

# **ALBANY TECHNICAL COLLEGE STRATEGIC PLAN**

## **HISTORY OF THE COLLEGE**

### **YESTERDAY**

Albany Tech traces its roots back to 1961 when it was established as the Monroe Area Vocational-Technical School, enrolling 175 students. Soon after, the Albany Area Vocational-Technical School was built. In 1972, the two schools merged in the current south Albany location.

In July 1988, the Georgia Department of Technical and Adult Education (DTAE), now the Technical College System of Georgia (TCSG), was formed and the newly named Albany Technical Institute came under its direction. Albany Tech was charged with providing technical education to the residents, businesses and industries within a seven-county service delivery area. These counties include Baker, Calhoun, Clay, Dougherty, Lee, Randolph and Terrell. From 1995-2005, Albany Tech also operated a satellite campus in Early County.

The flood of 1994 severely damaged many buildings on the Albany campus, and equipment and resources were lost. Faculty and staff volunteered to help clean up. On the upside, many of the buildings were renovated and new technology was installed to improve curriculum.

With the passage of House Bill 1187, the Georgia Legislature approved the changing of DTAE technical institutes' names to "college," providing they offered associate degrees. Albany Technical Institute became Albany Technical College on July 6, 2000.

### **TODAY**

Approximately 2,600 full-time students are enrolled in credit programs each quarter. Another 1,700 are enrolled part-time and in continuing education courses and customized business training. Albany Tech also operates adult learning centers in seven counties. More than 1,700 adult education students are served annually, with 500 students earning GEDs each year. Albany Tech also employs over 250 faculty and staff.

Since 1961, Albany Tech has continued to offer new programs and courses. Now, the college offers more than 170 associate degree, diploma and technical certificate of credit programs. ATC is experiencing a huge growth in online students, with more than 30 programs offered 100-percent online.

The campus consists of nine buildings including, but not limited to, the Charles B. Gillespie Center for Emergency Responders, the Manufacturing Technology Center, the George Kirkland Administration Building, the Nathaniel Cross Health Care Technology Building, which is named after former ATC President Nathaniel Cross, the Carlton

Construction Academy and the Child Development Demonstration Center. ATC also operates a Randolph County Learning Center.

Dr. Anthony Parker has served as Albany Tech President since 1995.

## **TOMORROW**

Albany Technical College continues to work with the region's major businesses and employers to ensure the programs that are offered are producing well-trained graduates who will succeed in the workforce. Enrollment is expected to continue rising as more students choose technical education. Albany Tech also places approximately 98-percent of graduates in jobs, with over 90% finding careers within their field of study.

Albany Tech is also growing in size, with a new, state-of-the-art Logistics Education Center, set to open by 2011. The facility will serve many students who work at the Albany Marine Corps Logistics Base and Command, as well as other businesses. The facility will allow for expansion of online studies and will house a new student center and Culinary Arts laboratory.

In 2011, Albany Tech will also celebrate its 50<sup>th</sup> anniversary. The theme for the anniversary celebration will be "Strong Tradition. Proven Success. Powerful Future." Several events are in the planning stages to be held in celebration of this marked occasion.

## **ALBANY TECHNICAL COLLEGE MISSION**

Albany Technical College, a public post-secondary institution of the Technical College System of Georgia, provides technical education and training support for evolving workforce development needs of Southwest Georgia. To accomplish this mission, the College utilizes traditional and distance learning methods. The following purposes of Albany Tech are based on the concept that education benefits individuals, businesses and the community:

- To provide quality competency-based associate degree, diploma and technical certificates of credit programs that prepare students for employment in business, technical sciences, health care technology, personal services and industrial careers.
- To provide basic adult education and development programs to help adults improve life skills and prepare for continued education and training.
- To contribute to the technological advancement of area businesses and industry through education and training.
- To offer comprehensive continuing education courses and programs for the advancement of skills, knowledge and personal growth.

