MESSAGE FROM THE PRESIDENT

Trailblazer Nation,

Welcome to the future of Dixie State University. Included in the pages that lie ahead are ambitious but attainable goals, strategies, and desired outcomes that will guide the growth of the institution for the next five years. Trailblazing Distinction, our 2020-2025 strategic plan, not only includes rigorous action plans that will elevate the university’s offerings and set us apart from any other institution in the nation, but also provides specific strategies to help us implement initiatives that will be a great benefit to our students.

The success of our last strategic plan, Dixie 2020: Status to Stature, which was made possible through the dedication of our incredible university community, has proven that we can facilitate important growth in the institution and make a remarkable impact on our students’ lives. In fact, through Status to Stature, we increased student retention by 4.3 Percent, added 112 academic programs, invested in countless professional development opportunities for faculty and staff, enhanced our support for inclusion and equity campus-wide, strengthened our connection to the community, and established the strong trailblazer identity for Dixie State athletics.

I am excited to build on this momentum by implementing the strategies included in Trailblazing Distinction. This plan will lay the foundation necessary for the university to be open, inclusive, comprehensive, and polytechnic while continuing to provide unique learning experiences, valuable resources, and unprecedented “Active Learning. Active Life.” opportunities. Dixie State will make learning accessible by removing barriers and providing access to everyone as part of our dedication to being an open and inclusive university that serves the needs of our community. Furthermore, by featuring active and applied learning experiences in education, science, technology, engineering, health sciences, humanities, business, and the arts that integrate liberal arts curriculum, we will offer a comprehensive polytechnic education that prepares our graduates to make a significant impact on our world.

As you look through the following highlights of our 2020-2025 strategic plan, it will quickly become evident that great things are on the horizon for Dixie State University. To read the complete strategic plan, please visit Strategicplanning.Dixie.Edu. By working together to accomplish the goals included within Trailblazing Distinction, we will ensure that every day is a great day to be a trailblazer.

Richard B. Williams
President of Dixie State University

MESSAGE FROM THE BOARD OF TRUSTEES CHAIR

Fellow Trailblazers,
What an honor it has been to witness the incredible growth Dixie State University has experienced over the past five years. Having served on the institution’s Board of Trustees since 2012, I have had a front row seat to the University’s transition from Status to Stature as part of the 2015-2020 strategic plan. As we embark on the journey of Trailblazing Distinction, I am thrilled to represent the Trustees in the strategic planning process this time around.

Watching Southern Utah come together and lend their expertise to help the community’s university successfully complete its last strategic plan was nothing short of amazing. Thanks to this tireless effort, we truly have attained university status and the accompanying ability to provide our students with a myriad of experiences and opportunities that our founders couldn’t even fathom when they established the institution in 1911.

Now, as we begin to work on the five goals of the 2020-2025 strategic plan, Trailblazing Distinction, we once again will need to embrace the grit, sacrifice, and determination upon which this community and University were built. Dixie State’s efforts to become an open, inclusive, comprehensive, and polytechnic University are both profound and expansive, meaning this strategic plan will prepare Dixie State to fulfill meaningful achievements while involving a significant number of people. By coming together, we will prepare the university to serve the students of our nation for generations to come. The plan’s polytechnic focus will not only prepare students to be qualified workers for a sector that is rapidly growing nationwide, but also will set our graduates up for fulfilling careers and lives.

I look forward to partnering with you to provide future Trailblazers with the Dixie education that has so aptly benefitted so many before them. Together we will blaze a trail of distinction for our University, our community, and a better tomorrow.

David Clark  
Chair of the Dixie State University Board of Trustees

**MESSAGE FROM THE STEERING COMMITTEE CHAIR**

Fellow Trailblazers,

Soon after achieving university status in 2013, President Williams introduced a strategic planning culture to the campus with a new plan to be created on a five year cycle. The inaugural strategic plan titled “Dixie 2020: Status to Stature” aptly described the theme of our first five year effort that transformed the institution from a college to a university. The plan was an overwhelming success and today there stands a rapidly growing and increasingly impactful regional public university serving the citizens of Utah. With university stature achieved, we now confronted the vexing question of what kind of
university to become. How should we distinctively fulfill our mission as an open access and dual mission regional university and simultaneously be an economic catalyst for southwestern Utah?

President Williams appointed the 2025 Strategic Plan Steering Committee in September 2019 and selected AASCU Pinson consultants Dr. John Welty and Dr. Dene Thomas to guide the planning process. We hosted broad consultations and open forums among various stakeholders of the university to solicit their valuable input. We invited national speakers to discuss trends and welcomed constructive arguments and embraced diversity, hoping to learn novel ways of delivering the best quality of education and thoughtful ways for creating an even greater societal impact at home and across the state.

The result is a bold and visionary blueprint that creates a distinctive and highly relevant 21st century university to best serve our state and local region. The plan is animated through a new educational mission and institutional vision based on four design features: open education, inclusion, comprehensive, and polytechnic and aims to achieve exceptional student learning and success. Within each design feature, a set of fundamental tenants will frame the creation of university programs and services for decades. Responsive to our statutory mission and expectations from the state, providing open and inclusive education will advance educational opportunity, equity and social justice, while becoming a comprehensive polytechnic university will elevate the career readiness of our students through active, applied and authentic learning experiences.

I wish to express my sincere gratitude and recognize the extraordinary work of the steering committee, goal teams, our consultants and countless others who reviewed earlier drafts of the plan and made substantive contributions to its formulation. There is good reason to be proud of this plan and I am excited to implement “Trailblazing Distinction” as we embark on a long journey to fulfill our Vision.

Michael Lacourse, PhD
Provost and Vice President for Academic Affairs
Chair of the Strategic Plan Steering Committee

STRATEGIC PLAN STEERING COMMITTEE MEMBERSHIP

Ms. Sheila Bastian, Executive Assistant to the Provost/VPAA
Dr. Jason Boothe, Director of Athletics
Mr. Jason Browning, Executive Director, Institutional Effectiveness
Mr. Brooks Burr, Development Officer
Mr. David Clark, Chairperson, DSU Board of Trustees
Dr. Lauren DiSalvo, Faculty, College of Arts
Ms. Darlene Dilley, Assistant Vice President for Enrollment Management
Ms. Tiffany Draper, President, Staff Association
Ms. Taylor Godfrey, DSUSA President
Dr. Kristy Grayson, Faculty, College of Business
Ms. Jyl Hall, Director of Public Relations
Dr. Nancy Hauck, Associate Provost for Community and Global Engagement
Mr. Ryan Hobbs, Executive Director, Digital and Extended Learning
Dr. Randy Jasmine, Faculty, College of Humanities and Social Sciences
Dr. Michael Lacourse, Provost and Vice President for Academic Affairs
Dr. Michelle McDermott, Past-President, Faculty Senate
Dr. Erin Ortiz, Director, General Education
Mr. Travis Rosenberg, Executive Director, Human Resources
Dr. McKay Sullivan, Faculty, College of Science Engineering and Technology
Dr. Tasha Toy, Assistant Vice President for Campus Diversity, Chief Diversity Officer
Mr. Henrie Walton, Special Assistant to the President for Government and Community Affairs
Mr. Courtney White, Chief of Staff to the President
Dr. Linda Wright, Faculty, College of Education
GOAL TEAM MEMBERSHIP

GOAL 1  ACADEMIC DISTINCTION

Co-Chair  Dr. Lauren DiSalvo, Faculty, College of Arts
Co-Chair  Dr. McKay Sullivan, Faculty, College of Science, Engineering, and Technology

Member  Dr. Pam Cantrell, Associate Provost, Academic and Budget Planning
Member  Dr. Stephen Lee, Dean, College of Humanities and Social Sciences
Member  Dr. Olga Pilkington, Faculty, College of Humanities and Social Sciences and Assistant Director for Undergraduate Research
Member  Dr. Travis Ficklin, Faculty, College of Health Sciences
Member  Dr. Raisa Alvarado, Faculty, College of Humanities and Social Sciences
Member  Dr. Randy Jasmine, Faculty, College of Humanities and Social Sciences
Member  Ms. Katie Kamachi, Faculty, College of Business
Member  Dr. Linda Wright, Faculty, College of Education
Member  Dr. Erin Ortiz, Faculty, College of Humanities and Social Sciences and Director of General Education
Member  Dr. Nancy Ross, Faculty, College of Education
Member  Mr. Del Beatty, Assistant Vice President, and Dean of Students

GOAL 2  STRATEGIC ENROLLMENT GROWTH

Co-Chair  Ms. Darlene Dilley, Assistant Vice President for Enrollment Management
Co-Chair  Mr. Ryan Hobbs, Executive Director, Digital and Extended Learning

Member  Mr. John Bowler, Director of Alumni Relations
Member  Mr. Shadman Bashir, Director, International Student Services
Member  Mr. Bryant Flake, Director of University Budget
Member  Dr. Jeff Hoyt, Assistant Vice President for Student Success
Member  Dr. Peter Neibert, Faculty, College of Health Sciences
Member  Dr. Matt Nickodemus, Director of Strategic Analytics
Member  Dr. Eric Pedersen, Dean, College of Science, Engineering, and Technology
Member  Mr. JD Robertson, Executive Director of Financial Aid
Member  Mr. Kevin Simmons, Director of Concurrent Enrollment
Member  Dr. Sarah Vandermark, Associate Provost, Academic Success
GOAL 3  INSTITUTIONAL CAPACITY AND PERFORMANCE

Co-Chair  Mr. Jason Browning, Executive Director, Institutional Effectiveness
Co-Chair  Mr. Courtney Whit
e, Chief of Staff to the President

Member  Mr. Brooks Burr, Development Officer
Member  Dr. Jason Boothe, Executive Director of Athletics
Member  Dr. Kristy Grayson, Faculty, College of Business
Member  Dr. Jeffrey Jarvis, Dean, College of Arts
Member  Mr. Tom Picklesimer, Director of Student Affairs Planning and Operations
Member  Mr. Bryant Flake, Executive Director of Planning and Budget
Member  Mr. Jon Gibb, Director of Facilities Planning and Construction
Member  Mr. Gary Koeven, Chief Information Officer

GOAL 4  COMMUNITY AS UNIVERSITY

Co-Chair  Dr. Nancy Hauck, Associate Vice President for Community and Global Engagement
Co-Chair  Mr. Henrie Walton, Special Assistant to the President for Government and Community relations

Member  Dr. Kelly Bringhurst, Faculty, College of Science, Engineering, and Technology and Director of Community Engagement
Member  Dr. Jeremy Young, Faculty, College of Humanities and Social Sciences and Director of the Institute of Politics
Member  Ms. Jyl Hall, Director of Public Relations
Member  Mr. David Clark, Chair, DSU Board of Trustees
Member  Dr. Luis Arevalo, Faculty, Director of Global Education, College of Humanities and Social Sciences
Member  Mr. Tyson Pulsipher, Director of Community and Continuing Education
Member  Mr. Rob Kramer, Director, Institute for Continued Learning
Member  Mr. Chris Gifford, Director, Hurricane and Kanab Education Centers
Member  Ms. Sheila Cannon, Administrative Specialist for Community and Global Engagement
Member  Ms. Ali Threet, Executive Director of Career Services and Student Success
Member  Mr. Shane Blocker, Assistant Director of Career Services
Member  Mr. Brook Sullivan, Alumna Events and Marketing Coordinator
Member  Hon. Jon Pike, Mayor, City of St. George
Member  Mr. Dave Gardner, Washington County School District
GOAL 5  FACULTY AND STAFF LIFE

Co-Chair  Dr. Michelle McDermott, Associate Dean for Health Sciences and Immediate Past President of the Faculty Senate
Co-Chair  Ms. Tiffany Draper, Director of New Student and Family Programs and President of the Staff Association

Member  Mr. Travis Rosenberg, Executive Director, Human Resources
Member  Ms. Kathleen Broeder, Assistant Librarian and Special Collections/archivist
Member  Dr. Angie Child, Faculty, College of Education
Member  Mr. Spencer Chatland, Custodian, Facilities Management
Member  Ms. Stacy Schmidt, Public Relations, Publications Coordinator
Member  Mr. Blair Barfuss, Director of Public Safety, Chief of University Police
Member  Dr. Bruce Harris, Associate Provost, Faculty Affairs

CONSULTANTS

AASCU-Penson Center for Professional Development

Dr. John Welty, Senior Associate
Dr. Dene Thomas, President Emerita, Fort Lewis College
**HISTORY OF THE UNIVERSITY**

Dixie State University’s history goes all the way back to the settlement of St. George in 1857, when leaders of The Church of Jesus Christ of Latter-day Saints asked 38 families to move to the southwest corner of Utah to establish a community and grow cotton. The encampment mall where these pioneers parked their covered wagons, raised their families, and taught their children school lessons is now the center of campus, DSU’s Encampment Mall.

When the community was ready for a more formal college in 1909, The Church of Jesus Christ of Latter-day Saints began construction on the institution, then called St. George Stake Academy. A true community effort, Washington County residents funded $35,000 of the $55,000 project that was built on the corner of Main Street and 100 south. When the academy was ready to open in September 1911, Samuel Brooks was eager to earn an education and spent the night on the front steps so he could be the first student to enroll.

A trailblazer in his own right, Samuel Brooks is who DSU’s mascot, Brooks the Bison, got his name from. Much like Samuel, bison are trailblazers. In fact, herds of stampeding bison created trails all over North America that pioneers later followed and eventually paved the way for the railroad system.

During the Great Depression when the LDS Church withdrew its support of the college, the community acted as trailblazers again, covering the operational costs for two years until the state was prepared to assume ownership. Dixie survived this period of transition thanks to the generous help of the community and their passion for education.

In 1950, when the institution desperately needed student housing, the residents of Washington County stepped in again, forming the Dixie Education Association and purchasing property where student housing would be built. Dixie employees even donated their time and efforts to help with the construction. This dedication paid off when this show of support convinced the state to continue funding the college after it had been ordered to close it in 1953.
Around the same time when it became clear that Dixie would continue to grow and need more space, the community raised money to purchase the six city blocks where pioneers first settled St. George in 1861. By the fall of 1963, Dixie officially moved to its new home.

In the late 1990s, Washington County residents again appealed to the Utah Legislature, this time to petition for the addition of baccalaureate degrees to the college’s associate programs. Thanks to excellent leadership and tireless community effort, Dixie was granted approval to award bachelor’s degrees in business administration and computer science in March.

The college continued to add baccalaureate programs and just two years after celebrating its centennial, Dixie State gained university status in 2013. Made possible with the dedication and support of the Dixie community, university status means expanded opportunities for the storied institution. Today, the university continues to grow, adding master’s degrees in 2018, offering more than 200 academic programs, and educating more than 10,000 students each year.
CURRENT FACTS

Location: St. George, Utah  
Established: 1911  
Student body: 11,193 students  
Acceptance Rate: 100%  
Student-Faculty Ratio: 21:1  
Average Class Size: 20  
Student Clubs: 85  
Athletic Teams: 16 NCAA Division I teams  
Athletic Identity: Trailblazers  
Mascot: Brooks the Bison  
School Colors: Dixie Red, Rock Red, Trailblazer Gray, Brooks Blue  
Affordability:

- Lowest university tuition in Utah  
- 82% of students are offered scholarships, grants, or other financial aid

Student Body:

- 57% female  
- 43% male  
- 21% minority  
- 82% in-state students  
- 18% out-of-state students  
- 180+ international students

Rankings:

- #5 most affordable small college in the U.S. — CNBC  
- #6 best regional public college in the West — U.S. News & World Report  
- #5 best college for graduates with low to no student debt in the U.S. — Great Value Colleges  
- 3rd in the nation on Safe Campus’s 2020 top 25 list

Academic Preparation:
● 87% of seniors rate their DSU experience as good or excellent
● 95% of graduates are employed or entering graduate school or the military within six months of graduation

INSTITUTIONAL CORE THEMES

Learning
Preparing knowledgeable and competent active learners, by delivering excellent teaching in a student-centered environment.

Engagement
Maintaining active involvement and positive collaboration with students, faculty, staff, and the community to foster economic and community development, facilitating educational, cultural and recreational enrichment.

Opportunity
Valuing inclusion, access, diversity, equity, service and citizenship
STRATEGIC PLAN DEVELOPMENT TIMELINE

2019

June    Initial Planning by President’s Cabinet
August  Selection of Consultants
September  Appointment of Steering Committee
October  Initial campus meetings with consultants
November Finalize Vision, Mission, Core Values, Core Themes, Select Goals

2020

January Finalize Outcomes
April   Finalize Strategies
April   Complete Draft of Strategic Plan
May     Finalize the Strategic Plan
June    Finalize an Implementation Plan
July    Approval by DSU Trustees and USHE Regents
August Launch 2020-2025 Strategic Plan
ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS
### Strengths

- Location (9)
- Affordability (6)
- Faculty, Staff, Administrative Determination / Grit (6)
- Small Class Size (5)
- Growth of Enrollment and Academic Programs (5)
- Agility/Ability to Change (4)
- Active Learning/Commitment to Teaching (4)
- Marketing/Branding (3)
- Student Centered (2)
- Campus Leadership (2) Commitment to Innovation (2) Movement to Division 1 Athletics (2)
- Community Engagement (2)

### Suggested Areas of Improvement

- Student Retention/Graduation Rates (6)
- Data Governance/Use of Analytics/ Data Based Decision Making (5)
- Funding - State and Private (5)
- Information Technology Support/Capacity and Equipment (4)
- Improve Academic Reputation/Credibility (4)
- Faculty/Staff Compensation (3)
- Increase Hiring of Full-time Faculty (3)
- Improve Parking (3)
- Increase Facilities and Renovate Older Buildings (3)
- Improve Services to Adult Learners (2)
- Add Day Care Facilities (2)

### Opportunities for University

- Focus Academic Program Growth on Career Focused areas such as STEM, Health Careers, Technology/ Polytechnic Emphasis (6)
- On-Line Programs (5)
- Graduate Programs (5)
- Division 1 Athletics Including Women’s Programs (5)
- Improve Academic Identity/Reputation (4)
- Serve Adult Learners (4)
- Increase Community Engagement/Partnerships in Select Areas (4)
- Leverage Location (3)
- Private Fundraising/ Alumni Engagement (2)

### Areas of Distinction

- Location (9)
- Personal/ Friendly Oriented Campus Community with Small Classes (8)
- Affordable/High Value Educational Experience (6)
- Active Learning Emphasis in the Curriculum (5)
- Commitment to Innovation/Innovation Plaza (4)
- Open Enrollment (3)
- Momentum Created by Growth (3)
- Community Engagement (3)

### Threats to the University

- Disruptive Competition/ On Line Programs (7)
- Legislatively Mandated Governance and Direction for Higher Education in State (6)
- Internal Siloing as Campus Grows (4)
- Managing Growth Effectively (4)
- Sufficient State and Private Funding including Division 1 Athletics (4)
- Student Retention and Graduation Rates (3)
- Lack of Real Estate for the Campus (2)

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**MISSION**

Dixie State University is an open, inclusive, comprehensive, polytechnic university featuring active and applied learning to advance students' knowledge and skills while fostering
competent, resilient, lifelong learners to succeed in their careers and personal lives as creators, innovators, and responsible citizens.

**VISION**

Dixie State University aspires to be a premier open, inclusive, comprehensive, polytechnic university distinguished through an ethos of innovation and entrepreneurship and the achievement of exceptional student learning and success.

**VALUES**

The Dixie State University community values:

*Academic Distinction*
Excellence as an open, inclusive, comprehensive, polytechnic university that distinguishes DSU from other universities

**Student Learning and Success**

Achievement of learning outcomes and the attainment of an academic award or other educational goal, including holistic personal development

**Equity and Inclusion**

A safe, tolerant and welcoming community with diverse identities, ideas, and beliefs who collaborate and learn through open and civil discourse

**Purposeful Discovery**

Creative thinking and acting across boundaries to solve complex problems both individually and collaboratively

**Collaborative Culture**

An open culture grounded on principles of honesty, integrity, sharing, transparency, accountability, mutual respect, and freedom of inquiry

**Public Service**

Effective leadership of civic, educational, economic, and cultural entities and initiatives to transform communities

**Local and Global Resources**

Mutually beneficial partnerships that engage and integrate local and global resources into learning experiences, with a special emphasis on southern Utah

**Innovation and Responsiveness**

Responsive to local and regional needs and opportunities through institutional innovation and entrepreneurship

**DEFINITIONS**

**Active Learning**

An instructional method that engages learners in the learning process by requiring them to do meaningful activities and think about what they are doing as opposed to passively listening to
an expert. It emphasizes higher-order and critical thinking, application of knowledge, metacognition, and often involves collaborative group work and experiential learning. When learning is active, learners do most of the work. It requires the learner’s own mental involvement and application of the knowledge they have learned. Learning at DSU should be fast-paced, fun, supportive, personally engaging, and focused on achieving clearly specified desired learning outcomes.

Active learning is not teacher-centered or passive—it is learner-centered, i.e., it involves more than just passively listening to a person lecture on a topic. Learners in an active learning environment are doing things and simultaneously thinking about the work done and the purpose behind it so that they can enhance their higher-order thinking capabilities and skills.

**Adult Students**

Individuals aged 25 and over, or as otherwise defined in DSU policy

**Applied Learning**

An instructional method where students learn by engaging in direct application of skills, theories, and models to real-world or hypothetical problems. It can occur outside of the classroom or be embedded within a classroom environment.

**Authentic Learning**

An instructional method that involves real-world problems and contexts that mirror the work and environment of professionals. Ideally, learning occurs under real world conditions in the community, but may also occur in a simulated environment on campus. The outputs of this learning form typically involve a presentation of findings or outcomes to external groups or an evaluation by working professionals.

**Comprehensive Polytechnic**

A unique type of higher education characterized by active and applied learning, career development and success, authentic learning through industry partnerships, and academic programs featuring science, technology, engineering, mathematics and management (STEMM) integrated with liberal arts and sciences.

**Creation**

The act of generating original and unique ideas, imaginations, and possibilities and expressing the idea in some form.
**Equity Gap**

Any disparity in a metric, like graduation rate or term-to-term persistence, along racial, socioeconomic, gender, or other demographic grouping.

**Entrepreneurship**

The capacity and willingness to design, develop, organize and manage a venture along with any of its risks to create value and achieve a maximal profit or advance a social purpose or both.

