



Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: March 13, 2024

Presidents Cabinet Review: March 12, 2024

Institution: University of Utah

Student Leadership Review: March 13, 2024

Trustees Approval: March 15, 2024

Prepared by: Sandy Hughes

Line Item	Current Year Tuition Budget
All	\$406,766,380

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer			
Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$4,969,500		1.22%
Benefits Related to Compensation Match (Health, Dental, etc.)	\$1,174,100		0.29%
Internal Service Funds	\$1,821,800		0.45%
Faculty promotion, equity, and retention	\$2,500,000		0.61%
Student Success	\$1,660,000		0.41%
Career Services	\$2,100,000		0.52%
Total	\$14,225,400	\$0	3.50%

Summary Description and Explanation:
We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships, financial aid, as well as the importance of completing the FAFSA. We are very appreciative of the legislative funding to help support a 3% salary increase for state-funded faculty and staff. It is especially critical due to the ongoing challenges brought on as the result of the pandemic and new challenges we are facing, such as inflation and a highly competitive job market that has forced salaries higher and made it challenging to hire or retain faculty and staff. The portion that needs to be funded from tuition will help us be competitive in hiring and retaining our biggest asset -- our employees.

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts			
No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:
Two consecutive years of no tuition increases will have a detrimental impact on student retention and completion as we would need to make some budget reductions to absorb our portion of the legislative match in order to cover compensation increases, address disparities in salary equity for faculty and staff, and to keep up with the rapidly rising costs of products and services due to inflation. We have not been able to keep up with the rapid inflation since coming out of the pandemic. It will make it extremely difficult for us to hire and retain key staff and faculty in this job market, especially considering our record-breaking enrollment numbers that have occurred year-over-year for the last 4 years.

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue			
Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$7,965,400		1.96%
			0.00%
			0.00%
Total	\$7,965,400	\$0	1.96%

Summary Description and Explanation:
This would cover the needed increase for salaries from the state legislature. However, it would not compensate the adjustments in equity needed to retain faculty and staff in this extremely competitive job market nor will it allow us to remain competitive in hiring faculty and staff especially as we try to keep up with our growth in enrollment. In addition, this would cover our portion of health and dental premiums and the internal service funds.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: All Line Items - Tuition Increase

Institution:
 Prepared by:
 Due Date: March 8, 2024
 Submission Date: March 8, 2024

Requested Amount: \$9,965,400

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.
 Facing unprecedented inflation, a previous tuition freeze, and reduced state funding, our institution must adjust tuition to sustain the high standards expected by our students and the Utah community as the state's flagship R1 research university. The competitive labor market necessitates increased salaries to retain and attract top faculty and staff, essential for maintaining our academic excellence. In addition, inflation has significantly raised the costs of utilities, construction, technology, and other essential resources. There is a critical link between competitive compensation, operational costs, and the quality of education and research. This tuition adjustment is a strategic measure to ensure our commitment to providing an exceptional education and research environment continues unabated, balancing economic realities with our mission of excellence and accessibility.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition
 See explanation above. We have reviewed all various funding sources including state appropriations, fees, grants & contracts, returned overhead, gifts, and other restricted fund types. Raising tuition is last on our desired revenue source and a decision we do not take lightly considering the financial impact to our students. When we determine another resource is not an option it is a result of the funding conditions or restrictions (e.g., fees, grants, and gifts) or the funds being fully utilized and allocated to support instruction, research, or patient care.

3) How will this request to increase tuition affect affordability for Utah students in the service region?
 We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships and financial aid, as well as the importance of completing the FAFSA.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?
 We understand that any increase can particularly impact our underserved students. We continue to ensure that all students understand what options are available for scholarships and financial aid, as well as the importance of completing the FAFSA.

4) Provide details on the Budget:

a. Detail of projected expenditures			
		Compensation	FTE
i.	Faculty	\$0	
ii.	Staff	\$1,700,000	25
iii.	Operating Expenses	\$400,000	
	Total:	2,100,000	25
b. Current budget (existing programs or departments only)			\$2,500,000
c. Describe the estimated budget for the request including specific program costs and expected expenditures			
Career Services expansion will support job placement for all students. Dedicated career coaches will assist with career development including internships, volunteering, interview practice sessions, a professional career closet to borrow clothes for interviews and career research. These coaches focus on building pipelines between employers and student candidates to increase placements.			
d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.			
The University is participating in significant change management and operational excellence planning with outside consultants to identify, evaluate, and launch new strategies to increase efficiency, catalyze new revenue, and increase alignment across programs and processes across campus.			

5) Describe the impact to the institution if this request is not approved.
 If a tuition increase is not approved, we face significant challenges, including strained financial resources and compromised educational quality. Without the flexibility to adjust tuition, we may have to cut back on essential services and student aid. These measures could directly impact our ability to attract and retain top faculty and staff, undermining the educational experience and support we provide to our students. The long-term effects may include decreased student enrollment, retention, and completion rates, potentially affecting our reputation and ability to fulfill our mission. This will hinder our capacity to maintain the excellence and accessibility of our educational programs in the face of rising costs and fiscal pressures.

6) How would the institution handle a tuition freeze, when considering compensation and mandatory matches (degree-granting only)
 In the absence of a mandatory match requirement, we would fully utilize state legislature funding to cover our obligations. However, faced with a mandatory match, our options may involve a hiring freeze for state-funded positions, careful adjustment of high-demand program and course offerings, scaled-back services, and thoughtfully restructuring institutional aid awarded to our students. Our priority is to mitigate the impact on student retention and completion, despite the challenges these financial measures may pose to student persistence and success. We are committed to navigating these adjustments with a focus on maintaining educational quality and supporting our students, ensuring our institution's financial resilience while upholding our educational mission.

Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: March 13, 2024

Presidents Cabinet Review: March 12, 2024

Institution: University of Utah

Student Leadership Review: March 13, 2024

Trustees Approval: March 15, 2024

Prepared by:

Jason Atuaia

Line Item

Current Year Tuition Budget

Education & General

\$360,508,000

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$4,404,359		1.22%
Benefits Related to Compensation Match (Health, Dental, etc.)	\$1,174,100		0.33%
Internal Service Funds	\$1,821,800		0.51%
Faculty promotion, equity, and retention	\$2,500,000		0.69%
Student Success	\$1,660,000		0.46%
Career Services	\$2,100,000		0.58%
Total	\$13,660,259	\$0	3.79%

Summary Description and Explanation:

We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships, financial aid as well as the importance of completing the FAFSA. We are very appreciative of the Legislative funding to help support a 3% salary increase for state-funded faculty and staff. It is especially critical due to the ongoing challenges brought on as the result of the pandemic and new challenges we are facing such as inflation and a highly competitive job market that has forced salaries higher and made it challenging to hire or retain faculty and staff. The portion that needs to be funded from tuition will help us be competitive in hiring and retaining our biggest asset -- our employees.

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts

No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:

Two consecutive years of no tuition increases will have a detrimental impact on student retention and completion as we would need to make some budget reductions to absorb our portion of the legislative match in order to cover compensation increases, address disparities in salary equity for faculty and staff, and to keep up with the rapidly rising costs of products and services due to inflation. We have not been able to keep up with the rapid inflation since coming out of the pandemic. It will make it extremely difficult for us to hire and retain key staff and faculty in this job market, especially considering our record-breaking enrollment numbers that have occurred year-over-year for the last 4 years.

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$7,400,259		2.05%
			0.00%
			0.00%
Total	\$7,400,259	\$0	2.05%

Summary Description and Explanation:

This would cover the needed increase for salaries from the state legislature. However, it would not compensate the adjustments in equity needed to retain faculty and staff in this extremely competitive job market nor will it allow us to remain competitive in hiring faculty and staff especially as we try to keep up with our growth in enrollment. In addition, this would cover our portion of health and dental premiums and the internal service funds.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: Education & General - Faculty Promotion & Retention

Institution:

Prepared by:

Due Date: March 8, 2024

Submission Date: March 8, 2024

Requested Amount: \$2,500,000

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

Our faculty are critical to providing instruction and mentoring to our students; leading research, discovery, and creativity; and excelling in providing and training on patient care. The highly competitive labor market has made it extremely difficult to retain our faculty and staff. Covering our costs for faculty promotion and retention are crucial in ensuring we can continue to maintain and pursue excellence.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition

See explanation above. We have reviewed all various funding sources including state appropriations, fees, grants & contracts, returned overhead, gifts, and other restricted fund types. Raising tuition is last on our desired revenue source and a decision we do not take likely considering the financial impact to our students. When we determine another resource is not an option it is a result of the funding conditions or restrictions (e.g., fees, grants, and gifts) or the funds being fully utilized and allocated to support instruction, research, or patient care.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships and financial aid, as well as the importance of completing the FAFSA.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

We understand that any increase can particularly impact our underserved students. We continue to ensure that all students understand what options are available for scholarships and financial aid as well as the importance of completing the FAFSA.

