



TOOELE TECHNICAL COLLEGE

Institutional Strategic Plan

For the Fiscal Years of

2020 – 2022

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

- Administration: August 16, 2019
- Faculty and Staff: August 17, 2019
- Board of Directors: September 4, 2019

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Mission, Vision, and Values

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 differences. 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.

Statement of Values

At 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's 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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Executive Summary

Background

Tooele Technical College (TTECH) is one of 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.

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 industry leaders, and ultimately be able to fulfill its mission within the 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.

Introduction

History

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".

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

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 corporate body.

The Strategic Plan

Foundation

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.

Tooele Tech 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 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

Strategies

Specific strategies are used in this plan with 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 people 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 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 expressed in this plan, TTECH has set the following goals for the next three school years (2020-2022). All strategies and objectives will be considered in light of available financial resources.

Objective # 1: Improve the Quality of Programs and Services

Strategies:

- ❖ Encourage the individual professional development of all employees and the utilization of \$46,740 we have budgeted for improving the talents and skills of our employees.
 - Monitor and encourage the completion of professional development goals set by each employee.
 - At the mid-year point, evaluate with each full-time employee their progress towards achieving the professional development and goals they set.
- ❖ Implement a systematic process for maintaining necessary accreditation standards and documentation.
 - VP of Instruction will ensure that every person over a COE standard has read their criterion and ensures that the institution complies with their assigned standard by November 1st. A mock accreditation will be conducted utilizing the new file system and process by May of 2020.
 - VP of Student Services will conduct a compliance audit annually for federal, state and system mandated compliance issues.
- ❖ Improve the Quality of all Educational Programs.
 - VP of Instruction will seek better understanding of the 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.
 - Instruction and Student Services will continue to improve collaboration by enhancing and clearly defining the role of Student Services personnel as points of contact for faculty and those responsible to mentor and train new faculty concerning enrollment processes (Director of Student Services), strategies to improve student progress and engagement (Advisor), and Student Information System training (Student Information System Specialist).

- Implement new Cengage online curriculum and evaluate ways to improve student access and evaluate effectiveness of the curriculum and delivery method by May 2020.
- Utilize the new student survey process as a tool to improve programs by documenting what changes were made as a result of the use of the instrument.
- Conduct administrative program visits by the end of December to celebrate and understand what is happening in each program.

❖ Improve the quality of Student Support Services.

- Student advisors will follow-up with all new students after 30 days to learn how their training is going, if they need assistance, or have questions.
- Student advisors will visit each program bi-monthly and offer their services to help students succeed.
- Successfully obtain full status with our Title IV programs and add appropriate programs to our participation agreement as appropriate.
- The student Financial Aid Coordinator will visit each program monthly to inform and offer her services to students that need financial assistance.

❖ Ensure data management systems function appropriately.

- Participate in UTech SIS committee and ensure Tooele Tech's priorities are represented in the committee's recommendations.
- Should the Cybersecurity course-based registration model prove helpful for students, begin moving other appropriate programs to this system in a way that builds consensus and provides resources, time and tools for students and instructors to be successful.
- Utilize Tableau to create and maintain dashboards for management and faculty that allow real-time data to produce simple-to-use, attractive and useful reports that assist in strategic planning and resource management.
- Implement Aspire system in a way that minimalizes classroom disruption and helps improve the flow of student information to the school district, high school students and their parent(s). Develop a process for importing student demographic data from Aspire into Northstar.
- Ensure that Informational Technology security is constantly improving.

- Engage security experts to evaluate our IT systems and identify vulnerabilities. Mitigate these vulnerabilities using in-house employees and outside consultants as necessary.
 - Simplify IT systems to make them easier to secure and maintain while maintaining data breach insurance.
- ❖ Physical facilities are safe and appropriately managed.
 - Implement a systematic process of conducting an annual internal facilities safety review. Develop a plan to fix items identified during the safety review and document the repairs by May 2020.
 - With the assistance of an architect, develop a plan for expanding the college's facilities, promote the plan, and seek funding and approval in a positive manner.
 - As the school district is ready, negotiate a mutually satisfying purchase of the property behind the college and begin making plans to improve the warehouse for programmatic use.
 - Identify potential security risks on our campus and develop a plan to manage those risks.
- ❖ Implement the Pay Matrix System and seek funding to complete the institutional salary reset for full-time positions. Revise annual review form to comply with Pay Matrix System.
- ❖ Focus leadership efforts on supporting the implementation, growth and improvement of all triggered, new or expanding programs including the POST Academy, Automation, Electrical Apprenticeship, Software Development, Carpentry, Composites, and the secondary CNA programs.
- ❖ Meet all performance goals as set by the state for the Small Business Development Center (SBDC).
 - On a quarterly basis, report the successes and challenges of the SBDC to partners.
 - Organize and host a business summit for the community.
 - ❖ Visit the top 20 employers in Tooele County to communicate the importance of the State Custom Fit program and allocate the complete state allotment by the end of the fiscal year. Deliver training opportunities at the college for Custom Fit clients.

Objective # 2: Fill the Pipeline

Strategies:

- ❖ Director of Student Services will visit with the counselors at the three larger high schools on a monthly basis.
- ❖ The Marketing Team will develop and implement a new strategic marketing plan which includes:
 - Approaches to reach target audiences:
 - Adult students (incumbent workers, minorities, veterans, retraining for unemployed or underemployed individuals).
 - A focused, strategic and sensitive approach to let motivated high school students know about opportunities, including flyers or emails to parents and students before registration, which emphasize new kick-start scholarships, and assist counselors in becoming comfortable with our programs.
 - Support focused marketing efforts such as high school events, industry visits by team members, job fairs, and billboard advertisements, updating signage and wraps on windows and trailers, program flyers, open houses, and increased attention on measurable outcomes with social media marketing efforts.
 - Focus marketing efforts on filling new and expanding programs.
 - Provide appropriate high school registration information to each high school by the first of November.
- ❖ Overhaul the website to improve functionality, and professional image.
- ❖ 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 counselors and our community, with an emphasis on parents.
 - Share the good news of our education partnership and what they mean to the community through press releases and social media, in conjunction with our partners.
- ❖ Continue to support, strengthen and seek opportunities to build GOED Tech Pathways.

Objective # 3: Celebrate Success

Strategies:

- ❖ Develop and act upon a plan to get any triggered program back into a healthy status with our accreditors.
- ❖ Administration will seek opportunities to appropriately recognize faculty and staff excellence.
- ❖ Support student leadership opportunities expanding the number of programs and students who participate in our newly chartered Skills USA organization with the goal of sending ten students to state competitions.
- ❖ Support a college recognition committee in its effort to create, define, and achieve goals and methods to acknowledge and commemorate student success with praise, rewards and recognition.
- ❖ Recognize Student Achievements:
 - President will personally award those who have earned the privilege to be on the "President's List."
 - Develop a way to recognize students upon completion.
 - Recognize student achievements utilizing our website, social and print media.
 - Continue supporting and improving Student of the Year Gala.
 - Maintain attendance at graduation, our nursing pinning ceremony, POST graduation, and focus efforts on elevating the recognition value for each graduate of the individual ceremonies.

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

Strategies:

- ❖ Improve relationships with key community partners.
 - Student Services will continue to build relationships with high school administrators and counselors at all four local high schools and USU.
 - President and VP of Instruction will emphasize community leader and industry visits.
 - Each new OAC member will receive appropriate training on their responsibilities.
 - Administrative team will continue to build relationships with their TCSD colleagues.

- ❖ Faculty will document as part of their annual review process 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.
 - Our institutional advancement officer, will foster relationships with community and industry leaders for the purposes of building friendships, developing fundraising opportunities, and securing community champions for Tooele Tech.

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

Summary:

Tooele Tech has set significant objectives which are in harmony with the theories of accountability and continuous organizational improvement. The objectives will stretch our capacity and are meant to be seen as long-term objectives that better as we enact the strategies, which are tied to each objective. The strategies are measurable and can be assessed annually to evaluate the institution's progress toward meeting our objectives. At the end of each year, we will re-examine our position, update our needs and mandates, update our strategies according to our current realities, and move forward. As we move forward we will document our progress with the understanding that there is always more that can and should 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. It 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.

