Developing an Actionable Strategic Plan that Delivers Program Success

September 2023: East Peoria, IL

CTAE: Stronger Together

Introductions

Please share some information about yourself:

PollEv.com/meganjones170

Megan Jones
Adult Education Data & Compliance Manager
WAUBONSEE COMMUNITY COLLEGE
Phone: 630-906-4109
Email: mjones@waubonsee.edu

FORUM
FOR
Excellence
Illinois Community College Board

Does This Sound Familiar?
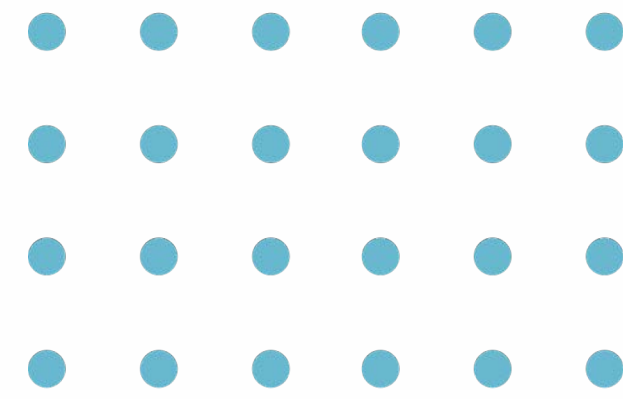
Janet is managing a grant-funded program that is housed within a larger organization. Each year, Janet's program must meet certain funder-established metrics to maintain its grant funding. Additionally, the larger organization has its own set of priorities that impact Janet's program operations. Plus, Janet is short-staffed and trying to stretch limited resources to achieve maximum impact. Usually, Janet is so busy dealing with day-to-day program issues that she doesn't have time left in the day to develop large-scale collaborative initiatives that could transform her program operations.

Or maybe you can relate to this?
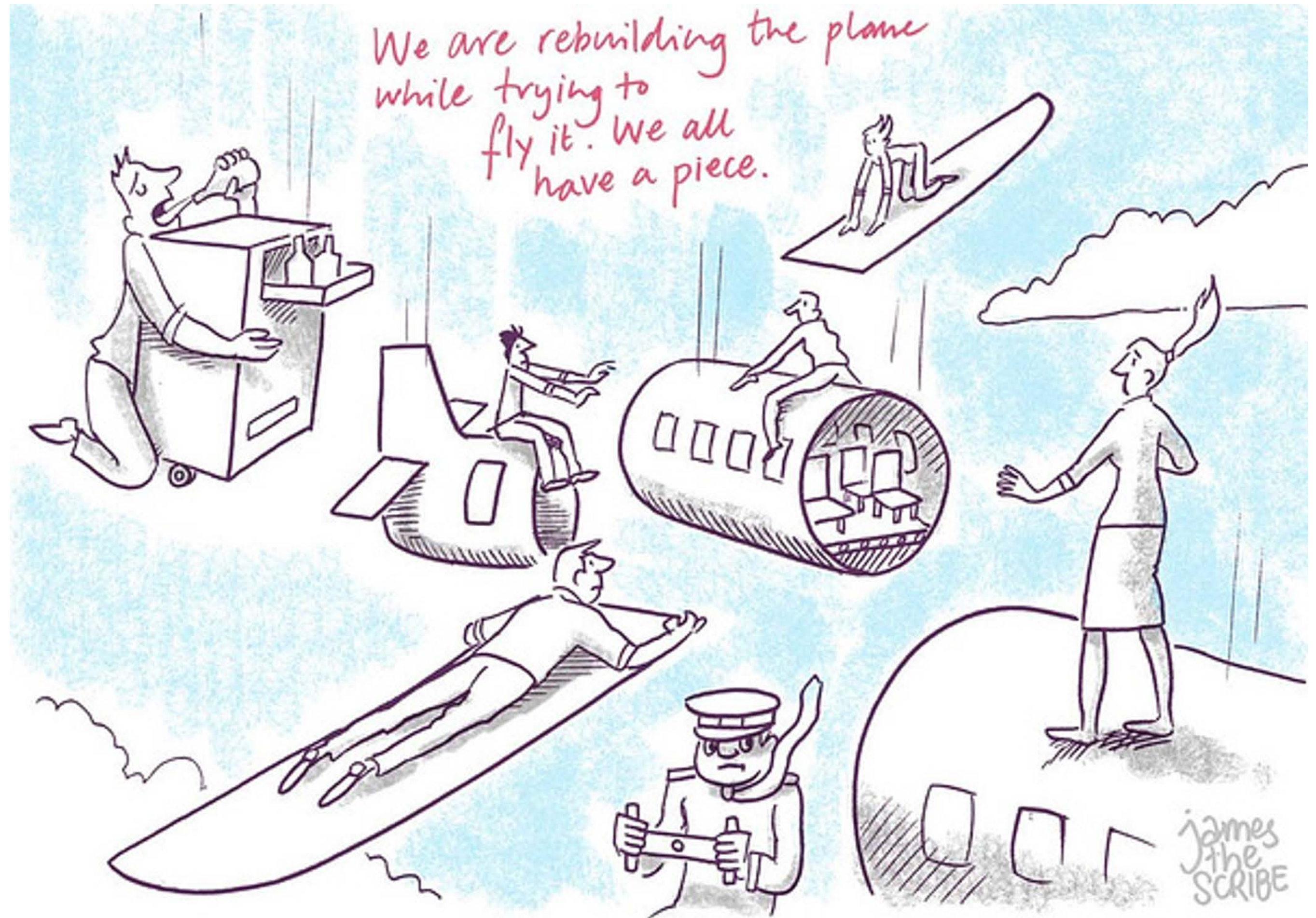
Agenda for Today's Session

