USHE Strategic Plan

Increase the educational attainment of Utahns to enhance their overall quality of life, and to meet Utah’s current and future workforce needs.

- Timely Completion
- Affordable Participation
- Capacity and Growth
- Research and Workforce
Strategic Approach to Capital

**Strategy**
- Utilize Existing Facilities
  - Focus on Efficient Use
- Update Existing Facilities
  - Building codes
  - Energy efficiency
  - Extended life
- Build Additional Facilities
  - Accommodate growth
  - Strategic planning

**Challenge**
- Manage Student and Parent Expectations
- Prepare Students for the 21st Century Workplace
- Maintain Aging Inventory
- Accommodate growing student and adult population

Campuses Need to Update Facilities

Utah System of Higher Education
Campuses Need to Update Facilities

- Approximately 50% of campus facilities were built more than 3 decades ago.
- 10 million sq. ft. (25% of inventory) were built in 1960s/70s that are now coming due for update.

Student Growth Requires Investment

Source: State of Utah Division of Risk Management inventory of state facilities 2018.
Additional Space to Accommodate Growth

- USHE projects an **additional 26,286** full-time students attending campuses in person in the next 10 years
  - Not including online and concurrent enrollment
- Need to accommodate that **27% growth**

Higher Education is in the Middle

**Public Education**
- Majority of Utah College-Bound Students enroll in USHE
- Need to Accommodate Growth in Public Education

**Industry and Business**
- USHE is an Economic Development engine attracting new businesses and preparing workers for existing industry
Higher Education is Similar and Different

<table>
<thead>
<tr>
<th></th>
<th>Similar</th>
<th>Different</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Education</strong></td>
<td>Serves a Public Purpose</td>
<td>No Property Tax (Public Ed spent $1.2 billion on capital)</td>
</tr>
<tr>
<td><strong>Private Sector</strong></td>
<td>Limited Resources Prudent Capital Decisions</td>
<td>Facilities Open to and Used by Public</td>
</tr>
</tbody>
</table>

Public and Higher Ed. Tax-Funded Capital Spending

- In 2017 Utah School Districts and Charter Schools spent over $1,218 million on Construction
- In 2017 USHE received $47 million for capital developments $62 million for capital improvements
- Public Education averages $1,640 of tax-funded capital per student per year
- Higher Education averages $764 of tax-funded capital per student per year
Students Come from These Middle Schools

- **Mount Jordan Middle - $38M 2015**
- **Midvale Jr. High - $40M 2017**
- **Davis Jr. High - $40M 2019**

Photos: Paul Richer Images
Photos: Canyons School District and KSL
Photos: MHRN Architects

Students Come from These High Schools

- **Skyridge High, Pleasant Grove - $56M 2016**
- **Granger High, West Valley - $80M 2013**
- **Herriman High - $72M 2010**

Photos: Saltus Architects
Photos: Jacobsen Construction
Photos: MHRN Architects
Students Graduate to These Businesses

Adobe, Lehi

Vivint, Lehi

Cicero, Salt Lake

Photos: United Contractors

222 Main, Salt Lake

Falcon Hill, Layton

IHC, St. George

Photos: Gardner Company

Photos: Okland Construction

Photos: KBS
USHE Capital Facilities Prioritization

Demonstrated Need

1. Space Need and Growth
2. Condition of Existing Facilities
3. Other Funds

Board Priorities

1. Completion: students graduating
2. Capacity: functional obsolescence and growing student population
3. Affordability: cost effective partnership
4. Workforce: state/regional needs

