

Utah Valley University Board of Trustees Meeting
August 15, 2019
4:00pm SC 213c

Tab	Agenda	Notes
	<p><u>I. Information</u></p> <p>1. Oath of Office a. Scott M. Smith</p> <p>2. Chair's Report a. Committee Assignments b. Dates of Importance</p>	
<u>A</u> <u>B</u>		
	<p><u>II. Action</u></p> <p>1. Requisitions, <i>Val Peterson, VP Finance and Administration</i> a. Standing POs b. Athletics</p>	
<u>C</u>		
	<p><u>II. Executive Session</u> <i>(To strategically discuss character, professional competence, or physical or mental health of an individual and litigation which is pending or reasonably imminent.)</i></p>	
<u>D</u>	<p><u>III. Consent Calendar</u></p> <p>1. Minutes of June 18, 2019</p> <p>2. April, May, and June 2019 Investment Reports</p>	
	<p><u>IV. Information</u></p> <p>1. Trustee Engaged Learning Award Update, <i>Scott Cooksey, VP Institutional Advancement</i></p> <p>2. Committee Update a. <i>Academic Affairs, Paul Thompson, Chair</i></p> <p>3. President's Report, <i>Dr. Astrid S. Tuminez, President</i> a. Vision 2030</p>	
<u>E</u>		
<u>F</u>		



To: Board of Trustees, Utah Valley University

From: Duff Thompson, Chair, Board of Trustees, Utah Valley University

cc: James Clarke, 1st Vice Chair, Board of Trustees
 Jill Taylor, 2nd Vice Chair, Board of Trustees
 Astrid S. Tuminez, President
 Justin Jones, Chief of Staff, Board Secretary

Date: August 14, 2019

Re: 2019/2020 Board Committee Assignments

Changes in board membership have precipitated adjustments in board committee membership. I have outlined the amended membership below:

Committee	Executive	Audit	Academic Affairs	Honorary Awards	Finance & Facilities	Foundation Board
Chair	Duff Thompson	James Clarke	Paul Thompson	Karen Acerson	Jill Taylor	James Clarke
<i>Committee members</i>	James Clarke	Paul Thompson	Scott Smith	Elaine Dalton	James Clarke	Dru Huffaker
	Jill Taylor	Jill Taylor	Rick Nielsen	Rick Nielsen	Dru Huffaker	Taylor Bell
		John Gardner	Taylor Bell		Scott Smith	
			Karen Acerson			
Staff Lead	Astrid S. Tuminez	Val Peterson	Wayne Vaught	Cam Martin	Val Peterson	Scott Cooksey
	Justin Jones	Astrid S. Tuminez	Kyle Reyes	Justin Jones	Linda Makin	Astrid S. Tuminez
		Peter VanderHeide	Belinda Otukolo Saltiban	Scott Cooksey	Karen Clemes	Clark Collings
		Karen Clemes	Justin Jones	Justin Jones	Scott Cooksey	
		Justin Jones		Belinda Otukolo Saltiban	Justin Jones	

Each committee has been given specific responsibilities to advise the board on key topics. Committees of the Governing Board, with the exception of the Executive Committee, are advisory only. The UVU Foundation is also a separate organization from the board. I have outlined the responsibilities for each committee below and encourage board members to participate in this important shared governance work:

- **Audit:** The Audit Committee, in fulfilling its role of assisting the full Board of Trustees in the Board's oversight responsibilities for financial reporting processes, internal control, audit processes, and monitoring compliance with laws and regulations, shall obtain pertinent information, become knowledgeable, and provide advice and recommendations to the full Board of Trustees with regard to financial oversight of the institution. It is not the purpose of the committee to manage public employees.
- **Academic Affairs:** The Academic Affairs Committee, with the President of the University, the Provost/Vice President for Academic Affairs and the Vice President for Student Affairs, serves as an advisory body on such matters as academic standards and requirements, degree programs, faculty appointments, faculty development, faculty policies and regulations, the organization of academic units within the larger institution, assessment and accreditation, enrollment, student affairs policies, and enrollment issues.
- **Honorary Awards:** The purpose of the Honorary Awards Committee is to serve, in consultation with the President of the University, the Chief of Staff and the Vice President for University Relations, as an advisory body to the Board of Trustees on recommendations for honorary degrees, Trustee awards, other awards and honors as may appear appropriate under the discretion of the Committee. During the Spring semester of each year, nominations for honorary degrees shall be invited from the Board of Trustees as well as the University faculty, student body, staff, alumni and community at large. It is the function of the Committee to review all nominations for honors and to recommend selected individuals to the full Board for receipt of honors.
- **Finance and Facilities:** The Finance and Facilities Committee, in conjunction with the President of the University and the Vice President for Finance and Administration and the Vice President for Budget, Planning and HR and serves as an advisory committee on the oversight of policies and practices related to the University's financial affairs, performance, and investments related to the University's appropriated and non-appropriated funds as well as University issues related to real estate acquisitions and plans for development of University facilities.
- **Foundation:** The Utah Valley University Foundation is the duly established charitable, tax-exempt 501(c)(3) entity that accepts gifts, pledges and payments to benefit UVU. The Foundation serves as ambassadors for the University, manages the University's investment funds, and works to raise funds for University priorities. This support includes funding for scholarships, curriculum development, and institutional support. The UVU Foundation operates in support of UVU's current and future needs as a vital component in the community's economic and educational engines. The Foundation is a forward-thinking philanthropic body supporting the vision of the University by contributing expertise, experience, dedication and financial resources.

Should you have any questions regarding your assignment on these committees, feel free to contact me directly.



Committee Academic Affairs

Chair Paul Thompson, Committee Chair, Board of Trustees

Members Karen Acerson, Trustee
Rick Nielsen, Trustee
Taylor Bell, Trustee and President, UVUSA
Scott Smith, Trustee

Staff Jeff Olson, Sr. Vice President, Academic Affairs
Kyle Reyes, Vice President, Student Life
Astrid S. Tuminez, President
Justin Jones, Chief of Staff & Board Secretary

Revisions 07/16/19 5:25 PM - *Updated committee membership and staff*
09/20/18 10:30 AM – *Removed reference to Matthew Holland. Corrected composition section*
07/12/18 1:12 PM – *Updated committee membership and Staff. Removed “draft” watermark*
09/08/16 9:08 AM – *Draft of initial charter*

BACKGROUND

Since its inception in 1941, Utah Valley University has grown to become Utah’s largest institution of higher education providing students with a dynamic, robust spectrum of degrees and certificates to meet the ever-changing needs of Utah’s workforce. Recognizing the opportunities this growth affords the University, the Board of Trustees has decided to implement a comprehensive committee structure to provide greater leadership and insight as UVU matures as an institution.

The creation of this committee is in keeping with Article VII.1 of the UVU Board of Trustees Bylaws which states, “In addition to an Executive Committee, the Governing Board may establish and dissolve such other committees as the Board may determine appropriate, with members, powers, terms and responsibilities as seem necessary and convenient. Committees of the Governing Board, with the exception of the Executive Committee, are advisory only.”

PURPOSE

The Governing Board will establish an Academic Affairs Committee. The purpose of the Academic Affairs Committee is to review:

1. Academic programs reflect the university’s mission, strategies, and priorities;
2. Academic programs are responsive to industry needs;
3. Academic programs fit student interests and needs and enhance their educational experience and;
4. Faculty receiving promotion and tenure are held to the highest standards of teaching, scholarship, and service, and strengthen the mission and priorities of the University.

COMPOSITION

The Academic Affairs Committee is comprised of four voting members. The Chair of the Academic Affairs Committee and the remaining committee members shall be selected by the Chair of the Board of Trustees and the President of the University. Members of the Academic Affairs Committee shall serve two-year terms; this term may be renewed. In the event of a mid-term departure, the member will serve until his/her successor is chosen and qualified.

MEETINGS

The Academic Affairs Committee will meet as needed throughout the year, with authority to convene additional meetings, as required. The Committee will invite members of the administration or others to attend meetings and provide pertinent information. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes of Committee meetings will be prepared and distributed to Committee members.

RESPONSIBILITIES

The Academic Affairs Committee, with the President of the University, the Senior Vice President for Academic Affairs and the Vice President of Student Affairs, serves as an advisory body on such matters as retention, tenure and promotion of faculty members and faculty sabbaticals, academic programs, the organization of academic units and academic and student affairs policies.

A member of this committee should also serve as the liaison to Mountainland Applied Technology College.



Committee Audit

Chair James Clarke, 1st Vice Chair, Board of Trustees, Utah Valley University

Members Jill Taylor, 2nd Vice Chair, Board of Trustees, Utah Valley University
Paul Thompson, Trustee, Utah Valley University
John Gardner, Ex-Officio community member, Committee member

Staff Astrid S. Tuminez, President, Utah Valley University
Val Peterson, Vice President, Finance and Facilities, Utah Valley University
Peter VanderHeide, Director, Internal Audit
Karen Clemes, General Counsel,
Ray Walker, CIO, Utah Valley University
Justin Jones, Chief of Staff & Board Secretary

Revisions 07/16/19 3:39 PM - *Updated committee membership and Staff.*
07/12/18 1:12 PM – *Updated committee membership and Staff. Removed “draft” watermark.*
09/08/16 9:08 AM – *Draft of initial charter - Edited for consistent format with all committee charters and added, “Background” section*

BACKGROUND

Since its inception in 1941, Utah Valley University has grown to become Utah’s largest institution of higher education providing students with a dynamic, robust spectrum of degrees and certificates to meet the ever-changing needs of Utah’s workforce. Recognizing the opportunities this growth affords the University, the Board of Trustees has decided to implement a comprehensive committee structure to provide greater leadership and insight as UVU matures as an institution.

The creation of this committee is in keeping with Article VII.1 of the UVU Board of Trustees Bylaws which states, “In addition to an Executive Committee, the Governing Board may establish and dissolve such other committees as the Board may determine appropriate, with members, powers, terms and responsibilities as seem necessary and convenient. Committees of the Governing Board, with the exception of the Executive Committee, are advisory only.”

Regarding the specific creation of an Audit Committee, the Utah System of Higher Education policy R565.3.2 says “Each Board of Trustees will create a standing Audit Committee to assist the full board in fulfilling its oversight responsibilities for financial matters.”

PURPOSE

The Board of Trustees Audit Committee, in fulfilling its role of assisting the full Board of Trustees in the Board’s oversight responsibilities for financial reporting processes, internal control, audit processes, and monitoring compliance with laws and regulations, shall obtain pertinent information, become knowledgeable, and provide advice and recommendations to the full Board of Trustees with regard to financial oversight of the institution. The Trustee Audit

Committee is not vested with any decision making authority on behalf of the full Board of Trustees. It is not the purpose of the committee to manage public employees.

AUTHORITY

The Audit Committee has authority to:

- Meet with institutional officers, external auditors, or legal counsel as considered necessary.
- Provide coordination and assistance to the principal external auditor(s) conducting the annual audit(s).
- Assist all parties in resolving any disagreements between the administration and the principal external auditor(s) regarding financial reporting.
- Seek any information from the administration, faculty, or staff, all of whom are directed to cooperate with committee requests, or external parties.
- Advise the Board of Trustees with regard to conducting or authorizing audit investigations.

COMPOSITION

The Audit Committee will consist of at least three and no more than five members, at least three of whom are members of the Board of Trustees, each of whom shall be independent and free from any relationship that, in the opinion of the Board of Trustees, would interfere with the exercise of his or her independent judgment as a member of the Committee. The Audit Committee members will be appointed by the Chair of the Trustees. Unless an Audit Committee chair is appointed by the Board chair, the members of the Committee may designate a Chair by majority vote.

MEETINGS

The Audit Committee will meet at least three times a year, with authority to convene additional meetings, as required. The Audit Committee will invite members of the administration, auditors, or others to attend meetings and provide pertinent information. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes of Committee meetings will be prepared and distributed to Audit Committee members.

RESPONSIBILITIES

The Audit Committee will carry out the following responsibilities:

External Audits and Financial Statements

- Ensure there is regular, independent communication and information flow between the Audit Committee and principal external auditor(s). The Audit Committee will schedule such meetings or correspondence necessary to accomplish this communication, whether irregularities or problems have been identified.
- Review the institution's financial statements as well as other significant accounting and reporting issues and understand their impact on the financial statements. This includes reviewing the administration's discussion and analysis of the financial statements, along with any analyses prepared by institutional administration and/or external auditors setting forth significant financial reporting issues and judgments made in connection with the preparation of the financial statements.
- Review with the administration and the principal external auditor(s) the results of the annual external audit, including any difficulties encountered. This review will include identification of any restrictions on the scope of the auditor's activities, access to requested information, and any significant disagreements with the administration

Internal Control

- Review the quality of the institution's system of internal control, as defined by the Committee of Sponsoring Organizations (COSO). This includes providing the Board of Trustees with information concerning the institution's control environment, means of communicating standards of conduct, and practices with respect to risk assessment and risk management.
- Receive and review reports from external and internal auditors regarding the quality of the institution's system internal control.
- Ensure that an appropriate process exists for the receipt, retention, and treatment of complaints, including anonymous complaints, regarding accounting, internal controls, and auditing matters.

Compliance

- Review the administration's system for monitoring compliance with laws and regulations.
- Obtain regular updates from the administration and/or institutional legal counsel regarding instances of noncompliance with material implications for the institution.

Internal Audit

- Review with administration and the chief internal auditor the charter, plans, activities, staffing, and organizational structure of the internal audit function.
- Ensure there are no unjustified restrictions or limitations on internal auditing programs.
- Review and advise the Board of Trustees regarding the appointment, replacement, or dismissal of the chief internal auditor. The chief internal auditor reports to the President for evaluation and supervision and has dual reporting responsibilities to the audit committee chair for issues of fraud and/or financial irregularities.
- Receive and review internal audit reports and/or periodic summaries of internal audit activities prepared by the chief internal auditor.
- Ensure there is regular, independent communication and information flow between the Committee, the President or the Commissioner of Higher Education, and the institution's chief internal auditor. Such meetings or correspondence shall be scheduled as necessary to accomplish this communication regardless of the identification of any irregularities or problems.

Reporting Responsibilities

- At least annually, the Audit Committee will provide a report or minutes of meetings to the full Board of Trustees detailing the Committee's activities and recommendations and forward this report to the Regents Audit Committee.

Other Responsibilities

- The Trustee Audit Committee may pursue other courses of action, as directed by the chair of the Board of Trustees.

Adopted by Audit Committee October 14, 2004, Amended March 19, 2009



Committee Finance and Facilities

Chair Jill Taylor, 2nd Vice Chair, Board of Trustees

Members Jill Taylor, Trustee
Dru Huffaker, Trustee and President, Alumni Board of Directors
James Clarke, 1st Vice Chair, Board of Trustees
Scott Smith, Trustee

Staff Val Peterson, Vice President, Finance and Facilities
Linda Makin, Vice President Planning Budget and HR
Scott Cooksey, Vice President, UVU and CEO, UVU Foundation
Justin Jones, Chief of Staff and Board Secretary, UVU

Revisions 07/16/19 5:23 PM – *Updated committee membership and staff*
07/12/18 1:12 PM – *Updated committee membership and staff. Removed “draft” watermark.*
09/08/16 9:08 AM – *Draft of initial charter*

BACKGROUND

Since its inception in 1941, Utah Valley University has grown to become Utah’s largest institution of higher education providing students with a dynamic, robust spectrum of degrees and certificates to meet the ever-changing needs of Utah’s workforce. Recognizing the opportunities this growth affords the University, the Board of Trustees has decided to implement a comprehensive committee structure to provide greater leadership and insight as UVU matures as an institution.

The creation of this committee is in keeping with Article VII.1 of the UVU Board of Trustees Bylaws which states, “In addition to an Executive Committee, the Governing Board may establish and dissolve such other committees as the Board may determine appropriate, with members, powers, terms and responsibilities as seem necessary and convenient. Committees of the Governing Board, with the exception of the Executive Committee, are advisory only.”

PURPOSE

The Governing Board will establish a Finance and Facilities Committee. The purpose of this committee is to provide oversight of policies and practices related to the financial affairs, performance, and investments related to the University’s appropriated and non-appropriated funds as well as University issues related to real estate acquisitions and plans for development of University facilities.

COMPOSITION

The Governing Board will establish a Finance and Facilities Committee. The Finance and Facilities Committee is comprised of three voting members. The Chair of the Finance and Facilities Committee and the remaining committee members shall be selected by the Chair of the Board of Trustees and the President of the University. Members of the Finance and

Facilities Committee shall serve two-year terms; this term may be renewed. In the event of a mid-term departure, the member will serve until his/her successor is chosen and qualified.

MEETINGS

The Finance and Facilities Committee will meet as needed throughout the year, with authority to convene additional meetings, as required. The Committee will invite members of the administration or others to attend meetings and provide pertinent information. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes of Committee meetings will be prepared and distributed to Committee members.

RESPONSIBILITIES

The Finance and Facilities Committee works in conjunction with the President of the University, the Vice President of Planning, Budget and Human Resources and the Vice President of Finance and Administration. This committee will advise the board on policies and practices related to human resources and the University's financial management, planning, budgeting, performance, and investments including the University's appropriated, auxiliary, and other non-appropriated funds. Moreover, the committee will review and advise the board on University issues related to real estate sales, purchases, and leases and plans for development of University facilities and physical infrastructure, athletics report and strategic planning updates.



Committee Honorary Awards

Chair Karen Acerson, Committee Chair, Trustee, Utah Valley University

Members Rick Nielsen, Trustee
Elaine Dalton, Trustee

Staff Justin Jones, Chief of Staff and Board Secretary
Cam Martin, Vice President University Relations
Scott Cooksey, Vice President and CEO, UVU Foundation Board
Kyle Reyes, Vice President, Student Affairs

Revisions 07/16/19 5:21 PM - *Updated committee membership and staff.*
09/20/18 10:30 AM – *Removed reference to President Matthew Holland*
07/12/18 1:12 PM – *Updated committee membership and staff. Removed “draft” watermark.*
09/08/16 9:08 AM – *Established charter*

BACKGROUND

Since its inception in 1941, Utah Valley University has grown to become Utah’s largest institution of higher education providing students with a dynamic, robust spectrum of degrees and certificates to meet the ever-changing needs of Utah’s workforce. Recognizing the opportunities this growth affords the University, the Board of Trustees has decided to implement a comprehensive committee structure to provide greater leadership and insight as UVU matures as an institution.

The creation of this committee is in keeping with Article VII.1 of the UVU Board of Trustees Bylaws which states, “In addition to an Executive Committee, the Governing Board may establish and dissolve such other committees as the Board may determine appropriate, with members, powers, terms and responsibilities as seem necessary and convenient. Committees of the Governing Board, with the exception of the Executive Committee, are advisory only.”

PURPOSE

The purpose of the Honorary Awards Committee is to serve, in consultation with the President of the University, the Chief of Staff and the Vice President of University Relations, as an advisory body to the Board of Trustees to make recommendations for honorary degrees, Trustee awards, and other awards and honors as may appear appropriate under the discretion of the Committee.

AUTHORITY

During the Fall and Spring semesters of each year, nominations for honorary degrees and Trustee Awards shall be invited from the Board of Trustees as well as the University faculty, student body, staff, alumni and targeted community leaders. It is the function of the Committee to review all nominations and to recommend in consultation with the President selected

individuals to the full Board for receipt of honors. The Honorary Awards Committee shall be advisory only.

COMPOSITION

The Executive Committee, in consultation with the Secretary of the Board, will establish an Honorary Awards Committee. The Honorary Awards Committee is comprised of three voting members. The Chair of the Honorary Awards Committee and the remaining committee members shall be selected by the Chair of the Board of Trustees and the President of the University. Members of the Honorary Awards Committee shall serve two-year terms; this term may be renewed. In the event of a mid-term departure, the member will serve until his/her successor is chosen and qualified.

MEETINGS

The Honorary Awards Committee will meet as needed throughout the year, with authority to convene additional meetings, as required. The Committee will invite members of the administration or others to attend meetings and provide pertinent information. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes of Committee meetings will be prepared and distributed to Committee members.

RESPONSIBILITIES

The Honorary Awards Committee processes nominations by reading, reviewing, and ranking nominations in a time-frame based upon the criteria established for each awards. Recommends changes or improvements to Board of Trustees and staff on the awards selection process, awards criteria, nomination forms, etc. Suggests strategies to build and diversify the applicant pool for UVU sponsored awards.

The University Awards of Excellence program recognizes faculty and staff who dedicate their time and talents to students, scholarship and the advancement of higher education. The UVU Board of Trustees elects to recognize employees for their contributions to forwarding UVU's mission. The Presidential Awards of Excellence highlight faculty and staff for their efforts in key areas related to UVU's mission and core themes.

