
Strategic Plan

FY 2008-2010



Prepared by

The Office of Institutional Effectiveness
Gwinnett Technical College

“It’s not what you look at that matters, it’s what you see.”

Henry David Thoreau

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Preface

Strategic Planning is the formal consideration of an organization's future course. The success of any institution is based upon a well-developed and effectively implemented strategic plan that provides a path for all constituents to function at their highest level according to their respective roles. At Gwinnett Technical College, the strategic planning process assists the college in as it develops an action plan to achieve its established mission and goals.

Environmental scanning (i.e., tracking what is occurring in the internal and external environments) is an integral part of strategic planning at Gwinnett Tech. Environmental scanning provides early warnings for decision makers of changing external conditions. In addition, the process alerts institutions to trends that are converging, diverging, speeding up, slowing down, or interacting.

The trends explored in this report are of vital importance to Gwinnett Tech's planning process, and the external factors identified as having the greatest impact on the college are demographics, technological advances, economic trends, job outlooks, political issues, and other postsecondary institutions in close proximity.

Gwinnett Tech

Gwinnett Technical College is a workforce specialist that provides relevant knowledge for career advancement and improved quality of life. The college's programs focus on real-world education for real-world jobs and help students gain the knowledge they need to realize their dreams.

Gwinnett Tech exists to provide quality education, training, and related services for its customers. The college also promotes economic development in the community and addresses the employment needs of business and industry. Gwinnett Tech's educational programs are comprehensively designed to help students achieve professional goals and to promote lifelong learning. The institution assists individuals to upgrade current job skills and/or acquire new skills necessary for employment and advancement, provide opportunities for critical thinking, and experience individual achievement.

Vision

Gwinnett Technical College's vision is to be the recognized leader in providing relevant knowledge to students, businesses, and their employees for life.

Institutional Values

In support of our purpose, mission, and vision, we adhere to the following values:

•Commitment •Teamwork •Integrity •Excellence •Respect for the individual

Mission Statement

The mission of Gwinnett Technical College is to anticipate and exceed the educational and workforce training needs of our community. To do so, we are committed to:

- Place learning first;
- Impact economic development in our county and state;
- Make workforce and data-driven decisions;
- Integrate technology to support learning without limits of time or place;
- Promote critical thinking and individual achievement;
- Address and adapt to the unique needs of a diverse population;
- Provide basic skills necessary for the entering workforce;
- Connect customers who want jobs with people that provide them;
- Deliver high quality service to internal and external customers; and
- Foster lifelong learning and continuing education for all students and employees.

FY 2008-2010 Strategic Planning Initiative

In support of our vision, values, and mission, the college has adopted an evaluation of the student process. This will provide the basic structure for the college's strategic plan. Evaluation of all specific points in a student's valued time at Gwinnett Tech will be assessed to determine where processes can be made better, more efficient, and more effective in guaranteeing student success. This will increase customer satisfaction in the college, community, and area businesses; therefore making a positive contribution to the workforce.

College Strategic Goals

- CSG1. Provide knowledge that is relevant in the workforce environment
- CSG2. Treat students like customers and embrace their every need
- CSG3. Offer value-added programs and services that go beyond what other colleges offer
- CSG4. Develop a superior online structure for marketing, management and education delivery
- CSG5. Address the workforce and organizational needs of business and industry
- CSG6. Nurture college employees and invest in their holistic well-being

GTC Student Process Chart						
Marketing	Recruitment	Admissions	Student Finance	Registrar	Academics	Job Placement
					Credit	
Inquiries	First-time Apps	Total Apps Total Admitted	Paid Files	Enrollment	Retention Graduation	Employment
					Adult Ed	
					Enrollment GED Completers	
					Continuing Ed	
					Enrollment Net Revenue	
State Data Indicators						
College Data Indicators						

FY2008 Annual College Goals

- 08AG1. Enrollment (separate goal for each major program area)
- Increase credit enrollment by 8%
 - Increase adult education enrollment by 7%
 - Increase continuing education enrollment by 5%
- 08AG2. Student Intent & Status
- Report the intent and status of every current and prospective student on an ongoing basis
- 08AG3. Retention
- Increase course completion by 10%
 - Increase overall retention by 8.4%

5-year Strategic Planning Infrastructure Goals

- ✓ *Adapt and anticipate the needs of the county's workforce via program development and expansion*
- ✓ *Plan for larger presence in community through growing enrollment*
- ✓ *Contribute to the redevelopment of key areas in Gwinnett*
- ✓ *Transform limited service campus to traditional community college to meet the needs of a younger student population*
- ✓ *Address needs of Gwinnett County's rapidly changing population demographics*
- ✓ *Update instructional technology and technology for overall operation of the college*

Serve 9,555 credit students

Serve 9,430 students in Adult Basic Education

Serve 9,970 students in continuing education

Total number of students 28,955

FY2008 (7/2007-6/2008)

Serve 7,670 credit students

Serve 7,704 students in Adult Basic Education

Serve 6,245 students in continuing education

Total number of students 21,619

- Create a financial model for the Hudgen's Early Education Center so it becomes self-sustaining – Lawrenceville Campus
- Secure funding for life sciences building – Lawrenceville Campus
- Design student recruitment center and front lobby
- Begin renovations and preparations for program redistribution, realignment and relocation – Lawrenceville Campus – science labs, Early Childhood...
- Locate and purchase Norcross campus

- Move Adult Education (free) ESL to Berkmar and Buchanan High Schools (possibly more) for January 14th start of classes
- Move Continuing Education ESL to MacLeod building for January 14th start of classes – Lawrenceville Campus
- Open Norcross campus
 - Phase I: 18 classrooms CE (February 1st – ESL)
 - Phase II: 60 classrooms CE (April 1st - CISCO, Computer Courses, Real Estate, Construction)
 - Phase III: Prepare Norcross campus for delivery of credit classes for Fall of 2008 - learning support courses and General Education Courses
- Surface Parking – Lot L (266 spots) Spring 2008 – Lawrenceville Campus
- Create indoor and outdoor study pods for students

FY2009 (7/2008-6/2009)

Serve 8,284 credit students

Serve 7,758 students in Adult Basic Education

Serve 6,809 students in continuing education

Total number of students 22,851

- Begin Life Sciences building for FY11 opening – Lawrenceville Campus
- Secure funding and begin design of Arts & Science/General Classroom building for FY11 opening – Lawrenceville Campus
- Begin Lawrenceville Campus credit program expansions:
 - Radiologic Technology, Ultrasound Technician, Surgical Technology, Early Childhood Education, Veterinary Technology, Plumbing, Graphic Arts, etc.
- Expand arts & sciences general education offerings – Lawrenceville Campus
 - classrooms
 - new science labs
- Surface parking – Lot M (266 spots) (Summer 2008)
- Begin Norcross campus delivery of credit program instruction (Fall of 2008)
 - Learning support courses, General Education Courses, ABE , Business Science, and Early Childhood Development
- Address technology upgrades and obsolete equipment needs
- Begin build out of third building on Norcross campus

FY2010 (7/2009-6/2010)

Serve 8,585 credit students

Serve 8,146 students in Adult Basic Education

Serve 7,490 students in continuing education

Total number of students 24,221

- Add new CE program offerings to Norcross campus:
 - Logistics, Auto body, Translation, Welding, etc.
- Seek funding and budget for new credit programs on Lawrenceville campus

- Associate Degree in Nursing (ADN), Registered Cardiovascular Invasive Specialist, Pharmacy Technician, Laboratory Animal Technician, Gerontology, Phlebotomy, Ultrasound, etc.
- Secure funding for Student/Community Center Building to be opened in FY12 – Lawrenceville Campus
 - Plan to move student center, activities, book store, One Stop Center, library, Wellness Center, etc. to new building
- Address technology upgrades and obsolete equipment needs
- Begin Construction of deck parking

FY2011 (7/2010-6/2011)

Serve 8,897 credit students

Serve 8,553 students in Adult Basic Education

Serve 8,239 students in continuing education

Total number of students 25,689

- Begin offering Associate of Arts (AA) and Associate of Science (AS) transfer degrees – Lawrenceville Campus
- Open Life Sciences Building for classes – Lawrenceville Campus
- Add new credit programs to Lawrenceville campus
 - Associate Degree in Nursing (ADN), Registered Cardiovascular Invasive Specialist, Pharmacy Technician, Laboratory Animal Technician, Gerontology, etc.
- Continue creation of gardens and courtyards between buildings – Lawrenceville Campus
- Add pedestrian walking routes - Lawrenceville campus
- Develop 6 acre frontage (along Sugarloaf Parkway) to park area possibly through Gwinnett County Parks and Recreation – Lawrenceville Campus
- Open Arts & Science/General Classroom building – Lawrenceville Campus
- Build out the exhibit space in Busbee Center – Lawrenceville Campus
- Begin building of Student/Community Center Building – Lawrenceville Campus
- Open deck parking in Spring quarter 2011
- Address technology upgrades and obsolete equipment needs

FY2012 (7/2011-6/2012)

Serve 9,220 credit students

Serve 8,981 students in Adult Basic Education

Serve 9,063 students in continuing education

Total number of students 27,264

- Open Student/Community Center Building
- Possible additions to building 300
- Reorganize Building 100 – Lawrenceville Campus
 - Administration, programs, industrial technology renovation, etc.
- Surface Parking – Lot N – Lawrenceville Campus
- Address technology upgrades and obsolete equipment needs

Major Stakeholders

1. Students
2. Faculty and staff
3. Board of Directors
4. Foundation Board
5. Employers of Gwinnett Technical College graduates
6. Local business community
7. Georgia Department of Technical and Adult Education (DTAE)
8. Gwinnett County Public Schools

Major Competitors

1. Other technical colleges in the area
2. Georgia Gwinnett College
3. Georgia Perimeter College
4. Private organizations providing educational services in the area
5. Healthy job market

