



U T A H   V A L L E Y   U N I V E R S I T Y

TO:                President Astrid S. Tuminez

FROM:            Laurie Sharp and Jeff Peterson, Co-Chairs  
University Planning Advisory Committee (UPAC)

DATE:            April 4, 2023

SUBJECT:        2022-2023 UPAC Annual Report

UPAC has completed its annual work on university-wide planning activities at Utah Valley University consistent with its 2022-2023 Charter and Charge. During this academic year, university-wide planning transitioned from the Planning, Budget, and Finance Division with Vice President Linda Makin serving as the executive sponsor to the Academic Affairs Division with Provost and Senior Vice President Wayne Vaught serving as the executive sponsor. As part of this transition, Dr. Laurie Sharp, Associate Provost for Academic Programs and Assessment became UPAC Co-Chair effective January 2023, and Vice President Linda Makin continued her service to UPAC in the capacity of an executive appointee from the Planning, Budget, and Finance Division.

This annual report summarizes accomplishments for each of UPAC's ongoing responsibilities and 2022-2023 charge from the viewpoints of the current co-chairs (i.e., Dr. Laurie Sharp & Dr. Jeff Peterson) and UPAC members. This annual report also includes recommendations for UPAC's ongoing responsibilities and 2023-2024 charge based on feedback shared by UPAC members. Lastly, this annual report acknowledges UPAC members who have completed their service to the University through their work on this committee.

## **UPAC Accomplishments**

### **UPAC's 2022-2023 Charter: Summary of Accomplishments**

UPAC's 2022-2023 Charter specifies four ongoing responsibilities of UPAC that must be fulfilled periodically. Below is a summary of each ongoing responsibility and UPAC's related accomplishments.

***Maintain awareness of UVU's strategic and operating environment, advising the President and UEC regarding emerging forces in that environment and potential university responses.***

During the 2022-2023 academic year, UPAC's primary focus during the Fall 2022 semester was to assist with completion of the Vision 2030 refresh and development of the Balanced Scorecard. Fall 2022 efforts were led by Vice President Linda Makin and Dr. Jeff Peterson. UPAC's primary focus during the Spring 2023 semester involved identification of alignment between campus master plans (i.e., Academic Master Plan, Digital Transformation Plan, Facilities Master Plan, Inclusion Plan, Completion Plan 3.0, Sustainability Plan) and the Utah System of Higher Education's 2021 Strategic Plan to the Vision 2030 refresh document. Spring 2023 efforts were led by Dr. Laurie Sharp and Dr. Jeff Peterson.

***Review major university plans to ensure consistency with the university strategy, across planning efforts, and with initiatives of the State of Utah and Utah System of Higher Education.***

Vice President Linda Makin shared the Vision 2030 refresh document with Taylor Adams, Associate Commissioner for Strategic Plans at the Utah System of Higher Education. In December 2022, Vice President Linda Makin invited Taylor Adams to be a guest speaker at a regularly scheduled UPAC meeting to discuss alignment between the Vision 2030 refresh document and initiatives of the State of Utah and Utah System of Higher Education. In February 2023, Dr. Laurie Sharp and Dr. Jeff Peterson divided UPAC members into seven small working groups and tasked each group with reviewing either a specific campus master plan (i.e., Academic Master Plan, Digital Transformation Plan, Facilities Master Plan, Inclusion Plan, Completion Plan 3.0, Sustainability Plan) or the Utah System of Higher Education's 2021 Strategic Plan and identifying its alignment and alignment gaps with the Vision 2030 refresh document. Each small group presented their findings to UPAC members in March 2023, and Dr. Laurie Sharp used this information to create a series of strategy maps (i.e., UVU Strategy Maps) to serve as planning resources for the entire campus community. The UVU Strategy Maps are visual representations of the University's and State's overall objectives and how they relate to one another. In late March 2023, Dr. Laurie Sharp disseminated the UVU Strategy Maps by email to the Vice Presidents for each Division and Deans and Associate Deans for each school/college to use as tools for developing their respective annual administrative unit plans for the 2023-2024 academic year. Additionally, the UVU Strategy Maps will be posted soon on the website for the Office of Institutional Effectiveness, Accreditation, and Academic Assessment so that any campus stakeholder may access and use them. UPAC is hopeful that the UVU Strategy Maps will be informative to those with oversight responsibility for the institutional strategic plan and campus master plans as they evaluate the latest iteration and design future iterations. Copies of the UVU Strategy Maps are provided with this annual report.

***Assess whether UVU is fulfilling its mission and action commitments and whether it will be able to do so sustainably in accordance with the standards and policies of the Northwest Commission on Colleges and Universities (NWCCU).***

On January 1, 2020, NWCCU stakeholders, commissioners, and staff members, along with chief executive officers of eligible member institutions voted to adopt the NWCCU Standards of Accreditation and NWCCU 2020 Eligibility Requirements. Accordingly, NWCCU updated the Handbook of Accreditation, a primary resource that presents the Commission's Standards for Accreditation, guides institutions through the institutional evaluation process, and assists

accreditation review teams at each stage of review. Within the Handbook for Accreditation, NWCCU describes the seven-year accreditation cycle, which encompasses ongoing evaluation of an institution's responses to the Commission's accreditation Standards. Self-evaluation processes during the seven-year accreditation cycle include annual reports, a Mid-Cycle Report in Year 3; a Policies, Regulations, and Financial Review in Year 6, and an Evaluation of Institutional Effectiveness in Year 7, which applies to member institutions that are seeking reaffirmation of accreditation.

The Mid-Cycle Report is a formative evaluative process focused on Standard One of NWCCU's 2020 Standards for Accreditation in the areas of mission fulfillment, student achievement, and assessment of student learning. UVU's Mid-Cycle Review was submitted to NWCCU on September 10, 2020 and addressed UVU's mission and action commitments, as well as UVU's mission fulfillment evaluation process. NWCCU responded to UVU on February 12, 2021 and indicated acceptance of the report. In UVU's current accreditation cycle, efforts have been underway for preparing the Year 6 Policies, Regulations, and Financial Review to be submitted by September 1, 2023. The Year 6 Policies, Regulations, and Financial Review is a self-study of Standard Two of NWCCU's 2020 Standards for Accreditation. Thus, assessment of whether UVU is fulfilling its mission and action commitments was not a UPAC activity during the 2022-2023 academic year.

***Communicate findings to university leadership through UEC and to the wider university community through their organizational communication channels.***

Each UPAC Co-Chair (i.e., Vice President Linda Makin from September 2022 through December 2022 and Dr. Laurie Sharp from January 2023 and forward) communicated findings from UPAC activities regularly to university leadership via University Executive Council and the wider university community through organized communication channels, such as email messages, updates shared during scheduled meetings, and information posted on relevant webpages.