UVU Board of Trustees

2019/20 Dates of Importance

Date	Event	Time	Location
August			
15	Board of Trustee Meeting	4:00 PM	SC 213c
September			
19	Board of Trustee Retreat (Spouses attending dinner)	2:00-7:30 PM	UVU Culinary at Canyon Park 661 East Timpanogos Parkway, Bldg. L, Orem, UT 84097
20	Alumni Awards Banquet (Jack Sunderlage is honoree)	6:30 PM	Grand Ballroom
October			
2	All Advisory Board Luncheon	11:30 AM	TBD
10	Presidential Lecture: Kim Scott, <i>Radical Candor</i> (VIP Luncheon to follow)	11:30 AM	Grand Ballroom
12	Scholarship Ball	6:00 PM	UCCU Center
24	Board of Trustee Meeting	4:00 PM	SC 213c
November			
14	Board of Regent's 50th Anniversary Event	6:30 PM	Grand Ballroom
15	Board of Regents at UVU - Breakfast; University Update	8:00 AM; TBD	SC 213c/Center Stage
December			
5	Board of Trustee Meeting	4:00 PM	SC 213c
January			
23	Board of Trustee Meeting	4:00 PM	SC 213c
28	State of the University	1:00 PM	SB 134 Auditorium
February			
14	UVU Day on the Hill	11:30 AM	Utah State Capitol
26	Board of Trustee Meeting	8:00 AM	SC 213c
March			
5	Presidential Lecture - Gregg Miller - (VIP Luncheon to follow)	11:30 AM - 2:00 PM	Noorda Concert Hall
25	Board of Trustee Meeting	8:00 AM	SC 213c
April			
TBD	Wolverine Achievement Awards	TBD	Grand Ballroom
TBD	Wolverine Athletic Awards	TBD	UCCU Center
16	Awards of Excellence (TENTATIVE DATE)	6:00 PM	CB 510/511
30	Commencement (VIP Dinner and Ceremony)	5:00 PM	Grand Ballroom/UCCU Center
May			
1	Convocations (President's Reception likely between 9-12pm)	All day	Campus Wide
June			
25	Board of Trustee Meeting	4:00 PM	SC 213c
July			



**UVU BOARD OF TRUSTEES
Agenda Item Coversheet**

DATE:	August 15, 2019
TITLE:	Requisitions
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	Val Peterson, VP for Finance and Administration
SUBJECT:	Standing PO Requisitions FY2019-20
BACKGROUND:	<p>Because they rise above the established \$1 million threshold of oversight, the Board of Trustees is being asked to approve three annual standing POs which will be paid over the course of FY2020:</p> <p><u>Bookstore</u> Verba - \$1,900,000 - Resale new textbooks Apple - \$2,400,000 - Resale computers</p> <p><u>Facilities</u> Rocky Mountain Power - \$3,000,000 - Electricity for campuses and properties</p>
ALTERNATIVES:	<ul style="list-style-type: none"> • Approve as presented, “I move to approve the following requisitions: <ul style="list-style-type: none"> ○ \$1,900,000 paid to Verba ○ \$2,400,000 paid to Apple ○ \$3,000,000 paid to Rocky Mountain Power.” • Amend and approve, “I move to approve, as amended...” • No action, “I move that we go to the next agenda item...”
FINANCIAL IMPACT:	Total expenditure of funds will be approximately \$7.3 million
EXHIBITS:	N/A



**UVU BOARD OF TRUSTEES
Agenda Item Coversheet**

DATE:	August 15, 2019
TITLE:	Requisitions
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	Val Peterson, VP for Finance and Administration
SUBJECT:	Athletic Department Requisitions
BACKGROUND:	<p>Because it rises to the established \$1 million threshold of oversight, the Board of Trustees is being asked to approve a requisition submitted by the Athletics Department in the amount of \$1,000,000. The funds will be used to purchase turf to replace the grass on UVU’s baseball field. The funds to pay for this remodel have been given by a generous donor. The turf installation is anticipated to occur during the next year, dependent upon the RFP-selected vendor’s installation schedule.</p>
ALTERNATIVES:	<ul style="list-style-type: none"> • Approve as presented, “I move to approve the requisition in the amount of \$1 million for the purchase of turf to replace the grass on UVU’s baseball field. • Amend and approve, “I move to approve, as amended...” • No action, “I move that we go to the next agenda item...”
FINANCIAL IMPACT:	Expenditure of \$1 million received from donor contributions.
EXHIBITS:	N/A



**UVU BOARD OF TRUSTEES
Agenda Item Coversheet**

DATE:	August 15, 2019
TITLE:	Consent Calendar
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	Justin Jones, Chief of Staff & Secretary to the Board
SUBJECT:	Consent Calendar
BACKGROUND:	<p>The Board of Trustees is being asked to approve the Consent Calendar which contains the following items:</p> <ol style="list-style-type: none"> 1. Minutes of June 18, 2019 2. April, May, and June 2019 Investment Reports
ALTERNATIVES:	<ul style="list-style-type: none"> • 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:	<ol style="list-style-type: none"> a. Minutes of June 18, 2019 b. April, May, and June 2019 Investment Reports

UVU BOARD OF TRUSTEES

June 18, 2019

4 p.m. – SC 213c, Utah Valley University

Board of Trustee Members Present

Elaine Dalton, Chair (phone)
Karen Acerson
Taylor Bell
Dru Huffaker
Rick Nielsen
Jill Taylor
R. Duff Thompson, First Vice Chair
Jack Sunderlage, Second Vice Chair

Guests

John Gappmayer
Marc Reynolds
Jensen Reynolds
Scott Trotter
Jessi Hill

UVU Attendees

Astrid S. Tuminez, President
Karen Clemes, General Counsel
Scott Cooksey, Vice President, Development and Alumni
Nathan Gerber, PACE 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 (*Retiring*)
Kyle Reyes, Vice President, Student Affairs
Craig Thulin, Faculty Senate President
Wayne Vaught, Provost & Vice President, Academic Affairs
Katie Zabriskie, Executive Communication Officer

Second Vice Chair Jack Sunderlage indicated that because Chair Elaine Dalton could only be present via a phone call, she had asked that he chair the meeting. Second Vice Chair Sunderlage welcomed all those in attendance and addressed housekeeping items.

Because several trustees were transitioning away from the Board, time was spent recognizing their contributions. Resolutions of appreciation were presented to Second Vice Chair Sunderlage, Trustee Marc Reynolds, and Trustee John Gappmayer. Each provided words of gratitude and reflected on UVU and its mission.

To recognize the addition of several new trustees, time was then spent formally installing these individuals. Oaths of Office were administered to both Dru Huffaker, Alumni Board President, and Taylor Bell, UVUSA Student Body President.

I. INFORMATION

1. Board of Trustee Engaged Learning Award

The Trustees were provided with year-end reports by the recipients of the 2018-19 Board of Trustee Engaged Learning Award. Amber Rowley, whose proposal was the Investigation of Mechanisms for Quantum Dot and Protein Interactions, reviewed the outcome of her investigation into the development of a biomarker test and apparatus for cancer, much like a blood glucose monitor, that relies on the interaction of proteins and quantum dots. Nicholas Williams and Taylor Cook, whose proposal was Helping Hands – Affordable 3D Printed Prosthetics, discussed the development of their affordable prosthetic finger that eliminates the need for surgery and is more universally accessible to amputees. All recipients indicated their appreciation for the opportunity afforded to them through the Engaged Learning Award.

The Trustees were then provided with presentations by two candidates for the 2019-20 Board of Trustee Engaged Learning Award. Lance Buck, whose proposal was entitled Differentiating Cancer Cells using Raman Spectroscopy, discussed how his proposed research will progress the field of Raman spectroscopy into differentiating and diagnosing different types of cancer cells. A machine learning algorithm will be programmed to recognize those differences and classify the cell type based on the spectra obtained through Raman spectroscopy. Jonathan Wasden, whose proposal was entitled Forest Fires and Endophytic Growth, discussed how he would use the award to gain a better understanding of how forests, and individual plants, recover following a forest fire through using established plots/pots to simulate the effects of a fire on plant recovery. These findings would have implications in agriculture and national projects dealing with fires and regional recovery.

Following the presentations, the Trustees discussed the Engaged Learning Award's history and the stipulations for the role of the Trustees in selecting recipients. It was noted that Trustees cannot make the final selection of the recipients; instead, that task falls to the Office of Engaged Learning. The Trustees made a recommendation as to whom should be given the award (both finalists) and the dollar amount they felt was appropriate (\$6,000 per award). Following this recommendation, the Trustees engaged in an active conversation about making the award more robust, publicizing the efforts of the recipients, and engaging more students in the creative process of research. Further discussion centered on potentially creating a "fellows" model and following the efforts of the recipients longitudinally. At the conclusion of the discussion, Scott Cooksey indicated that he would take the recommendation feedback to the deciding body and would provide additional information as requested about the solicitation/publicization process and the engagement of students.

II. ACTION

1. Board of Trustee Leadership Vote

The Trustees were informed that per the term limits of the Utah Valley University Bylaws, it was necessary to elect a new chair and vice chairs of the Board of Trustees. Chief of Staff Justin Jones reviewed this process and the recent efforts of the nominating committee in this regard. Chief of Staff Jones indicated that the nominating committee recommended that Trustee R. Duff Thompson be named as the new chair of the Board of Trustees. A paper ballot vote was taken and by unanimous consensus, Trustee D. Thompson was voted as the Chair of the UVU Board of Trustees. The Trustees were then informed of the recommendation of the nominating committee to appoint Trustee James Clarke as First Vice Chair and Trustee Jill Taylor as Second Vice Chair. A paper ballot vote was taken and by a majority, Trustee Clarke and Trustee Taylor were confirmed for the vice chair roles. After assuming responsibility for the remainder of the Trustee meeting, Chair D. Thompson gave great praise to Trustee Dalton for her leadership of the Trustees and his gratitude for her legacy and commitment to UVU through continued service on the Board.

2. Executive Committee Vote Ratification

The Trustees were informed that the Executive Committee of the Board of Trustees voted in May to approve the purchase of a house located at 691 West 925 South, Orem, as an extension of the Master Plan. A contract, pending approval of the Board of Trustees and Board of Regents, was accepted by the Theobalds (owners) for the appraised value of \$900,000. After minimal discussion, Trustee Rick Nielsen motioned to ratify the Executive Committee vote which approved the purchase of the property located at 691 West 925 South, Orem and recommendation to the Board of Regents for their approval. Trustee Taylor seconded. The motion carried without opposition.

3. Academic Program Approval

The Trustees were presented with two academic programs for adoption. The programs were an associate of applied science in surveying technology and minor in risk management. The Trustees were also presented with two 3-Year Follow-Up reports on the BA Art History degree and the BS Information Management degree. The Trustees engaged in thoughtful and thorough conversation about the programs, the challenges of enrollment, and USHE norms and calculations surrounding degree declaration. It was noted that the Academic Affairs committee recommended that the 3-Year Follow-Up reports be accepted but under the condition that another 3-Year Follow-Up report be conducted for each. After noting the desire for such subsequent reporting, Trustee Taylor motioned to approve the addition of the AAS Surveying Technology and the Minor Risk Management and approve the 3-Year Follow-Up reports for the BA Art History and BS Information Management. Trustee Dru Huffaker seconded. The motion carried without opposition.

4. Budgets

The Trustees were presented with a request to approve the 2019-20 Operating Budget, consisting of four distinct budgets. It was noted that the budget news was positive in that there was 6% growth over the prior year. Increased allocated moneys were noted as were steady revenues and flat tax fund percentages. The Trustees engaged in thorough and thoughtful discussion about the balance of programmatic offerings, the impact of the maturing university on the budgets, the investment of resources directly into students, and how moneys would be (re)directed in support of the university's mission and priorities. Time was specifically spent addressing concerns about funding

for the School of the Arts. After a comprehensive conversation, Trustee Sunderlage motioned to approve the 2019-20 Education & General Operating Revenue & Expenditure Budget; the 2019-20 Educational Disadvantaged Operating Revenue & Expenditure Budget; 2019-20 Institutional Discretionary Operating Revenue & Expenditure Budget; and the 2019-20 Auxiliary Services Operating Revenue & Expenditure Budget. Trustee Karen Acerson seconded. The motion carried without opposition.

5. Policies

The Trustees were presented with several policies to review. They addressed each separately and gave thoughtful consideration of the changes proposed and the need for the action recommended.

Policy 152 Accommodations for Individuals with Disabilities. Trustee Acerson motioned to approve adoption of updates to Policy 152 Accommodations for Individuals with Disabilities as Temporary Emergency. Trustee Nielsen seconded. The motion carried without opposition.

Policy 153 Americans with Disabilities Act Grievance Process. Trustee Nielsen motioned to approve deletion of Policy 153 Americans with Disabilities Act Grievance Process. Trustee Taylor seconded. The motion carried without opposition.

Policy 160 Animals on Campus. Trustee Jack Sunderlage motioned to approve adoption of updates to Policy 160 Animals on Campus as Temporary Emergency. Trustee Acerson seconded. The motion carried without opposition.

Policy 162 Sexual Misconduct. Trustee Acerson motioned to approve adoption of updates to Policy 162 Sexual Misconduct as Temporary Emergency. Trustee Nielsen seconded. The motion carried without opposition.

Policy 165 Discrimination, Harassment, and Affirmative Action. Trustee Acerson motioned to approve adoption of updates to Policy 165 Discrimination, Harassment, and Affirmative Action as Temporary Emergency. Trustee Taylor seconded. The motion carried without opposition.

Policy 207 Internal Audits. Trustee Acerson motioned to approve adoption of updates to Policy 207 Internal Audits. Trustee Nielsen seconded. The motion carried without opposition.

Policy 231 Fundraising Authority, Responsibility, and Coordination. Trustee Nielsen voted to approve adoption of updates to Policy 231 Fundraising Authority, Responsibility, and Coordination. Trustee Taylor seconded. The motion carried without opposition.

Policy 232 Honorary Names and Named Gifts. Trustee Taylor motioned to approve adoption of updates to Policy 232 Honorary Names and Named Gifts. Trustee Acerson seconded. The motion carried without opposition.

Policy 233 Fund-Raising, Solicitation Clearance, and Cultivation. Trustee Sunderlage motioned to delete Policy 233 Fund-Raising, Solicitation Clearance, and Cultivation. Trustee Nielsen seconded. The motion carried without opposition.

Policy 335 Staff Grievance. Trustee Nielsen motioned to approve adoption of updates to Policy 335 Staff Grievance. Trustee Taylor seconded. The motion carried without opposition.

Policy 354 In-classification Salary Increases for Non-faculty Employees. Trustee Taylor motioned to delete Policy 354 In-classification Salary Increases for Non-faculty Employees. Trustee Sunderlage seconded. The motion carried without opposition.

Policy 452 Electronic Information and Technology Accessibility. Trustee Sunderlage motioned to approve adoption of updates to Policy 452 Electronic Information and Technology Accessibility. Trustee Huffaker seconded. The motion carried without opposition.

Policy 512 Administration of Scholarships and Other Payments to Students. Trustee Nielsen motioned to approve adoption of updates to Policy 512 Administration of Scholarships and Other Payments to Students. Trustee Acerson seconded. The motion carried without opposition.

Policy 543 Use of Student SSN as Student IDs. Trustee Taylor motioned to delete Policy 543 Use of Student SSN as Student IDs. Trustee Nielsen seconded. The motion carried without opposition.

Policy 652 Care and Use of Vertebrate Animals in Research and Instruction. Trustee Acerson motioned to approve adoption of Policy 652 Care and Use of Vertebrate Animals in Research and Instruction. Trustee Nielsen seconded. The motion carried without opposition.

Policy 710 Clery Act Compliance. Trustee Nielsen motioned to approve adoption of updates to Policy 710 Clery Act Compliance. Trustee Sunderlage seconded. The motion carried without opposition.

II. EXECUTIVE SESSION

Trustee Taylor Bell motioned to enter Executive Session to strategically discuss character, professional competence, or physical or mental health of an individual, and litigation that is pending or reasonably imminent. Trustee Acerson seconded. The motion carried without opposition.

I. ACTION (CONTINUED)

6. Tenure

Trustee Acerson motioned to approve the recommendation for the appointment of Dr. Wayne Vaught as a Professor with tenure in the Philosophy and Humanities Department. Trustee Sunderlage seconded. The motion carried without opposition.

7. Sabbaticals

Trustee Nielsen motioned to approve the following sabbatical requests: Mark Pepper, English and Literature; Craig Thulin, Chemistry; Weihong Wang, Earth Science; Alessandro Zanazzi, Earth Science; Travis Lovell, Art and Design; Lisa Hall Hagen, Theatrical Arts. Trustee Taylor seconded. The motion carried without opposition.

8. Namings

Trustee Sunderlage motioned to approve the naming of the expansion of the West Campus Health Professions Building to accommodate the new Physician Assistant Program the Dr. John W. Burr Physician Assistant Learning Center. Trustee Acerson seconded. The motion carried without opposition.

III. CONSENT CALENDAR

The Trustees were asked to review the Consent Calendar, which consisted of the minutes of March 27, 2019, and April 16, 2019; the February and March 2019 Investment Reports; the 2018-19 Education & General Operating Revenue, Revision 3; the 2019-20 Education & General Operating Revenue, Revision 1; the UVU Foundation Investment Policy; and the Staff Attorney Position Ratification

IV. INFORMATION

1. Faculty Senate Report

Faculty Senate President Craig Thulin provided an update to the Board on the efforts of the Faculty Senate during his time as President. He addressed three broad areas: stewardship and governance, faculty improvement and accountability, and student success. For each he noted the advancements made, the positive impact on both the faculty as a body and the university as a whole, and the future actions which would spur from them. He ended by

thanking the Trustees for all that they do in support of the institution. The Trustees in turn thanked President Thulin for his thoughtful leadership and collegiality.

2. Completion

The Trustees were presented with an update of the efforts being undertaken by the university to increase completion rates among the student population. They were provided with the context for how UVU's current completion rate trends should be viewed and how the student population demographics tell a different tale than pure IPEDs calculations alone. Retention and graduation history over a six-year cohort period was reviewed with note of the limits of these measures. The new outcomes measure which details 8-year graduation rates for all students was discussed as a positive for the university, and the goal of increasing this new metric rate to 45% by 2025 was expressed. Efforts to date regarding completion were briefly noted and the new/re-prioritized efforts which would be the university's focus over the next four years were highlighted. Of central focus was the First-Year Advising Center and the collaborative, cross-campus efforts which are of priority. The Trustees were encouraged to remember that retention and completion are everyone's job.

3. President's Report

President Tuminez provided a short report on the university since the late March meeting. She began by discussing the administrative and cultural changes that have taken root, including Cabinet changes, value and action commitment updates, and mission statement revisions. She then gave an update on the NAB's travels to Russia, the joyful reactions to commencement, and the leadership changes that occurred in athletics, both administrative and coaching. President Tuminez then highlighted "good news" stories about UVU that spoke to UVU's commitment to first-generation success, CTE programs, athletics, excellence in faculty, and engaged, experiential learning. She noted that progress was being made in the areas of both digital transformation and capital campaign planning. She concluded by emphasizing UVU's commitment to its mission as a dual-mission institution, the planning efforts that have taken place to ensure UVU's success as growth continues to be expected, and the plans moving forward for how to secure UVU's role as the community college and traditional university of Utah County.

Chair D. Thompson adjourned the meeting.



