

Oconee Fall Line Technical College

5 Year Strategic Plan

Fiscal Year 2023- 2027

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 2023 to 2027. 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 15, 2022 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 9, 2022 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 March 24, 2022. 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. Other external data used to inform the planning process, included three reports from Inside Higher Ed on the impact of COVID-19 on students and colleges.

The internal data reviewed for the college included the TCSG College Scorecard, Student Achievement Data, College Snapshot Data from KMS, Program Level Data Report, Student Satisfaction Data, and Distance Education activity at 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 2023, the identified strategic initiatives are as follows:

1. Increase Credit Enrollment, Retention, and Graduation Rate
2. Increase Number of Eligible High School Students Participating in Dual Enrollment Occupational Programs
3. Increase Dual Enrollment to Credit Student Transition Rate
4. Develop Key Indicators in Each Division of the College to Determine the Impact on Enrollment Growth and Include the Indicators on the Unit-level Assessment Plans
5. Increase Enrollment in Commercial Truck Driving, Health Care, and Manufacturing
6. Incorporate More Face-to-Face Offerings, Including Saturdays on the Credit Schedule
7. Assess Program Offerings to Meet the Needs of the Service Area and Investigate New Academic Programs
8. Monitor and modify the Quality Enhancement Plan (QEP)
9. Provide Instructional Strategies to Maximize Student Success
10. Explore the Utilization of Financial Aid to Purchase Laptops and Course Technology
11. Expand Associate Degree Nursing to Dublin and Renovate Space for Lab
12. Start a Construction Management Program
13. Redesign New Faculty Orientation to Include Mentors

14. Increase Adult Education Enrollment in All Counties
15. Increase Measurable Skill Gains and HSE Awards in Adult Education
16. Increase HSE to Credit Student Transition Rate
17. Update the Enrollment Management and Marketing Plan
18. Implement One-Stop-Shop Services in Student Affairs
19. Create Program Recruitment Videos
20. Research Alternative Channels for Student Communication
21. Implement CRM Target X
22. Provide Leadership Training to Prepare Next Generation of College Leadership
23. Increase Staff Development Opportunities to Prepare Staff to Help with Student Success
24. Evaluate the Needs of the College and Compare to Available Funding Sources Quarterly
25. Increase Funding for Marketing on Social Media Platforms
26. Promote Continuing Education Online Offerings
27. Increase Customized Training Hours and Companies Served
28. Expand Collaborative Program Offerings with Economic Development Across the College
29. Create a Regional Training Program for West Frasier
30. Update the Campus Master Plan
31. Generate Support for a new Trades and Industrial Building, including Stewart Renovation
32. Move Programs to Better Utilize Space on South Campus
33. Complete Minor Renovations in WRS to Update and Modernize Lab and Office Space
34. Clean and Declutter Interior and Exterior Lab Spaces Across Campus
35. Create Focus Group with Dual Enrollment and Traditional Credit Students
36. Raise Awareness and Support for OFTC Foundation
37. Increase Awareness of OFTC Foundation Scholarship Opportunities
38. Install New Billing Software for Economic Development
39. Evaluate Budget Implications of Eliminated Cares Funding

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 Accommodations 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. Enhance Advisement Services to Students
22. Utilize Mascot to Enhance Collegiality, Recruitment, and College Visibility
23. Monitor and Modify the Approved Quality Enhancement Plan (QEP)
24. Evaluate Program Offerings and Modes of Delivery in Relation to the Needs of the Communities Being Served
25. Participate in the TCSG E-Campus Initiative
26. Align Blackboard Content to Curriculum Standards (State Standards and Other Program Accreditation Standards) As A Means to Collect Evidence from Courses to Support Accreditation Activities and Assess the Success of a Program.

27. Use Text Messaging or Alternative Communications in Addition to Email to Communicate with Students

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 High School Equivalency (HSE) to Adult Education Students
2. Increase Transition of HSE Graduates to Credit Students
3. Increase Measurable Skill Gains for Adult Education Students
4. Successfully Administer Adult Literacy Grant
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, with Hybrid and Fully Online Options
10. Implement Workplace Literacy Opportunities through Partnerships with Local Businesses

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
9. Create a Regional Training Program for West Frasier
10. Implement Oracle Software
11. Develop Marketing Strategies for Department Offerings

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 through Ongoing Continuous Improvement Processes
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 Foundation
22. Utilize a Technology Plan to Determine Replacement Needs and Future Needs
23. Maintain Compliance with all State Mandated Training Requirements
24. Investigate a Café Opportunity on South Campus

25. Utilize the Mascot to Promote the College
26. Maintain Technology to Ensure College Network is Functional
27. Monitor OFTC Conference Center Events by Type/Category of Event to Balance Utilization
28. Actively Pursue Additional Grants