



WEBER STATE
UNIVERSITY

*2025 Strategic
Reinvestment
Plan
Faculty-Staff
Town Hall
April 21, 2025*



Photography by Benjamin Zack

2025 Utah Legislature

HB 1, Higher Education Base Budget

- 10% of State Funding within “Instruction” at each degree-granting institution
- ☒ Put into a new line item at the Board titled “Strategic Reinvestment”
- ☒ Can be reallocated based on HB 265, Higher Education Strategic Reinvestment

Amounts

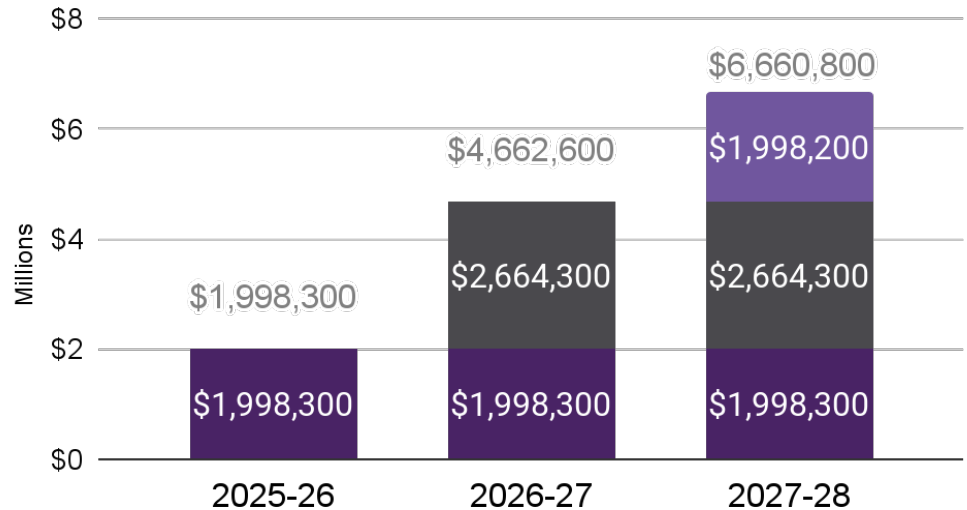
Institution	Amount
Salt Lake Community College	\$5,246,800
Snow College	\$1,678,700
Southern Utah University	\$3,176,000
University of Utah	\$19,585,200
Utah State University	\$12,645,300
Utah Tech University	\$2,555,100
Utah Valley University	\$8,904,800
Weber State University	\$6,660,800
<i>Total</i>	<i>\$60,452,700</i>

Strategic Reinvestment Plan Timeline



Timeline for Implementation

- Year 1: at least 30%
- ⊠ Year 2: at least 70%
- ⊠ Year 3: 100%



Strategic Reinvestment Plan Timeline

Timeline for Submission & Approvals

- May 9, 2025 - Preliminary Strategic Reinvestment Plan (SRP) to USHE
- ☒ May 23, 2025 - Final SRP to USHE
- ☒ June 6, 2025: Utah Board of Higher Education Approval
- ☒ August 19, 2025: Higher Education Appropriations Subcommittee Approval
- ☒ September 15, 2025: Executive Appropriations Committee Approval



WSU HB 265 Committee Charges

- Discuss criteria and identify potential cost savings in reallocating academic and student success programs to comply with legislation.
- ☒ Provide recommendations to gather input and communicate with university stakeholders (e.g., surveys, town halls).
- ☒ Propose measures to support faculty, staff, and students affected by reinvestment decisions, such as voluntary separation incentives, teachout, and reassignment opportunities.
- ☒ Recommend strategies for maintaining morale during and after the budget reallocation process.

