



MARION
TECHNICAL COLLEGE

STRATEGIC PLAN

July 2025- June 2028

MARION TECHNICAL COLLEGE LEADERSHIP TEAM

Gary Smallridge, Principal

Kim Martsof, Assistant Principal

Anissa Damon, Coordinator of Financial Aid & COE Liaison

Denise Grosso, Program Specialist, Adult General Education

Laurel Lapane, Coordinator of Student Services

Kim McManis, Coordinator of Health Sciences

Earl Scott, Coordinator of Manufacturing, Transportation, Architecture & Construction

Tracey Thornhill-Parker, Coordinator of Human Services, Hospitality & Tourism, Human Services & Information Technology

Raquel Freytes, Instructor, Public Safety & Security

OUR VISION

“Educating our Community Today for a Better Tomorrow.”

OUR MISSION

“The mission of Marion Technical College is to serve the citizens of Marion County by providing relevant, high-quality educational opportunities and positive personal interaction with all who enter our doors.”

The Marion Technical College 2025-2028 Strategic Plan encompasses five broad goals in alignment with the Marion County Public School Department’s Achieve 2026 Strategic Plan.

- **Student Success**
 - Increase student achievement, opportunities, access, and equity.
- **Safe and Positive Learning and Working Environment**
 - Provide a safe and supportive learning and working environments for all students and staff.
- **Talent Management**
 - Ensure all students have access to highly effective and diverse teachers, administrators, and support staff.
- **Fiscal and Operational Efficiency**
 - Ensure operational effectiveness and efficiency of resources are aligned with strategic priorities.
- **Community Engagement and Communications**
 - Increase dialogue, partnerships, and collaboration to meet stakeholder needs and productively engage them in our successes.

STRATEGIC GOAL 1: Student Success

OBJECTIVES	STRATEGIES	INDICATORS OF SUCCESS	TEAM MEMBER RESPONSIBILITY
1. Increase overall successful completion rate by 1% each academic year (Total	a. Identify students that did not pass the PERT and assign them to the Canvas PERT resource class.	a. 100% of students needing PERT, except those exempted in statute, have tested by the 6 th week of enrollment.	Testing Coordinator

<p>of 3% increase by close of 2027-2028 school year).</p>	<ul style="list-style-type: none"> b. Monitor students that have not met the basic skills requirement. c. Meet with students and create a study schedule with PERT resources for students who have not met the basic skills requirement and are not on track for industry certification and set up study schedule of PERT resources. d. Implement attendance and academic progression intervention plan. e. Implement a strategy to accelerate alternate applicants during drop/add period. 	<ul style="list-style-type: none"> b. Enrollment numbers of students in the Basic Skills Canvas course. c. Canvas statistics of time spent on practice tests, adherence to the study schedule. d. Monitor the success of progression intervention plans and the students that utilized counseling services. Decrease the number of student withdrawals from programs. e. Ensure that there are viable applicants to be added to programs during drop/add period thus assuring full enrollment per program. 	<p>School Counselor</p> <p>School Counselor</p> <p>School Counselor Program Coordinators</p> <p>Program Coordinators</p>
<p>2. Increase overall industry certification and licensure attainment by 1% each academic year (total of 3% increase by close of the 2027-2028 school year).</p>	<ul style="list-style-type: none"> a. Identify industry certifications that are currently linked to programs but are not being utilized. b. Implement and offer certifications that are linked to program but are not currently being offered to students. c. Identify and utilize research proven curricula, certification preparation materials and study tools to ensure passing certification and licensure results. d. Expand our in-house testing footprint to allow our students to test in the MTC facility rather than test with outside test providers. 	<ul style="list-style-type: none"> a. Increase in licensures and certifications earned. b. Annual report of curriculum and certification review. c. Annual report of curriculum and certification review. d. Provide testing for CNA program through Prometric, expand Prometric and Pearson Vue capacity. 	<p>Program Coordinators Instructors</p> <p>Program Coordinators Instructors</p> <p>Program Coordinators Instructors</p> <p>Student Services Coordinator Testing Clerk</p>

