



John Jay Center for Learning
Strategic Plan
December, 2015
2016-2019

Adopted by JJCL Board of Directors 1.25.16

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JJCL Plan on a Page

Mission

Inspiration and prosperity through education

Vision

All citizens achieve their goals by increasing skills, gaining confidence, and accessing the resources necessary to meet their life and work goals.

The John Jay Center for Learning is viewed as the preeminent location and physical symbol for personal growth and achievement.

Through education, the people of Jay County lead a life of purpose and generate a healthy wage for their families.

Values

We Value....

Lifelong learning opportunities for all.

Bold, innovative and entrepreneurial educational approaches.

Strategic alliances and collaboration with a broad variety of partners.

Goals

Promote and Provide Lifelong Learning

Stimulate and Inspire Intellectual Curiosity in the Community

Increase Post- Secondary Degrees and Credentials

Coordinate Career and Technical Education Programming

Executive Summary

The John Jay Center for Learning is on a path for growth and development. After fifteen years of operation, the strategic plan is being reviewed in light of the current educational and economic realities.

All goals from the previous plan have been met (or exceeded), making room for new plans. JJCL has enjoyed success with active and committed Board members, a series of effective Executive Directors, and good educational and community partners.

The vision and mission have been revisited along with three operational goals and four missional goals.

The mission is *inspiration and prosperity through education*

The vision sees JJCL built on collaboration that helps individuals and the organization achieve greater results through competence and confidence.

This can be achieved through fiscal responsibility and operational discipline. The Board will be directed by these operational goals:

- Secure on-going funding for JJCL including funding to meet the needs of the physical plant
- Effectively promote and market John Jay's offerings
- Develop a broad range of services and curriculum including specialty services to a broad continuum of clients

With a focus on the development of services and curriculum, the Strategic Plan focuses on four missional goals:

1. Promote and Provide Lifelong Learning
2. Stimulate and Inspire Intellectual Curiosity in the Community
3. Increase Post- Secondary Degrees and Credentials
4. Coordinate Career and Technical Education Programming

Mission

The mission statement for JJCL addresses learning in the community and the intent to inspire individuals to be all that they can be. The mission is:

Inspiration and prosperity through education

Vision

The vision looks to the future, at a time where JJCL has impacted the community and its members in a significant way.

- All citizens achieve their goals by increasing skills, gaining confidence, and accessing the resources necessary to meet their life and work goals.
- The John Jay Center for Learning is viewed as the preeminent location and physical symbol for personal growth and achievement.
- Through education, the people of Jay County lead a life of purpose and generate a respectable wage for their families.

