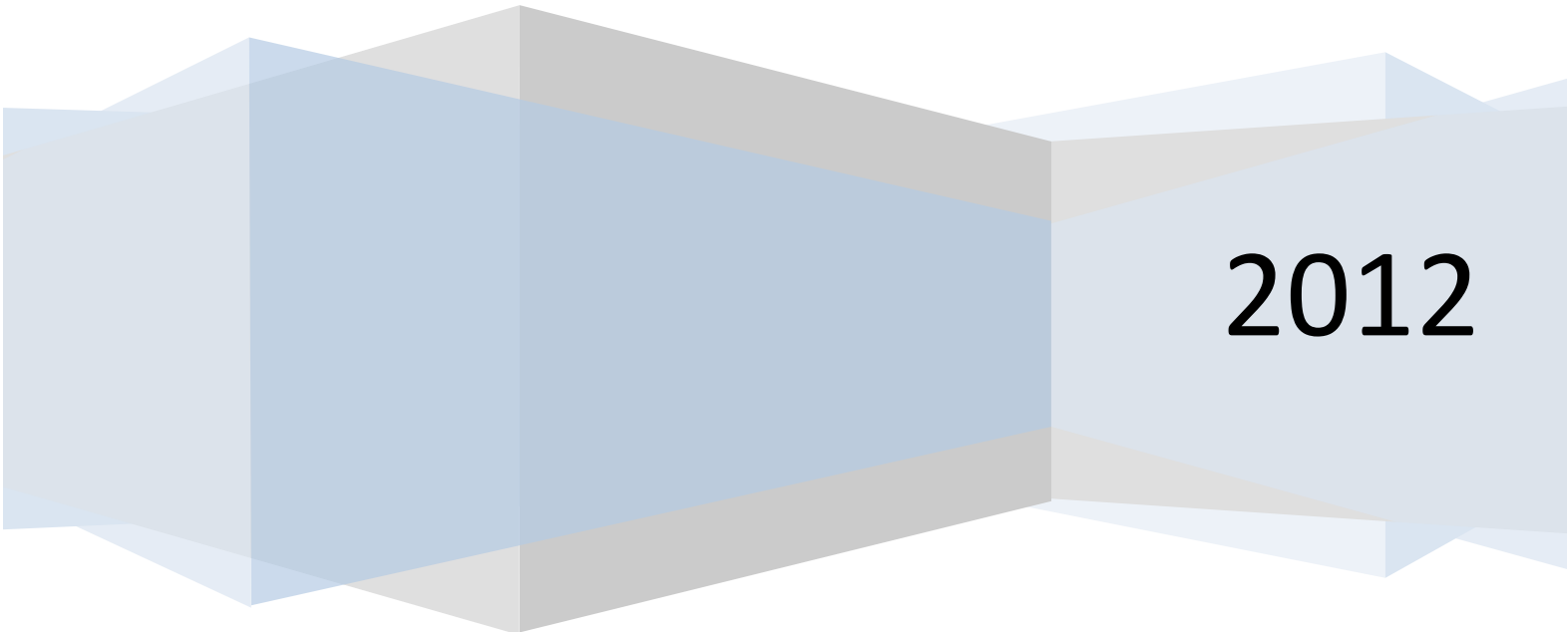


Baldwin Park Adult and Community Education

# STRATEGIC PLAN

For 2011-2014



# **BPACE STRATEGIC PLAN for 2011-2014**

## **Background**

### **2009 Action Plan**

As part of BPACE's 2009 Accreditation self study for the Western Association of Schools and Colleges (WASC) an Action Plan was developed focusing on the following goals:

Goal #1 – Increase the number of CTE courses and GED testing availability.

Goal #2 – Create a Professional Learning Community (PLC) to examine student learning and to share ways to improve that learning.

Goal #3 – Establish and expand Advisory Committees to provide guidance and input to all BPACE programs and services

Goal #4 – Expansion of student services to CTE students.

The 2009 Action Plan is reviewed annually and has become the basis for this strategic plan.

### **Impact of California Budget and Categorical Flexibility**

The State of California implemented categorical flexibility in 2009 as a temporary budget remedy. Adult Education programs were identified as Tier III programs, meaning that all of their funds could be used by their districts for any educational purpose. This measure is in effect until 2015. Current papers on education reform recommend making the flexibility permanent.

Although it was not the intent of the legislature, the impact of this decision has been the reduction or elimination of adult education programs throughout the state as districts try to balance their budgets. Enrollment in Adult education programs dropped 36% statewide from 2008-2010. This reduction in enrollment is reflected in the BPACE program. Although the program has reduced staff and instructional hours since 2009, BPACE has continued to focus on the 2009 action plan goals by developing Career Technical Education and Academic programs.

