



PROPOSED STRATEGIC REINVESTMENT PLAN

SUU's Strategic Plan 2024-2030

SUU remains committed to student success, academic excellence, and preparing graduates to meet the needs of Utah and beyond.

To support these goals, our reinvestment strategy will focus on:

- Strengthening academic programs and increasing work-based learning opportunities
- Promoting accessibility, retention, and graduation through a student-centered approach
- Supporting impacted employees while aligning programs with state and workforce needs
- Simplifying pathways and services to improve efficiency and reduce redundancies
- Balancing career readiness with deep, meaningful learning experiences.



SUU's Strategy Process

January 2025

- President charged cabinet to review data and inefficiencies
- Provost's office initiated data collection
- Cabinet & deans reviewed program data
- Budget & provost offices reviewed data and objectives

February 2025

- Leadership reviewed USHE data dashboards
- Cabinet & Deans discussed reduction and reinvestment scenarios
- Cabinet identified eligible reductions and reinvestments

March 2025

- Deans received simplified cost study data
- Cabinet & deans reviewed preliminary ideas
- USHE released new data dashboard
- Deans met with targeted departments and programs

April 2025

- President enacted Policy 5.41: Strategic Reinvestment Plans
- Deans provided input on program and personnel adjustments
- Personnel review committees evaluated provost recommendations
- Trustees reviewed the plan
- Leadership contacted impacted employees



Factors of Consideration

- Existing program review reports & dashboard
- USHE Workforce/Program Evaluation Dashboard
- Gray DI Market & Program Data
- Talent Ready Utah Priority Occupations for Workforce Development
- Supervisor feedback
- Efficiency review
- SUU Policy 5.41: Strategic Reinvestment Plans

Data-driven Reinvestment

Criteria #1 - Enrollment

Metric: Fall 2024 enrollments

Metric: 6-year average

Metric: # change

Metric: % change

Data: Fall EOT, 2019-24 (Doctorate, Masters, Bachelors, Associates; Minors; Certificates; All Majors)

Criteria #2 - Completions

Metric: Fall 2024 enrollments

Metric: 6-year average

Metric: # change

Metric: % change

Data: USHE method, 2019-24 (Doctorate, Masters, Bachelors, Associates; Minors; Certificates; All Majors)

