



Taylor Randall  
President, University of Utah  
Higher Education Appropriations Subcommittee  
January 29, 2025



# 175 YEARS AND STILL CLIMBING





# FOUNDING REGENT WILLIAM IVANS APPLEBY

**-1850-**

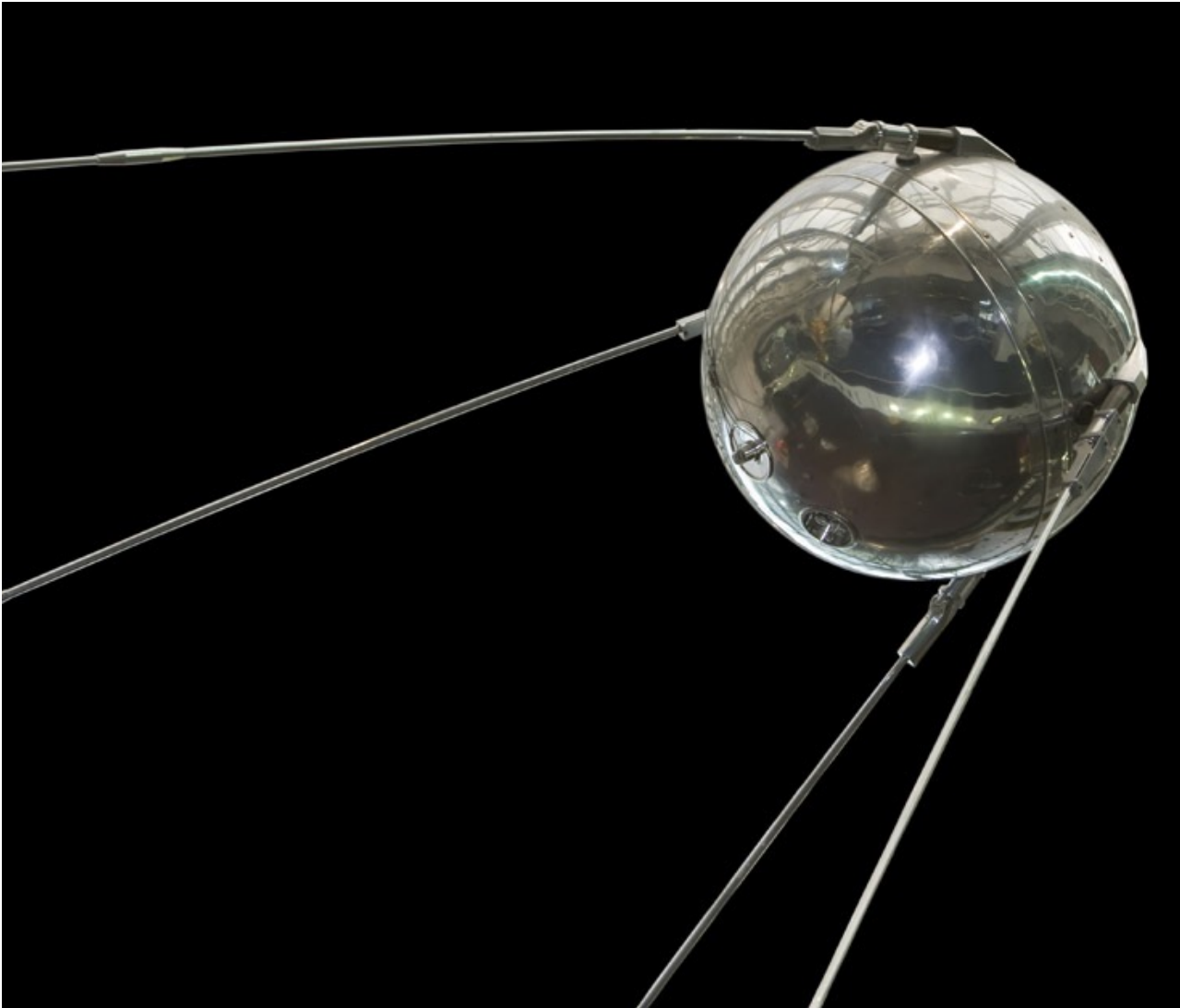
“That the university should teach not only what was already known but would also be the **leader in ‘a perpetual increase in knowledge’...**

We wish ... [to] lay the foundation of a glorious institution ..., **where knowledge may be disseminated in all its various branches, where literature, arts and sciences can be taught in all their present perfection and improved thereon,**

**...where the poor and oppressed of all nations may come and, without money or price,** like the crystal stream gushing from the fountain, partake of the stores of wisdom and knowledge.”

# VISION

To become a top public university that improves the lives of all Utahns and advances a new national higher education model for delivering unsurpassed **SOCIETAL IMPACT.**



