

# USHE 2025-2026 Strategic Reinvestment Plan Review & Approval

June 6, 2025



UTAH  
SYSTEM OF  
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EDUCATION

# Bottom Line Up Front

- HB 265 from the 2025 General Legislative Session requires institutions to develop strategic reinvestment plans and the UBHE to approve these plans before June 30<sup>th</sup>, 2025.
  - The UBHE will be asked to approve all or parts of Institutional Strategic Reinvestment during the June 6<sup>th</sup> Board meeting.
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# Enacting Legislation (Part 1)

HB 1 *Higher Education Base Budget* from the 2025 GS transferred 10% of each USHE degree-granting institution's E&G state tax funded budget to the UBHE in Fiscal Year 2026 as follows:

## ITEM 92 To Utah Board of Higher Education - Strategic Reinvestment

From Income Tax Fund	60,452,700
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### Schedule of Programs:

Salt Lake Community College	5,246,800
Snow College	1,678,700
Southern Utah University	3,176,000
University of Utah	19,585,200
Utah State University	12,645,300
Utah Tech University	2,555,100
Utah Valley University	8,904,800
Weber State University	6,660,800

# Enacting Legislation (Part 2)

HB 265 *Higher Education Strategic Reinvestment* from the 2025 GS includes a budgetary procedures act exception to allow UBHE to transfer the funding back to institutions upon securing the following approvals of institution strategic reinvestment plans:

- UBHE before June 30<sup>th</sup>, 2025
  - Higher Education Appropriations Subcommittee Favorable Recommendation in August, 2025
  - Executive Appropriations Subcommittee Approval in September, 2025
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# Statutory Elements of a Strategic Reinvestment Plan

***Strategic Reinvestment Plans are required to identify areas of institutional expenditures that merit further investment via the reallocation of state tax dollars away from internal areas of disinvestment over the three-year reinvestment period.***

## **What data or criteria must these plans utilize?**

- Demonstrated enrollment data
- Completion rate and timely completion data
- Discipline-related professional outcomes, including placement, employment, licensure, and wage outcomes
- Current and future localized statewide workforce demands
- Program-level costs
- Institutional mission and role within the System

## **What categories may be identified in the plan (either for divestment or reinvestment)?**

- Programs
- Courses
- Degrees
- Departments, colleges, or other divisions of the institution
- Operational efficiencies
- Other components of the institution's instruction and administrative functions, including dean positions or other administrative positions



# Timeline for Strategic Reinvestment Plans

## FY 26 / AY 25-26

*An institution may use no more than 70% of its total reinvestment funds for the reduced or eliminated items identified in the plan.*

**March 2025**  
Board issues guidance

**June 2025**

Institutions present plans to the Board for approval.

**August 2025**

Plans presented to HEAS for approval

**September 2025**

Plans presented to EAC for approval

## FY 27 / AY 26-27

*An institution may use no more than 30% of its total reinvestment funds for the reduced or eliminated items identified in the plan.*

**June 2026**

Institutions present implementation details and any modifications for UBHE approval

**August 2026**

Implementation details and any modifications to HEAS for approval

**September 2026**

Implementation details and any modifications to EAC for approval

## FY 28 / AY 27-28

*An institution may only use state funds toward the reduced or eliminated items identified in the plan as necessary to allow for teach-out.*

**June 2027**

Institutions present implementation details and any modifications for UBHE approval

**August 2027**

Implementation details and any modifications to HEAS for approval

**September 2027**

Implementation details and any modifications to EAC for approval

# Core Principles & Commissioner Review

## Technical Compliance w/Statute and Guidance

- NACUBO categories of Academic Support, Institutional Support, Instruction, Student Services and Research (R1)
- Implementation timeline & plan completeness (30/70/100 over FY 2026/27/28)
- Prohibition on supplanting with state funds or tuition increases

## Substantial Recognition of Main Goals/Objectives

- Reinvestments in areas outside of instruction should have a nexus to instruction or otherwise substantially meet statutory criteria.
- Institutions should provide sufficient explanatory detail on reinvestment/disinvestment areas for UBHE and legislative approval.
- Strategic reinvestment plan approval does not constitute de facto approval of newly proposed programs as they must also meet existing policy requirements for program approval.

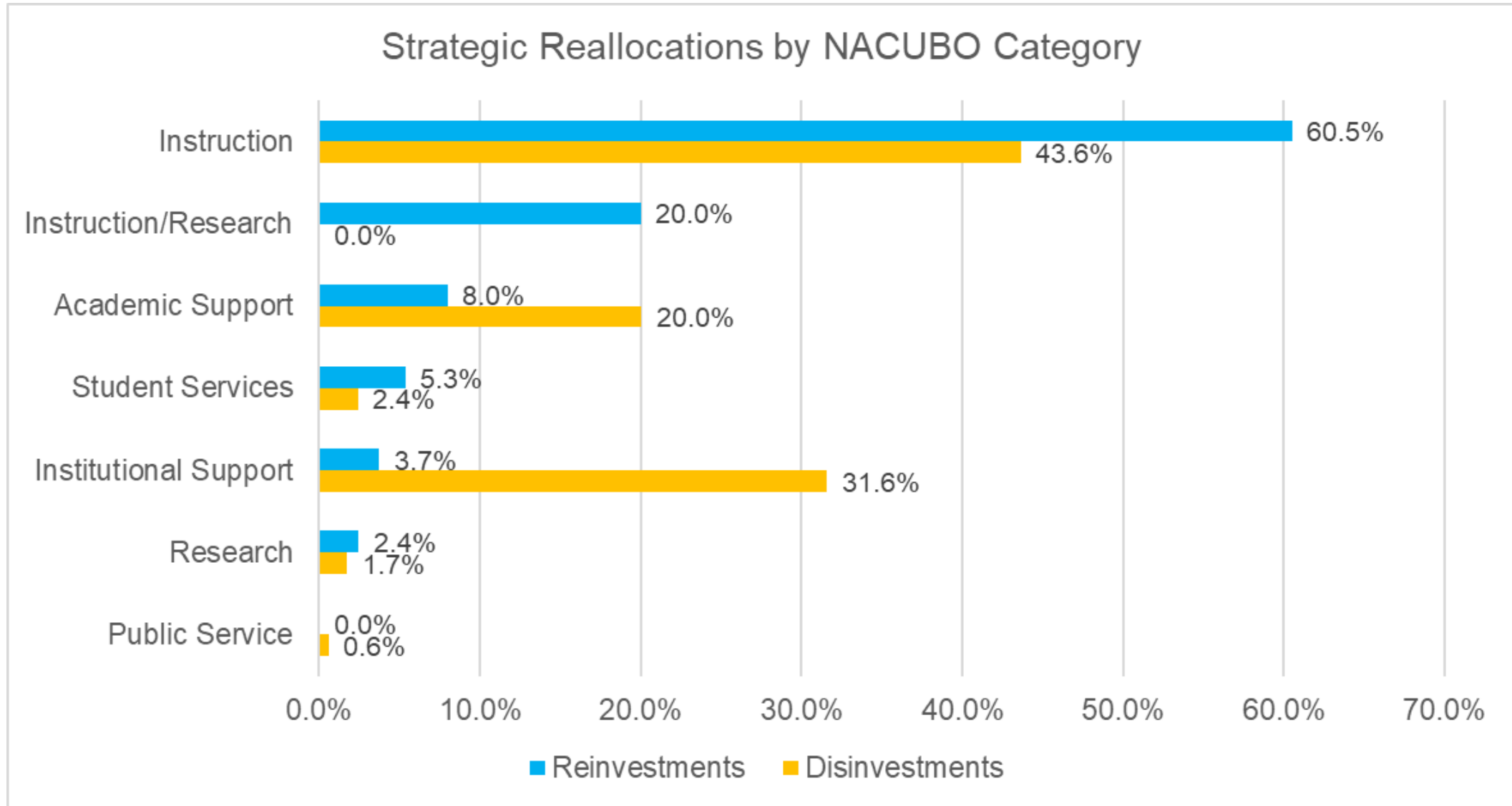
# USHE Strategic Reinvestment Summary

Ongoing Disinvestments	\$ Amount			%		
	FY 2026	FY 2027	FY 2028	FY 2026	FY 2027	FY 2028
UU	-\$7,483,189	-\$13,709,640	-\$19,585,200	38.21%	70.00%	100.00%
USU	-\$5,929,314	-\$11,235,100	-\$12,645,300	46.89%	88.85%	100.00%
UVU	-\$8,904,800	-\$8,904,800	-\$8,904,800	100.00%	100.00%	100.00%
WSU	-\$3,967,978	-\$5,305,307	-\$6,663,958	59.57%	79.65%	100.05%
SLCC	-\$2,590,466	-\$4,192,606	-\$5,246,800	49.37%	79.91%	100.00%
SUU	-\$952,800	-\$3,038,510	-\$3,176,000	30.00%	95.67%	100.00%
UT	-\$850,100	-\$1,845,100	-\$2,555,100	33.27%	72.21%	100.00%
Snow	-\$865,568	-\$1,336,244	-\$1,678,700	51.56%	79.60%	100.00%
<b>Total</b>	<b>-\$31,544,215</b>	<b>-\$49,567,307</b>	<b>-\$60,455,858</b>	<b>52.18%</b>	<b>81.99%</b>	<b>100.01%</b>

