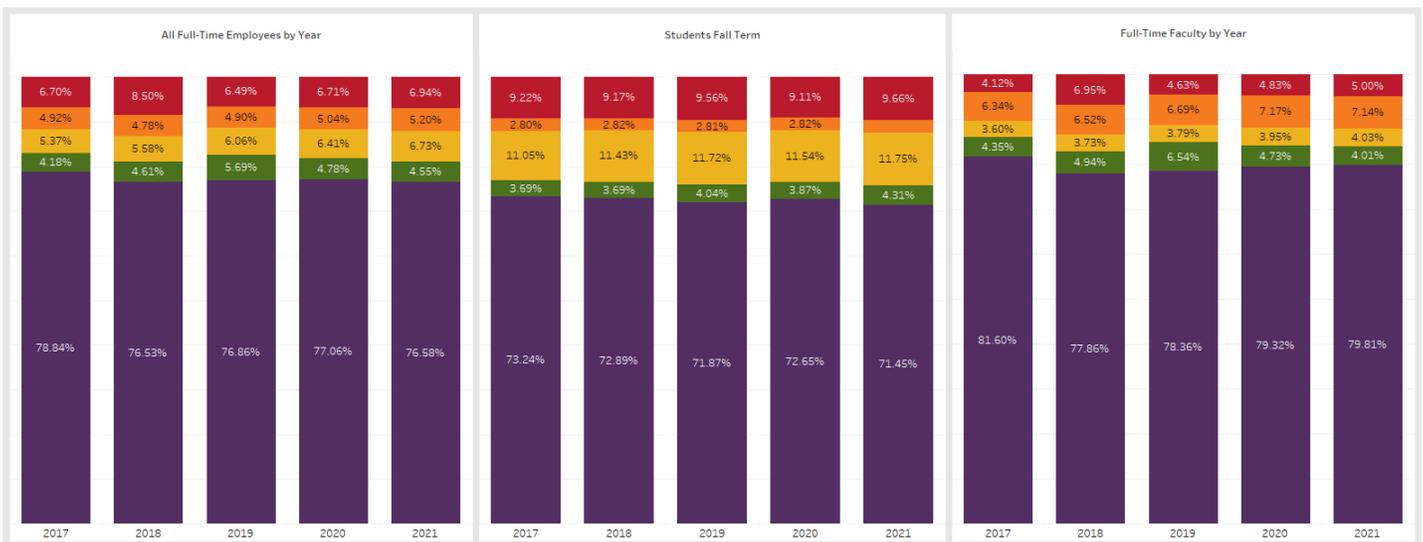


\*\*All Other Races/Ethnicities includes: American Indian or Alaska Native, Black or African American, Native Hawaiian or Other Pacific Islander, Nonresident alien, and Two or more races.

2017-2021 USHE Full-Time Employees, Students, and Full-Time Faculty - IPEDS Race/Ethnicity Comparison\*

Race/Ethnicity (USHE\*)

All Other Races/Ethnicities\*\* Asian Hispanic or Latino Race/ethnicity unknown White



\* Compared to available IPEDS data (2017-2021) for USHE schools which includes: Dixie State University, Salt Lake Community College, Snow College, Southern Utah University, University of Utah, Utah State University, and Weber State University.  
 \*\*All Other Races/Ethnicities includes: American Indian or Alaska Native, Black or African American, Native Hawaiian or Other Pacific Islander, Nonresident alien, and Two or more races.

2017-2021 Peer Universities Full-Time Employees, Students, and Full-Time Faculty - IPEDS Race/Ethnicity Comparison\*

