

# 2025-2028 STRATEGIC PLAN



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*An Equal Opportunity Institution | A Unit of the Technical College System of Georgia*

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# PRESIDENT'S COMMENTS

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**Southeastern Technical College (STC)** is very proud of our Strategic Plan for the academic years 2025 through 2028.

The plan is in alignment with the Strategic Plan of the Technical College System of Georgia. Strategic planning and assessment processes integrate with the annual planning and assessment processes of our College. The goals and objectives included in the College's Strategic Plan are reviewed annually and revised as needed.

Progress toward the accomplishment of these goals and objectives is documented annually.

Since 1990, we've made it our mission to offer tailored, practical, and enriching education to the people of southeast Georgia. With over 90 programs available on our two campuses, we take pride in providing paths to success for anyone who walks through our doors—whether you want to study nursing or networking, commercial truck driving or criminal justice.

Southeastern Tech remains committed to our non-credit programs as well. Our Continuing Education and Economic Development divisions continue to offer hundreds of classes, seminars, and customized business and industry training opportunities for the community at large. Also, our Adult Education Division offers a variety of opportunities for students to complete their High School Equivalency credential and improve their career prospects.

STC has always prided itself on being prepared to meet the future challenges of a global economy. Whether that's cutting-edge facilities, partnerships with regional industry, or online learning options for students on the move, we aim to build better communities and highly trained students. With well-qualified instructors and a variety of services, Southeastern Technical College is equipped to do just that.

***William L. Calhoun, President***



# SERVICE DELIVERY AREA

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Southeastern Technical College provides credit instruction, adult education, and economic development services in Candler, Emanuel, Jenkins, Johnson, Montgomery, Tattnall, Toombs, and Treutlen Counties in Georgia.



# VISION, MISSION, AND VALUES STATEMENTS

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## Vision

Southeastern Technical College will be recognized as an educational leader in Southeastern Georgia. The College will deliver quality, student-centered, and accessible postsecondary education and training. The College will empower students for success, cultivating innovative and economically thriving communities and enterprises.

## Mission

Southeastern Technical College, a unit of the Technical College System of Georgia, provides an innovative, educational environment for student learning through traditional and distance education delivery methods focused on building a well-educated, globally competitive workforce for Southeastern Georgia.

The College fulfills its mission through: associate degree, diploma, and technical certificate of credit programs; adult education; continuing education; and customized training and services.

## Values

Southeastern Technical College values:

- Integrity, honesty, openness, mutual respect, and personal excellence
- Continuous improvement
- Making a difference in teaching and learning
- A strong, visionary administration
- A qualified and committed faculty and staff
- Community partnerships and citizenship
- Safe, secure, and attractive campuses and facilities
- Time together for planning
- Positive attitudes and teamwork
- Accessible and affordable, quality programs and services
- Professional development
- Communication
- Fairness, equity, and diversity
- Workforce development
- Marketing our uniqueness for a “competitive” advantage
- Technological advancement

# TCSG STRATEGIC PLAN

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In the Fall 2021, the Technical College System of Georgia (TCSG) Commissioner Greg Dozier assembled senior TCSG leadership in a three-day planning session called Strategic Operations or “StratOp” to evaluate TCSG’s role in closing the skills gap in Georgia and to develop a plan on how to move forward with strategic impact. The team decided on five Goals for the system and its colleges to focus on to close the middle skills gap in Georgia.

The five GOALS are:

1. Increase enrollment globally and in strategic areas
2. Recruit and retain well-qualified faculty & staff
3. Create more partnerships with business and industry
4. Improve retention and graduation rates
5. Increase innovation and research opportunities

These five Goals were published in the FY 2022 - FY 2025 TCSG Strategic Plan. Southeastern Technical College’s Strategic Plan aligns with the strategic objectives of the Technical College System of Georgia and identifies the priorities of the College in relation to strategic goals set forth by the Technical College System of Georgia.

# STRATEGIC GOALS AND OBJECTIVES

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## **GOAL 1 Academic Excellence and Student Success**

Provide quality, industry-driven training programs and services to optimize the success of our students as they prepare for in-demand jobs and/or continuing education

### **Our Objectives:**

1. Ensure equal access (equity) to high-quality career and technical education across racial, ethnic, and income groups
2. Achieve and maintain institutional and applicable program accreditation and approvals
3. Promote student engagement by providing opportunities for students to participate in student organizations, competitions, and a full range of campus and college activities to enhance their intellectual and social experiences
4. Improve access and services for special populations
5. Promote and facilitate a successful transition to college for students by providing and increasing awareness of student support services to include admissions, career services, academic success, graduation, and job placement
6. Improve student success by establishing and evaluating student learning outcomes

**Responsible Divisions:** President's Office; Academic Affairs; Adult Education; Institutional Effectiveness; Student Affairs

**TCSG Related Goals:** 1. Increase enrollment globally and in strategic areas; 4. Improve retention and graduation rates

