

Strategic Plan 2005-2010

Southern Utah University

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Executive Summary

The result of multiple committees and broad campus input, this strategic plan covers all aspects of the University. A dynamic working plan for the University, it is understood and, indeed, anticipated that the plan will be updated periodically.

The plan sets forth and is built upon the mission, vision, and values statements for SUU, establishes learning and process goals and core abilities for students, and integrates assessment throughout. The plan's key themes and goals are:

Academic Excellence is Our Purpose

Goal: SUU will recruit and retain, mentor and support a faculty of the highest quality as teachers, scholars, and citizens

Goal: SUU will advance academic excellence and personal growth of all members of the campus Community

Goal: Learning outcomes will develop and shape students intellectually and in other ways to support personal growth, enabling them to become contributing members of society

Sub goal: SUU will achieve excellence in undergraduate programs

Sub goal: SUU will achieve excellence in graduate education

Sub goal: Within the educational and collegiate experience students will gain a sense of "community" wherein collaboration, diversity, respect for all people, civility and shared governance are cultivated

Sub goal: Within the educational and collegiate experience, students will achieve optimum student involvement and growth by providing opportunities to broaden service, social, and cultural perspectives

Students are Our Focus

Goal: SUU will recruit, retain and graduate high-quality students

Sub goal: SUU will achieve optimum enrollment with parallel increases in resources, capacities and efficiencies

Sub goal: SUU will create a student body of diverse, high-achieving students

Sub goal: SUU will provide support services to increase student success, retention and graduation rates

Key Resources Support Our Mission and Values

Goal: SUU will develop a superior staff and administration that is responsive, effective and efficient

Goal: SUU will secure adequate funding commensurate with the size and complexity of the campus and maintain an even stronger financial condition

Goal: To meet its mission, SUU will insure that the library provides necessary resources and services.

Goal: SUU will acquire and use proven information technologies

The Community, Region and Stakeholders are Our Partners

Goal: SUU will increase private fund-raising support

Goal: SUU will identify additional ways to engage alumni involvement and increase their commitment

Goal: SUU will develop consistent and integrated marketing initiatives

Goal: SUU will expand and improve facilities to meet the needs of stakeholders

Goal: SUU is committed to environmental sustainability

Goal: SUU will strengthen its role as an economic, educational, cultural, and social resource in the region

Adapting to Change Defines Our Future

Goal: SUU will meet the changing needs of employees and students, the community and region by encouraging and supporting innovation and informed risk-taking.

Ethical Standards Guide Our Actions

Goal: SUU is committed to treating all individuals with respect, demonstrating integrity and professionalism, developing and implementing fair solutions to problems, and assuming responsibility for our work.

Measurable objectives and assessment strategies accompany each goal. Appendices offer specifics on general education and on an assessment model for academic departments.

It is anticipated that engaging this strategic plan will prove to be instrumental in achieving the University's progress in its endeavor to better secure its future while continuing its mission to provide students with an education that prepares them to succeed in today's highly technological and global society. SUU's direction is clear, and the strategic plan provides the blueprint for implementing changes necessary for it to continue to provide a quality education to its students. We will continue to be outward and forward looking, utilizing this carefully and deliberately crafted document in our planning, implementation and initiation of programs and projects that will strengthen SUU in today's challenging and ever-changing world.

Introduction

As Utah's only public university south of Salt Lake City, Southern Utah University plays a critical role as a comprehensive regional university serving the dynamic needs of southern and rural Utah. Over the course of its 109 year history, it has become an important center for learning, cultural enrichment, economic development and public service.

Delivering high quality undergraduate and graduate education on a residential campus is at the heart of all that SUU stands for. Southern Utah University has a rich legacy of delivering both top quality and great value to its students in a campus setting that is unmatched for the beauty of its natural surroundings and for its student-centered programs and services. In many cases, the students who come here receive a "private education" experience with small classes, easy interaction with full-time faculty, a strong curriculum and student services more commonly found at leading private institutions.

Southern Utah University is an acknowledged partner to southern and rural Utah communities and embraces its chartered mission as a regional institution. For nearly two decades, SUU has been a leader in serving the policy, planning, and economic development needs of rural communities throughout the state. SUU is also nationally acclaimed as a center for the performing arts. It's cultural and arts outreach programs cover Utah and extend to several states in the intermountain west.

Southern Utah's vision for the future is to build upon its rich heritage and inherent strengths as encompassed within its core mission, thus perpetuating its legacy of educational quality, value, and community service for generations to come.

Major Roles of SUU:

Southern Utah University has three significant and distinguishing roles within its Utah System of Higher Education mission and Charter:

1. *Comprehensive, high quality Bachelors and Masters granting university*

As a Type II Masters College and University, SUU has a Regent's defined mission to "offer a wide range of associate and baccalaureate programs, and ... graduate education through the masters degree (R312-5.1).

2. *Residential Learning Campus:*

Southern Utah University is distinguished by the fact that close to 80% of its students are living away from home. One of SUU's core values is to broaden service, personal growth, and perspectives through campus and community involvement.

3. *Regional University meeting Economic Development and Rural Needs*

Southern Utah University serves as a comprehensive regional university... to enhance economic, technological, and cultural development of the communities served.

SUU Contextual Information

A Private School Caliber Learning Environment

Southern Utah University is defined by its commitment to delivering a superior quality educational experience to its students in a uniquely beautiful residential campus setting. This emphasis on quality is manifested by a distinctive student-centered learning environment and by the high standards of excellence demanded of both faculty and programs at SUU.

Students at SUU discover a learning environment featuring small classes and close interaction with highly qualified faculty that emphasizes three core values: (1) academic excellence, (2) community and social responsibility, and (3) involvement and personal growth.

Several important factors contribute to SUU's educational excellence. Smaller class sizes allow for personalized attention--- the annualized student –to-faculty ratio for 2005 was 19:1. Eighty-five percent of the classes at SUU are taught by full-time faculty--- the highest ratio in the Utah System of Higher Education. Seventy-six percent of the faculty possess terminal degrees and over three percent of SUU's faculty have been named as Fulbright Scholars.

The quality of education at SUU is amply validated by its successful completion of ten specialized accreditations in the past three years alone, and by Consumer's Digest recognition as one of the Top Ten nationally among public universities/colleges based on academic quality and economic value. SUU was named a Best in the West College by Princeton Review the last two years and was most recently named to the America's Best Value Colleges for 2007, a distinction only five percent of the more than 3,000 colleges in the nation received.

Southern Utah University students in 2005 had an 80 percent acceptance rate to medical schools (the national average is 38 percent), an 85 percent acceptance rate to dental schools, and 100 percent acceptance rates to accredited veterinary, law, physician's assistant, optometry, physical therapy, and occupational therapy programs. Additionally, 75 percent of chemistry students went on to graduate school (compared to 17-22 percent nationally), and SUU business students scored in the top 10th percentile on the National Business Field Exam.

In terms of student/faculty interaction, student involvement opportunities, and academic excellence, the Southern Utah University experience compares favorably with many of the nation's leading private institutions. Students have demonstrated their recognition of the value of SUU quality by supporting a 70 percent increase in tuition over the past six years, and by the fact that SUU has been a USHE leader in enrollment growth in recent years.

Maintaining this remarkable level of quality is one of the biggest challenges SUU faces. The compelling goal of attracting and retaining high quality faculty/staff is currently strained with soaring housing and real estate costs that have doubled in the past two years, and with salaries that are only 83 percent of peer competition. A proactive plan to address these vital needs is essential to sustaining educational excellence at SUU.

A Residential Campus Focus

Southern Utah University is noted for its high percentage of resident students and the residential campus experience it provides, giving students not only career preparation but also life preparation. In an era when many of Utah's higher education students are commuters to school from their homes, close to 80 percent of

SUU students live away from home. Campus composition reflects a healthy mix of urban and rural backgrounds. Over 35 percent of the student body comes from smaller communities in rural Utah. Between 12 and 15 percent come from out-of-state--- with the largest contributing non-Utah area being Clark County, Nevada.

Students choose to leave home for Southern Utah University because of the impressive quality of campus life and student support they find here. One of SUU's core values is to encourage student growth and development by providing opportunities to broaden service, social, and cultural perspectives through campus and community involvement. SUU believes that participation in extra-curricular activities provides a holistic educational experience that prepares students to become better members of society.

The hallmark of the campus experience is found at the Eccles Living and Learning Center. This state-of-the-art, apartment style facility provides not only the latest in on-campus living accommodations, but also an active learning environment that includes facilities for academic support, in-house offerings, conference and tutoring centers, and live-in resident assistants.

Students find a variety of critical support resources and programs to make their campus experience enjoyable, safe, and productive. These include the Student Success Center, Career Services, the Wellness Center, the Service Learning Center, and the Outdoor Recreation Center.

Involvement and personal growth abound at SUU with over 100 students clubs on campus. For the past two years, SUU has led the Utah System of Higher Education in the percentage of students who have registered to vote in state and national elections as well as in th percentage who vote in campus elections.

