SNOW COLLEGE

BOARD OF TRUSTEES MEETING AGENDA
NOYES BUILDING • EPHRAIM, UTAH
WEDNESDAY, JANUARY 30, 2019

10:00 – 10:15 AM COMMITTEE OF THE WHOLE

Location: Founders Hall

1. Welcome ..... Scott Bushnell, Chair of the Board
2. Pledge of Allegiance ..... By Invitation

ACTION:

1. Minutes from the Previous Meetings (Tab A) ..... Chair Bushnell

10:15 – 11:30 AM MEETINGS OF THE BOARD COMMITTEES

FINANCE AND FACILITIES COMMITTEE

Trustee Rick Robinson, Chair

Location: Founders Hall

ACTION:

1. Amended Master Plan (Tab B) ..... Jake Dettinger, Vice President for Finance & Admin Services
2. Investment Reports (Tab C) ..... Vice President Dettinger
3. 2019 Proposed Audit Schedule (Tab D) ..... Wayne Bushman, Internal Auditor
4. Annual Audit Report (Tab E) ..... Mr. Bushman
5. Audit Reports ..... Mr. Bushman
    a. Human Resource Internal Audit Report (Tab F)
    b. Motor Vehicles Certification Letter (Tab G)
    c. Discretionary Funds Certification Letter (Tab H)

INFORMATION:

1. Audit Follow-Up Reports ..... Mr. Bushman
    a. Scholarship Audit (Tab I)
    b. Admissions Audit (Tab J)
2. Consulting Engagements – Scholarship (Tab K) ..... Mr. Bushman

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Trustee Erma Kaye May, Chair

Location: Centennial Room

ACTION:

1. Advancement and Tenure Recommendations (Tab I) ..... Steve Hood, Academic Affairs Vice President
2. Certificate Approval for Construction Management ..... Vice President Hood
3. Great Basin Station ..... Vice President Hood
4. Social Media Policy (Tab M) ..... Vice President Hood

INFORMATION:

1. Admissions & Enrollment Update (Tab N) ..... Craig Mathie, Student Success Vice President
2. 2020 Accreditation Update (Tab O) ..... Vice President Hood

11:30 AM – 12:30 PM LUNCH & COLLEGE HIGHLIGHT: HUMAN RESOURCE/PAYROLL OFFICE

Location: Founders Hall

12:30 – 1:45 PM COMMITTEE OF THE WHOLE

Location: Founders Hall

ACTION:

1. Report from the Finance and Facilities Committee ..... Trustee Robinson
2. Report from the Academic and Student Affairs Committee ..... Trustee May

INFORMATION:

1. Economic Development Report ..... Vice President Hood
2. Update on the Football Program ..... Gary Carlston, President
3. Pre-legislative Report ..... President Carlston
4. Report from the Alumni Association ..... Kerry Day, Association President
5. Report from the Student Body Association ..... Jared Devey, Student Body President
6. Report from the Chair ..... Chair Bushnell
7. Report from the President ..... President Carlston

1:45 – 2:00 PM EXECUTIVE SESSION (IF NEEDED)

Location: Founders Hall

Closed Meeting may be held to discuss any one of the matters allowed by Utah Code § 52-4-205, including: (1) discussion of the character, professional competence, or physical or mental health of an individual; (2) strategy sessions to discuss pending or reasonably imminent litigation; (3) strategy sessions to discuss the purchase, exchange, lease, or sale of real property, including water rights or shares; (4) discussion regarding deployment of security personnel, devices, or systems; or (5) investigative proceedings regarding allegations of criminal misconduct.

CALENDAR ITEMS:

March 4	Board of Trustees Meeting in Salt Lake
May 3-4	Commencement Ceremonies (Richfield, then Ephraim)
May 17	State Board of Regents on Campus (Ephraim)
June 28	Board of Trustees Meeting (Ephraim)

Projected times for the various meetings are estimates only. The Board Chair retains the right to take action at any time. In compliance with the Americans with Disabilities Act, individuals needing special accommodations (including auxiliary communicative aids and services) during this meeting should notify the board secretary (435-283-7013 or /marci.larsen@snow.edu), at least three working days prior to the meeting.

Board of Trustees Meeting Minutes
November 9, 2018 • Ephraim, Utah

Trustees Attending
Scott Bushnell, Chair
David Christensen
Randy Cox
Kerry Day
Jared Devey
Leslie Keisel, Vice Chair
Erma Kaye May
Michael McLean
Rick Robinson
Karen Soper

Trustees Absent
None

Others Attending
Morris Haggerty, Legal Counsel

College Personnel Attending
Wayne Bushman, Internal Auditor
Gary Carlston, President
Jacob Dettinger, Finance VP
Carlie Fowles, Accountant
Steve Hood, Academic VP
Melanie Jenkins, Academic Assistant VP
Marci Larsen, Board Secretary
Craig Mathie, Student Success VP
Heidi Stringham, Asst to President

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College Highlight and Reception
Trustees had the opportunity to mingle with students on the President's Leadership Team (PLTs). They thanked them for the work they do to support the college, and the students shared their experiences with trustees. Everyone seemed to enjoy the time spent together, and Trustee Bushnell thanked the administration for facilitating the gathering.

Welcome and Pledge of Allegiance
Chair Bushnell called the meeting to order asked Trustee Devey to lead the group in the pledge of allegiance.

Minutes from the Previous Meetings
Chair Bushnell entertained a motion to approve the September 14, 2018 meeting minutes. Trustee Day so moved. Trustee McLean seconded the motion, and it passed unanimously.

2019 Proposed Meeting Schedule
Chair Bushnell entertained a motion to approve the proposed meeting schedule for 2019. Trustee Day made the motion, and Trustee McLean seconded the motion which passed unanimously.

Report from the Finance and Facilities Committee
Committee Chair Robinson reported on the Finance and Facilities Committee meeting by taking the following action:

- He made a motion to approve the proposed audit schedule as presented. Trustee Christensen seconded the motion, and it passed unanimously.
- He made a motion to accept and approve the investment presentation, made by Soltis. Trustee Soper seconded the motion, and it passed unanimously.
- He made a motion to approve the investment reports for August and September 2018 as presented. Trustee Cox seconded the motion, and it passed unanimously.

Trustee Robinson asked Vice President Dettinger to give a budget update as an informational item. Vice President Dettinger said the college expected a $300,000 shortfall because of over-projected enrollment growth. He said the administration is looking for solutions, including asking departments to share excess funds, use the reserve, or mandate a return of carry-over funds. President Carlston said people have stepped forward to help as this information has been shared and added this is a tribute to those who work here. President Carlston and Trustee Robinson thanked Vice President Dettinger for his work on resolving the budget situation, and Chair Bushnell commended the employees who have offered to be part of the solution.

Report from the Academic and Student Affairs Committee
Committee Chair May reported on five informational items:

- She said there has been additional work on the Advancement and Tenure document and said the trustees could expect to see the final policy in early-2019.
- She said the Forest Service has offered to work with the college on the Great Basin Station and added that State Risk is sending two representatives to assess what the next steps would be, should the college stay in the relationship with the Forest Service. She said additional information will be shared after the meeting with State Risk Management.
- She said there was a decline in FTE enrollment and a modest increase in students on the Richfield Campus and added that administration hopes the new reorganization model, which includes an Assistant Vice President for Enrollment Management, will help with progressive, smart enrollment growth.
- No one responded to the RFP for housing in Richfield; next steps are being considered she said.

Ratification of Executive Committee Meeting – Purchase of Property
Chair Bushnell reviewed the board by-laws and highlighted the authority of the Executive Committee. He then informed the trustees that the Executive Committee had met and approved the purchase of the John Meade rental home. He said there were two appraisals, an agreed upon price, and the purchase was made. He noted that the seller, a former faculty member, wanted the college to have the first opportunity to purchase the property and reported that the funds came from the previously-appropriated landbank money to buy properties adjacent to college housing. President Carlston added that the college had permission to use this money for the purchase and said additional one-time money was also used. Chair Bushnell entertained a motion to ratify the action of the Executive Committee's decision to purchase the property located at 188 East Center Street in Ephraim. Trustee Christensen so moved. Trustee May seconded the motion, and all voted in favor.

Naming Rights for the Social Science Building
President Carlston shared the relationship Snow College has had with Mark and LeAnn Stoddard over the years and asked the trustees to consider naming the currently-proposed Social Science Building in their honor. He said their financial contributions to the college are significant and said this recognition is about more than that. He said the Stoddards are modest and humble and have given generously of their resources and time. President Carlston said – if the trustees agree to this proposal – the official name for the building will be chosen by the Stoddards. Trustee McLean made a motion to give naming rights for the Social Science Building to Mark and LeAnn Stoddard. Trustee Cox seconded the motion, and it carried unanimously.

Strategic Enrollment Management Plan
Vice President Hood led the Strategic Enrollment Management plan discussion and emphasized that this plan calls every employee to action to be a part of the recruitment process. He said future recruitment activities will be data-driven and there will be more of an emphasis on purposeful collaboration across departments. Trustee Cox asked if the college should be focused on raising funds for scholarships instead of buildings, and Trustee McLean shared his thoughts on marketing by suggesting a "this place changed my life" sell rather than "this is inexpensive." Chair Bushnell suggested asking parents and students what they want. President Carlston thanked the trustees for their input and committed again to make admissions, marketing, and enrollment top priorities.

Institutional Metrics
Vice President Hood briefly reviewed the metrics created for USHE and said they would be helpful to review goals and articulate the college's vision.

Report from the Alumni Association
Trustee Day reported on a successful Homecoming and said Maria O'Mara and Dr. Boyd Beck were both honored to be recognized. He said the alumni board will continue to work to fill the seats on the board.

Report from the Student Body Association
Trustee Devey said nearly 25% of students attended the Halloween event and said most schools get 5-10% of the student body to activities. He also said preparations for 2019-2020 student officer elections are underway.

Report from the Chair
Chair Bushnell said he enjoyed listening to the Carlstons yesterday during Convocation and thanked them for their leadership and for exemplifying the Spirit of Snow. He again thanked the PLTs and Marci Larsen for their work and noted that visiting the campuses and interacting with students is a highlight of being a trustee for him personally.

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Report from the President

President Carlston gave the following report:

- Because of the terrible tragedy that happened at the U with a student being murdered, President Carlston said the college is relooking at safety coverage and procedures. He said it is likely that the college will hire an additional part-time safety officer.
- He said work on the new Athletics Center is progressing slowly. Excavation should take place in the next few weeks, he said, and then settle until the first part of March when the pre-cast building will be constructed. He said the goal is to have the facility ready to use by August 30.
- The Community Development Center in Richfield was the next topic addressed. He said current discussions have focused on the college's role in the project, and he said – because of the benefit to students – the college has agreed to provide the property. He said the city may promote the project with the legislature next year and added there could be a request that the college be given an appropriation for the building. At this point, he said, the college does not have any capital development money or operational money to go towards the project. He said he will keep the trustees informed and invited comments or insights.
- Legislative Audits on the Board of Regents will result in changed tuition-setting procedures, President Carlston said. He informed the trustees that regents will hear proposals from each institution and then act independently on them. There will no longer be Tier 1 and Tier 2 tuition rates, he said.
- The college will host a K-16 Summit before the end of the year to learn what students and parents want. He said the college is fighting a perception that some may feel like Snow isn't recruiting them as much as others, and he shared the college's intention of having a candid discussion with local education partners.
- He expressed his appreciation to members of the Cabinet (Steve Hood, Craig Mathie, Jake Dettinger, Melanie Jenkins, Heidi Stringham, and Marci Larsen) for their work and support. He also thanked the trustees for their leadership.

Executive Session

Trustee Robinson made motion to go into an executive session to discuss one of the topics allowed by the Open and Public Meetings Act (Section 52 – 4-104) for the sole purpose of discussing the character, professional competence, or physical or mental health of individuals. Trustee Devey seconded the motion, and by roll call vote, the motion passed unanimously.

Adjournment

Chair Bushnell declared the meeting adjourned.

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Board of Trustees Meeting Minutes
December 7, 2018 • Conference Call

Trustees Attending	Trustees Absent	College Personnel Attending
Scott Bushnell, Chair	Michael McLean	Gary Carlston, President
David Christensen		Jake Dettinger, Finance VP
Randy Cox		Steve Hood, Academic VP
Kerry Day		Melanie Jenkins, Academic Assistant VP
Jared Devey		Marci Larsen, Board Secretary
Leslie Keisel, Vice Chair	**Others Attending**	Craig Mathie, Student Success VP
Erma Kaye May	None	Rob Nielson, Athletic Director
Rick Robinson		
Karen Soper		

Welcome

Chair Bushnell called the meeting to order at 4:00 and thanked everyone for making time for the conference call.

Update on Football

President Carlston said this discussion is about more than football; he said it's about a junior college atmosphere and experience. He reminded the trustees of the football situation, specifically the decision of the Maricopa County Community College District in Arizona to discontinue their football programs after this season. He added that Arizona Western and Arizona Eastern have since announced their discontinuance of football. He also informed the trustees that current head coach, Paul Peterson, recently announced his resignation during the weekend bowl game.

Because of the timing of these events, President Carlston said he had acted quickly and thoroughly to find a resolution. He said he met with faculty and staff leadership as well as student leaders to share recent happenings and inform them of all aspects of the situation. Rob Nielson, Athletic Director, reviewed the details of three options for finding a league (becoming independent, joining a Kansas league, or joining a Texas league) and President Carlston asked trustees to consider taking action on 1) keeping the football program and 2) appointing Andrew Mitchell as the head football coach.

Trustees commented on the benefits of having a football program and asked questions about scheduling and financial obligations. President Carlston shared his opinion that the college should continue the program with the understanding that there would be no new financial resources allocated nor would additional class time be missed. President Carlston said the college's goal is to make the program sustainable, yet he recognized the risks and challenges of not having a league in which to play.

After discussion, Chair Bushnell entertained a motion to support President Carlston's plan to continue football at Snow College, appoint the recommended head coach, and ask the athletic department to continue working on a solution for a football league. Trustee Robinson so moved. Trustee Soper seconded the motion, and it carried unanimously.

Chair Bushnell asked President Carlston and Mr. Nielson to thank Coach Peterson for his service. He reiterated his opinion that this is a college decision that impacts opportunities for student athletes, those who support them, and the community. He thanked President Carlston and Mr. Nielson for their work on this situation.

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Board of Trustees Meeting Minutes
December 21, 2018 • Conference Call

Trustees Attending
Scott Bushnell, Chair
David Christensen
Randy Cox
Kerry Day
Jared Devey
Leslie Keisel, Vice Chair
Erma Kaye May
Rick Robinson
Karen Soper

Trustees Absent
Michael McLean

Others Attending
None

College Personnel Attending
Gary Carlston, President
Jake Dettinger, Finance VP
Steve Hood, Academic VP
Marci Larsen, Board Secretary
Heidi Stringham, Asst. to Pres

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Welcome
Chair Bushnell called the meeting to order at 8:15.

Naming Rights for Athletics Center
President Carlston reminded trustees that the appropriation for the Athletics Center construction was not quite enough to cover costs. He said informal conversations with legislators suggest additional funding will be provided during the upcoming legislative session, and he said efforts to raise private money are on-going. One relationship that has developed throughout this process is with Eric Chandra Bergeson, President Carlston said. He told the trustees of Eric's connection to Snow College as a football player and informed them of his recent pledge to the fundraising efforts for the new facility. Trustees reviewed the provided agreement, which gives the Bergesons naming rights to the new Athletics Center, and President Carlston said it was important for the trustees to know that this donation is not contingent upon the continuance of football. After a brief discussion, Trustee Christensen made a motion to approve the provided agreement and bestow the Bergeson name on the new Athletics Center. Trustee Robinson seconded the motion, and it carried unanimously.

Return to agenda

SNOW COLLEGE

OFFICE OF FINANCE AND ADMINISTRATIVE SERVICES

January 30, 2019

Commissioner David L. Buhler
Board of Regents Building, Two Gateway
60 South 400 West
Salt Lake City, UT 84101-1284

Commissioner Buhler:

Snow College would like to present to the Regents a brief overview of proposed changes to our 2016 Campus Master Plan during the Board of Regents meeting on May 17th, 2019 held at Snow College.

The first proposed change in the College's master plan is located on the Ephraim campus. During October of 2018, the College was able to acquire a piece of property located at 188 E. Center St. The property is directly south of the core College block. The property sits on the north east corner of the block and the College currently owns the west half of that block. The piece of property is .26 acres and includes an early 1900's home as well as a shed. The College would like to amend its current Campus Master Plan to include this piece of property. A potential proposed use of this piece of property will be for a future health and wellness clinic.

The second proposed change in the College's master plan is located on the Ephraim campus. During the 2018 legislative session, the College was given a $5 million appropriation to construct a new athletic center. The athletic center will provide a weight training room for student athletes, a new fitness room for all students, a classroom/team meeting room, and offices for coaches. The new building will be located just south of the south end zone of our football field. Nothing was previously slated for this location on our current master plan. Construction is scheduled to begin mid-February. The College would like to amend its current Campus Master Plan to include this new facility.

The third proposed change in the College's master plan is located on the Richfield campus. The College would like to amend its current Campus Master Plan to relocate the site for a potential future community development center (recreation/aquatic center) from its current location to the south west corner of the College's property. The proposed future community development center will be a community and College partnership and will benefit our Richfield campus students and our service area. During 2018, the College amended its Campus Master Plan to relocate future student housing from the southern border of campus to a more central part of campus property to better align with infrastructure

currently in place. That amendment allows for more space on the southern border for the proposed future community development center. The south west corner is a better fit for the community development center with respect to size and need. Also, since the proposed facility would also be used by the community, it makes sense to relocate it to the community border of campus as opposed to a central campus location.

Attached are diagrams of the proposed changes.

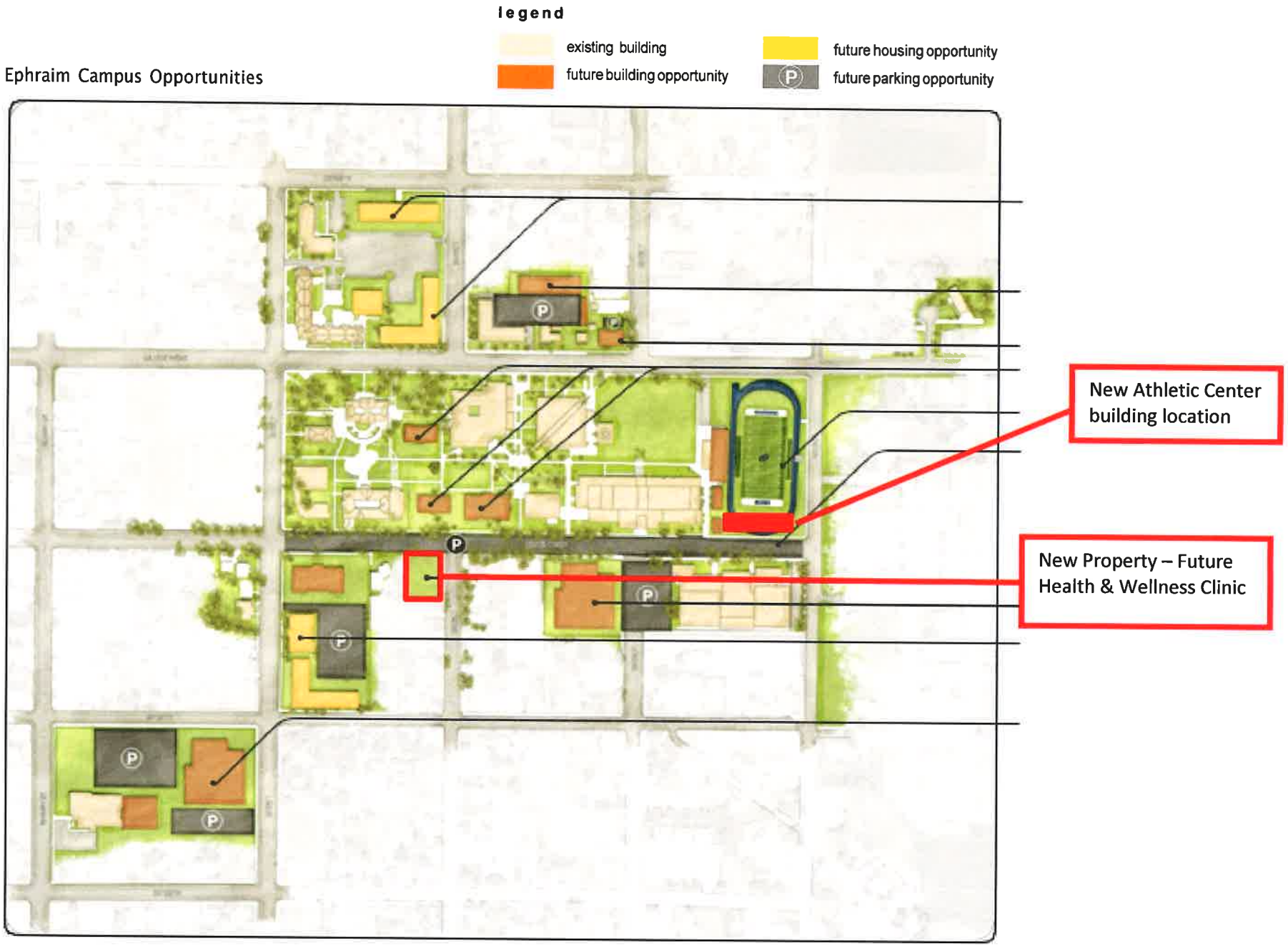
We look forward to making this presentation to the Board of Regents.

Thank you,

Jake Dettinger

V.P. Finance & Administrative Services

Ephraim Campus Opportunities



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improve access to campus.

The Richfield campus is located on the west side of Richfield, adjacent to I-70, but is not readily accessible or visible from either downtown Richfield or I-70. Signage to heighten awareness of the College from I-70 and wayfinding to the campus from key points in the community should be provided.

Specific signage for the Sevier Valley Center should also be provided to guide visitors along optimal routes to access parking and the center for events. Signage at shared parking area in the vicinity should also be provided for ease of access and parking.

Provide student fitness space on-campus.

The campus does not currently have any fitness areas available for the campus community. A small cardio space, a weight room, and a room for yoga, dance or group fitness should be provided on campus. Associated locker and changing rooms should also be provided.

Provide for event access and parking.

The Sevier Valley Center hosts a variety of events throughout the year. It is important that there is effective signage to guide visitors from I-70 and downtown to the campus and Sevier Valley Center. Adequate parking for events should also be provided on and near campus to accommodate the crowds of up to 4,200 people for large events.

Richfield

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Tab C

SNOW COLLEGE

	Name/Description	Cusip	Maturity Date	Yield/Return	Book Value	Beg. FMV Fiscal Year	Interest Prem/Disc	Dividends	Capital Gain/(Loss)	Service Fees	Purchases	Net Deposit Transfers	Sales	Unrealized Gain/(Loss)	October 31, 2018 Ending FMV
			(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)
						Annual Accumulated Activity									
1	General funds														
2	**Zions Money Market**			**0.03%**	**105,832.25**	**105,719.74**	**132.51**			**(20.00)**		-			**105,832.25**
3	PTIF			2.61%	7,613,986.99	4,952,530.88	61,456.10					2,600,000.01			7,613,986.99
4	**PTIF**			**2.61%**	**333,259.14**	**330,258.24**	**3,000.90**					-			**333,259.14**
5	Zions Gold International			0.06%	320.05	1,107,284.39	1,220.61					(1,108,184.95)			320.05
6	**Zions UT St Treasurer's Public Inv Pool**		-	**1.29%**	**25,101.37**	**71,262.83**	**47,312.90**		-	**(3,058.48)**	**(340,415.88)**	-	**250,000.00**	-	**25,101.37**
7	Bank Montreal	06268RU78	7/31/2018	1.80%	250,000.00	249,883.50	-		172.35		(55.85)		(250,000.00)	-	-
8	**Harley-Davidson Finl**	**41283LAG0**	**1/15/2019**	**2.25%**	**200,000.00**	**199,458.00**	-		-		**(18.65)**		-	**337.05**	**199,776.40**
9	Utah St BRD of RGTS Revenue	91754RZJ9	6/1/2021	2.25%	200,000.00	195,186.00	-		-		-		-	(914.00)	194,272.00
10	**FNMA**	**3136G4MP5**	**3/27/2020**	**1.75%**	**250,000.00**	**248,415.50**	-		-		-		-	**(247.50)**	**248,168.00**
11	FHLMC	3134GBZE5	7/24/2020	1.85%	250,000.00	245,728.75	-		-		-		-	(451.25)	245,277.50
12	**FHLMC**	**3134GBYQ9**	**4/27/2021**	**2.00%**	**150,000.00**	**146,713.20**	-		-		-		-	**(812.40)**	**145,900.80**
13	FHLMC	3134GBNX8	5/28/2021	2.00%	250,000.00	245,241.00	-		-		-		-	(1,504.00)	243,737.00
14	**FNMA**	**3136G3RK3**	**6/14/2021**	**1.80%**	**250,000.00**	**242,472.25**	-		-		-		-	**(1,017.50)**	**241,454.75**
15	FHLMC	3134GBQ39	7/27/2021	2.00%	150,000.00	146,304.45	-		-		-		-	(871.20)	145,433.25
16	**FHLMC**	**3134GBXU1**	**7/27/2022**	**2.25%**	**250,000.00**	**242,670.25**	-		-		-		-	**(1,588.75)**	**241,081.50**
17	FHLMC	3134GBK92	10/12/2022	2.20%	150,000.00	145,111.95	-		-		-		-	(996.45)	144,115.50
18	**FHLB**	**3130ACA38**	**9/15/2022**	**2.20%**	**250,000.00**	**241,900.25**	-		-		-		-	**(1,630.50)**	**240,269.75**
19	FHLB	3130ACH64	10/26/2022	2.25%	200,000.00	195,064.60	-		-		-		-	(1,472.00)	193,592.60
20	**Goldman Sachs Group Inc**	**38148FAA7**	**10/23/2019**	**2.17%**	**250,000.00**	**252,312.50**	-		-		-		-	**(610.00)**	**251,702.50**
21	Daimler Finance NA LLC	233851CQ5	1/6/2020	1.78%	240,000.00	241,091.76	-		-		-		-	(35.76)	241,056.00
22	**Nissan Motor Acceptance**	**654740AU3**	**1/13/2020**	**1.74%**	**250,000.00**	**251,163.00**	-		-		-		-	**(374.00)**	**250,789.00**
23	Wells Fargo & Company	94974BGG9	1/30/2020	1.85%	250,000.00	251,651.25	-		-		-		-	(465.50)	251,185.75
24	**Morgan Stanley**	**61746BEH5**	**2/14/2020**	**1.98%**	**250,000.00**	**250,758.00**	-		-		-		-	**(461.00)**	**250,297.00**
25	National Australia Bank	6325C0DP3	5/22/2020	1.68%	250,000.00	250,609.75	-		-		-		-	230.50	250,840.25
26	**Nordea Bank AB**	**65557CAW3**	**5/29/2020**	**0.00%**	**250,000.00**	**250,802.50**	-		-		-		-	**(347.50)**	**250,455.00**
27	National Bank of Canada	63307A2F1	6/12/2020	1.79%	225,000.00	226,213.20	-		-		-		-	(141.75)	226,071.45
28	**Citibank NA**	**17325FAD0**	**6/12/2020**	**1.73%**	**250,000.00**	**250,729.50**	-		-		-		-	**404.75**	**251,134.25**
29	HSBC Holding PLC	404280BV0	9/11/2021	2.98%	200,000.00	-	-		-		200,275.60		-	86.40	200,362.00
	Credit Agricole CIB	22533AA98	10/3/2021	3.02%	140,000.00	-	-		-		140,140.28		-	(78.26)	140,062.02
30	**Zions Bank Business Interest**		-	-	**382,462.97**	**644,705.67**	**28,717.97**		-		**(490,960.67)**		**200,000.00**	-	**382,462.97**
31	Trans-Canada Pipeline	89352HAF6	8/15/2018	6.50%	100,000.00	100,472.50	-		(472.50)		-		(100,000.00)	-	-
32	**Santander UK PLc**	**80283LAM5**	**8/23/2018**	**3.05%**	**100,000.00**	**100,080.90**	-		**(80.90)**		-		**(100,000.00)**	-	-
33	Commonwealth Bk Austr	20271RAL4	11/2/2018	1.50%	250,000.00	249,283.00	-		-		-		-	717.00	250,000.00
34	**Bnp Paribas**	**05574LTX8**	**12/12/2018**	**2.40%**	**103,000.00**	**102,942.42**	-		-		-		-	**30.80**	**102,973.22**
35	National Bank of Canada	63307A2C8	12/14/2018	2.10%	250,000.00	249,623.25	-		-		-		-	233.50	249,856.75
36	**Morgan Stanley**	**61748BDM5**	**1/24/2019**	**2.50%**	**133,000.00**	**132,790.26**	-		-		-		-	**124.09**	**132,914.35**
37	Morgan Stanley	61746BDX1	2/1/2019	2.45%	335,000.00	334,432.18	-		-		-		-	208.37	334,640.55
38	**Oglethorpe Power Corp**	**677050AE6**	**3/15/2019**	**6.10%**	**100,000.00**	**102,208.30**	-		-		-		-	**(1,069.80)**	**101,138.50**
39	John Deere Capital	24422ERR2	4/17/2019	2.25%	180,000.00	179,527.32	-		-		-		-	118.62	179,645.94
40	**Fifth Third Bank**	**31677QBB4**	**4/25/2019**	**2.38%**	**200,000.00**	**199,211.20**	-		-		-		-	**247.20**	**199,458.40**
41	Morgan Stanley	61747YCG8	5/13/2019	7.30%	100,000.00	103,651.80	-		-		-		-	(1,447.80)	102,204.00
42	**Barclays Bank**	**06739FF85**	**5/22/2019**	**6.75%**	**100,000.00**	**103,229.80**	-		-		-		-	**(1,240.80)**	**101,989.00**
43	Astrazeneca Plc	046353AF5	9/18/2019	1.95%	200,000.00	-	-		-		198,096.00		-	(164.20)	197,931.80
44	**Morgan Stanley**	**61747TCJ2**	**9/23/2019**	**5.63%**	**140,000.00**	-	-		-		**144,447.80**		-	**(1,445.78)**	**143,002.02**
45	Toronto-Dominion Bank	89114QBU1	10/24/2019	1.90%	150,000.00	-	-		-		148,416.87		-	(25.17)	148,391.70
46	**FHLMC**	**3134GSFD2**	**3/14/2023**	**3.00%**	**500,000.00**	**497,908.00**	-		-		-		-	**(4,835.00)**	**493,071.00**
47	HSBC USA INC	40428HPK2	9/24/2018	1.51%	900,000.00	901,595.80	7,314.26		(1,595.80)		-		(900,000.00)	-	-
48	**Goldman Sachs**	**38141EB73**	**11/15/2018**	**1.72%**	**850,000.00**	**853,174.27**	-		-		-		-	(2,824.07)	850,350.20
49					Total Investments	18,385,309.97	149,155.75	-	(1,978.61)	(3,078.48)	(72.50)	1,491,616.56	(900,000.00)	(24,332.99)	17,095,664.71
	Housing Bonds														
50	PTIF			2.61%	2,442.73	1,631.58	811.15					-			2,442.73
51	**PTIF**			(0.00)	(0.00)	(0.00)	-					-			(0.00)
52					Total Housing Bonds	1,631.58	811.15					-			2,442.73
	Endowment Funds														
53	**Fidelity - Cash & Equiv**			**0.00%**	**333,543.03**	**153,516.30**	-	**31,923.93**		**(21,066.74)**	**(570,152.81)**	-	**739,324.35**		**333,543.03**
54	Equities			-7.83%	2,441,308.12	2,789,871.19		6,119.68	9,869.20		395,040.00	-	(293,014.44)	(207,088.53)	2,700,599.10
55	**Fixed Income**			**-0.13%**	**2,246,834.88**	**2,203,848.13**		**16,548.60**	**(20,410.12)**		-	-	**(249,980.00)**	**928.13**	**1,950,933.74**
55	ETP - Equities			-3.94%	3,202,560.82	3,698,922.06		-	39,269.39		-	-	(196,329.91)	(165,506.10)	3,376,355.44
56	**ETP - Fixed Income**			**-0.56%**	**967,264.61**	**968,132.50**		-	-		**175,112.61**	-	-	**(5,513.61)**	**1,137,731.70**
57	Fidelity - Cash & Equiv (Foundation)			0.00%	5,981.45	5,534.85	-	777.90	-	(331.30)	-	-	-	-	5,981.45
58	Fidelity Real Estate Income FRIFX			**0.57%**	**4,500.00**	**5,398.22**		-	**149.40**		-		-	**(123.89)**	**5,423.73**
59	Artisan Mid Cap ARTMX			-3.84%	8,500.00	8,428.29		-	-		-		-	(236.29)	8,192.00
60	Grandeur Peak Global Stalwarts Investor			**-14.18%**	**9,000.00**	**10,481.15**		-	-		-		-	**(1,274.83)**	**9,206.32**
61	Oakmark Fund I OAKMX			-5.34%	11,000.00	11,246.55		-	-		-		-	(587.55)	10,659.00
62	**American CenSht Dur Infl APOIX**			**-0.51%**	**9,000.00**	**9,321.01**		-	-		-		-	**(45.91)**	**9,275.10**
63	JPMorgan Strategic Income JSOSX			0.80%	13,525.00	14,983.71		147.38	-		-		-	(39.27)	15,091.82
64	**Metropolitan West Total Return MWTIX**			**-0.73%**	**13,525.00**	**14,073.99**		**134.13**	-		-		-	**(232.46)**	**13,975.66**
65	First TR Exchange Traded FD IV NO Amer			-2.49%	6,013.28	5,688.90		-	-		-		-	(149.45)	5,539.45
66	Ishares Inc MSCI Emerg Mkts EEMV			**-5.18%**	**4,415.80**	**4,827.20**		-	-		-		-	**(228.80)**	**4,398.40**
67	Isheres Core S&P 500 ETF IVV			-0.10%	9,840.95	9,556.75		-	-		-		-	(10.15)	9,546.60
68	**Ishares Core S&P Small-Cap ETF IJR**			**-7.92%**	**5,119.96**	**6,259.50**		-	-		-		-	**(405.75)**	**5,853.75**
69	Ishares Trust MSCI EAFE Min EFAV			-9.62%	5,388.80	12,805.20		-	-		-		-	(518.40)	12,286.80
70	**M D U RES Group Inc**			**-14.40%**	**22,678.74**	**25,181.04**		-	-		-		-	**(3,268.16)**	**21,914.88**
71	Wells Fargo CO New Com			-4.08%	27,085.00	27,720.00		-	-		-		-	(1,105.00)	26,615.00
72	**CVB - CUCF**			**0.15%**	**12,827.75**	**12,095.16**	**14.71**					**717.88**			**12,827.75**
73	Wasatch Funds Micro Cap			8.23%	30,000.00	81,013.54	-	-	-		-	-	-	6,669.62	87,683.16
74	**AT&T**			**-1.34%**	**38,946.99**	**63,449.38**		**1,978.00**			-		-	(2,825.66)	**60,623.68**
75					Total Endowment	10,141,854.60	14.71	57,828.92	28,877.87	(21,400.04)	(0.00)	717.88	(0.00)	(30,980.04)	9,834,297.30
76					Total	28,532,956.09	149,981.11	57,828.92	26,901.02	(24,478.52)	(72.50)	1,492,334.44	(900,000.00)	(455,293.74)	28,930,264.72

