

**Strategic Planning Task Force Meeting**  
**June 6, 2013**

Participants: D. Allred, K. Arnoldsen, L. Barnhurst, M. Brown, J. Cox, M. Dodge, S. Golding, B. Gridley, B. Hermansen, M. Jenkins, D. Larsen, T. Lund, C. Mathie, M. Medley, S. Meredith, and B. Taggart.

Members of the Strategic Planning Task Force met to develop the tool to be used in the program prioritization process. The forms that have been used by other colleges may not be applicable to Snow. Melanie led the discussion on what information programs should provide so that the Task Force is able to evaluate each program in a fair and balanced manner. Each program should be asked to 1) justify their program, 2) perform a self-assessment of their program, and 3) show how their program links or could link with other programs at Snow.

Marvin distributed handouts on suggestions from the Academic Impressions report on “*What Higher Ed Leaders are Saying About Program Prioritization*” as well as a list of data sources and indicators that were generated at the strategic planning meeting he attended in Boston earlier this spring.

The Task Force reviewed all ten criteria and developed a list of questions for each criterion. The goal of the meeting was to create a draft of a tool that will be reviewed and finalized at the next Task Force meeting.

The following summary was developed. The questions in **bold** indicate those that might be used to obtain information to best provide answers to program justification, assessment and integration with other programs at Snow.

***Criterion 1: History, Development and Expectations of the Program***

1. What does your program organization chart look like? How could it be made more relevant to our future needs and goals?
2. Qualitative data – recent success stories.
3. How has the program changed to meet current student population/demands, etc.?
- 4. Is the program poised to meet the demands of a changing higher education market (student expectations)? How?**
5. What parts of your program need the inherent tradition for students? What parts are using tradition only at the detriment of the students?
6. How do you collect data showing what student’s expectations are?
7. Why does Snow need this program to help students compete and succeed?
8. Is there any external body that has requirements that your program must meet for accreditation?
- 9. What is your mission? How does that mission align with the college’s mission and core themes?**

**Criterion 2: External Demand for the Program**

1. How do external “customers” rate the service and value of your program?
2. How often do prospective students ask about your program?
3. Who constitutes our external audience (six county area, Wasatch Front, transfer schools, state, etc.)?
4. Does the program satisfy external demands for transfer and/or job placement? Is there really a market for this program among 4-year/advanced degrees or jobs?
5. Who do you work with or where does your data come from regarding external demand (national, regional data, etc.)?
6. Is the degree relevant today (ASB...)?
7. Does your program continually look for and analyze the external demands?
- 8. Is your program “right-sized” to effectively meet current and projected demands from significant external stakeholders? How can it be “right-sized”?**
9. Does your program bring people other than students to the campus regularly? How many?
10. Does your program aggressively recruit students to the college? How?
11. Does your program provide a service to the community?
- 12. What are your external demands (i.e., students, etc.)?**
- 13. Are there partnerships that exist or could be developed?**

**Criterion 3: Internal Demand for the Program**

- 1. What other programs do you collaborate with effectively? What additional programs could you collaborate with more effectively?**
2. In what program areas do you need additional collaboration?
3. How does your program support the mission of the college?
4. How do internal “customers” rate the service and value of your program?
5. What resources do you need to collaborate more effectively?
6. What other programs would not function without your program?
7. Does your program satisfy or meet student’s needs who are not majoring in the program (inter-disciplinary)?
8. Does your program enhance other programs?
9. What program enhances your program the most?
- 10. How do you analyze the internal demand of your program? Is your data “up-to-date” with the other programs at Snow? Are you offering what you need to be offering?**
11. Does your program provide services to employees/programs?
- 12. What is the internal demand for your program (i.e., audience, current students, etc.)?**

**Criterion 4: Quality of the Program Inputs and Processes**

1. What mechanisms do you have in place to measure the quality of your program input processes?
- 2. What are the strengths of this process? What are weaknesses of this process?**

3. Are degree qualifications of faculty appropriate for 2-year or 4-year programs?
4. Who determines the input/processes (administration, community, etc.)?
5. Are people doing their job?
6. Can any job be done more effectively/efficiently?
7. What are the biggest complaints of your program?
8. What special skills, experiences do people in your program bring to Snow?
9. How well prepared are students entering your program?
10. What would you change in your current processes to help students be more successful? What resources would you need to make those changes?
11. Can your program or any part of your program be on-line?
- 12. Can other programs that exist on the campus help your program or enhance it in any way?**
- 13. How can you collaborate with other programs?**

