



2023 - 2028 STRATEGIC PLAN

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Message from the President

I am pleased to present to you the West Georgia Technical College 2023 - 2028 Strategic Plan. This plan outlines and defines our mission to serve and support student success and a strong workforce for our seven-county service area and its communities. Due to numerous contributing factors in the world today, higher education, and even more so technical education, must continue to evolve to the shifts and changes of the economic conditions in our state and country.

For months, West Georgia Technical College underwent an in-depth and inclusive evaluation of the state of our operations. Throughout this process, a collective committee of more than 50 representatives analyzed research, shared thoughts and opinions, and assessed community needs to define the strategy and direction needed for the next five years. From the exercise, we were able to evaluate current processes that work well for the College in addition to seeking opportunities for improvement. Vetted decisions were made on identifying direction, goals and strategies, and resources to best move forward.

This plan plays a pivotal role in our College's growth and success - as it tells us all how to best respond to the opportunities and challenges at hand. Outlined in the plan, organizational goals and objectives are identified, along with a path of action items that will contribute to the success of WGTC. It gives the College a strong outlook of how we can continue to grow over the next few years. This strategic plan is a living document; however, changes may occur as we continue to evaluate and assess it annually.



Our service to the community, the businesses and industries of our delivery area, and our steadfast focus on student success are present in this plan. They will always be at the core of what we do, each and every day, as we continue to jump start careers and change lives. West Georgia Technical College has an incredible future in store, as we overcome the challenges faced in the past few years. Although there is uncertainty of what lies ahead, I look forward to leading this College to the next level.

Together with our faculty, staff, and our community, we will achieve great milestones!

Dr. Julie Post, President

Mission, Vision & Core Values

Mission

West Georgia Technical College, a unit of the Technical College System of Georgia, serves the communities of Carroll, Coweta, Douglas, Haralson, Heard, Meriwether, and Troup counties, supporting student success, economic development and the community, by providing a skilled workforce, through the delivery of relevant education and training, via high school equivalency, college credit associate degrees, diplomas, and technical certificates of credit, as well as corporate and continuing education opportunities.

Vision

West Georgia Technical College will be a model of innovation and excellence in technical education, recognized as an outstanding economic and community partner, and nimble provider of pathways to rewarding careers.

