



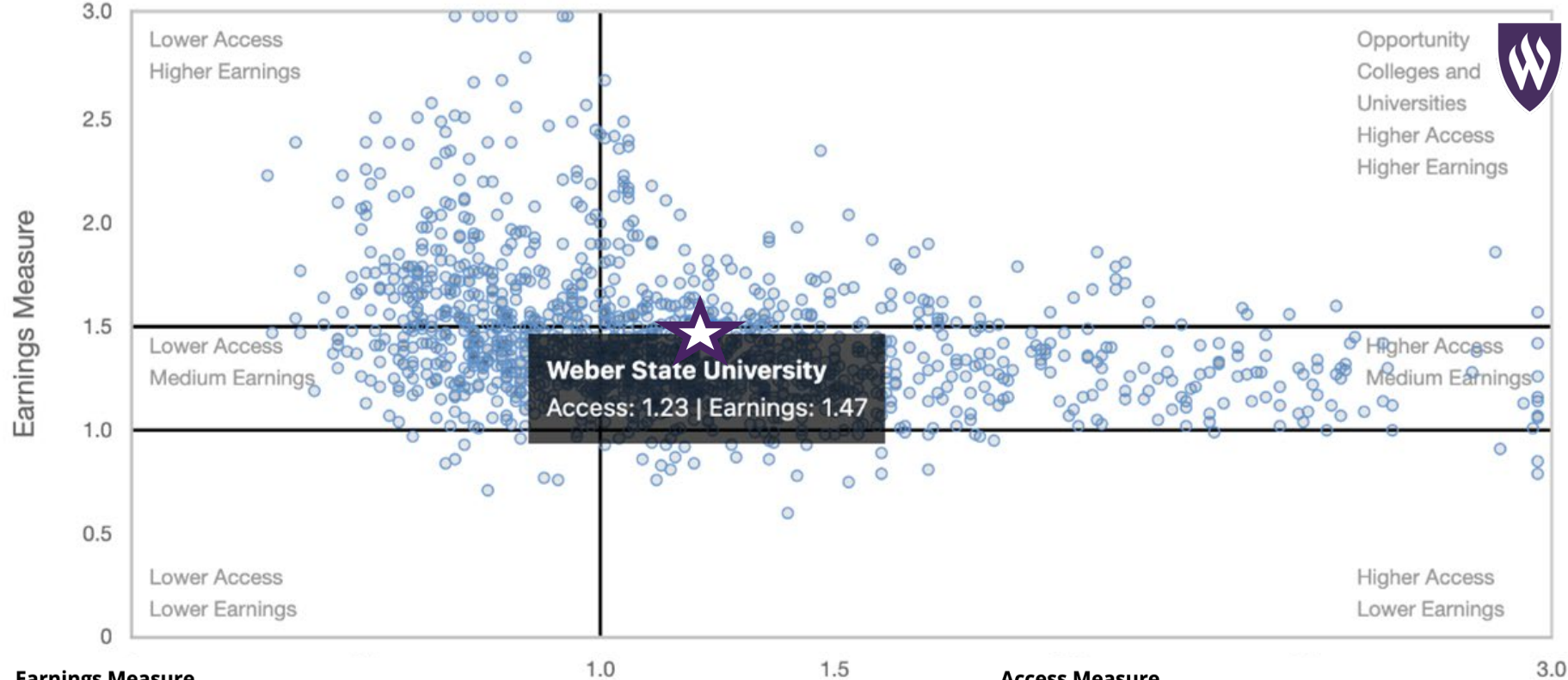
WEBER STATE
UNIVERSITY

*Strategic
Reinvestment
Plan*

*Higher Education
Appropriations
Subcommittee*

August 19, 2025

Photography by Benjamin Zack



Earnings Measure

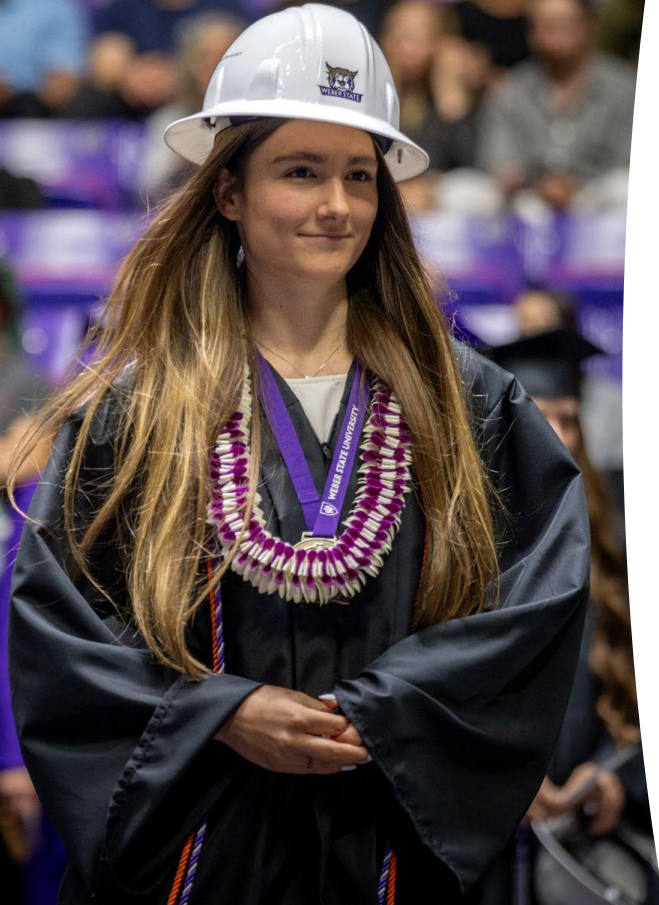
Undergraduate student earnings 8 years post-enrollment