4) Provide details on the Budget:

a. Detail of projected expenditures

		Compensation	FTE
i.	Faculty	\$1,750,000	100
ii.	Staff	\$500,000	10
iii.	Operating Expenses	\$250,000	
	Total:	2,500,000	110

b. Current budget (existing programs or departments only)

varies across departments

c. Describe the estimated budget for the request including specific program costs and expected expenditures

Faculty only receive two promotions in their tenured career; from assistant professor to associate and then from associate to full professor. We currently fund \$10,000 for that promotion effort. Additionally, the competitive labor market and high cost of living in Salt Lake City has made our retention efforts very challenging. Competitive retention packages are costly and may include salary increases, staff support, and/or non-personnel support (e.g., lab equipment). Retention of our most productive faculty is essential to our success.

d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.

The University is participating in significant change management and operational excellence planning with outside consultants to identify, evaluate, and launch new strategies to increase efficiency, catalyze new revenue, and increase alignment across programs and processes across campus. Augmenting funding for retention continues to be our reality. Highly productive faculty who teach, do research, and engage in our community assist in generating tuition, grants/returned overhead, and donations.

5) Describe the impact to the institution if this request is not approved.

If a tuition increase is not approved, we face significant challenges, including strained financial resources and compromised educational quality. Without the flexibility to adjust tuition, we may have to cut back on essential services and student aid. These measures could directly impact our ability to attract and retain top faculty and staff, undermining the educational experience and support we provide to our students. The long-term effects may include decreased student enrollment, retention, and completion rates, potentially affecting our reputation and ability to fulfill our mission. This will hinder our capacity to maintain the excellence and accessibility of our educational programs in the face of rising costs and fiscal pressures.

6) How would the institution handle a tuition freeze, when considering compensation and mandatory matches (degree-granting only)

In the absence of a mandatory match requirement, we would fully utilize state legislature funding to cover our obligations. However, faced with a mandatory match, our options may involve a hiring freeze for state-funded positions, careful adjustment of high-demand program and course offerings, scaled-back services, and thoughtfully restructuring institutional aid awarded to our students. Our priority is to mitigate the impact on student retention and completion, despite the challenges these financial measures may pose to student persistence and success. We are committed to navigating these adjustments with a focus on maintaining educational quality and supporting our students, ensuring our institution's financial resilience while upholding our educational mission.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: Education & General - Student Success Program Fee

Institution:

Prepared by:

Due Date: March 8, 2024

Submission Date: March 8, 2024

Requested Amount: \$1,660,000

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

This is not an increase in total cost. In the spirit of UBHE's tuition setting guidelines and an audit from the Office of the State Auditor, we constantly review fees that should be in tuition. The student success program fee currently supports a portion of our costs for advisors. We are moving this fee into tuition.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition

See explanation above. This is not a total increase in cost. The cost will remain the same. We are moving the fee into tuition.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

No change in total cost. Moving the fee into tuition.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

No change in total cost. Moving the fee into tuition.

4) Provide details on the Budget:

a. Detail of projected expenditures

	Compensation	FTE
i. Faculty		
ii. Staff	\$1,660,000	28
iii. Operating Expenses		
Total:	1,660,000	28

b. Current budget (existing programs or departments only)

varies across departments

c. Describe the estimated budget for the request including specific program costs and expected expenditures

Academic advising staff to support student retention and completion.

d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.

We currently augment with tuition already.

5) Describe the impact to the institution if this request is not approved.

This is not an increase. We are moving the fee into tuition. We will lose the source of funding we have been using to support academic advisors, who are a critical resource for student success.

6) How would the institution handle a tuition freeze, when considering compensation and mandatory matches (degree-granting only)

In the absence of a mandatory match requirement, we would fully utilize state legislature funding to cover our obligations. However, faced with a mandatory match, our options may involve a hiring freeze for state-funded positions, careful adjustment of high-demand program and course offerings, scaled-back services, and thoughtfully restructuring institutional aid awarded to our students. Our priority is to mitigate the impact on student retention and completion, despite the challenges these financial measures may pose to student persistence and success. We are committed to navigating these adjustments with a focus on maintaining educational quality and supporting our students, ensuring our institution's financial resilience while upholding our educational mission.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: Education & General - Student Success Career Services

Institution:

Prepared by:

Due Date: March 8, 2024

Submission Date: March 8, 2024

Requested Amount: \$2,100,000

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

Career services are crucial in contributing to the holistic development of our students and serving our local community. They play a pivotal role in preparing students for the workforce, bridging their educational experience into the professional realm, supporting economic development, promoting access to underserved students, strengthening our national reputation and alumni networks, and meeting the expectations of our State Legislature, students, and their families.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition

See explanation above. We have reviewed all various funding sources including state appropriations, fees, grants & contracts, returned overhead, gifts, and other restricted fund types. Raising tuition is last on our desired revenue source and a decision we do not take lightly considering the financial impact to our students. When we determine another resource is not an option it is a result of the funding conditions or restrictions (e.g., fees, grants, and gifts) or the funds being fully utilized and allocated to support instruction, research, or patient care.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships and financial aid, as well as the importance of completing the FAFSA.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

We understand that any increase can particularly impact our underserved students. We continue to ensure that all students understand what options are available for scholarships and financial aid as well as the importance of completing the FAFSA.

4) Provide details on the Budget:

a. Detail of projected expenditures

		Compensation	FTE
i.	Faculty		
ii.	Staff	\$1,700,000	25
iii.	Operating Expenses	\$400,000	
	Total:	2,100,000	25

b. Current budget (existing programs or departments only)

\$2,500,000

c. Describe the estimated budget for the request including specific program costs and expected expenditures

Career Services expansion will support job placement for all students. Our enrollment growth and completions have substantially outpaced our staffing levels. Inflation and the competitive job market has made it extremely difficult to recruit and retain staff. Dedicated career coaches will assist with career development including internships, volunteering, interview practice sessions, a professional career closet to borrow clothes for interviews and career research. These coaches focus on building pipelines between employers and student candidates to increase placements.

d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.

The University is participating in significant change management and operational excellence planning with outside consultants to identify, evaluate, and launch new strategies to increase efficiency, catalyze new revenue, and increase alignment across programs and processes across campus. Recently, we created a single shared service career services to support all of the colleges.

5) Describe the impact to the institution if this request is not approved.

If a tuition increase is not approved, we face significant challenges, including strained financial resources and compromised educational quality. Without the flexibility to adjust tuition, we may have to cut back on essential services and student aid. These measures could directly impact our ability to attract and retain top faculty and staff, undermining the educational experience and support we provide to our students. The long-term effects may include decreased student enrollment, retention, and completion rates, potentially affecting our reputation and ability to fulfill our mission. This will hinder our capacity to maintain the excellence and accessibility of our educational programs in the face of rising costs and fiscal pressures.

6) How would the institution handle a tuition freeze, when considering compensation and mandatory matches (degree-granting only)

In the absence of a mandatory match requirement, we would fully utilize state legislature funding to cover our obligations. However, faced with a mandatory match, our options may involve a hiring freeze for state-funded positions, careful adjustment of high-demand program and course offerings, scaled-back services, and thoughtfully restructuring institutional aid awarded to our students. Our priority is to mitigate the impact on student retention and completion, despite the challenges these financial measures may pose to student persistence and success. We are committed to navigating these adjustments with a focus on maintaining educational quality and supporting our students, ensuring our institution's financial resilience while upholding our educational mission.

Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: March 13, 2024

Presidents Cabinet Review: March 12, 2024

Institution: University of Utah

Student Leadership Review: March 13, 2024

Trustees Approval: March 15, 2024

Prepared by:

Sandy Hughes

Line Item

Current Year Tuition Budget

\$33,932,205

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$414,551		1.22%
			0.00%
			0.00%
			0.00%
			0.00%
			0.00%
Total	\$414,551	\$0	1.22%

Summary Description and Explanation:

We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships, financial aid as well as the importance of completing the FAFSA. We are very appreciative of the Legislative funding to help support a 3% salary increase for state-funded faculty and staff. It is especially critical due to the ongoing challenges brought on as the result of the pandemic and new challenges we are facing such as inflation and a highly competitive job market that has forced salaries higher and made it challenging to hire or retain faculty and staff. The portion that needs to be funded from tuition will help us be competitive in hiring and retaining our biggest asset -- our employees.

