

SUU SOUTHERN
UTAH
UNIVERSITY



PROPOSED STRATEGIC REINVESTMENT PLAN

SUU's Strategic Plan 2024-2030

SUU remains committed to student success, academic excellence, and preparing graduates to meet the needs of Utah and beyond.

To support these goals, our reinvestment strategy will focus on:

- Strengthening academic programs and increasing work-based learning opportunities
- Promoting accessibility, retention, and graduation through a student-centered approach
- Supporting impacted employees while aligning programs with state and workforce needs
- Simplifying pathways and services to improve efficiency and reduce redundancies
- Balancing career readiness with deep, meaningful learning experiences.



SUU's Strategy Process

January 2025

- President charged cabinet to review data and inefficiencies
- Provost's office initiated data collection
- Cabinet & deans reviewed program data
- Budget & provost offices reviewed data and objectives

February 2025

- Leadership reviewed USHE data dashboards
- Cabinet & Deans discussed reduction and reinvestment scenarios
- Cabinet identified eligible reductions and reinvestments

March 2025

- Deans received simplified cost study data
- Cabinet & deans reviewed preliminary ideas
- USHE released new data dashboard
- Deans met with targeted departments and programs

April 2025

- President enacted Policy 5.41: Strategic Reinvestment Plans
- Deans provided input on program and personnel adjustments
- Personnel review committees evaluated provost recommendations
- Trustees reviewed the plan
- Leadership contacted impacted employees



Factors of Consideration

- Existing program review reports & dashboard
- USHE Workforce/Program Evaluation Dashboard
- Gray DI Market & Program Data
- Talent Ready Utah Priority Occupations for Workforce Development
- Supervisor feedback
- Efficiency review
- SUU Policy 5.41: Strategic Reinvestment Plans

Data Sources

Criteria #1 - Enrollment

Metric: Fall 2024 enrollments

Metric: 6-year average

Metric: # change

Metric: % change

Data: Fall EOT, 2019-24 (Doctorate, Masters, Bachelors, Associates; Minors; Certificates; All Majors)

Criteria #2 - Completions

Metric: Fall 2024 enrollments

Metric: 6-year average

Metric: # change

Metric: % change

Data: USHE method, 2019-24 (Doctorate, Masters, Bachelors, Associates; Minors; Certificates; All Majors)

