SOUTHEAST
Technical College

VISION 2025
STRATEGIC PLAN 2022-2025

We are proud to present Vision 2025, the new Strategic Plan for Southeast Technical College, which will help guide the College's work for the next three years. This plan is a testament to our campus community's hard work and dedication to accomplishing our educational and workforce mission.

Through effective implementation of the designated strategic priorities, Southeast Tech will continue to provide high-quality education and training opportunities for our students that help meet South Dakota's growing need for a skilled workforce. Vision 2025 lays out an exciting and ambitious path for the future of Southeast Technical College.

The core of Vision 2025 is comprised of six strategic priorities that were developed through a data-gathering process that included listening sessions, surveys, and focus groups of Southeast Tech students, staff, faculty, alumni, industry partners, and community members. Their insights and experiences provided important perspectives and helped inform the structure and content of the new Strategic Plan. The development of Vision 2025 also represents our commitment to the engaging our community and campus stakeholders.

The planning effort was facilitated through a Strategic Planning Steering Committee comprised of members of our campus community and industry leaders. The Steering Committee convened over the past year to identify and develop the strategic priorities that emerged from our campus and community conversations. Strategic Priority Workgroups comprised of faculty, staff, students, and community volunteers also contributed to this effort by shaping the goals and tactics that comprise this action-oriented plan. I invite you to review Vision 2025 and envision how you might become involved in many of the initiatives to help ensure that we accomplish each of our six strategic priorities.

We are deeply grateful to the Strategic Planning Steering Committee, the Strategic Priority Workgroups, and all of the many industry and campus community members who contributed ideas, and shared their expertise throughout the planning process. Thank you for your many contributions to the development of this planning document.

Vision 2025 has resulted in a clear road map that articulates how Southeast Tech will accomplish its mission of meeting the workforce needs of the region and continue its ascent as one of the top two-year colleges in the country.

Sincerely,

Robert J. Griggs, J.D.
President
Southeast Technical College

OUR MISSION

To educate individuals for dynamic and rewarding careers that promote lifetime success and meet the workforce needs of our region.

OUR VISION

Educational excellence for tomorrow's workforce.

SOUTHEAST TECH CORE VALUES

Student Learning: Southeast Tech provides an environment for student mastery of academic and technical skills.

Student Centered: Student satisfaction and success are valued by Southeast Tech and have a high priority among all the stakeholders.

Diversity/Equity: Southeast Tech values and respects the dignity and worth of all persons and the diverse opportunities that are available to everyone.

Excellence: Southeast Tech strives for excellence and quality in all of its endeavors.

Innovation: Southeast Tech values creative solutions and continuously seeks new, flexible and responsive ways to achieve its mission and goals.

Collaboration: Southeast Tech fosters the development of a partnership with all stakeholders in the delivery of its mission and goals.

Accountability: Assessment and evaluation of student learning, programs and institutional effectiveness are systemic processes for assuring success and improvement.

PROCESS OVERVIEW

The development of the Southeast Technical College Strategic Plan occurred in three phases, each of which was guided by an engaged Strategic Planning Steering Committee comprised of Southeast Technical College employees, students, and committed community stakeholders.

PHASE 1: Project Initiation and Campus & Community Stakeholder Input

The first phase of the strategic planning process consisted of the creation of a Strategic Planning Steering Committee in July 2021. The Steering Committee began formally meeting in August 2021 to discuss the development of the overall planning process structure and to also develop a timeline for the creation of a new strategic plan. To assist with the development of a new Strategic Plan, Rick Melmer, President, Leadership South Dakota, and Mike Siebersma, Marzano Research, were retained as consultants to help facilitate the overall planning process. Under their guidance and direction, Southeast Tech conducted listening sessions, online surveys, and focus groups of STC faculty, staff, students, alumni and community stakeholders to help identify, opportunities, challenges and high-level goals and future priorities for the College. Institutional research was also conducted to help better inform the planning process.

PHASE 2: Strategic Assessment

The Strategic Planning Steering Committee continued meeting and began to assess and examine feedback received from earlier data-gathering efforts. In December 2021, a two-day planning retreat was held with the Steering Committee and additional STC students, employees, and community and industry members. During the retreat, the larger planning group began the work of prioritizing strategic themes that consistently emerged from institutional data and feedback received from surveys, focus groups and discussions held during the fall 2020 semester. At the end of the two-day planning retreat, six strategic goal areas were identified for further exploration and discussion with the larger campus community.

