



SAVANNAH
TECHNICAL COLLEGE

College Strategic Plan
2022-2026

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Administrative Organization and Governance

Savannah Technical College (STC) is a unit of the Technical College System of Georgia (TCSG) and is under the policy and administrative control of the State Board of The Technical College System of Georgia. The State Board of TCSG is responsible for establishing standards, regulations and policies for the operation of the state's 22 technical colleges, economic development programs, and adult education programs. The Board strives to promote the economic well-being of Georgia citizens by ensuring high quality training and upgrade training and services as a full partner in the expansion of Georgia's economic base.

State Board of The Technical College System of Georgia

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Savannah Technical College depends upon a local Board of Directors comprised of community leaders to ensure that the College is meeting the needs of area employers and citizens. Each member of the Local Board is approved by the TCSG State Board.

The STC Board of Directors meets a minimum of 8 times a year. It approves local policies for the College consistent with policies established by the TCSG State Board. Responsibilities include reviewing and approving goals and objectives, short and long-range plans, facility expansion, program additions and changes, and the annual budget before submission for approval by the State Board.

College Board of Directors

Dr. Kathleen Benton	Todd Hoffman (Chairman)
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A Letter from Dr. Kathy S. Love, President, Savannah Technical College



Savannah Technical College has been a leader in higher education for decades providing quality industry and business-related programs with a clear focus in mind – continuously improving our local workforce.

The process of developing this plan started with our vision of providing technical skills now and in the future, and that drove our mission statement and eventual goals and objectives.

Savannah Technical College’s vision is rooted in the belief that every individual can be successful in pursuing career goals and preparing for that accomplishment through higher education programs. A student’s graduation is not only a personal achievement, but also represents potential “added value” to that individual’s employer and the organization’s overall success and bottom line.

Our college vision in turn drives our mission statement which, simply put, is to be a premier higher education institution providing world class programs for job success in a very competitive, global economy. Being successful in achieving our mission, an environment that builds upon core values is essential. All faculty and staff value and promote individual and organizational *Quality, Integrity, and Sustainability*. Every person of the college embodies these values and every action that the college takes in developing and implementing our vision and mission is built upon these values.

Strategic Plan 2022-2026 outlines our pathway for the future. Specific Annual Benchmarks will be developed each fiscal year and become an attachment to this base document just as our achievements will be included at the end of each fiscal year. We will use this plan to reflect, evaluate ourselves, make changes, and continuously improve. Student success will always be our #1 Priority as we anticipate future needs and seek opportunities for growth and expansion.

Overview of Savannah Technical College

Savannah Technical College has been meeting the needs of its service area communities for over three-quarters of a century. Building on a tradition of partnership, pride and service, today the College serves approximately 5,800 credit students, 2100 Adult Education students and an additional 8000 non-credit and customized training students each year at campuses and instructional centers located in Effingham, Chatham, Bryan, and Liberty Counties. The College's partnership with service area high schools, including the Liberty and Effingham College and Career Academies, provides high school students with the opportunity to earn dual and/or articulated credit prior to high school graduation.

Working closely with its business partners, the College develops programs that are designed to meet the changing needs of our regional economy with the flexibility and creativity necessary to sustain the workforce of the future. Through its Economic Development unit, Savannah Technical College works to develop customized training programs to meet the specific needs of area employers.

Workforce development is central to the College mission. It is a commitment Savannah Technical College takes seriously and demonstrates to its students and to area employers. Because of the College's close working relationships with employers, students know that their time invested at STC will pay great dividends in the workplace.

As a part of every instructional program, students receive instruction in work ethics, focusing on important characteristics valued by industry, including teamwork, character, productivity and cooperation— all attributes that directly relate to preparation for and performance in the workplace.

History of Savannah Technical College

From its beginnings in 1929 as the Opportunity School, a partnership between the Chamber of Commerce and Savannah Chatham Public Schools, Savannah Technical College has evolved to a multi-campus 2-year college, offering quality technical programs to its students annually in Chatham, Bryan, Effingham and Liberty counties. Savannah Technical College has experienced explosive growth and expansion over the 90 plus years it has been in existence.

The physical location of the College experienced the majority of early changes. Initially, Savannah Technical College was located on Wright Square at Bull and State Streets in the building that later became the Wright Square Post Office. The school's primary purpose was to offer training that would make the students more efficient in their daily work and better citizens of the community. The only requirement to be a student at that time was to be a resident of Chatham County and older than 14. The school quickly outgrew these quarters and moved to the second and third floors above the retail store, McCrory's, at Bull and Broughton Streets. Courses were offered in general continuing education, distributive education, and shop for boys. At the close of the 1930-31 year, 466 students were enrolled. The College continued to expand and several years later, an Evening Trade Extension program started and was offered at the Savannah High and Cuyler Street schools and then later transferred to Beach High School.

The College moved once again in 1938 to the old Sunday School Building of the Independent Presbyterian Church at Bull and Hull Streets. Since this was during the time when manufacturing was needed to meet the demand for World War I supplies, the College offered war production and shop classes in addition to the regular business education class offerings.

In 1941, the board authorized a new site at Bay and Randolph to give training in marine naval defense work. It was located on a strip of riverfront property just east of Rourke's Iron Works. This location was selected for the city's half-million-dollar industrial school. In August 1945, Savannah's part in the national defense program got underway when 30 men with experience in machinist work assembled for a refresher course at the Savannah High School under the Vocational School Program for industrial defense training. They started out enthusiastically on the first lap of a program which embraced several other courses and trained some 800 men in Georgia for a part in the nation's defense.

Because the College was meeting the educational demands of the community and consequently expanding, in 1959 Chatham County voters approved a \$750,000 bond issue to match state construction funds for two area vocational-technical schools. In a joint venture between the Chatham County Board of Education and the State Board of Education, the College combined with the Harris Area Trade School to become the Savannah Area Vocational-Technical School.

The Savannah Area Vocational-Technical School was officially dedicated to serve the five-county area of Chatham, Bryan, Effingham, Liberty, and Long counties in 1967 (Long County was subsequently moved to the Altamaha Technical College (ATC) district after ATC was founded). It was only five years later when plans were drawn to construct a consolidated vocational-technical postsecondary school on 37.5 acres of surplus property acquired by the Savannah Chatham County Board of Education from the U.S. Department of Defense, Hunter Army Airfield. By 1978, the ground-breaking ceremonies were held.

Construction was completed in 1981 at a cost approximating nine million dollars. Classes in this new facility started during the summer quarter and adult evening classes began that fall.

Once the College's physical plant was complete, the College turned its undivided attention to program and service expansion. In 1984, the College created the Savannah Technical College Foundation for the purpose of raising funds for scholarships, endowments and research grants. In addition, a 22,000 square foot building was renamed and dedicated to the West Chatham Technology Center as a "Quick Start" Industrial Training Center to train employees for new and existing industries. The College also began to offer Library services on the main campus with a collection of approximately 1,000 offerings. Only eight years later, in 1992, a freestanding modern library and information services facility opened on the main campus.

The College expanded its offerings and relationships with the community in 1989 when it established a second campus location independent of the Fort Stewart Center in Hinesville and made diploma programs available to military personnel through the Army Education Center at Fort Stewart, Hinesville. In 1990, as a result of the College's outreach and technical and academic expansion, the Savannah-Chatham Board of Education and the Georgia Department of Technical and Adult Education (DTAE) approved the College's official name change to Savannah Technical Institute.

The College continued on its fast, forward motion path and was granted accreditation in 1991 by the Southern Association of Colleges and Schools Commission on Colleges to award associate degree, diploma, and certificate programs. The College's growth was clearly demonstrated in 1997 when it came under the governance of the State Board of Technical and Adult Education as the fifth largest of the State's 33 technical institutes. This state governance resulted in funding of new office space for student services and a renovated instructional area for accounting, marketing management, secretarial science, business and office technology and computer information systems.

On July 6, 2000 Governor Roy Barnes officially announced another name change for Savannah Technical Institute to that of Savannah Technical College. Although the name of the College changed, the mission continued to focus on contributing to the economic, educational, and community development of Bryan, Chatham, Effingham and Liberty counties by providing quality technical education, continuing education, customized business and industry training, and adult literacy education.

In 2002, Savannah Technical College was recognized as the third fastest-growing two-year college of its size in the country by Community College Week when enrollment climbed to more than 3,500 students. An era of unparalleled growth continued as construction was completed in 2003 on two, new state-of-the-art instructional facilities on the main Savannah campus; Industrial Technology Center and the Automotive Technology Center. Additionally, the College continued to improve the depth and breadth of its services to the community by opening the new Crossroads Technology Campus, located in northwest Chatham County in the Crossroads Business Park. This campus has proven to be a key element in the development of a high-tech corridor along I-95. More expansion followed in 2005 when the Liberty County Campus in Hinesville was built with funding assistance from Liberty County's SPLOST funds. Liberty County enrollment increased dramatically, particularly among military personnel.

