

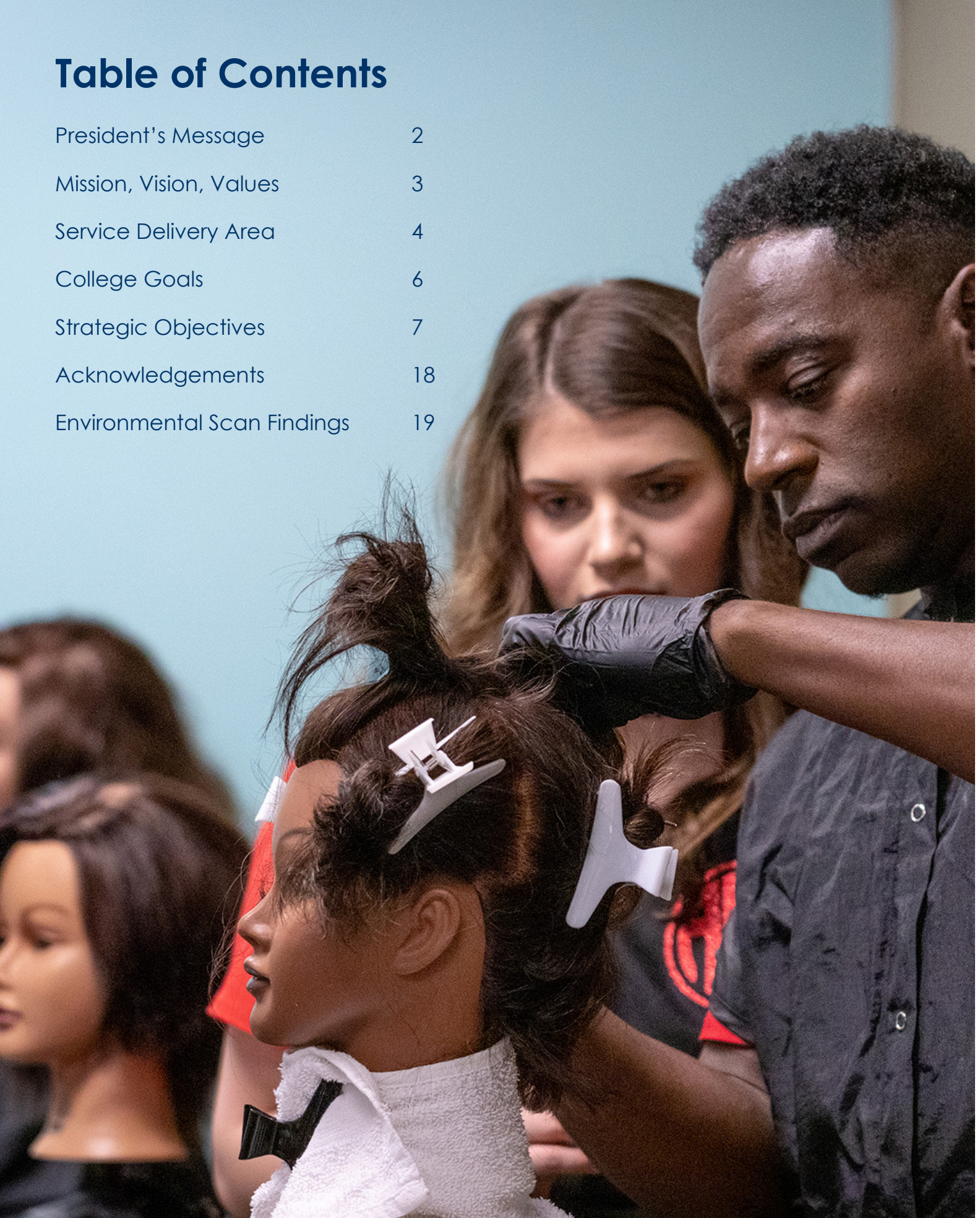


**SOUTHERNREGIONAL**  
TECHNICAL COLLEGE

**2021-2025 Strategic Plan**

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“Through the most uncertain times, we have remained **steadfast** in our **mission; workforce development**. Our **students** are our **focus** and providing a **quality education** resulting in **highly-skilled graduates** is our top priority.”



