

Budget Summary: 2024 General Session

March 21, 2024



Systemwide Totals

OPERATIONAL BUDGET TAX FUNDS CHANGES

- One-Time: \$52.9 Million
- Ongoing: \$71.4 Million
- Total: \$124.3 Million

CAPITAL PROJECT TAX FUNDS CHANGES

- Dedicated One-Time: \$63.8 Million
- New One-Time: \$146.1 Million
- Total: \$209.9 Million

TOTAL OPERATIONAL & CAPITAL PROJECT TAX FUNDS CHANGES

- One-Time: \$262.8 Million
 - Ongoing: \$71.4 Million
 - Total: \$334.3 Million
-

2024-25 Tax Fund Appropriations by Institution

Institution	(a)	(b)		(c)		(d)		(e)
	2024-25 Adjusted Beginning Base Budget	2024-25 Ongoing Changes		2024-25 One-time Changes		2024-25 Total Changes		2024-25 Operating Budget
	Amount	Amount	% Change	Amount	% Change	Amount	% Change	Amount
University of Utah	\$483,028,600	\$21,580,000	4.5%	\$6,874,900	1.4%	\$28,454,900	5.9%	\$511,483,500
Utah State University	320,920,900	11,275,000	3.5%	6,294,500	2.0%	17,569,500	5.5%	338,490,400
Weber State University	130,805,000	3,828,800	2.9%	3,227,500	2.5%	7,056,300	5.4%	137,861,300
Southern Utah University	73,337,800	3,684,400	5.0%	1,305,400	1.8%	4,989,800	6.8%	78,327,600
Snow College	45,201,600	2,017,900	4.5%	120,200	0.3%	2,138,100	4.7%	47,339,700
Utah Tech University	65,137,700	1,973,700	3.0%	492,200	0.8%	2,465,900	3.8%	67,603,600
Utah Valley University	185,213,900	6,120,500	3.3%	4,331,100	2.3%	10,451,600	5.6%	195,665,500
Salt Lake Community College	142,218,100	4,591,800	3.2%	746,200	0.5%	5,338,000	3.8%	147,556,100
Bridgerland Technical College	22,959,700	968,900	4.2%	(8,300)	0.0%	960,600	4.2%	23,920,300
Davis Technical College	27,136,000	1,795,900	6.6%	271,800	1.0%	2,067,700	7.6%	29,203,700
Dixie Technical College	13,032,600	1,627,600	12.5%	257,800	2.0%	1,885,400	14.5%	14,918,000
Mountainland Technical College	29,243,100	3,944,200	13.5%	(1,368,800)	-4.7%	2,575,400	8.8%	31,818,500
Ogden-Weber Technical College	24,149,500	2,612,600	10.8%	(510,800)	-2.1%	2,101,800	8.7%	26,251,300
Southwest Technical College	9,028,700	1,366,300	15.1%	44,500	0.5%	1,410,800	15.6%	10,439,500
Tooele Technical College	8,965,100	295,200	3.3%	(254,200)	-2.8%	41,000	0.5%	9,006,100
Uintah Basin Technical College	13,343,200	521,200	3.9%	66,100	0.5%	587,300	4.4%	13,930,500
UBHE Statewide Programs & Adm*	137,465,500	3,236,300	2.4%	31,023,900	22.6%	34,260,200	24.9%	171,725,700
Total	\$1,731,187,000	\$71,440,300	4.1%	\$52,914,000	3.1%	\$124,354,300	7.2%	\$1,855,541,300

Key System Operating Budget Items

Compensation & ISF Rate Increases

- 3.0% Cost of Living Adjustment: \$43 Million ongoing
- Health & Dental Renewal: \$13.9 Million ongoing
- ISF Rate Impacts: \$9.2 Million ongoing (not including \$21.5 Million one-time to DGO)

Performance Funding

- 2023 GS Degree-Granting PF: \$31.434 Million ongoing to institutions, remainder of \$35 Million in the restricted account for future recovery
- New 2024 GS PF: \$9.845 Million ongoing to institutions, remainder of \$20 Million in the restricted account for future recovery
- SB 192: New performance funding earmark ~\$20 Million beginning in FY 2027

Various

- Technical College Growth: \$6.657 Million ongoing funding
 - TRU: \$2 Million ongoing & \$2 Million one-time for Life Sciences, \$1 Million one-time for Connections
 - Commercialization: \$500k ongoing & \$1.75 Million one-time
 - Utah Innovation Lab: \$15 Million one-time
 - NorthStar Enterprise System: \$1.5 Million one-time
-

Key System Operating Budget Items

Budget Reductions & New Budget Structure

- System Reductions: \$20.728 Million ongoing with one-time offset in FY 2025. Reductions equivalent to 1.5% of GF/ITF for degree granting institutions and 0.5% for technical colleges, Snow College, Salt Lake Community College and UBHE.
- NACUBO categories as E&G programs and Student Success program in Special Projects line item w/intent language:

The Legislature intends that funding allocated to Student Success be used to provide access and assistance to all students regardless of race, color, ethnicity, sex, sexual orientation, national origin, religion, or gender identity. The Legislature further intends that the Board of Higher Education report to the Higher Education Appropriations Subcommittee on the status and allocation of these funds before July 1, 2025.

External RFAs

- ~\$4.8 Million ongoing & ~\$13 Million one-time (not including system or unrepresented items)
-

Performance Funding & Budget Reductions

Institution	FY 2025 Ongoing PF to Restricted Account (2023 GS \$)	FY 2025 Ongoing PF to Institutions (2023 GS \$)	Set-Aside Amount	FY 2025 Ongoing PF to Restricted Account (SB 192)	FY 2025 Ongoing PF to Institutions (SB 192)	Set-Aside Amount	FY 2025 Ongoing Budget Reductions	FY 2025 One-Time Budget Reductions	FY 2025 OG Net (2023 GS PF Earned + 2024 GS PF Earned - Reductions)	FY 2026 OG Net (2023 GS PF Eligible + 2024 GS PF Eligible - Reductions)
BTC	\$0	\$0	\$0	\$504,100	\$336,000	\$168,100	-\$113,200	\$113,200	\$222,800	\$390,900
DTC	\$0	\$0	\$0	\$703,900	\$234,600	\$469,300	-\$133,800	\$133,800	\$100,800	\$570,100
DXTC	\$0	\$0	\$0	\$383,700	\$255,800	\$127,900	-\$64,500	\$64,500	\$191,300	\$319,200
MTC	\$0	\$0	\$0	\$731,500	\$198,100	\$533,400	-\$145,000	\$145,000	\$53,100	\$586,500
OWTC	\$0	\$0	\$0	\$603,100	\$402,100	\$201,000	-\$119,300	\$119,300	\$282,800	\$483,800
SLCC	\$3,462,300	\$3,115,900	\$346,400	\$1,618,500	\$539,500	\$1,079,000	-\$702,800	\$702,800	\$2,952,600	\$4,378,000
Snow	\$1,113,800	\$1,113,800	\$0	\$594,900	\$396,600	\$198,300	-\$223,900	\$223,900	\$1,286,500	\$1,484,800
SWTC	\$0	\$0	\$0	\$183,700	\$61,200	\$122,500	-\$44,500	\$44,500	\$16,700	\$139,200
SUU	\$2,308,500	\$2,308,500	\$0	\$1,049,300	\$699,600	\$349,700	-\$1,088,200	\$1,088,200	\$1,919,900	\$2,269,600
TTC	\$0	\$0	\$0	\$160,300	\$53,400	\$106,900	-\$44,500	\$44,500	\$8,900	\$115,800
UBTC	\$0	\$0	\$0	\$205,800	\$137,200	\$68,600	-\$66,100	\$66,100	\$71,100	\$139,700
USU	\$7,004,200	\$5,136,400	\$1,867,800	\$3,146,300	\$1,048,800	\$2,097,500	-\$4,759,300	\$4,759,300	\$1,425,900	\$5,391,200
UTU	\$1,928,200	\$1,928,200	\$0	\$838,500	\$279,500	\$559,000	-\$969,600	\$969,600	\$1,238,100	\$1,797,100
UU	\$10,138,000	\$8,786,200	\$1,351,800	\$5,106,900	\$3,404,600	\$1,702,300	-\$7,174,900	\$7,174,900	\$5,015,900	\$8,070,000
UVU	\$5,473,700	\$5,473,700	\$0	\$2,487,400	\$829,100	\$1,658,300	-\$2,747,800	\$2,747,800	\$3,555,000	\$5,213,300
WSU	\$3,571,300	\$3,571,300	\$0	\$1,682,100	\$968,900	\$713,200	-\$1,936,900	\$1,936,900	\$2,603,300	\$3,316,500
UBHE							-\$393,900	\$393,900	-\$393,900	-\$393,900
Total	\$35,000,000	\$31,434,000	\$3,566,000	\$20,000,000	\$9,845,000	\$10,155,000	-\$20,728,200	\$20,728,200	\$20,550,800	\$34,271,800

Technical College Equipment Funding(P)

USHE FY 2025 ELIGIBLE EQUIPMENT FUNDING AMOUNT

\$5,000,000

DISTRIBUTION 50% ENROLLMENT 50% APPROPRIATIONS

Institution	2022-23 Annualized Budget FTE	% of Total	50%	2023-24 Total State Funded Appropriations ⁽²⁾	% of Approps	50%	Eligible Equipment Funding Amount	% of Total
			\$ 2,500,000			\$ 2,500,000		
BTC	779	12.35%	\$308,700	\$23,177,700	12.86%	\$321,400	\$630,100	12.60%
DTC	1,260	19.97%	\$499,100	\$27,458,200	15.23%	\$380,800	\$879,900	17.60%
DXTC	502	7.96%	\$199,000	\$20,230,900	11.22%	\$280,600	\$479,600	9.59%
MTC	1,327	21.04%	\$525,900	\$28,011,000	15.54%	\$388,400	\$914,300	18.29%
OWTC	1,044	16.55%	\$413,600	\$24,535,300	13.61%	\$340,300	\$753,900	15.08%
SLCC	203	3.21%	\$80,300	\$12,669,200	7.03%	\$175,700	\$256,000	5.12%
Snow	258	4.09%	\$102,200	\$5,279,600	2.93%	\$73,200	\$175,400	3.51%
SWTC	257	4.07%	\$101,800	\$9,214,300	5.11%	\$127,800	\$229,600	4.59%
TTC	206	3.26%	\$81,600	\$8,567,000	4.75%	\$118,800	\$200,400	4.01%
UBTC	176	2.79%	\$69,700	\$13,528,900	7.50%	\$187,600	\$257,300	5.15%
USU	298	4.72%	\$118,100	\$7,600,700	4.22%	\$105,400	\$223,500	4.47%
Total	6,310	100.0%	\$2,500,000	\$180,272,800	100.0%	\$2,500,000	\$5,000,000	100.0%

The Legislature intends that the \$5,000,000 appropriation in this item for Technical College Equipment be distributed equitably to the institutions by the Board of Higher Education. The Legislature further intends that the board report electronically to the Higher Education Appropriations Subcommittee regarding the distribution methodology before distributing the funds.