- What is strategic planning and how can it help?

- What are the steps?

- What are common problems?

- How can you begin strategic planning today?

Let's have a planning meeting to plan for the planning meeting about our strategic plan

someecards
user card

Defines organization's goals for the next year (or longer) and outlines the actions you'll take to achieve them.

Everyone in the organization should have some involvement in process, but a small team of stakeholders and decision makers should lead the effort.

Benefits of Strategic Planning

- Provides clarity and focus.

- Encourages proactivity rather than reactivity.

- Allows you to establish (and stick to) priorities.

- Aligns everyone toward a shared vision.

- Increases efficiency and productivity.

- Develops mechanism to measure what matters.

- Fosters accountability.

- Increases engagement and motivation.

WE HAVE A STRATEGIC PLAN. IT'S CALLED 'DOING THINGS'.

HERB KELLEHER

PICTUREQUOTES.com

FORUM FOR Excellence
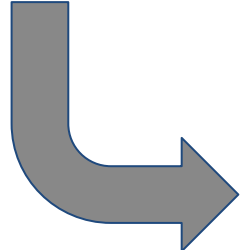Illinois Community College Board

Strategic Plan Components

Mission
Why we
exist/ What we do

Vision
What we want to be

Values
What we believe in

Strategic Goals
What we must achieve to get there

Objectives
Specific outcomes

Action Plans
Planned actions to achieve objectives

Performance Measures
Indicators of success

FORUM
FOR
Excellence
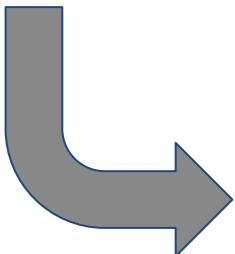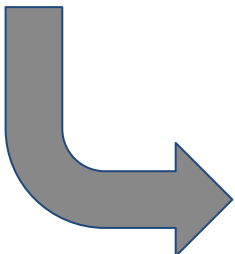Illinois Community College Board

Strategic Planning Process

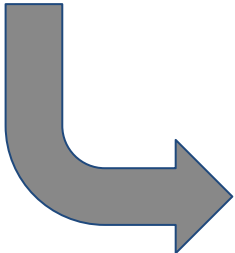1. Determine where you currently stand

2. Identify your goals for the future

3. Develop your plan

4. Put your plan into action

5. Monitor plan and revise as needed

Step 1: Determine Where You Currently Stand

- Review Mission, Vision and Values

- Review funder-mandated requirements and larger institution's goals

- Review data regarding operating environment

  (Examples: Index of Need, enrollment data, performance outcomes, local employment-related data)

- Solicit input from stakeholders

  (Examples: students, employers, community partners, instructors, staff)

- Conduct SWOT analysis

  (Strengths, Weaknesses, Opportunities and Threats)

Planning Process (April/May)

1. Reviewed Mission and Vision (guiding principles for plan)

2. Looked at ICCB Strategic Plan (2018-2023) **https://www2.iccb.org/iccb/wp-content/pdfs/adulted/strategic_plan/ICCB_Adult_Education_Strategic_Plan_2018-2023.pdf**

3. Looked at Waubonsee's Strategic Plan (2018-2023)

4. Review prior year's program data from DAISI

5. Surveyed instructors for SWOT input

Adult Education Mission Statement

Waubonsee Community College's Adult Education program provides comprehensive services and student-centered English Language and High School Equivalency instruction that empowers adult learners to pursue their personal and professional goals.