Ongoing Reinvestments	\$ Amount			%		
	FY 2026	FY 2027	FY 2028	FY 2026	FY 2027	FY 2028
UU	\$7,483,189	\$13,709,640	\$19,585,200	38.21%	70.00%	100.00%
USU	\$5,777,615	\$10,443,975	\$12,645,300	45.69%	82.59%	100.00%
UVU	\$5,677,922	\$8,635,401	\$8,904,800	63.76%	96.97%	100.00%
WSU	\$4,041,500	\$5,378,829	\$6,737,479	60.68%	80.75%	101.15%
SLCC	\$1,716,800	\$5,246,800	\$5,246,800	32.72%	100.00%	100.00%
SUU	\$952,800	\$3,038,510	\$3,176,000	30.00%	95.67%	100.00%
UT	\$850,100	\$1,845,100	\$2,555,100	33.27%	72.21%	100.00%
Snow	\$714,115	\$1,275,791	\$1,678,700	42.54%	76.00%	100.00%
<b>Total</b>	<b>\$27,214,041</b>	<b>\$49,574,045</b>	<b>\$60,529,378</b>	<b>45.02%</b>	<b>82.00%</b>	<b>100.13%</b>

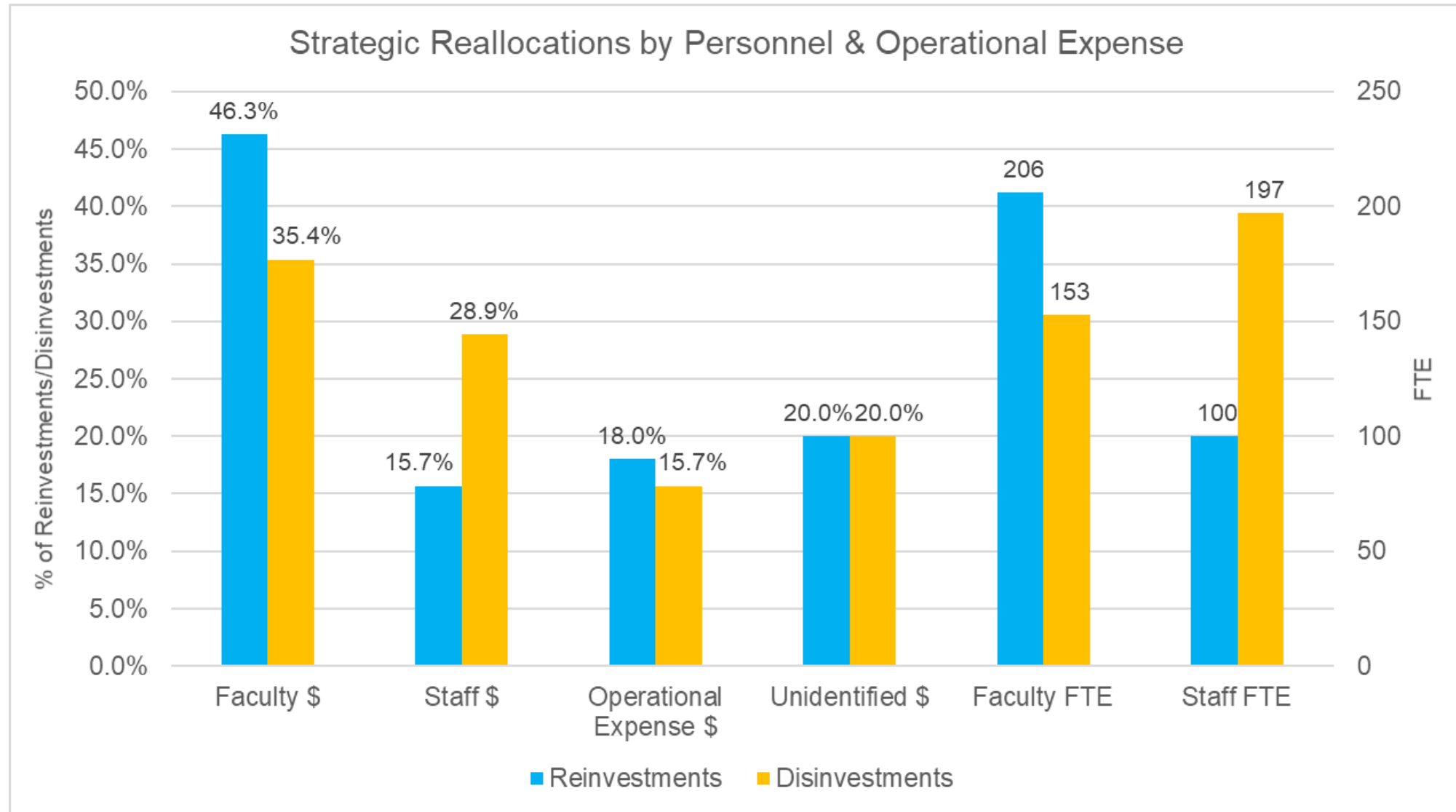


# USHE Strategic Reinvestment Summary



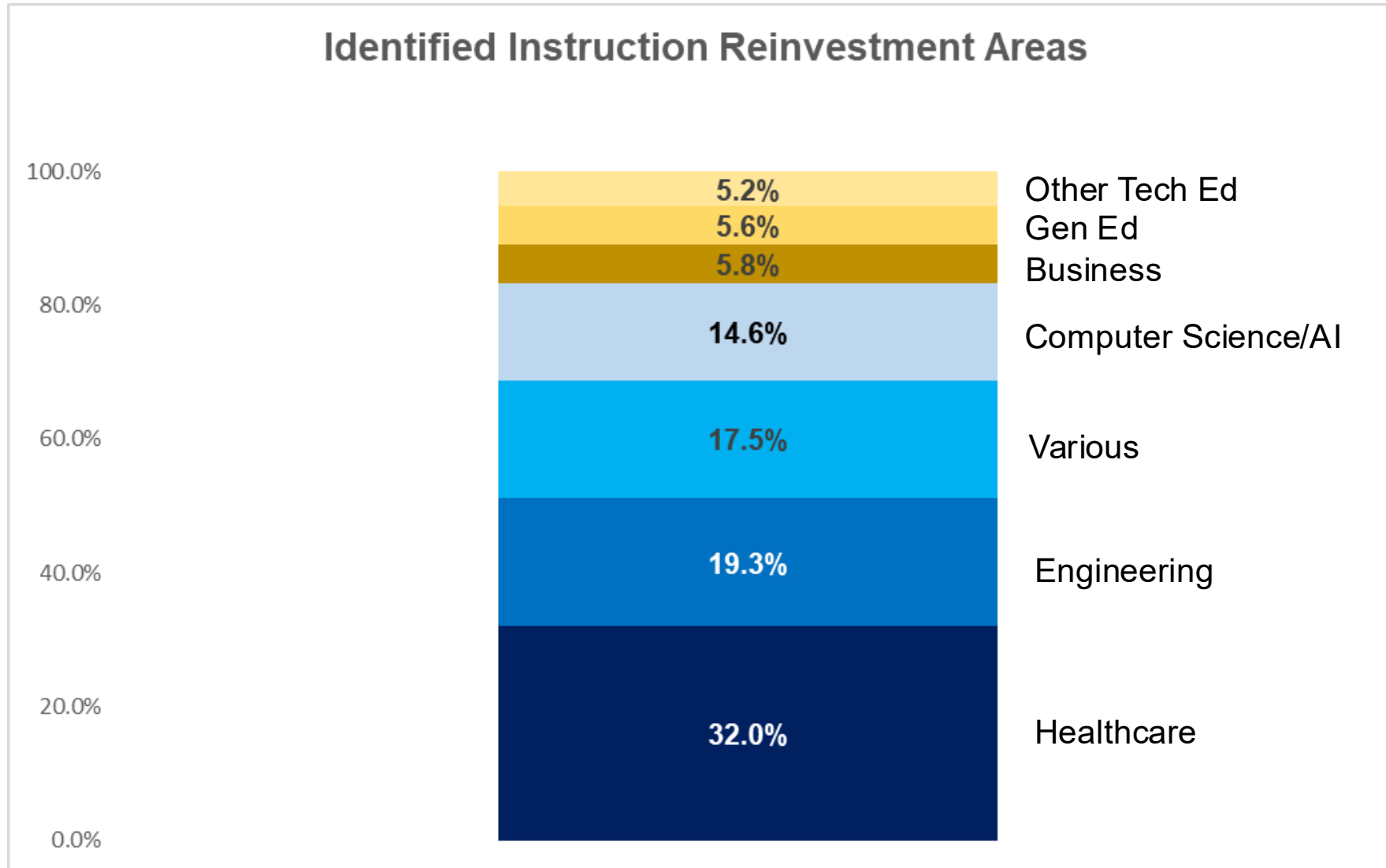
- Over 80% of Strategic Reinvestments are supporting Instruction & Research
- Instruction/Research Reinvestments redirect more than \$22 million in new resources to those areas

