ReIMAGINE

SNOW COLLEGE

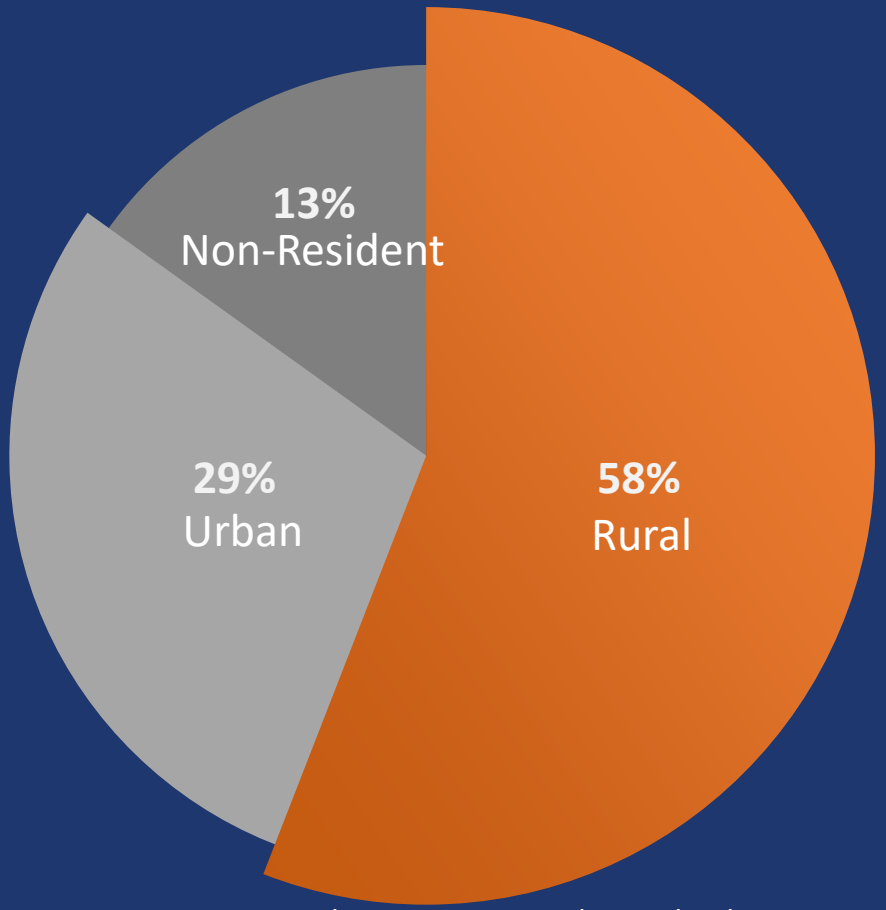
A PRESENTATION TO THE HIGHER EDUCATION APPROPRIATIONS COMMITTEE

JANUARY 28, 2022

"Utah's rural residents face barriers to higher education unseen in more traditional community college settings. They must have access to high-quality education, with options for working learners, support for underserved populations, and opportunities for students that are otherwise limited by time and distance."

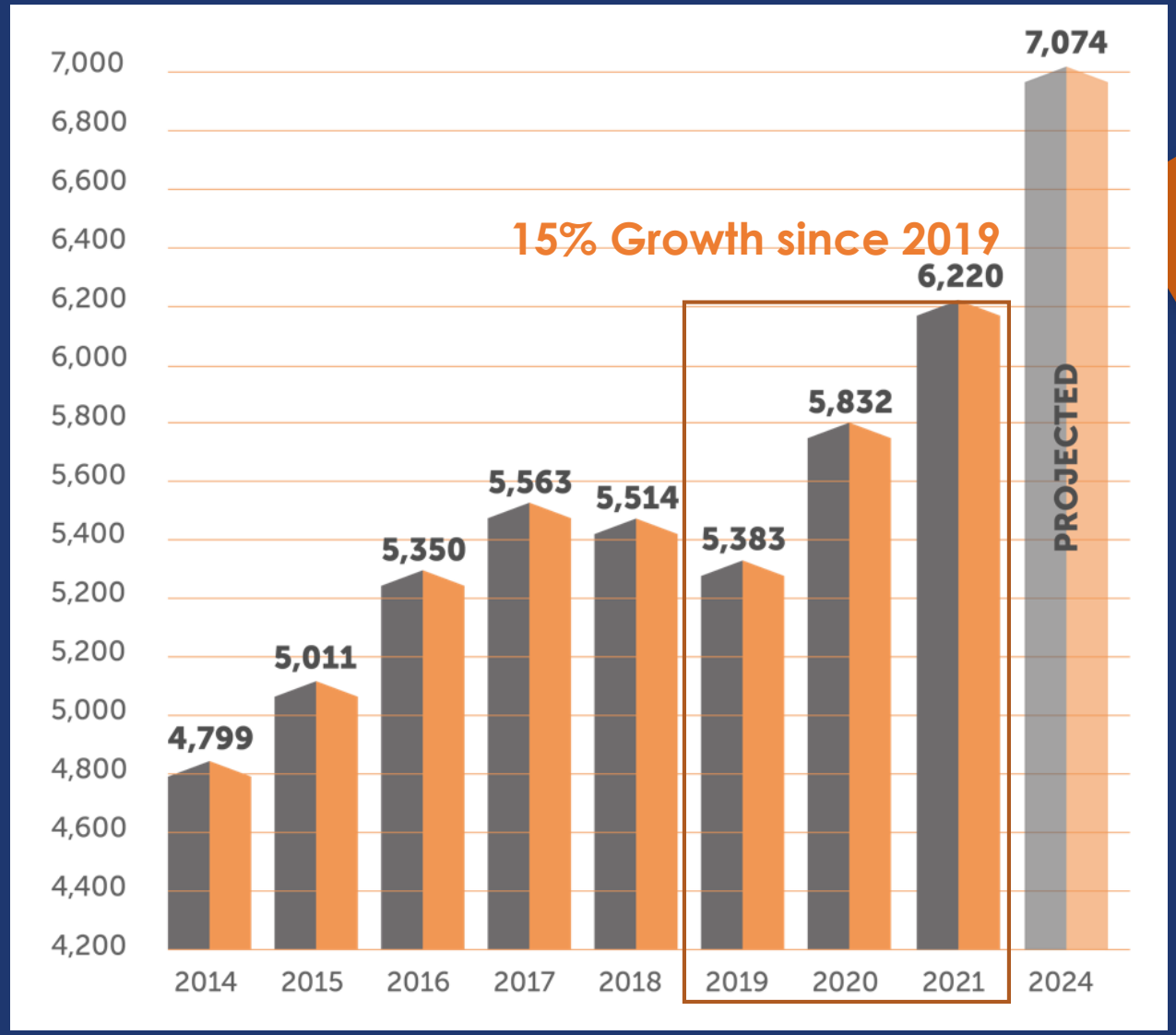
Board of Regents Charge to President Cook and Snow College, 2019

