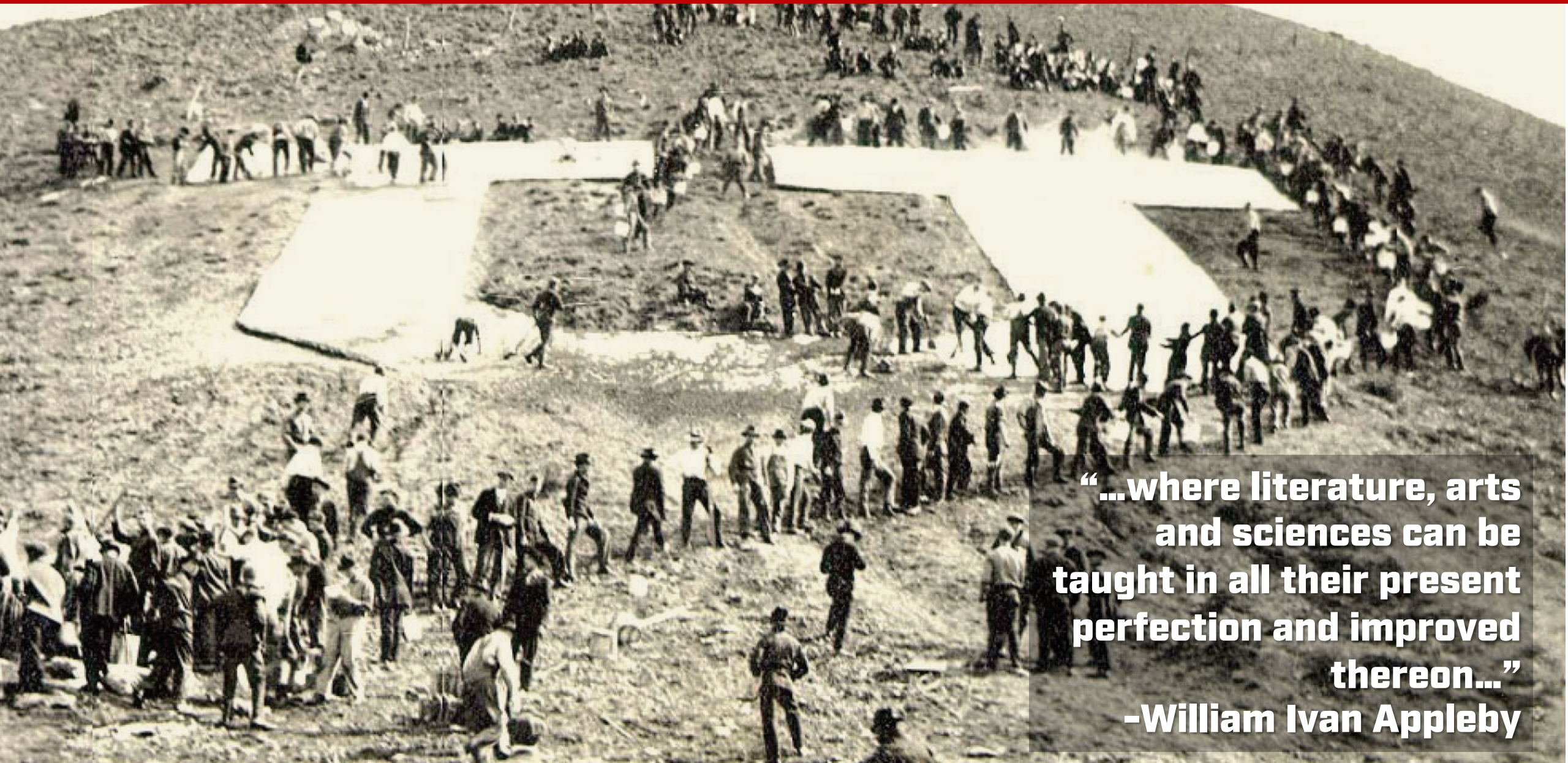


# IMPACT 2030 STRATEGIC REINVESTMENT PLAN

A MOMENT FOR REINVENTION

Utah Board of Higher Education  
Taylor Randall, President  
University of Utah  
June 6, 2025

