



ATLANTA
TECHNICAL
COLLEGE

Strategic Plan

2018-2022

(Revised 12.2018)

**Atlanta Technical College
STRATEGIC PLAN
2018-2022**

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Atlanta Technical College Strategic Plan 2018-2022

A Letter from the President

With a pride in our community, respect for our 50-year legacy, and a strong vision for the future, I am pleased to present the Atlanta Technical College Strategic Plan, 2018-2022.

The plan is the culmination and product of a yearlong, campus-wide and community effort that actively engaged students, faculty, staff, board members, and community partners in surveys, focus groups, and planning committees. The values of excellence, professionalism, integrity, and service were fundamental to the planning process and will continue to inform and to guide the plan's implementation.

The Atlanta Technical College Strategic Plan is the blueprint for moving the college forward as we begin a new chapter in the college's history. It will clarify and direct our actions, strategies, and activities, and be the focus that will become the framework for acquiring and distributing financial and other resources that build and strengthen our college community.

Every effort that contributed to this plan is critical to its success. I encourage members of the college community to continue to engage and to participate in the exciting and challenging work ahead. Our collective efforts and combined expertise will ensure the realization of the goals outlined in this plan and will lead to student success.

I look forward to our work together.

Sincerely,



Victoria Seals

EXECUTIVE SUMMARY

Celebrating 50 years of service to the metropolitan Atlanta community, Atlanta Technical College is at an exciting and expansive stage of development. To guide this next stage of growth, we conducted a major, year-long planning process. We solicited input from a broad range of interested parties including faculty, staff and external stakeholders, and generated ideas to create strategic options. We reviewed collected data and performance metrics.

The results were a number of strategic opportunities and concepts that have become the 2018-2022 Strategic Plan. This strategic plan provides a blueprint for the college's future and provides a framework for building on our strengths to continue to create a space for student success. It outlines a focused direction for the college as we move into our next 50 years of educating the global workforce. The identified central themes were culled into the following goals:

- **Strategic Goal 1:** Align programs, initiatives, and services to ensure student success and to meet community and industry needs.
- **Strategic Goal 2:** Improve institutional infrastructure for leadership and accountability across all functions of the college
- **Strategic Goal 3:** Strengthen internal engagement
- **Strategic Goal 4:** Build a sustainable business model for resources and industry partnerships

The college's goals clearly align with the goals of the Technical College System of Georgia (TCSG). TCSG's goals focus on students, learning, finance, as well as the community, jobs, workforce, and economic development. The college's goals and related strategies have the same focus and are demonstrated in the college's plan.

INSTITUTIONAL PROFILE

History

The history of Atlanta Technical College is built upon big dreams and the undaunted innovators who turned them into reality. From the streets of southwest Atlanta to China and Germany and points in between, Atlanta Tech students, faculty, graduates, and staff have proven that anything is possible if you start strong, stay strong, and finish strong. In 2017, the College celebrates a half-century of transforming lives through workforce development. As we begin the celebration of 50 years of providing quality education, we look back on our track record with great pride. We honor a vibrant legacy as we also look forward to an even brighter future.

It was with this in mind that the college set out to create a strategic plan that capitalized on Atlanta Tech's unique alchemy in a way that would leave a lasting imprint on our communities. The resulting document is a blueprint for the College's aspirations and a declaration of its intentions to serve as a flag bearer for the future of technical education.

Tracing its origin through six decades, Atlanta Technical College has grown from fairly modest beginnings. Atlanta Technical College was established as Smith-Hughes Vocational School at 232 Pryor Street, and first enrolled adults in vocational education in 1945 following World War II. The school was moved in 1964 to Smith High School at 535 Hill Street and renamed Hoke Smith Technical Institute. At that time, about 24 occupational programs were offered. Federal funding for vocational education in the late 1960s promoted the concept of area vocational technical schools.

