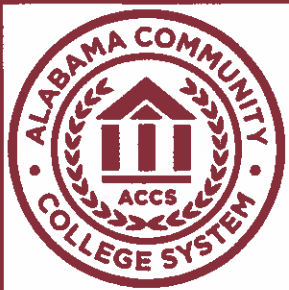


2021-2024 STRATEGIC PLAN *FINAL REPORT*



Ingram State Technical College is a fully accredited member of the Alabama Community College System. Established by the Alabama Legislature in 1965, the College serves incarcerated students exclusively.





STRATEGIC PLANNING METHODOLOGY

Continuing Education and Outreach's Strategic Planning Methodology

Troy University's Continuing Education and Outreach (CE&O) has developed two options for the strategic planning process of any organization. These options allow the organization to choose a path best for their organization, stakeholders, availability, and timeline.

- The first option is the more traditional planning process which entails a two to three-day meeting upfront with all pertinent stakeholders present for brainstorming and initial input. A month later, usually a two-day meeting, more input is gathered based on the draft CE&O has developed. This input is largely ideas that the stakeholder group did not think of in the first meeting and modifications to initial draft of the plan. Within a month, a final meeting is held to finalize the strategic plan. The final plan results in an organization's Mission, Vision, Core Values, SWOT (Internal Strengths, Internal Weaknesses, External Opportunities and External Threats), Goals and Actions/Objectives for each Goal.
- The second option is a contemporary process, which involves a copyrighted Questionnaire for collection of information pertinent to the Mission, Vision, Core Values, SWOT (Internal Strengths, Internal Weaknesses, External Opportunities and External Threats), Goal and Strategies for each Goal. Usually it takes between one or two hours for each respondent to complete the Strategic Planning Questionnaire. Each questionnaire is equipped with detailed instructions and examples to ensure all individuals have thorough instructions to provide ample input. When completing the electronic questionnaire, respondents are asked to choose defined levels of impact and importance of factors for various sections in the strategic plan including but not limited to SWOT and Goals. Initial data is collected, and all results of respondents are compiled into a document which may be called a first draft. CE&O meets with specific groups assigned by the organization to refine the strategic plan. Also included are measurable outcomes and an accountability leader per strategy or goal.



STRATEGIC PLANNING METHODOLOGY

CE&O's Strategic Planning Methodology (continued)

The benefits of the contemporary method include:

- a reduction in lengthy work sessions,
- a reduction in unpleasant conversations with possible debates and monopolies in discussions,
- an opportunity to hear all input even from people who are less likely to speak out in a group,
- an opportunity for written input for those who may not choose to speak up, and
- a decrease in the intimidation of employees when supervisors and/or executive leaders are in the same work session.



STRATEGIC PLANNING PROCESS

ISTC's Selected Strategic Planning Process

When the options were presented to ISTC's President Funderburk, she chose the contemporary strategic planning process. The Strategic Planning Questionnaire was customized for ISTC and distributed to all faculty and staff for individual input. Additionally, Questionnaires were completed by stakeholder groups including the Foundation Board, Administrative Council, President's Cabinet, Faculty Senate, and Institutional Advisory Board.

The ISTC-customized Strategic Planning Questionnaire collected information (via Qualtrics platform) from each respondent regarding modifications to the Mission and Vision, and Core Values. Since ISTC had an existing Mission and Vision, respondents were asked to review these and provide any changes they believed were necessary to bring the Mission and/or Vision into a relevant and current statement. Based on the Questionnaire, participants provided input regarding up to five Core Values with definitions of each, five Internal Strengths, and Internal Weaknesses. Also, input was provided regarding up to five items which respondents saw as possible External Opportunities for ISTC in the next three years. Similarly, up to five External Threats were provided by respondents which could provide a challenge or hindrance to ISTC's accomplishments over the next three years. ISTC's Goals and Strategies per Goal were provided by many respondents with the option to identify at least seven. The Strategic Planning Questionnaire collected data on the Magnitude (impact, urgency, and importance) of each SWOT item suggested and each Goal recommended.

Initially, CE&O participated in a Foundation Board Meeting to clarify the strategic planning process, provide awareness, and encourage them to complete the upcoming Questionnaire. Following this meeting, separate interviews were held with Senator Cam Ward and ADOC Commissioner Jeff Dunn to gather input for the Plan.