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts

No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:

Two consecutive years of no tuition increases will have a detrimental impact on student retention and completion as we would need to make some budget reductions to absorb our portion of the legislative match in order to cover compensation increases, address disparities in salary equity for faculty and staff, and to keep up with the rapidly rising costs of products and services due to inflation. We have not been able to keep up with the rapid inflation since coming out of the pandemic. It will make it extremely difficult for us to hire and retain key staff and faculty in this job market, especially considering our record-breaking enrollment numbers that have occurred year-over-year for the last 4 years.

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$414,551		1.22%
			0.00%
			0.00%
Total	\$414,551	\$0	1.22%

Summary Description and Explanation:

This would cover the needed increase for salaries from the state legislature. However, it would not compensate the adjustments in equity needed to retain faculty and staff in this extremely competitive job market nor will it allow us to remain competitive in hiring faculty and staff especially as we try to keep up with our growth in enrollment. In addition, this would cover our portion of health and dental premiums and the internal service funds.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: School of Medicine - Tuition Proposal

Institution: [Redacted]
Prepared by: [Redacted]
Due Date: March 8, 2024
Submission Date: March 8, 2024

Requested Amount: \$414,551

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.
Rapid inflation, a tuition freeze last year, and cuts to our on-going state appropriation have resulted in the need for us to increase tuition in order to maintain the level of service expected from our students as the state of Utah's flagship and premier research, R1, public institution of higher education. The extremely competitive labor market has led to substantial flight risks in our key faculty and staff. Turnover is costly and strains existing employees. We have had to increase our salary levels to recruit new faculty and staff and to retain existing employees as well. In addition, rapid inflation has increased costs across all procured products and services: utilities, construction, hardware, software, travel, equipment, supplies, etc.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition
See explanation above. We have reviewed all various funding sources including state appropriations, fees, grants & contracts, returned overhead, gifts, and other restricted fund types. Raising tuition is our last resort and a decision we do not take likely considering the financial impact to our students. When we determine another resource is not an option it is a result of the funding conditions or restrictions (e.g., fees, grants, and gifts) or the funds have been fully budgeted and allocated to support our other missions, such as research or patient care.

3) How will this request to increase tuition affect affordability for Utah students in the service region?
We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships, financial aid as well as the importance of completing the FAFSA.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?
We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships, financial aid as well as the importance of completing the FAFSA.

4) Provide details on the Budget:

a.	Detail of projected expenditures		Compensation	FTE
i.	Faculty			
ii.	Staff			
iii.	Operating Expenses			
	Total:		-	-
b.	Current budget (existing programs or departments only)			
c.	Describe the estimated budget for the request including specific program costs and expected expenditures			
d.	Describe existing resources and internal efficiencies that will be utilized to augment this funding.			

The University is participating in significant change management and operational excellence planning with outside consultants to identify, evaluate, and launch new strategies to increase efficiency, catalyze new revenue, and increase alignment across programs and processes across campus.

5) Describe the impact to the institution if this request is not approved.
If this funding is not approved, we will be required to reduce the budget and related services in other areas. Ongoing, this could reduce the number of faculty and have an impact on our ability to teach, do research, and fulfill service commitments with the same high-level quality.

6) How would the institution handle a tuition freeze, when considering compensation and mandatory matches (degree-granting only)
If there was not a mandatory match, we would absorb our portion of the match with the funding passed by the state legislature. With a mandatory match, we would use a combination of approaches including implementing a hire freeze on all state funded positions, right-size program and course offerings even if they are in high demand, and reduce services. When possible we will attempt to mitigate the impact to student retention and completion, but many of our available options correlate to student persistence and success.

Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: March 13, 2024

Presidents Cabinet Review: March 12, 2024

Institution: University of Utah

Student Leadership Review: March 13, 2024

Trustees Approval: March 15, 2024

Prepared by:

Sandy Hughes

Line Item

Current Year Tuition Budget

School of Dentistry

\$12,326,175

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$150,591		1.22%
			0.00%
			0.00%
			0.00%
			0.00%
			0.00%
Total	\$150,591	\$0	1.22%

Summary Description and Explanation:

We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships, financial aid as well as the importance of completing the FAFSA. We are very appreciative of the Legislative funding to help support a 3% salary increase for state-funded faculty and staff. It is especially critical due to the ongoing challenges brought on as the result of the pandemic and new challenges we are facing such as inflation and a highly competitive job market that has forced salaries higher and made it challenging to hire or retain faculty and staff. The portion that needs to be funded from tuition will help us be competitive in hiring and retaining our biggest asset -- our employees.

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts

No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:

Two consecutive years of no tuition increases will have a detrimental impact on student retention and completion as we would need to make some budget reductions to absorb our portion of the legislative match in order to cover compensation increases, address disparities in salary equity for faculty and staff, and to keep up with the rapidly rising costs of products and services due to inflation. We have not been able to keep up with the rapid inflation since coming out of the pandemic. It will make it extremely difficult for us to hire and retain key staff and faculty in this job market, especially considering our record-breaking enrollment numbers that have occurred year-over-year for the last 4 years.

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$150,591		1.22%
			0.00%
			0.00%
Total	\$150,591	\$0	1.22%

Summary Description and Explanation:

This would cover the needed increase for salaries from the state legislature. However, it would not compensate the adjustments in equity needed to retain faculty and staff in this extremely competitive job market nor will it allow us to remain competitive in hiring faculty and staff especially as we try to keep up with our growth in enrollment. In addition, this would cover our portion of health and dental premiums and the internal service funds.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: School of Dentistry - Tuition Proposal

Institution: [Redacted]
Prepared by: [Redacted]
Due Date: March 8, 2024
Submission Date: March 8, 2024

Requested Amount: \$150,591

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.
Rapid inflation, a tuition freeze last year, and cuts to our on-going state appropriation have resulted in the need for us to increase tuition in order to maintain the level of service expected from our students as the state of Utah's flagship and premier research, R1, public institution of higher education. The extremely competitive labor market has led to substantial flight risks in our key faculty and staff. Turnover is costly and strains existing employees. We have had to increase our salary levels to recruit new faculty and staff and to retain existing employees as well. In addition, rapid inflation has increased costs across all procured products and services: utilities, construction, hardware, software, travel, equipment, supplies, etc.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition
See explanation above. We have reviewed all various funding sources including state appropriations, fees, grants & contracts, returned overhead, gifts, and other restricted fund types. Raising tuition is our last resort and a decision we do not take likely considering the financial impact to our students. When we determine another resource is not an option it is a result of the funding conditions or restrictions (e.g., fees, grants, and gifts) or the funds have been fully budgeted and allocated to support our other missions, such as research or patient care.

3) How will this request to increase tuition affect affordability for Utah students in the service region?
We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships, financial aid as well as the importance of completing the FAFSA.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?
We understand that any increase can have an impact on individual students. We continue to ensure that students understand what options are available for scholarships, financial aid as well as the importance of completing the FAFSA.

4) Provide details on the Budget:

a.	Detail of projected expenditures		
		Compensation	FTE
i.	Faculty	[Redacted]	[Redacted]
ii.	Staff	[Redacted]	[Redacted]
iii.	Operating Expenses	\$150,591	[Redacted]
	Total:	150,591	-

b. Current budget (existing programs or departments only) [Redacted]

c. Describe the estimated budget for the request including specific program costs and expected expenditures
Facing unprecedented inflation, a previous tuition freeze, and reduced state funding, our institution must adjust tuition to sustain the high standards expected by our students and the Utah community as the state's flagship R1 research university. The competitive labor market necessitates increased salaries to retain and attract top faculty and staff, essential for maintaining our academic excellence. In addition, inflation has significantly raised the costs of utilities, construction, technology, and other essential resources. There is a critical link between competitive compensation, operational costs, and the quality of education and research. This tuition adjustment is a strategic measure to ensure our commitment to providing an exceptional education and research environment continues unabated, balancing

d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.
The University is participating in significant change management and operational excellence planning with outside consultants to identify, evaluate, and launch new strategies to increase efficiency, catalyze new revenue, and increase alignment across programs and processes across campus.