### **Mission Statement**

The BPACE Mission Statement is revisited on a regular basis. It was reviewed in July 2011 and revisited in November 2011.

***“BPACE meets the needs of the community by providing classes and support services that prepare students to meet their personal, career and college goals.”***

## Vision Statement

The BPACE Vision Statement was developed in 2011 as an extension of the Baldwin Park Unified School District Vision Statement. In January 2012, the vision statement was revised.

***“BPACE students will acquire relevant skills and knowledge, personal and professional attributes backed by a highly respected diploma or certificate to enrich and contribute to the community.”***

## BPACE Core Values

The BPACE Core Values is revisited on a regular basis. It was last sent to all staff for review in July 2011. Minor adjustments were made (using the word “student” instead of “client”).

**WE BELIEVE that our first responsibility is to our students; we must act in their best interests in terms of their educational and individual well-being.**

**WE BELIEVE in addressing diverse, individual needs by providing student-centered programs and services.**

**WE BELIEVE it is our responsibility to make programs and services as accessible as possible to all students.**

**WE BELIEVE that diversity in staff and students strengthens and enhances the organization.**

**WE BELIEVE in flexibility and innovation in meeting the needs of the community in a changing and complex society.**

**WE BELIEVE in conducting our business with honesty and integrity.**

**WE BELIEVE in providing a dedicated, well-trained, effective staff.**

**WE BELIEVE that every student is capable of learning and should be provided with the opportunities to set and achieve realistic, meaningful goals.**

**WE BELIEVE in encouraging and empowering employees and students to attain their personal and professional goals by identifying their potential and building on their successes.**

**WE BELIEVE in treating our employees and students with respect, recognizing that they are a valuable and essential part of a team.**

**WE BELIEVE in, and are committed to, life-long learning.**

**WE BELIEVE in quality management through effective communication and teamwork.**

**WE BELIEVE in providing a clean, orderly, safe environment and atmosphere conducive to working and learning.**

# **BPACE STRATEGIC PLAN FOR 2011-2014**

The strategic plan is reviewed by the faculty, administration, and institutional advisory committees at least annually and revised as necessary.

The results of the evaluation of progress toward achieving the objectives are documented annually.

## **INSTITUTIONAL GROWTH AND EXPANSION**

**Objective:** To meet the changing needs of students in our community by increasing the number of Career Technical Education course offerings and GED testing availability.

**Rationale:** The community profile indicated that the unemployment rate in Baldwin Park is significantly higher than Los Angeles. In addition, 56.8% of the people twenty-five years or older living in Baldwin Park have less than a ninth grade education.

### **Strategies for Achieving the Objective:**

1. Compile and analyze a Job Market Survey biannually.
2. Expand Auto Shop offerings beginning in September 2013.
3. Utilize the proposed CTE HVAC (Heating, Ventilating and Air Conditioning) facility beginning September 2014.
4. Expand CTE course offerings by 20% by fiscal year 2014.
5. Expand the number of students who take the GED by 20% by fiscal year 2014.
6. Increase the number of students transitioning from ESL and ABE to High School/GED and CTE programs.

### **Strategies for Evaluating the Progress of the Objective:**

1. Compile data using surveys, the EDD website, Bureau of Labor Statistics, other national data bases and local advisory and employer input. The current survey was completed in December 2011. We will compile a new survey for fiscal year 2013.
2. Monitor the number of students achieving ASE Certification, completers and placements. Beginning in summer 2012 data will be reported and analyzed annually.
3. Utilize the CTE Facilities Grant, funded December 2009, for construction and collaborate with Baldwin Park Unified School District for instructional use.
4. Expand CTE programs based on the analysis of the Job Market Survey, community surveys, advisory committee input and staff input.
5. Market GED preparation and testing services to a wide range of institutions, develop partnerships with post secondary schools that do not administer the test and expand testing opportunities.
6. Establish a referral and tracking process that will facilitate advancement into higher levels of learning and achievement. The process will be developed in 2013 and evaluated annually.

## **PROFESSIONAL LEARNING COMMUNITY**

**Objective:** Create a professional learning community whose goal is to examine student learning within BPACE programs and share ways to improve student learning.

**Rationale:** BPACE needs to be more sophisticated and self-sufficient about staff development needs to make up for the vacuum caused by the downsizing of the CALPRO Resource Centers.

