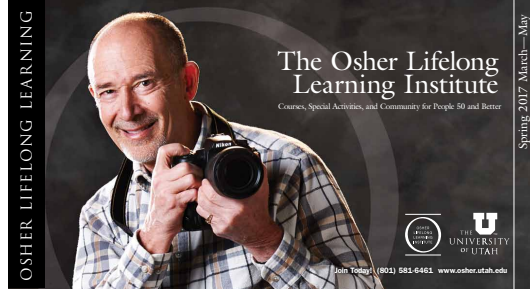
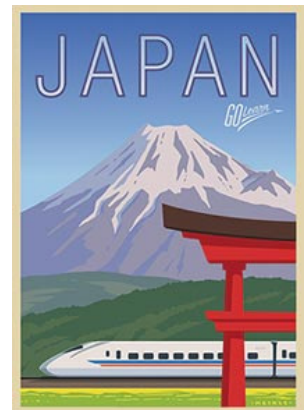


# BUDGET NARRATIVE FY18

## CONTINUING EDUCATION & COMMUNITY ENGAGEMENT

Continuing Education & Community Engagement provides unique pathways to and through higher education and inspires a love of learning through innovative, educational experiences for all ages and people.



## PART A: CECE'S STRATEGIC PLAN FOR FY2018

Going into Year 2, we will continue to **build an organization that reflects our values**, that enables us to nimbly serve unique student populations through a **student-centric model**, and with a **talented staff** who are inspired and committed to our vision. We will focus our work to **create greater opportunities to partner on campus and off** and look for ways to **better communicate the great work we do** and its impact on campus and on the community.

### STATEMENT OF CARING AND PURPOSE:

We will always strive to be sustainable, but our primary purpose is to contribute to the campus and the community, both economically and socially, and to shape a vibrant and inquisitive culture in Utah and beyond. We provide a fair and supportive working environment built on relationships of trust and caring.

### 3-YEAR VISION:

To create a professional space that is reflective of the quality of our programs and to create a business model that scales to serve a myriad of unique student audiences, demonstrates impact, and allows us to be innovative and give back to campus.

### 10-YEAR VISION:

To have earned complete trust of campus where departments proactively engage with CECE to create and deliver noncredit, credit, and full-degree programs through a variety of delivery modes to a variety of niche audiences.

### CAMPUS PURPOSE:

To help the University reach its goals by supporting colleges and expanding their reach through innovative programs and modes. (See Appendix A)

### COMMUNITY PURPOSE:

Provide unique pathways to and through higher education and inspire a love of learning through innovative, educational experiences for all ages and people. (See Appendix B)

### FY2018 MAJOR GOALS BY VERTICAL

CECE will frame its impact through two lenses—**Social and Economic Impact**—as it relates to the **Campus** and to the **Community**.

| FY 2018 GOALS: ECONOMIC IMPACT                  |         |  |
|---|---------|--|
| UNIVERSITY<br>PATHWAYS<br>CAMPUS<br>IMPACT      | Goal    | Increase academic credit offerings that provide students more access to courses and programs to support Plan to Finish and other campus initiatives  |
|   | Measure | <ul style="list-style-type: none"> <li>• Increase the number of intensives courses by at least 4 courses and continue to provide financial incentive to department</li> <li>• Collaborate with Math to finalize Math 1010 agreement, which will transfer administration of 17 sections to CECE in 3 year phases</li> <li>• Continue to work with departments to offer alternative times and locations for GenEd and high demand classes to reduce student time to graduation</li> <li>• Establish, outline the role, and recruit for the Academic Credit Advisory Committee</li> <li>• Collaborate with UIT to streamline early college processes to better serve campus outreach initiatives</li> </ul> |
| UNIVERSITY<br>PATHWAYS<br>COMMUNITY<br>IMPACT   | Goal    | Increase access through scholarships and low-cost tuition provided by fundraising, grants, and departmental support.   |
|   | Measure | <ul style="list-style-type: none"> <li>• Increase Youth Ed Parent's Club donation to increase camp scholarships and reach 25 additional students</li> <li>• Partner with departments to increase Test Prep scholarship funding from \$10k to \$15k</li> <li>• Leverage Test's Prep's and the Business School's success to expand campus partnerships</li> <li>• Develop a comprehensive learning outcomes tool to measure scholarship recipient success</li> </ul>   |
| PROFESSIONAL<br>DEVELOPMENT<br>CAMPUS<br>IMPACT | Goal    | Increase revenues for Academic Partnerships and Degree Plus programs.  |
|   | Measure | <ul style="list-style-type: none"> <li>• Grow revenue to the U for Professional Certificate programs by \$100k</li> <li>• Launch and grow the Degree Plus program to earn revenues of \$50k</li> </ul>   |

