

## **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:** Service Learning.

**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:** Support Service-Learning courses.

**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.

**Action Plan:** Orient students to the academic, cultural, and geographical opportunities of SUU.

**Action Plan:** Establish a comprehensive First Year experience program that orients students to the opportunities offered while at SUU.

**Action Plan:** Support student participation in nationally recognized academic honor societies.

**Action Plan:** Enhance SUU's Honors College program.

**Action Plan:** Enhance student opportunities to engage in original research and creative opportunities.

**Action Plan:** Undergraduate Research and Apprenticeship Program (UGRASP).

**Action Plan:** Enhance student opportunities to present their research at academic conferences.

**Action Plan:** Provide students with opportunities to perform and display their creative efforts.

**Action Plan:** Champion academic accomplishments on campus by celebrating student successes.

**OBJ 3.1.3** Maintain adequate resources to support learning and research.

**Action Plan:** Library, labs, 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).