compared to a similar population in their area with a high school diploma or higher credential.

Access Measure

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

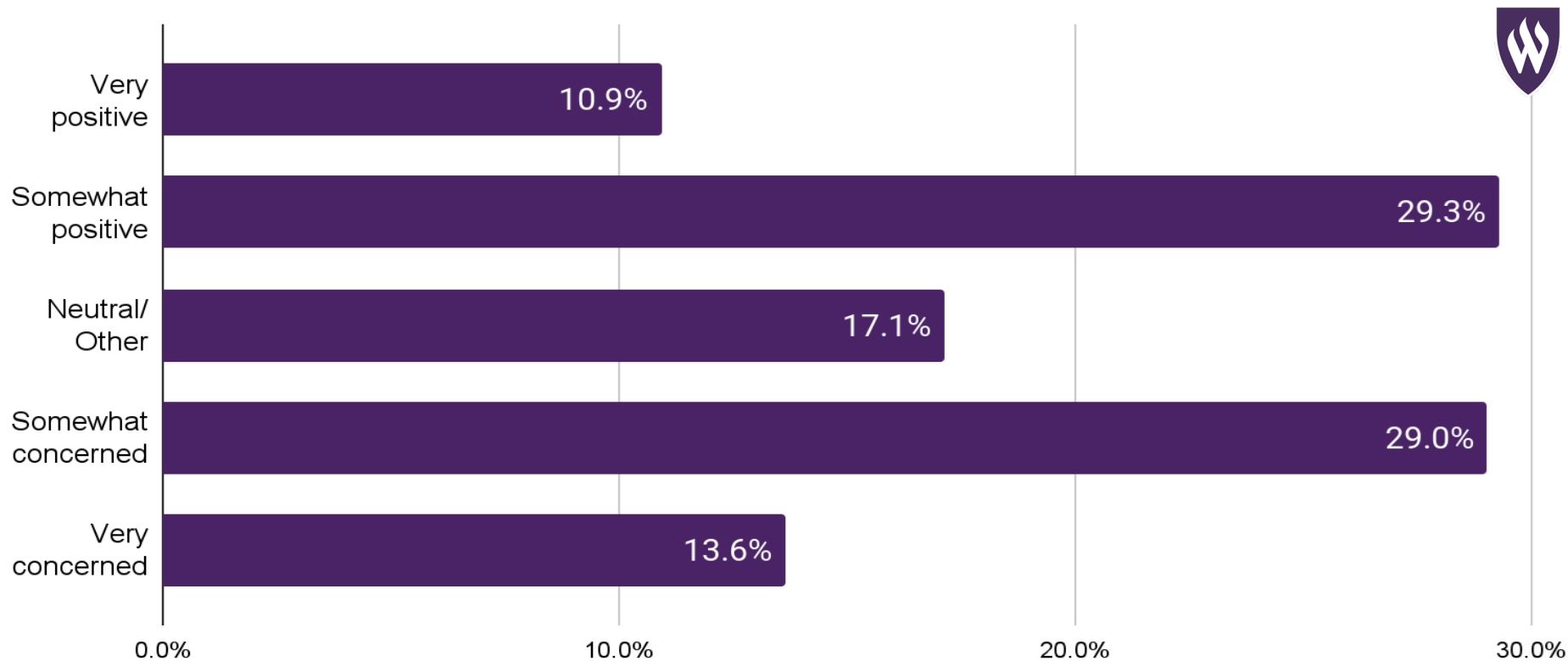
Carnegie Foundation/American Council on Education
Renewing the Social Contract for Higher Education

