GWINNETT TECHNICAL COLLEGE

Strategic Plan
AY2016 – AY2020

EDUCATION **THAT WORKS**

Career-focused education for real-world jobs.

Vision

Teach every individual; serve every business.

Mission & Purpose

Advance the knowledge of individuals to enrich lives and develop workforce opportunities. *Gwinnett Tech, a unit of the Technical College System of Georgia, is a public two-year college that serves the communities of Gwinnett and North Fulton by offering campus and distance learning for associate degrees, diplomas, and certificates in credit programs; as well as adult and continuing education training.*

Values

What we have:

- Integrity: *We say what we mean, we treat people with respect, and we honor our promises.*
- Commitment: *We are devoted to our job, accountable to our students, our peers and our leaders.*
- Excellence: *We strive to excel in all we do.*

What we provide:

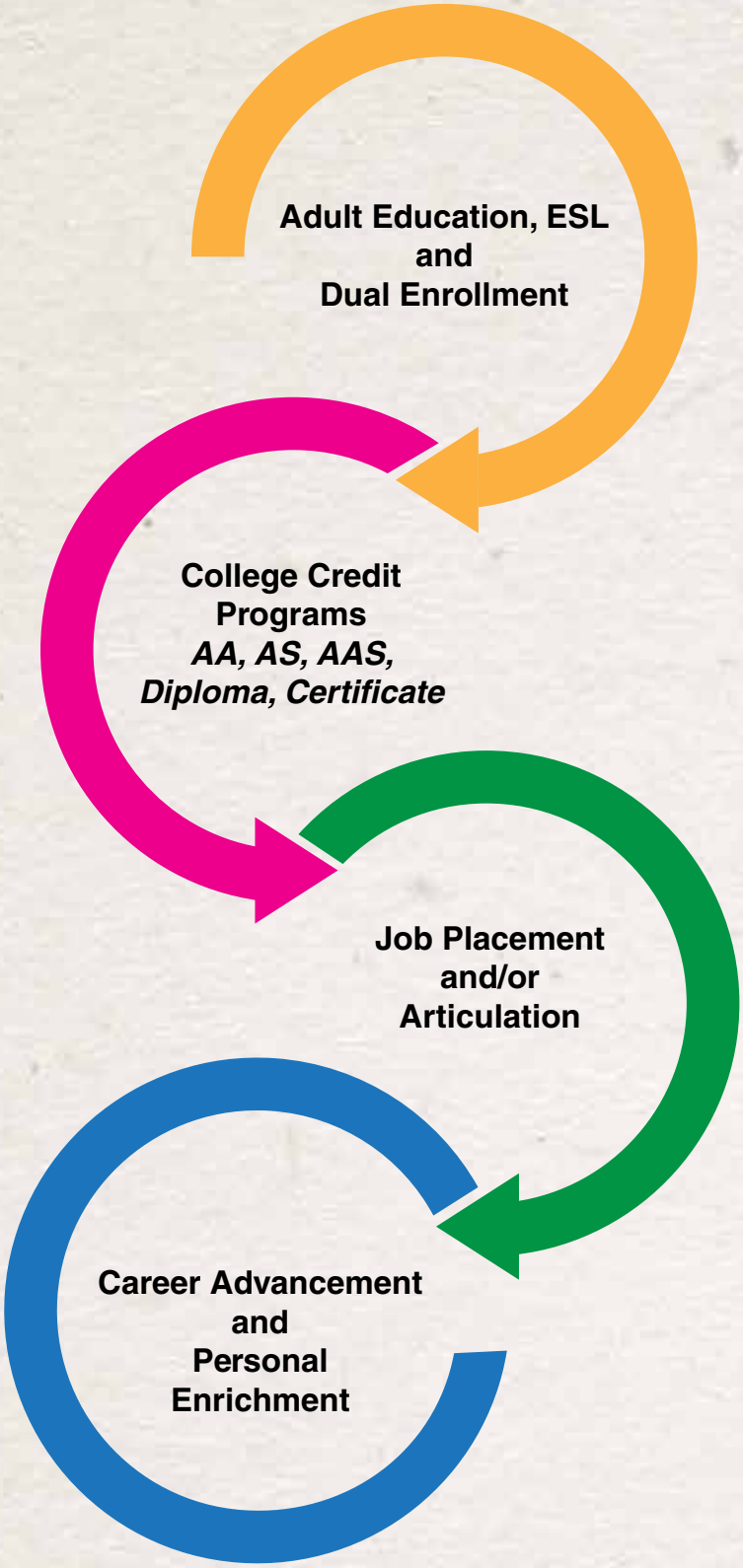
- Customer focus: *We believe that the students and businesses we serve are our customers and we strive to consistently meet or exceed their expectations.*
- Adaptability: *We embrace diversity and are resilient in our goal to serve an all-inclusive audience.*
- Leadership: *We recognize our duty to lead our students and serve our community.*
- Lifelong learning: *We believe education to be the paramount foundation for continuing success.*
- Innovation: *We foster an environment that nurtures creativity and emerging technologies.*

LETTER FROM THE PRESIDENT

Gwinnett Technical College (GTC) has placed planning, assessment, evaluation and action as the core tenets of all processes and operations of the College. The College has chosen to plan, not based on resources we have, or capabilities that are known, but to embrace planning and strategic vision on what we believe the College should, can and will be. Our Strategic Plan is based on data and analysis, involving current and future stakeholders in the College. We believe the plan identifies strategies to address our opportunities for improvement while capitalizing on our strengths. Planning ensures we continue to provide the services our students and business community need in order to provide the best opportunities for success. Planning ensures we are good stewards of limited resources in a highly competitive world. Strategic planning and continuous critical analysis ensure GTC remains a viable and essential component of the community, influencing the socioeconomic well-being of our Gwinnett and North Fulton County service areas. GTC's Strategic Plan identifies goals and strategies, moving the College into an even more important role as the connector of education, careers, business, service and success.

