



SNOW COLLEGE STRATEGIC REINVESTMENT PLAN

FULL NARRATIVE - MAY 2025

BACKGROUND AND PROCESS

Work on the Snow College Strategic Reinvestment Plan began as soon as HB-265 was approved and four core groups of faculty, staff, and administration were assembled to evaluate options to pursue. Key themes include the following:

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

The core groups involved are described below, with full membership rosters in Appendix A.

1. ***The Academic Program Review Task Force:*** The task force is the only one of the groups created specifically for the reallocation process. The task force was led by our Director of Institutional Research, Dr. Samantha Rainsdon-Meek, and included the president of our Faculty Association and one faculty representative from each of our divisions. The task force took the evaluation criteria articulated in HB 265 and identified nine data points that met these criteria, as follows:

Data Type	HB 265 Criterion
National Student Clearinghouse transfer data	Institution Mission
Snow College defined timely completion data	Timely Completion
Course enrollment data by faculty FTE	Enrollment
Awards offered by Snow College	Institution Mission
USHE 4- or 5-star program list	Workforce Demands
Course enrollment capacity filled by faculty FTE	Enrollment
Department of Workforce Services employment data	Professional Outcomes
Department of Workforce Services wage data	Professional Outcomes
Instructional cost by student credit hour	Program-level cost

The task force then determined how to weight and scale this data to break Snow's 103 academic certificates and degrees into five quintiles, with the first quintile representing programs that should be our highest priority for reinvestment and the fifth quintile representing the lowest priorities for reinvestment. The programs are listed randomly within each quintile. All quintile data can be found in Appendix B. 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, curricular activities, and non-degree courses of study.

2. ***The New Program Incubator:*** The New Program Incubator is a task force that was established in the Fall of 2024 to vet and recommend new program proposals by departments and divisions. The incubator's members come from the faculty, the registrar's office, the financial aid office, the admissions office, and the marketing department. Each proposal requires data on demand for the program, partnerships, workforce alignment, estimated enrollments, and student outcomes. The rubric that the incubator uses to evaluate programs can be found in Appendix C.
3. ***The Deans Council:*** The Deans Council includes the academic affairs staff (Provost, Associate Provost, Assistant Provost), all deans and associate deans, the Faculty Senate President, and the Vice President for Technical Education and Workforce Engagement. As part of the reallocation process, the council ranked all new position proposals and submitted the ranked list to the president's cabinet.
4. ***The President's Cabinet:*** The president's cabinet received all of the data from the Program Review Task Force, the New Program Incubator, and the Deans Council and created the final Strategic Reinvestment Plan. The cabinet also created a special set of incentives for early retirement and made final determinations on program closures, position eliminations, and other disinvestments.

AREAS FOR DISINVESTMENT

The Office of the Vice President for Finance and Administrative Services, with the support of the College Budget Task Force, will be responsible for monitoring all budgets and expenditures to ensure state appropriations or new tuition and fee revenues do not supplant reallocated funds pursuant to 53B-7-107(6)(b).

Item 1. Discontinue Academic Program: French and Italian Snow currently offers an Associate of Arts in French and three courses in Italian. These courses suffer from chronically low enrollments and do not produce enough sections or credit hours to justify a full-time faculty position. Currently, one faculty member teaches all French and Italian classes. The associate

degree program will be eliminated as of Fall 2025, and any existing students will be taught by adjunct faculty or through independent study courses until they complete their program.

<i>Item 1: Discontinue French and Italian Academic Program</i>			
NACUBO Category: Instruction			
Target Year of Reduction: FY 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty		(\$109,427)	1
Staff			
Operating Expenses			
Total		(\$109,427)	1

Items 2-6. Discontinue Course: General Education Foundations In 2018, Snow began teaching a new required general education course called “Foundations,” in which up to three instructors team-taught combined sections of an interdisciplinary seminar exploring points of connection between disciplines. In 2019, after a successful pilot program, we hired five new faculty positions in general education departments to create the college-wide capacity that would be necessary to teach a Foundations course to every Snow College student. The new positions were created in the departments of Geology, Dance, English and Philosophy, Mathematics, and Business.

Last year, the Snow College General Education Committee voted to eliminate the Foundations program as a general education requirement, beginning in the Fall of 2025. Eliminating the Foundations requirement is **part of Snow’s move from content-based to skills-based general education**. Over the next three years, we plan to continue shifting the assessment and focus of our general education program away from courses based solely on disciplinary content and towards courses that emphasize durable skills such as critical thinking, creative problem solving, written and oral communication, information literacy, and conflict management. Along with meeting the state’s current general education requirements, these courses can contribute to a series of employment-ready, stackable credentials that Snow College students will be able to earn as part of their associate degrees. We are also in the process of enhancing our Career Center to meet the needs of both our transfer students and our career-focused students.