**UPAC's 2022-2023 Charge: Summary of Accomplishments**

UPAC's 2022-2023 Charge specifies six specific responsibilities of UPAC that were to be fulfilled during the 2022-2023 academic year. Below is a summary of each specific responsibility for the 2022-2023 academic year and UPAC's related accomplishments.

***Carefully review and provide feedback on iterative drafts of the Vision 2030 refresh with particular focus on the connection with the 2022 SWOT analysis.***

During the months of September and October, Vice President Linda Makin and Dr. Jeff Peterson divided UPAC members into three small groups and tasked each with reviewing specific objective sections of the Vision 2030 refresh document (i.e., Include, Engage, Achieve). Each small group reviewed their assigned section and provided feedback in the form of a presentation to UPAC members. Vice President Linda Makin shared this feedback with the executive leaders who were overseeing the Vision 2030 refresh endeavor. Subsequently, Vice President Kyle Reyes returned to UPAC as a guest speaker to report how the feedback provided by UPAC and other stakeholder groups at Utah Valley University was integrated into the Vision 2030 refresh document.

***Support implementation of Vision 2030 by identifying areas of focus based on the 2022 SWOT analysis, engaging with UEC on implementation and deliverables, reviewing measures of achievement for the plan, and coordinating Vision 2030 metrics with indicators for mission fulfillment.***

Under the direction of the Provost and Senior Vice President, Wayne Vaught, University Executive Council engaged in efforts to develop a Balanced Scorecard during the 2022-2023 academic year. The Balanced Scorecard is intended to be an important tool from which the University may measure, monitor, and modify the priority initiatives delineated in the Vision 2030 refresh document. In October 2022, Vice President Linda Makin presented a high-level vision for the Balanced Scorecard to UPAC members and explained its intention to assess the University's efforts towards mission fulfillment. In December 2022, Provost and Senior Vice President Wayne Vaught presented a draft version of the Balanced Scorecard to UPAC members and explained that University Executive Council will be the primary body responsible for monitoring progress towards indicators that are aligned with the strategies and goals of the Vision 2030 refresh document. Provost and Senior Vice President Wayne also explained that each Vision 2030 objective (i.e., Include, Engage, Achieve) will have an assigned steward to oversee the development and refinement of indicators, milestones, and near-term initiatives. UPAC members were provided with subsequent updates regarding the status of development and refinement of the Balanced Scorecard in January 2023 by Laura Busby, Interim Director of Institutional Research, who was assisting with creation of a dashboard to visually represent progress towards achievement of indicators. In March 2023, Dr. Laurie Sharp informed UPAC members that the Balanced Scorecard and its dashboard were in the final stages of completion and shared the finalized version of indicators, milestones, and near-term initiatives with UPAC members to elicit feedback.

***Prepare UVU's Mission Fulfillment Progress Report, considering revisions to the mission fulfillment indicators (KPIs) as appropriate in consultation with Institutional Research and based on the findings of the 2020 Mission Fulfillment Baseline Evaluation, the NWCCU Mid-Cycle Review, and other institutional priorities.***

As noted previously in this annual report, efforts were underway in preparation for the Year 6 Policies, Regulations, and Financial Review to be submitted by September 1, 2023. In Utah Valley University's current accreditation cycle for NWCCU, assessment of whether the University is fulfilling its mission and action commitments was not a UPAC activity during the 2022-2023 academic year.

***Review USHE's Strategic Plan and identify opportunities for UVU to advance USHE's goals and objectives and review impact of proposed changes within USHE.***

As mentioned previously in this annual report, Taylor Adams, Associate Commissioner for Strategic Plans at the Utah System of Higher Education, was an invited speaker at a December 2022 UPAC meeting. During this presentation, Taylor was very complimentary about the Vision 2030 refresh document and discussed its alignment with initiatives of the State of Utah and Utah System of Higher Education. In February 2023 and March 2023, UPAC engaged in efforts to create a series of strategy maps (i.e., UVU Strategy Maps) that serve as visual representations of the University's and State's overall objectives and how they relate to one another. One of UPAC's goals for creating the UVU Strategy Maps was to provide a visual representation of

how the University is advancing USHE's goals and objective through the Vision 2030 refresh document and the University's campus master plans.

***Identify ways that UVU can effectively advance and promote its mission as a community college and university by reviewing and preparing responses and recommendations to the legislative-directed review of community colleges in Utah.***

In January 2023, Vice President Linda Makin and Aaron Fairbourn made a presentation to UPAC members entitled "Achieving UVU's Integrated Dual Mission." This presentation was intended to be a response and recommendation to the legislative-directed review of community colleges in Utah. The "Achieving UVU's Integrated Dual Mission" included overviews of the missions of community colleges and regional public universities, as well as ways in which the University achieves its integrated dual mission. After the presentation, UPAC members engaged in related discussion and provided feedback to Vice President Linda Makin and Aaron Fairbourn from which Utah Valley University's response and recommendations could be strengthened.

***Review and provide input for new and updated campus plans including Completion Plan 3.0, Inclusion Plan, and Strategic Enrollment Management Plan.***

As mentioned previously in this annual report, UPAC members engaged in efforts to create a series of strategy maps (i.e., UVU Strategy Maps) in February 2023 and March 2023. This effort involved UPAC members in deep reviews of all campus master plans, including the Academic Master Plan, Digital Transformation Plan, Facilities Master Plan, Inclusion Plan, Completion Plan 3.0, and Sustainability Plan. The UVU Strategy Maps visually depict how each campus master plan aligns with the Vision 2030 refresh document, as well as the Utah System of Higher Education's 2021 Strategic Plan. The Strategic Enrollment Management Plan was not included in this endeavor, as its purpose is very different from the campus master plans. Additionally, the Strategic Enrollment Management Plan is not a document intended for widespread dissemination.

**UPAC's 2022-2023 Charge: UPAC Member Viewpoints**

To prepare for this annual report, UPAC members were asked to indicate the extent in which UPAC addressed each specific responsibility. UPAC members were invited to complete a questionnaire developed in Microsoft Forms that used a five-point Likert-type scale ranging from Strongly Disagree (i.e., score of 1) to Strong Agree (i.e., score of 5) for respondents to rate progress for each specific responsibility. The questionnaire was emailed to 34 UPAC members, of whom 15 UPAC members submitted a response (i.e., approximate 44% response rate). A summary of UPAC member ratings for specific responsibilities is provided in the table below, followed by qualitative excerpts from UPAC members concerning UPAC's accomplishments during the 2022-2023 academic year.

