

Strategic Planning Task Force
Online Meeting
April 1, 2020

In attendance: Stacey McIff, Carson Howell, Ben Scheffner, Paula Robison, LaFaun Barnhurst, Garth Sorenson, Larry Smith, Jay Olsen, Andy Nogasky, Ryan Yorgason, Michael Huff, Mike Brenchley, Janalee Jeffery, Jacob Thomas, Karen Johnson, Paul Tew, Fernando Montano, Jeff Serrine, Lisa Jones, Beckie Hermansen, Marci Larsen, Barbara Dalene, Emily Peterson

Absent: Teri Clawson, Matt Green, Melanie Jenkins, Katie Justesen, Kade Parry, Alex Peterson, Jeff Reynolds

The meeting was called to order at 12:30 pm by Carson Howell. Carson pointed out that most of the work done by the Task Force was completed prior to the COVID-19 outbreak and restrictions. He said that as we move forward, it would be good to reflect on how these circumstances change some of the strategies we have identified. Based on events of the past week, are there strategies we need to include that we didn't think of before?

Subcommittee Reports

Over the past two weeks, the subcommittees have come up with strategies that relate to their area of focus. Each subcommittee reported on their strategies. (All strategies are listed in a spreadsheet that was shared with the group.)

Quality: LaFaun Barnhurst reported for the Quality subcommittee. She said they developed their strategies based on the feedback they received from stakeholders. Although additional strategies are listed on the spreadsheet, she mentioned the following top strategies highlighted by the group:

- Marketing
 - Hire a marketing director or a consultant to identify primary target markets, conduct important research, and develop specific strategies directed at clear market segments.
- Messaging
 - Have very clear pathways for all delivery channels.
 - Get messages out in a clear way.
 - Open up multiple channels of delivery.
- Website
 - Hire an auditor to provide an honest assessment of website effectiveness.
 - Determine how the Information Technology Advisory Committee should be involved with website improvements.
 - Improve functionality for users and content creators.
- Recruitment
- Technology
 - Invest in technology infrastructure to prioritize barriers for students, faculty, staff.
 - Considering what is happening due to COVID-19, this is especially key right now.
- Efficiency
 - Improve software and processes.
 - Identify what's wasting time, so there's time for better priorities

- Advisement
 - Invest in realignment of duties.
 - Hire full-time advisors specific to each division.
- Academics
 - Identify strategic new/updated curriculum.
 - Prioritize online courses.
- Community/Parents
 - Better calendaring
- Faculty/Staff
 - Obtain funding to ensure faculty and staff are compensated fairly.

Affordability: Jay Olsen mentioned some of the key strategies the Affordability subcommittee identified:

Advancement Office

- Find ways to generate and bring in more scholarship opportunities.

Teaching skills

- Make all course content applicable to the real world.
- Create an environment where we feel we have the nimbleness to keep up with the changing demands of industry.

Carson added some additional strategies the subcommittee identified:

- Look at the variety of courses (times, availability, etc.)
- Emphasis on soft skills
- Advisory boards
- Revise College Survival course
- Require students to fill out FAFSA
- More retention scholarships
- Competency-based education

Accessibility: Michael Huff discussed the following strategies from the Accessibility subcommittee:

- Technology
 - Improve quality of online courses and increase observation of online courses.
 - Monitor wifi reliability.
 - Increase communication between campus community and the IT department.
 - Implement Canvas training for faculty and students.
- Student Life
 - Continue to seek improvements for student housing (Ephraim-married students, Richfield-all housing).
- Advisement
 - Make deadlines clearer and more personalized for graduation.
 - Develop and advertise DegreeWorks software.
- Faculty/Staff
 - Communicate ADA requirements to staff and faculty.
- Scholarships