WSU HB 265 Committee Membership

- Jennifer Anderson - FS Exec. Cte
- ☒ Kallie Bennett, Nonexempt
- ☒ Dustin Birch - EAST
- ☒ Darcy Carter - HP, Graduate Council
- ☒ Andrea Easter -Pilcher - Dean
- ☒ Jason Francis - FS Chair
- ☒ Marc Gangwer - SAC
- ☒ Azenett Garza - Faculty Fairness and Success Committee
- ☒ Becky Jo Gesteland - A&H
- ☒ Dustin Grote - Education
- ☒ Stephanie Hollist - Legal Counsel
- ☒ Brent Horn - Associate Dean
- ☒ Carrie Jeffrey - Curriculum Committee
- ☒ Brodee Kendrick - Student
- ☒ *Ravi Krovi - Provost
- ☒ Brad Mortensen - President
- ☒ Leah Murray - SBS
- ☒ Cora Neal - Science/GEIAC
- ☒ Gail Niklason - Inst. Effectiveness
- ☒ *Jessica Oyler - SAS
- ☒ Gavin Roberts - Bus. & Econ.
- ☒ Meagan Thunell - HR

* Co-chairs

WSU HB 265 Committee Survey Results

- 598 respondents (52% faculty, 42% staff, 3% administrator)
- ☒ Review/eliminate redundancy in courses: 80% support; 4% no preference
- ☒ Integrate course fees to the base budget: 59% support; 17% no preference
- ☒ Reduce admin. positions at VP, Dean, Assoc. Dean, etc.: 60% support; 10% no preference
- ☒ Limiting new campus initiatives: 60% support; 7% no preference
- ☒ Reduce/consolidate majors, tracks, or emphases with low enrollment: 51% support; 8% no preference
- ☒ Decrease low -enrolled courses: 55% support; 7% no preference
- ☒ Consolidate departments: 51% support; 8% no preference
- ☒ Reduce capacity of testing centers and shift to in -class assessments: 48% support; 12% no preference
- ☒ Centralize student support services (advising, tutoring, mentorship programs) instead of having separate areas in colleges: 52% support; 6% no preference
- ☒ Limit the number of electives to increase curricular efficiency: 45% support; 8% no preference
- ☒ Consolidate colleges to streamline operations: 37% support; 8% no preference

WSU Composite Dashboard Criteria

- Number of majors and graduates
- ☒ Estimated future demand (job openings in five years as a ratio to grads)
- ☒ Enrollment in courses including budget related, self -support and concurrent credit hours; enrollment is also broken down by within major and out of major credit hours offered
- ☒ Term -to -term persistence
- ☒ Percentage of students graduating within two years at 45 credit hours (associate degrees) and 90 credit hours (bachelor's degrees)
- ☒ Percentage attending graduate and professional school within two years
- ☒ Reported Department of Workforce Services median wage within one year and five years
- ☒ Student FTE by faculty FTE
- ☒ Cost per student FTE

Strategic Reinvestment Decision -making

- **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**

Criteria Considered in Initial Reallocations



- **WSU Composite Dashboard**
- ☒ **Dean & Department Chair Recommendations**
- ☒ **HB 265 Committee Deliberations**
- ☒ **Existing Program Review Data, Reports, and Recommendations**
- ☒ **USHE Program Outcomes Dashboard**

Our Process

- Feb 3: HB 265 Committee: First meeting, at least weekly & continuing
- ☒ Feb 12: Survey to gather input on criteria and identify areas of efficiency
- ☒ March 3: Survey to gather input on areas of efficiency identified in first survey, identify additional areas of cost savings/big ideas, & ways to support faculty and staff
- ☒ March 14: Composite dashboard shared
- ☒ March 27: Voluntary separation program launched at department level
- ☒ March 28: Deans shared draft proposal based on the composite dashboard with some adjustments
- ☒ April 2: Met with deans to review proposal
- ☒ April 9: Met with deans & provost's council to review draft plan; separately with VPs
- ☒ April 11: HB 265 Committee reviewed draft plan.
- ☒ April 16: Met with deans & separately with VPs to review draft plan

PPM 1-8: Strategic Reinvestment Plan

- **PPM 1-8** implements our university -wide Strategic Reinvestment Plan (SRP) as required by Utah Code § 53B-7-107
 - ☒ Allows for reduction and reinvestment in programs, courses, departments, colleges, and positions
 - ☒ Discusses potential of elimination or restructuring of academic and administrative units
 - ☒ Supersedes conflicting policies to enable implementation of the SRP
 - ☒ Although the policy was voted down by Faculty Senate, the Board of Trustees approved the following edit upon recommendation from the president:
 - ☒ Impacted individuals will have five working days upon notice to provide information regarding concerns, clarification of data, or other information to the cognizant vice president, which may be considered in the final decision -making.