# USHE Strategic Reinvestment Summary



- Reinvestments in Instruction and Disinvestments in administration are generally reflected by changes in Faculty and Staff FTE

# USHE Strategic Reinvestment Summary



- Various areas include aggregated items for Accounting, Marketing, Anatomy, Transportation; Education and Prison Education programming, Aviation, and Communication, among other instructional items



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# WSU Itemized Summary

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
1 Disinvestment		Instruction	Program & Faculty Reductions	-\$2,175,525	-\$3,512,854	-\$4,494,557
2 & 3 Disinvestment		Institutional Support	Administrative & Student Services Reductions	-\$527,009	-\$527,009	-\$727,209
2 & 3 Disinvestment		Student Services	Administrative & Student Services Reductions	\$0	\$0	-\$176,748
4 Disinvestment		Academic Support	Administrative Reductions in Student Affairs	-\$1,265,444	-\$1,265,444	-\$1,265,444
Total				-\$3,967,978	-\$5,305,307	-\$6,663,958
%				59.57%	79.65%	100.05%
Item	To/From	NACUBO	Title	FY 2026	FY 2027	FY 2028
5 Reinvestment		Academic Support	Academic Advising Support	\$805,272	\$805,272	\$805,272
6 Reinvestment		Instruction	Health Professions Areas of High Need	\$685,050	\$685,050	\$685,050
7 Reinvestment		Institutional Support	Classroom Technology	\$616,178	\$616,178	\$616,178
8 Reinvestment		Instruction	Enrollment & High Yield Initiatives	\$1,500,000	\$1,737,329	\$2,637,329
9 Reinvestment		Student Services	Recruitment and Enrollment	\$185,000	\$185,000	\$462,500
10 Reinvestment		Instruction	Interdisciplinary Collaboration	\$250,000	\$350,000	\$531,150
11 Reinvestment		Instruction	Course Fee Reallocation	\$0	\$1,000,000	\$1,000,000
Total				\$4,041,500	\$5,378,829	\$6,737,479
%				60.68%	80.75%	101.15%
Balance				73,522	73,521	73,520

WSU is reallocating ~60% in FY 2026, ~80% in FY 2027 and 100% in FY 2028. Disinvestments are largely coming from program, faculty and administrative reductions, with Reinvestments supporting High Yield Initiatives, Academic Support and affordability measures.

# WSU NACUBO Summary & Commissioner Recommendation

Weber State University	Disinvestment \$	Disinvestment %	Reinvestment \$	Reinvestment %	Instruction \$ Δ
Academic Support	-\$1,265,444	19.0%	\$805,272	12.0%	
Institutional Support	-\$727,209	10.9%	\$616,178	9.1%	
Instruction	-\$4,494,557	67.4%	\$4,853,529	72.0%	\$358,972
Student Services	-\$176,748	2.7%	\$462,500	6.9%	
<b>Total</b>	<b>-\$6,663,958</b>	<b>100.0%</b>	<b>\$6,737,479</b>	<b>100%</b>	<b>5.33%</b>

- WSU is proposing a net increase in Instruction expenditures in aggregate, but at a lower-than-average rate compared to other institutions. WSU should validate its non-instructional reinvestments.
- WSU is proposing to deploy roughly 40% of its Reinvestments in response to Department requests that seek to address various institutional objectives such as high-yield programs, sub-120 degrees, transfer pathways, and affordability initiatives (Item 8). However, by virtue of timing, these specific Department proposals are not yet available for Board review.

**The Commissioner Recommends that the Board approve Weber State University's Strategic Reinvestment Plan, conditional on the institution returning to the Board on or before September of 2025 with sufficient detail and validation on all strategic reallocation items.**



## MOTION (Option A)

I move to approve Weber State University's Strategic Reinvestment Plan, conditional on the institution returning to the Board on or before September of 2025 with sufficient detail and validation on all strategic reallocation items.

## MOTION (Option B)

I move to approve Weber State University's Strategic Reinvestment Plan, conditional on...

# SUU Itemized Summary - Disinvestments

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
1	Disinvestment	Instruction	Program Discontinuation: HRHM Emphasis in Food & Beverage Management	-\$133,064	-\$152,828	-\$152,828
2	Disinvestment	Instruction	Program Discontinuation: Master of Athletic Training (MAT)	\$0	-\$221,494	-\$221,494
3	Disinvestment	Instruction	Streamline Course Scheduling: Reduce sections offered in Nutrition	\$0	-\$49,612	-\$49,612
4	Disinvestment	Instruction	Program Discontinuation: French Major and French Education Major	\$0	-\$131,283	-\$131,283
5	Disinvestment	Instruction	Streamline Course Scheduling: Reduce sections offered in History	\$0	-\$168,239	-\$168,239
6	Disinvestment	Instruction	Program Discontinuation: Philosophy Major	\$0	\$0	-\$137,490
7	Disinvestment	Instruction	Streamline Course Scheduling: Reduce sections offered in Sociology	\$0	-\$87,973	-\$87,973
8	Disinvestment	Instruction	Streamline Course Scheduling: Biology	-\$14,899	-\$105,472	-\$105,472
9	Disinvestment	Instruction	Streamline Course Scheduling: Chemistry	\$0	-\$175,388	-\$175,388
10	Disinvestment	Instruction	Program Discontinuation: MFA Arts Administration Program	\$0	-\$72,450	-\$72,450
11	Disinvestment	Instruction	Program Discontinuation: Art History Major	\$0	-\$31,930	-\$31,930
12	Disinvestment	Instruction	Streamline Major Requirements: Dance	\$0	-\$84,831	-\$84,831
13	Disinvestment	Instruction	Program Discontinuation: Eliminate BM - Piano Performance Emphasis	-\$17,857	-\$25,668	-\$25,668
14	Disinvestment	Instruction	Streamline Major Requirements: Studio Arts	-\$48,658	-\$127,858	-\$127,858
15	Disinvestment	Instruction	Streamline General Education Course Scheduling: Mathematics	\$0	-\$89,557	-\$89,557
16	Disinvestment	Academic Support	College Restructuring: Eliminate Admin Positions	-\$101,558	-\$343,686	-\$343,686
17	Disinvestment	Academic Support	Staff Reduction: Library/Information Technology	\$0	-\$113,694	-\$113,694
18	Disinvestment	Instruction	Academic Program Discontinuation: Group A	\$0	\$0	\$0
19	Disinvestment	Instruction	Academic Program Discontinuation: Group B	\$0	\$0	\$0
20	Disinvestment	Student Services	Staff Reduction: Student Affairs	-\$290,871	-\$290,871	-\$290,871
21	Disinvestment	Institutional Support	Staff Reduction: Community Outreach & Engagement (CORE)	-\$141,428	-\$374,515	-\$374,515
22	Disinvestment	Student Services	Staff Reduction: Graduate & Online Office	-\$204,465	-\$204,465	-\$204,465
23	Disinvestment	Institutional Support	Staff Reduction: Human Resources	\$0	-\$186,696	-\$186,696
<b>Total</b>				<b>-\$952,800</b>	<b>-\$3,038,510</b>	<b>-\$3,176,000</b>
<b>%</b>				<b>30.00%</b>	<b>95.67%</b>	<b>100.00%</b>

SUU is Disinvesting 30% in FY 2026, ~96% in FY 2027 and 100% in FY 2028. Disinvestments are coming from Instruction, with the discontinuation of programs and courses, and administrative streamlining.

