

# COMMUNITY OUTREACH AND ECONOMIC DEVELOPMENT

UTAH VALLEY UNIVERSITY

# SUMMARY

- Utah Valley University (UVU)'s Community Outreach & Economic Development (COED) Program is dedicated to both internal growth and improved results for our community.
- We are committed to reaching our goals even in the face of changing landscapes and circumstances by implementing a transparent and data-driven approach.
- In terms of internal growth, we will focus our efforts on ensuring that high school students and current UVU enrollees have clear paths to degree programs that will benefit both individuals and communities.
- In terms of community results, we will work closely with our neighbors to develop student resources, support internship and apprenticeship opportunities, and continually work to address the needs of local businesses.

# We lay out 5 strategic focuses as a roadmap for the next three years.

1. Our first strategic focus is on industry and academics - we will develop industry partnerships and seek intersections where our academic programs meet the working world.
2. Our second strategic focus is to leverage every current internal resource for new solutions.
3. Our third strategic focus is on developing research based, personalized training opportunities including addressing skills gaps in the community.
4. Our fourth strategic focus is on developing and launching existing and new specialized services that support corporate growth.
5. Our fifth and perhaps most critical strategic area is significantly expanding our Executive Education program as a primary revenue driver across the next 3 years, as we outline toward the end.

# Primary Goals By June 2024

- Crafting an effective and sustainable long-term Executive Education model allowing for a minimum 30% growth at the local, regional, and national levels
- Marketing UVU's Live Online Non-credit programs in Professional and Community Education to grow by a minimum of 40%
- Crafting an effective and sustainable long-term business model for UVU's satellite campuses in Wasatch and Lehi, growing their academic and conference offerings by a minimum of 50% for local, regional, and international learners
- Expanding collaborations between UVU faculty and staff and the local community to consider the creation of new workforce programs, with the specific aim to create interdisciplinary connections and craft credentialed pilot programs
- Developing programs to benefit underrepresented minority groups and foster DE&I

# Additional Goals by 2024

- We will build fiscal sustainability by ensuring that community engagement professionals are actively forward-facing, with measurable outcomes, and serve as advocates for the UVU brand and fuel business development.
- Knowledgeable and sustainable resources are imperative to our growth and expansion.
- A transparent budget model and reporting will help us measure results and advance toward greater goal accountability on programmatic and fiscal objectives.
- We plan to revitalize community education, K-16 collaborations, and executive education to ensure timely engagement, follow-through, and awareness of emerging trends.
- COED aims to be a driving engine to fuel economic and workforce development in the region.

# Goal Tactics

- We will apply a range of strategic approaches to accomplish each goal.
- New digital and traditional marketing campaigns can be leveraged for the growth of the Executive Education program and other initiatives.
- We may conduct primary market research to determine market demand for new courses and initiatives.
- Ongoing survey data can be leveraged for existing program improvement

# KPIs



- **Measuring performance will require**

# Competitive Advantages

UVU offers a range of competitive advantages including its strategic location in Utah, one of the fastest growing economies in the United States.

- **Multiple Delivery Methods and Campuses**

We can leverage our multiple campuses and content delivery methods (hybrid, e-learning, face-to-face) to reach students throughout Utah and the rest of the world.



# Data Driven and Passionate

During our pursuit of these goals, we will remain data-driven and enlist competent and passionate professionals to allow us to remain fiscally sustainable. All goals will be undertaken with the mindset that UVU is an economic driver.

## □ **Transparent Budget Model and Reporting**

Additionally, we will implement a transparent budget model and reporting, providing the added benefit of easily measured results. Continued goal tracking will allow us to utilize funding in the most efficient manner possible.

# Transforming Community and Executive Education

Our ultimate goal is to transform community education, K-16 collaborations, and executive education. We aim to cultivate an open-innovation culture both within our UVU campus and in our local community.

# Strategic Focuses

## Industry and Academics:

Focus on the intersection of workforce learning needs, academic programs, and industry partnerships including student projects, volunteerism internships, and apprenticeships.

