Strategic Plan
(2012-2015)

Approved: November 2011
West Georgia Technical College Local Board of Directors
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Introduction

The West Georgia Technical College Strategic Plan 2012-2015 contains the long-term and short-term plans for the College, including the mission and vision, alignment with the Technical College System of Georgia (TCSG) directions, critical success factors and inhibitors, strategic goals, and each goal’s related objectives with strategies for meeting these objectives.

History of West Georgia Technical College
On September 4, 2008, the State Board of the Technical College System of Georgia voted unanimously to consolidate 14 technical colleges statewide into six. The West Georgia Technical College/West Central Technical College merger made the newly named West Georgia Technical College the second largest technical college in Georgia. West Georgia Technical College serves seven counties – Carroll, Coweta, Douglas, Haralson, Heard, Meriwether, and Troup.

With over 100 approved programs of study, West Georgia Technical College is poised to meet the needs of business, industry, and an ever-changing community. Students have multiple opportunities to participate in student groups and organizations. Additionally, students have the opportunity to participate in athletics through the Golden Knights men’s and women’s athletic teams.

West Georgia Technical College is proud to provide post-secondary education and training to the citizens of West Georgia. Through this process, our students have the opportunity to improve their quality of life, achieve their dreams, and make our community a better place to live.

The faculty and staff are committed to providing technical education that is responsive to the changing needs of business and industry, students, and the community at large. Today, West Georgia’s unwavering commitment to educational excellence and student success has made our graduates some of the most competitive individuals in the workforce. West Georgia Technical College’s excellent leadership, strong faculty and staff, accessible locations, and affordability will continue the rich tradition of excellence.
West Georgia Technical College Mission, Vision, and Core Values

Mission Statement
The mission of West Georgia Technical College, a unit of the Technical College System of Georgia, is to lead economic and workforce development by offering learning opportunities through quality services and educational programs using traditional and distance learning delivery methods. These opportunities focus on the development of academic and technical competence; critical thinking skills; social, personal, and intellectual values; work ethic traits; and an understanding of society. West Georgia Technical College services--including associate degree, diploma, and certificate programs, adult education, continuing education, and customized corporate training--meet the workforce needs of citizens, communities, businesses, and industries of the West Georgia service area.

Vision Statement
West Georgia Technical College is built upon the participation of individual citizens, the collaboration of business and industry, community partners, education groups, and the best possible use of human and financial resources. The College is responsive to the unique needs of each community in our West Georgia service area.

West Georgia Technical College offers a comprehensive range of quality credit and non-credit programs that enhance the West Georgia regional workforce. The College provides state-of-the-art technology and educational resources that enable students to become skillful professionals in their chosen careers.

Core Values
West Georgia Technical College believes in the value of integrity, professionalism, excellence, and student centeredness in all aspects of our programs, services, and operations. These core values are fundamental to the success of West Georgia Technical College in realizing our mission and vision.

- **Integrity**: Our actions and words signal the institutional integrity of our college. We embrace honesty and base our decision making on a foundation of ethical standards and practical considerations.
- **Professionalism**: We foster respect and truth through exhibiting ethical standards in a courteous and conscientious manner.
- **Excellence**: We exhibit quality by meeting or exceeding the needs and expectations of our students and the community. We promote exceptional performance by recognizing and rewarding excellence in our students, faculty, staff, and community.
- **Student Centeredness**: We value and respect all students as unique individuals. We assist students in realizing their educational goals and continually strive to create a dynamic learning environment which includes them as stakeholders in their own lifelong learning.
Accreditation
West Georgia Technical College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate degrees.

Programs accredited by individual associations include Dental Hygiene, by the American Dental Association; Radiologic Technology, by the Joint Review Committee on Education in Radiologic Technology (JRCERT); Licensed Practical Nursing, by the Georgia Board of Licensed Practical Nurses; Medical Assisting, by the Commission on Accreditation of Allied Health Education Programs (CAAHEP) upon the recommendation of the Medical Assisting Education Review Board (MAERB); Clinical Laboratory Technology, by the National Accrediting Agency for Clinical Laboratory Sciences; Surgical Technology, by the Commission on Accreditation of Allied Health Programs (CAAHEP); Associate Degree Nursing, by the National League for Nursing Accrediting Commission (NLNAC), approved by the Georgia Board of Nursing; Cosmetology, by the Georgia Board of Cosmetology; Barbering is approved by the Georgia State Board of Barbering; and Automotive Technology by Automotive Service Excellence (ASE).

