

# SNOW COLLEGE STRATEGIC REINVESTMENT PLAN

Keeping Utah Education Accessible, Affordable, and Relevant



## THIS PLAN MAKES SNOW COLLEGE BETTER

Applied existing philosophy of continuous improvement

Utilized data and expertise of our faculty and staff

Appreciated guidance and support from OCHE, campus community, legislators and staff

## **Strategic Framework for Decisions**

# Data-driven Decision Making

- Metrics were created and used by academic task force
- Data were selected to fulfill each legislative criteria

# Enrollment and Retention

- Reinvestments focused on improving student access and completion
- Programs aligned with student demand and regional/state need

#### **Employee Experience**

Efforts were made to minimize impact on employees' careers



# Guidance from Data Experts and Campus Community



Academic Review Task Force New Program Incubator

Deans Council

Cabinet



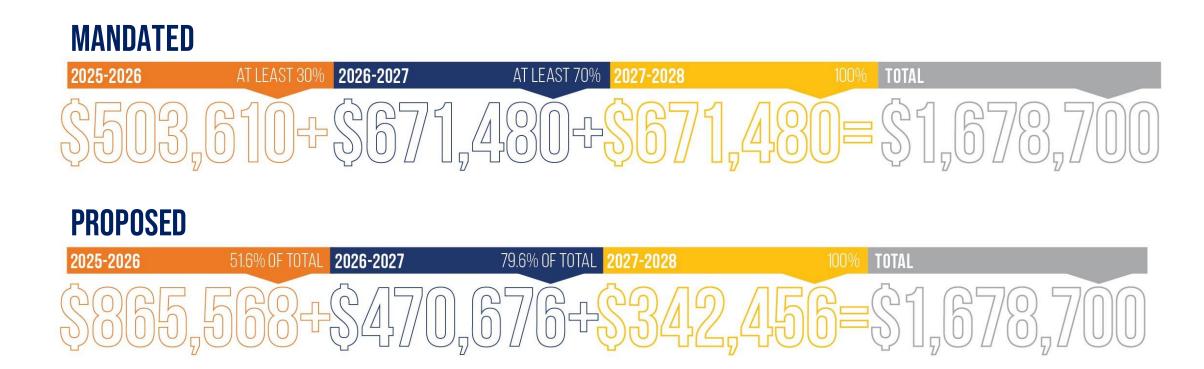
#### **Overview**

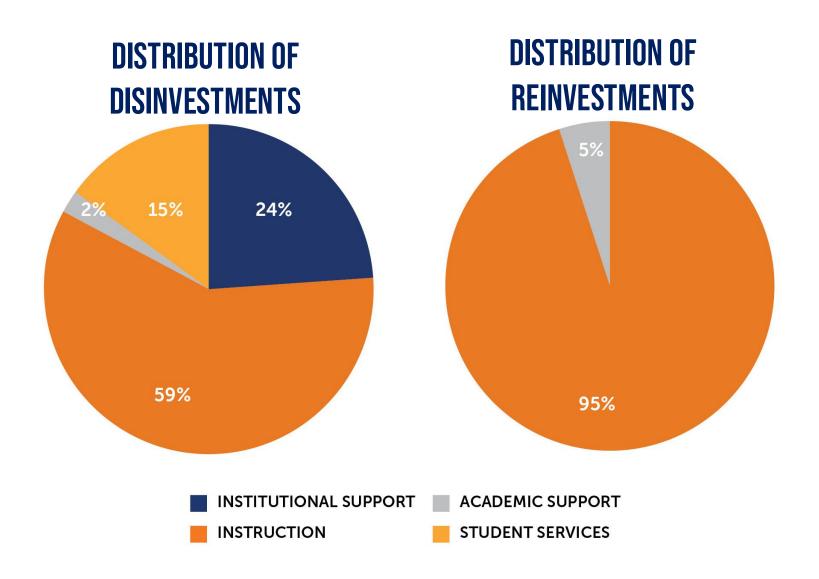
- Limited-time early retirement opportunity
- No involuntary separations or forced layoffs
- Some vacated positions will not be filled
- Some organizational restructuring and role changes

- Budget efficiency measures implemented
- Discontinuance of redundant degrees and certificates
- Elimination of one vice president position