5) Describe the impact to the institution if this request is not approved.
If this funding is not approved, we will be required to reduce the budget and related services in other areas. Ongoing, this could reduce the number of faculty and have an impact on our ability to teach, do research, and fulfill service commitments with the same high-level quality.

6) How would the institution handle a tuition freeze, when considering compensation and mandatory matches (degree-granting only)
If there was not a mandatory match, we would absorb our portion of the match with the funding passed by the state legislature. With a mandatory match, we would use a combination of approaches including implementing a hire freeze on all state funded positions, right-size program and course offerings even if they are in high demand, and reduce services. When possible we will attempt to mitigate the impact to student retention and completion, but many of our available options correlate to student persistence and success.

Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: March 5, 2024

Presidents Cabinet Review: March 6, 2024

Institution: Utah State University

Student Leadership Review: February 13, 2024

Trustees Approval: March 8, 2024

Prepared by: WJP

Submission Date: March 8, 2024

Line Item

Current Year Tuition Budget

E&G (now includes all Statewide)

\$134,620,000

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$3,049,600	\$167	2.27%
Promotion & Tenure	\$1,184,200	\$65	0.88%
Maintain scholarship support	\$350,000	\$19	0.26%
Total	\$4,583,800	\$252	3.40%

Summary Description and Explanation:

The only increases are those related to legislative match requirements for compensation and Internal Service Fund adjustments, promotion and tenure increases, and an adjustment to the scholarship budget.

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts

No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:

Not considered at this time.

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$3,049,600	\$167	2.27%
Total	\$3,049,600	\$167	2.27%

Summary Description and Explanation:

Not funding compensation or tenure & promotion will result in USU experiencing a considerable recruiting and retention disadvantage.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: Promotion & Tenure

Institution: Utah State University
 Prepared by: WJP
 Due Date: March 8, 2024
 Submission Date: March 8, 2024

Requested Amount: 0.88%

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

Decisions to promote faculty members and award tenure are among the most important made by the university, for they determine the quality of faculty for decades to come. University policy is followed to ensure protection of faculty rights and the university during the promotion and tenure process. It is the policy of the University to reward outstanding performance of tenure-eligible faculty members by tenure and/or promotion.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than

USU is a land-grant, research university. Faculty only have two opportunities for increases. The P&T process not only encourages faculty scholarship, it gives faculty financial recognition for the outstanding service they provide to the state. The University's mission statement affirms that it is committed to "excellence," and ensuring that the university retains a quality faculty is fundamental to that mission.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

Employing a quality faculty is integral to all student outcomes. Recruitment, retention, completion, placement, etc., all are positively impacted by the quality of faculty the university employs.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

USU continues to identify programs and resources for these students. The impact of this increase will be minimal. □

4) Provide details on the Budget:

a. Detail of projected expenditures		Compensation	FTE
i.	Faculty	\$1,184,200	0
ii.	Staff		0
iii.	Operating Expenses		
	Total:	1,184,200	-
b.	Current budget (existing programs or departments only)		N/A
c. Describe the estimated budget for the request including specific program costs and expected expenditures			
See above			
d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.			
See above			

5) Describe the impact to the institution if this request is not approved.

The university will have a very difficult time attracting and retaining a quality faculty if it does not have a sustained promotion and tenure funding model.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Institution:	Utah State University
Prepared by:	WJP
Due Date:	March 8, 2024
Submission Date:	March 8, 2024

Title: Maintain scholarship support
I

Requested Amount: 0.26%

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

This funding will allow the institution to maintain the number of scholarships awarded directly and entirely to students.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than

These institutional scholarships will be awarded to academically promising students. The funds will help students obtain access to higher education when they otherwise might not have had the opportunity because of financial constraints.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

Many students across the state face financial obstacles when pursuing higher education opportunities. Scholarship aid provides students with affordable access to USU's programs.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

USU continues to identify programs and resources for these students. The impact of this increase will be minimal. □

4) Provide details on the Budget:

a.	Detail of projected expenditures		
		Compensation	FTE
i.	Faculty		0
ii.	Staff		0
iii.	Operating Expenses	\$350,000	
	Total:	350,000	-
b.	Current budget (existing programs or departments only)		
c.	Describe the estimated budget for the request including specific program costs and expected expenditures		
	See above		
d.	Describe existing resources and internal efficiencies that will be utilized to augment this funding.		

5) Describe the impact to the institution if this request is not approved.

The request is scalable, in that every dollar the university receives will go directly to students. The more funding that is provided, the more students the university can assist.

Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: February 26, 2024

Presidents Cabinet Review: February 28, 2024

Institution: Weber State University

Student Leadership Review: February 26, 2024

Trustees Approval: March 19, 2024

Prepared by: Chaz Steimel

Line Item	Current Year Tuition Budget
Education & General	\$82,081,814

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$1,587,500	\$84	1.93%
Additional Increase to cover institutional mandatory expenses	\$669,750	\$37	0.82%
			0.00%
			0.00%
			0.00%
			0.00%
Total	\$2,257,250	\$121	2.75%

Summary Description and Explanation:

WSU made significant efforts through reallocation, cost savings, and efficiency (including reallocating a total over \$5 million dollars across the institution) but that is not enough to allow us to continue our current improvement efforts. WSU is proposing a 2.75% increase in our tuition brackets for the institution. This increase will cover the required legislative funding match and provide a minor increase to help offset additional institutional mandatory costs. The impact on student access at WSU with this option will likely be minimal.

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts

No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:

If we do not receive a tuition increase then we will experience a significant negative impact across the board. We will likely lose staff at an even higher rate and not be able to provide the services needed by our students. WSU will also not be able to meet the legislative required match.

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$1,587,500	\$84	1.93%
			0.00%
			0.00%
Total	\$1,587,500	\$84	1.93%

Summary Description and Explanation:

While lessened in comparison to Option 2's no tuition increase, if WSU only receives a tuition increase equivalent to the required legislative match campus's requirement to cover other institutional mandatory costs (such heating and insurance costs) will substantially hamper our ability to pursue student success and student access initiatives and may also impact the institution's ability to retain staff.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: Additional Increase to cover other mandatory expenses

Institution:
 Prepared by:
 Due Date: March 8, 2024
 Submission Date: March 8, 2024

Requested Amount: 0.82%

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

WSU is proposing adding a 0.82% increase (generating an estimated revenue increase of ~ \$670,000) to tuition to help offset additional institutional mandatory costs. In the past couple of years, WSU has seen a substantial increase in costs due to rising natural gas prices that campus uses to heat buildings. WSU is anticipating more than \$500,000 in additional expenses in FY25 related to fuel and power costs. Additional required costs related to IT security software will cost \$169,750. While certain costs will be offset through various efforts, providing a minimal amount of funding to offset these expenses will allow the institution to provide students with access to high-quality learning opportunities that will enrich their lives and improve their communities. This funding will preserve our ability to accomplish this mission.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition

WSU has made significant efforts through reallocation, cost savings, and efficiency (including reallocating a total over \$5 million dollars across the institution) but that is not enough to allow us to cover the required institutional and continue our current improvement efforts.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

United State's Consumer Price Index (CPI) for January 2024 is 3.1% (compared to January 2023), requiring a 2.75% increase in tuition will still be less than the CPI for the country. Of the requested 2.75% tuition increase, only 0.82% is related to covering the anticipated required institutional mandated costs.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

With WSU's required tuition increase being below the country's CPI - the resulting impact for students in our local area is that WSU's tuition cost will become less expensive, effectively lessening one of the fundamental barriers to enrollment and higher education. This is further evidenced by WSU's favorable comparisons against our Peer Institution's, the WICHE, and Rocky Mountain comparison groups on the tuition handout which shows WSU is 10%-20% less expensive than our closest comparison price point.

