



CREATING THE FUTURE





Vision Statement

Southwest Georgia Technical College envisions itself as an educational leader dedicated to serving students, citizens, business, and industry. The College seeks to change lives by graduating individuals who are academically prepared, technically skilled, community oriented, and socially conscious.

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Introduction



Southwest Georgia Technical College has established a rich tradition of meeting the needs of students and of business and industry. On April 1, 1947, the College began providing community-based higher education to assist World War II veterans transitioning from military to civilian life. Now, after sixty-three years, new generations of college students regard the College as the pathway to a successful future.

The College's FY 2008-FY 2012 Strategic Plan: *Creating the Future* was prepared during the fall and winter of FY 2007, by the Strategic Planning Ad Hoc Committee. It was approved by the Board of Directors on February 6, 2007. Since that time, the College has worked diligently to implement activities necessary to accomplish the College Goals and Strategic Objectives included in the Plan. Annual reports identifying the accomplishments of the Strategic Plan attest to the success of recent years. Most recently, the Board of Directors approved a new Mission Statement on March 2, 2010, and updates to the Strategic Plan on April 15, 2010.

The five-year plan is designed to enhance the College's programs and services to meet the current and emerging needs of our students and of business and industry. The College Goals and Strategic Objectives focus on six major areas of emphasis:

- Instructional Programs
- Technology and Infrastructure
- Student Support Services
- Economic Development
- Assessment and Accountability
- Institutional Advancement

Proud of its heritage and confident of its future, Southwest Georgia Technical College presents to you the College's FY 2011 Update to the five year FY 2008-FY 2012 Strategic Plan. The College remains committed to changing lives—one student at a time.

Glenn A. Deibert, Ed.D.
President

Creating the Future



Mission Statement

Southwest Georgia Technical College, a unit of the Technical College System of Georgia, is a public two-year technical college with the mission to provide learner-centered and high-quality services, courses, and programs through traditional and distance delivery methods, at both on-campus and off-campus locations, serving primarily the citizens of Thomas, Grady, and Mitchell Counties. This mission is accomplished through college-wide services; credit courses leading to associate degree, diploma, and technical certificate of credit programs; adult education services; continuing education; customized business and organizational training; and economic development services. These services, courses, and programs develop individual skills and abilities; provide for intellectual, career, personal, and professional development; and meet the needs of business and industry. Achievement of this mission promotes economic growth and development and improves the quality of life for individuals and the community.

~ Approved by the State Board April 1, 2010



Values



SWGTC Students

Commitment
Integrity
Team Work
Excellence
Respect

At Southwest Georgia Technical College, we subscribe to values, which are the foundation of how we teach, work, and conduct business. These values provide direction to improve programs and services continually. We believe the following College Values and the supporting behaviors are necessary to accomplish our mission.

Commitment

As demonstrated by

- supporting the vision, mission, philosophy, values, and goals of Southwest Georgia Technical College,
- taking responsibility to accomplish agreed-upon and/or assigned work,
- accepting accountability for performance/work results, and
- communicating to students Southwest Georgia Technical College's commitment to student achievement.

Integrity

As demonstrated by

- modeling and promoting ethical behavior,
- protecting entrusted confidential information,
- providing accurate and timely information,
- seeking to understand the perspective of others, and
- conveying a sense of proprietorship by responsible use of Southwest Georgia Technical College resources.

Team Work

As demonstrated by

- acknowledging, accepting, and actively supporting the team and its members,
- expressing opinions regarding problems/issues and offering solutions in a professional manner,
- aligning professional goals with team goals, and
- sharing responsibility for the team's accomplishments and decisions.



Values

Excellence

As demonstrated by

- representing Southwest Georgia Technical College in a positive, professional manner,
- being flexible, innovative, and adaptive to change,
- exceeding job expectations,
- seeking continuous self-development,
- helping others in their professional development, and
- enhancing the quality and effectiveness of programs and services.