WHOM DO WE SERVE?

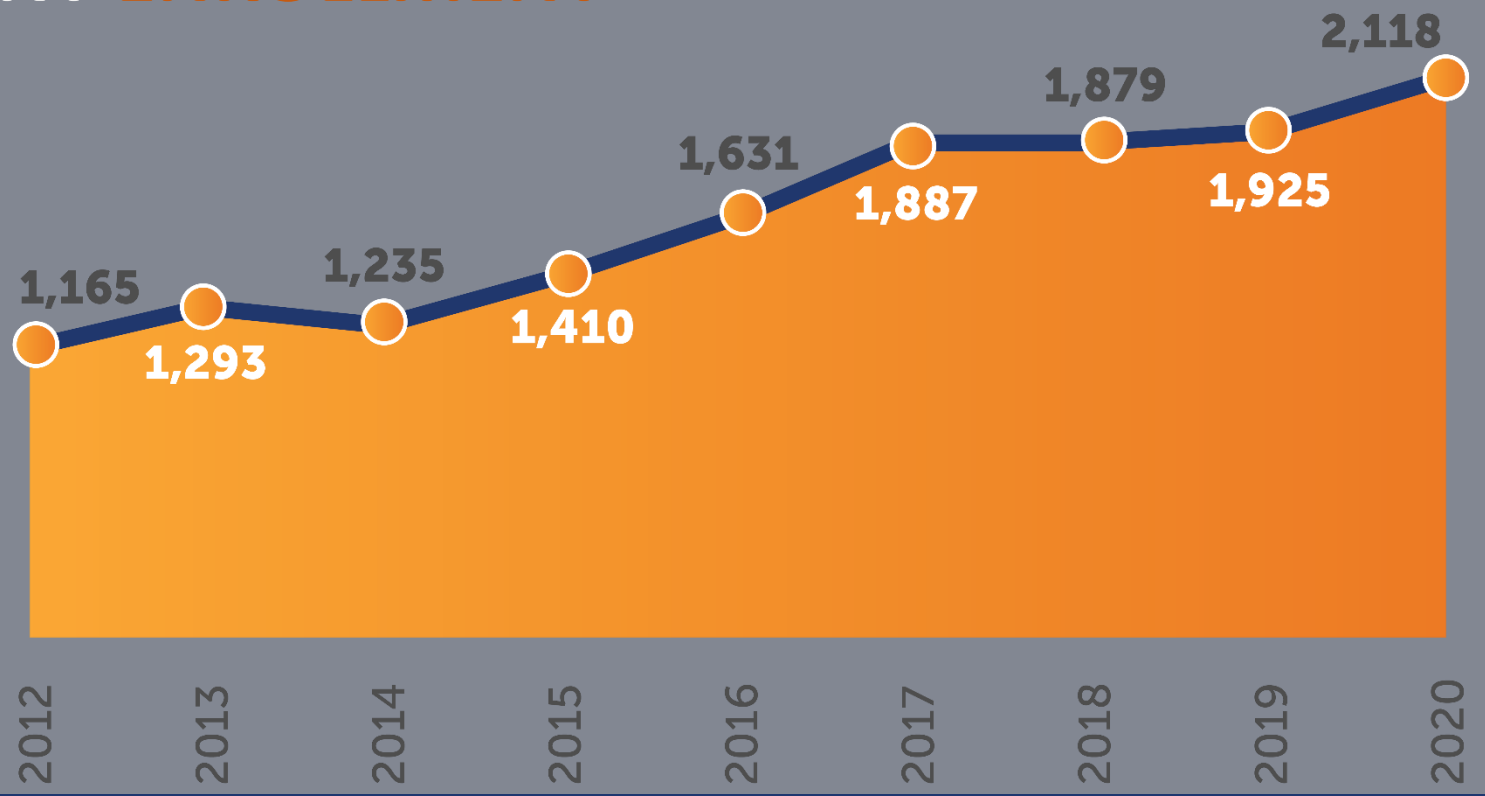


- Snow is the most rural credit-bearing college in USHE
- Snow attracts a high percentage of first-generation and Pell-eligible students