# 175 YEARS AND STILL CLIMBING



**“...where literature, arts  
and sciences can be  
taught in all their present  
perfection and improved  
thereon...”**  
**-William Ivan Appleby**

# OUR VISION REMAINS CLEAR

## VISION

To improve the life of every Utahn and advance  
a new national higher education model for  
delivering **societal impact.**

**A MOMENT  
FOR REINVENTION**

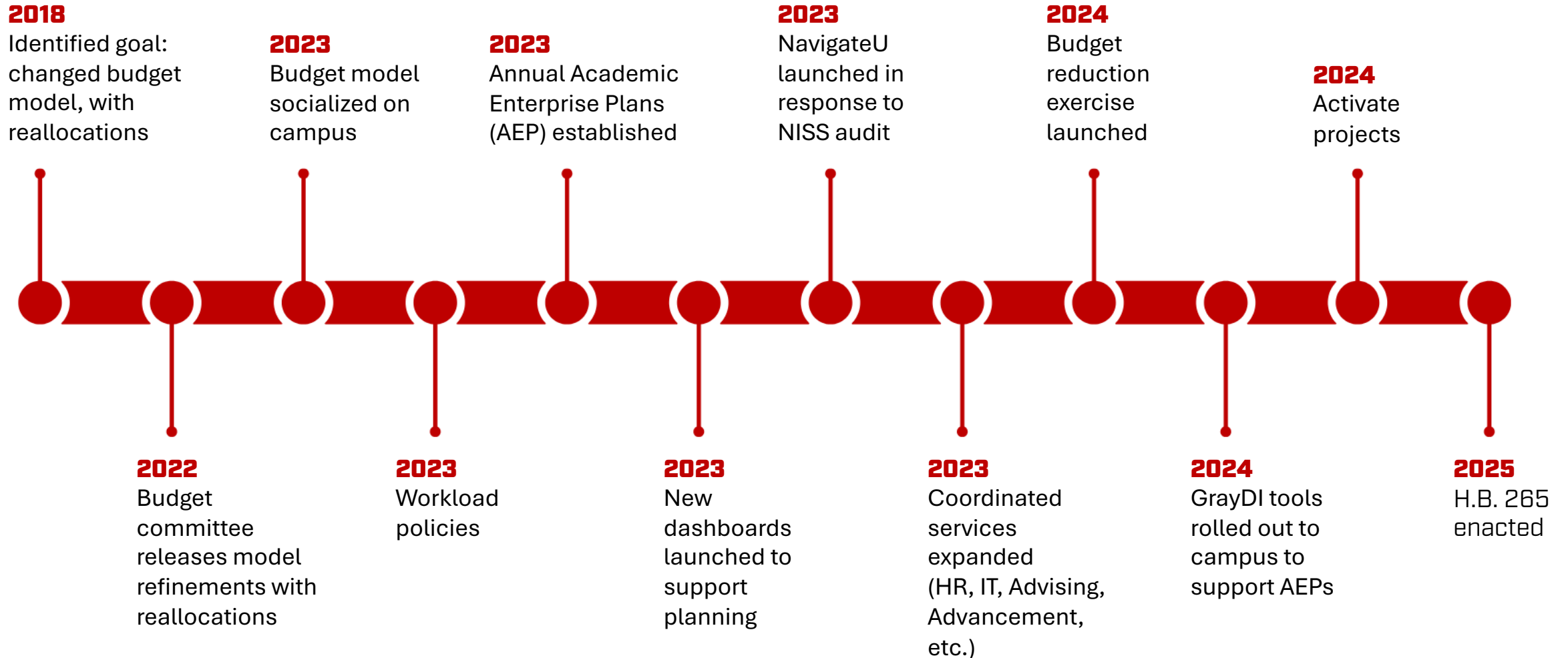
# MISSION ALIGNED PLANNING [MAP]



