

**UTAH BOARD OF HIGHER EDUCATION
FINANCE AND FACILITIES COMMITTEE
TELECONFERENCE
Thursday, March 25, 2021**

AGENDA

2:00 PM

ACTION:

- | | |
|--|-------|
| 1. Revision of Policy R705, Leased Space | TAB A |
| 2. Revision of Policy R706, Capital Facilities Master Planning | TAB B |
| 3. Utah State University – Nontraditional Arrangement | TAB C |

DISCUSSION:

- | | |
|--|-------|
| 1. Strategic Plan | TAB D |
| 2. Capital Prioritization Process | TAB E |
| a. Policy R743, Process for Use of Dedicated Capital Project Funds | TAB F |
| b. Space Utilization Report 2019-2020 | TAB G |
| 3. Financial Ratio Report | TAB H |

INFORMATION:

- | | |
|--|-------|
| 4. 2021 Legislative Session Update | TAB I |
| 5. Performance Funding Changes in S.B.193 | TAB J |
| 6. Shared Services RFP | TAB K |
| 7. Annual Report on Institutional Revenue Bond Indebtedness | TAB L |
| 8. University of Utah — Revenue Bond Results | TAB M |
| 9. Money Management Report | TAB N |
| 10. OCHE Quarterly Budget Update — 2 nd Quarter FY 2021 | TAB O |

Projected times for the various meetings are estimates only. The Board Chair retains the right to take action at any time. In compliance with the Americans with Disabilities Act, individuals needing special accommodations (including auxiliary communicative aids and services) during this meeting should notify ADA Coordinator, 60 South 400 West, Salt Lake City, UT 84180 (801-321-7124), at least three working days prior to the meeting. TDD # 801-321-7130.



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB A

March 25, 2021

Revision to Policy R705, *Leased Space*

In the January meeting, the Finance and Facilities Committee reviewed policy thresholds to delegate the review and approval of capital and property requests to institutional boards of trustees. The committee adopted the recommended changes with the exception of [Board Policy R705, *Leased Space*](#), which would have delegated all leasing responsibilities to institutional boards of trustees. Instead, the committee recommended further review of Board Policy R705, including a revised threshold for delegating lease approval to institutional boards of trustees. The proposed changes to Board Policy R705 include:

- Revising the threshold for delegating lease approval to the University of Utah Board of Trustees from \$250,000 to \$500,000
- Revising the threshold for delegating lease approval to all other boards of trustees from \$100,000 to \$250,000
- Eliminating the requirement that leases extending more than 10 years need Board approval
- Eliminating the requirement that leases leading to the establishment of regular state-supported daytime programs of instruction that need Board approval
- Eliminating the requirement that leases to outside entities that extend more than 10 years need Board approval

Commissioner's Recommendation

The Commissioner recommends the Board adopt changes to Policy R705, *Leased Space*, as outlined above, effective immediately.

R705, Leased Space¹

R705-1. Purpose: To comply with statute requiring the Board of Higher Education to establish written policies governing leasing for higher education institutions and to provide procedures for the approval of new leased space and for the annual reporting of leased space to the Board of Higher Education.

R705-2. References

- 2.1. Utah Code [§53B-20-101](#) (Property Rights - Title and Control)
- 2.2. Utah Code [63A-5b-805](#) (Leasing by Higher Education Institutions)
- 2.3. [Policy and Procedures R220](#), Delegation of Responsibilities to the President and Board of Trustees
- 2.4. [Policy and Procedures R315](#), Service Area Designations and Coordination of Off-Campus Courses and Programs
- 2.5. [Policy and Procedures R587](#), Contract or Lease-Purchase Financing
- 2.6. [Policy and Procedures R712](#), Nontraditional Arrangements for Development of Facilities on Campuses

R705-3 Board Approval of Certain Leases: The Board of Higher Education shall review lease terms and institutional requests to enter into new leases of capital facilities space for programs of instruction, research, or service when contracts for leasing such facilities exceed \$500,000 per year regardless of funding source for the University of Utah or exceed \$250,000 per year regardless of the funding source for all other USHE institutions; or will include instructional space located outside of the service area designated by Board Policy R315, *Service Area Designations and Coordination of Off-Campus Courses and Programs*.

R705-4. Leasing State-Owned Property to Outside Entities: The Board of Higher Education shall review and approve institutional requests to lease state-owned institutional property to non-institutional entities if the annual lease cost will exceed \$250,000 for the University of Utah or exceed \$100,000 per year for all other USHE institutions other than the University of Utah.

- 4.1. Approval of nontraditional arrangements for the use of institutional-owned facilities is subject to the provisions of Board Policy R712, *Nontraditional Arrangements for Development of Facilities on Campuses*.

¹ Adopted January 20, 2017, amended March 26, 2021.

R705-5. Delegation of Authority to Boards of Trustees: The Board of Higher Education delegates authority to the institutional Board of Trustees to approve institutional property leases that do not exceed the requirements in sections 3 and 4.

R705-6. Delegation of Authority to the University of Utah Board of Trustees for University Health Care System Leases: In accordance with Board Policy R220, *Delegation of Responsibilities to the President and Board of Trustees*, the University of Utah Board of Trustees may review and approve all property leases for the University of Utah Health Care System.

R705-7. Annual Report to the Board of Higher Education: The Commissioner shall report annually to the Board of Higher Education all space leased by the institutions in the System of Higher Education, including space leased for off-campus continuing education programs and space leased in research parks.

7.1. Institution Lease Information: In accordance with procedures and forms developed by the Commissioner's Office, institutions shall annually submit information for all space leased by the institution.

7.2. Submission to the State Building Board: After review by the Board of Higher Education, the Commissioner shall forward the report to the State Building Board for possible inclusion its comprehensive 5-year building plan.

R705, Leased Space¹

R705-1. Purpose: To establish guidelines for the approval of new leased space and to require annual reporting of leased space to the Utah Board of Higher Education.

R705-2. References

- 2.1. Utah Code [§53B-20-101](#) (Property Rights — Title and Control)
- 2.2. Utah Code [63A-5b-805](#) (Leasing by Higher Education Institutions)
- 2.3. [Board Policy R220](#), Delegation of Responsibilities to the President and Board of Trustees
- 2.4. [Board Policy R315](#), Service Area Designations and Coordination of Off-Campus Courses and Programs
- 2.5. [Board Policy R587](#), Contract or Lease-Purchase Financing
- 2.6. [Board Policy R712](#), Nontraditional Arrangements for Development of Facilities on Campuses

R705-3. Board Approval of Certain Leases: Institutions must obtain approval from the Board of Higher Education to enter into new leases of capital facilities space for programs of instruction, research, or service when contracts for leasing such facilities exceed \$500,000 per year regardless of funding source for the University of Utah or exceed \$250,000 per year regardless of the funding source for all other USHE institutions; or will include instructional space located outside of the service area designated by Board Policy R315, *Service Area Designations and Coordination of Off-Campus Courses and Programs*.

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- 4.1. Approval of nontraditional arrangements for the use of institutional-owned facilities is subject to the provisions of Board Policy R712, *Nontraditional Arrangements for Development of Facilities on Campuses*.

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¹ Adopted January 20, 2017, amended March 26, 2021.

R705-6. Delegation of Authority to the University of Utah Board of Trustees for University Health Care System Leases: In accordance with Board Policy R220, *Delegation of Responsibilities to the President and Board of Trustees*, the University of Utah Board of Trustees may review and approve all property leases for the University of Utah Health Care System.

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7.2. Submission to the State Building Board: After review by the Board of Higher Education, the Commissioner shall forward the report to the State Building Board for possible inclusion in its comprehensive 5-year building plan.



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB B

March 25, 2021

Revision of Board Policy R706, *Capital Facilities Master Planning*

Board Policy R706, *Capital Facilities Planning*, requires the Board to biennially approve institutional master plans and describes the requirements for submitting those plans to the Board. The proposed amendment to Board Policy R706 includes the delegation of annual master plan approval to institutional boards of trustees and requires institutions to submit a five-year capital plan to the Board of Higher Education. The proposal also changes the title of Board Policy R706 to *Capital Facilities Planning*.

Commissioner's Recommendation

The Commissioner recommends the Board adopt changes to Board Policy R706 and re-title the policy *Capital Facilities Planning*, effective immediately.

R706, Capital Facilities Planning

R706-1 Purpose: To provide institutions guidelines for capital facilities master planning and developing comprehensive five-year institutional capital plans.

R706-2 References

2.1. Utah Code 53B-6-101 (Master Planning – Board Establishes Criteria to Meet Capital Budgetary Needs)

2.2. [Utah Code 53B-20-101](#) (Property of Institutions to Vest in State Board)

2.3. [Utah Code Title 63A, Chapter 5](#) (State Building Board – Division of Facilities Construction and Management)

2.4. [Policy and Procedures R701](#), Capital Facilities

R706-3 Prioritizing Utilization and Efficiency: The Utah Board of Higher Education seeks to maximize the effective and efficient use of state resources. Institutions' capital facilities plans shall emphasize the effective use of existing space, prioritize replacement and refurbishment over expansion, and focus on increased utilization of campuses.

R706-4 Master Planning: Institutions shall complete and maintain a comprehensive capital facilities master plan based on programmatic planning for new and existing facilities. Master plans should be realistic, achievable, and flexible.

4.1 Master plans shall emphasize renovation, replacement, and improvements to existing capital facilities before additions for new space unless otherwise justified.

4.2 Institutions shall be thorough and innovative in allocating and reallocating space within their existing physical assets, rather than relying on the addition of new space.

4.3 The master planning process is continuous and the higher education environment is dynamic; therefore, institutions should review and update their master plans regularly to reflect changes in strategic direction, planning, and environment.

4.4 Boards of Trustees shall review and approve institutional campus facilities master plans annually and submit them to the Commissioner's Office.

R706-5 Five-Year Plan: Institutions shall annually submit a five-year capital plan to the Board for review. The plans shall consider institutional master plans and shall include:

5.1. A review and explanation of current and future institutional capital needs including projected needs over a five-year future period based on enrollment projections, program growth, functional obsolescence, and facility condition;

5.2. Space utilization information for all state-owned and leased facilities and an explanation of how the five-year capital plan will improve the institution's use of space;

5.3. A discussion of how the five-year capital plan will affect institutional attainment goals; and

5.4. A calculation of deferred facility maintenance needs by campus, and a strategic plan for how the institution will use capital improvements and other capital projects to eliminate those needs.

Adopted January 20, 2017, amended March 26, 2021.

R706, Capital Facilities Planning¹

R706-1. Purpose: To provide guidance for institutional capital facilities master planning and comprehensive five-year institutional capital plans.

R706-2. References

- 2.1.** Utah Code §53B-6-101 (Master Planning - Board Establishes Criteria to Meet Capital Budgetary Needs)
- 2.2.** Utah Code §53B-20-101 (Property of Institutions to Vest in State Board)
- 2.3.** Utah Code Title 63A, Chapter 5 (State Building Board - Division of Facilities Construction and Management)
- 2.4.** [Board Policy R701, Capital Facilities](#)

R706-3. Prioritizing Utilization and Efficiency: The Utah Board of Higher Education seeks to maximize the effective and efficient use of state resources. Institutions' capital facilities plans shall emphasize the effective use of existing space, prioritize replacement and refurbishment over expansion, and focus on increased utilization of campuses.

R706-4. Master Planning: Institutions shall complete and maintain a comprehensive capital facilities master plan based on programmatic planning for new and existing facilities. Master plans should be realistic, achievable, and flexible.

- 4.1.** Master plans shall emphasize renovation, replacement, and improvements to existing capital facilities before additions for new space unless otherwise justified.
- 4.2.** Institutions shall be thorough and innovative in allocating and reallocating space within their existing physical assets, rather than relying on the addition of new space.

¹ Adopted January 20, 2019; amended March 26, 2021.

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4.4. Boards of Trustees shall review and approve institutional campus facilities master plans annually and submit them to the Commissioner's office

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5.1. A review and explanation of current and future institutional capital needs including projected needs over a five-year future period based on enrollment projections, program growth, functional obsolescence, and facility condition;

5.2. Space utilization information for all state-owned and leased facilities and an explanation of how the five-year capital plan will improve the institution's use of space;

5.3. A discussion of how the five-year capital plan will affect institutional attainment goals; and

5.4. A calculation of deferred facility maintenance needs by campus, and a strategic plan for how the institution will use capital improvements and other capital projects to eliminate those needs.



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB C

March 25, 2021

Utah State University – Nontraditional Arrangement Brigham City Campus

Board Policy R712, *Nontraditional Arrangements for Development of Facilities on Campuses*, requires the Board to approve institutional requests to use nontraditional financing arrangements. Utah State University requests authorization to enter into a long-term ground lease for the Northwestern Band of the Shoshone Nation headquarters on an unoccupied site on USU property in Brigham City. It will consist of a building, parking lot, and large green space on the northwest corner of the USU Brigham City campus. The estimated cost for the project is \$2,500,000, and NBSN will cover all costs associated with construction, development, and operation and maintenance. Ownership of the improvements will revert to USU at the end of the ground lease. The use and development of the property is consistent with the master plan for the USU Brigham City campus.

All contracts and agreements associated with this arrangement will be reviewed by the Office of the Attorney General to ensure compliance with state law and Board policy. The USU Board of Trustees reviewed and approved this request in their March 5 meeting. Additional information on this financing arrangement is included in the attached letter and map from the institution.

Commissioner's Recommendation

The Commissioner recommends the Board authorize Utah State University to enter into a nontraditional arrangement with the Northwestern Band of the Shoshone Nation as reviewed by the Office of the Attorney General.

Attachment:

March 1, 2021

Commissioner Dave Woolstenhulme
Utah System of Higher Education
Board of Regents Building The Gateway
60 South 400 West
Salt Lake City, Utah 84101-1284

Subject: Request for Nontraditional Arrangement for Development of Facilities on Campus

Dear Commissioner Woolstenhulme:

Utah State University desires approval to offer a long-term ground lease for the development of the NBSN headquarters on an unoccupied site on USU property. It will consist of a building, parking lot, and large green space on the northwest corner of USU Brigham City campus as illustrated in the attached Exhibit A.

The building will be approximately 12,000 square feet and will include cultural and language centers which will be open to visitors to learn more about the tribe. It will also house education, healthcare, housing, and childcare administrative offices. The green space will be used for tribal powwows and meetings.

USU has obtained an independent appraisal to establish fair market value of the property to determine the lease rate. Leasing this property will provide NBSN with space to educate the public about tribal history, heritage, and culture, and to expand the administrative offices.

All construction, development, and ongoing costs associated with the facility will be paid by NBSN. Ownership of the improvements will revert to USU at the end of the ground lease.

The proposed uses of this facility are consistent and appropriate for the image and environment of the USU Brigham City campus. In addition, the ground lease agreement will be written to protect the interests of the University including institutional rights to control facility appearance and parking space, approve external graphics and signage, and access to utility systems and roads. Prior to entering into the ground lease agreement, the Attorney General's Office will approve the contract documents as to form and legal authority, per section 5.6 of Policy R712.

Utah State University Board of Trustees approved the nontraditional arrangement for development of facilities on campus on March 5, 2021.

We appreciate your support and request that this item be submitted to the Utah Board of Higher Education during the March 25-26, 2021 Board meetings.

Sincerely,

A handwritten signature in black ink, appearing to read 'David T. Cowley', written in a cursive style.

David T. Cowley
Vice President for
Business and Finance

C: Rich Amon, Associate Commissioner for Finance & Facilities
Noelle Cockett, President

EXHIBIT A





UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB D

March 25, 2021

Strategic Plan Update

Defining terms, specifying the Board's role, ensuring equity, timeline for input and adoption, and discussion

In October 2020, the newly-created Utah Board of Higher Education began embarking on a strategic planning process. At that time, the Board adopted the main priorities of the strategic plan: Access, Affordability, Completion, and Workforce Alignment.

This presentation will provide an update to that process, including:

1. Defining terms used in the strategic plan to ensure common understanding.
2. Examining the four levers of the Board to ensure outcomes of the strategic plan are in areas the Board can best impact. These levers include:
 - a. Policy
 - b. Data
 - c. Funding
 - d. Collaboration/Advocacy
3. Demonstrating how the [Equity Lens Framework](#), adopted by the Board in December 2020, will be integrated into the strategic plan, so that all aspects of the plan are utilizing the equity lens.
4. Proposing a draft timeline for input and adoption, with the goal of having the full Board adopt a final draft of the strategic plan by May 2021.
5. Generating a transparent and robust discussion among Board committee members on the strategic plan draft thus far.

Commissioner's Recommendation

This is an information item only; no action required.

Attachment



MEMORANDUM

TAB E

March 25, 2021

Capital Prioritization Process

During the 2021 Utah legislative session, the Legislature funded higher education capital projects totaling more than \$203 million. Over the last ten years, the Legislature has funded over \$1 billion of capital projects for USHE institutions. In addition, in the final appropriations bill ([S.B. 3](#)) of the 2021 General Session, the Legislature included intent language fully funding the USHE capital model known as S.B. 102, with \$120 million of ongoing funding beginning in FY 2023. With those funds, the System can better plan capital funding, and instead of prioritizing projects, the Board can focus on systemwide planning. The \$120 million in funding is contingent on state revenues coming in at or above current projections and would not be available until FY 2023. Attached for Board discussion and information is a ten-year capital funding history.

Commissioner's Recommendation

This is a discussion item only; no action is required.

Attachments

Ten-Year State and Non-State Funding for Capital Development (2012-2021)
Utah System of Higher Education

Year	Institution	State Funded Amount	Other Funded Amount	Percent Other	State Funded O&M
2012 to 2021	Total University of Utah	\$186,000,000	\$1,406,352,600	88%	\$4,901,800
2012 to 2021	Total Utah State University	\$116,450,000	\$382,532,000	77%	\$3,634,800
2012 to 2021	Total Weber State University	\$140,840,000	\$47,350,883	25%	\$1,802,400
2012 to 2021	Total Southern Utah University	\$55,013,700	\$44,000,000	44%	\$1,155,400
2012 to 2021	Total Snow College	\$34,266,600	\$1,000,000	3%	\$372,000
2012 to 2021	Total Dixie State University	\$98,900,000	\$109,432,138	53%	\$1,416,300
2012 to 2021	Total Utah Valley University	\$153,675,000	\$69,558,237	31%	\$4,619,400
2012 to 2021	Total Salt Lake Community College	\$78,515,300	\$41,550,000	35%	\$2,107,000
2012 to 2021	Total Technical Colleges	\$177,216,600	\$25,683,000	13%	\$4,829,000
2012 to 2021	Utah System of Higher Education	\$1,040,877,200	\$2,127,458,858	67%	\$24,838,100

Institution	Year	Building/Project	State Funded Amount	Other Funded Amount	Percent Other	State Funded O&M
UU	2012	UU S.J. Quinney College of Law Bldg.		\$60,500,000	100%	
UU	2012	UU Dental School Building		\$37,400,000	100%	
UU	2012	UU HPER Parking Terrace		\$21,702,000	100%	
UU	2012	UU Health Sciences Center Parking		\$19,980,000	100%	
UU	2012	UU Orthopaedic Center Phase II		\$9,580,000	100%	
UU	2012	Utility Distribution Infrastructure	\$22,000,000	\$32,000,000	59%	
UU	2013	Basketball Training Center-HPER Addition		\$7,500,000	100%	
UU	2013	Kennecott Building Phase II		\$11,040,000	100%	
UU	2013	Huntsman Cancer Institute	\$2,500,000		0%	
UU	2014	UU Lassonde Living Center		\$45,238,000	100%	
UU	2014	UU Alumni House		\$10,000,000	100%	
UU	2014	Huntsman Cancer Institute - Phase IV	\$8,000,000		0%	
UU	2015	Huntsman Cancer Institute - Phase IV	\$9,500,000	\$82,000,000	90%	\$1,850,000
UU	2015	UU Orson Spencer Hall Redevelopment		\$45,000,000	100%	\$1,049,500
UU	2015	UU William Browning Building Addition		\$8,200,000	100%	\$199,700
UU	2015	Crocker Science Center	\$34,000,000	\$21,000,000	38%	\$682,700
UU	2016	UU Eccles Business Exec MBA Bldg.		\$50,000,000	100%	
UU	2017	UU Guest House		\$8,250,000	100%	
UU	2017	Medical Education and Discovery Complex	\$5,000,000		0%	\$473,400
UU	2018	Medical Education and Discovery Complex	\$45,000,000	\$147,000,000	77%	
UU	2018	UU Student Housing Phase		\$105,217,000	100%	
UU	2019	Kathryn F. Kirk Center for Comprehensive Cancer Care		\$129,000,000	100%	
UU	2019	Rice-Eccles Stadium South End Zone upgrade		\$80,000,000	100%	
UU	2020	Health Sciences Campus Office Building		\$100,000,000	100%	
UU	2020	Health Sciences Garage and Roadway Improvements		\$80,000,000	100%	
UU	2020	102 Tower Building Purchase		\$50,000,000	100%	
UU	2020	Rio Tinto Kennecott Building Expansion		\$9,685,000	100%	
UU	2021	UofU - Applied Sciences Building	\$60,000,000	\$24,560,600	29%	\$646,500
UU	2021	UU - West Village Graduate and Family Student Housing		\$125,800,000	100%	
UU	2021	UU - Impact -Epicenter Building		\$85,700,000	100%	
		Total University of Utah	\$186,000,000	\$1,406,352,600	88.3%	\$4,901,800
USU	2012	USU San Juan Campus Student Housing		\$4,000,000	100%	
USU	2013	USU Eastern Central Instruction Building - Design	\$500,000		0%	
USU	2013	Brigham City Regional campus Academic Building - Design	\$500,000		0%	
USU	2013	Aggie Life and Wellness Center		\$30,000,000	100%	
USU	2013	Blanding Recreation Center		\$900,000	100%	
USU	2013	Space Dynamics Laboratory		\$20,532,000	100%	
USU	2013	Athletic Complex/ Training Center		\$23,600,000	100%	
USU	2013	USU Tooele Science and Technology Building		\$8,000,000	100%	
USU	2014	USU Eastern Central Instruction Building - Construction	\$19,000,000	\$500,000	3%	\$328,900
USU	2014	Brigham City Regional campus Academic Building - Construction	\$7,500,000	\$7,500,000	50%	\$365,400
USU	2015	Clinical Services Building	\$10,000,000	\$20,000,000	67%	\$630,500
USU	2015	Botanical Center Infrastructure	\$1,250,000		0%	
USU	2015	USU Romney Stadium Westside Renovation		\$23,000,000	100%	
USU	2015	USU Valley View Residence Hall Replace		\$23,100,000	100%	
USU	2015	USU Fine Arts Complex Addition/Reno.		\$10,000,000	100%	\$175,900
USU	2016	Biological Sciences Building	\$28,000,000	\$7,000,000	20%	\$1,199,500

Institution	Year	Building/Project	State Funded Amount	Other Funded Amount	Percent Other	State Funded O&M
USU	2016	USU Extension Botanical Center Building	\$1,200,000		0%	
USU	2016	USU Space Dynamics Laboratory Phase II		\$12,000,000	100%	
USU	2016	USU Apartment Building Purchase		\$20,000,000	100%	
USU	2017	Biological Sciences Building	\$10,000,000		0%	
USU	2018	Biological and Natural Resources Building	\$23,000,000	\$3,000,000	12%	\$211,700
USU	2018	Space Dynamics Laboratory		\$31,400,000	100%	
USU	2019	Grand County USU Extension	\$1,000,000		0%	
USU	2019	Mountain View Residence Hall		\$41,600,000	100%	
USU	2019	East Parking Terrace		\$11,700,000	100%	
USU	2019	Space Dynamics Laboratory Research Building		\$37,700,000	100%	
USU	2019	Space Dynamics Laboratory High Bay Building		\$15,000,000	100%	
USU	2019	Information Technology Services Building		\$7,700,000	100%	\$206,300
USU	2019	Moab Academic Building		\$11,000,000	100%	\$184,500
USU	2020	Blanding Professional Career and Technical Education Lab		\$1,600,000	100%	
USU	2021	USU - Heravi Global Teaching and Learning Center	\$14,500,000	\$2,500,000	15%	\$332,100
USU	2021	USU - Electric Vehicle and Roadway Building		\$9,200,000	100%	
Total Utah State University			\$116,450,000	\$382,532,000	76.7%	\$3,634,800
WSU	2012	WSU Stromberg Center Addition		\$8,000,000	100%	
WSU	2013	New Science Building - Design	\$3,500,000		0%	
WSU	2014	New Science Building - Construction	\$56,400,000	\$13,700,000	20%	\$711,000
WSU	2015	Browning Center Seating	\$1,000,000		0%	
WSU	2017	Social Sciences Building (Lindquist Hall)	\$14,000,000		0%	\$432,200
WSU	2018	Social Sciences Building (Lindquist Hall)	\$15,940,000	\$5,000,000	24%	
WSU	2019	Noorda Engineering and Applied Science Building	\$50,000,000	\$8,150,883	14%	\$659,200
WSU	2021	WSU - Stewart Stadium East Bleachers		\$4,000,000	100%	
WSU	2021	WSU - Noorda Engineering and Applied Sciences Building		\$8,500,000	100%	
Total Weber State University			\$140,840,000	\$47,350,883	25.2%	\$1,802,400
SUU	2013	Utah Shakespeare project	\$2,000,000		0%	
SUU	2014	Center for the Arts		\$35,000,000	100%	
SUU	2016	New Business Building and Repurposed Existing Building	\$8,000,000	\$9,000,000	53%	\$349,000
SUU	2019	Technology, Engineering & Design Building (design)	\$2,000,000		0%	
SUU	2021	SUU - Academic Classroom Building	\$43,013,700		0%	\$806,400
Total Southern Utah University			\$55,013,700	\$44,000,000	44.4%	\$1,155,400
Snow	2014	Richfield Campus - Sevier School District Lease Buyout	\$3,000,000		0%	
Snow	2015	New Science Building	\$19,937,000		0%	\$322,000
Snow	2016	New Science Building	\$4,724,600		0%	
Snow	2016	Richfield Land Acquisition	\$400,000		0%	
Snow	2017	Land Bank	\$555,000		0%	
Snow	2018	Stadium and Sports Complex	\$5,000,000	\$1,000,000	17%	
Snow	2019	Stadium and Sports Complex (cost overrun)	\$650,000		0%	\$50,000
Total Snow College			\$34,266,600	\$1,000,000	2.8%	\$372,000
DSU	2013	East Elementary School Purchase - Partial Funding	\$500,000		0%	
DSU	2014	East Elementary School Purchase - Final Funding	\$1,000,000		0%	
DSU	2015	DSU 350 Bed Student Housing		\$20,000,000	100%	
DSU	2015	University Plaza Land Bank Purchase	\$3,000,000		0%	
DSU	2017	DSU Legend Solar Stadium		\$4,700,000	100%	
DSU	2017	Human Performance Center	\$8,000,000		0%	\$595,000
DSU	2018	Human Performance Center	\$17,000,000	\$25,000,000	60%	
DSU	2019	Human Performance Center (cost overrun)	\$4,400,000		0%	
DSU	2019	Science Building	\$50,000,000	\$7,897,138	14%	\$821,300
DSU	2019	Student Housing		\$41,835,000	100%	
DSU	2020	Greater Zion Stadium Expansion		\$10,000,000	100%	
DSU	2021	DSU - Land Bank	\$15,000,000		0%	
Total Dixie State University			\$98,900,000	\$109,432,138	52.5%	\$1,416,300
UVU	2012	Classroom Building - Design	\$2,175,000		0%	
UVU	2013	New Classroom Building	\$54,000,000		0%	\$1,984,500
UVU	2015	Student Activity Center	\$1,500,000		0%	
UVU	2016	Performing Arts Building	\$22,000,000	\$20,000,000	48%	\$1,168,000
UVU	2017	Performing Arts Building	\$10,000,000		0%	
UVU	2017	UVU Pedestrian Access and Crossing to FrontRunner	\$14,000,000		0%	
UVU	2019	New Business Building	\$50,000,000	\$24,998,237	33%	\$1,466,900

Institution	Year Funded	Building/Project	State Funded Amount	Other Funded Amount	Percent Other	State Funded O&M
UVU	2019	Sorensen Center		\$24,560,000	100%	
		Total Utah Valley University	\$153,675,000	\$69,558,237	31.2%	\$4,619,400
SLCC	2015	SLCC Strength and Conditioning Center		\$3,900,000	100%	
SLCC	2015	CTE Learning Resource & Classroom Bldg. - Design	\$3,000,000		0%	
SLCC	2015	Fencing	\$250,000		0%	
SLCC	2016	CTE Learning Resource & Classroom Bldg. - Construction	\$42,590,500	\$250,000	1%	\$1,080,500
SLCC	2018	SLCC Jordan Campus Student Center		\$13,000,000	100%	
SLCC	2021	SLCC - Herriman Campus	\$32,674,800	\$24,400,000	43%	\$1,026,500
		Total Salt Lake Community College	\$78,515,300	\$41,550,000	34.6%	\$2,107,000
TTech	2012	Tooele Technical College Campus	\$9,981,000	\$5,000,000	33%	\$569,900
DXTech	2013	Land Purchase	\$2,500,000		0%	
SWTech	2015	Allied Health and Technology Building	\$19,300,000		0%	\$587,500
MTech	2015	Provo Campus	\$0	\$10,683,000	100%	
DXTech	2016	Dixie Technical College Permanent Campus	\$31,900,000	\$8,000,000	20%	\$1,366,400
OWTech	2017	Business Depot Improvement	\$6,586,500		0%	\$336,200
TTech	2017	Land Bank	\$525,000		0%	
DTech	2018	Allied Health Building	\$34,364,500		0%	\$661,300
MTech	2018	Thanksgiving Point Campus Technology Trades Building	\$33,000,000	\$1,000,000	3%	\$683,700
BTech	2021	Health Science and Technology Building	\$38,059,600	\$1,000,000	3%	\$624,000
DTech	2021	Land Purchase	\$1,000,000		0%	
		Total Technical Colleges	\$177,216,600	\$25,683,000	12.7%	\$4,829,000
Utah System of Higher Education Total			\$1,040,877,200	\$2,127,458,858	67.1%	\$24,838,100



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB F

March 25, 2021

Policy R743, Process for Use of Dedicated Capital Project Funds

During the 2019 Utah legislative session, the Legislature passed [S.B. 102, Higher Education Capital Facilities](#), which created a new process for funding USHE capital facilities projects. For degree-granting institutions, the legislation requires the Board to allocate appropriations to the institutions based on a funding formula comprised of six factors. For technical education institutions, the legislation requires the Board to prioritize capital projects based on institutional need. The legislation requires the Board to establish procedures for the use of appropriated “dedicated capital project funds,” which procedures are defined in the proposed Board Policy R743. The funding formula for degree-granting institutions is currently defined in [Board Policy R742, Dedicated Capital Project Allocation Formula](#).

The proposed Policy R743 creates a five-step process for degree-granting institutions to access and use dedicated capital project funds: 1. allocation of funds, 2. capital programming and cost estimation, 3. submission of requests, 4. Board review and authorization of projects, and 5. Board submission of authorized projects to the legislature.

The policy further creates a four-step process for the Board to prioritize technical college requests to use dedicated capital project funds: 1. submission of requests, 2. Board review and scoring of projects, 3. Board prioritization of projects, and 4. Board submission of authorized projects to the legislature.

The committee is asked to review and discuss this policy as part of the capital prioritization process for FY 2021-22 and ahead of policy adoption by the Board.

Commissioner’s Recommendation

This is a discussion item only; no action is required.

Attachment

R743, Process for Use of Dedicated Capital Project Funds¹

R743-1. Purpose: To provide the methodology and process for the use of funds appropriated by the State Legislature for dedicated capital projects.

R743-2. References

- 2.1. Utah Code §53B-2a-117 (Technical Colleges – Capital Development)
- 2.2. Utah Code §53B-22-201 (Capital Developments)
- 2.3. Utah Code [§ 63A, Chapter 5](#) (State Building Board)
- 2.4. Policy and Procedures [R701, Capital Facilities](#)
- 2.5. Policy and Procedures [R706, Capital Facilities Planning](#)
- 2.6. Policy and Procedures [R742, Dedicated Capital Project Allocation Formula](#)
- 2.7. Policy and Procedures [R751, Institutional Facilities Space Utilization](#)

R743-3. Definitions

- 3.1. **Capital Development:** This policy adopts the definition established in Utah Code 63A-5-104(1)(a).
- 3.2. **Dedicated Project:** a capital development project for which state funds from an institution's formulaic allocation under Utah Code 53B-22-201 are requested or used or from the Board's prioritization of dedicated funds under Utah Code 53B-2a-117.
- 3.3. **Capital Projects Fund:** a capital project restricted fund created by 53B-22-202 and 53B-2a-118 to receive appropriations for USHE dedicated projects.
- 3.4. **Capital Program:** the services to define the scope and purpose of a proposed capital project as defined in 63A-5b-502

R743-4. Dedicated Project Prioritization Process for Degree-Granting Institutions: The Board shall annually review and authorize dedicated projects submitted by USHE institutions. The annual dedicated project prioritization process consists of five steps:

¹ Draft: March 25, 2021

4.1. Step 1 — Allocation of Funds: By June 30 of each year, the Board shall allocate funds appropriated by the State Legislature for dedicated projects as outlined in Board Policy R742, *Dedicated Capital Project Allocation Formula*. The Board shall submit the allocation to the State of Utah Division of Finance to track individual institutional allocations within the Higher Education Capital Projects Fund.

4.2. Step 2 — Capital Programming and Cost Estimation: Before a dedicated capital project may be submitted for Board and legislative consideration, institutions shall create a capital program for the facility to define the scope and purpose of the facility. In collaboration with the Department of Facilities Construction and Maintenance (DFCM), the institution shall use the program to create a realistic construction budget estimate (CBE) for the project.

4.3. Step 3 — Submission of Requests: Institutions shall submit capital development requests for funding from dedicated project allocations to the Board for evaluation based on procedures developed annually by the Office of the Commissioner, including a submission of the capital program and the construction budget estimate. Each institution may submit one or more projects. Project costs for the combined total of all submitted projects must be less than or equal to the institutional balance in the Higher Education Capital Projects Fund after the annual Board allocation. Institutions may not submit projects to the State Building Board or the State Legislature without prior Board approval.

4.4. Step 4 — Board Review and Authorization of Projects: The Board annually reviews dedicated project requests and votes to authorize or deny the project. The review shall include three statutory requirements:

4.4.1. Cost-Effective and Efficient Use of Resources:

4.4.1.1. Institutions shall submit a detailed capital program and a capital budget estimate reviewed by DFCM. Institutions shall also provide the Board a narrative describing how the project economizes state and institutional resources.

4.4.1.2. With the assistance of DFCM and using the DFCM cost database, institutions shall compare the costs of the proposed facility with projects of like size and function and explain significant differences in comparable costs.

4.4.1.3. Institutions shall provide the total cost of ownership for the proposed facility, including the annual cost of operation and maintenance, the total cost of operation and maintenance over the useful life of the facility, and the total cost of capital improvements over the estimated life of the facility, and describe the funding sources for those costs.

4.4.2. Consistent with Mission and Master Plan:

4.4.2.1. Institutions shall demonstrate how the proposed facility will meet institutional needs and is consistent with the institution's mission.

4.4.2.2. Institutions shall demonstrate how the proposed facility aligns with the institutional master plan and the 5-year plan required by Board Policy R706.

4.4.3. Fulfillment of a Critical Institutional Facility Need:

4.4.3.1. Institutions shall demonstrate the need for the facility by providing quantifiable evidence, which may include measures of program growth, enrollment, facility obsolescence, etc.

4.4.3.2. Institutions shall provide current facility utilization measures and describe how the project will improve institutional space utilization, including how the improved utilization will be measured and reported to the Board.

4.4.3.3. Institutions shall provide current deferred maintenance information, including the dollar amount of institutional deferred maintenance and a description of how the project will affect deferred maintenance.

4.5. Step 5 – Board Submission of Authorized of Projects: All dedicated projects authorized by the Board shall be submitted to the State Building Board and the Governor for review and recommendation and to the State Legislature for further consideration and authorization to use allocated funds in the Higher Education Capital Projects Funds. Institutions may not spend allocated funds unless affirmatively authorized by the State Legislature and funded by the State Legislature for operation and maintenance.

R743-5. Dedicated Project Prioritization Process for Technical Colleges: The Board shall annually review, prioritize, and authorize dedicated projects submitted by USHE technical colleges. The annual dedicated project prioritization process consists of four steps:

5.1. Step 1 – Submission of Requests: Technical colleges submit capital development requests for funding from the Higher Education Capital Projects Fund to the Board based on procedures developed annually by the Office of the Commissioner. Each technical college may submit no more than one project, but the project may request funding over several years.

Institutions may not submit projects to the State Building Board or the State Legislature without prior Board approval. Requests must include the following information:

5.1.1. A detailed capital budget estimate reviewed by DFCM and a narrative describing how the project economizes state and institutional resources.

5.1.2. A demonstration of the need for the facility by providing quantifiable evidence, which may include measures of program growth, enrollment, facility obsolescence, etc.

5.1.3. Current facility utilization measures and a description of how the project will improve institutional space utilization, including how the improved utilization will be measured and reported to the Board.

5.1.4. The total cost of ownership for the proposed facility, including the annual cost of operation and maintenance, the total cost of operation and maintenance over the useful life of the facility, and the total cost of capital improvements over the estimated life of the facility.

5.1.5. How the proposed facility aligns with the institutional master plan and the 5-year plan required by Board Policy R706.

5.2. Step 2 — Board Review and Scoring of Projects: The Board annually reviews dedicated project requests to prioritize funding in the Higher Education Capital Projects Fund for technical education projects. The scoring process assigns weighted points from five statutorily required factors. Each year, prior to the review, the Board shall establish the weights for the following factors considered in the scoring:

5.2.1. Growth and Capacity: The Board awards up to 10 points to projects based on the gap between the calculated space need and an institution's current inventory of space. An institution's calculated space need shall be determined by multiplying an assignable square-foot per FTE standard by the projected number of FTE students (excluding online and concurrent enrollment students not using institutional facilities), faculty, or staff as appropriate for each category of space reported in the most recent USHE Space Inventory. The Board also awards up to 10 additional points for space utilization (as reported in the most recent annual space utilization submission) that exceeds USHE standards set in Board Policy R751. Twenty points are possible.

5.2.2. Effectiveness and Support of Critical Programs: The Board awards points based on a qualitative review of each project's support of institutional program needs. Institutions shall submit information relating to the programs that will be housed in the

proposed facility, including current enrollments, workforce demand, projected enrollments, and current capacity. Ten points are possible.

5.2.3. Cost-Effectiveness: The Board awards points for cost-effective projects as measured by the DFCM cost database. Ten points are possible

5.2.4. Building Deficiencies and Life Safety Concerns: The Board awards points to projects that replace existing facility deficiencies identified by third-party facility condition assessments or DFCM in the following four areas: life or fire-safety, structural or seismic, electrical, and mechanical. A project receives a point for each five percent of a seismic/structural or life/fire safety deficiency (up to three points) and half a point for each five percent of electrical and mechanical deficiencies (up to two points) calculated as a percentage of the current replacement value of the building as insured by the Division of Risk Management. The points are then multiplied by the percentage of the project that includes renovated or demolished square feet. Ten points are possible.

5.2.5. Alternative Funding Sources: The Board awards points based on evidence that non-appropriated funds are in-hand or have been committed to the institution for use toward the project's costs. Non-appropriated funds shall not create a future liability for the state, create an external property right, nor be given with an expectation of future payback. Neither student fees nor institutional funds will be counted as non-appropriated funds for purposes of awarding points. The Board will award one point for every one (1) percent of allowable alternative funds calculated as a percentage of total project costs up to a maximum of 10 points.

5.3. Step 3 – Board Prioritization of Projects: Based on the scoring in subsection 5.3, the Board shall rank all technical education dedicated projects and determine which projects to recommend to the Legislature for funding. The Board may prioritize multiple projects up to the amount in the Higher Education Capital Projects Fund for technical education projects. The Board may also prioritize a single project that requires funding over multiple years.

5.4. Step 4 – Board Submission of Authorized of Projects: All dedicated projects authorized by the Board shall be submitted to the State Building Board and the Governor for review and recommendation and to the State Legislature for further consideration and authorization to use allocated funds in the Higher Education Capital Projects Funds. Institutions may not spend allocated funds unless affirmatively authorized by the State Legislature and operation and maintenance funding is established.

R743-6. Operation and Maintenance for Dedicated Projects: As allowed by statute, all authorized projects may request operation and maintenance funding from the Legislature in conjunction

with dedicated capital project funding. If the Legislature does not fund the operation and maintenance for a particular project, the requesting institution must identify funds to operate and maintain the facility before construction may begin.

R743-7. Review upon Completion of a Dedicated Project: As required by statute, the Board shall review the costs and design of each capital project completed using dedicated capital project funds. Institutions shall submit all costs of a dedicated capital project to the Board, including but not limited to soft costs, land purchases, programming, design, and construction costs upon substantial completion. The institution shall also provide information to the Board on design decisions and elements for discussion in relation to costs of construction.



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB G

March 25, 2021

Space Utilization Report 2019-2020

Board Policy R751, *Institutional Facilities Space Utilization*, requires USHE degree-granting institutions to submit annual classroom and laboratory utilization information and report goals and accomplishments in meeting Board-adopted utilization standards. The attached report for the academic year 2019-2020 fulfills this requirement. While technical colleges are not currently included in the policy or the requirement to report utilization, the Commissioner's office is working with them to develop utilization reporting and standards to include in next year's report.

USHE degree-granting institutions submitted utilization information for the 2019-2020 academic year according to prescribed procedures developed by the Commissioner's office. Institutions also submitted answers to questions asked by the Commissioner's office describing utilization goals and accomplishments for 2019- 2020. The attached report contains both a systemwide overview of USHE classroom and teaching laboratory utilization and institutional specific sections providing utilization information and reporting for the required degree-granting institutions. This report is intended to be a starting point for continued discussion relating to USHE space utilization.

Commissioner's Recommendations

This is an information item only; no action is required.

Attachments



GENERAL REPORT

March 2021

Malin Francis

USHE—Space Utilization Report, 2019-2020

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Introduction

In March 2018, the Board adopted [Policy R751, *Institutional Facilities Space Utilization*](#),¹ to provide systemwide standards for the utilization of classrooms and teaching laboratories, as well as an annual reporting requirement. The policy encourages the optimization of institutional space and more efficient allocation of institutional resources in the assignment and utilization of available space.

As required by the [policy](#), USHE institutions submitted utilization information for the 2019-20 academic year according to prescribed procedures developed by the Office of the Commissioner. Institutions also submitted institutional reports describing utilization goals and accomplishments for 2019-20. This report captures these submissions and organizes the information into two sections:

1. System overview
2. Individual institutional information

The systemwide overview provides institutional main campus utilization for both classrooms and teaching laboratories. The overview includes a summary of institutional challenges relating to utilization, institutional progress in centralizing scheduling and creating policy, and actions taken to improve summer utilization.

Individual institution utilization information comprises the majority of this report and includes four major subsections.

1. The first subsection charts total institution, main campus, and branch campus utilization in classrooms and teaching labs compared to USHE standards. The charts include a comparison with last year's (2018-19) utilization reporting, where available, to show year-over-year trends.
2. The second subsection lists classroom utilization by building and campus as well as by term (spring, fall, summer), including the number of rooms and seats available for scheduling in a building.
3. The third subsection shows a similar table for teaching laboratories.
4. The final section records institutional answers to the questions asked by the Office of the Commissioner for the 2019-20 utilization report.

This report is intended to be a starting point for continued dialogue and information gathering related to USHE space utilization. Space utilization reported herein refers to credit-bearing courses taught in classrooms and laboratories—the quantifiable portion of the total actual utilization occurring on USHE institution campuses. Instruction occurs in locations outside of classrooms and laboratories, and many other activities besides instruction occur in classroom and laboratory space. While utilization information beyond credit-bearing courses is currently difficult to quantify, improvements in data collection systems and methodologies may expand the ability to capture such usage in the future.

¹ R751, *Institutional Facilities Space Utilization*, <https://ushe.edu/ushe-policies/r751/>

System Overview

Board of Higher Education Utilization Standards

Higher education institutions traditionally monitor room utilization using two metrics:

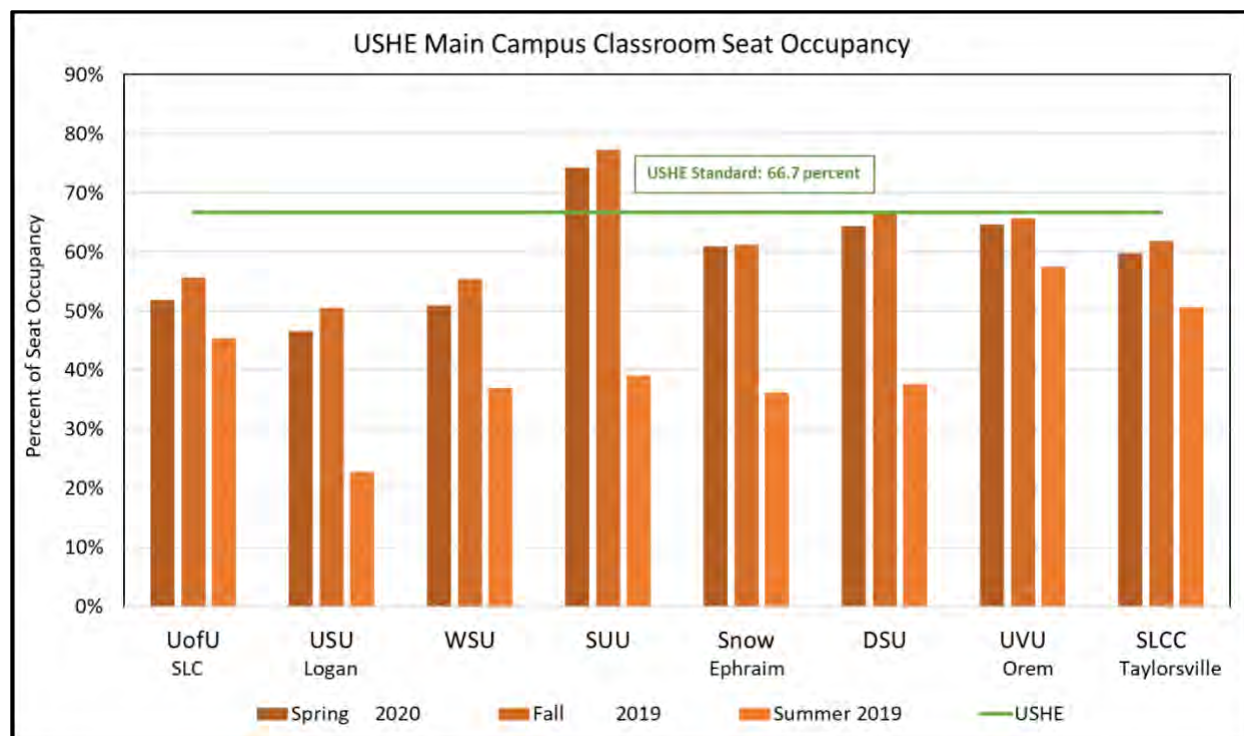
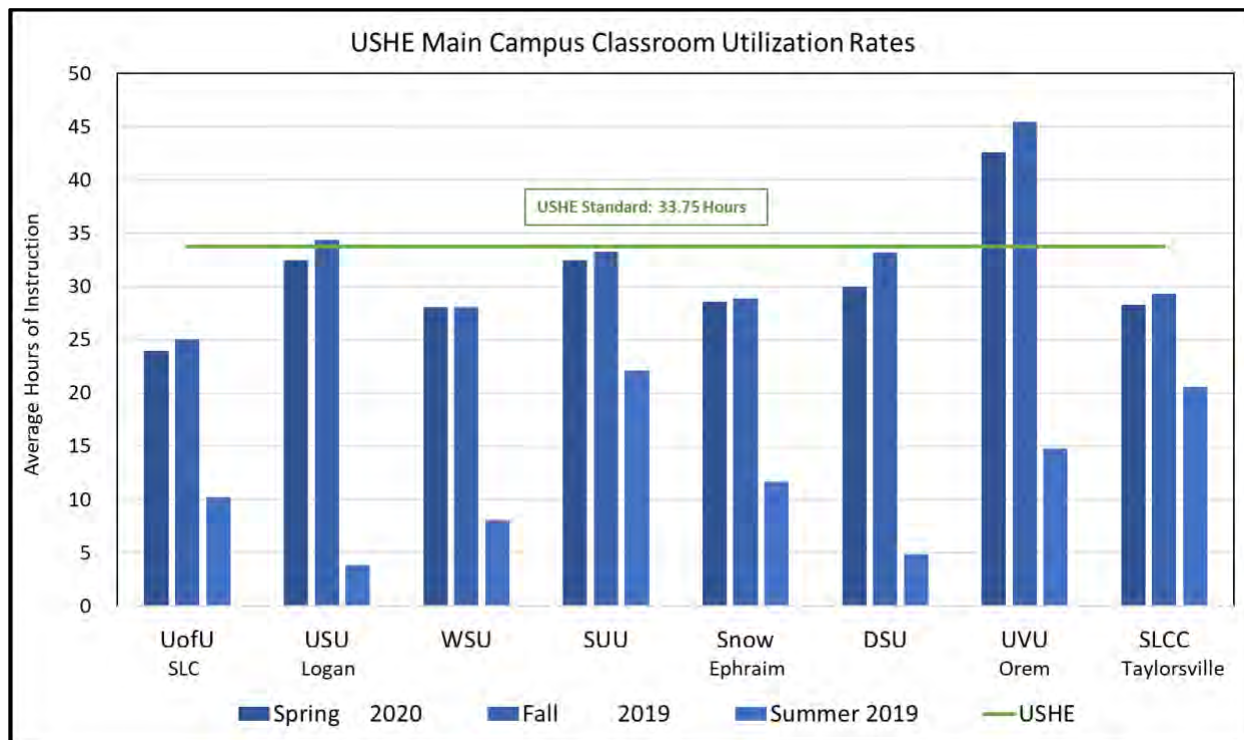
1. Room Utilization Rates (RUR)—which measures how many hours a room is scheduled for use in a given time period; and
2. Station Occupancy Rates (SOR)—which measures the number of seats or stations occupied as a percent of total capacity.

[Board Policy R751](#) adopts the following standards for classroom and teaching laboratory utilization for fall and spring semesters on main campuses, which are used throughout this report:

- Classroom RUR: 75% scheduling of all classrooms during a 45-hour week—33.75 hours per week
- Classroom SOR: 66.7% seat occupancy
- Teaching Lab RUR: 50% scheduling of all labs during a 45-hour week—24.75 hours per week
- Teaching Lab SOR: 80% station occupancy

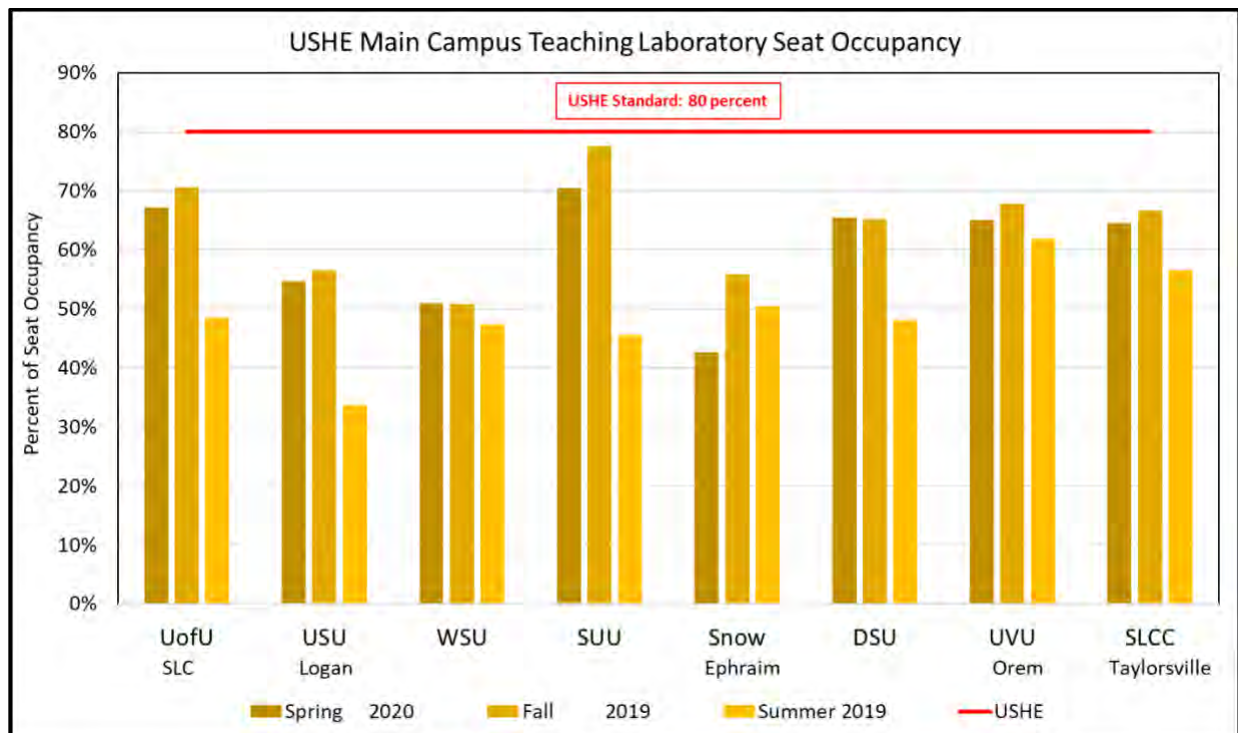
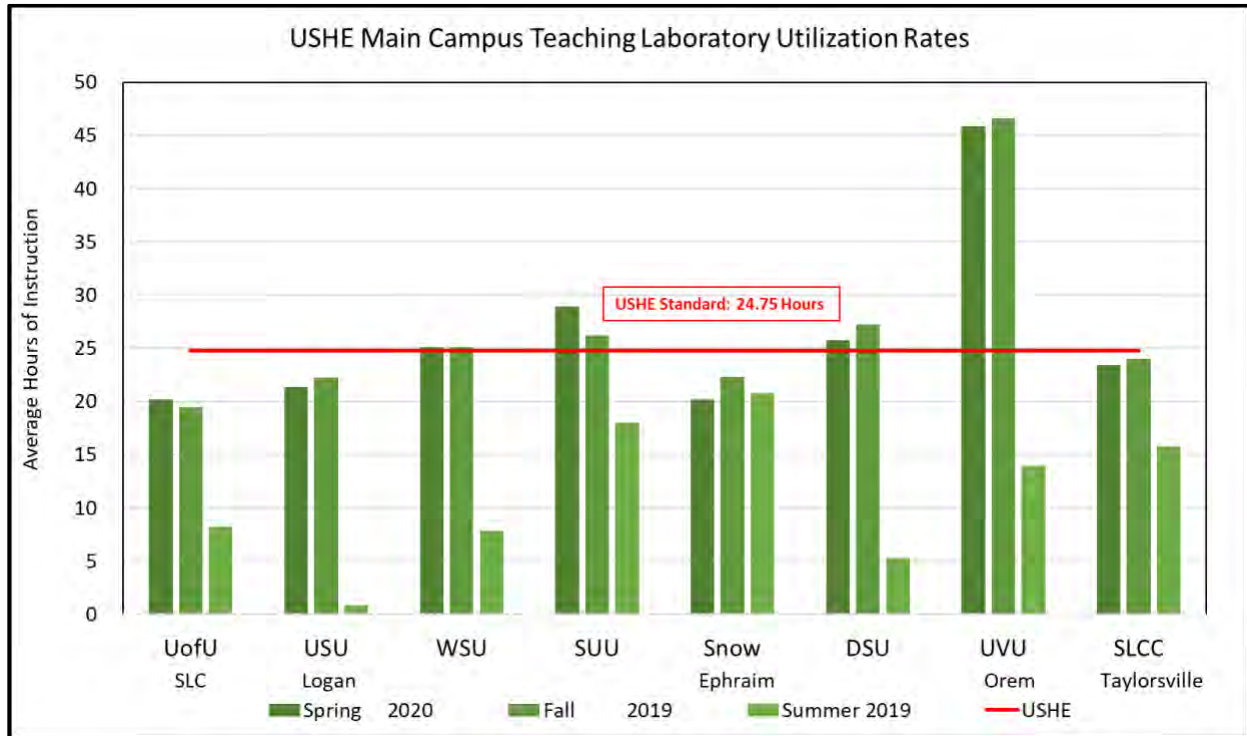
USHE Classroom Utilization 2019-20

The following charts show institutional classroom utilization compared to USHE standards for main campuses. Weber State University numbers include both the Ogden and Davis campuses. More detailed information is provided in subsequent sections for each institution.



USHE Teaching Laboratory Utilization 2019-20

The following charts show institutional teaching laboratory utilization compared to USHE standards for main campuses. Weber State University numbers include both the Ogden and Davis campuses. More detailed information is provided in subsequent sections for each institution.



Institutional Challenges

Factors affecting institutional space utilization include size, quality, and age of facilities. Many institutions have larger inventories of classrooms and laboratories that exceed their useful life or are functionally obsolete. While legislative funding allows the renovation or replacement of some space, the amount of needed renovations historically exceeds funding. Technologically, pedagogically, or structurally deficient classrooms and laboratories do not receive the level of demand from students or faculty needed to meet utilization standards. Additionally, older facilities that do not meet the Americans with Disability Act (ADA) requirements make central scheduling difficult when student needs for accommodations are unknown. The size of some USHE campuses likewise affects the ability of central scheduling to effectively schedule space in certain buildings located on the periphery of campus or away from central cores. Finally, the specialization of some space, especially laboratories, prevents open scheduling of the rooms despite the criticality of the space needed for specialized instruction (i.e., chemistry labs, anatomy labs, high-bay automotive, etc.).

Student demand strongly affects room utilization. USHE institutions that are open-enrollment missions and nontraditional students face the challenge of meeting student demand for classes throughout the day. These institutions find high demand for classes in the morning before work begins and in the evening after work hours. Mid-day scheduling often conflicts with student work schedules. Even more traditional on-campus students also work during the school year and have conflicting schedules and preferences. While institutions continue to experiment with additional course offerings to improve utilization, low demand prevents significant improvement.

Likewise, summer term historically fails to attract students for various reasons. Some students need to work to save for the coming academic year, others find jobs and internships to improve career opportunities after graduation. Summer months also show decreased instructional utilization as institutions use many classrooms and some laboratories for summer youth programs not captured in the current utilization numbers. As institutions' ability to capture those programs in scheduling systems improves, summer utilization will markedly improve as well.

Prior to March 2018, no statewide policy mandated central scheduling. While every USHE institution is committed to central scheduling, the institutions with historically decentralized scheduling require time to fully implement the new policy. Utilization numbers for those institutions will lag.

Central Scheduling

[Board Policy R751](#) requires all USHE institutions to centrally schedule classrooms and teaching laboratories. The policy allows for departmental preferences in scheduling but requires institutions to centrally manage the space. The following USHE institutions schedule 100% of their instructional spaces centrally:

- University of Utah
- Utah State University
- Weber State University
- Southern Utah University
- Dixie State University
- Utah Valley University
- Salt Lake Community College

Weber State University (WSU) has historically decentralized scheduling to academic departments who largely maintain and operate the rooms at their expense. To that end, Weber State has purchased and implemented a centralized scheduling software, EMS. This software and associated process will allow them to optimize the use of all classroom, lab, and event spaces on campus. Snow College currently schedules approximately 60% of classrooms and labs centrally.

Institutional Utilization Policies

Recognizing USHE institutions vary by size and mission, [Board Policy R751](#) allows institutions to develop their own space use policies and required institutions to finalize those policies by March 2019. All institutions have implemented a space use policy that conforms to the [Board Policy R751](#) requirements.

Summer Term

Students traditionally enroll far less in summer terms than spring and fall terms. As noted previously, one of the largest obstacles to overcome in increasing summer enrollment is student choice. Summers are often used for work and internships that increase student success in the fall and spring terms; students also often return home in the summer to be with family. While noting the challenges in attracting students to the summer term, institutions are working on a variety of strategies to improve summer enrollment and, therefore, utilization of facilities.

WSU operates on a tri-term schedule, offering a full schedule during the summer months. WSU and most other USHE institutions encourage departments and faculty to offer more courses during the summer months; course offerings in summer for high-demand degrees and waitlisted classes are especially encouraged. In addition, Southern Utah University has developed three-year bachelor's degree plans that fully utilize the summer term.

All institutions engage with their communities during the summer by offering summer camps for junior and senior high school students. These programs utilize classroom and laboratory space on campus and serve multiple missions, including future recruitment, community good-will, outreach, and development. While these programs utilize classroom and laboratory facilities, the utilization is not currently tracked.

Not all strategies attracting students to summer enrollment improve physical classroom and lab utilization. Institutions increasingly turn to online content delivery to provide students with flexible options. Online content especially helps attract students in the summer term.

Changes to the Capital Development Prioritization Process

The office of the Commissioner has proposed revisions to the current USHE Prioritization process for capital development projects, known as CDP, to incorporate institutional utilization. This detailed prioritization process is currently in use.

