

Strategic Plan

2008-2013

Eastern Center for Arts and
Technology

June 2008



Assumptions

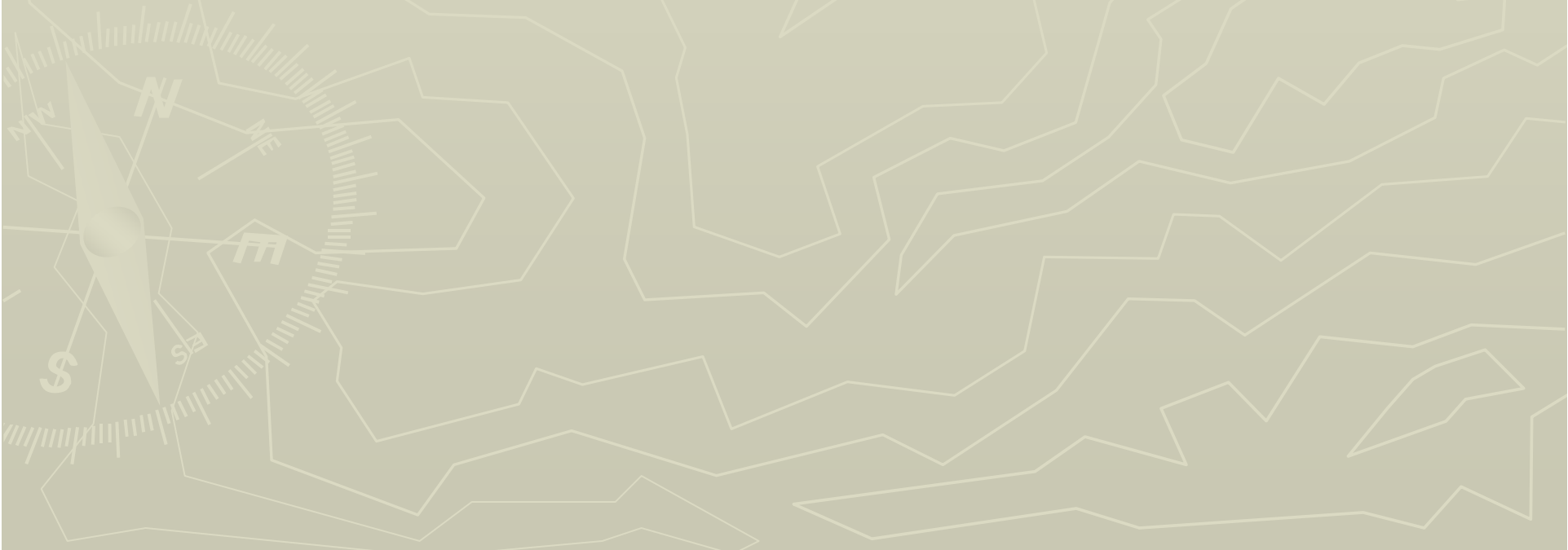
- ▶ Build upon previous strategic planning process
- ▶ Reinforce current initiatives
- ▶ Respond to State and Middle States requirements
- ▶ Involve all stakeholders throughout the process

Mission Statement

The mission of Eastern Center for Arts and Technology, a leader in technology and in developing innovative, responsive programs, is to equip all students with the skills, knowledge and attitudes necessary to select, enter and succeed in a career and to anticipate and adapt to change by providing high quality technical instruction and specialized services.

Vision Statement

EASTERN will enable student success by providing each student with appropriate instruction in a business environment to meet established standards.