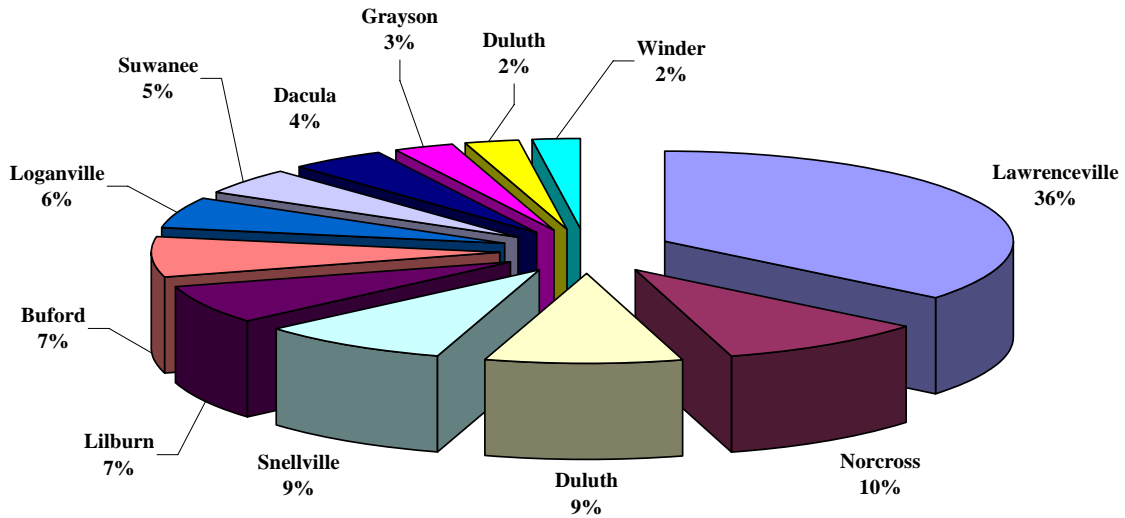
Gwinnett Tech Data

Gwinnett Technical College

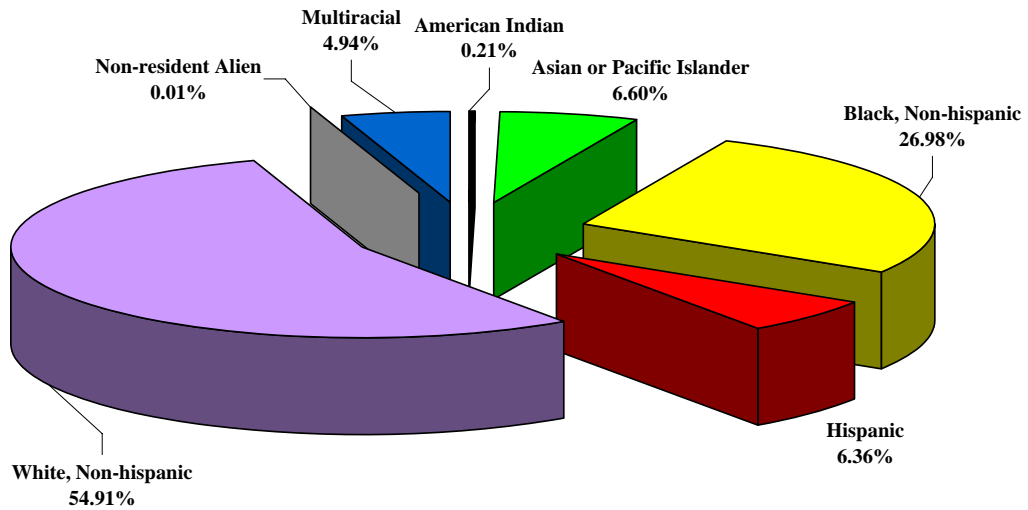
Enrollment Trends FY 2002 – 2006

Student Enrollment	2001/02	2002/03	2003/04	2004/05	2005/06
Headcount Enrollment	6621	7169	7412	7380	6806
% Full-Time (based on Fall Quarter)		43.3	38.7	41.1	38.5
% Part-Time (based on Fall Quarter)		56.7	61.3	58.9	61.5
Credit Hours Generated	148545	168506	165521	165114	149680
FTE	3301	3744	3678	3669	3326
Gender (%)					
Male	49	48	47.7	45.4	44.1
Female	51	52	52.3	54.6	55.9
Ethnicity (%)					
American Indian	0.4	0.3	0.2	0.2	0.2
Asian	8.0	7.0	6.9	6.6	6.6
Black	20.0	21.0	22.8	25.0	27.0
Hispanic	5.0	5.0	5.5	5.8	6.4
White	62.	62.0	59.8	57.9	54.9
Other	5.0	3.0	4.7	4.6	4.9
Age (%)					
16-20	22	22	22.4	22.2	23.0
21-25	25	25	25.9	26.9	26.7
26-30	14	14	14.7	14.2	13.7
31-35	12	12	11.6	11.8	11.8
36-40	10	9	8.9	9.0	9.0
Over 40	17	17	16.4	15.9	15.9
Enrollment By Award Level					
Certificate	791	815	1155	1900	2044
Diploma	2660	2794	2790	2217	2053
Associate Degree	3380	3829	3802	2946	2643
Enrollment By Level Of Education (%)					
Less Than Grade 12	13	12	1.4	0.8	0.3
G.E.D	10	10	12.4	11.8	11.1
High School	33	32	33.6	34.3	34.4
More Than High School	44	43	52.7	53.1	54.2
Disabled (%)					
Disabled (%)	2.0	2.0	0.4	0.4	0.4
Degree Granted					
Associate	269	329	328	770	617
Diploma	210	218	197	218	168
Certificate	683	779	729	349	234
Enrollment In General Education					
English	1745	2254	2431	2503	2402
Math	986	1207	1190	1236	1255
Science	674	924	992	1044	1036
Social Science	1280	1497	1555	1813	1508
Enrollment in Developmental Studies					
Math	1037	1215	1321	1362	1218
English/Reading	48	548	467	478	401

FY06 Enrollment by Zip Code



FY06 Racial/Ethnic Student Profile



Enrollment by Program Segment

Fiscal Year 2006

Total Enrollment: 6,806

(may contain duplication due to students changing majors during the year)

<u>Segment</u>	<u>Programs Included</u>	<u>Enrollment</u>
Automotive Technology	<i>Automotive Service, General Automotive, Heavy Equipment/Diesel</i>	352
Business & Finance	<i>Accounting, Business, Marketing, Office Technology, Sport & Recreation</i>	1,458
Early Childhood Care & Education		167
Computer Science	<i>Programming, Networking, Information Security, Microcomputer Specialist, CISCO, Hardware, Video Production</i>	863
Construction	<i>Air Conditioning, Residential Construction, Commercial Construction, Carpentry, Drafting</i>	521
Cosmetology		36
Culinary & Hotel/Restaurant/Tourism Management		230
Health Sciences	<i>Bioscience, Dental Assisting, Dental Laboratory, Health Care Assistant, Medical Assisting, Medical Office Technology, Physical Therapy Assistant, Practical Nursing, Radiologic Technology, Respiratory Care, Surgical Technology, Veterinary Technology</i>	1,918
Horticulture		262
Machine Tool & Welding		143
Public Service & Safety	<i>Criminal Justice, Emergency Management, Fire Science, Paramedic Technology, Emergency Medical Technician</i>	470
Visual Arts & Design	<i>Photography, Floral Design, Interior Design, Faux/Painted Finishing, Fashion Marketing</i>	376
General AAS	<i>Health, Technical Studies, Business</i>	31
Others (non-program enrollment)	<i>Special Admit, Transient, General Studies, Learning Support</i>	827

Adult Education Enrollment FY2003 – FY2006

**Figures may include some duplication in cases where student enrolled in two separate programs within same year.*

	2003	2004	2005	2006
ABE	1,783	2,033	2,141	2,092
GED	548	559	610	539
ESL	2,666	5,578	6,462	5,410
Total	4,997	8,170	9,213	8,041

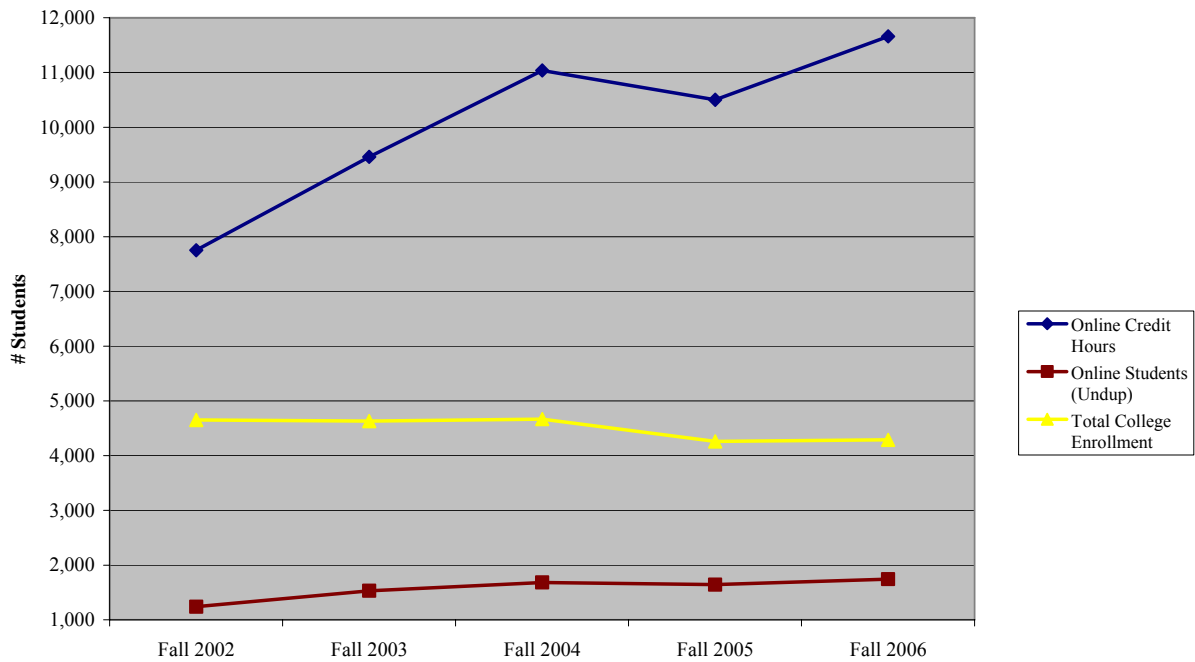
Continuing Education FY2003-FY2006

QUARTER	COURSE OFFERINGS		TOTAL COURSE OFFERINGS	PARTICIPANTS		TOTAL PARTICIPANTS
	<u>Public</u>	<u>Contract</u>		<u>Public</u>	<u>Contract</u>	
2003	751	173	924	5,593	2,053	7,646
2004	596	159	755	4,431	1,601	6,032
2005	530	101	631	4,339	926	5,263
2006	372	90	462	3,939	688	4,627

Online Enrollment Data

QUARTER	COURSES	CREDIT HOURS	STUDENTS (Undup)	STUDENTS (Dup)	% CHANGE STUDENTS
Fall 2002	88	7,752	1,241	1,726	
Fall 2003	111	9,459	1,530	2,143	23.3
Fall 2004	113	11,038	1,682	2,453	9.9
Fall 2005	100	10,500	1,645	2,379	-2.2
Fall 2006	98	11,660	1,742	2,702	5.9

Online Enrollment Comparison



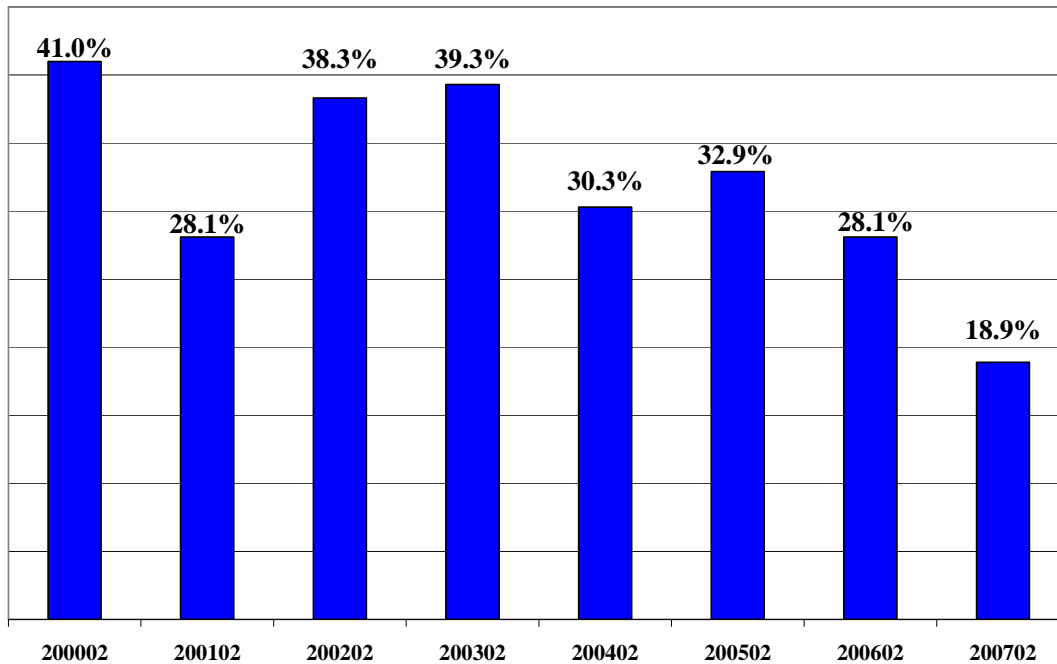
Fall to Fall Retention Study (Degree Students)

Purpose: This report shows a snap-shot of degree seeking beginning students that began the previous fall and returned one year later.

	200402	200502	200602	200702
Overall Returning Students	1094	955	1123	968
New Students – Prior Fall	66	76	57	53
Returning – Current Fall	20	25	16	10
Retention	30.3%	32.9%	28.1%	18.9%

Overall Returning Students: all (degree only) students labeled as returning
New Students - Prior Fall: previous fall first-time, first-term, beginning freshman
Returning - Current Fall: only student that began the previous fall and returned the following fall
Retention: percentage of students that returned

Fall to Fall Retention



Overall Retention Rate

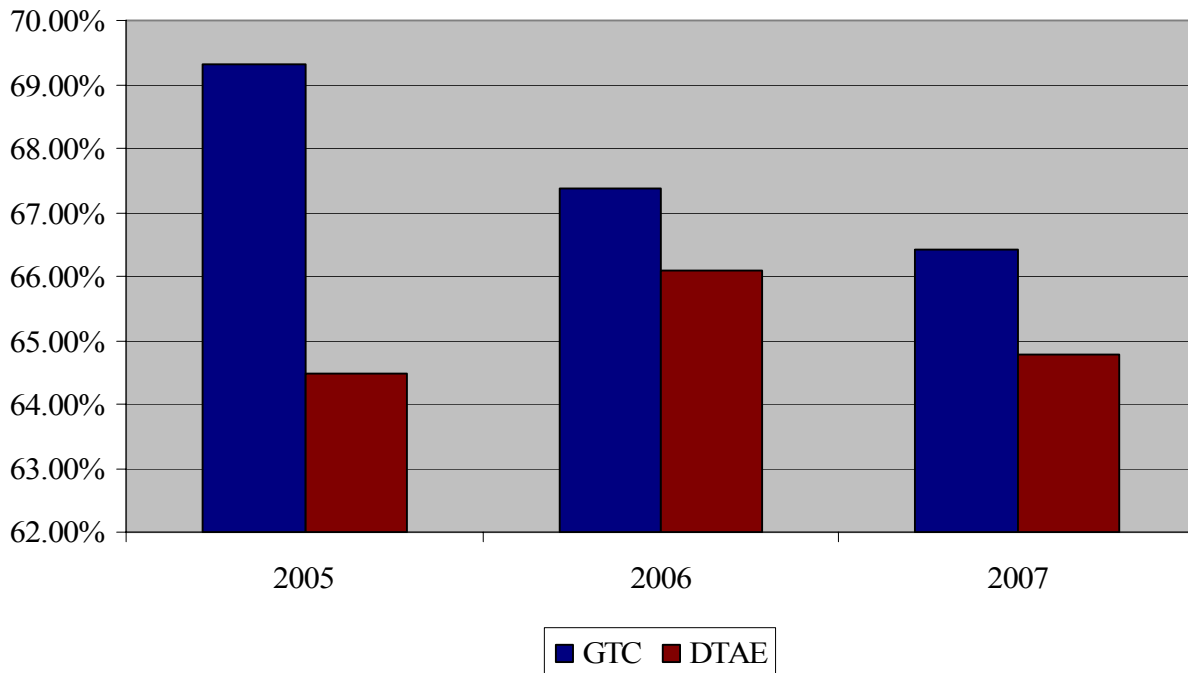
First time at college, regular admitted students who graduated from or were still enrolled at any DTAE technical college as of the following fiscal year. Beginning in FY 2005, students retained includes those enrolled in a BOR college.