- Be more competitive with scholarship availability.
- Involve all areas of campus in fundraising efforts.
- Make scholarship applications clearer.
- Communicate how the value of a scholarship dollar at Snow College compares to the value at other institutions.
- Award scholarships more quickly.
- Marketing
 - Represent a more diverse student body (age, ethnicity, areas of study).
 - Improve use of social media.
 - Illustrate benefits for Concurrent Enrollment students
 - Emphasize College's #1 rating.
 - Communicate the safety of Snow College, especially to families outside of the six-county area.
 - Promote four-year degree programs.
 - Provide better marketing of CTE pathways.
- Community/Parents
 - Use social media to connect with parents about Snow College work opportunities.
 - Develop a parent portal to provide information and answer questions.
- Academics
 - Evaluate efficiency and popularity of current course offerings.
- Richfield Campus
 - Develop a virtual tour of the campus.
 - Offer employee and student open houses on Richfield campus.
- Diversity
 - Develop mandatory diversity training.
 - Develop campus community to make sure Snow is a more appealing destination for diverse students.
 - Provide diversity statement for hiring committees.

Common Themes/Strategies

Stacey asked the group to identify some of the common ideas and strategies that the subcommittees identified. The following commonalities and key strategies were identified:

Online Presence: There were many strategies identified under this theme pertaining to teaching, training, development, advertising, and communication. It was mentioned that this is a very relevant topic right now, because so much work and teaching is being done electronically. However, it was also mentioned that the strategic plan is meant to last for five years, so we have to look beyond the COVID-19 pandemic. People really love Snow College's in-person classes, so we need to build on our online offerings without taking away from face-to-face interactions.

Marketing: We need to make sure that our marketing reflects the things we are doing well. We also need to convey that a dollar goes further at Snow College than it might at other institutions in Utah. It was also mentioned that students want to know what's available at Snow College and if they can receive a good education here.

Scholarships: We need to increase scholarship opportunities available. In addition, everyone on campus needs to be willing to reach out and help find these opportunities. We can work with Advisory Boards to identify more student work opportunities.

Advising: We need to make sure that students get the specific direction that they need. One suggestion is having a dedicated advisor for individual departments/divisions, like the music and theatre departments have done. The group discussed some of the improvements that are currently taking place in this area, such as student surveys.

Technology: The consensus of the Task Force is that the quality of Snow College's technology needs to improve. While the College's IT department does a remarkable job, we need to improve communication between IT and other departments on campus. Canvas trainings for faculty and staff are needed, and we need to make sure that students know what they need to know. There needs to be in infrastructure that supports students, especially if we're going to continue to make changes and improvements. Wifi quality was mentioned as an ongoing concern.

Parents: Improving communication with parents is an important issue. It was mentioned that parents of Generation Z are looking for more handholding that parents of previous generations wanted. There should be more information available to them in an accessible format. This should include information about scholarship and work opportunities.

Learning Strategies: The group mentioned developing hybrid courses, which appeal to Gen Z students.

Community: Community relationships were mentioned by the subcommittees, especially relating to advisory boards and internship/work opportunities for students.

Employee Compensation: Snow College needs to keep up with inflation and cost-of-living increases and make sure that employees are properly compensated.

CTE Programs: Snow College needs to get the word out about its CTE programs and make sure that people are aware of the available offerings. In the stakeholder surveys, there were many comments from employers who indicated needs for skills in various industries. We need to make sure that our courses reflect employers' needs and that employers are aware of what is available for current and potential employees. The College also needs to continue to utilize and improve advisory boards.

Diversity: We need to focus on the diversity of both students and employees.

Successes: Much of the input from the stakeholder surveys was very positive. We need to acknowledge all of the good things about Snow and build upon these successes to create new strategies.

Survey

Beckie will create a survey that will be sent to each member of the Task Force. Everyone will be asked to identify the strategies that they feel are most important to include in the strategic plan. Next week, we will use the survey results to narrow down our list of strategies.

Next Meeting and Adjournment

Our next meeting will take place Wednesday, April 8, via Zoom.

The meeting was adjourned by Stacey at 1:44 pm.