# 2026 2030

# SRTC Strategic Plan

SOUTHERN REGIONAL
TECHNICAL COLLEGE

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# President's Message

Southern Regional Technical College (SRTC) has achieved remarkable enrollment growth and exceeded major goals over the last five years. While our accomplishments reflect the dedication of the tremendous team of faculty and staff that make up our SRTC family, we are proud to be establishing ourselves as a first-choice college for students seeking career-focused education.

SRTC continuously strives to deliver high-quality education through our high-demand programs, utilizing state-of-the-art technology that produces highly-skilled graduates prepared for today's workforce. Our #GimmeFive enrollment initiative has strengthened our ability to meet critical workforce needs in areas such as healthcare, commercial truck driving, welding, and emerging manufacturing and technical fields.

The five-year Strategic Plan is designed to enhance the College's programs and services through continued investment in cutting-edge technology and expansion of our most in-demand program areas. We remain committed to meeting the evolving needs of our students and business and industry partners throughout our eleven-county service delivery area.

The college goals and strategic objectives focus on five major areas: sustained enrollment growth, technological advancement, high-demand program development, student success, and community partnerships. These priorities are defined in detail throughout this plan.

I am proud of the role SRTC plays in the communities we serve through our growing programs and technological innovation, and we look forward to continuing to improve the quality of life for our students, their families, and our community.

# Mission

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

# Vision

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

# Values

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

# Service Delivery Area

Southern Regional Technical College proudly serves the following counties in Georgia:

- Colquitt
- Decatur
- Early
- Grady
- Miller
- Mitchell

- Seminole
- Thomas
- Tift
- Turner
- Worth

# College Strategic Goals

**GOAL 1:** Align occupational credit and continuing education programs with current and emerging local workforce needs.

**GOAL 2:** Attract, hire, and retain qualified faculty and staff through comprehensive recruitment, development, and retention efforts.

**GOAL 3:** Expand relationships with local businesses and industry to provide work-based learning experiences that reflect current and future workforce trends.

# College Strategic Goals

**GOAL 4:**
Increase enrollment in credit, adult education, and continuing education programs.

**GOAL 5:**
Strengthen student retention and graduation success.

# Strategic Objective 1

**Align occupational credit and continuing education programs with current and emerging local workforce needs.**

**Strategic Objective 1.1: Update and Expand Program Offerings**

- *Strategy 1.1a:* Complete regular, data-driven evaluations of all occupational programs to assess their effectiveness and alignment with local workforce demands.
- *Strategy 1.1b:* Review the program curricula to ensure relevance with current industry trends, student interests, and emerging job markets.
- *Strategy 1.1c*: Analyze the existing space usage to determine if current facilities are underutilized or if reconfiguration would accommodate new programs.

**Strategic Objective 1.2: Assess Local Workforce Needs**

- *Strategy 1.2a:* Conduct comprehensive local needs assessments and labor market analyses to identify in-demand skills and professions within the eleven-county service area.
- *Strategy 1.2b:* Host industry roundtables to gather insights into industry trends, workforce needs, skills gaps, and emerging technologies that will help align academic offerings with the current and future demands of the industry.

**Strategic Objective 1.3: Collaborate with Local Businesses and Industries**

- *Strategy 1.3a:* Support partnerships with local businesses and industries aimed at enhancing program development and ensuring curriculum relevance.
- *Strategy 1.3b:* Explore opportunities to partner with new and growing sectors in the College's 11-county service area.

# Strategic Objective 1



Align occupational credit and continuing education programs with current and emerging local workforce needs.

**RESPONSIBLE PLANNING UNIT:**
President's Office, Academic Affairs, Economic Development, Institutional Effectiveness

**TCSG Strategic Plan FY 2024 – FY 2027: Related Goals**
**GOAL 3:** Create more partnerships with businesses and industry;
**GOAL 5:** Increase innovation and research opportunities

**FY 2025 SRTC Comprehensive Needs Assessment -**
**PRIORITY 1:** Program Alignment and Improvement

# Strategic Objective 2

*Attract, hire, and retain qualified faculty and staff through comprehensive recruitment, development, and retention efforts.*

**Strategic Objective 2.1: Strengthen Recruitment Process**
- *Strategy 2.1a:* Enhance recruitment efforts to attract a pool of highly qualified faculty and staff.
- *Strategy 2.1b:* Build and promote the College's reputation as an employer of choice by showcasing faculty and staff success stories, achievements, and testimonials.

