

# Strategic Plan

## Mid-Point Summary



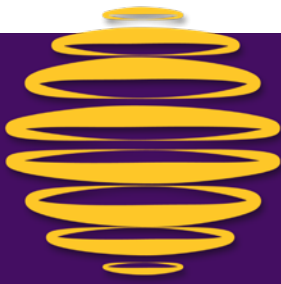
## Our Mission

*The Mission of EASTERN, 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.*

## Strategic Plan • 2015-2021 Mid-Point Summary

*The current Strategic Plan 2015-2021 was developed with input from individuals representing Eastern Center for Arts and Technology (EASTERN) stakeholders. Staff, students, participating district personal, post-secondary education, and local business and industry members provided input. The plan was adopted in 2015 with an implementation plan commencing immediately.*

*In March 2019, a formal mid-point review of the status of implementing the plan was conducted by the 35-member planning team- a majority of whom served on the original team. The planning team analyzed each of the four goals and progress associated with each. Discussion on relevance of activities, enhancements to current activities and topics of educational merit related to the goals was conducted. This report summarizes the findings and recommendations of the planning team.*



# Goal 1 Student Success

*Develop industry-driven programs with robust offerings while expanding support systems for diverse learners culminating in student success.*

## INTRODUCTION

The first goal of the Strategic Plan is “Student Success”. Even though it is a specific goal for EASTERN, student success is imbued into every aspect of the organization. The first point on EASTERN’s E-Board under “What We Believe” states: Student success is the ultimate purpose of everything that happens in the school.

All faculty, students and participating districts work to achieve this goal on a daily basis. Planning and preparation whether by daily lesson plans, budgeting of resources or the assistance of community business and industry partners use the goal of student success to frame their work. All other goals of this strategic plan overlap with Goal 1 and improvement in any area leads us back to the goal of student success for all.

## STUDENT SUCCESS GOAL

This Strategic Plan sets the goal for the organization to “develop industry-driven programs with robust offerings while expanding support systems for diverse learners culminating in student success.” The overarching result is to provide relevant opportunities for students backed by business and industry and to ensure that these opportunities are available to all students regardless of ability level.

The expectations of the plan are that:

- All current program offerings are evaluated on a regular basis
- A Student Success Network is created that reduces barriers to student achievement
- Career pathways are established with emphasis on EASTERN’s programs of study
- Entrance counseling is enhanced to provide clarity on student’s educational goals

## ACCOMPLISHMENTS/STATUS

- A Program in Discovery report was created in 2017 containing a regional workforce analysis and five potential program additions contained within the document. Each potential program was further developed into a curriculum feasibility document.
- The Program Review Process was reviewed by the Executive Advisory Committee, Program, Planning and Review subcommittee in the 2016-2017 school year. The report structure, data categories used for analysis and final report presentation were reviewed and reaffirmed as appropriate. The EAC recommended that a guest industry speaker be added to the process. This has been incorporated in school year 2017-2018.
- Upon completion of the 2017-2018 school year, 11 of the 14 EASTERN programs will have been certified as needed and up-to-date through regional analysis.
- Planning, renovations and startup of the Veterinary Sciences program was completed in 2016.
- The Student Success Network was reviewed and revised during the 2015-2016 school year. A reorganization of staff to include an in-house Student Success Coordinator, retain a current Student Success Coordinator and employ a new Student Success Coordinator was completed.

