



ATLANTA
TECHNICAL
COLLEGE

Strategic Plan 2024-2027

Atlanta Technical College



STRATEGIC PLAN

2024-2027

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Atlanta Technical College Strategic Plan 2024-2027

Greetings from the President

With pride in our community, respect for our legacy, and a strong vision for the future, I am pleased to present the Atlanta Technical College Strategic Plan, 2024-2027.

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

This Strategic Plan is the blueprint for how we will move and work to continue our transformative impact in the local, regional, and global communities. It will clarify and direct our actions, strategies, and activities, and provides a framework for acquiring and distributing financial and other resources that build and strengthen our college community.

Every effort that contributed to this plan is critical to its success. I encourage members of the college community to continue to engage and to participate in the exciting and challenging work ahead. Our collective efforts and combined expertise will ensure that the college's mission is achieved and the vision is made real.

I look forward to our work together.

Sincerely,

A handwritten signature in blue ink that reads "Victoria Seals". The signature is fluid and cursive, with the first name "Victoria" being more prominent than the last name "Seals".

Victoria Seals

INTRODUCTION

Atlanta Technical College is committed more than ever to preparing our students for a rapidly changing world in the wake of the hardships and challenges of the COVID-19 pandemic and as innovations in technology, including artificial intelligence and machine learning are on the rise.

Celebrating almost 60 years of service to the metropolitan Atlanta community from its current location, Atlanta Technical College is at an exciting stage of development. To guide this next stage of growth, we solicited input from a broad range of interested parties including faculty, staff, students, and external stakeholders. This feedback, alongside core metrics about the ATC and its impact on the broader Atlanta community, helped shape the 2024-2027 Strategic Plan.

ABOUT ATLANTA TECHNICAL COLLEGE

History

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

Today, Atlanta Technical College is accredited by the Southern Association of Colleges and Schools-Commission on Colleges (SACSCOC) and with an average semester enrollment of 4800 students. Atlanta Tech offers associate degrees, diploma programs, technical certificates of credit, and continuing education short-term courses. The College offers hybrid schedules and online courses in addition to traditional day and evening programs. Atlanta Technical College, through its Economic Development Division, also develops customized courses for business and industry.

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

Mission

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

Vision

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

Core Values

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

STRATEGIC PRIORITIES

This strategic plan provides a blueprint for the college's future from two distinct perspectives: "Student Journey" and "College and Community." Focusing on these perspectives allows us to achieve a dual purpose: (1) to improve the student experience from entry into ATC to exit into industry and (2) to improve our college's infrastructure to serve better faculty, external stakeholders, and employers. The six priorities that serve as pillars for the strategic plan are the following:

Student Journey

- Enrollment – To increase enrolled students by growing number of applicants and increasing registration rate
- Retention and Student Life – To improve retention and wrap-around services to increase the graduation rate
- Job Placement – To maintain and to improve the in-field job placement of ATC graduates

College and Community

- Community Engagement and Awareness – To strengthen relationships with community partners and employers
- Faculty and staff engagement and retention – To increase faculty and staff retention
- Alignment with labor market needs – To align areas of new-industry growth with ATC academic program offerings and to ensure current offerings remain relevant

Atlanta Technical College's goal in setting strategic priorities is to prioritize near term opportunities for growth while simultaneously being adaptive to the changing needs of our core stakeholders.

1. Enrollment

To meet staffing and talent needs of employers and the career aspirations of residents, Atlanta Technical College will prioritize enrollment by increasing the number of applications and improving the registration rate. In previous years, Atlanta Technical College has experienced an enrollment conversion rate of 57 percent from application to registration, but, moving forward, we hope to strengthen awareness and increase the accessibility of the college to impact more Atlanta families.

Objectives

- 1.1 Effectively communicate program offerings to increase number of applicants
- 1.2 Increase application completion by providing adequate support to students and improving process efficiency
- 1.3 Increase registration by providing services and resources to admitted students
- 1.4 Increase non-credit enrollment and the opportunities for customized contract training

Proposed Strategies	Potential Indicators of Success
Create outreach plan for schools, community, and alumni	<ul style="list-style-type: none">• Increase in positive prospective student feedback gathered after ATC-hosted events• Increase in student applications after ATC-hosted events• Reach goal coverage of schools and counties visited
Develop and implement a branding/marketing plan	<ul style="list-style-type: none">• Increase in number of applicants• Increase in online traffic levels• Increase leads generated from online campaigns
Design comprehensive and efficient application process	<ul style="list-style-type: none">• Individual sections and overall applications completed at a faster pace• Increase in number of applications completed• Reduction in number of touchpoints until application is completed
Provide support to students as they complete the application process	<ul style="list-style-type: none">• Increase in student satisfaction after receiving aid• Increase in number of applications completed• Increase in application completion rate after touchpoints
Provide and communicate advising services to admitted students	<ul style="list-style-type: none">• Increase in enrollment rates• Increase in on-time registration• Increase in students enrolled after receiving help
Implement strategy to allocate financial resources to students	<ul style="list-style-type: none">• Increase in number of students receiving financial aid• Decrease in unenrollment rates because of finances
Communicate and advertise non-credit courses and certificates to community	<ul style="list-style-type: none">• Increase in non-credit course enrollment• Increase in certifications completed• Increase in students who are currently employed enrolling in non-credit courses
Identify funding sources that would pay tuition for non-credit course work for specific populations and/or specific training programs	<ul style="list-style-type: none">• Increase in non-credit course enrollment• Increase in certifications completed