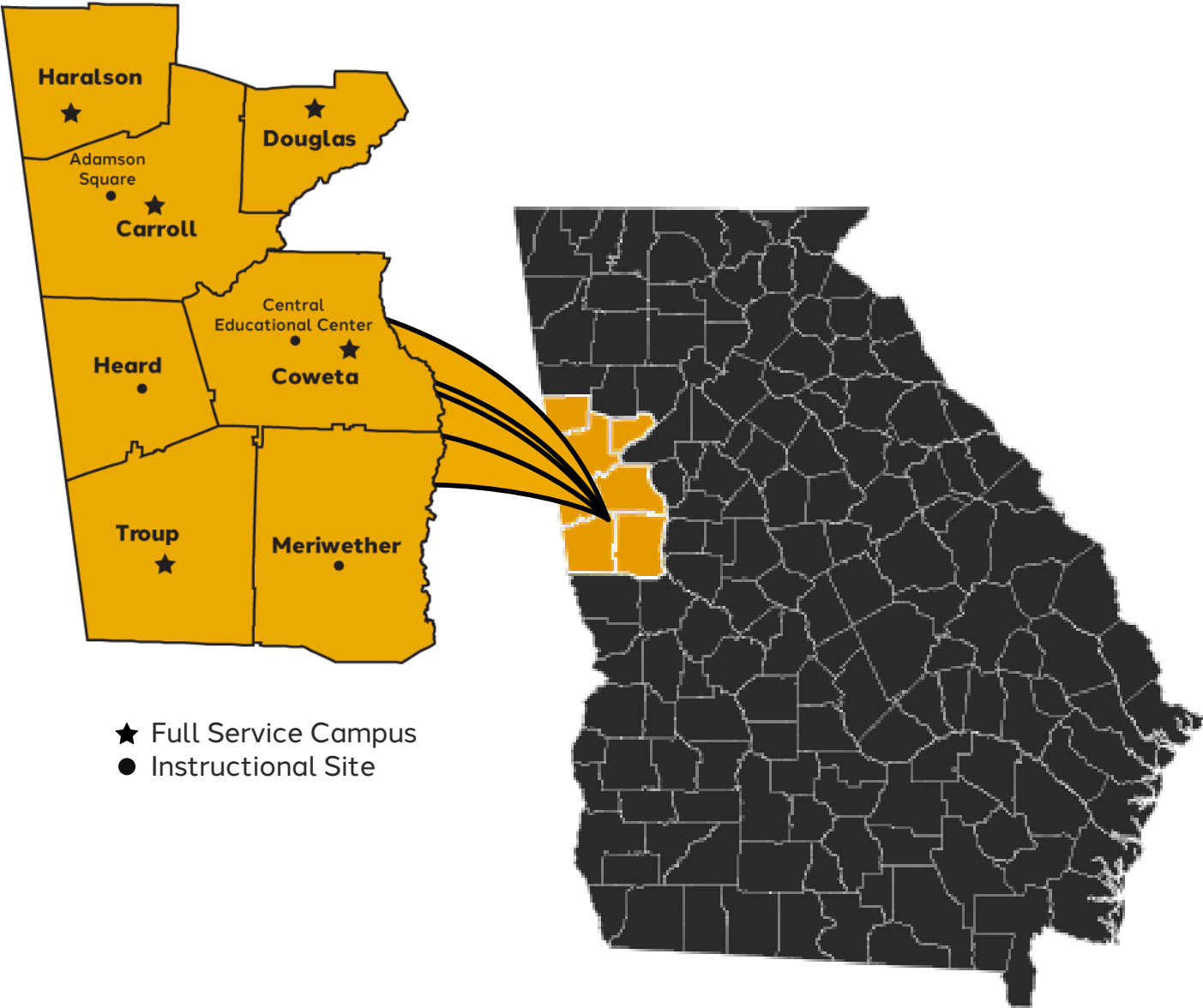
Core Values

- Integrity
- Student Success
- Professionalism
- Academic Excellence



Service Delivery Area

West Georgia Technical College proudly serves Carroll, Coweta, Douglas, Haralson, Heard, Meriwether and Troup counties.



