

TECHNICAL COLLEGE
TCSG
SYSTEM OF GEORGIA

FY 2017 Strategic Plan



Updated July 1, 2016

TCSG Strategic Plan

Commissioner's Introduction

The Technical College System of Georgia (TCSG) provides a unified network of technical education, adult education, and customized business and industry training throughout the state. Our programs use the best available technology and offer easy access to lifelong educational opportunity for all Georgians.

Last year, over 30,000 students graduated from one of TCSG's 22 colleges. These students chose TCSG for quality training that leads to employment. According to our most recent graduate survey, 86% of recent TCSG graduates are working in their field of study or a closely related field. When students that continue their education or work in another area are included, the successful transition rate is 99%.

Developing the TCSG strategic plan gives us the opportunity to ask ourselves what's working strategically and what needs improvement as we continue to focus on our priorities: technical education, adult education, and economic development. Strategic improvements allow organizations to meet the ever-changing needs of their clients. At TCSG, we want our customers to know that we will always work in an effective manner to meet those needs.

We are also mindful that our goals entail strong relationships with partners, building a foundation on which TCSG can make even more of an impact than it already does. Our stakeholders assist us with additional resources so we can continue to do a great job of supporting our customers.

From the opening of Georgia's first technical school in 1944, technical education has remained focused on workforce skills that lead to employment. This plan is a product of TCSG leadership, staff and students and reflects their hard work and participation. It is with great pleasure that I present our Strategic Plan update.



A handwritten signature in black ink that reads "Gretchen Cabin". The signature is written in a cursive, flowing style.

TCSG STRATEGIC PLAN

FY 2017 Update

INTRODUCTION

To develop this plan, TCSG conducted a comprehensive strategic planning process that resulted in a strategic vision for the future. The planning process actively engaged TCSG's stakeholders and generated ideas to create strategic options. The options were analyzed and resulted in a number of strategic concepts. In turn, these concepts were used as the framework for building the TCSG system strategic plan.

The Technical College System of Georgia is organized around three functional units that directly serve the public. These units are supported by the system's administrative staff.

Technical Education

TCSG's educational and training programs are available across Georgia through our 22 Technical Colleges and 86 campus locations. In addition, last year over 63,000 students took an online course. TCSG offers students a choice of over 600 individual majors. These majors range from one semester Certificates to Diplomas and Associate Degrees that can take over two years to complete. In 2015, TCSG enrolled over 130,000 students and produced over 30,000 graduates.

Adult Education

Through its providers, the Office of Adult Education promotes and provides adult education programs across the state of Georgia. Literacy programs are available to adults needing basic, general, or specialized skills instruction. The Office of Adult Education facilitates collaboration among state and local entities to improve adult education efforts.

Economic Development (Quick Start)

The Office of Economic Development is dedicated to providing the customized workforce training needed by Georgia's businesses to stay competitive in today's global economy. Quick Start, Georgia's internationally acclaimed workforce training program, provides customized training free-of-charge to qualified new, expanding and existing businesses. In addition, the economic development offices at each technical college work every day to make sure their local companies have the customized, contract training they need to keep their workforces' skills up-to-date and cutting edge.

Our strategic plan is organized around four major goals that will help TCSG fulfill the agency mission and achieve our vision for the future. In addition, each goal has several strategic objectives that must be met to achieve the goal.

However, developing a quality strategic plan is only the beginning of an effective planning process; implementing activities to achieve the goals and vision for the future is equally important. Consequently, TCSG is committed to measuring and tracking our success through forward looking metrics. To document progress in implementing the plan, we have identified eight strategic outcome measures to guide us.

TCSG MISSION

The Technical College System of Georgia provides technical, academic and adult education and training focused on building a well-educated, globally competitive workforce for Georgia.

TCSG VISION

The Technical College System of Georgia will be acknowledged as a world leader in technical education, providing access to student-centered, high-quality affordable postsecondary education and training. We will equip students for success, thereby building literate and economically strong communities and businesses for Georgia.



Photo: Georgia BioScience Training Center (Newton County, Georgia)

Goals and Strategic Objectives

As part of the strategic planning process, agency stakeholders generated over six thousand ideas. After these were analyzed and placed into categories, agency leadership developed a strategic framework to use as the foundation for building TCSG's Strategic Plan. Accordingly, the following goals and associated strategic objectives tie directly to the ideas developed during the planning process. If we are successful in achieving these goals and objectives, more students will enroll in and graduate from TCSG's institutions. In turn, our graduates will leave with academic credits that transfer to other institutions and marketable skills that lead to employment.

Goal 1: Students

Students and student success are the focus of the Technical College System of Georgia (TCSG); colleges will prepare their students for quality jobs and/or continuing their education.