# SUU Itemized Summary - Reinvestments

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
24	Reinvestment	Instruction	Masters of Business Administration	\$0	\$459,562	\$459,562
25	Reinvestment	Instruction	Business Ethics	\$0	\$0	\$66,915
26	Reinvestment	Instruction	Social Work	\$0	\$227,462	\$227,462
27	Reinvestment	Instruction	Engineering	\$100,601	\$350,260	\$350,260
28	Reinvestment	Instruction	Computer Science & Cybersecurity	\$0	\$143,808	\$143,808
29	Reinvestment	Instruction	Family Nurse Practitioner	\$0	\$129,600	\$129,600
30	Reinvestment	Instruction	Master of Science in Nursing	\$0	\$97,200	\$97,200
31	Reinvestment	Instruction	Bachelor of Science in Nursing	\$0	\$97,200	\$97,200
32	Reinvestment	Instruction	Pre-Athletic Training	\$0	\$115,278	\$115,278
33	Reinvestment	Instruction	Artificial Intelligence Use and Ethics	\$0	\$0	\$70,575
34	Reinvestment	Instruction	Psychology	\$0	\$33,495	\$33,495
35	Reinvestment	Instruction	Filmmaking	\$0	\$54,478	\$54,478
36	Reinvestment	Instruction	Graphic Design & Computer Science	\$35,500	\$35,500	\$35,500
37	Reinvestment	Instruction	Secondary Music Education	\$17,857	\$25,668	\$25,668
38	Reinvestment	Instruction	Augmented Reality / Virtual Reality (AR/VR)	\$0	\$169,767	\$169,767
39	Reinvestment	Instruction	STEM Center	\$89,300	\$89,300	\$89,300
40	Reinvestment	Instruction	Psy.D. Graduate Assistantships	\$120,000	\$120,000	\$120,000
41	Reinvestment	Institutional Support	Job Placement (Graduate & Online)	\$115,142	\$115,142	\$115,142
42	Reinvestment	Student Services	Career Readiness & Workforce Alignment	\$374,400	\$374,400	\$374,400
43	Reinvestment	Institutional Support	Workforce Compensation & Alignment	\$0	\$186,696	\$186,696
44	Reinvestment	Institutional Support	Information Technology & Web Development	\$0	\$113,694	\$113,694
45	Reinvestment	Student Services	College and Career Readiness Coordinator (CORE)	\$100,000	\$100,000	\$100,000
<b>Total</b>				<b>\$952,800</b>	<b>\$3,038,510</b>	<b>\$3,176,000</b>
<b>%</b>				<b>30.00%</b>	<b>95.67%</b>	<b>100.00%</b>
<i>Balance</i>				<i>\$0</i>	<i>\$0</i>	<i>\$0</i>

SUU is Reinvesting 30% in FY 2026, ~96% in FY 2027 and 100% in FY 2028. Reinvestments are supporting Business, Nursing and Behavioral Health, along with students services and institutional support.

# SUU NACUBO Summary & Commissioner Recommendation

Southern Utah University	Disinvestment \$	Disinvestment %	Reinvestment \$	Reinvestment %	Instruction \$ Δ
Academic Support	-\$457,380	14.4%	\$0	0.0%	
Institutional Support	-\$561,211	17.7%	\$415,532	13.1%	
Instruction	-\$1,662,073	52.3%	\$2,185,467	68.8%	\$523,394
Student Services	-\$495,336	15.6%	\$575,001	18.1%	
<b>Total</b>	<b>-\$3,176,000</b>	<b>100.0%</b>	<b>\$3,176,000</b>	<b>100.0%</b>	<b>16.48%</b>

- SUU is proposing a net increase in Instruction expenditures in aggregate, but at a lower-than-average rate compared to other institutions. SUU's non-Instructional reinvestments are generally supporting workforce placement and career readiness (Items 41-45).
- SUU is moving some positions/resources from disinvested areas to reinvested areas. These resource transfers appear to meet a reasonable threshold for material differences in expenditures (Examples include: Items 2/32, 17/44, 13/37, 21/45, 23/42).
- SUU is reinvesting in programs such as Filmmaking and its Doctorate in Psychology via graduate assistantships (Items 35 and 40), which are designed to meet system-level offering objectives and behavioral health needs of the community.

**The Commissioner Recommends that the Board approve Southern Utah University's Strategic Reinvestment Plan.**

## MOTION (Option A)

I move to approve Southern Utah University's Strategic Reinvestment Plan.



## MOTION (Option B)

I move to approve Southern Utah University's Strategic Reinvestment Plan, conditional on...

# UVU Itemized Summary - Disinvestments

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
17 Disinvestment		Institutional Support	Eliminate Partial Reserve Funding	-\$1,411,546	-\$1,289,820	-\$1,289,820
18 Disinvestment		Student Services	Reduction in Student Affairs Staffing	-\$447,679	-\$447,679	-\$447,679
19 Disinvestment		Institutional Support	Reduction in Misc Non-Academic Staffing	-\$766,380	-\$888,106	-\$888,106
20 Disinvestment		Academic Support	Reduction in Administrative Staffing	-\$1,088,317	-\$1,088,317	-\$1,088,317
21 Disinvestment		Instruction	College of Health and Public Service: Program and Course Streamlining	-\$418,420	-\$418,420	-\$418,420
22 Disinvestment		Instruction	College of Humanities and Social Sciences: Program and Course Streamlining	-\$1,350,821	-\$1,350,821	-\$1,350,821
23 Disinvestment		Instruction	College of Science: Program and Course Streamlining	-\$625,639	-\$625,639	-\$625,639
24 Disinvestment		Instruction	College of Engineering and Technology: Program and Course Streamlining	-\$779,257	-\$779,257	-\$779,257
25 Disinvestment		Instruction	School of the Arts: Program and Course Streamlining	-\$558,640	-\$558,640	-\$558,640
26 Disinvestment		Instruction	School of Education: Program and Course Streamlining	-\$313,200	-\$313,200	-\$313,200
27 Disinvestment		Instruction	School of Business: Program and Course Streamlining	-\$1,144,901	-\$1,144,901	-\$1,144,901
<b>Total</b>				<b>-\$8,904,800</b>	<b>-\$8,904,800</b>	<b>-\$8,904,800</b>
<b>%</b>				<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

UVU is fully Disinvesting its reallocated funds in FY 2026, primarily through program and course streamlining, the elimination of budget buffers, and reduction of administrative costs.

# UVU Itemized Summary - Reinvestments

Item	To/From	NACUBO	Title	FY 2026	FY 2027	FY 2028
1 Reinvestment		Academic Support	Accelerated Completion: IT Resources & Nursing Marketing	\$260,000	\$260,000	\$260,000
2 Reinvestment		Institutional Support	Accelerated Completion: Online Offerings Marketing & Student Success	\$561,000	\$561,000	\$561,000
3 Reinvestment		Student Services	Accelerated Completion: Personalized Academic Plans	\$121,880	\$121,880	\$121,880
4 Reinvestment		Instruction	Applied AI Institute: Programs and Courses	\$566,816	\$879,199	\$879,199
5 Reinvestment		Academic Support	Applied AI Institute: Operations	\$560,000	\$560,000	\$560,000
6 Reinvestment		Institutional Support	Applied AI Institute: Technology & Equipment	\$560,801	\$560,801	\$560,801
7 Reinvestment		Academic Support/Instruction	Engineering Expansion: Library Resources & Databases	\$50,000	\$1,068,824	\$1,068,824
8 Reinvestment		Instruction	Health and Wellness Expansion: OTA & PTA Programs	\$313,844	\$557,494	\$557,494
9 Reinvestment		Instruction	General Education: Add Faculty Lines	\$1,033,532	\$1,033,532	\$1,033,532
10 Reinvestment		Student Services	General Education: Student Success Initiatives	\$280,586	\$304,497	\$304,497
11 Reinvestment		Institutional Support	General Education: Civitas	\$100,000	\$100,000	\$100,000
12 Reinvestment		Academic Support	Workforce Alignment for Critical Sectors: Healthcare Administration & Wellness Marketing	\$40,000	\$40,000	\$40,000
13 Reinvestment		Instruction	Workforce Alignment for Critical Sectors: Accounting, Anatomy, Marketing & Transportation Programs	\$915,206	\$1,549,850	\$1,819,249
14 Reinvestment		Student Services	Workforce Alignment for Critical Sectors: Workforce Connection Recruiter	\$89,895	\$89,895	\$89,895
15 Reinvestment		Academic Support	Health and Wellness Expansion: Health Sciences Library Resources	\$161,362	\$284,123	\$284,123
16 Reinvestment		Instruction	Health and Wellness Expansion: Lab Technology for Health Sciences and other Fields	\$63,000	\$664,306	\$664,306
1x Reinvestment		Institutional Support	Digital Transformation Equipment & Hardware	\$1,377,224	\$0	\$0
1x Reinvestment		Academic Support	Project-Based Learning Pilot	\$200,000	\$0	\$0
1x Reinvestment		Academic Support	Academic Affairs Equipment Purchases	\$1,140,000	\$0	\$0
1x Reinvestment		Institutional Support	Reserve	\$509,654	\$269,399	\$0
<b>Total</b>				<b>\$8,904,800</b>	<b>\$8,904,800</b>	<b>\$8,904,800</b>
<b>%</b>				<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
<i>Balance</i>				<i>\$0</i>	<i>\$0</i>	<i>\$0</i>

