



UTAH VALLEY UNIVERSITY

VICE PRESIDENT *for* PLANNING, BUDGET, & HUMAN RESOURCES

TO: Board of Trustees

FROM: Linda Makin, Vice President for Planning, Budget, and Human Resources

DATE: June 25, 2015

SUBJECT: Self-Evaluation of Core Themes and Administrative Imperatives

A handwritten signature in black ink, appearing to be 'Linda Makin', located to the right of the 'FROM:' line.

Every two years, the University conducts a self-evaluation of its mission fulfillment as part of its ongoing assessment and continuous improvement efforts. As the attached self-evaluation outlines, the primary responsibility for conducting the self-evaluation has been delegated to the University Planning Advisory Committee (UPAC). During March and April, UPAC conducted the evaluation assessing UVU's success in meeting its Core Theme and Administrative Imperative objectives based on the attached rubric.

UPAC's draft self-evaluation was reviewed by President's Council and some minor changes were incorporated. This self-evaluation is presented for your review and acceptance.

Self-Evaluation of Core Themes and Administrative Imperatives



*University Planning Advisory Committee
April 16, 2015*

UVU's Core Themes represent the essence of the institution's mission. Each Core Theme has specific objectives with indicators supported by measures that provide evidence upon which the university can assess its success in meeting its objectives, core themes and administrative imperatives, and ultimately its mission as a whole. The University Planning Advisory Committee evaluates fulfillment of objectives, core themes, and administrative imperatives biannually, making recommendations to President's Council for review and revision prior to submission to Board of Trustees for their review, revision, and acceptance. This periodic review ensures that UVU regularly evaluates and continuously improves its institutional performance.

CORE THEMES

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

Satisfactory. UVU provides students with the foundations for professional and academic success as indicated by employment and continued education rates. Students interact with faculty at rates comparable to peer institutions and are very likely to participate in campus activities. UVU has already met its 2015 graduation rate goals. However, retention rates are stagnating below institutional goals, which presents a substantial challenge to ongoing academic success.

Student Success 1: UVU supports students' preparation and achievement of academic success at the University.

Unsatisfactory. Retention rates have improved since becoming a university but appear to have plateaued below the 2015 goal. This raises significant concerns about the sustainability of the current growth in graduation rates, which are unlikely to continue increasing if retention does not. UVU demonstrated improvement in completion and graduation rates over the last six years, meeting the 2015 goals for both the overall and bachelor's degree graduation rates. While UVU remains committed to continued progress and implementation of new graduation improvement initiatives, we recognize that our graduation rate measurement captures less than one quarter of our graduates

(i.e., traditional students), and that less than half our peer group institutions are open enrollment institutions. The forthcoming IPEDS Outcomes Measure will likely provide a more representative evaluation. Our increased performance came in spite of negative outside influences such as an improved economy and a missionary age change for students who are members of the LDS church.

Student Success 2: UVU provides a meaningful and well-rounded university experience.

Satisfactory. Student-faculty interaction outside of the classroom is comparable to peer groups and increases substantially from the first year of study through students' senior years. Three-fourths of students participate in at least one student activity each semester, a high number for a non-residential institution.

Student Success 3: UVU prepares students for success in their subsequent academic, professional and lifelong learning pursuits including serving as leaders, people of integrity and stewards of their communities.

Satisfactory. UVU's graduate employment rate one year following graduation continues to rise but is not fully rebounding to levels prior to the great recession, which is consistent with the economy generally. The percentage of graduates continuing their education within one year of graduating is off of its historic peak but consistent with long-term trends, and increases steadily with time since graduation. It was also significant to the rating that our employer perception of graduates on surveys showed most students as adequate and approaching ideal.

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

Satisfactory. UVU is a major contributor to Utah's economy. UVU's students are increasingly participating in engaged learning activities, and they make important contributions to Utah's communities and economy following graduation. Our commitment to community engagement is recognized by the Carnegie Foundation. However, there are some concerns about the extent to which engagement is consistent across all locations.

Engaged 1: UVU faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.

Satisfactory. UVU students' participation in engaged learning courses and in volunteer and service learning has increased considerably over the past five years. Seniors participate in more than three times as many high-impact learning practices as first-year

students. Due to changes in the National Survey of Student Engagement (NSSE) following 2012, peer comparison data is no longer available.

Engaged 2: UVU fosters partnerships and outreach opportunities that enhance the regional, national, and global communities.

Under Development. UVU's Carnegie Engaged Institution designation was renewed in 2014, demonstrating its success in maintaining community partnerships, and anecdotal evidence suggests considerable success in this area. However, the lack of centralized administration of such partnerships and outreach opportunities limits the university's ability to collect data for this objective. It is recommended that the institutional indicator for this objective be continued Carnegie Engaged Institution designation or data collected as part of the renewal process for that designation.

Engaged 3: UVU serves as a portal of civic engagement and an engine of regional economic and business development.