STRATEGIC PLANNING PROCESS

ISTC's Selected Strategic Planning Process (continued)

Strategic Planning Questionnaires came in by the deadline with only two individuals having challenges with the Questionnaire platform which both were addressed immediately. The Foundation Board Questionnaire deadline was extended several days when a few more Questionnaires were received. The response to the Questionnaire was outstanding and at a higher rate than stakeholder groups with other organizations. Additionally, the responses to the Questionnaire questions were thorough and comprehensive.

Below are the response rates of Questionnaires received per stakeholder group.

- Faculty and Staff* returned 103 Questionnaires for a return rate of 100%.
- Faculty Senate returned 15 Questionnaires for a return rate of 100%.
- Administrative Council returned 12 Questionnaires with a return rate of 73%.
- President's Cabinet returned 9 Questionnaires for a return rate of 100%.
- Institutional Advisory Board returned 14 Questionnaires for a return rate of 85%.
- Foundation Board returned 7 Questionnaires for a return rate of 54%.

* Faculty and Staff (Individuals) refer to all respondents who were not in other stakeholder groups.

The total number of Strategic Planning Questionnaires returned was 160. Counting faculty, staff, and stakeholder groups, this was a return rate of approximately 94% overall.



STRATEGIC PLANNING PROCESS

ISTC's Selected Strategic Planning Process (continued)

CE&O compiled Questionnaire data and developed Draft One of the Strategic Plan including information from the interviews. As the data was examined and responses were analyzed for Magnitude, CE&O was able to take similar responses and combine those into a single dimension reflecting words of the responses. For example, responses for Core Values may have included integrity, honesty, loyalty, commitment, role model, high standards, ethical, honor, support, and dependability. These responses were categorized under the heading of integrity (which was the most prominent response in the Core Values section of the Questionnaire). The same categorization was used with each section of the Draft Strategic Plan. However, each work session's participants could question or modify the categories or wording.

Goals were handled in the same way. Any Goals that were addressing similar achievement needs were included in the same Goal. For example, there were more than several responses regarding faculty and staff development but for different aspects. Therefore, all of these responses were categorized as different strategies under a single goal of staff and faculty development. Another example was regarding responses dealing with marketing, internal communication, external communication, press releases, communities, and more. Initially these ideas were categorized as three large goals. Eventually, the stakeholder groups reduced the achievement needs into one communication goal.

At this point in the timeline, the COVID – 19 outbreak occurred. Meetings going forward were held virtually on CE&O's WebEx or ISTC's virtual platform until in-person meetings were safe. CE&O met with the ISTC President to review Draft One of the Plan. Her comments were noted.

Draft One of the Strategic Plan was used in the initial facilitated work session with the Administrative Council, and notes were taken regarding their comments. A work session was then held with the Faculty Senate where notes were taken regarding Draft One of the Plan. Input from the Administrative Council and Faculty Senate was included in Draft Two of the Plan.



STRATEGIC PLANNING PROCESS

ISTC's Selected Strategic Planning Process (continued)

At this point, the President's Cabinet attended an in-person work session. Once the group reviewed the Mission, Vision, and Core Values, the participants were divided into subgroups to work on one specific SWOT or Goal with Strategies at a time. CE&O used the flip chart pages by each subgroup to record their changes and further refine the Strategic Plan into Draft Three. TROY CE&O met with the ISTC President to review Draft Three of the Plan.

Draft Three of the Strategic Plan was used in a second round of separate meetings with the Faculty Senate, Administrative Council, and President's Cabinet. These meetings were used to collect additional information and ensure CE&O represented their points correctly to increase buy-in to the information in this Draft. CE&O met with the President's Cabinet for an additional two hours to complete the work which resulted in Draft Four. Again, CE&O met with President Funderburk. In particular, the President discussed the internal and external communication of ISTC. Her comments were incorporated into Draft Five of the Plan. Also, included were the President's assignments of the Accountability Leaders for each Goal and Strategy and the Timeline associated with each Goal.

On August 11, CE&O presented the final ISTC 2021 – 2023 Strategic Plan in the Fall Conference of faculty and staff. The President was provided a Final Report of the Strategic Plan and Process.

TIMELINE

**December
2019**

CE&O discussed a possible strategic planning process with ISTC President.

**January
2020**

CE&O proposal was accepted and agreement was signed by ISTC.

**February
2020**

An outline of Strategic Planning Questionnaire questions for each stakeholder group was sent to ISTC.

ISTC's comments on the Strategic Planning Questionnaire were sent to CE&O.

CE&O held a Strategic Planning Kick-off with all staff and faculty.

The Strategic Planning Questionnaire was distributed electronically to faculty and staff, as well as stakeholder groups.

