

**Meeting Minutes**  
**Strategic Planning Task Force**  
**Monday, January 6, 2020**  
**1 pm – 4 pm**  
**Founders Hall, Ephraim campus**

**In attendance:** President Cook, Carson Howell, Stacey McIff, Emily Peterson, Andy Nogasky, Alex Peterson, Paul Tew, Michael Huff, Jacob Thomas, Janalee Jeffery, Paula Robison, Karen Johnson, Marci Larsen, Teri Clawson, Barbara Dalene, Larry Smith, Lisa Jones, Jeff Serrine, Fernando Montano, Jay Olsen, Mike Brenchley, Ben Scheffner, Matt Green, LaFaun Barnhurst, Katie Justesen, Melanie Jenkins, Jeff Reynolds, Garth Sorenson

**Absent:** Kade Parry

**Introductions:** Carson welcomed everyone to the Task Force, and each member in attendance provided a brief introduction of themselves.

**Welcome and Charge:** President Cook discussed the value of the strategic planning process. He stated that it can be transformative, when it is done right. A good plan should be inspirational, ambitious, creative, descriptive, clear, and consistent. The Task Force needs to keep in mind the projected trends for college enrollment. As student populations and college enrollments decline nationwide, rural community colleges are at risk. According to Teri Clawson, Assistant Vice President for Enrollment Management, Snow College's current enrollment for this semester (Spring 2020) is 250 students below the enrollment of Spring 2019.

In order to succeed during periods of lower enrollment, Snow College needs to make sure it is meeting the needs of all potential students. President Cook discussed the elements of his "Vision for Student Success" diagram (see Tab 2 of Task Force binder). As shown in this diagram, Snow College's role as a two-year, residential college with face-to-face instruction is still the core area of focus, but there are many things that can support this role, including serving more nontraditional students and enhancing online courses and CTE programs. He mentioned that we are the applied technology provider for this part of the state, and the Legislature wants to support us in this effort.

President Cook charged the Task Force with using the Student Success diagram as a framework for planning. Every single area on the diagram needs planning, especially the core area of our mission. The goal of the Task Force should be to develop a plan that focuses on providing education that is high-quality, affordable, and accessible (see Venn diagram in Tab 2).

President Cook predicted that in 5-10 years Snow College will be in a different and better place.

**Ground Rules:** Stacey discussed some of the basics of the Task Force:

- Bring the perspective of your department/office, but also be willing to work as a cohesive unit to represent the whole campus.
- Everything discussed during the Task Force meetings is in "draft" form – you should feel free to share honest opinions and thoughts.

- We are committed to transparency and keeping the campus and community aware of our process.
- Let's keep the Task Force a drama-free environment.
- Task Force members should be committed to the process and cohesive within the group.
- Use data-based arguments, when possible.

**Vision vs. Strategies:** Carson talked about the difference between a vision and a strategy. He provided examples of organizational vision statements to show how these statements are usually brief, wide-reaching goals without many specifics. Strategy, on the other hand, is when someone is doing something differently than what's already being done. The purpose of strategic planning is to come up with a new, creative, and implementable plan, and not just become better at planning.

Carson said that there are 968 two-year institutions in the United States and its territories. He challenged the Task Force to think about what makes Snow College different – what new and creative strategies can we implement? What are the risks and potential pitfalls we can anticipate? What is the potential return on these risks? Carson also encouraged the Task Force to incorporate existing research into this process. Because the Task Force will be wrapping up at the end of the semester, we can save time by utilizing existing data and information.

We have a Strategic Plan website at [www.snow.edu/achieve](http://www.snow.edu/achieve), where we can share our process with the campus and community and also invite comments.

**Binder Information:** Stacey briefly reviewed the binder that each Task Force member received. We will have regular reading assignments that come from content in the binder.

**Accomplishment Design Exercise:** Task Force members were separated into small groups (4-5 people) and asked to identify some of the College's successes within the last five years. After identifying these successes, the groups were asked to identify what made the project work and what lessons can be learned? The successes identified included the following:

- New buildings
- IVC/CE programs
- 4-year degrees
- Reflection center
- Discussions with the President
- SVC sign
- Accreditations
- Staff Association
- Automated email for ADA accommodations
- Expanded GE offerings for Richfield
- Compensation funding
- Increased morale for faculty and staff
- Richfield/Ephraim unification
- SEM plan
- GE Foundations course
- Assessment day

- Faculty evaluation teams
- Improvements in HR

After identifying these successes and discussing why they worked and the lessons learned, the groups were asked to identify common themes found throughout the various successes. These themes included the following:

- Empathic listening/constructive communication
  - During the communication process, identify reasons why something is being done
- Breaking down of silos
- Future-oriented, out-of-the-box thinking
- Engagement with whole community
  - Everyone has a voice
- Flexibility
- Collaboration
- Money/donors/supporters
- Identifying the right leaders
  - A “champion of champions”
- Calculated risks
- Hindsight
- A compelling need
- Persistence/patience

**Deliverables:** Stacey discussed our schedule for the upcoming semester. We will meet every Wednesday, beginning January 15, from 12:30 to 2:00 pm (with the exception of March 25 – Spring Break). On the first week of each month, a combined meeting with both campuses will be held in Founders Hall. The rest of the meetings will take place in BUSB 102, and they will be broadcast to the Richfield campus and also recorded. Lunch will be served at these meetings.

The Task Force was asked to read the following items and identify three takeaways from each one before our next meeting on January 15:

- June 2019 Internal Survey (Tab 9)
- Strategic Planning Survey (Tab 14)
- “The New Generation of Students” Article (Tab 15)

Task Force members were also asked to complete a short survey about their expectations for the Task Force and indicators of success. A second survey, regarding their preferences for which subcommittee they would like to serve on (accessibility, affordability, quality) will be distributed this week.