2019 – 2021 Strategic Plan - Evaluation of Progress Report



President's accountability report of the college's progress towards achieving FY 2019-2021 objectives as presented to the Board of Directors September 5, 2018

FY 2019 has been a great year for Tooele Technical College. The most important point to be made in this report is that the accomplishments detailed here are the culmination of each person fulfilling the duties and responsibilities of their position. This has truly been a team effort. With each person focused on their role, our college has taken great strides in moving our institution forward.

I believe this report is essential in that it documents many of our accomplishments in the past year, as well as areas where we still have much to do. If we don't take the time to recognize the progress we make, we aren't recognizing that our accomplishments have come from purposeful actions as envisioned in our strategic plan. As I have compiled this list, I am incredibly impressed by the progress we have made, which directly translates to how we are able to improve the lives of our students.

Our strategic plan serves as a roadmap of continuous improvement which provides direction for our development and progression. By acting upon our strategies, we are able to become better at each of our four large objective areas. Becoming better in each objective allows us to fulfill our mission and vision more effectively and elevate the lives of our students and the businesses who need their services. The objective areas are broad enough that they are not expected to change frequently, but the strategies are more fluid and will be updated on a yearly basis as our business climate, state and Board directives require course adjustments.





I am proud of our strategic plan and especially our team members' commitment to the plan. The Board of Directors and every team member had several opportunities to contribute to the plan. Several times this year I met personally with every workgroup to discuss the objectives and strategies and how each employee could contribute to those areas assigned to them. I valued these meetings for the communication that occurred on many relevant subjects. I believe these discussions led to improved

commitment, understanding, support and collective/individual actions which significantly contributed to our success. The objectives and strategies cover a three-year period. Naturally, some strategies were not fully completed this year. However, attention was given and progress was made with almost every strategy listed in our plan.

In addition to the specific goals and objectives in the plan, this review will also cover significant events and achievements which relate to the strategic plan, which may not have been specifically listed in the plan.

Objective #1: Improve the Quality of Programs and Services

The Strategic Plan Considers Available Financial Resources

- The strategic plan and all actions must be completed within the confines of our budget. As an administrative team, and especially the Vice President (VP) of Finance, we have monitored budgets throughout the year as wise stewards of the taxpayer's resources. As of April, we are \$261,586 over budget sources of funds and under the uses of funds by \$223,311 for a net increase of close to \$500,000. Some of this surplus is the result of timing of expenditures, but also careful management of these precious funds.
- The financial and Human Resources (HR) team are critical to every good thing happening with our students. Without their support of our programs we would not be as successful.

New Budgeting Process

- We have implemented a new approach to budgeting in which each budget manager is accountable to their supervisor for the funds they have expended and justify new and ongoing requests for the next year. The budget managers meet with each program area and then communicate these needs to the VP responsible for their area. The administrative team, with the approval of the President and the direction of the VP of Finance, develop the final draft budget for the Board of Director's consideration. I believe this process is much more efficient, since the individuals who need to fully understand and approve specific budgetary decisions are investing the time to review each budget recommendation. Additionally, this process empowers each budget manager to understand the expenditures of their assigned programs and justify their budget requests to their VP. It then becomes the responsibility of the VP to prioritize their requests and for the administrative team to determine why certain requests are more critical within our budget constraints than others.
- Although we haven't completed this first budget cycle, I am encouraged by the budget meetings that have taken place. The program directors and VPs are taking ownership of the budgets within their control.

Professional Development

- We invested almost \$13,000 this year in the professional development of our faculty and staff. Over 13 team members have accessed these funds. Many others participated in training that did not have any associated costs drawn from the professional development budget.
- When we developed our strategic plan, we believed that the Utah System of Technical Colleges (UTech) would begin a training academy for all faculty through Utah State University (USU), but this academy did not come to fruition. The academic officers of UTech are currently developing a new plan to be administered within the UTech system.
- Professional development goals are part of each employee's annual evaluation. As evaluations take place, the employee will report on the success of their professional development goals and will set new goals, which are aligned with the college's overall objectives. Focusing on professional development will always be an important task for our college as we seek to improve from within.
- An instructor and VP are currently seeking higher education degrees utilizing our new tuition reimbursement policy. Several of the instructors also attended upgrade training for their specific program area.

Develop Systematic Process for Maintaining Accreditation Standards

- On May 14, 2019, (the same day the VP of Student Services and Marketing left to lead an accreditation team in California) our accrediting body, the Council on Occupational Education (COE) conducted an unannounced visit to review our accreditation



documentation in several key areas. Although we were only halfway through developing a new accreditation file system and process for maintaining ongoing accreditation documentation, I am proud of our team as they were able to find the appropriate documentation as requested by the surprise visiting team. Due to our efforts, both prior to and the day of the visit, the COE visiting team concluded their report with no findings of non-compliance in any of the accreditation areas they reviewed. This outcome was a significant test for our team and a proud accomplishment for everyone. The results speak volumes about how we work as a team and how organized VP Aiken and his team are.

- The VP of Instruction is almost finished with a mock accreditation audit in which he meets with each accreditation standard steward and program area to review their accreditation documentation. He has also developed a Google Drive system where we store our documentation each year after we have completed the necessary processes. In the future, he will utilize the documentation in each of these folders to complete his annual mock accreditation visit. We are pleased with the preparedness of each person who holds responsibility over standards. Even though we found some weaknesses in our plans and documentation it will improve before our next regular accreditation visit.
- The VP of Student Services and Marketing has been incredibly busy with the reorganization of Student Services and has not yet developed a process for completing annual audits of federally mandated compliance issues. We will maintain our commitment to this strategy and continue to work on it in the next fiscal year.

Improve the Quality of All Education Programs

- VP Aiken has a much better understanding of Utah State Board of Education (USB E) Career and Technical Education (CTE) courses and USU pathways than he did at the beginning of this fiscal year. He has met with several USB E CTE content specialists this past year to improve his expertise on how our programs correspond with the courses taught in high schools. He has also spent a great deal of time becoming more familiar with USU offerings. VP Aiken participated in two meetings where USU–Tooele and Tooele Tech strategized on how to better support stackable credentials and better communicate their value to students.
- VP Aiken held monthly meetings with the Tooele County School District (TCSD) CTE Director and has developed a collaborative relationship with her. I am proud of this relationship of trust and believe it will be the foundation of many good things to come, including closer articulation between Tooele Tech and TCSD. This relationship led to a historic meeting last November where every teacher at Tooele Tech sat down with their school district counterpart and discussed ways to articulate programs, work closer, and understand each other’s programs. This effort helped improve the accuracy of our articulation agreements and further fostered instructor respect for their roles and programs.
- The Director of Student Services, Suzanne Anderson or Student Services Advisor, Joe Mena attend weekly instructional meetings to share information, collaborate on suggestions and strategize student retention, review classroom processes and procedures relating to student progress and attendance, and improving interdepartmental communication.
- We have updated the student survey process which gives us customer satisfaction scores for our programs, instructors and student services. The questions were streamlined to be less daunting, students were incentivized to complete the surveys, and instructors worked hard to communicate the importance of the survey. The results have been valuable and positive, where the vast majority of students, both high school and adults, indicated they were satisfied or highly satisfied by the services received. I am proud of this accomplishment and we will strive to find ways to further improve on these already high numbers in the future. (See Appendix A)
- In the past, program reviews were tied to budgeting processes. I see great value in having a set time for the administrative team to meet with the instructors in each program. However, tying these visits with budget requests causes too much focus on budget justification and not enough focus on the status of the program, accomplishments of the instructors and students, and future vision of the program.

- This year we held program reviews in late fall. I thought the energy was much more positive and cultivated a feeling of being on the same team, rather than negotiating for a share of the budget. I look forward to holding program reviews in the fall and seeking ways to better understand program needs and foster collaboration between all Tooele Tech team members.