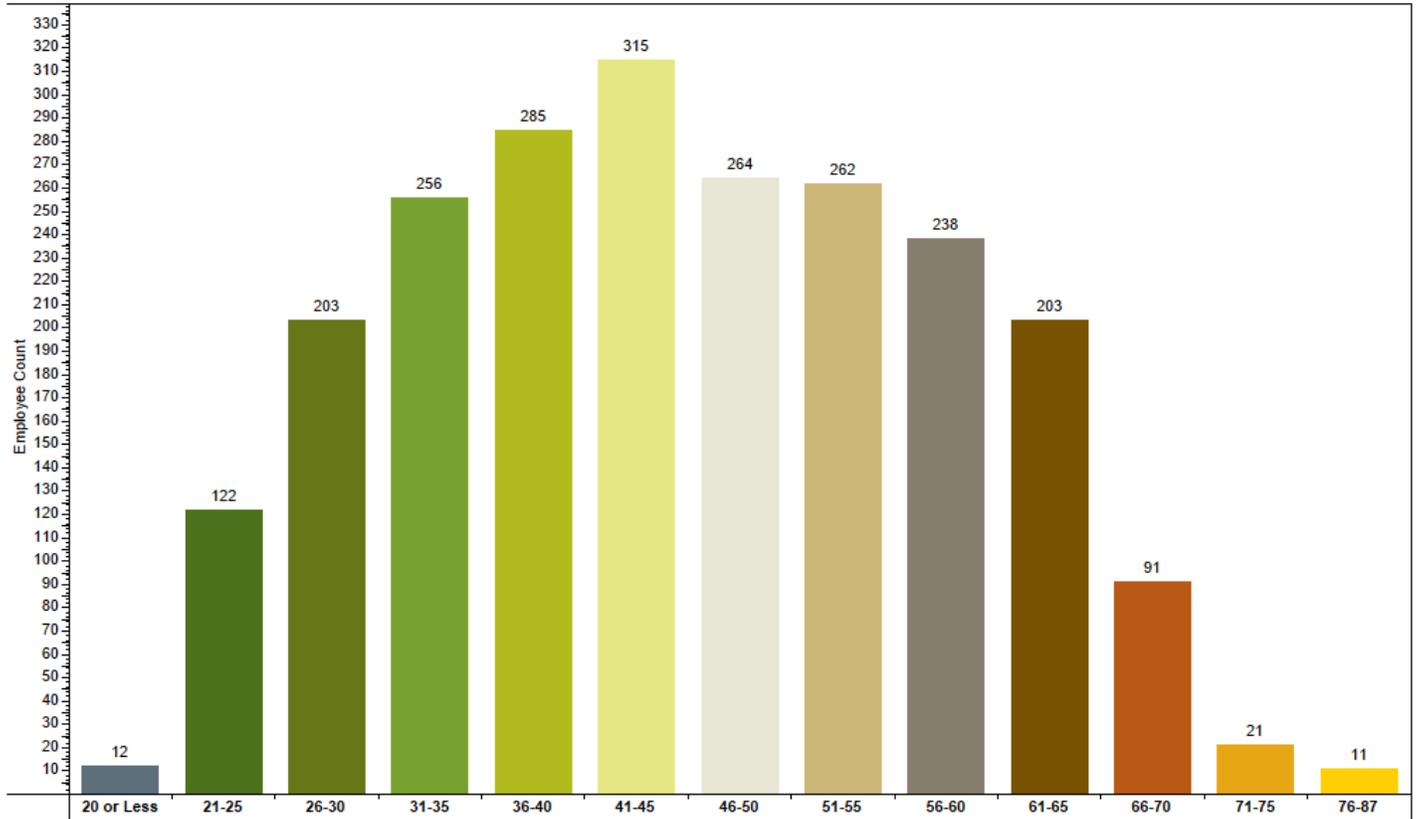
Race/Ethnicity (Peer Universities\*)

All Other Races/Ethnicities\*\* Asian Hispanic or Latino Race/Ethnicity unknown White

