



**BRIDGERLAND**  
TECHNICAL COLLEGE



**STRATEGIC PLAN**  
2018-2023



# 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 personal learning pace.


Bridgerland Technical College undergoes an annual strategic planning process in compliance with the Council on Occupational Education (COE) accreditation standards. The College's eight core objectives were developed to align directly with the State of Utah anchors.


A team approach was utilized in developing the strategies in each of the eight objectives. Teams comprised of faculty, staff, students, and administrative members worked diligently to identify both opportunities and challenges facing the College in the next five years. This resulted in a common philosophy, a unified sense of direction, priorities for change, and a blueprint for action. While campus objectives and strategies are always subject to change in order to address opportunities and challenges, the strategic planning process provides clear direction for the future.

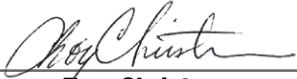
This Strategic Plan was compiled from strategic planning team meetings and administrative vision; presented to faculty, staff, and Administration; reviewed for priorities, timelines, and costs; and presented to the Board of Directors for final adoption.

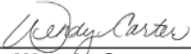
## ADMINISTRATIVE TEAM

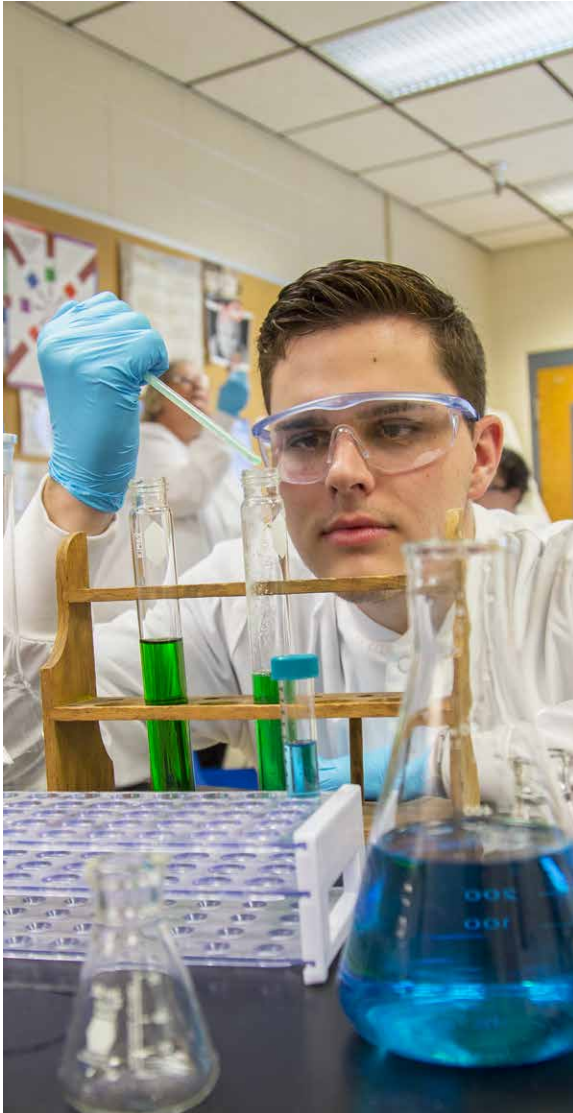
  
**K. Chad Campbell**  
President

  
**James White**  
Vice President for Student Services

  
**John Davidson**  
Vice President for Instruction, Contracts & Grants

  
**Troy Christensen**  
Vice President for Brigham City

  
**Wendy Carter**  
Vice President for Instruction & Institutional Effectiveness



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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
- update Web site and enhance program pages as appropriate
- repurpose existing resources to promote and improve student success

### **Vice Presidents for Instruction, in collaboration with Department Heads, will:**

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

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

- expand student registration and other 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 and facilities
  - building makeover (floor coverings and paint)
  - creating study areas for students
  - HVAC system upgrades for both comfort and air quality
  - safety (e.g., parking lot lighting, locks, cameras)
- cooperate with vice presidents in assisting department heads in managing yearly budgets through annual budget meetings
- prepare a mission-driven budget for board approval
- explore opportunities to purchase devices for an educational discount

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

#### **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, etc.)

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

- explore concepts to reduce costs to students where applicable
- communicate cost center needs annually through budget meetings with Controller

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## OBJECTIVE #2: PROFESSIONAL PRACTICES

### ENHANCE PROFESSIONAL PRACTICES

#### 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

##### **Technology Enhanced Instruction Department will:**

- identify and hire curriculum development support personnel to assist faculty with Canvas integration; video capture, editing, uploading; and other curriculum enhancements

##### **Information Systems Department will:**

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

##### **Senior Instructional Designer will:**

- coordinate training and knowledge of professional opportunities for faculty and staff through collaborative meetings
- foster excitement for technology through multiple training formats such as lunch and learn and group training; suggested topics may include: **educational theory, learning management system, classroom management strategies, video capture, etc.**
- provide Professional Development for instructors, including internal conferences and best practice training, external conferences, and other educational opportunities

##### **Vice President for Instruction, Contracts & Grants will:**

- seek funding opportunities to provide technological tools for faculty and students (tablets, licenses, etc.)

