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| Program | President's Residence - Acct# 40215 |
| Division | Vice President for Finance and Admin Services |
| Contact Person | Marvin Dodge |

Criterion 1: History, Development, and Expectations of the Program/Unit — 5 points

1. Why was this program/unit developed, what is the mission of the program/unit, how has the program/unit adapted to change, how has it responded to changes in student/customer needs, and how has it improved?

- Most colleges in Utah provide a home for the president to live in.
- Used as a private residence but also to host formal and informal college functions, dinners, meetings, etc. as part of President's responsibility as goodwill ambassador. The residence also provides a wonderful opportunity for the president to host more personal gatherings with faculty and staff in an effort to reach out to the employees of the college and get to know them better. The openness of the residence sometimes provides a perception of the president being open, inviting, and collegial.
- Snow has had several presidential homes over the years. 1. The current Solid Rock Café was a home for some years, then it was a home originally located where the new Huntsman Library sits, current home was purchased several years after its construction in 1977.
- Some remodeling was completed in 2005 but mostly cosmetic.
- Not much has changed with the home over the years and there are some weaknesses and shortcomings that will be outlined.

Criterion 2: Opportunity Analysis of the Program/Unit — 10 points

1. Please conduct an internal SWOT (strengths, weaknesses, opportunities, threats) analysis. Based on the results, how could this program/unit be revised in order to enhance or strengthen it?

(Additional resources available at the Strategic Planning website: www.snow.edu/vision)

- **STRENGTHS:**
 - Provides a quality, dignified home for presidents who are seldom permanent residents of Ephraim
 - 6,000 sq. ft. provides space for some larger events but not all
 - The lot size is large enough to host outdoor events and for expansion of the facilities
- **WEAKNESSES:**
 - Location - in a small cul-de-sac with extremely limited parking. During events the neighbors have to struggle with too many cars and participants
 - Was constructed as a private residence and later purchased by the College to serve as the Presidential residence.
 - Home design and layout do not meet the needs of hosting larger events on the main floor. Most large events have to be hosted outdoors due to the space limitations. This causes problems during cold, rainy weather and prevents hosting most events during the winter months when students are in town.
 - Board of Regent members and the Commissioner of Higher Education have expressed concerns about the home needing to be refreshed and updated to current interior design standards. They worry about the image of the college based on the current state of the residence.
- **OPPORTUNITIES:**
 - Lot size is large enough to explore options for remodeling, expansion, and to address the parking issues.
 - Additional hosting opportunities for students, employees and/or dignitaries could be accommodated with expanded internal reception center space. During warm weather of the fall season many events and receptions are held in the back yard. When inclement weather strikes these functions have to be relocated to the student center because the residence cannot handle groups of more than 20-30. Receptions in the yard frequently include 100 to 150 individuals.

- THREATS:
 - Some discussion at the Board of Regents level about discontinuing the practice/policy of providing presidential homes.
 - The home is aging and some presidents are resistant to making improvements during their tenure in the home.
 - Aging systems, appliances, and utilities are beginning to require an increase in maintenance. In recent years the roof required replacement due to water leaks and the two furnaces and air conditioning units had to be replaced due to age and failure.

Criterion 3: External Program/Unit Demands — 15 points

1. Provide evidence of the national, state, and/or regional demands for your program/unit? This should be data intensive and may include relevance, transfer, trend lines, and/or job placement; current or proposed state mandates; or new policies or laws relating to student persistence, articulation, accreditation, accountability, sustainability, OSHA, other.

- Presidential residences are provided at most of Utah's colleges and universities per Board of Regent policy: R207, *Institutional Residences for Colleges and Universities in the Utah System of Higher Education*.

Functions of an Official Institutional Residence: The Board of Regents shall designate an official institutional residence for each college and university, located on or near the campus, owned and maintained by the institution, and occupied by the President as a condition of employment. Such a residence is considered an institutional resource to be used for the convenience and benefit of the institution. The institutional residence is used by the President as an important extension of the campus in performing the functions of the presidential office. It will be the President's official residence and be used substantially for work-related purposes, both administrative and social. The institutional residence serves as a vital center of social activity important to institutional advancement, where receptions for faculty, staff, students, and guests are held, and where influential visitors, lecturers, performers, potential donors, and others may be hosted.

- Demand is based on policy to provide President and family a home. The number of functions and activities held at the home are based largely upon the preference of individual presidents.
- The residence is also a primary point for hosting potential donors to the college. In collaboration with the Development Office, donors, alumni, and friends of the college are hosted for various events, including parties prior to football games each fall.
- In collaboration with academic departments and the Center for Global Engagement, many new and/or potential students have been hosted at the residence in an effort to help them feel welcomed at Snow or to encourage them to attend Snow for their education.