## Internal Resources:

Identify strategic challenges and involve UVU's internal resources to create solutions and re-tool COED resources

## Executive Education:

Design and develop training programs to fuel industry innovation, partnerships, and economic and workforce development.

## Teaching:

Integrate industry research results to develop customized training opportunities

## Services:

Support executive and corporate growth needs by offering specialized services in site selection, marketing, call for proposals, content management, CEU reporting, pre, onsite and post professional conference logistics, etc.



# Strategic Focus #1: Industry and Academics

Industry and Academics: Delve deeper into the ways in which academic programs and industry partnerships (i.e., internships, apprenticeships, etc.) collide with workforce learning needs.

We will:

- Reach out to local companies to assess their needs and craft internship or apprenticeship programs that can address these needs in exchange for student credit.
- Partner with regional entities to create and implement resources that benefit students in their specific degree programs and subsequent job search process.
- Emphasize the importance of certificate programs and CTE alliances to address the emerging career needs of the region.

# Strategic Focus #2: Internal Resources

Internal Resources: Utilize UVU's existing internal resources to identify challenges and create solutions

We will:

- Ensure that high school students enrolling in concurrent courses have a clear path to UVU degree programs.
- Streamline degree pathways to allow for more freedom for change and shorter degree completion time.
- Utilize marketing campaigns that will maximize brand awareness and create more opportunities to reach varied populations.

# Strategic Focus #3: Teaching

Teaching: Develop personalized training opportunities backed by the results of industry research

We will:

- Support rural working opportunities by providing training and partnering with employers to offer employment opportunities for graduates.
- Identify skill gaps and educational needs in the community and create individualized programs for Adult Learners to bridge the gap.
- Develop a growth strategy for our Lehi and Wasatch satellite campuses to promote innovative and flexible learning spaces.

# Strategic Focus #4: Specialized Services

Services: Offer specialized services in content management, CEU reporting, etc. to support executive and corporate growth

We will:

- Increase recruitment of under-represented populations, supporting enrollment goals and meeting community needs.
- Develop executive and community education training opportunities to support individual business growth and overall economic development.
- Optimize enterprise and economic development by establishing business partnerships that are mutually beneficial between UVU and the entities in question

# Strategic Focus #5: Executive Education

Executive Education: Craft and implement executive training programs with a focus on cultivating community partnerships and workforce development.

We will:

- Enact a model of continuous improvement to ensure that students are able to meet the evolving needs of the community while maintaining values of accountability and care.
- Create programs that are designed to meet the needs of local businesses while also moving students toward worthwhile degrees.
- Support both rural and urban working opportunities by cultivating evolving and mutually beneficial partnerships with various community businesses.



# Senior Director and Director Team

- Team Goals - collaborate with campus resources, strategic business relations, and community partners on educational programs and projects that connection university knowledge with K-16 and employers in mutually beneficial ways. Developing enterprises that expand beyond Utah Valley boundaries.

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**79**  
**ASSOCIATE PROVOST**  
**COMMUNITY OUTREACH & ECONOMIC DEVELOPMENT**

**TRISH BAKER**  
**40**  
**SR. DIRECTOR**  
**EXTENDED EDUCATION**

**CAMILLE PENDLETON**  
**04**  
**DIRECTOR**  
**SMALL BUSINESS  
DEVELOPMENT CENTER**

**MATT JONES**  
**06**  
**DIRECTOR**  
**COED MARKETING**

**DONNA MILAKOVIC**  
**22**  
**SR. DIRECTOR**  
**CONTINUING EDUCATION**

**SPENCER CHILDS**  
**16**  
**DIRECTOR**  
**CONCURRENT ENROLLMENT**

**PETER JAY**  
**02**  
**DIRECTOR**  
**ECONOMIC DEVELOPMENT /  
BUSINESS RESOURCE CENTER**

**KIM CHIU**  
**03**  
**DIRECTOR**  
**CONTINUING & TECHINGAL  
EDUCATION**

**R.J. WILLING**  
**10**  
**DIRECTOR**  
**COMMUNITY EDUCATION**

**WENDY SIMMERMAN**  
**03**  
**DIRECTOR**  
**ARTICULATED PROGRAM  
WORKFORCE DEVELOPMENT**

**SHAWN NIEDER**  
**05**  
**DIRECTOR**  
**EXECUTIVE EDUCATION**

**BEKA GRULICH**  
**10**  
**DIRECTOR**  
**WASATCH AREA**

# Growth Generation Initiatives Through 2024

## ❑ Concurrent Enrollment

- Increase program growth by 8-10% through population
- Increase Latinx enrollment by 10% each year to contribute to meeting HSI goals