**Inclusion/Inclusive**

The provision of equal access and opportunities to individuals who might otherwise be excluded or marginalized. Inclusive teaching and learning recognize all student’s entitlement to a learning experience that respects diversity, enables participation, removes barriers and anticipates and considers a variety of learning needs and preferences. The design of inclusive teaching and learning aims to eliminate equity gaps based on gender, age, socioeconomic status, race, ethnicity, neuro-cognitive-physical ability level, and other unique circumstances.

**Innovation**

The process of generating or applying a new idea to solve a validated problem and converting the idea into a viable and adoptable solution, product, system, or practice that adds value to an individual, organization, or society.

**Lifelong Learning**

The continuing development of knowledge and skills that people experience after formal education and throughout their lives. Lifelong learning builds on prior learning as it expands knowledge and skills in depth and breadth.

**Open**

Refers to “Open Education”, which is a particular way of providing education, often using digital technologies. Its aim is to widen access and participation to everyone by removing barriers and making learning accessible, abundant, and customizable for all. It offers multiple ways of teaching and learning, building and sharing knowledge. It also provides a variety of access routes to formal and non-formal education, and connects the two. Open education is characterized by transparency, sharing, collaboration, and community.

DSU will initially adopt the OpenEdu framework created by the European Commission in 2016 and adopted by universities worldwide.¹ The OpenEdu framework features ten dimensions of open education, including “what” is opened and “how” education is opened. The six core dimensions defining the “what” are: 1) open access; 2) open educational resources; 3) open
educational practices; 4) recognition/certification of formal and non-formal learning; 5) open research and innovation; and 6) collaboration. The four enabling dimensions define “how” education is opened: 7) strategy; 8) leadership; 9) technology; and 10) quality metrics.


**Premier**

Best in class

**Region**

The Utah System of Higher Education defines the DSU service region as Washington and Kane counties. The functional service region is defined more broadly as the geographical area designated for primary student recruitment and where the majority of post-graduates find employment. Other colleges and universities located within this functional service region include: Tier 1--Utah Valley University, Southern Utah University, University of Utah, Utah State University, University of Nevada-Las Vegas, College of Southern Nevada, Snow College, and Tier 2--Salt Lake Community College, Weber State University, BYU, Arizona State University, Northern Arizona University, California State University-San Bernardino, and California Polytechnic State University-Pomona.

**Responsible Global Citizen**

A responsible global citizen is an individual with the requisite civic and intercultural knowledge about his or her role in the community, state and world to be an active agent in making the world a better place to live and preventing injustice in social, economic, and environmental sectors.

**Staff**

Employee category that includes classified staff, exempt staff, and administrators

**Student Learning and Success**

Student learning refers to an individual’s achievement of specified student learning outcomes defined at the institutional, program and course level. Student success refers to the attainment or completion of a degree, program of study or other educational goal, including holistic personal development.
TENETS OF OPEN EDUCATION, INCLUSION, AND COMPREHENSIVE POLYTECHNIC

Open Education
Share, Collaborate, Transparent, Community
- Open Access
- Open Educational Resources
- Open Educational Practices
- Recognition of formal and non-formal learning
- Collaboration with Networks and Community
- Open Science, Scholarship, Innovation, Entrepreneurship

Enabling Conditions
- Open Education Institutional Strategy
- Open Source Technologies
- Open Education Leadership and Governance
- Open Education Quality Assessment Plan

Inclusion
- Equitable access and opportunity for diverse individuals to work, learn and succeed
- Recruitment and retention of diverse faculty, staff, students
- Inclusive Pedagogy/Andragogy
Enabling institutional support services
Engagement with community services and human networks

Comprehensive Polytechnic

Active and applied learning
Career focus
Authentic learning through industry partnerships
Integrated liberal arts and science with STEM intensive programming

TENETS OF CREATION, INNOVATION AND ENTREPRENEURSHIP

For Students:

1. **Exposure** to opportunities and best practices for creation and/or innovation and/or entrepreneurship

2. **Engagement** in focused and scaffolded short-term experiences in creation and/or innovation and/or entrepreneurship

3. **Immersion** over a sustained period of time in the experience of creation and/or innovation and/or entrepreneurship

4. **Impact and outcomes** of a completed creation and/or innovation and/or establishment of a new business or social venture

For Faculty and Staff:

1. **Knowledge, skills and mindset** as a creator and/or innovator and/or intrapreneur

2. **Opportunities and encouragement** to be curious and to improve

3. **Collaborate, share, and communicate** internally and externally

4. **Experimentation, risk tolerance and embracing failure**

5. **Recognition and rewards** for creating and/or innovating and/or intrapreneurship

For Community:
1. **Knowledge, skills and mindset** as a creator and/or innovator and/or entrepreneur

2. **Resources and support** to design, build, make, create, iterate

3. **Collaborate, share, and communicate** with fellow citizens and DSU

4. **Experimenting, risk taking and embracing failure**

5. **Access to funding and other resources** to create and/or innovate and/or build a business or social entity

**INSTITUTIONAL LEARNING OUTCOMES**

Dixie State University Institutional Learning Outcomes (ILOs) are the knowledge, skills, abilities, and attitudes students are expected to develop as a result of their overall experiences with any aspect of our University including courses, programs and student services. ILOs are designed to help guide individual departments and disciplines in the development of their student learning outcomes and to help shape the decision-making processes of the University.

**Skills**

Develop discipline-specific skills and foundational skills in information literacy, quantitative reasoning, critical and creative thinking, inquiry and analysis, teamwork, leadership, and varied modes of communication.

**Knowledge**

Achieve comprehensive knowledge of discipline-specific area(s) of study and of human cultures and the physical and natural world, through engagement with contemporary and enduring questions.

**Innovation**

Synthesize and collaborate across general and discipline-specific studies for creative resolution of complex and unscripted problems within and beyond the university campus.

**Responsibility**

Acquire civic, community, and intercultural knowledge and develop social competence while engaging as a responsible, global citizen.

**G.R.I.T.**

Growth mindset, relationship building, intentional learning, tenacity
MISSION-ALIGNED CORE INSTRUCTIONAL METHODS

1. Active Learning
2. Applied Learning
3. Authentic Learning
4. Inclusive Pedagogy/Andragogy
5. Student-centered
AREAS OF DISTINCTION

The Location

- Located among dramatic natural beauty
- Year-round sunshine and warm-weather
- World class outdoor recreation
- Fastest growing metropolitan area in America
- Located adjacent to Zion National Park, Grand Canyon National Park and Las Vegas

The University

- Open enrollment and education
- Career-ready graduates
- Most affordable university in Utah and southwest
- Safest universities in America
- Enriched student life
- Exceptional value
- Learning is active, applied, authentic and inclusive
- Faculty and staff commitment to student learning and success
- Ethos of innovation and entrepreneurship
- Deep community engagement
- Institutional momentum
PEER UNIVERSITIES

The following peer institutions have been identified by the Office of Institutional Effectiveness based upon a variety of quantitative and qualitative criteria. In addition to fellow state institutions in the Utah System of Higher Education (USHE), operational and aspirational peer groups allow Dixie State University to assess and evaluate both current and proposed future operations and initiatives against comparative institutions.

Current peer group: USHE

Fellow USHE institutions remain an important peer group when discussing enrollment, state funding, and legislative performance-based measures. They often may not provide the best comparison, however, for present realities or future aspirations.

- Salt Lake Community College
- Snow College
- Southern Utah University
- University of Utah
- Utah State University
- Utah Valley University
- Weber State University

Current peer group: Operational

Operational peers are designed to provide a comparable set of institutions to use when discussing current operations, enrollment, academic, and/or student activities. Rather than focus on the future, these institutions should be primary comparators when focusing on present realities.

- Montana State University Billings
- Southern Utah University
- University of Central Missouri
- University of Tennessee at Martin
- Utah Valley University
- Washburn University
- Weber State University
• Western Colorado University
Current peer group: Aspirational

In contrast, aspirational peers are designed to provide a set of institutions to use when discussing future operations, enrollment, academic, and/or student activities. These institutions should mirror aspects of the intentions or aspirations of DSU throughout the strategic plan period.

- California State Polytechnic University Pomona
- Florida Institute of Technology
- Montana Technological University
- New Mexico Institute of Mining Technology
- Oregon Institute of Technology
- Purdue University Ft. Wayne
- University of Akron
- University of Wisconsin – Stout
STRATEGIC ORGANIZATIONAL, NETWORK AND CONFERENCE AFFILIATIONS AND PARTNERSHIPS

Academic Organizations
● Open Education Global
● Association of Independent Technological Universities
● American Association of State College and Universities (AASCU)
● Association of American Colleges and Universities (AACU)
● Cooperative Education and Internship Association

Other Organizations
● Utah System of Higher Education (USHE)
● Western Interstate Commission on Higher Education (WICHE)
● Utah Education Network (UEN)
● Northwest Commission on Colleges and Universities (NWCCU)

Networks
● Public Interest Technology University Network

Conferences
● Open Education Conference
● Open Educational Resources Conference
● Polytechnic Summit
2025 STRATEGIC GOALS

GOAL 1    Academic Distinction

Establish regionally distinctive academic programs by integrating the tenets of open education, inclusion, comprehensive, and polytechnic while sustaining the prominence of a liberal education as the foundation of exceptional student learning and success.

GOAL 2    Strategic Enrollment Growth

Increase university enrollment to 16,000 headcount through strategic, innovative, and data-informed initiatives and marketing focused on inclusive and affordable lifelong learning opportunities, with a special emphasis on student retention, academic success, and completion by identifying and lowering critical economic, technological, geographical, and institutional barriers.

GOAL 3    Institutional Capacity and Effectiveness

Establish a culture of evidence-based performance management to optimize financial, facility, human, and information technology capital to elevate capacity and effectiveness.

GOAL 4    Community as University

Partner with Washington County and Kane County cities to blend the University main campus with regional public and private spaces, human networks, organizations, and resources to formally designate and operate “Dixie State UniverCity,” an open, integrated and vibrant southern Utah learning ecosystem providing exceptional learning opportunities and catalyzing the economic and social development of southern Utah.

GOAL 5    Faculty and Staff Life

Establish policies, systems, and practices to ensure the success of diverse and ambitious people from across the nation who bring new ideas and whose values and career aspirations align with the Mission and Vision and are inspired to build a premier open, inclusive, comprehensive, polytechnic university.

GOAL 1—ACADEMIC DISTINCTION

Goal Statement: Establish regionally distinctive academic programs by integrating the tenets of open education, inclusion, comprehensive, and polytechnic while sustaining the prominence of a liberal education as the foundation of exceptional student learning and success.
**Co-chairs:** Dr. Lauren DiSalvo and Dr. McKay Sullivan

**Implementation Leaders:** Provost/VPAA; Associate Provost for Academic and Budget Planning; Associate Provost for Faculty Affairs; Assistant Vice President for Campus Diversity and Chief Diversity Officer; Executive Director, Career Services and Student Success

**Desired Outcomes**

1. By 2025, policies, practices, and systems will be implemented that establish an integrated ecosystem of open and inclusive teaching and learning complemented by student-centered support services to foster exceptional student learning and success.

2. By 2025, the University will provide students with a blend of curricular and co-curricular experiences consistent with peer comprehensive polytechnic universities.

3. By 2025, all associate degree students will complete at least one high impact experience and all baccalaureate students will complete at least two high-impact experiences, one within the first 30 credits and the second during the final 60 credits as per Utah System of Higher Education requirements.

4. By 2025, all tenure line faculty will be engaged in an ongoing program of innovation, scholarship or creative activity, with a preference towards collaborative work with students. Part-time and full time non tenure line faculty will be encouraged to engage in scholarship or creative activity to support student learning.

5. By 2025, all academic colleges and the majority of academic departments will continually collaborate with community, regional and national or global organizations, industries, and professionals through formal and informal advisory groups and networks that provide insights, currency, resources and inform career preparation.

**Strategies**

1. Implement academic policies, practices, systems, award programs and student support services aligned with the DSU Tenets of open education and inclusion.

2. Modify all curricular and academic co-curricular programs to align with the DSU Tenets of a comprehensive polytechnic university.

3. Develop or modify academic award programs to be more career-focused, leading to a broad spectrum of employment opportunities for diverse student populations.
4. Establish a culture of inclusion and a framework of support for faculty and students to engage in collaborative and interdisciplinary innovation, scholarship, research, or creative activity.

5. Develop, support, and evaluate transdisciplinary and inclusive high-impact practices for upper division students.

6. Strengthen the academic impact and flexibility of the General Education (GE) Program. Through the GE program, introduce students to a liberal education and the core instructional methods.

7. Modify and expand faculty professional learning and support of instruction and integration of innovative learning technologies to focus on the core instructional methods and the achievement of exceptional student learning and success.

8. Create opportunities for diverse lifelong learners to succeed through flexible and customized instruction, scheduling, pacing, pricing, and learning preferences.

9. Implement flexible credentialing that supports the recognition and certification of formal and non-formal learning through academic credit, non-academic credit, stacked credentials, customized micro credentials, digital badges, competency-based credit and credit for prior learning.

10. Develop student engagement and co-curricular opportunities that support “active life” through social education and holistic student development.

**Strategy #1:** Implement academic policies, practices, award programs and student support services aligned with the DSU tenets of open education and inclusion.

**Subcommittee Members:** Dr. Pam Cantrell and Dr. McKay Sullivan

**Implementation Leaders:** Kelly Petersen-Faichild and Dr. Tasha Toy

**Introduction and Background**

If DSU is to realize its aspiration to become a truly open and inclusive comprehensive polytechnic university, then what we teach, how we teach, and how students access the curriculum must change. We believe that education is the great equalizer and can open opportunities for everyone, provided the right opportunities and access exist.

Current literature supports the outcome that inclusive pedagogies can promote a sense of belonging among students, leading to learning and persistence, and that inclusive pedagogy is inherently open and open pedagogies are most certainly inclusive. The Center for Research on Learning & Teaching at the University of Michigan identifies that an open and inclusive learning
environment results when “all students are treated equitably, have access to learning, and feel welcome, valued and supported in their learning.” In addition, faculty must “attend to social identities and seek to change the ways systemic inequities shape dynamics in teaching-learning spaces, affect individuals’ experiences of those spaces, and influence course and curriculum design.”

**Contribution to Desired Outcomes**

This strategy will contribute to Outcome 1 that addresses the promotion of an open and inclusive campus.

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 2, 3, 4, 5

**Actions and Elements**

1. By 2021 the Diversity Inclusion Committee will create a plan to design and deliver educational experiences that support the success of all students and inclusive excellence.
   a. Develop or modify existing policies, procedures, practices, and systems for DSU to become an open access and inclusive university.
   b. Establish goals for achieving educational equity.
   c. Define what the observable/measurable indicators of “open access” and “inclusive” are and develop a plan for how to assess them.
   d. Establish an open access and inclusive evaluation protocol for academic and student services. Revisit this protocol and make adjustments annually for continuous improvement.
   e. Emphasize social justice through the adoption of and implementation of a campus-wide initiative to strengthen cultural competency and awareness, including the possible creation of a “Social Impact Center”.
   f. Establish a speaker series that focuses on social justice topics.
   g. Explore opportunities to offer faculty and staff training such as “Safe Colleges” related to advancing social justice.
h. Develop an achievable timeline of actions by December 2020, including collaborations with other entities, and benchmarks to be met by 2025.

2. Adopt OER in 50% of lower division large enrollment courses (large = 100+ students/semester across sections) by 2025 and establish OEP as the DSU standard of practice for curriculum development and instruction by 2022.

   a. Re-engage the interdivisional faculty and staff committee to advise the university about the planning, deployment and adoption of OER and OEP.

   b. Modify or create new policies that provide guidance and incentivize faculty adoption of OER and OEP.

   c. Hire an OER/OEP professional to lead and manage the development of guidelines, processes, support, and timeline for implementing OER in 50% of large enrollment courses and adopting OEP as the standard of practice for curriculum development and instruction. OER/OEP Professional work with the Center for Teaching & Learning in developing instructional modules for faculty regarding how to curate and use OER materials effectively.

   d. Identify and deploy free and open source software to create, reuse, publish and share OER.

   e. Establish library hours so that students without access to computers have access to OER for their classes.

   f. Create a zero textbook cost option for general education courses.

   g. Establish a means to fund OER sources, such as a small fee.

3. By 2025, 50% of academic programs will meet the criteria established through Action 1 for open and inclusion. To achieve this goal, the Curriculum Office will coordinate with deans and chairs to:

   a. Identify and review six existing programs per year to strengthen and/or incorporate open and inclusive tenets into their programs; and

   b. Ensure that all new program proposals incorporate the tenets of open and inclusive pedagogy.

4. By 2022 provide resources and training for faculty in open and inclusive course design and delivery.

   a. Provide ongoing professional development workshops in open and inclusive pedagogy/andragogy.
b. Establish policies and practices for assessing and improving open teaching materials and approaches.

c. Provide and implement a phone and online support system open to all learners that provides advice on self-learning pathways, tutorials, and any other type of suitable support for open learning.

d. When interviewing faculty applicants for positions at DSU, include in the criteria for hiring the faculty member’s willingness and commitment to develop competencies in and use the five mission-aligned core instructional methods.

e. During the first year for new, full-time faculty members, include in their onboarding experience an instructional program (e.g., ACUE) to develop competency in the core instructional methods.

f. Develop learning modules for part-time instructors to develop competencies in using the five mission-aligned core instructional methods. Faculty would be required to complete these learning modules to advance in the tiered ranking system listed in Policy 638.

5. Select two underserved student populations and implement comprehensive inclusion strategies to serve as exemplars of inclusive learning for additional underserved student populations.

a. Convene an internal/external working group for each selected population to develop a feasibility plan for implementation of support that includes, at minimum, economic, social and technical considerations, best practice pedagogies, and a timeline.

b. Seek external funding to support initiatives through federal and state grants, charitable foundations and private donors.

c. Implement faculty professional learning modules and workshops on best instructional practices for selected student populations.

d. Implement according to the approved timeline.

e. Once a model has been developed, expand to other underserved populations.

6. Establish criteria for student learning and success and set goals for annual improvement at the program level. Establish institutional benchmarks for achieving the standard of “exceptional learning and success” specified in the Vision.

7. Create intentional curricular and co-curricular opportunities for students to experience failure and develop personal resilience.
8. Increase the number of academic programs participating in the Four-in-Four Initiative by a minimum of two per year and the proportion of students receiving two or more academic awards by 5% per year.

9. Create an annual Presidential or Distinguished Faculty Award for excellence in inclusive teaching with a monetary award consistent with the other awards.

10. Add evaluation of inclusive teaching practices in student surveys, peer, supervisor, and tenure/promotion evaluations.

**Potential Models and Useful Information**

University of Michigan - The Research Basis for Inclusive Teaching
http://www.crlt.umich.edu/research-basis-inclusive-teaching

William & Mary - Neurodiversity: Creating an Inclusive College Classroom
https://www.wm.edu/sites/neurodiversity/documents/utp_presentation.pdf

The Chronicle of Higher Education - Serving Neurodiverse Students
https://www.chronicle.com/article/Serving-Neurodiverse-Students/242056

University Business - Marking learning outcomes achievable for neurodiverse students
https://universitybusiness.com/making-learning-outcomes-achievable-for-neurodiverse-students/

“OER FIELD GUIDE FOR SUSTAINABILITY PLANNING: Framework, Information and Resources”

**Implementation Timeline:**

TBD

**Strategy #2:** Modify all curricular and co-curricular programs to align with the DSU Tenets of a comprehensive polytechnic university.

**Subcommittee Members:** Dr. Pam Cantrell and Dr. McKay Sullivan

**Implementation Leaders:** Dr. Pam Cantrell and Del Beatty

**Introduction and Background**

Alignment with our vision as an open inclusive and comprehensive polytechnic institution presents many opportunities to become academically distinctive. Being intentional about rigor
and quality across the spectrum of programs will provide pathways to success for all students regardless of ability, disability, or social identity. This will invite the need for substantive measures of educational effectiveness to track our journey.

Actualizing rigor in our classrooms is less about the degree of difficulty of the work and more about the degree of appropriately challenging work; less about knowledge and skills and more about creativity and analysis; and less about hard classes and more about rich learning environments. Rigor can and should be present in every course in every program at every level from basic to complex.

Actualizing quality in our classrooms occurs when students achieve learning outcomes with high expectations and encounter transformative learning experiences through inquiry in the classroom, studio, laboratory, and field activities that are embedded within the curriculum. It occurs when faculty collaborate with students in a culture of active learning, discovery, professional practice, and creative work. It occurs when students learn to engage in metacognitive activity to regulate and evaluate their own learning.

**Contribution to Desired Outcomes**

Desired Outcome 2

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 2, 4

**Actions and Elements**

1. Define, differentiate and characterize active, applied, authentic, inclusive, and student-centered learning as core instructional methods of an inclusive polytechnic education.

2. Strengthen and promote the recently approved Teacher-Scholar faculty model by developing guidelines and incentives for faculty to adopt instructional methods and conduct scholarship aligned with active, applied, and authentic learning as well as career readiness.

3. Develop and implement university-wide rubrics to guide and evaluate effective instructional design in all formats (e.g., face to face, blended, online).

4. A resource model will be established for new academic program creation, modification or discontinuation, by requiring validation of available internal and external resources.

5. By 2025 ensure that all academic award programs have the essential characteristics of quality and rigor in a polytechnic education that foster student learning and success:
a. stacked credentials within programs  
b. one or more of the core instructional methods used in at least 50%+ of program courses  
c. integrated career readiness programs and experiences,  
d. transformational authentic learning opportunities/high-impact practices.

6. DSU will deploy an inclusive undergraduate liberal arts curricula, including majors, emphases, and minors that will integrate with and complement the polytechnic educational model and general education programs.  
a. The College of Humanities and Social Sciences (CHASS) CHASS and the College of Arts (COA) will complete market needs analyses for potential new emphases, minors, or degree programs.  
b. CHASS will explore demand and feasibility for new academic awards in economics, political science and religious studies and other equity centered programs. Where need is established, CHASS will develop and implement programs contingent on available resources.  
c. CHASS, COE and COA will explore opportunities to create applied interdisciplinary programs combining liberal arts with CSET, COB, and COHS programs.

7. Each college will establish advisory groups and/or professional networks to advise on curriculum and career-readiness and acquire mission-critical resources.

8. Each college and/or award program shall establish partnerships with regional, national and international organizations and individuals to provide students with access to authentic learning experiences.

9. Academic Clusters of Excellence will be established in Big Data, Internet of Things (IoT), Artificial Intelligence, Energy, Design Thinking/Innovation, Entrepreneurship, and Sustainable Development.