UVU is Reinvesting ~64% ongoing in FY 2026, with an additional \$3.2 million Reinvested 1x in FY 2026, ~97% ongoing in FY 2027 and 100% in FY 2028. Reinvestments are supporting AI, Healthcare, and various other in-demand programming, along with academic and institutional support.

# UVU NACUBO Summary & Commissioner Recommendation

Utah Valley University	Disinvestment \$	Disinvestment %	Reinvestment \$	Reinvestment %	Instruction \$ Δ
Academic Support	-\$1,088,317	12.2%	\$1,194,123	13.4%	
Institutional Support	-\$2,177,926	24.5%	\$1,221,801	13.7%	
Instruction	-\$5,190,878	58.3%	\$5,972,604	67.1%	\$781,726
Student Services	-\$447,679	5.0%	\$516,272	5.8%	
<b>Total</b>	<b>-\$8,904,800</b>	<b>100.0%</b>	<b>\$8,904,800</b>	<b>100.0%</b>	<b>8.78%</b>

- UVU is proposing a net increase in Instruction expenditures in aggregate, but at a lower-than-average rate compared to other institutions. UVU should validate its non-instructional reinvestments.
- UVU is proposing the discontinuation of a number of programs and awards (Items 21-27), including in areas that generally qualify as high-yield. UVU should provide more information on the programs and courses proposed for discontinuation and attendant explanatory analyses.
- UVU is proposing new program and course investments in General Education (Item 9), Health Administration (Item 12) and other programs (Item 13). UVU should provide more information on these programs and rationale for reallocation.

**The Commissioner Recommends that the Board approve Utah Valley University's Strategic Reinvestment Plan, conditional on the Board's assessment of the institution's validation of Commissioner identified items and the plan in general.**

## MOTION (Option A)

I move to approve Utah Valley University's Strategic Reinvestment Plan.

## MOTION (Option B)

I move to approve Utah Valley University's Strategic Reinvestment Plan, conditional on...



# UT Itemized Summary

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
1	Disinvestment	Academic Support	Discontinue Pluralsight Software Contract	\$0	-\$900,000	-\$900,000
2	Disinvestment	Academic Support	Eliminate Academic Staff Positions	-\$350,000	-\$350,000	-\$350,000
3	Disinvestment	Instruction	Eliminate Academic Degree Programs and Emphases	-\$283,100	-\$283,100	-\$378,100
4	Disinvestment	Academic Support	Merge College of the Arts and College of the Humanities	\$0	\$0	-\$615,000
5	Disinvestment	Institutional Support	Reduce Non-Academic Expenses	-\$217,000	-\$312,000	-\$312,000
<b>Total</b>				<b>-\$850,100</b>	<b>-\$1,845,100</b>	<b>-\$2,555,100</b>
<b>%</b>				<b>33.27%</b>	<b>72.21%</b>	<b>100.00%</b>
Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
6	Reinvestment	Instruction	College of Business Program Expansion	\$150,000	\$600,000	\$750,000
7	Reinvestment	Instruction	Engineering and Science Program Expansion	\$322,100	\$551,100	\$551,100
8	Reinvestment	Instruction	Psychology and Mental Health Program Expansion	\$0	\$207,000	\$207,000
9	Reinvestment	Instruction	Population Health Program Expansion	\$0	\$109,000	\$324,000
10	Reinvestment	Instruction	Creative Studios Technical Staff (Digital Media/Film/Animation)	\$183,000	\$183,000	\$363,000
11	Reinvestment	Academic Support	Support for Expanded/Reconfigured Academic Programs	\$195,000	\$195,000	\$360,000
<b>Total</b>				<b>\$850,100</b>	<b>\$1,845,100</b>	<b>\$2,555,100</b>
<b>%</b>				<b>33.27%</b>	<b>72.21%</b>	<b>100.00%</b>
<i>Balance</i>				<i>\$0</i>	<i>\$0</i>	<i>\$0</i>

UT is reallocating ~33% in FY 2026, ~72% in FY 2027 and 100% in FY 2028. 85% of Disinvestments are coming from administrative sources, with Reinvestments mostly into Instruction for Business, Engineering, Mental Health, and other programs.

# UT NACUBO Summary & Commissioner Recommendation

Utah Tech University	Disinvestment \$	Disinvestment %	Reinvestment \$	Reinvestment %	Instruction \$ Δ
Academic Support	-\$1,865,000	73.0%	\$360,000	14.1%	
Institutional Support	-\$312,000	12.2%	\$0	0.0%	
Instruction	-\$378,100	14.8%	\$2,195,100	85.9%	\$1,817,000
<b>Total</b>	<b>-\$2,555,100</b>	<b>100.0%</b>	<b>\$2,555,100</b>	<b>100.0%</b>	<b>71.11%</b>

- UT is proposing a net increase in Instruction expenditures, with 85% of Reinvestment dollars going to the NACUBO category.
- UT is Disinvesting in programs such as Emergency Medical Technician (Item 3), and Reinvesting in programs such as Creative Studios (Item 10) and Population Health (Item 9). The Reinvestments in Creative Studios comprise more than 14% of UT's total reallocation dollars.
- UT should provide more information on Item 11 Reinvestments in order to demonstrate that it is a materially different expenditure from its disinvestment corollary (Item 4), and that the newly proposed Associate Provost for Research and Innovation does not duplicate existing shared services for innovation and commercialization.

**The Commissioner Recommends that the Board approve Utah Tech University's Strategic Reinvestment Plan, conditional on the Board's assessment of the institution's validation of Commissioner identified items and the plan in general.**

## MOTION (Option A)

I move to approve Utah Tech University's Strategic Reinvestment Plan.

## MOTION (Option B)

I move to approve Utah Tech University's Strategic Reinvestment Plan, conditional on...

# Snow Itemized Summary - Disinvestments

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
1 Disinvestment		Instruction	Discontinue Academic Program—French/Italian	-\$109,427	-\$109,427	-\$109,427
2 Disinvestment		Instruction	Discontinue Foundations - Geology	-\$121,937	-\$121,937	-\$121,937
3 Disinvestment		Instruction	Discontinue Foundations - Business	\$0	-\$171,777	-\$171,777
4 Disinvestment		Instruction	Discontinue Foundations - Math	\$0	\$0	-\$120,000
5 Disinvestment		Instruction	Discontinue Foundations - English	\$0	\$0	-\$121,108
6 Disinvestment		Instruction	Discontinue Foundations	-\$134,695	-\$134,695	-\$134,695
7 Disinvestment		Instruction	Discontinue Academic Programs—Media Studies	-\$142,383	-\$142,383	-\$142,383
8 Disinvestment		Instruction	Discontinue Convocations Course	-\$62,515	-\$62,515	-\$62,515
9 Disinvestment		Academic Support	Discontinue Service Learning Program	-\$35,439	-\$35,439	-\$35,439
10 Disinvestment		Institutional Support	Restructure Information Technology Officer Position	-\$123,737	-\$123,737	-\$123,737
11 Disinvestment		Institutional Support	Eliminate Economic Development Position	-\$135,435	-\$135,435	-\$135,435
12 Disinvestment		Institutional Support	Eliminate Trades Manager	\$0	\$0	-\$91,348
13 Disinvestment		Student Services	Eliminate Civitas	\$0	-\$150,000	-\$150,000
14 Disinvestment		Institutional Support	Eliminate VP External Affairs	\$0	-\$60,000	-\$60,000
15 Disinvestment		Student Services	Eliminate Student Life Position	\$0	-\$88,899	-\$88,899
16 Disinvestment		Student Services	Concurrent Enrollment/Registration Assistant FT to PT	\$0	\$0	-\$10,000
<b>Total</b>				<b>-\$865,568</b>	<b>-\$1,336,244</b>	<b>-\$1,678,700</b>
<b>%</b>				<b>51.56%</b>	<b>79.60%</b>	<b>100.00%</b>

Snow College is disinvesting ~52% in FY 2026, ~80% in FY 2027 and 100% in FY 2028. Disinvestments are largely sourced to Instruction and Institutional support.

