BRIDGERLAND
TECHNICAL COLLEGE

STRATEGIC PLAN
2020-2025

INTRODUCTION

Bridgerland Technical College (BTECH) provides industry driven, career education in an open-entry/open-exit, individualized, competency-based format. This unique format allows students 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 Trustees for final adoption.

ADMINISTRATIVE TEAM
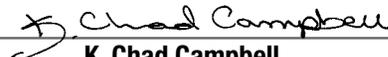
K. Chad Campbell
President

James White
Vice President for Student Services

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

PHILOSOPHY

The College's Philosophy of "Employment Through Training" supports the Mission and Vision.

OBJECTIVE #1: FINANCIAL RESOURCES & EFFICIENCIES

CURRENT AND PROJECTED FINANCIAL RESOURCES THAT PROVIDE A BASIS FOR INITIATIVES SPECIFIED IN THE STRATEGIC PLAN.

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
- improve ease of evaluating budget reports by exploring Tableau capabilities
- repurpose existing resources to promote and improve student success
- improve quality and efficiency of instruction with program support staff
- expand the Business Resource Center into a new region-wide entrepreneurship center to increase economic development - funded through external contracts and grants

Instruction will:
- annually review program offerings in relationship to current career opportunities, projected industry need, location of program offerings, program length, course competencies, equipment needs, and fiscal impact to the College
- work closely with the Development Office to identify and pursue corporate donors and sponsors of BTECH programs

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, lighting)
    - evaluate office spaces to ensure efficiency and productivity as appropriate for job duties
    - 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)
    - engage an architect to help with facility master planning for the Logan Campuses (main and west buildings)

CHANGING LIVES

ONE STUDENT
AT A TIME

OBJECTIVE #1: FINANCIAL RESOURCES & EFFICIENCIES

CURRENT AND PROJECTED FINANCIAL RESOURCES THAT PROVIDE A BASIS FOR INITIATIVES SPECIFIED IN THE STRATEGIC PLAN.

(Continued)

STRATEGIES

- cooperate with Vice Presidents and Associate Vice Presidents in assisting Department Heads in managing yearly budgets through annual budget meetings for instructional and non-instructional departments
- 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., in coordination with the Vice President for Instruction, Associate Vice Presidents, and Department Heads to identify and pursue donors and program sponsors
- explore alternate funding strategies to help offset any budget reduction that may occur as a result of unusual or unexpected downturns in the economy

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

OBJECTIVE #2: PROFESSIONAL PRACTICES

ENHANCE FACULTY/STAFF PROFESSIONALISM, ACHIEVEMENT, AND HEALTH AND SAFETY PRACTICES 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
- improve relationships and communication by providing support through regular visits to departments

Curriculum Design & Development/Contracts & Grants will:
- in conjunction with HR and Instruction, enhance the faculty orientation
- coordinate training and knowledge of professional opportunities for faculty and staff through collaborative meetings
- explore alternate funding strategies to help offset any budget reduction that may occur as a result of unusual or unexpected downturns in the economy

Instruction and Supervisory Staff will:
- set program improvement and performance goals
- utilize performance appraisals effectively
- participate in and document professional development opportunities

Marketing will:
- improve communication by promoting celebratory events at the College through Web site articles and digital monthly newsletters

Risk Management Committee will:
- update lockdown process and training, including notification and communication
- evaluate and improve campus health and safety (e.g., preventative and emergency procedure training, communication and forms, radios, sanitation, etc.)
- coordinate regular safety drills and training (e.g., fire, lockdown, earthquake, etc.)

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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
- explore additional stackable credential pathways with other universities/colleges across the state
- increase the pipeline of students entering the post-secondary certificate programs
- explore the transition to credit-based courses as authorization permits

Instruction will:
- increase focus and emphasize consistent soft skills in all programs and design programs to closely mimic existing work environments (e.g., professionalism, dress, hygiene, appearance, attitude, etc.)
- improve student orientation
- expand program access and opportunities using a 'flipped classroom' model as authorization permits
- 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)
  - improve efficiency of time clock
  - increase communication and student/instructor interaction
  - coach students by identifying goals and providing resources and support for improvement

Student Services will:
- continually improve 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

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(Continued)

STRATEGIES

- train instructors on enrollment and course registration processes to assist students with my.btech.edu
- 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"

Financial Aid will:
- hire additional staff to provide more timely student aid
- train Student Success Advisors, Associate Vice Presidents, and instructional Department Heads for a consistent understanding of Financial Aid processes to help manage student expectations

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
- regularly meet with Department Heads and/or Instructors for program training to help the Student Success Advisors stay current
- assist graduating high school seniors and new prospective certificate-seeking students in getting started on the Financial Aid processes (e.g., FAFSA, scholarships, and other aid)

