
STACEE YARDLEY MCIFF

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Dear Chair Keisel, Vice Chair Anderson, and Search Committee Members:

Please accept my application for the presidency of Snow College. I am honored to have been nominated and look forward to sharing my experience and vision with you. I understand and deeply feel the responsibility to continue Snow College's long history of excellence. As the second oldest institution in Utah, Snow College has launched thousands of students into successful careers and responsible citizenship.

Unique Qualifications

I am uniquely qualified to lead the college into its next phase of success in the following areas:

Richfield and Ephraim Experience. Early in my career, I spent two years working exclusively on the Richfield campus right after the merger with Snow College. Five years later, I was hired to work exclusively on the Ephraim campus. After some administrative restructuring in 2008, I was assigned to teach on both campuses. Since then, I have worked equally between the two campuses. This opportunity has provided a unique insight into the important commonalities and distinct competitive advantages of each campus. I have fostered strong relationships with faculty and staff on both campuses for many years. I appreciate the trust and respect that we have developed with one another.

Technical Education and Academic Experience. With Snow College's revised mission to also serve as the technical college in rural central Utah, I was asked to fill the role of the college's first Vice President of Technical Education. My job was to implement the technical education model on campus, obtaining buy-in from faculty, administrators, support staff, and industry. In the two years that I served as vice president, I shared the value of technical education broadly throughout our campus and the community. Through teamwork and collaboration with faculty and our technical education leadership, the complicated transition of technical programs from an academic approach to true technical education has been accomplished.

I am also experienced and well-versed on the academic side. I served as department chair of business – one of the largest departments on campus – where I had many opportunities to develop curriculum and programs. I then served as the Associate Provost before being appointed to the VP of Technical Education and Workforce Engagement. I have collaborated with colleagues from other disciplines across campus, including participating in the design of our two bachelor's degrees in commercial music and software engineering. I led the Business Department's specialized ACBSP accreditation process, presented on the process nationally, and co-authored three CBE accreditation applications to the Northwest Commission on Colleges and Universities.

Serving in faculty leadership and committee positions helped me connect with faculty across campus. I was elected as vice president of the Faculty Association and served for many years on the college's curriculum committee. I've served on numerous search committees, performed faculty evaluations, and helped with five-year program reviews in multiple areas. I received tenure in 2011 and hold the rank of associate professor. I believe in maintaining high academic standards across all of our programs and also in maintaining academic freedom for our faculty. Snow College faculty and staff are second to none. Their quality, effectiveness, and genuine interest in students rival any institution in the state.

Passion for Rural Communities. Helping rural communities and rural students is my passion. Like many of our students, I was born and raised in rural Utah. I loved my experience and developed a strong sense of community and responsibility there which has been the foundation and motivation for my entire career. My formative years taught me that growing up in a small town did not mean that I was any less qualified, less capable, or less competitive.

Because of my passion for rural access, I have enjoyed leading and helping to build the Snow economic development team, including a new focus on microcredentials. I was also instrumental in requesting and obtaining legislative support to develop a regional entrepreneurship center. Since its founding in November 2019, the GRIT Center for Rural Entrepreneurship at Snow College has provided hands-on, entrepreneurial experiences to hundreds of college students representing at least 32 different majors.

Snow College is part of a bigger rural ecosystem in central Utah. We are the epicenter of progress and the entity with the ability to coordinate, communicate, and facilitate the most important objectives for our area. From education to government, and workforce development to culture, the college plays a key leadership role in our community. All citizens in our service area should look to Snow College as a resource for the most important issues and opportunities. I take this responsibility seriously.

In rural Utah, none of us can afford to operate in silos. I have a robust history of working together with community partners. In addition to working closely with the economic development team, my experience as a department chair creating a respected advisory committee of professionals guided our program to new heights. In my role leading the technical education initiative, I met with dozens of business owners and managers to determine the training that Snow College could provide to existing and prospective employees. Additionally, my relationships with K12 public education, county, city, and state leaders have created a spirit of collaboration for the benefit of our rural communities.

Relevant Experience

Snow College. As outlined in my resume, I am a longtime faculty member at Snow College. I served as Business Department Chair, Associate Provost, and Vice President for Technical Education before I was appointed Interim President. During my time as Business Department Chair, enrollment in business courses increased by 24%, and since the beginning of our technical education transition and my service as vice president, enrollment in those programs has increased by 192%. These results are the product of cohesive teams – which I have been fortunate enough to lead – working towards a common vision. As part of my Richfield campus proposal last year, I designed and implemented a student services staff structure plan that facilitates local control as well as coordinates with Ephraim counterparts. Most importantly, the change better supports students.