|   |         |   |
|---|---------|---|
| PROFESSIONAL DEVELOPMENT<br><b>COMMUNITY IMPACT</b> | Goal    | Expand reach to broader audiences through military, information technology, and corporate university programs and grow revenue to the U.  |
|   | Measure | <ul style="list-style-type: none"> <li>• Build and offer Aerospace Sustainment Certificate program in partnership with Mechanical Engineering department for first HAFB cohort generating more than \$75k in revenue to the U</li> <li>• Establish 2 intensive coding programs to support President Pershing's technology initiative and enroll more than 250 students to generate \$250k in net revenue</li> <li>• Grow CECE net revenue of military programs: COOL, VA, and MyCAA to \$200k</li> </ul>  |
| PERSONAL ENRICHMENT<br><b>CAMPUS IMPACT</b>         | Goal    | Create Planned Giving program in partnership with U Advancement to target Osher Institute members and top Lifelong Learning students.   |
|   | Measure | <ul style="list-style-type: none"> <li>• Creation and distribution of planned giving literature and mailer</li> <li>• Collaborate with Advancement to measure number of leads that came from program</li> </ul>   |
| PERSONAL ENRICHMENT<br><b>COMMUNITY IMPACT</b>      | Goal    | Engage Salt Lake County businesses in teambuilding personal enrichment programs. Develop custom courses that promote team building.   |
|   | Measure | Increase number of offerings from 2 to 5 in FY2017-18.  |
| <b>FY 2018 GOALS: SOCIAL IMPACT</b>                 |         |   |
| UNIVERSITY PATHWAYS<br><b>CAMPUS IMPACT</b>         | Goal    | Develop a sense of engagement at the sites through strategic focus and student support (Graduate Center/Graduate degrees; Sandy/Degree pathways and completers; Kearns/Westside/Bridge programs).   |
|   | Measure | <ul style="list-style-type: none"> <li>• Collaborate with community partners to establish a U presence in under-represented areas to offer 4-year degree completion programs for SLCC graduates and Return to the U students who have some college and no degree.</li> <li>• Establish degree completion and pathway programs at the site to provide flexible entry points and opportunities for students returning to the U with some college but no degree.</li> <li>• Host 3 events in Washington County to engage alumni and promote the U Dixie Graduate Center</li> </ul> |
| UNIVERSITY PATHWAYS<br><b>COMMUNITY IMPACT</b>      | Goal    | Evaluate PATHS program, implement sophomore year cohort, and develop a sustainable funding model through fundraising.   |
|   | Measure | <ul style="list-style-type: none"> <li>• Evaluate success of year one cohort by measuring student retention, project participation, and school year success</li> <li>• Based on lessons learned, continuously improve program for incoming and 2nd year cohorts</li> <li>• Increase sense of community on campus with a 1st year retention rate of 90% or higher</li> </ul>   |
| PROFESSIONAL DEVELOPMENT<br><b>CAMPUS IMPACT</b>    | Goal    | Launch new Academic Partnership programs to help departments broaden their reach to alternative student audience.   |
|   | Measure | <ul style="list-style-type: none"> <li>• Launch 7 new micro-credential, badging programs</li> <li>• Help 30 graduating students attain discipline-specific skills through the Degree Plus program</li> <li>• Move badging pilot to full deployment to serve campus departments</li> </ul>   |
| PROFESSIONAL DEVELOPMENT<br><b>COMMUNITY IMPACT</b> | Goal    | Meet professional development needs of a diverse community.   |
|   | Measure | <ul style="list-style-type: none"> <li>• Raise \$20k to expand the Academy of Hope to 30 students from at-risk populations</li> <li>• Complete one full year of operations for coding program to provide career change opportunities for professional students and provide 4 scholarships to at-risk populations</li> </ul>   |
| PERSONAL ENRICHMENT<br><b>CAMPUS IMPACT</b>         | Goal    | Partner with Alumni Association and departments to leverage Personal Enrichment expertise to create stewarding programs.  |
|   | Measure | <ul style="list-style-type: none"> <li>• Double the number of PE stewarding events from 4 to 8</li> </ul>   |
| PERSONAL ENRICHMENT<br><b>COMMUNITY IMPACT</b>      | Goal    | Foster and grow a healthy and engaged community with an affinity to the U including under-represented populations.  |
|   | Measure | <ul style="list-style-type: none"> <li>• Create a tool to measure impact of targeted Personal Enrichment programs on quality of life of participating community members</li> <li>• Track scholarships given to in need and fixed income PE community members</li> </ul>   |

## PART B: HIGH-IMPACT ACCOMPLISHMENT SUMMARY

| ACCOMPLISHMENTS: ECONOMIC IMPACT          |  |
|---|--|
| UNIVERSITY PATHWAYS CAMPUS IMPACT         | <p><b>Goal</b> Increase intensive offerings as part of the <i>Plan to Finish</i>.</p>  |
|   | <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Offered <b>13 intensives from F16-U17</b>, which is 4 more than the previous year</li> <li>Most classes fill to capacity with a waitlist</li> <li>These classes <b>served 412 students</b></li> <li>Intensives have brought in approximately <b>\$345,000* in gross tuition to the U</b>. <i>Using an average cost of tuition per credit hour (9-18 for resident undergrad) which applies to the majority of participating students. (*numbers are for F14-U16)</i></li> </ul> <p><b>Impact feedback:</b></p> <ul style="list-style-type: none"> <li>"This class exceeded my expectations. I really appreciated how everyone was very engaging and excited to learn. I think that the work we did was meaningful and interesting and I loved how the content seemed applicable to our own lives." -2016 Intensive Student</li> <li>"It did [meet expectations] and I would take another in the future. There is pre- and post-work and I feel like the amount of things that are covered equal a normal term class." -2016 Intensive Student</li> </ul> |
| UNIVERSITY PATHWAYS COMMUNITY IMPACT      | <p><b>Goal</b> Increase pathway potentials for students through departmental partnerships.</p>   |
|   | <p><b>Developed and expanded 7 partnerships:</b></p> <ul style="list-style-type: none"> <li>Entertainment Arts and Engineering (Youth)</li> <li>Lassonde Institute (Youth)</li> <li>Architecture (Youth)</li> <li>David Eccles School of Business (Test Prep - GMAT and GRE special workshops and scholarships)</li> <li>Math Department Math 980 and 1010 bootcamps (Academic Programs)</li> </ul> <p><b>Outcome</b></p> <p><b>Impact story:</b></p> <p>"As I currently advance throughout the pre-architecture requirements and look back, I can see that the Discover Architecture class jumpstarted my admiration for design and did in fact ease the transition to the university program. It provided skills that I would later come to value and knowledge that has helped with success in the design classes I have taken. Overall, it had a tremendous positive effect and I feel strongly that it would highly benefit any young individual looking to pursue a career in the architecture or planning fields."</p> <p>- Alec Jacob (Architecture Student who took a Youth Education Class)</p>            |
| PROFESSIONAL DEVELOPMENT CAMPUS IMPACT    | <p><b>Goal</b> Partner with U departments to build micro-credentials and badging. (See Appendix C)</p>   |
|   | <p>Launched new badging platform to support</p> <ul style="list-style-type: none"> <li><b>3 professional certificate programs with academic departments</b></li> <li><b>2 College of Nursing micro-certificate programs</b></li> <li><b>9 Professional Education certificates</b></li> </ul> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>2 new programs have already generated <b>\$70k to the U</b></li> <li><b>22 new students enrolled</b> in the <b>TESOL program</b>; extending MOU to a 5-year term.</li> </ul>  |
| PROFESSIONAL DEVELOPMENT COMMUNITY IMPACT | <p><b>Goal</b> Elevate professionalism in community with targeted programs.</p>  |
|   | <p>Partnered with Mechanical Engineering to create the <b>MEP center</b> to provide consulting and training for 20 local manufacturers.</p> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li><b>\$40k in new revenue to CECE</b> with a goal of \$100k by end of the year</li> <li>Manufacturing industry will save millions of dollars due to consulting and training impact</li> </ul>  |
| PERSONAL ENRICHMENT CAMPUS IMPACT         | <p><b>Goal</b> Develop a U donor stewarding program with a campus partner.</p>   |
|   | <p><b>Outcome</b> Partnered with KUER on 3 Lifelong classes and stewarded 54 donors who have contributed \$2.1M to the U</p>   |
| PERSONAL ENRICHMENT COMMUNITY IMPACT      | <p><b>Goal</b> Create opportunities to help local small businesses grow and contribute to a thriving community.</p>  |
|   | <ul style="list-style-type: none"> <li>Lifelong offers courses in entrepreneurial management to help small businesses start and thrive</li> <li>Small business owners, many of whom are U alumni, share knowledge through PE classes, which helps build communities, support cottage industries, and improve the local economy</li> <li>261 enrollments in these courses</li> </ul> <p><b>Impact story:</b></p> <p>"I can't express enough how thankful I am to the Lifelong team for supporting my small business and my personal growth as an instructor. The exposure of offering a variety of classes through Lifelong Learning has been key to making my small business a success." - Amy Schmidt, Instructor/Owner, The Silverschmidt</p>  |



