

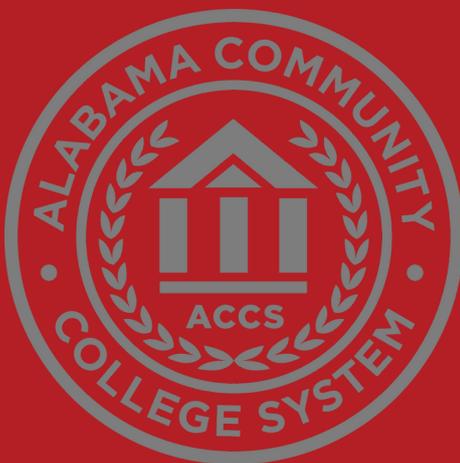
J.F. INGRAM STATE

2024–2027 STRATEGIC PLAN



J.F. INGRAM STATE

Developing Responsible Citizens



J.F. 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.



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STRATEGIC PLAN 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 traditional planning process which entails a two-day meeting with all pertinent stakeholders present for brainstorming and initial input. A month later, a two-day meeting is held where modifications are made to the initial draft of the plan. Within a month, a final meeting is held to finalize the strategic plan. The final plan results in a Mission, Vision, Core Values, SWOT (Internal Strengths, Internal Weaknesses, External Opportunities and External Threats), Goals and Strategies for each Goal.
- The second option is a contemporary process, which involves a copyrighted survey for collection of information pertinent to the Mission, Vision, Core Values, SWOT (Internal Strengths, Internal Weaknesses, External Opportunities and External Threats), Goals and Strategies for each Goal. Usually it takes a maximum of 2 hours for each responder to complete the Strategic Planning Survey. Each Survey is equipped with detailed instructions and examples to ensure all individuals have capabilities to provide ample input. When completing the electronic survey, responders are asked to choose defined levels of impact and importance of the factor for various sections of the strategic plan including but not limited to SWOT and Goals. Initial data is collected, and all results of responders 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 per strategy or goal.

The contemporary process was selected due to the benefits which include a reduction in lengthy work sessions and reduction of unpleasant conversations with possible debates and monopolies in discussions. CE&O developed this Survey because it is also beneficial for people who are less likely to speak out in a group. The opportunity for written input also benefits those who may not speak or limits comments due to supervisors and/or executive leaders being in the same work session.



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SELECTED PROCESS

J. F. Ingram State Technical College President Annette Funderburke chose the contemporary strategic planning process. The Strategic Planning Survey was customized for the college and distributed to all stakeholder groups including the college faculty and staff, Administrative Council, the Faculty-Staff Council, the Foundation Board, the Institutional Advisory Board, the President's Cabinet, and Wardens.

The J.F. Ingram State Technical College customized Strategic Planning Survey collected information from each responder regarding modifications to the Mission and Vision. Since ISTC has an existing Mission responders were asked to review that and provide any changes they believed were needed. Based on the Survey, participants provided input regarding their perception of Core Values, five ideas per SWOT item, Organizational Goals and Strategies per Goal. The Survey collected data on the Magnitude (impact, urgency, and importance) of each SWOT item suggested and each Goal provided.

CE&O compiled survey data and developed the initial draft of the Strategic Plan. 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 response reflecting with words of the responses. For example, responses for Core Values may have included integrity, honesty, loyalty, commitment, helpful, kind, and friendly. These responses would be categorized under the heading of kindness (which was the most prominent response for Core Values). This 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.

On June 11, 2024, initial meetings were held with both the Faculty Staff Council, and the Administrative Council to get their initial thoughts on the Survey data from their respective surveys. All data was kept anonymous. On July 17, 2024 the first meeting was held with the President's Cabinet, to refine the Survey data regarding the Mission, Vision, and Core Values. This document was considered the first draft.

The draft of the plan was used in additional meetings with the this working committee on August 2, 2024. This facilitated work session resulted in modifications and the final draft of the strategic plan.

On August 13, 2024 a meeting was held with the President and leadership team to receive final comments on the strategic plan. CE&O made any revisions from the feedback resulting in the final strategic plan. The final strategic plan report was provided to the President on August 23, 2024.