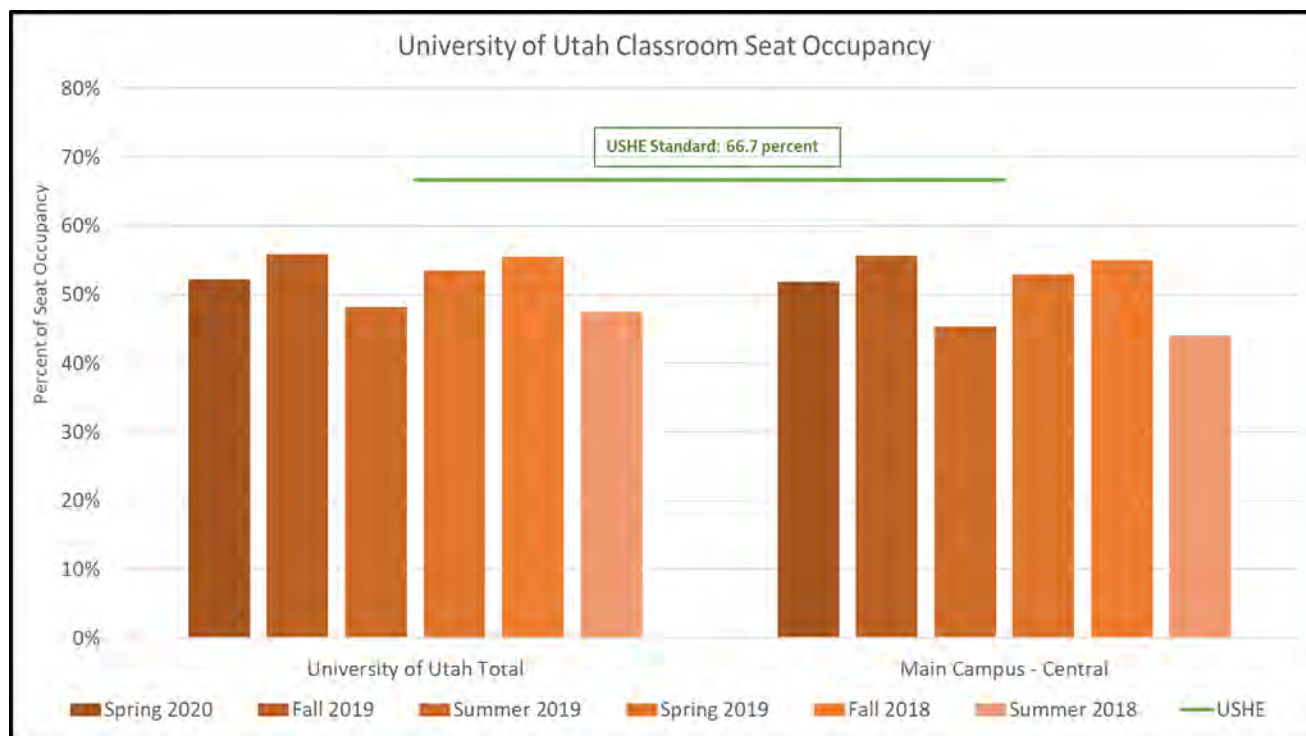
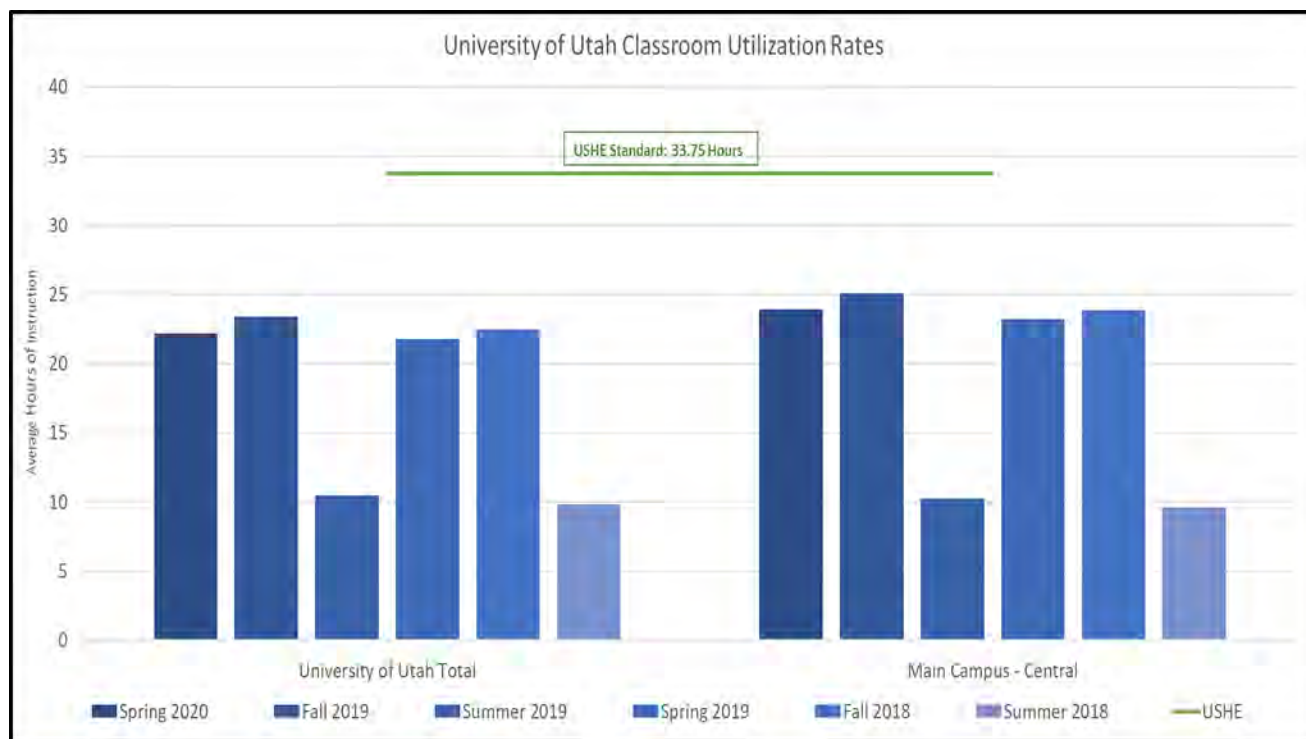
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Institution Utilization Information

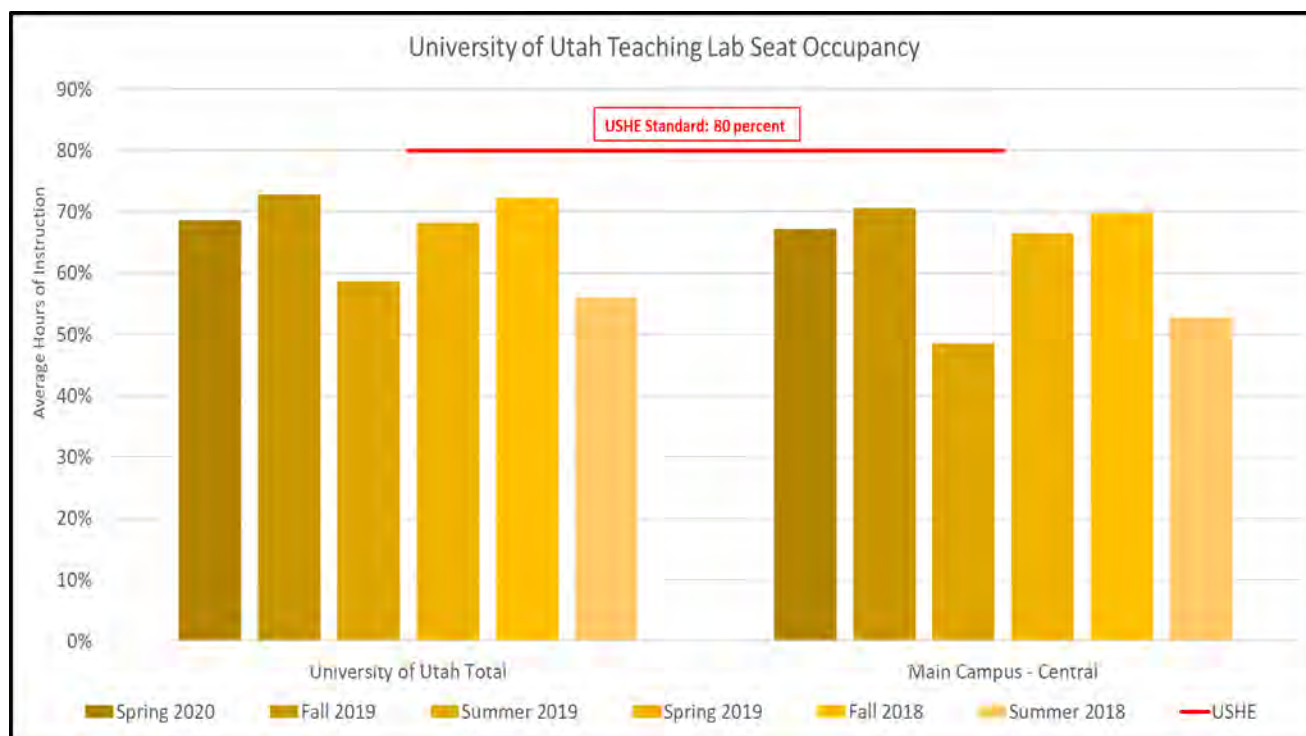
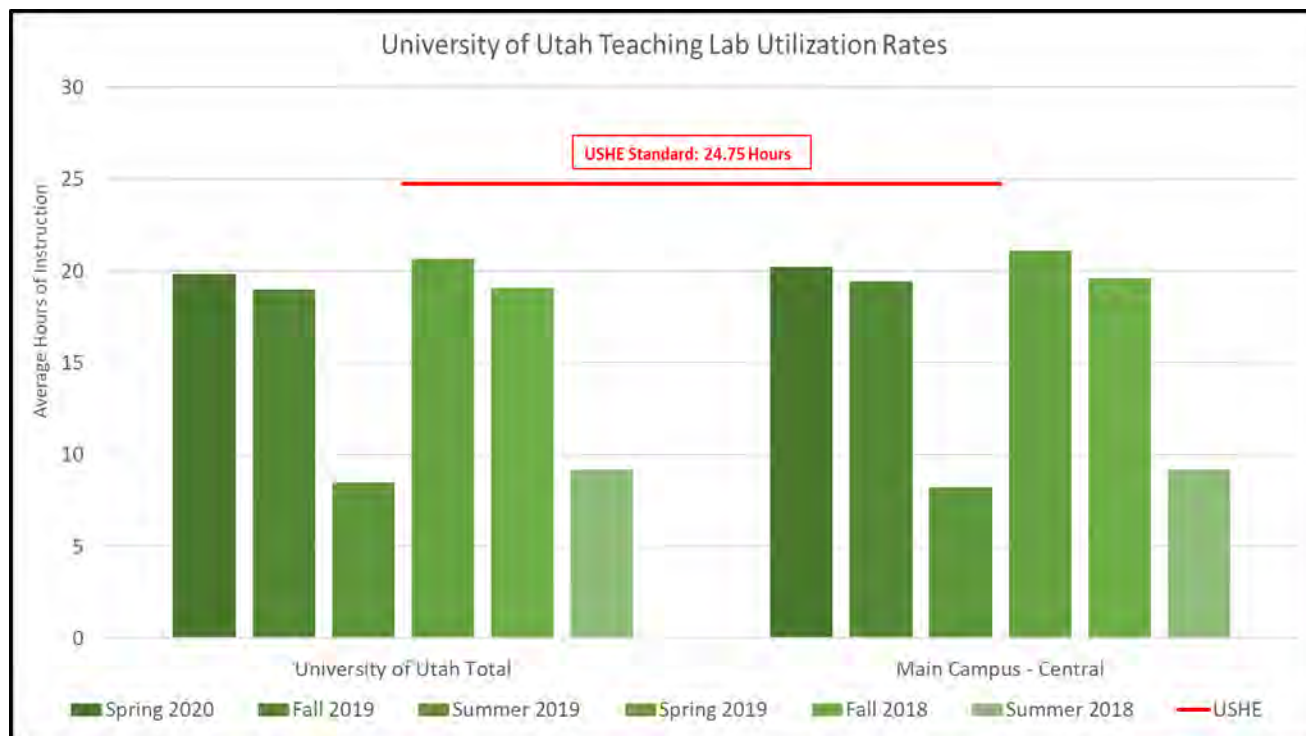
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University of Utah Utilization 2019-20

Overview of UU Classroom Utilization



Overview of UU Lab Utilization



UU Classroom (110) Utilization

	Class room (110) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
	Room Utilization	# Rooms	Station Occupancy	# Seats	Room Utilization	# Rooms	Station Occupancy	# Seats	Room Utilization	# Rooms	Station Occupancy	# Seats
			Rate				Rate				Rate	
University of Utah Total	22.2	290	52.2%	18,340	23.4	292	55.8%	18,510	10.5	162	48.2%	11,049
Main Campus - Central	23.9	249	51.8%	16,298	25.1	254	55.7%	16,525	10.2	145	45.3%	10,027
Olpin Union	9.0	2	48.3%	150	10.9	2	54.6%	150				
Emery Building	21.2	6	55.3%	293	26.8	6	58.9%	293	12.7	3	59.6%	178
Marriott Center for Dance	17.7	2	44.6%	60	15.9	2	27.5%	60				
Skaggs Biology Building	22.3	2	48.9%	471	20.1	2	50.3%	471				
Annex General Office	4.3	2	36.5%	70	3.9	3	43.1%	98	10.1	3	80.0%	83
Architecture Building	26.5	3	44.6%	174	22.4	4	43.8%	270	9.2	1	20.8%	36
Art Building	21.2	1	52.3%	83	25.2	1	43.4%	83	5.9	1	27.1%	83
Sorenson Arts & Ed Complex	23.7	6	40.6%	250	29.2	6	39.3%	250	30.3	7	34.2%	350
Business Classroom Building	24.7	16	46.2%	724	27.2	16	50.1%	724	8.3	5	42.0%	230
Roland Christensen Center	25.8	6	51.3%	454	36.2	6	52.9%	454	4.2	5	50.8%	409
Gardner Commons	30.4	34	58.9%	1,641	31.4	34	62.8%	1,641	10.9	24	47.4%	880
Irish Humanities Building	15.0	2	80.6%	245	16.5	2	72.3%	245	2.5	1	34.5%	165
College of Social Work	27.2	8	54.5%	510	27.2	8	54.2%	510	11.8	6	57.2%	426
Garff Marriott Residential Scholars	33.3	3	59.5%	100	31.3	3	57.5%	100				
Film and Media Arts Building	38.0	1	25.3%	416	21.7	2	26.7%	476	4.3	1	8.7%	416
Meldrum Civil Engineering Building	9.2	1	26.2%	42	17.7	1	24.4%	42				
Sutton Building	22.3	3	42.0%	142	20.9	3	47.1%	142	3.6	2	42.6%	112
Eyring Chemistry Building	25.0	5	43.6%	678	27.8	5	48.8%	678	9.0	3	28.5%	626
HPER East	14.8	1	43.9%	186	9.0	1	64.9%	186	3.5	1	39.8%	186
HPER North	20.6	6	46.1%	319	23.7	6	61.5%	319	6.9	6	31.6%	319
HPER West	24.0	1	41.0%	78	12.0	1	75.6%	78	3.4	1	42.3%	78
Marriott Library	23.2	7	50.4%	371	23.7	7	62.1%	371	4.1	3	34.0%	125
Fletcher Building	21.8	6	43.6%	608	25.3	5	55.2%	593	9.1	4	47.8%	548
Price Theatre Arts Building	23.6	6	53.6%	588	25.9	6	56.6%	588	8.1	6	39.7%	588
Talmage Building	20.7	1	65.2%	30	27.2	1	66.3%	30				
Widtsoe Building	22.0	4	44.1%	227	21.6	4	55.5%	227	10.5	2	29.4%	171
Warnock Engineering Building	26.5	9	46.8%	446	28.3	9	46.4%	446	5.9	4	33.4%	278
Warnock Eng. Building (L)	27.7	11	53.2%	1,164	29.2	11	54.8%	1,164	10.7	5	48.3%	260
Merrill Engineering Building	28.0	1	43.8%	50	27.2	1	45.8%	50				
Language & Comm. Bldg	15.3	5	68.8%	282	16.8	5	68.8%	282	25.6	1	92.3%	24
Cowles Building	30.7	6	52.5%	273	29.0	6	63.2%	273	15.9	5	59.6%	245
Life Science Building	9.6	4	49.4%	122	17.5	4	61.3%	122				
Naval Science Building	4.0	4	14.6%	162	4.2	3	20.9%	117	1.2	1	5.5%	55
Performing Arts Building	15.8	1	37.7%	99	20.7	1	53.1%	99				
Kennecott Mechanical Eng.	35.2	1	48.1%	183	36.2	1	42.7%	183	3.8	1	19.1%	183
Garff Executive Ed. Bldg	19.5	8	61.2%	520	17.6	8	60.7%	520	11.3	3	67.2%	240
Quinney College of Law	14.8	13	45.8%	421	12.5	14	54.0%	446	7.5	6	43.2%	228
Social & Behavioral Sciences	22.6	14	54.1%	777	24.5	14	54.7%	777	3.5	5	44.8%	319
Social Beh. Science Lecture Hall	15.0	1	42.6%	399	17.0	1	49.9%	399				
Eccles Business Building	37.1	17	52.6%	1,590	38.2	17	55.9%	1,590	12.9	17	40.7%	1,590
Thatcher Bldg Bio Chemistry	5.0	1	7.1%	98	6.0	1	15.3%	98				
Crocker Science Building	22.4	7	53.7%	328	20.7	10	65.3%	406	8.7	6	89.5%	302
Browning Building	15.5	4	41.9%	145	21.3	4	47.2%	145				
Stewart Building	18.9	7	53.3%	329	20.3	7	53.6%	329	5.5	6	20.7%	294
Main Campus - Ft Douglas	7.7	3	26.7%	114	11.7	3	33.3%	114				
Fort Douglas PX	7.7	3	26.7%	114	11.7	3	33.3%	114				
Main Campus - Health Science	8.7	28	53.0%	1,382	9.5	25	52.2%	1,325	7.3	9	58.4%	602
Cumming College of Nursing	14.4	5	56.8%	349	17.0	5	51.4%	349	11.0	4	63.0%	324
Eccles Health Sciences Ed.	7.5	23	52.4%	1,033	7.6	20	52.5%	976	4.4	5	53.8%	278
Main Campus - Research Park	20.6	10	70.3%	546	18.9	10	73.7%	546	17.8	8	74.0%	420
375 Chipeta Way	22.8	2	42.8%	88	22.2	2	41.8%	88	8.5	2	11.6%	88
421 Wakara Way	22.9	3	51.6%	164	17.6	3	65.0%	164	29.1	2	62.7%	140
Dumke Health Professions	24.5	1	75.1%	50	21.5	1	90.0%	50	17.7	1	72.0%	50
Noorda Oral Health Sciences	16.8	4	105.4%	244	17.5	4	100.2%	244	16.4	3	102.1%	142

UU Teaching Lab (210) Utilization

	Teaching Labs (210) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
	Room Utilization	# Rooms	Station Occupancy		Room Utilization	# Rooms	Station Occupancy		Room Utilization	# Rooms	Station Occupancy	
			Rate	# Seats			Rate	# Seats			Rate	# Seats
University of Utah Total	19.8	121	68.7%	3,772	19.0	124	72.8%	3,891	8.5	50	58.6%	1,677
Main Campus - Central	20.2	115	67.1%	3,615	19.4	118	70.6%	3,696	8.2	46	48.5%	1,557
Sheets Marriott Cntr. Dance	31.5	6	52.0%	240	31.1	6	60.1%	240	3.7	2	20.0%	80
Art Building	28.2	10	69.8%	223	27.6	10	70.0%	223	9.6	4	76.5%	92
Biology Building					7.3	3	83.3%	88				
Building 72	41.6	2	76.3%	80	33.5	2	76.9%	80	8.8	1	89.2%	40
Business Classroom Building	16.1	2	55.5%	99	20.3	2	51.9%	99				
Gardner Commons	15.9	3	43.5%	111	12.5	3	50.8%	111	2.6	2	27.5%	80
Gardner Hall	18.6	8	38.3%	479	21.5	8	39.9%	479	6.5	5	12.7%	289
Nielsen Fieldhouse	25.8	4	85.9%	80	20.1	4	96.0%	80				
Film and Media Arts Building	18.3	2	77.5%	50	22.7	2	75.2%	50				
Fine Arts West	8.3	3	54.8%	52	10.0	3	50.4%	52				
Sutton Building	11.7	5	102.0%	88	11.3	5	119.4%	88	2.9	1	40.0%	20
Hedco Building	6.3	2	85.4%	48	4.2	2	61.9%	34				
Eyring Chemistry Building	29.4	9	88.5%	216	29.7	9	92.9%	216	12.5	8	64.4%	192
HPER East	6.7	2	66.3%	52	12.1	2	53.3%	52	5.4	2	28.5%	52
HPER North	9.5	1	30.0%	30	9.0	1	40.8%	30	2.2	1	36.7%	30
HPER West	40.5	1	67.4%	25	36.2	1	78.4%	25	17.6	1	36.9%	25
Marriott Library	17.2	5	48.7%	186	13.6	6	50.0%	207	4.3	2	48.9%	90
Fletcher Building	19.0	2	61.4%	60	17.4	2	68.5%	60				
Talmage Building	9.8	3	89.2%	84	10.7	2	45.0%	60	3.9	1	77.8%	36
Price Theatre Arts Building	20.3	6	28.6%	265	20.7	5	29.5%	245				
Merrill Engineering Building	18.2	13	75.3%	395	18.6	15	83.0%	451	8.1	3	31.2%	90
Language & Comm. Bldg	17.4	4	85.6%	88	20.5	4	77.1%	88	13.7	2	63.9%	51
Cowles Building	14.0	1	36.2%	35	11.0	1	45.3%	35	5.1	1	34.3%	35
Performing Arts Building	10.4	3	55.0%	185	10.7	3	61.9%	185	10.1	2	14.2%	155
Physics Building	8.0	2	50.0%	44	8.3	3	57.8%	54	4.9	3	51.4%	58
Pioneer Memorial Theatre	15.0	1	32.7%	30	17.8	1	29.4%	30				
Sculpture Building	16.7	4	78.3%	93	15.0	4	89.2%	93	7.8	1	43.3%	30
Social & Behavioral Sciences	10.7	1	47.9%	40	10.7	1	44.0%	40	1.7	1	50.0%	40
Thatcher Bldg. Bio. Chemistry	24.7	2	63.5%	36	33.7	1	50.0%	24	25.0	1	44.4%	24
Crocker Science Building	27.8	5	90.0%	116	23.7	4	96.8%	92	6.7	2	91.7%	48
Browning Building	6.1	1	42.7%	25	5.3	1	46.0%	25				
Stewart Building	24.5	2	44.0%	60	20.4	2	50.2%	60				
Main Campus - Research Park	12.1	6	121.3%	157	10.7	6	141.6%	195	11.7	4	133.3%	120
Dumke Health Professions	12.1	6	121.3%	157	12.3	5	144.1%	142	11.7	4	133.3%	120
Noorda Oral Health Sciences					2.5	1	88.7%	53				

University of Utah 2019-20 Utilization Report

Required Question 1: Meeting Board Standards

Using the utilization data submitted with this report, explain how your institution intends to meet or exceed the standard by 2025 to meet legislative intent language and Board performance metrics:

- a. Classroom Room Utilization Rate: 75% scheduling of all classrooms during a 45-hour week—33.75 hours per week
- b. Classroom Seat Occupancy Rate: 66.7% seat occupancy

The University of Utah continues its commitment to using both classroom and laboratory space as effectively as possible. We have spent significant time engaged in meeting or exceeding the utilization standards through dedicated committees and groups analyzing space usage and making suggestions to improve the use of existing lab and classroom space. The engagement of college deans, department chairs, faculty, and staff charged with scheduling courses in discussions regarding how to schedule and use space more wisely continues. The fundamental knowledge and practice gained through maximizing utilization have allowed agility when responding to de-densification mandates of the current academic year.

We have worked to broaden the times that classes are offered, continue to develop and use major maps, which help coordinate courses, and have used conference rooms for smaller graduate seminars. There are often challenges matching appropriate class sizes with appropriate space available for classes. We will continue to work hard to find the appropriate balance to meet both course demand and appropriate classrooms for the topic being taught. There are also quality issues that may preclude certain spaces available for some classes. We will continue to invest resources each year to improve older classrooms and lab space to improve the ability to use these as broadly as possible. We are also continually looking at different ways of modifying our scheduling of classes to increase the flexibility of offering classes at high-demand times without creating bottlenecks between competing high-demand courses.

- c. Laboratory Room Utilization Rate: 55% scheduling of all laboratories during a 45-hour week—24.75 hours per week
- d. Laboratory Seat Occupancy Rate: 80% station occupancy

Many of the same challenges noted above related to classroom utilization also relate to the efficient use of lab space. The use of lab space is being analyzed and considered hand-in-hand with our efforts to increase utilization of classroom space and the efforts noted above also apply in regards to meeting the thresholds for lab space. There are of course additional challenges in meeting the rates for lab space because the space is often specialized in nature, and there is less

flexibility in simply rescheduling the use of the space. Often labs are designed to function more effectively for a specific program utilizing them, and it is not always possible to broaden the use beyond specific types of courses. We also want to ensure all of our lab space is safe for our students and faculty and have spent a significant amount of time ensuring that existing space is not only being used effectively but is also a safe environment for use.

Required Question 2: Local Conditions Affecting Utilization

What are local institutional conditions and other mission-related issues that affect space utilization and scheduling at your institution? What would you like policymakers to understand about the utilization data submitted by your institution?

For instruction and training, not all facilities are created equal, both in terms of facility performance (age and condition) and requisite functionality of a given discipline.

As a large research institution, we have a large demand for different types of classrooms and labs that other institutions may not experience. A classroom or lab at our institution may be designed and built specifically for one specific discipline, which often makes it more difficult to simply make the space more widely available to other courses. We have worked hard to make all of these spaces and resources as flexible as possible so that they are not limited to specific courses, faculty, or disciplines. Additionally, we have some classrooms and labs in older buildings that are many years old and were built and designed before the advent of many of the latest teaching technologies. It can be difficult, as well as expensive, to try and bring these spaces up to the standards needed to accommodate the latest teaching methodologies. Often the equipment is relatively inexpensive and can be added, but the overall design of the classroom/lab does not allow effective use of simply adding equipment, and thus a more costly redesign is warranted.

Required Question 3: Central Scheduling

What steps has your institution taken to implement centralized scheduling as required by Board Policy R751? What percent of your classroom and laboratory inventory are centrally scheduled?

Scheduling practices implemented in 2015 were founded on [Board Policy R751](#) and instituted within our scheduling office.

100% of instructional spaces are centrally scheduled. Approximately 20% of the classrooms within the University of Utah are held as priority spaces where individual programs are allowed first right of refusal before being opened to other credit-bearing activities.

Required Question 4: Institutional Utilization Policy

Provide a link or attach a copy of your institutional utilization policy required by Board Policy R751

<https://registrar.utah.edu/scheduling/classes/>

Required Question 5: Hours of Operation

What are the hours of operation for your institutional facilities and what expectations does your institution have for facility use throughout the day?

Hours of operation vary greatly by facility type. Classrooms are available for scheduling starting at 7 a.m. and concluding by 10 p.m.

Required Question 6: Optimizing Summer Term

What is your institution doing to optimize the use of available classrooms and teaching laboratories during the summer term?

Our efforts are centered on growing year-round enrollment. One new program that we believe will help not only grow overall enrollments but will also help increase summer utilization rates is through a new Bridge program we will implement in the summer of 2020. This program will target students who may not be academically qualified to attend the University of Utah but are very close. The Bridge program will consist of a series of courses and other specialized assistance to try and move the students' academic performance that small extra bit needed in order to be a successful full-time student who will then enroll full-time the following fall semester.

Optional Question 1: Monitoring Methods

What monitoring methods or data collection guidelines does your institution use to ensure effective reporting of classroom and teaching laboratory utilization?

We are constantly looking at ways to enhance the use of utilization data by key groups across our campus. We combine enrollment data files with space data per semester to trend utilization and physical fill rates. Reporting is shared with deans at a Council of Academic Deans meeting and is also made available to individual units from the section to location level throughout each college.

Optional Question 2: Off-Peak Student Enrollment

What strategies does your institution employ for encouraging student enrollment during off-peak hours and better aligning student enrollments with available space?

We intentionally place historically low-enrollment/cap courses at off-peak hours to allow greater access for students who may be in a high-demand course. We are also looking at changing the days/times available for course scheduling to make better use of high-demand times.

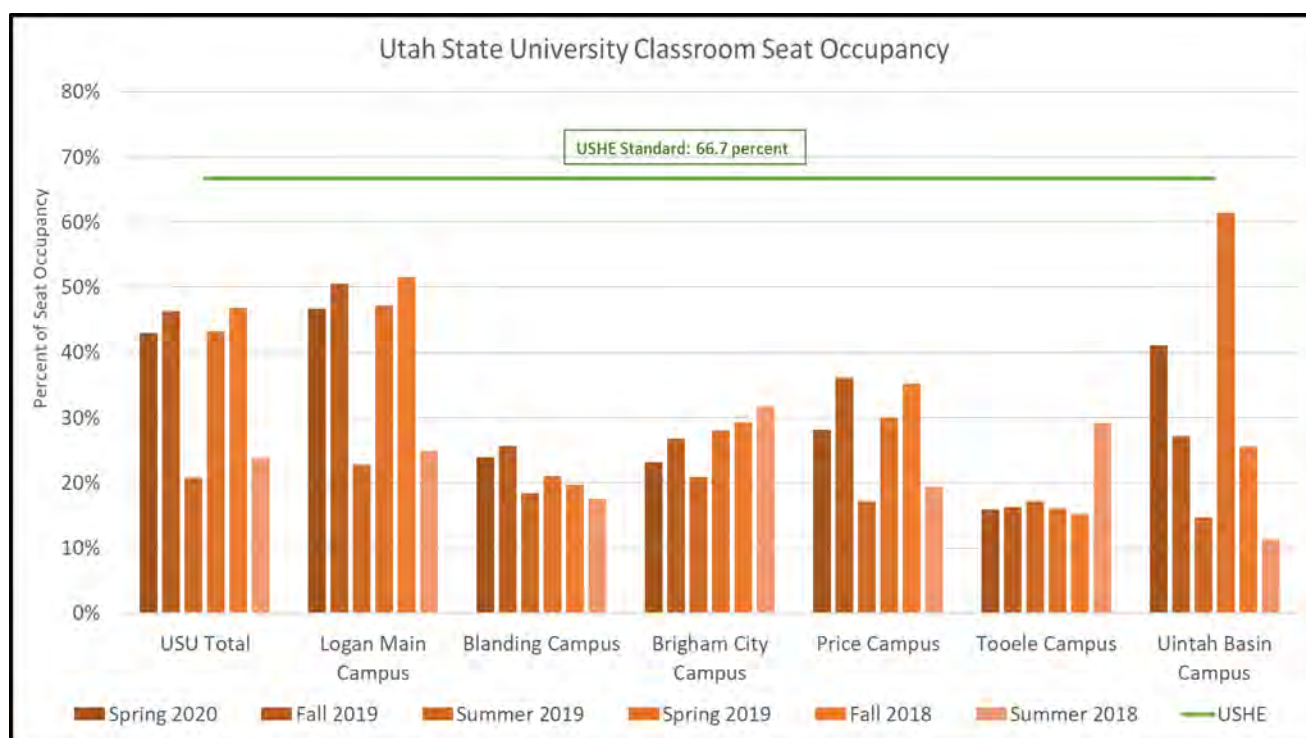
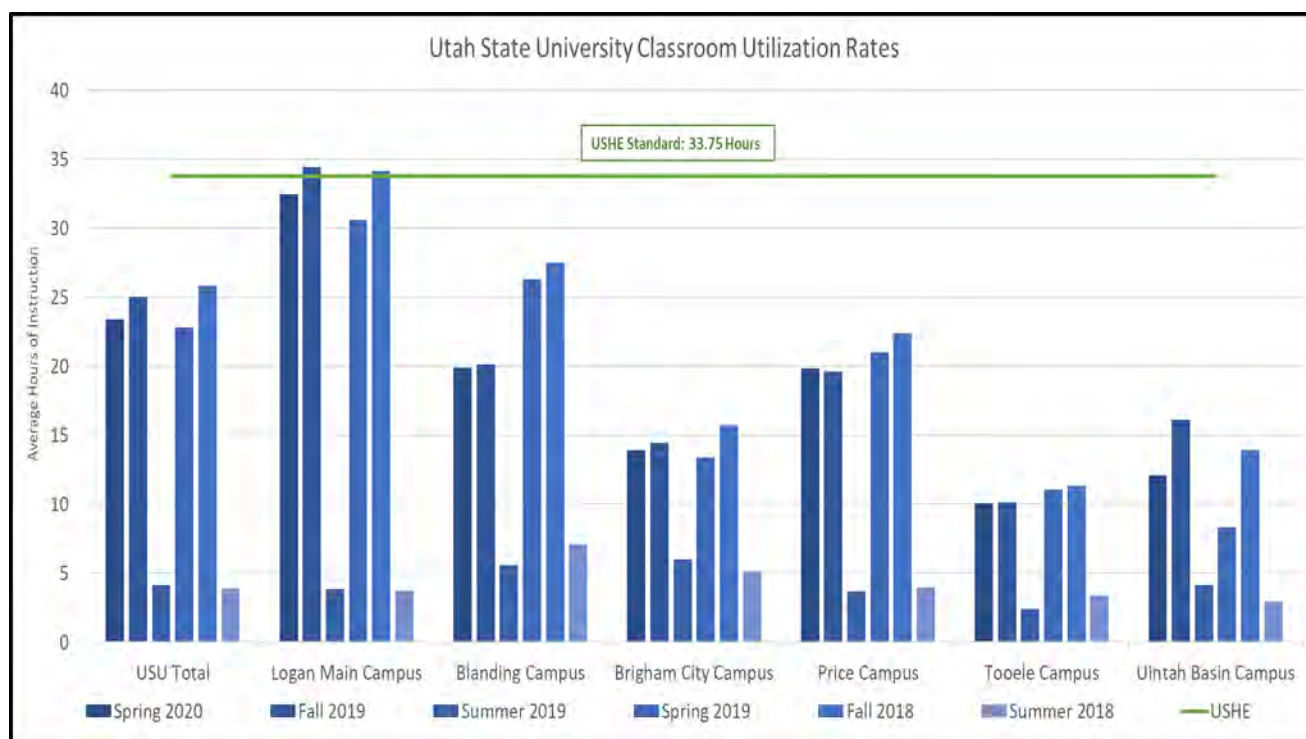
Optional Question 3: Non-Instructional Room Utilization

What strategies does your institution employ to capture non-instructional classroom and laboratory utilization?

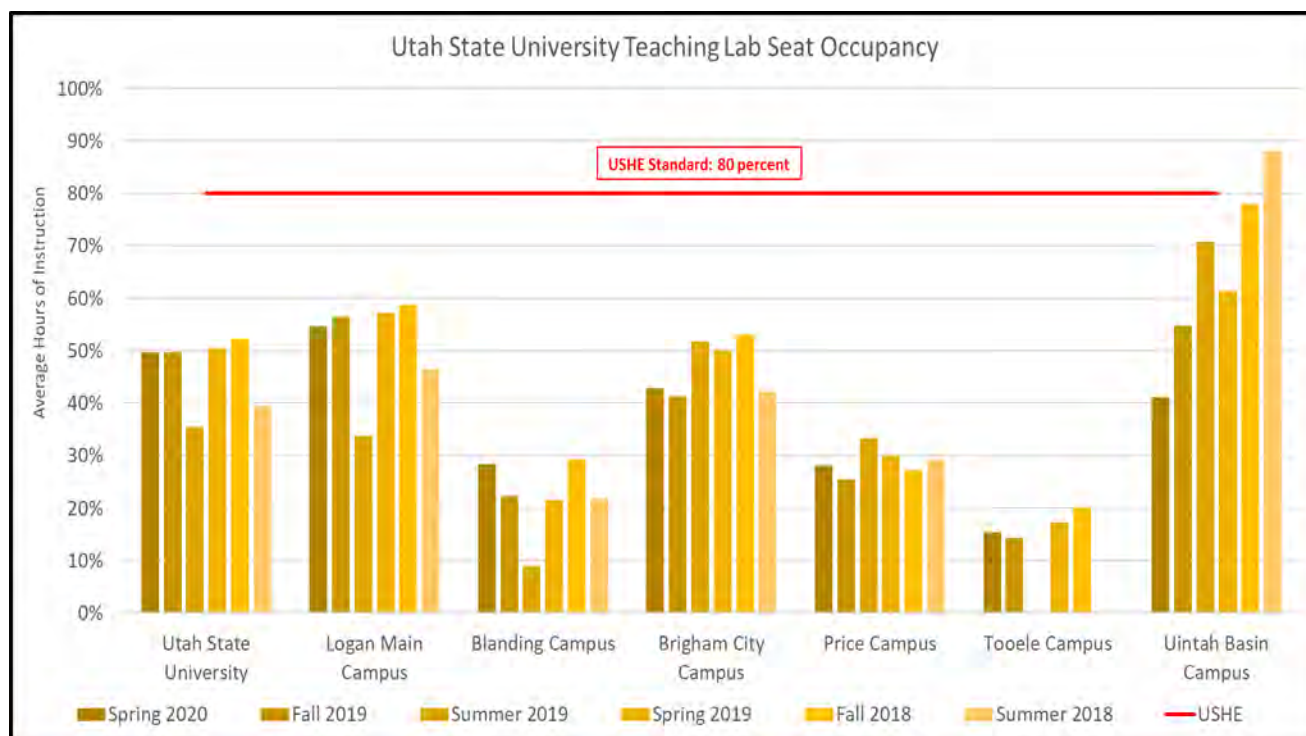
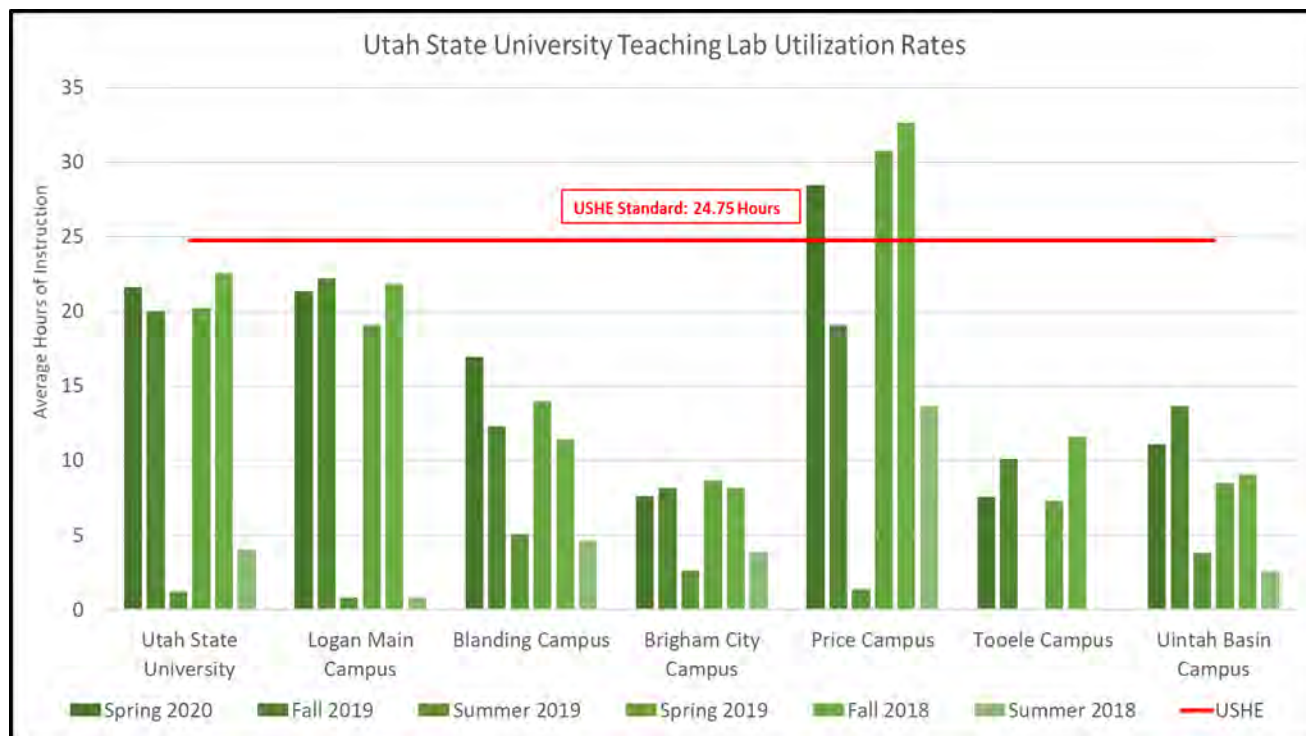
All dedicated classroom spaces are prioritized for instruction without exception. Similar to class labs, non-class lab use is calculated by affiliated total project expense per square foot. Often, personnel expenses are for students in an affiliated discipline.

Utah State University Utilization 2019-20

Overview of USU Classroom Utilization



Overview of USU Lab Utilization



USU Classroom (110) Utilization

	Classroom (110) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
	Station		Station		Station		Station		Station		Station	
	Room	#	Occupancy	#	Room	#	Occupancy	#	Room	#	Occupancy	#
	Utilization	Rooms	Rate	Seats	Utilization	Rooms	Rate	Seats	Utilization	Rooms	Rate	Seats
Utah State University	23.4	294	43.0%	12,038	25.0	294	46.3%	12,038	4.1	294	20.8%	12,038
Logan Main Campus	32.4	143	46.6%	8,575	34.4	143	50.5%	8,575	3.9	143	22.8%	8,575
Agriculture Sys Tech & Ed	7.7	3	62.5%	104	12.6	3	49.4%	104	0.0	3		104
Agricultural Sciences Bldg.	39.5	3	44.0%	197	45.4	3	46.0%	197	2.8	3	23.9%	197
Animal Science Bldg.	40.3	2	52.8%	72	24.7	2	69.9%	72	0.0	2		72
Peterson Engineering Lab	27.4	6	38.5%	233	34.4	6	39.7%	233	0.0	6		233
Distance Education Building	31.5	12	44.9%	320	30.7	12	43.2%	320	4.7	12	15.6%	320
Early Childhood Building	26.1	2	52.6%	41	20.8	2	39.9%	41	8.2	2	35.4%	41
Eccles Business Building	37.0	6	55.5%	468	38.4	6	53.6%	468	0.6	6	37.5%	468
Eccles Science Learning Center	36.6	3	48.9%	699	32.7	3	55.1%	699	8.9	3	18.1%	699
Bowen Building	27.7	1	18.2%	32	30.6	1	35.2%	32	18.6	1	21.9%	32
Education Building	27.7	8	47.3%	333	25.3	8	53.3%	333	2.7	8	18.5%	333
Engineering Building	32.6	15	50.8%	1,171	39.2	15	50.6%	1,171	1.8	15	17.1%	1,171
Family Life Building	34.0	6	51.9%	265	31.2	6	64.4%	265	0.0	6		265
Fine Arts Center	21.0	1	67.7%	16	17.0	1	76.6%	16	0.0	1		16
Fine Arts-Visual Building	31.6	4	50.1%	378	36.4	4	47.5%	378	0.9	4	8.2%	378
Geology Building	35.4	5	42.4%	254	37.4	5	48.3%	254	4.6	5	21.4%	254
HPER Building	36.1	5	35.7%	304	40.2	5	43.7%	304	5.2	5	28.8%	304
Huntsman Hall	33.3	20	51.2%	1,103	34.9	20	52.6%	1,103	6.1	20	24.9%	1,103
Industrial Science Building	20.8	2	68.3%	60	30.0	2	52.8%	60	12.0	2	29.3%	60
Life Sciences Building	37.8	2	23.0%	406	43.4	2	41.8%	406	0.0	2		406
Lillywhite Building	26.4	2	45.3%	56	21.7	2	65.5%	56	0.0	2		56
Merrill-Cazier Library	30.7	4	51.2%	177	45.5	4	48.9%	177	8.5	4	21.6%	177
Natural Resources Building	29.2	1	40.6%	98	48.1	1	37.9%	98	5.0	1	83.7%	98
Nutrition & Food Sciences	25.3	3	33.0%	154	26.3	3	36.1%	154	0.0	3		154
Old Main	42.2	12	47.7%	906	40.2	12	53.1%	906	5.4	12	26.1%	906
Ray B. West Building	42.3	5	70.7%	133	45.2	5	71.8%	133	5.3	5	47.9%	133
Science Engineering Research	23.0	1	32.3%	24	21.7	1	44.8%	24	1.4	1	4.2%	24
Sorsenson Cntr. for Clinical Excl.	31.0	2	42.4%	109	38.5	2	45.8%	109	18.8	2	16.5%	109
Teaching Greenhouse	5.8	1	77.1%	24	17.8	1	71.7%	24	0.0	1		24
Technology Building	32.4	3	50.8%	104	32.2	3	65.6%	104	1.8	3	61.1%	104
University Reserve Building	14.8	1	32.1%	28	12.5	1	48.2%	28	0.0	1		28
Veterinary Science & Biology	20.9	1	69.5%	126	22.7	1	52.2%	126	0.0	1		126
Widtsoe Hall	35.8	1	58.3%	180	37.8	1	54.5%	180	0.0	1		180
Blanding Campus	19.9	19	23.8%	527	20.1	19	25.7%	527	5.6	19	18.4%	527
Bradford Lee Tech. Building	17.1	10	27.6%	232	19.2	10	27.5%	232	2.4	10	26.5%	232
Health Science Library	25.4	6	20.3%	215	26.5	6	23.8%	215	13.6	6	15.9%	215
Heavy Equipment & Trucking	29.8	1	36.0%	25	5.7	1	28.0%	25	0.0	1		25
Native Americans Studies	4.0	1	46.7%	30	4.0	1	60.0%	30	0.0	1		30
Se Learning Cntr., Montezuma	20.8	1	30.7%	25	21.8	1	29.0%	25	0.0	1		25
Brigham Campus	13.9	36	23.2%	794	14.4	36	26.8%	794	6.0	36	20.9%	794
Academic Building	15.9	24	22.8%	430	16.0	24	27.6%	430	6.0	24	19.6%	430
Miller Building	9.9	12	24.3%	364	11.3	12	24.5%	364	6.0	12	23.7%	364
Price Campus	19.8	32	35.8%	970	19.6	32	36.1%	970	3.7	32	17.2%	970
Central Instructional Building	24.2	6	36.1%	168	23.0	6	50.8%	168	7.1	6	22.5%	168
Mcdonald Career Center	29.9	3	36.0%	88	26.5	3	34.0%	88	0.0	3		88
Reeves Building	22.7	14	34.2%	430	21.6	14	28.1%	430	5.3	14	16.0%	430
West Instructional Building	9.0	9	39.5%	284	11.9	9	53.6%	284	0.0	9		284
Tooele Campus	10.1	22	15.9%	494	10.1	22	16.3%	494	2.4	22	17.2%	494
Science & Technology Building	11.2	3	18.5%	64	12.4	3	21.0%	64	0.0	3		64
Academic Building	9.9	19	15.5%	430	9.8	19	15.4%	430	2.8	19	17.2%	430
Uintah Basin Campus	12.1	42	18.9%	678	16.1	42	27.2%	678	4.1	42	14.6%	678
BEERC	13.4	21	21.6%	288	18.9	21	31.9%	288	5.3	21	16.0%	288
Roosevelt - Student Center	12.6	8	10.8%	252	18.5	8	27.8%	252	5.7	8	12.8%	252
Roosevelt - Classroom	9.8	13	24.4%	138	10.1	13	17.3%	138	1.2	13	12.9%	138

USU Teaching Lab (210) Utilization

	Teaching Labs (210) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
	Room		Station		Room		Station		Room		Station	
	Utilization	# Rooms	Occupancy Rate	# Seats	Utilization	# Rooms	Occupancy Rate	# Seats	Utilization	# Rooms	Occupancy Rate	# Seats
Utah State University	21.6	110	49.7%	3,050	20.0	110	49.7%	3,050	1.2	110	35.5%	3,050
Logan Main Campus	21.4	69	54.7%	2,009	22.2	69	56.5%	2,009	0.8	69	33.8%	2,009
Agricultural Sciences Bldg.	11.4	2	51.7%	48	22.9	2	48.2%	48	0.0	2	0.0%	48
Art Sculpture Lab	0.0	1	0.0%	15	23.3	1	48.3%	15	0.0	1	0.0%	15
Biological-Nat Resources	10.8	1	25.0%	30	7.2	1	40.0%	30	0.0	1	0.0%	30
Biotech Lab	8.0	1	87.5%	12	0.0	1	0.0%	12	0.0	1	0.0%	12
Peterson Engineering Lab	2.2	1	23.3%	30	15.3	1	46.7%	30	0.0	1	0.0%	30
Eccles Business Building	22.6	2	70.6%	74	23.5	2	67.4%	74	0.0	2	0.0%	74
Education Building	28.2	2	41.7%	55	20.4	2	46.0%	55	6.9	2	24.8%	55
Engineering Building	29.1	2	85.6%	50	19.4	2	74.5%	50	0.0	2	0.0%	50
Family Life Building	8.6	3	55.6%	76	13.0	3	55.3%	76	0.0	3	0.0%	76
Fine Arts Center	28.0	9	32.1%	443	28.5	9	37.2%	443	0.8	9	0.8%	443
Fine Arts Center Visual	37.9	4	50.9%	100	55.5	4	53.3%	100	0.0	4	0.0%	100
Geology Building	14.3	2	60.0%	40	14.8	2	62.7%	40	0.0	2	0.0%	40
Huntsman Hall	36.5	1	61.7%	66	42.7	1	48.3%	66	6.6	1	13.6%	66
Industrial Science Building	22.5	2	32.5%	90	24.3	2	36.1%	90	0.0	2	0.0%	90
Life Sciences Building	19.8	13	57.9%	368	22.7	13	69.8%	368	0.0	13	0.0%	368
Old Main	8.0	1	28.9%	15	2.7	1	93.3%	15	0.0	1	0.0%	15
Maeser Lab	11.6	7	89.7%	96	0.9	7	108.3%	96	0.5	7	56.3%	96
Military Science Building	12.0	1	30.0%	30	5.2	1	21.7%	30	0.0	1	0.0%	30
Natural Resources Building	31.0	1	30.8%	50	29.3	1	44.0%	50	0.0	1	0.0%	50
Quinney Library	0.0	1	0.0%	32	2.8	1	59.4%	32	0.0	1	0.0%	32
Science Engineering Research	29.6	4	95.1%	64	31.5	4	91.4%	64	1.7	4	79.7%	64
Sorenson Cntr. for Clinical Excl.	40.1	1	106.4%	30	13.8	1	100.8%	30	0.0	1	0.0%	30
Veterinary Science & Biology	19.7	2	75.7%	75	17.4	2	72.4%	75	3.3	2	58.6%	75
Widtsoe Hall	28.6	5	92.8%	120	32.2	5	91.4%	120	2.5	5	44.8%	120
Blanding Campus	16.9	4	28.3%	115	12.3	4	22.2%	115	5.1	4	9.0%	115
Health Science Library	16.9	4	28.3%	115	12.3	4	22.2%	115	5.1	4	9.0%	115
Brigham Total	7.6	2	42.9%	37	8.2	2	41.2%	37	2.6	2	51.7%	37
Milton P. Miller Building	7.6	2	42.9%	37	8.2	2	41.2%	37	2.6	2	51.7%	37
Price Campus	28.5	26	28.2%	719	19.1	26	25.5%	719	1.3	26	33.3%	719
BDAC Athletic Building	0.0	1	0.0%	35	6.0	1	24.8%	35	0.0	1	0.0%	35
Central Instructional Building	27.9	7	22.6%	275	18.2	7	19.7%	275	0.0	7	0.0%	275
Industrial Park Building	147.0	2	31.0%	48	32.7	2	25.0%	48	16.3	2	37.5%	48
McDonald Career Center	0.0	7	32.7%	161	0.0	7	23.3%	161	0.0	7		161
Reeves Building	6.4	7	44.7%	157	5.8	7	46.6%	157	0.3	7	29.2%	157
West Instructional Building	7.8	2	5.6%	43	24.7	2	5.6%	43	0.0	2	0.0%	43
Tooele Campus	7.6	5	15.3%	90	10.1	5	14.4%	90	0.0	5	0.0%	90
Academic Building	7.6	5	15.3%	90	10.1	5	14.4%	90	0.0	5	0.0%	90
Uintah Basin Campus	11.1	4	41.1%	80	13.6	4	54.8%	80	3.8	4	70.7%	80
BEERC	11.1	4	41.1%	80	13.6	4	54.8%	80	3.8	4	70.7%	80

Utah State University 2019-20 Utilization Report

**Answers are for Logan campus unless otherwise noted*

Required Question 1: Meeting Board Standards

Using the utilization data submitted with this report, explain how your institution intends to meet or exceed the standard by 2025 to meet legislative intent language and Board performance metrics:

- a. Classroom Room Utilization Rate: 75% scheduling of all classrooms during a 45-hour week-33.75 hours per week
- b. Classroom Seat Occupancy Rate: 66.7% seat occupancy

Our collaborative group with representatives from Facilities, Academic and Instructional Services (Central Scheduling), Space Management, and Business and Finance continue to identify opportunities to right-size courses and classrooms and update classroom inventory while considering instructional needs. Since USU does not have buildings that are dedicated to classrooms only, we try to accommodate faculty as much as possible by letting them teach classes in or near the buildings where they have offices. This can create some inefficiencies when seat capacity and enrolled students don't match as well as they might if faculty proximity concerns were not considered.

- c. Laboratory Room Utilization Rate: 55% scheduling of all classrooms during a 45-hour week-24.75 hours per week
- d. Laboratory Seat Occupancy Rate: 80% seat occupancy

The primary change that offers the best opportunity to reach the standard was for class laboratories to be centrally scheduled. Using the same evaluation process noted with classrooms and working with individual colleges to utilize specialized classroom laboratory space, we are more confident in our ability to meet the standard.

Required Question 2: Local Conditions Affecting Utilization

What are local institutional conditions and other mission-related issues that affect space utilization and scheduling at your institution? What would you like policymakers to understand about the utilization data submitted by your institution?

USU has unique circumstances where classrooms are needed or exist in certain locations but cannot be utilized at the calculated standard. Factors leading to these circumstances include the nature of some programs, the spread-out nature of the campus, the large physical size of some classrooms, and the number of classrooms.

For example:

- Several classrooms are located in buildings around the perimeter of campus where the program function needs to exist, but the distance from the central core is too far to be effectively included in general scheduling. Students cannot make it to those buildings and back within class breaks.
- Some classrooms exist in buildings where elementary or pre-school-aged children are present, and the university has made a conscious decision to limit only those students whose programs require them to work with the young children into those buildings.
- Some classrooms are in older buildings that are not ADA compliant. However, the departments housed in those buildings still use the classrooms because of the convenience. Classrooms that are not ADA compliant cannot be used for general scheduling and therefore have limited usage.
- Some classrooms have poor technology, which makes them undesirable for most faculty and students. However, the departments housed in those buildings use the classrooms because they feel that convenience outweighs the classroom conditions.
- Some older, higher capacity classrooms are less desirable for smaller course enrollment; however, due to location, the room is scheduled and the station occupancy rate fails to achieve the desired metric.

Non-credit bearing use of classrooms for study groups, meetings, events, etc. are not considered when evaluating the student experience in conjunction with instruction. As noted in previous reports, non-credit bearing uses equate to 19% of the total available usage hours for these classrooms over the course of the year.

Required Question 3: Central Scheduling

What steps has your institution taken to implement centralized scheduling as required by Board Policy R751? What percent of your classroom and laboratory inventory are centrally scheduled?

In 2020, classrooms and class laboratories were centrally scheduled. Academic and Instructional Services (central scheduling) collaborates with departments on a regular basis. Although some challenges and concerns for department-paid specialized equipment exist in class laboratories, the Academic and Instructional Services division continues to work through departmental situations to establish acceptable agreements to preserve the department interests and investments - while working to increase the utilization of the classroom laboratories.

Required Question 4: Institutional Utilization Policy

Provide a link or attach a copy of your institutional utilization policy required by Board Policy R751.

<https://www.usu.edu/policies/537/>

Required Question 5: Hours of Operation

What are the hours of operation for your institutional facilities and what expectations does your institution have for facility use throughout the day?

The Logan campus is a residential campus that serves primarily traditional students during weekday, daytime hours. Evening and weekend classes are still delivered on this campus, but the bulk of credits are taught during the day.

Where opportunity and need converge, USU will use classroom space throughout the day and year for institutional conferences, workshops, lectures, meetings, and events that promote the mission of Utah State University and support community engagement.

Required Question 6: Optimizing Summer Term

What is your institution doing to optimize the use of available classrooms and teaching laboratories during the summer term?

USU has tried a variety of strategies over the past several years to encourage more students to take summer classes. Each strategy attracts different students but has not made a significant change in summer enrollment. As a residential campus, it is very common for students to accept internships away from the campus, engage in fieldwork related to their academic pursuits, return home for the summer to work, or spend time with family.

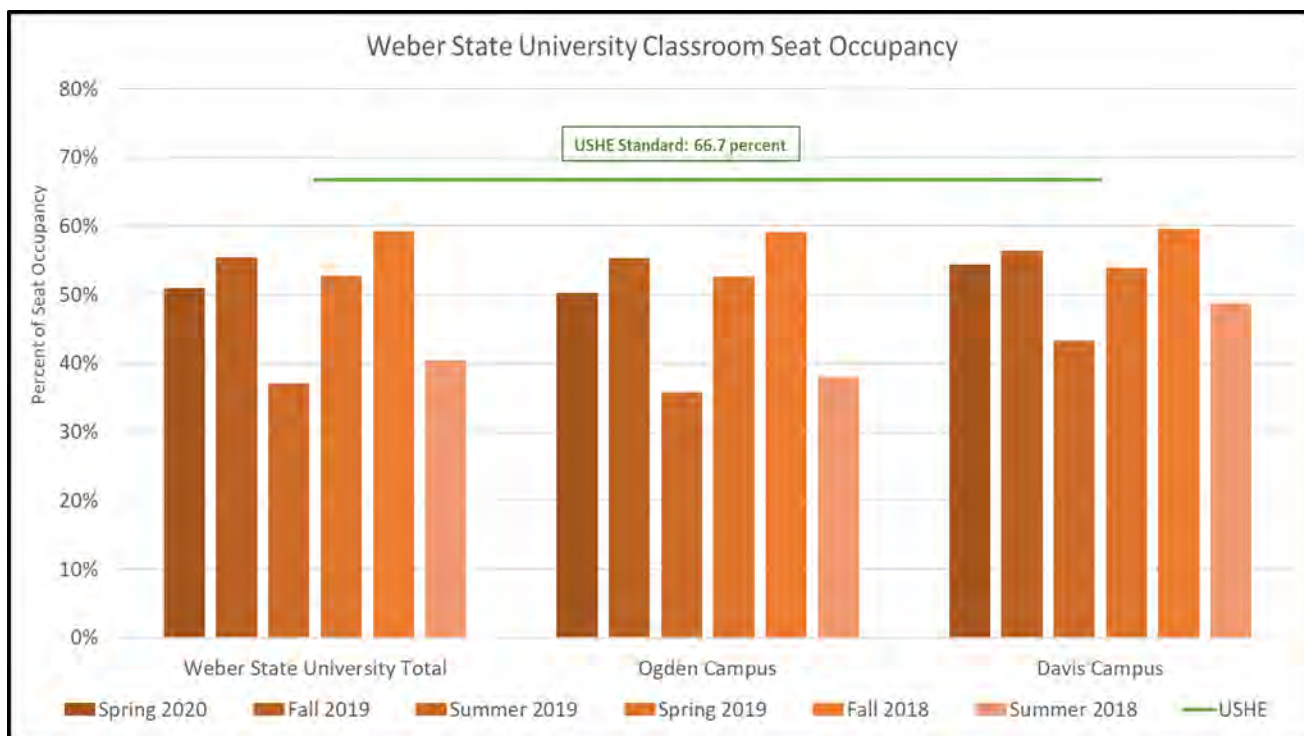
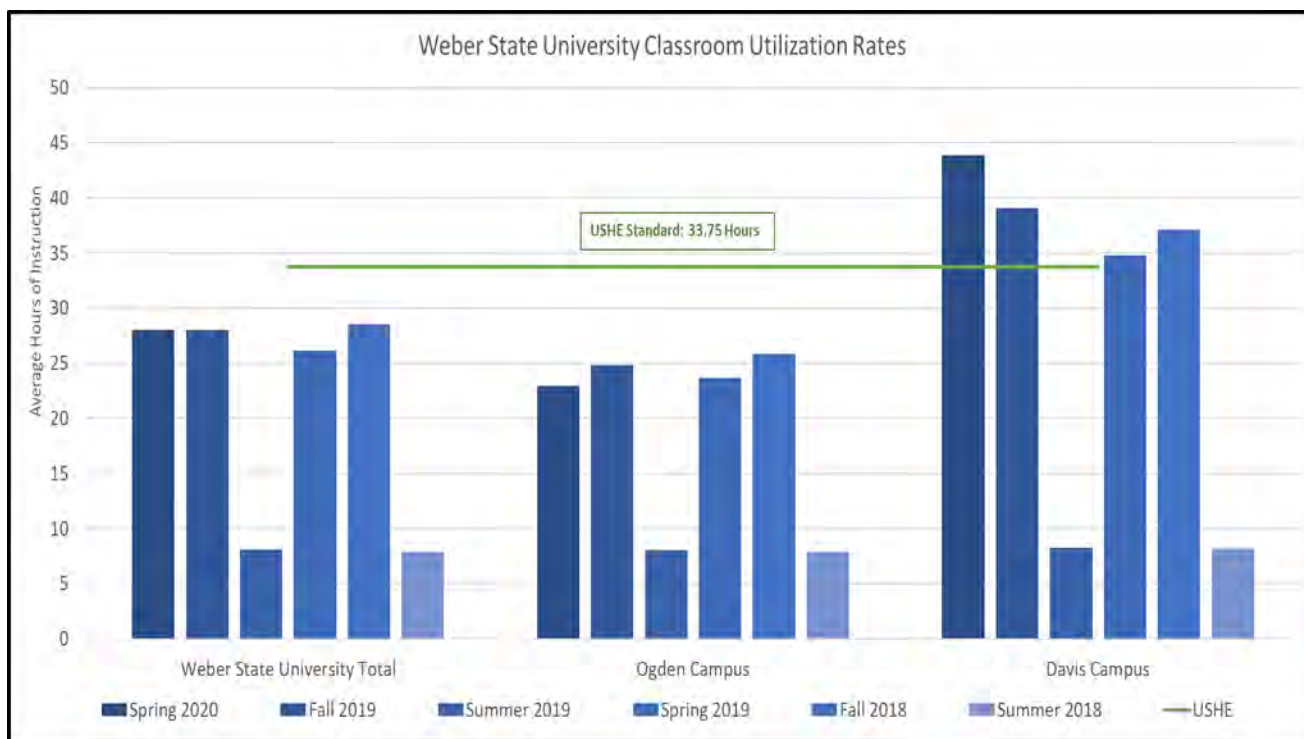
USU is continually evolving to meet the needs of its students. Student behavior and data indicate an increasing need and desire for summer scheduling of online courses to increase academic flexibility in the summer rather than face-to-face courses.

Nevertheless, additional strategies will be discussed and implemented as appropriate to increase the summer utilization of classrooms where possible.

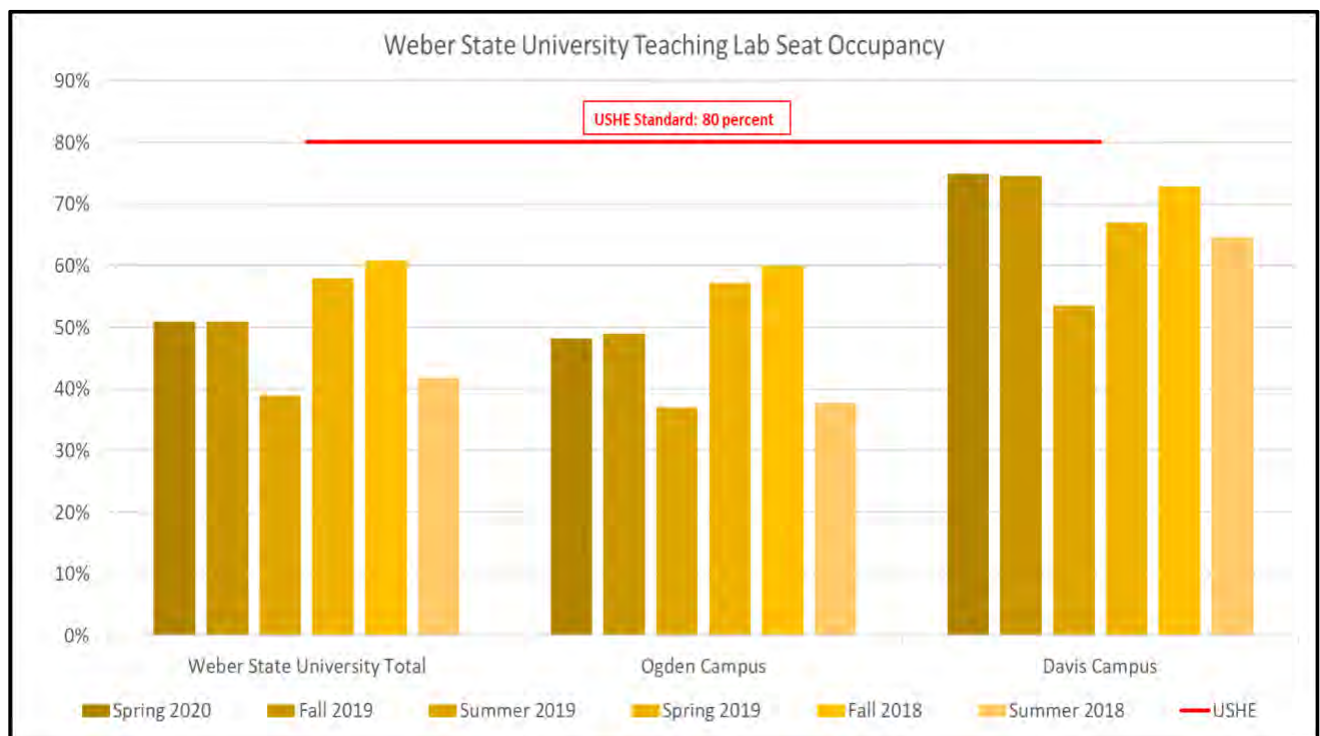
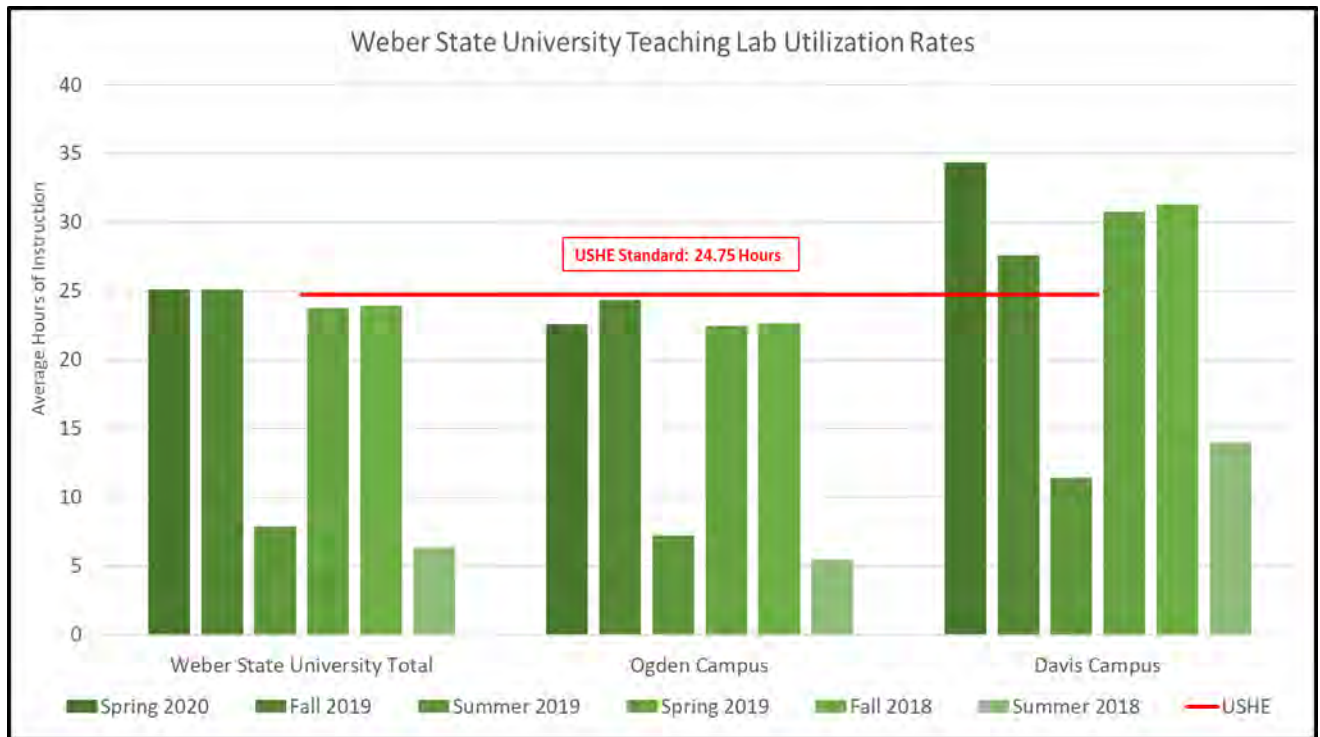
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Weber State University Utilization 2019-20

Overview of WSU Classroom Utilization



Overview of WSU Lab Utilization



WSU Classroom (110) Utilization

	Class room (110) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
			Station				Station				Station	
	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats
Weber State University Total	28.0	185	50.9%	7,469	28.0	201	55.4%	8,495	8.1	97	37.0%	4,077
Ogden Campus	22.9	140	50.3%	5,860	24.8	156	55.3%	6,886	8.1	79	35.7%	3,338
Browning Center	14.5	3	45.8%	109	15.8	3	60.5%	109	5.7	1	29.7%	32
Elizabeth Hall*	24.4	27	58.3%	800	29.1	27	61.4%	800	8.6	17	39.5%	526
Engineering Technology	22.6	9	48.3%	304	25.2	9	45.5%	304	5.0	2	44.0%	52
Interprofessional Education	17.9	4	66.6%	145	16.1	4	73.9%	145				
Kimbal Visual Art	23.2	1	34.0%	20	17.5	1	46.3%	20	12.3	1	40.0%	20
Lampros Hall									9.6	1	81.3%	24
Lind Lecture Hall*					31.4	15	57.9%	1,006	4.1	1	26.5%	100
Lindquist Hall	20.4	33	44.7%	1,663	21.3	33	55.3%	1,663	5.9	19	29.2%	942
Marriott Allied Health	18.9	10	43.7%	464	28.2	10	42.6%	464	15.4	8	26.8%	355
McKay Education	29.3	13	49.5%	518	28.1	13	55.0%	518	5.5	9	36.4%	366
Stewart Library	32.0	1	64.5%	20	13.7	1	52.5%	20				
Swenson Building	19.3	6	45.1%	290	19.3	6	42.6%	290	2.6	3	34.5%	123
Technical Education	22.3	3	50.0%	146	19.3	3	44.3%	146	1.8	1	35.4%	48
Tracy Hall	29.0	16	65.9%	550	28.1	16	68.1%	550	10.1	11	65.3%	440
Wattis Business	20.8	14	46.2%	831	18.6	15	51.6%	851	8.6	5	37.6%	310
Davis Campus	43.9	45	54.4%	1,609	39.1	45	56.4%	1,609	8.2	18	43.2%	739
Davis Campus Building 13*	55.5	10	62.5%	320	45.7	10	65.6%	320				
Davis Campus Building 2*	35.8	17	44.3%	732	34.0	17	48.7%	732	9.2	12	40.2%	540
Davis Campus Building 3*	45.0	18	67.3%	557	40.2	18	66.7%	557	6.2	6	53.0%	199

WSU Teaching Lab (210) Utilization

	Teaching Labs (210) Utilization											
	Spring 2020				Fall 2019				Summer 201			
			Station				Station				Station	
	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats
Weber State University Total	25.1	79	50.9%	2,542	25.1	80	50.9%	2,566	7.8	33	39.0%	1,342
Ogden Campus	22.6	62	48.2%	2,095	24.4	62	48.9%	2,095	7.2	28	37.0%	1,190
Browning Center	27.5	2	55.8%	80	29.7	2	60.9%	80				
Elizabeth Hall	21.1	4	62.5%	123	22.9	4	55.8%	123	6.8	3	52.6%	83
Engineering Technology	18.9	7	43.0%	176	19.1	7	57.3%	176				
Kimbal Visual Art	23.3	9	66.4%	231	26.9	9	59.6%	231	8.2	3	39.0%	74
Marriott Allied Health	24.7	1	35.3%	67	23.3	1	32.8%	67	20.8	1	23.6%	67
McKay Education	29.3	6	68.7%	144	33.5	6	65.7%	144	16.8	2	47.4%	47
Stewart Library	31.0	1	54.6%	30	37.5	1	58.0%	30				
Swenson Building	27.5	5	22.4%	356	30.7	5	21.0%	356	7.9	5	27.2%	356
Technical Education	18.0	4	79.3%	114	21.0	4	80.6%	114				
Tracy Hall	19.1	20	77.8%	508	19.4	20	81.4%	508	4.3	11	98.3%	297
Wattis Business	23.0	1	64.2%	36	22.7	1	64.2%	36	5.7	1	41.7%	36
Wildcat Center	36.6	2	18.9%	230	36.1	2	17.3%	230	4.8	2	11.2%	230
Davis Campus	34.3	17	74.9%	447	27.6	18	74.5%	471	11.4	5	53.5%	152
Davis Campus Building 13*	55.5	3	75.0%	80	45.7	3	78.8%	80				
Davis Campus Building 2*	33.8	6	63.5%	184	29.6	6	60.4%	184	11.4	5	53.5%	152
Davis Campus Building 3*	26.8	8	90.8%	183	20.2	9	95.0%	207				

* Indicates building was partially used by NUAMES to hold courses. NUAMES room use was identified on a room-by-room basis and usage & occupancy was factored into the report. See NUAMES tab for additional details.

