



MOMENTUM

AY24 - AY28 STRATEGIC PLAN



**SOUTHERN
CRESCENT**
TECHNICAL COLLEGE

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EXECUTIVE SUMMARY

Momentum, Southern Crescent Technical College's 2024 – 2028 Strategic Plan, provides a foundation for the next five years. As the College expands programs, offering and facilities to address the needs of business and industry within the service region, Southern Crescent Technical College (SCTC) will be the first choice for the community, industry and government. This executive summary provides an overview of our mission, vision and goals.

Vision and Mission:

Our vision is to be the preeminent technical college, preparing our students to be globally work-ready. Dedicated to our mission to deliver relevant technical education, adult education, and learning opportunities to promote service, workforce development, and economic development.

Goals:

Goal 1: Increase and strengthen partnerships to provide opportunities for institutional advancement and economic development.

Goal 2: Integrate strategic communication strategies across the College that raises awareness, changes attitudes, and motivates students, employees, and partners to action.

Goal 3: Establish and maintain a culture of organizational excellence that supports continuous improvement, innovation, and high-performance standards.

Goal 4: Enhance enrollment management and student success strategies to increase student enrollment, retention, graduation, and placement.

Goal 5: Deliver high-quality, industry-relevant curriculum and instruction that meets the needs of students and employers.

Implementation and Evaluation:

Successful implementation of the strategic plan relies on the collaborative efforts of employees, students, and community stakeholders. The objectives within the plan have clear timelines, indicators of success, and assigned responsibilities. The Institutional Effectiveness (IE) department will lead the successful implementation and evaluation of the strategic plan. The process provides data to make informed decisions through monitoring key performance indicators, regular assessments, surveys, insights from social media and conducting focus groups to ensure college and community wide inclusion, provide accountability and establish a culture of continuous improvement.

Conclusion:

Momentum, is the foundation that provides an opportunity to encourage, enrich, and empower our students, faculty, staff, and partners to positively impact our service region. We invite all stakeholders to join us on our journey to become the preeminent technical college, preparing our students to be globally work-ready.

GOVERNANCE AND ORGANIZATIONAL STRUCTURE

Southern Crescent Technical College's governing board is the State Board of the Technical College System of Georgia (SBTCSG). The Official Code of Georgia Annotated (O.C.G.A.) is the codification of state laws enacted by the Georgia General Assembly. O.C.G.A. § 20-4-10 establishes the State Board and mandates that the State Board shall consist of not fewer than one member from each congressional district and nine at-large members who shall be appointed by the Governor and confirmed by the Senate for five-year terms. The State Board, therefore, consists of one member from each of Georgia's 14 Congressional districts and nine at-large members who are appointed by the Governor of Georgia.

O.C.G.A. § O.C.G.A. 20-4-11 specifies that the State Board is responsible for establishing policies for the operation of the Technical College System of Georgia (TCSG) and its member colleges, including Southern Crescent Technical College (SCTC). The code also specifies that the State Board is ultimately responsible for ensuring that the financial resources of colleges are adequate to provide sound educational programs. There is a clear and appropriate distinction, in writing and practice, between the policy-making functions of the State Board and the responsibility of the administration and faculty of Southern Crescent Technical College to administer and implement policy. State Board Procedure: assigns presidential responsibilities to college presidents to carry out Board-approved policies and ensure that policies are communicated to staff and students.

The president of each technical college shall be the Chief Executive Officer of the college and all its departments and shall exercise supervision and direction and promote the efficient operation of the college. The president of a Technical College System of Georgia technical college is responsible for leadership and management in the following areas: strategic and operational planning, fiscal planning and control, human resource development, physical resources, instructional programs, institutional marketing and advancement, economic development, and workforce development. She/he provides the overall leadership, administration, and direction for a technical college's comprehensive educational program in accordance with applicable federal and state legislation, policy, and guidelines.

The current President of Southern Crescent Technical College is Dr. Irvin Clark. Southern Crescent College (SCTC) has a clearly defined and published organizational structure that delineates responsibility for the administration of policies. Divisions include the President's Office, Academic Affairs, Administrative Services, Institutional Advancement, Economic Development, Institutional Effectiveness, Student Affairs, Adult Education, and Public Relations. Each division is managed by a member of the Senior Leadership Team (a direct report to the President) who has direct supervisory responsibilities over his/her respective area of the College, and each is responsible for ensuring that the policies and procedures of the State Board are followed within his/her area of supervision, with applicable federal and state legislation, policy, and guidelines.

HISTORY OF SOUTHERN CRESCENT TECHNICAL COLLEGE

Southern Crescent Technical College was formed in July of 2010 as a result of a merger between Flint River Technical College and Griffin Technical College. The College serves the workforce and community needs of the citizens in the eight counties of the South Atlanta region including Butts, Fayette, Henry, Jasper, Lamar, Pike, Spalding, and Upson counties. Southern Crescent Technical College students are served at the Flint River Campus in Thomaston, the Griffin Campus in Griffin or at one of the centers in Butts, Henry, or Jasper counties. In addition, the College provides Adult Education services in each of the eight counties in the service area.

Southern Crescent Technical College is constantly working to provide the most current, hands-on training to help stimulate the economic growth and development of this community. The tradition of academic excellence continues as the College expands and updates its facilities, program offerings, and non-credit pathways leading to an academic credential, career advancement and/or workforce development, to help prepare today's students for tomorrow's workforce.

PLANNING ASSUMPTIONS

This Southern Crescent Technical College Strategic Plan acknowledges that there are internal and external factors that will impact the ability of the College to meet the expectations of the plan. Since the College is a part of the Technical College System of Georgia and part of the higher education landscape in this country, the College will be impacted by those “higher education happenings” and educational decisions in the state and the country. These realities are the basis for the assumptions that were part of the planning parameters of the Southern Crescent Technical College strategic plan but they will not lessen the resolve of the College to meet or exceed the goals of the plan.