## President's Message

Southern Regional Technical College (SRTC) has exceeded some major goals over the last five years. While our accomplishments speak volumes of the tremendous team of faculty and staff that make up our SRTC family, we are entering some of the most challenging times in higher education. SRTC continuously strives to deliver high-quality education, that produces highly-skilled graduates, who are prepared for the workforce. The five-year Strategic Plan is designed to enhance the College's programs and services to meet the needs of our students and business and industry partners in our eleven-county service delivery area. The College Goals and Strategic Objectives focus on five major areas and are defined in detail throughout this plan. I am proud of the role SRTC plays in the communities we serve, and we look forward to continuing to improve the quality of life for our students, their families, and our community.

Jim Glass, President

# Southern Regional Technical College

## 2021-2025 STRATEGIC PLAN



### Our Mission

Southern Regional Technical College, a unit of the Technical College system of Georgia, is a public two-year college that provides access to learner-centered high-quality services; academic and occupational credit courses; associate degree, diploma, and technical certificate of credit programs; continuing education opportunities; business and industry training; and adult education programs. Through traditional and distance delivery methods at multiple instructional sites, the College supports workforce development serving primarily the citizens of Colquitt, Decatur, Early, Grady, Miller, Mitchell, Seminole, Thomas, Tift, Turner, and Worth counties.



### Our Vision

Southern Regional Technical College will meet the evolving needs of tomorrow's workforce by providing engaging and cost-effective educational opportunities, preparing learners for success, and promoting seamless, lifelong learning. Southern Regional Technical College will provide state-of-the-art, well-maintained, and safe facilities to further support an optimal student-learning environment.



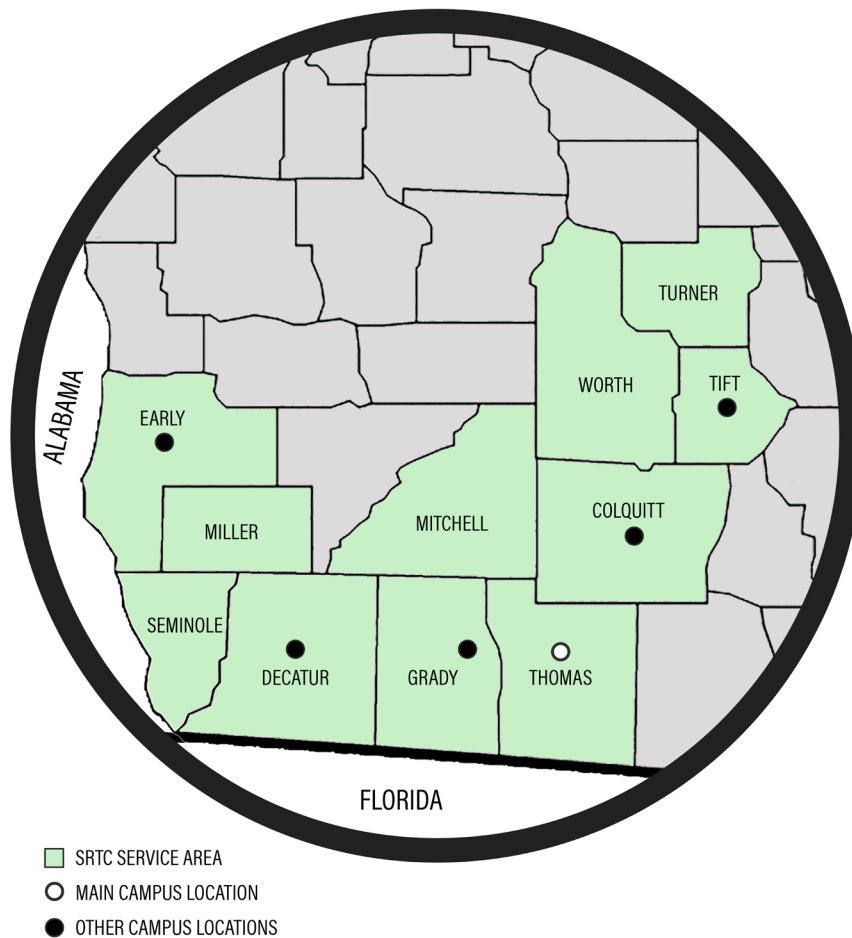
### Our Values

At Southern Regional Technical College, we value honesty, integrity, and excellence. We are committed to the success of our students by providing high-quality programs, services, and facilities along with professional and caring faculty and staff. We hold ourselves accountable to our students, employees, and community by honoring our commitments and striving to provide the highest quality education.

