Utah Valley University Board of Trustees Meeting
June 28, 2018
4:00pm SC 213c

Tab	Agenda	Notes

A	I. Action
	
	1. Oath of Office, *Elaine Dalton, Chair*
	    a. Marc Reynolds, UVUSA President
	
	2. Executive Committee Vote Ratification, *Elaine Dalton, Chair*
	    a. Soccer Fields
	    b. Holland Hall (Clarke Building Auditorium)
	    c. Entrepreneurship Institute	

B	3. Requisitions
	    a. Workers Compensation- $600,000, *Linda Makin, VP, PBHR*
	    b. West Campus Parking Lot Pavement - $1,000,000, *Val Peterson, VP, Finance & Administration*
	    c. Annual $500,000+ Requisitions, *Val Peterson, VP, Finance & Administration*	

C	4. Center for Social Impact, Kyle Reyes, VP Student Affairs	

D	5. Policies
	    a. Policy 655 Graduate Faculty, *Jeff Olson, Interim President*
	    b. Policy 204 Appropriateness of Expenditures, *Val Peterson, VP, Finance & Administration*	

E	6. Facilities, *Val Peterson, VP, Finance & Administration*
	    a. Finance and Facilities Committee Report, Jack Sunderlage
	    b. Capital Improvements Plan FY2019
	    c. Five-Year Plan
	    d. CUP Water Contract	

F	7. Budgets, *Linda Makin, VP PBHR*
	    a. 2018-19 Education & General Appropriated Revenue & Expenditure
	    b. 2018-19 Educational Disadvantaged Appropriated Revenue & Expenditure
	    c. 2018-19 Institutional Discretionary Revenue and Expenditure
	    d. 2018-19 Auxiliary Services Revenue and Expenditure	

G	8. Academic Program Approval, *Jeff Olson, Interim President*
	    a. Academic Affairs Committee Report, Paul Thompson, Chair
	    b. BS Professional Pilot Name Change & Restructure
	    c. Addition of a BS in Aviation Management
	    d. Emergency Leadership Emphasis Name Change
	    e. Addition of an IS emphasis in National Security Studies
	    f. Creation of a Department of Engineering	

H	9. Strategic Planning Integration, *Linda Makin, VP PBHR* II. Executive Session	

I. Action (Continued)

10. Sabbaticals, *Jeff Olson, Interim President*

11. Tenure, *Jeff Olson, Interim President*

III. Committee Reports

1. Audit Committee, *R. Duff Thompson, Chair*

I   IV. Consent Calendar

1. Minutes of March 28, 2018

2. February, March, & April 2018 Investment Reports

3. 2017-18 Education & General Appropriated Revenue Revision 3

4. 2017-18 Institutional Discretionary Budget Revision 2

5. 2018-19 Education and General Appropriated Revenue Revision 1

6. FY 2018 Non-Substantive Policy Changes

7. OGC New Hire: Director of the Office of Technology Commercialization and Intellectual Property Counsel

V. Information

1. Dual-Mission Summit, *David Connelly, AVP, Academic Programs*

2. President's Report, *Jeff Olson, Interim President*

DATE:	**June 28, 2018**
TITLE:	**Executive Committee Vote Ratification**
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Justin Jones, Chief of Staff & Secretary to the Board**
SUBJECT:	**Ratification of Executive Committee Decisions of May 30, 2018**
BACKGROUND:	The Board of Trustees is being asked to ratify votes made by the Executive Committee during their May 30, 2018, meeting (phone call). At this meeting, the Executive Committee voted in favor of three building namings in accordance with UVU policy: 1. Soccer Fields (at Vineyard) 2. Holland Hall (Auditorium in the Clarke Building) 3. Entrepreneurship Institute
ALTERNATIVES:	• **Approve** as presented, "I move to approve the ratification of the Executive Committee vote of May 30, 2018." • **Amend** and approve, "I move to approve, as amended…" • **No action**, "I move that we go to the next agenda item…"
FINANCIAL IMPACT:	Available upon request
EXHIBITS:	

DATE:	**June 28, 2018**
TITLE:	**Worker's Compensation Insurance**
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Linda Makin, VP PBHR**
SUBJECT:	**Requisition Approval - $600,000**
BACKGROUND:	The Board of Trustees is being asked to approve the payment of Worker's Compensation Insurance to the state of Utah in the amount of $600,000. With few exceptions, Worker's Compensation Insurance is required for all businesses operating in the state of Utah. Full-time and part-time employees require coverage, as well as students who are enrolled and receiving credit for an off-campus, approved internship or clinical, working in coordination with a cooperating employer in their field of study. (Note: BOT approval is required because the amount exceeds the $500,000 requisition threshold.)
ALTERNATIVES:	• **Approve** as presented, "I move to approve the payment of Worker's Compensation Insurance to the state of Utah in the amount of $600,000." • **Amend** and approve, "I move to approve, as amended…" • **No action**, "I move that we go to the next agenda item…"
FINANCIAL IMPACT:	$600,000
EXHIBITS:	N/A

DATE:	**June 28, 2018**
TITLE:	**West Campus Parking**
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Val Peterson, VP Finance & Administration**
SUBJECT:	**Requisition Approval - $1,000,000**
BACKGROUND:	The Board of Trustees is being asked to approve the expenditure of funds in the amount of $1,000,000 for the resurfacing of the parking lot at West Campus. The gravel parking lot located on West Campus needs to be resurfaced so that it can adequately serve as the new location of UVU's free parking which is being moved off of the Orem Campus. The cost will cover the structural improvements necessary to make this lot viable before the Fall 2018 start. (Note: BOT approval is required because the amount exceeds the $500,000 requisition threshold.)
ALTERNATIVES:	• **Approve** as presented, "I move to approve the expenditure of $1,000,000 for the resurfacing of the West Campus parking lot." • **Amend** and approve, "I move to approve, as amended…" • **No action**, "I move that we go to the next agenda item…"
FINANCIAL IMPACT:	$1,000,000
EXHIBITS:	N/A

DATE:	**June 28, 2018**
TITLE:	**Standing Requisitions over $500,000**
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Val Peterson, VP Finance & Administration**
SUBJECT:	**Requisition Approval - $500,000+**

BACKGROUND:	The Board of Trustees is being asked to approve the expenditure of funds to cover those standing requisitions which are in amounts approximately $500,000 or more. These requisitions allow the university to pay utilities, resale textbooks, resale computer equipment, or resale food. The Board annually approves these expenditures.
	
	Requisitions will be made payable to the following:
	
	    Apple
	    Rocky Mountain Power
	    US Foods Inc
	    Dominion Energy
	    Cengage Learning
	    McGraw Hill
	    Pearson Education
	    Verba Inc.
	    WW Norton & Co.
	    Orem City
	
	(Note: BOT approval is required because the amounts exceed the $500,000 requisition threshold.)

ALTERNATIVES:	• **Approve** as presented, "I move to approve the expenditure of funds for the requisitions presented which are in amounts approximately $500,000 or above." • **Amend** and approve, "I move to approve, as amended…"

	• **No action**, "I move that we go to the next agenda item…"
FINANCIAL IMPACT:	Available upon request
EXHIBITS:	a. Requisitions Requiring BOT Approval FY 2019

FY2018-19 Standing Orders Requiring BOT Approval			
Vendor Name	**FY2018 PO Total**	**Department**	**Business Purpose**
Apple Inc.	$2,000,000.00	Bookstore	Computer Resale
Rocky Mountain Power	$2,916,830.00	Facilities	Electric Utilites
US Foods Inc	$822,000.00	Dining Services/Catering	Food Resale
Dominion Energy	$417,005.00	Facilities	Gas Utilities
Cengage Learning	$900,000.00	Bookstore	Textbook Resale
McGraw Hill	$1,000,000.00	Bookstore	Textbook Resale
Person Education	$800,000.00	Bookstore	Textbook Resale
Verba Inc	$500,000.00	Bookstore	Textbook Resale
WW Norton & Co	$500,000.00	Bookstore	Textbook Resale
Orem City	$497,920.00	Facilities	Various Utilities

DATE:	**June 28, 2018**
TITLE:	**Center for Social Impact**
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Kyle Reyes, VP Student Affairs**
SUBJECT:	**Center Name Change**
BACKGROUND:	The Board of Trustees is being asked to approve the change in the name of the Volunteer and Service Learning Center to the Center for Social Impact. This change reflects a new strategic framework for the center. The goal is to help students become more active citizens in their communities and empower students to develop their own pathways to community engagement.
ALTERNATIVES:	• **Approve** as presented, "I move to approve changing the name of the Volunteer and Service Learning Center to the Center for Social Impact." • **Amend** and approve, "I move to approve, as amended…" • **No action**, "I move that we go to the next agenda item…"
FINANCIAL IMPACT:	Available upon request
EXHIBITS:	a. Center for Social Impact white paper

THE FUTURE OF SERVICE AT UVU

Expanding Our Pathways

For the last 25 years, the Volunteer & Service-Learning Center has provided co- and extra-curricular student programming through the department of Student Life in Student Affairs, and is funded by student fees. We also support the Academic Service-Learning director's work as directed through Academic Affairs.

With our updated mission of **"Driving social impact by connecting students and community,"** we now promote a framework of diverse pathways for active citizenship that goes beyond volunteerism and service-learning. This framework is founded on two nationally-recognized models.

TWO MODELS

Model One: Public Service Pathways

Developed in 2010 by Stanford University's Haas Center for Public Service, the Pathways of Public Service describe **a range of possibilities by which we can make a contribution** to the common good. These pathways intersect and overlap, demonstrating the interdependent nature inherent in working toward the common good. The pathways are defined below.

DIRECT SERVICE
Working to address the immediate needs of individuals or a community, often involving contact with the people or places being served.

POLICY & GOVERNANCE
Participating in political processes, policymaking, and public governance.

COMMUNITY ENGAGED LEARNING & RESEARCH
Connecting coursework and academic research to community-identified concerns to enrich knowledge and inform action on social issues.

COMMUNITY ORGANIZING & ACTIVISM
Involving, educating, and mobilizing individual or collective action to influence or persuade others.

SOCIAL ENTREPRENEURSHIP & CORPORATE SOCIAL RESPONSIBILITY
Using ethical private sector approaches to create or expand market-oriented responses to social problems.

PHILANTHROPY
Donating or using private funds or charitable contributions from individuals or institutions to contribute to the public good.

Model Two: Active Citizen Continuum

Developed by Break Away, a national nonprofit, this powerful framework gives **language to the journey taken to become more engaged**, inquisitive, and forward-thinking toward active citizenship. The continuum is outlined below.

MEMBER
Not concerned with their role in social problems.

VOLUNTEER
Well-intentioned but not well-educated about social issues.

CONSCIENTIOUS CITIZEN
Concerned with discovering root causes; asks why?

ACTIVE CITIZEN
Community becomes a priority in values and life choices.

STRATEGIC PROGRAMMING

By combining the Public Service Pathways and the Active Citizen Continuum, **we are designing programs, initiatives, and collaborations** to move students from pathway entry points to more substantial community learning experiences.

ACTIVE CITIZEN CONTINUUM	PATHWAYS OF PUBLIC SERVICE					
	Direct Service	Community Engaged Learning & Research	Social Entrepreneur-ship & Corp. Social Res.	Policy & Governance	Community Organizing & Activism	Philanthropy
Member						
Volunteer			PROGRAMS, INITIATIVES, & COLLABORATIONS			
Conscientious Citizen						
Active Citizen						

CHANGE IN NAME

As we began to plan how to formally announce this update in mission and strategy, we soon realized that the name "Volunteer & Service-Learning" **only addresses two of the six pathways** of our framework and that we should look for a name that is more inclusive of all the pathways.

As we developed name options, we wanted to both inspire students and also reduce confusion about our role on campus. "Volunteer" and "service" are terms that lend themselves to be misinterpreted as we have experienced over the years. We also avoided using the terms "community" and "engaged" due to the systemic use of these terms on campus.

The name we propose is **Center for Social Impact**. This name is inclusive of our mission, our impact, and all of the pathways. We also like that this name requires action but is not prescriptive.

CENTER FOR SOCIAL IMPACT

We have reached out to various stakeholders to get their input, and Center for Social Impact is the **overwhelmingly popular choice**. Conversations with local and state partners, including United Way of Utah County CEO, Bill Hulterstrom, have also found the proposed name to be the most supported.

One faculty member commented, "I love the idea of impact in our courses and projects." Another said they prefer "impact" because "impact encompasses both change and action. We are attempting to impact our communities in its many forms, not necessarily change them."

Students responded positively, with one preferring the proposed name "...because of the feeling it gives me. It felt more inspiring to be a part of. It means I personally can make an impact." When asked if this change would engage more alumni, one responded, "I'm alumni and that makes me really proud to see the center moving forward. It definitely makes me want to be up to date and involved."

SERVICE-LEARNING FACULTY — 75%, 15%, 10%

STUDENT FOCUS GROUP — 90%, 10%

SERVICE COUNCIL ALUMNI — 76%, 12%, 12%

Legend:
- Center for Social Change
- Center for Social Action
- Center for Social Impact
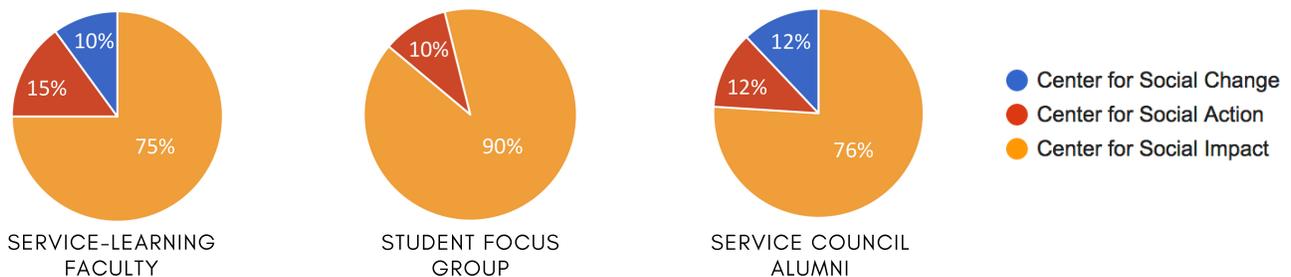
Some feedback confirmed our plans to educate constituents across the board about this new framework and reaffirm that volunteerism and service-learning is not being diminished with this change.

THE RIGHT TIME

With the the launch of our new framework, the current national political climate, the civically minded and innovative millennial and "Z" generations, and **the Center's upcoming 25th anniversary** during the 2018-2019 academic year, we believe the time is right to rebrand the center.

We believe this name will be invigorating to both faculty and community partner engagement, open the door for additional financial resources, and enhance the seriousness of our work.

DATE:	**June 22, 2018**
TITLE:	**UVU Policy 655 *Graduate Faculty***
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Jeff Olsen, Senior Vice President of Academic Affairs, Interim University President**
SUBJECT:	**Approval of Policy 655 *Graduate Faculty***
BACKGROUND:	This policy was revised to - Provide clarification on the structure and function of Graduate Council. - Provide more direction on the process used to add or propose new graduate programs. - Add a section about alternative qualifications for graduate faculty, including clinical graduate faculty.
ALTERNATIVES:	**Approve** as presented, "I move to approve Policy 655 *Graduate Faculty* for inclusion in the UVU Policy Manual." **Amend** and approve, "I move to approve, as amended Policy 655 *Graduate Faculty* for inclusion in the UVU Policy Manual." **No action**, "I move that we go to the next agenda item."
FINANCIAL IMPACT:	None
EXHIBITS:	a. Policy 655 Graduate Faculty (shows changes) b. Policy 655 Graduate Faculty (clean copy)

UTAH VALLEY UNIVERSITY
Policies and Procedures

Proposed Policy Number and Title: 655 *Graduate Faculty*		
Existing Policy Number and Title: 655 *Graduate Faculty*		
Approval Process*		
☒ Regular	☐ Temporary Emergency	☐ Expedited
☐ New	☐ New	☐ New
☒ Revision	☐ Revision	☐ Revision
☐ Deletion	☐ Suspension	
Limited Scope	Anticipated Expiration Date:	
*See UVU Policy 101 *Policy Governing Policies* for process details.		

Draft Number and Date: Stage 4, April 23, 2018, Board of Trustees, Clean Copy

President's Council Sponsor: Jeff Olson   **Ext.** 8048

Policy Steward: Jim Bailey, Kat Brown   **Ext.** 6493

POLICY APPROVAL PROCESS DATES

Policy Drafting and Revision

Entrance Date: 9/14/2017

University Entities Review

Entrance Date: 1/18/2018

Close Feedback: 3/16/2018

University Community Review

Entrance Date: 3/29/2018

Open Feedback: 3/29/2018

Close Feedback: 4/12/2018

Board of Trustees Review

Entrance Date: 4/26/2018

Approval Date:

POST APPROVAL PROCESS

Verify:

☐ Policy Number
☐ Section
☐ Title
☐ BOT approval
☐ Approval date
☐ Effective date
☐ Proper format of Policy Manual posting
☐ TOPS Pipeline and Archives update

Policy Office personnel who verified and posted this policy to the University Policy Manual

Name:

Date posted and verified:

UTAH VALLEY UNIVERSITY
Policies and Procedures

POLICY TITLE	Graduate Faculty	Policy Number	655
Section	Academics	**Approval Date**	
Subsection	Faculty	**Effective Date**	
Responsible Office	Office of Graduate Studies		

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1.0 PURPOSE

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1.1 The purpose of this policy is to establish the appointment criteria, appointment processes, and activities of graduate faculty, and the responsibilities and functions of Graduate Council.

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2.0 REFERENCES

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2.1 Northwest Commission on Colleges and Universities' Standard 2, Sections 2.C.12 through 2.C.15

2.2 Utah State Board of Regents' Policy R312 *Configuration of the Utah System of Higher Education and Institutional Missions and Roles*

2.3 Utah State Board of Regents' Policy R401 *Approval of New Programs, Program Changes, Discontinued Programs, and Program Reports*

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3.0 DEFINITIONS

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3.1 Graduate faculty: Faculty members qualified and approved to teach 6000-level courses.

3.2 Advisory committee: A committee with oversight and approval authority for a student's thesis or project.

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4.0 POLICY

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4.1 Qualified UVU graduate faculty who teach graduate courses may participate in the development and administration of graduate programs.

4.2 Appointment Criteria for Graduate Faculty

4.2.1 Graduate Faculty Full Member

UTAH VALLEY UNIVERSITY
Policies and Procedures

4.2.1.1 To qualify to become a graduate faculty full member, a salaried, benefits-eligible faculty member or a faculty member with an administrative appointment who is tenured with an academic department shall have, at minimum, the following credentials:

4.2.1.1.1 An earned terminal degree from a regionally accredited institution or equivalent in a discipline appropriate to the program in which they expected to teach;

4.2.1.1.2 A record of recent effective teaching, as determined by the college/school's academic dean and department chair;

4.2.1.1.3 A continuing record of scholarship, as determined by the college/school's academic dean and department chair; and

4.2.1.1.4 A continuing record of service, as determined by the college/school's academic dean and department chair.

4.2.1.2 Adjunct instructors are not eligible to be appointed as graduate faculty full members.

4.2.2 Graduate Faculty Associate Member

4.2.2.1 To qualify to become a graduate faculty associate member, a salaried, benefits-eligible faculty member, or an exempt staff employee, shall have, at minimum, the following credentials:

4.2.2.1.1 An earned terminal degree or actively working towards a terminal degree from a regionally accredited institution or equivalent in a discipline appropriate to the program in which they are expected to teach or, as approved by the Graduate Council, a master's degree with related licensing or certification requiring rigorous examination and continuing education;

4.2.2.1.2 A record of recent effective teaching, as determined by the academic dean and department chair; and

4.2.2.1.3 One of the following as determined by disciplinary requirements: (a) a continuing record of scholarship, as determined by the college/school academic dean and department chair, or (b) recent, significant, and relevant work-related experience, continuing professional education, or other criteria, as determined by the academic dean and department chair, that demonstrates that the individual is current in the area in which they will be teaching.

4.2.3 Graduate Faculty Professional Member

4.2.3.1 Tenured or tenure-track faculty members are not eligible to become graduate faculty professional members. To qualify to become a graduate faculty professional member, a non-tenured or non-tenure track salaried, benefits-eligible faculty member, or adjunct instructor that is not otherwise employed by the University in a salaried, benefits-eligible position, shall have, at minimum, the following credentials:

4.2.3.1.1 An earned terminal or master's degree from a regionally accredited institution or equivalent in a discipline related to the fields of teaching;

4.2.3.1.2 Professional experience that is current, substantial (in terms of duration and level of responsibility), and clearly linked to the field in which the faculty member is expected to teach, as determined by the academic dean and department chair;

4.2.3.1.3 Qualifications that meet the program's accreditation standards for graduate faculty, where applicable, as determined by the academic dean and department chair; and

4.2.3.1.4 A record of recent effective teaching, as determined by the academic dean and department chair.

4.2.4 Graduate Faculty Clinical Member

4.2.4.1 To qualify to become a graduate faculty clinical member, the clinical faculty shall have at a minimum the following credentials:

4.2.4.1.1 An earned terminal degree or master's degree from a regionally accredited institution or equivalent in a discipline related to the field in which the faculty member will teach; and

4.2.4.1.2 A current, active license/certification in good standing with the state of Utah related to the field in which the faculty member will teach.

4.2.4.2 These faculty may or may not be employees of the University; however, if employed as staff by the University, clinical faculty shall be considered adjunct faculty.

4.2.4.3 Graduate faculty clinical members shall be approved by the appropriate graduate program director.

4.2.5 Appointment Exceptions

4.2.5.1 In extraordinary circumstances when an approved graduate faculty member is not available to teach graduate courses, the Director of Graduate Studies may approve a one-semester exception for a faculty member to teach graduate courses.

4.3 Individual College/School-Specific Graduate Faculty Requirement

4.3.1 In addition to the appointment criteria outlined in this policy, individual colleges and schools may establish additional requirements and discipline-specific expectations for graduate faculty in their specific programs.

4.4 Duties of Graduate Faculty

UTAH VALLEY UNIVERSITY
Policies and Procedures

4.4.1 Graduate faculty full members may serve on the Graduate Council, teach graduate courses in their respective department/program, serve on or chair advisory committees of graduate students, and participate in other matters concerning graduate education within their respective college/school and the University.

4.4.2 Graduate faculty associate members may teach graduate courses in their respective department/program, serve on advisory committees of graduate students, and participate in other matters concerning graduate education within their respective college/school and the University.

4.4.3 Graduate faculty professional members may teach graduate courses in their respective departments. Graduate faculty professional members may serve on advisory committees of graduate students with the approval of the department chair, dean, and Director of Graduate Studies and participate in other matters concerning graduate education within their respective college/school and the University.

4.4.4 Graduate faculty clinical members (including clinical professionals of practice) may be granted permission by a graduate program director to supervise graduate students in a clinical setting, but shall not be eligible to teach graduate courses unless approved by the Graduate Council in accordance with this policy.

4.4.4.1 Graduate faculty full members, associate members, or professional members may also be assigned to supervise graduate students in clinical settings.

4.5 Graduate Council

4.5.1 Graduate Council members shall be graduate faculty full members. The function of graduate council is high-level oversight of graduate offerings; therefore, graduate program directors shall not be eligible to serve as Graduate Council members. Graduate Council members shall be elected under the direction of the Faculty Senate by the salaried, benefits-eligible faculty in each academic college/school. Terms of faculty Graduate Council members shall be three years and shall be staggered.

4.5.2 Graduate Council shall include one graduate student representative, who shall be appointed by the Utah Valley University Student Association to serve a one-year term.

4.5.3 The Director of Graduate Studies shall serve as the chair of Graduate Council.

5.0 PROCEDURES

5.1 Oversight Function of Graduate Council

5.1.1 Graduate Council shall perform the following functions:

Printed On:
June 11, 2018

5.1.1.1 Formal approval of appointments to the graduate faculty;

5.1.1.2 Formal approval of college/school criteria for graduate faculty;

5.1.1.3 Formal approval of all new graduate program proposals as part of the university curriculum process;

5.1.1.4 Formal approval of all substantive and non-substantive graduate program change proposals;

5.1.1.5 Review of graduate programs as part of the University's program review process. A subcommittee of the Graduate Council, including a representative of the reviewed program, may perform the review;

5.1.1.6 Recommendation of policies and procedures for graduate programs in accordance with the following: (a) all proposed new or revised policies shall be presented at the graduate program directors' meeting prior to a final vote taken by Graduate Council, and (b) graduate program directors shall have the right to attend and contribute to Graduate Council meeting discussions related to the aforementioned policy recommendations;

5.1.1.7 Consultation regarding the needs of graduate programs;

5.1.1.8 Mentoring of faculty and departments developing new graduate degrees or certificates;

5.1.1.9 Establishment of committees, as needed, to further graduate education;

5.1.1.10 Completion of special assignments, as directed by the Director of Graduate Studies; and

5.1.1.11 Provide all program directors with a copy of each council meeting agenda when it is delivered to Graduate Council members. Approved minutes for each graduate council meeting shall be posted to the graduate studies website within three days after these minutes have been approved.

5.2 Appointments to Graduate Faculty

5.2.1 Applicants for graduate faculty status shall complete and sign a *Graduate Faculty Application Form* and submit it to their current department chair.

5.2.2 The department chair shall review and approve or disapprove the application and submit it to the dean.

5.2.3 The dean shall review and approve or disapprove the application. Approved applications shall be sent to Graduate Council for review.

5.2.4 Graduate Council shall review and approve or disapprove the application. Graduate Council may also request additional information before making a decision. The Director of Graduate Studies shall notify the applicant, department chair, and college/school dean of the decision taken by Graduate Council.

5.2.5 Graduate program directors may recommend and department chairs may assign graduate faculty to teach in graduate programs once the recommendation to teach has been approved by the proposed program's department chair and dean and the Graduate Council.

5.2.5.1 If a program director wishes to employ a graduate faculty member from another department or program, both department chairs and deans shall agree on the faculty member's workload.

5.2.6 In extraordinary circumstances when an approved graduate faculty member is not available to teach a graduate course, the graduate program director may petition the Director of Graduate Studies for an exception to allow a faculty member who is not an approved graduate faculty member to teach graduate courses for one semester. The written petition from the graduate program director shall contain the reason(s) for the need for an exception, and a plan to remedy the situation so the need does not reoccur. The petition shall also contain a recommendation for the exception from the graduate program director, and the affected department chair and college/school dean.

5.3 Appointments to Graduate Council

5.3.1 Faculty Senate representatives for the college/school shall conduct the nomination process and the election for Graduate Council representatives. Graduate faculty full members shall be nominated for the Graduate Council ballot by the salaried, benefits-eligible faculty members in their college/school. Only salaried, benefits-eligible faculty members of the college/school are eligible to vote for their college/school Graduate Council representative. Elections shall typically be held in the spring. Newly elected members shall begin service at the start of the subsequent Fall semester and shall serve for a term of three years.

5.3.2 Each academic college/school shall have one graduate faculty full member serve as a voting member of Graduate Council. Graduate program directors shall not be eligible to serve on the Graduate Council. One graduate student shall also serve as a voting member of Graduate Council. The Director of Graduate Studies or designee shall vote only when there is a tie vote. The Senior Vice President of Academic Affairs shall assign a designee to serve as an ex officio member of Graduate Council.

5.3.3 Graduate Council meetings shall be held during the academic year as determined by the Director of Graduate Studies.

5.4 Review of Graduate Faculty Requirements

UTAH VALLEY UNIVERSITY
Policies and Procedures

5.4.1 Graduate faculty in each college/school shall review and approve graduate faculty eligibility requirements for teaching, scholarship, and service every three years.

5.4.2 The Director of Graduate Studies and Graduate Council shall review and approve college/school graduate faculty requirements every three years.

5.5 Review of Graduate Faculty Status

5.5.1 Graduate Council normally approves graduate faculty for a three-year appointment. After the appointment term expires, graduate faculty must reapply for graduate faculty status. Graduate Council and the Director of Graduate Studies shall review salaried, benefits-eligible faculty and adjunct instructors for graduate faculty status every three years to ensure that individual college/school graduate faculty requirements are consistently and fairly applied within each college/school.

5.5.2 Graduate Council may consider one-year graduate faculty appointments for faculty who are actively working towards a terminal degree in accordance with 4.2.2.1.1. For appointment and reappointment as graduate faculty, these applicants shall provide Graduate Council adequate documentation, initially and annually, that demonstrates progress towards completion of the terminal degrees.

5.5.3 The teaching requirement in 4.2.1.1.2, 4.2.2.1.2, and 4.2.3.4 may be waived for those who have no prior teaching experience, but have demonstrated other significant experience(s) that qualifies the individual to teach.

5.5.4 As approved by Graduate Council, the terminal or master's degree requirement in 4.2.1.1.1, 4.2.2.1.1, and 4.2.3.1.1 may be waived in extraordinary circumstances for those who have substantial expertise that qualifies the individual to teach in a graduate program.

5.6 Advisory Committee Members Not Employed by the University

5.6.1 Faculty or professionals not employed by the University may be nominated to serve as members of advisory committees when they have special expertise to add to the committee. Written documentation justifying the request along with the faculty or professional's current curriculum vitae should be forwarded to the relevant program director for initial review. To serve on advisory committees, the faculty or professional's nomination must be approved by the program director, dean, and Graduate Council. Advisory committee members not employed by the University may not serve as chairs of advisory committees.

POLICY HISTORY		
February 11, 2016	New policy approved for entrance into Policy Manual.	UVU Board of Trustees

UTAH VALLEY UNIVERSITY
Policies and Procedures

	Revised policy with limited scope revisions approved	UVU Board of Trustees

UTAH VALLEY UNIVERSITY
Policies and Procedures

Proposed Policy Number and Title: 655 *Graduate Faculty*		
Existing Policy Number and Title: 655 *Graduate Faculty*		
Approval Process*		
☒ Regular	☐ Temporary Emergency	☐ Expedited
☐ New	☐ New	☐ New
☒ Revision	☐ Revision	☐ Revision
☐ Deletion	☐ Suspension	
Limited Scope	Anticipated Expiration Date:	
*See UVU Policy 101 *Policy Governing Policies* for process details.		

Draft Number and Date: Stage 4, April 23, 2018, Board of Trustees (Shows changes)

President's Council Sponsor: Jeff Olson   **Ext.** 8048

Policy Steward: Jim Bailey, Kat Brown   **Ext.** 6493

POLICY APPROVAL PROCESS DATES

Policy Drafting and Revision

Entrance Date: 9/14/2017

University Entities Review

Entrance Date: 1/18/2018

Close Feedback: 3/16/2018

University Community Review

Entrance Date: 3/29/2018

Open Feedback: 3/29/2018

Close Feedback: 4/12/2018

Board of Trustees Review

Entrance Date: 4/26/2018

Approval Date:

POST APPROVAL PROCESS

Verify:

- ☐ Policy Number
- ☐ Section
- ☐ Title
- ☐ BOT approval
- ☐ Approval date
- ☐ Effective date
- ☐ Proper format of Policy Manual posting
- ☐ TOPS Pipeline and Archives update

Policy Office personnel who verified and posted this policy to the University Policy Manual

Name:

Date posted and verified:

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POLICY TITLE	Graduate Faculty	Policy Number	655
Section	Academics	**Approval Date**	~~February 11, 2016~~
Subsection	Faculty	**Effective Date**	~~February 11, 2016~~
Responsible Office	Office of Graduate Studies		

1.0 PURPOSE

1.1 The purpose of this policy is to establish the appointment criteria, appointment processes, and activities of graduate faculty, and the responsibilities and functions of Graduate Council.

2.0 REFERENCES

2.1 Northwest Commission on Colleges and Universities' Standard 2, Sections 2.C.12 through 2.C.15

2.2 Utah State Board of Regents' Policy R312 *Configuration of the Utah System of Higher Education and Institutional Missions and Roles*

2.3 Utah State Board of Regents' Policy R401 *Approval of New Programs, Program Changes, Discontinued Programs, and Program Reports*

3.0 DEFINITIONS

3.1 Graduate faculty: Faculty members qualified and approved to teach 6000-level courses.

3.2 Advisory committee: A committee with oversight and approval authority for a student's thesis or project.

4.0 POLICY

4.1 Qualified UVU graduate faculty who teach graduate courses may participate in the development and administration of graduate programs.

4.2 Appointment Criteria for Graduate Faculty

4.2.1 Graduate Faculty Full Member

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4.2.1.1 To qualify to become a graduate faculty full member, a salaried, benefits-eligible faculty member or a faculty member with an administrative appointment ~~exempt staff member~~ who is tenured with an academic department shall have, at minimum, the following credentials:

4.2.1.1.1 An earned terminal degree from a regionally accredited institution or equivalent in a discipline appropriate to the program in which he or she is expected to teach;

4.2.1.1.2 A record of recent effective teaching, as determined by the college/school's academic dean and department chair;

4.2.1.1.3 A continuing record of scholarship, as determined by the college/school's academic dean and department chair; and

4.2.1.1.4 A continuing record of service, as determined by the college/school's academic dean and department chair.

4.2.1.2 Adjunct instructors are not eligible to be appointed as graduate faculty full members.

4.2.2 Graduate Faculty Associate Member

4.2.2.1 To qualify to become a graduate faculty associate member, a salaried, benefits-eligible faculty member, or an exempt staff employee, ~~staff employee who is tenured with an academic department, or adjunct instructor~~ shall have, at minimum, the following credentials:

4.2.2.1.1 An earned terminal degree or actively working towards a terminal degree from a regionally accredited institution or equivalent in a discipline appropriate to the program in which ~~he or she is~~ they are expected to teach or, as approved by the Graduate Council, a master's degree with related licensing or certification requiring rigorous examination and continuing education;

4.2.2.1.2 A record of recent effective teaching, as determined by the academic dean and department chair; and

4.2.2.1.3 One of the following as determined by disciplinary requirements: (a) a continuing record of scholarship, as determined by the college/school academic dean and department chair, or (b) recent, significant, and relevant work-related experience, continuing professional education, or other criteria, as determined by the academic dean and department chair, that demonstrates that the individual is current in the area in which ~~he or she~~ they will be teaching.

4.2.3 Graduate Faculty Professional Member

4.2.3.1 Tenured or tenure-track faculty members are not eligible to become graduate faculty professional members. To qualify to become a graduate faculty professional member, a non-tenured or non-tenure track salaried, benefits-eligible faculty member, or adjunct instructor that

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is not otherwise employed by the University in a salaried, benefits-eligible position~~(as a staff member or faculty in some other capacity~~, shall have, at minimum, the following credentials:

4.2.3.1.1 An earned terminal or master's degree from a regionally accredited institution or equivalent in a discipline related to the fields of teaching;

4.2.3.1.2 Professional experience that is current, substantial (in terms of duration and level of responsibility), and clearly linked to the field in which the faculty member is expected to teach, as determined by the academic dean and department chair;

4.2.3.1.3 Qualifications that meet the program's accreditation standards for graduate faculty, where applicable, as determined by the academic dean and department chair; and

4.2.3.1.4 A record of recent effective teaching, as determined by the academic dean and department chair.

4.2.4 Graduate Faculty Clinical Member

4.2.4.1 To qualify to become a graduate faculty clinical member, the clinical faculty shall have at a minimum the following credentials:

4.2.4.1.1 An earned terminal degree or master's degree from a regionally accredited institution or equivalent in a discipline related to the field in which the faculty member will teach; and

4.2.4.1.2 A current, active license/certification in good standing with the state of Utah related to the field in which the faculty member will teach.

4.2.4.2 These faculty may or may not be employees of the University; however, if employed as staff by the University, clinical faculty shall be considered adjunct faculty.

4.2.4.3 Graduate faculty clinical members shall be approved by the appropriate graduate program director.

4.2.5 Appointment Exceptions

4.2.5.1 In extraordinary circumstances when an approved graduate faculty member is not available to teach graduate courses, the Director of Graduate Studies may approve a one-semester exception for a faculty member to teach graduate courses.

4.3 Individual College/School-Specific Graduate Faculty Requirement

4.3.1 In addition to the appointment criteria outlined in this policy, individual colleges and schools may establish additional requirements and discipline-specific expectations for graduate faculty in their specific programs.

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4.4 Duties of Graduate Faculty

4.4.1 Graduate faculty full members may serve on the Graduate Council, teach graduate courses in their respective department/program, serve on or chair advisory committees of graduate students, and participate in other matters concerning graduate education within their respective college/school and the University.

4.4.2 Graduate faculty associate members may teach graduate courses in their respective department/program, ~~and~~ serve on advisory committees of graduate students, and participate in other matters concerning graduate education within their respective college/school and the University.

4.4.3 Graduate faculty professional members may teach graduate courses in their respective departments. ~~Graduate faculty professional members shall teach no more than one third of the 6000 level total credit hours for the graduate degree or graduate certificate.~~ Graduate faculty professional members may serve on advisory committees of graduate students with the approval of the department chair, dean, and Director of Graduate Studies and participate in other matters concerning graduate education within their respective college/school and the University.

4.4.4 Graduate faculty clinical members (including clinical professionals of practice) may be granted permission by a graduate program director to supervise graduate students in a clinical setting, but shall not be eligible to teach graduate courses unless approved by the Graduate Council in accordance with this policy.

4.4.4.1 Graduate faculty full members, associate members, or professional members may also be assigned to supervise graduate students in clinical settings.

4.5 Graduate Council

4.5.1 Graduate Council members shall be graduate faculty full members. The function of graduate council is high-level oversight of graduate offerings; therefore, graduate program directors shall not be eligible to serve as Graduate Council members. Graduate Council members shall be elected under the direction of the Faculty Senate by the salaried, benefits-eligible faculty in each academic college/school. Terms of faculty Graduate Council members shall be three years and shall be staggered.

4.5.2 Graduate Council shall include one graduate student representative, who shall be appointed by the Utah Valley University Student Association to serve a one-year term.

4.5.3 The Director of Graduate Studies shall serve as the chair of Graduate Council.

5.0 PROCEDURES

Printed On:
June 11, 2018

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5.1 Oversight Function of Graduate Council

5.1.1 Graduate Council shall perform the following functions:

5.1.1.1 Formal approval of appointments to the graduate faculty;

5.1.1.2 Formal approval of college/school criteria for graduate faculty;

5.1.1.3 Formal approval of all new graduate program proposals as part of the university curriculum process;

5.1.1.4 Formal approval of all substantive and non-substantive graduate program change proposals;

5.1.1.5 Review of graduate programs as part of the University's program review process. A subcommittee of the Graduate Council, including a representative of the reviewed program, may perform the review;

5.1.1.6 Recommendation of policies and procedures for graduate programs in accordance with the following: (a) all proposed new or revised policies shall be presented at the graduate program directors' meeting prior to a final vote taken by Graduate Council, and (b) graduate program directors shall have the right to attend and contribute to Graduate Council meeting discussions related to the aforementioned policy recommendations;

5.1.1.7 Consultation regarding the needs of graduate programs;

5.1.1.8 Mentoring of faculty and departments developing new graduate degrees or certificates;

5.1.1.9 Establishment of committees, as needed, to further graduate education;

5.1.1.10 Completion of special assignments, as directed by the Director of Graduate Studies; and

5.1.1.11 Provide all program directors with a copy of each council meeting agenda when it is delivered to Graduate Council members. Approved minutes for each graduate council meeting shall be posted to the graduate studies website within three days after these minutes have been approved.

5.2 Appointments to Graduate Faculty

5.2.1 Applicants for graduate faculty status shall complete and sign a *Graduate Faculty Application Form* and submit it to their current department chair. of the program in which he or she is expected to teach.

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5.2.2 The department chair shall review and approve or disapprove the application and submit it to the dean.

5.2.3 The dean shall review and approve or disapprove the application. Approved applications shall be sent to Graduate Council for review.

5.2.4 Graduate Council shall review and approve or disapprove the application. Graduate Council may also request additional information before making a decision. The Director of Graduate Studies shall notify the applicant, department chair, and college/school dean of the decision taken by Graduate Council.

5.2.5 Graduate program directors may recommend and department chairs may assign graduate faculty to teach in graduate programs once the recommendation to teach has been approved by the proposed program's department chair and dean and the Graduate Council.

5.2.5.1 If a program director wishes to employ a graduate faculty member from another department or program, both department chairs and deans shall agree on the faculty member's workload.

5.2.6 In extraordinary circumstances when an approved graduate faculty member is not available to teach a graduate course, the graduate program director may petition the Director of Graduate Studies for an exception to allow a faculty member who is not an approved graduate faculty member to teach graduate courses for one semester. The written petition from the graduate program director shall contain the reason(s) for the need for an exception, and a plan to remedy the situation so the need does not reoccur. The petition shall also contain a recommendation for the exception from the graduate program director, and the affected department chair and college/school dean.

5.3 Appointments to Graduate Council

5.3.1 Faculty Senate representatives for the college/school shall conduct the nomination process and the election for Graduate Council representatives. Graduate faculty full members shall be nominated for the Graduate Council ballot by the salaried, benefits-eligible faculty members in their college/school. Only salaried, benefits-eligible faculty members of the college/school are eligible to vote for their college/school Graduate Council representative. Elections shall typically be held in the spring. Newly elected members shall begin service at the start of the subsequent Fall semester and shall serve for a term of three years.

5.3.2 Each academic college/school shall have one graduate faculty full member serve as a voting member of Graduate Council. Graduate program directors shall not be eligible to serve on the Graduate Council. One graduate student shall also serve as a voting member of Graduate Council. The Director of Graduate Studies or designee shall vote only when there is a tie vote.

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The Senior Vice President of Academic Affairs shall assign a designee to serve as an ex officio member of Graduate Council.

5.3.3 Graduate Council meetings shall be held during the academic year as determined by the Director of Graduate Studies.

5.4 Review of Graduate Faculty Requirements

5.4.1 Graduate faculty in each college/school shall review and approve graduate faculty eligibility requirements for teaching, scholarship, and service every three years.

5.4.2 The Director of Graduate Studies and Graduate Council shall review and approve college/school graduate faculty requirements every three years.

5.5 Review of Graduate Faculty Status

5.5.1 Graduate Council normally approves graduate faculty for a three-year appointment. After the appointment term expires, graduate faculty must reapply for graduate faculty status. Graduate Council and the Director of Graduate Studies shall review salaried, benefits-eligible faculty and adjunct instructors for graduate faculty status every three years to ensure that individual college/school graduate faculty requirements are consistently and fairly applied within each college/school.

5.5.2 Graduate Council may consider one-year graduate faculty appointments for faculty who are actively working towards a terminal degree in accordance with 4.2.2.1.1. For appointment and reappointment as graduate faculty, these applicants shall provide Graduate Council adequate documentation, initially and annually, that demonstrates progress towards completion of the terminal degrees.

5.5.3 The teaching requirement in 4.2.1.1.2, 4.2.2.1.2, and 4.2.3.4 may be waived for those who have no prior teaching experience, but have demonstrated other significant experience(s) that qualifies the individual to teach.

5.5.4 As approved by Graduate Council, the terminal or master's degree requirement in 4.2.1.1.1, 4.2.2.1.1, and 4.2.3.1.1 may be waived in extraordinary circumstances for those who have substantial expertise that qualifies the individual to teach in a graduate program.

5.6 Advisory Committee Members Not Employed by the University

5.6.1 Faculty or professionals not employed by the University may be nominated to serve as members of advisory committees when they have special expertise to add to the committee. Written documentation justifying the request along with the faculty or professional's current curriculum vitae should be forwarded to the relevant program director for initial review. To serve on advisory committees, the faculty or professional's nomination must be approved by the

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program director, dean, and Graduate Council. Advisory committee members not employed by the University may not serve as chairs of advisory committees.

POLICY HISTORY		
February 11, 2016	New policy approved for entrance into Policy Manual.	UVU Board of Trustees
	Revised policy with limited scope revisions approved	UVU Board of Trustees

DATE:	June 21, 2018
TITLE:	**UVU Policy 204** *Appropriateness of Expenditures* **(Temporary Emergency)**
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Val Peterson, Vice President of Finance and Administration**
SUBJECT:	**UVU Policy 204** *Appropriateness of Expenditures* **(Temporary Emergency)**
BACKGROUND:	This policy has been revised as a temporary emergency policy. Revisions made are as follows: • Policy was updated to align with the University's current operating procedures; Policy clarifications were made; • Most of the items in the procedures section (Section 5.0) were moved into university guidelines; doing so gives the institution more flexibility with updating expenditure guidelines with changes in legal code or changes at the institution. • Implementing the policy as temporary emergency ensures the new guidelines, which will be released in July, have a policy authorizing them.
ALTERNATIVES:	• **Approve** as presented, "I move to approve UVU Policy 204 *Appropriateness of Expenditures* (Temporary Emergency) for inclusion in the UVU Policy Manual." • **Amend** and approve, "I move to approve, as amended, UVU Policy 204 *Appropriateness of Expenditures* (Temporary Emergency) for inclusion in the UVU Policy Manual." • **No action**, "I move that we go to the next agenda item."

