

January 30, 2024

Higher Education Appropriations Subcommittee



Utah State's Land-grant Mission



Education

Access to experiential and undergraduate research-focused, interdisciplinary education.

Research

Pursue innovation through practical and impactful research to generate new insights.

Outreach

Serve and engage with communities through our resources and expertise.

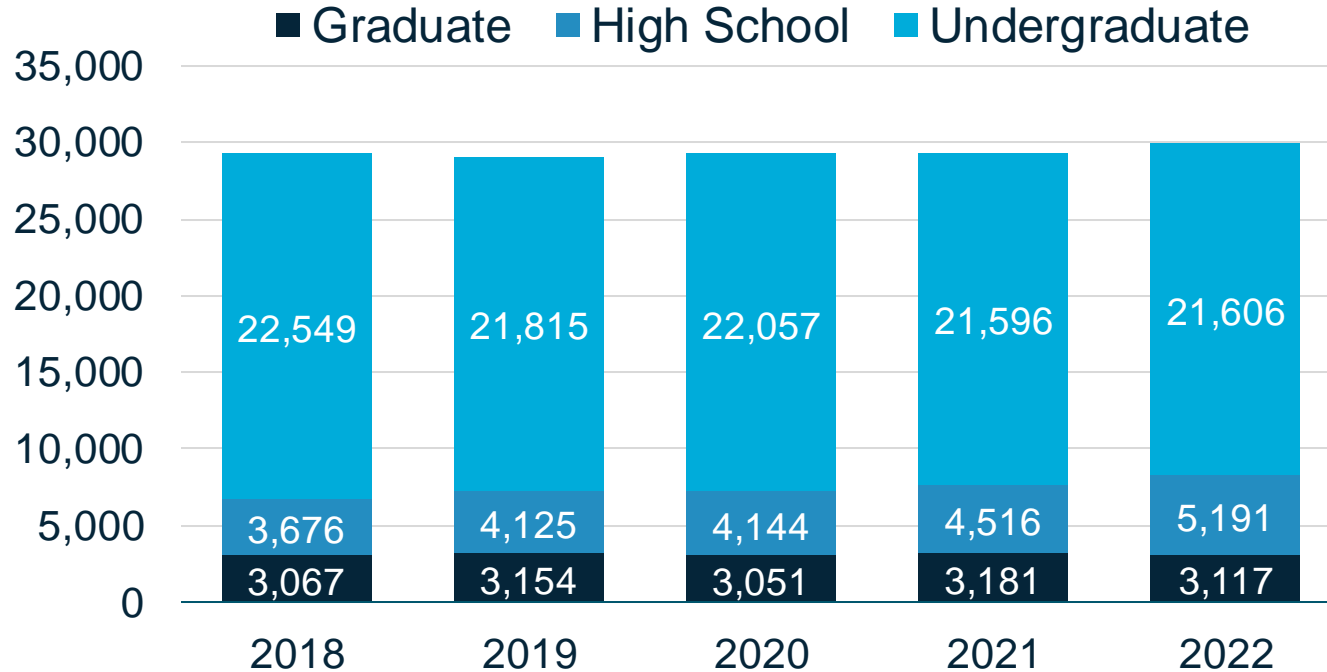
The power of the public service institution

We prepare our graduates to contribute to the development and well-being of their community, Utah and the nation.

Enrollment History: HEADCOUNT

Growing to Serve Utah

The number of students enrolled at USU by level; Fall terms 2018-2022



29,914

Total Students (Fall 2022)

Since 2018

- **2.1%** increase overall
- **41%** more high school students

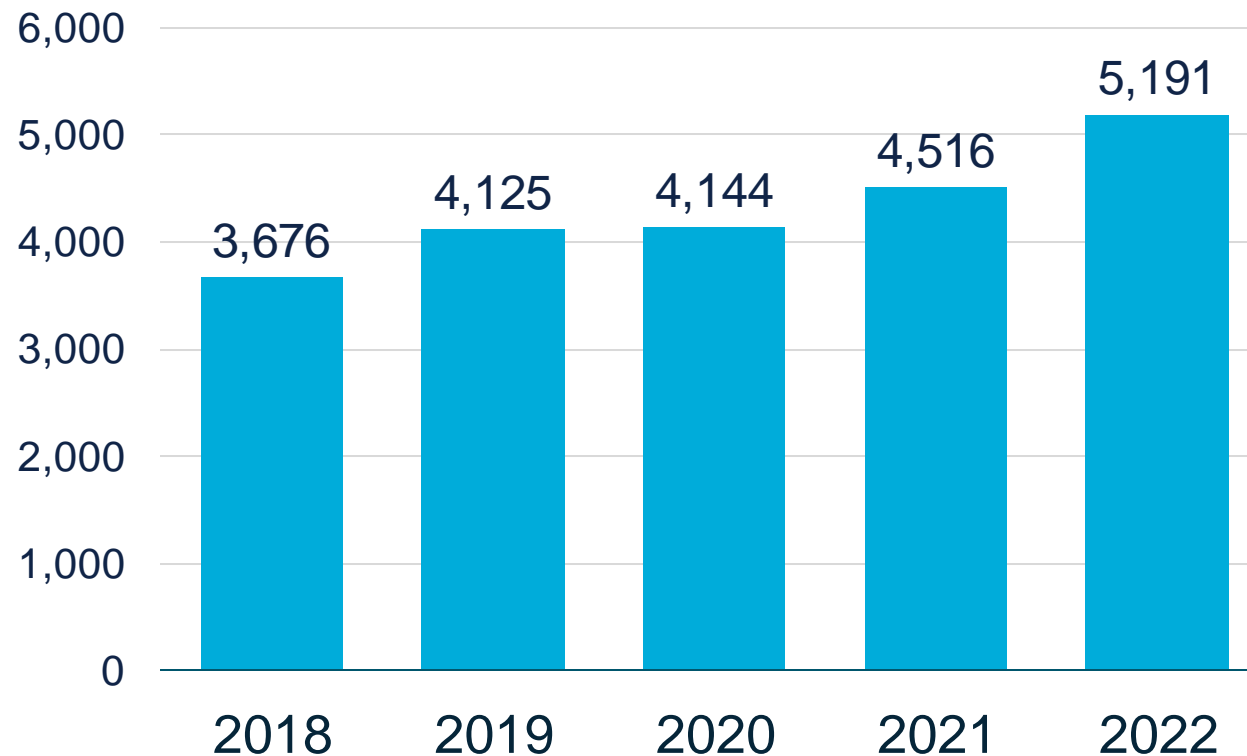
Source: USHE; Fall end of term



Enrollment History: HEADCOUNT

Expanding Access to Students in High School

The number of high school students enrolled at USU while in high school Fall terms 2018-2022



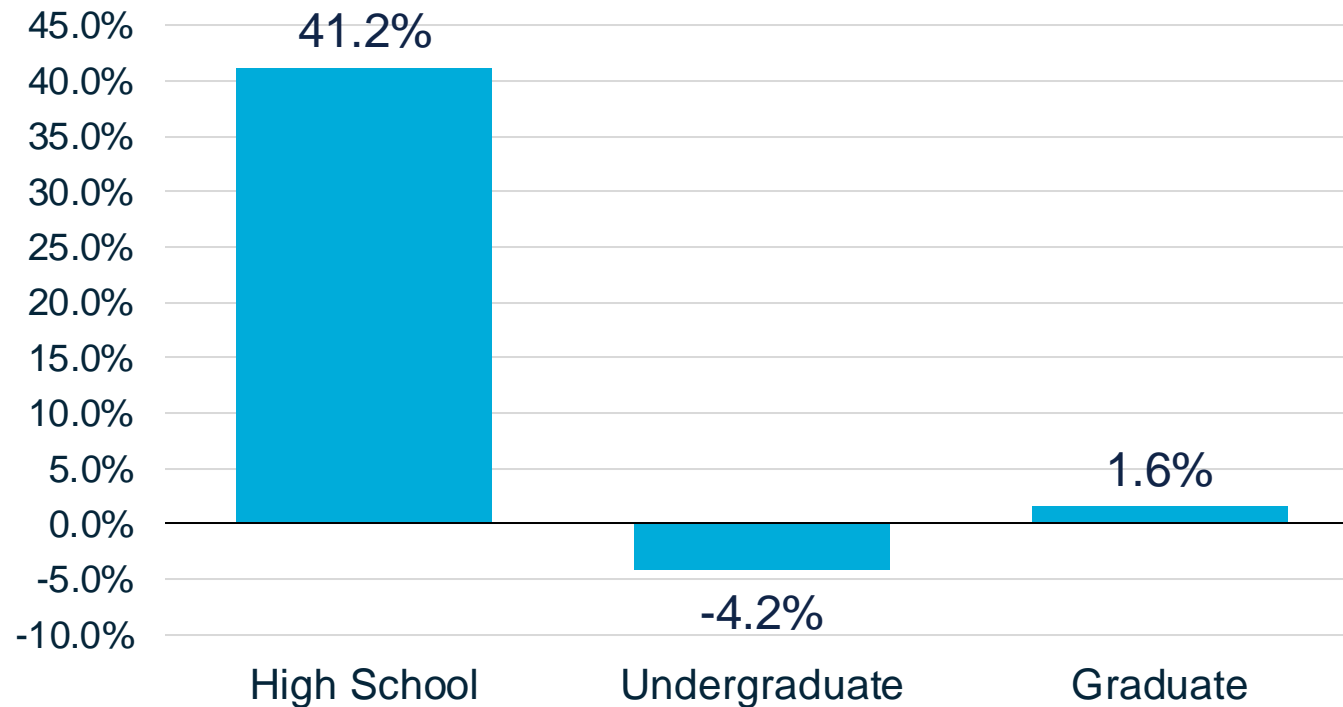
Source: USHE; Fall end of term



Enrollment History: HEADCOUNT

Uneven growth

The % change in headcount USU since 2018 by level; Fall terms 2018-2022



Since 2018

- **1,500** more high school students
- **1,000** fewer undergraduates
- **50** more graduate students

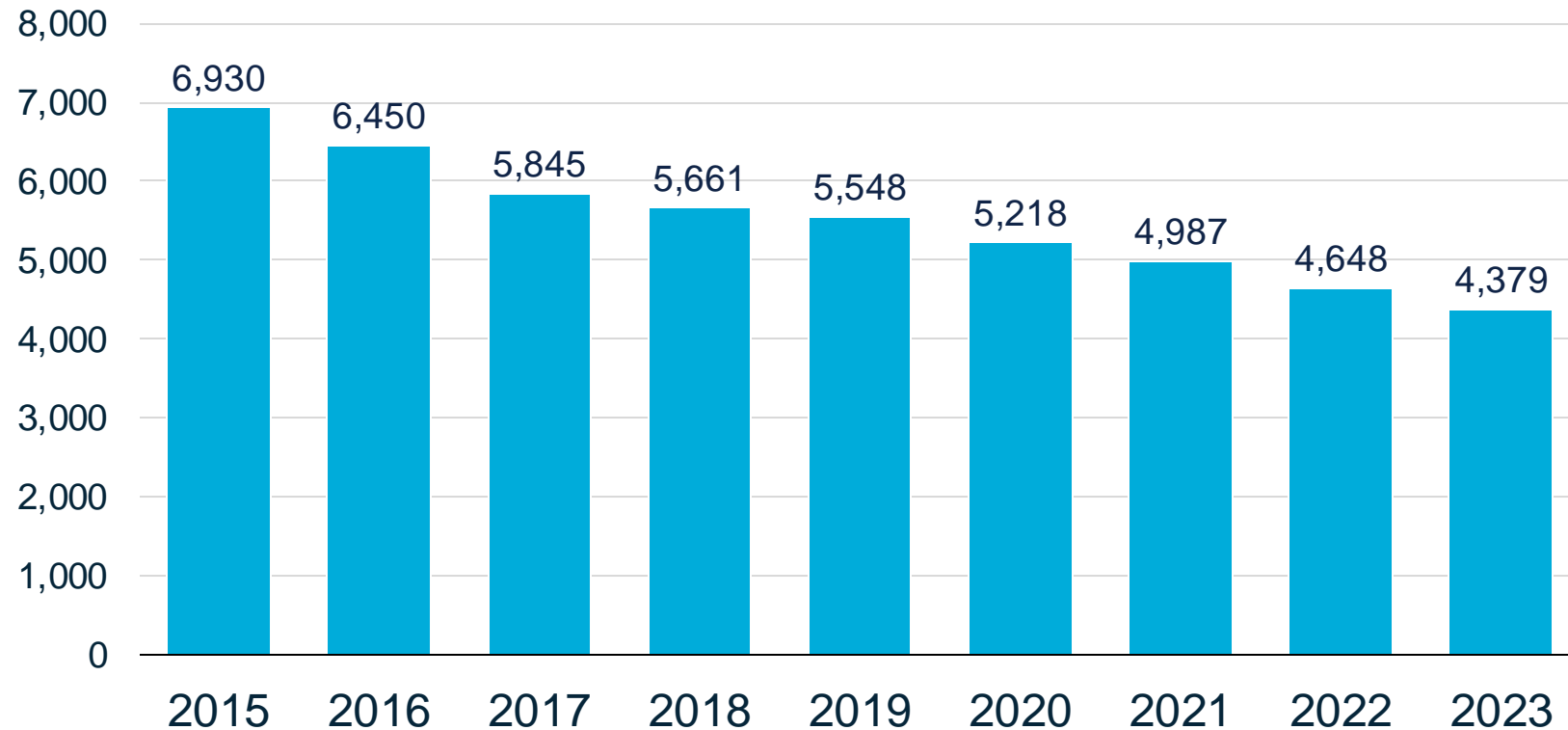
Source: USHE; Fall end of term



Enrollment History: HEADCOUNT

The Decline in Older Student Enrollment

Number of 26+ students at USU; Fall 3rd week 2018-2022



Since 2015

- **-2,815** fewer students
- **-39%** Decline
- All in undergraduate

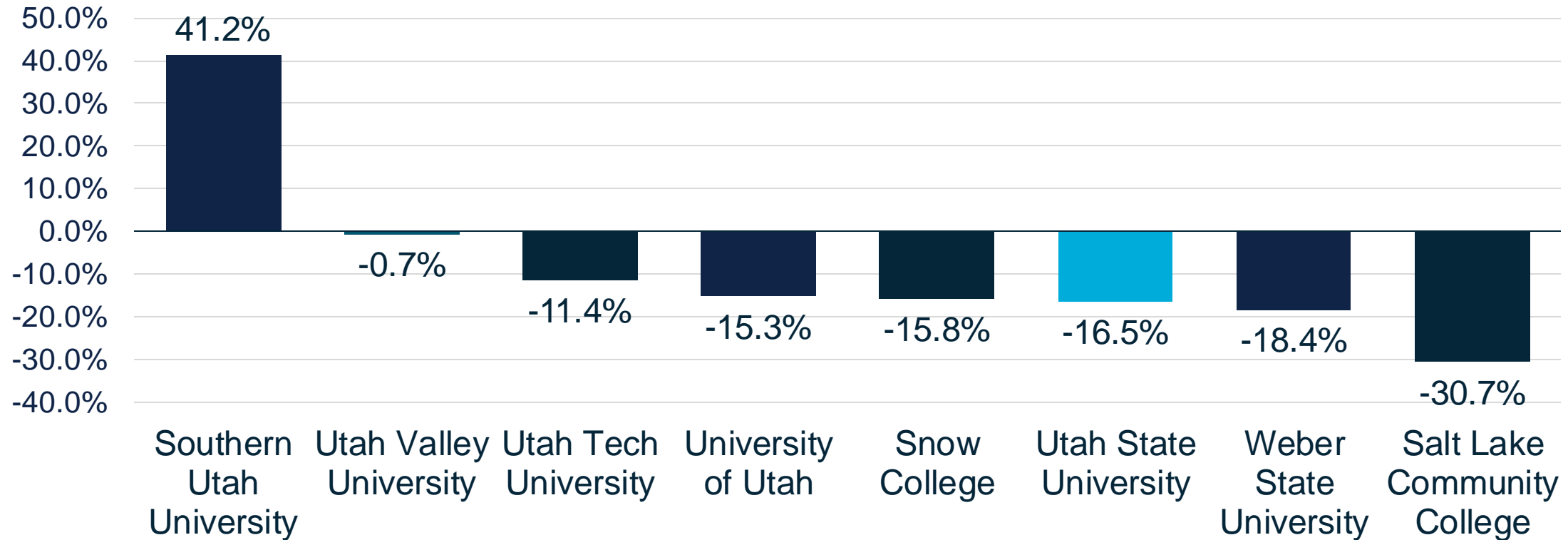
Source: USU Office of Analysis, Assessment, and Accreditation – [Enrollments at a Glance](#)



