WE CHANGE LIVES
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Technical education has never been more vital to Utah’s economy or presented more career possibilities to its workforce. Davis Technical College embraces these opportunities and responsibilities and envisions a future of even greater impact. Building on 44 years of history and success that have made it a national leader, Davis Tech has laid out an aggressive strategic plan that focuses on three overarching goals: increase access, increase graduation rates, and focus on culture and inclusion.
The trustees, administration, faculty, and staff of Davis Tech began the work of planning in 2021 during the Pandemic, and then accelerated their work in early 2022 with a college community kick-off event in January. From there, work progressed in countless department and team meetings. The college opened a planning room in the center of campus where students, employees, stakeholders, and the community could provide feedback and track progress. This helped ensure that everyone could have a voice in the process and the plan it produced.

This plan correlates directly with the Utah Board of Higher Education Strategic Plan and furthers the Board’s work of uniting the Utah System of High Education with common efforts and outcomes. It will guide Davis Technical College for the next three years to achieve remarkable results—because, at Davis Tech, We Change Lives.

*Troy Wood, Chair of the Board of Trustees*

*Darin Brush, President and CEO*
OUR MISSION

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

OUR VISION

Davis Tech will be an innovative leader in delivering exceptional technical training that supports economic development.
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 encourage and support community involvement and service.

CULTURE AND MORALE
We embrace an inclusive and safe environment where everyone is supportive and respectful on our path to success for all.

BOARD OF TRUSTEES
Troy Wood, Chair
Business/Industry Representative
Chris DeHerrera, Vice-Chair
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Business/Industry Representative
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Associate Vice President, Training
Amanda Tullis
Associate Vice President, Business and Economic Development
Scott Hoffman
Director of Human Resources
Wendee Cole
Chief of Staff
Objective

Increase our share of the Utah three-year college-going rate of high school graduates to 1.05%

1. Develop and implement a comprehensive Recruitment Plan that includes:
   a. Regular meetings with Career and Technical Education staff, school counselors, and teachers
   b. Regular high school visits that include Davis Tech faculty members, when possible
   c. Regular schedule of recruitment events, including institutional and programmatic open houses
   d. Intensified assessment of and simplification of the student life cycle to identify stop gaps in the process and provide navigation assistance to get prospects through to enrollment
   e. Increase the referrals of prospects from industry, community, and state partners
   f. Regular assessment of messaging to ensure effectiveness in all communications channels
   g. Develop outreach and application materials in Spanish

2. Develop and launch a robust virtual tour that highlights the benefits of attending Davis Tech and technical education, and create programmatic videos to produce new, increased student prospects

3. Overhaul the current Davis Tech website to ensure effective messaging and programmatic information

4. Review and update all student-facing enrollment policies through an equity lens to remove arbitrary barriers.

5. Develop a “Parent’s Portal” to best inform prospective student’s parents or guardians about the benefits of technical education and how best to assist their students in navigating processes and services

6. Increase promotion, understanding, and participation of Federal Financial Aid and scholarships to secure student enrollment and program completion

7. Develop and implement a clock to credit hour methodology to ease and promote transferability from high school to Davis Tech, then onto a degree-granting institution

8. Develop and implement program alignment and articulation to ease and promote transferability from high school to Davis Tech, then onto a degree-granting institution
OBJECTIVE

INCREASE OUR SHARE OF THE UTAH THREE-YEAR COLLEGE-GOING RATE OF UNDERREPRESENTED HIGH SCHOOL GRADUATES TO 0.8%

STRATEGIES

1. Develop and implement a comprehensive Recruitment Plan that includes:
   a. Develop outreach and application materials in Spanish
   b. Develop messaging specific to prospective students who are independent of parents
   c. Develop messaging specific to prospective students who are single parents or have dependents
   d. Partner with high schools to create robust pathways for prospective students without a diploma or GED
   e. Evaluate program assessment and admissions through an equity lens

2. Increase opportunities for training of incarcerated students at the Utah Department of Corrections, including program expansion for female participants

3. Refine recruitment efforts to attract and retain diverse faculty and staff

4. Simplify the messaging to first-generation prospective students

MATCH OUR ENROLLMENT TO INSTRUCTIONAL PROGRAM CAPACITIES

1. Measure and monitor capacity in real-time for opportunities to grow

2. Identify and create hybrid program offerings to increase access and retention

PERFORMANCE MEASURES

• Our share of three-year Utah college-going rate of high school students increase to 1.05%
• Our share of three-year Utah college-going rate of underrepresented students increase to .8%
• Programs match enrollment to instructional program capacities
GOAL 2 INCREASE GRADUATION RATES