Gwinnett Technical College

Year	Cohort	Retained	Retention Rate	
2005	Fall Qtr 2003 cohort tracked through 2005	733	508	69.30%
2006	Fall Qtr 2004 cohort tracked through 2006	843	568	67.38%
2007	Fall Qtr 2005 cohort tracked through 2007	947	629	66.42%

DTAE - System wide

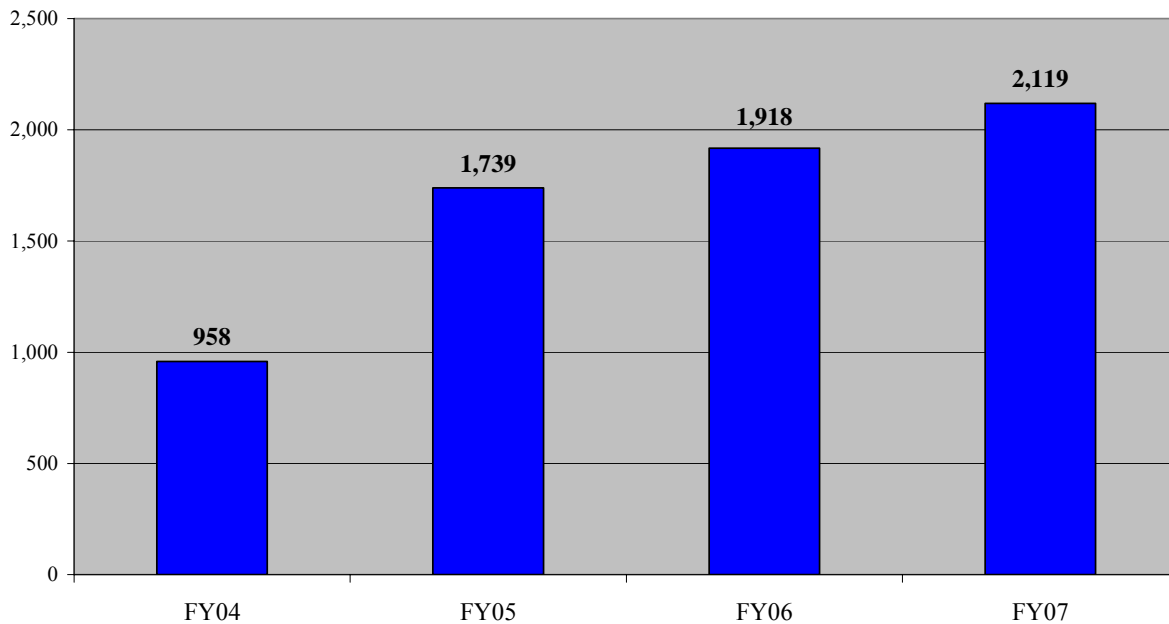
Year	Cohort	Retained	Retention Rate	
2005	Fall Qtr 2003 cohort tracked through 2005	18029	11623	64.47%
2006	Fall Qtr 2004 cohort tracked through 2006	17240	11393	66.08%
2007	Fall Qtr 2005 cohort tracked through 2007	17026	11030	64.78%



Health Sciences Licensure Results by Program

	2002	2003	2004	2005	2006
Veterinary Technology	100%	100%	100%	100%	100%
Respiratory Care	100%	92%	100%	100%	100%
Radiologic Technology	100%	100%	96%	100%	100%
Practical Nursing	100%	96%	100%	100%	100%
Physical Therapist Assistant	100%	100%	100%	100%	100%
Paramedic	100%	100%	100%	100%	92%

Health Science Programs Enrollment FY04-FY07



2006 Program Awards and Placement Rates

PAS Program	Total Awards (duplicated)	Total Placement Rate
AAT Health	3	100.0%
AAT Technical Studies	3	100.0%
Accounting	100	91.9%
Air Conditioning Technology	29	96.4%
Automotive Technology	60	98.3%
Biotechnology	21	100.0%
Business and Office Technology	27	74.1%
Carpentry	43	100.0%
Commercial Photography	14	92.3%
Computer Information Systems	192	91.7%
Construction Management	27	96.3%
Cosmetology	24	100.0%
Criminal Justice	7	100.0%
Culinary Arts	9	100.0%
Dental Assisting	33	93.9%
Dental Laboratory Technology	12	90.9%
Diesel Equipment Technology	11	100.0%
Drafting	33	93.8%
Electronics & Telecommunications	1	100.0%
Early Childhood Care & Education	4	100.0%
Environmental Horticulture	32	100.0%
Fire Science Technology	2	100.0%
Health Care Assistant	60	83.1%
Hotel-Restaurant-Travel Management	43	97.8%
Interiors	30	89.7%
Machine Tool Technology	13	92.3%
Management-Supervisory Development	63	98.3%
Marketing Management	74	87.7%
Medical Assisting	36	86.1%
Paramedic Technology	88	95.5%
Physical Therapist Assistant	7	85.7%
Practical Nursing	24	91.7%
Radiologic Technology	20	80.0%
Respiratory Therapy Technology	13	92.3%
Surgical Technology	14	100.0%
Veterinary Technology	22	100.0%
Welding & Joining Technology	37	91.9%
Total Awards Conferred	1234	
Average Placement Rate		92.65%

College Trends

Credit:

- The enrollment decrease of FY05 and FY06 seems to be back on track with a 4.3% increase in FY07. Focus on continued enrollment growth will help sustain the increase. Early reports show a dramatically positive change for Fall 2007 quarter.
- The largest enrollment remains in the 21-25 age group; however, the 16-20 age group is on the increase and running a close second. A new focus on the younger population for recruitment, retention, and learning will be a must.
- As in the past, more than half the population remains female.
- The credit minority student population has been increasing by nearly 3% for the last few years. There have been steady increases in the black and Hispanic ethnic groups. With the Hispanic population explosion in Gwinnett County, this trend will continue. This is strengthened by the Adult Education market at Gwinnett Technical College enrolling over 53% of students of Hispanic origin.
- Nearly half the students enrolled at Gwinnett Technical College enter with some post-secondary experience. The college will need to help students identify their true intent and monitor their on-going status.
- Gwinnett Technical College continues to see a steady increase in the percentage of students who are academically or economically disadvantaged. On average, between 15% and 17% of students were enrolled in at least one learning support course during fall quarters for the past four years.
- The Health Science programs continue to not only maintain the highest percentage of enrollment, but also, see increases by 10% or more each year. The interest by students and the demand by industry are driving a serious need to find ways to increase the number of health programs, their capacity, and available space. Even with the enrollment demands, Gwinnett Technical College student licensure pass rates for health programs still remain at or near 100% for every program.
- During the 2006-2007 academic year, Gwinnett Tech received 7,000 applicants who sought admission to one of the nine health science programs offered by the college. Nearly 6,500 applicants interested in these programs, who could have filled current and future job openings, had to be turned away.
- The student-to-faculty ratio is 26.69:1 for fall 2006; an increase of 4.3 students from fall 2005. Due to enrollment dips, more online offerings, and stagnant funding, the ratio has increased each year.
- For three years, the web-enhanced course format appears to hold the highest enrollment closely followed by online; however, a shift from total lecture to a hybrid format has increased greatly in the past year. This trend models the type of students that exist in this age of total technological communication. Even as total enrollment decreased by nearly 9% from Fall 2004 to Fall 2005, online credit hours and online students only decreased by just under 5% and just over 2% respectively.

- Associate degree students remain the largest percentage of enrollment, followed by diplomas and then TCC's. This is an extreme difference when compared to peer colleges. Gwinnett Technical College's student population differs in that there seems to be a need for potential transfer for further education as a future option. This trend also seems to show itself in the general studies population interest.
- For fall quarter 2006 there was a 50% conversion rate from applicants to admissions, and a 63% conversion from admitted students to registered students.

Adult Education:

- Enrollment has show steady increases up to 2006.
- Community need is great, but grant funding is limited. The GED and ESL classes are registered at capacity within days after registration begins.
- Location opportunities at local high schools, libraries and churches would ease the financial burden of increasing populations served.
- The department has seen an increase in the following populations: 1-18 year olds, females, blacks and Hispanics; with Hispanics being the largest portion population served.
- GED Testing has shown an increase in percentage of students who pass the GED test (79.4% in '05 to 80.9% in '06) and an increase of 5.7% in successful GED testers who register at Gwinnett Technical College in credit programs.
- Readyng GED testers for college-level courses, increasing the matriculation of these students into credit programs, and ensuring success entry into the workforce are key opportunities the college must capitalize on.

Continuing Education:

- The course offerings and participants in the continuing education department reflect the economic factors of the area. At times when the economy is down, businesses are not usually quick to enroll and fund their employee growth and vice versa.
- Course offerings from 2000 to 2006 have been nearly cut in half. Participant focus has been on regular customers and building community relationships with those companies.
- A demanding focus on Quick Start programs to bring businesses in needed industries in Gwinnett will be a continuing focus to benefit the college, county, and state.
- ESL classes in the continuing education department continue to explode. The demand for training in the English language at a fast-pace is ever increasing.

Gwinnett Technical College ~ Survey Data

Noel Levitz 2006

- Students at Gwinnett Technical College seem to be more satisfied in nearly every general area than students in the Southern Comparison.
- Students at Gwinnett Technical College seem to be more satisfied in nearly every general area than students at Gwinnett Technical College who took the survey in Spring of 2004.
- Largest gap between importance and satisfaction remains in Admissions and Financial Aid. This is common at most schools, but lends itself to a need for better awareness of student intent in order to fully satisfy their needs.
- Our transfer students appear to have the greatest gap between the importance of several issues and their satisfaction with those issues.
- Every area shows improvement in the gap between importance and satisfaction in comparison to surveys from 2002 and 2004.
- Online students seem to be more satisfied with the quality of instruction than the average, but exhibit greater dissatisfaction with registration and the bookstore.

2007 Graduation Survey Results

- At the time of application for graduation, 46.71% of students are already employed in their field of study, in a related field, and/or plan to continue their education.
- Nearly 99% of graduates expressed that their program met or exceeded their expectations. Over 93% stated that they had achieved their primary goal and more than 97% would recommend Gwinnett Technical College to others. Eighty-five percent would choose GTC if they had to do it all over again.
- In the graduating class, 26.52% stated, at the time of application, that they intended to continue furthering their education at Gwinnett Technical College or another institution.
- Only four service areas of the college - convenience of scheduling, food court, bookstore, and financial aid received less than 85% of graduates rating them good or excellent.
- More than 92% of graduates felt that the overall quality of instruction was good or excellent.
- Eight areas of services were rated good or excellent by 90% or more of the graduates completing the survey.