Dr. D. Glen Cannon
President

FIVE-YEAR LEADERSHIP VISION



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STRATEGIC PLANNING COMMITTEE MEMBERS

College Leadership Team:

Dr. Glen Cannon, President
Mary Beth Byerly, Vice President, Institutional Advancement
David McCulloch, Vice President, Economic Development
Dr. Julie Post, Vice President, Student Affairs
Dr. Victoria Seals, Vice President, Academic Affairs
David Welden, Executive Vice President, Administrative Services

Strategic Planning Committee:

Mike Price, Board of Trustees
Garfield Anderson, Faculty
Jeremy Bennett, Dean
Cher Brister, Continuing Education
Carlton Calhoun, Adjunct Faculty
Sharonne Calvin, Bursar
Elissa Checov, Library
LaShantá Cox, Human Resources
William Crissman, Institutional Research & Effectiveness
Jessica Diedrich, Retention
Gail Edwards, Dean
Jeanette Faucett, Business Office
Melissa Flanagan, President's Office
Stephanie Garcia, Continuing Education
Sylvia Gautier, Customer Service
Susan Goines, Career Services
Jennifer Hendrickson, Institutional Advancement
Deborah Hightower, Veterans Affairs
Angela Hitchens, Student Affairs
Sandra Hood, Business Office
Lakeisha Hull, Academic Affairs
Saphronia Johnson, Faculty
Kelli Louis, Student Affairs
Dennis Maltais, Dean
Joe Markham, Chief of Police
Galen Martin, Information Technology
Lisa Martin, Financial Aid
Jennifer Morse, Recruitment
Steve Moyers, Dean
Rebecca Olson, Hudgens Early Education Center
Sheral Page, Dean
Diane Palmer, Admissions
Nancy Peace, Adjunct Instructor
Donald Perkins, Facilities
Janelle Pierce, Enrollment Support
Laura Price, Work Force Innovation and Opportunity Act (WIA)
Jamie Randolph, Student Life
Kim Resnik, College Communications
Lisa Richardson, Disability Services
Jennifer Rodriguez, Admissions
Anika Rolling, Enrollment Support
Stephanie Rooks, Dean
Jim Sass, Dean
Dina Savola, Institutional Advancement
Yvonne Smith, Human Resources
Nathalye Taylor, Enrollment Support
Dr. Jermaine Whirl, Dean
Brian Wren, Gwinnett Advancement Program (GAP)
Kiandra Dobison, Student
Tracy Sewell, Student

PLANNING TIMELINE

To kick off the strategic planning endeavor, the College leadership team met to develop a solid leadership vision to drive the College-wide committee planning process by discussing where Gwinnett Tech should be in five years and what is most important to the College and its community. Following two full-day sessions, the entire strategic planning committee developed a significant body of goals and objectives that could be formulated into strategic goals and College goals. The leadership met and approved these goals for the final strategic plan to allow for further division and departmental objectives and projects to support the College's plan.

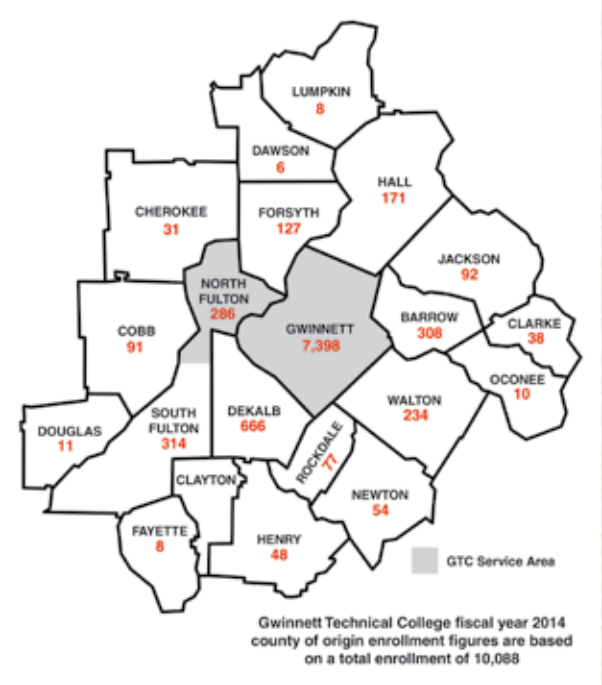
Leadership Team Meeting	Full Committee Meeting	Full Committee Meeting	Leadership Team Meeting	5-year Plan Finalized
March 11, 2015	March 25,2015	May 27, 2015	June 24, 2015	July 1, 2015

FIVE-YEAR LEADERSHIP VISION: THE COLLEGE FOR THE COMMUNITY

Gwinnett Technical College will be a true **College for the Community** by:

- **Supporting** the whole community by providing pathways for lifelong learning at all junctures, and growing the populations served through robust adult education, dual enrollment, credit and continuing education options.
- **Enhancing** workforce partnerships to provide relevant intern and apprenticeship opportunities, programming that exceeds business and industry needs and increased hands-on learning for students and faculty to be at the forefront of training.
- **Striving** to be the FIRST choice, the best and the trendsetter institution through innovative programs, instruction, services, facilities and use of technology.
- **Enriching** global connections to supplement the abundant diversity on campus.
- **Operating** with social and fiscal responsibility and by giving back to the community and serving as a good corporate citizen.