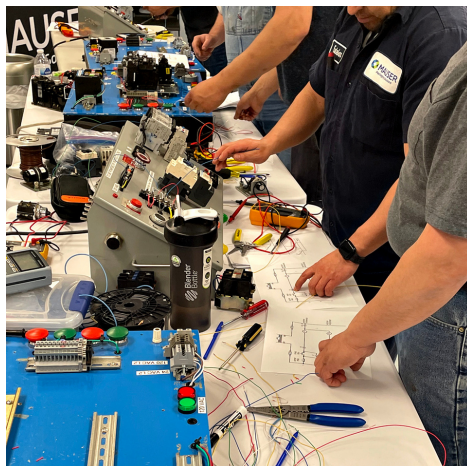
Committee Members & Meetings

- Dr. Julie Post, President
- Carol Reid, Executive Vice President of Administrative Services
- Angela Berch, Vice President of Economic Development
- Tonya Whitlock, Vice President of Student Services
- Julia Watson, Executive Assistant to the President
- Teresa Jiles, Human Resources Manager
- Ryan Dahlberg, Director of Information Technology
- Aaron Huddleston, IT Technician
- AJ Thomas, Director of Institutional Research
- Pam Sanders, Institutional Effectiveness Specialist, Institutional Effectiveness
- Brittney Henderson, Executive Director of Institutional Advancement
- Terri Sticher, Economic Development Coordinator
- Amy Dollar, Communications Specialist
- Penny Santelli, Administrative Assistant, Adult Education
- Myranda Stephens, Director of Online Learning
- Laruen Edgar, Executive Director of Dual Enrollment
- Gerald Wyatt, CEO, thINC Academy
- Mark Whitlock, CEO, Central Education Center
- Cindy Clanton, CTAE Director, Carroll College & Career Academy
- Gerri Armstrong, Director, Douglas County CCI
- Michelle Barsom, Executive Director of Library Services
- Taneca Matthews, Bookstore Manager
- Kim Crockett, Director of Student Retention/Advisement
- Lori Basham, Director of Admissions
- Laura Thornton, Registrar
- Kim Kelley, Executive Director of Financial Aid
- Melinda Hofius, Dean of Students
- LaToya Cotton, Student Life Manager
- Brian Barkley, Dean of Arts and Science
- Gary Welborn, Dean of Trade and Tech
- Sheila Mayfield, Program Director, Registered Nursing
- Barry Barker, Program Chair, Automotive
- Richard Hickmon, Precision Manufacturing Instructor
- Phyllis Ingham, Program Director, Clinical Lab Technology
- Karen Freeman, Early Childhood Instructor
- Jason Kennedy, Program Chair, Social Sciences
- Tammy Frost, Computer Information Systems Instructor
- Amber Wilson, Executive Director, Administrative Services
- Mike Jiles, Executive Director of Facilities
- Jennifer Turner, Police Officer
- Ben Truitt, Police Officer
- Jim Mottola, Board of Directors
- Bill Hightower, Board of Directors
- Denise Taylor, Board of Directors
- Nilesh Sivaramakrishnan, Board of Directors
- Brian Shumate, Board of Directors
- Michael McNeely, Board of Directors
- Aaron Mabon, Board of Directors

Date	Time	Attendees	Location
2.28.22	10 a.m. - 1 p.m.	Senior Staff	Adamson Square Carrollton, GA
3.31.22	11 a.m. - 3 p.m.	Full Committee	The Donald W. Nixon Centre Newnan, GA
4.14.22	1 p.m. - 3:30 p.m.	Full Committee	The Donald W. Nixon Centre Newnan, GA
5.9.22	1 p.m. - 4 p.m.	Full Committee	The Donald W. Nixon Centre Newnan, GA
5.13.22	9 a.m. - 12 pm	Board of Directors & Senior Staff	Board Chair's Home Bremen, GA

Common Themes

- West Georgia Technical College has created a Strategic Plan to ensure regional education and workforce needs are met in a rapidly changing environment.
- The Strategic Planning process included engagement with faculty, staff, external stakeholders and administration, research for facts and trends, and survey results from all.
- First, visions were cast for the next two decades and the Strategic Planning Committee then focused on the next five years. From this work by all, a five-year Strategic Plan was developed. The Committee, comprised of 50 faculty, staff and community members represented divisions, departments, campuses, and employers from the College's seven-county region.
- Some of the dynamics while entering the planning period included:
 - *A College that delivers high quality knowledge and skills for students and adults to meet the workforce needs of the region.*
 - *Seven counties and eight locations, with a dedicated faculty and staff using technology and equipment to annually deliver knowledge and skills to approximately 9 – 10,000 credit students, adult education (pandemic-caused decrease from 2/400 decline to 645); non-credit (pandemic-caused decline from 5,000 to 2,400).*
 - *Students and employers typically have positive opinions of their education and employment of students and alumni.*
- However:
 - *West Georgia Technical College is experiencing enrollment and retention that have been trending downward, similar to state and national trends.*
 - *The challenges of the COVID-19 virus-caused pandemic created difficulties among educators, students, staff and external families, employers and the community at large;*
 - *There have been three presidents at the College over seven years; stability and direction from the current president is clear with effective leadership.*

