



**WEBER STATE  
UNIVERSITY**

***Strategic  
Reinvestment  
Plan***

***Utah Board of  
Higher  
Education***

***June 6, 2025***

*Photography by Benjamin Zack*

## Institutional Classification



## Elective Classifications



## Research Classification

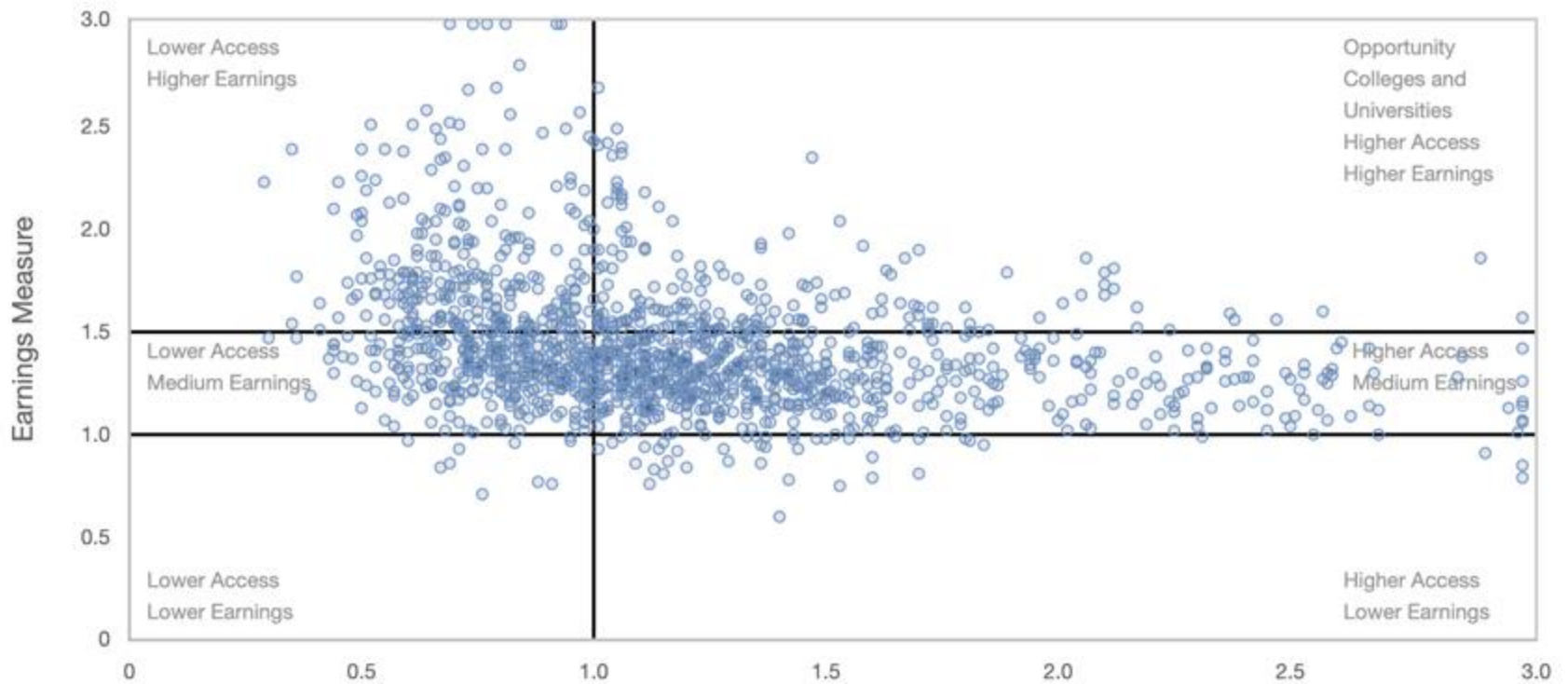


- **Research 1:** *\$50M+ and 70 PhDs*
- **Research 2:** *\$2.5M-\$50M and 20 PhDs*
- **Research College & University:** *\$2.5M+*

## Student Access & Earnings Classification

- classify based on the types of students they serve and the economic outcomes that students experience
- access to students from lower socioeconomic and historically underrepresented backgrounds
- degree to which students go on to earn competitive wages in the context of their geographic location.