**UPAC Member Ratings of Specific Responsibilities**

| Specific Responsibilities  | Mean |
|--|------|
| Carefully review and provide feedback on iterative drafts of the Vision 2030 refresh with particular focus on the connection with the 2022 SWOT analysis.  | 4.2  |
| Support implementation of Vision 2030 by identifying areas of focus based on the 2022 SWOT analysis, engaging with UEC on implementation and deliverables, | 3.9  |

| Specific Responsibilities   | Mean |
|---|------|
| reviewing measures of achievement for the plan, and coordinating Vision 2030 metrics with indicators for mission fulfillment.   |      |
| Prepare UVU's Mission Fulfillment Progress Report, considering revisions to the mission fulfillment indicators (KPIs) as appropriate in consultation with Institutional Research and based on the findings of the 2020 Mission Fulfillment Baseline Evaluation, the NWCCU Mid-Cycle Review, and other institutional priorities. | 3.7  |
| Review USHE's Strategic Plan and identify opportunities for UVU to advance USHE's goals and objectives and review impact of proposed changes within USHE.   | 3.8  |
| Identify ways that UVU can effectively advance and promote its mission as a community college and university by reviewing and preparing responses and recommendations to the legislative-directed review of community colleges in Utah.   | 3.4  |
| Review and provide input for new and updated campus plans including Completion Plan 3.0, Inclusion Plan, and Strategic Enrollment Management Plan.  | 4.0  |

## UPAC Member Qualitative Excerpts

### *Greatest accomplishments, highlights, and strengths of UPAC.*

With respect to the greatest accomplishments, highlights, and strengths, UPAC members acknowledged that “the detailed and iterative review of Vision 2030” “produced a very high quality ‘refresh.’” Additionally, UPAC members expressed that “looking at Vision 2030 and how it aligns with “USHE’s strategic plan” and the University’s campus master plans helped identify “overlap and synergy.” UPAC members also recognized the “effectiveness of work groups” that were “cross-functional teams” and “very productive” in facilitating “great perspectives from all areas of campus.” As such, UPAC members indicated that UPAC was able to provide “great advisory counsel to the President and Cabinet.”

### *Areas needing improvement, weaknesses, and opportunities to improve UPAC.*

With respect to areas needing improvement, UPAC members indicated a need to “streamline the SWOT analysis” to be more efficient with use of time. UPAC members also suggested a need to better acquaint new and existing UPAC members with the “goal of UPAC,” “why [each committee member] is a part” of UPAC, and how UPAC’s “charge year-by-year fits into the broader picture” of Utah Valley University. UPAC members also shared the following as opportunities for improving this committee:

- “More depth in terms of discussion or outcomes,”
- “Effective exercises to provide feedback,”
- “A communication strategy to facilitate two-way communication between UPAC and the broader campus community,” and
- “Access to institutional data needed to make informed recommendations.”

### *What specific recommendations do you have to inform the 2023-2024 UPAC charge?*

UPAC members made the following recommendations to inform the 2023-2024 UPAC charge:

- “Continue the work outlined in bullet five of UPAC's 2022-23 charge: *Develop new strategies to advance and promote UVU's mission as a community college and university.*

Include within these strategies a focus on flexible learning, especially at the associate degree level.”

- “Ensure there is a deliberative process to review the Balanced Scorecard to ensure [UPAC] has the right metrics and that they can be measured. Set up accountability systems to track progress in the campus master plans.”
- “Share more information about unit planning.”
- “Something related to NWCCU accreditation visits.”
- “Focus on operationalizing Vision 2030.”

With this feedback in mind, Dr. Laurie Sharp intends to collaborate with Provost and Senior Vice President Wayne Vaught to formalize a draft of the 2023-2024 UPAC Charter and Charge for approval from President Astrid Tuminez.

## **UPAC Acknowledgements**

### **Executive Sponsor and Co-Chairs**

As mentioned previously in this annual report, UPAC experienced a leadership transition during the 2022-2023 academic year when university-wide planning transitioned from the Planning, Budget, and Finance Division with Vice President Linda Makin serving as the executive sponsor to the Academic Affairs Division with Provost and Senior Vice President Wayne Vaught serving as the executive sponsor. As a result of this transition, Dr. Laurie Sharp assumed co-chair responsibilities from Vice President Linda Makin. In January 2023, Vice President Linda Makin announced her plans to retire in Spring 2023. UPAC expresses its deep appreciation for her service to the University.

Additionally, Dr. Jeff Peterson’s term as co-chair concluded this year, and UPAC expresses its deep appreciation for his service to the University.

### **Executive Appointees**

The following executive appointees completed their service to UPAC during the 2022-2023 academic year:

- Dr. Vessela Ilieva, Dean of School of Education
- Dr. Aicha Rochdi, Director – Teaching Effectiveness and Fellowship in the Office of Teaching and Learning

UPAC expresses its deep appreciation to each of these executive appointees for their service to the University.

### **Organizational Appointees**

The following organizational appointees completed their service to UPAC during the 2022-2023 academic year:

- Mark Arstein, Vice President of Institutional Advancement
- Linda Makin, Vice President of Planning, Budget, and Finance/CFO
- Dr. Hilary Hungerford, Faculty Senate President and Associate Professor – Earth Science
- Bonnie Mortensen Rodriguez, PACE Past President and Associate Director – Online Programs in UVU Online
- Lexi Soto, UVUSA Student Body President

- McKay Isham, Director – Internship Services in Engaged Learning Internships

UPAC expresses its deep appreciation to each of these organizational appointees for their service to the University.

The following organizational appointees experienced a job role shift during the 2022-2023 academic year and will continue their service to UPAC as an organizational appointee in their new role:

- Dr. Kyle Reyes, Vice President of Institutional Advancement
- Dr. Michelle Kearns, Vice President of Student Affairs
- Dr. Quinn Koller, Director of Institutional Effectiveness, Accreditation, and Academic Assessment
- Amanda Cooke, Program Manager of Institutional Effectiveness, Accreditation, and Academic Assessment
- Rachelle Blake, Program Manager of Institutional Effectiveness, Accreditation, and Academic Assessment

### **Support Staff Members**

The following support staff members completed their service to UPAC during the 2022-2023 academic year:

- Aaron Fairbourn, Presidential Intern in the Planning, Budget, and Finance Division
- Stacy Fowler, Executive Assistant for the Vice President of Planning, Budget, and Finance
- Cindy Wilkinson, Admin Support IV for Academic Programs and Assessments

UPAC expresses its deep appreciation to each of these support staff members for their service to the University.

