

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



Snow College's Process

HB 265 passed



Created internal proposal



Presenting plan for Board approval

- Required to reallocate \$1,678,700 from current budget
- Plan spans three fiscal years
- Criteria provided by legislature
- Disinvestment not to include technical programs (but can be part of reinvestment)

- Established Academic Task Force
- Utilized college-wide leadership
- Shared overview with employees in April
- Shared final plan with employees in May
- Aligned plan with institutional goals

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



Guidance from Data Experts and Campus Community



Academic Review Task Force New Program Incubator

Deans Council

Cabinet



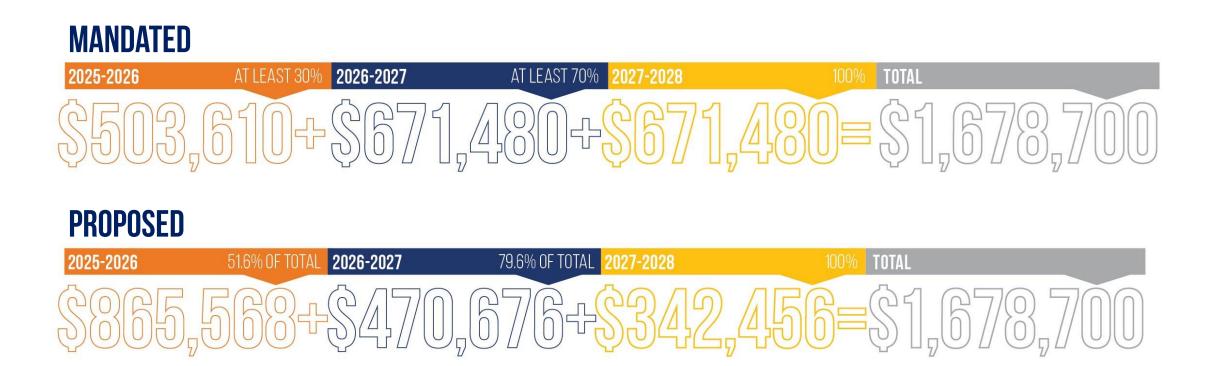
Overview

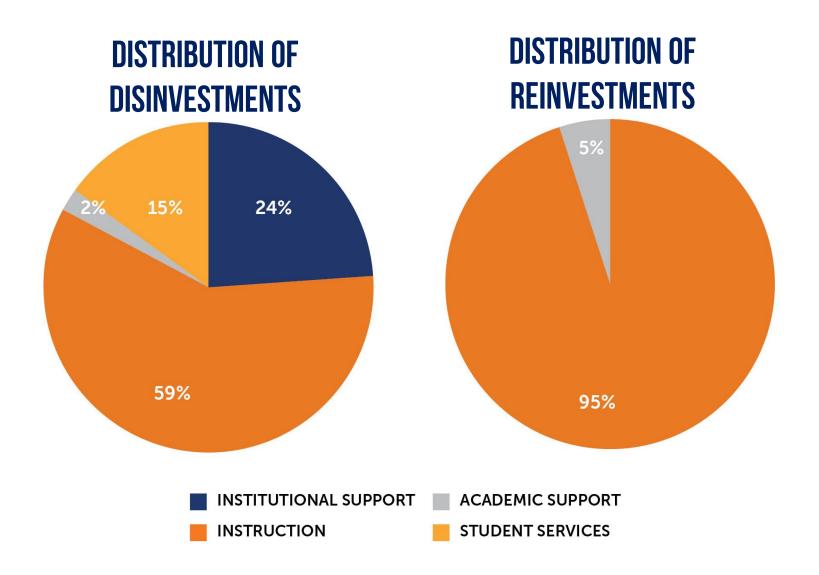
- Limited-time early retirement opportunity
- No involuntary separations or forced layoffs
- Some vacated positions will not be filled
- Some organizational restructuring and role changes

