



Strategic Plan Implementation Tracking



July 2017

Achieving Our Vision: Implementing the TCSG Strategic Plan

Developing a quality strategic plan is only the beginning of an effective planning process. Implementing the plan to achieve the goals and vision for the future is equally important. This document will be updated as additional action steps and 12-month goals are developed for FY 2018.

If an agency only produces a strategic plan document and does nothing else, they have only succeeded in expending time and resources to create a “plan on a shelf.” To ensure that plan is used as a strategic management tool, tracking and reporting the major activities undertaken to implement the strategic plan is crucial.

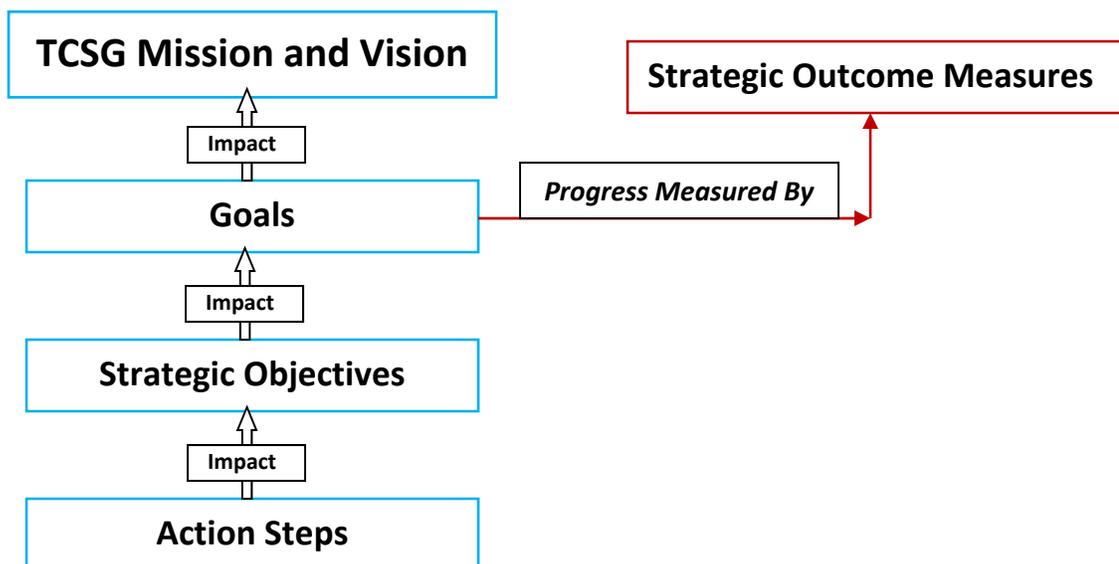
Tracking and reporting progress provides the link between the written plan and TCSG’s operations. It informs stakeholders that “we are managing the system according to our plan.” Figure 1 provides an overview of the TCSG plan implementation structure includes our strategic outcome measures. The following sections provide additional details that describe:

1. TCSG Goals;
2. Strategic Objectives; and
3. Action Steps with short-term Goals.

In addition, TCSG identified eight strategic outcome measures to document our overall progress. The following sections provide an overview of the plan and activities since the original plan was developed.

Figure 1

TCSG Strategic Plan Implementation Tracking



TCSG Strategic Plan Framework

The current TCSG strategic plan was adopted with the following mission, vision and four goals.

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.

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 education.

Goal 2: Learning

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

Goal 3: Financial

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

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.

The following sections will document the new activities TCSG is undertaking to move toward our vision for the future. In addition, we will document the progress TCSG has made in achieving the strategic objectives associated with each goal by updating the action steps associated with each objective.

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. All TCSG colleges are now providing co-requisite education at least as a pilot for certain cohorts of learning support students. Students are enrolled in a standard college course and receive additional academic assistance in the specific problem areas where they need learning support.

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.

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 Veterans Education Career Transition Resource Center (VECTR) that provides assistance to veterans 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. As of AY 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. The TCSG campus safety community is applying lessons learned and conducting additional drills.

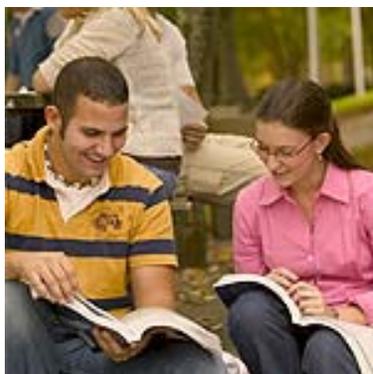
¹ Web link <http://teched.tcsg.edu/ccg.php> (Accessed on April 25, 2017)

² Web link: <https://tcsg.edu/mission.php> (Accessed on April 25,2017)

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 education.



Goal 1 – Students

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

The most common word in TCSG’s “strategic brainstorming” information gathering process was “students.” Most of the stakeholder’s comments and ideas were directly or indirectly focused on enhancing TCSG student success today and into the future. Accordingly, the following five strategic objectives were identified to help achieve this goal:

Strategic Objectives (Goal 1 - 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 student’s 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.

The following sub-sections describe each strategic objective relating to the student goal as follows:

- Background information to provide context for each objective;
- Major actions steps that will help to achieve the strategic objective; and
- A “12-month goal” to document interim steps for each action step.

In addition, there are several strategic outcome measures that will reflect our overall progress.

Strategic Objective Access: All residents will have access to a quality education.

Background

TCSG is an open access system and any Georgia resident with a high school diploma or GED® can enroll in certificate, diploma and degree programs although some students may require learning support to be successful. In addition, there are several alternative access paths for students to follow. For example, there were 17,004 high school students enrolled in TCSG classes in AY 2016. In addition, an increasing number of adult education students who earn a GED® degree are making the transition to TCSG technical education programs. The GED transition rate increased from 28.5% in FY 2006 to 31% in 2012¹.

In FY 2012, TCSG converted from a quarter based academic year to a semester-based year. This aligned the TCSG academic year with Georgia's K-12 educational system and the University System of Georgia (USG) institutions. The calendar change will smooth the path for high school students in various joint and dual enrollment programs. Moreover, this change brings TCSG's courses in line with the university system and will facilitate the transfer of credit through system-wide articulation agreements.

To further support high school dual credit enrollment, Governor Deal and the General Assembly passed legislation that simplified and streamlined the dual credit process for Georgia's high school students. The New Move on When Ready Act created a single dual credit enrollment pathway for Georgia's high school students. This change has resulted in significant growth in dual enrollment high school students at TCSG from 11,333 students in AY 2015 to 17,004 in AY 2016.

Action Steps (Access)

1. Military Support: TCSG's new initiatives that support Georgia's military bases, active duty personnel, veterans, eligible dependents and Department of Defense employees.
12 Month Goal: Hire the TCSG Military Affairs Coordinator position to support the system and all 24 colleges.
Complete: The TCSG military affairs coordinator was hired in August 2014.
12 Month Goal: Construct and open the Veterans Educational Career Transition Resource Center (VECTR) in Warner Robbins.
Complete: The VECTR opened in summer 2016.
12 Month Goal: Expand the "Green Zone" training initiative on military culture and student veteran challenges to all TCSG institutions.
2. TCSG/GA Department of Education (GDOE) Articulations to improve seamless transitions to post-secondary education.
12 Month Goal: Pilot test 12 courses by June 2012 for transparent assessment of student learning to grant post-secondary credit.
Complete: The pilot tests were completed on schedule.