FINANCIAL IMPACT:	None.
EXHIBITS:	a. UVU Policy 204 *Appropriateness of Expenditures* (Temporary Emergency)

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Proposed Policy Number and Title:	204 *Appropriateness of Expenditures*	
Existing Policy Number and Title: 204 *Appropriateness of Expenditures*		
Approval Process*		
☐ Regular	☒ Temporary Emergency	☐ Expedited
☐ New	☐ New	☐ New
☐ Revision	☒ Revision	☐ Revision
☐ Deletion	☐ Suspension	
	Anticipated Expiration Date:	
*See UVU Policy #101 *Policy Governing Policies* for process details.		

Draft Number and Date: Temporary Emergency process, Stage 2, BOT, June 28, 2018

President's Council Sponsor: Val Peterson   **Ext.** 8424

Policy Steward: Jacob Atkin, Sam Winterton   **Ext.** 8576

POLICY APPROVAL PROCESS DATES

Policy Drafting and Revision

Entrance Date: 10/06/2017

University Entities Review

Entrance Date: Not applicable

Close Feedback: Not applicable

University Community Review

Entrance Date: Not applicable

Open Feedback: Not applicable

Close Feedback: Not applicable

Board of Trustees Review

Entrance Date: 06/07/2018

Approval Date:

POST APPROVAL PROCESS

Verify:

☐ Policy Number
☐ Section
☐ Title
☐ BOT approval
☐ Approval date
☐ Effective date
☐ Proper format of Policy Manual posting
☐ TOPS Pipeline and Archives update

Policy Office personnel who verified and posted this policy to the University Policy Manual

Name:

Date posted and verified:

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POLICY TITLE	Appropriateness of Expenditures	Policy Number	204
Section	Financial Affairs and Development	**Approval Date**	
Subsection	General Financial Policies	**Effective Date**	
Responsible Office	Office of the Vice President for Finance and Administration		

1.0 PURPOSE

1.1 The purpose of this policy is to define the responsibilities over expenditures and empower managers to make good spending decisions and be responsible stewards of university funds.

2.0 REFERENCES

2.1 Utah Code § 63A-5-206(2)(a) "Construction, Alteration, and Repair of State Facilities"

2.2 Utah Code tit. 63G, ch. 6a, *Utah Procurement Code*

2.3 Utah Code tit. 67, ch. 16, *Utah Public Officers' and Employees' Ethics Act*

2.4 Utah Code tit. 76, ch. 8, pt. 4, "Offenses Against Public Property"

2.5 Utah State Board of Regents' Policy R571 *Purchasing*

2.6 UVU Policy 114 *Conflict of Interest*

2.7 UVU Policy 201 *General Fiscal Policies and Procedures*

2.8 UVU Policy 241 *University Procurement*

2.9 UVU Policy 242 *Solicitation and Award of Procurement Contracts*

2.10 UVU Policy 243 *Small Purchases*

2.11 UVU Policy 244 *Requisitions and Purchase Orders*

2.12 UVU Policy 245 *Receiving Goods and Services*

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3.0 DEFINITIONS

3.1 Executive: The administrative positions of university president, senior vice president, vice president, associate vice president, assistant vice president, dean, general counsel, chief of staff, and other identified chief executive officers are designated as executive positions at Utah Valley University. All executive positions oversee a major functional area with institution-wide scope/impact or a major academic division and have duties and responsibilities in carrying out the mission of the institution, its management, and general business/academic operations. Executives report to the University President or to a vice president (no more than two reporting levels from the University President) and serve on the President's Executive Leadership Council.

3.2 Executive approval: Approval from the first upline executive to the index in the financial organization structure.

3.3 Index: Identifying number within the university enterprise accounting system that indicates a specific department of the University for which funds are budgeted or allocated.

3.4 Responsible Party: The employee assigned financial oversight and management for a specific index within the University's enterprise accounting system.

4.0 POLICY

4.1 Scope of Policy

4.1.1 This policy defines standards and requirements relating to the expenditure of university funds. All university colleges, departments, units, and all persons employed part-time or full-time by Utah Valley University, including faculty, staff, executives, and student employees, shall comply with all applicable laws, government regulations, and these standards and requirements. In addition, all university employees must comply with the current university guidelines for appropriate expenditures, which can be accessed at the Policy Office website. Failure to comply with this policy and associated guidelines may lead to discipline, up to and including termination.

4.1.2 As a public institution, the University is committed to transparency in the use of funds entrusted to it, and is accountable to numerous constituents for the appropriate and prudent use of funds from various sources. This policy cannot anticipate every situation that might give rise to legitimate business expenses; in some cases, reasonable and necessary expenses incurred may require additional documentation, explanation, or a higher level of authorization. In the event an expense is not specifically covered by this policy or applicable federal laws and governmental regulations, state laws, and university guidelines, employees shall consult with Finance and Business Services.

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4.2 Expenditures

4.2.1 All expenditures must have a legitimate business purpose, must be appropriate for the circumstance, and must comply with applicable federal laws, state laws, governmental regulations, university policy, and university guidelines.

4.2.2 All expenditures must obtain proper second-level supervisor, executive, or presidential approval as prescribed by university policy and university guidelines.

4.2.3 Executive approval shall not be delegated.

4.2.4 All expenditures shall be made in accordance with campus standards (i.e., furniture, computers, and so forth) established by the appropriate departments. Employees should consult with the appropriate department.

4.2.5 Expenditures funded by a grant or contract will be governed by the most restrictive conditions of the grant, contract, or university policy.

4.2.6 Exceptions to this policy or associated procedures and guidelines are allowed only for expenditures under $100,000 with appropriate vice presidential approval, and must include a written explanation explaining the reason why the policy or associated procedures and guidelines were not followed and justification for the exception. No such exception may be made for expenditures $100,000 and over.

4.3 Responsible Party

4.3.1 Each responsible party and those who approve expenditures must exercise prudent judgment to ensure that the commitment of funds are appropriate, business related, and reasonable. An expenditure is considered:

4.3.1.1 Appropriate if its purpose supports the mission of the University and direct payment of the expenditure is not otherwise prohibited by any university policy or associated guidelines.

4.3.1.2 Business related if it reflects an ordinary and necessary transaction incurred to conduct university business and that furthers the mission of the University.

4.3.1.3 Reasonable if the nature of the goods or services required and the amount involved reflect the actions of a prudent person under the circumstances.

4.3.2 Each responsible party shall obtain the training they require based on their university responsibilities as detailed in university guidelines.

4.3.3 Each responsible party is accountable for all expenditures associated with their indexes.

4.3.4 A responsible party may delegate approval authority, but regardless of who gives the approval, the responsible party is accountable for the expenditures.

4.3.5 Each responsible party is required to obtain proper second-level supervisor, executive, or presidential approval for all expenditures as prescribed by university policy and university guidelines.

POLICY HISTORY		
June 20, 2013	Policy approved.	UVU Board of Trustees
July 5, 2017	Non-substantive changes: • Updated Policy 206 to new number and title: Policy 251 *Traveling on University Business.* • Updated Policy 608 to new number and title: Policy 252 *International Travel for Students, Faculty, and Staff.* • Corrected numbering in section 5.20, in which numbering skipped to 5.23.	Policy Office

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POLICY TITLE	Appropriateness of Expenditures	Policy Number	204
Section	Financial Affairs and Development	Approval Date	June 20, 2013
Subsection	General Financial Policies	Effective Date	June 20, 2013
Responsible Office	Office of the Vice President for Finance and Administration		

1.0 PURPOSE

1.2 The purpose of this policy is to delineate appropriate and inappropriate expenditures and empower managers to make good spending decisions and be responsible stewards of University funds.

2.0 REFERENCES

2.13 Utah Code Annotated 63B-1b-101, et seq.

2.14 UVU Policy 201 *General Fiscal Policies and Procedures*

2.15 UVU Policy 251 *Traveling on University Business*

2.16 UVU Policy 252 *International Travel for Students, Faculty, and Staff*

2.17 UVU Policy 241 *University Procurement*

2.18 UVU Policy 242 *Solicitation and Award of Procurement Contracts*

2.19 UVU Policy 243 *Small Purchases*

2.20 UVU Policy 244 *Requisitions and Purchase Orders*

2.21 UVU Policy 245 *Receiving Goods and Services*

2.22 UVU Policy 330 *Uniform Policy*

2.23 UVU Policy 602 *Student-Athlete Travel and Attendance*

2.24 *Procurement Services Operating Procedures and Guidelines*

3.0 DEFINITIONS

3.5 Agency funds: ~~Funds of non-university organizations or groups where the University is only the custodian of such funds.~~

3.6 Auxiliary funds: ~~Funds designated by the Regents as auxiliary funds of the University; for example, Bookstore, Dining Services, and Student Center.~~

3.7 Foundation funds: ~~Agency funds controlled by the Utah Valley University Foundation, Inc.~~

3.8 Institutional Investment Income (III) funds: ~~Funds generated from the investment of university funds in bank accounts, excludes Foundation Funds.~~

3.9 State appropriated funds: ~~Funds appropriated by the Utah State Legislature including, but not limited to, state tax funds and tuition and applicable fees (for example, application fees, graduation fees).~~

3.10 Student fee funds: ~~Funds collected as "General Fees" along with tuition and approved by the Board of Regents for student activities, events, and facilities.~~

3.11 University funds: ~~Any and all funds processed through the University financial system and are included in the University's financial statements, including agency, auxiliary, Foundation, III, and state-appropriated funds.~~

~~4.0 POLICY~~

4.4 ~~As a Utah state institution of higher education, Utah Valley University must ensure that all university funds are used only to support appropriate university business. When the expenditure is funded by a grant or contract, the use of such funds will be governed by the most restrictive conditions of the grant, contract, or university policy. The following standards shall guide all university expenditures:~~

4.4.1 ~~Each school, department, unit, and approving official must exercise prudent judgment to ensure that the commitment of funds is appropriate and justified for university operations.~~

4.4.2 ~~All expenditures must be for university purpose and not of a personal nature.~~

4.4.3 ~~Expenditures for compensation as defined by IRS code and/or Utah Code Annotated are covered and should adhere to UVU compensation policies.~~

4.4.4 ~~Agency Funds expenditures by non-university organizations and component units will be in accordance to university policy, procedures, and practices.~~

4.5 ~~Not all allowable expenses are appropriate use of university funds and require specific approvals. The approval required may vary depending on the expenditure. See section 5.0.~~

5.0 PROCEDURE

5.1 Required Approvals

5.1.1 The procedure for required approvals of expenditures is as follows:

1) Responsible parties, or their designee, will approve all requisitions for any amount tied to their index codes.

2) Vice presidents will approve (a) all requisitions for $25,000 and above and (b) all requisitions for a membership, floral, clothing, or awards commodity assigned.

3) The President will approve (a) all requisitions for $100,000 and above and (b) all requisitions with a membership, floral, clothing, or awards commodity from his personal staff.

4) The President will review all requisitions from $150,000 to $499,999 with President's Council prior to approval.

5) The President shall obtain Board of Trustees' approval for all requisitions for $500,000 and above.

6) The events center may issue settlement checks to sponsors or entertainers provided auditable documentation is available and kept on file.

7) Any expense reimbursement to an employee must have a second-level supervisor's approval.

8) Please see sections 5.2 through section 5.35 for additional approvals and conditions, if required.

5.1.2 The detailed procedures for processing appropriate expenditures as defined in this policy are found in other UVU policies and procedures as follows:

1) Any expenditure external to UVU must be purchased in accordance with UVU Policy 241*University Procurement*; UVU Policy 242 *Solicitation and Award of Procurement Contracts*; UVU Policy243 *Small Purchases*; and UVU Policy 244 *Requisitions and Purchase Orders*.

2) Retainment and payment of non-university employees with specialized expertise are covered in UVU Policy 209 *Contracting with Non-college Employees.*

3) Reimbursement for Travel is covered in UVU Policy 251 *Traveling on University Business*, Policy 252 *International Travel for Students, Faculty, and Staff*, and UVU Policy 602 Student Athlete Travel and Attendance; and guidelines on the Business Office Web site.

4) Gifts, prizes, and awards that are taxable for employees must be reported by using these procedures and by using a *Payroll Action Form (PAF)* according to Human Resources/Payroll departmental procedures. (See UVU Policy 211 *Employee Appreciation and Recognition (Gifts and Rewards.)*

5.1.3 Any exception to this policy and procedure requires second-level and the appropriate vice president's approval with a written explanation stating the reason why policy/procedure was not followed and justification for an exception to policy/procedure.

5.2 Purchase of Alcoholic Beverages

5.2.1 Serving of alcoholic beverages for events on campus or at campus facilities is not permitted.

5.2.2 Vice presidents may authorize employees to use available Foundation Funds or III Funds, if available, for the purchase and reimbursement for alcoholic beverages required to promote the University at events external to the campus. Utah state laws specifically prohibit the use of state appropriated funds for the purchase of alcoholic beverages.

5.3 Purchase of Appliances

5.3.1 Microwave ovens and refrigerators for departmental use are an appropriate expenditure.

5.3.2 Fans and ceramic space heaters are an appropriate expenditure.

5.3.3 Hot plates and stoves are not appropriate departmental expenditures except for Dining Services and other appropriate departments/locations where food is served as a part of doing business (for example, the events center, Culinary Arts, Wee Care programs, Teacher Education Preschool).

5.3.4 Appliances that are used in, or in support of, educational and research programs are appropriate expenditures; for example, autoclaves or ice machines (see also section 5.11).

5.4 Rental of Caps and Gowns

5.4.1 Rental of caps and gowns for university faculty/staff who participate in a university commencement ceremony is an appropriate expense.

5.5 Charge Cards (Corporate)

5.5.1 Corporate charge cards and related annual fees, delinquency assessments, and penalties are considered personal charges and are not reimbursable regardless of the fund source.

5.5.2 For group travel, UVU will allow payments of annual fees on corporate cards as authorized by Procurement Services and the appropriate vice president when the charge card is the most effective way to pay for group travel (for example, athletics, study abroad, etc.).

5.6 Child Care Expenses

5.6.1 Child care expenses are considered personal expenses and are not reimbursable.

5.7 Clothing

5.7.1 Personal laundry/dry cleaning is considered a personal expense and not reimbursable.

5.7.2 Laundry/dry cleaning of team uniforms or costumes is an appropriate expense.

5.7.3 Personal clothing is considered a personal expense and reimbursement is not appropriate.

5.7.4 Standardized uniforms required for work assignments are an appropriate expenditure and require a vice president approval (see UVU Policy 330 *Uniforms*).

5.7.5 Clothing and apparel provided to promote university student recruiting programs, marketing, and promotional events, and related to university business (for example, Bookstore, Dining Service, Perspective Student Services, etc.) is an appropriate expenditure and requires a vice president approval.

5.8 Donations to Charitable and Non-Charitable Organizations

5.8.1 Donations of university funds to charitable and non-charitable organizations for or on behalf of employees, non-employees, and former employees are not appropriate expenses, regardless of fund source. UVU sponsorship of or marketing with charitable and non-charitable organizations is appropriate with the appropriate vice president's approval. Student clubs are exempt from section 5.8.1. (See also section 5.14, "Charitable Events/University Functions.")

5.9 Emolument, Gratuity, Contribution, Loan, or Reward for Expenditure

5.9.1 Expenditures of University funds by its employees related to a promise to provide or in receipt of an emolument, gratuity, contribution, loan, or reward, for an employee's own use or benefit or for the use or benefit of any other person or organization is not appropriate and is potentially illegal (see Utah Code Annotated 63g-6a-2304.5, as amended).

5.10 Entertainment

5.10.1 Expenditures for entertainment are appropriate as outlined in section 5.13 "Business Meetings and University-Sponsored Events" and section 5.15 "Faculty and Staff Events."

5.11 Equipment

5.11.1 Equipment purchases for academic and university purposes are an appropriate use of funds when justified to meet the instructional and business operations of the University. Purchasers need to conform to UVU Policy 203 *Purchasing*.

5.12 Flowers

5.12.1 Flowers are defined as bouquets, planters, floral arrangements, and include balloons, cookies, and stuffed animals. Appropriate events for flowers should be coordinated with University Marketing and Communications except as noted below. Flowers are appropriate under the following conditions with approval from the appropriate vice president:

1) Bereavement flowers due to employee death, the death of the employee's spouse, parent, or employee's child.

2) Bereavement flowers are appropriate for the death of a student. The flower purchases should be coordinated with the Vice President of Student Affairs or designee to minimize multiple purchases by various university departments, offices, and organizational units.

3) Bereavement flowers are appropriate for the death of a donor, trustee, board member, or their spouses. The flower purchases should be coordinated with the Vice President for University Advancement or designee to minimize multiple purchases by various university departments, offices, and units.

4) Flowers for hospitalization of employees, board members, and donors.

5) Flowers for receptions and convocations (for example, graduation) where they pertain to university business.

6) Flowers for university-sponsored events/functions (for example, foundation fundraisers, donor events, university donor development, government relations, university marketing, etc.) are appropriate from Foundation Funds and III Funds to foster university relations.

7) Flower expenditures for office use, personal office/work areas, holidays, non-university business, and other special occasions (for example, weddings, baby showers, Secretary's Day, Valentine's Day, Bosses' Day) are considered personal expense items and are not an appropriate use of funds.

8) Flowers are appropriate expenditures when purchased by auxiliaries for resale.

5.13 Business Meetings and University-Sponsored Events

5.13.1 University business meetings and university-sponsored employee events (including employee achievement awards programs, student academic/athletic awards programs, and faculty/staff academic awards programs) where food or meals are provided in the course of doing business is an appropriate use of funds under the following conditions:

1) Limited to appropriate university faculty and staff for a university business meeting or university-sponsored event and must be approved prior to the event by a second-level supervisor;

2) Light refreshments for staff meetings;

3) University recognition/awards/academic programs must be approved by the dean or director, his or her designee, and account manager;

4) Cost for honoree or student and his or her guest is authorized;

5) Attendance by other guests of university faculty and staff will be at their own expenses, unless invitation is extended to the spouse or guest;

6) Cost associated with the event/function should be reasonable.

5.13.2 If events are held on-campus at a location other than the events center, Dining Services shall be used for catering.

5.14 Charitable Events/University Functions

5.14.1 Charitable events participation such as University and Foundation fundraisers may be approved by a vice president or his or her designee if it is one of the major marketing/fundraiser sponsorships of the University as designated by the President: for example, Scholarship Ball, Alumni Golf Tournament, Wolverine Golf Tournament (see section 5.13.1).

5.14.2 Entertainment/hosting events where business meals, light refreshments, and entertainment are purchased or provided for donors and other non-university employees are appropriate under the following conditions from university funds:

1) If guests are hosted as a result of their services or contributions or their probable services or contribution to the University; and/or

2) If the activities contribute to, or result from, a university-related business activity.

5.15 Faculty and Staff Events

5.15.1 Because the University recognizes the benefits of events where employee morale is strengthened, the cost of one faculty or staff social per year per organizational unit may be paid

from university funds as approved by the appropriate vice president. Such costs may include rentals, food, entertainment, and decorations.

5.15.2 Expenditures associated with university-wide employee functions or events held by the President and/or vice presidents (for example, faculty/staff receptions, faculty/staff appreciation and employee service award programs, holiday socials) are considered appropriate use of funds.

5.16 Receptions and Locations, Other

5.16.1 Other receptions such as baby showers, wedding showers, birthday parties, or similar types of activities are not related to university business. These expenditures are considered to be of a personal nature and are not reimbursable.

5.16.2 Refreshments and other low-cost food items are not appropriate expenses for large meeting room, reception, or waiting areas without a specific university business purpose.

5.16.3 Refreshments or stocking faculty/staff break areas is not an appropriate use of funds.

5.17 Recruitment

5.17.1 See section 5.14.2.

5.18 Retirement and Going-away Receptions

5.18.1 Retirement and going-away receptions may be held for an employee leaving the University and are an appropriate expenditure. On-campus direct charges will be limited to hors d'oeuvres, rolls, or other low-cost food and non-alcoholic beverages.

5.18.2 Going-away receptions, parties, luncheons, or dinners held for employees transferring to another college, department, or unit within the University are not considered an appropriate use of funds, regardless of the fund source.

5.19 Student Events

5.19.1 Student Life entertainment events to benefit UVU students and community members are to be paid for out of student fees.

5.19.2 Reasonable food/candy purchases to be used for welcoming, marketing, or recruiting purposes must have dean's, associate vice president's, or assistant vice president's approval.

5.20 Gasoline/Fuel

5.20.1 Gasoline/fuel expenses for private vehicles are included in the mileage reimbursement when vehicle is used for university business and are not appropriate reimbursable expenses. These expenses are to be submitted on a *Travel Reimbursement Form*.

5.20.2 Fleet cars (university vehicles) should be fueled using Gascard. If unable to find a Gascard dealer, the driver may purchase fuel and be reimbursed.

5.20.3 Fuel may be purchased for rental cars and is appropriate reimbursement. If used for travel, the fuel should be claimed with travel expenses.

5.21 Gifts, Prizes, and Awards

5.21.1 Gifts, prizes, and awards are subject to state and federal limitations on process and on taxability.

5.21.1.1 Internal Revenue Service (IRS) Rules and Regulations stipulate for employees that any gift of cash, a gift certificate, or cash equivalent, such as an item which is easily converted to cash, must be included in the recipient's gross income since it is essentially extra salary or wages, regardless of the amount involved. Cash, no matter how little, is always included in the recipient's gross income and must be processed through the payroll process for employees.

5.21.1.2 Internal Revenue Service (IRS) Rules and Regulations stipulate that a restricted and non-negotiable gift certificate is distinguishable from a cash equivalent gift certificate when it can only be redeemed with the issuer and cannot be cashed out, sold to another person, or used to reduce an outstanding account balance with the issuer of the certificate (for example, certificate for admission to an event or one for the specific product such as a hat or t-shirt). If the restricted or non-negotiable gift is under $75, the gift does not have to be reported in gross income. If the restricted or non-negotiable gift is $75 or more, the value of the gift must be reported to the Business Office to include in the gross income for the employee.

5.21.1.3 For non-employees, Internal Revenue Service (IRS) Rules and Regulations stipulate that if the total value of the gifts, prize, or award is $600 or more paid in any taxable year, the University must report the value on Form 1099 or 1099 MISC. The following information must be reported to the Business Office via memorandum, e-mail, or completion of Form W-9 "Request for Taxpayer Identification Number and Certification" within 10 working days after the presentation of the institution representative if a gift, prize, or award is presented to a non-employee:

1) Name; social security number; home address (including city, state, and zip code); employment relationship with the University (for example, employee, non-employee).

2) Description of gift, prize, or award; value (fair market value) of the gift, prize, or award.

3) Department contact's name and phone number, university, school, department, or organizational unit is required to provide written notice to the recipient that the value of the gift, prize, or award may be subject to federal, state, and/or local taxes.

5.21.2 Gifts, other than approved recognition programs, (to include restricted or non-negotiable gift certifications, prizes, and awards) presented to employees by university departments/organizational units are not appropriate, regardless of fund source.

5.21.3 Awards given to employees as part of a university or university-wide recognition program for service and are publicly awarded are appropriate.

5.21.4 Expenditures for gifts, prizes, and awards presented to non-employees must be approved by the vice president or his or her designee and are appropriate use of funds.

5.21.5 All student scholarships, grants, or awards for tuition or tuition waivers should be applied to the student's account through the Financial Aid Office. Any exceptions need to be granted by and through the Financial Aid office. Use of appropriated funds for scholarships, grants, and awards (for example, textbooks) is not appropriate and not to be done. Other awards (for example, UV Experience gift cards) used for student recruitment, orientation, marketing, and promotional events are appropriate from non-appropriated sources (see section 5.7).

5.21.6 Plaques related to university business are appropriate expenditures.

5.22 Holiday Cards

5.22.1 Holiday and other cards (for example, Christmas) may be purchased for an external audience when considered part of the University's development or advancement strategy.

5.22.2 Holiday cards for intra-campus (on-campus) use within the organizational unit are not appropriate expenses from appropriated funds.

5.23 Holiday Decorations

5.23.1 Reasonable holiday decorations used for areas open to the general public are appropriate expenses from university funds as approved by the appropriate vice president (for example, Dining Services, Bookstore, Library, the events center, Institutional Residence, organizational unit reception areas).

5.23.2 University expenditures for holiday decorations in personal offices, work areas, etc., that are not normally open to the general public are considered not appropriate.

5.24 Laundry and Dry Cleaning

5.24.1 See section 5.7.

5.25 Loans

5.25.1 Loans to university employees and organizations administered by the University or school are not considered appropriate, regardless of the fund source.

5.25.2 Loans to students are appropriate only when issued through the department of Financial Aid and Scholarships.

5.26 Magazine Subscriptions and Publications

5.26.1 Personal subscriptions to magazines, trade journal, and reading materials that are not related to university business are considered personal in nature and are not reimbursable, regardless of fund source.

5.26.2 Subscriptions for departments for magazines, trade journals, and reading materials are an appropriate expenditure.

5.27 Memberships

5.27.1 Memberships in professional/service organizations related to university business are appropriate from university funds and must be approved by the appropriate vice president, associate vice president, dean, or assistant vice president and must include a written justification.

5.27.2 Membership and country club dues (for example, golf, tennis, airline clubs, and others) in nonprofessional organizations must be related to university business and are appropriate from Foundation, student fees, or III funds, if available, and must be reviewed by the appropriate vice president and approved by the President.

5.28 Political Contributions

5.28.1 Political contributions are illegal from appropriated funds and not reimbursable.

5.29 Printing

5.29.1 University organizational units should secure their copying/printing needs from university-owned copying and printing equipment.

5.29.2 All copying/printing from external vendors over $500 must be coordinated with Printing Services.

5.30 Recruiting for Faculty/Staff

5.30.1 Hosting for faculty and staff recruitment is allowed when approved by the appropriate dean or director according to the following guidelines:

UTAH VALLEY UNIVERSITY
Policies and Procedures

1) Cost associated with the travel costs and meals should be reasonable.

2) Purpose of meal must be documented along with those who attended.

3) Recruitment travel, lodging, and meals are reimbursed according to travel policies and procedures.

5.31 Tickets

5.31.1 Theater, golf, tickets, etc., to non-university sponsored events, function, or other personal amusements are considered personal expenses and are not reimbursable unless it is a bona fide university business purpose and approved by the appropriate vice president or his or her designee.

5.32 Travel

5.32.1 Reimbursement between home and the University is not an allowable expenditure.

5.32.2 UVU business travel between UVU campuses is a reimbursable expenditure.

5.32.3 Allowable reimbursement of in-state and out-of-state travel, please see UVU Policy 251 *Traveling on University Business*, UVU Policy 252 *International Travel for Students, Faculty, and Staff*, UVU Policy 602 *Student-Athlete Travel and Attendance*, and guidelines on the Finance and Business Services Web site.

5.32.4 Entertainment expenses (for example, airline headsets, movies, sporting events) for the employee while traveling are considered personal expenditures and are not reimbursable.

5.32.5 Expenses related to vacation or personal days taken before, during, or after an official university business trip are considered to be personal and not appropriate for reimbursement, regardless of fund source.

5.33 Vehicles

5.33.1 Purchase of campus vehicles must be coordinated through UVU Fleet Operations and must be approved by the Vice President of Finance and Administration.

5.33.2 Personal vehicle towing, traffic/parking tickets, and other related expenses are not reimbursable regardless of the fund source.

5.33.3 Towing and traffic/parking tickets while driving a university vehicle shall be paid by the driver and are not reimbursable.

UTAH VALLEY UNIVERSITY
Policies and Procedures

5.33.4 ~~Direct charge to departments for motor vehicle tickets and fines assessed to university-owned vehicles may be appropriate from university funds only if they cannot identify or collect from the person who was driving the vehicle when the violation occurred and must be authorized by a vice president.~~

5.33.5 ~~Repairs, maintenance, or insurance on personal cars used for university business is included in the mileage reimbursement and are not reimbursable regardless of fund source.~~

POLICY HISTORY		
~~June 20, 2013~~	~~Policy approved.~~	~~UVU Board of Trustees~~
~~July 5, 2017~~	~~Non-substantive changes:~~ • ~~Updated Policy 206 to new number and title: Policy 251 *Traveling on University Business.*~~ • ~~Updated Policy 608 to new number and title: Policy 252 *International Travel for Students, Faculty, and Staff.*~~ • ~~Corrected numbering in section 5.20, in which numbering skipped to 5.23.~~	~~Policy Office~~

DATE:	June 28, 2018
TITLE:	Capital Projects
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	Val Peterson, VP Finance & Administration
SUBJECT:	Capital Projects FY2019

BACKGROUND:	The Board of Regents and the Utah Building Board requests annually, a list of capital improvement projects. These projects are funded by the Utah Legislature at a rate equal to 1.1 % of the total value of all buildings in our inventory. UVU receives approximately 4.5 million dollars for these projects. The plan is due in July of each year. Each year UVU Facilities provides a prioritized list of capital improvement projects to the Board of Regents and to the Utah Building Board. This list shows the yearly priority of repairs to building systems and infrastructure on all of our campuses. These projects are commonly referred to as deferred maintenance issues. Because of the generous funding from the state, UVU is able to plan regular replacement of building systems and avoid failure of aging systems that would interrupt the Universities schedule. The list is approved by the President's Council and requires Board of Trustees approval. This list is the basis of our requests for state funding of building projects.
ALTERNATIVES:	• **Approve** as presented, "I move to approve the Capital Improvement projects list for FY19. • **Amend** and approve, "I move to approve, as amended…" • **No action**, "I move that we go to the next agenda item…"

FINANCIAL IMPACT:	Available upon request
EXHIBITS:	a. Capital Improvement Project List

UVU Capital Improvement Projects FY19

Utah Valley University				
BMS Controls Upgrade	$	850,000	$	969,000
Domestic Cold water loop	$	400,000	$	400,000
CS Domestic Boiler replacement	$	150,000	$	161,000
CS Fan wall Systems	$	450,000	$	462,000
WC Condensing Boilers	$	350,000	$	350,000
PE Domestic Boiler Replacement and water softener	$	175,000	$	190,000
Wasatch Campus Boilers and Water Softener Replacement	$	310,000	$	-
Roof Replacement Institutional Residence	$	125,000	$	153,688
Install Heat exchanger in West Overflow	$	250,000	$	255,000
HP Replace Boilers	$	225,000	$	299,000
LA Building Fan Wall System	$	840,000	$	944,000
Panels around exteriors in Sparks Building	$	45,000	$	45,000
New Roof on Faculty Annex Building	$	120,000	$	147,640
GT Replace entry doors 3-6	$	60,000	$	60,000
Hand Rail and Fence in Tunnel on E. Campus Rd.	$	80,000	$	80,000
UCCU Replace valves in AHU and Evap upgrades	$	300,000		
LC and BA restroom remodel	$	450,000		
Road and Parking Lot Repair	$	300,000		
New roof on RL Building	$	500,000		
Brent Brown Ballpark Install new canopy	$	150,000		
Classroom Security Locks	$	200,000		
Replace Inefficient Air handlers BA	$	200,000		
Door Knob Replacement	$	150,000		
Security Camera Upgrades and Additions	$	150,000		
Remove Sidewalk Pavers/ Repair	$	200,000		
Dual Fuel Boilers CS Plant	$	500,000		
Carpet Replacement	$	200,000		
Sod Removal Retaining Walls	$	700,000		
Replace Dead Trees	$	35,000		
Irrigation Upgrades	$	115,000		
	$	8,580,000	$ -	$ 4,516,328

DATE:	**June 28, 2018**
TITLE:	**Five Year Capital Development Plan**
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Val Peterson, VP Finance & Administration**
SUBJECT:	**Five Year Plan**
BACKGROUND:	The Board of Regents and the Utah Building Board requests annually, a list of capital development project priorities called the Five Year Plan. The plan is due in July of each year. Each year UVU provides a prioritized list of capital development projects to the Board of Regents and to the Utah Building Board. This list shows the long range planning of new buildings on all of our campuses. The list is approved by the President's Council and requires Board of Trustees approval. This list is the basis of our requests for state funding of building projects. **Five-Year Plan FY20** 1. Business Building/ Campus Entry 2. STEM Building 3. Education Building 4. West Campus/ Health Professions Building #2 5. Vineyard Campus Athletics/ Academic Support Building
ALTERNATIVES:	• **Approve** as presented, "I move to approve the Five Year Plan FY2020 as presented." • **Amend** and approve, "I move to approve, as amended…" • **No action**, "I move that we go to the next agenda item…"

FINANCIAL IMPACT:	Available upon request
EXHIBITS:	a. Orem Campus Master Plan

NORTH

Legend:
- PHASE 1
- EXISTING
- GROWTH
- P PARKING
- PG PARKING GARAGE

400 WEST
960 SOUTH
WOLVERINE WAY
490 WEST
1200 SOUTH
PROPOSED STUDENT HOUSING
COLLEGE DRIVE
STUDENT HOUSING
UVU PROPOSED GROWTH
CAMPUS DRIVE
800 WEST
PROPOSED STUDENT HOUSING
UNIVERSITY PARKWAY
680 SOUTH
1200 WEST
800 SOUTH
POTENTIAL STUDENT HOUSING
PEDESTRIAN OVERPASS
STATION
RAIL ROAD
2400 NORTH

Building labels: FO, NC, GT, CS, SA, FM, LC, CP, SC, WB, BA, EV, PS, SL, RL, SB, EC, BC, LA, FL, CB, ME, WS, BR, LDS INSTITUTE

DATE:	**June 28, 2018**
TITLE:	**CUP Water Contract**
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Val Peterson, VP Finance & Administration**
SUBJECT:	**CUP Water Contact**

BACKGROUND:	The majority ownership of the West Union Canal Company is proposing to close the canal completely. An offer has been made to purchase the shares owned by UVU and transfer them to a ground-source water right with an additional $300,000 cash payment. Irrigation water for the Orem Campus has historically been provided through water rights held and transported through the West Union Canal Company. A majority of shares in the company have been purchased by the Central Utah Water Conservancy District and the Jordan Valley Water Users District. The condition of the canal has deteriorated over the years and the majority ownership voted to permanently close the canal. The majority owners desired to make irrigation water available to UVU through this offer of purchase and transfer of rights. There are several benefits to the University through this contract. Firstly, we will be able to control and measure the water use on campus, in past years we received what was left in the canal. The full water right was never fully delivered. The well allows us to use the water when needed. We will not need to use Orem City water during the shoulder months when the canal was not in operation. The water right is equal to 286 acre feet of water.

ALTERNATIVES:	• **Approve** as presented, "I move to approve the sale and transfer of West Union Canal Company water shares to the Central Utah Water Conservancy District in exchange for $300,000 and ground-water right in the amount of 286 acre feet." • **Amend** and approve, "I move to approve, as amended…" • **No action**, "I move that we go to the next agenda item…"
FINANCIAL IMPACT:	Available upon request
EXHIBITS:	N/A

Utah Valley University

2018-19 Operating Budget

Prepared for Board of Trustees
June 28, 2018

Table of Contents

Utah Valley University Budget Staff
Linda Makin
Vice President of Planning, Budget and Human Resources

Ellen Sweat
Director of Budgets

Susan Palmer
Budget Analyst

Amber Reid
Budget Technician

Introduction

In accordance with Utah State Board of Regents' policies, the Board of Trustees (Board) annually reviews and approves Utah Valley University's Institutional Discretionary and Auxiliary Services operating budgets. Historically, UVU's Board has also approved the appropriated operating budget.

Presented for review and approval at the June 28, 2018, board meeting are UVU's 2018-19 appropriated operating revenue and expenditure budget, Institutional Discretionary revenue and expenditure budget, Auxiliary Services operating revenue and expenditure budget, and other key program/services budgets.

Original Budget Summary and History

	2016-17	2017-18	2018-19	Change 2017-18 to 2018-19	% Change 2017-18 to 2018-19
Appropriated					
Education & General	$220,012,600	$235,193,300	$253,618,400	$18,425,100	7.83%
Ed Disadvantaged	$170,400	$174,900	$179,300	$4,400	2.52%
TOTAL Appropriated	**$220,183,000**	**$235,368,200**	**$253,797,700**	**$18,429,500**	**7.26%**
Auxiliaries					
Bookstore	$9,071,370	$8,966,729	$9,160,666	$193,937	2.16%
Dining Services	$4,443,977	$3,431,000	$4,123,840	$692,840	20.19%
Student Center	$1,976,409	$2,064,880	$2,196,000	$131,120	6.35%
Student Life & Wellness Center	$2,841,854	$2,986,600	$3,078,335	$91,735	3.07%
Other Programs					
Athletics	$6,206,562	$6,496,200	$6,825,000	$328,800	5.06%
Community Outreach & Economic Development	$810,896	$789,648	$1,052,903	$263,255	33.34%
Student Health Services	$483,181	$574,040	$565,014	-$9,026	-1.57%
Student Programs	$3,336,325	$2,770,880	$2,789,641	$18,761	0.68%
TOTAL Auxiliaries/Other Programs	**$29,170,574**	**$28,079,977**	**$29,791,399**	**$1,711,422**	**5.74%**
Institutional Discretionary					
Institutional Investment Income	$1,341,000	$2,223,021	$2,735,006	$511,985	23.03%
Unrestricted Gifts	$117,907	$124,204	$126,266	$2,062	1.66%
TOTAL Institutional Discretionary	**$1,458,907**	**$2,347,225**	**$2,861,272**	**$514,047**	**21.90%**

Table 1

Appropriated Operating Budget

Utah Valley University has two line items appropriated by the Legislature—Education & General (primary operating budget) and Educationally Disadvantaged. Revenue and expenditure budgets are presented for each of these line items. This budget presents a financial plan within constrained resources that:

- Reflects UVU's priorities in implementing and furthering its mission, core themes and administrative imperatives
- Applies the effects of decisions made through planning processes and commitments made during the legislative and tuition setting processes
- Demonstrates fiscal responsibility and sustainability
- Provides sufficient flexibility to respond to unanticipated circumstances

Education and General

Revenue consists of two primary sources:

- Tax Funds—general fund and education fund
- Dedicated Credits—tuition, specific fees (for example, admissions, graduation), and other income as outlined in Regents' policy

Budgeted tax fund revenues match the base budget appropriation bills for FY19 and reflect an ongoing base tax fund increase of 9.6 percent—$10,208,700. Dedicated credits revenue is based on FY18 projected revenues adjusted for tuition increase, enrollment change, scholarship/tuition waivers changes, etc., resulting in a base dedicated credits increase of 6.4 percent—$8,216,400. In total, UVU's Education and General revenue increased $18,425,100 or 7.83 percent, the second largest increase in UVU's history.

Enrollment Change
UVU experienced significant enrollment growth during 2017-18 adding over 2,000 students each semester.

Student Headcount

Fall: 2013-14: 30,564; 2014-15: 31,332; 2015-16: 33,211; 2016-17: 34,978; 2017-18: 37,282

Spring: 2013-14: 26,249; 2014-15: 26,933; 2015-16: 28,762; 2016-17: 30,647; 2017-18: 32,657
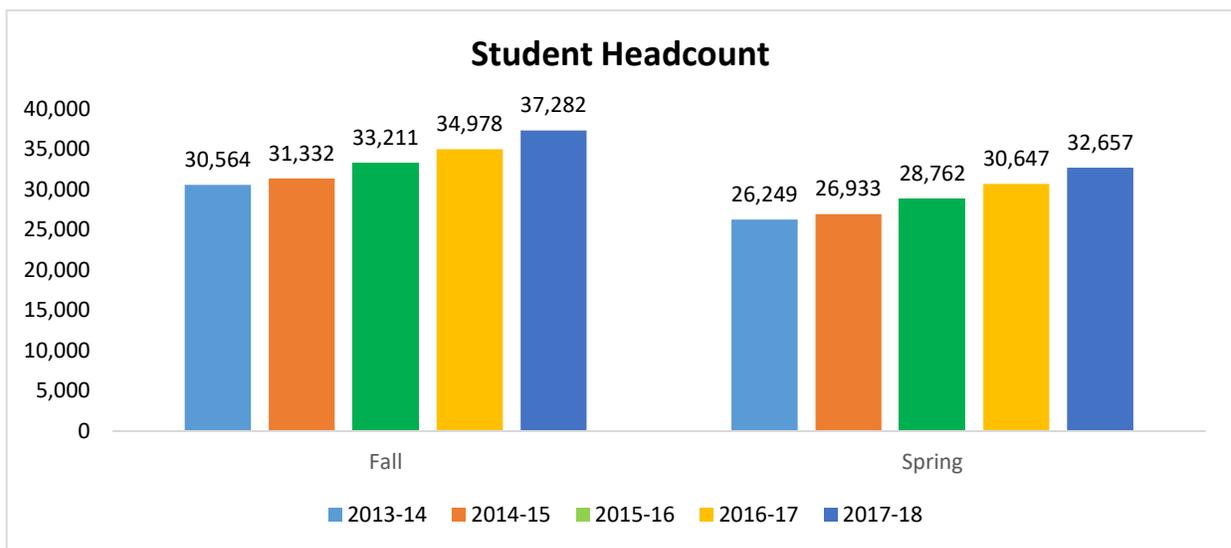
Figure 1

2017-18 TO 2018-19 Revenue Changes

Education and General	2017-18 Initial Budget	Changes for 2018-19 Budget	2018-19 Initial Budget
Tax Funds	**$106,864,000**	**$10,208,700**	**$117,072,700**
Noorda Performing Arts Center Operations & Maintenance (Senate Bill 1)		$681,600	
Performance Based Funding--2017-18 one-time to ongoing (House Bill 2)		$1,000,900	
Engineering Initiative--2017-18 one-time to ongoing (House Bill 2)		$480,000	
Student Growth and Capacity (House Bill 2)		$2,597,400	
Completion (House Bill 2)		$673,200	
Workforce (House Bill 2)		$781,500	
Strategic Workforce Initiative (House Bill 2)		$260,000	
Salary Increase (Senate Bill 8)		$2,908,900	
Medical/Dental Premiums (Senate Bill 8)		$800,300	
Internal Service Funds (Senate Bill 8)		$24,900	
Dedicated Credits	**$128,329,300**	**$8,216,400**	**$136,545,700**
2018-19 First Tier Tuition (1.5%)		$1,922,100	
2017-18 Enrollment Based Tuition Revenue		$5,012,500	
2018-19 New Tuition Waivers		$25,000	
2018-19 Tuition from Enrollment in New/Expanding Programs		$1,328,900	
Other Revenue Changes (fees, write-offs/collections, rental, etc.)		-$72,100	
TOTAL	**$235,193,300**	**$18,425,100**	**$253,618,400**
		7.8%	

Table 2

2018-19 Education & General Revenue Budget
$253,618,400

$117,072,700
46.16%

$136,545,700
53.84%

■ Tuition & Fees   ■ State Tax Funds
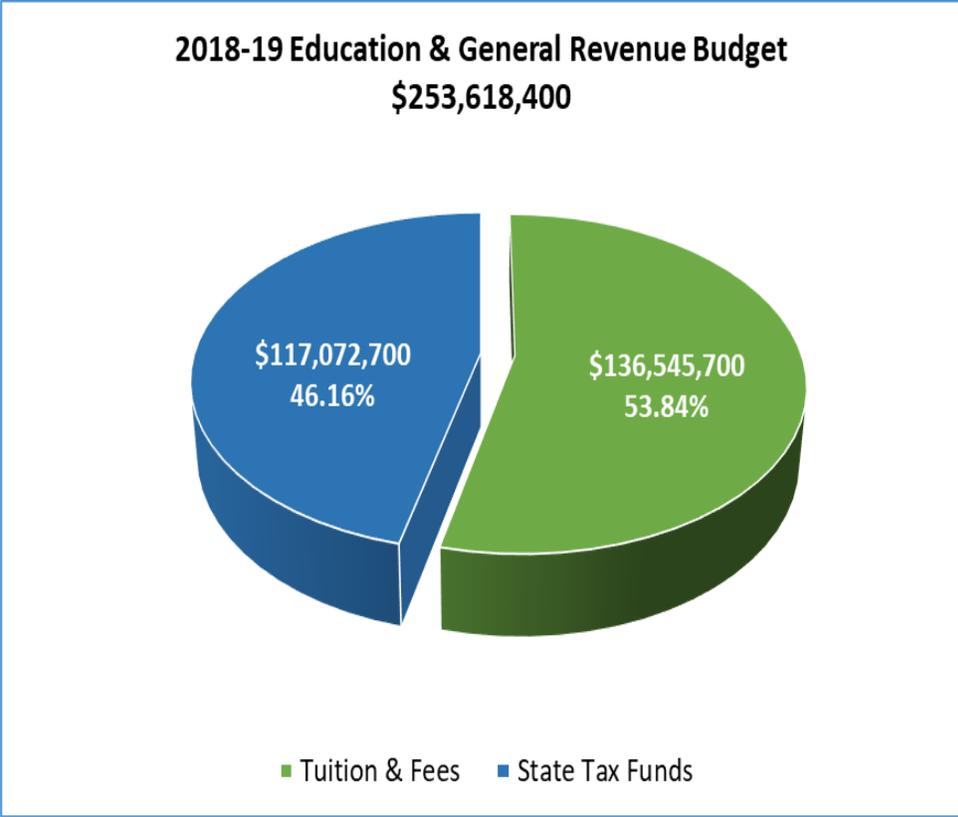
The overall revenue increase for 2018-19 of **$18,425,100** represents a 7.83% change. Tax funds comprise **46.16%** of total revenue compared to **45.44%** percent for 2017-18.