### **Committee Members**

The following committee members completed their service to UPAC during the 2022-2023 academic year:

- Dr. Maria Blevins, Associate Professor – Applied Communication
- Dr. Michael Bohne, Professor – Exercise Science
- Dr. Sean Crossland, Assistant Professor – Master’s Education/Higher Education Leadership
- Dr. Theresa Haug-Belvin, Assistant Professor – Student Leadership & Success Studies
- Dr. Ryan Leick, Associate Professor – Aviation Science
- Heath Gertsch, Associate Director in Printing Services
- Drew Burke, Senior Director - Equity/Title IX, Employee Relations/Organizational Development
- Bryant Bradt, Associate Registrar – Registration/Records/NCAA/Degree Audit
- Darah Snow, Senior Director in Multicultural Student Services
- Kylee Parke, Program Manager – Foundation and Campaign Initiatives
- Corey Fralick, Director – Campus Services
- Barb Smith, Director - Communications
- Laura Busby, Director – Business Intelligence and Research Services

UPAC expresses its deep appreciation to each of these committee members for their service to the University.





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# UVU Strategy Maps

*Vision 2030:  
Include*

Vision 2030: Include  
Strategy #1a: Increase Accessibility to & Flexibility of Education Through a Coordinated Physical & Digital Presence

Broaden UVU Educational Offerings Across Delivery Modalities

Digital Transformation Beach Picture: A-Z

*User Experience*

Students & Faculty Have Consistent Experiences with Technology

Technology is Primed & Ready on Day 1

Students Easily Access & Act on Information via Their Intranet/Mobile

Employees Easily Access & Act on Information via Their Intranet/Mobile

Students Easily Access Necessary Technology On & Off Campus

*Support & Service*

Monitor Systems' Statuses & Fixes Issues Before Users Adversely Affected

UVU Campuses Have Reliable Networks & Cellular Coverage

Completion Plan 3.0

*Course Scheduling*

Increase Access to High-Quality, Flexible Course Delivery Options

Implement a Student-Centric Course Scheduling Process

Increase General Education Course Access During Semester Blocks

*First-Year Focus*

Develop & Deliver a First-Year Seminar

Track Parallel Plans for Highly Competitive Programs

Inclusion Plan

*Expand Access & Student Success*

Expand Flexible Delivery Course Offerings

Academic Master Plan

*Identify & Address Student Needs for Improving Life & Livelihood*

Host Programs on Campuses & Sites to Serve Local Educational Needs

Develop Nimble Program Approval & Elimination Processes

*Identify & Address Student Needs for Improving Life & Livelihood*

Carefully Design Curricula to Facilitate Completion & Student Success

Educational Pathways Have Flexibility with Entry Points & Credentialing

Facilities Master Plan

*Maximize Main Campus Capacity*

Effectively Plan for Physical Facilities & Infrastructure to Meet Demands

Sustainability Plan

*Culture & Learning*

Develop New Academic Programming

Vision 2030: Include  
Strategy #1a: Increase Accessibility to & Flexibility of Education Through a Coordinated Physical & Digital Presence

Improve Access to Campuses

Sustainability Plan

*Transportation*

Increase UTA Ridership

Achieve Bicycle Friendly University  
Status

Improve Pedestrian Infrastructure

Academic Master Plan

*Appropriate Programs at Appropriate Facilities*

Programs at Main Campus

Programs at Vineyard Campus

Programs at Lehi Campus

Programs at Wasatch Campus

Programs at Provo Airport

Programs at West Campus

Facilities Master Plan

*Improve Vehicular, Transit, & Pedestrian Circulation  
Systems*

Expanded Roadways

Linking to Light Rail

Bus Rapid Transit Lines

Future TRAX Expansion

Bike & Pedestrian Friendly Walkway

Trail Systems

Planning for Parking

Vision 2030: Include  
Strategy #1b: Strengthen Campus Inclusivity & Grow the Enrollment & Completion Rates of Historically Underrepresented Students

*Enhance the Cultural Competence of Students, Faculty, & Staff through Robust Curricula, Trainings, & Development Opportunities*

Academic Master Plan

*Collective Responsibility for Student Success*

Enhance the Culture of Shared  
Governance & Accountability

Recruit, Hire, & Support Outstanding &  
Diverse Faculty

Inclusion Plan

*Expand Access & Student Success*

Support Professional Development  
Opportunities

Build Capacity for Stronger Community  
& Networks

*Academic Engagement & Intercultural Development*

Reinforce Inclusion, Diversity, & Equity  
in Academic Units

Advance Relevant Education &  
Resources

Promote Programming & Learning  
Opportunities Across Campus

**Vision 2030: Include**  
**Strategy #1b: Strengthen Campus Inclusivity & Grow the Enrollment & Completion Rates of Historically Underrepresented Students**

*Grow Resources, Services, and Support for Historically Underrepresented Students to Increase Enrollment, Persistence, & Completion*