In 1953, the Northside extension campus, Tuxedo Center, was opened at 4191 Northside Drive in northwest Atlanta. In 1967, the school was reorganized as Atlanta Area Technical School and was moved to its current southwest campus, enrolling its first students in the new facilities in January 1968. The Child Care Center and Ferguson Hall Annex were completed the same year. In 1997, the school's name was changed to Atlanta Technical Institute, and the institution became part of the Georgia Department of Technical and Adult Education. Dr. Brenda Watts Jones was tapped to become president, making her the first African-American woman in Georgia to lead a technical institution. She served the college until 2007, and Dr. Alvetta Peterman Thomas was named president in 2008. Dr. Victoria Seals became the sixth president of Atlanta Technical College in 2016.

In June 1999, Atlanta Technical Institute completed a \$1.3 million renovation of its south entrance facade. The renovation provided covered walks and outdoor seating plazas. On July 1, 2000, the name was changed to Atlanta Technical College. In 2007, the college acquired use of the property at 1520 Metropolitan Parkway, adjacent to main campus, through the Atlanta Technical College Foundation, Inc. The facility at that location formerly housed the Atlanta Technical College Institute for Males and is currently under review for repurposing. The \$14 million Brenda Watts Jones Allied Health and Technology Complex opened in the fall of 2010. In August 2012, the college completed a \$4.8 million renovation of a new 36,000 square foot library, which houses the general collection and the Robert Holmes Law Library; testing center; and facility department hub. A state-of-the-art bioscience laboratory and technology wing opened in the winter of 2015.

Accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and with an average semester enrollment of 4,800 students, Atlanta Tech offers associate degrees, diploma programs, technical certificates of credit, adult education classes/GED preparation, and continuing education short-term courses. In addition to day and evening class schedules, hybrid schedules and online courses are also offered. Additionally, Atlanta Technical College, through its Economic Development Division, develops customized courses for business and industry.

Atlanta Technical College has produced seven state GOAL (Georgia Occupational Award of Leadership) winners; four state PRIDE (Performance Recognition Indicating Demonstrated Excellence) winners; one Exceptional Adult Georgian in Literacy Education (EAGLE); and one Rick Perkins Technical Instructor of the Year. In addition to having an excellent track record in producing winners in state competitions, Atlanta Technical College is proud of the students who also excel in regional and national competitions representing student associations and organizations. In 2007, Washington Monthly magazine named Atlanta Technical College “America’s Best Community College” and the college was recognized by the Technical College System of Georgia with the Perdue Award for Technical College of the Year in 2012.

Atlanta Technical College provides an exceptional education to a diverse group of students, representing ethnic groups from around the world, younger and older people, high school and college graduates, persons with special needs, and persons with varied backgrounds, academic requirements, and interests.