The year 2004 marked the College's 75th anniversary. To acknowledge this milestone, the College launched a year-long marketing campaign, focusing on a number of its successful graduates. Graduates ranging from the Culinary Arts graduate who was a line chef at the Ritz Carlton Hotel on Amelia Island, to the Electrical Construction Maintenance graduate who was an Engineering Supervisor at the Westin Savannah Golf Resort & Spa, shared their educational experiences to demonstrate the positive impact that Savannah Technical College has had on their personal and professional lives.

In 2007, another major College expansion occurred in Effingham County with the opening of the Effingham Campus. The 2004 General Assembly approved the construction of an Effingham County campus on 70 acres of land donated by the Effingham County Industrial Development Authority. Plans for the 16,000+ square foot campus included classrooms, computer labs, library, office space, and labs for Health Sciences and Industrial Technology programs. A complete truck driving range to support the Commercial Driving License (CDL) Program was constructed on the west side of the campus in 2008, and a separate cosmetology building with labs and classrooms was opened in 2009.

In 2009, the College purchased 54 acres of land surrounding the Crossroads Campus for the purpose of the construction of an Aviation Training Center to support area aerospace industry workforce needs. Funding for the 20,000 square foot center was provided by TCSG in 2010 and a groundbreaking was held in 2011. Construction concluded in late 2012 and the Aviation programs housed there have proven successful.

2009 brought further expansion to the Savannah Campus as the college broke ground on a 54,896 square foot, 3-story Academic Commons building which provided additional classroom space primarily for general studies, health sciences, and professional services programs. The building was completed in 2010. A 19,416 Student Enrichment Center was also completed in 2010 utilizing excess bond funds left after completion of the Academic Commons and some local funding.

In March 2012, the college's Cosmetology and Barbering Department suites were renovated. Both areas on the ground floor of Goodman Hall feature full-service salons for hair, skin, and nail care. These suites facilitate focused academic instruction on safety, sanitation, state laws and regulations, and the overall facility is an approved site by the State Board of Cosmetology.

In September 2012, the college opened the doors to its new Dental Hygiene Clinic. This clinic is a combination of renovated space (7,745 square feet) and new construction (6,407 square feet); it contains 24 dental hygiene stations, four radiology rooms, a dental materials lab, two classrooms, record storage, sterilization area, patient reception area, and offices for faculty and staff.

In August of 2014, the college opened the doors to its new Aviation Training Center on the Crossroads campus. The Training Center includes a 5,000 square foot hangar, four labs designed and equipped for hands-on instruction and spacious classrooms. Students may take programs that include certificates and diplomas in aircraft structures manufacture and repair, luxury craft cabinetmaking, and aircraft electrical equipment repair and installation.

In 2016, the Savannah Technical College Foundation completed a \$7.2 Million campaign to

support five important priorities: Precision Manufacturing, Health Science, Culinary Arts/Heritage Tourism, Supporting our Students and Technology. This campaign was the largest in the history of the institution.

In June of 2017, SACSCOC reaffirmed the accreditation of Savannah Technical College and approved the 5-year Think More Be More Quality Enhancement Plan, which will focus on the critical thinking and soft-skills of STC students. Construction of a new Welding Lab at the Effingham Campus was completed in August 2017 providing new facilities for the burgeoning Welding and Joining program. Funds to add additional classroom and lab space, a Commercial Truck Driving building and a Conference Center at the Effingham County campus were appropriated in FY2020. Design was completed and RFP's were posted in late 2021.

The 7 West Bay facility was purchased for the Culinary institute in October 2018 to expand the Culinary Arts program. The new downtown facility will add additional classroom, kitchen and lab space, as well as bakery and restaurant open to the public. Renovation funding in the amount of \$3.5 M was appropriated in FY2022 and design of the renovation began in late 2021.

It is a time of strategic expansion at Savannah Technical College. Through its commitment to service and responsiveness, Savannah Technical College will remain an integral force in the future economic development of southeast Georgia.

Mission, Vision, and Values

Mission Statement

Savannah Technical College, a unit of the Technical College System of Georgia, is a public, two year college that provides world class education, skills training and lifelong learning opportunities through the delivery of associate degrees, diplomas, technical certificates of credit and non-credit economic development programs and adult education. The College is committed to meeting the dynamic education, academic, and workforce development needs of individuals, employers and communities throughout the Coastal Empire with market-driven, environmentally-conscious education offered in the classroom, laboratory, community, and online.



Vision Statement

Savannah Technical College will continue to be the premier provider of world class education, skills training, and lifelong learning for success in a global economy with our guiding principles of quality, integrity, and sustainability.

Values

Core Values:

Savannah Technical College values quality, integrity, and sustainability in all we do as individuals and as a teaching and learning community. We are committed to creating an environment that promotes behaviors and decisions to advance our mission and vision for success.

Quality:

We will demonstrate that we value:

- *Excellence* by consistently meeting or exceeding the needs and expectations of our stakeholders, ourselves, and our accrediting bodies.
- *High academic standards* by expecting the best of our students and ourselves.
- *Creativity* by being innovative and fostering new ideas.
- *Learning* by continuously improving our learning environment
- *Exceptional performance* by recognizing and rewarding excellence in our students, faculty, staff, and community.
- *Professionalism* by expecting and producing work and work environments of the highest quality.
- *Vision* by being forward-thinking.

Integrity:

We will demonstrate that we value:

- *Honesty* through all our actions.
- *Mutual respect* by building relationships that acknowledge the essential dignity of each individual.
- *Diversity* by valuing all races, genders, cultures, backgrounds, lifestyles, and abilities.
- *Commitment* by doing what we say we will do.
- *Collaborative involvement* by providing for and encouraging shared governance.
- *Teamwork* by respecting the talents, feelings, and contributions of all.
- *Candor* by offering and welcoming constructive assessment and suggestions for improvement.
- *Fiscal responsibility* by honoring our role as stewards of the public trust through efficient and effective use of our resources.
- *Accountability* by being responsible to stakeholders for our actions.

Sustainability:

We will demonstrate that we value:

- *The environment* by respecting and maintaining our physical resources

- Incorporating emergent technologies in program content, delivery methods, and institutional administration.
- *Creating and sustaining* an intellectually stimulating environment for our collective growth.
- *Renewal* by pursuing personal and professional development.

Planning at Savannah Technical College

STC is committed to enhancing student success and providing quality programs and services. Planning, evaluation, and assessment are essential for identifying and documenting the College's level of quality and also for accountability measures to the public, the legislature, and the accrediting agencies, especially the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

In 1985, SACS began using the term "institutional effectiveness" defined as the extent to which an institution achieves its mission and goals. The College's institutional effectiveness process is an on-going, institution-wide commitment to planning and outcomes assessment for the purpose of continuous improvement and to providing evidence that the College is effectively achieving its mission. STC has been conducting college-wide annual planning and assessment processes for many years and, as a result, has clearly identified the opportunities, challenges and direction the college needs to take in all areas: instructional; student services; administrative; financial; and facilities. Annual unit planning and assessment involves:

- Developing a purpose statement and objectives to support the college's mission and goals.
- Collecting, analyzing, and using results to assess whether the goals and objectives are being met.
- Providing evidence of seeking improvement based on the assessment.

Another part of this review documents that the College responsibly manages multiple federal grants' funds received each year.

Strategic Planning

The purpose of STC's five-year strategic plan is to support the college's mission in alignment with TCSG's mission and strategic plan. Strategic Planning is a continued process for STC, as the college reviews program, department, and college level goals and objectives each year for continued improvement. In accordance with TCSG's Policy 2.3.3, STC conducts a comprehensive planning process every 5 years. With the implementation of the Perkins V new requirement for a comprehensive needs' assessment every 2 years, STC incorporated a combined extensive effort for the needs assessment and strategic planning process beginning in the Fall of 2019. Both the needs assessment and comprehensive strategic plan review include similar requirements for review of all departments, services, resources, goals, objectives, and wide-ranging stakeholder feedback. Due to the onset of the COVID-