## ACCOMPLISHMENTS: SOCIAL IMPACT

|  |   |
|--|---|
| UNIVERSITY<br>PATHWAYS<br>CAMPUS<br>IMPACT         | <b>Goal</b> Create Youth Protection Office to leverage Youth Education expertise for campus.  |
|  | <b>Outcome</b> <ul style="list-style-type: none"> <li>Offered 41 prevention training sessions to 1200+ individuals from 125 campus departments</li> <li>Held March networking event to increase collaboration of 100 K-12 campus program directors</li> <li>Improving reporting through creation of centralized K-12 database to support campus programs</li> </ul> <b>Impact feedback:</b><br><i>"I truly appreciate the YPPS because they are educating us how to protect all our children in all of our programs. The changes we have implemented because of them have helped improve our overall quality of the program."</i> - Tatiana Mixco, Tanner Dance Company   |
| UNIVERSITY<br>PATHWAYS<br>COMMUNITY<br>IMPACT      | <b>Goal</b> Provide pathway opportunities for under-represented populations.  |
|  | <b>Outcome</b> <ul style="list-style-type: none"> <li>For the past 13 years, the ELI/Zion Bank Scholarship program has served 478 students from 29 cohorts.</li> <li>75 students have continued into higher education</li> <li>Serve students from a variety of countries including Peru, Mexico, Argentina, El Salvador, Spain, Guatemala, Thailand, Burma, Brazil, and Columbia in the last cohort.</li> </ul> <b>Impact Story:</b><br><i>"My name is Paneh Laloe. I came from Burma but I'm not Burmese, my nationality is Karen. When I was 3 years old me and my family we moved to a refugee camp. I lived in the refugee camp for 15 years. It hurts to be a refugee, we don't have free will, opportunities for us to get ourselves an education. Learning English here has helped me to improve myself, and after I took this class I can communicate with people and I can help my kids with homework. It also helped me to prepare my English to go to college."</i> Paneh is currently attending ELI regular program classes as an ELI scholarship recipient. |
| PROFESSIONAL<br>DEVELOPMENT<br>CAMPUS<br>IMPACT    | <b>Goal</b> Create new opportunities for campus departments to reach broader alternative audiences.   |
|  | <b>Outcome</b> <ul style="list-style-type: none"> <li>Launched <b>Professional Certificate in Financial Planning</b> - 12 students; \$44k new revenue to the U</li> <li>Launched <b>Professional TESOL Certificate</b> - 22 students; \$70k new revenue to the U.</li> <li><b>Pharmacy Technician Certificate</b> - expect 80 registrants by end of FY; collaboration with U Health Sciences on externships</li> <li>Developing <b>7 new academic department partnerships</b> to create pathways into the U and generate new revenue</li> </ul>   |
| PROFESSIONAL<br>DEVELOPMENT<br>COMMUNITY<br>IMPACT | <b>Goal</b> Expand professional development programs to underrepresented communities.   |
|  | <b>Outcome</b> <ul style="list-style-type: none"> <li>Raised \$15k to launch the <b>Academy of Hope</b> in Fall 2016. By end of FY, will have provided free professional training for 20 students from refugee and at-risk mother populations. Will provide scholarships to underrepresented populations for coding programs starting in May of this FY.</li> </ul>   |
| PERSONAL<br>ENRICHMENT<br>CAMPUS<br>IMPACT         | <b>Goal</b> Build community connections to campus.  |
|  | <b>Outcome</b> <p>Osher partnered with campus departments in FY 2017 in the following ways:</p> <ul style="list-style-type: none"> <li>Created <b>60 teaching opportunities</b> for professors/emeritus.</li> <li>Promoted <b>100 campus events</b> to Osher members.</li> <li>Brought <b>540 community members</b> to open lectures.</li> </ul>  |
| PERSONAL<br>ENRICHMENT<br>COMMUNITY<br>IMPACT      | <b>Goal</b> Offer Personal Enrichment classes to under-represented communities.   |
|  | <b>Outcome</b> Created pilot Personal Enrichment program for <b>Beacon Scholar alumni</b> to keep them <b>engaged with the U</b> . In FY17 offered 4 classes to this group.   |

## PART C: ASSUMPTIONS

| Personnel Budget         | Amount      |
|--------------------------|-------------|
| FY18 Forecast            | \$5,830,713 |
| Targeted Increase @2%    | \$5,947,327 |
| Net New Positions FY2018 | \$0         |
| Other Personnel Changes  | \$0         |
| Total FY2018 Budget      | \$5,947,327 |

| 540 Arapeen Cost Summary                | Amount      |
|---|-------------|
| <b>Income</b>                           |             |
| Rent (Third Party, University, Parking) | \$205,831   |
| CAM Recovery (CECE CAM)                 | \$150,531   |
| <b>Expenses</b>                         |             |
| Reimbursable CAM                        | (\$276,958) |
| Reimbursable Taxes/Insurance            | (\$8,550)   |
| Land Lease                              | (\$28,853)  |
| Reserve                                 | \$42,000    |

\* See appendix for detailed 540 Arapeen Budget by month

| 540 Arapeen Remodel and FFE | Amount      |
|-----------------------------|-------------|
| Remodel*                    | \$3,349,380 |
| FFE**                       | \$1,500,000 |
| One Time Costs              | \$4,849,380 |

\*Remodel estimate from 3/7/17. See appendix for detailed concept estimate.

\*\*Will try to spend much less than this dependent on what furniture and equipment can be re-used.

## PART D: RECRUITMENT

We have reorganized and we will continue to look for areas that we can be more efficient in processes, automate time-consuming work and combine roles to make way for new, innovative positions in our organization.

New positions to support the U's goals include two marketing interns, a Return to the U part-time advisor, CBE UOnline advisor, a Test Prep Academic Program Coordinator, Program Assistant in St George and two additional IVC Classroom Assistants in St George.

### DIVERSITY

As our focus is to serve alternative audiences and underserved populations, we work toward having our staff represent those communities. Some examples demonstrating our commitment to this include:

- An ongoing strong relationship with Beacon Scholars to identify first generation students as possible hires.
- A Leadership in Training (LIT) program with scholarships for students in underserved communities that develops leadership and employment skills in high school students. Most graduates from this program apply for and receive positions with Youth Education.

## PART E: SCHOLARSHIP SELF-STUDY

Academic Analytics does not apply to CECE.