***Carnegie Foundation/American Council on Education***  
***Renewing the Social Contract for Higher Education***



### Earnings Measure

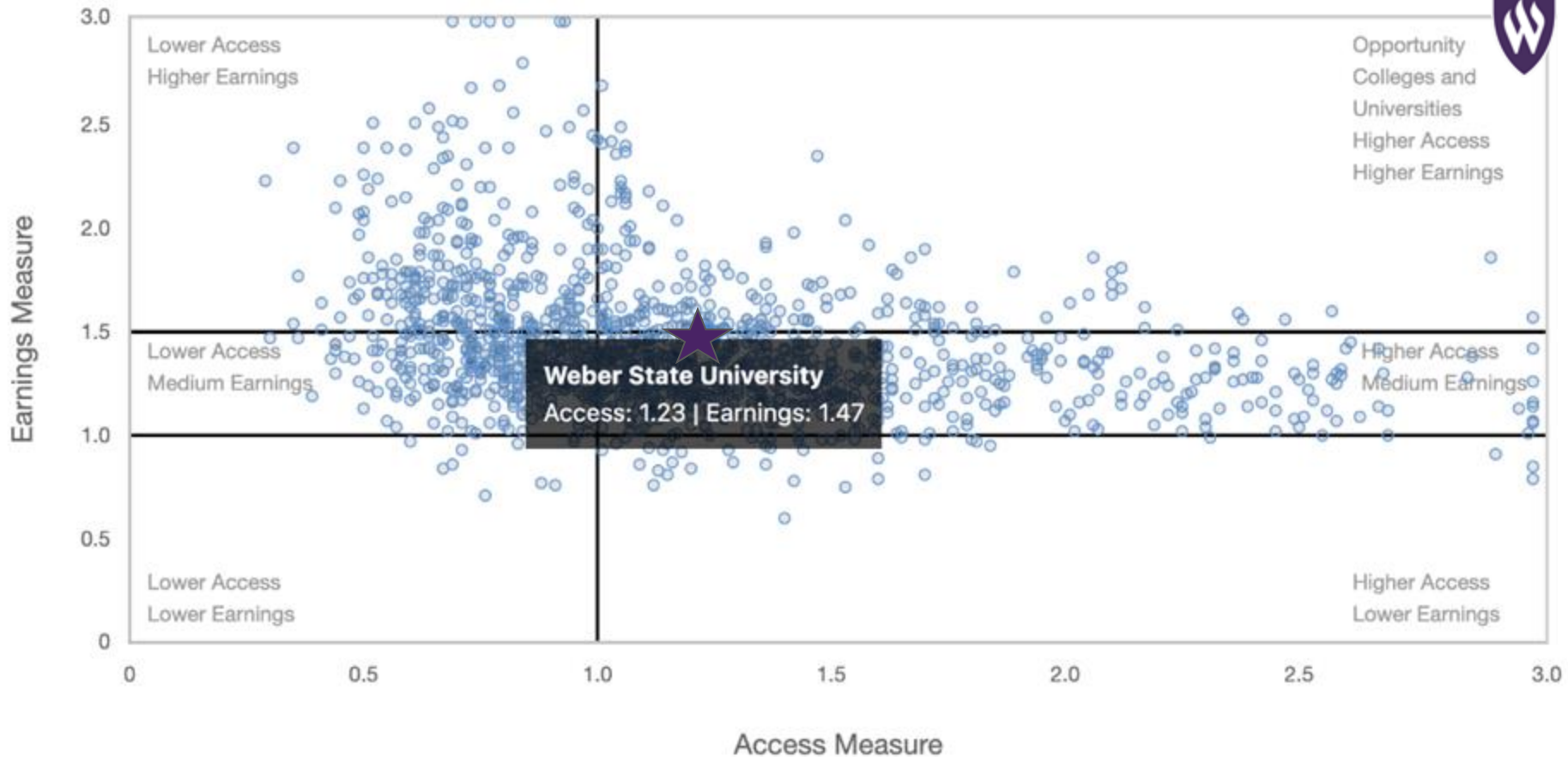
Undergraduate student earnings 8 years post-enrollment compared to a similar population in their area with a high school diploma or higher credential.

### Access Measure

### Access Measure

Enrollment of Pell Grant recipients and students from underrepresented racial/ethnic groups compared to a similar population in their area.