Weber State University 2019-20 Utilization Report

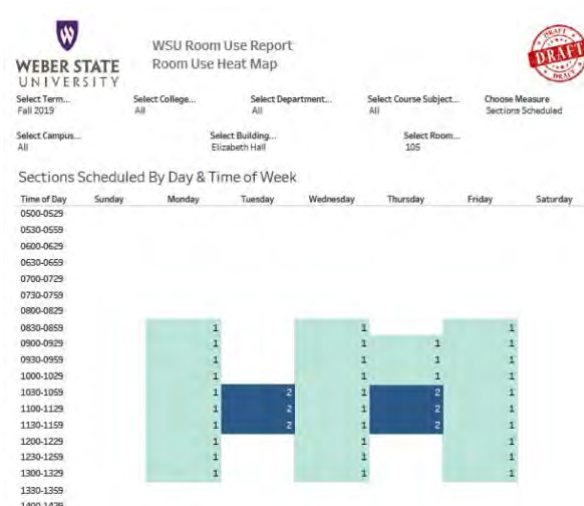
Required Question 1: Meeting Board Standards

Using the utilization data submitted with this report, explain how your institution intends to meet or exceed the standard by 2025 to meet legislative intent language and Board performance metrics:

Weber State University plans to improve our space utilization through several avenues. Below is an overview of each strategy being implemented in to order increase both the space utilization and seat occupancy.

1. **Centralized Scheduling**—Weber State University has historically been a decentralized scheduling institution. Scheduling was primarily done by a building’s occupants and then made available to other campus entities. We are working to shift that mentality towards centralized scheduling. To that end, Weber State has purchased and is in the process of implementing a centralized scheduling software, EMS. This software and associated process will allow us to optimize the use of all classroom, lab, and event space on campus. It will allow the university to find rooms that fit the size and space requirements for each class.

2. **Room-by-Room Use Evaluation**—The FICM space use code is assigned to every space in a building at the time of construction. In the past, the room use codes were infrequently re-evaluated to ensure that the predominant use of the space fit the prescribed definition as per the USHE Standards. Weber State has put together a committee that is meeting with all colleges, departments, and key faculty annually in order to better understand how each space is used to meet the mission of the university. The committee then makes the determination if the use of the room matches the space use code or if there is a more accurate code to classify the use of the space. The report clip above is an example of the type of space use reports that we evaluate as we meet and discuss room classification. This reevaluation and possible reclassification will allow us to capture a more accurate reflection of how spaces are used.



3. **Off-Peak Class Scheduling**—Weber State University has traditionally been a commuter campus with a large proportion of students being nontraditional working students. This demographic has driven the course times and offerings to an early morning or late evening offerings. Our space utilization on campus from 8:00 a.m. to 12:00 p.m. is very high and drops off dramatically until the evening when it climbs again. Weber State is working with students, faculty, and the Office of the Registrar to determine which classes can be taught during the low-demand afternoon times and begin to schedule classes outside of our traditional hours. This will help to free up space during our peak demand times and allow for better overall daily utilization of the spaces



4. **Right-Sizing Spaces**—In a decentralized scheduling format, classes with fewer students were forced to schedule their class from the inventory predetermined by their department or college. This meant that it was common to have small upper division or graduate-level classes of 18 in a room built to hold 40. Central scheduling will help us put the right class in the right space and even allow us to reassign a room to a class that has fewer or more students than predicted. We have also made “right-sizing” a priority for all new construction and renovations. For the past few years, we have worked to match the inventory of teaching spaces to the class sizes being taught.
5. **Annual Evaluation**—The Space Planning Committee is meeting with each college annually to review the least utilized spaces on campus. In past meetings, we have discovered that some underutilized spaces were not being scheduled because of poor lighting or non-functional A/V equipment. These roadblocks can easily be corrected and the space brought back to higher utilization. The committee will also monitor space use changes or renovations that would affect the predominant use and use-code assignment.

- a. Classroom Room Utilization Rate: 75% scheduling of all classrooms during a 45-hour week—33.75 hours per week

Weber is in the process of implementing Centralized Scheduling, Room-by-Room Use Evaluation, and Off-Peak Class Scheduling to raise the classroom utilization rates.

- b. Classroom Seat Occupancy Rate: 66.7% seat occupancy

Weber is in the process of implementing Centralized Scheduling and Right Sizing Spaces in order to get the seat occupancy above the target rate.

- c. Laboratory Room Utilization Rate: 55% scheduling of all laboratories during a 45-hour week—24.75 hours per week

Weber is in the process of implementing Centralized Scheduling, Room-by-Room Use Evaluation, and Off-Peak Class Scheduling to raise the laboratory utilization rates.

- d. Laboratory Seat Occupancy Rate: 80% station occupancy

Weber is in the process of implementing Centralized Scheduling and Right Sizing Spaces in order to get the seat occupancy above the target rate.

Required Question 2: Local Conditions Affecting Utilization

What are local institutional conditions and other mission-related issues that affect space utilization and scheduling at your institution? What would you like policymakers to understand about the utilization data submitted by your institution?

Weber State University has historically been a decentralized scheduling institution. Scheduling was primarily done by a building's occupants and then made available to other campus entities. We are working to shift that mentality towards centralized scheduling.

Weber State University has also traditionally been a commuter campus with a large majority of students being nontraditional working students. This demographic has driven the course times and offerings to an early morning or late evening offerings. Our space utilization on campus from 8:00 a.m. to 12:00 p.m. is very high and drops off dramatically until the evening when it climbs again. The university has found that scheduling classes outside of those peak demand times receives very poor enrollment. There are some exceptions. Weber State is working with students, faculty, and the Office of the Registrar to determine which classes can be taught during the low demand afternoon times and begin to schedule classes outside of our traditional hours.

Weber State has also made strategic efforts to make education more accessible and put more offerings online or in a hybrid format. While this does not help our space utilization, it has been very well received by our students and remains in high demand.

Required Question 3: Central Scheduling

What steps has your institution taken to implement centralized scheduling as required by Board Policy R751? What percent of your classroom and laboratory inventory are centrally scheduled?

Weber State University has historically been a decentralized scheduling institution. Scheduling was primarily done by a building's occupants and then made available to other campus entities. We have made great strides to shift that mentality towards centralized scheduling. To that end, Weber State has purchased and implemented a centralized scheduling software, EMS. This software and associated process will allow us to optimize the use of all classroom, lab, and event space on campus. It will allow the university to find rooms that fit the size and space requirements for each class. In addition to EMS, Weber State is looking to purchase another scheduling software that will provide data analytics to the departments as they are scheduling.

WSU currently has 100% of all teaching spaces centrally scheduled in the EMS software.

Required Question 4: Institutional Utilization Policy

Provide a link or attach a copy of your institutional utilization policy required by Board Policy R751.

[PPM 5-38 - Building Space Allocation and Assignment](#)

Required Question 5: Hours of Operation

What are the hours of operation for your institutional facilities and what expectations does your institution have for facility use throughout the day?

Normal hours of operations for Weber State University is Monday through Friday from 7:00 a.m. to 10:00 p.m.; although these hours do not restrict faculty from scheduling classes or events on weekends or outside normal business hours. Saturday and Sunday facility use is growing as the demand increases for these facilities to be open and available.

Required Question 6: Optimizing Summer Term

What is your institution doing to optimize the use of available classrooms and teaching laboratories during the summer term?

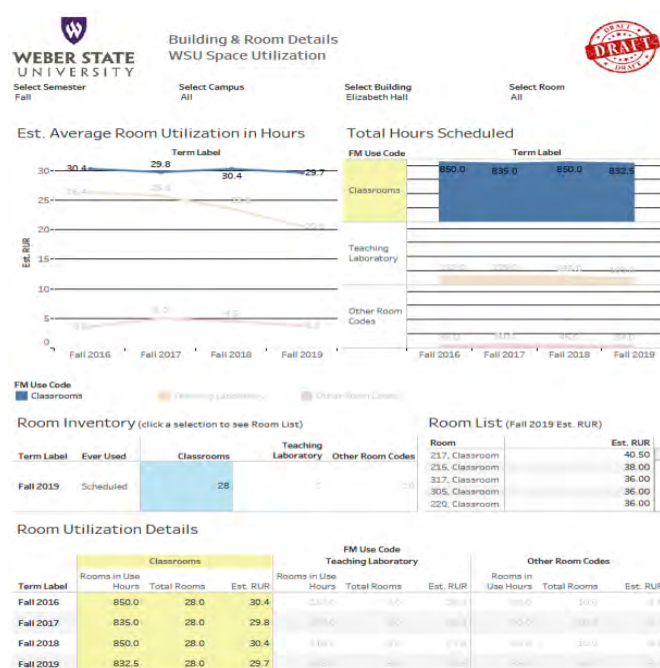
Weber State functions on a tri-term schedule, meaning that we offer a full schedule during the summer months. What's more, we are encouraging departments to offer more courses during the summer months. In addition to our course offerings, WSU has a number of non-course programming events that happen during the summer to encourage participation in higher education such as Boys and Girls State and STEM related workshops. These events will often utilize a significant portion of our campus spaces during the summer months.

Optional Question 1: Monitoring Methods

What monitoring methods or data collection guidelines does your institution use to ensure effective reporting of classroom and teaching laboratory utilization?

All room data is monitored and tracked in AIM and utilizes the Postsecondary Education Facilities Inventory and Classification Manual for classifying each space. This system is managed by Facilities Management and verified annually. All class scheduling is done in Banner and is managed by the Office of the Registrar. The new EMS system will capture both scheduled classes from Banner and unique events that happen in all gathering spaces across campus.

In addition, Institutional Research and Office of the Registrar proactively review ongoing course set ups, working to ensure courses requiring face-to-face instruction are accurately set up in Banner. An online dashboard has also been set up, as shown to the right, for departments to track their own space utilization and history. After the start of the term, Institutional Research, again, reviews the course setups and troubleshoots any incomplete course set ups with the Office of the Registrar prior to the institutions finalizing the census extracts.



Optional Question 2: Off-Peak Student Enrollment

What strategies does your institution employ for encouraging student enrollment during off-peak hours and better aligning student enrollments with available space?

WSU has implemented Visual Schedule Builder as a registration tool to help students identify optimal schedules based on the students' preferences. Visual Schedule Builder provides data analytics that will show when students prefer to schedule class and when they prefer not to schedule courses. This data, in addition to a course offering task force, will be used to identify scheduling alternatives during the off-peak hours. Furthermore, encouraging departments to offer high demand courses during the off-peak hours may also increase enrollment.

Optional Question 3: Non-Instructional Room Utilization

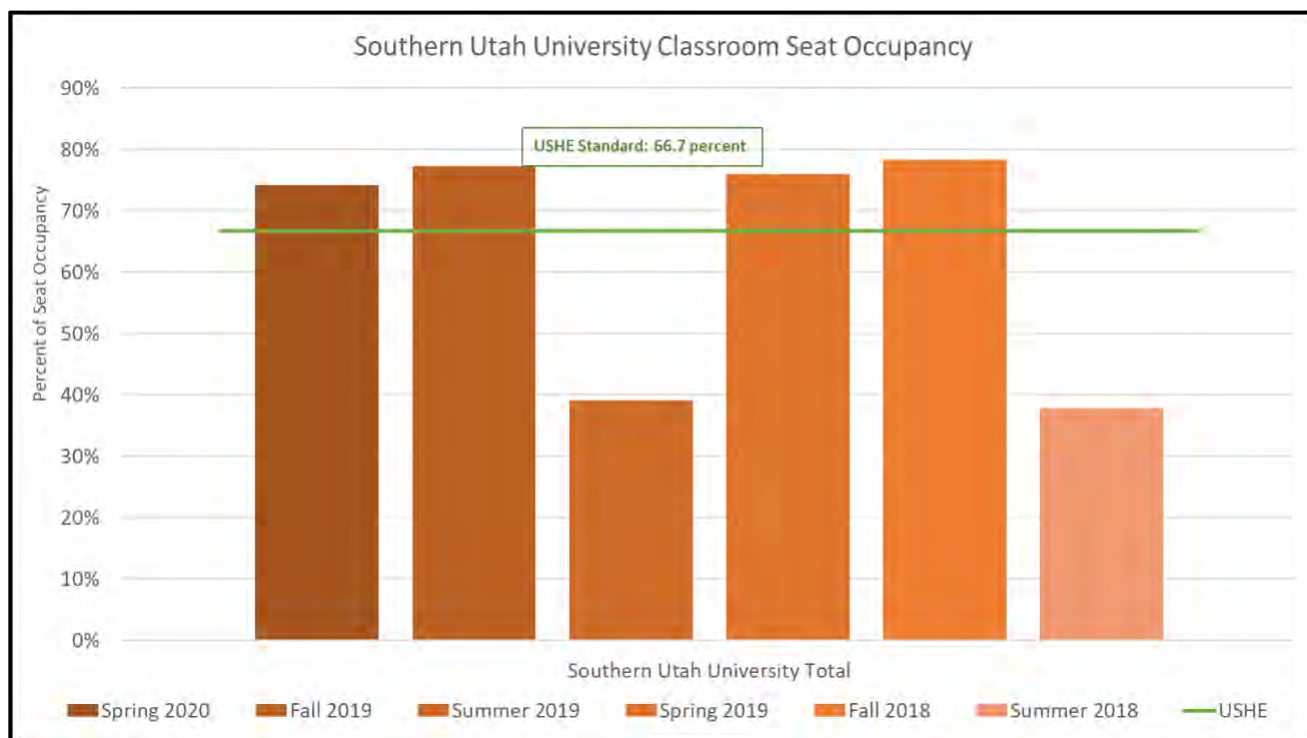
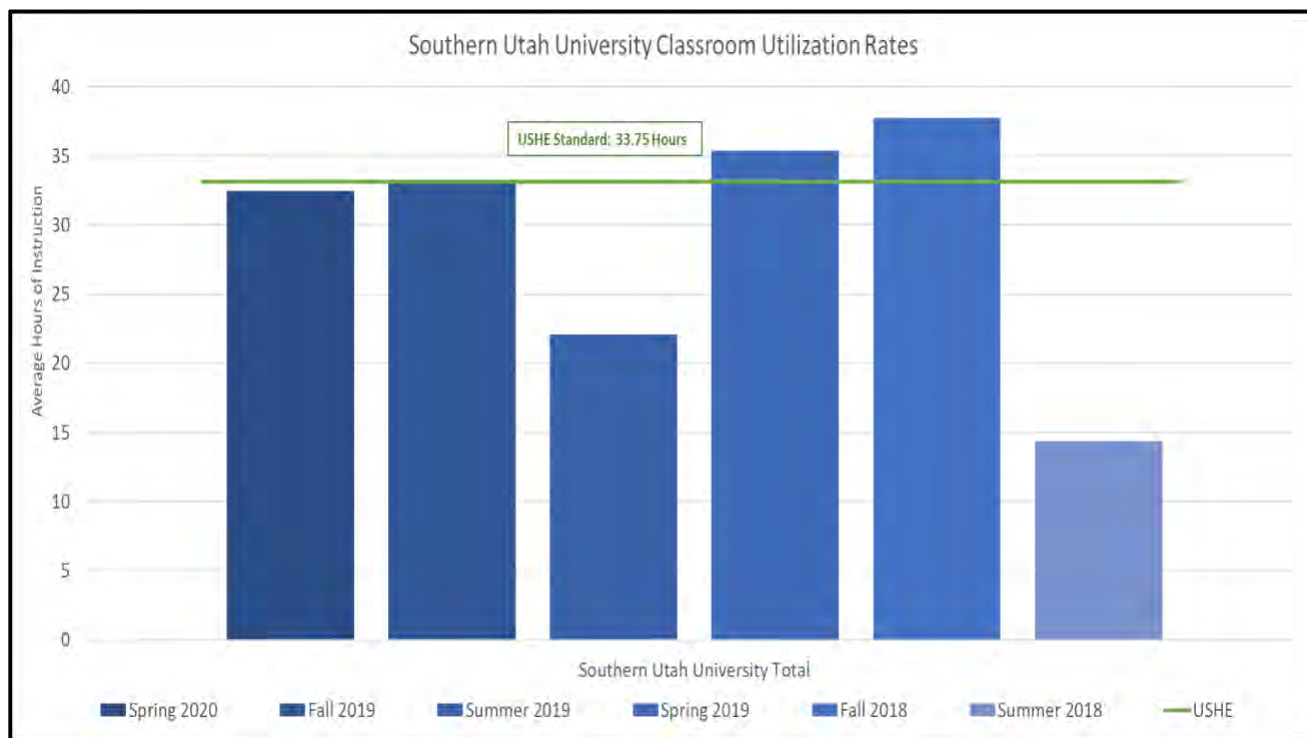
What strategies does your institution employ to capture non-instructional classroom and laboratory utilization?

The EMS software is an academic and event scheduling software. For the last several years, WSU has used EMS as an event scheduling software. In the most recent year, WSU purchased the academic scheduling component of the software suite. Therefore, WSU has software that can capture non-instructional classroom and laboratory utilization. However, the event scheduling has not been ubiquitous across campus. With academic software coming online, WSU will use the event software suite to schedule non-instructional events in the academic buildings to further increase our ability to capture non-instructional use of our spaces.

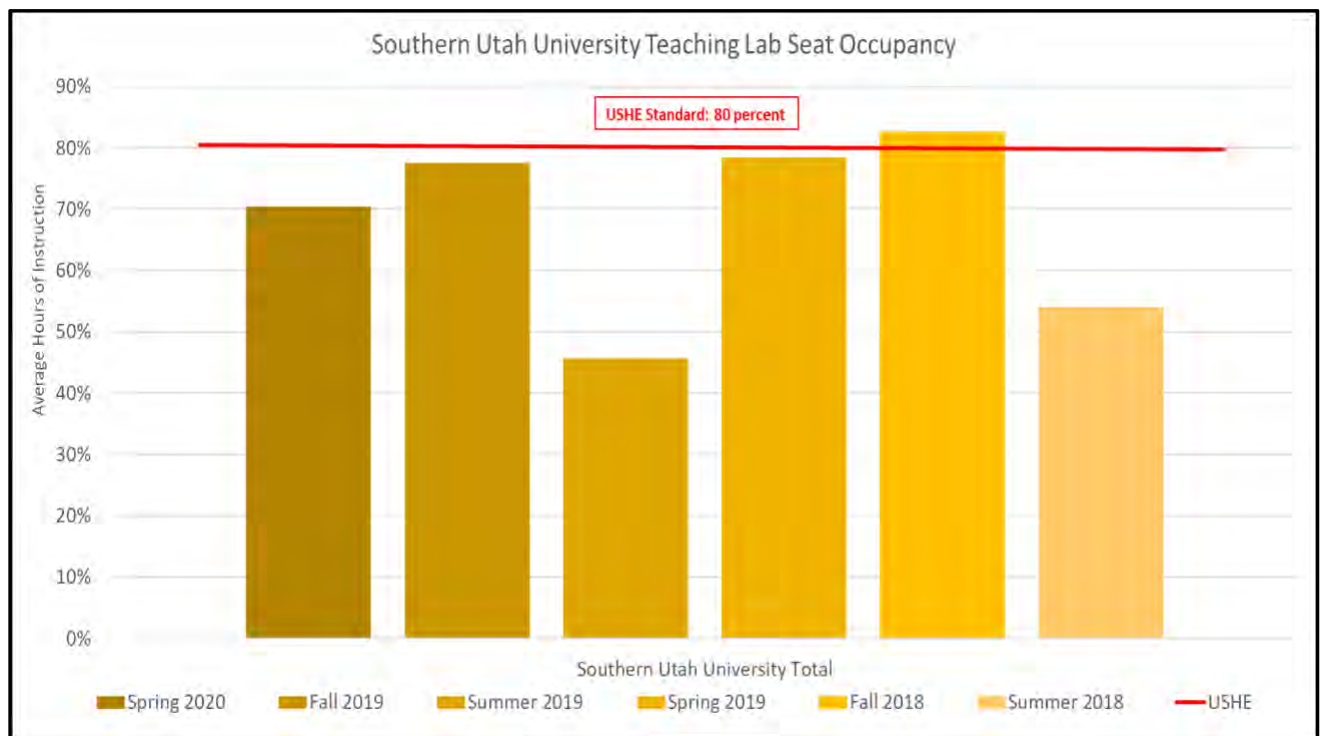
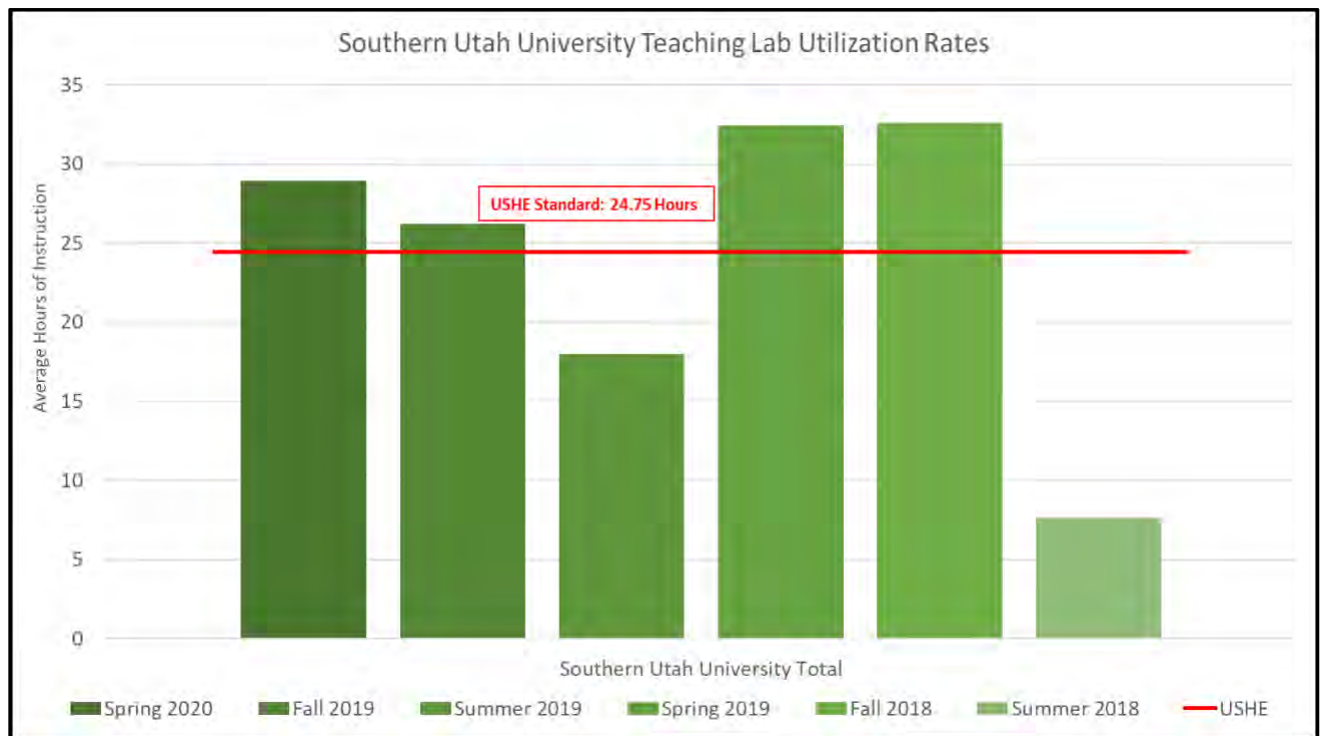
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Southern Utah University Utilization 2019-20

Overview of SUU Classroom Utilization



Overview of SUU Lab Utilization



SUU Classroom (110) Utilization

	Class room (110) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
	Station				Station				Station			
	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats
Southern Utah University Total	32.5	81	74.2%	3,008	33.3	81	77.3%	2,717	22.1	39	39.1%	1,136
America First Event Center	37.9	3	60.2%	165	39.8	3	62.3%	153	9.8	2	45.3%	53
Braithwaite Center	26.1	3	75.1%	100	42.4	3	78.9%	66	30.0	1	82.6%	23
Burch Mann House	11.5	1	87.7%	13	11.1	1	75.0%	12	6.7	1	50.0%	12
Business	34.2	12	74.2%	420	31.7	12	77.8%	410	8.3	3	23.8%	80
Electronic Learning Center	19.7	2	76.7%	63	18.2	2	61.9%	65	49.6	1	48.3%	41
General Classroom Building	38.6	17	77.0%	507	39.7	17	81.5%	515	27.3	13	32.4%	389
Library	5.3	2	43.2%	49	10.8	2	73.7%	47	0.0	0	0.0%	0
Multi purpose Center	28.6	2	75.2%	53	27.5	2	79.0%	57	15.0	1	25.0%	20
Music Hall	20.0	1	68.9%	24	25.0	1	102.3%	24	42.5	1	40.0%	24
Physical Education Building	30.7	5	79.2%	190	34.8	5	77.7%	201	23.3	3	44.2%	73
Science Center	35.4	13	76.3%	503	36.0	13	83.8%	500	29.3	7	43.1%	212
Science Center Addition	23.9	3	88.4%	82	20.3	3	88.3%	82	0.0	0	0.0%	0
Southern Utah Museum of Art	1.4	1	84.3%	300	2.8	1	80.0%	20	0.0	0	0.0%	0
Teacher Education Building	35.9	11	72.7%	421	35.1	11	73.3%	446	7.7	5	36.5%	179
Technology Building	30.2	5	66.2%	118	30.4	5	68.8%	119	5.0	1	13.3%	30

SUU Teaching Lab (210) Utilization

	Teaching Labs (210) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
	Station				Station				Station			
	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats
Southern Utah University Total	28.9	45	70.4%	1,100	26.2	44	77.6%	1,075	18.0	17	45.6%	378
America First Event Center	32.6	6	74.6%	117	28.9	5	72.1%	104	10.0	2	22.0%	41
Auditorium	66.9	1	69.8%	25	75.8	1	65.3%	25	0.0	0	0.0%	0
Business	23.4	3	54.5%	86	16.8	3	60.0%	79	0.0	0	0.0%	0
Electronic Learning Center	28.8	4	74.5%	111	29.6	4	77.6%	111	12.9	2	49.0%	50
General Classroom Building	13.0	3	79.6%	52	13.0	3	83.4%	49	0.0	0	0.0%	0
Leadership Engagement Center	20.7	2	83.3%	33	11.9	2	83.8%	40	0.0	0	0.0%	0
Multi purpose Center	25.0	2	59.4%	54	29.5	2	65.5%	56	37.5	1	23.3%	20
Music Hall	44.3	4	50.0%	151	33.3	4	72.6%	146	18.3	1	30.0%	15
Physical Education Building	25.3	2	93.4%	30	18.5	2	96.8%	31	13.0	2	59.0%	30
Science Center	27.4	8	80.3%	197	27.6	8	82.6%	197	22.1	7	49.4%	168
Science Center Addition	36.4	2	83.5%	48	31.5	2	90.6%	47	14.0	1	41.7%	24
South Hall	18.7	2	65.6%	48	27.3	2	73.5%	41	0.0	0	0.0%	0
Teacher Education Building	29.3	1	66.7%	29	26.5	1	82.4%	27	10.0	1	53.3%	30
Technology Building	27.4	5	65.3%	119	21.2	5	81.5%	122	0.0	0	0.0%	0

Southern Utah University 2019-20 Utilization Report

Required Question 1: Meeting Board Standards

Using the utilization data submitted with this report, explain how your institution intends to meet or exceed the standard by 2025 to meet legislative intent language and Board performance metrics:

- a. Classroom Room Utilization Rate: 75% scheduling of all classrooms during a 45-hour week—33.75 hours per week.

This is the first year SUU has not met the minimum standard and the first year our new business building has been online. The addition of the business building allowed us to expand our available seats, temporarily decreasing our room utilization rate in spring and fall. However, with the addition of our three-year degree program, we have been able to increase our summer utilization rate by almost 50%. As that program matures, we will continue to see increases in summer utilization.

- b. Classroom Seat Occupancy Rate: 66.7% seat occupancy.

SUU currently exceeds this standard for fall and spring. Our summer rate remained constant despite a 50% increase in room utilization. As the three-year program matures, we expect to see substantial increases in seat occupancy rates. We are committed to using state resources efficiently and plan to continue improving our occupancy rate by utilizing optimization software and carefully aligning our course offerings with appropriate classrooms.

- c. Laboratory Room Utilization Rate: 55% scheduling of all laboratories during a 45-hour week—24.75 hours per week.

SUU currently exceeds this standard fall and spring terms. However, with the addition of our three-year degree program, we have been able to increase our summer utilization rate by 114%. As that program matures, we will continue to see increases in summer utilization.

- d. Laboratory Seat Occupancy Rate: 80% station occupancy.

We are committed to using state resources efficiently and plan to continue improving our occupancy rate by utilizing optimization software and carefully aligning our course offerings with appropriate laboratories.

Required Question 2: Local Conditions Affecting Utilization

What are local institutional conditions and other mission-related issues that affect space utilization and scheduling at your institution? What would you like policymakers to understand about the utilization data submitted by your institution?

SUU has, in our strategic plan, committed to a student to faculty ratio of 18:1, but many of our classrooms have capacity beyond 18 students. We have also committed classrooms for ESL, Concurrent Enrollment and Honors classes, all of which negatively affect our utilization rates. We recognize the importance of efficient and effective use of state resources and plan to continue being good stewards of those resources. We are committed to achieving a 40-hour classroom utilization rate and 80% occupancy rate by 2025.

Required Question 3: Central Scheduling

What steps has your institution taken to implement centralized scheduling as required by Board Policy R751? What percent of your classroom and laboratory inventory are centrally scheduled?

All classrooms and teaching laboratories at SUU are scheduled by the Registrar's office.

Required Question 4: Institutional Utilization Policy

Provide a link or attach a copy of your institutional utilization policy required by Board Policy R751.

<https://help.suu.edu/uploads/attachments/PP646Academic.pdf>

Required Question 5: Hours of Operation

What are the hours of operation for your institutional facilities and what expectations does your institution have for facility use throughout the day?

Our peak hours are from 8:00 a.m. – 4:00 p.m. Although, we have courses begin as early as 6:00 a.m. and courses, such as astronomy, that end at midnight.

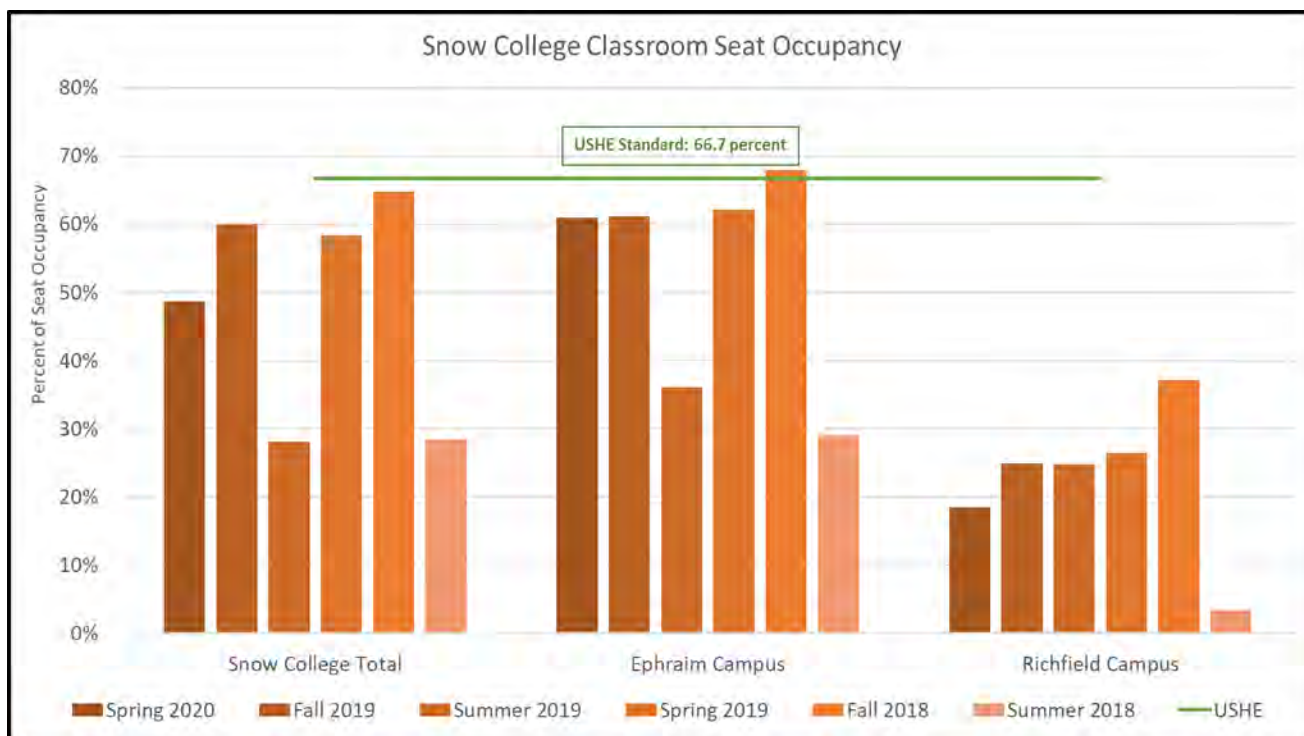
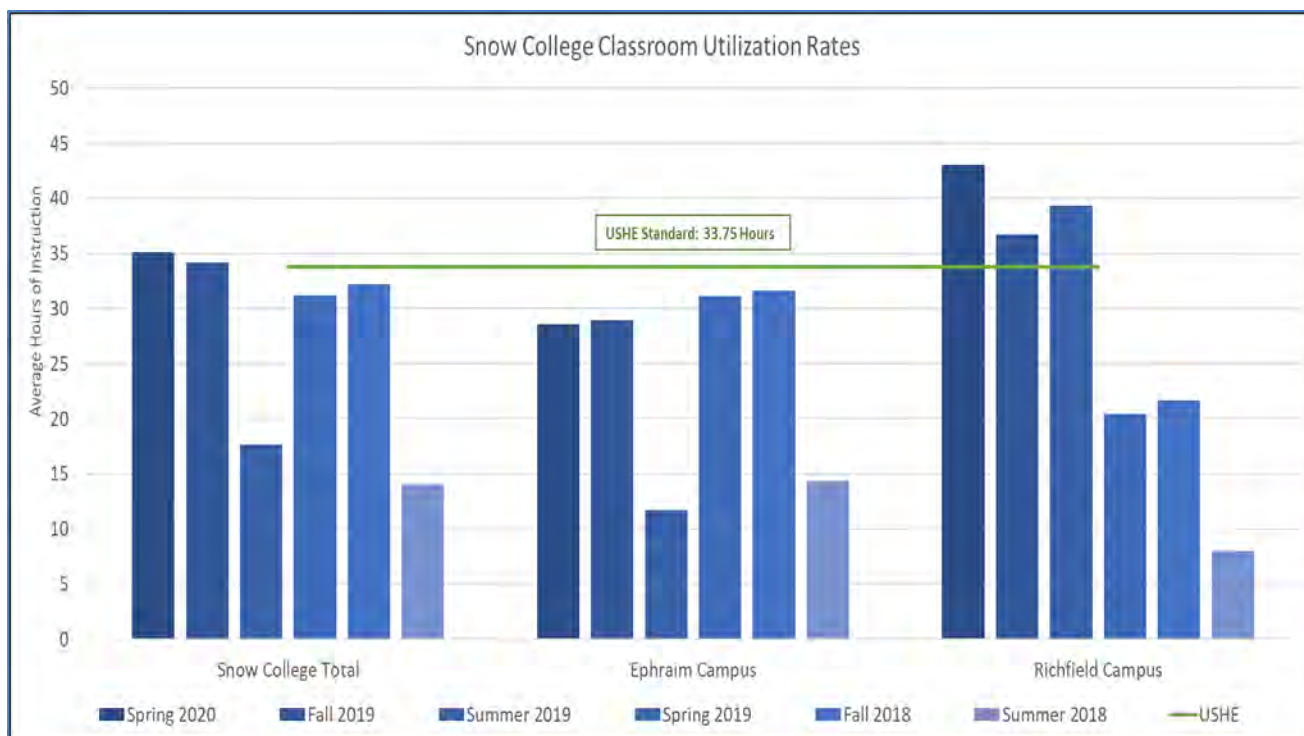
Required Question 6: Optimizing Summer Term

What is your institution doing to optimize the use of available classrooms and teaching laboratories during the summer term?

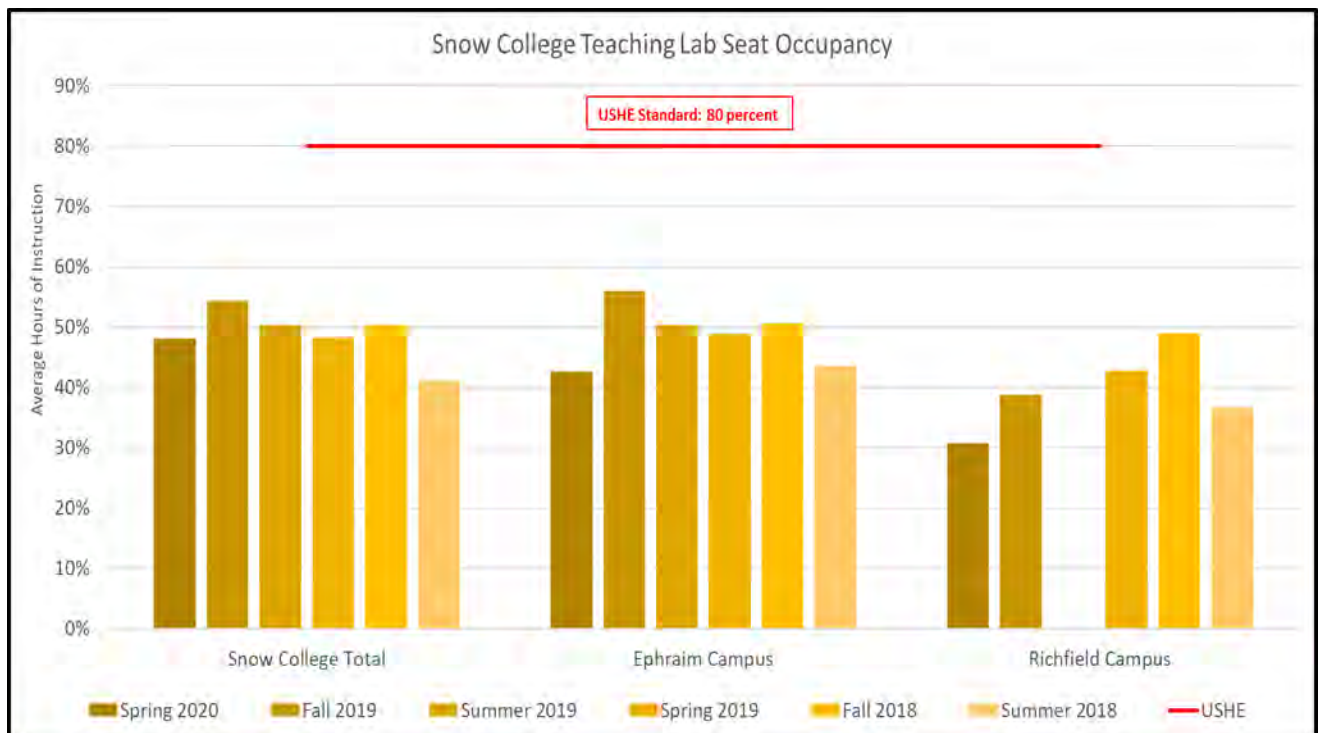
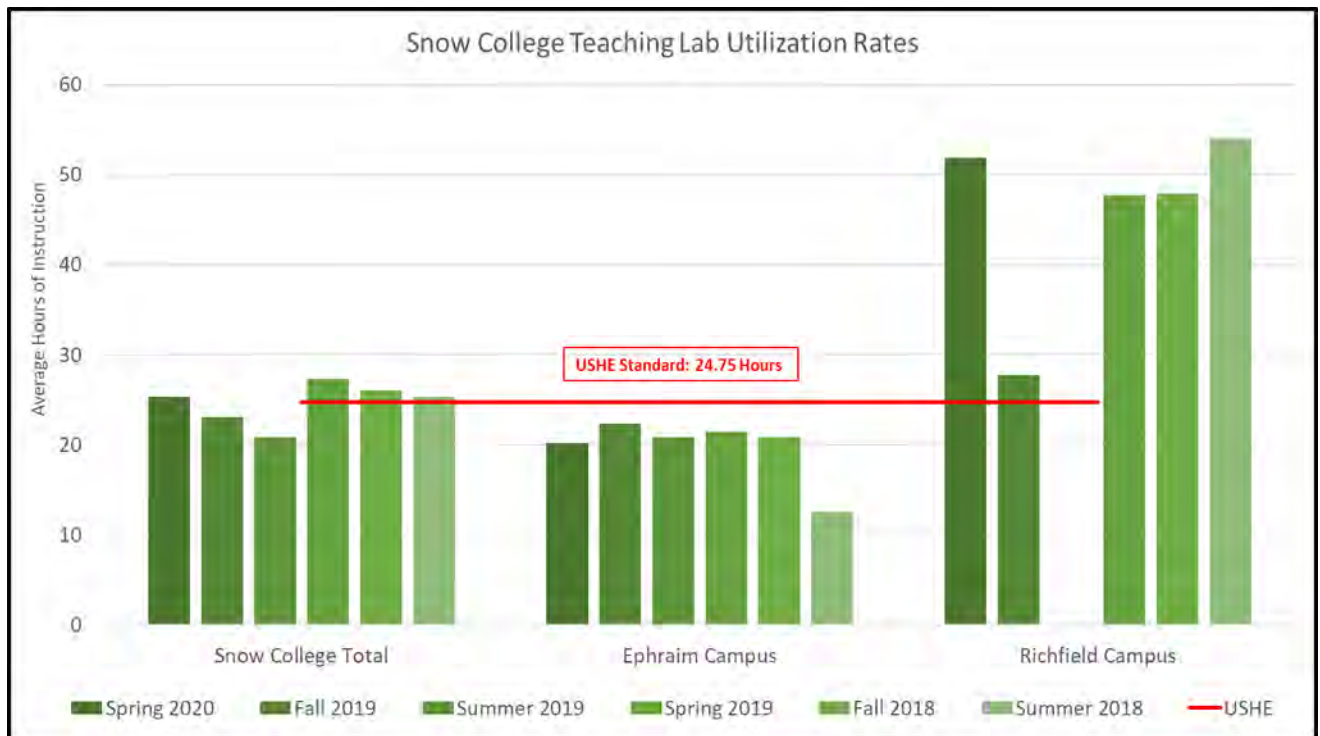
SUU has implemented our three-year degree program. As a result, we saw a substantial increase in the room utilization rate.

Snow College Utilization 2019-20

Overview of Snow Classroom Utilization



Overview of Snow Lab Utilization



Snow Classroom (110) Utilization

	Class room (110) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
	Station				Station				Station			
	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats
Snow College Total	35.1	91	48.7%	5,079	34.2	91	60.0%	5,663	17.7	23	28.1%	740
Ephraim Campus	28.6	69	60.9%	4,282	28.9	69	61.2%	4,772	11.7	18	36.1%	640
Home Activity Center	14.4	3	54.0%	150	20.3	3	54.4%	120	4.6	2	17.5%	80
Business Building	24.6	8	64.7%	240	22.5	8	67.6%	240				
Eccles Performing Arts Bldg.	5.3	10	34.7%	2,250	6.1	10	55.0%	2,490	13.3	1	14.0%	50
Graham Science Center	30.9	5	55.3%	240	34.3	5	58.2%	240	17.8	2	29.1%	76
Home and Family Studies	26.1	2	84.6%	80	26.8	2	83.1%	80				
Huntsman Library	17.6	3	35.7%	30	24.7	3	37.3%	300				
Health Science Center	14.3	2	49.7%	50	10.5	1	97.9%	24				
Humanities Building	37.6	13	54.7%	390	36.0	13	61.4%	390	11.1	7	35.5%	210
Lucy Philips Building	25.6	13	61.5%	468	22.8	14	69.9%	504	13.0	3	51.9%	108
Noyes Building	28.8	4	58.6%	144	30.0	4	70.4%	144	14.2	1	41.7%	36
Social Science Building	29.8	5	69.9%	200	32.4	5	75.8%	200	10.5	2	35.7%	80
Trades Building	18.0	1	25.0%	40	24.7	1	26.5%	40				
Richfield Campus	43.0	22	18.5%	797	36.7	22	24.9%	891	39.3	5	24.8%	100
Sorensen Administration Bldg.	5.4	3	19.8%	11	6.4	3	52.1%	105				
Sevier Valley Center	16.9	8	30.2%	280	16.2	8	32.3%	280				
Washburn Building	72.2	11	14.7%	506	59.9	11	19.3%	506	39.3	5	24.8%	125

Snow Teaching Lab (210) Utilization

	Teaching Labs (210) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
	Station				Station				Station			
	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats
Snow College Total	25.3	72	48.1%	4,108	23.1	70	54.4%	3,956	20.8	9	50.4%	210
Ephraim Campus	20.2	61	42.6%	3,767	22.3	60	55.9%	3,615	20.8	9	50.4%	210
Home Activity Center	25.7	10	28.4%	1,300	26.1	9	69.1%	1,170				
Business Building					50.0	1	60.5%	20	2.0	1	30.0%	20
Eccles Performing Arts Bldg.	16.4	19	26.6%	1,425	19.4	18	36.0%	1,350	43.4	2	22.4%	50
Graham Science Center	22.6	14	70.7%	672	27.3	14	62.8%	672	8.1	3	81.7%	72
Home and Family Studies	11.7	3	80.0%	36	8.0	2	99.0%	24				
Huntsman Library	20.0	1	77.3%	15	30.0	1	84.8%	15	31.7	1	100.0%	16
Health Science Center	15.0	3	35.4%	64	13.3	2	52.8%	64	37.5	1	16.7%	32
Humanities Building	18.1	7	65.8%	175	16.2	8	68.4%	200				
Trades Building	18.5	4	58.9%	80	14.8	5	65.2%	100	5.3	1	27.5%	20
Richfield Campus	51.9	11	30.8%	341	27.7	10	38.7%	341				
Washburn Building	51.9	11	30.8%	341	27.7	11	38.7%	341				

Snow College 2019-20 Utilization Report

Required Question 1: Meeting Board Standards

Using the utilization data submitted with this report, explain how your institution intends to meet or exceed the standard by 2025 to meet legislative intent language and Board performance metrics:

- a. Classroom Room Utilization Rate (RUR): 75% scheduling of all classrooms during a 45-hour week—33.75 hours per week.

RUR rates for Snow College exceeded the USHE standard for both fall and spring semester. Fall semester's aggregated RUR was 34.2 and spring semester's RUR was 35.1. Excluding summer term as an anomaly, the annualized RUR is 34.65. Snow College intends to maintain or increase this RUR through the following:

- Continue to assess and reassign rooms scheduled for instruction that are open lab space. For example, Humanities 116 is a classroom that is currently being used as an open language tutoring space. Noyes 101 is the open math tutoring lab that is being used for iLearn, self-directed, class instruction. Open lab space is also used in the Eccles Performing Art Center and the Graham Science building.
- Continue to implement institutional and distinct curricular changes to better use available space. For example, Snow College's new General Education Foundations course was equitably scheduled for morning and afternoon time slots. Fall enrollments indicate that students enrolled in the afternoon courses slots at the same rate as the "preferred" morning offerings. Proposed changes to activity-based instruction classes (such as the physical education classes) to include dedicated lecture time continued to be implemented.
- Snow College will continue to convert additional rooms to IVC instruction and expand the on-site seating space in these broadcast classrooms.
- Snow College added the classrooms of the Sevier Valley Center to its reporting of lecture space.
- Snow College will continue to use available CARES funding to equip traditional classrooms with broadcast and other interactive technology.

- b. Classroom Seat Occupancy Rate (SOR): 66.7% seat occupancy

Snow College's SOR improved from the previous year but remains below the USHE rate. Fall semester remained the same as the previous year at 60% while spring semester was lower (48.7% compared to 55.2%).

Snow College intends to:

- Re-assess the instructional designation of dual-purpose rooms. Consistent with the National Science Foundation’s recommendations for high-impact teaching and learning environments, Snow College’s Graham Science Center has dual-purpose lecture and lab rooms. This is where the lab activities are embedded into the lecture. Snow College intends to clarify the space dedicated to this instruction (as either lecture or lab) which will help the college more strategically schedule the embedded lab science classes in the appropriate space.
 - Re-define Snow College’s summer term schedule and academic offerings. As a part of the College’s strategic enrollment management plan, Snow College intends to “develop and market” a more viable summer on-line curriculum. With the lack of student summer jobs and the fact that the majority of our students return home to work for the summer, Snow College aims to re-purpose summer term as a robust online presence. Academic space during the summer will be re-dedicated to (1) planned classroom and laboratory renovations and (2) statewide, six-county service area and community-based conferencing, workshops, and secondary student camp instruction. As Snow College continues to improve its summer online presence, the RUR and SOR rates will likely not increase.
 - Snow College added the classrooms of the Sevier Valley Center to its reporting of lecture space.
- c. Laboratory Room Utilization Rate: 55% scheduling of all laboratories during a 45-hour week—24.75 hours per week

Snow College increased its laboratory RUR for all three academic periods: fall semester was 23.1 (previous was 20.6), spring semester was 25.3 (previous was 21.9) and summer term was 20.8 (previous was 14.6). Annualized (excluding summer term), the institution’s laboratory RUR was 24.2—barely lower than the USHE standard. To maintain and increase the laboratory RUR, Snow College will:

- Continue to re-assess the instructional designation of dual-purpose rooms. Consistent with the National Science Foundation’s recommendations for high-impact teaching and learning environments, Snow College’s Graham Science Center has dual-purpose lecture and lab rooms. This is where the lab activities are embedded into the lecture. Snow College intends to clarify the space dedicated to this instruction (as either lecture or lab) which will help the college more strategically schedule the embedded lab science classes in the appropriate space. For example, some of the institution’s science pre-requisite classes with the embedded lab instruction offered during fall semester should be re-classified as lab instruction and assigned the more appropriate laboratory space. The same re-classification is suggested for practice rooms in the Eccles Performing Arts Center and dual-purpose rooms on Richfield campus’ Washburn Building (e.g. Cosmetology courses).

- Obtain funding for a new social science academic building. Snow College will continue to pursue legislative funding for a new social science building that will replace the dismal lab space provided by the aging Home and Family Science building. Currently, the lab space offered by this structure (which includes a child care lab) is plagued with structural design and maintenance problems and cannot accommodate the student demand for social science-based lab instruction. It is noted that the annualized RUR rate for the Home and Family Sciences building is 27.3 with an SOR of 87.5%. The RUR for the Social Science building is 20.5 with an SOR of 72.3%.

d. Laboratory Seat Occupancy Rate: 80% station occupancy

Snow College significantly improved the laboratory SOR for fall semester to 54.4% (previous was 49.7%) and summer term to 50.4% (previous was 38.2). Spring semester remained the same at 48.1%. Snow College is making progress on better occupancy use of the clinical and technical education laboratory spaces located in Richfield and Ephraim's West Campus. Annualized, laboratory SOR remains well below the USHE standard at 51.25% Snow College will continue to advance the following:

- Continue to work on lab space given student lecture/lab class drop behavior and DFWI rates. Recently, Snow College looked at science class and lab enrollments for general education science classes. Students receive two distinct grades for these classes: one for the lecture class and another for the lab class (two separate enrollments). It was discovered that students are dropping or failing the lecture class while passing the lab class. As a result, students are repeating only the lecture class which increases the classroom SOR but diminishes the associated lab SOR. Snow College is considering proposals to assuage first-time DFWI rates for the lecture part of these classes and/or implement "remediated" lecture-only course offerings to those students who passed the lab. These efforts are directed to consolidate lab sections and maximize each lab's SOR.
- Snow College eliminated open-access labs for classroom scheduling. Humanities 116 is a classroom that is currently being used as an open language tutoring space. Noyes 101 is the open math tutoring lab that is being used for iLearn, self-directed, class instruction. Snow College removed this space from active class scheduling. The proper use of open lab space continues to be considered in Snow College's Space Utilization policy.

Required Question 2: Local Conditions Affecting Utilization

What are local institutional conditions and other mission-related issues that affect space utilization and scheduling at your institution? What would you like policymakers to understand about the utilization data submitted by your institution?

Snow College submits the following for space utilization consideration:

- RUR and SOR reporting should consider annual or annualized aggregates. The discrete academic period reporting of these rates is very helpful to the institution. However, since the data analyzed is annual space utilization and curricular offerings vary from one academic period to another, some terms offering more than other terms, Snow College petitions the Commissioner to explore RUR and SOR rates for the academic year. This data can be delineated by campus, building, and room.
- Snow College suggests that the summer academic period be eliminated or have less consideration in overall space utilization considerations. Snow College does not have a robust summer academic program. We have summer course offerings that appear to be a mismatch with current market demands. The majority of our students will leave for the summer to go work and save money living at home. Sanpete and the surrounding counties do not offer a lot of temporary employment during the summer months for these students to stay and take traditionally-delivered coursework. Snow College intends to make summer a strong, distance-delivered (or online) academic period and re-purpose academic space for non-curricular conferences, camps, and workshops. This direction is a part of the institution's strategic enrollment management plan.

Required Question 3: Central Scheduling

What steps has your institution taken to implement centralized scheduling as required by Board Policy R751? What percent of your classroom and laboratory inventory are centrally scheduled?

Snow College has completed the following steps toward a centralized scheduling:

- Created balance between a.m. and p.m. course offerings. Over the past two years, Snow College administration has worked collaboratively with faculty to offer the same course and lab sections during the morning hours (preferred by faculty) and the afternoon hours. This has greatly increased our RUR and SOR since the 2012 Space Utilization report.
- Used data to inform better classroom assignment decision-making. Using this report, published as an open access dashboard, and an internal Argos report developed by Snow College's registrar, faculty can see available classroom space. This has influenced the practice of under-utilized program-specific classrooms being open for general class and or lab (as appropriate) scheduling. This practice has positively influenced our SOR efficiencies and has improved faculty accountability over their "proprietary" space.

- Implemented a comprehensive general education redesign that
 1. Required the use of additional classroom space for incoming students required to enroll in the institution's Foundations course;
 2. Eliminated the additional lab requirement that is not consistent with statewide general education curriculums; and
 3. Scheduled course sections throughout the instructional day. Student feedback data will be used to influence the equitable a.m./p.m. scheduling of other general education courses (e.g., ENGL 1010 and/or 2010, MATH 1030 and/or 1040 and/or 1050, and social science classes.

Starting fall 2020, Snow College created a Space Utilization Committee chaired by Leslee Cook, Physical Plant Director. In addition, space inventory data was cleaned and implemented into the institution's information system, Banner, for better data coordination and reporting.

Centralized scheduling controls approximately 60% of Snow College's classroom and laboratory space. This percent is attributed to curriculum associated with Snow College's general education mission and traditional student instruction base. The remaining 40% represents collaborative scheduling between faculty, staff, and academic administration that is consistent with Snow College's student-centered pedagogical focus.

Required Question 4: Institutional Utilization Policy

Provide a link or attach a copy of your institutional utilization policy required by Board Policy R751.

Snow College has:

1. Developed 50/50 morning and afternoon classroom and lab scheduling practices
2. Provided assessment and analysis of existing scheduling and capacity rates for more informed decision-making
3. Re-designed the general education program to increase the use of existing classroom and eliminate unnecessary lab requirements to maximize the scheduling and capacity of lab space.

These activities are part of the college's on-going efforts toward a campus-wide scheduling policy. As Snow College advances its strategic enrollment management plan and completes the hiring of a full-time Associate Vice President for Student Success—Enrollment Management Director (December 2018), the formalization of a campus-wide scheduling policy will balance the college's space efficiency needs with its recruitment, retention, and student-centered philosophies.

General course scheduling policy is now published at
https://www.snow.edu/offices/registrar/policy_scheduling.html

Campus personnel or external agencies can schedule campus facilities by contacting the appropriate building supervisor. This information is located at
<https://www.snow.edu/general/scheduling.html>

Required Question 5: Hours of Operation

What are the hours of operation for your institutional facilities and what expectations does your institution have for facility use throughout the day?

Snow College recognizes 7:30 a.m. to 5:30 p.m. as our generally accepted hours of operation. However, operational hours vary by building depending program-specific activities. For example, Snow College's art program provides 24-hour lab access throughout the semester. The theatre and music programs have extended hours due to private instruction, rehearsals, and live performances. The Graham Science Center offers evening science lab/tutoring sessions.

Required Question 6: Optimizing Summer Term

What is your institution doing to optimize the use of available classrooms and teaching laboratories during the summer term?

Foremost, Snow College has gained a better understanding of its summer market in terms of student matriculation, course offerings, type of delivery, and their impact on summer space utilization. Snow College intends to offer more online/distance delivery or hybrid instructional options. This will help the college more strategically assign academic space for traditional instruction and accommodate more systematic classroom and/or laboratory space improvements and renovations. Additionally, Snow College is actively working with Central Utah Educational Services (CUES) directors and other service-area and statewide agencies to use viable space for professional conferences and workshops and public education student learning camps.

Optional Question 1: Monitoring Methods

What monitoring methods or data collection guidelines does your institution use to ensure effective reporting of classroom and teaching laboratory utilization?

Snow College has two reports that monitor the use of classroom and laboratory utilization. These two reports also assist with the effective reporting of said spaces. This USHE Space Utilization report, published as a publicly-available dynamic Tableau dashboard allows faculty, staff, and administrator's access to annual and academic term space utilization data driven by USHE reporting guidelines and [Board Policy R751](#). This dashboard reports verified data-driven and user-determined information by campus, building, and classroom and accommodates additional analysis by hours of operation, general education assignment, and faculty designation (full-time/part-time). Given that new metrics for space utilization have been determined using existing USHE end-of-term reports, similar space utilization reports can be developed and used to evaluate RUR and SOR trends.

The second report is an Argos report used internally (password protected) to alert faculty and staff to existing useable space prior to each academic period. This unassigned space is then offered to other programs in order to maximize RUR and SOR in a spirit of academic collaboration.

In addition, the Office of Institutional Research uses USHE third-week reporting to identify active courses that are not assigned classroom or laboratory space. Working with the Snow College Registrar, the physical location and times of these courses are determined by each semester's end-of-term report. This improvement is a direct result of information obtained from last year's space utilization report.

Optional Question 2: Off-Peak Student Enrollment

What strategies does your institution employ for encouraging student enrollment during off-peak hours and better aligning student enrollments with available space?

Snow College's 50/50-a.m./p.m. schedule has influenced students considering taking more classes in the afternoon. Snow College is also encouraging staff who provide part-time instruction to teach either in the early morning or in the afternoon/late evening hours (hours outside the full-time work day). The equitable a.m./p.m. scheduling of the GE Foundations course has significantly influenced afternoon course enrollment behavior.

Optional Question 3: Non-Instructional Room Utilization

What strategies does your institution employ to capture non-instructional classroom and laboratory utilization?

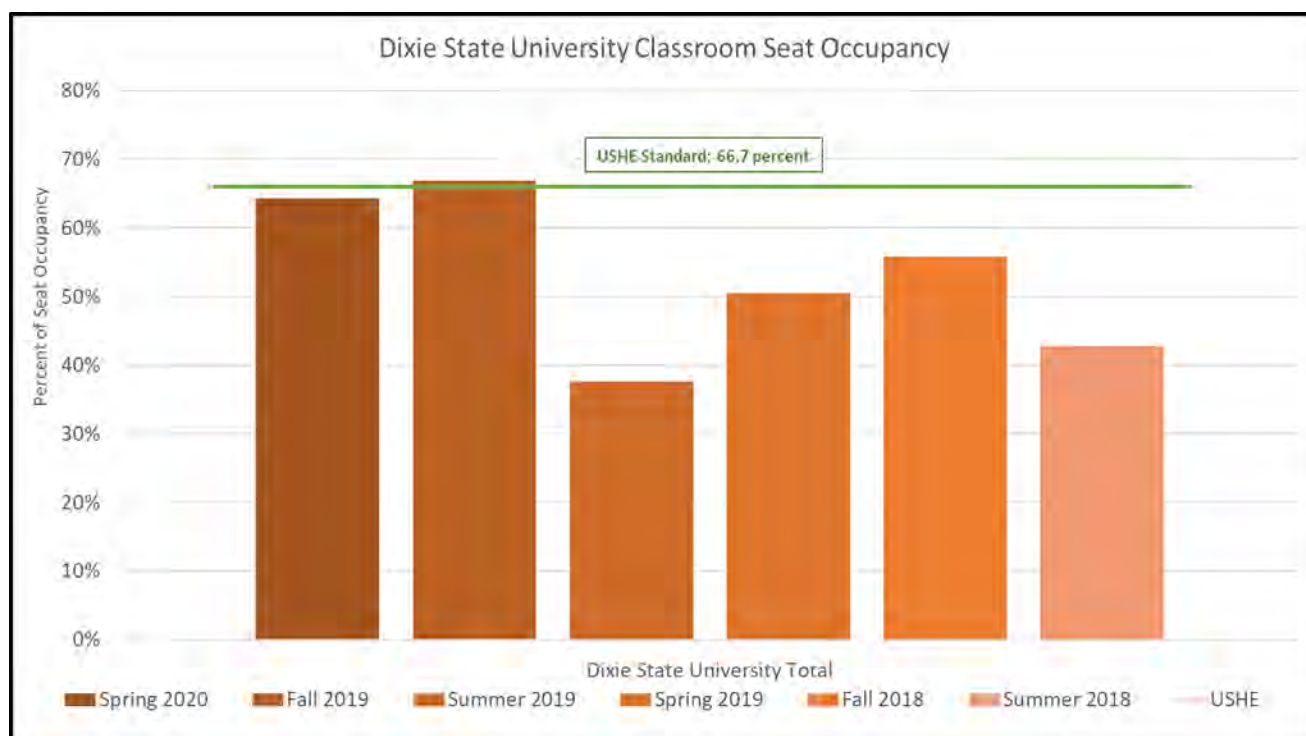
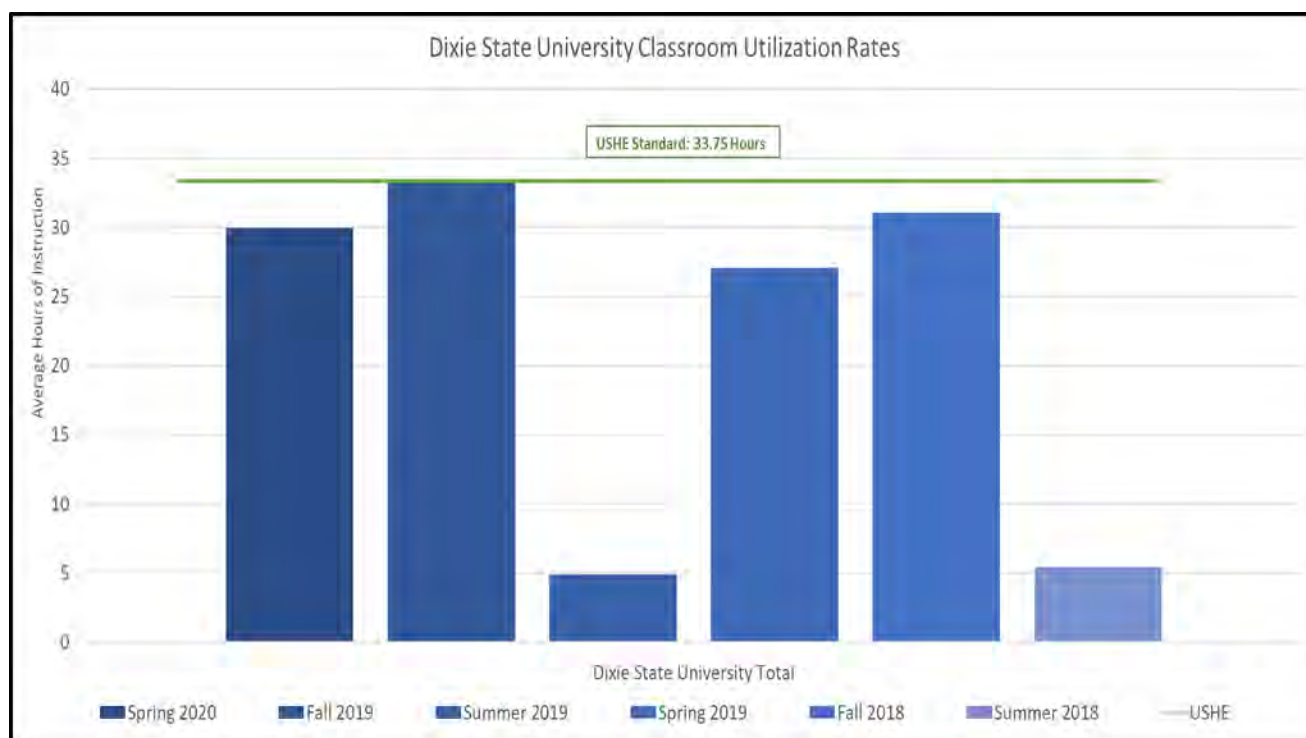
Snow College recognizes that some non-instructional space such as music faculty offices are used for instruction (i.e., private music lessons). Snow College intends to address these issues along with open labs with course assignments and activity-based classes with no assigned academic-designated space (previously discussed) by assigning determined classroom space to said instruction.

In the preparation of this report, Snow College identified several courses with active student enrollments but no determined start/stop times or locations (all were null values). It has been recommended that Snow College's space utilization policy consider practice and/or procedure that disallows null values in these fields by the end of the academic period—start/stop times and building/room assignments must be made by the end of the semester preparatory to the collection and reporting of the academic period's end-of-term report.