PHASE 3: Development of Strategic Priorities, Goals & Tactics

During the 2021 Spring Semester, strategic priorities that emerged from the retreat planning sessions were refined and outlined by the Strategic Planning Steering Committee. The strategic priorities were shared with the larger campus during the Spring Start-Up activities in January 2022, and during the STC Institutional Excellence Day in February 2022. Campus employees were asked to share ideas on how to accomplish the identified strategic objectives and provided the opportunity to volunteer to serve on Strategic Priority workgroups that were created for each of the six strategic objectives. The Strategic Priority workgoups consisted of faculty, staff, students, and community members

that volunteered dozens of hours to help shape and formalize various goals and tactics that will be used by the College to help implement and accomplish the new Strategic Plan. A second large planning retreat was held in March 2022, to review the strategic priorities, goals and tactics that had been developed through the planning process. The emerging Strategic Plan was shared with all STC employees during another Institutional Excellence Day in May 2022 to obtain further feedback and to help finalize the plan.

DEVELOPMENT – VISION 2025

JULY 2021	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
START THE PROCESS	**LAUNCH** THE PROCESS	**SURVEY** GROUPS	**FOCUS** GROUPS	**FOCUS** GROUPS
■ Select steering committee members (14-15) ■ Select facilitator to lead discussion ■ Rick Melmer, Leadership SD	■ Introduce creation of new strategic plan to the campus ■ Held advisory group meetings to gather data	■ Survey groups of industry, community members and stakeholders ■ Review mission, vision and values ■ Survey students, faculty and staff	■ Collect data from focus groups ■ Review mission, vision and values ■ I.E. Day discussion	■ Collect data from focus groups ■ Review mission, vision and values ■ Access feedback and discuss emerging themes and strategic priorities

DECEMBER	JANUARY 2022	FEBRUARY	MARCH	APRIL/MAY
STRATEGIC PLANNING MEETING	**FEEDBACK** ON PLAN	**FEEDBACK** ON PLAN	**STRATEGIC** PLANNING MEETING	**FINALIZE** PLAN
■ Large facilitated planning retreat to discuss feedback from surveys and focus groups and development of strategic priorities	■ Discuss emerging strategic priorities with campus ■ Gather internal feedback	■ IE Day discussion with all employees on strategic priorities ■ Campus discussion on developing strategic goals and action Items	■ Strategic priority workgroups created to develop goals and tactics (action items) ■ Second large planning retreat to discuss strategic priorities, goals, tactics	■ Finalize goals and tactics for each strategic priority ■ Share strategic priorities, goals, tactics with all employees at IE Day and gather feedback and plan