# Southern Regional Technical College

## SERVICE DELIVERY AREA

Southern Regional Technical College proudly serves Colquitt, Decatur, Early, Grady, Miller, Mitchell, Seminole, Thomas, Tift, Turner, and Worth counties.





# Southern Regional Technical College

## STRATEGIC GOALS

- 
1. SRTC Strategic Goal 1 (SG1) - Monitor the evolving career needs of industries and individuals within the College's service area and continue to meet them with accessible quality credit and noncredit courses and programs.
  2. SRTC Strategic Goal 2 (SG2) - Identify, develop, and promote work-based learning opportunities within service area industries.
  3. SRTC Strategic Goal 3 (SG3) - Recruit and hire qualified faculty and staff, and develop robust professional development programs for the purpose of retaining and enhancing their value as members of the College community.
  4. SRTC Strategic Goal 4 (SG4) - Develop and enhance communication and information-sharing processes and procedures that ensure transparency and accuracy between departments, divisions, campuses, and toward the public.
  5. SRTC Strategic Goal 5 (SG5) - Build a culture of data-driven decision-making and continuous improvement through the development of an accurate system of assessment, planning, and budgeting to achieve expected strategic and annual outcomes.

# Southern Regional Technical College

## SRTC STRATEGIC GOAL 1



**SRTC Strategic Goal 1 (SG1) - Monitor the evolving career needs of industries and individuals within the College's service area and continue to meet them with accessible quality credit and noncredit courses and programs.**

### Measurable Objectives:

1. SRTC has historically been involved in local and regional economic development efforts. As the expansion of the college has occurred, SRTC has found itself in new counties and areas with new course, program, and business opportunities. The Student Affairs Division will work with the public relations area to develop and maintain an annual inventory of partnerships and programs that documents affirmative efforts to strengthen partnerships with area business, industry, organizations, and community using surveys, questionnaires, and in-person discussions, work with area K-12 schools, community organizations, businesses, and industries to identify opportunities for partnerships, programs, and courses.
  - **Strategy for implementation:** Student Affairs personnel will support and increase staff engagement and participation with community partners to include Business and Industry, Economic Development, and Chamber of Commerce representatives; utilize recruiters to serve on select advisory boards giving them access to business partners and possible needs; and along with Academic Affairs, work with local industry to increase Prior Learning Credit opportunities towards occupational courses.
2. The Economic Development division will increase the number of customized contract training hours by 5% from 49,142.25 contact hours in FY 2020 to 51,600.00 contact hours in FY 2025.
  - **Strategy for Implementation:** Economic Development personnel will survey business and industry in the 11-county service region during the first quarter of FY 2021 to determine the specific training needs for each county. ED will update the survey results in the first quarter of each fiscal year and develop training courses identified in the survey by the end of the second quarter. When possible, the Economic Development division will utilize the Mobile Welding Labs and Industrial Maintenance Labs that are provide by the Economic Development Division of the Technical College System of Georgia. The Economic Development division will develop and implement a high quality marketing program in partnership with the SRTC Marketing Division that can be utilized to recruit the businesses that need the training.



# Southern Regional Technical College

## SRTC STRATEGIC GOAL 1

3. The Economic Development division will increase the number of companies served with customized contact training by 5% from 101 in FY 2020 to 106 in FY 2025.

- **Strategy for implementation:** The Economic Development division will work in partnership with the Chambers of Commerce in the 11-county service region to identify small businesses that employ less than 500 employees and provide training services that are not available internally. The Economic Development division will identify and provide customized training in any area of need.

4. The Academic Affairs division will partner with Economic Development to survey business and industry in the 11-county service region during the first quarter of FY 2021 to determine the specific academic programs needs of each area. Based on the survey, the Academic Affairs Division will produce a report noting the current industry and student needs. The report will be updated annually.

- **Strategy for implementation:** The Academic Affairs area will explore the feasibility of starting new programs that would support the needs of business and industry in the service area by campus location. The Academic Affairs Division will review current program offerings at each major campus and, if needed, modify program offerings to better align with business and industry demand. The Academic Affairs Division will particularly explore, develop and support program expansion opportunities resulting from the recent Bainbridge College acquisition.

