

STRATEGIC

2017-2020



PLAN



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THE STRATEGIC PLAN

Davis Applied Technology College changes lives. From its inception, DATC has provided high-quality training. Our positive, hands-on learning environment encourages students to achieve their goals as they train for employment in local industries. As faculty and staff, we serve students and a community of employers and partners.

This strategic plan identifies four key areas of focus that promote our mission and values. As we implement this plan, over the next three years, we will increase DATC's positive impact on the students, businesses, and communities we serve. We anticipate unprecedented levels of growth in Davis County's population and in our respective job markets. DATC serves a vital purpose in the economy of our state and in the lives of students and their families.

As we work together to implement new objectives and strategies, we will build a strong sense of community and create a bright future for Davis Applied Technology College.

DATC CORE STRATEGIC PLANNING TEAM

Kim Ziebarth, *Vice President of Quality and Development*

Dr. Dina Nielsen, *Director of Student Services*

Ginger Chinn, *Director of Program Development*

Jeff Lund, *Controller*

Kevin Cummings, *Director of Institutional Effectiveness*

Marcie Valdez, *Foundation Director and Grant Writer/Administrator*

Melanie Hall, *Director of Marketing and Public Relations*

Dr. Will Pierce, *Director of Programs*

Hayley Mitchell, *Quality and Development Administrative Assistant*

Consulting services were provided by Colette Herrick and Cheri Torres from InsightShift.



STRATEGIC PLANNING PROCESS

In fall 2015, we began an extensive strategic planning process. In this effort, the College brought together stakeholders to provide input on the strengths, opportunities, aspirations, and desired results for the development of a three-year strategic plan, which includes updated mission, vision, and values statements and involved over 331 people.

The stakeholders included faculty, staff, administration, students, employers, industry partners, DATC and Foundation Board members, governmental leaders, community leaders, and educational partners.

The planning process included a Cultural Values Assessment to evaluate the personal motivations of employees, the current organizational cultural values they experience, and the values and behaviors they believe are necessary to support our best performance.

This plan represents our focus on the opportunities we believe best support our organizational development and growth that will best meet the needs of the communities we serve.



ADMINISTRATION

President - Michael J. Bouwhuis, M.Ed.

Vice President of Instruction - Ann Mackin, Ed.D.

Vice President of Administrative Services - Russell S. Galt, MBA, CPA

Vice President of Quality and Development - Kim Ziebarth, M.Ed.

OUR MISSION

We are a trusted learning community embracing technical education to promote student development and economic growth.

OUR VISION

DATC will be an innovative leader in delivering exceptional technical training that supports economic development.

“Seeing people succeed and watching students overcome obstacles and barriers are the best parts of my job.”

– Alex Johnson, Placement Services Specialist



OUR VALUES

OPPORTUNITY

We provide cost-effective training, flexible scheduling, and support systems to foster student success.

PARTNERSHIP

We engage industry, educational, and community partners to provide shared opportunities for all.

INNOVATION

We cultivate an environment in which new ideas, creative thinking, and imagination can thrive.

EXCELLENCE

We promote quality and high performance through our commitment to responsible and informed decisions.

COMMITMENT TO COMMUNITY

We embrace a culture of inclusiveness, community involvement, and service.

“I doubted myself every single day, but what really helped me get through were my instructors. They’re awesome and really helped me build confidence in what I was doing. They’re just the best people I know.”

– Rachel Laub, Davis High School, DATC Information Technology student and DATC intern





OUR COLLEGE

LEADERSHIP TEAM

Core Team Leaders: Kevin Cummings and Jeff Lund

Members: Thomas Kimber, Dr. Dina Nielsen, Kari Phillips, Dr. Will Pierce, George Ray, Cathy Salisbury, Greg Scherer, Terri Stephens

