Modernizing the business infrastructure of the university

This is a university-wide modernization effort – not a single cost-cutting initiative

UNIVERSITY OF UTAH · AUGUST 2026

MAKING THE CASE FOR CHANGE

HIGHER EDUCATION IS CHANGING RAPIDLY

EXPECTATIONS CONTINUE TO EVOLVE

From students, patients, alumni, research sponsors, donors and the public.

TECHNOLOGY IS TRANSFORMING OPERATIONS

How institutions plan, decide and deliver service is changing quickly.

FINANCIAL PRESSURES ARE INCREASING

Across all of higher education, not only at the U.

While these realities affect every university, they do not define us.

2030 AMBITION

CATEGORY	GOAL	SELECTED CURRENT STATE	
STUDENT SUCCESS	Grow the student body to 40,000	**38k** current students	**53%** in-state students
	Achieve an 80% six-year graduation rate	**65%** six-year graduation rate	**87%** peer average
	Ensure 90% of graduates have a job at graduation	**61%** total placement	**91%** select peer average
RESEARCH AND INNOVATION	Reach $1 billion in annual research funding	**$690M** research funding[1]	**$400M** HHS funding
SERVICE TO OUR COMMUNITY	Impact the lives of all 3.5M Utahns	**42%** unmet demand in Salt Lake City	**15%** national average
	Become a top-10 public university for societal impact	**74%** in state five years after graduation	**57%** peer average

[1] 2024 funding; excludes institutional funding.

Source: University of Utah Analytics and Institutional Reporting, IPEDS, NSF HERD.

ENTERPRISE-WIDE VIEW

MANAGEMENT REPORT OF REVENUES, EXPENSES, OPERATING AND TOTAL INCOME

2027 BUDGET · $ IN MILLIONS

OPERATING REVENUES

Net Tuition and Fees	$ 581.3
State Appropriations	586.3
Net Patient Services	6,690.4
Grants and Contracts	715.3
Other Operating Revenue	1,381.1
Total Operating Revenues	**9,954.5**

OPERATING EXPENSES

Salaries, Wages and Benefits	5,509.2
Purchased Services	539.3
Medical Claims	695.0
Supplies and Medicine	1,742.5
Repairs, Maintenance, and Utilities	340.1
Other Operating Expenses	598.7
Operating Expenses less Depreciation	**9,424.8**

OPERATING INCOME LESS DEPRECIATION	**529.7**
Operating income %	*5.3%*

NONOPERATING REVENUES (EXPENSES)

Investment Income	416.4
Gifts	202.0
Other	25.5
Total Nonoperating Revenues	**643.9**
Income before Deprec & Amort	**1,173.5**
Income before Deprec & Amort	*11.1%*
Depreciation and Amortization	480.0

INCOME **$693.5**

TOTAL INCOME 7.0%

Source: Office of the Chief Financial Officer · FY2027 budget.