- The number of students served through the Student Success Network has increased from 160 to a total of 210 students by the end of the 2017-2018 school year.
- Career pathways infographics have been created for each EASTERN program during the 2017-2018 school year. The information was derived from administration, instructors and Occupational Advisory Committee members input. Upon completion the infographics will be distributed to participating districts to be used in career counseling for prospective students.
- Each EASTERN program is providing experiential learning activities over the course of the two-year program including in total (schoolwide) currently: thirteen external job visits, thirty-three guest postsecondary presenters, thirteen guest industry presenters, four workplace tours, four military presentations, two industry competitions, two job shadows and nine Co-Op experiences.
- In conjunction with PA State Representative Tom Murt's office a Career Pathways Fair was scheduled to take place in the 2017-2018 school year. This was to include career options from employers, post-secondary and the military. Cancelled due to inclement weather.
- During the school year 2016-2017, CareerScope Career Interest Inventory software was implemented. EASTERN requires this interest inventory to be taken for each new student prior to enrollment. In addition, EASTERN offers each sponsoring district the opportunity for any student of theirs to take the inventory and get the results. School district counselors are provided a detailed analysis of student career interests to help in placement and future career decisions.
- A Career Pathways initiative was undertaken during the 2017-2018 school year. A three-step model showing EASTERN, two-year, four-year and workforce options was developed. Occupational Advisory Committees provided input and guidance in order to correctly represent the pathways for each program. School principals, school counselors and district superintendents were presented with draft copies.
- In school year 2017-2018 EASTERN students completed a Career Objective Form required by the Pennsylvania Department of Education. Input into the student's decision came from discussion of the classroom instructor, parents, and participating school counselor. This is the first time all parties were required to sign off on the document.
- In school year 2018-2019 EASTERN revised all course descriptions to include career pathways. This was provided to each participating district to include in course selection materials.
- Professional development/soft skills curriculum was introduced to all fourteen programs in the 2018-2019 school year.
- The School Improvement Coordinator has rebuilt the data system in regard to student information. This task was accomplished by rebuilding the infrastructure needed to collect, store and disseminate data to all areas of need.
- Data is readily available to analyze enrollment, attendance, completion, retention, placement, NOCTI standardized test results and certification percentages.
- Data is readily available in various forms for District Shared View meetings in which each participating district can review current and historical data, set goals and improvement strategies according to EASTERN's Key Indicators.

- A comprehensive data review is conducted each year examining all aspects of the school from students, staff, climate and culture. Administrative review is conducted each year over several days during the summer recess and improvement goals and strategies are created.
- A school improvement plan was created that uses EASTERN's Assessment System.
- Staff professional development on student data occurs at the beginning and conclusion of each school year. Data is presented on student achievement in various categories and incoming student information received from participating districts is reviewed by each instructor to guide appropriate instruction.
- Induction of new staff was completed for the following: Welding Technology, Protective Services, Allied Health, Student Success Coordinators, Veterinary Sciences, and Business and Technology Professional.
- Instructors are provided support through a simulated teaching model and all staff provided with developmental activities, support and implementation of instructional strategies to improve classroom instruction and student performance on the NOCTI exams.

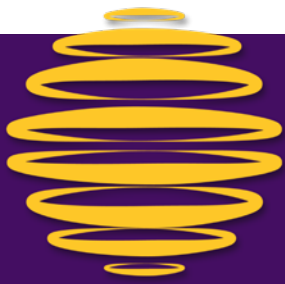
## SUMMARY

Student Success is at the forefront of every member of the EASTERN family. It drives us to reach higher and move goalposts to an even loftier goal. It is infused into everything that is done and planned for on a daily basis.

Since implementation of this Strategic Plan, the activities conducted under this goal have centered on validation of programs currently at EASTERN, pre-planning for potential new programs, review and revise the Student Success Network to expand opportunities and accomplishments for all students and begin the introduction of Career Pathways to faculty, staff and students. All of these continue into the second half of the plan.

After analysis and discussion, the planning team recommends the following for implementation during the second half of this Strategic Plan:

- Create a clear definition of success: academic, social and emotional.
- Work with participating school counselors and principals to systematically integrate EASTERN's Pathways Program with the programs of study offered by each participating district to a degree which allows current and prospective students to select and navigate a career pathway.
- Work with participating school counselors and principals in Career Readiness activities including enhanced outreach to elementary students strengthening the understanding of careers and EASTERN programs.
- Expand certification opportunities available to students and explore digital badges and/or other emerging technologies.
- Continue to evaluate the professional development curriculum and enact recommendations.



## GOAL 2 Student Recruitment

*Maximize enrollment with attention to fiscal resources and building capacity.*

### INTRODUCTION

The second goal of EASTERN's Strategic Plan is Student Recruitment. The goal states "Maximize enrollment with attention to fiscal resources and building capacity. The United States economy is built on highly skilled, highly trained individuals that contribute to the overall growth of this nation. EASTERN provides a conduit for the future workforce as the first step in the creation of a modern worker or the foundation for future studies at the post-secondary level.

### STUDENT RECRUITMENT GOAL

The strategic planning team set out several major initiatives to assist with student recruitment. First, EASTERN is challenged to sustain the number of programs and sections necessary to meet the enrollment goal of 500 students. Secondly, Policies and procedures that potentially inhibit student enrollment are to be reviewed. Finally, EASTERN is to strengthen marketing and outreach to middle school, ninth and tenth grade students, and parents.