Data Management

- VP of Finance and Operations, Kent Thygerson has investigated moving our fiscal system to other options to improve fiscal reporting capabilities and cost effectiveness. After this investigation, he determined to maintain our current system. At the same time, he has worked diligently to make our financial reports more understandable for myself and other non-accountants. The administrative team reviews our financial reports on a frequent basis as well as each budget manager's financial report(s) for their specific area(s).
- Course-based Registration Pilot Program
 - A team was organized to research the potential of implementing a course-based enrollment model at our college which was implemented at the Davis Technical College several years ago. The Director of Information Technology, Jay Olsen, VP Lange-Christenson and Student Records & Data Specialist, Misty Roberts have been trained and are ready to launch a course-base enrollment pilot. The college's new Cybersecurity program will begin on July 1, 2019 and will be the first program to utilize a course-based enrollment model.
 - Course-based registration allows students to pay for a course rather than paying for time. This process aids instructors in motivating their students to complete in a more timely fashion, and helps students understand where they need to be in their curricula by a certain date. This is a major effort by the college to improve student completion and retention. We have communicated the reasons for this change with the faculty and staff and have garnered encouraging responses.
 - I see the decision to carefully transition most of our programs to a course-based registration system as a bold move which will keep Tooele Tech on the cutting edge of competency-based education in the State of Utah. I applaud the instructors, IT Department, Student Services and especially VP Lange-Christenson for their efforts in bringing us to this point. We are almost ready to pilot this new registration process.
- VP Lange-Christenson and Director of IT, Jay Olson have also reviewed general data practices at sister technical colleges to determine best practices to implement.

- Instruction and Student Services personnel are now utilizing Tableau to produce up-to-date completion, placement and license data. This report updates nightly and provides real-time data on the performance of each of the college's programs by identifying variations of our data from expected norms.
- These are the first Tableau reports our college has been able to produce as a management tool out of the Northstar Student Information System. In coming years, we will seek to align our data collection processes more with other technical colleges in order to take advantage of the Tableau reports our sister colleges have created.
- We are very fortunate to hire a new Data Specialist who has many of the skills we need to take our data management to a new level and utilize reports which have already been created by other institutions. I am excited by the prospects of having better management reports in the future so that our administrative team can make better decisions as we move forward.

Physical Facilities and Safety

- We have yet to develop a systematic process for evaluating the safety of our institution. We do have a great Facilities Director who is constantly looking for and fixing safety concerns. We will continue to work on having the safety committee share their perspectives and conduct a safety review of the institution each year. Although we have not formalized this yet, much of what I am hoping to accomplish is happening in a more informal manner.
- During our spring in-service, our Facilities Director, Clint Bryant and Peace Officer Training and Standards (POST) Director, Sheldon Riches conducted a lengthy active “killer” training to help keep our employees aware of procedures and understand the seriousness of such threats. We also covered other safety issues at this training. The safety of our students and employees is a constant concern. I hope by frequently discussing and improving our safety procedures we will be in a better position when a dangerous situation arises. This is a strategy we will continue to work on each year.

Facilities

- We will be meeting next month to update the college's Master Plan. I am pleased with the tremendous progress we have made to take the next step with our facilities. Here are a few of the major steps that have happened to prepare us to be in a position to expand our facilities in the upcoming years:
 - The Legislature passed Senate Bill (SB) 102 which will be implemented in two years and allow for allocations of \$14,000,000 per year for UTech Colleges to build buildings or to expand current buildings. I believe that if Bridgerland Technical College is funded next year, our college will be well-positioned to receive at least \$7,000,000 in two to three years to expand our current building in several critical areas.
 - After much thought and conversations with Board members and community stakeholders, we have decided that our priority was the expansion of our current building for additional programmatic space and not the construction of a Business Resource Center (BRC) building.



Because the BRC property is not contiguous to our campus and we would lose approximately \$160,000 from the legislative appropriation, which is still in Utah Division of Facilities Construction and Management (DFCM) account, it was decided to sell this property back to Tooele City.

I have identified a better property for future expansion which is contiguous to our campus. It is believed that the original appropriation of \$525,000, if it were still intact, could cover most of the cost of this land which includes an already constructed warehouse on the property.

Because of these considerations, the TTECH College Board of Directors and the UTech Board of Trustees has empowered me to sell back the original piece of land to Tooele City and DFCM has also agreed to give us the balance in the account which can be used to purchase the more conducive property. In the next year, I will be negotiating with the land holder to purchase this property as soon as the owner no longer has a need for the warehouse.

I wish to stress my gratitude for the important part played by Mayor Debbie Winn of Tooele City, Representative Doug Sagers, and the Tooele City Redevelopment Agency in helping us regain the appropriated funds and their understanding of how beneficial the second option will be for our future building needs.

- We put in a late request for facilities improvement funds and thanks to the help of our friends at DFCM, we were funded \$90,000 for the addition of a new roof on a shed and lights on our driving range.
- Next year we will need to seek help from architects to demonstrate our ideas for future expansion plans. I will prepare a presentation and make our case to the UTech Board for access to SB 102 dedicated funds.
- As of this year, every space in this building which was designed as programmatic space will be fully utilized, including a remodel of the bookstore to provide a classroom for our Nursing Assistant program which begins next fall.



- We addressed some of our IT security needs by upgrading the filtering software and we have a penetration test scheduled for October 2019.
- The safety committee has met each quarter to ensure we are following appropriate safety procedures and our employees are current with all training requirements. We are also implementing security cameras into the Cosmetology/Barbering salon to improve the safety of our students, employees, and salon clientele.

Salary Study

- Last May, at the Council of Presidents Retreat, we recognized that many of our employees are paid less than they should be. The Presidents decided to conduct a salary equity study for seven of the eight colleges in the system. I was the major voice in support of this idea because, after reviewing the salary system in Tooele, we had room for improvement. We also needed to determine if our employees were being paid appropriately within a salary system, which has been validated with market forces for like positions. Also, because TCSD has raised salaries from \$33,000 for a starting teacher to \$42,000 in two years, I foresaw potential employee morale and culture erosion concerns in the near future if this disparity was not addressed. I also felt as an administrative team, we were not in a good place individually or collectively to defend our current salary decisions as we needed to hire additional instructors in the same program areas.

VP Thygerson led a system-wide effort to issue a Request for Proposal (RFP) and made the decision to hire Mike Swallow to conduct separate salary surveys at seven of the eight colleges. Our study has gone through a complete job and market evaluation of each position with corresponding ranges.

Our next steps will be to secure the funding necessary over the next few years to place our employees on their respective ranges as appropriate. This effort will perhaps be the most important initiative I could accomplish, as the still relatively new President of Tooele Technical College. In order to train tomorrow's workforce, we need to be able to attract and retain qualified instructors, professional staff and proven administrative leadership. I believe we can come up with 50% of the funds we need to reset our employees' wages this next fiscal year, but it will take additional legislative appropriations to properly align our employees within the new ranges. Once we do so, it will be our challenge to find the funding necessary to progress our employees up their respective ranges over their career. This system is based upon a career perspective for each of our ranges. One important reason to quickly reset salaries to appropriate levels is that future compensation increases funded by the Legislature will be based upon the new salaries, which will increase the compensation funding our college receives, rather than the current salary levels.

With the approval of the Board during June's Board Meeting, this action, along with building a new relationship with the school district, could be the most important long-term action I will have made since assuming this position. I am proud of the bold statement our new ranges will make in regards to the value of our employees, even though I know some will be disheartened because not all employees are shown as being paid incorrectly.