## **ATC VISION**

The vision of Albany Technical College is:

- To be widely recognized for our strength in Workforce Development;
- To be strongly growing our enrollment in all our geographies and demographic groups and increasing our graduation and placements rates;
- To be continuously adapting our curriculum to meet community needs, as well as providing local employers with customized training that meets their specific needs;
- To have state-of-the-art facilities and equipment supporting our service delivery area and technology and capabilities for delivering training that is not space or time bound;
- To be an organization focused on achieving results and desired outcomes for our students, for our local employers and for our communities;
- To be substantially increasing the literacy rate in all the communities we serve;
- To remain a COC accredited institution, with high quality, visible, respected faculty and strong support services to our students; and,
- To be a financially sound organization, a preferred employer and an attractive place to work.

## **BELIEFS**

The employees of Albany Technical College recognize that the choices and decisions we make concerning our institution and its programs and services are based on our beliefs—the values that guide us. Accordingly, each employee of ATC recognizes and supports the following beliefs.

- A belief in the mission and role of ATC in providing education, training and lifelong learning for the citizens that we serve.
- A belief that our fundamental purpose is to provide quality education and technical training that meets the needs of our students and the employment needs of the community.
- A belief in the importance, worth, dignity and uniqueness of all individuals.
- A belief in equal opportunity and equal access to education, training and employment.

- A belief that individuals are responsible for their own behavior and must respect the person, property and rights of others.
- A belief in the dignity of work and the right of every individual to work and to make a living.
- A belief that individuals learn best when they are actively involved in the learning process and experience success.
- A belief that a positive self-esteem and self-concept enhances learning.
- A belief that a safe, clean, adequate and attractive school environment enhances learning.
- A belief that learning occurs most easily in a safe, non-threatening environment.
- A belief that the curriculum must be relevant, flexible and up-to-date.
- A belief that our programs and curricula must reflect business and community needs and that these needs must be determined by accurate data and research.
- A belief that the curriculum must be challenging with high expectations communicated clearly to all stakeholders.
- A belief that the curriculum must include problem solving, decision-making and teamwork.
- A belief that the process of instruction should provide for individuals' learning styles, developmental levels, interests, needs and career goals. It should be student centered.
- A belief that instruction must maximize the use of state-of-the-art equipment and technology.
- A belief in hiring and maintaining well-trained, well-educated, competent and caring employees and in providing continuous professional development for them.
- A belief that employees should serve as positive role models.
- A belief in focusing on high quality in everything we do.
- A belief that decisions must be made on the basis of what is best for Albany Tech.
- A belief that every employee of ATC should be actively involved in continuous improvement efforts of the College.
- A belief that we are all part of a community and have an obligation to give back to our community.

## ATC

### STRENGTHS, WEAKNESSES, OPPORTUNITIES and THREATS (SWOT)

#### Strengths

ATC enjoys:

- A culture of evidence - data driven decision making;
- Flexibility in program design, program timeframes and funding;
- Responsiveness, i.e., credit and non-credit programs offered at times and locations that meet the needs of business & industry;
- A short turn-around time from need identification to delivery of a functioning program;
- Ongoing improvement plans and actions to maintain adequate facilities;
- Clearly defined and understood SDA;
- Adult learning centers throughout the SDA—literacy issues are addressed and follow-on training opportunities become available for those that wish to take advantage of them;
- A good pay-scale for faculty;
- Instructional program that are designed to train for jobs with no extraneous or irrelevant classes;
- Up-to-date technology for training and internal use;
- Clear direction and focus from the college's parent/state system;
- A definable, clear mission for the institution;
- Built-in accountability expectations within the system;
- Strong organizational leadership;
- A well-respected, visionary president with a commitment to raise the organization to a higher level;
- Faculty and staff cooperation around resolving challenges;
- A board of directors that represents the SDA and constituency well;
- A board of directors whose members are competent, respected members of their communities;
- Strong faculty members who are experts in their fields, receive community recognition for their expertise and are appropriately experienced and credentialed;
- A high number of successful graduates;
- The ACT Training and Testing Center, which is the only such facility in South Georgia and offers competitive pricing and access to a full array of products, from testing to workforce development.