<p>3. Increase overall placement rates by 1% each academic year (total 3% increase by close of 2027-2028 school year).</p>	<p>a. Establish relationships with one additional employer per program annually, increasing attendance at the annual advisory committee meeting by one additional business partner each year.</p> <p>b. Design a more effective internal strategy for tracking alumni employment that reflects quantitative data.</p> <p>c. Increase students' awareness of employment opportunities through job boards, postings, and listservs.</p> <p>d. Ensure that every student graduating has received training and assistance in resume writing, job search and interview skills.</p>	<p>a. Annual increase in attendees at the Advisory Committee meeting.</p> <p>b. Review of current practices and development of an improvement plan. Placement rates increase.</p> <p>c. Design a new method of communicating employment opportunities.</p> <p>d. Development of workshops, embed resume development into every program, partnering with Career Source to provide these services.</p>	<p>Program Coordinators Instructors</p> <p>COE Liaison Program Coordinators</p> <p>School Counselor Student Services Coordinator</p> <p>School Counselor Student Services Coordinator</p>
<p>4. Develop and implement programs that meet the regional and occupational demands, ensuring employment for graduates.</p>	<p>a. Create and implement an Associate of Science Degree in Radiography Program.</p> <p>b. Implement a bridge from Practical Nursing Program to Registered Nurse Licensure Program.</p> <p>c. Identify current programs in which enrollment can be increased by creatively using the facility space and hiring additional instructors.</p> <p>d. Continue working with Career Source, CEP and Florida Department of Education to identify career certificate programs that will provide viable employment pathways for students.</p>	<p>a. Proposals submitted to FLDOE, Core course delivery identified and secured. Target start date 26-27 SY.</p> <p>b. Proposals submitted, infrastructure built, Target start date 26-27 SY.</p> <p>c. Feasibility plan and implementation of 1 additional cohort for select programs annually.</p> <p>d. Feasibility planning, identifying CCP programs that will meet the needs of local employment demands. Addition of 2 new programs by 27-28 SY.</p>	<p>Program Coordinator Principal</p> <p>Program Coordinator Principal</p> <p>Program Coordinators Principal Assistant Principal</p> <p>Program Coordinators Principal Assistant Principal</p>

STRATEGIC GOAL 2: Safe and Positive Learning and Working Environment

OBJECTIVES	STRATEGIES	INDICATORS OF SUCCESS	TEAM MEMBER RESPONSIBILITY
<p>1. Ensure school safety as a top priority by maintaining current safety protocol and adhering to state and local safety and security regulations.</p>	<ul style="list-style-type: none"> a. Annual training of faculty, staff, and students on safety policies and procedures. b. Conduct monthly fire and safety drills. c. Conduct monthly facilities safety inspections and monthly safety meetings with documented minutes including repair log and safety concerns. d. Installation of a security fence to ensure a central access point for the campus. e. Ensure scheduling of School Resource Officer or Security Guard to ensure coverage when students are on campus. f. Threat Management Committee to meet monthly to identify, review and escalate safety issues for correction. g. Annual training of staff and faculty on Centegix badge emergency system. h. Ensure campus first responders have up-to-date training and certification for CPR, First Aid and BLS. 	<ul style="list-style-type: none"> a. Meeting minutes, attendance rosters. b. Monthly fire and safety reports. c. Meeting minutes and safety inspection reports and repair logs. d. Installation of security fence. e. Recorded coverage and schedule of coverage annually. f. Monthly meeting minutes. g. Scheduling training classes for campus first responders. h. Documentation of first responders' certifications. 	<ul style="list-style-type: none"> Assistant Principal Student Services Coordinator Financial Aid Coordinator Principal Principal School Resource Officer Assistant Principal Principal Assistant Principal Principal Assistant Principal
<p>2. Create a positive learning and working culture through</p>	<ul style="list-style-type: none"> a. Create a student and staff centered hub and/or a venue to obtain coffee/snacks/lunch. 	<ul style="list-style-type: none"> a. Identify funding needs to create a hub/lounge and/or food on campus. Open for 27-28SY. 	<ul style="list-style-type: none"> Campus Culture Committee Assistant Principal