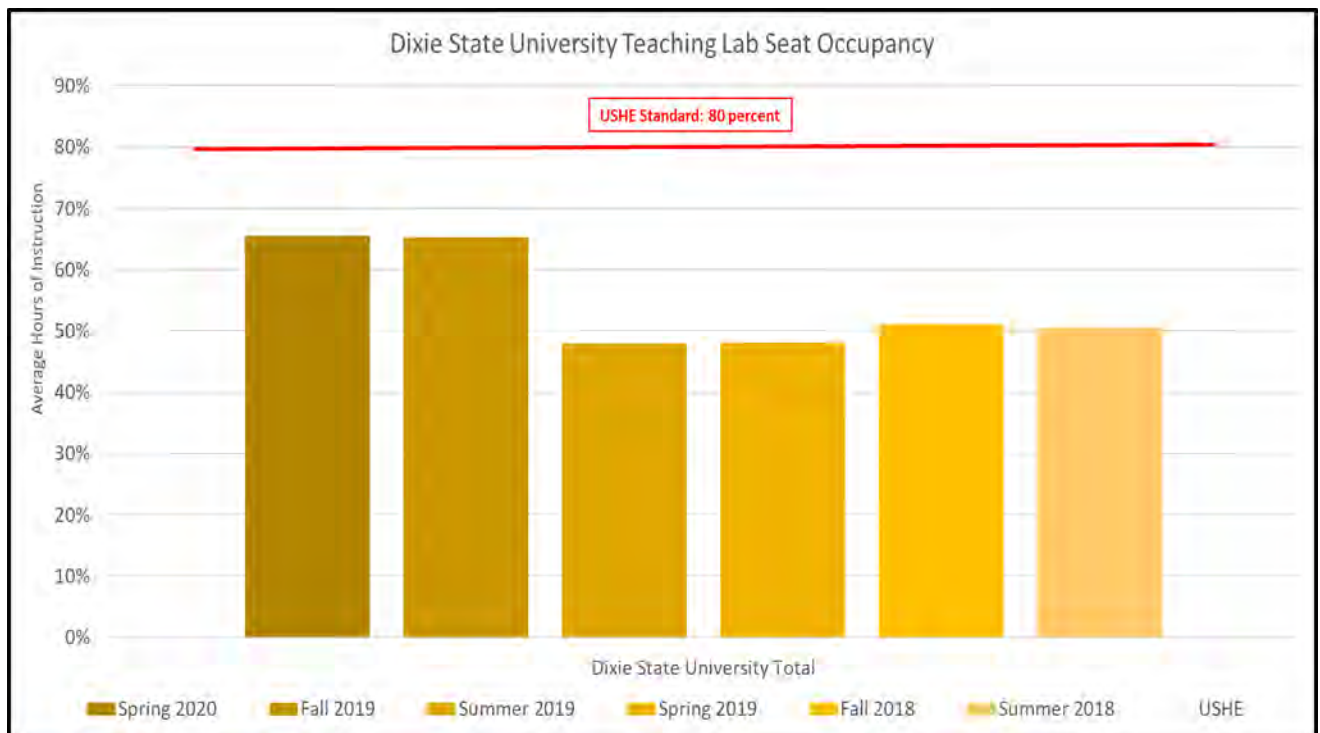
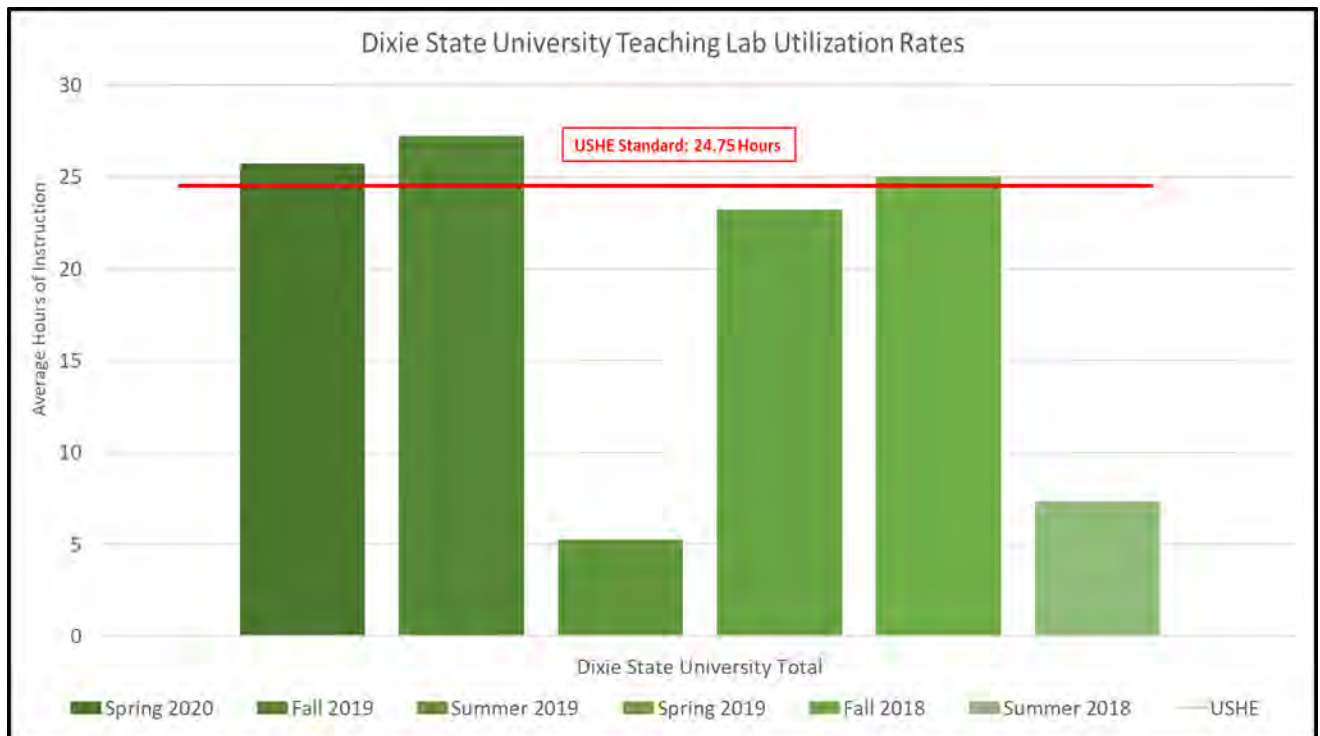
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Dixie State University Utilization 2019-20

Overview of DSU Classroom Utilization



Overview of DSU Lab Utilization



DSU Classroom (110) Utilization

	Classroom (110) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
			Station				Station				Station	
	Room	#	Occupancy	#	Room	#	Occupancy	#	Room	#	Occupancy	#
	Utilization	Rooms	Rate	Seats	Utilization	Rooms	Rate	Seats	Utilization	Rooms	Rate	Seats
Dixie State University Total	30.0	74	64.3%	3,296	33.2	74	66.9%	3,296	4.9	44	37.7%	1,916
Eccles Fine Arts Building	30.3	1	32.2%	38	37.8	1	40.9%	38	2.3	1	26.3%	38
Hazy School of Business	25.2	12	76.4%	444	29.9	12	71.5%	444	3.8	9	42.8%	361
Holland Centennial Commons	22.7	8	63.0%	271	29.4	8	63.6%	271	6.4	4	46.1%	157
HPC	20.4	5	65.4%	171	23.2	5	65.5%	171				
Innovation Plaza	21.0	1	57.0%	30	16.0	1	48.1%	30				
Jennings Communications	32.8	3	62.2%	80	33.1	3	67.2%	80	6.8	3	36.8%	80
McDonald Center	30.9	10	69.1%	391	32.0	10	70.9%	391	3.5	9	40.1%	341
North Plaza	26.6	5	69.5%	143	22.5	5	77.4%	143	3.0	1	33.8%	37
Science Building	32.2	4	53.1%	354	35.2	4	53.1%	354	7.1	3	27.1%	304
Smith Computer Center	24.2	5	71.2%	172	27.6	5	69.3%	172	4.7	1	30.3%	38
Snow Math & Sciences Center	28.6	12	63.9%	476	30.5	12	75.2%	476	4.5	10	42.4%	396
Taylor Health Science Center	22.5	6	47.2%	239	18.8	6	56.2%	239				
University Plaza Bldg B	17.5	6	57.7%	144	21.4	6	60.1%	144	4.8	5	22.3%	134
University Plaza Bldg D	33.4	2	55.0%	81	32.1	2	52.3%	81				
Whitehead Education Building	20.0	7	63.5%	262	29.9	7	65.1%	262	2.2	1	40.0%	30

DSU Teaching Lab (210) Utilization

	Teaching Labs (210) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
			Station				Station				Station	
	Room	#	Occupancy	#	Room	#	Occupancy	#	Room	#	Occupancy	#
	Utilization	Rooms	Rate	Seats	Utilization	Rooms	Rate	Seats	Utilization	Rooms	Rate	Seats
Dixie State University Total	25.7	41	65.5%	1,385	27.2	40	65.2%	1,336	5.3	17	48.0%	430
Eccles Fine Arts Building	29.4	2	36.7%	99	21.2	2	34.6%	99				
Hazy School of Business	18.1	5	73.5%	150	26.2	5	70.2%	150	4.6	3	26.1%	78
Holland Centennial Commons	8.3	1	61.9%	40	30.7	1	49.8%	40	3.0	1	31.3%	40
Innovation Plaza	13.3	8	69.3%	262	13.6	6	68.0%	197				
Jennings Communications	15.0	3	59.1%	86	7.9	3	70.5%	86	3.6	1	23.3%	30
McDonald Center	15.1	2	56.0%	34	11.0	2	74.2%	34	7.0	1	10.0%	20
North Plaza	23.7	1	78.1%	24	27.4	1	77.5%	24				
Performing Arts Building												
Science Building	25.3	11	68.9%	272	24.9	11	69.2%	272	4.5	6	53.8%	146
Smith Computer Center	31.0	2	88.1%	48	26.4	2	73.8%	48				
Snow Math & Sciences Center	29.6	5	68.6%	96	29.0	5	71.9%	96	8.9	1	50.0%	24
Taylor Health Science Center	20.1	8	58.9%	165	25.1	8	55.0%	165	6.7	3	77.5%	52
University Plaza Bldg B					4.8	1	62.5%	16				
University Plaza Bldg D	5.7	1	56.3%	24	11.3	1	74.0%	24				
Whitehead Education Building	19.2	2	41.3%	85	20.9	2	47.4%	85	6.3	1	60.0%	40

Dixie State University 2019-20 Utilization Report

Required Question 1: Meeting Board Standards

Using the utilization data submitted with this report, explain how your institution intends to meet or exceed the standard by 2025 to meet legislative intent language and Board performance metrics:

- a. Classroom Room Utilization Rate: 75% scheduling of all classrooms during a 45-hour week—33.75 hours per week.

To meet or exceed the standard classroom room utilization rate of 75% and/or the total use per room of 33.75 hours per week, Dixie State University intends to implement the following strategies:

- a. Increase enrollment to 15,000 students
 - b. Continue to work collaboratively across campus divisions to increase student retention rates
 - c. Offer more early morning, late afternoon, and evening courses
 - d. Implement a new bell schedule across campus
 - e. All exceptions to the bell schedule must be reviewed and approved by a committee
 - f. Expand graduate-level course offerings and programs
 - g. Designate specific classrooms for use by Community Education
- b. Classroom Seat Occupancy Rate: 66.7% seat occupancy.

To meet or exceed classroom occupancy rates of 66.7%, Dixie State University intends to implement the following strategies:

- a. Align classroom occupancy rates with past enrollment rates to ensure smaller courses are not being taught in larger capacity rooms
 - b. Analyze data produced by EAB's software to forecast enrollment rates for specific courses
 - c. Ensure collaboration between Central Scheduling and Academic Colleges in scheduling courses in rooms with seat capacities that match established enrollment rates for those specific courses
- c. Laboratory Room Utilization Rate: 55% scheduling of all laboratories during a 45-hour week—24.75 hours per week.

To meet or exceed a standard laboratory room utilization rate of 55% and 24.75 hours per week, Dixie State University intends to implement the following strategies:

- a. Increase enrollment to 15,000 students

- b. Continue to work collaboratively across campus divisions to increase student retention rates
 - c. Increase afternoon and evening lab courses to effectively utilize laboratory facilities
 - d. Expand graduate-level programs across campus
- d. Laboratory Seat Occupancy Rate: 80% station occupancy.

To meet or exceed an 80% laboratory seat occupancy rate Dixie State University intends to implement the following strategies:

- a. Work with departments and programs to ensure they are scheduling homework and individual lab time through DSU's Central Scheduling EMS software
- b. Reclassify, when appropriate, laboratory facility classifications to open lab hours (OLB) for assigned independent and homework use of labs

Required Question 2: Local Conditions Affecting Utilization

What are local institutional conditions and other mission-related issues that affect space utilization and scheduling at your institution? What would you like policymakers to understand about the utilization data submitted by your institution?

Local institutional conditions and mission-related issues that affect space utilization and scheduling include:

- Central Scheduling uses a holistic approach to scheduling for summer, fall, and spring semesters, but toward the end of the scheduling process special circumstances related to scheduling sometimes occur:
 - New classes open due to the institution's open student enrollment dual mission
 - Americans with Disabilities (ADA) faculty and/or staffing requests may require changing classrooms and or building locations for specific courses.
 - New or newly-opened courses taught by adjunct faculty may require adjustment of room schedules to accommodate adjunct faculty schedules
- With limited lab facilities on campus, Central Scheduling struggles to place labs limited-in-class-size per instruction specifications into labs with similar capacity levels. When instruction specification limits enrollment to 20 students, but the only available lab holds up to 45 students, Central Scheduling will schedule the 20-person lab course into the 45-student lab facility
- With an open enrollment mission, many of DSU's students work full- and or part-time jobs, including during evening and weekend hours, making those class times less accessible for students
- Demand for summer courses is typically low

- With the addition of online-only courses and new online degrees, DSU’s classroom utilization may be negatively impacted

Required Question 3: Central Scheduling

What steps has your institution taken to implement centralized scheduling as required by Board Policy R751? What percent of your classroom and laboratory inventory are centrally scheduled?

Scheduling of university venues, buildings, classrooms, and grounds is governed by [Board Policy R751](#) and [DSU Policy 441: Central Scheduling of Campus Facilities and Events](#).²

100% of DSU’s classroom and laboratory inventory is scheduled through the Central Scheduling Office. The Central Scheduling Office utilizes EMS scheduling software to schedule all venues, buildings, classrooms, and grounds owned by the university for both academic and non-academic functions. DSU Policy 441 states, “Campus Scheduling must be done through the Central Scheduling Office” (Section 6.1.1).

Central Scheduling follows Policy 441 in prioritizing scheduling requests:

1. “Advancement of educational mission, specifically academic classes and curricular program requirements” (Section 4.1.1)
2. “Official DSU student organizations, followed by college and department mission compliant events” (Section 4.1.2)
3. “DSU colleges, departments, or committees approved (Co) sponsored faculty and staff events” (Section 4.1.3)
4. “Community events, followed by public and commercial events” (Section 4.1.4)

Required Question 4: Institutional Utilization Policy

Provide a link or attach a copy of your institutional utilization policy required by Board Policy R751.

<https://dixie.edu/wp-content/uploads/formidable/52/441.pdf>

² Dixie State University Policy Library, R441: Central Scheduling of Campus Facilities and Events, <https://dixie.edu/wp-content/uploads/formidable/52/441.pdf>

Required Question 5: Hours of Operation

What are the hours of operation for your institutional facilities and what expectations does your institution have for facility use throughout the day?

Dixie State University matches its hours of operation to academic needs and community requests by offering services and or facilities seven days a week, as necessary to accommodate needs.

Required Question 6: Optimizing Summer Term

What is your institution doing to optimize the use of available classrooms and teaching laboratories during the summer term?

To optimize the use of classrooms and teaching laboratories during the summer term, academic departments are working to build additional summer offerings, incentivizing faculty to teach summer courses, and designing new programs with summer components that speed up completion and graduation rate times.

As part of DSU's Strategic Plan 2020 and the community engagement initiative, DSU sponsors and/or partners with community leaders and organizations to host various summer camps, such as Dixie Prep for 7th, 8th, and 9th graders interested in STEM fields; POP Rocks for high school students interested in exploring physical and organic properties of rocks and water; Mechanical Engineering Summer Camp for high school students; Gene Girls for girls focused on genetics and biotechnology; EMSART Camp for girls entering 9th grade who are interested in STEM related fields; Code Changers for ages 8-18 who are interested in web technology; Design School for students interested in UI/UX design careers; Code School for students interested in web programming careers; and various athletic camps, including football, basketball, soccer, sports performance, baseball, and volleyball.

Optional Question 1: Monitoring Methods

What monitoring methods or data collection guidelines does your institution use to ensure effective reporting of classroom and teaching laboratory utilization?

- DSU monitors and collects data with EAB's Academic Performance Solutions software. EAB is accessible to department chairs, deans, and other key decision makers on campus, providing key performance indicators, such as:
 - Median section size
 - Percent of classes with fewer than ten students enrolled
 - Median section fill rate and number of collapsible sections
- The EAB software also provides data on the following:

- Course offerings
- Course bottlenecks
- Section consolidation opportunities
- Aligning course offerings with enrollments
- The Internal Audit Office completes an annual audit of the EMS (Central Scheduling) system.
- Central Scheduling conducts an annual space/seat count audit that ensures seat count and facilities usage is up-to-date and mirrors the institution's registration software program. The audit assists central schedulers in placing academic classes efficiently, with the highest classroom seat occupancy rate as possible. Furthermore, the audit ensures campus space is categorized correctly. Audit data is forwarded to Institutional Research for consistency in reporting.

Optional Question 2: Off-Peak Student Enrollment

What strategies does your institution employ for encouraging student enrollment during off-peak hours and better aligning student enrollments with available space?

To encourage student enrollment in off-peak hours courses, university colleges partner with academic advisors in offering course times that accommodate the most students. In addition, academic advisors work closely with students to announce new course offerings opening during off-peak hours, encourage students to enroll in off-peak hour courses, and provide feedback to colleges on student preferences.

DSU's Institutional Research utilizes EAB's software to align student enrollments with available space by generating reports, such as section consolidation opportunities and aligning course offerings with enrollments. These reports look at total capacity, compared to total enrollment and number of times offered per year, and utilize analytics to determine if there are possible collapsible sections. Institutional Research shares these reports with departments and colleges to increase utilization efficiencies.

DSU has hired an Assistant Provost for Adult and Professional Learning. This will help to ensure that the university is meeting the needs and demands of the community. We will be able to determine which off-peak hours would be more successful for students to enroll in.

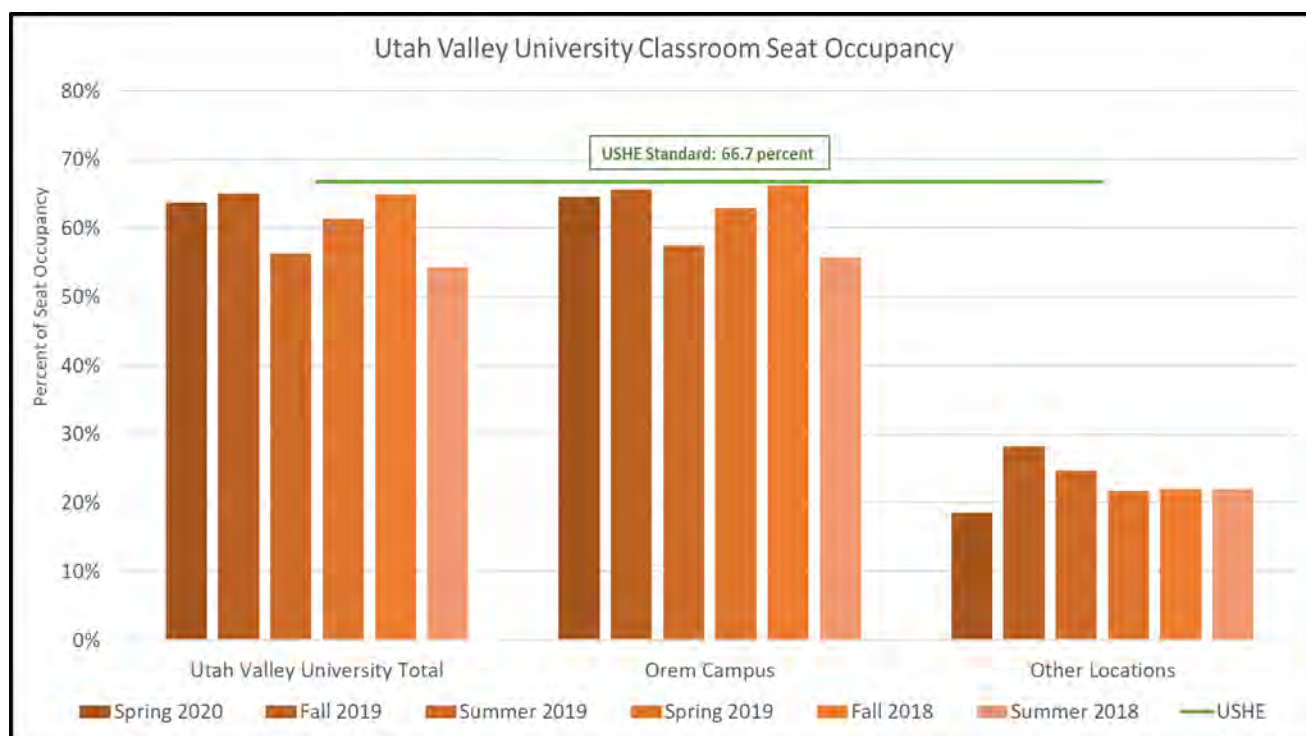
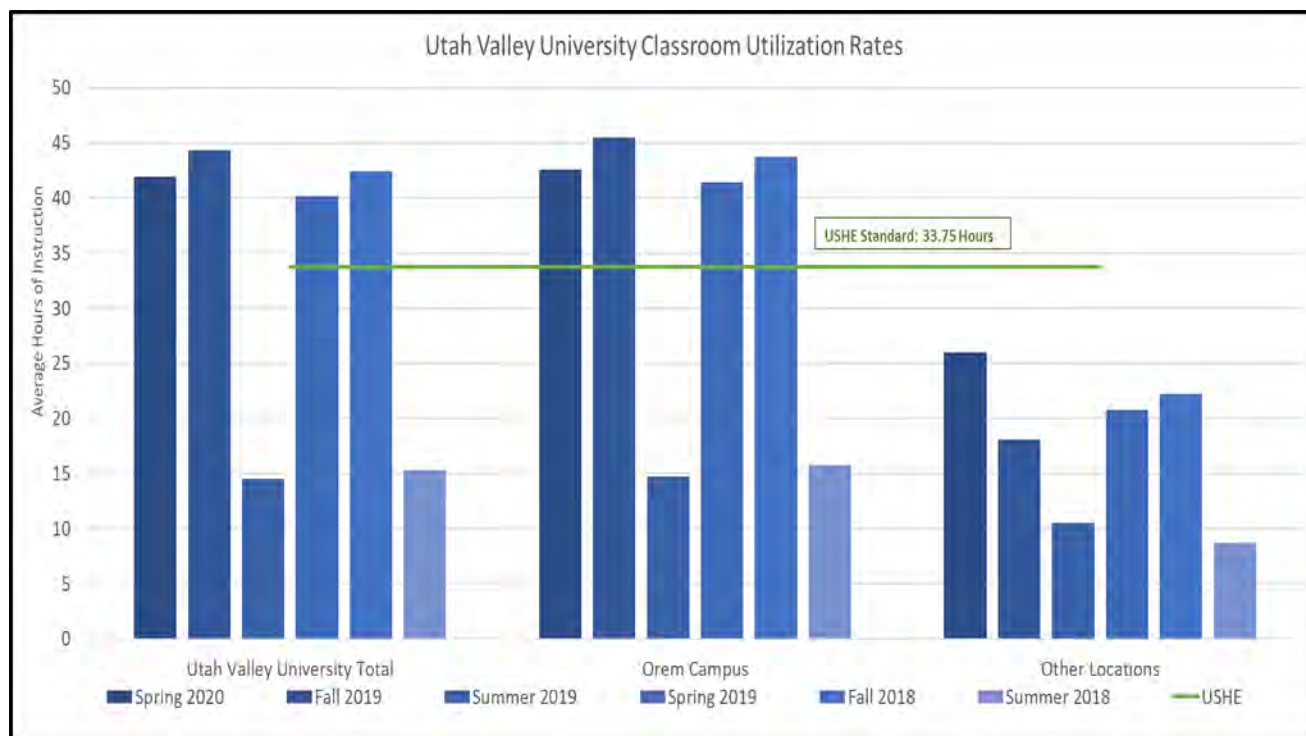
Optional Question 3: Non-Instructional Room Utilization

What strategies does your institution employ to capture non-instructional classroom and laboratory utilization?

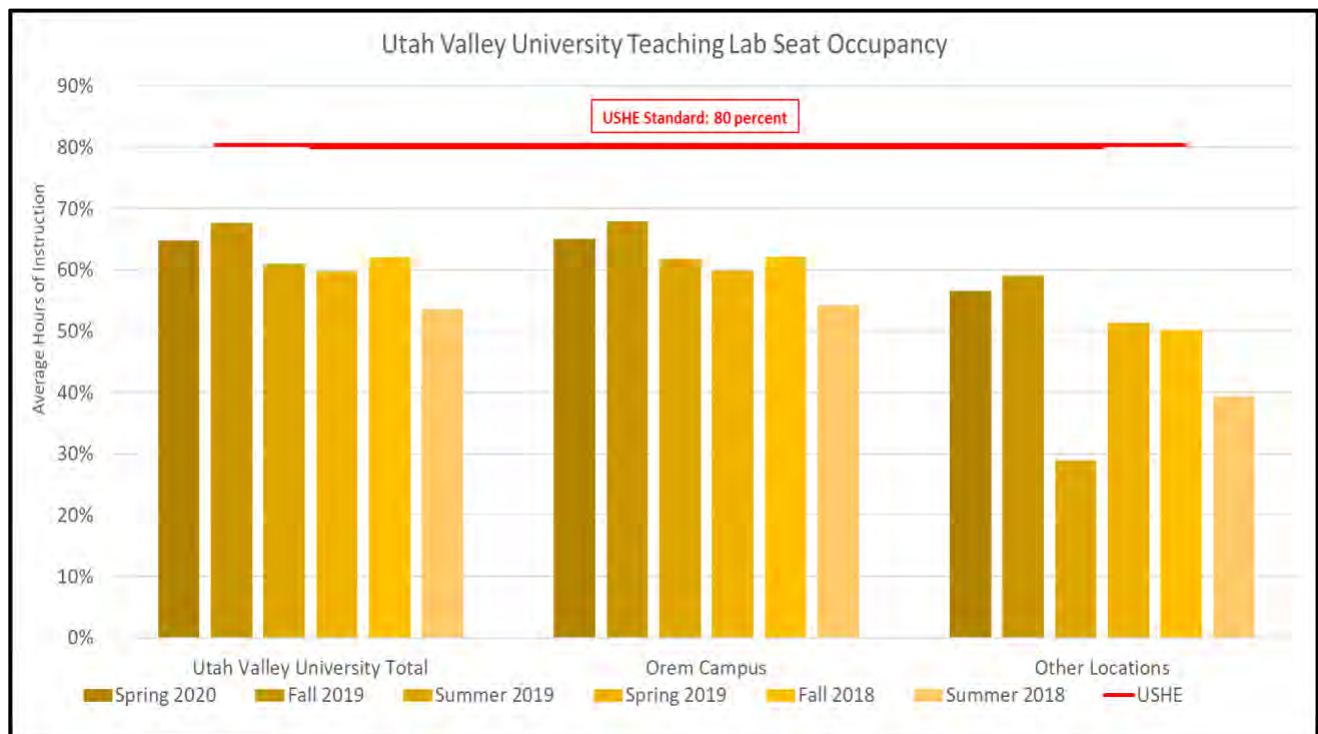
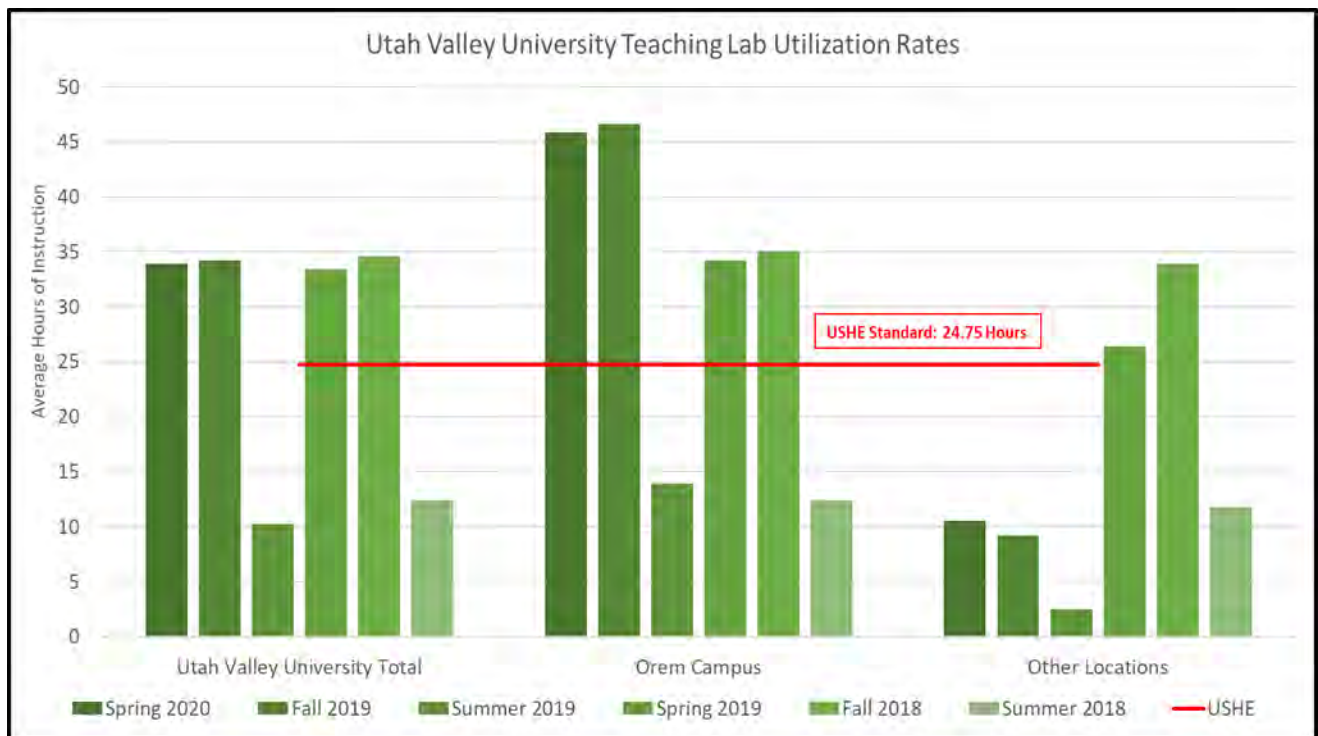
To capture non-instructional classroom and laboratory utilization, DSU utilizes its central scheduling software, EMS, to run reports and analyze data.

Utah Valley University Utilization 2019-20

Overview of UVU Classroom Utilization



Overview of UVU Lab Utilization



UVU Classroom (110) Utilization

	Classroom (110) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
	Station				Station				Station			
	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats
Utah Valley University Total	41.9	207	63.7%	9,839	44.3	210	65.0%	9,918	14.5	144	56.3%	9,573
Orem Campus	42.6	199	64.6%	9,507	45.5	201	65.7%	9,586	14.8	137	57.5%	9,049
Browning Administration	42.3	2	61.9%	113	62.7	2	62.3%	118				
Clarke Building	49.2	36	62.1%	2,613	48.2	37	61.8%	2,613	20.5	23	53.7%	2,613
Computer Science	45.3	14	65.5%	683	54.4	14	68.9%	683	10.7	8	64.9%	683
Extended Education					7.8	2	81.9%	74	27.8	1	32.9%	74
Environmental Technology	58.1	2	53.8%	51	57.7	2	59.1%	51	14.5	2	37.5%	51
Fulton Library	50.1	3	58.7%	90	52.3	3	76.1%	90	4.0	1	63.3%	90
Gunther Trades	54.4	10	69.0%	329	56.7	10	70.5%	329	5.8	5	66.6%	329
Health Professions	29.9	8	72.1%	270	34.2	8	68.0%	270	9.8	6	45.4%	270
Liberal Arts	44.5	52	65.0%	1,816	46.4	52	65.7%	1,816	15.4	36	58.5%	1,816
Losee Center	42.0	2	69.0%	70	51.7	2	70.1%	70	7.4	2	68.1%	70
McKay Education	29.8	12	55.1%	420	32.3	12	56.0%	420	10.3	11	48.9%	420
National Guard	10.6	8	64.9%	419	7.4	7	69.3%	419				
Pope Science	48.9	9	70.9%	542	46.6	9	68.7%	542	13.1	9	59.7%	542
Sparks Automotive	28.3	9	52.1%	306	41.7	9	60.4%	306	8.2	4	37.1%	306
Science Building	40.3	17	71.6%	1,215	45.7	17	70.2%	1,215	16.4	14	61.6%	1,215
Woodbury Business	47.3	15	65.7%	570	54.0	15	67.9%	570	16.8	15	66.0%	570
Other Locations	26.0	8	18.5%	332	18.1	9	28.2%	332	10.5	7	24.7%	524
Thanksgiving Point									16.7	2	43.0%	192
Wasatch Campus	26.0	8	18.5%	332	18.1	9	28.2%	332	8.0	5	15.6%	332

UVU Teaching Lab (210) Utilization

	Teaching Labs (210) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
	Station				Station				Station			
	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats
Utah Valley University Total	33.9	108	64.8%	3,579	34.2	111	67.7%	3,423	10.3	64	61.0%	3,327
Orem Campus	45.9	78	65.0%	3,415	46.6	80	67.9%	3,295	14.0	46	61.8%	3,219
Clarke Building	19.3	1	32.0%	100	17.0	2	37.2%	100	12.0	1	19.5%	100
Canyon Park	14.9	1	52.0%	56	12.1	1	65.0%	56				
Computer Science	39.3	20	69.8%	532	39.1	20	71.1%	532	11.0	11	69.0%	532
Extended Education	34.2	1	22.9%	120								
Environmental Technology	32.7	1	54.7%	24	44.6	1	64.9%	24	2.7	1	95.8%	24
Gunther Trades	21.2	19	77.5%	423	23.3	20	80.5%	423	7.6	10	75.0%	423
Health Professions	23.4	4	75.1%	84	19.1	5	88.6%	84	9.3	1	57.5%	84
Liberal Arts	48.6	9	74.0%	271	53.3	9	75.2%	271	17.5	7	62.0%	271
Losee Center	26.3	2	76.9%	70	20.7	3	74.8%	70	4.3	1	75.0%	70
McKay Education	19.7	4	65.8%	143	26.0	4	72.1%	143	9.1	4	73.9%	143
Nielsen Building	21.3	2	75.1%	77	25.7	3	62.2%	77	4.1	3	43.4%	77
Noorda Center	40.4	10	46.8%	416	40.7	9	50.8%	416	5.9	4	41.2%	416
Pope Science	39.9	10	64.3%	344	39.1	10	65.7%	344	13.1	8	51.1%	344
Rebecca Lockhart Arena	35.1	7	35.8%	335	29.9	8	39.6%	335	4.3	2	25.5%	335
Sparks Automotive	4.3	1	62.5%	20	17.6	1	67.5%	20				
Science Building	39.3	7	70.3%	240	41.1	7	71.6%	240	13.0	6	61.0%	240
Woodbury Business	63.2	4	65.5%	160	66.5	4	68.3%	160	10.5	3	75.3%	160
Other Locations	10.5	8	56.6%	164	9.2	8	59.1%	128	2.5	6	28.9%	108
Emergency Services	8.3	1	76.4%	36								
Hangar A - Provo Airport	24.5	1	78.3%	20	13.2	1	81.3%	20				
Hangar B - Provo Airport	19.5	2	48.6%	78	27.9	2	56.4%	78	7.4	2	28.9%	78
Wasatch Campus	12.2	1	51.1%	30	4.6	1	44.4%	30				

Utah Valley University 2019-20 Utilization Report

Required Question 1: Meeting Board Standards

Using the utilization data submitted with this report, explain how your institution intends to meet or exceed the standard by 2025 to meet legislative intent language and Board performance metrics:

- a. Classroom utilization rate: 75% scheduling of all classrooms during a 45-hour week—33.75 hours per week

Fall 2019 and spring 2020 RUR rates exceed the USHE standard for this reporting period. Fall 2019 RUR was 44.25 hours, spring 2020 RUR was 41.92 hours. RUR rates for these semesters were increased over the previous reporting year. UVU is committed to continue to meet or exceed the state RUR guidelines in future years.

Implementation of a standardized bell schedule across the university has been postponed. It is anticipated that the new schedule will distribute classes through the day, allowing better utilization and more access to classes for our students. Utilization data is used by many committees on campus and has become a topic of continuous discussion.

- b. Classroom seat occupancy rate: 66.7% seat occupancy

Fall 2019 SOR was 97.4% of standard at 64.9%, and spring 2020 SOR was 95.5% of standard at 63.7%. Both semesters were below the USHE standard of 66.7% for this reporting period. Strategies for improving our fill rate by 2025 include verifying the seating capacity of each classroom against information stored in data files and scheduling section sizes into rooms of appropriate seat count, and offering standby and waitlists for students wishing to enroll in classes and offering extra course sessions in rooms with associated seat counts.

- c. Laboratory room utilization rate: 55% scheduling of all laboratories during a 45-hour week—24.75 hours per week

Fall 2019 had a laboratory RUR of 34.2 hours, and spring 2020 had an RUR of 33.9 hours. Both semesters had rates exceeding the USHE standard of 24.75 hours. We are performing further analysis to identify pressure points or high-demand areas and their characteristics. This information will be used by the Faculty Senate class scheduling committee as they finalize scheduling guidelines. Continuing analysis and proper room coding verification help us keep our data accurate.

- d. Laboratory seat occupancy rate: 80% station occupancy

Fall and spring SOR are well below the USHE standard for this reporting period. Fall 2019 had an SOR of 67.7%, or 84.6% of standard. Spring 2020 had a SOR of 64.8%, or 81% of standard. UVU will review laboratory usage and inventory information to ensure that all teaching labs are appropriately identified. Station counts for labs will be closely analyzed. The Faculty Senate guidelines for course section fill rate standards will include the identification of standards for teaching labs. Student enrollment for the best learning outcomes will be monitored against lab size and occupancy rates being achieved.

Required Question 2: Local Conditions Affecting Utilization

What are local institutional conditions and other mission-related issues that affect space utilization and scheduling at your institution? What would you like policymakers to understand about the utilization data submitted by your institution?

Due to scheduling pressures to teach the number of needed sections of some courses and the desire to keep class sizes manageable for proper pedagogy, some sections may be taught in classrooms with a higher seat count. This practice of offering needed sections for students has a negative impact on seat occupancy. This is balanced against our desire to help students complete their degrees in the shortest time needed. Some smaller sections will always be offered to help with completion.

This data relates to the portion of UVU's mission to deliver credit-bearing programming. Our stewardship of physical resources has focused on priority scheduling for these programs above all other types of events, as it should. However, most institutions seek to maximize the use of their facilities and resources by making them available for programming that supports the economic and cultural needs of their service area. UVU has done this, and we are focusing on processes that will help us to better measure the space utilization of these additional events. To improve student completion rates, smaller sections of some courses may be required, this will reduce our SOR.

Required Question 3: Central Scheduling

What steps has your institution taken to implement centralized scheduling as required by Board Policy R751? What percent of your classroom and laboratory inventory are centrally scheduled?

UVU has used a campus system for batch room assignments and the storage of all space scheduling data for many years. UVU has also centrally managed the class schedule and room assignments for many years, with the exception of priority room scheduling. Monitoring of the

correct application of priority room assignments has also been done in the Academic Scheduling office (now the Registrar's Office). The Registrar's Office works closely with Academic Affairs and the newly formed Faculty Senate Committee on class scheduling to ensure guidelines and processes meet Board Policy R751 requirements.

Classroom Inventory: 100% Centrally Scheduled
Teaching Laboratory: 96.6% Centrally Scheduled
Total: 98.64% Centrally Scheduled

Required Question 4: Institutional Utilization Policy

Provide a link or attach a copy of your institutional utilization policy required by Board Policy R751.

Policy 425: Event Scheduling and Authorizing the Use of Campus Facilities

Policy 425 is available at this link:

<https://policy.uvu.edu/getDisplayFile/56392c1765db23201153c22f>

The policy is being revised and is currently in the first stage of our process. The writing committee is including the R751 language in the revision.

Required Question 5: Hours of Operation

What are the hours of operation for your institutional facilities and what expectations does your institution have for facility use throughout the day?

- UVU's campus is open Monday through Saturday, generally from 6 a.m. until midnight.
- Credit courses for UVU's summer semester began at 7:00 a.m. and concluded at 9:30 p.m.
- Fall and spring semesters expand the start and end times of credit courses, with the earliest start time being 6:00 a.m. The last class concluded at 10:15 p.m. This is typical of the scheduling range of credit courses Monday through Friday. Saturday courses usually begin at 8:00 a.m. and conclude by 5:00 p.m.

Required Question 6: Optimizing Summer Term

What is your institution doing to optimize the use of available classrooms and teaching laboratories during the summer term?

In addition to a robust and growing summer semester for credit-bearing courses, UVU utilizes classroom and laboratory space for outreach programs (such as Trio, Upward Bound, and UVU Prep) and professional workshops, camps, and conferences.

Optional Question 1: Monitoring Methods

What monitoring methods or data collection guidelines does your institution use to ensure effective reporting of classroom and teaching laboratory utilization?

All credit courses must be scheduled through Banner (SIS). Banner is integrated with 25Live, and the centralized academic scheduling office has stewardship for the accuracy of the data within the Banner class scheduling tables. All other events are scheduled through requests in the 25Live system, and those are monitored by the Student Affairs scheduling office staff.

Optional Question 2: Off-Peak Student Enrollment

What strategies does your institution employ for encouraging student enrollment during off-peak hours and better aligning student enrollments with available space?

- After limited priority room scheduling is entered, UVU's space scheduling system, 25Live, is used to process academic credit course space scheduling requests to find the best match in our space inventory and make room assignments. This includes filling the additional time available in priority rooms. The matching process takes into account class size and room size (fit), as well as department preference for various buildings.
- UVU's Faculty Senate formed a committee for Academic Scheduling last year. This committee was charged with developing formal scheduling guidelines beyond the policy that will reduce the course schedule conflicts for students and maximize academic classroom and teaching lab utilization. The committee has met regularly and has completed the first draft of the guidelines. They include:
 - Support for a simplified day/time meeting pattern for General Education and core courses
 - Common course schedule blocks or clusters
 - Priority scheduling for high-demand areas and high-impact courses
 - Course section fill-rate standards

- Academic Affairs has developed additional analytics/dashboards that show fill rates for courses, including the identification of low-enrolled courses. This helps to drive conversations related to the cancellation or addition of class sections.
- Waitlisted students are emailed and encouraged to enroll in open sections outside of peak times. These students receive an email notifying them when new sections open.
- The university partnered with Ad Astra to leverage the academic schedule to improve efficiency and better meet students' course needs at registration.
- The university is expanding FLEX delivery efforts to make more online and hybrid options available to students.
- Several colleges/schools have been working to finalize either two- or four-year course schedule offerings. These will be posted, and students can then plan accordingly as they look to the future. This will also help to enable better coordination between departments that are dependent on others for prerequisites and other offerings for their programs.

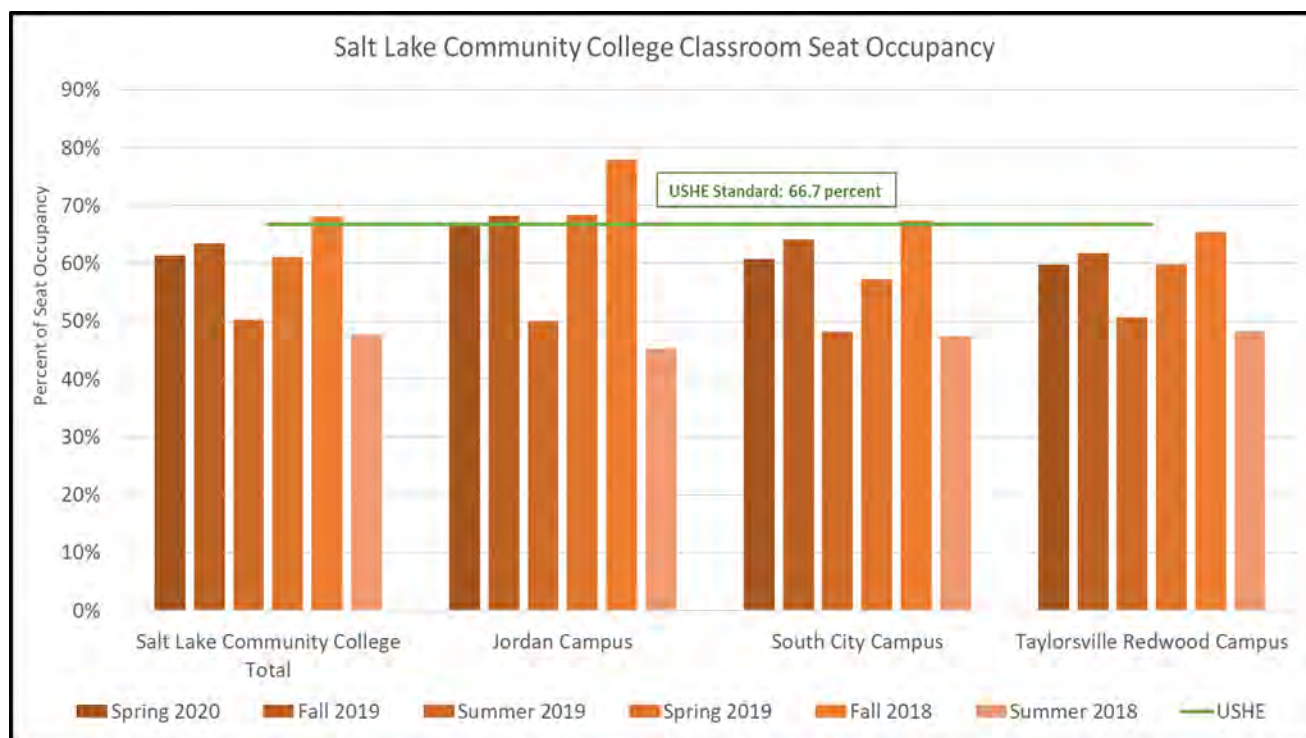
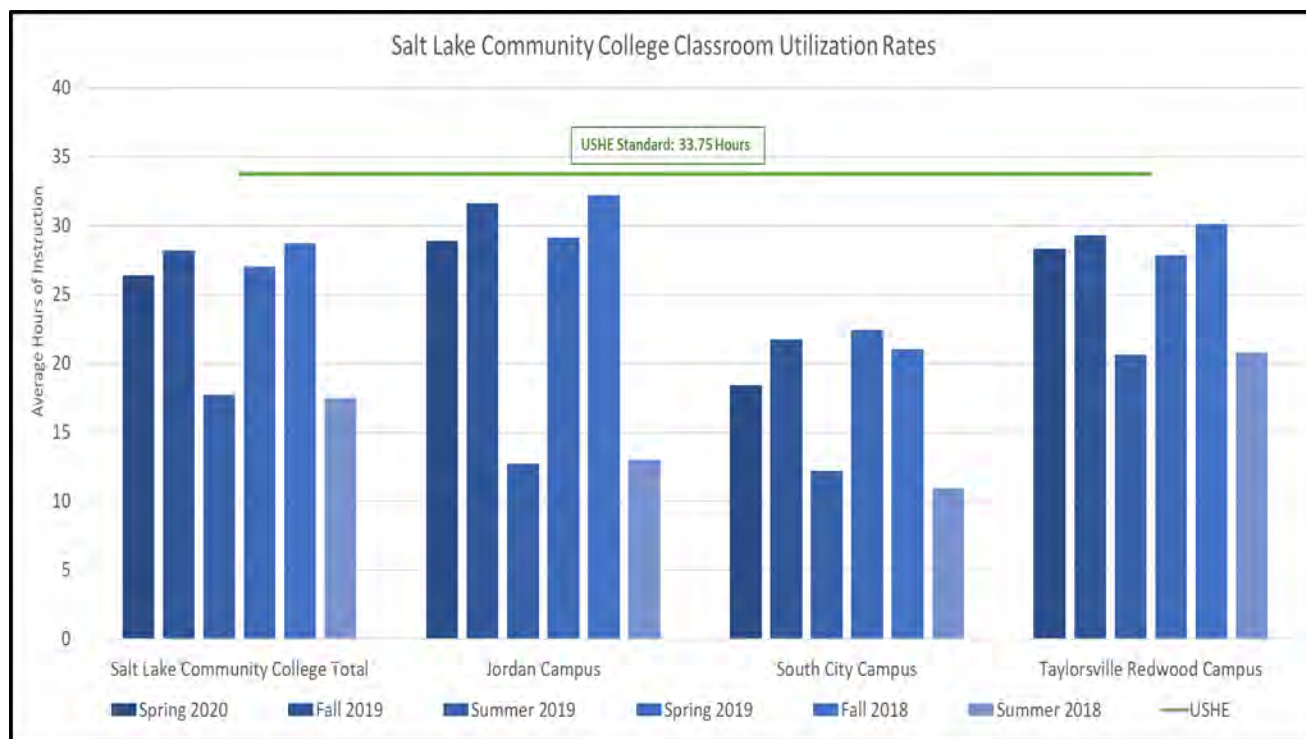
Optional Question 3: Non-Instructional Room Utilization

What strategies does your institution employ to capture non-instructional classroom and laboratory utilization?

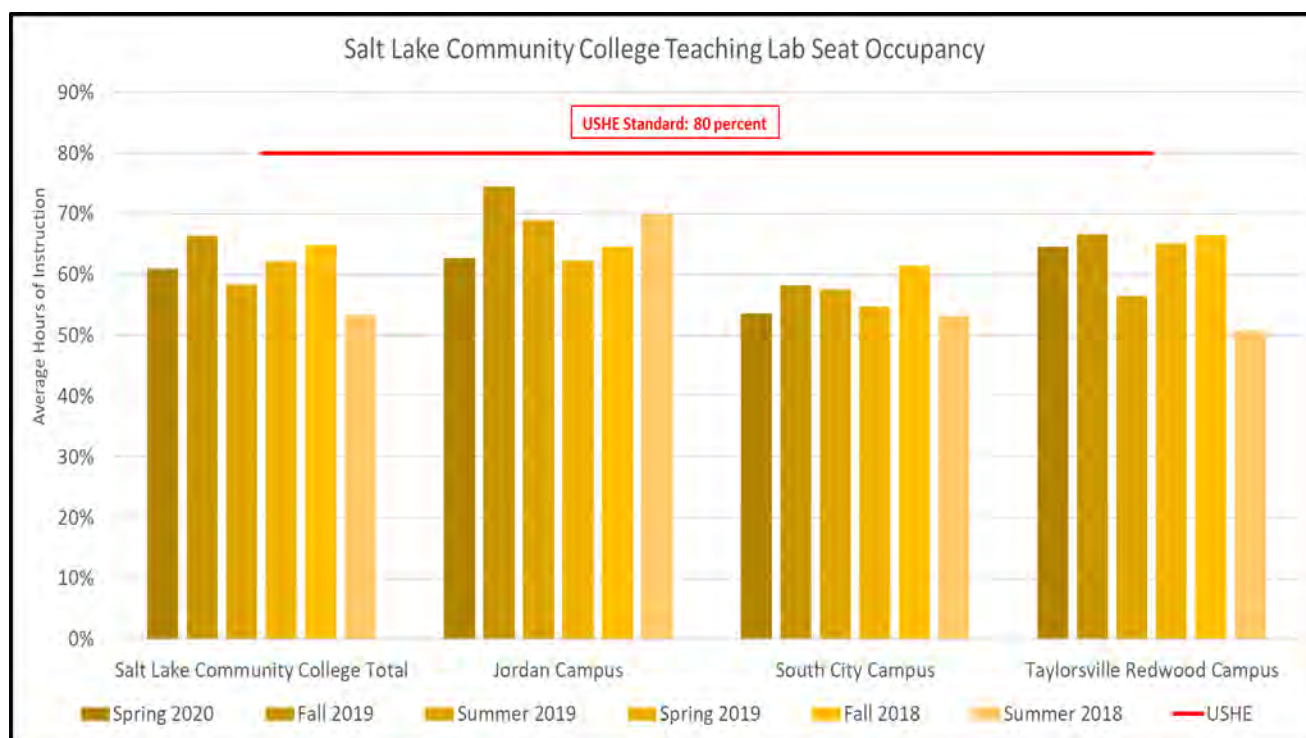
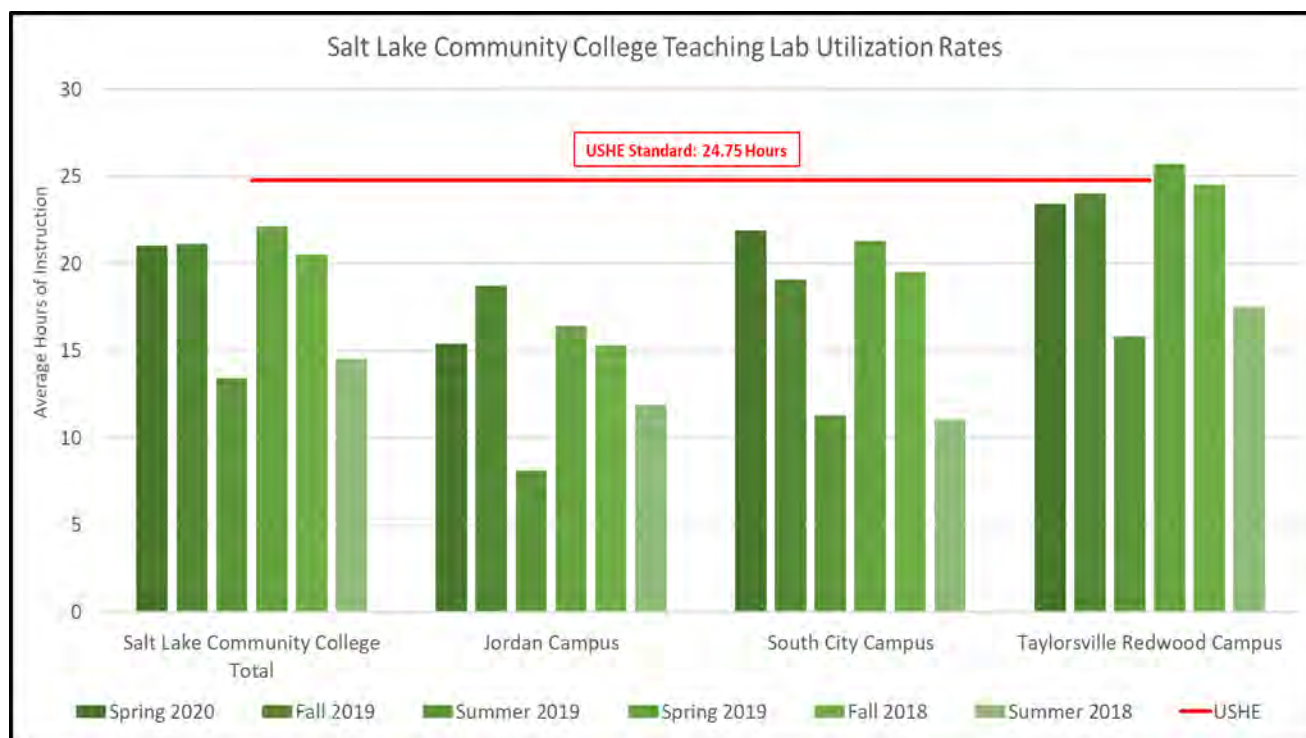
- UVU uses a central scheduling system for all events (e.g., credit, non-credit, community events). We have invested in an analytics add-on for this system, which has provided insights into credit course scheduling for several years.
- A cross-functional team is in the process of reviewing the comprehensive institutional business process for space inventory accounting, academic scheduling, and event scheduling. This team includes representatives from Academic Affairs, Academic IT, Facilities, and Student Affairs. This team is:
 - Reviewing the institutional policy related to scheduling to ensure business processes support it.
 - Working with consultants from CollegeNet to review our implementation of 25Live and X25 analytics and make changes where necessary to allow for the capture of additional data related to non-credit activities.
 - Documenting the business process.
 - Recommending quality assurance steps in the process and implementing those that are approved.

Salt Lake Community College Utilization 2019-20

Overview of SLCC Classroom Utilization



Overview of SLCC Lab Utilization



SLCC Classroom (110) Utilization

	Class room (110) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
			Station				Station				Station	
	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats
Salt Lake Community College Total	26.4	169	61.3%	5,750	28.2	171	63.4%	5,792	17.7	117	50.3%	3,986
Jordan Campus	28.9	29	66.5%	1,062	31.6	29	68.2%	1,062	12.7	23	50.0%	810
Jordan High Tech Center	31.5	15	63.7%	548	31.8	15	64.9%	548	13.6	13	43.0%	476
Jordan Hlth Science Bldg	26.0	14	69.3%	514	31.3	14	72.0%	514	11.6	10	59.2%	334
South City Campus	18.4	34	60.7%	1,107	21.7	33	64.1%	1,086	12.2	19	48.2%	625
South City Main Building	18.4	34	60.7%	1,107	21.7	33	64.1%	1,086	12.2	19	48.2%	625
Taylorsville Redwood Campus	28.3	106	59.8%	3,581	29.3	109	61.8%	3,644	20.6	75	50.6%	2,551
Acad & Admin Bldg	33.2	37	64.1%	1,254	33.6	38	69.5%	1,294	25.9	38	50.0%	1,294
Applied Tech Ctr					3.0	1	70.0%	20	25.3	1	152.8%	18
Business Building	19.7	16	59.1%	447	22.8	17	58.8%	479	12.5	14	44.0%	392
Const. Trades Bldg	17.5	8	59.7%	271	13.7	7	62.9%	239	15.2	2	24.7%	95
Lifetime Actv. Ctr	21.9	8	72.5%	212	20.1	8	76.0%	212	9.7	6	70.6%	162
Science & Ind. Bldg	38.2	9	47.6%	338	36.5	9	49.4%	338	26.4	8	47.6%	303
Technology Building	28.4	28	57.7%	1,059	32.4	29	55.5%	1,062	10.7	6	62.9%	287

SLCC Teaching Lab (210) Utilization

	Teaching Labs (210) Utilization											
	Spring 2020				Fall 2019				Summer 2019			
			Station				Station				Station	
	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats	Room Utilization	# Rooms	Occupancy Rate	# Seats
Salt Lake Community College Total	21.0	80	60.9%	2,096	21.1	87	66.3%	2,318	13.4	61	58.3%	1,604
Jordan Campus	15.4	19	62.6%	534	18.7	19	74.5%	503	8.1	9	68.9%	248
Jordan High Tech Center	18.3	5	61.2%	127	19.7	5	45.5%	121	4.0	2	34.9%	54
Jordan Hlth Science Bldg	14.4	14	62.8%	407	18.3	14	81.3%	382	9.2	7	73.2%	194
South City Campus	21.9	27	53.6%	691	19.1	30	58.2%	777	11.3	18	57.5%	427
South City Main Building	22.0	26	54.3%	661	20.0	28	58.2%	722	11.3	18	57.5%	427
Facilities Annex Bldg	18.0	1	30.0%	30	6.5	2	55.3%	55				
Taylorsville Redwood Campus	23.4	34	64.5%	871	24.0	38	66.6%	1,038	15.8	34	56.5%	929
Acad & Admin Bldg	8.8	2	94.3%	38	11.0	2	95.3%	38	6.0	1	76.2%	14
Applied Tech Ctr					30.0	1	18.1%	95	16.9	3	34.4%	133
Business Building	14.5	4	71.2%	95	15.8	4	68.4%	95	9.8	4	50.0%	95
Const. Trades Bldg	33.5	6	65.9%	161	33.0	6	80.2%	161	13.1	6	65.5%	155
Lifetime Actv. Ctr	18.3	4	47.3%	159	12.4	4	57.0%	159	13.8	3	37.4%	130
Science & Ind. Bldg	26.0	12	66.6%	301	26.2	15	69.7%	373	19.6	13	65.1%	325
Technology Building	22.1	6	73.6%	117	25.7	6	74.8%	117	16.9	4	56.4%	77

Salt Lake Community College 2019-20 Utilization Report

Required Question 1: Meeting Board Standards

Using the utilization data submitted with this report, explain how your institution intends to meet or exceed the standard by 2025 to meet legislative intent language and Board performance metrics:

Salt Lake Community College is engaging in a number of initiatives designed to help us meet Board performance metrics and better understand and serve student needs.

- A. Pathways reform: “SLCC Pathways provides a guided program of study intentionally designed to enhance learning and clarify a student’s route to program completion.”
Moving toward a pathways model at the college—where we provide clear area of study and program maps—will help us in proactively determining what a student needs. Pathways, in other words, give us more information about a student’s intentions because the college is playing a greater role in influencing those intentions. In a pathways model, the most important student choices take place at the area of study and program level. Once a student chooses a program, SLCC provides both the recommended courses and sequence of courses for the student to take to complete the degree. Even “exploratory” students are provided a recommended “first 15 credits” to prepare them for college and assist them in choosing a program in their area.
- B. University Partnerships: In the coming year, we are planning on reorganizing our university partnership support. A Director of University Partnerships will be hired soon who will lead SLCC’s efforts to grow our university partnership programs. Growth in university partnership programs should lead to increased use of our classroom spaces.
- C. Strategic Scheduling CWT: This academic year, Salt Lake Community College formed a Strategic Scheduling Collaborative Work Team (CWT) charged by the executive cabinet with analyzing and maximizing scheduling effectiveness and enrollment for all SLCC sites by:
 - Establishing scheduling guiding principles, policies, and procedures, including timelines for class schedule review by academic term, and timely decision making for schedule optimization and resource allocation;
 - Recommending improved scheduling technologies (if appropriate);
 - Identifying and monitor measures for the effectiveness of the academic schedule;
 - Recommending adjustments; and
 - Providing general oversight of the scheduling process.

This year the CWT is looking into existing scheduling practices (and where greater efficiencies may be found) and emerging scheduling practices and technologies that may assist SLCC in producing class schedules that 1) meet student need and 2) maximize space utilization.

Short-term recommendations from the CWT will include:

- Improving campus mission definitions and creating class schedules according to those missions. In other words, we better match class schedules to the stated program interests of students at specific campuses.
- Making some modest revisions to the Banner scheduling interface to improve the student user experience. Our current interface doesn't allow for enough filtering on the front end and forces users to through too many click-through options.
- Improve scheduling workflow to ensure that edited schedules from departments return to the central scheduling office on time.

Long-term recommendations from the CWT will include:

- Adopt technology that provides a better scheduling user experience to assist students in building a schedule that meets their needs and recommends courses.
- Provide course recommendations to students.
- Adopt technologies to gather better data about student intentions.

SLCC views the use of laboratory spaces in the context of the CTE component of our mission. The third goal in our SLCC Strategic Plan is to: "Align with and respond to workforce needs." By focusing our CTE efforts around "high-wage, high-demand" programs, we aim to both increase space utilization and, more importantly, make the learning happening in those spaces worth it for our students. We want to make sure that the college and our students realize a return on investment in our CTE programs.

Unlike classroom spaces, laboratory spaces cannot be mixed and matched. Whereas a single classroom space can accommodate philosophy, mathematics, and English courses, laboratory spaces are typically specialized and can accommodate only one program need. In addition, with CTE lab spaces, there are often safety and security concerns that affect space utilization. Welding or woodworking laboratory spaces require additional space and special care. These realities present the college with specific challenges when it comes to the efficient use of laboratory spaces.

Required Question 2: Local Conditions Affecting Utilization

What are local institutional conditions and other mission-related issues that affect space utilization and scheduling at your institution? What would you like policymakers to understand about the utilization data submitted by your institution?

Our mission: Salt Lake Community College is an open-access, comprehensive community college that serves the most diverse student body in USHE. Our mission includes both transfer and career and technical education. Our dual-mission of transfer and CTE and our open-access policy meets the varied needs of our student body. This has implications for how we schedule classes. We schedule classes throughout the day and into the evening, and we schedule Friday/Saturday classes at our three main locations of South City, Taylorsville, and Jordan to accommodate working students. We are also committed to extending the opportunity of online education to our nontraditional students.

Our students: SLCC has the most diverse student body in USHE.

- 54% are first-generation
- 27% are minority
- Our median age is 23
- The majority of our students take 2 to 3 classes.

Creating an efficient class schedule for an underserved, part-time student population with both transfer and CTE needs at three large campuses across the valley means that SLCC is constantly striving to balance its mission of access with the need to use space efficiently. In addition, we know that proximity is important for our students. We cannot always expect our underserved students to come to us. To fully realize our mission of access, we must go to them.

Our campuses: Salt Lake Community College is committed to efficient use of its space. We have continued to refine the specific missions of each of our main campuses. Our goal is that students can build entire schedules at one campus instead of needing to build schedules across multiple campuses. This both fulfills our mission of access and should increase space utilization.

- Jordan: Health Sciences
- South City: Arts and Media
- Taylorsville: Main Campus (with both transfer and specific workforce programs)

Required Question 3: Central Scheduling

What steps has your institution taken to implement centralized scheduling as required by Board Policy R751? What percent of your classroom and laboratory inventory are centrally scheduled?

The SLCC Board of Trustees recently approved the Use of College Facilities and Properties Policy, which establishes college-wide procedures for scheduling facilities. This policy establishes common definitions for space prioritization and designates a process for scheduling that is centralized. As this policy was implemented, we also provided college-wide trainings to develop a shared understanding of the new processes and procedures in relation to scheduling facilities at SLCC.

The college utilizes the Event Management System (EMS) software for scheduling all academic and non-academic spaces, which is administered by the Scheduling & Academic Support Services office. Not only does EMS ensure centralized scheduling, but it also allows the electronic schedule to be effectively monitored and administered.

100%—all classrooms and laboratories are centrally scheduled through the EMS scheduling software.

Required Question 4: Institutional Utilization Policy

Provide a link or attach a copy of your institutional utilization policy required by Board Policy R751.

[Use of College Facilities and Properties Policy](#)

Required Question 5: Hours of Operation

What are the hours of operation for your institutional facilities and what expectations does your institution have for facility use throughout the day?

Taylorsville Campus:	Monday – Thursday: 6:00 a.m. – 10:00 p.m.; Friday: 8:00 a.m. – 4:30 p.m.; Saturday: 9:00 a.m. – 1:00 p.m.
Jordan Campus:	Monday – Thursday: 7:00 a.m. – 10:00 p.m.; Friday: 8:00 a.m. – 4:30 p.m.; Saturday: 9:00 a.m. – 1:00 p.m.
South City Campus:	Monday – Thursday: 7:00 a.m. – 10:00 p.m.; Friday: 8:00 a.m. – 4:30 p.m.; Saturday: Closed

Our *Use of College Facilities and Properties Policy* lays out expectations for facility use throughout the day. In the policy, the college identifies the priorities for use of the space.

The general prioritization order for the use of college facilities will be as follows:

- a. regularly scheduled college courses;
- b. college student, staff, faculty and administrative functions, events, or meetings that are central to supporting the roles assigned to the college by the state board of higher education consistent with its mission that are created or administered by college entities, including Salt Lake Community College Student Association (SLCCSA) and registered student organizations;
- c. governmental entity, nonprofit organization, community group, or individual(s) events or meeting; then
- d. for-profit, business-sponsored commercial events.

Beyond having a policy that privileges courses, the college expects courses to be scheduled throughout the day and into the evening to meet the needs of our students.

Required Question 6: Optimizing Summer Term

What is your institution doing to optimize the use of available classrooms and teaching laboratories during the summer term?

SLCC continually encourages summer-term attendance in a variety of ways, including:

- Increasing the number and variety of summer term course offerings
- Expansion of SLCC Promise to Pell Grant-eligible students taking at least six credits in the summer
- Promotion of year-round federal Pell Grant and proactive outreach to eligible students
- Summer Completion Grants have been established to offer tuition waivers for any student within six credits of graduation at the end of the spring term.
- Staff are trained to encourage students to take at least one course during the summer.
- All students pay in-state resident tuition rates during the summer term, so there is an incentive for out-of-state non-resident students to enroll in summer courses.
- Promotional materials encouraging students to enroll in the summer term are distributed to all students during the spring semester via Canvas.



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB H

March 25, 2021

Financial Ratio Report

Background

Annually, the Commissioner's office prepares a systemwide report for the Utah Board of Higher Education to measure institutional financial health. Three ratios are reported (viability, debt burden, and composite score) that have historically proven as good basic measures of higher education fiscal health. These measures are adopted from the KPMG publication, *Strategic Financial Analysis for Higher Education: Identifying, Measuring & Reporting Financial Risks*¹ using industry standards and formulas:

- **Viability Ratio** — measures how many times an institution can cover its entire long-term debt obligation using its total expendable net assets. A ratio of 1:1 or greater indicates that an institution has sufficient expendable net assets to satisfy debt obligations. As the ratio falls below 1:1, the institution's ability to respond to adverse conditions from internal resources diminishes, as does its ability to attract capital from external sources and its flexibility to fund new objectives.
- **Debt Burden Ratio** — measures an institution's dependence on borrowed funds to finance its operation by measuring the relative cost of borrowing to overall expenditures. Industry standards recommend 7% as the upper threshold for a healthy institution. The higher the ratio, the fewer resources are available for other operational needs. A level trend, or a decreasing trend, indicates that debt service has sufficient coverage, whereas a rising trend signifies an increasing demand on financial resources to pay back debt.
- **Composite Index** — this calculation combines and weights four ratios (viability, debt burden, leverage, and primary reserve) into one single financial metric. This allows a weakness or strength in a specific ratio to be offset by another ratio result, thereby allowing a more holistic approach to understanding the institution's total financial health. KPMG's publication establishes a threshold value of 3.0 for institutions that are considered to have a good financial position.

¹ KPMG Institutes, *Strategic Financial Analysis for Higher Education: Identifying, Measuring & Reporting Financial Risks*, 7th edition, <http://nacubo.org/>

Institutional controllers submitted all financial information from their audited annual financial statements and will have reviewed the results along with Chief Financial Officers, budget officers, and OCHE staff.

Ratios Not Meeting Standards

Snow College

During FY 2018 and 2019, the college received a significant amount of capital appropriations which helped the composite score. In 2020 there was a slight improvement from the score of 1.40 in 2017, which was the last year the college did not have significant capital appropriations.