SNOW COLLEGE

ENDOWMENT POOL UPDATE

October 31, 2018

Monthly Investment Performance Report

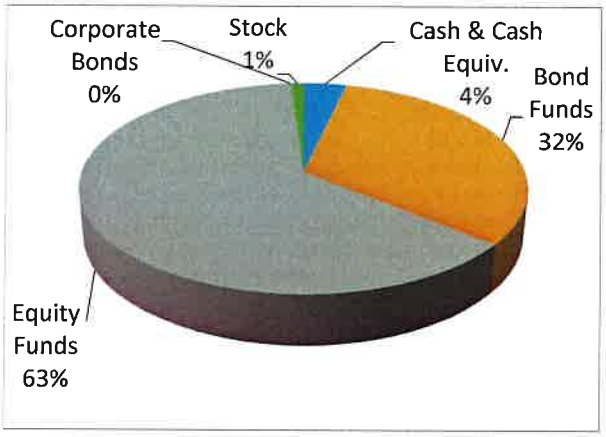
OVERVIEW

Snow College's Endowment Pool grows with support by Snow College friends and alumni. Distributions from the Endowment Pool play a significant role in funding scholarships for Snow College students and help the College achieve its core mission themes of: Tradition of Excellence, Culture of Innovation, and Atmosphere of Engagement.

The investment management of endowment assets requires balancing portfolio risks and expected returns to meet long-term objectives. The goal of the Endowment is to provide a steady stream of income to fund scholarships for Snow College students while preserving the purchasing power of the assets for the benefit of future generations.

INVESTMENT ALLOCATION

The asset allocation includes a diverse mix of investments with the following target allocation: 58% fixed income, 40% global marketable equities, and 2% cash and cash equivalents. Actual holdings for the current period ended are:



Cash & Cash Equiv.	*3.6%*	*352,352*
Bond Funds	*32.2%*	*3,164,633*
Equity Funds	*63.1%*	*6,198,119*
Corporate Bonds	*0.0%*	-
Stock	*1.1%*	*109,154*
Endowment		**7,581,415**
Quasi-Endowment		**2,242,843**
Total Endowment		**9,824,258**

ACTIVITY

No Activity

RETURNS

Market over Book Value:

	Oct-18	FY '18	FY '17
Book Value	*9,446,660*	*9,389,770*	*8,298,381*
Market Value	*9,824,258*	*10,141,955*	*8,851,032*
Unrealized Gain/(Loss)	*4.0%*	*8.0%*	*6.7%*

Market turbulence is likely to intensify as U.S. midterm elections approach and trade concerns persist. However, as Mark Twain observed, speculation is always dangerous. We believe it's especially ill-advised when markets are volatile. The prospect of more turbulence may be discouraging for investors, but we see many opportunities for our active approaches, which are guided by fundamental research, our identification of long-term themes, and rigorous risk management. We believe investors will benefit by maintaining a diversified approach that includes equities, convertibles, fixed income and alternative strategies. – Advisors Perspective

Endowment Returns: **Period Ending: 10/31/2018**

	Oct-18	FY '19 YTD	FY '18
Income	*(459)*	*65,121*	*160,616*
Unrealized Gain/(Loss)	*(496,428)*	*(381,560)*	*226,595*
Rate of Return	*-4.81%*	*-3.12%*	*4.37%*

	FY '17	FY '16	FY '15
Income	*173,383*	*151,988*	*233,696*
Unrealized Gain/(Loss)	*516,339*	*(157,488)*	*(72,388)*
Rate of Return	*8.88%*	*-0.09%*	*2.63%*

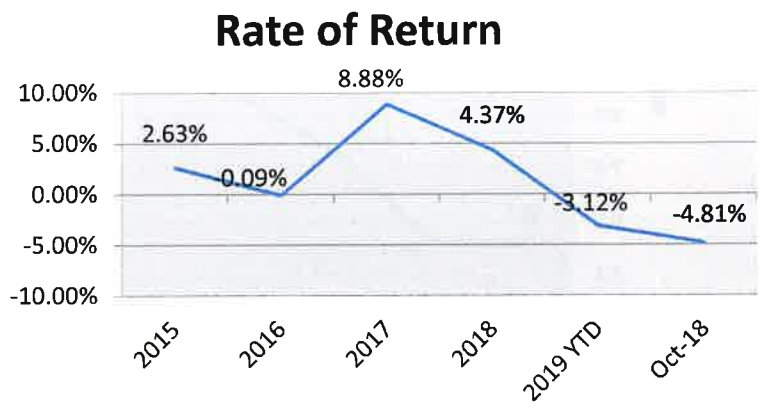
SNOW COLLEGE

ENDOWMENT POOL UPDATE

October 31, 2018

Monthly Investment Performance Report

RETURNS (continued)



	AVERAGE ANNUAL RETURN				
	Month	Fiscal YTD	FY '18	FY 3 Years	FY 5 Years
Total Endowment	-4.81%	-3.12%	4.37%	13.81%	31.79%
S&P 500	*-6.94%*	*-0.55%*	*12.52%*	*32.17%*	*69.75%*
ACWI Index	*-7.43%*	*-3.06%*	*8.28%*	*19.28%*	*41.82%*
Dow Jones Industrial A	*-5.07%*	*3.33%*	*13.85%*	*37.96%*	*63.03%*

UNITS

To be added.

MARKET OUTLOOK

The general theme of a U.S. economy growing above potential in the near term before gradually losing momentum remains more or less intact. The incoming data over the past month have been broadly positive, though admittedly sometimes a mixed bag, and we have updated our forecast accordingly.

Our full-year GDP growth numbers for this year, 2019 and 2020 are unchanged at 2.9%, 2.8% and 2.2% respectively. Our forecast for third quarter GDP growth benefited from a slight upward revision. We now expect the economy grew at a 3.3% annualized rate in the period, up from just 3.1% in our September forecast. Some of the faster Q3 growth is "borrowed" from the current quarter, and we have pared our estimate for Q4 by just a tenth of a percentage point to 2.7%.

Real personal consumption is shaping up a bit stronger than we had anticipated previously and the indicators in this sector have been broadly positive. Retail sales for August came in a bit weaker than expected, but upward revisions to prior data indicated that retailers were having a good year ahead of the key holiday shopping season.

Consumer confidence is firming as well; though the measures of just how well the consumer is faring vary slightly between the two bellwether measures. Michigan consumer sentiment rose to a six-month high, but the Conference Board's consumer confidence index rose to a new cycle high of 138.4. The last time this measure of consumer confidence was as high as it is today was in the year 2000. A number of financial and economic indicators from that era are similar to where they are today. – Well Fargo Advisors

DONATIONS

	October # of Donations	Oct-18	FY '19 YTD	Total Balances
Restricted Donations				
Endowment Donations	*7*	*5,760*	*23,368*	*9,824,258*
Scholarship Donations	*138*	*36,395*	*270,064*	*1,567,209*
Other Donations	*37*	*11,743*	*68,561*	*
Unrestricted Donations				
Donations to Foundation	*43*	*29,490*	*33,871*	*263,997*
Total Restricted & Unrestricted	**225**	**83,388**	**395,865**	**11,655,463**

* These donations are donated to various fund budgets and are mingled and spent with other sources of those fund budgets

Total Donations			
External Donations	*119*	*81,310*	*384,276*
Employee Donations	*106*	*2,078*	*11,589*
Total Donations	**225**	**83,388**	**395,865**

IN-KIND DONATIONS

October Donations: *$4,008* **FY '19 YTD:** *$19,988*

SNOW COLLEGE

CASH MANAGEMENT POOL UPDATE

October 31, 2018

Monthly Investment Performance Report

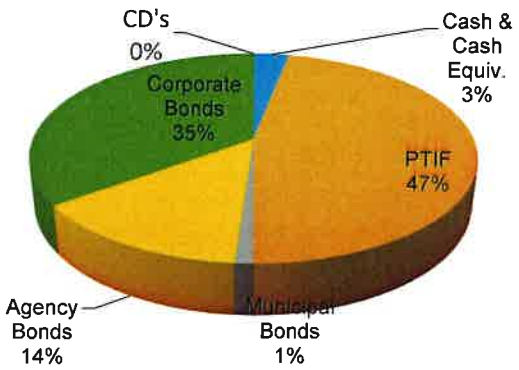
OVERVIEW

The College manages the Cash Management Pool according to the following objectives:

- Investments are made in accordance with the Utah State Money Management Act as well as other applicable laws, rules, policies, and regulations
- Protection and safety of principal
- Liquidity or availability of funds
- Maximization of the rate of return consistent with objectives stated above
- And with the exercise of judgment, care, and due diligence.

INVESTMENT ALLOCATION

Target allocations are 20-25% immediate liquidity (Cash & Cash Equivilents, PTIF), 30% agency bonds, 45% corporate bonds. Actual holdings for the current period ended are:



Cash & Cash Equiv.	*3.0%*	*513,717*
PTIF	*46.9%*	*7,949,689*
Municipal Bonds	*1.1%*	*194,272*
Agency Bonds	*13.8%*	*2,333,934*
Corporate Bonds	*35.2%*	*5,964,334*
CD's	*0.0%*	-
Total Investment		**16,955,945**

ACTIVITY

No Activity

RETURNS

Market over Book Value:

	Oct-18	FY '18	FY '17
Book Value	*16,959,406*	*16,229,393*	*18,177,608*
Market Value	*17,096,007*	*16,391,001*	*18,211,911*
Unrealized Gain/(Loss)	*0.8%*	*1.0%*	*0.2%*

Market turbulence is likely to intensify as U.S. midterm elections approach and trade concerns persist. However, as Mark Twain observed, speculation is always dangerous. We believe it's especially ill-advised when markets are volatile. The prospect of more turbulence may be discouraging for investors, but we see many opportunities for our active approaches, which are guided by fundamental research, our identification of long-term themes, and rigorous risk management. We believe investors will benefit by maintaining a diversified approach that includes equities, convertibles, fixed income and alternative strategies. – Advisors Perspective

Investment Returns: **Period Ending: 10/31/2018**

	Oct-18	FY '19 YTD	FY '18
Income	*39,557*	*144,911*	*324,970*
Unrealized Gain/(Loss)	*(7,830)*	*(24,334)*	*(80,719)*
Rate of Return	*0.17%*	*0.74%*	*1.34%*

	FY '17	FY '16	FY '15
Income	*272,697*	*261,916*	*235,841*
Unrealized Gain/(Loss)	*(1,083)*	*(32,297)*	*(76,534)*
Rate of Return	*1.44%*	*1.33%*	*0.92%*

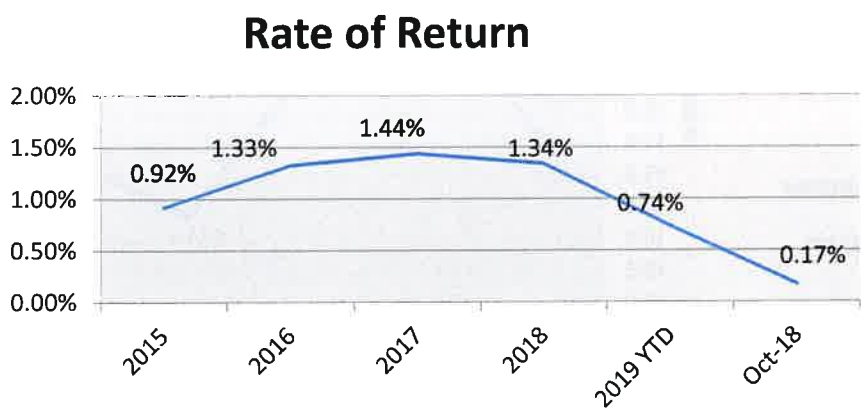
SNOW COLLEGE

CASH MANAGEMENT POOL UPDATE

October 31, 2018

Monthly Investment Performance Report

RETURNS (continued)



	AVERAGE ANNUAL RETURN				
	Month	Fiscal YTD	FY '18	FY 3 Years	FY 5 Years
Total Investments	**0.17%**	**0.74%**	**1.34%**	**3.81%**	**4.03%**
S&P 500	*-6.94%*	*-0.55%*	*12.52%*	*32.17%*	*69.75%*
ACWI Index	*-7.43%*	*-3.06%*	*8.28%*	*19.28%*	*41.82%*
Dow Jones Industrial A	*-5.07%*	*3.33%*	*13.85%*	*37.96%*	*63.03%*

LIQUIDITY OF INVESTMENTS

	0-3 Months	3-12 Months	1-3 Years	3-5 Years
Investment Types				
Cash & Cash Equiv.	*513,717*	-	-	-
PTIF	*7,949,689*	-	-	-
Municipal Bonds	-	-	*194,272*	-
Agency Bonds	*193,593*	-	*1,021,803*	*1,118,538*
Corporate Bonds	*2,120,511*	*1,425,464*	*2,418,359*	-
CD's	-	-	-	-
	10,777,510	*1,425,464*	*3,634,434*	*1,118,538*
Percent of Total	*63.56%*	*8.41%*	*21.43%*	*6.60%*

PTIF

"The Utah Public Treasurers Investment Fund (PTIF), or the 'Pool,' invests to maintain safety of principal, liquidity and a competitive return on short term investments."

The current PTIF 360 day rate is 2.61234695

The allocation of PTIF funds as of 9/30/18 is:

- 89.16% Corporates
- 7.22% Commercial Paper
- 2.33% Money Market
- 0.57% CD's
- 0.72% Repos

MARKET OUTLOOK

The general theme of a U.S. economy growing above potential in the near term before gradually losing momentum remains more or less intact. The incoming data over the past month have been broadly positive, though admittedly sometimes a mixed bag, and we have updated our forecast accordingly.

Our full-year GDP growth numbers for this year, 2019 and 2020 are unchanged at 2.9%, 2.8% and 2.2% respectively. Our forecast for third quarter GDP growth benefited from a slight upward revision. We now expect the economy grew at a 3.3% annualized rate in the period, up from just 3.1% in our September forecast. Some of the faster Q3 growth is "borrowed" from the current quarter, and we have pared our estimate for Q4 by just a tenth of a percentage point to 2.7%.

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SNOW COLLEGE

			(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)
						Annual Accumulated Activity									
	Name/Description	Cusip	Maturity Date	Yield/Return	Book Value	Beg. FMV Fiscal Year	Interest Prem/Disc	Dividends	Capital Gain/(Loss)	Service Fees	Purchases	Net Deposit Transfers	Sales	Unrealized Gain/(Loss)	November 30, 2018 Ending FMV
1	General funds														
2	**Zions Money Market**			0.03%	105,867.53	105,719.74	167.79			(20.00)		-			105,867.53
3	PTIF			2.70%	8,364,140.52	4,952,530.88	81,522.09					3,330,087.55			8,364,140.52
4	**PTIF**			2.70%	334,060.57	330,258.24	3,802.33					-			334,060.57
5	Zions Gold International			0.06%	1,212,985.55	1,107,284.39	2,086.76					103,614.40			1,212,985.55
6	**Zions UT St Treasurer's Public Inv Pool**		-	1.29%	32,924.50	71,262.83	55,750.23		-	(3,672.66)	(340,415.66)	-	250,000.00	-	32,924.50
7	Bank Montreal	06268RU78	7/31/2018	1.80%	250,000.00	249,883.50	-		172.35		(55.85)		(250,000.00)	-	-
8	**Harley-Davidson Fnl**	**41283LAG0**	**1/15/2019**	**2.25%**	**200,000.00**	**199,456.00**	-		-		**(16.65)**		-	**395.25**	**199,834.60**
9	Utah St BRD of RGTS Revenue	91754RZJ9	6/1/2021	2.25%	200,000.00	195,186.00	-		-		-		-	(178.00)	195,008.00
10	**FNMA**	**3136G4MP5**	**3/27/2020**	**1.75%**	**250,000.00**	**246,415.50**	-		-		-		-	**225.25**	**246,640.75**
11	FHLMC	3134GBZE5	7/24/2020	1.85%	250,000.00	245,728.75	-		-		-		-	(46.75)	245,682.00
12	**FHLMC**	**3134GBYQ9**	**4/27/2021**	**2.00%**	**150,000.00**	**146,713.20**	-		-		-		-	**193.35**	**146,906.55**
13	FHLMC	3134GBNX6	5/28/2021	2.00%	250,000.00	245,241.00	-		-		-		-	(586.00)	244,655.00
14	**FNMA**	**3136G3RK3**	**6/14/2021**	**1.80%**	**250,000.00**	**242,472.25**	-		-		-		-	**(238.50)**	**242,233.75**
15	FHLMC	3134GBQ39	7/27/2021	2.00%	150,000.00	146,304.45	-		-		-		-	270.90	146,575.35
16	**FHLMC**	**3134GBXU1**	**7/27/2022**	**2.25%**	**250,000.00**	**242,670.25**	-		-		-		-	**(272.25)**	**242,398.00**
17	FHLMC	3134GBK92	10/12/2022	2.20%	150,000.00	145,111.95	-		-		-		-	(151.20)	144,960.75
18	**FHLB**	**3130ACA38**	**9/15/2022**	**2.20%**	**250,000.00**	**241,900.25**	-		-		-		-	**(247.75)**	**241,652.50**
19	FHLB	3130ACH64	10/26/2022	2.25%	200,000.00	195,064.60	-		-		-		-	(359.20)	194,705.40
20	**Goldman Sachs Group Inc**	**38148FAA7**	**10/23/2019**	**2.17%**	**250,000.00**	**252,312.50**	-		-		-		-	**(784.25)**	**251,528.25**
21	Daimler Finance NA LLC	233851CQ5	1/6/2020	1.78%	240,000.00	241,091.76	-		-		-		-	(539.76)	240,552.00
22	Nissan Motor Acceptance	**654740AU3**	**1/13/2020**	**1.74%**	**250,000.00**	**251,163.00**	-		-		-		-	**(1,087.25)**	**250,075.75**
23	Wells Fargo & Company	94974BGG9	1/30/2020	1.85%	250,000.00	251,651.25	-		-		-		-	(718.00)	250,933.25
24	**Morgan Stanley**	**61746BEH5**	**2/14/2020**	**1.98%**	**250,000.00**	**250,758.00**	-		-		-		-	**(720.50)**	**250,037.50**
25	National Australia Bank	6325C0DP3	5/22/2020	1.68%	250,000.00	250,609.75	-		-		-		-	(283.00)	250,326.75
26	**Nordea Bank AB**	**65557CAW3**	**5/29/2020**	**0.00%**	**250,000.00**	**250,802.50**	-		-		-		-	**(619.00)**	**250,183.50**
27	National Bank of Canada	63307A2F1	6/12/2020	1.79%	225,000.00	226,213.20	-		-		-		-	(103.05)	226,110.15
28	**Citibank NA**	**17325FAD0**	**6/12/2020**	**1.73%**	**250,000.00**	**250,729.50**	-		-		-		-	**(573.00)**	**250,156.50**
29	HSBC Holding PLC	404280BV0	9/11/2021	2.98%	200,000.00	-	-		-		200,275.60		-	(1,760.60)	198,515.00
30	**Credit Agricole CIB**	**22533AA98**	**10/3/2021**	**3.02%**	**140,000.00**	-	-		-		**140,140.28**		-	**(589.80)**	**139,570.48**
31	Zions Bank Business Interest		-	-	641,760.98	644,705.67	38,015.98		-		(490,960.67)		450,000.00	-	641,760.98
32	**Trans-Canada Pipeline**	**89352HAF6**	**6/15/2018**	**6.50%**	**100,000.00**	**100,472.50**	-		**(472.50)**		-		**(100,000.00)**	-	-
33	Santander UK PLc	80283LAM5	8/23/2018	3.05%	100,000.00	100,080.90	-		(80.90)		-		(100,000.00)	-	-
34	Commonwealth Bk Austr	**20271RAL4**	**11/2/2018**	**1.50%**	**250,000.00**	**249,283.00**	-		**717.00**		-		**(250,000.00)**	-	-
35	Bnp Paribas	05574LTX6	12/12/2018	2.40%	103,000.00	102,942.42	-		-		-		-	50.27	102,992.69
36	**National Bank of Canada**	**63307A2C6**	**12/14/2018**	**2.10%**	**250,000.00**	**249,623.25**	-		-		-		-	**341.25**	**249,964.50**
37	Morgan Stanley	61746BDM5	1/24/2019	2.50%	133,000.00	132,790.26	-		-		-		-	80.73	132,870.99
38	**Morgan Stanley**	**61746BDX1**	**2/1/2019**	**2.45%**	**335,000.00**	**334,432.18**	-		-		-		-	**189.94**	**334,622.12**
39	Oglethorpe Power Corp	677050AE6	3/15/2019	6.10%	100,000.00	102,208.30	-		-		-		-	(1,429.30)	100,779.00
40	**John Deere Capital**	**24422ERR2**	**4/17/2019**	**2.25%**	**180,000.00**	**179,527.32**	-		-		-		-	**41.58**	**179,568.90**
41	Fifth Third Bank	31677QBB4	4/25/2019	2.38%	200,000.00	199,211.20	-		-		-		-	272.80	199,484.00
42	**Morgan Stanley**	**61747YCG8**	**5/13/2019**	**7.30%**	**100,000.00**	**103,651.80**	-		-		-		-	**(1,845.70)**	**101,806.10**
43	Barclays Bank	06739FFS5	5/22/2019	6.75%	100,000.00	103,229.80	-		-		-		-	(1,604.40)	101,625.40
44	**Astrazeneca Plc**	**046353AF5**	**9/18/2019**	**1.95%**	**200,000.00**	-	-		-		**198,096.00**		-	**(117.00)**	**197,979.00**
45	Morgan Stanley	61747TCJ2	9/23/2019	5.63%	140,000.00	-	-		-		144,447.80		-	(1,927.94)	142,519.86
46	**Toronto-Dominion Bank**	**89114QBU1**	**10/24/2019**	**1.90%**	**150,000.00**	-	-		-		**148,416.67**		-	**29.98**	**148,445.85**
47	FHLMC	3134GSFD2	3/14/2023	3.00%	500,000.00	497,906.00	-		-		-		-	(2,042.00)	495,864.00
48	**HSBC USA INC**	**40428HPK2**	**9/24/2018**	**1.51%**	**900,000.00**	**901,595.80**	**7,314.26**		**(1,595.80)**		-		**(900,000.00)**	-	-
49	Goldmen Sachs	38141EB73	11/15/2018	1.72%	650,000.00	653,174.27	7,415.42		(350.20)		-		(650,000.00)	(2,824.07)	-
50				Total Investments	16,339,369.91	196,674.86	-	(1,410.05)	(3,672.66)	(72.50)	3,423,101.95	(1,750,000.00)	(10,537.01)	18,329,551.84
	Housing Bonds														
51	PTIF			2.70%	1,772,360.69	1,631.58	816.64					1,769,912.47			1,772,360.69
52	**PTIF**			(0.00)	(0.00)	(0.00)	-					-			(0.00)
53				Total Housing Bonds	1,631.58	816.64						1,769,912.47			1,772,360.69
	Endowment Funds														
54	**Fidelity - Cash & Equiv**			**0.00%**	**266,609.25**	**153,516.30**	-	**35,055.03**		**(21,088.74)**	**(684,197.89)**	-	**783,304.35**		**266,609.25**
55	Equities			-6.45%	2,441,308.12	2,789,671.19		47,945.33	9,889.20		466,060.00	-	(293,014.44)	(215,326.51)	2,805,204.77
56	**Fixed Income**			**-0.06%**	**2,246,634.86**	**2,203,848.13**		**20,585.24**	**(23,841.15)**		-	-	**(293,960.00)**	**1,940.33**	**1,908,572.55**
57	ETP - Equities			-0.93%	3,202,560.82	3,698,922.06		-	39,269.39		43,024.88	-	(196,329.91)	(69,173.87)	3,515,712.55
58	**ETP - Fixed Income**			**-0.65%**	**987,264.61**	**988,132.50**		-	-		**175,112.61**	-	-	**(6,372.66)**	**1,136,872.65**
59	Fidelity - Cash & Equiv (Foundation)			0.00%	5,990.72	5,534.85	-	787.17	-	(331.30)	-	-	-	-	5,990.72
60	Fidelity Real Estate Income FRIFX			**2.11%**	**4,500.00**	**5,398.22**		-	**149.40**		-		-	**(54.30)**	**5,493.32**
61	Artisan Mid Cap ARTMX			-1.33%	6,500.00	8,428.29		1,637.04	-		-		-	(1,723.34)	8,341.99
62	Grandeur Peak Global Stalwarts Investor			**-11.79%**	**9,000.00**	**10,481.15**		-	-		-		-	**(1,061.21)**	**9,419.94**
63	Oakmark Fund I OAKMX			-3.80%	11,000.00	11,246.55		-	-		-		-	(417.61)	10,828.94
64	**American CenSht Dur Infl APOIX**			**-0.51%**	**9,000.00**	**9,321.01**		-	-		-		-	**(45.91)**	**9,275.10**
65	JPMorgan Strategic Income JSOSX			0.50%	13,525.00	14,983.71		185.75	-		-		-	(117.74)	15,051.72
66	**Metropolitan West Total Return MWTIX**			**-0.18%**	**13,525.00**	**14,073.99**		**167.19**	-		-		-	**(191.30)**	**14,049.88**
67	First TR Exchange Traded FD IV NO Amer			0.61%	6,013.28	5,688.90		-	-		-		-	36.75	5,725.65
68	**Ishares Inc MSCI Emerg Mkts EEMV**			**-0.67%**	**4,415.80**	**4,627.20**		-	-		-		-	**(38.40)**	**4,588.80**
69	Ishares Core S&P 500 ETF IVV			1.76%	9,840.95	9,556.75		-	-		-		-	173.25	9,730.00
70	**Ishares Core S&P Small-Cap ETF IJR**			**-6.09%**	**5,119.96**	**6,259.50**		-	-		-		-	**(312.00)**	**5,947.50**
71	Ishares Trust MSCI EAFE Min EFAV			-5.21%	5,388.80	12,805.20		-	-		-		-	(280.80)	12,524.40
72	**M D U RES Group Inc**			**-8.56%**	**22,676.74**	**25,181.04**		-	-		-		-	**(1,940.38)**	**23,240.66**
73	Wells Fargo CO New Com			-2.14%	27,085.00	27,720.00		-	-		-		-	(580.00)	27,140.00
74	**CVS - CUCF**			**0.15%**	**13,090.90**	**12,095.18**	**18.44**					**977.30**			**13,090.90**
75	Wasatch Funds Micro Cap			8.23%	30,000.00	81,013.54		-	-		-		-	6,669.62	87,683.16
76	**AT&T**			0.40%	38,946.96	63,449.36		**1,978.00**			-		-	(1,719.12)	61,730.24
				Total Endowment	10,141,954.63	18.44	108,336.75	23,838.74	(21,400.04)	(21,420.04)	(218.00)	977.30	(0.00)	7,285,534.23	8,482,824.87
77				Total	26,532,956.09	196,909.94	108,336.75	23,838.74	(25,082.75)	(21,492.54)	5,204,581.72	(1,750,000.00)	(810,073.17)	29,984,569.22

ENDOWMENT POOL UPDATE

November 30, 2018

Monthly Investment Performance Report

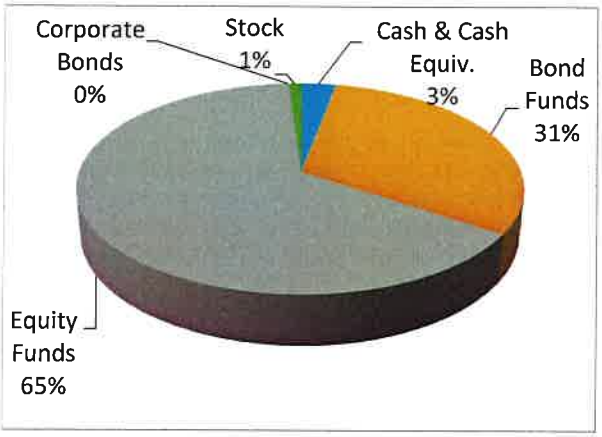
OVERVIEW

Snow College's Endowment Pool grows with support by Snow College friends and alumni. Distributions from the Endowment Pool play a significant role in funding scholarships for Snow College students and help the College achieve its core mission themes of: Tradition of Excellence, Culture of Innovation, and Atmosphere of Engagement.