Criteria #3 - Outputs

Metric: Post-Grad & Job Placement

Metric: Salary - weighted average using mid-point of each salary band

Data: SUU Records

Criteria #4 - Workforce Demands

Metric: USHE Workforce/ Program Evaluation Dashboard

Metric: Gray DI Market & Program Data

Metric: Talent Ready Utah Priority Occupations

Criteria #5 - Program-Level Cost

Metric: FY 2024 USHE Cost Study

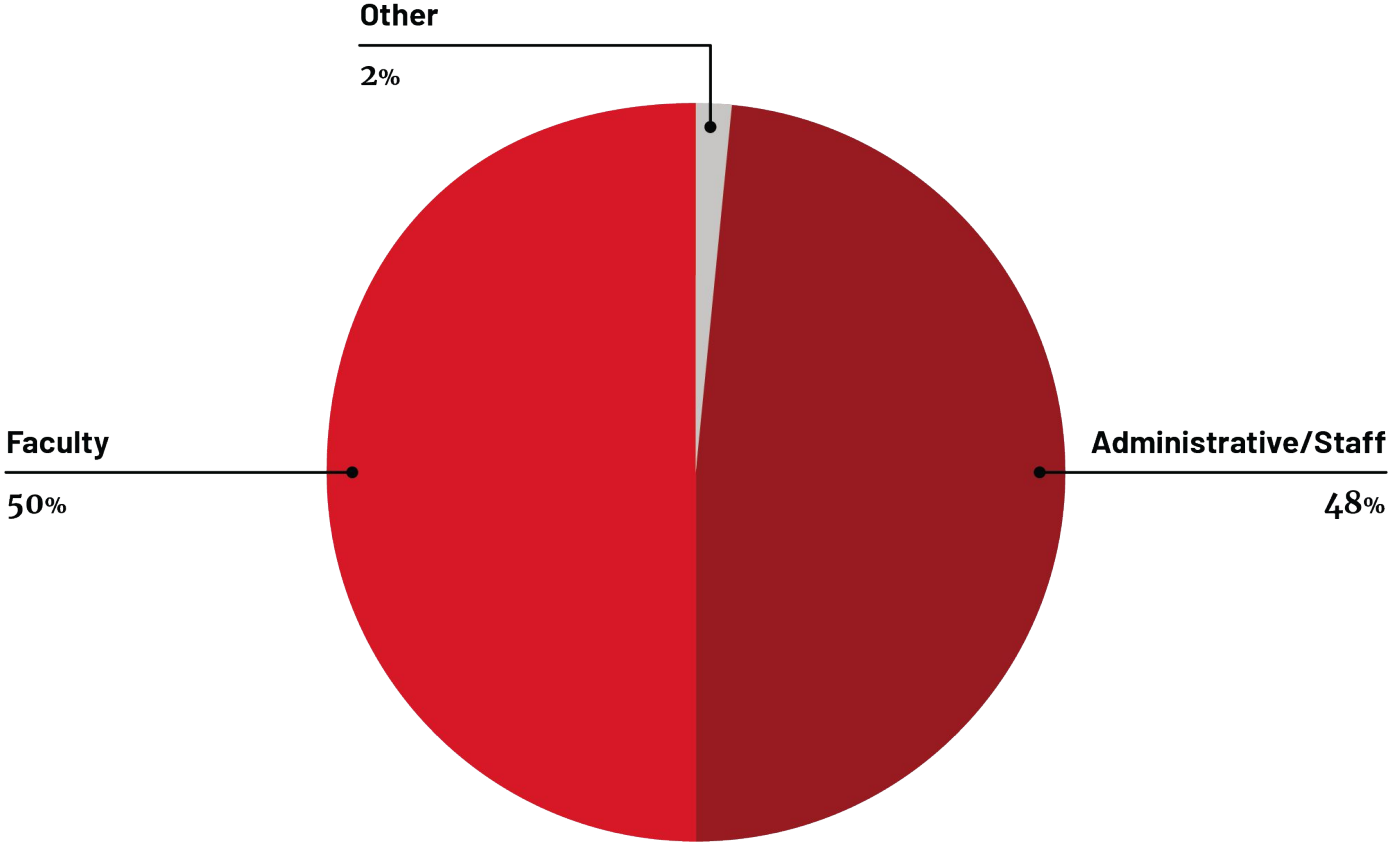
Criteria #6 - Mission Alignment

Metric: Program alignment with SUU's mission

Strategic Disinvestment Summary

Impacted Area Reductions & Repositions	# of Positions	Amount
Administrative	6.5	\$948,494
Faculty	13.6	\$1,589,623
Staff	5.25	\$565,433
Other		\$72,450
<i>Total</i>		<i>\$3,176,000</i>