Goals

- ▶ Enhancing Student Success
- ▶ Successful Student Recruitment
- ▶ Business Involvement in Program Quality
- ▶ Leadership Succession
- ▶ Professional Development
- ▶ Technology

Enhancing Student Success

- ▶ *To sustain and enrich the process of continuous improvement to enable the success of each student attending Eastern.*



Building on Previous Strategic Plan

Student Goal Consciousness

- ▶ Previous Strategic Plan:
 - Make goal consciousness a broadly shared and effective belief and activity throughout EASTERN's network

- ▶ New Strategic Plan:
 - Review the purpose and implementation of student goal setting. Identify steps for improvement including resolving issues around grading of goal setting/journals.
 - Build realistic and reasonable journal and writing requirements that are aligned with Pennsylvania Writing Standards

Building on Previous Strategic Plan

Shared View of Purpose of Goal Setting

▶ Previous Strategic Plan:

- Create a process that will lead the participating districts to a shared view of the purpose and potential of EASTERN as part of the continuous spectrum of instructional programs and services

▶ New Strategic Plan:

- Establish protocol for ensuring continuity of school goals through building level leadership transitions
- District planning meetings for the development of shared view goals should be continued

Building on Previous Strategic Plan

Expanded Learning Opportunities (ELO)

- ▶ Previous Strategic Plan:
 - Develop a documented policy, procedure, and process for identifying and implementing expanded learning opportunities
- ▶ New Strategic Plan:
 - Review and build upon current expanded learning opportunities

New Initiatives

Attendance Initiative

- ▶ Establish a committee for student attendance (similar to the Admissions committee) to develop collaborative approaches for accountability with participating schools, and for improved attendance through motivators/incentives and disincentives.

New Initiatives

Appropriateness of Student Placement

- ▶ Assess the level of implementation and effectiveness of the new Career Expo approach as well as the Admissions protocols on the appropriateness of student placement.

New Initiatives

PSSA Professional Development

- ▶ Provide professional development for Eastern Center faculty on PSSA prep for reading, mathematics, science, writing and test taking skills

New Initiatives

Alternative On-line Delivery Systems

- ▶ Investigate and identify by program, on-line resources for topics such as at-home review/studying; SOCAT preparation, and theory instruction to supplement and enrich programs

Successful Student Recruitment

- ▶ *Implement a process, in collaboration with participating districts, to identify an appropriate student body to meet the demands of business and industry in specific careers.*

New Initiatives

Career Pathways Initiative

- ▶ In partnership with districts,
 - investigate career exploration partnership models to establish best practices in career exploration
 - explore the Pennsylvania Career and Work Standards to identify, coordinate and prepare an operational plan for the implementation of the standards
 - develop a system of career exploration that causes Students and Parents to gradually develop a career goal through exposure to career guidance at Grade 5 through Grade 10
 - establish secondary to post-secondary pathways, dual-enrollment opportunities, and articulation agreements

New Initiatives

Student Recruitment

- ▶ Develop a marketing strategy that increasingly relies on electronic media instead of paper media. All avenues of electronic media should be included (i.e. Internet, Web 2.0, Blogs, Wiki, FaceBook, school TV, radio, etc.)
- ▶ In partnership with districts, modify/change the 10th Grade Career Expo program to align with career exploration programs.
- ▶ In partnership with districts, develop a feedback system to evaluate the effectiveness of student recruitment from a variety of perceptions (i.e. counselors, teachers, grade 5 through grade 10th parents and students, etc.)

New Initiatives

Alignment with Post-Secondary Education

- ▶ Investigate Dual-Enrollment opportunities that allow students to receive high school and college credit for work completed at Eastern.
- ▶ Develop electronic marketing materials that communicate the pathways to advanced degrees that are available through Articulation and Dual Enrollment agreements.
- ▶ Develop a marketing strategy that communicates post-secondary opportunities to students, parents, teachers and counselors.

Business Involvement in Program Quality

- ▶ *Engage local business to ensure the availability of quality programs that meet their needs and the interest of students.*
- ▶ Business involvement to improve program quality is an ongoing process at EASTERN. This process has been advanced and deepened with the implementation of a “data warehouse” as recommended in the last Strategic Planning cycle. The development of processes that evaluate and analyze the effectiveness of EASTERN programs must be continued.