Sputnik 1

# **WHY BEING A TOP PUBLIC RESEARCH UNIVERSITY MATTERS?**

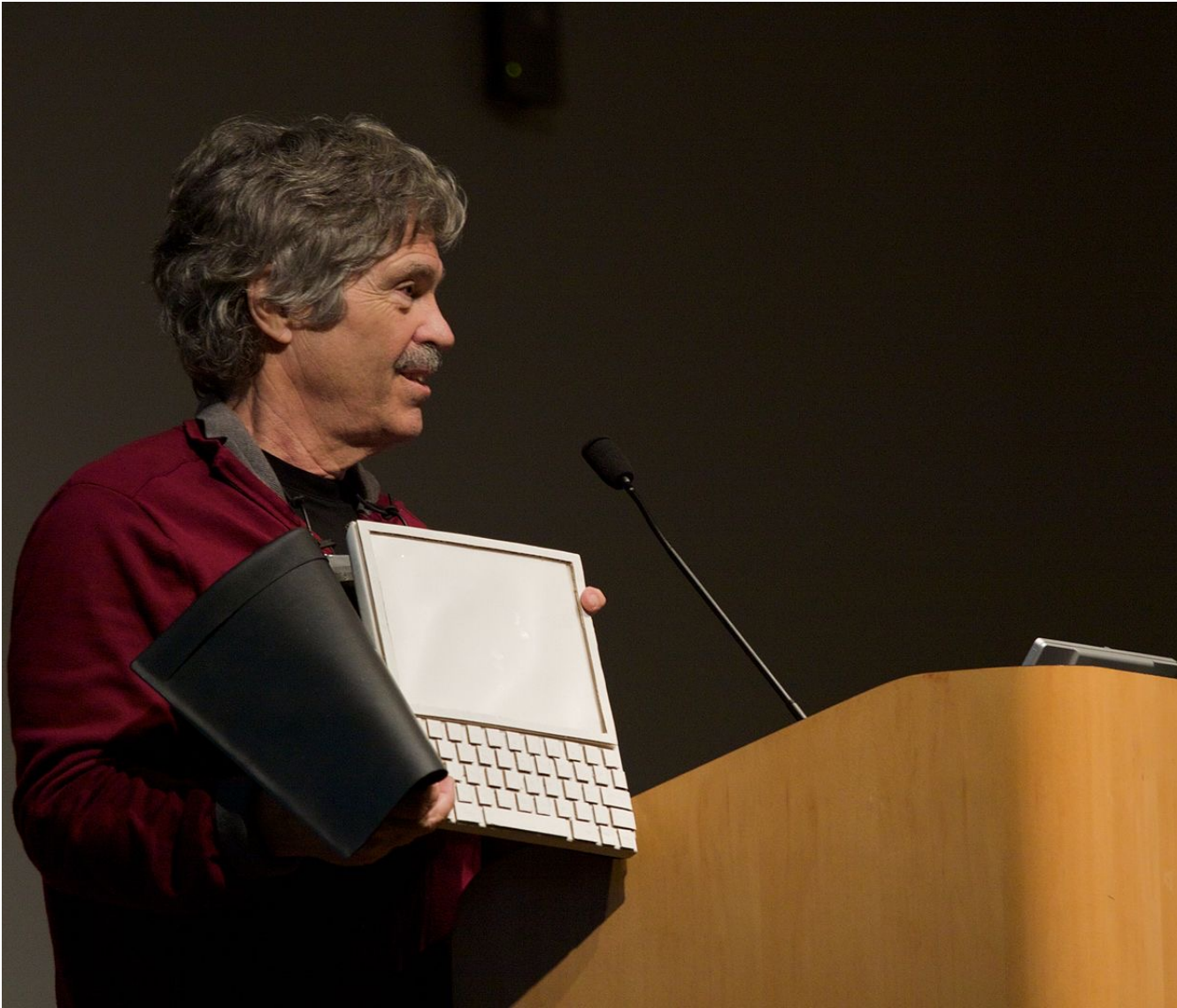
- **Human Potential**
- **National Competitiveness**
- **Economic Growth**
- **Excellence**



Ivan Sutherland and David C. Evans

# THE 1957 SPUTNIK MOMENT

- Innovation in response to challenges



Alan Kay and the Dynabook, precursor to the iPad

# ALAN KAY

- **Evans & Sutherland Ph.D. student**
- **Pioneered Graphical User Interface**
- **Influential at Xerox PARC, Apple, Atari, Disney and HP**



# EVANS & SUTHERLAND GENERATED COMPANIES



EVANS & SUTHERLAND

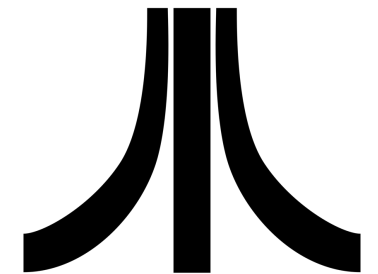


***SiliconGraphics***  
*Computer Systems*

WordPerfect  
CORPORATION



**Adobe**



**ATARI**

P  X A R



**Netscape**





**CHINA LEADS THE U.S. IN 37 OF 44  
ADVANCED TECHNOLOGIES**

# **A NEW SPUTNIK MOMENT**

**Universities need to be  
responsive and  
innovative.**

- **AI**
- **Energy**
- **Genetics**
- **American Leadership**

Source: OECD, World Intellectual Property Organization, Australian Strategic Policy Institute



# **ONE-U RESPONSIBLE AI INITIATIVE**

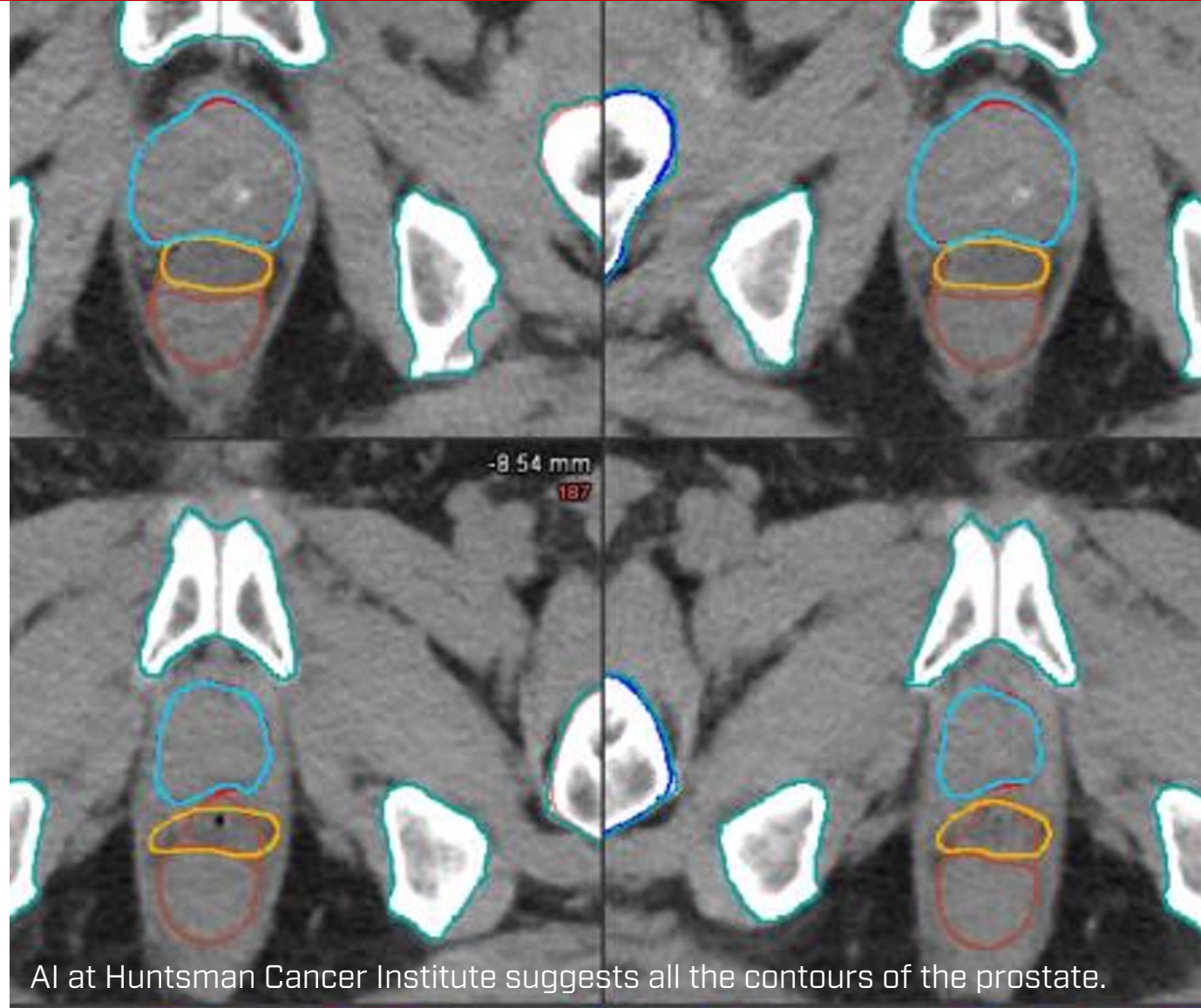
- **\$100M investment**
- **Advance AI to achieve societal good**
- **Scientific Computing and Imaging (SCI) Institute**

