



# **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, Vision, and Values

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### **Mission Statement**

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

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### **Vision Statement**

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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.

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### **Statement of Values**

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At the Tooele Technical College we value:

- Our students, employers, community and their successes.
- Development and delivery of cutting-edge, career-focused technical training.
- Education and training opportunities for youth and adult students.
- Veterans.
- Being recognized as the employer choice for technical training.
- Local and statewide economic development.
- Entrepreneurship and excellence.
- Diversity of people and ideas.
- Innovation and creativity.
- Honest and ethical behavior.
- An environment that fosters quality teaching and functional learning.
- Using resources efficiently and an environmentally friendly facility.
- Faculty and staff professional development.
- Partnerships with business, industry, education, civic and community partners and other stakeholders.
- Our reputation and leadership role within the community.

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### **Background**

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Tooele Technical College (TTECH) is one of the eight technical colleges in the state. It is the newest technical college in the system. The technical college system was established under higher education during a special session of the Utah State Legislature in June 2001. During this session, the Legislature passed House Bill 1003, Applied Technology Education Governance, which established the Utah College of Applied Technology (UCAT) as an institution of the Utah System of Higher Education. The UCAT began operating on September 1, 2001. It consisted of ten regional Applied Technology Colleges that had previously been Applied Technology Centers and Service Regions governed under

the Utah State Board of Education. One of the ten entities was the Salt Lake/Tooele Applied Technology College.

During the 2009 General Session, UCAT's governance was separated from the Board of Regents and placed with the UCAT Board of Trustees under House Bill 15, Career and Technical Education Amendments. Also in this bill, the Salt Lake County portion of the Salt Lake/Tooele Applied Technology College was transferred to Salt Lake Community College and the Tooele County portion was established as the new Tooele Applied Technology College. In the 2017 General Session, Senate Bill 238, Higher Education Governance Revisions, renamed the Utah College of Applied Technology the Utah System of Technical Colleges (USTC) and the applied technology colleges were renamed technical colleges. During the 2018 session of the legislature, more refining of the USTC legislature took place including the relationship between the state board each technical college in the system with a special emphasis on the hiring and oversight of technical college presidents.

## **Executive Summary**

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### **Focus**

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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.

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### **The Strategic Plan**

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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

## Introduction

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### History

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Tooele Technical College	2017 – Present
Tooele Applied Technology College	2016 – 2017
Tooele Applied Technology College “Campus”	2009 – 2016
Salt Lake • Tooele Applied Technology College	2001 – 2009
Wasatch Front South (WFS) Applied Technology Center	1999 – 2001
WFS Applied Technology Center Service Region	1995 – 1999
Wasatch Front South Consortium	1992 – 1995

In June 2001, a special session of the Legislature passed House Bill 1003, creating the Utah College of Applied Technology (UCAT), the state's tenth and newest institution of the Utah System of Higher Education under the State Board of Regents. Beginning September 1, 2001, nine former Applied Technology Centers and Service Regions were organized under the new Utah College of Applied Technology. In creating UCAT, the Legislature changed how the Career and Technology Education (CTE) entities were governed and organized.

During the 2009 General Session of the Utah Legislature, significant changes occurred for the delivery of CTE in the state. House Bill 15 modified the governance structure for post-secondary, prohibited UCAT from offering degrees or awarding credit, consolidated the Salt Lake County portion of the Salt Lake • Tooele Applied Technology College (SLTATC) with the Salt Lake Community College (SLCC) Skills Center to form the SLCC School of Applied Technology, and the Tooele County portion of the SLTATC was continued to create the Tooele Applied Technology College (TATC).

TATC began operations on July 1, 2009. TATC received Tooele City funds, Utah State University property and legislative appropriations for capital development in 2011. Under the watchful eye of the Department of Facilities Construction and Management, Method Studio Inc. designed and Hughes General Contractors constructed the new state-of-the-art, LEED Silver certified 74,000 square foot facility. TATC conducted its Ribbon Cutting ceremony for the new facility on June 5, 2013.

Senate Bill 131 Utah College of Applied Technology Governance Amendments was passed during the 2016 General Session of the Utah Legislature, effective May 10, 2016. The bill changed the title of the UCAT “President” to the Utah College of Applied Technology “Commissioner of Technical Education” and re-designates a UCAT “Campus” to “Applied Technology College”.

Senate Bill 238 Higher Education Governance Revisions was passed during the 2017 General Session of the Utah Legislature, effective July 1, 2017. The bill renames the Utah College of Applied Technology to the Utah System of Technical Colleges and Applied Technology Colleges to Technical Colleges. The bill also clarifies the USTC and TTECH boards and establishes TTECH as body corporate.

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## **The Strategic Plan Foundation**

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The institution has become an important, recognized education and training partner in Tooele County. The TTECH Strategic Plan is grounded in the history of the institution, the unique characteristics of Tooele County, and the tremendous potential that exists for this institution to grow and thrive.

TTECH will continue to focus on its role of providing a postsecondary technical education to secondary, preparatory adult learners and students already employed who need to upgrade or enhance their skills for the current job or to advance in their current occupation. Elements of the State Education Plan Guiding Principles and Framework Anchors have been incorporated into the TTECH Strategic Plan. Anchors include:

- Increase Content Proficiency and Achievement for Every Student
- Expand Access, Participation and Completion
- Enhance Educator Preparation and Professional Practice
- Identify and Target Resources to Maximize Outcomes
- Meet Critical Economic and Employer Needs
- Enhance Partnerships
- Adopt Innovative and Evidence-Based Practices

Enhance Outcome Reporting

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## **Strategies**

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Specific strategies are used in this plan with specific measurable objectives which move us closer to accomplishing our goals and objectives. As strategies and objectives are achieved, the plan is revised to focus on new strategies and their specific objectives. By utilizing this process, we can assure continual improvement in the areas of most value to our community, business and industry leaders and the servants we serve.

As Tooele Tech progresses toward its established goals by completing its strategies and objectives, it will annually review and revise the strategic plan in order to keep moving the College forward. Obtaining input and feedback in a systematic way is a routine element of the planning process, not only from the College's internal community but also from members of the community who are external to the College and are also stakeholders in the future 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.

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

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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.

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**Objective # 2: *Fill the Pipeline.***

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## 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.

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**Objective # 3: *Celebrate Success.***

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## 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.

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

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## 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**

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### **Summary**

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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.

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### **Strategies for Evaluating Progress**

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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.