CORE VALUES

INTEGRITY

ISTC upholds the highest standards of honesty, respect, and fairness in all our actions, commit to doing what is right, and maintain moral, legal, and ethical principles in every aspect of our work.

INCLUSION

ISTC commits to fostering a diverse culture that ensures all voices are heard and respected, driving innovation and growth through varied perspectives within our staff, faculty, and student body.

STUDENT-CENTERED

ISTC prioritizes the needs and success of our students by promoting personal and educational growth through creating an environment of compassion, encouragement, and guidance.

ADAPTABILITY

ISTC is committed to flexibility in a constantly evolving landscape and continuously strives to create exceptional academic and wraparound services through the development of new pathways.

STEWARDSHIP

ISTC fosters a sense of community through a supportive atmosphere, strong relationships, commitment to service, shared governance, collaboration, and unity of purpose.



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MISSION

The mission of J.F. Ingram State Technical College is to provide comprehensive educational services, workforce development, and reentry services to justice-involved individuals to reduce recidivism, return responsible individuals to society, and strengthen Alabama's workforce and communities.

VISION

The vision of J.F. Ingram State Technical College is to be a national leader in correctional education while promoting actions to reduce recidivism and sustain fiscal accountability.

SWOT ANALYSIS

INTERNAL STRENGTHS

- Focused Mission and Vision
- Foundation Board
- College leadership
- Service-oriented staff
- Data-driven processes
- Quality education with practical application
- Outreach and partnership efforts
- Fiscally responsible and financial sustainability
- Current industry certifications leading to job placement
- State-wide accessibility to services
- Collaboration among peers

INTERNAL WEAKNESSES

- Infrastructure (facilities and technology) adaptability to technological changes
- Transparent internal communication
- Faculty and staff morale
- Staff and faculty retention strategies
- Student retention
- Faculty and staff training
- Professional development opportunities
- Diversity in hiring and promotional practices especially within Dean(s) or Associate Dean(s)

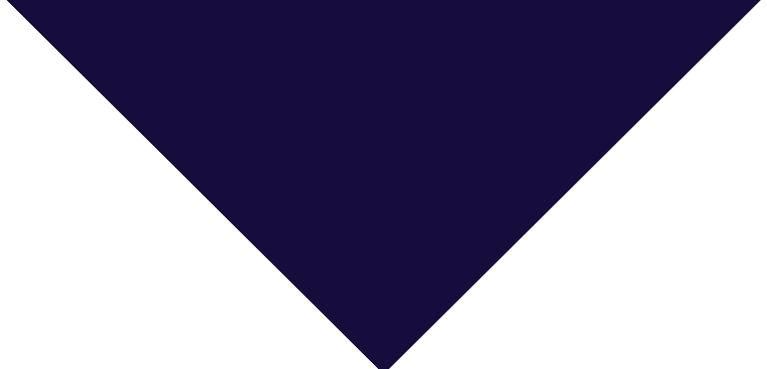
SWOT ANALYSIS

EXTERNAL OPPORTUNITIES

- Enhance partnership with the Alabama Department of Corrections and the Alabama Bureau of Pardons and Paroles
- Increase public awareness
- Develop strategic partnerships to advance workforce development
- Secure local, state, and federal funding

EXTERNAL THREATS

- Economy and funding
- Changes in correctional environment
- Changes in governing entities
- Lack of re-entry resources in the community
- Volatile workforce perception



2024 - 2027 GOALS AND STRATEGIES

FACULTY TRAINING AND DEVELOPMENT

Accountability Leader: Associate Dean, Faculty Development and Institutional Effectiveness

