

# ARKANSAS DEPARTMENT OF CAREER EDUCATION

FY 2018 – FY 2019 STRATEGIC PLAN

[REVISION DECEMBER 12, 2018]

- ARKANSAS DEPARTMENT OF CAREER EDUCATION (590)
- ARKANSAS DEPARTMENT OF CAREER EDUCATION – ARKANSAS REHABILITATION SERVICES (520)

## MISSION

To prepare a job-ready, career-bound workforce to meet the needs of Arkansas employers.

## VISION

To be the model for workforce and career education.

## CORE VALUES

**Workforce Development** – Deliver cutting-edge programs and services to equip Arkansans with the finest, most competitive skills.

**Customer Service** – Provide exemplary customer service through shared responsibility and communication, focusing on exceptional customer satisfaction.

**Productivity and Efficiency** – Align services, optimize processes, and empower people to deliver the highest quality services at the lowest cost.

## AGENCY GOALS

1. Deliver cutting edge-programs and services to equip Arkansans with the finest, most competitive skills.
2. Provide exemplary customer service, focusing on exceptional customer satisfaction.
3. Align services and optimize processes to deliver the highest quality services at the lowest cost.

### AGENCY GOALS BY DIVISION

ADULT EDUCATION (ADED)

CAREER AND TECHNICAL EDUCATION (CTE)

OFFICE OF SKILLS DEVELOPMENT (OSD)

ARKANSAS REHABILITATION SERVICES (ARS)

COMMUNICATIONS (COMM)

## ADULT EDUCATION

*ADED Goals Align with Arkansas State Strategy Goals: Grow, Educate and Quality of Life*

**ADULT ED GOAL 1: Increase educational and employment outcomes of adult education participants. Improve the educational and employment outcomes of adult education participants.**

**Objective 1:**

Increase the percentage of educational gains of participants.

Strategy 1: Ensure curriculum aligns with the college and career readiness standards.

Strategy 2: Ensure adult education classes are at least 75% managed enrollment and instruction is of sufficient intensity and duration for educational gains.

Strategy 3: Ensure at least 65% of participants are post-tested.

Strategy 4: Ensure at least 65% of enrolled participants are retained.

**Objective 2:**

Increase the percentage of participants employed second quarter after exit.

Strategy 1: Ensure career coaches provide educational and vocational guidance services to participants.

Strategy 2: Integrate employability and digital literacy skills into the curriculum.

**Objective 3:**

Increase the percentage of participants employed fourth quarter after exit.

Strategy 1: Ensure career coaches provide educational and vocational guidance services to participants.

Strategy 2: Integrate employability and digital literacy skills into the curriculum.

**Objective 4:**

Increase median income of participants second quarter after exit.

Strategy 1: Provide career pathways opportunities to participants, concurrently and contextually, that lead to employment in high demand occupations.

Strategy 2: Provide apprenticeship opportunities for participants through collaboration with the Office of Skills Development.

**Objective 5:**

Increase the percentage of participants in education leading to credential or employment during program year, achieving measurable gains.

Strategy 1: Ensure career coaches provide educational and vocational guidance services to participants.

Strategy 2: Provide additional mobile high school equivalency testing centers across the state to improve access for participants.

(Adult Education, continued)

Strategy 3: Provide quality instruction based on the college and career readiness standards to better align and prepare participants for the high school equivalency test.

**Objective 6:**

Increase the percentage of participants who obtain a recognized postsecondary credential or diploma during participation or within one year after program exit.

Strategy 1: Develop a dual enrollment policy that provides opportunities for academically underprepared participants to enroll concurrently in adult education and postsecondary institutions.

Strategy 2: Provide apprenticeship opportunities for participants through collaboration with the Office of Skills Development.

Strategy 3: Provide career pathways opportunities to participants, concurrently and contextually, that lead to employment in high demand occupations.

Strategy 4: Offer bridge programs or transition services to participants enrolling in postsecondary institutions.

***ADULT ED GOAL 2: Improve the quality and accountability of adult education and literacy providers throughout the state.***

**Objective 1:**

Ensure at least 70% of providers meet state and federal benchmarks.

Strategy 1: Review Federal Tables 4 and Table 5 in the data management information system quarterly to check progress.

Strategy 2: Monitor Program Improvement Plans (PIP) of providers failing to meet benchmarks.

Strategy 3: Provide technical site visits to each provider to ensure compliance.