Strategic Objectives (Students)

1. Access: All residents will have access to a quality education.
2. Affordability: TCSG should remain a low cost, quality educational option and provide alternative methods to help finance students' educational goals.
3. Student Life: TCSG students will have access to a full range of campus and college activities to enhance their intellectual and social experience.
4. Completion: To be successful, TCSG must ensure that students graduate from their educational program in a timely manner.
5. Articulation: TCSG coursework completed by students that choose to continue their education should be recognized by other institutions of higher learning.
6. K-16 Engagement: To ensure students make seamless transitions, TCSG must work with both the K-12 educational systems and the post-secondary educational entities in Georgia.

Goal 2: Learning

TCSG institutions will facilitate learning to ensure students have the knowledge and skills to succeed in today's competitive global environment.

Strategic Objectives (Learning)

1. Instruction: Instruction should facilitate student learning and not be limited to traditional classroom models.

2. Adult Education: Provide instruction that prepares students to successfully complete the GED® (General Educational Development) test with a goal of being ready to achieve a higher education credential or enter the work force in meaningful employment.
3. Technology: TCSG will use innovative technology to enhance student learning.
4. Facilities: Ensure that the system has exceptional, world class facilities to enhance student learning by developing a long range plan that supports TCSG capital budget requests and includes alternatives for funding and ownership.

Goal 3: Financial

TCSG must develop sustainable funding methods to ensure institutions have the financial resources needed to support learning excellence.

Strategic Objectives (Financial)

1. Development: Enhance development activities to build private financial support for TCSG as a system and at individual colleges.
2. Tuition: Ensure tuition achieves the appropriate balance between affordability and market realities.
3. State Support: Document the justification for increasing support from the state while recognizing financial constraints can limit this revenue source.

Goal 4: Community, Jobs, Workforce and Economic Development

TCSG will be a recognized leader in technical education that builds Georgia's workforce for economic development by engaging communities across the state, nation and around the world.

Strategic Objectives (Community, Jobs, Workforce and Economic Development)

1. Local: Ensure that local community workforce needs are met through educational programs and economic development efforts that serve business.
2. State: TCSG's system brand and reputation for learning excellence will attract business and support Georgia's overall economic development strategies including support for the Governor's High Demand Career Initiative.
3. National: TCSG will participate in developing national strategies to improve educational outcomes, economic development and job creation.
4. International: TCSG will take a global leadership role by engaging international technical educational organizations and pursuing business partnerships.

Summary of Strategic Plan Implementation Updates

Currently, TCSG is implementing a number of initiatives to support student success and help us achieve the Governor’s Complete College Georgia¹ goals. These activities are being tracked with action steps and 12-month goals in the TCSG plan implementation tracking document. This companion document to the TCSG strategic plan is an important part of a complete strategic planning process and is available on the TCSG webpage².

Learning Support Redesign: This is a major initiative designed to improve TCSG student outcomes and support our Complete College Georgia goal. The primary emphasis of the redesign is to move away from a program of instruction to addressing specific problem areas.

Guided Pathways/Block Scheduling: TCSG is piloting a block scheduling option for select programs that requires students to schedule classes in semester blocks thereby creating a “guided pathway” to facilitate program completion. Nine colleges are participating in the pilot program. The results will be reviewed and consideration will be given to expanding the initiative to all colleges. Currently, TCSG/USG Guided Pathway partners are in discussions with Complete College America regarding a career exploration software plan that would be a great compliment to Guided Pathways. This would give students more opportunities to explore possible career paths prior to committing to a pathway.

Accelerating Opportunity: This program provides an opportunity for adult learners at the adult education secondary level to enroll in TCSG credit programs as they work toward their GED®.

Military Support: TCSG created the military affairs director position to coordinate support for veterans and military related issues. In addition, TCSG and the University System of Georgia partnered to create Georgia’s new Military Academic Training Center (MATC). MATC will provide assistance to veterans and their families as they transition to the civilian workforce.

Achieving the Dream (ATD): This national initiative is building on the belief that broad institutional change, informed by student data, is critical to efforts to improve student success rates. In 2016, 16 TCSG institutions are participating in ATD.

Campus Safety and Security: Every TCSG institution has completed an active shooter drill on at least one campus. For FY 2017, the TCSG campus safety community is applying lessons learned and conducting additional drills.

¹ Web link <http://teched.tcsge.edu/ccg.php> (Accessed on May 2, 2016)

² Web link: <https://tcsge.edu/mission.php> (Accessed on May 2, 2016)

Strategic Outcome Measures

To measure success in achieving our goals, TCSG will track eight strategic outcome measures. If we successfully meet our strategic objectives, these measures should reflect our improved outcomes. For Academic Year 2017, the Commissioner challenged TCSG with realistic goals that will require our colleges and staff to rethink existing practices and identify creative alternatives. *(TCSG will update the estimated data when the actual results are available later this year.)*

Additional Support for TCSG

To address recent challenges and help TCSG students, the Governor and the General Assembly have created several initiatives to improve student outcomes and thereby strengthen Georgia's workforce.

