SOUTHERN UTAH UNIVERSITY
STRATEGIC PLAN – CONSOLIDATED DRAFT (12/17/15)

MISSION: SUU is a dynamic teaching and learning community that engages students in experiential education leading to personal growth, civic responsibility, and professional excellence.

VISION: Southern Utah University will receive national recognition for its innovations in learning, student success, and providing the best educational experience in the Intermountain West.

CORE THEME 1
EXPLORE: SUU explores diverse ideas, disciplines, skills, cultures, and places.

Strategy 1 – Increase opportunities for the SUU learning community to explore complex problems and sense of purposes in the region, nation, and world.

GOAL 1.1 Support student learning experiences beyond the traditional classroom setting.

OBJ 1.1.1 Provide experiential learning opportunities.
Action Plan: Study Abroad.
Action Plan: Field Schools.
Action Plan: Supervised practical application of learning in a real world setting, including internships, student employment and Practica.

OBJ 1.1.2 Provide leadership and mentoring opportunities.
Action Plan: Student involvement, leadership, social activities, clubs, etc.
Action Plan: Provide leadership/mentorship opportunities for students.

GOAL 1.2 Help students, faculty, and staff understand and appreciate different perspectives and ideas.

OBJ 1.2.1 Provide educational experiences that will prepare students, faculty, and staff for an increasingly diverse and global society.
Action Plan: Ensure consistent programming of events that expose campus community to different cultural perspectives (e.g. Native American Week, International Week, cross cultural art exchanges, study abroad programs, etc.).

OBJ: 1.2.2 Expand international learning, teaching, research, and employment opportunities for students and faculty.
Action Plan: Expand study and teaching abroad opportunities.
Action Plan: Recruit International students from diverse countries and regions.

OBJ 1.2.3 Develop and implement a campus-wide Strategic Inclusion Plan to increase access and support for diverse populations.
Action Plan:

GOAL 1.3 Expand and support collaborative partnerships for learning.

OBJ 1.3.1 Create, expand and support collaboration between SUU and its larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.
Action Plan: Integrate curricula with new and existing partnerships through programs such as Jumpstart, Semester in the Parks, IIC, etc.
Action Plan: Investigate potential opportunities for procurement of a field station in the public lands.
Action Plan: Utilize campus athletic events to engage alumni and community.

OBJ 1.3.2 Create, expand, and support interdisciplinary opportunities across campus.
Action Plan: Expand marketing and recruitment for the BIS program.
Action Plan: Expand collaboration between the BIS program and discipline-centric programs across campus.
Action Plan: Investigate potential formal collaborations between discipline-centric programs and departments to encourage creation of interdisciplinary curricula.
Action Plan: Expand inter-campus communication.
Action Plan: Improve employee access to pertinent information needed to effectively/efficiently perform their jobs.

CORE THEME 2
ENGAGE: SUU creates engaged, intentional, and transformative learning experiences.

Strategy 2 – Engage students in practices that lead to meaningful learning.

GOAL 2.1 Provide students with the fundamentals of a modern Liberal Education (LEAP).

OBJ 2.1.1 Implement, support, and bolster high impact educational practices.

Action Plan: Integrate the Essential Learning Outcomes (ELOs) into courses, programs, and student success centers (for information on SUU’s ELOs please visit https://www.suu.edu/academics/provost/pdf/elo-definitions.pdf).

Action Plan: Establish a strong program of first year seminars and programs.
Action Plan: Incorporate intensive writing across the curricula.
Action Plan: Encourage the use of collaborative assignments in courses.
Action Plan: Provide more opportunities and support for undergraduate research.
Action Plan: Provide more opportunities and support for student internships.
Action Plan: Support and increase the inclusion of major projects and student signature works (cross-disciplinary projects on a topic significant to the student and society) into SUU’s curricula.
Action Plan: Provide formal professional development opportunities for faculty and staff to become familiar with LEAP Initiative strategies.
Action Plan: Train faculty to use and implement Authentic Assessments (which use students’ own work and faculty-validated rubrics to establish if students have developed essential skills and knowledge and can apply their learning to complex problems and real-world challenges) of student learning.
Action Plan: Continue to assess and improve the EDGE as a way to have Students’ Signature Works count as part of the expected pathway to a degree. The signature project can take one of many forms (e.g. capstone, internship, field work, research, community-based research).
Action Plan: Recognize employee efforts to incorporate LEAP Initiative strategies into their instruction.
Action Plan: Revisit university-level Leave, Rank and Tenure (LRT) requirements to support LEAP Initiatives.
Action Plan: Involve students in practices that lead to an understanding of ethics and human values.
Action Plan: Increase participation in campus lecture series which support ethical discussions, such as the lectures promoted by the Tanner Center for Human Values.
Action Plan: Encourage experiences that promote cross cultural understandings of human values (i.e., Native American Week, International Week, cross cultural arts exchanges, study abroad programs, etc.).