Governance and Organizational Structure

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

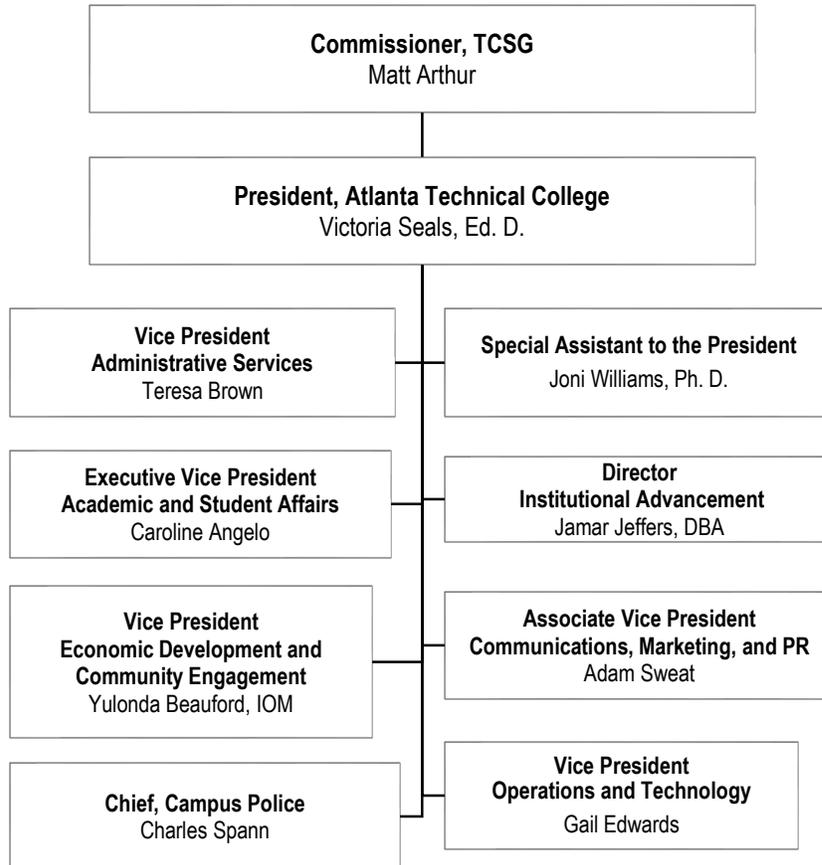
O.C.G.A. § O.C.G.A. 20-4-11 specifies that the State Board is responsible for establishing policies for the operation of the Technical College System of Georgia (TCSG) and its member colleges, including Atlanta Technical College (ATC). The code also specifies that the State Board is ultimately responsible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

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

The current president of Atlanta Technical College is Dr. Victoria Seals. Atlanta Technical College (ATC) has a clearly defined and published organizational structure that delineates responsibility for the administration of policies. Divisions include the President's Office, Academic Affairs, Administrative Services, Institutional Advancement, Economic Development, Human Resources, Student Affairs, and Communication & Marketing. Each division is managed by an Executive Council member (a direct report to the President) who has direct supervisory responsibilities over his/her respective area of the college, and each is responsible for ensuring that the policies and procedures of the State Board and Local Board are followed within his/her area of supervision, with applicable federal and state legislation, policy, and guidelines.

Atlanta Technical College Organizational Structure

(revised 12.2018)



COMPREHENSIVE ASSUMPTIONS

This Strategic Plan is undergirded with basic assumptions about the environment for higher education and internal and external factors that will influence the college going forward. Atlanta Technical College analyzed its current position - at national, state, regional, and local levels - and identified the following assumptions relevant to the future based on external environment, the industry, and internal institutional factors. The fundamental purpose of assumptions in higher education is to provide the best opportunities for a relevant, high quality education to address goals that are most important to decision makers and the public. While Atlanta Technical College is aware of the possible impact of these assumptions, the college is committed to the full implementation of the plan over the next five years.

Environmental Assumptions

1. **Adopt learner-centered teaching models:** The college will be required to build more flexibility into core curriculums and offer many different ways in which students can earn college credit, especially, the initiatives that will deliver high enrollment and new modalities for learning.
2. **Become a more market-driven institution:** Learning alternatives will remain market driven. The college will offer only what is needed to gain a particular skill that has current value in the world of work. Developing programs that build currency of learning skills will benefit lifelong learners and also improve the business bottom line.
3. **Develop “signature” programs of excellence concept:** The college is realizing that it can no longer be all things to all people and still retain its competitive edge. In an effort to serve its constituents and achieve global status, the college will take into account factors like historical mission, strengths, and unique opportunities, and direct resources to selected programs to maintain or create distinction in certain programs.
4. **Be a good neighbor:** The college understands that community and business partnerships are good for business and good for learning. Offering programs of interest to local community residents will increase the relevance of the college within the community and increase revenues without adding to infrastructure costs. Similarly, local businesses and government and private institutions also offer the college many opportunities for mutually beneficial partnerships. Students will gain authentic learning experiences from such partnerships even as the college strengthens local ties while increasing opportunities for student placement, philanthropic contributions, and grant funding.