WSU HB 265 Process Across the University



- Oct. 15 to Aug. 18:six campus town halls to discuss what would become HB 265
- Jan. 23: Organized HB 265 Committee
- Mar. 13: Reorganized Moyes College of Education
- Mar. 14: Released program dashboard
- Mar. 27: Launched voluntary separation incentive for q3/q4 departments
- Mar. 27: Received USHE Guidance and dashboard
- Apr. 21: Shared disinvestments
- June-July: Reviewed reinvestment proposals
- Aug. 5: Shared reinvestments

Survey: Feelings about current direction of WSU



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



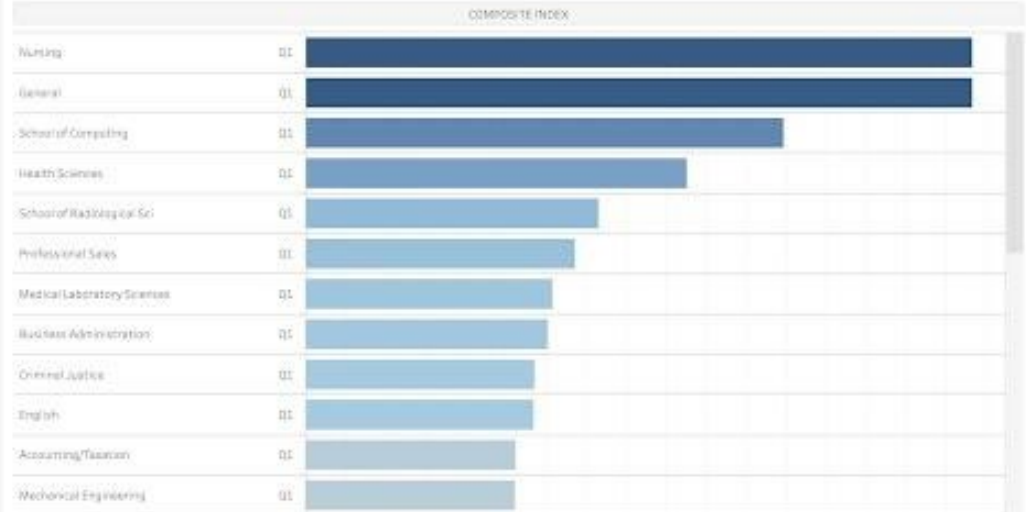
The elements in the composite index calculation are briefly outlined below:

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%	10%	33%	25%	10%	5%	5%



Factors Considered for Disinvestments



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

WSU Disinvestment Summary

Category	Amount
11 administrative positions	\$1,607,485
10 staff positions	\$868,063
28 faculty positions	\$3,841,509
West Center Lease	\$135,000
89 courses	\$285,423
TOTAL	\$6,737,480



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
- Combined the Elementary Education & Special Education Programs
- 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