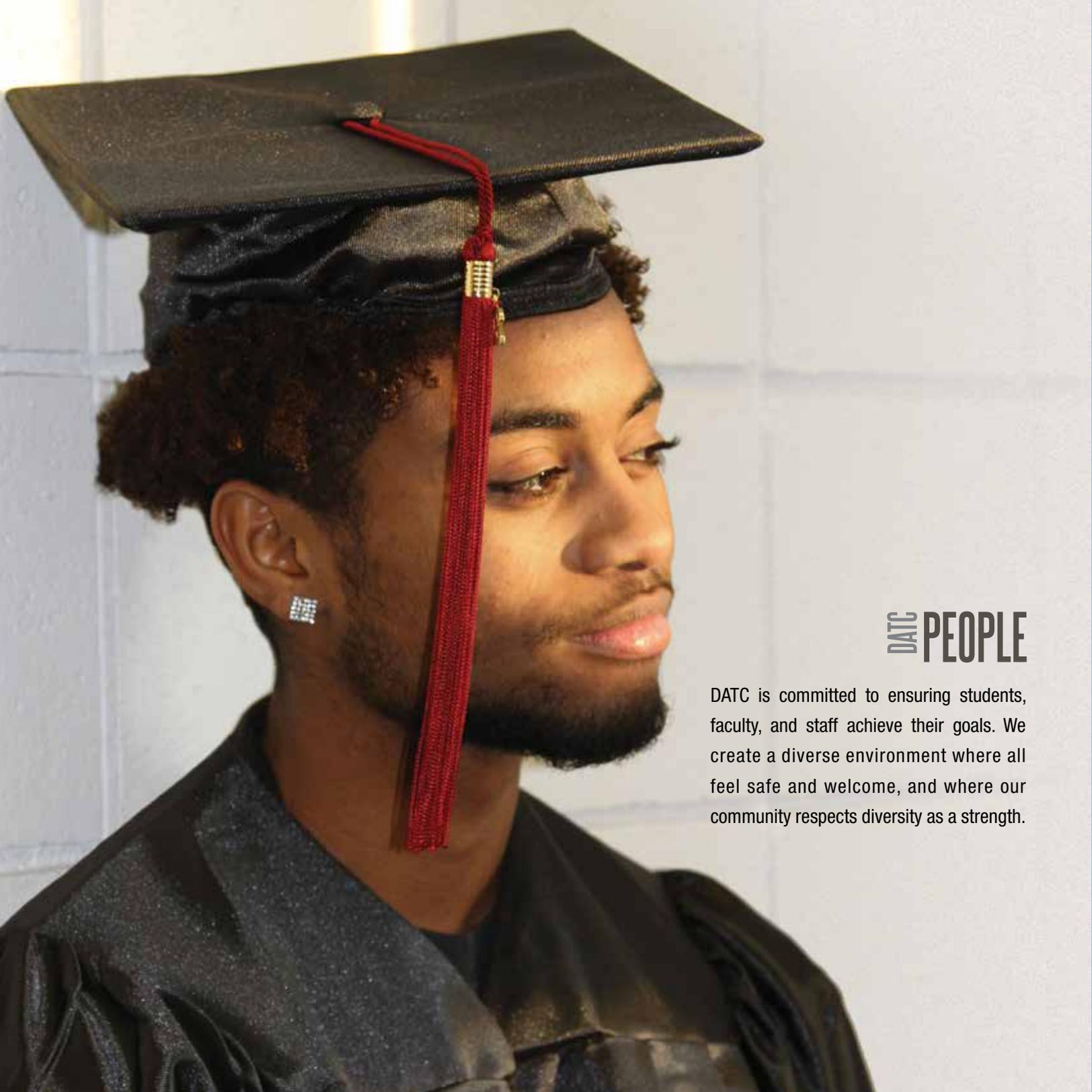
Striving for excellence in both education and operations in service of our college mission.

OBJECTIVES	STRATEGIES	TIME FRAME
Create a signature environment to ensure quality for all students, partners, and employees	• Identify and measure the characteristics of a customer-centric education culture and devise metrics to measure it.	Year 1
	• Conduct ongoing labor market research to meet current and future employer needs and ensure that new program offerings are sustainable.	Year 1
	• Define key performance and supporting indicators with data elements and benchmarks.	Year 1
	• Research the feasibility of a training guarantee.	Year 1
	• Continuously evaluate and implement technology and equipment that meet industry standards.	Year 2
Implement best practices in teaching to ensure a high-impact learning experience	• Identify and evaluate the best mode of instructional delivery including face-to-face, hybrid, or distance education, with opportunities for students to gain practical experience.	Year 2
	• Catalog best practices and provide assistance to faculty on classroom implementation.	Year 2
Increase program quality and credibility	• Research and develop program accreditation and industry certifications to benefit programs and students.	Year 1
	• Develop, implement, and publish metrics that demonstrate a positive economic contribution.	Year 2
Provide leadership in developing Department of Education-approved Competency-Based Education model	• Gain necessary approvals from the Department of Education and the Council on Occupational Education.	Year 1
	• Establish and research a model to monitor, evaluate, and report success of the initiative against stated goals.	Year 2
	• Promote the model through the Council on Occupational Education and at similar institutions.	Year 3