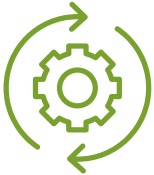
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# Southern Regional Technical College

## SRTC STRATEGIC GOAL 2



**SRTC Strategic Goal 2 (SG2) - Identify, develop, and promote work based learning opportunities within service area industries.**

### Measurable Objectives:

1. Increase the number of Economic Development work-based learning noncredit continuing education contact hours by 5% from 10,838 contact hours in FY 2020 to 11380 contact hours in FY 2025.
  - **Strategy for implementation:** The Economic Development division will seek approval from Work Source Georgia for the Workforce Innovation and Opportunity Act (WIOA) to provide funding for noncredit career programs. Create three (3) applications per year. The Economic Development division will promote the TCSG Apprenticeship Program by scheduling continuing education courses at times that are convenient for the employee(s) to attend and complete the hours needed to meet the apprenticeship requirements.
2. SRTC recognizes the benefits of work-based learning opportunities for students and employers within our service area. The Academic Affairs division will explore ways to expand both the number of employers and students participating in work-based learning opportunities within our service delivery area, and seek an increase in the work-based learning programs within the College academic programs.
  - **Strategy for Implementation:** The Academic Affairs division will host a meeting with employers in our service area to explain work-based learning and to promote the program. The Academic Affairs division will work with the Marketing department to create a brochure to share with potential employers to increase the number of companies participating in the program. The Academic Affairs division will increase the number participating in work-based learning compared to AY 2019.



# Southern Regional Technical College

## SRTC STRATEGIC GOAL 3



**SRTC Strategic Goal 3 (SG3) - Recruit and hire qualified faculty and staff, and develop robust professional development programs for the purpose of retaining and enhancing their value as members of the College community.**

### Measurable Objectives:

1. SRTC recognizes that internal engagement and being part of a community is an important part of recruiting and hiring qualified faculty and staff and is integral in the retention of these employees. The Student Affairs Division will work with other departments to (1) Develop a new hire training program/orientation that enhances the college culture and drills down to specific job duties such as banner functionality and departmental roles to enhance knowledge and expertise; (2) Develop modules that create operational processes and procedures that are consistent across the College campuses; and (3) Develop a DegreeWorks training module for faculty and staff.

- **Strategy for implementation:** The Student Affairs Division will assist with the development of training modules to target the above designated knowledge and information, as it pertains to Student Affairs activity. The Student Affairs Division will ensure adequate training opportunities are available to faculty and staff. Input will be given into an institutional procedure that will be formulated for the purpose of implementing an effective and efficient process to meet this Measurable Objective. The Student Services Division will produce and implement the relevant processes, and training to serve the College community.

2. The Administrative Services Division utilizes an in-house web-based communication tool (SRAssist) that was designed to provide users with the ability to request, approve and monitor departmental budgets. The Administrative Services Division will use the tool to deliver training materials and updates to users on the topics of budgeting, purchasing, etc. or, upon concluding that SRAssist is inadequate for this purpose, will replace it with a solution and/or process that does so.

- **Strategy for Implementation:** SRTC will work with the current web developer and potentially outside vendors to update the user experience of SRAssist. The Administrative Services Division will produce and implement the relevant procedure(s), processes, and training to serve the College community.

# Southern Regional Technical College

## SRTC STRATEGIC GOAL 3

3. The Academic Affairs division recognizes that faculty are central to supporting the mission of the SRTC. As such, it is important that an environment is cultivated to value and support activities and programs that encourage faculty to improve their knowledge and skills through professional development. The Academic Affairs Division will cultivate that environment through implementation of relevant processes and programs.

- **Strategy for implementation:** The Academic Affairs division will develop an onboarding process for new faculty that will provide information they will need to have a more successful experience in the classroom. The Academic Affairs division will also offer professional development activities/workshops by creating an Advising and Professional Development center on the main campus and scaling across the remaining campuses over the next five years.

4. The Advancement and Marketing Division recognizes our role in recruitment of qualified faculty and staff, developing professional development materials and tools within our brand, and the need to be more efficient in delivery of these materials to faculty and staff.

