



BRIDGERLAND  
TECHNICAL COLLEGE



**DRAFT**  
STRATEGIC PLAN  
2019-2024



# INTRODUCTION

Bridgerland Technical College is one of eight colleges that comprise the Utah System of Technical Colleges (UTECH). Bridgerland provides industry driven, career education in an open-entry/open-exit, individualized, competency-based format. This unique format allows each student to master required skills at his or her learning pace.

Bridgerland Technical College undergoes an annual strategic planning process in compliance with the Council on Occupational Education (COE) accreditation standards. **Input is gathered from a variety of stakeholders including students, faculty, staff, board members, and occupational advisory committee members.** The results provide insight for both opportunities and challenges facing the College in the next five years.

The Administrative Team, in coordination with the Faculty Senate Committee, analyzes the recommendations and identifies objectives and strategies while keeping the following Guiding Principles at the heart of the goal-setting process:

1. Promote & Improve Student Success
2. Build Relationships
3. Emphasize Data-Driven Management
4. Update and Modernize Facilities, Programs, and Equipment

This Strategic Plan was presented to faculty, staff, and Administration; reviewed for priorities, timelines, and costs; and presented to the Board of Directors for final adoption.

ADMINISTRATIVE TEAM

  
**K. Chad Campbell**

President

  
**James White**

Vice President for Student Services

  
**John Davidson**

Vice President for Business & Economic Development



**Troy Christensen**

Vice President for Brigham City



**Wendy Carter**

Vice President for Instruction



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## MISSION

The mission of the Bridgerland Technical College is to deliver competency-based, employer-guided career and technical education to both secondary and post-secondary students through traditional and technology-enhanced methodologies. This hands-on technical education provides occupational education, skills training, and workforce development to support the educational and economic development of the Bear River Region.



# VISION

Bridgerland Technical College has maintained a long-standing vision of education excellence. The College is committed to identifying and meeting the educational, training, and employment needs of both the students and the employers in the Bear River service region.

The College maintains core values of excellence, integrity, accountability, and value.

We envision a College...

- where instruction and all other activities are student centered
- that offers a comprehensive range of quality programs to prepare students for entry into high demand careers
- where strong relationships are developed with employers enabling training to be responsive to current needs
- that is a diverse community where achievement occurs without boundaries.



# OBJECTIVE #1: EFFICIENT RESOURCES

TARGET AND EFFICIENTLY USE RESOURCES TO MAXIMIZE SUCCESSES THROUGH THE IMPLEMENTATION OF A MISSION-DRIVEN BUDGET.

## STRATEGIES

### Administration will:

- determine College priorities for the next fiscal year
- train and assist department heads in developing budget requests to be submitted annually
- assist department heads in managing yearly budgets and accessing summary reports in JICS
- repurpose existing resources to promote and improve student success
- improve quality and efficiency of instruction with program support staff (curriculum development, student registration help, administrative duties, etc.)

### Instruction will:

- annually review program offerings in relationship to current career opportunities, projected industry need, and location of program offerings

### Student Services will:

- expand student services beyond Logan Campus - Main

### Budget Office, in connection with Administration, will provide resources annually to:

- identify operating budget request, capital improvement request, and capital development request needs and ideas annually through a strategic planning process, with emphasis on the following strategies:
  - maintaining, updating, and modernizing equipment
  - building makeover (e.g. floor coverings, paint, restroom updates)
  - creating study areas for students
  - HVAC system upgrades for both comfort and air quality
  - in conjunction with the facility audit, maintain and update facilities (e.g. roof, water issues, preventative maintenance, repairs, parking lots)
  - health and safety (e.g., cleanliness, ice management, water filters, locks, cameras)
- cooperate with vice presidents in assisting department heads in managing yearly budgets through annual budget meetings

CHANGING LIVES

ONE STUDENT  
AT A TIME



## OBJECTIVE #1: EFFICIENT RESOURCES *(Continued)*

TARGET AND EFFICIENTLY USE RESOURCES TO MAXIMIZE SUCCESSES THROUGH THE IMPLEMENTATION OF A MISSION-DRIVEN BUDGET.

### STRATEGIES

- prepare a mission-driven budget for board approval
- explore opportunities to purchase devices and software for an educational discount

#### **Chief Development Officer will:**

- explore outside donation opportunities from industry, Bridgerland foundation, alumni, etc.

#### **Risk Management Committee will:**

- update lockdown process and training, including notification and communication
- evaluate and improve campus safety (e.g., Emergency Booklet updates, preventative and emergency procedure training, communication and forms, radios, etc.)