FY 2024 Application Fee Waiver Offset

2024 GS One-Time Application Fee Waiver Revenue Offset	
USU	\$460,500
WSU	\$209,300
Snow	\$101,400
UTU	\$96,400
UVU	\$788,500
SLCC	\$810,800
DTC	\$216,300
DXTC	\$23,300
Total	\$2,706,500

Higher Education Capital Project Fund Allocations and Balances

Fund/Institution	FY 2024 Fund Balance	Final FY 2025 Base Allocation	Appropriated in 2024 GS	FY 2025 Fund Balance
Higher Education Capital Projects Fund				
University of Utah	\$260,600	\$22,980,900	-\$260,600	\$22,980,900
Utah Valley University	\$16,147,100	\$15,771,200	-\$3,500,000	\$28,418,300
Utah State University	-\$18,000	\$16,039,200	-\$14,009,300	\$2,029,900
Southern Utah University	-\$804,900	\$11,404,100	-\$5,439,900	\$5,964,200
Utah Tech University	\$11,043,400	\$9,190,600		\$20,234,000
Weber State University	\$2,804,500	\$9,354,200		\$12,158,700
Salt Lake Community College	\$134,900	\$9,291,700		\$9,426,600
Snow College	\$14,904,700	\$6,657,800	-\$21,562,500	\$0
Technical College Capital Projects Fund	\$0	\$19,310,300	-\$19,310,300	\$0

2024 General Session Capital Project New Funding Items

Project	From CPF Base	Add'l Funds	Total	State O&M ²
State Funded Projects				
Non-Dedicated Projects				
Snow: Social Science Classroom & Lab Building ¹	\$21,562,500	\$19,424,500	\$40,987,000	\$455,100
OWTC: Pathway Building Project	\$19,310,300	\$64,860,200	\$84,170,500	\$630,100
Dedicated Projects				
USU: Veterinary School Building	\$9,000,000		\$9,000,000	
USU: Human Resources Building	\$4,991,300		\$4,991,300	
SUU: HWY 56 Phoenix Plaza	\$4,635,000		\$4,635,000	\$162,600
UVU: Student Athlete Academic Building	\$3,500,000		\$3,500,000	
Other Projects				
Snow: 2023 GS Unused Landbank Funding		-\$673,000	-\$673,000	
UU: Huntsman Cancer Institute Vineyard Cancer Research		\$75,000,000	\$75,000,000	\$662,700
UU: Hospital Clinic on Redwood Road ³		-\$12,500,000	-\$12,500,000	
Bonding Authority Projects				
West Valley Health and Community Center		\$400,000,000	\$400,000,000	

¹Total spending authority in HB 2, Item 47 equals the total state funded project cost of \$41,215,700. Shortfall of \$228,700 will need to be addressed next year.

²State O&M was appropriated ongoing with equal amounts backed out one-time in FY 2025, with the exception of \$40,700 for SUU.

³\$25,000,000 in previously appropriated ARPA funding was pulled back and replaced with \$12,500,000 of Income Tax Fund

Space Utilization Intent Language

The Legislature intends that before commencing construction of a capital development project funded for an institution of higher education during the 2024 General Session, the Division of Facilities Construction and Management (DFCM) and the institution shall report to the Infrastructure and General Government Appropriations Subcommittee and the Higher Education Appropriations Subcommittee on the status and cost of the project, and that DFCM and the institution shall seek feedback from the committees before committing funds for demolition or construction. The Legislature further intends that prior to committing funds for construction that DFCM, the institution, and the Board of Higher Education shall certify to the committees that the institution (1) has developed a plan that will utilize each classroom space in the building an average of 33.75 hours of instruction per week for spring and fall semesters with 66.7 percent seat occupancy, and will work to increase utilization of classroom space during the summer; and (2) has presented a plan to implement space utilization of non-classroom areas as per industry standards.

Legislative Update

March 21, 2024



Agenda

- SB 192: Higher Education Amendments
- HB 438: Higher Education Revisions
- SB 226: School of General Education Act

SB 192: Higher Education Amendments

Sen. Ann Millner

Rep. Karen Peterson

Performance Funding

- Makes performance funding allocations
- Adds precision and clarification to the performance funding sections of code, specifically regarding the performance funding formula
- Creates penalties (reductions in performance funding) for noncompliance in:
 - Shared services
 - Program review

Presidents

- Combines certain previously-separate sections of code pertaining to duties and responsibilities of presidents at degree-granting and technical institutions
- Authorizes a president to discontinue a program of instruction in accordance with criteria established by the president and Board of Trustees

Presidents

- Requires a president (with the approval of the Board of Trustees) to enact and implement rules that:
 - Ensure that faculty only have jurisdiction over:
 - Academic requirements for admission, degrees, and certificates
 - Course curriculum and instruction
 - Permit faculty to have jurisdiction over other matters only if the following entities expressly authorize or delegate such power:
 - The legislature;
 - The Board of Higher Education;
 - The institution's Board of Trustees; or
 - The institution's president
- Establish a prescribed system of tenure (degree-granting institutions only, see HB 438)

Commissioner

- Creates requirement for the Commissioner to inform the Governor about:
 - The Board's progress on the strategic plan
 - Significant issues impacting USHE

Miscellaneous

- Removes or amends certain duties of the Board to better align with role as a high-level governing body
- Clarifies oath of office requirements for certain higher education employees
- Authorizes the ability to create Talent Ready Utah advisory councils without having to acquire legislative approval each time

HB 438: Higher Education Revisions

Rep. Karen Peterson

Sen. Evan Vickers

HB 438

- Requires a president of a degree-granting institution, in consultation with the Board of Trustees, to make policies related to tenure and post-tenure review that:
 - Comport with this law
 - Provide protections for academic freedom in teaching, research, and an individual's personal life
 - Require final award of tenure to be approved by the president, in consultation with the Board of Trustees

Post-Tenure Review

- Requires annual performance reviews of tenured faculty
- Requires a post-tenure review:

Committee makeup	Review requirements
Provost or designee Tenured peers	Comprehensive review of the faculty member's performance over the previous five years

- Requires institution to implement a remediation plan if deficiencies are identified

Dismissal

- Specifies that tenured faculty may be dismissed under the following circumstances:
 - For cause
 - Program is discontinued
 - Program is modified to the extent the position is no longer needed
 - The financial exigency of the institution
- Requires institutions to provide due process and notice of dismissal that outlines certain information
- Mandates severance in certain situations
- Requires presidents to justify in writing to the Board of Trustees why they chose not to dismiss a tenured faculty member who fails to address deficiencies

Reporting

- Presidents shall annually report to the Board the following information for the previous year's post-tenure reviews:
 - The number of reviews conducted
 - Analysis of scores (personal information redacted)
 - The number and qualitative summary of remediation plans
 - A summary of justifications for not dismissing faculty who fail to address deficiencies (personal information redacted)

SB 226: School of General Education Act

Sen. John Johnson

SB 226

- Would have established an independent School of General Education within the University of Utah:
 - Required a specific 42-credit hour general education curriculum
 - Mandated that the dean be hired by and report to the president
 - Specified that core curriculum courses shall not include, require, or award credit for student participation in civic advocacy, lobbying, or public policy activism
 - Required the Board of Trustees to correspondingly reduce faculty in other departments
- Failed on 5-2 vote in Senate Business and Labor Committee

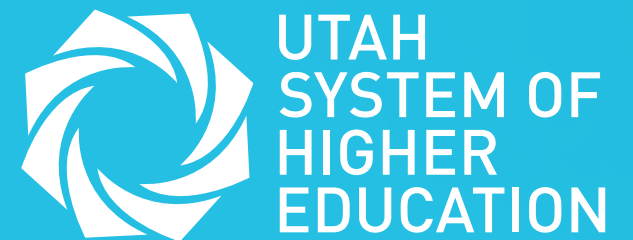
MOTION

I move the Board directs the Office of the Commissioner to issue formal guidance on implementing HB 261 and use that guidance as a standard by which the Commissioner will assess institutional compliance with the law.



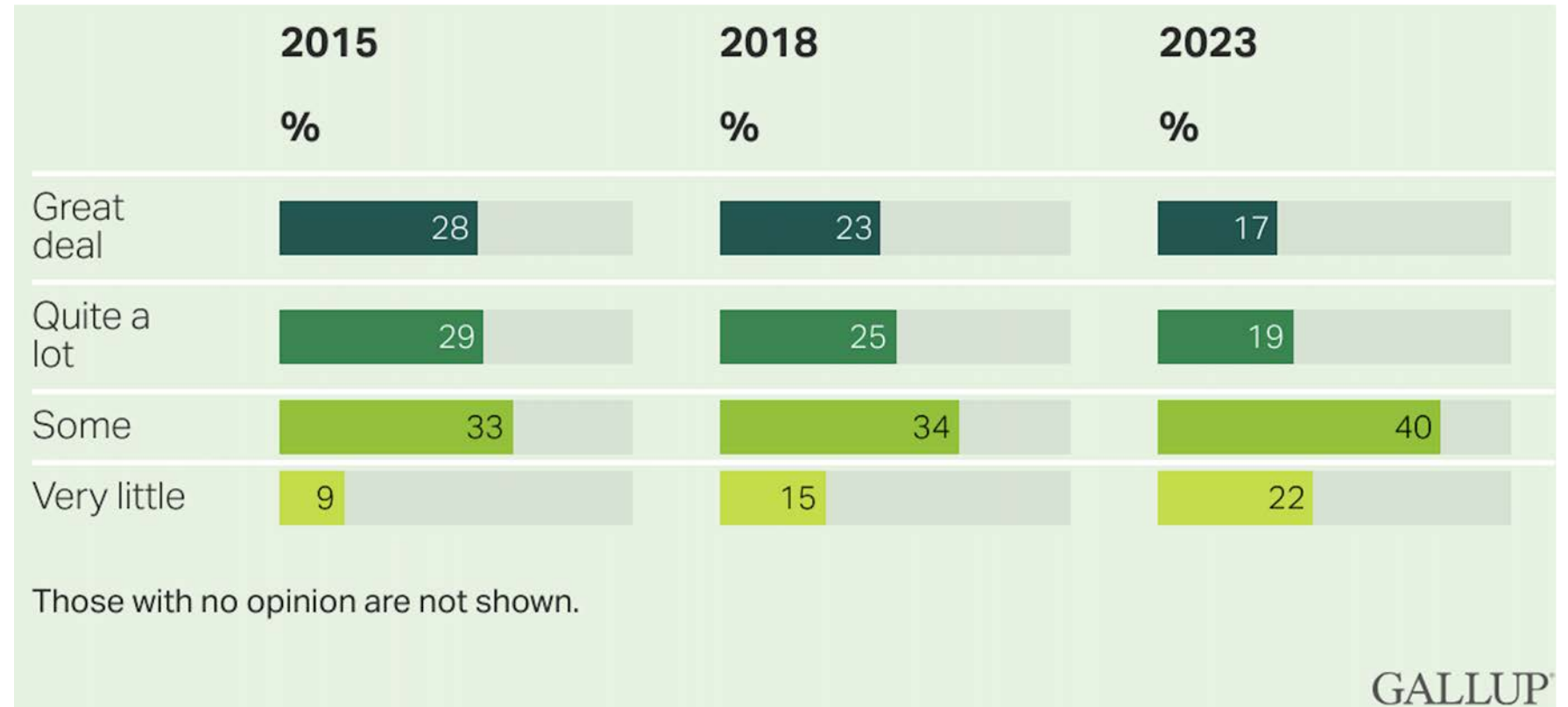
USHE Workforce Preparedness Study

Vic Hockett, Talent Ready Utah
March 21, 2024



GALLUP: Americans' Confidence in Higher Education Down Sharply

- Small & large businesses
- The military & police
- Higher education & public schools
- The medical system
- Organized religious leaders
- The U.S. Supreme Court
- Organized labor newspapers
- The criminal justice system
- Members of Congress





“All good-to-great organizations began the process of finding a path to greatness by confronting the brutal facts of their current reality.”

Jim Collins

Mixed Methodology Approach

- 1. Surveys:** Develop and distribute online/phone surveys to employers within the specified industries.
- 2. In-depth Interviews:** Conduct interviews with key stakeholders, including executives, HR personnel, and other relevant individuals from selected employers.
- 3. Focus Groups:** Organize and moderate focus group discussions with representatives from different industries.
- 4. Document Review:** Analyze existing Utah reports, publications, and other relevant documents related to the effectiveness of higher education.

Scope

- 1. Geographical Focus:** The study will cover the entire state of Utah.
- 2. Industry Focus:** The study will concentrate on the following industries: Healthcare, Life Sciences, Aerospace, Financial Services, Computer Sciences, Advanced Manufacturing, Energy, Transportation, Construction, and Education (both secondary & postsecondary).
- 3. Data Analysis:** The consultant will perform a detailed analysis of the collected data to draw meaningful conclusions and make recommendations.
- 4. Education Focus:** Technical colleges and undergraduate programs.