10. Add the evaluation of active, applied, and authentic teaching practices in student surveys, peer, supervisor, and tenure/promotion evaluations.

11. Develop new academic programs aligned with southern Utah regional industries and employer needs. By 2025, the following programs will either be implemented or in development:  
a. Aviation Science  
b. Hotel and Hospitality Management  
c. Construction and Real Estate

12. Encourage each academic college to offer at least one graduate program or, if this is not feasible in the near future, construct a timeline and identify actions that need to be taken to move toward implementing a new graduate program.
13. Advance the recently established Analytics and Modeling Center (AMC) to meeting the following goals:
   a. Provide focused, career-oriented opportunities for students in a wide range of programs to gain relevant experience in data analytics and modeling, leading to improving decision making skills.
   b. Become established as a partner and resource for local businesses, industry, and government agencies.
   c. Provide students with relevant experience building and evaluating analytical models for and in partnership with local organizations.
   d. Create more career mentoring and networking opportunities for students in data analytics.

14. Identify co-curricular programs and activities in which the expectation for open and inclusive opportunities apply. Create a checklist from the indicators for open and inclusive developed by campus committees and engage the directors of co-curricular programs and activities in implementing the checklists to ensure the student experience meets these indicators.

Potential Models and Useful Information

University of Wisconsin-Stout
https://www.uwstout.edu/about-us/mission-values/our-polytechnic-advantage

Delft University of Technology
Impact for a better society - TU Delft Strategic Framework 2018-2024

Implementation Timeline:

TBD

Strategy #3: Develop or modify programs to be career-focused and integrate them with career services to lead to a broad spectrum of employment opportunities for diverse student populations.

Subcommittee Members: Dr. Stephen Lee

Implementation Leaders: College Deans, Ali Threat

Introduction and Background

Career oriented programming and career readiness of students is a central tenet of a comprehensive polytechnic university. Academic award programs aligned with in demand career pathways should be prioritized for development with career preparation experiences embedded in the program curriculum. DSU graduates will further benefit from structured
resources and intentional experiences designed to prepare them to successfully secure employment upon graduation and to have the knowledge, skills, and attitudes demanded by contemporary employers,

As we move toward an open and inclusive campus, we must have programs that all students can access and achieve their academic goal regardless of academic ability, disability, or social identity. In our STEM programs, more on/off ramps are needed as are mid-level degrees that lead to careers that support the high-end professionals such as engineering technology or mechatronics.

Expanding our association with local, regional, and global entities will increase the real-world connections needed to inform the direction of our degree programs. Working in concert with these entities to develop the most desirable skills and content knowledge needed in today’s employment market will strengthen our program outcomes.

This strategy will focus on prioritized development of relevant career focused academic award programs, creation of career readiness experiences embedded within the program curricula, the development of college based career centers aligned with academic advisement, and the expansion of the central career services center.

**Contribution to Desired Outcomes**

Outcome 1, 2

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 4

**Actions and Elements**

1. Each college will identify current and emerging career ladders and implement aligned academic award programs of all types that prepare students with diverse academic preparation for employment opportunities in their preferred career category.

2. Expand and formalize collaboration with local, regional, statewide and global entities that will provide a real-world connection and inform our diverse academic award programs. This should be a coordinated effort alongside Goal 2, Strategy 4, action item #2.
   a. Each college shall have an Advisory Board operational by 2022 in a manner determined by the unique needs of the programs in the college.
   b. College advisory board members should have the expertise to provide insight about requisite knowledge, skills and attitudes for hierarchical entry points in a career ladder.
c. College and program advisory teams, in collaboration with appropriate university offices, will identify and implement resources and student support services necessary to support diverse student learning and success.

3. Redesign requirements and expectations for internship experiences to become more authentic through alignment with the job requirements of the careers served by their academic award programs. This corresponds with Goal 2, Strategy 7, action item #3.
   a. Formal agreements will be established with internship sites through the Dixie State UniverCity Learning Collaborative (Goal 4) to specify and ensure the relevance and efficacy of the planned internship experience
   b. An internship should be related to the student’s major field of study
   c. Personalized learning goals should be established for an internship experience.
   d. External funding through gifts, grants, and other sources must be secured to support student experiential learning.

4. Establish cooperative education (co-op) as a cornerstone program of career-focused authentic learning.
   a. Establish program specific cooperative education as an integral curricular component of select degree programs and create related policies and procedures to govern cooperative education.
   b. Establish a sophomore and senior level cooperative education program within 2 colleges.
   c. Establish and communicate that program specific cooperative education as a distinctive component of DSU undergraduate education.

5. Establish alumni networks in each program. These networks would provide opportunities for micro-projects, internships, mentoring, interviewing people working in the field, etc. for students.

6. Continually solicit feedback from college advisory groups and community partners to inform faculty and staff about the knowledge, skills and attitudes required of students for successful employment upon graduation.

7. UCC shall establish criteria for new academic award programs requiring the alignment of the program with validated in demand career pathways and the inclusion of career development experiences within the curriculum. This should include career relevant learning outcomes in select program related courses.

8. Modify curricula of existing academic award programs where needed to include career relevant learning outcomes and structured opportunities for career readiness within the career pathway. By 2023 every program should have at least one required class in which explicit connections are made between disciplinary knowledge and practice to broader skills that students need to acquire for employability.
9. Establish specialized career support centers in all academic colleges. This corresponds with Goal 2, Strategy 7, action item #3.

10. Create an integrated and coordinated academic and career development strategy that combines central Career Services with specialized college-based career support centers and programs and academic program based career preparation. (see EAB 18 specific recommendations)

11. Assess current practices and resources within the Central Career Center. Develop services and programs where there are gaps.

12. Integrate career exploration sessions into undergraduate advising sessions.

13. Leverage alumni affairs to connect students to career mentors.

**Potential Models and Useful Information**

**Implementation Timeline:**

TBD

**Strategy #4: Establish a culture of inclusion and a framework of support for faculty and students to engage in collaborative and interdisciplinary innovation, scholarship, research, or creative activity.**

**Subcommittee Members:** Dr. Olga Pilkington, Dr. Travis Ficklin

**Implementation Leaders:** Dr. Rico DelSesto, Dr. Olga Pilkington

**Introduction and Background**

Discussions of Undergraduate Research (UR) inevitably focus on the experiences and benefits for students; however, student success would not be possible without faculty (Morales et al. 2017). The work of the research mentors often goes unnoticed, and it might prove challenging to recruit new faculty to participate in UR (Brew and Mantai 2017; Free et al. 2015; Eagan et al. 2011) without due institutional support. Research shows that UR-involved faculty are instrumental for successful undergraduate research experience and professional development of students (Brew and Mantai 2017: 553). While many large universities “typically emphasize research productivity over engagement with and mentoring of undergraduate students,” (Eagan et al. 2011: 152), DSU should seize an opportunity to establish strong mentoring and collaborative ties among student-researchers and faculty leaders. Studies also show that in the last three decades many universities “increased their expectations of faculty members’ engagement with students” (Eagan et al. 2011: 153; O’Meara and Braskamp 2005). As a result,
it became clear that “undergraduate students tend to rely on faculty to establish mentoring relationships, as many students lack the self-awareness or assertiveness to find a mentor on their own” (Eagan et al. 2011: 155). As Malachowski et al. (2015: 4) note, UR practices “lead to more creative and dynamic learning environments.” It is imperative for DSU to cultivate and support faculty engaged in undergraduate research.

Further, learners who desire can not only achieve a degree at DSU but also develop a business and/or organization. Learners and DSU employees will be able to brainstorm ideas, develop concept proposals and prototypes, file patents, and receive funding to develop start-up businesses and/or organizations.

**Contribution to Desired Outcomes**

Desired Outcomes 1, 2, 3, and 4.

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- N/A

**Actions and Elements**

1. Identify and provide additional funding to support mentored student scholarship, research, creative activities, or innovative practices through faculty course release, mini-grants, travel, start-up funds, and student research and travel.

2. By 2025, transition the Director of Undergraduate Research position into a full-time position and form the Office of Research and Sponsored Programs to support faculty and student research affairs and to facilitate the implementation of an open-access science, scholarship, research and innovation.

3. By 2025 increase the number of interdisciplinary undergraduate research or creative activity projects by 25% and all undergraduate research projects by 30% from the baseline in 2020.

4. By 2025 expand by 100% from fall 2020 the annual number of students actively participating in individual or team-based innovation and entrepreneurship projects through Atwood Innovation Plaza.
   a. Implement a western regional student recruitment strategy targeted at individuals who aspire to become innovators and entrepreneurs
   b. Design and implement innovative curriculum and co-curricular activities in innovation and entrepreneurship
c. Implement a communications plan to promote the DSU Vision of a premier culture of innovation and entrepreneurship
d. Design and implement a plan to acquire the resources to continually expand the scope and impact of innovation and entrepreneurship

5. Establish policies and systems to make university-generated data publicly available without infringing on copyright or jeopardizing opportunities for faculty to publish elsewhere.

6. Create an open innovation zone by establishing policies that grant intellectual property rights to creators; with a proportion of those rights voluntarily transferred to DSU Innovation Foundation.

7. Establish a culture of open research and collaboration via open data and citizen science/scholarship.

8. Establish an internal/external advisory council to coordinate and support faculty and student scholarship and creative activity.

9. Use data collected by the Task Force on Creating a Culture of Research, Innovation, and Creative Activity to create or modify policies about academic freedom, IRB, IACUC, misconduct in research, export control, gifts/donation, indirect costs, and conflict of interest.

10. Identify reputable open access academic journals (including in-house DSU publications) and stimulate and support faculty and student submissions to those journals.

11. Promote faculty-student collaboration through visibility of research activities in the faculty profiles on the DSU web page. Create an online forum where faculty and students can promote their research, learn about other research at DSU, and find collaborators to create transdisciplinary/interdisciplinary research opportunities.

12. Emphasize and promote student and faculty engagement in interdisciplinary innovation, scholarship and creative activity aligned with the 17 Sustainable Development Goals (SDGs) adopted by the United Nations member States in 2015.

13. Support faculty and staff by providing institutional membership to the Council on Undergraduate Research (CUR) and encouraging active participation in this and other national organizations that promote undergraduate research.

**Potential Models and Useful Information**


Implementation Timeline:

TBD

**Strategy #5: Develop, support, and evaluate transdisciplinary and inclusive high-impact practices.**

**Subcommittee Members:** Dr. Randy Jasmine, Katie Kamachi

**Implementation Leaders:** Dr. Nancy Hauck, Dr. Mark Jeffries

**Introduction and Background**

We wish to encourage students from varying and disparate disciplines to collaborate and engage in unifying holistic approaches to solve complex real-world problems, thus increasing their cultural agility and critical thinking. Structures already exist at DSU to encourage transdisciplinary collaboration, but these structures need to be supported more at the college and university levels. An inventory of high-impact practices needs to be implemented with an eye toward both increasing the number of opportunities for students to participate and improving the inclusivity of all such practices. The list of high impact practices used by the university comes from the 2017 USHE initiative on HIPs listed below in strategy #5 addendum A.

**Contribution to Desired Outcomes**

Outcomes 1, 2, 3, 4

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 2, 4, 5

**Actions and Elements**
1. Standardize and formalize categories for high-impact practices.

2. Collaborate with the Office of Institutional Effectiveness to develop a method for tracking participation in high-impact practices and assessing the effects of participation on student learning and success.
   a. Include assessment results for high-impact practices in annual department reports.
   b. The faculty (the Faculty Excellence Committee might be appropriate for this) and CTL should collaboratively develop effective rubrics for evaluating all listed high-impact practices.
   c. Make the use of high-impact practices a part of the supervisor evaluation of teaching.

3. Where appropriate, provide support for faculty to design and implement high impact practices, with an emphasis on transdisciplinary experiences. This corresponds to Goal 4, strategy 1, action item #5.
   a. Beginning in 2021, ten academic award programs will be revised annually to embed high impact practices. By 2025 all degree programs will provide all student majors with a high impact experience at the upper division embedded within the program of study.
   b. Incorporate mentorship of high-impact practices in the annual faculty activity plan (AFAP) and self-evaluation.

4. Increase access to high impact practices such as internships, faculty-student innovation and scholarship, service learning, domestic cultural immersion, and study abroad and exchange by increasing funding and expanding opportunities for such options.
   a. Make complete coverage scholarships available specifically for underrepresented students to facilitate participation in high impact practices.
   b. Consider factors like foreign languages and geography when making choices for high-impact programs so as to be more inclusive and appealing to our students.
   c. Develop and institute a payment plan system with accounting/financial aid to allow more students to take part in high impact practices without having to provide payment totally up front.
   d. Every program should explore how HIPs can be scaled through their curricular requirements.
   e. Explore how graduation plans can leave room for a high impact practice, like study abroad, that may fall outside of the major coursework.

5. Establish opportunities each semester for students to showcase the outcome(s) of their high impact experience.

6. Charge each college with implementing a framework for experiential learning that connects experiential learning with program learning outcomes.

7. By 2025, at least 10% of undergraduate students will participate annually in domestic cultural immersion, international internships, exchange or international study abroad
8. By 2025, 10% of full-time faculty will annually participate with students in study abroad or other international exchange or partnership programs.

9. By 2025, every first time-full time freshman will complete a high impact practice experience in their first 30 credits. This corresponds to Goal 2, Strategy 7, action item #2.

10. Build and deploy authentic learning resources in all colleges through campus-community collaboration, such as simulation and immersive learning.

11. Establish co-curricular (experiential, competency-based, etc.) transcripts so students can demonstrate the knowledge and skills they developed by completing high impact practices.

**Potential Models and Useful Information**

http://hips.nashonline.org/

USHE Memorandum on high impact practices from November 8, 2017:  

Report of High Impact Programs at the University of Utah  
https://ugs.utah.edu/annual-reports/UGS%20HIP%20document-MS-April%2016_.pdf

Northeastern University - Research Institute for Experiential Learning Science  
https://riels.northeastern.edu/


Experiences That Matter: Enhancing Student Learning and Success  

IUPUI RISE Program  
https://due.iupui.edu/student-success/student-initiatives/rise-program/index.html

**Strategy #5 Addendum A**

Utah State System of Higher Education List of High Impact Practices:  
- First-Year Experiences
- Common Intellectual Experiences
c. Learning Communities  
d. Writing-Intensive Courses  
e. Collaborative Assignments and Projects  
f. Undergraduate Research  
g. Diversity/Global Learning  
h. Service Learning, Community-Based Learning  
i. Internships  
j. Capstone Courses and Projects  
k. ePortfolios  
l. Educationally purposeful activities that include reflection and metacognition  
m. Evidence of sustained effort over an extended period of time, culminating in a major accomplishment or product, such as a report from a research project or applied learning experience (e.g. community engagement, internship, field work)  
n. Vetted demonstration of one or more desired outcomes such as persistence, increased engagement, interpersonal competence, or writing proficiency.

**Implementation Timeline:**

TBD

**Strategy #6:** Strengthen the academic impact and flexibility of the General Education (GE) Program. Through the GE program, introduce students to a liberal education and the core instructional methods.

**Subcommittee Members:** Dr. Linda Wright, Dr. Erin Ortiz, Dr. Nancy Ross

**Implementation Leaders:** Dr. Erin Ortiz, GE Committee Chair (rotating)

**Introduction and Background**

In 2016, a DSU Taskforce on General Education was established to provide recommendations to manage some challenges and opportunities associated with DSU’s General Education program. Changes to the Utah System of Higher Education’s (USHE) Regents’ Policy on General Education (R470) since 2011, recommendations from the Northwest Commission on Colleges and Universities, as well as the 2016 development of Dixie State University’s Institutional Learning Outcomes (ILOs) necessitated DSU to review and make at least minor General Education reforms. The R470 policy changes expanded General Education requirements beyond the conventional breadth and disciplinary areas, such as Fine Arts and Social Sciences, to incorporate a set of cross-cutting Essential Learning Outcomes derived from AAC&U’s LEAP initiative. These outcomes are,

- **Acquire Intellectual and Practical Skills:** Including inquiry and analysis, critical and creative thinking, written and oral communication, information literacy, teamwork and problem solving. Also included are visual, kinesthetic, design and aural forms of artistic communication
• **Gain Knowledge of Human Cultures and the Physical and Natural Worlds:** Courses requiring study in the sciences and mathematics, social sciences, humanities, histories, languages and the arts, focused by engagement with “big” questions – both contemporary and enduring.

• **Develop Personal and Social Responsibility:** Including community and civic knowledge and engagement – local and global, intercultural knowledge and competence, ethical reasoning and action, foundations and skills for lifelong learning. These categories of General Education development must be demonstrated through involvement with diverse communities and real-world challenges.

• **Demonstrate Integrative Learning:** Including synthesis and advanced accomplishment across coherent general and specialized studies, demonstrated through the application of knowledge, skills, and responsibilities to new settings and complex problems. Integrated learning is expected to be part of all courses and programs.

Dixie State University’s ILOs, developed in Fall 2016 by the DSU ISAAC committee in consideration of the R470 Policy Essential Learning Outcomes, are tentatively,

- **Skills:** Develop foundational skills in information literacy, quantitative reasoning, critical and creative thinking, inquiry and analysis, teamwork and varied modes of communication.

- **Knowledge:** Acquire comprehensive knowledge of human cultures and the physical and natural world, through engagement with contemporary and enduring questions.

- **Innovation:** Synthesize and collaborate across general and disciplinary-specific studies for creative resolution of complex problems within and beyond the university campus.

- **Responsibility:** Acquire civic, community, and intercultural knowledge and develop social competence while engaging as a responsible, global citizen.

- **G.R.I.T.:** Growth mindset, relationship building, intentional learning, and tenacity

The context for the successive annual revisions to the USHE R470 policy over the last 5 years and current DSU restructuring effort are linked to national waves of reform in higher education on a scale not seen since the early 20th century with the instatement of the Carnegie credit hour. Especially since the turn of the millennia, a large and growing body of scholarship produced across disciplines has set out to re-examine the goals of higher education in the contemporary context (Kilgo, et. al., 2014; Enfield & Collins, 2008). This research recommends, without much dissent, that all students should receive an integrated breadth of disciplinary knowledge, transferable skills, and cultural competence. While the traditional, compartmentalized, post-20th century model of General Education exposes students to a multi-disciplinary breadth of knowledge (Zai, 2015), it has not, in the overwhelming majority of cases, intentionally articulated transferable skills-building or cultural competence as priorities in its menu structure. In recent years, largely in response to a preponderance of evidence and scholarship about student learning as well as civic and employment demands, colleges and universities across the United States have undertaken efforts to reform their core curricula to better prepare students to positively participate in a rapidly changing and globalized society. Dixie State University has also cautiously pursued General Education reform efforts from 2011 onward in response to
these national trends as well as USHE’s decision (see Board of Regents’ Policy R470) to contractually commit to AAC&U’s LEAP Learning Outcomes as priorities for student success in higher education.

The GE Taskforce generated a report (linked below) that highlighted two phases of the General Education Reform process. The first phase was completed in Spring 2018, and the second phase, which is currently in progress, highlights most of the action items that are listed below. This Desired Outcome and Strategy is meant to continue and expand upon the work of the GE Taskforce in strengthening the academic success and versatility of DSU’s General Education program.

**Contribution to Desired Outcomes**

This strategy will contribute to Outcome 6 that addresses reimagining and strengthening the General Education program.

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 2

**Actions and Elements**

1. Designate GE as an interdisciplinary academic program with affiliated faculty and a director (already established). Affiliated faculty will be responsible for designing and maintaining a contemporary and integrated GE program of study.

2. Establish requirements and expectations for designated faculty status as a GE Faculty member (similar to Graduate Faculty).

3. Increase the number of GE courses with embedded high-impact practices in each GE area from the 2020 baseline number.

4. Increase the number of interdisciplinary GE courses, currently at one course (iART 1010), with a focus on adult learners in degree completion programs.

5. Create and implement a GE communication strategy.

6. Work with academic departments and programs to develop flexible GE pathways responsive to the evolving needs of diverse student populations.
7. Design and implement a coordinated introduction across GE classes to the five DSU core instructional methods of active, applied, authentic, inclusive, and student-centered learning.

8. Complete a review and refresh of general education to align with our new design characteristics and reflect AACU, USHE, and national best practices for core curricula design.

**Potential Models and Useful Information**


Initial Report from the Taskforce on General Education for the 21st Century [https://docs.google.com/document/d/118Wqc4_XPCI-whq4D5zSiWyBhZBL4ngpQf8PxF9Q89yo/edit?usp=sharing](https://docs.google.com/document/d/118Wqc4_XPCI-whq4D5zSiWyBhZBL4ngpQf8PxF9Q89yo/edit?usp=sharing)


**Implementation Timeline:**

TBD

**Strategy #7:** Modify and expand faculty professional learning and support of instruction and integration of innovative learning technologies to focus on the core instructional methods of active, applied, authentic and inclusive, and the achievement of student learning and success.

**Subcommittee Members:** Dr. Lauren DiSalvo, Dr. Del Beatty

**Implementation Leader:** Dr. Wendy Schatzberg
**Introduction and Background**

Creating stronger infrastructures of teaching resources for faculty and/or staff and incentives for participation is critical to achieving our goals for academic distinction. Faculty and/or staff have shown interest in participating in events offered in conjunction with the Center for Teaching & Learning. The time and investment taken to become a stronger instructor should be rewarded for those who undertake serious development of their teaching skills.

**Contribution to Desired Outcomes**

Outcomes 1, 2, 5, 6

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 5

**Actions and Elements**

1. By fall 2022, implement a Master Certified Teacher program aligned with the core instructional methodologies. Compensation for successful completion of the two-year (at a minimum) program will be explored.

2. By fall 2022, implement an “Inclusive Teaching Program” to encourage experimentation with instructional techniques and technologies aimed at creating an inclusive learning environment.

3. By fall 2022, implement a “Peer Observation Program” to promote substantive peer feedback on teaching through regularly scheduled course observations. Establish a CTL Faculty Fellows program consisting of two to three FT faculty members per year (each fellow works with two to three colleges) that work closely with CTL in organizing peer observations, department and college collaboration in learning innovations, mentoring, one-on-one consultations, etc. Fellows either receive a stipend or work load release to serve in this position.

4. By fall 2023, implement a “Student Consultants to Teaching” (SCOT) program. Through a SCOT program, student volunteers work with the Center for Teaching & Learning staff to provide faculty members with insights and feedback about their teaching and learning in their courses. The SCOT program allows trained student consultants to meet with faculty members, observe their classes, and provide valuable feedback (along with suggestions, if requested) to master the core instructional methods and foster exceptional student learning and success (see https://fctl.ucf.edu/services/student-consultants/);
5. Implement a “General Education Instructor Program” to support part-time instructors teaching GE with the core instructional methods.