Non-discrimination Statement
As set forth in its Student Catalog, West Georgia Technical College does not discriminate on the basis of race, color, creed, national or ethnic origin, gender, religion, disability, political affiliation, age, veteran status, or citizenship status (except in those special circumstances permitted or mandated by law). Equity (Title IX) coordinator is the Vice President for Student Services. ADA (Section 504) coordinator is the Vice President for Administrative Services. They are located at 401 Adamson Square, Carrollton, Georgia, Telephone: (678) 664-0400.
Strategic Planning Model

Planning Process and Design
One of the most important management tools for any organization is strategic planning. West Georgia Technical College’s strategic planning process focuses on answering questions related to future goals and directions for the College’s programs and services. The process hinges on planning the intentional setting of goals and developing initiatives with a timeframe to achieve the goals. This disciplined process raises many questions that examine the environment, tests assumptions, and incorporates information for the present and future. Ultimately, the strategic plan results in fundamental decisions and actions about what to do, why to do it, and how to do it -- setting the future direction of the organization.

The process in creating the strategic plan is designed to be participatory and inclusive of all faculty and staff. The College’s mission is at the heart of the plan and is used to formulate goals and objectives. The mission, vision, and core values are evaluated annually to adapt to the changing environment.

The major objectives in the strategic planning process are:
1. Identify external and internal trends and issues
2. Assess the environment through a SWOT analysis
3. Validation and/or development of objectives to meet the broad goals
4. Align the College’s goals and objectives with TCSG’s strategic plan

Planning Participants
Participants in the planning process represented all the major functions of the College. Individual employees provide feedback through the SWOT analysis (Appendix A). The administrative and leadership staff worked collectively to develop the institution-wide goals and objectives through planning activities. This group ensured that individual department missions and goals were evident throughout the planning process.
Technical College System of Georgia – Mission, Vision, and Goals

**Mission**
The Technical College System of Georgia provides technical, academic, and adult education and training focused on building a well-educated, globally competitive workforce for Georgia.

**Vision**
The Technical College System of Georgia will be acknowledged as the world leader in technical education, providing access to student-centered, high-quality affordable postsecondary education and training. We will equip students for success, thereby building literate and economically strong communities and businesses for Georgia.

**Goals and Strategies**

**Students**
Students and student success are the focus of the Technical College System of Georgia (TCSG); colleges will prepare their students for quality jobs and/or continuing education.
- **Access:** All residents will have access to a quality education.
- **Affordability:** TCSG should remain a low cost, quality educational option and provide alternative methods to help finance student's educational goals.
- **Student Life:** TCSG students will have access to a full range of campus and college activities to enhance their intellectual and social experience.
- **Completion:** To be successful, TCSG must ensure that students graduate from their educational program in a timely manner.
- **Articulation:** TCSG coursework completed by students that choose to continue their education should be recognized by other institutions of higher learning.

**Learning**
TCSG institutions will facilitate learning to ensure students have the knowledge and skills to succeed in today's competitive global environment.
- **Instruction:** Instruction should facilitate student learning and not be limited to traditional classroom models.
- **Adult Education:** Instruction that prepares students to successfully complete the GED (General Educational Development) test with a goal of being ready to achieve a higher education credential or enter the work force in meaningful employment.
- **Technology:** TCSG will use innovative technology to enhance student learning.
- **Facilities:** Ensure that the system has exceptional, world class facilities to enhance student learning by developing a long range plan that supports TCSG capital budget requests and includes alternatives for funding and ownership.

**Financial**
TCSG must develop sustainable funding methods to ensure institutions have the financial resources needed to support learning excellence.
- **Development:** Enhance development activities to build private financial support for TCSG as a system and at individual colleges.
• **Tuition:** Ensure tuition achieves the appropriate balance between affordability and market realities.
• **State Support:** Document the justification for increasing support from the state while recognizing financial constraints can limit this revenue source.