5. **Integrated Technologies:**

- Distance Learning – Distributed learning is rapidly becoming an alternative to the traditional on-site delivery of educational programs. By accessing information from anywhere in the world and dispensing it to constituents instantly, the college can broaden and strengthen its resources by making them more immediate and dynamic. The global outreach afforded students and staff allows the college to develop world-class partnerships and be competitive with the best institutions of higher learning in the world.
- High-speed Wireless Technology and Cloud Platforms – Wireless extends the reach of learning opportunities beyond the boundaries of the classroom and will have a direct impact on the way the campus is physically arranged and used. The “Cloud” will allow for secure storage of more data and retrieval of data. With anytime, anywhere access to information comes an increase in student-directed learning and independent research. Such learning and research can now occur in every corner of the campus, as well as libraries and labs.
- New and Emerging Technologies – Build flexible strategies for a rise in new media and electronic instruction that is already beginning to replace traditional classroom instruction. Emerging and growing fields like tissue engineering and robotics may place new demands on facilities compared to transient technologies and today’s curricular offerings.

6. **Learning neighborhoods to facilitate social interaction:** As technology takes over many of the traditional learning functions, the college will find itself more and more a center for social interaction and other forms of “informal” learning opportunities. This will increase the need for innovation in the physical space of the college. This will include plans to provide for lounges, meeting rooms, plazas, reading cafes, green zones, and other attractive open areas for informal interaction and exchange of ideas.
7. **Implement new accountability measures:** The College will have to show its constituents that it is not just a “community of learners” but a “learning community” where benefits accrue to local neighborhoods and the region in which it is located. Such benefits need to be measured not only in economic terms but also in terms of the increased social and cultural value that accrues to local communities from the presence of the College.
8. **Lifelong learning and transferable universal skills:** Employers are seeking to hire graduates who have theoretical and practical knowledge, skills, and dispositions to be able to work in a team structure; make decisions and solve problems; communicate verbally with people inside and outside an organization; plan, organize, and prioritize work; obtain and process relevant information; analyze quantitative data; possess technical knowledge related to the job; exhibit proficiency with computer software programs; create and/or edit written reports; and sell and influence others.

External Assumptions

1. Inflation will continue in the foreseeable future at minimum of 2-3 percent per year. Student costs will increase at moderate pace below inflation rate.
2. Federal and state student aid assistance will remain limited with increased borrowing (loan interest rates will rise).
3. The region served by Atlanta Technical College continues to experience population, job, and industry growth that attracts small and large businesses.
4. Overall economy is improving and creating more non-farm and non-agricultural jobs.
5. Industry will continue to hire preferentially those with skills in new technologies and those who have perfected their “soft skills.”
6. Natural and man-made disasters have resulted in:
 - Intense Homeland Security programs and services.
 - Costly and restricted access for nonimmigrant students to enroll in US higher education institutions. (However, as international borders expand, there will be the opportunity to recruit international students, faculty, and staff, but changing Immigration Laws will make it more difficult for foreign students to obtain a visa, thereby negatively impacting foreign student enrollment.)
 - Competition with other nations in promoting global education for non-US nationals.
 - Heightened service in IT security, mobility, and convergence.
 - Distributed learning will keep increasing as an alternative method of learning.
7. The enrollment growth in the community and two-year colleges will continue due to low costs and the approval to offer baccalaureate degree programs.
8. Shortage in skilled labor force in specific areas will remain constant.
9. Colleges will be engaged in an aggressive search for quality students to maintain enrollments, graduation, and scholarships.
10. Learner-centered institutions will need to develop programs to accommodate independent determined learners.
11. Students will become more critical of their choices in the selection of and educational institution by choosing quality and added values that prepare them for global citizenship.
12. Career opportunities will continue to be volatile and will affect student interest in entering certain professions.
13. Diversity and inclusion will continue to impact the institution in the future as we move toward a more diversified workforce in regards to race, ethnicity, sexual orientation, and multi-generations, including high school (MOWR) students.
14. Mobile computing (Smart phones, netbooks, laptops and other devices that access the Internet through cellular-based, portable hotspots and mobile broadband cards) will become mainstream on many campuses.
15. Electronic books and open content will be online educational resources used by students and faculty. Faculty/staff and students will routinely use social media extensively for communicating, teaching, and learning. Digital access (learning-on-the-go) will require staff and professional development activities in online access, teaching, and working.
16. The film industry is one of Georgia’s fastest growing industries. With several film studios within our service area, an increased focus should be made on course offerings in this

