



**OIC**  
Training Academy

## OIC Training Academy Strategic Plan: 2010 - 2015



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**OIC**

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# **OIC Training Academy Strategic Plan: 2010-2015**

## **Preface**

Over the last 35 years, OIC Training Academy has played an integral role in the world of career and workforce training, providing the citizens of Marion County and the north central region of West Virginia with an array of opportunities to help them build the skills and confidence needed to achieve success in a variety of occupational fields. From its beginning OIC has focused on pinpointing career opportunities within the community, partnering with employers, and aligning its training curriculum to provide citizens with real opportunities for individual growth and long-term career expansion. Whether it was through industrial trades, administrative support training programs, or the health sciences, OIC has always been at the forefront when it comes to workforce development. More importantly, however, OIC has led the way as a humanitarian organization, recognizing that its mission to 'help people help themselves' is rooted in the moral endeavor to provide people with opportunities to overcome obstacles, to transcend tribulation, and to prosper through the hard work and dedication needed to succeed in new careers.

In the last few years OIC has experienced many changes. Up until 1998 the agency was funded through the Job Training Partnership Act (JTPA). JTPA allowed OIC to contract with the State of West Virginia to provide job training services to citizens in need. In 1998, JTPA was repealed and the Workforce Investment Act (WIA) was enacted. WIA fundamentally changed OIC's funding structure. Instead of being allotted an annual budget directly based on the numbers of participants served and having participants directly referred to OIC through the local job service, WIA forced OIC to begin to compete with other educational and training agencies for student enrollments.

As OIC moves through its 35<sup>th</sup> year of providing training services to the West Virginia community, it has become important for the organization to closely evaluate where it is now as an agency and where it hopes to be in the future. Like most nonprofit organizations, OIC has its own unique challenges that it must face. For example, we easily recognize that one of our goals has to be to diversify our revenue streams. No private nonprofit educational institution is able to progress and advance merely on enrollments alone, especially without dramatically raising costs for its students through tuition hikes. Whether it is through fundraising and development, diversifying program offerings, expanding to new markets, grants, or other creative endeavors, in order to push forward with its mission OIC has to recognize ways that will eliminate cost burdens for the people it serves.

OIC also recognizes that it exists in a very competitive environment. From the local community college to the local proprietary schools to the myriad of educational entities online, the field of career training and education is overrun by a number of institutions vying for the same resources. Students in the surrounding area have an abundance of educational and training opportunities

available to them, with more popping up everyday. Unless OIC is able to establish and maintain the highest quality programming and services, and to provide students with continued opportunities for advancement—both educationally and professionally--it will be extremely difficult for the agency to remain competitive.

At the same time, there are various internal challenges that OIC must overcome. We have to identify and initiate new programs that are responsive to the needs of students and local employers. We must become more involved in, more proficient with, and more driven by technology--in all aspects of our programming. We must become more sensitive and responsive to changes in the skills needed throughout the industries we serve. We must be more proactive in our recruitment and outreach efforts. We must invest heavily within our staff through professional development and by providing opportunities for continued education. And we must also prepare for growth and recognize that our facilities provide a limited capacity to facilitate increasing enrollments.

Regardless of these challenges, we exhibit many strengths as well. For instance, we are dedicated to our mission and are driven to provide access to everyone who seeks an opportunity for growth. We are a student-centered agency that is concerned with the development of all of our students. We offer small teacher/student ratios with instructors who provide individualized attention to meet the learning needs of all students. We are a regionally accredited Title IV agency. Although there may be room for expansion and improvement in our curriculum and programming, we do provide good quality programming and training courses. We have a massive network of partnerships with employers who provide our students with the best opportunities for developing their skills through externships and help provide them with great employment opportunities. We have many caring and involved stakeholders who are dedicated to our mission, including board members and OIC staff who are committed to our community and our students.

As we look forward to the next 35 years, we understand the importance of establishing a vision for what it is we want to be, what it is we want to accomplish, where it is we want to go, and how it is we plan to get there. This strategic plan represents our hope for the future; it provides a new path that will help us begin to move in a direction that will hopefully propel OIC into the spotlight as the premiere agency for providing quality career training opportunities for students and a well-prepared citizenry for the local workforce. It is our goal to provide the best services possible for our prospective students, for those who are already enrolled, and for those who have graduated and moved on with their careers. It is our goal to provide the best training programs possible, to ensure that our students are participating in the highest quality activities possible, and that we are providing the most relevant, up-to-date, and challenging curriculum possible. It is our goal to retain our student-centered philosophy and to continue to invigorate it through new and more engaging

practices. It is also our goal to lead the way as a learner-centered institution ready to facilitate learning through the most innovative and creative means available.