COLLEGE DATA

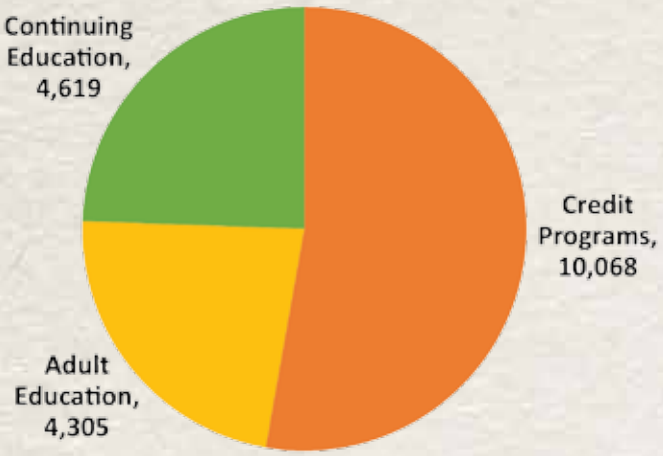


The College used multiple aspects of student data to consider where it's been and where it needs to go. Data collection from student enrollment and graduation patterns, regular internal College surveys, business/industry/occupational trends, work on Achieving the Dream and Complete College Georgia initiatives, as well as external satisfaction inventories, provided the framework for this strategic plan and ongoing College goal development. Subsequent pages provide a glimpse of the data.

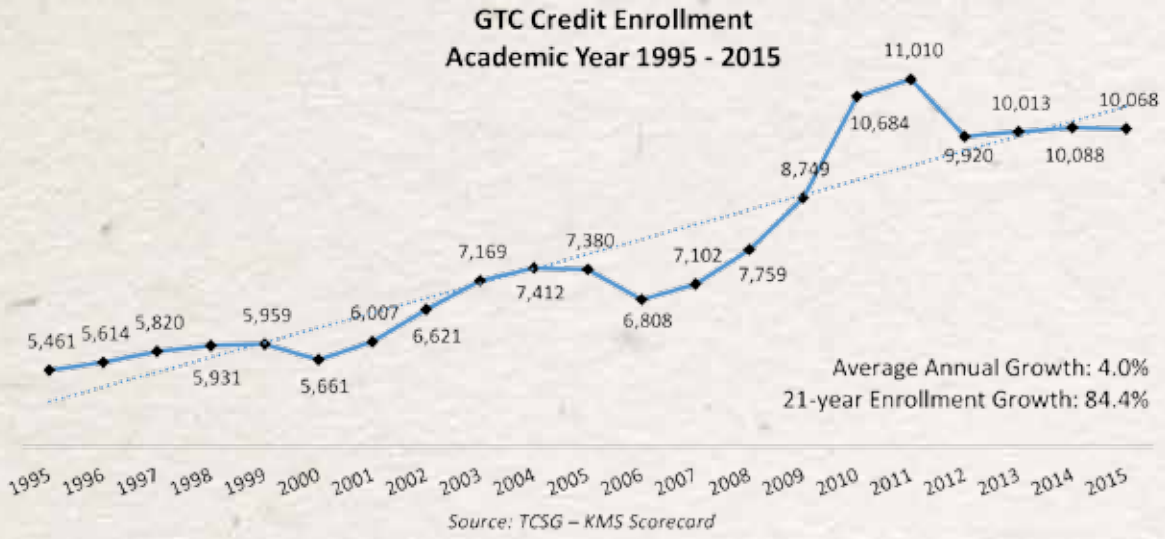
Top Five Counties by Enrollment

1. Gwinnett
2. DeKalb
3. Barrow
4. North Fulton
5. Walton

ENROLLMENT INFORMATION

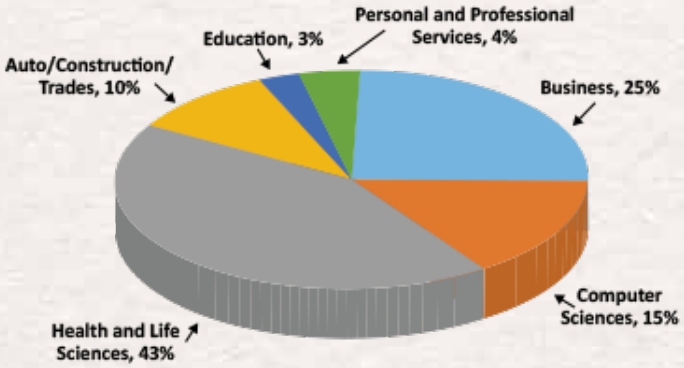


In celebrating its 30th anniversary, Gwinnett Technical College has experienced enviable growth, doubling enrollment from 1995 to 2013. Over half of the College's enrollment stems from credit programs (associate degrees, diplomas and technical certificates of credit), while the remaining half is closely split between adult education and continuing education divisions. These three areas compose the College's dedication to lifelong learning, meeting students wherever they are in their educational journey and helping them achieve success whatever their goals may be.