Excellent. The majority of our graduates live in Utah, but about nineteen percent take jobs out of state. The number of our graduates remaining in Utah is declining slightly as we attracted more students from out of state. Our economic impact for students has grown dramatically. Based on the most recent data available, we returned \$7.97 for every dollar of appropriated funding. Job creation by UVU and UVU graduates also boosted our impact on economic and business development. Finally, our students are well above the Utah and National average for students who participate in some sort of civic engagement.

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

Satisfactory. UVU is comparable with its peers in quality of instruction and has improved the quality of its students, faculty, and staff. This has led to a strong perception for quality among the community. We continue to lack reliable data on faculty and student scholarship and creative work.

Serious 1: UVU champions learning through outstanding teaching in an academically rigorous environment.

Satisfactory. NSSE data indicates that UVU is consistent with comparable institutions in effective teaching practices and active and collaborative learning, and slightly below them on level of academic challenge. Student Ratings of Instruction results show generally strong performance from faculty, though there are concerns that the data may suffer from several biases pulling results in competing directions.

Serious 2: UVU supports a culture of scholarship and creative work and promotes accomplishment in cultural, academic, and co-curricular/extramural endeavors.

Under Development. Indicators are not available yet due to inconsistent implementation of the Digital Measures system for tracking faculty scholarly and creative activity.

Serious 3: UVU attracts, develops, and retains high achieving students and highly qualified faculty, staff, and administrators.

Satisfactory. UVU has maintained the percentage of students for whom UVU was their first or second choice even while ACT scores have increased. While the percentage of full-time faculty with doctorate degrees has declined slightly the combined percentage with either doctorate or masters degrees has remained steady. UVU still rates equal or in some cases above peers in employee satisfaction, but the overall trend since the last rating period shows employee satisfaction down slightly. Voluntary employee terminations are up over the six year period with most of the change attributable to staff employees.

Serious 4: UVU is recognized for high quality, efficient, and effective programs and services.

Excellent. The Community perception of UVU has dramatically increased since we have become a University. Nearly two thirds state of Utah and ninety percent of Utah County look highly on UVU. Additionally, our specialized accreditations have increased dramatically.

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

Satisfactory. UVU's substantial efforts to improve educational opportunities for underserved groups and expand its educational offerings have been generally successful in ensuring a representative student body, providing a safe environment, and meeting the region's needs. There are concerns that UVU may not be prepared to maintain that success in the face of regional demographic change, and that a significant minority of students may feel disrespected by classmates or instructors. More data is needed regarding opportunities for intercultural competence.

Inclusive 1: UVU provides accessible and equitable educational opportunities and resources for all students.

Satisfactory. UVU's demographics are reasonably representative of Utah County, though there is concern that enrollment of women is below national trends and that enrollment of racial minorities will need to continue to increase to keep pace with regional demographic changes. UVU continues to enroll a large number of non-traditional students. There is also some ambiguity in the cause of increases in the percentage of students receiving financial aid and decreases in the percentage of students needing developmental coursework.

Inclusive 2: UVU provides opportunities to improve intercultural competence in an increasingly complex, diverse, and globalized society.

Under Development. NSSE data is limited to the past two years, and shows that UVU is below peers in the Discussions with Diverse Others indicator. Graduates consistently report moderate growth in global perspective and understanding diversity. Neither indicator provides a clear measure of opportunities to develop awareness, understanding, and appreciation of differences among students. Participation in courses meeting the Global/Intercultural requirement or surveys conducted in these courses may provide effective indicators.

Inclusive 3. UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives.

Satisfactory. Most students report a positive environment in line with peers throughout the region and within UVU's Carnegie classification. One in five students report problems with respect from classmates and one in four from instructors; it is not immediately clear whether these views correspond to membership in minority groups or to religious identification. There is also no data examining respect based on sexual orientation and gender identity, and underreporting of circumstances creating a hostile environment for some students is to be expected. While there is insufficient evidence to substantiate serious problems in this area, further examination of this data and additional information is necessary to better understand the nature of those students who have negative experiences. As part of the Inclusion Plan, UVU continues to identify and implement measures to assess student and employee perceptions of the campus climate.

Inclusive 4. UVU offers an array of courses, programs, and delivery methods designed to reflect students' goals and the region's educational needs.

Satisfactory. Students are generally satisfied with course availability by location, time, and semester, but satellite locations appear to be underutilized. About one-third of students would like additional degree offerings. UVU's STEM offerings correspond to regional employment needs; reliable data for regional non-STEM job demand is unavailable.

ADMINISTRATIVE IMPERATIVES

Operate Effectively: UVU utilizes best practices and transparent processes to continuously improve and responsibly use resources.

Satisfactory. UVU allocates its resources to prioritize its core themes and administrative imperatives, and is ensuring that growth in administrative expenses does not exceed that of instructional expenses. Most evidence suggests that UVU's culture of planning and decision-making processes are stronger than its peers, though could improve further.

Operate Effectively 1: UVU fosters a culture of planning, assessment, improvement and accountability.

Satisfactory. Overall UVU is well above its peers in regard to this measure. There is some cause for concern due to the fact that our resources distributions don't seem well aligned to some of our core themes, and a small minority of PBA requests are connected to planning and assessment activities.

Operate Effectively 2: UVU strategically allocates resources to achieve institutional objectives.