This strategic plan offers only a framework for growth. The real work must come from the dedication and teamwork of the staff, instructors, administrators, board members, community stakeholders, students, and other OIC team members who have an interest in the success of our school and the longevity of our mission. We must understand our vision; we must allow our values to guide us; and we must work diligently to ensure that our goals are achieved. The future is filled with opportunities, and now is our time to move forward, to grow, and to continue the good work that we do!

### **Background**

The Opportunities Industrialization Center, Inc. was initially a dream of the Reverend Leon Sullivan. Rev. Sullivan was a native West Virginian born and raised in Charleston. In 1966 Rev. Sullivan founded the OIC of America in an abandoned jail in Philadelphia. His idea is reflected in a "We Help Ourselves" program enabling people to develop, to utilize, and to realize their full potential. His legacy and mission live-on today through the hard work and dedication of affiliates across this nation. OIC Training Academy of Fairmont is proud of its heritage and strives to carry forward the mission to "help people help themselves."

### **Mission**

The Opportunities Industrialization Center (OIC Training Academy) is a private nonprofit community-based career training facility that provides educational opportunities, specialized training, and job placement assistance for the residents of North Central West Virginia. OIC Training Academy exists to "help people help themselves" by providing them with quality opportunities to develop the professional skills and attributes necessary to advance personally and professionally.

### **Our Vision**

By remaining a student-centered and learning-centered organization, OIC Training Academy will be the premiere choice in career training and educational advancement for individuals throughout North Central West Virginia, providing the most innovative and creative opportunities for skills development, job training, continuing education, and educational growth throughout the region.

### **Our Values**

- Integrity
- Respect
- Creativity and Innovation
- Dedication

- Dependability
- Responsibility
- Teamwork
- Professionalism
- Open communication
- Service to community
- Continued learning
- Quality instruction
- Challenging and relevant courses
- Quality student services
- A learning environment that is safe and conducive for continued learning
- Student-centeredness
- Honesty
- Success

# Strategies for Success

## **Strategic Vision I: An inclusively welcoming and nurturing career training program focused on student engagement, student success, and opportunity**

- **Objective I.A.** OIC will strive to provide the best customer services throughout each area or department, providing learners with the best opportunities to realize success.
  - **Goal I.A-a.** Develop a standard procedure and process that can be used throughout the agency following the principles of good customer service.
  - **Goal I.A-b.** Establish a customer service committee that convenes quarterly to address issues pertaining to customer service at OIC
  - **Goal I.A-c.** Provide a minimum of 2 professional development trainings each year that focus on the principles of good customer service
  - **Goal I.A-d.** Provide a minimum of 2 cross-trainings each year to all staff that focuses on preparing them to answer questions and provide information about programs and operations at OIC
  - **Goal I.A-e.** Develop and publish a resource tool for all staff to learn from and utilize when addressing questions about OIC services
  - **Goal I.A-f.** Develop additional ways to help staff focus on principles of good customer service
- **Objective I.B.** OIC will strive to develop new opportunities for its learners, including developing new, innovative, and relevant training programs that will not only help to invigorate the local economy but are driven by area demand.
  - **Goal I.B-a.** Evaluate programs to determine relevance of course offerings based on industry credentialing standards, local employer need, and stakeholder feedback and adjust programs by adding or deleting courses as needed
    - Develop new electronic medical records course to be integrated into appropriate programs of study

- **Goal I.B-b.** Examine opportunities and develop a well-defined and written process for examining, analyzing, and initiating new program offerings
  - Strive to offer at least 2 new self-sustainable training programs by 2015
- **Goal I.B-c.** Seek and attain individual accreditation for at least one program of study i.e. medical assistant program
- **Goal I.B-d.** Seek out opportunities for articulation
  - Have in place at least one articulation agreement between 2010-2015
- **Goal I.B-e.** Examine and analyze options for offering advanced degree i.e. Associate's degree in at-least one of our training/certification programs
  - Have in place at least one option (whether in-house or in combinations with other educational institution) for advanced degree by 2015
- **Goal I.B-f.** Examine, analyze, and initiate alternative forms for offering programs and courses i.e. web based, televised, part time, on-site/off site, etc
  - Offer at least one course in each program as web-supported by 2015

**Indicators:**

- EMR course applied to programs
- Articulation agreements in place
- Medical Assisting or other program individually accredited
- Alternative offerings available and in use
- Written process for developing programs
- Courses and programs reflect industry demand

**Strategic Vision II: Excellence in Teaching, Learning, and Student Services**

- **Objective II.A.** OIC will provide the best student services available for all students, including prospective students, students enrolled in our

programs, and alumni (*see outline for preserving the quality of the student experience*).