College Environment

Strengths

1. Strong partnerships with business and industry
2. Strong community support
3. Diversity of college's service area population
4. Increase in first-time, first-generation in college
5. Technical standards/quality of programs
6. Academic and advisement support services
7. Faculty/staff commitment to providing the best education for GTC students
8. Accreditation by the Commission on Colleges, Southern Association of Colleges and Schools
9. Significant support from Gwinnett Tech Foundation
10. Quality information technology infrastructure
11. Quality instructional technology
12. Excellent online learning program
13. Located in the Atlanta SMA
14. Low tuition
15. Safety in campus facilities
16. Professional enhancement for faculty and staff

Weaknesses

1. High attrition rate in select courses
2. Increase in first-time, first-generation in college
3. Increase in the number of part-time and evening students
4. Students taking longer to graduate
5. Growth in the number of students juggling school with work/family
6. Growth in English-as-a second language population
7. Growth in learning support population and diverse needs
8. Growth in students wanting to take general education courses and transfer

Opportunities

1. Partnerships with other colleges
2. Industry and business demand for technologically trained workers increasing
3. Increasing demands for new programs and a greater need for retraining
4. Changing job market in Georgia requiring that a significant portion of the labor force be more highly educated than in the past
5. Increased diversity of student population
6. Use of technology and distance education to reach students far and wide
7. Location of the campus – proximity to Atlanta
8. Georgia Gwinnett College relationship
9. Partnership Gwinnett initiative
10. Gwinnett County Public School drop-outs and graduates
11. Increasing demand for health care trained employees
12. Additional locations within Gwinnett County, preferable within CID district

Threats

1. More students with job and family responsibilities
2. Growing number of distance education programs in other colleges
3. Increasing competition between institutions; presence of other technical colleges in the area
4. A robust economy with low unemployment rate affecting enrollment growth in some programs
5. Increased diversity of student population
6. Increase in general studies students with lesser chance of award attainment
7. Competitive market place
8. Co-existence with an institution granting associate degrees (Georgia Perimeter College)
9. Four-year college opening in service area (Georgia Gwinnett College)
10. Inability to issue I-20 visas to attract international students

Federal Educational Trends

- Nearly 40 percent of today's postsecondary students are self-supporting adults age 24 and up; almost half attend school part-time; more than one-third work full-time; 27 percent have children themselves.
- The US remained so far ahead of our competitors for so long, however, the country began to take the postsecondary superiority for granted. The results of this inattention, though little known to many of our fellow citizens, are sobering. The US may still have more than their share of the world's best universities but a lot of other countries have followed the lead, and are now educating more of their citizens to more advanced levels than the US. Worse, they are passing our students by at a time when education is more important to the US collective prosperity than ever.
- While U.S. higher education has long been admired internationally, our continued preeminence is no longer something we can take for granted. The rest of the world is catching up, and by some measures has already overtaken us. We have slipped to 12th in higher education attainment and 16th in high school graduation rates.
- Several national studies confirm the insufficient preparation of high school graduates for either college-level work or the changing needs of the workforce. Dismal high school achievement rates nationwide have barely budged in the last decade. Close to 25 percent of all students in public high schools do not graduate—a proportion that rises among low-income, rural, and minority students.
- According to the National Assessment of Educational Progress (NAEP), only 17 percent of seniors are considered proficient in mathematics, and just 36 percent are proficient in reading.
- Ample evidence demonstrates that a key component of our national achievement problem is insufficient alignment between K-12 and higher education. Remediation has become far too common an experience for American postsecondary students. Some 40 percent of all college students end up taking at least one remedial course—at an estimated cost to the taxpayers of \$1 billion. Additionally, industry spends significant financial resources on remediation and retraining.
- Among high school graduates who do make it on to postsecondary education, a troubling number waste time—and taxpayer dollars—mastering English and math skills that they should have learned in high school. And some never complete their degrees at all, at least in part because most colleges and universities don't accept responsibility for making sure that those they admit actually succeed.
- There are also disturbing signs that many students who do earn degrees have not actually mastered the reading, writing, and thinking skills we expect of college graduates. Over the past decade, literacy among college graduates has actually declined. Unacceptable numbers of college graduates enter the workforce without the skills employers say they need in an economy where, as the truism holds correctly, knowledge matters more than ever.

- There are at least 20 separate federal programs providing direct financial aid or tax benefits to individuals seeking postsecondary education. The system is overly complicated and its multitude of programs sometimes redundant and incomprehensible to all but a few experts. This complexity has the unfortunate effect of discouraging some low-income students from even applying to college.
- Goals:
 - a world-class higher-education system that creates new knowledge, contributes to economic prosperity and global competitiveness, and empowers citizens;
 - a system that is accessible to all Americans, throughout their lives;
 - postsecondary institutions to provide high-quality instruction while improving their efficiency in order to be more affordable to the students, taxpayers, and donors who sustain them;
 - a higher-education system that gives Americans the workplace skills they need to adapt to a rapidly changing economy;
 - postsecondary institutions to adapt to a world altered by technology, changing demographics and globalization, in which the higher-education landscape includes new providers and new paradigms, from for-profit universities to distance learning.

**A Test of Leadership: Charting the Future of U. S. Higher Education: a Report of the Commission Appointed by Margaret Spellings, US Secretary of Education*

State of Georgia Data

Georgia Demographics

POPULATION

State: 8,821,142 (National Rank: 10)

Age distribution:

Up to 4	8.32%
5 to 14	14.5%
15 to 19	6.9%
20 to 24	7.0%
25 to 44	31.2%
45 to 64	23.6%
65 and older	8.48%

Racial and ethnic distribution:

American Indian	0.2%
Asian	2.7%
Black	29.2%
Pacific Islander	0.0%
White	62.5%
Other single race	3.9%
More than one race	1.4%
Hispanic (may be any race)	7.1%

Educational attainment of adults (highest level):

8th grade or less	6.0%
Some high school, no diploma	11.2%
High-school diploma	29.6%
Some college, no degree	19.6%
Associate degree	6.3%
Bachelor's degree	17.6%
Graduate or professional degree	9.6%

Per-capita personal income: \$23,982

Poverty rate: 11.6%

New high school graduates in:

2005-6	74,059
2011-12 (estimate)	98,264

New GED diploma recipients: 17,945

High school dropout rate: 4.7%

*The Governor's Office of Student Achievement Annual Report Card 2005-06

*Chronicle of Higher Education: "Almanac 2002-03"

*DTAE Monthly GED Statistical Report FY07

*2005 American Community Survey

Colleges and Universities

Public 4-year	22
Public 2-year	53
Private 4-year, nonprofit	31
Private 4-year, for-profit	15
Private 2-year, nonprofit	3
Private 2-year, for-profit	50
Total	174

Total Student Enrollment

University System	259,945
Technical College System	152,618
Public degree-granting institutions	335,979
Private degree-granting institutions	98,304

Enrollment highlights:

Men	40.5%
Women	59.5%
Full-time	67.2%
Part-Time	32.8%

Percentage Distribution

White	60.4%
Black	30.2%
Hispanic	2.6%
Asian	3.6%
American Indian	0.3%
Non-Resident Alien	2.9%

* U.S. Dept of Education National Center for Education Statistics

Georgia DOL: Occupations that will experience the *fastest* job growth through 2014.

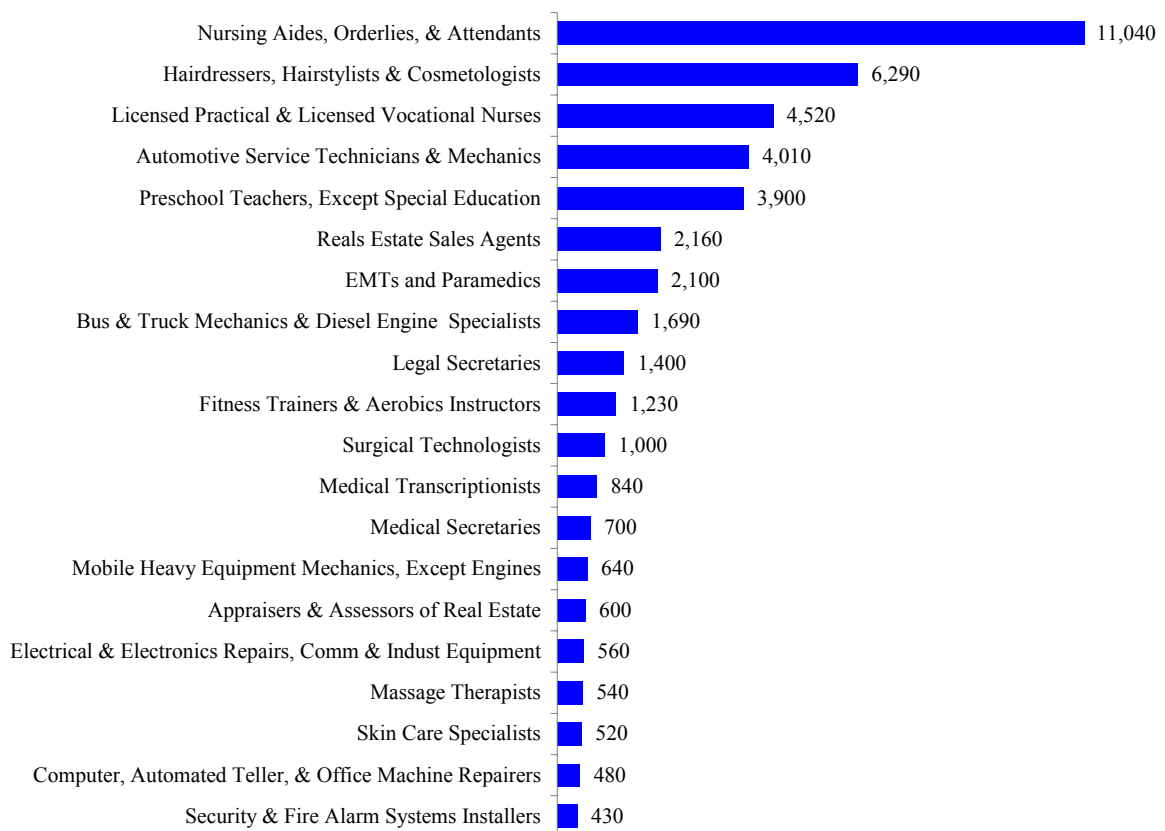
- ▶ Musicians and Singers
- ▶ Network Systems & Data Communication
- ▶ Computer Software Engineers, Application
- ▶ Home Health Aides
- ▶ Computer Software Engineers, Systems
- ▶ Physician Assistants
- ▶ Medical Assistants
- ▶ Arbitrators, Mediators, and Conciliators
- ▶ Mental Health & Substance Abuse Soc
- ▶ Dental Hygienists
- ▶ Dental Assistants
- ▶ Network & Computer Systems Administration
- ▶ Choreographers
- ▶ Cementing and Gluing Machine Operator
- ▶ Physical Therapist Assistants
- ▶ Non-farm Animal Caretakers
- ▶ Transportation Attendants, Except Flight
- ▶ Database Administrators
- ▶ Hazardous Materials Removal Workers
- ▶ Special Education Teachers, Preschool

Georgia DOL: Occupations that will experience the *greatest* job growth through 2014

- ▶ Retail Salespersons
- ▶ Customer Service Representatives
- ▶ Registered Nurses
- ▶ Waiters and Waitresses
- ▶ Combined Food Preparation & Serving Workers, Including Fast Food
- ▶ General and Operations Managers
- ▶ Elementary School Teachers, Except Special Education
- ▶ Laborers and Freight, Stock, and Material Movers, Hand
- ▶ Truck Drivers, Heavy and Tractor-Trailer
- ▶ Janitors & Cleaners, Except Maids & Housekeeping Cleaners
- ▶ Nursing Aides, Orderlies, and Attendants
- ▶ Teacher Assistants
- ▶ Child Care Workers
- ▶ Sales Representatives, Wholesale & Manufacturing, Except Technical & Scientific Production
- ▶ Food Preparation Workers
- ▶ Cashiers
- ▶ Office Clerks, General
- ▶ Truck Drivers, Light or Delivery Services
- ▶ Receptionists and Information Clerks
- ▶ Cooks, Restaurant

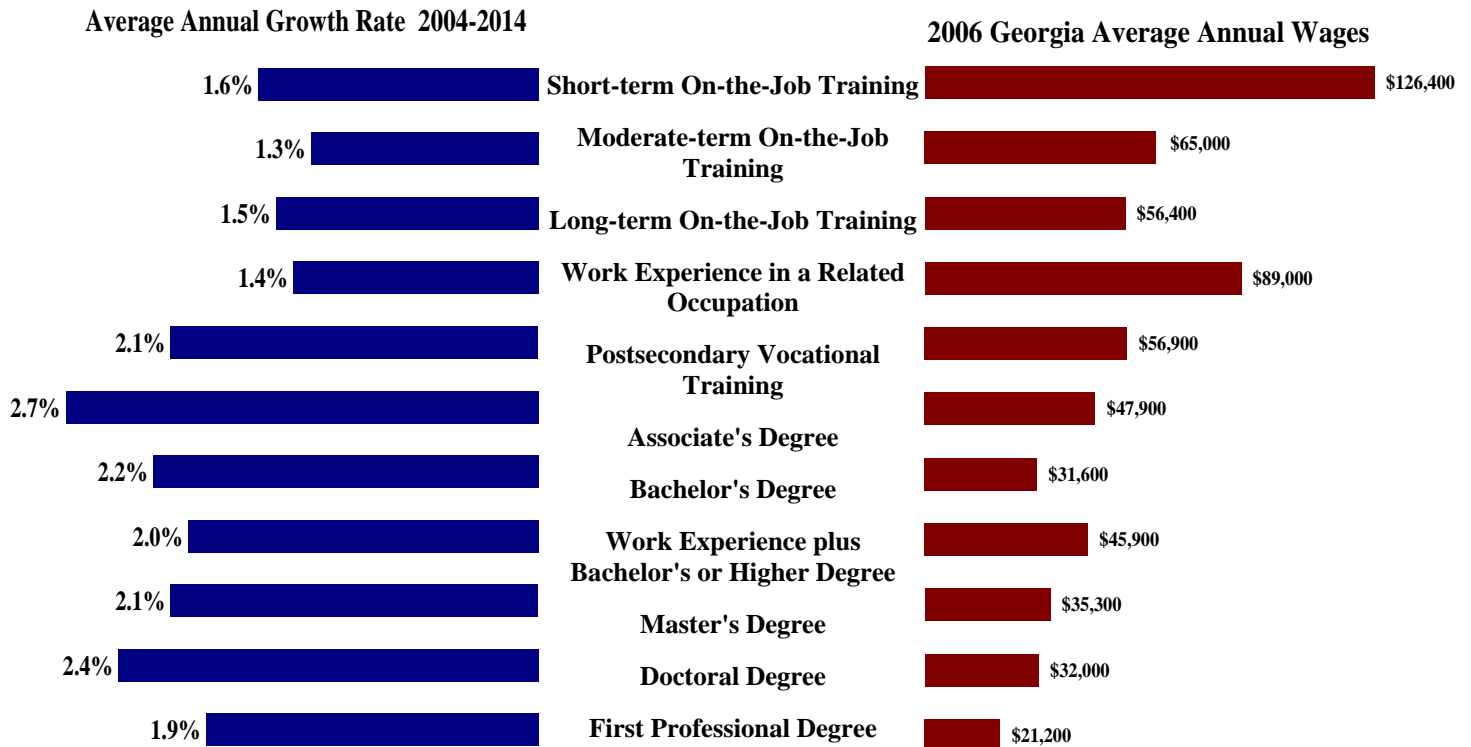
* Georgia Department of Labor Occupational Outlook

The Georgia department of labor has identified 20 occupations that require “post-secondary” vocational training and are anticipated to see significant growth by 2014.