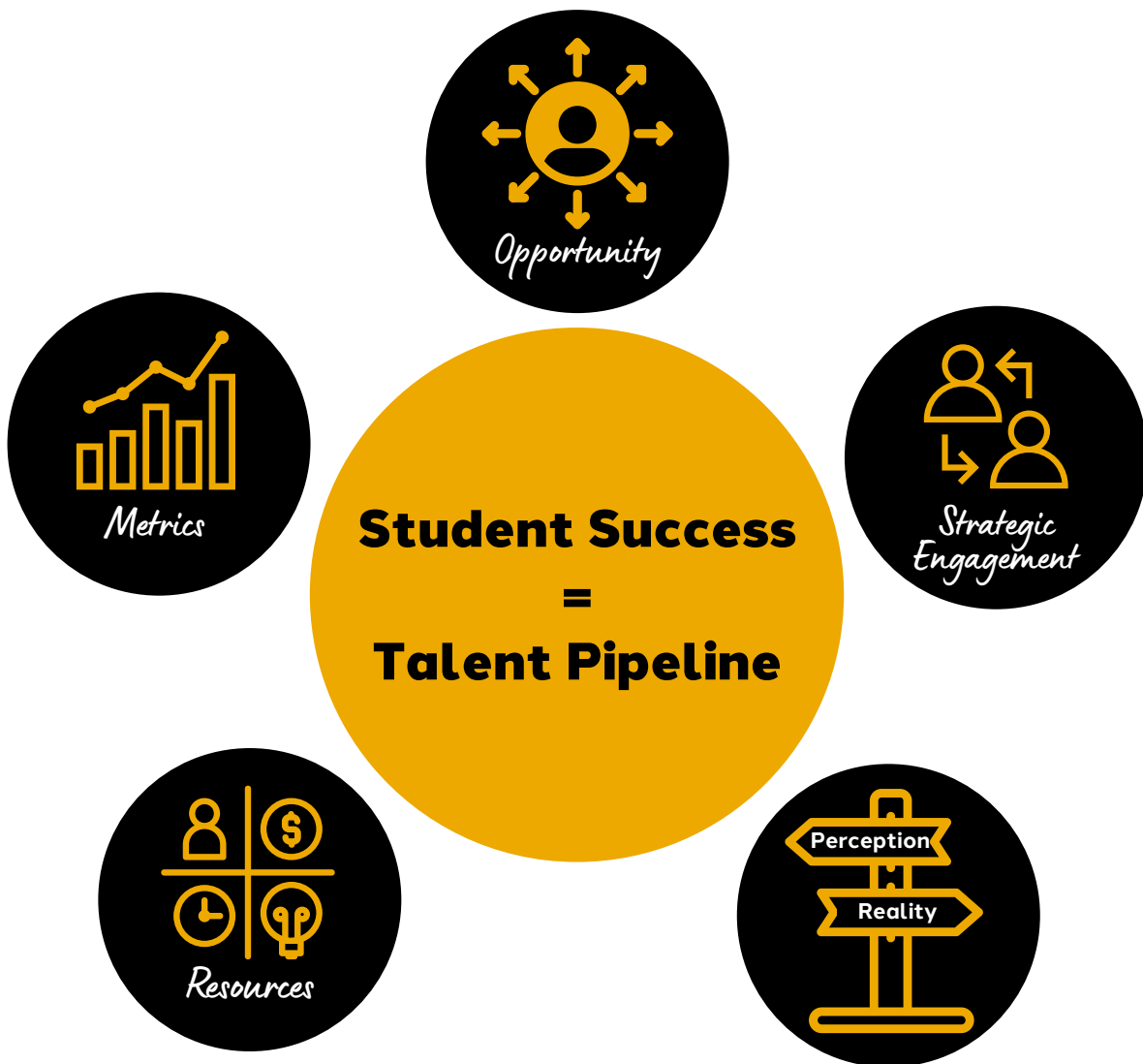


Guiding Principles

"We meet the students where they are and help get them where they want to be."

- Dr. Julie Post, President, West Georgia Technical College

The goal of this Strategic Plan is to align and deliver programs and curriculum, facilitated by faculty and staff, to develop a pipeline for workforce talent and overall student success at WGTC and in its communities.



West Georgia Technical College **Strategic Goals**

SG1

Expand academic and service opportunities for student success.

SG2

Enhance student engagement.

SG3

Elevate perception through improved communication.

SG4

Ensure adequate resource development.