We assess our performance and alignment with best practices in a number of ways. Primary among these is meeting the rigorous compliance requirements of accrediting bodies. Along with the University, CECE participates in accreditation with the Northwest Commission on Colleges and Universities (NWCCU). Other accreditation entities that CECE belongs to include:

- Commission on English Language Accreditation (CEA) for our English Language Institute.
- American Camp Association (ACA) for our Youth Education program.
- Professional association and commission requirements for our ProEd offerings:
  - » Project Management Institute
  - » Society of Human Resource Management
  - » International Institute of Municipal Clerk
  - » Association of Public Treasurers
  - » Certified Financial Planner Board
  - » American Council on Exercise
  - » Commission on Certification for Health Informatics and Information Management
  - » Pharmacy Technician Certification Board

Additionally, we belong to both of the professional associations related to continuing education providers: the University Professional and Continuing Education Association (UPCEA), and the Learning Resources Network (LERN). Our staff hold leadership positions, and present at regional and national conferences each year to develop relationships with our peers and to stay at the forefront of the field.

### SCHOLARLY PEERS

Over the past year, CECE collaborated with UPCEA and other professional & continuing education leadership to identify peer institutions. These institutions are *Georgetown, Michigan State, Northeastern, Oregon State, Penn State, UC-Berkeley, UCLA Extension, and UT-Austin*. Working with these eight schools, we identified similarities in flagship programs, university-alignment strategies, and value propositions to emulate as an organization.

Continuing Education (CE) flagship programs are frequently identified by revenue and enrollment. Business and STEM-related programs are often the primary drivers of revenue and enrollment. A focus on serving regional market demand and delivering content via the certificate model were other indicators of success. The majority of CEs attempt to align all programs directly to the university's mission. One common strategy is to assess how a new program or initiative "amplifies" the university's brand. Expanding beyond traditional target markets and addressing underserved populations are two frequent alignment strategies. Significant value is found in the CE's ability to reach beyond traditional student audiences, such as career changers or students pursuing online options. Many CEs create value by providing academic departments additional revenue opportunities. The peer institutions stressed the linkage between value and university alignment - that is to say, create value through alignment with university priorities and strategy.

Within our vertical and support departments, our leads and managers research PAC-12 and other institutions for best practices to compare with our own programs, processes, systems, etc. for continuous improvement. Examples include:

#### UNIVERSITY PATHWAYS

Cal Berkeley and University of Oregon for high school programs. UC Davis for employing U students in summer Youth programs. Texas A&M, Clemson, Penn State for youth protection programs. Arizona State for off-campus STEM summer camps.

#### PROFESSIONAL DEVELOPMENT

Cal State System of Higher Education and University of Washington for professional certificate models. Stanford University for advanced certificates.

#### PERSONAL ENRICHMENT

University of Oregon Osher Institute model with distinct programs in different parts of the state. The goal is to have two UofU Osher Institute programs with one in Salt Lake City and another location, like St. George.

## **PART F: GRANTS AND CONTRACTS**

1. Since 2006, our English Language Institute has proudly partnered with Zions Bank to offer the Advanced Academic English Program, a scholarship-based program which provides English instruction to non-native students interested in pursuing higher education or in raising the quality of their employment options. We will again receive \$30,000 from Zions in FY17-18 to support this initiative.
2. The Academy of Hope began in Fall 2016 to provide free professional training for under-served populations. \$15,000 was raised in grant funding to support this program during the first year; we expect at least \$20,000 next year.
3. In 2017, we created the PATHS program, promoting access to high schoolers. PATHS provides a summer camp experience for students from all backgrounds that grows their knowledge and skills that support them on their journey towards higher education. We expect at least \$20,000 in grant funding for the new program.

## **PART G: GIFTS/NEW REVENUE**

1. The Osher Lifelong Learning Institute's endowment balance is currently over \$2.3M. Each year, dividends from this award provide funding for ongoing operations as well as funds to grow the program. The distribution will be at least \$100,000 in FY17-18. The Osher Lifelong Learning Institute also raises funds through individual donations from Osher members. These funds are currently used for scholarships.
2. As of February 28, 2017, Youth Education has raised over \$16,000 in private donations to support scholarships. We expect to push those donations over \$20,000 in FY17-18.



## PART H: SUPPORT

### REQUEST TO REPURPOSE BOUNTIFUL SITE BASE FUNDS DURING FY17-18

Over the last two years, we eliminated two sites (Murray last June and Bountiful this coming May), decreased the staff and overhead cost of sites, and at the same time, increased the overall number of classes offered to students through CECE. We have offered more flexible option classes to students in the following modes:

1. In FY16-17, we offered thirteen FLXU intensive courses. We intend to add an additional four FLXU classes in FY17-18 bringing it to a total of 17. Approximate direct cost of eight new classes over those two years (not funded by SCH): \$56,000.
2. We were asked by the Math Department to take the management of all off-campus site Math classes in FY16-17, which we agreed to do (22 classes). The Math Department transferred the funds for instructor payroll for the first year but now we must fund through other means. Approximate direct cost: \$95,000.
3. We are offering five additional classes at the sites including PHYS, CHEM, HIST, WRTG. Approximate direct cost: \$30,000.
4. The Math Department has requested the transfer of on-campus Math 1010 courses to CECE. The department considers this a "pathway" course, meaning it is distinctly different from the other higher level Math courses. The transfer of Math 1010 would be phased over three years. CECE would take seven classes in FY17-18 (three in fall, three in spring, and one summer semester). Approximate direct cost: \$59,000.

We will use the freed up funds from the Bountiful site for the above initiatives as well as our continued commitment to helping campus and our sister departments.

### SVPAA RECURRING COMMITMENTS

While the Sandy site will be the sole site wholly managed by CECE, there are plans in place with strong community partners to offer programs and services on the West Side in the near future. We are currently exploring two potential options that will come to fruition sometime during FY 17-18, one in Rose Park and one in Kearns.

