

WIREGRASS GEORGIA TECHNICAL COLLEGE STRATEGIC GOALS AND OBJECTIVES (FY 2011)

This document integrates and outlines the ten strategic goals and objectives previously established by East Central Technical College and Valdosta Technical College. During fiscal year 2011, Wiregrass Georgia Technical College will develop a new five-year strategic plan, goals, and objectives to reflect and support the philosophy and ideals of the merged college. The new plan will be implemented in fiscal year 2012.

Wiregrass Georgia Technical College Mission Statement

The mission of Wiregrass Georgia Technical College, a public two-year technical college and a unit of the Technical College System of Georgia, is to promote community, educational, and economic development by providing a highly trained workforce for South Central Georgia. The college fulfills the mission by providing quality technical and academic instruction, through campus-based and distance education delivery methods, leading to associate of applied science degrees, diplomas, and technical certificates of credit; customized training for new and existing industries; professional and personal development through continuing education; and adult education services to meet the needs of citizens, business, and industry in the service area.

Goal 1 - Quality

We will strive for excellence in our instructional programs, our contract services, and our adult education programs. This quality will be measured through student retention, graduation rate, job placement, customer satisfaction with contract services, and percentage of level movers and GED graduates from the adult education program. Quality will also be measured through the level of student satisfaction in the college's instructional programs and services as well as through the level of customer service provided both internally and to those external to the college.

- 1.1. Assure high-quality, hands-on, career-oriented instructional programs.
- 1.2. Assure online courses are of the same quality and rigor as on-site courses.
- 1.3. Assure high-quality, hands-on contract training programs for business and industry.
- 1.4. Assure high-quality, individualized programs for adult education.
- 1.5. Assure high-quality career placement services.
- 1.6. Develop and implement sound business practices that support the operations of the college.
- 1.7. Assure high-quality support services.
- 1.8. Assure timely and accurate sharing of information with internal and external stakeholders.

Goal 2 - Growth

We will strive to provide services to a greater number of the residents of our service area. Growth will be measured through student enrollment, dual enrollment of area high school students, program offerings, program venues, the number of companies trained and number of contact hours provided through contract training, and the number of students enrolled in adult education programs.

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- 2.1. Increase the enrollment in and the availability of strategic industry programs.
- 2.2. Increase dual enrollment programs with local school systems and establish a goal of doubling the number of dual enrollment students.
- 2.3. Increase enrollment in associate degree, diploma, and certificate programs and plan for that growth.
- 2.4. Improve student retention as measured by the TCSG.
- 2.5. Expand the number of companies served through contract training.
- 2.6. Increase the number of contract training hours provided.
- 2.7. Increase adult education enrollment in the program.
- 2.8. Increase the number of GED awards.
- 2.9. Develop and implement a comprehensive marketing plan.
- 2.10. Develop and implement a comprehensive student recruitment plan.
- 2.11. Develop and implement a college-wide Public Relations Plan that encompasses information about Adult Education.
- 2.12. Expand Library Services.

Goal 3 – Fiscal Responsibility

As a publicly funded postsecondary institution, stewardship to the people of Georgia and to the contributors to the college Foundation(s) is an inherent accountability. This responsibility will be measured through audited compliance with fiscal rules and regulations, facilities use, care and maintenance of facilities and equipment, and the amount of private dollars raised through the college Foundation(s).

- 3.1. State audit will have no findings upon review.
- 3.2. Facilities will be used in the most effective and efficient manner possible.
- 3.3. Develop and implement a facilities and equipment use plan.
- 3.4. Increase the amount of private dollars donated through the college Foundation(s).
- 3.5. College-wide fiscal measures will be implemented.

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Goal 4 - Responsiveness to Community Needs

Conduct research, planning, and development needed to respond quickly and effectively to student, business, and community needs for relevant programs and services.

- 4.1. Research and Development (R&D): Develop a research and development capacity and college-wide research and development processes that support analysis, planning, and development required to provide college programs and services that satisfy the workforce development needs of the service area.
- 4.2. Technical Credit Program R&D: Conduct broad-based research and targeted data collection to identify demands for technical credit programs.
- 4.3. Customized Business and Industry Services R&D: Conduct needs research, plan for, and develop training and related services to meet the needs of existing business and industry and to attract and/or stimulate development of new business and industry in the service area.
- 4.4. Continuing Education R&D: Increase continuing education offerings to meet the needs of area residents for noncredit and short-term credit technical, professional development, and leisure instruction.
- 4.5. Collaborations: Improve collaborations and shared activities with other state and local educational entities, agencies, and private-sector organizations that affect workforce development in the service area.
- 4.6. Response to Demographic Change: Respond to changing community needs by providing increased bi-lingual offerings and expanded English Literacy and EL/Civics instruction.
- 4.7. Student Services: Utilize external market analyses and internal research results to identify and respond to needs for Student Services.

Goal 5 - Community Commitment to Education

Improve the community's awareness of, commitment to, and utilization of technical and adult education.

- 5.1. Marketing and Recruitment: Enhance the marketing and promotion of the college and expand recruitment efforts for all credit and noncredit programs.
- 5.2. K-12 Collaborations: Expand collaborations with area schools to help secondary students begin preparation for technical careers, help middle school students become aware of future technical career opportunities, and help school personnel encourage students to stay in school.
- 5.3. Customized Business and Industry Services: Raise awareness that the college can serve area employers and economic developers by providing customized business and industry training and related services for employees, for new companies locating in the area, and for training customers from the entire state and surrounding region.
- 5.4. Continuing Education: Raise awareness of the college as a center for continuing education for area residents.

