

# HB 265 REINVESTMENT PLAN

## SALT LAKE COMMUNITY COLLEGE

Utah Board of Higher Education

June 6, 2025



| SALT LAKE  
TECH



# PRESENTATION OVERVIEW

- Using HB 265 To Stay Focused
- Process and Criteria Rubrics
- Reductions/Reinvestments by Academic School
- Proposed Plan summary



# USING HB 265 TO STAY FOCUSED

Fulfilling Salt Lake Community College's Mission & Role



# THE 2025 VISION MATRIX

*The six criteria included in the bill align closely with the Vision Matrix's three action areas.*

<b>1. ENGAGE:</b> Enroll and retain more Salt Lake County residents in higher education by increasing credit-based enrollment to 50,000 students by 2027.	ENGAGE:	(a) Enrollment, Program (b) Cost
<b>2. COMPLETE:</b> Increase timely certificate and degree completion leading to transfer and meaningful employment to 50% by 2027.	COMPLETE:	(c) Timely Completion (d) Mission & Role
<b>3. THRIVE:</b> Increase each student's return on investment (ROI) by increasing the median earnings of graduates by \$5,000 by 2027.	THRIVE:	(e) Post-Completion Outcomes (f) Workforce Demand

# THE 2025 VISION MATRIX

With this clear alignment, SLCC decided to frame its approach to program reductions and reinvestments within three overarching strategies.

1. Increase access by **enhancing student learning and success** supports.
2. **Streamline and support transfer programs** to decrease time-to-completion and increase students entering high value careers.
3. **Invest in workforce programs** that meet Utah's workforce needs and that increase graduates' overall median earnings.