Adult Education Vision Statement

Individuals in the diverse communities we serve will not have their opportunities limited because they lack a High School Equivalency or English language skills.

ICCB Strategic Plan Goals

Goal 1: Improve Outcomes by Scaling Effective Models and Strategies Across the System

- Offer at least 1 Bridge class and at least 1 IET/ICAPS program
- Implement contextualized Career Pathways and Industry-focused curricula that are aligned with industries and occupations targeted at the state and regional levels

Goal 2: Increase Postsecondary Transitions and Credential Attainment

Goal 3: Strengthen College and Career Readiness

- Build on the Illinois Adult Education (ABE/ASE), ELA/ESL Standards/Common Core and College Readiness Standards, and the Illinois Career Cluster Framework to ensure students are college and workplace ready

Goal 4: Develop Life-Long Career Pathway Systems & Enabling Technologies

- Integrate technology-focused instruction to improve learning and the skills necessary for success of students in Adult Education, and their transition into postsecondary education and employment. This includes, but is not limited to digital literacy, specific instructional software, distance education, and the development of other technology skills needed for student success

Instructor Input Survey

- What would you identify as our program's strengths?

- What would you say is our program's proudest achievement in the last 1-2 years?

- Are there potential student populations that you think we need to do a better job serving? If so, please provide details.

- Do you think our program's efforts to onboard students adequately prepares them with realistic expectations for our classes? If not, please identify areas for improvement.

- Please identify the top three barriers that prevent students from successfully completing their class.

- Do you think our program's efforts to support student engagement and retention are adequate? If not, please identify areas for improvement.

- Do you think our program does enough to support students as they transition to postsecondary education and/or employment? If not, please identify areas for improvement.

- If you could change one thing about our program, what would it be?

- ICCB requires our students to complete a CASAS post-test after 40 hours of instruction. Do you have any suggestions for improving our post-testing process?

Planning Meeting #1

- Conducted two 90-minute in-person meetings with staff representatives from across the department (administrative leaders, advisors, front-line staff, partner grant program manager)
- Reviewed/Added to instructor input on SWOT

12 Ground Rules for Better Strategic Meetings

Mental Presence is Required

Everyone Has a Voice

There are no Bad Questions or Stupid Ideas

Avoid "But"; Try "Yes, and…"

Attack Problems, Not People

Active Listening is Required

Mutual Respect Will Promote Creative Thinking

It's Okay to Disagree

It's Not Okay to _Not_ Speak Up

Off-Topic Comments Will be "Parked"

The Weeds Should be Avoided

At the End of the Day, Unity is Critical

Scott D. Butcher, FSMPS, CPSM | www.aecumen.com

aecumen
intelligence for the aec industry

Step #2: Identify Goals and Objectives

- Reflect on SWOT Analysis

- Where are we going next?

- What steps can we take to continue moving towards our core purpose?

Internal Factors	External Factors	
	OPPORTUNITIES	**THREATS**
STRENGTHS	**Comparative Advantage:** How to leverage your strengths and capitalize on opportunities	**Mobilization:** How to mobilize strengths to avoid threats or turn a threat into an opportunity
WEAKNESSES	**Invest:** Work on improving your weaknesses and turning them into strengths **Divest:** Allow the opportunity to pass	**Damage Control:** How can we control or minimize potential damage to our team or program?

Brainstorming Exercise

- Flip chart papers with these goal themes (plus one for miscellaneous ideas)
- Participants had 10 minutes to write ideas on post-it notes and place them on appropriate chart paper
  - Enroll 1,500 students by FY23 Q4 by expanding marketing and strengthening referral pipeline
  - Retain 80% of students who reach 12 hours of instruction
  - Achieve post-test rate of 80% through regular DAISI monitoring
  - Re-establish off-site locations and develop 3 new locations at community partners/local employers
  - Partner with WIOA Youth Services to fully integrate flexible Career Pathways Bridge class that feeds into updated IT, Health or Manufacturing I-CAPS
  - Increase HSE completions by 30% over FY22
  - Increase transitions to postsecondary programs by 25% over FY22
  - Conduct classroom observations to ensure optimal implementation of standards-aligned curricula

Step #3: Develop Your Plan

- What are our priorities for the next year (3 years, 5 years, etc)?