# AI: IMPROVED ACCESS & CARE

## WE WILL

### Revolutionize Cancer Care

- U's **Huntsman Cancer Institute**
- Improve rural cancer care
- **Remote cancer prevention**, intervention, and personalized care
- **Image interpretation**, patient monitoring, and **accelerated clinical care**



AI at Huntsman Cancer Institute suggests all the contours of the prostate.

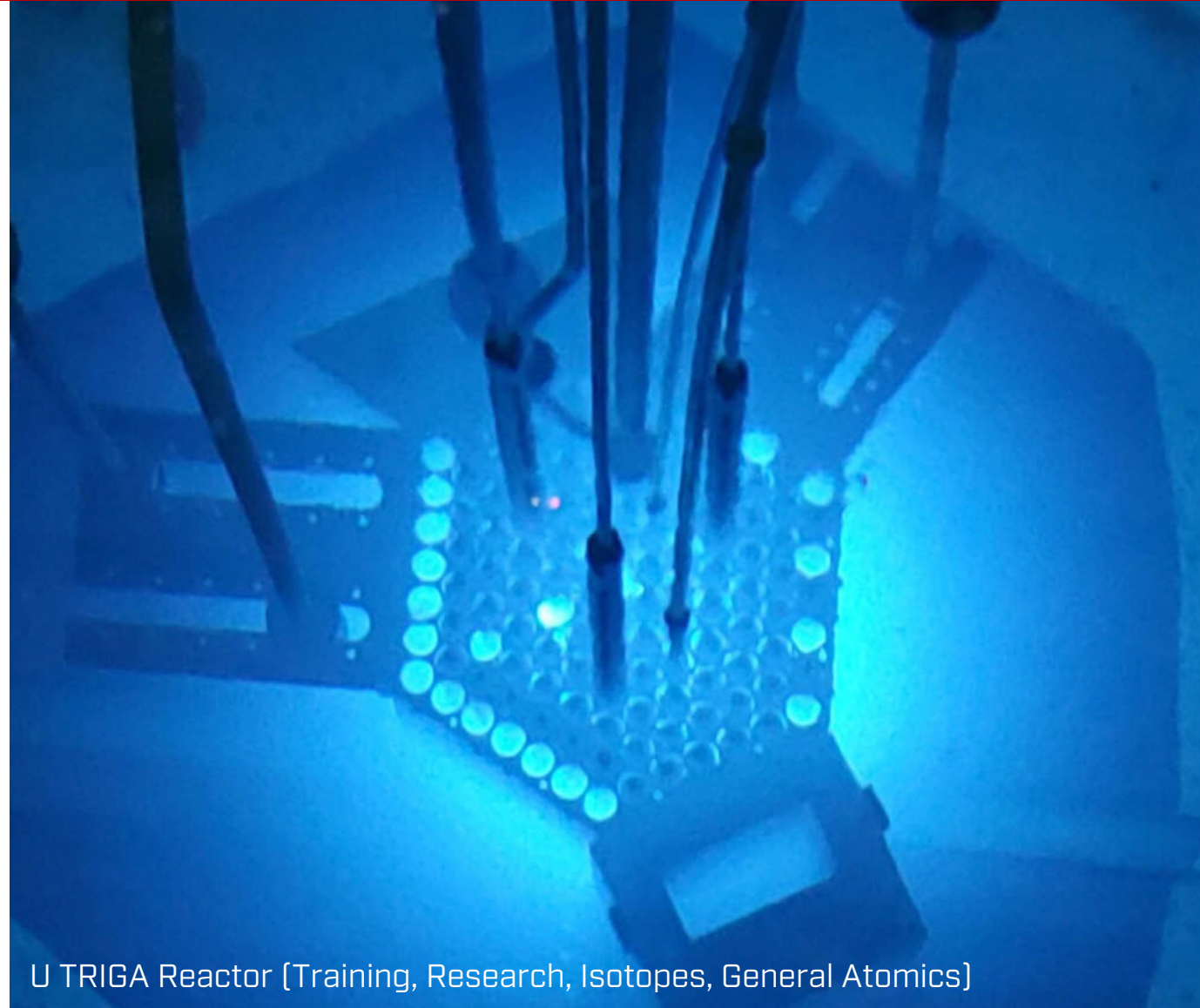


# ENERGY: NUCLEAR ENGINEERING

## WE WILL

### Lead the Nuclear Renaissance

- 1975 - **U's Nuclear Engineering program**
- Expertise in **nuclear processes, instrumentation, and nuclear systems**
- **Maximizing SAFETY & the societal benefits** of nuclear energy



U TRIGA Reactor (Training, Research, Isotopes, General Atomics)

# GENETICS: INNOVATIVE THERAPIES

## WE WILL

### Conduct Groundbreaking Genetic Research

- The **Nora Eccles Harrison Cardiovascular Research and Training Institute**
- The **discovery of CBIN1**, a molecule led to a pursuit of gene therapy to regain the heart's function