## Academic Affairs Framework

- Helping academic leaders make strategic, mission aligned decisions using data, tools and collaborative planning processes
- Connecting decisions around budget, space, staffing and programs to our Impact 2030 vision

# PROGRESS TOWARDS MAP



# OPERATIONAL EXCELLENCE



## Enterprise-wide Business Analysis

- 105 current projects
- Projects include:
  - Revenue generation
  - Cost savings
  - Cost avoidance

# 3 PHASES

This reinvestment plan includes a three-year reallocation and reinvestment framework with designations, targets and rationale to reach the University of Utah's H.B. 265 legislative target of \$19.6 million.

## PHASE 1 FY2026

Total reallocation and  
reinvestment

**\$7,483,189**

## PHASE 2 FY2027

Total reallocation and  
reinvestment

**\$6,226,451**

## PHASE 3 FY2028

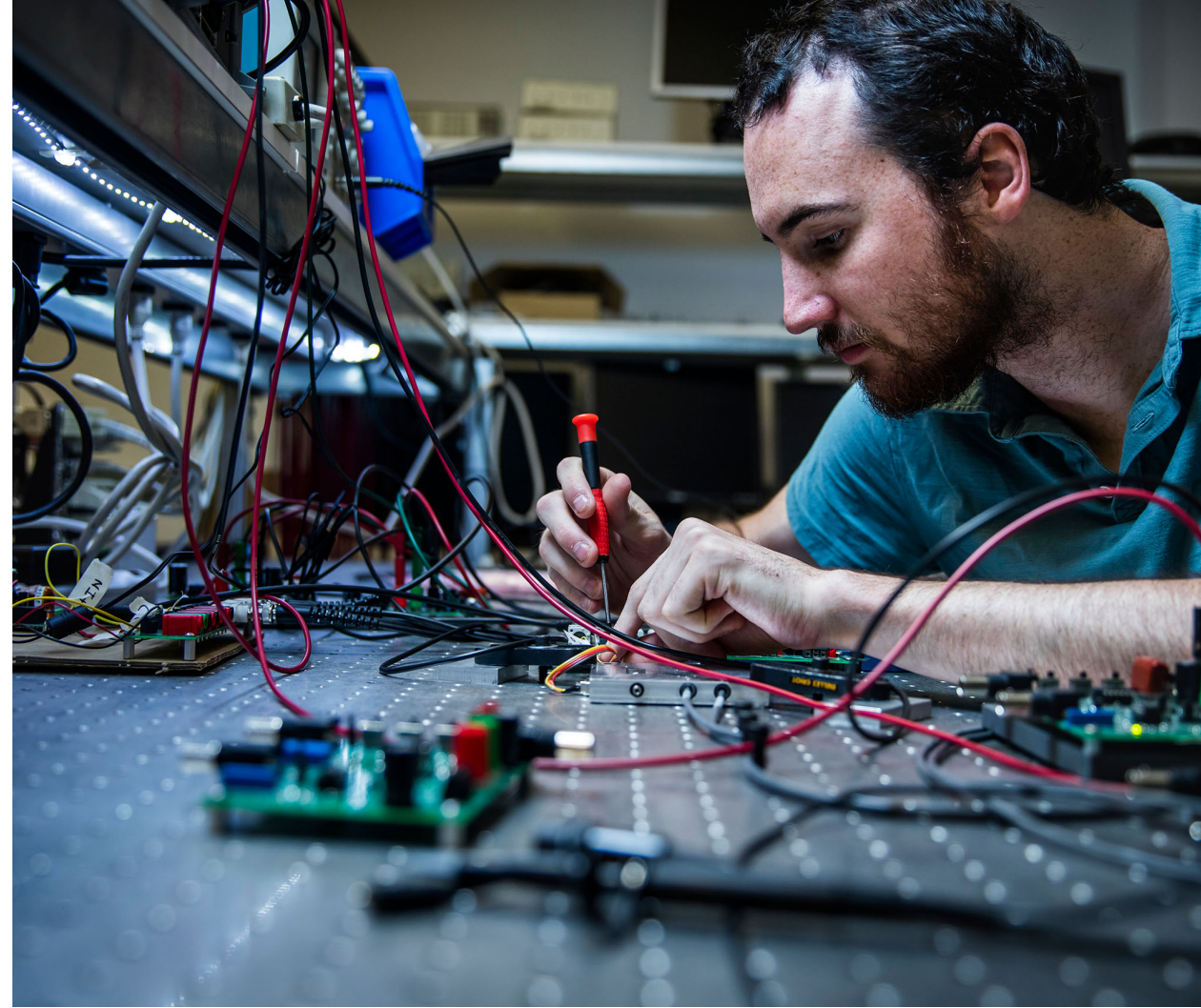
Total reallocation and  
reinvestment

**\$5,875,560**

**REINVESTMENTS**

## Investing in Engineering

- Advancing Utah's workforce in high-demand fields including:
  - Robotics
  - Cybersecurity
  - AI
  - Biomedical engineering
  - Advanced materials
  - Data science
  - Energy systems



# Phases 1 Reinvestment: **RESPONSIBLE AI**



## **Advancing AI Advancing Utah**

- Preparing Utah's workforce for careers at the intersection of technology, ethics, and innovation
- Interdisciplinary training in AI, machine learning, cybersecurity, healthcare, and autonomous systems

# Phases 1 Reinvestment: **NURSING & SIMULATION**



## **Addressing the Critical Nursing Shortage**

- Expanding clinical capacity and simulation-based learning
- Strengthening advanced nursing and interprofessional education
- Improving care quality across the state

# Phases 1 Reinvestment: **BIOTECHNOLOGY**

## Applying Biotechnology

- A new interdisciplinary program
- Aligning training with industry needs
- Preparing students for careers in emerging life science technologies
- Supporting commercialization of research innovations



# Phases 1 Reinvestment: **CIVIC ENGAGEMENT**



## **Strengthening General Education**

- New initiatives focused on American federalism and civic responsibility, and another on civic discussion and debate
- Designed to build durable skills—critical thinking, communication, conflict resolution, and citizenship

# Phases 1 Reinvestment: **BEHAVIORAL HEALTH**

## Expanding Clinical Training Programs

- Working to meet the state's urgent need for behavioral health professionals
- Supporting licensure and workforce readiness in schools, hospitals, and underserved communities