## Appendix A

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### 2018 – 2020 Strategic Plan Evaluation of Progress Report

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#### **President's review of progress towards achieving FY 2017-2020 Goals as presented to the Board of Directors September 5, 2018**

The 2017-2018 school year was monumental for many reasons. Some of the highlights include the retirement of President Scott Snelson and Vice President Linda Skinner; the beginning tenure of Paul Hacking as the new President; the addition of new program offerings; a positive and complex legislative year; and the beginnings of a new vision, agreements and true collaboration between the Tooele Technical College (TTech) and the Tooele County School District (TCSD) upon which future programs and enrollments will be built.



President Scott Snelson publicly announced his retirement on September 6, 2017. The Utah System of Technical Colleges (USTC) conducted a nationwide search to identify the next Tooele Technical College President. USTC Commissioner David Woolstenhulme, the USTC Board of Trustees, and Tooele Technical College's Board of Directors conducted the final interviews for the position on November 16, 2017, followed by a public meeting to announce Paul E. Hacking as the new President, effective January 1, 2018. At this event, President Snelson reviewed the tremendous progress made by Tooele Technical College since its establishment in 2009, which included:

- Securing legislative funding to design and construct a 74,000 square-foot facility to for the college's state-of-the-art technical programs (*completed in 2013*)
- Leading the college through a site visit conducted by the Commission of the Council on Occupational Education (COE) to obtain accreditation in which the visiting team reported all programs met or exceeded accreditation standards, resulting in zero findings, two commendations, and a 6-year reaffirmation (*September 2016*)

- Overseeing establishment of Federal Financial Aid eligibility, which granted 35 awards for a total of \$93,154 (*as of September 2016*)
- Increasing college offerings to include 28 accredited technical programs (*as of 2017*)
- Initiating Tooele County K-16 Alliance to plan, develop, and coordinate education and training through Pathway and Articulation Agreements
- Organizing 11 Employer Advisory Committees (EACs) consisting of 36 companies and 51 individual members (*as of 2017*)
- Guiding Tooele Technical College from its beginnings as an organization with just eight faculty and staff members in 2009 to over 50 faculty and staff members by 2017

FY 18 brought two new programs to TTech, Software Development and Electrical Apprentice. Software Development will produce software coders which are in extreme demand along the Wasatch Front. Last legislative session, we were fortunate to receive a Strategic Workforce Initiative (SWI) grant to develop industry-approved curriculum and produce coders for years to come. TTech was fortunate to hire Bryan Scott as the full-time Software Development program faculty; he comes to us with 20 years of IT experience and many years coding experience in Tooele County. Electrical Apprentice started in January with the hire of Doug Allred, a local master electrician, who has helped us get this program going. Now that both programs are established, we have focused our marketing efforts on both programs and anticipate this next year to be a time of growth for both programs in terms of students and industry support.

On April 7, 2018 TTech and Utah State University (USU) Tooele Extension hosted a counselor appreciation luncheon. At this event, Superintendent Rogers provided welcoming comments, calling the new relationship between TTech and TCSD a “New Day” where we are true partners and both entities will work in collaboration to do what is best for our students, which includes allowing secondary students to enroll in courses at TTech during the normal school day as part of their high school schedule.

This “new day,” provides TTech a much-needed boost of energy and possibilities. Having appropriate secondary students attend our institution during the normal school day will create a stronger foundation upon which a more important and meaningful future can be built for the community we serve. This partnership will facilitate several important outcomes in our community, including:

1. More high school students will be able to complete career pathways before graduation.
2. More high school students will elect to finish their TTech programs after graduation, especially with the approval granted last legislative session for a substantial amount of scholarship funds dedicated to this specific purpose.
3. Our ability to fill the pipeline in most of our programs is significantly enhanced.
4. As families have sons and daughters participating in TTech programs, their support and appreciation of our college in their community will be greatly increased.

5. More families in Tooele will include technical certificates as measure of success for their children over time, in addition to university degrees, which is critical to our state's economic future.
6. TTech will be able to produce more completers, and thus businesses will be able to fill much-needed positions with trained workers grown in their own backyard.
7. Working collaboratively with USU and TCSD will allow us to spread precious funding for education further as we support each other in our respective roles and seek to build upon each other's offerings and reduce unnecessary duplication.
8. As our programs become full, we will be poised to approach the legislature for additional buildings and program funding, which will provide our community with more opportunities for all of our citizens.



When all student data has been validated, our college is projected to have grown our membership hours by 9.30%. Our headcount, which reflects the number of lives our College has impacted this past year, is expected to be over 800 students this year, which represents a 7.8% growth over last year. This expansion is, in part, attributed to the growing reputation our instructors are developing of excellence in the quality of their programs and a depth of caring towards each student they assist. One important measurement where we backtracked this year was in our certificate attainment,

where we will be down by close to 10%. Because of a life change with an instructor last Fall, we did not run one of our normal night sessions of the Nursing Assistant program, which reduced the number of certificate completers in that program. Also, our medical assisting programs were off by 28%, which may have been a result of federal financial aid requirements that award funds only for programs of 900 hours or more. On a positive note, Diesel, Industrial Maintenance, and Information Technology certificate counts were up significantly.

This document serves as our institution's formal evaluation of our progress towards meeting the objectives and goals outlined in last year's strategic plan. Our institution values the strategic planning process which includes evaluating our progress each year. This document will be an appendix to our updated strategic plan which will be used this next fiscal year. It serves as our formal way of recognizing our progress, evaluating what areas need to be modified, dropped, refocused, or maintain focus and consistency of our planning process from one year to next and serves as a historical document of the broader achievements and significant events of our institution.

Our strategic plan is always based on a rolling three-year timeframe. As we review and update our progress every year we anticipate coming closer to accomplishing our objectives. Not all strategies received the same level of attention; however, I believe significant progress has been made, especially in light of the significant changes the institution has experienced and the changes occurring at the state level as well. This report is intended therefore, to also serve as an accountability report to



our community and our governing board of directors regarding our progress in implementing our strategies and coming closer to our goals and objectives. The strategies that need realignment or further work will be left on the strategic plan as we refine it for next year.

Our plan will always be updated each year with the input from our governing board (which serves as our “Institutional Advisory Board”) and our employees. This is done at September Board Meeting for the board and during the setting of goals with each employee during their evaluations and as we discuss our plan with all of our employees at our annual opening institute.

Although as the President, it is my responsibility to report our collective progress concerning our strategic plan, the successes discussed in this document are the result of every member of the Tooele Tech family functioning with competence in their respective roles.

