

Strategic Planning Task Force, 4.22.20

In attendance: Stacey McIff (co-chair), Carson Howell (co-chair), Emily Peterson, Jay Olsen, Alex Peterson, Ryan Yorgason, Melanie Jenkins, Garth Sorenson, Andy Nogasky, LaFaun Barnhurst, Jacob Thomas, Jeff Serrine, Janalee Jeffery, Lisa Jones, Mike Brenchley, Larry Smith, Teri Clawson, Karen Johnson, Michael Huff, Marci Larsen, Paul Tew, Matt Green

Absent: Barbara Dalene, Katie Justesen, Fernando Montano, Kade Parry, Paula Robison, Ben Scheffner

The meeting was called to order at 12:31 p.m.

Carson Howell said that we are getting close to finalizing our strategies, and we can see the finish line from here. He recapped the entire process, mentioning that when we started right before school began in January, we had no idea what this semester was going to bring. Luckily, he added, we completed a lot of work early on. He mentioned that numerous people have been involved in this process, including those who have provided feedback, which probably count in the thousands. Based on this feedback and involvement, we came up with a list of over 100 things Snow College can do to set itself apart. We then sent those strategies to the campus community to determine what we should focus on. The next step is to consolidate these strategies into a strategic plan and put all of our work into action. Carson stated that our plan won't necessarily address all strategies, but we have tried to synthesize all of the feedback into a few key areas.

The goal for today's meeting is to fine-tune what we currently have, Carson said. We want to invite the cabinet to our meeting next week and talk about how we move forward on the priorities that we have recommended.

Stacey McIff presented the Proposed Strategies document, which was shared with the task force. This document has three tabs. The first tab, "Strategies and Categories," contains the top 20 strategies from our task force survey. The second tab, "Notes: 4.15 meeting," takes the top strategies and puts them into the new umbrella categories discussed at the April 15 meeting. Some strategies were deleted because they are smaller items that can be accomplished quickly (these items will still be listed in our report, but they will not be included as major strategies). Others were rewritten or revised to include a more clear focus, and others essentially remained the same.

The third tab, "Proposed List," contains the current list of strategies and categories. The preamble at the top of the document discusses how the overall goal of this plan is to be strategic and gain competitive advantage. It also discusses how quality, accessibility, and affordability are in all of our strategies. The preamble also points out that Snow is one college, two campuses, and that the strategies listed apply to both campuses.

The five broad categories, as well as each strategy item in each category, were discussed.

**Student Success:** This area includes both advisement/student services and scholarships/fundraising. The three strategies are: 1) Train advisors to specialize by division, assigning the appropriate number of advisors to each division. 2) Implement more robust student success supports throughout the college and curriculum, and 3) Launch an aggressive scholarship initiative focused on need-based, diversity, and retention scholarships, leveraging engagement with alumni and community.

Stacee mentioned that the original strategy pertaining to scholarships focused solely on retention. This strategy has been expanded to include a variety of scholarship opportunities.

Task force members felt like these strategies were well developed and included important points. A question was asked about whether more areas of specialization could be added to the advising line, instead of just divisions (nontraditional, athletes, etc.). Stacee explained that the second strategy, implementing “more robust student success reports,” would include some of these items. Moving forward, we need to make sure these types of issues are covered in the category of more robust supports.

**Academics:** Academics includes overall academic improvement, along with online courses, and CTE. The three strategies are: 1) Reevaluate and revise curriculum to reflect inclusivity, contemporary content in academic disciplines, and needs of employers, 2) Develop a robust online presence with the help of a professional instructional designer and a quality control process for online courses, and 3) Leverage CTE funding and infrastructure to offer high-quality, in-demand, and substantial CTE pathways that fit industry needs.

It was suggested that Strategy 1 be edited to mention curriculum in all mediums and also include quality. There was a discussion of including a mention of course availability and flexibility of times. Scheduling could also be added to the student services strategies.

**Recruitment and Retention:** The recruitment and retention strategies address marketing/communication and parents. They are: 1) Significantly strengthen marketing leadership to identify primary target markets, conduct important research, and develop specific strategies directed at clear market segments, 2) Focus recruiting efforts on new target markets, prioritizing non-traditional, diverse, and international student populations, 3) Market online programs specifically to non-traditional students working full-time jobs, and 4) Develop an easily accessible parent portal, similar to those developed by other USHE institutions.

Previously, our recommendations included hiring a market director, but we already have a marketing director, so Strategy 1 was revised. It still includes a focus on marketing, because this is something that those who have provided us with feedback have identified as a need. Teri Clawson mentioned that, in the strategy, we need to strengthen the separation between marketing/brand awareness and recruitment. Teri said her department is currently working to identify enrollment strategies, and marketing is not really involved with this process. Stacee said the feedback suggests that people don't think we have someone at the college who pulls the marketing, brand management, enrollment, etc. together. Teri said that if that is what people are looking for, we may want to clarify that in our statement and include something about a connection between brand awareness and recruitment. However, we have to be careful not to paint everything with a broad brush, because those are two very different activities. The Task Force discussed that it is important to make sure that these activities are intertwined, even though they are separate. It was suggested that we include something in the strategy about identifying roles and responsibilities to make sure that the separation is maintained, while the connections are still made. Carson said that the marketing piece is not just for recruitment of students. It is also about how we promote Snow College and make everyone feel like part of it in the community.

For Strategy 2, it was suggested that we include wording to highlight that we will continue to focus on traditional students, reaching while also reaching out to other groups. It was also suggested that our marketing strategies include aggressive marketing across all platforms.

**Infrastructure:** This area includes both technology and capital facilities. The strategies are: 1) Prioritize email, Wi-Fi, and Canvas as “never-fail” systems, understanding that Wi-Fi failure is the #1 complaint from students on campus. 2) Invest in technology infrastructure to minimize any technological barriers for students, faculty, and staff, 3) Construct a new social science and rural development building in Ephraim, and 4) prioritize student housing in Richfield.

Stacee asked whether we should keep Strategies 1 and 2, or if we should just have Strategy 2, with Strategy 1 being a step in the process. It was decided to eliminate Strategy 1. In Strategy 2, the word “minimize” is going to be changed to a more aggressive word.

Regarding the capital facilities items, it was mentioned that we are at the mercy of legislators, state boards, etc. as to whether these things actually happen. Carson said this is true, but it gives us ammunition when we talk to legislators and others about these projects.

There was a suggestion to add married student housing in Ephraim to our list. Stacee said we will look at it and assess the need in terms of data. Michael Huff mentioned that many music students are in need of this housing, because the music department has a four-year degree and draws older students. He added that while this may not be a global need, it is important.

**Employees:** The three strategies in this category are to 1) Enhance compensation for faculty and staff, 2) Implement measures to control overload and burnout; administrators and supervisors should evaluate the load of employees and work to even out the task distribution, and 3) Develop the campus community to help attract and retain diverse faculty and staff.

It was suggested that part-time/adjunct employees be added to Strategy 1.

Stacee said that we will make the suggested edits and send out a fresh copy for review. Next week, the cabinet members will join us for our meeting. After we finalize our strategies and recommendations, we’ll put together some kind of report. Members of the cabinet will own these categories and be accountable for execution, timelines, and results.

Carson said that this 36-row document reflects a meaningful refinement of the many hours of research and effort put for by the Task Force. He thanked everyone for their work and said that we will have something really good to share next week and for the next 3-5 years.

The meeting was adjourned at 1:15 p.m.