Dixie State University

Dixie State University continues to grow and must ensure they have appropriate facilities available for its students' needs. In FY20, it was necessary to issue long-term bonds to facilitate the construction of a new student housing building, which caused a decrease in the university's viability ratio. Although the viability ratio and composite score are not meeting the standard, we expect these will continue to trend upward as debt is paid off.

Mountainland Technical College

Historically, Mountainland Technical College has tried to spend its yearly appropriations in the same year it was received without carrying forward reserves. This has had an impact on the viability ratio and composite score. Although the viability ratio and composite score are not meeting the standard, both are trending upward. We expect the ratios to improve in the coming year.

Commissioner's Recommendation

This is a discussion item only; no action is required.

Attachments

Financial Ratio Report

Utah System of Higher Education

Viability Ratio	FY16	FY17	FY18	FY19	FY20
University of Utah	2.14	2.11	2.32	2.49	2.25
Utah State University	1.79	1.90	1.67	1.95	1.53
Weber State University	2.64	2.77	3.10	3.48	3.78
Southern Utah University	4.02	3.48	2.81	2.82	3.16
Snow College	0.96	0.97	0.98	1.26	1.31
Dixie State University	0.61	0.97	0.63	0.60	0.31
Utah Valley University	5.42	2.75	3.77	4.18	2.47
Salt Lake Community College	no debt	no debt	8.20	9.58	13.16
*Mountainland Technical College	0.03	0.55	0.87	0.69	1.00

Viability Ratio measures how many times an institution can cover their entire long-term debt obligation using their total Expendable Net Assets. A ratio of 1:1 or greater indicates that an institution has sufficient expendable net assets to satisfy debt obligations.

Debt Burden Ratio	FY16	FY17	FY18	FY19	FY20
University of Utah	3.0%	2.9%	3.4%	2.7%	2.7%
Utah State University	2.3%	2.7%	2.5%	2.2%	2.4%
Weber State University	2.1%	1.9%	2.0%	1.9%	1.8%
Southern Utah University	9.3%	1.8%	2.7%	2.3%	2.1%
Snow College	2.7%	3.2%	2.7%	2.4%	2.4%
Dixie State University	1.8%	1.7%	2.4%	3.1%	2.5%
Utah Valley University	2.9%	2.0%	2.3%	1.5%	2.3%
Salt Lake Community College	no debt	no debt	0.0%	0.7%	0.7%
*Mountainland Technical College	2.4%	2.3%	2.4%	2.2%	2.2%

Debt Burden Ratio measures an institution's dependence on borrowed funds to finance its operation, by measuring the relative cost of borrowing to overall expenditures. The industry has established 7.0% as the upper threshold for a healthy institution. Debt Service is defined as Interest Expense + Principal Payments. Total Expenditure is defined as Total Expenses - Depreciation Expense + Principal Payments.

Composite Index	FY16	FY17	FY18	FY19	FY20
University of Utah	4.42	4.58	5.11	5.04	4.71
Utah State University	4.06	4.05	3.49	4.17	3.82
Weber State University	5.70	4.82	5.14	5.84	5.83
Southern Utah University	4.73	5.00	3.60	3.68	3.31
Snow College	0.87	1.40	3.12	2.19	1.63
Dixie State University	1.12	1.88	1.89	2.09	2.80
Utah Valley University	5.95	4.68	5.89	6.31	5.18
Salt Lake Community College	5.20	4.28	6.79	5.01	6.51
*Mountainland Technical College	0.44	1.66	2.10	1.65	2.29

Composite Index: this calculation combines and weights all four ratios (viability, debt burden, leverage, and primary reserve) into one single financial metric. This allows a weakness or strength in a specific ratio to be offset by another ratio result, thereby allowing a more holistic approach to understanding the institution's total financial health.

Industry Standards & Formulas

1:1

Expendable Net Assets
Long-Term Debt

< 7.0%

Debt Service
Total Expenditure

> 3.00

This is a combination of four financial ratios and the higher the number the greater the institutions financial health

Appendix

Financial Ratio Data

University of Utah					
Financial Statement Data	2016	2017	2018	2019	2020
Net Position Restricted—Expendable	510,895,000	576,934,000	757,165,000	750,207,000	757,882,000
Net Position Unrestricted	1,701,748,000	1,762,352,000	1,884,954,000	2,184,226,000	2,396,035,000
Net Position Restricted—Non-Expendable	524,471,000	564,118,000	604,497,000	633,722,000	629,359,000
Expendable Net Position	2,212,643,000	2,339,286,000	2,642,119,000	2,934,433,000	3,153,917,000
Long-Term Debt—Current	123,179,000	105,961,000	74,285,000	84,452,334	93,858,543
Long-Term Debt—Non-Current	910,080,000	1,000,795,000	1,066,917,000	1,094,884,826	1,309,247,073
Total Long-Term Debt	1,033,259,000	1,106,756,000	1,141,202,000	1,179,337,160	1,403,105,616
Beginning Net Position	4,233,415,000	4,521,706,000	4,978,908,000	5,501,821,000	5,990,936,000
Ending Net Position	4,521,706,000	4,940,555,000	5,567,486,000	5,980,021,000	6,431,837,000
Increase (Decrease) in Net Position	288,291,000	418,849,000	588,578,000	478,200,000	440,901,000
Interest Expense	40,552,000	39,135,000	41,942,000	65,552,000	41,987,000
Depreciation Expense	204,396,000	222,143,000	222,591,000	236,321,000	247,453,000
Principal Payments	74,162,000	82,850,000	110,571,000	69,280,000	96,258,000
Total Expenses	3,965,735,000	4,364,965,000	4,585,138,000	5,105,317,000	5,311,744,000
Operating Revenue	3,760,817,000	4,151,959,000	4,390,605,000	4,825,426,000	5,062,988,000
Non-Operating Revenue	466,154,000	576,686,000	619,811,000	681,911,000	635,862,000
Net Non-Operating Revenues	425,602,000	537,546,000	577,869,000	616,359,000	634,356,000
Capital and Endowment Additions	67,607,000	94,309,000	205,242,000	141,732,000	55,301,000
Total Revenues	4,254,026,000	4,783,814,000	5,173,716,000	5,583,517,000	5,752,645,000

Utah State University

Financial Statement Data	2016	2017	2018	2019	2020
Net Position Restricted—Expendable	200,416,834	232,443,839	225,915,233	235,919,473	244,405,552
Net Position Unrestricted	157,165,904	189,690,138	194,423,914	235,814,535	290,129,831
Net Position Restricted—Non-Expendable	129,588,279	136,970,804	141,644,718	149,442,413	155,829,338
Expendable Net Position	357,582,738	422,133,977	420,339,147	471,734,008	534,535,383
Long-Term Debt—Current	8,924,795	11,047,538	9,129,281	9,092,891	9,952,963
Long-Term Debt—Non-Current	190,369,718	210,586,802	242,805,264	233,203,908	339,461,836
Total Long-Term Debt	199,294,513	221,634,340	251,934,545	242,296,799	349,414,799
Beginning Net Position	1,080,863,582	1,169,809,217	1,229,439,684	1,269,381,044	1,370,984,265
Ending Net Position	1,169,809,217	1,229,439,684	1,269,381,044	1,363,679,618	1,448,492,830
Increase (Decrease) in Net Position	88,945,635	59,630,467	39,941,360	94,298,574	77,508,565
Interest Expense	5,343,156	8,647,493	6,539,164	8,710,766	9,841,796
Depreciation Expense	43,260,346	45,590,704	48,888,124	51,165,284	53,059,756
Principal Payments	8,943,982	10,740,201	47,829,906	9,141,649	9,159,891
Total Expenses	653,554,241	691,820,881	733,720,380	820,398,788	833,752,194
Operating Revenue	401,299,136	435,930,061	461,038,498	537,822,409	559,213,489
Non-Operating Revenue	277,641,352	287,557,720	315,480,903	339,468,382	318,289,076
Net Non-Operating Revenues	270,305,968	278,910,227	279,984,433	318,877,984	306,563,598
Capital and Endowment Additions	70,894,772	36,611,060	32,638,809	57,996,969	45,483,672
Total Revenues	742,499,876	751,451,348	773,661,740	914,697,362	911,260,759

Weber State University

Financial Statement Data	2016	2017	2018	2019	2020
Net Position Restricted—Expendable	62,115,610	67,478,345	67,339,976	68,672,087	61,777,525
Net Position Unrestricted	84,579,041	79,471,139	88,409,783	95,766,913	107,599,810
Net Position Restricted—Non-Expendable	82,975,244	91,739,272	104,605,640	110,974,030	112,338,244
Expendable Net Position	146,694,651	146,949,484	155,749,759	164,439,000	169,377,335
Long-Term Debt—Current	2,616,028	2,829,362	2,909,362	2,979,362	3,054,944
Long-Term Debt—Non-Current	52,973,260	50,200,194	47,290,832	44,311,470	41,703,186
Total Long-Term Debt	55,589,288	53,029,556	50,200,194	47,290,832	44,758,130
Beginning Net Position	452,865,146	517,887,494	544,454,795	570,735,900	620,648,511
Ending Net Position	517,887,494	544,454,795	570,735,900	620,648,511	646,132,558
Increase (Decrease) in Net Position	65,022,348	26,567,301	26,281,105	49,912,611	25,484,047
Interest Expense	2,118,499	1,849,221	1,840,955	1,760,107	1,444,189
Depreciation Expense	15,310,909	16,816,285	17,299,707	18,013,006	18,704,747
Principal Payments	2,410,000	2,470,000	2,610,000	2,690,000	2,760,000
Total Expenses	226,469,962	236,149,554	240,454,335	253,768,737	251,126,743
Operating Revenue	105,398,591	107,734,021	107,000,651	111,908,413	111,233,651
Non-Operating Revenue	122,395,799	140,262,480	144,413,769	155,589,853	157,719,968
Net Non-Operating Revenues	119,549,122	138,413,259	142,572,814	153,829,746	156,275,779
Capital and Endowment Additions	66,544,597	16,569,575	17,161,975	37,943,189	9,101,360
Total Revenues	291,492,310	262,716,855	266,735,440	303,681,348	276,610,790

Southern Utah University

Financial Statement Data	2016	2017	2018	2019	2020
Net Position Restricted—Expendable	28,148,393	42,593,216	40,296,434	34,868,949	30,135,864
Net Position Unrestricted	41,497,851	35,965,044	33,180,962	30,266,557	32,064,732
Net Position Restricted—Non-Expendable	19,469,379	21,738,081	22,698,727	23,705,648	24,738,427
Expendable Net Position	69,646,244	78,558,260	73,477,396	65,135,506	62,200,596
Long-Term Debt—Current	1,429,649	2,848,323	3,304,338	3,395,266	3,462,137
Long-Term Debt—Non-Current	15,880,306	19,724,853	22,842,332	19,688,302	16,222,149
Total Long-Term Debt	17,309,955	22,573,176	26,146,670	23,083,568	19,684,286
Beginning Net Position	206,698,793	210,059,109	219,282,683	221,062,466	231,036,645
Ending Net Position	210,059,109	219,759,499	221,062,466	231,036,645	231,036,754
Increase (Decrease) in Net Position	3,360,316	9,700,390	1,779,783	9,974,179	109
Interest Expense	682,981	792,878	1,070,333	311,276	290,648
Depreciation Expense	5,978,493	6,591,452	7,472,652	7,958,166	8,091,458
Principal Payments	13,470,836	1,669,788	2,758,815	3,417,016	3,343,950
Total Expenses	144,837,352	141,128,837	147,352,795	165,569,417	176,881,525
Operating Revenue	81,951,814	75,999,632	75,762,675	86,507,230	88,998,079
Non-Operating Revenue	61,917,241	68,172,726	70,452,818	75,353,615	81,846,961
Net Non-Operating Revenues	61,234,260	67,379,848	69,382,485	73,722,713	81,548,097
Capital and Endowment Additions	5,011,594	7,449,747	3,987,418	15,313,653	6,335,458
Total Revenues	148,197,668	150,829,227	149,132,578	175,543,596	176,881,634

Snow College

Financial Statement Data	2016	2017	2018	2019	2020
Net Position Restricted—Expendable	7,675,576	9,191,047	5,266,322	7,944,964	8,232,470
Net Position Unrestricted	7,727,156	5,658,565	9,253,930	10,111,703	10,113,734
Net Position Restricted—Non-Expendable	5,750,345	5,707,220	5,839,027	6,508,994	7,024,179
Expendable Net Position	15,402,732	14,849,612	14,520,252	18,056,667	18,346,204
Long-Term Debt—Current	634,244	607,414	681,226	739,885	800,445
Long-Term Debt—Non-Current	15,328,518	14,721,084	14,205,818	13,547,658	13,239,590
Total Long-Term Debt	15,962,762	15,328,498	14,887,044	14,287,543	14,040,035
Beginning Net Position	98,057,084	94,666,782	94,457,518	116,646,845	124,281,618
Ending Net Position	94,666,782	94,563,924	116,646,845	124,281,618	124,013,426
Increase (Decrease) in Net Position	-3,390,302	-102,858	22,189,327	7,634,773	-268,192
Interest Expense	612,258	858,084	781,220	586,019	272,511
Depreciation Expense	4,558,158	4,500,453	5,052,408	5,346,790	5,503,154
Principal Payments	611,061	634,244	561,880	669,740	964,271
Total Expenses	50,106,325	50,824,561	54,596,462	57,216,581	55,958,775
Operating Revenue	14,263,088	14,851,462	14,779,775	15,927,460	13,973,320
Non-Operating Revenue	32,993,842	35,678,912	36,923,042	39,343,601	40,359,341
Net Non-Operating Revenues	32,381,584	34,820,828	36,141,822	38,731,190	39,781,801
Capital and Endowment Additions	71,351	1,049,413	25,864,192	10,192,704	1,935,462
Total Revenues	46,716,023	50,721,703	76,785,789	64,851,354	55,690,583

Dixie State University

Financial Statement Data	2016	2017	2018	2019	2020
Net Position Restricted—Expendable	10,476,900	14,120,417	19,593,791	14,972,705	11,916,362
Net Position Unrestricted	6,891,398	13,857,685	11,477,948	14,281,285	16,294,891
Net Position Restricted—Non-Expendable	22,145,485	21,832,573	21,876,830	23,893,056	23,040,339
Expendable Net Position	17,368,298	27,978,102	31,071,739	29,253,990	28,211,253
Long-Term Debt—Current	1,548,501	1,246,239	1,336,902	1,812,024	1,982,473
Long-Term Debt—Non-Current	26,993,736	27,725,688	48,302,751	46,752,778	89,555,383
Total Long-Term Debt	28,542,237	28,971,927	49,639,653	48,564,802	91,537,856
Beginning Net Position	165,059,492	170,515,806	174,834,583	183,155,962	193,764,759
Ending Net Position	170,515,806	174,834,583	183,155,962	194,460,988	227,361,662
Increase (Decrease) in Net Position	5,456,314	4,318,777	8,321,379	11,305,026	33,596,903
Interest Expense	786,957	550,514	1,215,046	1,973,092	1,369,253
Depreciation Expense	5,633,804	6,117,520	6,684,305	6,970,943	7,933,733
Principal Payments	857,562	1,172,104	1,349,085	1,459,384	1,674,875
Total Expenses	97,866,898	106,566,064	111,327,709	117,814,741	127,829,759
Operating Revenue	44,793,099	51,263,030	56,015,163	57,347,317	61,110,804
Non-Operating Revenue	51,613,748	58,140,916	59,391,826	67,648,971	74,905,276
Net Non-Operating Revenues	50,658,687	57,066,968	57,688,405	65,640,508	70,654,195
Capital and Endowment Additions	7,871,426	2,554,843	5,945,520	6,131,942	29,661,663
Total Revenues	103,323,212	110,884,841	119,649,088	129,119,767	161,426,662

Utah Valley University

Financial Statement Data	2016	2017	2018	2019	2020
Net Position Restricted-Expendable	62,047,001	73,191,370	83,962,083	64,707,877	92,099,189
Net Position Unrestricted	105,635,430	95,867,574	102,118,156	126,459,323	114,493,918
Net Position Restricted—Non-Expendable	22,396,842	30,277,353	34,757,550	39,785,573	40,718,850
Expendable Net Position	167,682,431	169,058,944	186,080,239	191,167,200	206,593,107
Long-Term Debt—Current	3,751,137	4,108,854	3,655,486	3,835,213	5,267,071
Long-Term Debt—Non-Current	27,208,212	57,321,038	45,695,427	41,860,215	78,536,033
Total Long-Term Debt	30,959,349	61,429,892	49,350,913	45,695,428	83,803,104
Beginning Net Position	472,485,779	499,228,060	528,803,364	567,265,274	621,087,593
Ending Net Position	499,228,060	528,803,364	572,309,458	622,014,818	674,166,714
Increase (Decrease) in Net Position	26,742,281	29,575,304	43,506,094	54,749,544	53,079,121
Interest Expense	3,065,702	2,690,261	4,133,796	1,723,815	2,072,761
Depreciation Expense	15,602,306	16,383,638	17,052,818	18,273,218	19,535,894
Principal Payments	5,641,601	3,688,501	3,198,915	3,360,987	6,369,613
Total Expenses	306,876,428	335,065,479	336,881,398	359,420,366	375,774,904
Operating Revenue	148,692,315	161,947,422	163,682,513	173,266,832	202,927,503
Non-Operating Revenue	185,387,342	193,072,868	204,581,121	210,144,804	228,176,248
Net Non-Operating Revenues	182,321,640	190,382,607	200,447,325	208,420,989	218,475,818
Capital and Endowment Additions	2,604,754	12,310,754	16,257,654	32,482,089	7,450,704
Total Revenues	333,618,709	364,640,783	380,387,492	414,169,910	428,854,025

Salt Lake Community College

Financial Statement Data	2016	2017	2018	2019	2020
Net Position Restricted—Expendable	7,653,279	7,684,077	7,066,298	7,859,641	5,985,661
Net Position Unrestricted	88,626,753	89,455,633	104,652,157	108,853,622	137,222,703
Net Position Restricted—Non-Expendable	833,883	837,612	842,330	848,379	853,412
Expendable Net Position	96,280,032	97,139,710	111,718,455	116,713,263	143,208,364
Long-Term Debt—Current	-	37,509	1,446,772	1,274,016	1,298,497
Long-Term Debt—Non-Current	-	482,421	12,177,861	10,903,845	9,584,560
Total Long-Term Debt	-	519,930	13,624,633	12,177,861	10,883,057
Beginning Net Position	317,710,367	327,056,317	320,678,759	369,330,187	371,788,867
Ending Net Position	325,931,570	320,678,759	369,330,187	371,788,867	391,468,739
Increase (Decrease) in Net Position	8,221,203	-6,377,558	48,651,428	2,458,680	19,679,872
Interest Expense	7,533	-	9,583	305,584	282,169
Depreciation Expense	11,330,681	11,582,961	11,090,100	12,512,711	12,118,233
Principal Payments	4,780,798	-	18,755	1,183,773	1,040,018
Total Expenses	207,011,850	217,178,211	203,467,357	212,267,015	205,176,768
Operating Revenue	84,356,723	82,244,004	78,687,222	75,352,500	73,184,316
Non-Operating Revenue	129,096,298	128,702,556	135,883,445	143,085,803	155,918,060
Net Non-Operating Revenues	128,825,819	128,481,649	134,122,645	137,433,533	151,313,200
Capital and Endowment Additions	2,050,511	75,000	39,308,918	1,939,662	359,124
Total Revenues	215,233,053	210,800,653	252,118,785	214,725,695	224,856,640

Mountainland Technical College

Financial Statement Data	2016	2017	2018	2019	2020
Net Position Restricted—Expendable	29,852	29,452	1,034,892	1,046,954	54,755
Net Position Unrestricted	41,247	1,226,330	1,608,200	885,834	2,459,545
Net Position Restricted—Non-Expendable	634,489	635,223	636,382	638,167	639,478
Expendable Net Position	71,099	1,255,782	2,643,092	1,932,788	2,514,300
Long-Term Debt—Current	184,115	196,089	268,842	282,425	301,890
Long-Term Debt—Non-Current	2,300,838	2,104,749	2,785,907	2,503,482	2,201,592
Total Long-Term Debt	2,484,953	2,300,838	3,054,749	2,785,907	2,503,482
Beginning Net Position	26,420,298	27,278,278	29,110,032	31,370,954	35,182,148
Ending Net Position	27,278,278	29,110,032	31,370,954	35,182,148	38,199,154
Increase (Decrease) in Net Position	857,980	1,831,754	2,260,922	3,811,194	3,017,006
Interest Expense	162,960	151,716	139,742	162,533	148,951
Depreciation Expense	994,587	950,428	1,107,832	1,233,242	1,285,237
Principal Payments	172,871	184,115	256,089	268,842	282,425
Total Expenses	14,775,024	15,459,563	17,570,045	20,426,223	20,799,921
Operating Revenue	4,104,502	4,546,640	5,127,898	4,631,449	5,290,143
Non-Operating Revenue	10,995,156	11,738,917	13,049,343	14,804,578	16,440,306
Net Non-Operating Revenues	10,832,196	11,587,201	12,909,601	14,642,045	16,284,742
Capital and Endowment Additions	696,306	1,157,476	1,793,468	4,963,923	2,242,042
Total Revenues	15,633,004	17,291,317	19,830,967	24,237,417	23,816,927

Paul C. Morris
Vice President for Administrative Affairs
Phone: 435-652-7504
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March 11, 2021

Dr. David R. Woolstenhulme
Commissioner of Higher Education
60 South 400 West
Salt Lake City, Utah 84101

Dear Dr. Woolstenhulme,

Purpose

Dixie State University's explanation of its current Viability Ratio.

Explanation

Dixie State University (DSU) is rapidly growing and evolving as Utah's newest public university. This transformation, coupled with aged, inadequate, or non-existent infrastructure, has placed the institution in the position of needing to build new facilities that will accommodate a rapidly growing student-body. Many of the needed new facilities are self-support operations (new buildings that must be financed by bonds and repaid by user fees) as the State of Utah does not pay for these facilities. A couple of examples for DSU are two new student housing buildings and about half of the Human Performance Center (student recreation portion of the building).

DSU's need to bond to build new facilities, in a relatively short period of time, at today's high construction cost results in a Viability Ratio below industry standards. However, as DSU continues to evolve into a stronger economy of scale, the institution will improve its Viability Ratio over time, as the institution continues to increase in enrollments, resulting in increased revenues (Expendable Net Assets) relative to debt levels. On a more positive note, DSU exceeds the industry standard on the Debt Burden Ratio. The Debt Burden Ratio does a better job of matching annual expenditure levels with annual debt service payments that give a more accurate benchmark of the institution's ability to service its annual debt. Finally, the Composite Index at DSU has improved over the past couple of years. However, this ratio will continue to be difficult for DSU as the Viability Ratio is a significant component of the Composite Index.

To ensure that DSU is able to make its debt service payments, DSU put a bonding umbrella in place for the Campus View Suites student housing bond that pledged nearly all of the institution's non-appropriated general (gross) revenues for repayment of bonds. This bonding umbrella gives the institution a debt coverage ratio far beyond the typical 1.1X. In fact, the debt coverage ratio for FY20 is 5.73X under the bonding umbrella. The advantage of the general revenue bond is to guard against technical default as the revenue committed to pay bond payments is not limited to the specific user fees. Although the bonding umbrella is a good safety net to support the bonds, DSU has been able to fund the bond payments from the specific user fees.

Sincerely,


Paul C. Morris



MEMORANDUM

TAB I

March 25, 2021

2021 Legislative Session Report

The Commissioner's staff submits the following summary of legislative outcomes from the 2021 General Session for the Utah Board of Higher Education to review. The report highlights funding for operating and capital facility budgets and key legislation impacting the Utah System of Higher Education.

Operating Budget

Beginning July 1, 2021, the Legislature approved a \$115,021,900 increase (9.5%) for the System. Board budget priority items that received funding include:

- \$41.2 million to support a 3% salary and wage increase and a 4.3% increase for health insurance
- \$20.5 million for performance funding
- \$6.1 million for technical education growth and capacity
- \$5.8 million for growth funding for degree-granting student enrollment
- \$2.5 million for technical education equipment
- \$2.5 million for college access advisors
- \$1.9 million for technical education tuition
- \$1.0 million for shared services consulting

Capital Development

The Legislature authorized the five revenue bond projects approved by the Board in November 2020 and appropriated 1.3% (\$154.2 million) to the Capital Improvement Fund for alterations, repairs, and improvements to state facilities. The Legislature also funded the seven USHE priorities that were funded last year, but subsequently defunded:

- Bridgerland Technical College — Health Science and Technology Building (\$38,059,600)
- Southern Utah University — Academic Classroom Building (\$43,013,700)
- University of Utah — Applied Sciences Building (\$60,000,000)
- Utah State University — Heravi Global Teaching and Learning Center (\$14,500,000)
- Salt Lake Community College — Herriman Campus (\$32,674,800)
- Dixie State University — Land Bank (\$15,000,000)
- Davis Technical College — Land Purchase (\$1,000,000)

The Legislature also included intent language that will provide USHE with \$120 million of ongoing funding for capital projects in fiscal year 2023, if revenue projections come in as expected or higher. This ongoing funding will complete the capital model created in 2019 through [S.B. 102](#) by providing USHE institutions a portion of ongoing funding, allocated by formula, to plan and prioritize capital projects.

Summary of Legislation

The following is a summary of bills with the greatest impact on USHE:

[S.B. 45, Higher Education Classes for Veterans](#) by Rep. Todd Weiler — allows veterans who are Utah residents to audit classes at a USHE institution tuition-free.

[H.B. 159, Higher Education Student Speech Rights](#) by Rep. Jordan Teuscher — establishes a specific threshold that determines when student-on-student speech becomes harassment, as opposed to protected speech. Staff worked with the legislative sponsor on compromise statute that reduced the legal liability to institutions.

[H.B. 233, Education immunization Modifications](#) by Rep. Mark Strong — prohibits USHE institutions from requiring proof of vaccination as a condition to enroll. It also prohibits institutions from requiring a vaccine-exempt student to participate remotely rather than in-person. The bill was amended to allow exceptions for students training in clinical health settings.

[H.B. 278, Name Change Process for Dixie State University](#) by Rep. Kelly Miles — establishes a process for the Dixie State University Board of Trustees and Utah Board of Higher Education to select and recommend a new name for the institution to the Legislature.

[H.B. 279, Higher Education for Incarcerated Youth](#) by Rep. Lowry Snow — establishes a virtually-delivered Concurrent Enrollment program and accompanying advisory program at Dixie State University for students in certain youth custody situations.

*[H.B. 318 \(1st Sub.\), Higher Education Amendments](#) by Rep. Melissa Ballard — clarifies and makes technical changes as required by [S.B. 111 from the 2020 Legislative Session](#). It clarifies the roles of institutions and those of the Board of Higher Education; it revises the Board's priorities. The bill was substituted from its original, removing the proposed modifications to the process for presidential searches.

[H.B. 327, School for Civics and Economic Thought and Leadership](#) by Rep. Jefferson Burton — establishes the School for Civics and Economic Thought and Leadership at Utah Valley University, seeking an ongoing appropriation of \$2 million.

H.B. 328, Adult Learners Grant Program by Rep. Lowry Snow — establishes a scholarship program for students over 26 years old, who demonstrate financial need and are enrolled in an entirely online certificate program in a field with industry need.

S.B. 107 (8th Sub.), In-Person Instruction Prioritization by Sen. Todd Weiler — requires institutions to provide at least 75% of the number of in-person courses that were offered at the beginning of the spring semesters that began on or immediately after January 1, 2020, during corresponding semesters of the 2021-2022 academic year. Exceptions are allowed for nontraditional students who participate in online courses.

***S.B. 136, Higher Education Scholarship Amendments** by Sen. Derrin Owens — replaces the Regents' Scholarship Program with the Opportunity Scholarship. It also extends opportunities for scholarships within technical education and forecloses new applications for the New Century Scholarship after this academic year. This legislation is in conjunction with the Board's action in December 2020 to rename and simplify the state's achievement-based scholarships.

S.B. 141 (1st Sub.), Taskforce on Food Security by Sen. Luz Escamilla — creates the Task Force on Food Security to develop a plan for establishing food security in the state. Its membership includes a member from the Utah Board of Higher Education.

S.B. 163 (3rd Sub.), Campus Safety Amendments by Sen. Jani Iwamoto — The bill clarifies reporting requirements of institution annual safety reports, along with additional requirements on how those reports are publicized. The adopted version omits the proposed student-led Safety and Equity Commission originally included in the bill.

S.B. 244 (1st Sub.), Student Religious Liberties Accommodations Amendments by Sen. Michael Kennedy — requires institutions of higher education to reasonably accommodate student absences from scheduled examinations or academic requirements if they create an undue hardship due to the student's sincerely held religious beliefs. USHE institutions already have established policies allowing for such accommodations. This also requires the Board Secretary to annually publish information about the general procedure to request an accommodation.

***S.B. 193, Higher Education Performance Funding** by Sen. Ann Millner — updates the current performance funding model to incorporate the Board's three systemwide attainment goals of 1. Access, 2. Timely Completion, and 3. Workforce Alignment. The bill requires the System and all sixteen institutions to set 5-year and 1-year performance goals that will be evaluated and funded annually.

* *Denotes that the Utah Board of Higher Education took an official position in support*

Attachments

2021-22 Operating Budget Comparison (Tax Funds Only)

Utah Board of Higher Education request as compared to Governor and Legislature

Budget Priorities	USHE	Governor		Legislature		
	Amount	Amount	Above/ (Below) USHE	Amount	Above/ (Below) Gov	Above/ (Below) USHE
On-going Adjustments						
Compensation ¹	52,640,100	6,701,300	(45,938,800)	41,221,000	34,519,700	(11,419,100)
3% Labor Market Salary	44,212,200	-	(44,212,200)	34,590,300	34,590,300	(9,621,900)
4.3% Health Premium	8,427,900	6,701,300	(1,726,600)	6,630,700	(70,600)	(1,797,200)
Technical Education Priorities	10,416,000	10,416,000	-	10,416,000	-	-
Growth and Capacity	6,055,000	6,055,000	-	6,055,000	-	-
Equipment	2,500,000	2,500,000	-	2,500,000	-	-
Tuition Parity	1,861,000	1,861,000	-	1,861,000	-	-
Degree-granting Priorities	32,381,900	685,600	(31,696,300)	27,899,600	27,214,000	(4,482,300)
Performance	22,000,000	-	(22,000,000)	20,550,000	20,550,000	(1,450,000)
Growth	5,789,000	-	(5,789,000)	5,789,000	5,789,000	-
Faculty Promotion and Tenure	3,300,000	-	(3,300,000)	-	-	(3,300,000)
Operation and Maintenance ²	1,292,900	685,600	(607,300)	1,560,600	875,000	267,700
Systemwide	180,000	180,000	-	225,000	45,000	45,000
Title IX Attorney General	180,000	180,000	-	225,000	45,000	45,000
Other	2,744,300	37,110,000	34,365,700	17,427,500	(19,682,500)	14,683,200
Flexible Increase for Institutional Priorities ³	-	34,910,500	34,910,500	-	(34,910,500)	-
Internal Service Fund (fleet, risk management) ¹	2,744,300	1,190,000	(1,554,300)	2,136,200	946,200	(608,100)
Social Work Program Expansion	-	458,000	458,000	458,000	-	458,000
San Rafael Energy Research Center	-	245,500	245,500	-	(245,500)	-
Utah Women and Leadership Project	-	190,000	190,000	190,000	-	190,000
Utah Rural Leadership Academy	-	116,000	116,000	-	(116,000)	-
Emerging Technology Talent Initiative	-	-	-	5,101,600	5,101,600	5,101,600
Strategic Workforce	-	-	-	3,174,900	3,174,900	3,174,900
Higher Education Financial Aid Amendments	-	-	-	2,000,000	2,000,000	2,000,000
Adult Learners Grant Program	-	-	-	1,000,000	1,000,000	1,000,000
Utah Area Health Education Centers	-	-	-	800,000	800,000	800,000
Systems Engineering Program	-	-	-	600,000	600,000	600,000
Concurrent Enrollment Obligation	-	-	-	500,000	500,000	500,000
Innovation District at the Point	-	-	-	500,000	500,000	500,000
Driving Out Diabetes Initiative	-	-	-	500,000	500,000	500,000
Center for School of the Future	-	-	-	475,000	475,000	475,000
Governmental Operations Program	-	-	-	350,000	350,000	350,000
Utah Fire Training Academy Restoration	-	-	-	300,000	300,000	300,000
Higher Education for Incarcerated Youth	-	-	-	300,000	300,000	300,000
Marriage Commission Amendments	-	-	-	250,000	250,000	250,000
Kem C Gardner Economic Forecasting Support	-	-	-	200,000	200,000	200,000
Utah Agriculture in the Classroom	-	-	-	150,000	150,000	150,000
Utah Consumer Confidence Index	-	-	-	105,000	105,000	105,000
STEM Center for Teaching and Learning	-	-	-	75,000	75,000	75,000
Pollinator Amendments	-	-	-	60,000	60,000	60,000
Utah Commission on Aging Amendments	-	-	-	1,800	1,800	1,800
988 Mental Health Crisis (FY21)	-	-	-	(600,000)	(600,000)	(600,000)
Utah Industry Resource Alliance	-	-	-	(1,200,000)	(1,200,000)	(1,200,000)
Subtotal - USHE Priority On-going Adjustments	98,362,300	55,092,900	(43,269,400)	97,189,100	42,096,200	(1,173,200)
USHE Budget Priorities Percent Adjustment	8.2%	4.6%	-3.6%	8.1%	3.5%	-0.1%

2021-22 Operating Budget Comparison (Tax Funds Only)

Utah Board of Higher Education request as compared to Governor and Legislature

Budget Priorities	USHE	Governor		Legislature		
	Amount	Amount	Above/ (Below) USHE	Amount	Above/ (Below) Gov	Above/ (Below) USHE
One-time Adjustments						
Higher Education Innovation	-	40,000,000	40,000,000	-	(40,000,000)	-
Upskilling Initiative - Advising and Scholarships for Adult Learners	-	20,000,000	20,000,000	-	(20,000,000)	-
Shared Services Consultant	2,500,000	500,000	(2,000,000)	1,000,000	500,000	(1,500,000)
Utah Women and Leadership Project	-	210,000	210,000	210,000	-	210,000
Statewide Molecular Imaging Resource	-	-	-	9,000,000	9,000,000	9,000,000
College Access Advisors	-	-	-	2,500,000	2,500,000	2,500,000
Civic Thought and Leadership Initiative	-	-	-	1,000,000	1,000,000	1,000,000
First Responder/Criminal Justice Mental Health Project	-	-	-	550,000	550,000	550,000
Enhanced Articulation Partnership Pilot for Dual Enrollment	-	-	-	500,000	500,000	500,000
Expansion of Research Studying the Brain Effects of Cannabinoids	-	-	-	500,000	500,000	500,000
Innovation District at the Point	-	-	-	500,000	500,000	500,000
Name Change Process for Dixie State University	-	-	-	500,000	500,000	500,000
Mental Health Services for Technical Colleges	-	-	-	400,000	400,000	400,000
Parkspass	-	-	-	300,000	300,000	300,000
Center for School of the Future	-	-	-	250,000	250,000	250,000
Utah Rural Leadership Academy	-	-	-	232,000	232,000	232,000
Natural History Markers of Utah	-	-	-	200,000	200,000	200,000
Reading Clinic	-	-	-	118,800	118,800	118,800
UVU Light the Bridge	-	-	-	50,000	50,000	50,000
Systems Engineering Program	-	-	-	22,000	22,000	22,000
Subtotal - One-time Adjustments	2,500,000	60,710,000	58,210,000	17,832,800	(42,877,200)	15,332,800
USHE Budget Priorities Percent Adjustment	0.2%	5.0%	4.8%	1.5%	-3.6%	1.3%
Total Appropriation (On-going and one-time)	100,862,300	115,802,900	\$14,940,600	\$115,021,900	(\$781,000)	\$14,159,600
USHE Budget Priorities Percent Adjustment	8.4%	9.6%	1.2%	9.5%	-0.1%	1.2%

¹ USHE represents 100% tax funding, whereas Governor and Legislature is 75% tax 25% tuition

² USU \$70,500 Biological and Natural Science Renovation; UVU \$1,222,400 Business building; WSU Sparrowhawk Building \$267,700

³ Can be used for compensation increases

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	13,456,200
3% Labor Market Salary	11,741,700
4.3% Health Premium	1,714,500
Degree-granting Priorities	6,388,300
Performance	5,967,300
Growth	421,000
Other	2,222,200
Internal Service Fund (fleet, risk management)	1,565,400
Innovation District at the Point	500,000
Driving Out Diabetes Initiative	500,000
Governmental Operations Program	350,000
Utah Area Health Education Centers	200,000
Kem C Gardner Economic Forecasting Support	200,000
Utah Consumer Confidence Index	105,000
Utah Commission on Aging Amendments	1,800
988 Mental Health Crisis (FY21)	(600,000)
Utah Industry Resource Alliance	(600,000)
Subtotal - USHE Priority On-going Adjustments	22,066,700
USHE Budget Priorities Percent Adjustment	6.2%
One-time Adjustments	
Statewide Molecular Imaging Resource	9,000,000
Expansion of Research Studying the Brain Effects of Cannabinoids	500,000
Innovation District at the Point	500,000
Natural History Markers of Utah	200,000
Reading Clinic	118,800
Subtotal - One-time Adjustments	10,318,800
USHE Budget Priorities Percent Adjustment	2.9%
Total Appropriation (On-going and one-time)	\$32,385,500
USHE Budget Priorities Percent Adjustment	9.2%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	7,863,800
3% Labor Market Salary	6,449,400
4.3% Health Premium	1,414,400
Technical Education Priorities	440,300
Growth and Capacity	269,000
Equipment	171,300
Degree-granting Priorities	4,115,400
Performance	4,044,900
Operation and Maintenance	70,500
Other	1,636,900
Strategic Workforce	667,500
Center for School of the Future	475,000
Social Work Program Expansion	458,000
Marriage Commission Amendments	250,000
Utah Women and Leadership Project	190,000
Utah Agriculture in the Classroom	150,000
Internal Service Fund (fleet, risk management)	46,400
Utah Industry Resource Alliance	(600,000)
Subtotal - USHE Priority On-going Adjustments	14,056,400
USHE Budget Priorities Percent Adjustment	6.0%
One-time Adjustments	
First Responder/Criminal Justice Mental Health Project	550,000
Center for School of the Future	250,000
Utah Women and Leadership Project	210,000
Subtotal - One-time Adjustments	1,010,000
USHE Budget Priorities Percent Adjustment	0.4%
Total Appropriation (On-going and one-time)	\$15,066,400
USHE Budget Priorities Percent Adjustment	6.5%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	3,262,900
3% Labor Market Salary	2,697,000
4.3% Health Premium	565,900
Degree-granting Priorities	2,805,900
Performance	2,167,200
Growth	371,000
Operation and Maintenance	267,700
Other	923,100
Strategic Workforce	623,000
Utah Area Health Education Centers	200,000
Internal Service Fund (fleet, risk management)	100,100
Subtotal - USHE Priority On-going Adjustments	6,991,900
USHE Budget Priorities Percent Adjustment	7.1%
One-time Adjustments	
Enhanced Articulation Partnership Pilot for Dual Enrollment	220,000
Subtotal - One-time Adjustments	220,000
USHE Budget Priorities Percent Adjustment	0.2%
Total Appropriation (On-going and one-time)	\$7,211,900
USHE Budget Priorities Percent Adjustment	7.3%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	1,897,100
3% Labor Market Salary	1,588,500
4.3% Health Premium	308,600
Degree-granting Priorities	2,095,900
Performance	1,171,900
Growth	924,000
Other	860,000
Strategic Workforce	499,100
Utah Area Health Education Centers	200,000
STEM Center for Teaching and Learning	75,000
Pollinator Amendments	60,000
Internal Service Fund (fleet, risk management)	25,900
Subtotal - USHE Priority On-going Adjustments	4,853,000
USHE Budget Priorities Percent Adjustment	9.8%
One-time Adjustments	
Utah Rural Leadership Academy	232,000
Subtotal - One-time Adjustments	232,000
USHE Budget Priorities Percent Adjustment	0.5%
Total Appropriation (On-going and one-time)	\$5,085,000
USHE Budget Priorities Percent Adjustment	10.3%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	817,500
3% Labor Market Salary	648,900
4.3% Health Premium	168,600
Technical Education Priorities	1,031,800
Growth and Capacity	270,000
Equipment	235,800
Tuition Parity	526,000
Degree-granting Priorities	582,300
Performance	582,300
Other	531,900
Concurrent Enrollment Obligation	500,000
Internal Service Fund (fleet, risk management)	31,900
Subtotal - USHE Priority On-going Adjustments	2,963,500
USHE Budget Priorities Percent Adjustment	9.9%
Subtotal - One-time Adjustments	-
USHE Budget Priorities Percent Adjustment	0.0%
Total Appropriation (On-going and one-time)	\$2,963,500
USHE Budget Priorities Percent Adjustment	9.9%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	1,549,400
3% Labor Market Salary	1,236,900
4.3% Health Premium	312,500
Degree-granting Priorities	2,887,500
Performance	1,039,500
Growth	1,848,000
Other	672,500
Higher Education for Incarcerated Youth	300,000
Strategic Workforce	249,600
Internal Service Fund (fleet, risk management)	122,900
Subtotal - USHE Priority On-going Adjustments	5,109,400
USHE Budget Priorities Percent Adjustment	11.1%
One-time Adjustments	
Name Change Process for Dixie State University	500,000
Parkspass	300,000
Subtotal - One-time Adjustments	800,000
USHE Budget Priorities Percent Adjustment	1.7%
Total Appropriation (On-going and one-time)	\$5,909,400
USHE Budget Priorities Percent Adjustment	12.8%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	5,330,300
3% Labor Market Salary	4,284,900
4.3% Health Premium	1,045,400
Degree-granting Priorities	6,778,200
Performance	3,330,800
Growth	2,225,000
Operation and Maintenance	1,222,400
Other	358,100
Utah Fire Training Academy Restoration	300,000
Internal Service Fund (fleet, risk management)	58,100
Subtotal - USHE Priority On-going Adjustments	12,466,600
USHE Budget Priorities Percent Adjustment	9.3%
One-time Adjustments	
Civic Thought and Leadership Initiative	1,000,000
UVU Light the Bridge	50,000
Subtotal - One-time Adjustments	1,050,000
USHE Budget Priorities Percent Adjustment	0.8%
Total Appropriation (On-going and one-time)	\$13,516,600
USHE Budget Priorities Percent Adjustment	10.1%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	4,116,300
3% Labor Market Salary	3,597,000
4.3% Health Premium	519,300
Technical Education Priorities	1,873,700
Growth and Capacity	400,000
Equipment	138,700
Tuition Parity	1,335,000
Degree-granting Priorities	2,246,100
Performance	2,246,100
Other	271,200
Utah Area Health Education Centers	200,000
Internal Service Fund (fleet, risk management)	71,200
Subtotal - USHE Priority On-going Adjustments	8,507,300
USHE Budget Priorities Percent Adjustment	7.9%
Subtotal - One-time Adjustments	-
USHE Budget Priorities Percent Adjustment	0.0%
Total Appropriation (On-going and one-time)	\$8,507,300
USHE Budget Priorities Percent Adjustment	7.9%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	463,000
3% Labor Market Salary	359,100
4.3% Health Premium	103,900
Technical Education Priorities	776,500
Growth and Capacity	475,000
Equipment	301,500
Other	344,800
Strategic Workforce	325,000
Internal Service Fund (fleet, risk management)	19,800
Subtotal - USHE Priority On-going Adjustments	1,584,300
USHE Budget Priorities Percent Adjustment	10.1%
Subtotal - One-time Adjustments	-
USHE Budget Priorities Percent Adjustment	0.0%
Total Appropriation (On-going and one-time)	\$1,584,300
USHE Budget Priorities Percent Adjustment	10.1%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	549,200
3% Labor Market Salary	440,700
4.3% Health Premium	108,500
Technical Education Priorities	984,000
Growth and Capacity	623,000
Equipment	361,000
Other	53,800
Strategic Workforce	50,000
Internal Service Fund (fleet, risk management)	3,800
Subtotal - USHE Priority On-going Adjustments	1,587,000
USHE Budget Priorities Percent Adjustment	8.2%
One-time Adjustments	
Enhanced Articulation Partnership Pilot for Dual Enrollment	140,000
Subtotal - One-time Adjustments	140,000
USHE Budget Priorities Percent Adjustment	0.7%
Total Appropriation (On-going and one-time)	\$1,727,000
USHE Budget Priorities Percent Adjustment	9.0%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	253,200
3% Labor Market Salary	201,300
4.3% Health Premium	51,900
Technical Education Priorities	692,300
Growth and Capacity	520,000
Equipment	172,300
Other	14,100
Internal Service Fund (fleet, risk management)	14,100
Subtotal - USHE Priority On-going Adjustments	959,600
USHE Budget Priorities Percent Adjustment	11.0%
Subtotal - One-time Adjustments	-
USHE Budget Priorities Percent Adjustment	0.0%
Total Appropriation (On-going and one-time)	\$959,600
USHE Budget Priorities Percent Adjustment	11.0%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	439,200
3% Labor Market Salary	338,100
4.3% Health Premium	101,100
Technical Education Priorities	2,327,100
Growth and Capacity	2,005,500
Equipment	321,600
Other	316,800
Strategic Workforce	300,000
Internal Service Fund (fleet, risk management)	16,800
Subtotal - USHE Priority On-going Adjustments	3,083,100
USHE Budget Priorities Percent Adjustment	20.5%
Subtotal - One-time Adjustments	-
USHE Budget Priorities Percent Adjustment	0.0%
Total Appropriation (On-going and one-time)	\$3,083,100
USHE Budget Priorities Percent Adjustment	20.5%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	441,600
3% Labor Market Salary	370,500
4.3% Health Premium	71,100
Technical Education Priorities	786,300
Growth and Capacity	480,000
Equipment	306,300
Other	242,100
Strategic Workforce	255,900
Internal Service Fund (fleet, risk management)	(13,800)
Subtotal - USHE Priority On-going Adjustments	1,470,000
USHE Budget Priorities Percent Adjustment	8.5%
One-time Adjustments	
Enhanced Articulation Partnership Pilot for Dual Enrollment	140,000
Subtotal - One-time Adjustments	140,000
USHE Budget Priorities Percent Adjustment	0.8%
Total Appropriation (On-going and one-time)	\$1,610,000
USHE Budget Priorities Percent Adjustment	9.3%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	152,400
3% Labor Market Salary	126,300
4.3% Health Premium	26,100
Technical Education Priorities	467,600
Growth and Capacity	309,500
Equipment	158,100
Other	7,500
Internal Service Fund (fleet, risk management)	7,500
Subtotal - USHE Priority On-going Adjustments	627,500
USHE Budget Priorities Percent Adjustment	10.2%
Subtotal - One-time Adjustments	-
USHE Budget Priorities Percent Adjustment	0.0%
Total Appropriation (On-going and one-time)	\$627,500
USHE Budget Priorities Percent Adjustment	10.2%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	155,700
3% Labor Market Salary	124,200
4.3% Health Premium	31,500
Technical Education Priorities	553,200
Growth and Capacity	403,000
Equipment	150,200
Other	5,700
Internal Service Fund (fleet, risk management)	5,700
Subtotal - USHE Priority On-going Adjustments	714,600
USHE Budget Priorities Percent Adjustment	14.5%
Subtotal - One-time Adjustments	-
USHE Budget Priorities Percent Adjustment	0.0%
Total Appropriation (On-going and one-time)	\$714,600
USHE Budget Priorities Percent Adjustment	14.5%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments	
Compensation	257,600
3% Labor Market Salary	198,900
4.3% Health Premium	58,700
Technical Education Priorities	483,200
Growth and Capacity	300,000
Equipment	183,200
Other	233,200
Strategic Workforce	204,800
Internal Service Fund (fleet, risk management)	28,400
Subtotal - USHE Priority On-going Adjustments	974,000
USHE Budget Priorities Percent Adjustment	10.2%
Subtotal - One-time Adjustments	-
USHE Budget Priorities Percent Adjustment	0.0%
Total Appropriation (On-going and one-time)	\$974,000
USHE Budget Priorities Percent Adjustment	10.2%

2021-22 Operating Budget (New Tax Funds Only)

Legislative Appropriations

Budget Priorities	Amount
On-going Adjustments Compensation 3% Labor Market Salary 4.3% Health Premium Systemwide Title IX Attorney General Other Emerging Technology Talent Initiative Higher Education Financial Aid Amendments Adult Learners Grant Program Systems Engineering Program Internal Service Fund (fleet, risk management)	215,600 186,900 28,700 225,000 225,000 8,731,300 5,101,600 2,000,000 1,000,000 600,000 29,700
Subtotal - USHE Priority On-going Adjustments USHE Budget Priorities Percent Adjustment	9,171,900 16.2%
One-time Adjustments College Access Advisors Shared Services Consultant Mental Health Services for Technical Colleges Systems Engineering Program	2,500,000 1,000,000 400,000 22,000
Subtotal - One-time Adjustments USHE Budget Priorities Percent Adjustment	3,922,000 6.9%
Total Appropriation (On-going and one-time) USHE Budget Priorities Percent Adjustment	\$13,093,900 23.2%

Utah System of Higher Education
2021 General Session Legislative Action on Capital Facilities (2021-22)

State-Funded Capital Improvements	General Fund	Education Fund	Total
State-Funded Capital Improvements (H.B. 6 and S.B. 2)*†	\$ 66,990,100	\$ 87,179,200	\$ 154,169,300
Total - State-Funded Capital Improvements			\$ 154,169,300

*Capital Improvement Funds are appropriated to the State Building Board to allocate for requested projects. USHE typically receives 55-60 percent.

† Statute requires the legislature fund capital improvements at 1.1 percent of replacement value; the legislature appropriated 1.3 percent ongoing.

State-Funded Capital Projects				
Bill	Project	Cash	GO Bond	State O&M
S.B. 2*	SUU - Academic Classroom Building	\$ 43,013,700	\$ -	\$ 806,400
S.B. 2*	BTech - Health Science and Technology Building	38,059,600		\$ 624,000
S.B. 2*	UofU - Applied Sciences Building	60,000,000		646,500
S.B. 2*	USU - Heravi Global Teaching and Learning Center	14,500,000		332,100
S.B. 2*	SLCC - Herriman Campus	32,674,800		1,026,500
S.B. 2	DSU - Land Bank	15,000,000		-
S.B. 3	DTech - Land Purchase	1,000,000		-
Total - State-Funded Capital Development Projects		\$ 203,248,100	\$ -	\$ 3,435,500

* Intent language allows DFCM to pay up to 104% for each project to cover potential construction cost escalations.

Senate Bill 3 included language fully funding the USHE Capital Model known as S.B. 102 with \$120 million beginning in FY 2023: "if FY 2022 ongoing Education Fund revenue estimates adopted by the Executive Appropriations Committee in December 2021 remain at or above the target adopted by the Executive Appropriations Committee in May 2021, when preparing the Infrastructure and General Government base budget for FY 2023, the Legislative Fiscal Analyst shall include \$100 million ongoing from the Education Fund for the Higher Education Capital Projects Fund and \$20 million ongoing from the Education Fund for the Technical Colleges Capital Projects Fund"

Other Funds Projects				
Bill	Project	Funding Source	Amount	State O&M
S.B. 143	UU - West Village Graduate and Family Student Housing	Rev. Bond: Rental Revenue	\$ 125,800,000	\$ -
S.B. 143	UU - Impact -Epicenter Building	Rev. Bond: Rental Revenue	85,700,000	-
S.B. 143	USU - Electric Vehicle and Roadway Building	Rev. Bond: Research Revenue	9,200,000	-
S.B. 143	WSU - Stewart Stadium East Bleachers	Rev. Bond: Student Fees	4,000,000	-
S.B. 143	WSU - Noorda Engineering and Applied Sciences Building	Rev. Bond: Rental Revenue	8,500,000	-
Total - Other Funds Projects			\$ 233,200,000	\$ -



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB J

March 25, 2021

Performance Funding Revisions in S.B. 193

As discussed in the January committee meeting, the Commissioner's office worked with the Legislature to amend the current performance funding model to align with the Board's work on the statewide attainment goals of 1. Access, 2. Timely Completion, and 3. High-Yield Awards. The legislation making these changes ([S.B. 193](#)) passed during the 2021 General Session and replaced the 1% performance progress in the current model with 5-year and annual institutional goals set by the Board. The Board will now have greater flexibility to work with institutions and their boards of trustees to set and achieve meaningful goals for which the Legislature will award performance funding. The bill provides a two-year implementation phase in which the current model will be used to allocate performance funds, and the Board will review and submit proposed goals for the new model to the Legislature for review. The attached diagram provides more information on the enacted changes to the performance funding model, and a copy of the legislation is also attached.

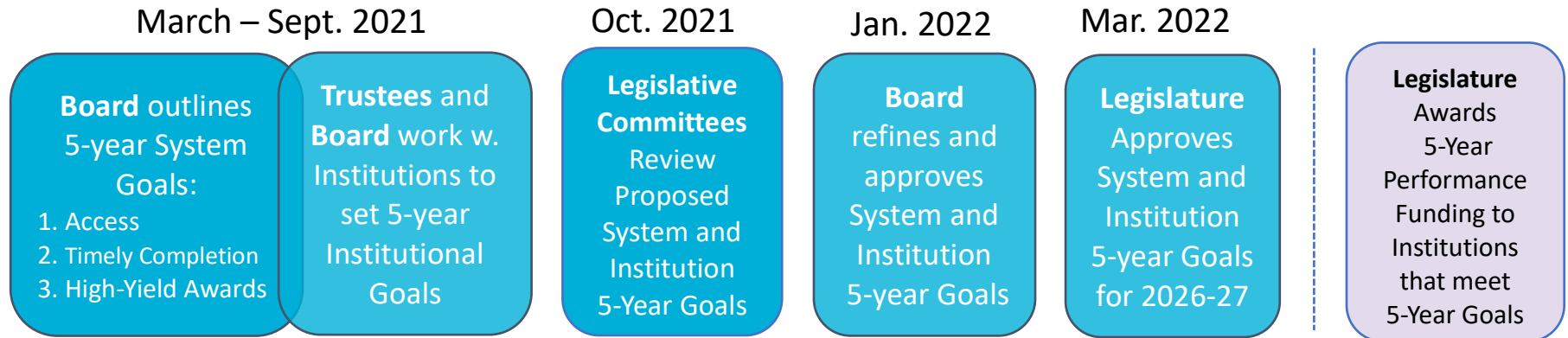
Commissioner's Recommendation

This is a discussion item only; no action is required.

Attachments

Senate Bill 193 Higher Education Performance Funding Cycle

5 Year Goal Setting Process



Annual Goal Setting and Evaluation Cycle



Senator Ann Millner proposes the following substitute bill:

HIGHER EDUCATION PERFORMANCE FUNDING

2021 GENERAL SESSION

STATE OF UTAH

Chief Sponsor: Ann Millner

House Sponsor: Val L. Peterson

LONG TITLE

General Description:

This bill amends provisions related to higher education goals and funding based on an institution's performance.

Highlighted Provisions:

This bill:

- ▶ requires the Utah Board of Higher Education (board) to:
 - set five-year goals for the state system of higher education;
 - set five-year goals for each degree-granting institution and technical college that align with each system five-year goal;
 - establish a model for determining a degree-granting institution's or technical college's performance in meeting the goals the board sets; and
 - every five years, submit the goals and model to the Higher Education Appropriations Subcommittee and governor for comment;
- ▶ requires the Executive Appropriations Committee, the Higher Education Appropriations Subcommittee, and the Education Interim Committee to, every five years, prepare and consider legislation to adopt the goals and model the board submits;
- ▶ amends the distribution of the money in the Performance Funding Restricted



Account to degree-granting institutions and technical colleges;

- ▶ permits the board to set aside unearned performance funding and allocate the set-aside funds to a degree-granting institution or technical college that meets or exceeds goals;
- ▶ defines terms; and
- ▶ makes technical and conforming changes.

Money Appropriated in this Bill:

None

Other Special Clauses:

None

Utah Code Sections Affected:**AMENDS:**

53B-1-301, as last amended by Laws of Utah 2020, Chapters 365 and 403
53B-7-702, as last amended by Laws of Utah 2020, Chapter 365
53B-7-703, as last amended by Laws of Utah 2020, Chapter 365
53B-7-705, as last amended by Laws of Utah 2020, Chapter 365
53B-7-706, as last amended by Laws of Utah 2020, Chapter 365
53E-1-201, as last amended by Laws of Utah 2020, Chapters 51, 174, 254, 274, 321, 354, 365 and last amended by Coordination Clause, Laws of Utah 2020, Chapters 254, 274, and 321
63I-2-253, as last amended by Laws of Utah 2020, Sixth Special Session, Chapter 13

Be it enacted by the Legislature of the state of Utah:

Section 1. Section **53B-1-301** is amended to read:

53B-1-301. Reports to and actions of the Higher Education Appropriations Subcommittee.

(1) In accordance with applicable provisions and Section **68-3-14**, the following recurring reports are due to the Higher Education Appropriations Subcommittee:

- (a) the reports described in Sections **34A-2-202.5**, **53B-17-804**, and **59-9-102.5** by the Rocky Mountain Center for Occupational and Environmental Health;
- (b) the report described in Section **53B-7-101** by the board on recommended

appropriations for higher education institutions, including the report described in Section 53B-8-104 by the board on the effects of offering nonresident partial tuition scholarships;

(c) the report described in Section 53B-7-704 by the Department of Workforce Services and the Governor's Office of Economic Development on targeted jobs;

(d) the reports described in Section 53B-7-705 by the board on performance;

(e) the report described in Section 53B-8-201 by the board on the Regents' Scholarship Program;

(f) the report described in Section 53B-8-303 by the board regarding Access Utah promise scholarships;

(g) the report described in Section 53B-8d-104 by the Division of Child and Family Services on tuition waivers for wards of the state;

(h) the report described in Section 53B-12-107 by the Utah Higher Education Assistance Authority;

(i) the report described in Section 53B-13a-104 by the board on the Success Stipend Program;

(j) the report described in Section 53B-17-201 by the University of Utah regarding the Miners' Hospital for Disabled Miners;

(k) the report described in Section 53B-26-103 by the Governor's Office of Economic Development on high demand technical jobs projected to support economic growth;

(l) the report described in Section 53B-26-202 by the Medical Education Council on projected demand for nursing professionals; and

(m) the report described in Section 53E-10-308 by the State Board of Education and board on student participation in the concurrent enrollment program.

(2) In accordance with applicable provisions and Section 68-3-14, the following occasional reports are due to the Higher Education Appropriations Subcommittee:

(a) upon request, the information described in Section 53B-8a-111 submitted by the Utah Educational Savings Plan;

(b) as described in Section 53B-26-103, a proposal by an eligible partnership related to workforce needs for technical jobs projected to support economic growth;

(c) a proposal described in Section 53B-26-202 by an eligible program to respond to projected demand for nursing professionals;

(d) a report in 2023 from Utah Valley University and the Utah Fire Prevention Board on the fire and rescue training program described in Section 53B-29-202; and

(e) the reports described in Section 63C-19-202 by the Higher Education Strategic Planning Commission on the commission's progress.

(3) In accordance with applicable provisions, the Higher Education Appropriations Subcommittee shall complete the following:

(a) as required by Section 53B-7-703, the review of performance funding described in Section 53B-7-703;

~~[(b) the review described in Section 53B-7-705 of the implementation of performance funding;]~~

~~[(c)]~~ (b) an appropriation recommendation described in Section 53B-26-103 to fund a proposal responding to workforce needs of a strategic industry cluster;

~~[(d)]~~ (c) an appropriation recommendation described in Section 53B-26-202 to fund a proposal responding to projected demand for nursing professionals; and

~~[(e)]~~ (d) review of the report described in Section 63B-10-301 by the University of Utah on the status of a bond and bond payments specified in Section 63B-10-301.

Section 2. Section 53B-7-702 is amended to read:

53B-7-702. Definitions.

As used in this part:

(1) "Account" means the Performance Funding Restricted Account created in Section 53B-7-703.

(2) "Estimated revenue growth from targeted jobs" means the estimated increase in individual income tax revenue generated by individuals employed in targeted jobs, determined by the Department of Workforce Services in accordance with Section 53B-7-704.

(3) "Full new performance funding amount" means the maximum amount of new performance funding that a degree-granting institution or technical college may qualify for in a fiscal year, determined by the Legislature in accordance with Section 53B-7-705.

(4) "Full-time" means the number of credit hours the board determines is full-time enrollment for a student.

(5) "GOED" means the Governor's Office of Economic Development created in Section 63N-1-201.

(6) "Job" means an occupation determined by the Department of Workforce Services.

(7) "Membership hour" means 60 minutes of scheduled instruction provided by a technical college to a student enrolled in the technical college.

(8) "New performance funding" means the difference between the total amount of money in the account and the amount of money appropriated from the account for performance funding in the current fiscal year.

(9) "Performance" means total performance across the metrics described in Sections 53B-7-706 and 53B-7-707.

~~[(a) Section 53B-7-706 for a degree-granting institution; or]~~

~~[(b) Section 53B-7-707 for a technical college.]~~

(10) "Research university" means the University of Utah or Utah State University.

(11) "Targeted job" means a job designated by the Department of Workforce Services or GOED in accordance with Section 53B-7-704.

(12) "Technical college" means:

(a) the same as that term is defined in Section 53B-1-101.5;

(b) Salt Lake Community College's School of Applied Technology established in Section 53B-16-209;

(c) a USU regional institution as that term is defined in Section 53B-16-207; and

(d) Snow College Richfield campus established in Section 53B-16-205.

~~[(12)]~~ (13) "Technical college graduate" means an individual who:

(a) has earned a certificate from an accredited program at a technical college; and

(b) is no longer enrolled in the technical college.

Section 3. Section 53B-7-703 is amended to read:

53B-7-703. Performance Funding Restricted Account -- Creation -- Deposits into account -- Legislative review.

(1) There is created within the Education Fund a restricted account known as the "Performance Funding Restricted Account."

(2) Money in the account shall be:

(a) used for performance funding for:

(i) degree-granting institutions; and

(ii) technical colleges; and

(b) appropriated by the Legislature in accordance with Section [53B-7-705](#).

(3) (a) Money in the account shall earn interest.

(b) All interest earned on account money shall be deposited into the account.

(4) (a) Except as provided in Subsection (4)(b)(~~(i)~~), the Division of Finance shall deposit into the account an amount equal to ~~[(i) 14% of the estimated revenue growth from targeted jobs upon appropriation by the Legislature for the fiscal year beginning on July 1, 2018; and (ii)]~~ 20% of the estimated revenue growth from targeted jobs upon appropriation by the Legislature for a fiscal year beginning on or after July 1, 2019.

(b) (i) As used in this Subsection (4)(b), "total higher education appropriations" means, for the current fiscal year, the total state funded appropriations to:

(A) the board;

(B) degree-granting institutions; and

(C) technical colleges.

(ii) If a deposit described in Subsection (4)(a) would exceed 10% of total higher education appropriations, upon appropriation by the Legislature, the Division of Finance shall deposit into the account an amount equal to 10% of total higher education appropriations.

(c) The Legislature may appropriate money to the account.

(5) (a) As used in this Subsection (5):

(i) "Base budget" means the same as that term is defined in legislative rule.

(ii) "Remaining available ongoing Education Fund revenue" means the difference between:

(A) the estimated ongoing Education Fund and Uniform School Fund revenue available for the Legislature to appropriate in the next fiscal year; and

(B) the amount of ongoing appropriations from the Education Fund and Uniform School Fund for the current year plus ongoing appropriations required under Sections [53F-9-201](#) and [53F-9-204](#) for the next fiscal year.

(b) Except as described in Subsection (5)(c), for a fiscal year beginning on or after July 1, 2023, when preparing the Higher Education Base Budget, the Office of the Legislative Fiscal Analyst shall:

(i) include in the base budget the lesser of the amount described in Subsection (4) or the remaining available ongoing Education Fund revenue; and

(ii) appropriate the funds described in Subsection (5)(b)(i) to the Utah Board of Higher Education to distribute to institutions as described in Section 53B-7-705.

(c) In a fiscal year beginning on or after July 1, 2023, in which the remaining available ongoing Education Fund revenue is less than zero, when preparing the base budget, the Office of the Legislative Fiscal Analyst shall include in the base budget the current year ongoing appropriation described in Subsection (4), adjusted for any base budget reductions as directed by the Executive Appropriations Committee.

~~[(5)]~~ (6) During the interim following a legislative general session in which an amount described in Subsection (4)(b) is deposited into the account, the Higher Education Appropriations Subcommittee shall review performance funding described in this part and make recommendations to the Legislature about:

(a) the performance levels required for degree-granting institutions and technical colleges to receive performance funding as described in Section 53B-7-705;

(b) the performance metrics described in Sections 53B-7-706 and 53B-7-707; and

(c) the amount of individual income tax revenue dedicated to higher education performance funding.

Section 4. Section 53B-7-705 is amended to read:

53B-7-705. Determination of full new performance funding amount -- Role of appropriations subcommittee -- Program review.

(1) In accordance with this section, and based on money deposited into the account, the Legislature shall, as part of the higher education appropriations budget process, annually determine the full new performance funding amount for each:

(a) degree-granting institution; and

(b) technical college.

(2) (a) ~~[The]~~ Before January 1, 2024, the Legislature shall annually allocate:

~~[(a)]~~ (i) 90% of the money in the account to degree-granting institutions; and

~~[(b)]~~ (ii) 10% of the money in the account to technical colleges.

(b) After January 1, 2024, the Legislature shall annually allocate:

(i) 85% of the money in the account to degree-granting institutions; and

(ii) 15% of the money in the account to technical colleges.

(3) (a) The Legislature shall determine a degree-granting institution's full new

performance funding amount based on the degree-granting institution's prior year share of:

(i) full-time equivalent enrollment in all degree-granting institutions; and

(ii) the total state-funded appropriated budget for all degree-granting institutions.

(b) In determining a degree-granting institution's full new performance funding amount, the Legislature shall give equal weight to the factors described in Subsections (3)(a)(i) and (ii).

(4) (a) The Legislature shall determine a technical college's full new performance funding amount based on the technical college's prior year share of:

(i) (A) before January 1, 2024, membership hours for all technical colleges; and

(B) after January 1, 2024, full-time equivalent enrollment for all technical colleges; and

(ii) the total state-funded appropriated budget for all technical colleges.

(b) In determining a technical college's full new performance funding amount, the Legislature shall give equal weight to the factors described in Subsections (4)(a)(i) and (ii).

(5) Annually, at least 30 days before the first day of the legislative general session the board shall submit a report to the Higher Education Appropriations Subcommittee on each degree-granting institution's and each technical college's performance.

(6) (a) In accordance with this Subsection (6), and based on the report described in Subsection (5), the Legislature shall determine for each degree-granting institution and each technical college:

(i) the portion of the full new performance funding amount earned; and

(ii) the amount of new performance funding to recommend that the Legislature appropriate, from the account, to the degree-granting institution or technical college.

(b) (i) This Subsection (6)(b) applies before January 1, 2024.

~~[(i)]~~ (ii) A degree-granting institution earns the full new performance funding amount if the degree-granting institution has a positive change in performance of at least 1% compared to the degree-granting institution's average performance over the previous five years.

~~[(i)]~~ (iii) (A) Except as provided in Subsection (6)(b)~~[(i)]~~(iii)(B), a technical college earns the full new performance funding amount if the technical college has a positive change in the technical college's performance of at least 5% compared to the technical college's average performance over the previous five years.

(B) A technical college's change in performance may be compared to the technical

college's average performance over fewer than five years in accordance with Subsection 53B-7-707(3)(b).

(c) After January 1, 2024, a degree-granting institution or technical college earns the full new performance funding amount if the degree-granting institution or technical college meets the annual performance goals the board sets under Subsection 53B-7-706(1)(a)(ii).

~~[(c)]~~ (d) [A] Before January 1, 2024, degree-granting institution or technical college that has a positive change in performance that is less than a change described in Subsection (6)(b) is eligible to receive a prorated amount of the full new performance funding amount.