Criteria #3 - Outputs

Metric: Post-Grad & Job Placement

Metric: Salary - weighted average using mid-point of each salary band

Data: SUU Records

Criteria #4 - Workforce Demands

Metric: USHE Workforce/ Program Evaluation Dashboard

Metric: Gray DI Market & Program Data

Metric: Talent Ready Utah Priority Occupations

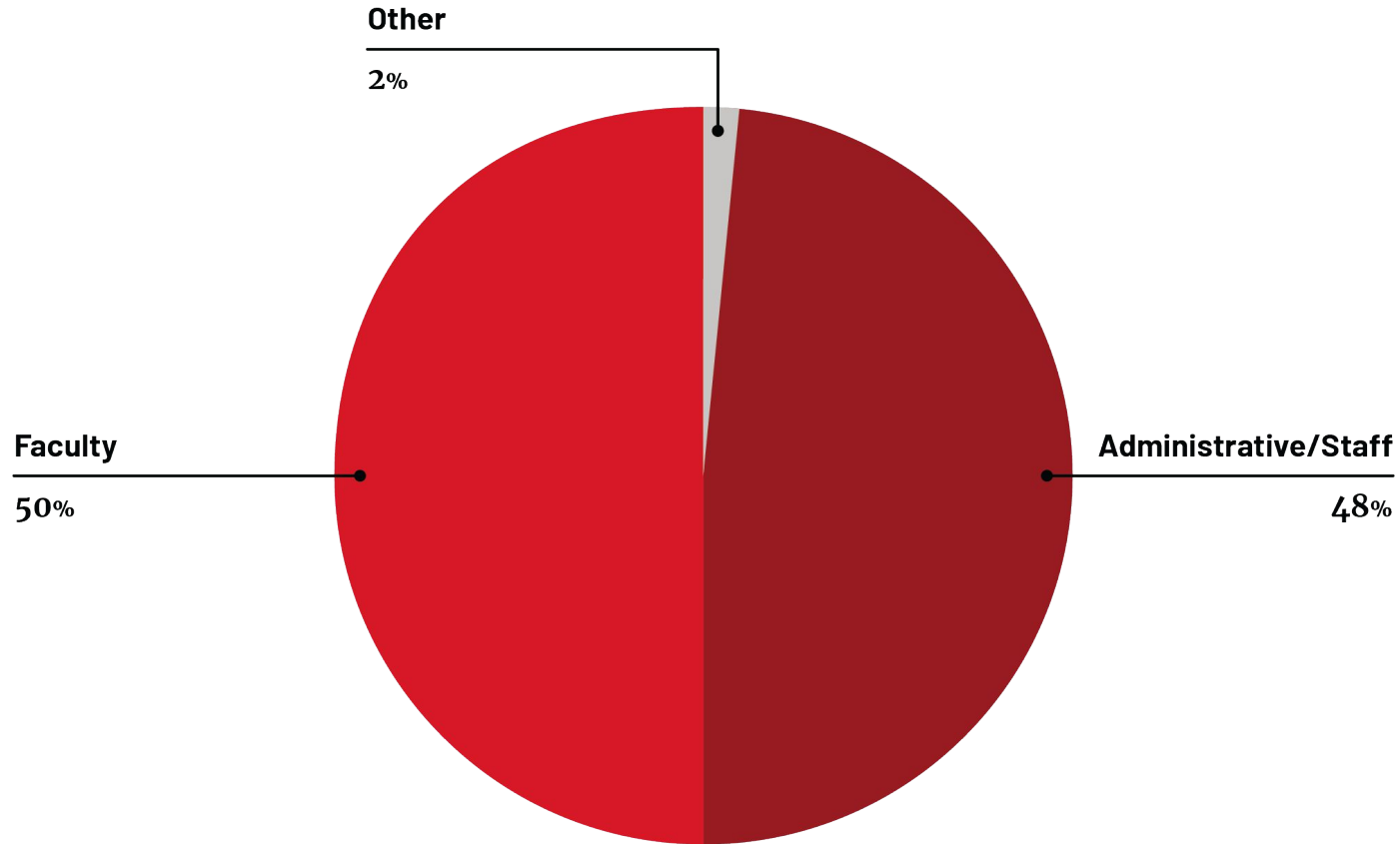
Criteria #5 - Program-Level Cost

Metric: FY 2024 USHE Cost Study

Criteria #6 - Mission Alignment

Metric: Program alignment with SUU's mission

Strategic Disinvestment Summary



Proposed Strategic Disinvestments

Administrative Disinvestment

Impacted Areas	Administrative Reductions	# of Positions	NACUBO	Amount
President's Office	Elimination of Vice President Elimination of Assistant to the President for Special Projects	1.5	Institutional Support	\$ 302,947
Community Outreach and Engagement	Elimination of Program Manager	1	Institutional Support	\$ 71,568
Graduate & Online	Elimination of Assoc. Vice President	1	Student Services	\$ 204,465
Human Resources	Elimination of Deputy Chief Officer	1	Institutional Support	\$ 186,696

Staff Disinvestment

Staff Reductions	# of Positions	NACUBO	Amount
Health & Wellness	1	Student Services	\$ 63,931
Disability Center	1	Student Services	\$ 69,796
Academic Success	1	Student Services	\$ 67,426
Advising	1	Academic Support	\$ 67,841
Housing	0.25	Student Services	\$ 21,877

Academic Program Disinvestment

Eliminated Credentials	#	Impacted Programs	NACUBO	Amount
Master's	2	Arts Administration (face-to-face), Athletic Training	Instruction	\$293,944
Majors	4	Art History, French, French Education, Philosophy	Instruction	\$300,703
Minors	2	Ethnic Studies, Women & Gender Studies	Instruction	-
AAS & AA-AS	9	Business Specialty, Construction Technology, Criminal Justice, Culinary Arts Management, Equine Studies, Integrated Health Sciences, Legal Studies, Livestock Farm Management, Livestock Management Technical	Instruction	-

Academic Program Disinvestment (cont.)