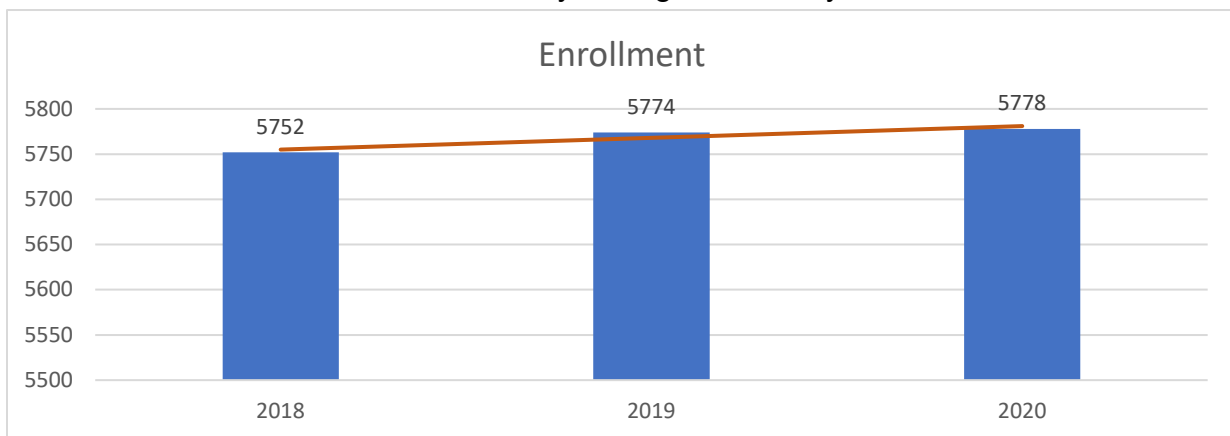
19 pandemic in early 2020, the completion of Perkins V Needs Assessment and STC’s Strategic Planning process were delayed in order to evaluate the changing needs and challenges of the college’s service area industries, workforce and the college’s students and staff. As a result of limited in person meetings, STC conducted virtual advisory meetings and an extensive survey in Fall 2020 to gather responses from the local job market, business leaders, workforce support, students, staff, faculty, and program advisory industry leaders to gather information regarding the impact of the public health emergency. The findings from the meetings and survey were analyzed to adapt the college’s goals, objectives, and planning process to address the new needs and environmental changes imposed by the pandemic. Also, included in the process, the college conducted an environmental scan to include a 3-year trend analysis, as well as an evaluation of the college’s strengths, weakness, opportunities, threats, and social and technological pressures and changes.

Trend Analysis

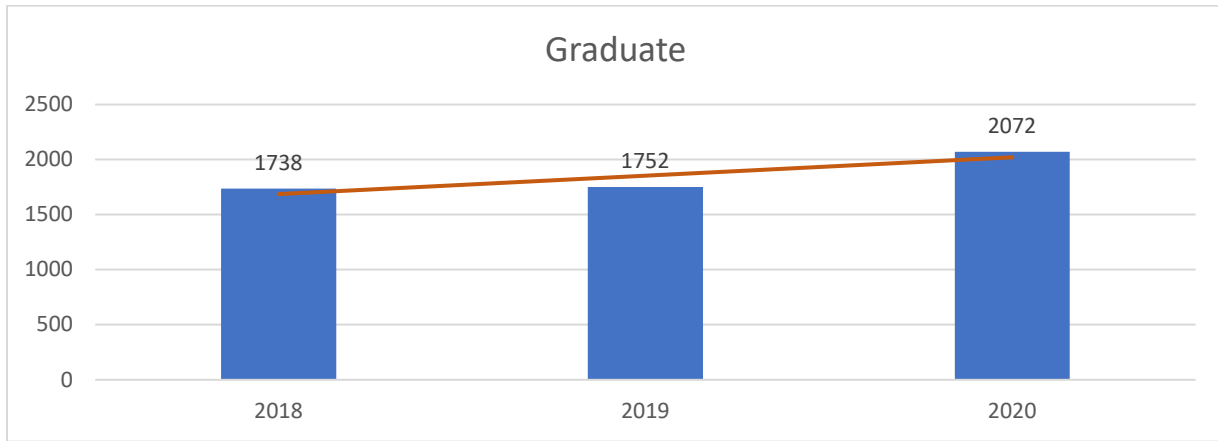
For the trend analysis, the most recent completed academic years were utilized (2018-2020). Measures used for the analysis are enrollment, graduate, and placement (in field), with a further analysis of county of residence, program area, and demographics.

Strategic Plan 3 Year Trend Analysis			
	2018	2019	2020
Enrollment	5752	5774	5778
Graduate	1738	1752	2072
Placement (In Field)	93.10%	93.70%	94.60%

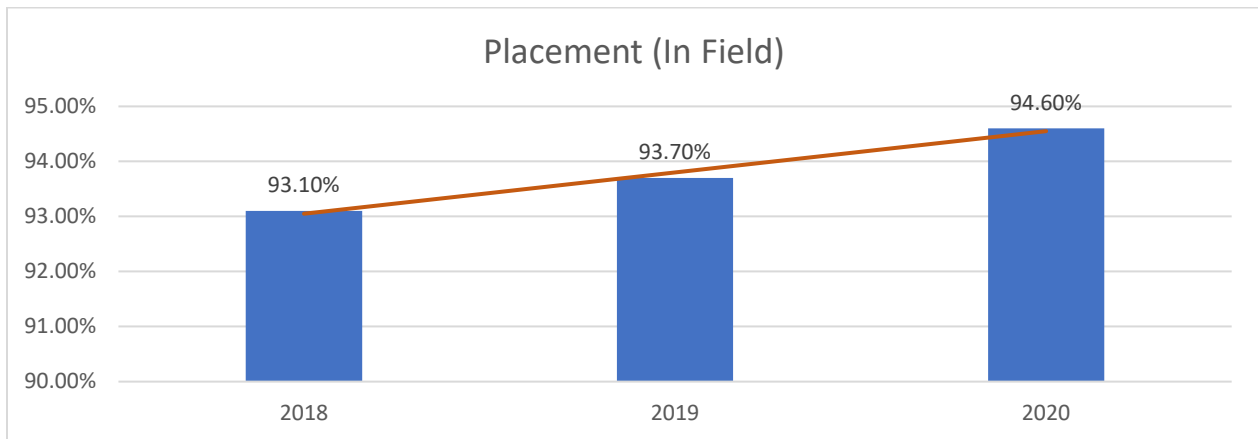
Overall enrollment has remained steady throughout the 3-year timeframe reviewed.



Graduate numbers increased during the AY 2020 as the college implemented a new TCC tracking system to better identify students who have earned embedded TCC awards.



In Field Placement rates continue to increase slightly each year. Overall placement rates have similarly increased during the same time frame.



Program Area Enrollment			
	2018	2019	2020
Business Technologies	1,154	1104	819
CIS Technologies	301	251	228
Health Technologies	1,545	1461	1307
Industrial Technologies (Includes Aviation)	1,325	1617	2100
Personal Service Technologies	1,144	1081	1103

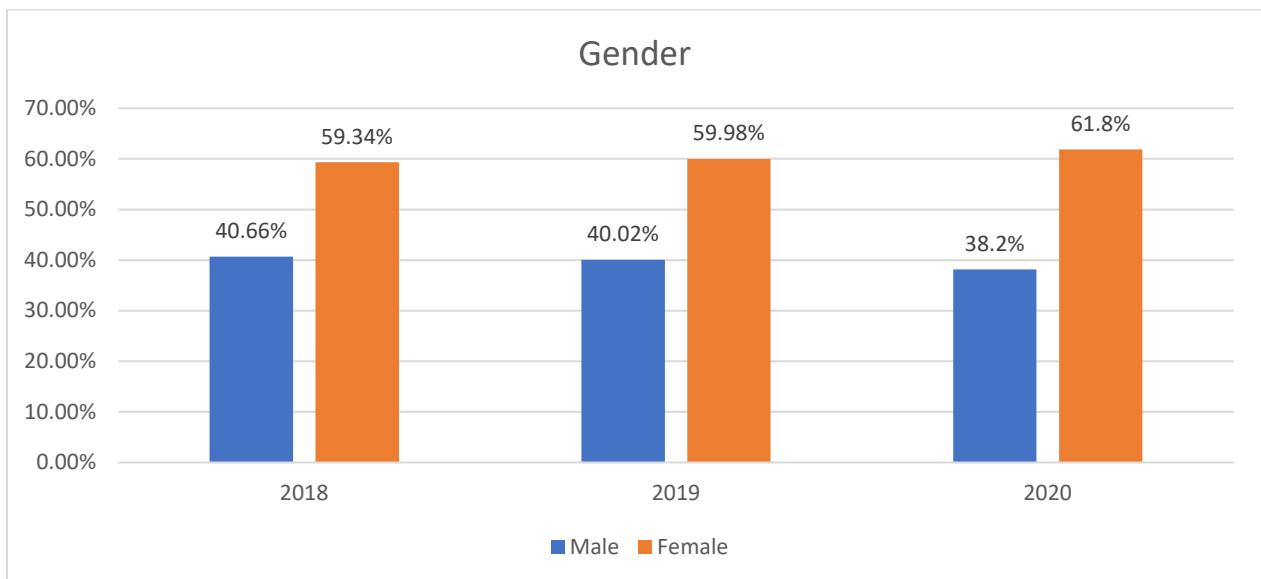
There has been a slight decrease in enrollment for the Business, CIS, and Health programs, but a slight increase in Personal Service Technologies programs and a significant increase

in Industrial Technology programs. All decreases happened in AY 2020 and most likely due to the COVID environment.