Figure 2

2018-19 Education & General Revenue Budget

Revenue Source	Initial Budget			
	2017-18	2018-19	$ Change	% Change
State Tax Funds				
General Fund	$57,893,800	$59,301,600	$1,407,800	2.43%
Education Fund	$48,970,200	$57,771,100	$8,800,900	17.97%
Dedicated Credits				
Tuition and Fees	$128,141,300	$136,396,300	$8,255,000	6.44%
Other Income	$188,000	$149,400	($38,600)	-20.53%
TOTAL Education and General	**$235,193,300**	**$253,618,400**	**$18,425,100**	**7.83%**

Table 3

Education and General Revenue History

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Tuition and Fees	59	68	81	94	101	97	100	108	119	128	137
State Tax Funds	68	57	60	59	62	68	93	96	101	107	117

■ State Tax Funds ■ Tuition and Fees

Figure 3

Tax Funds Portion of Appropriated Revenue

2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
54%	45%	42%	38%	38%	41%	48%	47%	46%	45%	46%

Figure 4

Tax Funds Per Student FTE
2008-09 through 2018-19

Chart values by year:
- 2008-09: $3,772
- 2009-10: $3,161
- 2010-11: $2,871
- 2011-12: $2,711
- 2012-13: $2,999
- 2013-14: $3,446
- 2014-15: $4,571
- 2015-16: $4,477
- 2016-17: $4,486
- 2017-18: $4,602
- 2018-19 Budget: $5,000

Tax Funds per Student

The 2014-15 $21.1 million Acute Equity allocation, together with the significant tax fund investment for 2018-19, indicates a more stable and adequate tax fund base (in contrast to the preceding five years), which is particularly important for ensuring academic quality while meeting enrollment demands.

Figure 5

Annualized Student FTE
2008-09 through 2018-19

Chart values by year:
- 2008-09: 16,747
- 2009-10: 19,033
- 2010-11: 20,850
- 2011-12: 21,594
- 2012-13: 20,703
- 2013-14: 19,642
- 2014-15: 20,326
- 2015-16: 21,535
- 2016-17: 22,490
- 2017-18: 23,220
- 2018-19 Budget: 23,414
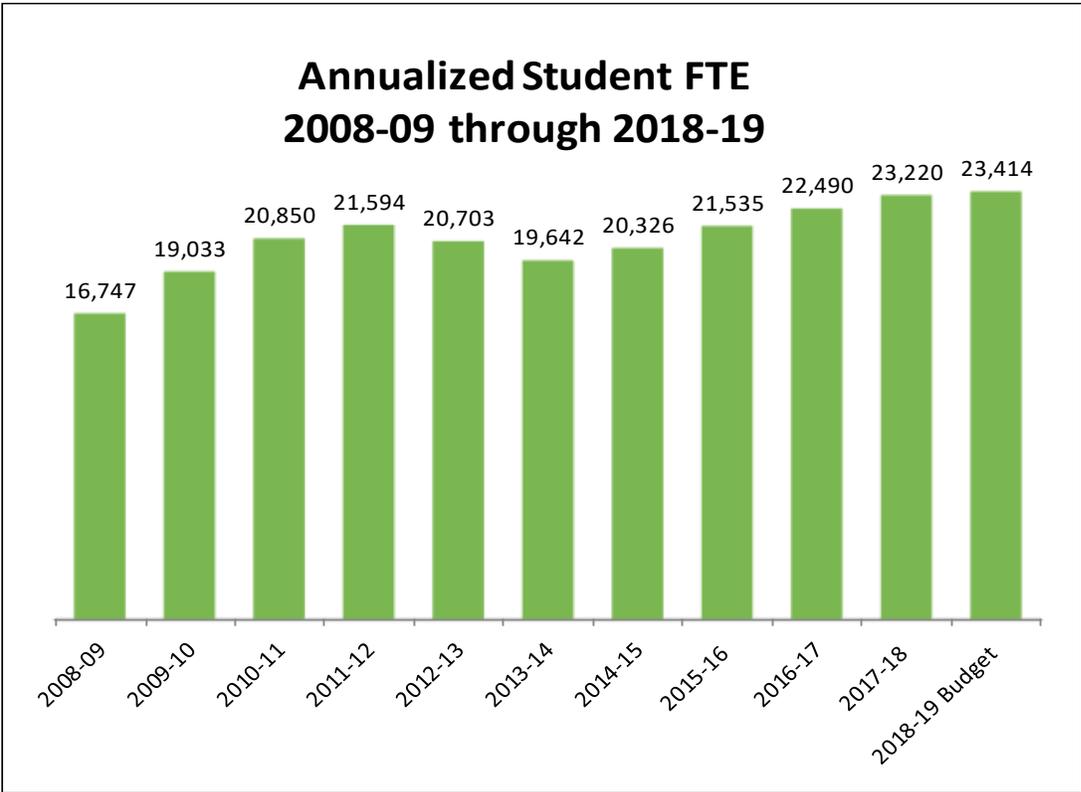
Figure 6

Student Headcount

Student Headcount Fall 3rd Week

Year	Headcount
2008	26,696
2009	28,765
2010	32,670
2011	33,395
2012	31,562
2013	30,564
2014	31,332
2015	33,211
2016	34,978
2017	37,282

Source: IRI UVU Fact Book (www.uvu.edu/iri)

Figure 7

Fall Student Headcount by Class Level

Class Level	2017	2008
Graduate	414	20
Senior	7,316	4,975
Junior	5,201	3,929
Sophomore	6,279	5,182
Freshman	9,335	8,089
High School	8,737	4,501
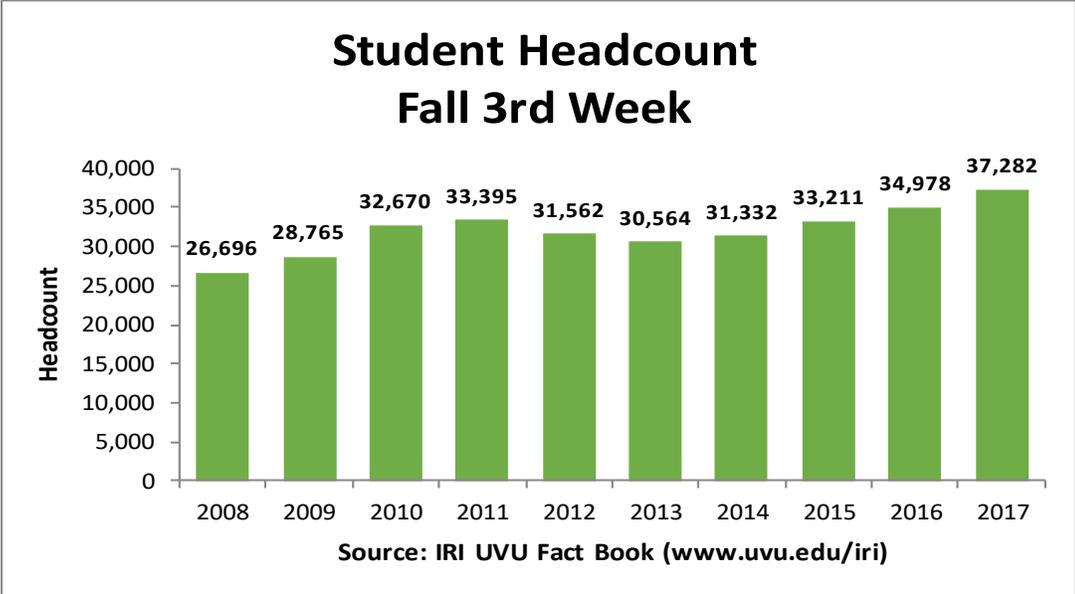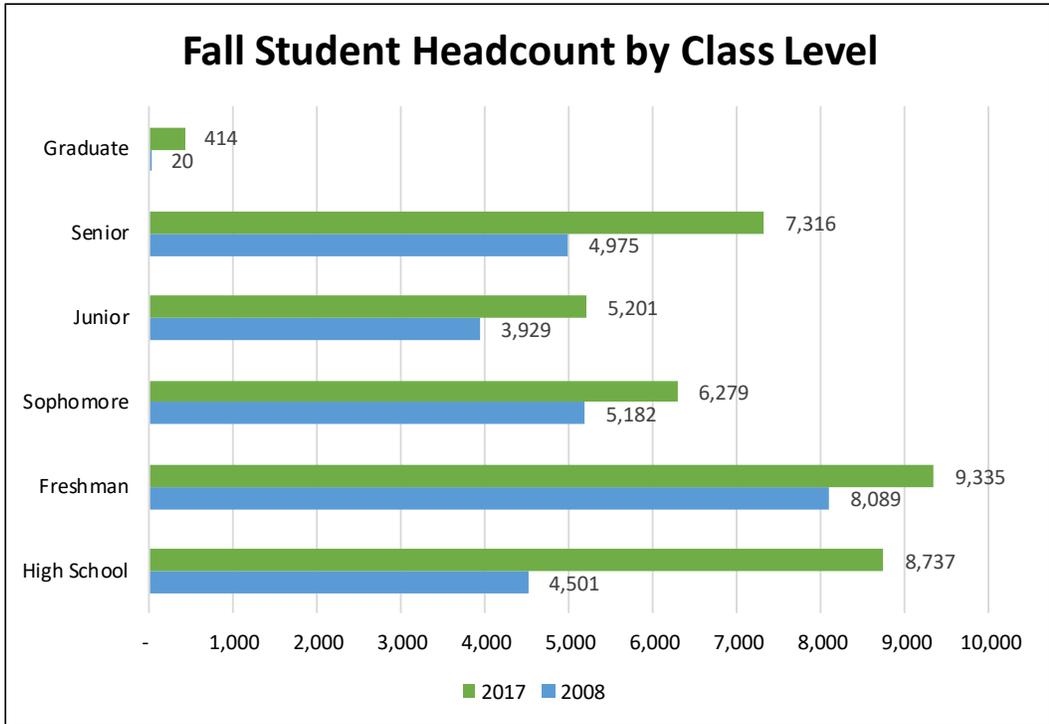
Class Level
Each class level has experienced growth with the largest increases occurring in high school concurrent enrollment and the Senior class.

Figure 8

Fall 2017 End-of-Term Headcount by Residency
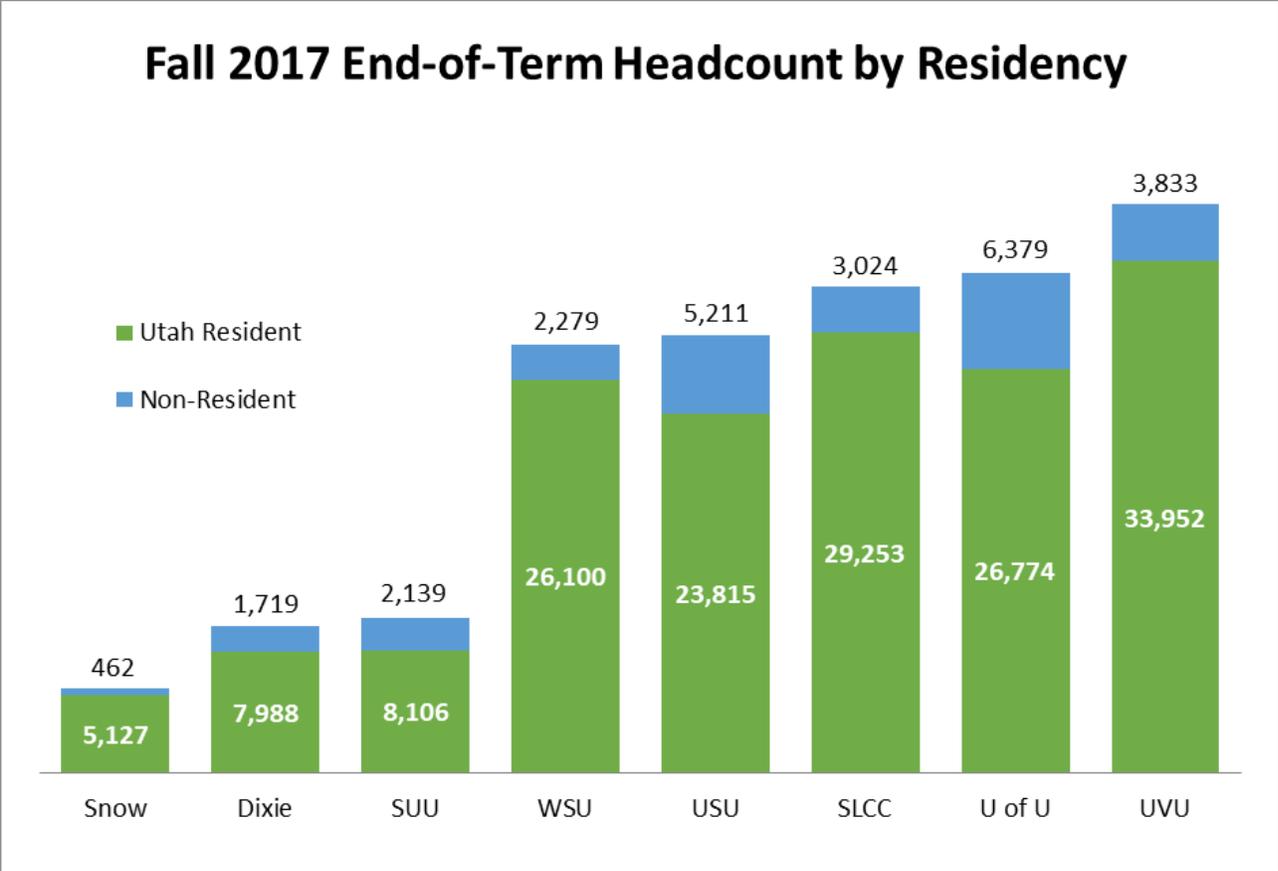
Figure 9

Resident Enrollment

In Fall 2017, UVU enrolled both the largest number of total students and Utah residents in the Utah System of Higher Education. One out of every five Utah residents enrolled in USHE is enrolled at UVU.

Utah System of Higher Education
Change in 3rd Week Student Headcount
Fall 2007 to Fall 2017

Source: USHE Data Books
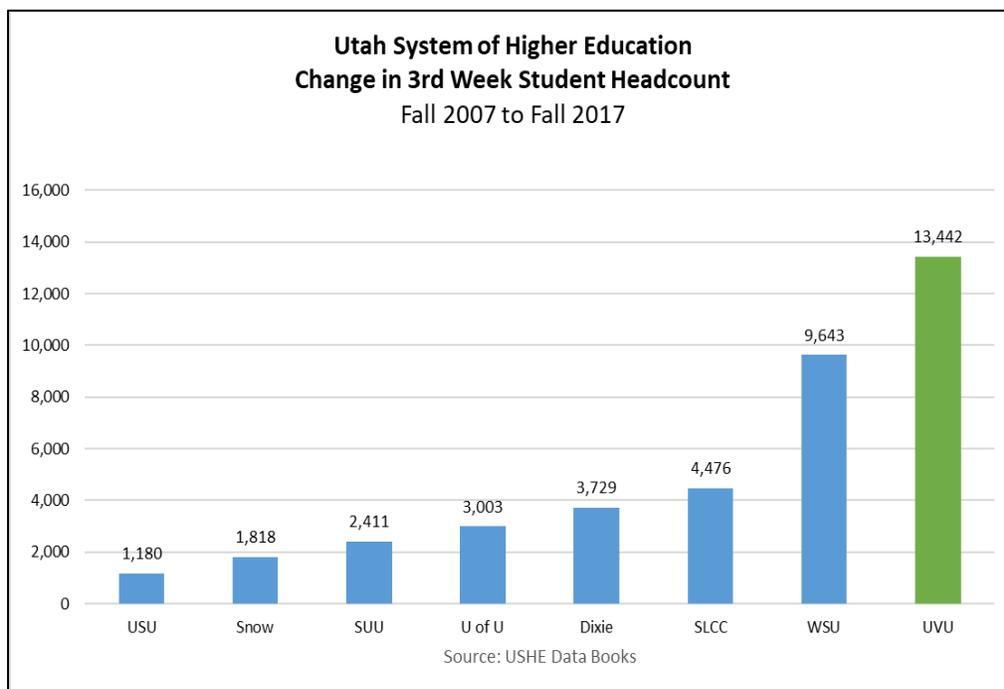
Student Headcount
Since 2007, UVU has experienced the largest growth in student headcount in the Utah System of Higher Education. UVU enrolled the largest student headcount in USHE in Fall 2017 with over 37,000 students.

Figure 10

Fall 3rd Week Headcount											
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Growth from 2007
UVU	23,840	26,696	28,765	32,670	33,395	31,556	30,564	31,332	33,211	34,978	37,282	13,442
WSU	18,306	21,674	23,331	24,126	25,483	26,680	25,301	26,266	25,955	26,809	27,949	9,643
SLCC	25,144	29,867	33,776	33,983	33,167	30,112	31,137	29,537	28,814	29,901	29,620	4,476
Dixie	5,944	6,443	7,911	8,755	9,086	8,863	8,350	8,570	8,503	8,993	9,673	3,729
U of U	29,797	30,228	31,407	32,671	31,673	32,398	32,080	31,515	31,673	32,061	32,800	3,003
SUU	7,057	7,516	8,066	8,024	7,750	8,297	7,745	7,656	8,881	9,299	9,468	2,411
Snow	3,745	3,798	4,368	4,387	4,465	4,599	4,605	4,779	5,111	5,350	5,563	1,818
USU	26,499	26,007	27,238	28,401	28,994	28,786	27,812	27,662	28,622	28,118	27,679	1,180

Source: https://higheredutah.org/data/enrollments/

Table 4

Tuition & Fees

UVU Tuition & Fees History
Resident Undergraduate Academic Year

Academic Year	Tuition	Tuition & Fees
2007-08	$3,000	$3,528
2008-09	$3,188	$3,752
2009-10	$3,464	$4,048
2010-11	$3,672	$4,288
2011-12	$3,944	$4,584
2012-13	$4,122	$4,786
2013-14	$4,368	$5,086
2014-15	$4,542	$5,270
2015-16	$4,678	$5,386
2016-17	$4,840	$5,530
2017-18	$4,962	$5,652
2018-19	$5,036	$5,726

Table 5

2018-19 Tuition & Fees
The Board of Regents approved a 1.5% tuition increase and no general fee change for an overall tuition and fee increase of 1.31%. This increase is the lowest dollar amount increase since 1996-97.

(Appendix A)
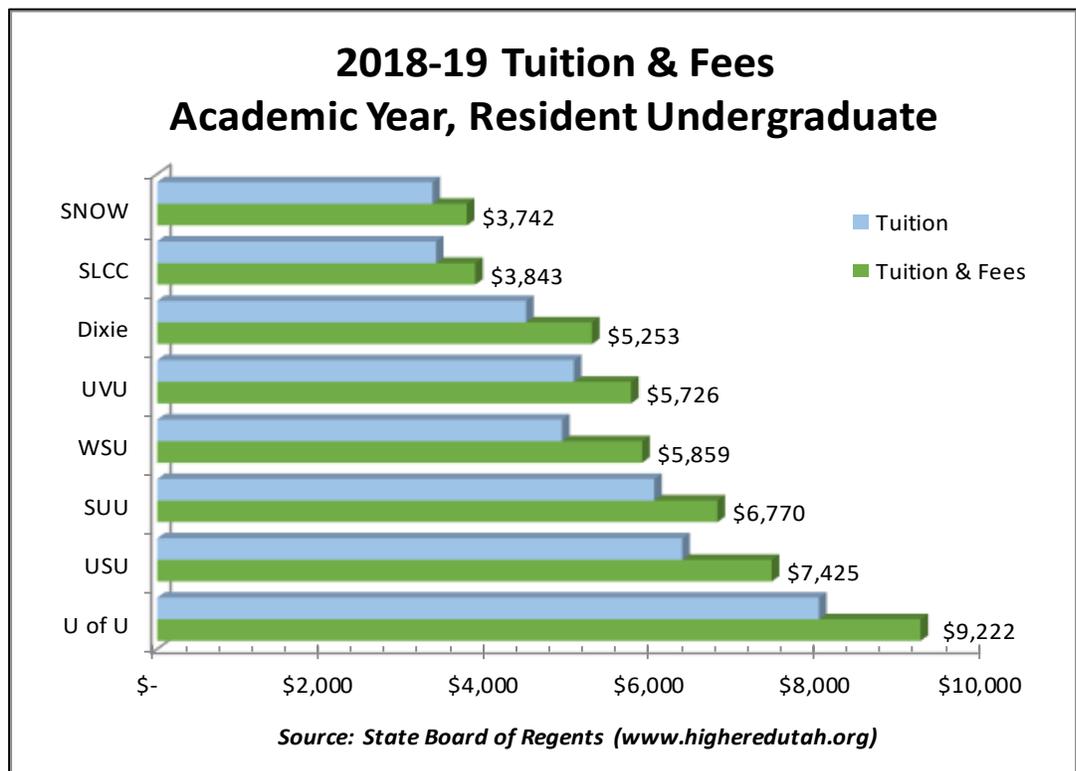
Affordability
UVU is one of the most affordable universities in the state with tuition and fees slightly lower than WSU and over $1,000 less than SUU.

2018-19 Tuition & Fees
Academic Year, Resident Undergraduate

SNOW — $3,742
SLCC — $3,843
Dixie — $5,253
UVU — $5,726
WSU — $5,859
SUU — $6,770
USU — $7,425
U of U — $9,222

Legend: Tuition, Tuition & Fees

Source: State Board of Regents (www.higheredutah.org)

Figure 11

Tuition and Fee Increase
Since 2014-15, UVU's cumulative tuition and fee percentage increase of 8.7 percent has been the lowest in the Utah System of Higher Education.

USHE Tuition & Fees
Academic Year, Resident Undergraduate Students
2014-15 to 2018-19

Institution	2014-15	2015-16	2016-17	2017-18	2018-19	Change from 2014-15 to 2018-19	% Change from 2014-15 to 2018-19
Dixie	$4,456	$4,620	$4,840	$5,080	$5,253	$797	17.9%
U of U	$7,895	$8,197	$8,518	$8,824	$9,222	$1,327	16.8%
USU	$6,497	$6,663	$6,866	$7,174	$7,425	$928	14.3%
WSU	$5,184	$5,339	$5,524	$5,712	$5,859	$675	13.0%
SLCC	$3,469	$3,569	$3,690	$3,781	$3,843	$375	10.8%
Snow	$3,389	$3,484	$3,592	$3,686	$3,742	$353	10.4%
SUU	$6,138	$6,300	$6,530	$6,676	$6,770	$632	10.3%
UVU	$5,270	$5,386	$5,530	$5,652	$5,726	$456	8.7%
USHE Average	$5,287	$5,445	$5,636	$5,823	$5,980	$693	13.1%

Table 6

Expenditures

The expenditure budget implements the resource allocations determined through legislative intent, the tuition increase process, and UVU's PBA process as outlined in President Holland's campus-wide forum (*Hoagies with Holland*) on April 25, 2018. The Board's involvement in the budget process has included approval of tuition, approval of 2018-19 compensation plan, approval of new graduate and undergraduate programs, and review of legislative outcomes.

UVU utilizes a Planning, Budgeting, and Assessment (PBA) process which guides UVU in its strategic planning, resource allocations, and assessment. The PBA process supports UVU's Administrative Imperative of Operate Ethically and Effectively by fostering "a culture of strategic planning, assessment, continuous improvement, and accountability" and by utilizing "transparent and collaborative decision-making processes." Many individuals across campus have been involved in this process by serving on university committees including the University Planning Advisory Council and Benefits Committee, by participating in developing and refining their department's four-year strategic plan, by attending PBA conversations within their department, school/college, and division and/or the university PBA conversations.
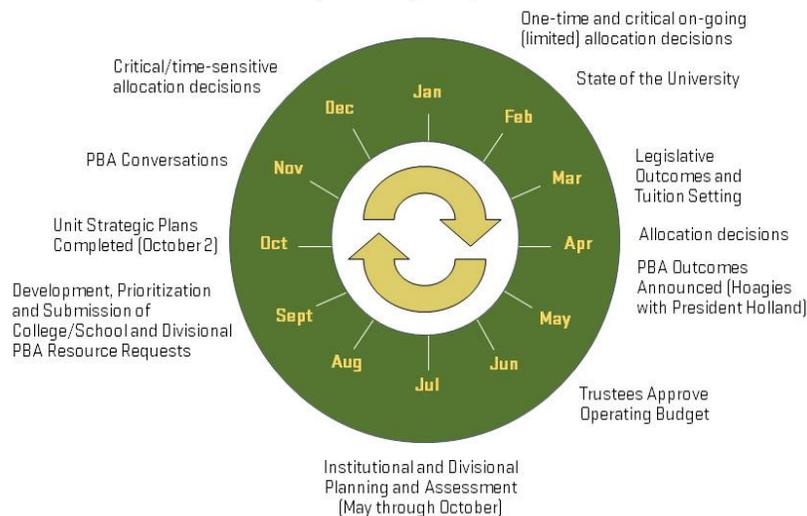
Figure 12

New Allocations and Reallocations

The PBA process facilitates the alignment and prioritization (at multiple organizational levels) of initiatives across the university that support UVU's Mission, Core Themes—Student Success, Engaged, Serious, and Inclusive—and Administrative Imperatives—Manage Growth, Operate Ethically & Effectively, and Secure Resources (Appendix B). The allocation detail (reviewed and affirmed by President's Council and presented at the *Hoagies with Holland* forum) identifies initiatives funded in support of the Core Themes and Administrative Imperatives (Appendix C).

Highlights of changes from these new resource allocations and existing resource reallocations include:

- ❖ **STUDENT SUCCESS**
  - o UVU supports students' preparation and achievement of academic success at the University
    - ▪ Area of Focus 1-- Continue to improve student retention, persistence, learning, and completion
      - • Improve access to full-time faculty
        - o 11 tenure track and 15 professionals-in-residence/lecturer faculty
      - • Reduce student-to-advisor ratio
        - o 4 academic advisors
      - • Improve onboarding through graduation student support programs and services
        - o 3 staff, hourly retention mentors, completion scholarships
      - • Expand mental health and support resources for students
        - o Full-time and hourly mental health specialists, students with autism/mental health support position, victim's advocate
    - ▪ Enhance instructional and academic support services
      - • Library support—1 reference librarian and hourly staff
      - • 5 lab managers, career counselor
  - o UVU provides a meaningful and well-rounded university experience
    - ▪ Support Student Life and Athletics programs
      - • Athletics camps staff, athletic trainer for clubs/intramurals, UVUSA coordinator
- ❖ **INCLUSIVE**
  - o UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives
    - ▪ Area of Focus 3—Continue to increase outreach and support at UVU for students from historically underrepresented cultural backgrounds and those who are first-generation and low income
      - • Enhance and expand outreach and support programs and opportunities
        - o 1 staff; programmatic support for African American, Native American, Women in Education, Latino, Cultural Envoys and Veteran Success Center; first generation scholarships
    - ▪ Expand training and education programs
      - • Title IX/AA/EO training, academic programs inclusivity initiative
  - o UVU offers an array of courses, programs, and delivery methods designed to reflect students' goals and the region's educational needs.
    - ▪ Implement new academic programs and pathways to meet region's educational needs
      - • Expand health professional programs and develop/implement pathways

- - - o Respiratory Therapy, Nursing pathway, Physician Assistant (4 tenure track faculty, 1 staff)
  - ▪ Expand support for instructional sites and academic outreach
    - • Wasatch Campus ESL staff, CTE/Extended Education Sr. Director, K-16 staff, Thanksgiving Point lease

- ❖ **SERIOUS**
  - o UVU champions learning through outstanding teaching in an academically rigorous environment
    - ▪ Enhance teaching and learning support programs and services
      - • Adjunct faculty training, large section 1 staff and programmatic support, 1 course specialist
    - ▪ Ensure appropriate faculty and instructional support for new graduate programs
      - • 7 tenure track faculty, 1 staff, and operating funds
  - o UVU attracts, develops, and retains high-achieving students and highly qualified faculty, staff, and administrators
    - ▪ Compensation and Employee Engagement
      - • All salaried employees--$200 base increase
      - • Targeted market equity and merit increases for faculty, staff, and executives
      - • Adjunct faculty 2.6 % increase
      - • Hourly staff 1.5% increase
      - • Medical and Dental premium increases
      - • Free UTA passes and continue free parking for employees
      - • HR job architecture project
      - • Modern Think Survey
    - ▪ Support high-achieving students
      - • Honor tuition waivers and programmatic support
  - o UVU is recognized for high-quality, efficient, and effective programs and services
    - ▪ Enhance support communication materials, events, and high profile initiatives
      - • 4 staff, equipment, expanded magazine distribution, presidential transition events

- ❖ **ENGAGED**
  - o UVU faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.
    - ▪ Area of Focus 2—Continue to create an environment in which national prominence for excellence in engaged learning, post-graduation career pursuits, and civic responsibility is a hallmark of a UVU education.
      - • Expand staffing and support for School of the arts programs, productions, and services
        - o 7 staff, supplies/equipment, opening events
      - • Implement and sustain engaged learning opportunities

- - o 3x3 engaged learning high impact practices pilot, service learning programmatic support
  - o UVU serves as a portal of civic engagement and an engine of regional economic and business development
    - ▪ Implement new programs to fuel the region's economic development
      - • Ensure appropriate faculty and support for new Electrical Engineering, Mechanical Engineering, and Civil Engineering degrees
        - o 4 tenure track faculty, 1 staff, operating funds
      - • Develop/implement partnerships to meet region's workforce needs
        - o Information Systems Technology pathway and workforce initiative programmatic support
    - ▪ Strengthen UVU's community outreach and economic development programs and services
      - • 3 staff, CRM system
- ❖ **OPERATE ETHICALLY AND EFFECTIVELY**
  - o UVU upholds an environment of ethical behavior and expects honesty, integrity, legal compliance, financial stewardship, and accountability in the performance of employees' UVU-related responsibilities.
    - ▪ Strengthen culture of compliance and risk management
      - • 2 staff, funds for outside counsel/investigators
  - o UVU strategically allocates resources to achieve institutional objectives
    - ▪ Provide staffing and operating funds to support existing programs and services
      - • 8 full-time staff and hourly staff funds for academic and administrative support departments
    - ▪ Provide operations and maintenance for new facilities (Hall of Flags, Warehouse, Noorda Performing Arts Center)
      - • 12 staff positions, hourly, fuel & power, utilities, current expense
    - ▪ Facilities enhancements, remodel and repair
      - • Large to small facilities projects including pedestrian bridge, sidewalks, stairs, signage, parking, locker rooms, faculty/staff offices, academic labs, and property acquisition
      - • Furniture, facilities equipment
    - ▪ Implement innovative practices and technology systems
      - • 1 staff, virtual server environment, transcript evaluation software, CourseLeaf Catalog
    - ▪ Support and sustain technology solutions, systems and infrastructure
      - • 2 staff, hourly staff, classroom media, software license and library database inflation, malware/spam protection, network automation, firewall expansion, fiber
    - ▪ Budget stabilization

- Shift Compliance Office and one-time expenses from Reimbursed Overhead to appropriated; shift UVU Foundation operating expenses to Institutional Interest Income; restore institutional contingencies

❖ **MANAGE GROWTH**
  o UVU adapts to meet student and community needs consistent with its educational mission
    ▪ Increase sections and support services to meet enrollment growth
      - 1 staff, net add sections Summer/Fall/Spring

❖ **SECURE RESOURCES**
  o UVU strategically pursues and acquires private and public resources beyond state appropriations
    ▪ Programmatic support for fundraising
      - 1 staff, operating funds, crowdfunding

FUNCTIONAL CLASSIFICATION	MAJOR ACTIVITIES
Instruction	Instructional Faculty and Departmental Costs
Public Service	Small Business Development Center
Academic Support	Deans, Academic Administration, and School Level Costs
Library	Professional Librarians, Library Reference Materials
Student Services	Registrar, Admissions, Financial Aid Administration, Advisement, and Career Services
Athletics	Athletic Administration
Institutional Support	Executive Management, Technology Services, Purchasing, Financial Services, and Human Resources
Scholarships/Needs-Based Aid	Financial Aid, Scholarships, and Work Study
Operations & Maintenenace Plant	Building Maintenance, Plant Personnel, Utilities, and etc.

Expenditure Summary

UVU reports expenditures in compliance with NACUBO functional and natural classifications.

Table 7

Education & General Base Operating Budget

by Functional Classification
Comparison for 2017-18 and 2018-19

	2017-18	2018-19	$ Change	% Change
Instruction	$115,139,591	$124,225,097	$9,085,506	7.89%
Public Service	$208,464	$203,295	-$5,169	-2.48%
Library	$4,070,605	$4,246,891	$176,286	4.33%
Academic Support	$25,763,469	$29,196,435	$3,432,966	13.32%
Athletics	$3,788,095	$4,004,673	$216,578	5.72%
Student Services	$18,534,614	$19,072,492	$537,878	2.90%
Institutional Support	$44,848,707	$48,979,681	$4,130,974	9.21%
Scholarships	$2,504,273	$2,815,077	$310,804	12.41%
O&M	$20,335,482	$20,874,759	$539,277	2.65%
Total Expenditures	**$235,193,300**	**$253,618,400**	**$18,425,100**	**7.83%**

Table 8

2018-19 Education & General Base Operating Budget by Functional Classification

Scholarships $2,815,077

O&M $20,874,759

Institutional Support $48,979,681

Instruction $124,225,097

Student Services $19,072,492

Athletics $4,004,673

Academic Support $29,196,435

Library $4,246,891

Public Service $203,295
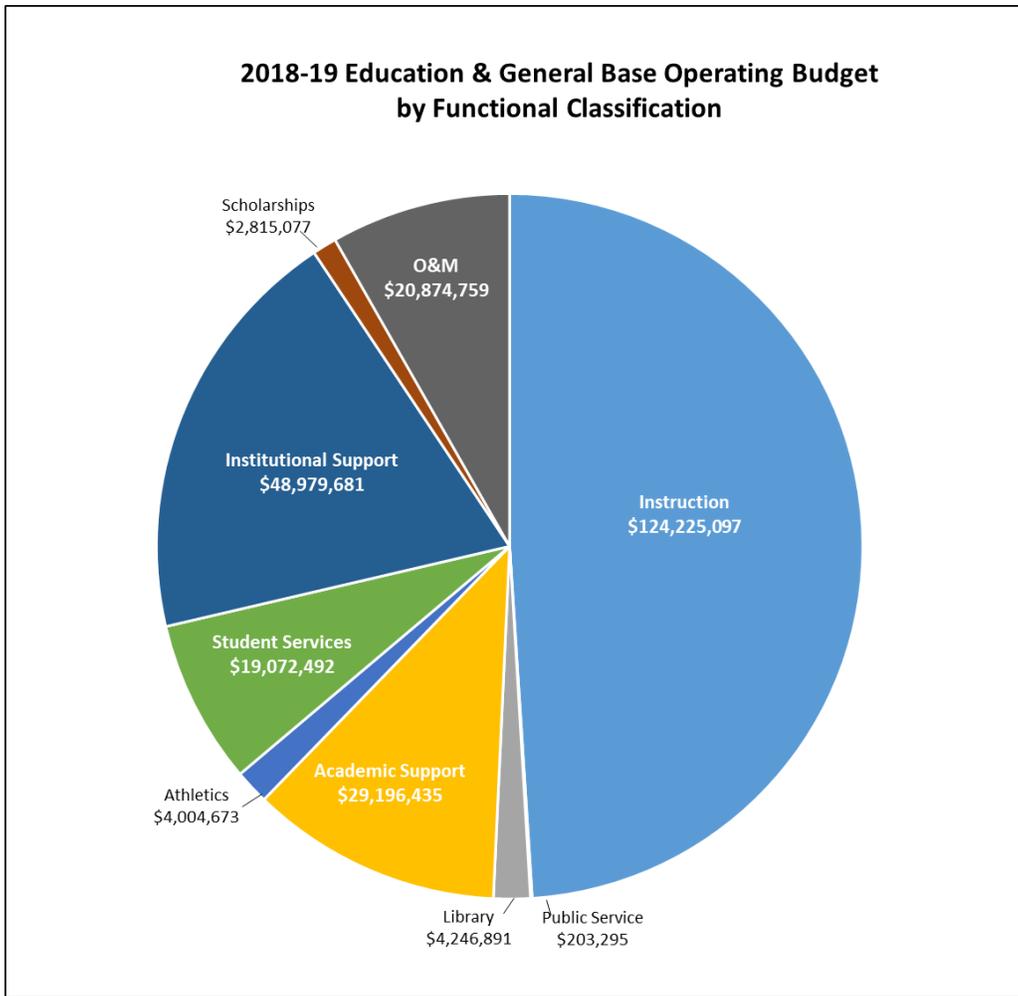
Figure 13

Percent of Budget					
by Functional Classification					
	2014-15	**2015-16**	**2016-17**	**2017-18**	**2018-19**
Instruction	50.00%	48.90%	49.40%	48.96%	48.98%
Public Service	0.10%	0.10%	0.10%	0.09%	0.08%
Academic Support	9.30%	10.40%	10.20%	10.95%	11.51%
Library	1.70%	1.80%	1.80%	1.73%	1.67%
Student Services	9.00%	7.90%	8.10%	7.88%	7.52%
Athletics	1.50%	1.50%	1.50%	1.61%	1.58%
Institutional Support	18.50%	19.20%	18.90%	19.07%	19.31%
O&M	9.30%	9.40%	9.10%	8.65%	8.23%
Scholarships	0.60%	0.90%	1.00%	1.06%	1.11%
TOTAL	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**

Table 9

Appropriated Base Operating Budget

by Natural Classification Comparison for 2017-18 and 2018-19				
EDUCATION AND GENERAL				
	2017-18	2018-19	$ Change	% Change
Faculty Salaries	$50,992,217	$55,680,397	$4,688,180	**9.19%**
Faculty Hourly	$16,046,530	$17,231,874	$1,185,344	**7.39%**
Executive Salaries	$4,593,235	$4,726,510	$133,275	**2.90%**
Staff Salaries	$54,936,758	$59,188,754	$4,251,996	**7.74%**
Staff Hourly	$9,260,846	$10,327,018	$1,066,172	**11.51%**
Total Salaries & Wages	**$135,829,586**	**$147,154,553**	**$11,324,967**	**8.34%**
Employee Benefits	$59,954,123	$64,033,841	$4,079,718	6.80%
Total Personnel Services	**$195,783,709**	**$211,188,394**	**$15,404,685**	**7.87%**
Current Expense	$31,428,497	$34,107,039	$2,678,542	**8.52%**
Travel	$1,210,083	$1,362,524	$152,441	**12.60%**
Capital Equipment	$550,083	$546,135	-$3,948	**-0.72%**
Fuel & Power	$3,620,542	$3,763,922	$143,380	**3.96%**
Scholarships	$2,600,386	$2,650,386	$50,000	**1.92%**
Total Expenditures	**$235,193,300**	**$253,618,400**	**$18,425,100**	**7.83%**

Table 10

2018-19 Education & General Base Operating Budget by Natural Classification

Capital Equipment $546,135
Fuel & Power $3,763,922
Scholarships $2,650,386
Travel $1,362,524
Current Expense $34,107,039
Total Salaries & Wages $147,154,553
Employee Benefits $64,033,841
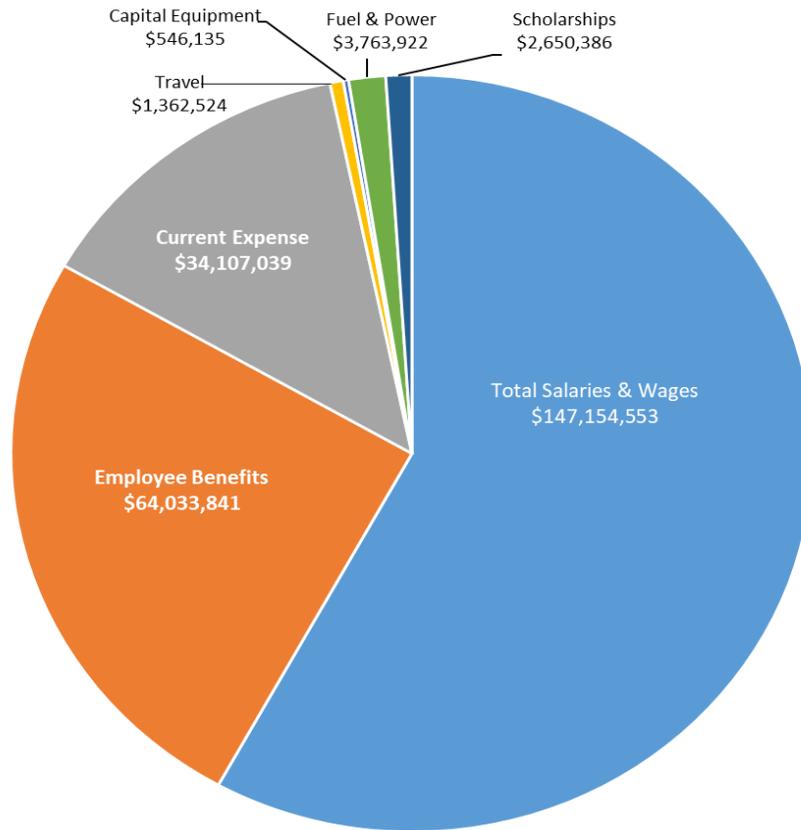
Percent of Budget

by Natural Classification

	2014-15	2015-16	2016-17	2017-18	2018-19
Salaries & Wages	55.4%	58.00%	58.1%	57.8%	58.0%
Employee Benefits	23.2%	24.9%	24.8%	25.5%	25.3%
Current Expense	18.3%	13.8%	13.8%	13.4%	13.5%
Travel	0.4%	0.5%	0.5%	0.5%	0.5%
Capital Equipment	0.3%	0.3%	0.3%	0.2%	0.2%
Fuel & Power	1.8%	1.8%	1.6%	1.5%	1.5%
Scholarship	0.6%	0.9%	0.9%	1.1%	1.1%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%

Educationally Disadvantaged

Revenue

Revenue consists solely of tax funds: general fund and education fund. Budgeted tax fund revenues match the base budget appropriation bills for FY19 and reflect an ongoing base increase of 2.5 percent.