TIMELINE

**February
2020**
Continued

CE&O held meetings with the following:

- an interview with Senator Cam Ward.
- an interview with ADOC Commissioner Jeff Dunn.
- a presentation to Foundation Board.

Strategic Planning Questionnaires were returned to CE&O.

**April
2020**

CE&O presented Draft One to ISTC President with the compiled Questionnaire data.

CE&O and the ISTC President met regarding Draft One.

CE&O conducted the first round of work sessions with the Administrative Council and Faculty Senate in virtual meetings.

TIMELINE

**May
2020**

CE&O reviewed Draft Two with ISTC President.

**June
2020**

CE&O continued to review Draft Two, refining and editing per stakeholder group to create Draft Three.

**July
2020**

CE&O conducted the second working session with the ISTC Administrative Council (in-person) including recording of comments for approval and possible modifications.

CE&O conducted the second working session with the ISTC Faculty Senate (in-person) including recording of comments for approval and possible modifications.

CE&O developed Draft Four of the Strategic Plan based on comments and direction from stakeholder groups and individuals.

CE&O presented Draft Four to the Institutional Advisory Board.

TIMELINE

**July 2020
Continued**

CE&O conducted the third working session with the President's Cabinet using Draft Four.

CE&O developed Draft Five/ Final Draft based on final comments from the President's Cabinet and refinement of CE&O experience.

**August
2020**

Draft Five/Final Draft was reviewed with ISTC President.

CE&O presented the final plan to staff and faculty at the Fall Professional Development Workshop.

CE&O provided the Final Strategic Planning Report to the ISTC President.



2021 – 2024 STRATEGIC PLAN

MISSION

The mission of ISTC is to provide comprehensive educational services to incarcerated adults to reduce recidivism and return responsible citizens to society.

VISION

The vision of ISTC is to be a national leader in correctional education, by promoting actions to reduce recidivism, increasing public safety, and sustaining fiscal accountability for the citizenry of Alabama.

CORE VALUES

Integrity

ISTC believes each faculty and staff member should serve as a role model of robust standards, moral uprightness, source of support and dependability for others, and always upholding ethical principles.

Accountability

ISTC believes in individual and organizational responsibility and dependability in performance of our jobs, through collaboration and trust with colleagues, while placing as a priority the welfare of the college, our students and stakeholders, and the taxpayers of Alabama.

Inclusiveness

ISTC believes in an inclusive workplace which fosters diversity, equality, fairness, and respect, encouraging a creative and innovative workforce.

Student Focus

ISTC believes in serving students through high quality educational opportunities which foster personal and intellectual growth.

Professionalism

ISTC believes that faculty and staff should conduct themselves in a manner that demonstrates confidence, knowledge, and excellence.

SWOT ANALYSIS

INTERNAL STRENGTHS

- Leadership
- Financial sustainability
- Salary and benefits
- Internal hiring
- Partnerships and relationships including legislators and ADOC
- Marketing
- Student success and student focused
- Job placement and growth
- Availability of classroom resources

INTERNAL WEAKNESSES

- Staff and faculty concern regarding student morale
- Professional development opportunities
- Internal communication from leaders to employees
- Student retention
- Infrastructure (facilities and technology)

SWOT ANALYSIS

EXTERNAL OPPORTUNITIES

- Additional external funding opportunities such as grants and legislative appropriation
- Future expansion of ADOC educational opportunities throughout the State of Alabama
- Increased educational infrastructure to represent the growth of the prison system
- Increase public awareness and support for correctional education
- Enhance relationships with key stakeholders to achieve gains in legislative actions and funding prospects
- Seek partnership opportunities and apprenticeship program development for reentry.
- Utilize workforce needs to develop job opportunities for exiting students

EXTERNAL THREATS

- Political environment which regulates change in correctional education
- Economic downturn that impacts college funding and employment opportunities for graduating students
- Public perception of correctional education and ISTC activities
- Current correctional environment with ongoing challenges that affect students and the ISTC - ADOC relationship



2021 – 2024 GOALS AND STRATEGIES

FINANCIAL SUSTAINABILITY OF THE COLLEGE.

Increase financial sustainability by diversifying revenue streams from the state.

Accountability Leader: Dean of Administration

STRATEGIES

- Prepare talking points for quarterly meetings with legislators each year regarding the cost-benefits of education relating to recidivism and the need for additional funding sources in preparation.

Deadline for Goal Completion: May 31, 2021

- Develop a 3-year comprehensive needs list including equipment, technology upgrades, capital improvements, etc. by division and identify all applicable funding sources to make purchases using the most restrictive applicable sources first.

