SOUTHWEST TECHNOLOGY CENTER STRATEGIC PLAN 2025

- GROWTH
- EDUCATION/TRAINING SERVICES
- ORGANIZATIONAL EFFECTIVENESS

KEY WORK SYSTEMS

SOUTHWEST TECHNOLOGY CENTER

POWERED BY career tech
Southwest Technology Center

Strategic Plan 2025

The Strategic Plan 2025 of Southwest Technology Center is identified through three major key work systems; growth, educational training and services, and organizational effectiveness. Viewpoints of the stakeholders were sought through surveys and focus groups: students, faculty and staff, leadership team, board members, partner schools, business community and the community-at-large.

Multiple surveys were created and upon completion of the SWOT analysis the administrative staff and faculty members narrowed down the opportunities for improvement. These areas include: Growth, Education and Training Services, and Organizational Effectiveness.

Growth objectives in this plan will be seen through milestones and goals addressing the expansion of short-term and full time programs, increased enrollment and expansion of local revenue and revenue generating services.

Education and Training Services goals are to create online/blended learning environment, increase retention and placement and increase college credit and certifications earned in both, short-term and full-time programs.

Organizational Effectiveness strategic goals and milestones will be addressed through safety and security, increased internal communications, website development and information technology advancements.

Vision

Enhance the quality of life for Stakeholders.

Mission

Changing lives one career at a time.

Core Values (Adopted by faculty and staff)

- Investing in the Community
- Success
- Changing Lives
- Excellence
- Integrity
Southwest Technology Center

Strategic Plan 2025

Executive Summary

This is the Shared Vision 2025 of Southwest Technology Center. It is the result of SWTC seeking the viewpoints of its stakeholders through surveys and focus groups: students, faculty and staff, leadership team, board members, partner schools, business community and the community-at-large.

Each stakeholder group was asked the Ultimate Question: On a scale of 1-10 how likely is it that you would recommend SWTC to your family and friends? Tell us why you scored us the way you did?

- 9-10 are raving fans.
- 7-8 are neutral. Those who scored this way are neither raving fans nor detractors. They can be influenced to be a raving fan if needs and wants are met.
- 0-6 are detractors. They are not necessarily fans of SWTC.
- Result: Each group scored above 9.

SWTC is one of the smallest 29 Technology Centers in Oklahoma, but provides training opportunities comparable to even the largest schools. SWTC has one campus at 711 W. Tamarack Road and an off campus program located in the Southwest Technology Center hanger at the Altus/Quartz Mountain Regional Airport.

SWTC has developed extremely positive relationships with the partner schools in the district plus many other businesses such AAFB, WOSC, and City of Altus. The partnership with Altus Air Force Base through the “Grow Your Own Mechanic” program has served as a model for other schools state and nationwide, and is a thriving program which is a strength of SWTC.

Through creative application of new technologies and management of resources, SWTC has been able to maximize impact on not only for students, but the economic well-being of the communities served.

This plan is meant to evolve as student, client and economic needs arise. For the overall goal of CareerTech is to train a skilled workforce, support local business and industry alongside local economic development demands.
SWTC is the only CareerTech in the state without a building fund. Implementation of this plan is highly influenced by funding availability to the district.

Continuous School Improvement

**KEY WORK SYSTEMS:**

*Growth, Education/Training Services, Organizational Effectiveness*

**Goal 1. Growth**

*Issues/Concerns- SWTC’s area is small geographically with a diminishing population. It has fewer and fewer high school students in surrounding rural community/partner schools to recruit. Also, as the only technology center without a building fund, growth is hindered by lack of funding available to add new programs.*

Growth will be achieved by:

- Expanding short-term and full time program offerings
- Increase enrollment
- Expansion of local revenue/services
Goal 1: Strategic Objective 1: Expand short-term and full time course offerings.

Key Performance Measures/Action Items:
1. By the end of FY20, SWTC utilize current resources to expand evening course offerings by one course per year. Specifically focusing on Cosmetology, Construction, Healthcare, Automotive and Aviation.
2. By the end of FY23, SWTC will seek grant opportunities to provide expanded professional development opportunities for partner school teachers/administrators.
3. By the end of FY20, SWTC will purchase industry aligned iCEV curriculum to provide more certifications to students.
4. By the end of FY25, SWTC will research and expand the full time course offerings by one program.
5. By the end of FY23, SWTC will hire a full time healthcare instructor, making it possible to offer more short-term courses; CNA, CMA, etc.
6. By the end of FY23, SWTC will have a certified Safety Instructor.
7. By the end of FY25, SWTC will offer a summertime Driver’s Education course.