- What steps will we need to take to achieve those priorities?

- What is the timeframe for executing those action steps?

- Who is responsible for executing each step?

- What resources are needed to implement the plan?

- How will you measure success?

Planning Meeting #2

WAUBONSEE COMMUNITY COLLEGE

- Synthesized ideas generated during Meeting #1
- Assigned key staff and developed general timeline of activities

Increase transitions to postsecondary programs by 25% over FY22

Key Staff: Marlena, Tom, Val

Possible Activities:
- Advisors can offer workshops on transitioning to credit classes, process for taking GED
- Reestablish field trips to other campuses as part of regular programming
- Mine the Career Cluster information in DAISI to offer targeted workshops/field trips/support to students who are interested in specific career pathways
- During annual recognition ceremony, have representatives from admissions, student services, and business partners
- Offer an 8-hour "How to Do College" course specifically designed to enroll students in college classes that includes Accuplacer, FAFSA, Student Services, Admissions, Registration (Possible partnership with Latinx Resource Center?)

Metrics to Monitor: Institutional Effectiveness data on Adult Ed students enrolling in credit classes, DAISI

Timeline:

By September 30   By December 31   By March 30   By June 30

Step #4: Put Your Plan Into Action

- Communicate your plan with your team

- Establish clear roles and responsibilities so everyone understand how their work fits in

- Identify how progress will be measured

- Map out implementation deliverables and deadlines

- Align resources to support the plan's implementation

Step #5: Monitor Plan, Revise As Needed

- Conduct regular check-ins (monthly or quarterly) to assess progress and identify roadblocks
- Dashboards provide effective monitoring tool
- Adjust plans to respond to changing operating environment

Partnerships and WIOA Alignment				
Goal/Objective	Re-establish off-site locations and develop 3 new locations in community/local employers			
Assigned Staff	Adam, Megan, Jenni, Valerie			
Key Activities	**By September 30**	**By December 31**	**By March 30**	**By June 30**
Activity Adam	Restart classes at West Aurora Early Learning Academy	Continue classes at West Aurora Early Learning Academy	Continue classes at West Aurora Early Learning Academy	Continue classes at West Aurora Early Learning Academy
Sub-activity Adam	Coordinate with West Aurora school district to determine class schedule and recruit students	Monitor enrollment and attendance data to ensure class is successful	Monitor enrollment and attendance data to ensure class is successful	Monitor enrollment and attendance data to ensure class is successful
Activity Adam	Restart classes at Techmer PM	Continue classes at Techmer PM	Continue classes at Techmer PM	Continue classes at Techmer PM
Sub-activity Adam	Coordinate with employer to determine class schedule and recruit students	Monitor enrollment and attendance data to ensure class is successful	Monitor enrollment and attendance data to ensure class is successful	Monitor enrollment and attendance data to ensure class is successful
Activity Adam/Megan	Restart classes at Fox Valley and Plano campuses	Monitor enrollment and attendance data to ensure class is successful	Monitor enrollment and attendance data to ensure class is successful	Monitor enrollment and attendance data to ensure class is successful
Sub-activity Adam/Megan	Market classes to potential students near satellite campuses – target September start	Market classes to potential students near satellite campuses – target February start	Market classes to potential students near satellite campuses – target February start	
Activity Adam/Megan/Valerie		Identify two new employer partners to offer onsite workplace literacy classes	Launch classes at two new employer partner locations.	
Sub-Activity Adam/Megan/Valerie		Reach out to area employers with high density of non-native English speakers/non-HSE credentialed employees	Reach out to area employers with high density of non-native English speakers/non-HSE credentialed employees	Reach out to area employers with high density of non-native English speakers/non-HSE credentialed employees