To realize savings from the Foundations program closure, Snow will eliminate four of the five faculty positions that were created in departments that received additional funding in 2018. As Foundations courses will still need to be taught to students who came in under older catalogs, these position eliminations will occur over the three-year period of our Strategic Reinvestment Plan, as follows:

- For the 2025-26 academic year, we will eliminate one position in the Department of Geology. Along with this position, we will eliminate certificate programs in Geographic Information Systems and Remote Aircraft Business.

Item 2: Eliminate Geology Position			
NACUBO Category: Instruction			
Target Year of Reduction: FY 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty		(\$121,937)	1
Staff			
Operating Expenses			
Total		(\$121,937)	1

- For the 2026-27 academic year, we will eliminate one position in the Department of Business. The eliminated position is on our Richfield campus and primarily teaches online courses.

Item 3: Eliminate Business Position			
NACUBO Category: Instruction			
Target Year of Reduction: FY 2026			
	FY 2026 One-Time	FY 2027 Ongoing	FTE
Faculty	\$171,777	(\$171,777)	1
Staff			
Operating Expenses			
Total	\$171,777	(\$171,777)	1

- For the 2027-28 academic year, we will eliminate one position in the Department of Mathematics. As the second-largest department on campus, the mathematics faculty taught a large number of courses in the Foundations program being discontinued.

Item 4: Eliminate Mathematics Position			
NACUBO Category: Instruction			
Target Year of Reduction: FY 2028			
	FY 2026 One-Time	FY 2028 Ongoing	FTE
Faculty	\$120,000	(\$120,000)	1
Staff			
Operating Expenses			
Total	\$120,000	(\$120,000)	1

- For the 2027-28 academic year, we will eliminate one position in the Department of English. As the largest department on campus, the English faculty taught a large number of courses in the Foundations program that is being discontinued.

Item 5: Eliminate English Position			
NACUBO Category: Instruction			
Target Year of Reduction: FY 2028			
	FY 2026 One-Time	FY 2028 Ongoing	FTE
Faculty	\$121,108	(\$121,108)	1
Staff			
Operating Expenses			
Total	\$121,108	(\$121,108)	1

- Through these position eliminations, we will realize approximately 4/5 of the savings from the closure of our Foundation program. We propose to shift the final 1/5 of the \$134,695 amount to our recently established prison education program at the Central Utah Correctional Facility in Gunnison. This will allow us to shift the savings in faculty load time for multiple employees rather than eliminating a single position. This reinvestment will be discussed in **Item 17** under **Areas for Reinvestment**.

Item 6: Transfer 30 Hours Teaching Load to Prison Education			
NACUBO Category: Instruction			
Target Year of Reduction: FY 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty		(\$134,695)	1
Staff			
Operating Expenses			
Total		(\$134,695)	1

Item 7. Discontinue Academic Program: Media Studies Snow currently teaches Media Studies as one of three AS degrees in the Communication Department. Media Studies includes training in analog radio, television, and newspaper journalism, along with work on the campus radio and television stations and the campus newspaper, *The Snowdrift*. In our analysis of programs, we have concluded that these analog media forms are no longer viable college majors. As evidenced by declining enrollments, students no longer want to study these technologies, and most jobs in the communication industry have shifted to digital media and strategic communication positions. By eliminating this degree and teaching out the remaining students with adjunct faculty, we can achieve significant savings in both faculty costs and production costs for the analog media associated with the degree.

Item 7: Discontinue Media Studies Academic Program			
NACUBO Category: Instruction			
Target Year of Reduction: FY 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty		(\$136,383)	1
Staff			
Operating Expenses		(6,000)	
Total		(\$142,383)	1

Item 8. Discontinue Course: Convocation Snow College has traditionally offered a one-credit course called “Convocation” (GNST 1060 & GNST 1065), which features a weekly lecture series from outside lecturers, supervised by a faculty member who receives a small stipend and one course release per semester for doing so. The operating budget for the course pays travel expenses and stipends for weekly speakers. The course has had significantly smaller enrollments in recent semesters and does not count towards any major or certificate program. Snow has many other mechanisms and funding sources for bringing outside speakers to campus. We propose to eliminate this program for the Fall of 2025. Because it is not part of an academic program, no teach-out will be required.

Item 8: Discontinue Convocation Course			
NACUBO Category: Instruction			
Target Year of Reduction: FY 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty		(\$7,500)	0.2
Staff			
Operating Expenses		(55,015)	
Total		(\$62,515)	0.2

Item 9. Discontinue Program: Service-Learning Snow has a small service-learning program with a faculty director who is paid by a stipend and a limited number of grants or additional stipends to faculty who incorporate service learning into their classes. There are no courses or academic programs that require service learning. We propose eliminating all grants and faculty stipends tied to this program. Faculty will still be encouraged to incorporate service-learning into their courses, but there will be no stipends or operational budgets available to support such courses.

Item 9: Discontinue Service-Learning Program			
NACUBO Category: Academic Support			
Target Year of Reduction: FY 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty			
Staff			
Operating Expenses		(\$35,439)	
Total		(\$35,439)	

Item 10. Restructure: Office of Information Technology The Office of Information Technology currently has one full-time employee dedicated to information security. We propose eliminating this position and shifting responsibility for information security to five other IT employees, whose salaries will be augmented to reflect these new responsibilities. The position currently earns \$148,737 in salary and benefits. Salary augmentations to replace the position will cost a total of \$25,000, yielding a savings of \$123,737 in the restructuring.