# STEM GRADUATES

## WE WILL

### Grow STEM Degrees

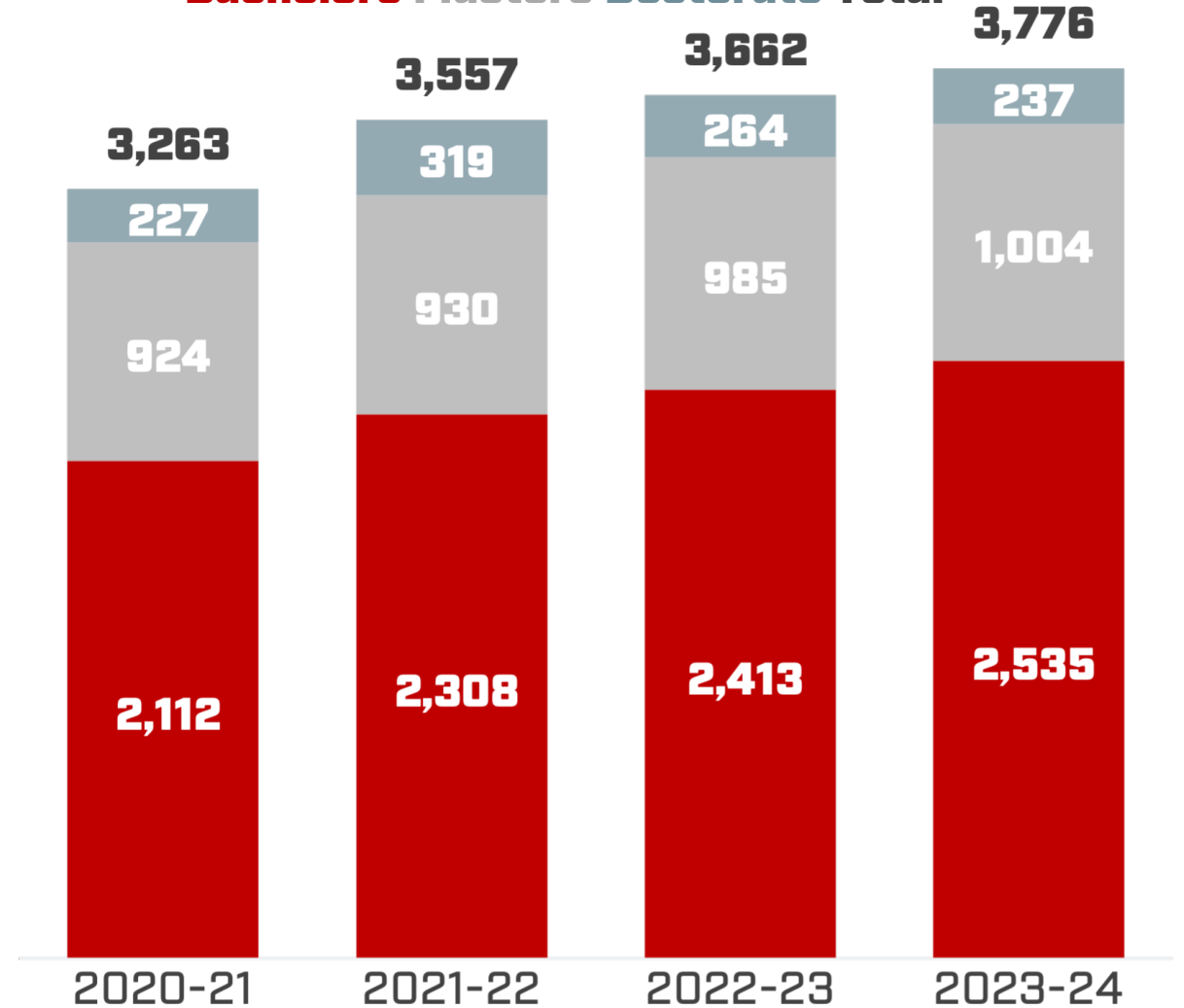
51%

percent of total state  
STEM degrees are  
granted by the U

Sources: Truth in Tuition | National Center for Education Statistics

## STEM DEGREES GRANTED AT UTAH

**Bachelors** **Masters** **Doctorate** **Total**



**U** | Celebrating **175** years



# **U LEADERSHIP**



# THE NEW MOMENT REQUIRES

- **Partnering with the legislature & industry**
- **Innovating solutions**
- **Operational excellence**



# OPERATIONAL EXCELLENCE

## Operational Excellence

- **105** current projects
- On track to realize roughly **\$100M**
- Projects include:
  - **Revenue**
  - **Cost savings**
  - **Cost avoidance**



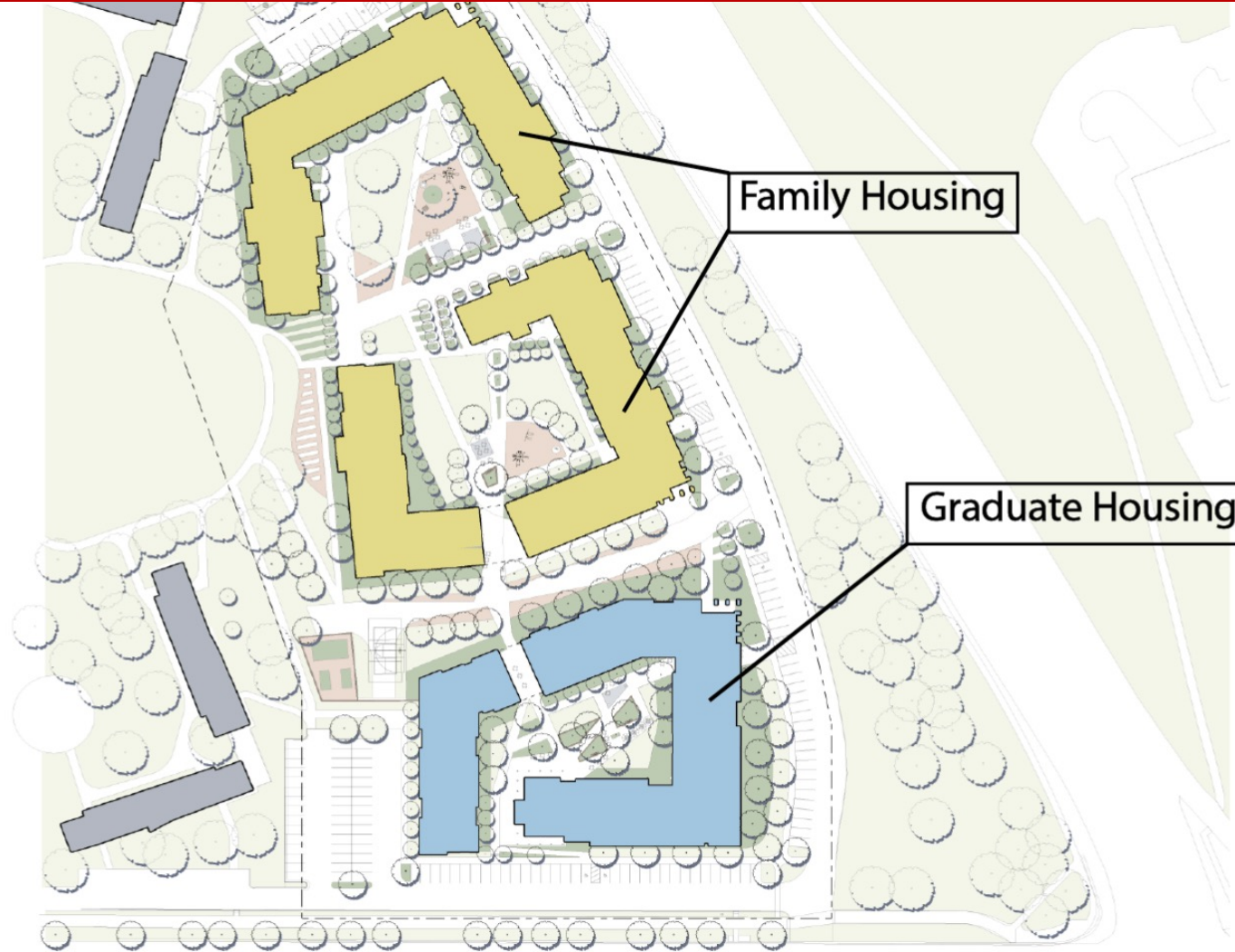


# OPERATIONAL EXCELLENCE

## West Campus Village

- Review of **Phase 1 versus Phase 2** of construction saved 15% in total costs
- Review of **communication, supplies, and unnecessary infrastructure**
- Resulted in **smaller bond and reduced fees**