Strategies

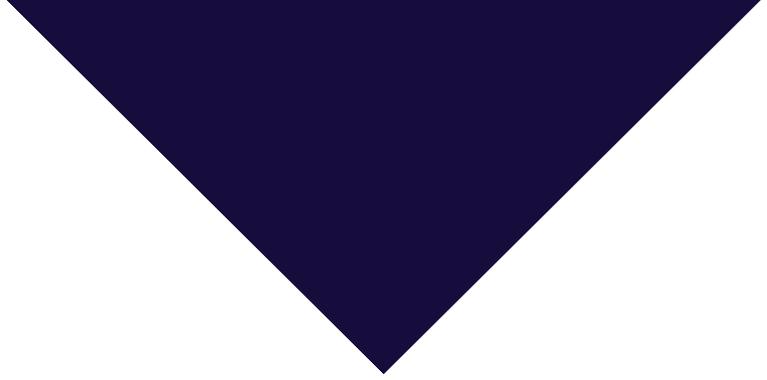
- Develop structured professional development pathways for faculty by identifying clear career paths within the organization, focusing on both technical and soft skills.
 - Establish a mentorship program to foster professional growth and knowledge.
-

ENHANCE OPERATIONAL EFFICIENCY

Accountability Leader: Chief Financial Officer

Strategies

- Increase the digital footprint using dynamic forms with the intention of going more digital/electronic.
- Adopt and implement a college-wide learning management system to maximize classroom space.
- Increase equitable access to equipment and resources to ensure programmatic parity across the state by assessing current resources and creating a plan for redistribution or purchase of added resources.
- Work with Alabama Department of Corrections and Alabama Bureau of Pardons and Parole to improve radio connectivity that ensures consistent communication for all ISTC campuses across the state and present the plan to the President's Cabinet for implementation.



2024 - 2027 GOALS AND STRATEGIES

INCREASE INVOLVEMENT WITH THE ALABAMA DEPARTMENT OF CORRECTIONS FOR STUDENT RETENTION

Accountability Leader: Dean of Students

Strategies

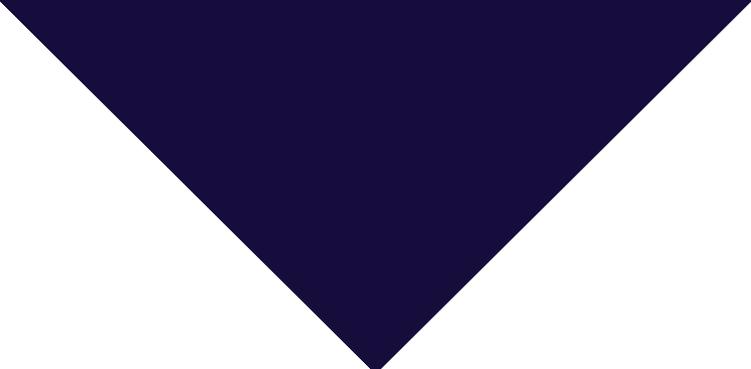
- Strengthen relationship with the Alabama Department of Corrections and Alabama Bureau of Pardons and Parole to remove student barriers for attending class such that student retention increases.
 - Work with the Alabama Department of Corrections to get books, videos, and course work on their tablets with meetings being held to research feasibility.
 - Continue awareness of ISTC's goals with stakeholders within Alabama Department of Corrections and Alabama Bureau of Pardons and Parole through meetings and written materials.
 - Collaborate with Alabama Department of Corrections and Alabama Bureau of Pardons and Parole to identify first generation students to incentivize participation.
-

WORK TO INCREASE EMPLOYMENT OPPORTUNITIES, EXPAND THE NETWORK OF SUPPORT, AND ENHANCE RE-ENTRY PROGRAMS FOR PARTICIPANTS

Accountability Leader: Dean of Student Services

Strategies

- Utilize Target X to map out second-chance employers and re-entry resources.
- Expand the number of events that facilitate employer(s) and non-profit interactions with program participants.