STEERING COMMITTEE MEMBERS

Stephanie Entringer
STC Faculty Representative

Megan Fischer
STC VP for Enrollment Management

Robert Griggs
STC President

Fenecia Homan
STC Dean of Curriculum and Instruction

Kari Karst, Industry Representative
BX Civil & Construction

Rich Kluin
STC VP of Finance and Operation

Rick Melmer, Facilitator
RVM Consulting

Tony Nour, Industry Representative
First PREMIER Bank

Emily Olson
STC Student Success Advisor & Librarian

Vicki Oswald
STC Executive Assistant to the President

Kaitlin Paulson, Student Representative
STC Student Government President

Marcella Prokop
STC Director of Access and Workforce Opportunity

Colette Schwartz
STC Faculty Representative

Mike Siebersma, Facilitator
Marzano Research

Benjamin Valdez
STC VP of Academic Affairs

Erik VanLaecken
STC Chief Information Officer

PLANNING SESSION PARTICIPANTS

Heather Adamson
STC Faculty Representative

Nan Baker
Sioux Falls School Board

Trent Bruce, Industry Representative
DGR Engineering

Cameron Burleson
STC Student Representative

Mike Crane
Crane and Fowler Investments

Stephanie Entringer
STC Faculty Representative

Michelle Erpenbach, Industry Representative
Sioux Falls Thrive

Megan Fischer
STC VP for Enrollment Management

Mandy Frey
STC Director of Admissions

Robert Griggs
STC President

Kristin Grinager
Sioux Falls School District

Bryce Healy, Industry Representative
Associated General Contractors

Merritt Hillman
STC Student Representative

Fenecia Homan
STC Dean of Curriculum and Instruction

Kari Karst, Industry Representative
BX Civil & Construction

Rich Kluin
STC VP of Finance and Operation

Jen Lambley
STC Marketing and Communications Coordinator

David Long, Industry Representative
Sanford Health

Stacy McManus
STC Faculty Representative

Rick Melmer, Facilitator
RVM Consulting

Cynthia Mickelson
Sioux Falls School Board

Bob Mundt, Industry Representative
Sioux Falls Development Foundation

Emily Olson
STC Student Success Advisor & Librarian

Vicki Oswald
STC Executive Assistant to the President

Kaitlin Paulson
STC Student Representative

Marcella Prokop
STC Director of Access and Workforce Opportunity

Terry Prouty
STC Faculty Representative

Tyler Ramsby
STC I.T. Support

Colette Schwartz
STC Faculty Representative

Mike Siebersma, Facilitator
Marzano Research

Benjamin Valdez
STC VP of Academic Affairs

Erik VanLaecken
STC Chief Information Officer

Kristie Vortherms
STC Director of Student Success

Stephen Williamson
STC Foundation Director

Harriet Yocum, Industry Representative
Pathways DEI Board Member

WORK GROUP MEMBERS

1 PARTNERSHIPS

Bob Griggs
Stephen Williamson
Vicki Oswald
Jennifer Overby

Kristin Wellnitz
Jennifer Overby
Carmen Landhuis
Kristin Larson

Sara Vandekamp
Tony Nour*
Mark Mickelson*
Trent Bruce*

2 ACADEMIC EXCELLENCE

Benjamin Valdez
Colette Schwartz
Laura Cruse

Loretta Leloux
Dan Vos
Jaci Kramer

Scott DesLauriers*
Mark Mickelson*

3 ACCESS

Marcella Prokop
Mandy Frey
Nadine Gjerde
Ashley Rathsachack

Harriet Yocum*
Michelle Erpenbach*
Kari Karst*
Kira Kimball*

Kendra Gottsleben*
Terry Liggins*

4 ORGANIZATIONAL CULTURE

Stephanie Entringer
Ethan Friesz
Erik VanLaecken

Dayna Dyce
Dennis Peters
Julie Olson

Kari Karst*

5 MARKETING AND AWARENESS

Megan Fischer
Jen Lambley
Carmen Landhuis
Nick Schneider

Matt Haynes
Dylan Taylor**
Julia Nagorniuk**
Maren Terry**

Trey Martin*
Tracy Saathoff*

6 STUDENT SUPPORT

Emily Olson
Heather Adamson
Nadine Gjerde
Dan Vos

Fenecia Homan
Nicki McMillin
Chelsea Reisch
Kristie Vortherms

Julie Westerman
Kaitlin Paulson**
Nan Baker*

*Industry or Community Member   **Student Member

PRIORITY AREAS

1. PARTNERSHIPS

2. ACADEMIC EXCELLENCE

3. ACCESS

4. ORGANIZATIONAL CULTURE

5. MARKETING AND AWARENESS

6. STUDENT SUPPORT

Priority Area
1. PARTNERSHIPS

By 2025, Southeast Technical College will have sustainable and diverse partnerships that increase revenue and improve programming and student engagement.

GOAL 1: Foster relationships with industry partners to fulfill the workforce needs of the region.

- Increase collaboration with existing partners by identifying the top 50 key stakeholders and nurturing current partnerships.
- Identify and recruit additional employers and community partners by developing relationships with 25 new stakeholders.
- Build and strengthen relations with city, county, state, tribal and federal government agencies.
- Grow and align programs to meet workforce needs.

GOAL 2: Expand existing student housing to meet demand, grow access and increase revenue.

- Work with Housing Foundation to pursue expansion of current STC housing capacity.
- Work with other Technical Colleges on new state legislation that allows state technical colleges to own and manage their on-campus housing.

GOAL 3: Broaden financial support for student recruitment and retention, needed capital projects and improving programs and services.

- Begin next Foundation comprehensive campaign.
- Increase Build Dakota and private sponsorships.
- Improve giving rates among key constituent groups, including alumni, corporations, and foundations, through particular attention to their unique characteristics.
- Expand grant writing opportunities.
- Build an Alumni network that engages alumni in everyday life of the college across campus.

GOAL 4: Grow the support of community engagement activities to improve alignment with the Sioux Falls regional community.

- Expand community engagement activities.
- Encourage employees of college to serve in leadership positions in economic, civic, and other community organizations throughout the service area.

GOAL 5: Increase educational collaboration and partnerships with school districts, colleges and universities.

- Increase high school dual credit offerings to attract and strengthen the number of students who stay in our communities after graduation to attend college.
- Collaborate on college-bound, college readiness, and pathway initiatives.
- Collaborate with USD Sioux Falls.
- Continue to develop new academic pathways with college and universities through academic articulations.
- Develop dual admission partnerships with college and universities.

Priority Area

2. ACADEMIC EXCELLENCE

By 2025, Southeast Technical College will ensure academic excellence through continuous assessment and strengthening of academic programs and recruiting, supporting, and retaining innovative faculty.

GOAL 1: Enhance a dynamic, diverse academic environment.