**CASH AND INVESTMENT
REPORT
April 2019**

Monthly Composite Performance Review

UTAH VALLEY UNIVERSITY

April 2019

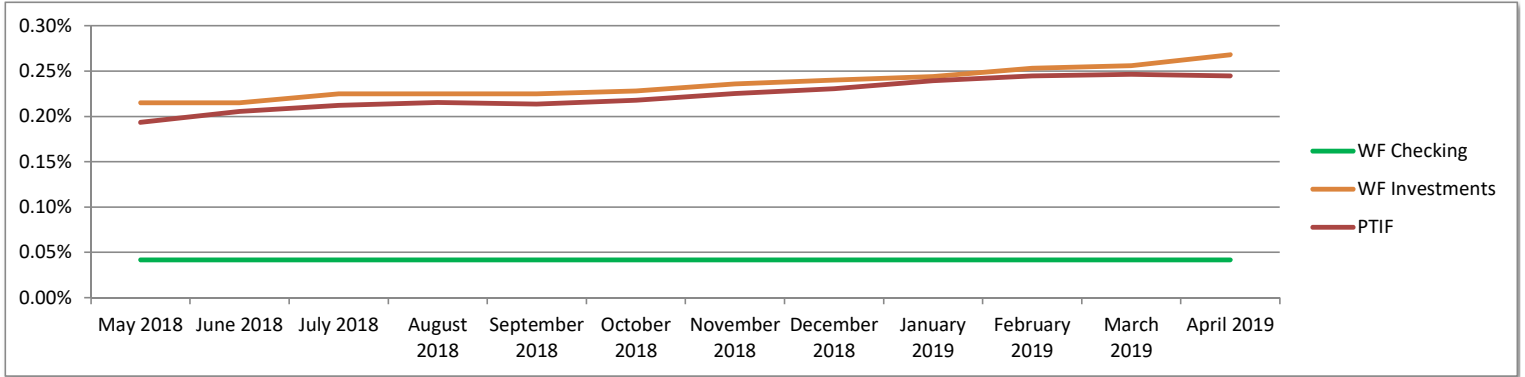


Account Activity	Checking/Sweep	Investments	PTIF	Total University Cash and Investments	Past Twelve Months of Activity
Beginning Balance	\$ 12,776,567	\$ 90,867,408	\$ 77,727,656	\$ 181,371,631	\$ 145,048,761
Interest/Earnings Credit	5,082	309,411	190,257	504,750	4,796,938
Acquisitions/Credits	-	-	7,410,700	7,410,700	233,055,134
Dispositions/Debits	(481,186)	-	(16,000,000)	(16,481,186)	(220,471,171)
Unrecognized Gain/Loss	-	46,619	-	46,619	(121,533)
Fees	(5,082)	-	-	(5,082)	(74,396)
Transfers *	-	(309,411)	2,181,864	1,872,453	12,486,152
Ending Balance	\$ 12,295,381	\$ 90,914,027	\$ 71,510,477	\$ 174,719,885	\$ 174,719,885

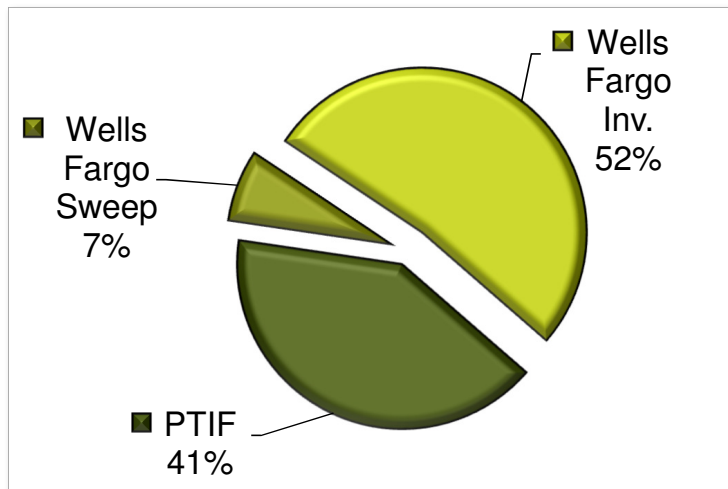
* Transfers consist of activity between UVU and the Foundation and interest transferred to UVU.

3.17%
12 Month Return

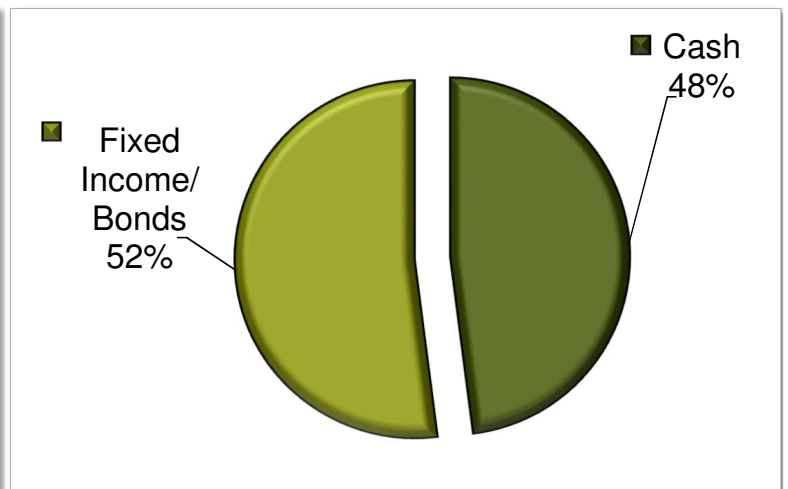
Performance Returns	Wells Fargo Checking/Sweep	Wells Fargo Investments	PTIF
May 2018	0.04%	0.22%	0.19%
June 2018	0.04%	0.22%	0.21%
July 2018	0.04%	0.23%	0.21%
August 2018	0.04%	0.23%	0.22%
September 2018	0.04%	0.23%	0.21%
October 2018	0.04%	0.23%	0.22%
November 2018	0.04%	0.24%	0.23%
December 2018	0.04%	0.24%	0.23%
January 2019	0.04%	0.24%	0.24%
February 2019	0.04%	0.25%	0.24%
March 2019	0.04%	0.26%	0.25%
April 2019	0.04%	0.27%	0.24%
Monthly Average	0.04%	0.24%	0.22%
12 Month Return	0.50%	2.83%	2.69%



UVU Cash and Investments as a Percent of Total



UVU Cash and Investments Investments by Type



Monthly Composite Performance Review

UVU Foundation

April 2019

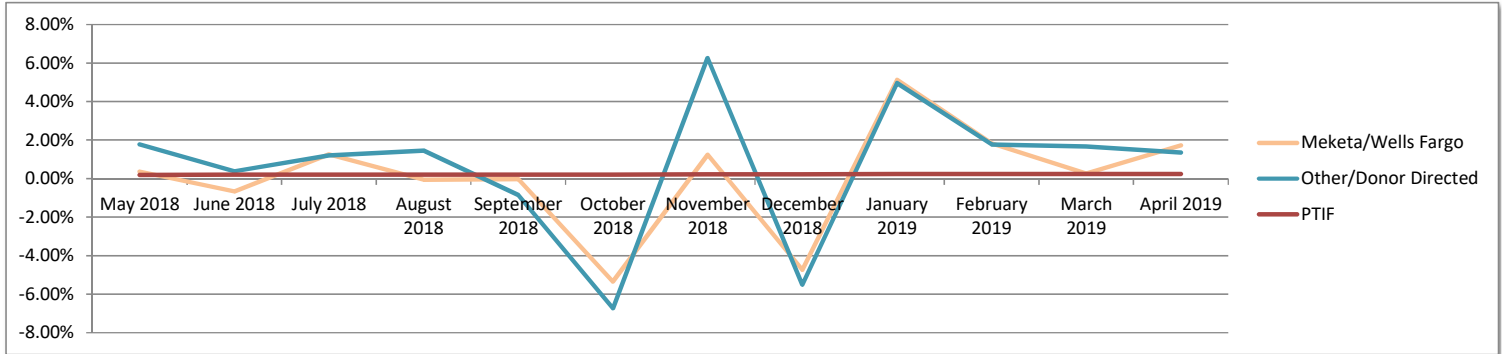
Account Activity

	Unrestricted	Temporarily Restricted	Permanently Restricted - Endowments	Total Foundation Investments	Past Twelve Months of Activity	Notes Due From University ^
Beginning Market Value	\$ 4,429,442	\$ 40,099,466	\$ 30,969,787	\$ 75,498,695	\$ 87,312,701	Beginning Balance \$ 7,970,125
Interest	6,297	75,722	799	82,818	1,260,967	Additional Notes -
Acquisitions	-	761	332,739	333,500	55,535,062	Principal Received (416,304)
Dispositions	-	(762)	(332,738)	(333,500)	(55,625,457)	Ending Balance \$ 7,553,821
Gain/Loss Rec & Unrec	-	178,848	516,258	695,106	1,065,015	Interest Received \$ 256,558
Fees	-	(705)	(4,476)	(5,181)	(70,057)	Rate 5.5%
Transfers *	(6,297)	(1,662,984)	(512,583)	(2,181,864)	(15,388,657)	^ Fiscal Year Activity
Ending Market Value	\$ 4,429,442	\$ 38,690,346	\$ 30,969,786	\$ 74,089,574	\$ 74,089,574	
Monthly Return	0.14%	0.63%	1.66%	1.02%		
12 Month Return	0.54%	1.84%	4.51%		2.58%	

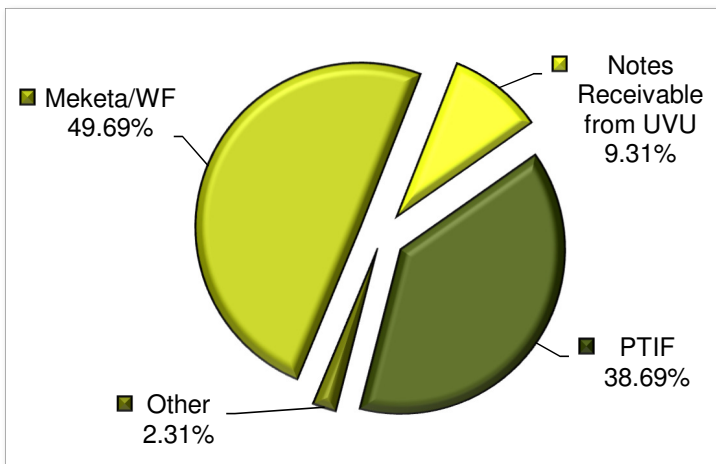
* Transfers consist of activity between money market accounts and other investment accounts as well as activity between the University and the Foundation.

Performance Returns

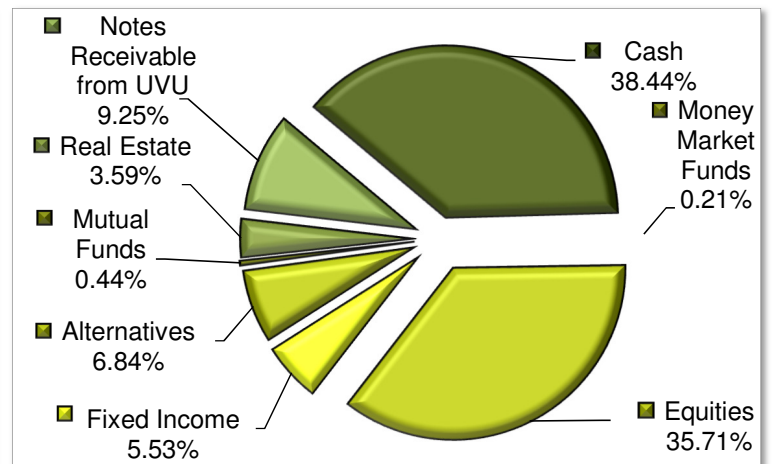
	Meketa/ Wells Fargo	Other - Donor Directed	PTIF
May 2018	0.37%	1.77%	0.19%
June 2018	-0.67%	0.38%	0.21%
July 2018	1.26%	1.21%	0.21%
August 2018	-0.05%	1.46%	0.22%
September 2018	-0.02%	-0.85%	0.21%
October 2018	-5.35%	-6.73%	0.22%
November 2018	1.24%	6.26%	0.23%
December 2018	-4.74%	-5.49%	0.23%
January 2019	5.12%	4.96%	0.24%
February 2019	1.82%	1.77%	0.24%
March 2019	0.26%	1.67%	0.25%
April 2019	1.72%	1.36%	0.24%
Monthly Average	0.08%	0.65%	0.22%
12 Month Return	2.40%	7.76%	2.69%



UVU Foundation Investments as a Percent of Total



UVU Foundation Investments by Type



Utah Valley University

Investments and Investment Earnings

From 7/1/18 to 4/30/19

Description	Coupon	Settlement Date	Maturity Date	Principal	Premium (Discount)	Accrued Interest	Net Amount	Par	Total Interest Received To Date	Less Accrued Interest	Interest Earnings
Santander UK PLC	4.26%	5/12/2016	3/14/2019	405,230.53	5,230.53	1,384.76	406,615.29	400,000.00	12,011.77	-	12,011.77
Bank of America Corp	3.27%	4/5/2016	4/1/2019	2,482,991.76	(17,008.24)	415.31	2,483,407.07	2,500,000.00	61,444.98	-	61,444.98
Citigroup Inc	3.11%	8/10/2016	4/8/2019	753,281.47	3,281.47	983.88	754,265.35	750,000.00	5,878.28	-	5,878.28
Citigroup Inc	3.25%	9/9/2016	6/7/2019	1,512,795.00	12,795.00	146.95	1,512,941.95	1,500,000.00	-	-	-
Citigroup Inc	3.25%	9/7/2016	6/7/2019	3,529,785.00	29,785.00	-	3,529,785.00	3,500,000.00	-	-	-
Citigroup Inc	3.25%	9/30/2016	6/7/2019	4,031,138.24	31,138.24	4,506.57	4,035,644.81	4,000,000.00	-	-	-
BK of Communications/HK	3.56%	5/15/2017	8/16/2019	3,017,220.00	17,220.00	14,023.75	3,031,243.75	3,000,000.00	76,769.79	-	76,769.79
Goldman Sachs Group Inc SRNT	3.13%	1/20/2017	12/13/2019	2,004,571.62	4,571.62	3,708.17	2,008,279.79	2,000,000.00	16,011.22	-	16,011.22
China Development Bank	3.16%	7/28/2017	3/6/2020	1,000,662.47	662.47	2,560.28	1,003,222.75	1,000,000.00	22,802.50	-	22,802.50
Goldman Sachs Group Inc SRNT	3.75%	2/23/2018	4/23/2020	5,783,361.78	100,361.78	14,213.59	5,797,575.37	5,683,000.00	210,215.30	-	210,215.30
UBS AG Stamford CT	3.48%	9/29/2017	6/1/2020	3,038,334.36	38,334.36	5,054.26	3,043,388.62	3,000,000.00	75,033.54	-	75,033.54
Morgan Stanley	3.60%	6/16/2017	6/16/2020	3,544,030.00	44,030.00	-	3,544,030.00	3,500,000.00	91,984.65	-	91,984.65
Barclays Bank	3.22%	6/16/2017	6/16/2020	5,000,000.00	-	-	5,000,000.00	5,000,000.00	115,712.64	-	115,712.64
National Bank of Canada	3.16%	8/24/2017	6/12/2020	4,024,000.00	24,000.00	14,503.56	4,038,503.56	4,000,000.00	92,127.99	-	92,127.99
National Bank of Canada	3.16%	8/24/2017	6/12/2020	1,006,000.00	6,000.00	3,625.89	1,009,625.89	1,000,000.00	23,032.00	-	23,032.00
Bank of Montreal	3.05%	1/9/2018	6/15/2020	1,507,200.00	7,200.00	2,113.01	1,509,313.01	1,500,000.00	33,246.08	-	33,246.08
Wells Fargo	3.47%	8/21/2017	7/22/2020	5,083,300.00	83,300.00	8,526.39	5,091,826.39	5,000,000.00	170,567.16	-	170,567.16
Canadian Imperial Bank	2.91%	3/9/2018	10/5/2020	2,507,925.00	7,925.00	8,775.94	2,516,700.94	2,500,000.00	70,257.57	-	70,257.57
JPMorgan Chase & Co.	3.79%	1/16/2018	10/29/2020	3,076,110.00	76,110.00	16,789.24	3,092,899.24	3,000,000.00	112,050.40	-	112,050.40
American Express Co	3.08%	1/24/2018	10/30/2020	3,001,500.00	1,500.00	12,240.38	3,013,740.38	3,000,000.00	85,807.98	-	85,807.98
Canadian Imperial Bank	3.05%	2/12/2018	2/2/2021	3,006,600.00	6,600.00	12,240.38	3,018,840.38	3,000,000.00	63,460.58	-	63,460.58
Wells Fargo	3.96%	5/2/2018	3/4/2021	3,590,463.24	90,463.24	18,972.44	3,609,435.68	3,500,000.00	100,801.46	-	100,801.46
HSBC HOLDINGS PLC	4.84%	3/16/2018	3/8/2021	8,547,201.00	447,201.00	7,717.10	8,554,918.10	8,100,000.00	289,114.33	-	289,114.33
Toronto Dominion Bank	3.59%	4/10/2018	4/7/2021	3,067,953.00	67,953.00	277.55	3,068,230.55	3,000,000.00	105,192.64	-	105,192.64
Bank of Nova Scotia	3.03%	4/30/2018	4/20/2021	5,015,250.00	15,250.00	3,887.03	5,019,137.03	5,000,000.00	148,947.37	-	148,947.37
Morgan Stanley	3.99%	4/30/2018	4/21/2021	5,143,600.00	143,600.00	3,657.07	5,147,257.07	5,000,000.00	196,350.34	-	196,350.34
Santander UK PLC	3.25%	6/6/2018	6/1/2021	1,502,280.00	2,280.00	608.40	1,502,888.40	1,500,000.00	34,900.51	-	34,900.51
Mitsubishi UFJ FIN GRP	3.24%	8/10/2018	7/26/2021	1,803,030.04	10,030.04	2,229.95	1,805,259.99	1,793,000.00	43,428.40	(2,229.95)	41,198.45
Citigroup Inc	3.93%	8/8/2018	8/2/2021	8,670,000.00	170,000.00	5,012.96	8,675,012.96	8,500,000.00	160,061.27	(5,012.96)	155,048.31
Goldman Sachs Group Inc SRNT	3.85%	11/29/2018	11/15/2021	2,020,000.00	20,000.00	2,944.77	2,022,944.77	2,000,000.00	19,351.33	(2,944.77)	16,406.56
Santander UK PLC	3.34%	1/9/2019	11/15/2021	2,488,307.50	(11,692.50)	12,513.00	2,500,820.50	2,500,000.00	20,930.83	(12,513.00)	8,417.83
MIZUHO Financial Group	3.57%	2/28/2019	2/28/2022	2,016,000.00	16,000.00	-	2,016,000.00	2,000,000.00	-	-	-
FHLB	1.75%	8/30/2017	8/23/2022	3,000,000.00	-	-	3,000,000.00	3,000,000.00	52,500.00	-	52,500.00
FHLB	2.00%	10/27/2017	10/27/2022	2,000,000.00	-	-	2,000,000.00	2,000,000.00	17,500.00	-	17,500.00
				108,180,122.01			108,363,754.59	106,726,000.00	2,527,492.91	(22,700.68)	2,504,792.23
		Matured/Sold		(16,719,793.62)			(16,730,939.26)	(16,650,000.00)			
		Total		91,460,328.39			91,632,815.33	90,076,000.00			



**CASH AND INVESTMENT
REPORT
May 2019**

Monthly Composite Performance Review

UTAH VALLEY UNIVERSITY

May 2019

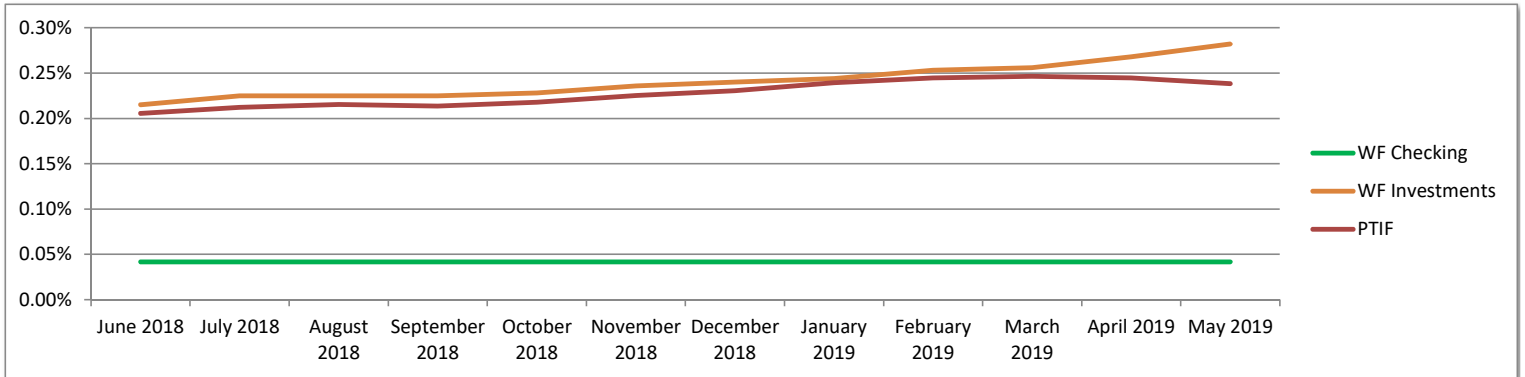


Account Activity	Checking/Sweep	Investments	PTIF	Total University Cash and Investments	Past Twelve Months of Activity
Beginning Balance	\$ 12,295,381	\$ 90,914,027	\$ 71,510,477	\$ 174,719,885	\$ 142,451,658
Interest/Earnings Credit	5,041	185,673	188,500	379,214	5,037,990
Acquisitions/Credits	-	-	10,082,172	10,082,172	226,344,151
Dispositions/Debits	(3,973,821)	-	(8,000,000)	(11,973,821)	(212,444,992)
Unrecognized Gain/Loss	-	(34,931)	-	(34,931)	(440,946)
Fees	(5,041)	-	-	(5,041)	(72,926)
Transfers *	-	(185,673)	-	(185,673)	12,106,870
Ending Balance	\$ 8,321,560	\$ 90,879,096	\$ 73,781,149	\$ 172,981,805	\$ 172,981,805

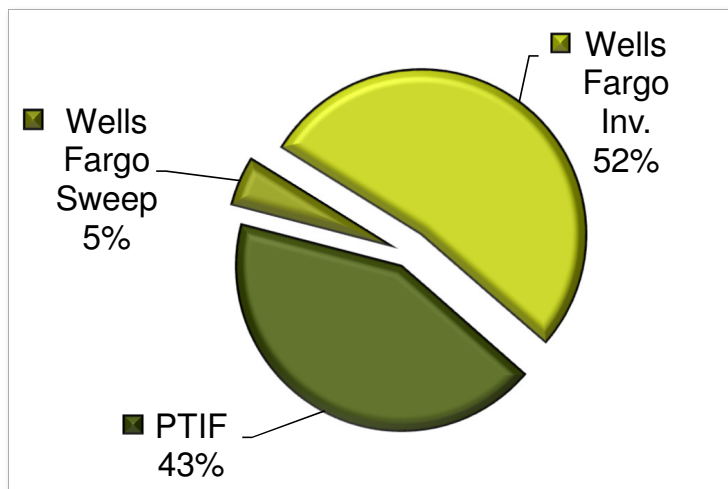
* Transfers consist of activity between UVU and the Foundation and interest transferred to UVU.