6. Implement Faculty Teaching Communities around various pedagogical/andragogical issues (study abroad, research, applied learning, digital-social teaching and learning to enable personalized learning etc) with the goal that there will be at least two new learning communities activated each academic year beginning in Fall of 2021.

7. Increase by four each year the number of classrooms adapted for active and applied learning methods. See Goal 3, Strategy 3, action item 3#c and Strategy 6 about how to implement this.

8. Implement college specific training for active, applied and authentic learning with the goal that each college should demonstrate that every year they are accumulating an additional 10% of courses in which 60% of material is using active or applied or authentic learning strategies, with the goal of arriving at 51% by the end of five years. Develop a system that validates that courses include at least one of the core instructional methods of active, applied, authentic and inclusive, and evaluates the degree that appropriate conditions of learning are included for the achievement of the course learning outcomes and student learning and success. Hire two learning designers to work with three colleges each that will work individually with faculty members in redesigning 10% of the courses in the college. Establish quality standards that these redesigned courses will meet.

9. Increase faculty and staff development activities to encourage more opportunities for continued learning about best teaching, learning and success practices.

10. Strengthen CTL programming in civil discourse, classroom management, and sensitivity training by having at least 20% of programming each academic year aimed towards these topics.

11. Invite a keynote speaker to the annual Teaching, Learning, and Student Success conference to speak about best pedagogical practices, with a focus on active, applied, authentic, career-focused and inclusive learning.

12. Provide learning modules, training workshops, and instructional designs for faculty and staff regarding helping students become more effective self-regulated learners and how to approach, identify, evaluate, and patiently address issues with underprepared students in a way that emphasizes success and humanity. Research shows that underprepared students who receive instruction in developing self-regulated learning skills have significantly higher first semester and first year GPAs than students who do not receive the instruction
Giving underprepared students instruction in self-regulated learning will help them to level out the playing field and be more successful academically.

13. Establish a program within the Center for Teaching & Learning to integrate new, innovative, emerging learning technologies in the curriculum of programs and courses, such Artificial Intelligence, Mixed Reality, Adaptive Learning, Augmented Reality, Virtual Reality, etc. This program will allow faculty to pilot new learning technologies and then assist faculty to integrate the technologies in their programs and courses.

**Potential Models and Useful Information**

Peer Observation Program, Harvard  
[https://bokcenter.harvard.edu/peer-observation-program](https://bokcenter.harvard.edu/peer-observation-program)

Support for General Education Program, Harvard  
[https://bokcenter.harvard.edu/gen-ed](https://bokcenter.harvard.edu/gen-ed)

Inclusive Teaching Strategies  
[http://www.crlt.umich.edu/multicultural-teaching/inclusive-teaching-strategies](http://www.crlt.umich.edu/multicultural-teaching/inclusive-teaching-strategies)

Cornell University Center for Teaching Innovation - Inclusive Teaching Strategies  

The Ohio State University Center for the Advancement of Teaching - What is Inclusive Teaching?  
[https://ucat.osu.edu/inclusive-teaching/what-is-inclusive-teaching/](https://ucat.osu.edu/inclusive-teaching/what-is-inclusive-teaching/)

*NOTE:* This website provides a rubric for self-assessment of inclusive teaching.

“Creating Inclusive College Classrooms”  
[http://www.crlt.umich.edu/gsis/p3_1](http://www.crlt.umich.edu/gsis/p3_1)

“Strategic Implementation of Open Educational Resources in Higher Education Institutions”  
[https://scholarworks.boisestate.edu/cgi/viewcontent.cgi?article=1006&context=uar_2017](https://scholarworks.boisestate.edu/cgi/viewcontent.cgi?article=1006&context=uar_2017)

“Flexible Learning Spaces Initiative”  
[https://cfe.unc.edu/flexible-learning-spaces-initiative/](https://cfe.unc.edu/flexible-learning-spaces-initiative/)

**Implementation Timeline:**

TBD

**Strategy #8:** Create opportunities for diverse lifelong learners to succeed through flexible and customized instruction, scheduling, pacing, pricing, and learning preferences.
Subcommittee Members: Dr. McKay Sullivan and Dr. Lauren DiSalvo

Implementation Leaders: Director of Adult and Professional Education (TBD); Ryan Hobbs

Introduction and Background

Flexible teaching and learning, which includes competency based learning and flexible scheduling, pacing, pricing, and curricula/assessment, particularly benefits underserved students. As Dixie State University continues to grow and seeks to become more inclusive and open, we must engage with flexible learning and teaching in order to meet the needs of our student population. Flexible learning is something that’s been particularly embraced at the secondary level of education and our university should be prepared to receive students who are already familiar with this type of learning. Many universities are also experimenting with aspects of flexible teaching and learning, which benefits students since it provides more equitable access to higher education. In order to cultivate an environment where flexible learning and teaching thrives there needs to be a shift in responsibility of learning to the student, flexibility in the curricula and assessment, a range of delivery modes and pacing, and flexible administrative procedures and policies.

Contribution to Desired Outcomes

Outcome 2

Contribution to Other Goals

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 2

Actions and Elements

1. An interdivisional task force will create a comprehensive model for providing open and inclusive access to lifelong learning programs, resources, and experiences.

2. Identify the number of courses on campus with flexible delivery modes, with flexible pacing, and with flexible assessments.

3. Increase the number of courses/programs with flexible delivery formats and flexible pacing by 25% based on the results of no. 1 above.
   a. Introduce a mandatory mini-course/lesson for students on the expectations of what it means to be a flexible learner.
b. By 2025, the university will have begun development of infrastructure required to offer credit-bearing, self-paced, competency-based online courses which run independently of the semester system. This initiative can be led by Digital and Extended Learning.

c. Amend addendum a of workload policy 635 to allow for a stipend for planning a new course with flexible delivery mode and/or pacing.

d. Provide workshops or a certificate on flexible learning for which faculty members are rewarded for attending.

e. Target hiring of faculty whose job description will include offering flexible delivery modes and pacing so that each year 10% of new hires in high capacity majors/colleges will be hired to teach flexible delivery modes and/or pacing or convert existing lines to teach flexible delivery. This corresponds with Goal 2, Strategy 4, action item #7.

f. Prioritize offering large enrollment courses with flexible delivery modes and/or pacing so that 10% of all large enrollment courses are practicing a flexible delivery mode and/or pacing by 2025.

g. Conduct a study to determine market demand for CBE courses in 2021. Based on the results of this market study, determine capacity and infrastructure for this type of learning.

h. By 2025, there will be at least ten degree programs that are geared toward the adult student learner with all courses delivered flexibly. This corresponds with Goal 2, Strategy 4, action item #6.

4. Modify 50 courses annually for approved blended online delivery.

5. Examine and update policies to address flexible learning modes and/or pacing.

6. Design and implement a personalized approach to teaching and learning. Use learning analytics to detect learners' online patterns of behavior and preferences, and provide access to personalized learning resources.

7. Each academic year, a report will be prepared for the UCC to monitor frequency of use for each PLA category and suggest revisions to the process as necessary.

8. Create a Task Force to explore flexible pricing avenues for the university and implement recommendations.

9. By 2021 deploy a prototype MOOC as a test to engage our community in open education. Evaluate the outcomes and create a strategy to develop additional MOOCs or discontinue the initiative.

10. Hire an HR specialist to expand the number of states from which we can employ online faculty.
11. In support for the Center of Excellence for Adult Learners: Developing a culture of data-informed decisions for new programming including degree or certificate programs, delivery modes, and flexibility modes. (Partly new and partly Goal 2 Strategy 4 Action Item 1)
   a. Engaging with faculty, the Curriculum Office, DXL, and the community to increase the number of programs that serve the needs of Adult Learners in our region. (Goal 2 Strategy 4 Action Items 1 and 5)

12. By 2025, a lifelong learning membership program will be established for alumni, Road Scholars, continuing education students, and others with special pricing for selected courses and access to a variety of campus programs and services.
   a. Commit to growing the lifelong learner membership to 500 members by 2030.

**Potential Models and Useful Information**

USHE Policy R472, Credit for Prior Learning  
https://ushe.edu/ushe-policies/r472-credit-for-prior-learning/

USHE Policy R470 - General Education, Common Course Numbering, Lower-Division Pre-Major Requirements, Transfer of Credits, and Credit by Examination  
https://ushe.edu/ushe-policies/r470-general-education-common-course-numbering-lower-division-pre-major-requirements-transfer-of-credits-and-credit-by-examination/

DSU Policy Library - Policy 523: Extra-Institutional Credit  

DSU Policy Library - Policy 526: Academic Transfer  

“U-Pace: Facilitating Academic Success for All Students”  
https://er.educause.edu/articles/2011/12/upace-facilitating-academic-success-for-all-students

U-Pace at the University of Wisconsin-Milwaukee  
http://www4.uwm.edu/upace/about.html

“Developing a framework for sustainable growth of flexible learning opportunities”  

“Creating a learner-centered teaching environment using student choice in assignments”  
https://www.tandfonline.com/doi/abs/10.1080/01587919.2017.1369349

**Implementation Timeline:**  
TBD
**Strategy #9:** Implement flexible credentialing that supports the recognition and certification of formal and non-formal learning through academic credit, non-academic credit, stacked credentials, customized micro credentials, digital badges, competency-based credit.

**Subcommittee Members:** Dr. McKay Sullivan

**Implementation Leader:** Dr. Pam Cantrell

**Introduction and Background**

Industry needs regarding public education are becoming more focused on specific skills surrounding rapidly-changing technologies. Dixie State University has the opportunity to partner with local and regional businesses to provide just-in-time credentialing programs in cutting-edge technologies for industry employees at every stage of their careers. Micro credential programs that operate outside of the traditional 2- and 4-year models of higher education will allow the needed flexibility to quickly adapt and reposition ourselves to be of best use to the community.

Flagship educational institutions have nearly all developed non-credit microcredential programs to meet industry needs. In 2018, The State University of New York Micro-Credentialing Task Force released their *Report and Recommendations* regarding Micro-credentialing in higher education. They listed the following benefits of Micro-Credentialing:

1. Motivate students toward completion of a credential or degree program by highlighting progressive attainment of competencies.
2. Support academic/industry partnerships through credentials that meet industry requirements and/or are designed to meet a specific need.
3. Provide more specificity to potential employers about skills and competencies learned.
4. Supplement an existing degree program with complementary skill sets.
5. Ladder from noncredit to credit.
6. Ladder from a stand-alone credential to a degree program.
7. Provide short-term, immediate competency development opportunities valuable for ongoing professional development.

Micro credentials offered by flagship institutions are generally offered as massive open online courses (MOOCs) that prohibit any form of personal interaction with the instructor and often lack experiential learning. Dixie State University has the unique opportunity to partner with local and regional businesses to provide micro credential programs with a more customized and
personalized experience. In order to accomplish this, we need to develop the infrastructure that integrates the tracking of both credit and non-credit micro badges and allows the stacking of micro badges to earn micro credentials or university credit. We need a system for allowing industry-based certificate or micro credential programs to exist separately from existing two- and four-year traditional degree programs. Such a system is inherently complicated and will require improvement or replacement of the university’s system for tracking student certifications.

**Contribution to Desired Outcomes**

**Desired Outcome 1**

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 2

**Actions and Elements**

1. By 2021, establish policies and procedures for the development, approval, and implementation of micro credentials and digital badges.

2. By 2021, establish a financial model for sustainable self-funding industry-driven micro credential programs.

3. By 2022, develop the infrastructure required to offer for-credit and non-credit stackable micro credentials and standalone microcredential programs.

4. Continue upgrading existing programs to incorporate the “Four in Four” model of academic awards.

5. By 2022, using blockchain or another appropriate platform, implement a system to provide students with their official transcript, including all coursework, awards, and credentials on demand in a digital format on their electronic device. This system should provide a way for potential employers to verify the student’s credentials and awards immediately using a private PIN provided by the student.

6. By 2025, each college will have developed from industry data at least one set of micro credentials that are either in demand as standalone credentials or stackable to earn certificates and credit toward a degree program, supporting the Four-in-Four Initiative.

7. In Fall 2020, formally establish an Emerging Technologies Group with the mandate to:
a. identify local and regional demand for specific skills regarding emerging technologies;
b. identify faculty, staff, and industry partners with the skill sets needed to develop relevant micro credentials in these areas;
c. develop strategies and resources to incentivise current faculty and staff to obtain the skill sets needed to develop relevant micro credentials in these areas; and
d. oversee the development, proposal, review, and modification of these micro credential programs.

8. Provide compensation and other incentives to faculty and staff who develop micro credential programs in conjunction with industry partners and who keep these programs up-to-date as technologies and industry demands change.

9. By 2022, the university will have partnered with at least one local or regional business entity to develop customized digital badges leading to a larger microcredential providing the skills needed for current or potential employees for the business. At least an additional two such partnerships will be entered before 2025.

10. By 2025, identify and develop at least two self-paced and self-funding microcredential programs each based on a series of digital badges and geared toward the development of high-demand industry skills such as programming, data analytics, machine learning, blockchain, entrepreneurship, 3d printing and prototyping, etc.

11. Enhance student leadership development opportunities through an expanded leadership development program.
   a. Explore opportunities for connecting with the faculty expertise in leadership
   b. Secure scholarship funding to recruit and retain students who have leadership aspirations
   c. Work with the Alumni Office to recruit and retain alumni mentors in leadership
   d. Explore the possibility of establishing university center for student leadership

**Potential Models and Useful Information**

Micro credentials at SUNY [https://system.suny.edu/academic-affairs/microcredentials/](https://system.suny.edu/academic-affairs/microcredentials/)


University of Utah Digital Badges [https://continue.utah.edu/proed/badges](https://continue.utah.edu/proed/badges)

Nine universities have teamed up on a blockchain credentialing project. The universities include MIT, UC Berkeley, UC Irvine, Harvard, and Delft, and others [https://edscoop.com/nine-universities-unite-on-blockchain-credentialing-project/](https://edscoop.com/nine-universities-unite-on-blockchain-credentialing-project/)


Northeastern University - Center for the Future of Higher Education and Talent Strategy [https://www.northeastern.edu/cfhets/](https://www.northeastern.edu/cfhets/)

**Implementation Timeline:**

TBD

**Strategy #10:** Develop student engagement and co-curricular opportunities that support “active life” through social education and holistic student development.

**Subcommittee Members:** Penny Wells, Riley Randall

**Implementation Leader:** Del Beatty

**Introduction and Background**

Creating an integrated ecosystem of open and inclusive teaching and learning complemented by organized co-curricular programs and support services will foster exceptional student learning and success. Co-curricular programs, activities and events ideally should be aligned with academic programs to enhance and support curricular learning. Co-curricular experiences should also and provide additional opportunities for holistic personal development. Creating places, spaces and programs that enhance opportunities for co-curricular experiences will be needed by 2025. Assessing the efficacy of participation in co-curricular activities in achieving one or more the five ILOs or advancing personal development will provide critical feedback and evidence of effectiveness.

**Contribution to Desired Outcomes**

Desired Outcome 1

**Contribution to Other Goals**
This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goals 2 and 4

**Actions and Elements**

1. Remodel or expand the Gardner Student center to create physical spaces that provide accessible opportunities for a vibrant campus life and create other physical spaces on campus with an atmosphere that allows students to hang out and socialize.
2. Develop a “club house” in a remodeled student center
3. Evaluate attendance at all campus wide events to determine where engagement is coming from
4. Strengthen the co-curricular transcript
5. Develop co-curricular programming in collaboration with academic programs to enhance immersive student experiences that enhance classroom instruction.
6. Establish a “Student Governing Board” to include presidents of all major student organizations.
GOAL 2—STRATEGIC ENROLLMENT GROWTH

**Goal Statement:** Increase university enrollment to 16,000 headcount through strategic, innovative, and data-informed initiatives and marketing focused on inclusive and affordable lifelong learning opportunities, with a special emphasis on student retention, academic success, and completion by identifying and lowering critical economic, technological, geographical, and institutional barriers.

**Co-chairs:** Darlene Dilley, Ryan Hobbs

**Implementation Leaders:** Assistant Vice President for Enrollment Management; Associate Provost for Academic Success; Executive Director Digital and Extended Learning; Vice President, marketing and Communications

**Enrollment Targets**
The following enrollment goal scenarios were modeled after projections provided by Institutional Research, and referenced with demographic forecasts and the desired outcomes$strategies included below.

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</table>

**Desired Outcomes**

1. By 2025, the number of adult students (aged 25 and over, or as defined in policy) will increase to 3,500.

2. By 2025, new annual new student enrollment, including students from diverse backgrounds and targeted populations below, will increase to 5,000.

   a. Percentage of eligible Concurrent Enrollment students who matriculate or officially defer their enrollment at DSU will increase to 55%
   b. Annual graduate student enrollment will increase to 150 or more
   c. International student enrollment will increase to 150
   d. Minority student population will increase to 25% of the total enrollment to apply to be recognized as a minority-serving institution.
   e. Transfer student enrollment will increase to at least 1,000.
3. By 2025, the total enrollment at DSU Education Centers will increase by 100% from fall 2020.

4. By 2025, increase student retention rates for targeted undergraduate levels to the average rate for open-admission four-year universities.
   
a. First-Time, Full-time New Freshmen to 66%
b. First-time, Full-time Minority New Freshmen to 61%
c. Part-time Undergraduate to 65%
d. New Transfer to 72%
e. Sophomore to 82%

5. By 2025, increase the graduation rate to meet or exceed the national average of open-admissions four-year universities.

6. By 2025, DSU will be recognized as an affordable, financially accessible, and a best value public university in Utah and the surrounding region.

   a. USHE/Regional Tuition & Fees Comparison (undergraduate, graduate)
b. Graduate Survey Satisfaction (perception of investment)
c. Average Student Debt at Graduation and Loan Default Rate
d. Median Salary at Graduation and 5-years
e. Percentage of Students Receiving Aid
f. Average Cost of Student Housing and Transportation

Note: USHE Affordability Definition (2020): “Affordability is the ability of a traditional full-time Utah student from a family of four to cover the cost of attendance at a USHE institution while living at home with financial aid, reasonable family savings and the student contributing 10 hours of weekly work earnings and without incurring student debt.”

**Strategies**

The following strategies are proposed to meet the established desired outcomes. Each strategy is categorized into two focus areas associated with this goal: 1) enrollment growth and/or 2) student success.

Additionally, a resource estimate for each strategy and individual proposed action has been included using the following rating scale.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>U</td>
<td>Unsure</td>
</tr>
<tr>
<td>No.</td>
<td>Resources Required</td>
</tr>
<tr>
<td>-----</td>
<td>--------------------</td>
</tr>
<tr>
<td>0</td>
<td>No resources required</td>
</tr>
<tr>
<td>1</td>
<td>&lt; $25k</td>
</tr>
<tr>
<td>2</td>
<td>$25 - 50k</td>
</tr>
<tr>
<td>3</td>
<td>$51 - 75k</td>
</tr>
<tr>
<td>4</td>
<td>$76 - 100k</td>
</tr>
<tr>
<td>5</td>
<td>&gt; $100k</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Enrollment Growth</th>
<th>Student Success</th>
<th>Resource Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish a comprehensive Student Financial Success Program.</td>
<td>X</td>
<td>X</td>
<td>High</td>
</tr>
<tr>
<td>2. Redesign the top high-enrolled, high DFW gateway/lower division courses using a master course design leveraging free or low-cost open educational resources (OER) where available and of quality.</td>
<td></td>
<td>X</td>
<td>Low</td>
</tr>
<tr>
<td>3. Promote and heighten overall brand awareness and new DSU vision as an open and inclusive, comprehensive polytechnic university.</td>
<td>X</td>
<td>X</td>
<td>High</td>
</tr>
<tr>
<td>4. Expand programming and services for adult learners.</td>
<td>X</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>5. Expand recruitment markets and initiatives by targeting new states/geographic areas and specific under-represented populations.</td>
<td>X</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>6. Improve the quality of advising and connections with student success programs through predictive analytics (EAB/Navigate), utilizing a student to advisor ratio of 300:1.</td>
<td></td>
<td>X</td>
<td>Medium</td>
</tr>
</tbody>
</table>
7. Provide supportive and meaningful experiences and resources that positively impact the retention and persistence of first and second year students. | X | High

8. Increase and enhance academic pathways for transfer students. | X | Low

9. Expand programming and community partnerships at new and existing DSU Education Centers within the region. | X | Medium

**Strategy #1: Establish a comprehensive Student Financial Success Program**

**Working Group:** JD Robertson, Dr. Jeff Hoyt, and John Bowler

**Implementation Leaders:** J.D. Robertson; Deborah Decker

**Introduction and Background**

Affordability is one of the most important factors in both the enrollment and retention of college students. According to CampusLogic, one of the leaders in advocating for student financial success, “40% of low-income students who are accepted into college never enroll because of financial aid complexity” and, according to a LendEDU survey, “55% of students struggled to find money to pay for college and 51% dropped out of college because of financial issues.”

With nearly 50% of DSU students being Pell-eligible, and a current retention rate of 56%, a focus on student affordability is critical to enrollment growth.

**Contribution to Desired Outcomes**

This strategy will contribute to the following desired outcomes.

- By 2025, increase student retention rates for targeted undergraduate levels to the average rate for open-admission four-year universities.
- By 2025, increase the graduation rate to meet or exceed the national average of open-admissions four-year universities.
- By 2025, DSU will be recognized as the most affordable, financially accessible, and best value public university in Utah and the surrounding region.
Contribution to Other Goals

In addition to this goal, this strategy will contribute to the following other goals in the strategic plan.

- Goal 3: Institutional Capacity and Performance

Brief Description - Actions and Elements

The following are proposed actions to achieve this goal.