Item 10: Restructure Office of Information Technology			
NACUBO Category: Institutional Support			
Target Year of Reduction: FY 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty			
Staff		(\$123,737)	1
Operating Expenses			
Total		(\$123,737)	1

Item 11. Eliminate Executive Position: Economic Development As the college strives to fulfill its mission, be a driver of economic development, and respond to industry and student needs, we are conducting a thorough review of the Economic Development Department and will not fill the position held by a recent retiree. This proposal will save more than \$135,000 by consolidating positions and eliminating duplication.

Item 11: Eliminate Economic Development Executive Position			
NACUBO Category: Institutional Support			
Target Year of Reduction: FY 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty			
Staff		(\$135,435)	1
Operating Expenses			
Total		(\$135,435)	1

Item 12. Eliminate Position: Trades Manager As part of an ongoing effort to improve operational efficiencies, we will eliminate a trades manager position in our Campus Services

Department. We have determined the position is not needed and we can redistribute functions to existing personnel.

Item 12: Eliminate Trades Manager Position			
NACUBO Category: Institutional Support			
Target Year of Reduction: FY 2028			
	FY 2026 One-Time	FY 2028 Ongoing	FTE
Faculty			
Staff	\$91,348	(\$91,348)	1
Operating Expenses			
Total	\$91,348	(\$91,348)	1

Item 13. Eliminate Software Contract: Civitas Snow currently licenses the Civitas Learning software platform to analyze student data in an attempt to improve outcomes and student success. A thorough analysis of our expenditures has determined that we can use less expensive software to achieve the same outcomes that Civitas currently provides. We propose eliminating Civitas and replacing it with less expensive software solutions.

Item 13: Eliminate Civitas Software Contract			
NACUBO Category: Student Services			
Target Year of Reduction: FY 2027			
	FY 2026 One-Time	FY 2027 Ongoing	FTE
Faculty			
Staff			
Operating Expenses	\$150,000	(\$150,000)	
Total	\$150,000	(\$150,000)	

Item 14. Eliminate Executive Position: Vice President for External Affairs (VPEA) Snow's current cabinet currently has a vice president for external affairs who is also the athletic director. We propose to eliminate this position at the vice-president level and replace it with an athletic director who is not a vice president. Other responsibilities of the VPEA will be distributed to current program directors. This will replace one high-level administrative position with a position at a lower level and a lower salary.

Item 14: Eliminate VP for External Affairs Executive Position			
NACUBO Category: Institutional Support			
Target Year of Reduction: FY 2027			
	FY 2026 One-Time	FY 2027 Ongoing	FTE
Faculty			
Staff	\$60,000	(\$60,000)	
Operating Expenses			
Total	\$60,000	(\$60,000)	

Item 15. Eliminate Position: Student Affairs As part of our ongoing efforts to enhance student services and improve operational efficiency, we recently completed a comprehensive review of the Student Affairs Division. Based on this review, we have made the decision to eliminate a full-time coordinator position within student support services on our Richfield campus. This adjustment was made possible by a recent vacancy in a separate full-time role within the same area, allowing us to realign priorities and restructure responsibilities without involuntary personnel displacement, and while still meeting the needs of students.

Item 15: Eliminate Student Affairs Position			
NACUBO Category: Student Services			
Target Year of Reduction: FY 2027			
	FY 2026 One-Time	FY 2027 Ongoing	FTE
Faculty			
Staff	\$88,899	(\$88,899)	1
Operating Expenses			
Total	\$88,899	(\$88,899)	1

Item 16. Restructure Position: Registration As part of our broader efforts to increase efficiency and align staffing with campus needs, we have also reviewed the Assistant Registrar position on the Ephraim Campus. This role has historically been a full-time position dedicated to supporting registration, records, and related student services, with particular focus on Concurrent Enrollment.

After careful evaluation, we have determined that the responsibilities of this role can be effectively managed on a part-time basis with the support of one or two trained student employees. A portion of the savings is included in the reallocation, and the balance will be utilized for other student success initiatives. This adjustment allows us to maintain the quality and accessibility of registration services for students while optimizing our use of personnel and resources.

Item 16: Restructure Registration Position			
NACUBO Category: Institutional Support			
Target Year of Reduction: FY 2028			
	FY 2026 One-Time	FY 2028 Ongoing	FTE
Faculty			
Staff	\$10,000	(\$10,000)	.25
Operating Expenses			
Total	\$10,000	(\$10,000)	.25

AREAS FOR REINVESTMENT

The Office of the Vice President for Finance and Administrative Services, with the support of the College Budget Task Force, will be responsible for monitoring all budgets and expenditures to ensure that these activities experience the target net increase in funding.