Deadline for Goal Completion: June 30, 2021



2021 – 2024 GOALS AND STRATEGIES

EDUCATIONAL PROGRAMMING ENHANCEMENTS.

Evaluate educational programming available to students to ensure ISTC produces qualified employees for the workforce, increases relevance of instruction to students, increases the value of the opportunity for them to reenter society as responsible citizens and meets the ever-changing needs of companies and industries hiring.

Accountability Leader: Dean of Instruction

STRATEGIES

- Educate faculty in latest pre-discipline techniques including the importance of knowing the most effective way to work with a specific student's personality, determining and using a student's strengths to enhance classroom conduct and study habits, and finding creative ways to motivate students for learning and retention.

Deadline for Goal Completion: Starting May 31, 2021

- Benchmark programs annually to ensure current trends and governmental certification programs are being met.

Deadline for Goal Completion: By December 15 of each year

- Create a Standardization Council with other ACCS members who provide inmate education.

Deadline for Goal Completion: September 30, 2021



2021 – 2024 GOALS AND STRATEGIES

STUDENT SERVICES DEVELOPMENT.

Refine the processes for the benefit of the student and the student's growth and completion of education.

Accountability Leader: Dean of Students and Special Services

STRATEGIES

- Seek opportunities to collaborate with ADOC to engage students' civic responsibility beyond classroom instruction to build an understanding of service, also known as experiential learning.

Deadline for Goal Completion: Starting July 31, 2021

- Student Services Departments will structure their own internal processes to drill down to emulate best practices considering their Department's Strengths, Weaknesses, Opportunities, Threats and Goals for annual achievement.

Deadline for Goal Completion: May 31, 2021



2021 – 2024 GOALS AND STRATEGIES

ENROLLMENT AND RETENTION GROWTH.

Increase enrollment by focusing on recruiting efforts and retention.

Accountability Leader: Dean of Students and Special Services

STRATEGIES

- Create a mentoring program for students using both Foundation Board and Institutional Advisory Board Members, as well as community partners.

Deadline for Goal Completion: June 30, 2021

- Document an organized recruiting plan to begin recruiting efforts for additional correctional sites and all qualified inmates.

Deadline for Goal Completion: January 31, 2021

- Work with ADOC to develop and incorporate incentives for students.

Deadline for Goal Completion: January 31, 2022

- Identify an ISTC staff member to research a program or tool to track recruitment efforts, ensure data is effective, and engage in continued evaluation of such data to provide accurate, current and useful Recruitment Reports to the President's Cabinet with supporting statistics to document an increase in student recruitment.

Deadline for Goal Completion: May 31, 2021

- Offer incentives to students in education per the 'Correctional Education Plan to Prepare Incarcerated Adults for Alabama's Workforce' plan.

Deadline for Goal Completion: Starting August 31, 2021



2021 – 2024 GOALS AND STRATEGIES

INFRASTRUCTURE IMPROVEMENT.

Improve and develop technology, programming, and media activity to provide quality education to students, grow students' innovation, and prepare students for the current marketplace.

Accountability Leader: Dean of Administration

STRATEGIES

- Develop a Data Analyst job description including salary requirements and responsibilities such as continually collecting and analyzing data and producing needed reports which will drive informed decisions by ISTC and present draft description to the President.

Deadline for Goal Completion: May 31, 2021

- Seek companies who want to donate or provide technology for correctional education.

Deadline for Goal Completion: Starting March 31, 2021

- Create educational infrastructure plan for the addition of three major prisons and be prepared to accommodate pending ADOC timing.

Deadline for Goal Completion: Pending ADOC Timeline

- Research an electronic LMS for the purpose of distance education with the Technology Committee making recommendations to the President.

Deadline for Goal Completion: March 31, 2021



2021 – 2024 GOALS AND STRATEGIES

STAFF AND FACULTY TRAINING AND DEVELOPMENT.

Provide faculty and staff professional development opportunities to strengthen and equip professionals to be successful in their roles.

Accountability Leader: Dean of Administration, HR Coordinator

STRATEGIES

- Create and implement a comprehensive Professional Development Plan for faculty and staff to increase staff morale, organizational culture, effective communication, and employee motivation including the following training.
 - A ISTC Leadership Academy to be conducted once a year; allowing 10-20 employees to attend an eight-month course; meeting on a monthly basis; with curriculum consisting of intense leadership content and a designated time to address specific institutional matters for learning opportunities; with learning objectives that strengthen ISTC leadership, create buy-in for the ISTC vision, and ultimately enhance educational services.