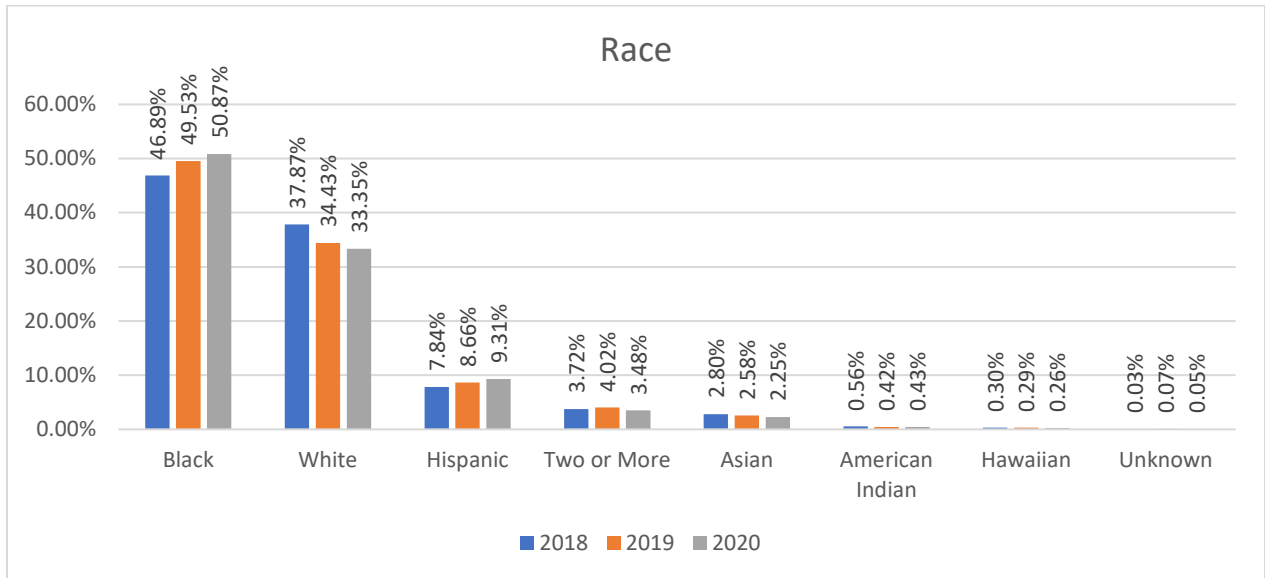
The Demographics table below shows the percentage of gender and race for each of the 3 years.

Demographics			
	2018	2019	2020
Male	40.66%	40.02%	38.2%
Female	59.34%	59.98%	61.8%
Black	46.89%	49.53%	50.87%
White	37.87%	34.43%	33.35%
Hispanic	7.84%	8.66%	9.31%
Two or More	3.72%	4.02%	3.48%
Asian	2.80%	2.58%	2.25%
American Indian	0.56%	0.42%	0.43%
Hawaiian	0.30%	0.29%	0.26%
Unknown	0.03%	0.07%	0.05%

As seen in the chart below, the percentage of male students at the college decreased in 2020. A similar trend was evident at community colleges across the nation (National Student Clearinghouse).



As seen in the chart below, the percentage of Black and Hispanic students has slightly increase over the past 3 years, where the percentage of white students has decreased. This decrease is most likely tied to the decrease in the male population, as the biggest loss was white males; again, evident in community colleges across the nation.



Strengths, Weaknesses, Opportunities, & Threats (SWOT)

The external environment has rapidly changed due to the complexities and challenges brought about from the 2020 COVID-19 global pandemic. Despite the ongoing challenges the public healthcare emergency presents, the College remains strong and continues to adapt to the rapidly changing environment. Although there was an initial drop in enrollment at the beginning of the pandemic, over the past three years (2018-2020) STC has seen increases in enrollment, graduation, and in-field placement. The College has worked closely and extensively with our industry partners and business leaders to cultivate a workforce equipped with the technical skills and soft-skills to meet the needs of employers in the global marketplace. In addition to our robust existing partnerships, the College is proud to have newly formed relationships with secondary and post-secondary institutions in our four-county service area that will provide expanded access and additional avenues for students to earn a college credential. STC Foundation giving continues to remain strong and the College has recently contributed more than \$1M to a downtown culinary expansion project with another \$1M to be contributed in the coming months.

Internal to the College, the faculty and staff continue to be one of the College's greatest strengths. A few of the college's outstanding achievements listed below can be directly attributed to the dedication and exceptional, professional, and consistent efforts of the college's staff and faculty:

STC has recently secured the following grants:

PBI (Predominantly Black Institution) Grant \$1,885,000

U.S. Department of Labor Pathways Home Grant – \$3,965,000

U.S. Department of Labor Strengthening Community Colleges Grant - \$4,850,000

Savannah Technical College was ranked #1 in the nation for 2021-22 Military Friendly® Military Spouse Friendly® Schools evaluation of small community colleges.

Savannah Technical College was selected as a Model of Excellence chapter for 2021 for SkillsUSA.

Barbering Instructor Joycelin Primus, STC's 2021 Rick Perkins Instructor of the Year, was runner up for TCSG Instructor of the Year.

Savannah Technical College Foundation Board of Trustees earned the designation of Technical College Foundation Association (TCFA) 2021 Role Model Foundation Board Certification for the sixth consecutive year.

Strengths:

- **Programs:** STC offers high-demand occupationally based programs that lead to high-wage careers. Many of the programs offered at STC are identified as fast-growing occupational programs. The College has plans to start several new programs that will attract new students and strengthen the local workforce.
- **Tuition:** STC continues to offer credit instruction at an affordable rate. The current rate is \$100.00 per semester credit hour. The College also works to limit the amount of fees students are charged in order to help maintain a reasonable cost of attendance for students and parents.
- **Location:** Savannah is a popular tourist destination that attracts millions of visitors annually who enjoy architecture, historic structures, international food, and overall Coastal Georgia beauty. Savannah Technical College plays a major role in helping attract businesses to the area by producing a highly-trained and qualified workforce. Additionally, STC's five campus locations throughout the area provide easy access to hands-on, high-quality vocational and occupational training for students in three surrounding counties.
- **Dual Enrollment:** STC has a robust Dual Enrollment program that allows high school students to take academic and technical degree level core courses that will transfer to any TCSG or USG institution.
- **Partnerships:** STC has close relationships with organizations, members of the community, area businesses, and local industry leaders that help us to quickly and efficiently connect students with wraparound services to include public benefits, childcare, other community support programs and services, as well as job placement and career development through internships and apprenticeship programs that provide students with on-the-job experience while earning an occupational credential.
- **Diversity:** STC employs a diverse group of faculty, staff, advisors, and leadership. Recent analysis of STC's Student and Employee Populations reveal that the populations are relatively equal in regards to gender, and both differ only slightly from the college's service area population, with a higher percentage of females. The finding is not surprising or alarming as the higher percentage of females is almost equal to same percentage of females (61.3%) of the population obtaining Associates degrees in the U.S. (National Center for Education Statistics). Although

the employee population and student population differ slightly in regards to ethnicity, the employee population and the service area general population are much closer aligned in regards to ethnicity; revealing that Savannah Technical College's employee demographics is closely aligned with the available workforce population, with a slightly higher representation of females and blacks represented in the Savannah Technical College employee population than in the general workforce. The slightly higher percentages of minority employees at the college indicates that Savannah Technical College continues to perform positively in regards to equality in recruitment and hiring practices.

- Personnel: Faculty, staff, and advisors possess expertise in providing pre- and post-professional career services to students and graduates, relationship development with on and off-campus community members and organizations, and counseling and academic coaching for students to include a wide variety of Special Populations.

Weaknesses:

- Staffing: STC relies upon state and federal funding for personnel and operational expenses. Budget constraints potentially limit the amount of available funding required to hire additional personnel including faculty and academic advisors for new programs, a professional certified counselor, and other much needed support staff such as tutors and lab assistants. Additionally, limited budgets make it difficult for STC to offer competitive salaries that attract and retain talent. The last several years have seen the retirement of many hard-to-replace faculty and staff. A number of highly specialized programs lost faculty and replacement faculty have not yet been identified.
- Available Graduates: While STC program offerings align with the needs of our market, feedback from external stakeholders suggests that more graduates are needed in order to meet the demand for skilled workers—particularly in the healthcare field. The COVID-19 public health emergency initially altered many market areas, but most have rebounded and several have increased in need for skilled workers.
- Customer Service: STC has had the unfortunate reputation of lacking fast, efficient, and friendly customer service. Many significant improvements have been made over the past five years; however, responding to customers' needs in a

timely, efficient, and welcoming manner remains to be an area that requires continued improvement.

