

Meeting Minutes
Strategic Planning Task Force
Wednesday, February 12, 2020
12:30 pm – 2 pm

Business Building 102, Ephraim campus (with broadcast to Richfield campus)

In attendance (Ephraim campus): Larry Smith, Andy Nogasky, Marci Larsen, Teri Clawson, Fernando Montano, Emily Peterson, Paul Tew, Paula Robison, Barbara Dalene, Jay Olsen, Alex Peterson, Melanie Jenkins, Karen Johnson, Garth Sorenson, Jeff Reynolds, Katie Justesen, Jacob Thomas, Ben Scheffner, Carson Howell (co-chair), Stacey McIff (co-chair), Mike Brenchley, Kade Parry

In attendance (Richfield campus): Jeff Serrine, LaFaun Barnhurst, Janalee Jeffrey

Absent: Michael Huff, Matt Green, Lisa Jones

Introduction: Stacey McIff called the meeting to order at 12:34 p.m. She asked that everyone listen to President Cook's February 4 presentation to the Legislative Higher Education Appropriations Subcommittee. A link to this presentation will be included in the next weekly email update.

Because President Cook and representatives from Sundance Education Group were at last week's meeting to discuss Snow Online and Competency Based Education (CBE), we did not hear the subcommittee reports or discuss stakeholders, as planned. Therefore, this week's agenda is primarily the same as last week's.

Subcommittee Reports: Carson Howell asked each of the subcommittees to report on their discussions from January 22 and 29.

Accessibility: Paul Tew represented the Accessibility subcommittee. He said that the subcommittee defined accessibility as meaning that anyone who wants a Snow College education can have that opportunity.

The committee has discussed barriers to accessibility, such as funding/affordability, lack of support for certain populations, and challenges to physical access (lack of housing, transportation, technology, etc.).

The committee also discussed the following strategies:

- Look at diverse populations
 - Increase the number of diverse employees
 - Increase scholarship funding
- Take advantage of our #1 ranking in marketing and other areas
- Find out why students aren't coming to college (not just Snow College)
- Spend more money/allocate more resources to improving accessibility
- Examine the quality and quantity of our online courses

The committee identified the following populations to look at:

- First generation
- Diverse students

- CTE students
- Nontraditional students
- Traditional online students
- CBE students

They identified the following stakeholders:

- Students/parents
- Employers
- Advisory committees
- Department chairs
- Financial aid/scholarships offices
- Marketing
- Family support
- HR
- ADA
- Office of Diversity and Inclusion
- Administrators
- Faculty

Affordability: Melanie Jenkins represented the Affordability subcommittee. This subcommittee defined affordability as $\frac{Opportunity(Value)}{Cost}$.

Cost includes many components, including total cost, financial aid, scholarships, seamless transfer, compensation, tuition, and legislative support. Opportunity (value) includes the things that make Snow great, such as small classes and individualized attention. If the opportunity (value) is higher than the cost, then the level of affordability is good. Melanie cited a past student survey, which found that many students come to Snow College because of the low cost, but they stay because of the high value.

The committee discussed the following strategies:

- Competitive tuition
- Growth – new markets/majors
- Filling major courses
- Innovative revenue sources
- Increase scholarship opportunities – more private funds
- Deliverability – scheduling
- Efficiency (class size)
- Use a heat map to inform new positions
- Streamline processes
- Improve retention
- Transparency in spending/return on investment
- Determine students' wants/needs/expectations
- Look at current funding models (are all student fees necessary?)

They identified the following stakeholders:

- Students/parents
- Student fee committee
- Development office
- Scholarship office
- GRIT Center – Economic development
- Career Center
- Nontraditional student populations

Quality: LaFaun Barnhurst stated that the committee defined quality as a good or service that allows it to be compared against a good or service of its kind. The focus of the Quality committee, she added, was to determine what we do well and what we don't do well, and how we can improve.

The committee identified the following stakeholders:

- Students on both campuses (including concurrent enrollment and online students)
- Staff
- Faculty
- Community
- Parents
- Public partners
- Donors
- Alumni

Larry Smith talked about the quality of faculty/hires. He said that some people aren't sure Snow College has a competitive advantage in terms of quality, and we may have an inferiority complex in this area. However, he added, the instruction at Snow College is as good as, or better than, that provided at other state institutions. Nonetheless, we should keep improving. Faculty/staff development and pedagogy training can facilitate improvement. While we hire the best people we can, we should look at ways to expand our hiring pool.

Ben Scheffner, student body president, talked about the committee's organization of a student focus group. The group will be made up of a diverse group of students from both campus, who will be asked various questions about student quality and how to improve.

Katie Justesen talked about the data that the subcommittee is gathering. In addition to data from the student focus group, they are also gathering data from concurrent enrollment students and online students. In looking at the data for traditional online students, the DWFI (Ds, Fs, withdrawals and incompletes) rate is 25 percent for this group, which is really high. In addition, the majority of students in traditional online courses is female, of traditional age, and white. This doesn't necessarily mean that these are the only people who want to take these classes, but these are the people that Snow College is getting information to about these classes.

Identifying Themes and Stakeholders: The Task Force identified consistent themes from all three of the subcommittees. The following themes were identified:

- Branding/marketing
 - Messaging
 - Competitive advantage
 - Video testimonials

- Who is our customer? (Identifying submarkets)
- What are students looking for? What is most meaningful to them?
- Why do they choose to (or not to) come to Snow?
- What does a “good education” mean?
- Cost/value
- Transparency/being upfront about expenditures
- Diversity
 - International
 - Gender
 - Nontraditional
 - First generation
 - Minority groups
- Housing
 - Married (Ephraim)
 - Richfield
- Efficiency
- Online programs: CBE/traditional online
 - Preferences
 - Quality
- CTE
 - Partnerships
 - Delivery
 - Timelines
- Achievement gaps and needed services
 - Customized to audience/market segments
- Faculty development
 - Diversity
 - Pedagogy
 - Channels of delivery

Commonly identified stakeholders were also listed, and Task Force members were assigned to stakeholder groups. (Note: This list reflects the group assignments as of 2.14.20. Some assignments were made or changed following the meeting.):

- Students
 - Katie Justesen
 - Fernando Montano
 - Alex Peterson
 - Janalee Jeffery
 - Jacob Thomas
 - Lisa Jones
 - Ben Scheffner
- Parents
 - Barbara Dalene
 - Jeff Reynolds
 - Paula Robison
- Employers/Advisory Committees

- Mike Brenchley
- LaFaun Barnhurst
- Jay Olsen
- Michael Huff
- Faculty/Staff
 - Larry Smith
 - Garth Sorenson
 - Paul Tew
 - Matt Green
- Community (counselors, teachers, college access, K16)
 - Melanie Jenkins
 - Teri Clawson
 - Kade Parry
- Donors/Alumni/Local Community
 - Marci Larsen
 - Karen Johnson
 - Emily Peterson
 - Jeff Serrine
 - Andy Nogasky

Groups took a few minutes at the end of the meeting to discuss their plans.

There will be no Task Force or subcommittee meetings on February 19 and 26, because stakeholder groups will be gathering information for the next two weeks.