#### **Distribution of Reinvestment**









#### 11 POSITIONS ELIMINATED INCLUDING ONE VICE PRESIDENT REINVESTED IN 12 POSITIONS



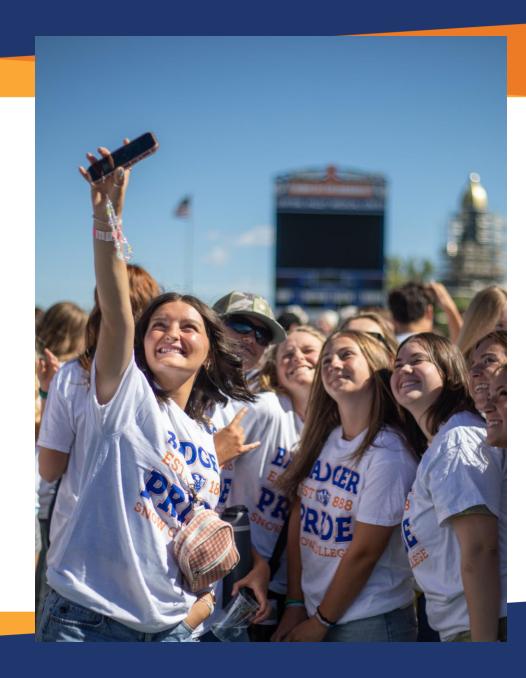


## **DISCONTINUED**

- French
- Italian
- Analog Radio
- Analog TV

- Newspaper
- Foundations
- Service Learning
- Convocation

\*Because Snow is primarily a two-year college with a general education focus, "programs" are not equivalent to degrees or majors. The programs eliminated include general education courses, elective courses, and curricular activities.





# 7 SWEEN EXPANDED

- Prison Education
- Elementary Education
- Biology/Life Sciences
- Automation Technology

- Respiratory Therapy
- Commercial Driver License
- StrategicCommunication &Public Relations





# GREATED

- Behavioral Health
- Rural Entrepreneurship
- Radiologic Technology
- Pre-Architecture & Drafting





# SUPPORT SERVICE ENHANCEMENT

Consolidate Tutoring Centers





#### **ACADEMIC PROGRAMS** REINVESTMENTS Quintile #1 MAJOR **DEGREE Behavioral Sciences** AA/AS **Behavioral Health Criminal Justice and Corrections** AA/AS AA/AS **Biology Biology Life Sciences** AA/AS **Education and Learning** AA/AS **Elementary Education Childcare Management** AAS **Health Professions** AA/AS Respiratory Therapy/Radiologic Technology **Humanities** AA/AS **Communication and Rhetoric** AA/AS **Strategic Communication** General Education CER **Business Services** AA/AS Business/Rural Entrepreneurship **Business** CER **Outdoor Leadership Entrepreneurship** CER **ASB Business Agribusiness** AAS **Basic Accounting** CER Computer Systems and Software AA/AS AA/AS Music Political Science AA/AS AA/AS Geography AA/AS **Economics**



#### **REINVESTMENTS**

Pre-Architechture/Drafting

#### **TECHNICAL PROGRAMS**

Quintile #1 & 2

Construction Technology	TCER
Machining Technology	TCER
Welding Technology	TCER
Composites	TCER
Automotive Technology	TCER
Diesel Technology	TCER
Networking and Cybersecurity	TCER
HVACR Technician	TCER



## Disinvestments per Fiscal Year

2025-2026 2026-2027 2028 TOTAL

# \$865,568+\$470,676+<mark>\$342,456=</mark>\$1,678,700

- IT position
- French/Italian
- Media Studies
- Service Learning
- Convocation
- Geology
- Economic Development
- Foundations

- Online faculty reallocation
- Civitas contract
- Student Success coordinator
- Vice President

- Math position
- English position
- Registration position
- Trades Manager position



## Reinvestments per Fiscal Year

2025-2026 2026-2027 2027-2028 TOTAL

# \$714,115+\$561,676+<mark>\$402,909=</mark>\$1,678,700

- Elementary Education
- Pre-Architecture
- Respiratory Therapy
- CDL
- Tutoring Center
- Rural Entrepreneurship Position
- Prison Education

- Strategic Communication
- Behavioral Health
- Radiologic Technology
- Automation Technology
- Prison Education

- Rural Entrepreneurship Student Pilot Program
- Radiologic Technology
- Biology/Life Science
- Prison Education





#### **DISINVESTMENT**

TOTAL	\$1,678,700
Registration	\$10,000
Student Affairs	\$88,899
External Affairs	\$60,000
Software Contract	\$150,000
Trades Manager	\$91,348
<b>Economic Development</b>	\$135,435
Information Technology	\$123,737
Service Learning	\$35,439
Convocation	\$62,515
Media Studies	\$142,383
GE Foundations – 5 positions	\$669,517
French & Italian	\$109,427

### **REINVESTMENT**

TOTAL	\$1,678,700
Biology/Life Sciences	\$110,000
<b>Automation Technology</b>	\$110,000
Radiologic Technology	\$288,890
Rural Entrepreneurship	\$300,000
<b>Tutoring Centers</b>	\$80,000
<b>Commercial Driver's License</b>	\$112,000
Behavioral Health	\$130,000
Respiratory Therapy	\$130,000
Pre-Architecture & Drafting	\$95,000
Strategic Comm & PR	\$91,000
<b>Elementary Education</b>	\$97,115
Prison Education	\$134,695

## **Meeting Expectations**

The core groups involved are described below, with full mer

groups created specifically for the reallocation proc

Director of Institutional Research, Dr. Samantha Ra

president of our Faculty Association and one facul divisions. The task force took the evaluation criter

nine data points that met these criteria, as follow

"onal Student Clearinghouse transfer data

enrollment data by faculty FTE

Department of Workforce Services emplo

Department of Workforce Services wage

Instructional cost by student credit hou.