SNOW COLLEGE GROWTH



CONCURRENT ENROLLMENT



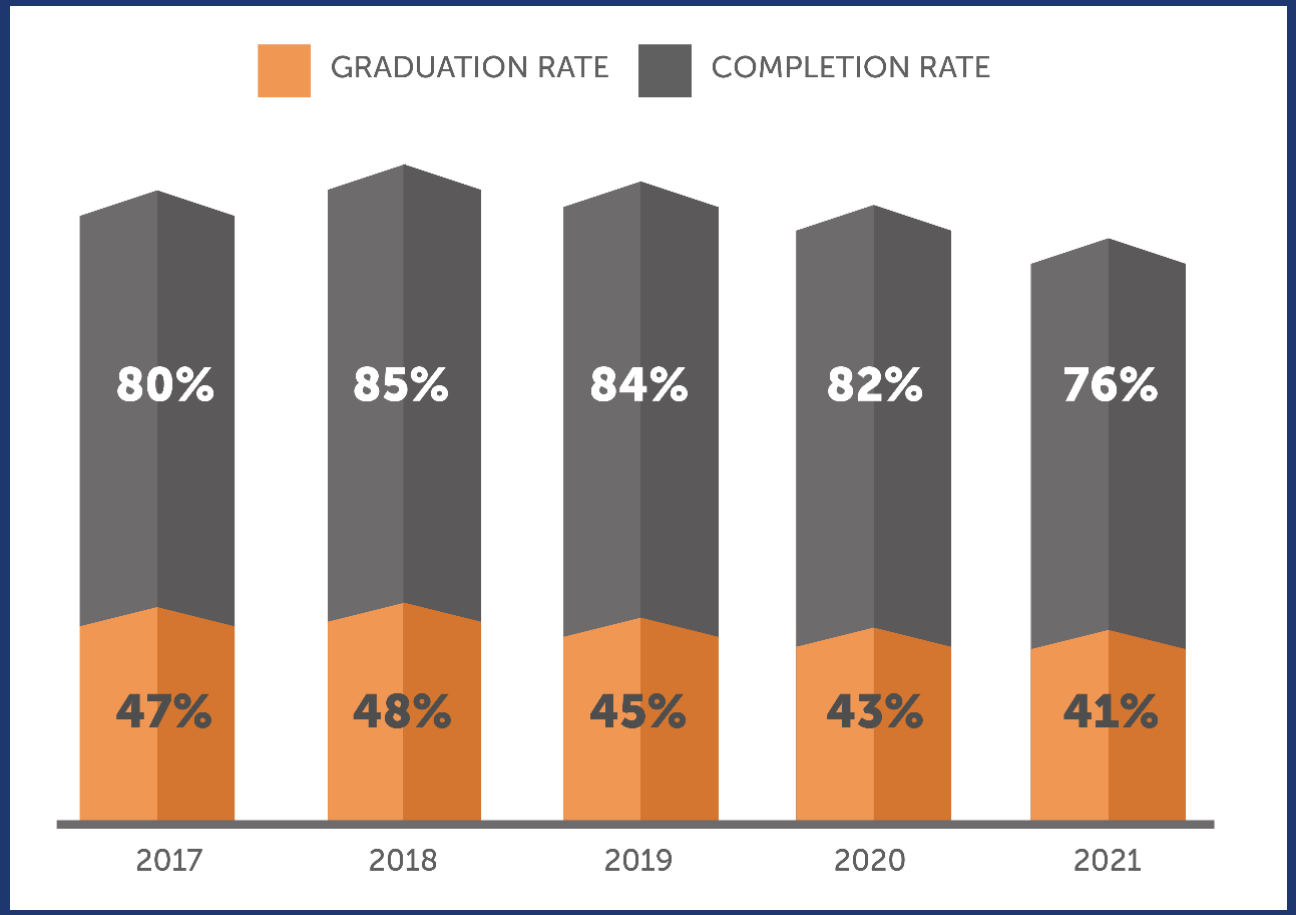
14 FTE FACULTY FOR IVC

13 DEDICATED CLASSROOMS

66 COURSES

74 HIGH SCHOOLS

COMPLETION RATE



BEST COLLEGES
U.S.News & WORLD REPORT
REGIONAL UNIVERSITIES
WEST

COLLEGE EXCELLENCE PROGRAM
aspen institute

SNOW COLLEGE IS RANKED No. 1 IN THE NATION
BY THE CHRONICLE OF HIGHER EDUCATION
1

BEST OF THE BEST IN EDUCATION

PARTICIPATION AND ENROLLMENT: FACTS AT A GLANCE

55%
Full-time

34%
First Generation

6,220
Students

40.6%
Economically Disadvantaged

22%
Minority Populations

93%
Traditional Age

Ave age = 24
Female = 54%
Male = 46%

SNOW COLLEGE

IDENTIFIED UNDER-REPRESENTED STUDENTS

- Low income
- First-generation students
- Homeschoolers
- Native American students
- Place-bound students
- Some college, no degree
- Professionals needing upskilling, reskilling
- Veterans
- Inmates at CUCF

THE FUTURE OF RURAL EDUCATION IN UTAH…

lies with the working mother, the working learner, the some-college-no-degree student, the entrepreneur, and other learner populations who have been historically excluded and underinvested in by higher education.