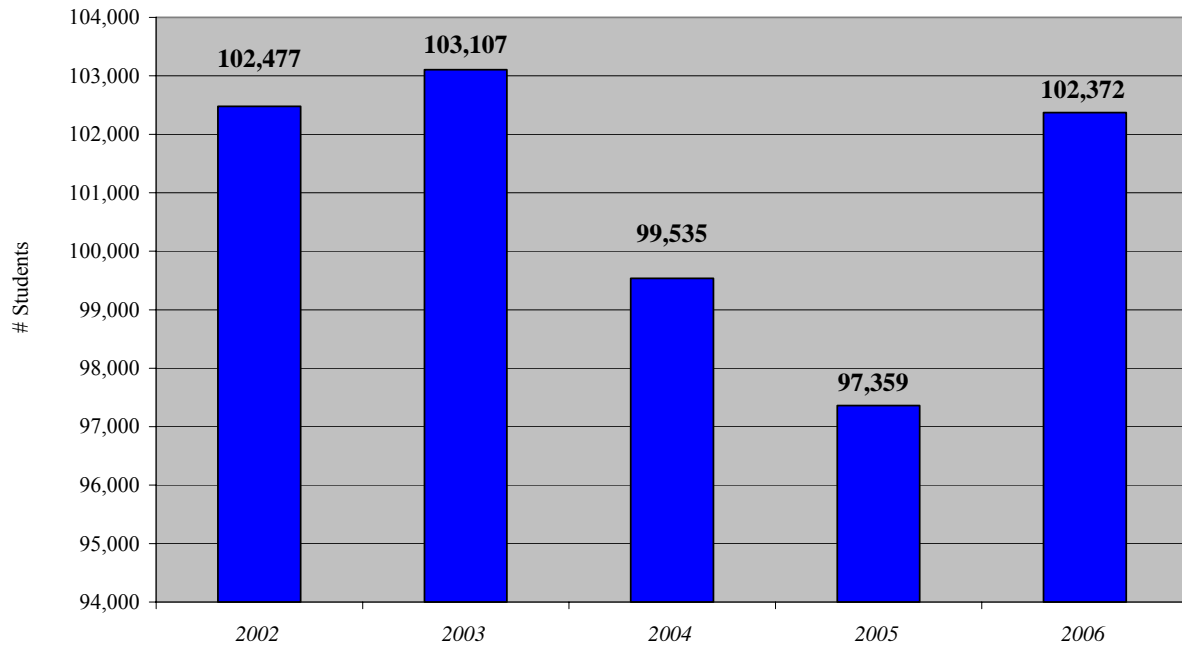
*Georgia Department of Labor Workforce 2014 – Long-term Employment Trends

Employment Openings by Education



*Georgia Department of Labor Workforce 2014 – Long-term Employment Trends

State of Georgia Graduation Numbers 2002-2006



*Governor's Office of Student Achievement Annual Report Card 2003-2004

*Governor's Office of Student Achievement Annual Report Card 2005-2006

Georgia's Hot Careers to 2014

Occupation	Average Wages	Expected Annual Job Openings
▶ Appraisers & Assessors of Real Estate	\$19.75	130
▶ Civil Engineering Technicians	\$18.07	100
▶ Computer Support Specialists	\$20.56	810
▶ Dental Hygienists	\$26.63	280
▶ Electrical & Electronics Repairers, Commercial & Industrial Equipment	\$22.89	130
▶ Interior Designers	\$22.75	100
▶ Paralegals & Legal Assistants	\$21.89	250
▶ Physical Therapist Assistants	\$19.63	100
▶ Radiologic Technologists & Technicians	\$21.74	230
▶ Registered Nurses	\$25.91	3,340
▶ Respiratory Therapists	\$21.24	200

*Georgia Department of Labor

FASTEST-GROWING jobs in the U.S. 2004-2014

Occupation	Percentage Increase
Home health aides	56.0%
Network systems & data communications analysts	54.6%
Medical assistants	52.1%
Physician assistants	49.6%
Computer software engineers, applications	48.4%
Physical therapist assistants	44.2%
Dental hygienists	43.3%
Computer software engineers, systems software	43.0%
Dental assistants	42.7%
Personal and home care aides	41.0%

MOST JOB GROWTH in Georgia with an Associate Degree, 2004-2014

Occupation	Annual Openings
Registered Nurses	3,340
Computer Support Specialists	800
Dental Hygienists	280
Paralegals and Legal Assistants	250
Medical and Clinical Laboratory Technicians	250
Radiologic Technologists and Technicians	230
Respiratory Therapists	200
Medical Records and Health Information Technicians	180
Electrical and Electronic Engineering Technicians	170
Civil Engineering Technicians	100

*U.S. Department of Labor

*Georgia Department of Labor Occupational Outlook

Georgia Trends

- Governor's Strategic Industries: Gwinnett Tech has programs in all the strategic industries except logistics and transportation.
 - Aerospace
 - Agribusiness
 - Energy and Environment
 - Healthcare and Eldercare
 - Life Sciences
 - Logistics and Transportation
- Hospitality will be a major driver of overall employment growth.
- The information industry is poised for growth in 2007 and will be hiring again. For the first time since 2000, this industry will post year-over-year employment growth.
- Non-residential construction will be on the increase. Even though the decline in home construction jobs is likely to be steep, the state's overall rate of job growth will exceed the nation's.
- Several of the state's largest companies are not doing well; therefore, small companies will need to grow fast enough to compensate for the decline in activity and the recent Ford and GM plant closings. However, Georgia stands to realize a major economic boost from the recent round of base closings and realignments.
- Between 2000 and 2004, the number of residents of Mexican origin increased by 41.9%. Of the over 390,000 Mexicans living in Georgia, only 34.3% are US citizens by birth, 3% are naturalized citizens, and 62.7% are not US citizens.
- Food production and food product manufacturing are the state's largest manufacturing industries.
- Favorable demographics and cost effectiveness enhance prospects for pharmaceutical and medical supply firms.
- More outsourcing from overseas, large retailer preferences, complex regulations, and escalating operating costs and fuel prices will demand growth among trucking companies; but the shortage of drivers will hamper the effort.
- Cyber-crime is soaring and reducing the appeal of using the Net. However, audio and video services will experience fast-paced growth with applications ranging from distance learning, to video conferencing, music, online games, internet radio, and instant messaging.
- Staffing and temp agencies will find that some of the fastest growing niche markets include medical and technical staffing.
- As the economy generates new jobs, more parents will rely on childcare providers to care for their children; therefore, the outlook for childcare firms is good.
- The strongest source of demand for new industrial space will be the global logistics industry. With imports and exports booming, demand for distribution/logistics space near ports, airports, and interstates will skyrocket.
- Georgia's life sciences industry as a whole expanded at a much faster rate than the other economic sectors. The fastest growth took place in life sciences R&D, driven primarily by biotechnology.

- Above-average population growth will greatly increase demand for education services because people need marketable skills to survive in a competitive labor market.
- In 2006, the population estimate was 9,363,941 people. There are approximately 141.4 persons per square mile. By 2015, one in three Georgians will be under age 20 and about half of this group will likely be Hispanic, black or other minority. It is also projected that one out of eleven Georgians will reside in Gwinnett County.
- Georgia's extremely low SAT scores will increase demand for supplemental services.

**Georgia Economic Outlook 2007, Selig Center for Economic Growth*

**Census Bureau, Georgia Quick Facts*

Gwinnett County Data

Gwinnett County Population Growth 1950-2006

Year	Population	Absolute Growth	Per Cent Growth	Density Per Sq. Mile	Density Per Acre
1950	32,320	–	–	74	0.12
1960	43,541	11,221	34.72	100	0.16
1970	72,349	28,808	66.16	166	0.26
1980	166,903	94,554	130.69	382	0.6
1990	352,910	186,007	111.45	783	1.26
2000	549,800	196,890	55.79	1200	1.89
2006	757,104	207,304	37.71	1678	2.62

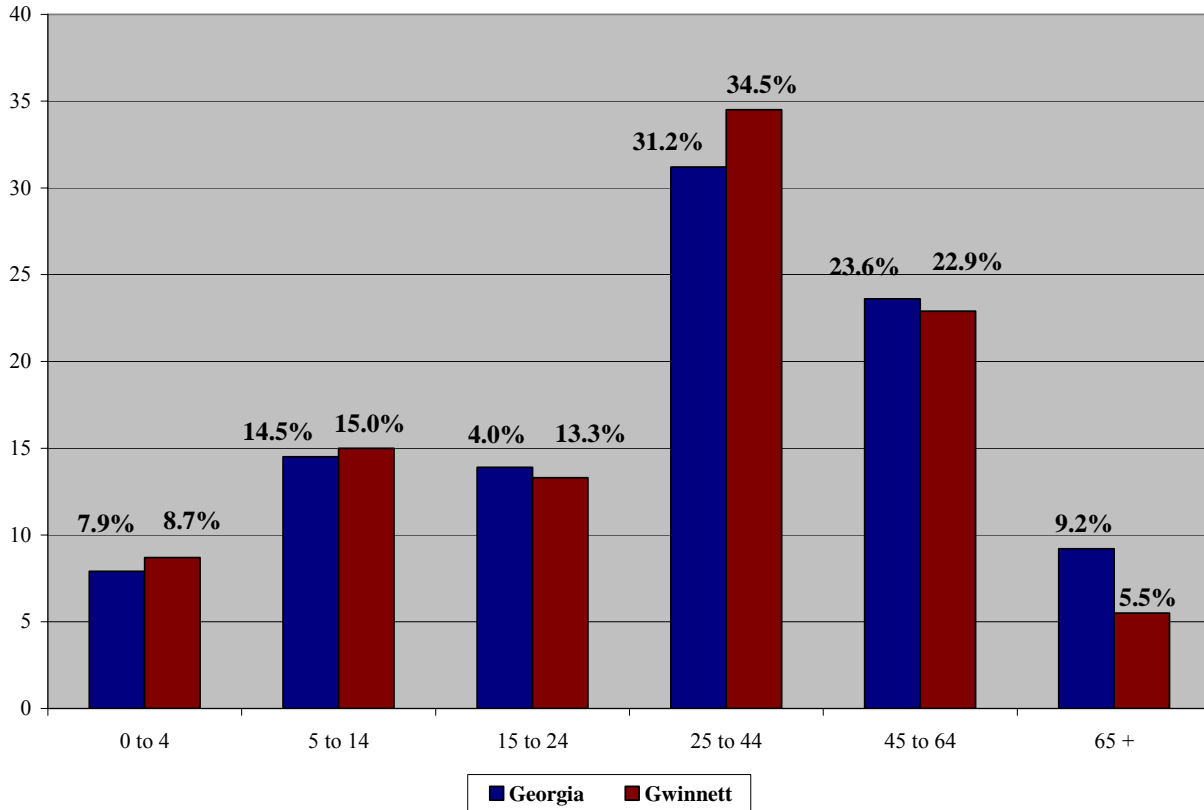
Gwinnett County and Atlanta Region Minority Population Change 1990-2006

Area	1990 Total Pop	1990 Minority Pop	2006 Total Pop	2006 Minority Pop	Net Chg	2006 % Chg	1990 % of Total	2006 % of Total	Net Chg
Atlanta Region	2,557,800	784,396	3,925,400	1,697,608	913,212	1.16	30.7	43.2	-12.5
Gwinnett	356,500	32,664	719,600	218,670	186,006	5.7	9.2	30.4	-21.2

*Census Data

*Atlanta Regional Commission

Population by Age: 2005



Total 2005 Population:
 Gwinnett Co.: 719,398
 Georgia: 8,821,142

* US Census American Community Survey 2005

Population Growth

Between 2000 and 2030, Gwinnett County will remain the area's leader in population growth, adding more than 400,000 new residents, tops in the 20-county forecast area. Gwinnett and Fulton are forecast to continue their strong growth, with Gwinnett adding 400,000 people, for a 2030 population of approximately 989,000, and Fulton adding 330,000 people, for a 2030 population of 1,047,000. Together, these two counties will account for almost 40 percent of the 10-county region's total growth.