2017-18 TO 2018-19 Revenue Changes

Educationally Disadvantaged	2017-18 Initial Budget	Changes for 2018-19 Budget	2018-19 Initial Budget
Tax Funds	**$174,900**	**$4,400**	**$179,300**
Salary/Wage Adjustment (Senate Bill 8)		$3,500	
Medical/Dental Premiums (Senate Bill 8)		$900	
TOTAL	**$174,900**	**$4,400**	**$179,300**
		2.5%	

Table 12

2018-19 OPERATING BUDGET REVENUE

Educationally Disadvantaged	
Revenue Source	**Initial Budget (Base Operating Budget)**
State Tax Fund	
General Fund	$138,900
Education Fund	$40,400
TOTAL EDUCATIONALLY DISADVANTAGED	**$179,300**

Table 13

Appropriated Base Operating Budget
by Functional Classification
Comparison for 2017-18 and 2018-19

Educationally Disadvantaged		
	2017-18	**2018-19**
Student Services		
Other Student Services	$174,900	$179,300
Total Expenditure	**$174,900**	**$179,300**

Table 14

Educationally Disadvantaged Appropriated Base Operating Budget				
by Functional Classification Comparison for 2017-18 and 2018-19				
	2017-18	2018-19	$ Change	% Change
Staff Salaries	$103,608	$105,463	$1,855	1.79%
Staff Hourly	$20,756	$16,288	-$4,468	-21.53%
Total Salaries & Wages	$124,364	$121,751	-$2,613	-2.10%
Employee Benefits	$50,536	$57,549	$7,013	13.88%
Total Personal Services	$174,900	$179,300	$4,400	2.52%
Current Expense	$0	$0	$0	0.00%
Total Expenditure	**$174,900**	**$179,300**	**$4,400**	**2.52%**

Table 15

Auxiliaries Operating Budget

Utah Valley University has four Auxiliaries (as defined by the Board of Regents)—Bookstore, Dining Services, Student Center Services, and Student Life & Wellness Center. Revenue and expenditure budgets are presented for each of these Auxiliaries.

Revenue
Revenue consists of three sources:
- General Student Fees
- Sales and Services
- Other income including rental income
Revenue beyond expenditures is committed to support the debt service on bonds.

Expenditures
Auxiliaries participate in UVU's PBA process and are subject to the same compensation changes as appropriated budgets.

Bookstore Operating Budget
Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	$ Change	% Change
REVENUE				
Sales & Services	$8,974,526	$9,160,666	$186,140	2.07%
Student Fees	$0	$0	$0	0.00%
Other Income	$0	$0	$0	0.00%
TOTAL REVENUE	**$8,974,526**	**$9,160,666**	**$186,140**	**2.06%**
BUDGETED EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	$644,828	$590,229	-$54,599	-8.47%
Hourly Staff	$488,000	$494,903	$6,903	1.41%
Benefits	$466,177	$420,751	-$45,426	-9.74%
Current Expense	$508,000	$500,000	-$8,000	-1.57%
Cost of Goods Sold	$6,820,639	$7,053,713	$233,074	3.42%
Travel	$11,500	$13,500	$2,000	17.39%
Capital	$0	$0	$0	$0
Subtotal Budgeted Expenditures	**$8,939,144**	**$9,073,096**	**$133,952**	**1.50%**
Transfers				
Transfer to Bond Payment	$27,585	$87,570	$59,985	217.46%
Other Transfers	$0	$0	$0	0.00%
Subtotal Transfers	**$27,585**	**$87,570**	**$59,985**	**217.46%**
TOTAL BUDGETED EXPENDITURE/TRANSF	**$8,966,729**	**$9,160,666**	**$59,985**	**217.46%**

Table 16

Dining Services Operating Budget
Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	$ Change	% Change
REVENUE				
Sales & Services	$3,195,000	$3,887,840	$692,840	21.69%
Student Fees	$0	$0	$0	0.00%
Other Income	$236,000	$236,000	$0	0.00%
TOTAL REVENUE	**$3,431,000**	**$4,123,840**	**$692,840**	**20.19%**
BUDGETED EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	$486,226	$528,043	$41,817	8.60%
Hourly Staff	$910,000	$930,382	$20,382	2.24%
Benefits	$349,072	$426,634	$77,562	22.22%
Current Expense	$475,000	$490,000	$15,000	3.16%
Cost of Goods Sold	$1,192,150	$1,535,136	$342,986	28.77%
Travel	$2,000	$3,000	$1,000	50.00%
Capital	$5,000	$5,000	$0	0.00%
Subtotal Budgeted Expenditures	**$3,419,448**	**$3,918,195**	**$498,747**	**14.59%**
Transfers				
Transfer to Bond Payment	$11,552	$205,645	$194,093	1680.17%
Other Transfers	$0	$0	$0	0.00%
Subtotal Transfers	**$11,552**	**$205,645**	**$194,093**	**1680.17%**
TOTAL BUDGETED EXPENDITURE/TRANSF	**$3,431,000**	**$4,123,840**	**$692,840**	**20.19%**

Table 17

Student Center Operating Budget
Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	$ Change	% Change
REVENUE				
Sales & Services	$375,000	$436,000	$61,000	16.27%
Student Fees	$1,504,880	$1,570,000	$65,120	4.33%
Other Income	$185,000	$190,000	$5,000	2.70%
TOTAL REVENUE	**$2,064,880**	**$2,196,000**	**$131,120**	**6.35%**
BUDGETED EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	$639,136	$689,207	$50,071	7.83%
Hourly Staff	$180,000	$280,000	$100,000	55.56%
Benefits	$451,304	$440,945	-$10,359	-2.30%
Current Expense	$745,000	$750,000	$5,000	0.67%
Travel	$15,000	$15,000	$0	0.00%
Capital	$30,000	$15,000	-$15,000	-50.00%
Subtotal Budgeted Expenditures	**$2,060,440**	**$2,190,152**	**$129,712**	**6.30%**
Transfers				
Transfer to Bond Payment	$4,440	$5,848	$1,408	31.71%
Other Transfers	$0	$0	$0	0.00%
Subtotal Transfers	**$4,440**	**$5,848**	**$1,408**	**31.71%**
TOTAL BUDGETED EXPENDITURE/TRANSFERS	**$2,064,880**	**$2,196,000**	**$131,120**	**6.35%**

Table 18

Student Life & Wellness Center Operating Budget
Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	$ Change	% Change
REVENUE				
Sales & Services	$508,800	$510,000	$1,200	0.24%
Student Fees	$2,477,800	$2,568,335	$90,535	3.65%
Other Income	$0	$0	$0	0.00%
TOTAL REVENUE	**$2,986,600**	**$3,078,335**	**$91,735**	**3.07%**
BUDGETED EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	$562,220	$571,107	$8,887	1.58%
Hourly Staff	$629,886	$629,886	$0	0.00%
Benefits	$521,844	$406,765	-$115,079	-22.05%
Current Expense	$837,331	$853,520	$16,189	1.93%
Cost of Goods Sold	$16,480	$16,480	$0	0.00%
Travel	$24,500	$35,000	$10,500	42.86%
Capital	$75,000	$75,000	$0	0.00%
Subtotal Budgeted Expenditures	**$2,667,261**	**$2,587,758**	**-$79,503**	**-2.98%**
Transfers				
Transfer to Bond Payment	$319,339	$490,577	$171,238	53.62%
Other Transfers	$0	$0	$0	$0
Subtotal Transfers	**$319,339**	**$490,577**	**$171,238**	**53.62%**
TOTAL BUDGETED EXPENDITURE/TRANSF	**$2,986,600**	**$3,078,335**	**$91,735**	**3.07%**

Table 19

Athletics Operating Budget
Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	$ Change	% Change
BEGINNING OPERATING BALANCE				
Fund Balance Beginning of Fiscal Year	$121,216	$331,057	$209,841	173.11%
REVENUE				
Sales & Services	$600,000	$800,000	$200,000	33.33%
Student Fees	$5,426,200	$5,600,000	$173,800	3.20%
Student Fees (Conference Affiliation)			$0	$0
Donations	$340,000	$350,000	$10,000	2.94%
Other Income	$130,000	$75,000	-$55,000	-42.31%
TOTAL REVENUE	**$6,496,200**	**$6,825,000**	**$328,800**	**5.06%**
BUDGETED EXPENDITURES				
Salaried Staff	$936,463	$935,270	-$1,193	-0.13%
Hourly Staff	$275,000	$560,000	$285,000	103.64%
Benefits	$624,896	$496,452	-$128,444	-20.55%
Current Expense	$2,000,000	$2,200,000	$200,000	10.00%
Student Aid	$850,000	$860,000	$10,000	1.18%
Travel	$1,600,000	$1,800,000	$200,000	12.50%
Capital	$0	$0	$0	$0
TOTAL BUDGETED EXPENDITURES	**$6,286,359**	**$6,851,722**	**$565,363**	**8.99%**
ENDING OPERATING BALANCE	**$331,057**	**$304,335**	**-$26,722**	**-8.07%**

Table 20

Community Outreach & Economic Development
Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	$ Change	% Change
CARRY-FORWARD FUNDS				
Fund Balance Beginning of Year	**$88,800**	**$138,904**	**$50,104**	**56.42%**
REVENUE				
Program Registration Fees (non-credit)	$700,848	$913,999	$213,151	30.41%
Other Income	$0	$0	$0	0.00%
Sub-total Revenue	$700,848	$913,999	$213,151	30.41%
TOTAL AVAILABLE FUNDS	**$789,648**	**$1,052,903**	**$263,255**	**33.34%**
BUDGETED EXPENDITURES				
Expenditures				
Salaried Staff	$148,277	$203,015	$54,738	36.92%
Hourly Faculty Staff	$82,075	$163,407	$81,332	99.09%
Benefits	$97,683	$130,360	$32,677	33.45%
Current Expense	$322,709	$383,748	$61,039	18.91%
TOTAL BUDGETED EXPENDITURES	**$650,744**	**$880,530**	**$229,786**	**35.31%**
Net Change	$50,104	$33,469	-$16,635	-33.20%
ENDING OPERATING BALANCE	**$138,904**	**$172,373**	**$33,469**	**24.10%**

Table 21

Student Health Services
Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	$ Change	% Change
REVENUE				
Sales & Services	$92,000	$60,500	-$31,500	-34.24%
Student Fees	$482,040	$505,014	$22,974	4.77%
TOTAL REVENUE	**$574,040**	**$565,514**	**-$33,819**	**-5.89%**
BUDGETED EXPENDITURES				
Expenditures				
Salaried Staff	$309,729	$343,518	$33,789	10.91%
Hourly Staff	$56,265	$24,000	-$32,265	-57.34%
Benefits	$176,344	$183,542	$7,198	4.08%
Cost of Goods Sold	$19,202	$0	-$19,202	-100.00%
Travel	$4,500	$4,500	$0	0.00%
Current	$8,000	$9,954	$1,954	24.43%
TOTAL BUDGETED EXPENDITURES	**$574,040**	**$565,514**	**-$8,526**	**-1.49%**

Table 22

Student Programs Operating Budget
Comparison for Fiscal Years 2017-18 and 2018-19

	2017-18	2018-19	$ Change	% Change
REVENUE				
Sales & Services	$155,000	$200,000	$45,000	29.03%
Student Fees	$2,401,880	$2,489,641	$87,761	3.65%
Other Income	$214,000	$100,000	-$114,000	-53.27%
TOTAL REVENUE	**$2,770,880**	**$2,789,641**	**$18,761**	**0.68%**
BUDGETED EXPENDITURES				
Salaried Staff	$772,735	$793,288	$20,553	2.66%
Hourly Staff	$200,000	$200,000	$0	0.00%
Benefits	$460,208	$458,747	-$1,461	-0.32%
Current Expense	$1,200,000	$1,200,000	$0	0.00%
Travel	$100,000	$100,000	$0	0.00%
Capital	$0	$10,000	$10,000	0.00%
Subtotal Budgeted Expenditures	**$2,732,943**	**$2,762,035**	**$29,092**	**1.06%**
NET OPERATING REVENUE	**$37,937**	**$27,606**	**-$10,331**	**-27.23%**

Table 23

Institutional Discretionary Budget

Revenue
Revenue generally consists of two sources--interest earnings and unrestricted gifts no longer held by the UVU Foundation.

Institutional Investment Income revenue is based on projected interest earnings during 2017-18 and estimated year-end balances from 2017-18. Revenue is now exceeding pre-recession levels. Adjustments for both actual earnings and unexpended year-end balances will be presented to the Board in the fall.

Institutional Investment Income History
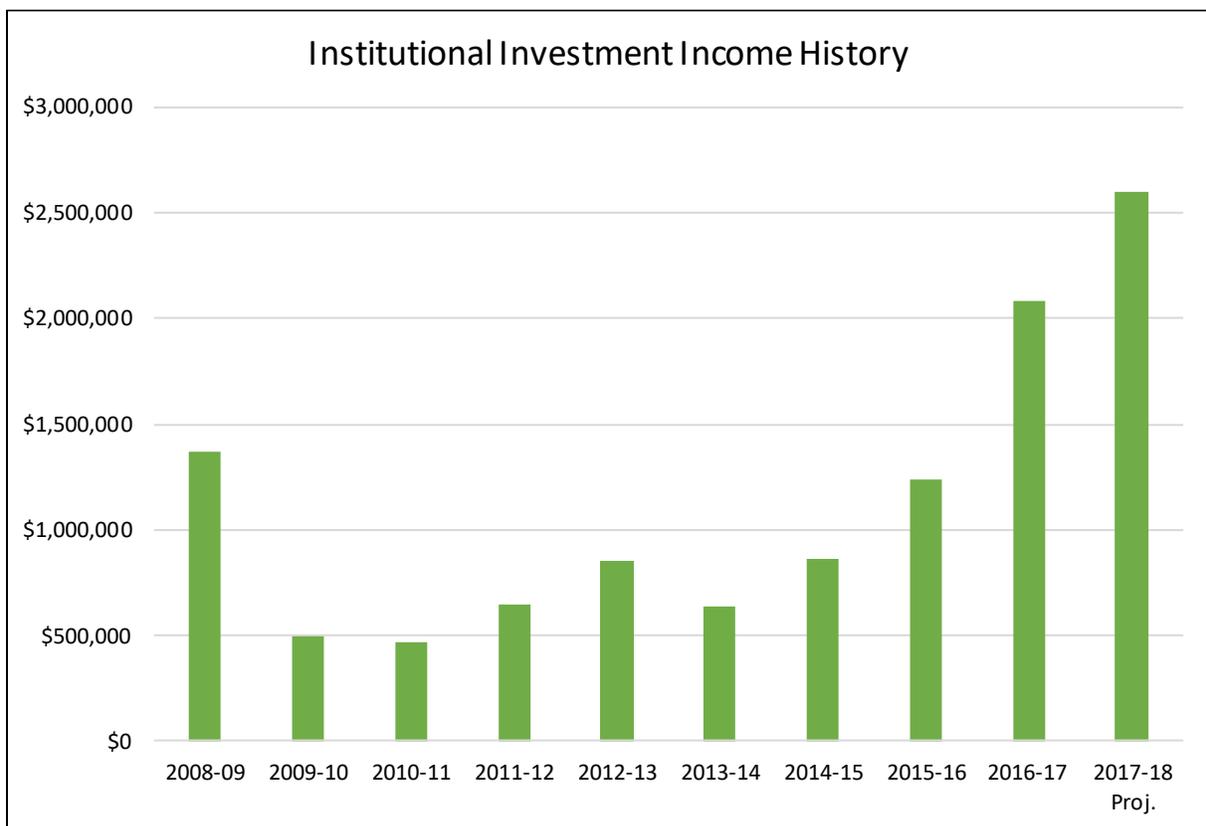
Figure 15

Expenditures
The expenditure budget implements the resource allocations determined through UVU's PBA process as outlined in President Holland's campus-wide forum (*Hoagies with Holland*) of April 25, 2018, and through action of the Board of Trustees. Very few changes have been made for 2018-19.

Institutional Discretionary Funds
2018-19 Initial Budget

Institutional Investment Income

| Revenue | 2017-18 | | | 2018-19 |
	Initial Budget	Revision 1	Revised Budget	Initial Budget
Investment Revenue From Prior Year	$1,900,000	$187,677	$2,087,677	$2,600,000
Carry forward from Prior Year	$532,021	-$46,560	$485,461	$135,006
Available Revenue	$2,432,021	$141,117	$2,573,138	$2,735,006

| Expenditure Category/Project | 2017-18 | | | 2018-19 |
	Initial Budget	Revision 1 and 2	Revised Budget	Initial Budget
Scholarships, Fellowships and Student Aid				
International Student Scholarships	$145,556		$145,556	$147,739
Scholarship (President/Land)	$15,000		$15,000	$15,000
CAL Lead Housing	$215,400	$4,095	$219,495	$215,400
Honors Housing	$288,960		$288,960	$293,760
International Studies Student Aid	$20,000		$20,000	$20,000
Internships	$12,000		$12,000	$12,000
Government Internships	$30,000		$30,000	$30,000
Fund Raising and Institutional Development				
Federal Funding Development	$45,000		$45,000	$45,000
Development Support				$142,251
Development Events				$130,000
Enrichment of Institutional Cultural Programs				
Cultural Envoy Summer Bridge				$15,000
Campus Development/Capital Facilities				
Geneva Property		$1,300,000	$1,300,000	$1,300,000
Other Education and General Operating Support				
Student Marketing (Recruitment)	$80,000	$21,121	$101,121	$80,000
Student Marketing (Targeted)	$0		$0	$0
Out Of State Recruiting	$30,000		$30,000	$30,000
International Fair	$16,500		$16,500	$16,500
University Campaign	$0	$214,500	$214,500	$99,000
Contingency	$1,533,605	-$1,398,599	$135,006	$143,356
TOTAL	$2,432,021	$141,117	$2,573,138	$2,735,006

Unrestricted Gifts

| Revenue | 2017-18 | 2018-19 |
	Initial Budget	Initial Budget
Carry forward from Prior Year	$113,204	$115,266
Projected new revenue	$11,000	$11,000
Available Revenue	$124,204	$126,266

| Expenditure Category | 2017-18 | 2018-19 |
	Initial Budget	Initial Budget
Fund Raising and Institutional Development		
Presidential Impact	$84,627	$78,539
Community Outreach	$39,577	$47,727
Total Expenditures	$124,204	$126,266

Appendixes

Appendix A: Tuition and Fees

UTAH VALLEY UNIVERSITY
2018-19 Tuition Increase
Approved by Board of Trustees
March 28, 2018

Tuition and Fee Rates

Per Semester	Tuition				Tuition & Fees			
			Change				Change	
	2017-18	2018-19*	Amount	Percent	2017-18	2018-19*	Amount	Percent
Undergraduate (15 credit hrs)								
Resident	$2,481	$2,518	$37	1.5%	$2,826	$2,863	$37	1.3%
Non-resident	$7,688	$7,803	$115	1.5%	$8,033	$8,148	$115	1.4%
Graduate Base, MEd, MSN (10 credit hrs)								
Resident	$2,790	$2,830	$40	1.4%	$3,140	$3,180	$40	1.3%
Non-resident	$8,500	$8,620	$120	1.4%	$8,850	$8,970	$120	1.4%
MBA (10 credit hrs)								
Resident	$6,050	$6,120	$70	1.2%	$6,400	$6,470	$70	1.1%
Non-resident	$13,100	$13,280	$180	1.4%	$13,450	$13,630	$180	1.3%
MAcc (10 credit hrs)								
Resident	$4,940	$5,010	$70	1.4%	$5,290	$5,360	$70	1.3%
Non-resident	$11,990	$12,170	$180	1.5%	$12,340	$12,520	$180	1.5%
Social Work (10 credit hrs)								
Resident	$3,500	$3,550	$50	1.4%	$3,850	$3,900	$50	1.3%
Non-resident	$9,210	$9,350	$140	1.5%	$9,560	$9,700	$140	1.5%
Computer Science (10 credit hrs)								
Resident	$3,750	$3,800	$50	1.3%	$4,100	$4,150	$50	1.2%
Non-resident	$9,460	$9,600	$140	1.5%	$9,810	$9,950	$140	1.4%
Cybersecurity, MPS (10 credit hrs)								
Resident	$4,000	$4,060	$60	1.5%	$4,350	$4,410	$60	1.4%
Non-resident	$9,710	$9,860	$150	1.5%	$10,060	$10,210	$150	1.5%

First Tier Tuition Increase

UVU anticipates the Board of Regents will consider a 1.5 percent first-tier tuition increase for all resident and non-resident, undergraduate and graduate students in USHE. The revenue from this increase will aid institutions in responding to employee compensation, health care cost increases, and other institutional priorities.

Second Tier Tuition Increase

Consistent with UVU's access mission, commitment to keeping tuition and fees as low as possible, and recognizing the new state tax fund support provided by the 2018 legislature, no second-tier increase is proposed for 2018-19.

Combined Undergraduate Tuition Increase

The proposed combined increase of 1.5 percent is the lowest percentage increase since 1996-97. The annual change (two semesters, resident at 15 credits) of $74 is the lowest dollar amount increase since 2000-01.

Graduate Differential Tuition Scales

UVU has six graduate tuition scales—the base graduate tuition rate used by the Master of Education and Master of Nursing programs and five graduate tuition scales with differential tuition rates.

Tuition Percent Change History

Tuition Change History
(2 academic semesters, undergraduate, resident)
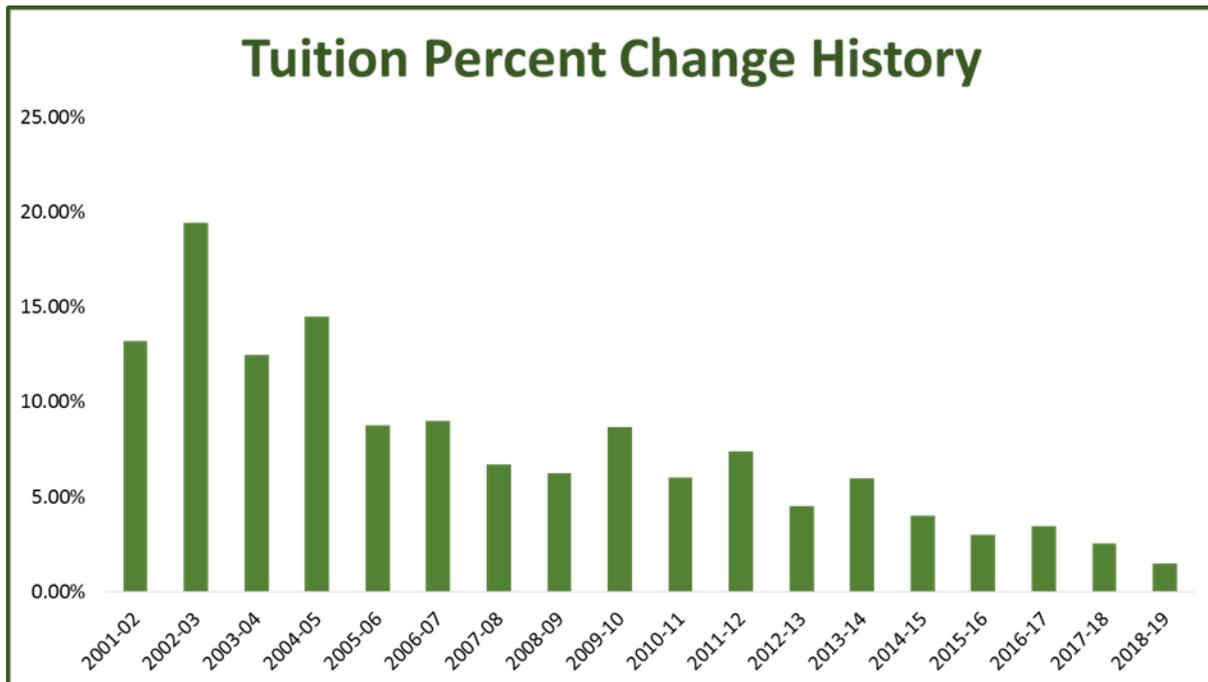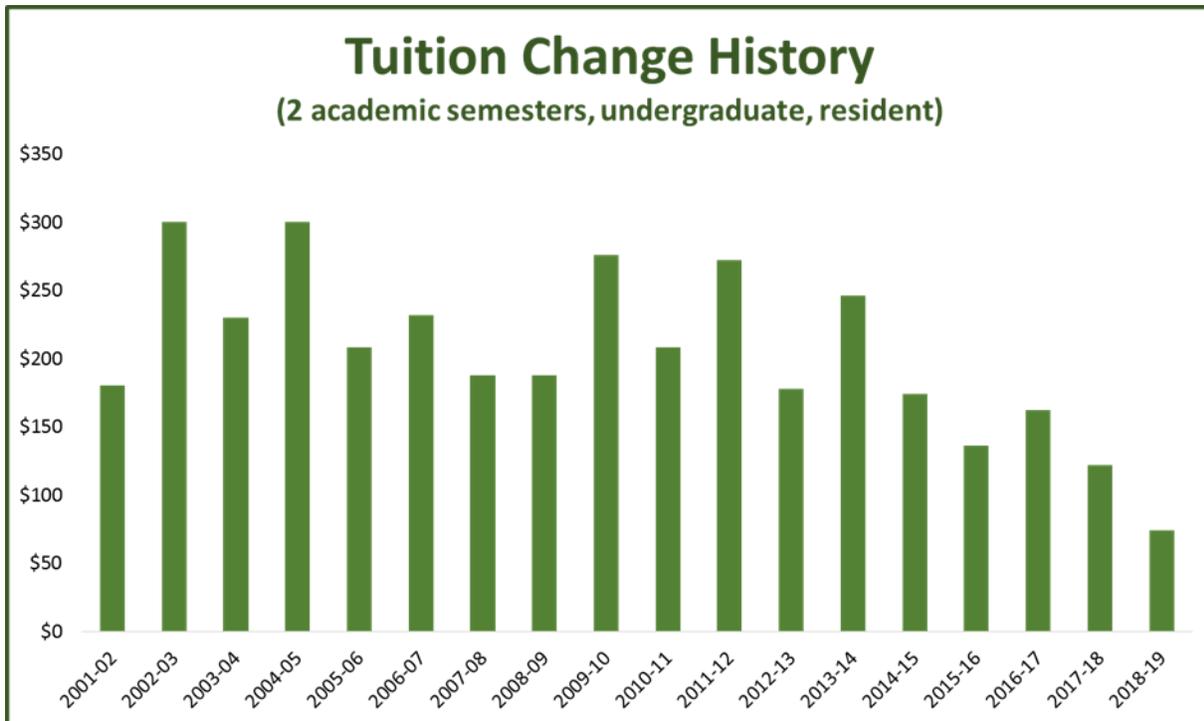
For the second year, UVU is holding 2018-19 general student fees at the same level as 2016-17. 2018-19 will be the fourth year since 1997-98 of no increase to general student fees.

UVU's total tuition and fee increase of 1.31 percent is the lowest percentage increase since 1996-97. The annual tuition and fee change (two semesters, resident at 15 credits) of $74 is also the lowest dollar amount increase since 1996-97.

Tuition & Fees Percent Change History
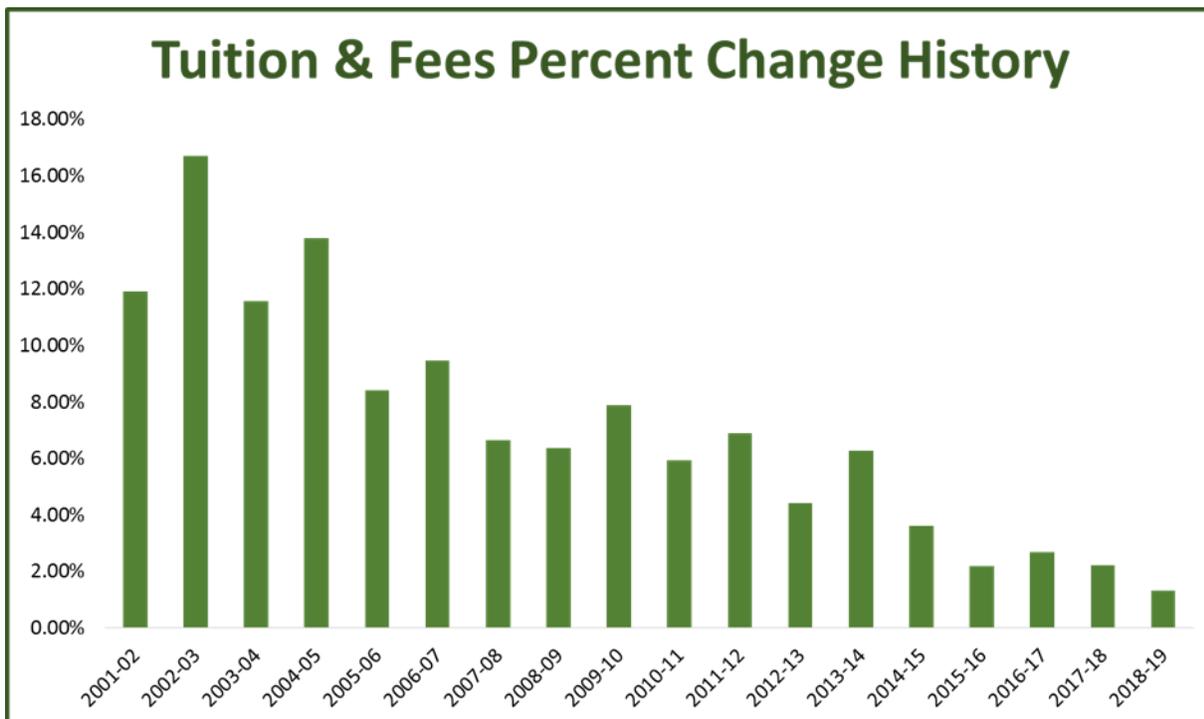
Tuition & Fees Change History
(2 academic semesters, undergraduate, resident)
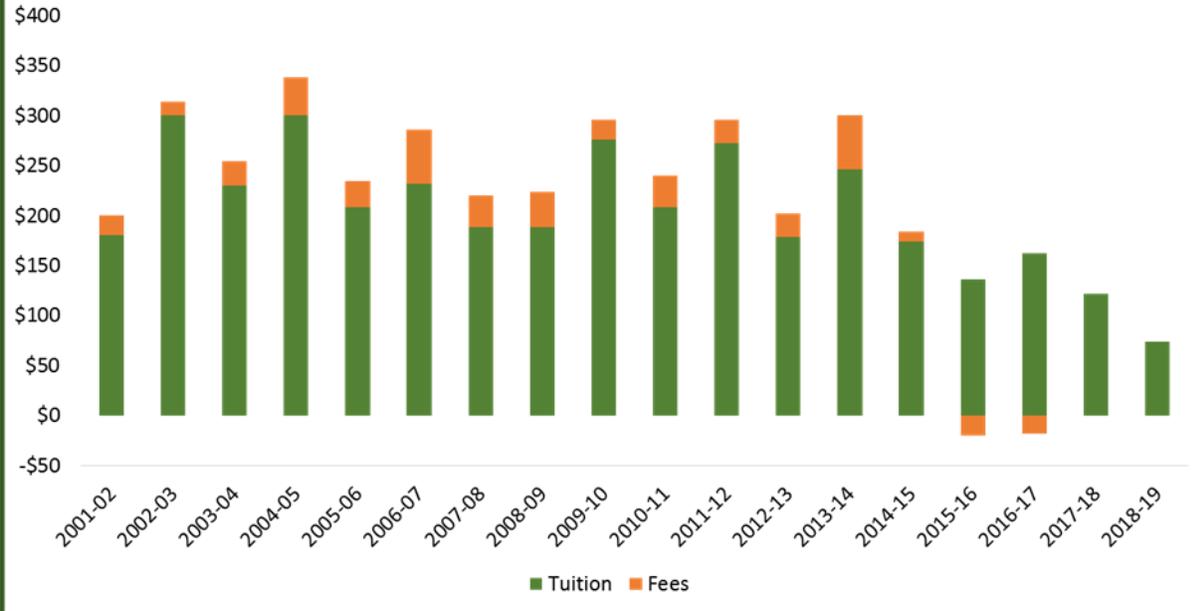
2018-2019 Proposed Student Fees

FEE NAME	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Change
Student Programs	$49.90	$51.19	$46.19	$46.19	$46.19	
Campus Recreation	$16.66	$16.45	$21.97	$22.67	$22.67	
Building Bonds	$107.34	$99.55	$96.09	$94.09	$93.19	-$0.90
Student Center O&M	$28.24	$27.94	$28.94	$28.94	$28.94	
SLWC O&M	$30.32	$29.00	$24.98	$24.98	$24.98	
P.E. Issue Room	$1.82	$ -	$ -	$ -	$ -	
Athletics	$92.79	$99.05	$98.82	$104.35	$104.85	$0.50
Conference Aff. Fund	$13.97	$7.72	$5.53	$ -	$ -	
Health Services	$8.66	$8.52	$8.52	$9.27	$9.67	$0.40
Student Computing	$7.42	$7.75	$7.42	$7.97	$7.97	
UTA	$6.88	$6.83	$6.54	$6.54	$6.54	
Total	$364.00	$354.00	$345.00	$345.00	$345.00	$0.00

Rationale for Proposed Changes

• **Building Bonds:** The $0.90 decrease will allow funds to be reallocated to Health Services and Athletics. Consultation with Associate Vice President of Finance, Jacob Atkin confirmed that a decrease of $0.90 will still provide adequate revenues meet bond payment obligations and prepare for financing an additional facility or the expansion/remodel of the Sorensen Student Center.

• **Athletics:** To ensure sustained funding the student section at Athletics events, the student council voted to provide a $0.50 increase to the Athletics fee and have it designated as funds that must be used for the student section.

• **Student Health Services:** Members of student council proposed increasing the fee $0.40 to increase the number of hours students could have access to a nurse practitioner at Student Health Services. After consultation with the Director of Student Health Services, Bill Erb, it was determined that a $0.40 increase would provide fully staffed night shifts, an additional 16 hours of availability for students, at least 35-40 more patients seen per week, and a medical assistant position one day a week for the psychiatric nurse.

Student Fee Process Information

At the beginning of spring semester every year, the UVUSA Student Council holds Student Fee Hearings. Any department or organization on campus who currently receives funding from student fees or would like to receive funding from student fees must present to the Student Council. The presentations are reports on how the money has been spent; requests for continued funding or increases, as needed; and, most importantly, how these expenditures benefit the student body. These meetings are open to the public, and Student Council encourages student participation.

After the conclusion of the Student Fee Hearings, the UVUSA Executive Council (Student Body President and the Vice Presidents) prepare a Student Fee Proposal. The proposal is presented to, reviewed and voted on by Student Council, and then sent to UVU's President's Council. Once passed by both of these entities, it is sent to the UVU Board of Trustees, and finally to the Utah Board of Regents for approval.

Utah Valley University Mission Statement

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.

Core Themes

"Collectively, the core themes represent the institution's interpretation of its mission and translation of that interpretation into practice."

-Northwest Commission on Colleges and Universities

Student Success

UVU supports students in achieving their educational, professional and personal goals.
- UVU supports students' preparation and achievement of academic success at the University.
- UVU provides a meaningful and well-rounded university experience.
- 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.

Inclusive

UVU provides opportunity for individuals from a wide variety of backgrounds and perspectives and meets regional educational needs.
- UVU provides accessible and equitable educational opportunities and resources for all students.
- UVU provides opportunities to improve intercultural competence in an increasingly complex, diverse, and globalized society.
- UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives.
- UVU offers an array of courses, programs, and delivery methods designed to reflect students' goals and the region's educational needs.

Engaged

UVU engages its communities in mutually beneficial collaboration and emphasizes engaged learning.
- UVU faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.
- UVU fosters partnerships and outreach opportunities that enhance regional, national and global communities.
- UVU serves as a portal of civic engagement and an engine of regional economic and business development.

Serious
UVU fosters a culture of academic rigor and professional excellence.
- UVU champions learning through outstanding teaching in an academically rigorous environment.
- UVU supports a culture of scholarship and creative work and promotes accomplishment in cultural, academic and co-curricular/extramural endeavors.
- UVU attracts, develops, and retains high achieving students and highly qualified faculty, staff, and administrators.
- UVU is recognized for high quality, efficient, and effective programs and services.

Administrative Imperatives

UVU's Administrative Imperatives - Operate Ethically and Effectively, Manage Growth and Secure Resources - are key practices and principles critical for sustained fulfillment of the University's mission and core themes.

Operate Ethically and Effectively
UVU operates responsibly through ethical conduct and best practices in planning, decision making, and resource management.
- UVU upholds an environment of ethical behavior and expects honesty, integrity, legal compliance, financial stewardship, and accountability in the performance of employees' UVU-related responsibilities.
- UVU fosters a culture of strategic planning, assessment, continuous improvement, and accountability.
- UVU strategically allocates resources to achieve institutional objectives.
- UVU utilizes transparent and collaborative decision-making processes.

Manage Growth
UVU anticipates and appropriately responds to the region's higher education needs.
- UVU anticipates and plans for future regional educational needs.
- UVU adapts to meet student and community needs consistent with its educational mission.

Secure Resources
UVU seeks and obtains public and private resources to fulfill its mission.
- UVU communicates its resource requirements and secures appropriate state tax fund support to fulfill its role within the Utah System of Higher Education.
- UVU establishes tuition and fees consistent with the economic environment and its mission.
- UVU strategically pursues and acquires private and public resources beyond state appropriations.

2017-18 Areas of Focus

During 2016-17, the University Planning Advisory Committee conducted the bi-annual self-evaluation of UVU's mission fulfillment, which also serves as UVU's assessment of mission fulfillment for the Northwest Commission on Colleges and Universities Year Seven evaluation. This self-evaluation was reviewed and revised by President's Council and then presented to UVU's Board of Trustees for approval. Based on this assessment, three university-wide areas of focus for continuous improvement efforts and resource allocation were identified for 2017-18.

1. Continue to improve student retention, persistence, learning, and completion. (Student Success Objective 1—UVU supports students' preparation and achievement of academic success at the university.)
2. Continue to create an environment in which national prominence for excellence in engaged learning, post-graduation career pursuits, and civic responsibility is a hallmark of a UVU education. (Student Success Objective 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.)
3. Continue to increase outreach and support at UVU for students from historically underrepresented cultural backgrounds and those who are first-generation and low-income. (Inclusive Objective 1— UVU provides accessible and equitable educational opportunities and resources for all students.)

Areas of focus identify priorities for the development of new initiatives addressing matters of immediate, university-wide concern. Routine operational budget requests should not be tied to areas of focus. PBA resource requests that directly support the areas of focus, especially if tied to the division's four-year strategic plan, are not the only requests that will be funded; but such requests will receive priority funding consideration.

Appendix C: PBA Allocation Detail

Core Theme/Administrative Imperative and Area of Focus	Division	School/College/Unit	Request #	Allocation	Appropriated 2017-18 One-time	Appropriated 2018-19 One-time	Appropriated 2018-19 Base	Non-Appropriated 2017-18 One-time	Non-Appropriated 2018-19 Base	Non-Appropriated 2018-2019 One-Time
Student Success										
UVU supports students' preparation and achievement of academic success at the University.										
Area of Focus 1--Continue to improve student retention, persistence, learning, and completion										
Improve access to full-time faculty										
Physics Faculty	Academic Affairs	COS	181	Dec/Jan			$105,707			
Education Faculty	Academic Affairs	SOE		Dec/Jan			$99,511			
6 Lecturers for gateway courses (3 HE)	Academic Affairs	Academic Affairs	458	April			$418,374			
Personal Financial Planning Professional in Residence (HE)	Academic Affairs	WSB	248	April			$90,859			
BS Special Education Faculty	Academic Affairs	CHSS	455	April			$101,687			
BS Psychology Faculty	Academic Affairs	CHSS	145	April			$100,458			
BS Family Science Faculty	Academic Affairs	CHSS	8	April			$104,759			
Biology Faculty (HE)	Academic Affairs	COS	174	April			$82,256			
Biology Faculty	Academic Affairs	COS	191	April			$110,904			
Strategy & Consulting Faculty (HE)	Academic Affairs	WSB	189	April			$121,584			
Mechatronics Lecturer	Academic Affairs	CET	60	April			$98,614			
Digital Media Professional in Residence	Academic Affairs	CET	38	April			$110,904			
EART Faculty	Academic Affairs	CET	52	April			$110,904			
Russian IS Faculty	Academic Affairs	CHSS		April			$159,783			
Communication Professional in Residence (HE)	Academic Affairs	CHSS	6	April			$69,966			
Communication Lecturer (HE)	Academic Affairs	CHSS	4	April			$60,134			
Digital Media Faculty (HE)	Academic Affairs	CET	146	April			$87,172			
Smart Lab Professional in Residence	Academic Affairs	WSB	76	April			$135,484			
WSB Career Prep Lecturer	Academic Affairs	WSB	128	April			$96,156			
Automotive Collision Repair Professional in Residence	Academic Affairs	CET	35	April			$115,820			
Hospitality Mngt Professional in Residence	Academic Affairs	WSB	236	April			$117,049			
Improve onboarding-through-graduation student support programs/services										
Concurrent Enrollment Advisor	Academic Affairs	COED		Dec/Jan					$71,570	
Pathways Outreach Coordinator	Student Affairs	Enrollment Management	444	April			$79,350			
Expand Wolverine Completion Grants	Student Affairs	Student Success & Retention	312	April			$50,000			
Orientation Hourly	Student Affairs	Student Success & Retention	285	April			$15,350			
Freshman Reading Program	Student Affairs	Student Success & Retention	284	April	$35,000					
Residency Coordinator (pt to ft)	Student Affairs	Enrollment Management	313	April			$47,431			
Retention Mentors Hourly	Student Affairs	Student Success & Retention	283	April			$88,810			
Reduce student-to-advisor ratio										
WSB Advisor	Academic Affairs	WSB	183	April			$74,080			
CET Advisor	Academic Affairs	CET	434	April			$74,080			
CET Advisor	Academic Affairs	CET		April			$74,080			
SOA Advisor	Academic Affairs	SOA		April			$74,080			
Expand mental health and support resources for students										
Mental Health Therapist	Student Affairs	Student Life	361	April			$60,877			
Part-time Therapist	Student Affairs	Student Life	364	April			$32,100			
Victim's Advocate and Operating	Student Affairs	Student Life	355	April			$114,746			
Students with Autism/Mental Health Support	Student Affairs	Student Life	19	April			$90,877			

Core Theme/Administrative Imperative and Area of Focus	Division	School/College/Unit	Request #	Allocation	2017-18 One-time	2018-19 Base	2018-19 One-time	2017-18 One-time	2018-19 Base	2018-2019 One-Time
Enhance instructional and academic support services										
BS Family Studies/Strengthening Families Program	Academic Affairs	CHSS	7	April		$39,752				
Language Lab Manager	Academic Affairs	CHSS	24	April		$79,162				
Public Speaking Lab Manager	Academic Affairs	CHSS	3	April		$81,888				
Chemistry Lab Manager/Instruction (funded through Academic Affairs reallocation)	Academic Affairs	COS	175	April		$0				
TCIT Support Lab Manager/Technician	Academic Affairs	CET	14	April		$79,162				
Computer Engineering Lab Manager (funded through Acad Affairs reallocation)	Academic Affairs	CET	27	April						
Shift portion of Dental Hygiene Department Chair to appropriated	Academic Affairs	CHPS	96	Dec/Jan	$27,283	$54,565		-$27,283	-$54,565	
Dental Hygiene clinic staff (pt to ft)	Academic Affairs	CHPS	96	Dec/Jan				$27,283	$54,565	
Career Counselor WSB (soft to hard)	Academic Affairs	WSB	167	April		$75,221				
Weekend Reference Librarian	Academic Affairs	Academic Administration	232	April		$79,162				
Weekend Library Hours	Academic Affairs	Academic Administration	95	April		$15,515				
Library Workstudy	Academic Affairs	Academic Administration	102	April		$47,080				
Library Shelving	Academic Affairs	Academic Administration	234	April	$100,000					
UVU provides a meaningful and well-rounded university experience										
Support Student Life and Athletics programs										
Athletics Camps Staff	Finance & Administration	Athletics	386	Dec/Jan		$32,838			$32,838	
Athletic Trainer for Clubs and Intramurals and Operating	Student Affairs	Student Life	349	April					$98,952	
Coordinator for Independent Branch (pt to ft)	Student Affairs	Student Life	351	April					$40,635	
Inclusive										
UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives.										
Area of Focus 3–Continue to increase outreach and support at UVU for students from historically underrepresented cultural backgrounds and those who are first-generation and low income.										
Enhance and expand outreach and support programs and opportunities										
African American Completion	Student Affairs	Student Success & Retention	287	April		$15,000				
Pacific Islander Initiative Director	Student Affairs	Student Success & Retention	295	April		$50,877				
Governor's Native American Summit Support	Student Affairs	Student Success & Retention	289	April			$15,000			
Women in Education Support	Student Affairs	Student Success & Retention	304	April			$45,000			
Latino Initiative Hourly	Student Affairs	Student Success & Retention	290	April		$16,050				
Cultural Envoy Leadership Bridge Support	Student Affairs	Student Success & Retention	293	April		$15,000				
Veteran Success Center Hourly	Student Affairs	Student Success & Retention	297	April		$16,000				
First Generation Scholarships	Student Affairs	Student Success & Retention	298	April		$50,000				
Expand training and education programs										
Athletics Diversity Training & Education	Finance & Administration	Athletics	396	Dec/Jan	$12,500	$12,500				
Academic Program Inclusivity Initiative Pilot	Academic Affairs	Academic Programs	93	April			$50,000			
Faculty/Staff Title IX Training	Planning/Budget/HR	EO/AA	369	Dec/Jan	$30,000	$30,000				
UVU offers an array of courses, programs, and delivery methods designed to reflect student goals and the region's educational needs.										
Implement new academic programs and pathways to meet region's educational needs										
Expand health professions programs and develop/implement pathways										
Respiratory Therapy, Nursing, EMT Equipment	Academic Affairs	CHPS	132	April	$56,000	$50,916				
Respiratory Therapy iCHE (11)	Academic Affairs	CHPS	473	April		$109,061				
Faculty for Nursing MTEC Pathway	Academic Affairs	CHPS	475	April		$109,061				
Faculty for Nursing MTEC Pathway	Academic Affairs	CHPS	477	April		$179,634				
Physician Assistant Program Director (11 month faculty)	Academic Affairs	CHPS	461	April		$148,909				
Physician Assistant Clinical Director (11 month faculty)	Academic Affairs	CHPS	462	April		$61,241				
Physician Assistant Admin Assistant	Academic Affairs	CHPS	463	April						
Expand support for instructional sites and academic outreach										
COED Wasatch Campus ESL support position	Academic Affairs	COED	238	April		$0				
Senior Director of CTE & Extended Enrollment	Academic Affairs	COED		April		$88,317				
Admin Asst for K-16 Alliance	Academic Affairs	SOE	46	Dec/Jan				$27,269	$54,537	
2018-19 Thanksgiving Point Lease	Finance & Administration	Finance & Administration		April			$359,830			