<table>
<thead>
<tr>
<th>Action</th>
<th>Resource Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create a Student Financial Success Center within the Financial Aid Office that works with students (incoming and current), families, staff, and faculty on financial literacy, affordability, FAFSA, scholarships (internal and external), job placement, using multiple delivery methods: in-person, online, video, social media, etc.</td>
<td>5</td>
</tr>
<tr>
<td>2. Establish an education savings plan match program, with the Alumni office matching funds for legacy students.</td>
<td>U</td>
</tr>
<tr>
<td>3. Establish an institutional grant fund to help struggling students through low-fund hold barriers.</td>
<td>5</td>
</tr>
<tr>
<td>4. Expand student employment opportunities.</td>
<td>4</td>
</tr>
<tr>
<td>5. Hire an Affordability Coordinator to facilitate financial literacy seminars, consultations, and other related activities.</td>
<td>3</td>
</tr>
<tr>
<td>6. Establish a graduation tuition-price guarantee (price lock) for students who complete within a specific timeline.</td>
<td>U</td>
</tr>
<tr>
<td>7. Increase the number of privately funded scholarships and sponsorships.</td>
<td>0</td>
</tr>
</tbody>
</table>

Resource Summary

Potential Models

The following models may be useful as a reference in further planning and implementation activities associated with this strategy.

University of New Mexico, https://aimtoachieve.unm.edu/
University of Southern Indiana, https://usi.edu/financial-success/

References


CampusLogic, https://campuslogic.com/

Strategy #2: Redesign (using evidenced-based teaching strategies to ensure active, applied, authentic, inclusive, and student-centered learning) the top high-enrolled, high DFW gateway/lower division courses using a master course design leveraging free or low-cost open educational resources (OER) where available and of quality.

Working Group: Dr. Wendy Schatzberg, Dr. Sarah Vandermark, and Dr. Matt Nickodemus

Implementation Leader: Dr. Jeff Hoyt, Dr. Erin Ortiz

Introduction and Background

Academic failure is among the top reasons for new freshmen discontinuing at DSU, given that the university is open-admission, with a majority of students being from low income or first generation backgrounds. About 24% of the student population is from minority or international student groups. Gateway courses, or those with high failure rates, “are a ubiquitous part of the undergraduate experience . . . , and academic difficulties in gateway courses are particularly pronounced for underserved students” (Koch, 2017). The DSU Office of Institutional Research has shared a list of these courses each semester with administrative units for review (% of students earning a C- or lower). One shining example of success in bringing down failure rates in difficult courses are the recent efforts by the math department, which has dramatically improved student success in several math courses. These efforts can be extended to other academic departments such as biology, chemistry, geography, or others with these courses.

The Gardner Institute for Excellence in Undergraduate Education sponsors an annual, national Gateway Course Experience Conference where faculty across the country share their experiences in re-designing and creating excellence in instruction for gateway courses https://www.jngi.org/equitable-outcomes-in-a-virtual-world. Many articles have been published on this topic. One example is the series, Improving Teaching, Learning, Equity and Success in Gateway Courses, New Directions for Higher Education (Koch, 2017). One university model of these efforts is curriculum redesign at Middle Tennessee State University https://www.mtsu.edu/university-college/faculty/faculty_course_redesign.php.
Contribution to Desired Outcomes

This strategy will contribute to the following desired outcomes.

- By 2025, increase student retention rates for targeted undergraduate levels to the average rate for open-admission four-year universities.
- By 2025, increase the graduation rate to meet or exceed the national average of open-admissions four-year universities.

Contribution to Other Goals

In addition to this goal, this strategy will contribute to the following other goals in the strategic plan.

- GOAL 1 - Academic Distinction
- GOAL 5 - Faculty and Staff Life

Brief Description - Actions and Elements

The following are proposed actions to achieve this goal.

<table>
<thead>
<tr>
<th>Action</th>
<th>Resource Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Complete a research study on high failure rate courses to more fully understand the factors impacting rates (index score, faculty status, participation data).</td>
<td>0</td>
</tr>
<tr>
<td>2. Inventory current practices with training and structure for instruction in high failure rate courses taught by adjuncts; implement best practices in adjunct instruction.</td>
<td>0</td>
</tr>
<tr>
<td>3. Require faculty reporting for early alert and midterm grades in high failure rate courses.</td>
<td>0</td>
</tr>
<tr>
<td>4. Organize faculty committees in academic departments to address high failure rate courses with changes in how instruction is offered in their department (master course design, course prerequisites, item analysis, testing methods, mandatory tutoring/supplemental instruction, teaching methods, etc.).</td>
<td>0</td>
</tr>
<tr>
<td>5. Promote the use of quality, free or low cost open-educational resources;</td>
<td>1</td>
</tr>
<tr>
<td>6. Redesign courses in collaboration with a learning designer from CTL or DXL (or both CTL and DXL).</td>
<td></td>
</tr>
</tbody>
</table>
**Resource Summary**

| Low |

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**Potential Models**

The following models may be useful as a reference in further planning and implementation activities associated with this strategy.

Middle Tennessee State University, Course Redesign

Tidewater Community College, Text-book free courses:
https://www.tcc.edu/programs/specialty-programs/textbook-free/

**References**

Gateway Course Experience Conference
https://www.jngi.org/equitable-outcomes-in-a-virtual-world


**Strategy #3:** Promote and heighten overall brand awareness and new DSU Vision as an open, inclusive, comprehensive, polytechnic university.

**Working Group:** Darlene Dilley, Jordon Sharp, Bryant Flake, Dr. Peter Neibert, and Dr. Tasha Toy

**Implementation Leaders:** Dr. Jordan Sharp, Jay Sorenson

**Introduction and Background**

Dixie State University successfully moved from status to stature as part of the 2015-2020 strategic plan, which was supported by an aggressive communications and marketing strategy. In this next phase of evolution, DSU will be recognized as an open, inclusive, comprehensive polytechnic university.

This new vision for DSU will need to be strategically promoted and marketed within our local community, state, region, and beyond, which will require a significant financial investment by the university. It will be important to emphasize and support the tenets of open, inclusive, and polytechnic through highlighting academic programs and co-curricular opportunities and
student highlights/success stories. In order to monitor the effectiveness of the campaign, a follow up perception study should be conducted within the next 2-3 years.

**Contribution to Desired Outcomes**

This strategy will contribute to the following desired outcomes.

- By 2025, DSU will be recognized as the most affordable, financially accessible, and best value public university in Utah and the surrounding region.
- By 2025, the number of adult students (aged 25 and over, or as defined in policy) will increase to 3,500. (desired outcome)
- By 2025, new annual new student enrollment, including students from diverse backgrounds and targeted populations below, will increase to 5,000.
  a. Percentage of eligible Concurrent Enrollment students who matriculate or officially defer their enrollment at DSU will increase to 55%
  b. Annual graduate student enrollment will increase to 150 or more
  c. International student enrollment will increase by 50% compared to fall 2020
  d. Minority student population will increase to 25% of desired outcome
  e. Transfer student enrollment will increase to at least 1,000.

**Contribution to Other Goals**

In addition to this goal, this strategy will contribute to the following other goals in the strategic plan.

- Goal 1 - Academic Distinction
- Goal 4 - Community as University

**Brief Description - Actions and Elements**

The following are proposed actions to achieve this goal.

<table>
<thead>
<tr>
<th>Action</th>
<th>Resource Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop and employ a multi-channel marketing campaign in primary, secondary, and targeted tertiary markets.</td>
<td>0</td>
</tr>
<tr>
<td>2. Allocate 2% of the overall university budget to university and enrollment marketing (excluding salaries).</td>
<td>5</td>
</tr>
<tr>
<td>3. Embrace a “challenger brand” approach.</td>
<td>0</td>
</tr>
</tbody>
</table>
4. Conduct a perception study every 2 - 3 years to assess success of the campaign. 5
5. Highlight academic and co-curricular programs and opportunities that support open, inclusive, polytechnic. 0
6. Explore the adoption of a new university name that is better aligned with the revised mission and vision and that brands the polytechnic emphasis. 5

Resource Summary

<table>
<thead>
<tr>
<th></th>
<th>High</th>
</tr>
</thead>
</table>

Potential Models

The following models may be useful as a reference in further planning and implementation activities associated with this strategy.

Utah Valley University, [https://www.uvu.edu/](https://www.uvu.edu/)
University of Wisconsin, Stout, [https://www.uwstout.edu/](https://www.uwstout.edu/)
California State Polytechnic University Pomona, [https://www.cpp.edu/](https://www.cpp.edu/)

References


**Strategy #4: Expand programming and services for adult learners.**

**Working Group:** Ryan Hobbs, Darlene Dilley, Bryant Flake, and Dr. Peter Neibert

**Implementation Leaders:** Dr. Pam Cantrell; Darlene Dilley

**Introduction and Background**

To increase the stature of the university (2015-2020), DSU directed its focus on expanding enrollment with traditional students (18-24), class scheduling (8am - 2pm), programs (bachelor’s degrees) and delivery formats (F2F). This activity has been effective in increasing enrollment and degrees, but has also led to decreased enrollment and focus to other important populations, including the adult learner. According to Fall 2018 USHE data, DSU (16%) is more than 50% below SUU (33%) in percentage of adult learners, and 8 percentage points below the lowest peer (UVU, 24%).
<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Adult Headcount (25+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>2,232</td>
</tr>
<tr>
<td>FY16</td>
<td>1,937</td>
</tr>
<tr>
<td>FY17</td>
<td>1,713</td>
</tr>
<tr>
<td>FY18</td>
<td>1,536</td>
</tr>
<tr>
<td>FY19</td>
<td>1,459</td>
</tr>
</tbody>
</table>

With nearly 40,000 individuals with some college (but no degree) within our service area, there is an opportunity to meet our enrollment targets and the growing needs of adult learners and community partners in the region.

To effectively fulfill our vision and mission, we need an intentional focus and dedicated resources to service adult learners. With forecasted enrollment declines in traditional students and a growing need for flexible learning programs and services, this is a population that is currently under-served by the university and the region.

**Contribution to Desired Outcomes**

This strategy will contribute to the following desired outcomes.

- By 2025, the number of adult students (aged 25 and over, or as defined in policy) will increase to 3,500.
- By 2025, new annual new student enrollment, including students from diverse backgrounds and targeted populations below, will increase to 5,000.
  
  a. Percentage of eligible Concurrent Enrollment students who matriculate or officially defer their enrollment at DSU will increase to 55%
  b. Annual graduate student enrollment will increase to 150 or more
  c. International student enrollment will increase by 50% compared to fall 2020
  d. Minority student population will increase to 25% of the total enrollment to apply to be recognized as a minority-serving institution.
  e. Transfer student enrollment will increase to at least 1,000.
- By 2025, the total enrollment at DSU Education Centers will increase by 100% from fall 2020.

**Contribution to Other Goals**

In addition to this goal, this strategy will contribute to the following other goals in the strategic plan.
- Goal 1: Academic Distinction
- Goal 3: Institutional Capacity and Performance

**Brief Description - Actions and Elements**

The following are proposed actions to achieve this goal.

<table>
<thead>
<tr>
<th>Action</th>
<th>Resource Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish a centralized office that will work collaboratively with university and community partners in creating flexible programs and services directed at adult learners.</td>
<td>4</td>
</tr>
<tr>
<td>2. Establish a DSU Learning Partnership Program to support regional business, non-profit organizations, and government entities provide educational opportunities for their employees/members.</td>
<td>1</td>
</tr>
<tr>
<td>3. Ensure that essential student and academic support services are available in the evenings (after 6pm), weekends, and online; including, but not limited to, exam proctoring, registration, library resources, tutoring and writing support, academic advising, and technical support.</td>
<td>U</td>
</tr>
<tr>
<td>4. Provide or partner with others to secure affordable family housing options or assistance.</td>
<td>U</td>
</tr>
<tr>
<td>5. Develop at least 10 additional flexible programs (including graduate) primarily directed at adult learners, informed by market research and available funding.</td>
<td>5</td>
</tr>
<tr>
<td>6. Secure new faculty lines or reassign existing lines to expand capacity for blended, online, evening, summer, block (or other flexible terms), destination intensive, and weekend delivery, as well as offerings during regular business hours.</td>
<td>5</td>
</tr>
<tr>
<td>7. Address childcare needs of students (voucher program, playcare, etc.).</td>
<td>U</td>
</tr>
<tr>
<td>8. Allocate funding to market and advertise resources and programs aimed at the adult learner.</td>
<td>5</td>
</tr>
</tbody>
</table>

**Resource Summary**

The following models may be useful as a reference in further planning and implementation activities associated with this strategy.

**Potential Models**
Ohio System of Higher Education, PLA with a Purpose:

Columbia Southern University, Learning Partnerships:
https://www.columbiasouthern.edu/tuition-financing/partnerships/

University of Manitoba, Campus Children’s Centre: https://www.campuschildrenscentre.com/

George Mason University, Off Campus Housing Service: https://och.gmu.edu/

**Strategy #5: Expand recruitment markets and initiatives by targeting new states/geographic areas and specific under-represented populations.**

**Working Group:** Darlene Dilley, Jay, MIC, UMAC, and Shadman Bashir

**Implementation Leaders:** Jay Sorenson; Mike Nelson

**Introduction and Background**

Dixie State University has been on a growth trajectory the past seven years, with enrollment increasing over 37% since 2013. To support continued growth, it is important to expand recruitment efforts both within and outside of Utah by saturating current markets and expanding into new markets, both geographically and demographically.

One area that has seen significant growth the past few years is Concurrent Enrollment. DSU students who have taken CE classes while in high school have a significantly higher retention rate than students who have not. By focusing some of our recruitment efforts on CE students with the goal to increase the percentage who enroll or officially defer after high school graduation, we will positively impact both recruitment and retention numbers.

Another area of focus is underrepresented and international students. With the number of high school graduates across the nation declining significantly beginning in 2025 according to WICHE data, the projected growth will be in minority students, with a large percentage of first-generation students. Also, international students continue to be a more challenging group to enroll due to the changing nature of national and global policies.

In addition, as we continue to increase the number of graduate programs, and in support of our goal to increase the number of adult students, added focus will be necessary to attract and enroll graduate students.

To help create a more diverse and inclusive campus community while focusing on areas of opportunity for growth, a strategic and comprehensive recruitment plan that includes and
supports the desired outcomes and actions steps outlined in this strategy is critical to meet our aggressive enrollment goals.

**Contribution to Desired Outcomes**

This strategy will contribute to the following desired outcomes.

- By 2025, new annual new student enrollment, including students from diverse backgrounds and targeted populations below, will increase to 5,000.
  
  a. Percentage of eligible Concurrent Enrollment students who matriculate or officially defer their enrollment at DSU will increase to 55%
  
  b. Annual graduate student enrollment will increase to 150 or more
  
  c. International student enrollment will increase by 50% compared to fall 2020
  
  d. Minority student population will increase to 25% of the total enrollment to apply to be recognized as a minority-serving institution.
  
  e. Transfer student enrollment will increase to at least 1,000.

- By 2025, the number of adult students (aged 25 and over, or as defined in policy) will increase to 3,500.

- By 2025, the total enrollment at DSU Education Centers will increase by 100% from fall 2020.

**Contribution to Other Goals**

In addition to this goal, this strategy will contribute to the following other goals in the strategic plan.

- Goal 3: Institutional Capacity and Performance
- Goal 1: Academic Distinction

**Brief Description - Actions and Elements**

The following are proposed actions to achieve this goal.

<table>
<thead>
<tr>
<th>Action</th>
<th>Resource Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Re-evaluate current scholarship parameters to provide greater access to students with significant financial need.</td>
<td>U</td>
</tr>
<tr>
<td>2. Translate current recruitment materials, including website, into Spanish.</td>
<td>1</td>
</tr>
<tr>
<td>3. Provide greater opportunity and access to DSU by reassessing undergraduate admissions requirements (i.e. test scores).</td>
<td>0</td>
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<td></td>
<td></td>
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<td>---</td>
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</tr>
<tr>
<td>4.</td>
<td><strong>Promote and support options for bringing students and counselors to campus from schools or areas with a high percentage of underserved students.</strong></td>
</tr>
<tr>
<td>5.</td>
<td><strong>Provide focused and dedicated technical assistance for current customer relations management (CRM) to maximize recruitment/admissions processes and support new programs and enrollment growth.</strong></td>
</tr>
<tr>
<td>6.</td>
<td><strong>Leverage data analytics &amp; predictive modeling to help identify emerging market opportunities.</strong></td>
</tr>
<tr>
<td>7.</td>
<td><strong>Expand current name buys to reach new markets for both undergraduate and graduate students.</strong></td>
</tr>
<tr>
<td>8.</td>
<td><strong>Expand and support adult, graduate, and transfer recruitment programs with dedicated admissions counselor(s).</strong></td>
</tr>
<tr>
<td>9.</td>
<td><strong>Employ multi-channel marketing strategies to support recruitment for current and new markets, targeted under-represented populations, parents, and graduate students.</strong></td>
</tr>
<tr>
<td>10.</td>
<td><strong>Create an international student recruitment plan focused on domestic high school and community/junior colleges within the state and region.</strong></td>
</tr>
<tr>
<td>11.</td>
<td><strong>Strategically expand international recruitment efforts by increasing and diversifying partnerships with vetted agents, participating in organized tours, and establishing relationships with governmental agencies to positively impact outreach and growth.</strong></td>
</tr>
<tr>
<td>12.</td>
<td><strong>Develop and host annual “active learning” on-campus events where faculty engage with DSU Concurrent Enrollment students in an active and engaged learning environment supporting our polytechnic vision.</strong></td>
</tr>
</tbody>
</table>

**Resource Summary**

<p>| | |</p>
<table>
<thead>
<tr>
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<th></th>
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<tbody>
<tr>
<td></td>
<td>High</td>
</tr>
</tbody>
</table>

**Potential Models**

The following models may be useful as a reference in further planning and implementation activities associated with this strategy.

- Northern Arizona University, Student Success Strategic Plan: [https://nau.edu/strategic-plan-2025/#student-success-access](https://nau.edu/strategic-plan-2025/#student-success-access)
- Weber State University Admissions Requirements [https://www.weber.edu/Admissions/apply.html](https://www.weber.edu/Admissions/apply.html)

**References**


Knocking at the College Door, Western Interstate Commission for Higher Education; (2017) https://knocking.wiche.edu/change-in-number-of-graduates

**Strategy #6:** Improve the quality of academic advising and connections with student success programs through predictive analytics (EAB/Navigate), utilizing a student to advisor ratio of 300:1.

**Working Group:** Dr. Sarah Vandermark, Dr. Jeff Hoyt, and Dr. Matt Nickodemus

**Implementation Leaders:** Dr. Sarah Vandermark; Ali Threet

**Introduction and Background**

Academic advisors can play a key role in the academic and personal lives of undergraduate students. They are often at the frontline and the first point of contact for undergraduate college freshmen students when they enter a university, and their work with students has been shown to contribute to retention (Jordan, 2000; Pascarella & Terenzini, 2005). Cuseo (2003) defined academic advising as a relationship “that helps students become more self-aware of their distinctive interests, talents, values and priorities and sharpens their cognitive skills for making these choices, such as effective problem-solving, critical thinking, and reflective decision-making” (p.15). According to Hunter and White (2004), “academic advising, well developed and appropriately accessed, is perhaps the only structured campus endeavor that can guarantee students sustained interaction with a caring and concerned adult who can help them shape such an experience” (p.21). If engagement with students matters for learning, persisting to graduation, and experiencing greater success after graduation, then there is a need to identify and evaluate the quality of academic services, including academic advising, and its effect on student learning and on their college experience (Astin, 1984, 1993; Kuh, 2003; Pascarella & Terenzini, 2005).

By bridging the gap through academic advisors creating connections through smaller cohorts, quality software tools, sharing information across campus, and understanding DSU students better through predictive analytics, the university can begin to bridge the gap of persistence, retention and graduation rates. NACADA and most universities which have shown
success with fall to fall retention as well as higher graduation rates (Georgia State and Middle Tennessee State as examples) have hired more academic advisors and have lessened their caseloads to 300:1 or less.

**Contribution to Desired Outcomes**

This strategy will contribute to the following desired outcomes.
- By 2025, increase student retention rates for targeted undergraduate levels to the average rate for open-admission four-year universities.
  - a. First-Time, Full-time New Freshmen to 66%
  - b. First-time, Full-time Minority New Freshmen to 61%
  - c. Part-time Undergraduate to 65%
  - d. New Transfer to 72%
  - e. Sophomore to 82%
- By 2025, increase the graduation rate to meet or exceed the national average of open-admissions four-year universities.

**Contribution to Other Goals**

In addition to this goal, this strategy will contribute to the following other goals in the strategic plan.
- Goal 3: Institutional Capacity and Performance

**Brief Description - Actions and Elements**

The following are proposed actions to achieve this goal.

<table>
<thead>
<tr>
<th>Action</th>
<th>Resource Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop data-informed interventions through metrics provided by EAB and Institutional Effectiveness (IE).</td>
<td>0</td>
</tr>
<tr>
<td>2. Coordinate data with EAB/IE and the effectiveness of a predictive analytics model for DSU...data processes have to be coordinated with EAB as well as Canvas.</td>
<td>0</td>
</tr>
<tr>
<td>3. Data Coordination Team &amp; an intervention team to design and testing of interventions which are created due to the predictive analytics.</td>
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</tr>
<tr>
<td>4.</td>
<td>Helping students get connected to resources on campus by having all student service/support units utilizing Navigate (TRAILS).</td>
</tr>
<tr>
<td>5.</td>
<td>Continue to review advisor to student ratio to a 300:1 within the colleges as well as a 100:1 within first year advisement for students who have at risk characteristics.</td>
</tr>
</tbody>
</table>

**Resource Summary**

**Medium**

**Potential Models**

The following models may be useful as a reference in further planning and implementation activities associated with this strategy.


**Strategy #7:** Provide supportive and meaningful experiences and resources that positively impact the retention and persistence of first- and second-year students.

**Working Group:** Dr. Jeff Hoyt, Dr. Sarah Vandermark, Dr. Jim Haendiges, Ali Threet, Dr. Matt Nickodemus, Bryant Flake, and MIC

**Implementation Leaders:** Dr. Sarah Vandermark; Dr. Jeff Hoyt

**Introduction and Background**

In fall 2017, the university convened a retention task force. The number one recommendation was to expand our success courses to all new freshmen — the majority being low income or first-generation students underprepared for college. At DSU, peer mentoring is also integrated with student success courses. Compared to the overall fall-to-fall retention rate for all new freshmen (56.5% 2018 cohort), participation in these programs is associated with substantially higher retention rates (64.3% Trailblazer Connections, 67.9% Peer Coach Program). Research studies also demonstrate that success courses, peer coaching and other support programs can have a positive impact on retention (Collier, 2017; Mayhew et al., 2016; Permzadian & Crede, 2016; Sidle & McReynolds, 2009). Longwood University is an example of one institution that provides peer coaching and requires a success seminar for all new freshmen [http://www.longwood.edu/newstudent/](http://www.longwood.edu/newstudent/). Middle Tennessee State University also offers an effective summer bridge program [https://www.mtsu.edu/firststep/bridge.php](https://www.mtsu.edu/firststep/bridge.php). High impact practices such as internships, service learning, or undergraduate research, consistent with our active learning active life focus, have been shown to improve student retention not only by
other research (Kuh, 2008) but also by our own data on these programs (see 2019 submission for community engagement classification). Several of our minority student groups continue to have lower retention, and the research shows that interventions with these students can also be effective (Seidman, 2005).

