

STRATEGIC PLANNING TASK FORCE MEETING

March 17, 2015 @ 3:00 p.m.

Alumni House

Participants: Marvin Dodge (Co-Chair), Emily Dean (Co-Chair), Jenna Ayers, Mitch Bealer, Mindy Benson, Sheri Butler, Tina Calamity, Briget Eastep, Tiger Funk, Dave Lunt, Johnny MacLean, Phil Roche, James Sage, Deb Snider, Brian Vaughn, Terri Day, Jennifer Oberhelman (recorder)

Marv Dodge welcomed the group and handed out a survey to all and had them fill it out. It covered communication, culture, institutional discipline, leadership, decision processes, assessment, operating mechanisms, engagement, and alignment. He asked that everyone check the applicable boxes and at the bottom of each page write how many check marks. This information was then transferred to the last page, which is a grid. The participants were then asked to go to the large grids on the wall and mark them appropriately.

Upon completion Marv identified some of the grids that had lower marks and opened discussion. Some of the comments in the following areas were discussed:

Communication

- There is so much communication out there, at times it gets confusing
- Swirling rumors are a concern
- Tend to learn more by informal "run-ins" than formal channels
- There is a lack of "getting plugged in" upon arrival on campus
- Communication is not happening at all levels
- Distrust and paranoia
- There are middle level issues – there are times the information just doesn't get past the middle level from the top to the bottom and bottom to top
- Things are in transition

Discipline

- #8 (we are good at saying "no" to those things that are not aligned with where we want to go) is an issue
- We can't be all things to all people

Assessment

- Better leadership
- Scale
- Some departments on campus are not aligned
- What do we do, what should we assess?
- Not seeing how overlap happens
- Disconnect, not moving forward

- Assessment tools are academically focused, not campus-wide

Alignment

- Issue with being territorial

Emily then conducted a time-line exercise. There were 10 large post-its on the wall labeled 2015 through 2025. Participants were asked to write on 10 small post-its what they foresaw for SUU and sticking it on the sheet of the year they foresaw it happening. The results are as follows:

2015

- Hiring a second anthropologist
- Lack of state funding (on-going)
- Growth based funding
- Return of the missionaries
- Need to get students excited about discovering the world
- More women in leadership
- Changing workforce needs (on-going)
- Lack of diversity among faculty, staff and students
- Presidential or leadership shift
- "Selling" the worth of a college education salary
- Launch of Strategic Plan
- Making sure STEM education does not take over to detriment of the arts and creativity
- Continued declining support of higher Ed. in the State Legislature
- Incentives for attracting minority students, staff and faculty
- "Personal" devices needs more power stations
- Aging infrastructure (on-going)
- Change in teaching methods/styles to address student learning style/methods

2016

- Need to reach out to underserved populations
- Up-to-date website/media/marketing
- Insurance coverage (long-term)
- National trend toward interdisciplinary courses and integrated learning
- Retention of quality faculty through salary, benefit increases
- Launch of enrollment management plan
- Confidence and excitement about our new leadership
- Adopting our strategic plan and implementing across campus (or not)
- Legislative funding
- Salary levels
- Ability to screen out students who should not be in college at this time
- Summer school enrollment increase and support
- New approaches to General Education (The Complete Package)

- Increase use of adjunct teachers
- Need to define who we are – branding
- Developing greater campuses collegiality – faculty and staff
- On-line education delivery methods

2017

- Online courses at SUU
- Job placements after graduation
- Restructured G.E. program
- Issue – employee benefits continue to be decreased – out of pocket expenses increase
- Health care benefits
- NCAA Athletics “Super Conferences”
- Online enrollment
- Fewer high school students going to college
- Issue – students not as prepared for college as would be desired
- Greater emphasis on online education
- Staff workload adjustments and expectations
- Increased community involvement
- Retirements
- Tuition increase
- Performance based funding
- Standardized testing focus in K-12
- Larger minority student population
- Increasing student loan debts
- D.O. School
- Increased out of state enrollment equals higher tuition dollars for SUU but do we have adequate services they need?
- Larger enrollments – do we have infrastructure in place to support

2018

- Eroding public support for value of G.E. in University studies – leads to devolving Liberal Arts
- E-Portfolios
- More summer programming
- Online degrees from for-profit schools
- Increased student population
- Trend – aging faculty/staff retirements – affect the budgets due to several reasons – increase in salary for replacement. Increase in budget costs for early retirement
- Faculty workload adjustments and expectations
- Nationwide focus on AAC&U’s High Impact Learning Practices
- Need for additional SUU space – student housing
- New business building
- Ongoing tuition increases detract students

2019

- Legislative and higher education funding
- Legislative and higher education legislation
- Increase financial need for students
- “Professional skill” expectations from employers. We need to prepare students now for jobs that don’t yet exist.

2020

- More positive image and more credibility state-wide
- Growing emphasis on STEM disciplines
- The debate over paying college athletes and safety in football
- State money given to match graduation rates
- Aging workforce (long term)
- Robust Honors College program
- The growth of Dixie State
- Technology advancements and implementations in classrooms
- Generational norms shift
- Change in president (short term)
- Less state funding – raising tuition or fundraising efforts
- Shortage of doctors and healthcare workers

2021

- Need to reevaluate program offerings to meet occupational outlook
- New Fine Arts building
- Societal expectations of higher education
- More Latino and other diverse student populations

2022

- Graying of SUU retirements
- Nationally, Higher Ed. Will become so expensive that students won’t start college and will prefer to work
- Student loan bubble pops
- Aging donor population

2023

- 20% of students participate in Study Abroad

2024

- Current fundraising sources may need to change – aging of current large supporters

2025

- Change in student demographics – more Hispanics

Funding and changes in demographics were reflected throughout. It was felt SUU needs to be prepared for growth in regards to services, housing, faculty, etc. Another major concern was the competition with Dixie and their growth. Employee benefits erosion and salaries caused concern. A short discussion was conducted about restructuring General Education and how this will differentiate us nation-wide. It was felt that the Deans and Dept. Chairs needed to get on board.

This meeting was adjourned at 5 p.m.