Adult, Business, Technology and Workforce Education FY24 Strategic Goals

Strategic Pillars	Engagement	Development	Enrollment	Transitions
Goals	Improve partnerships by identifying key sectors/companies and pinpointing opportunities for strategic collaboration that leverage business development opportunities and build an employer relations infrastructure that provides mutually beneficial, value-added results for our students, partners, the college and community.	Use data-driven analysis to identify, develop and launch key programming that that provides just-in-time solutions and a flexible learning environment to address community needs.	Align BTWE enrollment expectations with the Strategic Enrollment Management (SEM) Plan for new students across all categories, but especially those transitioning from Adult Education, non-traditional aged students (25+), and In-Betweeners (ages 20-24).	Bridge credit and non-credit opportunities to meet identified workforce needs through an integrated approach that incorporates industry-recognized credentials with flexible, personalized learning options.
FY24 Key Action Steps				
1	Complete a scan of the district and work collaboratively with the Workforce Solutions Council to better meet the needs of organizations and adult students in our communities.	Work collaboratively with New Program Development and key stakeholders to update the programmatic gap analysis report and uncover needs by sector.	Support life-long learning by designing and delivering community-responsive programming for students of all ages, increaseing awareness of career options and promoting personal and professional growth through services, events, programs and resources.	Develop and document crosswalks and internal articulation agreements that provide seamless transitions for students.
2	Develop an operationalized employer relations plan that engages stakeholders and leverages internal resources.	Build one new program or pathway per academic year.		Develop and launch a comprehensive apprenticeship model that leads with programming in targeted key sectors (as identified in the district scan).
Key Metrics				
	Target: 8-10 employer contacts per month	**Targets:** 1 new program/pathway per FY, 2-3 new professional development offerings per semester, 3 customized business solutions per quarter	**Targets:** Increases in BTWE enrollments over FY23 (2% Adult Education transitions and 10% non-traditional students)	**Target:** Establish a baseline for the following transitions with the goal of increasing each by 3-5% in FY25 - Adult Ed to CR/NC - WIOA students to the next stackable credential - NC to CR

Engagement						
Improve partnerships by identifying key sectors/companies and pinpointing opportunities for strategic collaboration that leverage business development opportunities and build an employer relations infrastructure that provides mutually beneficial, value-added results for our students, partners, the college and community.						
FY24 Key Action Steps:	**Leader(s)**	**Resources**	**Q1**	**Q2**	**Q3**	**Q4**
Complete a scan of the district and work collaboratively with the Workforce Solutions Council to better meet the needs of organizations and adult students in our communities.	Suzanne	Lightcast				
Develop an operationalized employer relations plan that engages stakeholders and leverages internal resources.						
Utilize Salesforce to manage employer relations activities. All outreach will be documented and current/potential employer partners will have a comprehensive profile in the system.						
Target: 8-10 employer contacts per month						

