

STRATEGIC



PLANNING

2007-2009

BALDRIGE SELF-STUDY AT EASTERN

WHAT IS THE FUTURE?

EASTERN remains committed to preparing students to successfully move to college and/or become skilled contributing members of our community and the local businesses we serve. We need your help and advice as we strive to answer this important question. To accomplish this, we need your insight and wisdom. Just what will the future that we are preparing students to enter look like and how can we best meet the needs of our students to meet the standards of that future? Your help by joining our strategic planning process is critical in developing a vision of our future. Please consider the options in the brochure and decide how you can help us help our students to meet the demands of the future you envision.

 **EASTERN**

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Strategic Planning Process

The first step in EASTERN's strategic planning process is to document the current status of the institution. This is accomplished by developing data from three external review processes, one of which is an institutional analysis using the Baldrige self-study process. The outcome of this self-study, the current reality at EASTERN, will provide the basis for establishing EASTERN's strategic goals, which will take place in fall 2007.

What is the *Baldrige Educational Criteria for Performance Excellence*?

The *Baldrige Educational Criteria for Performance Excellence* is a nationally recognized model for organizations to evaluate all aspects of organizational performance. The criteria help organizations respond to the current challenges and address all of the complexities of delivering today's results while preparing effectively for the future.

Why do we use it?

The criteria are the basis for conducting an organizational self-assessment to:

- + Improve organizational performance practices, capabilities and results
- + Facilitate communication and sharing of best practices
- + Serve as a working tool for understanding and managing EASTERN's performance and guiding organizational planning and opportunities for learning
- + Provide the baseline data for developing EASTERN's next Strategic Plan

How is the Baldrige model organized?

Seven teams, consisting of one Team Leader and six to ten Team Members on each team, are identified and assigned to one of the following areas:

- + Leadership
- + Strategic Planning
- + Student, Stakeholder and Market Focus
- + Measurement, Analysis and Knowledge Management
- + Faculty and Staff Focus
- + Process Management
- + Results

Will teams be trained in this model?

- + Team Leaders will receive coaching between September and November 2006
- + All Team Members will receive training in December 2006

What is the timeline and meeting commitment?

- + Teams will commence in December 2006
- + Six to ten (two to three hour) meetings between January and April 2007 are planned
- + Meetings will be scheduled at a mutually-convenient time; usually either immediately after work at approx. 4:30-5:30 p.m. with light dinner, or early evening at approx. 7 p.m.

POSITION DESCRIPTIONS

BALDRIGE TEAM LEADER

The Team Leader is the person who *manages* the team with responsibilities including:

- + Calling meetings
- + Handling or assigning administrative details
- + Orchestrating all team activities, and
- + Delivering reports
 - The leader will oversee the preparation and presentation of a final report in May 2007
 - The team report will identify major strengths, weaknesses and gaps of the organization in processes and results.

The Team Leader:

- + Serves as the contact point for communication between the team and the rest of the organization including the Steering Committee
- + Assigns the team scribe to record all actions, including:
 - Copies of correspondence
 - Records of meetings and presentations
 - Maintains meeting agendas and minutes
 - Secures charts and graphs as needed to present data to team members.

An effective Team Leader shares his/her responsibilities with other Team Members, and trusts the team to arrive at the best answer, giving team members a chance to succeed.

BALDRIGE TEAM MEMBER

A Team Member:

- + Accepts the assignment to work as a member of one of the seven teams
- + Values the team assignment
- + Contributes as fully as possible to the project
 - Sharing his/her knowledge
 - Participating in meetings
- + Completes assignments between meetings
- + Engages other members of the EASTERN family in the improvement process and team activities
- + Learns the key skills to the improvement process and working on teams
- + Works to support the implementation designed by the team
- + Commits to using and expecting data to be used in decision making.

BALDRIGE CATEGORIES/PLANNING TEAMS

The categories are provided to create focus for the individual planning teams. They are not to be viewed as static structures. The teams should feel they have some leeway to redefine measures or key elements to accommodate EASTERN's operations.

| CATEGORY | DESCRIPTION |
|---|---|
| Team 1: Leadership | <ul style="list-style-type: none">➤ This team will examine how senior leaders address organizational values and performance expectations, as well as focus on students and stakeholders, student learning, empowerment, innovation, organizational learning and organizational directions.➤ They also examine how the organization addresses its responsibilities to the public and how it supports its key communities. |
| Team 2: Strategic Planning | <ul style="list-style-type: none">➤ This team concerns itself with the organization's strategy development process including how the organization develops strategic objectives, action plans, and related faculty and staff resource plans. They will also examine how the plans are deployed and how performance is tracked. |
| Team 3: Student, Stakeholder and Market Focus | <ul style="list-style-type: none">➤ The focus for this team will be how the organization determines requirements, expectations and preferences of its students and stakeholders. They will examine how the organization builds relationships with students and stakeholders and determines their satisfaction. |
| Team 4: Measurement, Analysis and Knowledge Mgt. | <ul style="list-style-type: none">➤ This team will assess the organization's performance measurement system and how the organization analyzes performance data and information. |
| Team 5: Faculty and Staff Focus | <ul style="list-style-type: none">➤ This team will concern itself with how the organization enables faculty and staff to develop and utilize their full potential, aligned with the organization's objectives. They will also examine the efforts to build and maintain a work environment and a faculty/staff support climate conducive to performance excellence, full participation and personal/organizational growth. |
| Team 6: Process Management | <ul style="list-style-type: none">➤ This team will examine the key aspects of EASTERN's process management including learning-focused education design and delivery, support services and partnering processes involving all work units. |
| Team 7: Results | <ul style="list-style-type: none">➤ This team examines results and outcomes including student performance, student and stakeholder focused results, budgetary and financial performance, faculty and staff results and organizational effectiveness. This information should be compared with comparable schools and/or appropriately selected organizations. |