#### ROSE PARK

The Rose Park site will be in Partnership with University Neighborhood Partners and the Good Samaritan foundation. This site will focus on underserved populations with an emphasis on community engagement and learning. Examples of *potential programming* include:

- Academy of Hope programming to assist the local refugee population with tangible tools that will contribute to their success professionally and personally
- Non-credit course offerings to enhance community engagement
- High School for-credit and ACT preparation courses to increase college readiness

#### KEARNS

The Kearns site will be in partnership with Salt Lake CAP. This site will focus on university undergraduates and degree completion with an emphasis on The New U Student Experience. Examples of *potential programming* include:

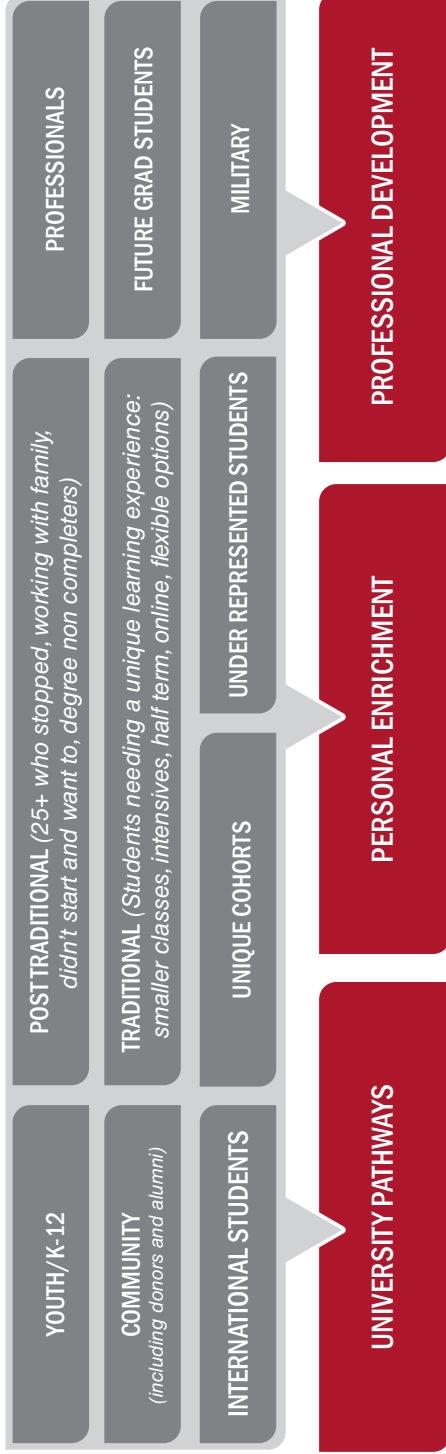
- Four year degree completion programs for SLCC graduates and Return to the U students who have some college and no degree (in collaboration with university departments and colleges)
- Flexible for-credit offerings (ie. Intensives) with wrap-around services as a flexible entry point for students to start at the U in a familiar environment that is close to home

We do not intend to be the primary manager of these sites, but instead want to offer high-impact programming with the partner organization managing the space. At this early stage in planning, we cannot estimate costs but we expect them to be lower than when we were responsible for space leases or full staffing. We would like to dedicate the SVPAA commitments used in the past on site increases to these exciting opportunities on the West Side.

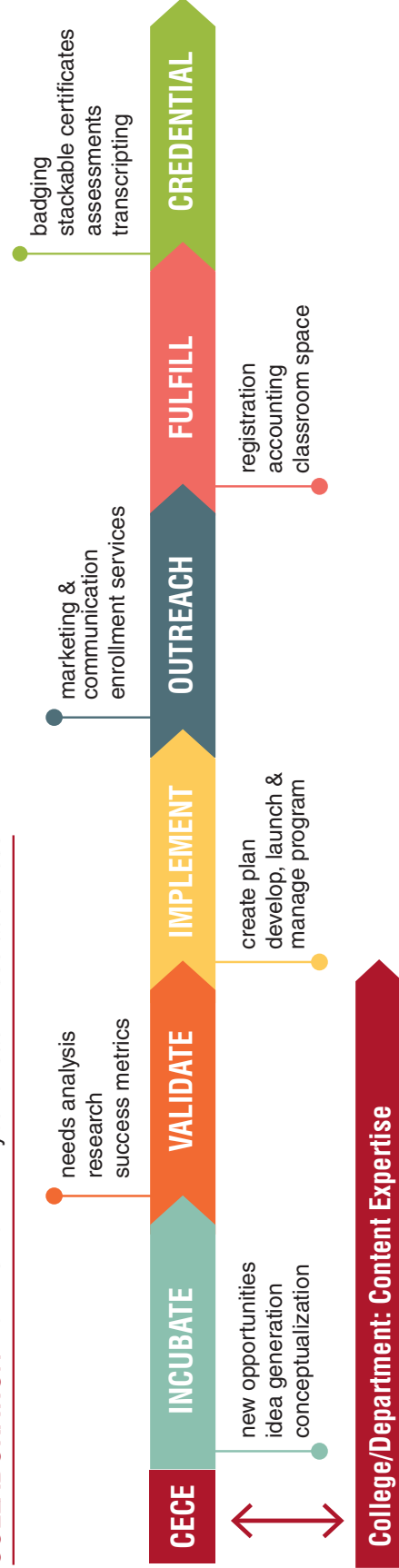
# CONTINUING EDUCATION CAMPUS SERVICES MODEL

Helping colleges reach alternative student audiences through broader modes.

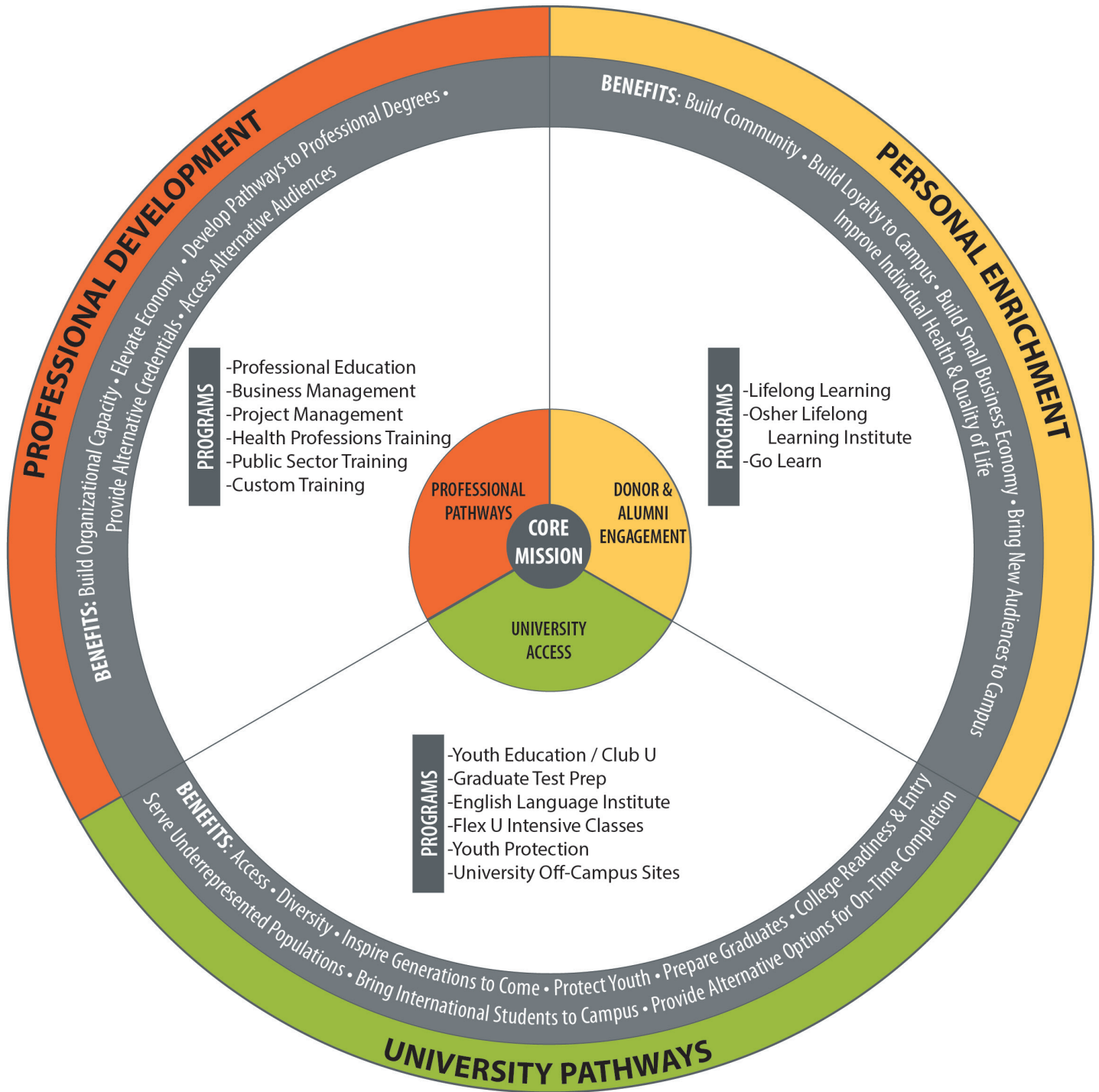
## ALTERNATIVE AUDIENCES reach new & existing target audiences



