



LAWRENCEVILLE | ALPHARETTA-NORTH FULTON

# AY21 – AY25 STRATEGIC PLAN

*Strategic- and College-Level Goals,  
Measurement Tools, and  
Success Indicators*

**GwinnettTech.edu**

## Letter from the President



Gwinnett Technical College 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 Gwinnett Tech remains a viable and essential component of the community, influencing the socioeconomic well-being of our Gwinnett and North Fulton County service areas. Gwinnett Tech'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.

A handwritten signature in black ink, reading "D. Glen Cannon".

Dr. D. Glen Cannon  
President



## Career-focused education for real-world jobs.

### Vision

Teach every adult; 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.

## Strategic Goals

### **Strategic Goal #1 – First-Class Infrastructure: Increase infrastructure’s capacity to support student and employee success.**

**College Goal 1.1:** Increase and diversify the College’s capacity to fund its current and future needs.

**College Goal 1.2:** Identify and implement strategies to improve customer service across the campus.

**Measurement Tools:**

- Funding and financial activities, funding types
- Changes in spending (e.g., facilities, security and parking, IT, space utilization, etc.)
- Changes in fundraising (e.g., number and types of opportunities)
- Satisfaction surveys (e.g., communication, customer service, Noel-Levitz, Faculty Course Evaluations, Administrative Evaluations, etc.)

**Success Indicators:**

- Changes in funding that addresses human, physical, and technological needs
- Increase in space utilization efficiency
- Improved survey results for various campus units

### **Strategic Goal #2 –Enhanced Perception: Improve branding and perceptions of Gwinnett Tech to attract and retain students and employees.**

**College Goal 2.1:** Identify and launch targeted marketing and advertising activities that portray Gwinnett Tech as a first choice for students and employees.

**College Goal 2.2:** Increase students’ level of satisfaction with the return on investment.

**College Goal 2.3:** Increase and strengthen industry relationships and other partnerships to secure student apprenticeships, internships, and jobs.

**Measurement Tools:**

- Marketing and advertising activities, separated by campus (supported by OIRE-generated tracking plan)
- Efforts to improve communication from College to constituents (internal and external)
- Increase in number of industry and other partnerships
- Surveys (e.g., communication, customer service, student satisfaction, Noel-Levitz, Faculty Course Evaluations, etc.)
- Website traffic

**Success Indicators:**

- Increased website traffic as a result of marketing and advertising activities, separated by campus
- Increase in number of industry and other partnerships
- Improved survey results (i.e., communication, customer service, student satisfaction, Noel-Levitz, Faculty Course Evaluations, etc.)
- Increase in enrollment, apprenticeships/internships, number of students saying Gwinnett Tech was first choice, graduate hiring, participation in internships, etc.

## Strategic Goals

### **Strategic Goal #3 – Exemplary Performance: Facilitate and support student success by meeting and exceeding benchmarks.**

**College Goal 3.1:** Increase overall enrollment rate.

**College Goal 3.2:** Increase overall retention rate.

**College Goal 3.3:** Increase overall graduation rate.

**College Goal 3.4:** Increase in-field job placement rate.

**Measurement Tools:**

- Benchmarks above

**Success Indicators:**

- Impact on enrollment, retention, apprenticeships/internships, graduation, and placement.

### **Strategic Goal #4 – High-Performing Employees: Increase retention of skilled employees capable of supporting student success.**

**College Goal 4.1:** Identify and provide professional development opportunities that strengthen employees' ability to support student success.

**College Goal 4.2:** Identify activities designed to offer a work/life balance.

**College Goal 4.3:** Implement activities designed to celebrate and acknowledge quality employees.

**Measurement Tools:**

- Professional development opportunities
- Work/Life balance activities
- Hiring and termination reports
- Activities celebrating and acknowledging employees
- Surveys (e.g., Noel-Levitz, administrative evaluation)

**Success Indicators:**

- Campus morale survey
- Number of professional development activities
- Improved survey results – Increased satisfaction rates, increased morale
- Lower employee turnover rates

## Strategic Goals

### **Strategic Goal #5 – Enriched A-NF Experience: Improve A-NF’s capacity to impact student learning and industry partnerships.**

**College Goal 5.1:** Implement targeted marketing and advertising to gain interest of students, skilled employees, industries, and other partners.

**College Goal 5.2:** Identify opportunities to increase credit and non-credit programs.

**College Goal 5.3:** Increase student and faculty engagement by implementing more opportunities to intentionally interact and bond with the College.

#### **Measurement Tools:**

- Website traffic
- “Start-to-finish” academic programs as well as non-credit programs
- Engagement activities, number of attendees
- New community partnerships
- Surveys (e.g., faculty course evaluation, Noel-Levitz, administrative evaluation, etc.) by campus

#### **Success Indicators:**

- List of marketing and advertising activities and impact on website traffic via Click Thru Rates
- Increase in academic and non-credit programs
- Increase in engagement activities and participants
- Increased number of industry and community partnerships
- Increased enrollment, apprenticeships/internships, and placement
- Improved survey results