#### **Department Heads will:**

- explore concepts to reduce costs to students where applicable
- communicate cost center needs annually through budget meetings with Controller
- **provide annual equipment requests**

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## OBJECTIVE #2: PROFESSIONAL PRACTICES

ENHANCE FACULTY/STAFF PROFESSIONAL PRACTICES AND ACHIEVEMENT TO MEET ACCREDITATION STANDARDS

### STRATEGIES

#### Administration will:

- identify faculty training opportunities
- improve communication with faculty and staff with regular meetings involving all personnel from the College
- improve compensation scale across the College
- evaluate the potential for new technical programs

#### Director of Technology Enhanced Instruction will:

- identify and hire curriculum development support personnel to assist faculty with Canvas integration; video capture, editing, uploading; and other curriculum enhancements
- in conjunction with HR and Instruction, enhance the faculty orientation
- coordinate training and knowledge of professional opportunities for faculty and staff through collaborative meetings

#### Information Systems Department will:

- evaluate and improve wireless access capabilities
- utilize wireless authentication to accommodate increased demand of wireless devices

#### Instruction and Supervisory Staff will:

- set program improvement and performance goals
- utilize performance appraisals more effectively
- participate in and document professional development opportunities

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## OBJECTIVE #3: ACCESS, OUTCOMES, & ACHIEVEMENT

REDUCE OR ELIMINATE ENROLLMENT BARRIERS, IMPROVE STUDENT ACCESS, AND INCREASE STUDENT PROFICIENCY AND ACHIEVEMENT BY ENSURING STUDENTS ARE CAREER READY

### STRATEGIES

#### Administration will:

- evaluate the challenges and opportunities associated with online programs, make improvements, and add additional programs as appropriate
- evaluate the need for Student Success Advisors beyond Logan Campus – Main
- explore additional stackable credential pathways with other universities/colleges across the state
- increase the pipeline of students entering the post-secondary certificate programs
- relocate the assessment/testing function to promote the enrollment of students into the Academic Learning Center

#### Instruction will:

- increase focus and emphasize consistent soft skills in all programs and design programs to closely mimic existing work environments (e.g., dress code, work ethic, punctuality, communication, team roles, etc.)
- improve student orientation
- get students working in the lab within the first week of class
- in cooperation with Student Services and Marketing, educate students on assistance available to overcome potential hurdles (internal and external to the College), such as financial aid, assessment, registration, enrollment, mental health, and early intervention
- be trained on available resources and successful communication strategies in working with sensitive issues
- improve and monitor Satisfactory Academic Progress (SAP)
  - efficient time clock
  - increased communication and student/instructor interaction

#### Student Services will:

- continual improvement of communication processes with students (e.g., test results, enrollment processes, etc.)
- in cooperation with the intake committee, regularly evaluate current assessment standards, student intake procedures, and different enrollment models
- in cooperation with marketing personnel, improve high school retention efforts and relationships
- improve high school registration processes
- train instructors on enrollment and course registration processes to assist students with [my.btech.edu](http://my.btech.edu)

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## OBJECTIVE #3: ACCESS, OUTCOMES, & ACHIEVEMENT

REDUCE OR ELIMINATE ENROLLMENT BARRIERS, IMPROVE STUDENT ACCESS, AND INCREASE STUDENT PROFICIENCY AND ACHIEVEMENT BY ENSURING STUDENTS ARE CAREER READY

*(Continued)*

### STRATEGIES

- evaluate program and department admission requirements (e.g., application process where appropriate, assessment requirements, pre-admission courses, etc.) to assist in improving withdrawal rates and reducing the number of non-graduates – “Better Inputs Make Better Outputs”

### Marketing will:

- evaluate my.btech.edu to maximize intuitive use, mobile readiness, and aesthetics
- identify bottlenecks or processes that can be improved to better help students navigate the enrollment process

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## OBJECTIVE #4: NEW TECHNOLOGIES

INCREASE NEW AND INNOVATIVE TECHNOLOGY PRACTICES

### STRATEGIES

#### Faculty members will:

- expand opportunities for simulation and problem-based learning where students participate in groups to experience real world situations and learn through taking the role of both team leader and member, as appropriate

#### Information Systems will:

- evaluate and improve wireless access capabilities and speed
- utilize wireless authentication
- implement policies and procedures to facilitate the utilization of student devices to reduce educational costs (e.g., textbooks, workbooks, resource materials, etc.)
- update classrooms and labs with more technology (e.g., smart board TV's, tablet computers, WebX, overhead projection, touch screens, computers, sound systems, big screen monitors, and premier audio/video for multipurpose classrooms)
- implement software that enables site-to-site communication between campuses via individual computers using products like Cisco and/or WebX
- update efficiency of student and faculty time clock
- Broaden the document imaging system for programmatic student academic records

