

## Snow College Strategic Themes and Goals 2013

In Progress/Ongoing  
Completed  
Not-yet Started

### Quality

1. Oversee and manage quality in all teaching venues (face to face, online, Ednet, etc.)
2. Identify and implement the use of more high impact practices such as learning communities, service learning, experiential learning, course pairings
  - Establish quality initiatives/standards for the rural superintendents' concurrent enrollment proposal
  - Oversee and manage quality in processes and procedures
  - Implement more robust faculty development to enhance quality instruction
  - Improve quality and consistency of developmental education across campus
  - Improve interdepartmental communication processes



### General Education

1. Design and implement a new, integrative model for general education
2. Hire a director for general education who would head the GE Committee, manage GE assessment, create standards and rubrics for integrative courses, provide faculty mentoring and training, instigate professional development opportunities for engaged faculty, etc.
  - Create student excitement about becoming a lifetime learner through the general education program
  - Generate faculty buy-in for the new GE model and approach to learning
  - Maintain small class size and tenured faculty teaching in the GE classroom



### 2year / 4year

1. Develop a process and rubric by which new four-year degree programs can be successfully developed, approved, and implemented (STEM, Art, Integrated Studies, etc.)
2. Establish articulated transfer agreements with in-state four-year programs as well as some out of state schools
  - Identify top 25-30 majors pursued by students and expand/strengthen major guides to include pathways to each transfer institution



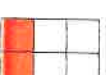
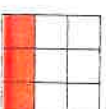
### Economic Development

1. Enrich workforce preparation program requirements with GE courses that provide interdisciplinary and entrepreneurial skills
2. Structure programming in order to maximize opportunities for students, create logical pathways, and provide the most prepared students to industry
  - Increase the standard of living in the six county region, providing opportunities for students attending Snow College, through economic development partnerships.
  - Strengthen relationships with industry in the six-county region by further developing programs that meet their needs.
  - Create educational opportunities that are more accessible/flexible



### Cost and Affordability

1. Develop a long-term strategy to increase salaries to their median market range in order to attract and retain high quality faculty and staff
2. Improve student employment opportunities and communication about such on both campuses
  - Keep tuition and fees affordable to support recruitment, retention, and accessibility
  - Develop and launch a comprehensive campaign to increase scholarship opportunities through additional endowments and donations
  - Identify and implement efficiencies with use of technology where possible/appropriate
  - Develop and implement a recruitment plan that addresses quality and diversity of student body as well as quality of programs



# Strategic Themes and Goals – Snow College

Approved by Board of Trustees - November 2013

## Quality Instruction and Student Services

1. Oversee and manage quality in all teaching venues (face-to-face, online, EdNet, etc.)
2. Identify and implement the use of more high impact practices such as learning communities, service learning, experiential learning, course pairings
  - Establish quality initiatives/standards for the Rural Superintendents' Concurrent Enrollment proposal
  - Oversee and manage quality in processes and procedures
  - Implement more robust faculty and staff development to enhance quality instruction and student services
  - Improve quality and consistency of developmental education across campus
  - Improve communication processes between all units on campus

## General Education

1. Design and implement a new, integrative model for general education
2. Hire a director for general education who would head the GE Committee, manage GE assessment, create standards and rubrics for integrative courses, provide faculty mentoring and training, instigate professional development opportunities for engaged faculty, etc.
  - Create student excitement about becoming a lifetime learner through the general education program
  - Generate faculty buy-in for the new GE model and approach to learning
  - Maintain small class size and tenured faculty teaching in the GE classroom

## 2-Year / 4-Year

1. Develop a process and rubric by which new four-year degree programs can be successfully developed, approved, and implemented
2. Establish articulated transfer agreements with in-state four-year programs as well as some out-of-state schools
  - Identify top 25-30 majors pursued by students and expand/strengthen major guides to include pathways to each transfer institution

## Economic Development and Workforce Preparation

1. Enrich workforce preparation program requirements with GE courses that provide interdisciplinary and entrepreneurial skills
2. Structure programming in order to maximize opportunities for students, create logical pathways, and provide the most prepared students to industry
3. Increase the standard of living in the six county region providing career opportunities for graduates of Snow College, through economic development partnerships
  - Strengthen relationships with industry in the six-county region by further developing programs that meet their needs and that provide integrated internship opportunities
  - Create educational opportunities that are more accessible/flexible