**Contribution to Desired Outcomes**

This strategy will contribute to the following desired outcomes.

- By 2025, increase student retention rates for targeted undergraduate levels to the average rate for open-admission four-year universities.

- By 2025, increase the graduation rate to meet or exceed the national average of open-admissions four-year universities.

**Contribution to Other Goals**

In addition to this goal, this strategy will contribute to the following other goals in the strategic plan.

- Goal 1 - Academic Distinction

**Brief Description - Actions and Elements**

The following are proposed actions to achieve this goal.

<table>
<thead>
<tr>
<th>Action</th>
<th>Resource Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create a 5-day, pre-semester bridge program (Connections, Math, English, Student Life, etc.) targeted to first-generation, under-represented groups, etc., to support college readiness.</td>
<td>5</td>
</tr>
<tr>
<td>2. Expand first-year experience courses (e.g., Trailblazer Connections) to be a requirement of all new incoming students, including transfer students depending on credit completion for onboarding, sense of belonging and community. Continue to integrate Peer Coaching into these courses along with connections to other student affairs programs and support services.</td>
<td>5</td>
</tr>
<tr>
<td>3. Implement a career success course where possible for students by college (career exploration, CO-OP/internship or career preparation differentiated based on student needs and performance).</td>
<td>1</td>
</tr>
<tr>
<td>4. Incorporate a transformative experience requirement (active learning, active life) into General Education (within the first two years) tracking these courses in Banner.</td>
<td>U</td>
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</tr>
<tr>
<td>5.</td>
<td>Create a cross-divisional student diversity committee to provide input and recommendations on ways to improve recruitment and retention activities to meet the unique needs of under-represented students at DSU.</td>
</tr>
<tr>
<td>6</td>
<td>Implement best practice strategies in all academic departments for faculty engagement with student success. These strategies and activities should be aligned with the RTP evaluative criteria for student learning and success.</td>
</tr>
</tbody>
</table>

**Resource Summary**

**High**

**Potential Models**

The following models may be useful as a reference in further planning and implementation activities associated with this strategy.

- Longwood University, required freshman seminar and also a peer mentoring program
  
  [http://www.longwood.edu/newstudent/](http://www.longwood.edu/newstudent/)

- Middle Tennessee State University, summer bridge program,
  
  [https://www.mtsu.edu/firststep/bridge.php](https://www.mtsu.edu/firststep/bridge.php)

**References**


Strategy #8: Increase and enhance academic pathways for transfer students.

Working Group: Dr. Sarah Vandermark, Darlene Dilley, and Laralee Davenport

Implementation Leaders: Katie Armstrong; M Nester

Introduction and Background

As of March 4, 2020, Utah System of Higher Education (USHE) launched a Utah Transfer Guide for transfer students to determine the best pathway for themselves to receive a baccalaureate degree. Utah has a high rate of students who transfer, with one out of three attending more than one institution during their college journey. With this guide in place and creating seamless academic pathways, we can help increase our enrollment of transfer students.

DSU can build on this with outside universities which have a higher population of students entering DSU, e.g., College of Southern Nevada. With enhancing and creating clear, structured pathways for our incoming transfer students, there will be less confusing and clear expectations of what will be needed in order to complete a degree at DSU. Many transfer students will shop around for the degree they want, the cost, and the least amount of credits they will need to complete to receive their degree.

Contribution to Desired Outcomes

This strategy will contribute to the following desired outcomes.

- By 2025, the number of adult students (aged 25 and over, or as defined in policy) will increase to 3,500.
- By 2025, new annual new student enrollment, including students from diverse backgrounds and targeted populations below, will increase to 5,000.
  - Annual graduate student enrollment will increase to 150 or more
  - International student enrollment will increase by 50% compared to fall 2020
  - Minority student population will increase to 25% of the total enrollment to apply to be recognized as a minority-serving institution.
  - Transfer student enrollment will increase to at least 1,000.
- By 2025, increase student retention rates for targeted undergraduate levels to the average rate for open-admission four-year universities.
  - Part-time Undergraduate to 65%
  - New Transfer to 72%
c. Sophomore to 82%  

Contribution to Other Goals  

In addition to this goal, this strategy will contribute to the following other goals in the strategic plan.  
- Goal 3: Institutional Capacity and Performance  

Brief Description - Actions and Elements  

The following are proposed actions to achieve this goal.  

<table>
<thead>
<tr>
<th>Action</th>
<th>Resource Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish 2+2 articulation agreements with SLCC, Snow, CSN, and other potential regional partners.</td>
<td>1</td>
</tr>
<tr>
<td>2. Build a clear website/portal for transfer students that includes Academy One, articulation agreements, and a self-help transfer guide to help students identify cost and time to completion at DSU.</td>
<td>1</td>
</tr>
<tr>
<td>3. Build foundational articulation agreement by fall 2021 for each regional community college.</td>
<td>0</td>
</tr>
<tr>
<td>4. Hire a transfer coordinator to establish relationships/coordination within DSU faculty as well as SLCC, Snow, CSN, and other potential partners, and also review articulation agreements to see how Academy One will be showcasing our degree options.</td>
<td>4</td>
</tr>
<tr>
<td>5. Create a strategic marketing plan to drive both current and prospective students to access information, program articulations, time to completion, and cost.</td>
<td>0</td>
</tr>
<tr>
<td>6. Using web analytics, assess and analyze where transfer students are going within our website to ask questions and get information to help inform the new website/portal.</td>
<td>0</td>
</tr>
<tr>
<td>7. By 2025 expand the number of bachelor’s degree completion programs to six based upon market demand.</td>
<td>U</td>
</tr>
</tbody>
</table>

Resource Summary | Low |

Potential Models  

The following models may be useful as a reference in further planning and implementation activities associated with this strategy.
Strategy #9: Expand programming and community partnerships at new and existing DSU Education Centers within the region.

Working Group: Ryan Hobbs, Dr. Nancy Hauck, Chris Gifford, and Kevin Simmons

Implementation Leaders: Chris Gifford; Ryan Hobbs

Introduction and Background

Currently, DSU has two Educational Centers outside of the main campus: Hurricane and Kanab. These Educational Centers receive limited base funding to cover indirect costs, but need additional funding to support operational staffing and programming.

These locations are important to fulfilling the university’s mission in serving the under-served populations in these more rural communities within our service area.

It is envisioned that additional centers could be established with community partners in areas such as Enterprise and Hildale, with a possible center in Mesquite, Nevada. Before these centers are established, it is important that existing centers are funded and programmed to meet the local community needs.

Contribution to Desired Outcomes

This strategy will contribute to the following desired outcomes.

- By 2025, the number of adult students (aged 25 and over, or as defined in policy) will increase to 3,500.
- By 2025, annual new student enrollment, including students from diverse backgrounds and targeted populations below, will increase to 5,000.
  - Percentage of eligible Concurrent Enrollment students who matriculate or officially defer their enrollment at DSU will increase to 55%
  - Annual graduate student enrollment will increase to 150 or more
  - International student enrollment will increase by 50% compared to fall 2020
  - Minority student population will increase to 25% of the total enrollment to apply to be recognized as a minority-serving institution.
e. Transfer student enrollment will increase to at least 1,000.

- By 2025, the total enrollment at DSU Education Centers will increase by 100% from fall 2020.
- By 2025, DSU will be recognized as the most affordable, financially accessible, and best value public university in Utah and the surrounding region.

**Contribution to Other Goals**

In addition to this goal, this strategy will contribute to the following other goals in the strategic plan.

- Goal 1: Academic Distinction
- Goal 3: Institutional Capacity
- Goal 4: Community as a University
- Goal 5: Faculty and Staff Life

**Brief Description - Actions and Elements**

The following are proposed actions to achieve this goal.

<table>
<thead>
<tr>
<th>Action</th>
<th>Resource Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish an ongoing, incentive funding model to support the participation of faculty, departments, and other partners, and the expansion and increased operations of regional education centers.</td>
<td>U</td>
</tr>
<tr>
<td>2. Provide base funding to support the administration and ongoing, operational costs associated with the DSU Educational Centers.</td>
<td>5</td>
</tr>
<tr>
<td>3. Establish Concurrent Enrollment and CTE Pathways as anchor programs at the regional education centers.</td>
<td>0</td>
</tr>
<tr>
<td>4. Create, strengthen, and sustain community partnerships with public education and government agencies for new and existing education centers.</td>
<td>0</td>
</tr>
<tr>
<td>5. Conduct community focus groups to identify program opportunities.</td>
<td>1</td>
</tr>
<tr>
<td>6. Utilize Carl Perkins Federal Funding to help supplement and promote CTE programs at these centers.</td>
<td>0</td>
</tr>
<tr>
<td>7. Develop instructional practices and delivery formats to effectively support students in under-served areas.</td>
<td>U</td>
</tr>
</tbody>
</table>

**Resource Summary**

Medium
Potential Models

The following models may be useful as a reference in further planning and implementation activities associated with this strategy.

- ASU, Campuses Website: https://campus.asu.edu/
- UCF, Locations: https://www.ucf.edu/locations/

References

Branch Campus Contribution to the Main Campus in Kentucky: https://digitalcommons.wku.edu/cgi/viewcontent.cgi?article=1087&context=diss

Teaching at Branch Campuses: https://nabca.net/docs/Volume_3_Issue_1_copy.pdf

National Association of Branch Campus Administrators: https://nabca.net/


Why Branch Campuses may be Unsustainable: https://pdfs.semanticscholar.org/45a1/e166db2422bb76084dc0ef27519151dee893.pdf

GOAL 3—INSTITUTIONAL CAPACITY AND PERFORMANCE

Goal Statement: Build a culture of open, collaborative and evidence-based performance management to optimize financial, facility, human, and information technology capital to elevate capacity and effectiveness.

Co-Chairs: Mr. Jason Browning, Mr. Courtney White

Implementation Leaders: Executive Director of Institutional Effectiveness; Chief of Staff; Vice President for Administrative Services; Vice President for Student Affairs; Vice President for Advancement
**Desired Outcomes**

1. By 2022, institutional effectiveness will be positioned as a central source of reliable data by deploying analytics and visualization tools to provide curated access to data, implement effective data governance and data management policies and strategies, and enhance data literacy among faculty and staff.

2. By 2022, the university will establish enhanced business intelligence capability to increase the effectiveness of enrollment, fiscal, and academic planning and resource allocation.

3. By 2022, a formal plan will be created to regularly assess and maintain the central and satellite campus physical infrastructure.

4. By 2025, the Desert Color property will be purchased and integrated into the campus master plan (pending legislative approval of funds for the property purchase).

5. By 2025, standardized equipment and controls will be deployed in all technology-enhanced classrooms and meeting spaces and a sustainable refresh/replacement cycle for faculty, staff, and classroom computing resources will be implemented.

6. By 2025, university fundraising capabilities will be upgraded and external fundraising activities and revenues will be substantially increased through gifts, grants, public-private partnerships, and investments.

**Strategy #1:** The University will design, develop, and deploy an infrastructure that facilitates data-informed decision making.

**Implementation Leaders:** Jason Browning

**Contribution to Desired Outcomes**

This strategy contributes to desired outcomes 1 and 3.

**Actions and Elements**

1. By 2021, the Office of Institutional Effectiveness will create a data governance committee and structure to facilitate development of principles to guide effective data requests, usage, and communication.

2. By mid-2021, author and implement a policy series focused expressly on data and data usage. These policies will:
   a. Prescribe the primary sources of data for both internal and external reporting and analysis;
b. Ensure that all data requests and both internal and external surveys are processed through institutional effectiveness;
c. And delineate guidelines for appropriate data visualization, presentation, and use.

3. By 2021, review the institutional structure and positioning of the institutional effectiveness function to ensure appropriate alignment within the organization.

**Strategy #2:** The University will provide faculty, staff, and administration with access to near real-time reliable data through the use of dashboards, visualizations, and other tools.

**Implementation Leader:** Jason Browning

**Contribution to Desired Outcomes**

This strategy contributes to desired outcomes 1 and 3.

**Actions and Elements**

1. By 2022, the institutional effectiveness function will implement a data warehouse to coordinate data from a variety of campus sources to facilitate reporting and analysis.

2. By 2022, implement Tableau as the primary data communication tool for campus.

3. By 2023, the University will employ RStudio Connect for textual analysis, predictive analytics, and other techniques to optimize scheduling, retention, and student success.

**Strategy #3:** The University will formalize and assess the effectiveness of the operations of the Dixie State University foundation.

**Implementation Leader:** Brad Last

**Contribution to Desired Outcomes**

This strategy contributes to desired outcomes 2 and 7.

**Actions and Elements**

1. By 2022, formalize the relationship of the Dixie State University Foundation to the university by focusing the relationship solely on DSU.

   a. complete all procedural and organizational actions required to officially designate the Dixie State University Foundation as a university entity to raise funds solely for the institution.
2. By 2021, formalize the policies and procedures of the DSU Innovation Foundation.

3. By 2022, conduct a systemic review of scholarship process and policy, enhance the donor experience and mature fundraising ability.
   
   a. By 2022, conduct a systemic and collaborative review of scholarship processes and policy. Create new policies and procedures as appropriate.
   
   b. By 2023, enhance the donor experience and mature fundraising ability by becoming fully trained in and utilizing new relationship management software. Work closely with the data management position to identify new fundraising prospects and interpret data to develop strategic fundraising initiatives.

**Strategy #4: The University and Foundation will enhance its financial position through fundraising and partnerships.**

**Implementation Leader:** Brad Last

**Contribution to Desired Outcomes**
This strategy contributes to desired outcomes 2 and 7.

**Actions and Elements**

1. By 2022, 80% of DSU full-time employees will be participating either in employee giving payroll deduction or in Dixie Day of Giving.

2. By 2025, design and launch a capital campaign.
   
   a. Hire a consultant to work directly with the institution to develop a compressive fundraising campaign and have entered into the “quiet phase” leading to the initial launch.

3. By 2025, shift 15% of scholarship funding from institutional dollars to private donations.
   
   a. Include private scholarship funding as a focus for the capital campaign. Earmark waiver funds that are being used as scholarship funding currently to be redirected to other areas of need in future.

4. By 2025, grow applications for grants and awards by 30%.
   
   a. Work with the Office of Sponsored Programs to discover other grant and award areas of opportunity. Advertise grant and award opportunities to the campus community and help departments write grant and award proposals.
5. By 2025, optimize auxiliary operations and promote public-public/ public-private partnerships.

   a. Conduct audits on auxiliary operations performance and efficiency. Research public-public and public-private partnerships that are possible to help increase revenue of auxiliaries or reduce costs, ideally driving more money toward scholarship opportunities for new students.

**Strategy #5: The University will optimize course scheduling and program offerings to efficiently serve students and address market needs.**

**Implementation Leaders:** Dr. Pam Cantrell, Vicki Peacock

**Contribution to Desired Outcomes**

This strategy contributes to desired outcomes 2 and 3.

**Actions and Elements**

1. By 2025, use data and analytics to assess student course scheduling and optimize scheduled course offerings.

   a. By 2021, conduct an audit of individual course demand, alignment to major requirements, and faculty efficiency.

   b. Explore costs and develop an implementation plan for automated course catalog scheduling development software.

2. By 2025, ensure appropriate seat utilization and align demand and availability.

   a. By 2021, conduct an audit by college of each classroom design, setup, seat capacity and room type (lecture, applied and active learning, lab, etc.)

   b. By 2021, align existing classrooms and courses by college to course room type designation (lecture, applied and active learning, lab, etc.)

   c. By 2024, redesign existing classrooms to optimal seat layout and capacity for courses designated for applied and active learning.

3. By 2025, standardize the creation of new programs, including funding benchmarks, based on consistent targeted data and analytics.
a. Implement economic analysis software within the Office of Institutional Effectiveness to provide regional and national economic forecasts.

b. Connect economic and market data and forecasts to academic program offerings.

c. By 2023, align new and existing faculty resources to program demand and growth projections.

4. By 2025, assess student impact of these models and changes to ensure no adverse effect on quality. Assess and propose data-informed model to USHE to improve space utilization component of funding calculations.

**Strategy #6: The University will maximize the use of available funding to improve facility maintenance and accessibility.**

**Implementation Leaders:** Sherry Ruesch; Jon Gibb

**Contribution to Desired Outcomes**

This strategy contributes to desired outcomes 2 and 4.

**Actions and Elements**

1. By 2025, maximize the use of state capital funding.

2. By 2025, develop an ADA and accessibility committee to identify accessibility concerns on campus. Develop a remediation plan to address or correct identified concerns.

3. By 2025, develop a plan to assess the scope and total cost of facility deferred maintenance.

   a. Conduct condition assessments of all campus infrastructure and use results to prioritize deferred maintenance.

4. By 2025, finish the tunnel from Holland building to Burns maintenance building.

   a. By 2022, conduct condition assessments of all campus infrastructure and develop a maintenance plan.

   b. By 2024, start construction on the maintenance tunnel.

5. By 2022, develop and begin implementing a sustainability plan and practices that promote a culture of sustainability.
a. Engage students, faculty, and staff in initiatives that promote sustainability leadership and service.

b. Review university practices and policies to identify areas for enhanced sustainability and integration of sustainable practices. Implement solutions that enhance economic and environmental sustainability.

**Strategy #7:** The University will develop a strategy to integrate the Desert Color campus into the operations of Dixie State University.

**Implementation Leader:** Paul Morris

**Contribution to Desired Outcomes**

This strategy contributes to desired outcomes 4 and 5.

**Actions and Elements**

1. By 2022, form a steering committee to develop a vision statement and program outline for the Desert Color campus.

2. By 2021, the steering committee will develop a funding plan to create the programming and master plan documents.

   a. By 2022, hire a consultant to assist in the creation of a programming document.

3. By 2025, a master plan will be created that includes possible building layouts including necessary infrastructure.

   a. By 2024, a Desert Color campus vision and programming document will be created that describes the future of the campus.

**Strategy #8:** The University will employ appropriate technologies to facilitate active learning classrooms and promote adequate faculty, staff, student, and classroom computing resources.

**Implementation Leader:** Chief Technology Officer; Dr. Bruce Harris

**Contribution to Desired Outcomes**

This strategy contributes to desired outcomes 6.

**Actions and Elements**
1. By 2021, define Active Learning Classroom Standards for DSU, including technology needed and how these will be managed and scheduled.
   
a. By 2021, create a task force involving faculty, teaching and learning staff, distance and digital learning staff and IT staff to develop standards for active learning classrooms and procedures for scheduling and managing these classrooms.

2. By 2025, 20% of classrooms on the DSU main campus and educational centers will be multi-use active learning classrooms. These classrooms will be appropriately equipped for active learning, flipped models and hybrid delivery.
   
a. Develop plans for converting 20% of DSU classrooms to multi-use active learning classrooms by 2025. Complete one fifth of the classrooms each year for the next five years.

   b. Estimate the cost of converting an average current classroom into a multi-use active learning classroom including equipment and remodeling costs and identify the funding needed to create and maintain these classrooms each year.

3. By 2022, plans will be in place for optimization of connectivity between the DSU main campus, off-campus facilities, and outreach locations.
   
a. Identify outreach locations with need for improved connectivity.

   b. Work with the Utah Education Technology Network to see if any of the identified locations meet the requirements of their connection agreement.

   c. Obtain pricing for connecting the locations and integrate pricing into plans for future funding.

4. By 2025, a sustainable refresh/replacement cycle will be in place for Faculty, staff and classroom computing resources.
   
a. Create a database of campus computers for use in estimating the cost of creating a replacement cycle.

   b. Identify ongoing funding to replace the oldest devices each year.

   c. Prepare procedures to handle the replacement of equipment working with departments and individual faculty and staff to identify needs and to provide the appropriate devices for continual improvement.
GOAL 4—COMMUNITY AS UNIVERSITY

Goal Statement: Partner with Washington County and Kane County cities to blend University educational resources with regional public and private spaces, human networks, organizations, and resources to formally designate and operate “Dixie State UniverCity,” an open, integrated and vibrant southern Utah learning ecosystem providing exceptional learning opportunities and social and economic impact.

Co-chairs: Dr. Nancy Hauck, Mr. Henrie Walton

Implementation Leaders: Associate Provost for Community and Global Engagement; Special Assistant to the President for Government and Community Affairs; Dean, College of Business; Dean, College of Science, Engineering and Technology; Director, Business Resource center/Atwood Innovation Plaza

Desired Outcomes

1. Dixie State UniverCity (or similar designation): By 2022, a mutually-beneficial regional learning collaborative will be formally established among DSU and entities within Washington and Kane counties to expand and enhance learning opportunities for DSU students and citizens, while providing access to select university resources for local governments, organizations, and industry.

2. Curriculum: By 2025, every academic college will have mutually-beneficial partnerships with local, regional, national or global organizations to provide all students with high impact active and applied learning opportunities in community, professional, research, global and civic engagement.

3. Civic Engagement: By 2025, DSU will have mutually-beneficial partnerships with local, state, national and global governments and civic organizations for students, faculty and staff to routinely engage in and contribute to local, state, national and global conversations about policy, democracy and civic life.

4. Community Spirit and Social Impact: By 2023, DSU will partner with surrounding municipalities to foster a “college town” environment that stimulates growth and creates
mutually beneficial social and cultural opportunities for Southern Utah residents and DSU students, faculty and staff.

5. Communication: By 2023, the Office of Community and Global Engagement will implement an effective internal and external communication plan to ensure campus and community awareness and promotion of DSU’s community, global and civic engagement efforts.

6. Economic Impact: By 2023, at least 10 new companies incubated at Atwood Innovation Plaza will be established annually in Washington and Kane counties yielding a minimum of 260 new jobs annually.

Strategies

1. Establish a formal learning collaborative involving DSU with entities and individuals within Washington and Kane counties to support authentic learning and career development for DSU students and to connect those entities and individuals with select DSU personnel and resources for their own organizational or personal advancement.

2. Establish academic work in community, professional, global and civic engagement as a distinguished aspect of student learning and faculty teaching, service and promotion.