The investment management of endowment assets requires balancing portfolio risks and expected returns to meet long-term objectives. The goal of the Endowment is to provide a steady stream of income to fund scholarships for Snow College students while preserving the purchasing power of the assets for the benefit of future generations.

INVESTMENT ALLOCATION

The asset allocation includes a diverse mix of investments with the following target allocation: 58% fixed income, 40% global marketable equities, and 2% cash and cash equivalents. Actual holdings for the current period ended are:



Cash & Cash Equiv.	*2.9%*	*285,691*
Bond Funds	*31.3%*	*3,122,338*
Equity Funds	*64.7%*	*6,442,685*
Corporate Bonds	*0.0%*	-
Stock	*1.1%*	*112,111*
Endowment		**7,719,982**
Quasi-Endowment		**2,242,843**
Total Endowment		**9,962,825**

ACTIVITY

No Activity

RETURNS

Market over Book Value:

	Nov-18	FY '18	FY '17
Book Value	*9,379,999*	*9,389,770*	*8,298,381*
Market Value	*9,962,825*	*10,141,955*	*8,851,032*
Unrealized Gain/(Loss)	*6.2%*	*8.0%*	*6.7%*

As in recent months, geopolitical events dominated market moves over the course of November. The outcome of the US midterm elections was broadly as markets expected. The Democrats took control of the House of Representatives and the Republicans increased their majority in the Senate. As a result it seems less likely that the Republicans will be able to extend fiscal stimulus in a bid to tempt voters in the run up to the 2020 Presidential elections. US growth looks set to slow through the course of 2019. – J.P.Morgan

Endowment Returns: **Period Ending: 11/30/2018**

	Nov-18	FY '19 YTD	FY '18
Income	*47,283*	*112,404*	*160,616*
Unrealized Gain/(Loss)	*91,025*	*(290,535)*	*226,595*
Rate of Return	*1.41%*	*-1.76%*	*4.37%*

	FY '17	FY '16	FY '15
Income	*173,383*	*151,988*	*233,696*
Unrealized Gain/(Loss)	*516,339*	*(157,488)*	*(72,388)*
Rate of Return	*8.88%*	*-0.09%*	*2.63%*

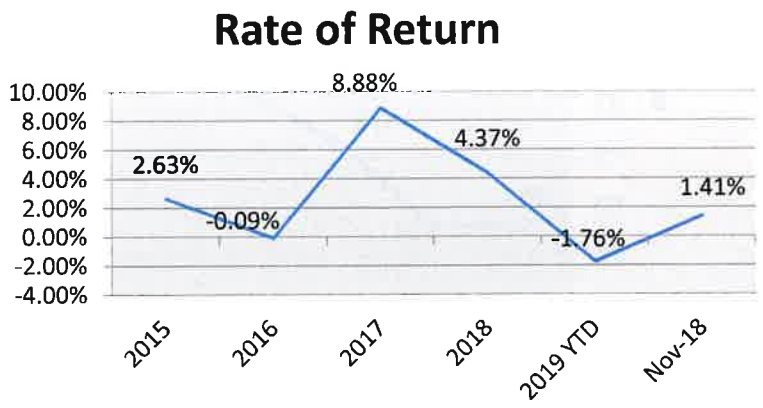
SNOW COLLEGE

ENDOWMENT POOL UPDATE

November 30, 2018

Monthly Investment Performance Report

RETURNS (continued)



	AVERAGE ANNUAL RETURN				
	Month	Fiscal YTD	FY '18	FY 3 Years	FY 5 Years
Total Endowment	**1.41%**	**-1.76%**	**4.37%**	**13.81%**	**31.79%**
S&P 500	*-5.28%*	*1.23%*	*12.52%*	*32.17%*	*69.75%*
ACWI Index	*-5.97%*	*-1.52%*	*8.28%*	*19.28%*	*41.82%*
Dow Jones Industrial A	*-3.48%*	*5.07%*	*13.85%*	*37.96%*	*63.03%*

UNITS

To be added.

MARKET OUTLOOK

While the recent run of good economic tidings has helped deliver the benefits of stronger economic growth to more industries, regions and individuals, it is important to remember that the key to a long life and long economic expansion is to enjoy all things in moderation. In keeping with that spirit the Federal Reserve continues to gradually remove the policy accommodation put in place in the aftermath of the Financial Crisis and is nearly at what we believe is the neutral level of the federal funds rate, which should lead to progressively more modest gains in economic growth over the forecast period.

The economy clearly has strong momentum headed into the final quarter of 2018. Real GDP grew at a 3.5% annual rate during the third quarter and the most recent employment data show nonfarm payrolls adding an average of 218,000 jobs per month for the past three months. The unemployment rate has dipped down to 3.7% and wages are now up 3.1% year-to-year. Despite the recent string of strong economic reports, there are few signs the economy is on the verge of overheating. Inflation remains close to the Fed's target and slowing global growth appears to be weighing on commodity prices. With inflation running close to the Fed's target, the Fed should be able to stick to its plan to modestly nudge interest rates higher.

We continue to see economic growth gradually moderating back toward its long-term trend. The benefits from tax reform will continue to propel growth in 2019, but should fade over the course of the year, as interest rates rise further. – Well Fargo Advisors

DONATIONS

	November # of Donations	Nov-18	FY '19 YTD	Total Balances
Restricted Donations				
Endowment Donations	*7*	*16,160*	*39,528*	*9,962,825*
Scholarship Donations	*74*	*12,305*	*282,369*	*1,566,762*
Other Donations	*33*	*2,297*	*70,859*	*
Unrestricted Donations				
Donations to Foundation	*19*	*5,881*	*39,752*	*265,782*
Total Restricted & Unrestricted	**133**	**36,643**	**432,508**	**11,795,368**

* These donations are donated to various fund budgets and are mingled and spent w ith other sources of those fund budgets

Total Donations			
External Donations	*27*	*34,565*	*418,841*
Employee Donations	*106*	*2,078*	*13,667*
Total Donations	**133**	**36,643**	**432,508**

IN-KIND DONATIONS

November Donations: *$0*

FY '19 YTD: *$19,988*

SNOW COLLEGE

CASH MANAGEMENT POOL UPDATE

November 30, 2018

Monthly Investment Performance Report

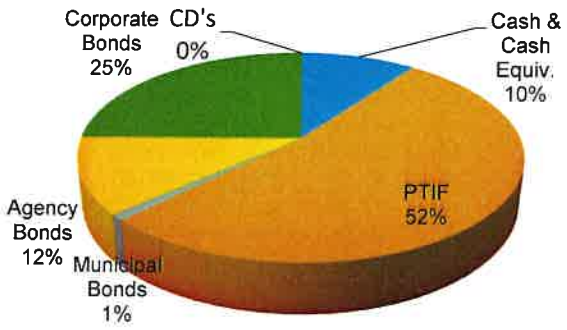
OVERVIEW

The College manages the Cash Management Pool according to the following objectives:

- Investments are made in accordance with the Utah State Money Management Act as well as other applicable laws, rules, policies, and regulations
- Protection and safety of principal
- Liquidity or availability of funds
- Maximization of the rate of return consistent with objectives stated above
- And with the exercise of judgment, care, and due diligence.

INVESTMENT ALLOCATION

Target allocations are 20-25% immediate liquidity (Cash & Cash Equivilents, PTIF), 30% agency bonds, 45% corporate bonds. Actual holdings for the current period ended are:



Cash & Cash Equiv.	*10.0%*	*1,993,539*
PTIF	*52.3%*	*10,470,562*
Municipal Bonds	*1.0%*	*195,008*
Agency Bonds	*11.7%*	*2,345,633*
Corporate Bonds	*25.0%*	*4,997,123*
CD's	*0.0%*	-
Total Investment		**20,001,865**

ACTIVITY

$850,000 Goldman Sachs matured

RETURNS

Market over Book Value:

	Nov-18	FY '18	FY '17
Book Value	*19,860,100*	*16,229,393*	*18,177,608*
Market Value	*20,001,865*	*16,391,001*	*18,211,911*
Unrealized Gain/(Loss)	*0.7%*	*1.0%*	*0.2%*

As in recent months, geopolitical events dominated market moves over the course of November. The outcome of the US midterm elections was broadly as markets expected. The Democrats took control of the House of Representatives and the Republicans increased their majority in the Senate. As a result it seems less likely that the Republicans will be able to extend fiscal stimulus in a bid to tempt voters in the run up to the 2020 Presidential elections. US growth looks set to slow through the course of 2019. – J.P.Morgan

Investment Returns: **Period Ending: 11/30/2018**

	Nov-18	FY '19 YTD	FY '18
Income	*46,678*	*191,589*	*324,970*
Unrealized Gain/(Loss)	*5,513*	*(19,538)*	*(80,719)*
Rate of Return	*0.31%*	*1.05%*	*1.34%*

	FY '17	FY '16	FY '15
Income	*272,697*	*261,916*	*235,841*
Unrealized Gain/(Loss)	*(1,083)*	*(32,297)*	*(76,534)*
Rate of Return	*1.44%*	*1.33%*	*0.92%*

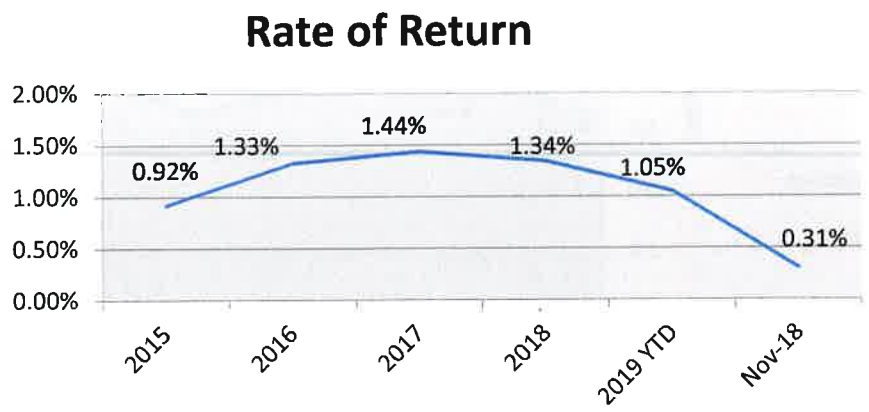
SNOW COLLEGE

CASH MANAGEMENT POOL UPDATE

November 30, 2018

Monthly Investment Performance Report

RETURNS (continued)



	AVERAGE ANNUAL RETURN				
	Month	Fiscal YTD	FY '18	FY 3 Years	FY 5 Years
Total Investments	**0.31%**	**1.05%**	**1.34%**	**3.81%**	**4.03%**
S&P 500	*-5.28%*	*1.23%*	*12.52%*	*32.17%*	*69.75%*
ACWI Index	*-5.97%*	*-1.52%*	*8.28%*	*19.28%*	*41.82%*
Dow Jones Industrial A	*-3.48%*	*5.07%*	*13.85%*	*37.96%*	*63.03%*

LIQUIDITY OF INVESTMENTS

	0-3 Months	3-12 Months	1-3 Years	3-5 Years
Investment Types				
Cash & Cash Equiv.	*1,993,539*	-	-	-
PTIF	*10,470,562*	-	-	-
Municipal Bonds	-	-	*195,008*	-
Agency Bonds	*194,705*	-	*1,026,053*	*1,124,875*
Corporate Bonds	*1,121,064*	*1,322,957*	*2,553,102*	-
CD's	-	-	-	-
	13,779,870	*1,322,957*	*3,774,162*	*1,124,875*
Percent of Total	*68.89%*	*6.61%*	*18.87%*	*5.62%*

PTIF

"The Utah Public Treasurers Investment Fund (PTIF), or the 'Pool,' invests to maintain safety of principal, liquidity and a competitive return on short term investments."

The current PTIF 360 day rate is 2.70120998

The allocation of PTIF funds as of 9/30/18 is:

- 89.16% Corporates
- 7.22% Commercial Paper
- 2.33% Money Market
- 0.57% CD's
- 0.72% Repos

MARKET OUTLOOK

While the recent run of good economic tidings has helped deliver the benefits of stronger economic growth to more industries, regions and individuals, it is important to remember that the key to a long life and long economic expansion is to enjoy all things in moderation. In keeping with that spirit the Federal Reserve continues to gradually remove the policy accommodation put in place in the aftermath of the Financial Crisis and is nearly at what we believe is the neutral level of the federal funds rate, which should lead to progressively more modest gains in economic growth over the forecast period.

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We continue to see economic growth gradually moderating back toward its long-term trend. The benefits from tax reform will continue to propel growth in 2019, but should fade over the course of the year, as interest rates rise further. – Well Fargo Advisors

SNOW COLLEGE

			(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)
						Annual Accumulated Activity									
	Name/Description	Cusip	Maturity Date	Yield/Return	Book Value	Beg. FMV Fiscal Year	Interest Prem/Disc	Dividends	Capital Gain/(Loss)	Service Fees	Purchases	Net Deposit Transfers	Sales	Unrealized Gain/(Loss)	December 31, 2018 Ending FMV
1	General funds														
2	Zions Money Market			0.03%	105,904.00	105,719.74	204.26			(20.00)		-			105,904.00
3	PTIF			2.55%	8,887,060.71	4,952,530.88	104,442.27					3,830,087.56			8,887,060.71
4	PTIF			2.55%	334,924.36	330,258.24	4,666.12					-			334,924.36
5	Zions Gold International			0.06%	468,601.19	1,107,284.39	2,429.45					(641,112.65)			468,601.19
6	Zions UT St Treasurer's Public Inv Pool		-	1.29%	42,423.77	71,282.83	65,256.21		-	(3,879.39)	(340,415.88)	-	250,000.00	-	42,423.77
7	Bank Montreal	06266RU78	7/31/2018	1.80%	250,000.00	249,883.50	-		172.35		(55.85)		(250,000.00)	-	-
8	Harley-Davidson Finl	41283LAG0	1/15/2019	2.25%	200,000.00	199,456.00	-		-		(53.01)		-	517.81	199,920.80
9	Utah St BRD of RGTS Revenue	91754RZJ9	6/1/2021	2.25%	200,000.00	195,188.00	-		-		-		-	1,618.00	196,804.00
10	FNMA	3136G4MP5	3/27/2020	1.75%	250,000.00	246,415.50	-		-		-		-	1,278.75	247,694.25
11	FHLMC	3134GBZE5	7/24/2020	1.85%	250,000.00	245,728.75	-		-		-		-	1,100.50	246,829.25
12	FHLMC	3134GBYQ9	4/27/2021	2.00%	150,000.00	148,713.20	-		-		-		-	1,329.90	148,043.10
13	FHLMC	3134GBNX6	5/28/2021	2.00%	250,000.00	245,241.00	-		-		-		-	1,397.50	246,638.50
14	FNMA	3136G3RK3	6/14/2021	1.80%	250,000.00	242,472.25	-		-		-		-	1,890.50	244,362.75
15	FHLMC	3134GBQ39	7/27/2021	2.00%	150,000.00	146,304.45	-		-		-		-	1,567.20	147,871.65
16	FHLMC	3134GBXU1	7/27/2022	2.25%	250,000.00	242,670.25	-		-		-		-	2,811.75	245,482.00
17	FHLMC	3134GBK92	10/12/2022	2.20%	150,000.00	145,111.95	-		-		-		-	1,786.80	146,898.75
18	FHLB	3130ACA38	9/15/2022	2.20%	250,000.00	241,900.25	-		-		-		-	2,941.75	244,842.00
19	FHLB	3130ACH64	10/26/2022	2.25%	200,000.00	195,064.60	-		-		-		-	2,239.20	197,303.80
20	Goldman Sachs Group Inc	38148FAA7	10/23/2019	2.17%	250,000.00	252,312.50	-		-		-		-	(2,044.25)	250,268.25
21	Daimler Finance NA LLC	233851CQ5	1/6/2020	1.78%	240,000.00	241,091.76	-		-		-		-	(1,212.48)	239,879.28
22	Nissan Motor Acceptance	654740AU3	1/13/2020	1.74%	250,000.00	251,163.00	-		-		-		-	(1,680.00)	249,483.00
23	Wells Fargo & Company	94974BGG9	1/30/2020	1.85%	250,000.00	251,651.25	-		-		-		-	(1,152.50)	250,498.75
24	Morgan Stanley	617468EH5	2/14/2020	1.98%	250,000.00	250,758.00	-		-		-		-	(751.50)	250,006.50
25	National Australia Bank	6325C0DP3	5/22/2020	1.68%	250,000.00	250,609.75	-		-		-		-	(720.00)	249,889.75
26	Nordea Bank AB	65557CAW3	5/29/2020	0.00%	250,000.00	250,802.50	-		-		-		-	(1,048.25)	249,758.25
27	National Bank of Canada	63307A2F1	6/12/2020	1.79%	225,000.00	226,213.20	-		-		-		-	(1,163.92)	225,049.28
28	Citibank NA	17325FAD0	6/12/2020	1.73%	250,000.00	250,729.50	-		-		-		-	(1,413.50)	249,316.00
29	HSBC Holding PLC	404280BV0	9/11/2021	2.98%	200,000.00	-	-		-		200,275.60		-	(2,920.00)	197,355.60
30	Credit Agricole CIB	22533AA98	10/3/2021	3.02%	140,000.00	-	-		-		140,140.28		-	(1,176.70)	138,963.58
31	Zions Bank Business Interest		-		998,751.35	644,705.67	42,006.35		-		(490,960.67)		803,000.00	-	998,751.35
32	Trans-Canada Pipeline	89352HAF8	6/15/2018	6.50%	100,000.00	100,472.50	-		(472.50)		-		(100,000.00)	-	-
33	Santander UK Plc	80283LAM5	6/23/2018	3.05%	100,000.00	100,080.90	-		(80.90)		-		(100,000.00)	-	-
34	Commonwealth Bk Austr	20271RAL4	11/2/2018	1.50%	250,000.00	249,283.00	-		717.00		-		(250,000.00)	-	-
35	Bnp Paribas	05574LTX6	12/12/2018	2.40%	103,000.00	102,942.42	-		57.58		-		(103,000.00)	-	-
36	National Bank of Canada	63307A2C8	12/14/2018	2.10%	250,000.00	249,623.25	-		376.75		-		(250,000.00)	-	-
37	Morgan Stanley	61746BDM5	1/24/2019	2.50%	133,000.00	132,790.26	-		-		-		-	155.48	132,945.74
38	Morgan Stanley	61746BDX1	2/1/2019	2.45%	335,000.00	334,432.18	-		-		-		-	403.87	334,835.85
39	Oglethorpe Power Corp	677050AE6	3/15/2019	6.10%	100,000.00	102,208.30	-		-		-		-	(1,651.60)	100,556.70
40	John Deere Capital	24422ERR2	4/17/2019	2.25%	180,000.00	179,527.32	-		-		-		-	68.22	179,595.54
41	Fifth Third Bank	31677QBB4	4/25/2019	2.38%	200,000.00	199,211.20	-		-		-		-	376.00	199,587.20
42	Morgan Stanley	61747YCG8	5/13/2019	7.30%	100,000.00	103,651.80	-		-		-		-	(2,134.00)	101,517.80
43	Barclays Bank	06739FFS5	5/22/2019	6.75%	100,000.00	103,229.80	-		-		-		-	(1,931.30)	101,298.50
44	Astrazeneca Plc	046353AF5	9/18/2019	1.95%	200,000.00	-	-		-		198,096.00		-	484.20	198,580.20
45	Morgan Stanley	61747TCJ2	9/23/2019	5.63%	140,000.00	-	-		-		144,447.80		-	(2,375.94)	142,071.86
46	Toronto-Dominion Bank	89114QBU1	10/24/2019	1.90%	150,000.00	-	-		-		148,416.87		-	293.28	148,710.15
47	FHLMC	3134GSFD2	3/14/2023	3.00%	500,000.00	497,906.00	-		-		-		-	2,213.00	500,119.00
48	HSBC USA INC	40428HPK2	9/24/2018	1.51%	900,000.00	901,595.80	7,314.28		(1,595.80)		-		(900,000.00)	-	-
49	Goldman Sachs	38141EB73	11/15/2018	1.72%	850,000.00	853,174.27	7,415.42		(350.20)		-		(850,000.00)	(2,824.07)	-
50				Total Investments											
	Housing Bonds														
51	PTIF			2.55%	1,488,803.39	1,631.58	1,220.59					1,485,951.22			1,488,803.39
52	PTIF			(0.00)	(0.00)	(0.00)	-					-			(0.00)
53				Total Housing Bonds											
	Endowment Funds														
54	Fidelity - Cash & Equiv			0.00%	295,625.48	153,518.30	-	64,071.26		(21,068.74)	(684,197.69)	-	783,304.35		295,625.48
55	Equities			-15.41%	2,441,308.12	2,789,671.19		190,096.51	9,869.20		466,060.00	-	(293,014.44)	(576,149.20)	2,586,533.26
56	Fixed Income			0.10%	2,246,834.88	2,203,848.13		33,141.27	(23,841.15)		-	-	(293,960.00)	(6,946.87)	1,912,241.38
56	ETP - Equities			-9.72%	3,202,560.82	3,698,922.08		-	39,269.39		43,024.88	-	(196,329.91)	(350,695.42)	3,234,191.00
57	ETP - Fixed Income			-0.34%	987,284.81	988,132.50		-	-		175,112.81	-	-	(3,367.81)	1,139,877.50
58	Fidelity - Cash & Equiv (Foundation)			0.00%	6,569.92	5,534.85	-	1,366.37	-	(331.30)	-	-	-	-	6,569.92
59	Fidelity Advisor Real Estate Income Z FIKMX			-1.75%	4,500.00	5,398.22		116.46	149.40		-		-	(344.78)	5,319.30
60	Artisan Mid Cap ARTMX			-14.04%	8,500.00	8,428.29		1,637.04	-		-		-	(2,549.46)	7,515.87
61	Grandeur Peak Global Stalwarts Investor			-20.86%	9,000.00	10,481.15		274.86	-		-		-	(2,152.25)	8,603.76
62	Oakmark Fund I OAKMX			-14.10%	11,000.00	11,246.55		731.58	-		-		-	(2,282.94)	9,695.19
63	American CenSht Dur Infl APOIX			-0.62%	9,000.00	9,321.01		154.74	-		-		-	(210.74)	9,265.01
64	JPMorgan Strategic Income JSOSX			-0.40%	13,525.00	14,983.71		233.58	-		-		-	(288.10)	14,929.19
65	Metropolitan West Total Return MWTIX			1.60%	13,525.00	14,073.89		202.02	-		-		-	15.01	14,291.02
66	First TR Exchange Traded FD IV NO Amer			-7.21%	6,013.28	5,888.90		-	-		-		-	(433.65)	5,255.25
67	Ishares Inc MSCI Emerg Mkts EEMV			-3.57%	4,415.80	4,627.20		-	-		-		-	(157.80)	4,469.60
68	Ishares Core S&P 500 ETF IVV			-7.63%	9,840.95	9,556.75		-	-		-		-	(750.40)	8,806.35
69	Ishares MSCI Emerg Mkts ETF EEM			0.36%	505,980.00	-		-	-		505,980.00		-	1,820.00	507,780.00
70	Ishares Core S&P Small-Cap ETF IJR			-20.71%	5,119.96	6,259.50		-	-		-		-	(1,060.50)	5,199.00
71	Ishares Trust MSCI EAFE Min EFAV			-14.96%	5,388.80	12,805.20		-	-		-		-	(806.40)	11,998.80
72	M D U RES Group Inc			-18.74%	22,678.74	25,181.04		-	-		-		-	(4,249.52)	20,931.52
73	Wells Fargo CO New Com			-17.28%	27,085.00	27,720.00		-	-		-		-	(4,680.00)	23,040.00
74	Canyon Club Premier LLL			0.00%	10,000.00	-		-	-		10,000.00		-	-	10,000.00
75	CVB - CUCF			0.15%	13,267.05	12,085.18	22.35	-	-		-	1,149.54	-	-	13,267.05
76	Wasatch Funds Micro Cap			-13.98%	30,000.00	81,013.54		-	-		-		-	(11,324.73)	69,688.81
77	AT&T			-11.12%	38,946.96	63,449.36		-	-		-		-	(7,054.32)	56,395.04
78				Total Endowment											
79				Total											

ENDOWMENT POOL UPDATE

December 31, 2018

Monthly Investment Performance Report

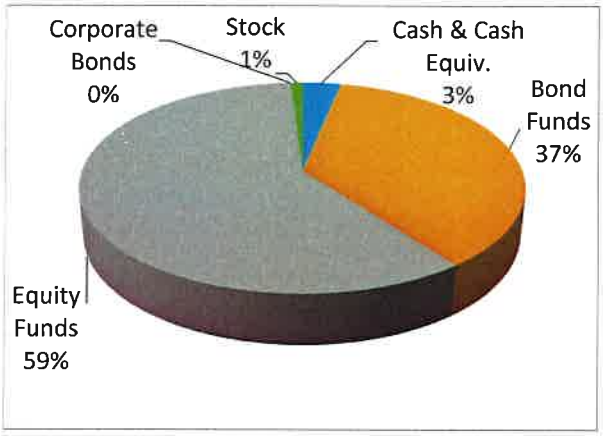
OVERVIEW

Snow College's Endowment Pool grows with support by Snow College friends and alumni. Distributions from the Endowment Pool play a significant role in funding scholarships for Snow College students and help the College achieve its core mission themes of: Tradition of Excellence, Culture of Innovation, and Atmosphere of Engagement.

The investment management of endowment assets requires balancing portfolio risks and expected returns to meet long-term objectives. The goal of the Endowment is to provide a steady stream of income to fund scholarships for Snow College students while preserving the purchasing power of the assets for the benefit of future generations.

INVESTMENT ALLOCATION

The asset allocation includes a diverse mix of investments with the following target allocation: 58% fixed income, 40% global marketable equities, and 2% cash and cash equivalents. Actual holdings for the current period ended are:



Cash & Cash Equiv.	*3.2%*	*315,462*
Bond Funds	*36.4%*	*3,634,113*
Equity Funds	*59.4%*	*5,921,547*
Corporate Bonds	*0.0%*	-
Stock	*1.0%*	*100,367*
Endowment		**7,728,647**
Quasi-Endowment		**2,242,843**
Total Endowment		**9,971,489**

ACTIVITY

No Activity

RETURNS

Market over Book Value:

	Dec-18	FY '18	FY '17
Book Value	*9,915,730*	*9,389,770*	*8,298,381*
Market Value	*9,981,489*	*10,141,955*	*8,851,032*
Unrealized Gain/(Loss)	*0.7%*	*8.0%*	*6.7%*

We expect global growth to slow next year, and see U.S. growth stabilizing at a much higher level than other regions, even as the effects of 2018's fiscal stimulus fade. Markets are vulnerable to fears that a downturn is near, even as we see the actual risk of a U.S. recession as low in 2019. Global earnings growth is also set to moderate in 2019, tracking the more subdued growth outlook. --Black Rock

Endowment Returns: **Period Ending: 12/31/2018**

	Dec-18	FY '19 YTD	FY '18
Income	*185,667*	*296,095*	*160,616*
Unrealized Gain/(Loss)	*(683,134)*	*(973,670)*	*226,595*
Rate of Return	*-4.99%*	*-6.68%*	*4.37%*

	FY '17	FY '16	FY '15
Income	*173,383*	*151,988*	*233,696*
Unrealized Gain/(Loss)	*516,339*	*(157,488)*	*(72,388)*
Rate of Return	*8.88%*	*-0.09%*	*2.63%*

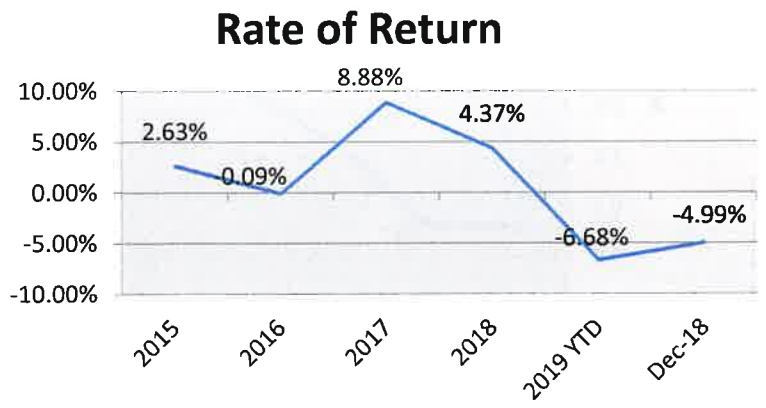
SNOW COLLEGE

ENDOWMENT POOL UPDATE

December 31, 2018

Monthly Investment Performance Report

RETURNS (continued)



	AVERAGE ANNUAL RETURN				
	Month	Fiscal YTD	FY '18	FY 3 Years	FY 5 Years
Total Endowment	**-4.99%**	**-6.68%**	**4.37%**	**13.81%**	**31.79%**
S&P 500	*-9.18%*	*-8.06%*	*12.52%*	*32.17%*	*69.75%*
ACWI Index	*-8.12%*	*-9.52%*	*8.28%*	*19.28%*	*41.82%*
Dow Jones Industrial A	*-8.66%*	*-4.03%*	*13.85%*	*37.96%*	*63.03%*

MARKET OUTLOOK

As the global economic expansion enters its tenth year,concerns are growing that a recession may be imminent. Although several factors will raise the risk of recession in 2019, a slowdown in growth—led by the United States and China—is the most likely outcome. In short, economic growth should shift down but not out. We expect the global economy to continue to grow, albeit at a slightly slower pace, over the next two years, leading at times to so-called growth scares. In 2019,

U.S. economic growth should drop back toward a more sustainable 2% as the benefits of expansionary fiscal and monetary policy abate. Europe and Japan are at an earlier stage of the business cycle, though we expect growth there to remain modest. In emerging markets, China's growth will remain near 6%, with increasing policy stimulus applied to help maintain that trajectory. Unresolved U.S.-China trade tensions remain one of the largest risk factors to our view, in addition to stronger-than-expected tightening by the Federal Reserve should the U.S. unemployment rate approach 3%. -- Vanguard

UNITS

To be added.

DONATIONS

	December # of Donations	Dec-18	FY '19 YTD	Total Balances
Restricted Donations				
Endowment Donations	*7*	*16,875*	*17,608*	*9,971,489*
Scholarship Donations	*66*	*210,815*	*233,670*	*1,574,805*
Other Donations	*32*	*18,496*	*56,818*	*
Unrestricted Donations				
Donations to Foundation	*33*	*2,289*	*4,381*	*234,190*
Total Restricted & Unrestricted	**138**	**248,475**	**312,476**	**11,780,485**

* These donations are donated to various fund budgets and are mingled and spent with other sources of those fund budgets

Total Donations			
External Donations	*37*	*242,948*	*302,966*
Employee Donations	*101*	*5,527*	*9,510*
Total Donations	**138**	**248,475**	**312,476**

IN-KIND DONATIONS

December Donations: *$0*

FY '19 YTD: *$19,988*

SNOW COLLEGE

CASH MANAGEMENT POOL UPDATE

December 31, 2018

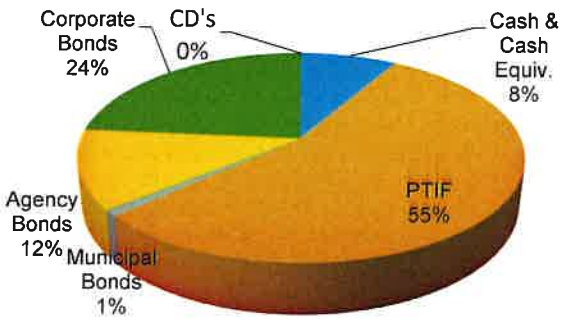
Monthly Investment Performance Report

OVERVIEW

The College manages the Cash Management Pool according to the following objectives:
- Investments are made in accordance with the Utah State Money Management Act as well as other applicable laws, rules, policies, and regulations
- Protection and safety of principal
- Liquidity or availability of funds
- Maximization of the rate of return consistent with objectives stated above
- And with the exercise of judgment, care, and due diligence.