industry. Other industry demand employment sectors in Metro Atlanta are: Professional, Scientific, and Technical Services; Health Care and Social Assistance; Retail Trade; Transportation and Warehousing; Manufacturing; and Finance and Insurance.

Internal Assumptions

1. Student enrollment will grow at the average of 1.5 percent a year.
 - Student enrollment has been trending down for AY14, 15, and 16, and is projected to trend downward at an average of 9%, pending interventions from the new strategic plan.
Source: TCSG Data Center; Report # ER21
2. Female-male enrollment ratio will remain close to 3:2.
 - The average for the past 3 years has been 6:4 ratio; 64% female to 36% male.
Source: TCSG Data Center; Report # ER20
3. In-state student enrollment will remain around 99 percent.
 - For the past three years, in-state enrollment has been 99.75 percent.
Source: TCSG Data Center; Report # DC172
4. Matriculation of admitted students will be around 70 percent.
 - Matriculation of admitted students for the past three years has averaged 66.8 percent.
Source: TCSG Data Center; Report # DC126
5. Full-time student enrollment will remain at approximately 35 percent. The average of full-time student enrollment has been 35 percent for the past three years.
Source: TCSG Data Center; Report # DC185.
 - The average of full-time high school student enrollment has been 1.57% for the past three years.
Source: TCSG Data Center, Report DC131/TCE0104: Demographic of Credit Enrolled students by Home Campus
 - The average of all other full-time credit enrolled students has been 33.43% for the past three years
Source: TCSG Data Center, Report DC131/TCE0104: Demographic of Credit Enrolled students by Home Campus
6. Faculty-student ratio will remain 1:20 and staff-student ratio will be steady 1:12.
 - Based on AY2016, the faculty-student ratio was 1:19, and the staff-student ratio is 1:11.
Source: IPEDS Human Resources survey for 2016-17 and AY16 enrollment.

7. First year student retention rate will be 70 percent. The average for the past three years has been 63.3 percent.
Source: TCSG Data Center; Report # DC198.
8. Six-Year Student graduation rate will be 40 percent.
 - Six-Year Student graduation rate has averaged 35 percent for the past three years.
Source: based on the 200% graduation rate via IPEDS survey reports.
 - *American Association of Community Colleges March 2016 publication, the National Student Clearinghouse (NSC) 2009 Cohort Completion report shows the six-year graduation rate at 38.2% for all part-time and full-time students completing either at their starting institution or a different institution.*
9. Student career placement rates will be around 99 percent (overall) and 90 percent (in-field)
 - The average for the past three years has been 98.6 percent (overall) and 85.8 percent (in-field).

Mission, Vision, Values, and Strategic Goals

Mission

Atlanta Technical College, a unit of the Technical College System of Georgia, provides lifelong educational opportunities and experiences through academic and innovative career preparation, service learning, and multiple program delivery modalities that lead to technical certificates, diplomas, and associate degrees and make student development and success possible in a competitive global economy.

Vision

The vision of Atlanta Technical College is to transform the lives of students, faculty and staff to positively impact the institution and the community.

Core Values

1. **Excellence**: We strive for perfection in all that we do.
2. **Integrity**: We do what is right in all circumstances, maintaining the highest ethical standards.
3. **Customer Service**: We proactively respond to the needs of our students and the college community.
4. **Professionalism**: We plan and execute all tasks with a sense of urgency and a positive attitude.
5. **Respect**: We treat everyone with honor and equity.
6. **Teamwork**: We work together to accomplish the mission.
7. **Diversity & Inclusion**: We value and celebrate the uniqueness that comprises our college community.