# STRATEGIC GOALS AND OBJECTIVES

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## GOAL 2 Enrollment

Facilitate an effective, innovative learning environment to ensure our students have the knowledge and skills to succeed in today's competitive global economy

### Our Objectives:

1. Develop strategies and identify resources to increase annual enrollment
2. Work to increase enrollment in high school dual enrollment programs
3. Focus on the number of high school dual enrollment students who transition to post-secondary enrollment
4. Increase the number of qualified workers available for employment in Southeast Georgia
5. Explore transfer opportunities for graduates with other higher education institutions
6. Prepare students to successfully complete a high school equivalency diploma through GED, HiSet, or a technical college credential with the goal to transition to technical college credentials or enter the workforce in meaningful employment

**Responsible Divisions:** President's Office; Academic Affairs; Administrative Service; Adult Education; Economic Development; Institutional Effectiveness; Student Affairs

**TCSG Related Goals:** 1. Increase enrollment globally and in strategic areas; 4. Improve retention and graduation rates; Goal 3 Create more partnerships with business and industry.

# STRATEGIC GOALS AND OBJECTIVES

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## **GOAL 3 Faculty and Staff Improvement**

Cultivate a diverse, qualified and experienced faculty and staff who support student-focused learning

### **Our Objectives:**

1. Enhance efforts to recruit, develop and retain a skilled, qualified, and diverse faculty and staff
2. Develop the means to recognize and reward faculty and staff achievement
3. Promote a campus environment based on fairness, inclusivity, and respect
4. Provide ongoing staff development opportunities to allow faculty and staff to maintain and enhance the skills necessary for program and institutional success
5. Strengthen communication across all divisions and levels

**Responsible Divisions:** President's Office; Academic Affairs; Administrative Service; Adult Education; Economic Development; Institutional Advancement; Institutional Effectiveness; Student Affairs

**TCSG Related Goals:** 2. Recruit and retain well-qualified faculty and staff

# STRATEGIC GOALS AND OBJECTIVES

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## GOAL 4 Retention and Graduation

Plan, implement, and evaluate strategies to improve graduation and retention rates

### Our Objectives:

1. Provide resources and services that support students who are active military, veterans, and their families
2. Expand articulation and transfer opportunities for credit and non-credit students to continue their education
3. Cultivate student-faculty connections through tutoring and a collaborative advising process
4. Implement early intervention strategies to equip students with increased support and services
5. Connect students with opportunities for involvement and leadership opportunities outside the classroom through apprenticeships and business and industry interaction
6. Provide a safe and secure environment in which to teach, learn, and interact

**Responsible Divisions:** President's Office; Academic Affairs; Administrative Service; Adult Education; Economic Development; Institutional Advancement; Institutional Effectiveness; Student Affairs

**TCSG Related Goals:** 1. Increase Enrollment globally and in strategic areas; 2. Recruit and retain well-qualified faculty and staff; 3. Create more partnerships with business and industry; 4. Improve retention and graduation rates

# STRATEGIC GOALS AND OBJECTIVES

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## **GOAL 5 Financial Resources**

Ensure Southeastern Technical College has the resources needed to support the learning experience

### **Our Objectives:**

1. Promote efficiency of College operations through effective use of fiscal resources
2. Develop fund-raising strategies to expand the base of annual, major-gift, and planned-gift prospects
3. Increase resource development for scholarship opportunities
4. Expand grant writing activities for the College and the Southeastern Technical College Foundation, Inc.

**Responsible Divisions:** President's Office; Academic Affairs; Administrative Service; Adult Education; Economic Development; Institutional Advancement; Institutional Effectiveness; Student Affairs

**TCSG Related Goals:** 1. Increase enrollment globally and in strategic areas, 2. Recruit and retain well-qualified faculty and staff; 4. Improve retention and graduation rates

# STRATEGIC GOALS AND OBJECTIVES

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## **GOAL 6 Community and Workforce Development**

Ensure that community workforce needs are met through STC's educational programs and economic development efforts

### **Our Objectives:**

1. Meet local community workforce needs through existing credit programs and by expanding/discontinuing credit program offerings to match workforce needs
2. Provide excellence in economic development programs and community services to support existing business/industry and to attract new business/industry to the region
3. Promote the Georgia Quick Start program and serve as the liaison with local business and industry
4. Support local development authorities, governmental entities, and business and industry in promoting economic development opportunities
5. Provide opportunities for internal and external use of auditoriums, meeting spaces, conference centers and facilities
6. Provide corporate training opportunities to employers and continuing education opportunities to the community for workforce, professional, and personal development

**Responsible Divisions:** President's Office; Academic Affairs; Administrative Services; Economic Development; Institutional Advancement; Institutional Effectiveness; Student Affairs

**TCSG Related Goals:** 1. Increase enrollment globally and in strategic areas, 5. Increase innovation and research opportunities

# STRATEGIC GOALS AND OBJECTIVES

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## **GOAL 7 College image and visibility**