4) Provide details on the Budget:

a. Detail of projected expenditures			
		Compensation	FTE
i.	Faculty	\$0	0
ii.	Staff	\$0	0
iii.	Operating Expenses	\$669,750	
	Total:	669,750	-

b. Current budget (existing programs or departments only) \$6,208,527

c. Describe the estimated budget for the request including specific program costs and expected expenditures
 The \$670,000 that will be generated by the additional tuition increase of 0.82% will be used to help offset the additional costs WSU anticipate having in FY25 related to Fuel and Power and IT security software needs. WSU is expecting a greater than 10% increase (or greater than \$500,000) in fuel and power expenditures. Additionally, with continually pressing IT security needs (from previous and current legislature actions) WSU needs to invest \$169,750 in additional software. Without increased funding our ongoing expenditures cannot be paid with new funds and the institution will have to reallocate resources from other ongoing initiatives.

d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.
 As mentioned previously, WSU has had significant increases in fuel and water costs over the past couple of years and we anticipate additional costs in FY25. Over the past 10+ years, WSU has made concerted efforts to make our plant operations both more fuel efficient and zero carbon. While these long-term efforts have yielded substantial costs savings, they do not make the institution completely immune to rising fuel costs from our vendors. Additionally, the campus has leveraged those same savings already into future energy efficiency initiatives and other campus improvements.

5) Describe the impact to the institution if this request is not approved.

If WSU only receives a tuition increase equivalent to the required legislative match, the institution will have to redirect one-time funds to cover the institutional mandatory costs (heating and software costs), which will substantially hamper the institution's ability to pursue student success and student access initiatives. Additionally, without these necessary resources to cover the costs campus may realize an increased likelihood that we lose staff at an even higher rates and not be able to provide the services needed by our students.

Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: March 5, 2024

Presidents Cabinet Review: March 5, 2024

Institution: Southern Utah University

Student Leadership Review: March 5, 2024

Trustees Approval: March 7, 2024

Prepared by: ZM

Line Item	Current Year Tuition Budget
Education & General	\$66,583,000

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$1,302,000	\$110	1.96%
Faculty Tenure and Promotion	\$160,000	\$14	0.24%
Faculty and Staff Retention and Growth	\$535,490	\$45	0.80%
			0.00%
			0.00%
			0.00%
Total	\$1,997,490	\$169	3.00%

Summary Description and Explanation:

SUU match for COLA, insurance and ISF \$1,302,000
 SUU mandatory costs for Faculty Tenure and Promotion for the 2024-25 fiscal year. \$160,000
 SUU has committed to supporting Faculty and Staff retention through market-based compensation plans. In order to continue with our commitment, we need to fund \$691,175 for compensation. Of the amount needed \$535,490 will be supported by the tuition increase, with the remaining amount being funded internally.

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts

No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases			0.00%
			0.00%
			0.00%
Total	\$0	\$0	0.00%

Summary Description and Explanation:

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Institution:	Southern Utah University
Prepared by:	ZM
Due Date:	March 8, 2024
Submission Date:	March 8, 2024

Title: 2024-25 Tuition increase

Requested Amount: \$1,997,490

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

The tuition increases will be covering compensation for faculty and staff at the institution. Most of the increase is to cover the mandated cost of the COLA, insurance increases, and ISF increases for SUU. The additional increases to tuition will cover faculty tenure and promotion in accordance with our promotion and tenure policies, as well as market-based compensation planning for faculty and staff. This will benefit students by ensuring the institution's ability to recruit and retain quality faculty and staff across the institution. This allows SUU to maintain a lower student to faculty ratio, as well as provide quality services to students through retention of quality staff at the institution.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition

Although SUU has seen enrollment growth and has utilized that growth to fund the mandated costs in prior years without raising tuition, cost increases have reached a point where we can no longer absorb the new mandated costs in addition to increases of existing costs through growth alone. It is necessary to increase tuition rates to cover the mandated costs as well as increases related to compensation. SUU plans to utilize additional institutional growth funds to cover other increased costs as well as new positions that may be necessary to keep up with our enrollment growth.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

SUU has been a leader in keeping tuition increases at a minimum over the past decade. Keeping tuition low is a priority of the institution, and will continue to be a priority. Although SUU is increasing tuition for the first time in the last 5 years, SUU believes it is better to adjust incrementally as needed to avoid any large increase in a single year. This will allow students to cover increases with minimal impact to their finances.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

With a modest increase to cover the necessary costs, SUU hopes to minimize the impact on the underserved Utah population. Any increase will have some impact, but SUU has been deliberate in its attempt to keep increases below the cost of inflation in our service region to minimize the impact.

4) Provide details on the Budget:

a.	Detail of projected expenditures		
		Compensation	FTE
i.	Faculty	\$899,945	0
ii.	Staff	\$739,945	0
iii.	Operating Expenses	\$357,600	
	Total:	1,997,490	-

b. Current budget (existing programs or departments only) \$142,260,000

c. Describe the estimated budget for the request including specific program costs and expected expenditures
 The tuition increase will primarily cover salaries and benefits for faculty and staff. In addition to salary and benefit increases, the match for ISF is will be covered by the increase to the budget.

d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.
 In addition to the tuition increase, the institution will utilize internal growth funding to cover additional increases to the budget including new positions.

5) Describe the impact to the institution if this request is not approved.

If the tuition increase is not approved the institution will need to cut budgets in other areas to offset the mandatory increases to costs. These cuts will have a negative impact on our students because it will not allow the institution to utilize internal growth funding to support the enrollment growth of the institution, instead will require all additional funding to go towards the mandated increases. This will limit the institution's ability to recruit and retain quality faculty and staff, as well as limit the ability to improve student services and keep up with demand for existing services due to enrollment growth.

Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: February 29, 2024

Presidents Cabinet Review: February 15, 2024

Institution: Snow College

Student Leadership Review: February 13, 2024

Trustees Approval: March 14, 2024

Prepared by: SLH

Line Item	Current Year Tuition Budget
Education & General	\$12,840,000

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$410,000	\$103	3.19%
Advancement & Tenure	\$40,000	\$10	0.31%
			0.00%
			0.00%
			0.00%
			0.00%
Total	\$450,000	\$113	3.50%

Summary Description and Explanation:

The increase would allow for consistent practice of advancement and tenure which helps us to attract and retain qualified instructors and staff. Providing the benefits and compensation to all employees would help to attract and retain qualified employees in our area. Keeping qualified employees would help keep our student completion rates at current high levels.

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts

No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:

If we still gave a 3% compensation increase we would need to cut 6 FTE's for a cost of approximately \$450,000. This would decrease our retention and completion rates by the inability to offer sufficient courses to accommodate the students schedule. It would increase class sizes which would decrease the quality of instruction the students received.

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$410,000	\$103	3.19%
			0.00%
			0.00%
Total	\$410,000	\$103	3.19%

Summary Description and Explanation:

This option is unfavorable since it would not fund advancement and tenure which would hurt our attraction and retention of qualified instructors. Student retention and completion could reduce if our qualified employees actively sought after other opportunities.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Institution: Snow College
 Prepared by: SLH
 Due Date: March 8, 2024
 Submission Date: March 8, 2024

Title: Advancement & Tenure

Requested Amount: \$40,000

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

The increase would allow for consistent practice of advancement and tenure which helps us to attract and retain qualified instructors and staff. Providing the benefits and compensation to all employees would help to attract and retain qualified employees in our area. Keeping qualified employees would help keep our student completion rates at current high levels.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition

Without advancement and tenure in place, Snow College would be at an extreme disadvantage for recruiting the talent necessary to provide the level of education that we have committed to our students. With no other ongoing revenue source identified, tuition has been the source of these funds. During the Truth in Tuition hearing, that is clearly explained and the student body officers have been supportive.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

This portion of the tuition increase is approximately .3 percentage point of the total increase. That increase equates to approximately \$10 per semester increase for residents. While Snow College is aware that any increase has the likelihood of pricing people out of higher education, the student body officers were supportive and suggested that it would not be too burdensome for students.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

This increase will still be covered by Pell grants. Since there is a high level of overlap with underserved and Pell eligible students, these students should see minimal impact from the increase.

4) Provide details on the Budget:

a.	Detail of projected expenditures		Compensation	FTE
	i.	Faculty	\$40,000	
	ii.	Staff		
	iii.	Operating Expenses		
		Total:	40,000	-
b.	Current budget (existing programs or departments only)			
c.	Describe the estimated budget for the request including specific program costs and expected expenditures			
	Based on the submissions for advancement of faculty and the advancing of degrees of staff, it is estimated that \$70,000 would cover all necessary obligations.			
d.	Describe existing resources and internal efficiencies that will be utilized to augment this funding.			
	The institution will cover the additional 30,000 through adjustments in other budgets. It will be augmented with salary savings from open positions or replacing individuals at a lower salary than the outgoing employee.			

5) Describe the impact to the institution if this request is not approved.

Snow College would either have to not provide advancement pay for faculty or cut programs and/or employees to cover the increase. Given the economy and the budget adjustments over the last few fiscal years, additional cuts in the budget would be detrimental to the employees and the mission of Snow College.

Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: March 5, 2024

Presidents Cabinet Review: March 5, 2024

Institution: Utah Tech University

Student Leadership Review: March 5, 2024

Trustees Approval: March 8, 2024

Prepared by: Bryant Flake

Line Item	Current Year Tuition Budget
Education & General	\$43,910,000

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$854,100	\$95.63	1.95%
Faculty Rank Advancements	\$200,000	\$22.39	0.46%
Utility Cost Inflation	\$200,000	\$22.39	0.46%
Part-Time Faculty Increase per Credit Hour - Market Based Adjustment	\$145,900	\$16.34	0.33%
Forecasted Budget Adjustment	\$136,850	\$15.32	0.31%
Total	\$1,536,850	\$172	3.50%

Summary Description and Explanation:

This proposal reflects a continuation of Utah Tech's multi-year plan to enhance programs, services, and infrastructure while simultaneously maintaining a low-cost position relative to regional and national peers. Student access, retention, and completion rates are expected to continue an upward trajectory due to recruitment and retention of high-quality faculty and staff. The proposed tuition increase will enable Utah Tech to continue managing the impact of inflation on compensation, risk management, and utility costs.

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts

No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:

This option would negatively impact student access, retention, and completion rates due to the resulting need to redirect resources from successful existing programs to cover mandated costs and recent inflation. Utah Tech continues to grow in conjunction with the surrounding region and current campus resources have been fully extended to support this growth. Reallocations would necessitate the elimination of existing programs and services. Student recruitment efforts would also be hampered by diminished resources for new programs and reductions to existing programs.

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$1,000,000	\$111.97	2.28%
			0.00%
			0.00%
Total	\$1,000,000	\$112	2.28%

Summary Description and Explanation:

While the negative impact on student access, retention, and completion rates would be less than Option 2, this option would still require reallocation of resources from existing programs, resulting in reduced access and retention of current and prospective students enrolled in those programs.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Institution: UT University
 Prepared by: Bryant Flake
 Due Date: March 8, 2024
 Submission Date: March 8, 2024

Title: Faculty Rank Advancements

Requested Amount: \$200,000

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.
 These funds are needed to cover anticipated salary increases for 41 full-time faculty members for successful completion of rank advancement, intermediate review, or post-tenure review. Since achieving university status, Utah Tech has hired many new full-time faculty to support the rapid expansion of undergraduate and graduate program offerings. A robust review and promotion framework is crucial to recruiting and retaining high-quality faculty. University policies 641 and 642 outline faculty promotion and review procedures in extensive detail.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition
 Faculty promotion is an annual institutional funding commitment, which has traditionally been funded through a tuition increase. In past years, state funding has been requested for rank advancements, but these requests have not been funded by the Legislature and no such request was included in this year's USHE budget proposal.

3) How will this request to increase tuition affect affordability for Utah students in the service region?
 Utah Tech strives to balance affordability with meeting the needs of a rapidly growing campus and service region. After this increase, tuition at UT will remain comparable to other USHE regional universities and continue to be lower than regional and national peers.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?
 Qualified and dedicated full-time faculty bring stability and competence to the campus environment, enabling better overall support and mentoring for underserved populations.

4) Provide details on the Budget:

a. Detail of projected expenditures			
		Compensation	FTE
i.	Faculty	\$200,000	
ii.	Staff		
iii.	Operating Expenses		
	Total:	200,000	-
b. Current budget (existing programs or departments only)			\$27,760,000
c. Describe the estimated budget for the request including specific program costs and expected expenditures			
This request entails funding for 25 faculty rank advancements and 16 successful probationary or post-tenure reviews.			
d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.			
Utah Tech has robust processes for reviewing the efficiency and effectiveness of academic programs. Full-time faculty positions are shifted between programs as needed to ensure optimal utilization of resources. A strong culture of faculty evaluation and review helps to strengthen recruiting outcomes and minimize disruption from turnover in full-time positions.			

5) Describe the impact to the institution if this request is not approved.
 Faculty promotion is a core annual process and funding commitment. If this increase is not approved, funds will need to be reallocated from existing programs and initiatives, diminishing the overall instructional capacity of the university.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Institution: UT University
 Prepared by: Bryant Flake
 Due Date: March 8, 2024
 Submission Date: March 8, 2024

Title: Utility Cost Inflation

Requested Amount: \$200,000

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

In conjunction with overall inflation and resource limitations in recent years, utility costs have increased dramatically and are expected to continue rising for the foreseeable future. Rapid growth in Washington County has strained the public service infrastructure across the region. Increased funding is necessary to keep pace with both recent and anticipated cost increases.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition

The total expense for core campus fuel, power, water, sewer, and trash collection services has increased by 60% over the past five years, from approximately \$1,630,000 in FY19 to \$2,610,000 in FY23. While part of this increase is the result of campus growth and additional buildings, a significant portion is due to steady rate increases from local service providers. Utility costs for central campus operation must be funded from general revenue (i.e. tuition and state appropriations); utilities for auxiliary buildings and other self-supporting enterprises are already paid from designated alternative revenue streams.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

Utah Tech strives to balance affordability with meeting the needs of a rapidly growing campus and service region. After this increase, tuition at UT will remain comparable to other USHE regional universities and continue to be lower than regional and national peers.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

Underserved populations will benefit alongside all other students from continued availability of campus services.

4) Provide details on the Budget:

a. Detail of projected expenditures			
		Compensation	FTE
i.	Faculty		
ii.	Staff		
iii.	Operating Expenses	\$200,000	
	Total:	200,000	-
b.	Current budget (existing programs or departments only)		\$2,750,000
c. Describe the estimated budget for the request including specific program costs and expected expenditures			
Approximately \$165,000 of this request will be utilized for fuel and power expenses, \$25,000 for water and sewer, and \$10,000 for trash collection.			
d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.			
Utah Tech will continue to seek creative ways to reduce the energy and maintenance costs of new and existing buildings. For example, federal HEERF funding provided an unexpected opportunity to upgrade outdated HVAC units on many older buildings.			

5) Describe the impact to the institution if this request is not approved.

Utility expense inflation is persistent and difficult to mitigate. If this increase is not approved, funds will need to be reallocated from existing programs and initiatives, diminishing the overall instructional capacity of the university.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: Part-Time Faculty Increase per Credit Hour - Market Based Adjustment

Institution: Utah Tech University
Prepared by: Paul Morris
Due Date: March 8, 2024
Submission Date: March 8, 2024

Requested Amount: \$145,900

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.
 Utah Tech relies on part-time instructors to teach nearly half of its teaching load. Currently, Utah Tech's pay per-credit hour for these instructors is \$100 (or more) less than other USHE institutions. Although this increase will not put UT on par with the other schools, it helps us close the gap in paying our part-time instructors a fair and competitive rate.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition
 This tuition increase is necessary to increase part-time instructor pay to be more competitive in attracting part-time instructors to teach for Utah Tech. The current part-time instructor employment environment is more competitive than ever as teaching on-line has given these instructors many more employment opportunities. In an effort to retain our existing part-time instructors and employ additional instructors as needed, Utah Tech must offer competitive pay per-credit hour.

3) How will this request to increase tuition affect affordability for Utah students in the service region?
 Utah Tech strives to balance affordability with meeting the needs of a rapidly growing campus and service region. After this increase, tuition at UT will remain comparable to other USHE regional universities and continue to be lower than regional and national peers.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?
 Underserved populations will benefit alongside all other students from continued availability of courses.

4) Provide details on the Budget:

a. Detail of projected expenditures		Compensation	FTE
i.	Faculty	\$145,900	
ii.	Staff		
iii.	Operating Expenses		
Total:		145,900	-
b.	Current budget (existing programs or departments only)		\$6,638,374
c. Describe the estimated budget for the request including specific program costs and expected expenditures			
This funding will be added to the adjunct pool to increase the amount of funding available to pay part-time instructors			
d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.			
The employment of part-time instructors is the most cost-effective way to offer additional courses to meet enrollment demand. The use of part-time instructors is far less expensive than hiring more full-time faculty. Utah Tech is constantly working to offer the optimal number of courses to meet student demand and control instructional costs.			