Enrollment History: HEADCOUNT

The Decline in Older Student Enrollment

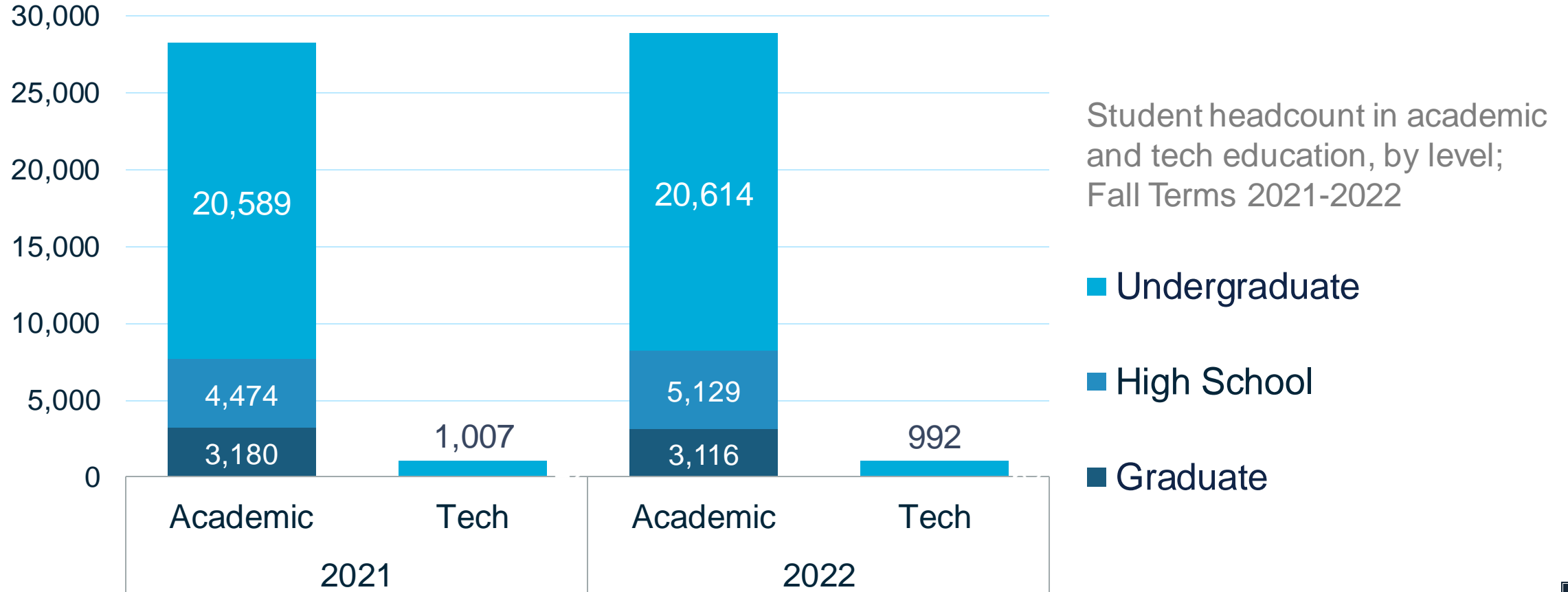
The % change in headcount in students 25+ since 2018; By USHE institution Fall terms (through 2022)



Source: USHE; Fall end of term (<https://ushe.edu/institutional-data-resources-headcount/>)



Tech v Academic Headcount



USU Academic

28,859 Students

↑ 2.2% (2021-2022)

22,684 FTE

↑ 2.0% (2021-2022)

240+ Degree and
Certificate Programs

All Campuses

USU Tech Ed

1,054 Students

↑ 0.5% (2021-2022)

254 FTE

↓ -8.5% (2021-2022)

28 Certificate Programs

Price, Moab, and
Blanding Campuses



Public Outcomes Utah State delivers today

USU's success is tied to the future of the state and the success of the State is tied to the future of USU.

Entrepreneurial Spirit

- Space Dynamics Lab
- Bingham Research Center
- Center for Anticipatory Intelligence
- Huntsman School's Center for Entrepreneurship

Community Engagement & Collaboration

- Statewide Campus System
- Cooperative Extension
- Community Engaged Learning Programs

Stewardship & Sustainability

- Janet Quinney Lawson Institute of Land, Water, Air
- Utah Water Research Laboratory
- ASPIRE Center

Excellence in Education & Workforce Development

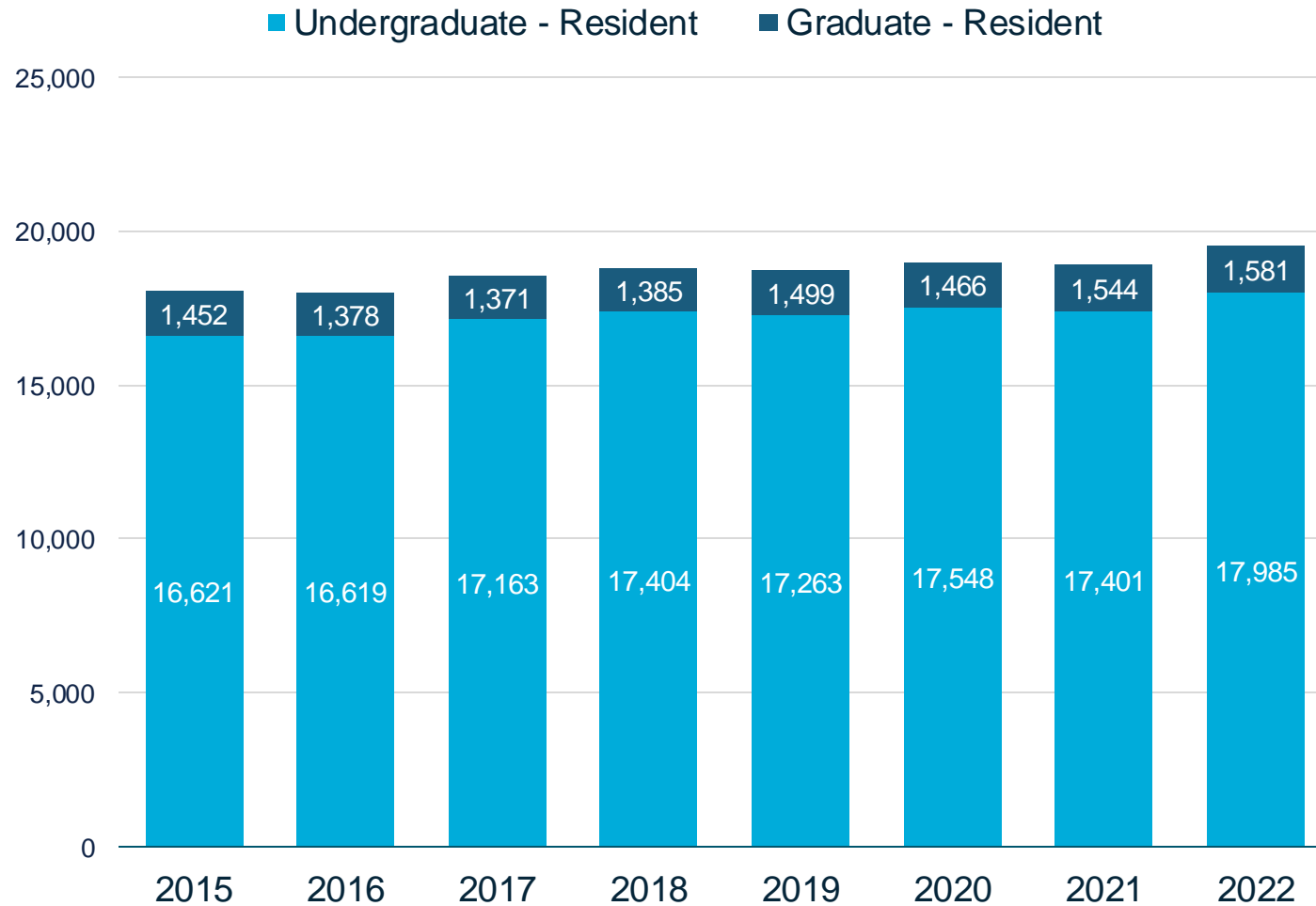
- Carnegie R1 High-Research Institution
- Second Oldest Undergraduate Research Program in the Nation
- USU Online Bachelor's Programs Rank in Top 25 for 9th Straight Year