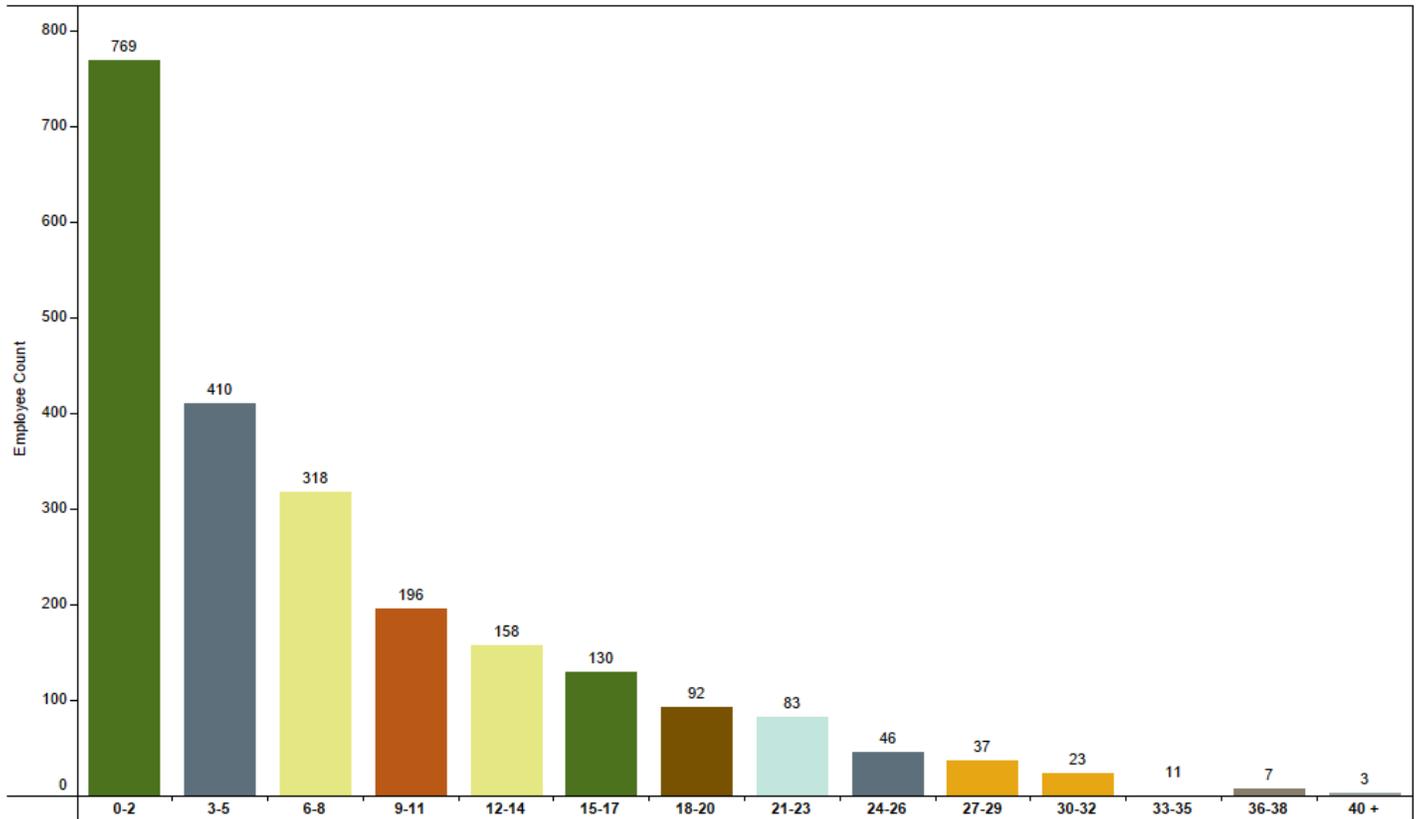


\* Compared to available IPEDS data (2017-2021) for other regional peer universities, which includes: Arkansas Tech University, Bellevue College, College of Staten Island CUNY, Dixie State University, Palm Beach State College, South Texas College, St Petersburg College, University of Alaska Anchorage, Weber State University, and Western Kentucky University.  
 \*\*All Other Races/Ethnicities includes: American Indian or Alaska Native, Black or African American, Native Hawaiian or Other Pacific Islander, Nonresident alien, and Two or more races.