UTAH SYSTEM OF HIGHER EDUCATION

USHE Priorities

- Accessibility
- Completion
- Workforce Development

STRATEGIES: ACCESSIBILITY

1. **Lower Financial Barriers**
   - Need-based aid
   - Affordable tuition

2. **Offer Technical Education for those who don't see themselves as "college-goers"**

3. **Expand online offerings and support**
   - Snow Online, AOL Online, Tech Ed

STRATEGIES: COMPLETION

1 **Data Analytics**
- Identify most at-risk
- Identify most impactable

2 **Targeted Intervention**
- Faculty/advisor intervention
- Early alert system (INSPIRE)

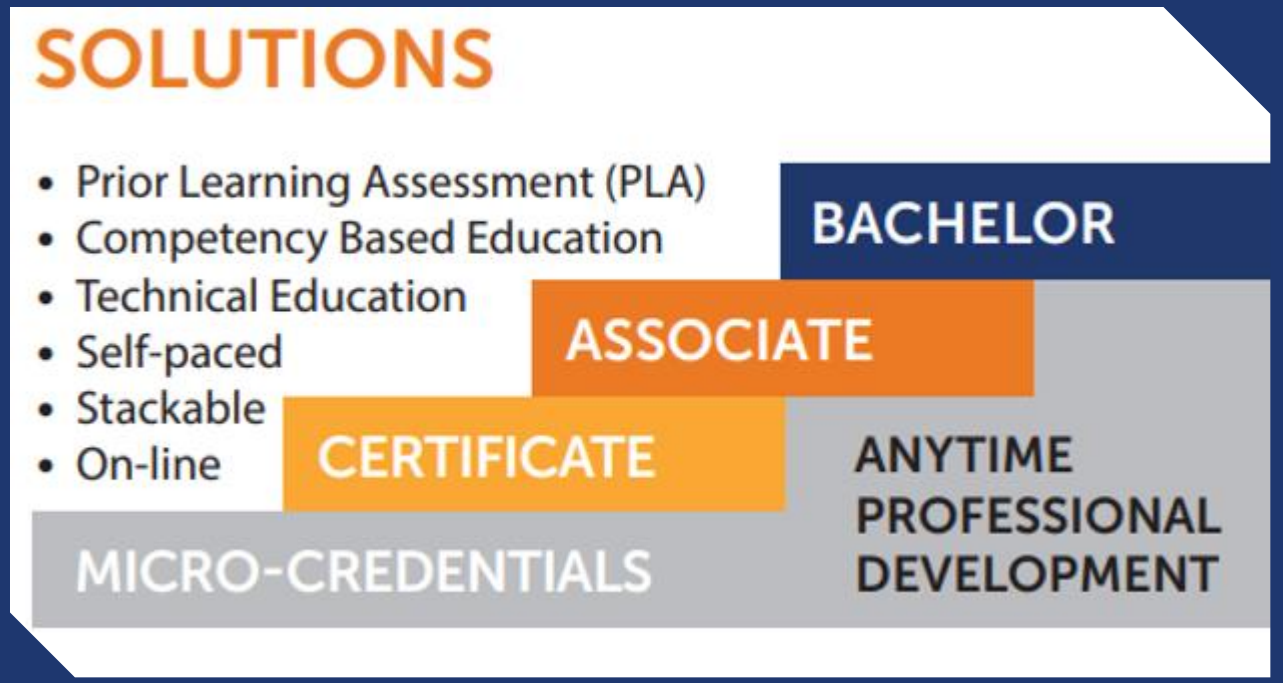
3 **24/7 Tutoring Service**

STRATEGIES: WORKFORCE DEVELOPMENT

1. **Enhance Tech Ed crosswalks**
   - Stackable, PLA, micro-credentials

2. **Competency-Based Education**

3. **Workforce Alignment**
   - 200 Industry Advisory Committee members



CBE ACCREDITATION

- Financial Aid eligible
- Credit-hour, term-based
- Online, transferrable
- Flexible pacing
- Individualized support
- Mastery of performance and learning outcomes
- Low-cost
- Accessible
- Targets underserved populations
- Technical education and degree seeking options