2. Identify any existing and/or potential external partnerships unique to your program/unit.

- External partnerships, in the sense asked in this question, are not a primary function of the Presidential residence other than helping to meet internal demands with students, donors, and alumni as outlined above and in Criterion 4.

Criterion 4: Internal Program/Unit Demands — 10 points

1. What are the internal demands for your program/unit and how do you assess that demand?

- Allows a more open recruitment of presidents for the College by affording them a nice residence and not requiring them to purchase a home in rural Utah where the real estate market is limited both in purchasing and selling a large home.
- Internal demand based on the President's choice for the amount of use/hosting they choose to conduct.
- The residence is also a primary point for hosting potential donors to the college. In collaboration with the Development Office, donors, alumni, and friends of the college are hosted for various events, including parties prior to football games each fall.

- In collaboration with academic departments and the Center for Global Engagement, many new and/or potential students have been hosted at the residence in an effort to help them feel welcomed at Snow or to encourage them to attend Snow for their education.
- Many functions are hosted at the President's residence but its size limits the number and type of events that work there. Summer/warm months accommodate large outdoor events but very limited reception space within the home limit the size and scope of activities during most of the months students are on campus.

2. Identify the internal programs/units you collaborate with effectively? What additional program/units could you collaborate with more effectively? What resources are and/or could be used in collaboration with other internal program/units? *(New programs may be proposed as appropriate to achieve strategic goals.)*

- The residence is used more for internal people... students, faculty, staff, visiting USHE officials, and visitors to the College.
- More events could be hosted at the residence with appropriate remodeling/expansion of reception space, and parking.
- One of the more significant internal collaboration is with Food Services for hosting meetings, receptions, dinners, and other functions.

Criterion 5: Quality of the Program/Unit Resources (Inputs and Processes) — 10 points

List what your program/unit has for resources in support of program/job performance? Please include a listing of faculty qualifications and assignments. Think in terms of faculty, staff, licensing and degrees, technology, equipment, space, student/faculty ratio, etc. As you identify demand for services, please explain how they relate to the College's strategic plan, mission and goals. *(Boxes will expand to accommodate responses)*

| | We have currently | We need to meet demands of the program/unit goals | We have but is not critical to the future of the program/unit |
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| Faculty (degrees/certifications/responsibilities) | N/A | N/A | N/A |
| Adjunct & Overload commitments | N/A | N/A | N/A |
| Staff (degrees/certifications/responsibilities) | No staff is assigned permanently to the residence but services are provided by college staff as needed. (i.e., hosting, maintenance, lawn care, snow removal, etc.) | Current arrangements adequately meet the needs of the residence | N/A |
| Part-Time Employees with Responsibilities | See staffing above | See staffing above | N/A |
| Institutional Service Commitments | None | None | None |
| Technology | Adequate | Adequate | Adequate |
| Training Opportunities/Needs | N/A | N/A | N/A |
| Equipment | Aging utilities, kitchen appliances, and other facilities within and around the residence are causing an increase in maintenance work. Recently the roof and two furnaces were replaced | Expanded hosting/reception space is needed to more effectively utilize the residence as intended. | N/A |
| Space | 6,000 square feet of residence space and several acres of land but limited interior space for formal | Additional reception/hosting space within the home. Additional parking options outside of the cul-de-sac. | N/A |

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| | gatherings and events. | Discussions are underway to contract with an architect to assess the residence and provide options to address the current limitations as well as interior design updates. | |
| Cross Training | N/A | N/A | N/A |
| Workload Releases/CHE (by employee & purpose) | N/A | N/A | N/A |

1. Based on the information provided in the table above what are your program/unit strengths and weaknesses in relation to current resources?

- Strengths include having a very nice presidential residence for current and future presidents.
- There could be many more options for hosting events with expanded facilities.
- We could reduce the frustration of neighbors living within the cul-de-sac with expanded parking options located on property outside the cul-de-sac.
- Remodeling and upgrading is needed but can be kept within a realist budget with appropriate planning.

2. Identify innovative strategies you have employed to enhance the quality or effectiveness of your program/unit or to help your unit perform its job better?

- This is somewhat challenging because President Wyatt was not willing to expend any additional funds on the residence during his tenure. There are an increasing number of mechanical and other system failures occurring along with the limitations previously outlined.
- The VP Finance and Facilities has proposed contracting with an architect to engage in a discussion to develop an overall strategy for the future of the residence. Remodeling, creating hosting space, added parking, etc. should be developed in concert with each other. While Snow has an interim president it would be helpful to have this study completed, funding secured, and initial work begun on the residence prior to selection of a new president.