Strategic Disinvestment Summary



FOCUSING ON WORKFORCE NEEDS IN UTAH

BUSINESS

Business & Entrepreneurship
3 Faculty positions

Ethics
.75 position

STEM

Engineering
3 Faculty positions

Computer Science
1 Faculty positions

Artificial Intelligence
.75 Faculty position

STEM - College & Career Ready High School Coordinator
1 position

STEM - Associate Director
1 position

INNOVATIVE TECH

UX UI - User Experience & Web Design
2 Faculty positions

Augmented & Virtual Reality
1 Staff coordinator
5 Student positions

Filmmaking
.5 Faculty positions

EDUCATION

Secondary Education (Music)
.25 Faculty position

HEALTH CARE

Nursing
3 Faculty positions

Pre-Athletic Training (for medical professionals)
1 Faculty position

Counseling & Social Work
2.25 Faculty positions

Clinical Psychologist Student Assistantships
10 Student positions

Career & Internship Placement Coordinator
1 position

Career & Internship Placement Coordinator
1 position

Career & Internship Placement Coordinator
1 position

Career & Internship Placement Coordinator
1 position

Career & Internship Placement Coordinator
1 position

Career & Internship Placement Coordinator - Online Programs
1 position

User Experience Web Design Strategist
1 position

Compensation & Employment Data Specialists
2 positions

Administrative Disinvestment

Impacted Areas	Administrative Reductions	# of Positions	NACUBO	Amount
President's Office	Elimination of Vice President Elimination of Assistant to the President for Special Projects	1.5	Institutional Support	\$ 302,947
Community Outreach and Engagement	Elimination of Program Manager	1	Institutional Support	\$ 71,568
Graduate & Online	Elimination of Assoc. Vice President	1	Student Services	\$ 204,465
Human Resources	Elimination of Deputy Chief Officer	1	Institutional Support	\$ 186,696

Staff Disinvestment

Staff Reductions	# of Positions	NACUBO	Amount
Health & Wellness	1	Student Services	\$ 63,931
Disability Center	1	Student Services	\$ 69,796
Academic Success	1	Student Services	\$ 67,426
Advising	1	Academic Support	\$ 67,841
Housing	0.25	Student Services	\$ 21,877

Proposed Staff Reinvestments

Area of Reinvestment	# of New Positions	NACUBO	Amount
Career & Internship Placement Coordinators	5	Student Services	\$ 374,400
College & Career Readiness Coordinator - STEM	1	Academic Support	\$ 100,000
Compensation & Employment Data Specialists	2	Institutional Support	\$ 186,696
Career & Internship Placement Coordinator - Online Students	1	Student Services	\$ 115,142
Augmented & Virtual Reality Coordinator	1	Instruction	\$ 169,767
Web User Experience (UX) Strategist	1	Institutional Support	\$ 113,694
STEM Center Assistant Coordinator	1	Instruction	\$ 89,300

Faculty Disinvestment

Impacted Areas	# of Positions	NACUBO	Amount
College of Engineering & Computational Sciences	2	Academic Support	\$ 343,686
Art History	0.5	Instruction	\$ 31,930
Athletic Training	2	Instruction	\$ 221,494
Biology	1	Instruction	\$ 105,472
Chemistry	1	Instruction	\$ 175,388
Dance	1	Instruction	\$ 84,831
French	1	Instruction	\$ 131,283
History	1	Instruction	\$ 168,239

Faculty Disinvestment

Impacted Areas	# of Positions	NACUBO	Amount
Hotel, Resort & Hospitality Management	1	Instruction	\$ 152,828
Library Staff	1	Academic Support	\$ 113,694
Math	1	Instruction	\$ 89,557
Nutrition	0.6	Instruction	\$ 49,612
Philosophy	1.5	Instruction	\$ 137,490
Piano Performance	0.25	Instruction	\$ 25,668
Sociology	0.75	Instruction	\$ 87,973
Studio Arts	1	Instruction	\$ 127,858

Proposed Faculty Reinvestments

Area of Reinvestment	Top 10: USHE Workforce Dashboard	45+ Rating: Gray DI Data	1st or 2nd Quartile: Talent Ready Utah Priority	# of New Positions	NACUBO	Amount
Artificial Intelligence Ethics		X	X	0.75	Instruction	\$ 70,575
Business Mgmt. (MBA)	X	X	X	1	Instruction	\$ 153,188
Civil Engineering		X	X	1	Instruction	\$ 124,829
General Engineering		X	X	1	Instruction	\$ 100,601
Computer Science	X	X	X	1	Instruction	\$ 143,808
Counseling/Psychology	X	X	X	0.25	Instruction	\$ 33,495

Proposed Faculty Reinvestments

Area of Reinvestment	Top 10: USHE Workforce Dashboard	45+ Rating: Gray DI Data	1st or 2nd Quartile: Talent Ready Utah Priority	# of New Positions	NACUBO	Amount
Electrical Engineering		X	X	1	Instruction	\$ 124,830
Ethics (MBA)	X	X	X	.75	Instruction	\$ 66,915
Exercise Science	X	X	X	1	Instruction	\$ 115,278
Filmmaking			X (3rd Quartile)	0.5	Instruction	\$ 54,478
Music Education	X	X	X	0.25	Instruction	\$ 25,668
Nursing (BSN)	X	X	X	1	Instruction	\$ 97,200