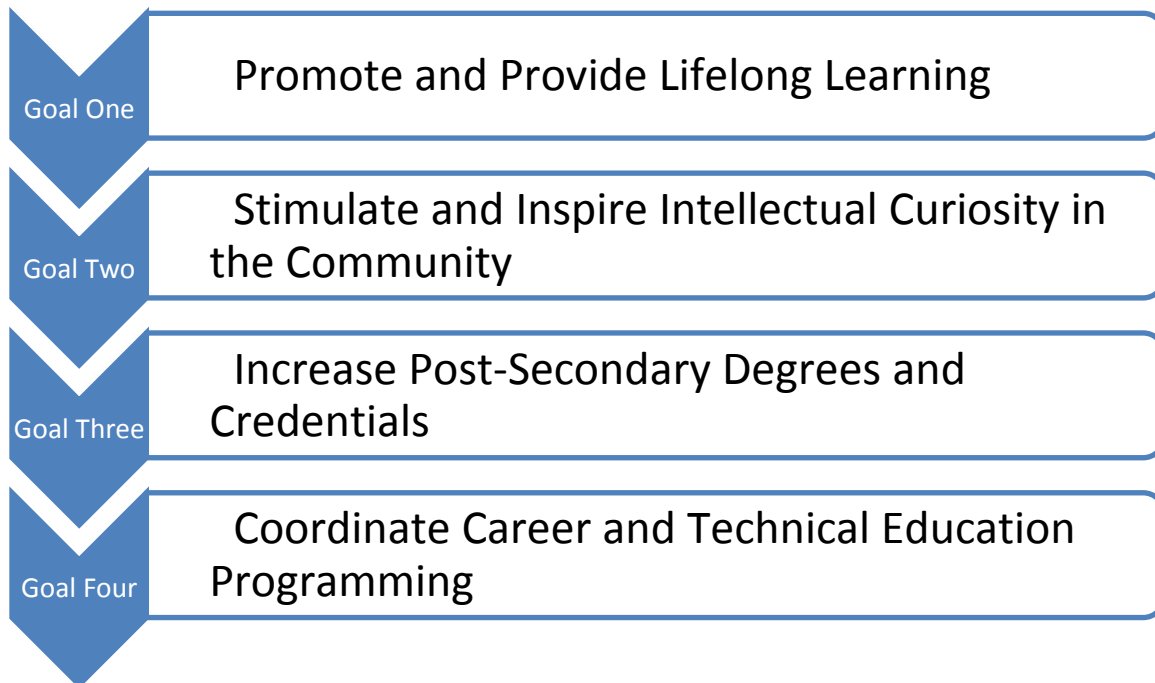
Values

The board, staff, and volunteers of the John Jay Center for Learning are directed by our mission statement toward the ultimate achievement of our vision. We have also expressed operational values that serve as the guiding principles for how we do business.

- We value bold, innovative, entrepreneurial and adaptive approaches to meet the educational needs of the marketplace and our communities.
- We strive for lifelong learning and educational opportunities for all. We value our position in contributing to learning in Jay County and the broader region.
- We value strategic alliances and collaborations with a broad variety of partners.

Goals

To achieve the operational goal of providing a broad range of services and curriculum, four missional goals have been identified.



Measuring Goals

It will be important to measure the success of the goals. The Board will use a Score Card to assess the four goals on a regular basis. While some of the goals will be easier to measure than others, all of the goals can be written and viewed as “Smart” Goals:

Specific – What do you want to achieve through this goal?

Measurable – Can the goal be measured?

Actionable - What steps need to be taken to achieve the goal?

Realistic - What is reasonable to achieve through this goal?

Time **B**ound -What is the time frame for achieving the goal?

The goals are described on the next pages with references to **SMART** goals

Goal One			
Promote and Provide Lifelong Learning – engage citizens of all ages in Jay County and the surrounding area in learning activities			
Objective One	Activity One	Activity Two	Activity Three
Offer quality educational opportunities to citizens of all ages	Provide 2 Kids Educational Camps in 2016	Continue the College Career Connect	Partner with Jay Schools on the High School Equivalency program
	Activity Four	Activity Five	Activity Six
	Expand offerings with Ivy Tech, Vincennes, Purdue, Indiana Wesleyan	Continue a Senior Learning Series	
Objective Two	Activity One	Activity Two	Activity Three
Build effective partnerships with community partners	Partner with the YSB to promote and expand the Born to Learn program	Partner with the Jay County Public Library on the KiPs program	Partner with the Jay County Promise Program to increase the number of students involved
SMART Review			
<p>Desired Outcomes:</p> <ul style="list-style-type: none"> ● Reach individuals of all ages with educational opportunities ● Collaborate with diverse and local organizations to create a broader impact in the community <p>Evaluation:</p> <ul style="list-style-type: none"> ● Percentage increase in attendance for JJCL offerings. ● Completion rate for higher education classes. 			

Goal Two			
Stimulate and inspire intellectual curiosity in the community to decrease apathy and increase positivity in the community			
Objective One	Activity One	Activity Two	Activity Three
Sponsor provocative speakers who inspire and lead people to action	Identify topics and speakers for a series starting in 2016	Plan and promote a first speaker by second quarter 2016	Promote this speaker through media and other service organizations.
Objective Two	Activity One	Activity Two	Activity Three
Initiative a competitive youth award focused on creativity	Develop a competition that will appeal to youth and will acknowledge and affirm the value of creativity.	<ul style="list-style-type: none"> • Appoint a Blue Ribbon Committee to plan and promote the event. • Utilize board members as mentors for the participants 	Host an event by third quarter 2016 with local judges to and award cash prizes for the best entries.
Objective Three	Activity One	Activity Two	Activity Three
Sponsor a Symposium on subjects relevant to the community, utilizing local connections to sponsor speakers	Contact potential sponsors and foundation to host the first event.	<ul style="list-style-type: none"> • Identify the topic for the first symposium • Select participants for the symposium and media. • Initiate a marketing campaign for the symposium. 	<ul style="list-style-type: none"> • Hold the first symposium by fourth quarter 2016 • Solicit participants from first symposium to identify topic for second symposium.
SMART Review			
Desired Outcomes: <ul style="list-style-type: none"> • Inspire people to achieve greater possibilities • Bond potential donors who value intellectual stimulation • Raise the local level of thinking Evaluation: <ul style="list-style-type: none"> • Attendance and participation at events • Track young people and their level of activity one year after the event • Inquiries from national and local media or inquiries about the events 			