3.18%
12 Month Return

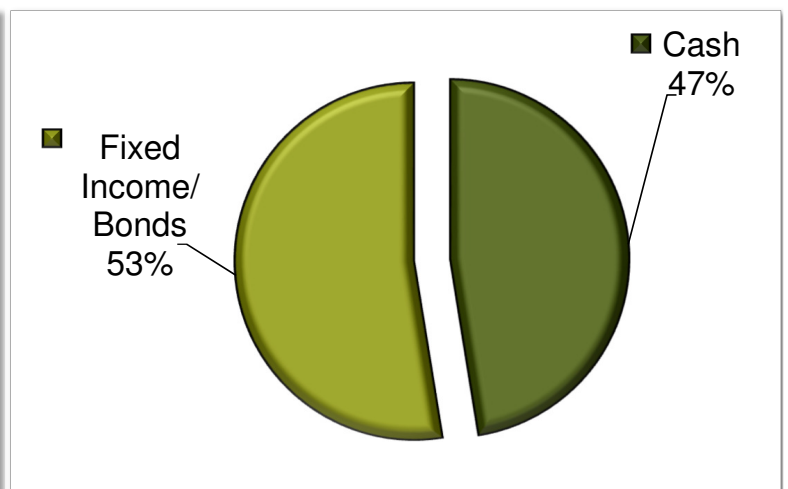
Performance Returns	Wells Fargo Checking/Sweep	Wells Fargo Investments	PTIF
June 2018	0.04%	0.22%	0.21%
July 2018	0.04%	0.23%	0.21%
August 2018	0.04%	0.23%	0.22%
September 2018	0.04%	0.23%	0.21%
October 2018	0.04%	0.23%	0.22%
November 2018	0.04%	0.24%	0.23%
December 2018	0.04%	0.24%	0.23%
January 2019	0.04%	0.24%	0.24%
February 2019	0.04%	0.25%	0.24%
March 2019	0.04%	0.26%	0.25%
April 2019	0.04%	0.27%	0.24%
May 2019	0.04%	0.28%	0.24%
Monthly Average	0.04%	0.24%	0.23%
12 Month Return	0.50%	2.90%	2.73%



UVU Cash and Investments as a Percent of Total



UVU Cash and Investments Investments by Type



Monthly Composite Performance Review

UVU Foundation

May 2019

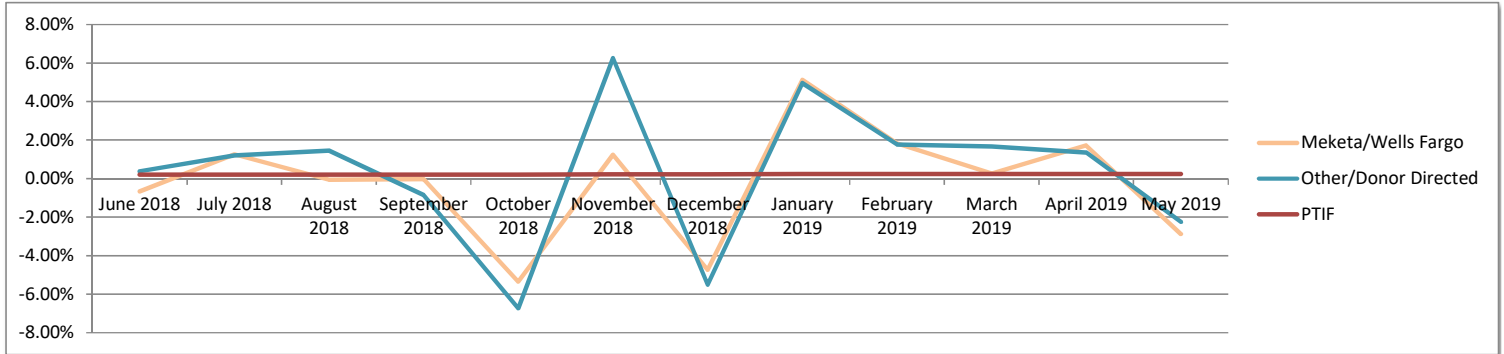
Account Activity

	Unrestricted	Temporarily Restricted	Permanently Restricted - Endowments	Total Foundation Investments	Past Twelve Months of Activity	Notes Due From University ^
Beginning Market Value	\$ 4,429,442	\$ 38,690,346	\$ 30,969,787	\$ 74,089,575	\$ 87,351,955	Beginning Balance \$ 7,970,125
Interest	6,781	76,026	29,927	112,734	1,283,924	Additional Notes -
Acquisitions	-	19,841	472,762	492,603	49,236,758	Principal Received (416,304)
Dispositions	-	-	(492,603)	(492,603)	(49,296,898)	Ending Balance \$ 7,553,821
Gain/Loss Rec & Unrec	-	(335,122)	(860,622)	(1,195,744)	(356,983)	Interest Received \$ 256,558
Fees	-	-	(7,148)	(7,148)	(59,362)	Rate 5.5%
Transfers *	(6,781)	(850,904)	857,685	-	(15,159,977)	^ Fiscal Year Activity
Ending Market Value	\$ 4,429,442	\$ 37,600,187	\$ 30,969,788	\$ 72,999,417	\$ 72,999,417	
Monthly Return	0.15%	-0.67%	-2.71%	-1.47%		
12 Month Return	0.45%	1.10%	0.95%		0.99%	

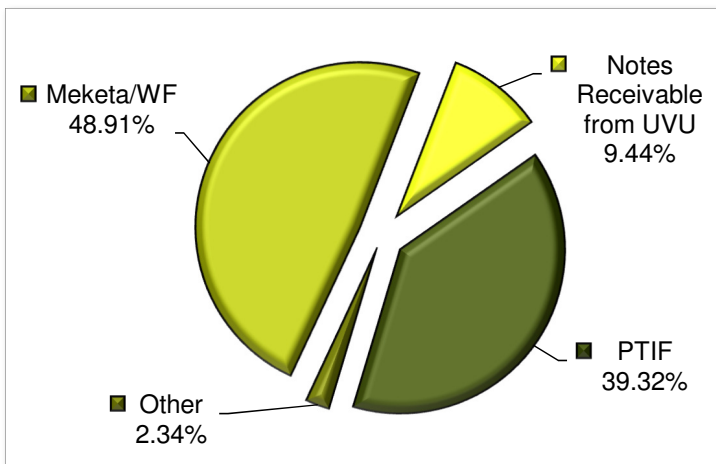
* Transfers consist of activity between money market accounts and other investment accounts as well as activity between the University and the Foundation.

Performance Returns

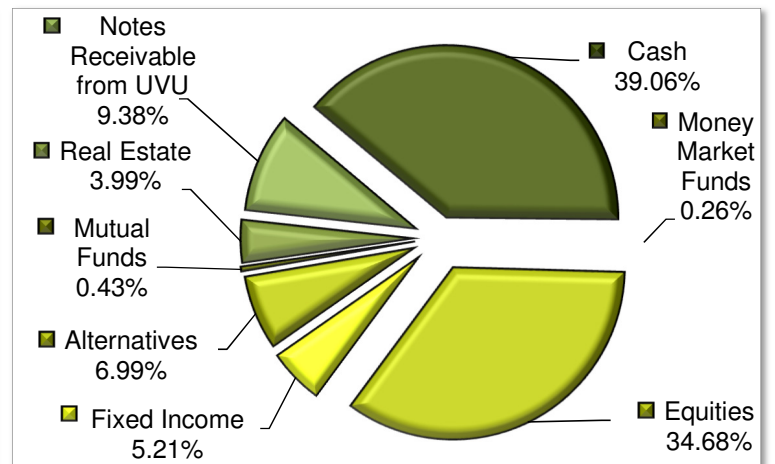
	Meketa/ Wells Fargo	Other - Donor Directed	PTIF
June 2018	-0.67%	0.38%	0.21%
July 2018	1.26%	1.21%	0.21%
August 2018	-0.05%	1.46%	0.22%
September 2018	-0.02%	-0.85%	0.21%
October 2018	-5.35%	-6.73%	0.22%
November 2018	1.24%	6.26%	0.23%
December 2018	-4.74%	-5.49%	0.23%
January 2019	5.12%	4.96%	0.24%
February 2019	1.82%	1.77%	0.24%
March 2019	0.26%	1.67%	0.25%
April 2019	1.72%	1.36%	0.24%
May 2019	-2.88%	-2.25%	0.24%
Monthly Average	-0.19%	0.31%	0.23%
12 Month Return	-2.50%	3.74%	2.73%



UVU Foundation Investments as a Percent of Total



UVU Foundation Investments by Type



Utah Valley University

Investments and Investment Earnings

From 7/1/18 to 5/31/19

Description	Coupon	Settlement Date	Maturity Date	Principal	Premium (Discount)	Accrued Interest	Net Amount	Par	Total Interest Received To Date	Less Accrued Interest	Interest Earnings
Santander UK PLC	4.26%	5/12/2016	3/14/2019	405,230.53	5,230.53	1,384.76	406,615.29	400,000.00	12,011.77	-	12,011.77
Bank of America Corp	3.27%	4/5/2016	4/1/2019	2,482,991.76	(17,008.24)	415.31	2,483,407.07	2,500,000.00	61,444.98	-	61,444.98
Citigroup Inc	3.11%	8/10/2016	4/8/2019	753,281.47	3,281.47	983.88	754,265.35	750,000.00	5,878.28	-	5,878.28
Citigroup Inc	3.25%	9/9/2016	6/7/2019	1,512,795.00	12,795.00	146.95	1,512,941.95	1,500,000.00	-	-	-
Citigroup Inc	3.25%	9/7/2016	6/7/2019	3,529,785.00	29,785.00	-	3,529,785.00	3,500,000.00	-	-	-
Citigroup Inc	3.25%	9/30/2016	6/7/2019	4,031,138.24	31,138.24	4,506.57	4,035,644.81	4,000,000.00	-	-	-
BK of Communications/HK	3.40%	5/15/2017	8/16/2019	3,017,220.00	17,220.00	14,023.75	3,031,243.75	3,000,000.00	102,267.93	-	102,267.93
Goldman Sachs Group Inc SRNT	3.13%	1/20/2017	12/13/2019	2,004,571.62	4,571.62	3,708.17	2,008,279.79	2,000,000.00	16,011.22	-	16,011.22
China Development Bank	3.16%	7/28/2017	3/6/2020	1,000,662.47	662.47	2,560.28	1,003,222.75	1,000,000.00	22,802.50	-	22,802.50
Goldman Sachs Group Inc SRNT	3.75%	2/23/2018	4/23/2020	5,783,361.78	100,361.78	14,213.59	5,797,575.37	5,683,000.00	210,215.30	-	210,215.30
UBS AG Stamford CT	3.48%	9/29/2017	6/1/2020	3,038,334.36	38,334.36	5,054.26	3,043,388.62	3,000,000.00	75,033.54	-	75,033.54
Morgan Stanley	3.60%	6/16/2017	6/16/2020	3,544,030.00	44,030.00	-	3,544,030.00	3,500,000.00	91,984.65	-	91,984.65
Barclays Bank	3.22%	6/16/2017	6/16/2020	5,000,000.00	-	-	5,000,000.00	5,000,000.00	115,712.64	-	115,712.64
National Bank of Canada	3.16%	8/24/2017	6/12/2020	4,024,000.00	24,000.00	14,503.56	4,038,503.56	4,000,000.00	92,127.99	-	92,127.99
National Bank of Canada	3.16%	8/24/2017	6/12/2020	1,006,000.00	6,000.00	3,625.89	1,009,625.89	1,000,000.00	23,032.00	-	23,032.00
Bank of Montreal	3.05%	1/9/2018	6/15/2020	1,507,200.00	7,200.00	2,113.01	1,509,313.01	1,500,000.00	33,246.08	-	33,246.08
Wells Fargo	3.47%	8/21/2017	7/22/2020	5,083,300.00	83,300.00	8,526.39	5,091,826.39	5,000,000.00	170,567.16	-	170,567.16
Canadian Imperial Bank	2.91%	3/9/2018	10/5/2020	2,507,925.00	7,925.00	8,775.94	2,516,700.94	2,500,000.00	70,257.57	-	70,257.57
JPMorgan Chase & Co.	3.79%	1/16/2018	10/29/2020	3,076,110.00	76,110.00	16,789.24	3,092,899.24	3,000,000.00	112,050.40	-	112,050.40
American Express Co	2.91%	1/24/2018	10/30/2020	3,001,500.00	1,500.00	12,240.38	3,013,740.38	3,000,000.00	85,807.98	-	85,807.98
Canadian Imperial Bank	2.89%	2/12/2018	2/2/2021	3,006,600.00	6,600.00	12,240.38	3,018,840.38	3,000,000.00	85,591.21	-	85,591.21
Wells Fargo	3.96%	5/2/2018	3/4/2021	3,590,463.24	90,463.24	18,972.44	3,609,435.68	3,500,000.00	100,801.46	-	100,801.46
HSBC HOLDINGS PLC	4.84%	3/16/2018	3/8/2021	8,547,201.00	447,201.00	7,717.10	8,554,918.10	8,100,000.00	289,114.33	-	289,114.33
Toronto Dominion Bank	3.59%	4/10/2018	4/7/2021	3,067,953.00	67,953.00	277.55	3,068,230.55	3,000,000.00	105,192.64	-	105,192.64
Bank of Nova Scotia	3.03%	4/30/2018	4/20/2021	5,015,250.00	15,250.00	3,887.03	5,019,137.03	5,000,000.00	148,947.37	-	148,947.37
Morgan Stanley	3.99%	4/30/2018	4/21/2021	5,143,600.00	143,600.00	3,657.07	5,147,257.07	5,000,000.00	196,350.34	-	196,350.34
Santander UK PLC	3.25%	6/6/2018	6/1/2021	1,502,280.00	2,280.00	608.40	1,502,888.40	1,500,000.00	34,900.51	-	34,900.51
Mitsubishi UFJ FIN GRP	3.24%	8/10/2018	7/26/2021	1,803,030.04	10,030.04	2,229.95	1,805,259.99	1,793,000.00	43,428.40	(2,229.95)	41,198.45
Citigroup Inc	3.77%	8/8/2018	8/2/2021	8,670,000.00	170,000.00	5,012.96	8,675,012.96	8,500,000.00	240,738.66	(5,012.96)	235,725.70
Goldman Sachs Group Inc SRNT	3.69%	11/29/2018	11/15/2021	2,020,000.00	20,000.00	2,944.77	2,022,944.77	2,000,000.00	38,405.98	(2,944.77)	35,461.21
Santander UK PLC	3.18%	1/9/2019	11/15/2021	2,488,307.50	(11,692.50)	12,513.00	2,500,820.50	2,500,000.00	41,597.06	(12,513.00)	29,084.06
MIZUHO Financial Group	3.46%	2/28/2019	2/28/2022	2,016,000.00	16,000.00	-	2,016,000.00	2,000,000.00	17,646.13	-	17,646.13
FHLB	1.75%	8/30/2017	8/23/2022	3,000,000.00	-	-	3,000,000.00	3,000,000.00	52,500.00	-	52,500.00
FHLB	2.00%	10/27/2017	10/27/2022	2,000,000.00	-	-	2,000,000.00	2,000,000.00	17,500.00	-	17,500.00
				108,180,122.01			108,363,754.59	106,726,000.00	2,713,166.08	(22,700.68)	2,690,465.40
		Matured/Sold		(16,719,793.62)			(16,730,939.26)	(16,650,000.00)			
		Total		91,460,328.39			91,632,815.33	90,076,000.00			



**CASH AND INVESTMENT
REPORT
June 2019**

Monthly Composite Performance Review

UTAH VALLEY UNIVERSITY

June 2019

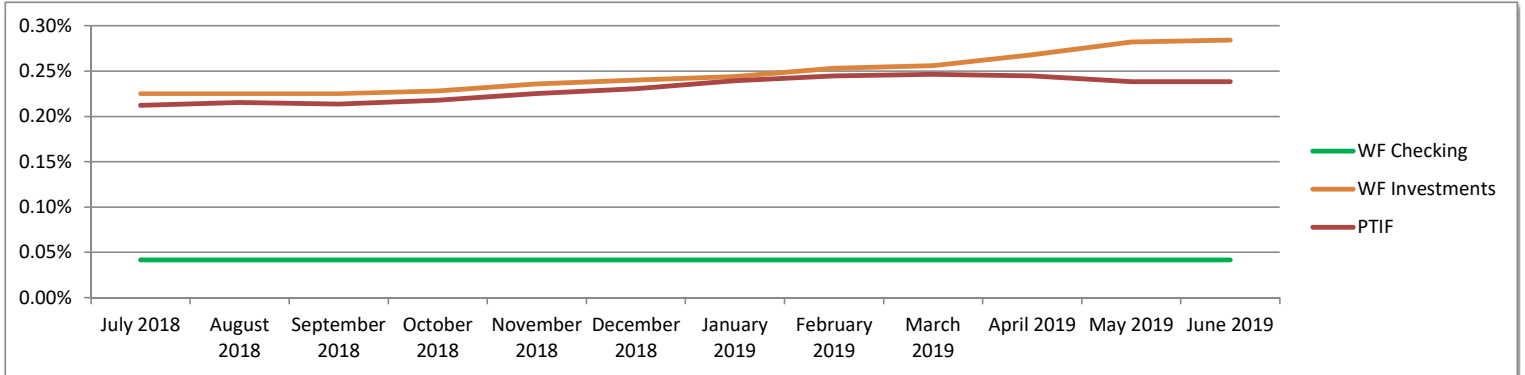


Account Activity	Checking/Sweep	Investments	PTIF	Total University Cash and Investments	Past Twelve Months of Activity
Beginning Balance	\$ 8,321,560	\$ 90,879,096	\$ 73,781,149	\$ 172,981,805	\$ 143,864,877
Interest/Earnings Credit	4,948	309,909	172,802	487,659	5,096,209
Acquisitions/Credits	5,504,764	5,000,000	12,386,286	22,891,050	232,322,139
Dispositions/Debits	-	(5,000,000)	(25,000,000)	(30,000,000)	(215,444,992)
Unrecognized Gain/Loss	-	(14,055)	-	(14,055)	(89,175)
Fees	(4,948)	-	-	(4,948)	(72,130)
Transfers *	-	(309,909)	669,919	360,010	1,024,593
Ending Balance	\$ 13,826,324	\$ 90,865,041	\$ 62,010,156	\$ 166,701,521	\$ 166,701,521

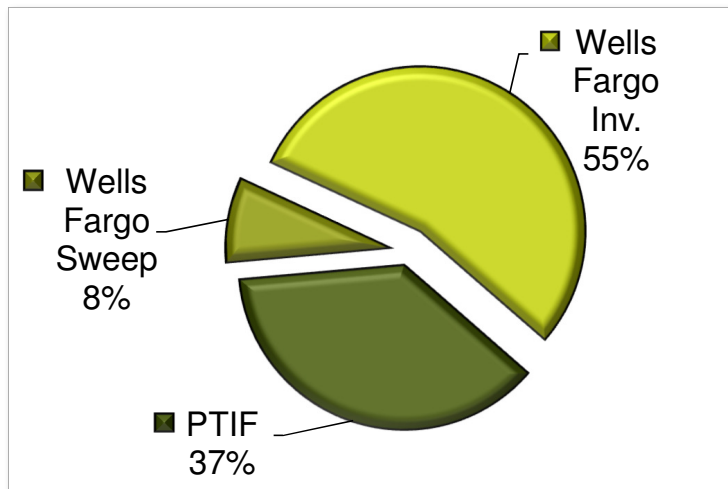
* Transfers consist of activity between UVU and the Foundation and interest transferred to UVU.

