

SWOT Analysis

May 2022



2021-2022 University Planning Advisory Committee
Adopted by President's Council, May 26, 2022

Summary

Vision 2030 2.0

Vision 2030 is a ten-year plan detailing how UVU's integrated dual mission will meet the higher education and workforce needs of Utah County, UVU's service region, and the state of Utah. This vision focuses on enhancing student success; improving accessibility, flexibility, and affordability; and strengthening partnerships for community, workforce, and economic development.

Vision 2030 is a living document, meaning that it is continually edited and updated to reflect UVU's current goals, needs, and priorities. The SWOT analysis detailed in this document will help UVU decide how best to update Vision 2030 for this year and beyond.

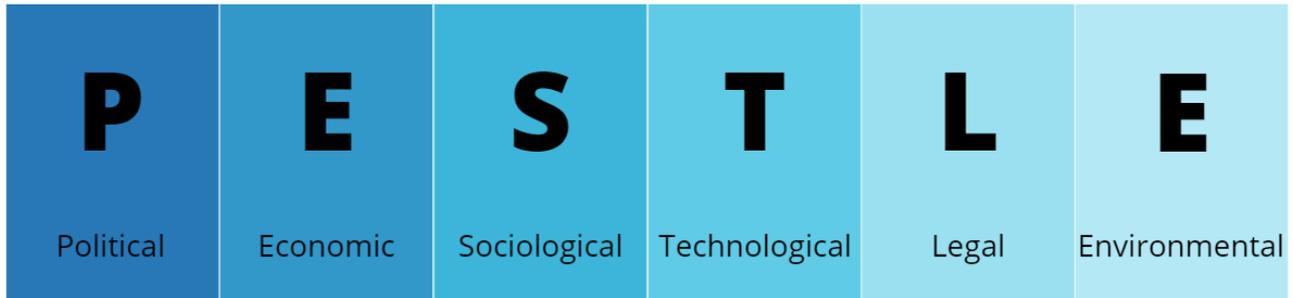
UPAC's Strategic Review

The University Planning Advisory Committee (UPAC) uses a strategic review process to look for areas that are doing well and areas that need improvement.

For the 2021-22 academic year, UPAC was asked to conduct a strategic review of UVU's internal environment, external environment, and value chain to identify the University's sustainable competitive advantages in the ever-changing environment of higher education.

To do this, UPAC conducted an external environmental scan (PESTLE), an industry analysis (Porter's Five Forces), and an internal capabilities assessment. This research was then consolidated into a SWOT analysis to explore what UVU does best and devise a successful strategy for the future.

A PESTLE analysis reviews six key external factors (Political, Economic, Sociological, Technological, Legal, and Environmental) that can influence an organization. This can help administrators to make more informed decisions.



- Stability of government
- Potential changes to legislation
- Global influences

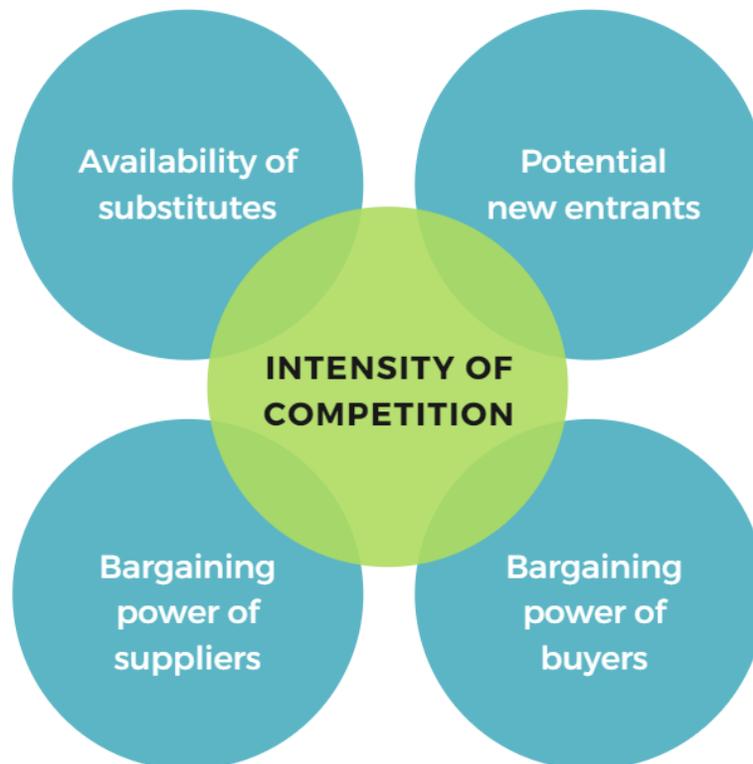
- Economic growth
- Employment rates
- Inflation rates
- Consumer confidence