### ACCOMPLISHMENTS/STATUS

- EASTERN's fourteen programs have advertising brochures that are mailed out to all 9<sup>th</sup> and 10<sup>th</sup> grade students yearly. Each brochure is reviewed annually to ensure they are factually accurate. A new format was developed combining programs in a cluster model in order to reduce the number of mailings but still getting the important program information in the hands of prospective students.
- Informational materials received a new design. Vibrant colors, modern pictures and the inclusion of non-traditional students are some of the highlights of the revamped brochures.
- EASTERN created "infographics" for each program. These circular emblems were designed with simple but striking image outlines of a key component of the program. A quick look at the emblem associates a major concept of what occurs in the program to the individual looking at it.
- Programmatic infographics were designed in-house, reviewed by administration, discussed and approved by each Occupational Advisory Committee and formally approved by the Joint Operating Committee.
- The infographics have been incorporated on the new vinyl banners lining the driveway and school grounds and adorn the hallways next to each programs name.
- During the first half of this strategic plan EASTERN's secondary CTE enrollment based on September 1<sup>st</sup> numbers has grown slowly from 82.9% of the target goal of 500 students to a current 87.2% of the target goal.
- Adult education enrollment has varied by year. The baseline of 260 students has shown an 17% increase in one year only to decrease by 37% the next.
- Each year EASTERN searches for impressive students to become a Program Ambassador and assist in getting the

word out about the numerous opportunities at EASTERN. These students are trained by the Organizational Advancement Director and many are also trained in a summer Skills USA leadership development training session. EASTERN has reached a high of presenting to 1,104 middle school students during the 2017-2018 school year through this initiative.

- EASTERN continues its outreach to middle school students with the Summer Fun program taking place for three weeks in June and July of each year. The past two sessions of Summer Fun have run at 100% capacity. Capacity is approximately 150 students. Nine programs that have a connection to current EASTERN programs are offered each year. Students are engaged in introductory tasks that relate to a future career in a safe, fun and educational manner. Summer Fun was not held in 2015-2016 due to the large-scale HVAC renovation project.
- All fourteen EASTERN programs have updated their promotional materials to include information on direct work entry, certification, two and four-year post-secondary, and military options.

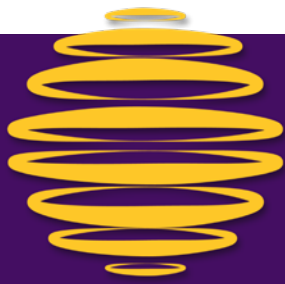
## SUMMARY

EASTERN's quality programming is advertised and promoted to a wide audience of participating school students. The belief that career and technical education is the backbone to a successful future career permeates the EASTERN thought process. The strategic plan goal of "student recruitment" has been a cornerstone of this planning process. Much has been accomplished in the first half of this strategic plan but more is yet to be done. The bulleted items that preceded this are ongoing throughout the life of this plan and will be expanded and built upon.

During the second half of the plan, this planning team recommends the following initiatives be undertaken:

- Create a task force among participating school districts to identify course taking requirements and scheduling policies that might inhibit participation in EASTERN programs and report out findings.
- Develop a procedure to manage over enrollment of programs.
- Increase enrollment through incorporating EASTERN's pathway program into digital marketing techniques and materials.
- Increase awareness of EASTERN and its programs through interaction with the Parent Teacher Associations of middle school students.
- Celebrate success by creating an Alumni Hall of Fame.
- Revise planning tools to assist participating districts with resources to make students placements more successful.





## GOAL 3 External Partnerships

*Promote the benefits of the school to external partners and increase partner involvement.*

### INTRODUCTION

The third goal of EASTERN's Strategic Plan is External Partnerships. This goal states "Promote the benefits of the school to external partners and increase partner involvement." External Partnerships provide a link between the community outside our doors to excellent educational opportunities that lie within. Promotion of opportunities, training and otherwise spread the knowledge of EASTERN to a broader segment of the community fostering understanding, appreciation and knowledge of what EASTERN can do for not only high school students but adults and business and industry in the EASTERN area.

### EXTERNAL PARTNERSHIPS GOAL

This Strategic Plan sets out several initiatives to focus on, including:

- The development of a business plan to engage the broader business community and generate new revenue streams by positioning EASTERN as a total workforce development provider including secondary and/or adult education and customized training
- A system needs to be developed that ensures that student connect with business and industry relevant to their employment goals
- The development of business and corporate foundation sponsorship opportunities of new and/or existing programs
- Explore the role of the EASTERN Foundation in securing tax-deductible donations to support the CTE programs