**REALLOCATIONS**

# PHASE 1, FY 2026

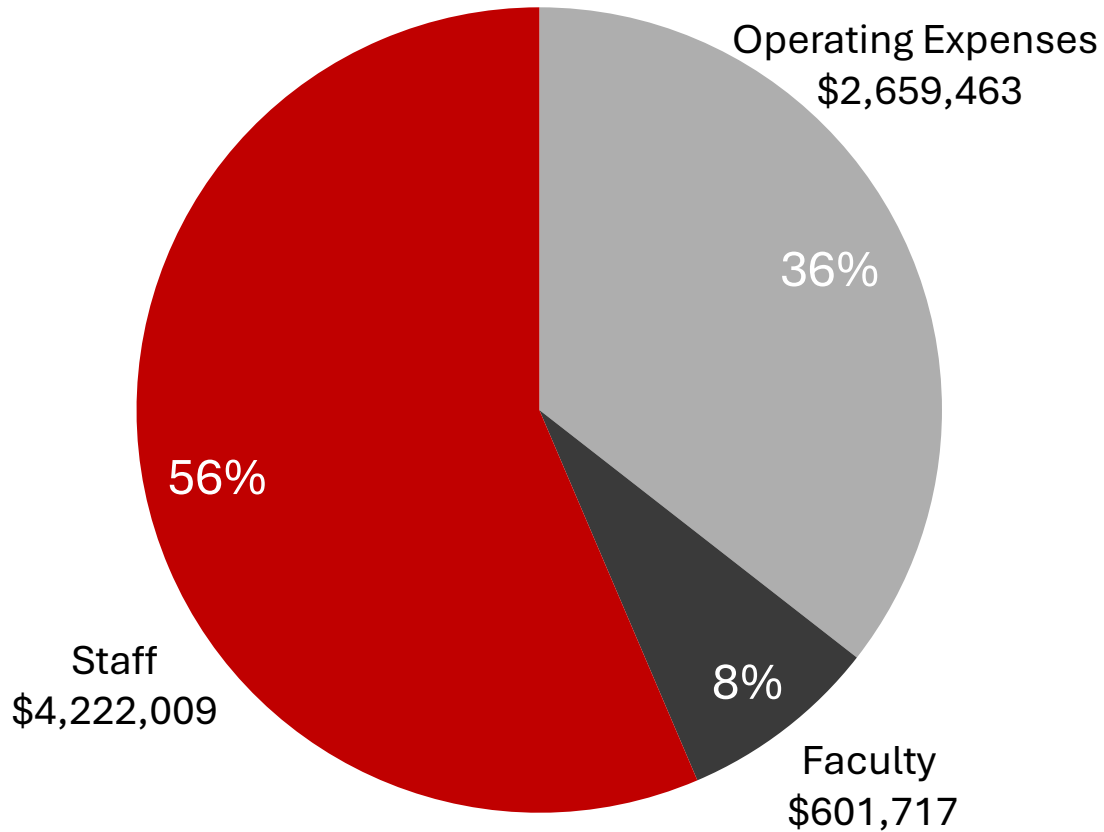
## Reallocations

NACUBO* CATEGORY	REALLOCATION DESCRIPTION	FY2026 ONGOING AMOUNT
Institutional Support	Administration	-\$1,981,449
Instruction Academic Support	Academic Colleges	-\$2,581,181