POPULATION FORECAST				
	2000	2030	Total	Percent
			Change	Change
Cherokee	141,903	355,854	213,951	150.8%
Clayton	236,517	299,916	63,399	26.8%
Cobb	607,751	763,889	156,138	25.7%
DeKalb	665,865	819,073	153,208	23.0%
Douglas	92,174	218,551	126,377	137.1%
Fayette	91,263	160,860	69,597	76.3%
Fulton	816,006	1,145,902	329,896	40.4%
Gwinnett	588,448	988,694	400,246	68.0%
Henry	119,341	369,611	250,270	209.7%
Rockdale	70,111	139,184	69,073	98.5%
City of Atlanta	421,453	602,783	181,330	43.0%

JOB FORECAST				
	2000	2030	Total	Percent
			Change	Change
Cherokee	35,750	121,699	85,949	240.4%
Clayton	135,900	16,8726	32,826	24.2%
Cobb	313,800	448,821	135,021	43.0%
DeKalb	346,900	431,013	84,113	24.2%
Douglas	33,700	82,925	49,225	146.1%
Fayette	35,100	88,018	52,918	150.8%
Fulton	730,900	1,046,985	316,085	43.2%
Gwinnett	291,900	516,001	224,101	76.8%
Henry	32,900	122,843	89,943	273.4%
Rockdale	34,600	59,273	24,673	71.3%
City of Atlanta	437,195	534,073	96,878	22.2%

*Atlanta Regional Commission

Georgia's Top 4 Counties In Hispanic Population

Gwinnett County	102,660
DeKalb County	63,014
Cobb County	62,988
Fulton County	53,110

These four counties alone are home to around 50% of the state's Hispanic population.

Georgia's Cities With The Highest Hispanic Population

Atlanta-Sandy Springs-Marietta	423,576
Gainesville	41,360
Dalton	30,682
Athens-Clarke County	10,699
Columbus	10,180
Augusta-Richmond County	8,990
Savannah	7,941
Rome	6,551
Hinesville-Fort Stewart	5,136
Valdosta	4,872
Warner Robins	4,688
Macon	3,601
Brunswick	3,218
Albany	2,370

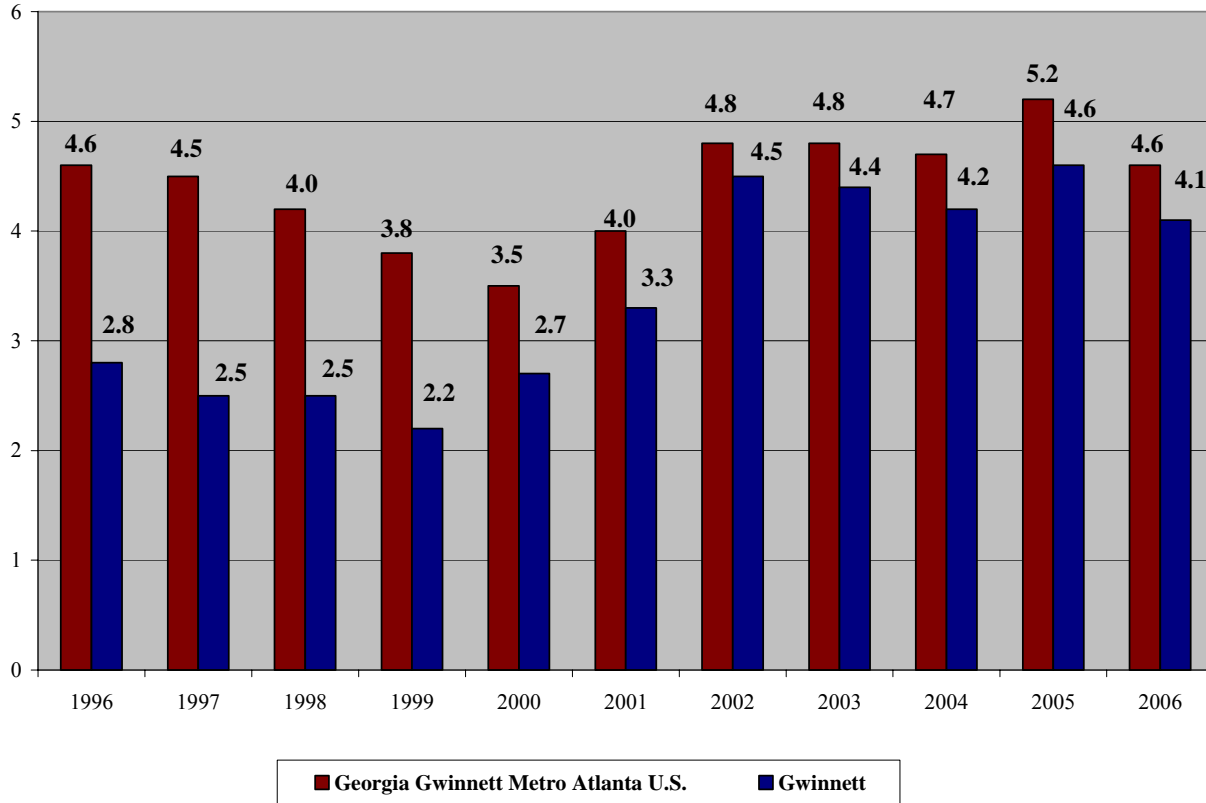
*Hispanic Chamber of Commerce

Firms, Employment and Wages

INDUSTRY	Gwinnett			Gwinnett Area				
	NUMBER OF FIRMS	EMPLOYMENT NUMBER PERCENT	WEEKLY WAGE	NUMBER OF FIRMS	EMPLOYMENT NUMBER PERCENT	WAGE WEEKLY		
Goods-Producing	3,700	50,983	15.7	1,066	11,732	200,969	12.7	886
Agriculture, Forestry, Fishing & Hunting	24	244	0.1	648	151	1,603	0.1	711
Mining	7	186	0.1	985	37	774	0.0	1,221
Construction	2,797	24,147	7.4	961	8,386	79,697	5.0	842
Manufacturing	872	26,406	8.1	1,166	3,158	118,897	7.5	921
Food Manufacturing	34	1,792	0.6	616	240	27,904	1.8	803
Beverage & Tobacco Product	4	22	0.0	706	25	1,343	0.1	649
Beverage & Tobacco Product Manufacturing	4	22	0.0	706	25	1,343	0.1	649
Textile Mills	10	102	0.0	725	42	1,910	0.1	921
Textile Product Mills	41	459	0.1	663	109	1,385	0.1	542
Apparel Manufacturing	10	260	0.1	647	46	1,104	0.1	675
Leather & Allied Product Manufacturing	1	*	*	*	3	39	0.0	664
Wood Product Manufacturing	19	1,052	0.3	639	110	4,182	0.3	771
Paper Manufacturing	17	851	0.3	945	81	4,742	0.3	977
Printing and Related Support Activities	157	2,268	0.7	865	510	10,405	0.7	823
Petroleum & Coal Products Manufacturing	3	94	0.0	1,079	13	346	0.0	806
Chemical Manufacturing	50	1,621	0.5	1,264	202	6,501	0.4	1,114
Plastics & Rubber Products Manufacturing	27	1,552	0.5	811	135	7,691	0.5	742
Nonmetallic Mineral Product Mfg	44	1,284	0.4	877	209	6,535	0.4	827
Primary Metal Manufacturing	7	*	*	*	22	873	0.1	715
Fabricated Metal Product Manufacturing	89	1,964	0.6	808	348	6,922	0.4	778
Machinery Manufacturing	54	1,554	0.5	1,241	169	6,508	0.4	1,046
Computer and Electronic Product Mfg	83	5,392	1.7	2,074	162	7,366	0.5	1,339
Electrical Equipment and Appliances	16	1,302	0.4	1,455	64	4,768	0.3	1,195
Transportation Equip. Manufacturing	16	*	*	*	92	8,187	0.5	1,004
Furniture and Related Product Mfg	78	1,255	0.4	756	236	4,368	0.3	685
Miscellaneous Manufacturing	112	2,846	0.9	1,089	340	5,824	0.4	793
Service-Providing	19,311	241,944	74.4	832	81,469	1,177,672	74.2	700
Utilities	11	517	0.2	1,201	105	6,156	0.4	1,302
Wholesale Trade	2,565	30,931	9.5	1,219	8,167	104,388	6.6	1,028
Retail Trade	2,648	48,970	15.1	580	10,355	168,292	10.6	517
Transportation and Warehousing	419	5,460	1.7	828	1,997	62,563	3.9	741
Information	415	12,232	3.8	1,361	1,992	76,549	4.8	1,038
Finance and Insurance	1,489	17,293	5.3	1,151	6,333	87,081	5.5	1,034
Real Estate and Rental and Leasing	1,175	5,646	1.7	855	5,312	34,282	2.2	720
Professional and Technical Services	3,378	21,666	6.7	1,188	15,045	119,874	7.6	987
Management of Companies & Enterprises	96	6,064	1.9	1,648	538	28,314	1.8	1,367
Administrative and Waste Services	1,670	31,382	9.7	596	6,257	133,270	8.4	526
Educational Services	258	2,981	0.9	566	1,143	32,518	2.0	581
Health Care and Social Assistance	1,407	20,267	6.2	801	7,026	130,712	8.2	712
Arts, Entertainment, and Recreation	233	2,899	0.9	1,193	1,095	17,804	1.1	548
Accommodation and Food Services	1,494	27,123	8.3	283	6,224	132,125	8.3	273
Other Services, Ex. Public Admin	1,535	7,996	2.5	592	7,728	41,757	2.6	530
Unclassified - industry not assigned	518	519	0.2	854	2,152	1,994	0.1	811
Total - Private Sector	23,011	292,927	90.1	949	93,201	1,378,641	86.9	793
Total - Government	212	32,240	9.9	805	1,485	208,059	13.1	785
State Government	45	2,080	0.6	603	340	44,047	2.8	621
Local Government	143	27,129	8.3	724	832	125,466	7.9	678
Federal Government	24	3,031	0.9	1,088	313	38,546	2.4	1,056
ALL INDUSTRIES	23,223	325,167	100.0	860	94,686	1,586,700	100.0	746
ALL INDUSTRIES - Georgia					266,560	4,023,824		776

* Georgia Area Labor Profile 2004: Gwinnett County (Georgia Department of Labor)

Unemployment Rates: 1996-2006



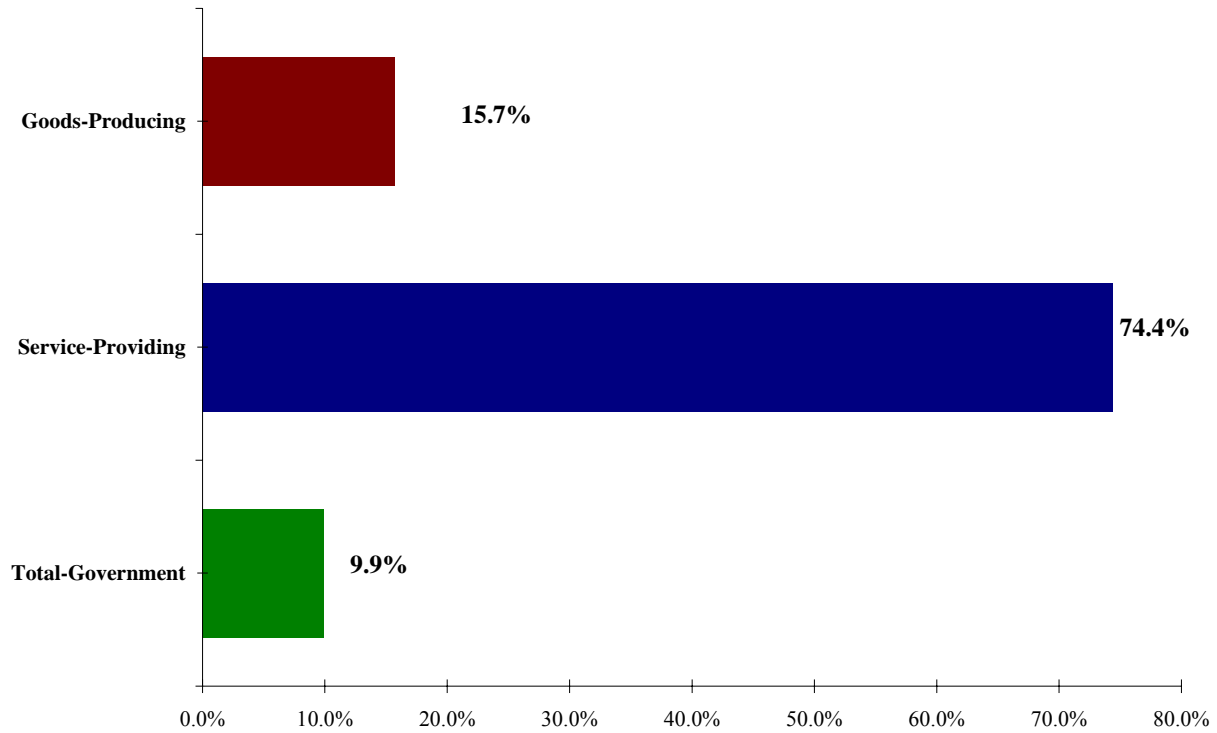
Gwinnett County Employment Facts

- Gwinnett County is ranked 2nd with 315,229 employment positions.
- With a weekly wage of \$820, Gwinnett County is ranked 4th in the state. That's a 3.7% decrease from 2004 to 2005.