Goal Three			
Increase Post-Secondary degrees & Credentials - Increase the achievement of post-secondary degrees or credentials by youth and adults in Jay County			
Objective One	Activity One	Activity Two	Activity Three
Increase enrollments in degree or credential producing programs at JJCL	Promote “One-Year-Here” initiative	Expand the JCHS Early College & Career Program	Continue to sponsor College Career Connect
Objective Two	Activity One	Activity Two	Activity Three
Diversify educational partners to provide multiple degree/credential pathways to priority employment sectors in Jay County.	<ul style="list-style-type: none"> Identify current and future employment sectors that will need technical training and education (such as health care, manufacturing, agriculture) 	<ul style="list-style-type: none"> Identify current and potential partners who could provide these offerings. 	<ul style="list-style-type: none"> Create collaboration between JJCL, Jay Schools and employers and economic development to track this.
Objective Three	Activity One	Activity Two	Activity Three
Increase retention of Jay Co adults/youth in degree/credential producing programs.	Plan and deliver the Integrated Counseling program with JJCL, Ivy Tech and Jay Schools	Promote data sharing systems aligned (educational partner/JJCL/Jay Schools)	
Smart Review			
Desired Outcomes <ul style="list-style-type: none"> Instill desire and confidence in students, believing that they can achieve Increase exposure to educational opportunities for potential students of all ages Enhance the offerings of JJCL so that education is more affordable and reaches new sectors in the community Evaluation			

Goal Four			
Coordinate Career and Technical Education Programming			
Objective One	Activity One	Activity Two	Activity Three
Create educational opportunities in 2016 for emerging and incumbent workers to prepare them to work in a 21 st Century manufacturing plant.	Continue to foster the relationships established with local manufacturers to create opportunities for career and technical education	Enhance relationship with Jay Schools to explore the role they can play with career and technical programming	Jointly develop a curriculum with current and potential educational partners to expand local opportunities (coordinate with efforts in Goal Three)
Objective Two	Activity One	Activity Two	Activity Three
Develop a funding stream to create and pay for a curriculum director in 2017	Work with Jay County Community Development to identify potential grants to fund this position.	Develop a role description to use in selling the concept and finding potential donors or funding sources.	Create a business case (and projected returns) for this position.
Smart Goal Review			
<p>Desired Outcomes</p> <ul style="list-style-type: none"> ● Create the infrastructure and staffing needs to expand career and technical educational offerings ● Increase collaboration between local providers, employers, and partners to create realistic and expansive offerings, relevant in the 21st century <p>Evaluation:</p> <ul style="list-style-type: none"> ● Number of local employers supporting and participating in career and educational programming ● Number of employees enrolled in career and technical training programs ● Number of jobs filled by local employers with students from the JJCL program ● Funding for position of curriculum director 			

Operational Objectives

The Operational Objectives direct John Jay Center for Learning to achieve the mission and reach the vision that has been established. There are three overall operational objectives.

- 1. Secure on-going funding for JJCL including funding to meet the needs of the physical plant**
- 2. Effectively promote and market John Jay’s offerings**
- 3. Develop a broad range of services and curriculum including specialty services to a broad continuum of clients**

Secure on-going funding for JJCL including funding to meet the needs of the physical plant

Strategic Initiative	Action Steps	Timeline and Responsible Parties
Create financial stability	<ul style="list-style-type: none"> o Eliminate debt o Establish a 6 month financial reserve o Create an endowment for the facility 	Executive Director and Executive Committee
Create strategies for longer-range funding sources	<ul style="list-style-type: none"> o Develop relationships and create partnerships for potential endowments <ul style="list-style-type: none"> o Explore and develop non-governmental funding sources, including planned giving, annual campaigns, endowment and other channels o Develop contacts with estate planning to make sure JJCL is identified as a source for gifts (attorneys, bankers, trust officers) o Develop materials to explain and promote the endowment o Build relationships with local government, making the case 	Executive Director Ongoing

	for funding from those sources	
Plan for short-term budgetary cycles including funding sources.	<ul style="list-style-type: none"> ○ Increase earned revenue (direct and indirect) through activities and services offered by the center <ul style="list-style-type: none"> ○ This might include rentals, sponsorships, rent ○ Source grant opportunities for key initiatives ○ Increase grant seeking “toolkit” (reviewers, commonly required materials prepared in advance, knowledge base of likely sources, etc.) ○ Explore possibilities for cost-sharing with partners <ul style="list-style-type: none"> ○ Increase value to educational partners 	Executive Director