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

- set program improvement and performance goals

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## OBJECTIVE #3: REDUCE OR ELIMINATE BARRIERS

REDUCE OR ELIMINATE ENROLLMENT BARRIERS AND IMPROVE STUDENT ACCESS, PARTICIPATION, AND COMPLETION

### STRATEGIES

#### Administration will:

- evaluate program and department admission requirements (e.g., application process where appropriate, preadmission assessment requirements, etc.) to assist in improving withdrawal rates and reducing the number of non-graduates
- 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
- hire a data manager
- monitor student progress through certificate programs

#### Vice President for Student Services will:

- develop improved communication processes with students (e.g., test results, enrollment processes, etc.)
- develop a committee to regularly evaluate current assessment standards, student intake procedures, and different enrollment models
- in cooperation with marketing personnel, improve high school retention efforts, relationships, and instructor/student interaction
- make the enrollment process/steps simpler and easier to understand (e.g., Jenzabar customization)
- improve communication and information dissemination about scholarships, Pell Grants, payment plans, etc.
- Improve waiting list function in cooperation with Vice President(s) for Instruction and Department Heads for a fair and equitable process

#### Information Systems and Web Support 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

#### Faculty and Staff will:

- educate potential students on assistance available to overcome potential hurdles, such as financial aid, assessment, registration, enrollment, etc.



## OBJECTIVE #4: NEW TECHNOLOGIES

INCREASE NEW AND INNOVATIVE TECHNOLOGY PRACTICES

### STRATEGIES

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

- develop a mechanism for communication of Jenzabar issues and improvement requests

#### **Faculty members will:**

- increase utilization of non-traditional education tools (e.g., Tandberg, Adobe Connect, simulation software, etc.)
- foster an environment for students to identify technological solutions for learning problems
- 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
- increase video resources for students

#### **Information Systems and Web Support 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, and computers.
- implement software that enables site-to-site communication between campuses via individual computers using products like Cisco and/or WebX

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## OBJECTIVE #5: OUTCOMES & ACHIEVEMENT

ENHANCE AND IMPROVE OUTCOMES THROUGH INCREASED STUDENT PROFICIENCY AND ACHIEVEMENT TO MEET ACCREDITATION STANDARDS AND ENSURE STUDENTS ARE CAREER READY BY COMPLETING INDUSTRY RECOGNIZED CREDENTIALS

### STRATEGIES

#### **Administration will:**

- identify and implement appropriate performance measure indicators and metrics (in coordination with the Utah System of Technical Colleges and Legislators) to direct the improvement of the College
- implement strategic initiatives and to improve outcomes
- 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

#### **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

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

- develop a committee to regularly evaluate current assessment standards, intake procedures, and different enrollment models
- in collaboration with the counselor, develop and implement an interest and aptitude assessment process for new and prospective students in an effort to improve the appropriateness of placement into the respective certificate program
- enhance job opportunity Web page

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## OBJECTIVE #5: OUTCOMES & ACHIEVEMENT *(Continued)*

ENHANCE AND IMPROVE OUTCOMES THROUGH INCREASED STUDENT PROFICIENCY AND ACHIEVEMENT TO MEET ACCREDITATION STANDARDS AND ENSURE STUDENTS ARE CAREER READY BY COMPLETING INDUSTRY RECOGNIZED CREDENTIALS

### STRATEGIES

#### **Student Services Office will:**

- explore community resources for early intervention options with students facing challenges both internal and external to the College
- be trained on available resources and successful communication strategies in working with sensitive issues

#### **Departments Heads and Faculty will:**

- increase focus and emphasize 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.)
- develop soft-skill rating consistencies

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ONE STUDENT  
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## OBJECTIVE #6: PARTNERSHIPS

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

### STRATEGIES

#### **Vice Presidents for Instruction, in cooperation with Department Heads, 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
- improve the function, quality, and quantity of Advisory Committee members

#### **Administration will:**

- provide recommendations for additional Bridgerland Foundation Board members annually

#### **Outreach and Recruiting Coordinator, in conjunction with Faculty, will:**

- communicate advantages of technical education through strengthened partnerships, broadened communication, and public engagement (e.g., high school class presentations, parent participation, fairs, College and Career Readiness Plans (CCRPs), counselor luncheons, College Bound meetings, Boys and Girls Clubs, 4H, after school groups, youth organizations, neighboring states, etc.)

