Strengths

1. Vibrant enrollment growth
   - Increase in new, transfer, and continuing students
   - Positive momentum and increased visibility
2. University status
   - New mission statement
   - Improved image in the community and among students
   - Breadth of degree programs (certificates to master’s degrees)
   - Strength of faculty and academic programs (specialized accreditations)
3. Student Centered
   - Frequent student/faculty interaction
   - Focus on teaching, student learning and engagement
   - Small class sizes
   - Personalized, seamless, and intentional advising
4. Carnegie Recognition
   - Focus on engagement among faculty, staff, students and the community
5. Learning/working environment
   - Superb facilities
   - Area of great natural beauty
   - Campus location in the heart of Utah County near the freeway
   - Friendly and inviting campus culture
   - Ability to mobilize to respond to challenges and meet opportunities
   - Faculty and staff contribution to fund-raising
   - Progress made on increased transparency and collaboration in processes

Weaknesses

1. Constrained financial resources
   - Shrinking tax funds, combined with expanding enrollment and service demands
   - Few discretionary funds for programs
   - Adjunct faculty and advisement ratios worsening
   - Immaturity of fund-raising activities
2. Insufficient interior and exterior space for programs, activities and services
   - Inability to accommodate growing student population and academic and student program needs
3. Commuter campus
   - Lower student involvement/participation in co-curricular and extra-curricular activities
   - Lack of affinity with University
4. Young alumni/donor base
   - Incomplete alumni database, particularly of older alumni (pre-1985)
   - Four-year alumni still relatively young
   - Lack of fundraising and giving culture among alumni
   - Lack of campus traditions and strong affinity
5. Internal communication, collaboration, and accountability
   - Inefficient/incomplete communication of effort and outcomes among various entities
   - Lack of alignment and complete understanding of institutional mission and direction
   - Perception of lack of trust in processes and decision making
6. Program and course offerings
   - Limited number of baccalaureate programs
   - Immaturity of some programs
   - Insufficient offerings of majors classes for non-traditional students’ schedules
7. Student retention and completion
   - Lack of internal support for retention programs
Opportunities

1. New president and University Status
   • Opportunity to share UVU story
   • Introduce opinion leaders and potential donors to UVU
   • Build political networks
   • Define who we are

2. Location
   • Entrepreneurial environment
   • Campus in a vibrant economic area
   • Mass transit readily available (now and in the future with FrontRunner)
   • 60,000 (and increasing) college students in the county

3. Capitalization of UVU’s positive image
   • Recruitment of higher-performing students
   • Capital campaign to solicit private support
   • Share story with employers, business leaders, etc.
   • Faculty and staff championing UVU

4. Demographics
   • 18 local high schools in service region
   • K-16 alliance
   • Increase participation rates in higher education
   • Many non-traditional, working students
   • Recruitment of students from expanding Latino population
   • Business Resource Center – regional economic development role
   • Many faculty and students are bilingual – international programming and outreach

5. Educational opportunities outside of main campus
   • Service provision at remote sites in our three county service region
   • More distance education and extended/regional studies

6. Define, refine and implement teaching excellence in a primarily undergraduate university focused on teaching and engaged learning

Threats

1. Economic downturn
   • Decrease in state tax funds, investments and donations

2. Community expectations
   • Community pressure to limit unnecessarily or broaden without quality our range of programs
   • Difficulty in meeting the wide range of educational needs (vocational programs to graduate degrees)

3. Growing student demands
   • Increasing student body and declining financial resources
   • Stagnant facility growth

4. Impact of higher tuition
   • Negatively impacted perception of value of higher education
   • Restriction of students’ ability to attend

5. Transportation
   • Parking
   • Ingress and egress from campus (traffic flow)
   • Alignment of MAG/UDOT future plan with UVU master plan

6. Need for definitive understanding of what we are not