Eliminated Credentials	#	Impacted Programs	NACUBO	Amount
Emphases	4	Hotel & Tourism Management (MBA), International Business Management (MBA), Piano Performance, Food & Beverage (HRHM)	Instruction	\$ 152,828
Certificates	2	International Business Management, Uncrewed Aircraft	Instruction	-

College of Engineering & Computational Sciences + College of Natural Sciences = C-STEM

- Fosters interdisciplinary teaching & research
- Streamlines administrative operations
- Redirects resources toward instructional needs in high-demand STEM fields
- Creates more balanced enrollment distribution across colleges
- Repositions administrative duties into instructional resources



Faculty Disinvestment

Impacted Areas	# of Positions	NACUBO	Amount
College of Engineering & Computational Sciences	2	Academic Support	\$ 343,686
Art History	0.5	Instruction	\$ 31,930
Athletic Training	2	Instruction	\$ 221,494
Biology	1	Instruction	\$ 105,472
Chemistry	1	Instruction	\$ 175,388
Dance	1	Instruction	\$ 84,831
French	1	Instruction	\$ 131,283
History	1	Instruction	\$ 168,239

Faculty Disinvestment

Impacted Areas	# of Positions	NACUBO	Amount
Hotel, Resort & Hospitality Management	1	Instruction	\$ 152,828
Library Staff	1	Academic Support	\$ 113,694
Math	1	Instruction	\$ 89,557
Nutrition	0.6	Instruction	\$ 49,612
Philosophy	1.5	Instruction	\$ 137,490
Piano Performance	0.25	Instruction	\$ 25,668
Sociology	0.75	Instruction	\$ 87,973
Studio Arts	1	Instruction	\$ 127,858

Proposed Strategic Reinvestments

Proposed Faculty Reinvestments

Area of Reinvestment	Top 10: USHE Workforce Dashboard	45+ Rating: Gray DI Data	1st or 2nd Quartile: Talent Ready Utah Priority	# of New Positions	NACUBO	Amount
Artificial Intelligence Ethics		X	X	0.75	Instruction	\$ 70,575
Business Mgmt. (MBA)	X	X	X	1	Instruction	\$ 153,188
Civil Engineering		X	X	1	Instruction	\$ 124,829
General Engineering		X	X	1	Instruction	\$ 100,601
Computer Science	X	X	X	1	Instruction	\$ 143,808
Counseling/Psychology	X	X	X	0.25	Instruction	\$ 33,495

Proposed Faculty Reinvestments

Area of Reinvestment	Top 10: USHE Workforce Dashboard	45+ Rating: Gray DI Data	1st or 2nd Quartile: Talent Ready Utah Priority	# of New Positions	NACUBO	Amount
Electrical Engineering		X	X	1	Instruction	\$ 124,830
Ethics (MBA)	X	X	X	.75	Instruction	\$ 66,915
Exercise Science	X	X	X	1	Instruction	\$ 115,278
Filmmaking			X (4th Quartile)	0.5	Instruction	\$ 54,478
Music Education	X	X	X	0.25	Instruction	\$ 25,668
Nursing (BSN)	X	X	X	1	Instruction	\$ 97,200

Proposed Faculty Reinvestments

Area of Reinvestment	Top 10: USHE Workforce Dashboard	45+ Rating: Gray DI Data	1st or 2nd Quartile: Talent Ready Utah Priority	# of New Positions	NACUBO	Amount
Nursing (FNP)	X	X	X	1	Instruction	\$ 129,600
Nursing (MSN Leadership)	X	X	X	1	Instruction	\$ 97,200
Operations Mgmt. (MBA)	X	X	X	1	Instruction	\$ 153,187
Professional Sales & Entrepreneurship/Mgmt.	X	X	X	1	Instruction	\$ 153,187
User Experience/User Interface Web Design		X	X	2	Instruction	\$ 35,500
Social Work/Counseling	X	X	X	2	Instruction	\$ 227,462