Goal 2.2 Provide students with opportunities to design their own learning experiences, connect learning across disciplines, and apply learning to new contexts.

OBJ 2.2.1 Create, expand, and support student opportunities for project based learning.
Action Plan: Assess and revise the EDGE program on a regular cycle based on research, best practices, and feedback from campus stakeholders.
Action Plan: Assess EDGE courses on the following SUU ELOs: integrative learning, lifelong learning, digital literacy, and problem solving.
Action Plan: Align project-based learning opportunities and capstone courses with EDGE opportunities and student-designed projects.

Goal 2.3 Optimize SUU’s educational, physical, technological, informational, financial and human resources to maximize learning.

OBJ: 2.3.1 Implement plans to support a culture of continuous improvement at SUU.
Action Plan: Develop and implement a university-wide process improvement program.
Action Plan: Continually review and refine academic programs and curricular alignment to strengthen undergraduate and graduate programs and support the achievement of student learning goals.
OBJ 2.3.2 Complete the process of aligning faculty and staff workload and institutional reward systems that reflect SUU’s mission, vision, and core themes.

Action Plan: Engage the campus in a broad discussion regarding the over-arching framework and shared values related to teaching, scholarly and creative activity, and service.

Action Plan: Revise university LRT policies to reflect the over-arching framework and shared values.

Action Plan: Update departmental LRT criteria to ensure alignment with university policy.

Action plan: Establish regular reviews of SUU personnel policies, procedures, and assessment practices, ensuring they support student learning and program success across campus.

OBJ 2.3.3 Foster long-term enrollment growth that leads to external support and additional resources through the deployment of SUU’s Enrollment Management Plan.

Action Plan: Attract and retain academically qualified students.

Action Plan: Increase admission selectivity to attract academically qualified students.

Action Plan: Provide opportunities for students that lead to higher retention rates.

Action Plan: Leverage predictive models to ensure a customized, highly efficient, and optimally targeted experience for each prospective, incoming, and enrolled student.

Action Plan: Establish inquiry, admissions and enrollment processes that are easily navigated and completely transparent among all in-state institutions and across SUU’s competitive set.

Action Plan: Maximize faculty resources to recruit and retain students.

Action Plan: Maintain a low student to faculty ratio for the undergraduate experience of 18:1.

Action Plan: Ensure that faculty hires correspond to increased enrollments.

Action Plan: Prioritize the hiring of full time faculty positions over adjunct positions.

Action Plan: Create additional funding streams through diversifying graduate, online, and international enrollments.

Action Plan: Re-evaluate the summer sessions to maximize student enrollment and faculty participation.

Action Plan: Enhance alumni and community communications in order to improve relationships and seek alumni participation in recruitment and marketing initiatives.

Action Plan: Mobilize alumni to facilitate the recruitment of students and increase familiarity with the university.

OBJ 2.3.4 Build brand identity and external support by creating and implementing a comprehensive integrated marketing and communication plan.

Action plan: Architect a unified brand platform designed to aggressively establish familiarity and viable differentiation.

Action plan: Create structured, ongoing personal connections between prospective students and SUU representatives, focusing on the specific needs and goals of the individual student.

Action plan: Ensure that marketing and internal messaging is aligned with SUU’s unique brand in order to increase awareness of the University’s value proposition, and increase visibility at the state-level.

OBJ 2.3.5 Maximize SUU’s strategic learning objectives by creating and implementing comprehensive operations plans for facilities, technology, and financial resources.

Action Plan: Create and implement a plan to support a physical environment, internal and external, conducive to learning and personal improvement.

Action Plan: Create and implement a plan to support the technological needs of the University.

Action Plan: Create and implement a transparent budgeting plan to ensure long-term financial sustainability.

Strategy 3 – Foster intellectual and creative engagement within the SUU campus community.

GOAL 3.1 Enhance student learning environments by integrating teaching, scholarly, and creative efforts.

OBJ 3.1.1 Develop additional team teaching opportunities and interdisciplinary curricular collaboration.

Action plan: Create new opportunities for General Education. (Examples include expansion of the Jump-start pilot project including new central themes and topics to focus the curriculum around; Semester in the parks, etc.).

Action Plan: Create a cohesive and integrated general education program.

OBJ 3.1.2 Support and increase engagement opportunities for students, faculty, and staff.

Action Plan: Enhance student engagement in campus activities through an all access student pass to campus events (arts, music, cultural, athletics, Shakespeare, etc.).

Action Plan: Increase availability of faculty sabbaticals, exchanges, trainings, and conferences.