INVESTMENT ALLOCATION

Target allocations are 20-25% immediate liquidity (Cash & Cash Equivilents, PTIF), 30% agency bonds, 45% corporate bonds. Actual holdings for the current period ended are:



Cash & Cash Equiv.	*8.3%*	*1,615,680*
PTIF	*54.8%*	*10,710,788*
Municipal Bonds	*1.0%*	*196,804*
Agency Bonds	*12.1%*	*2,368,391*
Corporate Bonds	*23.7%*	*4,637,761*
CD's	*0.0%*	-
Total Investment		**19,529,424**

ACTIVITY

$900,000 HSBC USA INC matured

RETURNS

Market over Book Value:

	Dec-18	FY '18	FY '17
Book Value	*19,722,469*	*16,229,393*	*18,177,608*
Market Value	*19,529,424*	*16,391,001*	*18,211,911*
Unrealized Gain/(Loss)	*-1.0%*	*1.0%*	*0.2%*

We expect global growth to slow next year, and see U.S. growth stabilizing at a much higher level than other regions, even as the effects of 2018's fiscal stimulus fade. Markets are vulnerable to fears that a downturn is near, even as we see the actual risk of a U.S. recession as low in 2019. Global earnings growth is also set to moderate in 2019, tracking the more subdued growth outlook. --Black Rock

Investment Returns: **Period Ending: 12/31/2018**

	Dec-18	FY '19 YTD	FY '18
Income	*38,491*	*230,080*	*324,970*
Unrealized Gain/(Loss)	*18,185*	*(1,745)*	*(80,719)*
Rate of Return	*0.28%*	*1.39%*	*1.34%*

	FY '17	FY '16	FY '15
Income	*272,697*	*261,916*	*235,841*
Unrealized Gain/(Loss)	*(1,083)*	*(32,297)*	*(76,534)*
Rate of Return	*1.44%*	*1.33%*	*0.92%*

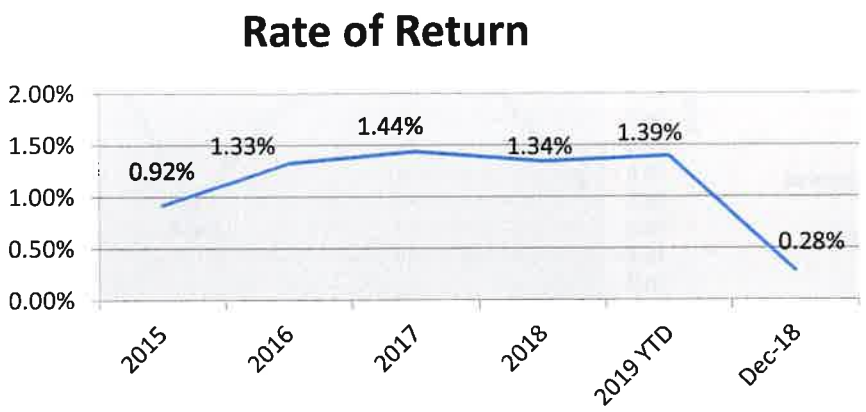
SNOW COLLEGE

CASH MANAGEMENT POOL UPDATE

December 31, 2018

Monthly Investment Performance Report

RETURNS (continued)



	AVERAGE ANNUAL RETURN				
	Month	Fiscal YTD	FY '18	FY 3 Years	FY 5 Years
Total Investments	0.28%	1.39%	1.34%	3.81%	4.03%
S&P 500	*-9.18%*	*-8.06%*	*12.52%*	*32.17%*	*69.75%*
ACWI Index	*-8.12%*	*-9.52%*	*8.28%*	*19.28%*	*41.82%*
Dow Jones Industrial A	*-8.66%*	*-4.03%*	*13.85%*	*37.96%*	*63.03%*

LIQUIDITY OF INVESTMENTS

Investment Types	0-3 Months	3-12 Months	1-3 Years	3-5 Years
Cash & Cash Equiv.	*1,615,680*	-	-	-
PTIF	*10,710,788*	-	-	-
Municipal Bonds	-	-	*196,804*	-
Agency Bonds	*197,304*	-	*1,033,745*	*1,137,342*
Corporate Bonds	*1,147,442*	*1,682,288*	*1,808,031*	-
CD's	-	-	-	-
	13,671,214	*1,682,288*	*3,038,580*	*1,137,342*
Percent of Total	*70.00%*	*8.61%*	*15.56%*	*5.82%*

PTIF

"The Utah Public Treasurers Investment Fund (PTIF), or the 'Pool,' invests to maintain safety of principal, liquidity and a competitive return on short term investments."

The current PTIF 360 day rate is 2.76518279

The allocation of PTIF funds as of 9/30/18 is:

- 89.16% Corporates
- 7.22% Commercial Paper
- 2.33% Money Market
- 0.57% CD's
- 0.72% Repos

MARKET OUTLOOK

As the global economic expansion enters its tenth year,concerns are growing that a recession may be imminent. Although several factors will raise the risk of recession in 2019, a slowdown in growth—led by the United States and China—is the most likely outcome. In short, economic growth should shift down but not out. We expect the global economy to continue to grow, albeit at a slightly slower pace, over the next two years, leading at times to so-called growth scares. In 2019, U.S. economic growth should drop back toward a more sustainable 2% as the benefits of expansionary fiscal and monetary policy abate. Europe and Japan are at an earlier stage of the business cycle, though we expect growth there to remain modest. In emerging markets, China's growth will remain near 6%, with increasing policy stimulus applied to help maintain that trajectory. Unresolved U.S.-China trade tensions remain one of the largest risk factors to our view, in addition to stronger-than-expected tightening by the Federal Reserve should the U.S. unemployment rate approach 3%. -- Vanguard

Return to agenda

Office of Internal Audit
Wayne Bushman, CISA

SNOW COLLEGE

2019 Proposed Audit Plan

This is the proposed 2019 calendar year audit plan. As outlined in the Memorandum of Understanding (MOU) at the time of hire, one of the major duties and responsibilities of the Internal Audit Director is to "Develop an annual audit work plan and priorities for audit."

Snow College internal audit charter states: The Institute of Internal Auditors "International Standards for the Professional Practice of Internal Auditing (Standards) shall constitute the operating procedures for the department". The Standards, section 2010 – Planning states: "The chief audit executive must establish a risk-based plan to determine the priorities of the internal audit activity, consistent with the organization's goals. The chief audit executive must review and adjust the plan, as necessary, in response to changes in the organization's business, risks, operations, programs, systems, and controls.

This audit plan was based on the results from the risk assessment that was conducted in January 2018 and other compliance requirements.

Proposed 2019 Calendar Year Audit Schedule

As per the IIA standard 2020: "The chief audit executive must communicate the internal audit activity's plans and resource requirements, including significant interim changes, to senior management and the board for review and approval. The chief audit executive must also communicate the impact of resource limitations." The following is the audit schedule for calendar year 2019:

#	Audit Reference#	Audit Activity Type	Audit Title / Description	Entity	Scheduled Start Date	Status / Projected Completion Date
1	2018-C03	Consulting	Private Scholarships	Scholarship office and Advancement office	December 20, 2018	In Progress
2	2018-A08	Risk based audit	Cash counts and controls reviews for selected cash collection points across the campus	VP Finance and Administrative Services -Campus-wide	November, 2018	In Progress
3	2019-A01	Risk based audit	Music Department, Internal Audit of the Music Department	Music Department	January 2, 2019	In Progress
4	2019-A02	Required / Compliance	USHE required – Investments Audit R541	VP Finance and Administrative Services	March, 2019	
5	2019-A03	Required / Compliance	USHE required - Presidential Travel Audit – R212	Office of the President	TBD	
6	2019-A04	Risk based / required / compliance	Compliance and performance audit of student housing	Required auxiliary enterprise to be audited at least once every five years	May, 2019	
7	2019-A05	Required / Compliance	USHE required – Discretionary Funds, report certification R548	VP Finance and Administrative Services	TBD	
8	2019-A06	Risk based audit	Advancement Office / Foundation – compliance and performance audit of fundraising activities	Advancement	TBD	
9	2019-A07	Risk based audit	Campus Services – Ephraim and Richfield, compliance and performance audit of campus services including purchasing controls and fleet	Campus Services – Ephraim and Richfield	TBD	

#	Audit Reference#	Audit Activity Type	Audit Title / Description	Entity	Scheduled Start Date	Status / Projected Completion Date
10	2019-A08	Required / Compliance	USHE required – Motor Vehicles report certification R557	Campus Services	TBD	
11	2019-E01	Compliance / Fraud	Ethics point administration and follow-up on reports filed through the anonymous hotline	Campus-wide	Ongoing / As Needed	
12	2019-Q01	Audit Standards Compliance	Review and update the Internal Audit quality assurance program, policies and procedures, etc and complete an internal assessment	Internal Audit	TBD	
13	2019-CA	Data Analytics / Continuous Auditing	Further integrate data analytics tools and processes into the audit process. Standardize tools with other USHE institutions to allow for more collaboration and sharing of scripts. Develop and implement internal procedures for data analytics and continuous auditing.	Internal Audit	TBD	
14	2019-F01	Follow-up	Follow-up and report on status of implementations of findings and recommendations from prior audits	Athletics, Travel & P-card, Admissions, Scholarship, Human Resources, Great Basin Research Station	December 2018	In Progress

External Audits

The following audits are performed by the State of Utah on an annual basis. Internal Audit is not responsible to conduct these audits, but may be asked to provide information or assistance:

- Annual Financial Audit
- Annual Financial Aid (Single Audit)

SNOW COLLEGE

AUDIT COMMITTEE 2018 ANNUAL REPORT

TO THE UTAH STATE BOARD OF REGENTS AUDIT SUBCOMMITTEE:

December 27, 2018
Chair Robert S. Marquardt
Regents' Audit Review Subcommittee
Utah State Board of Regents
60 South 400 West
Salt Lake City, Utah 84101

Pursuant to Regents' Policy R565 #4.6.2.2, the following report is submitted on behalf of the Snow College Board of Trustees Finance and Facilities Subcommittee (Audit Committee) for the 2018 calendar year.

MEMBERS OF THE AUDIT COMMITTEE

The Audit Committee (Finance and Facilities Committee) is comprised of the following:

1. Rick Robinson, Audit Committee Chair
2. Scott Bushnell, Board of Trustees Chair and Audit Committee Member
3. David Christensen, Audit Committee Member
4. Leslie Keisel, Audit Committee Member
5. Randy Cox, Audit Committee Member

MEETING DATES IN 2018 AND PROPOSED FOR 2019

Audit Committee meetings and reports took place on the following dates:

- January 26, 2018 – Regular report to Snow College Board of Trustees
- March 21, 2018 – Annual report to the Board of Regents Audit Subcommittee
- March 23, 2018 – Regular report to Snow College Board of Trustees
- June 22, 2018 – Regular report to Snow College Board of Trustees
- September 14, 2018 – Regular report to Snow College Board of Trustees
- November 9, 2018 – Regular report to Snow College Board of Trustees

Audit Committee meetings are typically held prior to regularly scheduled Board of Trustee meetings and are included on the Finance and Facilities Committee meeting agendas. The Audit Committee anticipates meeting on the following dates in 2019:

- January 30, 2019
- March 4, 2019
- May 17, 2019
- June 28, 2019
- September 20, 2019
- November 22, 2019

INTERNAL AUDIT STAFF AND QUALIFICATIONS

Wayne Bushman is the Director of Internal Audit and is the only full-time employee in Internal Audit. During the fall semester a Snow College staff member, Bryce Warby, was hired as a temporary part-time intern in Internal Audit. In addition there is also a part-time student, Jenna Larson working in a work-to-learn position.

Wayne has a Bachelors Degree in Information Systems, an Associates Degree in Computer Science and is a Certified Information System Auditor (CISA). He has experience working in multiple industries including financial/banking, healthcare, local government and higher education. Prior to working for Snow College, Wayne worked for the Salt Lake County Auditor's Office as an Associate Director of Internal Audit with the responsibility for initiating and managing an information technology audit program.

Bryce Warby worked as a part-time intern in internal audit during the fall semester. Bryce has a Bachelors degree in accounting and recently completed his Masters of Accountancy degree. As part of the requirements for his Masters degree, Bryce completed an internship in the internal audit office.

Jenna Larson is a student worker and is a Sophomore at Snow College, pursuing an Associate's degree in accounting. Prior to coming to Snow College, Jenna worked for Discover Financial Services as an Account Manager.

SUMMARY OF THE RISK ASSESSMENT PROCESS

To best utilize the limited resources in Internal Audit, the Audit Committee is focused on having a streamlined annual risk assessment process that is concise and repeatable. To accomplish this, the Office of Internal Audit is working on designing and developing a risk assessment procedure using data analytics, survey and presentation tools such as ACL, Qualtrics and Tableau.

The 2018 risk assessment was conducted in January, and was used to establish the audit schedule. Following is a description of the approach used to conduct the risk assessment:

1. Update the audit universe using the organizations and departments at Snow College.
2. Perform data analytics using data from Banner, purchasing card statements, and budget reports.
3. Create a risk matrix using results from the data analytics.
4. Conduct interviews with selected staff, faculty and administration to identify additional risks and update the risk matrix.
5. Develop and deploy surveys for Directors, Deans, and Administration to self-assess strategic, operational, and fraud risks for their departments.
6. Using the risk matrix, assess likelihood and impact of the risks and calculate a risk index for each entity in the audit universe.
7. Create the audit plan using the risk assessment results and brief audit committee.

Audit Universe:
There were 107 auditable entities, departments or programs identified in the risk assessment along with several additional sub-entities which included student clubs. The Utah System of Higher Education policies require that seven of these entities are audited on a periodic basis.

Data Analytics:
Information from Banner, purchasing card statements and budget reports was combined and analyzed using a software tool called ACL. ACL provides the ability to include the entire population in the risk assessment rather than using a sample. Data analytics procedures for risk assessment will be automated through the development of scripts. Once the scripts are implemented, the analytics portion of the risk assessment could potentially be updated more frequently than once per year to more dynamically identify areas of risk.

Surveys:
Once per year, internal control questionnaires and surveys are sent to Administration, Directors and Department Chairs. Surveys were deployed using Qualtrics and results were included in the risk assessment.

Risk Matrix:
A risk matrix is used for assessing risk and prioritizing the audit schedule. The risk matrix is broken down into the following sections:

- List of the identified auditable entities at Snow College (Audit Universe)
- Financial information and risks by entity
- Information technology and security information and risks by entity
- Compliance information and risks by entity
- Survey results from the self-assessment questionnaires sent to management

The main purpose of the risk matrix is to provide a consistent and objective method for measuring risks for each entity in the audit universe.

Assess Likelihood and Impact:
Risks are scored and ranked using a calculation of likelihood multiplied by Impact (likelihood x impact). In addition, risk weightings were included to help ensure the audit schedule risks were properly scored and assessed.

Modify Audit Plan:
The 2018 audit plan was drafted and submitted to the Audit Committee during their January session. The audit plan was based on the results of the risk assessment process. Periodic updates and changes were made to the audit plan usually following completion of each audit during the 2018 calendar year. All changes to the audit plan were reviewed and approved by the Audit Committee.

AUDITS COMPLETED DURING 2018

AUDIT ACTIVITY	RISKS	HOW INTERNAL AUDIT ADDED VALUE – RISKS ADDRESSED THROUGH THE AUDIT
Cash Handling Controls	Fraud, Theft, Non-Compliance	Identified the need for cash handling policies and procedures to reduce the likelihood of fraud or theft.
Scholarship Office	Non-Compliance, Reputational	Identified the need to update scholarship policies and procedures to prevent inconsistency in scholarship awarding. Also identified the need to have more adequate budget controls and reporting in place to award amounts were appropriate.
Presidential Travel – R212	Non-Compliance	**Required Audit.** Ensured compliance with the Board of Regents policy R212, Presidential Travel.
Travel and P-Card Use	Fraud, Theft, Non-Compliance	Although there was no fraud detected, we identified control weaknesses that could result in p-card or travel fraud. Also, identified the need to update the travel and p-card policies to prevent inconsistency in awarding, primarily with deferred awards. Also identified areas where some departments should enforce current policies to prevent fraud or abuse.
Investments – R541	Non-Compliance	**Required Audit**. Ensured compliance with the Board of Regents policy R541, Investments.
Athletics	Fraud, Theft, Non-Compliance, Strategic	Follow-up on findings and recommendations from the audit conducted in 2017. Identified the need to standardize cash handling procedures for ticket sales to prevent fraud or abuse of funds. Control deficiencies previously found with fundraising were resolved by Athletics and Advancement.
Admissions	Financial, Missed Opportunity, Reputational, Strategic	Follow-up on findings and recommendations from the audit conducted in 2017. Reinforced the need for a strategic and comprehensive communications plan to ensure timely, personalized and appropriate contact is made with prospective students, parents, and other stakeholders. Verified that admissions improved the turnaround time for mailing of acceptance letters.
Great Basin Research Station	Financial, Strategic, Fraud, Theft	Identified the need for separation of duties with booking reservations and cash handling to prevent fraud or abuse of funds. Also identified areas of non-compliance with contracts and agreements made with the forest service and with Board of Regents policy.

AUDITS COMPLETED DURING 2018		
Ethics.Point Reports	Fraud, Abuse, Compliance, Ethics	Provided a method for anonymous reporting of ethics concerns. Each report was appropriately delegated to the appropriate parties and were handled on a case-by-case basis. Ethics.Point helps detect fraud or compliance issues by providing a method for others to report issues as they arise.
Human Resources	Strategic, Financial, Non-Compliance	Identified operational inefficiencies and concerns where HR was not aligned with the mission of Snow College. Also identified the need to update HR policies and procedures and to ensure supervisors and employees were properly trained on their responsibilities as they related to the HR system. Several risks were addressed through this audit such as non-compliance, inefficient use of resources, and misalignment with the College.
Discretionary Funds	Non-Compliance	**Required Certification:** Ensured compliance with the Board of Regents policy R-548, Institutional Discretionary Funds Administration and Accountability.

In addition, Internal Audit also engaged in the following consulting activities during 2018:

AUDIT ACTIVITY	AUDIT TYPE	PRIMARY OBJECTIVES
Cash Balance Review	Consulting	Assist with determining the cash balances recorded in Banner for each fiscal year since the College began using Banner.
Athletics Crowdfunding	Consulting	Assist with the RFP process for a new crowdfunding solution. Internal Audit participated as a non-voting member of the RFP committee and assisted with identifying some internal alternatives.

See Appendix A for a copy of the proposed 2019 audit plan.

Snow College subscribes to the online and telephone system called Ethics.Point for the anonymous whistleblower hotline. Ethics.Point is a cloud-based software product that provides an anonymous whistleblower hotline both online and via phone to report any suspicious behaviors or activities. The following table illustrates the issues that were reported through Ethics.Point during 2018:

ANONYMOUS REPORT FUNCTION (ETHICS.POINT), ISSUES, AND HOW RESOLVED

TYPE OF ISSUE REPORTED	REPORT DESCRIPTION	HOW RESOLVED
Accounting & Auditing	Conflict of interest with Faculty member in bid process	Human Resources and the VP Academic Affairs researched the issue and found that there was no conflict of interest as reported. However, they did discover a need for conflict of interest disclosures.
Offensive or Inappropriate Communication	Inappropriate interactions with employees and students	Human Resources investigated and worked with the employee to resolve the concern.
Discrimination or Harassment	Inappropriate interactions with employees and students	Human Resources investigated and worked with the employee to resolve the concern.
Employee Misconduct	Inappropriate interactions with students	Open issue currently being investigated.
Waste, Abuse or Misuse of Institution Resources	Inappropriate use of college funds and non-compliance with policy	Open issue currently being investigated.

EFFORTS MADE TO PROMOTE USE OF ETHICS.POINT

The following steps have been taken to further promote the use of the Ethics.Point hotline system:

1. Established an Ethics.Point team consisting of the following representatives:
   - Internal Audit Director (Ethics.Point Team Facilitator and application administrator)
   - Information Security Officer (Ethics.Point application administrator)
   - Human Resources Director
   - Campus Security Officer
   - Executive Assistant to VP Academic Affairs
   - Vice President Finance and Administrative Services
   - Controller
   - Risk Manager
2. Documented procedures and guidelines for following up on reports and for the use of Ethics.Point for Ethics.Point users.
3. Printed and hung posters all college facilities including student housing. These posters are permanently displayed in areas that are frequented by faculty, staff and students.
4. Created links to Ethics.Point on the Snow College website.
5. Printed business cards and had them placed at cash collection points.

The following external audits were completed:

EXTERNAL AUDITS

#	AUDIT TITLE	COMPLETED BY
1	Financial Statement Audit for year ending June 30, 2018	State of Utah Auditor's Office
2	Information Systems Audit	State of Utah Auditor's Office
3	Performance Audit of Inventory and Security Controls	Office of the Legislative Auditor General (OLAG)

Findings relating to Snow College from external audits:

EXTERNAL AUDIT FINDINGS

AUDIT #	FINDING(S) SUMMARY	SNOW COLLEGE ACTIONS
1	Lack of policies and procedures requiring appropriate department level review and approval of purchase requisitions and adequate documentation of these administrative procurement reviews and approvals.	Controller's Office is setting up a workflow in Banner for the review and approval of requisitions.
2	Report has been embargoed to provide time to resolve IT security related issues prior to being made public. Details of findings can be found in the report but will not be disclosed here.	Information Security Office and Information Technology Department are working together to resolve the findings and recommendations from this audit.
3	Inadequate control of non-capital assets. Building access is inconsistently controlled.	Controller's Office is working on an RFP to acquire asset tracking software. A committee has been formed and is working on developing proposed language for a non-capital asset tracking policy and procedures.

For the June 2017 financial statement audit, the audit committee chair, Rick Robinson, was contacted by the state auditor who asked him some questions regarding his knowledge, if any, of possible fraud within Snow College. He also asked him some questions about the role of the audit committee at Snow College. The State Auditors also met with the Audit Committee to discuss the audit report.

If you have any questions about this summary of activities, please contact me at your convenience. You may reach me by phone (435) 201-0707 or by email at rick.robinson@zionsbank.com.

Sincerely,

Rick Robinson
Snow College Board of Trustees
Finance and Facilities Committee / Audit Committee Chair

Cc: Scott Bushnell, Board of Trustees Chair, Audit Committee Member
David Christensen, Board of Trustees Member, Audit Committee Member
Randy Cox, Board of Trustees Member, Audit Committee Member
Leslie Keisel, Board of Trustees Member, Audit Committee Member
Dr. Gary Carlston, Snow College President
Jake Dettinger, Vice President of Finance and Administrative Services
Wayne Bushman, Director of Internal Audit

APPENDIX A – 2019 AUDIT PLAN

AUDIT ACTIVITY	AUDIT TYPE	AUDIT OBJECTIVES
Private Scholarships	Consulting	Consulting engagement to help determine available amounts and awarding criteria of scholarships funded through private donations.
Presidential Travel – R212	Compliance	**Required Audit** - Determine if Presidential travel was reviewed and approved in accordance with the Utah System of Higher Education policy R212, "Presidential Travel Oversight". Determine if expenses for Presidential Travel were recorded in accordance to Snow College policies.
Investments – R541	Compliance / Agreed upon Procedures	**Required Audit** - Agreed upon procedures audit to 1) attest to the accuracy and completeness of the numbers in the annual Report of Cash, Cash Equivalents, and Investments. 2) Submit evidence that the numbers of the Report of Cash, Cash Equivalents, and Investments ties to the statement of net assets, 3) Express an opinion regarding compliance with laws and policies governing investment activity.
Residence Life – R550	Compliance / Financial	**Required Audit** - Determine if Residence Life is operating in compliance with Snow College cash handling and PCI policy requirements. Verify compliance with Board of Regents policy R550, "Auxiliary Enterprises Operation and Accountability."
Discretionary Funds – R548	Compliance Certification	**Required Certification** – Certification of report on Discretionary Funds verifying compliance with Utah System of Higher Education policy R548, "Institutional Discretionary Funds Administration and Accountability"
Motor Vehicles Compliance	Compliance Certification	**Required Certification** – Certification of report on Motor Vehicles verifying compliance with Utah System of Higher Education policy R557, "Motor Vehicles."
Music Department	Compliance / Operational / Financial	Determine if the Music Department is effective and efficient and is operating in compliance with Snow College policies and procedures.
Advancement Office / Foundation	Compliance / Operational	Determine if the Advancement Office and Foundation is operating in compliance with Snow College policies and procedures. Evaluate the effectiveness and efficiency of operations.
Admissions	Follow-up	Additional follow-up work on recommendations made in the 2017 Admissions audit report.
Athletics	Follow-up	Additional follow-up on recommendations made in the 2017 Athletics audit report.
Human Resources	Follow-up	Follow-up on recommendations made in the 2018 HR audit report.

APPENDIX A – 2019 AUDIT PLAN

Great Basin Research Station	Follow-up	Follow-up on recommendations made in the 2018 Great Basin Research Station audit report.
Ethics.Point Reports	Investigation/ Follow-up	Follow-up on issues reported through the anonymous report function. (see anonymous reporting system below for more information).
Data Analytics	Data Analytics / Continuous Auditing	Standardize tools with other USHE institutions to allow for more collaboration and sharing of scripts and processes. Develop and implement internal procedures for data analytics and continuous auditing.
Quality Assurance and Improvement Program	Compliance	Review and update the Internal Audit Quality Assurance program, policies and procedures, etc and complete an internal assessment to determine the level of compliance with the standards.

Human Resources Internal Audit

SNOW COLLEGE

Office of the Internal Auditor

Audit Report 2018.07.10

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EXECUTIVE SUMMARY

Authority and responsibility for the Human Resource (HR) department is defined through Snow College HR policies. The majority of these policies are outdated and have not been reviewed or updated for over fifteen years, despite the changes in leadership and roles and responsibilities in the Snow College HR function.

In addition there has been high turnover recently in two of the three HR positions, one of which was the director position. High turnover in HR leadership has resulted in a lack of clarity on the vision, priorities, and responsibilities as they relate to the HR system. Deficiency of a defined mission and established objectives for the department have also resulted in outdated, misaligned, and unchanged internal procedures, many of which no longer meet the needs of the college.

Recommendations are focused on the need to consider re-engineering the HR department with emphasis on the following:

1) Establishing and aligning strategic plans with the mission of the college
2) Defining objectives that will help HR meet strategic goals
3) Developing and updating internal procedures and controls, such as HR policies, that will help ensure compliance with policy and regulations and provide a higher level of customer service
4) Determine, and if necessary, acquire the additional technology and human resources, to help ensure success

HR roles and responsibilities at Snow College have evolved along with the discipline of HR management , however, the Snow College HR processes have not changed. Human Resource industry best practices states that the discipline of Human Resource Management has evolved:

> *"The early personnel department were primarily responsibility for employee selection, training, record keeping, and collective bargaining. While these are still viable and important functions of HR, there are other more viable and strategic responsibilities. The most significant change in recent years is a growing recognition that human resource departments are expected to add value to the profitability and purpose of the company. Consequently, in many companies, human resource management assumes a central role by participating in strategic planning and acting as change masters who clarify the organization's culture and help it adapt to an ever-changing environment."*[1]

The lack of continuity and longevity in the HR director position has made it especially difficult for Snow College to establish the purpose and objectives of the HR department. As leadership changes occurred, so did the vision and perceived expectations of the department. These changes resulted in lack of clarity for employees with supervisory responsibilities to know and understand their role in the HR system.

[1] Cherrington, D. J., DBA,SPHR, & Middleton, L. Z., SPHR,SPRHi,SHRM-SCP. (84604). *Human Resource Certification Preparation* (Vol. Unit1, Business Management Leadership and Strategy). Provo, UT: Human Resource Certification Preparation, L.C.HRCP

Shortly after the initiation of this audit, the HR director resigned from his position at Snow College to pursue a new opportunity at a different institution. Because the resignation occurred at the busiest time for HR and the College, the President appointed a faculty member with prior HR experience to serve as an interim HR director for this fall semester. The College plans to conduct a search for a permanent director, who is expected to begin employment in early 2019.

The interim director has been charged with making recommendations and improvements in the HR system and ensuring continuity of services. Since the interim director has been in place, some policies have been reviewed, and recommendations sent to the College Council for approval. Also, he has begun reviewing internal procedures and has initiated the procurement process to acquire an applicant tracking system, to help streamline the hiring process.

AUDIT OVERVIEW

Audit Purpose

Utah State Board of Regents policy R567, Internal Audit Program, section 4.4 states: "In addition to audits required by policy, institution internal auditors shall conduct risk-based audits for their institutions, as assigned by the institution audit committee." Administration informed Internal Audit of concerns regarding the efficiency and effectiveness of operations in the Human Resources Office. They requested an audit be conducted with recommendations on how the College could improve the effectiveness of operations within the HR Department. The annual audit plan was revised to include this audit and was approved by the Audit Committee.

Scope and Objectives

The scope of this audit included fiscal years 2014 through 2018. The objectives of this audit were to determine if the Human Resources Department:

1) Is effective and efficient in meeting its goals and objectives and the needs of the college
2) Implements policies and procedures that meet the current best practices and standards
3) Is operating in compliance with Snow College and Utah State Board of Regents policies and procedures and best business practices

Risk Assessment

A risk assessment was conducted at the beginning of this audit to determine the areas of risk to the effectiveness and efficiency of operations and identify potential control weaknesses. The risk assessment was used to identify control areas that posed the greatest threats to compliance and the overall mission and goals of Snow College.

Using the results of the risk-assessment, an audit program was developed to conduct audit tests focusing on of the areas of highest risk.

Audit Program Test Objectives

An audit program was developed with the following test objectives:

1) Determine if the HR Department is operating in compliance with the Snow College policy on the Personnel System.
2) Determine if HR policies and procedures are appropriate, and align with the current Snow College mission and culture.
3) Determine if HR internal procedures are documented and if they are efficient and properly align with the objectives and policies of the HR department. Also determine if controls are adequate to prevent fraud.
4) Determine if employee eligibility verification (I9 forms, documentation, background checks) is timely and is done in compliance with federal requirements.
5) Determine if the hiring process enables Snow College to recruit the most qualified candidates as per industry standards.
6) Review HR expenditures and determine if expenses were appropriate and within budget.

7) Determine if training and orientation of new employees and supervisors is adequate and in compliance with Snow College policies and procedures and follows industry best practices.
8) Determine if the annual performance evaluation process is effective in achieving the desired results. Also, determine if training on the performance evaluation process was provided to each supervisor.
9) Determine if HR is effectively meeting the requirements for employee record keeping and retention.

Audit Methodology and Procedures

ACL (Audit Command Language) is a data analytics software tool that was used for several of the audit tests. Information for this audit was imported and organized using ACL and exported to excel spreadsheets for further analysis. Information for this audit came from the following sources:

- HRIS, Financial and Student system (Banner)
- Purchasing card statements
- Personnel files, PAF, Background Checks, Prior Job Postings

The audit process included the following procedures:

- Risk assessment to identify highest risk areas to be audited
- Review of expenses and revenues recorded in Banner and P-Card transaction registers
- Review of Human Resources internal policies and procedures
- Interviews with Snow College employees
- Reviews and analysis of Human Resources records

Sufficient and appropriate audit procedures have been conducted and evidence gathered to support the accuracy of the conclusions reached and contained in this report. The conclusions were based on a thorough review of processes and controls for the Human Resources Department. The audit was conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing.* The evidence gathered meets professional audit standards and is sufficient to provide senior management with the proof of the conclusions derived from the internal audit team.

HUMAN RESOURCES BACKGROUND INFORMATION

Background

The HR department is located in the Noyes Building on the Ephraim Campus. On March 1, 1990, the Board of Trustees approved the Personnel System Policy which granted the President of Snow College with the authority and responsibility to establish the basic goals, objectives, principles, policies, and procedures for a personnel system. The policy also delegated the authority and responsibility for the Human Resource Office to the President. Although the policy has not changed, the prior President of Snow College delegated authority over the Human Resource Office to the Vice President of Finance and Administration.