Strategic Industries Workforce Development Grant (SIWDG) Expansion: SIWDG funds are designed to supplement HOPE Grant funds and fully fund the cost of tuition for students. Governor Deal recommended and the General Assembly added an additional SIWDG program area to the existing categories beginning fall semester 2016: Industrial Maintenance.

This year's addition brings the number of SIWDG program areas to 12 with over 200 individual TCSG majors included. With the FY 2017 SIWDG additions, over 20% of TCSG majors are eligible for SIWDG funding. Students in these programs that qualify for SIWDG funding, have no out-of-pocket tuition cost – **free tuition**.

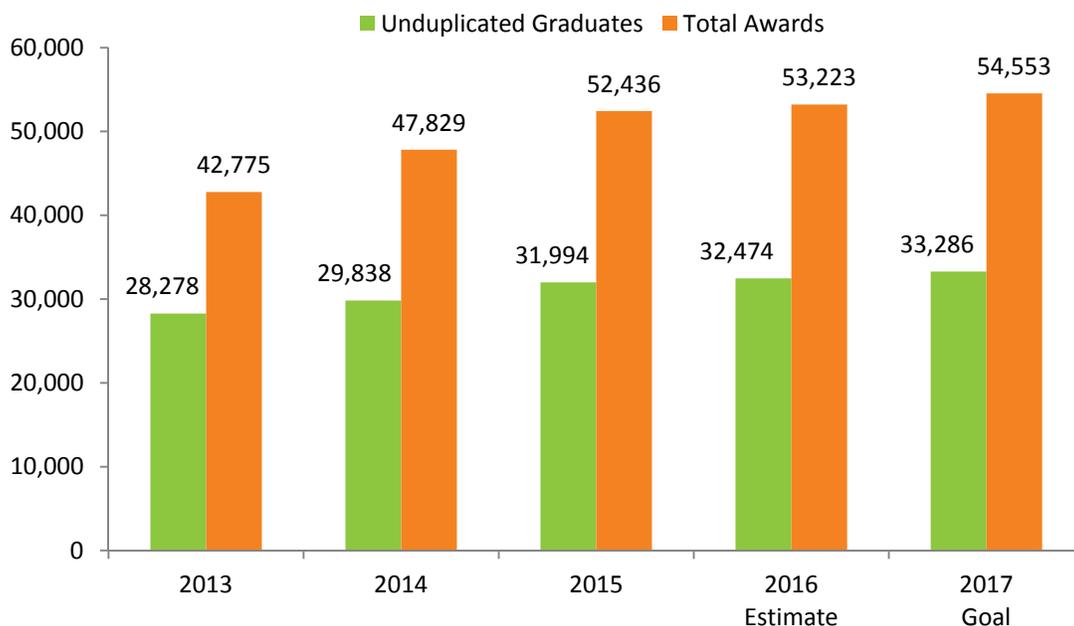
High School Dual Credit: The new "Move on When Ready Act" (MOWR) simplifies and streamlines the process used by high school students to enroll in college as dual credit students. The new MOWR allows students to participate beginning in 9th grade. In addition, students are now allowed to attend during the summer semester and receive dual credit.

Zell Miller Grant: This is HOPE funding for the Zell Miller Grant Program that provides full tuition assistance for TCSG students in certificate and diploma programs that maintain a 3.5 or higher grade point average.

Georgia Film Academy: The Georgia Film Academy is a cooperative partnership between the University System and the Technical College System. This initiative is designed to support Georgia's \$6 billion dollar film industry. This new film academy will attract and train workers for the growing film industry to keep up with demand.

Strategic Outcome Measure 1: Graduates

Unduplicated Graduates and Total Awards Degree, Diploma and TCC [1]



Note 1: This Includes graduates from USG colleges with technical divisions. Graduates may receive multiple awards.

Source: TCSG Scorecard

Graduation and finding employment are crucial measures of TCSG student success. Our programs of study range from certificates that may be completed in less than one semester to two-year associate degrees. To increase graduation rates and improve workforce readiness, Georgia is participating in the Complete College America (CCA) project.