+ General Education

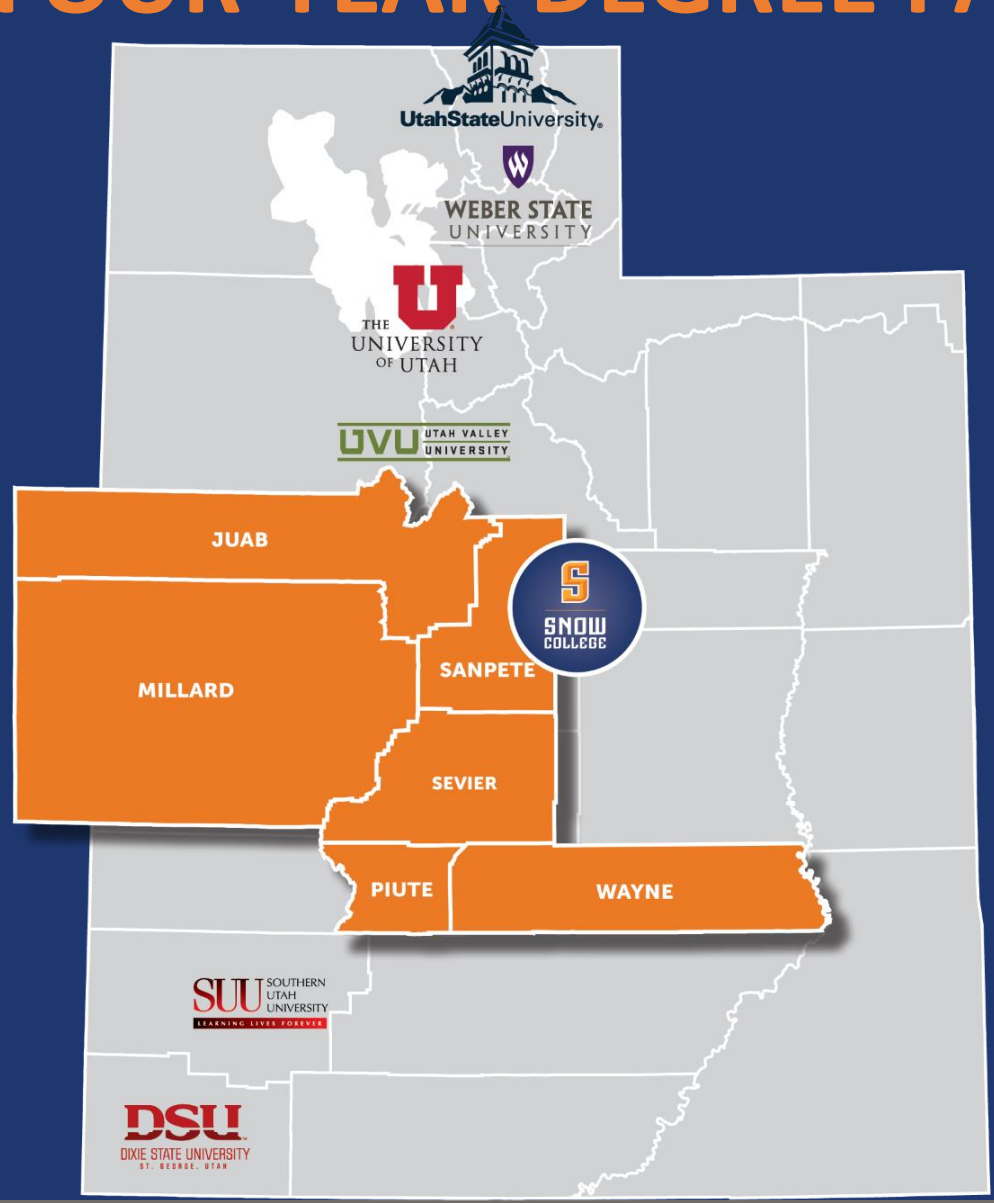
+ Networking & Cybersecurity

+ Industrial Mechanics

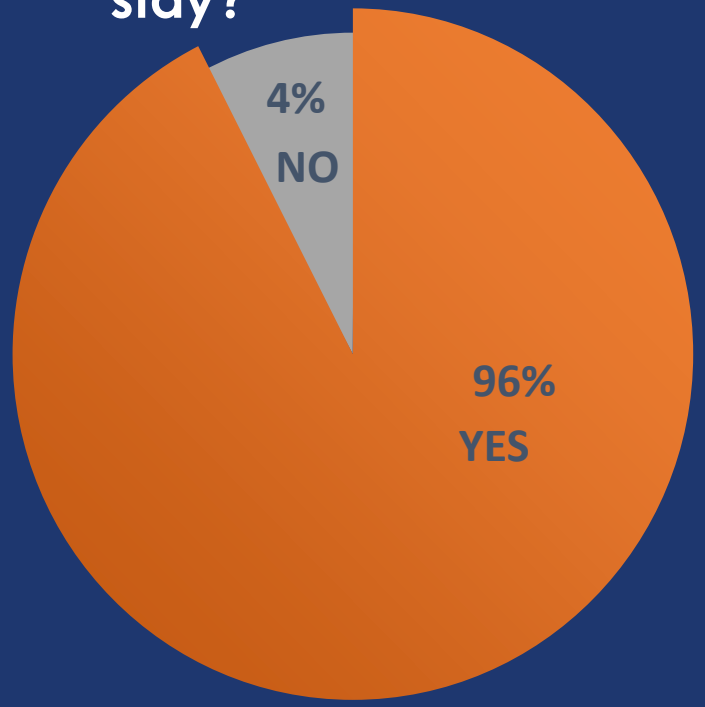
STRATEGIES: FOUR-YEAR DEGREE PARTNERSHIPS

- ❑ Business
- ❑ Nursing
- ❑ Social Work
- ❑ Community Health
- ❑ Criminal Justice
- ❑ Communication
- ❑ Psychology
- ❑ Respiratory Therapy
- ❑ Education

DEGREES NEEDED IN RURAL UTAH (2+2s)



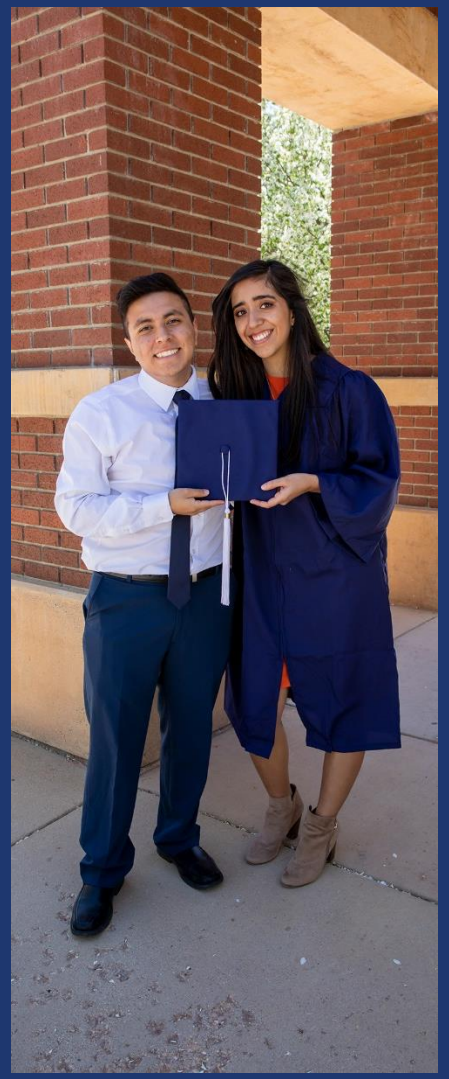
"If Snow College offered a four-year degree in your major, would you stay?"



Fall 2020 SURVEY OF STUDENTS

BUDGETARY FACTOR 1:

Increased 'degree of difficulty'



SNOW COLLEGE:

- serves a geographically broad, rural, and remote region;
- is limited in its academic offerings;
- suffers by budget formulas that are growth-oriented and calculated on existing budgets;
- competes for marketing messages with in-state institutions that are larger and better funded;
- competes for talent with other in-state and regional institutions, yet its compensation is lowest in the state.

BUDGETARY FACTOR 2:

Fewer Opportunities to Generate Revenue

- Does not have additional sources of funding that larger universities may have (more developed grant writing enterprises, research dollars, larger auxiliary functions, etc.)
- Receives only a few small-dollar grants
- Athletics does not generate the broadcasting or conference revenue that larger programs receive
- Rural location limits access to named donors and sponsors
- Serves as a gateway to higher education for many students, yet it continues to struggle to capture even the smallest fraction of annual university alumni giving

CONSEQUENCES

1. Compensation Suppression
2. Lower Operational Budgets
3. Critical Position Shortages

"We must commit to the most aggressive upgrade to our education programs since we became a state 125 years ago."

–Governor. Spencer J. Cox

FACULTY SALARY GAP: National Peers

Rank	Snow College	Comparison Group	Difference
Instructor	$55,700	$65,004	($9,304)
Asst. Professor	$57,800	$63,868	($6,068)
Assoc. Professor	$69,600	$74,444	($4,844)
Professor	$73,500	$91,418	($17,918)
All Ranks	$59,900	$72,824	($12,924)