OBJECTIVE

INCREASE OUR TIMELY GRADUATION RATE FOR ALL STUDENTS BY 1.8% AND RAISE THE RATE BY 2.4% FOR UNDERREPRESENTED STUDENTS

INCREASE OUR PERCENTAGE OF ALL GRADUATES WHO EARN A HIGH-YIELD CERTIFICATE BY 5% AND FOR UNDERREPRESENTED GRADUATES BY 6%

STRATEGIES

1. Increase frequency of formal student and faculty advisements to discuss progress towards graduation
2. Develop, monitor, and address program-level key performance indicators
3. Review all student-facing policies through an equity lens to remove arbitrary barriers.
4. Improve student access and understanding of digital tools and portal
5. Increase FAFSA completion rate by improving understanding of the application process and benefits of applying
6. Deploy Pace Plans to improve progress and keep students on track
7. Develop and implement a dynamic student dashboard that shows in real-time the current status and projects a time-to-completion based on the rate of progression and attendance
8. Identify industry needs that meet high-yield criteria and modify program curriculum to meet them.
9. Promote and engage high-need, at-risk students with the Student Resource Center through identification of student needs and case management
10. Provide navigation assistance through to graduation for first generation students
OBJECTIVE

ACHIEVE COMPLETION, PLACEMENT, AND LICENSURE TARGETS FOR EACH OF OUR PROGRAMS

STRATEGIES

1. Improve retention processes utilizing Salesforce and other tools to identify and quickly communicate with students prior to potential withdrawal
2. Complete program alignment and ensure program lengths meet industry needs
3. Complete the transition to credit to improve transfer options and flexibility for students
4. Provide enhanced faculty training on student engagement, adult learning methods, and best practices in technical education
5. Identify and improve courses where students struggle

PERFORMANCE MEASURES

- Percentage of students who have a timely graduation increase by 1.8%
- Percentage of underrepresented students who have a timely graduation increase by 2.4%
- Percentage of graduates who earn a high yield certificate increase by 5%
- Percentage of underrepresented graduates who earn a high yield certificate increase by 6%
- Completion, placement and licensure meet levels of compliance
FOCUS ON CULTURE AND INCLUSION

GOAL

OBJECTIVE

ENSURE EVERYONE KNOWS THEIR PART IN THE PLAN AND UNDERSTANDS THEIR IMPORTANCE TO THE MISSION

1. Provide a positive, safe, and inclusive campus environment
2. Expand opportunities to highlight student achievement
3. Provide regular and relevant professional development offerings and increase employee attendance at these sessions
4. Enhance curriculum with media elements that show diversity
5. Match students to peer-to-peer teaching and mentorship opportunities within their programs
6. Regularly inform students of their program progress
7. Take a personal interest in all students at each touch-point

DELIVER A WORLD-CLASS STUDENT EXPERIENCE IN ALL AREAS

1. Provide a positive, safe, and inclusive work environment
2. Support employee resource groups including Employee Input Team; Equity, Diversity, and Inclusion; Culture and Morale; and Women Rise committees
3. Increase the frequency of communication about the strategic plan and goals
4. Conduct a comprehensive culture and values survey, and develop a responsive plan to address areas for improvement
5. Improve performance evaluations to clarify individual contributions and organizational outcomes
OBJECTIVE

FOSTER PARTNERSHIPS WITH OUR BUSINESS AND COMMUNITY STAKEHOLDERS FOR ECONOMIC AND COMMUNITY PROSPERITY FOR ALL

STRATEGIES

1. Host tours of Davis Tech with current and future industry partners and tour students through industry partner facilities
2. Faculty engagement in regular and frequent industry contact
3. Promote College employment opportunities to non-traditional audiences to increase the diversity of candidate pools
4. Increase student externship opportunities

PERFORMANCE MEASURES

• Staff and faculty involved in the strategic plan and goal setting
• Cultural assessment
• Employee retention
• Employer feedback
• Industry contacts
• Evaluate recruitment and selection practices though an equity lens
• Student retention
The implementation of the Davis Technical College strategic plan is based on the utilization of a combination of revenue streams, which may include increased direct appropriations, performance funding, tuition growth, donations, and the reallocation of existing funds.

For the Fiscal Year 2023, the State of Utah provided the Davis Technical College with $24,206,400 in direct appropriations, or 65% of the total budget of $37,777,548. This includes an increase of $2,473,300 or an 11.38% increase in appropriations from the prior year. Based on historical support of technical education by the State, additional increases are expected during the three years of the strategic plan.

The completion of the Allied Health Building in the fall of 2020 has increased the student capacity at the campus, generating an increase in adult student tuition revenues that would also become available for strategic plan priorities.

These sources of funds provide the financial basis for the College’s strategic plan for the Fiscal Years 2023-2025.