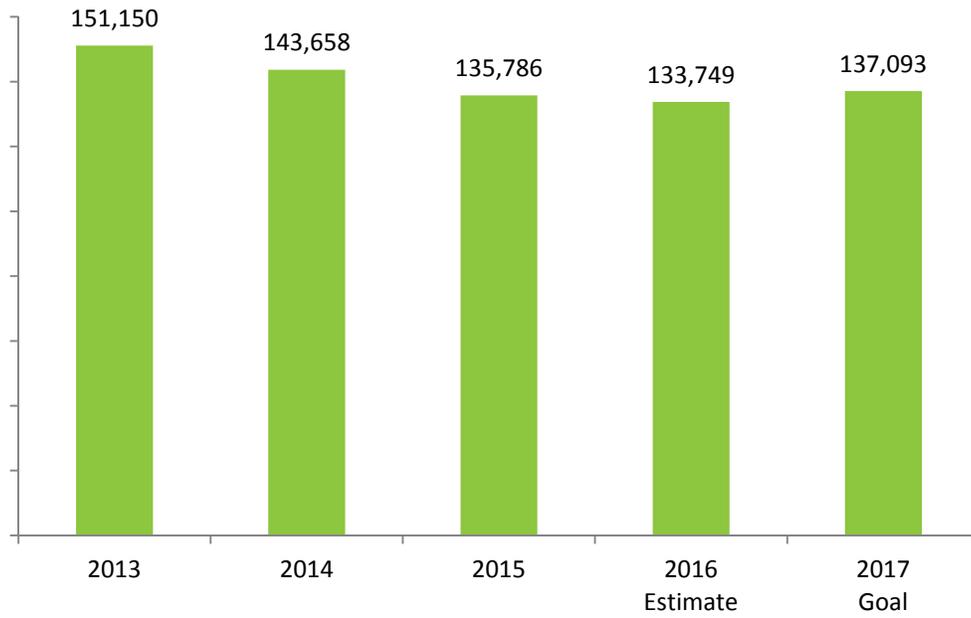
Georgia's CCA initiative is Complete College Georgia (CCG) and is being implemented through the [Georgia Higher Education Completion Plan](#), a joint project of TCSG and the University System of Georgia. The goals of Complete College Georgia are an important component of Governor Deal's broader [Georgia Competitiveness Initiative](#) designed to stimulate job creation and economic growth.

TCSG has developed several student success and support initiatives including learning support redesign, block scheduling and expanding support for veterans and the military to increase retention and graduation. Consequently, the Commissioner is challenging the system in 2017 with the stretch goal of a 2.5% increase in the number of graduates.

Strategic Outcome Measure 2: TCSG Credit Enrollment

Technical Education Credit Enrollment

(Includes USG institutions with technical education divisions)



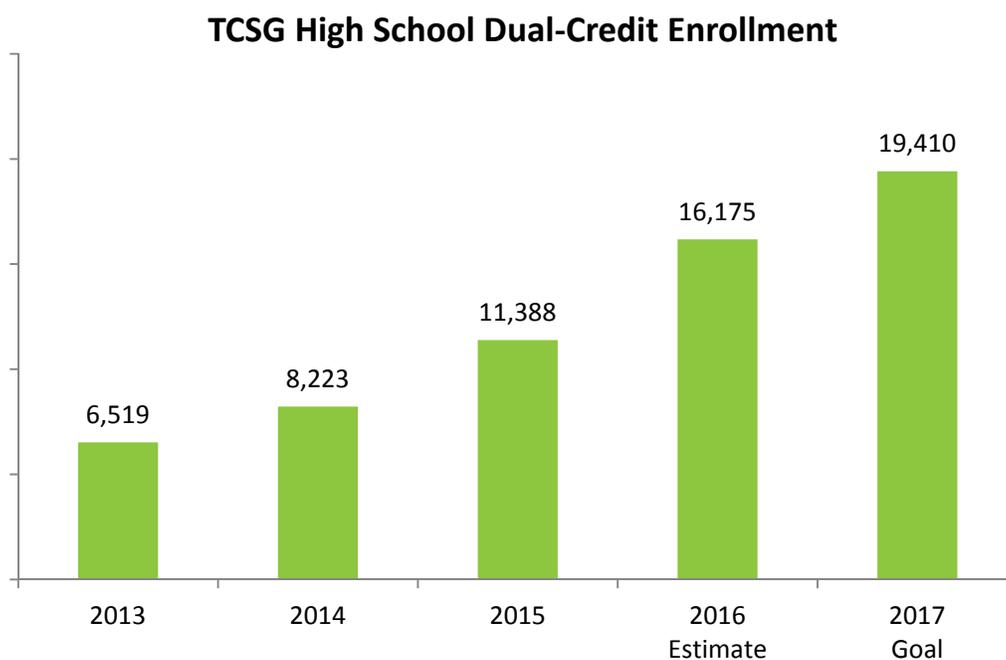
Source: TCSG

TCSG's enrollment is influenced by numerous factors. Some of these, like program quality, are within the control of our institutions. Others, like the overall employment environment in Georgia, are not. Consequently, to fully understand the enrollment trends at TCSG colleges, we believe the impact of the broader economy must be considered.