## Cost and Affordability

1. Develop a long-term strategy to increase salaries to their median market range in order to attract and retain high quality faculty and staff
2. Improve student employment opportunities and communication about such on both campuses
  - Keep tuition and fees affordable to support recruitment, retention, and accessibility
  - Develop and launch a comprehensive campaign to increase scholarship and other opportunities through additional endowments and donations
  - Identify and implement efficiencies with use of technology where possible/appropriate
  - Develop and implement a recruitment plan that addresses quality and diversity of student body as well as quality of programs

## Strategic Themes and Goals Fulfillment—Snow College May 2018

### Quality Instruction and Student Services

Oversee and Manage Quality in all Teaching Venues (face-to-face, online, EdNet, etc.)	
Spring 2014	Innovation Academy: Technology, Concurrent Enrollment, IVC Best Practices
Spring 2015	Outlined Dean/Department chair responsibilities (mentoring faculty, oversight of quality)
2015 2016 2017 2018	Concurrent Enrollment and IVC summer institutes
Spring 2016	Revised faculty/course evaluations
Spring 2017	Updated assessment information expectation on all syllabi
Spring 2017	Established merit criteria linked to quality for faculty
Fall 2017	Online Excellence Committee—determined standards for development and delivery of online courses
Fall 2017	ADA Compliance Committee
Spring 2018	Revise online-specific course evaluation questions
Fall 2016 2017 2018	Hosted annual pedagogy conference
Spring 2016	Instituted annual campus assessment day and assessment reporting criteria
Spring 2018	Updated the campus workload policy with a focus on quality
Spring 2018	Campus initiative to increase use of common course software to help with student success
Spring 2018	Update syllabus database and syllabi approval processes
Fall 2018	Concurrent Enrollment/IVC Excellence Committee—determine standards for development, delivery, and evaluation of Concurrent Enrollment IVC courses
2018	A&T document revised with more emphasis on quality in teaching in all venues

Identify and implement the use of more High Impact Practices	
Spring 2015	Designed GE program around HIPs
2016 2017	Campus reads: Teaching Naked and Becoming a Learner
Spring 2017	Created a Service Learning Coordinator staff position
Fall 2017	Deans and Department Chairs defined and conducted an inventory of HIPs at Snow

Fall 2017	Revised responsibilities of Faculty Development Director to focus on HIPs
Fall 2017	Add an academic component to FYE
Fall 2018	Back to school workshop on effective classroom techniques
Fall 2017	Call for collaborative, interdisciplinary, and innovative course proposals for foundations course
Spring 2018	Lunch Bunch Focus: HIPs
Spring/Fall 2018	Pilot Foundations Course
Spring 2018	Established FYE committee that partners Academic Affairs and Student Affairs
Spring 2018	Participated in state-wide FYE tuning: identified outcomes for FYE at state level
Fall 2018	Revised FYE outcomes: long term plan to continue revision
June 2018	Sent a team to AAC&U's Institute on High Impact Practices

*Establish quality initiatives/standards for the Rural Superintendents' Concurrent Enrollment proposal:* Summer Institutes provided on quality; committee formed to create standards; legislative priority to increase funding for Concurrent Enrollment to improve quality and delivery.

*Oversee and manage quality in processes and procedures:* quality included in Dean and Department chair responsibilities; quality included in merit pay criteria; course evaluations revised; President's Cabinet restructured; strengthened K-16 alliance.

*Implement more robust faculty and staff development to enhance quality instruction and student success:* Increased funding for faculty and staff development; implemented monthly staff development workshops; took lunch bunch to Richfield campus; revised and updated responsibilities and goals of faculty development director.

*Improve quality and consistency of developmental education across campus:* Revised developmental options for math; aligned pre-requisite requirements for math; created a 1015 option for English developmental courses; improved placement tool in Math.

*Improve communication processes between all units on campus:* Focus on sharing information on all committees throughout campus; transparency a fundamental goal of the administration; implemented President's conversation series; emphasized 2 campuses, 1 college to improve communication; intentional effort to include representatives from both campuses on all committees; Senate passed a resolution to keep Richfield; supervisors and directors visit both campuses regularly.

