

# Oconee Fall Line Technical College

## 5 Year Strategic Plan

### Fiscal Year 2019- 2023

#### Introduction

Oconee Fall Line Technical College's (OFTC) strategic planning process is designed to be an ongoing institution-wide process that involves:

- Broad visioning for the future of OFTC through the Strategic Plan
- Operational plans that are developed and implemented through units that outline the specific activities that will be done to achieve the Strategic Plan
- A budgeting process based on the needs identified at unit level operational planning
- Assessment of the operational plans that results in continuous improvement

This five-year strategic plan covers fiscal years 2019 to 2023. It will provide overall guidance for OFTC and direction for the development of operational plans and college procedures. It will also provide the foundation for the budgeting process and the assessment process resulting in the continuous improvement of the college.

#### Planning Process

The OFTC Strategic Plan is annually reviewed as a part of the college's Institutional Effectiveness (IE) Process. The IE planning cycle began this year on February 19, 2018 with a meeting of a college-wide planning team that represents every unit of the college. This team reviewed the strategic plan, including mission and vision, and recommended changes.

A smaller group, which includes the president of the college and his direct reports, met on March 21, 2018 to review and synthesize input from the college-wide planning team. This group made changes to the Strategic Plan based on the input received. The Local Board of Directors then reviewed the revised Strategic Plan on May 24, 2018. The review process determined the mission statement adequately represents the mission of the college and no changes were made. The vision statement was updated as a result of the process.

At the end of the strategic planning process, the entire faculty and staff at OFTC received the finalized strategic plan. The strategic plan is available for all OFTC employees and the public to view on the OFTC website.

## Data Used in Planning

Multiple sources of data were used to guide the planning process. The college-wide strategic planning meeting used data relating to external trends and influences on the college, as well as internal data from the college to better understand the context in which the college is operating.

External trends and influences discussed included the Technical College System of Georgia (TCSG) Strategic Plan-Implementation Tracking. In an effort to support the direction of the system office, this framework is used as a template for the development of the OFTC Strategic Plan. Because the TCSG basic framework was not modified this year, the OFTC plan also remained similarly structured. The 2017 National Student Satisfaction and Priorities Report published by Ruffalo Noel Levitz was reviewed.

The internal data reviewed for the college included TCSG Benchmark Reports, College Snapshot Data from KMS, Complete College Georgia data, TCSG's Performance Accountability System (PAS) data, Student Satisfaction data and Distance Education activity at the college. This year at the strategic planning retreat, each college vice president presented a long-range vision for their respective division of the college.

## Strategic Initiatives

Strategic initiatives are included in the strategic plan to guide the college's focus for the coming year. These initiatives represent high priority items for the next fiscal year and are tracked closely by the President and Senior Staff. This list is smaller and more manageable, and the data used to track progress is vital to accomplishing the mission of OFTC. For fiscal year 2019, the identified strategic initiatives are as follows:

1. Increase Credit Enrollment, Retention, and Graduation Rate using TCSG Benchmark Measures
2. Monitor student success in co-requisite general education courses
3. Increase Adult Education Enrollment in All Counties
4. Increase Level Completions and GED Awards in Adult Education
5. Increase GED to Credit Student Transition Rate
6. Monitor the Percent of Eligible High School Students Participating in Dual Enrollment
7. Increase Dual Enrollment to Credit Student Transition Rate
8. Develop Efficiency Model for Dual Enrollment
9. Evaluate Accuplacer Placement for College Success
10. Balance the Modes of Instructional Delivery for Credit Students to Meet the Needs of Students and the College
11. Assess Program Offerings to Meet the Needs of the Service Area
12. Increase Student Awareness of Training and Job Opportunities

13. Implement Student Assistance Program
14. Implement Tobacco Free Campus
15. Explore Last Mile Funding Options for Students
16. Develop PLA Opportunities for Students
17. Improve Technology to help Enhance Employee's Productivity and Experiences at Work
18. Regenerate, Professionalize, and Continuously Develop the Leadership (management) Team of the College
19. Institute a College-wide Collaborative Effort to Develop the Identified Training Needs of the College
20. Develop Faculty Orientation Program
21. Monitor OFTC Conference Center Events by Type/Category of Event to Balance Utilization
22. Expand Continuing Education Offerings
23. Provide Customized Training to the Companies and Communities Served
24. Increase the Number of New Companies Visited by the Office of Economic Development
25. Build program/partnerships between Adult Education and Economic Development
26. Explore the Development of an OFTC Police Department
27. Increase Awareness of Cybersecurity Threats through Employee Training
28. Implement the Student Data Privacy Plan
29. Develop a Calendar of College-Wide Technology Initiatives
30. Begin to Prepare for Reaffirmation by SACSCOC
31. Develop the Quality Enhancement Plan (QEP)
32. Develop a Capital Outlay Request based on Updated Campus Master Plan
33. Request Funding for Minor Repairs and Renovations Based on Comprehensive List of Needs

## Mission

The mission of Oconee Fall Line Technical College, a unit of the Technical College System of Georgia, is to contribute to the economic and workforce development of east central Georgia through quality technical and continuing education, adult education, and business and industry services. The College offers associate degrees, diplomas, technical certificates of credit, and non-credit certificates in a student-centered learning environment through traditional and distance education modes of delivery.