**Objective 2:**

Ensure at least 70% of providers have a risk assessment score below 50.

Strategy 1: Complete a risk assessment report annually on each provider.

***ADULT ED GOAL 3: Improve the professional educational standards of adult education and literacy providers that lead to enhanced instruction, student learning, and accessibility.***

**Objective 1:**

Provide ongoing, high quality, specialized professional development training through the Arkansas Adult Learning Resource Center (AALRC).

Strategy 1: Facilitate trainings through a variety of mediums to increase access.

(Adult Education, continued)

Strategy 2: Provide training that is aligned to the national leadership activities and helps facilitate teacher effectiveness.

**Objective 2:**

Ensure college and career readiness standards are integrated in the curriculum that leads to an increase in the number of GED® passers.

Strategy 1: Implement English as a Second Language (ESL) and Adult Basic Ed (ABE/ASE) college and career readiness content standards for all functioning levels.

Strategy 2: Ensure textbooks and software are based on valid research that align with college/career readiness standards.

Strategy 3: Integrate transferrable work-related skills, critical thinking, financial literacy, digital literacy, life skills, and study skills into the curriculum for all functioning levels.

Strategy 4: Align and contextualize basic skills to the advanced skills required for postsecondary education and/or the workforce, including high-demand middle-skills jobs.

**Objective 3:**

Maximize the use of technology to expand the number of students enrolled in distance learning.

Strategy 1: Ensure each provider offers access to education through distance learning.

Strategy 2: Offer distance learning training to teachers across the state.

Strategy 3: Recruit students to participate in distance learning.

## CAREER AND TECHNICAL EDUCATION

*CTE Goals Align with Arkansas State Strategy Goals: Grow, Educate and Quality of Life*

***CTE GOAL 1: Deliver high-quality CTE programs and services to increase workplace readiness skills of Arkansas middle and high school students.***

**Objective 1:**

Increase the rigor and relevance of frameworks through the integration of academic and CTE skills within all education pathways.

Strategy 1: Increase the number of CTE students who receive industry-recognized certifications.

Strategy 2: Increase the graduation rate for students who are program concentrators. (CTE Concentrators are secondary students who have completed at least two courses in a single CTE program/program of study).

Strategy 3: Increase the number of CTE students completing soft skills training.

Strategy 4: Increase CTE enrollment.

***CTE GOAL 2: Deliver equitable and diverse CTE learning opportunities and services to improve engagement and learning.***

**Objective 1:**

Improve CTE support services for increased engagement and learning by integrating diverse data-driven practices.

Strategy 1: Increase the number of underserved schools receiving new College and Career Coaches.

Strategy 2: Meet percentage of required of (MOA) Compliance Visits on secondary and postsecondary campuses.

Strategy 3: Increase the number of JAG "5 of 5" award winning programs.

Strategy 4: Increase % grant funds awarded for special needs, including, but not limited to adaptive equipment, and other 1% approved fund uses.

Strategy 5: Increase the number of CTE students involved in CTSOs.

***CTE GOAL 3: Re-align the division to meet new federal legislation, student, and industry needs.***

**Objective 1:**

Transition to Perkins V meeting Federal Requirements and Guidelines

Strategy 1: Develop a State Transition Plan in Spring 2019 according to guidelines and deadlines.

Strategy 2: Align the new state transition plan with the career pathways system.

Strategy 3: Host CTE trainings on Perkins V for CTE coordinators, teachers, and directors.

Strategy 4: Implement stakeholder meetings for state plan development.

(Career and Technical Education, continued)

***CTE GOAL 4: Strengthen CTE State Office operations and outreach.***

**Objective 1:**

Implement strategies to improve division efficiency, effectiveness, partnership building, and teamwork.

Strategy 1: Implement additional division professional development activities.

Strategy 2: Support consistent communication.

Strategy 3: Cultivate a culture of exemplary customer service and positive interactions internally and externally.

## OFFICE OF SKILLS DEVELOPMENT

*OSD Goals Align with Arkansas State Strategy Goals: Grow, Educate and Quality of Life*

### ***OSD GOAL 1: Improve operational efficiency of Secondary Technical Centers (STCs)***

#### **Objective 1:**

Reduce the number of STCs that pay both teacher salaries and college tuition.

Strategy 1: Work with individual community colleges for consistent STC expenditure reporting.

#### **Objective 2:**

Reduce the number of STCs that pay overhead costs.