## **Weaknesses**

ATC must work on:

- Funding to support programs and campus improvements;
- The State budgeting and fund disbursement process and on federal grant opportunities;
- Communication of ATC vision and successes to faculty and staff and to all communities and audiences in the SDA, e.g. parents, schools and businesses;
- Attracting enough students to satisfy the demand for crafts skills;
- Increasing adjunct faculty salaries to be competitive with Regents' colleges and industry positions;
- Taking full advantage of existing technology both in classroom and administrative functions;
- Improving customer service;
- Front-end assessments, advisements and registration.

## **Opportunities**

ATC has opportunities to excel by:

- Maintaining a leadership role in meeting the workforce needs of the community/service delivery area;
- Being proactive instead of reactive;
- Leading a collaborative planning effort with others in this workforce development arena; defining specific roles, positions and focus; assuring that the right organization addresses the right opportunity;
- Assuring the College stays focused on its specific direction and doesn't try to do everything;
- Establishing strong high school and middle school partnerships regarding career choices and training;
- Being in the right place at the right time! Education reform includes an emphasis on technical training;
- Educating high school audiences that dual enrollments give youth firsthand experience with the value of technical education and facilitating a seamless education;
- Fully utilizing the HOPE Grant for certificate programs in the push toward a seamless education, and differentiating between the grant and scholarship;
- Correcting the public misconceptions about technical training; the development of new programs and establishment of a Construction Skills Academy;
- Improving distance-learning opportunities by instituting program delivery through technology;
- Increasing the number of full time faculty for new programs and existing program expansion.

### **Opportunities, cont'd.**

- More effectively using current space. Recently donated properties will allow the College to leverage funds to upgrade facilities in order to maximize space utilization;
- Continuing to provide adult literacy services, as there is a strong need in the area. It is a foundation for other training and it is a source for follow-on students;
- Capitalizing on the potential of a multi-purpose facility in Randolph County;
- Being a partner in the State push for “Seamless Education;”
- Providing on-site training for our business customers;
- Responding to the specific demands and needs of local employers through customized training at low or no cost;
- Reaffirming as a SACS/COC accredited institution in order to offer students more choices of degree programs, to improve the College’s image, and enable students to meet employment demands for associate degrees in various technologies;
- Benefiting from the strongest media opportunities in Southwest Georgia to target our various audiences;
- Being the only place in our service delivery area that can provide industry tax credits for re-training and adult literacy.

### **Threats**

ATC must be cautious regarding:

- Funding sources, such as state revenues are decreasing, continuation of Perkins funding is uncertain and HOPE funds are dwindling;
- Costly upgrades to equipment due to rapidly changing technology;
- The aging local workforce;
- The “Brain Drain”—the labor drain to more developed/developing parts of the state;
- A declining population base places ATC at a disadvantage when competing for limited state funds;
- Duplication of programs by other schools, as work force development is seen as a good business opportunity and there are commercial, for profit competitors;
- The impact of reduced state revenues on an overall transportation improvement plan and on general improvements on local projects;
- The illiteracy rate impact on future technical skills;
- The changing local political environment.

*Albany Technical College*  
**Strategic Plan Institutional Initiatives and Goals – 2011**

**Initiative I: Enrollment Management**

**Goals:**

- A. Develop greater flexibility in program scheduling to greater meet student needs.
- B. Enrollment Management process becomes part of the “culture” of the organization.
- C. Maintain/grow enrollment to a level that is appropriate to our infrastructure cost.
- D. Introduce new programs (based on Community needs).
- E. Serve at least 40 companies/year with total training hours of 36,000 hrs/yr of contract training to area employers.
- F. Consistent Adult Education enrollment of 1800 per Year (growth from 1600 in 2009).