5) Describe the impact to the institution if this request is not approved.
 If this request is not approved, Utah Tech will continue to be less competitive in hiring part-time instructors. The inability to hire part-time instructors will make it more difficult to offer the number and type of courses students need to graduate.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: Forecasted Budget Adjustment

Institution: Utah Tech University
 Prepared by: Paul Morris
 Due Date: March 8, 2024
 Submission Date: March 8, 2024

Requested Amount: \$136,850

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.
 Each year, Utah Tech University forecasts its net tuition based on prior-year tuition collections, forecast of enrollment changes, price changes, enrollment of students earning scholarships and waivers, and other factors that impact net tuition collections. This adjustment is to allow Utah Tech to maintain its current level of course offerings and services to students.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition
 Utah Tech needs this funding to meet its forecasted revenue budget and fund its budget objectives for the upcoming fiscal year.

3) How will this request to increase tuition affect affordability for Utah students in the service region?
 Utah Tech strives to balance affordability with meeting the needs of a rapidly growing campus and service region. After this increase, tuition at UT will remain comparable to other USHE regional universities and continue to be lower than regional and national peers.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?
 Underserved populations will benefit alongside all other students from continued availability of courses and services.

4) Provide details on the Budget:

a. Detail of projected expenditures		Compensation	FTE
i.	Faculty	\$55,000	
ii.	Staff	\$55,000	
iii.	Operating Expenses	\$26,850	
	Total:	136,850	-
b.	Current budget (existing programs or departments only)		\$43,910,000
c. Describe the estimated budget for the request including specific program costs and expected expenditures			
This funding will increase the revenue budget to support budgeted expenditures.			
d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.			
Utah Tech constantly works to maintain a structurally balanced budget. This includes revenue increases and expenditure reductions to best meet student needs.			

5) Describe the impact to the institution if this request is not approved.
 If not approved, Utah Tech will need to lower expenditures to structurally balance the budget.

Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: February 22, 2024

Presidents Cabinet Review: March 4, 2024

Institution: Utah Valley University

Student Leadership Review: February 8, 2024

Trustees Approval: March 7, 2024

Prepared by: Scott Wood

Line Item	Current Year Tuition Budget
Education & General	\$148,418,900

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$2,507,800	\$88	1.69%
Filled vacancies	\$174,300	\$6	0.12%
High Demand/High Yield Program expansion	\$1,600,000	\$56	1.08%
Digital Transformation contracts inflation, cybersecurity, and investments	\$900,000	\$32	0.61%
Enhance Student Success and Accelerate Completion	\$676,900	\$24	0.46%
Total	\$5,859,000	\$206	3.95%

Summary Description and Explanation:

The proposed increase is consistent with UVU's access mission and commitment to keeping tuition and fees as low as possible while providing needed resources to match compensation and risk management rate increases and fund university commitments, program expansion, and accelerate completion. In recommending tuition and fee increases, President's Council is guided by the Board of Higher Education's objective of affordable participation and by UVU's commitment to affordable access, keeping with our integrated dual mission of community college and university. Maintaining a low tuition and fees increase responds to one of the most reported reasons for students leaving college--financial concerns. Affordable tuition rates improve completion and retention rates as more students stay in school.

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts

No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:

Under this proposal, UVU would face difficult choices related to funding compensation increases, cutting existing programs/services, and simultaneously serving additional students. In the current environment, a zero percent increase would reduce the ability of the University to adapt to changes and be proactive in making adjustments needed to serve our students' needs. The challenge of continuing to provide access to courses, programs, and services of a growing student body would be compounded by the requirement to reallocate existing funds or utilize other new funds to cover baseline compensation increase and risk insurance costs. New tax fund revenue and tuition from enrollment growth are targeted to fund the academic and student support needs of a growing student body with a focus on access and improvement of retention and completion.

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$2,682,100	\$94	1.81%
			0.00%
			0.00%
Total	\$2,682,100	\$94	1.81%

Summary Description and Explanation:

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Institution:	Utah Valley University
Prepared by:	Scott Wood
Due Date:	March 8, 2024
Submission Date:	March 8, 2024

Title: High Demand/High Yield Program Expansion

Requested Amount: \$1,600,000

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.
 The proposed programs help to fill the state's need to increase healthcare professionals in the area. Given the growth projections of Utah Valley, UVU will be an essential contributor in supplying skilled healthcare workers. The dual mission of UVU augments this program as it provides both the ability to gain a skilled and licensed profession along with opportunities for future education.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition
 Following accreditation standards, investments into faculty/staff positions are required prior to beginning programs. The success of a program can begin with ensuring the base of the program or expansion of the program is funded sufficiently.

3) How will this request to increase tuition affect affordability for Utah students in the service region?
 a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?
 Program expansion allows for UVU to serve more students in seeking degrees in High Demand/High Yield programs.

4) Provide details on the Budget:

a.	Detail of projected expenditures			
		Compensation	FTE	
i.	Faculty	\$950,000	7	
ii.	Staff	\$650,000	7	
iii.	Operating Expenses			
	Total:	1,600,000	14	

b. Current budget (existing programs or departments only)

c. Describe the estimated budget for the request including specific program costs and expected expenditures
 New faculty and staff hires are needed to meet faculty/student ratios in accordance with the program accrediting boards.

d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.
 New programs are being designed to maximize use of shared lab spaces where applicable. The new programs have also been created to ensure stack-ability of degrees at all levels as well as different degree pathways.

5) Describe the impact to the institution if this request is not approved.
 If increase is not approved, university may need to delay course offerings and delay the start of the new programs because of accreditation standards.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: Digital Transformation contracts inflation, cybersecurity, and DX investments

Institution: Utah Valley University
 Prepared by: Scott Wood
 Due Date: March 8, 2024
 Submission Date: March 8, 2024

Requested Amount: \$900,000

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

With its emphasis on digital transformation, UVU continues to utilize technology to support and enhance the university's teaching mission, student learning, student success and operations activities throughout the institution. This initiative builds on the success of the past year and supports additional strategic innovation work in the use of new and emerging technologies (including cloud computing, data analytics, digital tutors using artificial intelligence) to enable the entire university community to realize strategic goals outlined in the institution's "Vision 2030" plan. Funds will also support network security to defend against increasing cybersecurity threats and implement new technology solutions to improve the student experience from recruitment, retention and through graduation.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition

With significant investments made into Digital Transformation throughout the pandemic, additional resources are needed to keep up with contract inflation as well as making strategic investments into solutions that assist staff and faculty to more effectively serve our student population. Additionally, though many higher education institutions are on a five-year cycle for replacing technology hardware, UVU has maintained a 7-year cycle to keep costs low. Without a tuition increase, UVU will fall behind its seven-year cycle at an increasing rate.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

Effectively investing in the continued digital transformation of the university will ensure that we will be able to continue to keep tuition increases in the future at a minimum by extending the scalability of the efforts of staff and faculty.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

4) Provide details on the Budget:

a. Detail of projected expenditures			
		Compensation	FTE
i.	Faculty		
ii.	Staff	\$300,000	2
iii.	Operating Expenses	\$600,000	
	Total:	900,000	2

b. Current budget (existing programs or departments only)

c. Describe the estimated budget for the request including specific program costs and expected expenditures

Utilizing funding from Institutional CARES /HEERF and UETN funding, hundreds of classrooms have been equipped with a standard technology setup to allow faculty to simultaneously teach face-to-face with students also participating through live stream as the course is recorded for access by students who may not be able to attend in person. Additional staff positions and operating expenses as outlined above will provide some of the resources needed to keep up with systems now in place as well as improve efficiencies.

d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.

5) Describe the impact to the institution if this request is not approved.

Services and systems implemented in previous years may need to be eliminated or reduced if inflationary costs in software and hardware are not addressed or funded.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Title: Enhance Student Success and Accelerate Completion

Institution: Utah Valley University
 Prepared by: Scott Wood
 Due Date: March 8, 2024
 Submission Date: March 8, 2024

Requested Amount: \$676,900

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.
 Funding will provide students services and programs that are focused on increasing student persistence and completion and helping students access resources to keep them on track to earn their degree. Programs include sponsored internships, online sections for over-enrolled required courses, and student relationship management software for tracking student engagement that have demonstrated a significant increase in rates of retention and completion. Additionally, as students have returned to on-campus learning and our enrollments grow, demand for mental health and basic needs continues to outstrip existing programs.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition
 Immediate expansion of student support is possible upon funding. The frameworks are already built to increase student engagement and increase persistence and graduation. The resources are critical to meet existing student needs. Other non-appropriated fund sources have been also used to help and will continue to be used.