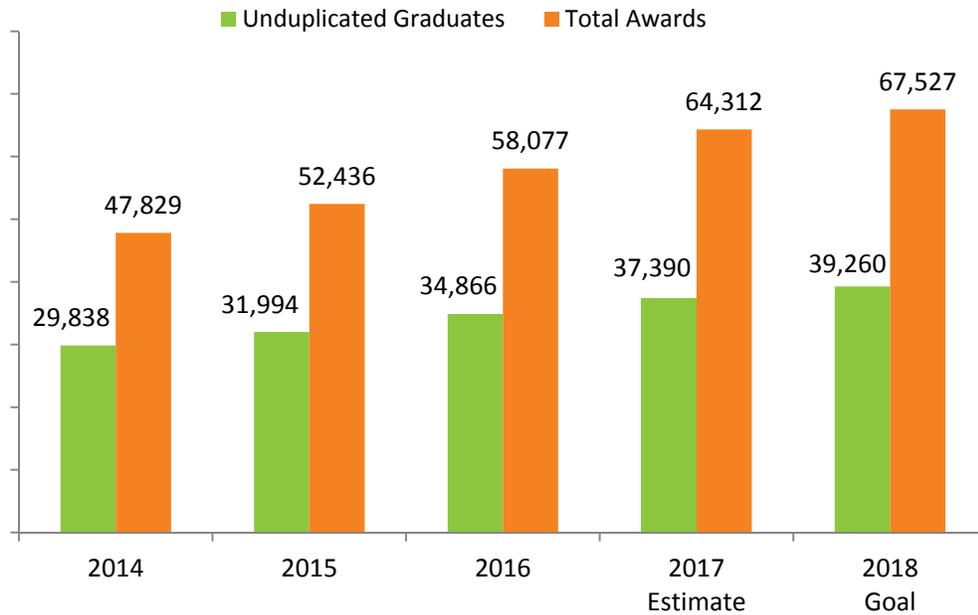
¹ Source: TCSG data.

3. TCSG/USG Articulations to improve seamless transitions from two-year to four-year institutions.
12 Month Goal: Complete articulation for 17 additional General Education courses for a total of 27 General Education courses articulated state-wide by the end of calendar year 2012.
Complete: This was achieved in March 2012.
4. TCSG Learning Support Re-design Initiative to improve retention and graduation.
12 Month Goal: Implement re-designed Learning Support education. The change is from traditional classes to a focus on specific competencies that the students lack to obtain the level of knowledge needed for program readiness.
Complete: All colleges completed the redesign of learning support by fall semester 2013.
5. Campus Safety and Security enhancements to ensure students and faculty have a safe and healthy learning environment.
12 Month Goal: ensure that all TCSG colleges have conducted an armed intruder exercise or drill by December 2014.
Complete: All colleges completed an active shooter drill by December 2014.
12 Month Goal: For FY 2016, the TCSG campus safety community is applying lessons learned and conducting additional drills on different campuses.
6. High School Dual Credit: Implement the New Move on When Ready (MOWR) Act to increase the number of students enrolled in dual-credit at TCSG institutions.
12 Month Goal: Conduct 6 regional MOWR informational meetings and/or trainings throughout the state of Georgia.
Complete: This was completed summer 2015.
12 Month Goal: Conduct 2 regional MOWR trainings to assist TCSG colleges with the new MOWR implementation process and procedures.
Complete: These meetings were held in March of 2015 and 2016 as well as October 2015.
12 Month Goal: Follow-up with the High School Coordinators in each college to further assist in new MOWR implementation. This process is ongoing.
7. Virtual One-stop Application Information: This initiative includes a 24/7 state-wide call center and web based communication forum for the system as a whole that will answer the most common questions potential students have and facilitate ongoing communication. The purpose is to increase the number of students enrolling in TCSG by providing access to real-time information in an easy to understand format.
12 Month Goal: Implement the virtual one-stop and collect the initial utilization and conversion data by January 31, 2018.
8. Easy Enrollment Task Force: This task force is working to design an improved and simplified system-wide application-enrollment process that is easy to understand and provides the student with a seamless communication flow to remove barriers to enrollment. The purpose is to increase the number of applicants that follow-through and enroll in one of TCSG's colleges.
12 Month Goal: Implement the new application-enrollment process and collect the initial utilization data by January 31, 2018.

Strategic Outcome Measure 1: Graduates

Unduplicated Graduates and Total Awards

Degree, Diploma or TCC [1]



Note 1: This Includes graduates from USG colleges with technical divisions.

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, TCSG is challenging the system in 2018 with a 5% increase in the number of graduates.

Strategic Objective Articulation: TCSG coursework completed by students that choose to continue their education should be recognized by other institutions of higher learning.

Background

Many TCSG students choose to continue their education at other institutions of higher learning. To ensure their successful transition, it is important that college level coursework credit hours earned at TCSG are accepted for transfer. This is being accomplished through the efforts of individual colleges and via ongoing negotiations between the TCSG System Office and the University System of Georgia (USG). Currently, TCSG has system-wide articulation agreements allowing the transfer of course credit between TCSG and USG institutions for the following core courses:

- | | |
|-------------------------------|--|
| 1. Mathematical Modeling | 15. Calculus |
| 2. College Algebra | 16. Survey of Inorganic Chemistry |
| 3. Precalculus | 17. Survey of Organic and Biochemistry |
| 4. Composition and Rhetoric | 18. Macroeconomics |
| 5. Literature and Composition | 19. Microeconomics |
| 6. American Literature | 20. US History I |
| 7. Introductory Psychology | 21. US History II |
| 8. Principles of Economics | 22. World History I |
| 9. Introduction to Sociology | 23. World History II |
| 10. Public Speaking | 24. Introduction to Humanities |
| 11. American Government | 25. Introductory Physics I |
| 12. Art Appreciation | 26. Introductory Physics II |
| 13. Biology, Introduction I | 27. Introductions to Statistics |
| 14. Biology, Introduction II | |

Link to the current USG articulation list as of July 10, 2017:

http://www.usg.edu/assets/academic_affairs_handbook/docs/GE_transfer_chart_final16.pdf

Moreover, if an individual TCSG college has additional program or course articulations with specific USG colleges or universities, they are still valid and are in *addition to* the statewide articulations noted above.

In addition, TCSG and Southern Polytechnic State University (Now known as Kennesaw State University's Southern Polytechnic College of Engineering and Engineering Technology) have an articulation agreement that allows TCSG students to complete their first two years of a Bachelor of Science in Engineering Technology degree at any one of the state technical colleges that are accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The agreement will allow TCSG students to select a pre-engineering technology associate degree program, specializing in electrical engineering technology, industrial engineering technology or mechanical engineering technology.