***Goal Area 1: Mission and Role.***

- The Mission, Vision, Statement of Values and Strategic plan were discussed on the following dates:
  - Board: September 6, 2017
  - Faculty and Staff: September 8, 2017
- This past winter, we reestablished the Tooele County K-16 Alliance. The Director of USU, Jenn Van Cott-Cowburn, Superintendent Scott Rogers and President Paul Hacking began meeting in February with the hope of forging new alliances and opportunities for our students. These meetings have been very valuable in elevating our collaborative approach for providing education in Tooele County. The meetings have led to historic improvement in our relationships with TCSD and TTech. We have always had a good connection with USU and these meetings have helped further strengthen our relations with USU as well.
- We have continued our existing Memorandum of Understanding (MOU) with USU.
- We are still in the process of defining our new relationship with the School District. A new and improved MOU will be created to memorialize the basis of our new relationship as soon as we work through the details of several new processes, such as how we will award credit, process student enrollment, transportation, communication and other details which are close, but not yet finalized. All of this will be significantly better than where we were, but not as good as where we will be in the future as we continue to make improvements to our collaborative relationship. As soon as the current details are worked out, we will memorialize our mutual understanding in a formal MOU which will be updated each year. However, this document will remain a “living document” and we will continue to improve it as we find better ways to collaborate.
- We have established a new “Recruiting, Marketing and Placement Team” which will be developing a strategic marketing plan based upon our “New Day” with the school district. A few examples of a new marketing approach for secondary students are, a flyer mailed to the home of each junior and senior letting them know of our opportunities, an email to the same students through the “peach jar” system, and a web site page for counselors including

information about each of our programs in which secondary students can now enroll and how to best process the paperwork in a transparent manner.

- VP Aiken has met several times with the Career and Technical Education (CTE) Director of TCSD, Kristy McLachlan, and they have updated every pathway agreement and added the Software Development program to the list. VP Aiken will focus this next year on learning the Utah State Board of Education (USB E) approved CTE courses that correspond to ours, and will methodically meet with our faculty ensure our courses are covering the same objectives to maintain a level of trust with our TCSD partners who will be awarding CTE credit to students based upon our pathway agreements.
- The MOU with the TCSD will detail how CTE and Elective credit will be awarded and how courses taken at our partnering high schools will be accepted at TTech. This is a serious issue and we are providing information on how other school districts award credit for students attending a state technical college and related contacts at those school districts around that state who may be able to explain how they award credit. This is an important issue that will continue to be a focus for us this upcoming fiscal year and beyond.
- We have had several conversations with our valued USU partners on how our students can move on to USU after completing our certificates to earn an AAS degree. We feel very good about our collaboration and are making sure our students understand what an AAS degree is and how it is different, but equally valuable for a different purpose. This next year, VP Aiken will be working with USU to make sure we understand each AAS degree option and we will develop new pathways for Software Development and POST as these may be special situations aligned with specific AAS degree options.
- We have developed limited marketing material which emphasizes our student pathway opportunities such as with our nursing programs, but next year our marketing team will have this as one of their priority objectives. We did hold two joint nursing open houses with USU which were very successful. Joint marketing efforts with all three education partners will continue to be an emphasis for many years to come.
- We entered into a large contract for marketing on social media this past year to continue to educate the community on the advantages of our system of education. This campaign was able to reach close to 800,000 individuals and our ads were visible on social media newsfeeds that resulted in nearly 5,000 actions, which puts us at a click through rate that meets the industry standard at .5 percent. We have had an increase of 30 percent reach and clicks from previous campaigns in 2016, and site traffic on the website increased 20 percent from last year. We have also sent out two comprehensive brochures about our offerings to every mail box in Tooele County.

***Goal Area 2: Identity.***

- VP Aiken has spent a considerable amount of time familiarizing himself with COE policies and procedures. He, along with VP Lange-Christensen, will be attending the COE conference in November to further his knowledge about COE and compliance and to start developing relationships with COE staff and other COE institutions. He comes to TTech with extensive knowledge of other accreditation efforts and has led several successful visits at other

institutions. He is also becoming familiar with past documents and processes which help keep us in compliance with COE standards. In this next fiscal year, he will conduct an informal review to identify any areas of weakness in regarding COE standards and he will also lead the effort to improve our performance in these areas.

- In addition to VP Aiken as our accreditation officer, the rest of the administration team are aware of their areas of responsibilities and we are confident in our continued compliance with accreditation standards in each of our areas of responsibility.
- As part of completing our annual COE report, it was determined that TTech was out of compliance with COE's completion standards in three program areas. For each area, the institution as a whole developed several strategic initiatives to help get us back in compliance. When we analyzed the issues keeping us from compliance, we determined that we had an incorrect understanding of COE matriculation guidelines that informed several decisions on how we have enrolled students in the past which we have now corrected. We also determined that the reasons students were not completing above the COE standards were complex and would require compressive efforts on the part of the instructors, student services and the guidelines and processes of how students are enrolled in these programs. I am proud of the comprehensive efforts by all of our team members working on these efforts – especially the affected faculty members – and I am pleased that we are now back into compliance with two of the programs and the third has made incredible progress, which gives me confidence by this time next year that it will be in compliance as well. VP Aiken has put together a report for COE which details our efforts and is listed as Appendix B in the back of this document.

- All substantial changes, as defined by COE, have been processed, including the addition of Software Development as an approved program. We are finalizing our deliberations on how best to list Electrical Apprentice with COE, so we will include it and along with POST in the near future as seek COE approval of these programs in our next strategic plan.



- In April 2018, TTech organized and hosted the Tooele County Job Fair. The event brought in approximately 50 representatives from local companies with position openings, as well as crowds of both students and community members. The college also offered a resume writing class to the community prior to the event to further help connect jobseekers with potential employers.



- We have updated signage to reflect the new name of our college in several key areas of our building, including the boardroom, conference room, main building front and the monument sign in front of the property along Tooele Blvd. We will continue to make progress with updating signage to reflect our new name in the next year as well.