Action Plan: Increase opportunities for faculty, staff, and students to participate in speakers’ series, guest artists, scholars-in-residence, athletic events, etc.
**CORE THEME 3**

**EXCEL: SUU excels through a commitment to high quality outcomes and student achievement.**

**Strategy 4 – Lead students, faculty, and staff to successful professional and educational outcomes.**

**GOAL 4.1 Increase student retention and graduation rates.**

**OBJ 4.1.1 Develop a comprehensive student success plan.**

*Action Plan:* Develop a robust alumni mentoring program that engages students with alumni to better their campus experience, increase retention, and prepare them for their future professional endeavors.

*Action Plan:* Enhance services at the Academic Success Center.

*Action Plan:* Identify courses with high D, F, W rates for enhanced tutoring and pedagogical support.

*Action Plan:* Ensure that we are meeting the needs of students with different learning needs.

**GOAL 4.2 Increase the number of students pursuing post-graduate opportunities.**

**OBJ 4.2.1 Provide encouragement and support for students’ interested in post-graduate studies.**

*Action Plan:* Enhance students’ understanding of the benefits of a graduate degree.

*Action Plan:* Increase participation of graduate programs at graduate school fairs.

*Action Plan:* Increase students’ access to and preparation for graduate placement exams and entrance requirements.

*Action Plan:* Create curricular alignment and pathways between undergraduate and graduate programs.

*Action Plan:* Encourage working professionals and alumni to complete their undergraduate degree or pursue an SUU graduate degree through online or on campus classes.

*Action Plan:* Invite alumni to return to campus and discuss their post-graduate success with current students.

**OBJ 4.2.2 Increase graduate degree offerings.**

*Action Plan:*

**GOAL 4.3 Support faculty and staff in achieving their professional and personal goals.**

**OBJ 4.3.1 Support faculty efforts to improve their teaching, research, and creative activities.**

*Action Plan:* Fully staff and program the Center of Excellence for Teaching and Learning (CETL).

**OBJ 4.3.2 Support faculty and staff in efforts to enhance their skills through professional development endeavors.**

*Action Plan:*

**OBJ 4.3.3 Provide rich opportunities for faculty and staff to participate in a wide range of cultural, wellness, athletic, and social activities.**

*Action Plan:* Provide free or reduced admission to SUU sponsored events and performances.

*Action Plan:* Provide space and support for regular faculty and staff social gatherings.

*Action Plan:* Continue to support faculty and staff wellness, including access to recreational facilities and public health initiatives.

*Action Plan:* Maintain a beautiful indoor and outdoor environment in which to work.
Strategy 5 – Prepare students for responsible citizenship in their communities and countries.

GOAL 5.1 Involve students in practices that lead to higher participation rates in community service and democratic processes throughout their lives.

OBJ 5.1.1 Prepare students to participate in lifelong community engagement.
- **Action Plan:** Provide a wide array of opportunities for students to engage in service.
- **Action Plan:** Track student service hours.
- **Action Plan:** Track alumni service in the community to ensure that graduates are more active volunteers in their communities than non-graduates.
- **Action Plan:** Maintain SUU’s Carnegie community engagement classification.
- **Action Plan:** Establish a systematic community service program for the athletic department.

OBJ 5.1.2 Prepare students to participate in the political processes of their communities.
- **Action Plan:** Hold on-campus voter registration drives.
- **Action Plan:** Promote awareness of current issues and events through the Michael O. Leavitt Center for Politics and Public Service and other campus organizations.
- **Action Plan:** Track alumni participation in democratic processes to ensure a higher rate of graduates vote than non-graduates.
- **Action Plan:** Provide students with opportunities to engage with political leaders.

Strategy 6 – Help students develop lives of purpose, fulfillment, and well-being.

GOAL 6.1 Develop lifelong learners.

OBJ 6.1.1 Cultivate intellectual curiosity while at the university so that alumni continue to learn throughout their lives.
- **Action Plan:** Assess students’ interest in studying subjects after completing a class (via IDEA forms, for example).
- **Action Plan:** Provide students with opportunities to engage with ideas and issues outside of graded work as to increase intrinsic interest in learning.

GOAL 6.2 Lead students to live fulfilled lives.

OBJ 6.2.1 Prepare students to participate in lifelong educational, artistic, and recreational experiences so that students live more fulfilled lives beyond SUU.
- **Action Plan:** Support programming for outdoor, artistic, athletic, and civic programs and activities.

OBJ 6.2.2 Promote lifelong wellness.
- **Action Plan:** Increase programs that support mental and physical health of our students, such as CAPS, The Inclusion Center, the Center for Families, Non-Traditional Students, athletics, etc.
- **Action Plan:** Survey administered to alumni (“Do you have a more fulfilled life because of your experiences at SUU?”).
- **Action Plan:** Address increasing needs of the Counseling and Psychological Services (CAPS).