

Oconee Fall Line Technical College

5 Year Strategic Plan

Fiscal Year 2021- 2025

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 2021 to 2025. 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 30, 2020 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 March 2, 2020 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 Student Achievement Goals were also established for the upcoming year. The Local Board of Directors then reviewed the revised Strategic Plan on April 23, 2020. 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. 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 modified this year, the OFTC plan was also similarly restructured to remain in alignment with the direction set forth by TCSG. Other external data was used to inform the planning process, including the Southern Regional Education Board: Georgia Featured Facts and Some College, No Degree- 2019 Report.

The internal data reviewed for the college included TCSG College Scorecard, President's Assessment Report, Student Achievement Data, College Snapshot Data from KMS, Program Level Data Report, 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. 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. Increase Adult Education Enrollment in All Counties
3. Increase Measurable Skill Gains and GED Awards in Adult Education
4. Increase GED to Credit Student Transition Rate
5. Increase Number of Eligible High School Students Participating in Dual Enrollment Occupational Programs
6. Increase Dual Enrollment to Credit Student Transition Rate
7. Enhance the Quality of Courses Provided to Maximize Student Engagement
8. Assess Program Offerings to Meet the Needs of the Service Area and Investigate New Academic Programs
9. Update the Enrollment Management and Marketing Plan

10. Promote Student Assistance Program
11. Improve Technology to help Enhance Student Experience and Employee Productivity at OFTC
12. Continuously Develop the Leadership (management) Team of the College
13. Continue to Provide Staff Development Opportunities to Meet the Needs of the College
14. Monitor OFTC Conference Center Events by Type/Category of Event to Balance Utilization
15. Expand Continuing Education Offerings
16. Increase Customized Training Hours and Companies Served
17. Expand Collaborative Program Offerings with Economic Development Across the College
18. Implement the Quality Enhancement Plan (QEP)
19. Continuously Improve Faculty Advisement Training
20. Renovate the Washington County Jail Facility to Create an Instructional Space for Commercial Truck Driving, Mine Safety, and Diesel Technology
21. Actively Pursue Additional Grants
22. Develop Key Indicators in Each Division of the College to Determine the Impact on Enrollment Growth
23. Track the Impact of Collaborative Partnerships (WIOA, Fatherhood) to Increase Enrollment in Credit and Non-Credit Programs
24. Implement Ad Hoc Committee to Review and Update Annual Student Satisfaction Survey
25. Create Larger Cosmetology Lab on the Dublin Campus
26. Create an Overall Technology and Equipment Plan for Efficiency of Equipment and Software Purchases
27. Expand Associate Degree Nursing to Dublin and Renovate Space for Lab
28. Generate Support for Stewart Renovation
29. Obtain Accreditation for Diagnostic Sonography, LPN, and ADN
30. Create Orientation Video and Virtual Campus Tour
31. Reveal and Utilize Mascot
32. Implement Online GED
33. Implement Online Continuing Education Course using Course Sites
34. Prepare Legal Documents for Merger of Foundations
35. Create Focus Group with Dual Enrollment and Traditional Credit Students
36. Develop Business Continuity Strategies that Maximize Productivity while Teleworking

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: Technical Education

Provide quality, industry-driven education and training that prepares students to enter the workforce or continue their education.

Objectives:

1. Promote Occupational Program Opportunities to Dual Enrollment Students
2. Increase Transition of Dual Enrollment to Credit Students
3. Recruit, Assess, Enroll, Retain, and Graduate Credit Students
4. Facilitate Financial Aid Opportunities for Credit Students
5. Enhance the Quality of Student Life for Students through Enrichment, Leadership, Scholarship Activities, and Mentoring
6. Enhance Student Satisfaction
7. Provide Career Services
8. Provide Support Services to all Students Regardless of Mode of Delivery
9. Expand Support Services to Veterans
10. Expand Multi-Cultural Student Recruitment Initiatives
11. Offer Prior Learning Assessment (PLA) Opportunities for Students
12. Expand Articulation Opportunities for OFTC Graduates
13. Provide Tutoring and Assistive Services to Students
14. Enhance the Quality of Courses Provided to Maximize Student Engagement
15. Enhance Classroom Learning Experiences through Quality Library Resources
16. Procure State-Of-The-Art Instructional Tools, Equipment, and Labs to Train Work-Ready Students
17. Actively Pursue Partnerships with High Schools to Provide Dual Enrollment Opportunities
18. Expand Relationships with Co-Operative, Clinical, Apprenticeship, and Internship Locations
19. Promote Excellence in Occupational Student Learning Outcomes
20. Promote Excellence in General Education Student Learning Outcomes
21. Research Alternatives to Proctored Events for Online Courses
22. Revamp New Student Orientation
23. Enhance Advisement Services to Students
24. Evaluate Services in the Assessment Center to Address Environment and Hours of Operation
25. Utilize Mascot to Enhance Collegiality, Recruitment, and College Visibility
26. Implement Approved Quality Enhancement Plan (QEP)
27. Evaluate Program Offerings in Relation to the Needs of the Communities Being Served

GOAL 2: Adult Education

Increase the adult literacy rate and the number of high school equivalency credentials among the population in the state of Georgia.

Objectives:

1. Recruit, Enroll, Advise, Retain, and Award GEDs to Adult Education Students
2. Increase Transition of GED Graduates to Credit Students
3. Increase Measurable Skill Gains for Adult Education Students
4. Successfully Receive Grant Award
5. Assess Training Locations and Technology in all 11-Counties
6. Utilize Technology to Reach More Adult Education Students
7. Expand Integrated Education and Training (IET) Programs
8. Collaborate with WIOA Across 11-County Service Area
9. Develop and Implement a Successful online program including a Virtual Classroom Accessible to all with Internet Connectivity, Including Hybrid and Fully Online Options

GOAL 3: Business and Industry Training

Provide customized workforce training for businesses and industries to remain competitive in today's global economy.

Objectives:

1. Expand Collaborative Partnerships with Community and Government Organizations to Enhance the Regional Workforce
2. Recruit and Enroll Business and Industry, Continuing Education, and Safety Program Students
3. Provide Conference Center Facilities to Meet the Needs of Middle Georgia
4. Actively Pursue Economic Development Partnerships with Business and Industry and other Community Entities
5. Provide Assessment Services for Professional Credentialing
6. Provide Quality Business and Industry, Continuing Education, and Safety Program Training
7. Provide Online Training and Distance Education Opportunities for Non-Credit Training
8. Maintain Self-Sustaining Operations of Business and Industry Services, Continuing Education, Safety Programs, and Conference Centers

GOAL 4: College 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. Actively Pursue Additional Revenue Sources
7. Provide a Safe and Secure Learning Environment for Students and Staff
8. Maintain a Current Campus Master Plan
9. Provide Quality Services through the Bookstore, Café, Live Work, and the Conference Centers
10. Expand Profit-Center Revenue (Bookstores, Conference Centers, Business and Industry)
11. Provide Professional and Staff Development Opportunities for Faculty and Staff
12. Recruit, Hire, and Promote Employees with Appropriate Experience and Qualifications to Serve the Current and Future Needs of the College
13. Provide a Current, Dynamic Online Presence for Students and Customers
14. Ensure Budget Alignment with the Strategic Plan by use of Evidence-Based Decision-Making Practices
15. Provide Ongoing Training for Faculty, Staff, and Students on Topics of Safety, Security, and Cybersecurity Threats
16. Evaluate the Sustainability of Off-Site Locations and Instruction
17. Create a Training Program to Promote Employee Leadership and Advancement Opportunities
18. Continue to Evaluate and Adjust Salaries Among Employees with Similar Positions to Achieve Parity within the Institution
19. Increase Visibility in Communities through Developing and Maintaining Communications with the Community
20. Host Events on Campus and in the Community to Increase Visibility of OFTC
21. Provide Support to the OFTC South and OFTC North Foundations
22. Utilize a Technology Plan to determine Replacement Needs and Future Needs
23. Maintain Compliance with all State Mandated Training Requirements