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5.5. Adult Education: Increase the educational attainment of our communities by increasing the number of adults who utilize adult education services.

5.6. Community Support: Generate support for technical and adult education from community leadership and local employers throughout the service area.

5.7. Support for Students: Promote community awareness and understanding of financial aid available for students and develop additional resources for scholarships for technical and adult education students.

Goal 6 - Adequate Educational Resources

Provide accessible, industry-standard, well-equipped, technologically current, and efficiently managed programs and services for the service area.

6.1. Fiscal Soundness and Efficient Management: Provide adequate fiscal resources and effective management for all functions.

6.2. Adequate, Accessible Facilities: Provide adequate, accessible, and up-to-date sites and facilities for programs and services strategically located throughout the service area.

6.3. Up-to-Date Technology: Provide state-of-the-art instructional and administrative technology with transparency, interoperability, and equity at all permanent sites.

6.4. Online Programs and Courses: Increase the availability of online and hybrid instruction.

6.5. Adequate Equipment: Provide up-to-date, industry-standard equipment for technical programs and college-standard instructional equipment for all programs and services.

6.6. Institutional Effectiveness: Utilize institutional effectiveness processes to ensure that planning, evaluation, and budgeting for all aspects of the college are driven by the mission, vision, goals, and objectives of the college.

6.7. Resource Development: Strengthen the resource development function and support the foundation(s) in their efforts to do fund-raising and friend-raising for the college.

Goal 7 - Sufficient Staffing and Excellent Personnel

Provide sufficient staffing and excellent, highly motivated college personnel for all college programs, services, and activities.

7.1. Human Resources Functions: Establish an HR function and staff as part of the Administrative Services Division.

7.2. Human Resources Functions: Analyze HR functions and staff to assist in serving the merged college's human capital needs.

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- 7.3 Internal Workforce Development and Management: Establish and implement an internal workforce development and management plan and associated policies and procedures that support the combined mission, vision, goals, and objectives of the merged college.
- 7.4. Faculty: Analyze faculty staffing needs and redefine faculty responsibilities to reflect a college-wide commitment to quality teaching, research/development, and service.
- 7.5. Adjunct Faculty: Conduct a campaign to assist the academic vice president and deans in providing quality instruction and student advisement.
- 7.6. Administrative and Support Personnel: Define administrative and support personnel staffing needs, develop comprehensive job descriptions, and delineate responsibilities required to provide quality programs and services for all students.
- 7.7. Staff Development: Develop effective delivery of annual required staff development training for all personnel and provide expanded opportunities for job-specific staff development.

Goal 8 - Student-Centered Collegiate Environment

Provide a student-centered collegiate environment that enables students to set and achieve productive educational and technical career goals.

- 8.1. Student-Centered Environment: Create a positive, supportive, and constructive on-site and online collegiate environment for students, faculty, and staff.
- 8.2. Support for Student Learning Outcomes: Provide support for the development of improved student learning outcomes through student support services and the student information system.
- 8.3. Streamlined Enrollment Services: Develop and implement streamlined, competent, and customer-friendly admission, enrollment, and registration processes for students that lead to long-term satisfaction with the college.
- 8.4. Supportive Services: Improve retention by providing supportive services in response to student needs.
- 8.5. Specialized Instructional Services: Improve student retention by providing specialized instructional services.
- 8.6. Career Guidance: Provide improved career guidance that helps students to select and to remain in appropriate programs of study.

Goal 9 - Quality Instruction

Develop and deliver quality instruction in a collegiate learning environment.

- 9.1. Learning Environment: Create an effective on-site and online learning and teaching environment for students, faculty, and staff.

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- 9.2. Improved Learning Outcomes: Evaluate student learning outcomes for all programs and courses and use the results for continuing improvement of instruction.
- 9.3. Quality Curricula and Instruction: Provide relevant, up-to-date curriculum content and excellent instructional delivery in all credit and noncredit instruction.
- 9.4. Workplace Preparation: Provide learning opportunities that enable students to gain realistic perceptions of the demands of the careers they are preparing to enter.
- 9.5. Quality Library Resources and Services: Provide quality, up-to-date print and non-print information resources and services to enable self-directed learning and to support student and faculty/staff needs for program-relevant research and reference information.
- 9.6. Online/Distance Learning: Ensure that online courses are of equal content, quality, rigor, and effectiveness as traditionally delivered courses.
- 9.7. Program Certification/Accreditation: Maintain certifications or accreditations to ensure the quality of technical programs, as appropriate.

Goal 10 - Outstanding Graduates

Produce outstanding technical and adult education graduates who are recognized as lifelong learners; confident, conscientious, highly competent employees; and future leaders in their career fields.

- 10.1. Learning Outcomes: Measure and analyze student-learning outcomes and use results to improve graduate/ completer competence in all credit, adult education, and business and industry instruction provided by the college.
- 10.2. Proven Graduate Competence: Develop and implement a means of providing proven and documented graduate competence that will be recognized and valued by employers.
- 10.3. Recognized and Valued Graduates: Ensure that area employers recognize and value the significance of college credentials and additional competence certifications.
- 10.4. Student Leaders: Develop student leaders through extracurricular activities, competitive events, and student professional organizations.
- 10.5. Life-long Learners: Encourage graduates to continue their growth and development as competent employees and outstanding members of their career fields through life-long learning.
- 10.6. Institutional Accreditation and Accountability: Seek opportunities to evaluate, improve, and document the quality and accountability of the college in ways that support recognition of college graduate/completer achievements.