FY20 STRATEGIC PLAN

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Introduction

As our mission statement reflects, technical education is key to “building a prosperous community.” We value the success of each and every one of our students. A prosperous community is built by focusing on the success of each individual. This provides a ripple effect for families, companies and eventually our entire community. We believe our success is found in “One Student at a Time,” “One Story at a Time,” and “One Success at a Time.”

The work of creating a technically-skilled workforce takes vision and deliberate plans to increase access and change the perception of technical education. To this end, the college’s Strategic Plan is not a static document. This Strategic Plan introduces a vision for the college--where we hope the college to be in 5 to 20 years--and identifies the major trends we must address to achieve this vision.

This document provides a framework for the future and will drive the development of the annual Business Plan to help ensure our vision becomes reality.

This document would not have been possible without the active involvement of college staff across all departments and board members who were involved in the review of our vision, mission, and guiding principles, major trends, and what the college will look like as we work toward achieving our vision.

I would like to extend my deep appreciation to all those involved for their commitment to the college and efforts to ensure a future filled with hope and opportunity for all.

James R. Taggart
President
Mission Statement, Vision Statement, Guiding Principles, and Diversity and Inclusion Statement

VISION STATEMENT

Be the College of choice.

MISSION STATEMENT

We build a prosperous community by creating a technically-skilled workforce one student at a time.

GUIDING PRINCIPLES

We transform lives.

Student success is our focus. We help students achieve success through program completion, job placement, and upgrade training. We are committed to helping our students build competency and reach their potential. We value and embrace diversity.

Employers drive success. Our unique strength is employer involvement. We are market-driven, striving to be flexible and responsive to workforce demands.

Employees are key. We promote a sense of achievement and teamwork while recognizing the dignity and value of each employee. We foster professional development and wellness for all employees. We embrace change and hold ourselves accountable to improve programs, services, and processes.

Integrity is essential. We expect the highest levels of honesty and credibility in all relationships, both as individuals and as an organization. We set a high standard of leadership for our industry, students, and community.

DIVERSITY AND INCLUSION STATEMENT

We promote excellence by recruiting and retaining a diverse group of students, faculty, and staff, providing the necessary resources for their development and advancement, and creating a welcoming environment of respect that supports their success.
Looking to the Future
What will the next 20 years bring?

We envision a future where …

- Weber County residents know what we do and would recommend the college for their own families.
- Business, community, and government leaders promote the tech college as a primary pathway for higher education.
- High school teachers, counselors, and administrators recommend the tech college to students at all academic levels.
- Completion of a technical certificate is an essential expectation for post-secondary education.
- Employers require a tech college certificate for employment and advancement.
- All high school students in Weber County have a tech college learning experience.
- All tech college students achieve their goals.
- All students and their families are proud of their accomplishments at the tech college.
- Every tech college employee is committed to the institution’s mission, vision, and guiding principles as evidenced by their performance and passion in support of student and employer success.
- The best talent views the tech college as the premier place to work.
- The college’s student and employee population more closely matches the demographics of the community.
Major Trends

Technology

Rapidly changing technology—in ways we cannot even anticipate—will require an adaptable organization and people. Resources will be needed to keep campus technology infrastructure, programmatic equipment, and employee skills current. All this must help students keep pace with workplace expectations.

Demographics

Weber County’s multicultural population will continue to grow and mature as generations move through the system. Baby boomers will retire, leaving skilled-labor shortages and creating opportunities to attract seasoned part-time or second-career workers. In response to these shifts, the college must increase directed outreach to cultivate a talented workforce that embraces change and mirrors the community.

The Value of Certificates

There is increasing evidence of the value of post-secondary technical certificates in meeting workforce needs. The college will continue to work with employers, policymakers, and traditional higher education partners to further this dialogue and increase their involvement with technical college programs.
Three – Five Year Objectives

- Increase enrollment growth and certificate completions to meet market demand.
- Improve the perception of the value of technical education.
- Increase enrollment and retention of our multicultural population in Weber County.

Strategies

- Develop educational pathways, implement new programs and educational delivery methods, focus on retention, revise processes, and reallocate resources.
- Increase adaptability and accountability.
- Hire, develop, and retain talent.
- Strengthen partnerships with employers and/or community organizations.

Evaluation

- Track enrollment, retention, and completion for secondary, adult, and traditionally underserved students.
- Increase number of pathways developed with secondary and/or post-secondary partners.
- Report on educational, community, and industry partnerships and specific initiatives.
- Provide quarterly and annual reports.
Financial Resources

- Approximately 90 percent of the college’s resources come from state appropriations, and over the last decade, this funding has increased by 36 percent. During this time, additional appropriations have been used for new or expanding programs and the purchase of capital equipment.

- State appropriations amount to $16,354,800 for FY19 and are projected to grow for specific program expansion, student support, capital equipment, and employee compensation.

- A budget and funding priorities are approved by the local Board of Directors on an annual basis and included in the college’s fiscal year Business Plan.

- Budgets are monitored on a monthly basis by budget managers and college administration to ensure financial resources are being used to meet the mission of the college and Strategic Plan initiatives. In addition, budget reports are shared with the local Board of Directors and published on the college website to provide transparency and accountability to public taxpayers.

- The college undergoes an annual independent audit by the Office of the State Auditor, and there have been no audit findings for nearly a decade.

- Conservative budgeting practices are employed to ensure the greatest level of efficiency in the use of state resources and to ensure the adequate ongoing support of the college mission.

- The Strategic Plan initiatives and annual Business Plan are developed to ensure that projected financial resources can adequately meet the mission of the college and sufficiently fulfill Strategic Plan objectives.

- The college currently maintains a healthy fund balance which could be used to operate the institution for nearly six months in the event that state appropriations are reduced.