- The College experienced a healthy growth in the third and fourth quarters of FY 18 with an overall growth of 9.33% in membership hours. Adult membership hours grew by 12%, and secondary hours decreased by 5%. Enrollment grew overall by 8% with adult enrollments increasing by 9% and secondary by 2%. Certificate awards declined by 11.76% in FY 18 due to a drop in our Certified Nursing Assistant program.
- We have assembled a new Recruiting, Marketing and Placement team. They are preparing a comprehensive marketing plan in this next year which will reflect the needs of TCSD, USU and business and industry.
- This past year, our Custom Fit/Business Resource Center (CF/BRC) efforts was substantially enhanced with the addition of Mr. Jess Clifford in the position of a Custom Fit Specialist. As a team, Dr. Walker and Mr. Clifford have been able to increase the number of companies served from 64 in FY 17 to 75 in FY 18 with 38 new companies being served for the first time. In total we also served 624 employees from these companies in a variety of valued occupational training areas.
- Our CF/BRC team has offered several business development resources with the addition of Mr. Clifford. As a team, they have conducted business counseling sessions, served 22 businesses including 17 startups, developed a Tooele County Small Business Boot Camp, and referred businesses to the SBA, GOED, VBRC, MEP and other local business services. They have also engaged the community with economic development efforts with several events as a sponsor or by organizing and offering training for the events. TTech also has several other employees who serve in various capacities with the Tooele County Chamber of Commerce and other community organizations supporting economic and community development.
- We continue to partner and engage with the Department of Workforce Services (DWS) in many different valuable ways, including, me serving on a WF partnership coalition, serving on the Employers Connection Advisory Board (ECAB), sponsor luncheons to update each other about programmatic and process changes, Mr. Mena our Student Advisor meets with individual DWS Counselors regarding specific student issues and all of the administrative team and several of the student services personnel engage with DWS on an individual basis as needed or in order to build and maintain these valued relations.
- As the President, I serve on the board of the Chamber of Commerce, we have Milenna Russell, Kim Rice, and Jess Clifford who serve as ambassadors for the Chamber and we host several events in partnership with the Chamber including the Taste of Tooele, monthly meetings, and special business training opportunities for Chamber Members.
- This past year, we secured property with funds allocated by the legislature for the purpose of construction a physical Business Resource Center building.
- The Business Resource Center is a concept that means different things to different people. I have met with the new Mayor of Tooele, Mr. Sant the Economic Development Director, City Councilmen and several business leaders about the BRC. Along with the Board of Directors Chair, I have also met with our two State Representatives to better understand the community's desires and expectations for the Business Resource Center. Currently, I consider the BRC to consist of two different concepts: a physical location/building and business

support services for new or expanding business. I and the Board of Directors stand open to the concept of the community moving forward with construction of a BRC building on that piece of ground after working together to determine how best to fund and construct the building. However, as long as the cities and state continue to help fund the personnel and expenses in the BRC, we will continue to strive to market and offer the services expected by elected officials and the city's Economic Development Director.

***Goal Area 3: Board of Directors.***

- The Board of Directors for the Tooele Technical College are actively involved in the strategic planning and direction of the college. Each committee of the Board will have and has had an appropriate amount of involvement in the review and development of each new strategic plan revision. We believe that the strategic plan should comprise a 3-year period; however, not all aspects and strategic objectives contained in the plan will require all 3 years to complete, continue to be viable objectives from one year to the next or might even take longer than 3 years to accomplish. Therefore, the College's progress towards meeting the goals and objectives outlined in each year's plan are reviewed with the Board annually and the plan is also revised annually with input from faculty, staff, administrating and the Board in a systematic process. With the selection of myself as the President, in the future we will plan to review the progress in the June Board meeting, obtain input towards the plan's revision and finalize the new plan in the September Board Meeting so that the college may start the traditional new school year with the new plan finalized at its beginning in September.
- Last year the Board approved reviewed and provided their input on the plan on September 6, 2018, then and finalized the plan on November 1, 2017.
- Many members of the Board frequently report on their meetings with stakeholders in our community. When I needed to understand the expectations of our legislature concerning the ground funded by the legislature for the construction of a new Business Resource Building and we also wanted to express our gratitude for the last legislative session, the Board Chair was very helpful in meeting with them to express the Board's desires and gratitude for their support of our College.
- The Instruction and Student Services sub-committee of the Board met with the chairs of each Occupational Advisory Committee (OAC) to receive their input, and many Board members serve on and attend their respective advisory board meetings throughout the year.
- Board members attended graduation, our job fair, the presidential search activities, OAC appreciation dinner, ATV Roundup scholarship fundraiser, legislative meetings, and several other events throughout the year.
- One of the most important roles the board serves is promoting the College within their realm of influence. Our board is packed full of important community members who are engaged in a wide variety of community organizations and industrial pursuits. I often hear of situations where Board members have promoted our services and offerings at these activities and with other important community leaders. For example, one Board member spoke up at their place employment when an opportunity presented itself for the company to gift some much

needed scholarship funds which also would support their company, the board member spoke up and was able to secure over \$16,000 of new scholarship funds.

- Many board members represent companies who also utilize custom fit funding which helps us expand our College's influence and educational opportunities throughout the community.
- The Finance and Audit Committee meet before every Board meeting and more frequently if needed. This year the State Auditor attended himself to meet with the Committee and explain the exemplary audit report.
- The Finance and Audit Committee also reviews the financials each Board meeting and considers our financial resources in light of the decision it makes.

#### ***Goal Area 4: Financial Resources.***



- Institutional development has been assigned to the Custom Fit Department, which will be called the Business and Institutional Development (BIT) department. This new department will consist of Custom Fit, Private Custom Fit, Business Resource Development and Institutional Development.
- The BIT Department will be asked to create an institutional development plan as part of the revised 2019-2021 Strategic Plan.
- The annual ATV Round up Scholarship event was able to raise \$15,864 for scholarships last year and this year's event is promising to be even bigger and grander. Much fun and camaraderie were experienced by last year's participants at this event and much gratitude goes to the committee and the chairperson! Great job!
- Scholarship funding in addition to the ATV Round Up event and the generous Cargill Scholarship were not easily found last year. Besides these two scholarship efforts the College also received scholarship funds from Hullinger Foundation and Tooele Education Foundation. This is an area to focus on in the revised strategic plan for this next year.
- The administrative team in coordination with the entire USTC system were successful this past legislative session in securing the largest amount of funding the system has ever received. This was a record setting legislative year in terms of funding received and buildings approved as well as ongoing equipment funding. From my perspective the main accomplishments are the following:
  - Our funding requests were funded at 80% of what we requested. This was obvious a great blessing for our College, in that we received a large percentage of what we

requested; but, at the same time challenging, in that we had request exactly what we actually needed to fund the full-time positions we requested.