Since 2006 when I was hired to teach business courses, I have worked to provide meaningful and confidence-boosting experiences for students outside of the classroom. Every year I have taken students to compete at state and national competitions where they have demonstrated that they really can compete in the larger world. I have been a witness to many students' first flights on an airplane, their first time leaving Utah, and their first taste of public success and recognition. This season of discovery is what we do so well at Snow College.

My two daughters graduated from Snow College with associate degrees in business. Speaking as a mother, and not as an employee, I am forever grateful for the involvement my girls had at Snow. They had exceptional work, engagement, and leadership opportunities as freshmen and sophomores. Very few underclassmen at other schools would have had such rich experiences.

External Experience. Though I have spent the majority of my career at Snow College, I have served in many leadership positions outside of education in political, community, non-profit, and religious settings. I have had broad exposure to college campuses across the United States. As an educational leadership consultant for Alpha

Phi International Fraternity right after college (Evanston, Illinois, with over 270,000 members), I visited numerous campuses around the country and consulted with chapter leaders about recruitment, marketing, retention, healthy behaviors, vision, finance, inclusion, and leadership. I was a key part of the teams which established new chapters at Pepperdine University and the University of the Pacific. Additionally, I was assigned to work on chapter improvements and interventions at several other campuses. For many years after college, I volunteered as a special governor, served on regional teams, and contributed to national initiatives.

I was elected to serve on the national Future Business Leaders of America (Reston, Virginia, student business organization with nearly 250,000 members) board of directors and then to serve as national board chair. I served on the board for four years with other leaders from around the country and led the organization through the development of a new strategic plan and its initial execution.

Strategic Planning for the Future

As co-chair of Snow College's strategic planning update task force in 2020, I led the development of key strategic categories: Student Success, Academics, Employees, Infrastructure, and Recruitment and Retention.

When I took on the role of interim president, my first item of business was establishing an annual goal list that aligned with the strategic plan. As a cabinet and campus, we have been working on these goals with specific criteria for success and approval by the Board of Trustees. I am very excited about the Board's recently adopted aspirational statement: *Graduate debt-free, gain work experience, and establish a plan for the future. Students who find Snow College will find themselves.* We have already started executing a plan for fulfilling these student success aspirations and will allocate resources to fulfill the promise.

As we look to the future of Snow College, my focus will be on the following initiative highlights which align with the USHE strategic plan as well as the Snow College strategic plan:

- **Enhance student success and the student experience with more personalized attention from admissions to graduation to alumni status.** Student success is the number one priority at Snow College. We have been recognized nationally for student success, but we must continue to work hard and improve our success rate. Improving the success rate happens one individual student at a time. The increased focus on personalization applies to every student, but there are some student populations for which we need to work even harder. One example is the Latino/Hispanic population in our service area. Over the past few months, I have worked with our Chief Diversity Officer on better access, and we have built a team of champions who are committed to making an impact in student lives this fall. With 73% of our current students coming from underserved populations (first-generation, low-income, or minority) and 59% of our students coming from rural backgrounds, Snow College must be more intentional than ever with the student experience from beginning to end. We must also demonstrate the value of lifelong and generational engagement with the institution.
- **Build out and create a strategic plan for the Richfield campus.** By continuing the newly formed community council and internal task force, we can leverage the Richfield campus's existing facilities, programs, commitment, and momentum. We will explore and move aggressively on new programs, new student engagement strategies, athletic opportunities, and partnerships. It's time to take Richfield to the next level.
- **Capitalize on the momentum of technical education and the opportunities that are available for every student.** The generally accepted definition of college has been too narrow. We will continue our campaign that college is for any person who wants to elevate their skills for the future. Collaborating with our K12 pathway partners for the past two years has already created greater access opportunities for students who did not see themselves going to college. The creation of CTE Pathway Recognition Day has provided a new perspective on college to hundreds of our local high school seniors. Additionally,

we've never before seen such collaboration from industry in our area. Technical education is a win-win for families, businesses, and the college. A key component of this effort is articulation with the technical colleges. Snow College is in a perfect position to lead a meaningful systemwide collaboration effort.