Strategic Goals 2018-2022

Strategic Goal 1: Align programs, initiatives, and services to ensure student success and to meet community and industry needs.

Strategic Goal 2: Improve institutional infrastructure for leadership and accountability across all functions of the college

Strategic Goal 3: Strengthen internal engagement

Strategic Goal 4: Build a sustainable business model for resources and industry partnerships

STRATEGIC PLAN 2018-2022

Goals, Objectives, Strategies, and Indicators of Success

Strategic Goal 1: Align programs, initiatives, and services to ensure student success and to meet community and industry needs			
Objectives	Strategies	Indicators of Success	Senior Leadership Team Responsibility
1.1 Expand and offer innovative academic and applied-skills programs and services	1.1.1 Design and conduct annual program reviews across all units	<ul style="list-style-type: none"> • Completed Instructional and Administrative Support Program Self-studies • Summary of IT needs plan and budget projection 	<ul style="list-style-type: none"> • Economic Development • Academic and Student Affairs
	1.1.2 Review information technology infrastructure to align with current needs assessment and future needs projection		
1.2 Strengthen collaborative partnerships with industry, organizations, and community	1.2.1 Identify and renew opportunities with K-12, universities, employers, advisory boards, and community organizations to partner with the college	<ul style="list-style-type: none"> • Annual listing of new and continued MOUs & MOAs 	<ul style="list-style-type: none"> • Economic Development • Institutional Advancement • Academic and Student Affairs
1.3 Brand and market the college locally, nationally, and globally	1.3.1 Develop and conduct comprehensive community needs assessment survey	<ul style="list-style-type: none"> • Analytical report of survey findings • Recommendations and action plan for implementation 	<ul style="list-style-type: none"> • Communications and Marketing • Office of the President
	1.3.2 Develop and implement a branding/marketing plan	<ul style="list-style-type: none"> • Marketing Plan • Action timeline and responsible parties for execution of the Plan 	
1.4 Increase student enrollment, retention, graduation, and job placement	1.4.1 Develop and implement an intentional, comprehensive student enrollment plan	<ul style="list-style-type: none"> • Enrollment Management Plan to include student Retention, Graduation, and Placement projections (baseline and achievement benchmarks) • Action timeline and responsible parties for execution of the Plan 	<ul style="list-style-type: none"> • Academic and Student Affairs • Senior Leadership Team
	1.4.2 Administer student-employer placement (feedback) surveys	<ul style="list-style-type: none"> • Annual analysis of the survey • Report of the findings and interpretation • Recommendations and action plan for improvement 	

Achievement Impact: To be assessed as goal is met.

Strategic Goal 2: Improve institutional infrastructure for leadership and accountability across all functions of the college			
Objectives	Strategies	Indicators of Success	Senior Leadership Team Responsibility
2.1 Increase functional capacity and productivity of the college and all departments	2.1.1 Reorganize the college structures to align with functions and create accountability	<ul style="list-style-type: none"> Clearly defined published organizational structure delineating functional responsibility for the administration Annual updated succession plans for key college positions Standardized descriptions of functions and employee jobs 	<ul style="list-style-type: none"> Administrative Services Senior Leadership Team
	2.1.2 Create succession plans for each key function of the college		
2.2 Attract, recruit, and retain qualified resources and talent	2.2.1 Develop and implement policies that support qualified talent acquisition and retention	<ul style="list-style-type: none"> HR Employee Handbook on Institutional Policies 	<ul style="list-style-type: none"> Communications and Marketing Academic and Student Affairs
	2.2.2 Evaluate annual performance of all employees as it supports and reflects the college's mission	<ul style="list-style-type: none"> Completed comprehensive annual employee evaluations at all levels Performance improvement and professional development plans 	
2.3 Execute institutional strategic plan effectively to achieve the college mission	2.3.1 Engage departmental leadership in implementing annual operating plan	<ul style="list-style-type: none"> Broad and continual functional leadership participation Timely submission of annual budgets preceded by assessment plans Approved annual operational budget plans 	<ul style="list-style-type: none"> Office of the President Senior Leadership Team
Achievement Impact: To be assessed as goal is met.			