A Regional University

For over 15 years, SUU has advanced its chartered mission as a regional institution by addressing the policy, planning, and economic development needs of the state's rural communities through the Utah Center for Rural Life. Southern Utah University is recognized statewide for the flagship role it plays in rural community and economic development.

Over this span of time, the Utah Center for Rural Life has provided both a vision and a voice for rural Utah and has been a driving force for implementing rural initiatives for two gubernatorial administrations. These initiatives include the 21st. Century Communities Program, which engaged over 130 communities in strategically planning for their futures, and the Utah Smart Site Initiative, which led to the creation of over 1400 technology-based jobs in the rural regions of the state. In delivering these programs, the Center has been a pioneer in developing partnerships for rural progress with such entities as state and local government and other institutions of higher education.

The Utah Center for Rural Life at Southern Utah University continues to be a focal point for rural advancement and advocacy by sponsoring the annual Utah Rural Summit, the annual State of Rural Utah presentation to the legislature, Senator Bennett's Rural Business Conference, and through the Rural Utah Matters publication. The Center is also a leader in its role as staff to the Governor's Rural Partnership Board and to the Southern Utah Planning Authorities Council (SUPAC).

A Nationally Acclaimed Center for Performing Arts

As the home of the Tony Award-winning Utah Shakespearean Festival, SUU is a nationally acclaimed center for professional quality performing arts programs. In addition to wooing audiences from its Elizabethan era stage, the Shakespearean Festival reaches out to educate and capture the imagination of young audiences throughout Utah, Nevada, Arizona, California, and Idaho through a number of educational programs such as Shakespeare in the Schools, the Elementary Shakespeare Showcase, Shakespeareance, and its high school Shakespeare Competition.

Complementing the Utah Shakespearean Festival offerings are four vibrant programs in theatre, dance, music, and art/design. An interdisciplinary MFA in Arts Administration produces skilled leaders for arts organizations nationwide.

A Sports and Outdoor Recreation Center

Southern Utah University is well established as southern Utah's sports destination due to its outstanding athletic facilities, its hosting of such major events as the Utah Summer Games and high school state championships, and its exciting NCAA Division 1 Athletic Programs. Additionally, SUU is a significant factor in the Utah sports scene state wide because of the large number of head coaches that have come through its programs, earning it the moniker of "Utah's Coaching Factory."

Southern Utah University's location in Cedar City places it on the doorstep of some of the nation's most spectacular natural wonders. In addition to being a gateway to Zion National Park, Bryce Canyon National Park, and Cedar Breaks National Monument, Cedar City is less than a half day's drive to five other national parks and over a dozen national monuments.

Southern Utah University is capitalizing on its uniquely wonderful circumstance of place by developing outdoor education programs that will benefit students, residents, and visitors to the area. The SUU Outdoor Recreation Center is operational and seeing enthusiastic success. Beginning Fall semester, 2006, SUU will begin offering its Outdoor Recreation Bachelor of Science Degree program---a perfect match for its magnificent setting.

Located in one of the Nation's Fastest Growing Regions

Population growth in southwestern Utah is soaring---ranking it as one of the fastest growing regions in the nation. The population of Iron and Washington Counties is currently at 170,000 and growth estimates indicate that these numbers will at least double in the next decade.

Accommodating the educational and community support needs of this burgeoning population will be one of the greatest challenges Southern Utah University will face in coming years. This growth will inevitably demand more programs, faculty, and facilities. It will also require a heightened degree of responsiveness on the part of SUU to serve both the demands of the economy/workforce and the growing pains of the regional community.

Meeting these demands will require forward-looking strategies and investments, community partnerships, and enhanced cooperation with sister institutions within the Utah System of Higher Education, particularly between Southern Utah University and Dixie State College.

Comprehensive Offerings Focused on Six Areas of Strength

With superior teaching as its centerpiece, academic excellence is the hallmark of Southern Utah University. Responding to the myriad demands of a rapidly changing economy and growing population while still maintaining the core values and mission that make SUU unique, is Southern Utah University's overarching goal as it moves forward into the next decade.

Meeting this goal will require an unwavering commitment to faculty and program excellence and responsiveness to student needs in a changing marketplace. Moving forward, SUU will continue to build upon its six core areas of strength:

1. Business

Southern Utah University has recently completed the nation's highest business accreditation (AACSB) and features Masters degrees in accounting (MAcc) and business (MBA). Performance of senior students on a nationally normed Princeton exam shows consistent records of 95 to 98 percent over the last seven years.

2. Education

SUU has graduated 300-350 new teachers per year for several years and obtained NCATE accreditation in 2003---the highest in the field. SUU's largest Masters program is in the M.Ed. The newly named Beverly T. Sorenson College of Education also includes an endowed chair, the first named college and chair at SUU.

3. Humanities and Social Sciences (Liberal Arts)

All but one of the Fulbright Scholars on the faculty are from the college of Humanities and Social Sciences. It houses the Honors program, the Michael O. Leavitt Center for Politics and Public Service, and the Leavitt Collection.

4. Performing and Visual Arts

The Utah Shakespearean Festival is a cultural treasure for Utah and Southern Utah University where it is housed. Bachelors programs are offered in music, theatre, visual arts, and in Utah's only accredited dance program. In addition the College of Performing and Visual Arts offers an interdisciplinary MFA in Arts Administration which has had student placement rates of 100 percent since its inauguration.

5. Science

Enrollment growth in science has soared 34 percent in the past four years. SUU is now in the top 100 U.S. schools in dental school placements, and student placement in medicine, pharmacy, veterinary medicine is superb--- usually 90 percent or higher.

6. *Technology and Engineering*

SUU is very supportive of Iron County's strong manufacturing base. SUU's BS program in integrated engineering prepares generalist engineers for small-sized manufacturing companies. This program was successfully accredited by ABET in its first attempt. Bachelor's degrees are also offered in computer science, information systems, and engineering technology programs.

Southern Utah University's plans for the next decade incorporate comprehensive offerings in these six areas of existing strength and focus. Central to these plans is an emphasis on adding graduate programs as a natural qualitative progression to SUU's broad undergraduate offerings.

Mission Statement & Strategic Plan

Our Heritage:

Through our more than 108 year history, Southern Utah University has evolved from a teacher training institution to a comprehensive regional university. From the time of its founding, SUU has placed students first by featuring personalized and participative classes, combined with competent, qualified and supportive faculty, staff and administration. The university provides skill development opportunities, major academic specialties, outreach services, cultural and athletic activities, economic and business development resources and regional archives. Capitalizing on our unique environment, Southern Utah University prepares its graduates to excel in careers and as citizens by emphasizing the following core values: Academic Excellence, Community and Social Responsibility, and Involvement and Personal Growth.

Our Vision:

Southern Utah University will be nationally recognized as a premier regional university where exemplary faculty and staff, personalized learning and academic integrity, enable students and graduates to honor thought in all its finest forms and to excel in life.

Our Core Values:

Academic Excellence:

With superior teaching as its centerpiece, academic excellence is the hallmark of Southern Utah University. Highly qualified faculty members promote and encourage critical and creative thinking, participative educational experiences, applied research, and a supportive learning community. SUU is committed to an academic environment that encourages students to develop as scholars and citizens. Assessment of quality and continual improvement are hallmarks of the education experience at SUU.

Community and Social Responsibility:

Essential to the educational process is a sense of "community," wherein collaboration, diversity, respect for all people, civility and shared governance are cultivated. The University encourages the discussion and exploration of differing views while recognizing the cherished individual freedom to reach one's own conclusions. Developing the student into productive, responsible citizens involves training and instilling ethics and values and the responsibilities one has toward others.

Involvement and Personal Growth:

Southern Utah University encourages student growth and development by providing opportunities to broaden service, social, and cultural perspectives through campus and community involvement. The University affirms that active participation in extra curricular activities provides a holistic educational experience and helps prepare students to become responsible, caring members of society.

Our Mission:

Southern Utah University is a comprehensive, regional institution offering graduate, baccalaureate, associate, and technical programs. SUU is committed to providing an excellent education through a diverse, dynamic and personalized learning environment. The university educates students to be critical thinkers, effective communicators, lifelong learners and individuals who demonstrate integrity and empathy as they pursue their lives' ambitions.

SUU's Mission as a Residential Learning Campus

Southern Utah University's distinction as a residential campus is central to its mission and to its appeal. Over two-thirds of SUU's student body are living away from home. Meeting the health, counseling, and social support needs of these "away-from-home" students unavoidably demands a higher level of institutional resources than are necessary for students living in their own homes and commuting to school. SUU feels a keen obligation to meet these student needs, and to provide a residential campus experience that integrates both career preparation and life preparation.