The HR responsibilities were established in the Personnel System (HR System) Policy. Following are the responsibilities of HR as per policy:

- Serve as ex-officio member of all search committees
- Serve as the Affirmative Action Office
- Work with manpower planning and development together with others delegated to do so
- Work on employee relations both internally and externally (including safety)
- Maintain complete and accurate records of all personnel actions
- Be responsible for all reports (internally and externally) which deal with personnel actions
- Assurance that all policies and procedures are applied uniformly and equally to all applicants and employees of the College without regard to race, color, sex, age, religion, national origin, disability, or veteran status.
- Serve to aid the Executive Vice President or designee and the various Vice Presidents and search committees in seeking out and selecting the most qualified employees under established guidelines.
- Maintain a job status information file with related compensation, fringe benefits, and employee relations (including the handling of complaints and grievances)

The HR Department responsibilities have evolved since the approval of the Personnel System Policy. Following are the current responsibilities of the HR Department as per the job descriptions or Memorandum of Understanding (MOU) of the Director and Assistant Director of HR:

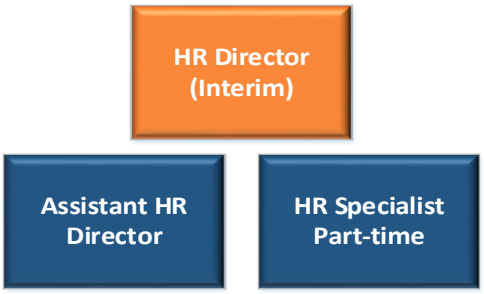
1. Ensuring the College is able to recruit top talent through implementation of competitive hiring practices and administration of benefits
2. Maintaining employee records in the Banner System and ensuring the information is accurate and complete, also ensuring employment records are retained in accordance to state records retention requirements
3. Maintaining personnel policies and procedures and disseminating the information to employees
4. Advising and training supervisors and administration on employment responsibilities

5. Providing oversight on staff development activities, including new hire orientation
6. Developing and participating in employee on-boarding and off-boarding processes
7. Providing oversight on employment functions such as: Recruitment, applicant records, hiring, I-9 verifications, maintaining personnel files, etc.
8. Ensuring the payroll amounts are entered into the payroll system and properly correspond with the hours worked and the payroll rates
9. Providing arbitration services for grievances and involuntary terminations
10. Developing and training staff and faculty on the annual performance evaluations and facilitating the evaluation process
11. Conducting HR related investigations

The primary goal of Human Resources, as stated on the Snow College website is to "serve you by providing clear and accurate information regarding employee, employment, and payroll related services."

Human Resources Organization

The HR Director reports to the Vice President of Finance and Administrative Services. Following is an organizational chart for the HR Department:

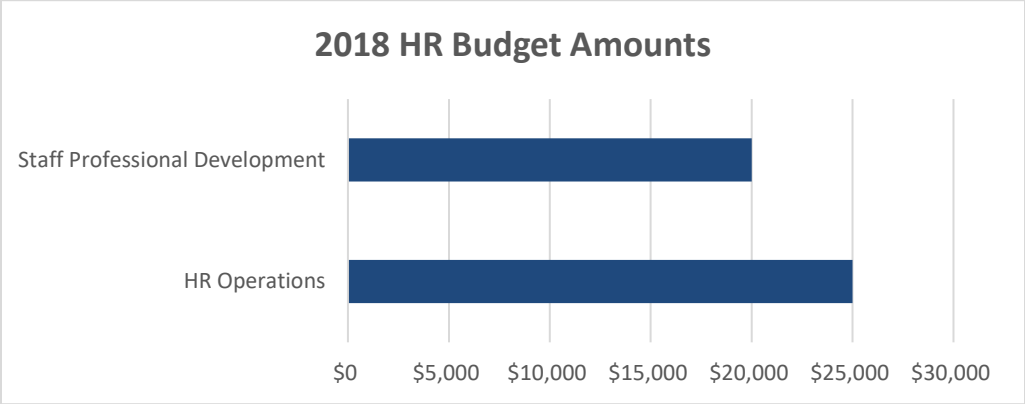


The Director and Assistant Director positions are full-time and the HR Specialist position is part-time. The Director is responsible for providing the direction for the HR office. The primary role of the Assistant Director is to perform data entry of the payroll action forms and to verify eligibility for all employees. The role of the HR Specialist is to ensure jobs are posted and applicant information is available to hiring committees.

Budget

The annual operational budget for the HR Department is $25,000. Funds for HR are provided through state appropriations. Operational expenses in HR are primarily used to cover travel and training costs, advertising for job postings, and conducting background checks for new hires.

The HR Director is also the fund custodian for the staff professional development funds. These funds are allocated by the President and also come through state appropriations to the College's general fund. The budget amount for professional development funds in 2018 was $20,000.



FINDINGS AND RECOMMENDATIONS

Finding #1 – Strategic Misalignment with Snow College Mission

The former HR director stated that there was no defined mission or strategic direction for the HR department. He also stated there were no internal procedures to establish and use key performance indicators or metrics to report on or measure departmental success and progress. Because there was no defined mission or strategic direction for the department, controls and processes did not change as the mission of Snow College evolved. According to recommended best practices for Human Resource Management:

> *"For organizations to be effective, all of the human resource functions and other business operations need to be coordinated in ways that support each other."*[2] *In other words, the organizations need to be strategically aligned. To be strategically aligned, the Human Resource Department functions need to support each other, as well as the organization's strategy.*

Following the resignation of the HR Director (referred in this report as the former HR Director), the interim HR Director and Administration defined a mission statement for the HR department. Following is the new mission statement:

"Snow College is a unique and special place for students, faculty, and staff. Our strong heritage and culture do not exist without the many people who passionately support the school's mission. The Human Resources Department at Snow plays a critical role in ensuring Snow College has the workforce necessary to pursue its important mission as it "continues a tradition of excellence, encourages a culture of innovation, and cultivates an atmosphere of engagement to advance students in the achievement of their educational goals. Specifically, we support that mission by:

Tradition of Excellence

- Ensuring all employment documentation is completed timely and accurately
- Providing a positive and transparent experience for job candidates
- Supporting performance management
- Promptly responding to all HR related inquiries
- Helping leaders hold their employees accountable in a way that is fair and respectful
- Protecting the college from employee-related risks

[2] Cherrington, D. J., DBA,SPHR, & Middleton, L. Z., SPHR,SPRHi,SHRM-SCP. (84604). *Human Resource Certification Preparation* (Vol. Unit1, Business Management Leadership and Strategy). Provo, UT: Human Resource Certification Preparation, L.C.

Culture of Innovation

- Ensuring workforce policies and procedures provide clarity, not bureaucracy
- Advising the college on cutting-edge workforce trends and practices
- Helping leaders hire employees who will embrace the Spirit of Snow
- Empowering employees to find creative ways to support the mission of Snow through oversight of staff development funds and activities.

Atmosphere of Engagement

- Fostering a safe work environment free from discrimination, harassment, and other hostile work conditions
- Finding ways to promote the Spirit of Snow across all employees
- Helping new employees feel welcome and inspired to promote the Snow College mission
- Finding new and creative ways to promote unity across campus"

Recommendation #1 – Establish objectives and performance measures

To properly align with the mission of Snow College, the HR department should establish objectives, priorities, and procedures that align with their newly defined mission to measure and report on progress and help the department achieve success.

Finding #2 – Outdated or incomplete HR policies

Although the responsibilities and expectations of the HR Department have evolved, HR policies and procedures have not been updated or modified to reflect changes, making the policies and procedures outdated, resulting in further misalignment with the Snow College mission.

> *HR Director MOU (Job Description) states that one of the major duties and responsibilities of the Director is to "Maintain the personnel policies and procedures working with a policies committee."*
>
> *Snow College Policy #301, Personnel System also states that the HR Department is responsible to: "Provide assurance that all policies and procedures are applied uniformly and equally to all applicants and employees of the College…"*

Snow College Policy #301, "Snow College Personnel System" (To be referred to as the HR System in this report) outlines the responsibilities of the HR department and the responsibilities of employees and supervisors in implementing the HR system in their respective departments. Policy #301 was approved on March 1, 1990, and last revised over eighteen years ago, on July 1, 2000. Since the last revision there have been several organizational changes that made the policy obsolete and outdated.

For example, Section 2.2 states, "*As delegated by the President, authority and responsibility for the Human Resource office at the **SCS campus** is given to the **Executive Vice President***". However, Snow College no longer has an Executive Vice President and the SCS campus is now referred to as the Snow College Richfield Campus.

Also, there have been several changes to the HR function and the general role of HR has changed since the last revision of this policy. For example:

- Snow College purchased and started using Banner as its Human Resource Information System (HRIS) in 2004.
- Background checks are now required for new hires working directly with minors or in security sensitive positions.
- Federal law requires eligibility verification (e-verify) to be run for each new hire.
- Additional funding and emphasis has been placed on staff development initiatives.

Another purpose of HR policy is to inform employees of their responsibilities in implementing the HR System. They also help ensure all employees are treated fairly and consistently. Outdated policies may not reflect the current position of the College on certain HR related functions and can lead to inefficiencies, confusion and additional liability. An article titled "The Perils of Outdated Policies" points out the following:

> *"Well structured, updated policies can be a first line of defense against employment related litigation and regulatory investigations … Outdated policies can be used against the organization they were intended to protect."*[3]

Snow College policies 301 – 307 are categorized as "General Personnel Policies". These policies help define the HR role and function, the majority of which, have not been updated for over eighteen years.

Policy #	Policy Title	Date Last Reviewed or Updated
301	Snow College Personnel System	7/1/2000
302	Equal opportunity / affirmative action	9/1/2010
303	Confidentiality and employee access to records	9/1/2000
304	Changing or establishing general personnel policies	3/1/2004
305	Alcohol and drug-free workplace	5/1/2003
306	American disabilities act	5/1/2000
307	Sexual Harassment	8/1/2000

Snow College Policy #101 (approved 1/26/18), "Policy Development and Review Policy", section 5.1 states:

> *"Annually, the College Council will receive five-year policy reviews and recommendations for the continuation, revision, or archival of each policy".*

[3]Atkins, S. (2014, March 6). The Perils of Outdated Policies. Retrieved October 1, 2018, from https://www.navexglobal.com/blog/article/exhibit-perils-outdated-policies/

There are fifty-two additional HR policies that focus on employment, leave, employee privileges, programs, payroll, discrimination, grievances, etc. While many of these policies may not require revisions, HR should ensure the policies are kept current and communicated to all Snow College employees. The interim HR director has initiated a policy review process and has submitted some recommendations for revision to the College Council for approval.

Recommendation #2– Implement procedures to prioritize, update and maintain HR policies

To align policies and procedures with Snow College mission and HR strategies, HR should work with Snow College Administration to establish a priority for HR policy reviews and revisions and then work together to ensure all HR policies are updated and kept current. Snow College policy #301 should be reviewed and updated to ensure HR and supervisor roles and authority with the HR system are clarified.

Also, Snow College policy 101, "Policy Development and Review Policy" should be followed by implementing a process to ensure all HR policies are reviewed at least once every five years. Snow College Administration and the College Council should consider adding a date reviewed at the top of each policy to help provide a method to track when policies were last reviewed.

Finding #3 – Inadequate training on the Snow College HR system

Although they have a responsibility to implement HR system policies, Snow College supervisors were not adequately trained on the HR policies and procedures or their roles in the HR system. In addition, a high percentage of new employees did not receive adequate training on their benefits or on Snow College policies. Snow College policy #301, "Snow College Personnel System", section 4.2 states:

> *"All management personnel (which include supervisors, department heads, deans, managers, coordinators, directors, advisors, assistant vice presidents, vice presidents, executive vice president, the President or any other person with direct supervisory responsibilities) have a responsibility to know and understand these goals, objectives, principles, and concepts and to make every possible effort to maintain harmonious and productive working relations with their employees.* ***In other words, each supervisor is responsible for the College's personnel policies and procedures within his or her department****."* (Bold added for emphasis)

A typical role of an HR department is to provide a critical link between supervisors and administration to ensure all employees know, understand, and comply with the organization's HR policies. Some of the ways that other organizations accomplish this is through new hire orientation and supervisor training. Snow College HR currently does not have a supervisor training program, new hire orientation program, or an employee handbook that is used to help educate all employees and supervisors on Snow College policies or their roles in implementing the HR system.

> *The job description of the HR Director identifies two of the major roles and responsibilities of the HR Director, which are to: 1) Develop and oversee an employee onboarding program, and 2) Advise and train supervisors and administration on employment responsibilities.*

Snow college supervisors and employees all have roles in implementing the HR system in their areas. Supervisors and employees that know and fulfill their roles in implementing the HR system may help streamline the HR workload allowing them to focus on other areas of responsibility. Snow College policy #301, "Snow College Personnel System", section 4.1 states:

> *"The attainment of a good personnel system is a responsibility of every person who works for the College. Employees are entitled to know the policies and practices that govern their relations with the personnel system, supervisors, and the administration."*

A survey of all Snow College faculty and staff, conducted by Internal Audit, showed that the majority of employees did not receive adequate training on HR policies and procedures. However, the majority of supervisors felt they understood their supervisory roles.

Survey Question	% Disagree or responded "no"	% Agree or responded "yes"
I received training on HR policies and procedures and how they apply to my role as a supervisor	73 %	27 %
I understand the differences between my role and the role of HR in dealing with conflict or performance issues	52 %	48 %
I understand my role as a supervisor at Snow College	15 %	85 %
Did you receive an employee handbook?	71 %	29 %
I received sufficient orientation on my benefits	38 %	62 %

New employees and supervisors need additional training on their roles and responsibilities as they relate to the HR system.

Snow College Office of Academic Affairs has developed an employee handbook for faculty and provides regularly scheduled training sessions to help orient new Faculty members. The HR department does not typically participate in these Faculty training sessions to educate on HR policies, new hire benefits, and other areas relating to HR.

The Assistant to the President on the Richfield campus recently accepted an assignment to make revisions to the handbook to make it more applicable to all College employees.

Recommendation #3– Develop and provide training on the HR system to employees and supervisors

To help educate new employees and supervisors, it is recommended that the HR Department develop a program to train employees and supervisors on their responsibilities as they relate to the HR system. To be consistent with industry best practices, training materials should include at a minimum an employee handbook, links to the most current policies and procedures and a summary page that summarizes the policies.

Also, to ensure all faculty receive the appropriate training, HR should work with the Office of Academic Affairs to define the HR role in developing faculty training materials and handbooks and in delivering the training.

Finding #4 – Strategic misalignment of roles and lack of performance measures

HR job descriptions were outdated and HR employees spent the majority of their time working on outdated and inefficient processes and lacked training needed to understand how to fulfill their responsibilities. Outdated or undocumented job descriptions can result in misalignment of job responsibilities and department goals and objectives. It may also be difficult to accurately assess staffing needs and or accurately measure employee performance.

Roles and responsibilities or job descriptions are typically outlined in a Memorandum of Understanding (MOU) between a new employee and the College at the time of hire. The MOU outlines the compensation and the major duties and responsibilities for the position. Snow College policy #315, "Employment Policies (Faculty and Staff)", sections 3.7, regarding full-time staff, and 4.4.3, regarding part-time staff, state:

> *"3.7 The Human Resource Office will generate and deliver the official appointment including a "Memo of Understanding at Time of Hire" if required to the candidate for signature and acceptance of the offer .... 4.4.3 If requested by the appropriate Vice President or designee and/or Supervisor, a "Memo of Understanding at Time of Hire" will be prepared and delivered to the part-time employee ..."*

The MOU or job description for the HR Assistant Director position was created in 1999 and has not been updated since then. Also there was no MOU or job description created for the HR specialist position.

In a benchmarking study of other USHE institutions, Snow College roles and responsibilities, along with staffing levels, were compared with other USHE institutions. The following chart shows the functional areas of a typical HR department as defined by the best practices for HR Management and compares them with the functions of Snow College and other USHE institutions:

HR Function	Snow	Dixie State	SLCC	SUU	UVU	Weber	U of U
Hiring / Staffing	X	X	X	X	X	X	X
Performance Management	X	X	X	X	X	X	X
Compensation and Benefits	X	X	X	X	X	X	X
Training and Development	X	X	X	X	X	X	X
Employee Relations	X	X	X	X	X	X	X
Safety Health and Security	X			X	X		
HR Research	X	X	X	X	X	X	X
Other	X		X		X	X	X

Snow College HR department most closely resembles the UVU HR Department in regards to the scope of responsibility.

Most other USHE institutions have implemented employee self-service applications and processes. The benchmarking study did not include a review of the efficiency of the self-service applications or processes. However, Snow College does not currently have any employee self-service HR applications and relies mostly on hard copy forms and paperwork.

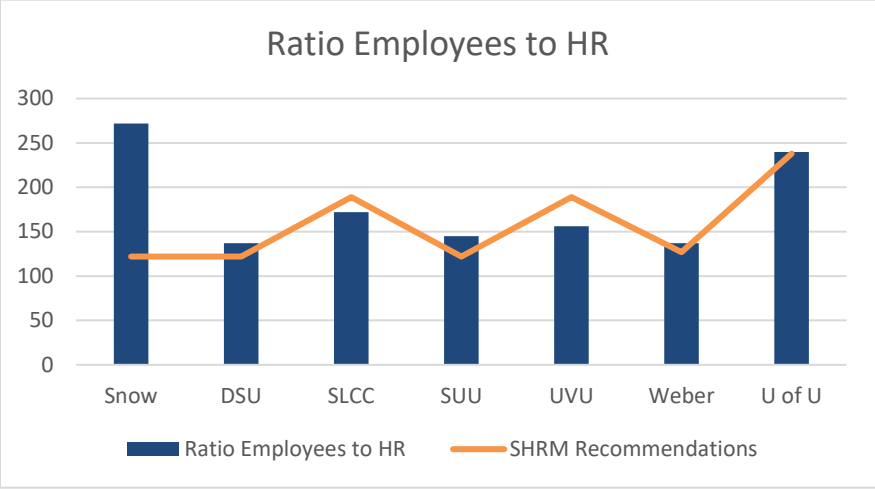
In a review of staffing levels, the ratio of college employees to HR was highest at Snow College.

USHE Institution	Ratio Employees to HR	SHRM Recommendation
Snow	272 : 1	122 : 1
Dixie State	137 : 1	122 : 1
SLCC	172 : 1	189 : 1
SUU	145 : 1	122 : 1
UVU	156 : 1	189 : 1
Weber	137 : 1	127 : 1
University of Utah	240 : 1	238 : 1

In addition to Snow College ratio being the furthest out of line, Snow also does not use employee self-service applications

According to the Society for Human Resource Management (SHRM), the level of staffing in an HR department is dependent of the role and primary functions of the HR department. For example, an HR department that has mature self-service technology and decentralized HR functions would be able to function with a much higher ratio than a department that has manual processes and focuses more on centralized HR functions.

The following graph compares the SHRM recommended staffing levels with each of the USHE institutions:



To be in line with industry recommendations, Snow College should consider implementing self-service technology, outsourcing some of the HR functions and/or hiring additional staff.

Benchmarking results indicate that Snow College HR department may be understaffed. However, the actual staffing requirements cannot be determined without a clear and accurate understanding of the

roles and responsibilities of the HR employees and Snow College supervisors as in regards to the HR system.

Recommendation #4 – Strategically align resources with department objectives.

To ensure staffing levels are adequate to meet department needs, the HR department should establish job descriptions that align with the objectives of the HR department. In this process, the MOU for the assistant director should be updated and a separate MOU should be developed for the HR specialist.

HR should also review and improve existing processes and determine the optimal mix of resources required to meet the needs of the College. Also, performance measures or matrices that accurately measure the efficiency and effectiveness of operations should also be developed and implemented.

To ensure all Snow College employees understand their roles and are able to accurately assess and measure their performance, HR should work with administration to update policies and procedures to include requirements and responsible parties for maintaining job descriptions. They should also consider requiring that a job description be created for each position, including part-time staff and student workers.

Finding #5 – Outdated and inefficient HR processes

HR did not adequately adapt its internal procedures to changes in the College and industry and did not properly use technology to streamline manual processes. Resources in the HR department may be better utilized in other areas through the deployment and use of technology and outsourcing to supervisors. According to recommended best practices for Human Resource Management:

> *"Human resource departments share a responsibility for improving organizational effectiveness by analyzing individual and organizational problems and making adaptive changes… HR departments are also responsible for continually evaluating its performance and making strategic adjustments. This is typically done using benchmarking and key performance indicators (KPI)."* [4]

The three main processes in the HR system, that accounted for the majority of HR employee time were:

1) **Payroll action forms (PAF)** - Data entry of employee information and payroll changes into Banner.
2) **Workplace investigations and disciplinary sanctions** – Investigate employee concerns and complaints and issue disciplinary sanctions when deemed appropriate.
3) **Hiring –** Ex-officio member of all hiring committees, posting positions and receiving and compiling applicant information, verifying eligibility and conducting background checks

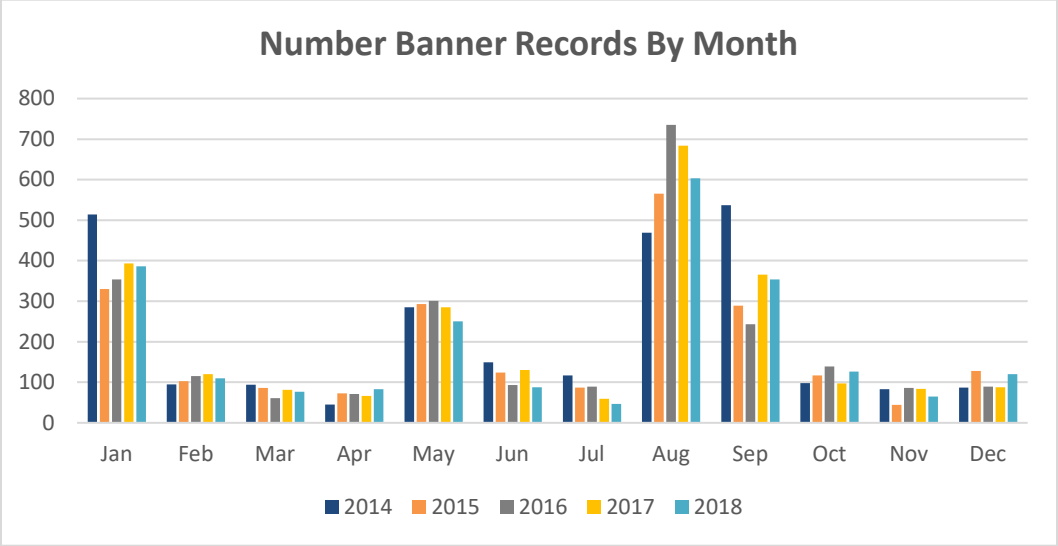
[4] Cherrington, D. J., DBA,SPHR, & Middleton, L. Z., SPHR,SPRHi,SHRM-SCP. (84604). *Human Resource Certification Preparation* (Vol. Unit1, Business Management Leadership and Strategy). Provo, UT: Human Resource Certification Preparation, L.C.

Finding #5a - Payroll action form process is outdated and time consuming

Payroll action forms are completed and approved by the employee, supervisor, Budget Office, HR Department, and Vice President. Payroll actions that exceed $10,000 also require Presidential approval. The process of completing the payroll action form and getting signatures is manual and is time-consuming with many potential points of failure. Payroll action forms that are not completed on time can result in the employee not being paid on time or not receiving the correct amount on their paycheck.

The HR department signs, approves, and enters the data from payroll action forms into the Human Resource Information System (HRIS), Banner. This data entry process is primarily performed by the Assistant Director of HR. During peak hiring times, at the beginning of each semester, she spends most of her time, and frequently works overtime, entering payroll action form data into Banner. During the non-peak months, she still spends more than half her time performing these data entry tasks.

The following chart illustrates the peak times for entering payroll action forms into Banner:



The busiest months for the payroll action forms are January, May, August, and September

In a benchmarking study of other USHE institutions, it was determined that all USHE institutions have developed more streamlined and automated procedures for processing payroll action forms. The following chart shows the methods each institution uses for processing payroll action forms:

USHE Institution	PAF Method
Snow College	Manual
University of Utah	EPAF
Southern Utah University	EPAF
Salt Lake Community College	EPAF
Weber State University	EPAR
Utah State University	EPAF
Dixie State University	EPAF
Utah Valley University	EPAF

EPAF = Electronic Payroll Action Form, EPAR = Electronic Payroll Action Request

The use of electronic payroll forms would reduce the number of manual procedures and would help to streamline and track the approval process and reduce errors. In addition, information entered electronically could be processed through a batch upload process into Banner rather than through manual data entry.

Recommendation #5a – Research out options to improve the efficiency and effectiveness of the PAF process

To improve effectiveness and efficiency of College and HR processes, HR should work with the IT department and administration to research options and implement a more streamlined and automated PAF process. The HR department may be able to accomplish this through collaboration with other USHE institutions that have implemented electronic payroll action form processes.

Finding #5b - Workplace Investigations and Disciplinary Sanctions

The HR and supervisor roles were unclear in disciplinary procedures including performing workplace investigations and issuing disciplinary sanctions.

The HR Director stated that he spent the majority of his time conducting workplace investigations and issuing disciplinary sanctions. During an interview with the Director, we asked, "at what point do you get involved in conducting investigations and what is your role in the investigation?" The director responded that "any complaint or concern that came across his desk was investigated by HR and disciplinary sanctions were implemented, if deemed necessary."

Through interviews with other Snow College supervisors, managers, and directors, there were some departments that had employee performance issues or code of conduct concerns that were either under investigation or were previously investigated by the HR department. Some of these supervisors expressed concerns that they were unsure about their role in this process and the HR department did not involve them in the investigation or decisions that impacted their department or employees. In some cases, sanctions were reportedly delivered without first notifying the employees' supervisors of the decisions.

The MOU for the HR Director outlines the job description of the director. Two of the major responsibilities of the HR Director as stated in the MOU are to:

> *1) Advise and train supervisors and administration on employment responsibilities, and 2) Arbitrate grievances and ensure compliance with policy procedures.*

Snow College policy #301, "Snow College Personnel System", sections 3.9 and 3.11 states that the HR department is responsible to provide:

> *"assurance that all policies and procedures are applied uniformly and equally to all applicants and employees of the College" … "Maintain a job status information file with related compensation, fringe benefits, and employee relations (including the handling of complaints and grievances)."*

Also, Snow College policy #318, "Disciplinary Sanctions", sections 5.1 and 5.5 state:

> *"Sanctions may be imposed upon staff employees for one or more of the grounds described in Section 13.2.4.2 when the **supervisor** determines that such sanctions will tend to induce a beneficial change in conduct, …" … "Before termination is carried out, **supervisors** wishing to affect a termination sanction must notify the Human Resource Office of their intent before imposing this sanction upon the employee."*

Based on the Snow College policies for investigations and disciplinary sanctions, the role of HR is more of an oversight and assurance role to provide assurance that policy is consistently followed and to ensure the employee files are kept current. Also, according to the responsibilities outlined in the MOU for the HR director, HR was to assume the role of an arbitrator in the event the employee filed a grievance.

In many cases, however, the HR director took on the role of the supervisor in investigating the matter and taking corrective action. Conducting the investigation and determining and delivering sanctions may prevent the HR director from being an impartial arbitrator in grievance processes and could result in the process being inconsistent and result in unfair handling of the grievance. According to recommended best practices for Human Resource Management:

> *"Disciplinary procedures should follow a prescribed course of action rather than vary from day to day and from supervisor to supervisor. Consistency of action should be maintained throughout the organization ... Supervisors are usually responsible for initiating disciplinary action. Most organizations rely on supervisors to evaluate subordinates and take the first action when problems arise."*[5]

In a benchmarking study of USHE institutions it was determined the HR department at Snow College has a higher than average level of involvement in disciplinary actions and investigations than any other institution. The following chart shows the total number of full-time staff and the number of disciplinary actions where HR was involved during the past year:

USHE Institution	Number Full-Time Staff	Number Disciplinary Actions Involving HR	Percent
Snow	186	51	27 %
Dixie State	350	17	6 %
SLCC	942	43	5 %
SUU	500	10	2 %
University of Utah	9575	1059	11 %
UVU	1307	Not Available	Not Available
Weber	989	Not Available	Not Available

Snow had the highest percentage of disciplinary actions per full-time staff

[5] Cherrington, D. J., DBA,SPHR, & Middleton, L. Z., SPHR,SPRHi,SHRM-SCP. (84604). *Human Resource Certification Preparation* (Vol. Unit1, Business Management Leadership and Strategy). Provo, UT: Human Resource Certification Preparation, L.C.

At the request of the interim HR director, the attorney representing Snow College has drafted a policy with new and improved procedures for issuing corrective actions. This policy is still being reviewed and revised, however, once approved and implemented should help clarify the authority, roles and responsibilities of HR and supervisors for issuing disciplinary sanctions.

Recommendation #5b – Clarify roles and responsibilities for the disciplinary process

To further clarify HR roles and responsibilities in employee discipline and workplace investigations, the HR department should work with Administration to update or establish Snow College policies and procedures on workplace investigations, disciplinary sanctions, and employee grievances.

Policies and procedures should clearly state how and when HR gets involved in an investigation and in issuing disciplinary sanctions. HR role in training employees and supervisors on their responsibilities should also be described to ensure the policies are consistently implemented.

Finding #5c - Hiring process is manual and inefficient.

The hiring process was mostly manual and time consuming and there were deficiencies in controls and oversight for some individual departments that hired part-time employees. While some departments involved HR in the hiring process for part-time positions, most only notified HR after the selection process was completed. In several cases, HR was not notified of the selection until after the employee start date.

Snow College policy #315, "Employment Policies (Faculty and Staff)", section 4.0 states:

> *"Selection of part-time adjunct faculty and part-time staff will be handled by the Human Resource Office consistent with the "Hiring Procedures" outlined above for appointed faculty and staff* ***or with the needs of the hiring department****."*

Snow College policy #301, "Snow College Personnel System", section 3.9 states that Human Resources role is to provide:

> *"assurance that all policies and procedures are applied uniformly and equally to all applicants and employees of the College without regard to race, color, sex, age, religion, national origin, disability, or veteran status".*

HR does not have a process to train supervisors on the hiring process or to review the hiring practices of the hiring departments. Without a process to review the hiring practices of individual departments, HR cannot provide assurance that departments properly followed policies and procedures in their hiring practices.

Insufficient controls for hiring part-time employees could put the college at unnecessary liability risk by departments intentionally or unintentionally violating hiring policies and laws such as nepotism, eligibility verification, and policies.

A survey of all Snow College faculty and staff, conducted by Internal Audit, showed that twenty-five percent of all supervisors do not understand the procedures for hiring new employees. Also, thirty-eight percent of all supervisors do not feel the hiring process helps them hire the most qualified and best candidates.

Survey Question	% Disagree or responded "no"	% Agree or responded "yes"
I know and understand the procedures for hiring new employees	25 %	75 %
The hiring process helps me recruit and hire the most qualified and best candidates	38 %	62 %

Supervisors need additional training on their roles and responsibilities as they relate to hiring.

The selection process for full-time faculty and staff is typically done by submitting a position announcement request and official approval form for the position. The HR department posts the position announcement on Higheredjobs.com and on the Snow College website. Once approved by the President, a search committee is formed to finalize the job posting and establish screening criteria. HR is designated as an ex-officio member of all search committees with the primary responsibility provide assurance that the policies and procedures were followed and the hiring process is consistently and fairly followed.

The part-time HR specialist was typically the HR employee that represented HR on the search committees. One of the primary concerns of the former HR specialist was that she did not receive training on her roles and responsibilities as a HR representative on the committees.