Deadline for Goal Completion: Beginning March 31, 2021

- Conduct Continuing Education Credits workshops.

Deadline for Goal Completion: Starting August 31, 2021



2021 – 2024 GOALS AND STRATEGIES

STAFF AND FACULTY TRAINING AND DEVELOPMENT.

Provide faculty and staff professional development opportunities to strengthen and equip professionals to be successful in their roles.

Accountability Leader: Dean of Administration, HR Coordinator

STRATEGIES (CONTINUED)

- Quarterly Training Sessions for all faculty and staff with topics such as communication, organizational culture, team building, conflict resolution, time management, safety, emotional intelligence (EI), classroom management and ISTC policies and procedures.

Deadline for Goal Completion: Starting June 30, 2021

- Identify a cross-training plan for ISTC staff and faculty.

Deadline for Goal Completion: Starting September 30, 2021

- Create a survey tool that is used annually to gauge employees' thoughts and feelings regarding the annual professional development plan for the upcoming year and implement the survey results annually in order to create employee satisfaction with professional development opportunities and culture.

Deadline for Goal Completion: January 31, 2021 (regarding prior calendar year training)



2021 – 2024 GOALS AND STRATEGIES

STAFF AND FACULTY TRAINING AND DEVELOPMENT.

Provide faculty and staff professional development opportunities to strengthen and equip professionals to be successful in their roles.

Accountability Leader: Dean of Administration, HR Coordinator

STRATEGIES (CONTINUED)

- Solicit external instructors with subject matter expertise as trainers/presenters to strengthen the professional development of employees in aforementioned topics.

Deadline for Goal Completion: Bring in instructors beginning January 31, 2021 for the 2021 Leadership Academy, Continuing Education Credit Workshops, and quarterly training sessions.



2021 – 2024 GOALS AND STRATEGIES

INSTITUTIONAL COMMUNICATION REINFORCEMENT.

Increase all communication activities both within and outside of ISTC in an effort to create positive brand awareness and increase the success and effectiveness of ISTC.

Accountability Leader: President

STRATEGIES

- Determine and define internal versus external stakeholders who should receive communication from and about ISTC (such as an excel spreadsheet with each stakeholder group in separate tabs, including name, email, ISTC affiliation).

Deadline for Goal Completion: March 31, 2021

- Expand existing internal communication methods to ensure that employees have the information needed to complete relevant tasks, and stay well informed about ISTC, as well as increase employee engagement.
 - Send a weekly email (every Friday morning), from the President's Office (possible name might be President's Corner) to all ISTC faculty and staff including a two minute video by the President with updates and outcomes from the previous week and written email content (below the video) to expand on items mentioned in the video.

Deadline for Goal Completion: Starting January 2021

- The last Friday of each month, the President's email will include employee accolades and recognition of at least one employee each month regarding a professional achievement.

Deadline for Goal Completion: Starting January 2021



2021 – 2024 GOALS AND STRATEGIES

INSTITUTIONAL COMMUNICATION REINFORCEMENT.

Increase all communication activities both within and outside of ISTC to create positive brand awareness and increase the success and effectiveness of ISTC.

Accountability Leader: President

STRATEGIES (CONTINUED)

- Expand on existing external communications for ISTC.
 - Host an annual community event (similar to a 60-minute coffee) in partnership with a local chamber of commerce or similar entity and invite the local business community to tour the college and meet ISTC leadership and Board Members.

Deadline for Goal Completion: By May 31 of each year

- Create a quarterly press release that highlights any new programs, achievements, or success stories that can be shared with all media outlets, statewide.

Deadline for Goal Completion: Beginning June 30, 2021 and continuing every quarter

- Prepare a quarterly email newsletter (create a meaningful name for the email) that will be sent to all external stakeholders, highlighting the ISTC values, student success stories, new programs, and achievements.

Deadline for Goal Completion: Beginning June 30, 2021 and continuing every quarter



2021 – 2024 GOALS AND STRATEGIES

INSTITUTIONAL COMMUNICATION REINFORCEMENT.

Increase all communication activities both within and outside of ISTC to create positive brand awareness and increase the success and effectiveness of ISTC.

Accountability Leader: President

STRATEGIES (CONTINUED)

- Expand on existing external communications for ISTC.
 - Create an ISTC Facebook post a minimum of one time per week, scheduled to post on Tuesdays which may include the President's videos on occasion if video information is not confidential.

Deadline for Goal Completion: Starting May 31, 2021

2021-2024 STRATEGIC PLAN



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