Deliverables

- 1. Interim Progress Report:** A mid-study report outlining progress, data collected, and preliminary findings.
- 2. Draft Report(s):** Comprehensive draft report(s) detailing the study's methodology, findings, and recommendations for review and feedback.
- 3. Final Report:** A final report incorporating feedback, presenting the study's results, and providing actionable recommendations for USHE.

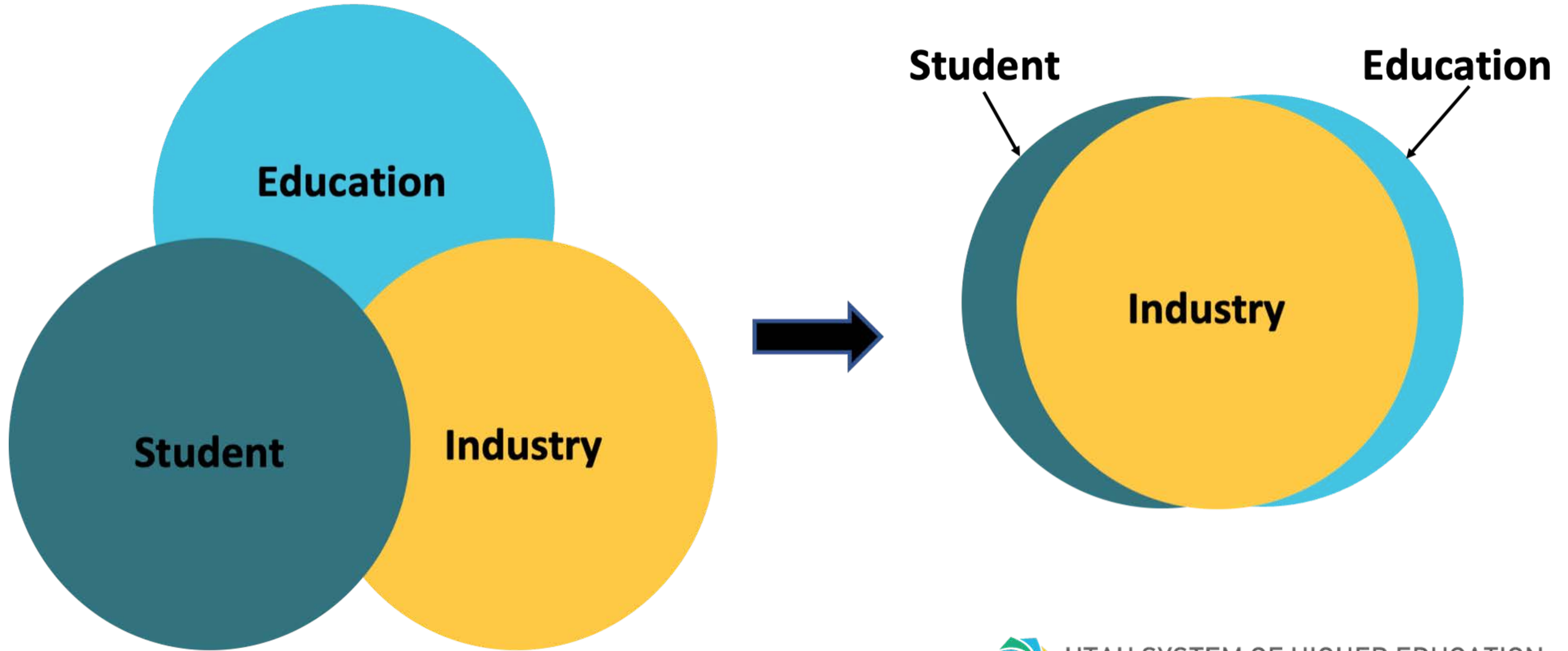
Primary Objectives

1. To collect and define the expectations Utah private sector leaders have of graduates from higher education institutions.
2. To evaluate the quality, preparedness, and effectiveness of USHE graduates.
3. To understand the specific needs and expectations of employers in key industries, including Healthcare, Life Sciences, Aerospace, Financial Services, Computer Sciences, Advanced Manufacturing, Energy, Transportation, and Construction.
4. To provide actionable recommendations to improve and/or sustain the alignment of higher education with the needs of employers in Utah.

RFP Committee

- Heather Brace — Chief People Officer, Intermountain Healthcare
- Jordan Hill — Workforce Director, Boeing
- Joshua Aikens — Chief of Staff, Zonos
- Jake Hinckley — Workforce Director, Sunroc
- Sidni Shorter — President, Black Chamber of Commerce
- Brad Robeson — Owner, Clean Machine
- Jim Grover — Managing Director, GOEO
- Darin Brush — President of Davis Technical College
- Mindy Benson — President of Southern Utah University

Workforce Alignment



Thank You!

The background of the slide features a photograph of graduates in black academic regalia, including caps and gowns. They are holding rolled-up diplomas, and the scene is captured from a low angle, looking up at the graduates. A bright light source, likely the sun, is visible in the upper left corner, creating a lens flare effect. A large, semi-transparent blue rectangle is overlaid on the right side of the image, serving as a background for the text and logo.

Direct Admissions Proposal

March 21, 2024



Simplified Admissions Taskforce

Cydni Tetro (Chair) – Board member

Brad Mortensen – Weber State University

Katie Jo North – Utah State University

John Marfield – University of Utah

Carson Howell – Snow College

Kelly Simerick – Davis Technical College

Patty Norman – USBE

Carrie Mayne – USHE

Taylor Adams – USHE

Kris Coles – USHE



Increase Applications – Improve the percentage of Utah K-12 students applying for and enrolling in Utah System of Higher Education institutions.



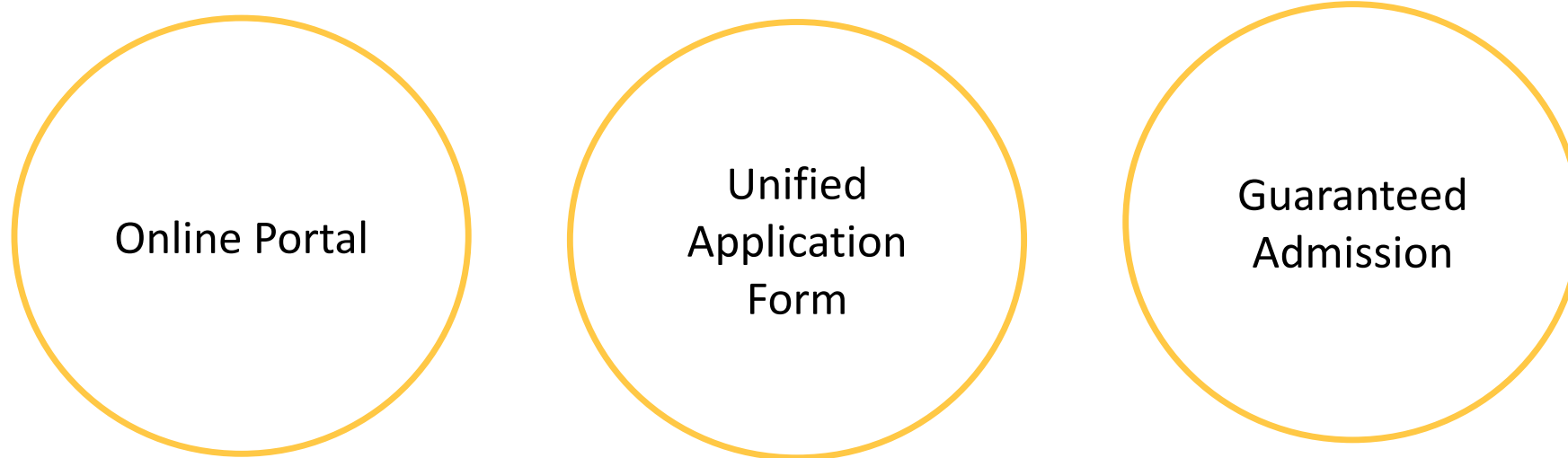
Reduce Barriers – Make Higher Education in Utah more accessible for students from underrepresented communities by removing barriers of complexity, cost, and time



K-12 + Higher Ed – Build a foundation that will enable Utah to streamline the transition between K-12 and Higher Ed in Utah

Direct Admissions

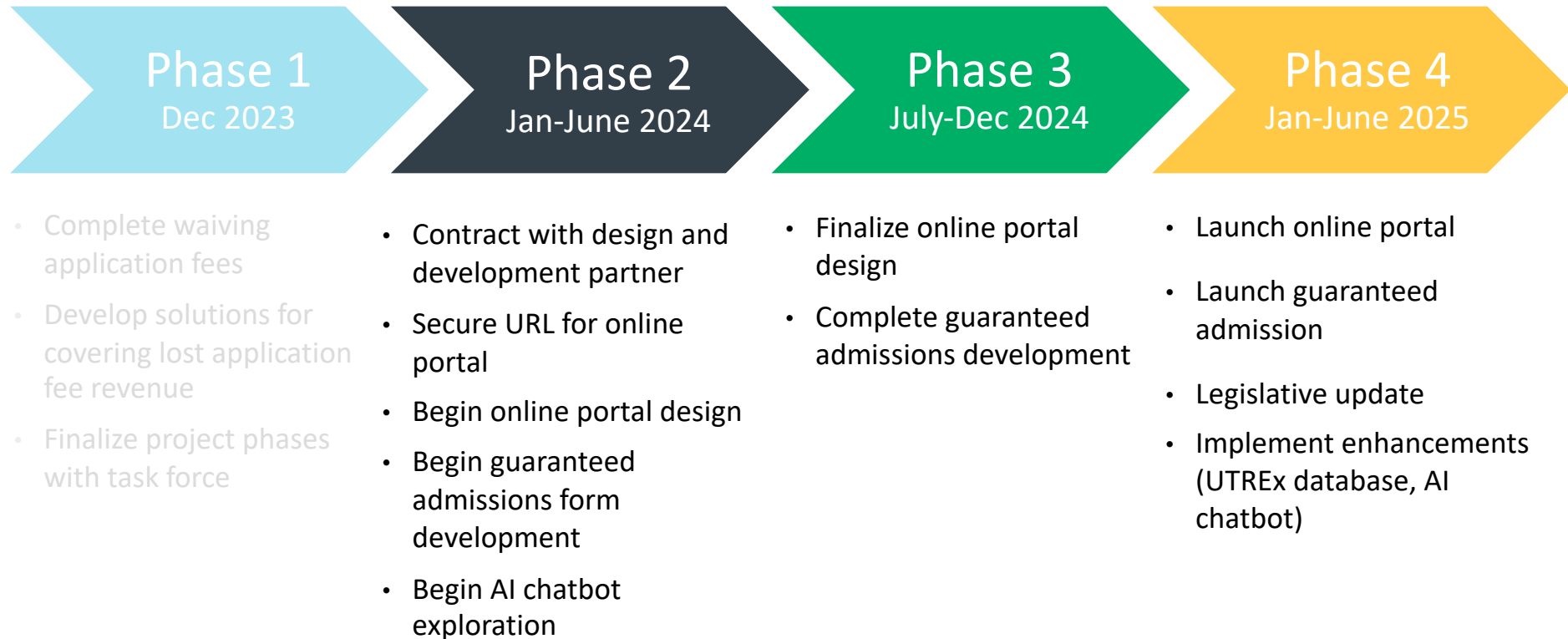
A comprehensive process in which in-state high school seniors **explore** options for public postsecondary education in Utah, **apply** utilizing a single unified application for admission, and are **guaranteed admission** to one or more qualifying USHE institution(s).



Funding Request

Up to \$450,000 in one-time funding and up to \$215,000 for annual ongoing funding.