TCSG enrollment is countercyclical and increases as unemployed and underemployed workers look for marketable job skills when the economy is in recession. Historically, when Georgia's economy improves after a recession, TCSG's enrollment declines. Consequently, the significant improvement in Georgia's economy over the past several years has had a negative impact on TCSG enrollment.

However, the Governor and the General Assembly are providing support by increasing the number of program areas eligible for the Strategic Industries Workforce Development Grant and streamlining the high school dual credit enrollment and funding process. Accordingly, the commissioner is challenging the colleges to reverse this enrollment trend and increase enrollment by 2.5% in FY 2017.

Strategic Outcome Measure 3: Dual Credit Enrollment



Source: TCSG

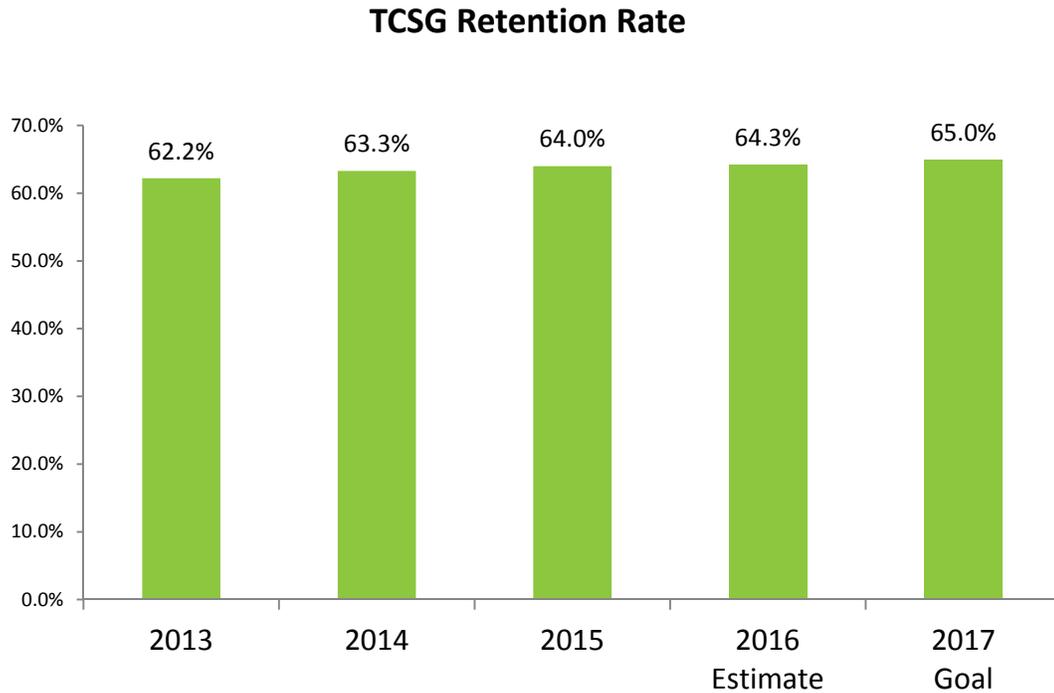
Dual credit is an opportunity for high school students to attend college classes and receive both high school and college credit for the class. Prior to the 2015-2016 school year, this process had three separate pathways to enroll as a dual credit student. Many students (and their parents) found the process confusing and difficult to navigate.

To address this, Governor Deal and the General Assembly passed legislation that simplified and streamlined the dual credit process for Georgia's high school students. The Move on When Ready Act created a single dual credit enrollment option for high school students. This new enrollment and funding model should not be confused with the older "Move on When Ready" dual credit option as the process is *completely different* from the previous MOWR option. Specifically:

1. The application is streamlined with one simple process to follow.
2. The funding is simplified and more robust including tuition, mandatory & non-course fees, and books.
3. The full-time equivalent QBE earnings stay with the local school system. *This is different from the previous "Move on When Ready" funding for local systems.*

With this in mind, TCSG is setting a goal of 19,410 dual credit students in FY 2017. This goal represents a 20% increase over the 2016 estimate.

Strategic Outcome Measure 4: TCSG Retention Rate



Retention Rate Definition: Fall semester cohort from the previous fiscal year (first time, regular admitted students) who graduated from or were still enrolled at a Georgia technical college or university system college through the subsequent fiscal year.

