Strategic Plan Outline
April 27, 2015

NOTE: THIS DOCUMENT CONTAINS THE TITLE OF THE STRATEGIES WHICH HAVE BEEN DEVELOPED. PLEASE GO TO WWW.DIXIE.EDU/STRATEGICPLANNING TO FIND THE EXPLANATION OF THE STRATEGIES

Vision:

Pioneering Pathways, Encouraging Excellence, Cultivating Creativity

Mission:

Dixie State University is a public comprehensive university, dedicated to rigorous learning and the enrichment of the professional and personal lives of its students and community by providing opportunities that engage the unique Southern Utah environment and resources.

(Note -the next sentence will only be used if the themes are housed on a separate page.) The mission of Dixie State University is captured in three overarching themes that guide its long-term direction and day-to-day activities and decisions:

Core Themes (L.E.O.):

Learning: DSU promotes a campus-wide culture of learning; delivers excellent teaching and prepares knowledgeable and competent students who achieve and exceed their educational goals.

Engagement: DSU maintains strong relationships between students, faculty, staff, and the community to foster citizenship, a continuum of educational, cultural and recreational enrichment, and economic and civic growth.

Opportunity: DSU values the professional and personal development of individuals and facilitates a culture of collaboration, creativity, inclusion, ethics, and service.

Values:

Academic Excellence: Stimulating learning and critical thinking through rigor, student empowerment and practical application.

Accountability: Working with honesty, transparency and respect for others while holding ourselves accountable for our actions.

Creativity and innovation: fostering new ways of thinking and implementing both (engaging in? we're still not happy with the wording here) education and research.

Equity and Inclusion: Creating a community of diverse individuals, ideas and beliefs; practicing open discourse and collaboration.

Local and Global Resources: Incorporating a variety of resources into the educational experience with a special emphasis on the unique local resources.

Service Leadership: Emphasizing civic, economic and cultural engagement with the community.

Student-centered Success: Providing an affordable education with experiences that develop the academic, professional and personal lives of all students.

Goals:

1. **Promote Student Success and Increase Retention and Completion Rates at All Degree Levels**.

   Desired Outcomes:

   1. By fall, 2023, 42% of the 2016 freshman cohort completes a degree.

   2. By fall, 2020, 58% of 1st time full-time Associate degree students and 63% of Bachelor degree students are retained after their first year.

   3. By fall, 2020, 52% of DSU minority students are retained after their first year.

   4. By fall, 2019, 80% of graduates have participated in two or more high-impact, enhanced, or experiential learning opportunities (e.g., Learning Community, Service Learning Courses, Research with a Faculty Member, Internship or Field Experience, Study Abroad, Senior Capstone Experience).

5. By fall, 2020, 50% of students will be completing General Education (GE), Quantitative Literacy (Math), and English requirements within their first year.

6. By fall, 2018, 85% of students will be declaring a major within their first year.

Strategies:

1. Develop comprehensive recruitment approaches that are more academically focused.

2. Develop and implement a structured enrollment program by fall, 2016.

3. Develop an organization and processes to serve students entering DSU, through their first year, or until they meet structured enrollment requirements under the leadership of a Dean or Associate Vice President.

4. Develop a comprehensive climate for increasing both the full-time and adjunct faculty role in student retention.

5. Develop a Center for Enhanced Education (working title) that unites services that contribute to student retention after the first year.

6. Establish the School for Curricular Innovation and Design (S.C.I.D.): Develop a comprehensive organizational structure that will make DSU a global leader in curricular innovation by spatially networking inherently transdisciplinary academic programs with offices tasked with the assessment and deployment of teaching and learning practices.

2. **Broaden and Enhance Academic Programs to Facilitate Growth.**

   Desired Outcomes:

   1. The number of Bachelor's degree programs has been increased to 42, the number of emphases to 60, and the number of certificates to 20, including degree(s) closely associated with the natural geographic location of the university.

   2. Three self-standing degree programs at the Master's level have been established, in addition to degrees offered in collaboration with other institutions.

   3. The number of degrees awarded at the Bachelor's level will rise above 50% of total degrees awarded.

4. At least one degree exists in every two-digit CIP code where at least 50% of 4-year institutions have offerings.

5. Offerings of online, hybrid, and blended course sections has been increased to 15%:

    a. Support and training structures are instituted to ensure high academic standards.
    b. New course offerings are developed with a particular focus on alleviating the stress on high-demand courses as well as on meeting the needs of nontraditional students.

6. By fall, 2017, a methodology and criteria have been selected for identifying DSU's programs of state and national distinction, and a plan is in place to maintain and foster excellence in the distinctive programs.

7. Pre-higher-education academic programs have been established in every chaired department which are targeted toward high-achieving students at the high school level to increase the profile of students.

8. An experiential learning component has been integrated into all degree programs.

Strategies:

1. Develop new programs or areas of study guided by the Academic Program Research Committee.

2. Improve quality and course delivery through online learning, recognition of Master Teachers and place an emphasis on experiential learning.

3. Increase academic outreach to high school, middle school and intermediate school students.

3. **Invest in Faculty and Staff: Recruitment, Retention, and Professional Development.**

   Desired Outcomes:

   1. Have total compensation for faculty and staff meet the average compensation reported for similar positions at a selected set of comparable and competitive institutions.

   2. DSU's faculty, staff and adjunct compensation program will consist of a progressive, three tier system that includes and enhances an incentive based salary structure.

