

Utah Valley University Board of Trustees Retreat
September 19, 2019
2:00pm UVU Canyon Park

Time	Agenda	Notes
2:00pm	<p><u>A. Board of Trustee Meeting</u></p> <p><u>I. Action</u></p> <ol style="list-style-type: none"> 1. Requisitions, <i>Linda Makin, VP, PBHR (TAB A)</i> <ol style="list-style-type: none"> a. MagellanRx Management, \$6,085,000 b. Regence BCBS, \$2,000,000 <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> <p><u>I. Action (Cont.)</u></p> <ol style="list-style-type: none"> 2. Naming Opportunities, <i>Scott Cooksey, VP, Institutional Advancement</i> 3. Executive Committee Vote Ratification, <i>Justin Jones, Chief of Staff and Secretary to the Board (TAB B)</i> 	
2:30pm	<p><u>B. Strategic Direction and Future of Utah Valley University</u></p> <ol style="list-style-type: none"> 1. President's First Year Reflection, <i>President Astrid S. Tuminez</i> 2. Cabinet Initiatives for Trustee Involvement 3. Vision 2030 Discussion, <i>Kyle Reyes, VP, Student Affairs; Linda Makin, VP, PBHR (TAB C)</i> <ol style="list-style-type: none"> a. Update b. Small group discussions <ul style="list-style-type: none"> • ACHIEVE – Enhance Student Success and Accelerate Completion of Meaningful Credentials. (Led by Michelle Kearns) • INCLUDE – Improve Accessibility, Flexibility, and Affordability for all Current and Future UVU Students. (Led by David Connelly) • ENGAGE – Strengthen Partnerships for Community, Workforce, and Economic Development. (Led by Jessica Gilmore) c. Report out from group leads d. Wrap-Up 4. Responding to survey and other feedback from Trustees 5. Presidential Charge, <i>President Astrid S. Tuminez</i> 	
5:15pm	<u>C. Team Building with Chef Todd</u>	
6:30pm	<u>D. Dinner with Spouses</u>	
7:00pm	<u>E. Chef Training with Chef Todd</u>	

7:30pm

F. Wrap-Up and Adjournment



**UVU BOARD OF TRUSTEES
Agenda Item Coversheet**

DATE:	September 19, 2019
TITLE:	Requisitions
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	Linda Makin, VP, PBHR
SUBJECT:	UVU Healthcare Plan Expenses
BACKGROUND:	<p>The Board of Trustees is being asked to approve two requisitions which correspond to the change of benefits provider for the UVU healthcare plan to Regence Blue Cross Blue Shield and the change of UVU pharmacy benefits to Magellan Rx:</p> <p>1. \$2,000,000 to be paid to Regence Blue Cross Blue Shield of Utah for FY2020 Administration and Stop Loss Insurance Fees for UVU Healthcare Plan (monthly amount about \$165,000, depending on enrolled plan members)</p> <p>2. \$6,085,000 to be paid to MagellanRx Management Inc for FY2020 Pharmacy Benefits Admin Fees and Paid Claims for UVU Healthcare Plan</p>
ALTERNATIVES:	<ul style="list-style-type: none">• Approve as presented, “I move to approve the requisitions in the amount of \$2,000,000 to be paid to Regence Blue Cross Blue Shield of Utah and \$6,085,000 to be paid to MagellanRx Management Inc.”• Amend and approve, “I move to approve, as amended...”• No action, “I move that we go to the next agenda item...”
FINANCIAL IMPACT:	Available upon request
EXHIBITS:	N/A



UVU BOARD OF TRUSTEES Agenda Item Coversheet

DATE:	September 19, 2019
TITLE:	Executive Committee Vote Ratification
EXECUTIVE/RESPONSIBLE STAFF MEMBER:	Scott Cooksey, Vice President Development and Alumni Relations CEO, Utah Valley University Foundation, Inc.
SUBJECT:	Naming of New Business Building
BACKGROUND:	On September 5, 2019, the Executive Committee of the Board of Trustees voted to approve the naming of the new Business building for a generous donor and supporter of UVU. The name of the donor and corresponding name of the Business building will be made public at a later date in the near future. The Board of Trustees is now being asked to ratify this vote.
ALTERNATIVES:	<ul style="list-style-type: none">• Approve as presented, “I move to approve ratification of the Board of Trustee vote taken on September 5 concerning the naming of the new business building.”• Amend and approve, “I move to approve, as amended...”• No action, “I move that we go to the next agenda item...”
FINANCIAL IMPACT:	Appropriate signage will be consistent with building design and established UVU signage guidelines.
EXHIBITS:	



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, reading "Astrid S. Tuminez".