SRP Summary



Type	Amount
Administrative Positions (11)	\$1,588,776
Staff Positions (10)	\$857,960
Salaried Faculty Lines (28)	\$3,796,799
Closing West Center	\$135,000
Course Eliminations (89)	\$285,423
TOTAL	\$6,663,958

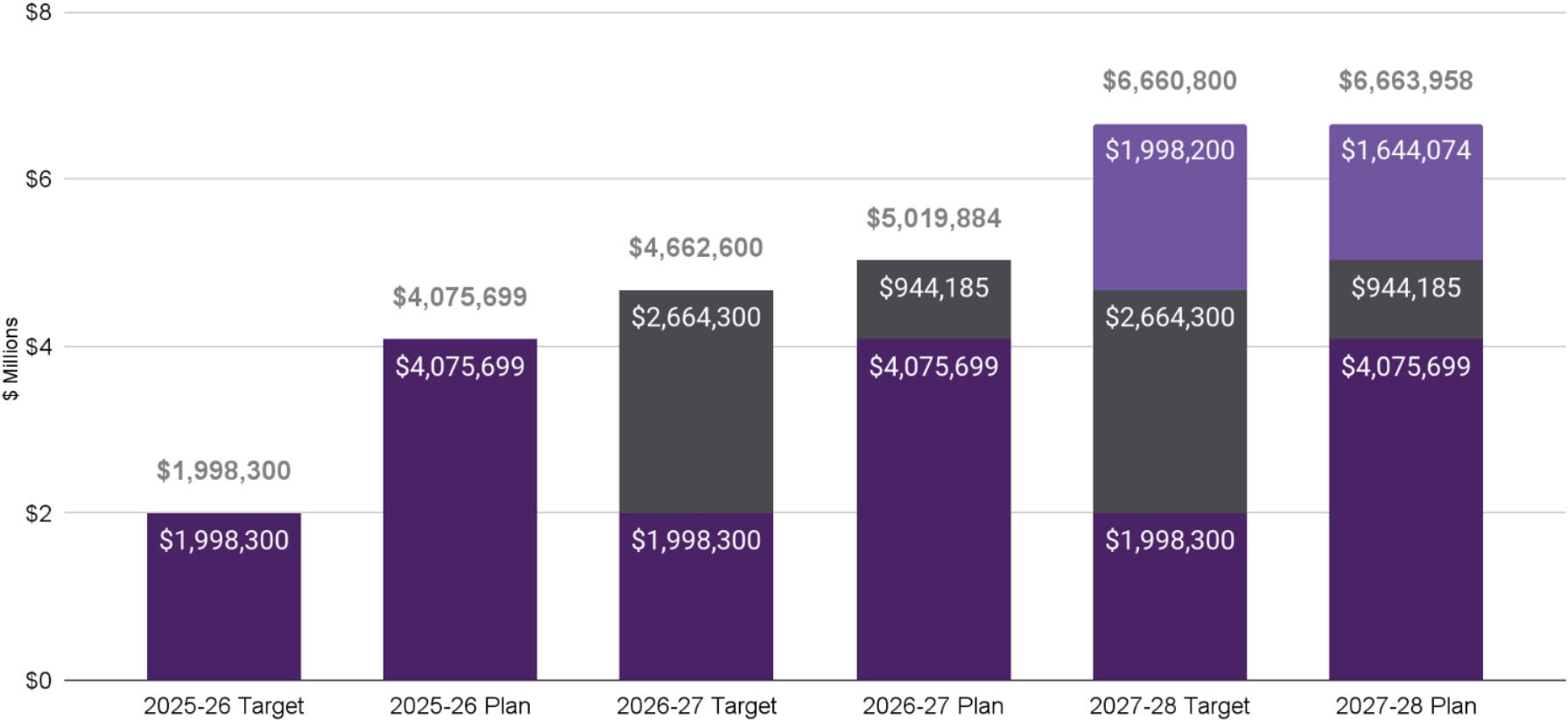
Total Reductions

Type	Student Access & Success	Academic Affairs
Base NACUBO Instructional Budget	\$4,712,412	\$108,784,762
Reductions	\$646,200	\$6,017,758
Reductions % of Base	13.7%	5.5%

*Reductions for the Strategic Reinvestment Plan were split between Academic Affairs and Student Access & Success, as that's where reallocations could occur. Administrative Services, University Advancement, and Information Technology absorbed the 2024 base budget cut proportionally as a tradeoff with no reallocations.