**Full-Time Employee Age Distribution** (November 2022 Data)

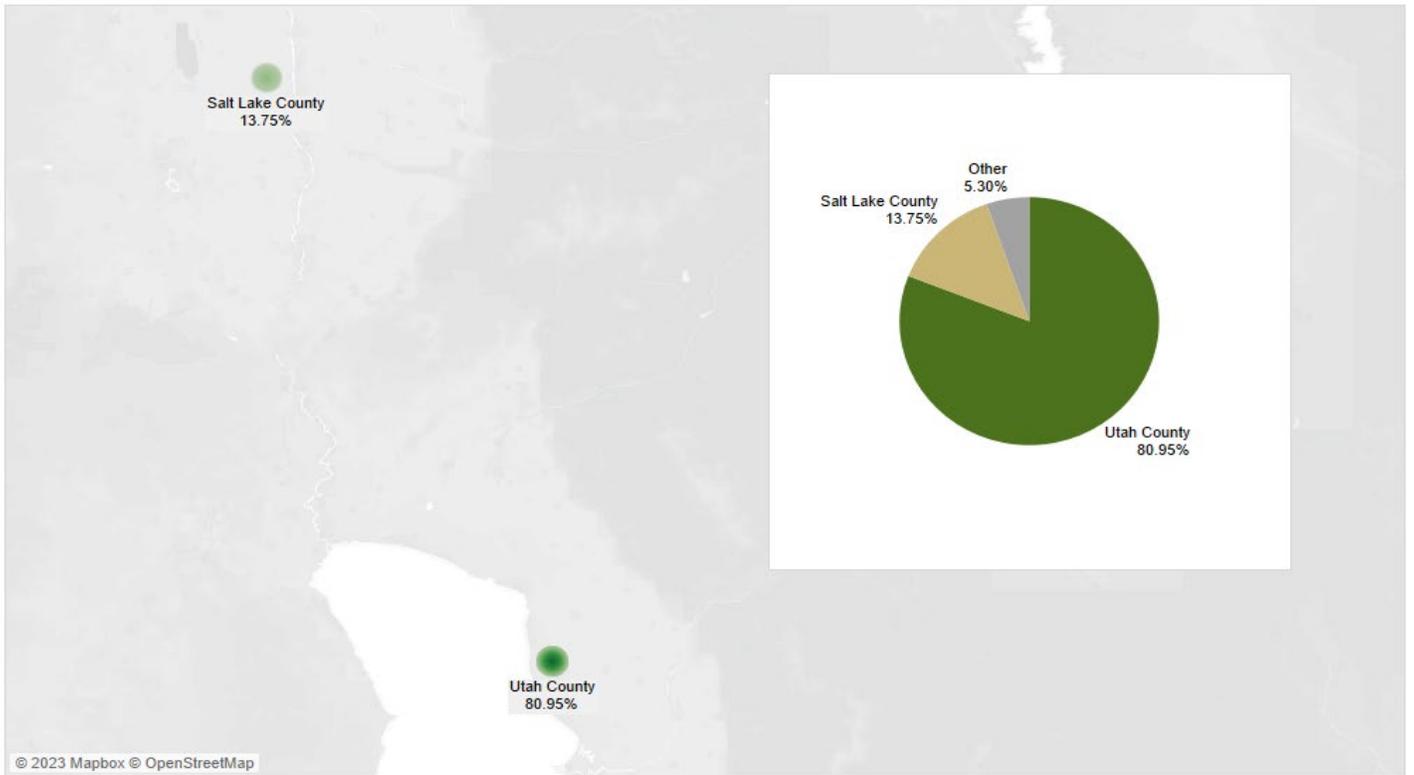


**Full-Time Employee Years of Service** (November 2022 Data)

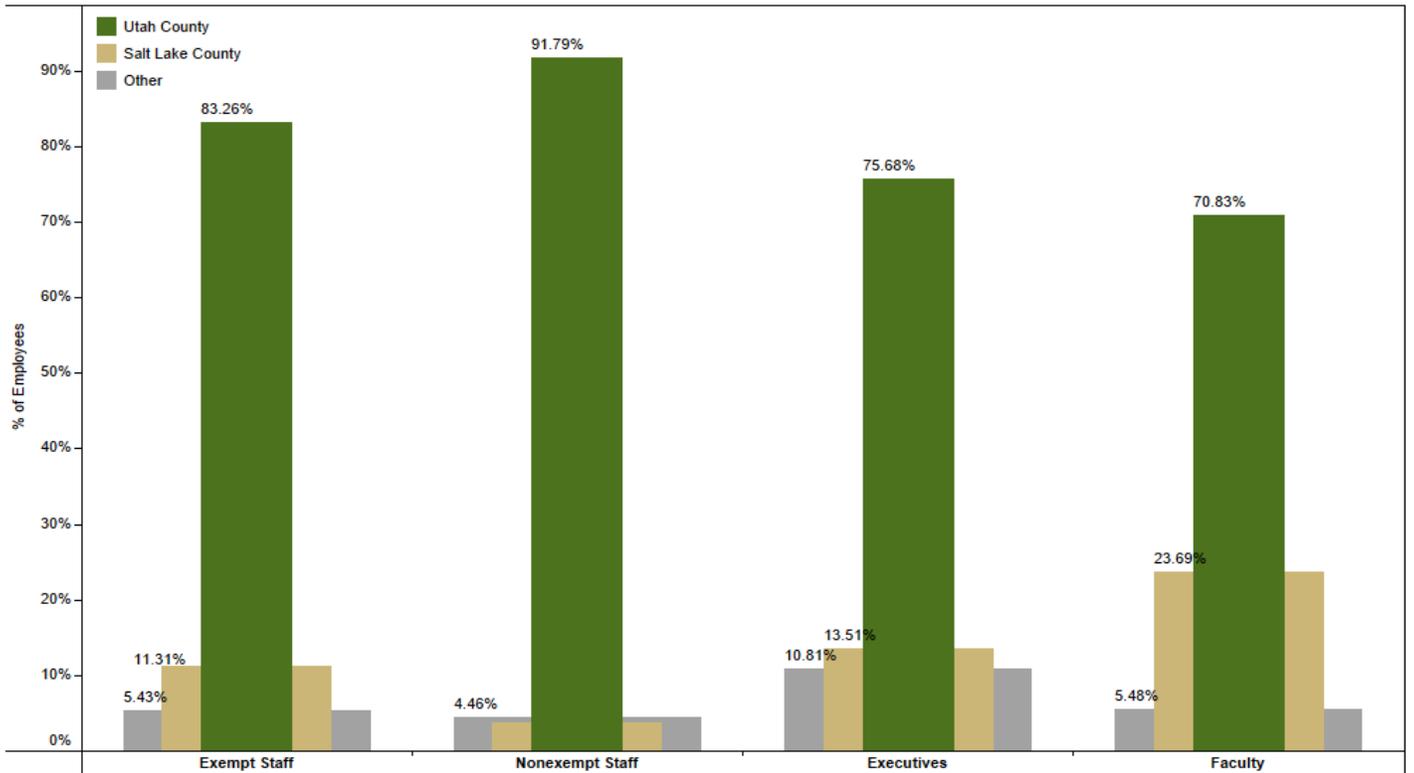


# FULL-TIME EMPLOYEE GEOGRAPHIC DISTRIBUTION

Full-Time Employee Geographic Distribution (November 2022 Data)



Full-Time Employee Geographic Distribution (November 2022 Data)