3.43%
12 Month Return

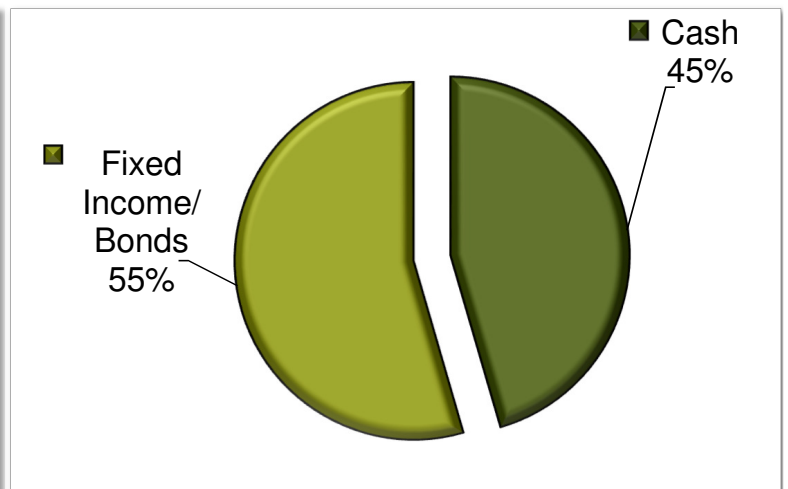
Performance Returns	Wells Fargo Checking/Sweep	Wells Fargo Investments	PTIF
July 2018	0.04%	0.23%	0.21%
August 2018	0.04%	0.23%	0.22%
September 2018	0.04%	0.23%	0.21%
October 2018	0.04%	0.23%	0.22%
November 2018	0.04%	0.24%	0.23%
December 2018	0.04%	0.24%	0.23%
January 2019	0.04%	0.24%	0.24%
February 2019	0.04%	0.25%	0.24%
March 2019	0.04%	0.26%	0.25%
April 2019	0.04%	0.27%	0.24%
May 2019	0.04%	0.28%	0.24%
June 2019	0.04%	0.28%	0.24%
Monthly Average	0.04%	0.25%	0.23%
12 Month Return	0.50%	2.97%	2.77%



UVU Cash and Investments as a Percent of Total



UVU Cash and Investments Investments by Type



Monthly Composite Performance Review

UVU Foundation

June 2019

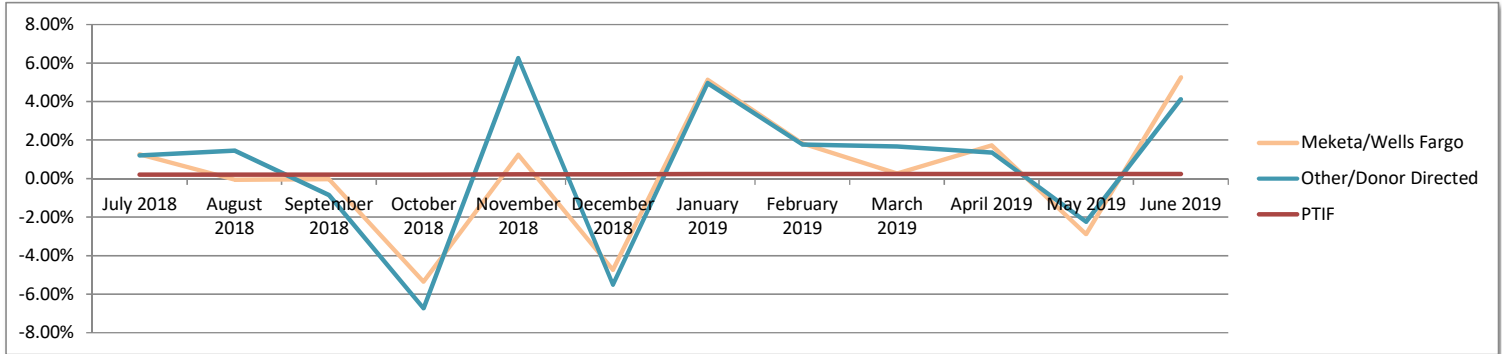
Account Activity

	Unrestricted	Temporarily Restricted	Permanently Restricted - Endowments	Total Foundation Investments	Past Twelve Months of Activity	Notes Due From University ^
Beginning Market Value	\$ 4,429,442	\$ 37,600,187	\$ 30,969,787	\$ 72,999,416	\$ 75,374,221	Beginning Balance \$ 7,970,125
Interest	6,026	67,768	1,726	75,520	1,187,850	Additional Notes -
Acquisitions	-	1,531,403	3,939,305	5,470,708	51,067,627	Principal Received (650,667)
Dispositions	-	(1,323,841)	(4,146,867)	(5,470,708)	(51,127,705)	Ending Balance \$ 7,319,458
Gain/Loss Rec & Unrec	5,475	507,614	1,568,842	2,081,931	2,090,977	Interest Received \$ 435,482
Fees	-	(247)	(735)	(982)	(59,336)	Rate 5.5%
Transfers *	(1,586,679)	2,606,059	(1,689,299)	(669,919)	(4,047,668)	^ Fiscal Year Activity
Ending Market Value	\$ 2,854,264	\$ 40,988,943	\$ 30,642,759	\$ 74,485,966	\$ 74,485,966	
Monthly Return	0.26%	1.53%	5.07%	2.95%		
12 Month Return	2.14%	2.74%	6.89%		4.27%	

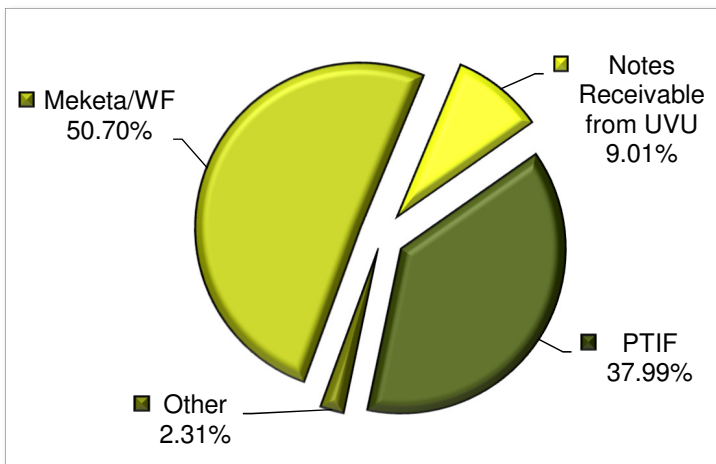
* Transfers consist of activity between money market accounts and other investment accounts as well as activity between the University and the Foundation.

Performance Returns

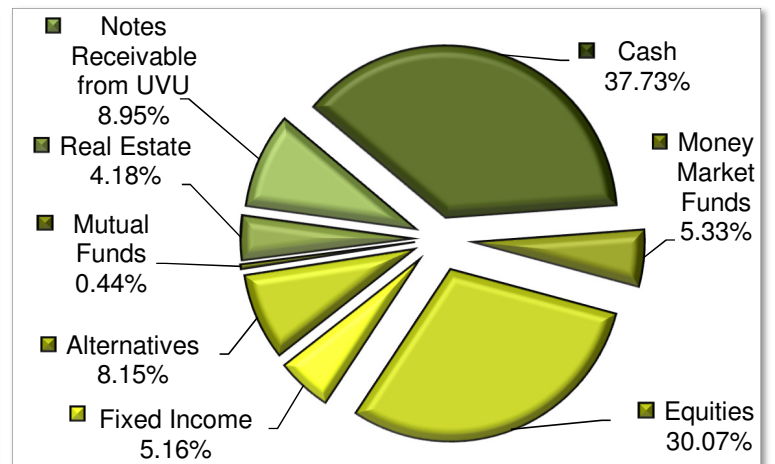
	Meketa/ Wells Fargo	Other - Donor Directed	PTIF
July 2018	1.26%	1.21%	0.21%
August 2018	-0.05%	1.46%	0.22%
September 2018	-0.02%	-0.85%	0.21%
October 2018	-5.35%	-6.73%	0.22%
November 2018	1.24%	6.26%	0.23%
December 2018	-4.74%	-5.49%	0.23%
January 2019	5.12%	4.96%	0.24%
February 2019	1.82%	1.77%	0.24%
March 2019	0.26%	1.67%	0.25%
April 2019	1.72%	1.36%	0.24%
May 2019	-2.88%	-2.25%	0.24%
June 2019	5.25%	4.11%	0.24%
Monthly Average	0.30%	0.62%	0.23%
12 Month Return	3.41%	7.47%	2.77%



UVU Foundation Investments as a Percent of Total



UVU Foundation Investments by Type



Utah Valley University

Investments and Investment Earnings

From 7/1/18 to 6/30/19

Description	Coupon	Settlement Date	Maturity Date	Principal	Premium (Discount)	Accrued Interest	Net Amount	Par	Total Interest Received To Date	Less Accrued Interest	Interest Earnings
Santander UK PLC	4.26%	5/12/2016	3/14/2019	405,230.53	5,230.53	1,384.76	406,615.29	400,000.00	12,011.77	-	12,011.77
Bank of America Corp	3.27%	4/5/2016	4/1/2019	2,482,991.76	(17,008.24)	415.31	2,483,407.07	2,500,000.00	61,444.98	-	61,444.98
Citigroup Inc	3.11%	8/10/2016	4/8/2019	753,281.47	3,281.47	983.88	754,265.35	750,000.00	5,878.28	-	5,878.28
Citigroup Inc	3.25%	9/9/2016	6/7/2019	1,512,795.00	12,795.00	146.95	1,512,941.95	1,500,000.00	-	-	-
Citigroup Inc	3.25%	9/7/2016	6/7/2019	3,529,785.00	29,785.00	-	3,529,785.00	3,500,000.00	-	-	-
Citigroup Inc	3.25%	9/30/2016	6/7/2019	4,031,138.24	31,138.24	4,506.57	4,035,644.81	4,000,000.00	-	-	-
BK of Communications/HK	3.40%	5/15/2017	8/16/2019	3,017,220.00	17,220.00	14,023.75	3,031,243.75	3,000,000.00	102,267.93	-	102,267.93
Goldman Sachs Group Inc SRNT	3.13%	1/20/2017	12/13/2019	2,004,571.62	4,571.62	3,708.17	2,008,279.79	2,000,000.00	16,011.22	-	16,011.22
China Development Bank	3.02%	7/28/2017	3/6/2020	1,000,662.47	662.47	2,560.28	1,003,222.75	1,000,000.00	30,872.00	-	30,872.00
Goldman Sachs Group Inc SRNT	3.75%	2/23/2018	4/23/2020	5,783,361.78	100,361.78	14,213.59	5,797,575.37	5,683,000.00	210,215.30	-	210,215.30
UBS AG Stamford CT	3.37%	9/29/2017	6/1/2020	3,038,334.36	38,334.36	5,054.26	3,043,388.62	3,000,000.00	102,263.23	-	102,263.23
Morgan Stanley	3.39%	6/16/2017	6/16/2020	3,544,030.00	44,030.00	-	3,544,030.00	3,500,000.00	123,787.14	-	123,787.14
Barclays Bank	3.22%	6/16/2017	6/16/2020	5,000,000.00	-	-	5,000,000.00	5,000,000.00	155,895.52	-	155,895.52
National Bank of Canada	3.00%	8/24/2017	6/12/2020	4,024,000.00	24,000.00	14,503.56	4,038,503.56	4,000,000.00	124,395.77	-	124,395.77
National Bank of Canada	3.00%	8/24/2017	6/12/2020	1,006,000.00	6,000.00	3,625.89	1,009,625.89	1,000,000.00	31,098.94	-	31,098.94
Bank of Montreal	2.85%	1/9/2018	6/15/2020	1,507,200.00	7,200.00	2,113.01	1,509,313.01	1,500,000.00	45,195.36	-	45,195.36
Wells Fargo	3.47%	8/21/2017	7/22/2020	5,083,300.00	83,300.00	8,526.39	5,091,826.39	5,000,000.00	170,567.16	-	170,567.16
Canadian Imperial Bank	2.91%	3/9/2018	10/5/2020	2,507,925.00	7,925.00	8,775.94	2,516,700.94	2,500,000.00	70,257.57	-	70,257.57
JPMorgan Chase & Co.	3.79%	1/16/2018	10/29/2020	3,076,110.00	76,110.00	16,789.24	3,092,899.24	3,000,000.00	112,050.40	-	112,050.40
American Express Co	2.91%	1/24/2018	10/30/2020	3,001,500.00	1,500.00	12,240.38	3,013,740.38	3,000,000.00	85,807.98	-	85,807.98
Canadian Imperial Bank	2.89%	2/12/2018	2/2/2021	3,006,600.00	6,600.00	12,240.38	3,018,840.38	3,000,000.00	85,591.21	-	85,591.21
Wells Fargo	3.84%	5/2/2018	3/4/2021	3,590,463.24	90,463.24	18,972.44	3,609,435.68	3,500,000.00	136,177.90	-	136,177.90
HSBC HOLDINGS PLC	4.69%	3/16/2018	3/8/2021	8,547,201.00	447,201.00	7,717.10	8,554,918.10	8,100,000.00	391,364.00	-	391,364.00
Toronto Dominion Bank	3.59%	4/10/2018	4/7/2021	3,067,953.00	67,953.00	277.55	3,068,230.55	3,000,000.00	105,192.64	-	105,192.64
Bank of Nova Scotia	3.03%	4/30/2018	4/20/2021	5,015,250.00	15,250.00	3,887.03	5,019,137.03	5,000,000.00	148,947.37	-	148,947.37
Morgan Stanley	3.99%	4/30/2018	4/21/2021	5,143,600.00	143,600.00	3,657.07	5,147,257.07	5,000,000.00	196,350.34	-	196,350.34
Santander UK PLC	3.14%	6/6/2018	6/1/2021	1,502,280.00	2,280.00	608.40	1,502,888.40	1,500,000.00	47,614.52	-	47,614.52
Mitsubishi UFJ FIN GRP	3.24%	8/10/2018	7/26/2021	1,803,030.04	10,030.04	2,229.95	1,805,259.99	1,793,000.00	43,428.40	(2,229.95)	41,198.45
Citigroup Inc	3.77%	8/8/2018	8/2/2021	8,670,000.00	170,000.00	5,012.96	8,675,012.96	8,500,000.00	240,738.66	(5,012.96)	235,725.70
Goldman Sachs Group Inc SRNT	3.69%	11/29/2018	11/15/2021	2,020,000.00	20,000.00	2,944.77	2,022,944.77	2,000,000.00	38,405.98	(2,944.77)	35,461.21
Santander UK PLC	3.18%	1/9/2019	11/15/2021	2,488,307.50	(11,692.50)	12,513.00	2,500,820.50	2,500,000.00	41,597.06	(12,513.00)	29,084.06
MIZUHO Financial Group	3.46%	2/28/2019	2/28/2022	2,016,000.00	16,000.00	-	2,016,000.00	2,000,000.00	17,646.13	-	17,646.13
Barclays Bank	3.04%	6/21/2019	6/21/2022	5,000,000.00	-	-	5,000,000.00	5,000,000.00	-	-	-
FHLB	1.75%	8/30/2017	8/23/2022	3,000,000.00	-	-	3,000,000.00	3,000,000.00	52,500.00	-	52,500.00
FHLB	2.00%	10/27/2017	10/27/2022	2,000,000.00	-	-	2,000,000.00	2,000,000.00	17,500.00	-	17,500.00
				113,180,122.01			113,363,754.59	111,726,000.00	3,023,074.76	(22,700.68)	3,000,374.08
			Matured/Sold	(21,719,793.62)			(21,730,939.26)	(21,650,000.00)			
			Total	91,460,328.39			91,632,815.33	90,076,000.00			



UTAH VALLEY UNIVERSITY

TO: Utah Valley University Board of Trustees

FROM: Scott Cooksey, VP for Institutional Advancement

DATE: August 9, 2019

SUBJECT: Updates on Trustee's Engaged Learning Award

1. Having received your feedback on the research proposals for the 2019-2020 Board of Trustee Engaged Learning Award, I am happy to report that after careful deliberation, the Scholarly and Creative Activities Council decided to fund the following in the amount of \$6,000 each:

- a. Jonathan Wasden, "Forest Fires and Endophytic Growth"
- b. Lance Buck, "Differentiating Cancer Cells using Raman Spectroscopy"

The awardees will provide an interim written report in January 2020 and a final verbal report in June 2020.

2. In follow-up to the conversations held during the Trustee meeting on June 18 regarding communication about and applications for the Engaged Learning Award, Cheryl Hanewicz, Associate VP of Engaged Learning, compiled the information below.

Historical applicant numbers:

Board of Trustee's Engaged Learning Award			
Year	17/18	18/19	19/20
Number of Applications	16	23	8
Number of Awards	2	2	2
Applications by College			
College of Science	7	11	2
College of Engineering & Tech.	5	1	0
College of Humanities & Soc. Sci.	2	2	2
Woodbury School of Business	1	5	2
School of the Arts	0	2	1
School of Education	0	0	0
University College	0	0	0
College of Health & Pub. Serv.	1	2	1

Comments from Shelly Andrus, the administrative assistant who supports this program:

The only way we have marketed this opportunity is to email the announcement to Deans, Asst. Deans, Department Chairs and Deans administrative assistants, as well as posting it on UV Announce. This is one of the grants that I would like to have marketing (or our own marketing intern) create a digital billboard ad for use across campus.

In regard to the long term follow up of past recipients, currently there is only the final report that is given to the board directly. This too is an item that we have been discussing in relation to the lack of support/funding for graduate students and the new plan for the percentage of royalty funds from Engaged Learning supported projects.

One significant change made for this academic year is to have a faculty member from School of the Arts, Nichole Ortega, serve as the Director of Undergraduate Research and Creative Works. Part of her assignment is to build stronger relations with faculty and students on the creative works side and encourage them to apply for more grants and awards. The entire Engaged Learning division will be focused on marketing to, and engaging with, more people in all colleges.

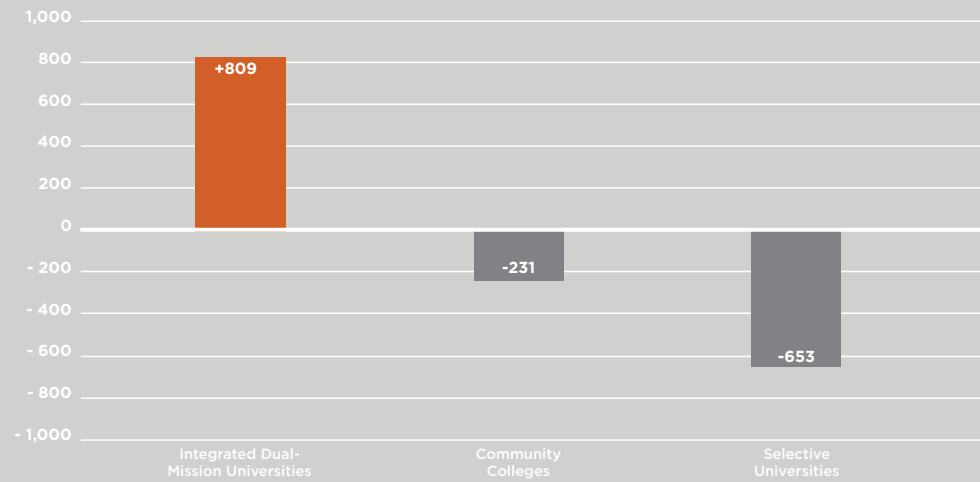
Cheryl will be discussing a legacy program with her directors at their retreat on August 9 and will send an update to me.