External Assumptions

1. The United States economy has had steady growth over the last ten years, but there is a degree of uncertainty going forward due to national and international dynamics.
2. Community and technical colleges will continue to be affordable educational portals of access and will experience continued growth.
3. Sources for federal and state funding for higher education may remain flat and unpredictable.
4. The College cost of attendance will continue to increase at or above the inflation rates.
5. Student borrowing to cover educational costs will continue as a source for financing education.
6. Mobile computing (Smart phones, netbooks, I-Pads, laptops and other devices that access the Internet through cellular-based, portable hotspots and mobile broadband cards) will become a mainstream commodity on many campuses.
7. Use of social media will continue to evolve as a platform for social interaction among college students.
8. Colleges will be compelled to build more flexible learner-centered teaching models into core curricula.
9. Colleges will be compelled to provide on-demand services to facilitate an increase in student diversity and inclusiveness.
10. Colleges will be compelled to build and manage more efficient revenue/cost centers.

11. Colleges will embrace Open Educational Resources (OERs) to maximize students and faculty access to educational materials.
12. Colleges will adopt affordable market-driven alternative programs and delivery that will build transferable lifelong-learning skills.

Internal Assumptions

1. Within the five-year span of the plan, the annual unduplicated enrollment at the College will grow to over 9,700 students.
2. Adult Education will be a contributing factor in the institution's growth.
3. The retention and graduation rates will be at or above the rates set based on state, regional, and national trends.
4. There will be an increase in the need for a skilled workforce in healthcare, technology, industrial, and manufacturing service areas.
5. Employers will expect its workforce to participate in continuing education activities, upskilling and reskilling and the College will provide the needed training and workforce development.
6. The demand for online education will continue to grow with increased scrutiny from state and federal government and accreditation agencies.
7. The service area of the College will continue to experience growth and so will the need for a properly trained workforce.
8. Community, business, and industry partnerships will continue to grow with the expectations of expanded services offered by the College.
9. Emerging industries will continue to grow and the College will play a vital role in the viability of industry.
10. Accountability from stakeholders will increase and transparency will remain an expectation.
11. New or renovated facilities will increase the opportunity to serve more students and meet workforce needs.
12. Technology will continue to change and disrupt operations and will impact how the College will respond, teach and train its students and conduct its business.

MISSION, VISION, CORE VALUES, AND CAMPUS CULTURE

MISSION

Southern Crescent Technical College, a unit of the Technical College System of Georgia, located south of Atlanta, delivers relevant technical education, adult education, and learning opportunities via various instructional modalities at the associate degree, diploma, and certificate levels to promote service, workforce development, and economic development.

VISION

Southern Crescent Technical College will emerge as the preeminent technical college that prepares students to become globally work-ready.

CORE VALUES

- Academic Excellence
- Student Success
- Integrity

CAMPUS CULTURE

- Accountability
- Quality Service
- Engagement
- Effective Communication
- Convenience
- Relevance
- Civility
- Diversity
- Fairness

STRATEGIC PLANNING PROCESS

Southern Crescent Technical College operates as a unit of the Technical College System of Georgia. The College uses policies and procedures approved by the State Board of the Technical College System of Georgia as a foundation for operation and planning activities. The College's planning process includes the comprehensive five-year Strategic Planning Process, and the Annual Review Process. This planning process has resulted in the development of college-wide initiatives and policies addressing all endeavors of the College. These collective plans drive the College's actions in accomplishing its mission, as well as establishing its future direction.

Southern Crescent Technical College's strategic planning process focuses on developing the College's future goals and direction for the College's programs and services. The Strategic Plan describes the blueprint for growth and sustainability for the College, including the mission and vision, alignment with TCSG directions, planning assumptions, strategic goals, and each goal's related objectives with indicators of success, and responsible parties. The institutional mission is central to the strategic plan and is the originating point for the creation of goals and objectives. As represented in the College's Institutional Effectiveness Cycle, operational unit planning ties directly to strategic objectives and action plans generated by the strategic plan.

The strategic planning process is all inclusive and involves faculty, staff, students and community. Environmental scanning, data analysis, interviews, focus groups, review of the literature, survey analysis, meeting minutes, selected group work sessions, and planning retreats are used to develop the goals and objectives for the College. The Executive Leadership Team ensures that the Southern Crescent Technical College Strategic Plan is a living document used to determine the College's vision, focus, and direction over the next five years.

**ALIGNMENT WITH TECHNICAL COLLEGE SYSTEM OF GEORGIA STRATEGIC PLAN FY2022 –
FY2025**

Southern Crescent Technical College	Technical College System of Georgia	
Goal 1	Aligns with	Goal 3
Goal 2	Aligns with	Goal 5
Goal 3	Aligns with	Goal 1
Goal 4	Aligns with	Goal 4
Goal 5	Aligns with	Goal 2

STRATEGIC OBJECTIVES

Goal 1: Increase and strengthen partnerships to provide opportunities for institutional advancement and economic development.		
Strategic Objective	Indicators of Success	Responsible Party
<p>Strategic Objective G1. A: Substantially increase funding for scholarships from external donors through institutional advancement.</p>	<p>Indicators of Success G1. A: Reports showing increases of scholarship funding by 20% each year of the strategic plan.</p> <p>Benchmark set using the average from 2014-2019 of \$80,000.</p> <p>External activities (Annual Golf Scramble) will support the scholarship effort.</p>	<p>Responsible Party G1. A: Institutional Advancement</p> <p>Supporting Parties G1. A: Academic Affairs, Student Affairs, Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G1. B: With the President, begin planning for a major gifts campaign for 2025 with a goal of \$2 million in donations.</p>	<p>Indicators of Success G1. B: Major gifts campaign plan including feasibility study proposal and potential donor names.</p> <p>Nurturing potential donors for participation in support of the effort.</p> <p>Establish quarterly activities focusing on the campaign.</p> <p>Develop and market case for support including social media and traditional media platforms.</p>	<p>Responsible Party G1. B: Institutional Advancement</p> <p>Supporting Parties G1. B: Academic Affairs, Student Affairs, Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G1. C: Provide opportunities meeting the needs of students, programs and employers by developing public/private</p>	<p>Indicators of Success G1. C: Inventory of partner participation showing increased partnerships and increased level of participation.</p>	<p>Responsible Party G1. C: Institutional Advancement</p> <p>Supporting Parties G1. C:</p>