Cuts by Year Comparison



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 (names of specific positions forthcoming)

College -level

- ☒ Dean of the 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

Teach Out

- Institutional Effectiveness & Registrar's Office:
 - ☒ Contact departments with eliminated majors to develop teach out plan
 - ☒ Share a list of current students in the major
- ☒ Departments:
 - ☒ Offer courses in the major for at least two years
 - ☒ Identify closely related majors to which students could switch
 - ☒ Report annually on progress



Restructuring: Moyes College of Education

To the College of Social & Behavioral Sciences
(to be renamed College of Social Sciences &
Education)

- Moyes School of Education which includes:
 - ☒ Teacher Education
 - ☒ Child & Family Studies
 - ☒ Graduate Studies in Education
 - ☒ Melba S. Lehner Children's School
 - ☒ WSU Charter Academy
 - ☒ Care about Childcare (CAC)
 - ☒ Packer Center
 - ☒ Academic advisors associated with Teacher Education and Child & Family Studies
- ☒ College of Education Marketing & Outreach

To the Dumke College of Health Professions:

- ☒ Exercise & Nutrition Sciences (ENS)
- ☒ Health, Physical Education & Recreation (HPER)
- ☒ Academic advisors for HPER and ENS and College of Education retention advisor.

Facility management for the Stromberg Complex, Swenson Gym, Swenson Pool, and Wildcat Center:

- ☒ Transition to manager for event and sports facilities in Admin. Services.
- ☒ Classrooms and labs will continue to be managed by the academic departments
- ☒ Shared spaces will prioritize academic classes.

Restructuring: Vice Provost, High Impact Educational Experiences & Faculty Excellence, International & Graduate Studies

- High Impact Educational Experiences (including SPARC, OUR, Mentoring, Wildcat Advantage), Center for Excellence in Teaching & Learning (CETL) → Reporting to Vice Provost (Roy Kwon)
- ⊠ Community Engagement (including the Center for Community Engaged Learning [CCEL]) → Reporting to the Executive Director of Sponsored Projects and Technology Commercialization (James Taylor)
- ⊠ International Programs & Services → Reporting to the Interim Provost
- ⊠ Graduate Programs → Reporting to the Provost

Restructuring: Academic Support Centers & Nursing

- Academic Support Centers (e.g. Tutoring, Testing, Student Support Services) → Reporting to the Dean of the Stewart Library (Wendy Holliday)
- ☒ Annie Taylor Dee School of Nursing →
 - ☒ Establish a new Associate Dean position within the Dumke College of Health Professions, specifically focused on nursing
 - ☒ Restructure the Dee School of Nursing into three distinct departments that will continue to be known as the Dee School of Nursing:
 - ☒ Associate Degree Nursing
 - ☒ Bachelor's Degree Nursing
 - ☒ Graduate Nursing

Restructuring: Bachelors of Interdisciplinary Studies & Honors

● BIS & Honors →

- ☒ Reduce resources for Honors and Bachelor of Integrated Studies programs, including eliminating assistant director positions within the area and additional staff roles within this area
- ☒ Combine the first -year experience program and learning communities
- ☒ Honors, Bachelor of Interdisciplinary Studies, learning communities, and the Director of General Education will still exist in a streamlined form, reporting to Undergraduate Studies (Leigh Shaw)
- ☒ Work toward sunsetting the BIS program in its current form, aligning with the launch of the Bachelor of University Studies program

Additional Streamlining

- Create a task force to reduce redundancy in courses (e.g., statistics, research methods, ethics, and digital literacy)
- ☒ Explore options for removing barriers and streamlining online, evening, and satellite course offerings and distribution of instructional wage
- ☒ Open faculty lines revert to the Provost's Office in discussion with the deans at the beginning of each fiscal year
- ☒ Undergraduate courses must enroll at least ten students to run; graduate courses must have seven students enrolled

Reallocations

Additional funding to support:

- Systemwide cohesion (e.g., partnerships with technical colleges, transfer pathway development)
- ☒ Interdisciplinary collaborations in academic programs that respond to workforce and societal needs
- ☒ Development of sub 120 degree programs
- ☒ Development of new credentials or program expansion aligning with [Talent Ready Utah Occupational Priority List](#) or to grow targeted enrollment initiatives
- ☒ Innovative initiatives to enhance the academic experience
- ☒ Creating additional online pathways by increasing the number of courses available in a fully online format to ensure flexible degree completion options

