

<p><b>Dixie State Strategic Planning Group Outcomes Organized by Constituency - October 3-4, 2019</b></p>
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**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

**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  
Location  
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  
 D1  
 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 / 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

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