Strategic Planning

Dr. Bradley J. Cook was inaugurated as Snow College's 17th President on November 7, 2019. President Cook announced that Snow College would be developing a new Strategic Plan that would direct the College over the next 10 years. President Cook invited Stacee McIff, Business Department Chair, and Carson Howell, Vice President of Finance and Administrative Services, to serve as co-chairs of the Strategic Planning Task Force. Emily Peterson, Grants Officer, served as administrative support for the Task Force. Other participants for the Strategic Planning Task Force were invited by the two co-chairs and included representatives from faculty, staff, and students.

Members of the Strategic Planning Task Force were:

- Stacee McIff
- Carson Howell
- Emily Peterson
- LaFaun Barnhurst
- Mike Brenchley
- Teri Clawson
- Barbara Dalene
- Matt Green
- Michael Huff
- Janalee Jeffery

- Melanie Jenkins
- Karen Johnson
- Lisa Jones
- Katie Justesen
- Marci Larsen
- Fernando Montano
- Andy Nogasky
- Jay Olsen
- Kade Parry
- Alex Peterson

- Jeff Reynolds
- Paula Robison
- Ben Scheffner
- Jeff Sirrine
- Larry Smith
- Garth Sorenson
- Paul Tew
- Jacob Thomas

When President Cook was inaugurated, the Utah Board of Regents charged him and Snow College in four areas. Specifically, the charge was to:

1. Chart the path for Snow College's ongoing success;
2. Keep an inexorable focus on student access and completion;
3. Make Snow College a force for economic development; and
4. Contribute to the Utah System of Higher Education's success.

Based on that charge, the Strategic Planning Task Force met in an effort to discuss Snow College's strengths, weaknesses, opportunities, and threats. Campus stakeholders, community members, and parents were invited to provide their thoughts about Snow College's strategic direction. Similar to various strategies employed by sports teams in an effort to gain a competitive advantage over the opposing team, the Task Force discussed different **strategies that could propel Snow College forward**. More than 100 specific ideas were discussed at length. It is important to note that the discussions of the Task Force uncovered many overarching responsibilities that are important for Snow College. For example, Snow College must enhance diversity among faculty, staff, and students; Snow College must continue to increase the quality and rigor of our teaching; and Snow College must look for ways to develop opportunities for students to become more engaged in the campus community. Even though these are important areas for Snow College to be successful, the charge to the Strategic Planning Task Force was to not simply look for areas of importance. Each one of the more than 100 strategies discussed is important and could be implemented to improve teaching, learning, and the environment at Snow College. The following strategies are not a comprehensive listing of all that Snow College could carry out, but are those priorities that the Task Force felt provided Snow College an opportunity to **achieve a competitive advantage** in the higher education space.

This Strategic Plan was given the name "Achieves" as it is a roadmap for Snow College to achieve new heights and fulfill the charge given to it by the Utah Board of Regents. Each of the goals that are identified were deliberately chosen as an area in which Snow College could achieve a competitive advantage. The Strategic Plan not only builds on the strengths of Snow College, but addresses gaps where there is an opportunity to push the College to new levels of service and achieve new levels of success. The goals are centered on the five following areas:

- Student Success
- Academics
- Recruitment and Retention
- Employees
- Infrastructure

Student Success
Vision: Increase national markers of student success throughout Snow College by focusing on achievement gaps as identified by the Aspen Institute.

Every two years, the Aspen Institute recognizes the best community colleges in America. President Obama called this award, "basically the Oscars for great community colleges." The Aspen Prize honors institutions with outstanding achievement in four areas: teaching and learning, certificate and degree completion, workforce success, and equitable outcomes for students of color and low-income students. With over 1,000 colleges in consideration, Snow College on more than one occasion has been recognized and has made it to round two of the three round process. Through focusing on specific measures of student success, Snow College aims to be recognized by the Aspen Institute as a finalist for the Excellence Award and to receive the award as the best community college in America.

Three goals have been identified to help Snow College achieve this vision. Each goal has associated strategies and key performance indicators (KPIs) for Snow College to track progress on its goals. The targets for each KPI are listed in parenthesis after the description.

