ATC STRATEGIC PLAN

INTRODUCTION

Our strategic plan is organized around six major goals that will help ATC fulfill the agency mission and achieve our vision for the future. The student success goals include: Access, Support Services and Technical Programs, Instruction, Sustainable Funding, Collaboration and Innovation, and Learning and Diversity. In addition, each goal has several strategic objectives that must be met to achieve the goal. Additionally, effectively implementing activities to achieve the goals and vision for the future is equally important.

ATC MISSION

Atlanta Technical College, a unit of the Technical College System of Georgia, located in the city of Atlanta, is an accredited institution of higher education that recognizes the importance of global education. The college provides affordable lifelong learning opportunities, associate degrees, diplomas, technical certificates of credit, customized business and industry training, continuing education, and other learning services using state-of-the-art technology. The integration of academics and applied career preparation to enhance student learning is essential in meeting the workforce demands and economic development needs of people, businesses, and the communities we serve.

ATC Core Value

These core values define our enduring character and are the primary reasons that Atlanta Technical College has been a strong community influence for so long. We are proud of our reputation in the community and our traditions of academic excellence and educational success. We honor tradition yet seek to expand it, moving forward into the future informed by traditional values that transcend time, college size, business and industry trends, management changes, or external factors.

By maintaining these core values, we preserve what has always been special about Atlanta Technical College. Our core values are the guiding principles that direct our work as we fulfill our mission. Whether you interact with a staff member or an administrator, attend classes taught by one of our faculty members, or meet an Atlanta Tech student in the community, you will see these values at work. Atlanta Technical College’s core values complement the Technical College System of Georgia belief system.

- Service
- Academic Excellence
- Respect and Integrity
- Empowerment and Accountability
- Creativity
- Diversity
- Community
GOALS AND STRATEGIC OBJECTIVES

Access to and Awareness of Technical Education: Atlanta Technical College is committed to mitigating the barriers that may limit student access to a post-secondary education.

**GOAL I**

Provide access to technical education through the enrollment of undergraduate students

Desired Long-term Outcome:

Increase by 5% year-over-year the number of students who enroll in Atlanta Technical College’s credit and non-credit programs.

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<thead>
<tr>
<th>Strategic Goals, Objectives, Strategies, and Performance Metrics</th>
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<tbody>
<tr>
<td><strong>Objective 1.1:</strong> Increase the number of students who enroll in technical certificate of credit, diploma, and degree programs.</td>
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<td><strong>Objective 1.2:</strong> Provide adult education programs and services responsive to the needs of the college and surrounding community, which accelerate progression into higher education and entry or reentry into the workforce.</td>
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<td><strong>Objective 1.3:</strong> Refine enrollment processes to include application, orientation, advising, and assessment.</td>
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<td><strong>Objective 1.4:</strong> Promote visibility and greater awareness of the importance of technical education through community outreach programs.</td>
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**Student Success through Support Services and Technical Programs**

Prepare students to successfully compete in the 21st century workforce and/or transition to 4-year colleges

Desired Long-term Outcome:

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<th>Increase the year-over-year retention rate and graduation rate by 5%</th>
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**Strategic Goals, Objectives, Strategies, and Performance Metrics**

<table>
<thead>
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<th>Objective 2.1:</th>
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<td>Create an environment that enhances the academic, social and intellectual engagement of each student.</td>
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<th>Objective 2.2:</th>
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<td>Provide support needed to retain students until they complete their programs and graduate.</td>
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<th>Objective 2.3:</th>
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<td>Promote affordability by creating innovative, robust and customized financial support options that map to student needs.</td>
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<th>Objective 2.4:</th>
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<td>Promote articulation agreements and the expansion of GA TRACS course offerings.</td>
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Enhance student success through quality instruction, innovation, and collaboration, delivering the skills needed to succeed in a competitive workforce.

**Desired Long-term Outcome:**

Increase the year-over-year retention rate and graduation rate by 5%.

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### Strategic Goals, Objectives, Strategies, and Performance Metrics

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<th>Objective 3.1:</th>
<th>Provide a curriculum that exposes students to innovations in technology.</th>
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<tr>
<td>Objective 3.2:</td>
<td>Provide a technology-driven curriculum that exposes students to innovative instructional delivery, supports accelerated learning and provides increased options for courses offered.</td>
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<td>Objective 3.3:</td>
<td>Improve the overall quality of instruction.</td>
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<td>Objective 3.4:</td>
<td>Regularly review accreditation standards to ensure the institution’s compliance with accreditation requirements.</td>
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Development of Sustainable Funding Sources

Demonstrate fiscal responsibility and accountability, strengthen funding relationships, and strategically work to develop new sustainable funding sources.

Desired Long-term Outcome:
Increase by 10% each year the amount of revenue and resources raised from a variety of sources.

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**Objective 4.1:**
Increase the annual revenues from corporations, foundations and individuals.

**Objective 4.2:**
Strive to increase the sustainability, revenue and resources of ATC.

**Objective 4.3:**
Develop and implement cost reduction practices.

**Objective 4.4:**
Develop and administer College budget.

**Objective 4.5:**
Contribute to a positive learning and working environment through effective, efficient and responsive administrative services.
**Culture of Collaboration and Innovation**

Create a culture that inspires collaboration and innovation with members of the community.

Desired Long-term Outcome:

| Increase the year-over-year placement rate by 2% |

| Strategic Goals, Objectives, Strategies, and Performance Metrics |

| **Objective 5.1:** |
| Strengthen collaboration with community businesses, organizations and residents to develop a skilled workforce for Georgia. |

| **Objective 5.2:** |
| Excel at collaborating with community businesses through outreach programs and cultural activities. |
**Campus Environment for Learning, Innovation and Diversity**

Create and maintain a progressive campus environment conducive to learning, inviting to innovation and welcoming to a diverse workforce, student body, and business organizations.

