

July 9, 2014

MEMORANDUM

TO: State Board of Regents

FROM: David L. Buhler

SUBJECT: 2014-2015 Mission Based Funding – Acute Equity

Issue

Update Mission-Based Funding [Acute Equity] budget initiatives and allocations from \$69.7M request to \$50M appropriated allocation.

Background

Acute Equity initiatives are intended to recognize institutions with the largest funding gaps between their regional peer institutions. For the FY15 request, a minimum floor of \$4,800 per resident undergraduate student was determined as necessary to bring institutions with the most acute equity needs to within 90% of their regional peer average. Five institutions (USU Regional, WSU, UVU, DSU, and SLCC) will participate in the allocation, according to their proportion of the funding gap.

During the 2014 Legislative Session, an [MBF Acute Equity] appropriation of \$50M received approval. This \$50M allocation requires adjustments (from the original \$69.7M request amount) on the part of those institutions receiving Acute Equity funding. Each campus has now submitted revised detailed initiative descriptions, including: description supporting the institutional need, performance indicators, and budget plan for implementation during fiscal year 2014-15.

Commissioner's Recommendation

The Commissioner recommends that the Regents approve the Acute Equity initiatives and allocations.

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David L. Buhler  
Commissioner of Higher Education

DLB/GLS/BLS  
Attachment

## UTAH SYSTEM OF HIGHER EDUCATION 2014-2015 OPERATING BUDGET REQUEST

### Mission Based Funding: Acute Equity Initiatives

Total Revised: \$50,000,000

To support funding equities and past institutional growth, the Commissioner and Presidents adopted a statement of principles and parameters to address funding within the system. These principles are as follows.

- Utah resident students in USHE should receive similar state support based on institutional mission and student type.
- To address inequities, it must all be new state tax funds—no reallocations.
- The legislative request should be realistic and achievable within one to three years.
- New equity funding should mitigate tuition increases.

The most acute funding equities have occurred mostly when institutions with open-access missions have grown more rapidly than state funding. This request is to address acute equity for USHE institutions at or below 90% of the regional average per resident undergraduate student FTE. The recommended funding request by institution, for fiscal year 2014-15 is detailed below.

### UTAH STATE UNIVERSITY

Original: \$7,830,600 Revised: \$5,617,000

#### Incentivizing Student Completion and Time-to-Graduation

- Original: \$7,830,600 Revised: \$0
- Initiative replaced

#### Instructional Support

- Original: \$0 Revised: \$2,200,000

#### Student Support

- Original: \$0 Revised: \$1,900,000

#### Instructional Technology

- Original: \$0 Revised: \$517,000

#### Regional Campus and Distance Education Operations

- Original: \$0 Revised: \$1,000,000

### WEBER STATE UNIVERSITY

Original: \$6,200,600 Revised: \$4,447,700

#### Dream Weber Expansion

- Original: \$400,000 Revised: \$400,000

#### Tuition Increase Mitigation of 3%

- Original: \$1,929,000 Revised: \$1,929,000

#### Unfunded Enrollment Growth

- Original: \$3,871,600 Revised: \$2,118,700

### DIXIE STATE UNIVERSITY

Original: \$4,529,500 Revised: \$3,249,000

#### Academic Enhancement

- Original: \$2,000,000 Revised: \$1,800,000
- Campus Infrastructure**
- Original: \$1,500,000 Revised: \$900,000
- Student Services**
- Original: \$1,029,500 Revised: \$549,000

**UTAH VALLEY UNIVERSITY** **Original: \$29,429,400 Revised: \$21,110,000**

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- Support Students in Completing their Educational Goals and Professional Preparation**
- Original: \$8,929,400 Revised: \$6,650,000
- Provide Access and Opportunity for a Broad Range of Students in Meeting Regional Educational Needs**
- Original: \$8,050,000 Revised: \$5,700,000
- Foster a Culture of Academic Rigor and Professional Excellence**
- Original: \$4,700,000 Revised: \$3,200,000
- Operate Effectively and Efficiently Through Innovative Use of Technology and Professional Practices**
- Original: \$7,750,000 Revised: \$5,560,000

**SALT LAKE COMMUNITY COLLEGE** **Original: \$21,714,900 Revised: \$15,576,300**

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- Instructional Support**
- Original: N/A Revised: \$5,656,139
- Student Support Services**
- Original: N/A Revised: \$1,344,830
- Institutional Infrastructure**
- Original: N/A Revised: \$8,575,331
- Equipment & Facilities**
- Original: N/A Revised: \$0
  - Combined with Institutional Infrastructure