Respect for the Individual

As demonstrated by

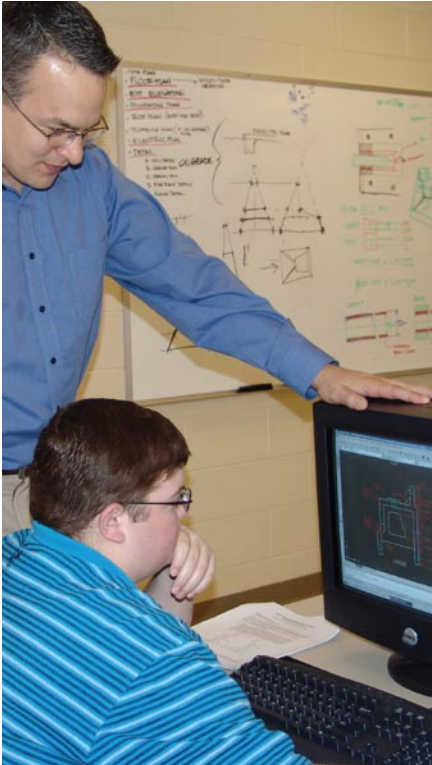
- respecting and utilizing the multiple perspectives of our diverse population,
- interacting with students and staff in a courteous, professional manner,
- demonstrating respect by listening to others with a willingness to understand their points of view,
- incorporating the College Values in working with others, and
- exhibiting trust and confidence in the abilities of others.

SWGTC Faculty work closely with students.





College Goals



*SWGTC Student success
is a faculty priority.*

*Our goals
support our
mission.*

1. Provide high-quality instructional courses and programs that serve the intellectual and career needs of individuals and the needs of business and industry.
2. Provide advanced technology and infrastructure to support teaching, learning, and administrative functions.
3. Provide comprehensive services and resources to promote student success.
4. Provide quality training programs to serve the needs of individuals and to promote economic development of business and industry.
5. Maintain an ongoing research-based system of assessment, planning, and budgeting to achieve expected outcomes.
6. Develop mutually beneficial partnerships to secure contributions from business and industry, public-sector sources, private foundations, and individuals.



*SWGTC offers over 80 programs of study at the
Associate Degree, Diploma, and Certificate levels.*



TeamWork in Action





Strategic Objectives



*SWGTC and Thomas University
Presidents sign articulation agreement.*

*Our College
and our
community
working as a
team.*

Instructional Programs

College Goal 1:

Provide high-quality instructional courses and programs that serve the intellectual and career needs of individuals and the needs of business and industry.

Strategic Objectives:

1. Expand and develop programs and offerings.
2. Achieve and maintain applicable program accreditation.
3. Maintain satisfactory licensure pass rates for applicable programs.
4. Establish new opportunities for articulation of courses and programs.
5. Expand learning opportunities through innovative instructional delivery methods.
6. Implement industry certifications in programs.
7. Improve student performance on Student Learning Outcomes.



Strategic Objectives



SWGTC students train on state-of-the-art equipment.

Technology and Infrastructure

College Goal 2:

Provide advanced technology and infrastructure to support teaching, learning, and administrative functions.

Strategic Objectives:

1. Provide campus-wide access to technologies that enhance student learning and meet administrative needs.
2. Enhance technology to ensure sufficient network and wireless capacity, to streamline processes, and to improve services.
3. Continue to improve the College website and intranet to ensure that information is available and accessible to all constituencies, including prospective and current students and parents, alumni, faculty, staff, trustees, business and industry, and the public.
4. Provide and support appropriate adaptive technology for individuals with documented special needs.
5. Provide faculty and staff with ongoing professional development opportunities to acquire and maintain skills needed to deliver effective programs and services.
6. Construct new buildings, renovate existing facilities, and maintain buildings and grounds to meet current and future needs.
7. Expand and maintain library services and resources to support teaching, learning, and research.



Strategic Objectives



SWGTC staff members support student success.

Student Support Services

College Goal 3:

Provide comprehensive services and resources to promote student success.

Strategic Objectives:

1. Increase enrollment by recruiting, assessing, counseling, and admitting a diverse student population.
2. Promote and facilitate successful transition to college by providing student-centered support services.
3. Improve retention and graduation rates in all programs of study by providing viable resources and comprehensive student support services.
4. Increase student involvement by expanding and promoting student activities.
5. Maintain or increase placement rate by providing students and graduates with comprehensive job search assistance and follow-up.
6. Address the needs of special populations by providing assistance to remove barriers to educational success.



SWGTC students benefit from career counseling advisement services.



Strategic Objectives

Economic Development

College Goal 4:

Provide quality training programs to serve the needs of individuals and to promote economic development of business and industry.

Strategic Objectives:

1. Determine local business and industry training needs.
2. Offer high-quality, customized training and continuing education courses for local business and industry and for the community.
3. Promote the Georgia Quick Start program and serve as liaison with local business and industry.
4. Develop relationships with local business and industry to promote economic development opportunities.
5. Encourage faculty, staff, and student participation in community activities and organizations.