Hoagies with Holland 2018-19 Allocation Detail

Core Theme/Administrative Imperative and Area of Focus	Division	School/College/Unit	Request #	Allocation	2017-18 One-time	2018-19 Base	2018-19 One-time	2017-18 One-time	2018-19 Base	2018-2019 One-Time
Serious										
UVU champions learning through outstanding teaching in an academically rigorous environment										
Enhance teaching and learning support programs and services										
Adjunct Faculty Training Pilot	Academic Affairs	Academic Programs	334	April	$50,000					
History/Political Science Large Section Support	Academic Affairs	CHSS	47	April		$48,150				
Course Specialist (pt to ft) funded by OTL	Academic Affairs	Academic Programs	443	April		$0				
Large Section Support Manager	Academic Affairs	Academic Programs	153	April		$73,161				
Ensure appropriate faculty and instructional support for new graduate programs										
Masters of Social Work Faculty	Academic Affairs	CHSS	314	Dec/Jan		$98,333				
Masters of Social Work Faculty	Academic Affairs	CHSS	315	Dec/Jan		$98,333				
Master of Public Services Faculty	Academic Affairs	CHPS	474	Dec/Jan		$104,478				
Master of Public Services summer ICHE (6)	Academic Affairs	CHPS	314	Dec/Jan		$15,972				
Masters of Social Work Faculty	Academic Affairs	CHSS	314	Dec/Jan		$98,333				
Masters of Social Work Hourly	Academic Affairs	CHSS	450	Dec/Jan		$6,682				
Masters of Computer Science Faculty	Academic Affairs	CET	480	Dec/Jan		$133,974				
MAcc Faculty (HE)	Academic Affairs	WSB	237	April		$158,454				
MAcc Summer ICHE (9)	Academic Affairs	WSB	452	Dec/Jan		$28,458				
MAcc Hourly Faculty	Academic Affairs	WSB		April		$11,060				
MAcc Graduate Assistants	Academic Affairs	WSB		April		$21,600				
Master Cybersecurity Summer ICHE (3)	Academic Affairs	CET		April		$7,986				
MSW Advanced Standing Summer ICHE (12)	Academic Affairs	CHSS	472	April		$31,944				
MSW Advanced Standing Faculty	Academic Affairs	CHSS	469	April		$104,759				
MSW Advanced Standing Hourly Faculty	Academic Affairs	CHSS		April		$21,187				
MSW Advanced Standing Current/travel	Academic Affairs	CHSS	471	April		$15,000				
Master of Education-Applied Behavior Analysis ICHE (4)	Academic Affairs	SOE		April		$10,648				
Graduate Partnership/Outreach Coordinator	Academic Affairs	SOE	201	April		$25,378				
Graduate Certificate in Math ICHE (6)	Academic Affairs	COS		April		$15,972				
UVU attracts, develops, and retains high-achieving students and highly qualified faculty, staff, and administrators.										
Compensation and Employee Engagement										
$200 base increase for all full-time employees						$441,731				
Full-time faculty rank/tenure advancements, merit pay, market equity						$1,499,417				
Full-time staff merit pay, market equity						$1,344,484				
Executive merit, market equity, targeted retention						$133,224				
Adjunct faculty rate increase of 2.6 percent						$461,434				
Hourly staff rate increase of 1.5 percent; hourly staff budget increase of 2.5 percent						$247,728				
Medical Premium increase 8 percent						$2,276,550				
Dental Premium increase 1.4 percent						$24,353				
Free UTA bus passes and continue free parking for employees	Finance & Administration	Facilities/Planning	316	April		$250,000				
Job Architecture Project	Planning/Budget/HR	Human Resources	272	April			$100,000			
ModernThink Survey	Planning/Budget/HR	IRI	336	Dec/Jan	$14,000					
Support high-achieving students										
Honors Tuition Waivers (resident)	Academic Affairs	Academic Affairs	156	April		$25,000				
Honors Programmatic Support	Academic Affairs	Academic Affairs	222	April		$7,500				

UVU is recognized for high-quality, efficient, and effective programs and services

Core Theme/Administrative Imperative and Area of Focus	Division	School/ College/ Unit	Request #	Allocation	2017-18 One-time	2018-19 Base	2018-19 One-time	2017-18 One-time	2018-19 Base	2018-2019 One-Time
Enhance support for communication materials, and events										
Media Relations Manager	University Relations	Marketing/Communications	288	Dec/Jan		$94,604				
Supplemental Funding for Broadcast	University Relations	Marketing/Communications	294	April	$45,000					
Libris - Photo Asset Management System	University Relations	Marketing/Communications	303	April	$15,000					
Digital Content Story & Video Producer	University Relations	Marketing/Communications	286	April		$84,746				
Licensing Manager (final pilot year)	University Relations	Marketing/Communications		April			$69,294			
University Relations Supplies & Equipment	University Relations	Marketing/Communications	321, 306	April	$42,000					
Camera & Video Equipment	Development & Alumni	Development	428	April	$16,000					
Fall Magazine and Communication	University Relations	Marketing/Communications	476	April			$148,830			
Ten Year Anniversary Magazine and Communications	University Relations	Marketing/Communications	476	Dec/Jan	$150,490					
Campus Events Scheduler	Student Affairs	Student Life	89	April		$65,545				
Admin Asst Executive Events	Development & Alumni	Development	254	April		$61,448				
Presidential Transition Events	University Relations	University Relations						$40,000		$85,000
Engaged										
UVU faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.										
Area of Focus 2–Continue to create an environment in which national prominence for excellence in engaged learning, post-graduation career pursuits, and civic responsibility is a hallmark of a UVU education.										
Expand staffing and support for School of the Arts programs, productions, and services										
SOA Marketing Director	Univ. Relations/Academic Affairs	UR/SOA	215	Dec/Jan		$105,007				
SOA Production Manager	Academic Affairs	SOA	211	Dec/Jan		$94,165				
SOA Patron Services	Academic Affairs	SOA	212	April		$75,932				
SOA Lighting & Electrical	Academic Affairs	SOA	244	April		$85,170				
SOA Production & Lab Coordinator	Academic Affairs	SOA	247	April		$74,080				
SOA Acoustical & Video Tech	Academic Affairs	SOA	246	April		$78,850				
SOA Scene Stop Technician	Academic Affairs	SOA	245	April		$85,170				
Noorda Performing Arts Center Supplies and Equipment	Academic Affairs	SOA	219	April	$250,000					
Noorda Performing Arts Center Opening Events	Development & Alumni	Development	269	April			$33,000			
Implement and sustain engaged learning opportunities										
3x3 Engaged Learning High Impact Practices Pilot	Academic Affairs	Engaged Learning	32	April			$80,000			
Title III Grant Year 5 Institutional share	Academic Affairs	Engaged Learning	206	April		$13,369				
Service Learning	Student Affairs	Student Life		April		$10,000				
UVU serves as a portal of civic engagement and an engine of regional economic and business development.										
Implement new programs to fuel the region's economic development										
Ensure appropriate faculty and support for new engineering degrees										
Electrical Engineering Faculty	Academic Affairs	CET	440	August		$120,000				
Mechanical Engineering Faculty	Academic Affairs	CET	439	August		$120,000				
Civil Engineering Faculty	Academic Affairs	CET	438	August		$120,000				
Civil Engineering Faculty	Academic Affairs	CET	438	August		$120,000				
Civil Engineering Operating	Academic Affairs	CET	438	April		$14,629				
Electrical Engineering Staff and Operating	Academic Affairs	CET	440	April		$116,484				
Mechanical Engineering Operating	Academic Affairs	CET	439	April		$23,167				
Develop/Implement partnerships to meet region's workforce needs										
Strategic Workforce Initiative (ISI)-Hourly Faculty	Academic Affairs	COED		April		$52,380				
Strategic Workforce Initiative (ISI)-Curriculum Development	Academic Affairs	COED		April		$20,000				
Strategic Workforce Initiative (ISI)-Professional Development	Academic Affairs	COED		April		$45,000				
Strategic Workforce Initiative (ISI)-Operating Expense	Academic Affairs	COED		April		$42,620				
Strategic Workforce Initiative (ISI)-Equipment	Academic Affairs	COED		April		$100,000				

Hoagies with Holland 2018-19 Allocation Detail

Core Theme/Administrative Imperative and Area of Focus	Division	School/College/Unit	Request #	Allocation	2017-18 One-time	2018-19 Base	2018-19 One-time	2017-18 One-time	2018-19 Base	2018-2019 One-Time
Strengthen UVU's community outreach and economic development programs and services										
Senior Director of Community Outreach	Academic Affairs	COED	223	Dec/Jan		$122,052				
COED Database Administrator	Academic Affairs	COED	157	Dec/Jan		$90,865				
COED GRM	Academic Affairs	COED	224, 225	Dec/Jan	$80,000	$30,000				
Director of COED (Concurrent Enrollment staff shift to non-appropriated)	Academic Affairs	COED	228	April		$0				
Operate Ethically and Effectively										
UVU upholds an environment of ethical behavior and expects honesty, integrity, legal compliance, financial stewardship, and accountability in the performance of employees' UVU-related responsibilities										
Strengthen culture of compliance and risk management										
External Investigation Funds	Planning/Budget/HR	EO/AA	367	April	$60,000	$25,000				
Risk Manager (pt to ft)	Finance & Administration	General Counsel	359	April		$66,358				
Environmental Technician Hourly	Finance & Administration	Emergency Mngt & Safety	356	April		$17,120				
Outside Counsel Budget	Finance & Administration	General Counsel	376	April		$25,000				
ISF Rate Increases	Finance & Administration	Facilities/Planning		April		$52,900				
UVU strategically allocates resources to achieve institutional objectives.										
Provide staffing and operating funds to support existing programs and services										
Benefits Specialist	Planning/Budget/HR	Human Resources	243	Dec/Jan		$81,927				
Hybrid HR Generalist	Planning/Budget/HR	Human Resources	270	April		$68,041				
Purchasing Agent	Finance & Administration	Finance/GRAMA	406	April		$70,354				
Integrated Pest Mgmt.	Finance & Administration	Facilities/Planning	326	April		$50,633				
Police Dispatcher	Finance & Administration	Facilities/Planning	437	April		$26,560				
President Office Admin Assistant (pt to ft)	President Office	President	421	Dec/Jan		$30,000				
Human Resources Hourly	Planning/Budget/HR	Human Resources	251	April		$0				
CET Machinist (funded by internal reallocation in Academic Affairs)	Academic Affairs	CET	173	April		$50,024				
Web Developer (pt to ft)	Student Affairs	Enrollment Management	280	Dec/Jan						
Operations and maintenance for new facilities										
O&M for HF Addition	Finance & Administration	Facilities/Planning	442	Dec/Jan		$84,593		$35,517	$71,034	
O&M Warehouse Custodian (funding allocated in April 2017)	Finance & Administration	Facilities/Planning	415	April		$0				
O&M Arts Building- HVAC Specialist (7 months)	Finance & Administration	Facilities/Planning	362	April		$41,796				
O&M Arts Building-Custodian (7 months)	Finance & Administration	Facilities/Planning	357	April		$28,655				
O&M Arts Building-Custodian (7 months)	Finance & Administration	Facilities/Planning	357	April		$28,655				
O&M Arts Building-Custodian (7 months)	Finance & Administration	Facilities/Planning	357	April		$28,655				
O&M Arts Building-Custodian (7 months)	Finance & Administration	Facilities/Planning	357	April		$28,655				
O&M Arts Building-Custodian (7 months)	Finance & Administration	Facilities/Planning	357	April		$28,655				
O&M Arts Building-Custodian Lead (7 months)	Finance & Administration	Facilities/Planning	360	April		$30,515				
O&M Arts Building-Custodian Lead (7 months)	Finance & Administration	Facilities/Planning	360	April		$30,515				
O&M Arts Building-Grounds (7 months)	Finance & Administration	Facilities/Planning	327	April		$29,561				
O&M Arts Building-Grounds (7 months)	Finance & Administration	Facilities/Planning	327	April		$29,561				
O&M Arts Building-Hourly Staff (7 months)	Finance & Administration	Facilities/Planning	404	April		$82,390				
O&M Arts Building-Fuel & Power (7 months)	Finance & Administration	Facilities/Planning		April		$123,317				
O&M Arts Building- Utilities (7 months)	Finance & Administration	Facilities/Planning		April		$20,417				
O&M Arts Building-Current Expense (7 months)	Finance & Administration	Facilities/Planning		April		$81,667				
O&M Arts Building-Contingency (7 months)	Finance & Administration	Facilities/Planning		April		$68,585				

Core Theme/Administrative Imperative and Area of Focus	Division	School/College/Unit	Request #	Allocation	2017-18 One-time	2018-19 Base	2018-19 One-time	2017-18 One-time	2018-19 Base	2018-2019 One-Time
Facilities enhancements, remodel, and maintenance										
Furniture for HF addition	Finance & Administration	Facilities/Planning	365	Dec/Jan	$100,000					
Dedicated Interview Set Remodel	University Relations	Marketing/Communications	305	April	$150,000					
Facilities Equipment	Finance & Administration	Facilities/Planning	397	April	$210,000					
Internal Audit Furniture	Finance & Administration	Finance/GRAMA	320	April	$10,500					
Lockhart Arena Locker Rooms	Finance & Administration	Athletics	445	April	$500,000					
Sidewalks and Stairs near Noorda	Finance & Administration	Facilities/Planning	411	April	$65,000					
Remodel Registrar's space	Finance & Administration	Facilities/Planning	276	Dec/Jan	$125,000					
BA 110 Remodel	Finance & Administration	Facilities/Planning	447	April	$200,000					
New Offices for Faculty and Staff remodels	Finance & Administration	Facilities/Planning	478	April	$1,000,000					
Nursing Lab Renovation	Academic Affairs	CHPS	36	April	$570,000					
Complete UVU portion of Pedestrian Bridge	Finance & Administration	Facilities/Planning	468	April						$500,000
West Campus Parking	Finance & Administration	Facilities/Planning		April						$1,000,000
Acquire additional property in Vineyard	Finance & Administration	Finance & Administration		April	$2,000,000					
Marquee and Signage	Finance & Administration	Facilities/Planning		April				$500,000		
Implement innovative practices and technology systems										
Software for Virtual Server	Finance & Administration	IT	390	April		$25,200				
Business Process Specialist	Finance & Administration	IT	374	April		$115,131				
Software Virtual Server Environment	Finance & Administration	IT	390	April	$126,000	$25,000				
Transcript Evaluation Software	Student Affairs	Enrollment Management	274	April	$300,000	$25,000				
Courseleaf Catalog	Student Affairs	Enrollment Management	323	April						
Support and sustain technology solutions, systems, and infrastructure										
Classroom Media Refresh	Finance & Administration	IT	370	Dec/Jan	$251,436					
Campus Bird	University Relations	Marketing/Communications	318	Dec/Jan	$6,000					
Malware/Spam Protection	Finance & Administration	IT	400	April		$85,000				
Systems Administrator	Finance & Administration	IT	354	April		$101,223				
Network Automation	Finance & Administration	IT	392	April		$16,000				
Network Automation Tools	Finance & Administration	IT	392	April						
Desktop Support for Academic Affairs	Finance & Administration	IT	255	April	$80,000	$85,170				
IT Infrastructure R&R	Finance & Administration	IT	372	April		$100,000				
Software Contracts Inflation	Finance & Administration	IT	373	April		$345,000				
Firewall Expansion	Finance & Administration	IT	398	April						
New Fiber	Finance & Administration	IT	395	April	$250,000					
IT Hourly	Finance & Administration	IT	388	April	$70,000	$165,000				
Library Database Inflation	Academic Affairs	Academic Administration	71	April		$30,000				
Digitizing Records Hourly (Year 2 of 3)	Development & Alumni	Development	262	April			$20,000			
Budget stabilization/reallocation										
Stabilize Reimbursed Overhead - Shift Compliance Office and one-time funds	Institution	Institution		April	$239,420	$154,773		$239,420	-$154,773	
Restore Institutional Contingencies	Institution	Institution		April		$974,337				
EdTech Transition to closure in May 2019	Academic Affairs	CHPS	192	April	$60,000		$78,204			
Endowed Chair Transition	Academic Affairs	SOE	459	April						
Rightsize Wasatch Campus Pathways Scholarships	Academic Affairs/Student Affairs	COED/Enrollment Management		April		-$50,000				
Eliminate Campus Compact Membership	Institution	Institution		April		-$8,500				
Raiser's Edge Annual Fee & Increase (shift from UVU Foundation)	Development & Alumni	Development	258, 263	April					$107,251	
Scholarship Ball (shift from UVU Foundation)	Development & Alumni	Development	481	April					$130,000	
Lexus/Nexis Annual Subscription (shift from UVU Foundation)	Development & Alumni	Development	482	April					$35,000	

Hoagies with Holland 2018-19 Allocation Detail

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Appendix D: Compensation Changes

2018-2019 Compensation Plan

(Approved by Board of Trustees, March 28, 2018)

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The 2018 Legislature appropriated new funding for a 2.5 percent performance based compensation adjustment and 4.1 percent medical benefits premium increase as well as a 3.1 percent dental premium decrease for higher education employees. This appropriation is comprised 75 percent by new tax funds with 25 percent funded through a first-tier tuition increase. Beyond this legislative appropriation, UVU is allocating new revenue from the first-tier tuition increase and funds from an existing contingency toward funding the shortfall in meeting medical and dental premium rate increases. The application of these compensation funds for 2018-19 is described below.

Benefits

UVU's Benefits Committee (with representation from Faculty Senate, PACE and administration) reviewed UVU's benefits plan based on plan performance, forecasted costs/claims experience, plan design, and strategic objectives. Based on the forecasted medical and prescription costs/claims experience and plan design changes, the premiums for UVU's medical plans will increase by 8 percent and the premium for UVU's dental plan will increase by 1.4 percent for 2018-19.

In consultation with UVU's benefits consultant and after conducting a risk analysis, UVU is increasing the plan's Individual Specific Stoploss reinsurance deductible from $250,000 to $300,000 and Aggregating Specific Stoploss from $100,000 to $300,000. These changes result in lower reinsurance premium costs by shifting risk to the University.

Medical Plan Premiums-- UVU will continue to pay 90 percent of the medical premium for employees enrolled in UVU's base medical plan (Traditional-Choice Plus), 100 percent of the medical premium for employees enrolled in UVU's High Deductible Choice Plus plan, and 84.76 percent of the medical premium for employees enrolled in UVU's Traditional-Options plan. For 2018-19, UVU will continue to contribute to Health Savings Accounts (HSA) for employees enrolled in UVU's HDHP.

Medical Plan Coverage—Based on strategy options provided by UVU's new pharmacy benefit manager, Magellan Rx, the following changes are being made:
- Increase cost of generics from $4 to $10; if the cash price is less than $10, employees will pay that lesser cost.
- Increase cost of 90-day supply generics from $8 to $20; if the cash price is less than $20, employees will pay that lesser cost.
- Implement a two-tier structure for specialty drugs
    - Specialty Formulary—change employee 30-day cost from a flat 50 percent per script to 50 percent after Rx deductible with a $250 maximum out-of-pocket cost per prescription.
    - Specialty Non-formulary—change employee 30day cost from a flat 50 percent per script to 50 percent per script after Rx deductible with a $350 maximum out-of-pocket cost per prescription.

For 2018-19, UVU will continue to offer employee incentives for participation in the UVUFit Employee Wellness Program.

Dental Plan Premiums-- UVU will continue to pay 80 percent of the dental premium for employees enrolled in UVU's dental plan.

Salaries/Wages

Full-time, Benefits Eligible Employees

The average base salary increase for full-time employees in each employment category (faculty, staff, executive) for 2018-19 will be 2.5 percent. In alignment with UVU's Compensation Philosophy, these funds will be applied to base salaries as follows:

A. Effective July 1, 2018, all full-time benefits eligible employees will receive a $200 increase to annual base salary. *(Average across all faculty salaries = 0.28%; average across all staff salaries = 0.41%; average across all executive salaries = 0.14%)*

B. Faculty in good standing * may also be eligible to receive
   1. Merit increase through
      a. Rank and tenure promotion increases--$4,000 for advancement to Associate Professor; $6,000 for advancement to Professor *(Average across all faculty salaries = 0.46%)*
      b. Faculty Merit Pay in accordance with UVU Policy 654 through a graduated implementation as recommended by Faculty Senate Executive Committee and Academic Affairs Council *(Average across all faculty salaries = 0.30%)*
   2. Market equity adjustment based on criteria including tenure status, terminal degree, and proximity of base salary to market median for similar rank and discipline with a minimum increase of $250 and a maximum increase of $4,000. *(Average across all faculty salaries = 1.46%)*
   3. Summer ICHE rates will increase by 2.5 percent
   4. Stipends for budgeted faculty directors/department chairs will increase by 2.5 percent

In good standing (received a meets or exceeds expectations on the 2017-18 annual review, not in the terminal year of a tenure-track position, or on a University-required paid or unpaid suspension or leave) as of July 1, 2018.

C. Staff in good standing** may also be eligible to receive
   1. Market equity/range penetration adjustments as recommended by the appropriate Vice President in consultation with Human Resources based on market median movement, years in current position, and proximity of base salary to market median with a minimum increase of $250 and a maximum increase of $4,000. *(Average across all staff salaries = 0.54%)*
   2. Merit increase determined by applying the University's established Staff Merit Pay Program criteria—2017 performance evaluation scores and proximity of base salary to market median
   3. (compa-ratio). To be eligible for a merit increase, the employee must have been employed in a full-time staff position no later than July 1, 2017, and the 2017 Performance Evaluation must be submitted to Human Resources no later than March 15, 2018. *(Average across all staff salaries = 1.55%)*

**In good standing (not under written warning or final written warning or on a University-required paid or unpaid suspension or leave) as of July 1, 2018.*

D. Executives (excluding the President whose salary is determined by the Board of Regents) may be eligible to receive key retention/market equity adjustment as determined by the President in consultation with Human Resources *(average across all executive salaries = 2.36%)*

Adjunct Faculty

Adjunct pay rates will increase by 2.6 percent. Appropriated hourly faculty budgets will be increased by 2.6 percent to fund this increase.

Part-time, Hourly Staff and Student Employees

All hourly staff will receive a 1.5 percent increase to their hourly pay rate effective July 1, 2018. Appropriated hourly budgets will be increased by 2.5 percent to accommodate this across-the-board increase and any targeted merit/equity increases determined by the individual department in consultation with Human Resources.

DATE:	**June 28, 2018**
TITLE:	**Academic Program Approval**
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Jeff Olson, Interim President**
SUBJECT:	**Academic Program Approval**
BACKGROUND:	At the recommendation of the Academic Affairs Committee, the Board of Trustees is being asked to approve the Academic Program additions or modifications: a. BS Professional Pilot Name Change & Restructure b. Addition of a BS in Aviation Management c. Emergency Leadership Emphasis Name Change d. Addition of an IS emphasis in National Security Studies e. Creation of a Department of Engineering
ALTERNATIVES:	• **Approve** as presented, "I move to approve the following academic program changes or modifications: a. BS Professional Pilot Name Change & Restructure b. Addition of a BS in Aviation Management c. Emergency Leadership Emphasis Name Change d. Addition of an IS emphasis in National Security Studies e. Creation of a Department of Engineering." • **Amend** and approve, "I move to approve, as amended…" • **No action**, "I move that we go to the next agenda item…"
FINANCIAL IMPACT:	Available upon request
EXHIBITS:	a. BS Professional Pilot Name Change & Restructure b. Addition of a BS in Aviation Management c. Emergency Leadership Emphasis Name Change

	d. Addition of an IS emphasis in National Security Studies e. Creation of a Department of Engineering

Proposal:

It is proposed that the following program items be approved by the Utah Valley University Board of Trustees:

- BS in Professional Pilot name change and restructure
- BS in Aviation Management
- Emergency Leadership Emphasis name change
- IS emphasis in National Security Studies
- Department of Engineering (new)

Background:

The **Bachelor of Science in Professional Pilot** prepares students to enter the work force as a certified flight instructor and commercial, multi-engine rated pilot. Students receive specific training under Federal Aviation Administration (FAA) 14 CFR Part 141 and Restricted Air Transport Pilot (R-ATP) regulations to qualify for specialized employment requirements with a regional airline. Delivery focuses on technical training and applied exercises providing the knowledge and skills required for several licenses and ratings.

The **Bachelor of Science in Aviation Management** prepares students for a variety of entry-level careers in the aviation industry. Graduates of the program are employed in both public and private sectors including airports, airlines, consulting firms, and federal agencies. Career fields include airfield operations, airport operations control, airline planning, aircraft dispatch, crew scheduling, revenue management, operations research, market or financial analyst, air service development, project manager, airport planner, safety/security compliance, and air traffic control. Delivery focuses on specialized training and applied exercises providing the knowledge and skills necessary to satisfy requirements for various industry qualifications. (Please see attached comments from USHE.)

A new emphasis called Emphasis in Emergency Management and Disaster Assistance in the BS in Emergency Services Administration has been approved. The name change from a current emphasis in Emergency Management to **Emergency Leadership** is proposed to prevent any confusion in identifying the two emphases. In addition, the name change better reflects the content and intent of the program.

The **Emphasis in National Security Studies (NSS) within the Integrated Studies** baccalaureate degree program will provide an interdisciplinary program that prepares students for public and private sector national security careers through acquisition of subject matter expertise and analytical skills. This emphasis will expose students to the wide variety of critically important security challenges and issues faced in the twenty-first century, such as terrorism and cyber security, nuclear proliferation and weapons of mass destruction, piracy and global pandemics, sovereignty and the use of force, and civil liberties and the rule of law. Students will also acquire skills such as critical thinking, writing, briefing, and analysis techniques

specifically tailored for the national security field, but applicable in many others. Whether students are interested in counterterrorism, homeland security, intelligence gathering and analysis, foreign relations, law and politics, diplomacy, or international development, the NSS emphasis will provide insight and skills needed to succeed in these professions.

The new **Department of Engineering** in the College of Engineering and Technology will merge the civil engineering, computer engineering, electrical engineering, pre-engineering, and mechanical engineering programs to keep all engineering programs together.

Recommendation:
The Senior Vice-President for Academic Affairs recommends that the Board of Trustees approve the proposed action as summarized above and detailed in the attached documents.

Utah System of Higher Education
Academic Program Change Proposal
Cover/Signature Page—Abbreviated Template

Institution Submitting Request: Utah Valley University
Current Program Title: BS in Aviation Science
Proposed Program Title (if applicable): BS in Professional Pilot
Sponsoring School, College, or Division: College of Health and Public Service
Sponsoring Academic Department(s) or Unit(s): School of Aviation Science
Classification of Instructional Program Code (new and old if different): 49.0102
Min/Max Credit Hours Required of Full Program (new and old if different): 120
Proposed Beginning Term: Fall 2019
Institutional Board of Trustees' Approval Date:

Program Type (check all that apply):

X	Name Change of Existing Program
X	Program Restructure with or without Consolidation
☐	Program Transfer to a new academic department or unit
☐	Program Suspension
X	Program Discontinuation
☐	Reinstatement of Previously Suspended Program
☐	Out of Service Area Delivery Program

Chief Academic Officer (or Designee) Signature:

I, the Chief Academic Officer or Designee, certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.

Name:

Date:

Program Change Description—Abbreviated Template

Section I: The Request

The School of Aviation Science in the College of Health and Public Service at Utah Valley University requests approval for a modification and name change of the BS in Aviation Science to the BS in Professional Pilot and to delete the emphasis in Aviation Administration upon approval of the newly requested BS in Aviation Management. These changes are requested for Fall 2019.

Section II: Program Proposal

Program Change Description/Rationale

The Bachelor of Science in Professional Pilot prepares students to enter the work force as a certified flight instructor and commercial, multi-engine rated pilot. Students receive specific training under Federal Aviation Administration (FAA) 14 CFR Part 141 and Restricted Air Transport Pilot (R-ATP) regulations to qualify for specialized employment requirements with a regional airline. Delivery focuses on technical training and applied exercises providing the knowledge and skills required for several licenses and ratings.

Utah Valley University currently offers an AS, AAS, and BS in Aviation Science. The current Bachelor of Science in Aviation Science has emphases in Professional Pilot and Aviation Administration. The Program Advisory Board (PAB) for the School of Aviation Science recommended that each emphasis should be the focus of a full BS degree to concentrate on depth rather than breadth.

Consistency with Institutional Mission/Institutional Impact

These modifications aims to further UVU's mission of fulfilling the need for professionally competent graduates to meet regional educational needs. The School of Aviation Sciences maintains a good relationship with the Utah aviation community, including large employers such as SkyWest, United, Delta, Republic, Envoy, and PSA Airlines. These firms, along with other private and public sector firms, require qualified technical employees to keep pace with growth in the air transportation industry.

UVU is committed to foster engaged learning. An important feature of aviation education is that it involves hands-on, practical application of science, technology, engineering, and math (STEM) interdisciplinary fields between students and faculty across the University and in collaboration with industry. Aviation education is engaged learning.

UVU is also committed to making higher education more available to individuals and in assisting them to develop the skills and abilities they will need to make meaningful contributions in the world. Aviation Science's distance education enables working professionals and traditional students across the nation to pursue an education that they could not otherwise without the flexibility offered by this program.

Finances

Because the Professional Pilot emphasis has been in existence since 2006, there will be no impact on the existing budget. The proposed program does not involve the reallocation of funds.

Section III: Curriculum

Admission Requirements

Students seeking admission to the program will be requried to meet the following admissions requirements:

(1) hold a second class FAA medical certificate from an FAA designated Medical Examiner, (2) an overall GPA of at least 2.5, and (3) due to limited availability of flight training resources, flight student admission into the on-campus AVSC 1110 Flight I - Private course, when necessary, may require selection through a competitive point based application.

Curriculum and Degree Map

Program Curriculum:

Course Number	New Course	Course Title	Credit Hours
General Education Courses			
ENGL 1010		Introduction to Writing	3.0
ENGL 2010		Intermediate Writing—Humanities/Social Sciences	3.0
MAT 1030 or 1035 MATH 1050 or 1055		Quantitative Reasoning or Quantitative Reasoning with Integrated Algebra College Algebra or College Algebra with Preliminaries	3.0
PHIL 2050		Ethics and Values	3.0
HLTH 1100 or PES 1097		Personal Health and Wellness Fitness for Life	2.0
POLS 1000 or HIST 2700 and 2710 or HIST 1700 or HIST 1740 or POLS 1100		American Heritage US History to 1877 and US History since 1877 (If this option is chosen the additional hours may be used toward a social science distribution.) American Civilization US Economic History American National Government	3.0
Biology		BIOL 1010 recommended	3.0
Physical Science		PHYS 1850	3.0

Additional Biology of Physical Science		METO 1010 recommended	3.0
Humanities Distribution		COMM 1020 recommended	3.0
Fine Arts Distribution			3.0
Social/Behavioral Science		FIN 1060 recommended	3.0

		General Education Subtotal:	35.0
Required Courses			
AVSC 1010		Survey of Aviation Science	3.0
AVSC 1100		Ground I - Private	3.0
AVSC 1110		Flight I – Private	3.0
AVSC 1230		Flight II – Instrument I	2.0
AVSC 1240		Ground II – Instrument	3.0
AVSC 1250		Flight II – Instrument II	3.0
AVSC 2070		Communications for Aviation Professionals	3.0
AVSC 2110		Aviation Weather	3.0
AVSC 2130		Aviation Safety	3.0
AVSC 2150		Air Transportation Management	3.0
AVSC 2300		Ground IV – Commercial	3.0
AVSC 2310		Flight IV – Commercial	3.0
AVSC 2440		Ground III—Multi Engine	1.0
AVSC 2450		Flight III—Multi Engine	1.0
AVSC 3030		Air Traffic Control I	3.0
AVSC 3090		Airline and Dispatch Operations	3.0
AVSC 3200		Flight Physiology	3.0
AVSC 3300		Jet Transport Systems	3.0
AVSC 3400		International Flight Operations	3.0
AVSC 3530		Advanced Aerodynamics	3.0
AVSC 3600		Crew Resource Management	3.0
AVSC 4160		Aviation Law	3.0
AVSC 410G		Global Ethical and Professional Issues in Aviation	3.0
AVSC 4700		Aviation Professional Seminars	3.0
AVSC 4800		Professional Pilot Capstone	3.0
		Required Course Credit Hour Sub Total:	70.0
Elective Courses			
		Upper Level Elective Credits AVSC 4710 Aviation Career Preparation	7.0
		Elective credits	8.0

	AVSC 2400 CFI Ground AVSC 2410 CFI Flight		
	Elective Credit Hour Subtotal:		15.0
	Core Curriculum		120.0

Program Curriculum Narrative

One current course must be amended to increase the credit hours from two to three, and a second course must be redeveloped to change it from a 2000 level to a 4000-level course. The necessary courses are already delivered in the Professional Pilot or Aviation Administration emphases in the BS in Aviation Science. AVSC 4700, Aviation Professional Seminars, is renamed from Safety and Professional Seminars.

Degree Map:

Fall of First Year (Course Prefix and Number)	Course Title	Pre-Requisite	Credit Hours
AVSC 1010	Survey of Aviation Science		3.0
MAT 1030 or 1035 MATH 1050 or 1055	Quantitative Reasoning or Quantitative Reasoning with Integrated Algebra College Algebra or College Algebra with Preliminaries		3.0
Additional Science Choice	METO 1010 recommended		3.0
Social Science Choice	FIN 1060 Recommended		3.0
ENGL 1010	Introduction to Writing		3.0
	Semester total:		**15.0**
Spring of First Year (Course Prefix and Number)	Course Title		Credit Hours
AVSC 1100	Ground I - Private		3.0
AVSC 1110	Flight I - Private		3.0
AVSC 2110	Aviation Weather		3.0
ENGL 2010			3.0
Physical Science Choice	PHYS 1850		3.0
	Semester total:		**15.0**
Fall of Second Year	Course Title		Credit Hours

(Course Prefix and Number)			
AVSC 1230	Flight II – Instrument I	AVSC1100, 1110	2.0
AVSC 1240	Ground II – Instrument	AVSC1100, 1110	3.0
AVSC 2130	Aviation Safety	AVSC1100, 1010	3.0
AVSC 2150	Air Transportation Management		3.0
Humanities Distribution	COMM 1020 Recommended		3.0
HLTH/PES Choice			2.0
	Semester total:		**16.0**
Spring of Second Year (Course Prefix and Number)	Course Title		Credit Hours
AVSC 1250	Flight II – Instrument II	AVSC1100, 1110, 1230	3.0
AVSC 2070	Communications for Aviation Professionals	ENGL 1010	3.0
PHIL 2050	Ethics and Values	ENGL 1010	3.0
Biology Choice	BIOL 1010 Recommended		3.0
POLS/HIST Choice			3.0
	Semester total:		**15.0**
Fall of Third Year (Course Prefix and Number)	Course Title		Credit Hours
AVSC 2440	Ground III – Multi Engine	AVSC1100, 1110	1.0
AVSC 2450	Flight III – Multi Engine	AVSC1100, 1110	1.0
AVSC 3090	Airline and Dispatch Operations	AVSC 2110, AVSC 2150, and UAS	3.0
AVSC 3200	Flight Physiology	UAS, AVSC 1240	3.0
AVSC 3030	Air Traffic Control I	AVSC 2150, UAS	3.0
Fine Arts Choice			3.0
	Semester total:		**14.0**
Spring of Third Year (Course Prefix	Course Title		Credit Hours

(Course Prefix and Number)			
AVSC 2300	Ground IV – Commercial	AVSC1230, 1240, 1250	3.0
AVSC 2310	Flight IV – Commercial	AVSC1230, 1240, 1250	3.0
AVSC 3300	Jet Transport Systems	AVSC 2300, 2400, and UAS	3.0
AVSC 3530	Advanced Aerodynamics	AVSC 3300, PHYS 1850, and UAS	3.0
Elective			3.0
	Semester total:		**15.0**
Fall of Fourth Year (Course Prefix and Number)	Course Title		Credit hours
AVSC 4160	Aviation Law	AVSC 2150, 3030, and UAS	3.0
AVSC 3400	International Flight Operations	AVSC 1240 and UAS	3.0
AVSC 3600	Crew Resource Management	AVSC 2070 and UAS	3.0
Elective			4.0
Elective			1.0
	Semester total:		**14.0**
Spring of Fourth Year (Course Prefix and Number)	Course Title		Credit Hours
AVSC 410G	Global Ethical and Professional Issues in Aviation	AVSC 3030 or 3090, *PHIL 2050,* University Advanced Standing	3.0
AVSC 4700	Aviation Professional Seminar	AVSC 3350 or AVSC 3600, and UAS	3.0
Upper Elective			1.0
AVSC 4800	Professional Pilot Capstone	AVSC 3300,3600,	3.0

		and UAS	
Upper Elective			6.0
	Semester total:		**16.0**

Utah System of Higher Education
New Academic Program
Proposal
Cover/Signature Page - Full
Template

Institution Submitting Request: Utah Valley University

Proposed Program Title: Bachelor of Science in Aviation Management
Sponsoring School, College, or Division: College of Health and Pubic Service
Sponsoring Academic Department(s) or Unit(s): School of Aviation Sciences
Classification of Instructional Program Code: 49.0104
Min/Max Credit Hours Required to Earn Degree: 120
Proposed Beginning Term: Fall 2019

Program Type (check all that apply):

☐	Associate of Applied Science Degree (AAS)
☐	Associate of Arts Degree (AA)
☐	Associate of Science Degree (AS)
☐	Specialized Associate Degree (specify award type)
	Other (specify award type)
☐	Bachelor of Arts Degree (BA)
X	Bachelor of Science Degree (BS)
☐	Professional Bachelor Degree (specify award type)
	Other (specify award type)
☐	Master of Arts Degree (MA)
☐	Master of Science Degree (MS)
☐	Professional Master Degree (specify award type)
	Other (specify award type)
☐	Doctoral Degree (specify award type)
☐	K-12 School Personnel Program
☐	Out of Service Area Delivery Program

Chief Academic Officer (or Designee) Signature:
I, the Chief Academic Officer or Designee, certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.
Signature: **Date:**

**Utah System of Higher
Education Program Description
- Full Template**

Section I: The Request

The School of Aviation Sciences in the College of Health and Public Service at Utah Valley University requests approval to offer a Bachelor of Science in Aviation Management to replace the current Aviation Administration Emphasis in the BS in Aviation Science effective Fall 2019.

Section II: Program Proposal

Program Description

The Bachelor of Science in Aviation Management prepares students for a variety of entry-level careers in the aviation industry. Graduates of the program are employed in both public and private sectors including airports, airlines, consulting firms, and federal agencies. Career fields include airfield operations, airport operations control, airline planning, aircraft dispatch, crew scheduling, revenue management, operations research, market or financial analyst, air service development, project manager, airport planner, safety/security compliance, and air traffic control. Delivery focuses on specialized training and applied exercises providing the knowledge and skills necessary to satisfy requirements for various industry qualifications.

Consistency with Institutional Mission

The degree aims to further UVU's mission of fulfilling the need for professionally competent graduates to meet regional educational needs. The School of Aviation Sciences maintains a good relationship with the Utah aviation community, including large employers such as Salt Lake City Department of Airports, AECOM, and SkyWest Airlines. These firms, along with other private and public sector firms, require qualified technical employees to keep pace with growth in the air transportation industry.

UVU is committed to foster engaged learning. An important feature of aviation education is that it involves hands-on, practical application of science, technology, engineering, and math (STEM) interdisciplinary fields between students and faculty across the University and in collaboration with industry. Aviation education is engaged learning.

UVU is also committed to making higher education more available to individuals and in assisting them to develop the skills and abilities they will need to make meaningful contributions in the world. Aviation Science's distance education enables working professionals and traditional students across the nation to pursue an education who could not otherwise without the flexibility offered by this program.

Section III: Needs Assessment

Program Rationale

Utah Valley University currently offers an AS, AAS, and BS degree in Aviation Science with emphases in Professional Pilot and Aviation Administration. The current Aviation Administration emphasis provides a generalized survey of aviation but does not prepare graduates for industry expected qualifications of specific aviation careers. The proposed degree will allow for more focused education, which meets national specialized accreditation standards set by the Aviation Accreditation Board International (AABI), should

AABI accreditation be sought in the future. This new degree requires the development of two new courses to create a Bachelor of Science in Aviation Management that focuses on depth rather than breadth. With this move from emphasis to degree, students will be better positioned to have their baccalaureate degrees recognized and accepted by employers, and the degree meets the recommendations of the PAB to present to industry a defined BS degree in Aviation Management.

The Aviation Science BS will be modified to concentrate only on the Professional Pilot.

Labor Market Demand

There is evidence that there will be an increasing need for graduates of aviation management programs over the next few years. The US Bureau of Labor Statistics (BLS) employment forecasts for technical positions in aviation anticipate an annual growth rate of 12–13%.[1] A series of studies by the Federal Aviation Administration in 2011 titled "The Economic Impact of Civil Aviation" found civil aviation contributes ten million jobs and $1.3 trillion in economic activity, representing 5.2 percent of the US GDP.[2] In Utah, the estimated 106,385 aviation related jobs and $11.3 billion economic activity account for 6.5 percent of jobs and 5.7 percent of GDP respectively, placing Utah sixth highest in the US for both categories in the contiguous 48 states with four of the top five states in these category all in the region (Nevada, Washington, Colorado, and Arizona).[3]

Long-term Bureau of Labor Statistics (BLS) estimates the 2014-2024 growth rate for SOC codes that include aviation management (CIP 49.0104) within Utah to be as fast as average with an estimated increase of 25-30% and combined growth of about 150 new job openings annually. According to the BLS, the median annual wage for logisticians and transportation managers in Utah (which are occupations that include, but are not limited to, aviation management) is $71,030-$73,510, which is significantly higher than the 2016 Utah median wage ($35,010), making these high paying jobs in the State. LaborInsight BurningGlass data indicates higher demand than the longer-term BLS projections with 737 job postings for these occupations in Utah during the 2016 calendar year – 430 in the SLC MSA, 145 in Ogden-Clearfield, 88 in Provo-Orem, 19 in St. George, 6 in Logan-Idaho region and 49 in unspecified locations.

Student Demand.

The Aviation Science department has experienced a 37% decline in headcount in the past five years – from 1,655 in 2012 to 1,046 in 2016, a drop of 609 students majoring in these Associate's and Bachelor's programs. Enrolled Fall headcount of majors: 1,655 in 2012; 1,460 in 2013; 1,232 in 2014; 1,165 in 2015 and 1,046 in 2016.