**Community**
TCSG will be a recognized leader in technical education that builds Georgia's workforce for economic development by engaging communities across the state, nation and around the world.

• **Local:** Ensure that local community workforce needs are met through educational programs and economic development efforts that serve business.
• **State:** TCSG's system brand and reputation for learning excellence will attract business to Georgia and support statewide economic development.
• **National:** TCSG will participate in developing national strategies to improve educational outcomes, economic development and job creation.
• **International:** TCSG will take a global leadership role by engaging international technical educational organizations and pursuing business partnerships.
**Service Delivery Area**

West Georgia Technical College serves seven counties in the West Georgia region: Carroll, Coweta, Douglas, Haralson, Heard, Troup, and Meriwether. The following table details population and racial characteristics of the counties in the combined service areas.

<table>
<thead>
<tr>
<th>County Served</th>
<th>2009 Population</th>
<th>Rank among 159 counties</th>
<th>% Increase since 2000</th>
<th>Population Expected by 2015</th>
<th>Racial/Ethnic Makeup</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Caucasian</td>
</tr>
<tr>
<td><strong>West Georgia</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carroll</td>
<td>114,778</td>
<td>19</td>
<td>30.4%</td>
<td>136,000+</td>
<td>80.0%</td>
</tr>
<tr>
<td>Coweta</td>
<td>127,111</td>
<td>17</td>
<td>41.0%</td>
<td>152,000+</td>
<td>79.7%</td>
</tr>
<tr>
<td>Douglas</td>
<td>129,703</td>
<td>16</td>
<td>39.9%</td>
<td>159,000+</td>
<td>60.4%</td>
</tr>
<tr>
<td>Haralson</td>
<td>28,890</td>
<td>60</td>
<td>11.8%</td>
<td>33,000+</td>
<td>92.4%</td>
</tr>
<tr>
<td>Heard</td>
<td>11,528</td>
<td>119</td>
<td>4.0%</td>
<td>13,000+</td>
<td>87.7%</td>
</tr>
<tr>
<td>Troup</td>
<td>64,653</td>
<td>35</td>
<td>9.8%</td>
<td>73,000+</td>
<td>64.3%</td>
</tr>
<tr>
<td>Meriwether</td>
<td>22,783</td>
<td>80</td>
<td>1.1%</td>
<td>25,000+</td>
<td>58.6%</td>
</tr>
</tbody>
</table>

The college seeks to provide excellent educational opportunities within our service communities and to become a leader in the development of partnerships between these educational resources and business and industry.

As a member of the Technical College System of Georgia, West Georgia Technical College is committed to providing excellence in both physical facilities designed for the learner and qualified faculty prepared to work with students. We believe in the partnership between faculty and students, sharing the responsibility for learning.

West Georgia Technical College also continues to have a direct impact on the economic development of the area by providing a skilled workforce for new and existing employers. Expanding from a wide range of certificate, diploma, and degree offerings, West Georgia Technical College seeks to provide training and retraining of persons, to aid in the transfer of new technology to businesses and industries, and to offer community support services.

**Student Population**

As the newly merged West Georgia Technical College, enrollment growth has soared, increasing 5.2% from 11,886 unduplicated students in FY2010 to 12,508 unduplicated students in FY2011. In FY2011, the College had additional growth in credit hours and an FTE increase of 7.9%.

The next section provides student demographic data from FY2011; however, the College expects to have some changes in the student body as we transition from the quarter system to the semester system. Specifically, changes are expected in the percentages of full-time and part-time student population. The College is also experiencing an increase in online students and online course offerings. Over the next three years, the College expects to see online instruction as a prominent focus for the student body.
**Student Demographics Based on FY2011 Credit Enrollment**

**Gender**
31.8% Male (3,977)
68.2% Female (8,531)

**Race and Ethnicity**
0.3% American Indian (41)
0.9% Asian (110)
30.7% Black (3,845)
2.2% Hispanic (273)
63.7% White (7,971)
0.0% Non-resident Alien (4)
0.1% Multi-Racial (8)

**Part-Time/Full-Time Enrollment**
41.0% of students attended college full time, and 59.0% attended part time (based on fall quarter 2010, FY2011).