## COLLABORATION how we work with you to reach these audiences



**APPENDIX B: CECE VERTICAL CAPABILITY MODEL**



## APPENDIX C: UNIVERSITY OF UTAH CECE MICRO-CREDENTIALS

The term “Micro-Credential” is sometimes used loosely to represent certificate or micro-certificate programs that lead to the enhancement of professional skills and resumes. CECE’s definition for “Micro-Credential,” based on industry best practices, is a certificate or micro-certificate that leads to a professionally recognized credential. Proed has almost tripled the number of Micro-credential programs offered during the past year. The goal is to ensure that our certificate programs are truly “Micro-Credential” programs that lead to professionally-accepted credentials or certifications.

Professional Education currently offers certificates and micro-certificates in multiple business, project management, healthcare, information technology, nonprofit and legal professions. Top performing “Micro-Credential” programs include:

| <b>Certificate Program</b>                  | <b>Associated Professional Credentials</b>               |
|---|--|
| Project Management Fundamentals Certificate | Certified Associate of Project Management (CAPM)         |
| Advanced Project Management Certificate     | Project Management Professional (PMP)                    |
| Advanced Human Resources Management Cert    | SHRM Certified Professional (SHRM-CP)                    |
| Agile Project Management Certificate        | Certified ScrumMaster (CSM)                              |
| Pharmacy Technician Certificate             | Pharmacy Technician Board Certification                  |
| Medical Coding and Billing Certificate      | Certified Coding Associate (CCA)                         |
| Medical Transcription Editing Certificate   | Association for Healthcare Document Integrity (AHDl)     |
| Microsoft All Access Certification          | Microsoft Certified Associate/Expert (MCSA/MCSE)         |
| Cisco All Access Certification              | Cisco Certified Network Associate/Prof (CCNA/CCNP)       |
| Cyber Security All Access Certification     | Certified Ethical Hacker; Cyber Security First Responder |
| CompTIA All Access Certification            | A+, Network+, and Security+ Certifications               |
| Advanced Paralegal Certificate              | Certified Paralegal                                      |