## ❑ CTE

- Promote innovation focus by partnering with industry and educational stakeholders stacking from MTech and other institutions to UVU for Lehi and Wasatch campuses by 5%

## ❑ Wasatch

- Build program and support service in collaboration with Student Success by 5% in the first two years and then increase to 10%
- Generate funding opportunities by soliciting Rural Opportunity Grants

## ❑ **BRC**

- Serve as a pipeline to Executive Education by referring 10% of C-suite learners
- Charge consultation fees import/export services contributing to \$16,000 in training fees

## ❑ **Community Education**

- 10% annual gross revenue growth
- 10% program growth in offerings
- 25% new offerings each year

## ❑ **Revenue from Executive Education**

- FY 2019: \$704K
- FY 2020: \$800K
- FY 2021: \$1.98M Projected
- FY 2022: \$2.3M Projected
- FY 2023: \$2.69M Projected
- FY 2024: \$3.14M Projected

# Executive Education 3-Year Growth Plan

## Executive Education 3 Year Growth Plan

### FY22

TARGET PROGRAM REVENUE	\$1.75 MILLION
GROWTH %	20.0%

### INITIATIVES

#### #1 Build Brand:

- Redesign & Update Website
- Run Learn & Work Programs
- Promote Success Stories
- Build WSB / Other Partnerships
- Develop Industry Partner Model
- Move Into & Utilize Lehi Campus & Wasatch Campus
- Build Program Communities & Hold Networking & Alumni Events
- Develop Consistent Outbound Marketing Campaigns

#### #2 Run/Develop Premiere Offerings:

- Senior, Executive & Women's Leadership
- Diversity, Equity & Inclusion, Social Impact
- Data Analytics, Digital Marketing, Six Sigma in Project Mgt, Certified Public Manager®, International Trade
- Consolidate Online Partners
- Develop Leadership, Innovation & AR / VR Experiential Learning Centers & Host Retreats
- Develop Viable Conferences & Events Strategy

#### #3 Systems Deployment:

- Fully Implement & Utilize
- Salesforce (CRM)
- Canvas (LMS)
- Fonteva (Landing/Registration Pages)
- Zoom / Teams
- Pardot (Email)
- Texting System

### FY23

TARGET PROGRAM REVENUE	\$2.1 MILLION
GROWTH %	20.0%

### INITIATIVES

#### #1 Build Brand:

- Build Regional, National & International Contacts Database
- Implement Broader Advertising & Marketing Campaigns

#### #2 Develop Premiere Offerings:

- Focus on Industry Partnerships & Custom Programs
- Develop Proprietary Online, OTL, Cases & Video Program Content Library
- Leverage Lehi & Wasatch Campuses, including Leadership & Innovation Retreats
- Develop Technology Partners / Provide Consulting Services (e.g., OTL, SmartLab, 3D Lab, etc.)
- Develop Partnerships to Become a Regional Events & Conferences Provider (Silicon Slopes, Sundance Film Festival, etc.)
- Identify & Pursue Additional Grant Funding Opportunities

# Executive Education 3-Year Growth Plan (cont.)

## Executive Education 3 Year Growth Plan – cont.

### FY24

TARGET PROGRAM REVENUE	\$2.52 MILLION
GROWTH %	20.0%

### INITIATIVES

#### #1 Build Brand:

- Develop Regional, National & International Partnerships & Affiliations
- Expand & Target Marketing Campaigns
- Establish Endowment Funded by Key Industry Partners