#### **Student Success Coordinator will:**

- 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
- enhance and increase financial support through partnerships

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ONE STUDENT  
AT A TIME



# OBJECTIVE #7: FUNDING RESOURCES

MAXIMIZE LEARNING OPPORTUNITIES AND ASSETS THROUGH OTHER FUNDING RESOURCES

## STRATEGIES

### President will:

- identify personnel to function as the liaison between department faculty members and available grant opportunities
- explore, in collaboration with the administrative staff, ways to expand relationships/partnerships with industry experts

### Vice President for Instruction, Contracts & Grants will:

- establish a communication method to articulate grant opportunities to faculty/staff and for faculty/staff to communicate program needs back to administration
- 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.

### Administration will:

- provide recommendations for additional Bridgerland Foundation Board members annually

### Marketing will:

- develop promotional materials for a *Pay It Forward* scholarship targeting small donations from faculty, staff, students, alumni, as well as business and industry partners

### 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.
- work in tandem with Student Services for a seamless process for students to apply for donor scholarships, and connect them 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.

CHANGING LIVES

ONE STUDENT  
AT A TIME



## OBJECTIVE #8: AWARENESS

IMPROVE PERCEPTION AND AWARENESS IN THE VALUE OF TECHNICAL EDUCATION

### STRATEGIES

#### **Marketing will:**

- identify personnel responsible for increasing the social media footprint 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 (e.g. returning ecclesiastical servants, non-returning traditional higher education students, non-native English speakers, high school non-completers, etc.)
- promote new College name

#### **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)

#### **Faculty and Staff will:**

- improve communication with students, parents, counselors, faculty, and staff through community events, mass email, school newsletters, personal interaction, and class presentations, etc.

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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 & Institutional Effectiveness

Emily Hobbs, Chief of Staff

### OBJECTIVE #1: EFFICIENT RESOURCES

Ed Ball  
Kevin Cornia  
Laurie John  
Sean O'Leary  
Richard Ore  
Rod Peterson  
Lisa Rock  
Frank Stewart

Laura Stones  
Steve Sweeten  
Jim White

### OBJECTIVE #3: REDUCE OR ELIMINATE BARRIERS

Karen Albiston  
Steve Alexander  
Lisa Balling  
Alex Baltodano  
Kristen Bogue  
Troy Christensen  
Heather Hallam  
Paul James  
Kerry Kirkland

Sean O'Leary  
Ryan Page  
Adrienne O'Brien  
Sterling Petersen  
Jaxon Robison  
Chuck Swann  
Jennifer Tenhoeve  
Rick Wilson

### OBJECTIVE #2: PROFESSIONAL PRACTICES

Eric Bowen  
Troy Christensen  
Heather Hallam  
Madlyn Huber  
Mason Lefler  
Kandice Maughan  
Sean O'Leary  
Kayleen Payant

Colette Pulsipher  
Tiffany Jensen  
Lisa Rock  
Lauri Sorenson  
Wendi Wilde

### OBJECTIVE #4: NEW TECHNOLOGIES

Ed Ball  
Lisa Balling  
Kristen Bogue  
Bonnie Campbell  
Wes Chambers  
Troy Christensen  
Heather Hallam  
Matt Fuller

Mason Lefler  
Rachel Jackson  
Steve Middaugh  
Cathy Neeley  
Jason Rindlisbacher



# COMMITTEES

## STRATEGIC PLANNING EXECUTIVE COMMITTEE

K. Chad Campbell, President

Wendy Carter, Vice President for Instruction & Institutional Effectiveness

Emily Hobbs, Chief of Staff

## OBJECTIVE #5: OUTCOMES & ACHIEVEMENT

Kandice Maughan

Richard Ore

Cindy Gill

Kerri Sales

Callan Salmon

Jim White

## OBJECTIVE #7: FUNDING RESOURCES

Ed Ball

John Davidson

Bryan Davies

John Fullmer

Kerry Kirkland

Frank Stewart

Jim White

## OBJECTIVE #6: PARTNERSHIPS

Andy Arave

Elke Carter

Heather Hallam

Wendy Finley

Stephanie Gilbert

Paul James

Eric Oman

Richard Ore

Kerri Sales

Kyle Saunders

Frank Stewart

Jennifer Tenhoeve

Jim White

## OBJECTIVE #8: AWARENESS

Steve Alexander

Troy Christensen

Matt Fuller

Kendra Gibson

Karen Hurd

Vanessa Landon-Earley

Adrienne O'Brien

Brad Sorenson

Jim White

Jandee Young

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