# Snow Itemized Summary - Reinvestments

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
17 Reinvestment		Instruction	Expand Academic Program—Prison Education Program	\$50,000	\$112,486	\$134,695
18 Reinvestment		Instruction	Expand Academic Program—Elementary Education	\$97,115	\$97,115	\$97,115
19 Reinvestment		Instruction	Expand Academic Program - Strategic Communication	\$0	\$91,000	\$91,000
20 Reinvestment		Instruction	Create Pre-Architecture & Drafting	\$95,000	\$95,000	\$95,000
21 Reinvestment		Instruction	Expand Respiratory Therapy	\$130,000	\$130,000	\$130,000
22 Reinvestment		Instruction	Create Behavioral Technology	\$0	\$130,000	\$130,000
23 Reinvestment		Instruction	Expand CDL Program	\$112,000	\$112,000	\$112,000
24 Reinvestment		Academic Support	Tutoring Center Director	\$80,000	\$80,000	\$80,000
25 Reinvestment		Instruction	Create Rural Entrepreneuership	\$150,000	\$150,000	\$300,000
26 Reinvestment		Instruction	Create Radiological Technology	\$0	\$168,190	\$288,890
27 Reinvestment		Instruction	Expand Automation Technology	\$0	\$110,000	\$110,000
28 Reinvestment		Instruction	Expand Biology & Life Sciences	\$0	\$0	\$110,000
1x Reinvestment		Instruction	Expand Academic Program - Prison Education Program	\$0	\$60,453	\$0
1x Reinvestment		Instruction	Expand Respiratory Therapy	\$71,453	\$0	\$0
1x Reinvestment		Instruction	Expand CDL Program	\$40,000	\$0	\$0
1x Reinvestment		Academic Support	Tutoring Center Director	\$40,000	\$0	\$0
<b>Total</b>				<b>\$865,568</b>	<b>\$1,336,244</b>	<b>\$1,678,700</b>
<b>%</b>				<b>51.56%</b>	<b>79.60%</b>	<b>100.00%</b>
<i>Balance</i>				<i>\$0</i>	<i>\$0</i>	<i>\$0</i>

Snow College is Reinvesting ~43% ongoing in FY 2026, with an additional \$151k and \$60k 1x in FY 2026 and FY 2027, ~76% in FY 2027 and 100% in FY 2028. Reinvestments are almost entirely supporting Instruction, with programs for Prison Education, Healthcare, Technical Programs, and other curricula.



# Snow NACUBO Summary & Commissioner Recommendation

Snow College	Disinvestment \$	Disinvestment %	Reinvestment \$	Reinvestment %	Instruction \$ Δ
Academic Support	-\$35,439	2.1%	\$80,000	4.8%	
Institutional Support	-\$410,520	24.5%	\$0	0.0%	
Instruction	-\$983,842	58.6%	\$1,598,700	95.2%	\$614,858
Student Services	-\$248,899	14.8%	\$0	0.0%	
<b>Total</b>	<b>-\$1,678,700</b>	<b>100.0%</b>	<b>\$1,678,700</b>	<b>100.0%</b>	<b>36.63%</b>

- Snow College is proposing a net increase in Instruction expenditures, with 95% of reinvestment dollars going to that NACUBO category. However, Snow College is heavily reinvesting in new programming, such as Architecture & Drafting, Behavioral Technology, Radiological Technology and Rural Entrepreneurship. Since new program proposals must also meet existing policy requirements for program approval, Snow College is prepared to reevaluate and resubmit its Strategic Reinvestment Plan in future years should one or more of the newly proposed programs not be approved.

**The Commissioner Recommends that the Board approve Snow College's Strategic Reinvestment Plan.**

## MOTION (Option A)

I move to approve Snow College's Strategic Reinvestment Plan.

## MOTION (Option B)

I move to approve Snow College's Strategic Reinvestment Plan, conditional on...

# SLCC Itemized Summary – Disinvestments (1)

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
1 Disinvestment		Instruction	Eliminate Faculty Position (Economics)	\$0	-\$90,242	-\$90,242
2 Disinvestment		Instruction	Eliminate Faculty Position (Learning Enhancement)	-\$141,301	-\$141,301	-\$141,301
3 Disinvestment		Instruction	Eliminate Faculty Position (Languages)	-\$102,056	-\$102,056	-\$102,056
4 Disinvestment		Instruction	Eliminate Faculty Position (Learning Enhancement)	\$0	-\$100,155	-\$100,155
5 Disinvestment		Instruction	Eliminate Staff Coordinator Positions (Publication & ASL Lab)	-\$149,572	-\$149,572	-\$149,572
6 Disinvestment		Instruction	Close Community Writing Center	\$0	-\$210,435	-\$210,435
7 Disinvestment		Academic Support	Move from Department Chair Model to Associate Dean Model	-\$79,648	-\$79,648	-\$79,648
8 Disinvestment		Instruction	Eliminate Faculty Position (Finance)	-\$100,000	-\$100,000	-\$100,000
9 Disinvestment		Academic Support	Eliminate Staff Project Manager Position	-\$83,340	-\$83,340	-\$83,340
10 Disinvestment		Instruction	Eliminate Associate Dean (Acct/Fin/Paralegal)	\$0	-\$134,925	-\$134,925
11 Disinvestment		Instruction	Eliminate Faculty Position (CIS)	\$0	-\$127,397	-\$127,397
12 Disinvestment		Instruction	Eliminate Faculty Position (CIS)	\$0	\$0	-\$100,000
13 Disinvestment		Instruction	Eliminate Faculty Position (CIS)	\$0	\$0	-\$100,000
14 Disinvestment		Instruction	Eliminate Faculty Position (CIS)	\$0	\$0	-\$100,000
15 Disinvestment		Instruction	Eliminate Staff Project Manager (Arts & Communication)	\$0	\$0	-\$105,098
16 Disinvestment		Instruction	Eliminate Faculty Positions (Arts and Communication)	\$0	-\$207,259	-\$207,259
17 Disinvestment		Academic Support	Eliminate Staff Positions from Dean's Office (Arts and Communication)	\$0	\$0	-\$99,320
18 Disinvestment		Academic Support	Eliminate Dean Position (Arts and Communication)	\$0	\$0	-\$204,055
19 Disinvestment		Academic Support	Eliminate Admin II Position	-\$68,495	-\$68,495	-\$68,495
20 Disinvestment		Academic Support	Eliminate Curriculum Position Director and PTE	-\$153,628	-\$153,628	-\$153,628
21 Disinvestment		Academic Support	Reduce Current Expense (Scheduling Office)	-\$26,167	-\$26,167	-\$26,167
22 Disinvestment		Academic Support	Eliminate PTE for System Administration	-\$20,000	-\$37,000	-\$37,000
23 Disinvestment		Academic Support	Eliminate Media Services Graphic Design Position	-\$126,619	-\$126,619	-\$126,619
24 Disinvestment		Academic Support	Reduce Library Expenses	-\$126,738	-\$181,054	-\$181,054