- **Technology:** Keeping pace with rapidly advancing technology is a challenge for STC. Internal and external stakeholders cite the need for updated computer hardware and software, lab equipment and facilities, as well as assistive devices for special populations students.

Opportunities:

- **Centralization:** With a new VPs of Student Affairs and Academic Affairs, STC has an opportunity to integrate existing support services with academic programs physically and through technology. Working together to facilitate platforms and events through which various areas and divisions on campus can work more closely together which will help develop a culture of collaboration in general across the College. STC could also make available marketing assistance and expertise to improve each department's reach and to increase student, faculty, and staff knowledge of services and resources.
- **Technology Improvements:** with the influx of COVID-19 related CARES Higher Education Relief Funds provides a unique opportunity to upgrade the majority of the college's network infrastructure and outdated technology throughout all campuses.
- **New Programs:** STC will be starting several new degrees, diploma, and TCC programs which we anticipate will bolster enrollment. Among those programs is the Associates of Science in Nursing (ASN) which will allow students to earn a licensure as a Registered Nurse. The demand for nurses is at an all-time high and as such the ASN program will provide STC with an opportunity to fulfill a local workforce need and form new partnerships with area employers.
- **Partnerships:**
 - Articulation Agreements with four-year institutions.
 - Secondary Environment (career academies, school systems, etc.)
 - Clinical sites and externships with industries.
 - Industry Partnerships for internships, workforce training, and apprenticeships
- **New Student Populations:** STC has applied to be a Pell Grant Experiment College in the Second Chance Pell Program. The Second Chance Pell experiment will

provide education opportunities for justice-involved individuals who have previously been unable to access federal need-based financial aid.

Threats:

- **Global Pandemic:** Since the start of the COVID-19 global pandemic in 2019, there has been a great deal of uncertainty surrounding enrollment, funding, campus safety, and modality of instruction. A significant sharp decline in enrollment, widespread staffing issues, or a severe outbreak on campus resulting from COVID-19 could potentially severely disrupt operations at the College.
- **Job Market:** Historically, in periods of labor shortages in the local market, the College experiences a decline in enrollment. Many industries have rebounded from the pandemic and as a result there is an increased need for workers particularly in the healthcare, technology, and logistics/transportation fields. Potential enrollees may opt to work full-time rather than enroll in college.
- **STC's service area includes the Port of Savannah; the 4th busiest port in the U.S. as of 2021.** Although the shortage of port workers and commercial truck drivers is an opportunity for the college to provide additional workforce, the shortage of materials, supplies, and trucks poses a threat for many industries including transportation. In turn, this shortage limits the college's ability to provide the additional workforce training it seeks to provide and is needed.

Strategic Goals

STC's strategic goals are broad, yet measurable priorities which enable the college to fulfill its mission and vision, reflect its values, and take into consideration the opportunities and challenges which confront it. The development of these strategic goals is the result of assessing the College's Strengths, Weaknesses, Opportunities, and Threats (SWOT) as well as determining how the College fits into the overall TCSG Strategic Plan. Listed below are the 2022-2026 Strategic Goals for STC:

1. Savannah Technical College will provide a quality educational experience for all students through excellence in academic offerings and consistent evaluation of all college programs and departments.
2. Savannah Technical College will provide quality customer service in every interaction.
3. Savannah Technical College will promote a diversified student body and staff that represents our communities and assure that all have access to programs and services.
4. Savannah Technical College will enter into and maintain current beneficial partnerships that support the mission of the college.
5. Savannah Technical College will maximize the efficiency and effectiveness of our human, physical, technological and fiscal resources in the delivery of programs and services by utilizing data-driven decisions.

Goals and Strategic Objectives

Strategic Objectives are directly linked to the college's Strategic Goals and are more specific with respect to elements of the goals. These are a result of the overall college planning process and a link to annual benchmarks. As objectives are achieved, the college goals will ultimately be achieved as well over the total years of the strategic plan.

Goal 1: Savannah Technical College will provide a quality educational experience for all students through excellence in academic offerings and consistent evaluation of all college programs and departments.

Strategic Objectives:

- 1.1 - Achieve higher enrollment, retention, graduation, and placement of all graduates with results equal to or higher than annual performance benchmarks.
- 1.2 - Increase Associate of Science (AS) Degree programs with articulation agreements with appropriate University System of Georgia institutions.
- 1.3 - Increase quality online course and program offerings.
- 1.4 - Emphasize detailed and rigorous academic advisement for each student from admission to graduation.
- 1.5 - Emphasize active learning and critical thinking in all programs of study achieving maximum student learning.

Goal 2: Savannah Technical College will provide quality customer service in every interaction.

Strategic Objectives:

- 2.1 - Achieve excellence in customer service in all college divisions.
- 2.2 - Support and encourage professional growth as well as responsibilities.
- 2.3 - Assess academic and non-academic programs.
- 2.4 - Continuously assess program results for potential changes.
- 2.5 – Provide customer service training.

Goal 3: Savannah Technical College will promote a diversified student body and staff that represents our communities and assure that all have access to programs and services.

Strategic Objectives:

- 3.1 - Recruit, develop, and lead a sufficient, qualified and diverse faculty and staff.
- 3.2 - Provide more accessible, inclusive and diversified staff development opportunities for faculty and staff.
- 3.3 - Expand relationships with community-based organizations.
- 3.4 - Target high school populations with students desiring admission to a postsecondary institution.
- 3.5 - Recruit students of color and low-income students through grant programs such as Predominantly Black Institutions (PBI).
- 3.6 - Recruit veterans from college service delivery area which contains two large military installations.
- 3.7 – Continually assess college faculty, staff, and student demographic information in comparison to the local workforce.

Goal 4: Savannah Technical College will enter into and maintain current beneficial partnerships that support the mission of the college.

Strategic Objectives:

- 4.1 - Increase promotion of college visibility, value, and support to communities.
- 4.2 - Target secondary system programs to assist with graduation rates and transition to postsecondary education and/or employment.
- 4.3 - Maximize apprenticeship, internship, and co-op opportunities in all appropriate program disciplines.
- 4.4 - Maximize dual and joint enrollment aligned with regional, industry career requirements.
- 4.5 - Increase Adult Education enrollment and expand High School Equivalency options beyond GED Testing with identified pathways to college programs.
- 4.6 - Partner with other higher education institutions for appropriate grants & articulation agreements.
- 4.7 – Strengthen and expand outreach programs and increase services for military personnel and their families.
- 4.8 – Maintain and increase partnerships with businesses, industries and economic

development authorities.

Goal 5: Savannah Technical College will maximize the efficiency and effectiveness of our human, physical, technological and fiscal resources in the delivery of programs and services by utilizing data-driven decisions.

Strategic Objectives

5.1 - Teach organizational planning & budgeting.

5.2 – Assess and adjust faculty & staff professional development guidelines.

5.3 - Represent an effective and efficient steward of College resources.

5.4 - Maintain and assess an annual strategic planning and budgeting process.

5.5 - Support the College Foundation in its importance to all college functions through fund raising, growing endowment funds, embarking upon a capital campaign and supporting scholarships based on industry specific needs.

5.6 - Plan and budget for continuous funding of equipment, software, technology infrastructure, and technical staff.

5.7 - Design new facilities and renovate existing facilities with up to date equipment, software and access in order to accommodate multiple teaching and learning methodologies

5.8 - Implement effective and efficient instructional and administrative technologies as needed.