One of Southern Utah University's foremost objectives – and needs – is to enhance programs and support for its residential students. To build on Southern Utah University's core value of enhancing student involvement and personal growth, the university seeks to strengthen its residential campus role by:

- Expanding access to the library and physical education building by lengthening hours
- Providing more support to improve student retention through increased academic, tutoring, employment/minority counseling and advisory services
- Replacing aging housing units (400 beds) with new, high-quality living/learning facilities – and possible additional beds to meet campus growth needs
- Strengthening leadership development and service learning opportunities to enable students to prepare themselves with leadership and service skills and insights
- Increasing the opportunities for student participation with a wide menu of student activities, including additional intramural activities

SUU's Mission as a Regional University

Southern Utah University has a clear vision for the unique and critical role it must play as a regional university serving a broad and diverse region. SUU is the region's only source for graduate level skills delivery. In addition to training a market-ready workforce, SUU's role is to be a key driver and catalyst for regional economic growth, a partner and resource to businesses, communities and governments, a source of artistic and cultural enrichment for the region's residents, and to build regional pride and identity through outstanding sports and recreation programs.

To fulfill its chartered mission as a regional institution, Southern Utah University is pursuing the following objectives with focus and energy:

1. Economic Development and Entrepreneurship Support

a. Establish a Regional Economic Development Center/Applied Research Center

This initiative is in its beginning stages, and has a mission to: Foster innovation and job growth in southern Utah by connecting businesses and entrepreneurs to the resources, knowledge, talent and technology they need to succeed.

A core focus of this Center will be to meet the training, technology and innovation needs of the region's vibrant manufacturing sector.

The Center is also working to develop a physical business incubator and to provide a full menu of entrepreneur training and support services.

b. Develop a USTAR Technology Outreach Center

Development of a Technology Innovation/Outreach Center in partnership with Utah's research universities is a natural outgrowth and compliment to SUU's economic development thrust, and capitalizing upon its strengths in science, engineering, and technology application – all linked to the two-way brokering of new ideas, technologies, and products with the region's manufacturing and technology businesses.

2. Expand Regional Continuing Education Offerings

SUU plans to expand the programs it offers through continuing education and to also increase accessibility to its continuing education courses through a variety of means, including the establishment of Continuing Education Centers in partnership with key communities in the region.

3. Be a Proactive Regional Partner and Resource

Southern Utah University will continue to support the needs of businesses and communities in southern and rural Utah through the Utah Center for Rural Life. SUU's goal is to be an even better community partner and resource in the future by engaging with businesses and communities through intergovernmental and business roundtables and by facilitating the creation of business networks in the southwestern region. These roundtables are designed to generate two-way exchanges and linkages between SUU and the region's communities and businesses in order to be more responsive to their needs and to make university resources more readily available.

4. Expand SUU's Regional Cultural and Performing Arts Involvement

As the home of the Tony Award Winning Utah Shakespearean Festival, SUU is a nationally acclaimed center for professional quality performing arts programs. In addition to wooing audiences from its Victorian era stage, the Shakespearean Festival reaches out to educate and capture the imagination of young audiences throughout Utah, Nevada, Arizona, California and Idaho through a number of educational programs such as Shakespeare in the Schools, Elementary Shakespeare Showcase, Shakespeareance, and its high school Shakespeare Competition.

In addition to delivering outstanding educational and cultural opportunities throughout the region, the Utah Shakespearean Festival will be involved in enhancing the rich cultural fabric of the region by

making its expertise available to area communities and theater groups by assisting them in the development of their local theater and arts programs and attractions.

5. Build upon the unique Outdoor Recreation/Education strengths and reputation of SUU

Cedar City is the gateway to southern Utah's world-class scenic and outdoor recreation wonders. SUU intends to fully capitalize on its unparalleled natural setting by developing outdoor education and recreation programs and experiences that will eventually become as nationally renowned as the Utah Shakespearean Festival.

In addition to building upon SUU's existing Outdoor Recreation Center and Outdoor Recreation Degree program, this cross-disciplinary effort will draw upon the sciences, the hotel management and hospitality programs, and will become an integral part of campus student activity opportunities. Even more importantly, it will involve working partnerships with regional tourism initiatives, federal land management agencies, the Utah Stewardship Center, and with local and national outdoor recreation industry interests.

6. Build regional identity through Sports and Athletic Programs

Southern Utah University is well established as southern Utah's sports destination due to its outstanding athletic facilities, its hosting of such major events as the *Utah Summer Games* and high school state championships, and its exciting NCAA Division 1 Athletic Programs. SUU is also a significant factor in the Utah sports scene state-wide because of the large number of head coaches that have come through its programs, earning it the moniker of "Utah's Coaching Factory."

Southern Utah University will build upon its reputation as southern Utah's sports destination by continued hosting of the Utah Summer Games, state championship tournaments, and a wide variety of other athletic competitions.

Southern Utah University will foster regional pride and identity through its competitive NCAA Division I athletic programs as it positions to become a member of the Big Sky Conference. SUU athletics will strengthen region-wide identification with these programs through a broad outreach effort that will involve high schools, community events, media events, and financial aid for regional athletes.

To accomplish our mission as a residential campus and a regional university, specific goals and objectives, resource impacts and assessment activities are detailed in this strategic planning document.

Our learning and process goals are:

- Obtaining basic knowledge within and across disciplines (KNOWLEDGE)
- Developing personal connections and satisfaction with faculty and staff (PERSONAL)
- Engaging life-long learning abilities (LIFE-LONG)
- Integrating theory and practice in a regional and global context (GLOBAL)
- Respecting the views of others (RESPECT)
- Developing service and social responsibility (SERVICE)
- Providing involvement and personal growth opportunities (INVOLVEMENT)

Core Abilities (Key Learning Outcomes)

A core ability is an attitude or skill that is a “common thread” to the curriculum or collegiate experience at SUU. Core abilities are integrated into course content guides, teaching specific abilities in particular content areas and assessing them as learning outcomes

Communication

The ability to understand and express a concept through communication in all its forms, including active listening

Quantitative Literacy

The ability to solve problems in the discipline through an understanding of mathematical and quantitative information

Personal & Professional Responsibility

The attribute of developing ethical standards, caring for the wellness of self, and building civility, character and respect for others

Critical Thinking

The process of examination, evaluation, and revision of material, ideas, or data using task-appropriate methodologies, skills and tools

Diversity/Appreciation for Differences

The ability to understand the uniqueness of self and others, perspectives of other peoples and nations, and openness toward diverse points of view

Life-Long Learning

The ability to persist in acquiring knowledge and applying life and learning skills; set, revise and achieve goals; and assume responsibility for one’s own learning

Institutional Effectiveness

Using multiple indicators, SUU determines general institutional effectiveness through measurement of five components:

- Student learning outcomes and the core abilities as stipulated in the expectations of general education and in degree-granting programs
- Student perceptions of the collegiate experience where student involvement leads to learning and experience that can be specified in measurable outcomes
- Institutional benchmarking, external accountability, accreditation, and related measures
- General impact of graduating students on their professions, and of SUU on its state and region
- Adequacy of curriculum to general education and professions, as determined by systematic review

Assessment Program

SUU's systematic and strategic assessment program (1) assesses learning processes and outcomes, (2) measures satisfaction outcomes, (3) responds to university stakeholders for data to demonstrate effectiveness and excellence, and (4) provides resources to academic and service units—all with an eye for institutional improvement.

Measurement and Assessment

- Attainment of institutional effectiveness goals is specified by each department in annual assessment plans and reports
- Continuing program of university-wide surveys selected and administered by the University Institutional Effectiveness and Assessment Committee with survey results made available campus-wide for planning and reporting

Assumptions for Implementing the Strategic Plan

Fiscal Support

- The fiscal note for this strategic plan approaches \$10 million. Presuming that tuition increases will be less than double-digit, the resulting tuition revenues (even when combined with continuing enrollment growth) will provide somewhat less than \$5 million for the plan's implementation. Additional resources will need to come from legislative initiatives and from campus fund raising efforts. Any remaining shortfall will require revisions to the strategic plan's goals

Mission and Strategic Planning

- SUU's mission is focused on the enhancement of student centered learning. Teaching is the primary function of the university, and it is enhanced by scholarly and artistic activities and service.
- SUU will engage in an annual, ongoing planning effort at each level
- Mission statements for units of SUU must be consistent with the university's mission statement and each unit will prioritize strategies for implementation on an annual basis
- SUU offers and affirms a quality undergraduate curriculum and selected professional graduate programs that differentiate SUU's role in the Utah System of Higher Education
- While the University intends to remain primarily residential with on-campus housing and nearby off-campus apartments for students, its growth in part will result from the offering of on-line courses and programs throughout the region

Institutional Environment

- Open communication is imperative for the effective functioning of the University
- A collegial atmosphere and respect for diverse perspectives is important among all units and individuals at SUU
- Excellence and respect within the SUU community must be recognized, encouraged and rewarded
- Recognize and honor the academic freedom of the institution, the faculty and students

Curricula

- Through on-going discussion, the general education program must be reexamined to fit the needs of students for the 21st century and to demonstrate programmatic success
- Academic programs (graduate and undergraduate) will undergo continuous review in relation to changing education, social and fiscal needs. Enhancement, combination, reconfiguration, elimination and the emergence of new programs may result from this process
- New programs must be funded either from reallocation of existing resources or from external funds when available
- Niche programs will be a part of the array of quality academic offerings
- SUU will develop specific distance education programs addressing strategic needs and markets