Ethical Leadership & Social Responsibility

- Carnegie Community Engagement Classification



Resident Student: FTE

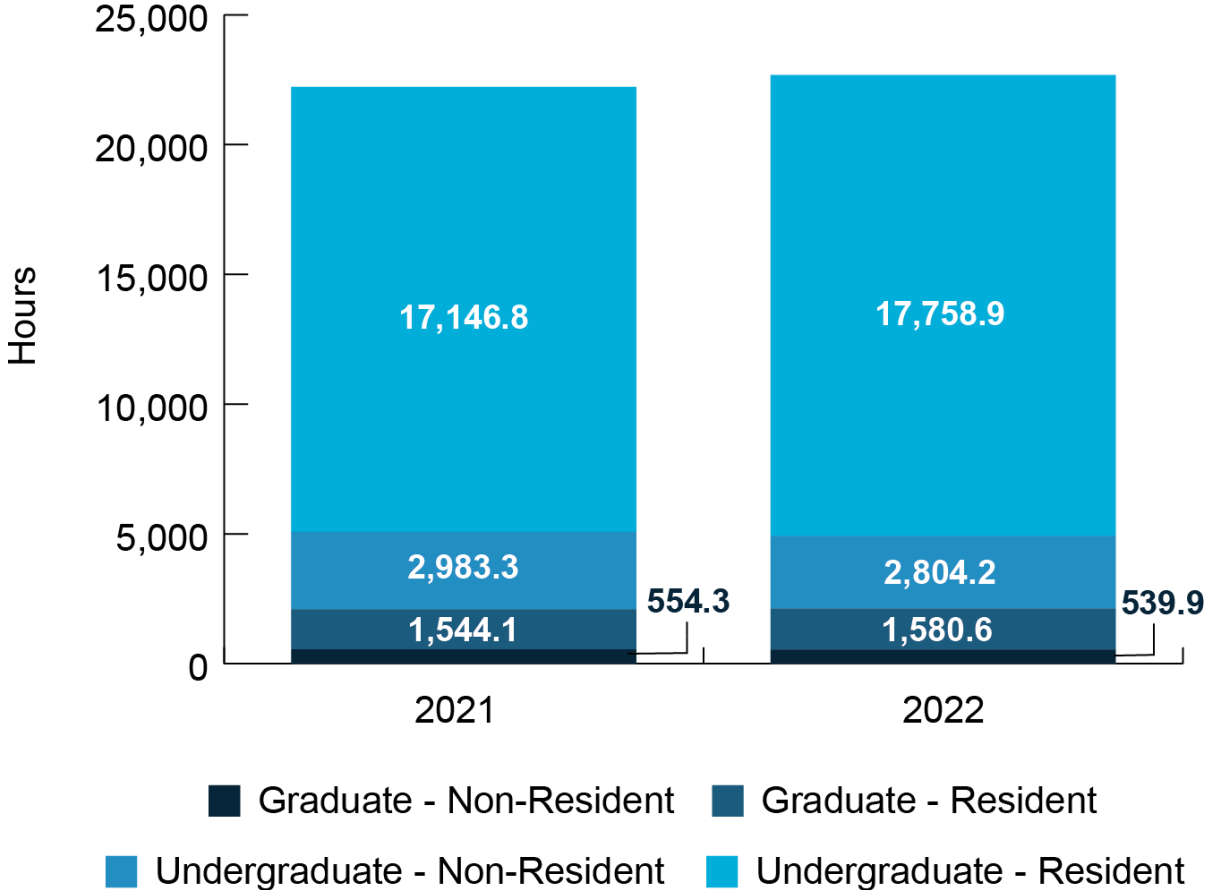


8.3%
Increase
since 2015



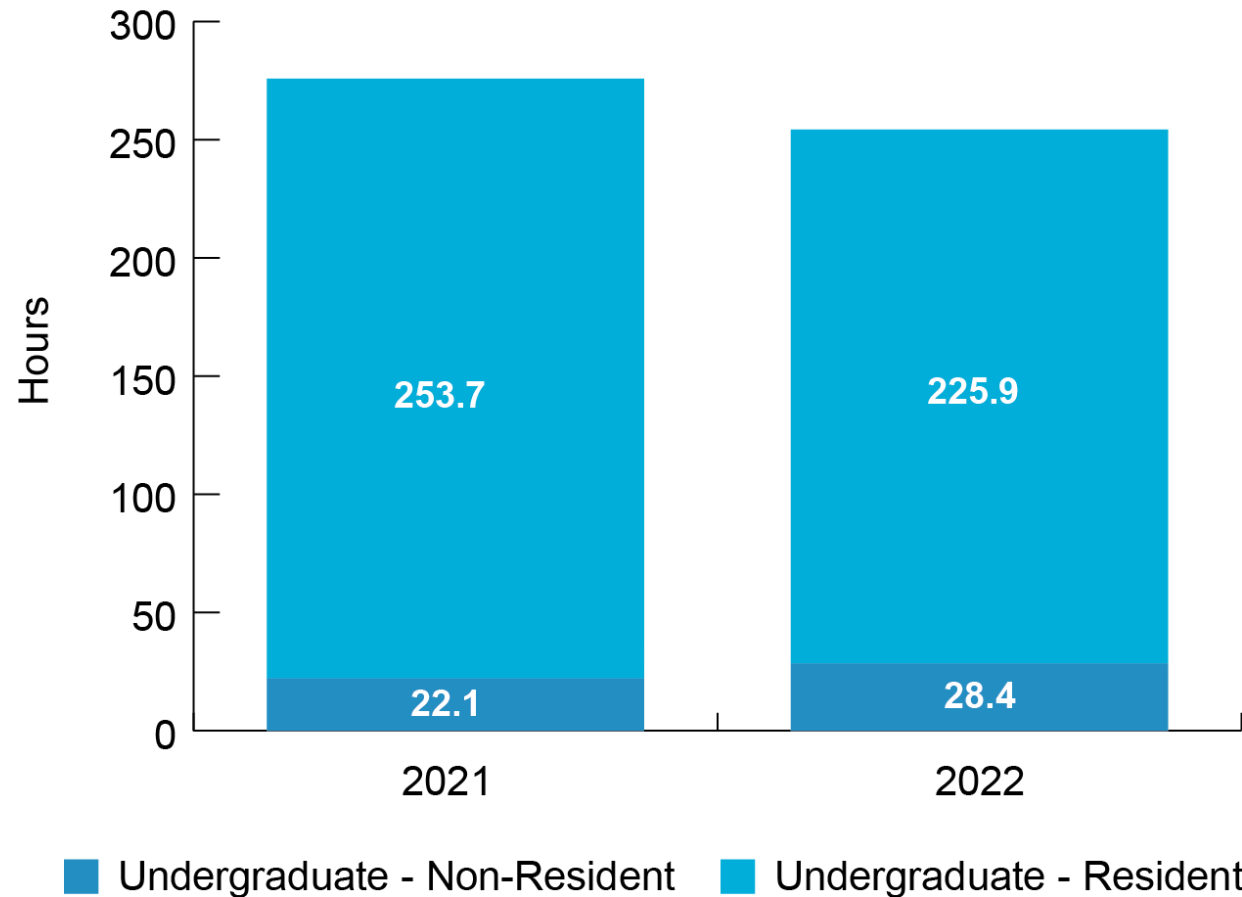
Enrollment History: ACADEMIC FTE

2 Year Academic FTE by Residency Status and Program Type



Enrollment History: TECH FTE

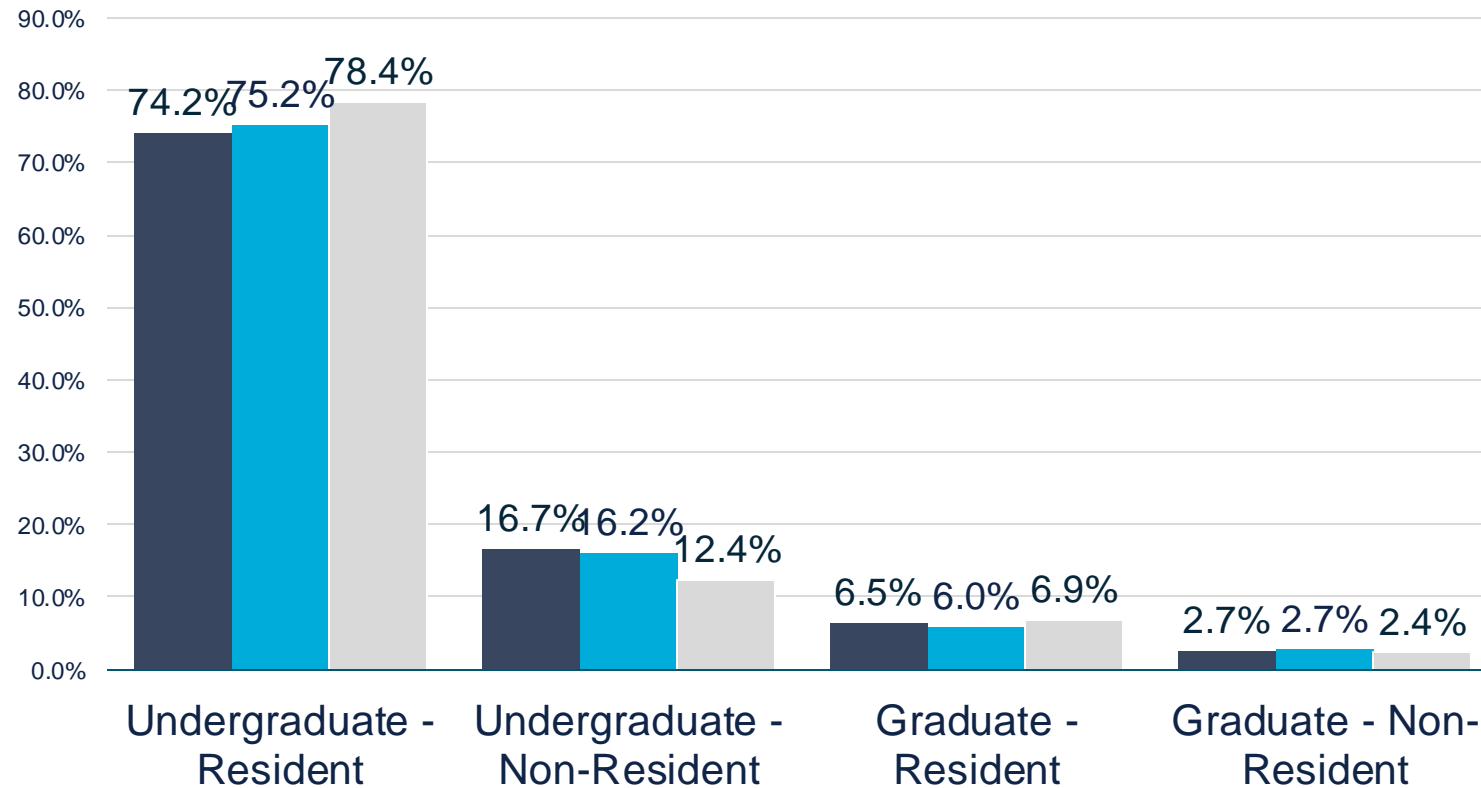
2 Year Tech FTE by Residency Status and Program Type



Enrollment History: FTE

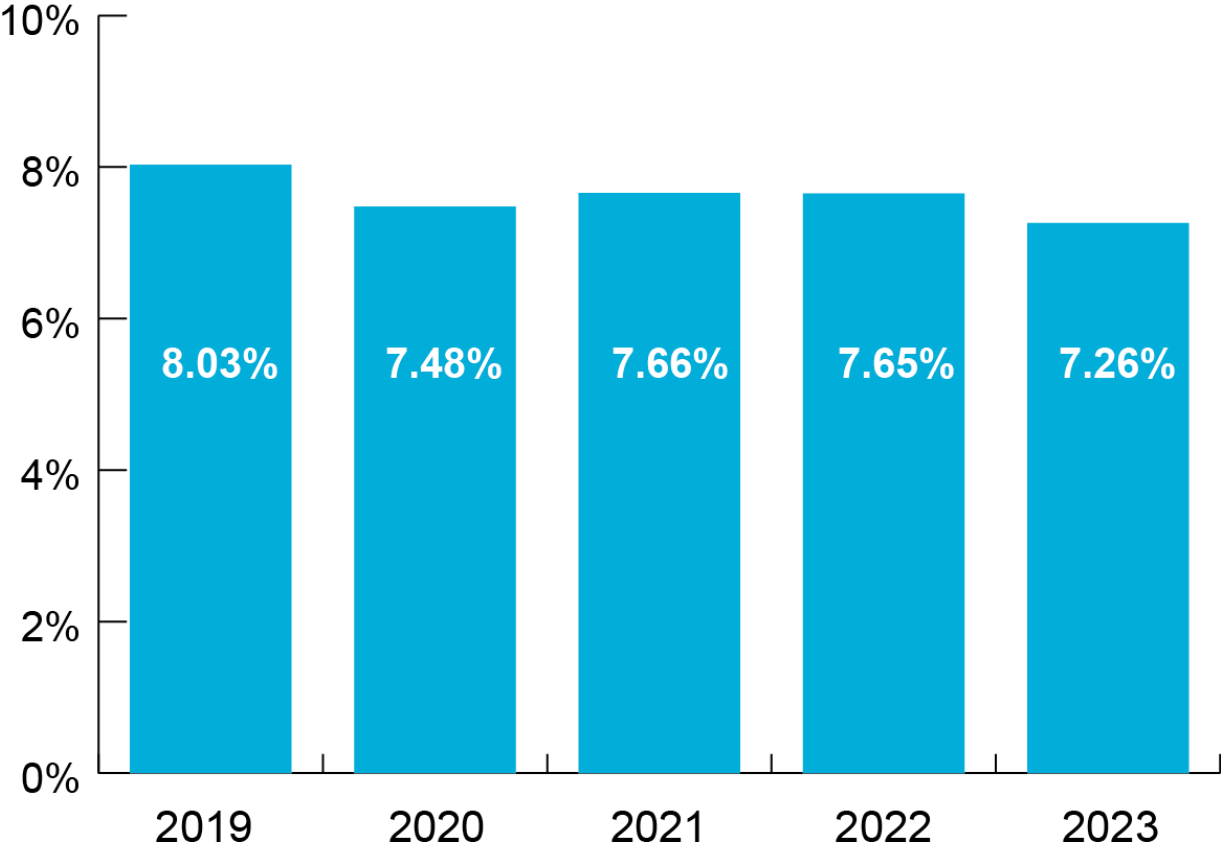
% of FTE by Level and Residency

■ 2015 ■ 2018 ■ 2022



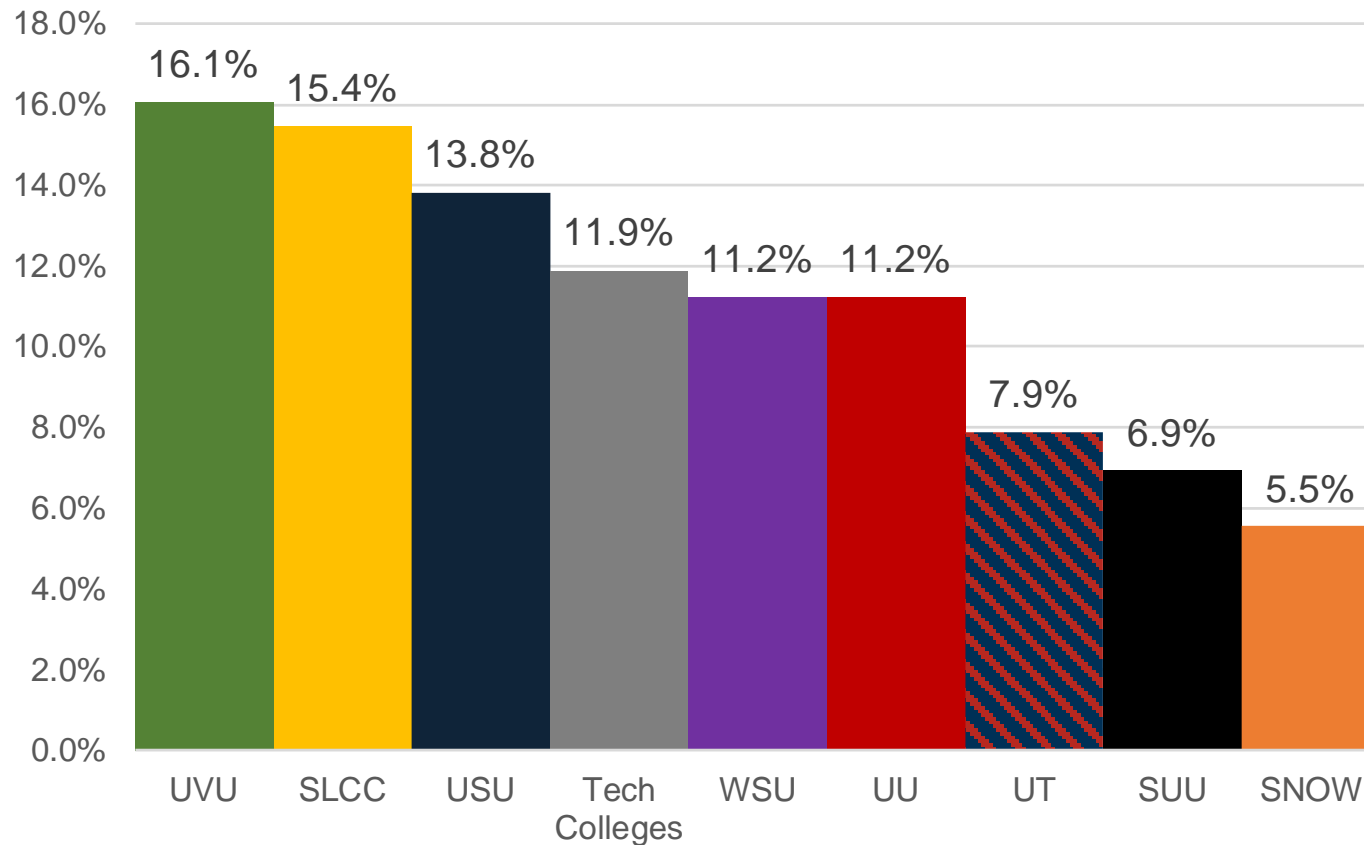
Statewide Attainment Goal: ACCESS

USU - All Students



USHE HS Graduate Market Share

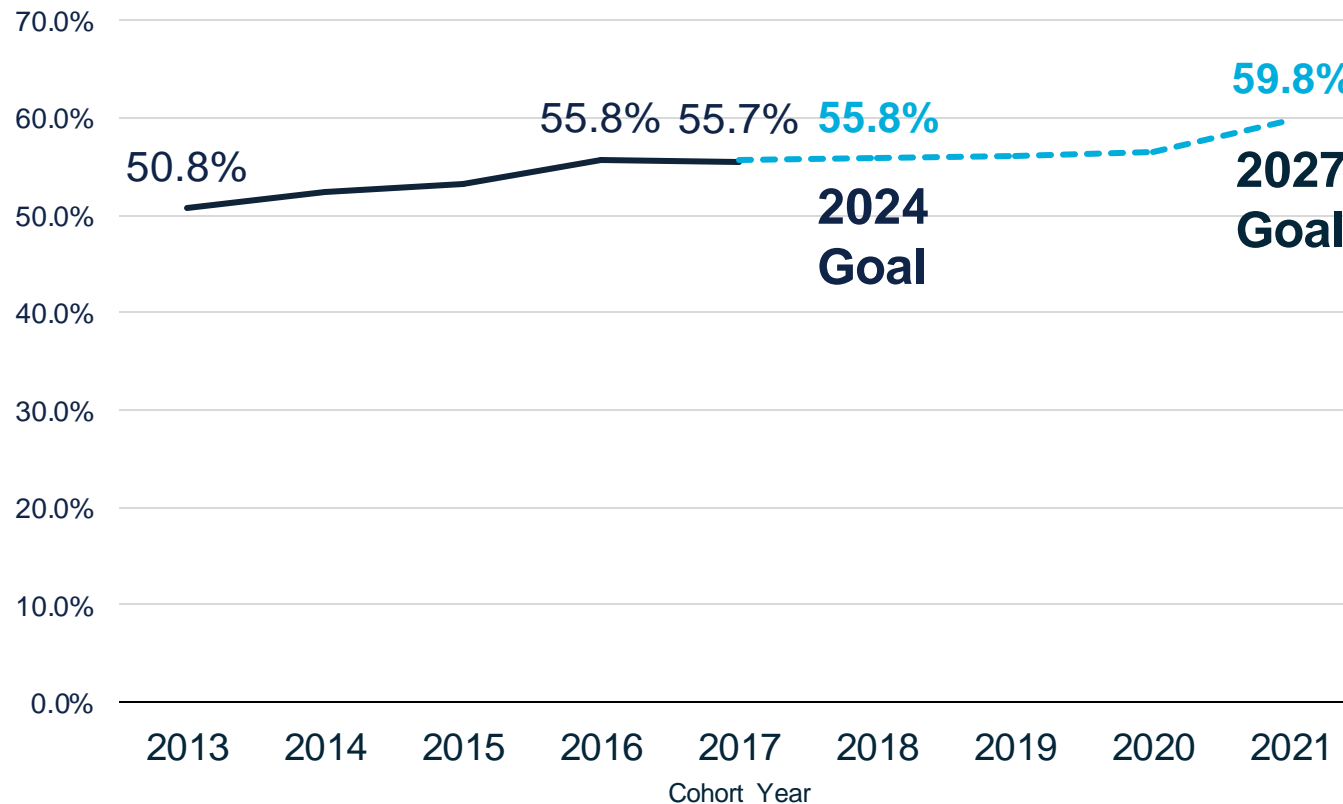
*The percentage of HS graduates who attend USHE within three years by institution:
2020 HS graduating cohort*