USHE Capital Facilities Prioritization Scoring

<table>
<thead>
<tr>
<th>Need Analysis</th>
<th>Other Funds</th>
<th>Facility Condition</th>
<th>Institutional Priority</th>
<th>Criteria Points</th>
<th>Discretionary Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 50 points</td>
<td>• 15 Points</td>
<td>• 15 Points</td>
<td>• 25 Points - 1st</td>
<td>• 10 Points</td>
<td>• 15 Points</td>
</tr>
<tr>
<td>• Space Inventory</td>
<td>• Non-A Appropriated</td>
<td>• Facility Condition Assessments: Structural Electrical Mechanical Life Safety</td>
<td>• 22 Points - 2nd</td>
<td>• Scored by Full Board</td>
<td>• Qualitative Facility Needs</td>
</tr>
<tr>
<td>• Enrollment &amp; Staff</td>
<td>• Committed or In-Hand</td>
<td></td>
<td>• USU and UU may submit two</td>
<td>• Support for 2025 Strategic Plan</td>
<td></td>
</tr>
<tr>
<td>• Space Standards</td>
<td>• Ability to Fund-Raise</td>
<td></td>
<td></td>
<td>• Necessary Infrastructure</td>
<td>• Assigned by Capital Facilities Committee</td>
</tr>
</tbody>
</table>
Board Prioritization 2018-19

1. DSU - New Science Building
2. WSU - Noorda Engineering
3. UVU - Business School
4. SUU - Technology, Engineering, and Design
4. SLCC - Herriman Campus General Ed.
6. UofU - Interdisciplinary Physical Science
7. Snow - Social Science and General Education
8. USU - Center for Languages and Cultures

* Legislative approval for Programming and Design
** Board Recommended Programming

USHE Capital Improvement Process

- Institutions compile lists from asset management systems and observed need – July to Sept.
- Lists submitted to Building Board – October
- Lists submitted to Legislature – January
- Legislature determines funding – March
- Building Board prioritizes from lists according to funding - April
Sample USHE Capital Improvements FY19

<table>
<thead>
<tr>
<th>Salt Lake Community College</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>RRC-CT Building Envelope Improvements</td>
<td>$ 2,409,933</td>
<td></td>
</tr>
<tr>
<td>RRC-CT Restroom &amp; Piping Replacement</td>
<td>$ 1,511,536</td>
<td></td>
</tr>
<tr>
<td>RRC-CT Transformer, MDP &amp; MCC Switchboard &amp; Replacement</td>
<td>$ 287,141</td>
<td></td>
</tr>
<tr>
<td>Snow College</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Center Elevator Replacement, 82% funded 18% Auxiliary</td>
<td>$ 82,345</td>
<td></td>
</tr>
<tr>
<td>Asbestos Abatement Snow Hall</td>
<td>$ 163,975</td>
<td></td>
</tr>
<tr>
<td>Controls upgrade for Performing Arts and Sevier Valley Center Johnson Controls software upgrade for Ephraim campus</td>
<td>$ 653,725</td>
<td></td>
</tr>
<tr>
<td>U of U</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure Bond Debt Service</td>
<td>$ 1,500,000</td>
<td></td>
</tr>
<tr>
<td>Bldg. 533, EIHG - Emergency Generator Replacement</td>
<td>$ 1,300,000</td>
<td></td>
</tr>
<tr>
<td>Marriott Center for Dance Safety Improvements</td>
<td>$ 400,000</td>
<td></td>
</tr>
<tr>
<td>Weber State University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Services Roof Parapet Caps &amp; Windows - Safety Issue</td>
<td>$ 1,042,987</td>
<td></td>
</tr>
<tr>
<td>Differential Flow Switches for VRF - CS, MA, TY</td>
<td>$ 145,709</td>
<td></td>
</tr>
<tr>
<td>Asphalt Maintenance (Cut, Patch and Seal) (CE Davis, Mail Services, Printing Services, Annex 12, A4, A6, R4, D11, A1)</td>
<td>$ 401,115</td>
<td></td>
</tr>
</tbody>
</table>

Online Enrollment and Capital Facilities

Online courses & degrees

• 112 degrees available entirely online.
• 40% of students take at least one online course.
• Utilization of online courses has grown substantially since 2011.

But...

• More than 83% of students who enroll in online courses take a majority of their courses on-campus.
• Less than 3% of full-time students are enrolled totally online.
• Most “100%” online students are part-time, over 25 yrs old.