OBJECTIVES	STRATEGIES	TIME FRAME
Continuously improve campus physical facilities and institutional image	• Establish a procedure for ongoing campus improvement.	Year 1
	• Evaluate infrastructure and plan for necessary maintenance and improved efficiency.	Year 2
Streamline processes and utilize modern technology to improve business practices	• Analyze, develop, and implement improvements to business operations to increase efficiencies and ensure alignment with short and long-term goals.	Year 2
	• Identify and implement a solution to manage enrollment, payment, occupancy rates, scheduling, communication, and reporting in Employer and Continuing Education, Community Education, and Custom Fit courses.	Year 2
	• Implement a Financial Aid Management System to improve efficiency, currency, and accuracy of financial aid processing.	Year 2
	• Improve the functionality of the Student Portal for better student self-service.	Year 2
	• Implement an emergency and day-to-day Student Notification System.	Year 2
	• Improve hosting of technology services for global access, collaboration, and enhanced security.	Year 2
	• Reduce costs through in-house development of a Utah Nurse Assistant Registry training and competency evaluation management system.	Year 3
Improve accessibility, consistency, and accuracy of data and information	• Develop an internal employee portal with centralized and simplified access to technical resources, information, and documentation with appropriate security and accessibility.	Year 1
	• Improve the navigation, clarity, and relevance of published data.	Year 1

Performance Measures

- College participation in the Competency-Based Experimental Site Initiative
- Excellence Scorecard
- Program accreditation
- Key performance indicators using data analytics to determine levels of improvement
- Quality assessment
 - Instructor evaluations
 - Program reviews
 - Employee and student surveys



DATC PEOPLE

DATC is committed to ensuring students, faculty, and staff achieve their goals. We create a diverse environment where all feel safe and welcome, and where our community respects diversity as a strength.



OUR PEOPLE

LEADERSHIP TEAM

Core Team Leaders: Melanie Hall and Dr. Will Pierce

Members: Amanda Bokish, Brad Buccambuso, Earnest Cooper, Lance Eastman, Ric Higbee, Amber Jaques, Mark Jeppesen, Jim Mikkelsen

Develop and retain exceptional employees and teams through a commitment to a vibrant culture of continuous learning.

OBJECTIVES	STRATEGIES	TIME FRAME
Expand professional development opportunities for employees	• Survey employees to document professional development needs and interests.	Year 1
	• Develop user-friendly methods for employees to request participation in conferences, workshops, and performance related training.	Year 1
	• Define and communicate expectations, budget, and time for professional development.	Year 2
	• Design professional development courses focusing on job performance.	Years 1-3
	• Improve and establish a repository of courses available.	Years 1-3
Implement an onboarding and mentoring system for new employees	• Engage employees in a process to identify ongoing mentoring needs.	Year 1
	• Engage mentors in designing and rolling-out a formal mentorship plan.	Year 2
	• Establish key competencies for all job descriptions with defined base-level training.	Year 3
Develop a DATC Leadership Institute	• Research best practices in leadership training.	Year 1
	• Develop and implement courses for an internal “Leadership Institute” facilitated by the executive team.	Year 1
	• Recognize the value of leadership training as part of the employee evaluation.	Year 2
	• Develop an application and selection process.	Year 2
Recognize employee professional development	• Develop a credentialing system to recognize employee professional accomplishments.	Year 1
	• Periodically report professional development offerings and accomplishments to supervisors, DATC leadership, and the Board of Directors.	Year 2



**Align actions and structures with our desired cultural values:
Opportunity, Partnership, Innovation, Excellence, and Commitment to Community.**