Goal 1: Strategic Objective 2: Increase enrollment by 2% by FY2025.

Key Performance Measures/Action Items:
1. By the end of FY20, SWTC will offer 2 NEXT Step scholarships (1000 hour tuition waiver) in every adult full time program.
2. By the end of FY24, SWTC will offer pull out core classes at SWTC and I.T. drop-in core classes at partner, rural schools.
3. By the end of FY25, SWTC will expand the BioMedical Science program to a Project Lead the Way Academy.
4. By the end of FY20, SWTC will evaluate current program offerings annually.
5. By the end of FY23, SWTC will expand the rural school bus route to include AM and PM offerings to every school.
6. By the end of FY20, SWTC will expand and evaluate recruitment procedures to allow sophomores to apply on our campus during tours
7. By the end of FY20, SWTC will expand Adult Basic Education courses to offer study programs for adults seeking entrance to a full time program.

Goal 1: Strategic Objective 3: Expand local revenue/services.

1. Beginning in FY24 and by the end of FY25, SWTC will seek, by the vote of the people, in Jackson, Harmon and Greer (excluding Mangum) counties a building fund/millage tax.
2. By the end of FY25, SWTC will increase adult enrollment (therefore increasing tuition revenue) by 2% in full time programs.
3. By the end of FY25, SWTC will become a certified Pearson Vue testing center.
Goal 2. Education and Training Services

Issues/Concerns- Online and blended learning opportunities not currently offered at SWTC hindered enrollment due to stakeholder scheduling conflicts. In FY19 placement rate was below average.

Goal 2: Strategic Action 1: Offer online/blended learning opportunities.

Key Performance Measures/Action Items:
1. By the end of FY24, SWTC will implement one full time program with online/blended learning capabilities through CTYou.org and a different fee structure.
2. By the end of FY22, SWTC will offer at least one short-term online/blended learning course.

Goal 2: Strategic Action 2: Increase retention and placement.

Key Performance Measures/Action Items:
1. By the end of FY20, SWTC will improve the “follow up” data reporting process.
2. By the end of FY21, SWTC will implement a skills “check-off” for advancement in full time programs in conjunction with career majors.
3. By the end of FY21, SWTC will improve program exiting procedures with a defined process.
4. By the end of FY20, SWTC will implement rubric for all program applicants, replacing the first-come, first-serve process in an effort to increase quality of placement.
5. By the end of FY20, SWTC will implement a “Signing Day” for all incoming high school students in an effort to increase retention over the summer.
6. By the end of FY20, all programs will have an individual instructor lead class team building projects.
7. By the end of FY20, SWTC will host a career fair in conjunction with Career Tech week to expose students to potential employers.
8. By the end of FY22, SWTC will will conduct internal/digital interviews and provide Business Development clients and advisory board members access to industry specific applicants.

Goal 2: Strategic Action 3: Increase college credit and certification opportunities.

Key Performance Measures/Action Items:
1. By the end of FY23, SWTC will explore opportunities with Western Oklahoma State College in offering college credit in the Teacher Prep program.
2. By the end of FY21, SWTC will offer online industry certifications through iCEV and add one per year.
3. By the end of FY22, SWTC will increase the instructor base to allow for more industry certifications in safety training. (Contract Safety Trainer)

4. By the end of FY20 and annually, SWTC will continue to update and acquire relevant industry certifications for the district utilizing the “explore, evaluate and reevaluate” process.

**Goal 3. Organizational Effectiveness**

**Issues/Concerns- Students, faculty and staff identify that they is room for improvements in the areas of safety and security, internal communications, website development, and information technology.**

**Goal 3: Strategic Action 1: Increase the safety and security for students, faculty and staff.**

**Key Performance Measures/Action Items:**

1. By the end of FY25, SWTC will hire a Security Guard as funding allows.
2. By the end of FY21, SWTC will increase security visuals to enhance awareness.
3. By the end of FY21, the SWTC Leadership Team will be thoroughly trained in NIMS and Disaster Recovery and Planning.
4. By the end of FY21, SWTC will seek resources from OSIG and/or ServPro to increase disaster recovery efforts.
5. By the end of FY21, SWTC will offer school safety and security training to all staff.
6. By the end of FY21, SWTC will offer continuous training on the intercom system for announcements in the event of disaster.
7. By the end of FY21, SWTC will have a plan in place for disaster events.
8. By the end of FY25, SWTC will explore funding available through FEMA for safe rooms at the main and airport campus.
9. By the end of FY23, SWTC will provide a safe/covered walkway between the main campus and north building for students.
10. By the end of FY23, SWTC will secure the campus by installing a single access point to the north building via electronic gate system.
11. By the end of FY21, SWTC will work closely with Jackson County Emergency Management to develop a weather awareness process.