Source: TCSG – Scorecard

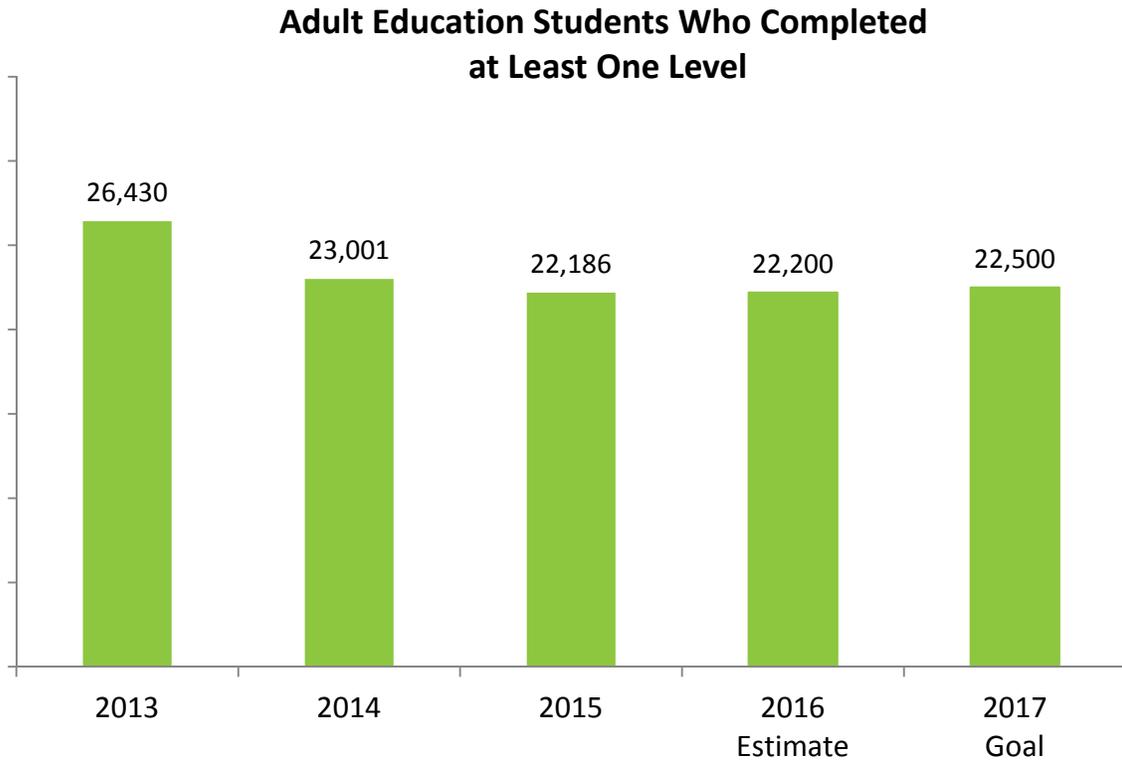
The State Board of the Technical College System of Georgia voted in December 2011 to approve the [Georgia's Higher Education Completion Plan](#)³, a joint project of the TCSG and University System of Georgia. This plan was developed to support Governor Nathan Deal's Complete College Georgia (CCG) initiative that aims to increase the state's college completion rate.

To assist TCSG in retaining students and meeting our CCG graduation goals, the Governor and General Assembly provided funding for student navigators at each TCSG college and early alert tracking software. The early alert software and student navigators allow TCSG to provide "intrusive, on-time advising" and keep students on-track for graduation.

Currently, each college has a navigator and the early alert system went live beginning spring semester 2015. With this in mind, the commissioner is challenging TCSG colleges to make improvements to the TCSG student retention trend by increasing the FY 2017 rate to 65%.

³ Web link: http://www.usg.edu/educational_access/documents/GaHigherEducationCompletionPlan2012.pdf (Accessed on 5-2-2016)

Strategic Outcome Measure 5: Adult Education Student Progress



Source: Office of Adult and Vocational Education (OVAE) National Reporting System

The need for adult education in Georgia is critical. Over **1.2 million** adults over age 18 in Georgia have less than a high school education; this is **18% of Georgia's total adult population**. Adult education programs serve students with a variety of needs in three instructional levels:

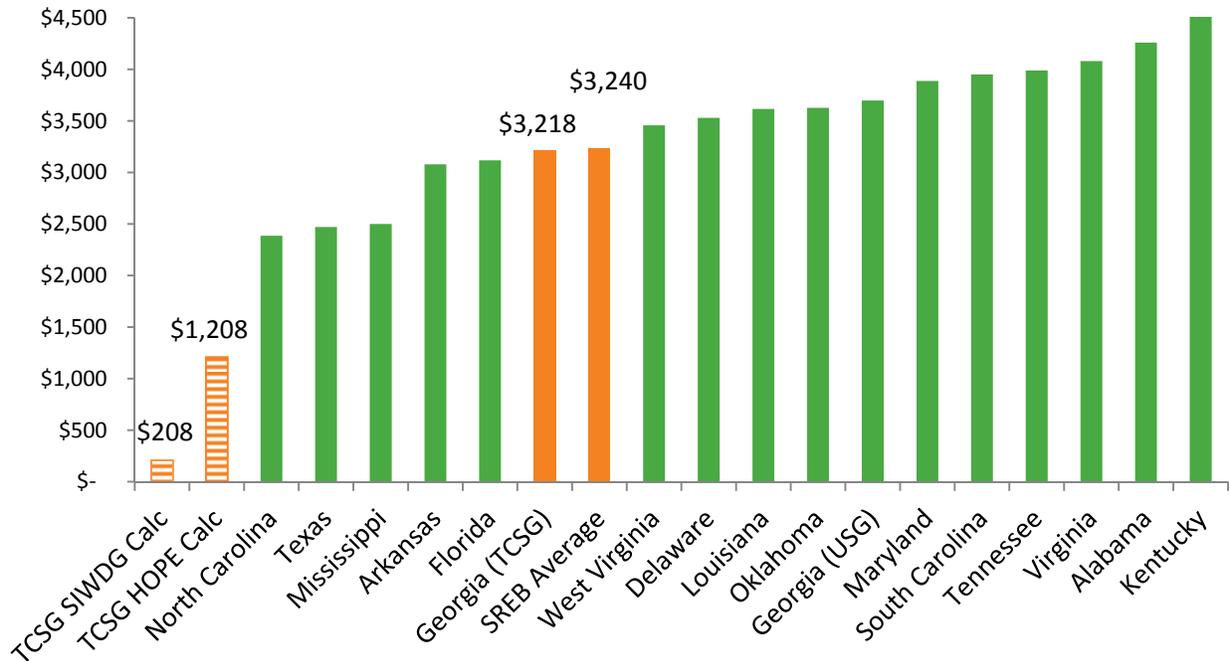
- **ABE** Adult Basic Education (Elementary/Middle School Level);
- **ASE**: Adult Secondary Education (High School Level) and
- **ESL**: English as a Second Language.

Adult education across the nation has been influenced by a number of changes including the transition to a new and more rigorous GED® exam. However, the Governor recommended and the General Assembly provided almost \$1 Million in additional funding to hire additional full-time faculty positions for adult education programs beginning in FY 2015. Consequently, the adult education community's 2017 goal represents a 1.4% increase over the 2016 estimate.

Strategic Outcome Measure 6: Maintain SREB Tuition Ranking

SREB States: Two-Year Colleges and TCSG

Median Annual Tuition and Fees 2014-15



Source: SREB/TCSG

The Southern Regional Education Board (SREB) publishes data comparing college tuition and fees across the south. Among the states in the SREB region comparing 2-year colleges and TCSG, only five states have lower tuition and fees than TCSG.

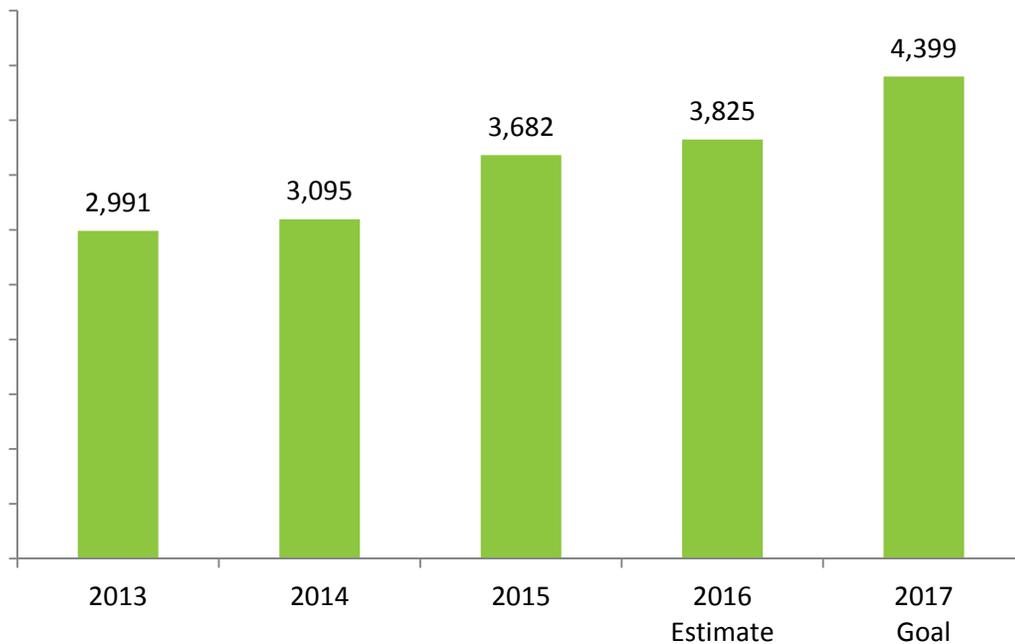
In addition to Georgia's low tuition, the HOPE scholarship and grant program provide students with the opportunity to receive a post-secondary education at a minimal cost. During this period, 55% of our students received a HOPE award. This means that the majority of TCSG students have a significantly lower out-of-pocket cost than the SREB amount noted above. Using the SREB annual tuition and fee cost methodology, TCSG students receiving HOPE paid only \$1,208 per year in the 2014-2015 academic year.