**Student Residence**

<table>
<thead>
<tr>
<th>County</th>
<th>Number of Students</th>
<th>Percentage of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carroll County</td>
<td>3,027</td>
<td>24.2%</td>
</tr>
<tr>
<td>Douglas County</td>
<td>2,565</td>
<td>20.5%</td>
</tr>
<tr>
<td>Coweta County</td>
<td>2,136</td>
<td>17.1%</td>
</tr>
<tr>
<td>Troup</td>
<td>1,685</td>
<td>13.5%</td>
</tr>
<tr>
<td>Haralson</td>
<td>823</td>
<td>6.6%</td>
</tr>
<tr>
<td>All Other Counties</td>
<td>2,272</td>
<td>18.2%</td>
</tr>
<tr>
<td><strong>Total Enrollment</strong></td>
<td><strong>12,508</strong></td>
<td></td>
</tr>
</tbody>
</table>

With the addition of new facilities, West Georgia Technical College will continue to expand its capacity in both space and program offerings to its service area.
West Georgia Technical College - Institutional Strategic Goals

Access
   I. Ensure access to learning opportunities by providing educational programs, services, support systems, and facilities that meet student needs.

Quality Programs and Services
   II. Ensure the delivery of quality educational programs and services to meet the academic and technical education needs of individuals, provide pathways to satisfying and rewarding careers, and ensure a skilled workforce.

Learning Outcomes
   III. Provide educational experiences that focus on learning outcomes appropriate for the development of academic skills, occupational competencies, and lifelong learning in all academic and technical programs.

Technological Innovation
   IV. Use technology in creative ways to enhance learning and streamline institutional processes.

Collaboration and Partnerships
   V. Serve as a catalyst for the creation and maintenance of cooperative and collaborative partnerships among the educational, business, and government entities in the community.

Accountability
   VI. Employ quality indicators to guide, assess, and improve the programs and services of the College.

Economic Development
   VII. Assist in the economic development of the region by ensuring the availability of job training opportunities and serving as an economic catalyst for workforce development.

Resource Management
   VIII. Ensure accountability and expand the College’s potential for promoting lifelong learning through the efficient use and management of available resources and by pursuing additional resources from both the public and private sectors.
Division of Academic Affairs - Strategic Goals

Departments include the following: Academic Affairs, Instruction, Distance Learning, and Library Services

1. Provide access to educational programs by expanding class offerings through innovative delivery formats, at non-traditional times, and at approved locations. (Institutional Goals I, II)

2. Identify measurable program and general education learning outcomes to enhance 21st Century workforce and lifelong learning skills, conduct assessment of these outcomes, and develop strategies for improvement based on results. (Institutional Goal VIII)

3. Identify and develop educational programs that prepare graduates for new and emerging technical career fields that have or will have demand for an expanded skilled workforce and require postsecondary training. (Institutional Goals I, II, VI)

4. Create, expand, and sustain educational partnerships with business, industry, K-12 systems, and post-secondary institutions that will provide access to additional educational opportunities, enhance community relationships, and provide a quality, trained workforce for the region. (Institutional Goals I, II, IV, VI)

5. Develop and implement strategies to position West Georgia Technical College on the leading edge of distance education by employing the highest quality instructional practices and technologies. (Institutional Goals I, II, III)

6. Provide seamless access to additional higher education opportunities by developing an AA/AS program option that would allow students to transfer to four-year colleges in order to continue their education. (Institutional Goals I, II, III)

7. Attract and retain highly qualified faculty who are leaders in their fields and are invested in the continual pursuit of teaching excellence through professional development opportunities. (Institutional Goal II)

8. Develop and implement systems and processes that will provide enhanced success in satisfying academic progression and quality educational completion through improved systems and processes of academic advisement, curriculum development, and both instructional and student support. (Institutional Goal II)

9. Enhance library resources and services by implementing strategies designed to improve information needs of students, faculty and staff. (Institutional Goals I, II)
Division of Administrative Services – Strategic Goals

Departments include the following: Business Office, Facilities Management, Human Resources, and Bookstore Services.

