

**Dixie State Strategic Planning Group Outcomes
Organized by Category - October 3-4, 2019**

Strengths

Deans and Directors

Location
 Small class size
 Staff, faculty, adm. support, student centered
 grit/innovation
 Marketing
 Growth with community support
 Agile to change
 Committed and dedicated faculty and staff
 Variety of programs
 Promote student-athletes rather than athletes who happen to be students
 Strong student leadership
 Strong student club system
 Healthy lifestyle
 Ombudsman office
 Brand
 Facilities

Administration and Management

Affordability
 Small classes (personalized attention)
 Location
 Agility
 Dedicated staff and faculty

Community Town Hall (evening)

Location
 Adaptability
 Leadership

Staff Association

Employees' service mentality
 Tuition costs
 Strong new direction & Intentionality in Progression

Faculty

Active learning
 Innovation
 Branding
 New freshmen

Campus Community Group 1

Location (geography, weather, growth, population increase)
 Small class sizes

Focus on teaching, individual learning and progression
 Faculty devotion - go above and beyond

Campus Community Group 2

Small class sizes - personalizing of attention from faculty
 Affordability
 Location
 Emerging diversity
 Employee benefits

Faculty Senate

Following of strategic plan
 Focus on teaching
 Location - emphasize education / open enrollment
 Faculty and staff
 Community (services / involvement / support)

Student Leaders

Location - weather, parks
 Class size
 Faculty relationships
 Affordability
 Involvement in activities
 Campus excitement
 Progress to D1

Department Chairs

Faculty committed to learning in academic programs
 Growth in programs
 Affordable
 Location
 Agile

Community Leaders (lunch)

Dual mission
 Connectivity
 Location / weather
 Community engagement / college town
 Health occupations
 D1
 Leadership
 New academic programs
 Affordability
 Accessibility
 Student support
 ROI to community
 Innovation Plaza
 Growth of campus

Areas of Improvement

Deans and Directors

More connected/engaged with community IT support / increase staffing
 Funding - fundraising, fundraising beyond athletics Compensation model
 Data governance
 Data driven decisions Data analytics
 Adult learner
 Student retention

Administration and Management

Funding models / infrastructure
 Student success / retention / funding
 Academic quality / funding
 Recruitment / funding
 Faculty staff compensation - increase ratio of FT/PT Academic reputation
 FT faculty teaching in 1st year and 2nd year

Community Town Hall (evening)

Parking
 Broader communication programs
 Child care - drop-in and regular

Staff Association

Retention
 Lack of budget increases as university grows Too high dependence on adjunct faculty ROTC / Reserve (federal based not state)
 Compensation model for online program offerings

Faculty

Change perception throughout the state
 Traditional academic programs - political science, philosophy, classics
 Investment in academic institutes, programs

Campus Community Group 1

Data-driven decision making, transparent data
 Recruit for retention
 Coordinate media releases
 Student newspaper
 Monitor intervention of struggling students
 Canvas instant support/help
 IT support
 Website update

Campus Community Group 2

More active learning resources
 Good way to measure good teaching
 Better financial strategy for current infrastructure Night classes
 Daycare

Faculty Senate

Policy
 Infrastructure - space, resources
 Support faculty financially
 Branching beyond Southern Utah
 Retention and recruitment of faculty and students
 Get prepared for 21st-century education
 Work-based opportunities for students / active learning / prepare for employment

Student Leaders

Need student union / third spaces, campus dining
 Parking
 Older buildings need renovation
 Computers need replacement

Department Chairs

Faculty / staff compensation
 Under capitalized
 Support for liberal arts
 (balance) Increase full-time faculty

Community Leaders (lunch)

Housing / Parking
 Synergy of tech program / businesses
 Alumni engagement
 Data driven
 Retention / degree completion
 Gap between students and downtown
 Sports facilities
 Keep up with technology Improve credibility Attract top-notch faculty
 Connect employees to community leadership

Opportunities

Deans and Directors

Career-focused
 campus Life-long
 learner
 Expand DSU brand/footprint
 Online programs
 Focus on wellness
 Promote innovation

Administration and Management

Location (weather, outdoors, etc.)
 Population projection / adult learner
 market Academic program growth
 D1 Athletic transition

Community Town Hall (evening)

Women's
 sports D1
 Continued ed for professional upgrade
 Medical program
 Skills / application
 Update old buildings
 Outreach
 Women's resource center
 Preschool / minorities /
 counseling

Staff Association

More tech degrees - aviation
 Research capabilities - sciences/geology
 Admin. Increased graduate programs - Public
 Partnerships - community, business, Innovation
 Plaza

Faculty

Health services - medical
 college STEM
 Developing an academic/intellectual identity
 Fundraising

Campus Community Group 1

D1 Athletics
 Business and entrepreneurship
 International - staff, students, faculty
 Interdepartmental communication