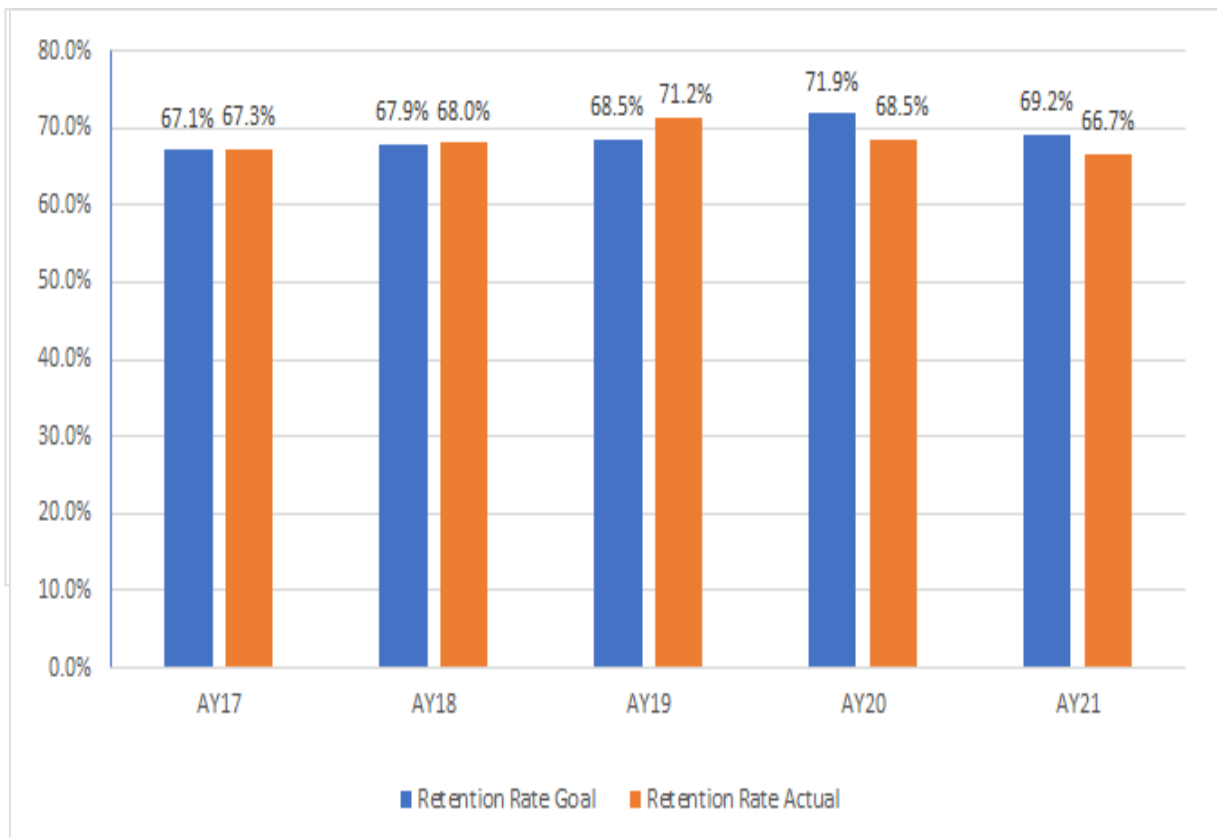
Annual College Benchmarks AY 2017 - 2021

Savannah Technical College continuously reviews college level and program level annual benchmarks each academic year. By measuring and evaluating these established benchmarks, the college has the ability to analyze mid and long-term objectives and goals.

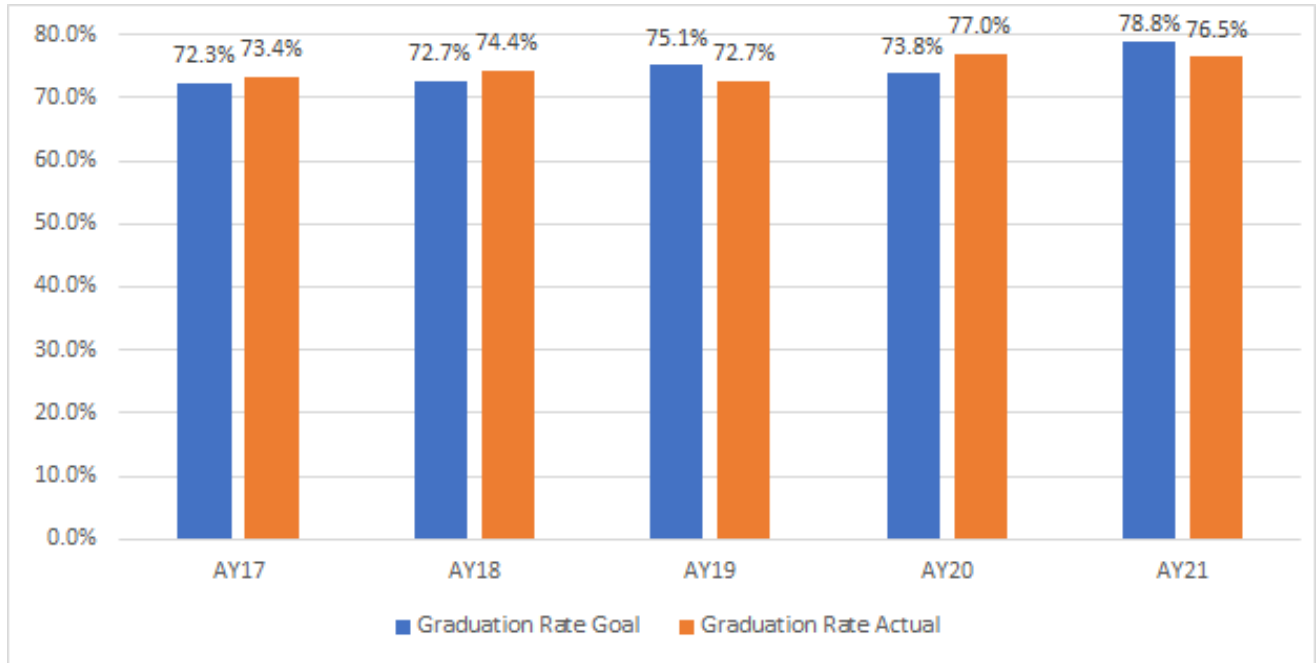
The following tables show results for each year of the plan and projected goals for each year. Goals are evaluated and adjusted each year based on the previous year's actual results. Each program reviews graduation and retention rates, as well as enrollment each year within their respective annual reviews in order to make appropriated adjustments to support the college's overall benchmarks. The Benchmark tables will be updated each year upon review.

TECHNICAL EDUCATION

College Retention Rate (%)

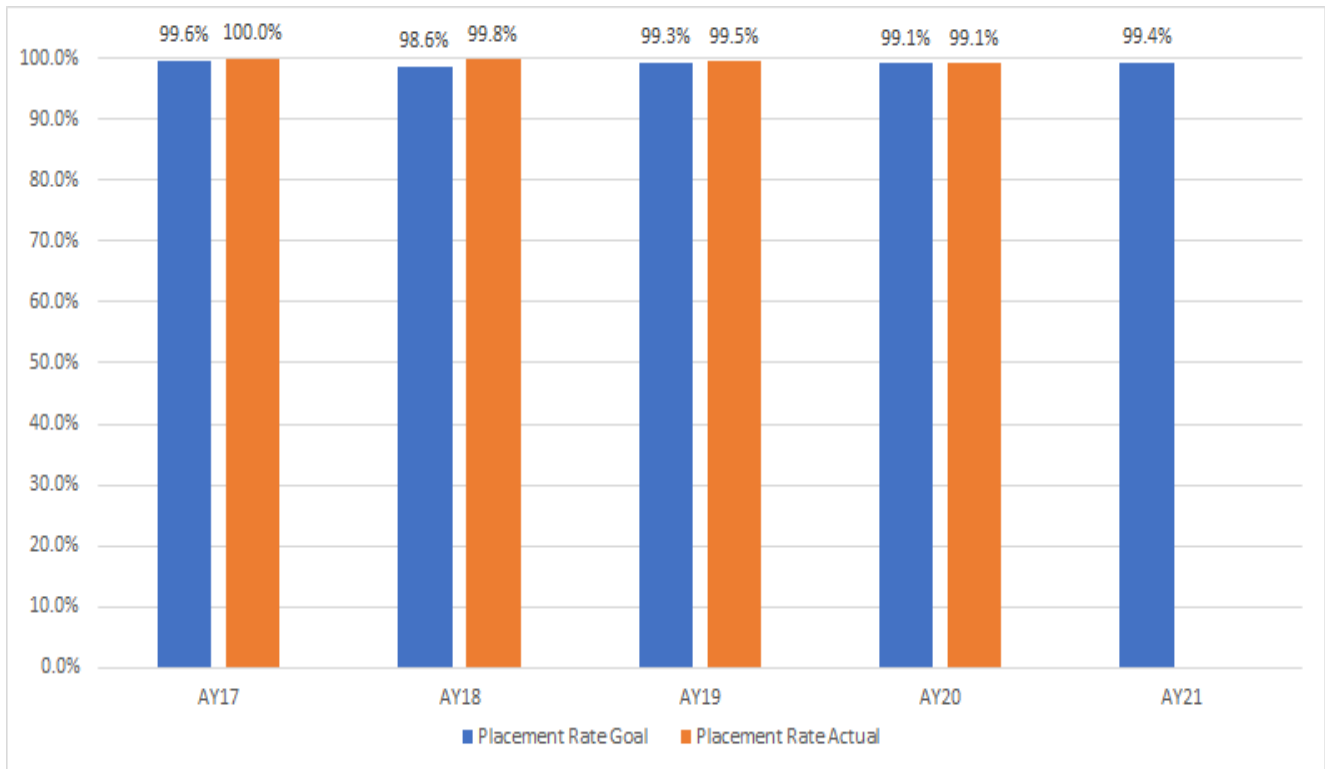


College Graduation Rate (%)