The decline of student enrollment over the last five years is a compilation of various factors:

1. The current title of the degree and its previous curriculum structure was not attractive to employers and left some confusion as to what role a graduate would perform in industry. Potential employers and the members of the Program Advisory Board have stated that the existing aviation emphases were too 'general.' The new Aviation Management baccalaureate degree and the modification and

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[1] Bureau of Labor Statistics (BLS), U.S. Department of Labor, Occupational Outlook Handbook, 2014-15 Edition, Airline and Commercial Pilots, on the Internet at http://www.bls.gov/ooh/transportation-and-material-moving/airline-and-commercial-pilots.htm (visited October 30, 2014).
[2] Federal Aviation Administration (FAA). The Economic Impact of Civil Aviation on the U.S. Economy. August 2011.
[3] Federal Aviation Administration (FAA). The Economic Impact of Civil Aviation on the U.S. Economy: Economic Impact of Civil Aviation by State. December 2011.

name change of Aviation Science to focus on Professional Pilot will conform to industry expectations and clarify any confusion presented by the emphasis.

2. Marketing the program has not been effective to this point. The plan for change to increase enrollment is development of a new marketing strategy to more effectively address opportunities for students at UVU. Program rigor may be a factor, but there is no verified data to confirm this possibility. Program courses will be reevaluated to increase rigor.

Similar Programs.
Currently there is one other higher education institution in Utah that offers a degree in 49.0104, Aviation/Airway management and operations – Westminster College. This program had seven graduates in 2014-15 which is an undersupply for statewide demand for positions as indicated by the BLS and BurningGlass labor market reports.

However, USHE institutions offer other aviation programs including Utah State University's Bachelor of Science in Professional Pilot and Maintenance Management, Southern Utah University's Bachelor of Interdisciplinary Studies in Aviation and Applied Associate of Science in Aviation, and Salt Lake Community College's Applied Associate of Science in Professional Pilot and Aviation Maintenance Technology.

Of these, only Southern Utah University's Bachelor of Interdisciplinary Studies provides a management or communications/marketing track in conjunction with the School of Business at SUU. UVU's proposed program requires 21 aviation specific management courses taught by faculty in the School of Aviation Sciences. Utah State University offers a Bachelor of Science in Maintenance Management for aviation maintenance technicians seeking management roles within maintenance, repair, and overhaul (MRO) organizations. UVU's proposed program does not serve this market but instead educates professionals seeking employment in airports, airlines, general aviation, consulting, and governmental organizations.

Collaboration with and Impact on Other USHE Institutions
UVU has carefully reviewed the programs at other USHE institutions and finds the proposed program to be distinct and unique. Because of this, it is unlikely that the development of the program will have an adverse effect on existing aviation programs in USHE system. The School of Aviation Science is merely creating a new degree from a current emphasis and modifying an already existing program with a name change and the addition of a couple of necessary courses. The curriculum has been aligned with other USHE aviation programs where possible to accept transfer students into the Aviation Management program, particularly for graduates from associate programs in aviation.

External Review and Accreditation
In the 2006/07 academic year the current BS in Aviation Science with the Aviation Administration emphasis was first offered. In November 2009, a visiting team from the University Aviation Association (UAA) responsible for Aviation Accreditation Board International (AABI) accreditation site visits, conducted a two-day external evaluation of the Aviation Science program. AABI was established by the UAA in 1974 and they still maintain a joint curriculum committee. The team was led by Dr. Thomas J. Connolly, former Chancellor from Embry-Riddle Aeronautical University. Joining him was Dr. Steven L. Anderson, Director of Flight Education at St. Cloud State University and AABI Educator Trustee. The audit primarily focused on

the Professional Pilot emphasis of the BS in Aviation Science but stated "the aviation administration program appears to function primarily as a "safety net" program for students migrating out of the Professional Pilot Program. . . Many of these students continue to have an interest in aviation and a program like this allows them to continue their studies in the field with minimum loss of credits and time." The auditors recommended that marketing for the program be increased which would provide an opportunity to increase total enrollment with a minimum investment. AABI accreditation may be sought in the future for this program based upon approval of this new degree

The School of Aviation Sciences Curriculum Committee was formed in Spring 2011 to address the weaknesses identified in the UAA report. This included the creation of a program advisory board in Spring 2012. Members of the program advisory board include representatives from local employers such as SkyWest Airlines and Salt Lake Department of Airports as well as national organizations including Delta Airlines and United Airlines. The next program advisory board meeting will occur in the Spring of 2018.

Section IV: Program Details

Graduation Standards and Number of Credits

The proposed curriculum for this program requires students to complete 120 credit hours, of which 40 credit hours must be 3000 level classes or above. The 120 credits comprise 35 credit hours of general education courses, 70 credit hours of discipline core classes, and 15 credit hours of aviation electives. The curriculum for the proposed program was developed based on Aviation Accreditation Board International (AABI) curriculum guidelines for aviation programs as the School of Aviation Sciences may seek AABI accreditation in the future.

Admission Requirements

Students seeking admission to the program will be requried to meet the following admissions requirements: (1) completion of ENGL 1010 and 25 aviation credits with a grade of C+ or higher, and (2) an overall GPA of at least 2.5.

Curriculum and Degree Map
Program Curriculum:

Course Number	New Course	Course Title	Credit Hours
General Education Courses			
ENGL 1010		Introduction to Writing	3.0
ENGL 2010		Intermediate Writing—Humanities/Social Sciences	3.0
MAT 1030 or 1035 STAT 1040 or 1045 MATH 1050 or 1055 MATH 1090		Quantitative Reasoning or Quantitative Reasoning with Integrated Algebra Introduction to Statistics or Introduction to Statistics with Algebra (Recommended) College Algebra or College Algebra with Preliminaries Business Math	3.0
PHIL 2050		Ethics and Values	3.0

HLTH 1100 **or** PES 1097		Personal Health and Wellness Fitness for Life	2.0
POLS 1000 or HIST 2700 and HIST 2710 or HIST 1700 or HIST 1740 or POLS 1100		American Heritage US History to 1877 and US History since 1877 (If student chooses this option, the additional hours may be used toward a social science distribution requirement) American Civilization US Economic History American National Government	3.0
Biology		BIOL 1010 recommended	3.0
Physical Science		PHYS 1010 recommended	3.0
Additional Biology or Physical Science		METO 1010 recommended	3.0
Humanities Distribution		COMM 1020 recommended	3.0
Fine Arts Distribution			3.0
Social/Behavioral Science		PSY 1010 recommended	3.0
		Sub-Total	**35.0**
Required Courses			
AVSC 1010		Survey of Aviation Science	3.0
AVSC 1100		Ground I--Private	3.0
AVSC 2070 **or** MKTG 2200		Communications for Aviation Professionals Written Business Communication	3.0
AVSC 2090 **or** ECON 2020		Air Transport Economics Macroeconomics	3.0
AVSC 2110		Aviation Weather	3.0
AVSC 2130		Aviation Safety	3.0
AVSC 2150		Air Transport Management	3.0
AVSC 2180		Managing Technology in Aviation	3.0
AVSC 2250	x	Aviation Business Statistics	3.0
AVSC 2710		Aviation Marketing	3.0
AVSC 3020		Aviation Insurance and Risk Management	3.0
AVSC 3030		Air Traffic Control I	3.0
AVSC 3060		Airline Management	3.0
AVSC 3090		Airline and Dispatch Operations	3.0
AVSC 3100		Corporate Aviation Management	3.0
AVSC 3120		Airport Management	3.0
AVSC 3150		Principles of Aviation Management	3.0
AVSC 3320		Aviation Managerial Accounting	3.0
AVSC 4020		Applied Aviation Finance	3.0

AVSC 4160		Aviation Law	3.0
AVSC 410G		Global Ethical and Professional Issues in Aviation	3.0
AVSC 4700		Aviation Professional Seminar	3.0
AVSC 4710	x	Aviation Career Preparation	1.0
AVSC 4900		Strategic Aviation Management Capstone	3.0
		Sub-Total	**70.0**
Elective Courses			
Elective Credits			15.0
		Elective Credit Hour Subtotal:	15.0
		Core Curriculum	120.0

Program Curriculum Narrative

Two new courses will be created to implement the degree, one current course must be amended to increase the credit hours from two to three, and a fourth course must be redeveloped to change it from a 2000 level to a 4000-level course. Other added courses currently exist within department.

Degree Map:

Fall of First Year (Course Prefix and Number)	Course Title	Pre-requisite	Credit Hours
AVSC 1010	Survey of Aviation Science		3.0
ENGL 1010	Introduction to Writing		3.0
POLS/HIST Choice			3.0
MAT 1030 or 1035 STAT 1040 or 1045 MATH 1050 or 1055	Quantitative Reasoning or Quantitative Reasoning with Integrated Algebra Introduction to Statistics or Introduction to Statistics with Algebra College Algebra or College Algebra with Preliminaries		3.0
Physical Science Choice	PHYS 1010 recommended		3.0
	Semester total:		**15.0**
Spring of First Year (Course Prefix and Number)	Course Title		Credit Hours
AVSC 1100	Ground I – Pilot		3.0
AVSC 2150	Air Transportation Management		3.0
ENGL 2010	Intermediate Writing Humanities Social Sciences		3.0

HLTH/PES Choice			2.0
Social Science Choice			3.0
	Semester total:		**14.0**
Fall of Second Year (Course Prefix and Number)	Course Title		Credit Hours
AVSC 2130	Aviation Safety	AVSC 1010, 1100	3.0
MKTG 2200 or AVSC 2070	Written Business Communications or Communications for Aviation Professionals	ENGL 2010	3.0
ECON 2020 or AVSC 2090	Macroeconomics or Air Transport Economics	MAT 1030 or 1035 STAT 1040 or 1045 MATH 1050 or 1055, AVSC 2150	3.0
Physical Science Choice	METO 1010 recommended		3.0
Humanities Distribution	COMM 1020 recommended		3.0
	Semester total:		**15.0**
Spring of Second Year (Course Prefix and Number)	Course Title		Credit Hours
AVSC 2110	Aviation Weather	AVSC 1100 or METO 1010	3.0
AVSC 2180	Managing Technology in Aviation	AVSC 2150	3.0
PHIL 2050	Ethics and Values	ENGL 1010	3.0
Biology	BIOL 1010 recommended		3.0
Fine Arts Choice			3.0
	Semester total:		**15.0**
Fall of Third Year (Course Prefix and Number)	Course Title		Credit Hours
AVSC 2250	Aviation Business Statistics	MAT 1030 or 1035, MATH 1050 or 1055, or STAT 1040 or 1045	3.0
AVSC 2710	Aviation Marketing	AVSC 2150	3.0
AVSC 3020	Aviation Insurance and Risk Management	AVSC 2130 and UAS	3.0

AVSC 3030	Air Traffic Control I	AVSC 2130 and UAS	3.0
AVSC 3150	Principles of Aviation Management	AVSC 2070 or MKTG 2200 and UAS	3.0
	Semester total:		**15.0**
Spring of Third Year (Course Prefix and Number)	**Course Title**		**Credit Hours**
AVSC 3060	Airline Management	AVSC 2150 and UAS	3.0
AVSC 3090	Airline and Dispatch Operations	AVSC 2110; AVSC 2150 and UAS	3.0
AVSC 3100	Corporate Aviation Management	AVSC 2150 and UAS	3.0
AVSC 3120	Airport Management	AVSC 2150 and UAS	3.0
AVSC 3320	Aviation Managerial Accounting	AVSC 2150 and UAS	3.0
	Semester total:		**15.0**
Fall of Fourth Year (Course Prefix and Number)	**Course Title**		**Credit Hours**
AVSC 4160	Aviation Law	AVSC 2150, 3030 and UAS	3.0
AVSC 4020	Applied Aviation Finance	AVSC 3320 and UAS	3.0
AVSC 410G	Global Ethical and Professional Issues in Aviation	PHIL 2050, AVSC 3030 or AVSC 3090 and UAS	3.0
Upper Elective			3.0
Upper Elective			3.0
	Semester total:		**15.0**
Spring of Fourth Year (Course Prefix and Number)	**Course Title**		**Credit Hours**
AVSC 4700	Aviation Professional Seminar	AVSC 3350 or AVSC 3600 and UAS	3.0
AVSC 4710	Aviation Career Preparation	AVSC 3030, 3090,	1.0

		and UAS	
AVSC 4900	Strategic Aviation Management Capstone	AVSC 3100, 3120, 3150, 4020, 4160 and UAS	3.0
Electives			9.0
	Semester total:		**16.0**

Section V: Institution, Faculty, and Staff Support

Institutional Readiness

In July 2012, Utah Valley University created the School of Aviation Sciences in the College of Aviation and Public Services (subsequently realigned and renamed College of Health and Public Service in Spring of 2017) to accommodate growth and diversification of the aviation program. The Bachelor of Science in Aviation Management is a result of this effort aligned with "UVU's mission and core values to provide professionally competent individuals who will serve as new leaders in their communities".[4]

The current Aviation Administration emphasis in the Aviation Science program is housed within the School of Aviation Sciences in the College of Health and Public Service. The proposed degree will be housed in the same location.

All the courses for the new degree program, except two, are already offered within the School of Aviation Science. AVSC 2250, Aviation Business Statistics and AVSC 4710, Aviation Career Preparation will be developed by full time and adjunct faculty. The new degree program will not impact the delivery of existing courses in the first three years of the new degree program. All other faculty members responsible for teaching courses within this degree are already in place. There are no other budget requirements for the implementation of this new degree. Coursework will be taught primarily by full-time and adjunct aviation faculty. Currently, the School of Aviation Sciences has nine full-time faculty members and 33 adjunct faculty.

As with the current Aviation Science degree, 100% of courses in the proposed degree will be available through online delivery as well as on campus. The program will not have an immediate need for additional learning resources / instructional technology, but it will use resources and technologies formerly used by the Aviation Administration emphasis it will be replacing.

Faculty

The School of Aviation Science is currently comprised of nine full-time faculty holding credentials including PhD, EdD, JD, MBA, MS, and BS degrees in aviation management, aeronautical science, and commercial aviation. A full-time tenure-track faculty member will be added to replace a faculty resignation effective end of the Spring 2018 semester. This new faculty will possess, at a minimum, a master's degree. These faculty are well-qualified to administer and teach the program. School faculty will receive the same faculty development support as years prior to help them advance professionally, including School support to

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[4] http://blogs.uvu.edu/newsroom/2012/09/13/uvu-to-hold-ribbon-cutting-for-aviation-science-facility-renovation-celebrate-formation-of-college-of-aviation-public-services/

attend and present at professional conferences and workshops.

	# Tenured	# Tenure -Track	# Non - Tenure
Faculty: Full Time with Doctorate	2	1	1
Faculty: Part Time with Doctorate	-	-	6
Faculty: Full Time with Masters	2	2	1
Faculty: Part Time with Masters	-	-	24
Faculty: Full Time with Baccalaureate	-	-	-
Faculty: Part Time with Baccalaureate	-	-	7
Teaching / Graduate Assistants	-	-	-
Staff: Full Time			
Staff: Part Time			

Part II. Proposed Program Faculty Profiles

First Name	Last Name	Tenure (T) / Tenure Track (TT) / Other	Degree	Institution where Credential was Earned	Est. % of time faculty member will dedicate to proposed program.
Full Time Faculty					
Brice	Williams	T	MED	Utah State University	75%
Greg	Schwab	T	EDD	Nova Southeastern	75%
Cory	Chamberlain	T	MS	Embry-Riddle	75%
Ryan	Leick	T	PHD	Cranfield University	75%
Mike	Hollister	TT	MCA	Delta State	75%
Stephen	Ley	TT	MS	Embry-Riddle	50%
Daniel	Sutliff	Other	MS	Embry-Riddle	75%
Randall	Johnson	Other	Ph.D.	Ohio University	75%
Darrell	Green	TT	JD	Texas Tech University	75%
Part Time Faculty					
Jon	Allen	Other	JD	University of Idaho	25%

William	Apperson	Other	MS	Everglades University	25%
Thomas	Bahr	Other	MPA	University of Nebraska	25%
Allan	Bardos	Other	MBA	Embry-Riddle	25%
Manuel	Boltz	Other	MS	Everglades University	25%
Carlin	Clarke	Other	MS	Delta State University	25%
Camron	Comish	Other	MCA	Delta State University	25%
Todd	Deshler	Other	MS	Embry-Riddle	25%
Curt	Drumm	Other	MBA	University of Wisconsin –Milwaukee	25%
Victoria	Dunbar	Other	PHD	Florida Institute of Tech	25%
Shawn	Flanagan	Other	MS	Delta State University	25%
Bob	Forbeck	Other	MS	Embry-Riddle	25%
Pat	Forbes	Other	PHD	Virginia Tech	25%
Michael	Gillen	Other	PHD	UND	25%
Jeremy	Gray	Other	MBA	Regis University	25%
Jim	Green	Other	MS	Webster University	25%
Brandon	Hayes	Other	MS	Weber State University	25%
C. Hall	Jones	Other	EDD	Nova Southeastern University	25%
Robert	Jackson	Other	PHD	Park University	25%
Walt	Kirkling	Other	MBA	Indiana State University	25%
Jeffrey	LaPoint	Other	EDD	University of Phoenix	25%
Bryan	Lesko	Other	MS	Florida Institute of Technology	25%
Benjamin	Lowe	Other	MCA	Delta State University	25%
Frank	Manderino	Other	MCA	Delta State University	25%
Robert	Marcus	Other	JD	John Marshall Law School	25%
Marcy	Metzger	Other	MBA	University of Phoenix	25%
Leslie	Patching	Other	MED	University of Utah	25%
Yasmina	Platt	Other	MS	Texas Southern University	25%
Laura	Pogue	Other	PHD	University of Phoenix	25%

Daniel	Prather	Other	PHD	University of Nebraska-Lincoln	25%
Darrell	Pugmire	Other	MS	Delta State University	25%
John	Sable	Other	JD	Duquesne University of Law	25%
Jennifer	Shamsey	Other	MS	Embry-Riddle	25%
Jayme	Scifres	Other	MS	University of Central Missouri	25%
Mark	Sherman	Other	PHD	Oklahoma State University	25%
Stephen	Shure	Other	MA	UND	25%
Nathan	Skene	Other	BS	UVU	25%
Mike	Smith	Other	MBA	University of Utah	25%
William	Smith	Other	MBA	Embry-Riddle	25%
Stanley	Snow	Other	MAS	Embry-Riddle	25%
James	Stewart	Other	DO	Kirksville College Osteopathic Medicine	25%
Scott	Williams	Other	MS	Embry-Riddle	25%

Part III: New Faculty / Staff Projections for Proposed Program

	# Tenured	# Tenure - Track	# Non - Tenure Track	Academic or Industry Credentials Needed	Est. % of time to be dedicated to proposed program.
Faculty: Full Time with Doctorate	-	-	-		N/A
Faculty: Part Time with Doctorate	-	-	-		N/A
Faculty: Full Time with Masters	-	-	-		N/A
Faculty: Part Time with Masters	-	-	-		N/A
Faculty: Full Time with Baccalaureate	-	-	-		N/A
Faculty: Part Time with Baccalaureate	-	-	-		N/A
Teaching / Graduate Assistants	-	-	-		N/A

Staff: Full Time	-	-	-		N/A
Staff: Part Time	-	-	-		N/A

Note: One new faculty member will begin in the Fall of 2018 which replaces a current resigning faculty member effective the end of the Spring 2018 semester. The new faculty member will have at least a master's degree.

Staff

The current Aviation Administration emphasis is supported by staff in the School of Aviation Sciences reporting to the Aviation Department Chair. No new staffing will be required to support the new degree program upon its approval.

Student Advisement

New students must meet with an aviation academic advisor before registering for courses. Students interested in being admitted to the program will meet with an Aviation Science advisor to ensure that they meet admission requirements and to review program requirements. They will be provided with an Aviaiton Science Student Manual containing useful information on the program, such as the program's mission and goals, a description of the faculty, core curriculum, class sequencing and electives, extracurricular opportunities, and graduation requirements.

Two full-time Aviation Science advisors are currently in place that advise residential aviation students. One staff member oversees advisement of online aviation students. The School of Aviation Sciences operates a Student Support Center available toll-free to all aviation students Monday through Friday from 8:00am to 8:00pm Mountain Time. These advisors are familiar with all program requirements and assist students in planning and tracking their graduation plan. Students will be required to meet with their advisors a minimum of once a year to ensure that they are progressing satisfactorily. Aviaiton faculty mentor students as needed to help them understand academic and professional aspects of the aviation field.

Library and Information Resources

Utah Valley University's Fulton Library is positioned to support the proposed degree. The Aviation, Aeronautics, and Aerospace collections consist of 1,734 books and 35 reference books/sets, with an additional 2,456 ebooks. There are 269 DVDs and 226 streaming videos. There are 191 electronic periodical subscriptions with 16 print. Overall, Fulton Library provides access to over 300,000 full text periodicals.

Fulton Library is a member of the Utah Academic Library Consortium (UALC), enabling them to provide access to an additional 150,000 full text periodicals. UVU's ability to provide journals continues to grow and is already providing excellent support to a successful Aviation Administration emphasis in the Aviation Science degree. Another benefit from UALC is a resource sharing agreement that allows UVU students and faculty to borrow items from any UALC member library. They may borrow materials from participating libraries by presenting their UV ID card. They may also request materials through use of the Interlibrary-loan service (ILL).

Fulton Library's "Information Commons" provides direct access to a trained reference librarian 13 hours each day. The computer lab and reference collection are collocated to create the optimal research environment. The library is part of the campus-wide wireless network accessible to students and faculty.

Patrons may also seek out specialized help from the Aviation Librarian – Trevor Young, who is also available for specialized classroom instruction.

Projected Enrollment and Finance

Part I.

Courses for this program are currently offered with sufficient sections available to meet anticipated student demand. Thus, no additional instructional cost is anticipated.

Three Year Projection: Program Participation and Department Budget						
	Year Preceding Implementation	New Program				
		Year 1	Year 2	Year 3	Year 4	Year 5
Student Data						
# of Majors in Department	1,046					
# of Majors in Proposed Program(s)	The image part with relationship ID rId8 was not found in the file.	95	135	150		
# of Graduates from Department	236					
# Graduates in New Program(s)	The image part with relationship ID rId8 was not found in the file.	0	25	35		
Department Financial Data						
		Department Budget				
		Year 1	Year 2	Year 3		
Project additional expenses associated with offering new program(s). Account for New Faculty as stated in above in, "Faculty Projections."	Year Preceding Implementation (Base Budget)	Addition to Base Budget for New Program(s)	Addition to Base Budget for New Program(s)	Addition to Base Budget for New Program(s)		
EXPENSES – nature of additional costs required for proposed program(s)						
List salary benefits for additional faculty/staff each year the positions will be filled. For example, if hiring faculty in year 2, include expense in years 2 and 3. List one-time operating expenses only in the year expended.						
Personnel (Faculty & Staff Salary & Benefits)	$1,197,683	$3,318	$4,340	$4,340		
Operating Expenses (equipment, travel, resources)	$88,110					
Other:						
TOTAL PROGRAM EXPENSES	The image part with relationship ID rId8 was not found in the file.	$0	$0	$0		
TOTAL EXPENSES	$1,285,793	$3,318	$4,340	$4,340		
FUNDING – source of funding to cover additional costs generated by proposed program(s)						
Describe internal reallocation using Narrative 1 on the following page. Describe new sources of funding using Narrative 2.						
Internal Reallocation						
Appropriation						
Special Legislative Appropriation						
Grants and Contracts						
Special Fees						
Tuition		$4,135	$7,994	$8,546		

Differential Tuition (requires Regents approval)				
Total Revenue		$4,135	$7,994	$8,546
PROPOSED PROGRAM FUNDING		$0	$0	$0
TOTAL DEPARTMENT FUNDING	$0	$0	$0	$0
Difference				
Funding - Expense	$0	$817	$3,655	$4,206

Part II: Expense explanation
Expense Narrative
Since the Aviation Management emphasis has been in existence since 2006, existing resources for this program will be redirected to the new bachelors' degrees in Aviation Management and Professional Pilot. Thus, there is no financial impact.

Part III: Describe funding sources
Revenue Narrative 1
The proposed program does not involve the reallocation of funds.

Revenue Narrative 2
Utah Valley University utilizes a Planning, Budgeting, and Assessment (PBA) process to allocate new and reallocate existing resources (including tuition from enrollment growth). As part of this process, the College of Health and Public Service (CHPS) continually assesses student demand in all of its programs and identifies and prioritizes initiatives for funding consideration.

The primary sources of funding for the Bachelor of Science in Aviation Management program will be student tuition and other departmental monies. Monies from the department will be shifted from the Aviation Management emphasis in the Aviation Science degree to the new program. UVU anticipates additional tuition revenue from growth.

Section VI: Program Evaluation

Program Assessment

The Aviation Sciences faculty requires students pursuing the Bachelor of Science in Aviation Management program to demonstrate competencies, skills, and knowledge in five domains. These domains, as defined by the National Business Aviation Association (NBAA), include Leadership, Human Resources, Operations, Aircraft Maintenance and Facilities Operations, and Business Management *(CAM Candidate Information Handbook, 2017)*.

The Bachelor of Science in Aviation Management program outcomes will be measured by meeting or exceeding the NBAA's Certified Aviation Manager (CAM) standards. CAM certification "…allows business aviation professional to both document their skills and demonstrate their commitment to leadership excellence" in the aviation domain *(CAM Candidate Information Handbook, 2017, p. 1)*.

The following is a summary of the assessments required to successfully meet CAM and aviation management standards.

Outcome 1: Evaluate current market conditions and demonstrate the knowledge, skills, and procedures to successfully manage aerospace operations in a simulated aviation business setting.

- Means of Assessment: Results from AVSC 2150 Air Transportation Management (or 3150 Principles of Aviation Management) airline operation simulation project.

- Criteria for Success: 80 percent of students will score greater than 70 percent in the simulated exercise

- Summary/Analysis of Results: Simulation results will be quantitatively analyzed by faculty based on simulation rubric.

- Use of Results Assessment results will be reviewed annually, and program content improvement will be based on the annual assessment.

Outcome 2 In a team setting, students will create a viable business plan that includes business overview, market analysis, sales and marketing plan, ownership and management plan, operating and financial plan.

- Means of Assessment: The business plan will be evaluated by the faculty in AVSC 4900 Strategic Aviation Management Capstone.

- Criteria for Success: 80 percent of students will score greater than 80 percent

- Summary/Analysis of Results: Simulation results will be quantitatively analyzed by faculty using the business project rubric.

- Use of Results: Assessment results will be reviewed annually, and program content improvement will be based on the annual assessment

Outcome 3   Synthesize acquired knowledge, judgment, and expertise in a business setting.

- Means of Assessment: Employer surveys will be evaluated from UVU's "Employer Survey Instrument" delivered to aviation employers.

- Criteria for Success: 80 percent of UVU Aviation Administration graduates will rated "Good" or "Very Good" in the overall quality of education.

- Summary/Analysis of Results: Quality of education will be evaluated on knowledge, skills, work habits, and overall quality of education.

- Use of Results: Results will be reviewed by aviation faculty annually. Improvement in program curricula and content will be based on survey results.

Student Standards of Performance

The Aviation Sciences faculty requires students pursuing the Bachelor of Science in Aviation Management program to demonstrate competencies, skills, and knowledge in five domains. These domains, as defined by the National Business Aviation Association (NBAA), include Leadership, Human Resources, Operations, Aircraft Maintenance and Facilities Operations, and Business Management *(CAM Candidate Information Handbook, 2017)*.

Competencies and Skills: Students meeting the NBAA standards can apply the competencies and skills in an aviation management setting. The demonstrated competencies within the domains represent "…the knowledge, skills and professional experience exemplified by aviation managers who represent the 'gold standard'" *(CAM Candidate Information Handbook, 2017, p. 2).*

According to the NBAA, an Aviation Manager's scope of practice includes but is not limited to, the following competencies:

DOMAIN I: LEADERSHIP
• Components of vision, mission and values statements
• Strategies for writing vision, mission and values statements
• Corporate mission and goals
• Strategies for aligning the department with corporate goals
• Strategies for writing goals
• Components of goal statements
• Industry standards and trends
• Corporate business plan, goals and objectives
• Time management
• Qualities of good leaders
• Leadership styles and strategies
• Motivation theory
• Team-building strategies
• Communication strategies, techniques and tools
• Industry resources
• Safety management system (SMS) principles
• Human factors principles

DOMAIN II: HUMAN RESOURCES
• Corporate personnel policies and industry practices
• Training programs
• Strategies for measuring the effectiveness of training
• Strategies for forecasting needs
• Training gaps and skill gaps
• Performance evaluations
• Strategies for summarizing performance
• Strategies for setting appropriate goals
• Compensation norms in the industry
• Employee rewards programs
• Human resource issues and regulatory requirements
• Documentation systems
• Interviewing practices

- Background checks
- Environmental influences on human factors

DOMAIN III: OPERATIONS
- Flight department standard operating procedures
- Flight department regulatory requirements
- Basic principles required for an effective flight operations manual
- Original equipment manufacturer operating requirements
- Crew resource management
- Domestic/international operations requirements
- Safety programs
- Risk assessment
- Cost-effectiveness analysis
- Human factors in operations
- Disaster-recovery plans and emergency planning
- Crew and aircraft certifications
- Dispatch concepts for scheduling
- Customer (passenger) service and satisfaction
- Recordkeeping techniques and systems
- Data analysis techniques
- Audit requirements
- OSHA requirements
- Hazardous materials procedures

DOMAIN IV: AIRCRAFT MAINTENANCE AND FACILITIES OPERATIONS
- General aircraft systems knowledge
- Manufacturer specifications and practices
- Manufacturer product-information systems and methods
- Applicable airworthiness programs
- Facility emergency plans
- Emergency equipment and systems
- Passenger service components
- Aircraft maintenance requirements
- Inventory-control packages, systems and tools
- Procurement practices
- Security requirements and systems for passengers, aircraft and airport
- Vendor selection and contract negotiation
- Maintenance resource management
- Assessing and managing risk

DOMAIN V: BUSINESS MANAGEMENT

• Methods of corporate travel analysis
• Aircraft ownership and utilization options
• Public relations
• Marketing
(CAM Candidate Information Handbook, 2017, pp. 11-13)

The curriculum is designed to develop the competencies and skills mentioned above. Every semester the students will have traditional formatted classes that present and teach the theoretical and practical basis of aviation management. The cognitive (Knowledge) based sections will have formative exams testing each student's understanding of the domains listed above.

Almost every semester the students will engage in team learning and teamwork overseen by a faculty member. The faculty member (experienced in aviation) will act as a personal mentor during team projects. The mentor provides continuous instruction and formative feedback to the student throughout team exercises. At the end of the projects, the mentor provides the students with a summative evaluation of the management traits and skills demonstrated by the student.

A summative evaluation of the student's progress and performance in the program is completed in each course via written and oral assessments (exams/papers/presentations).

The BS degree program will offer upper division required and elective courses, which help develop skills for management, research, and advanced certification. Most of the required upper division courses help the student specialize in a specific area of aviation management. The elective courses assist in developing managerial skills. All upper division curriculum provides both theoretical knowledge and practical experiences for which the students will receive formative feedback during the course and summative examinations at the end of the semester or module.

UTAH SYSTEM OF
HIGHER EDUCATION
Building a Stronger State of Minds™

March 28, 2018

Elaine Dalton, Board of Trustees Chair
c/o Justin Jones, Board of Trustees' Secretary
Utah Valley University
President's Office – MS 186
800 W University Parkway
Orem, UT 84058

Dear Chair Dalton,

Pursuant to Utah Code Annotated 53B-16-102(5)(b)(ii), attached is the Peer Review Report for the following program, which the Utah Valley University Board of Trustees is to consider in reviewing this program for approval:

- **Bachelor of Science in Aviation Management**

Please let me know if you have any questions regarding this report. If your Board approves the program, the institution's Chief Academic Officer will notify our office of your action so we can keep an accurate record of the programs available in the Utah System of Higher Education.

Thank you for giving this your attention.

Sincerely,

David L. Buhler
Commissioner of Higher Education

CC: Matthew Holland, President – Utah Valley University
    Jeff Olson, Senior Vice President for Academic Affairs

Peer Review Report

Institution	**Utah Valley University**
Name of Proposal	**Bachelor of Science in Aviation Management**
Date of Peer Review Report	**March 23, 2018**

Utah Valley University's proposal for a new Bachelor of Science in Aviation Management received comments from Utah State University, Salt Lake Community College, Southern Utah University, and the Commissioner's office. Questions focused on clarifying technical aspects of the proposal and program need relative to enrollment declines in a Utah Valley University related emphasis program. Utah Valley University responded to these questions during a meeting with Chief Academic Officers on March 13, 2018. The program review provided a process for questions to be raised and addressed, resulting in support of the program moving forward.

Attachment: Transcript of Comments

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MARCH IP VIDEO - Utah Valley University - Bachelor of Science in Aviation Management

Trina Weller

4

Please use this page for comments.

UVU BS in Aviation Management 🔍

1. Does the proposed curriculum meet the standards of the degree area as assessed by your relevant faculty- specify specific concerns based on your accepted curriculum or national standards, and/or accreditation standards?
2. Do the resources exist to adequately offer a quality program of study and are future resource needs adequately specified? Provide examples of how the resources available in your program look so as to give context on where and why you feel deficiencies exist.
3. Are there any structural or programmatic concerns with the degree? Will students be able to transfer without difficulty (3000 and 4000 level curriculum in the first 2 years, etc.), etc., etc.- Be specific in your examples
4. Are there any other concerns not addressed above?

| Search entries or author | Unread | ⬆ | ⬇ | | ✓ Subscribed |

↩ **Reply**

○

(https:/   **Michele Hillard**   ⋮ _

(https://uen.instructure.com/courses/44955/users/679381)

Wednesday

In the needs assessment, you note: "The current Aviation Administration emphasis provides a generalized survey of aviation but does not prepare graduates for industry expected qualifications of specific aviation careers. The proposed degree will allow for more focused education."

Comment: It is not entirely clear what the focused education is pointing the students to. The classes seem to cover a very broad spectrum. For example, AVSC 1100 covers Ground Private; AVSC2110 seems like a weather-related class for pilots, and AVSC 3030 seems like a class to become an air traffic controller. There is one class AVSC3120 that would help a student become an airport manager or perhaps a baggage loader or snowplow operator at an airport. But it seems like little chunks of different types of jobs and not enough to solidify getting a specific job once the student has graduated.

Under Student Demand, you note: The current title of the degree and its previous curriculum structure was not attractive to employers and left some confusion as to what role a graduate would perform in industry. Potential employers and the members of the Program Advisory Board have stated that the existing aviation emphases were too 'general.'

Comment: We agree with your reasoning stated above. However, it is still a little unclear what type of job your new degree will prepare students for as it seems too broad.

Edward M. Reeve
Interim Vice Provost
Utah State University

↩ **Reply**

○

(https:/   **Rachel Lewis**
     (https://uen.instructure.com/courses/44955/users/697075)
     Thursday

⋮ ˍ

SLCC reviewed this proposal from UVU and see nothing of concern. All seems well within the proposal.

~ Gillette Samms, the Associate Dean of Aviation & Related Technologies

↩ **Reply**

○

(https:/   **Blair Carruth**
     (https://uen.instructure.com/courses/44955/users/555886)
     Thursday

⋮ ˍ

The Commissioner's office provides the following items for consideration relative to the UVU Aviation Management proposal.

1. The proposal states that enrollments in the existing aviation administration emphasis have declined 37% over the last several years. While the proposed program may increase visibility of the aviation management offering, there appear to be only two new courses associated with the degree. What assurance is there that changes to the program will be substantive enough to encourage more students to enroll?
2. We assume that once this new degree is approved the emphasis in aviation administration will be discontinued. If this is correct, please note that a discontinuation notification should be provided to the Commissioner's office.

↩ **Reply**

○

James Sage
(https://uen.instructure.com/courses/44955/users/1548922)
Friday   ⋮ _

Colleagues at SUU reviewed **Utah Valley University's** proposal to create a new **BS** in **Aviation Management**. My colleagues here at SUU offered positive remarks and expressed their support for the proposed program.

We wish **UVU** the very best as they implement this new program.

--james

James Sage, Associate Provost
Southern Utah University

↩ **Reply**

Utah System of Higher Education
Academic Program Change Proposal
Cover/Signature Page

Institution Submitting Request: Utah Valley University
Current Program Title: Emergency Management Emphasis in the BS in Emergency Services Administration
Proposed Program Title (if applicable): Emergency Leadership Emphasis in the BS in Emergency Services Administration
Sponsoring School, College, or Division: College of Health and Public Service
Sponsoring Academic Department(s) or Unit(s): Emergency Services
Classification of Instructional Program Code (new and old if different): 43.0302
Proposed Beginning Term: Fall 2019
Institutional Board of Trustees' Approval Date: Pending

Program Type (check all that apply):

X	Name Change of Existing Program
☐	Program Restructure with or without Consolidation
☐	Program Transfer to a new academic department or unit
☐	Program Suspension
☐	Program Discontinuation
☐	
☐	Reinstatement of Previously Suspended Program
☐	Out of Service Area Delivery Program

Chief Academic Officer (or Designee) Signature:

I, the Chief Academic Officer or Designee, certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.

Name: Jeffery Olson, Senior Vice President, Academic Affairs

Date:

Program Change Description—Abbreviated Template

Section I: The Request

The Emergency Services Department in the College of Health and Public Service at Utah Valley University requests approval to change the name of the Emergency Management Emphasis in the in the BS in Emergency Services Administration to Emergency Leadership effective Fall 2019.

Section II: Program Proposal

The Board of Regents has approved a new emphasis called Emphasis in Emergency Management and Disaster Assistance in the BS in Emergency Services Administration. The name change is proposed to prevent any confusion in identifying the two emphases. In addition, the name change better reflects the content and intent of the program.

Consistency with Institutional Mission/Institutional Impact

No institutions in Utah offer a program in emergency leadership. Because this proposal is for a name change to existing program that is not offered at any other USHE institution, the impact on other institutions will be minimal or have no effect.

Emergency Management is a generic term used in the emergency response field for the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters. The new Emergency Management and Disaster Assistance emphasis trains professionals to serve in that function.

The Emergency Management emphasis educated professionals to work in mid-level and senior management in emergency services agencies. The new name, Emergency Leadership, better reflects the purpose of the emphasis and the needs of the students. Most students in this emphasis are affiliated first responders who are returning to university to get a bachelor's degree, so they can be promoted and prepared to serve in mid and senior management positions in the emergency services field. The emergency leadership program at UVU is unique; no similar bachelor's program is offered in the state.

Finances

The name change will have no additional costs or financial impacts. The courses and faculty will remain the same.

Utah System of Higher Education
New Academic Program Proposal
Cover/Signature Page—Abbreviated Template

Institution Submitting Request: Utah Valley University
Proposed Program Title: Integrated Studies Emphasis in National Security Studies
Sponsoring School, College, or Division: College of Health and Public Service
Sponsoring Academic Department(s) or Unit(s): Criminal Justice
Classification of Instructional Program Code: 45.0902
Min/Max Credit Hours Required of Full Program: 18
Proposed Beginning Term: Fall 2019
Institutional Board of Trustees' Approval Date: Pending

Program Type:

☐	Certificate of Proficiency ☐ Entry-level CTE CP ☐ Mid-level CP		
☐	Certificate of Completion		
☐	Minor		
☐	Graduate Certificate		
☐	K-12 Endorsement		
X	New Emphasis for Regent-Approved Program		

☐	Credit Hours for NEW Emphasis Only:
	    Current Major CIP:
	    Current Program Title:
	    Current Program BOR Approval Date:		

☐	Out of Service Area Delivery Program		

Chief Academic Officer (or Designee) Signature:

I, the Chief Academic Officer or Designee, certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.

Name:

Date:

Utah System of Higher Education
New Academic Program Proposal

Section I: The Request

The Department of Criminal Justice in the College of Health and Public Service at Utah Valley University requests approval to offer an Integrated Studies Emphasis in National Security Studies effective Fall 2019.

Section II: Program Proposal/Needs Assessment

Program Description/Rationale
The Emphasis in National Security Studies (NSS) within the Integrated Studies baccalaureate degree program will provide an interdisciplinary program that prepares students for public and private sector national security careers through acquisition of subject matter expertise and analytical skills. This emphasis will expose students to the wide variety of critically important security challenges and issues faced in the twenty-first century, such as terrorism and cyber security, nuclear proliferation and weapons of mass destruction, piracy and global pandemics, sovereignty and the use of force, and civil liberties and the rule of law. Students will also acquire skills such as critical thinking, writing, briefing, and analysis techniques specifically tailored for the national security field, but applicable in many others. Whether students are interested in counterterrorism, homeland security, intelligence gathering and analysis, foreign relations, law and politics, diplomacy, or international development, the NSS emphasis will provide insight and skills needed to succeed in these professions.

The NSS emphasis fits perfectly with UVU's focus on teaching, engaged learning, and practical skills. The emphasis will capitalize on the strengths of UVU's student body and the community to provide students with an understanding of the national security field and the skills and experience required to fill national security positions in government, the defense industry, the private sector, research institutions, and non-governmental and international organizations. The emphasis program will employ a multidisciplinary approach to examine both the theoretical and practical aspects of national security policy and will aim to serve new students interested in studying and preparing for careers in national security as well as returning professionals looking to specialize or re-tool. The emphasis program will provide students with extensive study, discussion, and engaged learning opportunities in the national security field. It will also assist students in preparing for careers and advanced degree programs in fields with connections to national security studies, such as law, international relations, military, homeland security, criminal justice, public administration, and political science.

The NSS emphasis will provide students with another degree option for NSS, along with the minor and certificate of proficiency, which became available Fall 2017. The NSS classes have been extremely popular and have regularly filled to capacity. Already, many students have declared NSS as their minor or certificate program. The NSS emphasis aligns with UVU's strengths and mission and further positions UVU to become a regional hub for national security issues—particularly in coordination with UVU's existing NSS Center and academic program. The NSS emphasis will

produce graduates ready to take jobs in the growing national security sector in Utah[1] and across the country[2] and provide certificate opportunities for existing professionals.[3] The NSS center will also offer students in the emphasis program an active and vibrant scholarly and academic environment on campus to engage with these complex issues.

Labor Market Demand
Careers related to national security are among the fastest growing professions in the country, with opportunities in both the public and private sectors in Utah and across the country. The NSS emphasis will equip students for a wide range of in-demand and high-paying employment opportunities, including analysts, policy-makers, diplomats, public servants, journalists, computer technicians, cyber specialists, military officers, scientists, advocates, intelligence analysts and agents, engineers, defense contractors, law enforcement officers, technicians, linguists, consultants, emergency management directors, information security analysts, geographers, historians, political scientists, social scientists, educators, public relations specialists, writers, and editors.

At the 2014 Utah aerospace and national defense industry conference it was reported that Utah's aerospace and defense economic cluster represents about 4.5% of all state wages, with an average wage in the industry at roughly 90% higher than Utah's average annual wage.[4] Using the Classification of Instructional Programs (CIP) Code (45.0902) and the Standard Occupational Classification (SOC) Codes, the national security subject area represents at least twenty-five unique occupational areas, and 2,540 jobs available from twenty-five different employers in Utah over the time period of November 1, 2016 to October 31, 2017. The average median salary over the SOC occupations that require a BA/BS degree or above in Utah is $68,372. All but one of those twenty occupations are projected to experience significant increase in demand in Utah and across the country. Notably, because of the classified or sensitive nature of many of the jobs in this sector, a number of additional openings were not included in the SOC data – including jobs at the National Security Agency and a variety of national security sector companies, including L-3 Communications and Northrop Grumman.

Nationwide, the national security sector is also very strong and growing. Thousands of public and private sector national security jobs are available in Washington, D.C. and the surrounding area, and in areas with a strong military or national security presence (e.g., Florida, Texas, Colorado, Nebraska, California, Hawaii, Virginia). Additional job opportunities in national security

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[1] Many public and private national security sector employers have a presence and do business in Utah, including the U.S. Department of Defense, the National Security Agency, the U.S. Air Force, Boeing Company, ATK, Northrop Grumman, L-3 Communications, Hebco DESP3, Exelis, Janicki, Rockwell Collins, WestCom, and the Southwest Defense Alliance.

[2] The national security sector is diverse and large. Students in the NSS program could find jobs with U.S. federal agencies and departments, state governments and their security components, international and regional organizations, think tanks and academia, non-governmental organizations, and private companies.

[3] This would be useful for working professionals who needed additional skills or education for their current jobs or who needed additional education or credentials to be promoted.

[4] Id.

are available in other areas across the United States and in various locations abroad.

Utah's unique set of strengths has made the state a common destination and recruitment source for national security employers. Utah has the highest per capita foreign language literacy in the nation, a significantly high number of students and graduates with international experience, a commitment to technological enterprise and innovation, a population with proven devotion to civic service and concern about national security issues, and a reputation for integrity and work ethic.[5] In addition, Utah has developed a corridor of cyber business along the Wasatch Front, commonly referred to as the "Silicon Slopes," just twenty minutes north of UVU's main campus.