Campus Community Group 2

Grad programs increasing
 Online programs

Digital badging
 Alumni engagement - donations
 Degree completion
 Move toward inclusion
 Older students - success
 Space
 Leverage location
 Target adult learner
 Research - students grants, start-up funds for faculty

Faculty Senate

Grow within programs
 Flexible scheduling
 Quality distance ed.
 Graduate programs
 Certificates / Assoc. degrees

Student Leaders

D1 athletics
 Master's degrees
 Work in national parks
 Growth of university
 Health / counseling center
 expansion Additional student
 housing

Department Chairs

Increase program offerings
 Graduate programs
 D1 athletics

Become regional university of choice (SUU, I-15
 Corridor)
 Use green energy

Community Leaders (lunch)

More community engagement (positive ways)
 Synergy with Intermountain / bio-tech
 Bridge divide between Old St. George and new
 Improved career opportunities in Washington
 County Active transportation for students and
 faculty Leverage existing talent
 Increase land for university
 Connect younger alums to
 campus Online education
 Recruit in Nevada and California
 Attract top faculty
 Clarity of identity
 Tech dev. /data - Tech park
 Partner with SUU

Areas of Distinction

Deans and Directors

Innovation Center
 Diversity in the state
 Implemented strategic
 plan Location
 Open enrollment / dual mission / social
 justice mission (educate everyone)
 Active learning / student involvement
 Stackable credentials
 Low cost - value for degree

Administration and Management

Weather - location (palm trees)
 Momentum - growth
 Active learning
 STEM/CTE
 technology
 Innovation
 Athletics / fitness / active life

Community Town Hall (evening)

Weather
 Friendliness
 Personal touch
 Safe and clean
 New buildings
 Beauty
 Arts program

Staff Association

Active learning, active life
 Innovation plaza - student
 opportunities Small student/faculty
 ratio

Faculty

Growth (university and community)
 Natural resources / surroundings

Campus Community Group 1

Weather, geography,
 NPS Dixie Spirit
 History
 Faculty and staff
 Cost of tuition
 Most diverse university in Utah

Campus Community Group 2

Location
 Active learning, active life
 Unique brand (Trailblazers)
 Cost
 Transitions - Pioneers
 Community engagement
 Small university feel, big opportunities

Faculty Senate

Best value for education
 Small class sizes
 Interaction with faculty

Student Leaders

Dixie Spirit / life - sense of belonging
 Community
 Location
 Open enrollment
 Affordability
 Opportunities because of faculty and staff

Department Chairs

Health Science
 Location and climate
 Teaching FT faculty

Community Leaders (lunch)

Accessibility / link with community
 Location
 Culture of care for students
 Quality of Life Center /
 climate Friendly
 Experiential learning
 Community committed to
 service Growth
 Resourceful / Good steward of resources
 Innovation Plaza / Patents
 Health care
 National Park
 Concurrent enrollment /
 Partnerships Strong local legislative
 support
 ROI - best value in country
 Local government
 collaboration Dixie DNA

Threats

Deans and Directors

Internal conflict / siloing
 Legislative
 Resources pay bench marks / staff and faculty Limited real estate
 Funding D1 athletics
 Distinction

Administration and Management

USHE (uncertainty)
 Disruptive competition
 Perception
 Persistence of silos Lack of faculty

Community Town Hall (evening)

Not applicable

Staff Association

USHE (uncertainty)
 Disruptive competition
 Perception
 Persistence of silos
 Lack of faculty

Faculty

Insularity
 Managing rapid change
 Water limitations
 Competition from region

Campus Community Group 1

Retention - students, staff, faculty
 Graduation rates
 Qualified candidates
 Growth overpowering strengths - personal attention, small class sizes

Campus Community Group 2

Legislative
 Data integrity
 Lack of resources

Education bubble burst
 Employee engagement / morale

Faculty Senate

Online programs from other universities
 Reduction of faculty shared governance
 Social distrust of academia
 Increase reliance on part-time faculty
 High faculty turnover
 Corporate education as alternative providers

Student Leaders

Land locked
 Lack of access to national corporations
 Party school image
 Class with community (non-student friendly)
 Low retention rate
 Lack of majors

Department Chairs

Grow too fast
 Loss of quality faculty (pay)
 Out legislated by larger institutions
 Sustainability

Community Leaders (lunch)

Competition among public higher education
 Consultants - state direction for higher education change
 Involvement
 Online competition
 Private sector micro-credentials
 Shift to gig economy
 Loss of value of higher education
 Community silos - Dixie
 Addressing growth - threat to students / class size
 Cost of living - housing
 Recession
 Lack of funding
 Lack of self-sufficiency
 Student recruitment
 Cost of higher ed - reliance on loans - student value
 Lost track of dual mission
 Quality vs. quantity
 Loyalty to campus - fundraising