SWGTC plays role in Georgia's Quick Start Program.





Strategic Objectives



SWGTC students complete internships at area hospitals.

Assessment and Accountability

College Goal 5:

Maintain an ongoing research-based system of assessment, planning, and budgeting to achieve expected outcomes.

Strategic Objectives:

1. Demonstrate compliance with the Southern Association of Colleges and Schools: Commission on Colleges (SACS: COC) accreditation requirements to ensure a quality educational experience for students.
2. Improve the culture of assessment and accountability to ensure that decisions are data-driven and to strengthen effectiveness and efficiency of all areas.
3. Design and implement web-based software to document outcome assessments, improvements, planning, and budgeting.
4. Demonstrate compliance with Performance Accountability Review requirements.
5. Conduct Business and Industry Training Needs Surveys to identify emerging needs for new and expanding programs and to determine improvement needs for existing programs and services.
6. Identify potential new programs and conduct annual program needs assessments to determine new programs to be offered by the College.
7. Ensure that College policies and procedures are in accord with the Technical College System of Georgia, COC, and other external agencies/organizations.
8. Maintain College administrative support, educational support, community/public service, and program units on an ongoing basis.
9. Improve performance on Outcome Assessment.



Strategic Objectives

Institutional Advancement

College Goal 6:

Develop mutually beneficial partnerships to secure contributions from business and industry, public-sector sources, private foundations, and individuals.

Strategic Objectives:

1. Develop fund-raising strategies to expand grant writing activities and the base of major-gift, planned-gift, and annual-fund prospects.
2. Research and develop a strategy for conducting a capital campaign.
3. Increase resource development for scholarship opportunities.
4. Develop processes for selecting and training Foundation Trustees.
5. Implement a strong marketing campaign to enhance the image, visibility, and distinction of the College.
6. Establish a SWGTC alumni association.

SWGTC Foundation purchases library resources for student use.





Plan Preparation/ Implementation Process

The process of preparing the Southwest Georgia Technical College FY 2008-FY 2012 Strategic Plan: Creating the Future involved conducting research and gathering information in FY 2005 through FY 2007. This preparatory process ensured that College personnel had a sufficient understanding of the external and internal environments in order to plan adequately for the future. Opportunities for broad-based input into the plan were afforded various constituencies, including members of Program Advisory Committees, College Faculty and Staff, Student Council, the local Board of Directors, and the Foundation Trustees. This participation resulted in a viable plan that will provide direction for the College in establishing priorities and planning activities. A flowchart depicting the process follows this section.

Strategic Planning Ad Hoc Committee

In October 2006, twelve members of the faculty and staff agreed to serve on the Strategic Planning Ad Hoc Committee. Five of eight members of the President's Leadership Council volunteered to serve. The other seven members of the Committee represented each of the five instructional divisions, plus representatives from distance education and student affairs. The Committee held its organizational meeting on November 14, 2006, and met periodically through January 18, 2007.

Research

Research began with the administration of the Business and Industry Training Needs Survey in Fall 2004. Designed to derive input from business leaders and employers, this survey determines current and future community needs for new and/or expanding programs and identifies improvement(s) needed in existing programs and/or services. The document, SWGTC Results of Business and Industry Survey: FY 2005, summarized responses.

Information gathering began when Strengths, Weaknesses, Opportunities, and Threats (SWOT) identification sessions were held beginning in Fall 2005. Program Advisory Committees, Faculty and Staff, Student Council, the local Board of Directors, and Foundation Trustees participated in individual group SWOT sessions. Program and College SWOT results were summarized in the document, SWGTC Strengths, Weaknesses, Opportunities, and Threats: SWOT Analysis Report FY 2006.

Next, the status of the external environment was examined and resulted in the document, SWGTC Labor Market Analysis: 2006. This document provides information on the international, United States, Florida, and Georgia economies. Also included is information regarding the economies, demographics, social issues, business and industry, and Chambers of Commerce in the College's three-county service area: Thomas, Mitchell, and Grady. The document also summarized employment needs.

In Fall 2007, an online survey, FY 2007 Mission Statement Evaluation, was distributed to Program Advisory Committees, the Faculty and Staff, and Student Council in order to obtain opinions about the College's current Mission Statement. A summary document reported opinions of the 146 survey responses.