Project Timeline



Online Portal

Budget Request

\$250,000 one-time and \$100,000 ongoing (minimum), **OR**
\$350,000 one-time and \$165,000 ongoing (including AI add-on)

Online Portal

- Explore colleges and universities
- Consider career interests and their relation to programs of study
- View statewide educational attainment outcomes
- Contact institutions
- Apply and be admitted

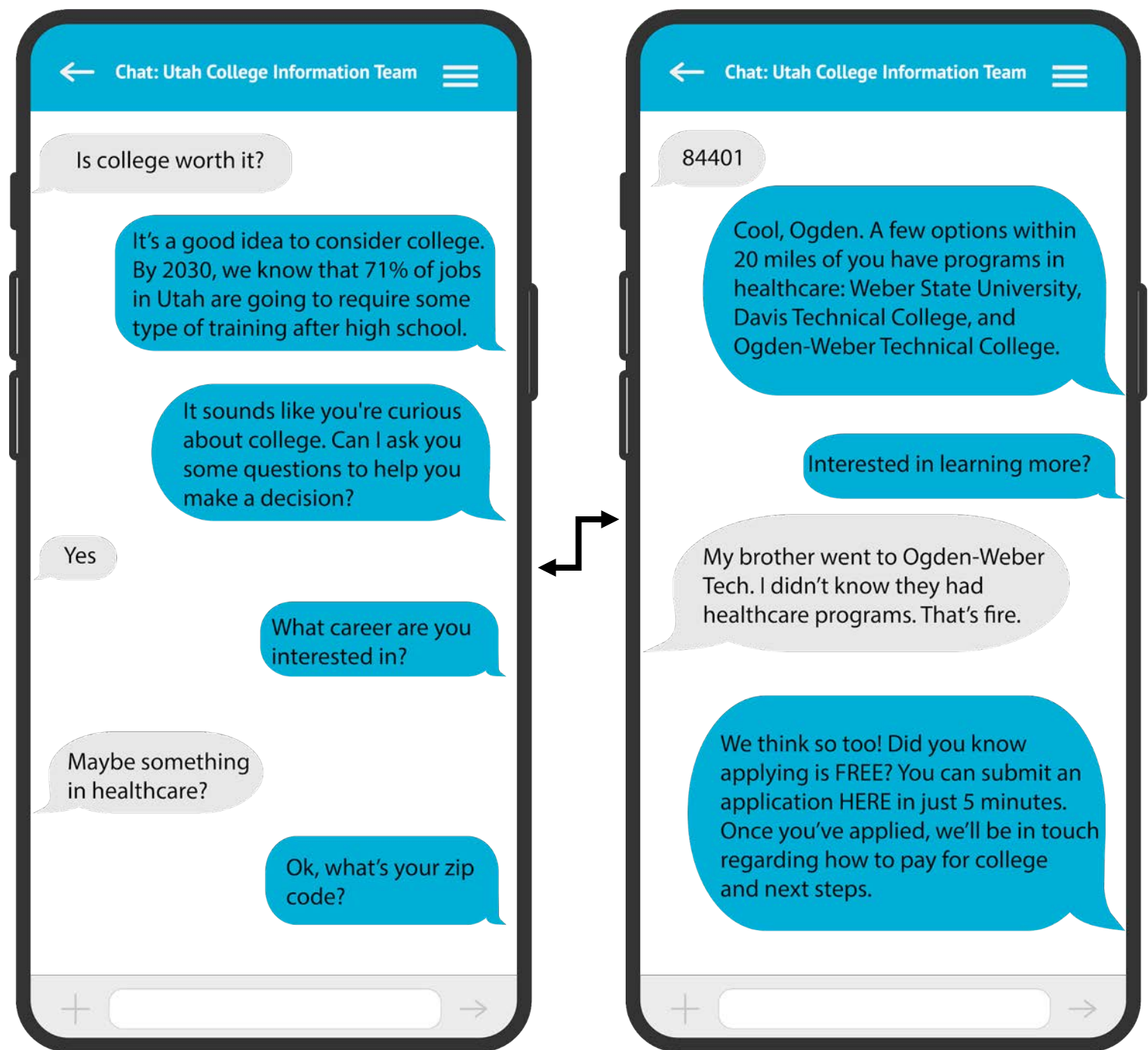


DISCOVER Utah Colleges

Get Started →

Direct Admissions AI Chatbot

With the power of AI, students will have access to important and timely information, right at their fingertips.



Unified Application and Guaranteed Admission

Budget Request

\$100,000 one-time and \$50,000 ongoing

Unified Admission

- Set of common information
- Limit the application questions to minimize time to complete it.
- Application data provided to institutions for upload in SIS
- Institutions admit and then continue the recruitment process

APPLY NOW!

It's easy. Just fill out your information and we'll tell you immediately what colleges and universities will guarantee your admission.

Don't want to stop there? You don't have to. You can finish the admissions process by submitting this application to as many institutions as you choose.

Congratulations

You are GUARANTEED ADMISSION at the following colleges and universities.

Select the
institution(s) you
would like to
send an
application



Ogden, Utah

Weber State University is Utah's hidden gem, offering great programs and great opportunities, all at a great value.



Ephraim, Utah

Consistently ranked as a top institution, Snow College is for students looking to achieve academic success in a fun residential campus environment at an affordable cost. With campuses located in Ephraim and Richfield, students can complete bachelor's and associate degrees and vocational training certificates.



Kaysville, Utah

Since 1978, Davis Technical College has been trusted by students to provide affordable, hands-on training through programs that are flexible and self-paced. Students gain in-demand skills for high-wage careers in programs taught by industry experts.



Send My Application(s)



Discussion

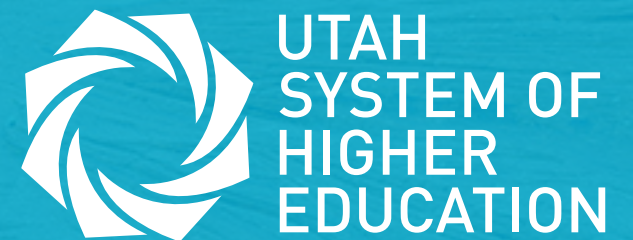
MOTION

I move to fund this project, which would result in the development, design, and deployment of an online portal and guaranteed admissions form and process. This request is for up to \$450,000 in one-time funding and up to \$215,000 for annual ongoing funding. Tiered options for funding are:

- Tier 1 Cost (immediate need): \$350,000 one-time and \$150,000 ongoing after initial development; or
- Tier 2 Cost (including AI add-on): \$450,000 one-time and \$215,000 ongoing after initial development.

Communications Strike Team Update

March 21, 2024



Strike Team Members

- Christopher Nelson, University of Utah
- Trisha Dugovic, Office of the Commissioner
- Julianne Wessman, Ogden-Weber Technical College
- Peta Owens-Liston, Salt Lake Community College
- Marci Larsen, Snow College
- Nikki Koontz, Southern Utah University
- Rob Patton, University of Utah
- Melody Murdock, University of Utah
- Rebecca Walsh, University of Utah
- Andrea Thomas, University of Utah
- Amanda Derito, Utah State University
- Jordon Sharp, Utah Tech University
- Kara Schneck, Utah Valley University
- Bryant Larsen, Utah Valley University
- John Kowalewski, Weber State University

Utah Value of Higher Ed Messaging Platform

Objective

- To establish a coordinated, statewide messaging platform that effectively communicates the value of higher education to various audiences and fosters broad support for Utah's public colleges and universities.

Timeline

- Beginning July 1, 2024
- Ending July 1, 2027
- Ongoing shared collaboration

Positioning Statement

- Higher education lifts Utah.
- More graduates means higher paying jobs, long-term career success, increased civic engagement, more innovation, and economic growth opportunities across every corner of our state.
- We want to empower every Utahn to take advantage of the varied and exceptional higher education opportunities in this state.
- A more educated citizenry creates dividends for everyone—the graduates, their families, the state, and society at large.



Target Audiences

- Legislators
- Elected officials
- Students, especially rural students, those most skeptical about going to college, and those who started but have not finished a degree
- Rural Utahns
- Alumni, donors, & Trustees
- Parents/families
- Local community/business leaders
- Local employers

Proposed Messaging Framework

Affordability

- While students nationally are increasingly graduating with unmanageable student debt, most students in Utah graduate without any student debt. (For the 19-20 graduating class, Utah school graduates' average debt was \$18,344, the lowest in the nation and over \$10k below the average. Utah school attendees have a 39% probability of having debt which is also the lowest of all states.)

Individual ROI

- Individuals with higher education attainment enjoy greater incomes, economic stability, and quality of life. Median earnings increase with years of education attained and Utahns with more years of education report higher rates of excellent, very good, or good health.

State ROI

- Society derives valuable benefits and a positive ROI from an educated citizenry. As individuals receive more education, they rely less on public assistance and report higher volunteer rates and voter participation. It is also estimated that every \$1 the state invests in public higher education returns \$3 in tax revenues from increased wages.

Economic Impact

- Higher education benefits Utah's economy through job and business creation, workforce development and innovation. Utah's public higher education system is one of the largest employers in the state and contributes \$11.3 billion in GDP to Utah's economy. An estimated 71% of USHE graduates received high-yield degrees in 2022, filling critical workforce needs in the state.

Lifelong Learning

- Utah's public institutions of higher ed have developed many different pathways for anyone to continue learning, reskill and/or upskill at any point in their lives. Whether an individual seeks a degree or certificate, or is looking to develop a new skill, there are affordable, flexible options within the Utah System of Higher Education.

Shared Tactics

Storytelling

- Student stories
- Op-eds
- PBS series
- etc.

Branding Guide

- Create a branding guide on higher education, which includes data on the current landscape, key messages and descriptions/key stats about each USHE institution, and how value of higher ed messaging has been utilized at each institution.

Relationship Building

- Enrollment management collaboration
- Engage private, non-profit higher education institutions about the campaign.
- USHE leaders incorporate messaging in public engagements where applicable
- USHE leaders tour state

Success Metrics

Next Steps

- Institutions and the Commissioner's office will complete their implementation plans before May 31, 2024.
- Institutions and the Commissioner's office will create pulse surveys in coordination for pre- and post-evaluation before June 30, 2024.
- Institutions and the Commissioner's office will begin implementing their plans on July 1, 2024.
- The strike team will share evaluations and findings periodically with the Board throughout the implementation period as needed.

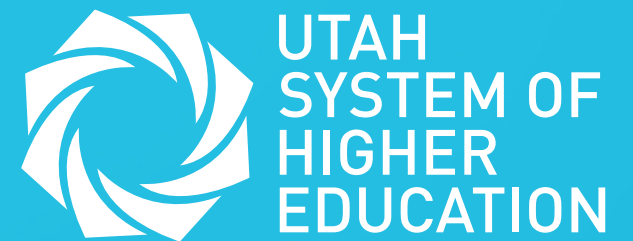
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- A more educated citizenry creates dividends for everyone—the graduates, their families, the state, and society at large.

Thank You!

PROGRAM REVIEW PROCESSES

March 21, 2024



Two Statutory Requirements

- **Disciplinary reviews:** “a qualitative and quantitative review of academic disciplines across the System, including enrollment, graduation rates, and workforce placement, ensuring that the Board conducts a review of all disciplines within the System at least once every seven years”
- **Individual program reviews:** “at least once every seven years, at least one review of each program of instruction at each institution.”

