

# Procedure: 2.3.3p. (I.F.3.a)

## TCSG College Strategic Planning

**Revised:** July 16, 2014  
**Last Reviewed:** March 28, 2017  
**Adopted:** July 16, 2014



### I. PURPOSE:

Each technical college shall establish and maintain a strategic plan. The strategic planning process of each technical college will conform to the requirements as set forth by the Commissioner of the Technical College System of Georgia and the accrediting agency or agencies of the college.

### II. RELATED AUTHORITY:

O.C.G.A. § 20-4-11 – Powers of the Board  
O.C.G.A. § 20-4-14 – TCSG Powers and Duties

### III. APPLICABILITY:

All technical colleges associated with the Technical College System of Georgia

### IV. DEFINITIONS:

#### Environmental Scan:

The environmental scan is simply the research used to develop the strategic vision for the college. Accordingly, the scan can include any relevant information like existing college surveys/evaluations, other documents like a Quality Enhancement Plan (QEP) or strategic planning documents from other organizations. Information collected as part of the TCSG Institutional Effectiveness planning and evaluation process should also be very useful in developing an environment scan for the college strategic planning process.

Before developing a plan and vision for the future, the college must know what their current operating environment is. The scan information should assist the planning team in thinking beyond the routine daily challenges they face and help them identify and refine strategic ideas to develop the strategic plan. The following are common elements included in an environmental scan:

- a. Internal factors impacting the college
- b. External factors impacting the college
- c. Demographic and workforce data
- d. **College stakeholders** are given a voice through surveys or other methods.

- i. Internal Stakeholders
  - ii. External Stakeholders
- e. A **Trend Analysis** of relevant areas like enrollment, graduation, placement etc.
- f. **SWOT** (*This is a recommended technique for organizing the data collected during the scan. For more information, please see the SWOT definition below.*)
  - i. Internal – Strengths and Weaknesses (SW)
  - ii. External – Opportunities and Threats (OT)
- g. **PEST** is a framework for organizing and focusing the data collected during the scan. (*For additional information, please see the definition below.*)
  - i. Political factors impacting the college
  - ii. Economic factors impacting the college
  - iii. Social/Demographic factors impacting the college
  - iv. Technological factors impacting the college

SWOT Analysis:

*This is related to the environmental scan and is a recommended tool.* Identification of Strengths, Weaknesses, Opportunities and Threats (SWOT) can be a component of an environmental scan that helps organize and focus the data collected during the scan and covers both the internal and external environment. This is a very common technique used in planning to provide a framework for the information collected during the environmental scanning process.

PEST Framework:

*This is related to the environmental scan.* PEST stands for Political, Economic, Technological and Social issues that may impact your college. The PEST framework is a common method of organizing information to facilitate analysis and strategy development. For governmental entities like TCSG, the legal and regulatory environment is related to the political environment and can have a significant impact on operations. In recent years, some planners have added an “LE” to the PEST framework to include Legal and Environmental issues in separate categories.

Stakeholder:

A broad definition of stakeholders is: Any group or individual who can impact the organization, or can be impacted by the organization or its activities. Stakeholders can be divided into two categories: internal and external stakeholders. Identifying the specific college stakeholders to include is part of the environmental scanning process.

Mission Statement:

A Mission Statement is defined as a brief, comprehensive statement of purpose. There are two SACSCOC principles related to the mission statement: Core Requirement 2.4 states, “The institution has a clearly defined, comprehensive, and published mission statement that is specific to the institution and appropriate for higher education. The mission addresses teaching and learning and, where applicable, research and public service. (Institutional Mission)” ; Comprehensive Standard 3.1.1 states “The mission statement is current and comprehensive, accurately guides the institution’s operations, is periodically reviewed and updated, is approved by the governing board, and is communicated to the institution’s constituencies.(Mission)”

Vision for the future:

The Vision should be a statement that describes the organizations desired future.

Strategic Goal:

Strategic Goals should support and clarify the vision and describe the desired end result in 5-10 years.

Strategic Objective:

These should be specific targets that further clarify the goals purpose in the near term and allow for specific actions to be identified.

Action Step:

Action steps are details description of the strategies used to implement a strategic objective.