* Economic Research Service: County-level unemployment and median household income for Georgia (United States Department of Agriculture)

*Area Unemployment Rate (Georgia Department of Labor)

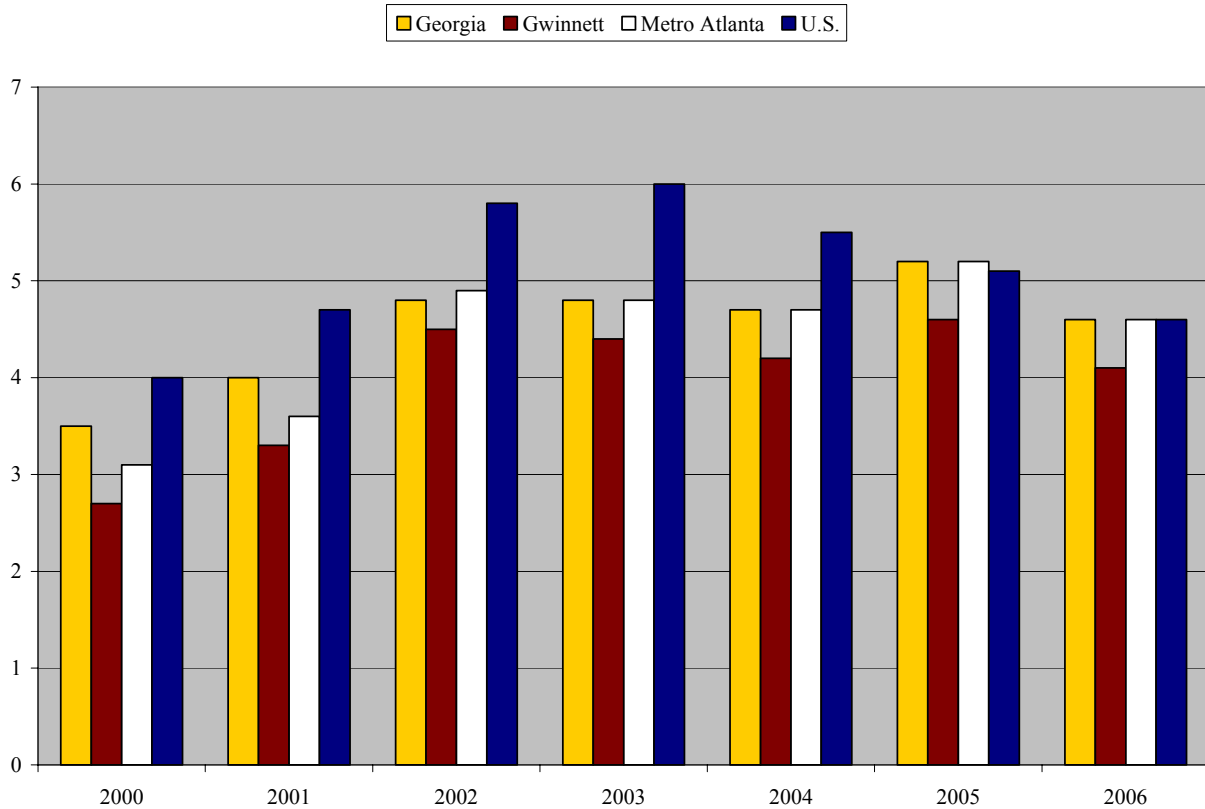
Gwinnett County Industry Mix 2006



Industry	Number of Firms	Employment Number	Percent	Weekly Wage
Total Government	212	32,240	9.9	\$805.00
Service Providing	19,311	241,944	74.4	\$832.00
Goods Producing	3,700	50,983	15.7	\$1,066.00

*Georgia Department of Labor

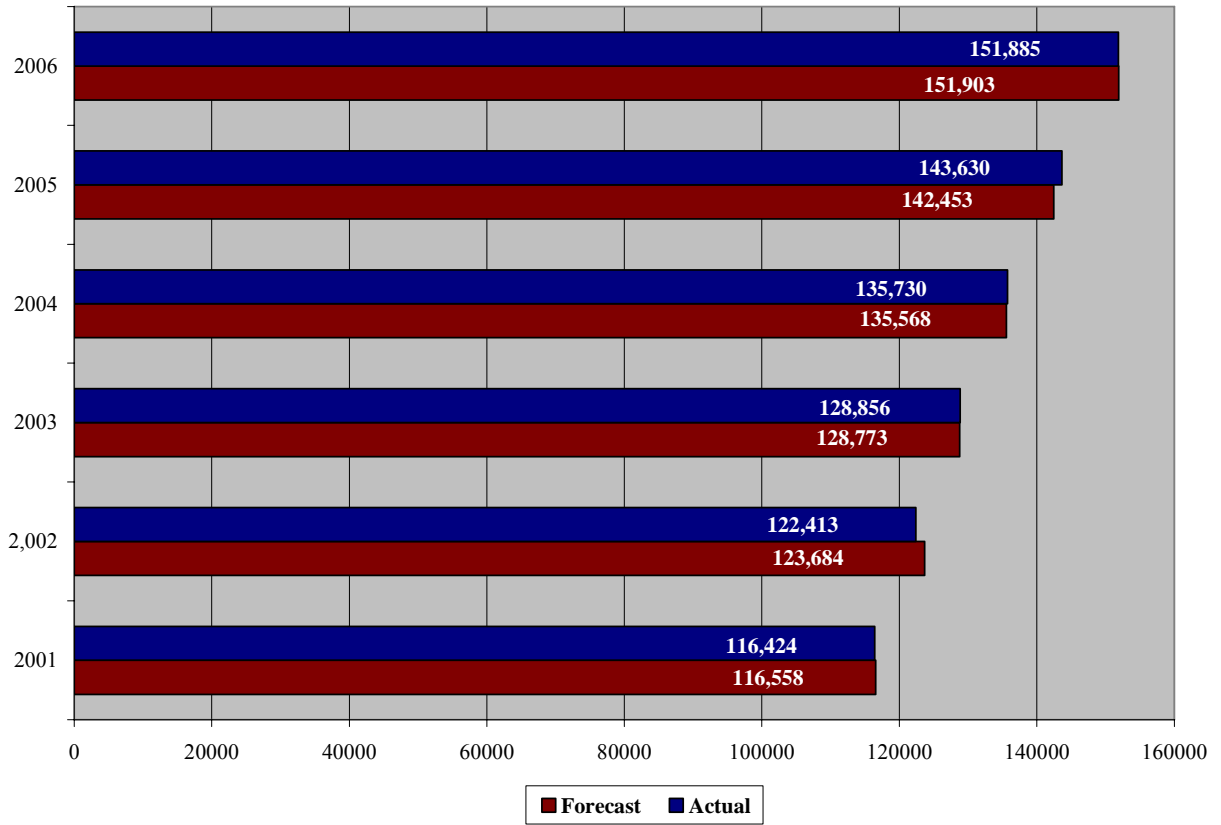
Gwinnett, Metro Atlanta, Georgia, and U.S. Unemployment Rates 1996-2006



	2000	2001	2002	2003	2004	2005	2006
Gwinnett	2.7	3.3	4.5	4.4	4.2	4.6	4.1
Metro Atlanta	3.1	3.6	4.9	4.8	4.7	5.2	4.6
Georgia	3.5	4.0	4.8	4.8	4.7	5.2	4.6
U.S.	4.0	4.7	5.8	6.0	5.5	5.1	4.6

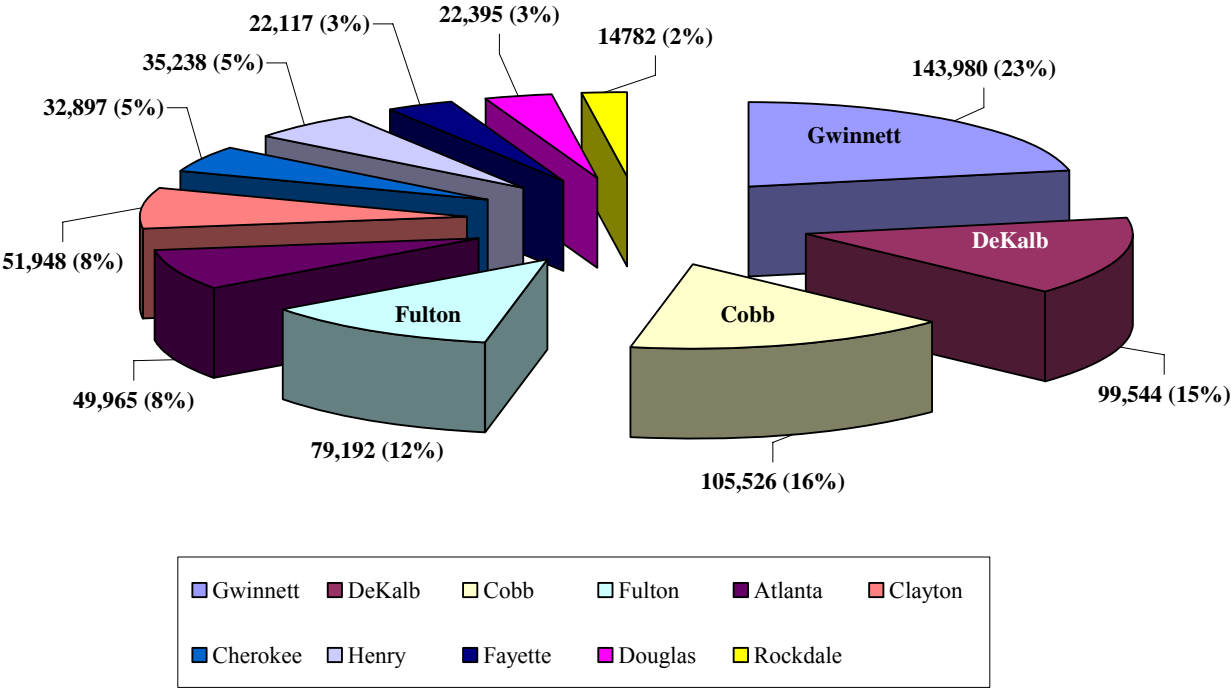
*Bureau of Labor Statistics

Enrollment Growth-No Surprises GCPS Enrollment Forecast Accuracy



*GCPS Department of Planning and Development

Metro Atlanta K-12 Enrollment Comparison 2006



* Governor's Office of Student Achievement Annual Report Card 2005-06

Gwinnett County Public Schools Ethnic Summary 1990-2006

School Year	American Indian (Percent)	Asian American (Percent)	Black (Percent)	Hispanic (Percent)	White (Percent)	Other (Percent)
1990-91	0.5	2.8	5.2	1.8	88.7	1.0
1991-92	0.5	3.8	5.9	2.1	87.6	0.0
1992-93	0.8	4.1	6.6	2.3	86.1	0.1
1993-94	0.7	4.8	7.5	2.8	84.0	0.2
1994-95	0.1	5.6	8.3	3.3	82.4	0.3
1995-96	0.1	5.9	9.0	3.8	80.6	0.6
1996-97	0.1	6.7	10.5	4.7	77.1	0.9
1997-98	0.1	7.2	11.8	5.5	74.2	1.2
1998-99	0.1	7.9	13.6	6.9	70.0	1.5
1999-2000	0.1	8.4	14.9	8.3	66.6	1.7
2000-2001	0.1	8.8	16.5	10.4	62.1	2.1
2001-2002	0.0	9.9	18.0	12.0	58.0	2.0
2002-2003	0.0	10.0	19.0	14.0	54.0	3.0
2003-2004	0.0	10.0	21.0	16.0	50.0	3.0
2004-2005	0.0	10.0	23.0	18.0	47.0	3.0
2005-2006	0.0	10.0	25.0	19.0	42.0	3.0
1996-2006	0.0	4.1	16.0	15.2	-38.6	2.4
% point increase or decrease						