Students

- Student enrollment the first year of this plan will be between 6,700 to 7,000 total headcount and all enrollment figures and projections in the plan are based on Fall 3rd week enrollment reports as submitted to the Board of Regents
- Student enrollment growth in the plan uses regental projections of 2.1% per year growth each year for the five year period, resulting in an estimated enrollment by 2010 of about 8,000 students. Historically, actual enrollments have exceeded the Board of Regents' projections
- SUU will actively recruit and enroll students throughout Utah, in southern Nevada, northern Arizona, and in California by engaging its current enrollment management plan and integrated marketing plan. Colorado and Idaho are additional potential emphases
- The plan anticipates a 100% increase of active graduate student records
- A systematic program and adequate funding for graduate assistantships is a priority for growth of the graduate programs
- A strong, well-developed division of student services is essential to fulfilling SUU's mission
- SUU will seek to foster student academic excellence through an honors program, study abroad programs, increased scholarship support, and in other ways

Faculty and Staff

- As a faculty baseline, Fall 2004 data is used:
 - Fall headcount student enrollment: 6,672
 - Fall full-time, instructional contract faculty: 220
 - Fall total faculty (includes administrators): 232
- A continuing pool of adjunct and overload funding will be needed to support instruction each year
- SUU will allocate resources to support faculty, administrative and staff development and training
- Ensuring excellence in newly hired and veteran faculty and staff will be crucial
- Providing support to retain new and continuing faculty and staff will also be essential
- FTE student-to-FTE faculty ratio of the first year of the plan (23:1) is projected to hold steady for the next five years
- Scholarship and artistic activity by all faculty will be required to support the primary SUU function of teaching
- A culture of evaluation is important to the quality and continual improvement of SUU

Support Services

- Up-to-date and appropriate instructional technologies are essential to the work of students, faculty and staff
- Up-to-date and competitive library resources are essential to the quality of academic programs
- SUU is obligated to provide access to appropriate support services for all programs
- Convenient access by students, faculty and staff is a major consideration in the location of academic and support services
- Support units not engaged directly in instruction will strive to facilitate learning and enhance the collegiate experience through their programs

Necessary Resources to Fulfill SUU's Mission

The scope of SUU's Strategic Plan calls for a ten-year framework. To fulfill the major mission of the University will require solid and consistent support over the coming decade. The quality of programs and services needed by deserving and talented students must be predictable in order for a sound plan to move into place. The future of the state, citizens' opportunities, and the health of the state's economy are all closely tied to strong, vibrant higher education institutions for Utah's students. Repeatedly, relocating companies from other states first ask about the quality of higher education and public education in the state - long before asking other questions regarding tax rates, physical climate, and so forth.

In order for Southern Utah University to implement its strategic plan, it is essential that additional funding be provided to cover:

- New and existing academic programs (estimate 4 to 5 new faculty additions per year for ten years)
- Funding support for key instructional needs, academic support services, residential campus needs/services, regional economic initiatives and general institutional needs

Estimated annual funding support required beyond basic salary, O & M, and other existing budget category increases is \$1 million per year over the coming decade.

Front end loading of this funding support in amounts greater than \$1 million per year would jumpstart the implementation of the plan and would also send the message to existing and prospective key faculty and professional staff that Utah is serious about maintaining higher education as a vital priority. This would be a great message to augur the recruitment and retention of some of the very best people that future generations of Utahans deserve.

- Resources needed to fully implement the strategic plan may be a combination of new funding, internal reallocation, sponsored grants, private funds, and other sources as priorities realign with available resources
- State tax dollars will probably continue with modest increases
- Enrollment level (a function of recruitment and retention successes) continues to be a strategic variable which directly affects the SUU budget
- All units must share responsibility in seeking external funds to enhance the SUU mission
- No constant level of funding is assured
- The academic allocation model will continue to consider class size, productivity, faculty positions, and on-going resources; strategic initiatives will be funded separately

- The strategic plan will be used as a guideline for development of annual budget requests
- IT objectives, resources, and assessments are consistent with the plan for strategic implementation of the Banner system

Assessment

- Assessment findings are not linked to faculty evaluation, promotion or tenure
- Institutional assessment will be largely centralized
- Unit assessments will be documented in annual plans and reports, e-portfolios, ETS field examinations, and other appropriate activities of the unit's choice (See Appendix B)

Facilities

- Campus facilities master plans, while created separately, are developed to be consistent with the strategic plan
- Comprehensive facilities plans, capital budget requests, facilities audits, and capital improvements are based on strategic plans for fulfilling SUU's mission
- The teacher education building will be funded in 2005. Other long-term space needs are:
 - Construct an extensive addition to the present science building
 - Expand the business building
 - Move forward with Valley Farm master planning
 - Master plan future use of the multipurpose building, in the context of surge space
 - Replace aging housing facilities and add to on-campus living and learning space inventory

Administration/Governance Structure

- Effective management in all areas of the university is crucial to carry out the educational mission of SUU
- The academic dean structure is essential to the implementation of academic programs and curricula
- Regulatory and reporting requirements set by agencies external to SUU continue to impact workload and increase costs in many areas
- In order to make shared governance operational, faculty, students and staff are expected to be actively involved in the university through participation on university committees
- SUU operations are enhanced when the locus of administrative decisions is as close as possible to where the work is done

External Relations

- SUU will reach out to its community and region
- SUU will support outreach and public relations activity with alumni and parents, government agencies and educational institutions, employers and place-bound students

Implementation and Assessment of the Strategic Plan

I. ACADEMIC EXCELLENCE IS OUR PURPOSE

A. FACULTY GOAL--SUU will recruit and retain, mentor and support a faculty of high-quality.

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
<p>Objective 1: Each college and school will establish appropriate faculty qualifications</p>	<p>Counts of full-time faculty credentials</p>	<p>Each September</p>	<p>Provost's Office staff</p>	<p>Guide hiring decisions</p>
<p>Objective 2: Compensation for faculty will be 90% of the compensation by rank of peer institutions by 2010.</p>	<p>Annual CUPA average of peer institutions by academic rank</p>	<p>Data available in April</p>	<p>Human Resources staff</p>	<p>Determine salary equity decisions</p>
<p>Objective 3: Faculty development funding will increase annually.</p>	<p>Increase budget for release time or direct payment</p>	<p>Spring, when budget is developed</p>	<p>Provost's Office</p>	<p>Monitor levels of faculty involvement</p>
<p>Objective 4: Department operating budgets will provide increased support for current expense, travel and capital needs.</p>	<p>Budget trends analysis (barring budget reductions)</p>	<p>Spring, as budget is developed</p>	<p>Provost's Office</p>	<p>Monitor faculty development investment</p>

[College/school or major, non-academic unit plans are inserted here.]

[Department or office plans are inserted here.]

B. RESEARCH AND SCHOLARLY/CREATIVE ACTIVITIES GOAL--SUU will advance academic excellence and personal growth of all members of the campus community.

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1: Increase resources for research, creative and scholarly activities, especially among new and junior faculty who are seeking tenure.	Increases in budget	Annually	OSR & G	Develop OSP&G services.
Objective 2: Through the Office of Sponsored Research and Grants (OSR&G), increase the number of grant proposals	No. of proposals submitted	Annually	OSR & G	Continue contact with financial accounting for better data access and use
	Report on formal proposal submitted to foundations or corporations each fiscal quarter	Annually	OSR & G	Evaluate feedback from administration and trustees from tracking reports

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[Department or office plans are inserted here.]

C. EDUCATIONAL EXPERIENCE GOAL— Learning outcomes will develop and shape students intellectually and in other ways to support their personal growth, enabling them to become contributing members of society.

Objectives:	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1: Increase support for campus programs that enhance the educational experience and personal growth for students.	Centralized survey plan	Alternate years	IR Office	Determine goal achievement and shape service and support programs
Objective 2: Facilitate activities that enhance the marketability of SUU graduates through internships and employer relationships.	Participation counts	Annual Reports	Respective Offices	Monitor participation & plan progress
	Graduate Placement Survey	Summer	Career Services	
Objective 3: Support and improve athletic programs and enhance the student-athlete experience.	NCAA certification Plans	Annually	Athletic staff	Determine achievement and programs
	Unit assessment	Annually	Athletic Staff	

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[Department or office plans are inserted here.]