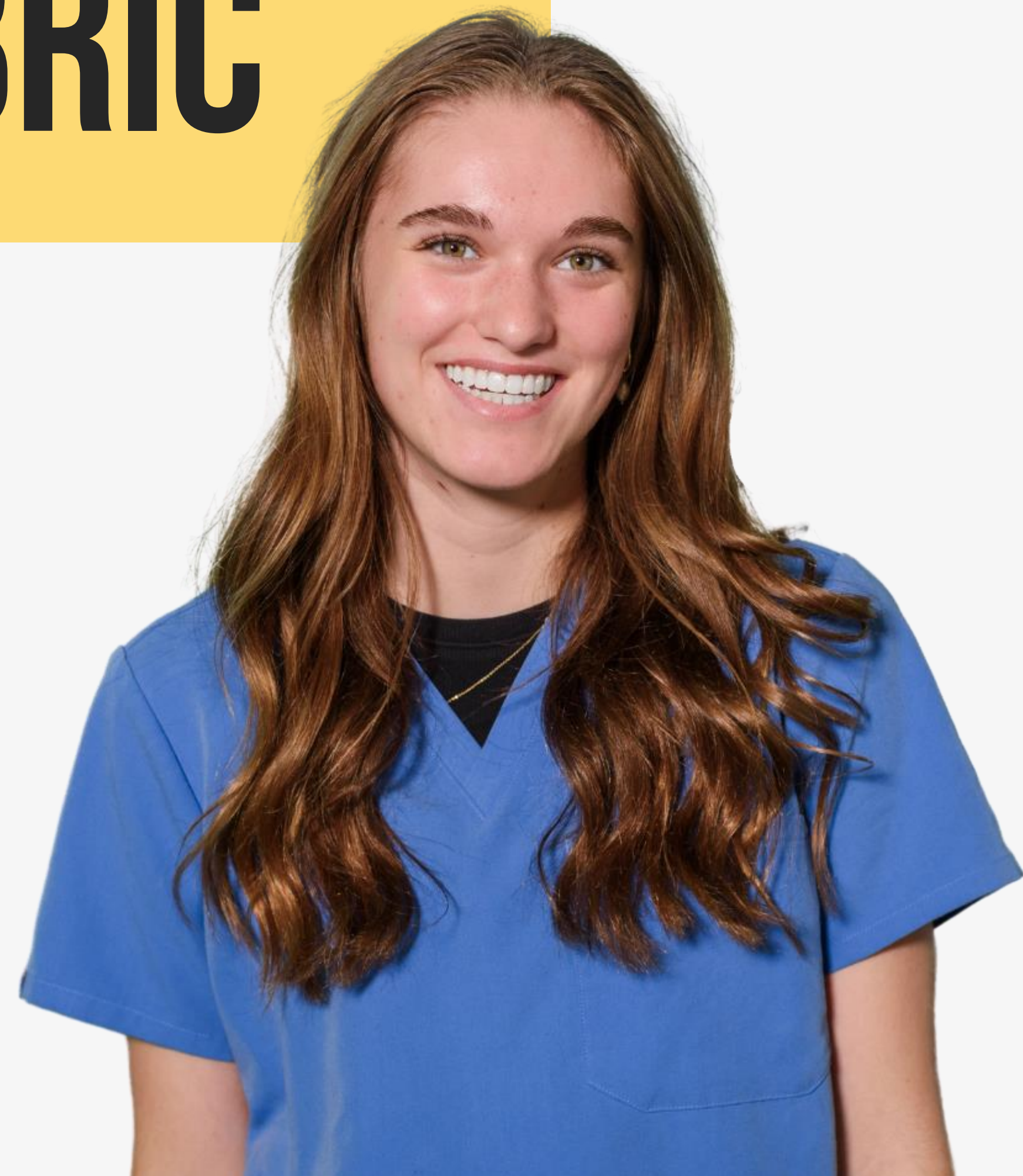


# MAJOR OUTCOMES OF PLAN

- 1. SLCC is making significant reinvestments in workforce and high-demand transfer programs.** This includes \$2,125,000 for technical programs in the School of Professional and Technical Specialties, \$930,000 in the Gail Miller Business School, and \$586,000 in the School of Health Sciences. SLCC also moved programs into Salt Lake Technical College to better align with the technical college system and to improve SLTECH's outcomes.
- 2. SLCC is significantly reducing administrative overhead costs** and is reinvesting these dollars into instructional programs. With the consolidation of an Academic School and the elimination of five administrator positions, plus large reductions in annual expenses and operational budgets, SLCC is able to invest in workforce programs by decreasing its administrative footprint.
- 3. SLCC is centering student outcomes in the decision-making process.** Our plan includes an additional \$581,620, in reductions, reflecting our commitment to making decisions based upon what is best for students rather than focusing on mere compliance. By doing this, we exceeded HB 265's 10% budget reduction requirement.

# PROCESS & CRITERIA RUBRIC

Broad College Involvement & System Thinking





# THE PROCESS

- The Provost's Office created rubrics for evaluating instructional and non-instructional programs. These rubrics were circulated to faculty and academic staff for review.
- Based upon feedback, the rubrics were modified, and the Academic Deans and Associate Provosts applied the rubrics as they modeled a 10% budget reduction in their areas.
- The Deans reviewed all instructional programs in the current catalog to ensure (a) SLCC had the resources to provide each program at a high-quality level, and (b) instructional programs were streamlined and organized in the most optimal way to support students' timely completion and post-completion success.
- The recommended actions meets the \$5.246 million obligation. The proposal also includes a \$360,000 reinvestment—drawn from surplus identified through reductions—to support institutional needs aligned with the 2025 Vision Matrix that fall outside the bill's narrow criteria.