Individual Program Reviews

- Fit with institutional role
- Appropriate credential structure
- Engaging and rigorous learning outcomes and sound pedagogical practices
- Appropriate budgets and expenditures
- Academic department and program organization, adequate staffing, faculty credentials, faculty/student ratios
- Enrollment and completion rates; acceptance of students into graduate programs
- Student performance on national assessments or licensure exams

Board Actions

- Accept in good standing
- Accept with revisions
- Required corrective action plan
- Program consolidation
- Program discontinuance

Quantitative Review by Discipline

Goals:

- Aggregate and present systemwide measures by discipline to show strengths and opportunities from a board-strategic perspective
- Supplement detailed program reviews with data that contextualizes programs within the statewide education delivery system

Quantitative Review by Discipline

Approach:

- Group by Classification of Instructional Program (CIP) family
- Review technical certificates separate from academic programs
- When possible, show award level, institution, and geographic detail
- Measurement categories: programs, enrollments, completions, employment, and wages
- Identify measures to indicate gaps or oversaturation
- Align analysis with detailed information from cyclical program reviews

Discipline Programs Example: CIP 13, Education

	UT	UU	USU	SUU	SNOW	WSU	UVU	SLCC
13.0101 Education General			C,D	M	A	A		
13.0301 Curriculum and Instruction			M,D	M			B,M	
13.0401 Educational Leadership and Administration, General		M,D	C,M	M	C		B	
13.0406 Higher Education/Higher Education Administration				M				
13.0501 Education/Instructional Media Design			B,M,D					
13.0901 Social and Philosophical Foundations of Education		D,M		M				
13.1001 Special Education and Teaching, General		B,M,D	B,M,D	M	A	B		
13.1003 Education/Teaching of Individuals with Hearing Impairments Including Deafness							B	
13.1011 Education/Teaching of Individuals with Specific Learning Disabilities							B	
13.1015 Education/Teaching of Individuals in Early Childhood Special Education Programs			B					
13.1202 Elementary Education and Teaching	B	B	B	A,B	A	B,M	B	
13.1203 Junior High/Intermediate/Middle School Education and Teaching			B					
13.1205 Secondary Education and Teaching			B,M		A	B		
13.1206 Teacher Education, Multiple Levels								A
13.1210 Early Childhood Education and Teaching	A	M	B		A	B	C,A	
13.1299 Teacher Education and Professional Development, Specific Levels and Methods, Other			B					
13.1301 Agricultural Teacher Education			B,M		A			
13.1302 Art Teacher Education				B		B	B	
13.1303 Business Teacher Education			B	B			B	
13.1305 English/Language Arts Teacher Education			B	B		B	B	
13.1307 Health Teacher Education			M				B	
13.1308 Family and Consumer Sciences/Home Economics Teacher Education			B,M		A			
13.1309 Technology Teacher Education/Industrial Arts Teacher Education			B,M					
13.1311 Mathematics Teacher Education	B		B	B		B	B	
13.1312 Music Teacher Education	B		B	B,M		B	B	
13.1314 Physical Education Teaching and Coaching			B,M	B	A	B	B	
13.1315 Reading Teacher Education			B					
13.1316 Science Teacher Education/General Science Teacher Education	B		B	B		B		

C = Certificate, A = Associate, B = Bachelor, M = Master, D = Doctorate

Discipline Enrollments Example: CIP 13, Education

Table 2. USHE Majors by CIP Family, Institutional Detail

Name	2019	2020	2021	2022	2023
Salt Lake Community College	1,105	1,257	1,421	1,648	1,021
Snow College	110	228	236	434	230
Southern Utah University	1,309	1,323	1,382	1,426	1,466
University Of Utah	857	847	807	719	729
Utah State University	3,237	3,002	2,580	2,853	2,703
Utah Tech University	619	562	592	516	420
Utah Valley University	2,624	2,300	2,486	2,462	2,279
Weber State University	1,902	1,671	1,670	1,644	1,678

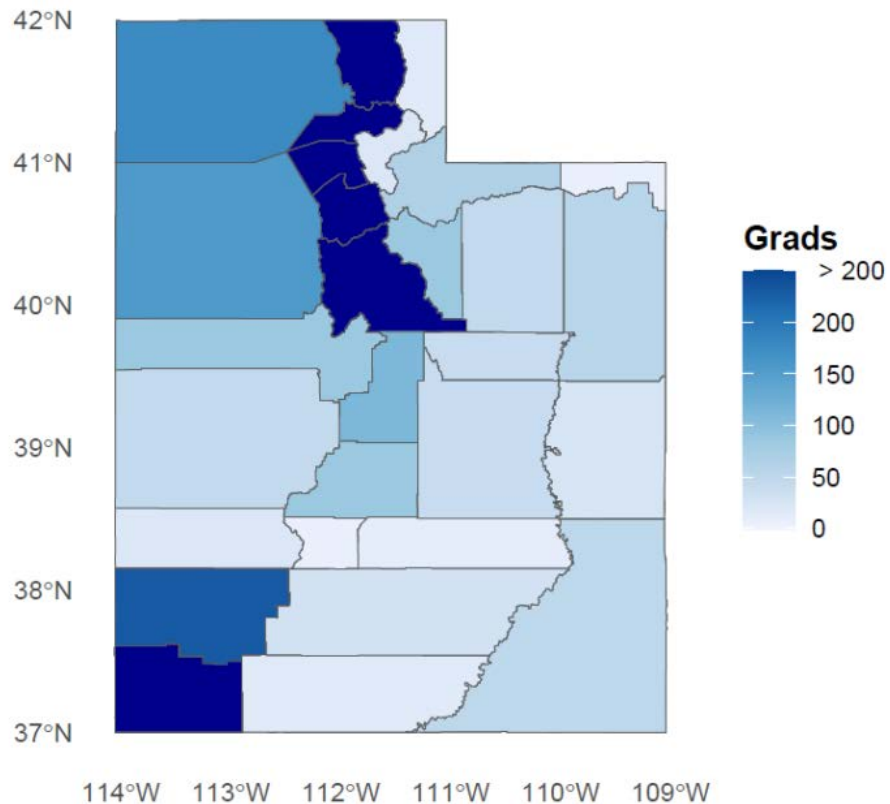
Discipline Completions Example: CIP 13, Education

Table 3. USHE Graduates by CIP Family, Institution, and Degree Detail

Name	Degree	2019	2020	2021	2022	2023
Salt Lake Community College	Associate	60	73	68	61	39
Snow College	Certificate		3	2	3	4
	Associate	32	60	56	83	70
Southern Utah University	Associate					1
	Bachelor	101	95	120	113	127
	Master	169	152	148	153	160
University Of Utah	Certificate					13
	Bachelor	99	92	87	84	60
	Master	96	121	145	106	97
	Doctorate	20	37	45	29	23
	Certificate					5
Utah State University	Bachelor	687	563	401	411	445
	Master	147	137	125	116	123
	Doctorate	25	25	16	22	27
Utah Tech University	Associate	8	12	9	8	7
	Bachelor	64	44	57	37	54
Utah Valley University	Certificate	3	2		11	4
	Associate	95	60	117	93	77
	Bachelor	247	267	251	310	269
	Master	22	27	61	64	78
Weber State University	Associate	8	10	17	11	7
	Bachelor	116	130	186	177	206
	Master	38	40	12	41	55

Discipline Geographic Coverage Example: CIP 13, Education

Utah Graduate Heat Map
Location by County of Origin reported at graduation



Discipline Completion and Placement Rates

Example: CIP 13, Education

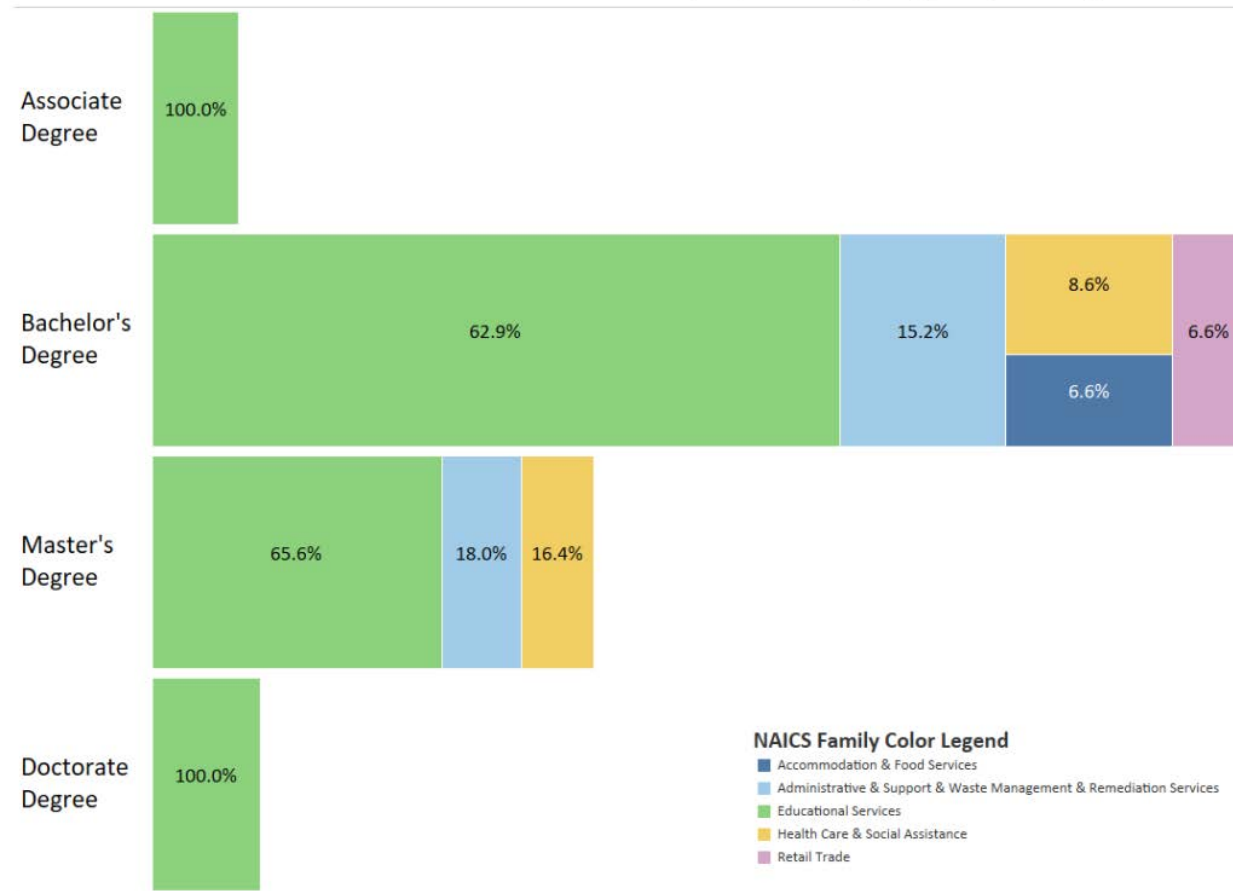
Undergraduate			
	Majors	Graduates	Graduates per 100 Enrolled
2019	10,401	1,520	15
2020	9,716	1,411	15
2021	9,632	1,371	14
2022	9,818	1,402	14
2023	8,580	1,388	16
Graduate			
	Majors	Graduates	Graduates per 100 Enrolled
2019	1,362	517	38
2020	1,474	539	37
2021	1,542	552	36
2022	1,884	531	28
2023	1,946	563	29

Workforce Outcomes Graduate First-year Utah Placement by Degree Type

Degree	Placement
Associate Degree	60.6%
Bachelor Degree	80.7%
Master Degree	79.9%
Doctorate Degree	77.3%

Discipline Industries of Employment Example: CIP 13, Education

2021-22 Education Graduates' Industries of Employment by Degree (1-Year)