TCSG also has articulation agreements with numerous private colleges and is constantly working to add agreements with new institutions. For example, in October 2016, a new agreement between the Technical College System of Georgia and Mercer University will enable students who first attend one of the 22 TCSG institutions to complete an associate's degree and then transfer to Mercer's Penfield College, Tift College of Education and/or Stetson School of Business and Economics to complete a bachelor's degree offered online or at the University's three Metro Atlanta area Regional Academic Centers. These students are eligible to pursue bachelor's degrees from Mercer in the areas of business administration, communication, criminal justice leadership, early childhood/special education, early learning and development, healthcare leadership, homeland security and emergency management, human resources administration and development, human services, informatics, liberal studies, middle grades education, organizational leadership, and psychology.

Mercer University **Transfer Agreement Signing**



Source: [Mercer News](#)

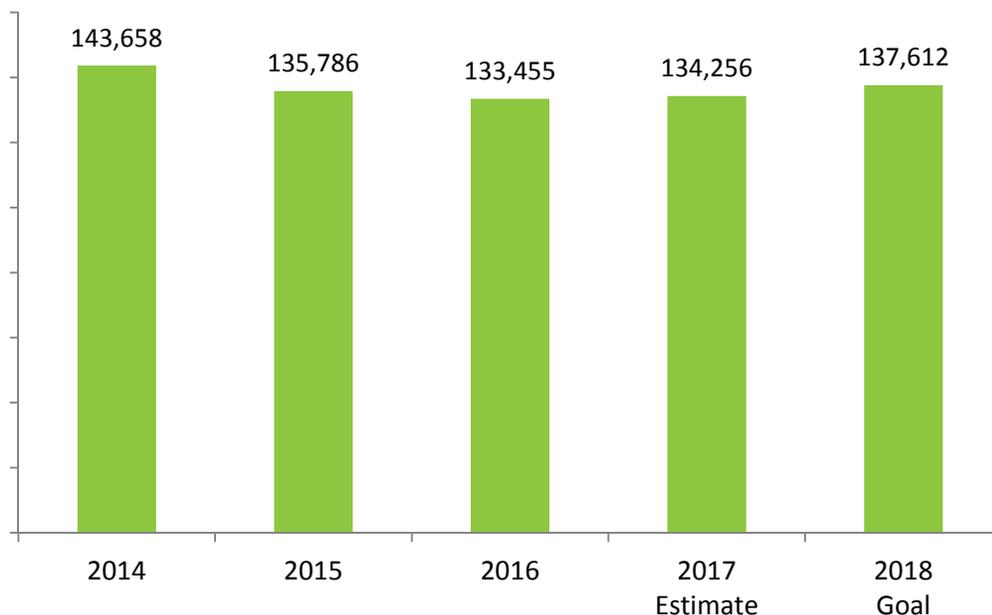
Action Steps (Articulation)

1. TCSG/USG Articulations to improve seamless transitions from two-year to four-year institutions.
12 Month Goal: Complete articulation for 17 additional general education courses for a total of 27 general education courses articulated state-wide by the end of calendar year 2012.
Complete: This goal was completed on-time.
2. TCSG/Georgia Independent Colleges Association (GICA) Articulation to improve seamless transitions from two-year to four-year institutions.
12 Month Goal: Complete articulation for 30 general education courses articulated state-wide by the end of calendar year 2012. **Complete:** This goal was completed on-time.
NOTE: The goal of 30 general education courses was exceeded. The final articulation agreement that was signed included 52 courses.

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.

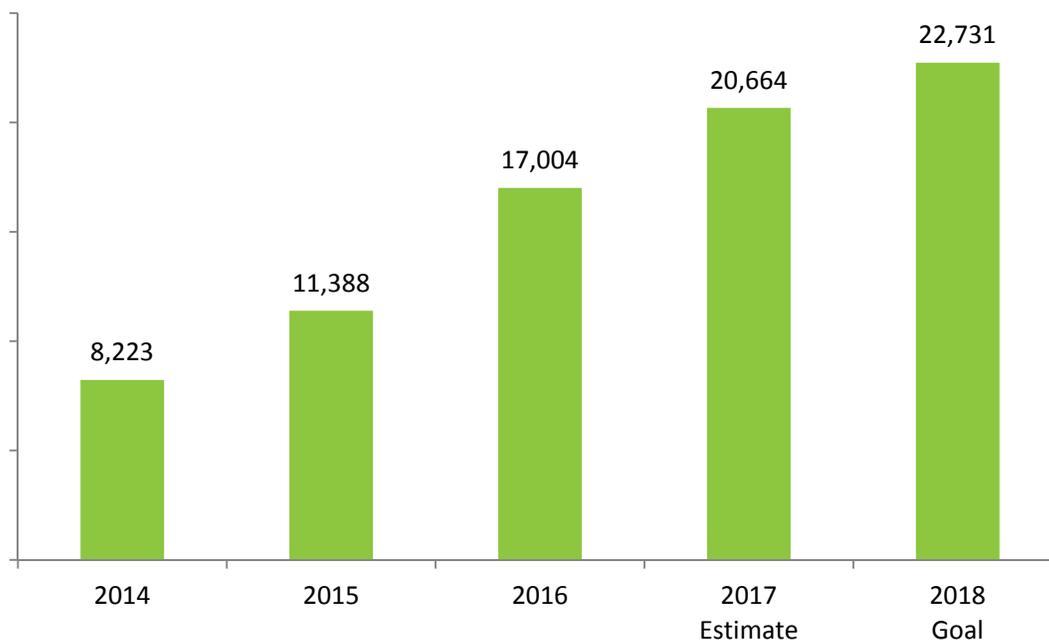
TCSG enrollment is countercyclical and increases as unemployed and underemployed workers look for marketable job skills when the economy is in recession. Historically, when Georgia's economy improves after a recession, TCSG's enrollment declines. Consequently, the significant improvement in Georgia's 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 HOPE Career Grant² and streamlining the high school dual credit enrollment and funding process. Accordingly, the FY 2018 challenge for our colleges is to reverse this enrollment trend and increase enrollment by 2.5%.

² The Strategic Industries Workforce Development Grant was renamed the HOPE Career Grant on May 12, 2017.

Strategic Outcome Measure 3: Dual Credit Enrollment

TCSG High School 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.*

Strategic Objective – Affordability: TCSG should remain a low cost, quality educational option and provide alternative methods to help finance students' educational goals.

Background

TCSG colleges have always been a good value with focused programs that result in excellent employment outcomes for our graduates. To maintain this value for our students, tuition increases have been limited and often served to replace state funding lost during revenue shortfalls created by the recent recession. Affordability is an important consideration for TCSG because 60% of TCSG students are categorized as economically disadvantaged³.

Southern Regional Education Board (SREB) Ranking

The Southern Regional Education Board (SREB) publishes data comparing college tuition across the south. When comparing 2-year colleges and TCSG colleges, only five states have lower tuition and fees than TCSG. However, in addition to the HOPE program, many of our students qualify for the federal Pell grant program that assists undergraduates from low-income households, who are actively attending universities and or other post-secondary institutions. This commitment to affordability supports student access and success.

HOPE Career Grant Expansion

HOPE Career Grant 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 additional HOPE Career Grant program areas over the past two years.

This year's additions bring the number of HOPE Career Grant program areas to 12 with over 200 individual TCSG majors to choose from. The goal of the HOPE Career Grant program is to incentivize more students to go into these viable careers, rather than ones with few job prospects and little hope of a meaningful career. In doing so, we will bolster Georgia's economy and continue to attract business.