**Initiative II: Increase Graduation and Job Placement**

**Goals:**

- A. Develop the Academic support structures to improve retention rate to 70% by 2010.
- B. Maintain our overall graduation rate of 60% by improving graduation rates by program type.
- C. Sustain a (DOL verified) overall placement rate at 98% or above, and an in-field placement rate of a minimum of 90%.

**Initiative III: Ensure High Employer Satisfaction with ATC Programs and Graduates**

**Goals:**

- A. Achieve customer satisfaction of 90% or higher as measured by survey results.
- B. Expand our Health Care Technology programs and capabilities, based on Community needs (LPN to RN bridge, evening LPN program).

- C. Complete the Logistics Education Center by 2011.

#### **Initiative IV: Ensure High Student Satisfaction with ATC Programs and Services**

##### **Goals:**

- A. Continued focus on improving student convenience (physical re-alignment of Student Services area, simplify student loan processing).
- B. Pilot on-line registration.
- C. Develop/improve tools, equipment and support of technology integrated services and instruction.
- D. Transition ATC library facility to its new permanent location in the Logistics Education Center by Jan 2011.
- E. Transition and expand the student center facility to the Logistics Education Center by Jan 2011.
- F. Expand bookstore.
- G. Pilot online delivery of Adult Education.

#### **Initiative V: Increase Student Learning & Achievement**

##### **Goals:**

- A. Meet Title III Performance goals to assure ongoing funding.
- B. Collect data regarding learning outcomes performance in all programs and establish targets for improvements.
- C. Continual improvement of faculty and staff skills and capabilities through annual development planning.
- D. Implement DREAMS – Quality Enhancement Plan for SACS.
- E. Explore making ATC a Work Ready Facility.
- F. Apply for Georgia Progress Award.

## **Initiative VI: Develop Resources**

### **Goals:**

- A. Achieve substantial funding (\$2M - \$2.5M per year) from grants and foundations for our key facility and program expansions.
- B. Establish annual fund development campaigns focused on instructional equipment needs by program and college-wide.
- C. Develop our focus and capabilities to obtain in-kind donations for equipment.
- D. Assure that we achieve Performance-Based Funding over the next 24 months (and continuous into the future) sufficient to pay off program investments.
- E. Continue to reduce our dependence on State funding by identifying and implementing entrepreneurial programs (using our facilities and skills) that can drive local revenue.
- F. Develop business plans around key entrepreneurial endeavors.

## **Initiative VII: Improve Efficiency of Operations**

### **Goals:**

- A. Quarter to Semester conversion for 7/1/2011.
- B. Further development of faculty and staff technology skills and use to improve operations.
- C. Increase our electronic communications with students (and reduce paper mailings).
- D. Continue 5-S Workplace improvements throughout the ATC facility.
- E. Increase involvement in strategic/operational planning process.
- F. Organizational-wide focus on Energy savings and sustainability (green) practices.

## **Initiative VIII: Further Define and Develop the Albany Technical College “Brand”**

### **Goals:**

- A. Expand our utilization of the Web Site to improve operations and student communication.
- B. Ongoing evolution and implementation of an ATC Marketing and Communications Plan.

- C. Establish greater uniformity in all ATC internal and external communications and promotional materials.
- D. Establish and implement Marketing plans for our new buildings and facilities (Establish Logistics Education Center, implement revised plans for First Responders, Construction Academy).

### **STRATEGIES FOR EVALUATING PROGRESS**

The goal of the evaluation process is continual improvement. Progress toward meeting the goals and objectives in ATC's strategic plan will be measured annually. Each initiative includes objectives, measures/targets, processes/tools for evaluation, budget and results.

Annually, each instructional program and service unit of the College will collect data to evaluate progress in reaching the goals and objectives in its operational plan and compile a report that presents their progress as it relates to accomplishing the goals and objectives set forth in the strategic plan. The results of the findings will be used to plan for future continuous improvement and to document and celebrate accomplishments. These reports are posted on the ATC Intranet for review.