- **Goal II.A-a.** Develop quarterly events for students to have additional opportunities for skills and knowledge development
- **Goal II.A-b.** Develop at least 3 events or activities per year that allow students to make professional contacts
- **Goal II.A-c.** Evaluate and determine where opportunities occur for students to participate in decision making activities, especially in regard to activities that directly affect them
- **Goal II.A-d.** Evaluate orientation process and determine strengths and weakness, develop areas for improvement based on principles for good customer service
- **Goal II.A-e.** Provide at least 4 social activities per year that include students i.e. OIC field trip to a museum, etc
- **Goal II.A-f.** Increase outreach services
- **Goal II.A-g.** Involve alumni
- **Goal II.A-h.** Offer job shadowing opportunities
- **Goal II.A-i.** Establish committee to evaluate externship process and make recommendations for improvements
- **Objective II.B.** OIC will provide a learner-centered curriculum for students within each of our programs following the 6 principles of a learning college, ensuring the use of quality, research-based instructional practices and challenging and relevant courses for each of our programs of study (*see outline for preserving the quality of the student experience*).
  - **Goal II.B-a.** Implement processes that increase knowledge about and practices using the principles inherent in a “learning institution.”
    - A learning institution . . .
      - creates substantive change in individual learners
      - engages learners as full partners in the learning process, with learners assuming primary responsibility for their own choices

- creates and offers as many options for learning as possible
  - assists learners to form and participate in collaborative learning activities
  - defines the roles of learning facilitators by the needs of the learners
  - both it and its learning facilitators succeed only when improved and expanded learning can be documented for its learner
- **Goal II.B-b.** Develop a catalog of lesson plans that includes every course offered at OIC

**Indicators:**

- Student surveys will reflect improvements in customer services
- Student activities and events in place
- Alumni participation evident
- Extern committee in place
- Job Shadowing evident
- OIC will see increases in enrollments
- Fire alarm bar in place
- Professional development opportunities reflect “learning college” principles; classroom/learning activities reflect tenets of “learning college” philosophy
- Staff meeting agendas will reflect goals of increasing customer service training

## **Strategic Vision III: Community Engagement, Outreach, and Partnerships**

- **Objective III.A.** OIC will continue to live-out its community-based philosophy by developing new partnerships with community organizations and agencies, utilizing volunteers, and working diligently to communicate its mission and values to all stakeholders.
  - **Goal III.A-a.** Provide courses each year that provide community education opportunities for the citizens of the local community
    - All professional staff and instructors develop and administer one community education course to be offered each year

- **Goal III.A-c.** Develop a free GED preparation program for the local community
- **Goal III.A-d.** Develop Memoranda of Understanding (MOUs) with other nonprofit agencies within the local community
- **Goal III.A-e.** Examine, evaluate, and develop a volunteer program within OIC with the following focal points:
  - Develop opportunities for student development through volunteerism
  - Develop a volunteer coordinator model that provides OIC with volunteers for various activities, etc
- **Goal III.A-h.** Renew and reinvigorate partners in education focus and develop strategy for leveraging and efficiently and effectively using resources
- **Goal III.A-i.** Develop relationships with and publish throughout the agency a well-defined network of agencies that can provide support for students in need
- **Goal III.A-j.** Develop in-house activities that benefit students, staff, and community in collaboration with other organizations

**Indicators:**

- Community courses in place
- Increased number of annual MOUs
- Volunteer program in place
- GED program in place
- Network of agencies provide, tracking of student use
- Partner profile created and resources identified and acquired

**Strategic Vision IV: Technology**

- **Objective IV.A.** OIC will continue to develop and upgrade the technology throughout the organization in order to improve all services.
  - **Goal IV.A-a.** Seek out funding opportunities for technology upgrades

- **Goal IV.A-b.** Improve website to be more useable by students, prospective customers, and the agency
- **Goal IV.A-c.** Develop a technology management and maintenance plan by either employing someone internally or using external contractor
- **Goal IV.A-d.** Develop and align technologies to allow for web-based courses, etc
- **Goal IV.A-e.** Increase professional development opportunities in technology to increase staff efficiency and instructional practices
- **Goal IV.A-f.** Integrate technology sources into the environment to provide avenue for communication, marketing, and promotion of programs and services
- **Goal IV.A-g.** Upgrade telephone system

**Key Indicators:**

- Installation of new equipment
- Master plan for tech management
- Expanded functions on web site
- New telephone system
- Powerpoint projectors used, LCD TV in lobby, technology a part of curriculum
- Professional development courses offered

**Strategic Vision V: Resource and Professional Development for Continued Educational Success**

- **Objective V.A.** OIC will seek out and provide opportunities for staff and instructors to continue to develop professionally.
  - **Goal V.A-a.** Develop a formalized process and procedure for ensuring annual opportunities for professional development
    - Set staff goals for professional development as part of the annual employee appraisal
  - **Goal V.A-b.** Develop in-house training opportunities