2024 Target Setting

Timely Completion Metric

The percent of entering students who complete with 150% of time



2024 Target

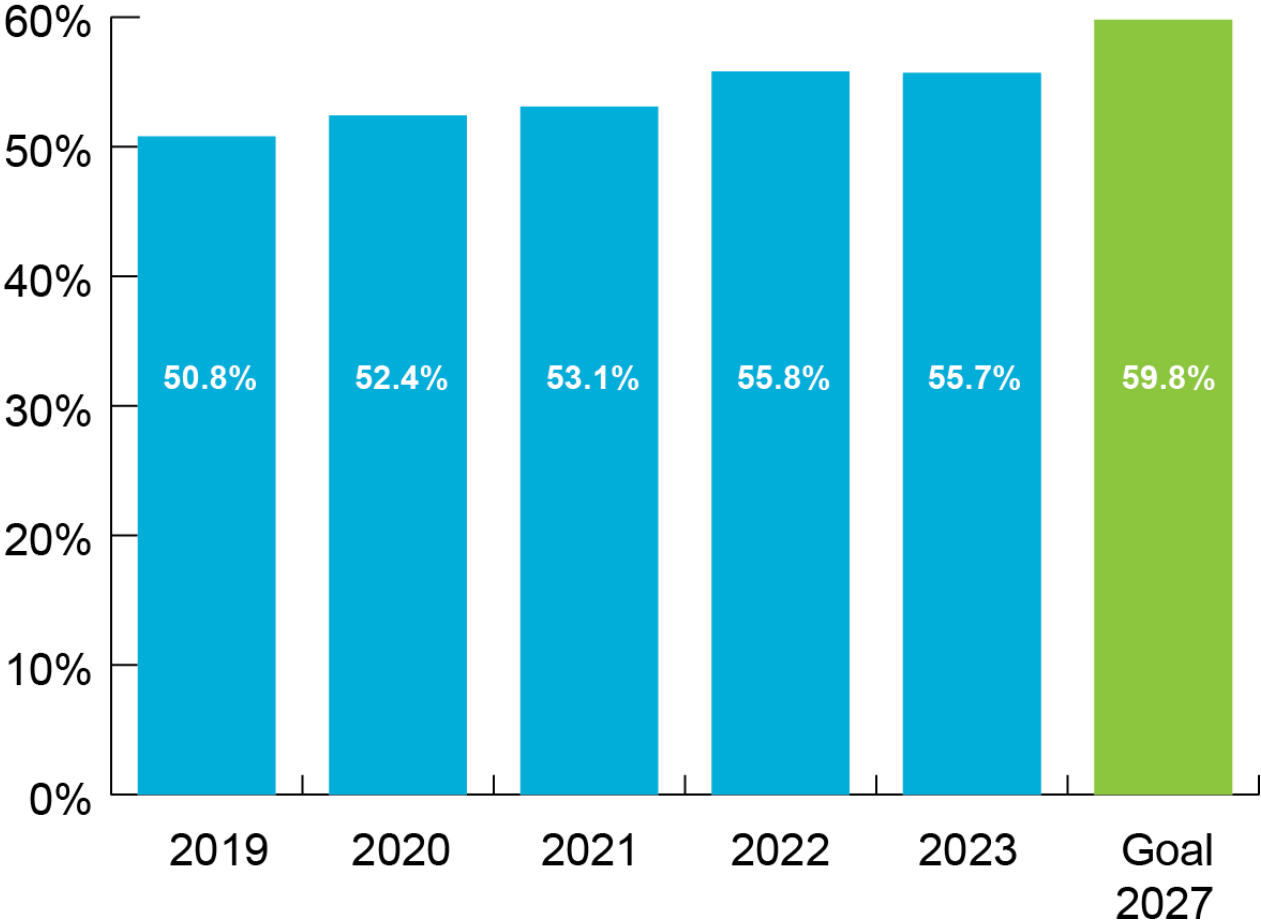
55.8%

0.1% Increase



Statewide Attainment Goal: **COMPLETION**

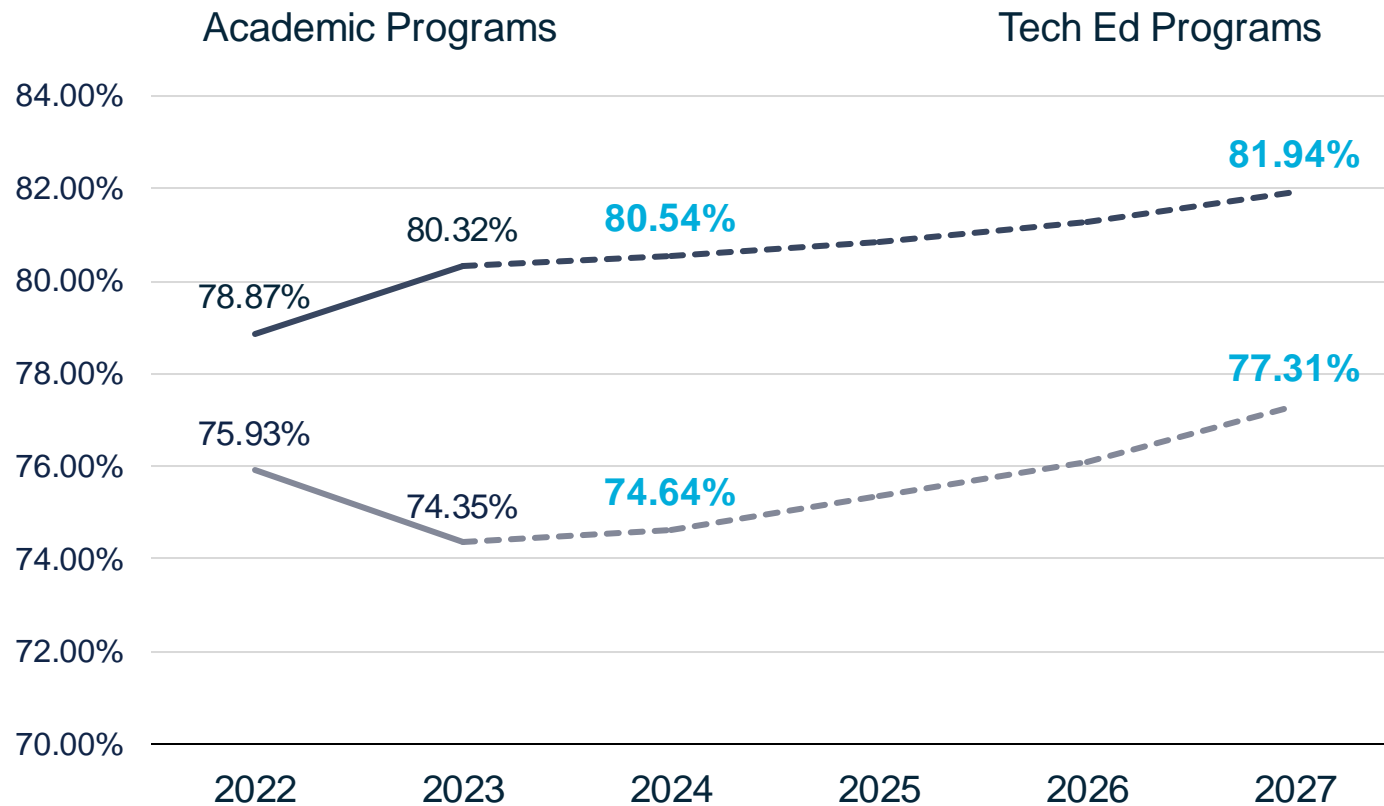
USU - All Students



2024 Target Setting

High Yield Award Metric

The percentage of graduates in high yield areas



2024 Targets

Academic Programs

80.54%

0.22 Point Increase

Tech Ed Programs

74.64%

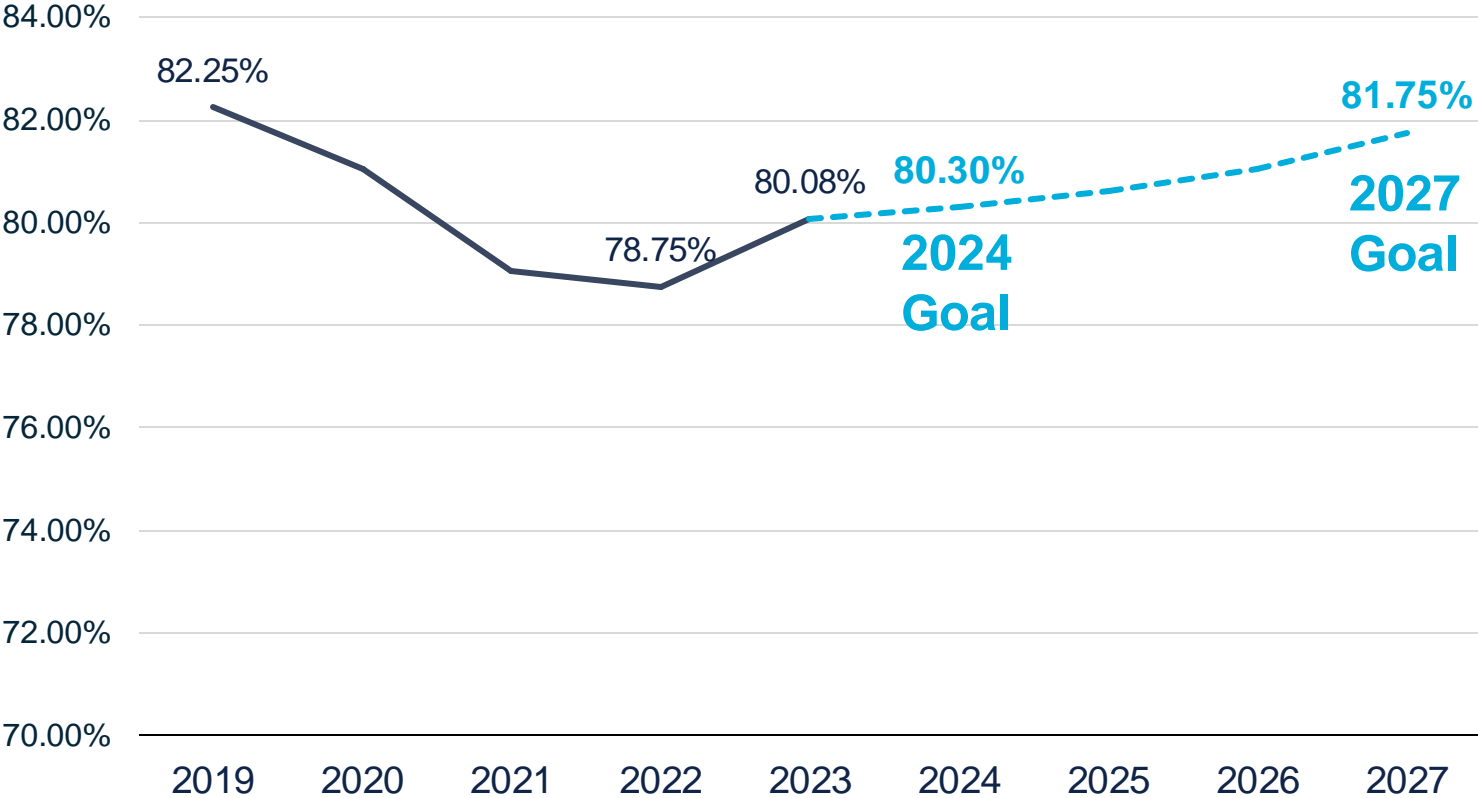
0.29 Point Increase



2024 Target Setting

High Yield Award Metric

The percentage of graduates in high yield areas; 2019-2023



2024 Target

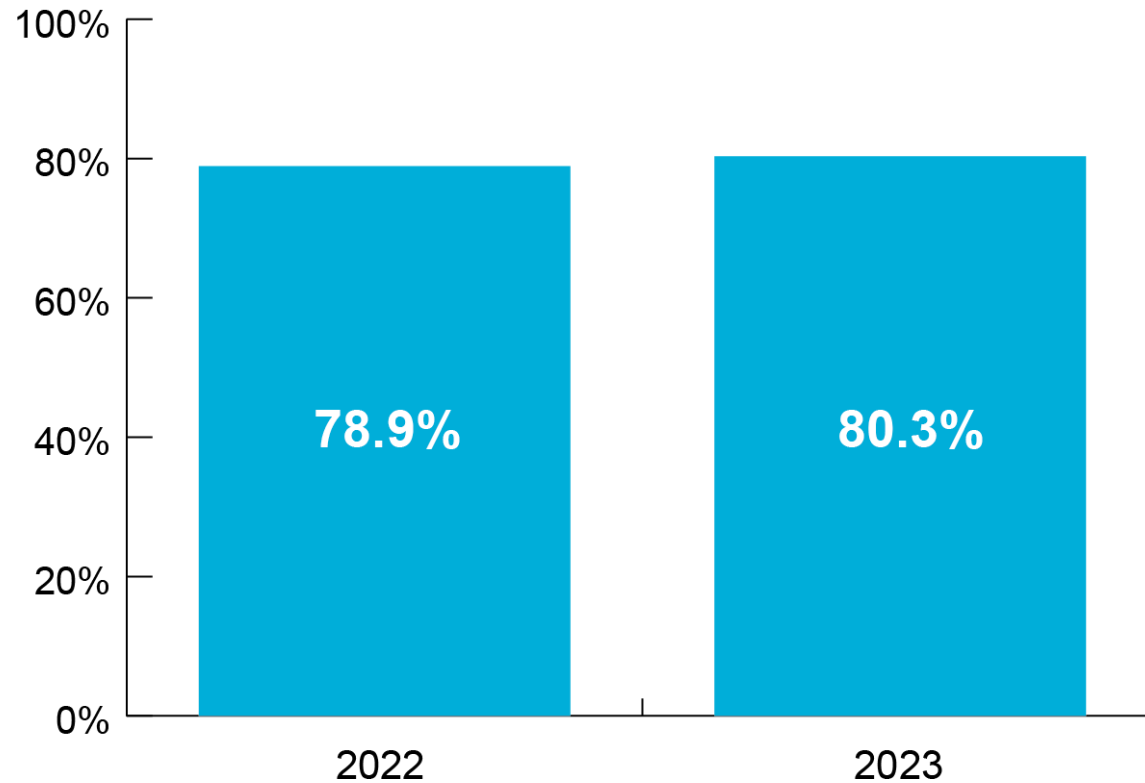
80.30%

0.22 Point Increase



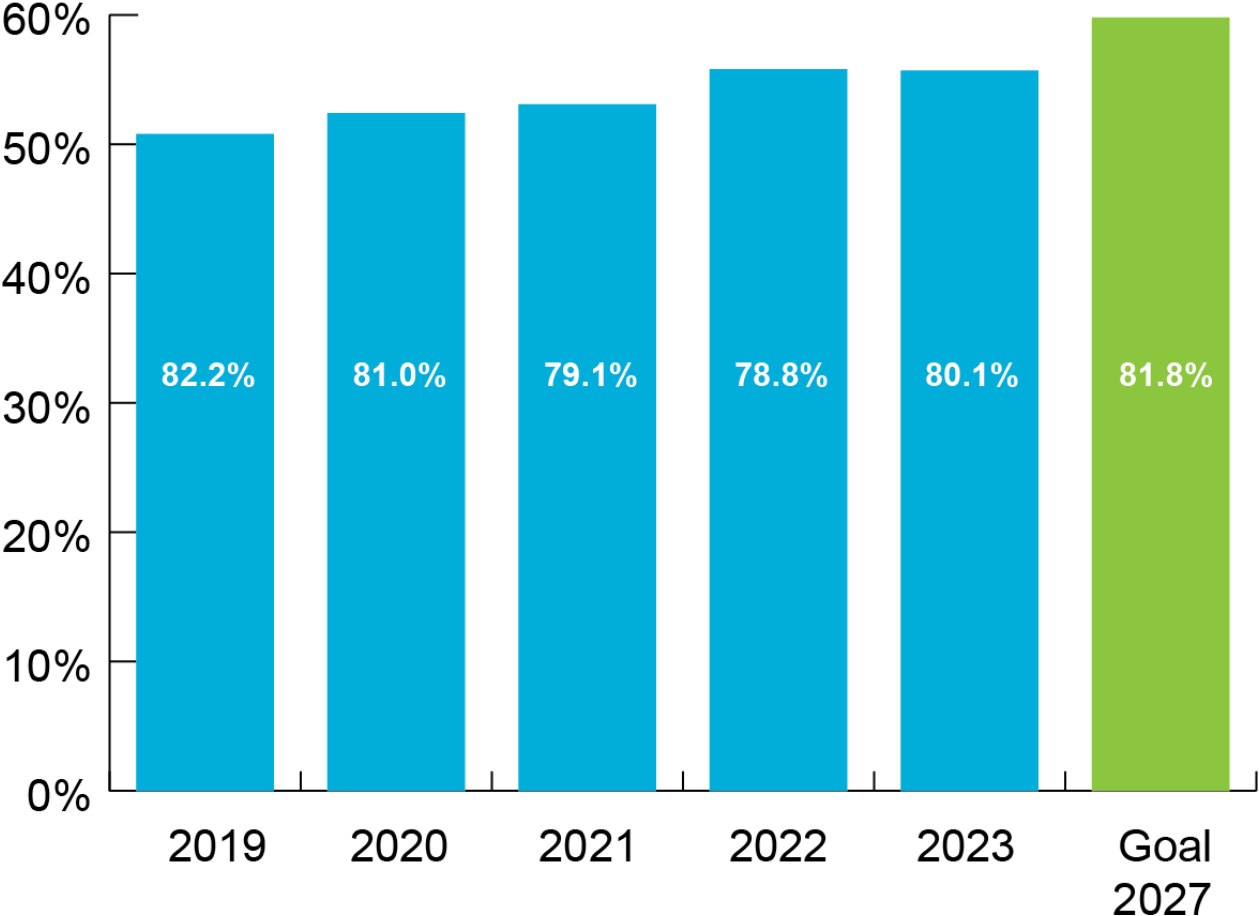
Statewide Attainment Goal: ACADEMIC HIGH YIELD