CTE GROWTH IS OCCURRING AT DUAL-MISSION INSTITUTIONS

ENROLLMENT CHANGE IN CAREER & TECHNICAL EDUCATION, 2008-09 TO 2018-19

Annualized Budget-Related FTE Students

Source: USHE 2009 Data Book and USHE 2018-19 End-of-Year Enrollment Report

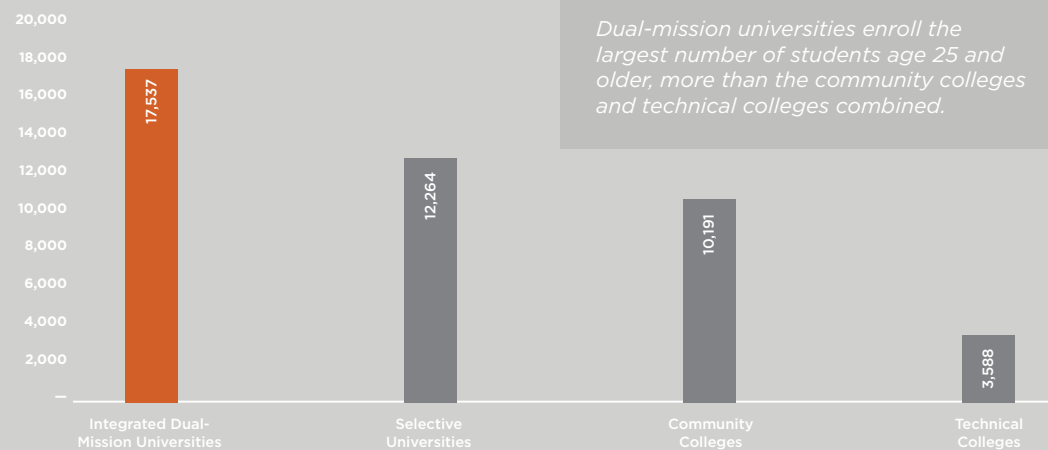


NONTRADITIONAL STUDENTS ARE ENROLLING AT DUAL-MISSION INSTITUTIONS

NONTRADITIONAL STUDENT ENROLLMENT, FALL 2017

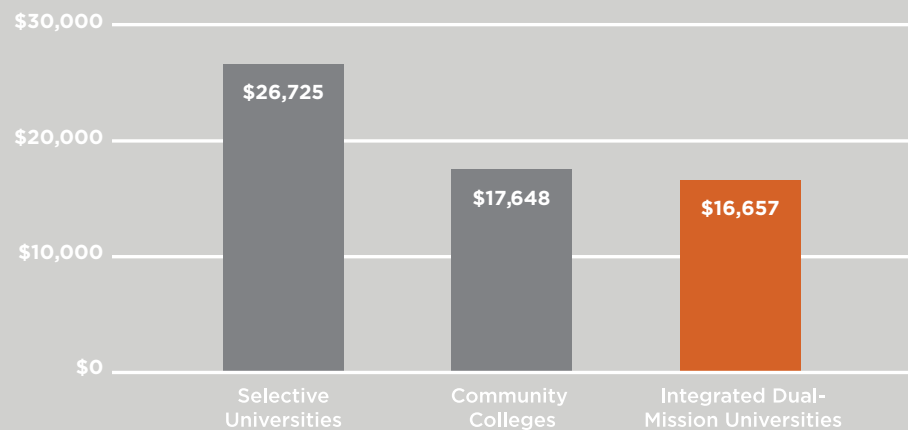
Number of Enrolled Students 25 and Older

Source: IPEDS Fall 2017 enrollment, undergraduates only



DUAL-MISSION INSTITUTIONS DELIVER COST-EFFECTIVE DEGREES

AVERAGE TAX FUNDS PER AWARD, 2017-18



Dual-mission institutions (WSU, UVU, and DSU) award more than **1/3 of the certificates and degrees** in USHE, and do so at the **lowest tax funds per award**.

Source: OCHE Cost Per Award, updated February 2018, Data from USHE 2019 Data Book

UTAH'S INTEGRATED DUAL-MISSION UNIVERSITIES

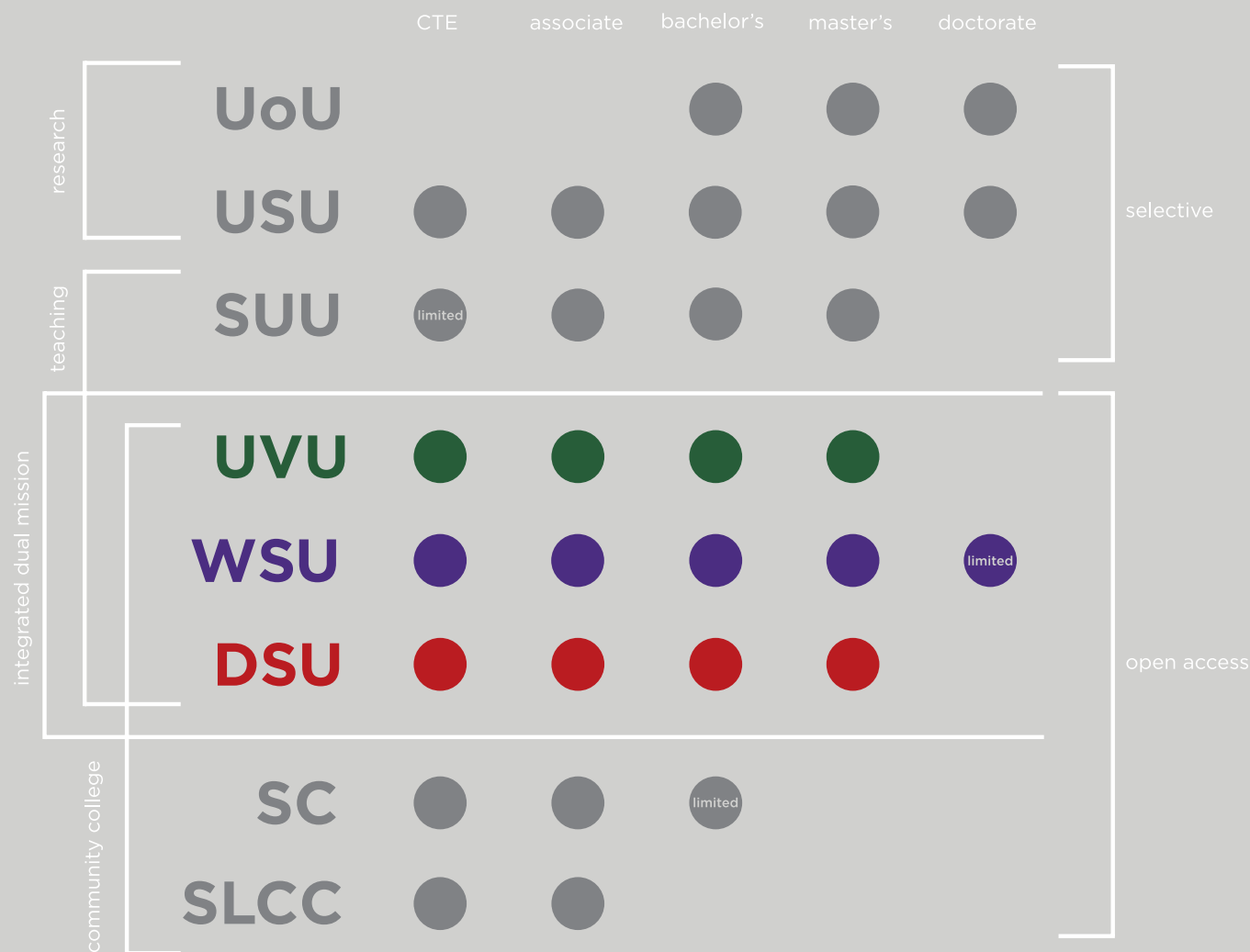
Meeting the educational and workforce needs of our state

UTAH'S INTEGRATED DUAL-MISSION UNIVERSITIES

MEETING EDUCATIONAL AND WORKFORCE NEEDS

The Utah System of Higher Education (USHE) is comprised of eight quality higher education institutions designed to meet the educational and workforce needs of a growing population and a diverse set of students who need different options and opportunities to succeed.

USHE INSTITUTIONS BY MISSION, CREDENTIALS/DEGREES OFFERED, AND INSTITUTION TYPE



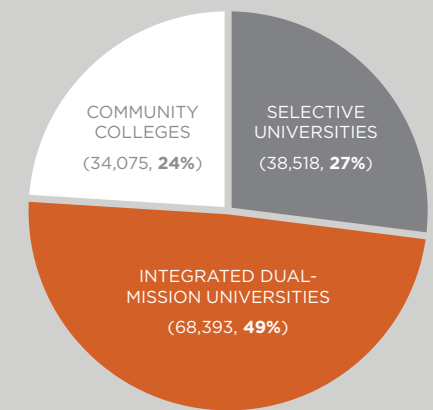
Rather than duplicate expensive independent systems, the Utah State Legislature and USHE established an innovative and differentiated role for the state's regional universities. Such leadership, foresight, and financial support have resulted in a higher education system that works, with three integrated dual-mission universities that can become national models for accessible, affordable, and effective public higher education.

SERVING UTAHNS

Today, Utah's three **integrated dual-mission universities (WSU, UVU, and DSU) serve nearly 50% of all Utahns** enrolled in USHE (over 68,000 Utahns in the fall of 2018). They also account for 64% of total USHE enrollment growth since 2000. Importantly, the integrated dual-mission model has led to Utah residents' attainment of a high number of associate degrees. This model has additionally been key to retaining associate degree students through the bachelor's degree, with 47.4% of all associate degrees and 38.5% of all bachelor's degrees in USHE awarded by the integrated dual-mission universities in 2017-2018.

Nearly 50% of students from Utah are enrolled in integrated dual-mission universities

UTAHNS ENROLLED IN USHE INSTITUTIONS



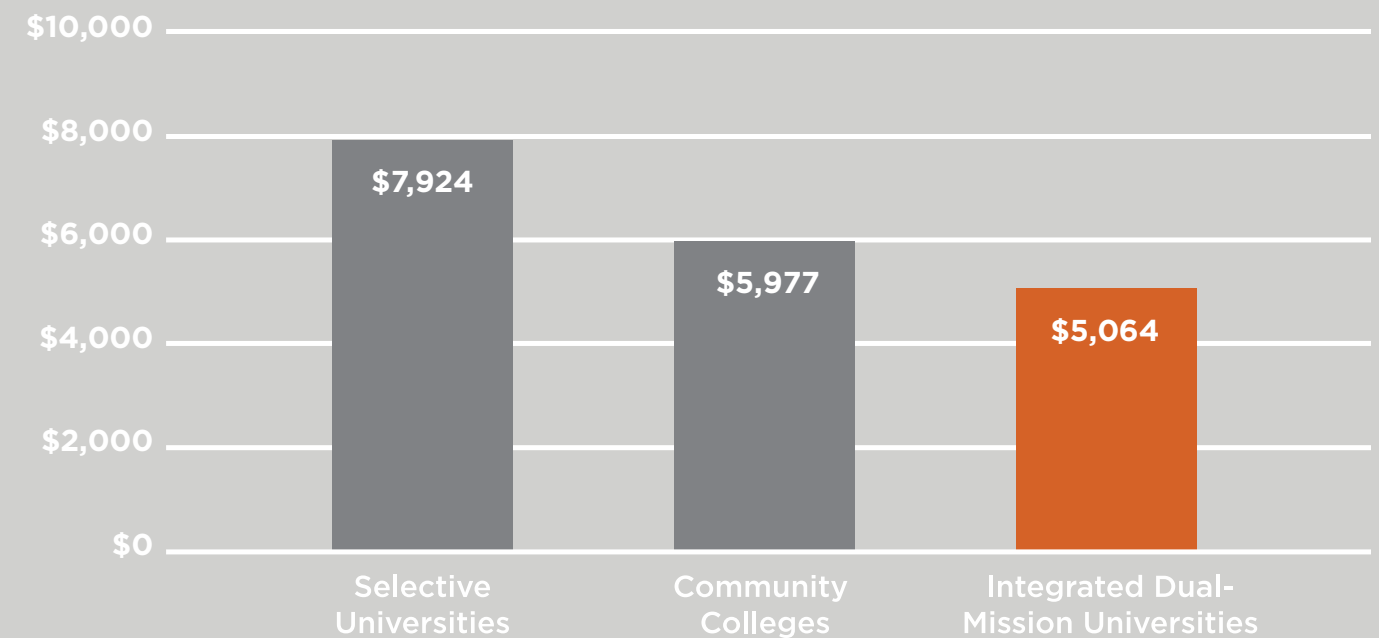
COST-EFFECTIVE TO THE STATE

For state government and taxpayers, the integrated dual-mission model:

- **Creates shared support services and infrastructure** (much of which often does not scale directly with enrollment), thus significantly reducing noninstructional costs, saving taxpayers money, and directing more resources to educate students;
- **Coordinates curriculum**, effectively decreasing the instructional costs necessary to complete a degree; and
- **Operates below USHE average tax funds per student**, thus providing cost-efficient higher education through (1) economies of scale and (2) minimal to no duplication of facilities, technology infrastructure, administration, and services. Otherwise, a traditional structure of separate and independent community colleges and regional state colleges/universities could be cost-prohibitive for the state.

Cost-Effective for Taxpayers: Dual-mission institutions (WSU, UVU, & DSU) receive the lowest amount of state-appropriated tax funds per student FTE among USHE institutions.

AVERAGE TAX FUNDS PER STUDENT FTE, 2017-18





UTAH VALLEY UNIVERSITY
VISION 2030

WHITE PAPER DRAFT
7.15.19

A 10-year plan outlining how
UVU's Integrated Dual Mission
will meet the higher education needs of
Utah County, its service region, and beyond

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



PRESIDENT ASTRID S. TUMINEZ

I am pleased to present to you this UVU Vision 2030 plan outlining our innovative and aggressive approach to meeting the educational and workforce development needs of our community. Utah Valley University (UVU) is an innovative force in higher education today, and our integrated dual-mission approach — serving as an integrated community college and regional teaching university — is a model that is gaining national and even international attention.

UVU has long served the educational needs of Utah County and beyond. Through its many iterations from a trade and technical college to a regional teaching university, UVU has been committed to providing transformational, engaged, and relevant educational offerings and experiences for hundreds of thousands of students. Since the change from Utah Valley State College to Utah Valley University in 2008, UVU has grown from serving 26,696 students to 39,931 students in just 10 short years. The growth in total student population (13,235) also reflects growth in the following areas: retention and graduation rates, percentage of students from underrepresented backgrounds, and national recognition for quality teaching, community engagement, and student success.

At UVU, we are committed to continuously improving the student experience by providing education that is of high quality, accessible, affordable, engaging, personalized, and relevant. We believe in helping students develop the knowledge, understanding, and skills to make meaningful contributions in our communities locally and globally. We recognize that the UVU service region sits at the heart of growth for the state of Utah for the next 40 years. Through an expansion of certificate, associate, bachelor's, and master's programs, multi-site delivery, increased online education, and more stackable credentials and pathways, UVU is poised to meet the educational needs of the growing population in Utah County and throughout our service region. This plan outlines eight strategies UVU will employ over the next 10 years to address the educational needs of students and families in its service region.

I am honored to serve as the president of such a forward-thinking and innovative institution of higher education. Together with the UVU community, I want to acknowledge and thank the visionaries and pragmatists who have supported UVU in its remarkable trajectory. Much remains to be done. I invite you to engage with us as we continue to implement more effective and efficient opportunities for students to achieve their academic goals, live lives of productivity and dignity, and contribute to the health and vibrance of our communities.

A handwritten signature in black ink that reads "Astrid S. Tuminez". The signature is fluid and cursive.

Astrid S. Tuminez
President

Executive Summary

Student Success: As a student-centered university, UVU strives to help individuals reach their educational goals in an environment that allows them to thrive personally and professionally.

Growth and Educational Demand: Utah has and will continue to experience tremendous population and economic growth, with Utah County at the center of this expansion.

Utah System of Higher Education and Integrated Dual-Mission Institutions: Utah's higher education system has successfully addressed student growth and met business/industry needs through various methods, including the innovative development of integrated dual-mission institutions. Utah's three integrated dual-mission institutions serve 50% of Utah's students by offering a simultaneous community college and university experience.

Utah Valley University: As an integrated dual-mission institution, UVU has successfully met and will continue to meet the needs of a rapidly growing Utah County and service region population and economy.

UVU's Eight Strategic Initiatives to Meet Educational Demand: These initiatives reflect existing university plans specifically designed to address growth at UVU over the next decade and beyond, while strengthening its integrated community college and university mission.

1. Enhance Student Success by Reducing Barriers and Time to Completion

UVU will continue to build on improved retention and graduation rates realized over the past decade by implementing its Completion Plan 2.0 and will deliberately focus on removing barriers to persistence and completion throughout the student educational life cycle.

- Implement the UVU Completion Plan 2.0 (2019-2022); and
- Assess and address barriers at every stage of the student life cycle.

2. Increase Stackable Credential Programs and Pathways

UVU will continue to increase stackable academic programs that allow students to progress through their university experience and earn meaningful credentials (certificates and associate, bachelor's, and master's degrees) at various checkpoints.

- Redesign curriculum aimed at stackable credentials and pathways;
- Expand meaningful transfer-credit articulation for students entering and exiting UVU;
- Design first-semester certificates around concurrent enrollment offerings; and
- Enhance partnerships with feeder schools, local employers, and advisory boards.

3. Build Out Coordinated Multi-Campus Plan

UVU will further develop its coordinated multi-campus approach to ensure that higher education is delivered in multiple locations for greater student accessibility as well as industry relevance and engagement.

- Spread UVU offerings among multiple educational sites; and
- Implement the UVU/FrontRunner/UTA transportation strategy.

4. Expand Flexible Educational Offerings

A key to student success is ensuring that students are able to enroll in the classes they need, when they need them, and where they need them. Through optimized course scheduling, expansion of online and hybrid offerings, and implementation of emerging technologies, UVU will provide more flexible educational options for students.

- Increase and enhance UVU online and hybrid offerings;
- Revamp academic scheduling for student flexibility and efficient space utilization; and
- Enhance the student experience through digital transformation.

5. Strengthen Outreach to and Support for Underrepresented Students

As a state leader in inclusion initiatives, UVU will continue to invest in strategic outreach to and support for students from underrepresented backgrounds (e.g., first-generation students, students of color, women, adult learners, and students from lower socioeconomic strata).

- Raise \$15 million for first-generation student completion initiative;
- Grow enrollment and graduation of students of color;
- Increase adult learner population in “Some College, No Degree” program; and
- Strengthen student health and wellness.

6. Maintain Commitment to Affordability and Accessibility

UVU recognizes that responding to student growth and meeting the workforce needs of our service region poses a resource challenge. UVU will continue to maintain affordability for students and for Utah taxpayers through well-planned strategies to use resources wisely, operate effectively, and secure private resources.

- Reduce tax funds spent per award granted;
- Maintain low tuition and fees; implement reduced tuition for students pursuing CTE awards;
- Expand use of open educational resources and digital texts; and
- Increase student access to need-based grants and scholarships.

7. Focus K-16 Alliance Efforts on Early College Entry and Transition

The UVU/MTECH K-16 Alliance represents a strong partnership between UVU, MTECH, and Utah, Wasatch, and Summit counties’ K-12 districts. UVU will work with its partners to strengthen this alliance, with greater focus on preparation for and transition to college, early college entry, stackable pathways from K-12 and MTECH, and concurrent enrollment initiatives.

- Improve transition from K-12 to higher education;
- Strengthen concurrent enrollment (CE) course alignment;
- Increase stackable pathways from MTECH;
- Develop CE math and English courses at every high school; and
- Increase participation of underrepresented students in concurrent enrollment.

8. Improve Partnerships with Community to Meet Workforce Needs

UVU will deepen its commitment to aligning educational programming with the needs of area employers through consistent and clear dialogue with government and industry leaders, and through enhanced and expanded partnerships that prepare students sufficiently for the world of work.

- Increase programs, certificates, and degrees that align with 4- and 5-star workforce needs;
- Enhance employer engagement for student support and sponsorships;
- Continue strong support of Career and Technical Education (CTE) programs;
- Strengthen the Business Resource Center (BRC); and
- Elevate noncredit community and executive education.

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

UVU Mission Statement (approved May 2019)

Student Success

Student Success is at the heart of UVU's mission. Welcoming all who seek learning at every level of preparation, UVU provides transformational opportunities to change the trajectories of students' lives. UVU is committed to preparing students to achieve their goals, make meaningful contributions, and shape the future. Higher education is more than a next step to obtaining a desired standard of living. A university education, especially at UVU, prepares students to thrive in a rapidly changing economy and an interdependent, complex world as competent and ethical professionals, lifelong learners, and engaged citizens.

Growth and Educational Demand

Utah County has faced, and will continue to face, the challenge of tremendous growth in demand for higher education. This county is the sixth youngest in the nation and one of the country's fastest-growing regions — growing from 263,000 people in 1990 to 643,000 in 2018. The Kem C. Gardner Policy Institute at the University of Utah projects that from 2018 to 2030, Utah, Summit, and Wasatch counties will add more than **240,000 residents and 130,000 new jobs — i.e., one in three new residents and one in four new jobs statewide**. The Gardner Institute further projects that the population of UVU's service region will exceed 1.7 million by 2065.