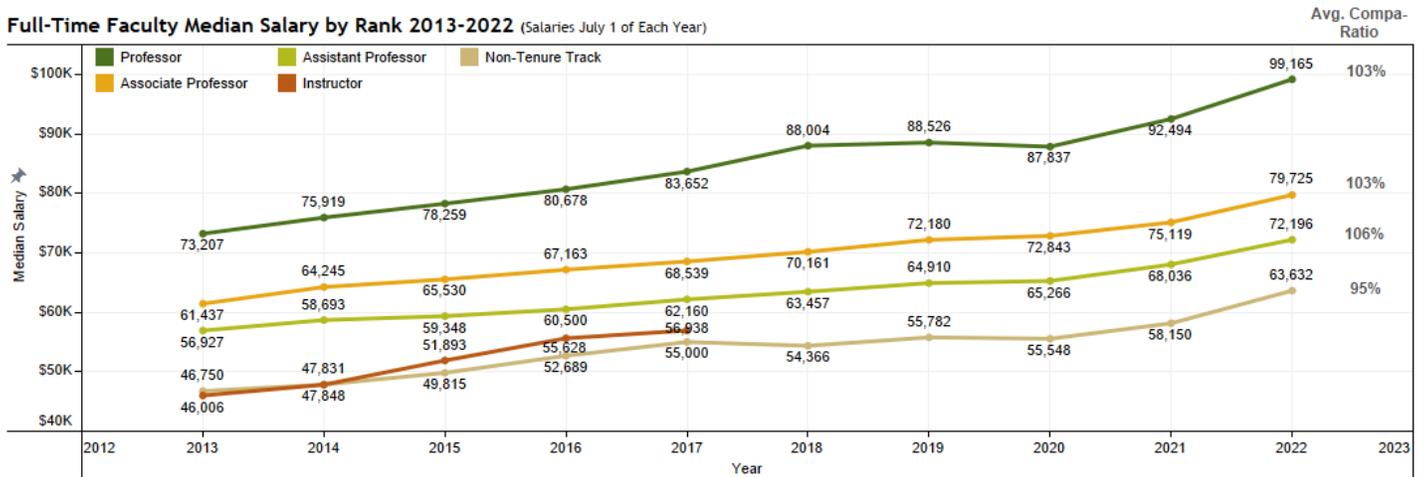
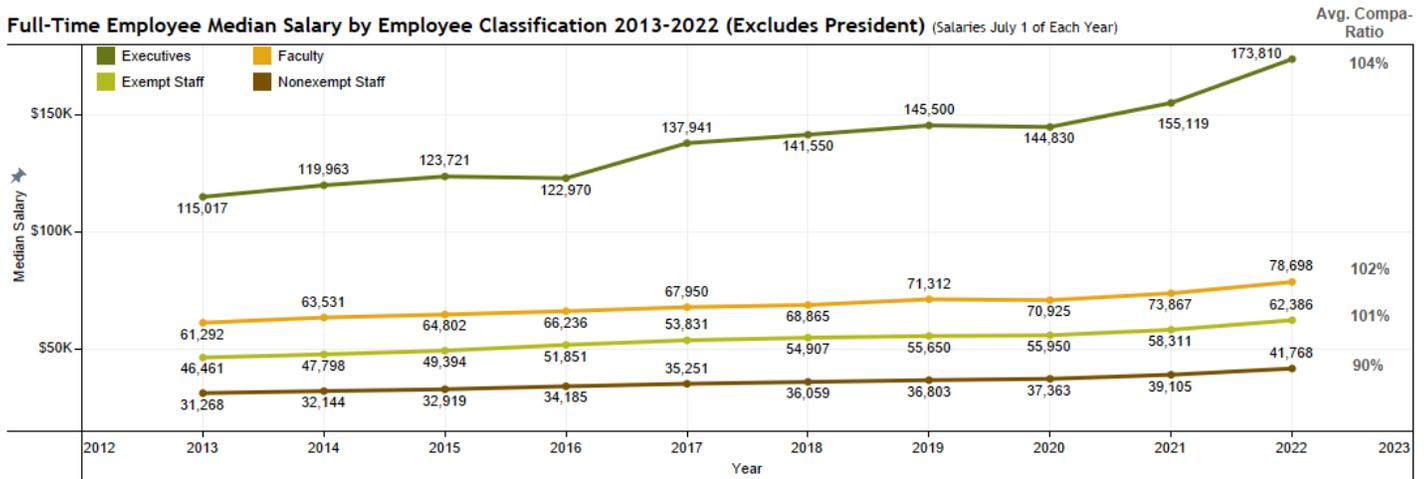


## FULL-TIME EMPLOYEE COMPENSATION

To fulfill its mission, UVU strives to attract, develop, retain, and reward a highly qualified and diverse workforce. Within the boundaries of financial feasibility and sustainability, UVU's compensation strategies help the university to:

1. Provide wages, salaries, and benefits that are competitive within our appropriate labor markets
2. Promote internal equity across diverse university functions
3. Ensure consistency in meeting compliance requirements while remaining flexible in responding to internal and external workforce changes

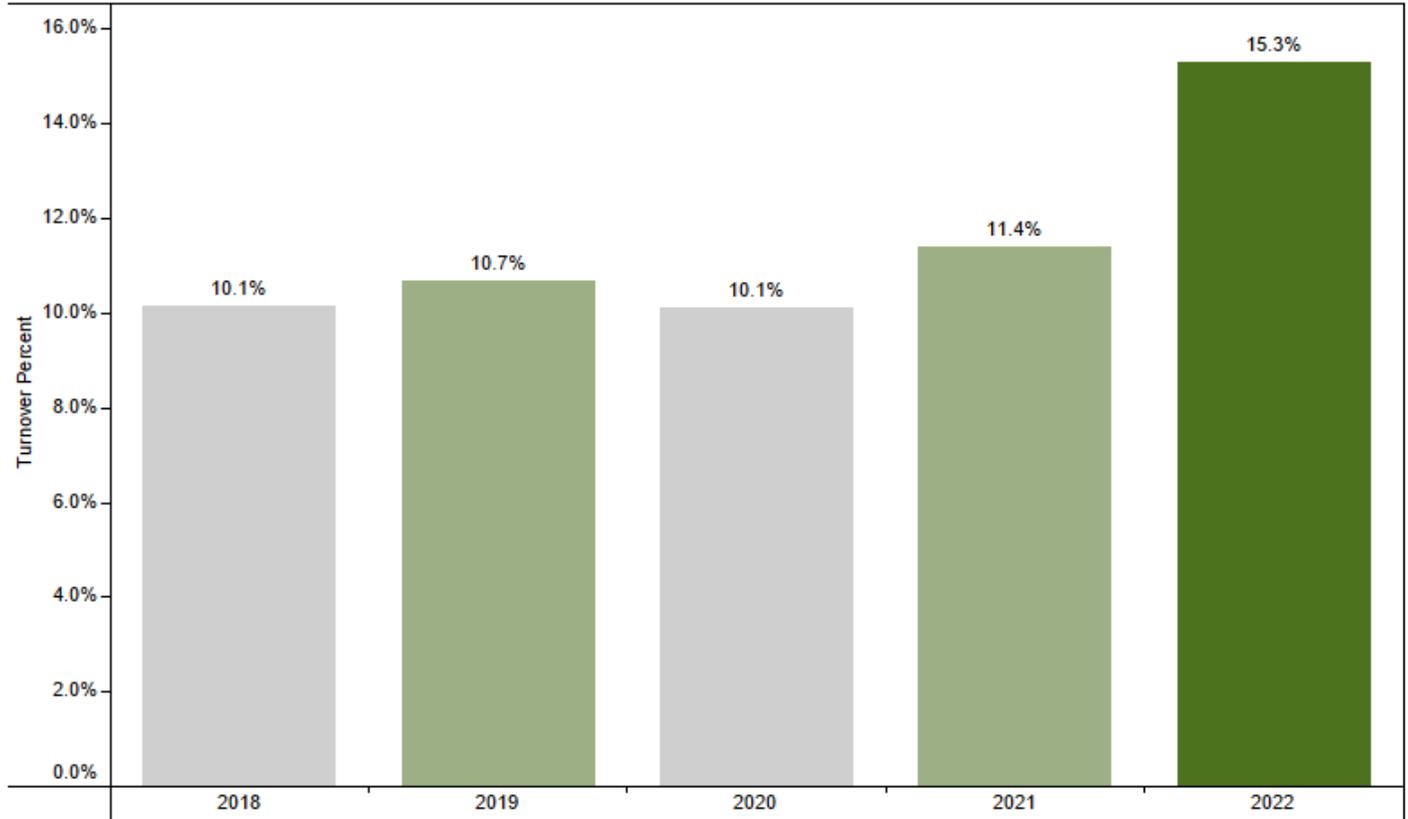
In 2022, UVU held fast to its commitment to competitive compensation and employee retention, despite several external factors. Unforeseen challenges such as out-of-control inflation and rising housing prices put a significant strain on the budgets of UVU's employees and their families. UVU met those incredible challenges by advocating for and securing the largest compensation increase at UVU since its inception. With that increase, UVU was able to raise the minimum wage yet again to \$14 per hour and give faculty and staff an average increase of 7%, returning so much of that lost buying power. Along with a cost-of-living increase, most employees saw an increase with merit pay. UVU will continue to offer options that will create financial benefits for employees by increasing award amounts and their frequency, along with upholding remote work agreements. The outlook for fiscal year 2024 is positive, with Utah Gov. Spencer Cox proposing to cover up to 87.5% of compensation increases in accordance with his higher education agenda.