**Criterion 5:     *Quality of Program Outcomes***

- 1. What is your assessment process? Is there clear assessment to outcomes?**
- 2. What evidence do you have that program outcomes are being met and/or are relevant?**
3. How does this program enhance Snow's three-part mission statement?
- 4. Do your outcomes support/justify your program's main function/role?**
5. What is the progress of the program based on past program review recommendations?
6. What is the graduate, transfer and/or placement success of the program?
7. Does the program contribute to the scholarly work or academic field of study on a macro level?
8. What external stakeholders (employers, transfer schools, etc.) benefit from your program? How do you measure this?
9. How do your program services compare with parallel programs at peer institutions?
10. Does your program meet national standards of the external accreditation body for your field?
11. Do your outcomes show the intent of your program? How are these outcomes clearly stated and then measured?
- 12. Based on assessment, what have you done? What are your plans?**
- 13. Who could you collaborate with to better meet outcomes?**

**Criterion 6:     *Size, Scope and Productivity of the Program***

1. What degrees or certificates are student's pursuing in your program?
2. Are there roadblocks preventing growth in any of these areas?
- 3. Does the program show productivity/growth (graduates, students, majors, etc.) over the past five years? Or, has it been stagnant? Why?**
- 4. What is/are the mission/goals of the program? Are those goals being met?**
5. What changes could be made to enhance all of these?
6. How do you or could you use technology to make your program efficient?
7. What resources do you need to add more technology to impact your productivity?
8. What are you doing to improve your program? Increase enrollment?

9. Are your students persisting to graduation or transfer? If transfer are they completing everything necessary for junior standing in the 4-year institution?
10. What high impact, high touch practices do you value in your program? Could these practices be compromised in the pursuit of greater productivity? How?
11. Do you see demands/needs that you don't currently meet?
- 12. What do you currently do that is also done in another program?**
13. Are there other programs that can perhaps help your productivity?

**Criterion 7: Revenue and Other Resources Generated by the Program**

- 1. Does the program have potential revenue sources?**
- 2. Are there public/private partnerships that can be developed or associated with the program? List sources and contacts.**
3. What external partnerships that bring resources to Snow are connected to your program?
4. What partnerships outside of Snow could you develop that would benefit the college?
5. Does your program generate a product/service you could sell to generate money?
6. Does the legislature mandate any specific portion of your program?
7. Does your program attract students that may not otherwise come to Snow? If not, how can you attract more?

**Criterion 8: Costs and Other Expenses Associated with the Program**

1. Does your program subsidize other programs or is your program subsidized?
2. How do the costs of this program relate to national trends or costs of similar programs nationwide? Explain.
- 3. Are there ways your program could operate more efficiently? If so, explain.**
4. What are the expected cost increases or decreases?
5. How could you adapt your program to a 10% or 20% budget reduction?
6. What is the greatest resource cost for your program? Is the cost justified?
- 7. What were the budgeted costs of the program, actual expenditures and difference between the two for [indicate years for comparison]. Could you partner with other programs to reduce costs?**

Program Expenditures	2012-2013		
	Budget	Expenditures	Difference
Salaries			
Benefits			
Goods and Services			
Travel			
Equipment			
Professional Development			
Other			
<b>Total</b>			

**Criterion 9: Impact, Justification and Overall Essentiality of the Program**

- 1. What are the benefits to the college of offering this program and why? Short-term benefits (transfer degrees); long-term benefits (life skills).**
- 2. If your program or a portion of your program is eliminated, what effect would it have on Snow College?**
- 3. What evidence can you provide that your program has a positive impact on student completion/success?**
4. How could your program improve the way it serves its “customers”? Who are your customers?
5. What is unique about your program in the USHE context?

**Criterion 10: Opportunity Analysis of the Program**

- 1. What opportunities exist for your program?**
2. What cross training could you do to enhance the performance and impact of your program?
3. What would you do if you had more resources? Less resources?
- 4. How would you reallocate resources internally to improve the program?**
5. What tasks or services could you outsource to free up resources in your program?
6. What partnerships could you form (on campus or off; other institutions) to improve your program? Improve the student’s experience?
7. What aspect or part of your program could benefit with more resources tied to the mission of the college?
8. What is the projected or estimated need/demand of the program in the next five years? Is the program prepared to meet these demands? Do you have the resources necessary to do so?
9. What high impact best practices could you adopt to improve how you serve students? What resources are needed to accomplish this?
10. What new program could you support or contribute to?
11. Is a future or any investment in the program worth the cost?
12. How can your program “change” to benefit the students?
13. What part of your program would you love to cut?
14. What processes do you have in place to seize opportunities? Looking for trends, demands, changes, innovation, integration, etc.?
- 15. Have you done an internal SWOT analysis? What actions have you taken?**
- 16. What do you wish you could do that you haven’t had time or resources to do? Prioritize.**

The next meeting of the Strategic Planning Task Force is scheduled for Tuesday, June 11, 2013 at 2:00 pm in the Heritage Conference Room. The purpose of the meeting will be to finalize the tool to be used in the program evaluation process.