- **Strategy for implementation:** The Marketing Division will create meaningful conversation, advertising, and posts on our LinkedIn account and other social media platforms to promote joining the SRTC team. Additionally, the Marketing Division will support and assist with creative development of videos and other needed materials. The Marketing Division will also work to provide a one-stop location for all faculty and staff to easily and securely access this information as needed.



# Southern Regional Technical College

## SRTC STRATEGIC GOAL 4



**SRTC Strategic Goal 4 (SG4) - Develop and enhance communication and information-sharing processes and procedures that ensure transparency and accuracy between departments, divisions, campuses, and toward the public.**

### Measurable Objectives:

1. The Institutional Effectiveness Division has concluded that the division has not sufficiently informed and trained College faculty and staff regarding (1) the purpose/mission of Institutional Effectiveness; (2) the resources available to Faculty and Staff within the Institutional Effectiveness division; and (3) Annual Assessment/Planning processes related to Institutional Effectiveness. Measurable Objective SG4 MO1 – The Institutional Effectiveness Division will produce a publishable lesson plan for each of the 3 following topics: (1) The Purpose of Institutional Effectiveness; (2) Faculty and Staff resources/support available within the Institutional Effectiveness division; and (3) The SRTC Annual Assessment and Planning process. Within the 5-year period, the IE Division will produce a schedule that ensures exposure of each lesson plan to all Program Coordinators, Managers and Directors, at every campus, within 3 months of initial hire.

- **Strategy for implementation:** The Institutional Effectiveness Division will formulate separate lesson plans providing the above-designated knowledge and information. Upon completion of each lesson plan, the Institutional Effectiveness Division will assemble a representative sample of the appropriate audience and pilot the lesson plan, utilizing pre- and post- instruments to measure lesson plan effectiveness. An institutional procedure will be formulated for the purpose of implementing an effective and efficient process and schedule to meet this Measurable Objective.

2. SRTC's creation and expansion has created a unique opportunity to develop an effective communication and information sharing process. SRTC does not sufficiently share information and within the 5-year period, SRTC will produce an effective communication and information-sharing plan. The Student Affairs Division will assist in this effort by (1) producing, modeling, and/or utilizing a formal means of communication notifying Directors/Deans and above of pertinent information related to personnel changes; (2) producing, modeling, and/or utilizing a college-wide communication method that shares information on new/changed policies and procedures; (3) Implement BannerWeb admissions checklist in order for applicants, faculty, and staff to view admission status; and (4) Research and purchase a Banner-compatible imaging program to aid record-sharing within Student Affairs across all campuses.

# Southern Regional Technical College

## SRTC STRATEGIC GOAL 4

• **Strategy for Implementation:** The Student Affairs Division, in cooperative effort with the other divisions of the College, will develop and implement communication methods ensuring comprehensive, timely sharing of pertinent information related to personnel changes, and new or revised policies, procedures and/or processes. Understanding the value in digital record keeping, the Student Affairs Division will identify vendors offering digital imaging solutions that allow the uniform, searchable, shareable student record images, utilize the state purchasing process to determine the best vendor, and initiate the purchasing process. Following purchase, the solution will be implemented within the institution, the appropriate staff personnel who will be utilizing the system will be identified, and effective training will be provided to those personnel. Within the pilot/trial period, the appropriate plans will be generated, reviewed by the President's Leadership Cabinet, and assessed for effectiveness.

3. The Marketing department has determined that enhancing internal communications requires the development of a new system to streamline, consolidate, and effectively provide necessary information from each area of the college in one location.

• **Strategy for implementation:** The marketing department will design, develop, and implement an updated internal system that will consolidate and streamline all necessary communications and operations of the college in one central location that is accessible to all employees both on and off campus. This site will be accessible to employees only and will provide a one-stop experience for all HR needs, forms, manuals, policy and procedures, requests, news, and other operational communications. In planning for this system, we will work to maintain our brand while integrating all other systems already in place to create a more user-friendly online experience. We will streamline maintenance, technology, and marketing requests; forms, manuals, on-board and training information, news and communications, and provide direct links to the most used/needed documents. This system will be comprehensive, but provide the experience of simply using our college website.