- 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



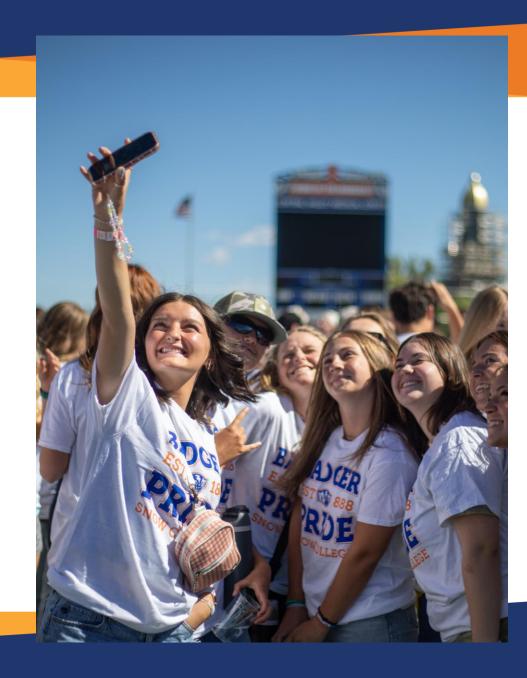


DISCONTINUED

- 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 SWEXPANDED

- Prison Education
- Elementary Education Commercial Driver
- Biology/Life Sciences
- Automation **Technology**

- Respiratory Therapy
- License
- Strategic Communication & **Public Relations**





GREATED CREATED

- 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 **Business ASB** AAS **Agribusiness Basic Accounting** CER Computer Systems and Software AA/AS AA/AS Music Political Science AA/AS AA/AS Geography **Economics** AA/AS



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 2027-2028 TOTAL

\$865,568+\$470,676+\$342,456=\$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
Economic Development	\$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
Automation Technology	\$110,000
Radiologic Technology	\$288,890
Rural Entrepreneurship	\$300,000
Tutoring Centers	\$80,000
Commercial Driver's License	\$112,000
Behavioral Health	\$130,000
Respiratory Therapy	\$130,000
Pre-Architecture & Drafting	\$95,000
Strategic Comm & PR	\$91,000
Elementary Education	\$97,115
Prison Education	\$134,695

Meeting Expectations

 Student support and success. A commitment to thriving rural communities.

The core groups involved are described below, with full men

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

*ional Student Clearinghouse transfer data

enrollment data by faculty FTE

Course enrollment capacity filled by facult

Department of Workforce Services emplo

Department of Workforce Services wage

Instructional cost by student credit hou

ads offered by Snow College

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



INTRODUCTION

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 (1844) Adapted and Strategic Reinvestment. This bill requires Utah System of Higher Education and Strategic Reinvestment (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 budget reductions. Based on this bill, Snow College is required to reallocate \$1.678,700 over the following the process of three nscal years as part or this process. To recoup these reductions, institutions must deve 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. groups of faculty, staff, and administration were assembled to evaluate options to pursue T. at the proposed Common College Designation of the stage began understood for continuing. groups or racinty, start, and administration were assembled to evaluate options to pursue. It 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

Last year, the Snow College General Education Committee voted to eliminate the Foundations course Committee voted to eminate the Foundations course as a general education requirement beginning in the Sanow currently teaches Media Studies as one of three AS doorse natheave in the Communication Designation as a general education requirement beginning in the Fall of 2025. To realize savings from this program decourse, Snow will eliminate four of the five faculty maintains that were created though the Foundations.

Snow currently teaches Media Studies as one of three AS degree pathways in the Communication Department. Media Studies include studies in and programs of the program of the programs of th

French and Italian

Snow currently offers an Associate of Arts in French and skills such as critical thinking, creative problem solving, written and oral communication information lineary. once currently outes an associate or arts in reneal and three courses in Italian. These courses are low enrolled written and oral communication, information literacy, three courses in Italian. Inese courses are low enrolled and do not produce enough sections or credit hours to and conflict management. Along with meeting the static current amount advantagement and conflict management. and do not produce enough sections or creat nours to and commet management, along wan meeting the slightly fall-time faculty position. This position has been state's current general education requirements, these contracts of the softenment of the danty a nur-time takenty position. This position has peen states where it general equation requirements, mese courses can contribute to a series of employment-ready. courses can controute to a series or emproyment ready, stackable credentials that Snow College students will be able to earn as part of their associate degrees

crosure, show win enummate rour of the twe factury positions that were created through the Foundations television, and newspaper journalism, along with work jostions that were created through the Foundations to the complex program by no pleaning faculty retriements and on the campus radio and television stations and the continue shifting instructional time to other programs. Over the next three years, we olar to continue shifting the communication industry have shifted to distinct media. of strangg instructions unit to other programs.

Cover the next three years, we plan to continue shifting communication industry have shifted to digital media Over the next three years, we plan to continue snitting communication industry have sumed to digital media and strategic communication positions. By eliminating

"FULFILL STATE ECONOMIC **DEVELOPMENT OBJECTIVES"**

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

r core

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





THANK YOU!

Questions?