SG5

Improve data collection, analysis and benchmarking.

Strategic Goal 1

Expand Academic and Service Opportunities for Student Success

1. Align relevant, rigorous programing and curriculum with the region’s employers and job needs to credit, adult education, and customized training, to ensure overall student success now and in the future.

- Conduct a comprehensive survey and review of programs for applicability to employer needs.
- Identify and align appropriate campus programming identity.
- Identify new IET opportunities for adult education students and collaborate with partners for implementation.
- Assess low enrollment programs to determine future actions.
- Increase credit enrollment by bridging learner transitions, dual enrollment, and HSE through clearly identified program pathways.
- Explore and develop ways credit and non-credit can partner for program implementation and prior Learning assessment.

2. Align class sizes and instructional methods and resources with evidence-based best practices to ensure student success.

- Assess online class sizes for most effective student-teacher ratio. Analyze with practical consideration and program appropriateness.
- Streamline LMS format and enhance instructor training base.
- Extend learning beyond the classroom by recording lectures and cataloging for later student use.
- Publish program course rotations, specific to campus and program, for internal and external access for program completion planning.
- Seek, where appropriate, more Open Educational Resources (OER) to ease the financial burden and accessibility.
- Infuse more experiential and project-based learning into course design, particularly in Arts and Sciences courses, as well as soft skills as appropriate for individual program and career field application.
- Seek program and course offerings outside the current Monday-Thursday scheduling to afford additional opportunities for expanding program capacity and offerings at alternative times and locations.

3. Align community partnerships to provide for employer and other entity engagement in the connection of classroom learning and career field application.

- Develop apprenticeship opportunity communication package.
- Expand options and access for student placement, internship, apprenticeship, and co-op opportunities with local employers.
- Increase and strengthen community partnerships for employer input on curriculum, instructional delivery, and alternative methods of employer exposure to students.
- Elevate partnerships with local chambers of commerce/economic development organizations, civic clubs, youth groups and other entities to communicate mutual needs, desires.
- Identify and involve alumni for engagement, targeted exposure, participation in advisory.
- Seek new business and industry partnerships for non-credit assessments and training for workforce upskilling and increased talent development.



Strategic Goal 2

Enhance Student Engagement

1. Provide academic guidance for students from onboarding to graduation, while incorporating career industry support as they navigate through WGTC to where they want to be.

- Enhance the onboarding process by;
 - utilizing technology as a communication tool,
 - fully implementing and utilizing the TargetX CRM tool,
 - enhancing partnerships with secondary education partners to define program options.
- Provide a methodology to assist students in determining long-term career choices.
 - Implement career assessments at admission
 - Provide early academic/career advisement through a defined communication plan
- Integrate Financial Aid informational modules and videos.
- Offer more career-focused advisement options and provide clarity of pathways to bridge the gap from student to employment.
- Fully develop, embrace, communicate, and implement the College's Quality Enhancement Plan (QEP) for an improved enrollment and advisement experience.
- Eliminate barriers for non-traditional students to ensure access to systems and programs.
- Enhance the Career Services partnerships with business and industry and increase exposure to and involvement with students prior to graduation for direct connection with employers.

2. Create engaging opportunities for students to enhance involvement on campus and develop leaders that make an impact within their communities.

- Re-establish the student ambassador program, informed student mentors, assist with new student orientation, campus events and social media influencers.
- To develop additional exposure and pipelines for promotion of all student activities.
- Increase opportunities for students to participate in philanthropic activities.
- Increase awareness and utilization of the Behavioral Intervention Team, reporting, and availability of mental health support services.
- Develop plan to increase participation in and preparation for SkillsUSA.
- Collaborate with program leaders to utilize business and industry professionals to develop and participate in leadership series opportunities and company visits for students.
- Develop ways to celebrate the uniqueness of our students through non-traditional career paths, diversity/equity/inclusion and all-around awareness and acceptance, of all student types, in all career fields.



Strategic Goal 3

Elevate Perception Through Improved Communication

1. Create a stronger emotional connection to and accurate perception of the products and services the College delivers through improved communication.