# CRITERIA RUBRIC

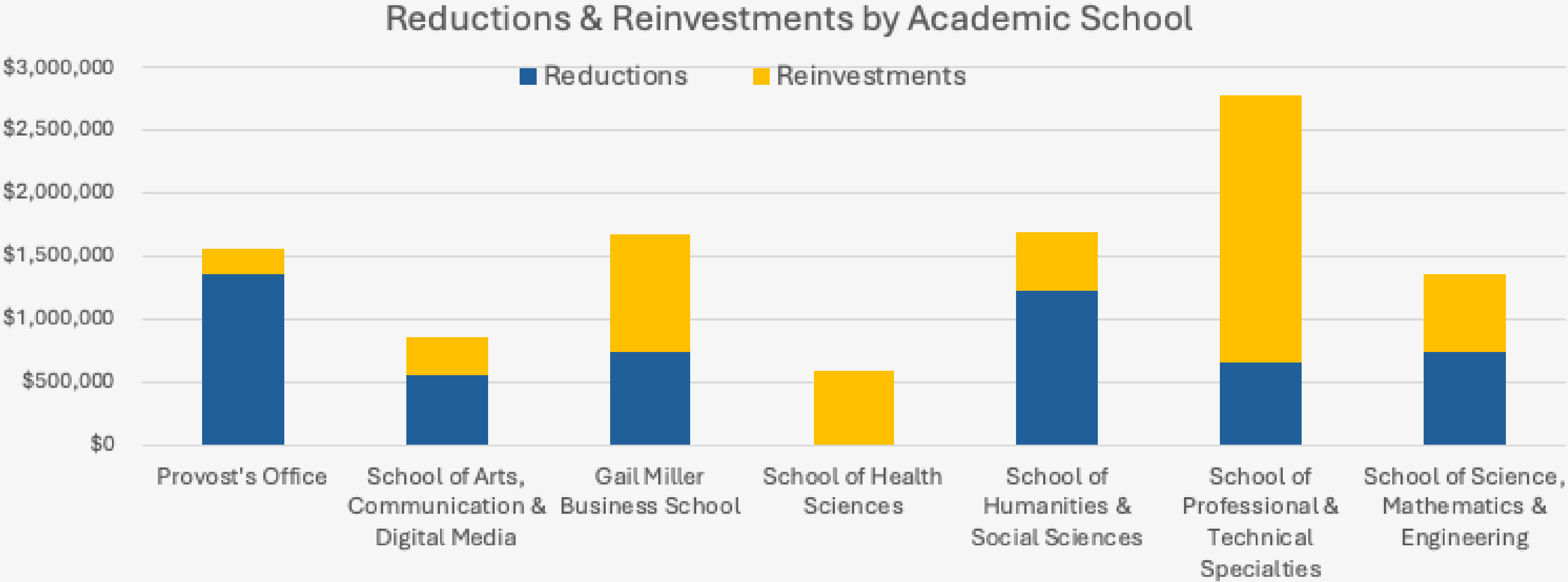
Enrollment component	Green (2)	Yellow (1)	Red (0)
Enrollment sustainability score	>75% = Strong program with high utilization and growth	50%-74% = Stable program with moderate utilization and growth	<50% = At-risk program with low utilization and declining enrollment
Completion Component	Green (2)	Yellow (1)	Red (0)
Completion score	>75% completion	50-75% completion	<50% completion
Post-completion component for AAS degrees and Certificates	Green (2)	Yellow (1)	Red (0)
Median earnings	More than 60% of students making over \$55,000	40-59% making \$55,000	Below 40% making \$55,000
Post-completion component for transfer degrees (AA, AS, etc.)	Green (2)	Yellow (1)	Red (0)
Transfer rate	60+% of students admit to a transfer institution post-SLCC completion within one year	40-50% of students admit to a transfer institution post-SLCC completion within one year	Less than 39% of students admit to a transfer institution post-SLCC completion within one year

# REDUCTIONS/REINVESTMENTS BY ACADEMIC SCHOOL

Strategically Shaping SLCC's  
Instructional Program Portfolio



# REDUCTIONS & REINVESTMENTS



2025-2026	2026-2027	2027-2028
33%	100%	100%



# PROVOSTS OFFICE

## *Eliminated Academic Programs*

- Interdisciplinary Studies Associate of Art
- Interdisciplinary Studies Associate of Science

## *Reductions*

	AMT	YR	STR	NACUBO
--Director, Curriculum	(\$153,628)	1	Access	Instruction
--Assistant Director, eLearning	(\$113,389)	1	Access	Instruction
--Coordinator, ePortfolio	(\$84,007)	1	Access	Instruction
--Coordinator, Assessment	(\$84,006)	1	Access	Academic Support
--Specialist V, Media Development	(\$126,619)	3	Access	Academic Support
--Administrative Assistant II	(\$68,495)	1	Access	Academic Support
--Specialists x3 (Part-Time)	(\$44,365)	1	Access	Academic Support
--Close Library Operations & Testing Services, Miller Campus	(\$317,040)	1	Access	Academic Support
--Non-Instructional Operational Expenses	(\$150,429)	1	Access	Academic Support
<b>TOTAL</b>	<b>(\$1,141,978)</b>			

## *Reinvestments*

	AMT	YR	STR	NACUBO
--Adjunct Faculty Budget, Prison Education Program	\$200,000	1	Access	Instruction
<b>TOTAL</b>	<b>\$200,000</b>			

# SCHOOL OF ARTS, COMMUNICATION & DIGITAL MEDIA

## ***Eliminated Academic Programs***

---

- Visual Art & Design, Graphic Design Associate of Applied Science
- Visual Art & Design, Animation Associate of Applied Science
- Visual Art & Design, Illustration Associate of Applied Science
- Visual Art & Design, Multimedia Associate of Applied Science
- Visual Art & Design, Web Design Associate of Applied Science
- Fashion Merchandising Associate of Applied Science
- Technical Apparel Associate of Applied Science
- Theater Performance Certificate
- Interior Design Certificate