<p>partnerships in collaboration with other College divisions.</p>	<p>Capture of one corporate 500 company per year for the duration of the strategic plan.</p> <p>Building corporate relationships that provide the College additional resources and various opportunities.</p>	<p>Academic Affairs, Student Affairs, Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G1. D: Engage alumni through networking and donor cultivation with activities, programs consultations and meetings regarding high demand programs.</p>	<p>Indicators of Success G1. D: Creation of a pilot with the Nursing program.</p> <p>Minutes of alumni activities, programs and meetings including initiatives for the alumni and giving goals indicated success.</p> <p>Expansion to other high demand programs annually.</p> <p>Solicit program specific scholarships.</p>	<p>Responsible Party G1. D: Institutional Advancement</p> <p>Supporting Parties G1. D: Academic Affairs, Student Affairs, Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G1. E: Sponsor apprenticeships that will ensure a well-trained workforce for business partners while providing opportunities for less-skilled incumbent workers.</p>	<p>Indicators of Success G1. E: Number of companies participating in apprenticeships increased by 15% annually.</p> <p>Number of apprentices increased by 30% annually.</p>	<p>Responsible Party G1. E: Economic Development</p> <p>Supporting Parties G1. E: Academic Affairs, Student Affairs, Institutional Advancement, Institutional Effectiveness, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G1. F: Serve as a resource for non-profit organizations seeking job placement for clients.</p>	<p>Indicators of Success G1. F: Increased job placement rates by 25%.</p>	<p>Responsible Party G1. F: Economic Development</p> <p>Supporting Parties G1. F:</p>

	Increased the number of companies hiring agency clients by 15%.	Academic Affairs, Student Affairs, Institutional Advancement, Institutional Effectiveness, Marketing, Adult Education, and Administrative Services
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Goal 2: Integrate strategic communication strategies across the College that raises awareness, changes attitudes, and motivates students, employees, and partners to action.

Strategic Objective	Indicators of Success	Responsible Party
<p>Strategic Objective G2. A: Improve positive brand awareness and perception by no less than 15% per year through the Strategic Plan cycle.</p>	<p>Indicators of Success G2. A: Focus group feedback, and satisfaction survey results, utilized to create baseline in FY24 and include targeted increases in subsequent years met.</p> <p>Findings used to inform improvement actions in the appropriate departments.</p>	<p>Responsible Party G2. A: Marketing</p> <p>Supporting Parties G2. A: Academic Affairs, Student Affairs, Institutional Advancement, Institutional Effectiveness, Economic Development, Adult Education, and Administrative Services</p>
<p>Strategic Objective G2. B: Identify and communicate the distinctive characteristics, values and impact of SCTC in order to enhance the College’s image and standing by 10%.</p>	<p>Indicators of Success G2. B: Strategies to be employed include: Digital Campaigns (visibility, click-through) Monthly email newsletter (open rates, click-through rates) Social Media (visibility, engagement) Web (website traffic, search engine rankings).</p> <p>Increased support of College activities and promotions.</p>	<p>Responsible Party G2. B: Marketing</p> <p>Supporting Parties G2. B: Academic Affairs, Student Affairs, Institutional Advancement, Institutional Effectiveness, Economic Development, Adult Education, and Administrative Services</p>
<p>Strategic Objective G2. C: Develop and implement guidelines for the posting and review of web content in order to enhance communication strategies across the College.</p>	<p>Indicators of Success G2. C: Established approved guidelines and best practices online manual.</p> <p>Completed website review annual rubrics.</p> <p>Completed schedule of updates based on results of website review.</p>	<p>Responsible Parties G2. C: Information Technology and Marketing</p> <p>Supporting Parties G2. C: Academic Affairs, Student Affairs, Institutional Advancement, Institutional Effectiveness, Economic Development, Adult Education, and Administrative Services</p>

Goal 3: Establish and maintain a culture of organizational excellence that supports continuous improvement, innovation, and high-performance standards.		
Strategic Objective	Indicators of Success	Responsible Party
<p>Strategic Objective G3. A: Foster a data-driven culture by developing and distributing relevant and timely information and data showing alignment with SCTC'S technical education, economic development, and adult education programs.</p>	<p>Indicators of Success G3. A: Distributed Quarterly Data Briefs.</p> <p>Completed Annual review, alignment and modification of strategic plan.</p> <p>Successful Annual reviews of department materials and updates.</p> <p>Annual College Report modified.</p>	<p>Responsible Party G3. A: Institutional Effectiveness</p> <p>Supporting Parties G3. A: Academic Affairs, Student Affairs, Institutional Advancement, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G3. B: Promote a collective understanding of the continuous improvement cycle by adhering to the SACSCOC Accreditation standards emphasizing individual excellence, creative thinking and team development.</p>	<p>Indicators of Success G3. B: Timely submission of required annual reports as evidenced from the submission log.</p> <p>Evidence of collective understanding based on college and focus group survey results.</p> <p>Annual reviews of department materials and updates completed.</p> <p>Compliance documentation from Accreditors successfully completed.</p>	<p>Responsible Party G3. B: Institutional Effectiveness</p> <p>Supporting Parties G3. B: Student Affairs, Institutional Advancement, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G3.C: Establish a small business center in Henry and Butts counties during FY24 and Spalding, Jasper, and Upson counties during FY25.</p>	<p>Indicators of Success G3. C: Successful advisory report from business and industry partners reviewed.</p> <p>Phase one of Butts County completed by October of 2023.</p>	<p>Responsible Party G3. C: Facilities</p> <p>Supporting Parties G3. C: Academic Affairs, Student Affairs, Information Technology, Institutional Effectiveness, Economic Development,</p>

