



TOOELE TECHNICAL COLLEGE

Institutional Strategic Plan

For the Fiscal Years of

2019 – 2021

The review of last year's strategic plan and its components and its amendments to the plan were discussed with:

- Administration: Thursday, August 16, 2018
- Faculty and Staff: Friday, August 17, 2018
- Board of Directors: Wednesday, September 5, 2018

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Mission and Vision

Mission Statement

The Tooele Technical College provides rewarding, competency-based, affordable, and accessible career preparation for youth and adults to meet the needs of Utah employers.

Vision Statement

Our strength is in our difference. The Tooele Technical College concentrates on providing competency-based, flexible, affordable, high tech and focused workforce training for high wage jobs and complementary services in an open-entry/open-exit environment.

Executive Summary

Focus

Tooele Tech's strategic plan is based on four core areas of emphasis which will help focus our efforts on solidifying its position as the premier provider of technical education within Tooele County. These areas are:

- Improving the Quality of our Programs and Services;
- Filing the Student Pipeline;
- Celebrating Success; and
- Developing Industry and Community Champions.

By focusing on these core areas and recognizing Tooele Tech's strengths, weaknesses, opportunities, and threats, the college will be in a better position to commit to the vision of its potential and to align its practices with this vision. This strategic plan as outlined, is a valuable tool to help move Tooele Tech forward to meet the challenges of the future, be valued by its community and its industry leaders, and ultimately be able to fulfill its mission within its community.

The Strategic Plan

The Strategic Plan is a dynamic map that is developed and revised in an organized and systematic way. Because our external environment is so dynamic, our institution and thus our strategic, plan must remain nimble in order to keep pace with our changing environment. Our plan, which focuses on a three-year period of time, is reviewed annually by our faculty, staff, administration and Board to keep our focus centered on meeting our mission as it relates to our evolving economic environment. The plan is comprised of several components, including the mission, vision and values of the institution.

Tooele Tech Strategic Objectives & Strategies

In order to focus on the mission and attain the vision set forth in this plan, TTECH has set forth the following goals for the next three school years (2019-2021). All strategies and objectives will be considered in light of available financial resources.

Objective # 1: *Improve the Quality of Programs and Services.*

Strategies:

- ❖ Identify current and projected financial resources necessary to achieve initiatives contained within the strategic plan.
 - Implement new budgeting process that utilizes TTECH Directors and Vice Presidents to effectively listen to each person responsible for a budget, which the administrative team will then assemble in light of all the gathered information.
- ❖ Encourage professional development
 - Support new UTech Teaching Excellence Academy
 - Monitor and encourage the completion of professional development goals
- ❖ Implement a systematic process for maintaining necessary accreditation standards and documentation
 - VP of Instruction and the Program Directors will develop a process to annually review accreditation information, assign ownership and perform a mock visit.
 - VP of Student Services will conduct a compliance audit annually for federally mandated compliance issues.
- ❖ Improve the Quality of all Educational Programs
 - VP of Instruction will become familiar with Utah State Board of Education (USBE) CTE courses and Utah State University (USU) Associate of Applied Science (AAS) degrees and improve our program and course alignment.
 - Faculty will meet with their Tooele County School District (TCSD) colleagues and improve relations and mutual understanding of our curriculums.
 - Provide a faculty ombudsman and mentor who will train and be a point of contact for faculty with student services.
 - Improve the practice and utilization of the student survey process
 - Conduct administrative program visits in the Fall to celebrate and understand what is happening in each program.

- ❖ Ensure data management systems function appropriately
 - Investigate the best solution for a new fiscal system which will allow for better management reports and digital purchasing.
 - Develop processes for managing course-based enrollment in Northstar and with Student Services personnel and pilot at least one program using this method.
 - Develop a Student Information System (SIS) management and faculty Tableau Dashboard to allow real-time data reporting that produces simple-to-use, attractive and useful reports.

- ❖ Physical facilities are safe and appropriately managed
 - Implement a systematic process of conducting annually an internal facilities safety review.
 - Informally update the College's Master Plan, and consider conducting a formal plan next fiscal year.
 - Increase informational technology security.
 - Ensure all acceptable conduct and safety training occurs on an annual basis.

- ❖ Conduct a system-wide salary survey, which includes validating and updating all job descriptions and implement a new salary system using the information collected in the study.

- ❖ Streamline student registration processes, including the addition of a high school section which aligns with our new relationship.