#### Technology Enhanced Instruction will:

- develop learning analytics using data from internal databases (e.g., Canvas, Tableau, Jenzabar)

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## OBJECTIVE #5: PARTNERSHIPS & PATHWAYS

INCREASE CAREER ALIGNED EDUCATION OPTIONS AND SUCCESS THROUGH ENHANCED ADVISORY COMMITTEES, BUSINESS RELATIONSHIPS, AND EDUCATIONAL PATHWAYS

### STRATEGIES

#### Instruction will:

- review advisory teams to expand representation of local business and decision making personnel and strengthen relationships with potential influencers such as former students, current students, high school teachers, etc.
- pursue more internship/externship opportunities for students
- **evaluate and improve occupational advisory committees and include employers of students**

#### Vice President for Brigham City, in cooperation with Administration and the Pathways Coordinator will:

- improve functionality and student experiences with existing high school and post-secondary pathways
- explore additional public and private pathway partners
- improve the secondary to post-secondary pathways at the College
- ensure there is a signed articulation agreement between Bridgerland and all four CTE Directors in the Bear River Region on an annual basis

#### Marketing will:

- communicate advantages of technical education through strengthened partnerships, broadened communication, and public engagement (e.g., high school presentations, parent participation, fairs, College and Career Readiness Plans (CCRPs), counselor luncheons, Boys and Girls Clubs, 4H, after school groups, youth organizations, etc.)
- research best practices for communication and resources for students, parents, educators, and industry partners

#### Department Heads, Faculty, and Advisory Committees will:

- explore support for program completion (e.g., higher wages for graduates, non-traditional delivery of remaining courses, internship/externship opportunities, etc.)

#### Chief Development Officer will:

- coordinate corporate and community relations
- engage and align more education partners with departments (at least one per department)
- enhance and increase financial support through partnerships
- provide recommendations for additional Bridgerland Foundation Board members annually



## OBJECTIVE #6: FUNDING RESOURCES

MAXIMIZE LEARNING OPPORTUNITIES AND ASSETS THROUGH OTHER FUNDING RESOURCES

### STRATEGIES

#### **Contracts & Grants will:**

- function as the liaison between department faculty members and available grant opportunities
- establish a communication method to articulate grant opportunities to faculty/staff and for faculty/staff to communicate program needs back to administration

#### **President will:**

- explore, in collaboration with the Chief Development Officer, ways to expand relationships/partnerships with industry experts

#### **Instruction will:**

- review, in cooperation with department heads, advisory teams to expand representation of local business and decision making personnel
- strengthen relationships with potential influencers such as former students, current students, high school teachers, etc.

#### **Chief Development Officer will:**

- develop a stewardship plan for all current donors and partners that support the College, from small to large contributions whether cash, gift-in-kind, or other.
- connect students with donors to showcase appreciation and impact of funds invested in Bridgerland students.
- develop a strategic capital campaign that supports the legislative request process for a new Health Sciences facility on Bridgerland's campus: from prospect strategy, team involvement, corporate and individual proposals, and campaign goal achievement. Tie donor and partner recognition to the new building completion.

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## OBJECTIVE #7: AWARENESS

IMPROVE PERCEPTION AND AWARENESS IN THE VALUE OF TECHNICAL EDUCATION

### STRATEGIES

#### **Marketing will:**

- increase targeted marketing through the use of social media, direct mail, etc.
- promote the College by highlighting programs, student successes, industry tips/tricks, and other topics of interest on popular modalities including Facebook, Pinterest, Instagram, YouTube, and Twitter
- lead efforts to recruit students uncertain of career direction

#### **Vice President for Student Services will:**

- expand promotion of CTE success with local school districts and counselors through annual counselor meetings; promotional topics may include: educational pathways, student success stories, expanded meeting locations, and how CTE can benefit all students, etc.