**Inclusion Plan**

***Expand Access & Student Success***

Remove Any Language & Communication Ambiguities

Expand Flexible Delivery Course Offerings

Minimize Financial Barriers

Increase Transparency & Student-Centered Information

Enhance Student Participation & Engagement

***Academic Engagement & Intercultural Development***

Strengthen Co-Curricular & Curricular Learning Opportunities

Reinforce Inclusion, Diversity, & Equity in Academic Units

Advance Relevant Education & Resources

Promote Programming & Learning Opportunities Across Campus

Support Institutional Commitments to Inclusion, Diversity, & Equity

***Increased Sense of Belonging***

Prioritize Personal & Physical Safety

Amplify a Safe & Supportive Environment

Implement Effective Recruitment & Retention Strategies

***Sustain Assessment, Accountability, & Institutional Commitments***

Promote & Expand Assessment, Accountability, & Ownership

Develop More Inclusive Policies & Practices

Develop & Embed Communications on Key Inclusion, Diversity, & Equity

Sustain Organizational Resources & Support

**Completion Plan 3.0**

***Course Scheduling***

***First-Year Focus***

***Data-Informed Outreach & Support***

***Adult Learner Support***

***Student Communication***

***Finances***

***Academic Advising***

***Transfer Student Initiative***

**Academic Master Plan**

***Meet Region's Diverse Educational Needs***

Identify & Address Student Needs for Improving Life & Livelihood

Increase Representation & Support for Underrepresented Groups

***Collective Responsibility for Student Success***

Design High Quality Curriculum

Support Student Success Through Mentoring & Career Exploration

Foster Highly Effective Teaching & Engaged Learning

Enhance the Culture of Shared Governance & Accountability

Recruit, Hire, & Support Outstanding & Diverse Faculty

Expand the Capacity of the University Community to Foster Student Success

***Empower Students Through General Education***

Improve Effectiveness of General Education

***Programs Provide Integrated Support, Opportunities, & Pathways for Student Success***

Carefully Design Curricula to Facilitate Completion & Student Success

Educational Pathways Have Flexibility with Entry Points & Credentialing

Educational Pathways Include Academic Skills & Career Preparation

**USHE Strategic Plan**

***System Leadership***

Engage Boards of Trustees on Delegated Responsibilities

Reevaluate Presidential Evaluation & R&R Processes

Leverage Board Policies & System Leadership to Close Attainment Gaps

***Access***

Inform High School Students on Academic & Financial Options

Simplify Institutional Admissions Processes

Support Institutions in Helping Students Secure Their Basic Needs

***Completion***

Facilitate Completion & Transfer Among Institutions within the System

Standardize Awarding of Credit for Prior Learning for Completion

Ensure Supports for Student Mental Health & Campus Safety

Expand Supportive Entry-Level Education Practices

***Workforce Alignment***

Align Education with Workforce Demands to Result in Career Placements

Initiate Industry Feedback Loops with the Utah Board of Higher Education

Develop Priorities, Policies, & Funding Requests for Workforce Programs

Increase Stakeholder Collaboration for Workforce Programs

Increase Student Participation in High-Quality Work-Based Learning

Vision 2030: Include  
Strategy #1b: Strengthen Campus Inclusivity & Grow the Enrollment & Completion Rates of Historically Underrepresented Students

*Establish UVU as a National Model for Basic Needs Support & a Well-Being Continuum*

Inclusion Plan

*Expand Access & Student Success*

Minimize Financial Barriers

*Increased Sense of Belonging*

Prioritize Personal & Physical Safety

Amplify a Safe & Supportive  
Environment

USHE Strategic Plan

*Access*

Support Institutions in Helping Students  
Secure Their Basic Needs

*Completion*

Ensure Institutional Supports for Student  
Mental Health & Campus Safety

Completion Plan 3.0

*First-Year Focus*

Assess & Strengthen Campus-Wide Peer  
Programs

Increase Campus-Wide Collaboration to  
Support First-Year Students

*Data-Informed Outreach & Support*

Utilize Predictive Analytics for Student  
Outreach & Support

*Finances*

Improve Financial/Financial Aid Literacy

Academic Master Plan

*Collective Responsibility for Student Success*

Expand the Capacity of the University  
Community to Foster Student Success







Vision 2030: Include  
Strategy #1C: Sustain Our Commitment to Affordability, Value, & Return on Investment

*Increase Access to Need-Based Grants & Scholarships*

Academic Master Plan

*Adequate Resources & Capacity to Achieve Academic Goals*

Increase External Funding

USHE Strategic Plan

*Access*

Inform High School Students on Academic & Financial Options

*Affordability*

Coordinate & Optimize Financial Aid

Increase Completion of the Free Application for Federal Student Aid

Inclusion Plan

*Expand Access & Student Success*

Remove Any Language & Communication Ambiguities

Minimize Financial Barriers

Increase Transparency & Student-Centered Information

*Increased Sense of Belonging*

Implement Effective Recruitment & Retention Strategies

Completion Plan 3.0

*Student Communication*

Establish a Student Communication Governance Committee

Develop an Operational Student Communication Model

Establish a Student Communication Policy & Guidelines

Standardize & Consolidate Communication Technology & Systems

Create myUVU for Students Event Portal with Filters/Categories

Consolidate Appropriate UVU Emails Into a Regularly Distributed Newsletter

Purchase or Develop CRM Product

*First-Year Focus*

Assess & Strengthen Campus-Wide Peer Programs

Increase Campus-Wide Collaboration to Support First-Year Students

*Finances*

Increase the Percentage of Headcount Packaged with Federal Aid

Increase Endowed Scholarships Available to Students

Improve Financial/Financial Aid Literacy

*Data-Informed Outreach & Support*

Utilize Predictive Analytics for Student Outreach & Support

Identify & Address Barriers to Timely Completion

*Adult Learner Support*

Develop Web Assets to Guide Adult Learners to Relevant Campus Resources

*Transfer Student Initiative*

Assess Current Experiences; Identify & Address Barriers & Support Gaps

Improve Transfer Student Onboarding Process



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# UVU Strategy Maps

*Vision 2030:  
Engage*

Vision 2030: Engage

Strategy #2a: Strengthen Engaged Learning & Community Engagement Opportunities for Students, Faculty, & Staff

Support & Expand Engaged Learning & Teaching

Academic Master Plan

*Collective Responsibility for Student Success*

Design High Quality Curriculum

Enhance the Culture of Shared Governance & Accountability

*Address Regional Opportunities & Challenges in a Global Context*

Provide Faculty with Institutional Support to Better Engage with

Inclusion Plan

*Expand Access & Student Success*

Support Professional Development Opportunities

*Academic Engagement & Intercultural Development*

Strengthen Co-Curricular & Curricular Learning Opportunities

Sustainability Plan

*Culture & Learning*

Increase Employee Sustainability Literacy

Develop New Academic Programming

*Community*

Foster Global Engagement

Digital Transformation Beach Picture: A-Z

*Community Outreach*

Provide Substantial Engaged Learning Experiences for Students

Leverage the Power of Artificial Intelligence & Machine Learning

*User Experience*

Employees Easily Access & Act on Information via Their Intranet/Mobile

Employees Access Personalized & Curated Data

USHE Strategic Plan

*Workforce Alignment*

Increase Stakeholder Collaboration to Develop & Promote Workforce Programs

*Research*

Ensure Institutions Have Needed Support to Conduct Research

Vision 2030: Engage

Strategy #2a: Strengthen Engaged Learning & Community Engagement Opportunities for Students, Faculty, & Staff

*Increase Student & Faculty Connection To and Collaboration With the Community Through Engaged Learning Opportunities*

Academic Master Plan

*Collective Responsibility for Student Success*

Foster Engaged Learning Through  
Scholarship & Creative Work

*Address Regional Opportunities & Challenges in a  
Global Context*

Facilitate Opportunities for Students  
within Professional Communities

Utilize Faculty-Led Teams of Students to  
Address Community Issues

Inclusion Plan

*Expand Access & Student Success*

Enhance Student Participation &  
Engagement

*Academic Engagement & Intercultural Development*

Promote Programming & Learning  
Opportunities

Completion Plan 3.0

*First-Year Focus*

Increase Participation in High-Impact  
Practices

Digital Transformation Beach Picture: A-Z

*User Experience*

Students Easily Access & Act on  
Information via Their Intranet/Mobile

Employees Easily Access & Act on  
Information via Their Intranet/Mobile

USHE Strategic Plan

*Workforce Alignment*

Increase Student Participation in High-  
Quality Work-Based Learning

*Research*

Advocate for the Role of Research at  
Degree-Granting Institutions

Sustainability Plan

*Culture & Learning*

Increase Student Involvement in  
Sustainability

Vision 2030: Engage  
Strategy #2a: Strengthen Engaged Learning & Community Engagement Opportunities for Students, Faculty, & Staff