**Goal 3: Strategic Action 2: Increase internal communication, measurable by annual surveys.**

**Key Performance Measures/Action Items:**

1. Beginning in FY20, SWTC will release a newsletter via google docs after every Leadership Team meeting.
2. By the end of FY20, SWTC will update the online school calendar weekly.
3. Beginning in FY20, SWTC will hold weekly department chair meetings and report information in weekly Leadership Team meetings to go out via newsletter.
4. Beginning in FY20, SWTC will train all employees on the “do not disturb” and “call forwarding” features on the phone system.
5. By the end of FY21, all maintenance, IT and Marketing request forms will be completed via google docs.
6. Beginning in FY20, SWTC will implement new teacher mentor groups who will meet and share best practices quarterly.

**Goal 3: Strategic Action 3: Improve website development and online availability.**

**Key Performance Measures/Action Items:**
1. By the end of FY 23, SWTC will outsource website maintenance and mobile app.
   a) Features will include:
      i) Online enrollment
      ii) Online payment
      iii) Electronic forms
      iv) Search option within website
      v) App with mobile alerts
      vi) Intranet (employee portal)
      vii) Docusign feature

**Goal 3: Strategic Action 4: Implement Information Technology Advancement.**

1. By the end of FY20, SWTC will implement a google environment and add one feature per year.
2. By the end of FY20, SWTC will train all employees on receiving all voicemails via email.
3. By the end of FY20, SWTC will make online enrollment available via the student management system
4. Beginning in FY20, SWTC will provide ongoing phone system training.
5. By the end of FY20, SWTC will have an iCloud back up system in pace for employee files.

**DISTRICT INFORMATION**

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<th>District Name:</th>
<th>Southwest Technology Center</th>
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<tbody>
<tr>
<td>District Superintendent:</td>
<td>Dale Latham</td>
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<tr>
<td>District Number:</td>
<td>27</td>
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<tr>
<td>County Name:</td>
<td>Jackson, Harmon and Greer</td>
</tr>
<tr>
<td>Mailing Address:</td>
<td>711 West Tamarack Road</td>
</tr>
<tr>
<td>City, State Zip:</td>
<td>Altus, Oklahoma 73521</td>
</tr>
<tr>
<td>Telephone:</td>
<td>(580) 477-2250</td>
</tr>
</tbody>
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Southwest Technology Center
Strategic Plan 2025
SWOT Analysis Results
STRENGTHS

• Benefits/Salaries/Time Off (Schedule)
• Leadership/Teamwork/Support
• Quality Education/Safety Training/Healthcare Courses/Aviation Program
• Facilities/Safe/Technology
• Location/Size
• Instructors/Industry Experts/Professional Development
• Turn on a Dime/ Program Development/ Meeting Workforce Demands
• Partnerships in Education and Industry
• Community Outreach/Public

WEAKNESSES

• Closing Programs/ Program Variety
• Adult Program Offerings/Daytime & Evening
• Website (BIS)/No Way to Enroll, Book a Room or Pay Online
• No Security
• Lack of Public School Counselor Knowledge
• Purchasing Process
• Communication/All Staff Meeting
• Limited Enrollment/Lack of Options
• Limited Funds for Growth
• No Building Fund

OPPORTUNITIES

• Grow and Expand Fulltime Programs/Replace Closed Programs
• Offer More Variety for Adults
• Utilize Current Resources to Expand ACD Offerings at Night
• National level Advertising/Marketing
• Marketing/Branding/Outreach to Counselors & Public Ed Teachers
• Track Options for Self Pay Adults/Flexible Schedule
• Annexation of Mangum or Milage for Building Fund
• Business Development Training
• Communication/All Staff

THREATS

• Declining population and Changing High School Population
• Blended/Online Learning
• FASFA Seat Hours
• Public School Buy In/College For All Mentality
• Negative Word of Mouth
• Graduation Requirements/ Extracurricular Activities
• PLAs/ No direct College Credit
• Declining Resources/ Constant Technology Advancements
• Politics and Legislature Support
• APS Transportation Bond/Milage

Southwest Technology Center
Strategic Plan 2025
Staff Ranked Priorities

Please rank the following goals from 1-12, 1 being of most priority to being of 12 least priority. We will use this goals to prioritize actions in the Strategic Plan and build upon more!