

Oconee Fall Line Technical College

5 Year Strategic Plan

Fiscal Year 2020- 2024

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 2020 to 2024. 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 January 31, 2019 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 her direct reports, met on February 25, 2019 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 March 21, 2019. The review process determined the mission statement and the vision statement adequately represents the mission of the college and no changes were made.

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 Trends and Strategic Opportunities for Community Colleges in 2018 was also reviewed.

The internal data reviewed for the college included TCSG Benchmark Reports, College Snapshot Data from KMS, Complete College Georgia data, Student Satisfaction data, CSI Summary data, Adult Education 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. A detailed update on the work of the QEP committees was also given.

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 2020, the identified strategic initiatives are as follows:

1. Increase Credit Enrollment, Retention, and Graduation Rate
2. Implement new Admission Standards and Provide Academic Support Services Needed to Insure Student Success
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. Increase Number of Eligible High School Students Participating in Dual Enrollment Occupational Programs
7. Increase Dual Enrollment to Credit Student Transition Rate
8. Enhance the Quality of Courses Provided to Maximize Student Engagement
9. Assess Program Offerings to Meet the Needs of the Service Area
10. Update the Enrollment Management and Marketing Plan
11. Promote Student Assistance Program
12. Implement PLA Opportunities for Students

13. Improve Technology to help Enhance Student Experience and Employee Productivity at OFTC
14. Continuously Develop the Leadership (management) Team of the College
15. Continue to Provide Staff Development Opportunities to Meet the Needs of the College
16. Monitor OFTC Conference Center Events by Type/Category of Event to Balance Utilization
17. Expand Continuing Education Offerings
18. Increase Customized Training Hours and Companies Served
19. Expand Collaborative Program Offerings with Economic Development Across the College
20. Continue to Build a Calendar of College-Wide Technology Initiatives
21. Prepare for Reaffirmation by SACSCOC
22. Develop the Quality Enhancement Plan (QEP)
23. Improve Internal Communications
24. Implement of Proactive Faculty Advisement Training
25. Revise Student Fee Structure
26. Create a 60-person Classroom Space on North Campus to Meet the Needs of the ADN Bridge Program
27. Create a New Server Room on South Campus to Better Protect the IT Infrastructure of the College
28. Renovate and Modernize the Porter Center to Better Meet the Needs of the Customers Served
29. Renovate the Washington County Jail Facility to Create an Instructional Space for Commercial Truck Driving, Mine Safety, and Diesel Technology
30. Actively Pursue Additional Grants
31. Develop Key Indicators in Each Division of the College to Determine the Impact on Enrollment Growth
32. Implement Internal Program Review to Assess Educational Program Effectiveness
33. Track the Impact of Collaborative Partnerships (WIOA, Fatherhood) to Increase Enrollment in Credit and Non-Credit Programs
34. Implement Ad Hoc Committee to Review and Update Annual Student Satisfaction Survey

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. Increase Transition of 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. Promote Occupational Program Opportunities to Dual Enrollment Students
6. Increase Transition of 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. Expand 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, Continuing Education, and Safety Program Training
6. Implement new Admission Standards and Provide Academic Support Services Needed to Insure Student Success
7. Provide Tutoring and Assistive Services to Students
8. Enhance the Quality of Courses Provided to Maximize Student Engagement
9. Enhance Classroom Learning Experiences through Quality Library Resources
10. Procure State-Of-The-Art Instructional Tools, Equipment, and Labs to Train Work-Ready Students
11. Evaluate Program Offerings in Relation to the Needs of the Communities Being Served
12. Provide Online Training and Distance Education Opportunities for Non-Credit Training

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 within the Institution
20. Increase Awareness of Cybersecurity Threats through Employee Training

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