## FULL-TIME EMPLOYEE TURNOVER

UVU's turnover ratio is trending upward and reflects the trend of our peer institutions. UVU's highest turnover is in nonexempt positions and reflects the current local job market.

**UVU Full-Time Turnover Ratio** (Fiscal Year)

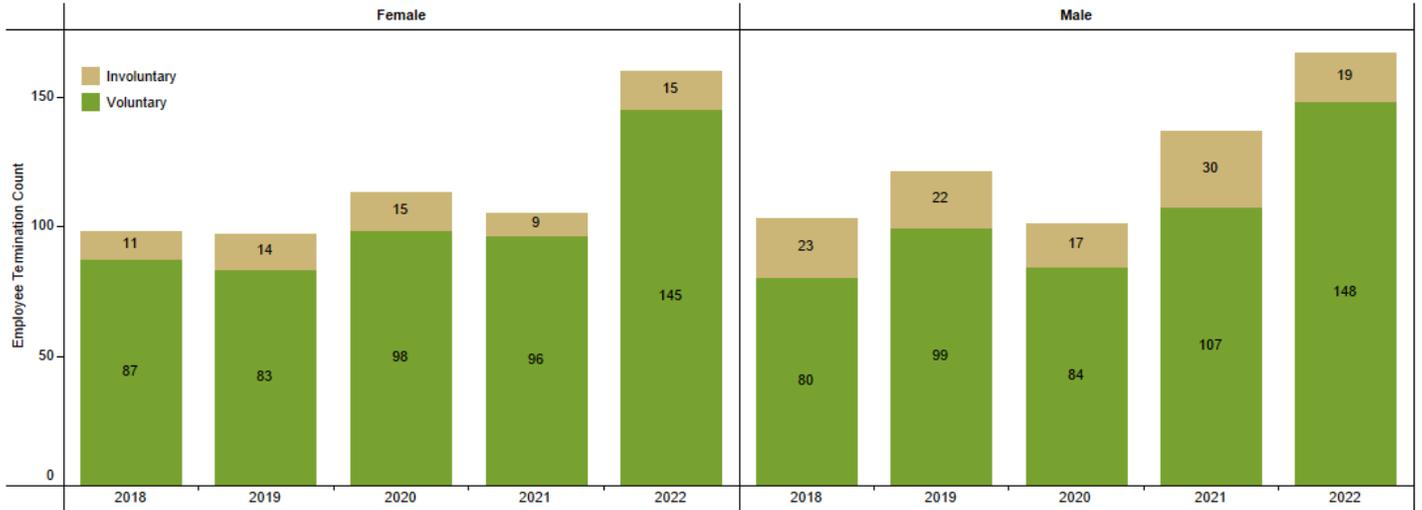


2018-2022 Full-Time Employees - CUPA Annual Turnover Comparisons\*

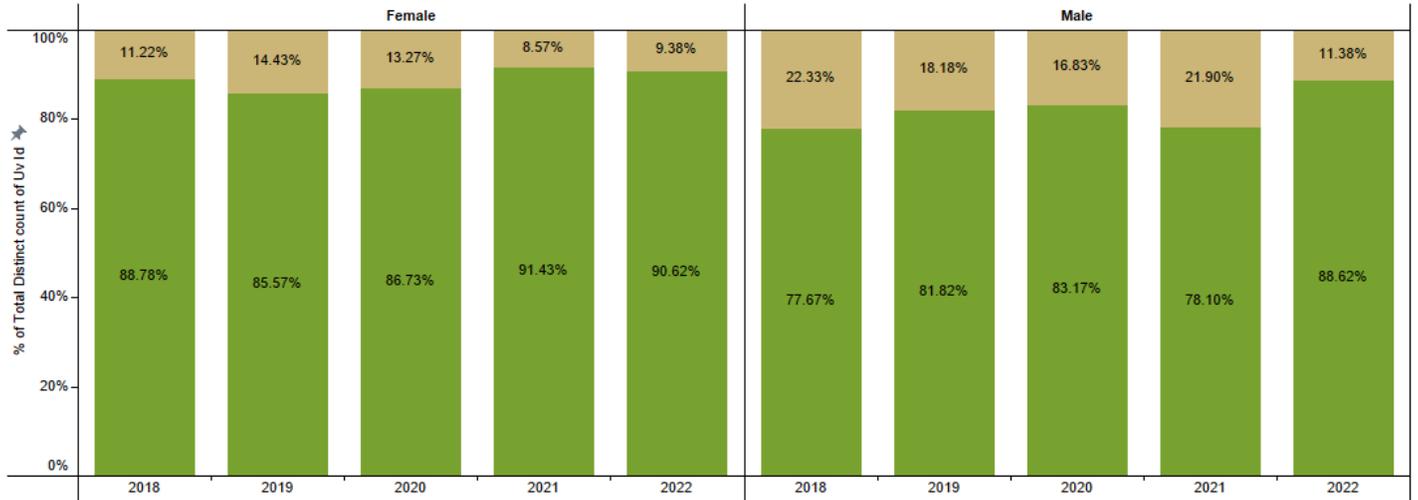


\* Compared to available peer CUPA data (2018-2022)

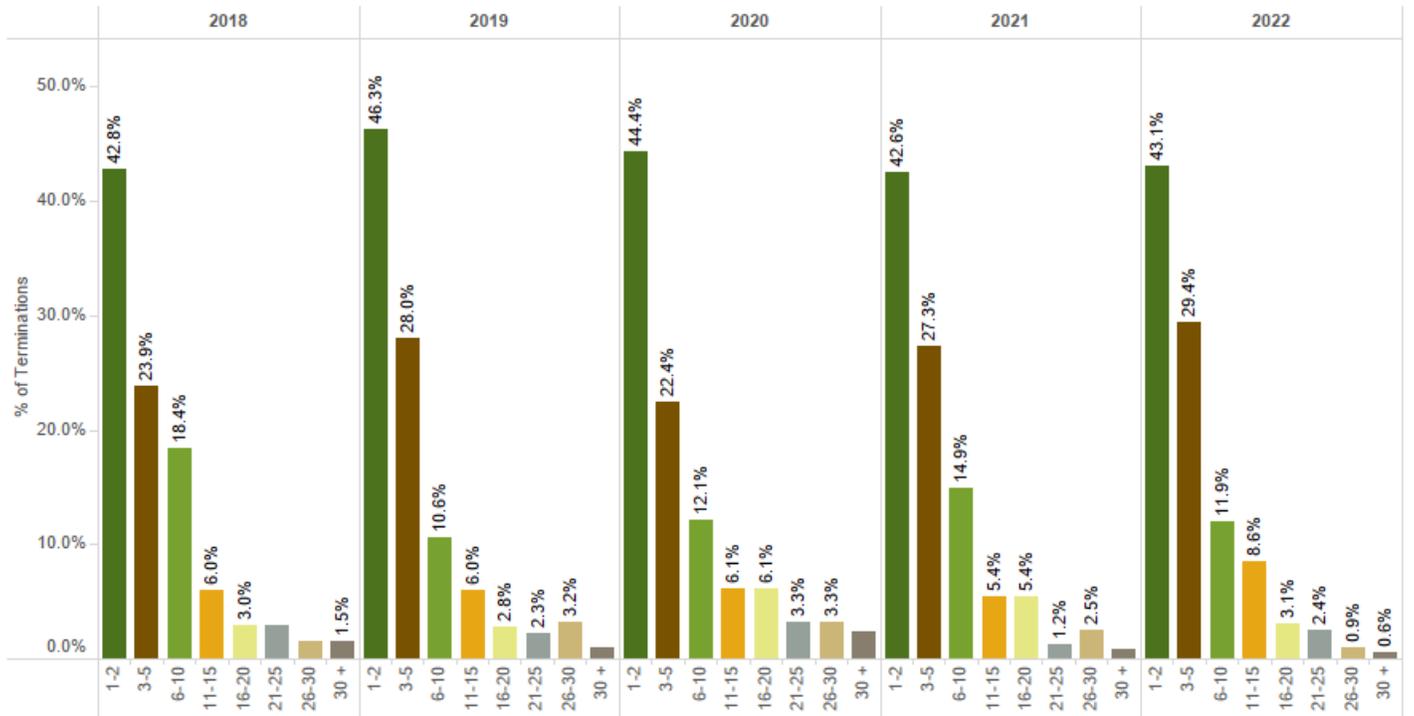
**Full-Time Employee Terminations** (Fiscal Year Data)