## General Education

<b>Design and implement a new, integrative model for general education</b>	
Spring 2014	Took a team to AAC&U's Annual Meeting to look for GE models
June 2014	Sent a team to AAC&U's Institute on General Education Institute: designed GE revisions goals and strategies.
May 2015	Innovation Academy: GE task force designed first iteration of new GE model
Fall 2015	Presented the GE model to campus at back to school meetings. Solicited input from faculty and departments and made changes to GE model throughout the year based upon input
May 2016	Innovation Academy: GE task force designed the Foundations course
Spring 2017	GE Certificate approved
Fall 2016	GE Committee wrote syllabus for Foundations Course
Fall 2017	Campus vote on GE model/positions
Spring 2017	GE Committee wrote syllabus for Capstone course
Spring 2018	Pilot first Foundations Course
Spring 2018	Awarded legislative funding to hire faculty to facilitate new GE program
Fall 2018	Pilot two more Foundations Courses

<b>Hire a director for general education</b>	
Spring 2014	College made GE Director position a legislative priority
Spring 2015	College advertised and hired a GE director
Fall 2016	Updated GE Constitution
2015-2017	Worked with GE Committee to design new GE program
Spring 2015-present	Designed and implemented GE assessment cycles. Conducted assessment: Life Science (2015); Humanities (2015, 2017); Social Science (2016); Fine Arts (2017); Physical Science (2018); QL (2015, 2016, 2017); Critical Thinking (2016, 2017); Written Communication (2015, 2016, 2017)

*Create student excitement about becoming a lifetime learner through the general education program:* Foundations course includes an outcome dedicated to becoming a learner; Honors piloted use of Becoming a Learner ideas/philosophies to create excitement; FYE partnering with GE/Foundations to create a robust GE experience that will provide students with an understanding of the broad set of values, skills, and knowledge central to navigating the cultural norms and roles of being a college student.

*Generate faculty buy-in for the new GE model and approach to learning:* campus read (Becoming a Learner); solicited input from faculty on GE program design; back-to-school discussions on GE and teaching/learning philosophies; solicited pilot courses for Foundations

course; shared foundation successes and impediments; held a faculty-wide vote on GE model/positions; solicited proposals for GE positions.

*Maintain small class size and tenured faculty teaching in the GE classroom:* Curriculum Committee implemented class size check for all courses; workload document gives everyone responsibility for GE.

## 2-Year/4-Year

<b>Develop a process and rubric by which new four-year degree programs can be successfully developed, approved, and implemented</b>	
2014	Developed rubric and criteria for 4-year programs
Fall 2014	Invited applications for 4-year programs to present to CC
Spring 2015	Curriculum Committee made a recommendation for Software Engineering to move forward
Spring 2016	Turned in application for Software Engineering 4-year degree
Spring 2017	Software Engineering Approved
Spring	Regents enabled us to approve our own R401 through Board of Trustees
Fall 2017	Software Engineering first cohort entered
Spring 2018	USHE revised policy and limited additional 4-year opportunities (R312), which pushes us toward more 2+2 options; Snow College is now well positioned to be the higher education link in the region by offering Associates, Baccalaureate, and partnerships with other institutions

<b>Establish articulated transfer agreements with in-state four-year programs as well as some out-of-state schools</b>	
2016	GE Certificate approved, articulated statewide
2016	Nursing 2+2 with SUU
2016	Music Education agreement with Weber +1
2016	Equine Management, Agribusiness, Farm and Ranch Management 2+2 with USU
2016	Engineering 2+2 update with Utah State
Spring 2017	Passport implemented
Spring 2017	R201 passed at USHE level; allows us to ask for an exception to add 4-year degrees, but allows us to have as many partnerships as necessary
Fall 2017	AFA implemented 3+2 agreements with Weber and UofU
Fall 2017	Business partnership negotiated and announced with USU 2+2
Spring 2018	Negotiated 2+2 in Education with USU

*Identify top 25-30 majors pursued by students and expand-strengthen major guides to include pathways to each transfer institution: transfer guides regularly updated; one location for transfer guides; pathways integrated into GE program design*



