



# 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

## INSTITUTIONAL PILLARS

### 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

- 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)

## Created internal proposal

- 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

## Presenting plan for Board approval

- 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



**SNOW  
COLLEGE**

**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

## MANDATED

2025-2026	AT LEAST 30%	2026-2027	AT LEAST 70%	2027-2028	100%	TOTAL
\$503,610	+	\$671,480	+	\$671,480	=	\$1,678,700

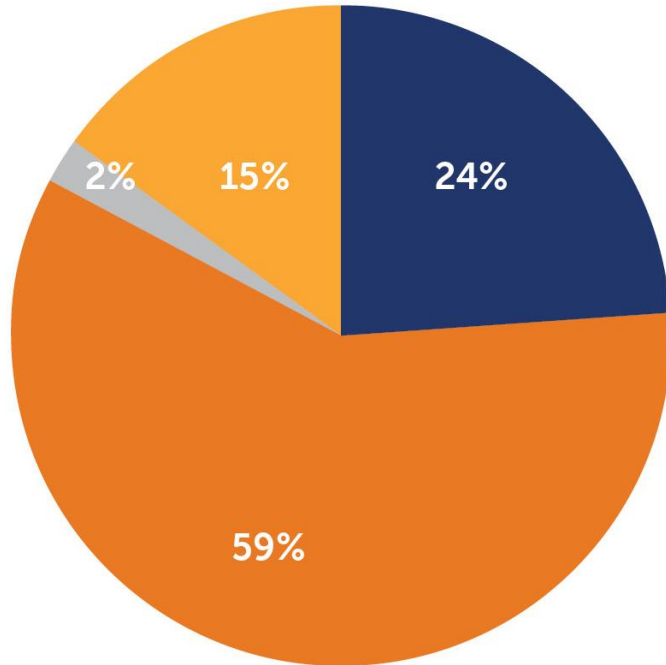
## PROPOSED

2025-2026	51.6% OF TOTAL	2026-2027	79.6% OF TOTAL	2027-2028	100%	TOTAL
\$865,568	+	\$470,676	+	\$342,456	=	\$1,678,700

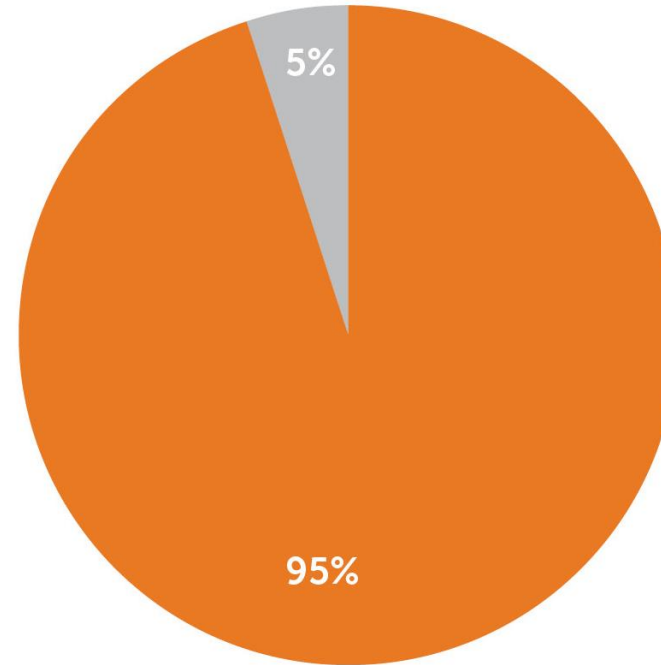


**SNOW  
COLLEGE**

## DISTRIBUTION OF DISINVESTMENTS



## DISTRIBUTION OF REINVESTMENTS





11 POSITIONS ELIMINATED INCLUDING ONE VICE PRESIDENT REINVESTED IN 12 POSITIONS

8 PROGRAMS DISCONTINUED 7 PROGRAMS EXPANDED 4 PROGRAMS CREATED 1 STUDENT SUPPORT SERVICE ENHANCEMENT

# 8 PROGRAMS 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 PROGRAMS EXPANDED

- Prison Education
- Elementary Education
- Biology/Life Sciences
- Automation Technology
- Respiratory Therapy
- Commercial Driver License
- Strategic Communication & Public Relations





# 4 PROGRAMS CREATED

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



# 1 STUDENT SUPPORT SERVICE ENHANCEMENT

- Consolidate Tutoring Centers



## REINVESTMENTS



## ACADEMIC PROGRAMS

### Quintile #1

#### MAJOR

#### DEGREE

Behavioral Sciences	AA/AS
Criminal Justice and Corrections	AA/AS
Biology	AA/AS
Life Sciences	AA/AS
Education and Learning	AA/AS
Childcare Management	AAS
Health Professions	AA/AS
Humanities	AA/AS
Communication and Rhetoric	AA/AS
General Education	CER
Business Services	AA/AS
Business	CER
Outdoor Leadership Entrepreneurship	CER
Business	ASB
Agribusiness	AAS
Basic Accounting	CER
Computer Systems and Software	AA/AS
Music	AA/AS
Political Science	AA/AS
Geography	AA/AS
Economics	AA/AS

## REINVESTMENTS

Pre-Architecture/Drafting

## TECHNICAL PROGRAMS

Quintile #1 & 2



**Construction Technology**

Machining Technology

Welding Technology

Composites

Automotive Technology

Diesel Technology

Networking and Cybersecurity

HVACR Technician

**TCER**

TCER

TCER

TCER

TCER

TCER

TCER

TCER



# Disinvestments per Fiscal Year

2025-2026	2026-2027	2027-2028	TOTAL
$\$865,568 + \$470,676 + \$342,456 = \$1,678,700$			
<ul style="list-style-type: none"><li>• IT position</li><li>• French/Italian</li><li>• Media Studies</li><li>• Service Learning</li><li>• Convocation</li><li>• Geology</li><li>• Economic Development</li><li>• Foundations</li></ul>	<ul style="list-style-type: none"><li>• Online faculty reallocation</li><li>• Civitas contract</li><li>• Student Success coordinator</li><li>• Vice President</li></ul>	<ul style="list-style-type: none"><li>• Math position</li><li>• English position</li><li>• Registration position</li><li>• Trades Manager position</li></ul>	



# Reinvestments per Fiscal Year

2025-2026	2026-2027	2027-2028	TOTAL
$\$714,115 + \$561,676 + \$402,909 = \$1,678,700$			
<ul style="list-style-type: none"><li>• Elementary Education</li><li>• Pre-Architecture</li><li>• Respiratory Therapy</li><li>• CDL</li><li>• Tutoring Center</li><li>• Rural Entrepreneurship Position</li><li>• Prison Education</li></ul>	<ul style="list-style-type: none"><li>• Strategic Communication</li><li>• Behavioral Health</li><li>• Radiologic Technology</li><li>• Automation Technology</li><li>• Prison Education</li></ul>	<ul style="list-style-type: none"><li>• Rural Entrepreneurship Student Pilot Program</li><li>• Radiologic Technology</li><li>• Biology/Life Science</li><li>• Prison Education</li></ul>	

## DISINVESTMENT

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

## REINVESTMENT

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

# Meeting Expectations

## "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



## "FULFILL STATE ECONOMIC DEVELOPMENT OBJECTIVES"

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

# 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?