USU - All Academic Students



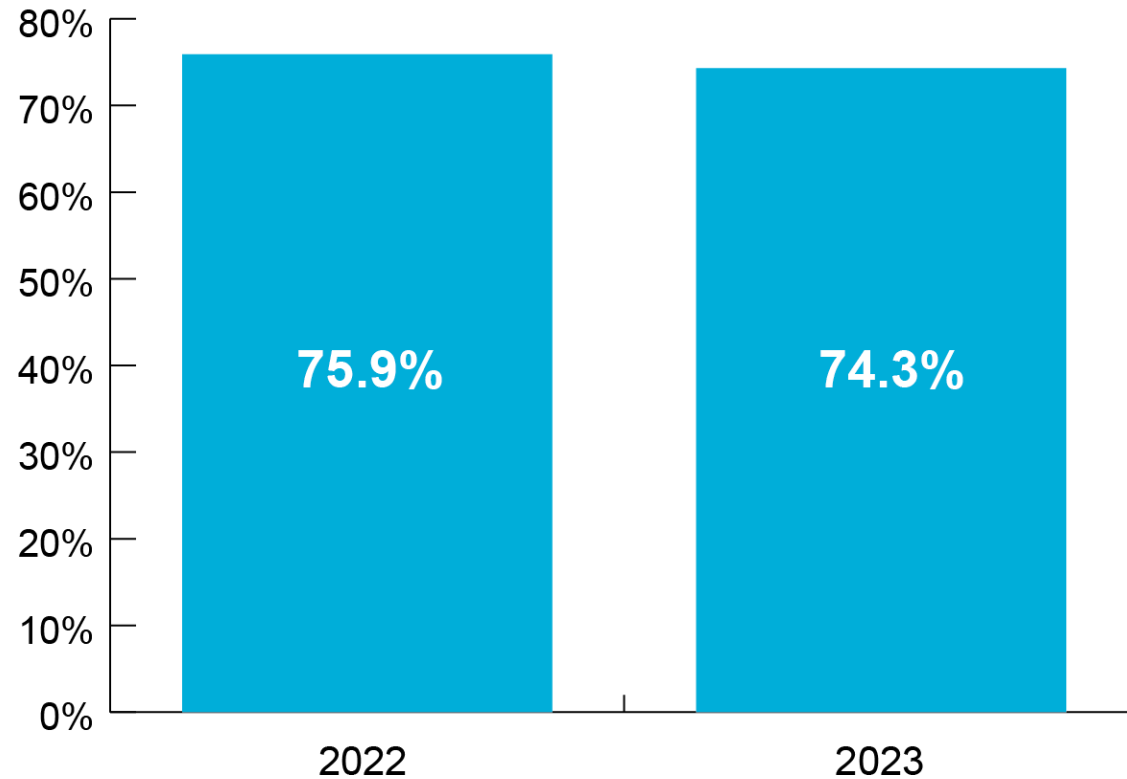
Statewide Attainment Goal: HIGH YIELD

USU - All Students



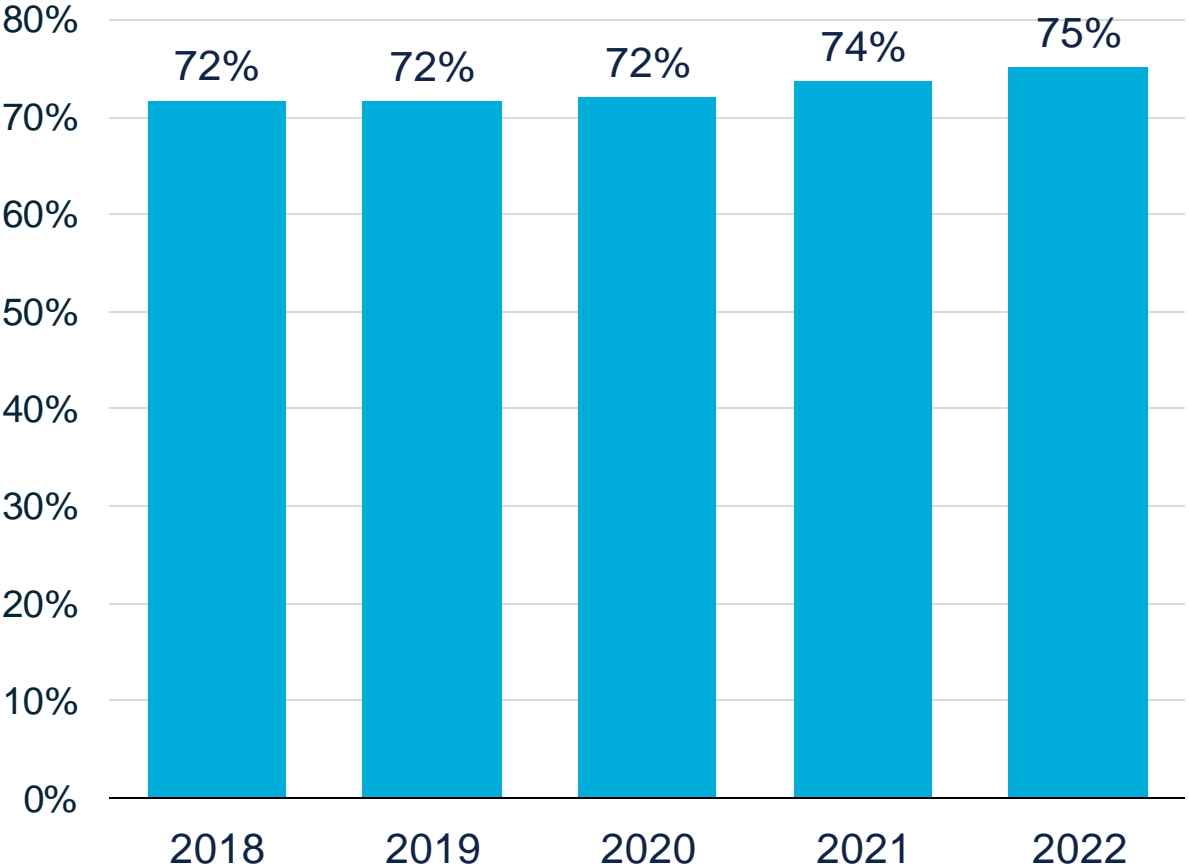
Statewide Attainment Goal: TECH HIGH YIELD

USU - All Tech Students



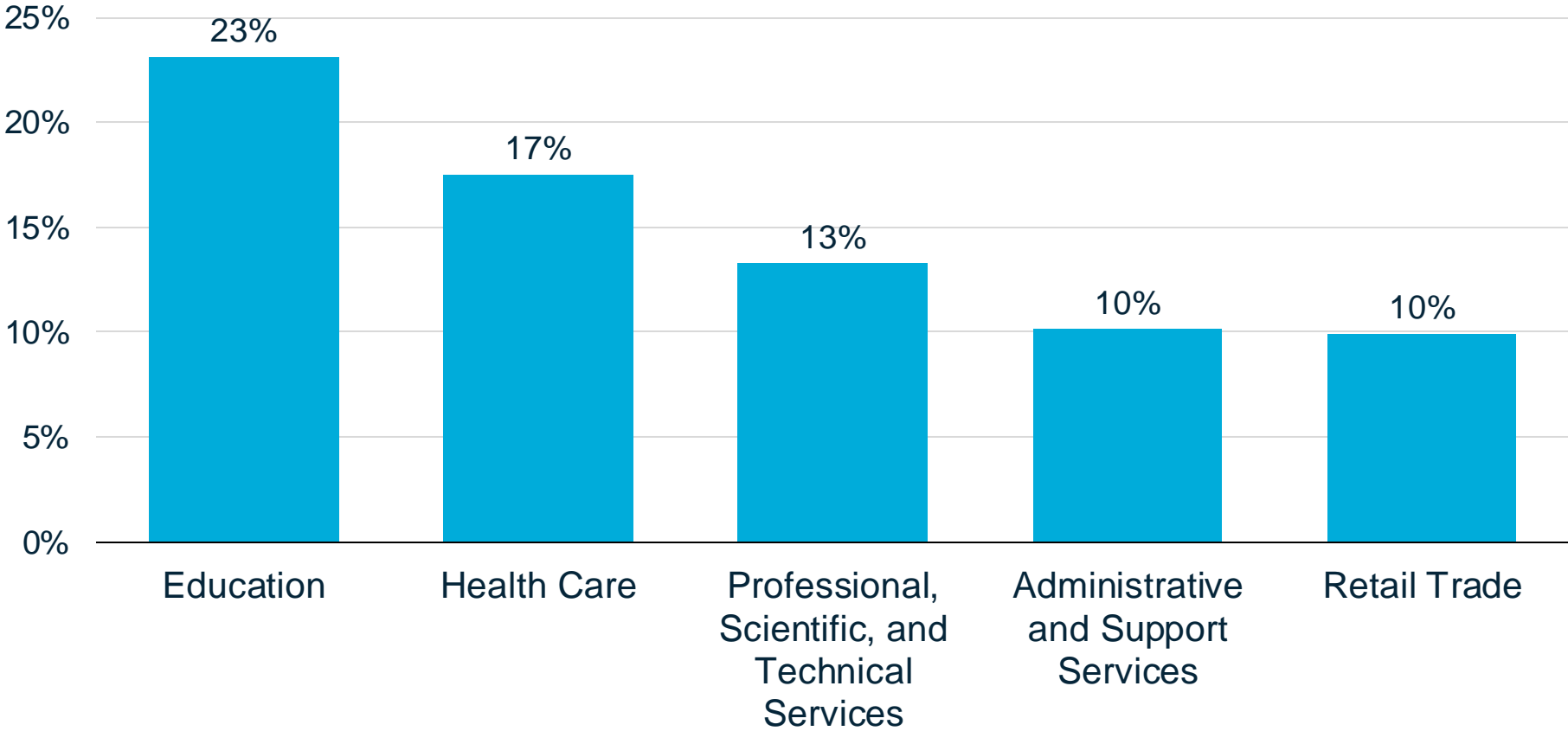
Job Placement

% of Graduates Employed or Continuing Education in Utah 1 year after Graduation



Job Placement

Top 5 Industries – Class of 2022 – Utah Employment Only



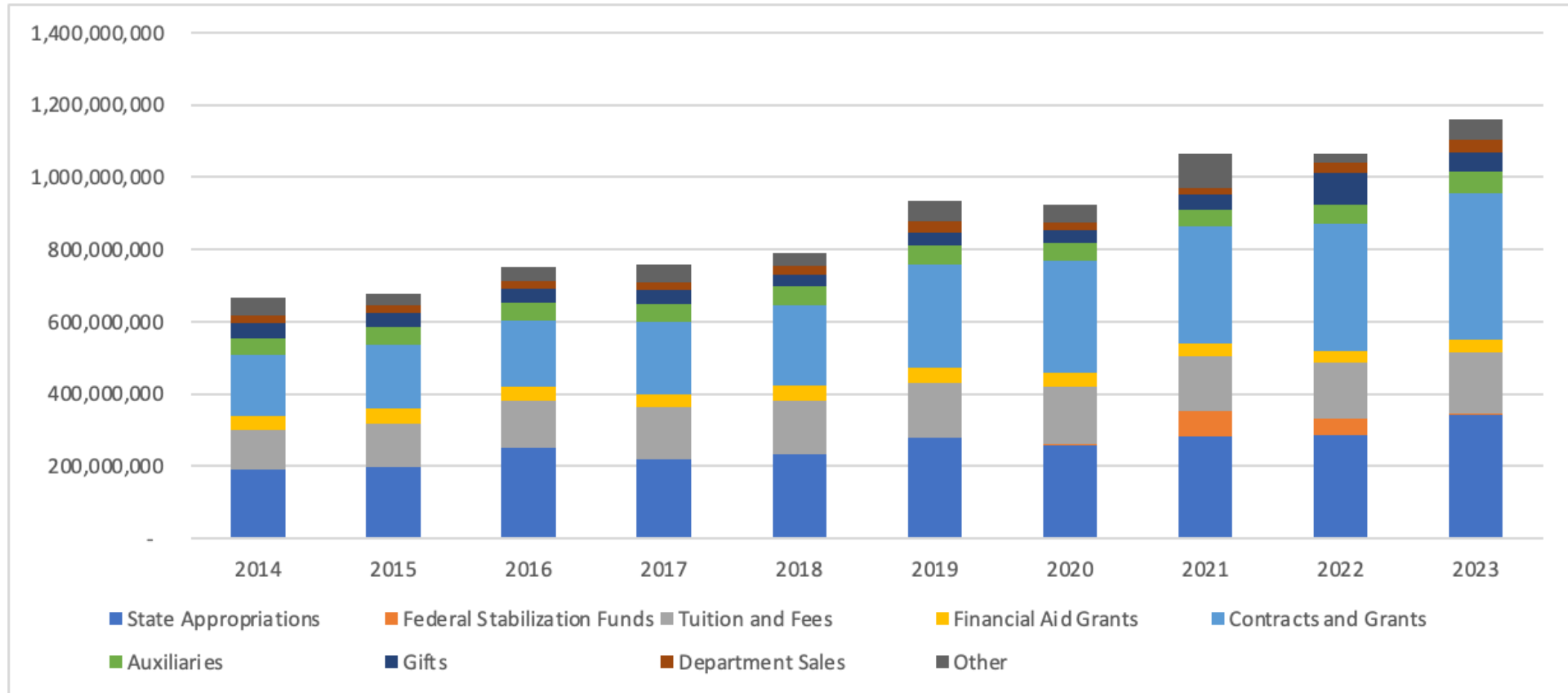
Total Revenues (Without New Requests)

| Source of Revenue | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|------------------------|----------------------|----------------------|------------------------|------------------------|------------------------|
| State Appropriations | \$269,986,765 | \$239,331,198 | \$275,531,472 | \$279,415,694 | \$330,089,207 |
| Tuition and Fees | \$150,248,218 | \$156,368,202 | \$151,441,852 | \$155,069,600 | \$168,405,719 |
| Grants and Contracts | \$294,281,481 | \$326,506,414 | \$401,921,435 | \$403,646,304 | \$422,802,666 |
| Gifts | \$29,619,355 | \$28,706,217 | \$32,118,366 | \$77,236,749 | \$40,106,522 |
| Educational Activities | \$31,149,573 | \$21,837,781 | \$16,158,960 | \$22,879,948 | \$31,796,602 |
| Auxiliary and Other | \$160,002,368 | \$150,236,425 | \$187,196,263 | \$126,162,793 | \$166,342,215 |
| <i>Total</i> | <i>\$935,287,760</i> | <i>\$922,986,237</i> | <i>\$1,064,368,348</i> | <i>\$1,064,411,088</i> | <i>\$1,159,542,931</i> |

Source: C-3 IPEDS *OCHE to assist with standardization; Brief subcommittee on how state appropriations contribute to the success of the institution. Discuss major revenue sources beyond state appropriations and tuition/fees.*

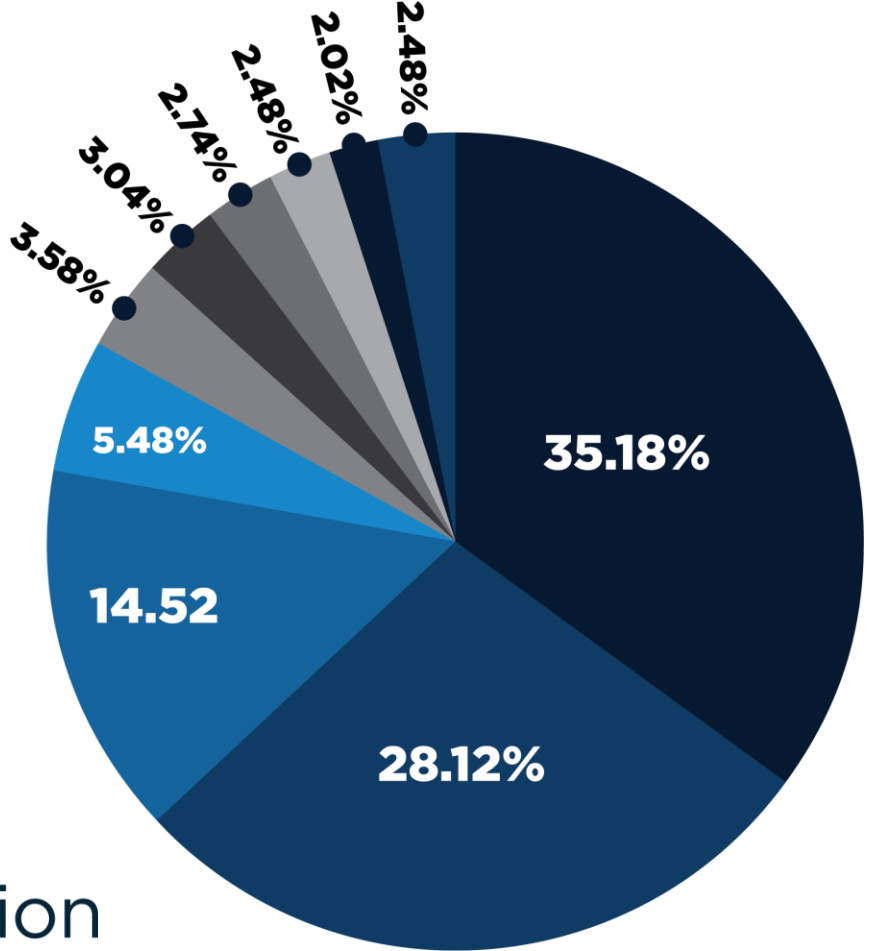


Net Revenues



USU Budget: Fund Sources & Allocation

FY23 Revenues:
\$1.1595 Billion



- 35.18% ● Contracts & Grants: **\$408 Million**
- 28.12% ● State Tax Funds: **\$326.1 Million**
- 14.52% ● Tuition & Fees: **\$168.4 Million**
- 5.48% ● Auxiliary & Service Enterprises: **\$63.6 Million**
- 3.58% ● Private Gifts: **\$41.5 Million**
- 3.04% ● Financial Aid Grants: **\$35.2 Million**
- 2.74% ● Sales & Services: **\$31.8 Million**
- 2.48% ● Investment Income: **\$28.8 Million**
- 2.02% ● Capital, Approps., Grants, & Gifts: **\$23.4 Million**
- 2.48% ● Misc.: **\$32.8 Million**