Goal 1: Increase student access to effective advising.
KPI 1: Student to advising ratio (Less than 441:1 based on the NACADA 2011 National Survey of Academic Advising for 2-year institutions)
KPI 2: Student to Wellness Center counselor ratio (Less than 1,000:1 based on the recommendation from the International Accreditation of Counseling Services for higher education institutions)

Goal 2: Implement more robust student success supports and engagement opportunities throughout the college and curriculum.
KPI 1: Student engagement with CANVAS (Two days per week, minimum)

Goal 3: Improve financial assistance for low-income and underserved populations with a focus on need-based, diversity, and retention scholarships by leveraging engagement with alumni and community.
KPI 1: Number and percentage of students from disaggregated groups that receive need-based aid (5% increase in each group)
KPI 2: Enrollment and completion of students from disaggregated groups (5% increase in each group)
KPI 3: Increase the annual donations specifically for need-based aid or scholarship programs for underserved/under-represented students (5% increase of 3-year average)

Academics
Vision: Improve the quality of academic programs in all mediums with a focus on student learning.

Snow College recognizes that the outcomes of its students are patently linked to the quality of the teaching offered. Therefore, in order to produce a better graduate, Snow College must focus on enhancing the academic programs and developing enhanced methods of instruction.

Four goals have been identified to help Snow College achieve this vision. Each goal has associated strategies and key performance indicators (KPIs) for Snow College to track progress on its goals. The targets for each KPI are listed in parenthesis after the description.

Goal 1: Deepen quality goals for student experiences through High Impact Practices.
KPI 1: Percentage of students participating in High Impact Practice designated courses/experiences (100%)

Goal 2: Reevaluate and revise curriculum in all delivery formats to reflect quality, inclusivity, contemporary content in academic disciplines, and needs of employers.
KPI 1: Percentage of faculty participating in workshops on inclusive pedagogy (50%)
KPI 2: Improve average yearly rates of student success for identified courses through revision of pedagogy (2% increase in success rates in specific gateway courses)
KPI 3: Number of programs/courses retired, revised, and created (20% per year)

Goal 3: Develop consistent and robust online programs that allow access to program completions.
KPI 1: Number of online courses, certificates, and degrees developed (25% increase in course offerings over 3 years)
KPI 2: Percentage of online courses reviewed for quality (100% over 3 years)
KPI 3: Number of students enrolled exclusively in online programs (25% increase over 3 years)

Goal 4: Leverage Career-Technical Education (CTE) and Technical Education (TE) funding and infrastructure.
KPI 1: Convert select TE programs to a competency-based format (3 programs)
KPI 2: Increase student enrollment in TE programs (5%)
KPI 3: Increase completion rate for TE program students (65%)
KPI 4: Increase TE certificates of proficiency (5%)
KPI 5: Establish an apprenticeship/internship program for TE students (FY 2022)

Recruitment and Retention
Vision: Strategically increase enrollment.

Snow College has been recognized by the *Chronicle of Higher Education* as the "Number One College in America" for student success in its classification. In fulfilling its role, Snow College aims to provide a world-class education to students in rural Utah and beyond. Increasing enrollment allows Snow College to provide that benefit to an increased number of students (traditional and non-traditional).

Five goals have been identified to help Snow College achieve this vision. Each goal has associated strategies and key performance indicators (KPIs) for Snow College to track progress on its goals. The targets for each KPI are listed in parenthesis after the description.

Goal 1: Significantly strengthen marketing structure and brand awareness, goals, resources, and strategies.
KPI 1: Develop a marketing plan that addresses diversity in all populations of students (2% increase in each population)
KPI 2: Improve the click-rate of Snow College electronic targeted marketing materials (0.1% increase)
KPI 3: Develop a plan that measures and improves brand awareness among target audiences (May 2021)

Goal 2: Focus recruitment efforts on new target markets, prioritizing non-traditional, diverse, and international student populations; maintain successful existing recruitment activities.
KPI 1: Increase the number of applications processed compared to 3 and 5-year averages (10% increase over 5 years)
KPI 2: Improve new student yield rates disaggregated by equity and target market groups (3% increase in yield rates in each target group)

Goal 3: Market online programs specifically to a variety of potential student populations.
  KPI 1: Increase the applications for online programs, both traditional online and accelerated online programs (20% increase in online program applications over 5 years)
  KPI 2: Grow the enrollment in online programs, both traditional online and accelerated online programs (10% increase in enrollment over 5 years)

Goal 4: Create accessible information sites to support strategic enrollment.
  KPI 1: Develop and populate reports using existing software solutions to present current enrollment data (Fall 2021)
  KPI 2: Develop trainings and establish participation schedules for faculty and staff to use the website and software tools to access enrollment data (Fall 2021)

Goal 5: Develop and implement a college-wide retention strategy.
  KPI 1: Improve persistence by division/department/program (2% increase in retention)
  KPI 2: Decrease DFWI rates by disaggregated groups (2% decrease)

Employees
Vision: Foster an environment of employee engagement characterized by a spirit of belonging and teamwork.