**Strategic Objective 2.2: Improve Employee Orientation Practices**
- *Strategy 2.2a:* Develop and implement a comprehensive new employee orientation program that fosters a strong sense of community, aligns new hires with institutional values, and accelerates their integration into the college's culture and expectations.

**Strategic Objective 2.3: Encourage Continuous Learning**
- *Strategy 2.3a:* Establish a robust, ongoing professional development program that supports the continuous growth of faculty and staff, with a focus on enhancing teaching effectiveness, leadership skills, and career advancement.

# Strategic Objective 2

*Attract, hire, and retain qualified faculty and staff through comprehensive recruitment, development, and retention efforts.*

**Strategic Objective 2.4: Increase Retention, Recognition, and Succession Efforts**

- *Strategy 2.4a:* Execute a comprehensive retention plan that enhances employee satisfaction, fosters long-term commitment, and prepares future leaders, with the goal of reducing turnover.

- *Strategy 2.4b:* Implement a recognition system that highlights the unique contributions and achievements of employees serving in all work units of the college.

- *Strategy 2.4c:* Identify critical positions within the organization, especially those with leadership responsibility, technical expertise, or high organizational impact, and potential successors within the current workforce.

**RESPONSIBLE PLANNING UNIT:** President's Office, Human Resources, Marketing

**TCSG Strategic Plan FY 2024 – FY 2027: Related Goals**
**GOAL 2:** Recruit and retain qualified faculty and staff

**FY 2025 SRTC Comprehensive Needs Assessment -**
**PRIORITY 4:** Employee Professional Development; **PRIORITY 3:** Community and Stakeholder Marketing

# Strategic Objective 3

Expand relationships with local businesses and industry to provide work-based learning experiences that reflect current and future workforce trends.



## Strategic Objective 3.1: Enrich Community Involvement

- *Strategy 3.1a:* Foster partnerships with local businesses and industry leaders to create and expand work-based learning opportunities, ensuring that students gain real-world experience aligned with the region's evolving workforce demands.
- *Strategy 3.1b:* Host recruitment events on campus, offering opportunities for employers to engage with different student groups.

## Strategic Objective 3.2: Increase Community Awareness

- *Strategy 3.2a:* Administer a targeted marketing strategy to promote work-based learning opportunities, highlighting the benefits for both students and local businesses, and increasing engagement with local employers.
- *Strategy 3.2b:* Feature testimonials from employers about the quality of graduates, including how well-prepared students are for the workforce.

## Strategic Objective 3.3: Identify and Secure New Funding Sources

- *Strategy 3.3a:* Research grants, corporate sponsorships, and partnerships with local businesses, to support and expand work-based learning opportunities and workforce development initiatives.
- *Strategy 3.3b:* Emphasize the community impact of SRTC programs, highlighting how initiatives address local workforce gaps, enhance employment outcomes for students, and benefit local businesses and the economy.

# Strategic Objective 3

Expand relationships with local businesses and industry to provide work-based learning experiences that reflect current and future workforce trends.

**RESPONSIBLE PLANNING UNIT:** President's Office, Academic Affairs, Student Affairs, Economic Development, Marketing, Institutional Advancement

**TCSG Strategic Plan FY 2024 – FY 2027: Related Goals**
**GOAL 3:** Create more partnerships with businesses and industry;
**GOAL 5:** Increase innovation and research opportunities

**FY 2025 SRTC Comprehensive Needs Assessment -**
**PRIORITY 1:** Program Alignment and Improvement;
**PRIORITY 3:** Community and Stakeholder Marketing

# Strategic Objective 4

*Increase enrollment in credit, adult education, and continuing education programs*

**Strategic Objective 4.1: Increase Enrollment in Credit Programs**
- *Strategy 4.1a:* Implement targeted outreach, marketing campaigns, and strategic partnerships with high schools to expand access and pathways to higher education.
- *Strategy 4.1b:* Analyze historical enrollment data for each program to identify patterns and specific periods of decline.
- *Strategy 4.1c:* Compare program enrollment trends with similar programs at other institutions to identify potential external factors affecting enrollment, such as competition or lack of awareness.