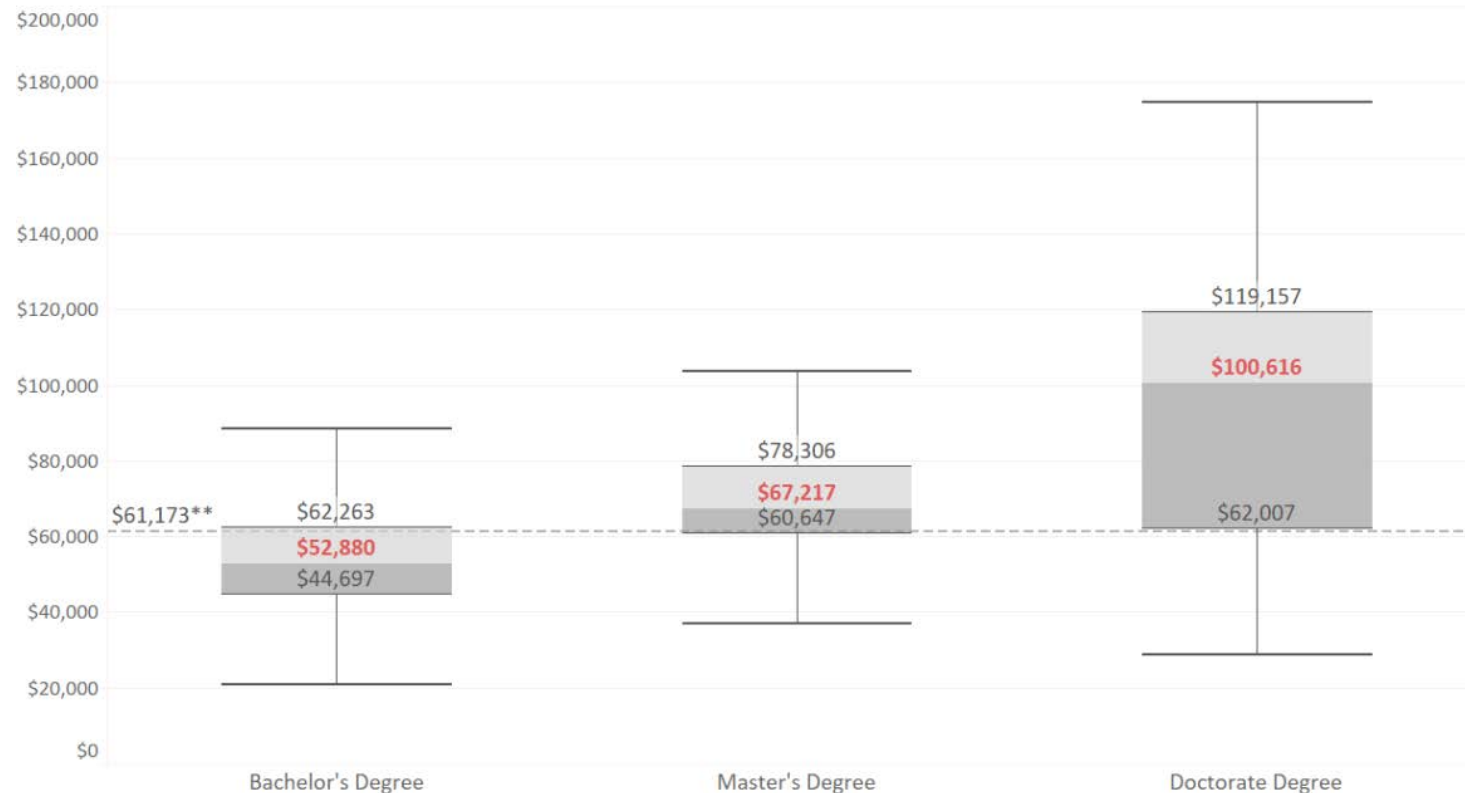


Discipline Graduates' Wages Example: CIP 13, Education

Salaries for Education 2021-22 Graduates, One Year After Graduation

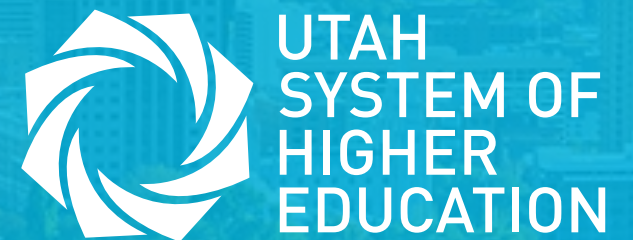
*Note: Values represent the 25th, 50th (median), and 75th percentiles observed within the specified groups.

** Represents Utah's Average Annual Wage (data.bls.gov).



Shared Services Update

March 21, 2024



Utah Code 53B-1-402

(2)(p) [The board shall:]...maximize efficiency throughout the Utah System of Higher Education by identifying and establishing shared administrative services, beginning with:

- i) commercialization;
- ii) services for compliance with Title IX of the Education Amendments of 1972, 20 U.S.C. Sec. 1681 et seq;
- iii) information technology services; and
- iv) human resources, payroll, and benefits administration

Senate Bill 192 - Utah Code 53B-1-402

(9) The board shall demonstrate compliance with Subsection (2)(p) [shared administrative services initiatives] by providing to the Higher Education Appropriations Subcommittee:

- (a) on or before October 1, 2024, evidence of implementation of at least one shared administrative service;
- (b) on or before October 1, 2025, evidence of implementation of at least two shared administrative services; and
- (c) on or before October 1, 2026, evidence of implementation of at least three shared administrative services.

Senate Bill 192 - Utah Code 53B-1-402

(10) If the Higher Education Appropriations Subcommittee finds the board to be out of compliance with Subsection (9), the Legislature shall:

- (a) deduct 10% of the appropriation described in Section 53B-7-703 [Performance Funding Restricted Account] for the following fiscal year; and
- (b) deduct an additional 10% of the appropriation described in Section 53B-7-703 [Performance Funding Restricted Account] for each subsequent year of noncompliance up to a maximum deduction of 30%.



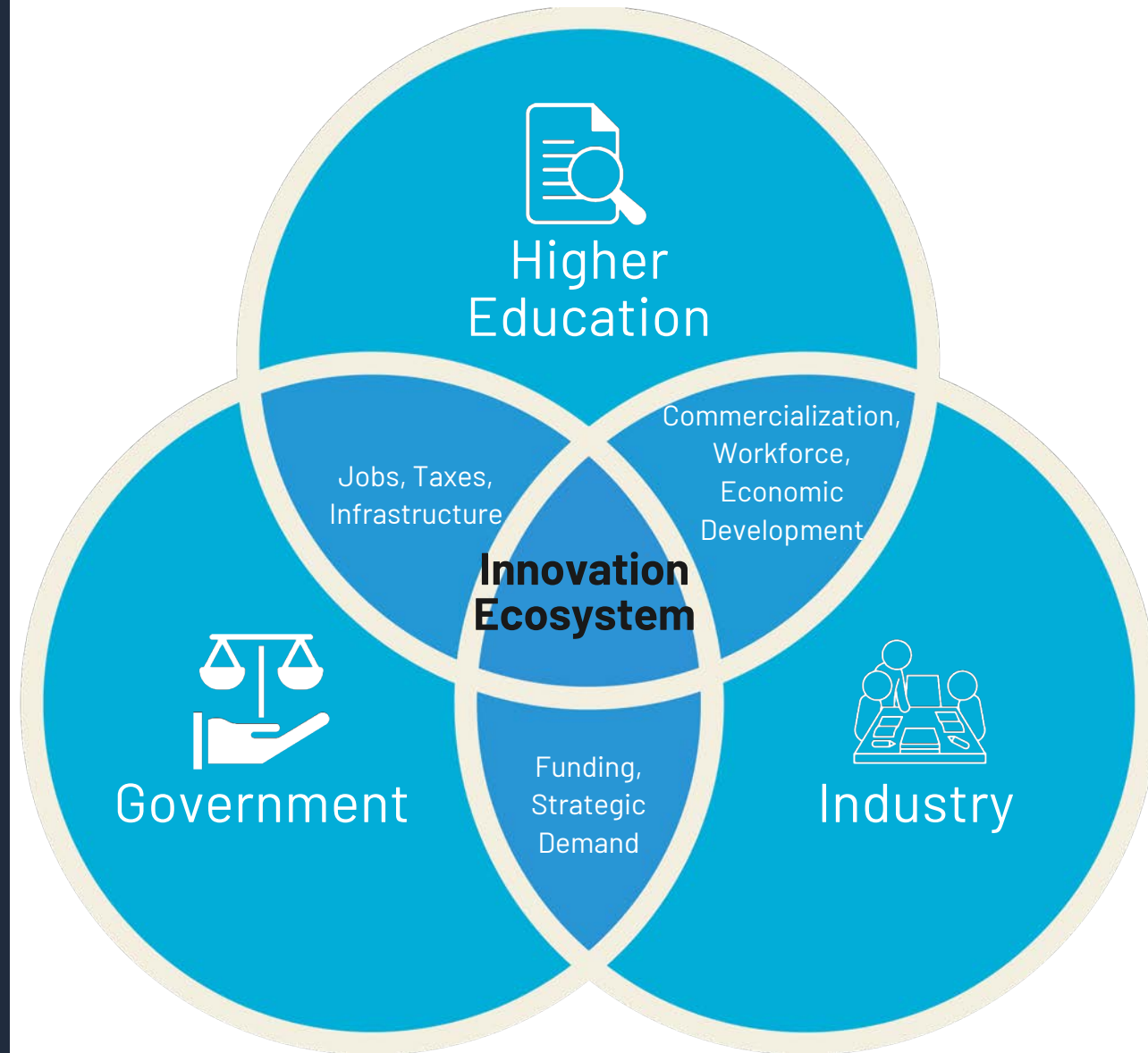
USHE COMMERCIALIZATION SHARED SERVICE



UTAH SYSTEM OF HIGHER EDUCATION

WHAT IS AN INNOVATION ECOSYSTEM?

Long-term success demands a collaborative approach to innovation. An innovation ecosystem's work ethic and culture is “collaborate to compete.” A bottom-up horizontal innovation model—involving business, academic and civic institutions, government, workers, and residents—can best orchestrate what must be done collectively: identifying assets; design, finance, and strategic initiatives; public space management; and evaluating progress.



What is Commercialization?

Comprehensive IP, Legal Framework, and Policy:

- Utah Policy Innovation Lab helps drive innovative policy
- Patenting, licensing, regulatory guidance, and legal counsel for startup operations.
- Compliance with industry regulations
- Legal counsel for startup formation and operations

Business and Market Development:

- Market analysis, business planning, funding acquisition, and prototype development.
- Market research to assess demand and identify potential competitors, Development of go-to-market strategies
- Access to laboratories and maker spaces for prototype development

Educational and Network Support:

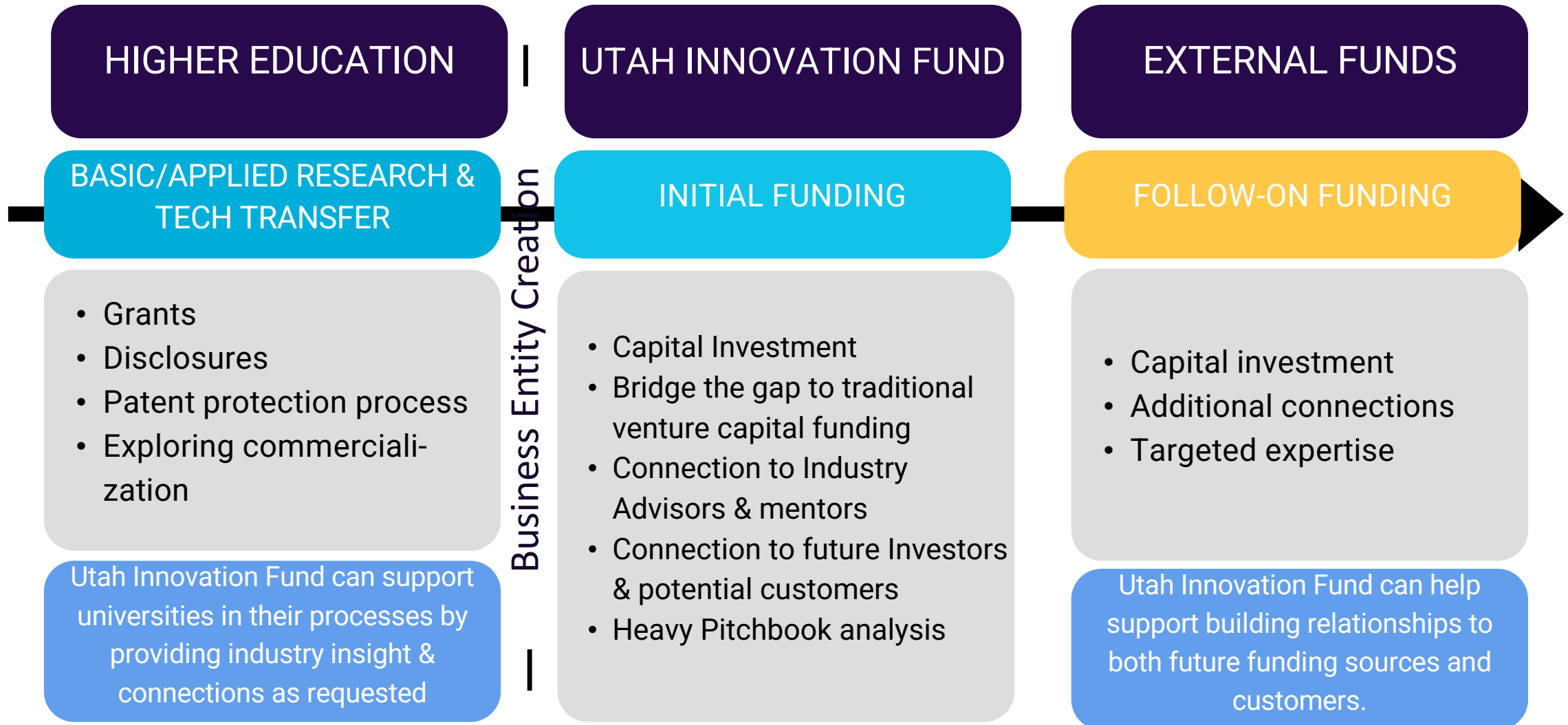
- Entrepreneurial training, mentorship programs, and industry partnerships for commercialization success.
- Events to connect researchers with industry experts and investors
- Partnership development with private sector companies
- Ecosystem building