Academic Support	Academic Service and Support Areas	-\$1,751,191
Academic Support	St. George Graduate Center	-\$1,169,368
<b>TOTAL REALLOCATIONS</b>		<b>-\$7,483,189</b>

# PHASE 1

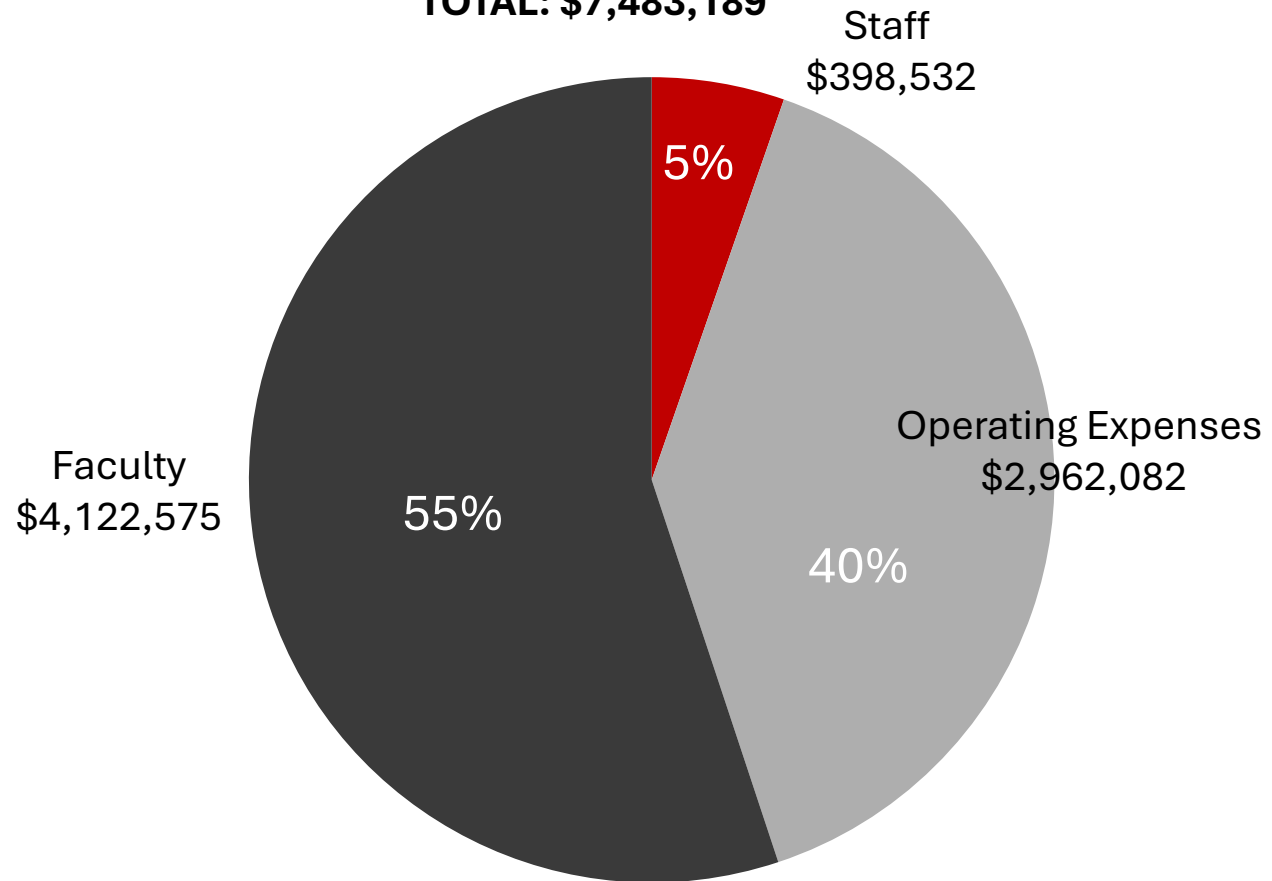
## PHASE 1 FY2026 REALLOCATION BREAKDOWN