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

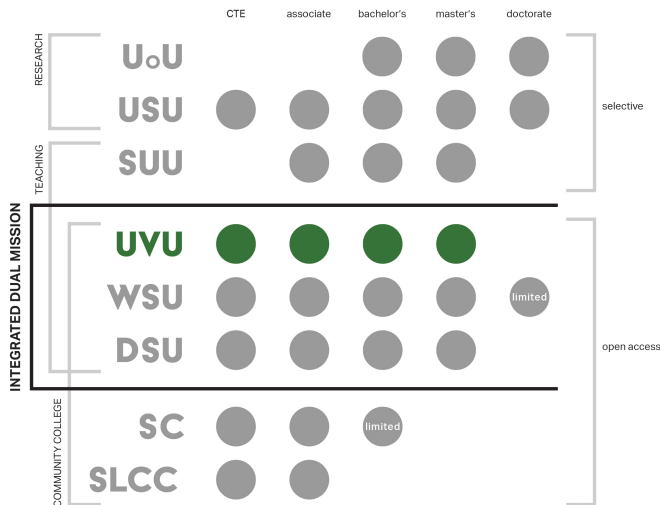
UVU is poised to meet the expanding needs of its service region by sustaining Utah's successful integrated dual-mission institution model. The Utah System of Higher Education (USHE) is comprised of eight quality higher education institutions designed to meet the educational and workforce needs of a growing 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

- Stackable degrees
- Sustained campus connection
- Multiple exit and re-entry opportunities
- Seamless degree pathways

- One set of academic and student policies/practices
- No duplication of capital facilities and instructional labs

- Less credit loss due to transfers
- Common student record
- Structured environment
- Administrative efficiencies

COMMUNITY COLLEGE

- Developmental education
- Open undergraduate admission
- Certificate and associate degree programs
- Career and technical education
- First-year program
- Inclusion with outreach to underrepresented populations
- Workforce and business/economic development
- General education and transfer programs

TEACHING UNIVERSITY

- Instruction by full-time faculty
- Bachelor's and master's degree programs
- Average 12-credit-hour teaching load
- Library and learning resources
- NCAA Division I athletics
- Student life experience
- Study abroad
- Honors program

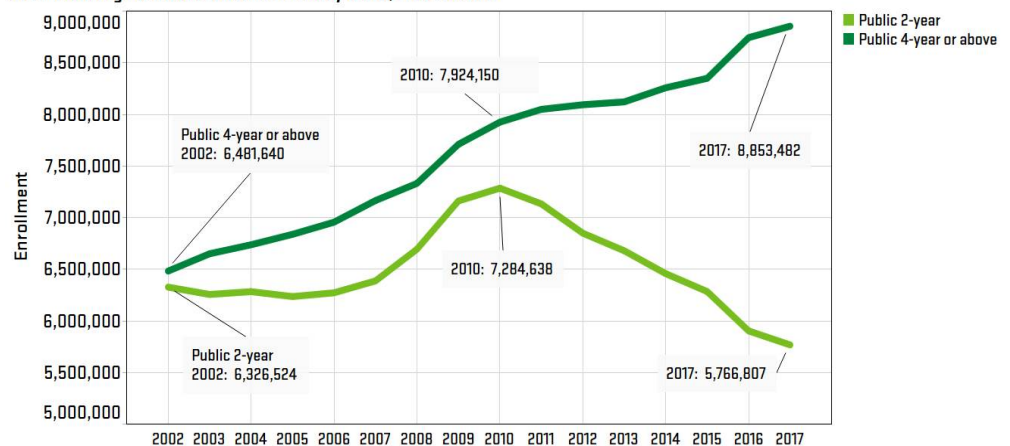


Today, Utah's three **integrated dual-mission universities** (WSU, UVU, DSU) serve nearly 50% of all Utahns enrolled in USHE (over 68,000 Utahns in the fall of 2018). They also account for 64% of total USHE enrollment growth since 2000. Importantly, the integrated dual-mission model has led to Utah residents 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 IPEDS 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!