# Southern Regional Technical College

## SRTC STRATEGIC GOAL 5



**SRTC Strategic Goal 5 (SG5) - Build a culture of data-driven decision-making and continuous improvement through the development of an accurate system of assessment, planning, and budgeting to achieve expected strategic and annual outcomes.**

### Measurable Objectives:

1. The current SRTC Annual Assessment Process is excessively labor-intensive, relying heavily on manual extraction of course-based Student Learning Outcomes data, and manual input of that data into reporting documents. Measurable Objective SG5 MO1 is: Implement a revised Annual Assessment Process wherein more than 50% of Student Learning Outcomes data is extracted from the College Learning Management System and transferred to a formatted report through initiation of an automated process.

- **Strategy for implementation:** Identification of vendors offering digital solutions that automatically extract course-based SLO data and produces accurate reports of the findings. Utilize the state purchasing process to determine the best vendor, and initiate the purchasing process. Following purchase, the solution will be implemented within the institution, the appropriate faculty and staff personnel who will be utilizing the system will be identified, and effective training will be provided to those personnel. An institutional procedure will be formulated for the purpose of implementing an effective and efficient process for utilization of the solution to meet this Measurable Objective. Within the pilot/trial period, the appropriate reports will be generated, reviewed by the President's Leadership Cabinet, and assessed for sufficiency.

2. The current SRTC Annual Assessment Process does not include reasonable and sufficient steps to ensure that the conclusions reached through annual assessment analysis are used to generate conclusion-based plans for the following assessment cycle. Measurable Objective SG5 MO2 is: Implement a revised Annual Plan process wherein every Dean, Director, Vice President, and the President's Office, produce an Annual Plan for the upcoming Assessment Cycle containing action items and strategies that are formulated for the explicit purpose of reaction to the analysis of the prior Assessment Cycle's conclusions.

- **Strategy for Implementation:** Identification of vendors offering digital planning solutions that allow the production of plans based on the analysis of Student Learning Outcomes, Program Expected Outcomes, formulated College Benchmarks, Budget conditions, and Strategic Plan Goals. Utilize the state purchasing process to determine the best vendor, and initiate the



# Southern Regional Technical College

## SRTC STRATEGIC GOAL 5

purchasing process. Following purchase, the solution will be implemented within the institution, the appropriate faculty and staff personnel who will be utilizing the system will be identified, and effective training will be provided to those personnel. An institutional procedure will be formulated for the purpose of implementing an effective and efficient process for utilization of the solution to meet this Measurable Objective. Within the pilot/trial period, the appropriate plans will be generated, reviewed by the President's Leadership Cabinet, and assessed for sufficiency.

3. SRTC Currently utilizes a web-based tool (SRAssist) to deliver relevant budget data to the appropriate constituents on a monthly basis. Currently, some of the data being provided through this tool is not presented in a way that users can quickly and easily get answers to their budget questions. SRTC is currently seeking ways to improve upon the delivery of information so that it is concise and easily understandable to the end user. SRTC will improve upon the delivery of information by making visual improvements to the tool and provide information that is more relevant to the end users' needs.

- **Strategy for implementation:** The Administrative Services Division will meet with the current consultant in charge of updating the aesthetics and functionality of SRAssist. If it is determined that it will not be possible to update SRAssist, the Administrative Services Division will solicit other vendors to provide a service that will accomplish this objective. Upon determining the final strategy, the Administrative Services Division will produce and implement the relevant procedure(s), processes, and training to serve the College community.

4. The Academic Affairs Division recognizes that academic advisement is a critical component of student retention and completion. The Academic Affairs Division will formulate and implement a pilot advisement program intended to increase student retention and success. The advisement program will be assessed, evaluated, and revised based on the data gleaned from assessing the program against the determined benchmarks.

- **Strategy for implementation:** The Academic Affairs Division will implement its Quality Enhancement Plan: Staying on T.R.A.C.K. – Targeted Responsive Advising for Career Knowledge (QEP). The Academic Affairs Division will identify and appoint a QEP Director to guide the assembly and implementation of the Plan through Academic Year 2026. The QEP Director will assess the Student Learning Outcomes and Program Outcomes relevant to the QEP and guide Plan revision based on analysis, evaluation, and the formulation of solutions.



# Southern Regional Technical College

## ACKNOWLEDGEMENTS

### Ad Hoc Strategic Planning Committee

The Ad Hoc Strategic Planning Committee was charged with setting the strategic direction of Southern Regional Technical College in the midst of the COVID-19 pandemic, a particularly challenging environment for such a task. The Committee reviewed the Environmental Scan data from June 3, 2020 to June 25, 2020, and finalized this plan on July 31, 2020.