Fund Summary Report

2017 FUND SUMMARY

CONFIDENTIAL

| 100173 (CONTINUING ED & COMMUNITY ENGMT)         | E&G STATE<br>1001 | DEPT OPER<br>2000  | RESTRICTED /<br>GIFTS<br>6000 | FY 2018 BUDGET<br>TOTAL | FY 2017<br>FORECAST<br>TOTAL | FY 2018 Bud /<br>FY 2017 Bud<br>% CHANGE | FY 2017 BUDGET<br>TOTAL | FY 2016 ACTUAL<br>TOTAL |
|--|-------------------|--------------------|-------------------------------|-------------------------|------------------------------|--|-------------------------|-------------------------|
| <b>REVENUE</b>                                   |                   |                    |                               |                         |                              |  |                         |                         |
| REVENUE  |                   | 9,205,876          |                               | 9,205,876               | 8,715,671                    | 5.6%                                     | 8,715,844               | 8,401,380               |
| SVP RECURRING COMMITMENTS                        |                   |                    |                               | -                       | 136,630                      | -100.0%                                  | 136,630                 | 136,630                 |
| BASE FUNDING (NPS)                               | 1,396,082         |                    |                               | 1,396,082               | 1,396,081                    | 0.0%                                     | 1,396,081               | 1,336,357               |
| BASE FUNDING (PS)                                | 2,640,127         |                    |                               | 2,640,127               | 2,699,539                    | -2.2%                                    | 2,699,539               | 2,706,338               |
| REIMBURSED STATE BENEFITS                        | 931,714           |                    |                               | 931,714                 | 1,087,549                    | -14.6%                                   | 1,091,302               | 1,017,001               |
| TRANSFER IN                                      | 566,432           | 881,904            |                               | 1,448,336               | 2,928,015                    | 24.8%                                    | 1,160,301               | 3,923,536               |
| EXPENDITURE RECOVERY                             | 30,828            | 110,000            |                               | 140,828                 | (6,200,863)                  | -9.9%                                    | 156,266                 | 124,787                 |
| <b>TOTAL REVENUE</b>                             | <b>5,565,183</b>  | <b>10,197,780</b>  |                               | <b>15,762,964</b>       | <b>10,762,622</b>            | <b>2.7%</b>                              | <b>15,355,962</b>       | <b>17,646,028</b>       |
| <b>EXPENSE</b>                                   |                   |                    |                               |                         |                              |  |                         |                         |
| FACULTY  | 879,484           | 965,233            |                               | 1,844,717               | 1,776,979                    | -3.1%                                    | 1,904,500               | 1,319,126               |
| SALARY STAFF                                     | 1,389,058         | 1,926,215          |                               | 3,315,273               | 3,170,752                    | -1.8%                                    | 3,375,871               | 3,037,677               |
| HOURLY STAFF                                     | 403,447           | 345,736            |                               | 749,184                 | 897,058                      | -26.5%                                   | 1,019,132               | 932,325                 |
| TRAINEE  |                   |                    |                               | -                       |                              | 0.0%                                     |                         |                         |
| OTHER  | 2,463             | 38,070             |                               | 40,533                  | 97,615                       | -2.6%                                    | 41,621                  | 103,710                 |
| <b>TOTAL SALARIES AND WAGES</b>                  | <b>2,674,453</b>  | <b>3,275,254</b>   |                               | <b>5,949,707</b>        | <b>5,942,404</b>             | <b>-6.2%</b>                             | <b>6,341,124</b>        | <b>5,592,838</b>        |
| BENEFITS   | 931,714           | 1,053,498          |                               | 1,985,212               | 2,060,520                    | -6.6%                                    | 2,125,269               | 1,949,748               |
| <b>TOTAL PERSONNEL EXPENSE</b>                   | <b>3,606,167</b>  | <b>4,328,752</b>   |                               | <b>7,934,920</b>        | <b>8,002,924</b>             | <b>-6.3%</b>                             | <b>8,466,393</b>        | <b>7,542,586</b>        |
| CONSULTANTS                                      |                   | 549,000            |                               | 549,000                 | 436,142                      | 26.9%                                    | 432,500                 | 350,872                 |
| EQUIPMENT  | 100,000           | 1,525,000          |                               | 1,625,000               | 25,865                       | 1795.6%                                  | 9,000                   | 114,768                 |
| INSURANCE  | 450               | 900                |                               | 1,350                   | 1,197                        | 12.5%                                    | 1,200                   | 1,022                   |
| REPAIRS & MAINTENANCE                            | 35,148            | 1,010              |                               | 36,158                  | 16,452                       | -19.9%                                   | 45,151                  | 64,596                  |
| SCHOLARSHIPS/FELLOWSHIPS                         |                   | 43,260             |                               | 43,260                  | 299,148                      | -85.5%                                   | 299,200                 | 372,325                 |
| SPACE RENTAL                                     | 598,813           | 300,236            |                               | 899,049                 | 721,258                      | 27.5%                                    | 704,972                 | 785,852                 |
| SUBCONTRACTS                                     |                   |                    |                               | -                       |                              | 0.0%                                     |                         |                         |
| SUPPLIES   | 62,450            | 408,720            |                               | 471,170                 | 458,701                      | -14.7%                                   | 552,256                 | 711,582                 |
| TRAVEL   | 75,820            | 603,094            |                               | 678,914                 | 514,003                      | -13.3%                                   | 782,859                 | 486,498                 |
| UNIVERSITY SERVICES                              | 109,383           | 98,805             |                               | 208,188                 | 269,825                      | 18.7%                                    | 175,394                 | 171,813                 |
| OTHER  | 357,149           | 1,004,956          |                               | 1,362,105               | 1,109,080                    | 27.6%                                    | 1,067,518               | 1,481,703               |
| NET OTHER TRANSFERS OUT                          | 648,770           | 5,789,110          |                               | 6,437,880               | 4,814,825                    | -46.5%                                   | 12,039,075              | 5,321,961               |
| BAD DEBT   |                   | 100                |                               | 100                     | 48                           | 0.0%                                     |                         | 2,404                   |
| <b>TOTAL NON-PERSONNEL EXPENSE</b>               | <b>1,987,983</b>  | <b>10,324,192</b>  |                               | <b>12,312,174</b>       | <b>8,666,543</b>             | <b>-23.6%</b>                            | <b>16,109,125</b>       | <b>9,865,394</b>        |
| <b>TOTAL EXPENSE</b>                             | <b>5,594,150</b>  | <b>14,652,944</b>  |                               | <b>20,247,094</b>       | <b>16,669,467</b>            | <b>-17.6%</b>                            | <b>24,575,518</b>       | <b>17,207,980</b>       |
| <b>REVENUE LESS EXPENSE</b>                      | <b>(28,967)</b>   | <b>(4,455,164)</b> |                               | <b>(4,484,130)</b>      | <b>(5,906,845)</b>           | <b>-51.4%</b>                            | <b>(9,219,556)</b>      | <b>438,048</b>          |
| ONE TIME REVENUE AND EXPENSES                    |                   | - 4,849,380        |                               | - 4,849,380             |                              |  |                         |                         |
| <b>REVENUE LESS EXPENSE W/O ONE TIME REV/EXP</b> | <b>(28,967)</b>   | <b>394,216</b>     |                               | <b>365,250</b>          |                              |  |                         |                         |
| <b>FUND BALANCE</b>                              |                   |                    |                               |                         |                              |  |                         |                         |
| <b>June 30, 2016 Actual</b>                      | <b>(31,450)</b>   | <b>10,822,763</b>  | <b>733,387</b>                | <b>11,524,700</b>       |                              |  |                         |                         |
| December 31, 2016 Actual                         | 2,633,795         | 11,161,132         | 738,663                       | 14,533,589              |                              |  |                         |                         |
| January 1, 2017 thru June 30, 2017 Forecast      | (2,599,999)       | (6,340,735)        | -                             | (8,940,735)             |                              |  |                         |                         |
| <b>June 30, 2017 Forecast</b>                    | <b>33,796</b>     | <b>4,820,396</b>   | <b>738,663</b>                | <b>5,592,855</b>        |                              |  |                         |                         |
| July 1, 2017 thru June 30, 2018 Budget           | (28,967)          | (4,455,164)        | -                             | (4,484,130)             |                              |  |                         |                         |
| <b>June 30, 2018 Budget</b>                      | <b>4,829</b>      | <b>365,232</b>     | <b>738,663</b>                | <b>1,108,725</b>        |                              |  |                         |                         |