Other Proposed Reinvestments

Area of Reinvestment	Top 10: USHE Workforce Dashboard	45+ Rating: Gray DI Data	1st or 2nd Quartile: Talent Ready Utah Priority	NACUBO	Amount
Clinical Psychology Student Assistantships	X	X	X	Instruction	\$ 120,000
Augmented & Virtual Reality Software & Student Wages		X	X	Instruction	\$ 169,767

Proposed Staff Reinvestments

Area of Reinvestment	# of New Positions	NACUBO	Amount
Career & Internship Placement Coordinators	5	Student Services	\$ 374,400
College & Career Readiness Coordinator - STEM	1	Academic Support	\$ 100,000
Compensation & Employment Data Specialists	2	Institutional Support	\$ 186,696
Career & Internship Placement Coordinator - Online Students	1	Student Services	\$ 115,142
Augmented & Virtual Reality Coordinator	1	Instruction	\$ 169,767
Web User Experience (UX) Strategist	1	Institutional Support	\$ 113,694
STEM Center Assistant Coordinator	1	Instruction	\$ 89,300

FOCUSING ON WORKFORCE NEEDS IN UTAH

BUSINESS

Business & Entrepreneurship

3 Faculty positions

Ethics

.75 position

STEM

Engineering

3 Faculty positions

Computer Science

1 Faculty position

Artificial Intelligence

.75 Faculty position

STEM - College & Career Ready High School Coordinator

1 position

STEM - Associate Director

1 position

INNOVATIVE TECH

UX UI - User Experience & Web Design

2 Faculty positions

Augmented & Virtual Reality

1 Staff coordinator

5 Student positions

Filmmaking

.5 Faculty positions

EDUCATION

Secondary Education (Music)

.25 Faculty position

HEALTH CARE

Nursing

3 Faculty positions

Pre-Athletic Training (for medical professionals)

1 Faculty position

Counseling & Social Work

2.25 Faculty positions

Clinical Psychologist Student Assistantships

10 Student positions

Career & Internship Placement Coordinator

1 position

Career & Internship Placement Coordinator

1 position

Career & Internship Placement Coordinator

1 position

Career & Internship Placement Coordinator

1 position

Career & Internship Placement Coordinator

1 position

Career & Internship Placement Coordinator - Online Programs
1 position

User Experience Web Design Strategist
1 position

Compensation & Employment Data Specialists
2 positions

Strategic Disinvestment Summary

Impacted Area Reductions & Repositions	# of Positions	Amount
Administrative	6.5	\$948,494
Faculty	13.6	\$1,589,623
Staff	5.25	\$565,433
Other		\$72,450
<i>Total</i>		<i>\$3,176,000</i>

Strategic Reinvestment Summary

Areas of Reinvestment	Description
New Faculty Positions	12
Reassigned Faculty Positions	5.5
Staff Positions	12
Clinical Psychology Student Assistantships	10
Technology	Augmented & Virtual Reality Software
Augmented & Virtual Reality Student Wages	5

Reduction Rollout

YEAR 1

Faculty Lines: Biology, Math, Athletic Training, Hotel Resort & Hospitality Management, Nutrition (partial)

Restructured College

Staff Lines: Graduate & Online, Student Affairs, Community Outreach & Engagement, Assistant to President

YEAR 2

Faculty Lines: Chemistry, History, French, Dance, Studio Arts, Athletic Training

Partial Faculty Lines: Sociology, Philosophy, Art History, and Piano Performance

Staff Lines: Library, Human Resources

YEAR 3

Arts Administration: Online only
Degree Teach Out Completed





Streamlining for the Future

- Annual review to determine funding allocation
- Reprise Institutional Effectiveness Committee with faculty senate and staff association representation
- Explore sub-120 degrees
- Explore prior learning credits
- Program development for workforce alignment
- Open faculty lines revert to the Provost's Office in discussion with the deans at the beginning of each fiscal year
- Uphold minimum enrollment standards