With growth comes greater diversity. From 2000 to 2018, the percentage of Utah County residents who self-identified as white fell from 89.2% to 82.1%. Hispanic residents made up the largest minority group at 12.0% of the population. The minority population contributed 28.3% of total county population growth this century. By 2030, one in four Utahns will be a member of a racial or ethnic minority group, with that diversity extending well beyond its current concentration in Salt Lake County.

Growing with its community, UVU has increased enrollment headcount from **26,696 students in 2008 to 39,931 in 2018**. Enrollment projections approved by the Utah State Board of Regents in May 2019 estimate that by 2030 UVU will enroll approximately 57,000, of which 15,000 will be high school concurrent enrollment students. UVU must therefore plan carefully for continued growth to meet its service region's educational needs.

Utah System of Higher Education and Integrated Dual-Mission Institutions

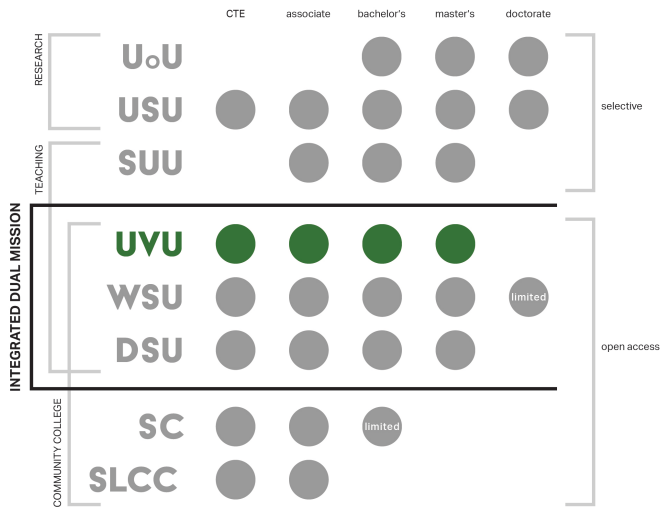
UVU is poised to meet the expanding needs of its service region by sustaining Utah's successful integrated dual-mission institution model. The Utah System of Higher Education (USHE) is comprised of eight quality higher education institutions designed to meet the educational and workforce needs of a growing population and a diverse set of students who need different options and opportunities to succeed (see chart on page 2). USHE has effectively and efficiently managed the educational needs of Utah's families and workforce, even as the population has grown. National media and data report that:

- **USHE is one of the most cost-efficient systems in the country;**
- **U.S. News and World Report ranks Utah 6th in the nation in higher education; and**
- **Utah ranks 6th in the nation for adults 25 and older with an associate or bachelor's degree.¹**

¹ Sources: FY 2018 State Higher Education, SHEEO and NCHEMS; U.S. News and World Report, June 2019; and U.S. Census Bureau, American Community Survey, 2017.

USHE’s success is, in large measure, due to the fact that **Utah’s legislature has long sustained a strong commitment** to higher education. Rather than duplicate expensive independent systems, the Utah State Legislature and USHE have established an innovative and differentiated role for the state’s regional universities. Such leadership, foresight and generosity have resulted in a higher education system that works, with three integrated dual-mission universities that can become national models for accessible, affordable and effective public higher education.

USHE institutions by mission, credentials/degrees offered, and institution type



Integrated dual-mission institutions were created to serve rapidly expanding regional workforce and educational needs.

Reflective of demographic, economic, and workforce changes in their regions, the Utah State Legislature authorized Weber State University (1962), Utah Valley University (1993), and Dixie State University (2000) to expand program offerings at the baccalaureate and graduate levels while retaining, sustaining, and expanding community college programs. Utah’s model of integrated dual-mission universities (WSU, UVU, DSU) allows students to continue within the same institution from Career and Technical Education (CTE) certificates and associate degrees to bachelor’s and master’s degrees. This is particularly important as Utahns tend to enroll in the college or university in the county in which they live. The Utah approach brings significant advantages to Utah’s students, state government, and taxpayers.

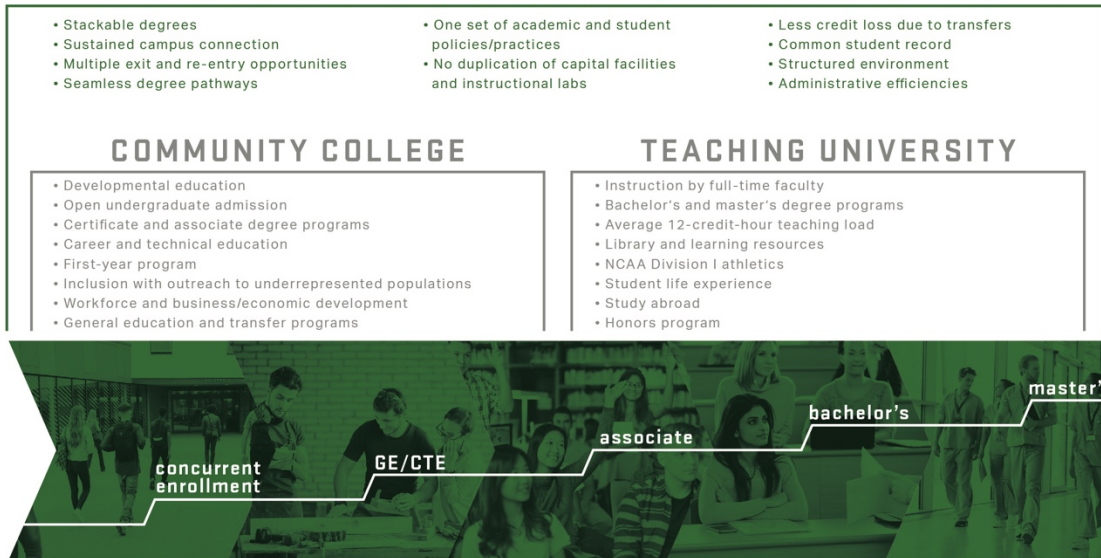
For students and their families, the integrated dual-mission model:

- Replaces complex transfer articulation with coherent structured pathways, ensuring that students do not lose credits or repeat courses unnecessarily;
- Provides exit points in the form of stackable degrees, allowing students to “level up” and earn intermediate degrees as a form of insurance against life circumstances that delay their educational progress; and
- Increases institutional affinity as students become familiar with one institution throughout their academic career (rather than re-learning the organization and processes of a separate technical school, then community college, and then four-year university).

For state government and taxpayers, the integrated dual-mission model:

- Creates shared support services and infrastructure (much of which often does not scale directly with enrollment), thus significantly reducing noninstructional costs, **saving taxpayers money, and directing more resources to educate students;**
- Coordinates curriculum, effectively decreasing the instructional costs necessary to complete a degree; and
- **Operates below USHE average tax funds per student,** thus providing cost-efficient higher education through: (1) economies of scale and (2) minimal to no duplication of facilities, technology infrastructure, administration, and services. Otherwise, a traditional structure of separate and independent community colleges and regional state colleges/universities could be cost-prohibitive for the state.

UTAH VALLEY UNIVERSITY: INTEGRATED DUAL MISSION

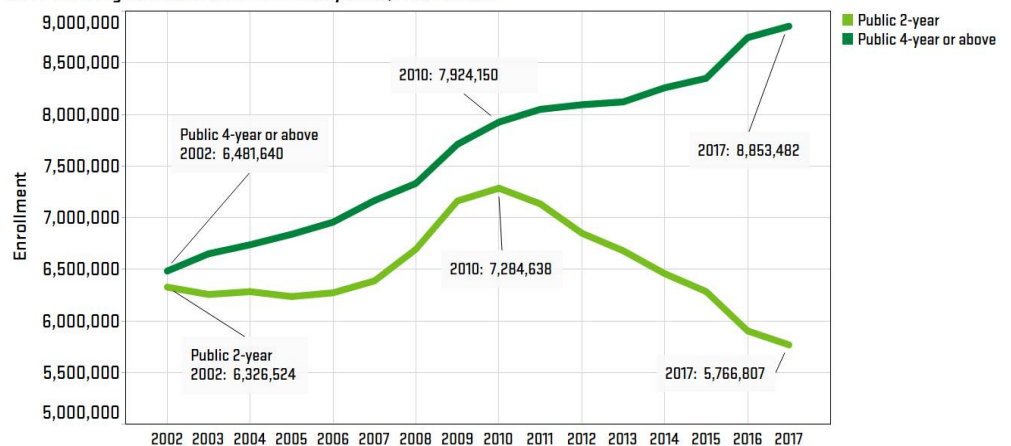


Today, Utah's three **integrated dual-mission universities (WSU, UVU, DSU)** serve nearly 50% of all Utahns enrolled in USHE (over 68,000 Utahns in the fall of 2018). They also account for 64% of total USHE enrollment growth since 2000. Importantly, the integrated dual-mission model has led to Utah residents attaining a high number of associate degrees. In addition, this model has been key to retaining associate degree students through the bachelor's degree, with 47.4% of all associate degrees and 38.5% of all bachelor's degrees in USHE awarded by the integrated dual-mission universities in 2017-2018.

Other states are embracing the integrated dual-mission model. Decades of operational and educational success in USHE have highlighted the advantages of dual-mission institutions and put the Utah integrated dual-mission model at the center of the national higher education policy agenda. States across the nation have re-envisioned their higher education systems in the following ways:

- **Florida, Texas, Washington,** and even **California** have added bachelor's degree programs to many of their existing community colleges;
- **Georgia, Arkansas, Wisconsin,** and **Montana** have consolidated two- and four-year institutions, maintaining the roles of both institutions in one unified structure; and
- **Colorado and North Dakota** have realigned community colleges to four-year universities, offering both baccalaureate degrees and community college-level programs.

U.S. Public Higher Education Enrollment by Level, 2002 to 2017



Enrollment at public four-year institutions continues to grow. From near-parity in 2002, public four-year institutions now enroll 3.1 million more students than public two-year institutions (source: National Center for Education Statistics IPEOS Data Center).

The national trend away from dedicated community colleges to integrated dual-mission and four-year institutions is striking among students as well. From near parity in 2002, the enrollment gap between public two- and four-year institutions is now more than three million students (see chart above).

UVU's Success as an Integrated Dual-Mission University

UVU's track record underlines that the integrated dual-mission approach is vital to meeting regional educational needs while addressing the challenge of growth. UVU has strengthened its commitment to quality, access, affordability, and flexibility while setting enrollment records nearly every year this century. This commitment to meeting regional needs for quality and quantity has had a profound impact on individuals, communities, and the state of Utah:

- **Return on investment:** According to the U.S. Department of Education 2018 College Scorecard, UVU has the highest return on investment among institutions in USHE, at 5.3 (the ratio of median earnings of former students to average annual net price of education).
- **Educating Utahns who stay in Utah:** UVU builds Utah's human capital, with a high rate of students who come from Utah and stay in Utah for at least one year after graduation (84%); these citizens will make long-term contributions to Utah's vibrant economy and communities.
- **Industry responsiveness:** Since becoming a university, UVU has responded to community and industry needs and feedback by adding relevant workforce development programs — e.g., cybersecurity; special education; civil, electrical, and mechanical engineering; personal financial planning; physician's assistant; national security studies; commercial music; and many more. UVU has improved workforce alignment for degrees to map to 4- and 5-star jobs, awarding in 2018 nearly 1,000 more degrees and certificates in these high-demand occupations than in 2013.
- **Employer satisfaction and community perceptions:** UVU has a recognized value in the region among both community members generally and employers specifically. During the last 10 years of dramatic growth, 82% of people report that their impression of UVU has improved (UVU Community Survey, 2018). UVU has carefully balanced academic rigor (79% feel like UVU has become more academically rigorous) with inclusion (**95% feel UVU fills an important community college role**). Additionally, of employers expressing an opinion on the quality of a UVU education, 93% rated UVU "Good" or "Very Good" (UVU Employer Survey, 2016).

Since 2008, UVU has:

- Increased the number of graduates by 86% to more than 6,000;
- Increased the number of CTE certificates and associate degrees awarded by 72% (more than 1,100);
- Increased the percentage of instruction taught by full-time faculty from 51.3% to 57.5%;
- Increased the number of certificates and associate, bachelor's, and master's degree programs by 74;
- Increased the number of students of color by 180% and the number of awards to students of color by 362%;
- More than doubled the number of concurrent enrollment students and students enrolled in online courses, now offering 40% of its instruction through concurrent enrollment, distance education, and satellite locations; and
- Expanded to seven university locations and hundreds of high school (primarily concurrent enrollment) and community partnership sites.

Utah's integrated dual-mission approach has been a resounding success statewide, leading to the relatively high attainment of associate degrees among Utah residents and facilitating retention of associate degree students through the bachelor's degree. It has done so efficiently, taking advantage of economies of scale and minimizing the duplication of facilities and services that would have been very costly if Utah operated a traditional model of separate and independent community colleges and regional universities.

Planning for Success: UVU's Eight Strategic Initiatives

UVU has developed eight strategic initiatives to address future growth and fulfill its designated role as an integrated dual-mission university within the Utah System of Higher Education. Taken from UVU's Academic Master Plan (2018), Completion Plan (2019), Facilities Master Plan (2016), Strategic Plan for Managing Growth (2016), Inclusion Plan (2014), and the work of other internal and community-based groups, these initiatives represent UVU's commitment to its mission as it ambitiously strives to serve the growing and diversifying student population and dynamic economy of its region.

The following pages highlight each of the following eight strategies:

1. Enhance Student Success by Reducing Barriers and Time to Completion
2. Increase Stackable Credential Programs and Pathways
3. Build Out Coordinated Multi-Campus Plan
4. Expand Flexible Educational Offerings
5. Strengthen Outreach to and Support for Underrepresented Students
6. Maintain Commitment to Affordability and Accessibility
7. Focus K-16 Alliance Efforts on Early College Entry and Transition
8. Improve Partnerships with Community to Meet Workforce Needs

STRATEGIC INITIATIVE #1

Enhance Student Success by Reducing Barriers and Time to Completion

UVU will continue to build on the improved retention and graduation rates realized over the past decade by implementing its Completion Plan 2.0 and will focus on removing barriers to persistence and completion throughout the student educational life cycle.

PRIORITY ACTIONS

- Implement the UVU Completion Plan 2.0 (2019-2022); and
- Assess and address barriers at every stage of the student life cycle.

Implement the UVU Completion Plan 2.0 (2019-2022)

UVU's first Completion Plan (2016-2019) resulted in a **staggering 19 percentage-point increase in student retention (from 46% to 65%)**. **Initial completion efforts resulted in a significant increase (7 percentage points) in six-year graduation rates (26% to 33%)**. Building on this success, UVU has outlined eight key priorities to continue increasing retention and graduation rates. The new plan focuses on:

- Student-centric course scheduling;
- Coordinated and comprehensive first-year advising and support;
- Improved general education (design, delivery, and co-requisite model);
- Proactive and data-driven interventions (using predictive analytics);
- Stackable credentials and pathways;
- Improved student communication;
- Learner-centered faculty development; and
- Greater participation in high-impact student success practices.

Additional strategies not included in the plan but in development and exploration include prior learning assessment, competency-based credits, and "returnships" or programs designed to help people reenter the workforce.

Assess and Address Barriers at Every Stage of the Student Life Cycle

In 2015, UVU expanded student success efforts to include strategic completion initiatives that address the primary reasons for early student departure, including:

- **Finances:** Paying for college, supporting family, relocating for housing;
- **Academic integration:** Not doing well in classes, not prepared for university-level work;
- **External responsibilities:** Work and family obligations, including caring for children or parents;
- **University barriers:** Course-scheduling conflicts, policies and procedures, curriculum alignment issues;
- **Social integration:** Not making a personal connection, difficulty adjusting to university life;
- **Service:** Full-time church missions or military service; and
- **Health:** Physical and mental well-being.

UVU has implemented initiatives to address these primary reasons for students' departure from the university. Moving forward, UVU will address barriers at each stage of the student life cycle: (1) Pre-college, (2) onboarding to the end of the first year, (3) second year to graduation, and (4) transition to career or graduate school.

STRATEGIC INITIATIVE #2

Increase Stackable Credential Programs and Pathways

UVU will continue to increase stackable academic programs that allow students to progress through their university experience and earn meaningful credentials (certificates and associate, bachelor's, and master's degrees) at various checkpoints.

PRIORITY ACTIONS

- Redesign curriculum aimed at stackable credentials and pathways;
- Expand meaningful transfer-credit articulation for students entering and exiting UVU;
- Design first-semester certificates around concurrent enrollment offerings; and
- Enhance partnerships with feeder schools, local employers, and advisory boards.

Redesign Curriculum Aimed at Stackable Credentials and Pathways

UVU is assessing and redesigning curriculum to ensure a “stackable” approach between certificates and associate, bachelor's, and master's degrees. A lack of coherence in the curriculum between these degree types is a common challenge in higher education. As a result, many students take a leave from education without a credential, and, perhaps most problematic, need to start further back on their academic path when they return.

- UVU is assessing and redesigning curriculum to ensure that an associate degree and a general education certificate can realistically be earned in the first 60 hours of UVU coursework.

Expand Meaningful Transfer-Credit Articulation for Students Entering and Exiting UVU

UVU is working to ensure that when students transfer in, they receive the maximum transfer credits possible toward degree completion, not just elective credits as is often the case. For students transferring to other institutions, UVU is working toward stronger articulation pathways:

- **UVU has eight course-to-course articulations with the Utah System of Technical Colleges (UTECH) institutions and an additional four articulations in development, with more planned.**
- UVU supports the Regents Policy R473 articulation plan, which allows any UTECH student to transfer a completed 900-hour noncredit program as the equivalent of 30 credit hours toward an AAS two-year degree in technology.

Design First-Semester Certificates Around Concurrent Enrollment Offerings

UVU is currently designing first-semester certificates aimed at concurrent enrollment students. These certificates equate to approximately 15 credits, or a semester of college, and then stack into pathways. This initiative is intended to save students time, money, and frustration, while opening doors to high-demand, high-wage jobs.

Enhance Partnerships with Feeder Schools, Local Employers, and Advisory Boards

Partnerships with K-12 schools, employers, and key industry stakeholders are critical to creating meaningful pathways. Secondary educators and counselors can communicate accurate pathway information early in a student's educational career, improving college credit acquisition during, and university matriculation after, high school. Stakeholder meetings with UTECH institutions and K-12 partners will help ensure program alignment and transferability of credits between institutions. Continuing and new partnerships with area employers, advisory committees, and industry leaders will also support the four- and five-star job initiatives from the Utah Governor's Office of Economic Development.

The result of these and other efforts is a seamless flow between certificates and associate, bachelor's, and master's degrees, even with life changes and challenges that many traditional and nontraditional students face.

STRATEGIC INITIATIVE #3

Build Out Coordinated Multi-Campus Plan

UVU will further develop its coordinated multi-campus approach to ensure that higher education is delivered in multiple locations for greater student accessibility as well as industry relevance and engagement.

PRIORITY ACTIONS

- Spread UVU offerings among multiple educational sites; and
- Implement the UVU/FrontRunner/UTA transportation strategy.

Spread UVU Offerings Among Multiple Educational Sites

UVU educates students at hundreds of locations throughout the state of Utah. Based on the UVU Facilities Master Plan, approved by the Board of Regents, UVU's Orem Campus is the primary hub of academic, athletic, and administrative activities. This campus is supported by university locations in Provo, Lehi, Vineyard, North Orem, and Wasatch County; planned campuses in Eagle Mountain/Saratoga Springs and Payson; and more than 200 high school concurrent enrollment and community partnership sites statewide. UVU's mostly undeveloped 200+ acre site in Vineyard provides a great resource for supporting future growth.

Within this framework, UVU will strategically locate programs across its multiple campuses, which will relieve pressure on the main Orem Campus. UVU's plans for program location includes four types of sites:

- The **Orem Campus** will remain the main campus for most academic programs;
- The **Vineyard Campus** will host specialized academic, athletic, and clinical programs;
- Designated **satellite campuses** will host programs for targeted industry and community needs—including both new programs and programs currently offered on the main campus through virtual learning; and
- **Education startup centers** will offer general education and CTE certificates and associate degrees targeted at local needs in areas such as Eagle Mountain/Saratoga Springs and Payson.