## Economic Development and Workforce Preparation

<b>Enrich workforce preparation program requirements with GE courses that provide interdisciplinary and entrepreneurial skills</b>	
	Integrated OC requirement into existing courses to apply this requirement in a professional field
	Aligned Math 1040 and 1030 as GE courses fit to majors
2016-2018	Revised Biology (LS Requirement) courses to look at specific foci of the field: animal reproduction, anatomy for artists, nutrition
	HFST 1210 revised to include both family finance and small business finance
2016	Created new GE interdisciplinary foundation course
Spring 2018	Consolidated and aligned scheduling practices to allow for better access to GE courses

<b>Structure programming in order to maximize opportunities for students, create logical pathways, and provide the most prepared students to industry</b>	
	CTE program are doing actual repairs and fabrications for businesses in Sevier County (welding, machining, manufacturing technology)
	Expanded nursing program to include a RN associate's level program to address industry needs
	Better aligned high school CTE program to Snow standards so students can have a seamless transfer and avoid backtracking to fill in knowledge gaps
	Operating open shop times to avoid restriction on bell schedules. Students attend class according to floor time rather than set of course times
	Most CTE programs realigned to include stackable credentials: certificates of proficiency, certificates of completion, associate's degree, transfer ready
Spring 2018	Funding appropriated to create additional Nursing position

<b>Increase the standard of living in the six county region providing career opportunities for graduates of Snow College through economic development partnerships</b>	
2013-2014	Created a student jobs taskforce to bring more part-time, college appropriate jobs to Ephraim.
	CDL program established with Southwest Tech and Workforce Services
	CTE students spending time with local businesses observing and doing technical tasks at jobsites
	Business students are working with existing businesses on website advertising and marketing/consulting
Spring 2018	Revised internship syllabus and expectations to promote partnerships
Fall 2018	Hired an entrepreneurship specialist to work with SBDC and businesses to create cooperative experiences for students
Ongoing	Partner with economic development directors in all six counties
Ongoing	Solicit input on hiring and training needs from employers and communicate them back to appropriate deans or department heads



Spring 2018	Funding appropriated to create Economic Development Director position
-------------	---

*Strengthen relationship with industry in the six-county region by further developing programs that meet their needs and that provide integrated internship opportunities:* Created internship standards and requirements; established clear, consistent communication strategies with six-county region business partners; strong representation on Economic Development committees.

*Create educational opportunities that are more accessible/flexible:* Created and implemented more block classes; created and implemented more online course opportunities; spread courses more evenly throughout the day; aligned Richfield scheduling

## Cost and Affordability

<b>Develop a long-term strategy to increase salaries to their median market range in order to attract and retain high quality faculty and staff</b>	
2014-2015	COLA 1.25% and Merit 1.75% (3% salary increase)
2015-2016	3% increase
2016-2017	Compensation Committee established, median markets established, and made recommendation to reach 85%
2016-2017	85% of National Median Market level met in payroll adjustments 2% salary increase
2017-2018	2 % salary increase
2017-2018	Legislative priority request: 100% of national median market
March 2018	Legislative priority request granted
2017-2018	Compensation Committee reviewed descriptions and levels, made recommendation on how to allocate legislative funds
2018-2019	2 ½% salary increase 100% of national median market level
2018-2019	Compensation Committee charged to develop compensation philosophy and criteria moving forward

<b>Improve student employment opportunities and communication about such on both campuses</b>	
2016-2017	Increased Work to Learn budget from \$189,000 to \$324,000 to provide more student jobs (157 jobs increased to 202 jobs)
2016-2018	Work to Learn individual job monies increased from \$1200 to \$1500 to \$1600
2015-present	Created a publicized, central location on each campus for job placement; hosted annual job seeker workshop, back to school job fairs
Ongoing	Create resume worthy experiences through work-to-learn funds
Ongoing	Networking nights for individual departments and divisions

*Keep tuition and fees affordable to support recruitment, retention, and accessibility:* Lowest in the state; one 2% Tier 2 increase; \$13 total fee increase in five academic years.

*Development and launch a comprehensive campaign to increase scholarship and other opportunities through additional endowments and donations:* employee giving campaign; fundraising for science and social science buildings.

*Identify and implement efficiencies with of technology where possible/appropriate:* Many tasks moved to online environment; updated web page.

*Develop and implement a recruitment plan that addresses quality and diversity of student body as well as quality of programs: Strategic Enrollment Management committees formed to do strategic planning for both recruitment and retention.*