   3. 90% of all faculty and staff hired will fall within the appropriate hiring cycle as determined by departments and hiring committees.

   4. 80% of new hire searches will be successful.

   5. 100% of new hire experiences will be reported as a positive experience.

   6. 20% of our faculty and staff will be diverse, reflecting the diversity of a regional University.

   7. Reduce non-retiree voluntary turnover by 50%.

   8. 100% of all new employees will be assigned a mentor.

   9. A minimum of 80% of all faculty and staff will participate in professional development programs offered on campus or in state, national and international development workshops or conferences.

   10. On the Great Colleges to Work For survey have ratings of good to excellent in all categories with 60% of all employees participating in the survey.

   Strategies:

   1. Improve total compensation for faculty and staff.

   2. Create a compensation program that consists of a progressive tier system that includes and enhances an incentive based salary structure.

   3. Improve hiring and retention processes and procedures.

4. Maximize professional development opportunities for faculty and staff.

5. Participate in the Great Colleges to Work For survey.

4. **Promote the Success of Underrepresented Faculty, Staff, and Students by Enhancing Support for Inclusion and Equity**.

    Desired Outcomes:

    1. Percentage of minority students (excluding international students) has increased to a total of thirty percent (30%) by fall, 2020.

    2. Percentage of international students has increased five per cent (5%) by fall, 2018.

    3. At least 15 cultural programs or activities are sponsored each academic year by fall, 2016.

    4. Racial diversity of faculty and staff has increased to at least twenty percent (20%) by fall, 2020.

    5. At least ten percent (10%) of the administrative positions (chair or higher) on campus are filled by minorities by 2019.

    6. The number of women in administrative roles (chair or higher) has increased to at least 13% by 2020.

    7. Employees' sense of validation, belonging, and personal/professional safety, as measured with a climate survey, improves each year.

    8. There has been an increase in courses that address diversity, equity, and inclusion in meaningful ways.

    9. Fifty-two percent of minority students are retained by fall, 2020.

    Strategies:

    1. Provide accessible and equitable educational opportunities and resources for minority and under-represented students, including women, adult learners, and learners with disabilities, by centralizing minority-related services and creating a coordinating council with one member serving on the president's Advisory Council.

    2. Improve intercultural competence by providing yearly workshops and trainings with a goal of 100% faculty, staff, and administrator participation by fall, 2019.

3. Create and implement a diversity action plan to improve recruitment and retention of diverse students, to foster an inclusive environment.

4. Create and implement a diversity action plan to improve recruitment and retention of diverse staff and faculty and to foster an inclusive environment.

5. **Engage with Southern Utah Region to Strengthen Civic, Cultural, and Economic Life**.

   Desired Outcomes:

   1. Achieve the Carnegie classification as an engaged University.

   2. The university has created a culture of engagement and service to the region.

   3. 80% of Dixie State University students will complete a community service or service learning experience before completing a degree.

   4. Recruit at least 100 mentors from the community to assist students by 2016 and increase the number by 100 each year.

   5. 20% of the faculty and staff will hold positions of leadership in community organizations and agencies.

   6. Dixie State University students, faculty, staff, and Alumni Board will contribute 250,000 hours of service to the community annually.

   Strategies:

   1. Inventory the university's current efforts in community service, engagement, community organization leadership, and student experiential learning opportunities and continually monitor and update our efforts.

   2. Develop an annual reporting methodology to record the amount of participation by students, faculty, and staff in community engagement.

   3. Create a rubric to define what mentor roles, community service, and leadership with community organizations will be.

   4. Continually publicize all of our efforts as a university related to this goal and create a category for outstanding student and outstanding campus organization as part of the Dixie Awards.

5. Hold an annual Community Service Fair to identify mentors and assign them to individual departments, and to place students in community service opportunities.

6. **Establish a Strong Brand and Identity for the University.**

   Desired Outcomes:

   1. DSU is known as a unique academic and geographic destination.

   2. DSU adds value to the area through community, regional and global partnerships through its mentoring participation, internships, leadership and experiential opportunities, community service, and job placement.

   3. Stakeholders recognize the excellence in Dixie State's brand, messaging and mission when they see it presented through various media outlets.

   4. The institutional style guide and standards are implemented, and convey consistent uniform branding and messaging.

   5. The mascot and nickname match the strategic direction of the University.

   6. Athletics are known for excellence in the classroom, in competition, and in the community

   7. 50% of alumni update their information annually, alumni donation dollar amounts increase by 25% annually, and number of individual alumni donations increase by 25% annually.

   8. Student involvement in co-curricular, social, and recreational programs increased by 20%.

   9. Increased local, regional, national and international media coverage highlighting academic, athletic and institutional excellence. (Can be measured in overall reporting/coverage rather than an actual percentage.)

10. Dixie State University increased 10% as a top choice for potential students.

11. Improve quality of content and consistency of engagement and interaction with DSU's technological ecosystem, which currently includes social media and web.

Strategies:

1. Highlight the unique characteristics of the University's academic programs and the region to local, national and international audiences and align the University's mascot and nickname with the strategic direction of the University.

2. Forge alliances with local and regional business, alumni and community members in order to engage the resources of the University with the region.

3. Develop an aggressive communications and marketing strategy consistent with the University's strategic plan.

4. Strengthen the athletics program in student athlete academic performance and in competition in order to improve the visibility and image of the University.

5. Heighten the identity and awareness of student experiences.

6. Improve the quality and content of University publications through the utilization of the technological ecosystem of the University.