**UTAH STATE UNIVERSITY REGIONAL CAMPUSES** **\$5,617,000**

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**Instructional Support - \$2,200,000**

*Description* - Funding will be used to add new part-time and full-time faculty to address a range of instructional needs throughout the USU Regional Campuses, including high-demand classes such as English and math, and enhancements to existing programs such as accounting and nursing. Additional faculty lines will be deployed across the university in order to meet emerging demands for educational programs, particularly in rural Utah. Classes taught by these instructors will be offered through a combination of face-to-face, broadcast and on-line delivery methods, leveraging content expertise across the USU system, including the Logan campus. Also, personnel with assignments in instructional design and multi-media will

be added to the Center for Innovative Design and Instruction (CIDI) to help faculty with course development and evaluation.

**Performance** – Under the faculty positions initiative, performance will be measured by the instructional faculty who are teaching a standard course load. Assessment measures will include number of faculty hired, annual course loads and earned student credit hours. Under the CIDI initiative, performance will be measured by the personnel who have appropriate instructional design and multi-media expertise. Assessment measures will include number of staff hired, number of courses that were developed or modified with CIDI staff input, and evaluation metrics on adapted courses compared to traditional face-to-face courses.

<b>Budgetary Plan</b> - Faculty Positions	\$ 1,600,000
Center for Innovative Design and Instruction	<u>\$ 600,000</u>
Total	\$ 2,200,000

### **Student Support - \$1,900,000**

Funding will be used to enhance support services directed towards students at USU Regional Campuses, which will ensure that these students have services equal to those available to students on the Logan campus. Personnel will be added in the offices of Admissions, Academic Advisement, Career Services, Registrar's, Financial Aid, Counseling and Classroom Scheduling. Coordination of staffing across all USU campuses will increase efficiency and effectiveness of student services. Recruitment, retention and completion efforts will be targeted towards the Regional Campuses by adding personal in the offices of Recruitment, Retention and Analysis, Assessment and Accreditation (AAA). The purchase of student tracking software such as Learning Analytics and MyMathLab will allow analyses of student retention and progress towards completion. In addition, scholarships for first-time freshmen at the Regional Campuses will be established and used in recruitment efforts

**Performance** – Under the student services and recruitment/retention/completion initiatives, performance will be measured by the personnel who will enhance student support services. Assessment measures will include number of staff hired and students served. Under the scholarship initiative, performance will be measured by the number of students receiving scholarships and their incoming credentials compared to students not receiving scholarships.

<b>Budgetary Plan</b> - Student Services	\$ 700,000
Recruitment, retention and completion	\$ 800,000
Scholarships	<u>\$ 400,000</u>
Total	\$ 1,900,000

### **Instructional Technology - \$517,000**

**Description** - Funding will be used to expand software and hardware in the area of instructional technology. These investments will enhance learning in classes offered primarily

through broadcast and on-line formats. In addition, distance delivery and receiving systems will be added, upgraded and maintained in classrooms across the USU system, which will increase access to broadcast courses regardless of the students' and instructors' locations.

**Performance** – Performance will be measured by the instructional software programs that were reviewed and the number of programs purchased. Performance will also be measured by the number of classrooms that have been upgraded with distance delivery capability.

**Budgetary Plan** - Instructional Technology Equipment Software     \$ 517,000

**Regional Campus and Distance Education Operations - \$1,000,000**

**Description** - Personnel will be assigned responsibility for coordination and oversight of Regional Campus and Distance Education operations in the areas of budget and finance, classroom technology and facilities maintenance. Centralizing these functions will create efficiencies across the Regional Campus system. In addition, funding will be used for operations and maintenance (O&M) of Regional Campuses and Distance Education buildings, such as the BEERC Building on the USU Uintah Basin Campus, that are not currently covered by state O&M.

**Performance** – Under the support personnel initiative, performance will be measured by the personnel assigned to Regional Campus support. Assessment measures will be number of personnel hired. Under the operations and maintenance initiative, performance will be measured by the establishment of O&M funding for buildings at the Regional Campuses.

<b>Budgetary Plan</b> - Regional Campus Support Personnel	\$ 500,000
Operations and Maintenance	<u>\$ 500,000</u>
Total	\$1,000,000

<b><u>WEBER STATE UNIVERSITY</u></b>	<b><u>\$4,447,700</u></b>
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**Dream Weber Expansion - \$400,000**

**Description** - The Dream Weber program targets low income populations in Northern Utah and is central to WSU's open-access mission. Presently, Dream Weber allows Pell Grant eligible individuals with a household income of \$30,000 or less who are willing to attend college full time (12 hours or more) to have their full tuition and fees covered for up to 8 semesters. This is the Dream Weber promise. This Dream Weber Expansion will increase the household income cut-off to \$40,000.

