

Strategic Planning Committee Meeting held April 10, 2013

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Members of the Strategic Planning Committee participated in a S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) activity. Groups of four (4) members rotated to each of the SWOT poster locations to review comments made by previous groups and add other comments. After each group had an opportunity to include their comments a general discussion was held. A summary of the analysis is provided below.

Strengths:

- Small, family atmosphere
- Variety of programs, CTE, transfer, GE
- Teacher/student ratio/interaction
- Safe place/community
- Topnotch/quality education for students
- We do more with less in clubs, sports, etc. vs. peer institutions
- Passion – faculty/staff
- Loyalty (among alumni)
- Partnerships with Julliard, U of U, etc.
- 125 years in the game
- Dedicated staff
- Multiple locations
- Alumni donors (personal)
- Some programs (specialty)
- Cost
- Matriculation/transfer in Utah
- Professionalism
- Opportunities for students to compete in various academic competitions
- College atmosphere for students
- College culture for all employees and community members
- Geographical (locally) recruitment
- Rural setting; geographically unique
- Beautiful enclosed campus
- First 2-year opportunities – involvement
- Small size
- Momentum
- Keep scholarship when transfer
- 4-year degree
- Proximity of student resources
- Undergraduate research

- Professional development
- To some families – conservative
- Parking
- New dorms
- Students can move from home but be home in two hours
- Warmth of the people (relationships)
- Low turnover
- Destination
- Reputation
- 4-year movement
- High quality teaching
- Rigorous academic experience
- Who? Out-of-state; diverse
- Transfer options to dream school
- 2+2, 3+1 options
- Best niche programs
- Create new niche
- Recruitment options increased
- So desirable – needs cap
- “Create your own path”
- Seminar, interactive classroom
- Professional mentor program
- Accessibility and affordability
- High touch
- 4-year degrees vs. 4-year school
- Student involvement
- Liberal, integrated teaching model
- 4-year programs that community can support
- Transfer pipeline

Weaknesses:

- Some faculty and staff members
- Money (salaries) too low
- We lower the floor (instead of raising the ceiling)
- Not on the Wasatch Front (rural) – Diversity
- Reactionary – administration (not planned/researched)
- Top heavy
- Narrow mindedness – diversity (students & employees)
- Attitude negative – low morale
- Workload (faculty & staff) – too much/too little
- Passive progress (wait for permission – high school mentality)
- Tradition locked – What we’ve always done
- Fear (of repeating past problems); inertia
- Morale
- Blame focused (staff)

- No cross training – not willing to be trained
- Cross campus communication
- We don't celebrate enough
- Still too siloed
- Misguided focus (students) – no vision
- Reluctant to change
- Trying to just get GE out of the way – GE mill
- Faculty/staff buy-in
- Rigidity
- GE mill
- Lack of diversity (faculty & staff)
- Fundraising as a 2-year school
- Poor corporate culture

Opportunities:

- Completely reinvent ourselves
- We'll be replaced
- Don't overreact
- Niche market won't be the same
- GE mill, etc. -- Move beyond
- Our size -- ability to change quickly; adapt
- Residential community
- Honors floor
- International floor
- Outdoor adventure
- Living learning communities
- Ability to partner with larger institutions, i.e., SUU, Julliard, etc.
- Additional 4-year degrees
- Destination; 2-year degrees, i.e., outdoor leadership
- Trying new things in the classroom, lower enrollment, better interaction
- Location
- You can be a face -- not a number
- Married housing
- What would we have to be so the nation would say "they went to Snow."
- Diversity, faculty & students
- Hire faculty with new skills
- Outline opportunities (degrees, etc.)
- Explore new ideas
- Take risks
- Fix and have focus
- Designation campus (worldwide) -- unique program offerings
- Expand our reach
- Expand our vision
- Individual/professional scholarship improvement
- Affordable