Implement the UVU/FrontRunner/UTA Transportation Strategy

Utah Valley's growth has been a major factor in UVU's planning efforts. The Orem, Vineyard, Lehi, and Payson campuses are easily accessible from I-15. As UVU's Facilities Master Plan recognizes, thousands of UVU students commute from Salt Lake, Davis, and even Weber counties. Working closely with UTA and local governments, UVU has planned and continues to plan for connectivity to a full range of multi-modal transportation systems, including expanded roadways, light rail, UVX (bus rapid-transit), future TRAX expansion, and bike and pedestrian-friendly path and trail systems.

- **FrontRunner and UVX:** The UVU Facilities Master Plan, approved by the Board of Regents, is built on a model using FrontRunner as a point of connectivity for UVU's campuses (see **Figure 1 in Appendix**). Through an agreement with UTA, UVU students, employees, and their dependents may ride UTA for free. The Orem Campus is served by UVX (UTA bus rapid transit line), connecting it to the Orem and Provo transit hubs. In just the first year of implementation (2018-19), UVU student ridership increased by 104%.
- **Pedestrian Bridge:** This bridge will reduce traffic congestion by connecting the east and west main campus in Orem, allowing students to safely walk/bike from apartments and the UTA transit hub.

These transportation strategies are intended to reduce traffic and other pressures placed on UVU's closest neighborhoods and communities.

STRATEGIC INITIATIVE #4

Expand Flexible Educational Offerings

A key to student success is ensuring that students are able to enroll in the classes they need — when they need them, and where they need them. Through optimized course scheduling, expansion of online and hybrid offerings, and implementation of emerging technologies, UVU will provide more flexible educational options for students.

PRIORITY ACTIONS

- Increase and enhance UVU online and hybrid offerings;
- Revamp academic scheduling for student flexibility and efficient space utilization; and
- Enhance the student experience through digital transformation.

Increase and Enhance UVU Online and Hybrid Offerings

UVU has expanded its enrollment in online and hybrid courses by over 40% since 2014. Currently, UVU offers multiple certificates and associate, bachelor's, and master's degree programs online. A small but growing percentage of UVU students are enrolled fully online, though the majority of UVU's online students are also taking face-to-face and/or hybrid courses. Retention indicators show that **students taking a mix of course delivery modes have a 72% likelihood of retention**, which is almost 10% higher than other students. UVU's online learning strategies include:

- Ensuring the top 25 enrolled lower- and upper-division courses in each college/school are available online.
 - These courses represent **roughly 80%** of all courses offered by UVU.
 - Through UVU's Office of Teaching and Learning, all online courses and all faculty teaching online courses must be certified.
- Expanding the percentage of students enrolled as mixed-modality (online and face-to-face/hybrid) students from 24% to 35%.
- Growing hybrid course offerings to provide students greater course scheduling flexibility.
- Enhancing UVU's classroom space utilization.

Revamp Academic Scheduling for Student Flexibility and Efficient Space Utilization

UVU is revamping its academic scheduling practices and bell schedule for the 2019-20 academic year in an effort to provide greater flexibility for students and maximize space utilization. These new course scheduling practices will improve students' ability to schedule courses back-to-back through standardized start and end times, particularly during prime time (Monday through Thursday mornings). Course offerings in the afternoon and evening will be expanded and summer courses strategically scheduled to promote timely and accelerated program completion.

Enhance the Student Experience Through Digital Transformation

UVU is embarking on a digital transformation initiative to apply technology to support and enhance the university's teaching mission, student learning and discovery, and operations and processes throughout the institution. This initiative will support strategic innovation in the use of new and emerging technologies (including cloud computing, data analytics, augmented reality, machine learning and artificial intelligence) to enable the entire university community to achieve more within an efficient, reliable, and secure digital and hybrid environment.

STRATEGIC INITIATIVE #5

Strengthen Outreach to and Support for Underrepresented Students

As a state leader in inclusion initiatives, UVU will continue to invest in strategic outreach to, and support for, students from underrepresented backgrounds (e.g., first-generation students, students of color, women, adult learners, and students from lower socioeconomic strata).

PRIORITY ACTIONS

- Raise \$15 million for first-generation student completion initiative;
- Grow enrollment and graduation of students of color;
- Increase adult learner population in “Some College, No Degree” program; and
- Strengthen student health and wellness.

In 2014, UVU implemented a four-year Strategic Inclusion Plan. By 2018, UVU had completed 34 of the 36 action steps outlined in this plan (https://www.uvu.edu/inclusion/docs/inclusion_plan1.pdf). The next four-year Strategic Inclusion Plan is under development and will continue to focus on targeted outreach to, and support for, historically underserved and underrepresented populations and students.

Raise \$15 Million for First-Generation Student Completion Initiative

In 2016, UVU launched the “I Am First” program to address the 36% of UVU students who are first in their families to pursue a bachelor’s degree. Recently, UVU was recognized by The Center for First-Generation Student Success as a First Forward institution committed to first-generation students. In 2018, President Tuminez announced that UVU had raised \$3 million toward a \$15 million fundraising campaign to provide scholarships and support for first-generation students at UVU.

Grow Enrollment and Graduation of Students of Color

UVU has seen tremendous growth (180%) in the number and percentage of students of color from 2008 (2,620 students, 8.6%) to 2018 (7,359 students, 18.4%). With the launch of various multicultural initiatives (Latino, Native American, Pacific Islander, African Diaspora), UVU is prepared to increase enrollment, retention, and completion for students of color.

Increase Adult Learner participation in "Some College, No Degree" Program

Nearly one of every four UVU students is over the age of 24. Fulfilling its community college role, UVU seeks to support the educational goals of adult learners (historically called nontraditional students). Recognizing the number of adults in the UVU service region who have more than 90 credits but have not completed their bachelor’s degree, UVU implemented and continues to expand its “Some College, No Degree” outreach and support program. In just the first year of this program, UVU supported 220 students in their return to college and completion of a bachelor’s degree.

Strengthen Student Health and Wellness

UVU has launched a series of efforts to address student mental, emotional, and physical health and wellness, including investments in mental health therapists, CARE task force (addressing basic needs such as insecurities of food, finances, dwelling, and health), and accessibility efforts. UVU is committed to a culture of care, where all members of the community have a sense of ownership of our individual and collective health and wellness.

STRATEGIC INITIATIVE #6

Maintain Commitment to Affordability and Accessibility

UVU recognizes that responding to student growth and meeting the workforce needs of our service region poses a resource challenge. UVU will continue to maintain affordability for students and for Utah taxpayers through well-planned strategies to use resources wisely, operate effectively, and secure private resources.

PRIORITY ACTIONS

- Reduce tax funds spent per award granted;
- Maintain low tuition and fee rates; implement reduced tuition rates for students pursuing CTE awards;
- Expand use of open educational resources and digital texts; and
- Increase access to need-based grants and scholarships.

Reduce Tax Funds Spent Per Award Granted

Often referred to as Utah's "lean, mean, educating machine," UVU demonstrates a long-standing commitment to affordability for taxpayers through cost-effective management, including prioritizing, allocating, and reallocating resources. From 2008 to 2018, UVU decreased its tax fund expenditure per award granted by 10%, producing more graduates and utilizing resources wisely. Faced with increasing enrollments, UVU will need to continue to:

- Use assessment and accountability metrics to ensure strategic prioritization and wise use of resources; and
- Secure an appropriate balance of new tax funds to support growth (adequacy funding) and to reward demonstrated achievement of USHE's strategic goals (performance-based funding).

Maintain Low Tuition and Fee Rates; Implement Reduced Tuition for Students Pursuing CTE Awards

Utah has the third-lowest tuition and fees among four-year public colleges in the nation, and UVU has the second-lowest rate among Utah's four-year institutions. Even so, affordability is an area of concern for Utahns. Fiscal vigilance is necessary to contain tuition and fee rates increases. Going forward, UVU will:

- Maintain undergraduate tuition and fee rates at no more than 10% of the state's median household income;
- Work with the legislature to implement a reduced tuition rate for students pursuing CTE certificates, diplomas, and associate degrees; and
- Implement strategies, including resource reallocation, to reduce student course fees.

Expand Use of Open Educational Resources and Digital Texts

While tuition and fees are the primary cost of higher education, the cost of instructional materials and textbooks also impact students' ability to afford college. Recent successes will be expanded for the use of cheaper e-books and digital texts, and development and adoption of high-quality open educational resources.

Increase Access to Need-Based Grants and Scholarships

UVU serves a large percentage of first-generation, low socioeconomic, and underrepresented populations of students who, without financial assistance, may be unable to pursue their higher education goals. UVU's goals to remedy these issues include the following:

- Increase the number and percentage of students applying for FAFSA and receiving Pell Grants;
- Increase private funding for student scholarships and need-based financial aid; and
- Refine and align Pell-gap scholarship programs, including UVU's Wolverine Pathways and USHE's Utah Promise Scholarship.

STRATEGIC INITIATIVE #7

Focus K-16 Alliance Efforts on Early College Entry and Transition

The UVU/MTECH K-16 Alliance represents a strong partnership between UVU, MTECH, and Utah, Wasatch, and Summit counties' K-12 districts. UVU will work with its partners to strengthen this alliance, focusing on preparation for and transition to college, early college entry, stackable pathways from K-12 and MTECH, and concurrent enrollment initiatives.

PRIORITY ACTIONS

- Improve transition from K-12 to higher education;
- Strengthen concurrent enrollment (CE) course alignment;
- Increase stackable pathways from MTECH;
- Develop CE math and English courses at every high school; and
- Increase enrollment of underrepresented students in concurrent enrollment.

Improve Transition from K-12 to Higher Education

UVU will continue to work with K-16 Alliance partners to increase the number of students who enroll in higher education during or immediately after high school. One of the ways this will be accomplished is through greater focus on high school to college transition in the K-16 Alliance Counselor Conference hosted each fall semester.

Strengthen Concurrent Enrollment Course Alignment

UVU is working to align all concurrent enrollment (CE) course offerings with degree pathways at both MTECH and UVU to reduce students' time to completion upon matriculation at UVU and to enhance student exposure to career opportunities.

Increase Stackable Pathways from MTECH

Stackable pathways are being designed by MTECH and UVU jointly to ensure that students can articulate competencies learned at MTECH with specific degree programs at UVU, thus reducing students' time to completion and supporting workforce preparation.

Develop CE Math and English Courses at Every High School

Complete College America, a national advocate for increasing college completion rates and closing the equity gap, has identified the completion of college-level English and math in the first year of a college student's enrollment as a retention and completion strategy. Utah can increase completion significantly by supporting high school juniors and seniors in designing course schedules that facilitate their completion of the first-year college-level English class and the required quantitative literacy class for their chosen pathway. With this goal in mind, UVU will work to offer college-level English and math CE courses in every high school in its service region. This strategy will also increase the value of the senior year, ensuring that students are actively engaged in a defined educational pathway.

Increase Enrollment of Underrepresented Students in Concurrent Enrollment

The K-16 Alliance is focused on increasing underrepresented student enrollment in CE courses to improve opportunities for early college success and influence subsequent college attendance.

STRATEGIC INITIATIVE #8

Improve Partnerships with Community to Meet Workforce Needs

UVU will deepen its commitment to aligning educational programming with the needs of area employers through consistent and clear dialogue with government and industry leaders, and through enhanced and expanded partnerships that prepare students sufficiently for the world of work.

PRIORITY ACTIONS

- Increase programs, certificates, and degrees and align with 4- and 5-star workforce needs;
- Enhance employer engagement for student support and sponsorships;
- Continue strong support of Career and Technical Education (CTE) programs;
- Strengthen the Business Resource Center (BRC); and
- Strengthen noncredit community and executive education.

Increase Programs and Degrees that Align with 4- and 5-star Workforce Needs

UVU has more than doubled the number of degrees and certificates awarded in workforce priority programs since 2008 (see Figure 2 in Appendix). UVU will continue to grow the number of graduates prepared to meet workforce demand in 4- and 5-star jobs.

Enhance Employer Engagement for Student Support and Sponsorships

UVU academic programs have established robust advisory committees consisting of employers and community leaders to ensure that instruction is aligned with industry needs and adjusted when significant workforce changes occur. Working with employers, UVU has expanded and is continuing to expand internship opportunities for students. In high-demand job fields, UVU encourages employers to hire UVU students before they graduate and to provide employer tuition assistance to help pay for the completion of the student's degree.

Continue Strong Support of Career and Technical Education Programs

UVU's integrated dual mission provides high-demand technical skills in Career and Technical Education (CTE) alongside university academic programs. UVU's wide array of CTE certificate, diploma, and associate programs provide students opportunities to gain skills in their chosen profession. CTE at UVU continues to thrive, with enrollments up 51% and certificates and associate degrees awarded up 72% from 2008 to 2018. In many programs, CTE graduates have nearly 100% job placement and above-average earnings.

Strengthen the Business Resource Center (BRC)

The BRC is a one-stop hub for everyone from budding entrepreneurs to seasoned CEOs. The BRC offers trainings, classes, incubator/accelerator space, and countless resources to assist the entrepreneur in every stage of business. In addition, the BRC is host to state agencies that have a wide spectrum of specialties from business counseling, manufacturing, web design, government contracting, and venture capital access. These resources benefit UVU students and support a close connection between the university and business/industry.

Strengthen Community and Executive Education

To support a culture of lifelong learning, UVU offers noncredit courses to support education for personal and professional growth and enrichment, including youth engagement, senior citizen programming, career development, industry certification, and leadership development.

To 2030 and Beyond

Utah Valley University's Future is Bright!

We are excited to be part of a thriving system of higher education and to serve our regional and state community. In the coming decades, more and more students in this service region will need affordable access to a range of excellent higher education experiences. By focusing on the strategic initiatives outlined in this document, we are ready to build upon UVU's legacy of providing a comprehensive array of educational programs and degrees to as many students as possible, while maintaining high-quality programs. UVU's goal to serve students is Utah's goal — to provide the most cost-effective, easily-accessible, high-quality education that meets the state's workforce needs, strengthens the economy, and helps people to live productive, dignified, and meaningful lives.

Utah's Future is Bright!

Thanks to an insightful legislature and robust support from the Office of the Governor, USHE is ready to serve even more students in the coming years. Working together under the Board of Regents, university and college presidents are preparing to meet the needs of Utah's dynamic economy and rapidly changing student demographics. As the state's higher education institutions, including cost-effective integrated dual-mission universities, continue to fulfill their missions, the workforce will continue to grow and attract strong businesses to the state. Utah's economy will continue to blossom as more students obtain a meaningful, quality education.

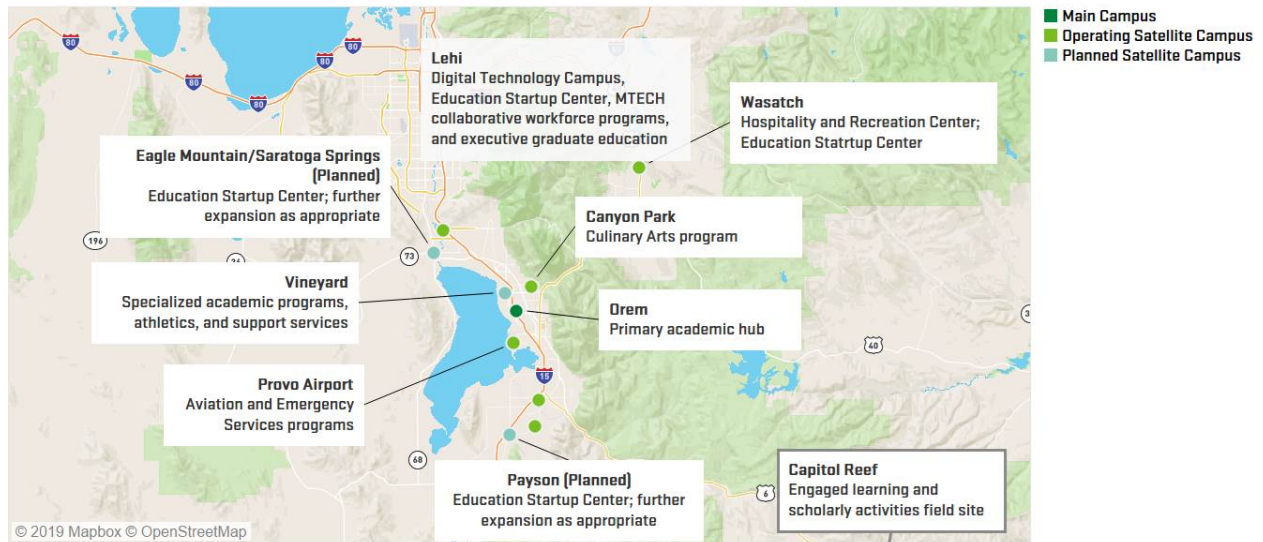
The Nation's Future is Bright!

The Utah model of higher education is garnering attention across higher education watchers and leaders in the nation. The legislature's foresight protected Utah from the worst of the last decade's economic downturn. By continuing to invest in Utah's human capital through higher education, the legislature has helped ensure that economic growth will be supported by talent. Today, higher education in Utah is more robust than ever. Institutions and leaders in other states are looking at Utah's integrated dual-mission institutions as case studies for future education policy. Together, we have the opportunity to build on past successes and look to the future with greater hope for the American Dream.

APPENDIX

Figure 1 – UVU Multi-Site Campus Plan

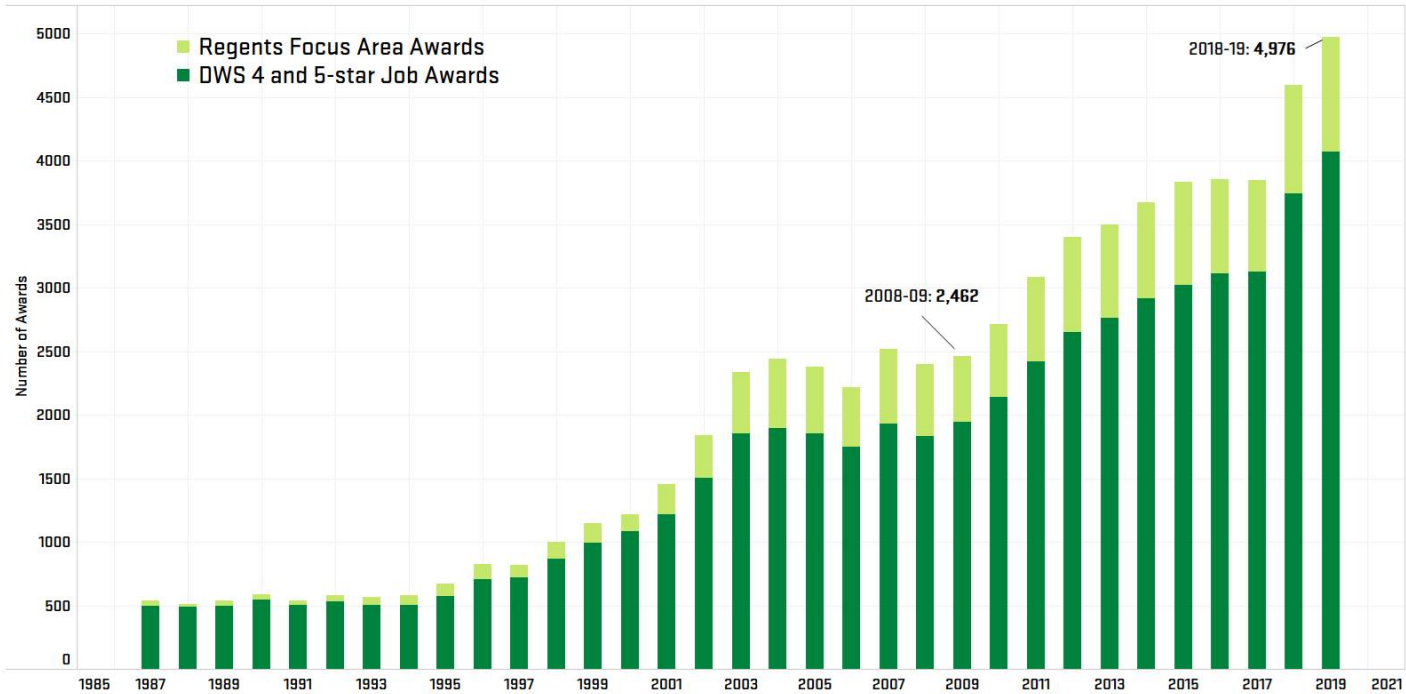
UVU Master Planned Locations



By 2030, UVU will serve students at seven current and two future master planned locations throughout its service region, with programs tailored to community and industry needs and access enhanced by regional public transportation networks.

Figure 2 – UVU Degrees and Certificates Awarded in Programs for 4- and 5-Star Jobs

UVU Degrees and Certificates Awarded in Programs for 4- and 5-Star Jobs



UVU has more than doubled the number of degrees and certificates awarded in workforce priority programs since 2008 (sources: UVU Student Information Systems and USHE-identified programs).