- As a system we received \$2.4 mm funding for equipment.
- A bridge scholarship for students graduating from high school and enrolling at a technical college received \$800,000. We will receive about \$50,000 but there are some tight stipulations.
- Both the MATC and the Davis buildings were funded in the same year. That is practically unheard of, so congratulations to them, and we are glad they are out of the way for the time we need to go after our next building.
- We also received 2.5% for compensation funding.
- We were able to secure a talent ready grant for \$75,000 for the Diesel Program which substantially helps with the equipment needs of that program.
- I appreciate and acknowledge the time and effort VP Thygerson and President Snelson put into planning our legislative requests and in planning and preparing our budgets for this upcoming school year and the past year.
- We did not achieve all of the performance-based funding goals for our institution. It can be argued that these goals are not entirely congruent with the evolutionary place our College is at, in comparison to the others. In total, our College received around \$6,304 for our part of the performance-based funding formula. We will continue to evaluate these goals and lobby for goals which better match our reality and to seek to develop new process whenever possible to bring us into better alignment with these goals, but not at the cost of meeting the needs of our student body and our local business and industry stake holders.

***Goal Area 5: Human Resources.***

- All job descriptions were updated if necessary, developed if non-existent and signed by employees during their annual performance reviews. We also update all job descriptions with a statement that basic citizenship and positive effort is required as a minimum level of all job requirements.
- During the employee's annual evaluation, each employee is expected, and to my knowledge did establish at least one professional development goal.
- Each faculty member is expected to frequently visit industry which is related to their occupational training area and all full-time faculty have time built into their work week to facilitate these visits during their normal work hours. VP Aiken will be developing a systematic way to keep track of at least the three best industry visits for each faculty member and what the faculty member learned from these visits. The culture of industry connection is quite strong at TTech and it is my intention to strength these connections, not only through OAC,

but also from these faculty visits to industry and from administrative (including me), placement specialist, and BIT visits to industry leaders in our community as well.

- Last year employees used \$17,697 of the \$20,000 we budgeted for professional development. The administrative team encourages job appropriate professional development in relation to the priorities of the institutions, the number of requests and the funds available for this training.



- We had good participation with the UTech Conference last June and generally found that the team members enjoyed networking with their peers from across the system.
- VP Aiken provides some instructor professional development during his monthly faculty meetings and plans to create a more formal process for new instructors in the upcoming year along with system wide efforts.
- As President, I have conducted a informal salary evaluation against four other UTech Colleges and with faculty, the TCSD. This informal process has led me to believe that one of the TTech is could benefit from a more formal salary system which includes updated salary ranges by job descriptions and having those ranges tied to comparable industry standards for our area and occupational area. I fear this may be one of the biggest threats facing our institution over the next few years if we are not wise.
- The insight I gained from my informal salary evaluation led me to advocate for a system wide salary survey which was approved unanimously at the August Council of Presidents meeting. VP Thygerson, with the support of UTech Associate Commissioner Brinkerhoff will lead the system wide effort salary survey effort. The process will start to form a special committee with representatives from each college which is tasked with developing and releasing an RFP for the system study, determining the deliverables, what our college will require above the baseline study (if anything) and how salary inequities will be uniformly established as part of the survey. I am very anxious and excited for this study to be completed which will give us



very useful tools for managing our institution and for possibly approaching the legislature for equity funding requests.

- After the salary survey validates appropriate salary ranges for each classifications, and determines where every employee is relative to the midpoint of their respective ranges, the administrative team and the Board will develop a strategy to get every employee above the minimum of their range first and then at an appropriate place on that range in relation to their years of experience. Employees below their midpoint of the range, will be of greater priority than those above the midpoint. I anticipate that without full legislative support, that full equity will take several years to achieve, however, we will never get where we need to be, if we don't know where we are and if we don't start in that direction.

### **Goal 6: Instructional Services**

- VP Aiken is new to the UTech system, but in his short time here, I have been impressed with his efforts to review curriculum with our instructors, begin to make necessary revisions to be in line with USBE and industry updates where necessary and to chart out a more extensive process to review curriculum with instructors on a systematic manner.
- Where possible, several programs have made curriculum adjustments to provide students with more lab time, projects, or other work-based learning experiences to make learning more engaging. Starting this year, the PN Program has one designated day where students will spend the entire day in the lab and practicing simulation in the simulation lab. The CNA program has also incorporated more lab time in their curriculum. The CNA students have had the opportunity to meet with employers prior to graduation at lunch-and-learn presentations.



the PN Program has one designated day where students will spend the entire day in the lab and practicing simulation in the simulation lab. The CNA program has also incorporated more lab time in their curriculum. The CNA students have had the opportunity to meet with employers prior to graduation at lunch-and-learn presentations.

- Instruction did an OAC training in July and updated our OAC



planning processes accordingly for this next year. Currently, about half of the OAC meetings have been scheduled for September.

- For our Fall kick of meeting, we are inviting 32 new OAC members who have joined our OACs during the last 6 months.
- Last year all required OAC meetings were held and the documentation for those meetings have been reviewed by VP Aiken and have been found to contain the necessary documentation needed for our desire for continuous improvement of our programs and for accreditation purposes.
- Last Fall's OAC recommendations were carefully reviewed during the program review and budget development meetings and all recommendations which were deemed appropriate and which were within our ability to accomplish were implemented. I am not aware of any recommendation which was within our budgetary constraints which wasn't implemented.
- This past year OAC members donated cranes to the diesel program, a trailer to the CDL program, Mac computers to the software development program, and approximately 1600 lbs. of steel to the welding program.
- VP Aiken is working to improve communication between faculty and his office by establishing monthly faculty meetings, meeting weekly with Program Directors and Marketing, Student Services and our Placement Specialist. He is also making it a priority to be available for faculty questions and to make frequent visit to our labs and classrooms to visit with instructors and students. I have committed to be in the classrooms more this next year as well.
- We are listening to stake holders and using DWS data to establish new program areas. Next year we will be expanding our Industrial Maintenance and Automation and Diesel programs as well as beginning a POST training program. We are also focusing on filling the pipeline for our new Software Development as well as our Electrical Apprentice Programs.
- TCSD CTE Director, Ms. McLachlan and VP Aiken have met several times to review and update articulation agreements which are better aligned with programs between both entities.
- TTech staff worked in conjunction with TCSD and the local USU extension to conduct Corridor Days in March. Corridor Days is a three-day event for ninth graders from Grantsville, Stansbury, and Tooele High Schools that allows them to tour the educational entities located

in the Tooele County Education Corridor. Hundreds of high school students attended to learn about the local program and pathway offerings provided in Tooele County.

- This past summer, we worked hard to facilitate secondary students Cosmetology students to



continue gaining their necessary hours of training with TTech by purchasing equipment which could be used in the classroom instead of requiring them to purchase the items, keeping other fees low and hiring an additional part-time faculty member. We are also pleased that the Community Learning Center (CLC) instructors and our instructors were able to meet and coordinate student moving between both programs.