Another responsibility of the HR specialist is to track all applicant information as it is received via email. Once received, she compiles the information and submits it, using Dropbox, to selection committee members for review. Once received, the committee members had the responsibility to review all applications and select those that should be interviewed.

The entire process of compiling, filtering, and reviewing job applications is a manual, time consuming process that could potentially be streamlined using other up-to-date methods and technology. Having each member of the committee filter and review each job application also exponentially increases the cost of time and material.

The use of Dropbox to share files that potentially contain personally identifiable information (PII) or other sensitive information is unapproved and may pose additional information security risks and concerns.

In a benchmarking study of USHE institutions it was determined that Snow College was the only institution that did not use a third party applicant tracking system:

USHE Institution	Applicant Tracking System
Snow College	Manual Process
Dixie State	NEOGOV (Insight)
Southern Utah University	PeopleAdmin
Utah Valley University	PeopleAdmin
Weber State University	PeopleAdmin
University of Utah	PeopleAdmin

Snow College manual applicant tracking system is an inefficient process

At the beginning of this fiscal year, the Vice President of Finance and Administration approved an increase in the HR budget to acquire an applicant tracking system. The interim director is currently working with the Snow College procurement department to initiate the procurement process to acquire an applicant tracking system.

Recommendation #5c – Update the hiring process and train employees and supervisors

To improve the efficiency of the hiring process, HR should work with administration to update policies and procedures to include periodic reviews of hiring practices of departments that hire part-time employees. HR should also implement an applicant tracking system that reduces the amount of overhead in employee time and resources and to make the hiring process more consistent and fair. Once implemented, policies and procedures should be updated to delineate roles and responsibilities as they relate to applicant tracking system use and maintenance.

It is also recommended that HR develop a training program for supervisors and employees that participate in the hiring process to educate them on the hiring policies and laws and their roles and responsibilities when hiring new employees.

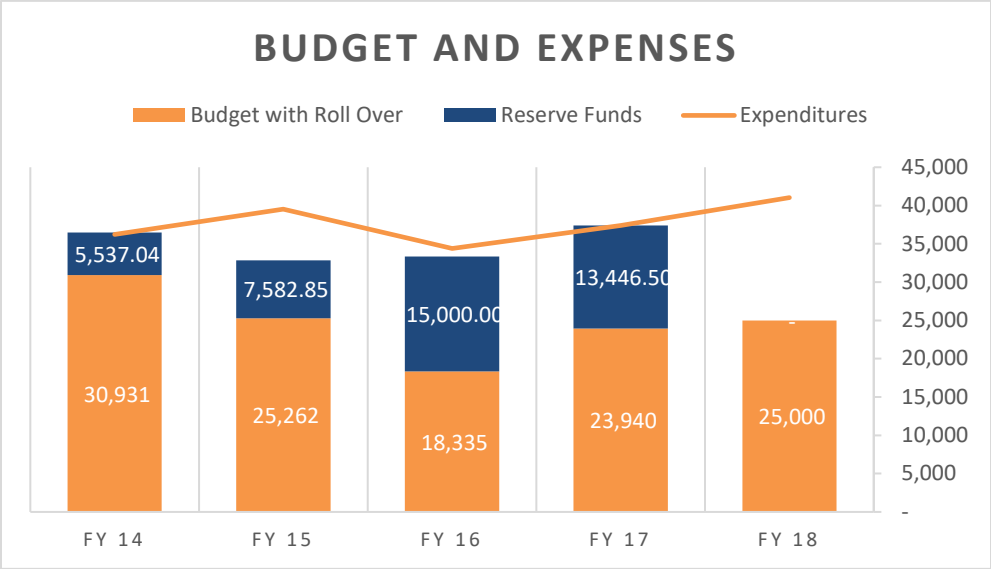
Finding #6 – Budget overruns and ineffective use of financial resources

Operational budget overruns were due to inadequate controls in monitoring expenses. According to the MOU of the HR director:

> *"The HR director has responsibility to maintain the budget for the HR department."*

A five year analysis of the operational budgets and expenses showed that the HR department consistently went over budget.

The following chart illustrates the HR budget compared to expenses over the past five years:



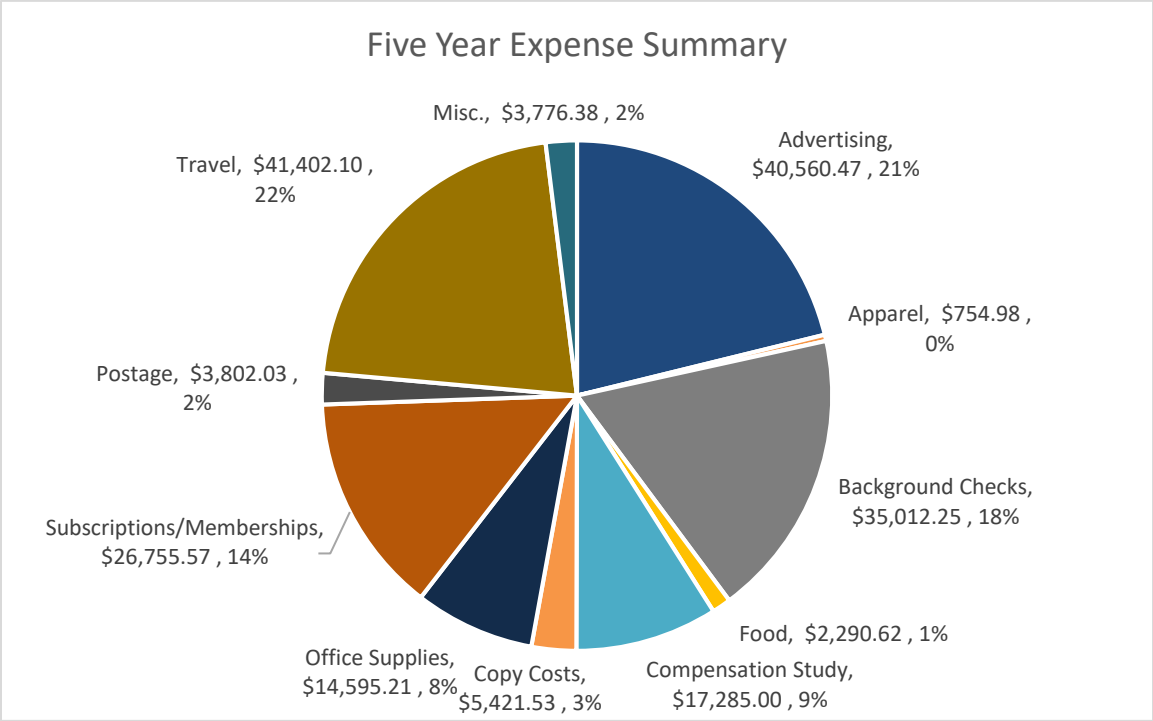
The rollover or budget adjustments has not yet occurred for 2018 so the amount of the reserve funds that will be used to cover the overrun has not been determined yet. The primary reason for the increase in expenses between FY 2017 and 2018 was due to an increase in the number of background checks for new hires that were required. The HR department did not receive additional funding in their original budget, but were told that the additional expenses that resulted from background checks would be covered through the reserve funds.

There was an accounting error discovered, where funds were incorrectly transferred from the HR account to another college account. This error would have been detected by the HR director, and corrections could have been made prior to the end-of-year closeout, if department expenses were regularly monitored.

To account for budget overruns the VP finance and administrative services determines how to cover the shortages. This process is subjective and inconsistent primarily because there is no established criteria to help guide the decisions.

The budget director and VP of Finance and Administrative Services are in the process of establishing a budget task force. Some of the roles of the budget task force are to establish criteria that they can use to determine how to handle both one-time and ongoing budget adjustments.

The following chart illustrates a five-year summary of all HR department operational expenses:



The Snow College Budget director provides training courses to financial managers on how to monitor their budgets and expenses using Banner. The Budget Director also periodically sends out reports to financial managers summarizing the balance of their funds. However, there are currently no policies that establish accountability for the financial managers to monitor and stay within budget or require them to attend the trainings.

Recommendation #6 –Establish policies and procedures for financial managers

To help ensure departments properly monitor their expenses and have the appropriate budget amounts, it is recommended that Snow College Budget Office work with Administration to establish policies and procedures that clarify financial manager roles and responsibilities in monitoring expenses and making requests for additional funding. It is also recommended that financial managers receive training on the policies and procedures, once approved.

Finding #7 – Inadequate definition of objectives and procedures

The following HR processes and functions were ineffective and lacked defined objectives or procedures:

1) Onboarding of new employees
2) Staff professional development
3) Sexual harassment training
4) Performance evaluation process
5) Records management and retention

Finding #7a - Onboarding lacked defined objectives and resulted in non-compliance

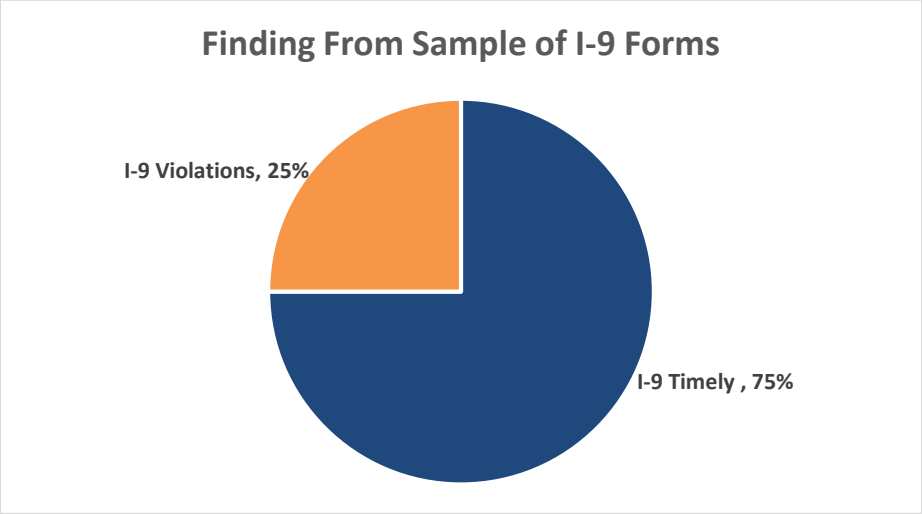
The current onboarding process is defined through a checklist and packet of forms that need to be submitted before or on the day of hire. One of these forms is the I-9 form, which the Employment Eligibility Verification Form, provided by the Department of Homeland Security. This form is used by HR to verify identity and authorization to work in the country. This form and HR authorization is required to be completed before the employee starts working.

> *The Department of Homeland Security requires that employee identity and eligibility be verified using the appropriate documentation as listed on the I-9 form, "List of acceptable documents", prior to the employee start date.*

A random sample of I-9 forms, for student workers and part-time staff that were hired during FY 2018, was reviewed to determine if hiring departments were submitting the proper onboarding paperwork prior to employees starting work. We compared the employee start date in Banner with the authorized date on the I-9. Violations were noted as those employees whose start dates in Banner were more than five days before the I-9 form was submitted to HR. Snow College Policy #363, "W4, I9, Beneficiary Designation, Voluntary Deductions, Payroll Options, W2 (All Employees), Section 1.2 states:

> *"All new employees must complete an Immigration and Naturalization (I-9) form within three days of their date of hire … In order to avoid any violations of this policy, new employees cannot perform work at the College until the hiring department has confirmed with the Human Resource Office that the I-9 form has been completed."*

For onboarding of part-time staff and student workers, forty percent of the employment eligibility forms were submitted more than five days following the employee start-date. In some cases the forms were submitted in as many as thirty days after the employee start-date. Excessive I-9 form violations may result in significant fines and penalties imposed by the Department of Homeland Security.



Twenty-five percent of I-9 forms reviewed were in violation of the three day rule:

The onboarding procedures resulted in non-compliance with federal regulations but also were not performed in accordance to best business practices. Onboarding is defined by SHRM as:

> *"a systematic and comprehensive approach to integrating a new employee with a company and its culture, as well as getting the new employee the tools and information needed to become a productive member of the team. A well designed, fun and engaging onboarding process has a significantly greater effect on employee engagement and retention when compared to the old-school mentality of one-day orientation"*[6]

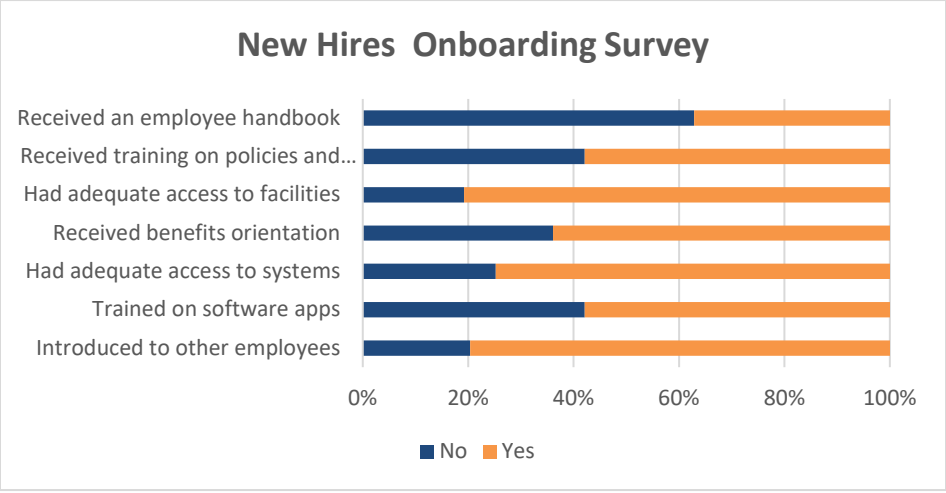
Onboarding is an important retention tool as research has shown that effective onboarding techniques lead to positive outcomes for new employees such as higher job satisfaction, better job performance, greater organizational commitment, and reduction in stress and intent to quit. According to SHRM recommendations:

> *"Onboarding new hires at an organization should be a strategic process and last at least one year to ensure high retention … Many companies approach onboarding as something that stops when all paperwork is signed and the employee's first day is complete."*

HR responsibility for onboarding was defined in the former HR director MOU. It stated that one of the major duties and responsibilities was to:

> *"develop and oversee an employee onboarding program"*

A survey was conducted of all employees and supervisors at Snow College to get feedback on their experiences with onboarding when they were hired. Following illustrates the results from this survey:



[6] Maurer, R. (2018, April 11). Onboarding Key to Retaining, Engaging Talent. Retrieved October 1, 2018, from https://www.shrm.org/ResourcesAndTools/hr-topics/talent-acquisition/Pages/Onboarding-Key-Retaining-Engaging-Talent.aspx

According to recommended best practices for Human Resource Management:

> *"Onboarding should be designed to help new employees: 1) feel welcome and wanted, 2) receive sufficient orientation, 3) introduced to other employees and potential supportive mentors, 4) obtain the materials, equipment, tools, supplies and support they need to be successful"*[7]

The onboarding at Snow College was more of a one-day process that consisted of a basic new hire paperwork checklist to ensure all new hire forms and benefits packets were completed and submitted to HR.

The Department of Academic Affairs has developed an employee handbook and meets periodically with faculty to review the handbook and discuss other aspects of their jobs. The HR role in onboarding for new faculty is unclear, however, some of the materials developed by the Department of Academic Affairs may provide a starting point for a more structured on-boarding tools.

While most new employees did receive some forms of orientation, there was not an established new hire orientation process to ensure the information was efficiently and consistently delivered. An onboarding committee was recently formed with the objectives to establish a more structured onboarding process.

Recommendation #7a –Define objectives and ensure onboarding procedures align with the objectives

To help ensure that all new hires are properly trained and receive adequate orientation, HR should coordinate with the onboarding committee to define objectives and implement procedures for onboarding. In addition, HR should coordinate onboarding procedures with the department of academic affairs to ensure consistency in the communications and processes.

Finding #7b - Staff professional development did not meet stated objectives

Staff professional development is funded through the general fund. The main purpose of the staff professional development fund is to provide staff professional development training opportunities and materials. Required certifications, licensing, and continuing professional education costs may be paid through individual department budgets and are not covered through this fund.

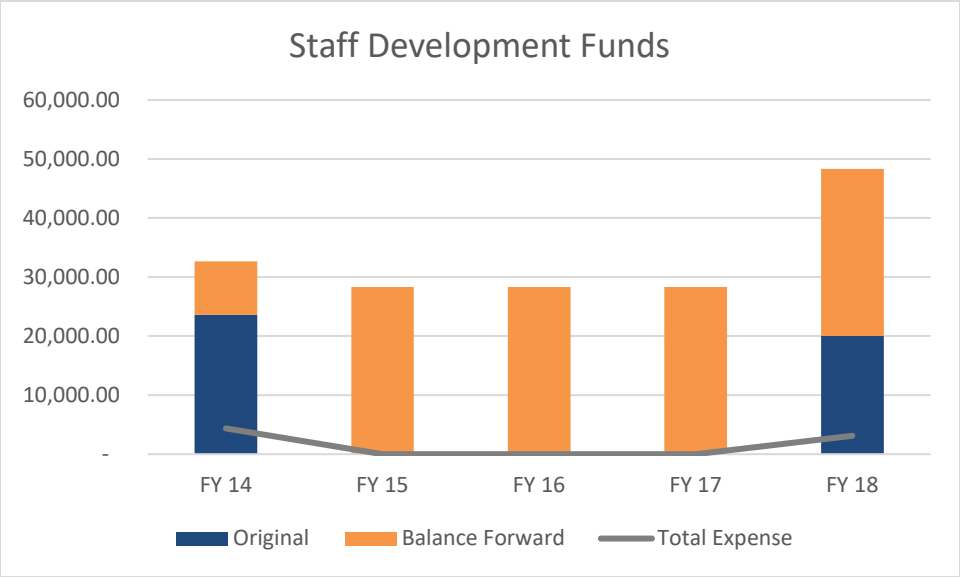
The primary objectives, as stated by staff professional development committee members, were to provide training twice per month, following the model of the faculty lunch and learn program. Staff professional development events were not planned or held by HR from FY 2015 through FY 2017.

During FY 2018, HR organized and chaired a committee to plan training courses and make recommendations on how to best use the funds to support the program. Through the committee three professional development sessions were held. Through interviews, it was determined that most

[7] Cherrington, D. J., DBA,SPHR, & Middleton, L. Z., SPHR,SPRHi,SHRM-SCP. (84604). *Human Resource Certification Preparation* (Vol. Unit1, Business Management Leadership and Strategy). Provo, UT: Human Resource Certification Preparation, L.C.

committee members were unclear on their specific roles and responsibilities on the committee. According to the former HR director, the main reason that professional development activities did not occur was because of the high turnover and lack of resources in the HR department.

Following is a chart showing the budget for Staff Professional Development compared to the expenses:



Recommendation #7b –Define reasonable objectives and committee roles for staff professional development

To help ensure that staff development training is adequate, HR should work with the staff development committee to establish reasonable objectives and the roles and responsibilities of the committee. Also, the committee should review the training needs of the college and establish training programs that meet the biggest needs and align with the College strategies. To better utilize resources, the HR director may also consider delegating some additional responsibilities to committee members.

With proper approvals, staff professional development could be focused on training supervisors and employees on their HR roles and responsibilities.

Finding #7c - Sexual harassment training was not conducted as per Snow College Policy

Sexual harassment training was not held or tracked for all new hires. Also, not all continuing employees completed the training, as required by policy. Snow College policy #307, Sexual Harassment(All Employees), section 2.4 states:

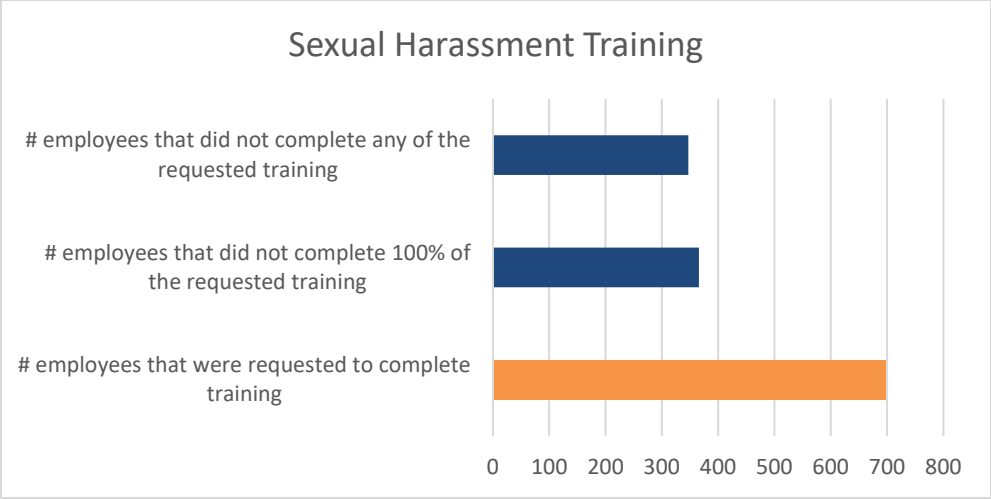
> *"Inasmuch as the EEOC office holds supervisory personnel liable for the actions of their employees with respect to this policy, Supervisory personnel are required to inform their staffs of the seriousness of sexual harassment and the existence of this College policy. New employees, including full, part-time, and adjunct personnel should receive a copy of this policy upon being hired. Upon hire, a training session should be held to discuss the policy, and a record should be*

kept of attendance at that session. Continuing employees should receive refresher training once every other year."

Sexual harassment training was managed by HR using a third-party online training tool called SafeColleges. The majority of USHE schools also use SafeColleges for some of their compliance related training. This tool provides simplified methods of deploying and track required training courses and built in reporting tools to report on levels of compliance.

Most student workers and some part-time workers did not receive opportunities to complete the training. The former HR director said that the SafeColleges charges based on the number of people that attend the training. Due to the cost, student workers and some part-time employees were not required to complete the training. Also, new employees that were hired after the deployment of the training courses were not required to complete the training.

Following are the statistics for Snow College Sexual Harassment training deployed through SafeColleges for FY 2018:



HR did not have a process to establish accountability for each employee and supervisor to complete the training. HR did send out reminder emails to those that did not complete the training and established deadlines, but did not have a process to hold employees accountable for completion.

In addition, email distribution lists for staff and faculty were primarily used to determine who should receive the training. There is not a process in place to ensure the distribution lists are kept current or to prevent abuse of the distribution lists.

Recommendation #7c – Establish sexual harassment training and accountability that complies with college policy

To reduce liability to the college and supervisors, HR should work to establish a training program that reaches all employees, including student workers and new hires, to ensure they complete the required sexual harassment and other compliance related trainings. In addition, Administration should establish controls to make each employee and supervisor accountable for completing the required trainings.

HR should also work with IT and other departments to implement procedures to create and maintain distribution lists that can be used to contact each employee at the college. Controls should be implemented to prevent abuse of the distribution lists and to ensure that only college approved communications are sent using those lists.

Finding #7d - Performance evaluation process did not meet stated objectives

The HR department role in Performance Evaluations is to provide the template forms for evaluations and to remind employees and supervisors to complete the evaluations. Also, HR files the completed evaluations in the employee files. One of the major responsibilities of the HR Director, as stated in the MOU is to:

> *"Develop and facilitate performance reviews annually."*

In addition, Snow College policy #322, "Performance Evaluation (Faculty and Regular Staff) Policy", sections 1.0 and 2.2 state:

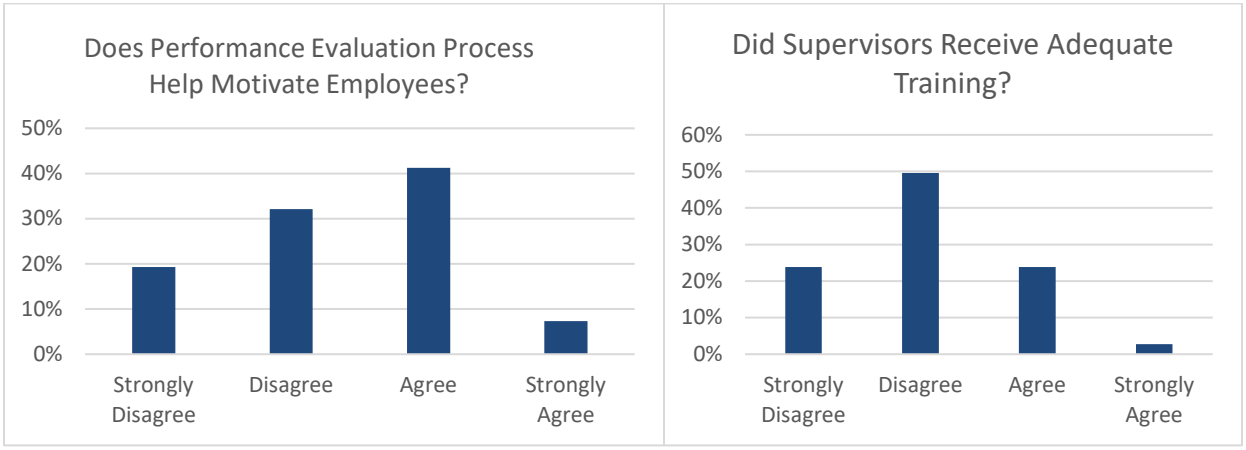
> *"Faculty and regular staff performance evaluations are to be completed annually … Full-time employees (part-time employee evaluations are recommended, but are optional) are to be formally evaluated during October every year by their immediate supervisor using the current College evaluation forms."*

Through interviews, Administration expressed concerns about the performance evaluation process. While they asked HR to put emphasis in this area, the results did not meet their expectations. HR did not send out performance evaluation requests to employees and supervisors in FY 2018. The HR director was working on redefining the performance evaluations. Rather than asking employees and supervisors to complete evaluations using the existing process, he decided to work on developing a new one. The new process was sent to some supervisors for testing purposes.

> *According to recommended best practices for Human Resource Management, "The responsibility for evaluating employee performance is generally shared between HR managers and line management. Department managers and supervisors assume the primary responsibility for evaluating subordinates since they observe job performance and are best able to make accurate assessment. However, the HR department is generally responsible for developing effective performance appraisal forms and assessment procedures and for ensuring that performance evaluations are conducted uniformly throughout the organization. The HR department also may need to train supervisors how to establish reasonable performance standards, make accurate assessments, and conduct performance interviews"*[8]

[8] Cherrington, D. J., DBA,SPHR, & Middleton, L. Z., SPHR,SPRHi,SHRM-SCP. (84604). *Human Resource Certification Preparation* (Vol. Unit1, Business Management Leadership and Strategy). Provo, UT: Human Resource Certification Preparation, L.C.

When Snow College supervisors were asked in a survey if they believed the performance evaluation provided them with a useful tool to motivate their employees, the majority responded that they either disagreed or strongly disagreed. Also, most supervisors did not believe they received adequate training on conducting performance evaluations.



The majority of supervisors at Snow College have not received adequate training on Performance Evaluations and feel that the performance evaluations do not achieve the desired objectives.

A well-defined performance evaluation process can provide more than just motivation or completion of a policy requirement. Human Resource Management best practices identified five important organizational functions that performance evaluations can serve:

1) Guide human resource decisions
2) Reward and motivate employees
3) Promote personal development
4) Identify training needs
5) Integrate human resource functions

Recommendation #7d – Establish a standard performance process and ensure it aligns with the stated objectives

HR should establish a standard performance evaluation program to be used by all supervisors and employees. To ensure consistency in the evaluation process, HR should establish training for supervisors in conducting evaluations. The program should include procedures to train supervisors on how to establish reasonable performance standards, make accurate assessments, and conduct performance interviews.

To add more value and purpose to the performance evaluation process HR should work with Administration and others to identify other areas or functions where performance evaluations would add value. For instance, the professional development committee may be able to use the results to identify training needs that they could meet. Also, Human resources may be able to use the results to identify where hiring practices could be improved.

Finding #7e – Records management retention schedules were not defined or enforced

Records management policies and procedures, along with records retention schedules were not defined. Snow College did not have one or more employees appointed as records officers to provide for management of Snow College records as required. Utah State Board of Regents, policy R132-4, "Government Records Access and Management Act Guideline", section 4.1 states:

> *"Each President shall appoint one or more records officers to provide for the care, maintenance, scheduling, disposal, classification, designation, access, and preservation of the institution's records."*

Recommendation #7e – Appoint a records manager and establish retention schedules

To ensure records management practices, including retention are performed in compliance with the Government Records Access and Management Act (GRAMA), the President should appoint one or more employees as records managers. The records managers should ensure that Snow College has appropriate policies and defined records management practices, including retention, that are consistent with GRAMA.

Finding #8 – Handling of Personally Identifiable Information in unsecured manners

The College uses several forms that contain Personally Identifiable Information (PII). Two of the benefits the College offers to employees, Lincoln Life Insurance and PEHP, require paper forms to be completed, signed, and sent to the provider. These forms require a variety of information but have been identified by the College's Information Security Officer as containing PII. The current HR process of transmitting these forms to the providers includes scanning the forms, and emailing them through unencrypted email. Snow College policy #227, "Information Security", states:

> *"Encryption technology will be utilized for local, portable, or central storage and transmission of PII"*

Sending PII through unsecured medium increases the risk of accidental spillage, as well makes it easier for those who may be intentionally attempting to capture the data for nefarious purposes. Any loss of PII can result in significant brand damage and costs to the College to remediate.

In addition, paper records containing PII were stored in the HR department in unsecured file cabinets. Best practice as recommended by the Snow College Information Security Officer are to store paper records that contain PII in locked file cabinets that are located in secured locations.

Recommendation #8 – Utilize a secure medium and ensure proper security for transmitting and storing documents containing PII.

The HR department should work with the Information Security Officer to identify all records containing PII and deploy approved and secure ways to transmit and store hard copy and electronic records. In addition, records containing PII should be transmitted using approved encryption technology.

Management Response

The Administration at Snow College asked the Office of the Internal Auditor to perform an audit on the efficiency and effectiveness of the Human Resources Office. The report uncovered several findings and recommendations, and the Human Resources Office has responded as outlined below:

Finding	Recommendation	Response
1 – Strategic Misalignment with Snow College Mission	Establish objectives and performance measures	• The HR Office has developed a preliminary mission statement and set of objectives. These will be revisited upon hire of new President and HR Director • Follow-up date: February 2019
2 – Outdated or Incomplete HR Policies	Implement procedures to prioritize, update, and maintain HR policies	• The Human Resources Office has collaborated with the Assistant Attorney General to update a few of the outdated policies. Others are, or will be, scheduled for future review • Follow-up date: January 2019
3 – Inadequate Training on the Snow College HR System	Develop and provide training on the HR system to employees and supervisors	• In the long-run the HR Office will develop Canvas courses to cover management training, onboarding, and staff and faculty development. • In the short-term, HR will plan and host lunch-and-learn sessions and mandatory trainings to train managers and employees. • Follow-up date: January 2019
4 – Strategic misalignment of roles and lack of performance	Strategically align resources with department objectives	• Administration is asking for a new HR position to keep up with the workload. Upon hire of the new HR Director, new MOUs for the Assistant HR Director and the HR Specialist will be developed. • Follow-up date: December 2018
5 – Outdated and Inefficient HR processes		
5.a – Payroll action form process is outdated and time consuming	Research options to improve the efficiency and effectiveness of the PAF process	• The HR Office is developing an electronic process for creating, approving, and uploading of PAFs. • Follow-up date: January 2019
5.b – Workplace Investigations and Disciplinary Sanctions	Clarify roles and responsibilities for the disciplinary process	• The AAG is rewriting the Snow College policies regarding corrective action with input from HR.