1. Provide ongoing training for all college faculty and staff relative to statewide purchasing procedures and processes. (Institutional Goals VI, VIII)
2. Identify measurable processes that will ensure administrative accountability and the efficient utilization of available college resources. Document the use of the results for future improvement. (Institutional Goal VIII)
3. Identify and develop a budgeting process that will support individual programs, divisions, and campuses and will yield timely, accurate information. (Institutional Goals VIII, VI)
4. Develop and pursue relationships that will ultimately lead to additional resources from both the public and private sector for the college. (Institutional Goals V, VIII)
5. Provide full service bookstores for students on all college campuses. (Institutional Goal II)
6. Develop a preventive maintenance and facility plan for all college facilities that will reduce the amount of unplanned maintenance downtime. (Institutional Goals VI, VIII)
7. Continue to develop processes that will promote improved customer/student service through increased efficiency in all ancillary areas of the college.
8. Implement internal content management system using SharePoint to provide more efficient communication, document sharing and workflow capability for paperless processes. (Institutional Goal VIII)
9. Develop strategies to validate and recognize performance and accomplishments of exceptional employees of the college. (Institutional Goal VI)
Division of Adult Education – Strategic Goals

1. Maximize resources and increase program reach in order to meet growing demand. (Institutional Goals I, II, VI, VIII)
2. Increase technology resources and maximize technology use by instructors and students alike. (Institutional Goals II, IV)
3. Implement strategies that support student attainment of academic skills and life goals through basic academic and workplace skills instruction, GED diploma attainment, and transition assistance to postsecondary coursework. (Institutional Goals I, III)
4. Expand outreach by working in collaboration with other agencies and businesses to provide Adult Education classes throughout the community. (Institutional Goals I, V)
5. Increase program funding derived from private donations and foundation grants. (Institutional Goals I, II, V, VIII)
Division of Economic Development – Strategic Goals

Departments include the following: Corporate Training, Continuing Education, and Testing Services

1. Provide access to a variety of economic and workforce development programs, services, and support that meet the service area needs of organizations, individuals, and the community as a whole. (Institutional Goals I, VII)

2. Provide accountable, quality economic and workforce development programs and services. (Institutional Goals II, VI, VII)

3. Use of technology to enhance the delivery and administration of economic and workforce development programs, services, and support. (Institutional Goal IV)

4. Actively collaborate with a variety of economic and workforce development activities throughout the service area. (Institutional Goals V, VII, VIII)
Division of Institutional Advancement – Strategic Goals

Departments include the following: WGTC Foundation, Marketing, Public Relations, Web/SharePoint Services, and Police Department

1. Develop website that is reflective of the College’s programs of study and services offered. (Institutional Goal VIII)
2. Increase College awareness through community and athletic events. (Institutional Goal VIII)
3. Pursue the commitment of funding to build new Coweta Campus. (Institutional Goal VIII)
4. Pursue the commitment of funding for the Student Scholarship and Grant Fund to support student scholarships and grants. (Institutional Goal VIII)
5. Pursue the commitment of funding for the Healthcare Fund to support Health Services programs. (Institutional Goal VIII)
6. Pursue the commitment of funding for the Adult Education and Literacy Fund to support Adult Education Services to the community. (Institutional Goal VIII)
7. Ensure all publications reflect and maintain diversity and non-traditional roles. (Institutional Goal VIII)
8. Expand media coverage to encompass the West Georgia region. (Institutional Goal VIII)
9. Ensure the quality and consistency of college publications. (Institutional Goal VIII)
10. Develop strategies and processes to reduce liability to the College. (Institutional Goals II, VI)
11. Develop strategies to improve the quality of campus life for students and employees. (Institutional Goal II)
Division of Institutional Effectiveness - Strategic Goals

Departments include the following: Institutional Effectiveness, Research, Curriculum, and Information Technology