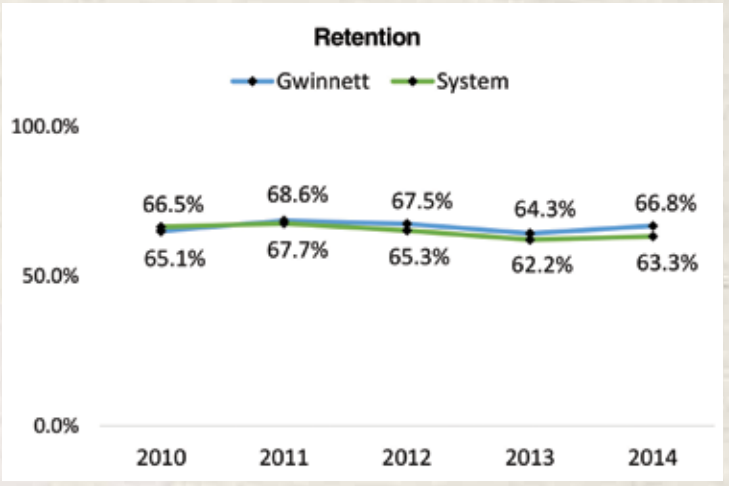


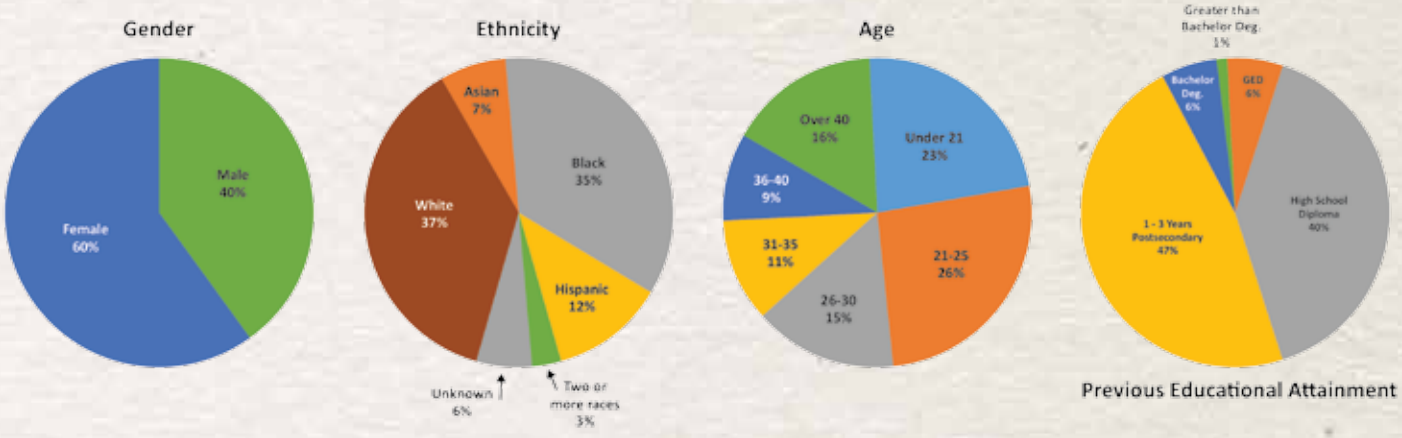
Source: TCSG – KMS Scorecard

The majority of the College's credit enrollment lies in the Health and Life Sciences program areas, followed by Business and the Computer Sciences. However, Gwinnett Tech still maintains a substantial enrollment in its Automotive, Construction and Trades programs. The College boasts program offerings for any type of student with almost any interest who has decided that Gwinnett Tech is the right place to pursue their educational endeavors to obtain a career or continue their studies.

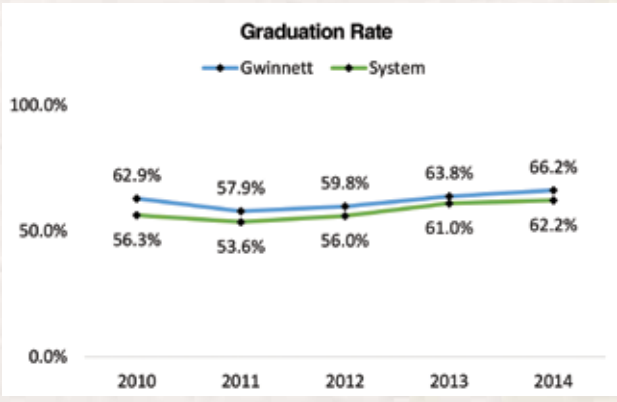


Gwinnett Tech is the most diverse technical college in the state with 63 percent of its credit student population of a minority race. The College maintains a slightly higher enrollment of women than men. In addition, the age demographics have been ever changing. The College is seeing an uptick in enrollment of a younger group of students, with nearly 50 percent of all students now being under age 25. In addition, nearly half of all credit students have already experienced one to three years of college prior to enrolling at GTC. Retention rates for Gwinnett Tech continue to exceed the system average as the College focuses on initiatives with Achieving the Dream and Complete College Georgia to enhance services and implement programs that consistently evaluate and support retaining students in programs through to graduation.

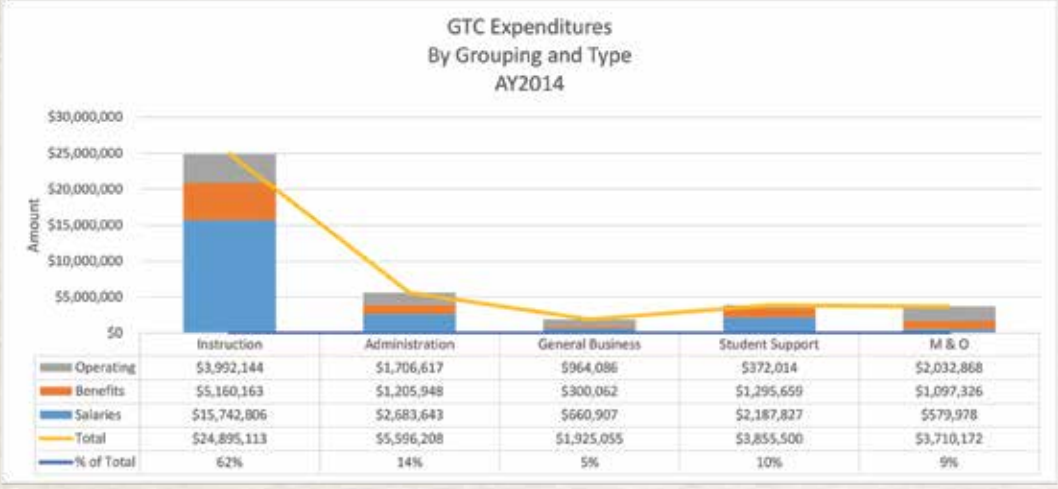




Being the first in the system to confer more than 3,000 awards was a significant achievement for GTC; however, the College has far surpassed that as it plans to exceed 4,000 in 2015. Individual graduate numbers remained at about 1,600 for the past several years, but are on track to exceed 2,000 this year. Graduation rates have increased over the past few years and the College rate continues to exceed the system average. Most notably, the College boasts a 98 percent job placement rate for graduates, which indicates the value placed on working with business partners to ensure jobs are available for its graduates.