	<p>Phase two of Butts County completed by December of 2023.</p> <p>Phase one of Henry County completed by January 2024.</p> <p>Phase two of Henry County completed by March 2024.</p> <p>Phase one of Upson County completed by October 2024.</p> <p>Phase 2 of Upson County completed by December of 2024.</p> <p>Phase one of Spalding County completed by January 2025.</p> <p>Phase two of Spalding County completed by March 2025.</p> <p>Phase one of Jasper County completed by January 2025.</p> <p>Phase two of Jasper County completed by March 2025.</p>	<p>Administrative Services, Adult Education</p>
<p><u>Strategic Object G3. D:</u> Revise the 5-year facilities master plan by Spring 2024 to enhance and support continuous improvement and innovation.</p>	<p><u>Indicators of Success G3. D:</u> Executive Council minutes showing review of the proposed plan completed. TCSG approval of the plan received.</p>	<p><u>Responsible Parties G3. D:</u> Facilities</p> <p><u>Supporting Parties G3. D:</u> Academic Affairs, Student Affairs, Information Technology, Institutional Effectiveness, Economic Development,</p>

	<p>Findings as shown on the Project Status reports used to inform the OAC process.</p> <p>Response to project status as documented in the Owner, Architect, Contractor (OAC) meeting minutes.</p> <p>Appropriate actions are taken as a result of the OAC minutes.</p>	<p>Administrative Services, Adult Education</p>
<p><u>Strategic Objective G3. E:</u> Utilize technology to support continuous improvement leading to the development of high-quality innovative processes to collect and store documentation.</p>	<p><u>Indicators of Success G3. E:</u> SoftDoc Workflow semester reports showing utilization of document flow completion cycle accepted.</p> <p>Usage reports of the new secure document platform in place by 2025.</p>	<p><u>Responsible Parties G3 E:</u> Information Technology</p> <p><u>Supporting Parties G3 E:</u> Academic Affairs, Student Affairs, Institutional Effectiveness, Economic Development, Administrative Services, Adult Education</p>
<p><u>Strategic Objective G3. F:</u> Maintain high performance standards (National and State requirements) by establishing and implementing guidelines for the review of administrative procedures aimed at eliminating duplication and creating efficient operating processes and controls.</p>	<p><u>Indicators of Success G3. F:</u> Established Softdoc workflow to increase the approval process to one week.</p> <p>Process for ensuring college procedures are consistent with system expectations, is achieved.</p> <p>Review and update procedures as required.</p>	<p><u>Responsible Parties G3 F:</u> Administrative Services</p> <p><u>Supporting Parties G3 F:</u> Academic Affairs, Student Affairs, Institutional Effectiveness, Economic Development, Adult Education, Marketing</p>
<p><u>Strategic Objective G3. G:</u> Support continuous improvement, innovation, and high-performance standards among the following</p>	<p><u>Indicator of Success G3. G:</u> Minutes from meetings with Auxiliary Service Units are reviewed.</p>	<p><u>Responsible Parties G3 G:</u> Administrative Services</p> <p><u>Supporting Parties G3 G:</u></p>

<p>Auxiliary services (Book Store, and Tender Tech) by increasing revenue based upon the FY20 revenue growth targets.</p>	<p>The Completed Growth plans by Spring 2024 reflected expectations.</p> <p>Quarterly Revenue report showing progress toward growth targets of 15% for each quarter of each year of the strategic plan met targets.</p>	<p>Academic Affairs, Student Affairs, Institutional Effectiveness, Economic Development, Adult Education, Marketing</p>
<p><u>Strategic Objective G3. H:</u> Launch a comprehensive plan in the Spring 2024 semester for an OER No Cost Textbook Pathway for Arts and Sciences/General Education department.</p>	<p><u>Indicators of Success G3. H:</u> Reached student Textbook Cost Reduction Rate of 25% by spring of 2024.</p> <p>Achieved 100% participation from all eligible faculty members in the Arts and Sciences/General Education department.</p> <p>A well-developed marketing campaign strategy is implemented by the spring 2024 to highlight low cost, no cost programs.</p>	<p><u>Responsible Parties G3 H:</u> Academic Affairs</p> <p><u>Supporting Parties G3 H:</u> Student Affairs, Institutional Effectiveness, Economic Development, Administrative Services, Adult Education</p>

Goal 4: Enhance enrollment management and student success strategies to increase student enrollment, retention, graduation, and placement.

Strategic Objective	Indicators of Success	Responsible Party
<p>Strategic Objective G4. A: Increase participation in extra-curricular opportunities to enhance the student experience, promote a sense of belonging, connection, and self-efficacy and positively impact student retention and completion.</p>	<p>Indicators of Success G4. A: Increased participation in student clubs, organizations, and other student engagement experiences and campus events by 50% annually.</p> <p>Increased retention rate by 15% over five years.</p> <p>Increased graduation rate by 15% over five years.</p>	<p>Responsible Party G4. A: Student Affairs</p> <p>Supporting Parties G4. A: Academic Affairs, Institutional Advancement, Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G4. B: Increase, expand and generate broader awareness of the availability of academic and student support services to facilitate student performance and contribute to student success.</p>	<p>Indicators of Success G4. B: Increased utilization of academic and student support services by 10% each academic term.</p>	<p>Responsible Party G4. B: Student Affairs</p> <p>Supporting Parties G4. B: Academic Affairs, Institutional Advancement, Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G4. C: Develop and implement enrollment management strategies to achieve enrollment and credit hour goals in high demand, industry sector academic programs annually.</p>	<p>Indicators of Success G4. C: Increased enrollment in high demand industry sector programs by 10% annually.</p>	<p>Responsible Party G4. C: Student Affairs</p> <p>Supporting Parties G4. C: Academic Affairs, Institutional Advancement, Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G4. D:</p>	<p>Indicators of Success G4. D:</p>	<p>Responsible Party G4. D: Student Affairs/Academic Affairs</p>