Commercialization Shared Service

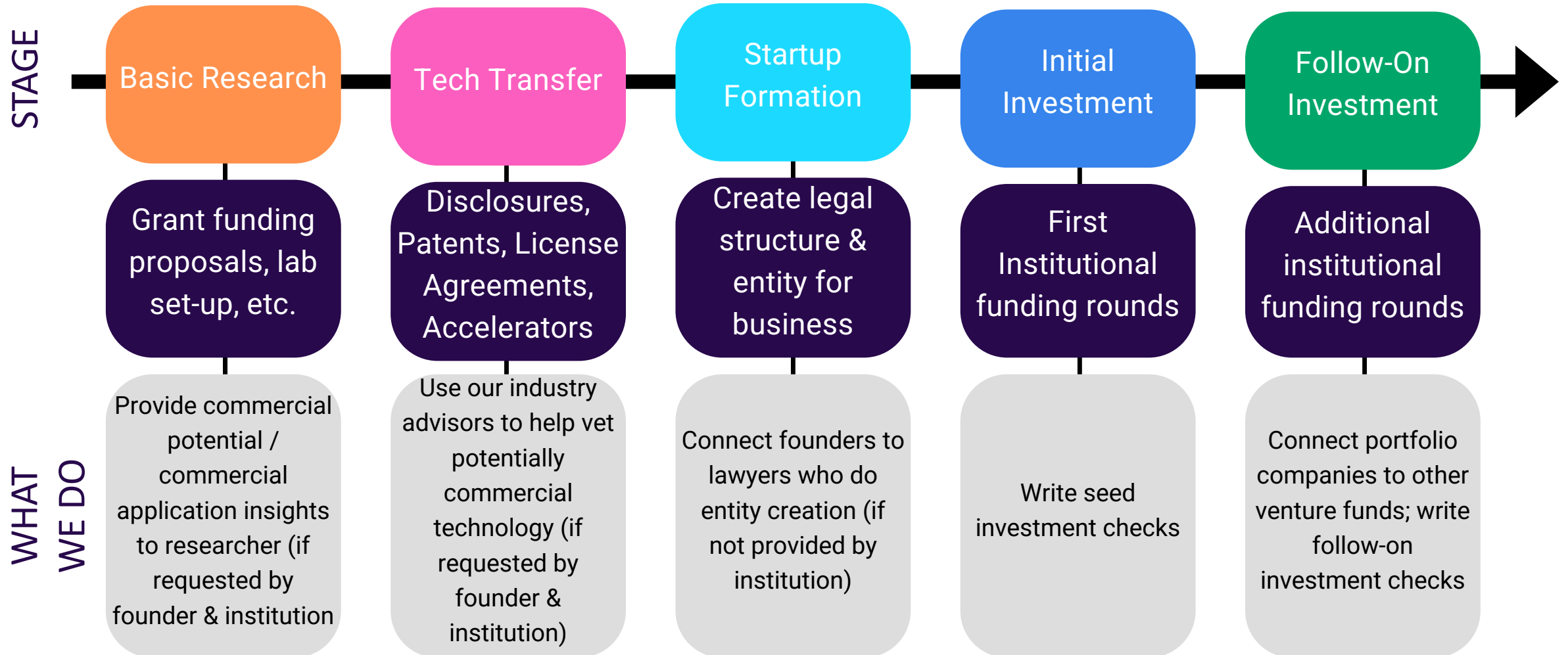
- Supports statewide higher education innovation and commercialization.
- Provides back office support for all institutions depending on need.
- Integrated approach propels economic and technological growth in a more coordinated and cost-effective way.
- Provide additional funding to support statewide and individual institutional needs.



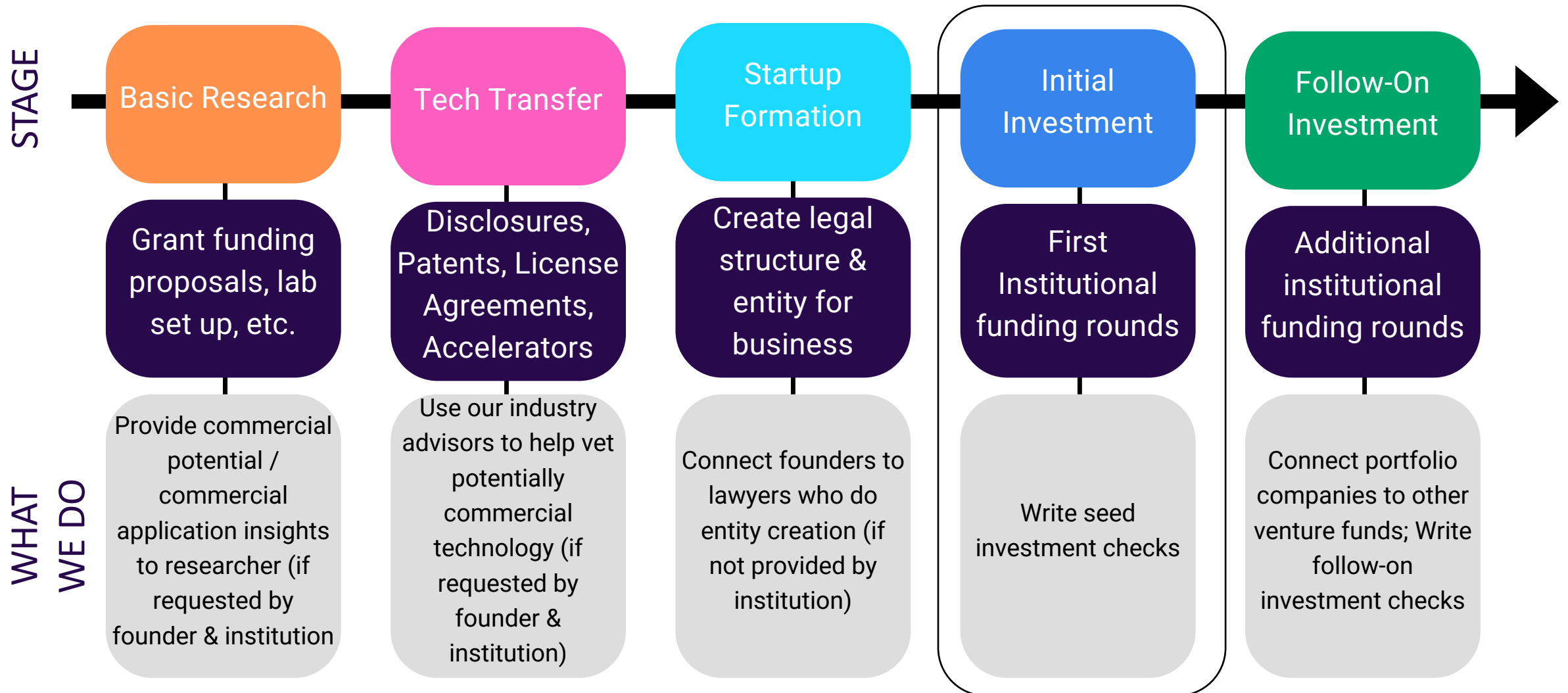
Funding and Supporting Roles



Where We Fit in the Commercialization Process



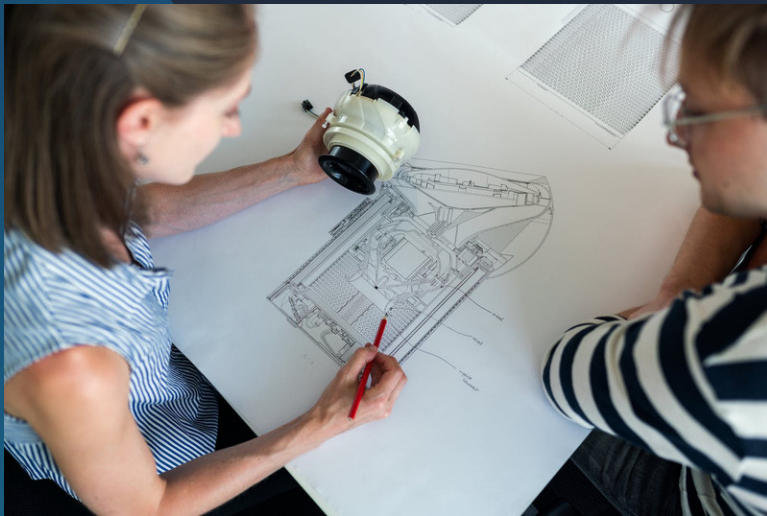
Where We Fit in the Commercialization Process





UtahInnovation

FUND



The Utah Innovation Fund is a \$30M venture capital fund created by the state of Utah to elevate Utah's economy by investing in technologies discovered, advanced, or developed at Utah's institutions of higher education. Our goal is to bridge the gap between industry and higher education.



We Partner with Commercialization Offices

Our Tech Transfer Partners benefit from:

Aligned Incentives

The Utah Innovation Fund uses industry and venture partners to help vet researcher ideas; allowing tech transfer offices to prioritize market-demanded innovations.

Protected Relationships

Having the Utah Innovation Fund assist in vetting ideas allows tech transfer offices to maintain strong and positive relationships with their inventors as they can outsource a "No Go" response.

Industry Partnerships

The industry partnerships available through the Utah Innovation Fund increase the possibility of sponsored research agreements developing with inventors.

Business Services

The Utah Innovation Fund's business service partners allow even lean tech transfer offices to provide success-promoting resources to inventors.

Successful Operators

The Utah Innovation Fund's operator database allows tech transfer offices to connect skilled technical experts with business leaders who can help build and grow companies.