Desired Long-term Outcome:

**The number of quality off-campus sites that provide ATC programs and services will increase by one each year**

| Strategic Goals, Objectives, Strategies, and Performance Metrics |
|---|---|
| **Objective 6.1:** | Develop, strengthen, and retain a faculty and administration capable of offering a campus environment conducive to learning and innovation |
| **Objective 6.2:** | Develop and maintain a comprehensive physical campus infrastructure that supports an effective teaching, learning and working environment |
| **Objective 6.3:** | Support the college’s ongoing commitment to a culture of continuous improvement through appropriate planning and budgeting which are derived from the assessment processes |
| **Objective 6.4:** | Improve customer service throughout all academic and administrative divisions. |
STRATEGIC PLANNING COMMON LANGUAGE

**Values**
Traits or characteristics considered intrinsic to or necessary for optimal functioning of an institution or culture

**Goals**
Broad long-term aims for desired accomplishments

**Objectives**
Specific programs or processes implemented to achieve goals

**Outcomes**
Identifiable, measurable end results of a program

**Strategies**
Incremental tasks necessary to achieve objectives

**Assessment**
A three–step process which includes the systematic collection, analysis, and use of information to make improvements

**Vision**
A vivid purpose statement of aspiration for the future derived from the organization’s values and mission

**Mission**
A concise inspiring statement of purpose that defines the organization’s prime functions

**Core Values**
Define enduring character and are guiding principles that direct the organization’s work and the fulfillment of the mission
PLANNING ROLES AND RESPONSIBILITIES

The President assisted by Vice Presidents is responsible for all activities of the College, provides advocacy, leadership and direction for the Institutional Effectiveness Program and has responsibility for assuring that the program is well structured, well implemented and effective. The President has final authority over the content of the College Strategic Plan.

The Vice Presidents along with the Leadership Team facilitate communication among the various units of the college and advise the President regarding college-wide policies, practices and concerns. Their responsibilities in relation to Institutional Effectiveness include:

- Communicating with all faculty and staff the importance of planning, assessment and budget development processes and the nature and significance of their role in these processes
- Assigning responsibility for completion of identified goals and objectives to appropriate individuals or units
- Understanding, promoting, facilitating and supporting the planning and assessment process.
- Monitoring progress on and assuring completion of Annual Unit Plans
- Reviewing and making recommendations regarding the College Strategic Plan and Annual Plan

The Institutional Effectiveness includes the Associate Vice President of Institutional Effectiveness, Director of Institutional Research, and support staff. The responsibilities of the office are:

- Coordinating accreditation activities
- Developing and refining the college planning and assessment process
- Coordinating development of the College Strategic Plan
- Coordinating completion of Annual Plans
- Educating members of the college community about planning and assessment processes and their respective roles in these processes
- Developing a coordinated system of collecting assessment data which will provide appropriate planning and assessment data to units in a timely manner
- Establishing and maintaining a planning and evaluation calendar
- Assisting planning units in developing and implementing on-going assessment of the effectiveness of programs and services in accomplishing identified goals and objectives and in developing Annual Plan Objectives based on the results of the assessment
- Keeping the college current with changing SACSCOC principles of accreditation
- Maintaining College Policy and Procedure Manual
- Coordinating special projects for College improvement (e.g. Complete College Georgia)
The **Institutional Effectiveness Quality Team** is to ensure the quality of Atlanta Technical College through the systematic improvement of processes related compliance with accreditation and governmental regulatory criteria, periodically review the planning and evaluation process, periodically review the institutional research process, periodically review budgeting procedures and processes. Additionally, complete Senior Staff-directed and Team-directed projects, as approved by the President, consistent with coordination of accreditation and review processes. Assist with the coordination of the strategic planning process. Advise on the quantitative and qualitative data collection and dissemination process. Advise on the budgeting process. Advise on strategies to increase revenue and decrease costs. Periodically review plans to maximize space and time available to offer programs and services. Periodically review performance outcomes and recommend processes to improve these indicators of performance. Periodically review the Curriculum, Planning, and Instruction Satisfaction Survey. Advise on a central document/documentation location to access policies, procedures, and other institutional information.

**Structure:** The Institutional Effectiveness Quality Team shall embody a fair representation of the institution. Its membership shall minimally include persons from each of the following areas:

- Administrative Services (Accounting)
- Administrative Services (Financial Aid)
- Economic Development
- Academic Affairs (Arts & Sciences Division)
- Academic Affairs (Business & Public Services Division)
- Academic Affairs (Health & Public Safety Division)
- Academic Affairs (Industrial & Transportation Division)
- Student Affairs
- Information Technology
- Curriculum, Planning, and Instruction
- Associate Vice President of Academic Affairs
- Senior Staff Representative
- At least one member must be from support staff.
- At least two members must be from faculty.

The **Academic Affairs Leadership Team** provides oversight to all instructional processes, issues and academic affairs.

The **Department and Division Heads** are responsible for coordinating planning and assessment activities in their departments and divisions.

**Members of Departments and Divisions**’ responsibilities include:

- Participating in the Strategic Planning Process.
- Identifying specific department or division unit plans and student learning outcomes.
- Identifying and implementing objective measurement standards to assess the degree to which specific plans and student learning outcomes have been achieved.
- Identifying specific data required for the assessment of unit plans and student learning outcomes.
- Using assessment results to develop annual plans and student learning outcomes.
- Modifying programs and services necessitated by assessment activities.