Criterion 6: Quality of Program/Unit Outcomes and Assessment — 15 points

1. What is the program/unit mission and what are your outcomes? How do those outcomes advance the mission, core themes, and strategic plan of the College?

- The major reason the Board of Regents provides a home for presidents is for the entertaining they are expected to accomplish. As the senior official of the college it is anticipated the president will entertain guests, dignitaries, students, and other groups at the residence.
- The residence helps fulfil the College's mission and core themes in the following ways:
 - Tradition of Excellence – Many of the events hosted by the president at the residence are student focused including student government/leadership, specific groups, clubs, athletic teams and visitors to games, etc. These events provide focus on our students encouraging them to be fully engaged in Snow and the learning experience of college.
 - Culture of Innovation – By seeking out, analyzing and encouraging the incorporation of new and best practices into the college, students, faculty, and staff often celebrate successes and have opportunities to discuss opportunities and future efforts.
 - Atmosphere of Engagement – This core theme is most completely matched to the president's residence. The subsets of this theme include developing “the whole student” through student centered activities and experiences; providing “professional engagement experiences among students and faculty”; “connecting with and enriching surrounding communities” all of which are accomplished in part by the president hosting activities at the residence.
- To the extent people feel warmly welcomed at the college a level of professionalism and esteem will be the lasting impression. The president's residence provides a unique location and experience for such visits.

2. How are the outcomes assessed for relevance and quality? How has this data been used to improve the program/unit?

- Assessment of the residence would largely be by meeting the expectations of the Board of Trustee, Regents, and the Commissioner's Office.
- Provides a place for the president and his family to live while in Ephraim. Limited housing stock would be challenging if each president were left to find their own residence.
- Alternative is to provide a housing allowance which has been done at some colleges. Based on information from the Commissioner's Office, one such allowance agreement totaled \$20,000 per year. Compared with the \$7,000 annual budget in place, it would be more expensive to eliminate the College president's home and pay a stipend.

Criterion 7: Size, Scope, and Productivity of the Program/Unit (Academic programs/units should deal with enrollment at both the program/unit and course level) — 10 points

1. Has productivity of the program/unit been growing, declining, or remaining stable over the last five years? What factors have contributed to this? (Additional data available through the IR dashboard at: http://public.tableausoftware.com/views/StrategicPlanning/TrendData?:embed=y&:display_count=no)

- Productivity of the residence has remained stable over the years, but could be enhanced with some improvements and remodeling to make it more usable to hosting larger inside groups and activities.
- Compared with the modest \$7,000 annual budget for operating costs and minor repairs the residence provides a great service to the College.

2. What is the capacity of the program/unit to maintain and/or increase productivity? (For academic programs please utilize the data provided by IR dashboard regarding course/section details and explain any restrictions on your course offerings (i.e. enrollment caps, small class sizes, time restrictions, etc.). Staff offices should identify similar efforts though the IR dashboard does not apply. An example includes hiring student workers in the Controller's Office rather than a full-time employee to provide more than eight hours of labor daily).

- The President's residence does not require the use of full-time staff or employees. Services provided for upkeep and maintenance are handled on an as needed basis through the Physical Facilities Department.
- Set up and take down of most outdoor events, including tables and chairs, is handled through the students or the President's Leadership Team (PLT). These duties are part of their regular responsibilities and do not add workload beyond what is already anticipated.
- Food Services provides all the food for events from large to small, again events within the home are very limited due to limited space.

3. What thing(s) do you wish you could do differently to improve the effectiveness, reach, or scope of the program but have not had the opportunity, time, or resources to do?

- As outlined earlier in this document, improvements and some remodeling is necessary at the residence to create additional indoor hosting space and parking. One concept is to convert the current garage into a hosting space and build a separate detached garage at the east end of the driveway. These improvements would help to enhance the usefulness of the residence.
- We are in conversation with the State Division of Facilities Construction and Management (DFCM) to contract with an architect to develop a comprehensive set of improvement plans that could be implemented over the course of several years.
- Funding for residence improvements will be sought through Snow's approximately \$1.0 million annual allocation from the State's capital improvement program.

Criterion 8: Revenue Sources (Grants, Awards, Donors, etc.) and Non-Revenue Sources (Relationships, Partnerships, Endorsements, etc.) — 5 points

1. What are current and potential revenue sources for the program/unit (i.e., grants, awards, donors, endorsements, relationships, partnerships, etc.)?

- Funding for capital improvements and remodeling as outlined within this report can be secured through State capital improvement funds allocated to the College annually.

