Deans and Directors

Strengths

Location
Small class size
Staff, faculty, adm.
grit/innovation Student
support, student centered
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

Areas of Improvement

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

Opportunities

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

Areas of Distinction

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

Threats

Internal conflict / siloing
Legislative
Resources pay benchmarks / staff and
faculty Limited real estate
Funding D1 athletics
Distinction
Administration and Management

Strengths

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

Areas of Improvement

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

Opportunities

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

Areas of Distinction

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

Threats

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

Community Town Hall (evening)

Strengths

Location
Adaptability
Leadership
Master's programs

Areas of Improvement

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

Opportunities

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

Areas of Distinction

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

**Strengths**

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

**Areas of Improvement**

- 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

**Opportunities**

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

**Areas of Distinction**

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

**Threats**

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

### Faculty

**Strengths**

- Active learning
- Innovation
- Branding
- New freshmen

**Areas of Improvement**

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

**Opportunities**

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

**Areas of Distinction**

- Growth (university and community)
- Natural resources / surroundings

**Threats**

- Insularity
- Managing rapid change
- Water limitations
- Competition from region
**Campus Community Group 1**

**Strengths**
Location (geography, weather, growth, population increase)
Small class sizes
Focus on teaching, individual learning and progression
Faculty devotion - go above and beyond

**Areas of Improvement**
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

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

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

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

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**Campus Community Group 2**

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

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

**Opportunities**
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

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

**Threats**
Legislative
Data integrity
Lack of resources
Education bubble burst
Employee engagement / morale
### Faculty Senate

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

**Areas of Improvement**
- 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

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

**Areas of Distinction**
- Best value for education
- Small class sizes
- Interaction with faculty

**Threats**
- 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

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

**Areas of Improvement**
- Need student union / third spaces, campus dining
- Parking
- Older buildings need renovation
- Computers need replacement

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

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

**Threats**
- 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

Strengths
Faculty committed to learning Growth in academic programs
Affordable Locatio n Agile

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

Opportunities
Increase program offerings Graduate programs
D1 athletics
Become regional university of choice (SUU, I-15 Corridor)
Use green energy

Areas of Distinction
Health Science
Location and climate Teaching FT faculty

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

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

**Areas of Improvement**
- 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**
- More community engagement (positive ways)
- Synergy with Intermountain / biotech
- 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

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<th>Tech dev. /data - Tech park Partner with SUU</th>
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**Areas of Distinction**
- 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**
- 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