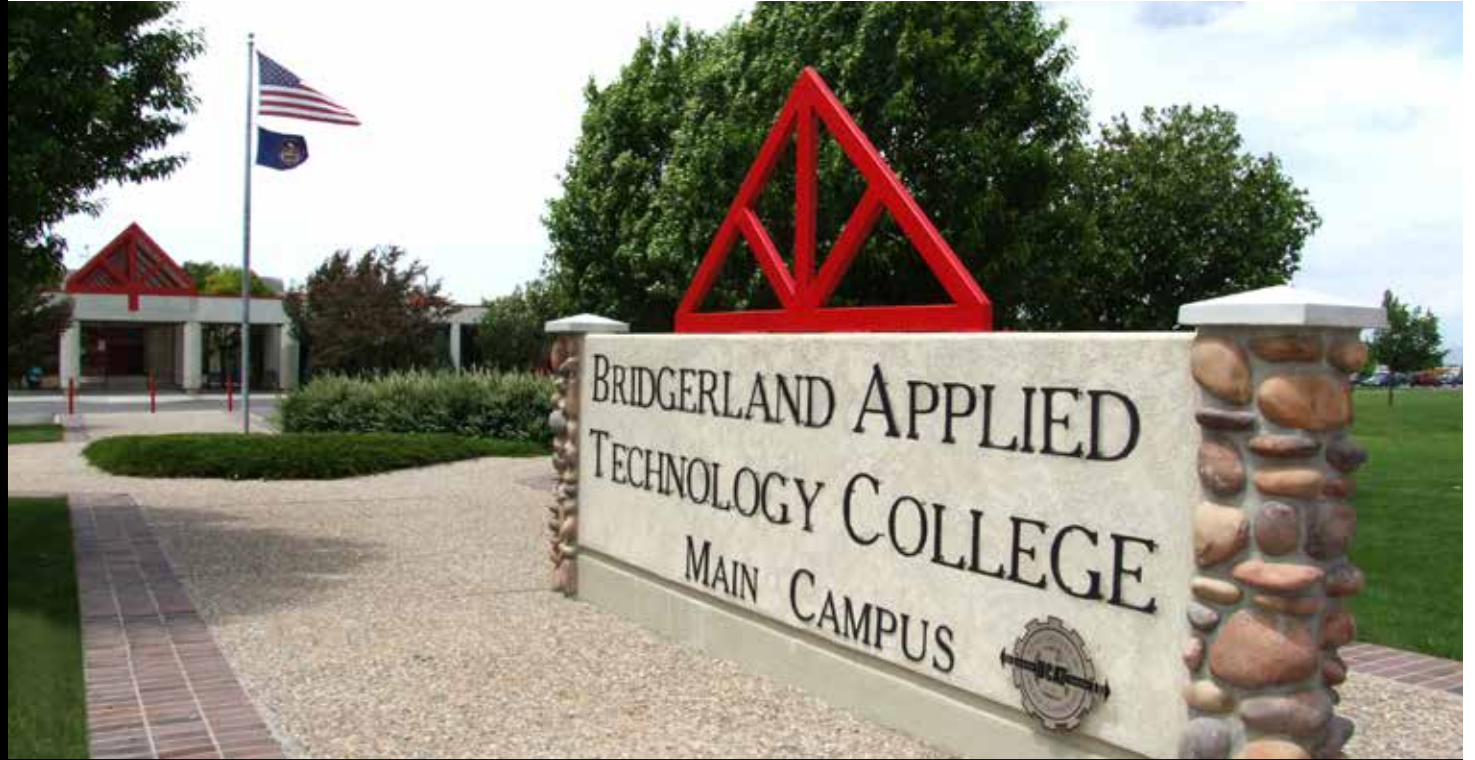


bāTC BRIDGERLAND APPLIED TECHNOLOGY COLLEGE



STRATEGIC PLAN
2016-2021



INTRODUCTION

Bridgerland Applied Technology College (BATC) is one of eight colleges that comprise the Utah College of Applied Technology (UCAT). BATC 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.


BATC undergoes an annual strategic planning process in compliance with the Council on Occupational Education (COE) accreditation standards. In this 2016-2021 strategic planning cycle, a new element of aligning with the State of Utah's nine educational anchors was introduced. BATC's eight core objectives were developed to align directly with the State of Utah anchors.


BATC utilized a new team approach 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 BATC 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 of this institution.

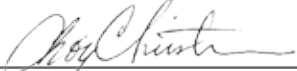
This Strategic Plan was compiled from strategic planning team meetings and administrative vision; presented to faculty, staff, and Administration; reviewed for priorities, timelines, and costs; and were presented to the BATC Campus Board of Directors for final adoption.


ADMINISTRATIVE TEAM


K. Chad Campbell
Campus President


James White
Vice President for Student Services


John Davidson
Vice President for Instruction, Contracts & Grants


Troy Christensen
Vice President for Brigham City


Wendy Brog
Vice President for Instruction & Institutional Effectiveness



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MISSION

The mission of the Bridgerland Applied Technology 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

BATC 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.