Combined, these advantages make Utah an ideal place to prepare students for successful careers in the burgeoning national security sector. Gary Harter, Executive Director of Veteran's Affairs with the Utah Governor's Office of Economic Development, comments that Utah is well known for its "rich history in defense, information technology, and in a lot of other business sectors, as well," and that "a number of companies tell us they like coming to Utah, and they like hiring in Utah, because they find good success with employees in Utah who can readily get security clearances. Those strong demographics include a large population of young people and a well-educated workforce."[6] Along with UVU's minor and certificate of proficiency in NSS, the emphasis will allow UVU and the State of Utah to meet the demands of this growing field.

Consistency with Institutional Mission/Impact on Other USHE Institutions
The NSS emphasis would be a perfect fit for UVU's mission, core values, and institutional role as a regional state university. The NSS emphasis will focus on teaching excellence in the classroom and providing students with practical engaged learning and career opportunities. Because UVU hosts the state's only NSS center and academic program, and because Utah has a vibrant and growing national security sector, UVU will provide critical regional educational needs. The NSS emphasis program will prepare professionally competent people of integrity to serve and contribute to a vitally important field. In addition, the NSS emphasis will serve UVU's core values by encouraging and preparing students to become contributing citizens and stewards of a globally interdependent community; supporting academic freedom and creative and critical thinking in the classroom and in all other program functions; instilling the values of integrity, honesty, creativity, and accountability; promoting diversity in all NSS functions; fostering an atmosphere of learning and leadership; preparing students to be professionally competent members of the workforce; offering numerous and diverse opportunities for engaged learning; producing cutting-edge scholarship by faculty and students; and providing quality classroom education.

Outside of UVU, there are no National Security Studies programs or similar programs within USHE. There is no anticipated collaboration with or impact on other USHE institutions and all instruction will occur within UVU's service area.

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[5] See e.g., Suzanne Struglinski, "Utahns' Language Skills Draw NSA," DESERET NEWS, Feb. 3, 2006, available at http://www.deseretnews.com/article/635181316/Utahns-language-skills-draw-NSA.html?pg=all.

[6] See Lindy Kizer, Top 5 Cities for Cyber Security Jobs, CLEARANCEJOBS.COM, May 23, 2013 available at http://news.clearancejobs.com/2013/05/23/top-5-cities-for-cyber-security-jobs/.

Finances
Because all of the courses required for this emphasis are currently taught and have sufficient capacity, no additional expenses are anticipated.

Section III: Curriculum

New Emphasis to an existing Regent approved program			
Required Emphasis Courses	**New Courses**	**Course Title**	**Credit Hours**
NSS 2010		**Intro to National Security**	**3**
NSS 301R		**National Security Area Studies**	**3**
NSS 4600		**National Security Law**	**3**
		Emphasis Core Credit Hour Subtotal:	**9**
Elective Emphasis Courses	**New Courses**	**Course Title**	**Credit Hours**
NSS 475R		**Current Topics in National Security**	**3**
NSS 4210		**Law of War**	**3**
NSS 4250		**National Security Career Strategies**	**3**
NSS 481R		**National Security Internship**	**3**
NSS 491R		**Directed Readings and Special Projects**	**3**
NSS 3050		**U.S. Intelligence Community**	**3**
NSS 4800		**Intelligence Analysis and Tradecraft**	**3**
EMSG 310G		**Introduction to Homeland Security**	**3**
POLS 3100		**Survey of International Terrorism**	**3**
POLS 3400		**American Foreign Policy**	**3**
POLS 4500		**International Conflict and Security**	**3**
POLS 4610		**International Law and Relations**	**3**
CNST 4795		**Civil Rights and Civil Liberties**	**3**
CJ 4160		**Constitutional Criminal Rights**	**3**
CJ 3340		**Radical Fundamentalism and Terrorist Financing**	**3**
HIST 4140		**Genocide in the Twentieth Century**	**3**
HIST 3440		**History of World War I**	**3**
HIST 345G		**History of World War II**	**3**
HIST 3460		**U.S. Military History**	**3**
HIST 430G		**Violence and Social Conflict in Latin America**	**3**
IT 2700		**Information Security Fundamentals**	**3**
MILS 259R		**Current Topics in Military Science**	**3**
MILS 4200		**The Profession of Arms I**	**3**
MILS 4210		**The Profession of Arms II**	**3**

PJST 3020		**Ethics of War and Peace**	**3**
PJST 3100		**Introduction to Human Security**	**3**
PJST 3400		**Conflict Transformation: Resolution and Sustainable Peace**	**3**
POLS 1440		**Introduction to Middle East Politics**	**3**
POLS 3210		**World Diplomacy**	**3**
POLS 3500		**International Relations of the Middle East**	**3**
POLS 3600		**International Relations of East Asia**	**3**
POLS 3610		**International Organizations**	**3**
		Any upper division elective approved by the NSS Director or Academic Advisor	**3**
Emphasis Elective Credit Hour Subtotal:			**9**
Emphasis Total Credit Hours:			**18**

Program Curriculum Narrative

Upon successful completion of this program, students should:

1. Discuss the U.S. national security system and process, including familiarity with the National Security Council, executive departments and agencies, presidential powers, congressional roles and powers, applicable international and domestic law, and current geographical and functional issues in the national security field.
2. Demonstrate analytical thinking and reasoning, professional writing, and public speaking and presenting skills.
3. *Apply both theoretical and practical approaches to complex national security problems, employing appropriate context to a decision-making framework.*

Utah System of Higher Education
New Administrative Unit Proposal
Cover/Signature Page—Abbreviated Template

Institution Submitting Request: *Utah Valley University*
Proposed Unit Title: *Department of Engineering*
Sponsoring School, College, or Division: *College of Engineering and Technology*
Sponsoring Academic Department(s) or Unit(s): *College of Engineering and Technology*
Proposed Effective Date: July 1, 2018
Institutional Board of Trustees' Approval Date:

Program Type (check all that apply):

☑	New Administrative Unit
☐	New Center
☐	New Institute
☐	New Bureau
☐	Conditional Three-Year Approval for New Center, Institute, or Bureau

Chief Academic Officer (or Designee) Signature:

I, the Chief Academic Officer or Designee, certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.

Name:

Date:

Unit Description—Abbreviated Template

Section I: The Request

The College of Engineering and Technology at Utah Valley University requests approval to merge the civil engineering, computer engineering, electrical engineering, pre-engineering, and mechanical engineering programs to form a new Department of Engineering effective July 1, 2018.

Section II: Program Proposal

Administrative Unit Description/Rationale

The above request is made for the following reasons:

1. In Fall 2018, the College of Engineering and Technology will offer an Associate of Science in Pre-engineering, and four bachelor of science degrees in civil engineering, computer engineering, electrical engineering, and mechanical engineering.
2. Currently, these degrees are housed in the Computer Science, Construction Technologies, and Engineering Technology Departments. This type of arrangement is highly unusual and not found in other universities that offer engineering degrees. The arrangement is also problematic, as the chairs of the departments do not possess advanced degrees in any of the engineering disciplines offered.
3. For recruiting purposes, it is also important to have an academic unit named Engineering Department. Currently, prospective students and their parents have to go to the Computer Science, Construction Technologies, and Engineering Technology Department websites to find information for electrical, civil, and mechanical engineering programs. Not a natural step when looking for information for an engineering program.
4. The College is preparing to seek ABET accreditation for all engineering programs in 2020, as a result, it is important to have the engineering programs organized into an academic unit that is managed by someone who has an advanced degree in engineering and has experience in ABET accreditation.

Consistency with Institutional Mission/Institutional Impact

The mission statement of Utah Valley University reads: "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." The proposed department fits well into UVU's mission by meeting the educational needs of the region, and will increase the number of engineering graduates needed in the region to address the projected economic growth and development along the Wasatch Front. Moreover, the proposed department will prepare professionally competent people of integrity by following the curriculum guidelines of ABET and the engineering (ASME, NSPE, ASCE, IEEE) code of ethics. The proposed department will also further strengthen existing industrial relationships and create new partnerships as well.

The faculty migration that would occur if the University were to approve the Engineering Department formation.

From **Computer Science Department**:

1. Afsaneh Minaie
2. Reza Kamali
3. Ahmad Salehi
4. Cheolhwan Oh
5. Mohammad Masoum (newly hired faculty member through engineering initiative)
6. A search is currently underway to hire a replacement for Huda Al-Ghaib

This year, the Computer Science (CS) Department has hired two new faculty members and Dr. Teng will join them on July 1, 2018. Moreover, two CS faculty positions remain open. Therefore, the total number of faculty members in the Computer Science Department will be reduced by only one.

From **Construction Technologies Department**:

7. Amanda Bordelon (newly hired civil engineering faculty, through engineering initiative funds)
8. Thom Hales (newly hired civil engineering faculty, through engineering initiative funds)
9. Jim Cox (he will still teach for construction management program)

Currently, the department is in the process of hiring a new faculty member. Therefore, no change in the total number of faculty members in the department.

From **Engineering Technology Department**:

10. Sean Tolman
11. Masood Amin
12. New mechanical engineering hire through engineering initiative funds.

Drs. Tolman and Amin have been teaching pre-engineering courses, so their migration should not affect the EART and Mechatronics programs. Moreover, this coming year, the Engineering Technology Department will be hiring two new faculty members through PBA funds. Therefore, there will be no change in the total number of faculty members in the department.

Finances
Next year, the College has sufficient internal funding to cover the following needs: a department chair stipend; adjunct faculty to cover release time for the department chair; a part-time administrative assistant to help with class scheduling and faculty support; and additional funds for letterheads, signage, and so forth. Eventually, as the department grows, a request for a full-time staff may be made through the PBA process.

Utah Valley University
Strategic Planning Integration

Utah Valley University's deep commitment to its foundational mission and active strategic planning efforts are essential to the university's success. UVU proudly serves as an open-admission, dual-mission university, serving the needs of a large, rapidly growing, and increasingly diverse region. This sense of purpose is clearly expressed in UVU's mission statement, core themes, and administrative imperatives, which permeate our culture, form the basis of strategy setting at all levels, and are exhibited in the creation of broad institutional plans and the annual planning, budgeting, and assessment process for operating units.

This Strategic Planning Integration document consolidates the major efforts of the university expressed in its five key institutional plans—the Academic Master Plan, the Facilities Master Plan, the Strategic Inclusion Plan, the Completion Plan, and the Strategic Plan for Managing Growth—and several supporting documents. This document does not supplant existing planning efforts, nor does it identify new directions. Instead, it identifies common elements of the major plans that are driving achievement of the mission, core themes, and administrative imperatives across the university, providing a comprehensive view of our commitment to being the nation's best open admissions platform for student success.

STRATEGIC ENVIRONMENT

UVU must navigate significant opportunities and challenges, ones that often stand in stark contrast to those facing higher education institutions across the nation. We offer an innovative model for higher education in a rapidly expanding region at a time when higher education in America faces tremendous scrutiny over questions of value and cost. UVU's Strategic Planning Integration responds to the challenges and opportunities its strategic position presents.

UVU serves a region experiencing remarkable economic and population growth and diversification that is projected to continue through the coming decades. Higher education remains a key engine of growth for Utah's economy, and our service region will continue to need more college graduates to fuel its growth and to build communities that sustain that growth. The growing population now looks to UVU as their first choice for preparing them to participate in our region's economic transformation. Demand for both enrollment and graduates is an enviable opportunity in a national environment of declining enrollment, but it is not without its challenges. We must ensure that we meet the region's needs not just for more students and more graduates but more importantly for graduates who will serve the specific needs of Utah Valley.

UVU's dual-mission model combines the opportunities afforded by a comprehensive university with the more accessible programs and services offered by community colleges. We are one of relatively few open admission institutions to have fully championed offering non-credit, developmental, career and technical, transfer, baccalaureate, and master's level education and training. This approach is increasingly recognized internationally as a model for accessible, quality education. Community colleges nationally are increasingly offering bachelor's degrees, while nearly half of all public four-year institutions offer associate's degrees.

Utah's dual-mission approach has been an emphatic success statewide. It has led to relatively high attainment of associate's degrees among Utah residents, and continues to facilitate retention of associate's degree students through the bachelor's degree. It has done so efficiently, taking advantage of economies of scale and eliminating the duplication of facilities and services that would prove prohibitive if Utah moved toward a traditional model of independent community colleges and regional universities.

UVU's dual mission approach is uniquely suited to meeting our service region's needs. We maintain low tuition costs and provide a range of stackable options for students from short-term training through master's degrees. Our outstanding academic programs attract highly prepared students. Our commitment to access provides opportunity for students across the educational continuum. We serve students who have historically been—and too often still are—underrepresented in higher education.

But we recognize the challenges inherent in maintaining this mission. Low tuition requires fiscal vigilance. Stackable credentials come only through intentionality in program design. Welcoming students who lack the financial, academic, or social capital of traditional college students reinforces pressure to ensure student retention and persistence to degree completion. As the region's population grows and diversifies, we must maintain a strong commitment to ensure not only that we welcome all students but that we provide the programs, services, and resources to support their success.

We know that our need to grow and expand with our service region will challenge available resources. But UVU also recognizes that our resource environment presents opportunities to build a stronger university. Utah's continued support for higher education as a public good worthy of state investment, natural growth in tuition revenue through enrollment growth, and our success in diversifying our funding sources contrast strikingly with the more difficult trends of declining enrollment, eviscerated public funding, and steep tuition increases faced by many institutions across the nation. UVU shows that a collaborative relationship among institutions, communities, and public officials can build a successful and accessible higher education model that generously rewards the taxpayers' and students' investments.

MISSION

Utah Valley University's current mission was developed through an iterative process in conjunction with its designation as a state university on July 1, 2008. This mission statement reflects our commitment to regional educational needs, our focus on opportunity and student success, and our history of engaged teaching and learning:

> *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.*

Our mission statement implements UVU's regional university role within the Utah System of Higher Education, as established by Utah Code and Regents Policy R312. We provide career and technical education, undergraduate associate and baccalaureate programs and select master's degree programs to fill regional or state workforce demands. We support student success through developmental programs and services associated with a comprehensive community college. We emphasize teaching, scholarly, and creative achievements that complement teaching
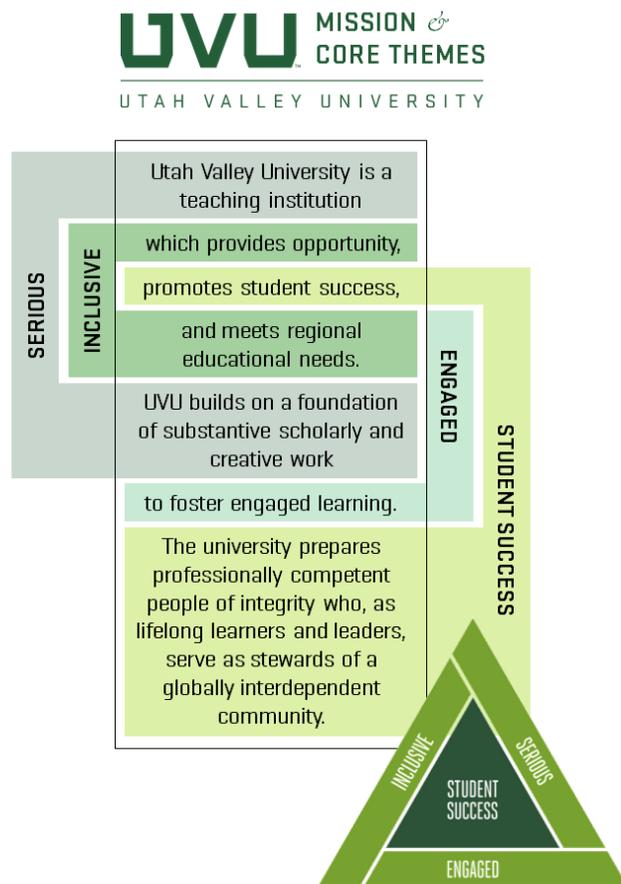
and community service. We select, retain, and promote faculty primarily based on evidence of effective teaching. We contribute to the quality of life and economic development at the local and state levels.

Dual-Mission Approach

Central to our mission are UVU's dual-mission model and open admissions system. UVU provides a first-rate teaching university while retaining the access, affordability, and programming of a community college. This model is transforming access to higher education while allowing the university to continue adding innovative programs and training in direct response to the needs of the students and employers of the region. This cost-effective and responsive approach provides a path of educational, personal, and professional success for our students.

Core Themes and Administrative Imperatives

UVU uses core themes to express and articulate its mission. These core themes clarify the university's purposes, characteristics, and expectations. Each core theme can be found within the mission statement. In addition to the core themes, the university utilizes three administrative imperatives that identify key principles critical for sustained fulfillment of the university's mission and core themes. The core themes are the foundation for mission fulfillment and the administrative imperatives provide for mission sustainability. Together, the mission, core themes, administrative imperatives, and objectives form the basis for all planning, assessment, and resource allocation at UVU.

Core Themes

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

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

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

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

Administrative Imperatives

Operate Ethically and Effectively: UVU operates responsibly through ethical conduct and best practices in planning, decision making, and resource management.

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

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

Institutional Commitments

Student Success Declaration. Our pursuit of our mission is built on a commitment to student success and ethical responsibility. UVU aims to be the nation's best open admissions platform for student success. As

expressed in the Student Success Declaration, student success is the core of our mission. UVU is committed to being the nation's best open admissions platform for student success. We welcome all who seek learning at every level of preparation, and provide transformational opportunities to change the trajectories of lives. UVU offers a range of possibilities for individuals to explore, develop, and flourish. By being serious, engaged, and inclusive, we prepare students to achieve their goals, make meaningful contributions, and shape the future.

Statement on Ethical Conduct and Code of Conduct. The President's Council Statement on Ethical Conduct affirms our commitment to honesty, integrity, legal compliance, financial stewardship, and accountability. A shared commitment to ethical behavior is essential to our success in fulfilling our mission, conducting its business activities, strengthening its professional reputation for excellence, and maintaining the public's trust. As stewards of the University's finances, assets, resources, and public image, we must conduct ourselves with honesty and integrity. We expect that all faculty, staff, and administrators will demonstrate leadership in this effort by exhibiting and reinforcing ethical practices in their own areas. This requires compliance with UVU's Code of Conduct and the requirements set by university policy and applicable laws. Accountability at all levels is critical.

STRATEGIC PLANNING INTEGRATION

Traditional institution-wide strategic planning efforts tend to be episodic and produce a singular, comprehensive university strategic plan intended to guide the institution over a fixed time period—plans that then sit on a shelf until the next planning period approaches. UVU approaches university-wide strategic planning as a process rather than an event, engaging appropriate stakeholders focused on key elements of the university's mission. These ongoing and iterative efforts reflect our commitment to organizational assessment and continuous improvement. They produce a relevant set of distinct but complementary university-wide strategic plans. Each of these plans is aligned with our mission, and provide objectives and strategies that guide decisions and actions in support of our mission fulfillment. Taken as a whole, this set of plans forms a comprehensive, integrated university strategy. UVU currently maintains five university-wide plans:

Academic Master Plan. The Academic Master Plan establishes six goals with supporting strategies and indicators of progress designed to guide academic planning, resource allocation, and other efforts at UVU.	April 2018
Completion Plan. UVU's retention initiative establishes a foundation for student success through a comprehensive First Year Experience and freshmen interventions, based on five key reasons UVU students leave.	September 2017
Facilities Master Plan. The Facilities Master Plan articulates the framework for use of the main campus, west/health campus, and Vineyard property to create an efficient, engaging, educationally effective, and distinctive environment for students, staff, and faculty through 2056.	November 2016

Strategic Inclusion Plan. The Strategic Inclusion Plan was the result of a campus-wide comprehensive dialogue about inclusivity and established goals and actions to create a more inclusive learning and working environment through 2018. It is currently being updated.

<div style="text-align: right">August 2014 (update to be adopted in Fall 2018)</div>

Strategic Plan for Managing Growth. The Strategic Plan for Managing Growth 2016 Update renews previous growth planning and progress since the full 2011 plan, and articulates UVU's anticipated needs from 2016 through 2025. It is currently being updated.

<div style="text-align: right">December 2016 (update to be adopted in Fall 2018)</div>

Supporting Documents. Several documents define specific concepts, values, and practices in support of the five plans. These documents include the Student Success Declaration, the President's Council Statement on Ethical Conduct, the UVU Code of Conduct, and the President's Council Sustainability Resolution. These documents provide important context for the strategies that we pursue.

Future Planning. Several additional planning processes that will influence future iterations of this planning integration framework are underway. Plans in development such as a strategic engagement plan, the Alumni and Development divisional strategic plan (which addresses development strategies for the entire campus), a strategic marketing plan, and revisions to the Strategic Inclusion Plan and Strategic Plan for Managing Growth will set new directions and influence activities across divisions and areas of operations.

Each of these plans establishes aims and approaches that promote achievement of the university's mission, core themes, and administrative imperatives. Organized by Core Theme and Administrative Imperative, this set of plans articulate UVU's comprehensive, integrated strategy for mission fulfillment.

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

- We offer a range of integrated and deliberate academic pathways and student support opportunities for student success.

<div style="text-align: right">Academic Master Plan; Completion Plan</div>

- Our faculty, in collaboration with staff and administrators, creates an environment that inspires students to dive purposefully into their education, embrace learning, and recognize its long-term and multifaceted value.

<div style="text-align: right">Academic Master Plan</div>

- We ensure access to educational success, not just opportunity, for students at every level of preparation and social representation.

<div style="text-align: right">Academic Master Plan; Inclusion Plan</div>

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

- We engage with the community in addressing regional opportunities and challenges, concurrently working to improve the region and to

<div style="text-align: right">Academic Master Plan</div>

offer students opportunities for civic engagement and global competency.

• We offer an engaged curriculum and university experience that emphasizes active and practical application of knowledge enhanced by faculty research, scholarship, and creative work.	Academic Master Plan
• We prepare students for lives of understanding, meaning, and contribution to civil society, benefiting the global community.	Academic Master Plan
• We maximize the benefits we provide to the region's communities by being inclusive, ensuring that all populations have access to higher education.	Inclusion Plan; Academic Master Plan

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

• We create a welcoming environment for students by strengthening intercultural competencies and engagement; building a diverse faculty and staff; and providing a campus culture of validation, belonging and personal safety.	Inclusion Plan; Completion Plan
• We help underrepresented students level the field of opportunities by increasing access, supporting academic success, maintaining affordability, and increasing completion rates.	Inclusion Plan; Academic Master Plan; Completion Plan
• We serve the region's educational needs through comprehensive education and training opportunities that reflect students' and employers' interests.	Inclusion Plan; Academic Master Plan
• We prepare students to value diversity, increase understanding, and navigate a complex world.	Inclusion Plan; Academic Master Plan

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

• We provide a rigorous curriculum with effective instruction by full-time and adjunct professors who offer a vibrant, up-to-date learning environment enhanced by scholarly research and creative work and focused on understanding the richness and beauty of human discovery and advancement.	Academic Master Plan
• We empower students with the foundational knowledge and skills for advanced study, the workplace, and life in the wider world through general education and program coursework.	Academic Master Plan

- We utilize consistent, substantive assessment processes to ensure excellence in academic and administrative endeavors.

  Academic Master Plan; Completion Plan; Inclusion Plan

- We strive to accommodate student enrollment growth while simultaneously preserving an academic rigorous environment supported by appropriate resources.

  Academic Master Plan; Strategic Plan for Managing Growth

Operate Ethically and Effectively: UVU operates responsibly through ethical conduct and best practices in planning, decision making, and resource management.

- We demonstrate our ethical responsibility in the way we operate, valuing inclusion, operational sustainability, wise stewardship of resources, and a focus on measurable results and accountability.

  Inclusion Plan

- We seek and maintain adequate resources and capacity to sustainably achieve student success.

  Academic Master Plan; Facilities Master Plan; Strategic Plan for Managing Growth

- We seek affordability for students through cost-effective management, including prioritizing and reallocating resources to their most effective uses.

  Academic Master Plan

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

- We maximize main campus capacity within its identified boundaries by relocating non-academic facilities and services off the main campus and increasing the density of development on the main campus.

  Facilities Master Plan

- We recognize the challenges and opportunities of growth in the region's population and student enrollments, and prepare for growth through forward-looking facilities planning and prioritization, careful expansion of faculty and staff, wise use of financial resources, and strategic efforts to acquire public and private resources.

  Strategic Plan for Managing Growth; Facilities Master Plan

- We prepare for a growing diverse, non-traditional student body by increasing support for underserved students, developing a more diverse faculty and staff, and adapting instructional methods.

  Inclusion Plan; Strategic Plan for Managing Growth

- We minimize the risks posed by rapid growth to student success, inclusion, and academic rigor through well-planned strategies to secure resources and operate effectively.

  Strategic Plan for Managing Growth; Academic Master Plan

- We engage with our communities and stakeholders to identify and implement and community-centric planning initiatives and

  Facilities Master Plan

transportation strategies that effectively meet the needs of UVU's
students and lessen the impact of enrollment and facility growth on the
community.

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

- We obtain significant, sustained increases in state and private financial
  support to provide affordable tuition/fees, champion inclusion,
  maintain high-quality full-time faculty ratios, and expand quality
  educational facilities.

  Academic Master Plan; Inclusion Plan; Facilities Master Plan

- We create, acquire, and maintain physical environments which
  facilitate learning through faculty/student interaction and extra- and co-
  curricular activities, and enhance community engagement and
  outreach.

  Facilities Master Plan

CONCLUSION

To be effective, strategic planning must be infused into the culture and climate of the university. UVU's
integrated strategic plans guide decision-making, organizational assessment, policy and practice, and
resource allocation. Ongoing alignment of actions to plans will continue to drive UVU's future
organizational effectiveness and sustainability as it relentlessly focuses on the most important outcome of
all—student success.

DATE:	**June 28, 2018**
TITLE:	**Consent Calendar**
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	**Justin Jones, Chief of Staff & Secretary to the Board**
SUBJECT:	**Consent Calendar**

BACKGROUND:	The Board of Trustees is being asked to approve the Consent Calendar which contains the following items: 1. Minutes of March 28, 2018 2. February, March, & April 2018 Investment Reports 3. 2017-18 Education & General Appropriated Revenue Revision 3 4. 2017-18 Institutional Discretionary Budget Revision 2 5. 2018-19 Education and General Appropriated Revenue Revision 1 6. FY 2018 Non-Substantive Policy Changes 7. OGC New Hire: Director of the Office of Technology Commercialization and Intellectual Property Counsel
ALTERNATIVES:	• **Approve** as presented, "I move to approve the consent calendar as presented." • **Amend** and approve, "I move to approve, as amended…" • **No action**, "I move that we go to the next agenda item…"
FINANCIAL IMPACT:	Available upon request

EXHIBITS:	a. Minutes of March 28, 2018
	b. February, March, & April 2018 Investment Reports
	c. 2017-18 Education & General Appropriated Revenue Revision 3
	d. 2017-18 Institutional Discretionary Budget Revision 2
	e. 2018-19 Education and General Appropriated Revenue Revision 1
	f. FY 2018 Non-Substantive Policy Changes
	g. OGC New Hire: Director of the Office of Technology Commercialization and Intellectual Property Counsel

UVU BOARD OF TRUSTEES
March 28, 2018
8 a.m. – SC 213c, Utah Valley University

Board of Trustee Members Present
Elaine Dalton, Chair
Karen L. Acerson
Rick Nielsen
Rob Smith
Jack Sunderlage, Second Vice Chair
Jill Taylor
Paul Thompson
R. Duff Thompson, First Vice Chair

Guests
Braley Dobson
Randy Johnson
Mario Markides
Dean David McEntire
Scott Trotter

UVU Attendees
Karen Clemes, General Counsel
Scott Cooksey, Vice President Development and Alumni
Matthew S. Holland, President
Justin Jones, Chief of Staff, Secretary to the Board
Linda Makin, Vice President Planning, Budgets, and HR
Cameron Martin, Vice President University Relations
Jeff Olson, Senior Vice President, Academic Affairs
Val Peterson, Vice President Finance and Administration
Kyle Reyes, Vice President Student Affairs
Craig Thulin, Faculty Senate President
Katie Zabriskie, Executive Communication Officer

I. ACTION

1. Resolution of Appreciation

Trustee Jack Sunderlage read a Resolution of Appreciation in recognition of the service Trustee Rob Smith provided the Board of Trustees during his time as UVUSA Student Body President. Trustee Smith was presented with the resolution and a clock as a token of the Board's gratitude.

2. Requisition

The Trustees were presented with a requisition in the amount of $3,000,000 to allow for a comprehensive RFP to address ongoing engine related issues in the existing Diamond Multi-Engine DA-42 training aircraft. Aviation is pleased with the progress that the program has made in recent years and would like to avoid incidences that will create barriers to program growth, of which the difficulties maintaining the functioning of the Diamond Multi-Engine DA-42 training aircraft is one. Financing of the purchase of new planes will come both from the sale of the existing planes and borrowing of funds. Course fees will replace any borrowed funds. The Trustees discussed further the means by which Aviation will fund the purchase, the expected timing of the purchase, the impact of aircraft downtime on the student flight hours, and a recent incident involving an off-runway landing. <u>Trustee Paul Thompson motioned to approve a comprehensive RFP by Aviation to address ongoing engine related issues in the existing Diamond Multi-Engine DA-42 training aircraft with the understanding that expenditures to the selected company may amount to as much as $3,000,000. Trustees R. Duff Thompson and Rick Nielsen seconded. The motion carried without opposition.</u>

3. Policies

The Trustees were presented with several policies to consider for approval. Policy 522 Credits & Transfers was presented as a policy revision that provided clarity around transfer courses, gave greater support to transfer students, better addressed veterans, and aided faculty decision-making. <u>Trustee P. Thompson motioned to approve Policy 522 Credits & Transfers. Trustee James Clarke seconded. The motion carried without opposition.</u> Policy 609 Business & Industry Incentive Plan for Course Delivery was presented as a request for deletion due to its age and lack of relevance. New departmental guidelines will be developed as a replacement. <u>Trustee Nielsen motioned to approve the deletion of Policy 609 Business & Industry Incentive Plan for Course Delivery. Trustee Karen Acerson seconded. The motion carried without opposition.</u> Policy 654 Faculty Merit Pay was presented as a new policy that formalizes the faculty merit pay initiative which ties annual reviews to merit pay and supports UVU's teaching mission. The funding and phasing process was reviewed as was the ability to use secondary funds to help in the retention of high performing faculty. The support of the Faculty Senate was noted. <u>Trustee P. Thompson motioned</u>

to approve the adoption of Policy 654 Faculty Merit Pay. Trustee Sunderlage seconded. The motion carried without opposition. Policy 705 Unmanned Aircraft Systems was presented as a new policy that dictates University policy around the usage of drones and ensures FAA compliance. The Trustees heavily discussed expectations of privacy and protection thereof. The expressed protection of offices was recommended. The Trustees felt that further revisions to the policy were necessary before a formal vote could be made. Trustee D. Thompson motioned to table Policy 705 Unmanned Aircraft Systems until a future meeting. Trustee P. Thompson seconded. The motion carried without opposition.

4. 2018-19 Tuition

The Trustees were presented with a proposal recommending no 2nd tier increase for UVU's 2018-19 Tuition because of the sufficiency of UVU's current available funds. The Trustees discussed in great depth and detail the rationale behind UVU's commitment to maintaining low tuition with attention given to the use of waivers, discounting, perception of "sticker price" by minorities and first-generation students, debt-loan aversion, legislative conversations, and leading research on the relationship between poverty and tuition mindset. Recognition was made that keeping a long-term view of tuition is necessary to be good stewards of resources. There was consensus that raising tuition will become necessary at some point and openness to this reality will best serve the institution's commitment to student success. Trustee Sunderlage motioned to approve the recommended 2018-19 Tuition proposal. Trustee P. Thompson seconded. The motion carried without opposition.

5. 2018-19 Student Fees

The Trustees were presented with a proposal for 2018-19 Student Fees. The recommendation was to maintain Student Fees at the current amount of $345 but direct $0.90 of funds away from building bonds and reallocate $0.40 to Student Health Services and $0.50 to Athletics for "The Den." The rationale behind this reallocation, particular the benefit to student well-being and engagement, was explained. It was noted that maintain this fee level still allows UVUSA to save for future projects. Trustee Acerson motioned to approve the 2018-19 Student Fee proposal. Trustee Clarke seconded. The motion carried without opposition.

6. 2018-19 Compensation Plan

The Trustees were presented with a proposal regarding employee compensation, including benefits. The benefit review process was explained as was the decision to draw upon existing funds to cover legislative shortfall in the provision of funds to cover premium increases. All employees will receive a $200 increase to help cover these increases. The strength of the plan and the latitude remaining with regards to UVU funds was noted. Discussion then turned to the rubric for compensation decisions, both for staff and for faculty. Trustee Sunderlage motioned to approve the 2018-19 Compensation Plan. Trustee Thompson seconded. The motion carried without opposition.

7. UVU Foundation – UVU Memorandum of Understanding

The Trustees were presented with a recommendation to approve a new MOU between the UVU Foundation and UVU. This new agreement replaces the existing MOU which was signed in 1990. The new document ensures Board of Regent compliance, adequately addresses the interdependent relationship of the entities, and outlines the shared vision and priorities of both entities, thereby protecting the relationship between them into the future. The Trustees were informed that the UVUF Board of Directors approved the agreement on February 22, 2018. Trustee D. Thompson motioned to approve the adoption of the Memorandum of Understanding between the UVU Foundation and UVU. Trustees Clarke and Smith seconded. The motion carried without opposition.

II. EXECUTIVE SESSION

Trustee Smith motioned to enter Executive Session to discuss character, professional competence, or physical or mental health of an individual and real estate Transactions. Trustee Nielsen seconded. The motion carried without opposition.

I. ACTION ITEMS (CONTINUED)

8. Rank Advancement

Trustee Acerson motioned to approve the rank advancement to Senior Lecturer for Angie Carter and Stephen Purdy and the rank advancement to Professor for Kim Bartholomew, Michael Bunds, Fern Caka, Christopher Clark, Janet Colvin, Stan Harward, Betsy Lindley, Bob Palais, Stephen Pullen, Alex Simon, Kevin Smith, Elaine Tuft, and Bryan Waite. Trustee P. Thompson seconded. The motion carried without opposition.

9. Tenure

Trustee Smith motioned to approve tenure for Kim Abunuwara, Laurel Bradshaw, Rodger Broome, Colleen Bye, Monica Campbell, Stephen Chamberland, Marty Clayton, Sara Flood, Michaela Gazdik-Stofer, Vance Gough, Merrill Halling, Basil Hamdan, Mohsen Hamidi, Laurie Harrop-Purser, Jessica Hill, Hilary Hungerford, Francine Jensen, Thomas Mgonja, Christopher Nguyen, Nyree-Dawn Nichols, Kim Nielsen, Matthew North, Xiaoli Ortega, Hong Pang, Jerry Petersen, Karen Preston, Kevin Rhoads, George Rudolph, Sheri Rysdam, Makenzie Selland, Sowmya Selvarajan, James Shurtleff, Eric Stencil, and Weihong Wang.

III. COMMITTEE REPORTS

Trustee D. Thompson indicated that the *Audit Committee* had not met since the February Trustee meeting but asked Trustee Sunderlage to briefly report on the Regents Audit meeting. Trustee Sunderlage noted that it was a good meeting with conversation centering on student residency, waivers, and adjunct faculty.

As an update on the *Finance and Facilities Committee*, Trustee Sunderlage asked VP Val Peterson to provide the Board with a brief report. VP Peterson noted that the bubble over the soccer fields in Vineyard was now up and a ribbon cutting would following in the coming weeks and that the warehouse would celebrate its opening in mid-May. He indicated that the Noorda Center for the Performing Arts was 60% complete and on-budget. This budgetary constraint has solicited inquiries from other institutions as to how UVU is holding down costs. The Trustees then discussed progress on the pedestrian bridge planning and funding discussions.

Trustee Acerson noted that the *Honorary Award Committee* did not meet but was looking forward to the Awards of Excellence Dinner. Trustee P. Thompson indicated that the activities of the *Academic Affairs Committee* was previously addressed in the meeting.

IV. CONSENT CALENDAR

The Trustees were asked to review the Consent Calendar which consisted of the minutes of February 22, 2018; the investment report for January 2018; the 2017-18 Education & General Appropriated Revenue Revision; and, the Human Resources Annual Report. Trustee Nielsen motioned to approve the Consent Calendar and Trustee Acerson seconded. The motion carried without opposition.

V. INFORMATION

1. Formal Action of Northwest Commission on Colleges & Universities (NWCCU)

VP Makin provided the Trustees with a brief summary of the formal action by NWCCU which emerged from the October 2017 accreditation site visit. She noted that UVU had received both significant commendations, particularly for emphasis on student success, as well as several recommendations, some of which were contradictory and unexpected in their nature given prior accreditation reviews. She indicated that she and President Holland had the opportunity to address some of their concerns to NWCCU at a January meeting in Seattle. VP Makin stated that UVU has a plan for addressing the NWCCU's recommendations and will be prepared with responses and indications of efforts toward improvement on the required timeline.

2. President's Report and Legislative Update

President Holland provided the Trustees with a gift of appreciation, the recently published Fine Arts and Design engaged learning book, *Arthur Futurus*. He then began his update on the current happenings at the university. He spoke to future events including the Constitutional Symposium on Religious Liberty, the Andrea and James Clarke Building Naming, the Awards of Excellence, Hoagies with Holland and Farewell Reception, Commencement, and the Dual-Mission Summit which includes a lecture by LeVar Burton. President Holland noted the success of the Pasek and Paul Lecture, the Hugh Herr Presidential Lecture, and the Women's Leadership Luncheon at which Paige had been surprised by an endowed scholarship in her name. He also spoke to the recent success by the Culinary Arts program and the UVU wrestling team. President Holland then provided the Trustees with an update on the legislative session, noting the monies allocated by the state to the system and to UVU in particular for student growth, completion, workforce, and performance-based. He noted the money UVU was approved to spend on designs for the new Woodbury Building and funds allocated for projects which impact UVU. Finally, President Holland spoke about the recent Development trips to Washington, D.C./Gettysburg and Israel. He ended with a brief note of farewell to the Trustees.