~~[(d)]~~ (e) [A] Before January 1, 2024, a degree-granting or technical college that has a negative change, or no change, in performance over a time period described in Subsection (6)(b) is not eligible to receive new performance funding.

(f) After January 1, 2024, a degree-granting institution or technical college that does not meet the goals the board sets under Subsection 53B-7-706(1)(a)(ii):

(i) is not eligible to receive the full new performance funding amount; and

(ii) is eligible to receive a prorated amount of the full new performance funding amount for performance that is greater than zero as measured by the model the board establishes under Subsection 53B-7-706(1)(a)(i)(B).

(g) (i) After January 1, 2024, if a degree-granting institution or technical college does not earn the full new performance funding amount as described in Subsection (6)(c), the board shall:

(A) set aside the unearned new performance funding; and

(B) at the end of a five-year period for which the board sets goals under Subsection 53B-7-706(1)(a)(ii), allocate the funds set aside under Subsection (6)(g)(i)(A) to a degree-granting institution or technical college that meets the degree-granting institution's or technical college's five-year goals described in Subsection 53B-7-706(1)(a)(ii)(B).

(ii) The board may reallocate the funds described in Subsection (6)(g)(i)(A) on a one-time basis to a degree-granting institution or technical college that exceeds the degree-granting institution's or technical college's annual performance goals until the board evaluates performance of five-year goals as described Subsection 53B-7-706(5).

(7) An appropriation described in this section is ongoing.

(8) Notwithstanding Section 53B-7-703 and Subsections (6) and (7), the Legislature

may, by majority vote, appropriate or refrain from appropriating money for performance funding as circumstances require in a particular year.

~~[(9) On or before November 1, 2020, the Education Interim Committee, the Higher Education Appropriations Subcommittee, and the governor shall review the implementation of performance funding described in this part.]~~

Section 5. Section **53B-7-706** is amended to read:

53B-7-706. Performance metrics for degree-granting institutions --

Determination of performance.

(1) (a) (i) (A) The board shall establish a model for determining a degree-granting institution's performance.

(B) Beginning in March 2021, the board shall establish a model for determining degree-granting institution's or technical college's performance.

(ii) Beginning in May 2021, the board shall:

(A) set a five-year goal for the Utah System of Higher Education for each metric described in Subsection (2)(a)(ii);

(B) adopt five-year goals for each degree-granting institution and technical college that align with each goal described in Subsection (1)(a)(ii)(A); and

(C) ensure the goals the board adopts for each degree-granting institution and technical college described in Subsection (1)(a)(ii)(B) are sufficiently rigorous to meet the goals described in Subsection (1)(a)(ii)(A); and

(b) (i) The board shall submit a draft of the model described in this section to the Higher Education Appropriations Subcommittee and the governor for comments and recommendations.

(ii) Beginning in 2021, and every five years thereafter, the board shall:

(A) submit the model described in Subsection (1)(a)(i) and the goals described in Subsection (1)(a)(ii) to the Higher Education Appropriations Subcommittee and to the governor for comments and recommendations; and

(B) consider the comments and recommendations described in Subsection (1)(b)(ii)(A), and make any necessary changes to the model described in Subsection (1)(a)(i) and the goals described in Subsection (1)(a)(ii).

(c) Beginning in 2021, and every five years thereafter, the Executive Appropriations

Committee, Higher Education Appropriations Subcommittee, and the Education Interim Committee shall prepare and jointly meet to consider legislation for introduction at the following general legislative session to adopt the goals described in Subsection (1)(a)(ii).

(2) (a) (i) The model described in Subsection (1)(a)(i)(A) shall include metrics, including:

(i) (A) completion, measured by degrees and certificates awarded;

(ii) (B) completion by underserved students, measured by degrees and certificates awarded to underserved students;

(iii) (C) responsiveness to workforce needs, measured by degrees and certificates awarded in high market demand fields;

(iv) (D) institutional efficiency, measured by degrees and certificates awarded per full-time equivalent student; and

(v) (E) for a research university, research, measured by total research expenditures.

(ii) Beginning in 2021, the board shall set the goals and establish the performance model described in Subsection (1)(a)(i)(B) for the following metrics:

(A) access;

(B) timely completion; and

(C) high-yield awards.

(b) (i) Subject to Subsection ~~(2)(c)~~ (2)(b)(ii), the board shall determine the relative weights of the metrics described in Subsection (2)(a)(i).

~~(c)~~ (ii) The board shall assign the responsiveness to workforce needs metric described in Subsection ~~(2)(a)(iii)~~ (2)(a)(i)(C) a weight of at least 25% when determining a degree-granting institution's performance.

(c) Beginning in 2021, the board shall determine and establish in board policy, the definitions, measures, and relative weights of the metrics described in Subsection (2)(a)(ii) based on each degree-granting institution's and each technical college's mission.

(3) (a) For each degree-granting institution, the board shall annually determine the degree-granting institution's:

(i) performance; and

(ii) change in performance compared to the degree-granting institution's average performance over the previous five years.

(b) Beginning in 2022, for each degree-granting institution and technical college, the board shall annually:

(i) adopt annual performance goals for each metric described in Subsection (2)(a)(ii) that will advance the degree-granting institution or technical college toward achievement of the five-year goals described in Subsection (1)(a)(ii);

(ii) evaluate performance in meeting the goals described in Subsection (3)(b)(i); and

(iii) include a degree-granting institution's or technical college's performance under this section in the evaluation described in Subsection 53B-1-402(2)(i)(iii).

(4) (a) The board shall use the model described in ~~[this section]~~ Subsection (1)(a)(i)(A) to make the report described in Section 53B-7-705 for determining a degree-granting institution's performance funding for a fiscal year beginning on or after July 1, 2018[-], but before July 1, 2024.

(b) For a fiscal year beginning on or after July 1, 2024, the board shall use the model described in Subsection (2)(a)(i)(B) to make the report described in Section 53B-7-705 for determining a degree-granting institution's or technical college's performance funding.

(5) At the end of each five-year period for which the board sets goals under Subsection (1)(a)(ii):

(a) the board shall:

(i) review the Utah System of Higher Education's performance in meeting the goals the board sets under Subsection (1)(a)(ii)(A);

(ii) review each degree-granting institution's and each technical college's performance in meeting the goals the board sets under Subsection (1)(a)(ii)(B); and

(iii) allocate any funds not allocated under Subsection 53B-7-705(6)(g) to each degree-granting institution and each technical college that meets or exceeds the goals the board sets under Subsection (1)(a)(ii)(B); and

(b) the Legislature may appropriate additional funds for the board to allocate to each degree-granting institution and each technical college that meets or exceeds goals as described in Subsection (5)(a)(iii).

(6) In year two or three of each five-year period for which the board sets goals under Subsection (1)(a)(ii), the following committees and the governor shall hold a joint open meeting to review the goals the board sets under Subsection (1)(a)(ii):

- (a) the Executive Appropriations Committee;
(b) the Higher Education Appropriations Subcommittee; and
(c) the Education Interim Committee.

Section 6. Section **53E-1-201** is amended to read:

53E-1-201. Reports to and action required of the Education Interim Committee.

(1) In accordance with applicable provisions and Section **68-3-14**, the following recurring reports are due to the Education Interim Committee:

(a) the report described in Section **9-22-109** by the STEM Action Center Board, including the information described in Section **9-22-113** on the status of the computer science initiative and Section **9-22-114** on the Computing Partnerships Grants Program;

(b) the prioritized list of data research described in Section **35A-14-302** and the report on research described in Section **35A-14-304** by the Utah Data Research Center;

(c) the report described in Section **35A-15-303** by the State Board of Education on preschool programs;

(d) the report described in Section **53B-1-402** by the Utah Board of Higher Education on career and technical education issues and addressing workforce needs;

(e) the annual report of the Utah Board of Higher Education described in Section **53B-1-402**;

(f) the reports described in Section **53B-28-401** by the Utah Board of Higher Education regarding activities related to campus safety;

(g) the State Superintendent's Annual Report by the state board described in Section **53E-1-203**;

(h) the annual report described in Section **53E-2-202** by the state board on the strategic plan to improve student outcomes;

(i) the report described in Section **53E-8-204** by the state board on the Utah Schools for the Deaf and the Blind;

(j) the report described in Section **53E-10-703** by the Utah Leading through Effective, Actionable, and Dynamic Education director on research and other activities;

(k) the report described in Section **53F-4-203** by the state board and the independent evaluator on an evaluation of early interactive reading software;

(l) the report described in Section **53F-4-407** by the state board on UPSTART;

(m) the reports described in Sections 53F-5-214 and 53F-5-215 by the state board related to grants for professional learning and grants for an elementary teacher preparation assessment; and

(n) the report described in Section 53F-5-405 by the State Board of Education regarding an evaluation of a partnership that receives a grant to improve educational outcomes for students who are low income.

(2) In accordance with applicable provisions and Section 68-3-14, the following occasional reports are due to the Education Interim Committee:

(a) the report described in Section 35A-15-303 by the School Readiness Board by November 30, 2020, on benchmarks for certain preschool programs;

(b) the report described in Section 53B-28-402 by the Utah Board of Higher Education on or before the Education Interim Committee's November 2021 meeting;

(c) the report described in Section 53E-3-519 by the state board regarding counseling services in schools;

(d) the reports described in Section 53E-3-520 by the state board regarding cost centers and implementing activity based costing;

(e) if required, the report described in Section 53E-4-309 by the state board explaining the reasons for changing the grade level specification for the administration of specific assessments;

(f) if required, the report described in Section 53E-5-210 by the state board of an adjustment to the minimum level that demonstrates proficiency for each statewide assessment;

(g) in 2022 and in 2023, on or before November 30, the report described in Subsection 53E-10-309(7) related to the PRIME pilot program;

(h) the report described in Section 53E-10-702 by Utah Leading through Effective, Actionable, and Dynamic Education;

(i) the report described in Section 53F-2-502 by the state board on the program evaluation of the dual language immersion program;

(j) if required, the report described in Section 53F-2-513 by the state board evaluating the effects of salary bonuses on the recruitment and retention of effective teachers in high poverty schools;

(k) upon request, the report described in Section 53F-5-207 by the state board on the

Intergenerational Poverty Intervention Grants Program;

(l) the report described in Section 53F-5-210 by the state board on the Educational Improvement Opportunities Outside of the Regular School Day Grant Program;

(m) the report described in Section 53G-7-503 by the state board regarding fees that LEAs charge during the 2020-2021 school year;

(n) the reports described in Section 53G-11-304 by the state board regarding proposed rules and results related to educator exit surveys;

(o) upon request, the report described in Section 53G-11-505 by the state board on progress in implementing employee evaluations;

(p) the report described in Section 62A-15-117 by the Division of Substance Abuse and Mental Health, the State Board of Education, and the Department of Health regarding recommendations related to Medicaid reimbursement for school-based health services; and

(q) the reports described in Section 63C-19-202 by the Higher Education Strategic Planning Commission.

~~[(3) In accordance with Section 53B-7-705, the Education Interim Committee shall complete the review of the implementation of performance funding.]~~

Section 7. Section 63I-2-253 is amended to read:

63I-2-253. Repeal dates -- Titles 53 through 53G.

(1) (a) Section 53-2a-217, regarding procurement during an epidemic or pandemic emergency, is repealed on December 31, 2021.

(b) When repealing Section 53-2a-217, the Office of Legislative Research and General Counsel shall, in addition to the office's authority under Subsection 36-12-12(3), make necessary changes to subsection numbering and cross references.

(2) Section 53B-2a-103 is repealed July 1, 2021.

(3) Section 53B-2a-104 is repealed July 1, 2021.

(4) (a) Subsection 53B-2a-108(5), regarding exceptions to the composition of a technical college board of trustees, is repealed July 1, 2022.

(b) When repealing Subsection 53B-2a-108(5), the Office of Legislative Research and General Counsel shall, in addition to its authority under Subsection 36-12-12(3), make necessary changes to subsection numbering and cross references.

(5) Section 53B-6-105.7 is repealed July 1, 2024.

(6) (a) Subsection [53B-7-705](#)(6)(b)(~~(ii)~~)(iii)(A), the language that states "Except as provided in Subsection (6)(b)(~~(ii)~~)(iii)(B)," is repealed July 1, 2021.

(b) Subsection [53B-7-705](#)(6)(b)(~~(ii)~~)(iii)(B), regarding comparing a technical college's change in performance with the technical college's average performance, is repealed July 1, 2021.

(7) (a) Subsection [53B-7-707](#)(3)(a)(ii), the language that states "Except as provided in Subsection (3)(b)," is repealed July 1, 2021.

(b) Subsection [53B-7-707](#)(3)(b), regarding performance data of a technical college during a fiscal year before fiscal year 2020, is repealed July 1, 2021.

(8) Section [53B-7-707](#) regarding performance metrics for technical colleges is repealed July 1, 2023.

~~[(8)]~~ (9) Section [53B-8-114](#) is repealed July 1, 2024.

~~[(9)]~~ (10) (a) The following sections, regarding the Regents' scholarship program, are repealed on July 1, 2023:

(i) Section [53B-8-202](#);

(ii) Section [53B-8-203](#);

(iii) Section [53B-8-204](#); and

(iv) Section [53B-8-205](#).

(b) (i) Subsection [53B-8-201](#)(2), regarding the Regents' scholarship program for students who graduate from high school before fiscal year 2019, is repealed on July 1, 2023.

(ii) When repealing Subsection [53B-8-201](#)(2), the Office of Legislative Research and General Counsel shall, in addition to its authority under Subsection [36-12-12](#)(3), make necessary changes to subsection numbering and cross references.

~~[(10)]~~ (11) Section [53B-10-101](#) is repealed on July 1, 2027.

~~[(11)]~~ (12) Title 53B, Chapter 18, Part 14, Uintah Basin Air Quality Research Project, is repealed July 1, 2023.

~~[(12)]~~ (13) Section [53E-3-519](#) regarding school counselor services is repealed July 1, 2020.

~~[(13)]~~ (14) Section [53E-3-520](#) is repealed July 1, 2021.

~~[(14)]~~ (15) Subsection [53E-5-306](#)(3)(b)(ii)(B), related to improving school performance and continued funding relating to the School Recognition and Reward Program, is

491 repealed July 1, 2020.

492 ~~[(15)]~~ (16) Section [53E-5-307](#) is repealed July 1, 2020.

493 ~~[(16)]~~ (17) Subsection [53E-10-309](#)(7), related to the PRIME pilot program, is repealed
494 July 1, 2024.

495 ~~[(17)]~~ (18) In Subsections [53F-2-205](#)(4) and (5), regarding the State Board of
496 Education's duties if contributions from the minimum basic tax rate are overestimated or
497 underestimated, the language that states "or [53F-2-301.5](#), as applicable" is repealed July 1,
498 2023.

499 ~~[(18)]~~ (19) Subsection [53F-2-301](#)(1), relating to the years the section is not in effect, is
500 repealed July 1, 2023.

501 ~~[(19)]~~ (20) In Subsection [53F-2-515](#)(1), the language that states "or [53F-2-301.5](#), as
502 applicable" is repealed July 1, 2023.

503 ~~[(20)]~~ (21) Section [53F-4-207](#) is repealed July 1, 2022.

504 ~~[(21)]~~ (22) In Subsection [53F-9-302](#)(3), the language that states "or [53F-2-301.5](#), as
505 applicable" is repealed July 1, 2023.

506 ~~[(22)]~~ (23) In Subsection [53F-9-305](#)(3)(a), the language that states "or [53F-2-301.5](#), as
507 applicable" is repealed July 1, 2023.

508 ~~[(23)]~~ (24) In Subsection [53F-9-306](#)(3)(a), the language that states "or [53F-2-301.5](#), as
509 applicable" is repealed July 1, 2023.

510 ~~[(24)]~~ (25) In Subsection [53G-3-304](#)(1)(c)(i), the language that states "or [53F-2-301.5](#),
511 as applicable" is repealed July 1, 2023.

512 ~~[(25)]~~ (26) Subsections [53G-10-204](#)(1)(c) through (e), and Subsection [53G-10-204](#)(7),
513 related to the civics engagement pilot program, are repealed on July 1, 2023.

514 ~~[(26)]~~ (27) On July 1, 2023, when making changes in this section, the Office of
515 Legislative Research and General Counsel shall, in addition to the office's authority under
516 Subsection [36-12-12](#)(3), make corrections necessary to ensure that sections and subsections
517 identified in this section are complete sentences and accurately reflect the office's perception of
518 the Legislature's intent.



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB K

March 25, 2021

USHE Shared Services RFP

Over the last several months, the Finance and Facilities Committee discussed shared services in the Utah System of Higher Education and how the Utah Board of Higher Education can respond to the statutory charge to “maximize efficiency through the Utah System of Higher Education by identifying and establishing shared administrative services.” In January, the committee reviewed a proposed scope of work for an RFP to engage a shared services consultant. Commissioner’s office staff used that scope of work to finalize an RFP that was issued on March 9. We anticipate reviewing RFP solicitations and selecting a vendor in May 2021. The final RFP is attached for additional committee discussion and comment.

Commissioner’s Recommendation

This is a discussion item only; no action is required.

Attachments

Solicitation UU140049200

Consulting Services - Assess Utah System of Higher Education Shared Services

Bid Designation: Public



University of Utah

Bid UU140049200

Consulting Services - Assess Utah System of Higher Education Shared Services

Bid Number	UU140049200
Bid Title	Consulting Services - Assess Utah System of Higher Education Shared Services
Bid Start Date	In Held
Bid End Date	Apr 26, 2021 2:00:00 PM MDT
Question & Answer End Date	Mar 26, 2021 2:00:00 PM MDT
Bid Contact	Terri O'Toole Associate Director Purchasing 801-581-8992 totoole@purchasing.utah.edu
Contract Duration	1 year
Contract Renewal	Not Applicable
Prices Good for	120 days
Pre-Bid Conference	Apr 6, 2021 2:00:00 PM MDT Attendance is optional Location: University of Utah Virtual Zoom Meeting Contact totoole@purchasing.utah.edu to schedule the preproposal meeting.
Bid Comments	Purpose of RFP: The Utah Board of Education is seeking to contract with a qualified consultant to work with the Utah System of Higher Education to explore, identify, and assess achievable opportunities for common System processes and improved shared services in the context of mission and culture. The Board seeks to quantify the impact, ability, and opportunities for common processes and shared services in the System to enhance academic excellence and improve affordability through efficiency of operations and improved service level in business functions. Pre-Proposal Meeting: A virtual meeting will be held on April 6, 2021 at 2:00 pm current mountain time. Contact Terri O'Toole at totoole@purchasing.utah.edu for meeting information.

Item Response Form

Item	UU140049200-01-01 - Complete attached documents.
Quantity	1 each
Prices are not requested for this item.	
Delivery Location	University of Utah <u>No Location Specified</u>
Qty	1

Description

Complete attached documents.

Request for Proposal for Consulting Services to Assess Utah System of Higher Education Shared Services Opportunities

RFP #UU140049200

Issued March 9, 2021

Utah System of Higher Education Contact:

Terri O'Toole, Associate Director
University of Utah Purchasing Dept.
1901 E. South Campus Drive Rm. 151
Salt Lake City, UT 84112-9351
Tel.(801) 581-8992 Fax (801) 581-8609
E-Mail: totoole@purchasing.utah.edu

Questions regarding this RFP should be submitted through Periscope S2G (formerly BidSync):
<https://www.periscopeholdings.com>
in the Question and Answer section

Request for Proposal for Consulting Services to Assess Utah System of Higher Education Shared Services Opportunities

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Instructions: Vendors must respond to all sections of this RFP, including sections 1 through 7. When a section does not request specific information and you agree to what it contains, you may use language such as “Sections 1.01 through 1.05, Understood and Agreed” in your response. State of Utah Procurement Code requires pricing be submitted separately from the technical proposal. Refer to Section 5 for instructions on how to organize your response.

SECTION 1 - PURPOSE OF RFP

- 1.01 Purpose of the RFP. The Utah Board of Higher Education is interested in engaging a consultant to work with the Utah System of Higher Education to explore, identify, and assess achievable opportunities for common System processes and improved shared services in the context of mission and culture. The Board seeks to quantify the impact, ability, and opportunities for common processes and shared services in the System to enhance academic excellence and improve affordability through efficiency of operations and improved service level in business functions. The deliverables may be used in a future RFP to create a plan of action and implementation strategy to deploy common processes and associated shared services throughout the system. The System is open to all common process and shared services opportunities that make business sense including, but not limited to information technology, finance and accounting, and human resources. The Supplier may propose other areas to review and assess including, but not limited to purchasing, facilities, and student financial aid. The Supplier shall (1) review the current state of business processes and business services in the System, (2) present a realistic future state of common processes and associated shared services for the System, (3) identify gaps between the current state and the future state, and (4) identify the costs and benefits in moving from the current state to the future state.

The System is examining several alternatives for obtaining this consulting service and may decide, after reviewing proposals submitted, to award one or more proposals in part or in whole, or not to enter into any agreement.

1.02 Definitions

- 1.02.1 This service is to be obtained for the Utah Board of Higher Education (“Board”) by the Office of the Commissioner of Higher Education (“Commissioner’s Office”) for the Utah System of Higher Education (“USHE” or “the System”).
- 1.02.2 “System Entities” include the nineteen entities listed in the Background section comprising the Utah System of Higher Education.
- 1.02.3 The companies submitting proposals in response to this RFP will hereafter be referred to as “Supplier.”
- 1.02.4 “Peers” refers to systems of state public higher education institutions. The System is especially interested in comparisons to peer systems that have a broad range of academic missions including: Doctoral Universities with Very High Research, Master’s Colleges and Universities, and Associates Colleges as designated by the Carnegie Classification of Institutions of Higher Education.
- 1.02.5 “Benchmark” refers to the comparison data and methodology proposed by the Supplier

against which to measure USHE, as described in Section 4.06.

1.03 Background. The Utah System of Higher Education comprises nineteen entities:

- Research Universities
 1. University of Utah (Very High Research)
 2. Utah State University (High Research)
- Regional Masters Universities
 1. Weber State University
 2. Southern Utah University
 3. Dixie State University
 4. Utah Valley University
- Community Associate's Colleges
 1. Snow College
 2. Salt Lake Community College
- Technical Education Colleges
 1. Bridgerland Technical College
 2. Davis Technical College
 3. Dixie Technical College
 4. Mountainland Technical College
 5. Ogden-Weber Technical College
 6. Southwest Technical College
 7. Tooele Technical College
 8. Uintah Basin Technical College
- Supporting Organizations
 1. Utah Higher Education Assistance Authority (servicer of federal student loans)
 2. My529 (educational savings plan administrator)
 3. Office of the Commissioner

A detailed description of the nineteen System Entities is provided in Appendix A including student population, financial information, mission, and roles. Appendix B provides additional information on the level and size of System Entities' business functions that may be considered for common processes and shared services.

SECTION 2 – RFP DETAILS

- 2.01 Issuing office and RFP Reference Number. The Purchasing Department of the University of Utah (“Purchasing Department”) is the issuing office for this RFP and all subsequent addenda relating to it. The reference number for the transaction is **UU140049200**. This number must be referenced on all proposals, correspondence, and documentation relating to the RFP.

2.02 Important Dates. The following dates are significant for this RFP:

RFP Dated and Issued	March 9, 2021
RFP Inquiry Questions Due	March 26, 2021, 2:00 pm MDT
Pre-Proposal Meeting	April 6, 2021, 2:00 pm MDT
Proposal Due Date	April 26, 2021, 2:00 pm MDT
Oral Presentations	Approximately week of June 14

2.03 Pre-Proposal Conference. A pre-proposal conference will be held on April 6, 2021 at 2:00 pm via Zoom. All Vendors responding to this RFP are requested to have at least one representative of their organization in attendance. Contact Terri O'Toole at totoole@purchasing.utah.edu for Meeting information.

The meeting is for informational purposes only and information provided is not binding. If the RFP needs to be modified or clarified, a written addendum will be issued.

2.04 Inquiries. Questions arising subsequent to the issuance of this RFP that could have a significant impact on the responses to the RFP, should be submitted in the RFP Question and Answer Section, Solicitation #UU140049200 in Periscope S2G. All such questions should be received by **the Questions Due Date listed in Section 2.02.** Answers to questions will be posted on the Periscope S2G site. Bidders who select 'Notify me about this Bid' or 'Download Bid Packet' will receive email notification of any addenda, changes, or updates to the bid.

2.05 Submission Due Date. **Submit your proposal electronically through Periscope S2G by the Proposal Due Date and Time listed in Section 2.02.**

Proposals submitted electronically through Periscope S2G may require uploading of electronic attachments. The Periscope S2G site will accept a wide variety of document types as Word, Excel, and PDF attachments but not all. You **MAY NOT** submit documents that are embedded (zip files), movies, wmp and mp3 files or password protected files, etc. Such actions may cause your proposal(s) to be deemed as "non-responsive". All cost documents must be attached as separate files.

Proposals received after this deadline will be late and ineligible for consideration. Following the deadline, the names of those responding to the RFP will be made public. All other information will remain confidential, as required by law (please see section 7.01 herein).

2.06 Time for Evaluation. All proposals shall remain valid for a minimum of 120 calendar days after the Proposal Due Date to allow adequate time for evaluation.

2.07 Multiple Stage Process. The System will conduct the RFP in a multiple stage process and narrow the number of offerors that will move on to a subsequent stage and oral presentation or Best and Final Offer (BAFO).

2.08 Second Stage and Oral Presentation. Up to three (3) highest scoring proposals will be invited to a second stage where the Supplier will provide a detailed project plan, a project charter, and will present their proposal orally (see section 4.05). The oral presentations will be scheduled by the Purchasing Department after proposals are received and prior to the award of the Contract (see section 6.02). In this stage the Supplier will orally present the details of their proposal including a required project plan and project charter. Information regarding the virtual oral presentation will be sent to the eligible firms.

All costs incurred by a Supplier in any aspect of an oral presentation including the presentation will be the responsibility of the Supplier.

2.09 Best and Final Offer. Each initial proposal should be submitted with the most favorable price and service available. However, at the option of the System, a Best and Final Offer (BAFO) may be requested.

2.10 Award of the Contract. Upon completion of the evaluation process, the System may award the contract ("Contract") to the supplier whose proposal is determined to be most advantageous to the System. The Purchasing Department is the only entity authorized to award a Contract for the proposed purchases.

The final award is dependent upon the completion and execution of a mutually acceptable contract during the contract negotiation phase. Proposal responses and contents provided by the Supplier will be considered contractual obligations. It should be understood that obligations of confidentiality will be an important condition of any resulting contractual arrangement. The selected Supplier and all employees performing duties on this project will be required to keep all aspects of this project in confidence.

2.12 Contract Period and Effective Date. The anticipated Contract term will be for a period of one (1) year. The anticipated effective date of the Contract is on or around July 1, 2021.

2.13 **Cost and Fees.** **Attachment B:** Consultation cost matrix. Cost must be firm and considered as "all-inclusive" to include travel for the full term of this agreement.

SECTION 3 – SCOPE OF WORK

3.01 Detailed Scope of Work. The Supplier shall explore, identify, and assess achievable

opportunities for improved common System business processes and shared services in the Utah System of Higher Education. As part of that work, the Supplier shall review, assess, and evaluate the current state of business operations for each System Entity including business processes and workflows, organizational structure, technical skillsets, challenges, opportunities, and total annual spend. This will be followed by future state recommendations based on higher education system best practices for the potential organization and development of common process and System shared service operations. The future state may include changes to institutional processes, workflows, and ERP or other software systems, but must leverage a foundation of common process. A gap analysis will then be performed documenting gaps between the current System state and the recommended future System state and making suggestions for next steps, including a gap analysis of institutional and System culture, autonomy, and capacity for change to maximize the probability of success. The Supplier will further identify the costs and benefits of moving from the current state to the future state including a detailed analysis of fiscal impact. The business operations and processes that shall be included in the business case are finance and accounting, human resources, and information technology. Other business operations and processes may also be included at the discretion of the Supplier including but not limited to procurement, facilities, and student financial aid.

The Supplier shall include for review specific examples of similar scale and scope where such change proved successful, highlighting conditions that facilitated success. Additionally, the Supplier shall also provide examples of similar scale and scope where objectives were not adequately achieved, highlighting conditions that contributed to failures in achieving efficiencies and service improvement.

The Supplier shall document current processes and workflows of System Entities similar to USHE and identify specific areas where shared services will result in operational and financial efficiencies to the System. The categories of focus will include, but are not limited to:

1. Staff, Organization, and Culture

- a. Employee functions and general skillsets
- b. Gaps in organization skillsets
- c. Organizational structure
- d. Facilities and workspace
- e. Organizational culture and the capacity for change

2. Processes and Workflow

- a. Business process review
- b. Automated and manual processes and workflow
- c. Budgeting, financial management, and rate structure comparisons
- d. Governance structure and processes
- e. Business intelligence and analytics
- f. Accountability and performance management

- g. Change and innovation management
- h. Customer service management and operations
- i. Business operational model
- j. Internal and external communications
- k. Strategic planning and management

3. Technology

- a. Enterprise Resource Planning (ERP) systems
- b. Automated systems

4. Budget and Expenditures

- a. Annual spend by central business units
- b. Annual spend by business and academic units outside of central business units
- c. Duplicative spending
- d. Duplicative services

EXCLUSIONS FROM BIDDER RESPONSE

The bidder proposals shall not include University of Utah Hospital and Clinics, but may include some support functions that serve both the University of Utah and the University Hospital and Clinics.

DELIVERABLES

The following comprise the deliverables for this Statement of Work. All data and work products collected, analyzed, or otherwise used shall be delivered to the Board in a mutually agreeable format and shall be owned by the Board.

Deliverable A, Current State Assessment: A comprehensive assessment of the current state of business operations and processes in the nineteen System Entities including an assessment of the business operations and processes that could become shared services. At a minimum, as part of this deliverable, the Supplier shall:

1. Review and assess specific System Entity business objectives, processes, and operations, as determined by the project charter, but at a minimum to include:
 - a. Finance and accounting including, but not limited to: accounting, accounts receivable, expense processing, accounts payable, financial reporting and analytics, and budget development.
 - b. Human resource including, but not limited to: employee data management, benefits administration, timekeeping administration, payroll operations, and HR reporting and analytics.
 - c. Information technology including, but not limited to: security, analytics, network administration, desktop support, hosting services, application maintenance, and application development.
2. Document personnel and budgets related to specific business functions at each System Entity.
3. Document and understand the common business processes at each System Entity

- and provide comparisons of business processes across the System.
4. Create an internal SWOT Analysis of Strengths, Weaknesses, Opportunities, and Threats in the Utah System of Higher Education
 5. At a minimum or as modified through the project charter, answer the following key questions:
 - a. What is the cost baseline of in-scope business operations services?
 - b. How similar are the business processes across System Entities?
 - c. What are the priorities for the System over the short term? Long-term?
 - d. What is working well and what are key areas of opportunity?
 - e. What are unique qualities and needs of business services in each System Entity?
 - f. What are key observations in the operating model and landscape to support positive change in business operations services?
 - g. How ready is each System Entity for this type of change?
 - h. What cultural and organizational concerns may impede change?
 - i. What examples outside of USHE, both successful and unsuccessful, might prove helpful to understand and review (see #4 and #5 above)?

Acceptance criteria: The System will accept a free-standing fully-documented narrative report containing findings.

Deliverable B, Future State Recommendations: Specific recommendations for how the Utah System of Higher Education can develop and deploy a range of shared services operations and processes across the System based on other higher education system best-practices and Utah-specific processes and statutory requirements. At a minimum, as part of this deliverable, the Supplier shall:

1. Provide an external environmental scan of American higher education that shall include for review specific examples of similar scale and scope to USHE where such change proved successful, highlighting conditions that facilitated success.
2. As part of the external environmental scan in #1, include examples of similar scale and scope to USHE where objectives were not adequately achieved, highlighting conditions that contributed to failures in achieving efficiencies and service improvement.
3. Using best practices in existing higher education systems and the current state assessment from Deliverable B, provide recommendations for creating shared services in the Utah System of Higher Education:
 - a. Describe which business operations and processes should be considered and why.
 - b. Describe the level at which the organizational structure, operations and/or processes should be changed and/or consolidated across the System, within regions, and/or within larger System entities.
 - c. Provide realistic and achievable options.
4. At a minimum or as modified through the project charter, answer the following key questions:
 - a. What are the best shared services delivery models for USHE?

- b. What specific business processes can benefit from moving to a common process or shared services model?
- c. What process standardization, automation, or IT systems can be used to reduce costs or increase effectiveness?
- d. What types of services should be conducted by System Entities, in a region, or by the System and why?
- e. What infrastructure, organization, leadership, processes, etc. need to be in place so the System can move forward to deploy shared services?
- f. What are the next steps for the System to implement shared services?

Acceptance criteria: The System will accept a free-standing fully-documented narrative report containing recommendations.

Deliverable C. Cost-Benefit and Gap Analysis: A quantitative and qualitative assessment and gap analysis between the current state of USHE business operations practices and the future state recommendations. The analysis shall include a discussion of specific costs of implementation and projected short-term and long-term savings and/or service enhancements associated with the transition to the future state outlined in deliverable B. At a minimum, as part of this deliverable, the Supplier shall:

1. Detail the costs and benefits of the various options proposed in Deliverable C.
2. Provide a range of options for Board consideration
3. Order the options in #2 from high-value/low-cost to high-cost/lower-value.
4. Use net-present value and other financial analysis to attach fiscal costs and benefits to each proposal.
5. Include enhanced service benefits and other non-financial benefits.
6. Provide implementation cost estimates to fill the gaps identified for each shared service option, including timeline, level of effort, risk dependencies and assumptions including financial resources needed, organizational impact, available personnel, opportunity costs, and organizational rigidity or openness to change.
7. At a minimum or as modified through the project charter, answer the following key questions:
 - a. What are the net benefits from creating shared services in each particular business operation?
 - b. What are the specific opportunities to:
 - i. save money?
 - ii. improve efficiency?
 - iii. improve services?
 - c. What investment is needed for USHE shared services?
 - d. What is the return on investment and what is most feasible?
 - e. What business services have the highest benefit and lowest cost to implement?
 - f. What are quick wins for the System?

Acceptance criteria: The System will accept a free-standing fully-documented narrative report containing analysis and assessment.

Final Presentations: The Supplier will meet with the CFO to discuss the deliverables and determine how to present the information in further presentations. The Supplier will make two (2) presentations of the final findings virtually or in person to two groups and facilitate a discussion of the findings for each. One presentation will be made to the Commissioner of Higher Education, Board leadership, and select staff and System representatives, and the other will be made to the full Board of Higher Education. The Supplier will work with the System to determine the date and time for these presentations, with the expectation they will take place within 30 days of the submission and acceptance of the final deliverable. The Supplier will provide any materials used in the presentations to the System in their unlocked native format (such as .ppt).

Services Beyond the Scope of Work

The System will have the option to procure additional services following the assessment as requested under the terms in Section 4.07.

SECTION 4 –PROPOSAL EVALUATION CRITERIA AND REQUIREMENTS

The Supplier's proposal will address the following requirements of the System in the following order and in the format requested.

PROPOSAL EVALUATION CRITERIA

- 4.01 **Demonstrated Ability to meet Scope of Work.** The Supplier must demonstrate the ability to meet the scope of work, and have knowledge of and experience with general shared services practices and principles in a higher education environment. Suppliers must have experience consulting on shared service assessments or consolidations in higher education organizations. Preference will be given for shared service experience in systems of higher education similar to the Utah System of Higher Education.
- 4.02 **Demonstrated Prior Experience.**
1. **Demonstrated Technical Capability.** The Supplier must provide evidence of the technical expertise involved in fulfilling the Scope of Work. This evidence may come in the form of similar past contracts, examples from previous engagements, relevant staff experience performed inside and outside of the Supplier's organization, relevant staff education and certifications, or other means the Supplier believes adequate to show such capability. The Supplier also must similarly demonstrate expertise in organizational design and processes.

2. Demonstrated Prior Experience.

- a. The Supplier will provide at least two (2) examples of previous similar successful efforts at other higher education institutions, preferably peer systems as defined in Section 1.02.4. Failure to provide examples may result in the System deeming the proposal non-responsive.
- b. The Supplier may provide examples of previous similar successful efforts at other large-scale non-profit organizations such as a state government, but preference will be given for experience in higher education.

3. References. Provide at least five (5) references for customers that have used services similar to those required by the System, including at least three higher education references, especially public systems of higher education. Include a description of the project, the outcome, as well as a contact person for each reference including: contact name, business name, address, and phone number. The System reserves the right to contact or visit any of the Supplier's current and/or past customers to evaluate the level of performance and customer satisfaction. Failure to submit at least five references or a reference(s) deemed to be unsatisfactory to the System may render the proposal non-responsive.

4.03 Qualifications and Expertise of Staff.

1. The Supplier will provide resumes in the attached Personnel Resume templates (**Attachment A**) for staff, including subcontractors, who will be assigned to the Contract, indicating the duties/responsibilities and qualifications of such personnel.
 - a. The competence of the personnel the Supplier proposes for this project will be measured by the candidate's education, skills and experience with particular reference to relevant experience on similar projects as described in this Scope of Work.
 - b. The resumes and reference checks assist the System in evaluation of each Supplier's ability to deliver the solution proposed.
 - c. The Supplier must provide an organizational chart.
 - d. All subcontractors that may be used must be approved by USHE. The Supplier must provide a list of all subcontractors that may be used, including firm name, address, contact person, and a complete description of the work to be contracted. Include descriptive information concerning the subcontractor's organization, experience and abilities. Complete Attachment C Reference and Subcontractor Form.
2. Key Personnel
 - a. The Supplier will provide sufficient qualified staffing to satisfy the deliverables of this Scope of Work. All Key Personnel may be subject to the

System's interview and approval process. Any key staff substitution may not be made without the prior approval of the System.

- b. The Supplier must submit a letter of commitment for Key Personnel, signed by the identified resource, stating their commitment to work for the contractor/subcontractor on this project contingent on award of the bid.
- c. Each of the Key Personnel roles must be filled and no individual can fill more than one role. For each key person, a resume must be included using the template for their role (as provided in **Attachment A**) including required number of references indicated by the template. This does not preclude said person from performing other roles except for other key roles as noted earlier.
- d. The relevant skills for each required Key Personnel are provided in Attachment A. The Supplier's staff will be evaluated based on the candidate's compliance with the position requirements, education and experience with particular reference to experience on similar projects as described in this Scope of Work.
- e. Three (3) client references are required for each key person where they performed the same role as included in this response, and these references may be checked. Complete Attachment C Reference and Subcontractor Form.

3. Contributing Personnel

- a. The resumes for contributing roles need to cover all roles necessary to complete the project.
- b. For contributing role resumes, at least two skills and associated level of experience for that role must be included.
- c. Other role resumes required to perform the work must be tied to actual individuals but may be representative (rather than formal commitments).

- 4.04 Proposed Approach to Complete the Work Objectives. The Supplier will document its proposed approach to achieving the objectives set forth in the Scope of Work. This should include expected methods for gathering information for each objective (in person, video conference, email, phone, etc.), as well as what resources (staff, access, meeting space, etc.) the System will be expected to make available for the Supplier's timely successful completion of the contract. The Supplier must document the methodology and data source by which it intends to benchmark the Utah System of Higher Education against peers, as well as which systems or institutions it suggests be included in the identified peer group. The Supplier will also provide an estimated number of hours each staff member will work on each deliverable on location as well as an estimate of hours of work each staff member will spend virtually or off-location for each deliverable in **Attachment B**, Table 3. **The System prefers virtual**

meetings using video conference or other technology where possible.

- 4.05 Cost. The Supplier will provide a breakdown of costs associated with fulfilling the entire Scope of Work outlined above in the format provided in the consultation cost matrix (**Attachment B**). The Supplier's bid should include all necessary expenses to complete the work indicated, as well as indicate the fixed hourly cost for each resource. These costs shall remain in effect for potential additional services or expansion of scope as determined by the System and the Supplier during the course of the contract. For all work requested in this RFP and performed onsite at System Entities, pricing is to be fully loaded and will include travel, per diem and all other associated costs. No additional reimbursements will be made unless special or additional travel is requested in writing by the System. In those unanticipated circumstances, travel will be reimbursed based on the GSA per diem rates for Utah. Airfare is to be reimbursed at coach fare, best available. The System prefers virtual meetings where possible.

The System will be invoiced and pay for actual hours worked up to the not-to-exceed total cost price. No payments will be made in advance or beyond the not-to-exceed total cost for services outlined in the Scope of Work. Additional work must be agreed upon by the System in writing prior to commencement, and the cost will be determined based on the fixed hourly rate provided in Table 2 of **Attachment B** and actual hours worked.

Meetings will be conducted virtually, and therefore minimal, if any, travel and related costs are anticipated. If travel costs are required by The System, they will be reimbursed for actual costs incurred with no administrative or similar added costs. Airfare is to be at the best available coach class. Per diem will be reimbursed per the GSA Travel schedule for Salt Lake City. All travel must be approved by The System prior to reservations being booked.

Cost proposals must be submitted per the terms herein and as formatted in **Attachment B**. If not submitted in this format, the System reserves the right to deem the proposal non-responsive. For award analysis purposes, the cost score will be based on the Not-to-exceed Total Cost column of Table 1 in **Attachment B**.

- 4.06 Second Stage Project Plan, Project Charter, and Risk Mitigation. Those Suppliers invited to the second stage (see section 2.08 and 6.02) shall provide a formal project plan, a proposed project charter and identify any potential risks that may occur on this contract. Specifically, the selected Suppliers for the second stage will:
1. Prepare and present a formal Project Plan with a timeline that includes tasks and activities by phases, milestones, roles, resources and dependencies. The Project Plan shall be submitted one week prior to the scheduled oral presentation.

2. Prepare and present a proposed Project Charter defining the Supplier's proposed scope of the project including what business processes and operations will be reviewed. The Supplier may provide additional suggestions for study that will improve the probability of successful shared services implementation and align with the particular needs of the Utah System of Higher Education. The Supplier may also review the key questions within each required deliverable and suggest appropriate modifications. The Project Charter shall be submitted one week prior to the scheduled oral presentation and shall include details on the scope of the project, deliverables, vision, and guiding principles. The Charter will detail what business processes and operations are included in the scope of the project and list the key questions that will be answered for each deliverable.
3. Prepare and present a document identifying risks that the Supplier does not control that could occur on this contract. The document will also have mitigation strategies.
4. Present the details of their proposal orally

PROPOSAL REQUIREMENTS

- 4.07 Payment schedule. Following completion and acceptance of each deliverable per the following schedule, upon receipt and approval of an invoice, payment will be made per Net 30 terms.

Deliverable A: Pay in full

Deliverable B: Pay in full

Deliverable C: Pay in full

Final Presentations: Pay in full

Additional work requested by the System will be paid at the fixed hourly rate identified by the Supplier in the consultation cost matrix (Table 2 of **Attachment B**) upon the satisfactory completion of the requested work, as determined by the System CFO.

The Supplier will not invoice or receive payment outside of this identified schedule without the express prior written consent of the Utah System of Higher Education.

- 4.08 Time, Manner, or Schedule of Delivery. The Supplier will work with the CFO or the person or persons the CFO designates throughout the engagement to ensure adequate communication of findings and satisfaction with the scope and methods of the Supplier.

The Supplier will provide a rough draft of each deliverable to the System two (2)

weeks prior to the final deadline, with some sections being made available earlier as determined by the System and Supplier.

The Supplier will deliver a final, free-standing narrative report for each deliverable (B, C, and D), in a fully unlocked, native electronic format (such as .doc) and in three (3) hard copies, on a schedule agreed upon as part of the Project Plan.

The Supplier will meet with the CFO to discuss the deliverables and determine an outline for in-person or virtual presentations. The Supplier will then make two (2) presentations of the final findings to two groups and facilitate a discussion of the findings for each. One presentation will be made to the Commissioner of Higher Education, Board leadership, and select staff, and the other will be made to the full Board of Higher Education. The Supplier will work with the System to determine the date and time for these presentations, with the expectation they will take place within 30 days of the submission and acceptance of the final deliverable. The Supplier will provide any materials used in the presentations to the System in their unlocked native format (such as .ppt).

- 4.09 Communication Plan. The Supplier will provide a communication plan for the duration of the engagement. At a minimum, the Supplier is expected to update the Chief Financial Officer, or a representative or representatives designated by the CFO, either by phone or virtually through Zoom or a similar technology and via an email summary at least once weekly, providing a status update regarding the recently completed tasks, upcoming tasks, and expectation of meeting the agreed upon deadlines. The Supplier will document an escalation path with the Supplier for the System.
- 4.10 Copyright. The Supplier agrees that any and all deliverables prepared for the System as required by this contract, to the extent to which it is eligible under copyright law in any country, shall be deemed a work made for hire, such that all rights, title and interest in the work and deliverables shall be exclusively owned by the System. The System reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use the deliverables. To the extent any deliverable is deemed not to be, for any reason whatsoever, work made for hire, the Supplier agrees to assign and hereby assigns all right title and interest, including but not limited to copyright patent, trademark and trade secret, to such deliverables, and all extensions and renewals thereof, to the Utah System of Higher Education. The Supplier further agrees to provide all assistance reasonably requested by the System in the establishment, preservation, and enforcement of its rights in such deliverables, without any additional compensation to the Supplier. The Supplier agrees to and hereby, to the extent permissible, waives all legal and equitable rights relating to the deliverables, including without limitation any and all rights of identification of authorship and any and all rights of approval, restriction or limitation on use or subsequent modifications.

- 4.11 Ownership, Protection and Use of Records. The System shall own exclusive title to all information gathered, reports developed, and conclusions reached in performance of this contract. The Supplier may not use, except in meeting its obligations under this contract, information gathered, reports developed, or conclusions reached in performance of this contract without the express written consent of the Utah System of Higher Education. The improper use or disclosure of any information gathered during the fulfillment of the contract is prohibited except on written consent of the Utah System of Higher Education. The Supplier will be required to sign a Confidential Information Certification form in situations where they will be given access to confidential computerized records. The Supplier agrees to maintain the confidentiality of records it holds as agent for the System as required by Government Records Access and Management Act ("GRAMA"), or other applicable federal or state law. The System shall own and retain unlimited rights to use, disclose, or duplicate all information and data (copyrighted or otherwise) developed, derived, documented, stored, or furnished by the Supplier under the contract. The Supplier, and any subcontractors under its control, expressly agrees not to use confidential client, or confidential federal, state or local government data, without prior written permission from the Chief Financial Officer and appropriate officials of the System.
- 4.12 Ownership, Protection, And Use Of Confidential Federal, State, Or Local Government Internal Business Processes And Procedures. The improper use or disclosure by any party of protected internal Federal or State business processes, policies, procedures, or practices is prohibited. Confidential federal or state business processes, policies, procedures, or practices shall not be divulged by the Supplier, Supplier's employees, or their subcontractors, unless prior written consent has been obtained in advance from the System's Chief Financial Officer.
- 4.13 Ownership, Protection, and Return of Documents and Data Upon Contract Termination or Completion. All documents and data pertaining to work required by this contract will be the property of the System and must be delivered to the Chief Financial Officer within 30 working days after termination or completion of the contract, regardless of the reason for contract termination, and without restriction or limitation to their future use. Any data that may be returned under provisions of this clause must either be in the format as originally provided, or in a format that is readily usable by the System or that can be formatted in a way that it can be used. Costs for all of these described items will be considered as included in the basic contract compensation of the work described used by the System.
- 4.14 Inclusion of sample contract. In order to expedite the contract negotiation phase, Suppliers are encouraged to provide a sample contract of the type that would be used should the Supplier be selected. The inclusion of this sample contract should in no way be construed as an acceptance on the System's part of any of the terms and obligations therein. The System will negotiate with the chosen Supplier(s) on a final, binding contract upon the evaluation committee's final selection. There is no penalty for Suppliers who choose not to include a sample contract.

SECTION 5 – PROPOSAL RESPONSE FORMAT

For Cost Proposal submission see section 5.03

5.01 Administrative Guidance. The information provided herein is intended to assist suppliers in the preparation of proposals necessary to properly respond to this RFP. The RFP is designed to provide interested suppliers with sufficient basic information to submit proposals meeting minimum requirements, but is not intended to limit a proposal's content or to exclude any relevant or essential data therefrom. Suppliers are at liberty and are encouraged to expand upon the specifications to give additional evidence of their ability to provide the services requested in this RFP.

5.02 Technical Proposal Response Format. Proposals must be concise and in outline format. Pertinent supplemental information should be referenced and included as attachments. All proposals must be organized and tabbed to comply with the following sections:

Tab A COVER LETTER. The letter of transmittal should include an introduction of the supplier's company, as well as contact information for those persons who are authorized to represent the company in dealing with this RFP. **Proposal Contact:** List the name, title, office address, telephone number, fax number and e-mail address of the person(s) authorized to *represent the supplier regarding the proposal(s) submitted* in response to this RFP. **Contract Contact:** Give the name, title, office address, telephone number, fax number and e-mail address of the person authorized to *sign a Contract, and receive and sign all formal notices and/or addendum* regarding such Contract. Note that all amendments to any Contract must be in writing and signed by both parties.
Any other information not appropriately contained in the proposal itself should also be included in the letter.

Tab B DETAILED RESPONSE. This section should constitute the major portion of the proposal and must contain **a specific response in outline form to each section in this RFP. Outline numbers should correspond, in order, to the section numbers contained in this RFP.** Specific emphasis should be placed on responding to the information requested in Sections 3 and 4 but all sections and items should be fully addressed. Narrative regarding options or alternatives with complete details including how those meet or exceed the RFP requirements should be included in the relevant section. Failure to provide written response to items indicated in this RFP will be interpreted by the System as an *inability* by the supplier to provide the requested product, service or function.

5.03 Cost Proposal Response Format.

Pricing information MAY NOT be included in the technical portion of your proposal. Vendors must submit a separate cost proposal allowing costs to be evaluated independently of other criteria in the proposal. Inclusion of any cost or pricing data within the technical proposal may result in your proposal being deemed as “non-responsive.”

The cost proposal must be attached as a separate document and identified as “Cost Proposal” with your company name.

The Cost Proposal Form (**Attachment B**: USHE consultation cost matrix) included in this RFP must be completed and submitted in order for your proposal to be considered responsive.

The following formula shall be used to determine the cost score: *Cost Points*((2-
(proposed fee/lowest proposed fee)))*

SECTION 6 - PROPOSAL EVALUATION

6.01 Proposal Evaluation Criteria. The criteria, listed with their relative weight in points, are as follows:

- a. Demonstrated ability to meet Scope of Work (Section 4.01) — 25 points
- b. Demonstrated prior experience (Sections 4.02) — 20 points
- c. Qualifications and expertise of staff (Section 4.03) — 15 points
- d. Proposed approach to complete the work objectives (Section 4.04) — 15 points
- e. Cost (Section 4.05 and Attachment B) — 25 points
- f. Second Stage (Section 4.06) – Total of 25 points:
 - a. Project Plan – 10 points
 - b. Project Charter – 15 points

NOTE: In addition to addressing the specific criteria listed, each supplier should provide a detailed response to each requirement in this RFP as indicated in Section 5.02, Proposal Response Format, and Section 5.03, Cost Proposal.

6.02 Evaluation Process. All proposals in response to this RFP will be evaluated as follows:

1. In the initial phase of the proposal evaluation process, the evaluation committee

will review all proposals timely received. Nonresponsive proposals (those not conforming to minimum RFP requirements) will be eliminated. Each supplier bears sole responsibility for the items included or not included in the response submitted by that supplier. The System reserves the right to disqualify any proposal that includes significant deviations or exceptions to the terms, conditions and/or specifications in this RFP.

2. Proposals will be reviewed and evaluated by the evaluation committee based upon the quality of information received and the information that supports the respondent's ability to meet or exceed the technical requirements stated in the RFP and is subject to all advancement criteria or multi-stage process stated. Proposals may be deemed non-responsive and disqualified at any stage of the process the disqualifying factor is discovered.
3. Oral demonstrations, a project plan, and a project charter will be required from eligible proposals in the second stage. Up to three (3) highest scoring proposals based on preliminary technical score will be invited to this stage. Proposals that do not meet the requirement of three (3) highest scoring proposals will not be invited to oral presentations and shall receive no further consideration for contract award. Proposals invited to this stage must prepare and present a formal Project Plan, a proposed Project Charter, and anticipated risks that may occur. Respondents to this stage will be evaluated based on the Project Plan and Project Charter.
4. At the conclusion of the evaluation, the Purchasing Department will evaluate the cost proposals according to the formula, published in Section 5.03 and in accordance with the Utah Procurement Code. **Cost scoring shall be based on the lowest responsive and responsible price offered meeting or exceeding all minimum requirements listed in this RFP.** The points allocated to each cost proposal will be added to the corresponding proposal's total technical score.
5. An Intent to Award will be sent to the highest scoring firm.

SECTION 7 - GENERAL PROVISIONS

- 7.01 **Protected Information.** Under the Government Records Access and Management Act, Utah Code §§ 63G-2-101 to -901, as amended ("GRAMA"), certain information submitted in the proposal(s) may be open for public inspection or disclosure. Pursuant to Section 63G-2-309 of GRAMA, any confidential information provided to the System which Supplier believes should be protected from inspection or disclosure must be accompanied by a written claim of confidentiality and a concise statement of reasons supporting such claim. A copy of the System's standard business confidentiality claim form (using a template from the University of Utah) may be found at http://fbs.admin.utah.edu/download/purchasing/Business_Confidentiality_Claim_Form.pdf). **Non-specific statements of confidentiality (e.g., marking a document confidential or proprietary in a cover letter, header, footer or watermark) are insufficient to claim confidentiality under GRAMA.** All material contained in and/or submitted with the proposal becomes the property of

- the System and may be returned only at the System's option. Any confidentiality and non-use obligations applicable to the System as a consequence of the Contract will be subject in all cases to the System's obligations under GRAMA.
- 7.02 Incurring Costs. The System will not be liable for any cost which suppliers may incur in connection with the preparation or presentation of their proposal(s). Proposals should be concise, straightforward and prepared simply and economically. Expensive displays, bindings or promotional materials are neither desired nor required. However, these instructions are not intended to limit a proposal's content or exclude any relevant or essential data therefrom.
- 7.03 Addendum to RFP. In the event that it becomes necessary to revise this RFP in whole or in part an addendum will be provided to all suppliers on record as having received this RFP.
- 7.04 Other Communications. During the RFP process (from the date of issue through the date of contract award or other final decision) the Purchasing Department is the sole source of official information regarding this RFP. All other communications, both spoken and written, which are received by any representative of the supplier from other sources (such as employees in the using department) should be confirmed by the supplier with the buyer in the Purchasing Department assigned to this RFP as being true and accurate prior to incorporating such information into their response. This refers to both formal and informal conversations and communications. Significant changes to the RFP will always be issued as a formal, written addendum.
- 7.05 Alternative Proposals. A supplier may submit more than one proposal, each of which must follow the Proposal Response Format (section 5 herein) and satisfy the requirements of this RFP. The supplier's primary proposal must be complete and comply with all instructions. The alternative proposals may be in abbreviated form following the Proposal Response Outline but providing complete information only for sections which differ in any way from those contained in the prime proposal. If alternative proposals are submitted, the supplier must explain the reasons for the alternative(s) and its comparative benefits. Each proposal submitted will be evaluated on its own merits.
- 7.06 Authorized Supplier Representatives. The System reserves the right to require a change in the individual assigned to represent the supplier if the assigned representative is not serving the needs of the System in an acceptable manner. This right shall carry forward through the response period and, with the successful supplier, during the term of the Contract.
- 7.07 Award of Subcontracts. For each subcontract, if any, which the supplier proposes to award, the supplier shall specify in writing the proposed subcontractor's name and address, and the purpose of each subcontract. Any supplier proposing subcontracts as a part of a proposal must explicitly state so in the proposal. Written approval by the Purchasing Department is required prior to the awarding of any subcontracts. Any

Subcontractor shall be required to provide evidence to the System of the same insurance provisions and coverages as described in section 7.15 of this RFP.

- 7.08 Assignment. Supplier shall not assign or subcontract any portion of its obligations under the Contract without the prior written consent of the System. Assignment or subcontracting shall in no way relieve the supplier of any of its obligations under this Contract.
- 7.09 Remedies: Governing Law; Venue. The laws of the State of Utah shall apply in all disputes arising out of this RFP, without application of any principles of choice of laws. The Contract will be governed by the laws of the State of Utah, without regard to conflicts of laws principles. Venue for any lawsuits, claims, or other proceedings between the Contract parties relating to or arising under the Contract shall be exclusively in the State of Utah. The Contract will not require either Vendor or the University to arbitrate any dispute arising under the Contract.
- 7.10 Compliance. The supplier hereby agrees to abide with all applicable federal, state, county and city laws and regulations and to be responsible for obtaining and/or possessing any and all permits and licenses that may be required.
- 7.11 Cancellation.
Inadequate delivery, unsatisfactory service or Vendor's failure to adhere to the Contract covenants may result in University's cancellation of the Contract. The Vendor shall be responsible for reimbursing the University for expenses incurred as a result of unacceptable service. In the event that either party determines that a material breach has occurred that would be cause for cancellation of the Contract, the party wishing to cancel shall notify the other party of the alleged breach in writing, and allow the other party thirty (30) days in which to cure the alleged breach.
- If the alleged breach is not cured or substantial steps to cure the alleged breach are not taken within this period, the non-defaulting party may cancel the Contract at the end of said thirty (30) day period.
- 7.12 Acceptance of Services Rendered. The System, through its designated agents and representatives, will be the sole determining judge of whether services rendered under the Contract satisfy the requirements as identified in the Contract.
- 7.13 Anti-Collusion. The submission of a proposal constitutes agreement that the supplier has not divulged its proposal to, or colluded with, any other offeror or party to a proposal whatsoever.
- 7.14 Indemnification. The supplier shall hold harmless, defend and indemnify the Utah System of Higher Education and its officers, employees, and agents from and against any and all claims, losses, causes of action, judgments, damages and expenses including, but not limited to attorney's fees because of bodily injury, sickness, disease

or death, or injury to or destruction of tangible property or any other injury or damage resulting from or arising out of (a) performance or breach of this contract by Supplier, or (b) Supplier's use of System premises, or (c) any act, error, or omission on the part of the Supplier, or its agents, employees, invitees, participants, or subcontractors except where such claims, losses, causes of action, judgments, damages and expenses result solely from the negligent acts or omissions or willful misconduct of the Utah System of Higher Education, its officers, employees or agents.

The System is a governmental entity under the Governmental Immunity Act of Utah, Utah Code Ann., Section 63G-7-101 et seq., as amended (the "Act"). Nothing in the Contract shall constitute the System's waiver of any protections, rights, or defenses applicable to the System under the Act including, without limitation, the provisions of Section 63G-7-604 regarding limitation of judgments. Without limiting the generality of the foregoing, and notwithstanding any provisions to the contrary in the Contract, any indemnity obligations of System contained in the Contract shall be subject to the Act and are further limited only to claims that arise directly and solely from the negligent acts or omissions of the System.

The System will not incur, as a consequence of the Contract or otherwise, any liability for the operations, acts, or omissions of Vendor or any third party, and nothing in the Contract shall be so interpreted or construed.

The Contract will include no limitations of liability, or exclusions or remedies, for any damages other than special, indirect or consequential damages.

- 7.15 Restrictions. Subject to the terms of this Section 7, all proposals must clearly set forth any restrictions or provisions deemed necessary by the Vendor to effectively service the proposed Contract.
- 7.16 Right to Reject. The System reserves the right to reject any or all proposals and to waive any informality or technicality in any proposal in the interest of the System.
- 7.17 Record Keeping and Audit Rights. Any supplier providing goods or services under any Contract shall maintain accurate accounting records for all goods and services provided thereunder, and shall retain all such records for a period of at least three (3) years following termination of the Contract. Upon reasonable notice and during normal business hours the System, or any of its duly authorized representatives, shall have access to and the right to audit any records or other documents pertaining to the Contract. The System's audit rights shall extend throughout the term of the Contract and for a period of at least seven (7) years thereafter.
- 7.18 Management Reports. Upon request the supplier must be able to summarize and concisely report pertinent information to the System in a timely manner, throughout the duration of any Contract resulting from this RFP.

- 7.19 Further Agreements. In addition to a proposal, the System may from time to time require a supplier to execute certain additional documents or agreements, including without limitation a Contract, for the purpose of clarifying the intention of the parties with respect to providing the goods or services hereunder.
- 7.20 Relationship of the Parties. In assuming and performing the obligations of any Contract, the System and any supplier shall each be acting as independent parties and neither shall be considered or represent itself as a joint venturer, partner or employee of the other. Vendor affirms that the Vendor or any employee in their organization does not have a conflict of interest or potential conflict of interest with the University of Utah
- 7.21 Equal Opportunity. No supplier of goods and/or services under this RFP or any Contract shall discriminate against any employee, applicant for employment, or recipient of services on the basis of veteran status, race, religion, color, sex, sexual orientation, age, disability, or national origin.
- 7.22 Taxes – Supplier’s Responsibility. Suppliers shall be responsible for and pay all taxes which may be levied or incurred against the supplier in connection with the performance of any services under a Contract, including taxes levied or incurred against supplier’s income, inventory, property, sales, or other taxes.
- 7.23 Taxes - System is Exempt. The System is exempt from State of Utah sales and excise taxes (State of Utah Sales Tax Exemption number: 11874443-002-STC). Exemption certification information appears on all purchase orders issued by the System and such taxes will not apply to the System unless otherwise noted.
- 7.24 Tax Liens. By submitting a proposal, the supplier certifies that neither it nor its principals are presently subject to an outstanding tax lien in the State of Utah. If the supplier cannot certify this statement, the supplier will submit to the System a written explanation for the review of the System. If the supplier is subject to any outstanding tax lien in the State of Utah, the System may reject the supplier’s quote, bid, offer, or proposal in response to the request pursuant to UCA 63G-6a-905.
- 7.25 Health Insurance Portability and Accountability Act (HIPAA). The University of Utah Health Sciences Center is subject to the Health Insurance Portability and Accountability Act of 1996 (HIPAA). This transaction may fall under the jurisdiction of HIPAA and Vendor must comply with applicable state and federal HIPAA laws. If you have any questions, please contact the HIPAA Regulatory Office at 801-587-9241.
- 7.26 Debarment Clause. Supplier certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction (contract), by any governmental

department or agency. If Supplier cannot certify this statement, attach a written explanation for review by the System. Supplier must notify the Director of Purchasing within 30 days if debarred by any governmental entity during the Contract period.

- 7.27 Status Verification System. If a Contract is awarded through this RFP for the physical performance of services within the State of Utah, supplier or supplier's agent, contractor, subcontractor or service provider is required to register and participate in the Status Verification System (E-verify) to verify the work eligibility status of Supplier's or Supplier's agent's, contractor's, subcontractor's or service provider's employees hired on or after July 1, 2009 and employed in the State of Utah, in accordance with UCA Section 63G-12-302.
- 7.28 Federal Exclusion. Vendor warrants and represents that Vendor, its officers, directors, and any employees or subcontractors providing goods or services under this Contract (i) are not currently excluded, debarred, or otherwise ineligible to participate in federal health care programs as defined in 42 U.S.C. § 1320a-7b (f) or to provide goods to or perform services on behalf of the federal government as either a contractor or subcontractor. This shall be an ongoing representation and warranty during the term of this Contract and Vendor shall immediately notify University of any change in the status of the representation and warranty. University may immediately terminate the Contract for cause in the event of a breach of this section or as a result of any material change in status of the representation and warranty. Notwithstanding any other provision in the Contract, Vendor shall defend and indemnify University and its officers, employees, and agents in connection with any and all claims, losses, causes of action, judgments, fines, damages, or other similar expenses, including reasonable attorney fees, resulting from a breach of this section.
- 7.29 Insurance. During the term of any Contract, and for a period of two (2) years following the expiration or earlier termination of the Contract for any reason, Vendor shall maintain the following insurance policies:
- a) Commercial General Liability insurance with per occurrence limits of at least \$1,000,000 and general aggregate limits of at least \$2,000,000.
 - b) If applicable to Vendor's operations or performance of the Contract, Cyber Liability, Professional Liability, Liquor Liability, Aircraft Liability and/or Business Automobile Liability insurance covering Vendor's owned, non-owned, and hired motor vehicles with liability limits of at least \$1,000,000 per occurrence.
 - c) All employee related insurances, in the statutory amounts, such as worker's compensation, and employer's liability, for its employees or volunteers involved in performing services pursuant to the Contract.
 - d) "Special form" property insurance at replacement cost applicable to Vendor's property or its equipment and that contains a waiver of subrogation endorsement in favor of the University.

Such insurance policies shall be endorsed to be primary and not contributing to any other insurance maintained by the University.

If applicable, Vendor shall maintain and provide evidence of an employee dishonesty (fidelity) bond or other form of surety in the minimum amount of \$100,000 which guarantees that the bond or surety will reimburse the University for any pecuniary loss that may be sustained by any act of fraud, dishonesty, forgery, theft, embezzlement, malfeasance, or misappropriation on the part of Vendor, or any of its employees, officers, directors, agents, contractors or subcontractors directly or indirectly. This bond shall be issued by a responsible surety company authorized to do business within the State of Utah, and shall be subject to the reasonable approval by the University as to form and content.

Vendor's insurance carriers and policy provisions must be acceptable to the University's Risk and Insurance Manager. The University of Utah shall be named as an additional insured on the Commercial General Liability, and if applicable, Aircraft Liability, and Liquor Liability insurance policy by endorsement. Vendor will cause any of its subcontractors, who provide materials or perform services relative to this contract, to also maintain the insurance coverages and provisions listed above.

If the coverage's described above are not in place at the time a proposal is submitted, Vendor should describe in detail what types and levels of coverage are in place currently, and clearly indicate Vendor's ability and willingness to obtain the above listed coverage's if required by the University.

Vendor shall submit certificates of insurance as evidence of the above required insurance to the University prior to the commencement of this Contract (mail to: **University of Utah Purchasing Department, Attn: Associate Director of Procurement and Contracting Services, 201 S. Presidents Circle Rm 170, Salt Lake City, UT 84112**). Such certificates shall indicate that the University will be given **thirty (30)** calendar day's written notice prior to the cancellation of coverage.

University carries insurance through the State Risk Manager of the State of Utah up to the limits required by the State Risk Manager of the State of Utah and applicable law. Nothing in the Contract shall require University to carry different or additional insurance, and any obligations of University contained in the Contract to name a party as additional insured shall be limited to naming such party as additional insured with respect to University's negligent acts or omissions.

- 7.30 Drug- Alcohol- Tobacco-Free Campus. The University of Utah is a drug-, alcohol-, and tobacco-free campus, with no smoking and/or use of any tobacco product on all University property and in any outdoor area controlled by the University. This rule is applicable 24 hours a day, 7 days a week. The campus will officially operate as tobacco-free as of July 1, 2018. University property includes any property owned, leased, or controlled by the University and includes but is not limited to: all buildings,

vehicles, residential and recreational areas, athletic fields, parking lots, parking structures, streets, sidewalks, hospitals and clinics. All representatives of the awarded Vendor, including delivery and installation personnel, shall adhere to these requirements, including being free of the effects of these substances while on campus. Not adhering to these standards shall be considered a breach of any Contract or purchase order resulting from this solicitation. Please see the following link for more information regarding the University Rule.

<https://regulations.utah.edu/administration/rules/R3-300A.php>

- 7.31 Contract Terms; Incorporation by Reference. Contract provisions shall be consistent with each provision of this Section 7 in all material respects. The Contract will incorporate by reference this Section 7. If any provision of this Section 7 conflicts with any provision of the Contract, the conflicting provision of this Section 7 shall control.

Attachment A – Resume Templates

Supplier Name:
Section 4.03 Qualifications and Expertise of Staff (1)(b)

Resumes are required for key persons. They are not representative resumes but specific individuals committed to this project. Three references are required for each of the Key Personnel.

Other role resumes required to perform the work must be of actual individuals but may be representative (rather than formal commitments). For each role there are no predefined required skills or levels of experience. However, you must define for each “other role” no less than two skills with an associated level of experience for the “proposed role.” References are not required for other roles. Other roles must support the organization chart.