Strategy 1: Work with administration and directors of STCs on expenditure reporting.

### ***OSD GOAL 2: Improve Secondary Technical Center program quality.***

#### **Objective 1:**

Better align STC programs with workforce and economic development priorities.

Strategy 1: Phase out curricula not aligned with workforce and economic development priorities and improve quality of priority programs.

#### **Objective 2:**

Make STC programs available statewide.

Strategy 1: Identify the geographic regions currently unserved by a STC.

#### **Objective 3:**

Increase concurrent credit opportunities for STC students at community colleges.

Strategy 1: Work with Association of Community Colleges and individual community colleges for consistent STC concurrent credit opportunities.

#### **Objective 4:**

Increase concurrent credit opportunities for Apprenticeship School students at Community Colleges.

Strategy 1: Work with Association of Community Colleges and individual community colleges for consistent STC concurrent credit opportunities.

(Office of Skills Development, continued)

***OSD GOAL 3: Improve the Public Image of Secondary Technical Centers and Apprenticeship***

**Objective 1:**

Improve image and perception of CTE among STCs.

Strategy 1: Work with school counselors, Secondary Center Directors, business/industry partners, and our agency communications division to implement a marketing plan.

**Objective 2:**

Increase interest and recruitment into Apprenticeship career paths.

Strategy 1: Increase Apprenticeship engagement at STCs and high schools in classrooms, resource contributions, tours, internships, job shadowing, teacher and administrator tours, job postings.

***OSD GOAL 4: Continuous Improvement of Grant Programs***

**Objective 1:**

Promote OSD Grants among all categories in high priority workforce and economic development areas.

Strategy 1: Develop promotional plan with AEDC, DWS, and ARCareerEd Communications Division to increase number of grant applications submitted annually.

**Objective 2:**

Maximize use of resources to meet regional, industry-specific or Arkansas headquartered companies' workforce development needs.

Strategy 1: Work with local Chambers of Commerce, EDs, Community Colleges to understand needs of business and industry within a regional geographic area, specific industry, or in regards to Arkansas headquartered businesses.

**Objective 3:**

Increase companies applying for OSD Grants.

Strategy 1: Continued outreach to companies across the state who have yet to apply for Office of Skills Development Grants to discuss resources available to them from the Dept. of Career Education for training incoming employees or existing employees, present to manufacturing alliances, chambers, of commerce, economic developers.

## ARKANSAS REHABILITATION SERVICES

*ARS Goals Align with Arkansas State Strategy Goals: Grow, Educate and Quality of Life, and also Healthy*

**ARS GOAL 1: Increase opportunities for individuals with disabilities to engage in competitive integrated employment and to live more independently.**

**Objective 1:**

Increase the percentage of program participants who are in competitive integrated employment during the second quarter after exit from the program.

- Strategy 1: Closely monitor outcomes and make adjustments to service provision from Agency staff and certified vendors to ensure high quality services to people with disabilities, while keeping costs of service provision as low as possible.
- Strategy 2: Leverage business relation resources by partnering with other Workforce Partners to reach additional businesses.
- Strategy 3: Actively support the development of the Arkansas Business Leadership Network. ARS will continue meeting with companies from across the state to garner support and identify an anchor employer(s) to facilitate the application process.
- Strategy 4: Actively engage and participate in the development and execution of the local and regional workforce development plans to ensure the clients we serve have access to employment that is driven by Labor Market Information.

**Objective 2:**

Increase the percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.

- Strategy 1: Closely monitor outcomes and make adjustments to service provision from Agency staff and certified vendors to ensure high quality services to people with disabilities, while keeping costs of service provision as low as possible.
- Strategy 2: Leverage business relation resources by partnering with other Workforce Partners to reach additional businesses.
- Strategy 3: Actively support the development of the Arkansas Business Leadership Network. ARS will continue meeting with companies from across the state to garner support and identify an anchor employer(s) to facilitate the application process
- Strategy 4: Actively engage and participate in the development and execution of the local and regional workforce development plans to ensure the clients we serve have access to employment that is driven by Labor Market Information.

**Objective 3:**

Increase the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.