FINANCIAL DATA



	Instruction	Administration	General Business	Student Support	M & O
Operating	$3,992,144	$1,706,617	$964,086	$372,014	$2,032,868
Benefits	$5,160,163	$1,205,948	$300,062	$1,295,659	$1,097,326
Salaries	$15,742,806	$2,683,643	$660,907	$2,187,827	$579,978
Total	$24,895,113	$5,596,208	$1,925,055	$3,855,500	$3,710,172
% of Total	62%	14%	5%	10%	9%

Gwinnett Technical College is primarily funded through tuition and fee revenue with moderate support from state appropriations.

GTC Funding Sources
AY2014

Federal	$	3,046,884.74
State	$	13,503,760.21
Internally Generated	$	23,739,537.58
Total	**$**	**40,290,182.53**

FACILITIES AND SERVICE AREA INFORMATION

Location	Building	Square Footage	Originally Built
Lawrenceville			
Administration	100	254,494	1984
Health Science	200	61,294	1995
Automotive	300	41,332	1986
Adult Ed-ESL	400	5,598	1986
Interior Design	500	4,623	1986
Horticulture	600	20,760	2002
Busbee Center	700	78,950	2003
Hudgens Early Education Center	800	26,591	2006
Life Science	900	80,211	2011
Alpharetta-North Fulton	A	95,000	2015

• Gwinnett Technical College's Service area is Gwinnett County and North Fulton County. • North Fulton was added to the service area in June 2010. • According to EMSI Analyst, the population of GTC's service area was 1,171,563 in 2014. • GTC's service area is home to seven Fortune 500 companies: AGCO, NCR, Primerica, Rock-Tenn, UPS, Newell Rubbermaid and First Data. • Gwinnett cities include: Auburn, Berkley Lake, Braselton, Buford, Dacula, Duluth, Grayson, Lawrenceville, Lilburn, Loganville, Norcross, Peachtree Corners, Rest Haven, Snellville, Sugar Hill and Suwanee. • North Fulton cities include: Sandy Springs, Alpharetta, Roswell, Mountain Park, Johns Creek and Milton. • Service area adjacent counties include: Barrow, DeKalb, Forsyth, Fulton, Hall, Jackson, Rockdale, Walton, Cherokee and Cobb.

Identified Stakeholders

- **Government**
  - o Local government officials
  - o State officials
  - o Technical College System of Georgia
  - o Legislators
- **Business owners**
  - o Film industry (media)
  - o Peach State Credit Union
  - o IT
    - ▪ Cisco
    - ▪ Primerica
    - ▪ Dell SecureWorks
  - o Healthcare/medical
    - ▪ Gwinnett Medical Center
    - ▪ Children's Healthcare of Atlanta
    - ▪ Northside Hospital
    - ▪ McKesson
- **Donors**
  - o Businesses
  - o Individuals
  - o Family foundations
  - o Goodwill
- **School systems**
  - o Gwinnett
  - o Buford
  - o North Fulton
- **Chambers**
  - o Gwinnett Chamber of Commerce
  - o Greater North Fulton Chamber of Commerce
- **SACS COC**
- **Students**
- **Four-year higher education partners (articulation – transfer)**
- **Parents of students**
- **Board of Directors**
- **Board of Trustees**
- **Faculty and staff**
- **Advisory Committees**

Input was gathered from a representative of each stakeholder group. Questions presented for consideration by these stakeholders included: Workforce needs 3–5 years from now (businesses)? How are students transitioning now and in the future? What does innovation look like to you, in terms of what we do and how we do it? What will the workforce look like 3–5 years from now in terms of skill sets? Continuing education for senior groups–what works at other colleges?

EXTERNAL IMPACT FACTORS

In addition to the questions on the previous page, those interviewed from each stakeholder group were asked to assess whether each identified factor would have a positive impact, a negative impact, or both. The answers were organized into six categories.

Expanding Competition

Positive
Industry partnership
Alumni and businesses

Negative
International

Both
Brand recognition – advertising
Relationship management
Online and distance education opportunities – technical barriers
Community education

Demographic Shifts/Student Needs

Positive
Dual enrollment
Community partnerships

Negative
Tuition assistance caps, lowering
Technology "causing" communication
Entitlement mindset affects responses, $, aid, expectation, job desires
Attitude that everything is expected instantaneously
Transportation challenges
Limited family resources for $, support, kids

Both
Gwinnett County continues to grow more diverse: good opportunities, tough to serve
Middle class growth – little tuition assistance, cannot pay out of pocket increases
Incoming student judgement: website/activities/area/tech/food
Focus on healthy living: meet those needs
Diverse program interests
Multi-demographic interests
Community partnerships
Current workforce training-on site
Financial literacy issues
Need more than degree, also need experience (internships)
Financial need to work leads to need more evening/week end/mobile learning options
Diverse population needs diverse language offerings

EXTERNAL IMPACT FACTORS

Government/System/DOE/BOR

Positive
Government – tuition – free
Government – house bill – associate/HS
Government – HOPE expansion
Government – federal grants
System - AA, AS
DOE – dual enrollment

Negative
Government – control – system
Government – fluid funding
Government – HOPE changes
System – funding/pay/ competition
DOE – numbers program barrier

Both
Government – restructure of loans
System – mergers
System – boundaries, TCSG
Also mentioned: DOE – GW/NF – career academies, BOR – GSU/GPC, 2+2, articulation, completion reports