- **Create a smart online strategy.** To increase access, Snow College needs to expand its online options. But those options must be well planned and researched. Our competitive advantage is a signature face-to-face, personalized experience for students. Thanks to our Academic Affairs staff, these discussions about smart online options are happening on campus, and we must proceed with a strategic approach including buy-in from our faculty with a clear focus on quality and access.
- **Grow enrollment.** The college's viability relies on enrollment. My vision for growth is in the range of 2%-5% per year. We need managed, smart growth that allows us to maintain our unique niche in Utah's higher education market. In addition to the obvious rationale for financial viability and sustainability, we want as many students as possible to feel the life-changing experience of being a Badger. With certificate programs, associate degrees, and bachelor's degrees, we can serve a broad range of students.
- **Focus on employee satisfaction and engagement.** Employees are the college's most valuable resource. We will continue developing opportunities for growth and training. Compensation tables will be examined annually so we can remain competitive with comparable institutions.
- **To fund new initiatives and strategies from the college's Strategic Enrollment Plan, undertake an institution-wide study of operational efficiencies.** Although new funding is critical and absolutely necessary, we should evaluate existing budgets and ensure that new enrollment priorities can be adequately funded. As college leaders, we can be strategic and efficient with the funding we have already been allocated.
- **Initiate an aggressive fundraising campaign.** My experience writing grants, working with legislators, and building influential partnerships is the perfect segue into an aggressive fundraising campaign. All students in Snow College's service area should receive a scholarship for a program of that student's choice. Affordability is a key priority. In addition to the scholarship campaign, we should raise funds to support students with important facilities and experiential spaces that will help differentiate Snow College and create a pathway to success for all students. During my time as interim president, we have prioritized investment in our advancement office which accelerates this campaign.
- **Expand the Nephi footprint.** Thanks to our legislature, the college will purchase five acres in Nephi for expansion on the north end of our service region. The future Nephi campus should be built in the next five years and will contain training for medical and industrial professions.
- **To build vitality, relevancy, and enrollment pipelines, prioritize partnerships with other higher education institutions and recognizable industry partners.** If our goal is to help students transfer successfully, start a business, or get a job, industry partnerships are critical. Further, with our goal of being the top choice for tech college student transfers to an associate degree, and our commitment to making transfer to universities seamless after completing at Snow, partnerships with all of our sister institutions are essential.

Momentum built over the past several months is in full motion. I am ready to continue leading Snow College into the future without a transition or delay.

Leadership Philosophy

My leadership philosophy is based on vision, collaboration, communication, and accountability. Communicating the vision is key. Where are we going? How do we know if we're making progress? I am a strong believer in giving others a chance to lead. My approach has been to ask people what they need to succeed and then remove barriers and celebrate wins. I have a sincere desire for team members to feel satisfaction in the work and our common goals. Success belongs to all of us. I care about the individual and how all can contribute to the

shared vision. I truly believe that we are BETTER TOGETHER. Everything we do at the college is built on relationships.

Relationship building is my strength. Meeting with faculty and staff leaders across campus, creating community councils, meeting regularly with local elected leaders, working with both tech college and degree-granting institutions, spending time with students and student leaders, fostering industry partnerships, connecting with our K12 superintendents, and building important ties with legislators are just some of the ways I have demonstrated my commitment to strong relationships. I have made some difficult strategic and personnel decisions during my time as a leader, but I strive to maintain relationships and keep lines of communication open.

Preparing this application has caused me to reflect on the many pivotal leadership opportunities in my life. When I ran for student body president at SUU nearly 30 years ago, my party's campaign slogan was "You and I: Partnership for Progress." I still believe in that inclusive, collaborative approach and know that working together with all of our stakeholders really is the key to Snow College's success and sustainability.

While new presidents often need well over a year to familiarize themselves with the student body, employees, community leaders, alumni and supporters, and nuances of an institution, I am ready to lead the college now. I am deeply rooted in southern and central Utah and have been for generations. For decades, I have been actively advocating our needs. You won't find a more qualified candidate with more personal conviction, connection, and commitment to rural Utah and Snow College, not just in Sanpete and Sevier Counties, but to all within our stewardship who are underserved and need our help. I have a record of achieving and exceeding expectations against the odds through hard work, innovation, relationships, and a results orientation. In every position I have held at Snow College, I have significantly advanced my department's reputation, enrollment, resources, partnerships, and collaborative team spirit. To continue this pattern for the whole institution and elevate Snow College into its next pivotal phase would be an honor and a privilege.

Thank you so much for your consideration. I look forward to meeting with you to discuss the future of Snow College as well as my continued long-term commitment and dedication to the institution and our service area.

Sincerely,



Stacey Yardley Mccliff