Streamlining Student Services

- Ellen has worked hard to streamline Student Services by:
 - Assigning Joe Mena, the role of Student Advisor over Veteran's Affairs.
 - Clarifying Suzanne Anderson's role as the liaison between the high school counselors and our instructors.
 - Assimilating the bookstore staff into Student Services, specifically the receptionist and cashiers, which will increase productivity by more evenly distributing the workload at the front desk. Moving the bookstore staff to the front office also allows students the ability to make payments and purchase books and other supplies during a wider window of operations.
 - Allowing our Enrollment Specialists to directly enroll students in Northstar as they meet students face-to-face, rather than sending the paperwork back to the Data Specialist. We will soon be adding a window to the front office and inviting students who are registering to come into the front office and sit down with our Enrollment Specialists in a space that is more private and they can focus on their responsibilities with fewer distractions.
 - Assigning an area of expertise to each Enrollment Specialist, helping them follow up with students who have pending prerequisites or are on a waiting list. Program Managers and Instructors have a Specialist to work with regarding specific programs. Advisors introduce students to a specific Enrollment Specialist following their advising appointment.
 - Designating each enrollment to assure that program sheets, book lists, supply lists, etc. are all current. Pending enrollments are kept in their specific file drawer. Both Enrollment Specialists are able to assist students with all programs, but each has an area of expertise and are the primary choice to assist students.
 - Designating our new Data Specialist to run inquiries to test data and learn the requirements for time-consuming annual reports (previously completed by VP Lange-Christenson, allowing use of her time more strategically).
 - Including an assignment as the Administrative Assistant to the VP of Student Services and Marketing to the position of the Assessment Specialist. She can now aid in overall productivity and focus on assigned strategic initiatives in addition to administering assessments.

- Through the efforts of Suzanne Anderson and Joe Mena, revamping the student orientation system to allow students to receive valuable information during times which are more convenient for them, rather than returning on a specific day and time. An online new student orientation has been developed and will be introduced in the new fiscal year.
- I am grateful to every member of Student Services who has accepted the need to make changes to improve efficiencies and services for students. Every member of Student Services had their job assignment altered this past year. With smiles and hard work, they have all contributed to making our college's success as described above.

Supporting New and Ongoing Programs

Police Officer Standards and Training

- I am so grateful to Tracy Schaffer and Sheldon Riches for getting this program up and running in a very professional manner. We have used a variety of avenues to market this program. Because this is a new program, we have not yet gained a reputation for providing a quality police academy and April 2019 began with lower enrollment. We expect interest in this program will grow as people hear about the first-class learning



experience our students are receiving. I am grateful for the Chiefs of Police and Tooele County Sherriff who have been adamant supporters of this program from the beginning. We have almost 30 adjuncts hired to teach part of the curriculum and I couldn't be more pleased with Sheldon taking ownership with Tracy's oversight.

Cosmetology & Barbering

- I am so proud of the Cosmetology and Barbering Department which continues to grow and help our students be successful. We added an additional instructor this past year to help with the growing demand. We worked hard to accommodate high school students last June by purchasing classroom sets of kits to lower the cost of enrollment during the summer. The instructors worked tirelessly at building bridges with the Community Learning Center (CLC) program to help students who are transitioning from that program to TTECH upon graduation.

Automation and Composites

- We are still in the process of purchasing a robotic arm which will enhance the automation part of our program.
- The Industrial Maintenance and Automation Technician (IMAT) program added an additional Instructor, Michael Gillett who is knowledgeable, energetic, and will be a great addition to the team and allow us to expand our offerings.
- VP Aiken was successful in writing a legislative Strategic Workforce Initiative Grant to help start a Composites course next year, as requested by the Governor's Office of Economic Development (GOED) and the Aerospace Pathway, in partnership with TCSD.
- We are also proud of the work Mike Rice has done with teaching an early morning Basic Electrical and Motor Controls class for students in Wendover this past year. Because of the success, it will move from early morning to first period next year, which will be more conducive to our instructor's time and the students' schedules who wish to enroll in the program.
- IMAT Instructor, Mike Rice also upgraded the equipment in the lab with new PLC stations and mill.



Electrical Apprentice

- Under Doug Allred's capable leadership, the Electrical Apprentice program is doing very well. We have increased enrollments, hired an additional instructor, strengthened the curriculum, and have separated the four required years of curriculum on different nights. This allowed the instructors to focus on learning needs of each class, rather than different levels being taught during the same time.

Software Development

- Software Development has grown during the last year. Students in this program are engaged in many innovative projects to prepare them for careers in this demanding but rewarding occupation.

Because the program can take up to two years or longer, depending upon the hours a student is enrolled, we are still waiting for our first completion and placement. We are focused on doing all we can to help students be successful and complete the program, so we meet the necessary requirements, which can be challenging in a program like Software Development. Our instructors are dedicated to helping students and we know they are getting a quality education. Software Development Instructor, Bryan Scott, VP Aiken and VP Lange-Christenson are watching the student numbers closely. If needed, they will implement appropriate retention strategies to keep this valuable program from being triggered by COE.

Commercial Driver's License

- We are grateful to have expanded the Commercial Driver's License (CDL) program by adding another full-time instructor, Jeff Thompson, who has been a great addition to both the program and the college as a whole. Together, with Lead CDL Instructor, Tim Booth, the CDL team developed a new partnership with the Utah Department of Transportation (UDOT) to train their snow removal drivers. For political reasons, this partnership was dissolved, yet I am proud of the efforts that were made to put this partnership together. The CDL program has added a virtual reality trainer to their learning resources, and continues to be aggressive in marketing the program to businesses and the community. They are an important part of what makes this college a fun place to be.



Building Trades

- Building Trades did not receive enough preregistrations at the high schools to warrant starting in the fall. We have learned a lot about the high school registration process and will start earlier next year to get counselors excited and informed about the program. This will help parents and students understand how valuable this training could be in their lives. Getting the word out to juniors and seniors about this program will be a major emphasis next year.

Nail Technician

- We have decided to add a night time Nail Technician program so that students who are unable to attend during the day can attend in the evening. We expect this to be a welcome addition to this successful program, especially since it will help high school students access this program.

Business Technology

- The Business Technology programs have consolidated five programs into one. Students can choose what they would like to specialize in by selecting specific electives. I appreciate the hard work Business Instructors, Brett McEachern and Dave Bate have put into this process. We believe streamlining this program will help our faculty teach the many different subject areas more effectively, as well as help our students to better understand the expectations to earn a certificate.

Cybersecurity

- IT Instructors, Bill Hill and Danny Reed have done a lot of work to move the IT program to the next level by evolving to include a Cybersecurity program requested by industry leaders. The institution, as a whole has worked hard to get the IT program off the triggered list by increasing the number of completions produced by the program.
- I am also proud of how Bill has volunteered and worked with the college to be the first course to pilot the course-based registration system.

Academic Development Center

- Our Academic Development Center (ADC) continues to lift the lives of students who, without this program, would not have access to avenues of improving their math, reading, and communication skills. ADC Instructor, Donna Hesleph attended a week-long training on adult education to help her continue to enhance the services this program offers. In addition to the personal way Donna helps her students, I am very grateful for the time and effort she puts forward to help improve the culture and energy throughout the college, including all she adds to the Recognition Committee and the ATV Roundup Committee.

Diesel Program

- Because of the work Diesel Instructor, Jerry Hansen and VP Aiken put into a Talent Ready Utah Grant in partnership with Mountainland Technical college (MTech) and Utah Valley University (UVU), we were able to add two new trucks with tier four admissions to the Diesel program, as well as a new hydraulics lab. We have also increased the available classroom tool sets.



- We are grateful for the ability to add an additional instructor to this growing program. Gary Snow brings with him a lot of quality experience with teaching Diesel Mechanics and he has helped us start the process of getting the program Associated Equipment Distributors (AED) accredited.

Nursing and Medical Assistant

- The Nursing program graduated 13 students and has done much to overcome challenges this past year. We added a new high-fidelity simulator because of our partnership with USU and worked hard to strengthen the USU's Registered Nurse (RN) program. Much gratitude goes to Associate Vice President (AVP) Jenn Van Cott – Cowburn.



- Our Medical Assisting program continues to shine with several of their students achieving the President’s List and being recognized as the college Student of the Month. The program has worked hard to improve relationships with the CLC program and articulation agreements with USU. We also streamlined the program offerings by discontinuing the Medical Office Laboratory Technician and moving those competencies to the Medical Assistant program and the laboratory related competencies to the Phlebotomy program.

Certified Nursing Assistant

- We are excited to add a day-time Certified Nursing Assistant (CNA) program to our family next year. The successful CNA program that was housed at the CLC will be moved into the space formerly occupied by the TTECH College Bookstore.
- Our night program continues to be successful and we are pleased that several high school students chose to enroll this past year.
- Almost all of our students passed their state exams. We have discovered that our first-time passage rates need improvement and the program has taken steps to correct this important issue.