Business and Industry

Positive
Diversity of industries/types
Depletion of workforce in key sectors (e.g. construction)
Supply chain logistics
Demographic shifts

Negative
None

Both
Aging workforce in key industries (manufacturing, auto, various trades)
Construction evolving skill needs (across all industries)
Internships
Apprenticeships
Globalization
STEM (+Arts)
Public/government and private partnerships
Also mentioned: Multiple skills and proficiencies (e.g. project management, computer skills, problem-solving)

EXTERNAL IMPACT FACTORS

Perception of Quality of Education

Positive
Employer perception high
Best ROI

Negative
Place to go if you can't "get in" or "make it" in 4-year college
2nd choice, don't think it is college or university level education
Cost "cheap" vs "affordable"

Both
Hands-on training
Also mentioned: Need more: branding as a community college, marketing, blended learning, alumni – networking, partnerships for true seamless transfers, not cheap, just more affordable, show can make same or more $, international diversity options/ international office, target first choice (e.g. nursing, EMT, etc.), getting name out to schools

Funding/Resources

Positive
North Fulton: New donors, new partnerships, new students, internship opportunities
Higher demand for online programs/enrollment
2+2 articulations
Consortium agreements (GGC)
Space (rental)
Economic conditions (doing well, new employees, people move to area, increase programs/enrollment)
Employer reimbursement

Negative
North Fulton: No operating funds (budget)

Both
Name change
Recession (increased enrollment, layoffs, return to workforce/retool)
Grants
Also mentioned: State initiatives, focus on CE and GED conversion to credit, job market trends

TRENDS SUMMARY

I. Who is Gwinnett Tech and what integral role do we fill in the education system?

- Variety of perceptions of GTC
- Perception of GTC
  - Parents, students (HS, college)
  - HS counselors
  - Business community
  - Technical college vs. community college
  - Specialty areas – what are they and how do we differentiate ourselves
  - Next step, natural pathway
- Leads to an initiative regarding a very clear definition of who we are and why we matter
- Differentiation
  - Dual enrollment
  - Workforce development
  - Retraining (in general, 55+)
  - Supply chain logistics

II. How will we market that definition of who we are?

- Opportunities for new partnerships in North Fulton
- New ways to have a "first contact," which could lead to better retention
- Developing "degree enhancements"
- What are jobs in the trade due to a currently aging workforce
- Businesses need a workforce that is good at problem solving and GTC can develop those skills
- Apprenticeship pathways
- Development of a robust alumni association
- Sponsorship within the community

III. Resource development—how will we fund GTC's future direction?

- Need to close gap for what tuition doesn't cover
- Need for new ways to develop revenue
- Will continue to have funding confusion
  - Ever changing
  - Federal/state influence on programs
  - Continuing education as incubator

INTERNAL IMPACT FACTORS

The committee evaluated items pertaining to the external areas impacting the college, as well as those internal factors that were cause for assessment. Each item presented by the various groups was then evaluated to determine if it was an item to "keep, drop, add or modify" as it related to the next five years. The results were broken down by area.

	FACILITIES & OPERATIONS	SUPPORT FOR EMPLOYEES	COMMUNITY INVOLVEMENT	PROGRAMS	SUPPORT FOR STUDENTS	PROCESSES & PROCEDURES	TECHNOLOGY
KEEP	renovations in Bldg. 100	professional development (x2)	advisory boards	GAP (x2)	GAP (x2)	degree works	
	landscaping	course evals/surveys	corporate partnerships	FYES	FYES		
	recycling	holiday luncheon (x2)	community support RFL	enr. support concept (X2)	enr. support concept (X2)		
		Friday 4 pm close		dual enrollment	enr. support		
				CE	concept (X2)		
				plant sales	hands-on-training		
				summer camps	student loans		
				culinary lunches	healthy student interaction		
					small class size		
					scholarships		
					student life		
DROP	Current food vendor	silos, blame		low performing programs (x2)	the word "articulation"	TGM	old/unused technology
	car 7874	evaluate potential drop		CE classes that compete with	call center not available	hold on marketing	manual paper processes
		of duties and events		credit courses	past 6 p.m.	materials	and forms (x2)
						manual paper processes	
						and forms (x2)	
MODIFY	turn library into	intra/inter-dept.	career services not	strategic committees,	student understanding	HR handle candidate	integrate institution-
	learning commons	communications (2)	meeting needs	put into action	of WS, lab asst, etc.	paperwork, depts	wide systems
			of employers		(access of info)	interview	
	banners in strategic	faculty/staff -	coordinator off-	transition bridge team	Saturday Stud Aff	administrative	CRM
	places (marketing)	student ratios	campus events	AE/CE/GAP to credit	office hours	process	
	STEM center	HR funding	recruitment relationship	career services	online classes (4)	hiring practices (2)	R25 webinar
	assistive tech lab	understanding of	with HS & MS		student involvem't	increase hiring	campus technology
	in quiet area	grad app process			w/procedure & polices	exposure outside	more user-friendly
	update bathrooms	and role in funding			FYES exemption	GTC (HR)	PeopleSoft rpts
	Building 100	instructor training			major-specific	travel budget	website (4)
	reduce paper usage	for online ed (3)			FYES course	division-level	TGM (4)
		internal			modify career fair	purchase orders	live chat
		communication (2)			by division	adjunct contracts	social media for
		faculty awards			modify LSC	catalog review, syllabi	each prog.
		onboarding process			more peer tutoring	thru AA not faculty	computer lab software
		for new employees			more scholarships	Term C	avail - no limits
		increased salaries (3)			residency status for	college-wide	fac access to
		offer PT staff opp'ty			deferred action students	decrease PO volume	comp resources
		to participate			articulation agreements	purchasing process	stud. comm. - texting
		modify faculty/staff			collaborative sessions to	performance evals	
		to student ratio			accom online learners	student complaints to	
		streamline employee			student ID's	faculty not dean	
		evaluations			advisement requirements,	room reservation process	
		faculty workload (2)			early bird	degree works	
					increase distance	admin resp	
					learning classes (3)	tracking prfsnl dev	
					library access for all	streamline	
						dual enrlmnt proc.	
						travel reimb.	
						transfer credit audit	
						process/evaluations	