**Performance** - This Funding will increase the number of students participating in Dream Weber from 363 in FY14 to 813 in FY15.

**Tuition Increase Mitigation of 3% - \$1,929,000**

**Description** – It is vital that WSU maintain low tuition so that residents in our service area (particularly first generation college-goers) can continue to afford college. WSU will use this amount to forgo a 3% Tier II tuition increase and appropriately rebalance the sources for our E&G Budget back to 50%-tax funds / 50%-tuition. This will enable WSU to maintain low tuition levels (compared to other USHE institutions) but continue to fund competitive compensation levels, unfunded mandated cost increases, and other budget urgencies.

**Performance** – Funding allowed WSU to have a 0% Tier II tuition increase for FY15 and should allow for allow for a minimal Tier II tuition increase in FY16.

**Unfunded Enrollment Growth - \$2,118,700**

**Description** – Enrollment growth has not been funded at WSU for several years. Presently, our FY14 budget-related enrollment level is expected to be at 14,488 FTE. This is 1677 FTE students above the level for which WSU has been funded (funded target). This category of funding will be used to accommodate some of that enrollment growth on a permanent basis. Specifically, this funding will be used for:

- Nursing Program expansion (\$227,000)
- Additional Financial Aid Staff (\$100,000)
- IT Support—Including WSU Online (\$400,000)
- Minority Student Outreach Support (\$70,000)
- Faculty Support (\$190,000)
- Unfunded Mandated Costs (\$130,000)
- Administrative Support (\$170,000)
- Capital Budget (\$831,700).

**Performance** – We will be able to permanently fund the support for 440 additional students and increase our funded target by this amount.

<b>Budgetary Plan -</b>	Salaries, Wages & Benefits	\$2,786,000
	Operating Expenses	<u>\$1,661,700</u>
	Total	\$4,447,700

**DIXIE STATE UNIVERSITY****\$3,249,000**

Enrollment at Dixie State University has grown significantly since Fall 2008. The University has strategically allocated resources to meet pressing needs during this period of growth, but many departments across campus have been stretched thin as workload requirements have dramatically outpaced funding availability. Acute Equity funding appropriated by the Legislature will greatly assist DSU in the effort to strengthen core instructional and support operations, positioning the institution to absorb further growth and develop new high-demand academic programs. Implementation of new positions and initiatives will be primarily focused in three key areas: academics, infrastructure, and student services.

**Academic Enhancement - \$1,800,000**

**Description** – Hire approximately 20 new full-time faculty positions in numerous disciplines, including education, music, medical laboratory science, nursing, library, criminal justice, Spanish, psychology, information technology, chemistry, geology, marketing, finance, and communication. New Center for Teaching and Learning Excellence to develop and implement improvements in teaching methods and instructional technology. Administrative support (approximately 5-7 full-time equivalent positions) for academic departments to enable continued efficiency in managing increased program enrollments. New Office of Sponsored Programs to oversee application, management, and compliance of grants and contracts.

**Performance** - Successfully hire faculty and staff for new positions outlined above. Implement additional four-year degree programs to meet student and market demand, particularly in natural, social, and health sciences. Increase overall academic capacity, including total student credit hours taught and number of degrees awarded. Increase campus-wide funding from grants and contracts.

**Campus Infrastructure - \$900,000**

**Description** – Hire approximately 10 new full-time campus support positions in facilities maintenance, grounds, network and systems operations, and business services. Additional funding for campus facilities and operations.

**Performance** - Successfully hire staff for new positions. Improve planning for annual maintenance and periodic replacement of campus facilities, network infrastructure, and equipment.

**Student Services - \$549,000**

**Description** – Hire approximately 7 new full-time positions to expand capacity and improve service quality in student recruiting and retention, academic advisement, financial aid, campus recreation, registration, and admissions. New Student Success Center to coordinate student assistance programs. Enhanced campus-wide emergency alert system.

**Performance** - Successfully hire staff for new positions. Increase freshman and overall student retention rates.

**UTAH VALLEY UNIVERSITY**

**\$21,110,000**

**Support Students in Completing Their Educational Goals and Professional Preparation Instructional Support - \$6,650,000**

**Description** – Allocations will support improved student retention and completion by

- Providing students greater mentoring opportunity and access to upper division and critical path courses by improving the percent of instruction delivered by salaried faculty to 55% and reducing the student-to-faculty ratio
- Enhancing student support services including reducing student-to-advisor ratio, expanding retention program support, and increasing tutoring services for math, writing, and critical path courses
- Expanding engaged learning and career exploration opportunities including internships and undergraduate research

Funding will be used to add 40-50 new full-time faculty to improve percent of instruction delivered by salaried faculty, support existing academic program offerings, improve access to upper division and critical path/bottleneck courses, and expand engaged learning opportunities. Additional new full-time staff (20-25), part-time staff, and operating funds will be added to provide support for instructional programs and services, advising, student retention, learning assistance/tutoring, and engaged learning opportunities.