- Population growth rate
- Income distribution
- Lifestyle factors
- Career opportunities

- Changes in technology
- Current and future innovations
- Data sharing
- Automation

- Tax policies
- Employment laws
- Consumer protections
- Industry regulations

- Environmental protections
- Emission standards
- Climate change
- Pollution
- Sustainability



PORTER'S 5 FORCES

Porter's Five Forces model analyzes the main sources of competition in an industry. It highlights an organization's position in that industry and the factors that affect the organization's competitiveness. Both the PESTEL and Porter's analyses can indicate possible Key Performance Indicators, a type of performance measurement that evaluates the success of an organization or a particular activity in which it engages.

A SWOT analysis looks at four aspects of an organization (Strengths, Weaknesses, Opportunities, and Threats), and assesses what is going well right now and what strategies can be used in the future. Strengths and weaknesses are internal issues that an organization can control, such as location, pay scale, and hiring practices. Opportunities and threats are external issues that are outside of an organization's control, including competitors, resources, and economic changes.

UPAC divided into four smaller groups, each of which was asked to create a list of UVU's strengths, weaknesses, opportunities, or threats. Jeff Peterson then consolidated the group work and presented all of it to UPAC to ensure the SWOT topics were portrayed accurately.

Why Is This Important?

The External Environmental Scan (PESTLE), Industry Analysis (Porter's Five Forces), and SWOT analysis are ways for an organization to assess what is going well, address what is lacking, seize new opportunities, and minimize possible risks.

A SWOT analysis can help UVU determine how to allocate resources more efficiently, which in turn helps to achieve revenue growth and profitability. It also shows the areas that faculty, staff, and students feel need the most attention, which can offer insights into the university's morale and public image.

UPAC SWOT ANALYSIS

STRENGTHS

- **Strong commitment to student success**
- Inclusive environment
- **Engaged learning**
- Sports and arts
- **Physical facilities and location**
- Return on investment

WEAKNESSES

- **Compensation and flexible work**
- Lack of workforce diversity
- **Online learner experience**
- Transfer of credit and prior learning
- **Accelerate momentum**

OPPORTUNITIES

- **Utah's growth and vibrancy**
- Focus on flexibility
- **Multiple satellite campuses**
- Hub Institution
- **Sustainability initiatives**

THREATS

- **Societal view of higher education**
- Competition for students
- **Alternative credentials**
- Labor Market

Strengths

What do we do well?
What unique resources
can we draw on?



- **Strong commitment to student success.** UVU meets students where they are, offering a variety of teaching and learning modalities. UVU pairs an open admission model with support programs and services for the underprepared through the highly prepared students.
- **Inclusive environment.** UVU is committed to creating an inclusive environment. Our inclusion efforts and our dual mission address various demographics, populations, and stages of life.
- **Engaged learning.** UVU's teaching, learning, and scholarship engages faculty, students, and community. Students have opportunity to deepen their learning through internships, community engagement, high impact practices, global/intercultural engagement, research, and creative works.
- **Sports and arts.** UVU provides students opportunities to enjoy a rich university experience including our NCAA D-1 sports teams, intramural/club sports, and the world-class Noorda Center for the Performing Arts.
- **Physical facilities and location.** UVU's main campus is located in the heart of Utah County along the I-15 corridor. Satellite campuses are located and planned along an expanding mass transit system.
- **Return on investment.** UVU's tuition and fees are similar to Utah regional universities and below average compared to national peers. In 2020, Business Insider ranked UVU as third in the nation for the best return on investment.

Weaknesses



- **Compensation and flexible work.** UVU's pay is not keeping pace with inflation and nearby higher education institutions. While UVU successfully navigated remote/flexible work during COVID-19, normalizing opportunities for remote/flexible work through policies and practices is a work in progress.
- **Lack of workforce diversity.** UVU has a low percentage of full-time faculty who identify as women. The diversity among faculty and staff is not reflective of the diversity in UVU's service region or among UVU's student population.
- **Online learner experience.** While UVU offers many online courses and 44 fully online programs, we need to mature from the course level approach to comprehensive delivery of fully online programs with distinctively positive learner experiences.
- **Transfer of credit and prior learning.** Transferring credit from other institutions can take up to a month. Opportunities for credit for prior learning (CPL) or competency-based education (CBE) are not widely understood or available.
- **Accelerate momentum.** The narrative, experience, and consumption of higher education is changing at a dizzying pace. UVU has been an agile institution, but will need to sustain and even accelerate momentum to stay relevant and impactful now and in the future.