3) How will this request to increase tuition affect affordability for Utah students in the service region?
 Tuition investment into timely completion will provide resources needed to help achieve the university's timely completion goals.
 a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?
 UVU's recent growth means that student services need to be scaled to catch up to our current and the projected student population to ensure UVU can mirror the demographic profile of our service region. Additional tuition resources will be used to help underserved populations in the service region to be successful when they enroll at UVU. For example, expanding our online offerings provides greater opportunity for working students and students with child-care challenges. The number one reason students withdraw from UVU is changes in family status, including the birth of a child.

4) Provide details on the Budget:

a. Detail of projected expenditures

		Compensation	FTE
i.	Faculty		
ii.	Staff	\$480,000	4
iii.	Operating Expenses	\$196,900	
	Total:	676,900	4

b. Current budget (existing programs or departments only)

c. Describe the estimated budget for the request including specific program costs and expected expenditures
 The addition of staff and operating expenses of \$676,900 will allow for increased efforts in increase enrollment, retain current students and help them to persist and complete their degrees.

d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.
 On-going assessment, including match-pair studies and data analytics are used to understand the impact of student programming and ROI on enrollment, retention, persistence, and completion of students engaging in any of our student services.

5) Describe the impact to the institution if this request is not approved.
 If funding for this request is not approved, efforts to move toward timely completion goals will be hindered.

Utah System of Higher Education

FORM R-4A: 2024-25 PROPOSED NEW TUITION REVENUE

Due Date: March 8, 2024

Truth-in-Tuition Hearing: February 29, 2024

Presidents Cabinet Review: February 12, 2024

Institution: Salt Lake Community College

Student Leadership Review: February 29, 2024

Trustees Approval: March 13, 2024

Prepared by: DAM

Line Item	Current Year Tuition Budget
Education & General	\$56,851,372

Option 1 - Institution Proposed Increase - Complete a R-4B form for each request beyond comp match and fee transfer

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$1,382,300	\$114	2.43%
Additional funds to meet 3% match based on estimated tuition collected \$52,000,000	\$130,000	\$11	0.23%
Mid-year compensation adjustment impact (\$4,000,000 reallocation)	\$190,000	\$16	0.33%
Move 6 positions from Student Fees to E&G	\$570,000	\$47	1.00%
			0.00%
			0.00%
Total	\$2,272,300	\$188	4.00%

Summary Description and Explanation:
 The legislative compensation match requires a 3% increase in tuition to cover the mandated costs to ISF rates, health insurance, and compensation. Two additional factors comprise the 3% increase in tuition. First, our budgeted tuition is estimated to be short \$4 million, and to meet the 3% increase for compensation an additional \$11 increase or 0.23% is needed to meet the 3% compensation match. Second, the college has used institutional funds to align salaries to the market minimum; however, those funds did not get budgeted for with legislative appropriations for the 3% compensation increase. The College needs \$16 or 0.33% to provide the 3% compensation on mid-year salary adjustments. As for the additional 1% to move positions to student fees, this is due to funding shortfalls in student fee revenues, along with long-term sustainability planning. From 2020 to 2023, the College used federal stimulus money to cover the impact on student fees due to sharp enrollment declines during the pandemic. In FY 23, when tuition and fees were frozen, all student fee-funded positions had to use reserve funds to receive a 7% COLA that the legislature appropriated during that year. SLCC decided to move 6 positions onto education and general funds to help alleviate the strain on

Option 2: No Tuition Increase - All new costs will be covered through reallocation, cost savings, and efficiency efforts

No Tuition Increase	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
	\$0	\$0	0.00%

Summary Description and Explanation:
 We would have to cover the ISF rate increase of \$50,000, and the AG funding shortfall. We would only be able to give a 2.25% compensation increase instead of 3%. With the inflation and cost of living increases, this would impact employee morale and increase turnover in positions. Ultimately 84% of the expenditures at SLCC are personnel, that are needed to run and operate the various programs, classes, and initiatives. Our student fee areas would likely have to eliminate

Option 3: Legislative Match Funds Only - All new match funds will be covered by new revenue

Description	Proposed New Tuition Revenue	Estimated Per Student FTE Impact	
		\$ Impact	% Increase
Legislative Match to Cover Compensation and Other Mandated Increases	\$1,382,300	\$114	2.43%
			0.00%
			0.00%
Total	\$1,382,300	\$114	2.43%

Summary Description and Explanation:
 We would have to cut budgets slightly to make up for the shortfall to give a 3% increase to our employees. In addition, our student fees will run into deficits. This would push the student fee shortfall problem down the road to a subsequent budget year or the College would have to eliminate services and personnel. In FY 23, SLCC reduced its budget by \$3.6 million through the elimination of positions instead of raising tuition to cover shortfalls.

Utah System of Higher Education

FORM R-4B: 2024-25 PROPOSED NEW TUITION REVENUE

Institution: SLCC
 Prepared by: DAM
 Due Date: March 8, 2024
 Submission Date: rev March 12, 2024

Title: Moving 6 Positions from Student Fees to E&G and meeting unmet needs to provide 3% increase in compensation

Requested Amount: \$890,000

1) Describe in detail the request to increase tuition including how the funding will benefit students and the institution.

The college needs 0.56% increase in tuition to cover the funding shortfalls needed for 3% compensation match. Two factors contribute to this: 1) our tuition revenue is expected to come in \$4 million short, which impacts the money needed to cover the 3% 2) the College has used internal funds to increase compensation to market minimum. Because these are mid-year increases, they do not get calculated into the Legislative compensation amounts. Next, the college is requesting a 1% increase in tuition as part of a long-term strategy to lessen the burden on students and move 6 positions off of student fees to E&G revenue. In this way, the students will be impacted less over time, since the state will cover 75% of future compensation increases. Currently, that burden is on the student fees 100% paid by students. This is a long-term positive strategy for SLCC students.

2) Explain why this request to increase tuition is necessary and how the institution has explored using resources other than tuition

Over the past few years, the college has been strategic in using both tuition and some of its performance funding to move positions off of student fee revenue. This lessens the burden on students long-term since new tax funds help cover the cost of compensation increases. Fee funded positions have to cover the full compensation increases each year. Also, from 2011 to 2023, SLCC had declining enrollments which has required the institution to eliminate positions, consolidate programs and campuses, and operate lean. The institution has not put the enrollment decline burden on tuition revenue. We have reduced existing budgets. In years we receive new tax funds, SLCC puts those towards access and retention initiatives to meet our performance metrics and help students complete. The college reallocated \$4 million to help stabilize employee turnover. This was done with no tuition revenue. However, due to legislative timing, these increases need additional funds to meet the 3% compensation for employees. Further there is an expected tuition shortfall, that impacts the funds needed to cover the 3% match.

3) How will this request to increase tuition affect affordability for Utah students in the service region?

SLCC is mindful of affordability to its students. We have invested prior year tax funds, donor-raised funds, and investment income dollars to improve retention efforts. SLCC also has focused on providing additional financial aid and student support services. We have used past performance funding and institutional investment funds to provide campus internships at \$15 an hour to help students stay on campus. We have also cut budgets internally by eliminating positions rather than increasing tuition to cover enrollment declines.

a. What effect will increasing tuition for this request have on underserved Utah populations in the service region?

Raising tuition can impact underserved populations. The College continues to pursue donor-raised aid and other scholarships to alleviate the impact. By moving positions onto E&G funds from student fee revenue, will help lessen the impact on students in the future.

4) Provide details on the Budget:

a. Detail of projected expenditures		Compensation	FTE
i.	Faculty		
ii.	Staff (move from fees)	\$570,000	6
iii.	Other 3% comp need	\$320,000	
	Total:	890,000	6
b.	Current budget (existing programs or departments only)		\$4,258,796 (affected fees)
c. Describe the estimated budget for the request including specific program costs and expected expenditures			
This funding request allows us to meet the true need to provide a 3% compensation increase. These funds will also support moving 6 positions to student fees: Athletics- Manager and Specialist/Driver; Child Care- Director; Health & Counseling- Clinic Manager; Servicing Fee- Admin Assistant and Coordinator of Student Retention Systems.			
d. Describe existing resources and internal efficiencies that will be utilized to augment this funding.			
The College provides institutional support of tax funds for these programs as well as student fees.			

5) Describe the impact to the institution if this request is not approved.

The College would need to reallocate resources and funding which will impact existing programs and initiatives. Cutting positions requires us to eliminate services. SLCC has been strategic regarding best utilizing and reviewing existing resources. The resources are needed to meet our performance metrics goals.