- *Develop comprehensive marketing plan.*
- *Implement standards of written communication for content, distribution and timeliness, standardize communication.*
- *Evaluate program and course naming to demystify meaning and increase ease of understanding and awareness.*
- *Expand and increase all media messaging via web, press release, social and traditional avenues to share the WGTC story and depiction of WGTC as "first-choice".*
- *Collaborate with all divisions to develop a comprehensive external student communication plan.*
- *Coordinate graphic means for content and delivery of identified pathways for programs.*
- *Seek business and industry testimonials regarding the success of WGTC students as employees.*

Strategic Goal 4

Ensure adequate resource development.

1. Annually review technology, equipment and training with college standards and expectations to determine and validate plans for incremental upgrades and align with instructional operational needs.

- *Review and evaluate campus facility utilization to assess and align with campus programming needs.*
- *Develop facility renovation plans.*
- *Select and contract with firm to design and produce Facilities Master Plan.*
- *Explore more opportunities to enhance and support the "Wellness Works" program.*
- *Replace/update campus map access, wayfinding signage, interactive apps or kiosks for clarity and visibility.*

2. Conduct a comprehensive review of all facilities including function, space allotment, class schedules and equipment. Priorities should be established based upon employers' and job/career need.

- *Align with established standards and review, revise, and replace outdated technology and related systems.*
- *Implement campus-to-campus synchronous instructional technology.*
- *Provide ongoing and regular training for faculty and staff to more effectively utilize existing and new technology and equipment.*
- *Implement new or upgrade current intranet system for improved campus internal communications.*
- *Augment facility locations for Economic Development and Adult Education programming.*

3. Ensure alignment of human resources to provide effective talent through recruitment, development, and retention of employees.

- *Conduct wage and benefit analysis for all employees.*
- *Explore and implement additional methods and avenues to recruit talent.*
- *Revitalize the onboarding process for new employees.*
- *Review and rewrite the Employee Manual/Handbook to reflect expectations for faculty and staff.*
- *Develop means to increase awareness and accessibility of policy and procedure changes, necessary HR forms, employee processes, and routine informational needs.*
- *Improve on-campus professional development.*
- *Seek ways to enhance the employee "family" and inter campus connectedness.*

4. Increase and strengthen financial opportunities for the College as well as its students, communities, and partners.

- o Seek increased grant opportunities to secure program/initiative specific funding and explore internal grant writer options.
- o Increase external community partnerships for fundraising and for improved family campaign participation.
- o Increase understanding and transparency for faculty and staff about:
 - College finances
 - Financial Aid and scholarship opportunities for students
- o Increase fundraising through a comprehensive, coordinated 5-year major gifts campaign significant projects.
- o Increase awareness in the community of the myriad of financial aid options available and make transparent the affordability of attending West Georgia Technical College.
- o Ensure systematic review of new state and federal laws, programs and funding to leverage opportunities.
- o Share College’s priorities with legislators and community influencers.

Strategic Goal 5

Improve Data Collection, Analysis and Benchmarking

1. Utilize all available resources from community partners, TCSG, and internal initiatives to collect and analyze data on student enrollment progression, retention and graduation rates.

- o Add student focus groups and utilize incentives where possible for increased participation.
- o Identify and communicate expectations for enrollment, retention, and completion benchmarks, by program, to create awareness and accountability.
- o Fully utilize available reports (KMS, NSC, IPEDS, etc.) and standard data definitions to assess student benchmarks and track students’ progression after WGTC.
- o Develop best means and location to share pertinent and relevant data internally.
- o Align assessment with strategic goals.

2. Measure and communicate the progress of strategic initiatives to support meeting and/or exceeding standard college scorecard data benchmarks and other goals as established by the senior leadership team.