*Align Curricula with Regional Workforce Needs & Readiness for High-Yield, High-Demand Jobs*

Academic Master Plan

*Meet Region's Diverse Educational Needs*

Identify & Address Student Needs for  
Improving Life & Livelihood

Develop Nimble Program Approval &  
Elimination Processes

*Programs Provide Integrated Support, Opportunities, &  
Pathways for Student Success*

Educational Pathways Include Academic  
Skills & Professional Career Preparation

USHE Strategic Plan

*System Leadership*

Increase Higher Education Alignment to  
Utah's Workforce

*Workforce Alignment*

Develop Workforce Development  
Programs

Vision 2030: Engage  
Strategy #2a: Strengthen Engaged Learning & Community Engagement Opportunities for Students, Faculty, & Staff

*Enhance Engagement with Community Leaders & Employers for Student Support & Sponsorships*

Academic Master Plan

*Meet Region's Diverse Educational Needs*

Identify & Address Student Needs for  
Improving Life & Livelihood

*Address Regional Opportunities & Challenges in a  
Global Context*

Gain Input from Community Groups

Sustainability Plan

*Community*

Host the Utah County Sustainability  
Coalition

Engage Local Citizens & Governments

Outreach to Business Community

Collaborate with Other Higher Education  
Institutions

*Programs Provide Integrated Support, Opportunities, &  
Pathways for Student Success*

Engage Local, Global, & Professional  
Communities to Support Programs

Collaborate with PreK-12 to Design  
Effective Pathways

USHE Strategic Plan

*Workforce Alignment*

Engage Industry to Align Education with  
Workforce Demands that Result in

Increase Stakeholder Collaboration to  
Develop & Promote Workforce Programs

Initiate Industry Feedback Loops with the  
Utah Board of Higher Education

*Research*

Advocate for the Role of Research at  
Degree-Granting Institutions

Vision 2030: Engage

Strategy #2a: Strengthen Engaged Learning & Community Engagement Opportunities for Students, Faculty, & Staff

Modeling & Demonstrating Exceptional Citizenship

Academic Master Plan

Digital Transformation Beach Picture: A-Z

*Collective Responsibility for Student Success*

*Address Regional Opportunities & Challenges in a  
Global Context*

*Community Outreach*

Foster Engaged Learning Through  
Scholarship & Creative Work

Provide Faculty with Institutional  
Support to Better Engage with

Recognition as a Innovator & Thought  
Leader in Digital Transformation

Sustainability Plan

*Community*

Report to AASHE STARS

Vision 2030: Engage  
Strategy #2b: Enhance Engagement with Community & Industry to Meet Workforce Needs & Improve Student Job- and Life-Readiness

*Strengthen & Expand UVU's Partnerships with Organizations & Community Resources*

Academic Master Plan

*Programs Provide Integrated Support, Opportunities, & Pathways for Student Success*

Engage Local, Global, & Professional Communities to Support Programs

*Address Regional Opportunities & Challenges in a Global Context*

Gain Input from Community Groups

Facilities Master Plan

*Relocate Non-Academic Facilities & Services Off Main Campus*

Innovatively Develop Athletics Facilities

Make Accessible & Community Integrated Sites

USHE Strategic Plan

*System Leadership*

Increase Higher Education Alignment to Utah's Workforce

*Workforce Alignment*

Initiate Industry Feedback Loops with the Utah Board of Higher Education

Develop Priorities, Policies, & Funding Requests for Workforce Programs

Increase Stakeholder Collaboration for Workforce Programs

Sustainability Plan

*Community*

Host the Utah County Sustainability Coalition

Engage Local Citizens & Governments

Outreach to Business Community

Collaborate with Other Higher Education Institutions



**Vision 2030: Engage**  
**Strategy #2b: Enhance Engagement with Community & Industry to Meet Workforce Needs & Improve Student Job- and Life-Readiness**

*Maintain UVU's Carnegie Elective Classification for Community Engagement*

Academic Master Plan

*Collective Responsibility for Student Success*

Design High Quality Curriculum

Foster Engaged Learning Through  
Scholarship & Creative Work

*Programs Provide Integrated Support, Opportunities, &  
Pathways for Student Success*

Engage Local, Global, & Professional  
Communities to Support Programs

*Address Regional Opportunities & Challenges in a  
Global Context*

Facilitate Opportunities for Students  
within Professional Communities

Utilize Faculty-Led Teams of Students to  
Address Community Issues

Inclusion Plan

*Expand Access & Student Success*

Enhance Student Participation &  
Engagement

*Academic Engagement & Intercultural Development*

Strengthen Co-Curricular & Curricular  
Learning Opportunities

Sustainability Plan

*Culture & Learning*

Increase Employee Sustainability  
Literacy

Develop New Academic Programming

Increase Student Involvement in  
Sustainability

*Community*

Engage Local Citizens & Governments

Outreach to Business Community

Foster Global Engagement

Digital Transformation Beach Picture: A-Z

*Community Outreach*

Provide Substantial Engaged Learning  
Experiences for Students

*User Experience*

Students Easily Access & Act on  
Information via Their Intranet/Mobile

Employees Easily Access & Act on  
Information via Their Intranet/Mobile

USHE Strategic Plan

*Workforce Alignment*

Increase Stakeholder Collaboration to  
Develop & Promote Workforce Programs

*Research*

Ensure Institutions Have Needed Support  
to Conduct Research

Vision 2030: Engage  
Strategy #2b: Enhance Engagement with Community & Industry to Meet Workforce Needs & Improve Student Job- and Life-Readiness

*Expand Continuing Education*

Academic Master Plan

*Meet Region's Diverse Educational Needs*

Identify & Address Student Needs for  
Improving Life & Livelihood

Host Programs on Campuses & Sites to  
Serve Local Educational Needs

Develop Nimble Program Approval &  
Elimination Processes

*Adequate Resources & Capacity*

Increase External Funding

*Programs Provide Integrated Support, Opportunities, &  
Pathways for Student Success*

Educational Pathways Have Flexibility  
with Entry Points & Credentialing

Educational Pathways Include Academic  
Skills & Professional Career Preparation

USHE Strategic Plan

*System Leadership*

Increase Higher Education Alignment to  
Utah's Workforce

*Workforce Alignment*

Develop Workforce Development  
Programs

Sustainability Plan

*Community*

Outreach to Business Community

Vision 2030: Engage  
Strategy #2c: Strengthen the Foundation for Ongoing Giving, Support, & Engagement for UVU's Students, Programs, & Priorities