CASH AND INVESTMENT REPORT
February 2018

Monthly Composite Performance Review
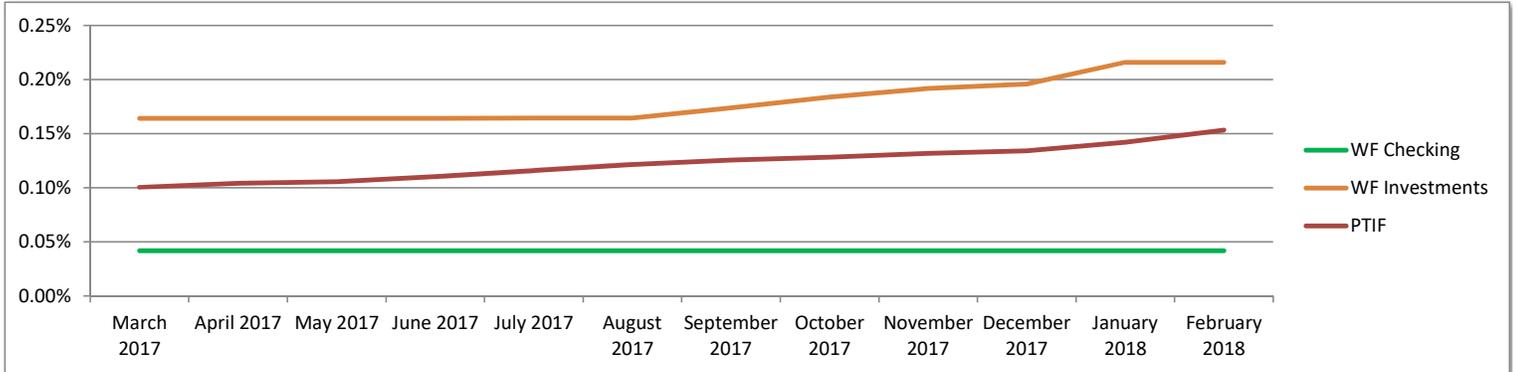## UTAH VALLEY UNIVERSITY
February 2018

UVU UTAH VALLEY UNIVERSITY

Account Activity

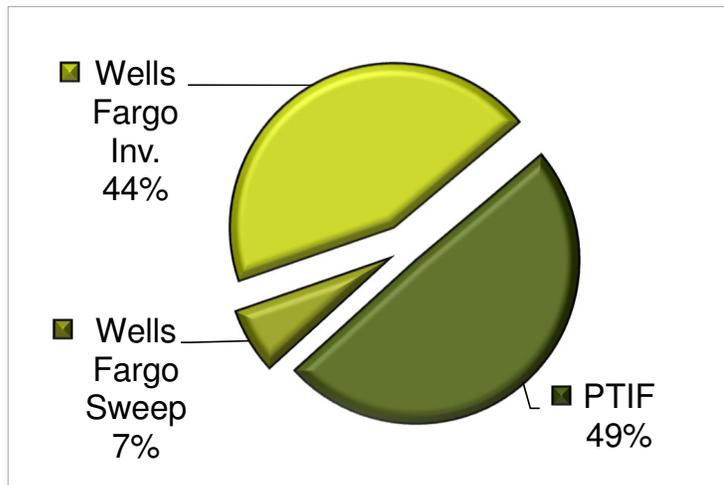|	Checking/Sweep	Investments	PTIF	Total University Cash and Investments	Past Twelve Months of Activity
Beginning Balance	$ 6,983,094	$ 78,393,279	$ 101,683,690	$ 187,060,063	$ 174,598,569
Interest/Earnings Credit	5,890	87,517	139,990	233,397	2,704,229
Acquisitions/Credits	4,010,038	8,683,000	5,422,753	18,115,791	271,647,271
Dispositions/Debits	-	(12,000,000)	(19,000,000)	(31,000,000)	(267,648,750)
Unrecognized Gain/Loss	-	16,992	-	16,992	(111,762)
Fees	(5,890)	-	-	(5,890)	(79,598)
Transfers *	-	(87,517)	(4,359,333)	(4,446,850)	(11,136,456)
Ending Balance	$ 10,993,132	$ 75,093,271	$ 83,887,100	$ 169,973,503	$ 169,973,503

* Transfers consist of activity between UVU and the Foundation and interest transferred to UVU.
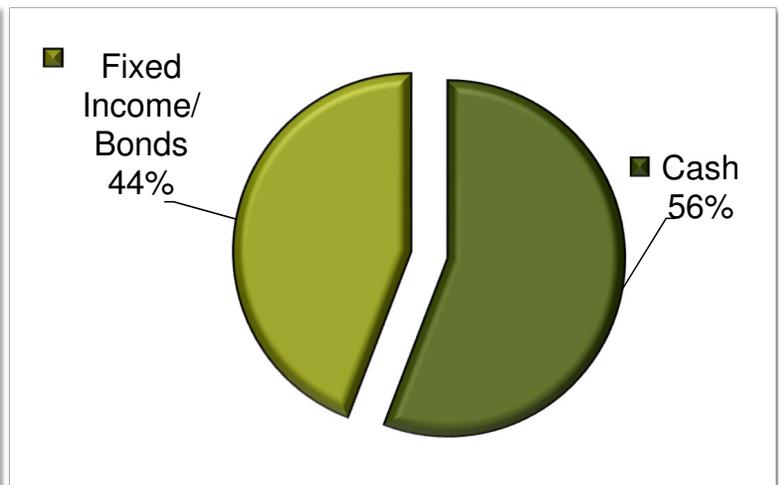
1.44%
12 Month Return

Performance Returns

	Wells Fargo Checking/Sweep	Wells Fargo Investments	PTIF
March 2017	0.04%	0.16%	0.10%
April 2017	0.04%	0.16%	0.10%
May 2017	0.04%	0.16%	0.11%
June 2017	0.04%	0.16%	0.11%
July 2017	0.04%	0.16%	0.12%
August 2017	0.04%	0.16%	0.12%
September 2017	0.04%	0.17%	0.13%
October 2017	0.04%	0.18%	0.13%
November 2017	0.04%	0.19%	0.13%
December 2017	0.04%	0.20%	0.13%
January 2018	0.04%	0.22%	0.14%
February 2018	0.04%	0.22%	0.15%
Monthly Average	0.04%	0.18%	0.12%
12 Month Return	0.50%	2.16%	1.47%

Line chart: WF Checking, WF Investments, PTIF (March 2017 – February 2018)

UVU Cash and Investments as a Percent of Total

Wells Fargo Inv. 44%
Wells Fargo Sweep 7%
PTIF 49%

UVU Cash and Investments Investments by Type

Fixed Income/Bonds 44%
Cash 56%

Monthly Composite Performance Review
UVU Foundation
February 2018

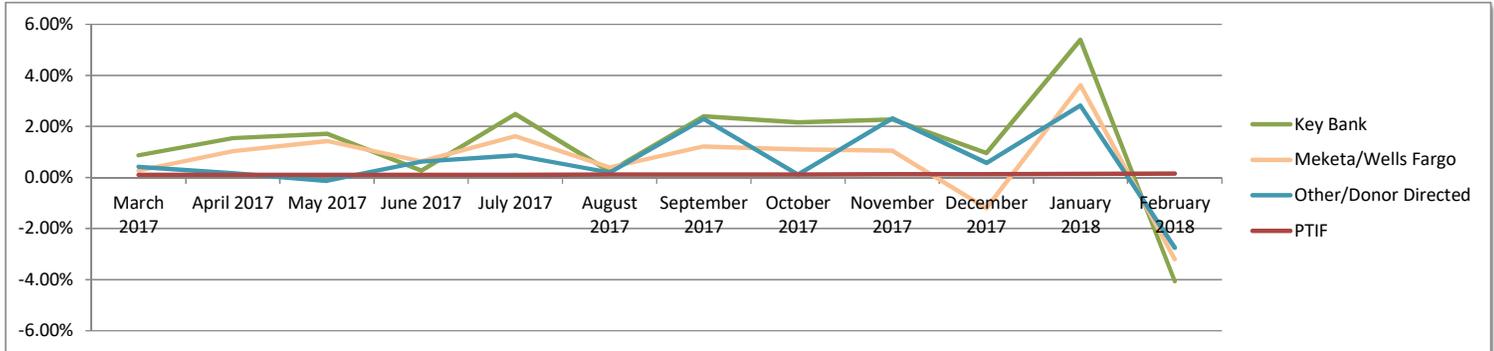**UVU FOUNDATION**
UTAH VALLEY UNIVERSITY

Account Activity

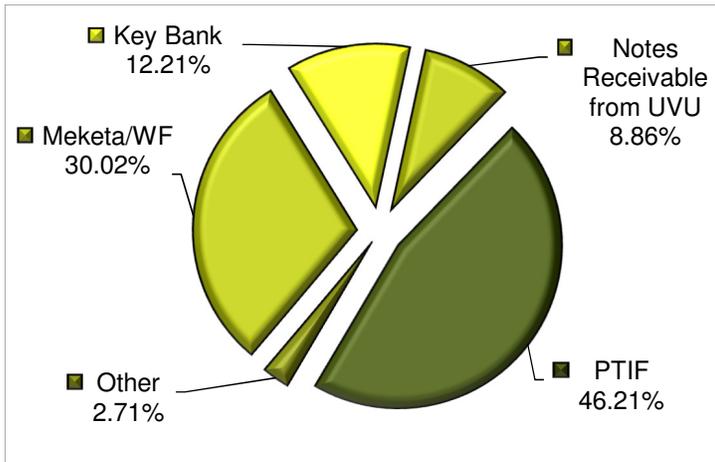|	Unrestricted	Temporarily Restricted	Permanently Restricted - Endowments	Total Foundation Investments	Past Twelve Months of Activity		Notes Due From University ^
Beginning Market Value	$ 8,156,155	$ 46,302,256	$ 27,805,063	$ 82,263,474	$ 71,400,142	Beginning Balance	$ 8,585,565
Interest	7,856	59,048	30,897	97,801	1,040,755	Additional Notes	-
Acquisitions	-	46,080	352,826	398,906	32,955,569	Principal Received	(303,438)
Dispositions	-	(41,416)	(361,666)	(403,082)	(33,084,569)	Ending Balance	$ 8,282,126
Gain/Loss Rec & Unrec	(76,426)	(429,961)	(944,099)	(1,450,486)	3,416,578	Interest Received	$ 239,636
Fees	(6,034)	(670)	(15,967)	(22,671)	(159,326)	Rate	5.5%
Transfers *	74,604	3,213,177	1,071,552	4,359,333	9,674,126	^ Fiscal Year Activity	
Ending Market Value	$ 8,156,155	$ 49,148,514	$ 27,938,606	$ 85,243,275	$ 85,243,275		
Monthly Return	-0.91%	-0.80%	-3.34%	-1.67%			
12 Month Return	3.53%	4.25%	10.14%		6.02%		

* Transfers consist of activity between money market accounts and other investment accounts as well as activity between the University and the Foundation.
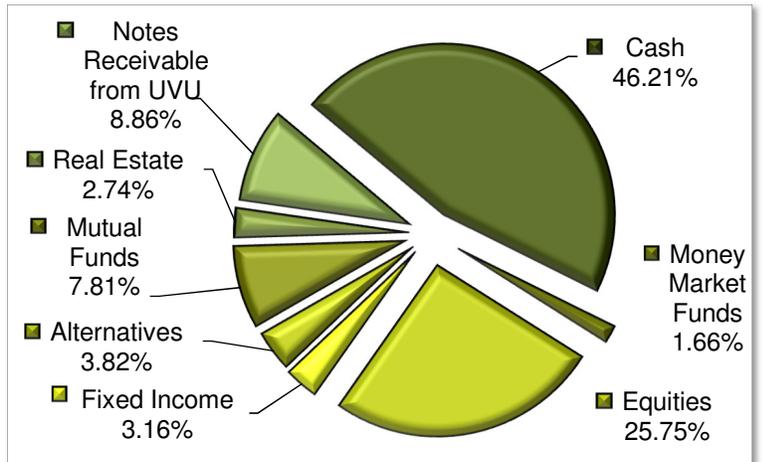
Performance Returns

	Key Bank	Meketa/ Wells Fargo	Other - Donor Directed	PTIF
March 2017	0.87%	0.27%	0.42%	0.10%
April 2017	1.54%	1.03%	0.17%	0.10%
May 2017	1.72%	1.43%	-0.13%	0.11%
June 2017	0.27%	0.63%	0.62%	0.11%
July 2017	2.49%	1.62%	0.87%	0.12%
August 2017	0.25%	0.39%	0.20%	0.12%
September 2017	2.40%	1.22%	2.30%	0.13%
October 2017	2.17%	1.11%	0.12%	0.13%
November 2017	2.27%	1.06%	2.31%	0.13%
December 2017	0.95%	-1.20%	0.57%	0.13%
January 2018	5.40%	3.61%	2.82%	0.14%
February 2018	-4.06%	-3.20%	-2.75%	0.15%
Monthly Average	1.36%	0.66%	0.63%	0.12%
12 Month Return	15.14%	7.96%	7.52%	1.47%

UVU Foundation Investments as a Percent of Total

- Key Bank 12.21%
- Notes Receivable from UVU 8.86%
- Meketa/WF 30.02%
- PTIF 46.21%
- Other 2.71%

UVU Foundation Investments by Type

- Notes Receivable from UVU 8.86%
- Cash 46.21%
- Real Estate 2.74%
- Mutual Funds 7.81%
- Money Market Funds 1.66%
- Alternatives 3.82%
- Fixed Income 3.16%
- Equities 25.75%

CASH AND INVESTMENT
REPORT
March 2018

Monthly Composite Performance Review
UTAH VALLEY UNIVERSITY
March 2018

UTAH VALLEY UNIVERSITY

Account Activity

|	Checking/Sweep	Investments	PTIF	Total University Cash and Investments	Past Twelve Months of Activity
Beginning Balance	$ 10,993,132	$ 75,093,271	$ 83,887,100	$ 169,973,503	$ 164,004,128
Interest/Earnings Credit	5,916	176,065	139,180	321,161	2,790,566
Acquisitions/Credits	683,223	11,000,000	5,419,396	17,102,619	283,577,997
Dispositions/Debits	-	(10,600,000)	(18,000,000)	(28,600,000)	(280,035,753)
Unrecognized Gain/Loss	-	(90,480)	-	(90,480)	(185,470)
Fees	(5,916)	-	-	(5,916)	(79,697)
Transfers *	-	(176,065)	(1,970,721)	(2,146,786)	(13,517,670)
Ending Balance	$ 11,676,355	$ 75,402,791	$ 69,474,955	$ 156,554,101	$ 156,554,101

* Transfers consist of activity between UVU and the Foundation and interest transferred to UVU.

1.54%
12 Month Return

Performance Returns

	Wells Fargo Checking/Sweep	Wells Fargo Investments	PTIF
April 2017	0.04%	0.16%	0.10%
May 2017	0.04%	0.16%	0.11%
June 2017	0.04%	0.16%	0.11%
July 2017	0.04%	0.16%	0.12%
August 2017	0.04%	0.16%	0.12%
September 2017	0.04%	0.17%	0.13%
October 2017	0.04%	0.18%	0.13%
November 2017	0.04%	0.19%	0.13%
December 2017	0.04%	0.20%	0.13%
January 2018	0.04%	0.22%	0.14%
February 2018	0.04%	0.22%	0.15%
March 2018	0.04%	0.22%	0.17%
Monthly Average	0.04%	0.18%	0.13%
12 Month Return	0.50%	2.14%	1.54%
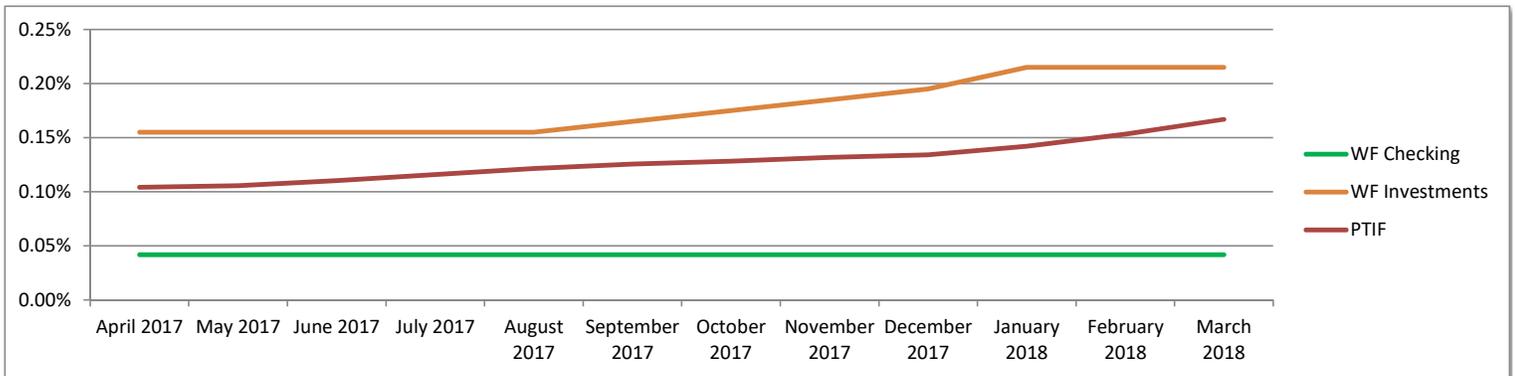
UVU Cash and Investments as a Percent of Total
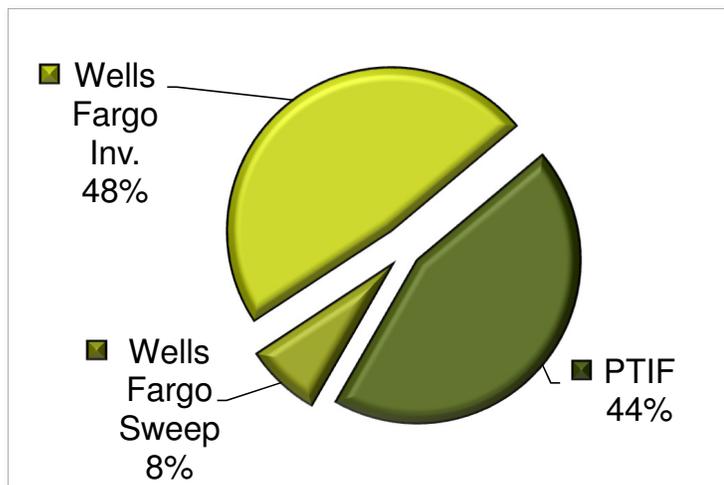
Wells Fargo Inv. 48%
Wells Fargo Sweep 8%
PTIF 44%

UVU Cash and Investments Investments by Type

Fixed Income/ Bonds 48%
Cash 52%
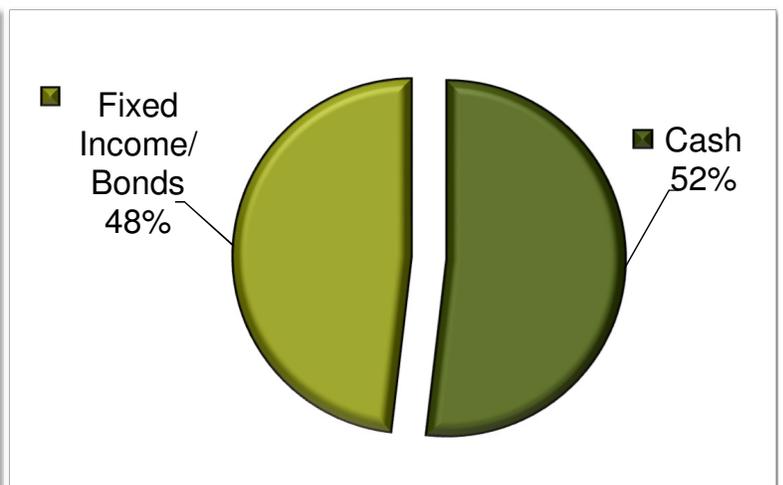
Monthly Composite Performance Review
UVU Foundation
March 2018

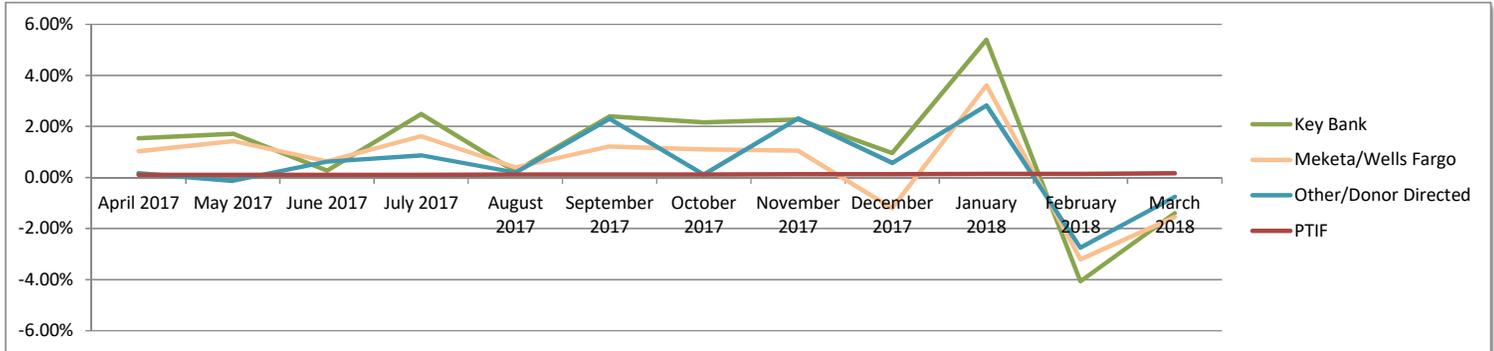**UVU FOUNDATION**
UTAH VALLEY UNIVERSITY

Account Activity

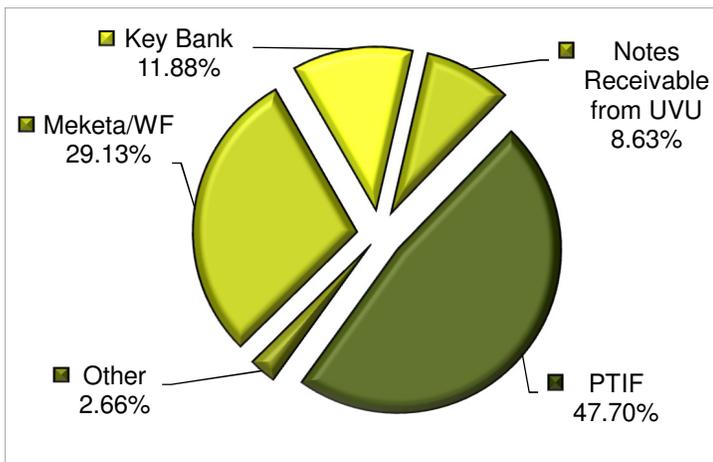|	Unrestricted	Temporarily Restricted	Permanently Restricted - Endowments	Total Foundation Investments	Past Twelve Months of Activity		Notes Due From University ^
Beginning Market Value	$ 8,156,155	$ 49,148,514	$ 27,938,606	$ 85,243,275	$ 71,153,521	Beginning Balance	$ 8,585,565
Interest	11,790	75,004	31,041	117,835	1,111,066	Additional Notes	-
Acquisitions	141,542	1,089,400	3,063,000	4,293,942	34,970,056	Principal Received	(393,453)
Dispositions	(144,448)	(1,111,458)	(3,027,938)	(4,283,844)	(35,046,566)	Ending Balance	$ 8,192,111
Gain/Loss Rec & Unrec	(15,702)	(176,783)	(450,673)	(643,158)	2,671,760	Interest Received	$ 279,408
Fees	-	(184)	(529)	(713)	(158,190)	Rate	5.5%
Transfers *	3,151	1,421,764	545,806	1,970,721	11,996,410	^ Fiscal Year Activity	
Ending Market Value	$ 8,152,488	$ 50,446,257	$ 28,099,313	$ 86,698,058	$ 86,698,058		
Monthly Return	-0.05%	-0.21%	-1.50%	-0.62%			
12 Month Return	3.37%	3.96%	7.67%		5.09%		

* Transfers consist of activity between money market accounts and other investment accounts as well as activity between the University and the Foundation.
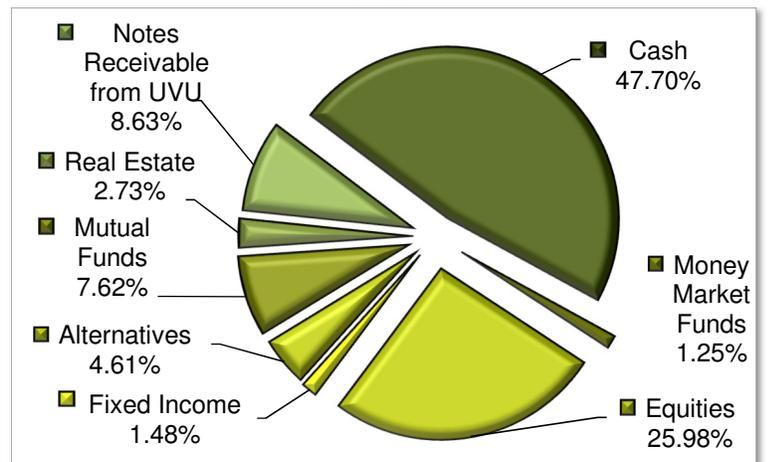
Performance Returns

	Key Bank	Meketa/ Wells Fargo	Other - Donor Directed	PTIF
April 2017	1.54%	1.03%	0.17%	0.10%
May 2017	1.72%	1.43%	-0.13%	0.11%
June 2017	0.27%	0.63%	0.62%	0.11%
July 2017	2.49%	1.62%	0.87%	0.12%
August 2017	0.25%	0.39%	0.20%	0.12%
September 2017	2.40%	1.22%	2.30%	0.13%
October 2017	2.17%	1.11%	0.12%	0.13%
November 2017	2.27%	1.06%	2.31%	0.13%
December 2017	0.95%	-1.20%	0.57%	0.13%
January 2018	5.40%	3.61%	2.82%	0.14%
February 2018	-4.06%	-3.20%	-2.75%	0.15%
March 2018	-1.40%	-1.55%	-0.76%	0.17%
Monthly Average	1.17%	0.51%	0.53%	0.13%
12 Month Return	13.05%	6.15%	6.34%	1.54%

Line chart: Key Bank, Meketa/Wells Fargo, Other/Donor Directed, PTIF (April 2017 – March 2018)

UVU Foundation Investments as a Percent of Total

- Key Bank 11.88%
- Notes Receivable from UVU 8.63%
- Meketa/WF 29.13%
- Other 2.66%
- PTIF 47.70%

UVU Foundation Investments by Type

- Notes Receivable from UVU 8.63%
- Cash 47.70%
- Real Estate 2.73%
- Mutual Funds 7.62%
- Alternatives 4.61%
- Fixed Income 1.48%
- Money Market Funds 1.25%
- Equities 25.98%

CASH AND INVESTMENT REPORT
April 2018

Monthly Composite Performance Review
UTAH VALLEY UNIVERSITY
April 2018

UVU UTAH VALLEY UNIVERSITY

Account Activity

|	Checking/Sweep	Investments	PTIF	Total University Cash and Investments	Past Twelve Months of Activity
Beginning Balance	$ 11,676,355	$ 75,402,791	$ 69,474,955	$ 156,554,101	$ 155,785,514
Interest/Earnings Credit	5,355	163,408	118,304	287,067	2,931,626
Acquisitions/Credits	-	13,000,000	6,702,690	19,702,690	292,917,581
Dispositions/Debits	(6,405,049)	(2,750,000)	(22,000,000)	(31,155,049)	(294,959,130)
Unrecognized Gain/Loss	-	243,231	-	243,231	72,097
Fees	(5,355)	-	-	(5,355)	(79,996)
Transfers *	-	(163,408)	(414,516)	(577,924)	(11,618,931)
Ending Balance	$ 5,271,306	$ 85,896,022	$ 53,881,433	$ 145,048,761	$ 145,048,761

* Transfers consist of activity between UVU and the Foundation and interest transferred to UVU.

1.88%
12 Month Return

Performance Returns

	Wells Fargo Checking/Sweep	Wells Fargo Investments	PTIF
May 2017	0.04%	0.16%	0.11%
June 2017	0.04%	0.16%	0.11%
July 2017	0.04%	0.16%	0.12%
August 2017	0.04%	0.16%	0.12%
September 2017	0.04%	0.17%	0.13%
October 2017	0.04%	0.18%	0.13%
November 2017	0.04%	0.19%	0.13%
December 2017	0.04%	0.20%	0.13%
January 2018	0.04%	0.22%	0.14%
February 2018	0.04%	0.22%	0.15%
March 2018	0.04%	0.22%	0.17%
April 2018	0.04%	0.22%	0.18%
Monthly Average	0.04%	0.18%	0.13%
12 Month Return	0.50%	2.21%	1.62%
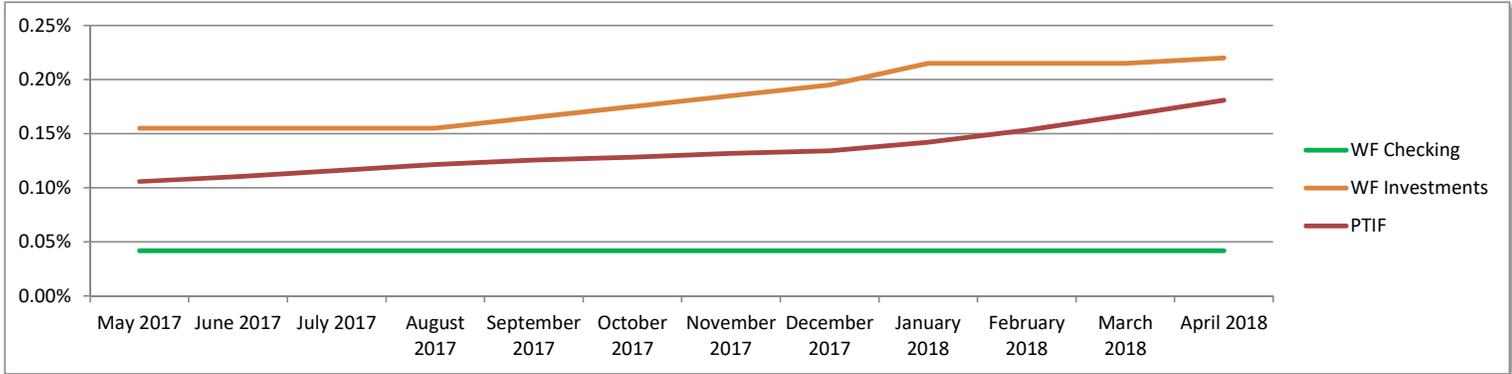
UVU Cash and Investments as a Percent of Total
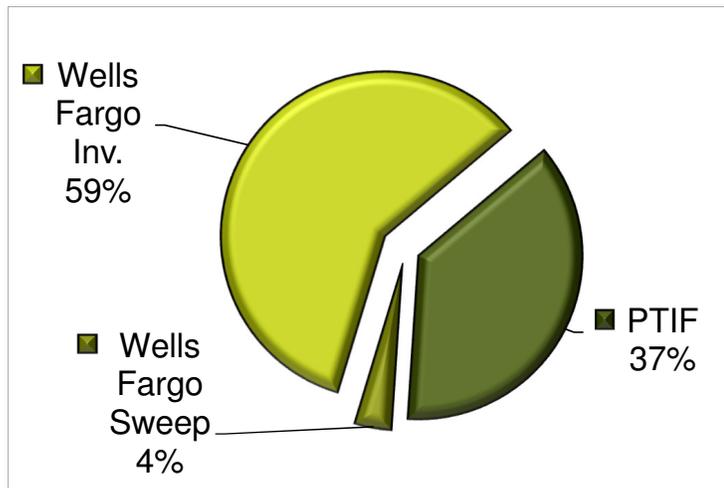
Wells Fargo Inv. 59%
Wells Fargo Sweep 4%
PTIF 37%

UVU Cash and Investments Investments by Type

Cash 41%
Fixed Income/Bonds 59%
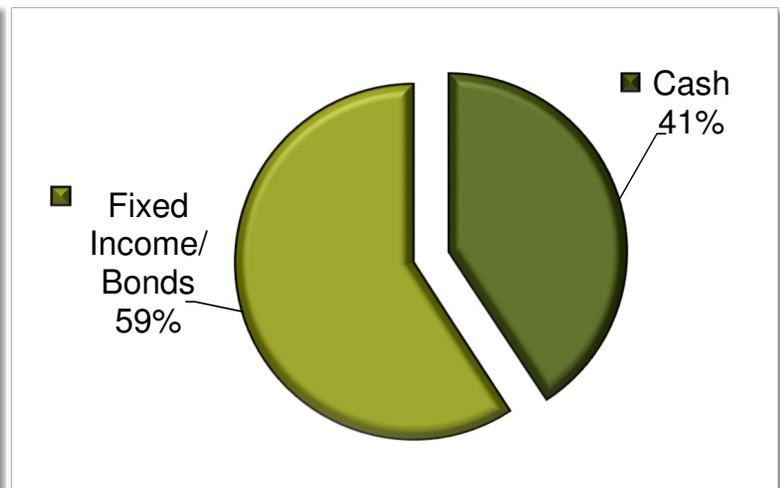
Monthly Composite Performance Review
UVU Foundation
April 2018

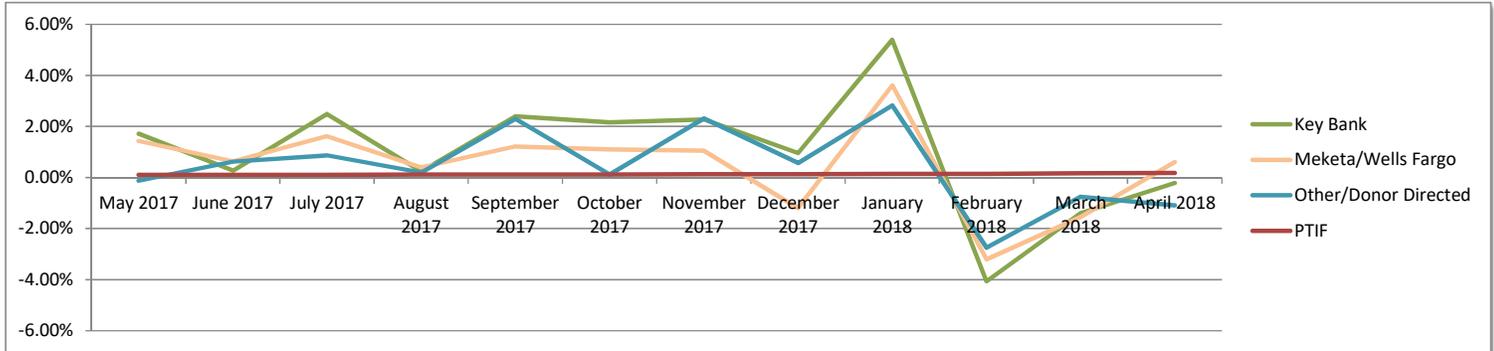**UVU FOUNDATION**
UTAH VALLEY UNIVERSITY

Account Activity

	Unrestricted	Temporarily Restricted	Permanently Restricted - Endowments	Total Foundation Investments	Past Twelve Months of Activity
Beginning Market Value	$ 8,152,488	$ 50,446,257	$ 28,099,313	$ 86,698,058	$ 74,053,384
Interest	9,504	69,962	5,269	84,735	1,148,879
Acquisitions	148,556	50,623	469,950	669,129	29,015,540
Dispositions	(152,198)	(46,325)	(485,262)	(683,785)	(29,116,866)
Gain/Loss Rec & Unrec	(2,330)	48,345	87,459	133,474	2,391,856
Fees	-	(186)	(3,240)	(3,426)	(152,534)
Transfers *	(19,398)	359,028	74,886	414,516	9,972,441
Ending Market Value	$ 8,136,622	$ 50,927,704	$ 28,248,375	$ 87,312,701	$ 87,312,700
Monthly Return	0.09%	0.23%	0.32%	0.25%	
12 Month Return	3.21%	3.64%	6.71%		4.58%

Notes Due From University ^

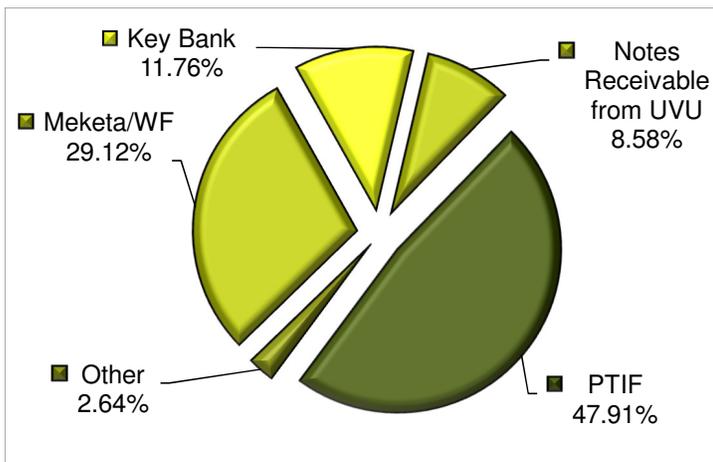|	
Beginning Balance	$ 8,585,565
Additional Notes	-
Principal Received	(393,453)
Ending Balance	$ 8,192,111
Interest Received	$ 279,408
Rate	5.5%

^ Fiscal Year Activity

* Transfers consist of activity between money market accounts and other investment accounts as well as activity between the University and the Foundation.
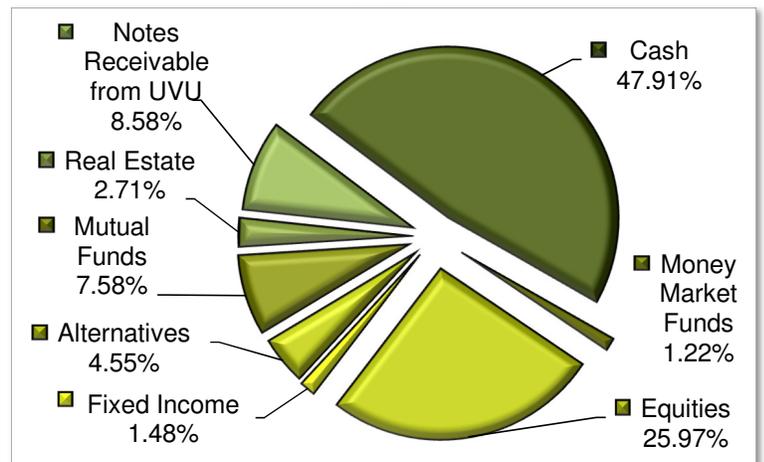
Performance Returns

	Key Bank	Meketa/ Wells Fargo	Other - Donor Directed	PTIF
May 2017	1.72%	1.43%	-0.13%	0.11%
June 2017	0.27%	0.63%	0.62%	0.11%
July 2017	2.49%	1.62%	0.87%	0.12%
August 2017	0.25%	0.39%	0.20%	0.12%
September 2017	2.40%	1.22%	2.30%	0.13%
October 2017	2.17%	1.11%	0.12%	0.13%
November 2017	2.27%	1.06%	2.31%	0.13%
December 2017	0.95%	-1.20%	0.57%	0.13%
January 2018	5.40%	3.61%	2.82%	0.14%
February 2018	-4.06%	-3.20%	-2.75%	0.15%
March 2018	-1.40%	-1.55%	-0.76%	0.17%
April 2018	-0.22%	0.61%	-1.09%	0.18%
Monthly Average	1.02%	0.48%	0.42%	0.13%
12 Month Return	11.43%	5.73%	5.09%	1.62%

UVU Foundation Investments as a Percent of Total

Key Bank 11.76%
Notes Receivable from UVU 8.58%
Meketa/WF 29.12%
Other 2.64%
PTIF 47.91%

UVU Foundation Investments by Type

Notes Receivable from UVU 8.58%
Real Estate 2.71%
Mutual Funds 7.58%
Alternatives 4.55%
Fixed Income 1.48%
Cash 47.91%
Money Market Funds 1.22%
Equities 25.97%

UVU — UTAH VALLEY UNIVERSITY

2017-18 OPERATING REVENUE

Revision Three, June 28, 2018

EDUCATION AND GENERAL

Revenue Source	Initial Budget (Base Operating Budget)	Revision One	Revision Two	Change	Revision Three
State Tax Funds					
General Fund	$57,893,800	$57,893,800	$57,893,800		$57,893,800
Education Fund	$48,970,200	$48,970,200	$48,970,200		$48,970,200
Dedicated Credits					
Tuition & Fees	$128,141,300	$128,141,300	$133,166,300	$1,800,000	$134,966,300
Other income	$188,000	$188,000	$188,000		$188,000
Subtotal	$235,193,300	$235,193,300	$240,218,300	$1,800,000	$242,018,300
Transfers from USHE					
Performance Based Funding (ongoing)		$974,337	$974,337		$974,337
Performance Based Funding (one-time)		$26,563	$26,563		$26,563
Math Teacher Prep			$64,698		$64,698
Engineering Initiative			$480,000		$480,000
Library Consortium			$26,966		$26,966
Hearing Impaired			$124,000	$145,700	$269,700
Concurrent Enrollment QL Math Incentive				$30,000	$30,000
Concurrent Enrollment			$533,978		$533,978
Subtotal	$0	$1,000,900	$2,230,542	$175,700	$2,406,242
TOTAL Education and General	**$235,193,300**	**$236,194,200**	**$242,448,842**	**$1,975,700**	**$244,424,542**

Revision Three recognizes tuition and fee revenue generated by increased summer enrollments and transfers of UVU's share of funds appropriated to USHE as pass through to institutions.

Institutional Discretionary Funds
2017-18 Budget Revision Two
6/28/2018

Institutional Investment Income

	2017-18		
Revenue	Initial Budget	Revision 1	Revised Budget
Investment Revenue From Prior Year	$1,900,000	$187,677	$2,087,677
Carry forward from Prior Year	$532,021	-$46,560	$485,461
Available Revenue	$2,432,021	$141,117	$2,573,138

	2017-18				
Expenditure Category/Project	Initial Budget	Revision 1	Revised Budget	Revision 2	Revised Budget
Scholarships, Fellowships and Student Aid					
International Student Scholarships	$145,556		$145,556		$145,556
Scholarship (President/Land)	$15,000		$15,000		$15,000
CAL Lead Housing	$215,400	$4,095	$219,495		$219,495
Honors Housing	$288,960		$288,960		$288,960
International Studies Student Aid	$20,000		$20,000		$20,000
Internships	$12,000		$12,000		$12,000
Government Internships	$30,000		$30,000		$30,000
Fund Raising and Institutional Development					
Federal Funding Development	$45,000		$45,000		$45,000
Campus Development/Capital Facilities					
Geneva Property				$1,300,000	$1,300,000
Other Education and General Operating Support					
Student Marketing (Recruitment)	$80,000	$21,121	$101,121		$101,121
Student Marketing (Targeted)	$0		$0		$0
Out Of State Recruiting	$30,000		$30,000		$30,000
International Fair	$16,500		$16,500		$16,500
University Campaign	$0	$117,500	$117,500	$97,000	$214,500
Contingency	$1,533,605	-$1,599	$1,532,006	-$1,397,000	$135,006
TOTAL	$2,432,021	$141,117	$2,573,138	$0	$2,573,138

Unrestricted Gifts

	2017-18
Revenue	Initial Budget
Carry forward from Prior Year	$113,204
Projected new revenue	$11,000
Available Revenue	$124,204

	2017-18
Expenditure Category	Initial Budget
Fund Raising and Institutional Development	
Presidential Impact	$84,627
Community Outreach	$39,577
Total Expenditures	$124,204

2018-19 OPERATING REVENUE

Revision One, June 28, 2018

EDUCATION AND GENERAL

Revenue Source	Initial Budget (Base Operating Budget)	Change	Revision One
State Tax Funds			
General Fund	$59,301,600		$59,301,600
Education Fund	$57,771,100		$57,771,100
Dedicated Credits			
Tuition & Fees	$136,396,300		$136,396,300
Other income	$149,400		$149,400
Subtotal	$253,618,400	$0	$253,618,400
Transfers from USHE			
Performance Based Funding (ongoing)		$314,300	$314,300
Subtotal	$0	$314,300	$314,300
TOTAL Education and General	**$253,618,400**	**$314,300**	**$253,932,700**

This revision reflects a one-time transfer from USHE for UVU's portion of 2018-19 Performance Based Funding.

MEMO

To: UVU Board of Trustees

From: Vice President Linda Makin, Budget, Planning and Human Resources/Chief Policy Officer

           Cara O'Sullivan, Director, Policy Office

Date: June 28, 2018

Re: Record of Non-substantive Revisions to Policies, June 2017 to June 2018

In accordance with Policy 101 *Policy Governing Policies*, a list of non-substantive revisions is submitted to the Board of Trustees as an informational item once a year. Non-substantive revisions are changes to an existing policy that correct typographical and grammatical errors, change policy format, and/or update university or reference information.

Policy Number	Title	Change	Date of Non-substantive Change
Policy 115	Minors on Campus and at University-Sponsored Events	Non-substantive changes in section 2.0: *Policy 206 renumbered to 251 and renamed. *Policy 608 renumbered to 252 and renamed.	6/22/2017
Policy 115 (renumbered to 704)	Minors on Campus and at University-Sponsored Events	Non-substantive changes: * Number of policy changed from 115 to 704 for move into new 700-level numbering. * Section 2, Policy 407 renumbered to 710. * Changed section and subsection titles in header.	03/01/18
Polciy 161	Freedom of Speech	Non-substantive change: * Reference to Policy 407 changed to 710 * Reference to Policy 429 changed to 706	03/01/18

Policy 162	Sexual Misconduct	Non-substantive changes: *Policy 115 renumbered to 704 *Policy 407 renumbered to 710	03/01/18
Policy 251	Traveling on University Business	Non-substantive change: *Policy 407 renumbered to 710	03/01/18
Policy 252	International Travel for Students, Faculty, and Staff	Non-substantive change: *Policy 407 renumbered to 710	03/01/18
Policy 325	FLSA Compliance: Exempt/Nonexempt Classifications, Wages, and Work Hours	Policy 327 title change from *Overload for Exempt, Non-Faculty Employees* to *Additionaj Assignments for Full-time Exempt Staff and Executives.* (Part of revision.)	Not applicable. Policy revised, regular process.
Policy 363	Supplemental and Adjunct/Overload Pay Methods	Expedited/Non-substantive Change: Section 2.5 UVU Policy 326 Special Pay for Staff was deleted because Policy 326 was deleted from the Policy Manual. (Policy action approved by Board of Trustees, June 22, 2017.)	6/22/2017
Policy 363	Supplemental and Adjunct/Overload Pay Methods	Policy 327 title change from *Overload for Exempt, Non-Faculty Employees* to *Addition Assignements for Full-time Exempt Staff and Executives*	6/22/2017
Policy 363	Supplemental and Adjunct/Overload Pay Methods	Deleted reference from section 2.0 for UVU Policy 351 Annual Compensation and Benefits Plan as this policy was deleted from Policy Manual	6/22/2017
Policy 363	Supplemental and Adjunct/Overload Pay Methods	Updated reference in section 2.0 to Policy 321.	6/22/2017
Policy 366	Emeritus Status	Reference to UVU Policy 351 Annual Compensation and Benefits Plan removed from section 2.0 as the policy was deleted from the Policy Manual	6/22/2017

Policy 373	Bona Fide Financial Exigency and Human Resources Reduction	Non-substantive change: In section 2.0, updated title of Policy 637 from "Faculty Grievance" to Faculty Tenure"	6/22/2017
Policy 403 (renumbered to 703)	Restrictions on the Use of Skateboards, Roller Blades, Roller Skates, Bicycles, Motorcycles, and Hoverboards	* Policy number changed from 403 to 703 * Section and subsection information changed in header.	12/1/2017
Policy 407 (renumbered to 711)	Parking, Traffic Regulations, and Appeals	Non-substantive change: Policy renumbered from 404 to 711.	3/1/2018
Policy 407 (renumbered to 710)	Clery Act Compliance	Non-substantive changes: * Policy renumbered from 407 to 710. * References to Policy 115 updated to 704	3/1/2018
Polciy 429 (renumbered to 706)	Campus Walkway Safety	Non-substantive change: Renumbered from 429 to 706.	3/1/2018
Policy 444	Academic Freedom and Information Access	Non-substantive change: In section 2.0, updated title of Policy 637 from "Faculty Grievance" to Faculty Tenure"	NOTE: found that this update had already been made at some point.
Policy 601	Classroom Instruction and Management	Non-substantive changes: • Policy 115 renumbered to 704 • Policy 407 renumbered to 710	3/1/2018
Policy 631	Student Evaluations of Faculty and Courses	Non-substantive change: In section 2.0, updated title of Policy 637 from "Faculty Grievance" to Faculty Tenure"	NOTE: found that this update had already been made at some point.
Policy 632	Assignment and Advancement in Academic Rank	Non-substantive change: In section 2.0 and 5.4.2, updated title of Policy 637 from "Faculty Tenure and Appeals " to Faculty Tenure"	6/22/2017

Policy 632	Assignment and Advancement in Academic Rank	Non-substantive change: In section 2.0 added Policy 306 Faculty Positions: Posting and Waiver of Posting as it was referenced in the body of the policy.	6/22/2017
Policy 639	Adjunct Faculty	Non-substantive change: In section 2.0, updated title of Policy 325 from Workload for Full-Time, Non-Faculty Employees to FLSA Compliance: Exempt/Nonexempt Classifications, Wages, and Work Hours	6/22/2017
Policy 639	Adjunct Faculty	Non-substantive change: In section 2.0, updated title of Policy 327 from Additional Assignments for Full-time Exempt Staff and Executives to Overload for Exempt, Non-Faculty Employees	6/22/2017
Policy 639	Adjunct Faculty	Non-substantive change: In section 2.0, updated title Policy 631 Instructor and Course Evaluations to Student Evaluations of Faculty and Courses	6/22/2017
Policy 639	Adjunct Faculty	Non-substantive change: Updated policy references in other sections as needed.	6/22/2017
Policy 644	Appointment and Responsibilities of Department Chairs	Updated reference in section 2.0 title for Policy 637 from Academic Tenure to Faculty Tenure	6/22/2017
Policy 601	Classroom Management	Corrected internal section references that were incorrect. Worked with Pilar Hayes. Section 5.4.1--corrected section reference 4.7.2 to section 4.7.4. Section 5.4.5--Corrected "laid out in 5.4.5 through 5.4.7"--5.4.7 was changed to 5.4.9. Section 5.4.6--Corrected 5.4.3 to 5.4.5.	8/17/2017