Strategic Goal 3: Strengthen internal engagement			
Objectives	Strategies	Indicators of Success	Senior Leadership Team Responsibility
3.1 Increase faculty, staff, and student participation in ongoing college activities	3.1.1 Inventory and identify institutional engagement opportunities and regularly assess their impact	<ul style="list-style-type: none"> List in new opportunities offered and number of attendees Survey of participant expectation and satisfaction 	<ul style="list-style-type: none"> Administrative Services Senior Leadership Team
3.2 Provide opportunities for faculty and staff professional growth and mobility	3.2.1 Develop training modules and provide relevant professional development opportunities	<ul style="list-style-type: none"> Number and frequency of modules offered Number and variety of PD offered Number of attendees and level of satisfaction Number of faculty and staff promotions 	<ul style="list-style-type: none"> Institutional Advancement Human Resources
	3.2.2 Promote continuous professional development initiatives		
3.3 Increase cross-functional transparency through continuous communication	3.3.1 Develop institutional model that ensures open, clear, and timely communication across campus	<ul style="list-style-type: none"> Institutional policy on campus wide communication requirements including type, format style, frequency and target audience 	<ul style="list-style-type: none"> Communications and Marketing Senior Leadership Team
	3.3.2 Develop and implement a comprehensive student-centered communication plan		
3.4 Promote on-demand and responsive customer service	3.4.1 Design best practice protocol guide to continuous customer service	<ul style="list-style-type: none"> Handbook on Customer Service policies and consequences Annual results of the survey with action plan and responsible parties for improvement 	<ul style="list-style-type: none"> Economic Development Academic and Student Affairs
	3.4.2 Conduct annual satisfaction surveys of college constituents		
Achievement Impact: To be assessed as goal is met.			

Strategic Goal 4: Build a sustainable business model for resources and industry partnerships			
Objectives	Strategies	Indicators of Success	Senior Leadership Team Responsibility
4.1 Maintain a balanced budget annually and to create new revenue streams	4.1.1 Design and implement a plan to generate new revenue and income streams	<ul style="list-style-type: none"> • Identification and mapping of new revenue/income sources • Recommendations with action timeline and responsible parties for execution of the Plan 	<ul style="list-style-type: none"> • Administrative Services • Institutional Advancement
4.2 Allocate resources for departmental operational efficiency	4.2.1 Conduct feasibility study of resources to include technology infrastructure	<ul style="list-style-type: none"> • Annual findings from the study used for resource distribution to support appropriate functions of the college 	<ul style="list-style-type: none"> • Administrative Services • Academic and Student Affairs
	4.2.2 Assess and implement annual planning-based budgeting and resource allocation plan	<ul style="list-style-type: none"> • Annual approve budget plans preceded by sound assessment plans • Action plan for strengthening underperforming budgetary units/functions 	
4.3 Make provisions for emergency, contingency, and deferred maintenance needs of the college	4.3.1 Develop and implement a resource development plan to include talent, facilities, technologies, and finances	<ul style="list-style-type: none"> • Divisional level resource administration strategic plans by each of the key areas of the college • Action timeline and responsible parties for execution of the Plans 	<ul style="list-style-type: none"> • Administrative Services • Institutional Advancement
4.4 Cultivate current and new industry partnerships and to facilitate increased contributions to the college	4.4.1 Develop and implement plans to continue current industry partnerships and to identify and recruit new ones	<ul style="list-style-type: none"> • Identification and mapping of new and existing industry partners for contribution • Recommendations with action timeline and responsible parties for execution of the Plan 	<ul style="list-style-type: none"> • Economic Development • Institutional Advancement • Academic and Student Affairs
Achievement Impact: To be assessed as goal is met.			