<p>Increase the number of dual enrollment students, in the high demand industry sector area of advanced manufacturing.</p>	<p>Increased dual enrollment registrations in advanced manufacturing by (60) students annually.</p> <p>Attained 75% retention and progression rates of dual enrollment students in the specified High Demand Industry sector areas, tracking their successful completion of courses and advancement to higher levels of education.</p> <p>Established a partnership with at least two additional school districts to enroll new dual enrolled students in the areas of Advanced Manufacturing, Welding and Industrial Systems by the fall 2024.</p>	<p><u>Supporting Parties G4. D:</u> Institutional Advancement, Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p><u>Strategic Objective G4. E:</u> Increase incumbent worker enrollment in the following High Demand Industry Sector academic programs: CDL, LPN, RN, CNA, Manufacturing, Cyber & Related, and Aviation/Drone by (50) students annually.</p>	<p><u>Indicators of Success G4. E:</u> Incumbent worker enrollment in CDL, LPN, RN, CNA, Manufacturing, Cyber & Related, and Aviation/Drone increased by (50) annually.</p>	<p><u>Responsible Party G4. E:</u> Student Affairs</p> <p><u>Supporting Parties G4. E:</u> Academic Affairs, Institutional Advancement, Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p><u>Strategic Objective G4. F:</u> Establish a comprehensive academic scheduling department using technology (Ad Astra) to collect, manage, and analyze data related to course scheduling. To efficiently develop and expand the course offerings at off-campus sites to</p>	<p><u>Indicators of Success G4. F:</u> Space Utilization Reports show a 75% efficiency rating on semester basis.</p> <p>Course Schedule shows a 20% increase in offerings at off-campus sites on a semester basis.</p>	<p><u>Responsible Party G4. F:</u> Institutional Effectiveness</p> <p><u>Supporting Parties G4. F:</u> Student Affairs, Institutional Advancement, Economic Development, Marketing, Adult Education, and Administrative Services</p>

effectively manage all student groups in the enrollment pipeline.		
<u>Strategic Objective G4. G:</u> Eliminate barriers to allow students to seamlessly enroll and matriculate (Implement technology to allow students to register and pay online for non-credit courses).	<u>Indicators of Success G4. G:</u> Number of online registrations and payments increased by 75%. Number of walk-in payments at the business office decreased by 75%.	<u>Responsible Part G4. G:</u> Academic Affairs & Student Affairs <u>Supporting Parties G4. G:</u> Institutional Advancement, Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services
<u>Strategic Objective G4. H:</u> Enhance student success by increasing the number of High School Equivalencies (HSE) by 8% each year of the strategic plan using FY22 as baseline as reported by GALIS.	<u>Indicators of Success G4. H:</u> Yearly increases in HSE are shown in the GALIS system - 0095 report. The findings from the system average HSE are used to inform decisions of the Adult Education department.	<u>Responsible Party G4. H:</u> Adult Education <u>Supporting Parties G4. H:</u> Academic Affairs, Institutional Advancement, Institutional Effectiveness, Economic Development, Marketing, Student Affairs and Administrative Services
<u>Strategic Objective G4. I:</u> Proactively identify educational opportunity gaps and launch evidence-driven, high-impact interventions to bridge them.	<u>Indicators of Success G4. I:</u> Obtain yearly increases in IETs as shown in the GALIS system - 0095 report. Strategies designed to work with the ESL population to develop pathways into industry are validated.	<u>Responsible Party G4. I:</u> Adult Education <u>Supporting Parties G4. I:</u> Academic Affairs, Institutional Advancement, Institutional Effectiveness, Economic Development, Marketing, Student Affairs, and Administrative Services
<u>Strategic Objective G4. J:</u> Acquire and retain more registered students attributed to marketing/recruitment on an annual basis at a minimum of 10% during the life of the Strategic Plan.	<u>Indicators of Success G4. J:</u> Overall College enrollment growth meets or exceeds projections.	<u>Responsible Party G4. J:</u> Marketing/Student Affairs <u>Supporting Parties G4. J:</u> Academic Affairs, Institutional Advancement, Institutional

		Effectiveness, Economic Development, Adult Education, and Administrative Services
<u>Strategic Objective G4. K:</u> Acquire and retain more registered students in high demand career programs attributed to marketing/recruitment on an annual basis at a minimum of 10% during the life of the Strategic Plan.	<u>Indicators of Success G4. K:</u> College enrollment growth in high-demand career programs meets or exceeds projections.	<u>Responsible Party G4. K:</u> Marketing/Student Affairs <u>Supporting Parties G4. K:</u> Academic Affairs, Institutional Advancement, Institutional Effectiveness, Economic Development, Adult Education, and Administrative Services

Goal 5: Deliver high-quality, industry-relevant curriculum and instruction that meets the needs of students and employers.		
Strategic Objective	Indicators of Success	Responsible Party
<p><u>Strategic Objective G5. A</u> Systematically introduce a minimum of five novel, non-credit to credit pathways each year of the strategic plan through the cultivation of robust interdepartmental collaboration, facilitating the seamless progression of students towards the acquisition of academic credentials</p>	<p><u>Indicators of Success G5. A:</u> Implemented 5 non-credit collaborative programs or trainings across divisions by the fall 2024.</p> <p>25% of program/trainee participants enrolled in credit-bearing courses or experience career advancement.</p> <p>Conversion rate from non-credit to credit programs increased by 25% by the fall 2024.</p>	<p><u>Responsible Party G5. A:</u> Academic Affairs</p> <p><u>Supporting Parties G5. A:</u> Student Affairs, Institutional Advancement Institutional Effectiveness, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p><u>Strategic Objective G5. B:</u> Over the next five years of the strategic plan, establish and sustain a consistent annual increase by creating 75 new registered apprenticeships each year, and fostering a substantial growth in experiential learning opportunities and workforce development</p>	<p><u>Indicators of Success G5. B:</u> Attained 75 new registered apprenticeships each year throughout the five-year strategic plan.</p> <p>Establish 10 new industry partnerships each year to support the creation of apprenticeship opportunities.</p> <p>Ensured that 75% of apprentices successfully transition into the workforce after completion of their registered apprenticeship within 6 months of completion.</p>	<p><u>Responsible Party G5. B:</u> Academic Affairs/Economic Development</p> <p><u>Supporting Parties G5. B:</u> Student Affairs, Institutional Advancement, Institutional Effectiveness, Marketing, Adult Education, and Administrative Services</p>
<p><u>Strategic Objective G5. C:</u> Spearhead an educational program review process that serves as a guide for evaluating high quality academic programs to meets the need of students and employers.</p>	<p><u>Indicators of Success G5. C:</u> Completed review of reports for three different programs areas each year.</p> <p>Approved improvement reports for programs with deficiencies.</p>	<p><u>Responsible Party G4. C:</u> Institutional Effectiveness & Academic Affairs</p> <p><u>Supporting Parties G4. C:</u></p>

