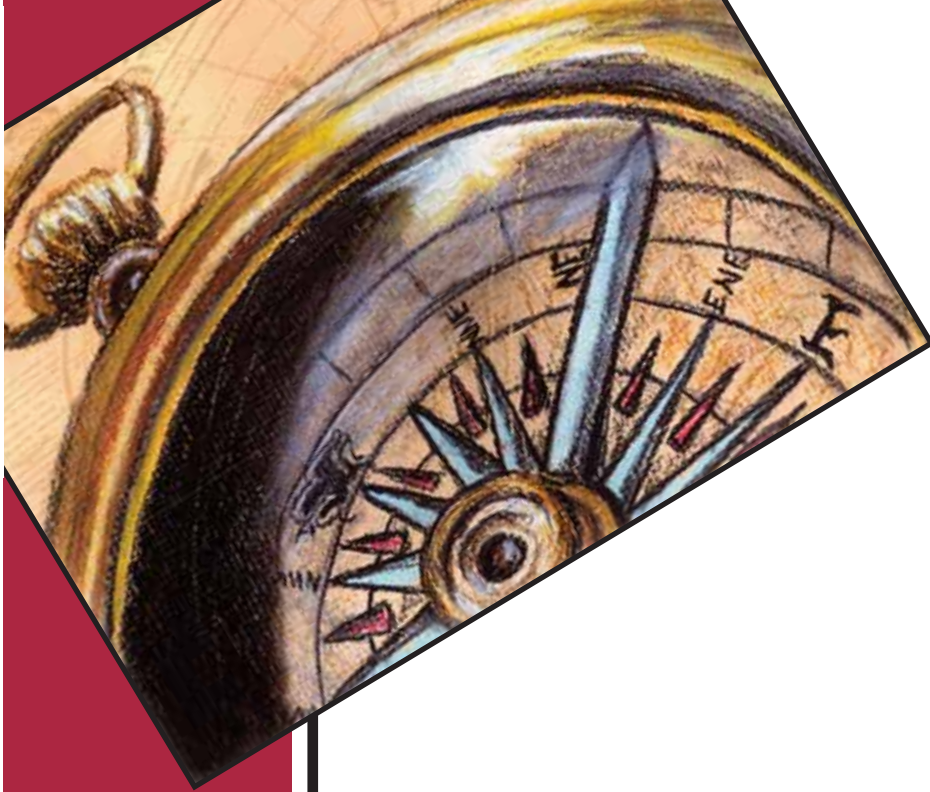


RETREAT SUMMARY

OCTOBER 2007

EASTERN
CENTER FOR ARTS AND TECHNOLOGY



2008-2013 STRATEGIC PLANNING

Over ten years ago, EASTERN embarked on a journey committed to change and based upon the principles of continuous improvement. The journey is framed by a two-year strategic planning process followed by a five-year period of implementation and change. During the first strategic planning phase, a diverse representative group of people from EASTERN's community developed a mission statement, vision, common beliefs and four strategic objectives to guide EASTERN during the five years that followed. Renaming of the school to Eastern Center for Arts and Technology was one of these initiatives.

This seven-year process, including two years of planning and five years of implementation, was repeated beginning in 2000-2001. This time the diverse group representing the community

validated the mission, vision and values as the foundation for continued development and growth. They also established four strategic goals to guide EASTERN through the end of the 2007-2008 school year. These four goals included:

- Increase Student Success for each student
- Create a Shared View of Purpose and Potential of EASTERN with the participating districts
- Augment learning opportunities with Expanded Learning Opportunities
- Develop new and strengthen existing Strategic Alliances



• **STARTING WITH A SOLID FOUNDATION** •

Beginning in the 2006-2007 school year, EASTERN initiated the third two-year strategic planning process. The year's activity involved over 70 school community members participating in an assessment of the current reality for EASTERN determining the progress made toward the goals established in the previous planning process. This marks the second time a current reality assessment was conducted, each time using the Malcolm Baldrige National Quality Award criteria as the foundation. The first was conducted during the past strategic planning process in 2001.