Out-of Pocket Cost

A full-time student on the HOPE Grant or Scholarship attending fall and spring semester would face approximately \$1,200⁴ in out-of-pocket cost for tuition and fees. The out-of-pocket cost for a similar student paying full tuition is just under \$3,200 per year. In addition, books can cost between \$300 and \$900 per semester. As noted above, students in one of the HOPE Career Grant majors pay no out-of-pocket tuition, and most of their mandatory fee cost is covered.

³ Source: TCSG AY 2014 End of Year Report.

⁴ Source: TCSG analysis for FY 2016 including non-HOPE tuition and average fee cost for 15 credit hours per semester.

Action Steps (Affordability)

1. Restructuring Programs: Where possible, shorten programs without reducing quality to speed time to completion and reduce cost to student.
12 Month Goal: The TCSG restructuring taskforce has agreed to conduct a pilot development process to shorten diploma programs and embed basic skills where possible.
Complete: this goal was completed.
2. Payment Options: Expand the availability of payment options to assist students with tuition and fee payments due before the term begins.
12 Month Goal: Implement the Nelnet (National Education Loan Network) loan program at all TCSG institutions which guarantees student tuition and fees to the college and allows the student to work out a payment plan with the company during that term.
Complete: this goal was completed.
3. Student Access Loan (1%) Program: Increase awareness of the Georgia Student Finance Commission's (GSFC) 1% loan program to TCSG students.
12 Month Goal: Implement a targeted marketing campaign geared towards financial aid directors to assist them in promoting this loan program. This process is ongoing.
4. 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.
12 Month Goal: The results will be reviewed and consideration will be given to expanding the program to all colleges. Moving forward, additional program areas will also be considered for inclusion. This process is ongoing.

Goal 2

Learning

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



Goal 2 – Learning

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

All student success is built on a foundation of learning excellence. Accordingly, the TCSG goal for learning has the following four strategic objectives associated with it.

Strategic Objectives (Learning Goal)

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

The following sub-sections describe each strategic objective relating to the student goal as follows:

- Background information to provide context for each objective;
- Major actions steps that will help to achieve the strategic objective; and
- A “12-month” goal to document interim steps for each action step.

In addition, there are several strategic outcome measures that will reflect overall progress.

Strategic Objective – Instruction: Instruction should facilitate student learning and not be limited to traditional classroom models.

Background

Learning Support

One of the critical factors influencing college success is a student’s preparation for college-level coursework. Remedial education has become a necessary part of postsecondary education across the nation with almost 30 percent of all students taking at least one remedial course (NELS: 2008). Community and technical colleges accept a larger percentage of academically unprepared students than their four-year counterparts.

During AY 2016, over 21,000 of TCSG students enrolled in at least one learning support course. Historically, TCSG students with a learning support requirement in at least one subject area graduated at a rate of 23 percent. To address this, TCSG created a President’s Council Learning Support Task Force. The Task Force was charged with constructing a comprehensive set of recommendations to improve the outcomes of learning support education in TCSG institutions.

Learning support redesign is a major initiative designed to improve TCSG student outcomes and support our Complete College Georgia goal. All TCSG technical colleges have redesigned Learning Support (LS). The primary emphasis of the redesign is to move away from a program of instruction to addressing specific problem areas.

Performance Accountability System

Instructional quality is also a core component of TCSG’s **Performance Accountability System (PAS)** process. The Technical College System of Georgia developed PAS to promote quality and excellence in technical education and training. The system is based on the assessment of the effectiveness of the colleges’ programs. Program measures based on TCSG program standards are evaluated in PAS. One of the key compliance measures evaluated annually is Instructional Content. This ensures that “the essential elements of the program and instructional materials are consistent with statewide standards for programs having the same major code.”

Student Navigators

TCSG has implemented a “student navigator” program at each college. Each college will have a student navigator to work closely with at-risk students and ensure these students stay on track to graduate. These navigators will work closely with the new TCSG Early Alert Management System (TEAMS) to focus their attention on students that need their help.

With student navigators “intrusive, on-time advising”, academic advising becomes more efficient, and cost effective. The navigators will use the TCSG early warning system that can help track student performance in required courses and target interventions.

Georgia WorkSmart

Georgia WorkSmart is a work-based learning initiative operated by the Georgia Department of Economic Development. The initiative promotes work-based learning models, such as apprenticeships, as a workforce development tool throughout the State. Georgia WorkSmart assists Georgia companies in developing and implementing customized programs to meet their specific hiring and training needs.

A key workforce training model promoted by Georgia WorkSmart is Registered Apprenticeship. Through a partnership with the U.S. Department of Labor's Office of Apprenticeship, the Technical College System of Georgia, and other education and state agency partners, Georgia WorkSmart helps organizations create apprenticeship programs that include curriculum and classroom instruction development. Assistance with national apprenticeship registration is also provided through this partnership.

Action Steps (Instruction)

1. Learning Support: Learning Support re-design process to improve retention and graduation.
12 Month Goal: Implement re-designed Learning Support education. The change is from traditional classes to a focus on specific competencies that the students lack to obtain the level of knowledge needed for program readiness.
Complete: All colleges completed the redesign of learning support fall semester 2013.
2. PAS: Promote quality programs and overall excellence in technical education and training.
12 Month Goal: Revise TCSG Performance Accountability System.
3. Student Navigators: TCSG's student navigators will identify at-risk students and intervene to help them stay in class and achieve their goals.
12 Month Goal: Faculty and staff at all 22 colleges will be trained to utilize the TEAMS early alert to recognize and intervene on recurring attrition concerns.
Complete: All colleges have been using Student Navigators as well as TEAMS for AY2016.
4. Registered Apprenticeship Program Participation: TCSG is an integral player in the Georgia WorkSmart Initiative. This is a partnership between the U.S. Department of Labor, Georgia Department of Economic Development and TCSG. The purpose of this initiative is to substantially increase the number of Georgia employees enrolled in US DOL Registered Apprenticeship programs and using TCSG colleges as the Related Academic Instruction provider.
12 Month Goal: Increase the number of Registered Apprentices in Georgia by 50% from January 1, 2017 to December 31, 2017.

5. Registered Apprenticeship Program Sponsor: TCSG is an integral player in the Georgia WorkSmart Initiative. One of the components of this initiative is to use TCSG colleges as Registered Apprenticeship (RA) program sponsors on behalf of their regional industry partners. The purpose of this initiative is to ease the administrative burden, thereby promoting the use, of companies using RA programs as another workforce development tool.

12 Month Goal: Register all TCSG colleges as US DOL Registered Apprenticeship program sponsors by June 31, 2018.

Georgia Occupational Award of Leadership (GOAL)

In 2017, the Georgia Occupational Award of Leadership (GOAL) program, which focuses on excellence in technical education, celebrates its 46th year. During GOAL Week, as declared and named by our Governor, outstanding students attending Georgia's technical colleges and divisions are recognized for academic excellence and personal achievement. From this outstanding group of students, a panel of judges selects one student, the state GOAL winner, to serve as the statewide Student of the Year.