Ethnic Comparison by Grade Level 2005-2006

	Asian	Black	Hispanic	Native American	Multi-Racial	White
Elementary School	9.7	24.3	20.2	0.5	3.5	39
Middle School	9.9	26.5	15.3	0	2.4	45.9
High School	10.4	27	15.4	0.07	2.5	44.6

*Gwinnett County Department of Planning, 2000

*Governor's Office of Student Achievement Annual Report Card 2000-2006

Gwinnett County Trends

- The estimated 2006 population of Gwinnett County was approximately 757,104. Gwinnett County is ranked second in having the largest population in the state. Experts are predicting Gwinnett to become Georgia's largest county in less than five years.
- Gwinnett County's net in migration was gained from other metro counties but mostly from DeKalb County with 67,752 new residents moving in from 2000 to 2004.
- Gwinnett County has approximately 1,359 persons per square mile.
- In 2006, the estimated population of Whites was 62.33%, Blacks, 18.85%, Hispanics, 16.38%, Asians, 9.08% and American Indian, 0.32%.
- Between 1990 and 2004, Gwinnett County's minority population grew from 10.6% to 42.9% with a percentage change of 1150.8% in the Hispanic population. 20% of Gwinnett County residents speak a language other than English at home compared to the state at 9.9%.
- In Gwinnett County, 33.67% of the residents were ages 25 to 44 in the year 2006 with the average age being 33. The percentage of college-age population (18 to 24 year olds) was 9.17% in 2006. Persons under 18 years old made up 28% of Gwinnett County's population in 2006. 31.5% of adults ages 25 and older have some college education or Associate's degree; nearly 13% of the population has not graduated from high school or received a GED.
- In 1997, Gwinnett County voters approved funding for the first-ever local option sales tax, or SPLOST, for Gwinnett County Public Schools scheduled to expire in 2002. In 2002 and again in 2007, Gwinnett County voters extended the sales tax for schools for another 5 years to supplement funding capital needs.
- Gwinnett County's unemployment is 3.9% compared to 4.7% statewide. Initial unemployment claims were down in 2006 for the third consecutive year and lower than they have been since 2000.
- Gwinnett's enviable proximity to the state's leading colleges and universities has created an economic powerhouse as metro Atlanta's leading hub for technology, bioscience, and innovative companies of the future.
- Gwinnett's estimated median household income is \$66,036 per year, higher than Georgia's at \$58,659 and that of the U.S. at \$48,775.
- Gwinnett is home to three FORTUNE 1000 companies and has been leading metro Atlanta's job creation for the past five years. Gwinnett and the Atlanta region have been named America's "Hottest Cities for Business Relocation and Expansion" by Expansion Management Magazine, KPMG's "Least Expensive City to do Business" and among Site Selection Magazine's "Top Ten Metros."
- With more than 1,300 top technology firms like Scientific Atlanta, a Cisco Company, Sage Software, Checkfree, Optimus Solutions, Hewlett-Packard, and others calling Gwinnett County home, Gwinnett is the leading technology job center for metro Atlanta and north Georgia.

- The county is home to more than 700 manufacturing companies, more than 1,300 high-tech companies and more than 410 international companies.

**Economic Indicators, Dept. of Financial Services of Gwinnett County*

**Gwinnett Chamber of Commerce*

Partnership Gwinnett Initiative

- Gwinnett Technical College is included in Partnership Gwinnett's Goal II: Education and Workforce Excellence, Objective 2: Maintain a demand-driven approach to post-secondary education and training.
- Target business sectors identified include: Health Care; Distribution and Trade, Headquarters, Regional Offices, and Professional Services; Information Technology; and Advanced Communications.
- In order to nurture entrepreneurs and small business opportunities, the strategy plan includes objectives which affect Gwinnett Technical College. These include garnering local and regional support to establish a small-business incubator in Gwinnett as a partnership between Georgia Gwinnett College, Gwinnett Tech and other local higher education institutions and expanding entrepreneur awareness and small business ownership education programs in local public and private K-12 schools, Gwinnett Technical College, and Georgia Gwinnett College.
- Institutions should work with the Gwinnett Chamber and other partners to establish curricula, guest speakers, and additional activities.
- Gwinnett Technical College should increase the leverage and collaboration with local business community in order to maintain a responsive and well-trained workforce.
- Collaboration is encouraged between Gwinnett Technical College and local high schools to create and expand programs that offer articulation that emphasizes target business sectors.
- Gwinnett Technical College is also encouraged to continue to offer flexible choices for non-traditional students to complete their degree.
- Businesses and Gwinnett Technical College must work together to complement the technical education training by being responsive to needs and maintaining access to continuous innovative training opportunities. This will increase the chances of local businesses and Gwinnett Technical College maintaining the competitive edge.
- Consider striving to establish Gwinnett County as its own Workforce Investment Act area and site all workforce development resources at Gwinnett Technical College.
- To ensure having the facilities and infrastructure necessary to effectively train students in priority degree categories, continue working towards a life sciences building addition to main campus and the potential for a satellite campus in the south Gwinnett area.
- The development of programs to close the educational or skill gaps identified by employers should be evaluated.

- Promote Georgia QuickStart training and increase the number of participating companies.
- Develop more two-year health degree programs, expand nursing programs, and advocate continuing education programs in health care fields.
- Discussions should take place with local IT, Distribution, and Communications companies to identify educational and training needs that can be provided through Gwinnett Technical College.

Gwinnett County Public School Trends

- Gwinnett County Public Schools is forecasting an enrollment increase of 20,000+ students from the 2007-08 school year to the 2011-12 school year.
- the Hispanic population of GCPS is up 4.5% from 2005-06 to 2006-07, which is consistent with Georgia, Gwinnett County, and Gwinnett Technical College;.
- In Gwinnett County Public Schools, an average of 8% of 11th graders taking the Georgia High School Graduation Test for the first time, do not pass a portion of the test. This compares to over 13% in the state. The largest percentage fails the science portion of the test.
- The GCPS graduation rate is 73.8% for the 2005-2006 school year; compared to 70.8% average across the state. In that same school year, the drop-out rate was 4.0% compared to 4.7% for the state.
- The average composite score on the SAT was 1524 for the class of 2007 – 13 points higher than the national average and 52 points above the state average. The overall scores, however, were down 17 points from the previous year.
- GCPS graduated more than 8,000 students in 2007 and 88% were planning to attend college/post-secondary schools. Over 63% of the 2006 graduates were eligible for the HOPE scholarship. Of the 2005 graduates, 54.4% entered Georgia public colleges, and 19.1% of those students required learning support; 3% of the GCPS graduates enter a Georgia Technical College.

Conclusion

Overall Assessment of Implications

(college strategic or annual goal association in blue parenthesis, refer to lists on pg. 5-6)

- With the closing of Georgia Perimeter College and the “newness” of Georgia Gwinnett College, major increases in general studies courses, enrollment, and interest will surmount. This will adversely affect retention for the college, as the students will tend to transfer these general studies credits to other 4-year colleges instead of completing a program of study at Gwinnett Technical College. (CSG3, 08AG1.a, 08AG1.c)
- The healthcare capacity in Gwinnett County is inadequate. The demand for the training of healthcare workers falls primarily on Gwinnett Tech and the college was unable to serve 92% of the FY06 applicants interested in health science programs. A life sciences building would allow Gwinnett Technical College to serve an additional 1,595 students per year. (CSG1, CSG5, 08AG1.a)
- The GCPS graduation rate is 73.8% for the 2005-2006 school year. Many of those students in the remaining 26.2% are entering the work force without graduating from high school. This presents an opportunity for our Adult Education program as well as our credit programs for GED preparation and technical skill education for greater success in the workforce. (CSG2, 08AG1.a, 08AG1.b)
- The Buchanan and Maxwell High Schools of Technology present wonderful opportunities for articulation and continued education career pathways. COC Accreditation demands will cause some constraints on credentialing of teachers from articulating classes. (CSG2, CSG3, 08AG1.a, 08AG2.a)
- Of those who graduate from Gwinnett Technical College, there is an average 2% increase each year in the percentage of students who had to take at least one learning support class to receive their award. This under prepared population is steadily growing; the transition from learning support to program enrollment and completion will continue to need focus and attention. (CSG2, CSG5, 08AG1.a)
- On average, between 15% and 17% of students were enrolled in at least one learning support course during fall quarters for the past four years. Due to the steady increase in the percentage of students who are academically or economically disadvantaged, maintaining focus on the goals of the college QEP will offer more and more support for the success of these students. (CSG2, CSG5, 08AG1.a)
- Because of the large number of students entering with some post-secondary experience, customer service and focusing on student intention will need to be addressed to be successful, since so many have already left other institutions with some dissatisfaction and/or non-success. (08AG2.a)
- Due to enrollment dips, more online offerings, and stagnant funding, the faculty to student ratio has increased each year. Creative ideas will need to be developed to address this concern. (CSG4, CSG6)
- As with enrollment declines, the retention rate for degree students has declined for two years. There will be a continued need to watch the peaks and valleys in this area and find

ways to increase the completion rates of students. This may necessitate more transfer/articulation options so students are comfortable completing a program of study at GTC. (CSG1, CSG2, CSG3, 08AG3.a, 08AG3.b)

- Increases in minority group enrollment, especially Hispanic, are continuing to effect the Gwinnett Technical College population. Focusing on student diversity must continue. (CSG2, CSG3)
- Since the 16-20 age group of students is on the increase within the college population, a new direction towards this younger segment for recruitment, retention, and learning will be a must. (CSG2, CSG3, CSG4)
- One problem with above-average population growth and an increased demand for education services is that better immediate employment prospects increase the opportunity cost of obtaining additional education, which tends to reduce enrollment. Encouraging higher spending for employer-sponsored education and training will counter this trend. (CSG5, 08AG1.c)
- Georgia's extremely low SAT scores will increase demand for supplemental services. Statistics showing the percentage of 2005-2006 11th graders not passing the Georgia High School Graduation Test indicate a need for remediation at the college level via learning support classes. (CSG2, 08AG2.a, 08AG3.a, 08AG3.b)
- With the large number of GCPS students that plan to attend college, GTC has an opportunity to try to recruit from approximately 7,000+ students who are planning further education...not to mention the other 900 who might be interested in learning technical skills and don't know it. (CSG3, CSG4, 08AG1.a, 08AG2.a)
- The college will play a huge role in closing the gap between high school educational levels and college-level readiness. The increase will be felt not only in learning support courses on the credit side, but also remediation to help community youth obtain their GED. With a 4% drop-out rate in Gwinnett County, over 3,000 students need to earn their GED from the 2005-2006 school year. There is and will continue to be a growing demand for remediation and career academies. (CSG2, 08AG1.a, 08AG1.b, 08AG2.a)
- The college must continue its close collaboration with the K-12 systems of GCPS and Buford. The extent to which the college can expand its programs into the local high schools may be a significant factor in influencing enrollment growth and effect Gwinnett's student retention in high school to completion of a technical award. The Education Career Partnership efforts need to be capitalized on to get better participation of secondary students in some form of technical interest for future education and careers. (CSG2, CSG3, 08AG1.a, 08AG2.a)
- As we know with the changing job market, most workers will experience significant job changes four or five times during their working lives. There will be continued demand for career training and specialized post-secondary programs. This may create opportunities for employee re-education and retraining through continuing education programs. More courses may have to be offered to better meet the busy lives of participants. This will provide GTC's Continuing Education an opportunity to develop specific learning packages customized to employers' needs and deliver these packages to employees anywhere, anytime. (CSG1, CSG4, CSG5, 08AG1.c)

- Gwinnett Technical College needs to be prepared to re-educate displaced workers and must continue to do its part to link the worlds of work and lifelong learning. More business training requirements should be encouraged in the community and work-site training will need to be evaluated. Technological advances will increase pressures on employers to invest in in-service education for employees. (CSG1, CSG4, CSG5, 08AG1.a, 08AG1.c)
- There appears to be a growing demand for industry certifications; those certification demanded by employers in job postings should be investigated regularly for incorporation into continuing education offerings and credit programs. (CSG1, CSG5, 08AG1.c)
- Technology in distance learning has enhanced opportunities for learning; but it has also enhanced the growing competition from colleges and universities everywhere. Excellent student-faculty interaction is often cited by students as important; therefore, a delicate balance in online technology between distance and educational quality will be imperative to meeting student needs from afar. Faculty support through training in the development use of instructional technology will be essential. (CSG4, CSG6)
- Continued focus on accountability will be pushed from the community, state, accreditation, and federal constituencies. Published goals, plans, learning outcomes, and proof of productivity improvement will be expected, along with follow-up and effective change. (CSG3)
- Explore global logistics and transportation program options to meet demand in Gwinnett, Georgia, the Governor's strategic industries, and Partnership Gwinnett initiatives. (CSG1, CSG5)