Workplace Relations

- The instructional team has worked hard to improve our Workplace Relations Curriculum, which is a part of every program and teaches students the critical soft skills students need to be successful in the workplace. Since I started at Tooele Tech, I have heard many times that our current curriculum for Workplace Relations was not meeting the needs of our students. I am very pleased that this issue has been addressed and the new curriculum will soon be added to our programs.

Business Resource Services

- On my first day as the new President of the Tooele Technical College, I was made aware of an expectation to build a BRC building on property bought through a legislative appropriation. In this building, businesses would receive counseling and other needed resources as well as the ability to incubate their new business in its early stages. Because of my past experiences with BRCs in rural environments that did not perform as expected, and because I viewed the priority for future buildings to be used as additional instructional space, I was very concerned that this was not the best use of my time and the college’s scarce political capital.

However, I also understood the need and community’s expectation for the college to help provide business recourses to new and expanding businesses. It took a year of working with the Mayors of Tooele City and Grantsville City, Commissioner Milne, GOED, USU-Tooele and the State Director of the Small Business Development

Centers (SBDC) to decide what would be the best way to provide these services to Tooele County. Each partner added financially to the pool needed to bring back a full-time SBDC Director who would work closely with community and business leaders. I am proud of the reorganization of the Business and Institutional Development Department which has now been separated into two distinct positions, maintaining their close collaboration and support of one another. This reorganization allows Mark Walker to focus on Custom Fit activities as the Director, while Jess Clifford was promoted to be the Director of the SBDC with a side responsibility for institutional development and to assist Custom Fit with ten clients. Since Jess has been in the position of SBDC Director, he has coached 122 business, conducted 137 coaching sessions with \$2.3 million of possible capital infusion into the community through the clients he is working with.

Although the reorganization of the BRC vision took extensive time and effort to understand the expectations and needs of our stakeholders, I am pleased that I was able to keep all of the financial partners together while we decided how best to move forward with the addition of my unique perspective. I am extremely grateful for the administration team who supported me and especially for the Board who listened and understood the reasons I made the changes to our vision. During this reorganization process, I was able to increase the external funding for this enterprise without using any programmatic funds. I believe our present model is the best possible outcome given Tooele City's financial obligations and our current financial and programmatic priorities. The most important reason our SBDC is off to such a great start is because of the dedication, hard-work and people skills of Jess Clifford, who now has a part-time Administrative Assistant, Kristen Whicker, who helps him with the required documentation and allows him to utilize his time better on behalf of his clients. Kristen also helps with Mark Walker in the Custom Fit Department and has been a welcome addition to our team.

- Hopefully, this change will also assist with fundraising for the institution in the future. We have a great need for programmatic support, student scholarship funding and future building assistance. It is my belief that Jess will be excellent at this additional responsibility and that he will develop this responsibility as the SBDC is better established.
- Our Custom Fit Department had a great year and is well on its way to spending \$314,663.29 of our state allocation and contributions. At the end of the fiscal year, we served 82 companies, an increase of 9% from 2018. There were 20% more employees trained this fiscal year, totaling 734. The instruction hours reached 17,195 at a 42% increase. We also purchased a new lathe with contribution funds which will be used to train Custom Fit employees in the IMAT program. (See Appendix C)
- Although we have done a better job of coordinating efforts between myself and our SBDC and Custom Fit Directors, I have not been as consistent with holding monthly meetings as I hoped. Holding more frequent coordination meetings is certainly an area where I can do better next year.

Additional Ways We Improved Programs and Services

- **Consent Calendar:** A “Consent Calendar” was added to the Board agenda to keep the Board informed of personnel changes, marketing efforts, new Occupational Advisory Committee (OAC) members, and other normal reports which need to be acknowledged, but not necessarily discussed extensively. I hope the Board agrees that this change has made Board meetings more meaningful and efficient.
- **Monthly Faculty Meetings:** VP Aiken has organized monthly faculty meetings instead of quarterly meetings to improve communication between administration and faculty members, as well as instructional programs and Student Services.
- **Reorganization of Program Director Duties:** Program Directors, Tracy Shaffer and Mike Boren, have both stepped up in a big way to help VP Aiken manage all the programs. They both assumed additional programs under their direction to allow VP Aiken to spend more of his time on administrative duties, which will benefit all of the programs and the college as a whole. Much appreciation is extended to Tracy and Mike for their diligence, dedication, desire to help, and amazing attitudes.
- **Opening Institute:** I am proud of how we started off the school year by holding a successful Opening Institute in August 2018, which had a nationally recognized keynote speaker, Christian Moore, who presented on resiliency.
- **Legislative Success:** We had a successful year at the legislature with about 80% of our programmatic and student services requests being funded. 2.5% was funded for compensation increases, approval for \$159,000 of one-time expenses, \$42,000 ongoing funds to start our Composites program, and \$76,100 for one-time equipment needs. We also had SB 102 passed, which helps provide another avenue to fund future building expansion.
- **Clean Financial Audit:** Thanks to the hard work and attention to detail of Kent and his team, the college received a clean audit report from the State Auditor’s Office.
- **Financial Aid Program Review:** TTECH's Financial Aid Services underwent a Department of Education New School Audit to review compliance of federally mandated processes and procedures. The audit was completed and a favorable review was received in October 2018.

- **Aspire Student Information Coordination:** Ellen and Mark A., along with the Data Specialist and the CTE Director from TCSD spent a day visiting the Uintah Basin to see how we can align student information better regarding attendance, grades and progress for our secondary students on the District’s software system, Aspire. The trip was very successful and next year, we will seek to implement what we learned.
- **E-Books:** The instructional department has added new e-books for the Business, IT, IMAT, and Welding programs which will save our students hundreds of dollars.
- **CTE Credit:** For the first time, we have worked together with the school district for high school students to receive CTE credit while attending Tooele Tech and completing competencies which articulate with CTE approved courses. This is significant.
- **Revised HR Policies:** I have worked with the Board to revise several important HR policies which have not been touched since 2009. I am pleased by the support of the Board and how the new policies better fit the way our college functions. There are still some policies that need to be addressed but more critical policies have been updated. We are in a much better position today than we were a year ago.

Objective #2: Fill the Pipeline.

Key Success Indicators

- Overall membership hours are up by 32%
- Adult enrollment is up 18%
- Adult membership hours are up 27%
- High school enrollment is up 43%
- High school membership hours are up 65%
- Placement rate reached 99% in FY18
(63% related employment - 37% continuing education)
*A Complete Student Data Report is listed as Appendix B

I am proud of the team effort these numbers represent. I believe the numbers are a result of many changes including:

- The efforts of the new Marketing Team.
- Eliminating most high school fees, except for consumables.
- Better relationships with our school district partners.
- Faculty members stepping up and increasing capacity numbers, helping students to stay in programs and taking an active role in recruiting students, especially from high school.
- A new student retention program which improved the way we contact students who stop attending.

Additional Adjunct Courses

- We have discussed offering more adjunct courses, but have yet discovered a real need. We thought we could help with the drone program at the new Deseret UAS site, but were assured the need is already taken care of through them. We will continue to work on finding short-term courses we can offer which enhance our current offerings in the next year. Perhaps we will begin with Forklift Certifications.

Marketing Team

- I am very grateful for the legislative funding we received last year which allowed Tooele Tech to do the following:
 - Expanded college marketing by creating a Recruiting Team.
 - Increased social media, video production, branding, and outreach efforts.
 - Created single point of contact for all CTE recruiting efforts in the community.
 - Increased community involvement.
 - Aligned job placement and recruiting.
 - Recruited 34 employers to engage with students in their classroom.
 - Increased networking with employers contributed to OAC growth.
- The Recruiting Team is still working on the development of a strategic plan which will dictate the future actions and expenditures of this team. In the meantime, I have been very impressed by the numerous ways the team has increased our recruiting efforts.



Although I could write several pages about the positive actions our Recruiting Team has completed this past year, I offer the following examples of the more meaningful initiatives the team has been involved in this past year:

- **On-house flyers, posters, and booklets:** The Marketing Team has done an outstanding job preparing flyers that went to the homes of high school students, counselors, displayed in the college as banners, and informational items for potential students. For each program we created free standing pictorial displays for the CDL truck's new wrap to further showcase our college throughout the community.