**Strategic Objective 4.2: Increase Enrollment in Adult Education Programs**
- *Strategy 4.2a:* Expand access to flexible learning options, offering career-focused pathways, and strengthening community partnerships to meet the needs of adult learners seeking career advancement or a high school equivalency diploma.
- *Strategy 4.2b:* Share success stories from adult education learners who have benefited from your programs, showcasing how education has helped them advance in their careers or achieve personal goals.

# Strategic Objective 4

*Increase enrollment in credit, adult education, and continuing education programs*

**Strategic Objective 4.3: Increase Enrollment in Continuing Education and Economic Development Programs**

- *Strategy 4.3a:* Align program offerings with current industry needs, expanding non-credit certification programs, and collaborating with local businesses to create training solutions that drive regional economic growth.
- *Strategy 4.3b:* Work with local businesses to offer programs that upskill existing employees.
- *Strategy 4.3c:* Highlight the success stories of past students who have gained employment or advanced their careers through SRTC continuing education and certification programs.

**RESPONSIBLE PLANNING UNIT:** President's Office, Academic Affairs, Student Affairs, Economic Development, Marketing

**TCSG Strategic Plan FY 2024 – FY 2027: Related Goals**
**GOAL 1:** Increase Enrollment; GOAL 1a: Increase Adult Education Enrollment

**FY 2025 SRTC Comprehensive Needs Assessment -**
**PRIORITY 1:** Program Alignment and Improvement;
**PRIORITY 2:** High School Engagement;
**PRIORITY 3:** Community and Stakeholder Marketing

# Strategic Objective 5

## Strengthen student retention and graduation success.

**Strategic Objective 5.1: Improve Student Retention and Graduation Rates**

- *Strategy 5.1a:* Implement a comprehensive advising and faculty support system that engages students throughout their academic journey, from enrollment to graduation, ensuring personalized guidance, academic support, and career preparation at each stage.
- *Strategy 5.1b:* Provide faculty with training on best practices for student engagement, retention strategies, and supporting diverse student populations.

**Strategic Objective 5.2: Enhance Student Retention and Graduation Success**

- *Strategy 5.2a:* Increase student awareness of academic and student support services, ensuring that all students have access to the resources necessary to overcome challenges and achieve their academic and personal goals.
- *Strategy 5.2b:* Identify and foster relationships with local organizations, nonprofits, and government agencies that provide essential services such as mental health support, housing assistance, food security, childcare, and financial counseling.

**Strategic Objective 5.3: Update Student Learning Environment**

- *Strategy 5.3a:* Audit existing instructional laboratories, equipment, and technology across all academic programs and identify areas where technology and resources are outdated or insufficient.
- *Strategy 5.3b:* Invest in upgrading instructional equipment and technologies across all academic programs, ensuring that students have access to the tools and resources necessary to succeed in a rapidly evolving, technology-driven world.

# Strategic Objective 5

**Strengthen student retention and graduation success.**

**Strategic Objective 5.4: Analyze Student Performance**
- **Strategy 5.4a:** Collect and analyze student performance data utilizing annual assessment plans for occupational programs, academic programs, and student support services to ensure continuous improvement, alignment with institutional goals, and measurable outcomes that enhance student success, retention, and graduation.

**RESPONSIBLE PLANNING UNIT:** President's Office, Academic Affairs, Student Affairs, Administrative Services, Facilities, Institutional Effectiveness

**TCSG Strategic Plan FY 2024 – FY 2027: Related Goals**
**GOAL 4:** Improve retention and graduation rates

**FY 2025 SRTC Comprehensive Needs Assessment -**
**PRIORITY 1:** Program Alignment and Improvement;
**PRIORITY 2:** High School Engagement;
**PRIORITY 3:** Community and Stakeholder Marketing;
**PRIORITY 4:** Employee Professional Development

# Acknowledgements

During the Fall of 2024, in preparation for our strategic plan update, we collaborated with the University of Georgia's Carl Vinson Institute of Government to conduct a comprehensive local needs assessment. This project included three listening sessions across our service delivery area, in Moultrie, Thomasville, and Bainbridge. With active participation from stakeholders, including faculty, staff, students, parents, advisory committee members, and business and industry partners, we reviewed local labor market data and gathered input regarding employer needs, SRTC program offerings, and potential priority areas. A follow-up meeting was held with the SRTC Leadership Team and Ad Hoc Strategic Planning Committee to review the listening session feedback, conduct a SWOT analysis, and categorize our priorities for the future growth of Southern Regional Technical College.