Proposed Faculty Reinvestments

Area of Reinvestment	Top 10: USHE Workforce Dashboard	45+ Rating: Gray DI Data	1st or 2nd Quartile: Talent Ready Utah Priority	# of New Positions	NACUBO	Amount
Nursing (FNP)	X	X	X	1	Instruction	\$ 129,600
Nursing (MSN Leadership)	X	X	X	1	Instruction	\$ 97,200
Operations Mgmt. (MBA)	X	X	X	1	Instruction	\$ 153,187
Professional Sales & Entrepreneurship/Mgmt.	X	X	X	1	Instruction	\$ 153,187
User Experience/User Interface Web Design		X	X	2	Instruction	\$ 35,500
Social Work/Counseling	X	X	X	2	Instruction	\$ 227,462

Other Proposed Reinvestments

Area of Reinvestment	Top 10: USHE Workforce Dashboard	45+ Rating: Gray DI Data	1st or 2nd Quartile: Talent Ready Utah Priority	NACUBO	Amount
Clinical Psychology Student Assistantships	X	X	X	Instruction	\$ 120,000
Augmented & Virtual Reality Software & Student Wages		X	X	Instruction	\$ 169,767

Strategic Disinvestment: Programming

Eliminated Credentials	#	Impacted Programs	NACUBO	Amount
Master's	2	Arts Administration (face-to-face), Athletic Training	Instruction	\$293,944
Majors	4	Art History, French, French Education, Philosophy	Instruction	\$300,703
Minors	2	Ethnic Studies, Women & Gender Studies	Instruction	-
AAS & AA-AS	9	Business Specialty, Construction Technology, Criminal Justice, Culinary Arts Management, Equine Studies, Integrated Health Sciences, Legal Studies, Livestock Farm Management, Livestock Management Technical	Instruction	-

Strategic Disinvestment: Programming (cont.)

Eliminated Credentials	#	Impacted Programs	NACUBO	Amount
Emphases	4	Hotel & Tourism Management (MBA), International Business Management (MBA), Piano Performance, Food & Beverage (HRHM)	Instruction	\$ 152,828
Certificates	2	International Business Management, Uncrewed Aircraft	Instruction	-



Two-Year Teach Out Programs

- Master of Fine Arts (face-to-face)
- Art History major
- French major
- Philosophy major
- Ethnic Studies minor
- Women & Gender Studies minor
- HRHM: Food & Beverage emphasis
- Piano Performance emphasis
- Legal Studies AA/AS

College of Engineering & Computational Sciences + College of Natural Sciences

- Fosters interdisciplinary teaching & research
- Streamlines administrative operations
- Redirects resources toward instructional needs in high-demand STEM fields
- Creates more balanced enrollment distribution across colleges
- Repositions administrative duties into instructional resources



Reduction Rollout

YEAR 1

Faculty Lines: Biology, Math, Athletic Training, Hotel Resort & Hospitality Management, Nutrition (partial)

Restructured College

Staff Lines: Graduate & Online, Student Affairs, Community Outreach & Engagement, Assistant to President

YEAR 2

Faculty Lines: Chemistry, History, French, Dance, Studio Arts, Athletic Training

Partial Faculty Lines: Sociology, Philosophy, Art History, and Piano Performance

Staff Lines: Library, Human Resources

YEAR 3

Arts Administration: Online only
Degree Teach Out Completed



Strategic Reinvestment Summary

Areas of Reinvestment	Description
New Faculty Positions	12
Reassigned Faculty Positions	5.5
Staff Positions	12
Clinical Psychology Student Assistantships	10
Technology	Augmented & Virtual Reality Software
Augmented & Virtual Reality Student Wages	5



Streamlining for the Future

- Annual review to determine funding allocation
- Reprise Institutional Effectiveness Committee with faculty senate and staff association representation
- Explore sub-120 degrees
- Explore prior learning credits
- Program development for workforce alignment
- Open faculty lines revert to the Provost's Office in discussion with the deans at the beginning of each fiscal year
- Uphold minimum enrollment standards