1. Undergraduate programs—SUU will achieve excellence in undergraduate programs. See Appendix A for general education.

Objectives	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
<p>Objective 1: Improve student perceptions of academic rigor to a level comparable to or above master's peer institutions</p>	<p>Centralized survey plan</p>	<p>Alternate years</p>	<p>IR Office</p>	<p>Determine program rigor</p>
<p>Objective 2: Identify and develop excellent strategic niche programs. (See Appendix C: Academic Degree Programs 10-Year Plan)</p>	<p>Submit program proposals</p>	<p>Annual tally</p>	<p>Provost's Office staff</p>	<p>Determine niche program development</p>
<p>Objective 3: Seek specialized program accreditations where appropriate and feasible.</p>	<p>Seek specialized accreditations as resources allow</p>	<p>Annually</p>	<p>IR Office & departments</p>	<p>Conduct external reviews & make improvements</p>
<p>Objective 4: Seek specialized program accreditations where appropriate and feasible.</p>	<p>Service learning with major programs</p>	<p>As needed</p>	<p>Faculty Subcommittee</p>	<p>Shape service learning program</p>
<p>Objective 4: Establish a structure for integrating service learning in the undergraduate program.</p> <p>a. Strengthen leadership development and service learning opportunities to enable students to prepare themselves with leadership and service skills and</p>	<p>Undergraduate Programs Office</p>	<p>Established</p>	<p>Provost's Office</p>	<p>Improve oversight of undergrad education</p>

insights.				
Objective 5: Establish an office of undergraduate studies to administer general education and foster continuity in the undergraduate experience.				

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[Department or office plans are inserted here.]

2. Graduate Programs—SUU will achieve Excellence in Graduate Education.

Objectives:	Assessment Strategy	Administered when?	Administered to whom?	Use of Results
Objective 1: Establish a graduate office and council to	Graduate Office Assistantship	Establish Reviewed Annually	Provost's Office Director, Graduate	Improve oversight of graduate education

administer graduate education; grow the program with more assistantships	budget increases		Office	
Objective 2: Provide start-up resources & support for the development of five additional graduate programs, in selected Colleges at the University, and accommodate 2000 graduate students by 2010.	Initiate budget changes and allocations	Reviewed Annually	Director, Graduate Office	Improve university-wide graduate education
Objective 3: Maintain accreditation in existing programs,	Maintain existing accreditation. Seek specialized accreditations as resources allow	Annually As needed As needed	Graduate Office Colleges Departments	Sustain program rigor
Objective 4: Ensure that all College/Department assessment plans and strategies influence graduate program quality and effectiveness with measurable outcomes	College/Department assessment plans & reports	Annually As needed	Graduate Office Colleges Departments	Improve graduate education

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4. Community/Social Responsibility

Goal—Within the educational and collegiate experience, students will gain a sense of “community,” wherein collaboration, diversity, respect for all people, civility and shared governance are cultivated. (No resource requirement.)

Objectives::	Assessment Strategy	Administered when?	Administered to whom?	Use of Results
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<p>Objective 1: Encourage discussion and exploration of differing views while recognizing the cherished individual freedom to reach one's own conclusions.</p>	Central survey plan	Alternate years	IR Office	Improve student experiences that develop community and social responsibility
<p>Objective 2: Develop students into productive, responsible citizens with appropriate instruction and training that instills ethics and values, and with the responsibilities one has toward others.</p>	Central survey plan	Alternate years	IR Office	Improve student experiences that develop community and social responsibility

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5. Involvement and Personal Growth

Goal— Within the educational and collegiate experience, SUU will achieve optimum student involvement and growth by providing opportunities to broaden service, social, and cultural perspectives.

Objectives:	Assessment Strategy	Administered when?	Administered to whom?	Use of Results
<p>Objective 1 Increase the number of students involved in campus clubs and organizations., including Thunderbird Leadership Academy; Introduce club and organization opportunities through recruitment programs and during freshman orientation. Provide a well advertised club rush each semester working closely with the SUUSA Assembly.</p>	<p>Report the percentage of students involved</p>	<p>Annually</p>	<p>Student Activities Office</p>	<p>Optimize student participation</p>
<p>Objective 2 Expand Living & Learning and recreational opportunities for students to enhance personal growth</p>	<p>Assess student participation and program success</p>	<p>Annually</p>	<p>Respective directors</p>	<p>Monitor objective and demonstrate value</p>
<p>a. Expand access to the library and physical education building by lengthening hours of operation.</p> <p>b. Increase the opportunities for student participation with a wide menu of student activities including additional intramural</p>	<p>Annual Review of developing employer relations both on and off campus</p>	<p>Annually</p>	<p>Career Services</p>	<p>Target areas that need development and initiate contact to establish relationships</p>
	<p>Report all MCC activities</p>	<p>Annually</p>	<p>MCC Director</p>	<p>Assess success and activity of minority students</p>

<p style="color: red;">activities.</p> <p>Objective 3 Partner with colleges and departments to actively develop employer relationships, enhancing student employment opportunities</p> <p>Objective 4 Increase opportunities for student involvement in Multi cultural Center programs.</p>				
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II. STUDENTS ARE OUR FOCUS—SUU values student growth and development by providing opportunities to broaden service, social, and cultural perspectives.

STUDENTS GOAL--SUU will recruit, retain, and graduate high-quality students.

A. Student recruitment and admissions.

Goal: SUU will achieve optimum enrollment with parallel increases in resources, capacities & efficiencies.

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1 Coordinate a comprehensive, integrated university-wide recruitment program	Create annual recruitment plan	Summer	Admissions	Shape & gauge progress toward goals
Objective 2 Increase new student scholarship funding at a rate of 110% of tuition increases each year	Scholarship awards	3 rd Week	Financial Aid	Measure award effectiveness
	Awards dispersed by March 1	Annual reports of financial aid	Financial Aid/Admissions Offices	Measure yield rate & retention
	Participation in study abroad	Annual report	SCPS	Measure participation growth
Objective 3 Recruit, retain, and integrate international students into the campus community and expand study abroad programs with partnerships and consortia.				

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[Department or office plans are inserted here.]

B. Student body quality and diversity.

Goal: SUU will create a student body of diverse, high-achieving students. (No resource requirement.)

Objectives:	Assessment	Administered	Administered by	Use of Results
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	Strategy	when?	whom?	
Objective 1 Increase resident minority student enrollment to equal 4% of student headcount population by 2010, and create a scholarship strategy to attract such students to SUU.	Number of training sessions	Fall	Human Resources staff	Develop awareness of ethnic diversity issues
	Minority student counts	3 rd Week	IR Office	Monitor goal progress
	Increase academic & athletic scholarships for minorities	Financial Aid annual reports	Financial Aid & Athletics	Monitor goal progress
		3 rd Week	IR Office	Monitor goal progress
Objective 2 Increase the middle 50 percent range of ACT scores for incoming freshmen to 22-26 as reported in <i>U.S. News and World Report</i> ; increase the average GPA of incoming university-level freshman to 3.5 by 2010.	ACT score and GPA average changes			Monitor goal progress

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[Department or office plans are inserted here.]

C. Retention and Graduation Rates.

Goal: SUU will provide support services to increase student success, retention, and graduation rates.

Objective	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
<p>Objective Increase retention and graduation rates by implementing a comprehensive academic support system that strengthens the skills most needed for students' academic success. This support system will include better coordination of FYE related programs, enhancement of academic support programs and academic advising, expanded use of learning communities, implementation of a mentoring program, and improved transfer advising. Also, implementation of AA/AS degree programs will help to improve retention and graduation rates.</p> <p>a. Provide more support to improve student retention through increased academic tutoring, employment/minority counseling and advisory services.</p>	<p>Target freshman to sophomore retention rates 70% by 2010.</p> <p>Target sophomore to junior retention rates</p> <p>Improve graduation rates of entering freshmen to 40% by 2010</p>	<p>Fall 3rd week</p> <p>Annually</p> <p>Fall 3rd Week</p>	<p>IR Office</p> <p>Student Success Center; Enrollment Management</p> <p>IR Office</p>	<p>Determine goal achievement and shape future strategies</p> <p>Identify challenges & make improvements</p> <p>Improve Sustainability</p>

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III. KEY RESOURCES SUPPORT OUR MISSION AND VALUES

A. PERSONNEL

SUU will compete for and contribute to the on-going acquisition and development of staff and administrators of high quality.

Goal: SUU will develop a superior staff and administration that is responsive, effective, and efficient.

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1 Increase	IPEDS reports	Annually	Human Resources	Determine progress

<p>recruitment and retention of staff and administration from traditionally underrepresented groups</p> <p>Objective 2 Support staff and administrative development programs that address assessed needs.</p> <p>Objective 3 Meet or exceed 90% of the median salaries of peer universities by 2010. This includes both newly hired employees, and those with longevity of service who may be experiencing salary compression and equity disparities</p> <p>Objective 4 Develop and implement a system of performance-based salary adjustments</p> <p>Objective 5 Strengthen shared governance and staff participation in university decision making.</p>	<p>Count of training sessions</p> <p>Equity Compensation survey</p> <p>Staff satisfaction survey</p> <p>Staff satisfaction survey</p>	<p>Annually</p> <p>Each year in the Fall</p> <p>Every three years</p> <p>Every three years</p>	<p>Human Resources</p> <p>Human Resources</p> <p>Human Resources Office</p> <p>Human Resources Office and UCLA</p>	<p>Determine employee needs and interests</p> <p>To make compensation requests to the Regents and the State Legislature. To distribute equity dollars and increases to salary and benefits.</p> <p>Determine goal progress</p> <p>.</p> <p>Measure the level of satisfaction regarding the support staff and administrative staff training</p>
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B. OTHER RESOURCES--While the future can not be predicted with certainty, it is apparent that the future needs of SUU will require additional financial resources as well as prudent management of existing ones. There will be an increased need to access technology and information as an integral part of academic excellence and personal growth.