Expenditures (Without New Requests)

| Expenditure Categories | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|-------------------------------------|----------------------|----------------------|----------------------|------------------------|------------------------|
| Instruction | \$204,671,488 | \$198,387,868 | \$211,168,593 | \$221,166,217 | \$239,531,551 |
| Research | \$210,224,606 | \$221,501,944 | \$230,120,291 | \$239,897,341 | \$257,320,570 |
| Public Service | \$79,449,664 | \$79,833,444 | \$80,818,261 | \$88,519,634 | \$98,278,696 |
| Academic Support | \$43,026,511 | \$42,450,223 | \$41,148,299 | \$47,401,948 | \$55,558,578 |
| Student Services | \$28,520,264 | \$26,584,748 | \$26,719,912 | \$31,897,091 | \$30,557,611 |
| Institutional Support | \$66,123,819 | \$74,047,200 | \$85,035,154 | \$97,454,264 | \$103,792,011 |
| Scholarships | \$34,454,937 | \$40,410,875 | \$46,961,800 | \$55,214,286 | \$35,240,582 |
| Auxiliary Enterprise | \$52,405,387 | \$43,535,171 | \$41,923,697 | \$55,368,959 | \$54,015,915 |
| Operations and Maintenance of Plant | \$50,356,828 | \$53,940,965 | \$46,598,154 | \$53,297,390 | \$64,534,927 |
| Depreciation and Other | \$71,755,682 | \$64,785,234 | \$66,549,355 | \$120,846,962 | \$83,962,950 |
| <i>Total</i> | <i>\$840,123,819</i> | <i>\$845,477,672</i> | <i>\$877,043,516</i> | <i>\$1,011,064,092</i> | <i>\$1,022,793,391</i> |

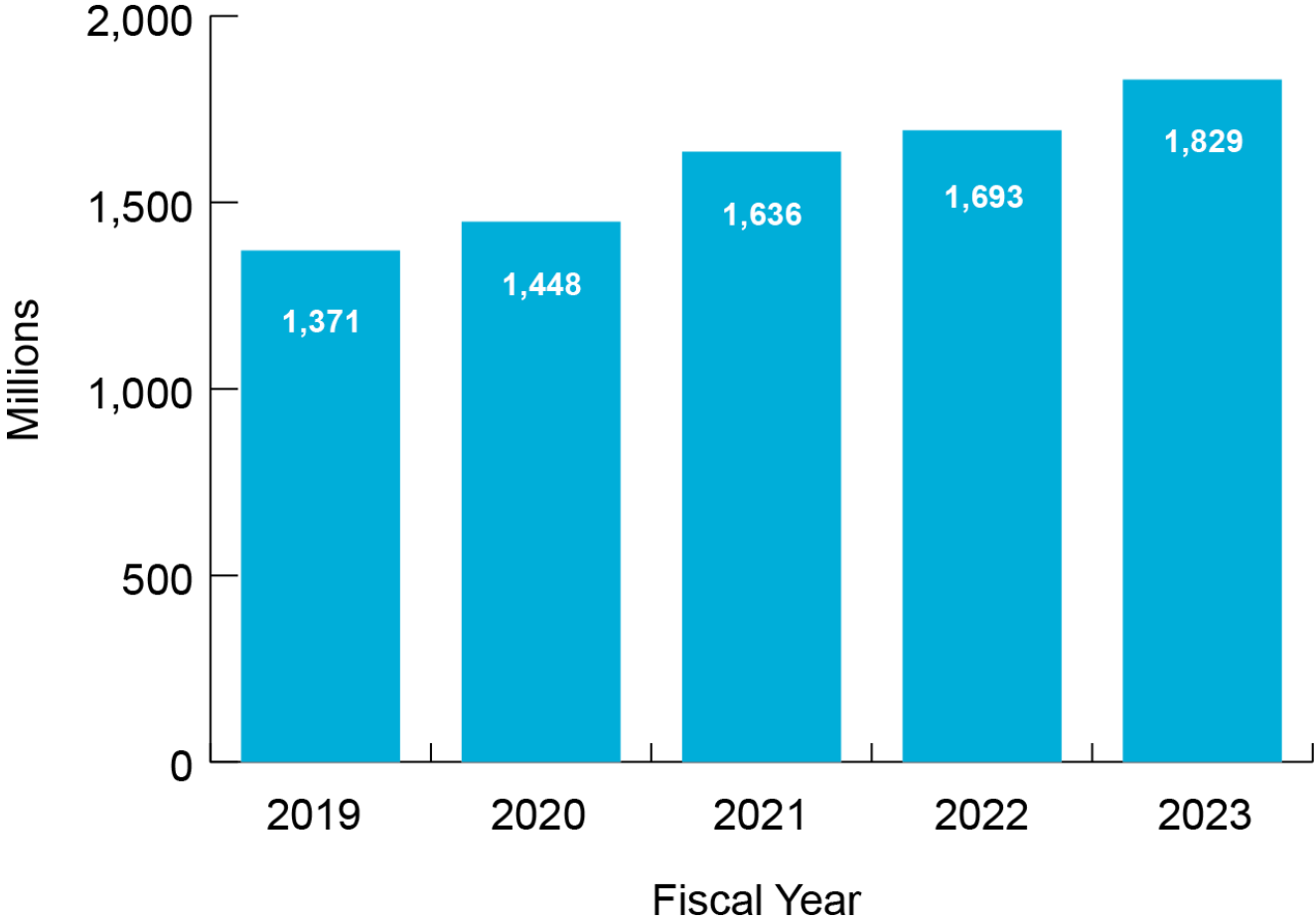
Source: C-3 IPEDS

OCHE to assist with standardization; Brief subcommittee on main expenditure categories and changes over time.



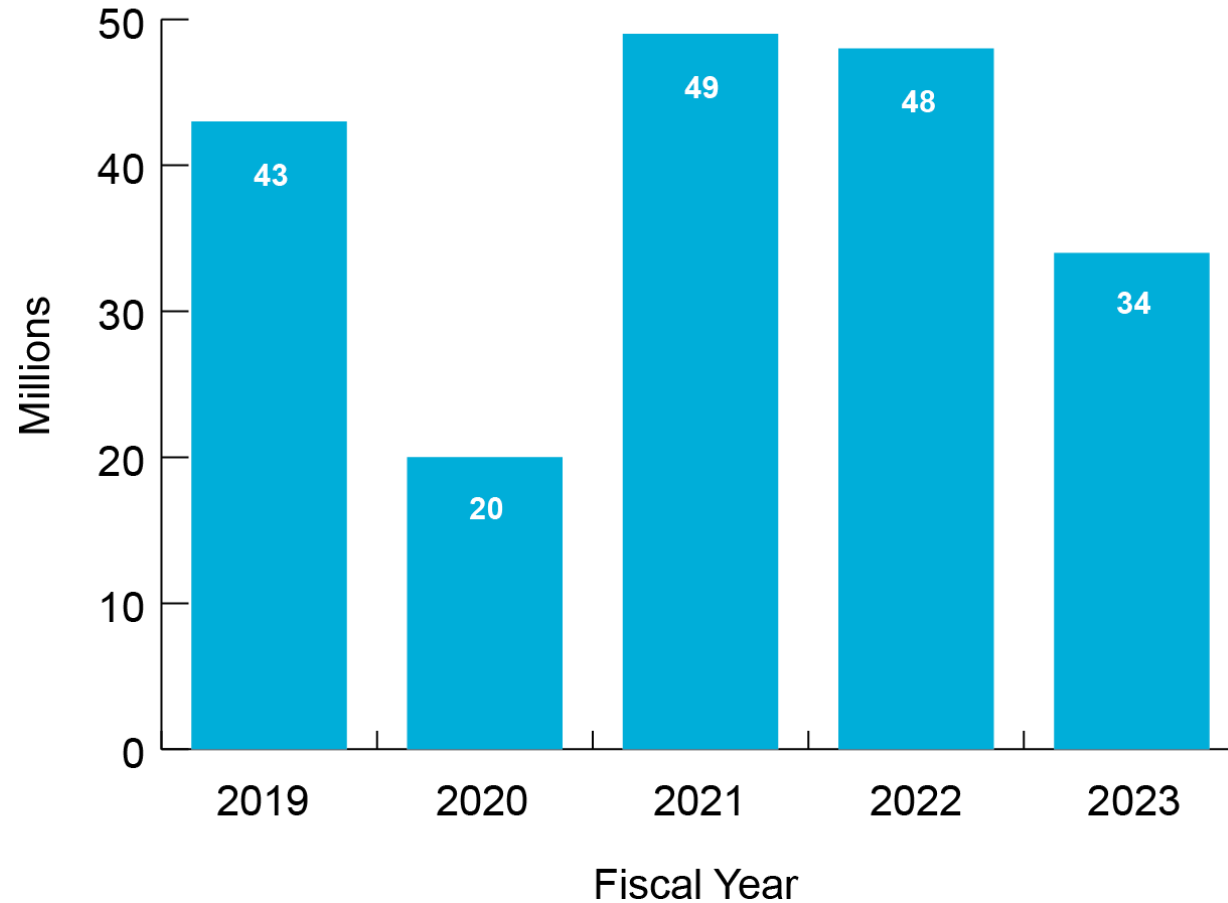
Net Position

5 Year Net Position



Non-lapsing Balances

5 Year Non-lapsing Balances



Last Year General Session Appropriations

| New State Fund Appropriations Funded Items | FY 2023 | | | FY 2024 | | % of Base |
|---|-------------|-------------|--------------|--------------|------|-----------|
| | Suppl. | One-time | Ongoing | Total | | |
| Compensation | - | - | \$26,580,600 | \$26,580,600 | 9.2% | |
| Electric Train Research | - | \$6,000,000 | - | \$6,000,000 | 2.1% | |
| Performance | \$5,171,000 | - | - | \$5,171,000 | 1.8% | |
| Utah Earthquake Engineering Center | - | \$2,500,000 | - | \$2,500,000 | 0.9% | |
| ASPIRE Institute Electric Vehicle | - | - | \$2,100,000 | \$2,100,000 | 0.7% | |
| Ag. & Small Business Innovation | \$1,110,000 | - | - | \$1,110,000 | 0.4% | |
| Reallocations | - | - | \$843,400 | \$843,400 | 0.3% | |
| Internal Service Funds | - | - | \$830,800 | \$830,800 | 0.3% | |
| Utah Women & Leadership Project | - | - | \$500,000 | \$500,000 | 0.2% | |

Source: LFA All Bills Crosswalk



Last Year General Session Appropriations

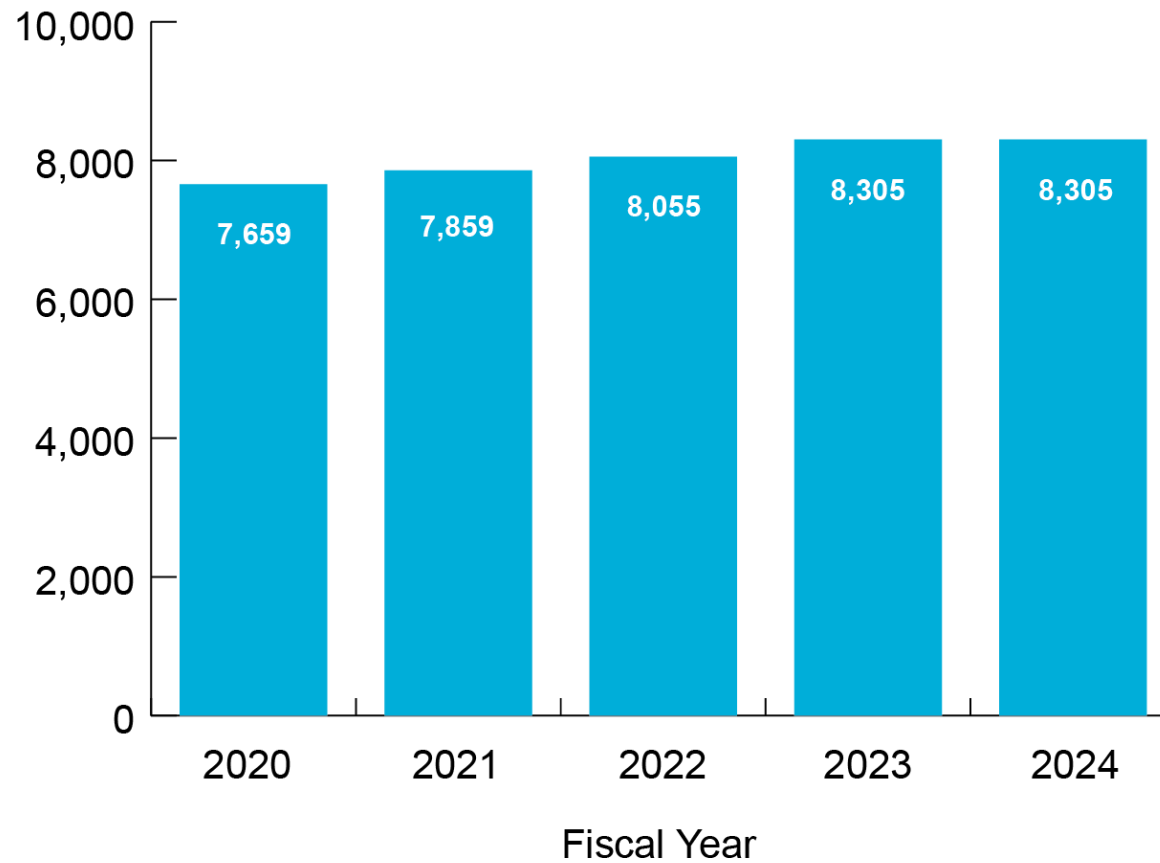
| New State Fund Appropriations Funded Items | FY 2023 | | FY 2024 | | |
|---|--------------------|--------------------|---------------------|---------------------|--------------|
| | Suppl. | One-time | Ongoing | Total | % of Base |
| JQL Inst. for Land, Water, and Air | - | - | \$300,000 | \$300,000 | 0.1% |
| Tech Ed Growth & Capacity | - | - | \$275,000 | \$275,000 | 0.1% |
| Equipment for Technical Programs | - | \$212,700 | - | \$212,700 | 0.1% |
| Medical & Community Service Interp. | - | - | \$200,000 | \$200,000 | 0.1% |
| Center for the School of the Future | - | \$200,000 | - | \$200,000 | 0.1% |
| Uintah Basin Air Quality Research | - | - | \$150,000 | \$150,000 | 0.1% |
| Operation & Maintenance | - | -\$862,400 | \$530,300 | -\$332,100 | -0.01% |
| Total | \$6,281,000 | \$8,050,300 | \$32,310,100 | \$46,641,400 | 16.2% |

Source: LFA All Bills Crosswalk

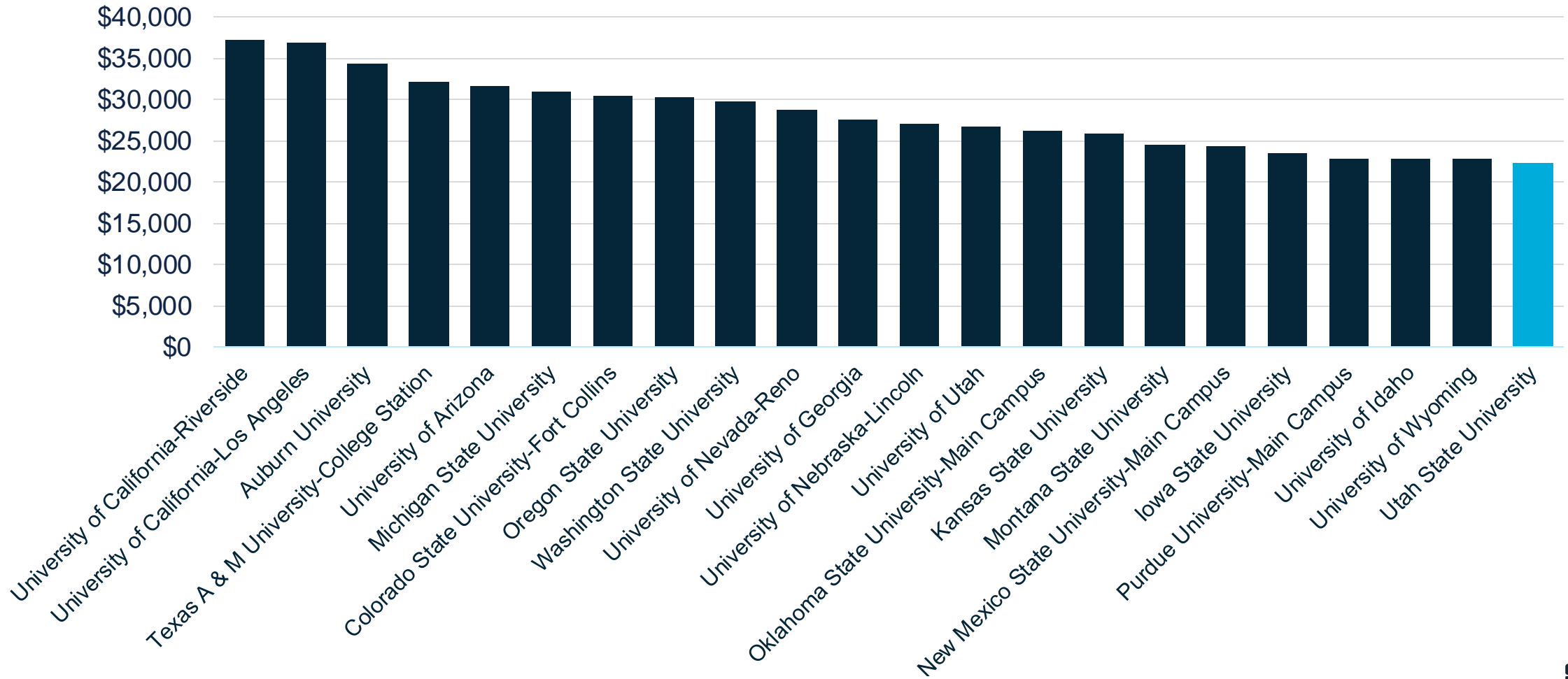


Tuition & Fees Overview

5 Year Resident Tuition & Fees



Total Price for Resident Students



Source: IPEDS; AY 2022; Includes total cost of attendance for full-time, first-time degree/certificate seeking in-state undergraduate students living on campus for academic year 2022-23. It includes in-state tuition and fees, books and supplies, on campus room and board, and other on campus expenses.