SRTC wishes to acknowledge and thank the Committee for its exemplary work: Julian Brown, Mike Clements, Roston Cox, David Evans, Tiffany Fox, Jim Glass, Jason Harpe, Hannah Holmes, KaCee Holt, Dennis Lee, Amy Maison, Ron O'Meara, Robby Pitts and Leigh Wallace.

The President's Leadership Cabinet in place July 1, 2020, has been tasked with implementing the Southern Regional Technical College 2021 – 2025 Strategic Plan: Mr. Jim Glass – President, Ms. Leigh Wallace – Executive Vice President and Vice President for Student Affairs, Dr. Ron O'Meara – Vice President for Academic Affairs, Dr. Vic Burke – Vice President for Institutional Effectiveness, Mr. Roston Cox – Vice President for Administrative Services, Dr. Amy Maison – Vice President for Institutional Advancement, Mr. David Evans – Vice President for Operations, Mr. Dennis Lee – Vice President for Economic Development.

# Southern Regional Technical College

## ENVIRONMENTAL SCAN

### Environmental Scan Methodology

In compliance with TCSG Procedure 2.3.3p: TCSG College Strategic Planning, and section V.E. of 2.3.3sr1 – SRTC Procedure: Institutional Effectiveness, the Institutional Effectiveness Division of Southern Regional Technical College has produced this Environmental Scan for your use in formulating the SRTC FY 2021 – 2025 Strategic Plan. The Environmental Scan has been assembled by: (1) reviewing and analyzing the TCSG-funded Economic Impact Study for the SRTC service area for the years 2019 through 2029; and (2) conducting a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis with the SRTC student body and all SRTC employees.

The following information is provided as a summarization of the findings produced by the Environmental Scan. The raw data supporting these findings will be provided upon request.

### Economic Impact Study

The economic value of Southern Regional Technical College is strong. During FY2019, an economic impact analysis (EIS) produced by EMSI stated “SRTC promotes economic growth in the SRTC Service Area through its direct expenditures and the resulting expenditures of students and businesses....SRTC added \$165.9 million in income to the SRTC Service Area economy...equal to the sum of the operations spending, student spending, and alumni impacts (pg. 4). The analysis further stated that SRTC supported 3,581 regional jobs, noting that “...one out of every 35 jobs in the SRTC service area is supported by the activities of SRTC and its students.”

In summary, Southern Regional Technical College is a critical player in the economic health of its 11-county service area. The College is a sound investment from the Student Perspective, Taxpayer Perspective, and Social Perspective.

### The major findings of the Economic Impact Study are:

- SRTC students completing a credential at SRTC will enjoy a 30.7% average annual return on their investment during their working lives, received through earnings higher than they would have received with a high school diploma.
- For every tax dollar invested in SRTC, the taxpayers will receive a cumulative value of \$3.70 over the course of the student's working lives, for a 9.5% rate of return.



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# Southern Regional Technical College

## ENVIRONMENTAL SCAN

- The higher student earnings and increased business output raises economic prosperity in the SRTC service area, in addition to social savings based on students' increased employability. EMSI estimates the total value of the societal benefits derived from SRTC as \$687.4 million.
- During the decade between 2019 and 2029, the major growth industries within the SRTC Service Area will be in the areas of Logistics, Healthcare, and Personal Service, with particular occupations (noted below) experiencing significant underemployment.

### **Southern Regional Technical College should prepare to accommodate the following growth industries/occupation areas:**

- The Heavy and Tractor-Trailer Truck Drivers occupation is estimated to grow from 2,962 jobs to 3,470 jobs for a growth rate of 17%.
- The Medical Assisting occupation is estimated to grow from 411 jobs to 498 jobs for a growth rate of 21%.
- The Nursing Assistant occupation is estimated to grow from 1,377 jobs to 1,469 jobs for a growth rate of 7%.
- The Licensed Practical Nursing occupation is estimated to grow from 1,061 jobs to 1,149 jobs for a growth rate of 8%.
- The Hairdressers, Hairstylists, and Cosmetologists occupation is estimated to grow from 974 jobs to 1,060 jobs for a growth rate of 9%.
- The occupations of Manicurists/Pedicurists, Respiratory Therapists, and Massage Therapists are projected to grow by 18%, 17%, and 15% respectively.