- Promote innovative teaching and learning practices.
- Engage students in active, experiential, and service-learning opportunities.
- Offer alternative learning formats and delivery techniques with an emphasis on expanding student access.
- Design and implement a recruitment plan for diverse faculty.

GOAL 2: Invest in faculty.

- Develop a salary plan for faculty and allocate financial resources that support the prioritization of retaining high-caliber faculty.
  - Invest in ongoing faculty professional development with a focus on engaging students through high-impact learning strategies and multimodal delivery.
  - Support a "Experience in Your Specialty Day" where all faculty will be required yearly to spend one, 8–hour day with industry partners immersed in their specialty (outside of their current work – if they are currently working in their field).

GOAL 3: Commit to continuous improvement of academic programs.

- Evaluate programs yearly to identify the need for expansion, support, redesign, or phaseout, to ensure quality academic programs.
- Achieve (re)accreditation of applicable professional programs.
- Refine PLOs (program learning outcomes) to encompass educational and occupational goals using employer feedback and industry trends.
- Improve access to pathways for further education and workforce development opportunities.

GOAL 4: Promote exceptional, innovative teaching.

- Encourage pedagogical instruction and mentoring in new faculty on-boarding with a programmatic emphasis.
- Train and support faculty to meet the needs of a diverse student population.
- Improve systematic recognition of excellence in teaching and service institution wide.
- Refine expectations for faculty excellence in teaching and service that inform faculty evaluations and promotion/merit increases.

Priority Area

3. ACCESS

By 2025, Southeast Technical College will recruit and retain a more diverse campus community.

GOAL 1: Conduct employee and student non-discrimination training.

- Benchmark current attitudes and assumptions regarding at-risk populations.
- Offer in-person cultural competency training to all employees and students, including tutors.
  - Host diversity panel with industry partners, employees and students.

GOAL 2: Increase academic support for ELL students.

- Offer Sheltered Instruction Observation Protocol (SIOP) training for employees to support their understanding of and work with non-native English speakers. Tutors will participate in this training.
- Explore partnerships with Dakota Teaching English to Speakers of Other Languages (TESOL), Department of Labor, Hovland Learning Center, Lutheran Social Services, Multicultural Center and Reach Literacy to enhance opportunities for students with basic literacy needs.

GOAL 3: Streamline the admissions process.

- Continue to explore and offer multiple measures for placement.
- Track successes and readiness of students who enter via multiple measures.

GOAL 4: Improve data collection and management.

- Utilize data to identify and support first-generation Americans and non-native English speakers.

GOAL 5: Develop and support community liaisons.

- Pilot peer mentorship program to enhance retention and leadership development in students.
- Explore student ambassador program, drawing on peer mentors and other student groups.
- Build liaison relationships within targeted communities by meeting with key stakeholders and assessing needs and our ability to offer training and support.

GOAL 6: Secure financial resources to enhance access.

- Source funds to assist with foreign transcript evaluation.
- Source funds to assist with accommodations evaluation.
- Source funding for budget of Office of Access and Workforce Opportunity.

Priority Area

4. ORGANIZATIONAL CULTURE

By 2025, Southeast Technical College will improve the culture on campus with a focus on employees.

GOAL 1: Foster a campus culture that aligns with the college's mission and values.

- Develop a communication plan to outline methods and timeline for delivery to ensure all employees get a clear, concise, consistent and coordinated message.
- Engage in leadership development activities on an annual basis toward fulfillment of campus professional development requirements.
- Create a safe environment that embraces innovation at all levels within the organization.
- Review existing leadership structure and duties to ensure accountability at all levels.

GOAL 2: Integrate STC values into the day-to-day operations of the college.

- Include STC values in job descriptions, hiring interview questions, committee agendas and evaluation forms.
- Communicate and encourage the "STC Way."

GOAL 3: Expand opportunities for employees to interact, collaborate and socialize with one another inside and outside of work.

- Hold events twice per semester.
- Create a line item for employee events in the budget.

GOAL 4: Develop Human Resource procedures that promote employee satisfaction.

- Evaluate job descriptions annually to ensure an accurate reflection of employee's duties and manageable workload.
- Create guidelines for annual assessment of job descriptions and workloads.
- Develop an institutional on-boarding checklist for use in HR.
- Develop a departmental on-boarding checklist for use by the supervisor.
- Integrate the STC Way into the existing evaluation process for faculty.
- Develop an evaluation process for staff that includes the STC Way and expectation pillars mirroring faculty evaluation (Service to STC, Service to the Community, Professional Development, and Role Specific Pillar).

GOAL 5: Create an employee recognition program.