Item 17. Expand Academic Program: Prison Education In the summer of 2024, Snow College launched a prison education program at the Central Utah Correctional Facility (CUCF) in Gunnison, UT. We began by teaching one class in partnership with Salt Lake Community College, which has had a prison education program since 2018. We followed with four courses in the fall of 2024, also in partnership with SLCC, and four classes in the Spring of 2025 under our own auspices. In February of 2025, we received permission to accept Second Chance Pell Grants from the Department of Education, and, with the support of reallocation funds, we will be able to offer eight classes per semester in the 2025-26 academic year and 12 classes per semester for the 2026-27 academic year and thereafter. The CUCF has cleared 400 students to enroll in Snow's Associate of Science degree program at the Gunnison facility.

Reallocating Foundations funds (see Items 2-6) to the prison will allow us to allocate portions of faculty load rather than full positions, as we will have eight faculty members per semester teaching in our prison education program. No faculty will teach exclusively at the prison. This will also allow us to move faculty teaching loads from a discontinued general education course to a growing program designed to reduce recidivism in our prison population and qualify our incarcerated students for jobs and transfer to other USHE institutions when they are released.

We propose allocating \$134,695 in continuing funding to the prison education program, with \$50,000 added to the budget in FY 2026, \$62,486 added in FY 2027, and \$22,209 added in FY 2027. In order to facilitate our expansion, we propose investing \$60,453 in one-time funding in FY 2027 to purchase educational supplies, library materials, and instructional software, and to pay one-time stipends for setting up the expanded program.

Item 17: Expand Prison Education Program			
NACUBO Category: Instruction			
Target Year of Investment: 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty	(\$84,695)	\$50,000	.37
Staff			
Operating Expenses			
	(\$84,695)		
Target Year of Investment: FY 2027			
	FY 2027 One-Time	FY 2027 Ongoing	FTE
Faculty		\$62,486	.46
Staff			
Operating Expenses	\$60,453		
Target Year of Investment: FY 2028			
		FY 2028 Ongoing	FTE
Faculty		\$22,209	.17
Staff			
Operating Expenses			
Total	(\$24,242)	\$134,695	1

Item 18. Expand Academic Program: Elementary Education In 2024, Snow College entered into an agreement with Utah Valley University to offer a joint teacher certification program in Elementary Education on Snow's Ephraim campus in order to train teachers in our six-county service area. In this program, Snow provides the associate degrees and UVU provides the bachelor's degrees and teacher certification. We will start our second cohort of students in the fall of 2025 and have reached the point where we need to hire an additional faculty member in our Department of Education. This decision is supported by our Academic Program Review process, in which the Education and Learning program was ranked in the first quintile.

Item 18: Expand Elementary Education Academic Program			
NACUBO Category: Instruction			
Target Year of Investment: 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty		\$97,115	1
Operating Expenses			
Total		\$97,115	1

Item 19. Expand Academic Program: Strategic Communication and Public Relations We launched the Strategic Communication degree in its current form this year as one of three

majors in our Communication Department. The Strategic Communication degree will focus on digital communication and public relations. Our research into both regional and local job markets supports our belief that this specialty has far more viability than the Media Studies program that we are discontinuing (see Item 7 above). We propose shifting the funds we will save by eliminating media studies to this newer, more dynamic, and more in-demand program.

****SPECIAL NOTE**** A perusal of the quintile data from the Academic Program Review Task Force will show that Strategic Communication is in the fifth quintile. Normally, this would not warrant reinvestment. However, the task force emphasized that the program landed in the fifth quintile because, as a new program launched just this year, it does not have any data on completions or student outcomes. The low quintile ranking, therefore, reflects only the newness, and not the effectiveness of the program.

Item 19: Expand Strategic Communication & PR Academic Program			
NACUBO Category: Instruction			
Target Year of Investment: 2027			
	FY 2026 One-Time	FY 2027 Ongoing	FTE
Faculty	(\$91,000)	\$91,000	1
Staff			
Operating Expenses			
Total	(\$91,000)	\$91,000	1

Item 20. Create New Academic Program: Pre-Architecture and Drafting We propose to create a new Associate of Science Degree in pre-architecture within our Department of Construction Management. The new degree incorporates a 16-credit USHE-aligned technical education Drafting and Design Certificate. The Pre-Architecture program at Snow College offers an Associate of Science (AS) in Pre-Architecture, designed for students planning to pursue a construction management or professional architecture degree at the bachelor's or graduate level. Our New Program Incubator recommended this program last year, and it is now moving through the curriculum approval process. We have already begun the process of forging strong transfer relationships with the architecture programs at Utah Valley University and the University of Utah, and this program is supported by industry partners serving on the program's advisory committee. We are prepared to launch this program during the 2025-26 academic year.