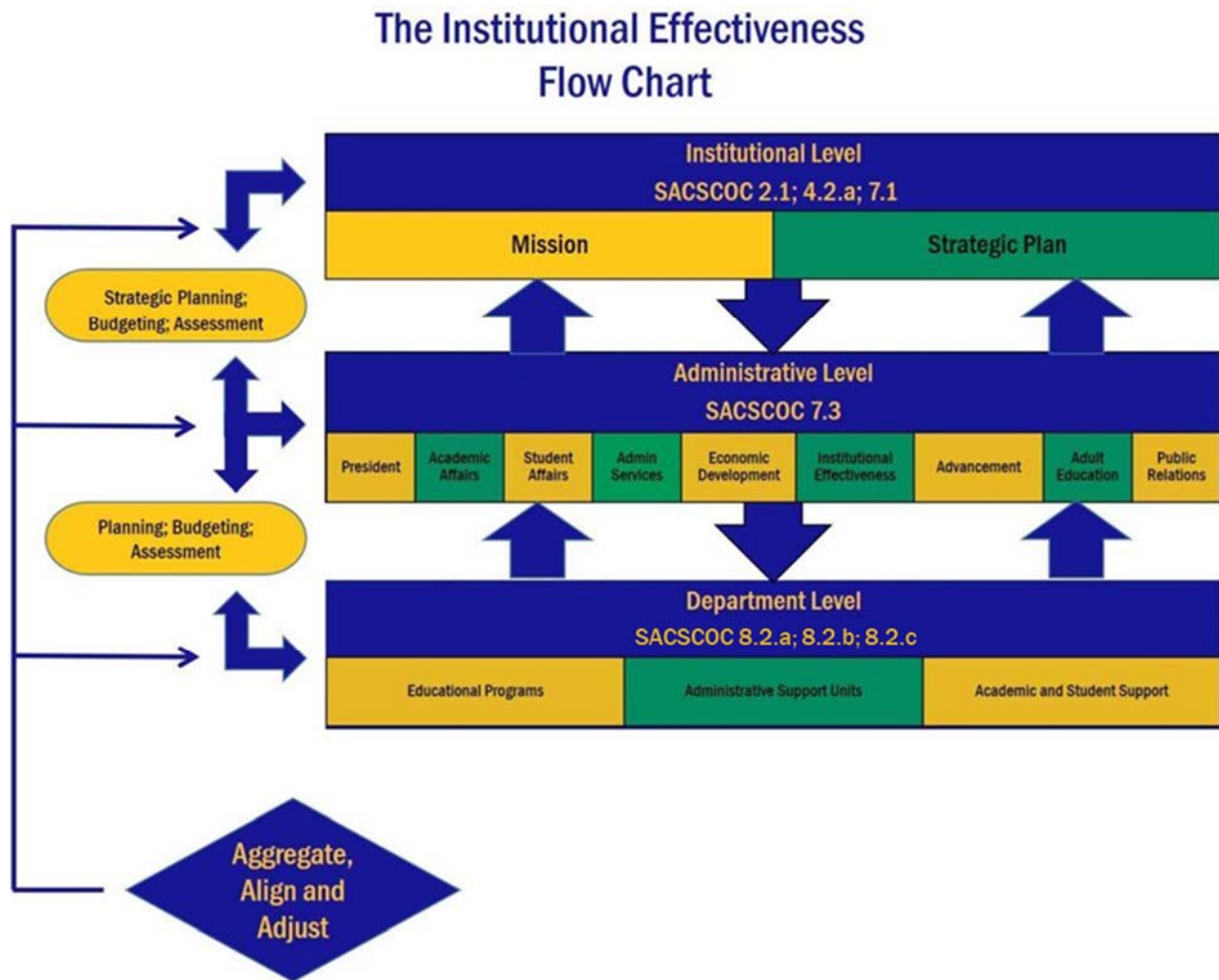
	<p>Annual IE Strategic Plan Evaluation showing connection from micro to macro assessment completed.</p> <p>Findings from the summary report used to inform departmental actions.</p>	<p>Student Affairs, Institutional Advancement, Economic Development, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G5. D: Provide innovative opportunities for Adult Education students to finish High School and gain high demand workforce skills.</p>	<p>Indicators of Success G5. D: Developed a High School Diploma option through Career Plus HSE including post-secondary TCCs.</p> <p>Gained Cognia Accreditation within 2 years.</p> <p>Graduation reports indicated successful completion of High School Diploma program and TCCs.</p>	<p>Responsible Parties G5. D: Adult Education</p> <p>Supporting Parties G5. D: Academic Affairs, Student Affairs, Economic Development, Institutional Advancement, Institutional Effectiveness, Marketing, and Administrative Services</p>
<p>Strategic Objective G5. E: Utilize technology to enable communications and collaboration, leading to the development of high quality innovative educational programs and services.</p>	<p>Indicators of Success G5. E: Timely identification and replacement of technology based on the Technology Replacement Plan is evident.</p> <p>Annual report of technology purchased and replaced is achieved.</p> <p>Requests for new technology outside of the purchasing plan due to disruptive innovation/technology are considered.</p>	<p>Responsible Parties G5. E: Information Technology</p> <p>Supporting Parties G5. E: Academic Affairs, Student Affairs, Economic Development, Institutional Advancement, Institutional Effectiveness, Marketing, Adult Education, and Administrative Services</p>
<p>Strategic Objective G5. F:</p>	<p>Indicators of Success G5. F:</p>	<p>Responsible Parties G5. F: Information Technology</p>

