

SUU *future*

Southern Utah University's Strategic Planning Process

STRATEGIC PLANNING TASK FORCE MEETING

February 26, 2015 @ 3:00 pm

Charles Hunter Room

Participants: Marvin Dodge (Co-Chair), Emily Dean (Co-Chair), Jenna Ayers, Mindy Benson, Sheri Butler, Tiger Funk, Jeff Hertig, Bill Heyborne, Eric Kirby, James Loveland, David Lunt, Johnny MacLean, Mary Pearson, James Sage, Deb Snider, Brian Vaughn, Scott Wyatt, Jennifer Oberhelman (recorder), Terri Day (guest)

Marvin Dodged welcomed attendees and called the meeting to order at 3:07. He shared that President Wyatt met with Sandra from NWACC and had some good news regarding our standing. President Wyatt shared that the Year-1 Report that addresses Standard #1 is complete and was due March 1. After the discussion, Sandra said SUU may be able to be taken off the probation-like status if a report is submitted by May 15, that meets minimum standards when defining the Core Themes and outlining the KPIs. This is great news for SUU.

Marv then explained that the exercise today is a SWOT Analysis (Strengths, weaknesses, opportunities, and threats). This will help outline areas to be focused on. This should not only be department-wide but college-wide.

Strengths

1. The people (collegiality)
2. Location
3. Small town atmosphere
4. Personalized education
5. Outdoors
6. Utah Shakespeare Festival
7. Community of "ownership" of University
8. Small size
9. Focus on education
10. Welcoming and beautiful campus
11. Scholarship opportunities
12. Number of clubs on campus
13. Residential student body
14. Benevolent leadership
15. Collaboration
16. Strong arts community
17. Incredibly talented faculty
18. Cross-curricular endeavors

19. Access to natural places (tied to location)
20. Culture of innovation
21. Experiential education
22. Niche programs
23. Students who come here including admission index
24. Student experience
25. Placement in Grad. Programs/jobs
26. Easy to get involved on an extra-curricular level
27. Professional accreditations
28. Full-time professors (low percentage of adjuncts)
29. Center for the Arts (SUMA & USF)
30. D1 Athletics program

Discussion of top strengths:

1. People – We are nice, but is everyone nice? Should we be doing more? Are some people grumpy on a regular basis? Bill H. said we need steps in place long-term that encourages everyone to be the best they can be. James is concerned that if it's not a focus it could slip away. Sheri said it isn't everyone.
2. Location – We have great surroundings (National Parks). Johnny said the location differentiates us because we have activities for each season – the best of both worlds. Bill said the local is very important for recruitment, not only students but faculty and staff. Emily said it's great for experiential education. Brian said it is also huge for USF but the distance from Salt Lake City keeps us out of the eye of the Legislature which is a negative.
3. Personal Education
4. Utah Shakespeare Festival and 50 other arts organizations in Iron County
5. Beautiful campus – Our beautiful location ties in with this.

Weakness

1. Silos
2. Lack of diversity (tied to faculty turnover and discouragement to hire)
3. Need more and better activity/programming on campus (especially evenings & weekends)
4. Limited jobs (student jobs as well as employment opportunities for partners)
5. Lack of 1-Stop options
6. Lack of cross-training and meaningful referrals
7. Small city
8. Price/tuition
9. Limited class offerings (summer)
10. Data literacy limited
11. Tracking attendance at events to gaging success of programing

12. Geographic location (far from a big city)
13. Diversity in leadership (women, etc.)
14. Lack of centralized calendar
15. Recruitment and retention
16. Not taking advantage of our Alumni
17. Lack of important majors/programs
18. Lack of data driven decisions
19. Absence of our own Art & Design building
20. Faculty turn-over (lack of social opportunities for faculty/staff)
21. Athletic facilities
22. Trying to be everything to everyone
23. Women in leadership
24. Lack of school pride
25. Value of arts in careers
26. Open decision making
27. Lack of “one-stop” solutions option
28. Communication
29. Data systems – data on demand

Discussion of top weaknesses

1. Silos – lack of 1-stop solutions, being passed around to get an answer. Johnny said there is little cross-discipline interaction, Emily agreed. Bureaucracy gets in the way. Lack of communications.
2. Lack of diversity – this is pretty universal in Utah. Lack of social opportunities (support networks, etc.). Bill said some areas are actively discouraging diversity in regards to recruitment of faculty. Sheri asked if there just weren't applying. President said that's a problem in rural America.
3. More activities and programming on campus – Bill said he thinks we may be over-programmed. Jeff said we need to find the “sweet-spot.” Great things are happening. Mindy said we need to identify what we do well and find out why.
4. Limited jobs – this ties into location, but jobs in general.