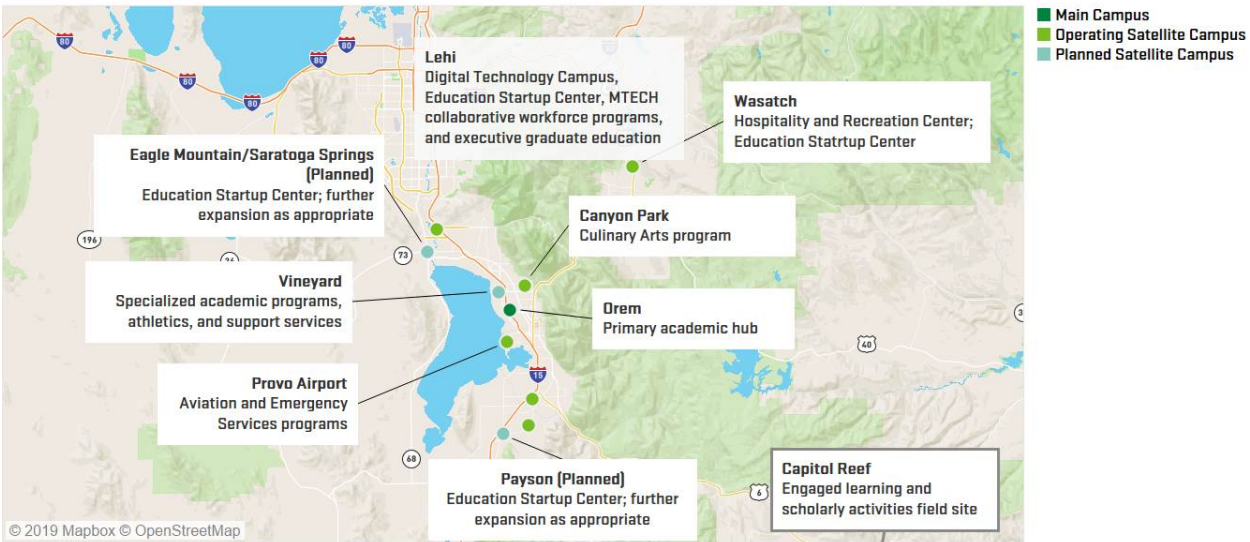
Thanks to an insightful legislature and robust support from the Office of the Governor, USHE is ready to serve even more students in the coming years. Working together under the Board of Regents, university and college presidents are preparing to meet the needs of Utah's dynamic economy and rapidly changing 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

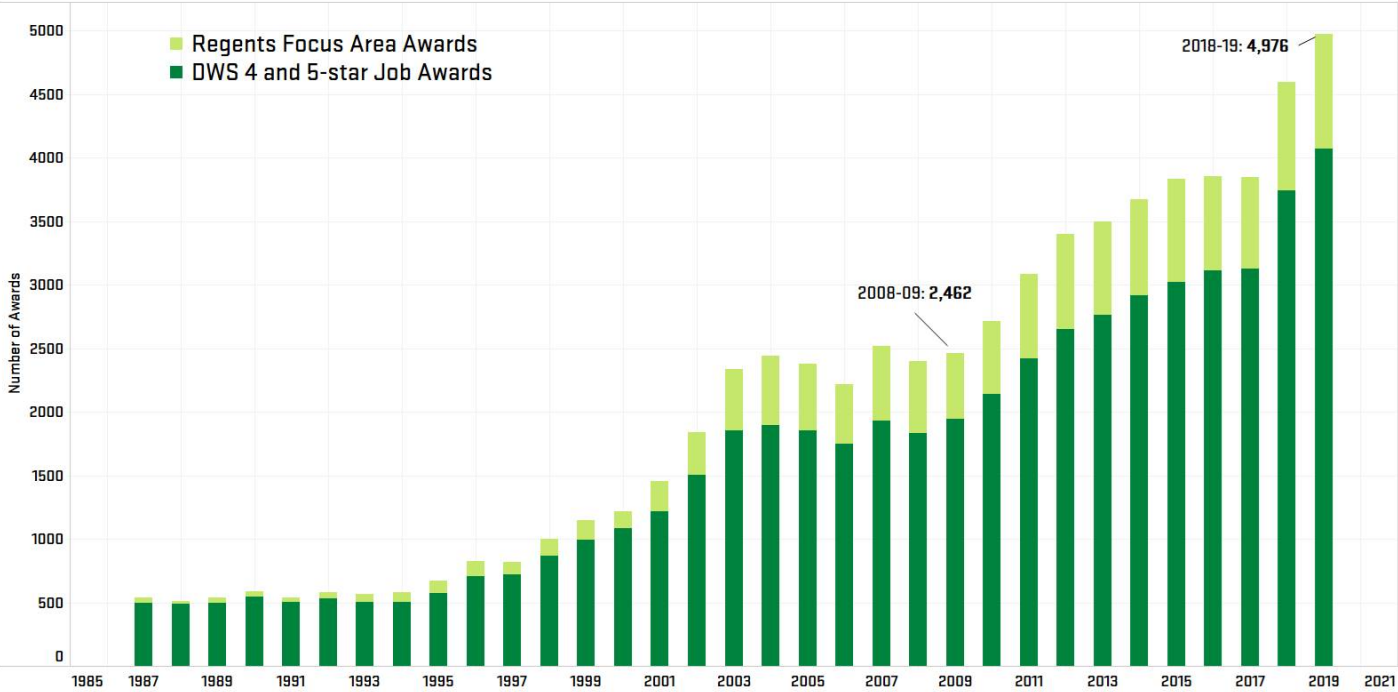
Figure 1 – UVU Multi-Site Campus Plan
UVU Master Planned Locations



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).