- Undergraduate research
- Diverse alumni
- Diversity across the board
- We have physical space to grow
- More mature students
- Integrated learning -- GE
- Technology-enhanced learning
- Cohorts
- Packaging of GE
- Access to faculty across disciplines to create new
- Capacity
- Current infrastructure
- Alignment with industry
- More 4-year programs
- UCAT/Snow; open entry/open exit
- New marketing strategy
- Social media reach

Threats:

- MOOCS ?
- On-line courses in general
- Married housing
- Student employment opportunities
- Facilities (science building)
- Budget cuts
- Not a destination (terminal) institution
- Missionary age/diversity
- Declining interest in attending college
- Concurrent enrollment
- Keeping technology infrastructure up-to-date
- Technology support – instructional design
- Cost – Education worth the cost
- Flexible scheduling
- Competency-based instruction (more opportunities)
- Salaries
- Uncertainty related to morale – Resistant to change
- Community reaction to change (residents) i.e., color, diversity, course offerings, combining libraries, etc.)
- Government interference (North Korea)
- Mission creep – Unabated, strategic or not controlled
- Don't lose identity in process of change
- Trend ignorance (higher ed/technology)
- Stagnation
- Changing focus to the “flavor of the month” – no vision
- Vanilla banner

- Administration
- Legislature
- Economics – job market
- Present focus – no future focus
- Other Utah institutions
- Disappearance of 2-year colleges
- Resistance to change
- Missionary demographic issue

After considerable discussion of the above topics the following themes were identified:

Strengths – Personal relationships the overall theme

Top suggestions include:

- Be aware of the tipping point on getting too big
- Teachers spend time with students
- Market Snow's small size
- Quality education
- Modern facilities
- Multiple locations

Weaknesses – [NOT SURE THERE WAS A THEME]

Top suggestions include:

- Rural (on all lists)
- Reactionary (administration) – “all GE online, jump on bandwagon”
- Wait for permission attitude
- Snow in a box at the state level
- Locked in tradition
- Staff not willing to be cross-trained
- Minimal student and faculty diversity (worry about job security)
- Perception that Snow is only a GE mill – Need to move beyond this perception

Opportunities – Completely reinvent/repackage

Top suggestions include:

- Highlight what we offer that is better than free
- Unfulfilled capacity – space to accommodate more students
- Business/industry partnerships

Threats – [theme?]

Top suggestions include:

- Community reaction to changes
- Competency-based instruction (also an opportunity)

- Mission creep to 4-year school; unlimited vs. strategic (should we remain a 2 year college with several 4 year degrees?)
- Being ignorant of the trend, head in the sand mentality
- Need to be engaged in what is being done outside of Snow College

Following the SWOT analysis exercise the group was asked to identify their **“hopes and aspirations”** for Snow College. Suggestions made include:

- Be a destination for students everywhere
- Reputation
- Steady growth to a 4-year institution
- Focus on the pre- programs we have, i.e., pharmacy, engineering, medical
- High quality
- Look at “who” beyond the six county area
- Expand partnerships and out of state recruiting
- Explore transfer options outside the state of Utah
- Encourage students to transfer to their “dream” school
- Research where to go “after Snow”
- Identify more 2+2, 3+1 opportunities
- 4-year institution should still be a good institution
- Maintain high touch
- 4-year degrees or 4-year school?
- Student involvement opportunities in a 2-year school
- Teach in a high quality way
- Community size will control the size of Snow College (limited job opportunities for students)
- Develop niche programs to be the best in the state/anywhere
- Reinvent recruiting – create new niche
- Modules to create student’s pathway – seminar, interactive classrooms, etc.
- Apprenticeships – art as an example; seniors mentored by professional artists
- Affordability should still be aspiration

After all of the above suggestions were discussed, the top four identified were:

1. Destination/who
2. High touch
3. Liberal integrated teaching model
4. Best niche programs

Members of the Strategic Planning Committee will be meeting with all divisions the week of April 29th to conduct the same exercise to hear their suggestions.