Opportunities

What opportunities are out there? What trends could we use to our advantage?



- **Utah's growth and vibrancy.** Unlike much of the nation, Utah's expanding population and demographic diversity provide opportunity for enrollment growth. Utah's strong, diverse economy supports additional state tax fund investments and industry partnerships.
- **Focus on flexibility.** Higher education historically has focused on credit hours and semesters in one-size-fits-all delivery. Today's students are seeking more agile, just-in-time, and adaptive learning through personalized curriculum paths and credit for prior learning and experience.
- **Multiple satellite campuses.** With over 200 undeveloped acres in Vineyard and newly acquired property in Payson and Lehi, UVU is poised to provide programs and services to meet student and industry needs and pursue public-private partnerships.
- **Hub institution.** UVU can fulfill the educational, societal, cultural, and artistic needs of our local community while also bringing national and international insights back to Utah.
- **Sustainability initiatives.** UVU can provide leadership, awareness, and expertise through collaboration and engagement with groups and organizations to address Utah's sustainability and environmental issues.

Threats

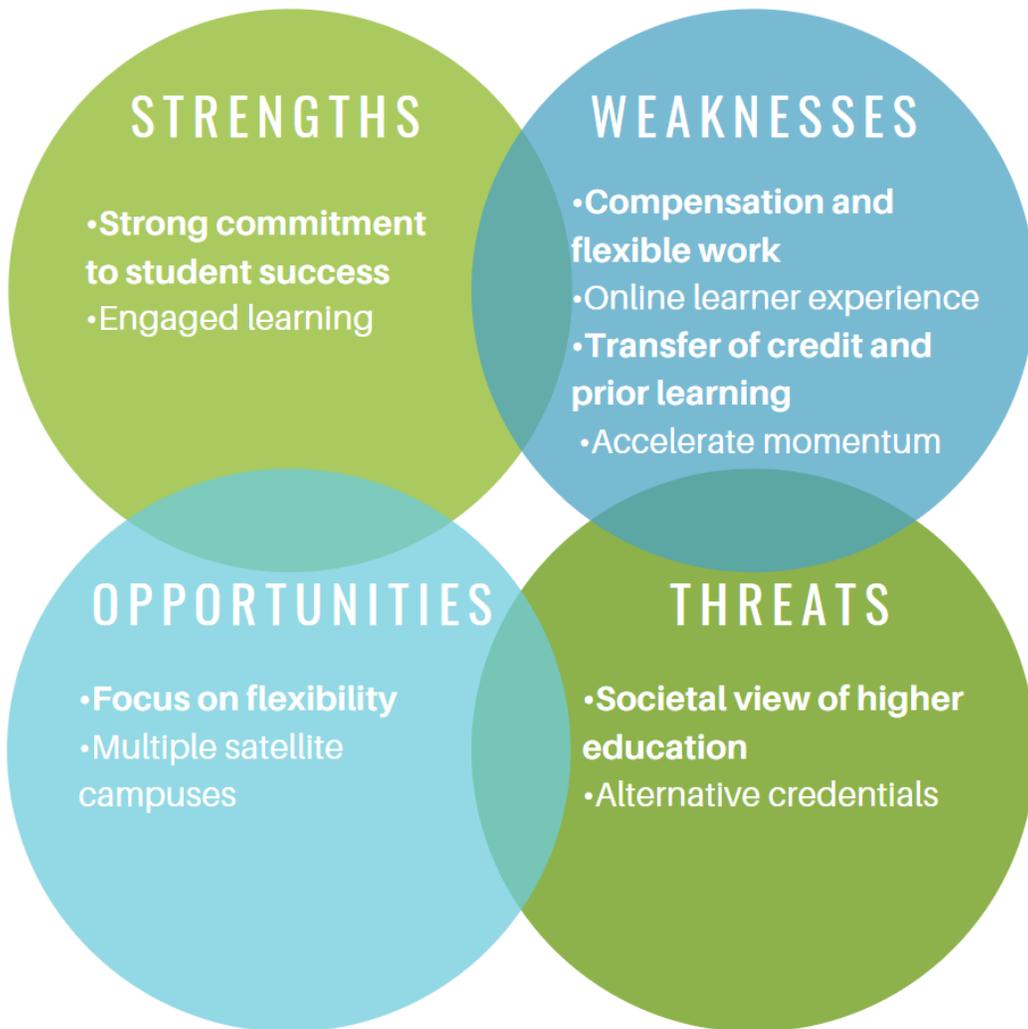
What threats could harm us? What is our competition doing?