INTERNAL IMPACT FACTORS

	FACILITIES & OPERATIONS	SUPPORT FOR EMPLOYEES	COMMUNITY INVOLVEMENT	PROGRAMS	SUPPORT FOR STUDENTS	PROCESSES & PROCEDURES	TECHNOLOGY
ADD	new fleet vehicles	tuition for FT faculty students	better marketing/ advertising	online training & degrees	movie nights on the lawn	improved career svcs, better resume assist	interactive sessions & remote speakers
	cafeteria/food service (6)	admin training	transportation partnerships	self-paced progs	athletics (3)	coord. college-wide campus calendar (2)	implement sched/ class tracker
	student life building	faculty/staff social events, picnic (x2)	support alumni association	front-line committees	student mentors	college-wide supply ordering	linked course pathways
	Center for Teaching Excellence (4)	HR - probationary period for position transfer	CE incubator for academic prog	new programs in upcoming areas	choir	bus off handle: fac PO, travel, approval food/meal frms, reimb.	college-wide CRM (2)
	facility monthly rev of classrooms	stud aff events coordinator	small business development ctr	responsiveness committee	lunch-n-learn		p-card side TCM
	storage capacity (2)	FT faculty	academic division liaison	foreign language classes (2)	meet-n-greet		card reader IDs
	more AE classrooms	adjunct training 2x/yr, hands-on	academic outreach coordinator	classes for 60+	student visas (4)		charging stations for elec. devices
	study areas in all buildings	HR onboarding (2)	college-wide open house	AA/AS degrees	international student office		stud. IT support
	parking deck (2)	bus. office staff (2)	special events coordntr	paid internships	financial literacy (2)		proxy server
	fitness center/ gym (2)	better comm w/in & between depts.	more interaction w/HS counselors	articulation w/state colleges	offer robust career services (2)		dashboard, i.e. KMS scorecard
	more space for classes (2)	faculty profiles	CE add rep in-hse under AA pgms		adult ed library privileges		e-comm for many areas
	food service director	staff orientation & trainer	mentoring/career advisement		transfer student orientation		cross-campus comm-GW & NF
			on-campus sponsorships		counseling ctr		virtual orientation
					academic advisors		virtual tour
					apprenticeship person		virtual career ctr
					student asst. prg.		website overhaul

STRATEGIC & COLLEGE GOALS

SG1 Employee Enrichment

Create a culture of lifelong learning and GTC pride through professional development, team building and employee recognition.

CG1.1 Establish opportunities for routine focused employee recognition.

CG1.2 Encourage and support lifelong learning among employees.

CG1.3 Create an environment that instills a campus culture of GTC pride through an improved onboarding process and recurring employee activities.

CG1.4 Develop strategies to amplify team building among employees.

CG1.5 Enhance opportunities for increasing teaching and instructional excellence.

SG2 Facilities and Infrastructure Advancement

Create modern, inviting campuses with interactive spaces that support innovative life-long learning for the College community.

CG2.1 Evaluate opportunities to renovate existing Lawrenceville campus buildings and grounds for developing engaging, student-centered spaces for enhanced learning and campus life activities.

CG2.2 Seek partnerships with external organizations for collaboration of space.

CG2.3 Assess needs for future building development on both campuses.

SG3 Operation and Technology Excellence

Develop a robust, secure technology infrastructure to allow for seamless interactions within the GTC community (faculty, staff, employers, students, and alumni) in order to support students in their transitions from interest to employment.

CG3.1 Ensure technology advances and use of resources are based on best practices and proven strategies, to meet student, staff and community needs.

CG3.2 Seek and implement technology systems and improvements that will aid enrollment and retention by enhancing student experiences with recruitment, catalog, accessibility, instruction, social media and the College website.

CG3.3 Implement supplementary support services to assist students with technology usage.

SG4 Perception Elevation

Enhance the perception that GTC is a vital first choice for high-demand professions, successful careers and community partnerships.

CG4.1 Assess marketing messages and communication plans to develop a cohesive body of materials that capitalize on GTC strengths, success stories, key partners, and targeted interests that increase understanding of our role, value and function within our community.

CG4.2 Define GTC's unified brand to promote pride and involvement.

CG4.3 Increase technology use and offer more virtual information options.

SG5 Student Success Enhancement

Increase student success by providing flexible, supportive, innovative and engaging opportunities, and by leveraging technology and clear communications to create the best student experience.

CG5.1 Assess and improve student communications.

CG5.2 Effectively use technology to enhance the student experience and expand centralized support hours offered to students at both campuses.

CG5.3 Evaluate international student needs and support options.

CG5.4 Enhance support services to meet the needs of all students and businesses.

CG5.5 Develop ways to create connectedness among credit, adult and continuing education programs.

SG6 Programs and Workforce Development

Enhance programs, offerings and certification exams to prepare students to confidently enter diverse employment environments.