# Student Access & Earnings Classification



# *Weber State Access & Earnings Classification*

# Campus Conversations



- [Oct. 15 Faculty Staff Town Hall \(slides\)](#):  
“Legislative Outlook”
- [Dec. 11 Faculty Staff Town Hall \(slides\)](#):  
Governor’s Recommendations and Initial  
Legislative Budget Actions
- [Jan. 27 Faculty Staff Town Hall \(slides\)](#):  
HB 265 - Criteria and WSU Committee
- [Mar. 10 Faculty Staff Town Hall \(slides\)](#):  
Legislative Update Town Hall
- [Apr. 21 Faculty Staff Town Hall \(slides\)](#):  
Strategic Reinvestment Plan

# *Strategic Reinvestment Plan Timeline*

- Feb. 3: Start Strategic Reinvestment Committee
- Mar. 13: Reorganize Moyes College of Education
- Mar. 14: Release performance dashboard
- Mar. 27: Launch voluntary separation incentive
- Mar. 27: Receive USHE guidance and data dashboard
- Apr. 16: Finalize plan with VPs and deans
- Apr. 17: Trustees approve PPM 1-8, Strategic Reinvestment Plan, to effectuate the plan.
- Apr. 21: Faculty/staff town hall



# WSU HB 265 Committee Membership



- Jennifer Anderson - Faculty Senate
- Kallie Bennett, Nonexempt Staff
- Dustin Birch - EAST
- Darcy Carter - Health Professions, Graduate Council
- Andrea Easter-Pilcher - Dean
- Jason Francis - Faculty Senate
- Marc Gangwer - Staff Advisory Council
- Azenett Garza - Faculty Fairness and Success Committee
- Becky Jo Gesteland - Arts & Humanities
- Dustin Grote - Education
- Stephanie Hollist - Legal Counsel
- Brent Horn - Associate Dean
- Carrie Jeffrey - Curriculum Committee
- Brodee Kendrick - Student
- \*Ravi Krovi - Provost
- Brad Mortensen - President
- Leah Murray - Social & Behavioral Sciences
- Cora Neal - Science/General Education
- Gail Niklason - Inst. Effectiveness
- \*Jessica Oyler - Student Access & Success
- Gavin Roberts - Business & Economics
- Meagan Thunell - Human Resources

*\* Co-chairs*

# *WSU Composite Dashboard Criteria*

- Number of majors and graduates
- Estimated future job demand
- All course enrollment
- Term-to-term persistence
- % graduating within two years at 45 (associate's) and 90 (bachelor's) credit hours
- % attending graduate and professional school
- DWS median wage - one and five years
- Student FTE vs. faculty FTE
- Cost per student FTE



# WSU Composite Index

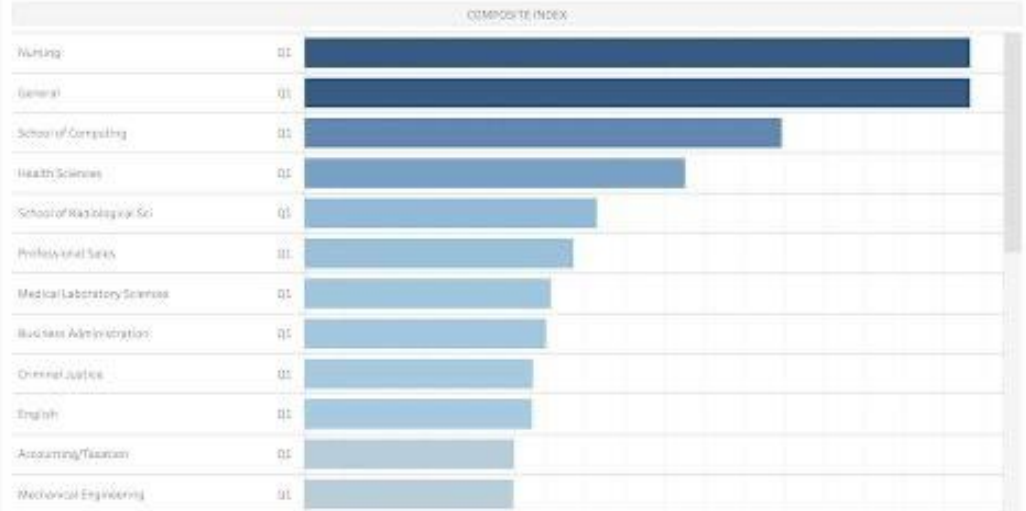


The elements in the composite index calculation are briefly outlined below:

1. Number of declared majors
2. Number of graduates
3. Estimated future job growth
4. Student Credit Hours (SCH)
5. Term-to-term persistence or annual retention
6. Percent of students graduating after 45 credits (Associate) or 90 credits (Bachelor)
7. Percent attending graduate/professional school
8. Reported median wage

The overall weight given to each element in the composite score calculation is listed below:

Majors	Graduates	Job Growth Index	SCH	Retention/ Persistence	45/90+ Efficiency	Grad/Prof School %	Median Wage
20%	20%	9%	33%	25%	10%	5%	5%