## Vision

Oconee Fall Line Technical College will be a catalyst for growth in the diverse communities we serve. This will be accomplished by providing seamless educational opportunities and rigorous academic instruction in a student-centered environment. We will train individuals to be highly skilled workers in a globally competitive business environment.

## Strategic Goals

### GOAL 1: Students

Provide quality student support services needed for enrollment, retention, and graduation of adult education, business and industry, credit, and dual enrollment students.

#### Objectives:

1. Recruit, Enroll, Advise, Retain, and Award GEDs to Adult Education Students
2. Transition GED Graduates to Credit Students
3. Build Collaborative Partnerships with Community and Government Organizations to Enhance the Regional Workforce
4. Recruit and Enroll Business and Industry, Continuing Education, and Safety Program Students
5. Enroll Students in Dual Enrollment
6. Transition Dual Enrollment to Credit Students
7. Recruit, Assess, Enroll, Retain, and Graduate Credit Students
8. Facilitate Financial Aid Opportunities for Credit Students
9. Enhance the Quality of Student Life for Students through Enrichment, Leadership, Scholarship Activities, and Mentoring
10. Enhance Student Satisfaction
11. Provide Career Services
12. Provide Support Services to all Students Regardless of Mode of Delivery
13. Expand Support Services to Veterans
14. Implement Multi-Cultural Student Recruitment Initiatives
15. Implement Prior Learning Assessment (PLA) Opportunities for Students
16. Expand Articulation Opportunities for OFTC Graduates

## GOAL 2: Learning

Develop a well-educated, technically trained, and highly competitive workforce in our service area by providing quality education to adult education, business and industry, credit, and dual enrollment students.

### Objectives:

1. Seek Out and Maintain Relationships with Co-Operative, Clinical, Apprenticeship, and Internship Locations
2. Promote Excellence in Occupational Student Learning Outcomes
3. Promote Excellence in General Education Student Learning Outcomes
4. Increase Level Completions for Adult Education Students
5. Provide Quality Business and Industry Training, Continuing Education, and Safety Programs
6. Provide Learning and Academic Support to Credit Students
7. Transition Learning and Academic Support Students Immediately to Gateway Courses
8. Provide Tutoring and Assistive Services to Students
9. Enhance the Quality of Online Courses Provided
10. Enhance Classroom Learning Experiences through Quality Library Resources
11. Procure State-Of-The-Art Instructional Tools, Equipment, and Labs to Train Work-Ready Students
12. Evaluate Program Offerings in Relation to the Needs of the Communities Being Served

### GOAL 3: Operations

Support and enhance the institution's ability to operate effectively and to provide needed services to its internal and external customers.

#### Objectives:

1. Manage Fiscal Resources Effectively and Efficiently
2. Plan, Acquire, and Maintain Facilities and Equipment
3. Plan, Acquire, and Maintain a secure Information Technology Infrastructure
4. Promote Institutional Effectiveness
5. Maintain Southern Association of Colleges and Schools Commission on Colleges Accreditation
6. Develop the Quality Enhancement Plan (QEP)
7. Actively Pursue Additional Revenue Sources
8. Provide a Safe and Secure Learning Environment for Students and Staff
9. Maintain a Current Campus Master Plan
10. Provide Quality Services through the Bookstore, Café, Live Work, and the Conference Centers
11. Expand Profit-Center Revenue (Bookstores, Conference Centers, Business and Industry)
12. Provide Professional and Staff Development Opportunities for Faculty and Staff
13. Recruit, Hire, and Promote Employees with Appropriate Experience and Qualifications to Serve the Current and Future Needs of the College
14. Provide a Current, Dynamic Online Presence for Students and Customers
15. Insure Budget Alignment with the Strategic Plan by use of Evidence-Based Decision Making Practices
16. Provide Ongoing Safety and Security Training for Faculty, Staff, and Students
17. Evaluate the Sustainability of Off-Site Locations and Instruction
18. Create a Succession Plan which includes Training to Prepare Employees for Opportunities for Promotion
19. Continue to Evaluate and Adjust Salaries Among Employees with Similar Positions to Achieve Parity

#### **GOAL 4: Community**

Improve the visibility, recognized value, and support of Oconee Fall Line Technical College in the communities served.

##### **Objectives:**

1. Increase Visibility in Communities through Developing and Maintaining Communications with the Community
2. Host Events on Campus and in the Community to Increase Visibility of OFTC
3. Provide Support to the OFTC South and OFTC North Foundations
4. Encourage Collaboration between the North Campus and South Campus Advancement Offices
5. Provide Conference Center Facilities to Meet the Needs of Middle Georgia
6. Actively Pursue Economic Development Partnerships with Business and Industry and other Community Entities
7. Actively Pursue Partnerships with High Schools to Provide Dual Enrollment Opportunities
8. Provide Assessment Services for Professional Credentialing
9. Conduct a Community Needs Assessment