

Strategic Planning Task Force Minutes

4.15.20

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

Absent: Melanie Jenkins, Alex Peterson, Paul Tew

Stacey McIff called the meeting to order at 12:33 p.m.

Feedback from Category Survey

Carson discussed the survey that was sent out to faculty, staff, and student leaders. Participants were asked to rank the priority of 11 different strategy categories. There was also space for them to input additional categories. There were about 140 survey responses. In the space for additional strategies, there were some responses, including ideas related to athletics and diversity.

Carson asked what Task Force members found surprising about these results. Some expressed surprise that online delivery, website, and the Richfield campus were so low. However, it was mentioned that some of these categories can fit within other categories. For example, the website can fit within marketing. In addition, many of the top strategies and categories have applicability to the Richfield campus.

Carson emphasized that this survey is the first exposure everyone outside of the task force has had to look at and weigh in on these categories. Task force members have reviewed hundreds of survey responses and have a deeper perspective regarding specific strategies. What we decide to move forward with is really the decision of the task force. He asked task force members to identify what they see as most important.

To help identify our top strategies, Stacey sent out another spreadsheet, which shows the larger categories the top strategies fell into. Carson said that some of these strategies are short-term, meaning that we could complete them in less than a week. As we think about these items and start to determine our top strategies, maybe we should look at more of the medium- and long-term strategies. We could include a recommendation to get the short-term items done without putting them into the strategic plan.

Questions about this approach included the following:

- How does connecting items to the strategic plan affect their ability to get funding? If a short-term project is not connected to the strategic plan, will it still get funded?
- How should feasibility affect what we include in the plan? Because the short-term projects can be done quickly, they are definitely doable. In contrast, will we have the funding and resources to carry out some of these larger items, especially with budget issues related to COVID-19? Is it better to have a handful of things we know we can do instead of things that have to be set on the back burner?

- In light of possible financial difficulties related to COVID-19, should institutional survival take a higher priority over student needs?

Carson said that the budget scene is up in the air right now. Snow College submitted a grant application for federal stimulus funds this week. Fifty percent of the funding will go directly to students. We submitted this portion of the application on Monday and requested \$1.2 million. The second half (another \$1.2 million) will come to the college to cover any emergency expenses and to reimburse the college for other expenses. There aren't guidelines for the second half of the funds yet. He encouraged the Task Force not to pare down their strategies based on possible budget issues. It could be six weeks or 12-18 months until things get back to normal, but we need to look at things over a longer term.

Stacey recommended that we narrow down our category list today to the top five. Are there clear categories that we should address? The ones mentioned were marketing and communication, scholarships and fundraising, advising and student services, and faculty and staff. Technology and facilities were also mentioned.

There was discussion about whether online course delivery, CTE, diversity, and academics should be included in our top strategies. It was mentioned that online course delivery will be taken care with the hiring of an online director, and the new VP of CTE will take care of a lot of the CTE issues. Diversity can be incorporated into the other strategies and categories.

The discussion continued about how and where to include academics in the plan, as there is not currently a category that has this focus. It was mentioned that some of the other categories, like student services and faculty/staff include components of academics. It was suggested that we include a blanket statement that mentions a continual effort to improve the curriculum and offerings for our students. Other suggestions focused on weaving CTE and academics into other strategic plan categories.

Carson reminded the group that we will need to narrow the plan down to just a few strategies. In the last strategic plan, there were at least two strategies under each theme, but there were other things listed after these big strategies that could also be addressed. He does not think we will run out of things to do if each category has two strategies. If we do run out of strategies, we can always reconvene the group.

While it was acknowledged that we need to narrow down our list and move forward on a handful of strategies, there was still concern that none of the five major strategies include curriculum, online learning, or trades and skills. It was suggested that perhaps the categories are not broad enough and that we could enlarge them to include some of these topics. For example, we could rename a category as student success and include both advising/student services and scholarships/fundraising in this category.

The task force also discussed how best to include marketing in the strategy, because it will be an area of focus in many areas of campus. The importance of separating recruitment and marketing was also discussed.

It was suggested that we look at the picture of the house that President Cook discussed at our first Task Force meeting and make sure that our strategies fit within this vision of serving both traditional and nontraditional students through a variety of methods.

Stacee said that she and Carson would take the suggestions from today's meetings and work on a category list that included the broader topics discussed. Initially, the plan was to have all the strategies in place by next week, but it appears that it will take another week to narrow down the list, nail down our priorities, and establish strategies.

Stacee mentioned that, as a calendaring item, we will probably be meeting during finals week. We will probably need two more weeks to turn over a proposal to the president.

The meeting was adjourned at 2:02 pm.