Strategic Directions Committee - SWOT Analysis
February 6, 2007

These comments from the committee give us a place to start:

**Strengths**
Exceptional Faculty and Staff ************
Student Centered Approach********
Student Engagement – Small classes, more personal attention - Big school, small feel)********
Huge LDS population and access to spiritual environment, etc.***
Becoming a point of convergence for the community***
Legislative/Governor/UHESA Support**
Master plans provide bright and successful future(including placement after graduation)**
Immanent Fiscal Development portends deepening of programs**
Diverse Programs
Manage to do a lot with a little (successful in spite of our lack of resources)
New library and future consolidated student services
Location
Orchestrated and responsible institution advancement. In areas of lobbying, growth, fund raising, planning, and collaboration we are showing strength over other institutions.
UVSC always steps up to meet the changing needs of the students and community
Enclosed and connected campus
Open/honest/collaborative plans, budgets, etc.
Open enrollment**
Able to provide maximum quality (faculty, staff, scholarships, work ethic) with minimal funding
University status and the momentum/excitement it will generate
Cleanliness
Openness
An entrepreneurial culture that is not afraid of change
Population demographics of Service Area
Outstanding Scholarships

**Weaknesses**
Struggle to keep and/or develop high quality programs and services with inadequate funding********
More and well trained advisors, so they aren’t over worked and are able to help students with more depth and a service-oriented attitude******
Poor ability to motivate alumni into dedicated giving and continued support for UVSC***
Resulting reluctance to forge the new identity that is inclusive of all areas of interest***
Marketing our strengths to community, region, state, nation and internationally***
Transition to University status perceived as a threat by certain programs on campus
Salary inequity**
Controlling Growth**
Lack of Accountability
Compensation is a problem in Utah and with the state schools
Student services are lacking and lagging behind a university level offerings
Athletics has not been looked at in a public forum to see if it fits with our state regional university mission.
Staff morale/ Appreciation level
Retention
New, under-developed programs
Not a comprehensive set of bachelor degrees
Perceived by community to be an extension of high school; UVSC’s reputation is often far greater outside of Utah than within Utah Valley. (Could also be seen as an opportunity for out of state recruiting)
High adjunct ratio
70 percent of students take one or more remedial classes
Resident ESL students in the county pay more than other resident students to take ESL classes.
More than half of our students don’t graduate. (retention)
Vice President for Academic Affairs has to compete with other VP’S – needs a Provost model
Inability to respond rapidly to market forces (Takes a long time to get changes made and/or people hired)
Inability to honestly recognize and effectively engage in and manage conflict within the institution
Institutional Integrity
Recognition of Staff and Faculty
Continued attach on Concurrent Enrollment
Academic Affairs is disorganized and bureaucratic in places
Assessment and resulting improvements and decision-making
Web is to out of date. Too hard to update locally

**Opportunities**
More 4-year degrees in high-demand career fields******
University status/masters degrees could increase growth*****
Recruiting non-traditional part-time and underserved populations******
Increase funding for targeted priorities as we go to University status***
Guide under prepared students to opportunity admission so they can succeed in the classes they take**
More focused image and marketing**
Largest LDS Institute in the Nation**
Responding to community and employment needs**
More funding for full time faculty**
Awareness of NEW mission statement across campus as we develop it and get all on board
UVSC is highly publicized right now
Job reclassification project could stabilize declining employee standard of living
Digital learning center
Developing school spirit/athletics
Have the only Leadership Program (CAL) for students in the state (marketing tool)
Small enough that students have real relationships and access to professors make it a
great opportunity for students
Public relations though events, advertising and funded recruiting to improve programs
and develop community participation and support.
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Educate the public about UVU and its mission
More Scholars of National reputation on campus

**Threats**
Lack of funding/funding inequity*****
Community misunderstanding of mission/goals keeps kids away*****
Land-locked; no room for growth****
Decline in graduating seniors (enrollment) ****
Division between academic and others (lack of unity)**
Professors for graduate work – understaffed and underpaid**
Tunnel vision and self centered attitudes with a focus on only their job/department/school
and not the good of the whole institution **
The rising price of tuition**
A temptation to weaken our commitment to serving developmental students
Lack of response to for-profit (University of Phoenix) options (that we don’t offer) which
make them highly successful
Dissemination of information – COMMUNICATION LINES
Overlooking threatening trends and high risks on campus
Inadequate Infrastructure (IT, roads, etc.) could drive students away
Perception of college still a “UVCC” among potential students (extension of high school, etc)
No Performing Arts Center; Theatre & Arts students have inadequate venue
Transportation to and on campus (with projected growth)
Jealousy from other institutions
Feeling that University status will solve all our problems
University status
UVSC promotes equality and diversity yet staff is not treated as part of that standard
Lack of a super ordinate goal after University status
Lack of a will to let go of the good for the best
Possible loss of trades
Image problems
Takes to long to qualify for in-state tuition if you are from out-of-state