TOTAL: \$7,483,189



## PHASE 1 FY2026 REINVESTMENT BREAKDOWN

TOTAL: \$7,483,189



# COURSES TO SUNSET

## Total Courses Being Sunset

BY COLLEGE	TOTAL COURSES
College of Architecture + Planning	24
College of Business	22
School of Cultural & Social Transformation	13
College of Education	6
College of Engineering	41
College of Fine Arts	62
College of Health	61
Honors College	7
College of Humanities	81
School of Medicine	19
College of Nursing	23
College of Pharmacy	1
College of Science	45
College of Social & Behavioral Science	62
College of Social Work	4
Undergraduate Studies, LEAP and Bennion Center	13
TOTAL	484

# PROGRAMS TO SUNSET

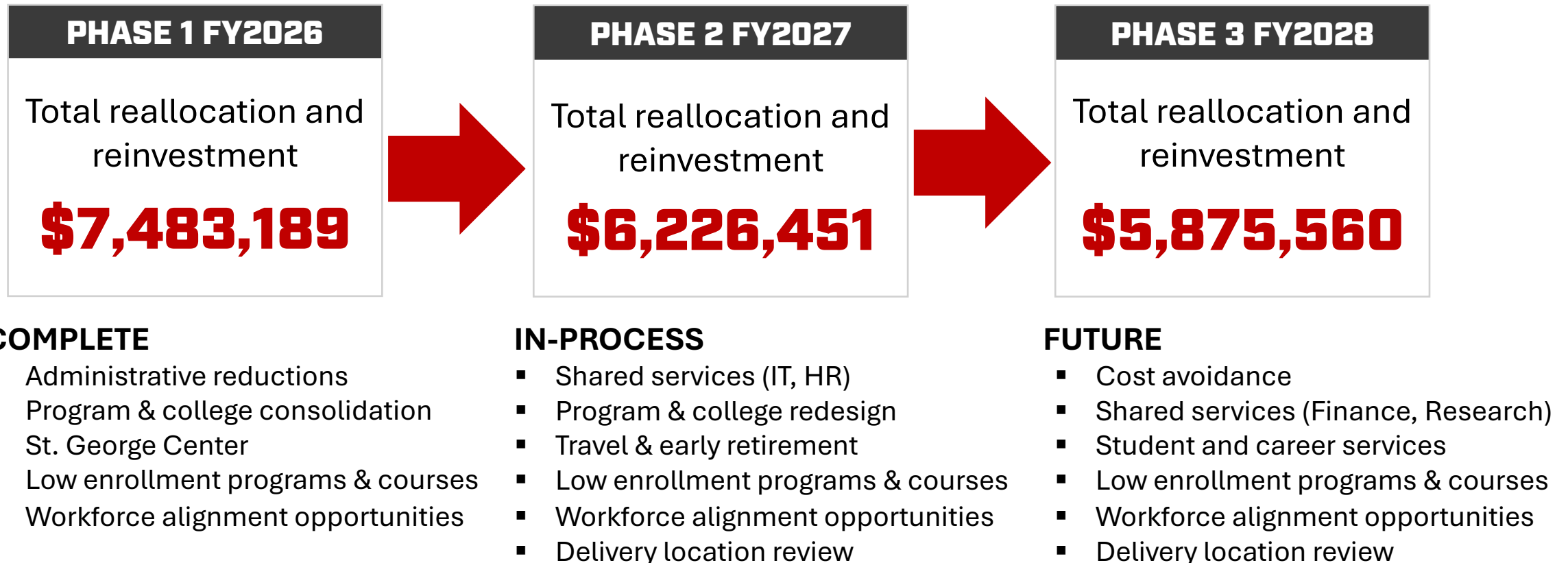
## Total Programs Being Sunset

BY COLLEGE	TOTAL PROGRAMS
College of Education (Ex. Educational Psychology, Masters)	1
College of Engineering (Ex. Bioengineering, Masters)	11
College of Fine Arts (Ex. Modern Dance, Masters)	9
College of Health (Ex. Audiology, Masters)	6
College of Humanities (Ex. Middle East Studies, Masters)	27
College of Nursing (Ex. Care Management Certificate)	1
College of Science (Ex. Applied Mechanics, Masters)	18
College of Social & Behavioral Science (Ex. Sociology / Criminology, Masters)	9
School of Business (Ex. Marketing, Masters)	3
School of Medicine (Ex. Neurobiology, Masters)	9
<b>TOTAL</b>	<b>94</b>

**NEXT PHASES**

# PHASES 2-3

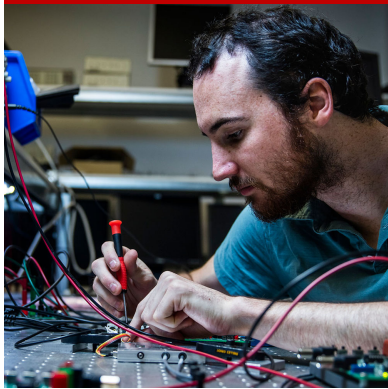
This reinvestment plan includes a three-year reallocation and reinvestment framework with designations, targets and rationale to reach the University of Utah's HB. 265 legislative target of \$19.6 million.



# PHASE 2-3, FY 2027 & FY 2028

## Reinvestments

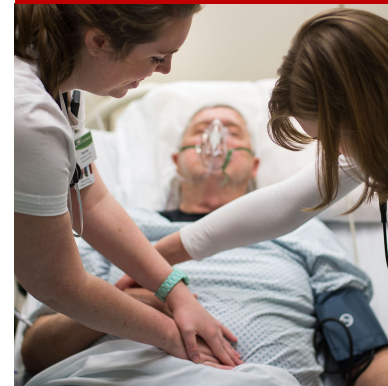
Engineering



Responsible AI



Nursing



Biotechnology



Civic Engagement



Behavioral Health



# A MOMENT OF REINVENTION

My support for these moves is not only about legislative compliance and fiscal responsibility—it is also a reflection of my commitment to the vision of where the University of Utah needs to go to be an **impact university**.

# Q&A