OBJECTIVES	STRATEGIES	TIME FRAME
<p>Define expectations for open and clear communications, collegiality, integrity, transparency, trust, and empowerment practices</p>	<ul style="list-style-type: none"> • Publish and archive regular institutional news and updates online to ensure ongoing access and communication with all employees. 	Year 1
	<ul style="list-style-type: none"> • Establish practices for all meetings to include clarification of purpose, roles and responsibilities, schedules, outcomes, and action items to ensure clear expectations, accountability, and progress. 	Year 1
	<ul style="list-style-type: none"> • Develop practices that encourage open communication, collaboration, and creativity. 	Year 1
<p>Enhance interdepartmental collaboration and teamwork</p>	<ul style="list-style-type: none"> • Engage divisions and departments to clarify our values, share ways we live them, and establish reports to stakeholders including the Board of Directors. 	Year 1
	<ul style="list-style-type: none"> • Design internal employee meetings including the Employee Input Team and Open Forums with feedback from the departmental directors. 	Year 2
	<ul style="list-style-type: none"> • Make initiative development a priority in employee forums and meetings. 	Year 2
	<ul style="list-style-type: none"> • Implement informal, round table forums quarterly for departmental groups to discuss interests, ideas, and needs with the executive team. 	Year 2
	<ul style="list-style-type: none"> • Develop practices to ensure an inviting culture that facilitates interdepartmental collaboration on initiatives with institutional and cross-departmental implications. 	Year 3

OBJECTIVES	STRATEGIES	TIME FRAME
Cultivate a strong sense of community	<ul style="list-style-type: none"> • Create a Culture Development Committee to facilitate and publicize a variety of ongoing DATC, employee, and community sponsored team building activities and events. 	Year 1
	<ul style="list-style-type: none"> • Develop avenues for sharing success stories across the College. 	Year 1
	<ul style="list-style-type: none"> • Recognize employee effort and high performance on an ongoing basis. 	Year 1
	<ul style="list-style-type: none"> • Review the feasibility of a dedicated employee area for dining and interaction. 	Year 2
	<ul style="list-style-type: none"> • Create a living gallery to showcase faculty, employee, and student artwork or productions. 	Year 2
Define and clarify our values-in-action	<ul style="list-style-type: none"> • Routinely share stories of employees exemplifying our values and examples of our desired culture in meetings, newsletters, community articles, blogs, and other forums. 	Year 1
	<ul style="list-style-type: none"> • Adopt a continuous improvement mindset to grow our desired culture: Practice, learn, and evolve ways to live our values and hold one another accountable in ways that align with our values. Establish accountability measures to assure annual progress and report to the Board of Directors. 	Year 1
	<ul style="list-style-type: none"> • Identify opportunities to adjust internal processes to better align DATC cultural values with employee personal values. 	Year 2

Performance Measures

- Repeat Cultural Values Assessment (18-24 month)
- Employee retention
- Employee feedback/feedforward
- Collaborative cross-departmental projects
- Recognition for workplace satisfaction
- Employee performance as measured by:
 - Comprehensive and standardized performance evaluations that include qualitative and quantitative measures
 - Promotions and performance awards
- Employee retention and satisfaction
- Recruitment of high quality new employees
- New employee proficiency and departmental integration
- Cultural values assessment
- Employee cultural engagement



OUR STUDENTS

LEADERSHIP TEAM

Core Team Leader: Dr. Dina Nielsen

Members: Earnest Cooper, Alex Johnson, Leslie Mock, Martin Moore, Kari Phillips, George Ray, Marcie Valdez

Expand access, participation, completion, and placement with increased content proficiency and achievement for all students.

OBJECTIVES	STRATEGIES	TIME FRAME
Improve access to minority, underserved, and non-traditional student populations	• Identify and secure funding to support recruitment and retention of minority, under served, and non-traditional student populations.	Year 1
	• Extend outreach by connecting with diverse communities.	Year 2
	• Develop a plan to use access and diversity resources to implement best practices for increasing participation levels of traditionally underserved students.	Year 2
	• Assist less-prepared students to succeed through developmental course strategies, including training, which students might access at low or no cost.	Year 2
	• Connect students of all backgrounds with services that address their individual needs in order to successfully complete their training programs.	Year 3
	• Design processes and strategies to coordinate and improve tracking and communication with potential students, community partners, and hiring entities.	Year 3
Increase program completion with focus on accessibility, recruitment, retention, and student success	• Evaluate and improve the student enrollment and scheduling process and increase student self-service through an improved student portal.	Year 2
	• Develop and implement processes for reliable, consistent, and timely interactions with students by faculty and Student Services personnel.	Year 2
	• Evaluate and respond to data discovery at points when students tend to drop, struggle, or discontinue training without completion or other positive outcome.	Year 2
	• Identify and remove barriers to graduation.	Year 2
	• Improve student retention.	Year 1