- **In-house Digital Media Ad Placement:** Our expanded team has allowed for more in-house production and placement and reduced expenditures. Contact through Facebook is over 112%, clicks are up 67%, and impressions up 130% without the use of an outside agency.

- **Job Fair:** Nearly 200+ job seekers attended the community job fair. Special thanks to Kim Rice for nearly single-handedly pulling together this event.



- **Manufacturing Challenge:**
 - Three high school teams made fire pits in competition with each other.
 - 760 votes from the public were received at the Tooele County Rodeo and 4th of July events.
 - 12 scholarships were awarded to the participants.
- **Five Departmental Student of the Year Videos:** Word of mouth is the strongest tool, so we embrace, capture, and share the reasons our five departmental students of the year think so highly of the college. These videos embrace the concept and include the graphic for our #TechEDWorks campaign.
- **Pathways to Professions:** Tooele Tech had an engaging presentation booth highlighting the Software Development, IMAT, and Healthcare programs at the Mountain America Expo Center. Hundreds of high school students and families visited the event, including more than expected from Tooele County.

- **Taste of the County:** President Paul Hacking, USU President Noelle E. Cockett, and TCSD Director of Teaching and Learning Patricia Walker spoke after the flag ceremony, highlighting the importance of technical education and the partnership between K12, technical education, and higher education. This event was part of the Tooele County Year of Technical Education celebration.



- **UEC Movie Theater Ads:** Tooele Tech contracted for an ad campaign to show a 30-second commercial spot before all nine screens at UEC theaters in Tooele. The company has a cross-platform banner ad option (moviegoers to that theater may have banner ads on website visits). We expected over 121,868 impressions by the end of the campaign in March; we had 124,862. The campaign over-delivered and achieved an overall click-through rate (CTR) of 1.40% - industry avg. is 0.09%.
- **High School College Days:** Presented to juniors at Tooele, Stansbury and Grantsville High Schools, as well as west side Salt Lake County High Schools, in partnership with the Utah System of Higher Education (USHE) & UTech institutions.
- **CTE Information Night and Pathway Recognition:** For the first time ever, we were invited to attend the CTE Information Night Presentations at each high school. We were also asked to participate in the Pathway Recognition Events at each high school. An administrator was honored to be invited to join with the Principal and CTE Director in shaking the hands of the student pathway completers.

- **Corridor Days:** This event was well orchestrated this year. Many of the ninth graders from the three high schools visited our college and every program made great efforts to engage the students. I was impressed how most students were engaged with our



instructors or the tours given that day. The survey the students and chaperons completed at the end of the event showed this year's event was the best yet. I am proud of our team's dedication during these three days.

- The Marketing Team meets with the program directors and the VP of Instruction once a week to coordinate marketing efforts in a meaningful way.

Wendover High School

- I am proud of the 0-hour Electrical, Motor Controls, and PLC class. This is a class in our IMAT program which Mike Rice provided, through distance education for 10 students from Wendover High School. Because of the success of this class, we will be moving it into the regular day schedule next year and paying the prep of the instructor who supervises the program.

Pathways

- We held a successful "Counselor Appreciation Luncheon" in November to help make aware our pathways and programs their students can now access during regular school hours. The TCSD Superintendent's comments could not have been better. We honored him for looking out for "the one" as many times our programs are the right answer to that one student's educational needs. I was very impressed by what AVP Van Cott - Cowburn said about our partnerships as well. We gave sweatshirts with the logos of the counselor's specific high school, TTECH and USU which signified us all working together for the betterment of our students.
- VP Aiken with CTE Director, Kristy McLachlan held an evening coordination meeting with all the District CTE instructors and our instructors to work on pathways.

- We sent out several flyers to the community which emphasized our pathways.
- We held two meetings between the college and USU to discuss ways to improve the stackable credentials process. One meeting with Student Services and the other with the faculty from both institutions. Although we have not had a student from Tooele Tech take advantage of the stackable options, we are continuing to seek options to improve.
- We held a community meeting with education and business leaders to strategize ways for higher education to meet the community needs better. The college was well represented at these meetings and ways to improve recruiting efforts were discussed.

Other Significant Steps to Fill the Pipeline

Diesel Tech Pathway

- The Governor's Office of Economic Development officially welcomed Davis Tech College and our college into the Governor's Diesel Tech Pathways by hosting a press event at Detroit Diesel where the presidents, industry leaders, Superintendent Rogers, Val Hale and Ben Hart (from GOED) spoke. There were perhaps 100 students in the audience because of Jerry and Kristy McLachlan's efforts.
- Jerry held a parent's night for students interested in the Diesel Tech Pathway which was well attended, with close to 50 participants. Jerry's enthusiasm and connections with industry and district partners are perfect examples of how instructors can directly impact enrollment and the perception of their program with stakeholders.



- One of the most exciting parts of the evolution of the Diesel Tech Pathway was the signing event at the end of the year. All of the districts and colleges in the Wasatch Front came together to celebrate those students who were choosing to sign a letter of intent to enroll in a Diesel Technology program after high school graduation. I was incredibly proud to stand next to Jerry (with Gary, our fabulous new instructor in the audience), as our college had 14 students sign their intent to attend Tooele Tech next year. Our small college had as many students represented as any of the larger colleges. It was a fantastic evening. I also appreciate Kim Rice's effort in helping develop our participation in the Diesel Tech Pathways.



Objective #3: Celebrate Success

Faculty and Staff Recognition

- We have an incredible team at Tooele Tech. I have written several personal letters of appreciation after significant accomplishments. This is easily an area where I can do more. I have purposely sought to award students for achieving the President's List, so that I might recognize their instructor at the same time. At each public event, I make sure to thank the faculty and recognize their tremendous commitment and passion.
- We gave a healthy holiday bonus this year, to thank them for the additional students they have impacted this year. Our faculty and staff are top notch.
- We started a new loyalty program that recognizes employees at their five, ten and fifteen year tenure. The awards correspond with the minerals found in Tooele County that were used throughout the building and symbolize our employees are the foundation of everything we accomplish. I believe these new awards, which Abra worked hard to develop, are meaningful to the employees.
- During the Champions Gala at our college, we had the faculty member of each of our five Student Champions introduce their students as a way to highlight the importance of the faculty member.



Student Leadership Opportunities



- I am proud that we got a chapter of Skills USA off the ground and appreciate Mike Boren's efforts as well as the participation of 4 program areas. We had Cosmetology/Barbering students from our area participate in the competition. We will build upon this next year and use it as a way to recognize student excellence, as well as their instructors.
- We held a summer manufacturing camp for high school agriculture welding students which went a long way in building better relationships between our Welding program and the Agricultural Welding programs at TCSD.
- We held three Science, Technology, Engineering, and Math (STEM) camps for middle school students who got to participate in several program areas.
- We are hosting two Diesel Camps this summer and both are already full.
- We supported the Code to Success summer camp at the CLC with hopes of getting some of those students to finish their training in our Software Development program. So far, this has not happened, but we will continue to do our part to build bridges with this excellent summer secondary course.

Recognize Student Achievements

- Three major recognition committee programs were reviewed and revised to better accommodate our unique student body and Open-Entry/Open-Exit (OE/OE) structure and help accomplish our mission.
 - The Student of the Month program was revised to accept nominations from any program, during any month. We had at least one nomination each month, sometimes more!

- President's List was revised to better accommodate our unique OE/OE programs by evaluating at the end of every month, rather than the end of every fiscal year quarter. We have seen a significant increase in the number of students being recognized without lowering the standards. This award system was also revised with a brief in-class recognition ceremony that includes both the President's List recipient and his/her peers. President List recipients are also recognized at the graduation ceremony with an honor cord.
- The Student of the Year program now recognizes five students from all of our program areas. Each of these students were personally acknowledged and celebrated in a nice event called the Champions Gala. This included our students, their families, faculty/staff and community partners.