### ACCOMPLISHMENTS/STATUS

- EASTERN created the position of Business Liaison to facilitate partnerships between community business, industry and EASTERN programming to generate incumbent training contracts. This position was to become permanent once revenue justifies. This position operated for three years. The position was eliminated at the conclusion of the 2016-2017 school year.
- A goal of reaching six business partners per school year was set at the onset of this Strategic Plan. During the 2015-2016 school year 26 business partners were provided presentations by the Business Liaison Consultant and 22 additional presentations were conducted during the 2016-2017 school year.
- The overall annual school enrollment of adult education students began as a baseline of 331 students in the 2015-2016 school year, increased 7.5% over baseline in the 2016-2017 school year to 356 students and increased 13.2% over baseline during the 2017-2018 school year to 375 students. A decrease of 23% under baseline has occurred in the 2018-2019 school year with total of 256 students. The goal is to return enrollment to the baseline or above.
- EASTERN has been certified as a Welding Technical Training Institute (WTTI) certified program. This will allow

EASTERN students to earn certification from WTTI, an industry renowned program and accredited testing facility.

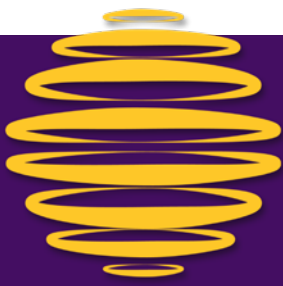
- Co-Operative educational opportunities rose to 19 experiences in the 2016-2017 school year and have been supervised by certified EASTERN staff. These valuable learning experiences extend the classroom instruction to a live workplace and the interactions and expectations of the current workforce in the students chosen field of study.
- EASTERN has created the opportunity for business and organizations to have special sponsorship “naming rights” as part of intensive support of EASTERN programs. This is included in Board Policy Number H101. It is defined in policy and all additional requirements for naming rights are listed in the policy.

## SUMMARY

EASTERN not only provides career and technical education to high school students but also offers opportunities for community members to enhance their skills through our Continuing Education and Practical Nursing departments. After hours and weekend programming provide a flexible schedule for adult learners. The ability to offer cooperative education classes and industry accepted certifications greatly enhance the value of an EASTERN program. The connection to the world of work provides invaluable experiences and opportunities to all students.

During the second half of the Strategic Plan several initiatives are scheduled to be undertaken including:

- Increase school alumni connections.
- Increase participation and collaboration with local industry organizations, businesses, and post-secondary institutions.
- Celebrate positive placement of students.
- Increase the number of students graduating with a work-based learning experience through expanding outreach programs that provide opportunities for students to make workplace connections.
- Develop a transition process from school to work to assist students in obtaining their career path to increase placement rates.
- Train program ambassadors to promote EASTERN to business and industry.
- Expand the function of the EASTERN Foundation to include school funding for projects.



# GOAL 4 Operational Sustainability

*Create efficiencies to maintain highly effective operational support services.*

## INTRODUCTION

The fourth goal of EASTERN's Strategic Plan states "Create efficiencies to maintain highly effective operational support services." Operational Sustainability is defined as a method of evaluating whether an entity can maintain existing practices without placing potential resources at risk. EASTERN must manage the physical plant, data and technological aspects of the school while planning for the future in each area.

## OPERATIONAL SUSTAINABILITY GOAL

Three initiatives are spelled out in the Strategic Plan in relation to this goal:

- The creation of internal capacity and expertise for facilities management and capital planning
- Exploration of efficiencies in technological systems at EASTERN
- The creation of internal capacity and expertise for data management and reporting

## ACCOMPLISHMENTS/STATUS

- An online system, School Dude has been implemented. This system allows employees to submit technology and maintenance work requests. These requests are evaluated by the respective departments and assigned. The work flow can be monitored and reports generated as to status of the requests.
- Through yearly review EASTERN staff explore efficiencies in the Technology department reviewing needs, contracts and future purchases.
- Technology department has implemented a customer service protocol to improve communication and services.
- EASTERN's Technology department has reviewed the security of online and internet accessible resources.
- EASTERN has embraced Microsoft 365 and reorganized its document storage system into an online storage system by department in SharePoint.
- Exchange email was evaluated.
- In conjunction with participating districts, EASTERN is collaborating on the development on a funding plan for capital improvements.
- Aramark reports that in the 2015-2016 school year emergency facility repairs have been reduced by 20% with a further reduction of 15% in the 2016-2017 school year.
- Professional development in the area of data and technology for staff has increased from two in service experiences in the 2015-2016 school year to five in service experiences in the 2017-2018 school year. Topics and presentations have included training on new and updated technologies, Microsoft 365 training provided by Microsoft, and the use of smart-

board technology to enhance lesson planning.