Effectively promote and market John Jay's offerings

Strategic Initiative	Action Steps	Timeframe Responsible Parties
<p>Assess the traffic and outcomes of the Web Site</p>	<ul style="list-style-type: none"> ○ Review the website annually to assess effectiveness and identify enhancements ○ Do an on-going refresh of the website to ensure that it is visually appealing and reaching the right audiences 	<p>Executive Director</p> <p>Executive Committee</p>
<p>Develop Promotional Strategy</p>	<ul style="list-style-type: none"> ○ Explore the campus/community concept with other entities in the immediate area that include educational elements in their mission ○ Create a tagline and related materials for expressing our mission ○ Promote the value of JJCL for quality and affordable, local education 	<p>Executive Director</p>

Develop a broad range of services and curriculum including specialty services to a broad continuum of community members

Strategic Initiatives	Action Steps	Timeline and Responsible Parties
<p>Broaden curriculum for citizens of all ages in Jay County</p>	<ul style="list-style-type: none"> ● Look at core curriculum beyond the basics for credit <ul style="list-style-type: none"> ○ Determine offerings relevant in the community given demographics and business mix (health care, manufacturing, agriculture) ● Recruit, develop, maintain and enhance effective educational partners ● Recruit and utilize staff and volunteers in the community such as retired teachers and business professionals and other community members ● Continually assess and utilize technology in the operation and delivery at JJCL ● Develop curriculum relevant to local business and industry 	<p>Executive Director, with Executive Committee (involvement of Board and Educational and Community Partners)</p>

Summary

The John Jay Center of Learning will be successful through the disciplined execution of the Strategic Plan. Through the work of a committed board and staff, the entire Jay County Community will benefit from the realization of these goals. The Plan will be reviewed and enhanced through the commitment of this talented group.

APPENDIX

SWOT

Strengths

- **Financial Stability**
 - Financially prudent
 - Annual fundraising campaign
- **Quality Leadership**
 - Committed Board of Directors
 - Executive Director with energy, ideas, vision and connections
 - Competent staff
- **Community Support**
 - Brand recognition
 - Recognized at the business, local and state levels
- **Great Facility**
 - Tenants
 - Attractive and functional facility
- **Good Partners**
 - Jay Schools
 - Educational Partners
 - Funding partners
- **Lifelong Learning Opportunities**
 - Varied programming
- **Diversified offerings**
 - Offerings for all ages

Weaknesses

- **Ambiguous vision**
 - Need to define success (long and short term)
 - Metrics needed to track and measure success
 - Focus on sustainability
- **Financial Reality**
 - Financial reality restrains growth
 - Cost of private education
 - Lack of scholarships
 - Cost of building maintenance and repairs

- **Staffing**
 - Small staff limits what is feasible
 - Over reliance on Ivy Tech
- **Offerings**
 - Slow to react to industry and world shifts
 - Need for wider offerings
 - Something for those not looking for degrees
 - Entrepreneurial, creative, innovative

Opportunities

- **Visibility**
 - Continue to build a strong reputation
 - Positioning for influence (connecting broadly and strategically with organizations and public servants. The can lead to JJCL being viewed as a thought leader for community based lifelong learning)
- **Viability**
 - Sell the importance of lifelong learning in a community that has not historically valued education.
 - Package JJCL as an economic tool for the community
 - Align with manufacturing and vocational education
 - Industry needs to train and develop their workers for the future. JJCL can play a role in this.
 - Increase in planned giving efforts
- **Broader Partnering**
 - Be a provider as well as a broker
 - Include a partner who is more price friendly
- **Disciplined Planning**
 - Clear planning and programming along four lines – promoting with excitement and visibility
 - More integration with counseling, program planning, data sharing, student interaction, evaluation and tracking between Jay Schools, JJCL, and Ivy Tech

Threats

- **Target Population**
 - Aging and stagnant population
 - The job market will require more education and/or technical training in the future, yet many individuals have grown up believing that post-secondary education is not necessary.
- **Services**
 - What JJCL is offering today does not reflect many of the needs of local (regional) employers
 - Combination of change in dual credit requirements and low number of MA teachers who meet guidelines to deliver
- **Staff and Partnering**
 - High cost of some partners is limiting
 - Potential staff burnout
 - Reliance on Ivy Tech
- **Facility**
 - Aging facility – endowment is needed as well as plan for replacement