12-month goal:

This describes specifically what we are going to do for each action step in the next 12-months. (Fiscal Year or Calendar Year)

**V. ATTACHMENTS: NA**

**VI. PROCEDURE:**

**A. Introduction**

The purpose of strategic planning is to help an organization succeed in today's world and in the future. This is accomplished through documenting the organization's mission, identifying a preferred future direction and developing goals and strategies to move the organization forward. However, developing a quality strategic plan is only the beginning of an effective planning process. Implementing the plan to achieve the goals, objectives and vision for the future is equally important.

In general, college strategic planning should be a comprehensive, integrated, data driven process that includes input from the college stakeholders. Strategic planning is also a creative process, and there is no single "right" way to develop and implement a strategic plan. However, there are common elements included in most strategic planning efforts.

Accordingly, this procedure describes the required planning elements for TCSG colleges to ensure a quality planning process that includes an acceptable level of consistency among the colleges. This procedure describes the basic components of a standard strategic plan; it is not intended to be a comprehensive guide to college strategic planning.

Many colleges will want to add additional elements to their strategic plan and use additional analysis tools in their planning process. For example, some colleges may want to include a statement of core values as part of the plan while others may want to include goals and objectives for the major work units of their institution.

## B. Responsibility

Each TCSG College President is responsible for the strategic planning process at their institution.

## C. Timelines

1. A comprehensive planning process must be conducted at least every five years to ensure the strategic plan reflects our constantly changing environment.
2. The existing college strategic plan must be reviewed annually and updated as needed. When the annual review is complete, an e-mail notification should be sent to the TCSG Director of Planning, Research and Policy Analysis and the Executive Director for Accountability and Institutional Effectiveness. This notification that the review was conducted should be sent even if no changes are made to the existing college plan.
3. Upon completion of a new plan or update of an existing plan, a copy must be sent to the TCSG Office of Data Planning and Research (DPR) for posting on the TCSG Knowledge Management System (KMS).
4. The college mission statement must be reviewed annually. Whenever changes are made, the revised mission statement must be submitted to the TCSG Office of Administrative Services and reviewed by the Office of Technical Education's Accountability and Institutional Effectiveness unit before approval by the State Board of the Technical College System of Georgia (SBTCSG).

## D. Strategic Planning Procedure

### College Strategic Planning

1. Form a planning team to guide the process.
2. Conduct an environmental scan that will provide context and background to challenge existing assumptions and facilitate the strategic thinking needed to develop a quality plan.

NOTE: Additional information on conducting a typical environment scan including some suggested, but not mandatory, techniques for organizing the information is available in the definitions section of this procedure.

3. Review and revise the Mission Statement as needed.
4. Develop a Vision for the future of the college.

NOTE: It is common to use data from the environmental scan and other background materials to identify a set of assumptions that assist the team in developing the vision, strategic goals and strategic objectives.

5. Identify Strategic Goals.
6. Identify Strategic Objectives.

### Strategic Plan Implementation Tracking

To ensure that the plan is used as a strategic management tool, tracking and reporting the major activities undertaken to implement the strategic plan is crucial. This provides the link between the written plan and institution operations.

There are a number of methods for tracking the implementation of a strategic plan. The following steps are used at the TCSG system level although other methods chosen by the college will also be acceptable.

1. Identify Action steps – at least one for each strategic objective
2. Identify 12 month goals – at least one for each action step
3. Identify Strategic Outcome Measures to document success

Whenever it is practical, linking the strategic plan implementation tracking to the college's ongoing Institutional Effectiveness (IE) process should be considered.

#### College Plan Alignment with the TCSG System Plan

When formulating their strategic plans, each Technical College should ensure consistency with the Technical College System of Georgia strategic plan, where applicable, and should develop institutional strategies to contribute to the agency-wide objectives. However, the individual college plans do not need to mirror the TCSG system plan. Rather, colleges should be cognizant of the system strategic plan and ensure their plan does not conflict with any system-wide initiatives.

#### Existing College Strategic Plans

Existing TCSG college strategic plans that were developed under the previous policy and procedure and do not meet the criteria set out in this new procedure will be "grandfathered". Colleges will not be required to meet the requirements of the new policy and procedure until the next scheduled 5-year comprehensive review and revision of their strategic plan.

#### **VI. RECORD RETENTION:**

Documents developed pursuant to this procedure shall be maintained in accordance with the Georgia Secretary of State's Records Retention Schedule.