**Performance** – Expand number of full-time faculty to increase percent of instruction delivered by salaried faculty and reduce the student-to-faculty ratio thus a) increasing student access to faculty in their program of study for retention and mentoring opportunities, b) increasing number of sections of bottleneck courses, and c) providing additional opportunities for engaged learning. Provide adequate staff resources to support programs and services that improve student retention, increase success rates in high failure courses, encourage earlier completion of English and math requirements, and expand opportunities for engaged learning.

**Provide Access and Opportunity for a Broad Range of Students in Meeting Regional Educational Needs - \$5,700,000**

**Description** – Provide program/course offerings to meet student demand and regional educational needs including

- Expanding capacity of STEM programs
- Identifying and implementing new academic programs and disciplines (non-credit through masters)



- Expanding capacity and breadth of program/course offerings (including upper division) through distance delivery, satellite locations, and evening/weekend

UVU anticipates hiring 20-30 full-time faculty/instructional staff, adjunct faculty, and hourly staff as well as providing operating funds to expand capacity of existing high demand STEM programs, implement new high demand STEM programs, and implement new academic programs and disciplines to meet student demand and regional needs. Funding will be used to both stabilize rapidly growing distance education offerings and implement new program/course offerings via technology and satellite locations.

A portion of the funds will be used to assist UVU in fulfilling its community college access mission by containing/reducing tuition and fees, particularly in career/technical education and lower division courses.

**Performance** – Increase in the number of and enrollment and graduation in existing and new STEM programs. Increase in the number of and enrollment and graduation in new academic programs and disciplines that meet student demand and regional needs. Increase in number of programs providing degree completion through distance education and/or satellite locations. Evidence of contained and/or reduced tuition and/or fees in lower division and/or career/technical education courses.

#### **Foster a Culture of Academic Rigor and Professional Excellence - \$3,200,000**

**Description** – Champion learning in an academically rigorous environment by maintaining an adequate and sustainable adjunct faculty pool, improving adjunct faculty support, and ensuring adequate instructional resources including library materials, software, labs, and equipment. UVU has historically relied on a significant number of well-qualified adjunct faculty to provide needed expertise and experience and respond to enrollment growth. Funding will be used to increase adjunct faculty pay rates to levels that are more competitive, reflect required education and expertise, and are more comparable with regional universities in Utah. Further, to ensure appropriate rigor and consistency in achievement of learning outcomes, the onboarding, communication, and support for adjunct faculty will be improved. Funds will be used to increase and stabilize funding for library materials, software, labs, equipment, and maintenance agreements that support instruction. A few additional full-time and part-time staff may be hired to provide support for the adjunct faculty, library, labs, and equipment.

**Performance** – Improved adjunct pay rates when compared with regional universities. Increased ability to attract and retain highly qualified adjunct faculty and greater satisfaction with adjunct faculty support services. Expansion of library resources and instructional

software, labs, and equipment supported by appropriate maintenance agreements and replacement life cycle funds.

**Operate Effectively and Efficiently Through Innovative Use of Technology and Professional Practices - \$5,560,000**

**Description** – Provide adequate human and technology resources for instruction, student support, and administrative services by

- Implementing and sustaining technology solutions, systems, and infrastructure
- Provided adequate and stable staffing solutions to support existing programs/services, to respond to increasing Federal, state, and accreditation compliance, and to meet the demands of a large, complex university

Funds will be used to meet increasing costs for software licensing, improve technology infrastructure life cycle replacement, respond to increasing IT security and auditing needs, provide staff support for administrative and instructional IT services by hiring 15-20 full-time staff, and implement technology solutions which increase efficiency and effectiveness of processes, programs, and services for students and faculty/staff.

To ensure greater stability in a number of existing programs and services and to implement new critical functions, some part-time staff will be replaced with full-time staff and some new full-time staff positions will be added (20-30). Some programs and services will also receive operating funds to ensure financial sustainability.

**Performance** – Reduction in life cycle of technology infrastructure. Implementation of technology solutions that improve student experience (registration through graduation), enhance information for decision-makers, and reduce reliance on repetitive, manual processes. Reduce load on production systems through improved data architecture and utilization of ODS/EDW. Reduce risk of security breaches and ensure PCI compliance. Improved consistency of staffing support for programs/services. Implementation and/or consolidation of services to support compliance and reduce risk.