Item 20: Create New Pre-Architecture and Drafting Academic Program			
NACUBO Category: Instruction			
Target Year of Investment: 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty		\$95,000	1
Staff			
Operating Expenses			
Total		\$95,000	1

Item 21. Expand Academic Program: Respiratory Therapy In July of 2024, after being approached by several of our area hospitals, Snow College received a grant from Talent Ready Utah to start an A.A.S. degree program in respiratory therapy. In January of 2025, we hired a program director to create the curriculum and supervise accreditation of the program. The curriculum has now been approved by USHE Peer Review Board, and we have been authorized by the Council on Accreditation for Respiratory Care (CoARC) to submit a self-study. We propose to assign \$130,000 in reinvestment funds to the Respiratory Therapy program, beginning in 2026, to support a clinical director. With the clinical director in place, we anticipate accepting students into the program in January 2026. The program director and clinical director will also serve as faculty in the program. We also propose to use \$71,453 in one-time funding in FY 2026 to build a simulation lab in our Ephraim West Campus facility.

The program will be housed in our Department of Health Professions, whose programs fell into the first quintile in our Academic Program Review, and respiratory therapy is a high-demand, high-yield career that is in great demand in our region. All six of the hospitals in our service area have pledged to support the program with clinical spaces for the students and employment opportunities. With an Intermountain Healthcare hospital planned for Ephraim during the next five years, Snow College is a logical place to create a Central Utah healthcare hub, and we propose to use our Strategic Reinvestment Plan to enhance our healthcare offerings. (See Item 22 and Item 26.)

Item 21: Expand Respiratory Therapy Academic Program			
NACUBO Category: Instruction			
Target Year of Investment: FY 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty		\$130,000	1
Staff			
Operating Expenses	\$71,453		
Total	\$71,453	\$130,000	1

Item 22. Create New Academic Program: Behavioral Health Technician In the Spring of 2025, Snow College’s Department of Behavioral Science designed a Behavioral Health Technician (BHT) certificate program to address the critical shortage of mental health support professionals and juvenile justice workers in rural Utah. In the course of designing the program, we met with behavioral health and correctional officials throughout our service region. The program has been designed for both traditional and non-traditional students, courses will be accessible via Interactive Video Conferencing (IVC) to reach rural communities, school staff, and correctional facility employees.

We propose to assign \$130,000 of continuing funding to this program as part of our Strategic Reinvestment Plan. Our degrees in both Criminal Justice/Corrections and Behavioral Science landed in the first quintile in our Academic Program Review process, indicating a strong demand for these programs and a substantial benefit in adding faculty resources into the Department of Behavioral Science, which will oversee this certificate. We have also applied for a Talent Ready Utah grant to support this program which, if awarded, would allow us to roll out the program with more faculty and support resources.

Item 22: Create New Behavioral Technician Academic Program			
NACUBO Category: Instruction			
Target Year of Investment: 2027			
	FY 2026 One-Time	FY 2027 Ongoing	FTE
Faculty	(\$130,000)	\$130,000	1
Staff			
Operating Expenses			
Total	(\$130,000)	\$130,000	1

Item 23. Expand Academic Program: Commercial Driver’s License Commercial Driver's License is a high-demand job in our central Utah region. Because of employer demand, during this current academic year, we offered a CDL program with a part-time adjunct instructor in the Millard County area and have had 19 completions to date. The current significant and ongoing demand for commercial drivers throughout our six-county service region supports expanding the program with a full-time faculty position. This new CDL faculty member will initiate CDL on the Richfield campus and oversee and coordinate continued CDL programming and instruction in Millard County, with expansion into Juab and Wayne Counties in year one. Year two projections will expand CDL with a part-time program and adjunct instructor position on the Ephraim campus. We also propose to allocate \$40,000 in one-time funding to purchase additional equipment needed.

Item 23: Expand Commercial Driver's License Academic Program			
NACUBO Category: Instructional Support			
Target Year of Investment: 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty		\$112,000	1
Staff			
Operating Expenses	\$40,000		
Total	\$40,000	\$112,000	1

Item 24. Consolidate: Tutoring Centers Snow College currently sponsors three large tutoring centers: the Writing Lab, the Speech Lab, and the Math Lab. These labs are located in different buildings, are open at different times, and provide different levels of service. We propose to combine these labs into a single, multidisciplinary tutorial center located in the basement of the Huntsman Library, coordinated by a single, full-time director. The director will be a staff member who replaces 18 hours of faculty release time to coordinate the three labs (4 hours for the math lab, 6 hours for the speech lab, and 8 hours for the writing lab). We also propose to allocate \$40,000 in one-time funding to modify the Huntsman Library space to accommodate the center.

This is the only non-instructional item in our reinvestment proposal. We believe that this is warranted for four reasons:

1. A high-quality tutoring center in a single location with regular hours will dramatically increase student use and, therefore, both retention and student success.
2. A tutoring center will be able to incorporate tutors from disciplines other than math, speech, and writing. As the center will not require a dedicated faculty position, faculty from all areas will be able to recommend students to work as tutors and be trained by the director.
3. Regular and consistent record-keeping will allow us to track student outcomes after visits to the tutorial center.
4. Freeing faculty from administrative duties in tutoring centers will free up faculty time for teaching classes.