In addition, HOPE students who enroll in one of the 11 strategic industry program areas and receive the Strategic Industry Workforce Development Grant (SIWDG) have no out-of-pocket cost for tuition – **free tuition!** Beginning in FY 2017, over 20% of TCSG majors will be eligible for SIWDG funding.

Maintaining a balance between affordability for our students and funding for quality programs is important. This commitment to providing educational value for the money supports TCSG student access and success.

Strategic Outcome Measure 7: Customized Contract Training

Companies Receiving Customized Contract Training From TCSG Institutions



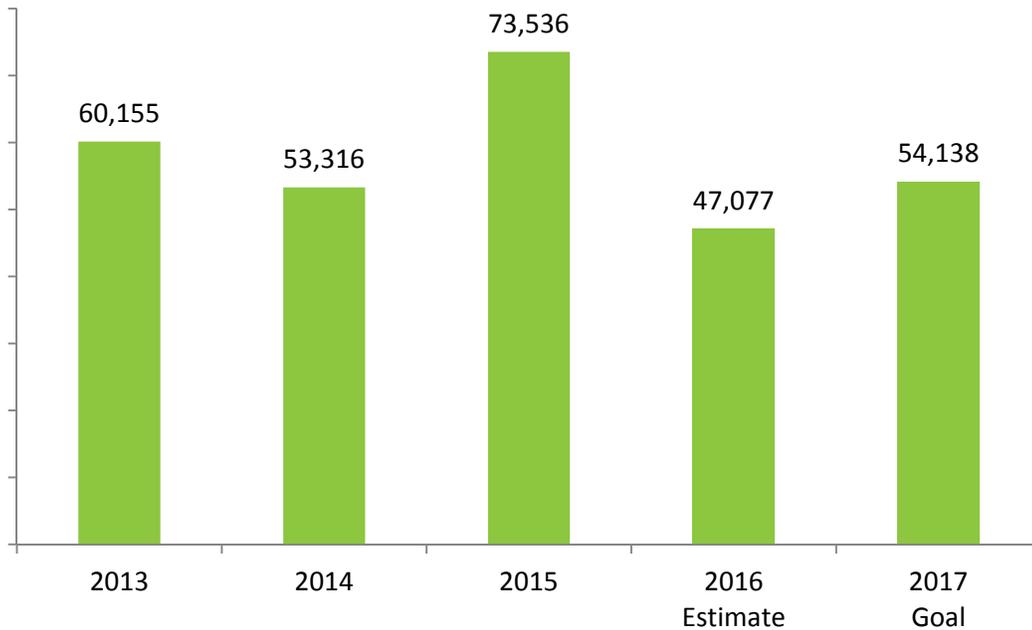
Source: TCSG

One of TCSG's main roles is providing education and training to enhance the state's workforce and support economic development. Staff in TCSG colleges work closely with local business leaders to ensure programs meet the changing needs of their communities. Ongoing feedback between local business and technical colleges result in certificate, degree and diploma programs that are effective and responsive.

In addition, TCSG colleges support Georgia business and our workforce by offering customized training to the businesses in their communities. Customized training varies from modification of an existing technical education class to the development of new courses based on a specific local business need. For 2017, the Commissioner's goal represents a 15% increase over the 2016 estimate.

Strategic Outcome Measure 8: Quick Start

Number of Workers Trained By Quick Start



Note: In 2015, several large manufacturing opportunities requested Quick Start training. For 2016 and 2017, Quick start is moving back to their longer term trend.

Source: TCSG

For more than 40 years, Quick Start has provided customized workforce training as an incentive to qualified businesses in Georgia. Today, the program is one of the state's key assets for supporting new and expanding industries. Quick Start delivers training in classrooms, mobile labs or directly on the plant floor – wherever it works best for a company.

For three years in a row, Georgia's business climate has been named No. 1 in the nation by Site Selection magazine, one of the nation's top economic development trade publications. Quick Start's customized workforce training was a key factor in the award.

According to Site Selection magazine's Editor in Chief, "Executives at companies investing in Georgia regularly point to its many logistics advantages, cutting-edge workforce training programs, particularly Quick Start, and proactive economic developers on the state and local levels who understand the business requirements of today's capital investors." The Quick Start 2017 goal represents a 15% increase over the 2016 estimate.