# SLCC Itemized Summary – Disinvestments (2)

25 Disinvestment	Academic Support	Eliminate Miller Testing Operations	-\$135,986	-\$135,986	-\$135,986
26 Disinvestment	Academic Support	Reduce Current Expense (Faculty Teaching & Learning Center)	\$0	\$0	-\$48,887
27 Disinvestment	Academic Support	Reduce Current Expense (Learning Assessment)	-\$38,375	-\$38,375	-\$38,375
28 Disinvestment	Academic Support	Eliminate Staff Coordinator Positions (Eportfolio & Assessment)	-\$168,013	-\$168,013	-\$168,013
29 Disinvestment	Academic Support	Transfer Staff Time to SLTC (Apprenticeships, Criminal Justice, etc.)	-\$143,690	-\$143,690	-\$143,690
30 Disinvestment	Instruction	Transfer Staff Time to SLTC (Diesel & Auto Tech)	-\$157,762	-\$157,762	-\$157,762
31 Disinvestment	Instruction	Eliminate Staff Position (Workforce Program Managers)	-\$191,770	-\$191,770	-\$191,770
32 Disinvestment	Academic Support	Transfer Positions to Self-Support	-\$54,126	-\$54,126	-\$54,126
33 Disinvestment	Instruction	Reduce Current Expense (Dean's Office)	\$0	\$0	-\$103,016
34 Disinvestment	Instruction	Eliminate Lab Lecture	-\$79,010	-\$79,010	-\$79,010
35 Disinvestment	Academic Support	Eliminate Associate Dean Position (Exercise Science)	\$0	-\$159,719	-\$159,719
36 Disinvestment	Instruction	Reduce Tutoring Operations	\$0	\$0	-\$67,805
37 Disinvestment	Instruction	Eliminate InnovaBio Researcher Positions	\$0	-\$117,138	-\$117,138
38 Disinvestment	Instruction	Eliminate Faculty Position (Biotechnology)	-\$75,292	-\$75,292	-\$75,292
39 Disinvestment	Instruction	Eliminate Assistant Director (E-Learning)	-\$113,389	-\$113,389	-\$113,389
40 Disinvestment	Instruction	Eliminate Math Project Manager Position	\$0	\$0	-\$126,013
41 Disinvestment	Instruction	Transfer Current Expense to SLTC (Engineering Technology)	-\$28,562	-\$28,562	-\$28,562
42 Disinvestment	Instruction	Transfer Program & Faculty to SLTC (Engineering Technology)	-\$182,562	-\$182,562	-\$182,562
72 Disinvestment	Instruction	Reduce Adjunct Teaching Load (Student Writing & Reading Center)	\$0	-\$383,554	-\$383,554
73 Disinvestment	Academic Support	Eliminate PTE Positions (Provost Operations)	-\$44,365	-\$44,365	-\$44,365
<b>Total</b>			<b>-\$2,590,466</b>	<b>-\$4,192,606</b>	<b>-\$5,246,800</b>
<b>%</b>			<b>49.4%</b>	<b>79.9%</b>	<b>100.0%</b>

Salt Lake Community College is Disinvesting ~49% in FY 2026, ~80% in FY 2027 and 100% in FY 2028. Disinvestments are sourced to Instruction and Academic Support.

# SLCC Itemized Summary – Reinvestments (1)

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
43	Reinvestment	Instruction	Create Credit EMT/AMT Program in SLTC	\$0	\$300,000	\$300,000
44	Reinvestment	Instruction	Create Technical Credit Law Enforcement Officer Program in SLTC	\$0	\$400,000	\$400,000
45	Reinvestment	Instruction	Create AAS Advanced Manufacuting Program in SLTC	\$0	\$300,000	\$300,000
46	Reinvestment	Instruction	Create Technical Credit Firefighter Program in SLTC	\$0	\$450,000	\$450,000
47	Reinvestment	Instruction	Add Faculty Position (Non-Destructibe Testing AAS Program)	\$100,000	\$100,000	\$100,000
48	Reinvestment	Instruction	Add Faculty Position (SLTC Apprenticeship Program)	\$125,000	\$125,000	\$125,000
49	Reinvestment	Instruction	Add Faculty Positions (Welding)	\$225,000	\$225,000	\$225,000
50	Reinvestment	Instruction	Add Faculty Position (Construction Mgmt AAS Program)	\$100,000	\$100,000	\$100,000
51	Reinvestment	Instruction	Add Faculty Position (SLTC Apprenticeship Program)	\$125,000	\$125,000	\$125,000
52	Reinvestment	Instruction	Add Faculty Positions (IT Program in SLTC)	\$0	\$375,000	\$375,000
53	Reinvestment	Instruction	Increase Nursing Capacity from 240 to 360 (Year-Round Program)	\$406,000	\$406,000	\$406,000
54	Reinvestment	Instruction	Add Faculty Position (Health Administration AS Program)	\$0	\$100,000	\$100,000
55	Reinvestment	Instruction	Add Coordinator Position (Health Adminisration AS Program)	\$0	\$80,000	\$80,000
56	Reinvestment	Instruction	Add Faculty Positions (Biology in support of Health Sciences Programs)	\$0	\$400,000	\$400,000
57	Reinvestment	Instruction	Add Faculty Positions (Chemistry in support of Health Sciences Programs)	\$0	\$100,000	\$100,000
58	Reinvestment	Instruction	Add Faculty Positions (Physics in support of Engineering Programs)	\$0	\$100,000	\$100,000

# SLCC Itemized Summary – Reinvestments (2)

59 Reinvestment	Instruction	Support for English Supplemental Instruction	\$75,000	\$75,000	\$75,000
60 Reinvestment	Instruction	Support for Math Supplemental Instruction	\$25,800	\$25,800	\$25,800
61 Reinvestment	Instruction	Support for Prison Education Instruction	\$200,000	\$200,000	\$200,000
62 Reinvestment	Instruction	Add Faculty Positon (Education)	\$0	\$100,000	\$100,000
63 Reinvestment	Instruction	Add Faculty Positions (Psychology in support of Behavioral Health)	\$0	\$100,000	\$100,000
64 Reinvestment	Instruction	Add Faculty Positions (Social Work in support of Behavioral Health)	\$0	\$200,000	\$200,000
65 Reinvestment	Instruction	Add Faculty Positions (Business Analytics AS Program)	\$100,000	\$200,000	\$200,000
66 Reinvestment	Instruction	Add Online Success Coach Position (Gail Miller Business School)	\$75,000	\$75,000	\$75,000
67 Reinvestment	Instruction	Add Faculty Positions (Hospitality AS and Certificate)	\$0	\$200,000	\$200,000
68 Reinvestment	Instruction	Add Faculty Positions (SLTC Film AAS Program)	\$0	\$125,000	\$125,000
69 Reinvestment	Student Services	Increase Tutoring Support (Gail Miller Business School)	\$80,000	\$80,000	\$80,000
70 Reinvestment	Instruction	Add Staff Position (Film Equipment)	\$80,000	\$80,000	\$80,000
71 Reinvestment	Instruction	Add Faculty Position (Communication AS Speciality)	\$0	\$100,000	\$100,000
<b>Total</b>			<b>\$1,716,800</b>	<b>\$5,246,800</b>	<b>\$5,246,800</b>
<b>%</b>			<b>32.72%</b>	<b>100.00%</b>	<b>100.00%</b>
<i>Balance</i>			<i>-\$873,666</i>	<i>\$1,054,194</i>	<i>\$0</i>

Salt Lake Community College is Reinvesting ~33% in FY 2026, and 100% ongoing starting in FY 2027. Reinvestments are almost entirely supporting Instruction, with significant investment in Health and Technical College programs. The sum of SLCC's Reinvestments in FY 2026 and FY 2027 exceed its Disinvestments by ~\$180,500.

# SLCC NACUBO Summary & Commissioner Identified Items

Salt Lake Community College	Disinvestment \$	Disinvestment %	Reinvestment \$	Reinvestment %	Instruction \$ Δ
Academic Support	-\$1,852,487	35.3%	\$0	0.0%	
Instruction	-\$3,394,313	64.7%	\$5,166,800	98.5%	\$1,772,487
Student Services	\$0	0.0%	\$80,000	1.5%	
<b>Total</b>	<b>-\$5,246,800</b>	<b>100.0%</b>	<b>\$5,246,800</b>	<b>100.0%</b>	<b>33.78%</b>

- SLCC is proposing a net increase in Instruction expenditures, with nearly all of its reinvestment dollars going to the NACUBO category of Instruction.
- Commonalities exist in some SLCC proposed areas of disinvestment and reinvestment, particularly in moving resources out of its academic mission and into its technical college mission. However, these reinvestments appear to support material differences in Instruction and resources to SLCC's Technical College offerings. Examples include: Items 11-14/52, 29-30, 41-42, and 36/69.
- SLCC is heavily reinvesting in new programming, such as EMT/AMT, Law Enforcement, Advanced Manufacturing, Firefighting and Business Analytics. Since new program proposals must also meet existing policy requirements for program approval, SLCC is prepared to reevaluate and resubmit its Strategic Reinvestment Plan in future years should one or more of the newly proposed programs not be approved.
- SLCC is reinvesting in some items, that by some measures, produce less successful outcomes relative to other programs (e.g. Film and Hospitality). These reinvestments comprise a lower share of the total reinvestments across the institution (< 8%).