Item 24: Consolidate Tutoring Centers			
NACUBO Category: Academic Support			
Target Year of Investment: 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty			
Staff		\$80,000	1
Operating Expenses	\$40,000		
Total	\$40,000	\$80,000	1

Item 25. Create New Academic Program: Rural Entrepreneurship In 2024, our Department of Business, in collaboration with our Grit Center for Rural Entrepreneurship, began working on a curriculum to bring a degree in rural entrepreneurship to Snow College. This program has been designed to take advantage of our unique location in Sanpete County—the setting of many successful businesses with national and international markets—to create an internship-driven, experiential learning opportunity for students who come from, and want to stay in, rural Utah. The Rural Entrepreneurship program will work hand in hand with our TechConnect program to help students who have qualified to practice in technical or industrial fields become business owners. The program aligns with goals to enhance job skills, promote business expansion, and further rural economic development opportunities that will augment job growth and economic prosperity in the region.

We propose adding one position in rural entrepreneurship to our Department of Business as part of our reinvestment plan. We also propose adding continuing funding of \$150,000 to create a Snow College student-run enterprise (such as a marketing agency, a manufacturing firm, or a retail industry) that, in collaboration with our industry partners, will give students the opportunity to participate in a meaningful entrepreneurial experience while they are in college.

Our business department is well-positioned to undertake both the rural entrepreneurship degree and the student enterprise. Business programs accounted for six of the 21 programs in the first quintile of our program review, and our business faculty members are well-connected to local businesses and entrepreneurs. Support from our Grit Center provides expertise in rural entrepreneurship that can be found nowhere else in the state.

Item 25: Create New Rural Entrepreneurship Academic Program			
NACUBO Category: Instruction			
Target Year of Investment: 2026			
	FY 2026 One-Time	FY 2026 Ongoing	FTE
Faculty	(\$150,000)	\$150,000	1
Staff			
Operating Expenses			
	(\$150,000)		
Target Year of Investment: FY 2028			
	FY 2026 One-Time	FY 2028 Ongoing	FTE
Faculty		\$150,000	1
Staff			
Operating Expenses		150,000	
Total	(\$150,000)	\$300,000	1

Item 26. Create New Academic Program: Radiologic Technology The final part of our strategic priority to become a healthcare hub for central Utah will be to begin implementing an

Associate Degree in Radiologic Technology in the Fall of 2027. Like respiratory therapy and behavioral technology, radiologic technology is in high demand in our rural hospitals and will be essential to the operation of the Intermountain Healthcare hospital that has been announced for Ephraim. This program will be housed, along with other high-demand, first-quintile programs, in our Department of Health Professions, which is one of our high-demand first-quintile programs that lead to high-yield careers. To meet accreditation requirements, we will hire a program director in FY 27, one year before the program formally begins. The director will oversee curriculum development, clinical partnerships, and accreditation. We will add a clinical director in FY 28 before accepting our first class.

Item 26: Create Radiologic Technology New Academic Program			
NACUBO Category: Instruction			
Target Year of Investment: 2027			
	FY 2026 One-Time	FY 2027 Ongoing	FTE
Faculty	(\$288,890)	\$168,190	1
Staff			
Operating Expenses			
	(\$288,890)	\$168,190	1
Target Year of Investment: FY 2028			
	FY 2026 One-Time	FY 2028 Ongoing	FTE
Faculty		\$120,700	1
Staff			
Operating Expenses		120,700	
Total	(\$288,890)	\$288,890	2

Item 27. Expand Academic Program: Automation Technology Automation Technology is the most often requested technical education program we are asked to provide by our manufacturing industry partners throughout central Utah. We plan to expand our Automation Technology offerings to manufacturing industry partners across rural Utah by providing industry-supported and sponsored on-site automation training, training equipment, and skill assessment resources. Our goal is to guide students toward Snow College's Pre-Engineering associate degree. In addition, Snow College's Engineering faculty and advising team will encourage pre-engineering students to first complete the Automation Technology technical program as a foundational credential for their engineering education. Stacking an automation technical education certificate into a pre-engineering degree is perfectly aligned with Snow's unique mission as both a technical college and a degree-granting institution. The faculty member in this position will coordinate and participate in the delivery of automation training at off-campus locations, including the Delta Training Site, Central Utah Correctional Facility, and industry locations throughout central Utah.

Item 27: Expand Automation Technology Academic Program			
NACUBO Category: Instruction			
Target Year of Investment: 2027			
	FY 2026 One-Time	FY 2027 Ongoing	FTE
Faculty	(\$110,000)	\$110,000	1
Staff			
Operating Expenses			
Total	(\$110,000)	\$110,000	1

Item 28. Expand Academic Program: Biology/Life Sciences As part of our plan to become a regional healthcare hub, we will need to increase the number of biology, anatomy, and physiology courses that we teach. Both the respiratory therapy and the radiologic technology programs will lean heavily on these areas, and we do not currently have the faculty capacity to meet this need. Both biology and life sciences were ranked in the first quintile by our program-review task force, and, as new healthcare programs come online, we will lack the faculty capacity to teach the courses necessary to support these programs. Furthermore, we are experiencing an increased demand for online biology courses associated with our TechConnect program, through which students who have earned technical certificates can transfer to Snow and complete an associate degree that accepts all of their technical credit. Most TechConnect students take online classes, and students with healthcare certificates who are pursuing nursing or other healthcare degrees need online biology classes as prerequisites to complete their degrees. We therefore propose to add one faculty position in the 2027-28 academic year to support our new healthcare programs.