Despite availability of online courses/degrees, students prefer using online courses to augment a traditional on-campus schedule.
USHE Online Enrollment

- **2,000+** online courses
- **112** degrees and certificates entirely online

USHE Online Courses Compared to Others

**General Education** courses transfer across USHE institutions

**Majors curriculum** is coordinated and shared among institutions in an attempt to ensure as seamless transfer opportunity as possible.

<table>
<thead>
<tr>
<th></th>
<th>Arizona State University</th>
<th>Southern New Hampshire University*</th>
<th>Purdue University</th>
<th>Utah System of Higher Education</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Online Tuition</strong> <strong>(per credit)</strong></td>
<td>$520-726</td>
<td>$320</td>
<td>$451-751</td>
<td>$225-533</td>
</tr>
<tr>
<td><strong>Traditional Tuition</strong> <strong>(per credit)</strong></td>
<td>$702-842</td>
<td>$1,025</td>
<td>$329.05</td>
<td>$225-533</td>
</tr>
<tr>
<td><strong>Online Degrees</strong> <strong>(per credit)</strong></td>
<td>80</td>
<td>39</td>
<td>36</td>
<td>112</td>
</tr>
<tr>
<td>Do credits earned online automatically transfer &quot;offline&quot;?</td>
<td>no</td>
<td>no</td>
<td>yes</td>
<td>yes</td>
</tr>
</tbody>
</table>

*Southern New Hampshire University is a private institution  
**Undergraduate
Space Utilization

USHE requires annual reporting on Institutional space utilization for classrooms and laboratories.

The measures of utilization for classrooms and laboratories are:

- **Room Utilization Rate (RUR)** – how often a room is scheduled for use
- **Station Occupancy Rate (SOR)** – how many stations/seats are used of the total capacity

Comparison of Utilization Standards

<table>
<thead>
<tr>
<th>System/Institution</th>
<th>Year</th>
<th>Classroom Utilization</th>
<th>Classroom Occupancy</th>
<th>Laboratory Utilization</th>
<th>Laboratory Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utah System Higher Education CDP Guideline</td>
<td>2010</td>
<td>33.75</td>
<td>66.7%</td>
<td>22.5</td>
<td>80%</td>
</tr>
<tr>
<td>Cal State System (California Legislature)</td>
<td>2015</td>
<td>52.5</td>
<td>66%</td>
<td>27.5</td>
<td>85%</td>
</tr>
<tr>
<td>Colorado Higher Education</td>
<td>2015</td>
<td>30</td>
<td>67%</td>
<td>30</td>
<td>80%</td>
</tr>
<tr>
<td>Florida Department Education</td>
<td>2014</td>
<td>40</td>
<td>60%</td>
<td>30</td>
<td>80%</td>
</tr>
<tr>
<td>Kentucky Council Post-Secondary Ed.</td>
<td>2016</td>
<td>36</td>
<td>67%</td>
<td>23</td>
<td>80%</td>
</tr>
<tr>
<td>North Carolina Higher Education</td>
<td>2000</td>
<td>35</td>
<td>65%</td>
<td>20</td>
<td>75%</td>
</tr>
<tr>
<td>South Carolina Commission Higher Ed.</td>
<td>2011</td>
<td>30</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HEWV Architects Profess. Expectation</td>
<td>2015</td>
<td>35</td>
<td>70%</td>
<td>24</td>
<td>80%</td>
</tr>
<tr>
<td>HEWV Architects Profess. Expectation</td>
<td>2016</td>
<td>33</td>
<td>67%</td>
<td>22</td>
<td>75%</td>
</tr>
</tbody>
</table>
Regents Adopted Policy R751 in March 2018

• Affirms and adopts:
  • System goal to efficiently utilize space
  • Classroom and lab utilization standards

• Requires:
  • Central scheduling of classrooms and labs
  • Annual system-wide utilization report and data submission
  • Annual institutional utilization reports
  • Institutional utilization policies