OBJECTIVES	STRATEGIES	TIME FRAME
Develop strategies to improve job opportunities for students to become better candidates for employment	<ul style="list-style-type: none"> • Increase the number of industry credentials earned by students. • Promote student participation in organizations and activities such as SkillsUSA, HOSA, and National Technical Honor Society. • Increase student participation in clinical and externship experiences. 	<p>Year 1</p> <p>Year 1</p> <p>Year 1</p>
Promote and strengthen articulation from high school to colleges and universities	<ul style="list-style-type: none"> • Improve engagement by tracking public school students beginning in the 6th grade. • Increase transfer pipelines into and out of the College to provide seamless transition between institutions. • Develop systems to ensure every student who has prior learning experience receives evaluation and appropriate credit. 	<p>Year 1</p> <p>Year 2</p> <p>Year 2</p>

Performance Measures

- Enrollment, completion, graduation, industry credential, and placement rates
- Graduation and placement rates of students from non-traditional and under served populations
- Student transfer rates
- Continuing education
- Student retention rates



OUR COMMUNITY

LEADERSHIP TEAM

Core Team Leaders: Ginger Chinn and Marcie Valdez

Members: Terry Keyes, Lance Eastman, Melanie Hall, Thomas Kimber, Dr. Will Pierce, Leslie Mock, Chanel Flores, Janette Smith

Enhance institutional development and partnerships by developing relationships that inspire innovation, vision, and strategic growth.

OBJECTIVES	STRATEGIES	TIME FRAME
Broaden awareness of the college and our contribution to economic development and improve job opportunities for students	• Participate in a broad range of regional and community planning efforts to be a sustaining resource for economic development.	Year 2
	• Support the creation, attraction, expansion, and retention of jobs in our service area and the state.	Year 2
Broaden DATC's engagement and community presence in the region	• Evaluate the development of an extension training center in South Davis County.	Year 1
	• Participate in, and sponsor community events in the region we serve. <ul style="list-style-type: none"> - Increased support for community events. - Expand free community training opportunities. - Encourage and coordinate service opportunities for employees and students. 	Year 3
	• Expand a student and employer-driven marketing campaign to target all areas of Davis County.	Year 3
Improve the perception of technical education	• Build strategic relationships with the media.	Year 1
	• Capture and broadcast positive stories of students, employees, alumni, donors, and collaborative partners.	Year 1
	• Encourage and promote College advocacy.	Year 1
	• Cross-train employees to be ambassadors for the College in all settings.	Year 2
Develop partnerships to expand and improve industry relationships that benefit college programs	• Create new partnerships with private and/or public sector partners.	Year 2
	• Seek industry partnerships and support to increase student enrollment in manufacturing, transportation, and construction technology programs.	Year 2



OBJECTIVES	STRATEGIES	TIME FRAME
Establish a long-term campus expansion plan	<ul style="list-style-type: none"> • Develop, publish, and implement 3-year, 5-year, and 10-year campus development plans. • Secure private funding to support a request for legislative funding for a modern Allied Health building. • Develop a funding model to seek support for a new Student Union Building. • Begin planning for a manufacturing building. 	<p>Year 3</p> <p>Year 3</p> <p>Year 2</p> <p>Year 2</p>
Expand and strengthen external funding	<ul style="list-style-type: none"> • Increase emphasis on philanthropic support, private-sector relationships, public funding, and a diversity of funding models to support expansion and the reach of the institution. 	Year 2
Create an inspiring alumni program	<ul style="list-style-type: none"> • Develop an alumni engagement program that increases involvement with the college. • Enhance outreach to graduates and use alumni success stories as a recruitment tool. • Increase continuing education opportunities in accredited programs for occupational upgrades. 	<p>Year 1</p> <p>Year 1</p> <p>Year 2</p>

Performance Measures

- Enrollment
- Student surveys
- Funding
- Alumni engagement and donations
- Partnerships
- Internal and external partnership feedback/feedforward



OUR FUTURE

OUR PEOPLE



“One of the things I love most about DATC is the support from administration and our focus on student education.”

– Cathy Turnbow, Dental Assisting Instructor



WE CHANGE LIVES

DAVIS APPLIED TECHNOLOGY COLLEGE

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