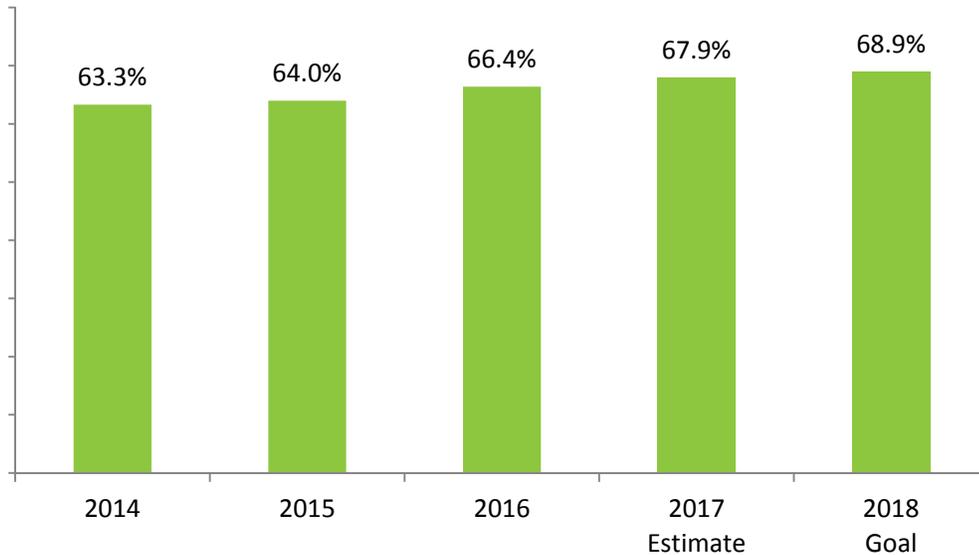
The winning GOAL student serves as an ambassador for technical education in Georgia. He or she will make many public appearances throughout the year including addresses to the Georgia General Assembly, the Governor, and the Technical College System of Georgia Leadership Conference just to name a few. The 2017 Goal winner was Skyler Huggett of Savannah Technical College.



Photo Source: TCSG

Strategic Outcome Measure 4: TCSG Retention Rate

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](#)¹, 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, we are challenging TCSG colleges to make improvements to the TCSG student retention trend by increasing the FY 2018 rate to 68.9%.

¹ Web link: http://www.usg.edu/educational_access/documents/GaHigherEducationCompletionPlan2012.pdf (Accessed on 5-2-2016)

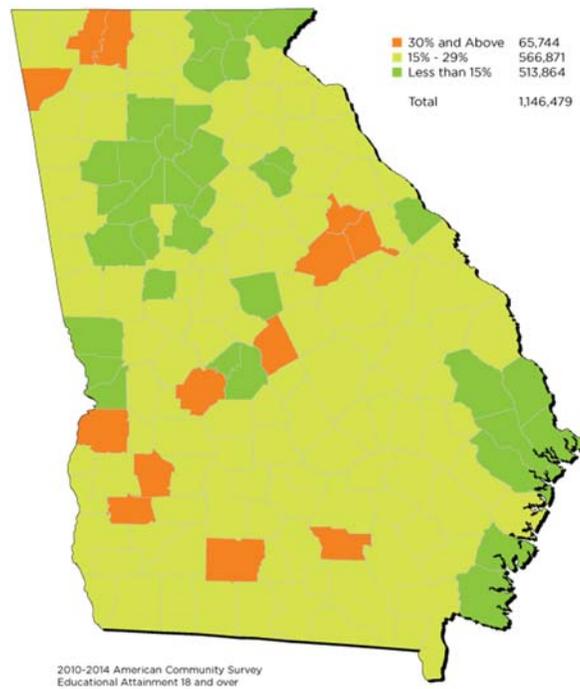
Strategic Objective – Adult Education: Instruction that prepares students to successfully complete the GED® (General Educational Development) test with a goal of being ready to achieve a higher education credential or enter the work force in meaningful employment.

Background

The need for adult education in Georgia is critical. Over **1.1 million** adults over age 18 in Georgia have less than a high school education; this is **18% of Georgia’s total adult population**. The following map indicates the percentage of each county’s population that does not have a high school diploma.

Map 1

Adults without a High School or GED® Diploma



Source: 2010-2014 American Community Survey
Educational Attainment 18 and over

TCSG adult literacy services are available throughout the state at no cost to students. Through 32 service delivery areas, the Office of Adult Education (OAE) promotes and provides adult education programs throughout Georgia. Programs provide services to adults who need basic literacy skills, English literacy skills and citizenship skills, college and career readiness, and GED® preparation. The OAE also facilitates collaboration among state and local entities to improve adult education efforts

Accelerating Opportunity

The Accelerating Opportunity initiative provides students who are trying to obtain their GED® at one of TCSG's colleges the opportunity to earn postsecondary credentials through dual enrollment in the technical college at the same time they are working toward their GED®. The Accelerating Opportunity² initiative seeks to:

1. Change the way Adult Basic Education (ABE) is structured and delivered;
2. Ensure that state policies encourage dramatically improved results in terms of the number of individuals who complete post-secondary credentials of value in the labor market; and
3. Substantially increase the number of adults who can earn a GED and a credential thereby entering the workplace with competitive skills.

Adult Basic Education (ABE) provides educational opportunities for adults who have not completed a high school education. Currently, 1.1 Georgia adults lack a high school diploma or GED. As such, they cannot pursue postsecondary educational opportunities that are critical for today's job market.

One way students who drop out of high school can earn a GED is through Adult Basic Education (ABE) at a local technical college. However, few students who earn a GED successfully transition into an accredited postsecondary program and earn a degree or certification³.

Recognizing this need, TCSG applied for the three-year Accelerating Opportunity grant. The grant design team included representatives from the TCSG Technical Education Division, TCSG College leadership and faculty, Georgia Department of Labor, Local Workforce Investments Boards, TCSG College Business Advisory Committees, and relevant employers/employer associations. When Georgia was awarded the grant, it joined a national learning network of Accelerating Opportunity states seeking to transform Adult Education.

TCSG Accelerating Opportunity Colleges – Fall 2014

1. Albany Technical College
2. Atlanta Technical College
3. Georgia Piedmont Technical College
4. Central Georgia Technical College
5. Gwinnett Technical College
6. Lanier Technical College
7. Athens Technical College
8. Savannah Technical College

² Source: http://www.acceleratingopportunity.org/sites/default/files/uploads/11/about_accelerating_opportunity.pdf.

³ Source: <http://gosa.georgia.gov/accelerating-opportunity-transforming-adult-education-georgias-technical-colleges>.

Action Steps (Adult Education)

1. National Career Awareness: To customize instructor curriculum (ongoing) and expand the current National Careers Awareness project using an integrated model to all SDAs
12 Month Goal: Complete the process by June 2012.
Complete: This goal was completed on time.
2. Service Delivery Area (SDA) Assistance: To monitor and assist the SDAs with ensuring that targets for enrollment and NRS goals (Educational Gain, Enter Employment, Retain Employment, and Enter Postsecondary Education) are achieved as evident through data monitoring and site visits.
12 Month Goal: This is a monthly process that is ongoing.

Strategic Outcome Measure 5: Adult Education Student Progress

Adult Education Students Who Completed at Least One Level



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

Strategic Outcome Measure 5 – Discussion

The Adult Education levels are: **ABE** Adult Basic Education (Elementary/Middle School Level); **ASE**: Adult Secondary Education (High School Level) and **ESL**: English as a Second Language. Over the past several years adult literacy was impacted by a number of changes. However, additional program changes may result in an increase in students completing a given level in the future.