<p>Expand technology infrastructure to off-campus sites enabling greater student access and success.</p>	<p>Bandwidth semester reports from off-campus sites indicated technology modifications.</p> <p>Compiled pre and post semester speed tests for off-campus sites.</p> <p>Increased student utilization as measured from the campus usage report.</p> <p>Reviewed summary report highlighting opportunities to enhance student engagement through technology.</p>	<p>Supporting Parties G5. F: Academic Affairs, Student Affairs, Economic Development, Institutional Advancement, Institutional Effectiveness, Marketing, Adult Education, and Administrative Services</p>
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SOUTHERN CRESCENT TECHNICAL COLLEGE PLANNING MODEL

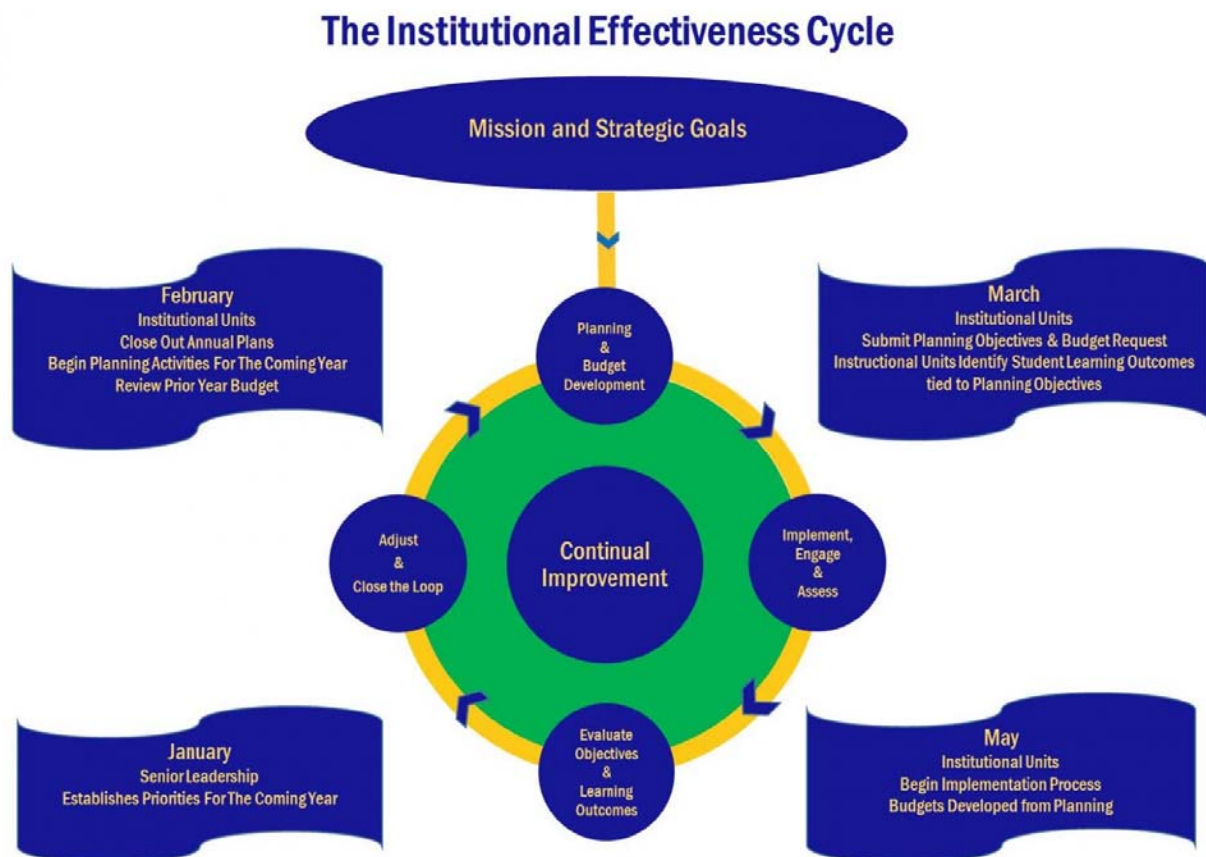
Institutional Effectiveness Flow Chart

The Southern Crescent Technical College mission drives both the establishment of the strategic plan as well as the planning, budgeting, and assessment process. The flow chart demonstrates the organization of institutional, administrative and departmental planning, budgeting, and assessment. College units continuously use assessment data not only to make changes to their programs and services, but also to establish new objectives and outcomes to better address their needs. Throughout the annual planning cycle, units use data to aggregate, align, and adjust as necessary to create a culture of continuous improvement.



Institutional Effectiveness Planning Cycle

The Institutional Effectiveness process at Southern Crescent Technical College (SCTC) embraces the Nichol's Institutional Effectiveness Model (Nichols, 1995). This model contains the following four components: 1) establishing an institutional mission, 2) identifying intended educational and administrative objectives and outcomes to the budget planning process, 3) assessing the degree to which these objectives and outcomes are accomplished, and 4) making changes to the institution's mission, goals, or programs, based on assessment findings. SCTC incorporates this model at all levels within the institution. The institutional unit review process includes administrative, educational support, and academic programs. Each College unit further aligns planning objectives and outcomes with the employees Annual Performance Evaluation. The SCTC mission drives the continuous cycle of strategic planning and institutional effectiveness. The graph below illustrates the cyclical nature of the College's institutional effectiveness planning, demonstrating its connection to the mission.



Adapted from: A Practitioner's Handbook for Institutional Effectiveness and Student Outcomes Assessment Implementation by James O. Nichols, Third Edition, 1995, Agathon Press, New York.

