

Procedure: 2.3.3p

TCSG College Strategic Planning

Revised: October 28, 2019

Last Reviewed: August 17, 2026

Adopted: July 16, 2014



I. PURPOSE:

Strategic planning is an integral part of continued organizational success. Therefore, each Technical College shall establish and maintain a strategic plan consistent with the goals established by the Technical College System of Georgia Commissioner. The strategic planning process will be consistent with the provisions established in this Procedure; and shall conform to the requirements set forth by the colleges' accrediting agencies.

II. RELATED AUTHORITY:

O.C.G.A. § 20-4-11 – Powers of Board

O.C.G.A. § 20-4-14 – TCSG Established; Powers and Duties

SACSCOC Standard 2.1 – The Institution has a Clearly Defined, Comprehensive, and Published Mission Specific to the Institution and Appropriate for Higher Education

SACSCOC Standard 4.2.a – The Governing Board Ensures the Regular Review of the Institution's Mission

III. APPLICABILITY:

All Technical Colleges associated with the Technical College System of Georgia.

IV. DEFINITIONS:

- A. Environmental Scan: research used to develop a strategic plan for the college. It can include any relevant information such as existing college surveys/evaluations, documents collected as part of the Institutional Effectiveness planning and evaluation, past strategic planning documents, and/or reports of trends in relevant areas such as enrollment, graduation, placement, etc.
- B. SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis: a common technique used in strategic planning to provide a framework for the information collected during the environmental scanning process. This analysis helps colleges organize and focus the data collected during the Scan and includes both the internal and external environment.
- C. PEST (Political, Economic, and Social and Technological) Framework: A standard method of organizing information facilitates analysis and strategy development in the strategic planning process. For higher education institutions, the legal and regulatory environment can also significantly impact operations. These elements can be included in the PEST framework.
- D. Stakeholder: any group or individual, either internal or external, who can impact the college operations, or who can be impacted by college activities.

- E. Mission Statement:
A brief, comprehensive statement of purpose and why the college exists.
- F. Vision Statement: a brief statement that describes an optimistic view of the desired future for the college. The vision should be realistic but challenging.
- G. Goals: the college's top, high-level priorities that span throughout the strategic plan.
NOTE: the strategic plan does not need to include every goal of the college but should be representative of those most critical or impactful to the mission.

V. ATTACHMENTS: N/A

VI. PROCEDURE:

A. General Provisions

1. The president is responsible for the strategic planning process at TCSG colleges.
2. When formulating strategic goals, presidents should ensure consistency with the TCSG strategic goals and develop institutional strategies to contribute to the agency-wide objectives.
3. Colleges should implement effective tracking and reporting tools that link the plan to the actual college operations.
4. The plan should be a reference point when evaluating budgets, expenditures, and capital outlay requests.
5. Colleges must conduct a comprehensive planning process at least every five years and review existing plans annually and send confirmation of review with any updates to the TCSG Manager of Strategic Planning.
6. Colleges must send copies of plans to the Commissioner and the TCSG Manager of Strategic Planning.
7. The System Office will review college plans to ensure they do not conflict with statewide goals or initiatives.
8. New or revised mission statements must be submitted to the Office of Technical Education's Accountability and Institutional Effectiveness unit for review and further submission to the State Board of the Technical College System of Georgia (SBTCSG) for approval.
9. The State Board of the Technical College System of Georgia will review all college mission statements annually.

B. Plan Elements and Planning Activities

1. Colleges are encouraged to use a variety of activities and analytical tools in their planning process that will result in a comprehensive, integrated, data-driven plan that can be understood and implemented by all college employees and stakeholders. (e.g., a statement of core values or the supporting goals and objectives for central work units).
2. Representatives from all areas of college operations should be involved in the strategic planning process.
3. To ensure a quality process, all colleges will incorporate the following activities into their strategic planning process:
 - a. An environmental scan will provide context and background to challenge existing assumptions and facilitate the strategic thinking needed to develop a quality plan. Techniques may include but not be limited to SWOT analysis or PEST Framework.

- b. Analysis of trends, demographic data, and college workforce data.
- c. Input from stakeholders.
- d. The review and revision of the Mission Statement as needed.
- e. Development or review of a Vision statement for the future of the college as needed.
- f. Communication of the plan goals and performance expectations to all employees.

VI. RECORD RETENTION:

All records will be maintained and retained consistent with the State of Georgia Archives Retention Schedule for State Government Paper and Electronic Records.