3. Connect each academic college with partnerships to provide students with high impact, active, applied and authentic learning in community, global and civic engagement.

4. Make civic engagement a tangible element of campus and community life that prepares students for responsible citizenship and positively impacts the community.

5. Build Community Spirit: Partner with St. George City, Washington County and other localities to promote DSU within the community and increase social and cultural opportunities for Southern Utah residents and DSU students, faculty and staff.

6. Design and implement an internal and external communication plan that effectively promotes community, global and civic engagement.

7. Expand and promote programs within Atwood Innovation Plaza to serve the campus and community needs for innovation and entrepreneurship and catalyze the southern Utah regional economy.

**Strategy #1:** Establish a regional learning collaborative involving DSU and entities and individuals within Washington and Kane counties to support authentic learning and career development for DSU students and to connect those entities and individuals with select DSU personnel and resources for their own organizational or personal advancement.

**Implementation Leaders:** Dr. Nancy Hauck; College Deans
Actions

1. Conduct an inventory of organizations and individuals within Washington and Kane counties who currently provide access or resources to DSU students or personnel.

2. Establish the parameters of a collaborative agreement between DSU and individuals and entities that establish a formal relationship. Select ways in which the partnership is recognized publicly and conduct events for partners.

3. Propose membership in the collaborative to current and new entities and individuals.

4. Communicate the launch of the collaborative and provide regular communications to the community about partners and their activities.

5. Continually recruit and retain new partners to the collaborative.

Strategy #2: Establish academic work in community, professional, research, global and civic engagement as a distinguished aspect of student learning and faculty teaching, service and promotion.

Implementation Leaders: Community Engaged Learning Director and Global Education Director, Team: students, assessment, faculty, and inclusion representatives.

Actions

1. Tag courses for High Impact Practices in community service, professional practice, civic engagement, and global/cultural immersion. For more information see: https://academics.dixie.edu/engage/course-designation-application/

2. Assess student learning outcomes in curricular engagement and provide evidence of systems for tracking and gathering data on an ongoing basis with accountability to community partners.

3. Establish academic work specifically in community, professional, research, global and civic engagement as a distinguished aspect of student learning across disciplines and pathways through the entire curriculum.

4. Establish community, professional, research, global and civic engagement as a distinguished aspect of teaching, faculty scholarship, service and rewards in tenure, promotion and policies.
5. Establish a deliberate and conscious effort to engage and support historically underrepresented students and faculty in community, professional, research, global and civic engagement initiatives. This is a best practice that leads to increased retention of these students and faculty.

6. With GE Committee and departments, identify general education and lower division content courses that would be well-suited for integration of active and applied learning in community, global and civic engagement.

7. With academic department chairs and deans, identify upper division major courses that would be well-suited for integration of active and applied learning in community, global and civic engagement.

**Strategy #3:** Connect each academic college with partnerships to provide all students with high impact, active, and applied learning in community, global and civic engagement.

**Implementation Leaders:** Community Engaged Learning Director and Global Education Director, College Deans

**Actions**
1. Establish formal partnerships with Washington County and Kane County cities, organizations, companies, and individuals to create Dixie State UniverCity.

2. Assist all academic departments in collaborating with partners and applying best practices for high impact, active, and applied learning.

3. Develop and sustain academic program connections between DSU students and Professional Arts entities (Celebrity Concert Series, DOCUTAH, Sears Art Museum).

4. Develop and sustain a sufficient number of authentic, collaborative, mutually beneficial community, global and civic partnerships. Define these partnerships and best practices in engagement and assess our impact on community partners in relation to the definition and best practices. Solidify and celebrate these partnerships with a formal agreement or MOU.

**Strategy #4:** Make civic engagement a tangible element of campus and community life that prepares students for responsible citizenship and positively impacts the community.

**Implementation Leader:** Institute of Politics Director, Team: Assistant to the President for Government & Community Relations; History & Political Science Department representative

**Actions**
1. Expand and solidify a program for tagging civic-engaged coursework and provide incentives for development.

2. Develop and expand an academic course to partner with the Institute of Politics’ Pizza & Politics series.

3. Continue to expand the Institute of Politics’ internship program so that it places 20 students annually in public service internships with leaders in government at the local, state, and federal levels, advocacy and non-profit groups, and those in media.

4. Develop and implement an election/forum and debate program for elected positions in Washington County (or that represent Washington County).

5. Support and publish five faculty and student research projects per year on social and civic issues important to the Southern Utah community through a Democracy Micro-Grants program.

6. Establish an Institute of Politics Fellows Program that brings to campus two national leaders in public service for lectures and other student events.

7. Establish civic action partnerships with other universities through existing consortiums like the National Campaign for Political and Civic Engagement.

8. Develop a program for hosting academic panels, forums, conferences, symposia and training programs on public issues and civic affairs.

**Strategy #5: Build Community Spirit: Partner with St. George City, Washington County and other localities to promote DSU within the community and increase social and cultural opportunities for Southern Utah residents and DSU students, faculty and staff.**

**Implementation Leaders:** Henrie Walton; Wendy Buckley

**Actions**

1. Reconvene the “Town and Gown” Committee to develop and implement strategies to increase student activity in St. George’s downtown region.

2. Through the “Town and Gown” Committee, partner with local cities and towns to place additional DSU banners, signs and other promotional material throughout the Southern Utah region.

3. Increase community involvement in cultural and enriching activities on campus to share the university’s knowledge base with local residents.
4. Partner with local businesses to include DSU branding in available merchandise, product names, window art, etc.

5. Engage with the Washington County School District to increase DSU’s presence and involvement on their campuses and vice versa.

6. Expand and grow community involvement in Professional Arts entities, as measured by ticket sales, audience share, and resource development.

7. Expand and grow faculty, staff, and student involvement with Professional Arts entities, as measured by ticket sales, audience share, and resource development.

**Strategy #6: Design and implement an internal and external communication plan that effectively promotes community, global and civic engagement.**

**Implementation Leaders:** Associate Provost for Community & Global Engagement, Team: Community Engaged Learning Director, Global Education Director, Institute of Politics Director, and inclusion representatives.

**Actions**

1. By fall 2021, explore the possibility of a public relations coordinator position in Community and Global Engagement or expand communications in partnership with UMAC

2. Continually “tell the story” of community as university and promote all efforts related to Dixie State’s positive impact on the community

3. By fall 2022, design the webpage to allow effective internal and external access to content publicizing community as university

4. By fall 2022, design the webpage to direct students, faculty, staff, community partners, alumni, and others to content prepared for each demographic and interest.

5. By fall 2023, implement the communication plan with measurable outcomes that can be shared with stakeholders.

6. By fall 2024, have solid evidence of increased internal and external awareness and support of community, global and civic engagement at DSU.

7. By 2021, conduct the inaugural regional economic impact study and inaugural regional social impact study and then again in 2025.

**RESOURCES**
Strategy #7: Expand and promote programs within Atwood Innovation Plaza (AIP) to serve the campus and community needs for innovation and entrepreneurship and catalyze the southern Utah regional economy.

Implementation Leaders: Director of Atwood Innovation Plaza, Dean of the College of Business, Dean of the College of Science, Engineering and Technology

Actions

1. Design and implement a communications plan to promote AIP programs to the campus community as well as to local, state and national audiences.

2. Expand formal and non formal opportunities for students to engage with AIP programs and services.

3. Expand formal and non formal opportunities for community members to engage with AIP programs and services.

4. Create a formal academic award program that combines coursework with project-based learning around innovation and entrepreneurship.

5. Continue to expand services and support for new business development through the Business Resource Center, Innovation Guidance and Solutions Center, and the Jerome Hallows Incubator.

6. Submit grant applications to support continued operations of AIP.
Goal 5: Faculty and Staff Life

Goal Statement: Establish policies, systems, and practices to recruit and retain diverse and ambitious faculty and staff from across the nation who bring new ideas, possess values and career aspirations aligned with the Mission and Vision, and are inspired to build or thrive in building a premier open, inclusive, comprehensive, polytechnic university.

Co-Chairs: Dr. Michelle McDermott, Ms. Tiffany Draper

Implementation Team: Executive Director, Human Resources; Associate Provost for Faculty Affairs; Assistant Vice President for Campus Diversity, Chief Diversity Officer; President, Faculty Senate; President, Staff Association

Desired Outcomes

1. By 2025, the composition of the faculty and staff hired in the previous five years will reflect the multidimensional diversity (e.g., race, ethnicity, gender) of the region and state and at least 60% of new full-time faculty will preferably come from another state and 5% will have been born in another nation.

2. By 2022, an intensive and structured onboarding process will be deployed beginning at the time of initial appointment and extending through the end of the third year of employment for full-time faculty and end of the second year for staff members. Onboarding will include socialization to campus life and culture of an open, inclusive, comprehensive, polytechnic university, establishment of expectations and standards of inclusive excellence, introduction to professional learning and career advancement, and best practices for position effectiveness (including teaching effectiveness for faculty) and student success.
3. By 2025, 90% of new full-time staff hired in 2021 and beyond will be retained for at least three years in position and 90% of new full-time faculty will successfully complete their intermediate review. All employees will report high levels (4.0 or higher on a five-point Likert scale) of job satisfaction and DSU will be included as a “Great College to Work For.”

4. By 2025, an institutionalized professional learning (development) program will be fully implemented providing employees with anytime, anywhere access to formal and non-formal high-value resources and programs designed to advance their talents and provide opportunities for career advancement. Structured programs will be provided for faculty and staff to develop leadership and management skills for their current responsibilities and to assume campus leadership roles.

5. By 2025, employee cohesion will be significantly elevated through a campus culture of open communications, collaboration, sharing, and teamwork. Employees will be incentivized and recognized formally and informally for their achievements and contributions to mission and vision fulfillment.

6. By 2025, elevate part-time faculty life so that those faculty report high levels of satisfaction working for DSU by incorporating practices such as part-time faculty representation, onboarding programs, professional learning and growth opportunities, and providing competitive compensation.

7. By 2024, effective off boarding policies, systems, and practices will be deployed for employee resignation, termination, or retirement; 90% of employees that leave will be an advocate for the university. By 2025, develop a knowledge management system to enable employees to share or distribute their knowledge, skills, and behaviors to the employees replacing them.

8. By 2023, all F/T positions will be paid at least current CUPA market median for the Carnegie Baccalaureate benchmark group, providing benchmark descriptions for employees; by 2025, all F/T positions will be paid at least 95% of current CUPA market median for the Carnegie Master’s benchmark group (Level 1), providing benchmark descriptions for employees. By 2025, increase part-time staff wages 10% from the 2020 baseline.

9. By 2022, 90% of full-time employees will be able to identify and choose to support the mission, vision, tenets, values, and direction of DSU and be inspired to build a premier open, inclusive, comprehensive, polytechnic university.

**Strategies**
1. Create preferred faculty and staff profiles and widen recruitment pools to guide the recruitment of ambitious people committed to advancing the effectiveness of an open, inclusive, comprehensive, polytechnic university.
   a. Create a preferred profile for hiring full time faculty and full-time staff. Develop recruitment materials that highlight elements of the university mission, vision, tenant and values and the distinctiveness of St. George and the University.
   b. Widen the national faculty and professional staff recruitment pool, with an emphasis on recruiting individuals with documented experience at open, technological and polytechnic universities or related industries/organizations.
   c. Elevate the effectiveness of part-time faculty hiring through strategic multi-state recruitment. This will include expanding support resources and policy for faculty employment (remote/online) outside of current approved states beyond Utah.
   d. Create a running 3-year full time faculty hiring plan.
   e. Establish evaluation criteria for faculty and staff selection that includes assessment of fit based on experience, ambition and commitment to the DSU mission and vision.
   f. Actively participate in organizations and events related to open education and polytechnic education to promote DSU employment opportunities and to identify potential candidates that fit the preferred profile.
   g. Distribute position announcements through communication channels associated with open education, technological, and polytechnic university organizations and networks.

2. Review and enhance policies and hiring protocols to expand employee diversity and establish a culture of inclusive excellence.
   a. Advance institutional excellence through a commitment to employee diversity, inclusion and equity fostered through a culture of appreciation and respect.
   b. Build and sustain the infrastructure to enhance employee diversity, inclusion and equity. Encourage all faculty & staff to participate in at least two (2) equity and inclusion campus events per year, including underserved population events, i.e. ESL, ASL, veterans, LGBTQ, MIC, etc.
   c. Become a member of the “PhD project” to establish a pipeline to underrepresented business faculty. Explore other opportunities to establish employee pipelines to other underrepresented faculty and staff.
   d. Recruit at least 20% of new full time employees during 2020-2025 from underrepresented groups. Maintain retention such that at least 15% of all faculty & staff are from underrepresented groups.
   e. Establish an award to administrative and academic units that achieve distinction in cultivating a diverse and inclusive environment for its faculty and/or staff.
   f. Maintain awareness of gender-based hiring, leadership, and population so that the number of F/T female employees increases each year for five years and by 2025, the number of female leaders mirrors percentage of F/T female employees on campus.
3. Evaluate, modify as needed, and formalize structured onboarding and offboarding programs for faculty and staff.
   a. Evaluate and formalize a three year onboarding program for full time faculty, a two year program for full time staff, and a one year program for part-time faculty and staff.
   b. Evaluate, develop, modify as needed, and formalize a structured offboarding program for full-time faculty and staff.
   c. Establish a knowledge management system to enable employees to share or distribute their knowledge, skills, and behaviors to the employees replacing them.
   d. Evaluate offboarding experience to make continuous improvements and develop advocates for the university’s mission, vision, and future.
   e. Implement practices to encourage employees leaving campus to remain advocates for the university’s mission, vision, and future.

4. Promote employee health and wellness through customized programs and activities
   a. Advertise existing and design and deploy new and regular employee health and wellness programs and activities, including programming through the Human Performance Center, employee insurance HealthyUtah program, etc.
   b. Create incentives to participate and recognize employee health and wellness. Ensure safety and cleanliness of the working environment is maintained.
   c. Create or modify policies and practices that improve employee general welfare. Propose methods to help faculty and staff improve work-life balance and implement three new methods by 2025.

5. Design and deploy initiatives to elevate employee satisfaction and engagement.
   a. Improve compensation for all employees, through equitable pay practices and competitive compensation for both full-time and part-time employees.
   b. Evaluate current employee services, facilities, and benefits and determine whether upgrades are needed and feasible.
   c. Evaluate housing needs of employees and implement actions to increase access to affordable housing if needed.
   d. Introduce the tenets of creation, innovation and intrapreneurship to all employees and incentivize an innovative and intrapreneurial university culture
   e. Prepare for and successfully apply for recognition as a “Great College to Work For.” Address specific items in the Great Colleges survey results to improve results on the next survey.

6. Establish DSU as best in class for talent and leadership development and career advancement.
a. Assess current talent development programs and resources available for faculty and staff.
b. Promote and encourage faculty and staff to participate in nationally recognized exchange programs, such as Fulbright Scholar.
c. Create and/or modify talent development policies, practices and systems modeled after current best in class talent management programs.
d. Design and deploy employee professional learning programs that specifically educate faculty and staff about equity, inclusion and student success. Encourage faculty and staff to report-out on professional learning at the department level to increase learning and professional development for all.
e. Formalize and promote a comprehensive 2-year teaching post-doctoral training program.
f. Develop a structured early career development program for faculty and staff.
g. Regularly and formally recognize faculty and staff for participation in professional learning programs on and off campus.
h. Annually provide opportunities through university programs and through professional organizations for leadership training.
i. Create a web-based university resource center for talent development.
j. Include a professional development plan requirement in the annual staff evaluation.
k. Support employment mobility and career ladder opportunities across campus.

7. Elevate employee cohesion through intentional programs, activities and communications.
   a. Evangelize the new DSU Tenets of open education, inclusion, comprehensive, and polytechnic through a communication strategy, promotional activities and educational events.
   b. Identify an assessment tool or select other indicators of employee cohesion and assess cohesion in 2023 and 2025.
   c. Create more opportunities for employees to interact informally on campus such as designating a faculty and staff dining room in Gardner, sponsoring after hour’s socials, and using Innovation Plaza for informal gatherings and collaboration.
   d. Formalize the creation and effective functioning of employee teams to accomplish tasks. Promote the use of cross-functional teams and teamwork to accomplish university tasks.
   e. Substantially increase the number of student mentorship opportunities (e.g. work or internships) to gain professional experience, whether paid or unpaid, to create a campus culture of mentorship and practical training.

**Strategy #1:** Create preferred faculty and staff profiles and widen recruitment pools to guide the recruitment of ambitious people committed to advancing the effectiveness of an open, inclusive, comprehensive, polytechnic university.
a. Create a preferred profile for hiring full time faculty and staff. Develop recruitment materials that highlight elements of the university mission, vision, tenants, and values and distinctiveness of St. George and the University.
b. Widen the national faculty and professional staff recruitment pool, with an emphasis on recruiting individuals with documented experience at open, technological and polytechnic universities or related industries/organizations.
c. Elevate the effectiveness of part-time faculty hiring through strategic multi-state recruitment. This will include expanding support resources and policy for faculty employment (remote/online) outside of current approved states beyond Utah.
d. Create a running 3-year full time faculty hiring plan
e. Establish evaluation criteria for faculty and staff selection that includes assessment of fit based on experience, ambition and commitment to the DSU mission and vision.
f. Actively participate in organizations and events related to open education and polytechnic education to promote DSU employment opportunities and to identify potential candidates that fit the preferred profile.
g. Distribute position announcements through communication channels associated with open education, technological, and polytechnic university organizations and networks.

**Introduction and Background**

Mission and Vision fulfillment will require the university to employ faculty and staff who are competent in and professionally committed to the tenets of an open, inclusive, comprehensive, polytechnic university, in particular the core instructional methods. Ensuring that future faculty and staff have the requisite knowledge, experience, and commitment to these tenets will require a strategic hiring plan that emphasizes prior experience and/or commitment to these tenets for selection.

Goal 5 aims to recruit diverse and ambitious employees from across the nation who bring new ideas and whose values and career aspirations align with the Mission, Vision, and Tenets of the Strategic Plan and are inspired to build a premier open, inclusive, comprehensive polytechnic university that is imperative for mission fulfillment.

To achieve this imperative, DSU must cast a wider net across the nation and internationally in search of ambitious faculty and staff committed to student learning and success and to building a premier mission-driven university. Ensuring that our candidate pools include such individuals, existing faculty, staff and administrators will need to engage with relevant professional organizations, networks of people, and other sources of faculty and staff talent.

**Contribution to Desired Outcomes**

This strategy will contribute to Desired Outcome 1
Contribution to Other Goals

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 1

Actions and Elements

1. Create an ideal position profile for hiring full time faculty and staff that includes preferred qualifications of prior experience with and/or commitment to working in an open, inclusive, comprehensive polytechnic university or related organization.

2. Create an evaluative rubric for screening faculty and staff candidates that includes assessment of prior experience in open education, inclusive excellence, or a polytechnic or technology intensive university.

3. Establish an evidence-based three-year ongoing plan for full time faculty hiring.

4. Expand institutional capacity in the offices of human resources and payroll for hiring part-time faculty from additional states to teach online classes. Emphasize building capacity to hire from all western states.

5. Create high quality materials for faculty and staff recruitment that highlight relevant aspects of St. George and southern Utah, including K-12 education, supplemental education opportunities, cultural and religious activities, affordable housing, recreation, and other attributes as well as expounding on the DSU mission, vision, and tenets.

6. DSU will become an active member of select organizations and networks of people associated with open education, inclusive excellence, comprehensive and polytechnic or technology-intensive universities. Faculty and staff will be encouraged and supported to become leaders or active participants of these organizations and networks.

7. Current faculty and staff will be asked to represent the university at targeted events associated with open education and polytechnic education organizations to recruit future faculty and staff.

8. Identify social media and other communication channels associated with open education, inclusive excellence, comprehensive, and/or polytechnic and technology intensive universities. Distribute position announcements and other recruitment information through these channels.
**Strategy #2: Review and enhance policies and hiring protocols to expand employee diversity and establish a culture of inclusive excellence.**

a. **Advance institutional excellence through a commitment to employee diversity, inclusion and equity fostered through a culture of appreciation and respect.**

b. **Build and sustain the infrastructure to enhance employee diversity, inclusion and equity.** Encourage all faculty & staff to participate in at least two (2) equity and inclusion campus events per year, including underrepresented population events, i.e. ESL, ASL, veterans, LGBTQ, MIC, etc.

c. **Become a member of the “PhD project” to establish a pipeline to underrepresented business faculty.** Explore other opportunities to establish employee pipelines to other underrepresented faculty and staff.

d. **Recruit at least 20% of new full-time employees during 2020-2025 from underrepresented groups.** Maintain retention such that at least 15% of all faculty & staff are from underrepresented groups.

e. **Establish an award to administrative and academic units that achieve distinction in cultivating a diverse and inclusive environment for its faculty and/or staff.**

f. **Maintain awareness of gender-based hiring, leadership, and population so that the number of F/T female employees increases each year for five years and by 2025, the number of female leaders mirrors percentage of F/T female employees on campus.**

**Introduction and Background**

Creating a culture of inclusive excellence for students requires that we first establish a culture of inclusion for faculty and staff. The American Association of Colleges and Universities (AAC&U) declared inclusive excellence to be a guiding principle for access, success, and high-quality learning. It is a principle designed to integrate diversity, equity, and educational quality efforts into university missions and institutional operations. Making excellence inclusive for DSU faculty and staff in addition to students requires that we uncover and remove inequities in employee recruitment and success, identify effective practices for supporting excellence for all, and build such practices organically for sustained institutional change. Adopting the core principles proffered by AAC&U, DSU wishes to develop “equity-minded practitioners” who are willing to engage in the necessary, and sometimes difficult, conversations and decision-making that can lead to transformational change for faculty and staff success. This strategy is designed to create a culture of inclusive excellence for faculty and staff who come from diverse backgrounds and groups, deploy recruitment strategies that expand institutional diversity, and create a culture of inclusive excellence that ensures equity among diverse faculty and staff.

**Contribution to Desired Outcomes**

This strategy will contribute to Desired Outcomes 3 and 5

**Contribution to Other Goals**
This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 1
- Goal 4

**Actions and Elements**

1. Assessment of current policies, practices, and conditions to identify gaps in access and support for underrepresented employees.
2. Continued recruitment of diverse employees utilizing recruitment materials, targeted publications, etc. Create diverse candidate pools, maintain diversity advocate training for search committees.
3. Onboarding and mentoring. Create social events or activities for these cohorts to interact or vest themselves to DSU and its mission/vision. Partner with Goal 4 on ways this can be done with community partners.
4. Access and advertisement of professional learning opportunities and career advancement.
5. Understand existing programming of events for underrepresented groups and encourage all faculty and staff to participate, both to grow in cultural competency and provide true inclusion and support for all groups and initiatives.
6. Create recognition for university units who are distinctive in cultivating a diverse and inclusive environment.