SRTC wishes to acknowledge and thank Rebecca Hunt, Kira Greenfield, Madelyn Cantu, and Hannah Hussain of the University of Georgia's Carl Vinson Institute of Government for project management, data analysis, report development, and editing, throughout the Fall 2024 Needs Assessment process.

Appreciation is also extended to the Ad Hoc Strategic Planning Committee, including the President's Leadership Cabinet, Willie Allen, Connie Barrett, April Bentley, Amy Brock, Sara Collins, Kelly Daniel, Susan Davis, Nancy Fitzgerald, Lisa Griffin, Ralph Griffith, Wanda Hancock, Keyondria Harris, Katie Harrison, Christa Herring, Bobbie Hester, KaCee Holt, Kathryn Kent, Danny Mainprize, Mandy Ponder, Darbie Raines, Christina Reneau, Lora Beth Short, Amy Scoggins, Andy Semones, James Spooner, Polly Swilley, Adriane Thomas, and Carol Willis, for its engagement and contributions.

The President's Leadership Cabinet in place July 1, 2025, has been tasked with implementing the Southern Regional Technical College 2026 – 2030 Strategic Plan:

Mr. Jim Glass – President

Ms. Leigh Wallace – Executive Vice President & Vice President for Student Affairs

Mr. Mason Miller – Vice President for Academic Affairs

Ms. Carla Barrow – Vice President for Institutional Effectiveness

Mr. Roston Cox – Vice President for Administrative Services

Ms. Mary Beth Watson – Vice President for Human Resources

Dr. Amy Maison – Vice President for Institutional Advancement

Ms. Amy Carter Davis – Vice President for Economic Development

Ms. Brittany Bryant, Director of Marketing and Public Relations

Mr. George Griffin – Executive Director of Facilities

# Quantitative Needs Assessment

including an analysis of regional labor market and educational data, focusing on data sets and trends ranging from population projections and educational attainment to growing industries and occupations for the 11-county SRTC delivery area. Below are some of the most compelling points or trends from each of the four main sections from the quantitative data analysis.

***People & Demographics:***
- The population of the region is expected to experience a 2.2% growth between 2020 and 2050, but the growth is varied across counties.
- The majority of the population growth is expected in the prime working age population (ages 25 to 54) rather than the youth or older population.
- Data suggests that childcare and transportation may be barriers to accessing training.
- Over 40% of children under 6 are living with only one parent who is also in the labor force.
- With limited public transit and alternative transportation options in the region, those without a vehicle may not be able to access programs on a SRTC campus.

# Quantitative Needs Assessment

***Education:***
- The SRTC region outpaces the state average for associate degrees, but educational attainment data also shows that 35% of the population have a high school diploma or equivalent and no additional training, and could thus use additional training.
- In 2023 there were 2,750 graduates from regional public high schools. Of those, 1,614 enrolled in post-secondary education while 1,137 chose not to. This puts the regional college going rate at 58.7% which is slightly lower than the state average of 64.8%.
- In the class of 2022, about 13% of graduates enrolled in a Georgia technical college.

***Regional Industries:***
- Overall regional employment is expected to grow over the next decade, adding approximately 10,000 jobs.
- Since 2019, manufacturing and transportation/warehousing have seen the biggest growth, with 1,381 and 567 additional jobs respectively, followed by retail (423 jobs) and agriculture (411 jobs).

# Quantitative Needs Assessment

***Regional Occupations:***
- Occupational projections show significant growth in healthcare practitioner (2,626 jobs), healthcare support occupations (863 jobs), as well as transportation/materials moving (1,094 jobs) and production occupations (844 jobs) between 2023 and 2032.
- Some of the top posted occupations between June 2023 and June 2024 were registered nurses, retail salespersons, and truck drivers.