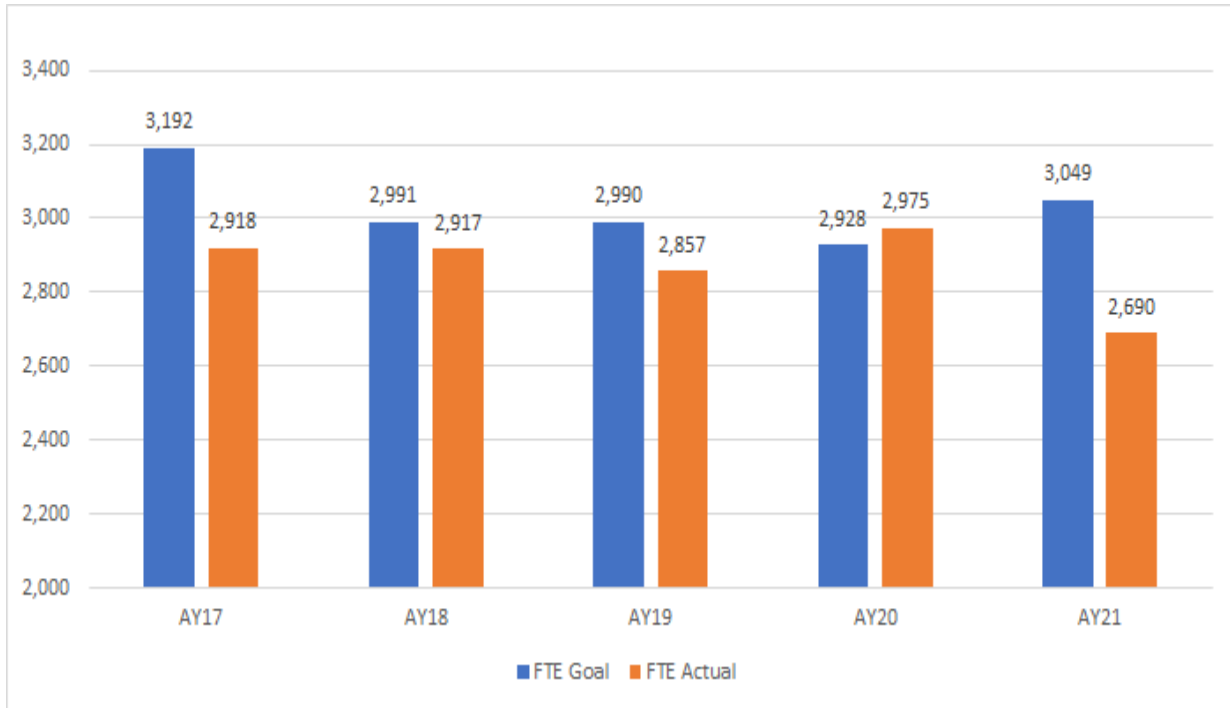


Job Placement Rate (%)

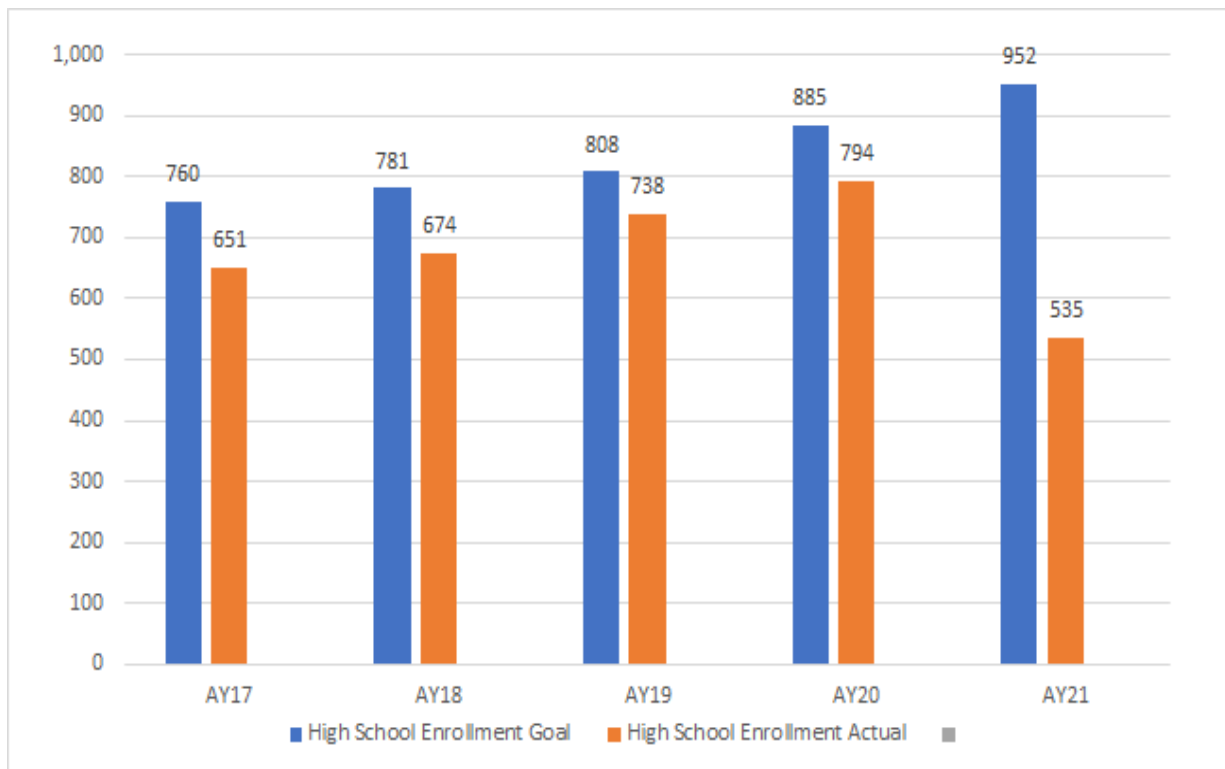
NOTE: Placement Rates are 1-year lagging



Full-Time Equivalent (#)

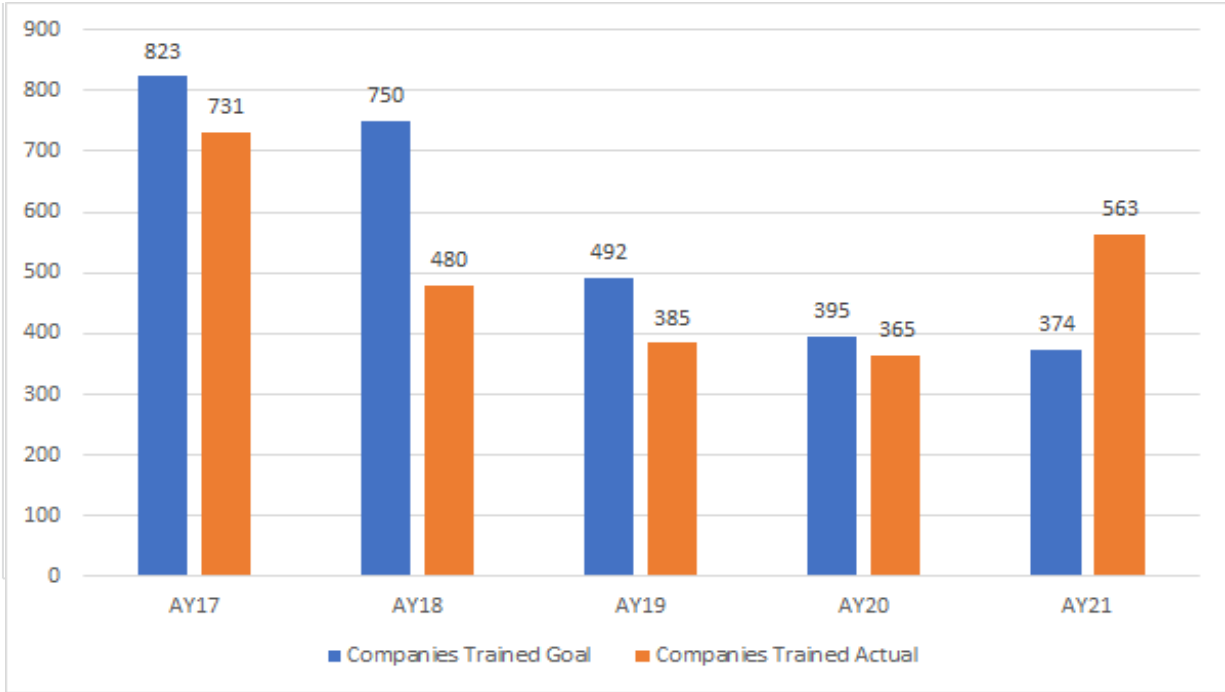


High School Dual Enrollment (#)