Item 28: Expand Biology/Life Sciences Academic Program			
NACUBO Category: Instruction			
Target Year of Investment: 2028			
	FY 2026 One-Time	FY 2028 Ongoing	FTE
Faculty	(\$110,000)	\$110,000	1
Staff			
Operating Expenses			
Total	(\$110,000)	\$110,000	1

CONCLUSION

Continuous improvement is a guiding principle at Snow College, and there is strong commitment to be wise stewards of our allocated funds. The Snow College Strategic Reinvestment Plan grows out of our strategic vision for the future. The plan creates a more streamlined and more skill-based general education experience that can be combined with high-demand certificates to give every student an employable skill during their first year of

college. It also reallocates funds to create and support new academic and technical programs that will lead to high-paying jobs that meet the needs of our region and address the most crucial educational needs in our six-county service area, all while strengthening the personalized, confidence-building student experience that Snow has been providing since 1888.

APPENDIX A: CORE GROUPS

Academic Program Review Task Force

Samantha Rainsdon-Meek, Director of Institutional Research (Chair)

Heidi Johnson, President of the Faculty Association

Kellyanne Ure, Division of Humanities

Brad Taggart, Division of Fine Arts

Alan Christensen, Division of Business and Technical Education

Jessica Jones, Division of Social and Behavioral Sciences

Larry Smith, Division of Natural Sciences and Mathematics

New Program Incubator

Stephanie Lambert, Department of Nursing

Scott Allred, Department of Art

Chad Dewey, Department of Biology

Matthew Gowans, Department of English and Philosophy

Katie Justesen, Department of Education and Family Science

Angela Sanders, Director of Admissions

Jim Bob Pipes, Director of Creative Services

Marcelle Nordfeldt, Registrar

Jack Dalane (Replaced by Merrill Worthington), Director of Financial Aid

Samantha Rainsdon-Meek, Director of Institutional Research

David Allred, Associate Provost

Jay Olsen, Vice President for Technical Education and Workforce Development

Michael Austin, Provost

Deans Council

Michael Austin, Provost

David Allred, Associate Provost

Kristi Stevens, Assistant Provost

Sheryl Bodrero, Dean of Humanities

Michael Huff, Dean of Fine Arts

Anthony Beal, Interim Co-Dean of Business and Technical Education

Amber Epling, Interim Co-Dean of Business and Technical Education

Lori Hughes, Dean of Natural Sciences and Mathematics

Adrian Peterson, Associate Dean of Natural Sciences and Mathematics

Sandra Cox, President, Faculty Senate

Jay Olsen, Vice President for Technical Education and Business Development

President's Cabinet

Stacey McIlff, President

Michael Austin, Provost

Tim Tingey, Vice President of Finance and Administrative Services

Jay Olsen, Vice President for Technical Education and Business Development

Cody Branch, Vice President for Student Affairs and Enrollment Management

Rob Nielson, Vice President for External Affairs

Marci Larsen, Chief of Staff & Public Information Officer


APPENDIX B: QUINTILE RANKINGS

Department	Major	Degree
Quintile #1		
Behavioral Science	Criminal Justice and Corrections	AA/AS
Business	Business	CEA
Business	Outdoor Leadership Entrepreneurship	CEA
Administrative	Humanities	AA/AS
Administrative	Life Sciences	AA/AS
Administrative	Education and Learning	AA/AS
Business	Business	ASB
Social Science	Political Science	AA/AS
Administrative	Business Services	AA/AS
Education and Family Studies	Childcare Management	AAS
Social Science	Geography	AA/AS
Administrative	Communication and Rhetoric	AA/AS
Biological Sciences	Biology	AA/AS
Administrative	Behavioral Sciences	AA/AS
Administrative	Health Professions	AA/AS
Music	Music	AA/AS
Administrative	General Education	CEA
Social Science	Economics	AA/AS
Administrative	Computer Systems and Software	AA/AS
Business	Agribusiness	AAS
Business	Basic Accounting	CEA
Quintile #2		
Social Science	History	AA/AS
Education and Family Studies	Nutrition	AA/AS
Business	Business and Music Technology	CEA
Education and Family Studies	Education	AA/AS
Business	Business	AA/AS
Biological Sciences	Natural Resources	AAS
Chemistry	Chemistry	AA/AS
Languages & Linguistics	Teaching English as a Second Language	CEA
English & Philosophy	English	AA/AS
Business	Agribusiness	AS
Exercise Science	Exercise Science	AA/AS
English & Philosophy	Philosophy	AA/AS
Education and Family Studies	Early Childhood Education	AA/AS
Education and Family Studies	Family and Human Development	AA/AS
Education and Family Studies	Family and Consumer Science Education	AA/AS
Construction Management	Construction Management	AS
Business	Accounting	AA/AS
Exercise Science	Physical Education Teaching	AA/AS
Education and Family Studies	Child Development	AA/AS