Building on Previous Strategic Plan

Evaluate EASTERN'S program effectiveness

- ▶ Previous Strategic Plan:
 - Program Review process
- ▶ New Strategic Plan: Expand Program Review process
 - Add an annually administered five-year student survey to acquire the long-term views of students' time at EASTERN
 - Create and administer a survey of graduate performance to both employers and post-secondary educational institutions
 - Create a process that allows EASTERN to stay in contact with graduates

Building on Previous Strategic Plan

New Program Identification and Assessment

- ▶ Previous Strategic Plan:
 - EAC's new program development process
- ▶ New Strategic Plan:
 - Extend the EAC's already well-developed new program development process with a front-end discovery phase that systematically examines the employment market

New Initiatives

Engage local businesses

- ▶ Develop a documented procedure to continually engage new businesses and individuals into the advisory and educational activities of EASTERN
- ▶ This procedure should include provisions for developing new contacts and reinforcing and broadening those already in place
 - The process must assess EASTERN's most pressing needs for business involvement and focus on these as high-priority needs
 - The process must employ methods to measure the success and effectiveness of the Business Engagement effort

New Initiatives

Maximize the effectiveness of EASTERN'S business advisory committees

- ▶ EASTERN must research, document, and distribute to committees guidelines for the content and structure of highly effective advisory committees
- ▶ These procedures should address membership definition and provide a new category of advisory committee membership that recognizes the unique contributions of some community members without requirements for meeting attendance and with no quorum impact

Leadership Succession

- ▶ *Implement a process that will document EASTERN's existing culture, and sustain and enrich that culture in a rapidly changing environment with particular emphasis on the role of EASTERN's formal and informal leadership in the process.*

New Initiatives

Culture and Values

- ▶ Document EASTERN's existing culture and its embodiment in the activities of the EASTERN community including both EASTERN's values and the processes and procedures that embody those values
- ▶ Formally adopt a brief and simple statement of EASTERN's values and a process for periodically revalidating this statement
- ▶ Collect existing documentation of the values and processes that make up EASTERN's culture and cause these documents to be made part of the plan

New Initiatives

History

- ▶ Document the history of EASTERN's culture through written texts and oral accounts of how the values and processes that make up the culture arose
- ▶ Develop an "oral history" of EASTERN with particular attention to the culture and its evolution and embodiment in the life of the organization.
- ▶ Interview persons familiar with all periods of EASTERN's history starting from 1980

New Initiatives

Leadership

- ▶ Document the role of leadership in EASTERN's culture with attention to how leaders, both formal and informal, receive, build, and transmit the culture and how leaders insure that the culture lives in each period of EASTERN's history
- ▶ Identify all leadership roles within the EASTERN community and develop written descriptions of their relationship to EASTERN's culture

New Initiatives

Transmission of EASTERN's Culture

- ▶ Document the history of the transmission of EASTERN's culture from each generation of leaders and other members of the EASTERN community to the next



New Initiatives

Plan to transmit Culture

- ▶ Develop a plan which ensures that EASTERN's culture is effectively transmitted to new members of EASTERN's community, particularly to new leaders in all areas.



Professional Development

- ▶ *Develop a Professional Development Plan and an Induction Plan that will ensure the successful implementation of Strategic Plan Initiatives developed for Eastern Center for Arts and Technology.*

Professional Development Plan

- ▶ Provide staff development based on established student needs using data
- ▶ Provide training to ensure organizational effectiveness
- ▶ Provide content knowledge update training to assure currency
- ▶ Provide pedagogical skills training to assure high quality instruction
- ▶ Provide procedures/quality processes training for all staff
- ▶ Provide current career and technical education initiative and research-related training
- ▶ Provide training in the use of technology
- ▶ Provide an induction program to assure transition into the organization

Technology

- ▶ *Develop a plan of action that addresses and meets the needs of EASTERN as a leader in technology, and the requirements established by PDE.*



Technology Plan

- ▶ Ensure availability of technology to meet the needs of EASTERN's students and staff in a secure environment.
- ▶ Provide appropriate technology to enhance student success
- ▶ Apply innovative technology to facilitate collaboration with EASTERN's constituents
- ▶ Improve support and service to EASTERN

Next Steps

- ▶ 30 Day Period of Comment
- ▶ Build PDE Strategic Plan
- ▶ Develop Action Plans
- ▶ Middle States