## ***New Academic Programs/Emphases***

---

- Visual Art & Design AAS, Emphases in Animation, Graphic Design, & Web Design
- Fashion AAS, Emphases in Fashion Merchandising & Technical Apparel

# SCHOOL OF ARTS, COMMUNICATION & DIGITAL MEDIA

## *Reductions*

	AMT	YR	STR	NACUBO
--Dean, School of Arts, Communication & Digital Media	(\$204,055)	2	Access	Academic Support
--Project Manager	(\$105,098)	3	Access	Academic Support
--Administrative Assistant II	(\$84,320)	2	Access	Academic Support
--Secretary (Part-Time)	(\$15,000)	2	Access	Academic Support
--Consolidate the School of Arts, Communication & Digital Media	(above)	2	Access	Academic Support
--Faculty, Communication	(\$106,435)	1	Transfer	Instruction
--Faculty, Foundational Art & Illustration	(\$100,824)	1	Transfer	Instruction
TOTAL	<b>(\$615,732)</b>			

## *Reinvestments*

	AMT	YR	STR	NACUBO
--Faculty, Digital Communication	\$100,000	2	Transfer	Instruction
--Faculty, Film (Technical)	\$125,000	2	Workforce	Instruction
--Manager, Film Equipment	\$80,000	1	Workforce	Instruction
TOTAL	<b>\$305,000</b>			



# GAIL MILLER BUSINESS SCHOOL

## ***Eliminated Academic Programs***

---

- |   |   |
|---|---|
| --Accounting Associate of Applied Science                             | --Marketing Essentials Certificate                      |
| --Computer Science & Information Systems Associate of Science         | --Business & Professional Computing Certificate         |
| --Computer Science & Information Systems Associate of Applied Science | --Computer Science Fundamentals Certificate             |
| --Finance Associate of Applied Science                                | --Database Information Systems & Technology Certificate |
| --Marketing Associate of Applied Science                              | --Linux System Administration Certificate               |
| --Small Business Management Associate of Applied Science              | --Mobile Application Development Certificate            |
| --Accounting Essentials Certificate                                   | --Network & Cyber Security Certificate                  |
| --Accounting Certificate  | --Network & System Administration Certificate           |
| --Intermediate Accounting Certificate                                 | --Software Development Certificate                      |
| --Digital Marketing Certificate                                       | --Network Routing & Switching Certificate               |
| --Advanced Marketing Certificate                                      | --Web Programming & Development Certificate             |

## ***New Academic Programs/Emphases***

---

- Business Associate of Science, Emphases in Finance, Marketing, and Accounting

# GAIL MILLER BUSINESS SCHOOL

## *Reductions*

	AMT	YR	STR	NACUBO
--Associate Dean, Accounting, Fin & Paralegal	(\$134,925)	2	Access	Academic Support
--Project Manager, Business	(\$83,340)	1	Access	Academic Support
--Faculty, Computer Science & Information Systems	(\$127,397)	1	Workforce	Instruction
--Faculty, Computer Science & Information Systems	(\$100,000)	1	Workforce	Instruction
--Faculty, Computer Science & Information Systems	(\$100,000)	2	Workforce	Instruction
--Faculty, Computer Science & Information Systems	(\$100,000)	3	Workforce	Instruction
--Faculty, Finance	(\$100,000)	2	Transfer	Instruction
TOTAL	<b>(\$745,662)</b>			

## *Reinvestments*

	AMT	YR	STR	NACUBO
--Faculty, Info Technology (Tech)	\$125,000	2	Workforce	Instruction
--Faculty, Info Technology (Tech)	\$125,000	2	Workforce	Instruction
--Faculty, Info Technology (Tech)	\$125,000	2	Workforce	Instruction
--Faculty, Business Analytics	\$100,000	2	Transfer	Instruction
--Faculty, Business Analytics	\$100,000	2	Transfer	Instruction
--Faculty, Hospitality	\$100,000	2	Transfer	Instruction
--Faculty, Hospitality	\$100,000	2	Transfer	Instruction
--Business Tutoring and Online Success Coaching	\$155,000	1	Access	Student Svc
TOTAL	<b>\$930,000</b>			

# TARGETED ACADEMIC PROGRAMS

## FILM

Leveraging enrollment growth to expand completion in technical education certificate program & meet local workforce needs.