# *Considered in Disinvestments*



- WSU Composite Dashboard
- Dean & Department Chair Recommendations
- HB 265 Committee Deliberations
- Existing Program Review Data, Reports, and Recommendations
- USHE Program Outcomes Dashboard

# *Strategic Reinvestment Principles*

- Student Centered Approach
  - Increase Enrollment & Retention
  - Enhance Completion Rates
- Balance Workforce Demands with Student Learning and Development
- Ensure Fiscal Efficiency
  - Reduce redundancy
  - Streamline pathways & services



# PPM I-8: Strategic Reinvestment Plan

- [PPM I-8](#) implements SRP as required by Utah Code § 53B-7-107
- Allows for reduction and reinvestment in programs, courses, departments, colleges, and positions
- Provides for elimination or restructuring of academic and administrative units
- Supersedes conflicting policies to enable SRP
- Voted down by Faculty Senate
- Revised policy approved by Trustees



# *WSU Disinvestment Summary*

Category	Amount
11 administrative positions	\$1,588,776
10 staff positions	\$857,960
28 faculty positions	\$3,796,799
West Center Lease	\$135,000
89 courses	\$285,423
<b>TOTAL</b>	<b>\$6,663,958</b>

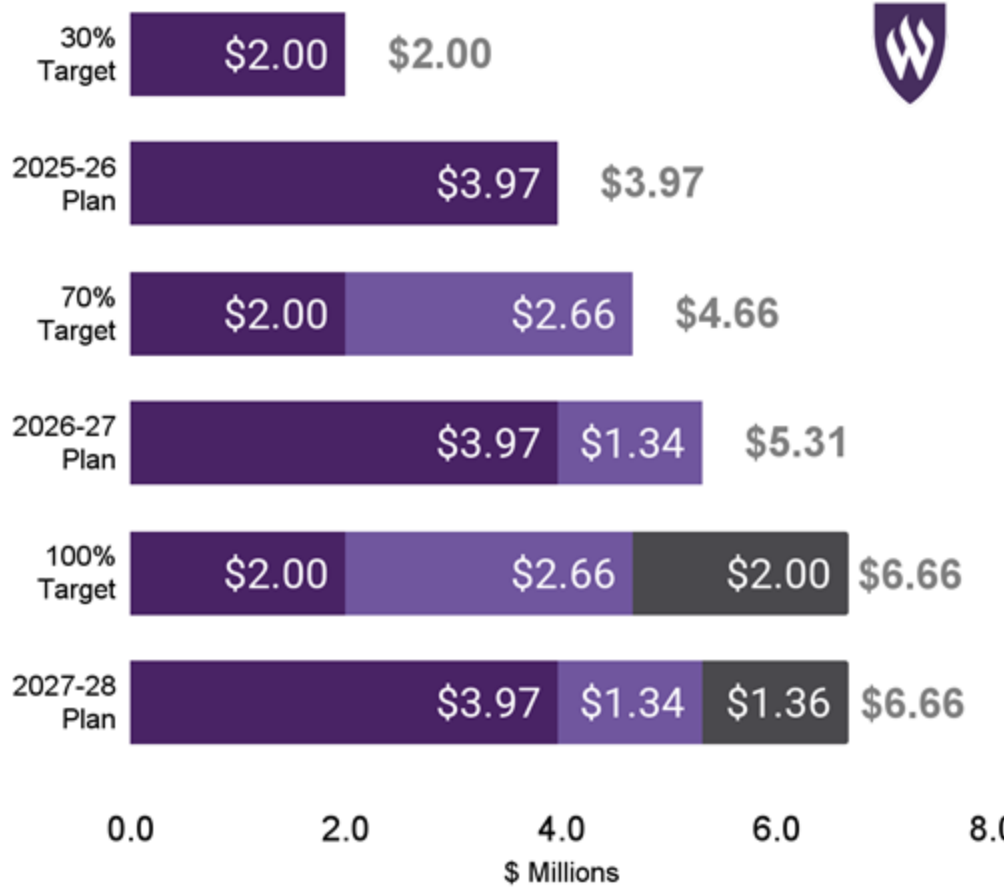


# Disinvestment & Reinvestment by NACUBO Classification



Type	Disinvestment		Reinvestment	
	\$	%	\$	%
Instruction	\$4,494,557	67%	\$4,853,529	73%
Academic Support	\$1,265,444	19%	\$805,272	12%
Student Services	\$176,748	3%	\$462,500	7%
Institutional Support	\$727,209	11%	\$616,178	9%
TOTAL	\$6,663,958	100%	\$6,663,958	100%