#### **President, Vice President for Brigham City, and Chief Development Officer will:**

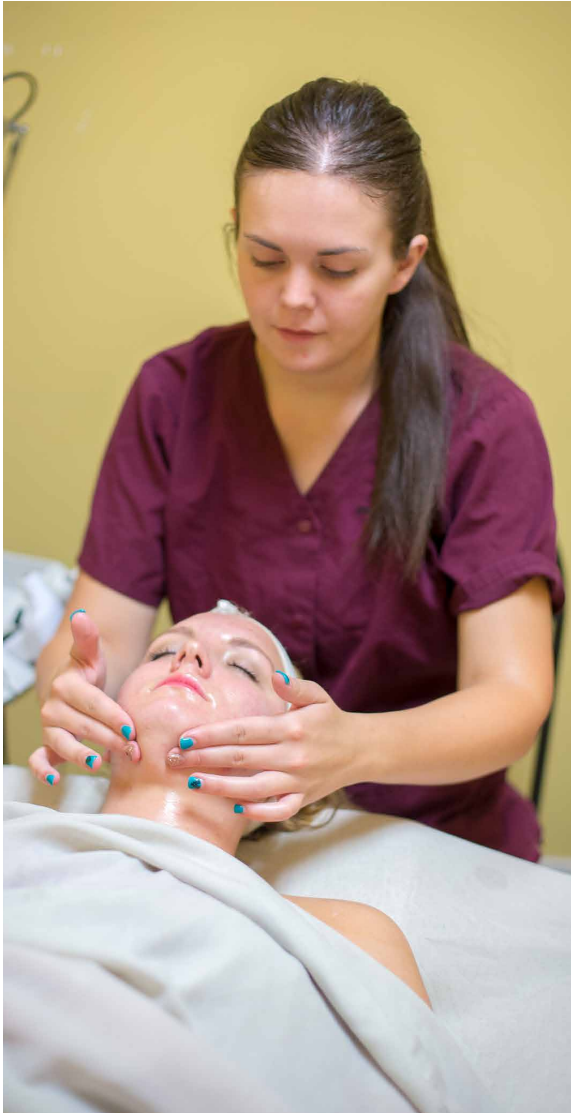
- promote and improve awareness about the value of technical education
- increase departmental awareness and recruiting activities for scholarships using monies other than appropriated funds
- provide activities/events to thank scholarship donors and congratulate recipients
- provide activities/events to increase awareness of the value of technical education and offer resources/scholarship opportunities (e.g. single parents seminar, town hall meetings, open houses)

#### **Instruction will:**

- improve communication and awareness with students, parents, local counselors, high school teachers, faculty, and staff through personal interaction and class presentations
- engage former high school students in speaking of their experiences, careers, and success
- work with employers to get students job interviews, higher pay, and provide placement services to ensure employment

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## EVALUATION PROCESS

Bridgerland Technical College plays a pivotal role in the support of the area's economic growth and development. The availability of a highly skilled, competent workforce proves to be a major factor for business and industry to experience continued growth and technical advancement. The College has a strong history of emphasizing accountability to its students and the regional employers by making efficient use of public funds, striving to manage resources, and continually producing greater results.

Bridgerland will evaluate its institutional effectiveness in two phases. First and foremost, data will be collected from faculty, staff, students, and advisory members through a Strategic Plan Questionnaire and will be evaluated and summarized annually. Secondly, evaluation of the College's progress in implementing the strategies and objectives compared with desired results will be conducted and reported annually. Results of the evaluation will be used to identify successes, plan improvements, and contribute to annual updates and/or major redevelopment of the Strategic Plan as needed.

Collect Data • Evaluate • Improve



# COMMITTEES

## STRATEGIC PLANNING EXECUTIVE COMMITTEE

K. Chad Campbell, President  
Wendy Carter, Vice President for Instruction  
Emily Hobbs, Chief of Staff

## FACULTY SENATE COMMITTEE

Adrienne O'Brien  
Alex Baltodano  
Anna Merrill  
Bryan Davies  
Callan Salmon  
Chad Campbell  
Chuck Swann  
Colette Pulsipher  
Ed Ball  
Emily Hobbs  
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Hailey Ropelato  
Jason Rindlisbacher  
Jennifer Tenhoeve  
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John Davidson  
John Fullmer  
John Krusi

Kandice Maughan  
Kathryn Rawson  
Kayleen Milligan  
Kevin Cornia  
Kyle Saunders  
Laura Stones  
Lisa Balling  
Lisa Moon  
Lisa Rock  
Mason Lefler  
Mike Nield  
Paul James  
Randee Munns  
Richie Calderwood  
Rod Peterson  
Sean O'Leary  
Sterling Petersen  
Steve Sweeten  
Susan Curtis

Trent Stokes  
Tricia Johnson  
Troy Christensen  
Vanessa Landon-Earley  
Wendi Darley  
Wendy Carter  
Wes Chambers  
Yvonne Manning



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Stephen W. Wade

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