- In accordance with State law (UCA 63A-5-104) the legislature appropriates during each legislative session funding dedicated to maintaining state-owned facilities. Funds are allocated based on need and square footage of facilities. Snow currently has 1,163,000 square feet of building space between both campuses. Annually we receive approximately \$1.0 million in funding. Projects are prioritized by the facilities department in terms of need with the work being performed by contractors.
- The residence is also a primary point for hosting potential donors to the college. In collaboration with the Development Office, donors, alumni, and friends of the college are hosted for various events, including parties prior to football games each fall.
- In collaboration with academic departments and the Center for Global Engagement, many new and/or potential students have been hosted at the residence in an effort to help them feel welcomed at Snow or to encourage them to attend Snow for their education. The results of these hosting opportunities often lead to additional donations or tuition at the college – both of which provide additional revenue.

Criterion 9: Costs and Other Expenses Associated with the Program/Unit? — 10 points

1. Review the attached Budget related documents for your department/program financial analysis. A three year detailed listing of actual expenditures for your program/unit is provided by object code for current expense and travel. The fourth column is an average of the three years. As a result of the prioritization review, the task force proposes using the “Average” column as your new program/unit base budget in future years. If you choose to justify a higher or lower amount by object code or in total please outline the reasons below. Justification for additional budget authorization to expand or enhance the program should be detailed as well.

- The annual maintenance budget for the residence is \$7,000 which includes heating, air conditioning, electric, water, sewer, etc. and minor repairs. We do not foresee the annual budget needing to increase.
- Snow’s residence expenditures are lower than any other college in the USHE system based on annual expenditure reports submitted to the Board of Regents. Budgets for the presidential residences at other USHE schools range from \$19,650 to \$72,000 annually.
- Annual expenditures for the residence are \$6,990 FY11, \$8,238 FY12, and \$22,327 FY13 for a three year average of \$12,518. Detailed expenditures are outlined on the budget report.
- The average of \$12,518 is high based on the need in FY13 to replace both furnaces in the residence. Up until this time the original furnaces were being used and maintained. Remembering the home was constructed in the mid-1970’s the furnaces were almost 40 years old. Repairs were becoming more commonplace and parts were becoming extremely difficult to find.
- The total cost for two new furnaces along with the air conditioning components and installation charges totaled \$15,100. Removing this charge, which is a non-recurring capital improvement expense, would reduce the annual average expenditure for the three years in question (FY11-13) to \$7,485.
- We believe we can maintain the current \$7,000 annual budget understanding the proposed renovations would need to be paid for with the State appropriation for capital improvements or other emergency funds available to address critical circumstances.

2. What have you already done, or could you do, to reduce costs associated with your program/unit? (Address: streamlining, consolidation, technological enhancements, or improving processes to improve service delivery.)

- As outlined in the question above, costs are at a minimum for the basic operating expenditures tied to the residence. President Wyatt was insistent on ensuring the residence was not a financial burden to the College.
- The Board of Regents has consistently requested the College make remodeling updates/improvements to the residence. Other improvements have been outlined in the body of this report.
- We are suggesting the budget remain at its current \$7,000 level despite the average calculation of a higher amount.

3. Reviewing the list of faculty/employees for your program/unit included in Criterion #5 please outline anticipated changes in personnel in the next five years and how those changes will be addressed. (i.e., possible early retirements, retirements, turnover, growth, etc.) What is your program/unit strategic plan for replacement, recruitment, and retention of qualified personnel?

- There are no employees tied directly to the residence.
- No additional personnel resources will be necessary in the coming years.

Criterion 10: Impact, Justification, and Overall Necessity/Value of the Program/Unit — 10 points

1. What are the benefits to the College of offering this program or maintaining this unit, short-term and long-term?

- The major reason the Board of Regents provides a home for presidents is for the entertaining and hosting they are expected to fulfill. As the senior official of the College the president is expected to entertain guests, dignitaries, students, and other groups at the residence.
- Having a residence allows the president to host special events and guests in a unique and personalized way.
- It also allows the president to have a nice home in town without having to purchase and then worry about selling when their term comes to a close.

2. What could the program/unit do more efficiently in order to free up funds to facilitate strategic planning priorities? (Consider outsourcing, resource collaboration, etc.)

- As outlined in the budget section, there are so few dollars appropriated to the residence that it would be difficult to free up funds for other uses. We've already proposed maintaining the current \$7,000 annual budget rather than requesting the three year average amount which is higher.
- This \$7,000 is also a reduction from the pre-budget cut years' budget of \$9,000 in FY08.

3. What additional information should the review committee know about your program/unit?

- I recommend retaining the president's residence as a vital asset to the College and community. While there are a number of needed improvements they are within the normal scope of having a college residence and consistent with basic remodeling needed to maintain the beauty and functionality of a residential home.
- Thank you!

Once completed, please submit your questionnaire via email to: vision@snow.edu on or before 2/28/14