Plan Preparation/ Implementation Process

On November 15, 2007, the Office of Institutional Effectiveness requested input via email from members of the Strategic Planning Ad Hoc Committee and members of the President's Leadership Council (PLC). Respondents were asked to share their "dreams and visions" of what the College should be in three to five years. A summary document was prepared.

Other documents were available to Strategic Planning Ad Hoc Committee members throughout the process. These included the following:

- SWGTC Strategic Plan FY 2001-FY 2011
- SWGTC Strategic Plan FY 2001-FY 2011: FY 2006 Evaluation of Institutional Goals and Strategic Objectives and FY 2007 Plan
- TCSG Strategic Plan
- TCSG 2007 Legislative Priorities
- FY 2007 SWGTC Initiatives
- Strategic Industries—Programs

Plan Approval and Implementation

The Strategic Planning Ad Hoc Committee approved changes to the Mission Statement on January 4, 2007. The primary change in the Mission Statement was the addition of the phrase "learner-centered." This edit was made primarily due to national attention and the Commission on Colleges' focus on the student and on student learning outcomes. The President's Leadership Council approved the new Mission Statement at their meeting on January 9, 2007.

On January 18, 2007, the Committee approved the Southwest Georgia Technical College FY 2008-FY 2012 Strategic Plan: Creating the Future and forwarded it to the President's Leadership Council. The President's Leadership Council approved the Strategic Plan at their January 23, 2007 meeting. The local Board of Directors approved the new Mission Statement and the Strategic Plan on February 6, 2007.

The FY 2010 review of the SWGTC Mission Statement resulted in a revision that was approved by the local Board of Directors on March 2, 2010, and by the State Board on April 1, 2010. The new Mission Statement now includes references to the Technical College System of Georgia (TCSG) and on-campus and off-campus operations; identifies each of the three counties in the College's defined service area; and communicates specifically the scope of College operations. The local Board of Directors approved updates to the Strategic Plan for FY 2011 at its April 5, 2010 meeting.

An Implementation Plan, including Activities for accomplishing College Goals and Strategic Objectives, was in place March 2007, for use by stakeholders in Annual Planning for FY 2008. Each following year, the President's Leadership Council (PLC) considers new priorities and/or changes to College Goals and Strategic Objectives included in the Strategic Plan. The local Board of Directors reviews and approves any additions, deletions, or edits to the Strategic Plan. Additionally, the PLC annually reviews and updates Activities included in the corresponding Implementation Plan as the College completes these Activities and initiates new Activities. At each year's end, beginning with FY 2008, the PLC records the accomplishments of College Goals, Strategic Objectives, and Activities. The College documents accomplishments annually by publishing an assessment of College Goals, Strategic Objectives, and Activities.

STRATEGIC PLAN PREPARATION PROCESS

Strategic Planning Ad Hoc Committee
Established • November 14, 2006

- Review Research and Information**
- SWGTC Results of Business and Industry Survey: FY 2005
 - SWGTC SWOT Analysis Report FY 2006
 - SWGTC Labor Market Analysis: 2006
 - FY 2007 Mission Statement Evaluation
 - Status of SWGTC Strategic Plan FY 2001 – FY 2011: FY 2006 Evaluation of Institutional Goals and Strategic Objectives and FY 2007 Plan
 - TCSG Strategic Plan
 - TCSG 2007 Legislative Priorities
 - FY 2007 SWGTC Initiatives
 - Strategic Industries – Programs

- SWGTC Mission Annual Review**
- Program Advisory Committees
 - Faculty and Staff
 - Student Council

- Vision Survey Response**
- Strategic Planning Ad Hoc Committee
 - President's Leadership Council

- Role and Scope Input**
- President's Leadership Council

- Revise Institutional Documents**
- Philosophy
 - Vision
 - Mission
 - Values
 - Role and Scope
 - College Goals
 - Strategic Objectives

Prepare Draft Strategic Plan
January 4, 2007

Draft Disseminated to Faculty and Staff
January 4, 2007

Prepare Final Strategic Plan
January 18, 2007

Foundation Trustees Review Draft Strategic Plan
January 8, 2007

PLC Approves Mission Statement
January 9, 2007

Faculty and Staff Provide Input on Draft Strategic Plan
January 12, 2007

PLC Approves Strategic Plan
January 23, 2007

Student Council Reviews Strategic Plan
February 5, 2007

Local Board of Directors Approve Strategic Plan
Mission Statement and Strategic Plan
February 6, 2007