- **Goal V.A-c.** Foster relationships with outside entities to provide professional development services
- **Goal V.A-d.** Identify and attend outside events i.e. conferences, workshops, trainings, seminars
- **Goal V.A-e.** OIC will be proactive in its recruiting and marketing efforts
- **Goal V.A-f.** Hire an Admissions Specialist to help with marketing and student recruiting
- **Goal V.A-g.** Establish goals and develop a plan for recruiting
- **Objective V.B.** OIC will continue to develop a structure for resource development and fundraising by building public and private sector relationships to acquire new resources and revenue streams for program operations (programs, capital projects and general operations.)
  - **Goal V.B-a.** Build partnership opportunities with community based organizations, school districts, government, business and industry
  - **Goal V.B-b.** Research available grant opportunities and submit applications for those that match organizational priorities.
    - Submit at least 10 grant proposals each year
  - **Goal V.B-c.** Recruit and hire Development officer and refine processes for fundraising and development
  - **Goal V.B-d.** Retain present donors and cultivate potential donors
  - **Goal V.B-e.** Identify resources needed to achieve strategic plan
  - **Goal V.B-f.** Establish at least one annual fundraiser

**Key Indicators:**

- Increased staff participation in professional development activities each year
- Attainment of (at-least) minimal professional development goals for each person
- Program growth
- Grant applications submitted
- Grants funded

- Number of new partnerships
- Updated list of resources needed
- Growth of donor base
- Development officer hired

## **Strategic Vision VI: Physical environment and Organization**

- **Objective VI.A.** OIC will provide a learning environment that is safe and conducive for continued learning (see outline for preserving the quality of the student experience).
  - **Goal VI.A-a.** Ensure continued meetings of safety committee
  - **Goal VI.A-b.** Improve goal setting process for safety committee
- **Objective VI.B.** Develop a physical environment that is not only conducive for improving academic services and student services, but will facilitate growth and provide an aesthetically pleasing, attractive, and student-centered environment.
  - **Goal VI.B-a.** Replace ceiling tiles throughout the building
  - **Goal VI.B-b.** Replace flooring on first floor
  - **Goal VI.B-c.** Integrate technology into the environment
  - **Goal VI.B-d.** Explore practical uses and potential for revitalization of basement floor
  - **Goal VI.B-e.** Demand that the wall be fixed
  - **Goal VI.B-f.** Explore options for better parking

### **Key Indicators:**

- Tiles and floor replaced
- Technology integrated into environment
- Plan in place for basement
- Wall fixed
- Plan for student parking
- Safety meeting minutes reflect meeting and planning

## Strategy Outline for Learner Services

OIC will preserve the value of the student experience by providing

- Quality instruction
- Challenging and relevant courses
- Quality student services
- A learning environment that is safe and conducive for continued learning

OIC will preserve the value of the student experience by ensuring visibility in and knowledge about all aspects of processes and services, including providing

- Accurate outlines of programs of study
- Accurate schedules in a timely manner
- Clear and understandable student policies and procedures
- Up-to-date course catalogs
- Clear, understandable, and definable course objectives for student learning and success
- Clear, understandable, and definable objectives for professional development
- Clear, understandable, and definable objectives for completion of externships
- Accurate data and information reflecting job placement
- Accurate information about financial aid opportunities, policies, etc
- Info about extracurricular activities, contests, scholarships, awards, etc
- Info about safety exits and emergency exit routes

OIC will preserve the value of the student experience by upholding the principles of fairness, respect, and professionalism by

- Ensuring confidentiality when dealing with all student issues and abiding by the tenets mandated in FERPA
- Providing students with due process to resolve student discipline issues
- Following a clear chain of command when confronting student problems
- Treating all students with integrity
- Treating all students as responsible adults capable of making decisions to enhance their learning experiences
- Providing consistency in applying rules, policies, regulations, at all levels of the organization, etc
- Confronting all issues or problems in a judicious and responsible manner
- Working as a team to develop open lines of communication between all stakeholders
- Working as a team to develop an environment that fosters respect and appreciation for the integrity of all students, staff, instructors, etc

OIC will preserve the value of the student experience by providing something special/something extra in addition to the regular program activities and curriculum, including providing students with

- Additional opportunities for skills and knowledge development
- Events and activities that allow students to make professional contacts
- Opportunities to participate in decision making activities, especially in regard to activities that directly affect them
- Tutoring and other learning support services and activities
- Increased opportunities and decision making in regard to externships
- Follow-up services and opportunities to remain connected with OIC
- Opportunities for educational advancement
- Individualized educational and learning opportunities
- Referral to social support services
- Funding opportunities
- Awards and recognition
- A committed OIC staff that will go out of their way to help
- Engaging social activities that help students build a relationship with and connection to OIC and its mission