<p>increased employee and student engagement.</p>	<ul style="list-style-type: none"> b. Improve and revamp the current staff and student recognition program. c. Add an additional celebratory/fun event for students annually. d. Distribute faculty and student surveys to generate feedback, suggestions and ideas in a culture of continual improvement. e. Create and distribute an annual survey to staff members regarding their insights into the school culture. f. Facilitate monthly inter-department meetings to discuss communication and to promote collaboration across departments. 	<ul style="list-style-type: none"> b. Rollout new student recognition for school year 26-27SY. Rollout new staff recognition for 27-28SY. c. One additional event each year – by 27-28SY have five annual events. d. Distribute a survey each term of the academic school year to faculty and students. Share results with leadership team. Use results for continuous improvement. e. Distribute surveys during the 2nd term of each academic year. Share results with leadership team. Use results for continuous improvement. f. Minutes from monthly meetings, using feedback from staff for continuous improvement. 	<p>Campus Culture Committee Assistant Principal</p> <p>Campus Culture Committee Assistant Principal Student Services Coordinator</p> <p>Student Services Coordinator</p> <p>Assistant Principal</p>
<p>3. Improve collaboration and communication across departments</p>	<ul style="list-style-type: none"> a. Monthly meetings with a cross section of staff and faculty members. (upward communication) b. Trainings for staff and faculty on effective lateral communication. (lateral communication) c. Bi-Annual staff and faculty meeting to disseminate information (downward communication) d. Review and update current procedures and best practices to ensure overarching operational guidelines and systems that work for each department. 	<ul style="list-style-type: none"> a. Monthly support staff meetings. Monthly student services/financial aid staff meetings. Meeting minutes. b. Two trainings annually. c. One meeting each term. d. Weekly Policies and Procedures meeting. Monthly leadership meeting to review documents. All documents prepared and updated for COE site visit 26-27SY. 	<p>Student Services Coordinator Financial Aid Coordinator Data CEF Assistant Principal</p> <p>Principal Assistant Principal</p> <p>Assistant Principal Financial Aid Coordinator</p>

STRATEGIC GOAL 3: Talent Management

Objectives	Strategies	Indicators of Success	Team Member Responsibility
1. Strategically identify, align, develop and retain MTC's workforce to meet organizational needs.	<ul style="list-style-type: none"> a. Continuously review job descriptions, tasks and duties to ensure appropriate compensation for duties preformed. b. Develop and implement a streamlined and inclusive onboarding process for new employees. 	<ul style="list-style-type: none"> a. Organizational Review of job descriptions and duties aligning with district pay scale and compensation levels. b. Development of a comprehensive onboarding plan for instructors, staff and administrators. Completion by 27-28SY. 	<ul style="list-style-type: none"> Principal Assistant Principal Assistant Principal Student Services Coordinator
2. Incorporate trainings and resources to best prepare faculty, staff and students in their roles in the everchanging workplace.	<ul style="list-style-type: none"> a. Create a faculty professional learning community to support faculty in their development of utilizing best practices and research-based teaching techniques and pedagogical tools. b. Create a mentorship program to support new instructors, both full and part-time. c. Provide staff and instructors with training sessions that will benefit them in their work with our various socioeconomic student population. d. Increase participation in CTSO/professional organization. 	<ul style="list-style-type: none"> a. Development of a Canvas based learning community to be developed over the next three years. b. Partnering new instructors with clinical educators during their first year of instruction beginning 25-26SY. c. One training per term. d. Increase awareness of FACTE, NTHS, SkillsUSA, HOSA. Increase SkillsUSA participation by 2 students annually. 	<ul style="list-style-type: none"> Coordinator of Student Services Faculty Member Coordinator of Student Services Faculty Member Assistant Principal Assistant Principal SkillsUSA Advisor

STRATEGIC GOAL 4: Fiscal and Operational Efficiency

Objective	Strategies	Indicators of Success	Team Member Responsibility
-----------	------------	-----------------------	----------------------------