Promote the image, value, and visibility of Southeastern Technical College

### **Our Objectives:**

1. Promote the image, awareness, visibility, and support of Southeastern Technical College and the Southeastern Technical College Foundation through the use of social media, print media, and multi-media platforms
2. Improve interaction on the College website, applications and social media platforms
3. Encourage the engagement of College faculty and staff in community activities and organizations
4. Establish the College as a knowledge resource for business and industry and the community
5. Build relationships with local chambers of commerce, development authorities, and secondary and post-secondary education organizations

**Responsible Divisions:** President's Office; Academic Affairs; Administrative Service; Adult Education; Economic Development; Institutional Advancement; Institutional Effectiveness; Student Affairs

**TCSG Related Goals:** 1. Increase enrollment globally and in strategic areas, 2. Recruit and retain well-qualified faculty and staff; 3. Create more partnerships with business and industry; 4. Improve retention and graduation rates

# STRATEGIC OUTCOME MEASURES

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As part of the College's annual planning process, the following performance indicators are assessed annually to serve as the foundation for continuous improvement.

1. **PLACEMENT: XX% of program completers will either be placed in field, a related field, military service, or continue their education.** (A completer of a program who (1) is employed in the field of education/training pursued or in a related field, or (2) has received the appropriate credential and entered the military, or continued his/her education.) Reference: KMS Report TEC0108, Unduplicated Graduates and Placement Rate
2. **RETENTION: XX% of first-time (at STC) students enrolled fall semester will either graduate by the end of the following academic year or will still be enrolled during the following academic year.** The cohort includes full-time and part-time fall semester students who are in their first term at STC. (Learning support, High School (code H), and transient (TR00) students are excluded.) Reference: Retention Rate (KMS Report TEC0200)
3. **GRADUATION: XX% of students seeking a degree, diploma, or certificate will successfully receive a degree, diploma, or certificate.** (Those students who successfully received an award compared to those who attempted to receive the award.) Reference: Graduation Rate (KMS Report TEC3111)
4. **IPEDS OVERALL GRADUATION RATE (150% standard time): 31.4% of full-time, first-time degree/certificate-seeking undergraduate students will graduate with 150% of the published length of their program.** Defined as a cohort of full-time, first-time degree/certificate-seeking undergraduate students that tracks their completion status at 150% of the normal time to complete all requirements of their program of study. Reference: IPEDS Retention and Graduation Report.
5. **LICENSURE EXAM: XX% of students taking a required licensure or certification examination will pass.** (For each educational program requiring a licensure or certification examination, the number of students who successfully completed the exam compared to those who took the exam.) Reference: Compiled Institutional Annual Licensure Report
6. **ADULT EDUCATION (BASIC SKILLS): Adult Education students will meet or exceed established local, state and federal benchmarks.** Outcomes include

enrollment, measurable skills gains, HSE conversion, and HSE graduates.  
Reference: TCSG Scorecard and KMS Reports

7. **ECONOMIC DEVELOPMENT: The Office of Economic Development will meet or exceed an annual institutional benchmark of XXX companies trained and XXXXXXXX trainee contact hours.** (Number of companies provided customized contract training by STC during the fiscal year and the total number of hours trained through customized contract training)  
Reference: TCSG Scorecard
8. **FUNDRAISING: Institutional Advancement efforts in pursuing funding from external sources will increase yearly.** Reference: Resource Development Annual Report.

# CUSTOMER SATISFACTION MEASURES

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Customer satisfaction will be measured to inform the College of the quality of services and instruction provided.

1. **STUDENT PERCEPTION OF SERVICES: 90% of students responding will express satisfaction with the instruction, curriculum and services provided by the College.** (The number of students responding satisfactorily [agree to strongly agree] with their working environment, facilities, and resources available compared to all respondents expressing an opinion). Reference: Student Perception of Services Survey.
2. **FACULTY STAFF PERCEPTION SERVICES: 90% of faculty and staff responding will express satisfaction with the environment, facilities, resources and services of the College.** (The number of faculty/staff responding satisfactorily [agree to strongly agree] with their working environment, facilities, and resources available compared to all respondents expressing an opinion). Reference: Faculty Staff Perception of Services Survey.
3. **EMPLOYER SATISFACTION: 90% of employers responding will indicate satisfaction with graduate job preparation.** (The number of employers responding satisfactorily [Excellent to Good] with the preparation of graduates' job preparation compared to all employers responding.) Reference: Employer Follow-up Survey.
4. **COURSE EVALUATION SATISFACTION: 90% of students responding will indicate satisfaction with instruction.** (The number of students responding satisfactorily [Agreed] with the instruction received compared to all students expressing an opinion.) Reference: Course Evaluations
5. **GRADUATE SATISFACTION: 90% of graduates responding will indicate satisfaction with the technical training received.** (The number of graduates responding satisfactorily [Excellent to Good] with the training received compared to all graduates expressing an opinion.) Reference: Graduate/Completer Surveys