What we don't want to happen....
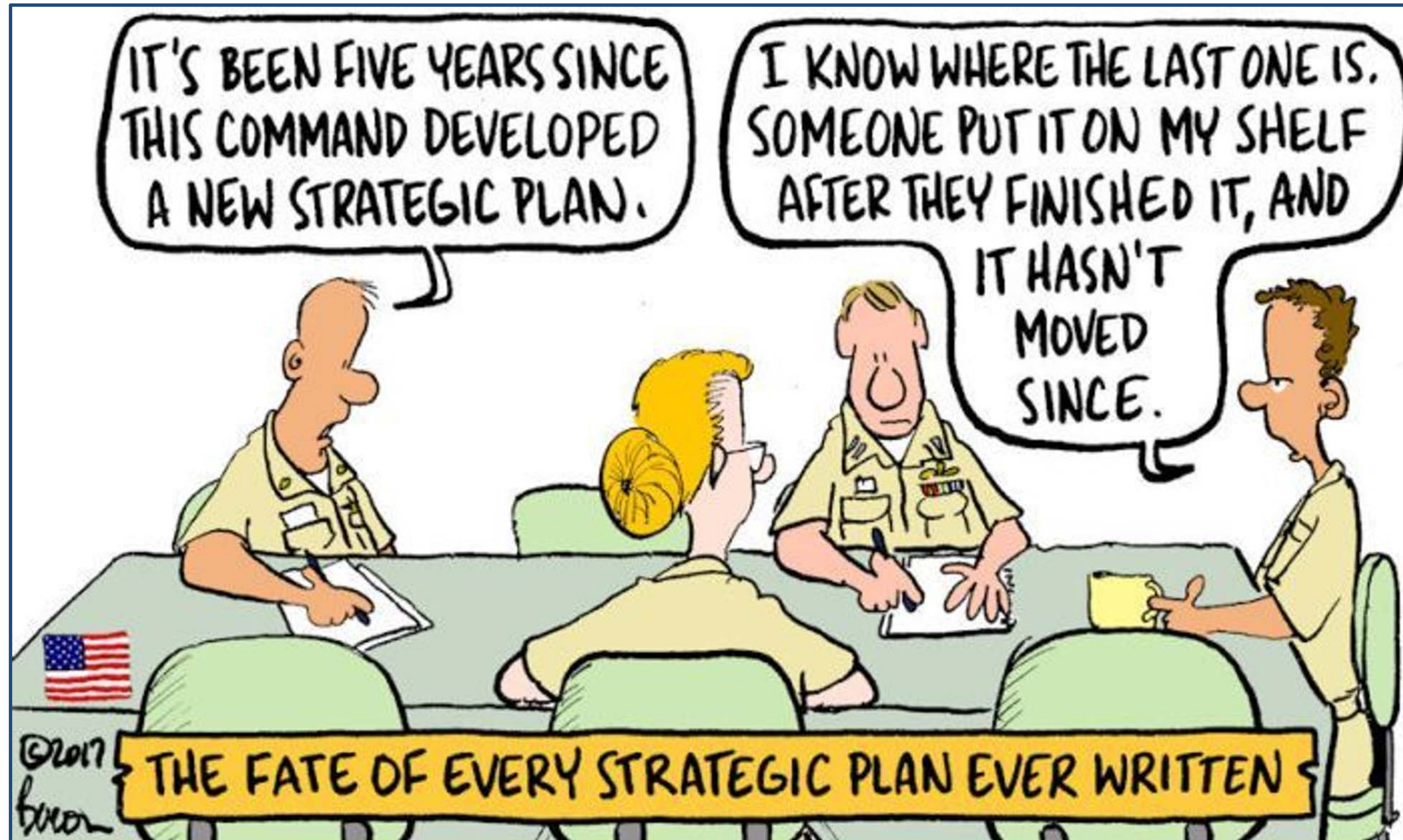
Tips for Success

- Involve everyone in the planning process

- Be sure to set realistic goals

- Celebrate early wins

- Align resources (people and money) to support implementation

- Communicate, communicate, communicate

- Be prepared to pivot in response to changing circumstances

Common Pitfalls to Avoid

- Not clearly identifying ownership
- Not giving employees adequate authority and resources to implement the plan
- There's no such thing as a perfect strategic plan!

Strategy Plan Review

© Corporater

Brour

"Now if you turn to page 136, that's when things really start to get interesting."

Stop, Start, Continue Activity

Team-based exercise focused on improving performance and increasing collaboration

- What are we not doing that we might start doing?
- What have we been doing that we might stop doing?
- What are we doing right, and can continue doing?

<u>Possible Applications:</u>

- How should we address our student retention challenges?
- How should we adjust our student onboarding process?
- How do we improve our post-test rate?
- Other ideas?
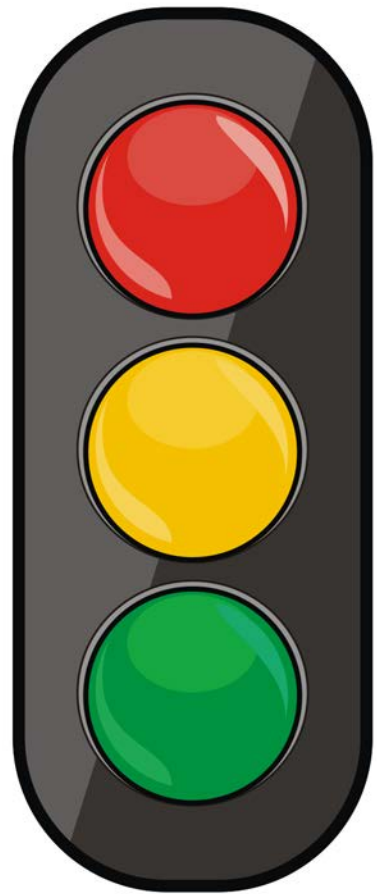
Any Questions?

Megan Jones
(630) 906-4109
mjones@waubonsee.edu