		• When these policies are complete, HR will develop a handbook and trainings surrounding those policies. • Additionally, HR has begun using Maxient, a case management platform. • Follow-up date: January 2019
5.c – Hiring process is manual and inefficient	Update the hiring process and train employees and supervisors	• HR is currently in the process of evaluating a potential vendor for an applicant tracking system. • Additionally, HR is developing courses in Canvas for hiring committees to collaborate and review best practices. • Follow-up date: December 2018
6 – Budget overruns and ineffective use of financial resources	Establish policies and procedures for financial managers	• The President has established a budget task force to build a more robust process around budget decisions. • Additionally, the HR Director will spend time each week reviewing/updating budget information. • Follow-up date: TBD by Administration
7 – Inadequate definition of objectives and procedures		
7.a – Onboarding lacked defined objectives and resulted in non-compliance	Define objectives and ensure onboarding procedures align with the objectives	• As part of the efforts by the HR office to train managers in their responsibilities, HR will train managers on their role in the onboarding process. • Additionally, the President's Office has begun hosting new hire lunches with the cabinet. • Also, the Assistant to the President in Richfield has developed a staff handbook. HR will help to get that handbook reviewed and published for employees. • Further, HR is exploring the possibility of purchasing onboarding software to better track onboarding activities

		• Finally, HR will continue to work with other departments to streamline the process of getting employees up-to-speed when they join the college. • Follow-up date: January 2019
7.b – Staff professional development did not meet stated objectives	Define reasonable objectives and committee roles for staff professional development	• The Staff Association will take the lead in staff development efforts—specifically in regards to determining staff development needs. • HR will provide support and oversight and will conduct/organize the trainings as invited. • Follow-up date: December 2018
7.c – Sexual harassment training was not conducted in accordance to Snow College Policy	Establish sexual harassment training and accountability that complies with college policy	• HR is working with the Title IX and IT Security offices to develop a training schedule for new hires and existing employees • Follow-up date: December 2018
7.d – Performance evaluation process did not meet stated objectives	Establish a standard performance process and ensure it aligns with the stated objectives	• HR will coordinate with managers across campus to develop a new performance evaluation process upon hire of new HR Director and College President • Follow-up date: June 2019
7.e – Records management schedules were not defined or enforced	Appoint a records manager and establish retention schedules	• The President will appoint an overall records manager for the college and deputies for each major record keeping function. • The manager and deputies will coordinate retention and disposal practices • Follow-up date: TBD by Administration
8 – Handling of Personally Identifiable Information in unsecured manners	Utilize a secure medium for transmitting PII and ensure proper security for documents containing PII	• HR will utilize an encrypted platform to store PII and share with those who need it. • Follow-up date: January 2019

HR Audit
Finding and Recommendation Roadmap

Define a mission and strategies for HR	Define procedures for the review and update of HR policies and procedures	Develop a supervisor training program	Clarify roles and responsibilities of HR	Improve process efficiency	Improve process effectiveness	Implement Information Security measures
Ensure mission aligns with Snow College policy	HR policy #301 – Should be updated to clarify roles, responsibility and authority of the HR Department	Develop an employee handbook	Ensure alignment with HR department objectives	**Payroll Action Forms** – Evaluate options for (EPAF) going paperless and automating workflow	Onboarding – define objectives and ensure procedures are properly aligned	Encryption – pii or sensitive information transmitted or emailed
Establish objectives and priorities that align with the HR mission	Implement procedures to review and update policies at least once every five years, and more frequently as needed	Include summary of policies and links to policies	Evaluate and update existing processes	**Workplace Investigations & Disciplinary Sanctions** – Update Policies train supervisors and employees	Staff Professional Development – establish objectives based on the needs of the staff	Two layer security for all hard copy records containing pii or sensitive information
Establish performance measures and procedures to measure and report on HR management function		Include training on the hiring process, workplace discipline, evaluating performance,	Determine optimal mix of resources needed	**Hiring Process** – Update policies and procedures, conduct periodic HR reviews of hiring (assurance), applicant tracking system	Compliance training (ie sexual harassment) – Implement as per policy	
			Update and create MOUs / job descriptions for all HR employees Implement process to keep job descriptions current		Performance Evaluations – Establish a standard process and objectives and train employees and supervisors	
			Implement Snow College controls to ensure MOUs are established and kept current for all employees		Records Management and Retention – Ensure records are managed according to policy	

HR Audit
Management Response

Define a mission and strategies for HR	Define procedures for the review and update of HR policies and procedures	Develop a supervisor and employee training Program	Strategically align resources with department objectives	Improve process efficiency	Improve process effectiveness	Implement Information Security Measures
Develop an HR Mission Statement	Inventory all personnel policies and latest review date	Launch Staff Development Committee	Secure a full-time HR generalist position	Automate Payroll Action Forms	Hold catch-up sessions for required compliance training	Stop sending PII via email
Develop an HR staffing plan	Introduce at least 2 policy updates at each college council until all policies are updated	Build a Canvas Course for Managers	Secure additional student workers	Secure and implement a applicant tracking system	Build an online training for Sexual Harassment	Build more robust offboarding procedures
Develop an HR Strategic Plan		Launch Ongoing Management Training	Update and create MOU's for all staff members	Develop a case management system	Begin regular review of budget expenses	Two layer security for all hard copy records containing pii or sensitive information
		Start Ongoing Lunch and Learn Trainings	Move HR Specialist position to full-time		Revamp Performance Management System	Implement encrypted platforms for pii or other sensitive information

Return to agenda

SNOW COLLEGE

OFFICE OF INTERNAL AUDIT

January 8, 2019

To the Board of Trustees of Snow College

Internal Audit conducted the annual certification of the Snow College Motor Vehicles report and the following letter is to certify the accuracy of the report in accordance to Utah State Board of Regents policy.

> *Motor Vehicles Policy R557, Section 4.8 states: "Institutions shall annually certify the accuracy of the vehicle fleet report and shall submit the certification to the Board of Regents Manager of Audit by January 15."*
>
> *In addition, Section 4.9 states: "The Board of Trustees of each institution shall review the institution's annual vehicle fleet reports and periodic internal audits prepared pursuant to Sections 4.7 and 4.8. The Board of Trustees shall monitor how the institution manages and uses vehicle fleets."*

It is internal audit's opinion that the vehicle fleet report accurately reflected the inventory of vehicles and their use with the following two exceptions:

1) Vehicle SC67438, 1980 Ford F150 Pickup was listed on the inventory report but had previously been sold through surplus.
2) Vehicle FO18277, 2017 Chevrolet Colorado WT was listed with an incorrect license plate number.

A prior audit finding from the Great Basin Station audit dated 09/14/2018 showed that there were insufficient controls and oversight for the use of Snow College owned vehicles (college fleet vehicles). It was reported that the purpose and mileage for trips using college fleet vehicles were not always recorded or approved. These college fleet vehicles are typically managed by the departments that purchased them.

Inadequate controls and oversight for the use of college fleet vehicles could result in non-compliance with the Snow College policy on vehicle use and could also result in inaccurate billing for the use of the vehicle. It was recommended that the Snow College vehicle use policy be reviewed and updated to include requirements for the use and tracking of fleet vehicles.

> *Snow College Policy #251, "Vehicle Use Policy" states: "College Fleet or Motor Pool Vehicles shall be used for official College business only."*

A college fleet vehicle is defined as "all vehicles owned by Snow College". A Motor Pool Vehicle is defined as "Snow College's state-owned Motor Pool vehicles consist of the State of Utah owned vehicles. Procedures and guiding principles are required by Utah State's Division of Risk Management."

There were controls and oversight in place for the use of college motor pool vehicles (motor pool vehicles) which are managed by Snow College campus services. Usage for most motor pool vehicles is tracked and approved by supervisors through a travel authorization form. To use one of the motor pool vehicles the driver completes a travel authorization form, has it signed by a supervisor and submits it to campus services. Campus services then provides the keys and checks the vehicle out to the requestor. For each trip, the driver records the mileage and purpose along with the account that should be billed.

Wayne Bushman, CISA
Internal Audit Director
Snow College

Return to Agenda

SNOW COLLEGE

OFFICE OF INTERNAL AUDIT

December 5, 2018

To the Board of Trustees of Snow College

Internal Audit conducted the annual certification of discretionary fund expenditures and the following letter is to certify that the funds were reported and used in accordance to Utah State Board of Regents policy.

> *Discretionary Funds policy R548, Section 4.6 "Annual Certification of Discretionary Fund Expenditures" states: "Institution internal auditors shall annually certify the accuracy of the institution's report of actual sources and uses of Institution Discretionary Funds".*
>
> *In addition, Section 4.6.1 states: "The annual certification shall include the auditor's opinion concerning the fairness of presentation in accordance with generally accepted auditing standards for reporting on prescribed format statements and the institution's compliance with this policy."*

It is internal audit's opinion that Snow College is in compliance with the Utah State Board of Regents policy R548, "Discretionary Funds" and that the annual report on Form S-6, "Institutional Discretionary Funds" provides an accurate reporting of the source and use of the funds.

The funds were used to pay bank fees, as approved by the Snow College Board of Trustees. Fund sources were from investment earnings of cash balances. Because the amount of earnings were not sufficient to cover the bank fees, additional funds were transferred from p-card rebates to cover the difference. These funds were included in the report on line C, "Unrestricted Gifts and Grants".

Wayne Bushman, CISA
Internal Audit Director
Snow College

Utah System of Higher Education

FORM S-6: INSTITUTIONAL DISCRETIONARY FUNDS

Institution: Snow College
Prepared by: SLH
Due Date: October 17, 2018
Submission Date: October 17, 2018

2018

	Actual 2017-18	Budget 2018-19	Estimate 2019-20	Period of Obligation
I. SOURCES OF INSTITUTIONAL DISCRETIONARY FUNDS				
A. Carryforward	$691	($253)	$247	
B. Current Funds Interest	$3,560	$3,500	$3,500	
C. Unrestricted Gifts and Grants	$25,494	$27,000	$27,000	
D. TOTAL AVAILABLE *(A+B+C)*	$29,745	$30,247	$30,747	
II. EXPENDITURES BY CATEGORY AND PROJECT				
A. Academic Program Enrichment				
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
(10) SUBTOTAL	$0	$0	$0	
B. Cultural Enrichment				
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
(10) SUBTOTAL	$0	$0	$0	
C. Scholarships, Fellowships, and Student Aid				
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
(10) SUBTOTAL	$0	$0	$0	

Utah System of Higher Education

FORM S-6: INSTITUTIONAL DISCRETIONARY FUNDS

Institution: Snow College
Prepared by: SLH
Due Date: October 17, 2018
Submission Date: October 17, 2018

2018

	Actual 2017-18	Budget 2018-19	Estimate 2019-20	Period of Obligation
D. Faculty Development and Recognition				
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
(10) SUBTOTAL	$0	$0	$0	
E. Campus Development				
(1)				
(2)				
(3)				
(4) SUBTOTAL	$0	$0	$0	
F. Seed Money for Program Grants and Contracts				
(1)				
(2)				
(3)				
(4) SUBTOTAL	$0	$0	$0	
G. Fund Raising and Institutional Development				
(1)				
(2)				
(3)				
(4) SUBTOTAL	$0	$0	$0	
H. Supplemental Library Support				
(1)				
(2)				
(3)				
(4) SUBTOTAL	$0	$0	$0	

Utah System of Higher Education

FORM S-6: INSTITUTIONAL DISCRETIONARY FUNDS

Institution: Snow College
Prepared by: SLH
Due Date: October 17, 2018
Submission Date: October 17, 2018

2018

	Actual 2017-18	Budget 2018-19	Estimate 2019-20	Period of Obligation
I. Equipment Acquisitions				
(1)				
(2)				
(3)				
(4) SUBTOTAL	$0	$0	$0	
J. Other Education and General Current Operating Support*				
(1) Bank Charges	$29,998	$30,000	$30,000	
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
(10) SUBTOTAL	$29,998	$30,000	$30,000	
*Other Category should not include single listings of over $50,000 in value.				
III. TRANSFERS TO OTHER FUNDS BY PROGRAM AND PURPOSE				
A. Loan Funds				
B. Plant Funds				
C. Intercollegiate Athletics				
D. Other Auxiliary Enterprises				
E. Quasi-Endowment Funds				
F. Other Funds				
G. SUBTOTAL OF ALL TRANSFERS	$0	$0	$0	
IV. GRAND TOTAL	$29,998	$30,000	$30,000	
V. CARRYFORWARD *(I-D minus IV)*	($253)	$247	$747	

Scholarship Office
Internal Audit Follow-Up Report

SNOW COLLEGE

Office of Internal Audit

Follow-Up Report on Audit Findings and Recommendations
F.2017.08.05, Scholarship Office

December 12, 2018

To the Board of Trustees of Snow College

Internal Audit conducted follow-up work on audit report findings contained in report number 2017-08.05, Scholarship Office, issued March 2018. The following letter and report summarizes the status of implementation of findings and recommendations.

In October, 2018 Snow College made some organizational changes to support the strategic enrollment management plans and to further streamline the recruitment and enrollment processes for the students. As part of these organizational changes, the scholarship office now reports to the Director of Financial Aid (Director). Because these changes were made so recently, the Director has not been able to implement the recommendations in the audit report. He has reviewed the audit and will be working with the new Assistant Vice President of Enrollment Management (AVP), once hired, to implement the recommendations.

Since the organizational changes have been made, a purpose statement was developed to help align the role of the scholarship office with the mission of the college. In addition, the scholarship office has initiated implementation of some of the recommendations. Some changes made include:

- A batch process was implemented to award academic waivers which resulted in significant improvement in efficiencies.
- The scholarship office is now using private scholarship funds to award returning academic waivers which may result in increased tuition revenues.
- New criteria for in-state academic waivers was established which may better help the recruiting efforts and provide deserving students with more competitive award amounts.

The majority of the recommendations remain open and are still needing remediation. Probably the highest priority recommendation is that the scholarship policy be revised and updated to make it current and to ensure scholarships are consistently and appropriately awarded.

In addition, there still remains a need for the scholarship office and advancement office to improve coordination for awarding private scholarships. Also there is a need to align awarding of scholarships with the strategic enrollment management plans. Without defined procedures for establishing the budgets and award amounts for private scholarships, the award amounts and recipients may be incorrect and out of compliance with the donor agreements. Aligning scholarship awards with the strategic enrollment management plan may help to increase tuition revenue for the College and provide prospective students with additional funding.

There are also still concerns that the new criteria may not resolve the potential over-awarding of in-state academic tuition waivers. Additional budgeting, monitoring and reporting of in-state academic tuition waivers would help to ensure that award amounts are in compliance with state requirements.

We have discussed this audit report with the Director as part of our follow-up work. Because of the recent organizational changes and the need for additional time for the Director and AVP to address the open recommendations, we will conduct another follow-up of this audit during the 2019 calendar year.

Wayne Bushman

Wayne Bushman, CISA
Internal Audit Director
Snow College

The Institute of Internal Auditors, International Professional Practices Framework section 2500, Monitoring Progress, states: "The chief audit executive must establish and maintain a system to monitor the disposition of results communicated to management."

The objectives of the follow-up program are to identify and provide status information for each recommendation reviewed. The follow-up methodology included interviewing management and other employees involved in the processes in the scholarship office and obtaining additional evidence to support the reported status of each recommendation.

Summary of Audit Findings

The following charts provides a review of the findings that were documented in the audit report:

Significant Finding of the Scholarship Office	
1	Inconsistent administration in budgeting and awarding private scholarships
2	Inadequate budget controls and monitoring for resident waivers
3	Established award criteria and amounts may result in over-awarding
4	Scholarships awards and tuition waivers recorded using the same fund codes
5	Inefficient and unnecessary manual procedures and paperwork
6	Deferrals not administered in accordance to policy or best practices
7	Scholarship policy outdated and incomplete

Summary and Status of Recommendations

The following chart identifies each recommendation and its status. Status is defined as follows:

- **Open:** There has been no significant work to address the recommendation.
- **In Progress**: Management has implemented the recommendation in part or has made specific plans to begin implementation and intends to fully implement the recommendation.
- **Closed**: The recommendation has been fully implemented, either as described in the report or in a manner that resolved the underlying issue.
- **Disagree**: Management has not implemented the recommendation and indicated that they will not do so.

#	Recommendation	Status
1	Establish standard procedures for budgeting for private scholarships	Open
2	Implement consistent budget controls for tuition waivers	Open
3	Include scholarship and waivers in strategic enrollment management plans	Open
4	Differentiate between waivers and scholarships	Open
5	Review manual procedures and streamline application and scholarship awarding	In Progress
6	Establish and update policies and procedures for approving and following up on deferred scholarships	Open
7	Update the scholarship policy and establish additional policy language for housing awards	Open

Details of Follow-up Work

1) Establish standard procedures for budgeting for private scholarships:

The scholarship office was unable to provide any documented procedures regarding private scholarships. The Director will work with the AVP and the advancement office to make plans and identify ways to further align awarding of private scholarships with the strategic enrollment management plan. Also, there remains to be a need to establish better coordination between the advancement office and the scholarship office to ensure the budget amounts were appropriate and in-line with the donor agreements and strategic enrollment management plans.

2) Implement consistent budget controls for tuition waivers:

Additional forecasting, budgeting, tracking, and reporting procedures still need to be established. New criteria for awarding waivers has been approved and established and will go into effect for the 2019-2020 school year. However, when applying the new criteria to the same data as in the original report, there was no material effect to the potential over award amount. The college administration stated they are aware of this potential for over awarding waivers and that they are committed to finding one time funds to cover the potential over award amount, if at all possible.

3) Include scholarships and waivers in strategic enrollment management plans:

Additional oversight has been provided to the scholarship office in establishing award criteria. The Director will work with the AVP and Scholarship Manager to determine how to best integrate scholarships and waivers in strategic enrollment management plans.

4) Differentiate between waivers and scholarships

The new policies and procedures have not been updated or established yet. The Director has reviewed the current policy and is aware of the need to make changes. The newly hired AVP also needs to be involved. This is a priority for the Director who asked that we follow-up again at the end of February to help ensure additional progress is made with this.

5) Review manual procedures and streamline application and scholarship awarding

The scholarship office has implemented an automated process that was developed by Information Technology for the awarding of tuition waivers. This resulted in a significant improvement in efficiency for the scholarship office. The new process requires very little data entry and utilizes the information already entered in Banner.

6) Establish and update policies and procedures for approving and following up on deferred scholarships

Policy language has not yet been updated and deferrals still need to be aligned with the strategic enrollment management plans. Developing standard procedures for following up on deferrals and aligning them with strategic enrollment management initiatives may help the college in meeting its enrollment goals.

7) Update the scholarship policy and establish additional policy language for housing awards

Procedures are now being followed regarding awarding of housing scholarship funds. However, the policies and procedures regarding awarding housing scholarships should be updated to include policy on housing awards and award limits. In addition, the college should establish a scholarship committee.

Conclusion

Recent organizational changes should help students that need additional financial assistance; more easily identify and obtain the financial resources needed for their education. It is recommended that the Director, in collaboration with the newly hired AVP, review and implement the recommendations from the scholarship audit. More specifically, ensure that policies and procedures are implemented in alignment with the strategic enrollment strategies of the College. Additionally, policies and procedures should be implemented in coordination with the advancement office for the budgeting and awarding of private scholarships.

Alignment of private scholarship awards with the strategic enrollment management plan and in coordination with the advancement office has the potential to increase enrollments and tuition revenue for the College, and provide students with additional funding for tuition.

Office of Admissions
Internal Audit Follow-Up Report

SNOW COLLEGE

Office of Internal Audit

Follow-up Report on Audit Findings and Recommendations
F.2017.A.05, Admissions Office

December 20, 2018

To the Board of Trustees of Snow College

Internal Audit conducted follow-up work on audit report findings contained in audit report number 2017-A.05, Office of Admissions Audit, issued October 2017.

Snow College Administration, the Office of Admissions, and the Strategic Enrollment Management Committee have taken actions to remediate several recommendations in the report. Key actions that have been taken include:

- Formation of a strategic enrollment management committee
- Reorganization of the admissions and scholarship office
- Received approval for and hired an Assistant Vice President over enrollment management who will also supervise the office of Admissions
- Improved turnaround time for sending acceptance emails and letters
- Formation of a budget task force
- Implementation of the CRM software
- Cash handling transitioned over to the campus cashiers office for Snow Blast
- Documentation of a purpose statement for the Admissions Office

Although the CRM has been implemented and is now in use, there is not a formalized communications plan to ensure timely, personalized and appropriate contact is made with prospective students, their parents, high school counselors and other stakeholders. Through a case-study that we conducted as part of the follow-up, (Appendix A), we concluded that Snow's current communication strategies are still not in-line with the current industry best practices or standards.

It was also recommended that the Office of Admissions develop strategies, goals, objectives and performance measures relating to recruiting of new freshmen. Admissions has since developed a purpose statement, but still lacks established goals, objectives and performance measures for recruiting.

We emphasize the following recommendations to ensure Snow College recruiting is competitive and aligned with industry standards and best practices:

- Develop and implement internal strategies, policies, and procedures that align with the strategic enrollment management plans
- Establish performance measures utilizing data research
- Report goals, strategies, and performance measures and outcomes to Administration
- Work with Institutional Research (IR) to develop reports to measure effectiveness of recruiting activities
- Develop and implement a strategic and comprehensive communications plan
- Allocate resources based on research

We also stress the importance of aligning recruiting strategies and plans with the strategic enrollment management initiatives. Although it was not a recommendation in the audit report, Admissions should also consider developing policies and procedures for the use of the CRM. Developing internal procedures would help ensure consistent use of the system and would also provide data for reporting of performance measures and outcomes of recruiting activities.

Internal Audit will follow-up again on these open recommendations during the 2019 calendar year.

Wayne Bushman

Wayne Bushman, CISA
Internal Audit Director
Snow College

The Institute of Internal Auditors, International Professional Practices Framework section 2500, Monitoring Progress, states: "The chief audit executive must establish and maintain a system to monitor the disposition of results communicated to management."

The objectives of the follow-up program are to identify and provide status information for each recommendation reviewed. The follow-up methodology included interviewing management and other employees involved in the processes in the Scholarship Office and obtaining additional evidence to support the reported status of each recommendation.

Summary of Audit Findings

The following charts provide a review of the findings that were documented in the audit report:

Significant Findings of the Office of Admissions	
1	Freshmen enrollments are flat
2	Application processing backlog
3	Admissions operational budget overruns
4	Inadequate resources and purchasing controls
4	Inadequate cash handling controls
6	Purchasing card policy non-compliance

Status of Recommendations

The following chart identifies each recommendation and its status. Status is defined as follows:

- **Open:** There has been no significant work to address the recommendation.
- **In Progress**: Management has implemented the recommendation in part or has made specific plans to begin implementation and intends to fully implement the recommendation.
- **Closed**: The recommendation has been fully implemented, either as described in the report or in a manner that resolved the underlying issue.
- **Disagree**: Management has not implemented the recommendation and indicated that they will not do so.

#	Recommendation	Status
1	Develop strategies, goals, objectives and performance measures	In Progress
2	Improve the application processing acceptance letter turnaround time	Closed
3	Improve accountability and implement budget controls	In Progress
4	Assess staffing and CRM requirements	Closed
4a	Implement additional purchasing controls	Closed
5	Implement cash handling controls	Closed
6	Enforce purchasing card policies	Closed

Details of Follow-up Work on Recommendations

1) Develop strategies, goals, objectives and performance measures – In Progress

To be in line with industry standards and to provide for more transparency in recruiting efforts and results, it was recommended that the Admissions Department develop and implement internal strategies, policies, and procedures that integrate with the overall goals and strategies of the College and the Strategic Enrollment Management (SEM) plan.

It was also recommended that Admissions establish goals and performance measures for recruiting for each event and implement reporting measures to effectively measure the recruiting performance with the goals. Reports on the goals, accomplishments and setbacks also should be given to Administration or designated committees such as the SEM committee on a regular basis.

Specific areas suggested to be included in the strategic planning efforts were as follows:

a) A strategic and comprehensive communications plan that begins at the prospective student stage and continues until the student is enrolled which includes frequent and timely communications. Comprehensive communication plans should include communications with prospective students, parents, high school counselors, and other stakeholders.
b) Admissions work with the office of Institutional Research to develop reporting templates that can be used to help measure and report of effectiveness of recruiting.
c) Use of predictive modeling and qualification to group students according to their likelihood of enrolling and allocate resources accordingly. Ensure that high school concurrent enrollment students are included in the modeling.
d) Use results from market analysis, research and predictive modeling created by the office of institutional research, to help develop the strategies and allocate resources.

To be more competitive in the recruiting, the College still needs a strategic and comprehensive communications plans that integrates with the objectives of the SEM. In addition, Admissions should implement measuring, tracking and reporting of recruiting effectiveness to ensure staffing and funding is appropriate and to make adjustments as necessary to achieve desired results.

The CRM software has been implemented and is being used to facilitate and track communications with prospective students and parents, however, the use of the software is not standardized and consistently used by all recruiters.

Appendix A is a case study that was conducted to evaluate the effectiveness of the current communications processes. The results of this study showed that Snow College recruiting processes need to be improved and aligned with current best practices and industry standards.

In addition to the communications plan, Admissions still needs to develop and implement reports that track and measure effectiveness of recruiting activities and help determine the proper allocation of resources.

Following are key changes that have been made since the audit to help with the strategic direction of the Admissions Office.

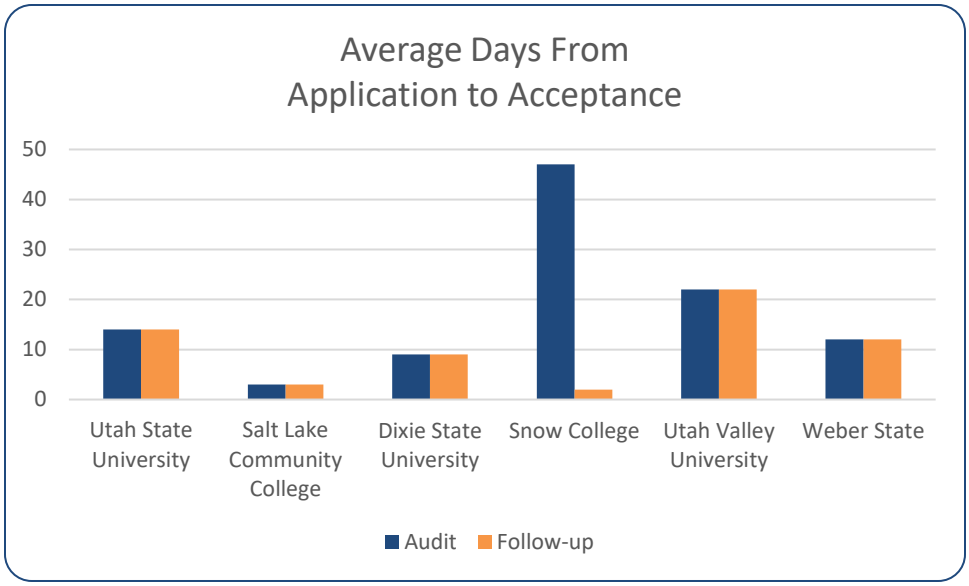
a) In October, 2018 Snow College made some organizational changes to support SEM plans and to further streamline the recruitment and enrollment processes for students. As part of these organizational changes, the Admissions Office will report to the Vice President of Student Success (VP) until an Assistant Vice President (AVP) is hired.
b) Admissions has also recently developed a purpose statement that aligns with SEM plans.
c) A SEM committee has been formed and charged with developing and implementing recruiting and retention strategies. The VP has reported to the Board of Trustees on the progress of the committee in each meeting since completion of the Admissions audit.

2) Improve the application processing acceptance letter turnaround time - Closed

The Admissions Office has made significant improvements in turnaround times for sending acceptance letters. The following changes were made:

1) Acceptance to Snow College is no longer dependent on receipt of transcripts or ACT scores. Students still need to provide those documents in order to enroll.
2) An acceptance email is automatically sent to students once they submit their online application.
3) An acceptance letter is sent within one week of the submission of the online application. See Appendix B for a sample of the Snow College Acceptance letter.

The following chart shows that the turnaround time for mailing acceptance letters has improved from an average of forty-seven days to two.



To be eligible to enroll in classes, a student must submit their transcripts and ACT scores. However, the transcripts and ACT scores are no longer required for acceptance to attend Snow College. Admissions has also improved the turnaround time for receipt and processing of the transcripts and ACT scores.

3) *Improve accountability and implement budget controls – In Progress*

A College Budget Task Force has recently been formed to provide oversight to the budget process. One of their responsibilities will be to establish a process to recommend amendments to the budget as needed. This should help departments that require additional funds to have a consistent process to request and obtain those funds.

A budget has been established for Admissions and the VP is monitoring the budgets and spending. In addition purchasing card expenditures are reviewed monthly using the p-card transaction reports and statements.

Reports are provided to budget holders by the Budget Office, on a monthly basis, to help them monitor their budgets and spending. Because purchasing cards expenses are typically entered into the financial system at the end of each month, after they are incurred, there are no controls in place to prevent overspending on purchasing cards. When requested, the Director of Procurement can disable the purchasing cards that are associated with the over-expensed account, to prevent further overspending.

4) *Assess staffing and CRM requirements - Closed*

The CRM is partially implemented and is in use. The Admissions department is using the CRM to receive and process new applications and to help document and track communications made with prospective students. Not all recruiters are consistently using the CRM to track and monitor their communications.

Although it was not a recommendation in the audit report, Admissions should also consider developing policies and procedures for the use of the CRM. Developing internal procedures would help ensure consistent use of the system and could also provide data for measuring and reporting of performance measures and outcomes of recruiting activities.

4a) Implement additional purchasing controls -Closed

For any Request for Proposal (RFP) that exceeds $10,000, the College legal counsel has established pre-approved contract language that if used, does not require further review. However, if a different language is proposed, legal counsel reviews and approves before the contract is finalized.

5) *Implement cash handling controls - Closed*

Admissions now utilizes the College Cashier and online payments for Snow Blast. Students that attend Snow Blast are now able to pay for the registration fees online. For those few students that don't pre-pay or for large groups that pay with one check, the Cashier's office is available during the check-in hours to accept the payments.

6) Enforce purchasing card policies - Closed

Regular monitoring of p-card expenses are being done through the monthly reconciliation and approval of p-card transactions. According to the VP, there have been no unauthorized items purchased using p-cards. In addition, the Admissions Director reviewed the p-card policies with his employees.

Appendix A – Case Study on Recruiting Communications Plan

Introduction

To better understand and illustrate the current communications strategies, we conducted a case study of a high school senior that recently applied for admissions to multiple institutions, both in-state and out-of-state.

The Chronicle of Higher Education published an article on the best methods for recruiting new students. This article defined a critical component of a communications plan as a quick response to a student inquiry or request. According to the article "A slow response to a student inquiry or request is the proverbial kiss of death. ***A slow response signals to the student that the institution does not care."***[1]

Case Study

Jaydon is a high school senior in the Alpine School District and has a 3.75 GPA and an ACT score of 30. He is interested in pursuing a degree in Business Administration. Jaydon showed interest in and applied for admissions to the following schools with his initial preferences in the following order:

1) Snow College
2) Montana State University
3) Southern Utah University
4) Utah State University

Jaydon wants to live on campus and does not want to be too far from home, but far enough away to feel like he is on his own. He does not have interest in UVU because it was so close to home. He was most interested in Snow College because of the location, about 90 minutes from his home, along with the cost of the degree. However, because of the recruiting efforts of the schools his preferences changed:

1) Utah State University
2) Southern Utah University
3) Montana State University
4) Snow College

Despite the recruiting efforts, Jaydon's parents still prefer that he attend Snow College because of the cost, ease of transferring credits, and higher chances for success due to smaller classroom sizes and more personalized instruction.

After speaking with Jaydon and his mother about his experiences in the admissions and recruiting processes, it was determined that Snow College communications plans may not be aligned with the industry standards and best business practices.

