

Snow College Strategic Enrollment Management Plan

Executive Summary

Vision Statement: We will work together to determine the future of Snow College through thoughtful, proactive, research-based enrollment management practices.

Snow College believes in the transformative power of higher education for individuals, families, and communities. However, Snow College faces a rapidly changing and competitive higher education landscape, which has resulted in no appreciable growth at the institution over the last three years. As a result, the College has been tasked by President Carlston and the Board of Trustees to develop a Strategic Enrollment Management (SEM) plan that will put Snow College on a sustainable path for managed growth that is necessary for the financial stability of the institution.

Enrollment and tuition growth are necessary for three primary reasons: (1) Growth is required to keep our tuition affordable and our quality high; (2) We receive 70%+ of our funding directly from the state, but need to be mindful this may not be sustainable over the long-term; (3) We need to maintain relevance within the USHE system.

This is a proactive plan designed to position Snow College well for the future of higher education in Utah, and it will require us to transform and rethink how we operate as an institution. Decisions moving forward must be data-driven and based upon the premise that there are two essential and measurable strategies that can help Snow College achieve its enrollment goals: (1) Recruit a vibrant incoming class that includes student populations not currently considering Snow College, and (2) better retain existing students.

To meet the challenges of the evolving higher education landscape we will focus on retaining and growing our traditional student base; increase our online, hybrid, and other distance education opportunities to both traditional and non-traditional students; expand and develop a broader variety of scheduling options, including a revised summer school schedule, additional block course offerings, and evening course offerings; (4) increase 2 and 4 year partnerships and continuing to develop stackable credentials.

While specific strategies and tactics will be determined to address the four growth opportunities listed above, six distinct strategic Themes and Goals will direct the work of SEM at Snow College. They are:

1. Establish clear and measurable goals for the number and student types needed for institutional stability.
2. Promote institutional success by enabling effective strategic and financial planning.
3. Promote students' academic success by improving access, transition, persistence/retention, and graduation.
4. Create a data-rich and information-rich environment to inform decisions and evaluate strategies.
5. Strengthen communication and marketing with internal and external stakeholders.
6. Increase collaboration among departments across the College to support recruitment and retention.

Each and every employee of Snow College will have a role in the success of the SEM plan. Employees, offices, departments, and divisions will be tasked with data gathering and utilization and insuring that each and every student has the best opportunity for success. Ultimately, this college-wide focus on data-driven strategies for growth and retention will be a culture change for our institution. We will respect and honor the past that has

made Snow College the extraordinary place it is, but we will evolve to become a more competitive option for students within the state of Utah, out-of-state students, and international student populations.