**SALT LAKE COMMUNITY COLLEGE** **\$15,576,300**

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**Instructional Support - \$5,656,139**

**Description** – Funding will be used to address a wide range of instructional needs at the college. SLCC will hire 17 new full-time faculty for high-demand general education and CTE courses such as English, Math, Biology, Business, Aviation, Welding, Homeland Security, Health Information Technology, and Occupational Therapy Assistance. Additionally, funds will

be used to make enhancements to existing programs in workforce and economic development and visual arts and design. Funds will also be used to implement a new faculty rank structure that will increase SLCC's ability to recruit and retain full-time faculty members. SLCC will hire 12 new academic staff positions to further enhance student success initiatives including lab coordinators, tutoring coordinators, instructional designers, and a new university partnership coordinator. Finally, funds will be used to support institutional and program accreditation costs and for the implementation of two new strategic initiative projects directed at improving quality higher education and student success. The first initiative is to establish the infrastructure to transform traditional classroom spaces to 21<sup>st</sup> century learning environments for students. The second is to create a STEM resource center for students and provide space for learning communities focused on science, technology, engineering and mathematics.

**Performance** – (1) Successfully hire instructional faculty that teach a standard course load. Assessment measures may include actual number of faculty hired, annual course loads, and earned student credit hours. (2) Successfully implement a new faculty rank structure. Assessment measures may include the percentage improvement of faculty salaries as compared to peer institutions. (3) Successfully hire academic staff positions. Assessment measures will include actual number of staff hired. Maintain accredited status for the institution and select programs including business and health science related programs. Assessment measures will include successful completion of the NWCCU 7-year comprehensive accreditation cycle, and remaining in good standing with program specific accreditors. (4) Successfully transform 5 classrooms each year with the appropriate technology for 21<sup>st</sup> century learning environments. Assessment measures may include hiring the appropriate personnel to assist with the learning environments, establishing a sustainable plan for classroom transformation and maintenance, and actual number of classrooms transformed. (5) Successfully create the STEM resource center. Assessment measures may include hiring the appropriate personnel to assist with supporting the STEM center and actual completion of the space.

#### **Student Support Services - \$1,344,830**

**Description** – Funding will be used to enhance support services personnel in the offices of Financial Aid, Testing Services, Disability Resource Center, Health and Wellness, and the Thayne Center. New part-time and full-time staff will be used to increase access, efficiencies and coordination for each of the offices identified above. Funds will also be used to E&G fund two key student service personnel currently funded by student fees. Funds will be used to support three strategic initiatives of the college designed to improve student transitions into college, retention and completion.

**Performance** – (1) Successfully hire staff to enhance student support services. Assessment measures may include actual number of staff hired and additional numbers of students served.

(2) Convert 2 student fee funded employees to E&G resources. Assessment measures may include the change or distribution of student fees. (3) Successfully hire student employees across campus. Assessment may include the number of students employed, the retention rate of students that participate in student employment from semester to semester, and student learning outcomes. (4) Successfully hire the staff to support student transitions to college. Assessment measures may include actual number of staff hired, implementation of a new customer relations and admissions software, number of contacts with prospective students, number of students completing the admissions application and enrolling in the college. (5) Successfully hire the staff to support the First Year Experience – Bridge to Success program. Assessment measures may include the number of students that participate and successfully complete the Bridge to Success program, first semester participant performance and retention rates, and student learning outcomes.

#### **Institutional Infrastructure - \$8,575,331**

**Description** – Funding will be used to hire approximately 15-20 new full-time and part-time positions to support the following departments: Facilities, Human Resources, Information Technology, Marketing, Business Office, and Diversity & Inclusivity. New part-time and full-time staff will be used to increase access, efficiencies and coordination for each of the offices identified above. Additionally, funds will be used to make operational enhancements in Audit, Grants and Contracts support, Legal, Universal Access Interpreting Services support for employees, College Events, and Community Engagement, Facilities, Information Technology and Campus Safety and Emergency Management. Funds will also be used to support an ongoing equipment replacement schedule for instructional, facilities, and information technology equipment and annual cost escalations associated with IT software and hardware and leased space facilities. Additionally funds will be used to support the institutional talent management program designed to address salary equity issues, successful recruitment, and retention of staff positions.

**Performance** – (1) Successfully hire staff positions. Assessment may include actual number of positions hired. (2) Successfully update and replace outdated equipment. Assessment may include the actual purchase of equipment and the development of an ongoing equipment replacement cycle that is sustainable within available resources.