Reallocations (continued)

- New Faculty and added capacity for high -yield programs
- ☒ Central support for upgraded classroom technology, hybrid learning infrastructure (with rotating replacement schedule), and campus technology coordinators
- ☒ Student affordability initiatives (e.g., eliminate course fees and shift funding to departmental base budgets; Open educational resources and library materials)
- ☒ Student success initiatives, including recruitment, retention, and completion support (e.g., academic advisors, first year initiatives)

What Will Our Plan Include

- Will complete USHE's Form B -6: FY 2026 Institutional Strategic Reinvestment Plan Detail, which includes:
 - ☒ Identified areas of reinvestment and disinvestment
 - ☒ Reallocated funding amounts and sources of funding
 - ☒ Report of how the institution will monitor budgets to ensure state appropriations or tuition revenues do not supplant reallocated funds & that reallocated areas receive intended funding
 - ☒ Report of our processes, data sources, evidence, and criteria used to determine our cuts and reallocations including factors specifically listed in HB 265 (i.e. 53B -7-107(3)(a)) as relevant

Moving Forward

- **HB 265 Committee will review and revise the composite dashboard and continue to address data concerns and improve data integrity for ongoing monitoring and assessment**
- ☒ **Curriculum Committee is revising the undergraduate program approval process**
- ☒ **Revise institutional program review processes based on the process currently being developed by the Utah System for Higher Education**
- ☒ **Refine the specifics of reallocation initiatives**

Communications & Presentations

- April 21, 2025: Town Hall Summary Email to Faculty & Staff
- ☒ April 21, 2025: Email to Students
 - ☒ April 22, 2025, 11:30 am: Donuts & Discussion
- ☒ April 22, 2025: Teach Out Plan Email
- ☒ June 6, 2025: Review & approval by Utah Board of Higher Education
- ☒ August 19, 2025: Review & approval by Higher Education Appropriations Subcommittee
- ☒ September 15, 2025: Review & approval by Executive Appropriations Committee

We will provide updates to campus as the plan goes through the review process.

Draft Strategic Reinvestment Plan Feedback



Please provide
feedback by
April 30, 2025:



VP Searches Tentative Finalist Dates

- Vice President of Administrative Services
 - ☒ On-Campus Interviews:
May 2, 9, 14 & 15
- ☒ Provost & Senior Vice President of Academic Affairs
 - ☒ On-Campus Interviews:
May 21, 23, 27 & 28



Announcements



- Auto -enrollment 2% supplemental retirement 403(b) program
 - ☒ All benefits -eligible employees (TIAA or URS)
 - ☒ More information in early May
 - ☒ Opt out June 1 -30.
- ☒ [FAQ on Flags](#)
- ☒ [FAQ on Land Acknowledgements](#)
- ☒ [Gen Ed Changes Website](#)
 - ☒ Students can change catalog year in the “Change My Major” app

Spring 2025 Commencement & Convocations

All events are held in the Stewart Stadium unless otherwise noted.

Friday, April 25

Honors Breakfast

7 - 8:30 a.m.

General Studies

9 - 10:30 a.m.

College of Social & Behavioral Sciences

11:30 a.m. - 1 p.m.

John B. Goddard School of Business & Economics

2 - 3:30 p.m.

College of Engineering, Applied Science & Technology

4:30 - 6 p.m.

Commencement (Guest Speaker Diane Morais)

7 p.m.

At commencement, honorary doctorates will be awarded to Jeff Flamm, Christine Ivory, Diane Morais and Reed Richards.

Saturday, April 26

Jerry & Vickie Moyes College of Education

8 - 9:30 a.m.

ROTC Commissioning

9:30 - 10:30 a.m.

Location TBD

College of Science

10:30 a.m. - noon

Bachelor of Interdisciplinary Studies

10 a.m. - noon

Shepherd Union

Telitha E. Lindquist College of Arts & Humanities

1 - 2:30 p.m.

Dr. Ezekiel R. Dumke College of Health Professions

3:30 - 5:30 p.m.

Thank you!