1. Financial.

Goal: SUU will secure adequate funding commensurate with the size and complexity of the campus and maintain an even stronger financial condition.

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1: Establish benchmarks for	NACUBO benchmarking	Every 3 years	Admin/Financial Services	Analyze efforts

<p>operating and non-operating revenues as a percentage of total revenues for the University with added emphasis on non-state support, while continuing to seek additional state support.</p> <p>Objective 2: Implement sound financial management, measure it (e.g. using the Utah System of Higher Education Composite Financial Index Ratio Analysis model) and strengthen using results from external audits</p> <p>Objective 3: Implement a campus-wide program review of the allocation of resources. Consideration should be given to rewarding key contributors.</p> <p>Objective 4: Build adequate financial reserves to meet fluctuations in operating revenue, expenses, and debt service, and to take advantage of</p>	<p>study</p> <p>Ratio Analysis</p> <p>Campus-wide program review</p> <p>Built toward NACUBO standard for reserve</p>	<p>Annually</p> <p>Every five years</p> <p>Annually</p>	<p>Admin/Financial Services</p> <p>President's Council—Each VP</p> <p>Admin/Financial Services</p>	<p>Judge financial health and direction of institution</p> <p>Strategic allocation of personnel and funding</p> <p>Judge reserves</p>
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unforeseen opportunities.				
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2. Library.

Goal: To meet its mission, SUU will insure that the library provides necessary resources and services.

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1: Build a library collection that supports SUU's mission and is at least 90% of the collection size of library peer	Collection comparison to peer institutions Compiled from <i>American Library Directory</i>	Every five years	Library & IR Office	Identify collection strengths and weaknesses

institutions.				
Objective 2: Provide service to campus and the community that patrons rate as excellent.	Faculty, student, community survey	Every five years	Library	Identify areas where service should be strengthened
Objective 3: Increase efforts to garner additional library resources through grants, endowments, and entrepreneurial activities.	Special projects annual report	Annually	Library	Identify future needs and areas of emphasis
Objective 4 Engage in ongoing assessment of library performance and technologies	Accreditation self study, patron surveys	Every five years	Library	Identify program strengths & weaknesses

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3. Technology.

Goal: SUU will acquire and use proven information technologies. (Resources for this goal are funded through the Banner project, student fee revenues, and state-wide technology initiative funds.)

Objectives:	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1: Finish the Banner system implementation and those modules	Work with administrative offices to evaluate all new releases and updates from the vendor &	Annually	Information Technology staff	Improve system functionality for end users

<p>Objective 2: Improve data dissemination capabilities</p>	<p>annually survey for functionality.</p> <p>Use external agency requirements and user needs to develop information delivery & reporting requirements on and off campus.</p>	<p>Annually</p>	<p>Information Technology staff</p>	<p>Improve reports</p>
<p>Objective 3: Continue to use the student technology fee for the enhancement and advancement of technology that meets the educational needs of students</p>	<p>Engage a three and five year replacement plan & survey students to determine if needs are met.</p>	<p>Annually</p>	<p>Information Technology staff</p>	<p>Determine changes in the delivery of technology for student use.</p>

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IV. THE COMMUNITY, REGION AND STAKEHOLDERS ARE OUR PARTNERS

A. UNIVERSITY PARTNERS--The SUU student experience extends beyond the traditional four years of attendance. Educational and collegiate experiences give rise to professional endeavors and personal choices throughout life. SUU will seek the involvement and investment of SUU’s graduates and other university stakeholders for the betterment of the educational experience.

1. Development Office Goal—SUU will increase private fund-raising support

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
<p>Objective 1: Strengthen an ongoing major gifts</p>	<p>Track number of \$5,000+ donors to each project.</p>	<p>Annually</p>	<p>Development office</p>	<p>Monitor levels of participation to SUU priorities</p>

<p>program focused on University funding priorities with input for administration and deans.</p> <p>Objective 2: Implement fundraising programs to acquire private contributions with primary emphasis on scholarships, enrichment of academic programs and enhancement of facilities</p> <p>Objective 3: Institute fundraising initiatives with alumni with the objective of having 10-15% or more alumni participating in annual donations.</p> <p>Objective 4: Support individual college/school fundraising by coordinating with the Development Office and the Office of Sponsored Projects and Research.</p>	<p>Track number of gifts of \$1,000+</p> <p>Track number of new alumni donors and gift amounts</p> <p>For committees to identify funding priorities and soliciting gifts</p>	<p>Annually</p> <p>Annually</p> <p>Committees formed by mid-2005</p>	<p>Development office</p> <p>Alumni Relations office</p> <p>Development office and deans</p>	<p>Determine scholarship fundraising efforts and new donors</p> <p>Sustain increases in alumni fund raising results</p> <p>Expand faculty involvement and widen donor pool</p>
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2. Alumni Relations Goal—SUU will identify additional ways to maintain alumni involvement and increase their commitment .

Objectives:	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1 Improve tracking and communications systems, including the use of lifetime e-mail options.	Track additions to e-mail list	Ongoing	Alumni director's office	Monitor numbers of contacts, meetings & activities
	Complete Banner upgrade	July 2005		
Objective 2	Complete development of	Ongoing	Alumni Office	Monitor numbers of mentors, students

Increase alumni sharing their experiences and expertise with students both on and off campus. Objective 3: Increase the involvement of alumni in improving educational programs and achieving the university's goals.	Alumni Mentoring Network and partner with career services Develop strategies for alumni involvement	Ongoing	Alumni Office	& placements Determine effectiveness of alumni input into goals of SUU
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3. Marketing Goal—SUU will develop consistent and integrated marketing initiatives.

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1: Focus the marketing efforts of the university on the strategic planning document, with its vision, mission, and goals	Follow-up survey on Integrated Media Communication (IMC) plan	Fall 2005 Ongoing	Media Relations Media Relations	Shape the development of the ongoing IMC Determine contact

<p>Objective 2: Improve relationships with and marketing efforts to high schools and junior colleges in the SUU market area.</p> <p>Objective 3: Improve SUU radio and television market penetration and coverage of academic, service and athletic programs.</p>	<p>Monitor number of interest cards & coordinate with Enrollment Mgt.</p> <p>Track released stories and actual appearances in the media</p>	<p>Monthly</p>	<p>Enrollment Mgt.</p> <p>School relations</p> <p>Media Relations</p>	<p>opportunities</p> <p>Shape the development of the IMC plan</p>
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B. PHYSICAL ENVIRONMENT: A beautiful and accessible campus is indispensable in the building of a common sense of place and enthusiasm for learning.

1. University Facilities Goal—SUU will expand and improve facilities to meet the needs of stakeholders.

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
<p>Objective 1: Secure funding to construct, refurbish, operate, and maintain needed</p>	<p>ISES Condition Assessment Reports</p> <p>Master Plan</p>	<p>Annually for Capital Improvement and Capital Development</p>	<p>Plant Operations Space Management</p>	<p>Regents Q&P Report</p> <p>State Building Board Requests</p>

<p>physical facilities, including athletic facilities.</p> <p>a. Replace aging housing units (400 beds) with new, high quality living/learning facilities and possible additional beds to meet campus growth needs.</p> <p>Objective 2: Conduct an audit of all facilities and infrastructure to determine economic life, depreciation, and replacement needs of equipment and ancillary structures. Then properly fund a deferred maintenance program for those assets.</p> <p>Objective 3: Improve levels of service satisfaction</p>	<p>Needs</p> <p>Academic Program Requests</p> <p>ISES Condition Assessment Reports</p> <p>Maintenance Work Requests</p> <p>Life Cycle Analysis</p> <p>Surveys</p>	<p>Request Cycle</p> <p>Annually</p> <p>Every 2 years</p>	<p>Administration</p> <p>Plant Operations</p> <p>Utah State DFCM</p> <p>Plant Operations</p>	<p>Legislative Requests</p> <p>Capital Improvement and Capital Development Requests</p> <p>Private Fund Raising Requests</p> <p>As Changed, review and approval by Trustees, Regents, & State Building Board</p> <p>Determine objective progress and 95% satisfaction</p>
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Department or office plans are inserted here.]

2. Environmental Impact and Sustainability Goal—SUU is committed to environmental sustainability

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1: Decrease solid waste production and reinvest savings to continue improvements in recycling programs.	Amount of recycling materials collected & waste removal	Annually	Plant Operations	Education Efforts & hire students for recycling & Reduce campus solid waste collection
Objective 2: Improve energy	Energy use & reduction tracking.	Monthly Billing Cycles	Plant Operations	Provide reports & trends. Work with State Agencies to

<p>efficiency and water conservation</p> <p>Objective 3: Enhance the SUU landscape with sensitivity to issues of maintenance and water conservation.</p>	<p>Investigate best practices and viable plants</p>	<p>Annually</p>	<p>Plant Operations</p>	<p>optimize resources, State contracts & ESCO Projects</p> <p>Design new and improved planting areas to reduce sod areas</p> <p>Optimize SUU's native plant & tree farm</p>
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C. PUBLIC AND REGIONAL SERVICE. Service is the essence of social responsibility.