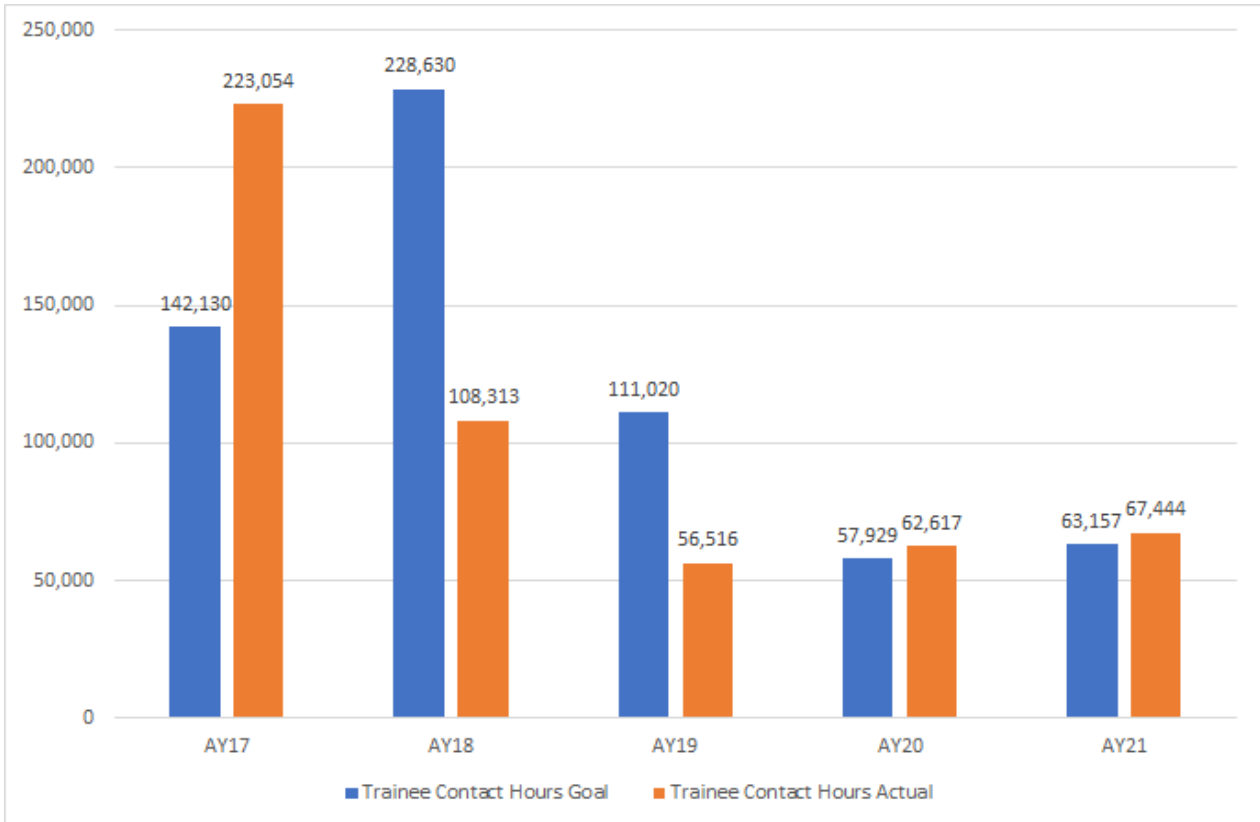


ECONOMIC DEVELOPMENT

Customized Contract Training (Companies Trained)



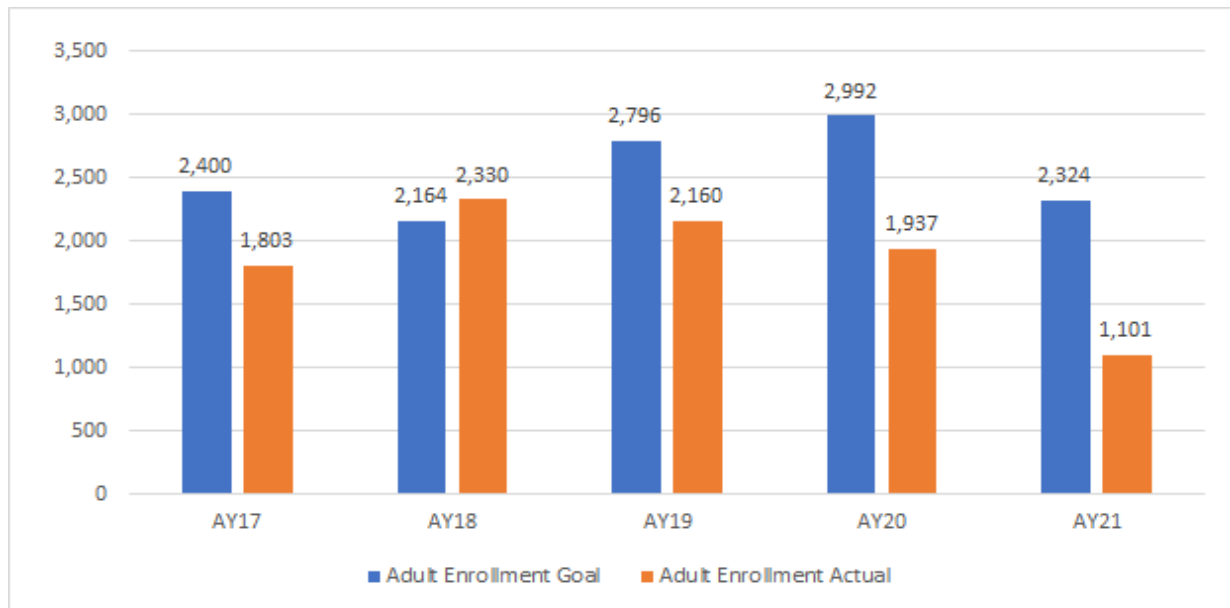
Customized Contract Training (Total Trainee Contact Hours)



ADULT EDUCATION Adult

Enrollment in NRS (#)

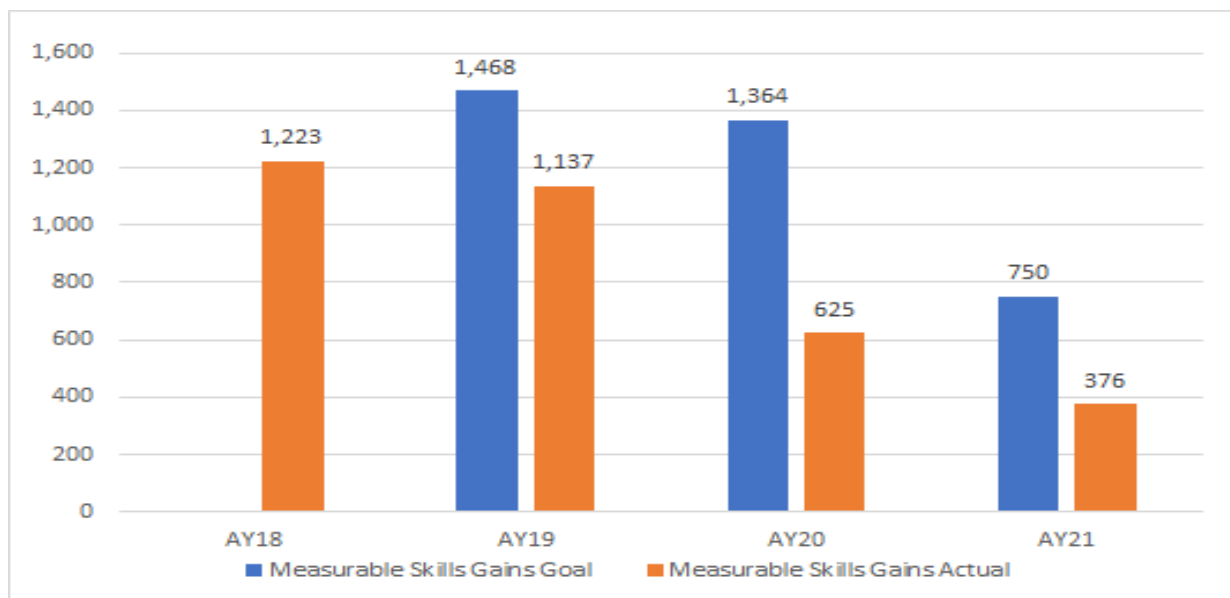
Note: 2021 Not final



Measurable Skills Gains

Educational Gain measures the primary purpose of the adult education program, which is to improve the basic literacy skills of participants. All students with 12 or more contact hours and a pre-test are included in the educational gain measure. Students achieve the outcome when they post-test and score into a higher level.

Note: Measure implemented in 2018 - - 2021 not final



Obtained a HS Diploma/GED (%)

Students with 12 or more contact hours and a pre-test who take all parts of the GED Test are the focus of this goal. The goal is achieved when a student passes all parts of the GED Test. Entered Postsecondary Education (%)

Note: 2021 not final