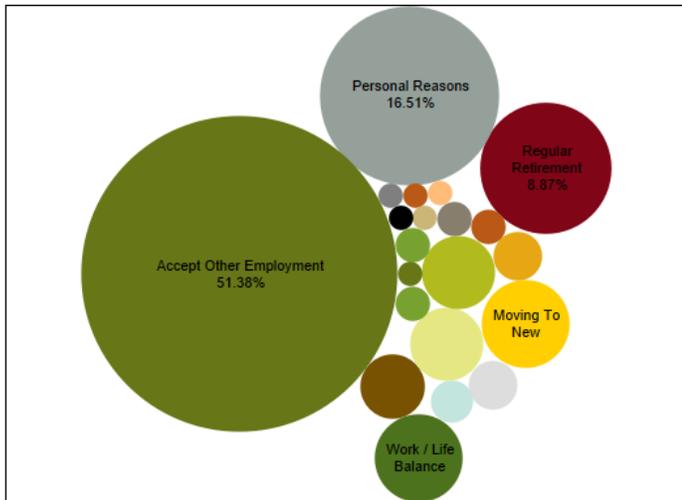
**Full-Time Employee Terminations** (Fiscal Year Data)



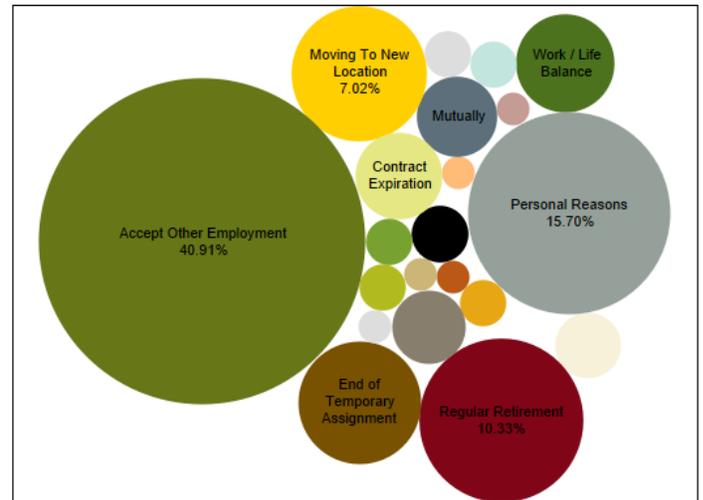
**Full-Time Employee Years of Service at Termination** (Fiscal Year Data)



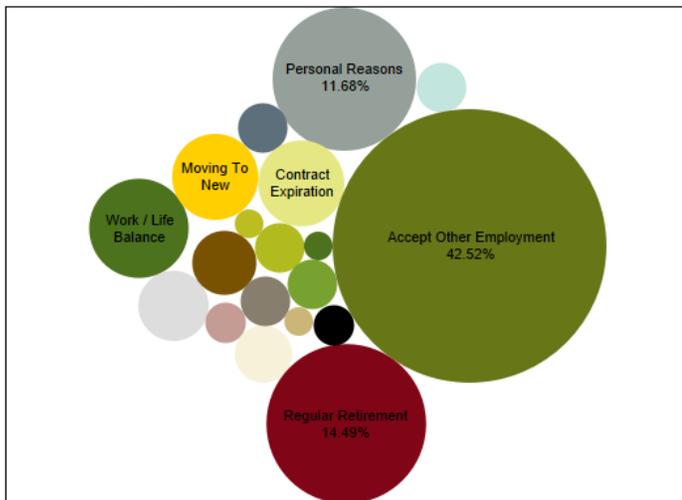
**Full-Time Employee Terminations** (Fiscal Year 2022)



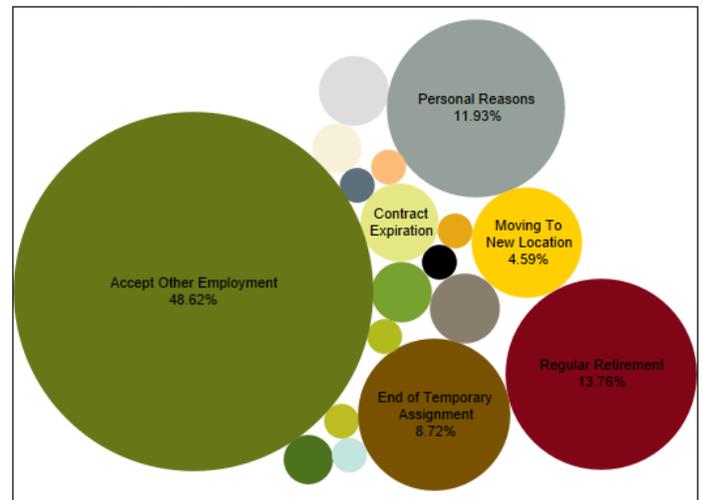
**Full-Time Employee Terminations** (Fiscal Year 2021)



**Full-Time Employee Terminations** (Fiscal Year 2020)



**Full-Time Employee Terminations** (Fiscal Year 2019)



### Termination Reason

- Accept Other Employment
- Administrative Move
- Administrative Reorganization
- Approved: Long-Term Disability
- Attend School Full Time
- Contract Expiration
- Death
- Denied Tenure
- Dismissed For Cause
- End of Temporary Assignment
- Executive Release
- Expiration Of Funding
- Failure To Report For Work
- Job Dissatisfaction
- Moving To New Location
- Not Authorized To Work
- Personal Reasons
- Regular Retirement
- Termination During Probation
- Unsatisfactory Performance
- Work / Life Balance