# Qualitative Stakeholder Feedback

including three listening sessions held at the campuses in Moultrie, Bainbridge, and Thomasville to collect qualitative stakeholder feedback. Attendees included SRTC faculty and staff, local business and industry representatives, community partners, non-profits, K-12 educators and administrators, students, and parents. These stakeholders reviewed local and regional labor market information and answered questions regarding employer needs, SRTC's program offerings, and potential priority areas.

# Qualitative Stakeholder Feedback

A portion of the sessions were spent asking questions of local employers to better understand their current and future workforce needs. Below are some of the roles and skills that were mentioned across the three sessions.

## Current Needs

- Skilled trades
- HVAC
- Welders, fabricators
- Skilled technicians
- Teachers
- Veterinarians
- Qualified workers
- Electricians
- Maintenance
- Security
- GIS and mapping

## Future Needs

- Maintenance and skilled labor – (construction, carpentry, electrical, plumbing, roofing, HVAC)
- EV technicians
- Nurses
- Specialty medical (i.e., Phlebotomists)
- Computer/ technology skills (i.e., leveraging AI, GIS, drones)
- Teachers
- IT

## Soft Skills

- Customer service skills
- Appearance/Attire
- Motivation
- Professional behavior
- Self-awareness
- Situational awareness
- Time management
- Motivation
- Coming to work prepared
- Apathy
- Problem solving
- Application of learning
- Critical thinking

# Qualitative Stakeholder Feedback

***Suggested Additional Programs***
All participants were asked if there were specific programs that SRTC should consider adding or expanding across their service area. Below is a summary of the suggested programs.

- Diesel mechanic
- Logistics
- Plumbing, Masonry, Construction
- Electrical automotive repair
- Business (small business, human resources, finance)
- Specialty health care (CT or MRI, Dental assisting and hygiene, surgical, respiratory, or ultrasound technician)
- IT (cybersecurity, AI)
- Heavy equipment operator
- Project management
- CDL

***Most pressing action items***
All participants were asked to make one suggestion for the most pressing action item that SRTC leadership could address. Most of the responses were not specific to programs but rather larger, institution-wide desires.

- Poll local businesses for their skill/certification needs
- Create a three-prong approach with high schools, SRTC, and industry partners – work and continue training
- Funding needed for equipment, expansions, etc.
- More flexibility (different times, online, etc.)
- Community outreach (outside of education)
- High school integration, visibility

# Analysis & Planning Meeting with SRTC leadership

including an analysis of all of the information collected throughout the first two phases. This group, consisting of the president's leadership cabinet members, deans, and program directors, spent a full day assessing the prior work and generating ideas that the college could refine over the next five years.

Attendees participated in a strategic visioning activity that asked, "what are our driving forces," and "what are our restraining forces?"

The **driving forces** included strong partnerships with industries, industry need and job growth, dedicated faculty and staff, an improvement in the mindset around technical education, and advances in technology, funding, and leadership.

# Analysis & Planning Meeting with SRTC leadership

The **restraining forces** included political and economic changes, faculty and facility constraints, funding, shifts in the economy, lack of awareness of the opportunities, large geographic area, and technological changes.

Four priority areas for action planning were identified by the Institute of Government team based on the scope of the project, data, and stakeholder feedback. Attendees collaborated in small groups and as a whole to generate short and mid-term action items for each of the four priority areas.

**PRIORITY 1:** Program Alignment and Improvement

**PRIORITY 2:** High School Engagement

**PRIORITY 3:** Community and Stakeholder Marketing

**PRIORITY 4:** Employee Professional Development

# 2026-2030 STRATEGIC PLAN

Governor Brian Kemp's strategic priority to ***Make Georgia #1 for Small Business: Develop a skilled workforce to meet current and future needs across the industry spectrum***, the goals of the FY 2024 – FY 2027 Technical College System of Georgia Strategic Plan, the Fall 2024 SRTC Needs Assessment Report, and the Mission, Vision, and Values of Southern Regional Technical College, were used to guide SRTC's strategic planning process and the development of our 2026-2030 strategic goals, objectives, and strategies.