**SAVING \$18 MILLION**



West Campus Graduate & Family Housing

# BUILDING BLOCKS

Access  
Completion  
Affordability  
Job Placement

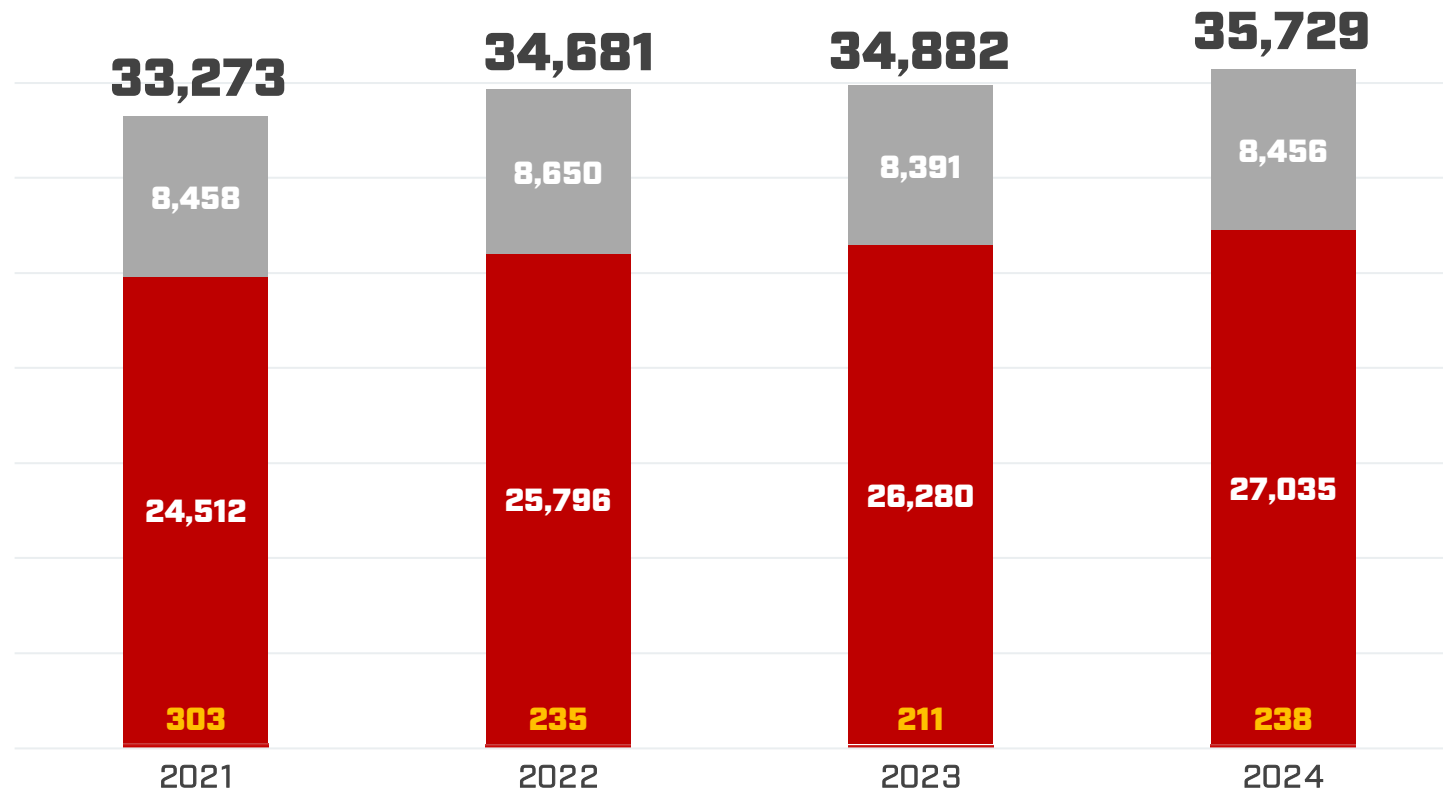
# ACCESS



# ACCESS: OFFICIAL HEADCOUNT

## OFFICIAL HEADCOUNT

High School Undergraduates Graduates Total

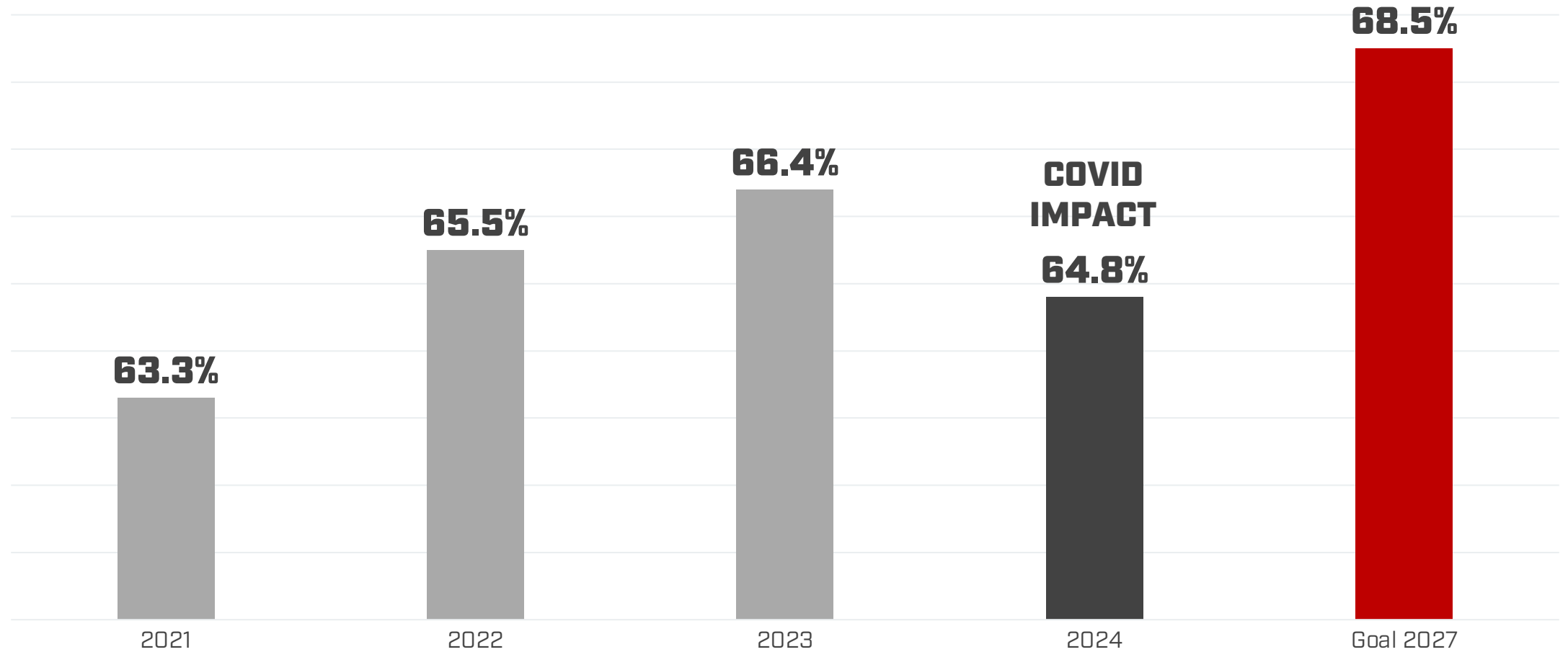


Official headcount figures include all credit-taking students enrolled fall end-of-term.

# COMPLETION

# COMPLETION: STATEWIDE ATTAINMENT GOAL

## U COMPLETION



Six-year graduation rate.



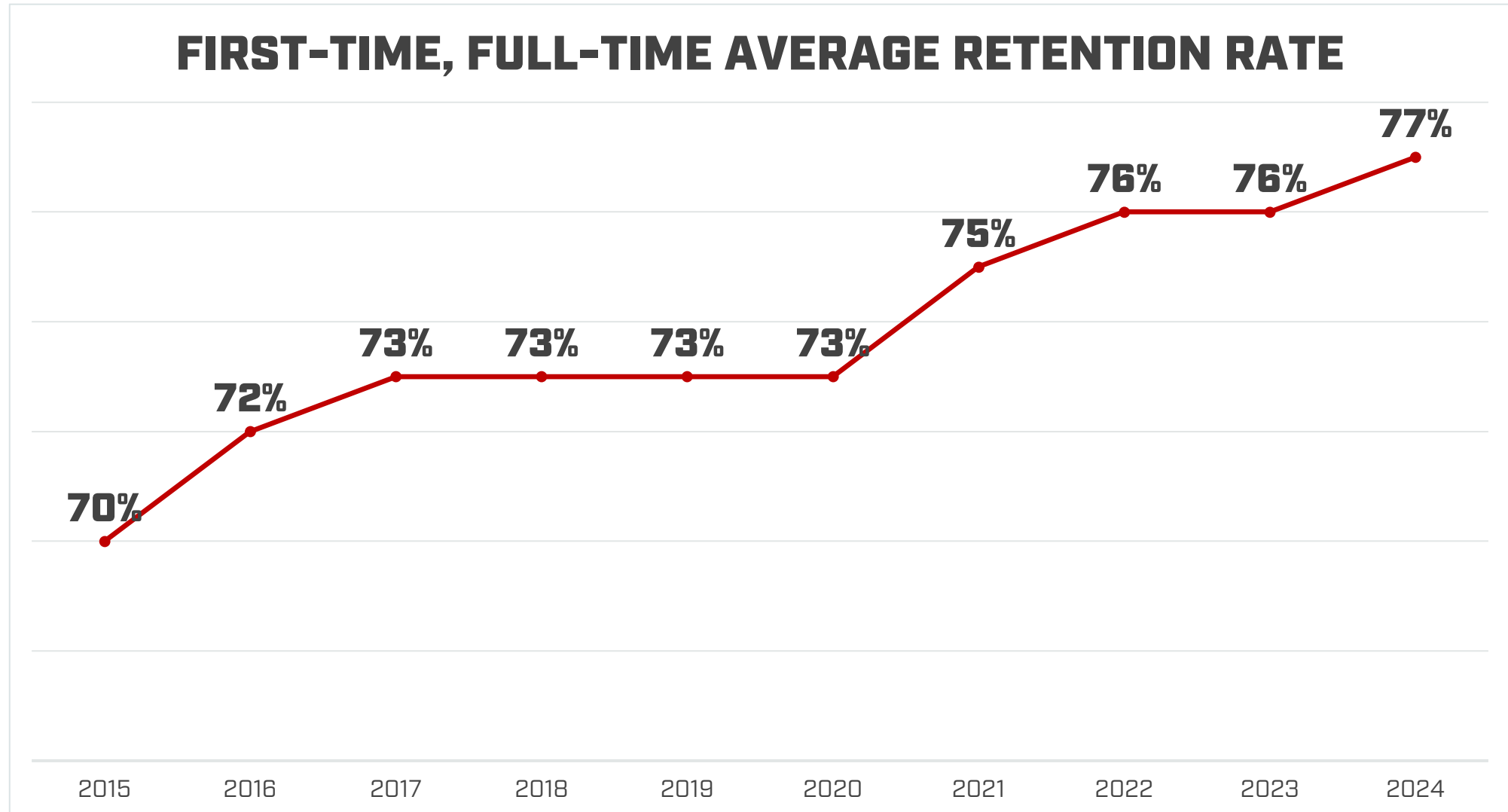
# COMPLETION: NAVIGATE U INTERVENTIONS

## Actions to immediately and positively impact persistence, retention, and completion at the U

1. Tackling **high-DEWI course rates**
2. Innovating in **course fill** rates and monitoring **thresholds**
3. Developing and maintaining functional **4-year degree plans**
4. Academic **advising** for students-in-transition
5. Confronting late or delayed **(re)enrollment**
6. Academic **First Experiences**
7. Syllabus **transparency**
8. U Choose: **Day-One Digital Access** Program
9. Completion **grants**
10. Capped **enrollment programs + off ramps**