- At the end of last summer, we finished a massive relocation of the Cosmetology program from the CLC into one of our high bay labs, as well as the relocation of the Industrial Maintenance (IM) program to a larger lab space. This effort required months of extra effort by the maintenance crew and our faculty members. We also focused our efforts to assist our current faculty in our Cosmetology program by budgeting an additional Cosmetology instructor to help reduce the waiting list to enroll in the program who will be hired at the beginning of the next fiscal year.
- Our Industrial Maintenance and Automation Program has worked in coordination with the TCSD CTE department to offer an early morning PLC course to Wendover students starting this Fall. We are excited to offer services to Wendover High and appreciate the time Mr. Rice has put into this course including extra training and equipment purchases and setup. We believe this will be another important piece to our new relationship with the TCSD.
- The Academic Development Center (ADC) began offering General Equivalency Development (GED) preparation to further aid TTECH students and other Tooele County residents who would be taking the GED test in the our Assessment Center; thus far, all the students who have taken the GED prep course in the ADC went on to pass the test. The ADC also began offering college preparation that prepares students for a college-level Math 1010 class.
- We have planned for all of our instructors to meet with their TCSD counterparts in November to further align curriculum and to seek for ways to collaborate with each other to improve opportunities for our students and to prepare them for the world of work.

### ***Goal Area 7: Student Services***

- Our assessment center has increased the number of tests which they offer to include MSSC exams (Walmart Distribution) and GED testing (TCSD).
- We have explored incentives and other strategies for students to participate more with our placement office. These efforts have included developing several promotional activities, such as giving away free T-shirts, candy bags, and gift certificates etc. We have also increased classroom visits by our placement officer for the purposes of promoting our services. In addition, we have assigned student exit procedures to include a visit to the placement office in order to connect with each student who was leaving or graduating with our services.
- In order to expand career and pre-enrollment advisement and post-enrollment assistance, we have developed a standardized enrollment and advisement check sheet ensuring students received consistent procedures and information; expanded advisement role to include discussions on a student's personal and financial commitment; and implemented a post-enrollment contact process to ensure our advising efforts were appropriate for each individual student.
- This past year we have increased our enrollment of veterans utilizing their education benefits; we conducted Veteran's Day activities and flag raising ceremony; and our Veteran Services Coordinator attended several state and local meetings and summits on services to veterans.
- In order to promote community health services for TTECH students we developed a list of providers for low-income households; reached out to local dental providers for assistance with students whose oral health issues were a barrier to employment; and we referred a health care student for dental implant services which literally changed her life!
- Our SIS specialist implemented a time-saving procedure to better utilize Student Notes as a mean of electronically documenting progress issues, concerns and information supporting student outcomes.
- Student progress is tracked on a monthly bases for sponsored students. Our advisement staff meet with students who are showing signs of not meeting progress standards with their instructor to encourage their performance and to identify if any barriers exist where we may be of assistance, including referring them to social service program and making sure the students' sponsors are apprised of issues or concerns.
- Our student advisement staff meet weekly with the Instructional leadership team and act as liaison between the two departments to improve and maintain consistent lines of communication for the purposes of maintaining good relations between both departments but also to help improve student retention and completion.
- Student Service personnel have trained faculty on the use of Northstar's Program Dashboard that provides at-a-glance data on current students which included presentations to faculty on using the Dashboard. Next year's strategic plan will include developing and implementing a system to provide more comprehensive SIS training to new faculty.

- VP Lang-Christensen was able to development and implement standardize quarterly reports to faculty and administration which including, Completion, Placement and Licensure (CPL) reports; and Student demographic reports
- Student Services have implemented procedures to digitize and store student education records.
- Student Services updated all internal documents and electronic media to reflect the new college name.
- We now college demographic data is collected during the registration process to track where our students are coming from to help inform our marketing and recruiting efforts.
- Our Marketing specialist completed training on social media and web-based data analytics which has proven to be very valuable to our marketing efforts.
- I am extremely proud of the progress our financial aid office has made in the last year. We have hired an extremely qualified and competent coordinator and we prepared for and successfully completed a review of our title IV services by the department of Education. Way to go VP Lange-Christensen and the entire Financial Aid team.

***Goal Area 8: College Development.***

- TTech embraces the Canvas Learning System and seeks to enhance its usage whenever possible. In the past year we made several changes to increase or improve its effectiveness and utilization. The following was done to increase consistency of its usage between Northstar and our website:
  - The PN Program moved all of the tests, assignments, and Powerpoint presentations over to Canvas.
  - CNA changed over to a new book this past year so a revamp in Canvas also occurred at the same time.
- TTech no longer seeks to add Hybrid programs to our offerings, but anytime we can utilize Canvas as an online learning system in the classroom, we seek to do so.
- TTech utilized the annual instructional planning process last spring to assess the current and ongoing needs of each program area. In the future, this process will be done separately from the budgeting process to help keep our focus on the status of each program including its strengths and areas for improvement and to celebrate its successes aside from budgetary needs.

***Goal Area 9: Facilities.***

- In the next fiscal year, we will be informally updating our campus master plan to include our long-term capital improvement and development needs with a focus on where we will find

the space to expand in the program areas which are expected to be full in a few years and for new programs we will be developing over the next five years.

- The BRC building is currently in the hands of Tooele City to determine when it will be constructed under certain requirements from the College and the State Board.
- Facilities Director Clint Bryant and Head Custodian Mike Larson attended a Hazardous Waste Operations and Emergency Response Standard (HAZWOPER) training
- Our facilities and safety committees have refined and implemented several emergency procedures and drills during the last year. These drills include lock-down, lock-out, fire drills, and earthquake drills.
- Mr. Bryant has been making progress on refining our communication system by instituting Slack communication with key individuals for emergency communications.
- Our Safety Committee conducts quarterly meetings to discuss and resolve health, safety, and compliance concerns. This past year, the Safety Committee identified and took action to update first aid kits throughout the college and develop a process for restocking supplies regularly, as well as replacing all safety markers in the high bay labs. It is an ongoing process to ensure all departments are aware of the policies that affect their area. All departments and programs are represented on the Safety Committee, which increases awareness for each faculty and staff member in their given areas.