#### #2 Run/Develop Premiere Offerings:

- Continue to Focus on Industry Partnerships & Custom Programs
- Expand International & Experiential Retreat Offerings
- Expand Conferences & Events Partnerships
- Begin Licensing Proprietary Online, OTL, Cases & Video Program Content Library

### NEW TARGET PROGRAM OFFERINGS

Agile Project Mgt  
 Construction Mgt  
 Consulting Professional  
 Criminal Justice Professional  
 Digital Marketing  
 Entrepreneurship  
 Financial Analyst  
 Healthcare Mgt  
 International Trade Professional  
 Investment Mgt Professional  
 MS Credentials  
 Product Mgt Professional  
 Real Estate Mgt  
 Remote Team & Services Mgt  
 Sales Mgt Professional  
 Short-Term Rental Property Mgt  
 Sports Mgt  
 Systems & IT Mgt Professional

# Executive Education 3-Year Revenue and Impact

## GROWTH & IMPACT

	FY19	FY20	FY21 <sup>1</sup>
Programs	62	71	69
Participants	342	553	2,046
Carry Forward	\$ 686,225	\$ 538,244	\$ 1,724,562
Program Revenue <sup>2</sup>	\$ 18,526	\$ 214,737	\$ 228,011
Appropriated Revenue			
Grant Revenue	\$ 0	\$ 47,500	\$ 36,165
<b>Gross Revenue</b>	<b>\$ 704,751</b>	<b>\$ 800,481</b>	<b>\$ 1,988,738</b>
% Growth	-35.3%	13.6%	148.4%
Expenses	\$ 470,838	\$ 538,610	\$ 1,067,506
<b>Net Revenue</b>	<b>\$ 233,913</b>	<b>\$ 261,871</b>	<b>\$ 921,232</b>
% Net Revenue	33.2%	32.7%	46.3%

<sup>1</sup> Includes 9 months of actuals, 3 months of projections

<sup>2</sup> Non-Appropriated Revenue

# Executive Education 6-Year Updated Projections

## UPDATED PROJECTIONS

	FY19	FY20	FY21 <sup>1</sup>	FY22 <sup>2</sup>	FY23 <sup>2</sup>	FY24 <sup>2</sup>
Programs	62	71	69	70	75	80
Participants	342	553	2,046	2,251	2,476	2,723
Carry Forward	\$ 304,382	\$ 202,984	\$ 271,896	\$ 275,000	\$ 275,000	\$ 275,000
Non-Appropriated Revenue	\$ 381,844	\$ 335,260	\$ 1,452,666	\$ 1,750,000	\$ 2,100,000	\$ 2,520,000
Program Revenue <sup>3</sup>	\$ 18,526	\$ 214,737	\$ 228,011	\$ 250,000	\$ 275,000	\$ 300,000
Grant Revenue <sup>4</sup>	\$ 0	\$ 47,500	\$ 36,165	\$ 40,000	\$ 40,000	\$ 40,000
<b>Gross Revenue</b>	<b>\$ 704,751</b>	<b>\$ 800,481</b>	<b>\$ 1,988,738</b>	<b>\$ 2,315,000</b>	<b>2,690,000</b>	<b>\$ 3,135,000</b>
% Growth	-35.3%	13.6%	148.4%	16.4%	16.2%	16.5%
Expenses	\$ 470,838	\$ 538,610	\$ 1,067,506	\$ 1,150,000	\$ 1,250,000	\$ 1,400,000
<b>Net Revenue</b>	<b>\$ 233,913</b>	<b>\$ 261,871</b>	<b>\$ 921,232</b>	<b>\$1,165,000</b>	<b>\$ 1,440,000</b>	<b>\$ 1,735,000</b>
% Net Revenue	33.2%	32.7%	46.3%	50.3%	53.5%	55.3%


<sup>1</sup> Includes 9 months of actuals, 3 months of projections

<sup>2</sup> Projected

<sup>3</sup> Non-Appropriated Revenue

<sup>4</sup> Includes multi-year grants managed by ExecEd



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- UVU is committed to community betterment while growing our revenue through tailored education programs and using research and data to drive all of our decisions.
  - Contact UVU Community Outreach & Economic Development Division today to learn more about our initiatives or with any questions.