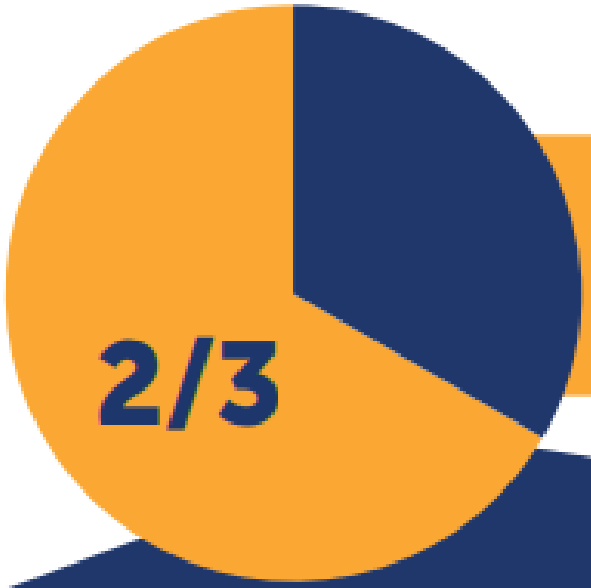
Source: USHE Data Book 2021

Academic Year: 2019-2020. Peer list from IPEDS based on the following parameters: 2-year, public institution, location (town-remote), enrollment between 1,000 and 7,000, participates in Title IV federal programs

One Utah Roadmap
Objective:

"Improve Teacher Compensation"