BATC 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

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

- explore outside donation opportunities from industry, BATC foundation, alumni, etc.
- annually review program offerings in relationship to current career opportunities, projected industry need, and location of program offerings

Budget Office will provide resources annually to:

- modernize the technology infrastructure by significantly increasing wireless access points and speeds throughout all of BATC
- identify operating budget request, capital improvement request, and capital development request needs and ideas annually through a strategic planning process
- 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

Department Heads will:

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

CHANGING LIVES

ONE STUDENT
AT A TIME



OBJECTIVE #2: PROFESSIONAL PRACTICES

ENHANCE PROFESSIONAL PRACTICES

STRATEGIES

Administration will:

- identify faculty training days
- improve communication with faculty and staff with regular meetings involving all personnel from the College

Technology Enhanced Instruction Department will:

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

Information Systems Department will:

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

Vice President for Instruction and Institutional Effectiveness 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: Tandberg, Adobe Connect, educational apps, Zing, Captivate, EduCreations, Canvas, Jenzabar, etc.

Vice President for Instruction, Contracts & Grants will:

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

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AT A TIME



OBJECTIVE #3: REDUCE OR ELIMINATE BARRIERS

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

STRATEGIES

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

Information Systems and Web Support will:

- evaluate my.batc.edu to maximize intuitive use, mobile readiness, and aesthetics
- identify strengths and weaknesses of the current enrollment process, as well as find and implement ways to improve
- identify bottlenecks or processes that can be improved to better help students navigate the enrollment process
- monitor student progress through certificate programs

Faculty and Staff will:

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

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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 Department will:

- evaluate and improve wireless access capabilities and speed
- increase access points
- 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.)

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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

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

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

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.)

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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.

Administration will:

- provide recommendations for additional BATC 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 (CCRP), 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.)

CHANGING LIVES

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OBJECTIVE #7: FUNDING RESOURCES

MAXIMIZE LEARNING OPPORTUNITIES AND ASSETS THROUGH OTHER FUNDING RESOURCES

STRATEGIES

Campus 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 BATC 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

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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, and high school non-completers, etc.)

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.

Campus President will:

- increase departmental awareness and recruiting activities for scholarships using monies other than appropriated funds

Faculty and Staff will:

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

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AT A TIME



EVALUATION PROCESS

BATC 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.

BATC 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

Chad Campbell, Campus President
 Wendy Brog, Vice President for Instruction & Institutional Effectiveness
 Gloria Peterson, Marketing Director
 Emily Hobbs, Assistant to the President

OBJECTIVE #1: EFFICIENT RESOURCES

Ed Ball
 Sue Cardwell
 Kevin Cornia
 Laurie John
 Sean O'Leary
 Richard Ore
 Rod Peterson
 Laura Stones
 Steve Sweeten
 Jim White

OBJECTIVE #2: PROFESSIONAL PRACTICES

Hydi Bartlett	Kayleen Payant
Eric Bowen	Colette Pulsipher
Troy Christensen	Tiffany Jensen
Heather Erickson	Lisa Rock
Sam Hilton	Dave Seamons
Madlyn Huber	Lauri Sorenson
Kandice Maughan	Wendi Wilde
Sean O'Leary	

OBJECTIVE #3: REDUCE OR ELIMINATE BARRIERS

Karen Albiston	Sean O'Leary
Steve Alexander	Ryan Page
Lisa Balling	Sterling Petersen
Alex Baltodano	Jaxon Robison
Kristen Bogue	Chuck Swann
Troy Christensen	Pam Tew
Heather Erickson	Jennifer Tenhoeve
Paul James	Rick Wilson
Kerry Kirkland	

OBJECTIVE #4: NEW TECHNOLOGIES

Ed Ball	Matt Fuller
Lisa Balling	Rachel Jackson
Kristen Bogue	Eisa Keene
Bonnie Campbell	Steve Middaugh
Wes Chambers	Cathy Neeley
Troy Christensen	Jason Rindlisbacher
Heather Erickson	Gail Seamons
Gary Etherington	



COMMITTEES

STRATEGIC PLANNING EXECUTIVE COMMITTEE

Chad Campbell, Campus President
 Wendy Brog, Vice President for Instruction & Institutional Effectiveness
 Gloria Peterson, Marketing Director
 Emily Hobbs, Assistant to the President

OBJECTIVE #5: OUTCOMES & ACHIEVEMENT

Kandice Maughan
 Richard Ore
 Kerri Sales
 Callan Salmon
 Heidi Stephenson
 Pam Tew
 Jim White

OBJECTIVE #6: PARTNERSHIPS

Andy Arave
 Elke Carter
 Heather Erickson
 Wendy Finley
 Stephanie Gilbert
 Paul James
 Eric Oman
 Richard Ore

Kerri Sales
 Kyle Saunders
 Jennifer Tenhoeve
 Jim White

OBJECTIVE #7: FUNDING RESOURCES

Ed Ball
 John Davidson
 Bryan Davies
 John Fullmer
 Jackie Ore
 Wayne Moore
 Kerry Kirkland
 Jim White

OBJECTIVE #8: AWARENESS

Steve Alexander
 Audrey Bandley
 Troy Christensen
 Matt Fuller
 Kendra Gibson
 Karen Hurd
 Vanessa Landon-Earley
 Brandon Peterson

Brad Sorenson
 Pam Tew
 Jim White
 Jandee Young

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