Tuition and Fees Overview

General Fees, Full-time Student

| Fee Name | Description | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Avg. Annual Growth |
|------------------|------------------------------------|------------|------------|----------|----------|----------|--------------------|
| Student Activity | Orgs, Rec, Arts, Pub, Library etc. | \$261.70 | \$267.28 | \$233.32 | \$233.32 | \$233.32 | -2.7% |
| Building | Building Support, Bonds | \$294.38 | \$294.60 | \$305.18 | \$305.18 | \$305.18 | 0.9% |
| Athletic | Events, Fitness center | \$276.66 | \$279.28 | \$226.56 | \$226.56 | \$226.56 | -4.5% |
| Health | Health, Wellness | \$90.46 | \$98.70 | - | - | - | -25.0% |
| Technology | Computer Technology | \$133.62 | \$134.02 | \$113.44 | \$113.44 | \$113.44 | -3.8% |
| Transportation | Transit Pass, Shuttles | \$47.40 | \$47.52 | \$39.04 | \$39.04 | \$39.04 | -4.4% |
| Other | Sustainable Initiatives | \$6.06 | \$6.14 | - | - | - | -25.0% |
| Total | | \$1,110.28 | \$1,127.54 | \$917.54 | \$917.54 | \$917.54 | -4.3% |

Source: R-2 Student Fees



Request for New Funding

| Funded Items | FY 2025 | |
|-------------------------------|--------------|-----------|
| | Ongoing | % of Base |
| Compensation* | \$9,808,700 | 3.0% |
| Performance (degree eligible) | \$4,451,200 | 1.4% |
| Performance (tech eligible) | \$268,200 | 0.1% |
| Total | \$14,528,100 | 4.4% |

*Request on par with state entities. Current amount based on GOPB budget of 2.9% salary, 7.2% health, and 0.9% dental. Tax portion only.

*OCHE to assist with standardization; add/delete rows as necessary.
Brief subcommittee on how funds will be used.*



Capital Requests (presented in IGG)

| | Dedicated Funds Request | Total Project \$ | Sq. Ft | \$/Sq. FT | O&M \$ |
|---|-------------------------|------------------|--------|-----------|--------|
| Dedicated Project | | | | | |
| Administrative Services Addition | \$4,987,700 | \$9,987,700 | 12,689 | \$629.90 | \$0.00 |
| Final Commitment for Vet. Medicine Building | \$9,000,000 | | | | |
| Total | \$13,987,700 | | | | |

Source: November 3rd Board meeting



Investments

FY 2022

| Fund | Amount |
|------------|---------------|
| Endowment | \$535,778,330 |
| Foundation | \$12,196,304 |
| Other | \$433,871,320 |
| Total | \$981,845,954 |

Source: Annual Money Management Report FY 2022

| Category | Percent |
|-----------------|---------|
| Cash Equivalent | 18.34% |
| Government | 26.94% |
| Stocks | 2.21% |
| Corporate Bonds | 24.31% |
| Pooled | 19.24% |
| Other | 8.96% |
| Total | 100.00% |



CRISPR Breakthrough

(Clustered Regularly Interspaced Short Palindromic Repeats)

Jackson and doctoral student, Thomson Hallmark, **discovered a system that can target and destroy cells with specific RNA sequences** – an ability that could revolutionize medicine and other fields

Dr. Ryan Jackson

Associate Professor
Biochemistry





Clearing the Airwaves

Patented new antenna that can adapt to send and receive signal in particular shapes and direction, reducing noise on today's overcrowded airwaves

Dr. Bedri Cetiner

Professor
Electrical Engineer



OSIRIS-REx

Spacecraft that used a Space Dynamics Lab camera suite to help it collect sample from a near-Earth asteroid, landed in Utah after a successful seven-year mission.



Ozone Expertise

Studies ozone in order to provide high-quality science to any stakeholder involved in developing courses of action to keep UT air clean.

A photograph of Dr. Seth Lyman in a laboratory setting. He is wearing a white protective suit with a 'U STATE' logo, blue gloves, and a clear face shield. He is seated and working with a piece of laboratory equipment that is emitting a thick white vapor. The background shows a typical lab environment with various pieces of equipment and a checkered floor.

Dr. Seth Lyman
Research Associate Professor
Chemistry and Biochemistry

Alzheimer's Disease & Dementia Research Center

Reached its first anniversary
by funding Alzheimer's
research across multiple
disciplines, and sharing research
via scientific journals and
presentation to national societies
and state nonprofits.



Opportunities

- 1.** **Innovate to maximize existing funds** through efficiencies, alternative revenue sources and utilization studies.
- 2.** Expand use of technologies to drive **operational, academic and community excellence.**
- 3.** **Grow** enrollment dynamically.
- 4.** **Drive the future economy of Utah** through new programs in Space Science & Engineering, Engineering, Life Sciences, Outdoor Recreation, The Future of Food, Advanced Manufacturing, Energy, etc.



Opportunities

- 5.** ■ **Recalibrate the USU Statewide strategy** to better serve larger numbers of rural Utahns.
- 6.** ■ **Reinvigorate the campus strategic planning process** to include more options, a wider strategic horizon and meaningful partnerships.

- 7.** ■ **Develop a President's Council of Corporate Advisors** with laser focus on building Utah – its workforce, companies and communities.



Challenges

- 1.** **Financial/budget model** is very old-fashioned and requires modernization.
- 2.** **Salary structure** places Utah State at the bottom of the market with our peers.
- 3.** The **pace of change relative to delivering new and improved outcomes** for higher education is faster than the pace at which Utah State currently operates.
- 4.** We have more work to do to keep up with a **changing Utah**.



Metrics

- Degrees awarded FY23: **7,163**
- Degrees offered: **271**
- Operating Budget: **\$1.1B**
- Students Enrolled: **28,063**
- Colleges and Schools: **9**
- Employees: **11,077**
- Faculty: **1,040**
- Utah Locations: **30**
- FY23 Research Expenditures: **\$405M**
- Student Scholarship \$ Awarded: **Over \$9M**