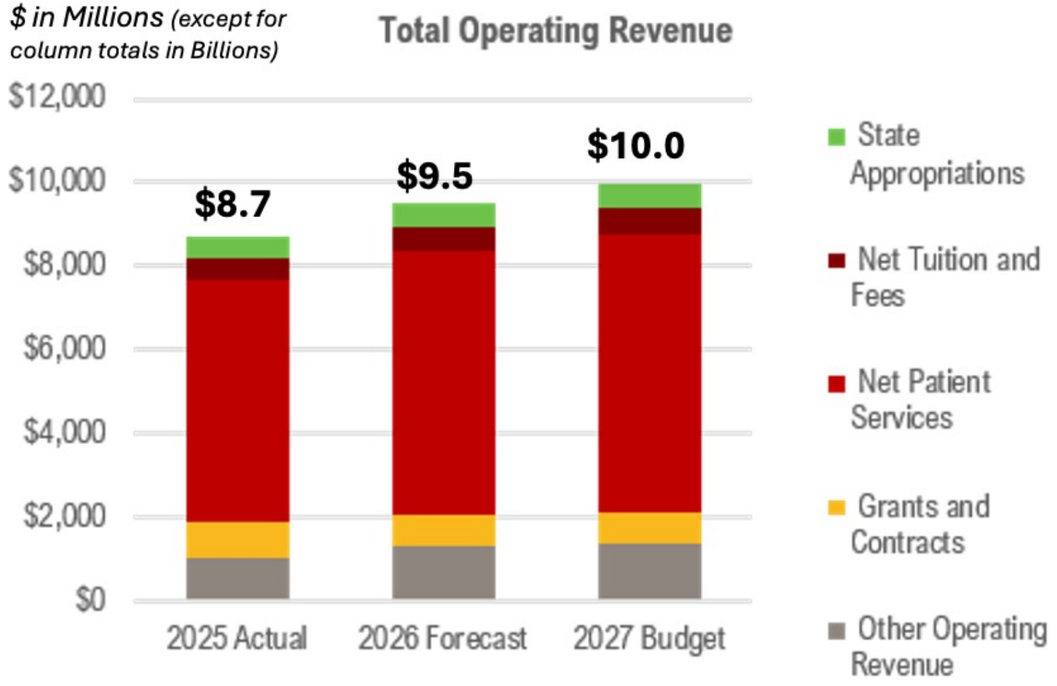
THE UNIVERSITY of UTAH

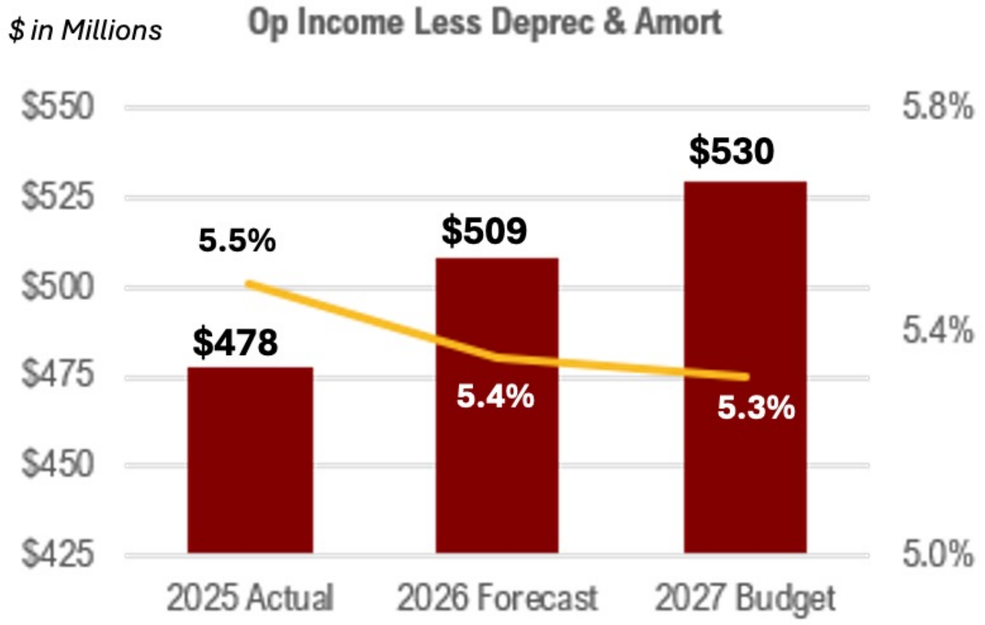
REVENUE IS GROWING – BUT SO ARE EXPENSES

$10.0B
total operating revenue, 2027 budget

$530M
operating income less deprec & amort

5.5% → 5.3%
operating margin, 2025 actual to 2027 budget





Source: Office of the Chief Financial Officer · FY2027 budget.

STRATEGIC REINVESTMENT

We have the opportunity to respond from a position of strength.

Over the past two years, our Impact 2030 vision has challenged us to think boldly about where we are going as an institution. We have invested in academic excellence, research growth, health care, student success and statewide impact. To sustain that momentum, the administrative and operational teams supporting our mission *must* be equally strong.

TAYLOR RANDALL, PRESIDENT

SECTION ONE

Summary of the work

Over the coming year, you will hear more about several modernizing initiatives — some already underway, some new — that together represent a singular effort to improve how the university operates, in our goal to strengthen the university's business infrastructure. The result? The ability to reinvest funds in strategic priorities across the university.

WHAT THIS WORK IS

WHAT MODERNIZING MEANS

MORE EFFECTIVE

Better service and stronger collaboration for the people we support.

MORE EFFICIENT

In many cases, doing the same work with less duplication and friction.

APPROPRIATELY STAFFED

In comparison to our national peers, rather than against ourselves.

Modernizing our administrative and operational foundation is ultimately about creating greater capacity for our mission.

