

## Strategic Planning Task Force and Staff Meeting – Ephraim Campus

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Members of the Strategic Planning Task Force held a third meeting with Snow College staff on the Ephraim campus. Marvin began the meeting by updating those in attendance on the status of the Strategic Planning process as well as answering any questions they might have. He indicated that the current enrollment numbers are being tracked against last year and we are ~13 students down. The FY2014 Budget process is currently on hold until more information on enrollment is obtained.

Those in attendance then had an opportunity to participate in a SWOT analysis where they could identify strengths, weaknesses, opportunities and threats of the college. Below are suggestions and discussion topics generated from this exercise. Numbers in parentheses represent agreement with the suggestion listed.

### Strengths

• Great, safe location (15)
• Secure environment (12)
• Small class size (12)
• Helpful, friendly faculty and staff (12)
• New 4-year program (15)
• Great reputation of success for students (10)
• Affordable cost (14)
• Qualified faculty (9)
• A fun place for students (10)
• Students develop pride in Snow (10)
• Other schools want our students (9)
• High graduation rate (9)
• Great advisement program and staff (9)
• Whole “away from home” college experience (8)
• New housing facility on campus (7)
• Plenty of nice off-campus housing (9)
• Faculty availability/involvement (10)
• Nice physical facilities (buildings) (10)
• Close proximity to classroom buildings (13)
• Ability to adapt to educational needs and industry needs (9)
• Open for improvement
• Phenomenal staff (4)
• Great benefits (4)
• Respectful students

• Equipment
• Julliard
• Easy access to outdoor recreation
• Student involvement in leadership/clubs
• Small town environment attractive (especially to parents)

**Weaknesses**

• Small college
• Location/geography (3)
• Lack of class choices (3)
• Slow to change (3)
• Small budgets (3)
• Territorial (6) / lack of communication (8)
• Lack of student jobs (14)
• High transfer rate before graduation / lack of upper class (4)
• Only one 4-year degree (15)
• Nothing to do in rural Utah (3)
• Lack of diversity (5)
• Low morale (12)
• Lack of trust (10)
• Fairness of salary (equity) (10)
• Low wages (8)
• Switchboard calls misdirected (9)
• Lack of chances to see what it's like elsewhere so we can appreciate what we have (6)
• Lack of collaboration between divisions/departments (9)
• Cross training (5)
• Limited proctoring (3)
• Limited use of technology (3)
• Unwilling to utilize online class options (8)
• Marketing for summer semester (8)
• Lack of evening classes (2)
• Lack of community involvement (3)
• Lack of flexible teaching schedules (3)
• Willingness to work/teach on Friday (9)
• Interdepartmental communication (3)
• External communication/appreciation with community
• Lack of students serving the community
• Corporate sponsorship
• FA – Able to speak to a real person in a timely manner
• Equity in workload

## Opportunities

• Grow distance classes (online, video broadcasting, etc.) (16)
• Grow 4-year degree programs (19)
• Recruiting out of state (17)
• Student/staff leadership (5)
• Office (physical) location (3)
• Capitalizing on rural location (14)
• Development of agricultural programs (vet, environmental ag, agri business, etc.) (12)
• Increase marketing (social, blog, PR, SEO, SEM, etc.) (10)
• Focus more on pathways to completion (3)
• Link more certificates to completion
• Professional development (3)
• Increase technology use in teaching and staff efficiency. What can be automated? (12)
• Activate the wait list on Banner (9)
• Create apps (8); more training (4)
• Work with community (partnership) internships/jobs (11)
• Build relations with community members (7)
• Partner with universities; 2+2, 3+1 (3)
• Non-traditional students and night classes (5)
• International recruitment (non-traditional)
• Adaptability of class times (2)

## Threats

• Variety of programs (tech) (4)
• Campus expansion (space)( 3)
• Growth acceptance or support from community (5)
• Internal staff morale (9)
• Salary inequity/gender equity institution to institution (6)
• Lack of student jobs (12)
• Lack of partnerships outside geographic area
• Missionary situation (7)
• Clarity of policies and communication of changes (5)
• Internal communication; department to department, job security secrets, share data about enrollment/registration, etc. (12)
• Voice at legislature (6)
• Voice of staff not heard (7)
• Lack of process to be heard (4). Implement PBA = proposed budget assessment (Univ of Missouri)
• Lack of respect for employees 6)
• Lack of resources (money) 7)
• Understanding and respecting each other for one common goal (4)
• Threat of being art/music only (6)
• Competition – public, private, online, MOOCs (4)

• Losing jobs (4)
• Fear of expressing opinions/concerns (4)
• Economy (3)
• Cost of higher education
• Value of higher education (3)
• Financial aid changes (6)
• GE – lack of integration. Snow GE more rigorous than other USHE
• Flexible faculty for student class demands (faculty for night classes, etc.)
• Too much reliance on semester vs. other class schedule options

Those in attendance were then asked to identify their “hopes and aspirations for Snow College five years from now.” As the time allocated for the meeting had expired, staff was asked to email their thoughts directly to Melanie so that their comments could be included with the information that has been gathered to date.