Strategic Objective – Technology: TCSG will use innovative technology to enhance student learning.

Background

Georgia Virtual Technical Connection

The Georgia Virtual Technical Connection (GVTC) is the central point of reference for all online courses offered by TCSG. Online education has been available since 1998 when the original Georgia Virtual Technical Institute (GVTI) was formed through a consortium of seven technical institutes to deliver courses and programs through the Internet. Enrollment in distance learning has more than doubled since 2005⁴. Hybrid courses include a combination of on-line and campus instruction; in TCSG’s totally “on-line” courses, 100% of the instruction is delivered via the internet.

Table 1

Enrollment in GVTC Instruction Programs

	FY 2013	FY 2014	FY 2015	FY 2016
	Actual	Actual	Actual	Actual
Hybrid	65,746	67,900	63,308	59,626
On-line	71,978	67,511	64,744	63,867

Source: TCSG (*On-line includes USG institutions with technical divisions*)

Learning Support Redesign

In AY 2016, over 26,000 TCSG students enrolled in at least one learning support course. Historically, TCSG students with a learning support requirement in at least one subject area graduated at a rate of 23 percent. To address this, TCSG created the President’s Council Learning Support Task Force. The Task Force was charged with constructing a comprehensive set of recommendations to improve the outcomes of learning support education in TCSG institutions. One component of the learning support redesign initiative will explore alternatives to traditional textbooks.

Action Steps (Technology)

1. Learning Support: TCSG Learning Support re-Design initiated a major review of technologies available to support learning in and out of the classrooms and labs.
12 Month Goal: Qualify select technologies for Georgia purchasing and make recommendations to the technical colleges by July 31, 2012.
Complete: This goal was completed on time.

⁴ This includes students enrolled at the two University System of Georgia institutions that offer TCSG technical education programs.

2. Adult Education Text Message Chatbot⁵: TCSG developed and deployed an automated self-service chatbot for citizens to learn about adult education programs available in their area. The chatbot allows prospective students to request information in a conversational format about local programs 24/7 via short-code SMS (text message).
12 Month Goal: Implement and track initial results.

Strategic Objective – 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.

Action Steps (Facilities)

1. System-wide Facility Assessment and Energy Audit: The audit is a yearlong effort that will entail visiting, inspecting and recording the physical condition of all 510 state-owned buildings on the TCSG college campuses. Major building components will be given a statistical ranking that will allow for an accurate prediction of the useable life expectancy of not only specific equipment but also of entire buildings. Additionally, an energy analysis of energy consumption as well as equipment will identify the greatest "offenders" of energy efficiency. The assessment project will provide TCSG with the information needed to focus future MRR funds on specific need areas to improve both quality and efficiency of the campus experience for TCSG students.

12 Month Goal: Project anticipated to be completed by Jan 1, 2013.

Complete: Project completed.



Photo: Georgia BioScience Training Center

⁵ A "chatbot" is a "chatting robot" online program that uses artificial intelligence to simulate human conversation.

Goal 3

Financial

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



Goal 3 - Financial

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

The Great Recession that began in 2008 had a significant impact on TCSG colleges in two areas. First, enrollment increased significantly as students searched for training that would lead to employment. Second, state revenue plummeted, and additional funding was not available. TCSG responded to these challenges using several strategies:

- ✓ Hired adjunct faculty at lower cost with no benefits;
- ✓ Increased class size (where allowed);
- ✓ Eliminated marginal programs; and
- ✓ Merged colleges to reduce overhead and put resources into instruction rather than administration.

These cost reductions cannot be replicated indefinitely. Accordingly, the strategic plan addresses the key area of sustainable funding. There are three strategic objectives to help achieve the TCSG Financial Goal.

Strategic Objectives (Financial Goal)

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.

The following sub-sections describe each strategic object relating to the student goal as follows:

- Background information to provide context for each objective;
- Major actions steps that will help to achieve the strategic objective; and
- A “12-month” goal to document interim activities for each action step.

In addition, there are several strategic outcome measures that will reflect overall progress.

Strategic Objective – Development: Enhance development activities to build private financial support for TCSG as a system and at individual colleges.

Background

This strategic plan lays out a bold vision for the future of technical education in Georgia. However, as the past several years have indicated, efficiency measures help, but there are limits. Consequently, the planning team realized that the system must identify additional revenue sources.

One avenue of resource development is to increase the capacity of the TCSG foundations to secure alternative funding through federal grants, corporate and private foundations, and philanthropic support from stakeholders including alumni, business and industry, and community leaders.

Action Steps (Development)

1. Resource Development Plan: The director will prepare a recommendation for a comprehensive resource development plan. The plan will be compiled utilizing committee input and non-profit best practices; it will include short and long-term goals as well as staffing (and budget) recommendations necessary to achieve stated goals.

12 Month Goal: The plan will be presented to the SBSI Resource Development Ad Hoc Committee for review by June 30, 2012.

Complete: This goal was completed on time¹.

2. Resource Development Assistance: The Office of Resource Development (ORD) activities:
 - a. Leadership for resurrecting the Technical College System of Foundation of Georgia (TCSG) Foundation; ORD director serves as executive director for the TCSG Foundation; focused on establishing foundation according to non-profit best practices.

12 Month Goal 1: The executive director will recruit 12 community leaders to serve as trustees by June 30, 2012.

Complete: This goal was completed on time.

12 Month Goal 2: The executive director will schedule a board meeting for orientation of new trustees by June 30, 2012.

Complete: This goal was completed on time.
 - b. Support and technical assistance will be provided to two TCSG peer groups: institutional advancement officers (IAOs) and grant points of contact (POCs) and to the members of the Technical College Foundation Association of Georgia (TCFA) (i.e. local college foundations). Support is ongoing
 - c. Provide support for TCSG's system initiative for Achieving the Dream (ATD). Support is ongoing

¹ The foundation plan is available on the web at: https://tcsgeu.edu/tcsg_foundation.php.