SUMMARY OF THE WORK

THIS IS A UNIVERSITY-WIDE MODERNIZATION EFFORT

ADMINISTRATION AND OPERATIONS

ALL ACADEMIC AREAS (INCLUDING HEALTH SCIENCES)

CENTERS AND INSTITUTES

REPRESENTS A BASELINE OF APPROXIMATELY

5,700

non-faculty staff positions

NOTE: total University of Utah workforce is over 47,000 full and part-time positions

$500M

in spending

5–15%

Comparable efforts have generated 5-15% savings. These are funds that can be reinvested into strategic areas.

SUMMARY OF THE WORK

MULTIPLE EFFORTS, ONE PURPOSE

ONGOING AND COMPLETED

- **COORDINATED SERVICES PHASE 1**
  Advancement implemented; Finance and HR in progress.
- **MISSION ALIGNED PLANNING**
  Academic Affairs aligning resources to academic priorities.
- **COORDINATED CLINICAL ENTERPRISE**
  U of U Health aligning clinical, education and research missions.
- **CRIMSON BRAND PARTNERS**
  A new model for the sustainability of Utah Athletics.
- **OPERATIONAL EXCELLENCE**
  University-wide ideas to work smarter.

NEW EFFORTS

- **COORDINATED SERVICES PHASE 2**
  Expands into four additional functions.
- **ENTERPRISE RESOURCE PLANNING**
  A long-term modernization of core business systems.
- **FINANCIAL SYSTEMS**
  Anaplan for planning and budgeting, tied to Enterprise Resource Planning.
- **RETIREMENT BENEFITS**
  A new program for new employees, beginning July 1, 2027.
- **ON-CAMPUS WORK**
  At least three days each week in person by end of calendar year 2026.

TWO YEARS OF EXPERIENCE TO BUILD ON

WHERE WE STARTED

Two years ago we began implementing Coordinated Services in Advancement, and we are in the process of doing so for Finance and Human Resources.

This work has provided valuable insight into how we can improve centralized operational support, while keeping the needs of colleges, schools, faculty, staff, students and patients at the center of every decision.

PHASE 1 AREAS

ADVANCEMENT	IMPLEMENTED
FINANCE	IN PROGRESS
HUMAN RESOURCES	IN PROGRESS

NEW · COORDINATED SERVICES PHASE 2

EXPANDING THE WORK

FUNCTIONAL AREAS

- MARKETING & COMMUNICATIONS
- INFORMATION TECHNOLOGY
- DATA AND ANALYTICS
- FACILITIES MANAGEMENT
- CLINICAL RESEARCH MANAGEMENT
- GENERAL ADMINISTRATIVE SUPPORT
- LEGAL, RISK, COMPLIANCE
- STUDENT SERVICES

Each area will receive a comprehensive evaluation, recognizing that different functions may require different models.

This work is intended to improve service, collaboration and long-term effectiveness, with no predetermined outcomes.

UNDERSTAND THE WORK

Document how each function is actually performed today.

FIND THE OPPORTUNITIES

Identify where service, collaboration and consistency can improve.

CHOOSE THE RIGHT MODEL

One model will not fit every area.

SUMMARY OF THE WORK

UNIVERSITY-WIDE EFFORT

ADMINISTRATIVE FUNCTIONAL UNITS

- Office of the President
- University IT
- Student Affairs
- Office of the Vice President for Research
- Public Safety
- Auxiliary Services
- Athletics
- Marketing & Communications
- Chief Financial Officer
- Facilities
- Strategic Enrollment & Student Success
- Institutional Advancement
- Office of the Vice President for Innovation
- Project Design & Construction
- Government Relations
- Faculty & Academic Affairs
- Chief Data Officer
- Office of Undergraduate Studies
- Human Resources Management
- Operational Excellence

SCHOOLS AND COLLEGES

- Spencer Fox Eccles School of Medicine
- David Eccles School of Business
- John & Marcia Price College of Engineering
- College of Science
- College of Nursing
- Liberal Arts & Sciences
- S.J. Quinney College of Law
- College of Education
- College of Fine Arts
- College of Health
- College of Social Work
- College of Pharmacy
- Graduate School
- Honors College
- College of Architecture + Planning

CENTERS AND INSTITUTES

- Health Sciences Centers & Institutes
- Public Broadcasting & Media
- Scientific Computing & Imaging Institute
- Associate Vice President for the Arts
- Health Administration (BU1)
- Connected Learning
- J. Willard Marriott Library
- Natural History Museum of Utah
- Spencer S. Eccles Health Sciences Library

PRINCIPLES AND OUTCOMES

PRINCIPLES

Tailor to the unique needs of each enterprise — academic, research and clinical.