- **Societal view of higher education.** The politicization and perceived diminishing value of higher education is causing prospective students and parents to question the return on investment of college. Further, current labor market forces are luring prospective students with high wage/low skill jobs.
- **Competition for students.** Nationally, the number of high school graduates is declining. New entrants and existing higher education institutions are increasing competition for students and resources through marketing, low-cost online courses/degrees, competency-based programs, etc. Online competition has no geographic boundaries.
- **Alternative credentials.** Businesses and competitors are providing students opportunities to obtain a variety of alternative credentials, such as digital badges and nanodegrees. A number of these alternatives are focused on direct-to-job education and students are able to start and complete on their own timeline.
- **Labor market.** The workforce is adapting to a new mix of place-bound and remote work. With Utah's low unemployment but high inflation, employees have increased opportunities to pursue career changes and higher salaries.

Vision 2030: Achieve

STRATEGY #1: ENHANCE STUDENT SUCCESS AND ACCELERATE COMPLETION OF MEANINGFUL CREDENTIALS

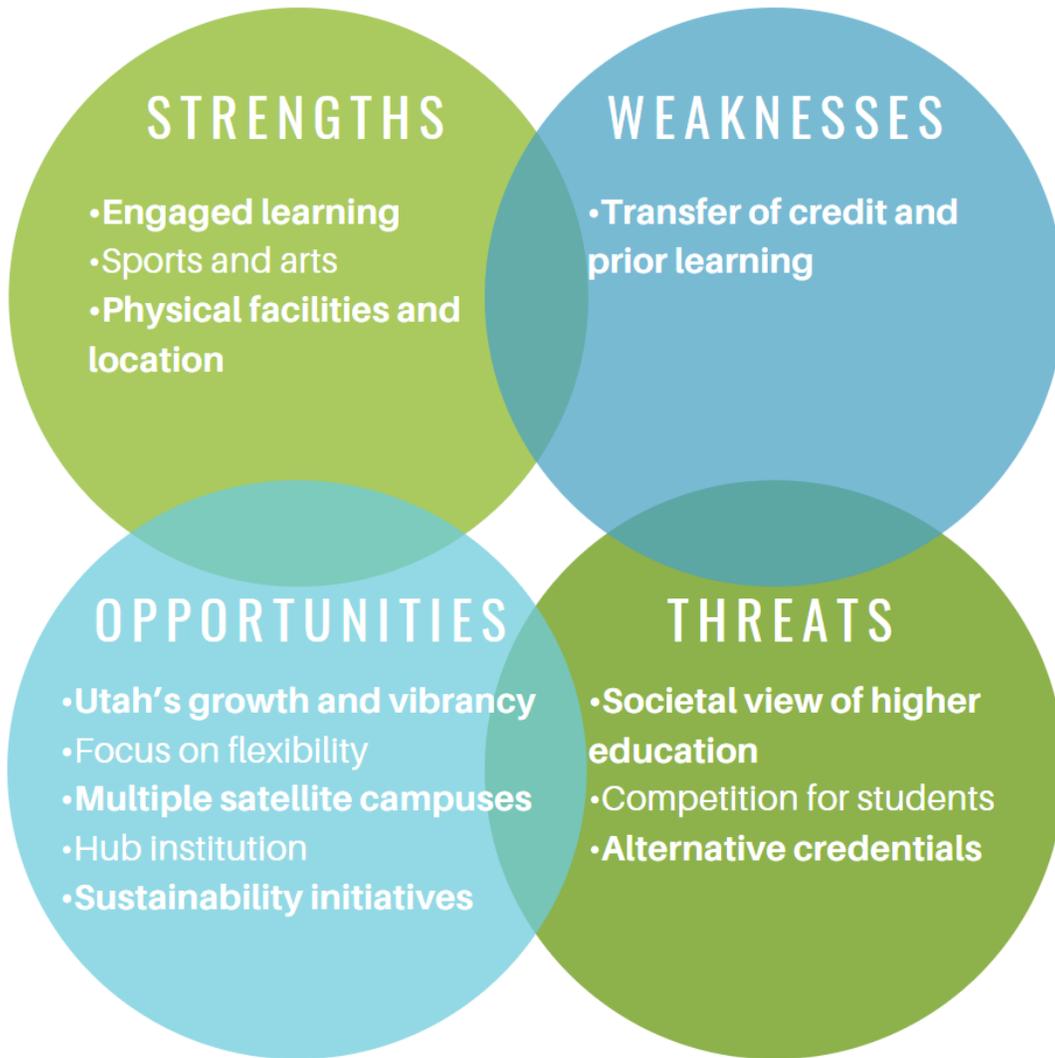


Vision 2030: Include

STRATEGY #2: IMPROVE ACCESSIBILITY, FLEXIBILITY, AND AFFORDABILITY FOR ALL CURRENT AND FUTURE UVU STUDENTS



**STRATEGY #3: STRENGTHEN PARTNERSHIPS
FOR COMMUNITY, WORKFORCE, AND
ECONOMIC DEVELOPMENT**



UPAC

| Members | Faculty/Staff | Dept./Area |
|----------------------|---------------|--|
| Athens, Wendy | Staff | Office of Teaching and Learning |
| Bohne, Michael | Faculty | Exercise Science |
| Bradt, Bryant | Staff | Registrar's Office |
| Blevins, Maria | Faculty | Communication |
| Burke, Drew | Staff | People and Culture |
| Busby, Laura | Staff | Academic IT and Analytics |
| Crossland, Sean | Faculty | Secondary Education |
| Fralick, Cory | Staff | Physical Plant |
| Gertsch, Heath | Staff | Printing Services |
| Haug-Belvin, Theresa | Faculty | Student Leadership & Success Studies |
| Ilieva, Vessela | Dean | School of Education |
| Keck, Tom | Faculty | Music |