	CIP	Enroll	Complete	Post-Comp	High-Dem	Earnings
Film Prod Tech AAS	10.0201	30%	24%	11%	Mid	\$51,958
Film Prod Cert	10.0201	NEW	--	--	Mid	\$56,098

## HOSPITALITY

Partnering with local K-12 districts and the University of Utah to develop stronger hospitality management pathways.



# SCHOOL OF HEALTH SCIENCES

## Eliminated Academic Programs

None

## Reductions

	AMT	YR	STR	NACUBO
None				

## Reinvestments

	AMT	YR	STR	NACUBO
--Coordinator, Health Administration	\$80,000	2	Workforce	Instruction
--Faculty, Health Administration	\$100,000	2	Workforce	Instruction
--Base Funding for Third Nursing Cohort	\$406,000	1	Workforce	Instruction
TOTAL	<b>\$586,000</b>			

# SCHOOL OF HUMANITIES & SOCIAL SCIENCES

## ***Eliminated Academic Programs***

---

- Anthropology Associate of Science
- History Associate of Science
- Philosophy and Religious Studies Associate of Science
- Sociology Associate of Science
- Writing Studies Associate of Science
- Anthropology Associate of Science

## ***New Academic Programs/Emphases***

---

- Humanities Associate of Science, Emphases in History & Philosophy & Religious Studies
- English Studies, Emphasis in Writing Studies
- Social & Behavioral Sciences Associate of Science, Emphases in Anthropology & Sociology

# SCHOOL OF HUMANITIES & SOCIAL SCIENCES

## *Reductions*

	AMT	YR	STR	NACUBO
--Specialist III, Pub Center	(\$74,786)	2	Transfer	Instruction
--Coordinator, ASL	(\$74,786)	2	Transfer	Instruction
--Faculty, Languages	(\$102,056)	1	Transfer	Instruction
--Faculty, Learning Enhancement	(\$141,301)	3	Access	Instruction
--Faculty Learning Enhancement	(\$100,155)	1	Access	Instruction
--Faculty, Economics	(\$90,242)	1	Transfer	Instruction
--Community Writing Center	(\$210,435)	1	Access	Instruction
--Other Operational Expenses	(\$463,202)	1	Transfer	Instruction
TOTAL	<b>(\$1,256,963)</b>			

## *Reinvestments*

	AMT	YR	STR	NACUBO
--Faculty, Education	\$100,000	2	Transfer	Instruction
--Faculty, Psychology	\$100,000	2	Transfer	Instruction
--Faculty, Social Work	\$100,000	2	Transfer	Instruction
--Faculty, Social Work	\$100,000	2	Transfer	Instruction
--Increase English Supplemental Instruction	\$75,000	1	Access	Instruction
TOTAL	<b>\$475,000</b>			



# SCHOOL OF PROFESSIONAL & TECHNICAL SPECIALTIES

## ***Eliminated Academic Programs***

---

- Apprenticeship Stagehand JATC Associate of Applied Science
- Apprenticeship Ironworkers JATC Technology Associate of Applied Science
- Apprenticeship Cement Mason JATC Technology Associate of Applied Science
- Criminal Justice Associate of Applied Science
- Apprenticeship Cement Mason Independent Technology Certificate
- Sustainable Building Construction Certificate
- Motorcycle & Outdoor Power Equipment Technology Certificate of Completion
- Motorcycle & Outdoor Power Equipment Technology Certificate of Performance
- Bookkeeping Clerk Technology Certificate
- Diesel Technician and Driver Certificate

# SCHOOL OF PROFESSIONAL & TECHNICAL SPECIALTIES

## Reductions

	AMT	YR	STR	NACUBO
--Program Manager, Workforce	(\$91,735)	1	Access	Instruction
--Specialist, Workforce	(\$100,035)	1	Access	Instruction
--Coordinator, Registration	(\$54,126)	1	Access	Academic Support
--Faculty, Diesel Systems Associate of Applied Science	(\$78,881)	1	Workforce	Instruction
--Faculty, Auto Services Associate of Applied Science	(\$78,881)	1	Workforce	Instruction
--Other Operational Expenses	(\$143,690)	1	Workforce	Academic Support