*Accelerate Donor Support for UVU's Mission of Educational Opportunity, Engagement, & Achievement*

Academic Master Plan

Completion Plan 3.0

*Adequate Resources & Capacity*

*Finances*

Increase External Funding

Increase Endowed Scholarships Available  
to Students



U T A H   V A L L E Y   U N I V E R S I T Y

# UVU Strategy Maps

*Vision 2030:  
Achieve*

Vision 2030: Achieve  
Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning

*Redesign Curricula With a Focus on Stackable Credentials & Pathways*

Academic Master Plan

*Meet Region's Diverse Educational Needs*

Identify & Address Student Needs for  
Improving Life & Livelihood

Develop Nimble Program Approval &  
Elimination Processes

*Empower Students Through General Education*

Improve Effectiveness of General  
Education

*Collective Responsibility for Student Success*

Design High Quality Curriculum

*Programs Provide Integrated Support, Opportunities, &  
Pathways for Student Success*

Carefully Design Curricula to Facilitate  
Completion & Student Success

Educational Pathways Have Flexibility  
with Entry Points & Credentialing

Collaborate with PreK-12 to Design  
Effective Pathways

USHE Strategic Plan

*Access*

Inform High School Students on  
Academic & Financial Options

Sustainability Plan

*Culture & Learning*

Develop New Academic Programming

Vision 2030: Achieve  
Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning

*Strengthen Concurrent Enrollment Course Alignment, Offerings, & Participation*

Academic Master Plan

*Programs Provide Integrated Support, Opportunities, & Pathways for Student Success*

Collaborate with PreK-12 to Design Effective Pathways

*Empower Students Through General Education*

Improve Effectiveness of General Education

Completion Plan 3.0

*First-Year Focus*

Increase Yield of Concurrent Enrollment Students

USHE Strategic Plan

*Enhance Institutional Roles, Missions, & Program Offerings*

Institutional Roles & Missions & Program Offerings

*Partnership*

Inform High School Students on Academic & Financial Options

**Completion**

Expand Supportive Entry-Level Education Practices

Vision 2030: Achieve  
Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning

*Design First-Semester Certificates Around Concurrent Enrollment Offerings*

Academic Master Plan

*Programs Provide Integrated Support, Opportunities, & Pathways for Student Success*

Collaborate with PreK-12 to Design Effective Pathways

*Empower Students Through General Education*

Improve Effectiveness of General Education

USHE Strategic Plan

*Integrate Institutional Roles & Missions & Program Offerings*

Institutional Roles & Missions & Program Offerings

*Partnership*

Inform High School Students on Academic & Financial Options

*Completion*

Expand Supportive Entry-Level Education Practices

Completion Plan 3.0

*First-Year Focus*

Increase Yield of Concurrent Enrollment Students

Vision 2030: Achieve  
Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning

*Expand Meaningful Transfer-Credit Articulation for Students Entering & Existing UVU*

Academic Master Plan

*Empower Students Through General Education*

Improve Effectiveness of General Education

*Programs Provide Integrated Support, Opportunities, & Pathways for Student Success*

Carefully Design Curricula to Facilitate Completion & Student Success

Educational Pathways Have Flexibility with Entry Points & Credentialing

USHE Strategic Plan

*System Leadership*

Institutional Roles & Missions & Program Offerings

Increase Higher Education Alignment to Utah's Workforce

*Access*

Inform High School Students on Academic & Financial Options

*Completion*

Facilitate Completion & Transfer Among Institutions in the System



Vision 2030: Achieve  
Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning

*Increase Stackable Pathways from MTECH*

Academic Master Plan

*Empower Students Through General Education*

Improve Effectiveness of General Education

*Programs Provide Integrated Support, Opportunities, & Pathways for Student Success*

Carefully Design Curricula to Facilitate Completion & Student Success

Educational Pathways Have Flexibility with Entry Points & Credentialing

USHE Strategic Plan

*System Leadership*

Institutional Roles & Missions & Program Offerings

Increase Higher Education Alignment to Utah's Workforce

*Completion*

Facilitate Completion & Transfer Among Institutions in the System

Vision 2030: Achieve  
Strategy #3a: Increase Completion Through Comprehensively Designed, Stackable Curricula, & Appropriate Credit for Prior Learning

*Increase Credits Students Receive for Prior Learning*

Academic Master Plan

USHE Strategic Plan

*Meet Region's Diverse Educational Needs*

*Programs Provide Integrated Support, Opportunities, & Pathways for Student Success*

*Completion*

Identify & Address Student Needs for Improving Life & Livelihood

Carefully Design Curricula to Facilitate Completion & Student Success

Standardize Awarding of Credit for Prior Learning for Completion

Educational Pathways Have Flexibility with Entry Points & Credentialing

Completion Plan 3.0

*Adult Learner Support*

Develop Credit for Prior Learning Comprehensive Tracking System

Vision 2030: Achieve  
Strategy #3b: Support Completion Through Excellence in Teaching, Scholarship, & Creative Activities

*Improve the Ability to Attract & Retain Highly Effective Faculty*

Academic Master Plan

*Meet Region's Diverse Educational Needs*

Increase Representation & Support for  
Underrepresented Groups

*Collective Responsibility for Student Success*

Recruit, Hire, & Support Outstanding &  
Diverse Faculty

Inclusion Plan

*Academic Engagement & Intercultural Development*

Reinforce Inclusion, Diversity, & Equity  
in Academic Units

Advance Relevant Education &  
Resources

Reinforce Inclusion, Diversity, & Equity  
in Academic Units

Promote Programming & Learning  
Opportunities

Support Institutional Commitments to  
Inclusion, Diversity, & Equity

*Sustain Assessment, Accountability, & Institutional  
Commitments*

Promote & Expand Assessment,  
Accountability, & Ownership

Develop More Inclusive Policies &  
Practices

Develop & Embed Communications on  
Key, Inclusive Activities

Sustain Organizational Resources & Support

*Increased Sense of Belonging*

Prioritize Personal & Physical Safety

Amplify a Safe & Supportive  
Environment

Implement Effective Recruitment &  
Retention Strategies

Vision 2030: Achieve  
Strategy #3b: Support Completion Through Excellence in Teaching, Scholarship, & Creative Activities