# COMPLETION: RETENTION RATES & COVID ECHO

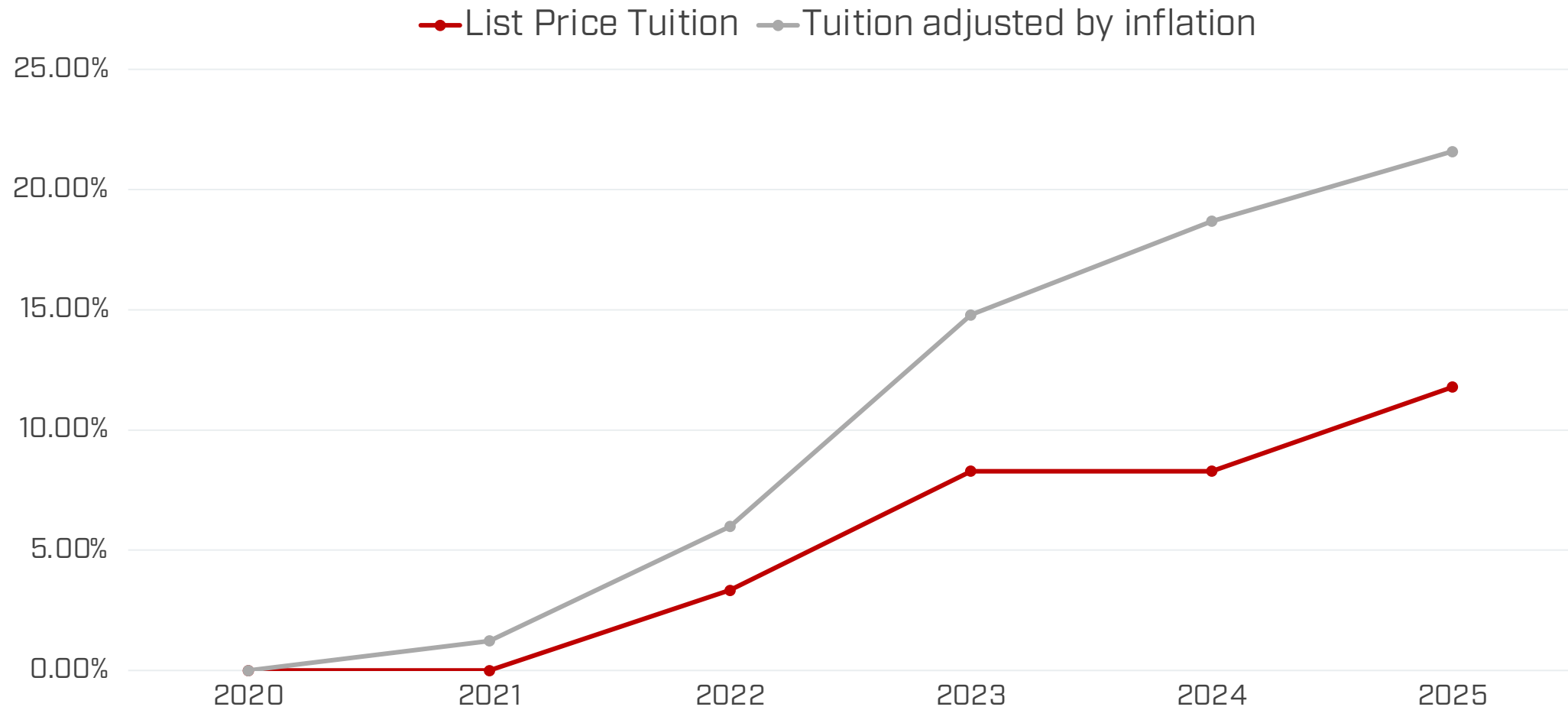


# AFFORDABILITY

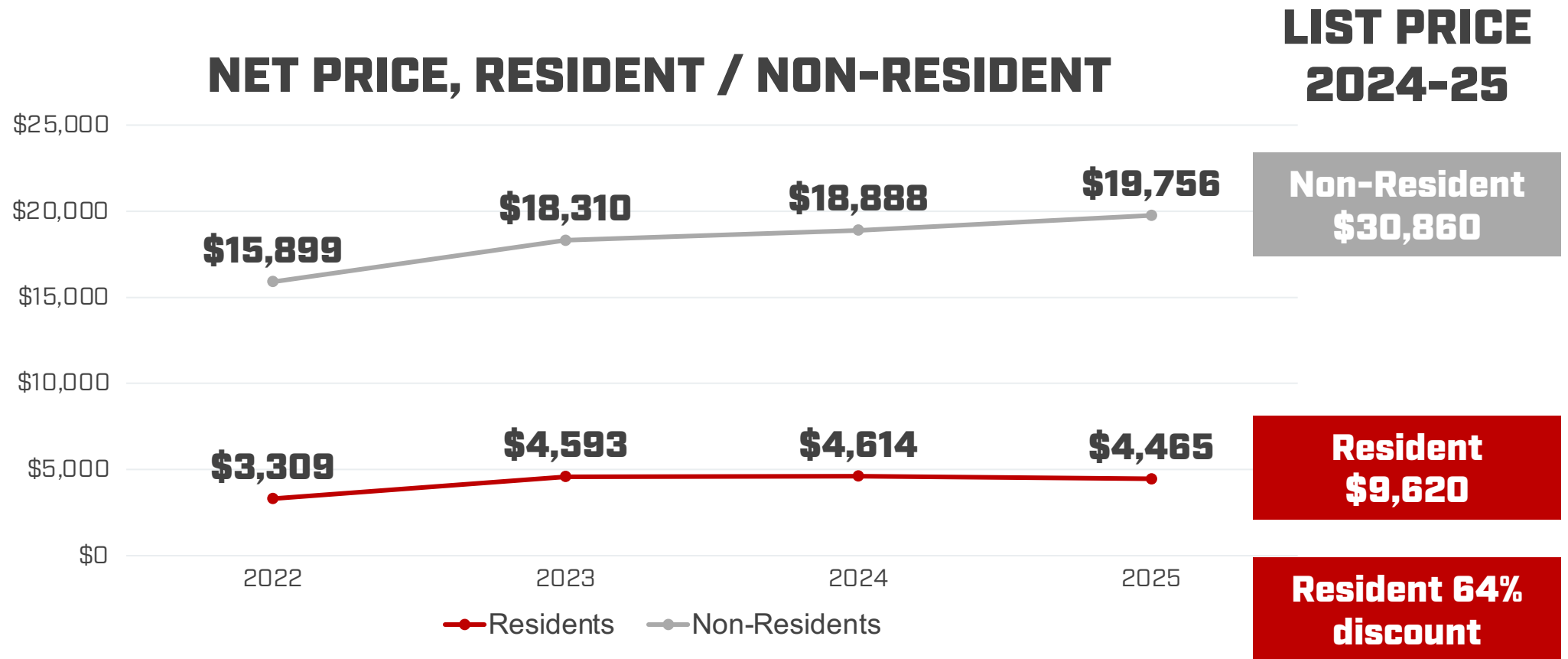


# TUITION: LIST PRICE & INFLATION

## LIST PRICE TUITION & INFLATION 2020-2025



# TUITION: NET PRICE, RESIDENT & NON-RESIDENT



Net Price = Tuition and fees less gift aid from all sources for first time student

Source: University of Utah: Analytics and Institutional Reporting [UAIR]