- EASTERN has completed renovations in the Cosmetology, Veterinary Science, Allied Health and Commercial Art classrooms. Each area maximizes the space for student learning.
- The HVAC system received an extensive overhaul providing a more consistent atmosphere in the building.
- Work on rehabilitating the concrete on the ramp, restaurant patio and retaining wall was completed.
- A school safety audit was completed with recommendations to improve school safety. Signage, check in windows and electronic ID checks have been instituted.

## SUMMARY

EASTERN is committed to a cycle of self-improvement. Technological improvements not only includes new technologies but a cycle of replacement and renewal for existing technologies. The building plant also requires attention. Maintenance of the facility and improvements that support the educational goals of EASTERN are ongoing and require appropriate planning and budgeting for successful completion.

During the second half of the Strategic Plan several initiatives will occur including:

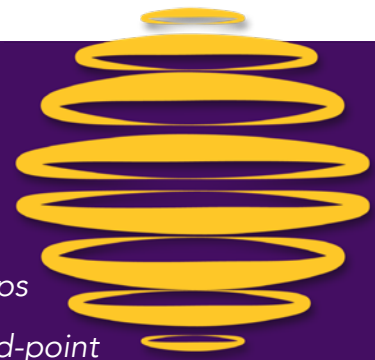
- Modernize technology infrastructure to increase wireless access and data efficiency.
- Ensure the website is ADA compliant.
- Research alternate website hosts.
- Evaluate alternative student information management systems and make a recommendation.
- Implement recommendations for funding capital improvements and complete renovations identified on plan.
- Incorporate a “green” focus on facility improvements.
- Implement “SMART” goals and objective metrics to communicate to stakeholders.



# Mid-Point Review

## Summary Conclusion

The systemic process of envisioning an optimal future for all students, translating this vision into broadly defined goals and a sequence of steps to achieve them is the Strategic Planning process at EASTERN. This mid-point review not only celebrates success but clarifies and expands on the initial goals and steps necessary to achieve the Mission of EASTERN.



## Thank You!

Thank you to all the staff, students, participating district personnel, community members and business and industry partners for helping EASTERN plan for its future.

Dr. Cathleen Plesnarski  
Executive Director, EASTERN

Mr. Thomas Allen,  
Executive Director on Assignment, EASTERN

Mr. Gary Bissig,  
EASTERN Parent

Ms. Nekicia Black,  
Sp. Ed. Transition Coordinator, Upper Dublin School District

Mr. Jaime Bretz,  
Dean of STEM, Montgomery County Community College

Ms. Maria Border,  
PPDC Instructor, Penn State University

Ms. Jennifer Butler,  
Montgomery County Workforce Investment Board

Mr. Joseph Carracappa,  
Principal, Upper Moreland High School

Ms. Joyce Clark,  
EASTERN Parent

Ms. Eileen Collins,  
Administrative Assistant, EASTERN

Ms. Leah Davis,  
Cosmetology Occupational Advisory Committee

Mr. John DiBenedetto,  
Executive Advisory Committee, Chairperson

Ms. Carol Duell,  
Practical Nursing Program Coordinator, EASTERN

Dr. Jeffrey Fecher,  
Superintendent, Abington School District

Ms. Joy Fraunfelder,  
Associate Director CE, PSU, Abington

Mr. Frank Giordano,  
Director of Special Education, Lower Moreland School District

Mr. Neil Goldberg,  
Welding Occupational Advisory Committee

Mr. Joseph Greb,  
Assistant Director, EASTERN

Ms. Jennifer Haney,  
Counselor, Upper Moreland High School

Ms. Pamela Hermann  
Counselor, Hatboro-Horsham High School

Ms. Rowan Klotzbach,  
EASTERN Student

Ms. Allison Larson,  
Supervisor of Career and Technical Education, EASTERN

Dr. Art Levinowitz,  
Joint Operating Committee President

Ms. Wendy Leyden,  
EASTERN Instructor

Dr. Wagner Marseille,  
Superintendent, Cheltenham School District

Dr. Robert Milrod,  
Superintendent Upper Moreland School District

Mr. Steven Parke,  
EASTERN Instructor

Ms. Carolyn Riley,  
Joint Operating Committee, Jenkintown

Dr. Charles Rittenhouse,  
Principal, Springfield High School

Ms. Joanne Scott,  
EASTERN Student

Ms. Amy Shields,  
Organizational Advancement Director, EASTERN

Mr. Shane Taggart,  
EASTERN Student

Mr. Dennis Williams,  
Principal, Hatboro-Horsham High School