***Goal Area 10: Information Technology.***

- An internal IT risk assessment was conducted last year and top risks were identified and discussed with the executive staff.
- At least one mitigation strategy was implemented for each of the identified risks.
- This year the risk assessment will be expanded in the following ways:
  - A risk assessment team will be formed with representatives across the College, instead of having just the IT employees involved.
  - Risks will be assessed for information in any form: electronic, paper, or other.
  - After each strategy is implemented it will be testing and monitored for effectiveness.
- An IT Canvas training course has been created. Content will continue to be added as necessary.

***Conclusion:***

Overall, it has been a very good year. I give tremendous credit to everyone who is a part of our Tooele Tech family, especially to my administrative team who have been able to seek to understand my changes I have brought to Tooele, while knowing that I honor the past and at the same time bring new perspectives which will add to the traditions and culture already established here at this

institution. Next year we will be focusing on our building all of our programs, but especially the new and expanding programs to meet the needs of we have received funding for reaffirmation and balancing our enrollment pressure with financial constraints. Although we have our challenges, I look forward to a great year.

## Appendix B

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### Improvement Plans

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#### INSTITUTIONAL PLAN OF IMPROVEMENT FOR TRIGGERED PROGRAMS (NARRATIVE)

SCHOOL NAME: Tooele Technical College

SCHOOL ID: 312700

PROGRAM NAME: Computer Upgrade and Repair Technician (A+)

CURRENT STATUS:  Actively enrolling students and producing graduates for 2018 Annual Report.

Actively enrolling students and will not produce graduates for 2018 Annual Report .

Deleted – No students currently enrolled.

Teaching out - Students currently enrolled.  
Date of Teach out completion:

PROGRAM COMPLIANCE DEADLINE: September 21, 2019  
(From Student Achievement Report)

DATE OF SUBMISSION OF IMPROVEMENT PLAN: August 13, 2018

#### IMPROVEMENT PLAN FOR ABOVE PROGRAM (If program is not deleted or in Teach Out):

A large number of students withdrew in the first 90 hours of the program and many of them had passed off zero competencies at the time they withdrew. The improvement plan is heavily focused on these early withdrawals.

##### New Practices

Faculty have been meeting with prospective students prior to enrolling in the program. However, due to the limited time faculty have with new students on a tour we are developing thorough talking points to provide student services about this program. These talking points will be based on facts about the program, expectations of companies who hire our graduates, questions that we learned from those who withdrew, and feedback we have received through student satisfaction surveys. The faculty will train student services/enrollment advisors on how best to use the talking points allowing for perspective students to have a more thorough entry interview. We believe this will help new students to be fully informed when choosing this certificate program.

##### New Policies

We have changed our refund policy which, is the policy that documents program matriculation. Previously a student was counted in the program the moment they enrolled, regardless if they had attended their first class. Students who did not obtain an attendance record hurt the completion number through no fault of the faculty or program directors. The new policy allows for a full refund and therefore no record of matriculation if a student fails to attend in the first 14 calendar days. This new policy will allow the faculty to build a relationship with new students and help them to discover if this is truly the right program for their educational goals.

The second new policy is, that for all new students, the expectation will be that they schedule at least 12 hours of class time per week. This expectation will keep students from dragging out their program and will help them see successes faster.

##### New to the Curriculum

We are actively developing a prerequisite course for this program. This course will give students a true taste of the program prior to enrolling in the certificate program.

##### For Persisting Students

We are working on strategies to identify at risk students earlier. The instructors have added more labs mixed in with the readings to break up and provide more hands-on time and less lengthy times of reading only.





INSTITUTIONAL PLAN OF IMPROVEMENT FOR TRIGGERED PROGRAMS (NARRATIVE)

SCHOOL NAME: Tooele Technical College

SCHOOL ID: 312700

PROGRAM NAME: Cosmetology/Barbering

- CURRENT STATUS:  Actively enrolling students and producing graduates for 2018 Annual Report.  
 Actively enrolling students and will not produce graduates for 2018 Annual Report .  
 Deleted – No students currently enrolled.  
 Teaching out - Students currently enrolled.  
Date of Teach out completion:

PROGRAM COMPLIANCE DEADLINE: September 21, 2019  
(From Student Achievement Report)

DATE OF SUBMISSION OF IMPROVEMENT PLAN: August 13, 2018

IMPROVEMENT PLAN FOR ABOVE PROGRAM (If program is not deleted or in Teach Out):

The Tooele Technical College reporting period runs from July 1st - June 30th. Although we are continuing to work on placements prior to the submission of the annual report, as of the submission of this improvement plan, the Cosmetology/Barbering program has a completion rate for this last year of 64%, bringing it above the minimum benchmark.

In the past year we implemented a cohort scheduling system allowing students to learn as a group. We also moved to a web-based learning resource (MindTap) which, has provided students the flexibility in how they learn theory. We will continue with these improvements.

New to our improvement plan: We are hiring an additional full-time instructor providing more support for students in the salon and in the classroom. With two full-time instructors, students will have a more consistence approach to training, and we can now add a full-time scheduling option which will allow students to progress through the 1,600 hour program at a faster pace.



INSTITUTIONAL PLAN OF IMPROVEMENT FOR TRIGGERED PROGRAMS (NARRATIVE)

SCHOOL NAME: Tooele Technical College

SCHOOL ID: 312700

PROGRAM NAME: Welding Technician III

CURRENT STATUS:  Actively enrolling students and producing graduates for 2018 Annual Report.

Actively enrolling students and will not produce graduates for 2018 Annual Report .

Deleted – No students currently enrolled.

Teaching out - Students currently enrolled.  
Date of Teach out completion:

PROGRAM COMPLIANCE DEADLINE: September 21, 2019  
(From Student Achievement Report)

DATE OF SUBMISSION OF IMPROVEMENT PLAN: August 13, 2018

IMPROVEMENT PLAN FOR ABOVE PROGRAM (If program is not deleted or in Teach Out):

The Tooele Technical College reporting period runs from July 1st - June 30th. Although we are continuing to work on placements prior to the submission of the annual report, as of the submission of this improvement plan, the Welding III program has a completion rate for this last year of 100%, bringing it above the minimum benchmark.

Both of our instructors are new in the last year and we believe their experience and passion has had an impact on this program.

In the last year the curriculum has been updated and Welding III has incorporated more projects, generating a better experience for our students and higher engagement in the course.

New for this year is the change in policy that places the expectation on all new students that they will schedule at least 12 hours of class time each week. We believe this policy will keep students engaged, help them complete in a timely manner and support overall student completion.