Credit Benchmarks	
Enrollment	increase + 4% Y2Y
FTE	increase + 4% each term Y2Y
Regular Credit	increase + 4% each term Y2Y
Dual Credit	increase + 2% each term Y2Y
Dual % of Total	remain at or below 25%
Retention	increase +1% each Y2Y
DE Conversion	increase +1% each Y2Y
HSE Conversion	increase +2% each Y2Y
Graduates	increase +4% Y2Y
Awards	increase +5% Y2Y
HOPE Career Grant Grads	increase +2% Y2Y
DE Grads	increase +1% Y2Y
DE Awards	increase +2% Y2Y
Placement Overall	remain at or above 98%
Placement In Field	increase +1% Y2Y

Adult Education Benchmarks	
Enrollment	increase +150 students Y2Y
Enrollment ASE	increase +25 students Y2Y
Enrollment ESL	increase +25 students Y2Y
Skills Gain ABE	increase +100 Y2Y
Skills Gain ASE	increase +25 Y2Y
Skills Gain ESL	increase +25 Y2Y
HSE Graduates	increase +30 graduates Y2Y

Economic Development & CCT	
Companies	increase +25 companies Y2Y
Training Hours	increase +2000 hours Y2Y

Board Leadership

West Georgia Technical College Board of Directors

Jim Mottola, Chair, Coweta County
Georgia Land Resources

Tim Grizzard, Heard County
Retired, City of Carrollton

Nilesh Sivaramakrishnan, Carroll County
Southwire Company, LLC

Bill Hightower, Haralson County
Hightower Funeral Home

Brian Shumate, Troup County
Troup County School System

Beverly Tate, Douglas County
Gordon Food Service

Noah Zehr, Troup County
Weiler Forestry

Dr. Bob Patterson, Meriwether County
Pastor, First Baptist Church of Warm Springs

Denise Taylor, Carroll County
Tanner Health System

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Kia Georgia

Will Berry, Carroll County
Southwire Company, LLC

Aaron Mabon, Troup County
True North Investments

Murray Bradley, Troup County
Retired, Financial Advisor

Linda McWhorter, Carroll County
North Georgia Turf

Mark Foster, Carroll County
Auto Gallery Chevrolet, Buick, GMC

Allan Parham, Meriwether County
F&M Bank & Trust

Ned Fowler, Douglas County
Synovus Bank

Helen Rice, Troup County
Retired, Educator

Jane Fryer, Meriwether County
Meriwether County Development Authority

Marie Swope, Coweta County
Retired, Delta Airlines

Daniel Jackson, Carroll County
Retired

Greg Wright, Coweta County
Coweta-Fayette EMC



Carroll Campus • 500 Technology Parkway • Carrollton, GA 30117
Coweta Campus • 200 Campus Drive • Newnan, GA 30263
Douglas Campus • 4600 Timber Ridge Dr. • Douglasville, GA 30135
LaGrange Campus • 1 College Circle • LaGrange, GA 30240
Murphy Campus • 176 Murphy Campus Blvd. • Waco, GA 30182
Adamson Square Location • 401 Adamson Square • Carrollton, GA 30117
CEC Instructional Site • 160 Martin Luther King, Jr. Dr. • Newnan, GA 30263
Franklin Instructional Site • 13107 Ga. Highway 34 East • Franklin, GA 30217
Greenville Instructional Site • 17529 Roosevelt Hwy. • Greenville, GA 30222

West Georgia Technical College is accredited by the
Southern Association of Colleges and Schools Commission on Colleges.
West Georgia Technical College is a unit of the Technical College System of Georgia.

As set forth in its student catalog, West Georgia Technical College does not discriminate on the basis of race, color, creed, national or ethnic origin, sex, religion, disability, age, political affiliation or belief, genetic information, disabled veteran, veteran of the Vietnam Era, or citizenship status (except in those special circumstances permitted or mandated by law). The following persons have been designated to handle inquiries regarding the non-discrimination policies: Equity (Title IX) Coordinator, Dean of Students, 770.537.5722, 176 Murphy Campus Blvd., Waco, GA 30182. ADA (Section 504) coordinator is V.P. of Administrative Services, 678.664.0533, 401 Adamson Square, Carrollton, GA 30117.