**Strategies for Achieving the Objective:**

1. Provide ongoing staff development on data collection and analysis for the purpose of lesson planning beginning 2012 and continuing annually.
2. Provide professional development to support expansion of Career Technical Education programs through articulation workshops with local colleges and program-specific advisory committees beginning 2012 and continuing annually.
3. Form Advisory Committees for all CTE programs and establish regular meeting schedules beginning 2012 with additional Advisories formed as new programs are opened.

**Strategies for Evaluating the Progress of the Objective:**

1. Survey teachers annually to identify professional development needs.
2. Provide in-house professional development workshops based on survey results. A Professional Development Plans was formalized in 2012 and will be evaluated and updated annually.
3. Develop partnerships and articulation agreements with local colleges and businesses beginning fiscal year 2013 and evaluated annually.
4. Continue meeting at least semi-annually with program specific Advisory Committees.
5. Develop program specific Advisory Committees as CTE programs are expanded.

## **STUDENT SERVICES**

**Objective:** Expand student support services to keep pace with the growth of the CTE Program.

**Rationale:** As BPACE expands the CTE Program, the need for student services will increase. BPACE will expand the scope of students support services to more effectively meet the needs of students.

**Strategies for Achieving the Objective:**

1. Adjust and align the roles of Job Developer and Financial Aid Officer as CTE expands beginning fiscal year 2013.
2. Identify criteria for student follow-up in all programs related to job placement, transition to college, etc. This process began in fiscal year 2012 and will continue throughout 2014 as expansion requires.
3. Develop an orientation packet and student handbook for all students by fiscal year 2012.

**Strategies for Evaluating the Progress of the Objective:**

1. Increase financial aid staff to accommodate increased numbers of CTE students accessing financial aid beginning in 2012.

2. Revise job duties and job description of the Job Developer to provide and document better follow-up with graduates beginning in fiscal year 2013.
3. Publish the orientation packet and student handbook in fiscal year 2012.

## **JOB PLACEMENT**

**Objective:** Increase job placement services for all CTE students.

**Rationale:** As the CTE Program expands, BPACE needs to formalize and increase contact between the Job Placement Office and the student to better assist the students with their job search and job placement.

### **Strategies for Achieving the Objective:**

1. Strengthen partnerships with business for all CTE programs by 2014.
2. Identify the process for student follow-up in all programs related to job placement during 2013.
3. Formalize a professional development component to assist students near graduation with pre-employment skills by 2013.
4. Improve feedback information from employers. The process began in 2011 and will continue through 2014.

### **Strategies for Evaluating the Progress of the Objective:**

1. Use placement rates, follow-up surveys with graduates and employers, and Advisory Committee feedback to evaluate the success of CTE partnerships. The first coordinated data will be evaluated the end of fiscal year 2013.
2. Maintain a tracking system utilizing post-completion tests, alumni contact and collaboration with colleges and businesses to document placement and completion data by end of fiscal year 2014.
3. The Job Placement Office will document formalized meetings with students regarding resumes, interviews and job placement beginning in fiscal year 2011 and continuing.
4. Survey Advisory Committees, employers, employer partners and graduates at least annually.

## **BUDGET/FUNDING STREAMS**

**Objective:** BPACE needs to stabilize program funding.

**Rationale:** BPACE needs to become increasingly self-sufficient to continue to provide quality programs and to expand and grow.

### **Strategies for Achieving the Objective:**

1. Increase fees and develop alternative ways for students to pay fees by fiscal year 2013.
2. Increase completion rates so most students finish a program within one year by fiscal year 2014.
3. Earn benchmarks by providing in-school academic support for students who need remediation. Academic components to CTE classes will begin in fiscal year 2013.
4. Research grants and alternative income streams beginning fiscal year 2013.

### **Strategies for Evaluating the Progress of the Objective:**

- Incorporate payment alternatives for students, such as payment plans and automatic credit card charges. Develop a checklist and procedure for clearance by the accounting office prior to graduating the student. BPACE will begin researching alternative programs in fiscal year 2013 and have alternatives in place by fiscal year 2014.
- Analysis of completion rates and length of time students remain in each program beginning in 2012.
- Analysis of CASAS and TABE scores and student completion and placement data beginning in fiscal year 2014.
- Document grants that have been awarded and how funds were used.

Standard IV  
Strategic Planning  
Committee Members

**Froilan Mendoza**  
BPUSD Associate Superintendent

**John Kerr**  
BPACE Senior Director

**Barbara Kebre**  
Chair Head Counselor

**Susan Coulter**  
ACETABP President

**Juan Ramirez**  
Pharmacy Technician

**Adriana Rodriguez**  
GED Chief Examiner

**Denise Tornatore**  
Teacher on Special Assignment

**Husein Toubat**  
Teacher on Special Assignment