### **SWOT Analysis**

SRTC should exploit the following internal Strengths identified by the SWOT Analysis:

- Wide variety of educational offerings, occupational programs, and student services;
- Quality instruction and caring faculty;
- Friendly and helpful staff;
- Affordability/low tuition;
- High job placement rate.

# Southern Regional Technical College

## ENVIRONMENTAL SCAN

SRTC should, however, be cognizant of the following identified internal Weaknesses, and address them where possible:

- Lack of communication and familiarity between divisions, departments and campuses;
- Inconsistent information to students across campuses/programs;
- Lack of sufficient training and development for new instructors (onboarding of faculty);
- Insufficient/outdated computers for student use;
- Few opportunities for faculty development and faculty-building sessions.

**The following external Opportunities should be engaged if possible:**

- Offer more support for high schools/dual enrollment;
- Work with industrial facilities, plant manager, and HR managers to encourage apprenticeships and work-based learning opportunities for students.

**SRTC should also be aware of the following identified external Threats, and implement defenses when possible:**

- ABAC offering dual enrollment programs;
- Shortage of instructors available in the service area;
- Political changes.

**SWOT Analysis Conclusions:**

- SRTC is staffed by competent, caring staff. The College offers relevant educational programs that serve its students and its service area well.
- SRTC should review and revise its communication processes in order to: (1) increase cross-divisional and cross-campus transparency; and (2) ensure consistent messaging to its employees and service area public.
- SRTC should identify and exploit reasonable professional development opportunities and practices, beginning with onboarding of new employees.
- SRTC should identify technology gaps and potential funding sources.
- SRTC should explore opportunities to increase relations with service area industries for the purpose of establishing and increasing work-based learning opportunities.
- SRTC should actively plan and prepare for competition from other institutions, potential staff shortages, and damaging political cycles.



# Southern Regional Technical College

## ENVIRONMENTAL SCAN

### Assessment

The Southern Regional Technical College Annual Assessment Process, in its current configuration, does not result in programmatic, departmental, or institutional improvements. The current process does produce results data of significant value; however, the process is oppressively labor-intensive, resulting in a perception by staff that it has no value and is, rather, an obstacle to normal production.

As a result, the current assessment process cannot measure and report progress toward implementation of the FY 2021 – 2025 Strategic Plan.

### Recommended SRTC Strategic Goals

1. Monitor the evolving career needs of industries and individuals within the College's service area and continue to meet them with accessible quality credit and noncredit courses and programs.
2. Identify, develop, and promote work-based learning opportunities within service area industries for the purpose of enhancing student retention and placement.
3. Recruit and hire qualified faculty and staff, and develop robust professional development programs for the purpose of retaining and enhancing their value as members of the College community.
4. Develop communication and information-sharing processes and procedures that ensure transparency and accuracy between departments, divisions, campuses, and toward the public.
5. Build a culture of data-driven decision-making and continuous improvement through the development of an accurate system of assessment, planning, and budgeting to achieve expected strategic and annual outcomes.



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*A Unit of the Technical College System of Georgia*

Southern Regional Technical College is accredited by the  
Southern Association of Colleges and Schools Commission on Colleges.  
Southern Regional Technical College is a unit of the Technical College System of Georgia.

*As set forth in its Southern Regional Technical College Catalog and Student Handbook, Southern Regional Technical College (SRTC) does not discriminate race, color, creed, national or ethnic origin, gender, religion, disability, age, political affiliation or belief, genetic information, disabled veteran, veteran of the Vietnam Era, or citizenship status (except in those special circumstances permitted or mandated by law). The following persons have been designated to handle inquiries regarding the non-discrimination policies: Lisa Newton and Dr. Jeanine Long. At SRTC, the Title IX Coordinator is Lisa Newton, SRTC-Moultrie-Veterans Parkway, Building A, (229) 217-4132, [lnewton@southernregional.edu](mailto:lnewton@southernregional.edu). The Section 504 Coordinator for SRTC is Dr. Jeanine Long, SRTC-Thomasville, Building A, (229) 227-2668, [jlong@southernregional.edu](mailto:jlong@southernregional.edu).*