ANNUAL OPERATING BUDGET PROCESS

The annual operating budget process begins early spring. In preparation for the budget planning cycle, the College's budget planning process includes broad-based participation by obtaining input from every instructional program and administrative department within the College. Institutional units of the College are responsible for developing an annual budget and planning objectives.

Institutional units develop and submit annual planning objectives using the College's intranet-TigerNet/Envision Module. The annual improvement plan is a component of the annual budget plan and the elements include:

- Review department planning objectives and evaluate current year budget
- Evaluate operational goals, review required resources, and include budget requests
- Identify current personnel costs and non-personnel costs
- Review requested budgets
- Reconcile College annual budget requests to available funds
- Issue next fiscal year operating budgets

BUDGET CALENDAR AND PROCESS

(January/February)

Each institutional unit reviews annual close out of planning objectives and determines the success with which the department was able to reach its stated objectives, along with modifications for the upcoming year. During this time, each institutional unit begins planning activities for the upcoming year and reviews the prior year budget.

(March-April)

Using the College's intranet-TigerNet/Envision Module and Southern Crescent Technical College Strategic Plan and Objectives, the institutional units evaluate their operational needs and goals for the upcoming fiscal year and report the budgetary needs required to complete the goals. The institutional units have the opportunity to submit supply, travel, equipment, and new personnel requests. Each unit submits an estimated budget associated with completing the unit objectives with justification for equipment and new personnel requests with reference to a strategic goal and objective. In April or May of each year, College

Presidents and their Vice Presidents for Administrative Services (VPA) are provided the state and bond allocations for the upcoming budget year. All TCSG college budgets are approved by the governing board, the State Board of the Technical College System of Georgia.

(May-June)

The VPA develops the budget projections for the local funds generated by the College (tuition and fees). The local funds projection added to the College state budget allocation budget represents the total amount for the annual operating budget. Specific procedures used to identify actual expenditures include creating spreadsheets that are used to calculate personnel costs and non-personnel costs.

When all institutional budget requests are complete, the information is consolidated by category for each unit. The VPA schedules the budget meeting with the Senior Leadership Team to review and discuss the budget requests with consideration given to needs identified in the institutional planning objective.

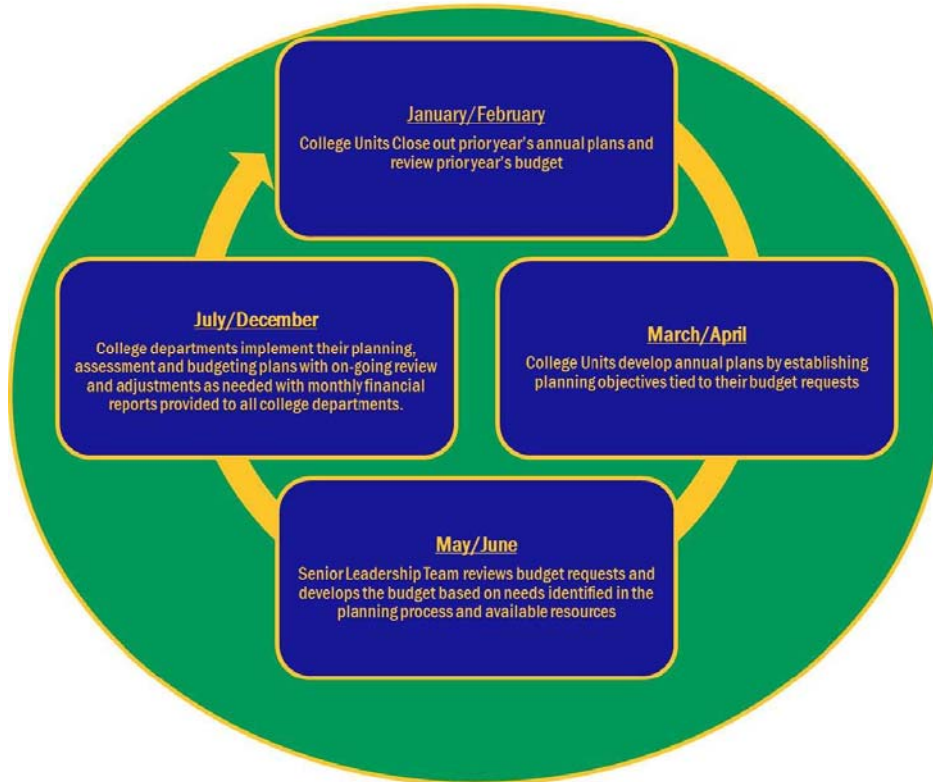
The departments requested budgets are reconciled to the annual budget projections for the upcoming year at the annual budget meeting by the Senior Leadership Team. The annual budget is approved by the Senior Leadership Team, and the President then presents it to the SCTC Board of Directors for review at the June or July Board meeting. The approved annual budget is captured in an Excel spreadsheet for data entry into PeopleSoft Financials module.

(July-Monthly)

The Vice President of Administrative Services provides monthly financial reports to all departmental managers for their guidance in staying within budgetary allocations. Throughout the year all revenues are monitored against anticipated revenues, including state appropriations, tuition and fees, and other sources of income. In the event there are conditions significant enough to impact the operations of the College, appropriate changes to the budget are agreed upon by the President and the Senior Leadership Team. Modifications which may be required for the Strategic Plan would follow the same procedures. The collection and assessment of data generated by the SCTC Strategic Plan would inform decision making at the Senior Leadership level. Subsequently, a budget

change is implemented upon submission of the Budget Amendment Form with approval by the appropriate parties. Financial reports containing year-to-date revenues and expenditures are reviewed regularly by the SCTC Board of Directors.

Budget Cycle Chart



The totality of inputs from the state level down through the internal mechanisms of the College reflect the processes, structure and cycles that were critical to the development of **Momentum**, Southern Crescent Technical College's 2024-2028 Strategic Plan. This plan would not have been possible without the full commitment and cooperation of our academic, public and business communities.