Service Goal—SUU will strengthen its role as a vital economic, educational, cultural, and social resource. (No resource requirement.)

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
<p>Objective 1: Strengthen and promote public service activities that are central to the mission and values of SUU and will support the economic development plans of the region.</p>	<p>Establish Stewardship Center (Regional Services)</p>	<p>When manager is hired</p>	<p>Regional Services</p>	<p>On-going job creation for forest restoration</p>
	<p>Create ethanol plant for research & jobs</p>	<p>Daily with international partners</p>	<p>Regional Services</p>	<p>Establish working model for western states</p>
				<p>Regional Services</p>

<p>a. Establish a Regional Economic Development /Applied Research Center</p>	<p>Establish a rural innovation center</p>	<p>First year</p>	<p>Utah Center for Rural Health</p>	<p>stop access and services for rural development</p>
<p>b. Develop a USTAR Technology Outreach Center</p>	<p>Number of students with health related major (UCRH)</p>	<p>Annually</p>	<p>Utah Center for Rural Health</p>	<p>Monitor results of placements</p>
<p>c. Support needs of businesses and communities in southern and rural Utah through the Center for Rural Life</p>	<p>Enrollment and completion data for students who enroll in Rural Health Scholars Program (UCRH)</p>	<p>Annually</p>	<p>Utah Center for Rural Health</p>	<p>Monitor results of program</p>
<p>d. Engage with businesses and communities through intergovernmental and business roundtables.</p>	<p>Number of students completing applications & Number of students accepted into health professions training programs (UCRH)</p>	<p>Annually</p>	<p>Utah Center for Rural Health</p>	<p>Monitor results of placements</p>
<p>e. Facilitate the creation of business networks in the southwestern region.</p>	<p>Conduct a Health Camp (UCRH)</p>	<p>Annually</p>	<p>SBDC</p>	<p>Monitor goal progress</p>
<p>Objective 2: Increase shared educational opportunities for and</p>	<p>Meet SBA requirements on number of clients seen</p>	<p>Annually</p>	<p>SBDC</p>	<p>Monitor objective results</p>
<p>Objective 2: Increase shared educational opportunities for and</p>	<p>Meet SBA requirements on number of clients trained</p>	<p>Quarterly</p>	<p>SBDC</p>	<p>Evaluate training quality</p>
<p>Objective 2: Increase shared educational opportunities for and</p>	<p>Survey client satisfaction</p>	<p>Every two years</p>	<p>SBDC</p>	<p>Determine program strengths and weaknesses</p>
<p>Objective 2: Increase shared educational opportunities for and</p>	<p>Needs assessment in SBDC</p>			<p>Determine community needs and design programs</p>

regional scholarship with the community at large.

- a. Expand regional continuing education offerings.
- b. Establish program partnerships with Dixie State College including a secondary licensure bridge program, long-term arrangement for Criminal Justice, continued collaboration in meeting health sciences workforce needs and strong collaboration in economic development issues.

Objective 3:
Increase linkages between SUU and the surrounding community, utilizing the USF, the Small Business Development Center, the Utah Summer Games, the SUU athletic program, and academic internship programs.

<p>a. Expand SUU's regional cultural and performing arts involvement by making USF expertise available to area communities and theatre groups and assisting them in developing their local theatre and arts programs and attractions.</p> <p>b. Build upon the unique Outdoor Recreation /Education strengths and reputation of SUU by forming partnerships with regional tourism initiatives, federal land management agencies, the Utah Stewardship Center and with local and national outdoor recreation industry interests.</p> <p>c. Build regional</p>				
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<p>identity through SUU sports and athletic programs by continued support of Utah Summer Games, state tournaments, and a wide variety of other athletic competitions.</p> <p>d. Strengthen region-wide identification for NCAA athletic programs through a broad outreach effort that will involve schools, community events, media events, and financial aid for regional athletes.</p>				
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[College/school or major, non-academic units plans are inserted here.]

[Department or office plans are inserted here.]

V. ADAPTING TO CHANGE DEFINES OUR FUTURE

Goal: SUU will meet the changing needs of employees, students, community and region by encouraging and supporting innovation and informed risk-taking. (No resource requirement.)

Objectives:	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1 Provide an organizational	Employee survey of perceptions	Every 3 years	IR Office/Noel Levitz	Implement change, training and communication

environment in which faculty, staff, and students can adapt positively to change.				mechanisms
Objective 2 Evaluate and integrate appropriate technology into institutional processes	Review and acquire appropriate systems	Annually	IT staff and users	Improve performance
Objective 3 Evaluate and monitor implementation of the strategic plan	Implementation	Annually	President's Council, Institutional Effectiveness & Assessment Committee, Internal audit and analysts, managers	Monitor plan engagement

[College/school or major, non-academic unit plans are inserted here.]

[Department or office plans are inserted here.]

VI. ETHICAL STANDARDS GUIDE OUR ACTIONS

Goal: SUU is committed to treating all individuals with respect, demonstrating integrity and professionalism, developing and implementing fair solutions to problems, and assuming responsibility for our work. (No resource requirement.)

Objectives::	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
Objective 1 Improve employee	Institutional survey data	Systematically	IR Office	Improve organizational

perceptions				performance
Objective 2 Implement policies consistently	Address salary equity needs	As appropriations allow	Administration	Determine fair treatment via compensation
	Insure due process policies are followed	Every three years	Employees groups & administrative officers	Monitor policy
	Employee feedback and program reviews	Systematically	Administrative officers, IR Office, Program Review Committee, Other committees & councils	Improve organizational performance

[College/school or major, non-academic unit plans are inserted here.]

[Department or office plans are inserted here.]

**APPENDIX A
GENERAL EDUCATION AND CORE ABILITIES**

Objectives:	Assessment Strategy	Administered when?	Administered by whom?	Use of Results
<p>Objective 1: Insure that entering students possess “basic skills” or that diagnostic and placement (remedial) support is offered.</p>	ACT Sub-scores Accuplacer	At entrance	Testing center	English & math placement
<p>Objective 2 Assess student learning throughout general education, including core skill areas and an understanding of American Institutions and adequate content understanding in designated Knowledge Areas of general education to complete a major course of study.</p> <p><i>General Education Core Ability: Communication (Core Value Link: Academic Excellence)</i></p>	e-Portfolios	At entrance	Departments	Assess general education and major studies
	Course embedded assessments	Each semester	Faculty	Determine program rigor
	NSSE Survey	Every other year	Indiana University	
	Biennial report to the Legislature	Every two years	IR Office & Provost’s staff	Public accountability to Regents and Legislators
	ACT College Outcomes Survey	Alternate years	IR Office	Graduating student self report of competencies & growth
	Writing sample scored with institutional and state-wide rubric; modified approach for intermediate students.	In English 1010 & 2010 courses.	Departments	Assess writing components of general education;
	Writing in major curriculum	In writing intensive majors courses	Departments	Monitor undergraduate education
	Course embedded	Lower division	Communication	

<i>General Education Core Ability: Quantitative Literacy (Core Value Link: Academic Excellence)</i>	assessments	communication courses	department	Monitor verbal communication
	Course embedded assessment	Math courses in general ed.	Math dept.	Assess quantitative reasoning in math core courses
	Course embedded assessment	Quantitative- intensive courses in majors	Departments	Monitor undergraduate education
<i>General Education Core Ability: Personal & Professional Responsibility</i>	Institutional surveys	Each semester	Faculty; departments	Monitor undergraduate education
	Course embedded assessment	Annually or ever other year	IR Office	Monitor undergraduate education
		E-portfolios and standard evaluation rubric	Departments	Monitor undergraduate education
<i>General Education Core Ability: Critical Thinking (Core Value Link: Academic Excellence)</i>	Course embedded assessment	E-portfolios and standard evaluation rubric	Faculty; departments	Monitor undergraduate education
				Monitor undergraduate education
<i>General Education Core Ability: Diversity/Appreciation for Differences</i>	Course embedded assessment	Annually	IR Office	Monitor undergraduate education
<i>General Education Core Ability: Life-long Learning</i>	Institutional surveys	Annually	Department	Monitor undergraduate education
	Completion of computing & information literacy test and/or course work	Annually	Departments & Library	Monitor objective completion
	ETS Field Exams		Department	Major program

<p>Objective 3: Students will have an appropriate capstone experience as determined by their major discipline.</p>	<p>in the major Capstone tally</p>	<p>Annually</p>	<p>Department</p>	<p>effectiveness Major program effectiveness</p>
<p>Objective 4: Each department will provide formative and summative assessments of student learning with appropriate documentation</p>	<p>Program embedded assessments Assessment Plans & Reports</p>	<p>Annually</p>	<p>Department</p>	<p>Major program effectiveness Program improvement</p>