Much has been made about the Spirit of Snow. That Spirit of Snow exists because of the employees of Snow College. Snow College is a special place where the employees should feel supported and encouraged to innovate. Colleges often speak to the special places they are because of the students. At Snow College, that only rings half-true as the employees make up the other half of that equation. Snow College recognizes that to achieve greater success in the educational pursuits of its students, it must also achieve greater success for its employees.

Four goals have been identified to help Snow College achieve this vision. Each goal has associated strategies and key performance indicators (KPIs) for Snow College to track progress on its goals. The targets for each KPI are listed in parenthesis after the description.

Goal 1: Prioritize a compensation package for full and part-time employees.
  KPI 1: Improve compensation for faculty and staff to industry benchmarks (July 2023)
  KPI 2: Ensure the elimination of any present equity pay gaps based on disaggregated groups ($0 disparity across disaggregated groups)

Goal 2: Implement measures to ensure equitable and reasonable distribution of workload.
  KPI 1: All departments staffed according to industry best practices (June 2024)
  KPI 2: Vacation hours forfeited (0 hours)

Goal 3: Develop and implement a Diversity and Inclusion Plan designed to attract and retain diverse employees.
  KPI 1: Develop and adopt an official Diversity and Inclusion Plan (January 2021)
  KPI 2: Percentage of qualified applicants from diverse groups (15%)
  KPI 3: Conduct a disparate impact study each year (May 2021)

Goal 4: Expect, reward, and recognize service-oriented behaviors.
  KPI 1: Develop a plan for in-line staff and advancement (May 2021)
  KPI 2: Be recognized as a *Chronicle of Higher Education* "Great College to Work For" (May 2022)
  KPI 3: Develop a structure for providing one-time rewards for accomplishing institutional and departmental goals (December 2021)

Infrastructure

Vision: Develop infrastructure, capital facilities, and rural development that supports Snow College's vision and Strategic Plan.

In order for Snow College to achieve its potential, the College must have the structure in place to succeed. Enhancing the infrastructure and capital facilities allow Snow College students and employees to focus on other aspects of the Strategic Plan. Through focusing on rural development, Snow College can meet the charge given by the Board of Regents and provide returns to the community and state as an economic and educational partner.

Three goals have been identified to help Snow College achieve this vision. Each goal has associated strategies and key performance indicators (KPIs) for Snow College to track progress on its goals. The targets for each KPI are listed in parenthesis after the description.

Goal 1: Invest in technology and remove technological barriers for students, faculty, and staff.
      KPI 1: Improve network uptime (99%)
      KPI 2: Improve satisfaction surveys for the Office of Information Technology (90% Satisfied or Very Satisfied)

Goal 2: Develop and implement a capital facilities prioritization list which supports the College's strategic priorities and growth.
      KPI 1: Improve the utilization rate of campus, buildings, and rooms to standards from the Utah Board of Higher Education (UBHE standard)
      KPI 2: Develop a prioritization process for the capital improvement process (July 2021)
      KPI 3: Update the Snow College Master Plan (July 2023)

Goal 3: Provide measurable economic development contributions through an entrepreneurial mindset.
      KPI 1: Establish formal training and/or employment pipeline partnerships with businesses (2)
      KPI 2: Increase SBDC/Custom Fit/STIT training (5%)
      KPI 3: Adjust organizational structure to create seamless coordination between economic development offices, academic programs, technical education programs, entrepreneurship resources, continuing education, and career services (FY 2022)

Snow College is poised to achieve new levels of success. At a time when the value and structure of higher education is being questioned, it is incumbent on Snow College to demonstrate its commitment and value to rural Utah and the students to whom it serves. This strategic plan lays out a plan for Snow College to accomplish the first charge given by the Board of Regents, "chart the path for Snow College's ongoing success." Snow College will continue its success, but is destined to achieve even greater success. Together, the students and employees of Snow College will help the College achieve its vision.

PRIORITY LIST

As the College embarks on strategic plan implementation, "Priority A" strategies have been identified to help clarify vision and provide direction while managing "initiative overload." This Vision Statement summarizes our goal:

Snow College aspires to be a national leader in offering affordable, accessible, high quality education for rural and other underserved populations. Our competitive advantage will be the personalized, high touch experience we provide for all students.

The themes and goals of the strategic plan will guide the College's work for the next five years. We know implementation of the strategic plan must be executed in phases. This year, we will focus on the following components from the plan. Supervisors will meet with employees to collaborate on how these priorities will help shape and guide day-to-day duties.

Student Success • Online Offerings
Technical Education • Diversity and Inclusion

SNOW COLLEGE