# SLCC Commissioner Recommendation

Salt Lake Community College	Disinvestment \$	Disinvestment %	Reinvestment \$	Reinvestment %	Instruction \$ Δ
Academic Support	-\$1,852,487	35.3%	\$0	0.0%	
Instruction	-\$3,394,313	64.7%	\$5,166,800	98.5%	\$1,772,487
Student Services	\$0	0.0%	\$80,000	1.5%	
Total	-\$5,246,800	100.0%	\$5,246,800	100.0%	

The Commissioner Recommends that the Board approve Salt Lake Community College’s Strategic Reinvestment Plan.

## **MOTION (Option A)**

I move to approve Salt Lake Community College's Strategic Reinvestment Plan.

## MOTION (Option B)

I move to approve Salt Lake Community College's Strategic Reinvestment Plan, conditional on...

# UU Itemized Summary

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
1 Disinvestment		Institutional Support	Administrative Position Reallocation	-\$1,981,449	-\$1,981,449	-\$1,981,449
2 Disinvestment		Instruction/Academic Support	Academic College Streamlining	-\$2,581,181	-\$2,581,181	-\$2,581,181
3 Disinvestment		Academic Support	Academic Service and Support Areas	-\$1,751,191	-\$1,751,191	-\$1,751,191
4 Disinvestment		Academic Support	St. George Graduate Center Online	-\$1,169,368	-\$1,169,368	-\$1,169,368
N/A Disinvestment		Institutional Support	Administrative and Academic Realignment	\$0	-\$6,226,451	-\$12,102,011
<b>Total</b>				<b>-\$7,483,189</b>	<b>-\$13,709,640</b>	<b>-\$19,585,200</b>
<b>%</b>				<b>-38.21%</b>	<b>-70.00%</b>	<b>-100.00%</b>
Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
5 Reinvestment		Instruction	Workforce Alignment: Engineering	\$2,759,750	\$2,759,750	\$2,759,750
6 Reinvestment		Instruction/Research	Workforce Alignment: Responsible AI	\$2,046,149	\$2,046,149	\$2,046,149
7 Reinvestment		Instruction	Workforce Alignment: Nursing and Simulation	\$686,455	\$686,455	\$686,455
8 Reinvestment		Instruction/Research	Workforce Alignment: Biotechnology	\$300,000	\$300,000	\$300,000
9 Reinvestment		Academic Support	General Education: Civic Engagement	\$297,052	\$297,052	\$297,052
10 Reinvestment		Instruction	Workforce Alignment: Behavioral Health	\$1,393,783	\$1,393,783	\$1,393,783
N/A Reinvestment		Instruction/Research	Workforce Driven Investment	\$0	\$4,358,516	\$8,471,408
N/A Reinvestment		Instruction/Research	Strategic Research Initiatives	\$0	\$1,867,935	\$3,630,603
<b>Total</b>				<b>\$7,483,189</b>	<b>\$13,709,640</b>	<b>\$19,585,200</b>
<b>%</b>				<b>38.21%</b>	<b>70.00%</b>	<b>100.00%</b>
<i>Balance</i>				<i>\$0</i>	<i>\$0</i>	<i>\$0</i>

UU is reallocating > 38% in FY 2026, 70% in FY 2027 and 100% in FY 2028. Disinvestments are largely coming from administrative activities and Reinvestments are primarily directed to Instruction in Engineering, AI, Healthcare and other areas.

# UU NACUBO Summary & Commissioner Recommendation

University of Utah	Disinvestment \$	Disinvestment %	Reinvestment \$	Reinvestment %	Instruction \$ Δ
Academic Support	-\$3,436,795	18%	\$297,052	1.5%	
Institutional Support	-\$14,083,460	72%	\$0	0.0%	
Instruction	-\$2,064,945	11%	\$6,217,677	31.7%	\$4,152,732
Instruction/Research	\$0	0%	\$12,102,011	61.8%	\$12,102,011
Research	\$0	0%	\$968,460	4.9%	
<b>Total</b>	<b>-\$19,585,200</b>	<b>100%</b>	<b>\$19,585,200</b>	<b>100%</b>	<b>83.00%</b>

- The University of Utah is proposing a net increase in Instruction and Research, comprising over 93% of its reinvestment reallocations. However, roughly \$12 million of these reinvestments (and corresponding disinvestments) remain in an earlier stage of development and are less-well-described than other items in the Strategic Reinvestment Plan.

**The Commissioner Recommends that the Board approve the University of Utah’s Strategic Reinvestment Plan, conditional on the institution returning to the Board on or before September of 2025 with sufficient detail and validation on all strategic reallocation items.**

## MOTION (Option A)

I move to approve the University of Utah's Strategic Reinvestment Plan, conditional on the institution returning to the Board on or before September of 2025 with sufficient detail and validation on all strategic reallocation items.

## MOTION (Option B)

I move to approve the University of Utah's Strategic Reinvestment Plan, conditional on...

# USU Itemized Summary

Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
1	Disinvestment	Multiple	Program Eliminations	-\$1,543,646	-\$2,610,809	-\$3,280,083
2	Disinvestment	Multiple	Program Effectiveness	-\$1,814,742	-\$2,117,699	-\$2,543,573
3	Disinvestment	Multiple	Cost Efficient Instruction and Programming	-\$1,284,346	-\$3,101,715	-\$3,416,767
4	Disinvestment	Multiple	Administrative Efficiency	-\$1,286,580	-\$3,404,877	-\$3,404,877
Total				-\$5,929,314	-\$11,235,100	-\$12,645,300
%				-46.89%	-88.85%	-100.00%
Item	To/From	NACUBO Category	Item Title	FY 2026	FY 2027	FY 2028
1	Reinvestment	Multiple	Technologies and Careers for the Future	\$2,190,440	\$3,994,100	\$4,758,200
2	Reinvestment	Multiple	Health & Wellbeing Workforce	\$2,129,175	\$3,291,875	\$3,454,100
3	Reinvestment	Multiple	Improve Student Access, Success, and Outcomes	\$1,458,000	\$3,158,000	\$4,433,000
Total				\$5,777,615	\$10,443,975	\$12,645,300
%				45.69%	82.59%	100.00%
Balance				-\$151,699	-\$791,125	\$0

USU is reallocating ~46-47% in FY 2026, ~83-89% in FY 2027 and 100% in FY 2028. Disinvestments are largely coming from underperforming programs, and Reinvestments are supporting Engineering, AI and Healthcare, along with other academic supports and student services.



# USU NACUBO Summary & Commissioner Recommendation

Utah State University	Disinvestment \$	Disinvestment %	Reinvestment \$	Reinvestment %	Instruction \$ Δ
Academic Support	-\$2,115,311	16.7%	\$2,096,000	17%	
Institutional Support	-\$818,815	6.5%	\$0	0%	
Instruction	-\$8,216,636	65.0%	\$8,449,300	67%	\$232,664
Public Service	-\$348,779	2.8%	\$0	0%	
Research	-\$1,055,253	8.3%	\$500,000	4%	
Student Services	-\$90,506	0.7%	\$1,600,000	13%	
<b>Total</b>	<b>-\$12,645,300</b>	<b>100%</b>	<b>\$12,645,300</b>	<b>100%</b>	<b>1.84%</b>

- USU is proposing a net increase in Instruction expenditures in aggregate, but at the lowest rate of all institutions. USU should validate its non-instructional reinvestments and other factors contributing to a 1.84% gain in Instruction resources.
- USU's Strategic Reinvestment Plan, like all institutional plans, contemplates reallocations that will considerably affect academic offerings and strategic operations over the long-run.

**The Commissioner Recommends that the Board approve Utah State University's Strategic Reinvestment Plan, conditional on the institution returning to the Board on or before September of 2025 demonstrating further evaluation of reallocation opportunities in Instruction, and with sufficient detail and validation on all strategic reallocation items.**

**The Commissioner further recommends that the Board approve Utah State University's Strategic Reinvestment Plan, conditional on review and approval by the next President of Utah State University.**

## MOTION (Option A)

I move to approve Utah State University's Strategic Reinvestment Plan, conditional on the institution returning to the Board on or before September of 2025 demonstrating further evaluation of reallocation opportunities in Instruction, and with sufficient detail and validation on all strategic reallocation items.

I further move to approve Utah State University's Strategic Reinvestment Plan, conditional on review and approval by the next President of Utah State University.

## MOTION (Option B)

I move to approve Utah State University's  
Strategic Reinvestment Plan, conditional on...



UTAH SYSTEM OF  
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