- Abra has updated the "Student Recognition Hall" with Student of the Month and Student Champion pictures. We will continue to enhance student achievements as new ideas are developed.
- We have done a much better job recognizing student excellence in the Tooele Transcript Bulletin as well as on social media.
- We held a Student Appreciation Day celebration before graduation, where we fed students lunch or dinner. We let them know about the history of the college and the price the community has paid for it to be here. Abra and many others on the recognition committee helped make this a quality event. It was respectful of the students' time, but also clearly expressed our appreciation for them. There was a lot of positive energy in the building and I felt it was successful.

- As a team, we did an excellent job of changing the way we do graduations. We have outgrown our multipurpose rooms in the college and moved graduation to Grantsville High School in April 2019. We more than doubled the number of students attending graduation and had 100% of our practical nursing students in attendance. I am very grateful for the extra effort of the Student Services staff and faculty members that personally invited students to attend. I also visited several classrooms and extended my invitation for those who qualified for graduation to attend. I am overwhelmed by the positive response we received from our students and the support of Tooele Tech team members.
- I am overjoyed that every Board member was at graduation this year, in part because we scheduled it on the same day as our April Board meeting, to support our graduates and their families.
- We added cords to our graduation regalia which recognized veterans, high school graduating students, and students who earned the President's List.

Objective #4: Develop and Strengthen Industry and Community Connections

Improving Relationships with School District Partners

Building a lasting relationship with our school district partners, especially our counselors, is crucial to our long-term success.

Counselors

- The Counselor Luncheon, as previously mentioned, was a huge success and I am very grateful to our K16 Alliance partners for their friendship and shared vision.
- Suzanne Anderson has been designated as the counselor liaison. In this critical role, Suzanne, especially in the second half of the year, had frequent and meaningful contact with all the counselors in the school district. Because these relationships had not been established in the past, it has taken time to develop and maintain a mutual understanding of acceptable lines of communication, especially since the counselors have very busy schedules. Until this year, our Student Services Department had infrequent, if any contact with high school counselors. We are grateful that our relationships with counselors have evolved allowing Suzanne and high school counselors to mutually contact each other to resolve student concerns and that she is welcome to visit them directly. Suzanne is getting invited, rather than requesting, to attend monthly counselor meetings, which has and will prove to be an important way to provide information and discuss process concerns.

I believe that if our relationships were more directly established and in their offices more at the beginning of the year, we would have been better aligned with procedures and deadlines for getting pre-registration information to next year's juniors and seniors. Building and maintaining closer relationships of trust with all counselors from the beginning will be essential to do a better job of getting our information to students who would benefit from our educational opportunities. This will be a critical part of our ongoing strategic plans.

- Suzanne took advantage of an opportunity to be part of hosting an evening discussion for all students on the subject of anxiety in partnership with the TCSD and USU. Our participation in this well attended event demonstrated our willingness to be part of an educational team effort to help students struggling with issues not directly part of our mission, but our responsibility as a member of the education community. This event was a positive step forward to strengthen levels of trust with our K16 Alliance partners.

K16 Alliance

- I am proud of my relationship and indeed friendship with Superintendent Rogers and USU's AVP Van Cott – Cowburn. We meet at least monthly and have established real relationships of trust. Although we are dealing with complex issues, I trust both partners to do what is



right for the students and our community. We have cultivated a shared philosophy that we are not in competition, but rather partners in every sense of the word. I appreciate my connection with both of these amazing individuals.

- We updated our MOU with the school district, which significantly improved our mutual understanding, our channels of communication, and access of high school students to our programs. In the MOU we also eliminated programmatic fees with the exception of necessary consumables or products that would be owned by the student.
- We held a joint legislative breakfast at our college in the fall that was organized by Superintendent Rogers' office. I felt it was a very smart decision to showcase the ways we are working together with the legislators to consolidate the need to meet with them separately. It was a very nice event.

- Mark A. and Ellen have focused a lot of time in meeting with their school district counterparts which helped tremendously with building relationships of trust.
- Mark A. participated for the first time in several years as a member of the Wasatch Front South Regional Consortium. This signifies the secondary system's recognition of us as a full partner.
- I am proud that our instructors were willing to change their lunch hour from 12:00 to 11:00 so that it would align with the secondary schedule. This is just one of many changes our instructors made to gain more students into their programs.

Industry Partners

- We held all of our required Occupational Advisory Committee (OAC) meetings and added many new members. We will continue to work on providing quality training to new OAC members and streamline the reporting of OAC activities to the Board of Directors.
- Cargill Salt graciously provided the college with a scholarship for Welding, Industrial Maintenance and Automation and Diesel students. We are pleased that we spent all of these funds and hope this is just the beginning of continued financial support for our students which is sorely needed.



- We held another successful OAC dinner, which was organized by Tracy Schaffer and Mike Boren. There were over 100 people in attendance. The dinner was excellent and the student and college presentations were on point. I felt a positive energy as every table had OAC members with someone from the college who were all engaging in wonderful conversations which helps strengthen our mutual relationships.



- One of the areas I identified as needing more emphasis at the beginning of the year was to get out into the community and meet with more business leaders. This spring, I made a lot of progress by meeting with almost all of our OAC Chairs, several of our past chairs, Chamber of Commerce leaders, as well as business leaders who were asked to be part of the community meetings as part of the Legislatures Higher Education Strategic Planning Commission.

These conversations were really valuable to my professional development as the new President of Tooele Tech and expanding the college's ties with local business leaders. I look forward to continuing to participate in these types of visits with community and industry leaders in the future.

- Our job fair this year was outstanding with over 60 businesses represented in our building. Kim Rice did an outstanding job putting this event together with the assistance of her helpers and our DWS partners.
- Mark A. has developed a process for all instructors to report their three best industry visits as a way to document our industry contact for accreditation purposes, and to stress the importance of having meaningful contact between the instructors and our industry partners.
- Kim Rice has helped organize industry presentations in the classrooms which has been incredibly impactful to the student's education, as well as strengthening our relationships with the industry. We had about 34 industry visits to our classrooms this past year.

- Several programs organized field trips for their students to tour industry operations. We are having a bus donated to us which will help increase our ability to do meaningful field trips in the future.
- Mark A. now attends the Utah Aerospace Pathway meetings which has connected us with many important industry partners.
- Mark A., with Kim Rice's help, conducted an electrician meeting with many electrical companies to get their support for our new Electrical Apprentice program.

Community Relations

- As part of the Taste of Tooele Event in September, we held a celebration of the Year of Technical Education. I was proud to stand with our K16 partners and talk about the importance of technical education to the community, even though there were not many community members in attendance. Our marketing team hosted, alongside our education partners. That effort seemed to be well received.
- Our building hosted several community events which has been our tradition including the Santa Parade, Senior Expo for Tooele County Aging Services, and several other chamber or community-oriented events which help give back to our community.
- We have several members of our college who are active participants with the Chamber of Commerce. Jess was made a new board member this past year. The Chamber has been a good friend of our institution and we appreciate their support of our students.

Conclusion

As I finish these many pages which document our achievements over the past year, I am humbled to be part of an amazing organization which consists of so many critical parts, all performing their roles well, so that we might elevate the lives of our students. I look forward to where we go together as an institution in the next few years.



APPENDIX A

Positive Comments

- Jeff and Tim are great instructors!
- My instructors are awesome they always help me with any questions I may have and care about my progress and success in the program
- Donna is excellent to my stimulated interest.
- Jerry and Gary are both Excellent instructors and very good at their Job Bill pretty much got me on board for taking all his courses when we first talked.
- I think that both of my instructors Kim Langi and Shelia Sferas are both amazing instructors who are caring and kind in the way that they interact with every student that they come into contact with.
- Greg and Shawn are both excellent instructors
- David Bate is very encouraging.
- Donna is good about giving me feedback.
- My instructor went above and beyond in helping me learn in the subject I was weak in.
- Both Tim And Jeff did an amazing job I really felt that they were engaging and would give the proper feedback when needed. They would go out of their way to create a fun and insightful learning experience whether it was about course specifics or real-world experiences. They were awesome!
- Kim is phenomenal and she goes above and beyond to help!
- I learned so much in this class I believe it's going to take me so far in life

Comments - where improvement is needed

- I believe there should be more consistent structure to the theory teaching and on a rotation. we don't really have classroom discussion
- I feel there should be good demonstrations that go along with the theory we learned that week.
- I think it would be really helpful if we as the students could get more feedback on our work.
- It's hard to study when there are constant non-relatable conversations going on.
- The objectives are clear so far, it is often including perhaps scopes larger then they appear and rough to handle when the size of the scope is unclear. I was hoping for more of an interactive teaching environment.
- The only issue is that students themselves do not respect shop equipment.