• **ASSESSING THE CURRENT REALITY** •

The seven teams were asked to focus on identifying the strengths, weaknesses, opportunities and threats EASTERN faces today. The work of the seven teams was integrated into a comprehensive description of EASTERN's current reality to be used as the starting point for:

- Baseline with other schools and organizations, and
- Developing the goals and action plans for the Strategic Plan for the next five years

The report concludes that:

EASTERN finds itself at the "intersection between a long period of growth and maturation with a basically stable environment and a period when changes in EASTERN's environment have become, and are likely to remain for some time, pervasive." What we now see happening is a shifting from this stable situation toward change, unpredictability and challenge. Given the nature of the changing external environment, the weaknesses and threats raised by the Current Reality Teams take on an even greater significance for this strategic planning process and EASTERN's future.

While the teams raised a number of weaknesses and threats in their individual team reports, a review of these reports yields the identification of a small list of thematic issues that would challenge EASTERN over the next planning period. These themes include:

- Declining student population
- Changing legislative establishment
- Image and perception of EASTERN by stakeholders
- Marketing to improve image and increase enrollments
- Measuring and demonstrating real outcomes
- Involve stakeholders in providing feedback to create a feedback loop
- Strengthening or adapting the OAC model
- Absence of staff development strategies
- Continued emphasis on compiling complete, meaningful, and accurate data sets

The Current Reality Summary Report and the reports from the seven individual teams are available on EASTERN's web site at www.eastech.org/stratplan.



• **PLANNING FOR THE FUTURE** •

The reports of the seven current reality teams and the thematic issues that emerged from the assessment served as the background for a strategic planning retreat where over 30 community members representing EASTERN's stakeholders developed the goals and objectives contained in this report.

The Goal-Setting Retreat that included a diverse group of EASTERN's stakeholders convened on September 27, October 5 and October 6, 2007. During these meetings, the planning group validated and affirmed the key strategic documents including the Mission, Vision and Beliefs. In

• **VISION STATEMENT** •

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

• 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.



In addition, they developed the specific goals and objectives for continuing EASTERN's success into the future. These outcomes can be accessed on EASTERN's web site at www.eastech.org/stratplan.

• GUIDING THE FUTURE WITH GOALS •

Enhancing Student Success

Sustain and enrich the process of continuous improvement to enable the success of each student attending EASTERN through:

- Expanding and improving student performance on educational and occupational standards
- Engaging with the participating school districts on success initiatives (for example, on current and/or alternative delivery systems)
- Referencing strategic goals of Student Success and Expanded Learning Opportunities from the 2002-2007 Strategic Plan



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.

- Partner with participating districts to implement an effective process of career exploration, including an understanding of career ladders, for students in middle/junior high schools through grade ten

- Initiate a process through career exploration, information, and experience that assists participating districts to identify students who can benefit from an EASTERN education
- Work with participating districts to ensure that potential students acquire pre-requisite academic preparation for EASTERN programs

Business Involvement in Program Quality

Engage local business to ensure the availability of quality programs that meet their needs and the interest of students.

- Refine the process to ensure the success of each career program offered at EASTERN
- Implement a process to identify potential new offerings for EASTERN based on the real needs of local business
- Engage local business to supplement the educational opportunities available to students
- Enhance the effectiveness of EASTERN's business advisory committees

Leadership Succession

Implement a succession planning process for educational and business leaders that will sustain and enrich EASTERN's traditions and values in a rapidly changing environment.



• **TAKING THE NEXT STEPS** •



The next step in the process is the development of Action Plans to guide EASTERN in implementing the goals and objectives established by the Planning Team.

Each of the goals described in this document will be placed in the hands of a team of eight to ten volunteers who represent EASTERN's stakeholders including parents, students, teachers, business advisory committee members, participat-

ing school personnel and other interested residents of the community. Each team will be formed in November and challenged to develop specific action plans designed to implement the goals and objectives. These action plans will be developed by April 2008. The action plans will then be

integrated into a comprehensive Strategic Plan and presented to EASTERN's Joint Operating Committee by mid-May 2008.

You can help set the direction of EASTERN over the next five years as a member of an Action Team simply by contacting Kevin Reilly at kreilly@eastech.org or 215-784-4816.



• **STRATEGIC PLANNING TEAM MEMBERS** •

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