1. Develop and plan curriculum for educational programs that will prepare graduates for new and emerging technical career fields that have or will have demand for an expanded skilled workforce. (Institutional Goals I, II, VI)

2. Provide coordination and support for compliance with the accreditation for the Southern Association of Colleges and Schools Commission on Colleges, including all required documentation for changes at the College. (Institutional Goals I, II, III, VI)

3. Provide coordination and support for the strategic planning for all divisions, departments, and academic units of the College. (Institutional Goals I, II, VI)

4. Provide coordination and support for the continuous improvement process, to include student learning and program outcomes for all divisions, departments, and academic units of the College. (Institutional Goal III)

5. Maximize research activities to gather essential data to assess educational programs, services, support systems, and facilities in achieving the core values of the College. (Institutional Goal I)

6. Provide resources and support for achieving accreditation for academic programs at the College. (Institutional Goals II, VI)

7. Engage the College in grant writing activities and provide support in the development of viable grant applications. (Institutional Goal II)

8. Establish a base level of instructional technology for all West Georgia Technical College sites and campuses. (Institutional Goal II)

9. Develop and implement strategies to position West Georgia Technical College on the leading edge of technology. (Institutional Goals IV, II)
Division of Student Affairs - Strategic Goals

Departments include the following: Admissions, Registrar, Financial Aid, Student Affairs, Career Services, and Athletics

1. Enhance Student Affairs facilities to create more welcoming and efficient spaces that may improve the physical environment and serve to communicate our College’s mission. (Institutional Goal I)
2. Provide for the ongoing support and development of Student Affairs staff members to become more effective, productive, and committed to the success of our students and each other. (Institutional Goal VI)
3. Increase communication and collaboration between Student Affairs, faculty, administration, and college staff. (Institutional Goal II)
4. Increase the use of technology to improve processes and efficiency to meet the needs of students. (Institutional Goal IV)
5. Increase enrollment and FTE of credit students. (Institutional Goals I, II, and VII)
6. Strengthen the division’s communication, commitment, and partnerships with internal and external constituents, including K-12 secondary systems, community partners, business/industry, and student organizations. (Institutional Goals I, II, V, and VII)
7. Ensure that all students and area employers are aware of the services offered through Career Services to maximize graduates placed in the occupational area or related area of their specific training. (Institutional Goals I and II)
8. Enhance student support services to promote engagement and overall student success. (Institutional Goals I and II)
9. Promote Athletics to enhance the student experience and increase student retention. (Institutional Goals I and II)
Appendix A
SWOT Analysis – Common Themes
SWOT Analysis of
West Georgia Technical College

Common Themes
In-Service, April 4, 2011

Strengths
1. Multiple campuses / new sites / service area - location / excellent facilities
2. Faculty/staff (employees – qualified, competent, informed, caring, friendly, dedicated, etc.)
3. Student-centered
4. Affordability / affordable tuition
5. Relevant, in-demand programs; program/class diversity/offers

Weaknesses
1. Communication/information flow (lack of – to and from administration or key and deciding personnel and/or among campuses)
2. Low Morale
3. Funding/budget concerns / budget cuts / financial resources – lack of resources
4. Rapid pace of changes / no adjustment period / too many changes (for employees and students)
5. Overload of faculty to teach, advise, plus administrative responsibilities
6. Poor academic advisement/guidance for students
7. Space availability (classroom, computer labs, clinical labs, GED classes, offices)

Opportunities
1. New Coweta campus / multiple campus locations
2. Student loans, scholarships, and grants
3. Corporate/business partnerships
4. Growth in online/distance course offerings
5. Recruitment (in high schools, in Alabama & outside counties)
6. Community resources and community relationships
7. Articulation agreements w/universities, Board of Regents

Threats
1. Other institutions/colleges/universities (competition)
2. Reduced funding / budget cuts / limited resources / revenue loss / budget restrictions
3. Perception (or misperception) of WGTC/technical colleges
4. Student lack of funds/resources - unable to pay fees and tuition
5. HOPE/financial aid changes – decreasing financial aid / student GPA requirements
6. Economy / economic downturn / economic hardship
7. Gas prices / transportation costs / cost of living