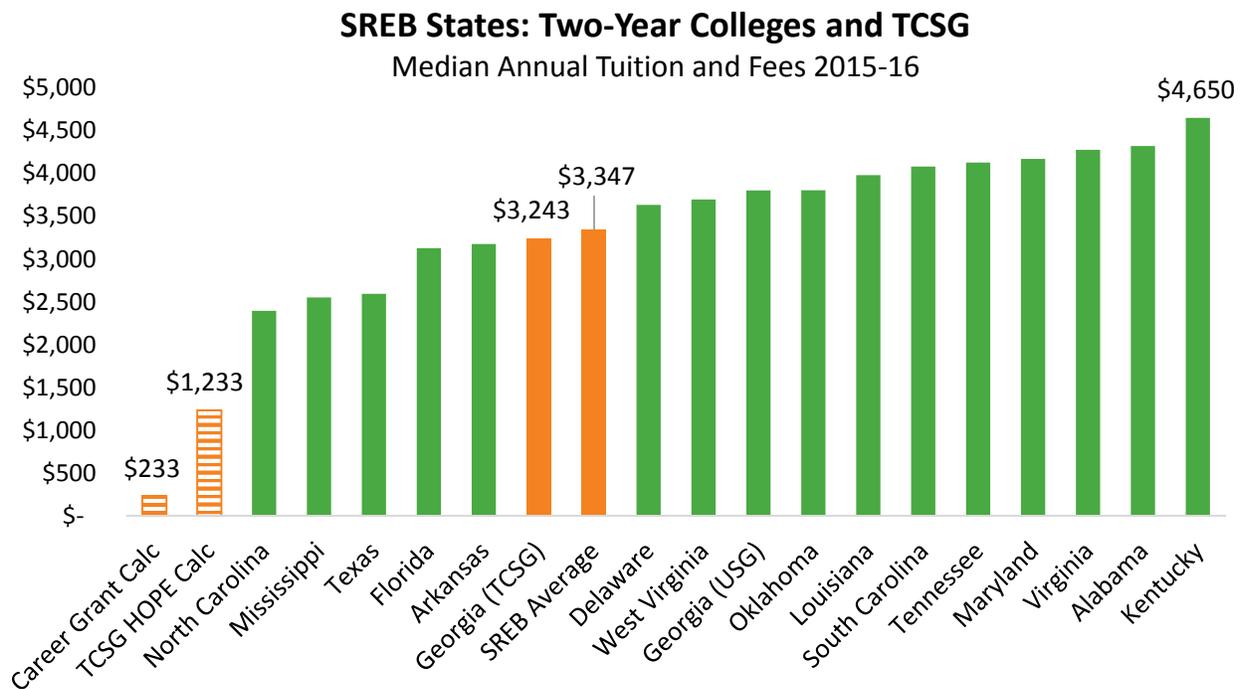
Strategic Objective – Tuition: Ensure tuition achieves the appropriate balance between affordability and market realities.

Background

TCSG colleges provide students with a tremendous value for their money: high quality, low cost education and training that leads to employment. In many cases, students have relatively low out-of-pocket expense.

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.

Strategic Outcome Measure 6: Maintain SREB Tuition Ranking



Source: SREB/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 \$1,233 per year in the 2015-2016 academic year.

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

Strategic Objective - State Support: Document the justification for increasing support from the state while recognizing financial constraints can limit this revenue source.

Background

State funding is a vital component of TCSG operations. To ensure continued base funding and funding for enrollment growth, the system must provide data that documents results for state decision makers and elected representatives.

Georgia state government's budget challenges that began after the 2008 recession resulted in relatively flat state funding for technical education. Small incremental tuition increases were necessary to maintain quality education programs for our students. However, the FY 2018 Appropriations Act increased TCSG's state funding to \$361 Million.

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.



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.

To be the world leader in technical education, TCSG must engage stakeholders from small businesses in our local communities to global corporations looking for a trained competitive workforce. Moreover, many new job opportunities in Georgia over the last several years were created by international companies. The 22 TCSG colleges work closely with the local business community to ensure programs offered meet workforce needs, and TCSG’s renowned Quick Start program provides customized training to new and expanding business.

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

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.

The following sub-sections describe each strategic objective relating to the student goal as follows:

- Background information to provide context for each objective;
- Major actions steps that will help to achieve the strategic objective; and
- A 12-month goal to document interim steps for each action step.

In addition, there are several strategic outcome measures that will reflect overall progress.

Strategic Objective – Local: Ensure that local community workforce needs are met through educational programs and economic development efforts that serve business.

Background

A primary function of technical education is education and training to enhance the state’s workforce and support economic development. Staff in TCSG’s 22 colleges work closely with local business leaders to ensure programs meet the changing needs of their communities. Ongoing feedback between the local business and technical colleges result in certificate, degree and diploma programs that are effective and responsive.

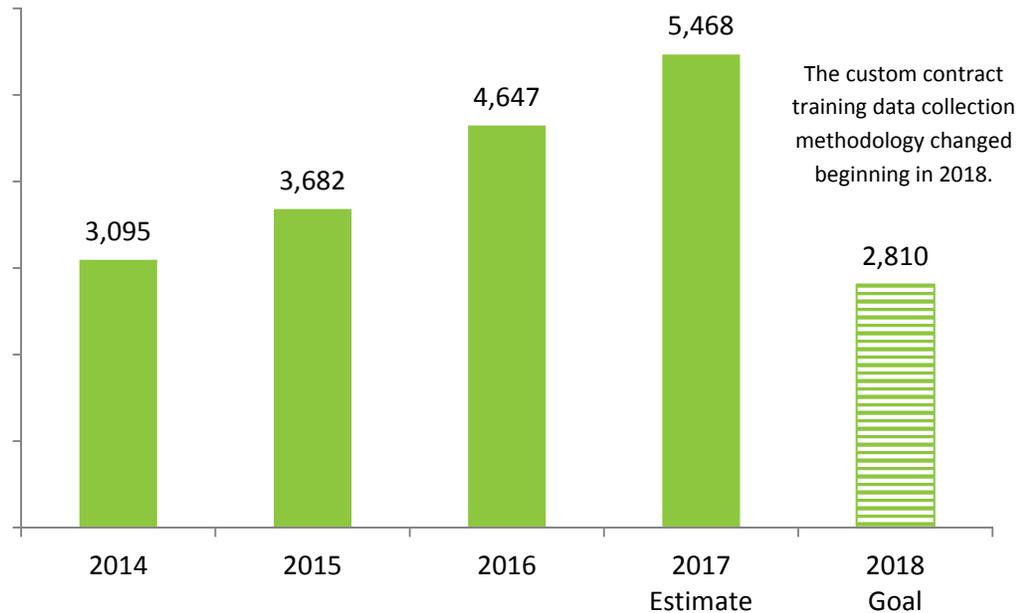
In addition, TCSG colleges have an economic development/workforce development function that offers customized training to business in their community. Customized training varies from modification of an existing technical education class to development of new courses based on a specific need.

Action Steps (Local)

1. Customized Contract Training: Enhance awareness of customized training opportunities in each of the technical colleges’ service delivery area.
12-Month Goal: Increase the number of companies that receive company specific training from the Economic Development Customized Business and Industry Services Program.
This process is ongoing
2. Go Build Georgia: TCSG’s technical education area, in partnership with the Governor’s Office of Workforce Development and industry leaders, are implementing the Go Build Georgia initiative. TCSG graduates from construction, welding, architecture, masonry, HVAC, plumbing, truck driving, and engineering will be the enabling workforce for new industries and expansion industries needing new facilities.
12-Month Goal: Increase students in building industry programs to ensure sufficient workforce in Georgia to continue attracting new industry as well as expansion plans of existing industry.
This process is ongoing.
3. Strategic Industries Forums: TCSG is conducting a series of forums to help students find careers in industries that have a high need for their skills. The Strategic Industries Forums will be held each month at one of the system’s 22 colleges around the state. The forums will connect the colleges’ workforce resources with industries in the state identified by the Governor’s High-Demand Career Initiative (HDCI) as having more jobs to fill than there are trained workers available to fill them.
12-Month Goal: Conduct a *strategic industries forum* each month at a TCSG College.
Complete: This goal was completed on time.

Strategic Outcome Measure 7: Customized Contract Training

Companies Receiving Customized Contract Training From TCSG Institutions



Note: Beginning in FY 2018, the methodology for collecting this data will change including the definitions and procedure.