- ❖ Focus leadership efforts on supporting the growth and improvement of all new and expanding programs including the POST Academy, Automation, Electrical Apprenticeship, Software Development, Building Trades, Composites, and other new program concepts.

- ❖ Support the success of the new Business and Institutional Development Department (BID) by holding monthly alignment meetings and developing performance measures.

Objective # 2: *Fill the Pipeline.*

Strategies:

- ❖ Investigate and expand programs and adjunct class offerings as appropriate.
- ❖ The Marketing Team will develop and implement a new strategic marketing plan which includes:
 - A focused, strategic and sensitive approach to let “the right” high school students know about our opportunities, including flyers or emails to parents and students before registration, which emphasize new bridge scholarship, and assists counselors to become comfortable with our programs.
 - Support focused marketing efforts such as high school events, industry visits by team members, Job Fairs, updating signage and wraps on windows and trailers, program flyers, open houses and increased attention on measurable outcomes with social media marketing efforts.
 - Focus on filling new and expanding programs.
 - Develops a systematic process for coordination between faculty, student services and the marketing team.
- ❖ We will seek opportunities to inform the community of our educational partnerships and pathways.
 - Improve the coordination of information between TTECH and USU’s nursing programs.
 - Market our pathways and stackable credentials with USU to our community with an emphasis on parents.
 - Share the good news of our education partnership and what they mean to our community through press releases and social media in conjunction with our partners.

Objective # 3: *Celebrate Success.*

Strategies:

- ❖ Administration will seek opportunities to appropriately recognize faculty and staff excellence.
- ❖ Support student leadership opportunities including student competitions between high schools at TTECH, program specific “summer camps,” and start a chapter of Skills USA with the goal of sending ten students to state competitions.
- ❖ Support a college recognition committee in its effort to create, define, and achieve its goals and methods to acknowledge and commemorate student success with praise, rewards and recognition.
- ❖ Recognize Student Achievement:
 - Develop a “Student Recognition Hall.”
 - Develop a way to recognize students upon completion.
 - Communicate better when good things are happening in the programs and then utilize our website, and social and print media to celebrate student success.
 - Successfully consolidate our two graduations into one event which ends with more people attending than have been with two events.

Objective # 4: *Develop and Strengthen Industry and Community Connections.*

Strategies:

- ❖ Improve relationships with key community partners:
 - Student Services will get to know all building administrators and counselors at all four local high schools and USU.
 - President, and VP of Instruction will make community industry visits a larger priority this next year.
 - Effectively training all new OAC members.
 - Administrative Team to focus on building relationships with TCSD colleagues.

- ❖ The VP of Instructors will develop a systematic way for faculty to report to their three best employer visits. The purpose of these visits may include: public relations, explanation of program content, investigating placement opportunities, setting up internship opportunities and soliciting employers to participate in improving the program.

- ❖ TTECH will seek and secure additional sources of revenue for programs and scholarships.
 - The Business and Institutional Development team will foster relationships with community and industry leaders for the purposes of building friends, developing giving opportunities, discovering private training opportunities.

- ❖ Seek and document opportunities for our faculty to build deeper relationships with industry by:
 - Contacting them for programmatic input
 - Developing corporate sponsors
 - Utilizing guest speakers.
 - Field trips
 - Employer luncheons

Summary & Evaluation

Summary

Tooele Tech has set significant goals in harmony with the theories of accountability and continuous organizational improvement. The goals will stretch our capacity and may not be fully attainable in the time period they encompass; however, the strategies are measurable and can be assessed for progress towards meeting our goals. We will re-examine our position at the end of the year, re-evaluate our needs, establish new strategies, and move forward, documenting our progress and understanding that there is more that needs to be done to continually improve our institution. This strategic plan is an ongoing process and should not be viewed as a beginning with an end. This plan is a living document which is updated and measured for progress at least annually and should be reviewed frequently as a road map for success.

Strategies for Evaluating Progress

The College President will evaluate progress toward achieving the objectives by reviewing the strategic plan with faculty, administration, and the Board of Directors (who are considered the institutional advisory committee) on an annual basis. During these reviews, revisions will be made as necessary.

- Faculty reviewed the Institutional Strategic Plan for FY 2019 – 2021 on Friday, August 17, 2018.
- Administration reviewed the Institutional Strategic Plan for FY 2019 – 2021 on Thursday, August 16, 2018.
- The Board of Directors/institutional advisory committee reviewed the Institutional Strategic Plan for FY 2019 – 2021 on Wednesday, September 5, 2018.