Opportunities

1. Arts & Design building
2. Diversify majors
3. Studio access after hours
4. Undergrad Research
5. Increased salaries for staff/faculty for retention
6. Professional level salaries for professional areas (beyond business)
7. Strategic Planning process

8. Enrollment Management plan
9. Reinvention of GE
10. Restructuring data
11. Best faculty
12. Integration of disciplines
13. Comprehensive assessment plan tied to faculty and staff development opportunities
14. Job contacts for grads
15. Alumni Engagement (mentoring and recruitment)
16. Maximize ownership of SUU by community
17. Increase partnerships and participation with the National Parks
18. ePortfolios
19. Veteran students
20. Expand extra-curricular (conferences, service, clubs, etc.)
21. Continuing Ed.
22. Location
23. Potential for growth
24. Transportation (I15 corridor, airport, etc.)
25. SUMA – USF
26. General growth in population of Cedar City
27. General Education & Liberal Arts & Sciences
28. STE(A)M
29. EDGE
30. Online
31. Completion rate
32. Utah Summer Games
33. Civic and community engagement
34. Retention and completion
35. Community connection
36. Increase diversity
37. Athletics

Discussion of top opportunities

1. Alumni engagement – not doing enough. Mindy said there isn't enough communication between departments, not using connections in place. Bill said that ownership is felt by the community. Brian said this should be ongoing in regards to jobs and recruitment.
2. Location – this is everything! Johnny said we can increase partnerships with parks and we need to step up as we are losing ground to Dixie. Sheri said we need to open broader programs.
3. Potential for growth – great opportunity if done well. We don't want to get big and lose focus on what we do well. Tiger said we need to match growth with resources.

4. Retention – Bill said retention and completion go hand in hand, we can be the best if we add the quality piece.
5. Reinvention if GE – Johnny said this is a great opportunity and good things are happening. President said high school guidance counselors are loving it; there is a direct tie between GE's and retention. 87% of attendees in the Governor's Honor Academy will come to SUU. When you can connect the GE to the major it is great. Bill said we need to have the best faculty working within this program. Emily said this will create a new culture at SUU.

Threats

1. Other schools expanding mission and programs
2. Cost
3. Visibility – lack of SUU
4. Legislation
5. Job availability
6. Public Transportation
7. Image
8. We don't publicize things we do well
9. Lack of enrollment/growth
10. Lack of institutional identity
11. Other schools online offerings
12. Lagging technologically
13. Aging facilities/infrastructure
14. Match growth with resources
15. Not using resources we have (buildings)
16. Online education/classes
17. Duplication of services and support
18. Lack of internal communication
19. Not putting students first
20. Turf issues
21. Inner circle favoritism
22. We must confront our toughest issues to move forward
23. Political correctness

Discussion of top threats

1. Expanding mission – we are losing market shares. Tiger said that having all USHE institutions identified as universities is not a good thing.
2. Lack of visibility – other institutions have more visibility because of local, we only have two representatives in the Legislature. The campus is not visible from the I15.
3. Legislation – lack of representation (only 2) is a negative. We don't get seen as much so we get less dollars.
4. Job availability – this ties directly back to weakness.

5. Lack of internal communication – this is part of the siloing effect.

Emily led the group in identifying hopes and aspiration.

Hopes and Aspirations

1. Become more integrated and cross disciplinary; decrease in turf wars; consolidating resources and reducing redundancies
2. Find ourselves! Better brand our identity
3. We become one of the top two schools in the state; chosen for our great academics, location, etc.; recruitment, jobs, etc.
4. Build reputation
5. Become more like “Cheers” where everyone knows your name, what everyone else is doing..., better educated about our own campus
6. Have community rally around the location and opportunities here – be a bit more Park City like; more recreational and cultural opportunities for town and SUU, whole town involvement

This meeting ended at 4:52.

The next meeting will be March 3 at 3 p.m. in the Shoot Star Room.