Capture economies of scale.

Improve service levels, including easy navigation of services.

Determine best model for each activity – ranging from localized to centrally coordinated.

OUTCOMES

FACULTY	Consistent, reliable service delivery that returns more time to teaching, research and community engagement. Reinvest in faculty salaries and new faculty positions.
STAFF	Simplified day-to-day work with fewer handoffs and clearer role definition.
LEADERSHIP	Effective support for future growth and for the management of strategic priorities.
COMMUNITY	A straightforward way to work with the university as a supplier, innovator and neighbor.

NEW · ENTERPRISE RESOURCE PLANNING

MODERNIZING OUR CORE SYSTEMS

A long-term effort to modernize the enterprise technology systems that support finance, human resources, research administration and other core business operations.

SYSTEMS IN SCOPE

Finance, human resources (including PeopleSoft), research administration and other core business operations.

MORE INTEGRATED

Reliable, data-informed systems that improve decision-making across units.

LESS DUPLICATION

Streamlined administrative processes and fewer parallel workarounds.

A STRONGER OPERATIONAL FOUNDATION

Technology the university can build on for the decades ahead.

NEW · FINANCIAL SYSTEMS

IMPLEMENTING ANAPLAN

In connection with Enterprise Resource Planning, we will work to implement Anaplan — a modern planning and budgeting platform that will provide better data, stronger forecasting and more informed decision-making across the university.

BETTER DATA

One source of truth for planning across units.

STRONGER FORECASTING

Scenarios modeled in days rather than weeks.

CLEARER REPORTING

Consistent budget views for leaders at every level.

INFORMED DECISIONS

Resource choices grounded in reliable numbers.

Implementation details and training will come from Finance as the rollout progresses.

SEQUENCE

WHAT HAPPENS WHEN

TIMING	INITIATIVE	STATUS
2024	Coordinated Services Phase 1 begins in Advancement; Finance and Human Resources in progress	IN PROGRESS
UNDERWAY	Mission Aligned Planning, Coordinated Clinical Enterprise, Crimson Brand Partners and Operational Excellence	CONTINUING
NOW	Phase 2 work begins in Marketing & Communications, Information Technology, Data and Analytics, and Facilities	BEGINNING
MULTI-YEAR	Enterprise Resource Planning modernization, with Anaplan implemented in connection with that planning	PLANNING
THIS FALL	At least three days each week in person at a university office or location	REAFFIRMED
JULY 1, 2027	New retirement program takes effect for all new university employees	SCHEDULED

Specific milestones for each area will be shared as the work progresses.

SECTION TWO

Why this matters

Every improvement we make to the way we operate should allow us to invest more in what matters most.

THE UNIVERSITY of UTAH

WHY THIS MATTERS

GREATER CAPACITY FOR OUR MISSION

Every improvement to the way we operate should allow us to invest more in what matters most:

- **Attracting outstanding faculty and staff**
- **Educating exceptional students**
- **Advancing life-changing research**
- **Delivering world-class patient care**
- **Serving the people of Utah**

QUESTIONS YOU MAY HAVE

WILL THERE BE JOB LOSSES?

The goal of the effort is to improve service delivery and create a consistent model that can scale. Comparable efforts have resulted in 5-15% reductions in non-faculty staff and non-clinical health care positions across administration, colleges, and institutes and centers.

DOES THIS CHANGE MY RETIREMENT?

Not if you are a current employee — your existing benefits do not change. The new program applies to employees hired on or after July 1, 2027. Human Resources is the source for individual questions.

DOES ENTERPRISE RESOURCE PLANNING MEAN MY SYSTEMS CHANGE?

Eventually, yes — this is a multi-year modernization that includes PeopleSoft. Nothing changes for your team today, and no timeline has been set.

WHAT DOES THIS MEAN FOR MY TEAM?

For most areas, nothing changes today. Where work is underway, we will share what we learn as we learn it rather than waiting for a final answer.

ON TIMING

Strong institutions do not wait until change is forced upon them.

They make thoughtful and data-informed decisions early, strengthen their foundation, and preserve the ability to shape their own future.

THAT IS THE APPROACH WE ARE TAKING.