<p>1. Enhance the use of technology to improve operational efficiency.</p>	<p>a. Utilize FOCUS features that are currently not being utilized. b. Meet with other FL technical colleges to learn about technology and processes they are using for operational efficiency.</p>	<p>a. Addition of full utilization of Communication model, purchase and use of Internal Accounts/ERP. b. Visit a FL technical college once a term to learn about their processes.</p>	<p>Assistant Principal Data CEF Assistant Principal Student Services Coordinator Financial Aid Coordinator</p>
<p>2. Ensure programs have up-to-date equipment and tools to adequately train students for success in the workplace.</p>	<p>a. Creation of a new Radiology lab with state-of-the-art equipment. b. Purchase of equipment and tools for a new HVAC lab. c. Purchas of equipment and tools for a new Welding lab. d. Purchase of equipment and tools for a new Diesel program. e. Purchase of equipment and tools for a new Aviation program.</p>	<p>a. Radiology lab to be open in January 2027. b. HVAC lab to be open in July 2025. c. Welding lab to be open in July 2025. d. Diesel program to be open in January 2026. e. Aviation program to be open in January of 2026.</p>	<p>Principal Program Coordinator Principal Program Coordinator Principal Program Coordinator Principal Program Coordinator Principal Program Instructor</p>
<p>3. Increase efficiency in the procurement of goods and services.</p>	<p>a. Review current procedures and revise as necessary. (purchasing, agreements, contracts, vendor selection, etc. b. Publish schedule of purchasing timelines, deadlines, and other important dates.</p>	<p>a. Monthly meetings to review procedures. b. Annual document given to department heads to assist with their purchasing needs.</p>	<p>Assistant Principal Bookkeepers School Secretary School Secretary</p>
<p>4. Expand facilities to provide high quality learning environments for students.</p>	<p>a. Complete the construction of the new Aviation and Diesel buildings. b. Complete the construction of the new Welding and HVAC labs and classrooms. c. Write an expansion proposal to replace all portable buildings and create new CTE programs and testing facilities. d. Identify areas within the current building that can be rehabilitated and redesigned to meet the needs</p>	<p>a. Programs will open by July 2026. b. Labs will be ready for classes by December 2026. c. Proposal ready for submission by January 2027. d. Identify and roll out new CTE program July 2027.</p>	<p>Principal Principal Principal Assistant Principal Principal Assistant Principal</p>

	of a CTE classroom for new programs. e. Construct a new Radiology Energized Lab.	e. Lab to be open by January 2027.	Program Coordinators Principal Program Coordinator
--	---	------------------------------------	--

STRATEGIC GOAL 5: Community Engagement and Communication

Objective	Strategies	Indicators of Success	Team Member Responsibility
1. Cultivate relationships with local businesses and community organizations.	a. Attend community meetings, industry meetings to establish relationships with potential stakeholders.	a. Develop partnership with one new stakeholder annually.	Principal Assistant Principal Program Coordinators
2. Develop a tiered level sponsorship system to allow local business and individuals to contribute to MTC.	a. Develop a “sponsorship plan” for local business to contribute to MTC annually.	a. Roll out Sponsorship plan for 26-27 academic year.	Principal Assistant Principal Coordinator of Financial Aid Coordinator of Student Services
3. Develop a strategic marketing and outreach plan to heighten awareness of MTC within the community.	a. Set annual goals for website, social media reach and engagement. b. Attend community fairs and high school college fairs.	a. Annual planning meeting – increase in numbers from year to year. b. Identify a team of employees who can attend the community fairs and high school events.	Student Services Coordinator Marketing Team
4. Create a new mission, vision and values statement.	a. Have planning meetings with all members of MTC to include staff, students, and instructors.	a. Implementation and roll out of the new mission, vision and values statement by close of SY2028.	Principal Assistant Principal All Employees

ADULT EDUCATION

This plan is aligned with the NRS Primary Indicators of Performance, which serve as the key criteria for evaluating each program. These indicators also influence funding decisions and the development of program improvement plans.