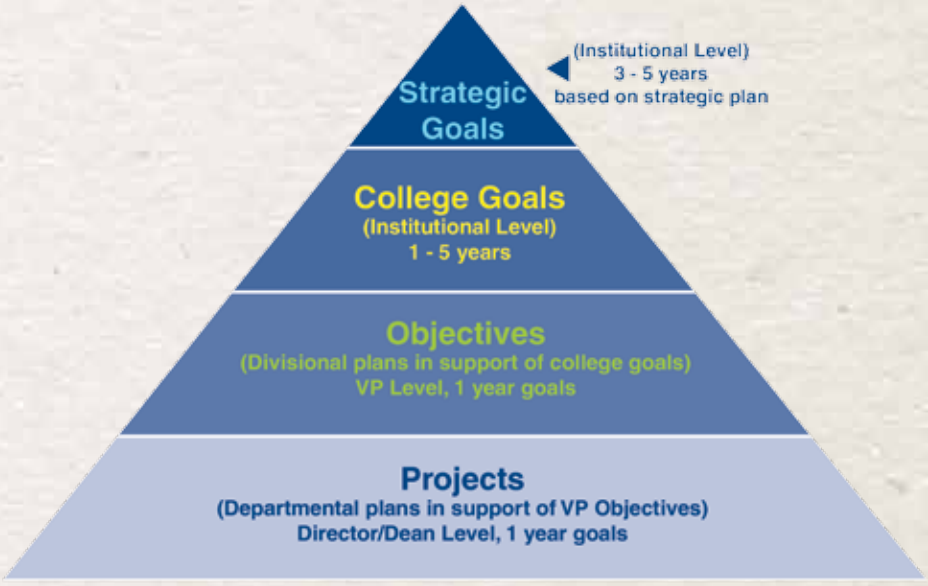
CG6.1 Align credit and continuing education programs for seamless transition.

CG6.2 Increase collaboration with business and industry partners to provide students with internship and/or apprenticeship opportunities.

CG6.3 Pursue AS and AA degree offerings for seamless student transition to four-year education partners.

CG6.4 Capitalize on state dual enrollment changes to increase Move On When Ready opportunities and participation.

CG6.5 Ensure the college meets or exceeds state annual benchmarks.



GTC Planning Hierarchy

STRATEGIC IMPACT TEAMS

Curriculum Committee

Leadership Liaison, Vice President, Academic Affairs

The Curriculum Committee serves to amplify the competitiveness of our students as they enter diverse employment environments. The committee aims to augment students' academic experiences across a variety of domains, while ensuring that the College is achieving annual state benchmarks. Topics of focus include: aligning credit and continuing education programs for seamless transitions, strengthening collaboration between GTC and industry partners to increase experiential learning opportunities, expanding our degree offerings to facilitate transitions to four-year education partners, capitalizing on state dual enrollment changes to heighten Move-On-When-Ready participation and developing methods to enhance student work ethic.

Technology Committee

Leadership Liaison, Executive Vice President, Administrative Services

The Technology Committee provides guidance and expertise in the design and construction of a technology infrastructure that will facilitate student success, allow for seamless interactions within the GTC community and enhance the experiences of GTC constituents. The committee provides solutions to critical issues with technology resources, pioneers the advancement of campus technology and ensures that resources are being maximized to fulfill campus needs. The committee also cultivates supplementary support services to assist students with technology usage.

Distance Education Committee

Leadership Liaison, Vice President, Academic Affairs

The Distance Education Committee provides oversight for matters pertaining to the improvement of GTC's distance education, particularly online and hybrid course offerings. The committee also supports the Quality Enhancement Plan Committee with the implementation of its efforts to strengthen GTC's distance education for both students and instructors.

Operations Committee

Leadership Liaison, Executive Vice President, Administrative Services

The Operations Committee stimulates growth and renovation by developing strategies to modernize campuses that foster and support a culture of life-long learning for the College community. The committee evaluates opportunities to renovate and develop engaging, student-centered spaces within existing GTC facilities, seeks partnerships with external organizations for collaboration of space and assesses the needs for future building development on both GTC campuses.

STRATEGIC IMPACT TEAMS

Employee Enrichment Committee

Leadership Liaison, Vice President, Institutional Advancement

The Employee Enrichment Committee promotes a culture of GTC pride by developing inventive opportunities for professional development, team building and employee recognition. The Employee Enrichment Committee also focuses on expanding opportunities to strengthen a culture of lifelong learning among employees, and creating innovative opportunities to enhance teaching and instructional excellence amongst GTC faculty.

Perception Elevation Committee

Leadership Liaison, Vice President, Institutional Advancement

The Perception Elevation Committee works to establish and promote GTC's perception as a vital first choice for workforce development, successful careers and community partnerships. The committee evaluates and improves marketing and communication strategies to enrich the understanding of GTC's role, value and function within the community. The committee also works toward defining the GTC brand to promote pride and involvement among the College's constituents.

Student Success Committee

Leadership Liaison, Vice President, Student Affairs

The Student Success Committee is responsible for developing and implementing flexible, supportive, innovative and engaging opportunities across the College to nurture student success. The committee devises ways to leverage technology to bolster student communications and enhance support services to meet College and community needs. The committee assesses international students' needs and implements appropriate support options. Moreover, the committee develops ways to create connectedness among GTC's credit, continuing and adult education programs. The committee also provides support with carrying out the mission and strategies of the Complete College Georgia and Achieving the Dream initiatives.

Business & Industry Outreach Committee

Leadership Liaison, Vice President, Economic Development

The Business & Industry Outreach Committee works to strengthen ties between Gwinnett Tech and area companies through educational programs, workforce training and industry-specific assistance. The committee focus includes aligning credit and continuing education programs for seamless transitions and strengthening collaboration between GTC and industry partners to increase experiential learning opportunities. These efforts are intended to support a symbiotic relationship between the College and businesses to support economic development in our communities.

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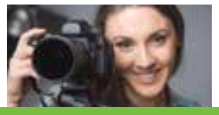

Alpharetta-North Fulton Campus
2875 Old Milton Parkway
Alpharetta, GA 30009-2230

Lawrenceville Campus
5150 Sugarloaf Parkway
Lawrenceville, GA 30043-5702

GWINNETT TECHNICAL COLLEGE

770-962-7580 | www.GwinnettTech.edu

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