**Strategy #3: Evaluate, modify as needed, and formalize structured onboarding and offboarding programs for faculty and staff.**

**Introduction and Background**

Once a new faculty or staff member has been hired, it is essential to invest in retaining and preparing them for successful employment at DSU. The institutional unit of employment needs a clear plan in place so that the new hire is welcomed and able to thrive in their position. The plan should commence immediately upon hire and continue for the period of time needed to orient and acculturate the employee and provide an opportunity for evaluation and feedback.

Strategies 1-4 focus heavily on recruitment and onboarding of new faculty and staff, which is necessary for us to attract and retain high performing employees; however, we need to invest significant effort to employee offboarding as well. Be it a voluntary resignation or an involuntary departure like a layoff, offboarding is often overlooked, but important to ensure that employees have a good final experience and feel positive about the university long after they have left. It is also important to gather mission critical information and insights and avoid negative outcomes like regulatory violations, data breaches, gaps in knowledge transfers, and
so on. Taking time to develop an effective offboarding process shows current and prospective employees that the university values them for more than their contribution to the bottom line. This strategy focuses on development of an effective employee offboarding protocol using best practices.

**Contribution to Desired Outcomes**

This strategy will contribute to Desired Outcome 2 and Desired Outcome 7

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 1
- Goal 3

**Actions and Elements**

1. Design and implement a standardized onboarding plan for all full time faculty that commences with their acceptance of an employment offer and continues through the completion of their intermediate review.

2. Design and implement a standardized onboarding plan for all full time staff that commences with their acceptance of an employment offer and continues through the completion of two years of employment.

3. Design and implement a standardized onboarding plan for all part time faculty that commences with their acceptance of an employment offer and continues through their first two semesters of employment.

4. Establish programs (both online and face to face) to teach current faculty, staff, and students regarding the nature and advantages of a premier open, inclusive, comprehensive, polytechnic university. Include affective instructional strategies so employees and students will choose to support DSU’s mission, vision, and tenets and be inspired to help build a premier open, inclusive, comprehensive polytechnic university.

5. Create a standard offboarding protocol that is designed to be positive and memorable for the employee, ensures regulatory compliance and protects university assets.

6. Identify and distribute a standard gift as a token of appreciation for service to employees who leave in good standing.

7. Develop a procedure for formal best wishes and expressions of appreciation from university leadership as appropriate.
8. Create a communications plan for announcing and managing employee departures.
9. Create a protocol for retrieving job-specific information and insights prior to departure, including revamping of the exit survey. Include this information in a knowledge management system.
10. Facilitate job shadowing and redistribute projects among team members until a new person fills the position.
11. Invite the former employee to stay connected with the university through emails, invitations to events and activities, mailing lists, etc. Preserve networking opportunities with former employees.
12. Deactivate employee information in records without deleting it altogether. Deactivate employee accounts for software or expenses.

**Strategy #4: Promote employee health and wellness through customized programs and activities**

a. Advertise existing and design and deploy regular employee health and wellness programs and activities, including programming through the Human Performance Center, employee insurance HealthyUtah program, etc.

b. Create incentives to participate and recognize employee health and wellness. Ensure safety and cleanliness of the working environment is maintained.

c. Create or modify policies and practices that improve employee general welfare. Propose methods to help faculty and staff improve work-life balance and implement three new methods by 2025.

**Introduction and Background**

Employee health and wellness programs are more than a perk. A majority of organizations regard them as an effective way to address the persistence of chronic diseases from diabetes to heart disease and the related costs that are impacting institutional effectiveness. Eighty percent of chronic diseases are lifestyle-related, experts say, and having a wellness program on-board that helps employees adopt healthier habits can significantly reduce illness, accidents, absences and medical claims. Increased productivity is an additional and hard-to-ignore benefit. Examples of health and wellness programs include health risk assessment, tobacco cessation, exercise and fitness classes and activities, stress management, weight loss, and mental health. Through inclusive programs and services, all employees are empowered to become healthier and more productive, institutional and personal health care costs will be reduced by focusing on prevention of illness, injury and disease, and the recruitment and retention of ambitious and diverse employees will be improved.

**Contribution to Desired Outcomes**

This strategy will contribute to Desired Outcome 3
**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 3

**Actions and Elements**

1. Institutional strategy and leadership are two enablers of a successful health and wellness program. Therefore, an employee health and wellness council should be established to create an institutional strategy around employee health and wellness.

2. Advertise related health and wellness programs, such as health risk assessment, tobacco cessation, exercise and fitness classes and activities, stress management, weight loss, and mental health, to faculty and staff. Gauge participation and assess whether other programs should be explored and implemented.

3. Best practice change management strategies will be employed to reinforce the benefits of healthy living and incentive behavior change.

4. Design and deploy a communications campaign to educate and regularly remind employees about the benefits of adopting a healthier lifestyle. The information should be both general—for the majority of the faculty and staff—but also specific to address certain chronic health conditions such as heart disease that can be mitigated through participating in wellness activities.

5. Better advertise existing initiatives for employee participation in health and wellness programs and activities. Investigate opportunities to provide further Incentives and if feasible, implement new incentives.

6. Establish desired outcomes for an employee health and wellness strategy and select metrics to assess institutional progress in improving employee health and wellness.

7. Assess current policies and practices to identify gaps or opportunities to improve employee welfare through modifications or creation of policies and practices.

**Strategy #5: Design and deploy initiatives to elevate employee satisfaction and engagement.**

a. Improve employee compensation for all employees, through equitable pay practices and competitive compensation for both full-time and part-time employees.

b. Evaluate current employee services, facilities, and benefits and determine whether upgrades are needed and feasible.

c. d. Evaluate housing needs of employees and implement actions to increase access to affordable housing if needed.
e. Introduce the tenets of creation, innovation and intrapreneurship to all employees and incentivize an innovative and intrapreneurial university culture

f. Prepare for and successfully apply for recognition as a “Great College to Work For.” Address specific items in the Great Colleges survey results to improve results on the next survey.

**Introduction and Background**

Achievement of Goals 1-4 requires a talented and empowered faculty and staff engaged with the university and satisfied that their actions are worthwhile and appreciated. Employee satisfaction refers to how employees feel — their “happiness” — about their job and conditions, such as compensation, benefits, work environment, and career development opportunities. The top 10 contributors to employee job satisfaction are listed below. When searching for solutions to improve satisfaction these factors should be considered.

**Top 10 Contributors to employee job satisfaction (Source: Society for Human Resource Management (SHRM) 2011 Employee Job and Satisfaction Survey.)**

1. Job Security  
2. Opportunities to use skills and abilities  
3. University financial stability  
4. Relationship with immediate supervisor  
5. Compensation  
6. Benefits  
7. Communication between employees and senior managements  
8. The work itself  
9. Autonomy and independence  
10. Recognition of performance

Employee engagement, on the other hand, refers to employees’ commitment and connection to work as measured by the amount of discretionary effort they are willing to expend on behalf of the university. Highly engaged faculty and staff go above and beyond the core responsibilities outlined in their job descriptions, innovating and thinking outside the box to move the university forward — much like volunteers who are willing to give their time and energy to support a cause about which they are truly passionate. Strategy 6 is intended to create conditions that elevate employee happiness and engagement, making DSU a great university to work for.

**Contribution to Desired Outcomes**

This strategy will contribute to Desired Outcomes 3, 4, 5

**Contribution to Other Goals**
This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 3

**Actions and Elements**

1. Allocate funding for market equity increases such that all F/T positions will be paid at least 95% of current CUPA market median for Carnegie Master’s benchmark group (DSU’s desired classification by 2025).
2. Allocate funding to part-time instructor ranks, with similar alignment for full-time ranks on similar scale, to improve part-time faculty compensation. Increase part-time staff wages in two cycles, totaling at least 10% total increase in part-time wage budget.
3. Beginning in 2021, conduct a semi-annual assessment of job satisfaction. Based on assessment results, implement an improvement plan for the subsequent two years if appropriate.
4. Beginning in 2021, conduct a semi-annual needs assessment for employee housing. If needed, collaborate with the community to increase access to affordable housing.
5. Implement professional learning programs and activities and communicate regularly about the Tenets of creation, innovation and intrapreneurship and incentize an innovative and intrapreneurial university culture through public recognition of employees.
6. Develop and implement a design thinking certificate that employees can complete.
7. Beginning in 2021, plan for and successfully apply for recognition as a “Great College to Work For” by 2025. Identify specific items in the Great Colleges survey results from previous years to improve and establish plans regarding how to improve the scores on those items.
8. Fund and promote learning Innovation mini-grants to encourage faculty & staff to work collaboratively together to create and try-out new learning innovations.
9. Evaluate staff evaluation systems and faculty retention, promotion, and tenure evaluation systems to encourage innovation. Allow for failure in these systems and an opportunity for employers to learn from failure.
10. Become a member of COACHE to annually survey faculty and join the network of universities trying to elevate faculty life. [https://hgse.my.salesforce.com/sfc/p/#360000000YmkP/a/1Q000000DJdd/RmEb_AdNoGZ4it5XQTRTWFaTPSX1ZNy.4E.eLRiAs8](https://hgse.my.salesforce.com/sfc/p/#360000000YmkP/a/1Q000000DJdd/RmEb_AdNoGZ4it5XQTRTWFaTPSX1ZNy.4E.eLRiAs8)
11. Encourage various working environments, such as telecommuting, collaborative work spaces and others.
12. Use survey results to develop plans to improve employee satisfaction and engagement.
13. Establish a faculty & staff recognition wall in Atwood Innovation Plaza near CTL and Faculty Affairs with plaques and photos to recognize faculty that received Distinguished Faculty Awards, Learning Innovation Mini-grants, etc.

**Strategy #6: Establish DSU as best in class for talent and leadership development and career advancement.**

a. Assess current talent development programs and resources available for faculty and staff.

b. Promote and encourage faculty and staff to participate in nationally recognized exchange programs, such as Fulbright Scholar.

c. Create and/or modify talent development policies, practices and systems modeled after current best in class talent management programs.

d. Design and deploy employee professional learning programs that specifically educate faculty and staff about equity, inclusion and student success. Encourage faculty and staff to report-out on professional learning at the department level to increase learning and professional development for all.

e. Develop a structured early career development program for faculty and staff

f. Regularly and formally recognize faculty and staff for participation in professional learning programs on and off campus.

g. Annually provide opportunities though university programs and through professional organizations for leadership training.

h. Create a web-based university resource center for talent development.

i. Include a professional development plan requirement in the annual staff evaluation.

j. Support employment mobility and career ladder opportunities across campus

**Introduction and Background**

Developing talent is essential for employee satisfaction, retention and engagement and ensuring the university has the expertise and leadership needed for a competitive edge and a sustainable future. Successfully implementing this 2025 Strategic Plan will require better alignment between talent development programs and our strategies whose implementation requires new knowledge and skill sets.

There are two primary reasons that we should aspire to become best in class for talent development. First, from an organizational perspective, talent development is key for DSU to become truly competitive. If we can develop our organizational knowledge and skills properly, we will position the university to attract and retain stronger faculty and staff that will thrive under the pressure of today’s increasingly competitive environment. As such, we will be better able to seize opportunities quickly and expand into new realms. Second, talent development will stimulate each of us. When current trends put the spotlight on our gaps in competencies, talent development programs strengthen employees with new skills and behaviors to fill those
gaps, so they can accommodate change and growth. At the same time, development provides individuals with the motivation and engagement needed to better serve the university mission.

Finally, the future of work will be much different than today, with technology advances and transformations in the workplace such as big data, artificial intelligence, and automation expected to change university operations during the next five years. Talent development programs are essential to prepare employees for these changing work conditions and practices.

**Contribution to Desired Outcomes**

This strategy will contribute to Desired Outcome 4

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 1, 2

**Actions and Elements**

1. Create or modify talent development policies, practices, and systems.
2. Identify and implement performance assessments to establish individual needs for professional learning and to document improvement.
3. Design and deploy employee training programs that specifically promote equity, inclusion and student success.
4. Faculty and staff will annually be recognized for participation in professional learning programs on and off campus.
5. Annually provide opportunities through university programs and through professional organizations for leadership training.
6. Establish a center for leadership and talent development and create a web-based university resource center for talent development.
7. Establish a Professional Learning Management System (PLMS) to provide online profession learning content (such as LinkedIn Learning, Hoonuit, Coursera, etc.), manage registrations, assessment, tracking, and reporting employee professional learning accomplishments so employees can receive recognition and supervisors can ensure professional learning is aligned with the university vision, mission, and goals. The PLMS will also manage and track employees accumulation of digital badges and certifications earned on and off campus for completed professional learning activities that can be included in the employee’s evaluation system.
8. Formalize and elevate the quality and awareness of our two year postdoctoral teaching fellowship program to attract and train exceptional doctoral graduates to become highly effective teachers.

9. For FT staff, develop career ladder (levels) opportunities within their organizational line/position commensurate with experience and skills. As an example, there are three ranks (career ladder levels) for academic advisors at DSU: a) Academic Advisor, b) Associate Academic Advisors, and c) Senior Academic Advisor. Each level has required qualifications to meet that particular rank (see DSU Policy 663: Academic Advisement). Providing career ladder opportunities within positions encourages long-term employee retention.

10. Establish systems, policies, and procedures to allow faculty members to assume leadership opportunities, such as 50% teaching and 50% administrative responsibilities. Full-time administrators with teaching experience will be given more opportunities to teach courses, flattening the organization structure of the university.

**Strategy #7: Elevate employee cohesion through intentional programs, activities and communications.**

a. Evangelize the new DSU Tenets of open education, inclusion, comprehensive, and polytechnic through a communication strategy, promotional activities and educational events.

b. Identify an assessment tool or select other indicators of employee cohesion and assess cohesion in 2023 and 2025.

c. Create more opportunities for employees to interact informally on campus such as designating a faculty and staff dining room in Gardner, sponsoring after hour’s socials, and using Innovation Plaza for informal gatherings and collaboration.

d. Formalize the creation and effective functioning of employee teams to accomplish tasks. Promote the use of cross-functional teams and teamwork to accomplish university tasks.

e. Substantially increase the number of student mentorship opportunities (e.g. work or internships) to gain professional experience, whether paid or unpaid, to create a campus culture of mentorship and practical training.

**Introduction and Background**

Becoming an open and inclusive university requires that we develop a culture of sharing, collaboration, transparency, and community that builds trust and employee cohesion. It would be false to assume that simply adopting our new Mission will necessarily lead to improved trust and cohesion. Strategic design and implementation of intentional activities and programs to diffuse the Tenets of open education and inclusion are needed to advance the desired culture. Building a cohesive organization will require that faculty and staff understand and buy in to the new mission and strategic goals and then be given the opportunity to contribute.
**Contribution to Desired Outcomes**

This strategy will contribute to Desired Outcome 5

**Contribution to Other Goals**

This Strategy also contributes to the following other Goals and associated actions and outcomes:

- Goal 1

**Actions and Elements**

1. Design and implement a communication strategy about the new Mission, Vision and DSU Tenets of open education, inclusion, comprehensive and polytechnic.
2. Design and implement activities and educational events to diffuse the DSU Tenets across and within divisions and offices. Specifically focus initially on sharing, collaboration, transparency, and community.
3. Identify an assessment tool or select other indicators of institutional cohesion and assess cohesion in 2023 and 2025.
4. Create more opportunities for employees to interact informally on campus such as creating a faculty and staff dining room, sponsoring after hour’s socials, and using Innovation Plaza for informal gatherings and collaboration.
5. Establish a DSU model for teamwork and implement a professional learning program in teamwork based on best practices. Promote the use of cross-functional teams and teamwork to accomplish university tasks when appropriate.
6. Advance more Learning Communities on campus. Hire a program coordinator to facilitate more faculty and staff learning communities—especially for part-time instructors.
7. Establish a knowledge management system to facilitate the Open Education Tenet of the university, with an emphasis on promoting open educational resources and open educational practices. The knowledge management system will ensure that faculty and staff are able to share resources and practices, not only within the university, but also outside the university.
8. Allocate funding specifically to hire additional student employee positions on campus (which will both create opportunities for students and decrease the number of regular part-time hourly employees).
9. Create internship templates for various types of campus work that can lead to careers in their field of study. Advertise positions year-round to develop mentorship to students and provide practical training.
Appendix A

**OPEN EDUCATION: DESCRIPTION OF TENANTS**

Open Access

Opening access to education is about removing or lowering economic, technological, geographical and institutional barriers that may obstruct the doorway to knowledge. It establishes enabling conditions for anyone to study and learn, formally or non-formally, with or without digital technologies. In practice, from an educational institution’s perspective, access can be promoted at four levels: 1) access to open programs, which leads to a degree or other academic awards; 2) access to open courses, which means content presented in a didactical way with the goal of teaching about a subject, such as Massive Open Online Courses (MOOCs); 3) access to content, which means access to different types of openly licensed educational materials (OER) such as texts, pictures, podcasts etc.), and 4) access at a transversal level, which
is accessibility – making content easily understood by all, including by those with specific learning or physical needs. It also means increased access to communities of practices and networks, including all applicable educational services offered by education institutions.

**Open Educational Resources**

Open educational resources (OER) are educational materials for teaching and learning in any format or media, as well as research outputs, data, and literary works which are free of charge (gratis), and openly licensed, or in the public domain. Examples of OER are: curricula, course materials, lesson plans, books and textbooks, videos, podcasts, multimedia applications, course work, assessment templates, photos, brochures, reports, research data, scientific papers, websites, blogs, and any other resource or tool that has been designed for teaching, learning and research and that has a visible open license.

**Open Educational Practices**

Open educational practices (OEP) make the range of different teaching and learning approaches more transparent, shareable and visible. OEP refers to specific teaching and learning practices that not only use OER but are also open to change, adaptations and collaboration. Open educational practices are also associated with the formal recognition of open learning certificates and credentials. These practices are often based on the use of digital technologies. OEP supports the use and reuse of open educational resources, curricula, recorded lectures and lesson plans, as well as the sharing of teaching and learning experiences and strategies. The vision of OEP is to move away from a focus on resources to instead focus on the ‘practices’ and methods that are part of the teaching and learning of a given subject (such as sciences, engineering, etc.). In addition, OEP fosters the sharing of syllabi, lesson plans, coursework, assessments and expected learning outcomes in order to increase the transparency of teaching and learning practices as well as to prompt peer learning for all the involved parties: academics, learners, researchers. OEP are also meant to be applied in a way that supports learners in the design of their own learning paths, with a wide choice of learning resources, therefore fostering open learning.

**Recognition of Formal and Non-Formal Learning**

Recognition of open learning has two meanings. First, it is the process, usually carried out by an accredited institution, of issuing a certificate, degree or title which has formal value even if the learning has taken place non-formally. This process is also called credentialing, and usually involves an assessment of the individual’s learning. Second, it is the process of formally accepting credentials, such as a badge, a certificate, a diploma or title issued by a third-party institution, which attest that a set of learning outcomes achieved by an individual has been assessed by a competent body against a predefined standard.

**Collaboration**
Collaboration is about facilitating the exchange of practices and resources, as well as the co-sharing of strategies and initiatives, with a view to improving teaching, learning, education services and research. This is done by promoting awareness-raising activities, creating networks between institutions, communities and learners, and by agreements that support open educational practices at various levels: between individuals, regional and national institutions, and internationally. Different stakeholders can collaborate in open education in order to promote awareness raising and to share practices.

**Open Science, Research, Scholarship, Innovation, Entrepreneurship**

Openness in research is about removing barriers to accessing data and research outputs, and also about widening participation in research processes, thus embracing the open science approach. Open science is an approach to scientific processes based on cooperation and new ways of disseminating scientific knowledge by using digital technologies and collaborative tools. It includes open access, open data, open research processes, and open science policies and tools. Open access is about online access, free of charge, to peer-reviewed scientific content with limited copyright and licensing restrictions. Open data refers to data that can be used free of charge, reused and redistributed, subject only to the requirements of its open license.

**Strategy**

Having a strategy for open education means creating a unique and valuable position on openness involving different sets of activities. The university strategy on open education should make an explicit commitment to the integration of open education practices (OEP) as an enabler of its vision and mission for development, modernization and transformation of (1) academic programs, (2) outreach, access and flexibility, and (3) research. This commitment should be visible in the strategic plan, in terms of specific and measurable actions.

**Open Source Technology**

Technology in open education is approached as free and open software and standards which facilitate open educational practices. Technology works as an enabler of all the other dimensions of openness when based on open standards and open source technologies which are interoperable with other platforms and services. Open document standards refer to software norms which give users the permission to create copy and to distribute and use documents freely or at low cost. These standards must be documented, publicly available and free to use. Open document standards must also be compatible with both open source and proprietary licensed solutions. Free and open source technologies (FOSS) are software which are free of charge, and the source code used to create the program is also made available free of charge to view, edit and redistribute. This open source software is usually developed and maintained via the collaboration of different stakeholders, including the general publicly.

**Quality**
Institutions are responsible for defining and meeting their own quality objectives, practices and standards in open education. In other words, institutions are responsible for defining and meeting quality objectives for the analysis and strategic planning of open educational practices, quality standards for the design and implementation of these practices, and quality procedures for their realization and evaluation. Quality standards should cover all levels of open education: 1) Open educational resources and courses (curriculum design, course design, and course delivery), 2) Open educational services (staff support, students support) and 3) Open education management (strategic planning and development) and societal contributions. Institutions can develop their own quality objectives, standards and procedures for open education, or adapt existing ones used for general e-learning and distance education to ensure quality in open educational practices.

**Leadership**

Leadership in open education is the promotion of open educational practices using transparent approaches, at the same time turning these practices into institutional policies. These open educational practices should be prompted both from the top down (from university managers to the staff and learners) and from the bottom up (from the staff and learners to the university management), and from society whenever possible. Leadership paves the way to creating more openness by inspiring and empowering people. It goes beyond the creation of strategies decided at the executive level. Above all it means identifying ambassadors for open education, at all levels, who will take the lead in the different strands of open education in the institution. Leadership in open education, also called open leadership, should be performed in a way that promotes take-up by a range of stakeholders, including learners, across the higher education institution.