Acknowledgements

The Strategic Planning Ad Hoc Committee prepared the FY 2008-FY 2012 Southwest Georgia Technical College Strategic Plan: *Creating the Future* during Fall 2006 and Winter 2007. The Committee members are commended for their tireless efforts, professionalism, caring, and commitment to the College and its students, programs, and services. The Committee was comprised of the following members: Carla Barrow, GVTC Coordinator; Tammy Bryant, Associate Degree Nursing Instructor; Ron Carney, Vice President Administrative Services; Glenn Deibert, President; Ralph Griffith, Drafting Technology Instructor; Debbie Goodman, Vice President Institutional Effectiveness and Committee Chair; Doug Haydel, English Instructor and Plan Editor; Lorette Hoover, Vice President Instructional Services; Gail Long, Early Childhood Care and Education Instructor; Jeanine Long, College Counselor and Committee Secretary; Chris Parrish, Business and Office Technology/Applied Business Technology Instructor; and Gary Pitts, Vice President Economic Development. Committee members thoughtfully considered information obtained over time from various constituencies that included Program Advisory Committees, faculty and staff, Student Council, President's Leadership Council, the local Board of Directors, and Foundation Trustees.

In addition to the Committee members, the following individuals attended several meetings to make certain the Committee included Strategic Objectives appropriate for assigned areas of responsibility: Joyce Halstead, Vice President Student Services; Steve McCoy, Director Information Technology; Annie McElroy, Director of Instruction; and Gail Roberts, Director of Library/Media Services. Similarly, other faculty and staff served on sub-committees during the process of establishing the new Strategic Objectives.



Strategic Planning Ad Hoc Committee

Next to Rail: Top to Bottom

Lorette Hoover, Chris Parrish, Tammy Bryant,
Carla Barrow, Debbie Goodman,
Jeanine Long

Away from Rail: Top to Bottom

Glenn Deibert, Doug Haydel, Ron Carney,
Gary Pitts, Ralph Griffith

The President's Leadership Council, the local Board of Directors, and the Foundation Trustees are responsible for ensuring that the Strategic Plan is a living document used to determine the College's direction and focus. These groups provide leadership, support, and commitment to activities and initiatives necessary to guide the College into the future.

Debbie Goodman, Ed.D.
Vice President, Institutional Effectiveness
Chair, Strategic Planning Ad Hoc Committee

President's Leadership Council

Back Row: L-R
Gary Pitts
Christa Herring
Carla Barrow
Joyce Halstead
Sheryl Sealy
Paul Roberts
Debra Rogers (not pictured)

Front Row: L-R
Dr. Debbie Goodman
Dr. Glenn Deibert
Dr. Annie McElroy





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- 1 Frances Milberg, Chair
Thomas County
- 2 Julia Singletary, Vice Chair
Thomas County
- 3 David Burton
Mitchell County
- 4 Kha McDonald
Thomas County
- 5 Ray Muggridge
Mitchell County
- 6 Charles Stafford
Grady County
- 7 Zach Wheeler
Thomas County



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- 1 Bob Hutchison, Chair
Thomas County
- 2 Tommy Hill, Vice Chair
Thomas County
- 3 Chris Addleton
Grady County
- 4 Jenny Bostick
Mitchell County
- 5 C. B. (Scooter) Grubbs
Thomas County
- 6 Zeke Johnson
Thomas County
- 7 Janet Liles
Thomas County
- 8 Roy M. Lilly, Jr.
Thomas County
- 9 Vic Pemberton
Grady County
- 10 Robby Pitts
Thomas County
- 11 Charles Renaud
Grady County
- 12 Charles Rooks
Mitchell County
- 13 Greg Rusow
Grady County
- 14 Jane Shirah
Mitchell County



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15689 U.S. Highway 19 North
Thomasville, Georgia 31792
www.southwestgatech.edu

Southwest Georgia Technical College does not discriminate on the basis of race, color, national origin, gender or disability. The Title IX Coordinator: Joyce Halstead, VPSA, SWGTC Building A, (229) 225-5062. Section 504 Coordinator: Alison Welch, SWGTC Building A, (229) 227-2793.

Southwest Georgia Technical College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award Associate Degrees, Diplomas, and Technical Certificates of Credit. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Southwest Georgia Technical College.