*Increase Faculty Support for Student Success*

Academic Master Plan

*Collective Responsibility for Student Success*

Foster Highly Effective Teaching

Enhance the Culture of Shared Governance

Recruit, Hire, & Support Outstanding & Diverse Faculty

*Adequate Resources & Capacity to Achieve Academic Goals*

Support Faculty Who Desire to Create Open Educational Resources

Inclusion Plan

*Expand Access & Student Success*

Support Professional Development Opportunities

Build Capacity for Stronger Communities & Networks

*Increase Sense of Belonging*

Amplify a Safe & Supportive Environment

Implement Effective Recruitment & Retention Strategies

*Academic Engagement & Intercultural Development*

Reinforce Inclusion, Diversity, & Equity in Academic Units

Advance Relevant Education & Resources

Promote Programming & Learning Opportunities

Support Institutional Commitments to Inclusion, Diversity, & Equity

*Sustain Assessment, Accountability, & Institutional Commitments*

Promote & Expand Assessment, Accountability, & Ownership

Develop More Inclusive Policies & Practices

Develop & Embed Communications on Key, Inclusive Activities

Sustain Organizational Resources & Support

Vision 2030: Achieve  
Strategy #3b: Support Completion Through Excellence in Teaching, Scholarship, & Creative Activities

*Increase Participation in the Higher Education Academy*

Academic Master Plan

*Collective Responsibility for Student Success*

Foster Highly Effective Teaching

Inclusion Plan

*Expand Access & Student Success*

Support Professional Development  
Opportunities

Build Capacity for Stronger Communities  
& Networks

*Academic Engagement & Intercultural Development*

Support Institutional Commitments to  
Inclusion, Diversity, & Equity

*Sustain Assessment, Accountability, & Institutional  
Commitments*

Promote & Expand Assessment,  
Accountability, & Ownership

Sustain Organizational Resources &  
Support

Vision 2030: Achieve  
Strategy #3b: Support Completion Through Excellence in Teaching, Scholarship, & Creative Activities

Improve Online Course Development & Delivery

Academic Master Plan

*Meet Region's Diverse Educational Needs*

Develop Nimble Program Approval & Elimination Processes

*Empower Students Through General Education*

Improve Effectiveness of General Education

*Collective Responsibility for Student Success*

Design High Quality Curriculum

Foster Highly Effective Teaching

Enhance the Culture of Shared Governance

*Programs Provide Integrated Support, Opportunities, & Pathways for Student Success*

Carefully Design Curricula to Facilitate Completion & Student Success

Digital Transformation Beach Picture: A-Z

*Community Outreach*

Provide Substantial Engaged Learning Experiences for Students

Leverage the Power of Artificial Intelligence & Machine Learning

*User Experience*

Consistent Experiences With Technology

Technology is Primed & Ready on Day 1

Students Easily Access & Act on Information via Their Intranet/Mobile

Employees Easily Access & Act on Information via Their Intranet/Mobile

Students Easily Access Necessary Technology On & Off Campus

*Support & Service*

Monitor Systems' Statuses & Fixes Issues Before Users Adversely Affected

Inclusion Plan

Expand Access & Student Success

Expand Flexible Delivery Course Offerings

Build Capacity for Stronger Communities & Networks

Academic Engagement & Intercultural Development

Strengthen Co-Curricular & Curricular Learning Opportunities

Completion Plan 3.0

*Course Scheduling*

Increase Access to High-Quality, Flexible Course Delivery Options

Vision 2030: Achieve  
Strategy #3c: Improve Completion Through Seamless Processes, Comprehensive Services, & Excellent Staff

*Improve the Transition From K-12 to Higher Education*

Academic Master Plan

*Collective Responsibility for Student Success*

Provide Mentoring, Advising, & Career  
Exploration Supports

Expand the Capacity of the University  
Community to Foster Student Success

*Programs Provide Integrated Support, Opportunities, &  
Pathways for Student Success*

Carefully Design Curricula to Facilitate  
Completion & Student Success

Educational Pathways Have Flexibility  
With Entry Points & Credentialing

Educational Pathways Include Academic  
Skills & Professional Career Preparation

Collaborate with PreK-12 to Design  
Effective Pathways

*Empower Students Through General Education*

Improve Effectiveness of General  
Education

Inclusion Plan

*Expand Access & Student Success*

Remove Any Language &  
Communication Ambiguities

Increase Transparency & Student-  
Centered Information

*Increased Sense of Belonging*

Prioritize Personal & Physical Safety

Amplify a Safe & Supportive  
Environment

USHE Strategic Plan

System Leadership

Increase Higher Education Alignment to  
Utah's Workforce

*Completion*

Expand Supportive Entry-Level  
Education Practices

Access

Inform High School Students on  
Academic & Financial Options

Simplify Institutional Admissions  
Processes

Completion Plan 3.0

*First-Year Focus*

Restore & Strengthen Structured  
Enrollment

Develop & Deliver a First-Year Seminar

Provide First-Year Students with First  
Semester Course Schedules

Assess & Strengthen Campus-Wide Peer  
Programs

Increase Campus-Wide Collaboration to  
Support First-Year Students

Vision 2030: Achieve  
Strategy #3c: Improve Completion Through Seamless Processes, Comprehensive Services, & Excellent Staff

*Create Seamless Processes & Comprehensive Services for a Diverse Student Body*

Completion Plan 3.0

*Course Scheduling*

*Student Communication*

*First-Year Focus*

*Finances*

*Data-Informed Outreach & Support*

*Academic Advising*

*Adult Learner Support*

*Transfer Student Initiative*



Vision 2030: Achieve  
Strategy #3c: Improve Completion Through Seamless Processes, Comprehensive Services, & Excellent Staff

*Invest in the Recruitment, Onboarding, & Professional Development of Staff to Increase Quality & Effectiveness*

Academic Master Plan

*Meet Region's Diverse Educational Needs*

Increase Representation & Support for Underrepresented Groups

*Collective Responsibility for Student Success*

Recruit, Hire, & Support Outstanding & Diverse Faculty

Inclusion Plan

*Academic Engagement & Intercultural Development*

Reinforce Inclusion, Diversity, & Equity in Academic Units

Advance Relevant Education & Resources

Reinforce Inclusion, Diversity, & Equity in Academic Units

Promote Programming & Learning Opportunities

Support Institutional Commitments to Inclusion, Diversity, & Equity

*Sustain Assessment, Accountability, & Institutional Commitments*

Promote & Expand Assessment, Accountability, & Ownership

Develop More Inclusive Policies & Practices

Develop & Embed Communications on Key, Inclusive Activities

Sustain Organizational Resources & Support

*Increased Sense of Belonging*

Prioritize Personal & Physical Safety

Amplify a Safe & Supportive Environment

Implement Effective Recruitment & Retention Strategies