# TUITION: EXTERNAL FUNDING

2023-24 External Funding to Undergraduate Students			
	RESIDENT	NON-RESIDENT	TOTAL
Federal Gift Aid	\$25,308,170	\$2,922,642	\$28,230,812
State Gift Aid (Utah)	\$4,054,542	-	\$4,054,542
Institutional Awards	\$19,639,848	\$8,495,250	\$28,135,098
Other Outside Gift Aid	\$5,198,248	\$1,484,077	\$6,682,324
<b>Total</b>	<b>\$54,200,808</b>	<b>\$12,901,969</b>	<b>\$67,102,777</b>

Source: University of Utah: Analytics and Institutional Reporting (UAIR)



# HOUSING SCHOLARSHIPS

## WE WILL

### Launch an In-State Housing Scholarship

- Housing **shortage**
- Apartment **rents up 17% in Salt Lake City** since 2021
- On-**campus living experience** increases:
  - **Retention** rates
  - **Graduation** rates



# **JOB PLACEMENT**

# U CAREER SUCCESS

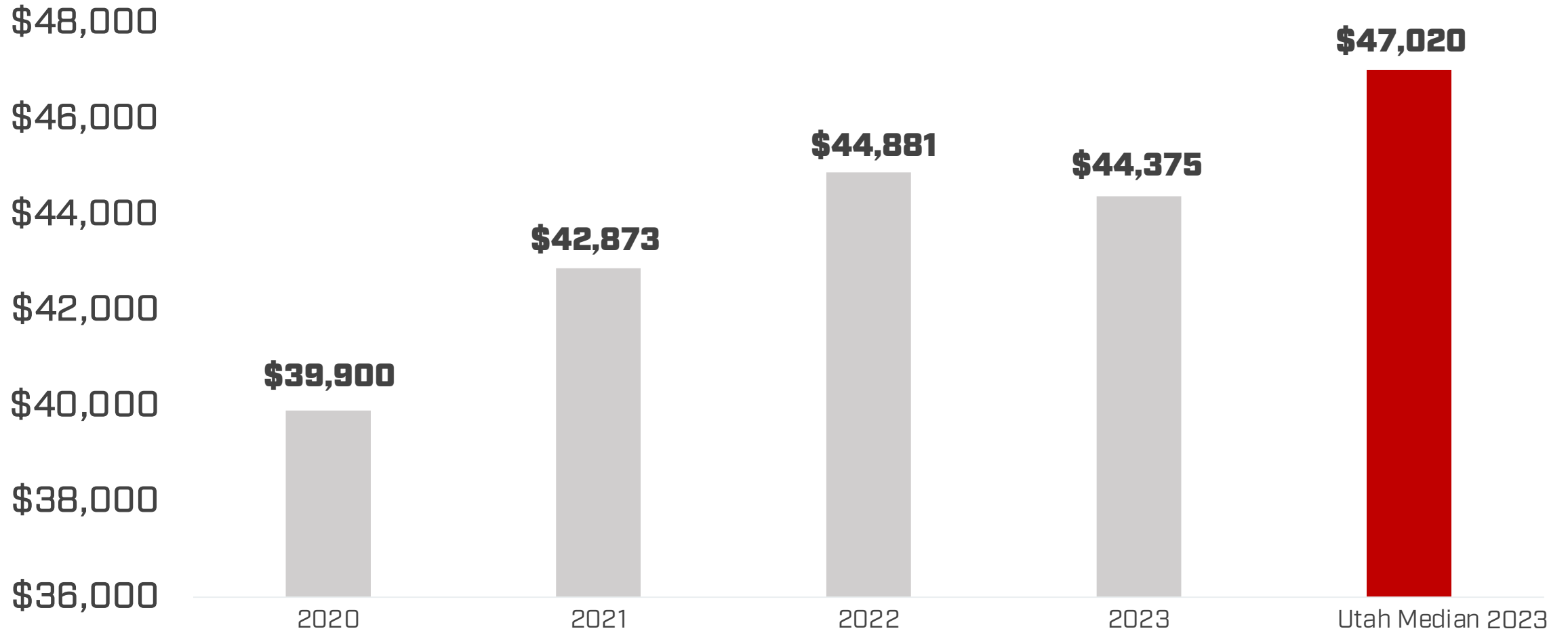
## Job Placement Outcomes

- **86%** of U resident graduates employed within a year of graduation
- **56%** of U non-resident grads were employed or attending graduate school in Utah within a year of graduation



# JOB PLACEMENT: UNDERGRADUATE SALARIES

## AVERAGE 1ST YEAR WAGES [BACHELORS DEGREE GRADS]



Source: University of Utah: Analytics and Institutional Reporting (UAIR)



# JOB PLACEMENT: U CAREER SUCCESS INTERVENTION

## CAMPUS SUCCESS OUTCOMES 2023-24

College	Salary Goal	Salary	Utah Median Wage 2023
Business	\$62,926	<b>\$62,434</b>	\$47,020
Engineering	\$80,257	<b>\$82,817</b>	\$47,020
Fine Arts	\$40,354	<b>\$48,555</b>	\$47,020
Humanities	\$49,328	<b>\$57,406</b>	\$47,020
Education	\$45,003	<b>\$57,198</b>	\$47,020
Social Behavioral Sciences	\$50,014	<b>\$51,410</b>	\$47,020
Social Work	\$50,000	<b>\$51,410</b>	\$47,020

Source: University of Utah: U Career Success Office, 2023-24 self-reported student survey

# BUDGET REQUEST

# BUDGET REQUEST: 2024 FUNDED ITEMS

2024 General Session			
Amount	Duration	Description	Status
\$75,000,000	one-time	Huntsman Cancer Institute Vineyard Research and Academic Building	Groundbreaking Spring 2025
\$800,000	one-time	Medical School Expansion pilot - Utah Tech University partnership	Recruiting 2025 Classes begin Fall 2026
\$12,500,000	one-time	Redwood Clinic University of Utah Health	Opening 2027

# BUDGET REQUEST: 2025 REQUESTED ITEMS

2025 General Session		
Amount	Duration	Description
\$5,187,400	ongoing	Medical School partnership with UTU in St. George
\$(1,322,200)	one-time	
This request would deliver 3,865,200 for the first year while the initiative ramps up		
Other:		
\$65,000,000		Seeking bonding approval for HCI Vineyard



# SPENCER FOX ECCLES MEDICAL SCHOOL EXPANSION

## Southern Utah Regional Medical Campus (SURMC)

- 10 **new medical students** per year
- Accelerated **3-year M.D.** program
- 10 **new rural pathway resident** spots
- Collaborative **partnership between Intermountain Health** to establish new residency program(s)



# THE UTAH WAY



# **The University of Utah Way**

- **Excellence**
- **Collaboration**
- **Impact**

# QUESTIONS?