Appendix B

Membership Hour, Enrollment and Certificate Attainment Report FY2018-2019

MEMBERSHIP HOURS	Year-End											
	ADULT				HIGH SCHOOL				GRAND TOTAL			
	FY18	FY19	Loss/Gain	%	FY18	FY19	Loss/Gain	%	FY18	FY19	Loss/Gain	%
Academic Development Center (incl. Exp. Tech.)	6,907	8,105	1,198	17%	1,773	1,686	-87	-5%	8,824	9,791	967	11%
Allied Health (Phlebotomy, CMA, CPT)	19,832	24,465	4,633	23%	909	2,196	1,287	142%	20,741	26,661	5,920	29%
Business Technologies	12,461	17,716	5,255	42%	1,603	2,088	485	30%	14,064	19,804	5,740	41%
Certified Nursing Assistant	1,712	1,284	-428	-25%	1,544	2,072	528	34%	3,256	3,356	100	3%
Commercial Driver's License	3,648	6,644	2,996	82%		184	184	100%	3,648	6,828	3,180	87%
Cosmetology & Barbering	29,787	37,004	7,217	24%	6,600	4,946	-1,654	-25%	36,387	41,950	5,563	15%
Electrician Apprentice	885	3,363	2,478	280%	201	567	366	182%	1,086	3,930	2,844	262%
Heavy Duty Diesel Technician	11,083	13,514	2,431	22%	4,505	8,595	4,090	91%	15,588	22,109	6,521	42%
Industrial Maintenance Technician	14,686	19,066	4,380	30%	1,472	3,165	1,693	115%	16,158	22,231	6,073	38%
Information Technologies	24,183	19,747	-4,436	-18%	1,094	1,212	118	11%	25,277	20,959	-4,318	-17%
Nail Technician	4,313	3,465	-848	-20%	390	1,041	651	167%	4,703	4,506	-197	-4%
Peace Officer's Standard Training (POST)		2,472	2,472	New					0	2,472	2,472	New
Practical Nursing	9,035	13,333	4,298	48%					9,035	13,333	4,298	48%
Software Development	953	6,383	5,430	570%	36	1,868	1,832	5089%	989	8,251	7,262	734%
Welding Technician	12,249	16,676	4,427	36%	1,162	5,533	4,371	376%	13,411	22,209	8,798	66%
	151,734	193,237	41,503	27%	21,289	35,153	13,864	65%	173,023	228,390	55,367	32%
			Gain				Gain				Gain	

ENROLLMENT - Duplicated (students counted in multiple programs)	Year-End											
	ADULT				HIGH SCHOOL				GRAND TOTAL			
	FY18	FY19	Loss/Gain	%	FY18	FY19	Loss/Gain	%	FY18	FY19	Loss/Gain	%
Academic Development Center (incl. Exp. Tech.)	106	132	26	25%	51	19	-32	-63%	181	151	-30	-17%
Allied Health (Phlebotomy, CMA, CPT)	148	163	15	10%	12	19	7	58%	160	182	22	14%
Business Technologies	98	95	-3	-3%	20	20	0	0%	118	115	-3	-3%
Certified Nursing Assistant	15	20	5	33%	15	24	9	60%	30	44	14	47%
Commercial Driver's License	30	48	18	60%		1	1	100%	30	49	19	63%
Cosmetology & Barbering	69	77	8	12%	11	15	4	36%	80	92	12	15%
Electrician Apprentice	5	24	19	380%	1	6	5	500%	6	30	24	400%
Heavy Duty Diesel Technician	43	45	2	5%	17	31	14	82%	60	76	16	27%
Industrial Maintenance Technician	68	91	23	34%	4	21	17	425%	72	112	40	56%
Information Technologies	91	75	-16	-18%	11	12	1	9%	102	87	-15	-15%
Nail Technician	19	20	1	5%	4	6	2	50%	23	26	3	13%
Peace Officer's Standard Training (POST)		5	5	New				N/A	0	5	5	New
Practical Nursing	11	15	4	36%					11	15	4	36%
Software Development	9	24	15	167%	1	13	12	1200%	10	37	27	270%
Welding Technician	59	69	10	17%	16	31	15	94%	75	100	25	33%
Unduplicated Total:	721	848	127	18%	147	205	58	39%	892	1,053	161	18%
			Gain				Gain				Gain	

CERTIFICATE AWARDS	Year-End											
	ADULT				HIGH SCHOOL				GRAND TOTAL			
	FY18	FY19	Loss/Gain	%	FY18	FY19	Loss/Gain	%	FY18	FY19	Loss/Gain	%
Allied Health (Phlebotomy, CMA)	35	31	-4	-11%	3		-3	-100%	38	31	-7	-18%
Business Technologies	23	29	6	26%	3	3	0	0%	26	32	6	23%
Certified Nursing Assistant	5	13	8	160%	5	18	13	260%	10	31	21	210%
Commercial Driver's License	18	37	19	106%		1	1	100%	18	38	20	111%
Cosmetology & Barbering	16	28	12	75%	1	4	3	300%	17	32	15	88%
Heavy Duty Diesel Technician	10	4	-6	-60%	1	1	0	0%	11	5	-6	-55%
Industrial Maintenance Technician	11	13	2	18%	1		-1	-100%	12	13	1	8%
Information Technologies	25	10	-15	-60%		1	1	100%	25	11	-14	-56%
Nail Technician	14	7	-7	-50%		1	1	100%	14	8	-6	-43%
Practical Nursing	10	13	3	30%				N/A	10	13	3	30%
Welding Technician	12	12	0	0%		2	2	100%	12	14	2	17%
	179	197	18	10%	14	31	17	121%	193	228	35	18%
			Gain				Gain				Gain	

COE Completers	Year-End				
	GRADS	% of Total	Non-Grads*	% of Total	Total
Allied Health (Phlebotomy, CMA)	31	63%	18	37%	49
Business Technologies	29	78%	8	22%	37
Certified Nursing Assistant	13	100%	0	0%	13
Commercial Driver's License	37	100%	0	0%	37
Cosmetology & Barbering	28	93%	2	7%	30
Heavy Duty Diesel Technician	4	33%	8	67%	12
Industrial Maintenance Technician	13	37%	22	63%	35
Information Technologies	10	43%	13	57%	23
Nail Technician	7	78%	2	22%	9
Practical Nursing	13	93%	1	7%	14
Software Development	0	0%	2	100%	2
Welding Technician	12	63%	7	37%	19
	197	71%	83	30%	279

*Non-Grads will continue to grow through November 2019.

Appendix C

Custom Fit Performance Comparison

Region	Companies Served			Unduplicated Trainees			Instruction Hours		
	FY18	FY19	Growth %	FY18	FY19	Growth %	FY18	FY19	Growth %
Bridgerland	181	220	21.55%	4,856	4,653	-4.18%	67,119	72,989	8.75%
Davis	198	210	6.06%	1,888	2,183	15.63%	69,815	52,835	-24.32%
Dixie	428	316	-26.17%	1,071	1,515	41.46%	18,226	19,150	5.07%
Mountainland	251	301	19.92%	3,101	4,949	59.59%	43,366	44,891	3.52%
Ogden-Weber	141	114	-19.15%	2,018	1,450	-28.15%	66,386	29,687	-55.28%
Snow College	61	86	40.98%	479	660	37.79%	12,915	18,062	39.85%
Southwest	233	148	-36.48%	1,038	1,266	21.97%	29,804	24,826	-16.70%
Tooele	75	82	9.33%	609	734	20.53%	12,103	17,195	42.07%
Uintah Basin	131	147	12.21%	1,953	1,846	-5.48%	26,185	21,775	-16.84%
USU Eastern	133	92	-30.83%	550	370	-32.73%	19,591	15,448	-21.15%