| Leick, Ryan | Faculty | Aviation Academics |
| Nguyen, Tammy | Staff | Academic Advising, CHSS |
| Parke, Kylee | Staff | Institutional Advancement |
| Rochdi, Aicha | Staff | Office of Teaching and Learning |
| Smidt, Mike | Faculty | Criminal Justice/Law Enforcement |
| Smith, Barb | Staff | University Marketing/Communications |
| Snow, Darah | Staff | Multicultural Student Services |
| Connelly, David | Executive | Associate VP for Academic Programs |
| Crist, Marisa | Student/Staff | Planning, Budget & Finance/ Intern |
| Fowler, Stacy | Staff | Planning, Budget & Finance / UPAC support |
| Hungerford, Hilary | Faculty | Faculty Senate |
| Isham, McKay | Staff | Action Commitment: Engaged |
| Kearns, Michelle | Staff | Action Commitment: Achieve |
| Mortensen, Bonnie | Staff | PACE |
| Magana-Aguado, Karen | Student | UVUSA |
| Peterson, Jeff | Faculty | Business Mgt. - Organizational Leadership |
| Arstein, Mark | Executive | VP of Institutional Advancement |
| Flanagan, Kelly | Executive | VP of Digital Transformation / CIO |
| Makin, Linda | Executive | VP of Planning, Budget and Finance |
| Meyer, Marilyn | Executive | VP of People and Culture |
| Peterson, Val | Executive | VP of Administration & Strategic Relations |
| Reyes, Kyle | Executive | VP of Student Affairs |
| Schneck, Kara | Executive | VP of Marketing and Communication |
| Tuminez, Astrid | Executive | President |
| Vaught, Wayne | Executive | Provost/VP of Academic Affairs |

UPAC divided into four working groups that reviewed information gathered through the PESTLE, Porter's Five Forces, and internal capabilities assessments and identified key focus areas. Jeff Peterson then consolidated the information for UPAC's review and discussion.

UPAC shared its draft SWOT analysis with President's Cabinet. To gather more insight, UPAC co-chairs shared the draft SWOT analysis with the following groups: International Advisory Board (IAB); UVUSA; Student Affairs Department Leaders (SADL); University Executive Committee (UEC); Professional Association of Campus Employees (PACE); and Faculty Senate. Feedback received informed UPAC's final SWOT assessment which will be presented to President's Council and Board of Trustees for their acceptance.