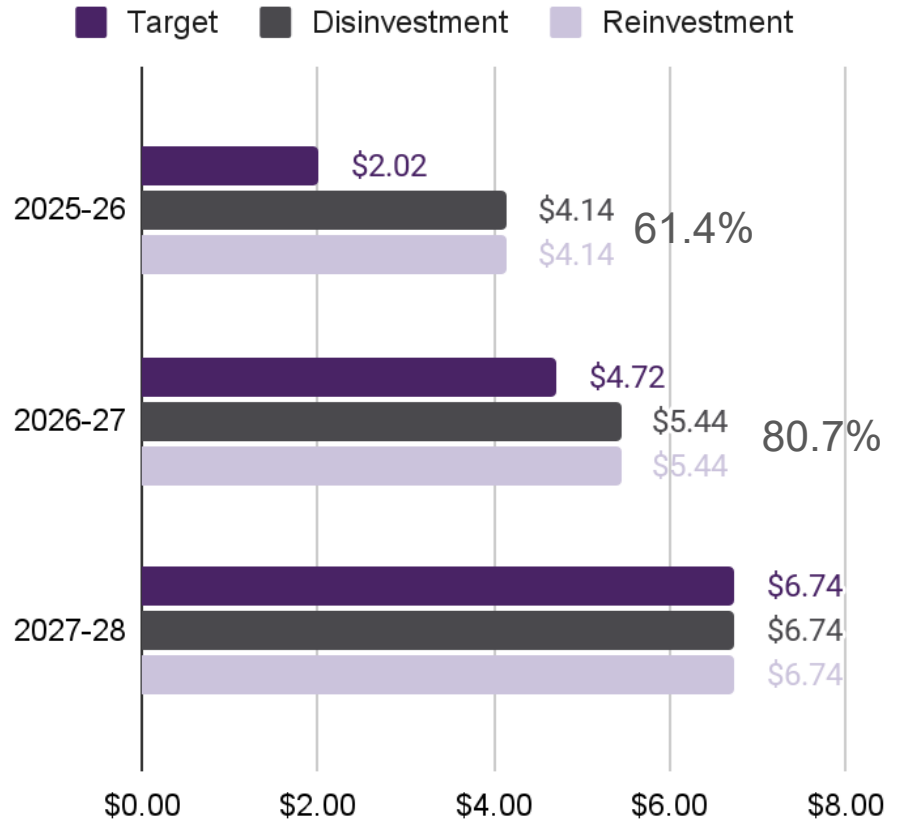


Faculty & Staff Reductions by College

- Arts & Humanities: *9 faculty*
- Business & Economics: *1 faculty*
- Engineering, Applied Science, & Technology: *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: *4 faculty, 1 staff, 1 associate dean*
- Social & Behavioral Sciences: *10 faculty*
- Stewart Library: *2 staff*
- Student Access & Success Division: *2 AVP lines, 2 staff*



Strategic Reinvestment Targets vs. Plan



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



Principles for Reinvestment

- **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



WSU Reallocation Requests

- 52 proposals for instructional reinvestment
- Did not consider:
 - Proposals associated with disinvested programs
 - One-time requests
 - Graduate programs (with exceptions for matching)
- Deans reviewed and prioritized
- Proposing 22 instructional and 4 non-instructional initiatives.



Proposed Reinvestments

Innovation, AI & Emerging Technologies	5 faculty	\$588,800
Health Professions & Behavioral Health	14 faculty	\$1,438,620
Energy, Aerospace, & Defense	5 faculty	\$675,000
Digital Economy, Social Media, & Forensics	5 faculty	\$569,840
Creative Industries & Digital Content	2 faculty	\$174,100
Course Fees Replacement		\$1,586,276
Academic Advising	11 staff	\$738,166
Recruitment/Enrollment		\$250,500
Classroom Technology		\$616,178
Open Education Resources/Collections		\$100,000



Disinvestment & Reinvestment by NACUBO Classification



	Disinvestment		Reinvestment	
Type	\$	%	\$	%
Instruction	\$4,545,170	67.5%	\$5,032,636	74.7%
Academic Support	\$1,279,694	19.0%	\$838,166	12.4%
Student Services	\$178,738	2.7%	\$250,500	3.7%
Institutional Support	\$733,878	10.9%	\$616,178	9.2%
TOTAL*	\$6,737,480	100%	\$6,737,480	100%

** Increased by \$73,522 to incorporate FY 26 incremental new funds associated with eliminated positions*



Questions?