Administrative	Engineering Technology	AS
Business	Agribusiness	CEA
Quintile #3		
Mathematics	Mathematics	AA/AS
Music	Music	BM
Visual Arts	Visual Studies	AFA
Computer Science & Engineering	Computer Science	AA/AS
Administrative	Visual and Performing Arts	AA/AS
Computer Science & Engineering	Civil and Environmental Engineering	AA/AS
Languages & Linguistics	Spanish Language	AA
Physics	Physics	AA/AS
Computer Science & Engineering	Software Engineering	AA/AS
Computer Science & Engineering	Pre-Engineering	APE
Communication	Communication	AA/AS
*Communication	Media Studies	AA/AS
Communication	Communication	CEA
Business	Pre-Veterinary	AA/AS
Computer Science & Engineering	Electrical and Computer Engineering	AA/AS
Administrative	General Education	AA/AS
Business	Equine Management	AAS
Administrative	Languages and Linguistics	AA
Nursing	Nursing	ASN
Transportation Technology	Diesel and Heavy Duty Mechanics Technology	AAS
Languages & Linguistics	French Language	AA
Quintile #4		
Business	Entrepreneurship	CEA
Biological Sciences	Natural Resources	CEA
Administrative	Physics, Engineering and Math	AA/AS
Administrative	Social Sciences	AA/AS
Visual Arts	Art	AA/AS
Education and Family Studies	Paraprofessional in Education	CEA
Behavioral Science	Sociology	AA/AS
Administrative	Physical Science	AA/AS
Business	Precision Agriculture	CEA
Behavioral Science	Psychology	AA/AS
Geology	Geology	AA/AS
Transportation Technology	Automotive Technology	AAS
Computer Science & Engineering	Mechanical and Industrial Engineering	AA/AS
Construction Management	Construction Management	AAS
Education and Family Studies	Human Services	CEA

Education and Family Studies	Family Studies	CEA
Computer Science & Engineering	Chemical Engineering	AA/AS
Business	Precision Agriculture	AAS
*Administrative	General Technology	AAS
Dance	Dance	AA/AS
Quintile #5		
Business	Outdoor Product and Design	CEA
*Industrial Technology	Industrial Technology	AAS
Biological Sciences	Natural Resources	AA/AS
Business	Outdoor Skills	CEA
Services Technology	Salon Business	AAS
Business	Innovative Livestock Management	AAS
Languages & Linguistics	Teaching English as a Second Language	AA
Theater Arts	Theater	AA/AS
Behavioral Science	Social Work	AA/AS
Computer Science & Engineering	Software Engineering	BS
*Administrative	Transportation Technology	AS
Geology	Geographic Information Systems	CEA
Business	Outdoor Leadership Entrepreneurship	AS
Information Technology	Networking and Cybersecurity	AAS
Business	Equine Management	CEA
Mathematics	Statistics	AA/AS
*Geology	Remote Aircraft Business	CEA
*Communication	Strategic Communication	AA/AS
Business	Marketing	CEA
*English & Philosophy	Writing and Rhetoric	CEA
*Programs marked with an asterisk launched in 2024-25 and therefore do not have data for transfers, completions, or employment and wage outcomes. They are ranked in the fifth quintile by default because they have scores of 0 on many of the data points upon which the quintiles are based.		

APPENDIX C: PROGRAM INCUBATOR SCORING RUBRIC

 Evaluation Rubric PROGRAM INCUBATOR				
Incubator Proposal Details Program Name: _____ Department: _____ Chair and Dean Support: Yes No Community Support: Yes No New Program: Yes No High Yield (4/5 Star): Yes No Financial Impact: _____ Enrollment Impact: _____				
Criterion	Description	Favorable Evidence	Evidence Lacking	Unfavorable Evidence
Market Demand	Does the pro forma present evidence that the proposed program will meet workforce needs. Note: 4/5 Star status is important but not persuasive on its own. Additionally, non 4/5 Star program may be able to make this argument.			
Student Demand	Does the pro forma present evidence that the proposed program will attract sufficient students to justify the investment of college time, money, and effort?			
Mission Alignment	Does the proposed program fall within Snow College's mission of offering high-quality and innovative programs technical associate-level degree programs? Note: out of mission proposals need approval from the president and provost before coming to the Program Incubator.			
Institutional Priorities	Does the proposed program align with institutional priorities set forth in the annual institutional goals.			
Financial Resources	Does the pro forma provide evidence that proposed program has sufficient financial resources OR does the pro forma or the provost provide evidence that the resources will be available?			
Faculty Resources	Does the pro forma provide evidence that proposed program can be run by existing faculty resources OR does the pro forma or the provost provide evidence that the resources will be available?			
Student Support Resources	Does the pro forma provide evidence that proposed program will have the needed student support resources OR does the pro forma or the provost provide evidence that the resources will be available?			