# Appendix C

## FY 2017 – 2018 Membership Hour, Enrollment & Certificate Report



### Membership Hour, Enrollment and Certificate Attainment Report FY2017-2018

#### MEMBERSHIP HOURS

MEMBERSHIP HOURS	
Academic Development Center	
Developmental Skills	
Exploring Technical Careers Course	
Business Technologies	
Business Technologies	
Construction Technologies	
Electrician Apprentice	
Health Care	
Allied Health (Phlebotomy, MOLT, CMA, B&C, CPT)	
Certified Nursing Assistant	
Practical Nursing	
Information Technologies	
Information Technologies	
Software Development	
Manufacturing	
Industrial Maintenance Technician	
Welding Technician	
Service Industries	
Cosmetology & Barbering	
Nail Technician	
Transportation	
Commercial Driver's License	
Heavy Duty Diesel Technician	

Year-End											
ADULT				HIGH SCHOOL				GRAND TOTAL			
FY17	FY18	Difference		FY17	FY18	Difference		FY17	FY18	Difference	
3,168	6,907	3,739	118%	620	1,629	1,009	163%	3,788	8,536	4,748	125%
				288	144	-144	-50%	288	144	-144	-50%
11,259	12,461	1,202	11%	1,252	1,603	351	28%	12,511	14,064	1,553	12%
	885	885	New		201	201	New	0	1,086	1,086	New
23,578	19,832	-3,746	-16%	1,588	909	-679	-43%	25,166	20,741	-4,425	-18%
4,224	1,712	-2,512	-59%	1,792	1,544	-248	-14%	6,016	3,256	-2,760	-46%
4,500	9,035	4,535	101%					4,500	9,035	4,535	101%
18,634	24,183	5,549	30%	2,655	1,094	-1,561	-59%	21,289	25,277	3,988	19%
	953		New		36		New		989		New
14,940	14,686	-254	-2%	1,613	1,472	-141	-9%	16,553	16,158	-395	-2%
13,543	12,249	-1,294	-10%	1,256	1,162	-94	-7%	14,799	13,411	-1,388	-9%
25,812	29,787	3,975	15%	8,308	6,600	-1,708	-21%	34,120	36,387	2,267	7%
3,331	4,313	982	29%	796	390	-406	-51%	4,127	4,703	576	14%
3,296	3,648	352	11%					3,296	3,648	352	11%
9,538	11,083	1,545	16%	2,270	4,505	2,235	98%	11,808	15,588	3,780	32%
135,823	151,734	15,911	11.71%	22,438	21,289	-1,149	-5.12%	158,261	173,023	14,762	9.33%

#### ENROLLMENT

ENROLLMENT	
Academic Development Center	
Developmental Skills	
Concurrently enrolled in other programs	
Exploring Technical Careers Course	
Business Technologies	
Business Technologies	
Concurrently enrolled in other programs	
Construction Technologies	
Electrician Apprentice	
Health Care	
Allied Health (Phlebotomy, MOLT, CMA, MB&C, CPT)	
Concurrently enrolled in other programs	
Certified Nursing Assistant	
Concurrently enrolled in other programs	
Practical Nursing	
Information Technologies	
Information Technologies	
Concurrently enrolled in other programs	
Software Development	
Concurrently enrolled in other programs	
Manufacturing	
Industrial Maintenance Technician	
Concurrently enrolled in other programs	
Welding Technician	
Concurrently enrolled in other programs	
Service Industries	
Cosmetology & Barbering	
Concurrently enrolled in other programs	
Nail Technician	
Concurrently enrolled in other programs	
Transportation	
Commercial Driver's License	
Heavy Duty Diesel Technician	
Concurrently enrolled in other programs	

Year-End											
ADULT				HIGH SCHOOL				GRAND TOTAL			
FY17	FY18	Difference		FY17	FY18	Difference		FY17	FY18	Difference	
59	106	47	80%	11	27	16	145%	70	133	63	90%
-35	-40	-5		-11	-14	-3		-46	-54	-8	
				36	24	-12	-33%	36	24	-12	-33%
103	98	-5	-5%	16	20	4	25%	119	118	-1	-1%
-2	-2	0						-2	-2	0	
	5	5	New		1	1	New	0	6	6	New
156	148	-8	-5%	12	12	0	0%	168	160	-8	-5%
-7	-4	3		-2	-1	1		-9	-5	4	
39	15	-24	-62%	15	15	0	0%	54	30	-24	-44%
								0			
5	11	6	120%					5	11	6	120%
82	91	9	11%	18	11	-7	-39%	100	102	2	2%
								0	-2	-2	
	9	9	New		1	1	New	0	10	10	New
71	68	-3	-4%	6	4	-2	-33%	77	72	-5	-6%
-1	-1							0	-1	-1	
61	59	-2	-3%	11	16	5	45%	72	75	3	4%
								0	-2	-2	
45	69	24	53%	19	11	-8	-42%	64	80	16	25%
				-2	2	4	200%	-2	0	2	100%
17	19	2	12%	4	4	0	0%	21	23	2	10%
30	30	0	0%					30	30	0	0%
40	43	3	8%	11	17	6	55%	51	60	9	18%
-3	3	6	200%					-3	3	6	200%
661	721	60	9.08%	144	147	3	2.08%	805	868	63	7.83%

#### CERTIFICATE AWARDS

CERTIFICATE AWARDS	
Business Technologies	
Business Technologies	
Health Care	
Allied Health (Phlebotomy, MOLT, CMA, MB&C)	
Certified Nursing Assistant	
Practical Nursing	
Information Technologies	
Information Technologies	
Manufacturing	
Industrial Maintenance Technician	
Welding Technician	
Service Industries	
Cosmetology & Barbering	
Nail Technician	
Transportation	
Commercial Driver's License	
Heavy Duty Diesel Technician	

Year-End											
ADULT				HIGH SCHOOL				GRAND TOTAL			
FY17	FY18	Difference		FY17	FY18	Difference		FY17	FY18	Difference	
33	23	-10	-30%	1	3	2	200%	34	26	-8	-24%
53	35	-18	-34%		3	3	300%	53	38	-15	-28%
34	5	-29	-85%	9	5	-4	-44%	43	10	-33	-77%
4	10	6	150%						10		
16	25	9	56%					16	25	9	56%
7	11	4	57%	2	1	-1	-50%	9	12	3	33%
14	12	-2	-14%					14	12	-2	-14%
14	16	2	14%					14	16	2	14%
10	14	4	40%	2	1	-1	-50%	12	15	3	25%
19	18	-1	-5%					19	18	-1	-5%
3	10	7	233%		1	1	100%	3	11	8	267%
207	179	-28	-13.53%	14	14	0	0.00%	221	193	-28	-12.67%