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ONE STUDENT AT A TIME

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
- increase proficiency in a variety of technology practices and delivery methods
- increase curriculum content and quality of courses in the learning management system to prepare for credit-based courses and accommodate the "flipped classroom" model as authorization permits

Information Systems will:
- evaluate and improve wireless access capabilities and speed
- utilize wireless authentication to control and improve security and access to BTECH networks
- 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, WebEx, and Microsoft Teams
- broaden the document imaging system for programmatic student academic records
- explore technologies and identify resources to expand the ability for employees and students to work remotely
- implement single sign-on technologies to simplify access to systems
- update networking equipment to increase network speeds throughout the College and keep up with the changes and demands of a digital world

Curriculum Design & Development 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
- continue aligning BTECH high school and certificate-seeking curriculum eliminating duplication for a seamless transition
- prepare for an increased effort in state-wide articulation
- explore support for program completion (e.g., higher wages for graduates, non-traditional delivery of remaining courses, internship/externship opportunities, etc.)
- reach out to local business leaders in their respective industries to increase outreach and communication efforts for the College

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
- work closely with high school Counselors and College Access Advisors to keep them current on BTECH offerings and pathways

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OBJECTIVE #5: PARTNERSHIPS & PATHWAYS

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(Continued)

STRATEGIES

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
- coordinate with Administration between corporate/family foundation grant opportunities and state and federal funding applications as appropriate for internal review and submission to granting institutions

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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 program-specific 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:
- strengthen relationships with potential influencers such as advisory members, alumni, current students, high school teachers, college access advisors, high school counselors, 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
- explore an alumni campaign to strengthen a long-term commitment to and communication with the College
- connect students with donors and donors with students to showcase appreciation and impact of funds invested in Bridgerland students
- in coordination with Administration and faculty, plan and carry out additional funding campaigns to support the completion of a new Health Sciences Building (e.g. equipment, landscaping, alternate projects)

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ONE STUDENT AT A TIME

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, SnapChat, and Twitter
- lead efforts to recruit students uncertain of career direction
- prioritize College events being sensitive to fiscal responsibility and targeted outcomes

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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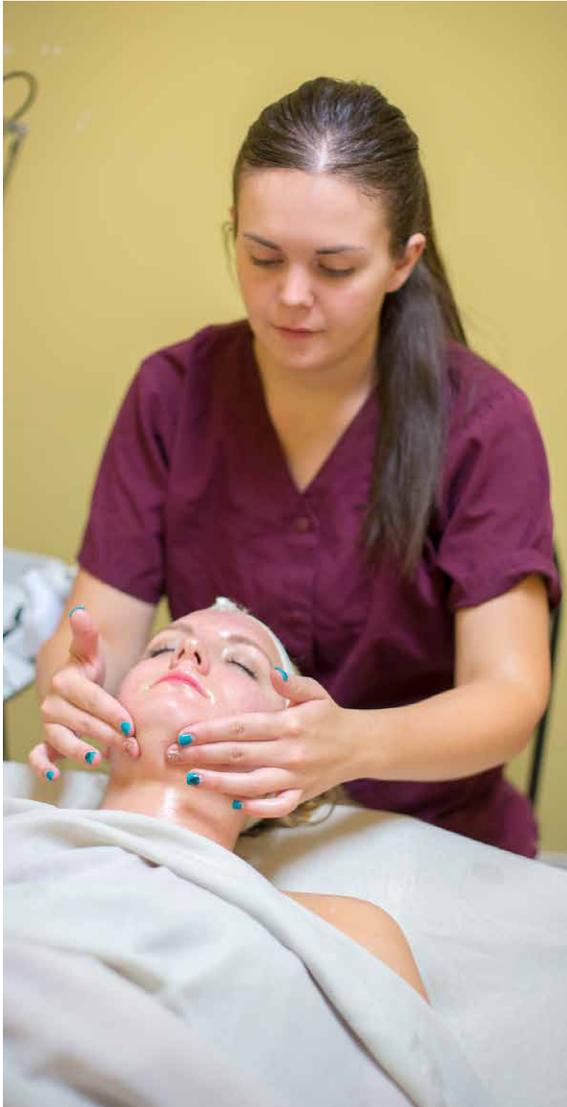
EVALUATION PROCESS

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

STRATEGIC PLANNING 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
Colette Pulsipher
Doyle Peck
Ed Ball
Emily Hobbs
Frank Stewart
Hailey Ropelato
Jason Couraud
Jason Rindlisbacher
Jennifer Tenhoeve
Jesse Shaffer
Jim White
John Fullmer
John Krusi

Kandice Maughan
Kathryn Rawson
Kayleen Milligan
Kevin Cornia
Kyle Saunders
Laura Stones
Lisa Balling
Lisa Moon
Lisa Rock
Mark Alexander
Mason Lefler
Mike Nield
Paul James
Randee Munns
Richie Calderwood
Scott Danielson
Sean O'Leary
Shanna Alger
Sterling Petersen

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