2. Retention and Student Life

At Atlanta Technical College, we will continue to create a rigorous and psychologically safe academic environment. The student retention rate acts as an indicator that measures the quality of ATC's social and educational experience. Low retention rates indicate students are struggling and lack the support they need. In 2023, Atlanta Technical College had a retention rate of 64 percent. By creating wraparound services and opportunities for mentorship, we aim to increase graduation rates, retention rates, student life satisfaction, and extracurricular participation.

Objectives

- 2.1** Increase student retention by providing support through advising, wrap around services and mentorship
- 2.2** Increase graduation rate through a student-centered learning environment

Proposed Strategies	Potential Indicators of success
Develop academic and career advising to provide year-round support and connect at risk students to resources	<ul style="list-style-type: none">• Increase in rates of academic satisfaction• Increase in number of retained students, particularly those flagged as at risk• Increase in in-field job placement rates
Expand mentorship program between peers, alumni, and employers	<ul style="list-style-type: none">• Increase in retention rates• Increase in in-field job placement rates
Promote and advertise services to increase awareness among students	<ul style="list-style-type: none">• Increase in student utilization of services• Increase in awareness among students and familiarity of resources and services• Increase in student satisfaction in support services
Determine student needs and address them as they relate to delivery modes and structure of classes	<ul style="list-style-type: none">• Increase in student course satisfaction• Increase in attendance and assignment completion rates• Increase in retention rates
Strengthen students' relationship to faculty and ATC	<ul style="list-style-type: none">• Increase in course completion rates and academic performance• Increase in retention rates• Increase in student life satisfaction• Increase in extra-curricular participation

3. Job placement

At Atlanta Technical College, we educate students while ensuring that our alumni find desirable jobs that lead to full careers. ATC will impact student outcomes by building strong relationships with employers and creating opportunities for our students to gain exposure to applicable careers earlier in their programs. These efforts aim to increase the number of internships and apprenticeships among our students, increase the use of ATC job placement services, and capture higher employment satisfaction.

Objectives

- 3.1** Ensure that students attain and retain in-field placements after graduation
- 3.2** Market and continue to strengthen programs with increased employment needs over the next decade in Atlanta
- 3.3** Strengthen employer relations to improve the job pipeline

Proposed Strategies	Potential Indicators of success
Create opportunities for students to explore in-field careers prior to graduation	<ul style="list-style-type: none">• Increase in the number of internships and apprenticeships• Increase in percentage of students completing internships or apprenticeships prior to graduation• Increased number of workshops and events provided by the Office of Career Services; increased student participation in those services
Provide opportunities for soft skill trainings (e.g., leadership or communication)	<ul style="list-style-type: none">• Improved confidence in ATC alumni on their soft skillset, as measured in Employer Satisfaction surveys• Positive reviews from “EMPL 1000 Interpersonal Relations”• Increased number of workshops and events provided by the Office of Career Services; increased student participation in those services
Promote jobs to students early and through many channels, including the job board	<ul style="list-style-type: none">• Increased job applications of students using the job board• Increased access of the job board from students early in their academic journey• Increased number of workshops and events provided by the Office of Career Services; increased student participation in those services
Promote programs to partners, schools, and other prospective applicants	<ul style="list-style-type: none">• Increased pipeline for returning students looking to upskill or reskill in programs aligned with labor market
Gather feedback from ATC graduates and employers to improve outcomes and placements	<ul style="list-style-type: none">• Increase in retention rate at employers• Improved satisfaction and competency from ATC alumni and employers• Increased rate of in-field job placement

4. Community Engagement and Awareness

Atlanta Technical College must continue developing organizational partnerships to extend its impact. A diverse set of organizational partnerships increases the number of students that ATC can reach by introducing the College and its mission to new communities in Atlanta. These partners can provide application support for prospective students, wraparound services for current students, and opportunities for ATC students and alumni to volunteer. The college can increase the quantity and quality of student services and support the greater community by creating stronger relationships with community organizations. The College will centralize its efforts to connect with partners and rely on their expertise to serve students better.