# 2017 5-YEAR COMPARISON

FY 2018

## CONTINUING ED COMUNITY ENGMNT Five Year Comparison

CONFIDENTIAL

|                                    | FY 2012<br>ACTUAL | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ACTUAL | FY 2016<br>ACTUAL | FY 2017<br>FORECAST | FY 2018<br>BUDGET  |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|--------------------|
| <b>REVENUE</b>                     |                   |                   |                   |                   |                   |                     |                    |
| REVENUE                            | 8,601,228         | 8,281,624         | 9,103,481         | 9,581,039         | 8,401,380         | 8,715,671           | 9,205,876          |
| SVP RECURRING COMMITMENTS          | -                 | -                 | -                 | 136,630           | 136,630           | 136,630             | -                  |
| BASE FUNDNG (NPS)                  | 1,312,980         | 1,312,980         | 1,312,980         | 1,336,357         | 1,336,357         | 1,396,081           | 1,396,082          |
| BASE FUNDING (PS)                  | 2,441,717         | 2,466,134         | 2,526,134         | 2,637,739         | 2,706,338         | 2,699,539           | 2,640,127          |
| REIMBURSED STATE BENEFITS          | 1,045,961         | 908,125           | 1,003,559         | 1,039,442         | 1,017,001         | 1,087,549           | 931,714            |
| TRANSFERS IN                       | 3,868,631         | 4,298,449         | 3,641,937         | 3,674,006         | 3,923,536         | 2,928,015           | 1,448,336          |
| EXPENDITURE RECOVERIES             | 535,436           | 259,842           | 195,839           | 245,379           | 124,787           | (6,200,863)         | 140,828            |
| <b>TOTAL REVENUE</b>               | <b>17,805,952</b> | <b>17,527,154</b> | <b>17,783,929</b> | <b>18,650,593</b> | <b>17,646,028</b> | <b>10,762,622</b>   | <b>15,762,964</b>  |
| <b>EXPENSE</b>                     |                   |                   |                   |                   |                   |                     |                    |
| FACULTY                            | 1,464,087         | 1,331,533         | 1,461,444         | 1,483,795         | 1,319,126         | 1,776,979           | 1,844,717          |
| SALARY STAFF                       | 2,467,800         | 2,509,213         | 2,596,951         | 2,892,018         | 3,037,677         | 3,170,752           | 3,315,273          |
| HOURLY STAFF                       | 842,328           | 827,846           | 848,524           | 882,545           | 932,325           | 897,058             | 749,184            |
| TRAINEE                            | -                 | -                 | -                 | -                 | -                 | -                   | -                  |
| OTHER                              | 83,422            | 96,386            | 88,761            | 98,951            | 103,710           | 97,615              | 40,533             |
| <b>TOTAL SALARIES AND WAGES</b>    | <b>4,857,637</b>  | <b>4,764,979</b>  | <b>4,995,679</b>  | <b>5,357,309</b>  | <b>5,392,838</b>  | <b>5,942,404</b>    | <b>5,949,707</b>   |
| BENEFITS                           | 1,728,593         | 1,577,057         | 1,783,499         | 1,864,022         | 1,949,748         | 2,060,520           | 1,985,212          |
| <b>TOTAL PERSONNEL EXPENSE</b>     | <b>6,586,230</b>  | <b>6,342,036</b>  | <b>6,779,179</b>  | <b>7,221,330</b>  | <b>7,342,586</b>  | <b>8,002,924</b>    | <b>7,934,920</b>   |
| CONSULTANTS                        | 383,293           | 408,448           | 753,141           | 816,862           | 350,872           | 436,142             | 549,000            |
| EQUIPMENT                          | 107,226           | 174,328           | 87,059            | 142,963           | 114,768           | 25,865              | 1,625,000          |
| INSURANCE                          | 971               | 1,060             | 1,022             | 1,022             | 1,022             | 1,197               | 1,350              |
| REPAIRS & MAINTENANCE              | 118,447           | 101,829           | 96,149            | 84,299            | 64,596            | 16,452              | 36,158             |
| SCHOLARSHIPS/FELLOWSHIPS           | 623,856           | 786,354           | 838,810           | 495,212           | 372,325           | 299,148             | 43,260             |
| SPACE RENTAL                       | 660,096           | 677,351           | 696,386           | 610,337           | 785,852           | 721,258             | 899,049            |
| SUBCONTRACTS                       | -                 | -                 | -                 | -                 | -                 | -                   | -                  |
| SUPPLIES                           | 404,975           | 463,775           | 456,437           | 497,593           | 711,582           | 458,701             | 471,170            |
| TRAVEL                             | 117,723           | 231,299           | 253,656           | 403,982           | 486,498           | 514,003             | 678,914            |
| UNIVERSITY SERVICES                | 295,789           | 228,486           | 243,392           | 292,112           | 171,813           | 269,825             | 208,188            |
| OTHER                              | 1,246,515         | 946,193           | 1,284,926         | 1,464,832         | 1,481,703         | 1,109,080           | 1,362,105          |
| NET OTHER TRANSFERS OUT            | 5,601,190         | 5,521,839         | 4,928,077         | 5,111,876         | 5,321,961         | 4,814,825           | 6,437,880          |
| BAD DEBT                           | -                 | -                 | -                 | -                 | 2,404             | 48                  | 100                |
| <b>TOTAL NON-PERSONNEL EXPENSE</b> | <b>9,560,080</b>  | <b>9,540,963</b>  | <b>9,639,055</b>  | <b>9,921,090</b>  | <b>9,865,394</b>  | <b>8,666,543</b>    | <b>12,312,174</b>  |
| <b>TOTAL EXPENSE</b>               | <b>16,146,310</b> | <b>15,882,999</b> | <b>16,418,233</b> | <b>17,142,421</b> | <b>17,207,980</b> | <b>16,669,467</b>   | <b>20,247,094</b>  |
| <b>REVENUE LESS EXPENSE</b>        | <b>1,659,642</b>  | <b>1,644,155</b>  | <b>1,365,696</b>  | <b>1,508,172</b>  | <b>438,048</b>    | <b>(5,906,845)</b>  | <b>(4,484,130)</b> |
| <b>FUND BALANCE</b>                |                   |                   |                   |                   |                   |                     |                    |
| <b>FUND BALANCE AT YEAR END</b>    | <b>6,568,629</b>  | <b>8,212,784</b>  | <b>9,578,480</b>  | <b>11,086,652</b> | <b>11,524,700</b> | <b>5,617,855</b>    | <b>1,133,725</b>   |

# 2017 SVPAA RECURRING COMMITMENTS

Confidential

Recurring SVPAA Commitments Report

3/31/2017

**SVPAA Recurring Commitment Report for: 100173 - Continuing Ed & Community Engmnt**

| BUORG          | BUORG Description                | Activity / Project | Activity / Project Description | Fund | FY17 Budget Total | Comment                               | FY18 Budget Total | % Ovr LY    | Comment   |
|----------------|----------------------------------|--------------------|--------------------------------|------|-------------------|---------------------------------------|-------------------|-------------|---|
| 100173         | CONTINUING ED & COMUNITY ENGMINT | 00005560           | DCE GENERAL ADMINISTRATION     | 1001 | 119,684           | Increase Lease Costs for Remote Sites | 136,630           | 14.2%       |   |
| 100173         | CONTINUING ED & COMUNITY ENGMINT | 00005560           | DCE GENERAL ADMINISTRATION     | 1001 | 16,946            | Increase lease Costs for 2013-2014    | -                 | -100.0%     | West Side programming and/or 540 relocation/equipment |
| <b>TOTAL =</b> |                                  |                    |                                |      | <b>136,630</b>    |                                       | <b>136,630</b>    | <b>0.0%</b> |   |