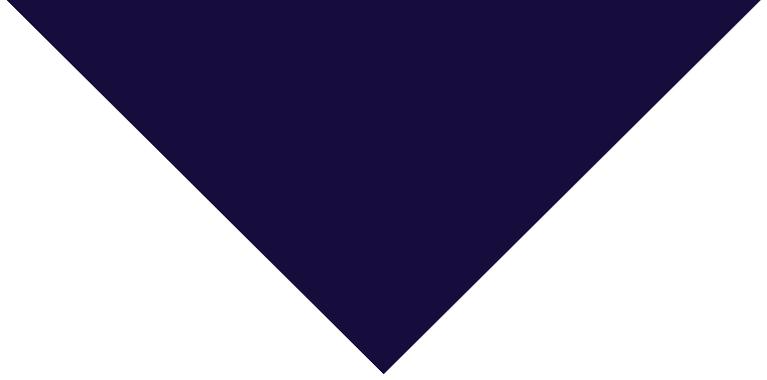
2024 - 2027 GOALS AND STRATEGIES

DEVELOP CORPORATE AND COMMUNITY PARTNERSHIPS TO EXPAND ISTC'S FOOTPRINT AND FUNDING SOURCES AND PROMOTE PROGRAM EFFECTIVENESS TO FULFILL GRADUATE AND EMPLOYER DEMANDS

Accountability Leader: President

Strategies

- Disseminate promotional material to corporate and build upon current community partnerships to enhance knowledge of college achievements.
- Include workforce development, college faculty, job placement and industry partners with the occupation advisory councils for each program.



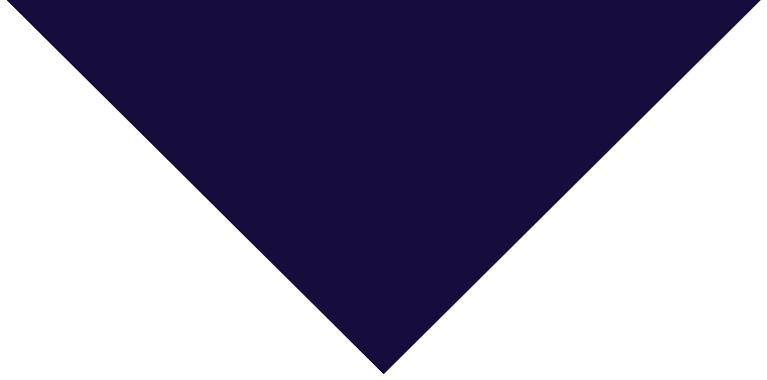
2024 - 2027 GOALS AND STRATEGIES

ENHANCE COMMUNICATION EFFORTS THAT FOSTER TRANSPARENCY AND ENSURE A CONSISTENT EXCHANGE OF INFORMATION

Accountability Leader: Public Relations Coordinator

Strategies

- Create a reporting process for employees that streamlines information top-down.
- Create an electronic system that allows faculty and staff the ability to submit recommendations that will be reviewed by the President's Cabinet quarterly.
- Have an external consultant identify and understand the three divisions within the organization which may have different functions, goals, and staffing requirements including clearly defining each division based on their roles and responsibilities within the organization and conducting a functional analysis to understand the specific functions and tasks carried out by each division.
- Organize regional welcome events or gatherings to facilitate networking among new hires and existing employees in the same location at least annually.
- Human Resources Coordinator and Public Relations Coordinator work together to create a communication plan to disseminate to all staff and faculty that defines each of the three divisions and their roles and responsibilities within the organization.



2024 - 2027 GOALS AND STRATEGIES

ENHANCE ONBOARDING AND DEVELOP STAFFING PLAN

Accountability Leader: Human Resources Coordinator

Strategies

- Conduct a comprehensive assessment through evaluation of existing onboarding processes, including feedback from new hires and managers to identify gaps and pain points to pinpoint areas where the current onboarding process falls short or causes confusion for new employees.
- Assign mentors from the same region or site to help new hires integrate more smoothly.
- Have an external consultant conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify internal strengths that can be leveraged for staffing purposes and external opportunities that may influence staffing needs.
- Develop strategies to fill existing staffing vacancies effectively by having an external consultant conduct a needs assessment to assess current staffing levels against divisional requirements, identify critical positions that need immediate attention due to vacancies or skill gaps.
- Create structured professional development pathways for employees by identifying clear career paths within the organization that outline the skills and competencies required for advancement.

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THE STRATEGIC PLANNING PROCESS WAS
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