- Research effective employee recognition programs at outside organizations.
- Develop a recognition program that encompasses the STC Way.
- Launch the recognition program.

GOAL 6: Implement employee compensation and incentive structure.

- Explore alternative salary structures.
- Explore non-monetary incentives ("employee perks" – reduced fee activities and services offered to STC employees)
- Conduct a compensation study using a third-party reviewer.
- Review all current salary ranges and compare with the results of the compensation study.

Priority Area

5. MARKETING AND AWARENESS

By 2025, Southeast Technical College will have simplified its message and repeated it over the course of 24-36 months to build city and regional brand recognition for the purpose of sharing the STC story about our mission, students and alumni.

GOAL 1: Assess and improve STC's brand identity, distinguish target audiences and utilize students as brand ambassadors at STC events and throughout digital platforms to help tell the STC story.

- Conduct demographic research to define parameters for key audiences.
- Update and refresh admissions and marketing materials maintaining consistent branding and voice.
- Update and refresh branding standards manual, if necessary.
- Enhance and unify STC's interior and exterior signage.
- Utilize students as brand ambassadors.

GOAL 2: Utilize brand identity and storytelling tactics to promote community awareness and enhance Southeast Technical College's reputation in the region.

- Work with Alumni Association to cultivate leads about notable alumni for features, testimonials, and other marketing collateral and across multiple digital platforms.
- Engage with industry leaders for collaboration in telling the Southeast Technical College story.
- Enhance Southeast Technical College's presence at community events.

GOAL 3: Create and implement an integrated approach to communication, marketing strategies and public relations for all campus communication and events.

- Tell the Southeast Technical College story in a way that is meaningful and personal to each demographic group.
- Create a multi-faceted advertising approach to promote Southeast Technical College through traditional and non-traditional media tactics.
- Diversify Southeast Technical College's enrollment campaign to include more tactics for specific key audiences and programs.
- Create targeted marketing plans for new programs and programs with substantial changes.
- Standardize a request process for marketing services.

Priority Area

6. STUDENT SUPPORT

By 2025, Southeast Technical College will develop and improve academic, environmental and wellness support for its students.

GOAL 1: Provide holistic coordinated care across campus through a collaborative network.

- Train employees to utilize the Navigate system, enabling the campus to meet the needs of students in a more strategic and timely manner.
- Train students to utilize the resources available in the Navigate system, allowing them to see the resources available to them on our campus and connect with them quickly and easily.

GOAL 2: Develop and improve academic support for students.

- Expand the services of the Academic Resource Center (ARC) by increasing its hours; providing online tutoring; hiring additional tutors, including those trained in working with ELL students; and adding an on-site manager.
- Increase student access to campus for studying and homework outside of the traditional workday hours, including expanded ARC hours and common spaces in the buildings open late.

GOAL 3: Develop and improve environmental support for students.

- Connect students with existing community resources that encompass health services, food insecurities, financial literacy, housing, transportation and places of worship.
- Provide need-based grants to help students pay for non-academic expenses.
- Increase opportunities for students to be employed on campus, such as student ambassadors, work-study and other paid positions outside of work-study.

GOAL 4: Develop and improve support for students' physical, mental and emotional wellbeing.

- Strengthen fitness opportunities at STC by partnering with fitness facilities that provide discounted rates, offering free fitness classes on campus, expanding intramurals, and developing other campus initiatives that encourage physical movement and bring students together.
- Foster student resilience by increasing awareness of STC personal counseling services and providing life coaching workshops and special events.
- Work with area businesses to create an activity pass that provides discounted opportunities for students to engage recreational activities in the Sioux Falls area community, such as sporting events, concerts and area attractions.
- Develop programming specific to students who are parents, increasing family connectedness to campus and sense of belonging and community among this student group.

TRACKING

Vision 2025 will be tracked through the Watermark Planning and Self Study module. Tactics related to each of the strategic priorities and goals will be assigned to the related departments. Employees from those departments will submit updates and evidence.

The Strategic Plan Oversight Committee (SPOC), comprised of the President, the Vice President for Academic Affairs, the Vice President for Finance and Operations, the Vice President for Enrollment Management, the Chief Information Officer and the Associate Vice President for Institutional Effectiveness, will review progress on Vision 2025 on a monthly basis to ensure accountability and resource alignment.

Campus stakeholders will be updated on the progress of Vision 2025 through monthly employee meetings and in-depth reviews during the three Institutional Effectiveness Days each year. A comprehensive annual update will be prepared by the Associate Vice President for Institutional Effectiveness each July and shared with all governing boards and stakeholders each August.

SOUTHEAST
Technical College

southeasttech.edu