Accolades

**BEST EMPLOYER
IN UTAH**

Forbes, 2023

**NAMED ONE OF THE
BEST UNDERGRADUATE
RESEARCH PROGRAMS
IN THE NATION**

Council for Undergraduate Research, 2022

**#5 MOST ENGAGING
COLLEGE SOCIAL MEDIA
IN THE COUNTRY**

Rival IQ 2023



UTAH

STATE

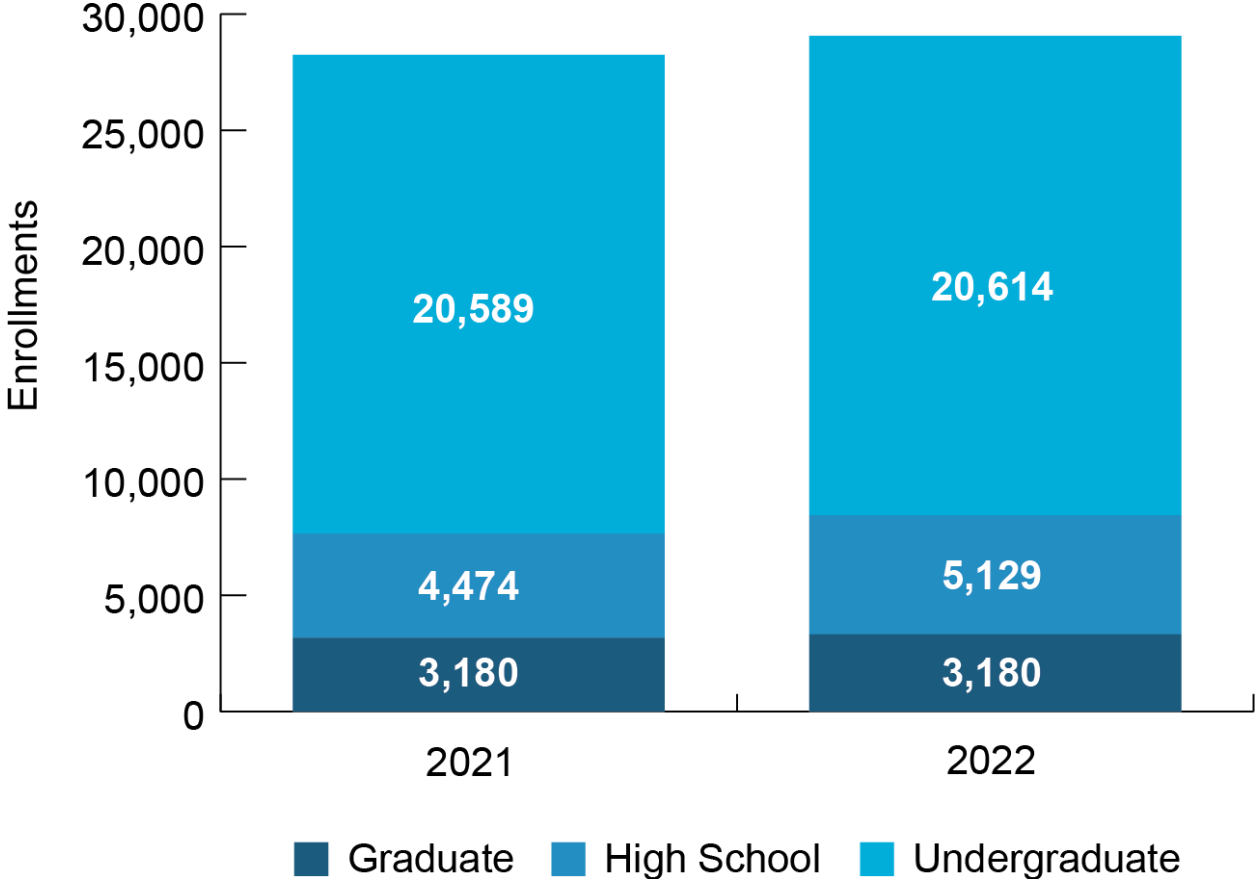


Appendix Slides



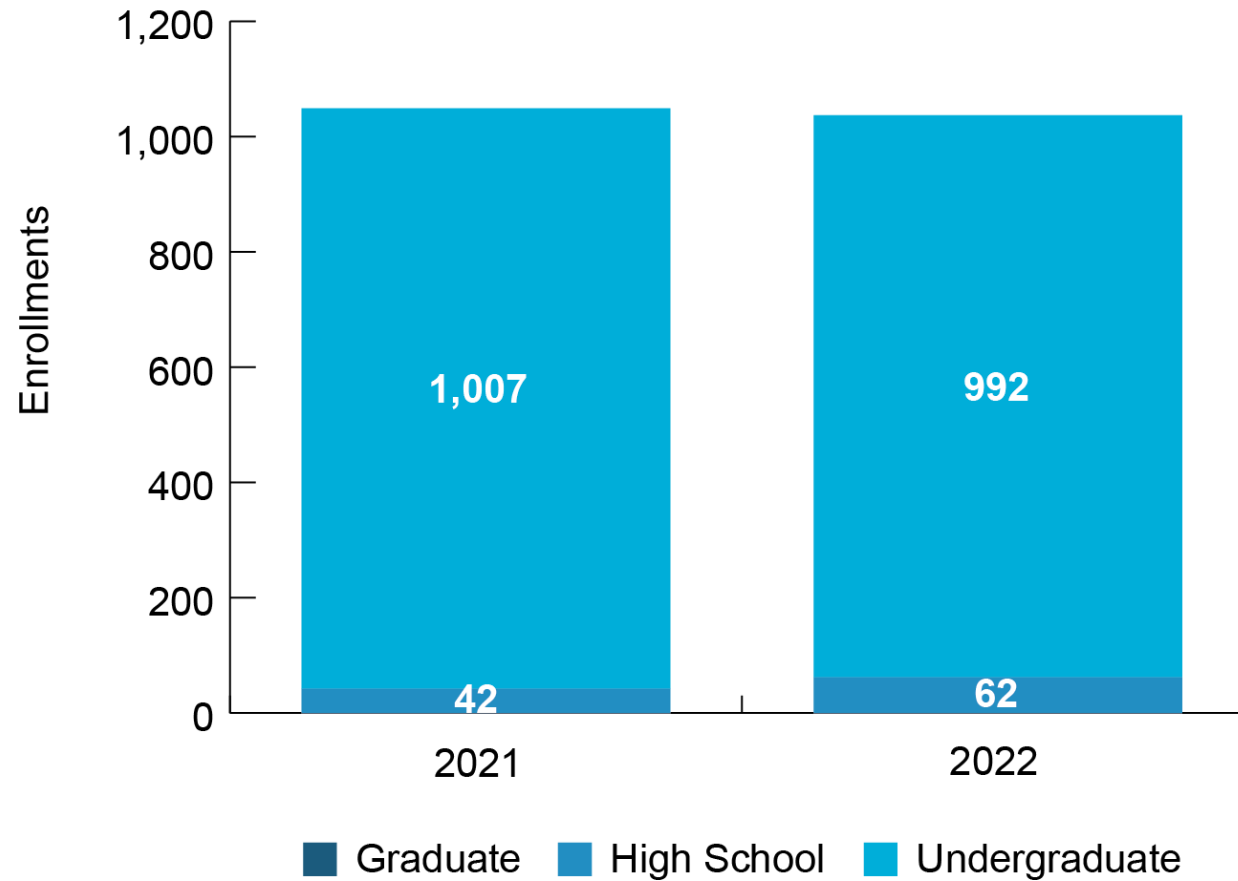
Enrollment History: ACADEMIC HEADCOUNT

2 Year Academic Headcount - Fall EOT



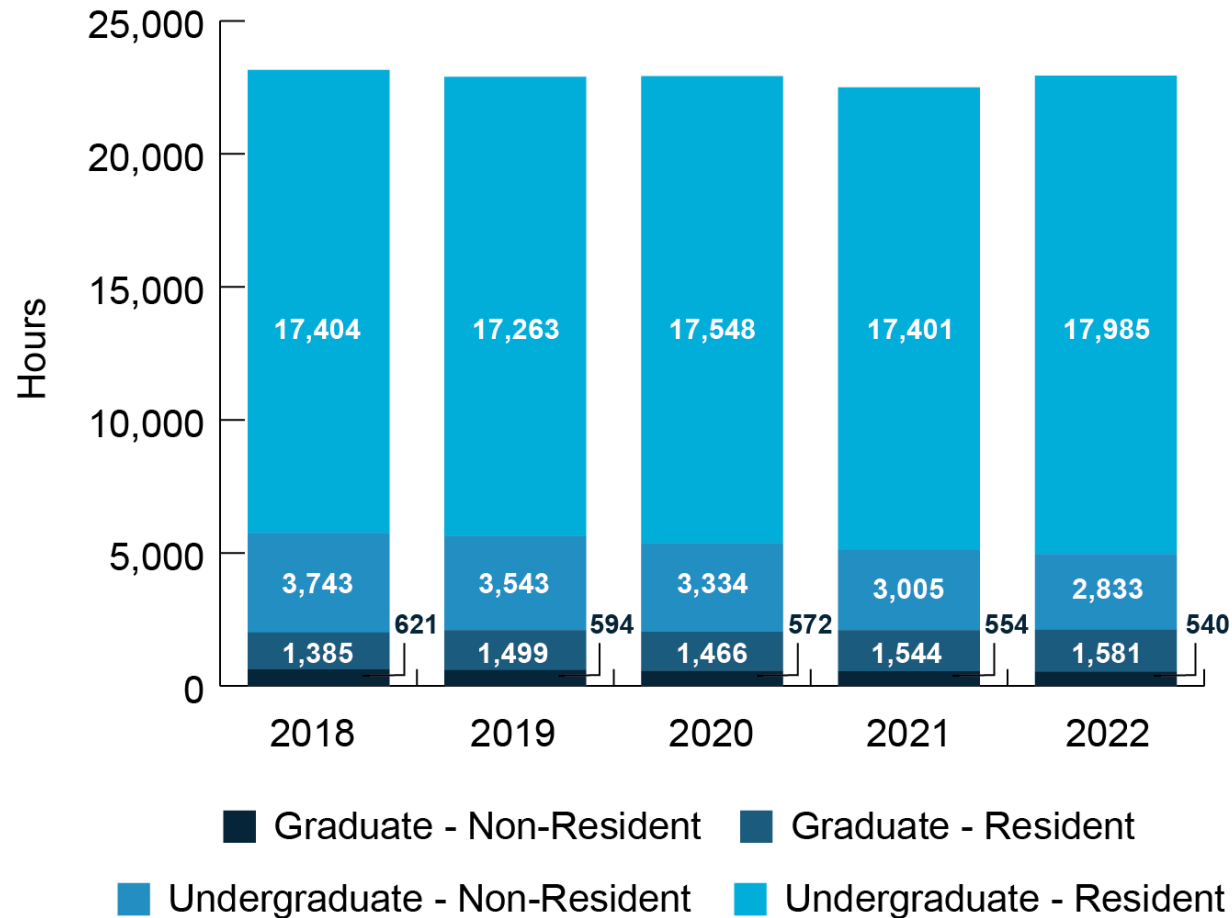
Enrollment History: TECH HEADCOUNT

2 Year Tech Headcount - Fall EOT



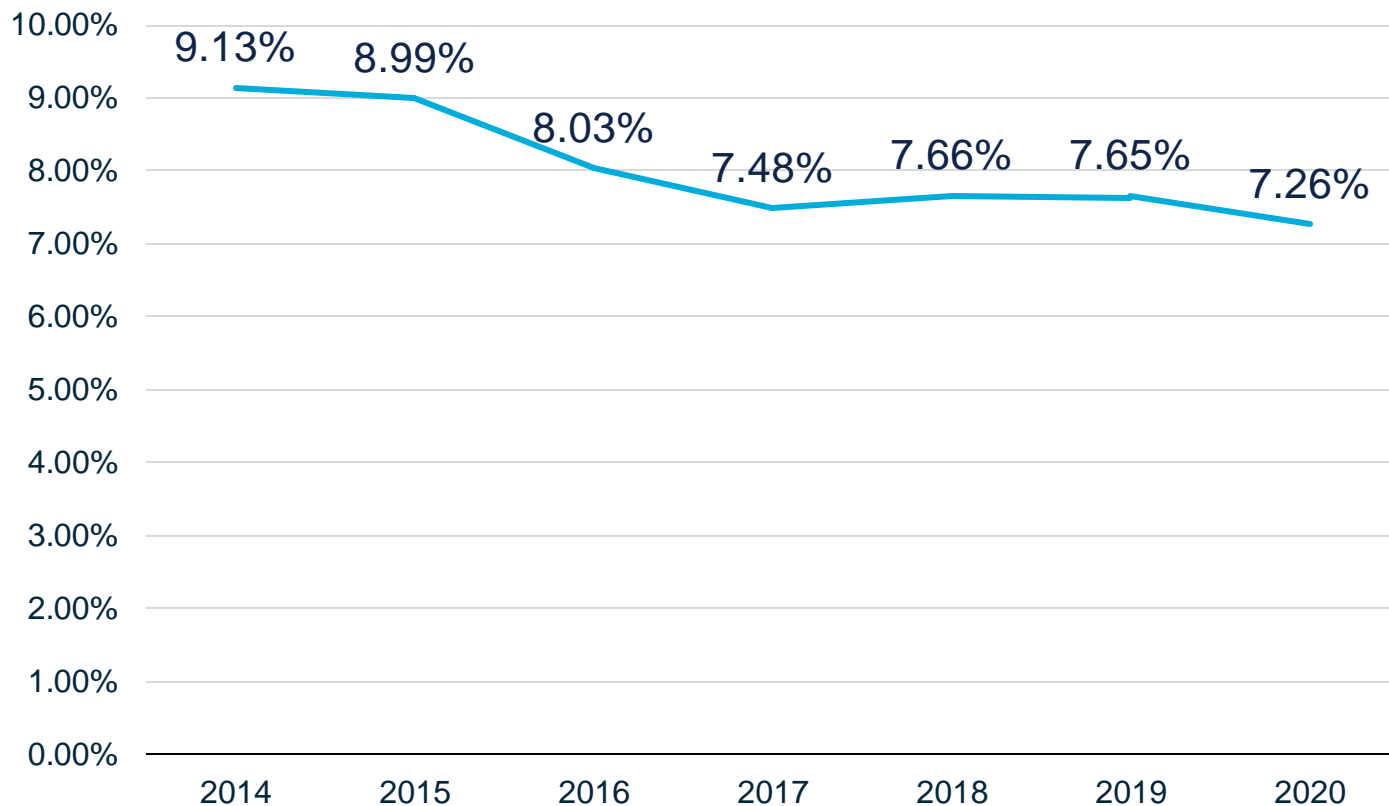
Enrollment History: FTE

5 Year FTE by Residency Status and Program Type



USU Access Metric

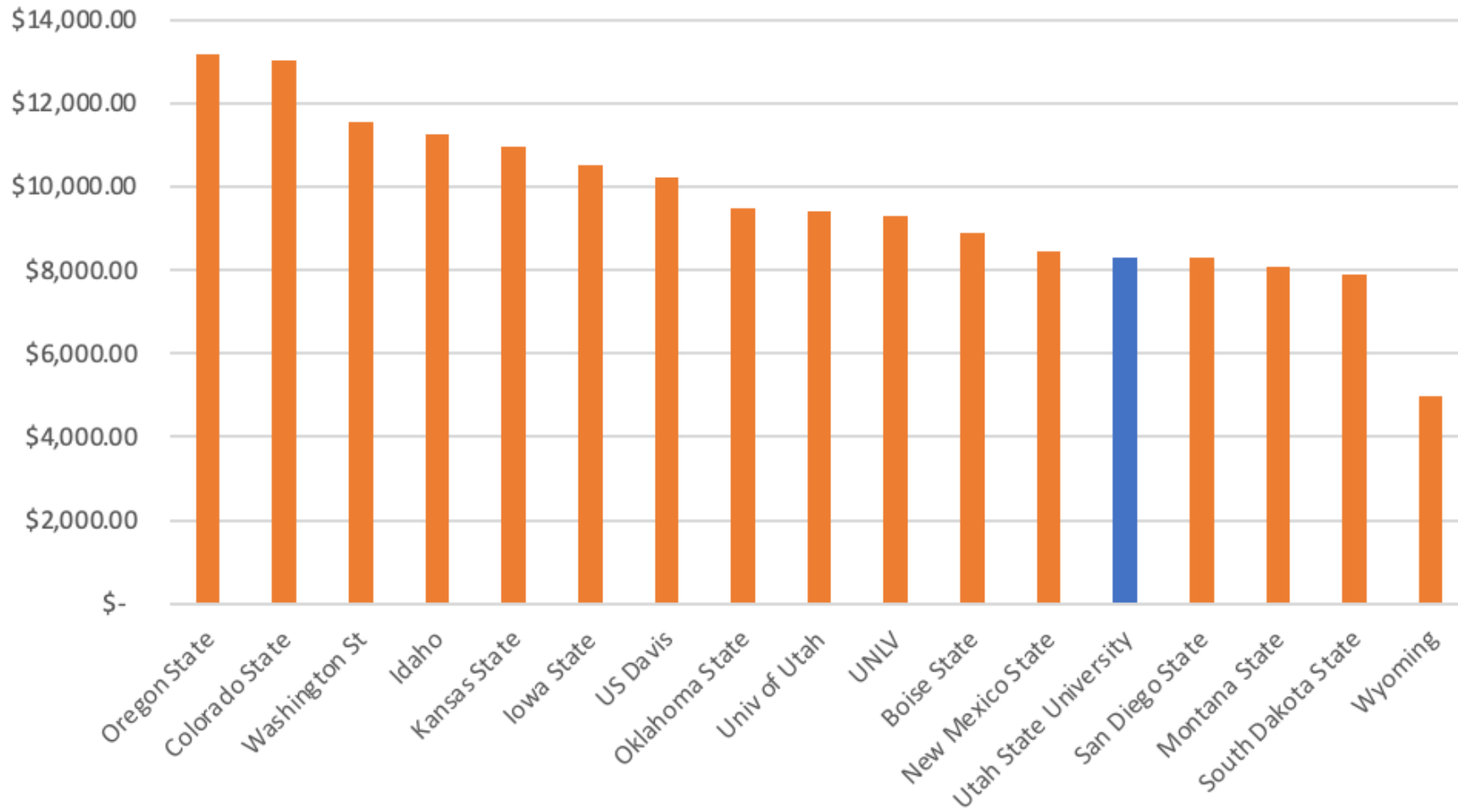
The percentage of Utah high school graduates who attend USU within three years of high school graduation; 2014 to 2020 cohorts



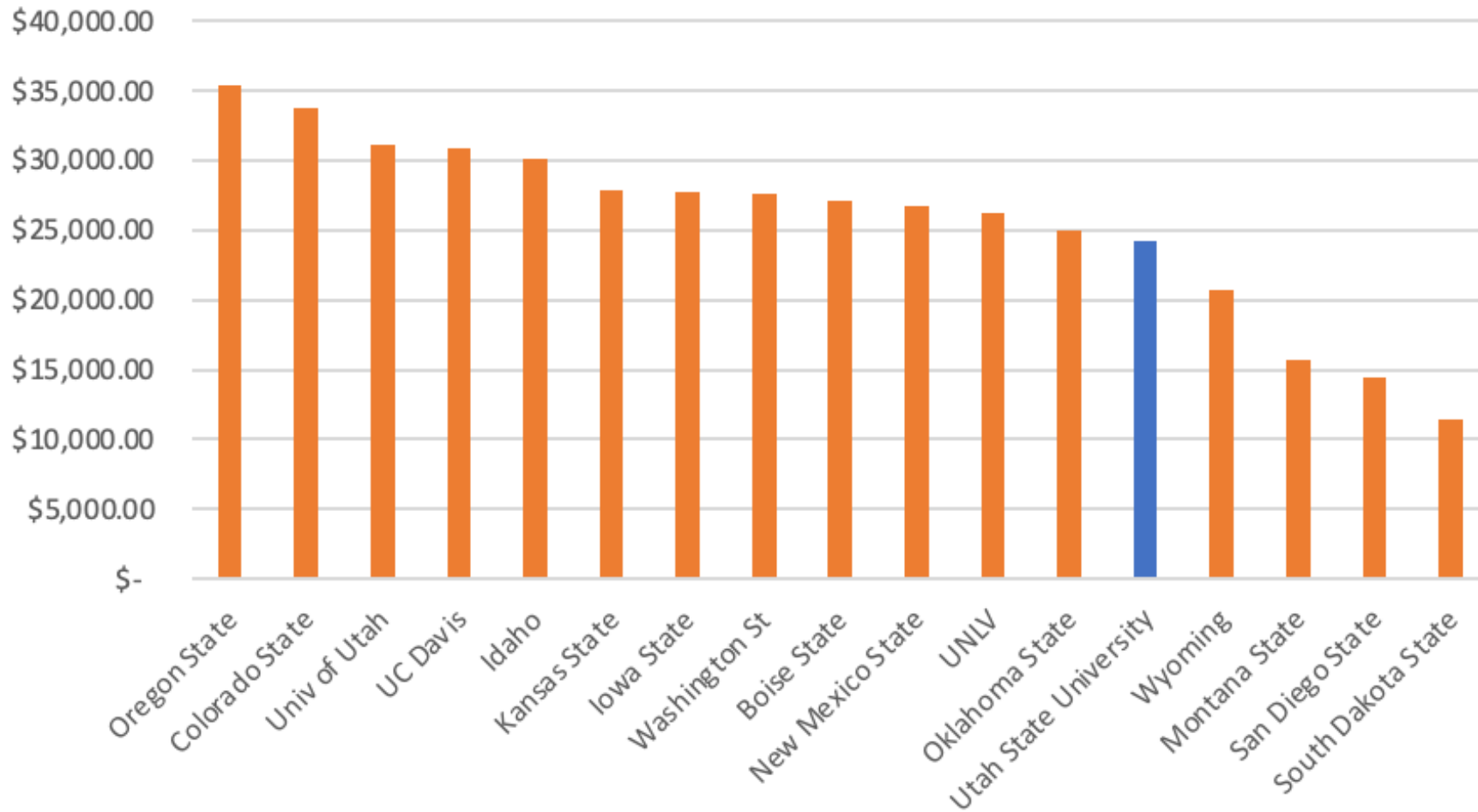
No Institutional Goal – Measured by USHE total performance



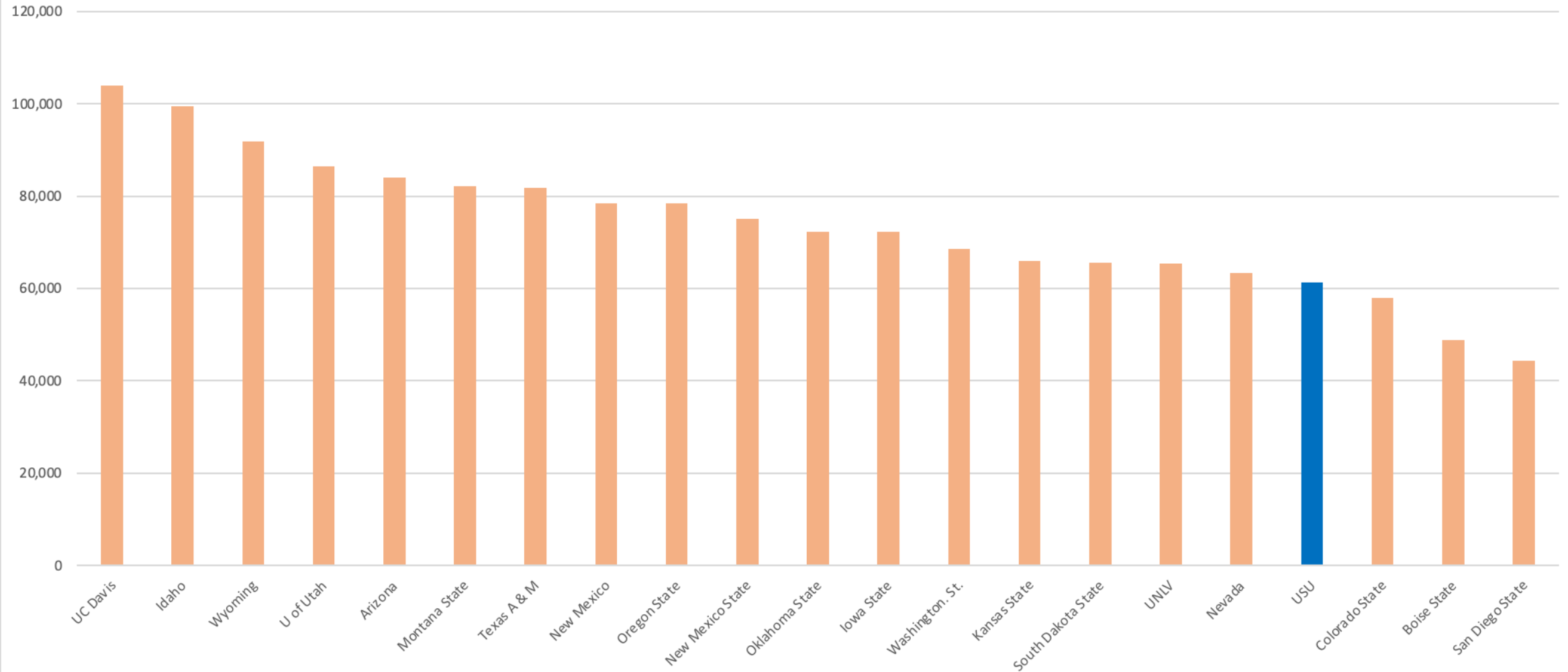
Fall/Spring Resident



Fall/Spring Non-Resident



Tuition & Appropriations per Degree (FY21) (FY22 data not published for this data element)



FTE Employees per 100 FTE Students FY2022