Satisfactory. UVU currently puts most of its resources towards the Serious theme and Operate Effectively imperative. While such distribution is satisfactory, care for resource allocation should be taken to prevent lopsided allocations preventing full mission achievement. It is meritorious that most of the growth in spending has gone for instruction and not for administration. Growth in administration demonstrates balance.

Operate Effectively 3: UVU utilizes transparent and collaborative decision-making processes.

Satisfactory. UVU is doing well based on employees' perceptions of transparency and collaboration, but is less impressive on questions related to their perceptions of shared governance. These measures were in decline but were not out of line with changes in our peers, which may reflect a general trend in the higher education environment.

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

Satisfactory. UVU continues to plan for growing demand for higher education in Utah County, though increased consideration to the needs of the rest of the service region would enhance this. Major expansions of facilities have eased but not eliminated pressures resulting from enrollment growth.

Manage Growth 1: UVU anticipates and plans for future regional educational needs.

Satisfactory. Indicators show K12 enrollments peaking and then declining. They also show regional traditional college age population continuing to grow into the foreseeable future with non-traditional-aged students possibly trending towards the least growth. UVU needs to revisit regularly its growth planning to anticipate continued growth and is collecting additional data to support program planning based on these needs.

Manage Growth 2: UVU adapts to meet student and community needs consistent with its educational mission.

Satisfactory. UVU added newly needed programs consistently over time, while the percentage of instructional credit hours taught by salaried faculty consistently fell over time. We continue to meet our state mandated goal of 12 instructional credit hours for each salaried faculty member. UVU's gross square footage continued to grow to 2.4 million square feet, but it is still the lowest square footage per FTE in USHE. Recent efforts towards constructing a new arts building will continue to improve this deficit, but will also bring more students.

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

Satisfactory. In spite of a difficult fiscal environment, UVU has increased state revenue and maintained relatively low tuition by the standards of a four-year institution. UVU's tuition may be high relative to its community college mission. Contributions from alumni and research grants are generating valuable additional revenue.

Secure Resources 1: UVU communicates its resource requirements and secures appropriate state tax fund support to fulfill of its role within the Utah System of Higher Education.

Satisfactory. Over time UVU's combined state and tuition revenue has fluctuated with tuition revenue generally growing more over time. Recently, we have seen growth in state revenue from equity funds given in 2014, but continued state funding growth is uncertain. Tuition remains the dominant revenue source for UVU rather than state funding with UVU having the lowest percentage of state funding of any non-research institution in the state. Considering the conditions, UVU performance in this area is commendable.

Secure Resources 2: UVU establishes tuition and fees consistent with the economic environment and its mission.

Satisfactory. UVU's tuition is below average for our peer tuition group and the national average at \$5,086 per year. We were higher than one comparable school in USHE. A concern not shown is that Utah County does not have a community college, so we might not rate so well when compared to the cost of community college in geographically close counties such as Salt Lake.

Secure Resources 3: UVU strategically pursues and acquires private and public resources beyond state appropriations.

Satisfactory. The number of alumni donating is growing yearly. We have had great success in sponsored programs, which generate \$15 million a year primarily from government grants.

Analysis of the Accomplishment of Core Theme Objectives & Mission Fulfillment

UVU’s Core Themes represent the essence of the institution’s mission. Each Core Theme has specific objectives with indicators supported by measures that are periodically reviewed to determine how well the objectives are being accomplished. Indicators and measures provide evidence upon which levels of accomplishment judgments are made for each of the objectives leading to assessment of accomplishment of the Core Themes and ultimately a determination of mission fulfillment.

The NWCCU Standard Five states: “Based on its definition of mission fulfillment and informed by the results of its analysis of accomplishment of its core theme objectives, the institution develops and publishes evidence-based evaluations regarding the extent to which it is fulfilling its mission.”

UVU determines mission fulfillment “based on a holistic consideration of factors” from which “a conclusion will be reached on whether UVU is achieving a minimum threshold of overall performance in fulfilling its mission. This judgment is largely based on how well UVU accomplishes its Core Theme objectives. President’s Cabinet, in collaboration with the University Planning Advisory Committee (UPAC) and Trustees, will conduct this assessment” (UVU’s Year One Report to NWCCU).

The rubric below is used to evaluate the Core Theme objectives. In addition to Core Themes, UVU has developed Administrative Imperatives. Similar judgments are made for those objectives using the same rubric.

Rubric for Judgments on Objectives for Core Themes and Administrative Imperatives

Under Development	Unsatisfactory	Satisfactory	Excellent
Data has not been collected, is not yet available, or is incomplete.	Based on the indicator data, performance on this objective falls below a minimum threshold of acceptable performance (see “Satisfactory”). Performance is judged to be below that which is necessary to meet basic student and/or community needs in this area.	Based on the indicator data, performance on this objective meets a minimum threshold of acceptable performance. The threshold is the minimum level at which we expect to perform in order to fulfill this part of our mission. The target threshold may be determined by absolute measures or by relative comparisons to other institutions.	Based on the indicator data, performance on this objective clearly exceeds the minimum threshold of acceptable performance. This area is a point of pride for the university.