47G



WE PARTNER WITH INDUSTRY ADVISORS

Our Industry Advisory Board Members benefit from:

1

Front-row seats to the newest research

2

Access to world-renowned technical expertise

3

Ability to influence/guide research projects to solve their organizations biggest problems





We Partner with Local and National Venture Funds

Our Venture Capital partners benefit from:

- »»» Access to startups at the earliest stages of development
- »»» Access to world-renowned technical expertise
- »»» Interactions with industry partners regarding relevant innovations



Legislative Funding: Commercialization Shared Services

In 2023 & 2024, the legislature demonstrated that commercialization shared services should be a high priority for the board when it funded:

- New one-time funds of \$50,000,000 for the creation of Convergence Hall
- New ongoing funds of \$500,000
- New one-time funds of \$1,750,000
- Transferred \$15,000,000 to be used in coordination with the Utah Innovation Fund
- Intent language that directs USHE to use \$3,264,600 in previously appropriated funds for higher education initiatives that advance innovation and commercialization through increasing student engagement, convening events, resourcing innovation districts, issuing grants or engaging in other activities that promote innovation and commercialization as determined by the board.

Shared Services in Prioritized Areas: Commercialization

- **Proposed:** Support Innovation District efforts to establish a shared service commercialization hub with Convergence Hall at The Point, the Utah Policy Innovation Lab, internship programs, and the Utah Innovation Fund.

Shared Services in Prioritized Areas: Compliance with Title IX

- **Background:** The Commissioner's office organized a Title IX Working Group early last year with representatives across the System.
- Because of stringent federal regulations, Title IX share services opportunities may be limited.

Shared Services in Prioritized Areas: Compliance with Title IX

- **Current:** Regional institution-level collaborations, training, and sharing of best practices.
- **Proposed:** Legislature granted new ongoing funds of \$255,600 to support an additional full-time assistant attorney general dedicated to technical colleges.
- This additional attorney will help to increase response time and counsel capacity, including for Title IX issues, for the technical colleges.
- Annual systemwide training on legal and regulatory requirements for coordinators, decision-makers, investigators and other institutional employees. This systemwide approach to training is expected to avoid \$120,000 in annual costs.

Shared Services in Prioritized Areas: Information Technology Services

- **Background:** The University of Utah Technology Department (UIT) coordinates IT services of all 16 USHE institutions. USHE institution Chief Information Officers meet regularly for training, sharing of best practices, policy development, and to problem solve current IT challenges.
- UIT routinely evaluates and pursues new system-level shared service opportunities for security and procurement.

Shared Services in Prioritized Areas: Information Technology Services

- **Current:** Centralized procurement, policy development, and cybersecurity audit work through the University of Utah Technology Department & USHE institution Chief Information Officers.
- UIT Strategic Plan to increase fiscal and operational efficiency through shared products, plans, standards, and information sharing.

2023-24 USHE IT Strategic Plan

UETN Statewide Software Contracts

- Canvas Cloud Subscription
- Canvas 24x7 Support
- Canvas Tier 1 Support
- Canvas Add-Ons
- Kaltura
- Pressbooks
- Online Learning Consortium
- Respondus 4.0
- Respondus LDB
- Respondus Monitor
- Portfolium
- Proctorio
- Annoto
- 3 Play Media
- Ally
- Atomic Jolt
- CopyLeaks
- EverFi
- Examity
- Feedback Fruits
- Get Inclusive
- Nearpod
- Portfolium
- Proctorio
- Read Speaker

UETN Statewide Software Contracts (cont.)

- Rev.com
- Turnitin-Grader
- Vector Solutions
- Verbit

New Statewide Contracts Under Review

- Microsoft
- Adobe
- Zoom

HETI Funded Shared Software Agreements

- Adobe
- DUO Security
- Ellucian Support for Banner
- Ellucian Data Defense
- Evision Intellectcheck Payroll
- Evision Intellectcheck Accounts Payable
- Evision Form Fusion
- Oracle
- VMWare
- Security Assessments

Shared Services in Prioritized Areas: Information Technology Services

- **Proposed:** Continue to implement UIT Strategic Plan new shared services initiatives as opportunities are identified.
- Legislature provided one-time funds of \$1,500,000 to support the re-write of the Northstar technical college student information system to an up-to-date, cloud-based platform.
- USHE and institution CIOs work with institutional finance and budget officers to develop a solution for funding, staffing, and tools to increase institution cybersecurity efforts.

Shared Services in Prioritized Areas: Human Resources

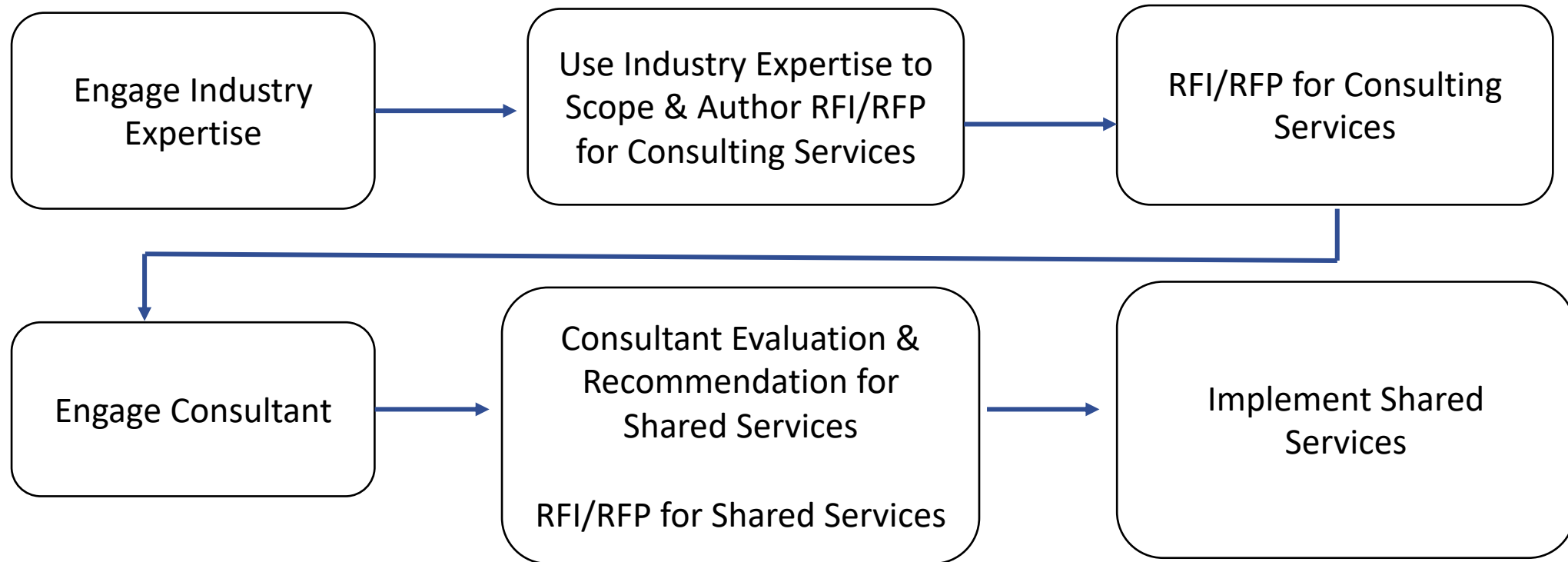
- **Background:** The Utah Higher Education Personnel Administrators Committee (UHEPAC) made up of human resource professionals from USHE institutions has met to explore shared services.
- **Current:** UHEPAC collaborated to obtain group pricing on salary survey reports from the College and University Professional Association for Human Resources (CUPA-HR).
- **Proposed:** UHEPAC is looking at other information and shared services for which they can obtain group pricing or discounted rates.

Shared Services in Prioritized Areas: Employee Health Insurance Benefits

<u>Regence Institutions</u>	<u>Self-Insured Status</u>	<u>FTE¹</u>	<u>Covered Lives¹</u>
University of Utah	Self-Insured	14,479	36,241
Utah State University	Self-Insured	3,689	9,994
Utah Valley University	Self-Insured	2,083	6,232
Salt Lake Community College	Self-Insured	1,255	3,072
UMR Institutions	Self-Insured Status	FTE	Covered Lives
Southern Utah University	Self-Insured	1,098	2,090
PEHP Institutions	Self-Insured Status	FTE	Covered Lives
Weber State university	Not Self-Insured	1,449	4,324
Snow College	Not Self-Insured	344	1,366
Utah Tech University	Not Self-Insured	698	2,211
Davis Technical College	Not Self-Insured	214	674
Dixie Technical College	Not Self-Insured	90	182
Mountainland Technical College	Not Self-Insured	197	630
Tooele Technical College	Not Self-Insured	41	144
Uintah Basin Technical College	Not Self-Insured	90	332
UU Health Institutions	Self-Insured Status	FTE	Covered Lives
Bridgerland Technical College	Not Self-Insured	144	300
Select Health Institutions	Self-Insured Status	FTE	Covered Lives
Ogden-Weber Technical College	Not Self-Insured	151	403
Motivhealth Institutions	Self-Insured Status	FTE	Covered Lives
Southwest Technical College	Not Self-Insured	56	199
USHE System Totals		26,078	68,394

¹ FY 2023 Data

Employee Health Insurance Benefits Shared Services Identification Process



Shared Services in Prioritized Areas: Employee Health Insurance Benefits

- **Proposed:** Centralizing aspects of USHE institution employee health benefits is expected to increase system-level efficiencies.

Shared Services in Prioritized Areas: Technical College Payroll

Background: USHE technical colleges use diverse and unstandardized payroll processing systems. Payroll at the eight technical colleges is processed using five different payroll systems. Some systems outsource some processes, such as processing employee payments and filing taxes. Other systems only process payroll and payments, leaving tax filing to be done by the institutions. Establishing a common vendor to provide payroll processing services for USHE technical colleges is likely to result in cost savings due to volume pricing and increased efficiencies.

Shared Services in Prioritized Areas: Technical College Payroll

- **Current:** The Commissioner's office coordinated with payroll personnel from the eight technical colleges to develop RFP for outsources payroll services.
- RFP posted on March 15, 2024.
- **Proposed:** Identify the most appropriated technical college payroll system based on the RFP and execute outsources services as soon as possible.

Shared Services in Prioritized Areas: Technical College Payroll

Minimum mandatory requirements for a new payroll system:

- Proposed system must provide integrated functionality for time and attendance, payroll, benefit management, and human resource information system.
- Full federal, state, and local tax filing administration.
- Direct deposit allowing for paycheck distribution.
- W-2 preparation.
- Training for human resource and payroll personnel to allow them to understand and operate all functions of the system.

Other Shared Services Initiatives & Opportunities

- **Technical College Standardized Financial Information System:** The eight technical colleges use six different systems for budgeting, accounting, and financial reporting. Some of these systems are aging and the developers have indicated that the systems will need to be updated soon as maintenance will be discontinued.
- **Technical College Centralized Procurement:** Due to common procurement needs, the technical college system may offer opportunities for efficiencies gained by centralizing procurement activities.
- **College Bookstore Operations:** Collaboration through college bookstore professional associations.
- **Internal Audit:** A team of five auditors shares internal audit services at the Commissioner's office, all technical colleges, and Snow College.
- **Utah Academic Library Association:** Provides access to scholarly journals, technical publications, electronic books, and newspapers to students across the state.
- **Treasury Investment Support:** A shared investment office could support small institutions with investment of funds that are not invested with the Public Treasurers Investment Fund (PTIF).

MOTION

I move to adopt the Commissioner's recommendations to direct the individuals, work groups, and Commissioner's office to take the steps outlined toward implementing shared services and to provide an update to the Board at its next meeting.

Price Computing and Engineering Building



Total Cost \$194.8M

State Funding \$108.0M

DFCM \$9.8M

University \$0.8M

Bond Funds \$76.2M

University Request for Bonding Authorization

- New money projects being considered as part of a bond offering are (together with other amounts necessary to pay costs of issuance and pay capitalized interest):
 - The John and Marcia Price Computing and Engineering Building for a potential bonding amount of \$76.2 million,
 - Certain improvements within a new student housing project for up to \$25.0 million, and
 - Various Research Projects permitted under the Utah Industrial Facilities and Development Act for a potential bonding amount of not-to-exceed \$10.0 million.

MOTION

I move to approve the proposed resolution for the University of Utah's General Revenue and Refunding Bonds Series 2024A.

MOTION

I move to approve the Consent Calendar.