USHE 4- or 5-star program list

'ollege defined timely completion data

#### "PRODUCE STRONG **WORKFORCE OUTCOMES"**

- Elementary Education
- Respiratory Therapy
- CDL
- Rural Entrepreneurship
- Prison Education

#### "PREPARE GRADUATES WITH DURABLE SKILLS"

- Strategic Communication
- Radiologic Technology
- CDL
- Automation Technology
- Behavioral Health



This document outlines the proposed Snow College reinvestment plan that is defined in the Utah State Legislature This document outlines the proposed Snow College reinvestment plan that is defined in the Utah State Legislature House Bill 265, titled Higher Education Strategic Reinvestment. This bill requires Utah System of Higher Education (FISHP) Advance-creation institutions to realligate each funding and successful institutional magnitude of the College Col House but 400, tired rigner concent on strategic Kenivestment. Into our requires Ltan system of ringner (USHE) degree-granting institutions to reallocate state funding and associated institutional resources corr (USHE) degree-granting institutions to reallocate state funding and associated institutional resources corresponding to institutional base hudget reductions. Based on this bill, Snow College is required to reallocate vt. 678,700 over the following the state of the recovery their recovery th three riscal years as part of this process, 10 recoup these renuctions, institutions must dever reinvestment plans for Utah Board of Higher Education and legislative approval. Upon se

Work on the Snow College Strategic Reinvestment Plan began as soon as HB-265 w. For the Strategic Reinvestment Plan began as soon as the Strategic Reinvestment Plan began as soon as the Strategic Reinvestment Plan began groups or nacuty, stan, and administration were assembled to evaluate options to pursue. I. of the proposed Snow College Reinvestment Plan that has been submitted for preliminary

- Workforce alignment and engagement through academic and technical programs Operational efficiencies
- A commitment to thriving rural communities

#### AREAS FOR DISINVESTMENT French and Italian

Snow currently offers an Associate of Arts in French and

, ds offered by Snow College Course enrollment capacity filled by facult

Last year, the Snow College General Education Committee voted to eliminate the Foundations course Communities voted to emininate the roundations course as a general education requirement beginning in the Snow currently teaches Media Studies as one of three AS Snow currently teaches as the AS Snow currently teaches as the AS Snow currently teaches as as a general education requirement beginning in the Fall of 2025. To realize savings from this program degree pathways in the Communication Department. Media Studies include Studies and Studies and Studies include Studies and Studies include Studies and Studies include Studies and Studies include Studies incl

program away from courses based solely on disciplinary ones, currently ones an associate of arts in referen and three courses in Italian. These courses are low enrolled written and oral communication, information literacy, unce courses in attain. These courses are now empoted and do not produce enough sections or credit hours to and conflict management. Along with meeting the and do not produce enough sections or credit hours to justify a full-time faculty position. This position has been sliminated following the estimated of scale management and continct management. Along with meeting the state's current general education requirements, these courses can contribute to a series of employment-ready. stry a run-tune actury position. Inis position has need immated following the retirement of a facilty member:

states—turnen general esucation requirements, mese courses can contribute to a series of employment ready. courses can contrioute to a series of emproymencreasis, stackable credentials that Snow College students will be able to earn as part of their associate degrees

crosure, show win eminimate rour or the live factury or the prositions that were created through the Foundations television, and newspaper fournalism, along with work positions that were created inrough the roundations to the campus radio and relevision stations and the campus radio and relevision stations and the rogram by not replacing faculty retirements and on the campus radio and television stations and the campus radio and television stations and the campus newspaper, The Snowdrift. Most jobs in the communication industry have shifted to divided media or standing instructional time to other programs.

Cover the next three years, we plan to continue shifting communication industry have shifted to digital media the next trace years, we push to continue shiting communication industry have shifted to digital media and strategic communication positions. By eliminating

#### "FULFILL STATE ECONOMIC **DEVELOPMENT OBJECTIVES"**

- Rural Entrepreneurship
- Radiologic Technology
- CDL
- Automation Technology
- Prison Education

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## **Summary of Reinvestment Plan**

- Not a one-time exercise
- Committed to continuous improvement
- What we have already been working on with annual goals and program evaluation exercises
- Themes of the plan:

Workforce alignment and engagement through academic and technical programs

Operational efficiencies

Student support and success

A commitment to thriving rural communities









Ensure positive and sustainable growth in **ENROLLMENT** through effective, data-driven recruitment and retention strategies



Empower students with durable skills and WORKFORCE READINESS



Strengthen
Institutional
capacity on
OPERATIONAL
EXCELLENCE

Student support and success

Workforce
alignment and
engagement
through academic
and technical
programs

Operational efficiencies



# THANK YOU!

Questions?