Governor Spencer J. Cox
Jan 19, 2021, p. 3



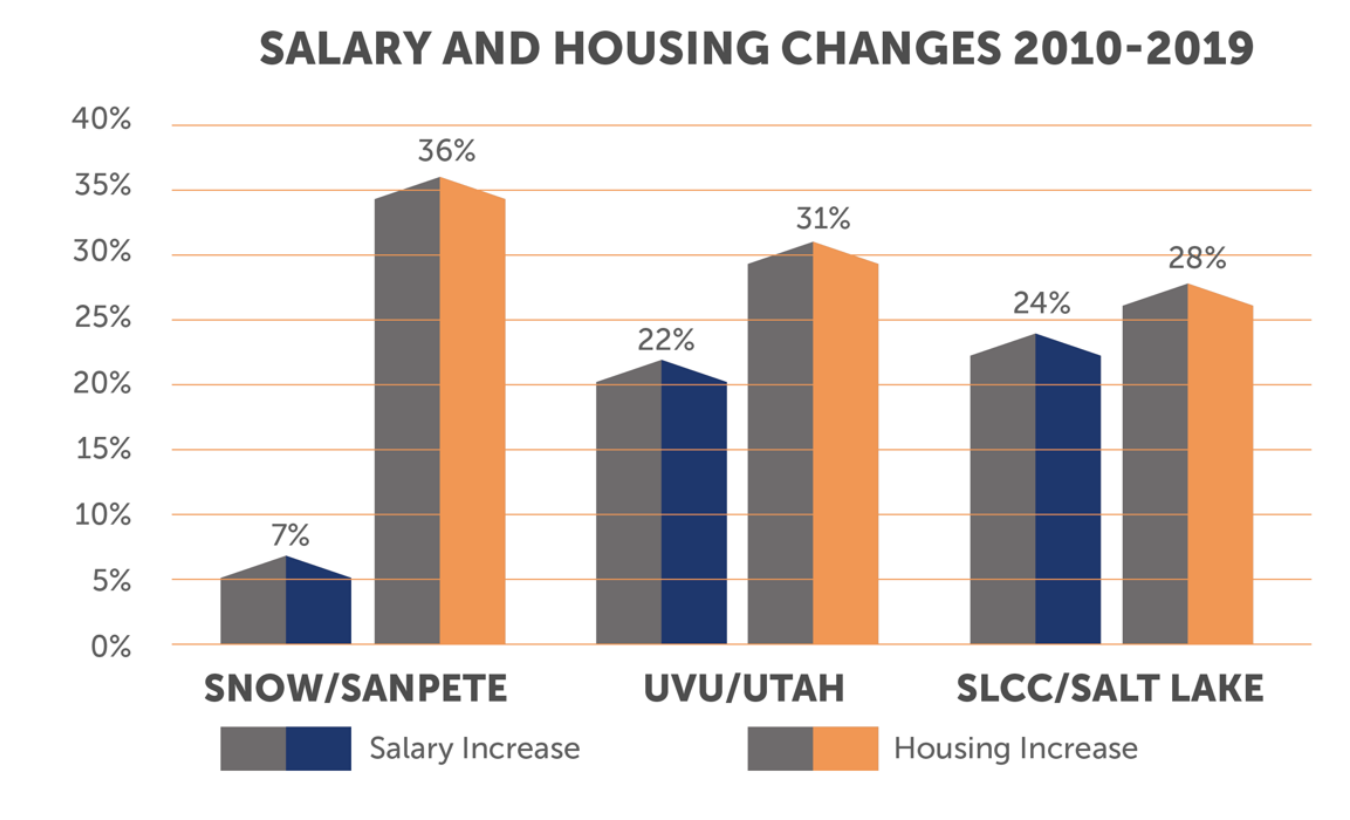
FACULTY WITH CHILDREN THAT QUALIFY FOR FREE OR REDUCED LUNCH AT SCHOOL

$53,331
MEDIAN SNOW COLLEGE SALARY

$56,578
FREE AND REDUCED SCHOOL LUNCH THRESHOLD

$57,414
EARNED INCOME TAX CREDIT THRESHOLD

COST OF LIVING
SANPETE VS WASATCH FRONT



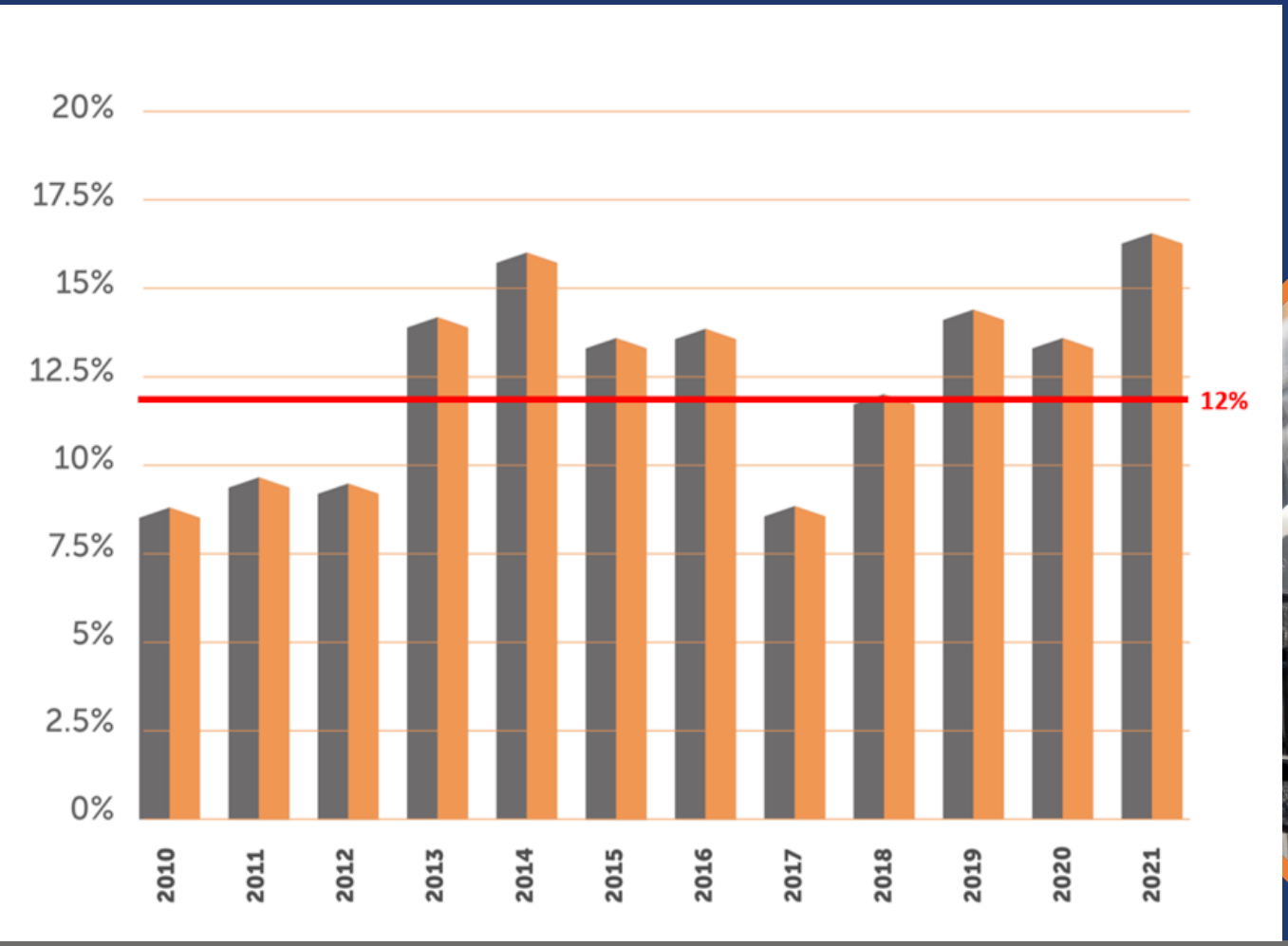
IPEDS 2020: institutional salaries, Census Bureau 2019: housing

One Utah Roadmap Objective:

"Increase education funding to support students and effective teachers and leaders"

Governor Spencer J. Cox,
Jan 19, 2021, p. 3

FACULTY/STAFF TURNOVER RATES



NECESSARILY EXISTENT SMALL SCHOOLS (NESS)

K-12, the state acknowledges the difficulty of scaling in rural contexts, and have therefore built in NESS as an equity variable.

PERFORMANCE-BASED FUNDING

Performance-Based	
Faculty (Bottle-neck)	$358,914
Internal Controls	$124,813
Student Success Dir.	$111,524
Retention Advisors	$158,650
IT Support	$98,834
Institutional Effectiveness	$138,465
TOTAL	$991,200

WATER CONSERVATION

- Follow state and city mandates of reducing usage
- Upgraded sprinkler system and installed “smart system” software that provides specialized options and notifications of abnormal use
- Replaced water fountains with bottle fill stations
- Installed new meters for more accurate readings
- Reprogrammed auto claves in the science building
- Installing auto flush valves (ongoing project)

THANK YOU