## Reinvestments

TOTAL **(\$547,348)**

	AMT	YR	STR	NACUBO
--Base Funding for EMT/AMT Programs	\$300,000	2	Workforce	Instruction
--Base Funding for Law Enforcement Officer Program	\$400,000	2	Workforce	Instruction
--Base Funding for Advanced Manufacturing Program	\$300,000	2	Workforce	Instruction
--Base Funding for Firefighting Academy	\$450,000	2	Workforce	Instruction
--Faculty, Non-Destructive Testing Associate of Applied Science	\$100,000	1	Workforce	Instruction
--Faculty, Apprenticeship x2	\$250,000	1	Workforce	Instruction
--Faculty, Construction Management	\$100,000	1	Workforce	Instruction
--Faculty, Welding Associate of Applied Science/Certificate x2	\$225,000	1	Workforce	Instruction

TOTAL **\$2,125,000**

# REBUILDING IN SALT LAKE TECHNICAL COLLEGE

SLCC is placing technical college-approved programs into SLTECH to align with the technical college system and increase student access.

Emergency Medical Technician/ Advanced Medical Technician	CIP 51.0904, 6 Credits CIP 51.0904, 6 Credits
Law Enforcement Officer/ Special Function Officer	CIP 43.0107, 12 Credits CIP 43.0107, 9 Credits
Firefighter	CIP 43.0203, 12 Credits
Manufacturing Technology	CIP 15.0613, 13 Credits
Diesel	CIP 47.0605
Automotive Services	CIP 47.0604

# SCHOOL OF SCIENCE MATHEMATICS & ENGINEERING

## *Eliminated Academic Programs*

---

- Biology Associate of Pre-Science
- Engineering Full Associate of Pre-Engineering
- Pre-Medical Associate of Science
- Biotechnology Certificate
- Environmental Sustainability Certificate



# SCHOOL OF SCIENCE MATHEMATICS & ENGINEERING

## Reductions

	AMT	YR	STR	NACUBO
--Associate Dean, Exercise Science	(\$159,719)	2	Access	Academic Support
--Project Manager, Math	(\$126,013)	3	Access	Instruction
--InnovaBio Researcher	(\$117,138)	1	Access	Instruction
--Faculty, Lab Lecture Bio	(\$79,010)	1	Workforce	Instruction
--Faculty, Biotechnology	(\$75,292)	1	Transfer	Instruction
--Move Engineering Design Manufacturing to Salt Lake Tech	(\$182,562)	1	Workforce	Instruction
--Other Operational Expenses	(\$199,383)			Instruction
TOTAL	<b>(\$939,117)</b>			

## Reinvestments

	AMT	YR	STR	NACUBO
--Faculty, Physics	\$100,000	2	Transfer	Instruction
--Faculty, Biology/Pre-Health	\$100,000	2	Workforce	Instruction
--Faculty, Biology/Pre-Health	\$100,000	2	Workforce	Instruction
--Lab Coordinator, Biology/Pre-Health	\$100,000	2	Workforce	Instruction
--Lab Coordinator, Biology/Pre-Health	\$100,000	2	Workforce	Instruction
--Faculty, Chemistry	\$100,000	2	Workforce	Instruction
--Math Supplemental Instruction	\$25,800	1	Access	Instruction
TOTAL	<b>\$625,800</b>			

# PROPOSED PLAN SUMMARY





# ACADEMIC PROGRAM CHANGES

	2024-25 Programs	2025- 2026 Programs	#Programs Reduced	#Programs Combined	#Courses Eliminated
<b>Gail Miller Business School</b>	29	11	<b>18</b>	3	14
<b>School of Technical &amp; Professional Specialties</b>	60	50	<b>10</b>	0	66
<b>Arts, Communication &amp; Media</b>	41	32	<b>9</b>	4	44
<b>Humanities &amp; Social Sciences</b>	24	19	<b>5</b>	5	41
<b>Science, Math &amp; Engineering</b>	21	17	<b>4</b>	0	64
<b>Academic Affairs (Provost's Office)</b>	5	3	<b>2</b>	0	0
<b>Health Sciences</b>	15	15	<b>0</b>	0	8
<b>Total</b>	195	147	<b>48</b>	12	237

# NON-INSTRUCTIONAL PROGRAM & PERSONNEL CHANGES

Academic School		Non-Instructional Program Eliminated	
Humanities & Social Sciences		Community Writing Center	
Provost Office		Library, Miller Campus	
		Testing Services, Miller Campus	
Personnel Impacts			
<i>Reductions</i>		<i>Reinvestment</i>	
--Administrators	-5	+Administrators	+0
--Faculty	-17	+Faculty	+26
--Staff	-28	+Staff	+3
	<b>-50</b>		<b>+29</b>



# THANK YOU!

Questions?



| SALT LAKE  
TECH