[1] Marketing Institutions and Recruiting New Students: What Works Best? (2004, April 30). Retrieved September 13, 2017, from http://www.chronicle.com/article/Marketing-Institutions-and/19770Chronical of Higher Education

The following chart outlines key differences that they experienced as they relate to the communications plans for each organization where Jaydon applied for admissions:

	Snow College	Utah State	Southern Utah	Montana State
Acceptance Letter Email	One day	One day	One day	One day
Acceptance Letter Mail	**One week	One week	One week	One week
Scholarship Notification	Hasn't received	One week	One week	One week
Initial Phone Call	No Phone Contact	One day	One day	One day
Follow-up Phone Calls	No Phone Contact	As needed (scheduled during initial phone call)	As needed (scheduled during initial phone call)	Three or four times
Mailers (other than acceptance letter) See Appendix B	One (Snow Blast)	More than ten	Six	Six
*Emails (other than acceptance letter)	None	Unsure	Unsure	Unsure

*Jaydon said he recalled only receiving one email from Snow (acceptance letter), but received several from the other schools. Most of the time he just deleted the emails without opening them, unless it was some correspondence he was expecting to receive.

** The acceptance letter that Jaydon received from Snow was not signed and did not introduce him to a person that he could work with to answer his questions and help him complete the enrollment process. See appendix A.

While Jaydon did not apply at the University of Utah, he has received several mailers, emails and a couple of phone calls from them.

Some key communications at Utah State:

1) **Phone contact** - Utah State contacted him, by phone, prior to application day to invite him and his parents to attend a preview day on campus. The phone call was personalized and the recruiter asked him questions and then set up a communications plan that met Jaydon's needs. For example, during the phone call Jaydon shared his desire to major in Business. The recruiter identified potential scholarships that may help Jaydon, contacted recruiters that worked in the school of Business, invited him to attend an open house for the business scholar program, set up a conference call to introduce Jaydon, etc. She also provided Jaydon with her contact information including cell phone, work phone and email address and told him to text or call her anytime if he had additional questions.

2) **Personalized contact** - According to Jaydon's mother, "every interaction whether by phone or mail that Jaydon received was personalized and made him feel like Utah State needed him." He also received multiple thank you cards and letters. He also received a personalized welcome packet that included a student guide with his name on the front. The cover of the student guide said "Welcome Home Jaydon"

3) **Campus visit -** Jaydon was initially planning on attending Snow Blast (Snow), Red Riot (SUU), and Preview Day (USU). He attended preview day at USU but did not attend at the other schools. When I asked him why he did not attend Snow Blast, his response was "USU called me and invited me, set up everything and all I had to do was show up. Also there was no cost to attend. I received several phone calls prior to preview day and the phone calls were all around how excited they were to have me on campus and to see if there was anything else they could do to make my visit better. The other schools did not reach out to me other than through mailers and I felt l had to take the initiative if I wanted to visit their campuses." After Jaydon visited Preview Day at USU his mind was made up and he did not need to visit the other schools.

4) **Follow-up contacts** - After preview day, the student ambassador and Business School sent him a thank you card that was personalized. Also, both the business school and ambassador called him personally to see if he had any additional questions or concerns. They also set up dates to follow-up with him on the enrollment process.

5) **Focus on individual needs** - During the open house, several people walked up to Jaydon and introduced themselves. They stated how they had "heard so much about Jaydon and were excited to have him attend and that he was going to be a great asset to the program". His mom believed that they were genuinely interested in having him there.

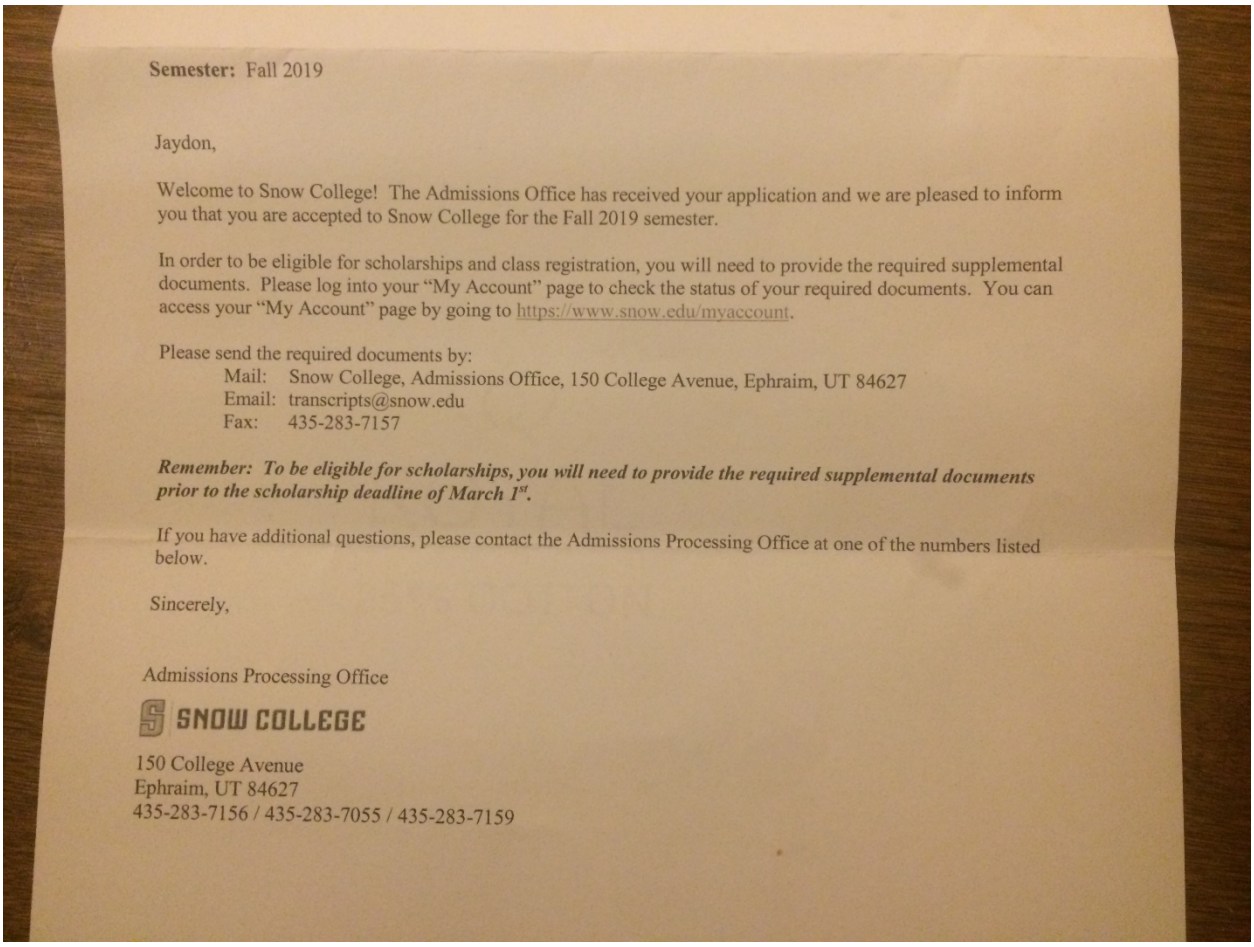
6) **SWAG** – During an open house that was held during the preview day, Jaydon received a free t-shirt, backpack and sunglasses all making him feel like he was already a student at USU.

Jaydon stated that he chose to enroll at Utah State because of his experience and the overall campus life and student environment. He was very impressed with the campus and the excitement that he felt during the preview day. The recruiting did not focus on the overall cost of a degree, or the amount of scholarships that he would receive. Rather, it focused on the experiences he would have on campus, clubs that he could participate in, student benefits such as tickets to athletic events, intramurals, activity center, fitness center and the overall student environment.

Overall he felt like he was being treated like a five star athlete that was being heavily recruited to attend Utah State. He enjoyed the feeling of being wanted and needed there. In contrast, his feeling with Snow College was that Snow did not really care if he was there or not, mainly because of the lack of communication and personalization.

Appendix B – Acceptance Letters

Snow College Acceptance Letter



Semester: Fall 2019

Jaydon,

Welcome to Snow College! The Admissions Office has received your application and we are pleased to inform you that you are accepted to Snow College for the Fall 2019 semester.

In order to be eligible for scholarships and class registration, you will need to provide the required supplemental documents. Please log into your "My Account" page to check the status of your required documents. You can access your "My Account" page by going to https://www.snow.edu/myaccount.

Please send the required documents by:
Mail: Snow College, Admissions Office, 150 College Avenue, Ephraim, UT 84627
Email: transcripts@snow.edu
Fax: 435-283-7157

Remember: To be eligible for scholarships, you will need to provide the required supplemental documents prior to the scholarship deadline of March 1st.

If you have additional questions, please contact the Admissions Processing Office at one of the numbers listed below.

Sincerely,

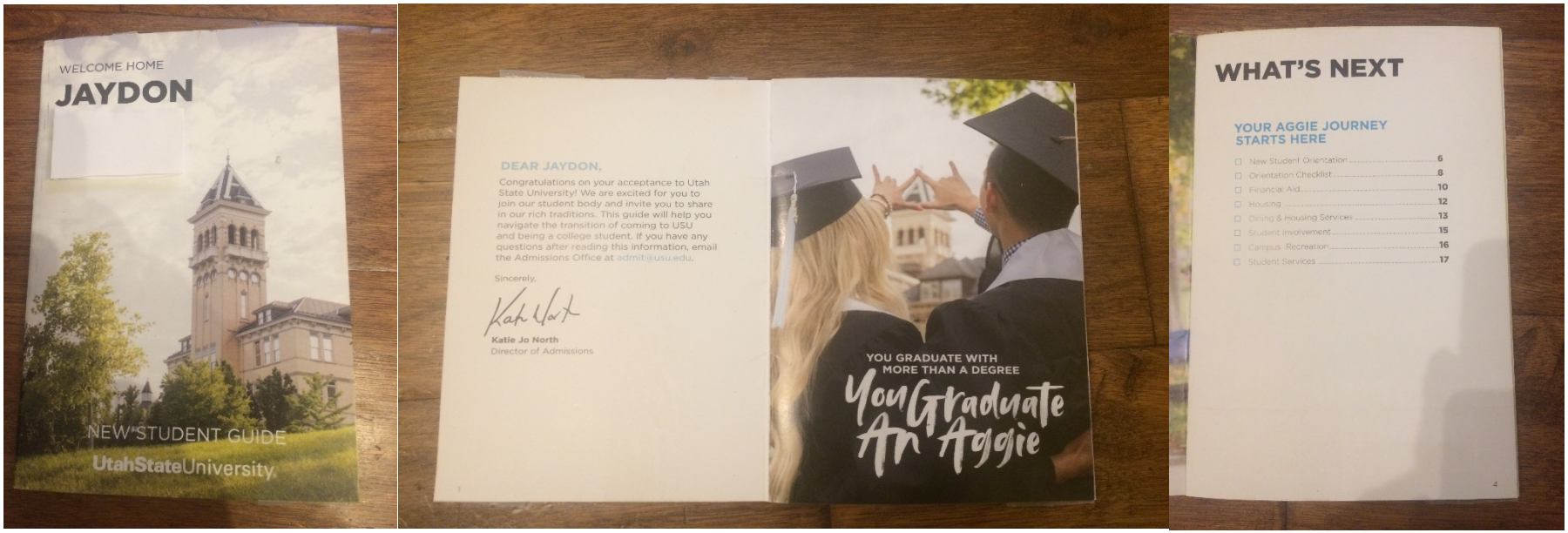
Admissions Processing Office

SNOW COLLEGE

150 College Avenue
Ephraim, UT 84627
435-283-7156 / 435-283-7055 / 435-283-7159

Letter was unsigned and came from the Admissions Processing Office rather than an individual making it less personalized.

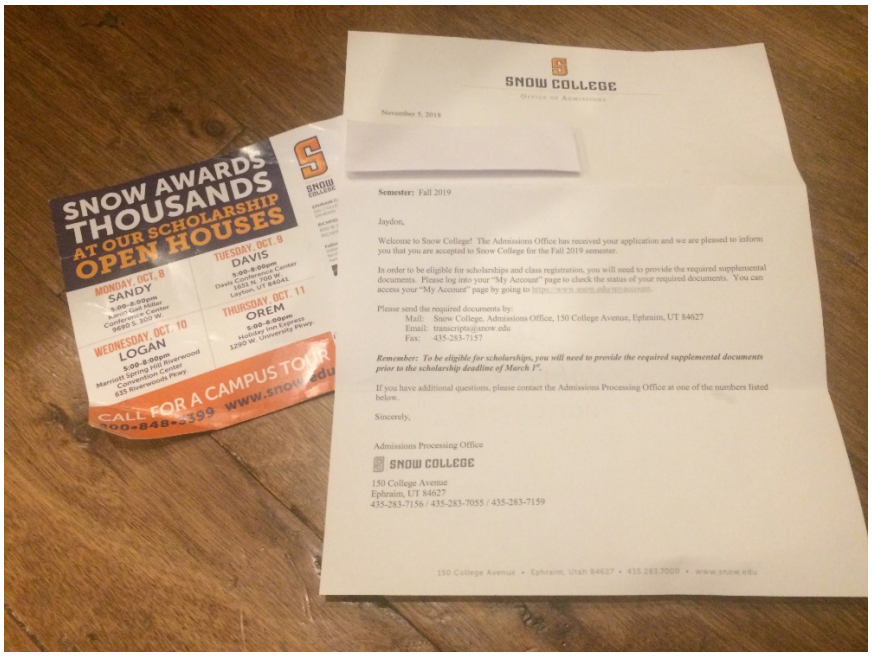
Utah State Acceptance Letter



Letter came in the form of a customized booklet with the student name on the cover and inside the booklet. The acceptance letter was more personalized and was signed by the Admissions Director.

Appendix C – Mailers

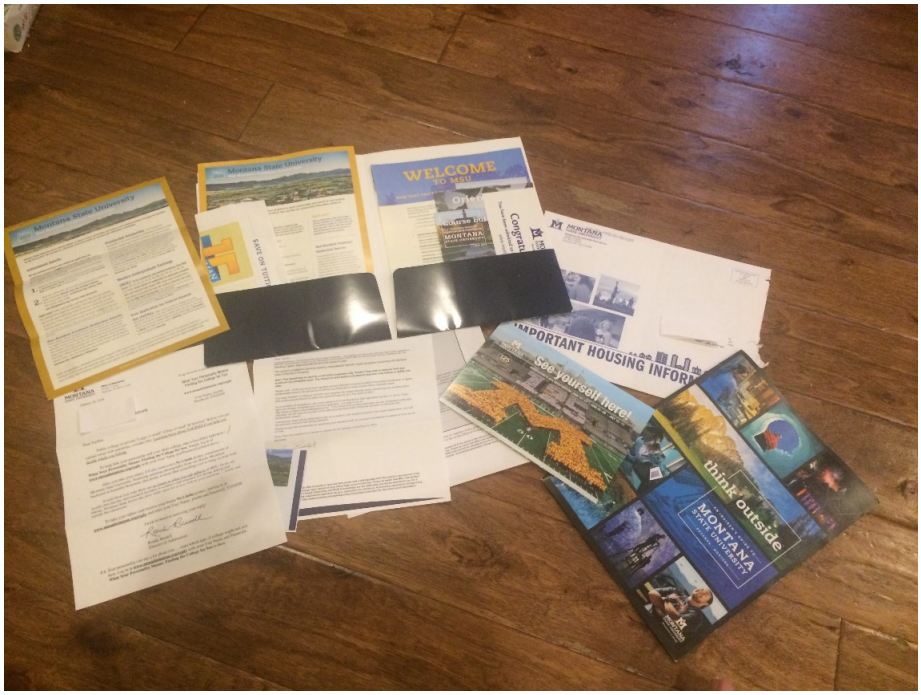
Snow College Mailers



Utah State Mailers

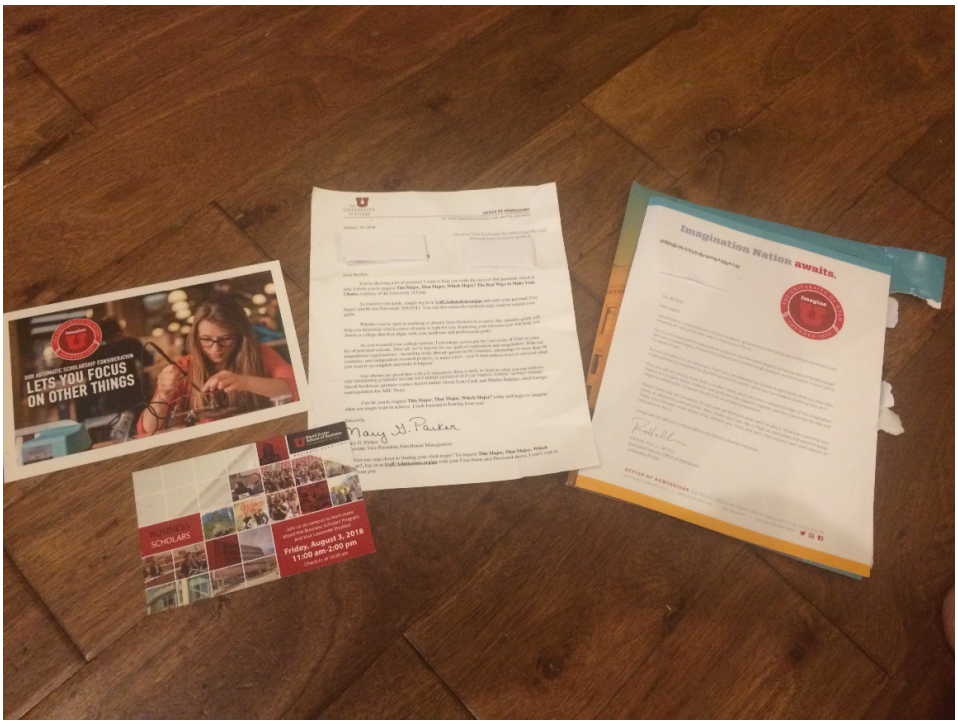
Mailers incorporated social media by sending a banner #IMANAGGIE and asking the student to take a picture and post on their social media pages.

Montana State Mailers



Southern Utah Mailers

University of Utah mailers



Correspondence was sent by the University of Utah even though the student did not apply for admissions.

Return to Agenda

Office of Internal Audit
Wayne Bushman, CISA

SNOW COLLEGE

Private Scholarship Consulting Engagement
Scope and Objectives

Type of Activity: Consulting Engagement
Requested By: President Carlston, Jake Dettinger, VP Finance and Administrative Services

Purpose

The purpose of this engagement is to provide Administration and the Board of Trustees with detailed information regarding each private scholarship to help them make more informed decisions on the appropriate use of those funds. As part of a follow-up to the audit of the scholarship office, Administration requested that Internal Audit conduct an in-depth study on the private scholarships that are awarded through the Snow College scholarship office and are funded by private donations and interest earnings on investments.

The mission of Internal Audit is to enhance and protect Snow College by providing value-added, risk-based, and objective assurance, advice and insight to Snow College. As part of the audit activity, Internal Audit should accept consulting engagements based on the engagement's potential to improve management of risks, add value, and improve the organization's operations.

Objectives

Determine the number, amounts, and award criteria for each scholarship that is funded through private donations and interest earnings on donations (endowment).

Scope of Work

The following will be included in the scope:

1) Review of all accounts in Banner where the primary source of the funds were from private donations for scholarships or interest earnings on the donations.
2) Obtain copies of all donor contracts that are associated with the private donations.
3) Using donor contracts determine if prior awards made during fiscal years 2017 and 2018 were in agreement with the contracts.
4) Develop a report that provides Administration and the Board of Trustees with a listing of all private scholarships, current award balances, award criteria, amount available in the fund, minimum and maximum award amounts (based on contracts), donor contract number, and other award restrictions, if applicable.

Timeline

We anticipate having this work completed by the end of January, 2019. It is estimated that this engagement will take 3-4 weeks to complete, depending primarily on the accessibility of donor contracts. Also this timeline may vary depending on the availability of the employees in Scholarship, Financial Aid, and Advancement.

Advancement & Tenure Recommendations 2018-2019

Final Tenure (2020)

Michael Huff – Music

David Fullmer - Music

Matthew Gowans – English

Milinda Weeks - Theater

Advancements

Sannali Dittli (Chemistry) - Advancement to Associate Professor

Michael Huff (Music) - Advancement to Associate Professor

David Fullmer (Music) - Advancement to Associate Professor

Matthew Gowans (English) - Advancement to Associate Professor

Greg Bosshardt (Biology) - Advancement to Associate Professor

Trent Bean (Theater) - Advancement to Associate Professor

Diane Hill (Math) - Advancement to Associate Professor

Mike Salitrynski (Philosophy) - Advancement to Associate Professor

Nate Caplin (History/Economics) - Advancement to Associate Professor

Ryan Thalman (Math) - Advancement to Associate Professor

Jed Rasmussen (Biology) - Advancement to Associate Professor

Kellyanne Ure (English/Philosophy) – Advancement to Associate Professor

Brad Taggart (Art) – Advancement to Professor

Brent Smith (Music) – Advancement to Professor

Kade Parry (English/Philosophy) – Advancement to Assistant Professor

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SNOW COLLEGE

Policy #
Date Approved:
Date Amended:
Responsible Office:

SUBJECT: SOCIAL MEDIA

1. PURPOSE

1.1. Snow College (College) acknowledges that social media may be used to further the College's mission by providing channels of interaction and engagement between the College and students, parents, faculty, employees, alumni, fans, media, the surrounding community, potential students and donors, and others in the College community.

1.2. Social media sites are excellent venues to communicate and encourage engaging discussions about Snow College current events, issues, accolades, organization and people.

1.3. The purpose of this policy is to encourage the use of social media by institutional users while making sure usage is in line with applicable state and federal laws and regulations, and to provide protection to the College's reputation and other members of its community. While this policy primarily focuses on social media accounts that are College-owned and College-controlled, it also provides recommendations for other social media uses. Nothing herein is designed to be so far reaching that it might foreclose any legal rights of an employee or student, including an employee's right to discuss conditions of employment.

2. DEFINITIONS

2.1. Social media is defined as media designed to be disseminated through social interaction, created using highly accessible and scalable publishing techniques. Social media includes, but is not limited to:

- Virtual worlds/social networking sites (e.g. Facebook, YouTube, Instagram, Twitter)
- Video and photo sharing websites (e.g. YouTube, Instagram)
- Blogging sites (e.g., College blogs, personal blogs or blogs hosted by media publications)
- Snow College Mobile App
- Other, similar technologies

3. POLICY

3.1. This section outlines Snow College's rules of engagement and expectations when using College-owned and controlled social media on behalf of the College within the scope of employment. This section applies to an employee's or student's use of the departments, offices, clubs, etc. social media accounts.

3.2. The College is the owner of all official social media accounts. Administrators with access to these accounts must comply with this Policy and all other College policies while utilizing social media. The Office of Marketing and Communications shall be an administrator to all social media accounts and shall be provided with account login information.

3.3. College employees and students shall represent the College in a positive light with active and current posts and activity. Departments/offices should consider their messages including correct grammar and spelling, audiences, and goals as well as strategy for keeping information on social media sites up-to-date. The Office of Marketing and Communications can assist and advise you with your social media planning.

3.4. Do not disseminate confidential information. This is especially important in relation to the federal laws and regulations such as FERPA.

3.5. Be mindful of and do not violate the copyright and intellectual property rights of others and the College and of College policies regarding those rights.

3.6. Protect the institutional voice. Posts on social media sites should protect the College's institutional voice by remaining professional in tone and in good taste.

3.7. Snow College will not tolerate content that is threatening, defamatory, illegal, obscene, infringing of intellectual property rights, invasive of privacy, profane, libelous, discriminatory, harassing, bullying, abusive, or hateful, in violation of College policy. The College reserves the right to take down any content it deems intolerable. However, the College does not intend this paragraph to limit opposing ideas and viewpoints in the course of legitimate social media interactions. The College does support participation in social media and is committed to academic freedom in these channels.

3.8. If using social media in the recruitment of potential student-athletes, do so in accordance with NJCAA and other applicable rules and regulations.

3.9. All College Social media sites must comply with any approved applicable College branding standards. These standards are maintained within the Snow College branding guidelines. The Office of Marketing and Communications can offer guidance about how to properly use names,

logos, etc., to maintain the college's branding and copyright/trademark issues in these venues.

3.10. Non-Compliance/Breach of Policy

3.10.1. Violations of this policy will result in a review of the incident and may include action under appropriate College discipline processes. Corrective action may involve a verbal or written warning, suspension or dismissal and/or termination of employment or privileges with Snow College. This section does not preclude disciplinary action for conduct that involves social media and that also violates other College policies.

4. Policy Guidelines

4.1. Guidelines and Best Practices for the Snow College Social Media Policy shall be available on the Snow College website and from the Snow College's Office of Marketing and Communications.

SIX COUNTY RECRUITING ACTIVITIES

January

Mailings

- SnowBlast invitation postcard and Junior Tour invite postcard

January 9th- College Fair with all the seniors from Piute, Panguitch, Escalante, and Bryce Valley in Bryce Valley (We had 8 different departments from Snow College participate in this event which included over 100 students)

January 23rd- Piute High- Snow College Pathways with CE Seniors

January 24th- Wayne High Badger Lunch

January 25th- Piute High Badger Lunch and Tour at the Ephraim campus

January 28th- Millard High -Snow College Pathways with CE Seniors

January 29th- South Sevier Badger Lunch

January 29th- Millard Badger Lunch and Tour at the Ephraim campus

January 30th- North Sevier Badger Lunch and Tour at the Ephraim campus

January 31st- Cedar Ridge Badger Lunch

February

Mailings

- New view book and a personalized postcard with their Admissions Advisors picture and information about them and how to contact them with questions.
- Snow Promise postcards will also be going out

February 5th- Richfield High Badger Lunch and Tour at the Ephraim campus

February 6th- Richfield High- Snow College Pathways with CE Seniors

February 8-9th- 1A/2A State Wrestling at the SVC (ambassadors reach out to students at the games)

February 11th –Delta High- Snow College Pathways with CE Seniors

February 11th- Junior Tour presentations to Juab and Tintic High Juniors

February 12th- North Sevier- Snow College Pathways with CE Seniors

February 12th- Junior Tour presentations to Manti and Gunnison High Juniors

February 12th- Six County Social and Behavioral Science Day hosted on campus

February 13th- Junior Tour presentations to North Sanpete and Wasatch Academy Juniors

February 21st-23rd- 3A Boys and Girls State Basketball at the SVC (ambassadors reach out to students at the games)

February 26th- Junior Tour presentations to Delta and Millard High Juniors

February 27th- Junior Tour Presentations to Richfield, South Sevier, North Sevier, Wayne, Piute, and Cedar Ridge Juniors

February 27th- March 2nd- IA Boys and Girls State Basketball at the SVC (ambassadors reach out to students at the games)

March

March 5th- Richfield High Career Day on the Richfield Campus (all RHS students grades 9-12, come to campus and select 3 program sessions to attend to learn in depth about the programs offered on our campus)

March 13th or 14th (TBD still) - Richfield Campus CTE Open House (a campus wide open house for the Six County area. All Richfield campus programs will be showcased for this event)

Badger Power lunches hosted on campus for Tintic, Juab, North Sanpete, Manti and Gunnison.
March 11th-15th Badger Power lunches hosted on campus for Tintic, Juab, North Sanpete, Manti and Gunnison.

April

April 4th- Natural Resources Festival and Career Day (our Richfield campus programs are showcased along with other vendors to over 1500 students who participate in this event)

April 5th-6th-6 County SnowBlast Showdown (See details below)

The SnowBlast Showdown was started last year as a trial run with Manti, Gunnison, Delta, North Sevier, North Sanpete and Juab. We did a competition to see what school could get the most Juniors and Seniors to attend the SnowBlast. We felt it was a success with almost 40 students attending from those schools. We are planning on doing this event again and reaching to all the 6 County schools. The SnowBlast will also be open to other students so they can meet students from across the state and see that Snow is not just a bigger high school. We plan to attend some basketball halftimes and assemblies at each 6 County high school to promote and recruit students to attend. We will also plan something special before check in for those 6 County students that attend.

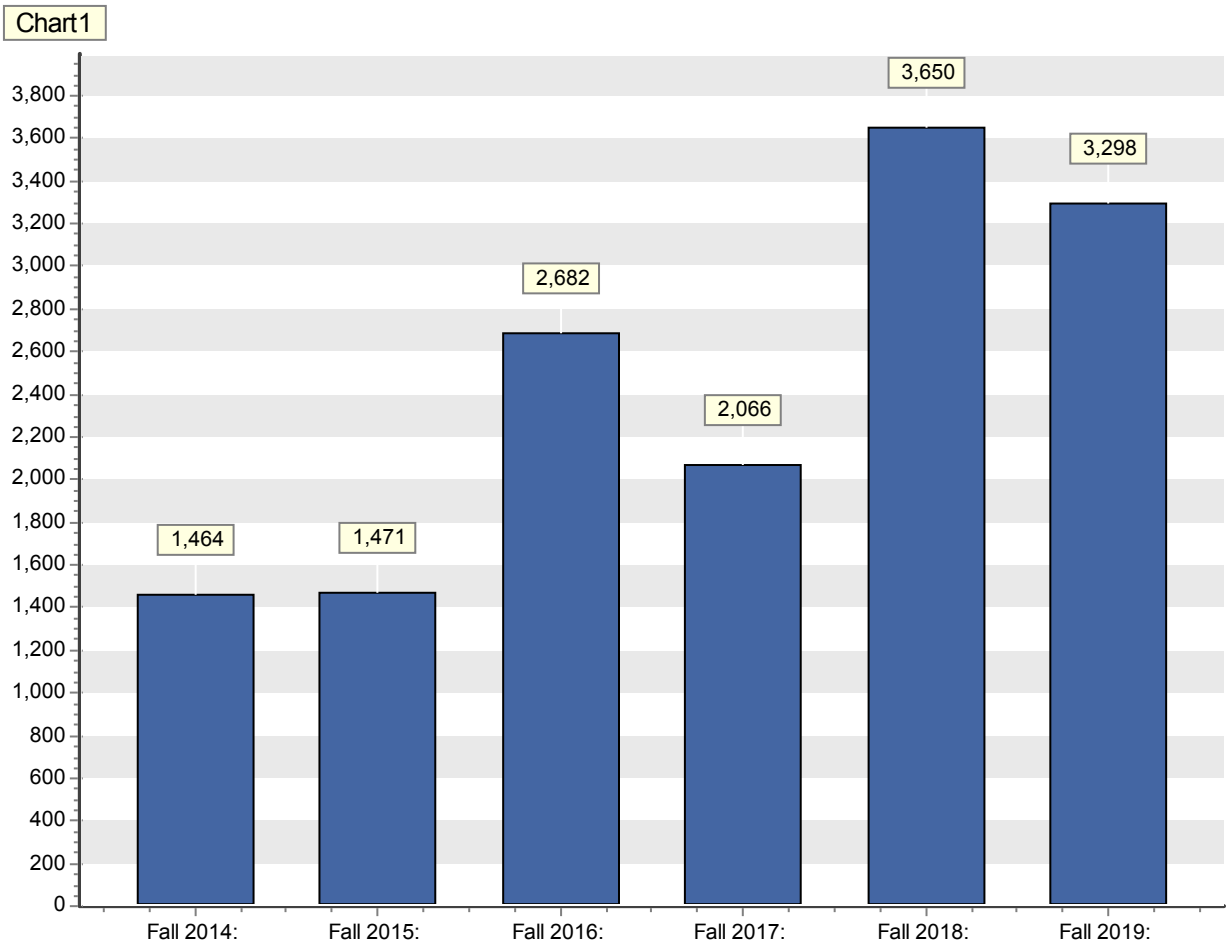
April 12th- 13th Hoodstock (Car show in conjunction with Automotive and Diesel programs)

May

TBA- Special fall semester registration day and on-campus visit for each 6-county school

Admitted Students - Year Over Year Date1/21/2019

Fall 2014:	1464
Fall 2015:	1471
Fall 2016:	2682
Fall 2017:	2066
Fall 2018:	3650
Fall 2019:	3298



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Institutional Portfolio Information
2020 Accreditation Report

https://www.snow.edu/academics/ir/downloads/Institutional%20Portfolio.pdf

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