Objectives

- 4.1 Align ATC partnerships across departments and academic programs
- 4.2 Continue to leverage partners' expertise to develop strategies and services for students
- 4.3 Develop cross-college marketing and communication strategy on value proposition of technical education and ATC

Proposed Strategies	Potential Indicators of success
Develop an institutional model and approach to partnerships	<ul style="list-style-type: none">Alignment on a single way of working and approach on partnershipsImplementation of technology to facilitate partnership management
Use industry partners and employers to better inform trends in industry	<ul style="list-style-type: none">Increase in satisfaction on employer surveys after hiring ATC studentsIncrease in the number and quality of program advisory board members
Establish new partnerships with pipeline partners and other nonprofits with the goal of increasing the number and quality of available wraparound services	<ul style="list-style-type: none">Increase in utilization of wraparound servicesIncrease in satisfaction from students' perspective of ATC support provided
Build materials and strategies to better engage partners and improve the outlook of the value of technical education.	<ul style="list-style-type: none">Increased number of in-field job placementsIncreased employer participation in college events and activities

5. Faculty and Staff Engagement and Retention

Atlanta Technical College faculty and staff provide students with the knowledge and coaching necessary to meet their goals. Losing just one skilled educator to another institution can significantly impact the number of students ATC can serve within a single program. ATC's priority is to create a healthy and welcoming work environment for our faculty and staff that improves employee morale and reduces attrition. ATC will continue to enhance faculty and staff engagement and retention by identifying faculty and staff with higher-than-normal workloads, creating events that promote connectivity among colleagues, and providing professional development opportunities.

Objectives

- 5.1** Support faculty professional development
- 5.2** Create a positive work culture for staff and faculty
- 5.3** Improve sustainability of workload and responsibilities for faculty and staff

Proposed Strategies	Potential Indicators of success
Provide professional development to improve employee morale and connection to the college mission	<ul style="list-style-type: none">Improved employee morale as measured by employee satisfaction surveysIncreased faculty and staff retention
Provide opportunities for faculty / staff to pursue additional development and training and continued education	<ul style="list-style-type: none">Identify funding sources to support the cost of addition training, continued education, memberships, and certificationsIncrease in the number of faculty and staff utilizing these opportunities
Provide opportunities to celebrate staff / faculty	<ul style="list-style-type: none">Increased employee satisfactionIncreased faculty and staff retention
Promote connectivity and connection between colleagues	<ul style="list-style-type: none">Improved attrition rates particularly for faculty / staff with small communitiesIncreased number of events intended to foster a sense of connectivity among faculty and staff
Identify faculty and staff with high workloads and develop a strategy to address	<ul style="list-style-type: none">Lower annual turnover rateHigher reported satisfaction in qualitative surveys on staff experienceReduction in overtime hours worked for hourly workers

6. Alignment with Labor Market Needs

As Atlanta Technical College looks forward to the next three years, we must track which occupations are growing the fastest and which industries garner the highest amounts of student interest. Technical colleges are often more agile than 4-year institutions and are therefore better equipped to address changing industry needs quickly. Atlanta Technical College will continue to identify and to address labor gaps in the Atlanta job market by codifying advisory boards for new programs and building tailored curricula with the support of partner organizations. Staying attuned to the local labor market will increase graduation and internship rates and employer and student satisfaction.

Objectives

- 6.1** Align areas of new-industry growth with ATC academic program offerings and ensure current offerings remain relevant
- 6.2** Expand and improve the quality of program advisory boards
- 6.3** Align economic development offerings with industry needs
- 6.4** Deepen relationships with existing industry partners

Proposed Strategies	Potential Indicators of success
Build relationships with employers in high-employment sectors	<ul style="list-style-type: none"> • More diversity in post-graduation employers • Increased engagement between ATC recruiters and employers • Increase in the number and quality of program advisory board members. • Increased employer participation in campus events and student-centered activities
Match program offerings to new industry partner needs	<ul style="list-style-type: none"> • Increased number of expanded / novel ATC program offerings • Increased graduation rates in high-demand fields and new fields • Increase in satisfaction on employer surveys after hiring ATC students
Codify successful program advisory boards	<ul style="list-style-type: none"> • Increased standardization across departments
Track and promote engagement with program advisory boards	<ul style="list-style-type: none"> • Increased engagement from industry partners on curriculum design • Increased number of internship and job placements for ATC students
Align non-credit offerings and customized contract trainings to industry needs	<ul style="list-style-type: none"> • Increased number of customized contract trainings • Increased employer satisfaction regarding non-credit offerings
Tailor curriculum to high-growth career paths at partner organizations	<ul style="list-style-type: none"> • Higher placement for students in jobs with existing supporters of ATC in novel, high-growth sectors • Increased average starting salary after graduation • Improved curriculum with focus on skills and technology literacy in priority areas • Increase in satisfaction on employer surveys after hiring ATC students
Create innovative partnerships that align with investment opportunities for industry partners	<ul style="list-style-type: none"> • New revenue streams from industry partners • Increased job placements at high-performing organizations • Increased engagement from industry partners on curriculum design

CONCLUSIONS

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

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

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

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

Atlanta Technical College Local Board of Directors

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AT&T

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