OBJECTIVES	STRATEGIES	INDICATORS OF SUCCESS	TEAM MEMBER RESPONSIBILITY
1. Enrollment Target – 930 NRS Participants (3% annual increase)	<ul style="list-style-type: none"> a. Open-entry enrollment b. Continuous recruitment c. Applicant report calls within 48 hours d. Skylert notifications e. Texts and emails f. Website g. Intake h. Social media 	<ul style="list-style-type: none"> a. Enrollment chart updated weekly b. WDIS survey reports c. NRS annual data tables 	<ul style="list-style-type: none"> Program Specialist Career Education Facilitator AGE Paraprofessionals
2. Post-Test Rate – 70%	<ul style="list-style-type: none"> a. District reports b. Additional trained proctors c. Testing procedure/policy d. Student accountability e. Text reminders f. Online account deactivation g. Forty-hour exception form h. Schedule list (two weeks prior) 	<ul style="list-style-type: none"> a. Mid-year post rate report b. WDIS survey reports c. NRS annual data tables 	<ul style="list-style-type: none"> Program Specialist AGE Instructors TABE/CASAS Proctors AGE Paraprofessionals
3. ABE Measurable Skill Gains - 31.4%	<ul style="list-style-type: none"> a. Professional development b. Individualized instruction plan 	<ul style="list-style-type: none"> a. MSG chart updated weekly b. WDIS survey reports 	<ul style="list-style-type: none"> Program Specialist AGE Instructors

	<ul style="list-style-type: none"> c. Classroom resources d. Schedule list (two weeks prior) e. Recognition/certificates 	<ul style="list-style-type: none"> c. NRS annual data tables 	<ul style="list-style-type: none"> TABE Proctors AGE Paraprofessionals
4. ESOL Measurable Skill Gains – 37.4%	<ul style="list-style-type: none"> a. Professional development b. Individualized instruction plan c. Classroom resources d. Schedule list (two weeks prior) e. Recognition/certificates 	<ul style="list-style-type: none"> a. MSG chart updated weekly b. WDIS survey reports c. NRS annual data tables 	<ul style="list-style-type: none"> Program Specialist AGE Instructors CASAS Proctors AGE Paraprofessionals
5. Credential Attainment Rate – 21.8%	<ul style="list-style-type: none"> a. Professional development b. IET participation c. High school diploma d. Transitions to post-secondary e. Career week f. Gate program g. EOC/TRIO partnership h. Resource officer i. Front desk staff j. Social security number, if applicable k. XELLO l. English language proficiency 	<ul style="list-style-type: none"> a. District reports b. Student tracking c. NRS annual data tables d. Career plan exit interview 	<ul style="list-style-type: none"> Program Specialist Career Education Facilitator Career Lab Specialists AGE Instructors AGE Paraprofessionals Student Services
6. Employment Second Q After Exit (2QAE) – 31%	<ul style="list-style-type: none"> a. Professional development b. IET participation c. High school diploma d. Gate program e. Digital literacy f. Soft skills g. Partnerships h. CareerSource CLM i. Career calendar j. Social security number, if applicable k. Resume writing and mock interviews l. XELLO m. English language proficiency 	<ul style="list-style-type: none"> a. District reports b. Student tracking c. NRS annual data tables d. Career plan exit interview 	<ul style="list-style-type: none"> Program Specialist Career Education Facilitator Career Lab Specialists All AGE Staff
7. Employment Fourth Q After Exit (4QAE) - 28.2%	<ul style="list-style-type: none"> a. Professional development b. IET participation 	<ul style="list-style-type: none"> a. District reports b. Student tracking 	<ul style="list-style-type: none"> Program Specialist Career Education Facilitator

	<ul style="list-style-type: none"> c. High school diploma d. Gate program e. Digital literacy f. Soft skills g. Partnerships h. CareerSource CLM i. Career calendar j. social security number, if applicable k. resume writing and mock interviews l. XELLO m. English language proficiency 	<ul style="list-style-type: none"> c. NRS annual data tables d. Career plan exit interview 	<p>Career Lab Specialists All AGE Staff</p>
<p>8. Median Earnings (2QAE) - \$5,840</p>	<ul style="list-style-type: none"> a. Professional development b. IET participation c. High school diploma d. Gate program e. Digital literacy f. Soft skills g. Partnerships h. CareerSource CLM i. Career calendar j. Social security number, if applicable k. Resume writing and mock interviews l. XELLO m. English language proficiency 	<ul style="list-style-type: none"> a. District reports b. Student tracking c. NRS annual data tables d. Career plan exit interview 	<p>Program Specialist Career Education Facilitator Career Lab Specialists All AGE Staff</p>

Revised 5-21-2025