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 2018, a more rigorous definition and procedure were implemented for the custom contract training information.

Strategic Objective – 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.

Background

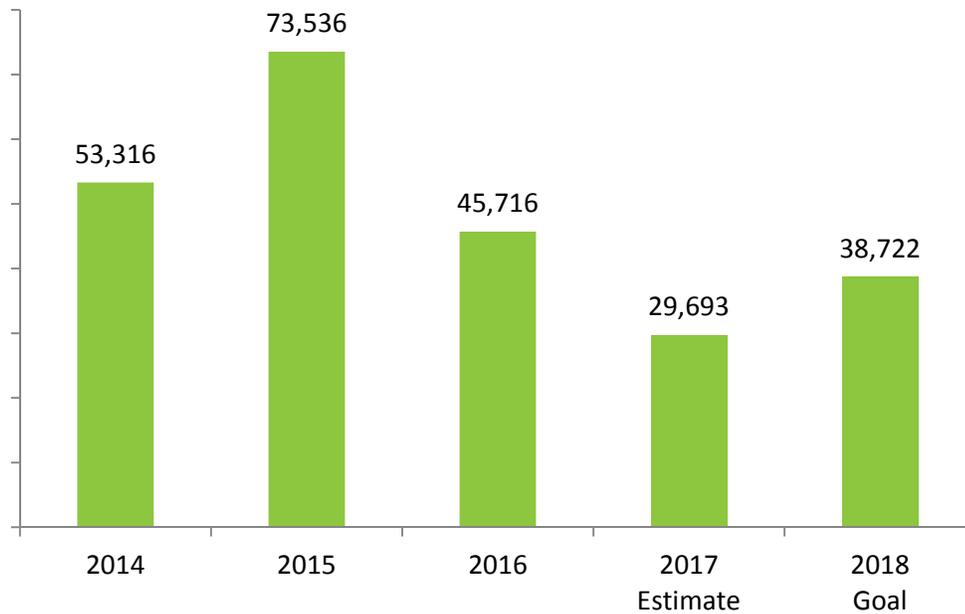
For more than 40 years, Quick Start has provided customized workforce training free-of-charge to qualified businesses in Georgia. Today, the program is one of the state’s key assets for supporting new and expanding industries. Quick Start delivers training in classrooms, mobile labs or directly on the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

Action Steps (State)

1. **Job Creation:** Continue to be part of the economic development team as an incentive to attract new business or work with expanding businesses.
12 Month Goal: To increase the number of jobs created with the assistance of Quick Start’s new and expanding industry program. This process is ongoing.
2. **Training:** Provide companies with the opportunities for training through an extensive project study and development of customized training programs.
12 Month Goal: Increase the number of trainees trained by Quick Start. (*See Strategic Outcome Measure 8 for the FY 2018 goal*)

Strategic Outcome Measure 8: Quick Start

Number of Workers Trained By Quick Start



Note 1: In 2015, seven large manufacturing opportunities requested Quick Start training.

Note 2: In 2017, several large manufacturing projects completed their prescribed training plan. There was also an increase in the number of new projects that are in the analysis/development phase of training. Quick start training is deployed after a Department of Economic Development request for a new or expanding company that needs training.

Source: TCSG

Strategic Objective – National: TCSG will participate in developing national strategies to improve educational outcomes, economic development and job creation.

Background

Career and technical education is a key element of the U.S. Department of Education’s current focus. In early 2011, the U.S. Department of Education convened four regional summits to discuss student success where Education Secretary Arne Duncan announced “Community colleges must lead the way to meeting President Obama’s goal that the United States once again has the highest college attainment rate in the world.”

Commission on Colleges Southern Association of Colleges and Schools (SACSCOC) Accreditation

One key indicator for TCSG institutions is accreditation by a nationally-recognized accrediting organization. For TCSG colleges, the accreditation organizational is the Commission on Colleges

Southern Association of Colleges and Schools. Achieving SACSCOC accreditation can take up to 6 years to complete. As of June 2016, all 22 TCSG institutions are accredited by SACSCOC!

Complete College America (CCA)

Georgia is one of 10 states to win the \$1 million Completion Innovation Challenge grant. Thirty-three states applied for the 18-month implementation grants for innovative, high-impact college completion initiatives designed to enhance student success. Georgia's application focused on restructuring remediation programs. Georgia's CCA related initiative is Complete College Georgia (CCG) and is an important component of Governor Deal's broader Georgia Competitiveness Initiative.

Action Step

1. Georgia Higher Education Completion Plan: The State Board of the Technical College System of Georgia voted in December 2011 to unanimously approve the Georgia's Higher Education Completion Plan, a joint project of the TCSG and University System of Georgia (USG) resulting from Governor Nathan Deal's Complete College Georgia initiative that aims to increase the state's college completion rate.

2015 Update: TCSG is on-track to meet the Complete College Georgia goal.

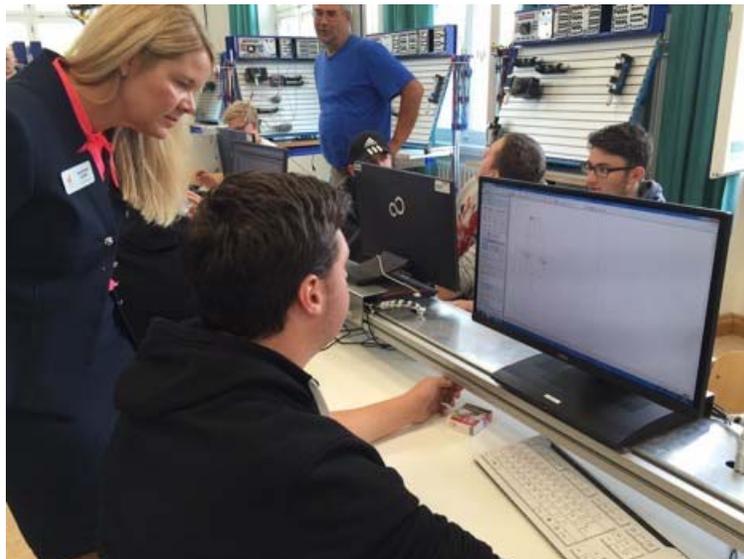
Strategic Objective – International: TCSG will take a global leadership role by engaging international technical educational organizations and pursuing business partnerships.

Background

Globalization involves the development of an integrated world economy based on free trade, the free flow of capital, and the competitive utilization of low-cost international labor markets. Georgia's technical college system can provide training that results in a more productive workforce which, in turn, will attract business looking for a profitable balance between workforce productivity and cost.

Action Steps (International)

1. **TCSG international Center:** Build greater global recognition of the TCSG programs while also working to expand new and existing international student and faculty exchange and to increase F1/M1 international student enrollment at the 22 TCSG colleges.
This process is ongoing.
2. **CCID Conference:** In February 2013, TCSG will host the Community Colleges for International Development (CCID) annual conference in Atlanta, Georgia.
12-Month Goal: Prepare to host and participate in the 2013 CCID conference.
Complete: this goal was completed on time.



TCSG Commissioner Corbin meets apprentices at a Berufsschule (vocational school) in Germany during an international economic development meeting.