Do not modify the form unless notes (below) indicate this is allowed.

RESUME 1

Proposed Resource Name	
Proposed Role	
Associated With: Indicate if Prime or Subcontractor If Sub, provide Company Name	

Verification of Relevant Skills			
Relevant Skill	Met (Y or N)	Client Name and Project Name	Start & End Month/Year MM/YY-MM/YY
a. Has delivered a higher education project that is comparable to this RFP in size and scope.			
b. Demonstrated shared services experience in higher education.			
c. Demonstrated shared services experience in the public or private sector.			
d. Demonstrated experience assessing business operations in a complex organization of at least 1,000 employees.			

- Chronological resume using the table below

Start Date		End Date	
Client Name			
Project Name			
Employer (at time)			
Project Role/Tile			
Brief Description of Duties			

Note: Repeat this table as necessary

Education	
University or College Name City, State/Province Degree, Program	
University or College Name City, State/Province Degree, Program	

Note: Add rows if necessary

Relevant Professional or Technical Training	
Course Name Topic Date (MM/YY)	
Course Name Topic Date (MM/YY)	

Note: Add rows if necessary

Relevant Certifications/Affiliations	
Name Topic/Description Date Completed	
Name Topic/Description Date Completed	

Note: Add rows if necessary

References #1	
Name of Client Company and Department	
Name of Your Employer	
Start and End Date (MM/YY-MM/YY)	
Brief description of Project	
Relevancy to this Project	
Contact Name	
Contact Phone Number	
Contact Role on the Project	

Note 1: References must be for performing the same role as proposed for this project

Note 2: Relevancy factors include but not limited to: similar dollar value, similar headcount under your control, similar duration, similar effort, and/or similar client

References #2	
Name of Client Company and Department	
Name of Your Employer	
Start and End Date (MM/YY-MM/YY)	
Brief description of Project	
Relevancy to this Project	
Contact Name	
Contact Phone Number	
Contact Role on the Project	

References #3	
Name of Client Company and Department	
Name of Your Employer	
Start and End Date (MM/YY-MM/YY)	
Brief description of Project	
Relevancy to this Project	
Contact Name	
Contact Phone Number	
Contact Role on the Project	

Attachment B: USHE consultation cost matrix**Supplier Name:****Instructions:**

The System is interested in a general expectation of how you propose to assign staff to complete the Scope of Work.

1. In **Table 2**, list all the roles you expect to use on this project and the associated hourly rates for each for both on-site and off-site work. (Keep in mind the requirements noted in Section 3 – Scope of Work)
2. In **Table 3**, list the on-site and off-site hours for which you estimate each role will work on the given deliverable subsections.
3. Finally, tabulate the hours and costs according to tables 2 and 3 and record them in the appropriate box in **Table 1**. The Total Cost box should represent the sum of your “not-to-exceed total cost” figures. This final figure is the one that will be used to determine the number of points awarded for the cost of each proposal.

Table 1: Consultation Cost Matrix						
Deliverable	Estimated total hours	Approx. on-site working hours	Approx. cost for on-site work	Approx. off-site working hours	Approx. cost for off-site work	Not-to-exceed total cost
Deliverable A – Current State Assessment						
Current State Assessment						
Deliverable B – Future State Recommendations						
Future State Recommendations						
Deliverable C – Cost-Benefit and Gap Analysis						
Cost-Benefit and Gap Analysis						
Final Presentations						
Final Presentations						
Project Totals						TOTAL COST
Project totals						

Cost Proposals will be scored as follows: The points assigned to each offeror's cost proposal will be based on the lowest proposal price. The offeror with the lowest Proposed Price will receive 100% of the price points. All other offerors will receive a portion of the total cost points based on what percentage higher their Proposed Price is than the Lowest Proposed Price. An offeror whose Proposed Price is more than double (200%) the Lowest Proposed Price will receive no points. The formula to compute the points is: $\text{Cost Points} \times (2 - (\text{Proposed Price} / \text{Lowest Proposed Price}))$.

The Supplier will provide a fixed cost-per-hour fee for each role used during the engagement. The System may choose to engage the Supplier in additional services related to the engagement that are outside the Scope of Work detailed in this document, and these hourly fees shall remain in effect in that event for the duration of the contract. As noted in Section 4.07, travel costs are to be included with the hourly rates and will not be reimbursed separately unless the System provides express prior written consent.

Table 2: Hourly cost for System consultation		
Role (list title and cost for every role to be used in this engagement)	Fixed hourly cost for off-site work	Fixed hourly cost for on-site work

Table 3: Cost proposal worksheet

ATTACHMENT C: Reference and Subcontractor Form**VENDOR NAME:**

INSTRUCTIONS: Vendors to provide information as requested in the RFP by completing this for

4.02 Demonstrated Prior Experience

3. References. Provide at least five (5) references for customers that have used services similar references, especially public systems of higher education. Include a description of the project, name, business name, address, and phone number. The System reserves the right to contact on performance and customer satisfaction. Failure to submit at least five references or a reference responsive.

Higher Education Reference 1

Company Name	
Company Address	
Company City, State	
Company Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	
Project Description	
Outcome Summary	

Higher Education Reference 2

Company Name	
Company Address	
Company City, State	
Company Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Project Description	
Outcome Summary	

Higher Education Reference 3

Company Name	
Company Address	
Company City, State	
Company Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	
Project Description	
Outcome Summary	

Reference 4

Company Name	
Company Address	
Company City, State	
Company Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	
Project Description	

Outcome Summary	
-----------------	--

Reference 5

Company Name	
Company Address	
Company City, State	
Company Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	
Project Description	
Outcome Summary	

4.02 (2) (e.) Demonstrated Experience

Three (3) client references are required for each key person where they performed the same r

Key Person 1 Client References

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	

Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Key Person 2 Client References

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Key Person 3 Client References

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

7.07 Award of Subcontracts

7.07 Award of Subcontracts. For each subcontract, if any, which the supplier proposes to award address, and the purpose of each subcontract. Any supplier proposing subcontracts as a part of the Purchasing Department is required prior to the awarding of any subcontracts. Any Subcontractor must provide all provisions and coverages as described in section 7.15 of this RFP.

Will Subcontractors be utilized? Yes/No Enter Yes or No. If Yes, complete the following:

Subcontractor 1

Subcontractor Name	
Subcontractor Address	

Subcontractor City, State	
Subcontractor Purpose	

Subcontractor 2

Subcontractor Name	
Subcontractor Address	
Subcontractor City, State	
Subcontractor Purpose	

Subcontractor 3

Subcontractor Name	
Subcontractor Address	
Subcontractor City, State	
Subcontractor Purpose	

m. Add additional lines/space as needed.

to those required by the System, including at least three higher education
the outcome, as well as a contact person for each reference including: contact
r visit any of the Supplier's current and/or past customers to evaluate the level of
e(s) deemed to be unsatisfactory to the System may render the proposal non-

--

ple as included in this response, and these references may be checked.

), the supplier shall specify in writing the proposed subcontractor's name and of a proposal must explicitly state so in the proposal. Written approval by the tor shall be required to provide evidence to the System of the same insurance

owing information for each subcontractor.

Appendix A - Information on USHE Institutions and Entities

	Mission	Unique Role	Website	2019-20 Revenues*	2019-20 Expenses*	Financial Statements	FTE Students (Fall 2020)	Headcount Students (Fall 2020)	Regular, Adjunct Faculty FTE	Executive, Staff, and Wage FTE
University of Utah	Research	Medical and Law Schools; Hospital	https://www.utah.edu	\$ 5,692,652,000	\$ 5,559,197,000	https://fbs.admin.utah.edu/controller/controller-report/	28,736	33,080	3,676	18,357
Utah State University	Research	Land Grant; Branch Campuses	https://www.usu.edu	\$ 922,986,237	\$ 845,477,672	https://controllers.usu.edu/report/Annual_Reports	22,072	27,691	1,473	3,986
Weber State University	Regional	Dual Role as University and Community College	https://www.weber.edu	\$ 278,054,979	\$ 252,570,932	https://www.weber.edu/financialservices/Reports.html#deeplink1	18,260	29,596	1,056	1,562
Southern Utah University	Regional	Regional University	https://www.suu.edu	\$ 177,180,498	\$ 177,180,389	https://www.suu.edu/ad/finance/statements.html	9,360	12,582	460	1,167
Dixie State University	Regional	Dual Role as University and Community College	https://dixie.edu	\$ 165,677,743	\$ 132,080,840	https://employees.dixie.edu/business-services/financial-statements/	8,887	12,043	607	755
Utah Valley University	Regional	Dual Role as University and Community College	https://www.uvu.edu	\$ 389,221,927	\$ 369,316,817	https://www.uvu.edu/finance/reports.html	27,202	40,936	1,213	2,229
Snow College	Community College	Regional Technical Ed and Community College	https://www.snow.edu	\$ 56,268,12	\$ 56,536,315	https://www.snow.edu/offices/controller/annual-reports.html	4,074	5,800	229	353
Salt Lake Community	Community College	Regional Technical Ed and Community College	http://www.slcc.edu	\$ 229,479,013	\$ 209,781,628	http://i.slcc.edu/controller/financial-reports.aspx	14,359	27,293	714	1,409
Bridgerland Tech.	Technical	Technical Education	https://btech.edu	\$ 23,218,559	\$ 21,924,271	https://reporting.auditor.utah.gov/SearchReport		5,468	228	86
Davis Tech.	Technical	Technical Education	https://www.davistech.edu	\$ 30,969,069	\$ 30,924,286	https://www.davistech.edu/college-reporting		6,442	277	169
Dixie Tech.	Technical	Technical Education	https://www.dixietech.edu	\$ 13,083,615	\$ 12,571,263	https://reporting.auditor.utah.gov/SearchReport		2,172	76	78
Mountainlands Tech.	Technical	Technical Education	https://mtec.edu	\$ 25,702,372	\$ 24,727,285	https://reporting.auditor.utah.gov/SearchReport		5,134	212	157
Odgen/Weber Tech.	Technical	Technical Education	https://www.otech.edu	\$ 26,634,540	\$ 24,777,486	https://reporting.auditor.utah.gov/SearchReport		5,885	106	113
Southwest Tech.	Technical	Technical Education	https://stech.edu	\$ 9,514,558	\$ 7,858,374	https://reporting.auditor.utah.gov/SearchReport		2,086	79	43
Tooele Tech.	Technical	Technical Education	https://tooeletech.edu	\$ 7,166,785	\$ 7,225,879	https://reporting.auditor.utah.gov/SearchReport		1,077	35	33
Uintah Basin Tech.	Technical	Technical Education	https://www.ubtech.edu	\$ 13,970,551	\$ 13,058,779	https://reporting.auditor.utah.gov/SearchReport		3,726	99	67
UHEAA**	Student Loans	Student Loans	https://uheaa.org	\$ 106,805,948	\$ 107,933,133	https://uheaa.org/reports/current-financial-reports/				
My529***	Savings Plan	Educational Savings Plan	https://my529.org	\$ 15,450,884	\$ 13,153,170					

* Revenue and Expenses reported to IPEDS which includes state appropriations, tuition and fees, auxiliary operations, hospital (UofU), federal grants, donations, investment income and other revenue

** Operating Revenues and Operating Expenses from the annual Financial Statement for the Student Loan Purchase Program and the Student Loan Guarantee Program

*** Additions and Deductions from the annual Financial Statement for the Administrative Fund

Appendix B - USHE Shared Services Survey

University of Utah	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	No	No	No	Yes	No	Yes	No
FY20 Central Budget	\$9,859,317	\$5,769,341	\$34,524,522	\$3,004,946	\$40,732,855	\$7,228,044	\$50,613,680
Number of Central Institutional Employees*	113	77	446	43	1,272	378	2,403
Estimate of Non-Centralized Budget	\$59,194,312	\$7,535,033	\$47,059,267		\$23,953,833		\$115,624,641
Number of Decentralized Department Employees*	1,738	469	715		1,067		5,265
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts payable, Budget, Financial Reporting, General Accounting, Payroll Processing, Procurement	Benefits, Classification and Compensation, Employee and Labor Relations, Hiring (Employment) Training	Application Development, Education Technologies, Infrastructure and Operations, Security/Privacy, User Support	Student Accounts and Financial Aid Compliance	Capital Planning and Management, Custodial Services, Energy and Utilities, Environmental Health and Safety, Grounds, Maintenance and Minor Renovations, Transportation	Public Safety	Public Affairs, Alumni Relations, Fundraising, Prospect Mgt, Departmental Support, Executive Leadership, Legal Srv, Research Post-Award, Pre-Award, Compliance, Student Academic Advising, Admissions, Career Srv, Dining Srv, Diversity, Financial Aid, International Programs, Recreational Services, Registration, Residential Srv, Student Engagement, Tutoring/Learning Support Srv
Additional Comments		Includes Payroll		This does NOT include the staff in colleges who manage scholarships for students	Transportation employees included in decentralized employee count.		

* Employees are presented as Headcount and not as FTE

Utah State University	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Blend	Blend	Blend	Blend	Blend	Yes	
FY20 Central Budget	\$ 3,945,286	\$ 1,680,202	\$ 7,977,129	\$ 1,573,936	\$ 15,840,184	\$ 1,570,571	
Number of Central Institutional Employees	52	22	79	22	268	22	
Estimate of Non-Centralized Budget	\$ 12,736,477	\$ 747,268	\$ 5,229,769	\$ 141,775	\$ 2,996,987		
Number of Decentralized Department Employees	176	12	65	2	63		
What services/ functions are included (i.e. accounts payable, payroll, etc)?	A/P, Purchasing, Treasury Svcs, Bursar, College Accounting, Equipment Mgmt, Financial Reporting, Payroll, Sponsored Programs Accounting, Travel, Unit Financial Management Support, Transaction Support	Wellness, Benefits, Compensation, Training, Employment, Transaction Support, Unit HR Support	Service Desk, Computer Labs, Enterprise Application Administration, Enterprise Integrations, Networking, Physical Infrastructure, Application & Workflow Development, Security & Systems Engineering, Websites & Design	Financial Aid, Scholarship Office	Crafts & Trades, Landscape Operations & Maintenance, Facilities Maintenance, Utility systems, Planning Design & Construction, Risk Management, Mail Services, Venue Operations, Moving Services, Surplus Sales	Police, Fire Marshall, Emergency Management	
Additional Comments	Personnel expenses only. Includes all unit business staff	Personnel expenses only	Personnel expenses only	Personnel expenses only	Personnel expenses only. excludes Distribution.	Personnel expenses only	need instructions about what would go here

Weber State University	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Both	Yes	Both	Yes	Yes	Yes	
FY20 Central Budget	\$4,257,155	\$1,101,083	\$9,450,956	\$1,356,592	\$12,167,639	\$2,120,843	
Number of Central Institutional Employees	45.5	11.0	76.0	24.0	137.5	18.0	
Estimate of Non-Centralized Budget	\$750,000		\$2,217,000				
Number of Decentralized Department Employees	10		35				
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounting, Accounts Payable Bursar, Budget, Cashiers, IR, Purchasing	HR, Employee Training	All IT and Infrastructure Services, Telecommunications	Financial Aid	All FM Admin & Service Units	Police, Safety	
Additional Comments							

Southern Utah University	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
FY20 Central Budget	\$2,989,101	\$634,490	\$3,027,406	\$727,706	\$10,552,197	\$655,864	\$892,309
Number of Central Institutional Employees	29	5	30	9	64	7	5
Estimate of Non-Centralized Budget	\$248,725	\$0	\$55,000	\$0	\$18,635	\$0	\$0
Number of Decentralized Department Employees	4	-	1	-	1	-	-
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts receivable, accounts payable, travel reimbursements, payroll, inventory, bank reconciliation, cashiers, purchasing, budget and planning, postal services	Personnel management, job description and compensation data, evaluation paperwork, benefit data and changes, leave report management	Web services, IT security, academic computing, telephone services, hardware and software support, maintenance	Federal grants and loans, scholarships, work study	Utility services, custodial services, heat plant operations, repairs & renovations, grounds, safety & risk	Campus patrolling, event security, accident reports, lectures and seminars	Internal audit, legal, Title IX
Additional Comments	Decentralized employees: Athletics, Student Affairs, Academic Affairs, Regional Services		Decentralized employee works with HR		Decentralized employee works with Aviation, pay is split 50/50 between departments		

Dixie State University	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
FY20 Central Budget	\$2,842,469	\$1,092,815	\$4,821,657	\$876,237	\$6,163,525	\$1,038,239	\$1,073,956
Number of Central Institutional Employees	22	7	24	8	53	8	6
Estimate of Non-Centralized Budget	\$325,000	\$0	\$0	\$0	\$330,000	\$0	\$0
Number of Decentralized Department Employees	4	-	-	-	5	-	-
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts Payable, Accounts Receivable, Bank Reconciliation, Budget, Cashier, Financial Reporting, Fixed Assets, Grant Accounting, Payroll, Purchasing, and Travel Processing	Compensation and Benefits Administration, Employee Evaluation, Employee Recruiting, Employee Relations, Employee Records, Background Checks	Administrative Computing, Systems Administration, Web Services, Information Security, Instructional Services, Audio/Visual Support, Network Services, Project Management, Help Desk	Federal Grants and Loans, State Grants and Scholarships, Work Study, Institutional Scholarships and Tuition Waivers, Title IV Compliance, FAFSA Processing	Custodial, Grounds, Heat Plant, Electrical, HVAC, Plumbing, Preventive Maintenance, Master Planning, Construction and Project Management, Locksmith, Fleet Management, Mail Service	Campus Police, Emergency Response, Clergy Act Compliance	Internal Audit, General Counsel, Title IX Compliance
Additional Comments	Decentralized employees in Academic Affairs and Student Affairs				Decentralized employees in Housing and Student Center		

Utah Valley University	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
FY20 Central Budget	\$6,321,244	\$2,383,720	\$22,610,464	\$1,947,939	\$20,238,560	\$1,576,021	\$3,010,087
Number of Central Institutional Employees ¹	64	19	114	26	180	19	11
Estimate of Non-Centralized Budget	\$1,200,000	\$0	\$7,900,000	\$0	\$0	\$0	\$0
Number of Decentralized Department Employees	17	-	43	-	-	-	-
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Finance, Payroll, Accounts Payable, Purchasing, Bursars, Collections, PCI Compliance, Accounts Receivable, Travel, Surplus, Warehouse, University Budgets and Reporting	Benefits, Compensation, Talent, Employee Relations, Organizational Development, HRIS, and Records	IT Administration, IT Infrastructure, Systems Admin, Network & Telecom, Audio/Visual, IT Support & Programming, Web Development, Student Computing, IT Helpdesk, Computer Shop, IT Special Projects, IT Security, Business Intelligence, Academic IT, Learning Systems	Financial Aid and Scholarships	Facilities/Planning, Grounds, Physical Plant, Engineering/Central Plant, Space Management, Fire Marshal, Parking/Transportation	Campus Public Safety and Policing, Police and Medical Dispatch Services, Victim Advocacy	General Counsel, Compliance, Risk Management, Internal Audit
Additional Comments		LinkedIn Learning, Job Elephant, Accurate Background, Interwest Interpreting, Skillsurvey, Instructure Bridge, Ocelot (campus contract)		Does not include aid programs.			

Snow College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	
FY20 Central Budget	\$1,227,846	\$373,245	\$3,133,609	\$473,867	\$5,366,402	\$333,507	
Number of Central Institutional Employees	11	3	21	5	37	3	
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	AP, AR, Payroll, Controller, Budget, Purchasing, PCI	HR	IT, Banner support, Helpdesk, Info Security	Financial Aid, Scholarships	Custodial, Building & Ground Maintenance, Heat Plant	Police Watchmen	
Additional Comments	Additional equivalent of 5 FTE's in PT employees	Additional equivalent of 1.1 FTE's in PT employees	Additional equivalent of .8 FTE's in PT employees	Additional equivalent of .68 FTE's in PT employees	Additional equivalent of 9.25 FTE's in PT employees	Additional equivalent of 2.1 FTE's in PT employees	

Salt Lake Community College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	
FY20 Central Budget	\$1,773,865	\$1,989,079	\$9,141,174	\$1,831,551	\$17,312,443	\$2,450,947	\$1,806,233
Number of Central Institutional Employees	18.13 FTE	22.79 FTE	100.59 FTE	25.64 FTE	246.1 FTE	21.36 FTE	18.68 FTE
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts Payable; Accounts Receivable, Fixed Assets; Cash Management; Travel and Expense; Grant Accounting	HR and Payroll	Network Admin, Desktop Support, Cyber Security, Application Development	Federal/ State and System Aid			Fleet, Purchasing, Internal Audit, Risk Mgt, and Legal
Additional Comments							

Bridgerland Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Generally Yes	Generally Yes	Generally Yes	Generally Yes	Generally Yes	n/a	
FY20 Central Budget	\$513,387	\$112,274	\$417,391	\$153,076	\$344,414	\$20,000	
Number of Central Institutional Employees	7	1	4	3	5		
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Payroll Accounts Payable Accounts Receivable Cash Receipts Cash Management Financial Statements Audit	Onboarding Hiring Terminations Benefits	Technical support. Server Hosting/ Mgt. Phone and Voice; File/data storage and backups; Data mgt and reporting; Network infrastructure; Endpoint systems; User account management; Computer Security; Classroom technology support; eWaste recycling	Pell Grant Scholarships VA	General Maintenance of all buildings	Contracted with Local Law Enforcement	
Additional Comments	See below	See below	See below	See below	See below	See below	

Davis Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	
FY20 Central Budget	\$826,747	\$468,383	\$774,884	\$471,656	\$2,146,150	\$316,754	
Number of Central Institutional Employees	8.5	4.5	6.0	4.0	22.0	2.3	
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	GL, AP, A/R, Cash Management, Purchasing, Financial Reporting, Required reporting to various agencies	Payroll, HR, Benefits Administration, Job postings, Interview coordination, Termination processes. Required reporting to various entities	Telecom and network administration, desktop support, cyber security, instructional and staff software support	Pell grants and Scholarships to students from Federal, State, and Local funding	General Maintenance, Custodial, Grounds	Security and Risk Management	
Additional Comments							

Dixie Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	No	Yes	Yes	Yes	
FY20 Central Budget	\$435,875	\$94,576	\$234,495	\$143,815	\$1,146,590	\$150,000	
Number of Central Institutional Employees	3.5	0.6	2.0	1.5	9.5	2.0	
Estimate of Non-Centralized Budget			\$129,968				
Number of Decentralized Department Employees			1				
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Payroll, Unemployment, Purchasing, Audit, Accounting, A/P, A/R				Utilities, maintenance, repairs, custodial, grounds, property, insurance	Security	
Additional Comments	Purchasing Coordinator has student services functions	HR Manager has student services functions	Non-centralized spending is for IT academic support				

Mountainlands Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Y	Y	Y	Y	Y	Y	Y
FY20 Central Budget	\$951,152	\$247,578	\$872,820	\$237,688	\$1,693,906	\$0	\$0
Number of Central Institutional Employees	7	3	8	3	22	-	
Estimate of Non-Centralized Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Number of Decentralized Department Employees	-	-	-	-	-	-	-
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts Payable, Accounts Receivable, Payroll, Purchasing, Budget, and Reporting.						
Additional Comments	Auxiliary Enterprises are not reflected in any of these figures.						

Ogden Weber Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	yes	yes	yes	yes	yes	yes	no
FY20 Central Budget	\$723,321	\$228,234	\$658,002	\$253,008	\$2,274,613	\$277,472	\$0
Number of Central Institutional Employees	6.5	2	5	3	7.5	4	0
Estimate of Non-Centralized Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Number of Decentralized Department Employees	0	0	0	0	0	0	0
What services/ functions are included (i.e. accounts payable, payroll, etc)?	GL, A/R, A/P, Financial Reporting, Payroll, Purchasing, Cashiering	Hiring, Interviewing, Benefit Admin., HR	networking, help desk	title IV administration, scholarships	Grounds, maintenance	security and Risk Management	
Additional Comments							

Southwest Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	NA	
FY20 Central Budget	\$172,128	\$27,156	\$433,168	\$67,744	\$1,001,890		
Number of Central Institutional Employees	me plus 1 FTE	me plus 1/2 FTE	3 FTE	1.25 FTE	6.0		
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts payable, Purchasing, Payroll, Accounts Receivable, Fixed Asset accounting and tracking, All accounting and financial reporting	Onboarding, employee support, insurance, retirement, PTO tracking, anything else employee related	Hardware for staff & students. Wired and wireless infrastructure, Disaster recovery/ backup. IT Security and physical security of the buildings	Student counseling, financial aid tracking, COD and GS, scholarships, Dept of Ed reporting	Custodial, facility systems maintenance, project management, fleet operations. Infrastructure improvements, groundskeeping	We do not have public safety employees	
Additional Comments	This is payroll only for 2 FTE. Other expenses are included in the institutional support budget and can't be allocated to Finance and Accounting	This is payroll only for 1/2 FTE. Other expenses are included in the institutional support budget and can't be allocated to HR	This budget includes all software, payroll, equipment and misc. other expenses	This is payroll for 1 FTE only. Financial aid is part of the student services budget and costs specific to financial aid can't be broken out.	This includes all payroll, lease payments, custodial, building improvements.		

Tooele Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Not Applicable	
FY20 Central Budget	\$346,000		\$287,447	\$81,750	\$592,672		
Number of Central Institutional Employees	3.5	-	1.5	1	4.5		
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Financial reporting, USHE reporting, Mgmt. reporting, Accounts Receivable, Accounts Payable, Financial Aid Bursar and support, HR, Payroll, procurement, COVID operations, Bookstore, Auxiliary services (Instructional salons.) Other duties as assigned.	Component of Finance and Accounting	Everything IT, planning and operation. Manage servers, users, devices. Manage access and use of technology. Maintain Cybersecurity. Help desk. Replacement and installation of computers. Manage phones. Manage Audio visual equipment. Support for instructional IT needs. Other duties as assigned.	Processing ISIRS, Managing all aspects of Financial aid, including scholarships, Veterans benefits, sponsorships, and Pell.	Everything building related. Groundskeeper, snow removal, Custodial, maintenance and repair of building and systems. Security. Other duties as assigned.		
Additional Comments							

Uintah Basin Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Y	Y	Y	Y	Y	N	
FY20 Central Budget	\$316,903	\$120,199	\$351,430	\$158,880	\$1,378,189		
Number of Central Institutional Employees	3	1	3	2	10		
Estimate of Non-Centralized Budget						\$200,000	
Number of Decentralized Department Employees						2	
What services/ functions are included (i.e. accounts payable, payroll, etc)?	accounts payable, accounts receivable, payroll, budgeting, fleet, fixed assets	recruitment, onboarding, compensation and benefits	network system administration, desktop support	scholarships, PELL financial aid	custodial, maintenance	security officers	
Additional Comments							

UHEAA/My529	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	NA	Yes	NA	Yes
FY20 Central Budget	1,464,521	939,937	3,492,888	NA	\$1,967,056	NA	449,935
Number of Central Institutional Employees	9	7	12 IT/ 6 IS	NA	1	NA	3 Int. Audit
Estimate of Non-Centralized Budget	\$0	\$0	\$0	NA	\$0	NA	\$0
Number of Decentralized Department Employees		-	-	NA	-	NA	-
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Financial statement, debt service, financial audits, financial controls, cash flow mgt, financial report., budget prep and monitoring, business intelligence, accounts payable, treasury and financial planning, cost allocation	Recruitment, on-boarding, off-boarding, talent mgt and development, HR risk mgt, workforce planning, compliance, compensation, employee relations and communication, reception and special projects.	IT Provides Server and Network Operations and Maintenance business continuity and Technical Support. InfoSec (IS) provides information security and business continuity services	NA	Management of the State Board of Higher Education Building and a leased 40,000 sq ft space both at the Gateway in SLC, Utah.	NA	Internal Audit function
Additional Comments	Supports UHEAA only	Supports OCHE, UHEAA and My529	Supports OCHE, UHEAA and My529	NA	Supports OCHE, UHEAA and My529	NA	Supports UHEAA and My529

Question and Answers for Bid #UU140049200 - Consulting Services - Assess Utah System of Higher Education Shared Services

Overall Bid Questions

There are no questions associated with this bid.



MEMORANDUM

TAB L

March 25, 2021

Annual Report on Institutional Revenue Bond Indebtedness

State statute allows the Utah Board of Higher Education to issue revenue bonds on behalf of Utah System of Higher Education institutions after the bonds are approved by the State Legislature. Board Policy R590, *Issuance of Bonds for Colleges and Universities*, requires the Board to receive an annual report on institutional indebtedness for USHE. The attached report for 2020 fulfills this requirement. All bonds are retiring on schedule and all institutions with outstanding debt have sufficient revenues to pay principal and interest payments for the 2021 calendar year. All eight degree-granting USHE institutions had outstanding debt as of June 30, 2020. The following table summarizes the outstanding indebtedness of each institution:

Institution	Original Amount	Outstanding Balance as of June 30, 2020	Weighted Years to Maturity	% Outstanding
University of Utah	\$1,603,680,000	\$1,009,510,000	16.5	63%
Utah State University	395,185,000	326,960,000	25.0	83%
Weber State University	53,565,000	41,555,000	13.2	78%
Southern Utah University	16,705,000	10,450,000	10.2	63%
Snow College	29,920,000	13,465,000	19.8	45%
Dixie State University	89,320,000	83,030,000	29.0	93%
Utah Valley University	102,120,000	59,345,000	15.6	58%
Salt Lake Community College	11,735,000	9,680,000	8.0	82%
USHE Total	\$2,302,230,000	\$1,553,995,000		67%

The attached Annual Report on Institutional and Revenue Bonded Indebtedness provides additional information on each of the USHE revenue bonds that were outstanding as of June 30, 2020. All bonds are being retired on schedule, with debt service requirements being met or exceeded in every case.

Commissioner's Recommendation

This is an information item only; no action is required.

Attachment

USHE Annual Report on Institutional and Revenue Bonded Indebtedness
Fiscal Year 2019 - July 1, 2019 to June 30, 2020

Institutional Bond System	Original Amount	Series	Purpose	Debt Service Coverage Requirement	Debt Service Coverage as of June 30, 2020	Maturity Date	Continuing Disclosure Submittal	Recent Material Event	Outstanding Balance as of June 30, 2020
University of Utah									
Auxiliary & Campus Facilities	\$ 120,240,000	1998A	Student Housing and Refunding	1.00	*	3.29	2029	21-Dec-2020	No \$ 30,365,000
Auxiliary & Campus Facilities	42,525,000	2010C	Honors Housing and Guest House Expansion (taxable)	1.00	*	3.29	2036	21-Dec-2020	No 34,055,000
Auxiliary & Campus Facilities	46,235,000	2012A	Parking and Athletic Center	1.00	*	3.29	2022	21-Dec-2020	No 4,135,000
<i>Subtotal Auxiliary & Campus</i>	<i>209,000,000</i>								<i>68,555,000</i>
Hospital Revenue	77,145,000	2006A	Hospital West Pavilion Expansion and Refunding (2001)	1.10	*	11.01	2021	21-Dec-2020	No 6,405,000
Hospital Revenue	41,785,000	2009B	Neuropsychiatric Institute expansion (taxable)	1.10	*	11.01	2030	21-Dec-2020	No 34,555,000
Hospital Revenue	36,120,000	2010	Ambassador Building, Orthopaedic Center	1.10	*	11.01	2021	21-Dec-2020	No 3,045,000
Hospital Revenue	20,145,000	2011A	Hospital Revenue Refunding (2008A)	1.10	*	11.01	2026	21-Dec-2020	No 1,335,000
Hospital Revenue	66,480,000	2011B	South Jordan Health Center	1.10	*	11.01	2021	21-Dec-2020	No 3,305,000
<i>Subtotal Hospital Revenue</i>	<i>241,675,000</i>								<i>48,645,000</i>
Research Facilities	27,730,000	2009B	USTAR Infrastructure (taxable)	2.50	*	177.88	2029	08-Jan-2021	No 15,170,000
<i>Subtotal Research Facilities</i>	<i>27,730,000</i>								<i>15,170,000</i>
General Revenue	127,925,000	2013A	Law School, Student Life, Parking, Bball Training	N/A	*	10.58	2023	05-Jan-2021	No 16,260,000
General Revenue	32,785,000	2014A	Refunding of Hospital and Research Bonds	N/A	*	10.58	2027	05-Jan-2021	No 22,015,000
General Revenue	76,200,000	2014B	Lassonde, Infrastructure, Refunding of Hospital Bonds	N/A	*	10.58	2038	05-Jan-2021	No 27,855,000
General Revenue	45,330,000	2015A	MidValley Clinic, Refunding of Research and ACFS	N/A	*	10.58	2034	05-Jan-2021	No 10,170,000
General Revenue	91,570,000	2015B	Parking, Infrastructure, Refunding of Hospital and ACFS	N/A	*	10.58	2035	05-Jan-2021	No 76,745,000
General Revenue	68,210,000	2016A	Orson S. Hall, Orthopaedic Center, Refunding ACFS	N/A	*	10.58	2036	05-Jan-2021	No 60,730,000
General Revenue	131,720,000	2016B	Ambulatory Care, Exec. MBA, Refunding Research/CP	N/A	*	10.58	2036	05-Jan-2021	No 128,295,000
General Revenue	155,930,000	2017A	Rehab. Hospital, Guest House, and Refunding	N/A	*	10.58	2039	05-Jan-2021	No 146,545,000
General Revenue	96,550,000	2017B	Refunding	N/A	*	10.58	2038	05-Jan-2021	No 94,350,000
General Revenue	80,040,000	2018A	Student Housing	N/A	*	10.58	2044	05-Jan-2021	No 80,040,000
General Revenue	74,050,000	2019A	Rice-Eccles Expansion, Huntsman Phase V	N/A	*	10.58	2039	05-Jan-2021	No 74,050,000
General Revenue	30,165,000	2019B	Rice-Eccles Expansion (Taxable)	N/A	*	10.58	2039	05-Jan-2021	No 30,165,000
General Revenue	84,635,000	2020A	HS Garage and Roadways, Purchase of 102 Tower	N/A	*	10.58	2040	05-Jan-2021	No 84,635,000
General Revenue	20,115,000	2019B	Purchase of 102 Tower (Taxable)	N/A	*	10.58	2031	05-Jan-2021	No 20,115,000
<i>Subtotal General Revenue</i>	<i>1,115,225,000</i>								<i>871,970,000</i>
Certificates of Participation	10,050,000	2015	Certificates of Participation Refunding (2007)	N/A			2022	15-Dec-2017	No 5,170,000
<i>Subtotal Cert. of Participation</i>	<i>10,050,000</i>								<i>5,170,000</i>
UU Total	\$ 1,603,680,000								\$1,009,510,000

Utah State University									
Student Fee & Housing	\$ 39,155,000	2007	Refunding of Living Learning Center (2004)	1.10		1.50	2035	04-Mar-2020	No \$ 32,610,000
Student Fee & Housing	24,455,000	2015	Student Housing Facility (Central Suites)	1.10		1.50	2038	04-Mar-2020	No 22,010,000
Student Fee & Housing	19,540,000	2016	Student Housing Facility (Blue Square)	1.10		1.50	2046	04-Mar-2020	No 17,880,000
Student Fee & Housing	54,995,000	2019	Gateway Parking Terrace & Mountain View Tower Replace	1.10		1.50	2052	04-Mar-2020	No 54,995,000
<i>Subtotal Student Fee & Housing</i>	<i>138,145,000</i>								<i>127,495,000</i>
Research Revenue Bonds	19,500,000	2015	Space Dynamics Laboratory (Research Building)	2.50		11.90	2047	04-Mar-2020	No 18,385,000
Research Revenue Bonds	13,145,000	2015B	Partial Refund of Early Childhood and Bingham Buildings (;	2.50		11.90	2031	04-Mar-2020	No 12,270,000

Institutional Bond System	Original Amount	Series	Purpose	Debt Service Coverage Requirement	Debt Service Coverage as of June 30, 2020	Maturity Date	Continuing Disclosure Submittal	Recent Material Event	Outstanding Balance as of June 30, 2020
Research Revenue Bonds	10,135,000	2016	Space Dynamics Laboratory (Research Building)	2.50	11.90	2027	04-Mar-2020	No	1,680,000
Research Revenue Bonds	32,210,000	2018B	Space Dynamics Laboratory (Research Building)	2.50	11.90	2050	04-Mar-2020	No	32,210,000
Research Revenue Bonds	5,745,000	2019A	Refunding of Salt Lake Center (2018A)	2.50	11.90	2028	04-Mar-2020	No	5,120,000
Research Revenue Bonds	61,865,000	2019B	SDL (High Bay & Research Bldgs) and Partial Refunding (2019B)	2.50	11.90	2050	04-Mar-2020	No	61,865,000
Subtotal Research Revenue	142,600,000								131,530,000
Student Building Fee Revenue	8,405,000	2013	Refunding Stadium and Fieldhouse Improvements (2004)	1.10	1.37	2026	04-Mar-2020	No	4,605,000
Student Building Fee Revenue	43,310,000	2013B	Aggie Recreation Center and Estes Center	1.10	1.37	2023	04-Mar-2020	No	2,710,000
Student Building Fee Revenue	23,900,000	2015	Football Stadium Renovations (West Stadium Complex)	1.10	1.37	2046	04-Mar-2020	No	22,095,000
Student Building Fee Revenue	38,825,000	2017	Partial Refund of Aggie Recreation Cntr & Estes Cntr (2013)	1.10	1.37	2045	04-Mar-2020	No	38,525,000
Subtotal Student Building	114,440,000								67,935,000
USU Total	\$ 395,185,000								\$ 326,960,000

Weber State University									
Student Facilities	\$ 17,380,000	2012	Student Facilities System	1.25	1.37	2032	3-Dec-2020	No	\$ 11,790,000
Student Facilities	18,135,000	2015	Refunding (2005: Student Union Building)	1.25	1.37	2030	3-Dec-2020	No	13,140,000
Student Facilities	7,215,000	2017	Student Housing Refunding (2007)	1.25	1.37	2030	3-Dec-2020	No	5,790,000
Student Facilities	10,835,000	2019	Student Housing Refunding (2010)	1.25	1.37	2040	3-Dec-2020	No	10,835,000
WSU Total	\$ 53,565,000								\$ 41,555,000

Southern Utah University									
Auxiliary & Student Building Fee	\$ 8,285,000	2011	Student Housing	1.15	1.54	2023	28-Feb-2020	No	\$ 2,940,000
Auxiliary & Student Building Fee	8,420,000	2016	Student Housing Refunding (2008)	1.15	1.54	2033	28-Feb-2020	No	7,510,000
SUU Total	\$ 16,705,000								\$ 10,450,000

Snow College									
Student Fee & Housing	\$ 16,810,000	2011	Student Housing	1.1	1.28	2021	23-Mar-2020	No	\$ 585,000
Student Fee & Housing	13,110,000	2019	Student Housing Refunding (2011)	1.1	1.28	2036	23-Mar-2020	No	12,880,000
Snow Total	\$ 29,920,000								\$ 13,465,000

Dixie State University									
Lease Revenue	\$ 5,195,000	2006	Refunding (1999A: Dixie Center)	N/A	N/A	2023	3-Dec-2020	No	\$ 995,000
General Revenue	21,315,000	2015	Student Housing	1.1	6.54	2046	3-Dec-2020	No	19,600,000
General Revenue	20,770,000	2017	Human Performance Center	1.1	6.54	2049	3-Dec-2020	No	20,395,000
General Revenue	42,040,000	2019	Student Housing Phase II	1.1	6.54	2051	3-Dec-2020	No	42,040,000
DSU Total	\$ 89,320,000								\$ 83,030,000

Utah Valley University									
Student Cntr. Bldg. Fee & Unifed	49,250,000	2012A	Student Life and Wellness Bldg. & Parking	1.10	1.14	2033	30-Jan-2020	No	6,475,000
Student Cntr. Bldg. Fee & Unifed	21,860,000	2019A	Student Center Expansion and Remodel	1.10	1.14	2040	30-Jan-2020	No	21,860,000
Student Cntr. Bldg. Fee & Unifed	31,010,000	2019B	Refunding (2012A Student Life and Wellness Bldg.)	1.10	1.14	2033	30-Jan-2020	No	31,010,000
UVU Total	\$ 102,120,000								\$ 59,345,000

Institutional Bond System	Original Amount	Series	Purpose	Debt Service Coverage Requirement	Debt Service Coverage as of June 30, 2020	Maturity Date	Continuing Disclosure Submittal	Recent Material Event	Outstanding Balance as of June 30, 2020
Salt Lake Community College									
Student Building Fee	\$ 11,735,000	2018	Student Center	1.25	1.64	2028	4-Jan-2021	No	\$ 9,680,000
SLCC Total	\$ 11,735,000								\$ 9,680,000
USHE Total									
	\$ 2,302,230,000								\$1,553,995,000



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB N

March 25, 2020

Annual Money Management Report — FY 2020

Pursuant to Utah Code 51-7-13(3)(a)(c), Utah Code 51-8-303(6), and Board Policy R541, USHE institutions are required to submit reports to the Board monthly and annually detailing the deposit and investment of funds. The Board then submits an annual summary report of all investments by institution to both the Governor and the Legislature. This report serves as the annual summary report and meets the requirements outlined in statute.

Background

On both a monthly and annual basis, institutions prepare investment reports that are reviewed and approved by both the institution treasurer and internal auditor(s). The treasurer certifies the institution is in compliance with the Uniform Prudent Management of Institutional Funds Act and the State Money Management Act. The internal auditor(s) verifies compliance with state statutes, Board policy, institutional policy, federal regulation, strength of controls, and confirms the completeness and accuracy of the investment reports. Completed reports are submitted to the institution's Board of Trustees for review and approval (as delegated by the Utah Board of Higher Education) and forwarded to the Commissioner's office for review and record-keeping.

Statute requires that the annual summary report to the Governor and Legislature represent audited values. To meet this requirement, this report is prepared after the state auditors complete their annual financial audit of the institutions. The investment figures used in this report tie to the audited "Statement of Net Assets" found in the institution's financial statements.

The attached report demonstrates the relative size of institutional investments and the asset allocations in place at each school by investment category. The categories are:

- Endowment Investments — governed by UPMIFA and Board Policy R541
- Foundation Investments — governed by a Foundation Board of Trustees/Directors operating under the requirements of non-profit 501(c)(3)s
- Other Investments — all funds not endowment or foundation operating under the guidelines and requirements of Utah Code 51-7, and Utah Money Management Act

Additional Information

The Commissioner's staff has worked with USHE controllers to provide additional information regarding the oversight and review of the investment process to address Board questions regarding asset allocation, compliance with laws and regulations, return on assets, and risk management. The following information has been provided by the institutions describing their processes and procedures for evaluating the performance of their respective investments, the various benchmarks used in the evaluation process, and clarifying notes describing the use of outside industry professionals to assist in the management of institutional investments.

Oversight and Review

The responsibility for oversight, management, and reporting of assets invested (including the management of the portfolio, selection of investment products, and investiture/divestiture decisions) has been delegated by the Board to an institution's Board of Trustees. To assist with this charge, the institutions have created investment committees to help with the operational responsibilities. The membership of these committees varies by campus and may include trustees, institutional officers, designated treasurers, institution employees, members of the business community, and/or investment professionals. Institutional use of outside professionals varies. In some cases, outside professionals (i.e., Commonfund, Wells Fargo, LCG Associates, Albourne America, and Strata Financial Services) are hired to manage pieces of investment portfolios. In other cases, individuals who are recognized as investment professionals may sit on the investment committees.

Investment committees are asked to evaluate the respective investments relative to returns, risk mitigation, institutional needs, reasonableness, effectiveness, overall position, prudence, and management cost while maintaining compliance with statutes, policies, authorities, and regulations.

Reports of the positions, instruments, and balances are produced on a monthly and quarterly basis by the designated treasurer, approved by committees, and presented to the institutional president and board of trustees for review and approval.

Performance Measurement

Institutions use industry-standard benchmarks to measure the return on their investments, allocation of assets, and risk level. The benchmark tools may include S&P 500, Russell 3000, Morgan Stanley (MSCI) for equity funds, UBS index, Barclays Capital Index, London Interbank Offered Rate (LIBOR), and peer group comparisons. Several institutions participate in a national survey by NACUBO – Commonfund Study of Endowments, which includes all major colleges and universities in the U.S. The results of this annual study are a key indicator of how their investment practices and results compare to other major universities. The NACUBO study also provides insights into current investment trends and ways to

improve overall results. Dixie State University places most of its investments with the University of Utah to receive the benefit of University of Utah investment strategies and staff professionals.

Foundations

Foundations have a board and committee that oversee and direct the investments of each foundation. The foundations are subject to federal regulations. In the case of Dixie State University, the foundation is a completely separate entity from the institution. Dixie State University does not maintain any institutional investments within its foundation.

Utah State University's foundation is considered to be a part of the university or "dependent foundation," which is dedicated to maximizing support from private donations. As such, foundation funds are invested as part of the university endowment according to current university guidelines, oversight protocols, performance evaluation standards, and according to the same investment policies as all other university funds.

Note

During FY20, Mountainland Technical College saw a decrease in their investments of \$2,575,979. The reduction of funds was used for its new Trades and Technology building. \$1,000,000 came from funds that were raised by the college and were sitting in their investment balances prior to FY20. The college also spent \$1,200,000 of the balance on equipment for the building that was on a reimbursement basis with the state but was not received until FY21.

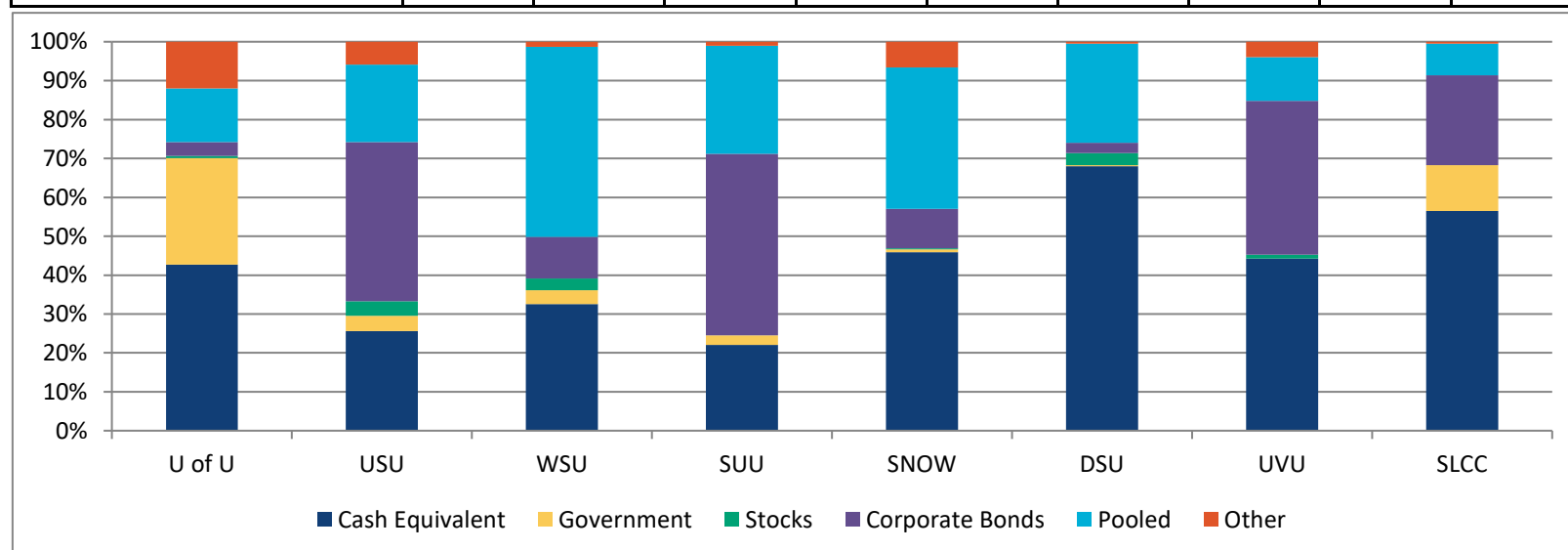
Commissioner's Recommendation

This is an information item only; no action is required.

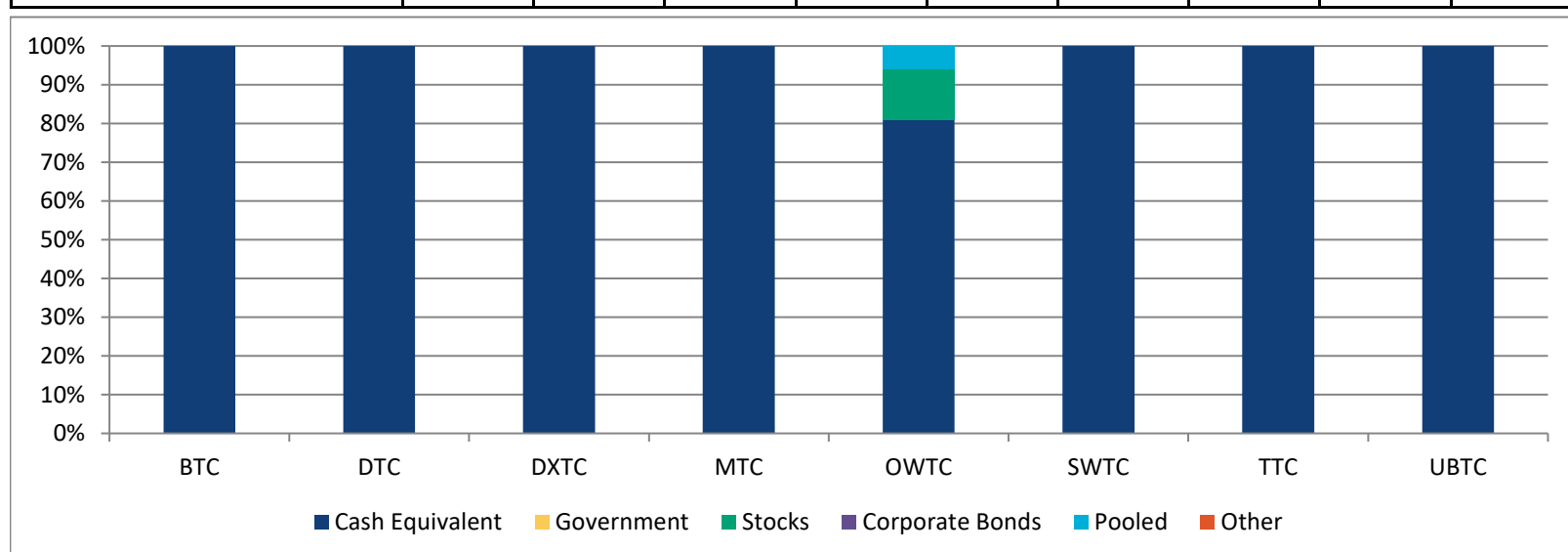
Attachments

2020 Summary of USHE Investments

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Cash Equivalent	A	42.68%	25.57%	32.58%	22.06%	45.93%	67.98%	44.25%	56.51%
Government	B	27.44%	3.99%	3.58%	2.42%	0.72%	0.25%	0.00%	11.76%
Stocks	C	0.52%	3.69%	2.99%	0.00%	0.21%	3.11%	1.03%	0.00%
Corporate Bonds	D	3.54%	40.99%	10.66%	46.70%	10.21%	2.70%	39.49%	23.13%
Pooled	E	13.85%	19.89%	48.84%	27.81%	36.37%	25.52%	11.29%	8.08%
Other	F	11.97%	5.86%	1.35%	1.01%	6.57%	0.44%	3.94%	0.53%



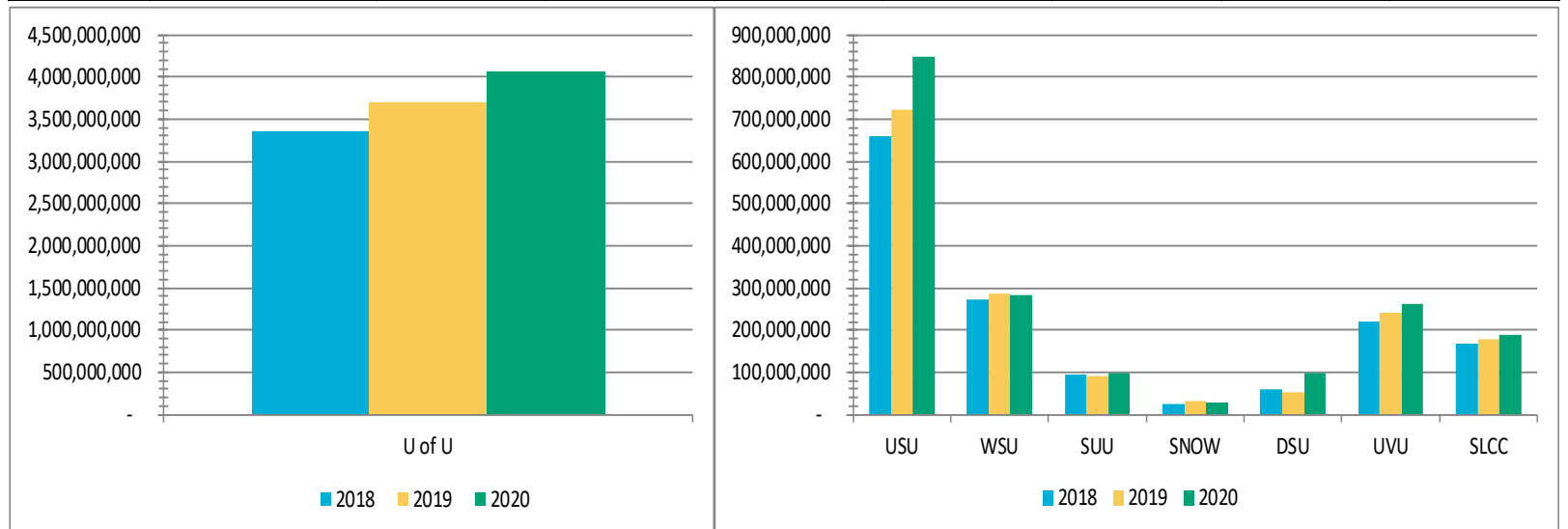
Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Cash Equivalent	A	100.00%	100.00%	100.00%	100.00%	80.88%	100.00%	100.00%	100.00%
Government	B	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stocks	C	0.00%	0.00%	0.00%	0.00%	13.18%	0.00%	0.00%	0.00%
Corporate Bonds	D	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pooled	E	0.00%	0.00%	0.00%	0.00%	5.94%	0.00%	0.00%	0.00%
Other	F	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



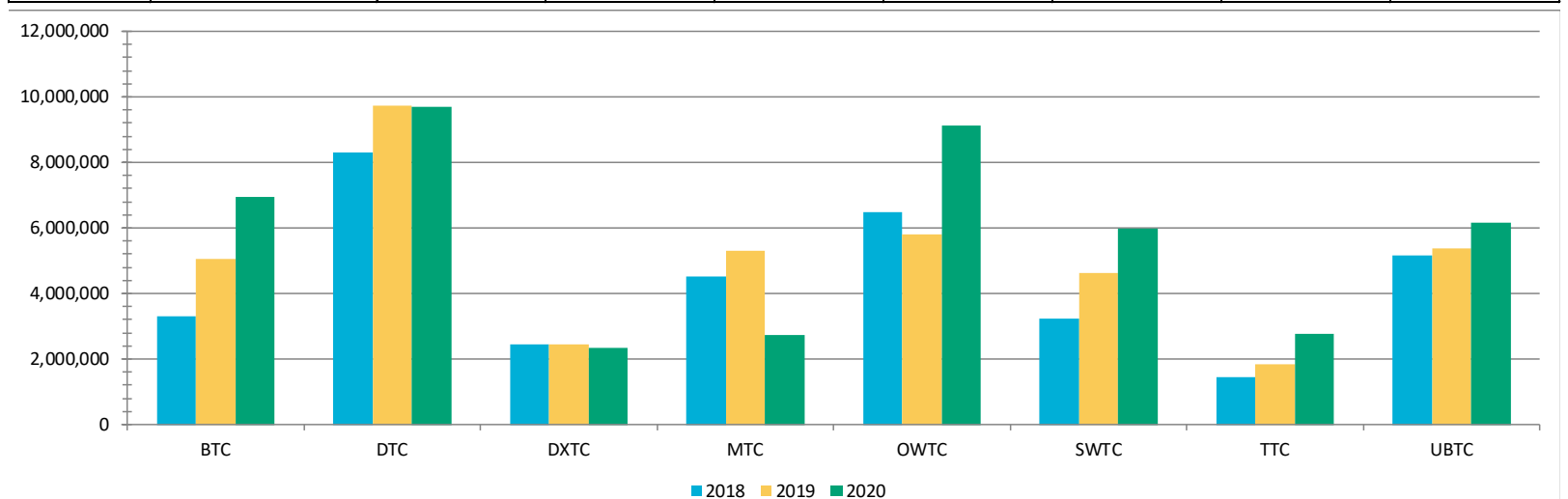
Total investment allocation by each institution, as of June 30, 2020.

3 Year Comparison of All Fund Investments

Fiscal Year	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
2018	3,355,923,908	659,092,628	271,168,629	94,504,351	25,809,903	59,103,497	218,862,656	167,551,537
2019	3,706,327,030	721,201,869	286,767,866	91,269,050	31,323,819	51,044,129	241,645,821	176,672,968
2020	4,066,392,451	849,341,883	283,047,528	97,089,631	28,237,801	99,686,690	263,566,407	188,245,199



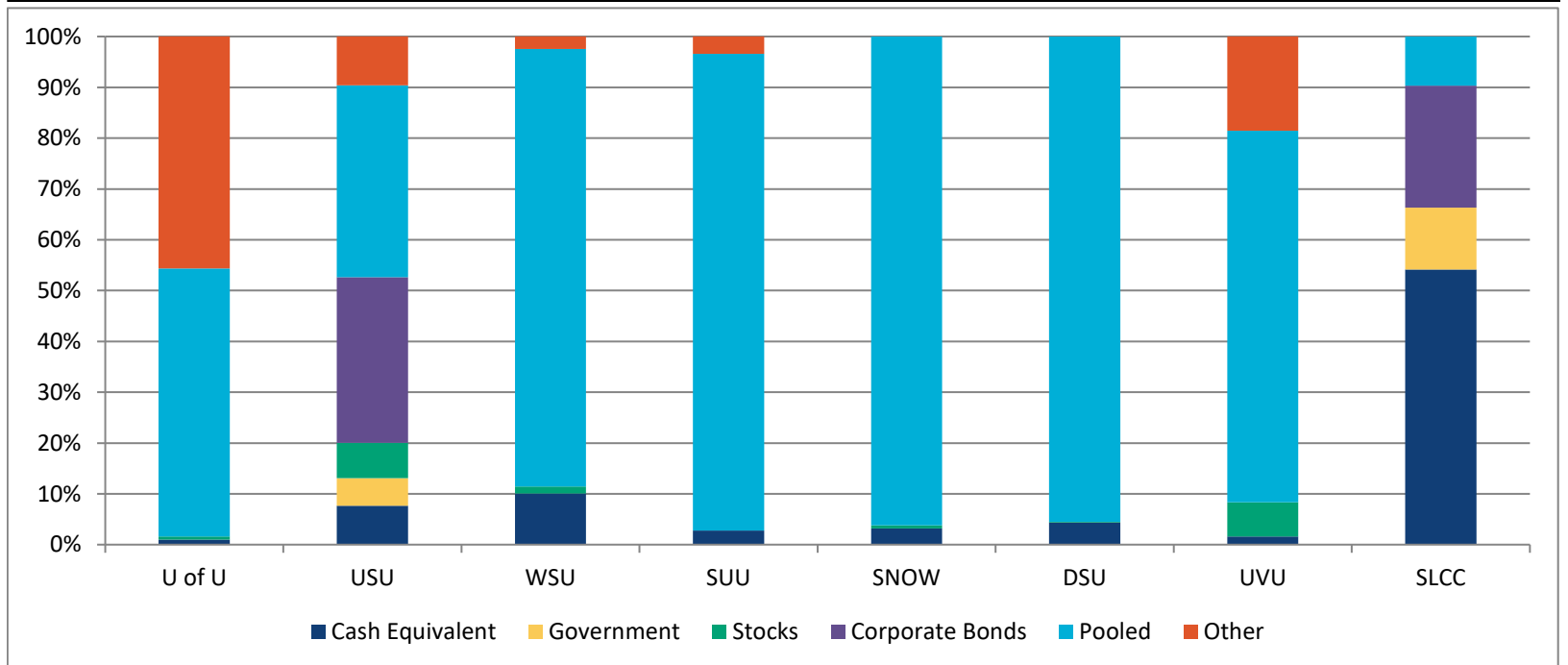
Fiscal Year	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
2018	3,309,543	8,310,907	2,440,523	4,517,476	6,471,931	3,229,151	1,450,044	5,177,329
2019	5,050,889	9,742,323	2,459,441	5,303,101	5,821,331	4,630,091	1,859,617	5,371,075
2020	6,938,972	9,705,844	2,325,660	2,727,122	9,126,033	5,989,404	2,776,361	6,156,679



Summary of all funds invested by each institution over the previous three years. Data shows the trends that the institutions are seeing in the value of their respective investments. In an attempt to present all institutions at the appropriate visual scale, the University of Utah is displayed separately.

Endowment Investments

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Cash Equivalent	A	1.00%	7.65%	10.06%	2.75%	3.21%	4.39%	1.63%	54.13%
Government	B	0.00%	5.41%	0.00%	0.00%	0.00%	0.00%	0.00%	12.21%
Stocks	C	0.61%	7.01%	1.38%	0.00%	0.58%	0.08%	6.69%	0.00%
Corporate Bonds	D	0.00%	32.60%	0.00%	0.00%	0.00%	0.00%	0.00%	24.00%
Pooled	E	52.74%	37.74%	86.10%	93.83%	96.22%	95.53%	73.11%	9.66%
Other	F	45.65%	9.59%	2.46%	3.42%	0.00%	0.00%	18.58%	0.00%



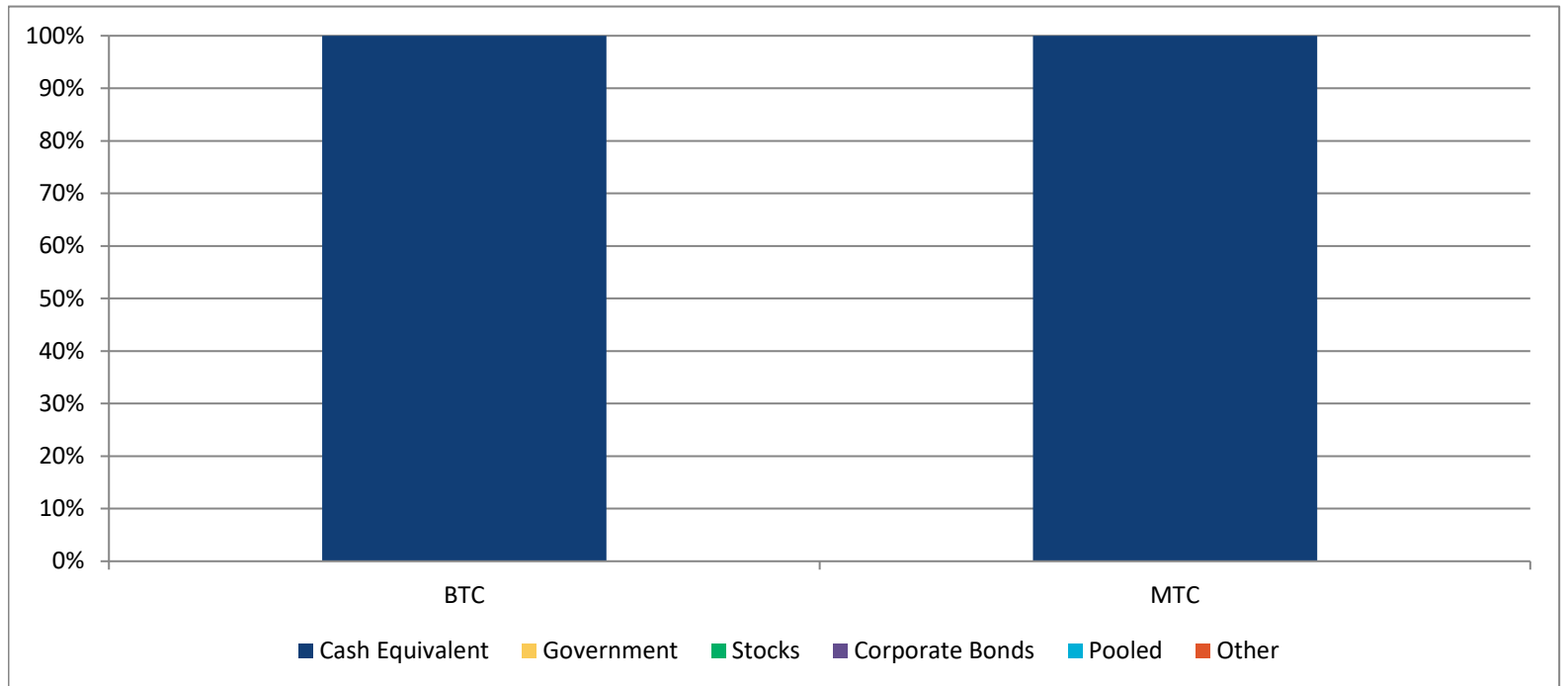
Investment allocation of endowment funds by category, as of June 30, 2020.

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Saving/Checking/Money Mkt Accounts	A	10,567,439	15,364,821	3,568,458	332,046	333,244	149,643	663,679	54,199
Repurchase Agreements	A	-	-	-	-	-	-	-	-
Certificates of Deposit	A	-	-	-	-	-	-	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	43,029	18,890,488	12,051,903	460,490	-	525,923	-	4,371,597
Obligations of US Government	B	-	8,952,141	-	-	-	-	-	998,015
Obligations of State/Local Government	B	-	15,259,072	-	-	-	-	-	-
Stocks	C	6,494,115	31,366,036	2,140,435	-	59,734	11,971	2,723,224	-
Corporate Bonds	D	-	145,928,248	-	-	-	-	-	1,961,971
Mutual Funds	E	562,396,146	140,985,278	-	27,001,074	9,999,846	14,714,390	29,768,204	790,037
Commonfund Accounts	E	-	27,985,221	133,663,349	-	-	-	-	-
Alternative	F	486,822,941	42,945,039	-	983,820	-	406	5,757,832	-
Other	F	-	-	3,821,671	-	-	-	1,805,911	-
Total		1,066,323,670	447,676,344	155,245,816	28,777,430	10,392,824	15,402,333	40,718,850	8,175,820
Percent of Total		60.15%	25.25%	8.76%	1.62%	0.59%	0.87%	2.30%	0.46%
USHE Total		1,772,713,087							

Schedule of total endowment funds invested by each institution, as of June 30, 2020. Endowment funds are invested according to policy guidelines of the Uniform Prudent Management of Institutional Funds Act (UPMIFA) and Board Policy R541. Endowment investments by institution are shown at the sub-category level, which roll up into the six categories above.