APPENDIX B ASSESSMENT MODEL

Where appropriate, **SUU units will use the following five –column model as evidence of assessment.** The first three columns represent the “assessment plan;” the last two columns represent the “assessment report.” (Acknowledgement: Dr. James Nichols, A Practitioner’s Handbook for Institutional Effectiveness and Student Outcomes Assessment Implementation, New York: Agathon Press, 1995)

Expanded Statement of Institutional Purpose	Program Intended Educational Outcomes:	Means of Program Assessment and Criteria for Success:	Summary of Data Collected:	Use of Results:
Mission Statement: Goal Statement:		[numbering correlates to intended outcomes]	[Each items correlates to criteria for success]	[Each item correlates to data collected]

Illustration:

Expanded Statement of Institutional Purpose	Program Intended Educational Outcomes:	Means of Program Assessment and Criteria for Success:	Summary of Data Collected:	Use of Results:
Mission Statement: The primary focus of the Biology Department’s curricular program is undergraduate education in the sciences. Goal Statement: Provide students with quality lecture, lab and field experiences that foster inquiry into science and prepare graduates for post-baccalaureate pursuits.	1. Graduates will demonstrate an understanding of the dynamics of interactions and adaptations within biological systems. 2. Graduates will be able to communicate effectively in oral and written formats. 3. Graduates will be able to use appropriate tools to carry out investigations in their intended field.	1a. Graduates will pass the ETS field exam at the 85 percentile or higher. 1b. Graduates will participate in an undergraduate research project. 2a. A jury of faculty will judge e-portfolio artifacts of student writing and presentations. 3a. Graduates will have a working knowledge of microscope skills	1a. Of 28 graduates taking the exam, 25 scored in the 80 th percentile; 3 at the 90 th . All graduates participated in a project Using a scoring rubric 80% of graduate e-portfolios were rated “proficient” or “excellent”. 90% of graduates’ skills were judged acceptable on review by faculty panel	1a. Methods of teaching ecology were revised by faculty to provide more case studies. 1b. No action required. Will change item next cycle. 2A Criteria will include an 85% standard. 3a. More personal applications were added to lab classes.

APPENDIX C
SUU Academic Degree Programs Ten Year Plan

College/School	Program	Undergraduate		Graduate	
		5 years years	10	5 years years	10
1. Business	International Management	X			
	Health Management				X
	Technology Management			X	
	Long Term Care Facilities Mgt.	X			
2. Science	GIS	X			
	Nutrition*	X			
	Equine Science*	X			
	Nursing			X	
	Earth Science	X			
	Health Science				X
	Chemistry				X
	Environment Resources Mgt.				X
	Biology				X
3. Humanities and Social Sciences	Film Studies	X			
	Sports Broadcasting	X			
	Psychology				X
	Philosophy	X			
	Anthropology		X		
	Public Administration			X	
	Criminal Justice				X
	Social Work				X
	Hispanic Studies	X			
	Languages	X			
	Mandarin Chinese				
	Japanese				
Arabic					
Gender Studies		X			
Religious Studies		X			
4. Computing, Integrated Engineering and Technology	Operational Research				X
	Land Development*			X	
	Computing Modeling			X	
	Network Security			X	
	Integrated Engineering				X
5. Performing and Visual Arts	Digital Photography*	X			
	Musical Theatre*	X			
	Bachelor of Music	X			
	Shakespeare Studies			X	

6. Education	Sport Conditioning*			X	
	School Counseling/Ed. Psycho.				X
	School Personnel*			X	
	Education Specialist*			X	
	Education Doctorate				X
7. Library	Library Science				X

APPENDIX D

Southern Utah University Quality Indicators

Accreditation

- Accredited by Northwest Commission on Colleges and Universities (NWCCU)
- Specialty Program Accreditations
 - Accreditation Board of Engineering Technologies (ABET)
 - American Association of Colleges and Schools of Business (AACSB)
 - American Association of School Librarians (AASL)
 - American Library Association (ALA)
 - Association of Collegiate Business Schools and Programs (ACBSP)
 - Association for Childhood Educational International (ACEI)
 - Commission of Collegiate Nursing Education (CCNE)
 - Council for Exceptional Children (CEC)
 - Council on Technology Teacher Education (CTTE)
 - Educational Leadership Constituent Council (ELCC)
 - International Technology Education Association (ITEA)
 - National Association of State Directors of Teacher Education and Certification (NASDTEC)
 - National Association for Sport and Physical Education (NASPE)
 - National Association of Schools of Music (NASM)
 - National Association of Schools of Dance (NASD)
 - National Association for the Education of Young Children (NAEYC)
 - National Athletic Training Association (NATA)
 - National Automotive Technicians Education Foundation (NATEF)
 - National Council for the Accreditation of Teacher Education (NCATE)
 - National Council of Teachers of English (NCTE)
 - National Council of Teachers of Mathematics (NCTM)
- **Pending Accreditations**
 - American Chemical Association (ACS)
 - National Association of Schools of Art (NASA)
- **Faculty Qualifications**
 - 76% of SUU faculty possess terminal degrees (up from 69.5% in 2002)
 - Seven members of SUU's faculty have been named Fulbright Scholars
- **Placement**
 - 97% of job-seeking students find employment
 - 73% of job-seeking students find employment in their field; 27% in related fields
 - Over 1/3 of all high school coaches in Utah are SUU Physical Education graduates
- **Retention**
 - Retention at the university tier is 67%
 - Overall retention rate is 59%
- **Degree Completion**
 - 971 bachelor's degrees awarded in 2005
 - 100 Master's degrees awarded in 2005

- **Graduate School Placement**
 - 80% of all students seeking entry into medical school in 2005 were accepted; the national acceptance rate is 38%
 - 85% of students who apply to dentistry schools are accepted
 - 100% acceptance rate to veterinarian schools
 - 100% acceptance rate to accredited law schools
 - 100% acceptance rate to physician's assistant, optometry, physical therapy, and occupational therapy schools
 - 75% of 2005 Chemistry graduates went on to graduate school compared to national averages of 17-22%
 - Top 10th percentile on the national business field exam

- **Faculty/Student Ratio**
 - Annualized FTE student to FTE faculty ratio is 19:1 in 2005

- **Average Class Size**
 - Average class size is 23.1 in 2005

- **Student Satisfaction**
 - According to the Spring 2005 Noel-Levitz Survey, the level of student satisfaction significantly exceeded that of comparable institutions in 10 of 11 areas

- **Sponsored Research**
 - Total of 59 active grant projects by SUU faculty in 2006
 - Grant awards to SUU faculty increased from \$2,951,279 in 2000 to \$5,230,804 in 2006

- **Growth in Number of On-Line Courses**
 - Number of students enrolled in on-line courses is up from 400 registered students in 2002 to over 2000 registered students in 2005
 - Number of on-line courses offered is up from 50 courses in 2002 to 105 courses in 2005
 - Three complete degree programs (MA in Communication, M.Ed. and Paralegal AAS) are now available on-line

- **Athletic Accomplishments**
 - One dozen National Academic Championships in as many years
 - More than two dozen Conference in Division I Athletics
 - First time NCAA Men's Basketball Tournament appearance
 - Gymnastics qualifying several teams for the NCAA finals
 - Instrumental in creation of a new football conference (Great West)
 - Mid Con Sportsmanship winner three times in four years
 - Established a women's soccer program

- **Facilities Management**
 - Beautiful grounds- Nationally recognized
 - Beautiful facilities
 - Xeriscaping- State leader
 - Computerized irrigation system
 - Highest Facilities Maintenance Audit score in the state

APPENDIX E
Areas of Collaboration with Dixie State College

Because of their reasonably close proximity, Southern Utah University and Dixie State College in many ways serve overlapping constituencies and therefore have a significant opportunity and responsibility to collaborate and partner together in meeting the educational needs of these constituencies. There is recognition on the part of both institutions that collaboration and partnering not only leverages scarce resources, but also provides a better level of service to the region's residents.

Southern Utah University strongly believes that collaboration strengthens both institutions, and that through mutual understanding and coordination ways can be found to allow each institution to expand its programs without harming the other, and without departing from their different roles and missions within the Utah System of Higher Education.

In fact, Southern Utah University and Dixie State College have a long history of collaboration and are currently exploring future areas of collaboration. Recent and on-going collaborative efforts include:

1. SUU delivers Master of Business Administration, Master of Accountancy, and Master of Education program offerings at Dixie State, serving graduate program needs in Washington County.
2. Collaboration occurs in holding shared workshops with students involved in the TRIO program at both schools.
3. Dixie State College and Southern Utah University are collaborating in planning science building additions with potential savings in architectural and construction costs.

Program partnerships are currently being explored with:

1. A bridge arrangement with Southern Utah University to build a Secondary Licensure Program for Dixie State College
2. A potential long term arrangement for Criminal Justice between the institutions
3. Continued collaboration in meeting the health sciences workforce needs of the region
4. Strong collaboration in economic development issues