# Strategic Reinvestment Target vs. Plan



# *Administrative Reductions*

## Provost's Office

- Assistant Vice President for Regional Partnerships
- Executive Director, Academic Support Centers & Programs
- Vice Provost for High Impact Educational Experiences & Faculty Excellence, International & Graduate Studies

## Student Access & Success

- Training Lead, Student Success
- Three administrative positions directly reporting to the Vice President for Student Access & Success

## College-level

- Dean, Moyes College of Education
- Associate Dean positions in:
  - College of Engineering, Applied Science & Technology
  - College of Science
  - Moyes College of Education



# *Majors/Credentials to be Eliminated*

## Majors

- Applied Environmental Geosciences
- Applied Physics (BS)
- Art Education (BA)
- Computer Science Teaching
- Construction Management (BS) Facilities Management Emphasis
- Electronic Engineering Technology
- English (BA) Professional & Technical Writing Emphasis
- French for the Professions (BA)
- French Translation in Business & Industry
- Geography (BA)
- German (BA)
- German for the Professions (BA)
- Mathematics (combine with Applied Mathematics)
- MSRT (Respiratory Therapy Master's Program)
- Physical Education (non teaching major)

- Physical Science (AAS)
- Workplace Communication & Writing (AA & AS)

## Certificates

- Biotechnician
- Ethics
- Facilities Management
- Field Botany
- Forensic Science Fundamentals
- Jazz Studies
- Music Entrepreneurship

## Minors

- Ethnic Studies
- French for the Professions
- German for the Professions
- Linguistics
- Public Administration
- Queer Studies
- Spanish for the Professions
- Women & Gender Studies



# *Majors/Departments to be Consolidated*

- Combine Dance and Theatre into one program instead of two separate programs
- Combine emphases in Bachelor of Music to create a Bachelor of Music Pedagogy and Performance
- Reduce Geography from seven tracks to four
- Consolidate six economics majors into four
- Create a combined Department of Anthropology, Geography, and Sociology
- Combine Elementary Education & Special Education
- Transition the Manufacturing Systems Engineering program (MSE) to Mechanical or Manufacturing program
- Reduce emphases in Communications

## Secondary Teaching Majors (previously 31 separate majors)

- Create Secondary Science Education Major by combining:
  - Physics Teaching
  - Chemistry Teaching
  - Physical Science Teaching
  - Biology Composite Teaching
  - Earth Science Teaching
- Add the following to the Social Science Composite Education Major:
  - Political Science Teaching
  - Sociology Teaching
  - Geography Teaching
  - Psychology Teaching
  - History Teaching
- Combine into World Languages Education Major:
  - French Teaching
  - German Teaching
  - Spanish Teaching



# *Faculty & Staff Reductions by College*

- Arts & Humanities: 7 faculty
- Business & Economics: 1 faculty
- Engineering, Applied Science, & Technology: 1 associate dean, 1 staff
- Education: 1 dean, 1 associate dean, 2 faculty, 1 staff
- Health Professions: 2 faculty, 1 staff
- Provost's Office: 1 AVP, 1 vice provost, 4 staff
- Science: 6 faculty, 1 staff, 1 associate dean
- Social & Behavioral Sciences: 10 faculty, 1 staff
- Stewart Library: 2 staff
- Student Access & Success Division: 2 AVP lines, 2 staff



# *Restructurings & Reorganizations*

- Moyes College of Education:
  - Moyes School of Education in College of Social Science & Education
  - Dumke College of Health Professions
- High Impact Educational Experiences, Community Engagement, Faculty Excellence, International & Graduate Studies
- Academic Support Centers
- Annie Taylor Dee School of Nursing
  - Associate Degree Nursing
  - Bachelor's Degree Nursing
  - Graduate Nursing
- General Education, Bachelor of Interdisciplinary Studies, and Honors



# *Additional Streamlining*



- Task force to reduce redundancy in courses (e.g., statistics, research methods, ethics, and digital literacy)
- Scheduling and compensation for online, evening, and satellite courses
- Open faculty lines revert to Provost's Office for discussion with deans
- Minimum course enrollment guides:
  - 10 undergraduate
  - 7 graduate

# *Reallocation Buckets (to be finalized by September)*

- Academic Advising (\$805,272)
- Recruitment/Enrollment (\$462,500)
- Classroom Technology (\$616,178)
- Course Fees (\$1,000,000)
- Health Professions (\$685,050)
- Additional support (\$3,094,958):
  - Systemwide cohesion
  - Talent Ready Utah programs
  - Sub-120 degrees
  - Online competition pathways
  - Innovative delivery models
  - Affordable course materials
  - Interdisciplinary collaborations





*Questions?*