Endowment Investments

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Cash Equivalent	A	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Government	B	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stocks	C	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Corporate Bonds	D	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pooled	E	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	F	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



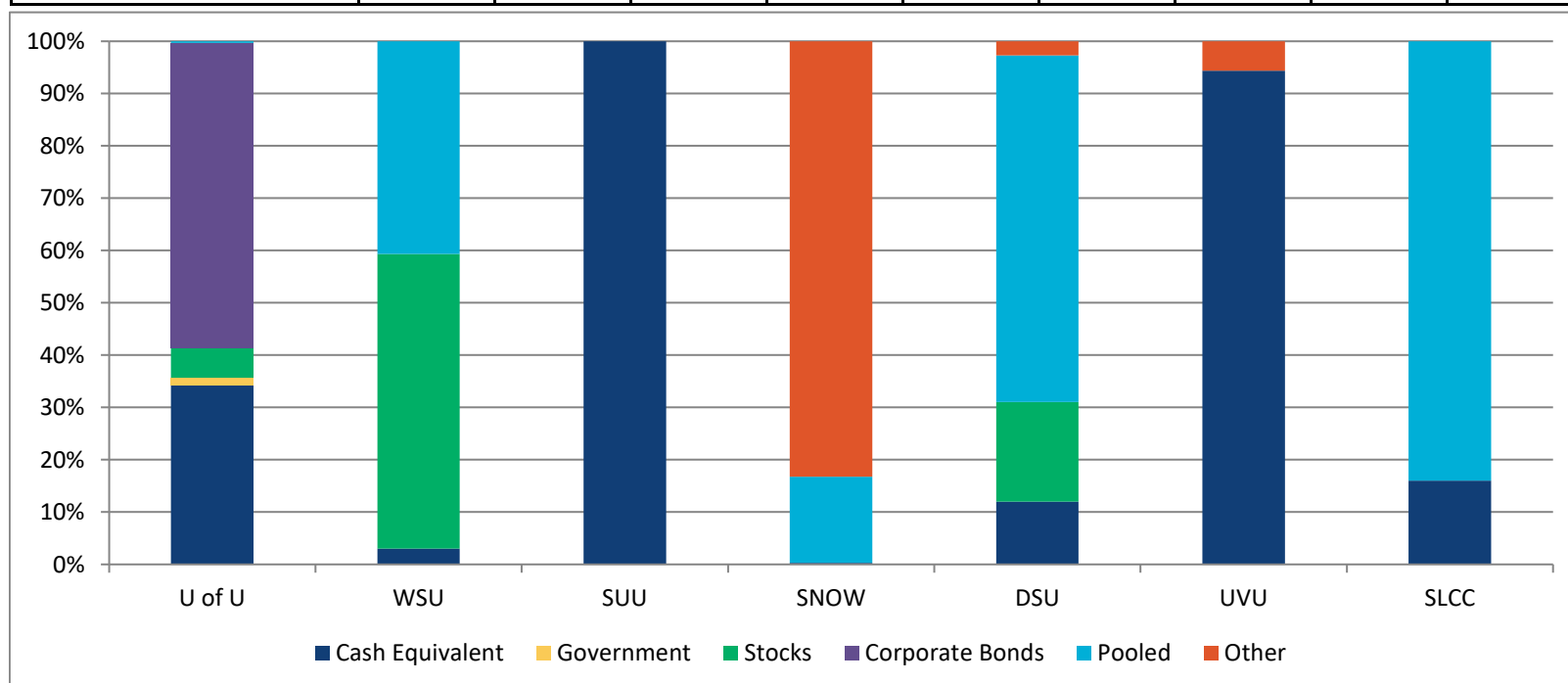
Investment allocation of endowment funds by category, as of June 30, 2020.

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Saving/Checking/Money Mkt Accounts	A	-	-	-	-	-	-	-	-
Repurchase Agreements	A	-	-	-	-	-	-	-	-
Certificates of Deposit	A	-	-	-	-	-	-	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	49,447	-	-	639,478	-	-	-	-
Obligations of US Government	B	-	-	-	-	-	-	-	-
Obligations of State/Local Government	B	-	-	-	-	-	-	-	-
Stocks	C	-	-	-	-	-	-	-	-
Corporate Bonds	D	-	-	-	-	-	-	-	-
Mutual Funds	E	-	-	-	-	-	-	-	-
Commonfund Accounts	E	-	-	-	-	-	-	-	-
Alternative	F	-	-	-	-	-	-	-	-
Other	F	-	-	-	-	-	-	-	-
Total		49,447	-	-	639,478	-	-	-	-
Percent of Total		7.18%	0.00%	0.00%	92.82%	0.00%	0.00%	0.00%	0.00%
USHE Total		688,925							

Schedule of total endowment funds invested by each institution, as of June 30, 2020. Endowment funds are invested according to policy guidelines of the Uniform Prudent Management of Institutional Funds Act (UPMIFA) and Board Policy R541. Endowment investments by institution are shown at the sub-category level, which roll up into the six categories above.

Foundation Investments

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Cash Equivalent	A	34.23%	0.00%	3.02%	100.00%	0.30%	12.00%	94.36%	15.99%
Government	B	1.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stocks	C	5.80%	0.00%	56.34%	0.00%	0.00%	19.06%	0.00%	0.00%
Corporate Bonds	D	58.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pooled	E	0.30%	0.00%	40.64%	0.00%	16.48%	66.22%	0.00%	84.01%
Other	F	0.00%	0.00%	0.00%	0.00%	83.22%	2.73%	5.64%	0.00%



Investment allocation of foundation funds by Institution, as of June 30, 2020.

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Saving/Checking/Money Mkt Accounts	A	69,591,248	-	316,916	20,380	4,873	1,260,016	2,658,028	2,744,370
Repurchase Agreements	A	-	-	-	-	-	-	-	-
Certificates of Deposit	A	15,071,097	-	-	-	-	682,659	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	-	-	22,617	416,685	-	-	44,642,707	-
Obligations of US Government	B	3,583,592	-	-	-	-	-	-	-
Obligations of State/Local Government	B	-	-	-	-	-	-	-	-
Stocks	C	14,344,531	-	6,326,391	-	-	3,087,600	-	-
Corporate Bonds	D	144,032,227	-	-	-	-	-	-	-
Mutual Funds	E	729,793	-	-	-	269,832	10,724,049	-	14,417,226
Commonfund Accounts	E	-	-	4,564,098	-	-	-	-	-
Alternative	F	-	-	-	-	-	441,283	-	-
Other	F	-	-	-	-	1,362,235	-	2,825,411	-
Total		247,352,488	-	11,230,022	437,065	1,636,941	16,195,607	50,126,146	17,161,595
Percent of Total		71.88%	0.00%	3.26%	0.13%	0.48%	4.71%	14.57%	4.99%
USHE Total		344,139,864							

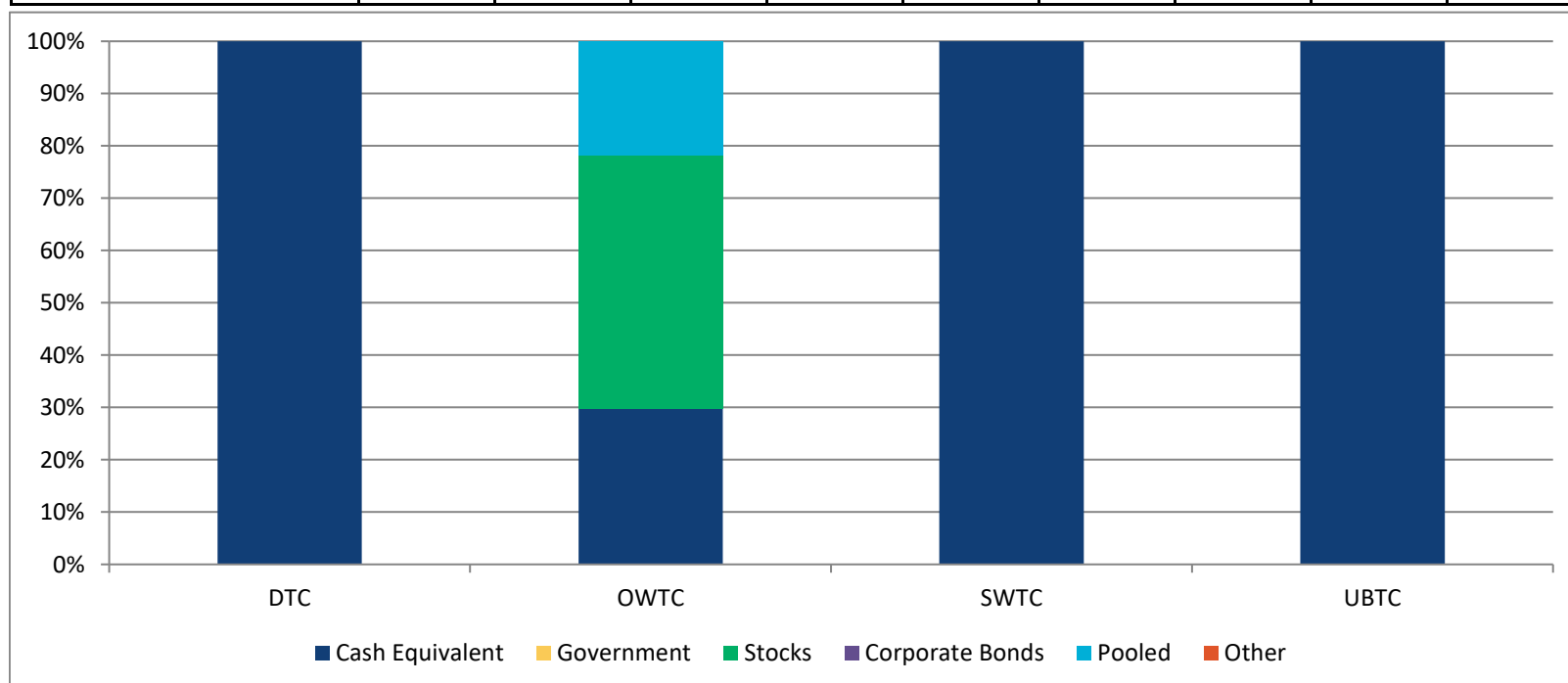
Schedule of total foundation funds invested by each institution, as of June 30, 2020. Foundation investments are approved by the Foundation's Board of Trustees, which operates under the requirements of nonprofit 501(c)(3) foundations. Foundation investments are shown at the sub-category level, which roll up into the six categories above. The following should be noted:

- USU's Foundation is invested as part of the University Endowment, and is reported as part of their financial statements.
- DSU's Foundation is not part of the Institution.

Beginning in FY 2018, UVU's Foundation Board approved new bylaws that gives the university president approval authority on all board members. UVU Foundation is now a blended component of the university, (appearing as such in the FY 2018 Financial Statements). FY 2017 Financial Statements were restated in accordance with GASB Reporting Standards.

Foundation Investments

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Cash Equivalent	A	0.00%	100.00%	0.00%	0.00%	29.75%	100.00%	0.00%	100.00%
Government	B	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stocks	C	0.00%	0.00%	0.00%	0.00%	48.44%	0.00%	0.00%	0.00%
Corporate Bonds	D	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pooled	E	0.00%	0.00%	0.00%	0.00%	21.81%	0.00%	0.00%	0.00%
Other	F	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



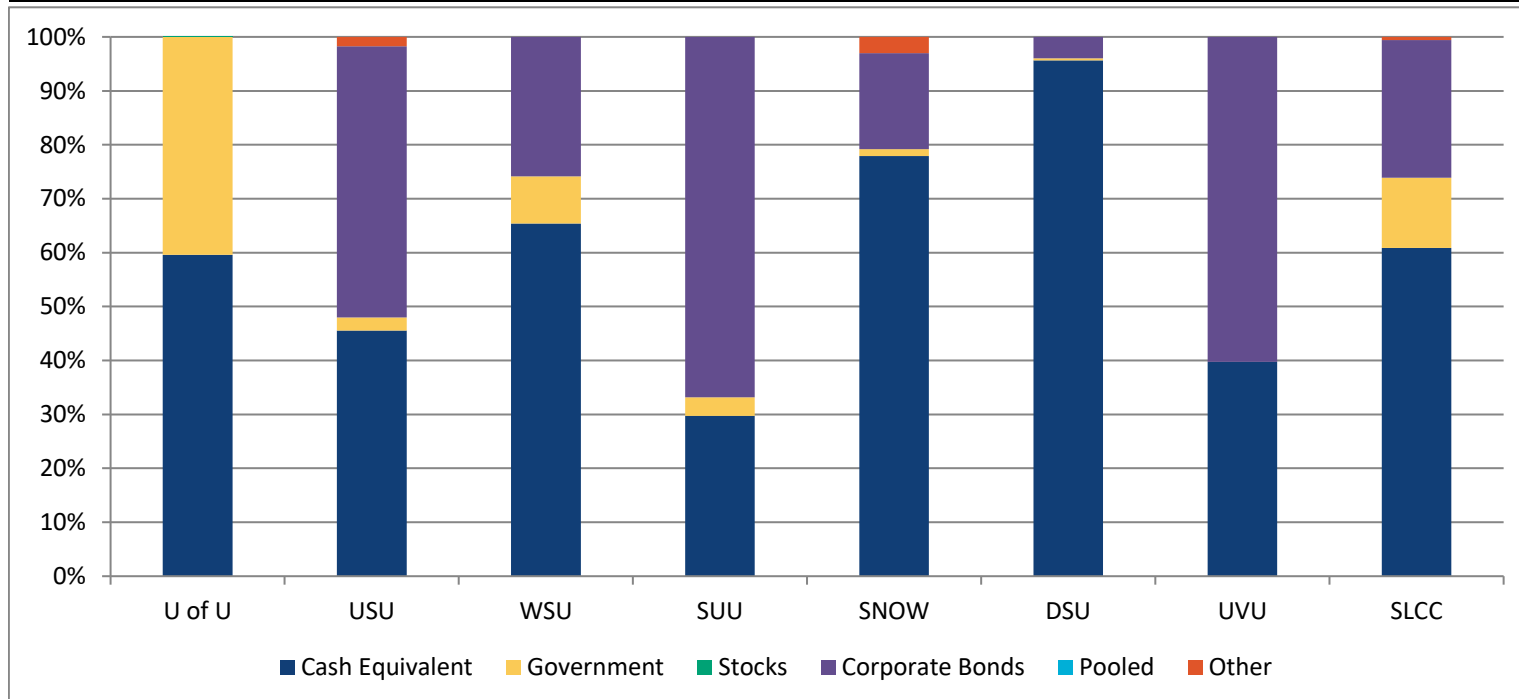
Investment allocation of foundation funds by Institution, as of June 30, 2020.

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Saving/Checking/Money Mkt Accounts	A	-	5,172	-	-	435,006	-	-	273,779
Repurchase Agreements	A	-	-	-	-	-	-	-	-
Certificates of Deposit	A	-	-	-	-	303,790	-	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	-	962,015	-	-	-	552,514	-	157,923
Obligations of US Government	B	-	-	-	-	-	-	-	-
Obligations of State/Local Government	B	-	-	-	-	-	-	-	-
Stocks	C	-	-	-	-	1,202,905	-	-	-
Corporate Bonds	D	-	-	-	-	-	-	-	-
Mutual Funds	E	-	-	-	-	541,729	-	-	-
Commonfund Accounts	E	-	-	-	-	-	-	-	-
Alternative	F	-	-	-	-	-	-	-	-
Other	F	-	-	-	-	-	-	-	-
Total		-	967,187	-	-	2,483,430	552,514	-	431,702
Percent of Total		0.00%	21.81%	0.00%	0.00%	56.00%	12.46%	0.00%	9.73%
USHE Total		4,434,833							

Schedule of total foundation funds invested by each institution, as of June 30, 2020. Foundation investments are approved by the Foundation's Board of Trustees, which operates under the requirements of nonprofit 501(c)(3) foundations. Foundation investments are shown at the sub-category level, which roll up into the six categories above.

Other Investments

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Cash Equivalent	A	59.59%	45.55%	65.43%	29.74%	77.93%	95.68%	39.75%	60.89%
Government	B	40.40%	2.41%	8.69%	3.46%	1.25%	0.37%	0.00%	12.98%
Stocks	C	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Corporate Bonds	D	0.00%	50.34%	25.89%	66.80%	17.79%	3.95%	60.25%	25.52%
Pooled	E	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	F	0.00%	1.70%	0.00%	0.00%	3.04%	0.00%	0.00%	0.61%



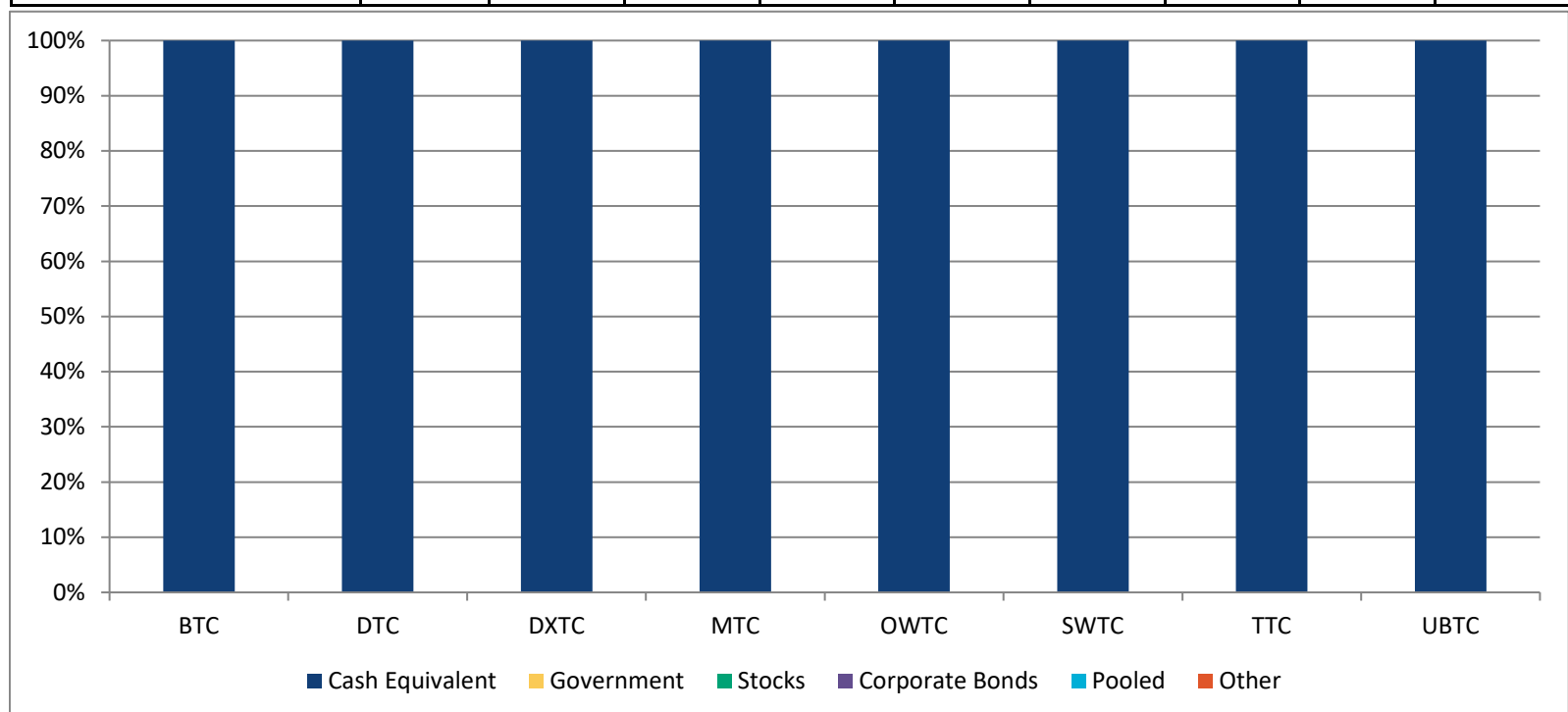
Investment allocation of other funds (not endowment or foundation) by Institution, as of June 30, 2020.

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Saving/Checking/Money Mkt Accounts	A	994,332,176	71,082,683	4,687,023	2,961,444	3,466,896	47,920,323	6,126,094	(534,631)
Repurchase Agreements	A	-	-	-	-	321,861	-	-	-
Certificates of Deposit	A	-	-	-	6,607,793	482,459	250,824	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	645,932,964	111,863,581	71,579,385	10,614,650	8,360,124	16,976,411	62,525,662	99,732,669
Obligations of US Government	B	1,112,092,531	4,752,438	10,130,708	2,350,416	-	250,229	-	21,145,774
Obligations of State/Local Government	B	-	4,915,762	-	-	202,222	-	-	-
Stocks	C	358,622	-	-	-	-	-	-	-
Corporate Bonds	D	-	202,205,771	30,174,574	45,340,833	2,882,637	2,690,963	104,069,655	41,569,921
Mutual Funds	E	-	-	-	-	-	-	-	-
Commonfund Accounts	E	-	-	-	-	-	-	-	-
Alternative	F	-	-	-	-	-	-	-	994,050
Other	F	-	-	-	-	491,837	-	-	-
Total		2,752,716,293	394,820,235	116,571,690	67,875,136	16,208,036	68,088,750	172,721,411	162,907,783
Percent of Total		73.37%	10.52%	3.11%	1.81%	0.43%	1.81%	4.60%	4.34%
USHE Total		3,751,909,334							

Schedule of total other investments by each institution, as of June 30, 2020. The guidelines and requirements for these investments follow Utah Code 51-7- Utah Money Management Act. These funds are required to be invested in a qualified depository. Amounts are shown at the sub-category level, which roll up into the six categories listed above.

Other Investments

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Cash Equivalent	A	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Government	B	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stocks	C	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Corporate Bonds	D	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pooled	E	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	F	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



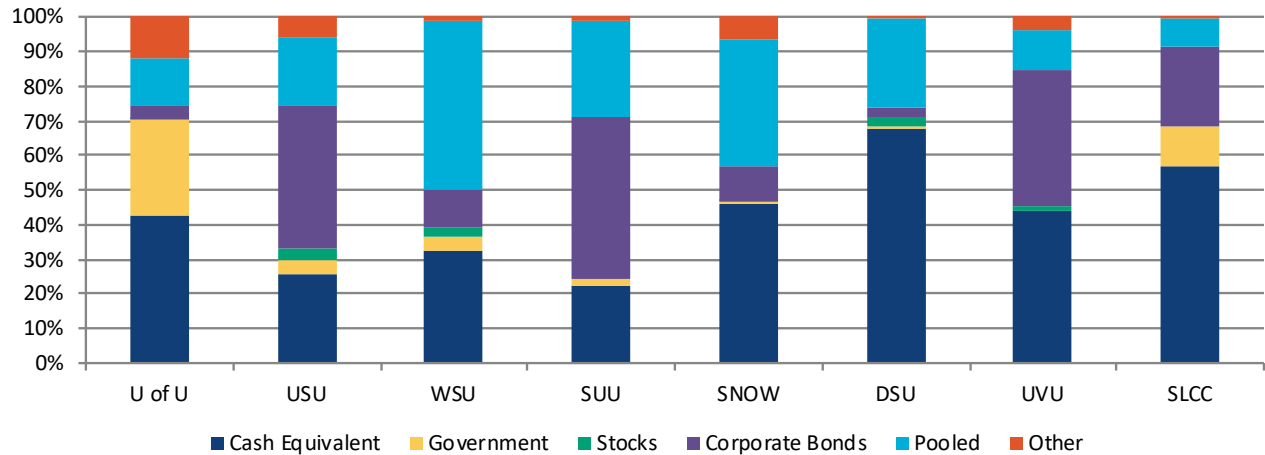
Investment allocation of other funds (not endowment or foundation) by Institution, as of June 30, 2020.

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Saving/Checking/Money Mkt Accounts	A	49,881	1,363,376	95,496	723,755	616,871	204,714	332,166	1,414,556
Repurchase Agreements	A	-	-	-	-	-	-	-	-
Certificates of Deposit	A	-	-	-	-	-	-	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	6,839,644	7,375,281	2,230,165	1,363,889	6,025,732	5,232,176	2,444,195	4,310,421
Obligations of US Government	B	-	-	-	-	-	-	-	-
Obligations of State/Local Government	B	-	-	-	-	-	-	-	-
Stocks	C	-	-	-	-	-	-	-	-
Corporate Bonds	D	-	-	-	-	-	-	-	-
Mutual Funds	E	-	-	-	-	-	-	-	-
Commonfund Accounts	E	-	-	-	-	-	-	-	-
Alternative	F	-	-	-	-	-	-	-	-
Other	F	-	-	-	-	-	-	-	-
Total		6,889,525	8,738,658	2,325,660	2,087,644	6,642,603	5,436,890	2,776,361	5,724,977
Percent of Total		16.96%	21.51%	5.73%	5.14%	16.35%	13.38%	6.83%	14.09%
USHE Total		40,622,318							

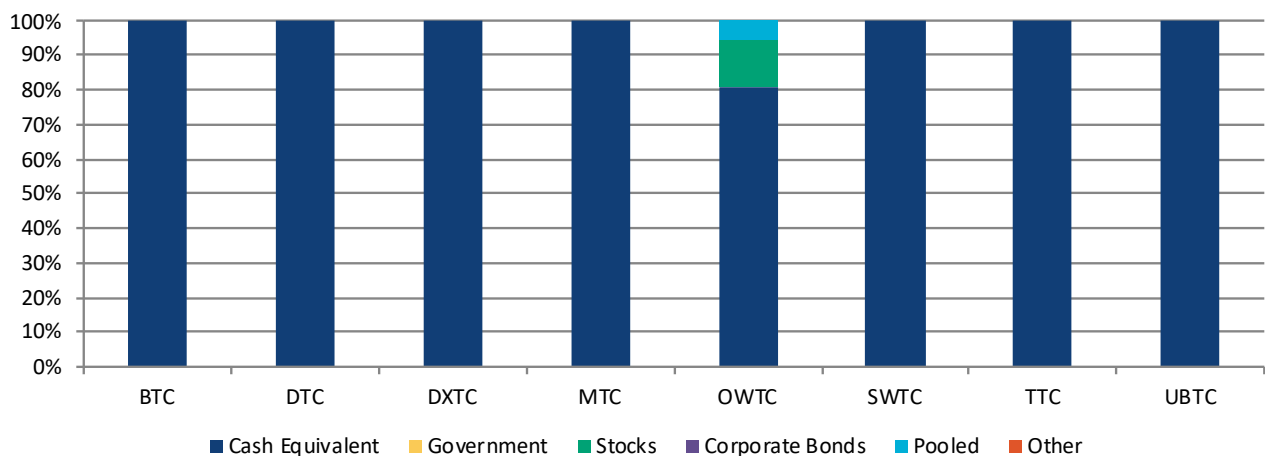
Schedule of total other investments by each institution, as of June 30, 2020. The guidelines and requirements for these investments follow Utah Code 51-7- Utah Money Management Act. These funds are required to be invested in a qualified depository. Amounts are shown at the sub-category level, which roll up into the six categories listed above.

2020 Summary of USHE Investments

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Cash Equivalent	A	42.68%	25.57%	32.58%	22.06%	45.93%	67.98%	44.25%	56.51%
Government	B	27.44%	3.99%	3.58%	2.42%	0.72%	0.25%	0.00%	11.76%
Stocks	C	0.52%	3.69%	2.99%	0.00%	0.21%	3.11%	1.03%	0.00%
Corporate Bonds	D	3.54%	40.99%	10.66%	46.70%	10.21%	2.70%	39.49%	23.13%
Pooled	E	13.85%	19.89%	48.84%	27.81%	36.37%	25.52%	11.29%	8.08%
Other	F	11.97%	5.86%	1.35%	1.01%	6.57%	0.44%	3.94%	0.53%



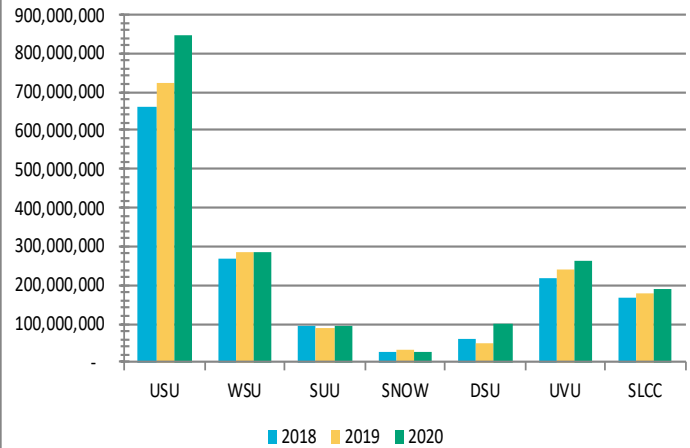
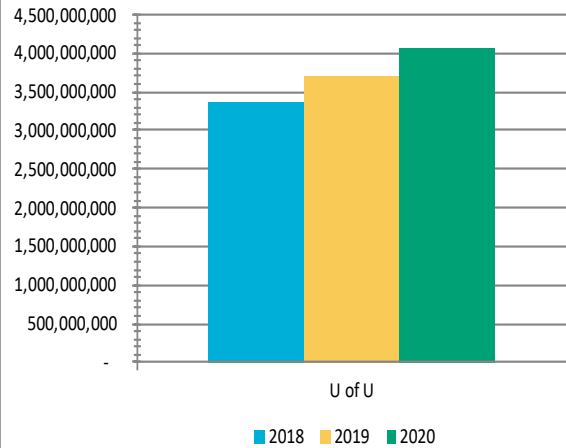
Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Cash Equivalent	A	100.00%	100.00%	100.00%	100.00%	80.88%	100.00%	100.00%	100.00%
Government	B	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stocks	C	0.00%	0.00%	0.00%	0.00%	13.18%	0.00%	0.00%	0.00%
Corporate Bonds	D	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pooled	E	0.00%	0.00%	0.00%	0.00%	5.94%	0.00%	0.00%	0.00%
Other	F	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



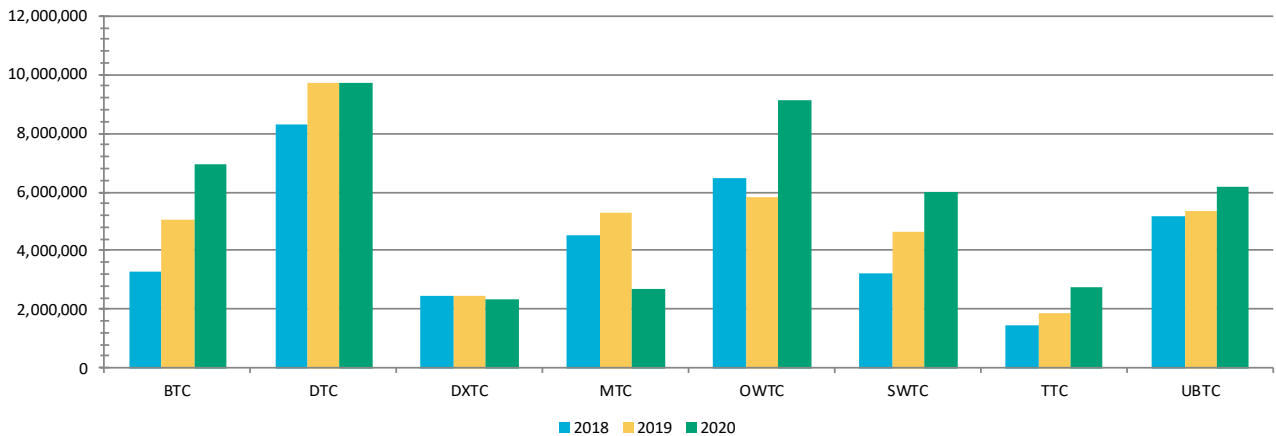
Total investment allocation by each institution, as of June 30, 2020.

3 Year Comparison of All Fund Investments

Fiscal Year	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
2018	3,355,923,908	659,092,628	271,168,629	94,504,351	25,809,903	59,103,497	218,862,656	167,551,537
2019	3,706,327,030	721,201,869	286,767,866	91,269,050	31,323,819	51,044,129	241,645,821	176,672,968
2020	4,066,392,451	849,341,883	283,047,528	97,089,631	28,237,801	99,686,690	263,566,407	188,245,199



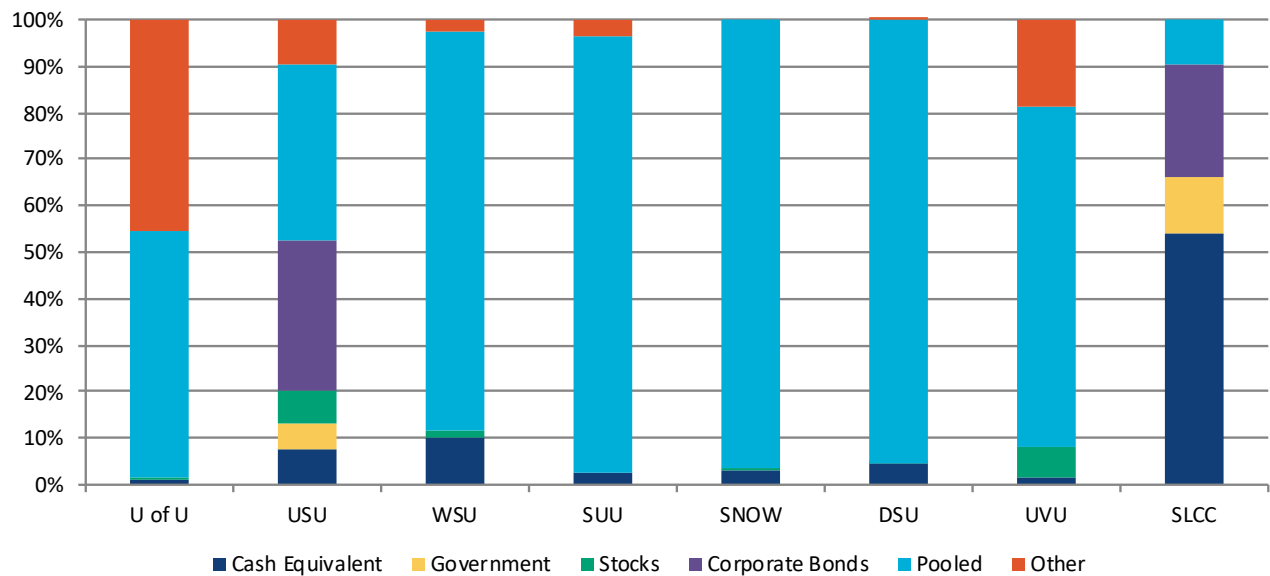
Fiscal Year	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
2018	3,309,543	8,310,907	2,440,523	4,517,476	6,471,931	3,229,151	1,450,044	5,177,329
2019	5,050,889	9,742,323	2,459,441	5,303,101	5,821,331	4,630,091	1,859,617	5,371,075
2020	6,938,972	9,705,844	2,325,660	2,727,122	9,126,033	5,989,404	2,776,361	6,156,679



Summary of all funds invested by each institution over the previous three years. Data shows the trends that the institutions are seeing in the value of their respective investments. In an attempt to present all institutions at the appropriate visual scale, the University of Utah is displayed separately.

Endowment Investments

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Cash Equivalent	A	1.00%	7.65%	10.06%	2.75%	3.21%	4.39%	1.63%	54.13%
Government	B	0.00%	5.41%	0.00%	0.00%	0.00%	0.00%	0.00%	12.21%
Stocks	C	0.61%	7.01%	1.38%	0.00%	0.58%	0.08%	6.69%	0.00%
Corporate Bonds	D	0.00%	32.60%	0.00%	0.00%	0.00%	0.00%	0.00%	24.00%
Pooled	E	52.74%	37.74%	86.10%	93.83%	96.22%	95.53%	73.11%	9.66%
Other	F	45.65%	9.59%	2.46%	3.42%	0.00%	0.00%	18.58%	0.00%



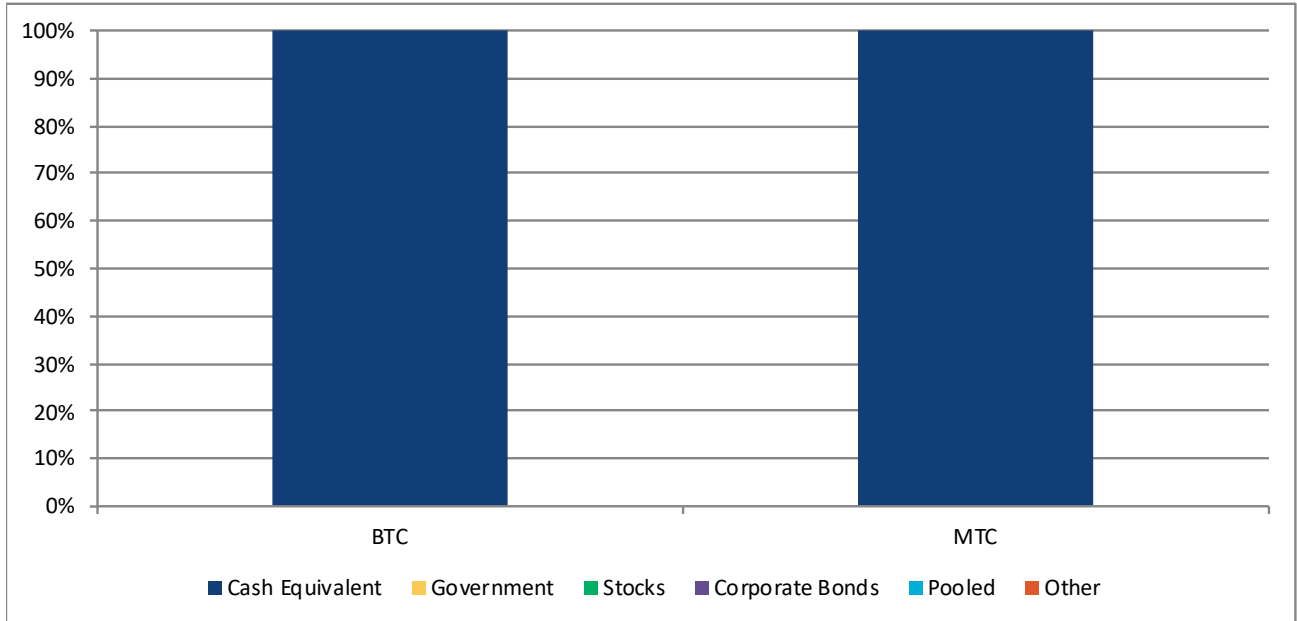
Investment allocation of endowment funds by category, as of June 30, 2020.

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Saving/Checking/Money Mkt Accounts	A	10,567,439	15,364,821	3,568,458	332,046	333,244	149,643	663,679	54,199
Repurchase Agreements	A	-	-	-	-	-	-	-	-
Certificates of Deposit	A	-	-	-	-	-	-	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	43,029	18,890,488	12,051,903	460,490	-	525,923	-	4,371,597
Obligations of US Government	B	-	8,952,141	-	-	-	-	-	998,015
Obligations of State/Local Government	B	-	15,259,072	-	-	-	-	-	-
Stocks	C	6,494,115	31,366,036	2,140,435	-	59,734	11,971	2,723,224	-
Corporate Bonds	D	-	145,928,248	-	-	-	-	-	1,961,971
Mutual Funds	E	562,396,146	140,985,278	-	27,001,074	9,999,846	14,714,390	29,768,204	790,037
Commonfund Accounts	E	-	27,985,221	133,663,349	-	-	-	-	-
Alternative	F	486,822,941	42,945,039	-	983,820	-	406	5,757,832	-
Other	F	-	-	3,821,671	-	-	-	1,805,911	-
Total		1,066,323,670	447,676,344	155,245,816	28,777,430	10,392,824	15,402,333	40,718,850	8,175,820
Percent of Total		60.15%	25.25%	8.76%	1.62%	0.59%	0.87%	2.30%	0.46%
USHE Total		1,772,713,087							

Schedule of total endowment funds invested by each institution, as of June 30, 2020. Endowment funds are invested according to policy guidelines of the Uniform Prudent Management of Institutional Funds Act (UPMIFA) and Board Policy R541. Endowment investments by institution are shown at the sub-category level, which roll up into the six categories above.

Endowment Investments

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Cash Equivalent	A	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Government	B	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stocks	C	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Corporate Bonds	D	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pooled	E	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	F	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



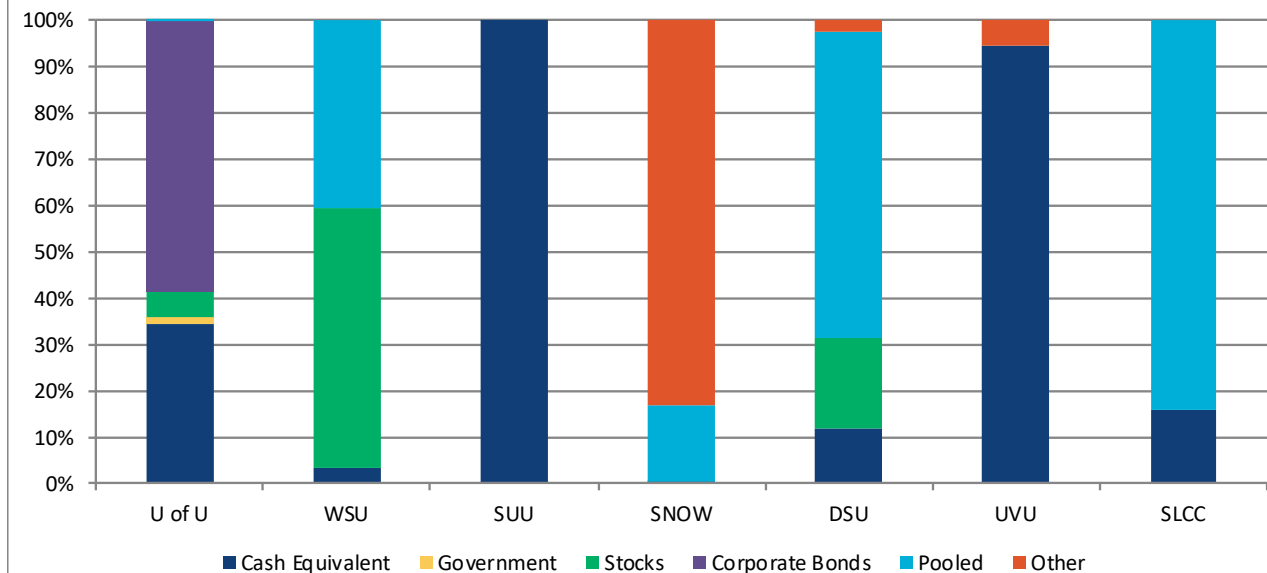
Investment allocation of endowment funds by category, as of June 30, 2020.

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Saving/Checking/Money Mkt Accounts	A	-	-	-	-	-	-	-	-
Repurchase Agreements	A	-	-	-	-	-	-	-	-
Certificates of Deposit	A	-	-	-	-	-	-	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	49,447	-	-	639,478	-	-	-	-
Obligations of US Government	B	-	-	-	-	-	-	-	-
Obligations of State/Local Government	B	-	-	-	-	-	-	-	-
Stocks	C	-	-	-	-	-	-	-	-
Corporate Bonds	D	-	-	-	-	-	-	-	-
Mutual Funds	E	-	-	-	-	-	-	-	-
Commonfund Accounts	E	-	-	-	-	-	-	-	-
Alternative	F	-	-	-	-	-	-	-	-
Other	F	-	-	-	-	-	-	-	-
Total		49,447	-	-	639,478	-	-	-	-
Percent of Total		7.18%	0.00%	0.00%	92.82%	0.00%	0.00%	0.00%	0.00%
USHE Total		688,925							

Schedule of total endowment funds invested by each institution, as of June 30, 2020. Endowment funds are invested according to policy guidelines of the Uniform Prudent Management of Institutional Funds Act (UPMIFA) and Board Policy R541. Endowment investments by institution are shown at the sub-category level, which roll up into the six categories above.

Foundation Investments

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Cash Equivalent	A	34.23%	0.00%	3.02%	100.00%	0.30%	12.00%	94.36%	15.99%
Government	B	1.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stocks	C	5.80%	0.00%	56.34%	0.00%	0.00%	19.06%	0.00%	0.00%
Corporate Bonds	D	58.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pooled	E	0.30%	0.00%	40.64%	0.00%	16.48%	66.22%	0.00%	84.01%
Other	F	0.00%	0.00%	0.00%	0.00%	83.22%	2.73%	5.64%	0.00%



Investment allocation of foundation funds by Institution, as of June 30, 2020.

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Saving/Checking/Money Mkt Accounts	A	69,591,248	-	316,916	20,380	4,873	1,260,016	2,658,028	2,744,370
Repurchase Agreements	A	-	-	-	-	-	-	-	-
Certificates of Deposit	A	15,071,097	-	-	-	-	682,659	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	-	-	22,617	416,685	-	-	44,642,707	-
Obligations of US Government	B	3,583,592	-	-	-	-	-	-	-
Obligations of State/Local Government	B	-	-	-	-	-	-	-	-
Stocks	C	14,344,531	-	6,326,391	-	-	3,087,600	-	-
Corporate Bonds	D	144,032,227	-	-	-	-	-	-	-
Mutual Funds	E	729,793	-	-	-	269,832	10,724,049	-	14,417,226
Commonfund Accounts	E	-	-	4,564,098	-	-	-	-	-
Alternative	F	-	-	-	-	-	441,283	-	-
Other	F	-	-	-	-	1,362,235	-	2,825,411	-
Total		247,352,488	-	11,230,022	437,065	1,636,941	16,195,607	50,126,146	17,161,595
Percent of Total		71.88%	0.00%	3.26%	0.13%	0.48%	4.71%	14.57%	4.99%
USHE Total		344,139,864							

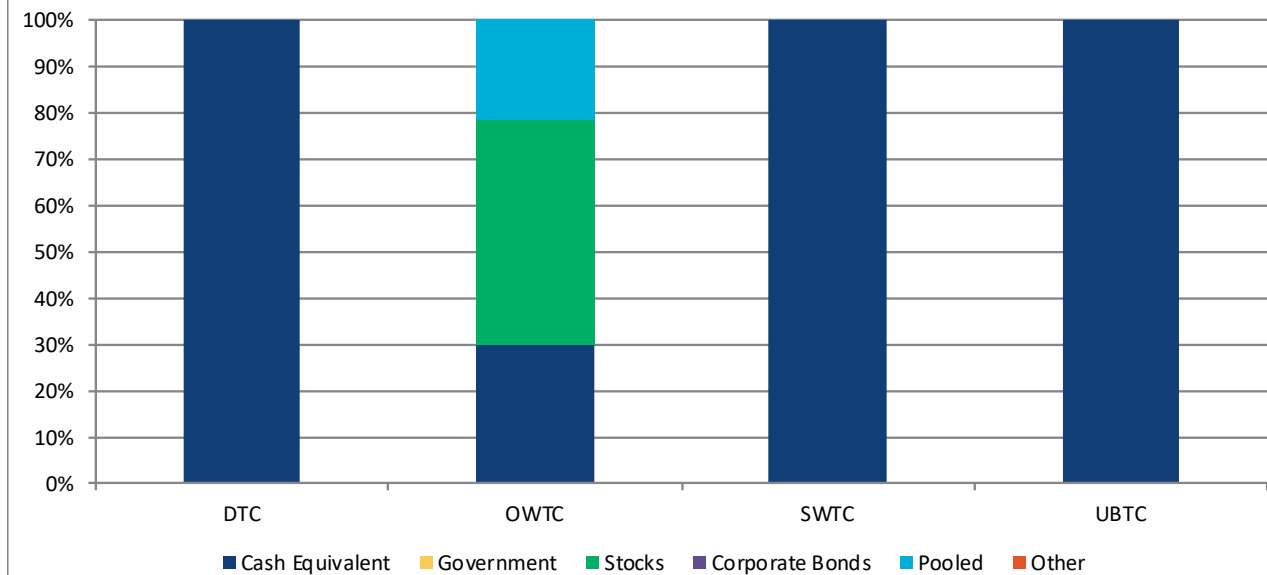
Schedule of total foundation funds invested by each institution, as of June 30, 2020. Foundation investments are approved by the Foundation's Board of Trustees, which operates under the requirements of nonprofit 501(c)(3) foundations. Foundation investments are shown at the sub-category level, which roll up into the six categories above. The following should be noted:

• USU's Foundation is invested as part of the University Endowment and is reported as part of their financial statements.
 • DSU's Foundation is not part of the Institution.

Beginning in FY 2018, UVU's Foundation Board approved new bylaws that gives the university president approval authority on all board members. UVU Foundation is now a blended component of the university, (appearing as such in the FY 2018 Financial Statements). FY 2017 Financial Statements were restated in accordance with GASB Reporting Standards.

Foundation Investments

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Cash Equivalent	A	0.00%	100.00%	0.00%	0.00%	29.75%	100.00%	0.00%	100.00%
Government	B	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stocks	C	0.00%	0.00%	0.00%	0.00%	48.44%	0.00%	0.00%	0.00%
Corporate Bonds	D	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pooled	E	0.00%	0.00%	0.00%	0.00%	21.81%	0.00%	0.00%	0.00%
Other	F	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



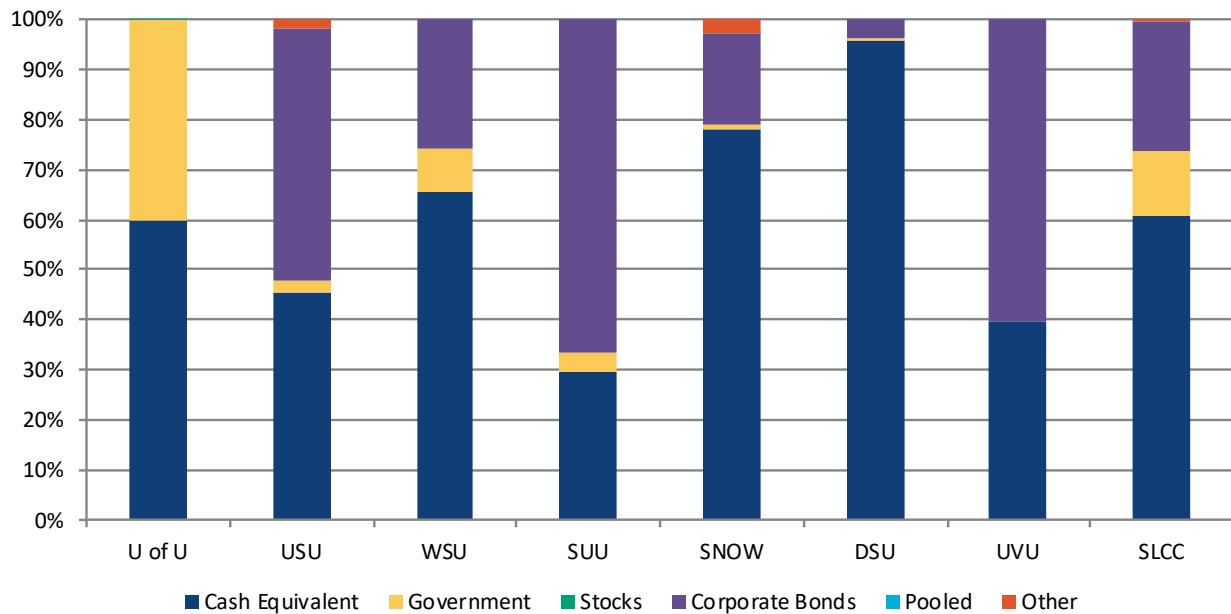
Investment allocation of foundation funds by Institution, as of June 30, 2020.

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Saving/Checking/Money Mkt Accounts	A	-	5,172	-	-	435,006	-	-	273,779
Repurchase Agreements	A	-	-	-	-	-	-	-	-
Certificates of Deposit	A	-	-	-	-	303,790	-	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	-	962,015	-	-	-	552,514	-	157,923
Obligations of US Government	B	-	-	-	-	-	-	-	-
Obligations of State/Local Government	B	-	-	-	-	-	-	-	-
Stocks	C	-	-	-	-	1,202,905	-	-	-
Corporate Bonds	D	-	-	-	-	-	-	-	-
Mutual Funds	E	-	-	-	-	541,729	-	-	-
Commonfund Accounts	E	-	-	-	-	-	-	-	-
Alternative	F	-	-	-	-	-	-	-	-
Other	F	-	-	-	-	-	-	-	-
Total		-	967,187	-	-	2,483,430	552,514	-	431,702
Percent of Total		0.00%	21.81%	0.00%	0.00%	56.00%	12.46%	0.00%	9.73%
USHE Total		4,434,833							

Schedule of total foundation funds invested by each institution, as of June 30, 2020. Foundation investments are approved by the Foundation's Board of Trustees, which operates under the requirements of nonprofit 501(c)(3) foundations. Foundation investments are shown at the sub-category level, which roll up into the six categories above.

Other Investments

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Cash Equivalent	A	59.59%	45.55%	65.43%	29.74%	77.93%	95.68%	39.75%	60.89%
Government	B	40.40%	2.41%	8.69%	3.46%	1.25%	0.37%	0.00%	12.98%
Stocks	C	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Corporate Bonds	D	0.00%	50.34%	25.89%	66.80%	17.79%	3.95%	60.25%	25.52%
Pooled	E	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	F	0.00%	1.70%	0.00%	0.00%	3.04%	0.00%	0.00%	0.61%



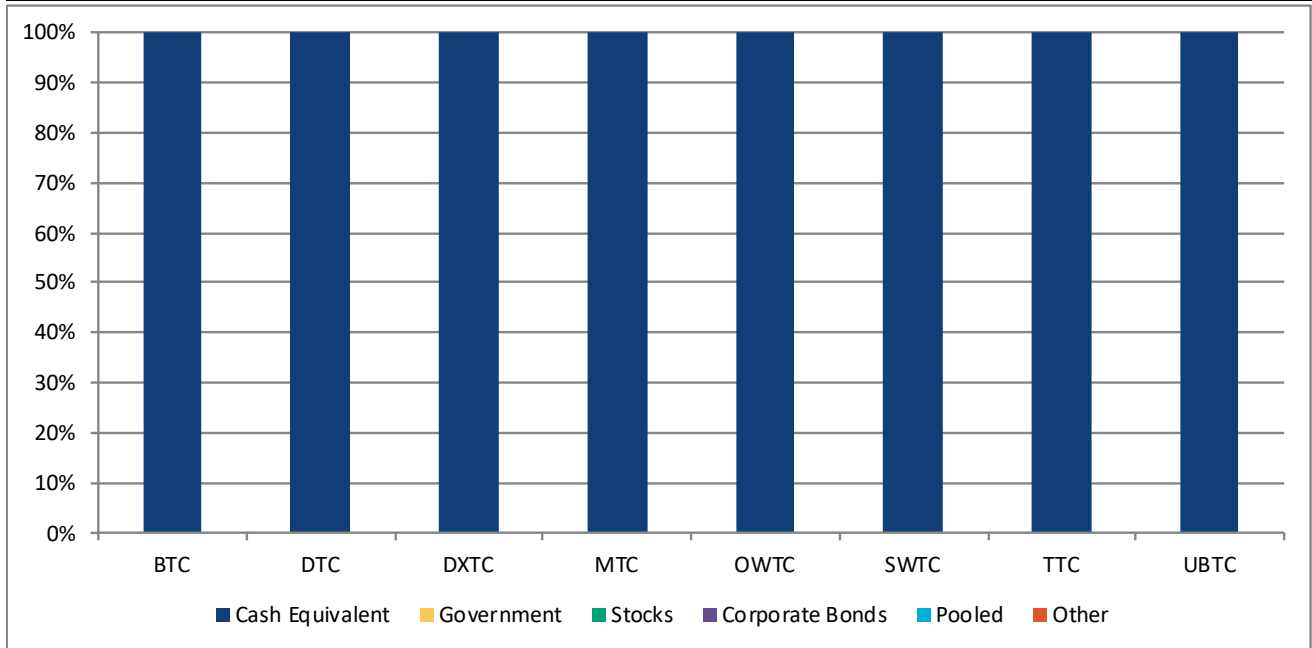
Investment allocation of other funds (not endowment or foundation) by Institution, as of June 30, 2020.

Category of Investment	Class	U of U	USU	WSU	SUU	SNOW	DSU	UVU	SLCC
Saving/Checking/Money Mkt Accounts	A	994,332,176	71,082,683	4,687,023	2,961,444	3,466,896	47,920,323	6,126,094	(534,631)
Repurchase Agreements	A	-	-	-	-	321,861	-	-	-
Certificates of Deposit	A	-	-	-	6,607,793	482,459	250,824	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	645,932,964	111,863,581	71,579,385	10,614,650	8,360,124	16,976,411	62,525,662	99,732,669
Obligations of US Government	B	1,112,092,531	4,752,438	10,130,708	2,350,416	-	250,229	-	21,145,774
Obligations of State/Local Government	B	-	4,915,762	-	-	202,222	-	-	-
Stocks	C	358,622	-	-	-	-	-	-	-
Corporate Bonds	D	-	202,205,771	30,174,574	45,340,833	2,882,637	2,690,963	104,069,655	41,569,921
Mutual Funds	E	-	-	-	-	-	-	-	-
Commonfund Accounts	E	-	-	-	-	-	-	-	-
Alternative	F	-	-	-	-	-	-	-	994,050
Other	F	-	-	-	-	491,837	-	-	-
Total		2,752,716,293	394,820,235	116,571,690	67,875,136	16,208,036	68,088,750	172,721,411	162,907,783
Percent of Total		73.37%	10.52%	3.11%	1.81%	0.43%	1.81%	4.60%	4.34%
USHE Total		3,751,909,334							

Schedule of total other investments by each institution, as of June 30, 2020. The guidelines and requirements for these investments follow Utah Code 51-7- Utah Money Management Act. These funds are required to be invested in a qualified depository. Amounts are shown at the sub-category level, which roll up into the six categories listed above.

Other Investments

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Cash Equivalent	A	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Government	B	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stocks	C	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Corporate Bonds	D	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pooled	E	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	F	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



Investment allocation of other funds (not endowment or foundation) by Institution, as of June 30, 2020.

Category of Investment	Class	BTC	DTC	DXTC	MTC	OWTC	SWTC	TTC	UBTC
Saving/Checking/Money Mkt Accounts	A	49,881	1,363,376	95,496	723,755	616,871	204,714	332,166	1,414,556
Repurchase Agreements	A	-	-	-	-	-	-	-	-
Certificates of Deposit	A	-	-	-	-	-	-	-	-
Commercial Paper	A	-	-	-	-	-	-	-	-
Utah PTIF Accounts	A	6,839,644	7,375,281	2,230,165	1,363,889	6,025,732	5,232,176	2,444,195	4,310,421
Obligations of US Government	B	-	-	-	-	-	-	-	-
Obligations of State/Local Government	B	-	-	-	-	-	-	-	-
Stocks	C	-	-	-	-	-	-	-	-
Corporate Bonds	D	-	-	-	-	-	-	-	-
Mutual Funds	E	-	-	-	-	-	-	-	-
Commonfund Accounts	E	-	-	-	-	-	-	-	-
Alternative	F	-	-	-	-	-	-	-	-
Other	F	-	-	-	-	-	-	-	-
Total		6,889,525	8,738,658	2,325,660	2,087,644	6,642,603	5,436,890	2,776,361	5,724,977
Percent of Total		16.96%	21.51%	5.73%	5.14%	16.35%	13.38%	6.83%	14.09%
USHE Total		40,622,318							

Schedule of total other investments by each institution, as of June 30, 2020. The guidelines and requirements for these investments follow Utah Code 51-7- Utah Money Management Act. These funds are required to be invested in a qualified depository. Amounts are shown at the sub-category level, which roll up into the six categories listed above.



MEMORANDUM

TAB M

March 25, 2021

University of Utah - Revenue Bond Results

Board Policy R590, Issuance of Bonds for Colleges and Universities, requires the Office of the Commissioner to report the results of the final bond pricing to the Board in the next scheduled meeting after the closing. In the December 2020 meeting, the Board authorized the University of Utah to issue revenue bonds to: construct the Health Sciences Campus Office Building (HELIX), to issue industrial facilities bonds (research), to refinance existing debt for short-term cash flow (cash), and refinance existing debt for economic savings (refund). While the Board approved issuing bonds to construct a new medical school, the university decided to wait on the issuance until a future date. After a negotiated sale on January 21, 2021, the General Revenue and Refunding bonds closed on February 2, 2021. The bond sale conformed to the parameters approved by the Board:

- True Interest Cost (TIC) 1.93%
- Maximum Coupon Rate 5%
- Maturity Date 20.5 years

The following is a brief summary of the results. Additional details about the bond issue may be found in the attached Financing Summary prepared by the financial advisor.

Sources	2021A-1 HELIX	2021A-2 Research	2021B Cash and Refund
Par Value	\$86,920,000	7,700,000	76,870,000
Reoffering Premium	25,923,447	2,297,194	
	\$112,843,447	\$9,997,194	\$76,870,000
Uses			
Deposit to Construction Fund	\$100,000,000	9,960,000	0
Deposit to Escrow Fund	0	0	76,512,476
Capitalized Interest	12,448,663	0	
Underwriter's Discount	200,822	19,367	177,181.15
Cost of Issuance/Rounding	193,963	17,827	180,342
	\$112,843,447	9,997,194	76,870,000

Commissioner's Recommendation

This is an information item only; no action is required.

Attachment



***FINAL* FINANCING SUMMARY**

For

Utah Board of Higher Education

\$171,490,000

UNIVERSITY OF UTAH

General Revenue and Refunding Bonds

Series 2021A-1, Series 2021A-2, and Series 2021B

(The “Series 2021 Bonds”)

Purpose:

To finance (1) A portion of the costs to construct a health science office building (the “Health Science Office Building Project” or “HELIX” project); (2) To finance the acquisition, construction, improvement, equipping and furnishing of certain research-related buildings and projects; (3) To advance-refund, on a federally taxable basis, certain outstanding bonds of the University for net-present-value savings; (4) To refund, on a federally taxable basis, certain non-callable maturities of outstanding bonds of the University and re-amortize said principal to provide cash flow savings; and (5) Together with other amounts necessary to pay costs of issuance, pay capitalized interest and fund a debt service reserve requirement, if any. ***While the University had considered including the financing of its new Medical School (the “MEDX”) in the Series 2021 bond issue, (with a not-to-exceed borrowing amount of \$137.5 million), it was determined that this project would be included in a bond to be sold on a future date.***

The Series 2021 Bonds may also include up to \$60 million of taxable refunding bonds for purposes of re-amortizing certain upcoming principal maturities to provide cash flow relief due to pandemic-related shortfalls. ***As part of the \$76,870,000 Series 2021B Federally Taxable Bonds, \$52,655,000 were issued to provide approximately \$25 million of cash flow relief to the University for Fiscal Years 2022 and 2023.***

Depending on future interest rates as well as other factors, the University may also issue refunding revenue bonds as part of the Series 2021 bond issue for purposes of generating net-present-value savings of at least 3.00%, in accordance with the \$100 million

approval given by the former State Board of Regents of the State of Utah in its November 15, 2019 board meeting. *As part of the \$76,870,000 Series 2021B Federally Taxable Bonds, \$24,215,000 represented the advance-refunding of certain outstanding and callable bonds of the University. Total savings achieved exceeded \$3.2 million, or 15.3% on a combined net-present-value basis.*

Not-to-Exceed Par Amount: **\$375,000,000** (\$100,000,000 for the Health Science Office Building Project, \$137,500,000 for the Medical Education and Discovery Building *(not included in the Series 2021 bond issue)*; \$10,000,000 for research-related capital improvements; \$60,000,000 for cash flow savings refunding bonds, \$30,000,000 for present-value savings refunding bonds, with the remainder for capitalized interest, costs of issuance, and a debt service reserve fund, if necessary). *The total par amount of the Series 2021 Bonds was \$171,490,000, of which \$86,920,000 represented the tax-exempt Series 2021A-1 Bonds for the Health Science Office Building Project; \$7,700,000 represented the Series 2021A-2 Bonds for research-related capital improvements; \$52,655,000 of the taxable Series 2021B Bonds were issued for cash flow savings; and, \$24,215,000, also of the Series 2021B Bonds, were issued as refunding bonds to provide net-present-value refunding savings, as discussed above.*

Security: The Series 2021 Bonds will be payable from and secured by a General Revenue pledge which consists of substantially all income and revenues of the University authorized to be pledged, with the exception of (i) legislative appropriations, (ii) tuition and certain fees, and (iii) certain other revenues and income. ✓

Ratings: 'Aa1' and 'AA+' ratings *are expected* by Moody's Investors Service and S&P Global Ratings, respectively. *Both of these ratings were re-affirmed. Each rating agency also reaffirmed the rating outlook for all of the University's bonds as 'stable'.*

Method of Sale: Negotiated Public Offering ✓

True Interest Cost: TBD (given current market volatility, a preliminary rate is difficult to determine) *A pre-pricing true interest cost ("TIC") target of 1.98% was provided to both the University as well as to Chair Simmons immediately prior to the sale of the bonds. Due to a very strong market as well as significant investor demand for the University's bonds, the Underwriters were able to lower yields on the bonds and decrease the final TIC to 1.93% on a combined basis.*

Final Financing Summary
University of Utah Series 2021 Bonds
Page 3 of 3

Underwriters:	The University recently engaged the firms of JP Morgan and Wells Fargo Securities to serve as underwriters for the Series 2021 Bonds. <i>JP Morgan's role in the transaction was to serve as Book-Running Senior Manager with a 65% liability. Wells Fargo Securities' role was Co-manager with a 35% liability.</i>
Sale Date:	Current Calendar calls for a January 21, 2021 sale date, subject to market conditions <i>The Series 2021 Bonds were sold on January 21, 2021.</i>
Closing Date:	TBD – Current Calendar calls for settlement early February 2021. <i>February 2, 2021 was the closing date for the Series 2021 Bonds.</i>
Principal Payment Dates:	August 1 of each year, beginning August 1, 2024 ✓
Interest Payment Dates:	August 1 and February 1, beginning August 1, 2021 ✓
Interest Basis:	30/360 ✓
Parameters:	Not-to-Exceed Par for the Projects: \$375,000,000 <i>\$171,490,000 was actual par amount</i> Not-to-Exceed Term: 30-years from the date of the Bond's issuance <i>The Series 2021 Bonds had a final maturity date of August 1, 2041—approximately 20.5 years.</i> Not-to-Exceed Coupon: 5.00% <i>No coupon exceeded 5.00%</i> Not-to-Exceed Discount from Par: 2.00% <i>Total Underwriter's discount was \$2.31/\$1000, or 0.231%, with the Series 2021A-1 and Series 2021A-2 Bonds sold at a net buyer's premium. The taxable Series 2021B Bonds were sold at par.</i>
Optional Redemption:	May be non-callable or callable (par or make-whole) at the option of the University, as determined at the time of the sale <i>The University negotiated a 9.5 year par call on all of the Series 2021 Bonds.</i>
University Contacts:	Ms. Cathy Anderson, Chief Financial Officer (801-581-6940) Mr. Robert Muir, Executive Director – Debt and Asset Management (801-585-5598)
Bond Counsel:	Mr. Blake Wade, Gilmore & Bell (801-258-2725)
Municipal Advisor:	Mr. Kelly Murdock, Stifel, Nicolaus & Company (385-799-1734)



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB O

March 25, 2021

Office of Commissioner Quarterly Budget Update – 2nd Quarter FY 2021

The attached report summarizes the year-to-date activity for the Office of Commissioner of Higher Education's budget for fiscal year 2021. The budget for personnel, travel, and current expense is categorized using four separate programs. These programs are Administration, Pass-Through, Financial Aid, and Utah Medical Education Council. The attached report compares the year-to-date expense with the percentage of the year that has passed. This helps in evaluating how well expenses are tracking with the budget. Reasons for variations are as follows.

Administration

Personnel expense is slightly higher than the year-to-date budget. During the second quarter \$464,000 was transferred to the University of Utah for the annual payroll expense for the Northstar employees. Because the total cost for the year was paid in the second quarter, we expect this to level out by the end of the year.

Pass-through and Financial Aid

Pass-through and financial aid programs represent funds that our office receives and passes/transfers onto institutions. Most of these funds are usually transferred during the first quarter, but there were some notable transfers made in the second quarter; \$1,350,000 was sent to the Trula Foundation and \$895,000 was sent for WICHE and T.H. Bell scholarships.

Summary

Comparing the year-to-date expenses with the percentage of the year that has passed gives us a way to make sure expenses are within the budget. With some slight variations, mostly due to timing, the expenses are well within the established budget.

Commissioner's Recommendation:

This is an information item only; no action is required.

Attachment:

Utah Board of Higher Education
FY 21 Quarterly Budget Report
As of December 31, 2020

Administration	FY21 Budget	Q1	Q2	YTD %
Personnel	5,625,847	1,306,529	1,712,338	54%
Travel	84,000	1,788	1,097	3%
Current Expense	2,425,053	553,040	29,349	24%
Pass-Through				
Personnel	98,786	26,024	25,284	52%
Travel	2,500	907	-	36%
Current Expense	19,162,058	12,762,030	1,471,129	74%
Financial Aid				
Personnel	245,195	42,669	49,618	38%
Travel	-	-	-	-
Current Expense	30,375,105	28,339,869	1,099,345	97%
UMEC				
Personnel	621,165	163,036	207,227	60%
Travel	25,000	323	-	1%
Current Expense	1,635,000	144,505	50,645	12%