The strategic goals of Atlanta Technical College are intentionally aligned with the goals of the Technical College System of Georgia. The Technical College System of Georgia’s goals focus on students, learning, finance, as well as the community, jobs, workforce and economic development. The college’s goals and related strategies have the same focus and are demonstrated in the college’s plan and the following chart:

		Atlanta Technical College (ATC) Goals			
		Strategic Goal 1	Strategic Goal 2	Strategic Goal 3	Strategic Goal 4
		Align programs, initiatives, and services to meet community and industry needs	Improve institutional infrastructure for leadership and accountability across all functions of the college	Strengthen internal engagement	Build a sustainable business model for resources and industry partnerships
Technical College System of Georgia (TCSG) Goals	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.	❖	❖	❖	❖
	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.	❖	❖		❖



INSTITUTIONAL EFFECTIVENESS CALENDAR

ACTIVITY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Customer Evaluations												
Internal and External Surveys												
Employee Performance Management Review												
Budgeting												
Operational and Capital Outlay												
Annual Budget Approval – Board of Directors												
Planning												
Review and Development of Plans, Policies, and Procedures												
Review of Mission and Vision Statements												

Note: The Strategic Plan Goals will be reviewed and assessed annually. The plan assessment will be both formative and summative.

Peer and Aspirant Institutions

By selecting and tracking similar institutions on selected benchmark data, Atlanta Technical College evaluates how effectively our college measures up in comparison with peer institutions and sets benchmarks and performance expectations with the successes of aspirant institutions in mind.

The following are peer and aspirant institutions for Atlanta Technical College. The colleges have similar missions, and Atlanta Technical College shares the following characteristics with the colleges listed:

- standardized curricula
- enrollment
- completers and graduates
- percentage of students receiving federal financial aid
- faculty-to-student ratio

Peer Institutions

1. Beville State Community College
2. Central Carolina Technical College
3. Columbus Technical College
4. Georgia Piedmont Technical College
5. Hill College
6. South Central Kentucky Community and Technical College

Aspirant Institutions

1. Central Georgia Technical College
2. Chattahoochee Technical College
3. Elizabethtown Community and Technical College
4. Georgia Northwestern Technical College
5. West Georgia Technical College
6. West Kentucky Community and Technical College

CONCLUSIONS

In 2017 as the college community worked together to draft the 2018-2022 Strategic Plan, Atlanta Technical College celebrated 50 years of education and service. As we move into the next phase in the life of the college, this strategic plan will serve as a blueprint for the growth and evolution of the college for the next 50 years. As the college makes these changes, the students and communities we serve will become better prepared to meet the opportunities and challenges of tomorrow.

Atlanta Technical College must be adaptable and resilient in the face of a changing external environment. At the same time, it is important that we strike a balance between the aspects of the college that must adapt and evolve and the aspects that make it truly distinctive. To that end, this strategy should be treated as a living document, subject to revisions along the way.

Annual reviews of progress toward each of the four major strategic goals will be conducted to assess how effective the current plan has been in meeting plan objectives. If it is found that the plan has not successfully met many or most of its objectives, we will explore other options and revise the plan accordingly. All units of the college will develop action plans and budget accordingly, and we will align our human and physical resources to meet the goals identified in this plan.

This is an exciting time for the college as we explore new ideas and take action on a number of initiatives. Because not all good things can be done at once, the plan will include some prioritizing, especially for those that require additional resources. There will also be opportunities to conserve resources by reviewing and revising our ongoing activities.

Through the successful implementation of this strategic plan, Atlanta Technical College will continue to prepare our students for the global workforce and community leadership. Our faculty and staff will be empowered to increase their service and impact, and the college will be strengthened and ready to transform the lives of new generations.

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