(Arkansas Rehabilitation Services, continued)

- Strategy 1: Closely monitor outcomes and make adjustments to service provision from Agency staff and certified vendors to ensure high quality services to people with disabilities, while keeping costs of service provision as low as possible.
- Strategy 2: Leverage business relation resources by partnering with other Workforce Partners to reach additional businesses.
- Strategy 3: Actively support the development of the Arkansas Business Leadership Network. ARS will continue meeting with companies from across the state to garner support and identify an anchor employer(s) to facilitate the application process.
- Strategy 4: Actively engage and participate in the development and execution of the local and regional workforce development plans to ensure the clients we serve have access to employment that is driven by Labor Market Information.

**Objective 4:**

Increase the percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within 1 year after exit from the program.

- Strategy 1: Closely monitor outcomes and make adjustments to service provision from Agency staff and certified vendors to ensure high quality services to people with disabilities, while keeping costs of service provision as low as possible.

**Objective 5:**

Increase the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.

- Strategy 1: Closely monitor outcomes and make adjustments to service provision from Agency staff and certified vendors to ensure high quality services to people with disabilities, while keeping costs of service provision as low as possible.

**Objective 6:**

Increase the percentage of program participants who remain employed with the same employer during the second quarter, and through the fourth quarter, after exit from the program.

- Strategy 1: Closely monitor outcomes and make adjustments to service provision from Agency staff and certified vendors to ensure high quality services to program participants, while keeping costs of service provision as low as possible.
- Strategy 2: Leverage business relation resources by partnering with other Workforce Partners to reach additional businesses.
- Strategy 3: Actively support the development of the Arkansas Business Leadership Network. ARS will continue meeting with companies from across the state to garner support and identify an anchor employer(s) to facilitate the application process.

(Arkansas Rehabilitation Services, continued)

Strategy 4: Actively engage and participate in the development and execution of the local and regional workforce development plans to ensure program participants have access to employment that is driven by Labor Market Information.

**Objective 7:**

Increase the number of employers using agency services out of all employers in the state.

Strategy 1: Leverage business relation resources by partnering with other Workforce Partners to reach additional businesses.

Strategy 2: Actively support the development of the Arkansas Business Leadership Network. ARS will continue meeting with companies from across the state to garner support and identify an anchor employer(s) to facilitate the application process.

**Objective 8:**

Increase the percentage of supportive employment clients that attain competitive integrated employment.

Strategy 1: Train Community Rehabilitation Programs and the field counselor on the processes under the new partnership with Department of Human Services, Developmental Disabilities Services and ARS Supported Employment Services for individuals on Waiver.

Strategy 2: Collaborate with the Department of Human Services programs serving individuals with disabilities, Medicaid Department of Education, and Department of Workforce Education to plan a model program "State Agency Model Employment" (SAME) increasing employment of individuals with disabilities.

Strategy 3: Network with the ARS field staff, DHS- Developmental Disabilities Services and Community Rehabilitation Programs to increase successful Supported Employment closures.

**Objective 9:**

Increase the percentage of students with disabilities that are provided pre-employment transition services.

Strategy 1: Develop a transition committee to initiate a statewide plan to provide innovative transition services to students.

Strategy 2: Facilitate the provision of pre-employment transition services including all services detailed in WIOA for students with disabilities.

Strategy 3: Refer consumers to College Bound Arkansas to prepare transition students with disabilities for college; continue sponsoring the Youth Leadership Forum (YLF); and support annual Disability Awareness activities.

(Arkansas Rehabilitation Services, continued)

- Strategy 4: Continue to expand opportunities for young people with disabilities to participate in the five-week jointly developed Transition Employment Program (TEP), in which students receive a comprehensive evaluation, OSHA certification training, job readiness, soft skill development and three internship rotations at ACTI.
- Strategy 5: Increase the opportunities for collaboration and provision of pre-employment transition services by providing outreach and education to multiple levels of professional staff at local education agencies across the state.

**Objective 10:**

Increase the percentage of Community Rehabilitation Program (CRP) including ACTI, participants who obtain successful employment.

- Strategy 1: ARS will utilize monitoring instruments to evaluate the effectiveness and efficiency of CRPs, including ACTI, based on WIOA performance accountability measures. Outcome baselines and targets will be established for all CRPs.
- Strategy 2: ARS will train CRPs on the WIOA requirements for services to youth and students with disabilities as it relates to Section 511, Limitations on Sub-Minimum Wage.
- Strategy 3: ARS will conduct an annual assessment of ACTI in conjunction with the triennial needs assessment to determine the optimum adequacy of its programs, services, and infrastructure as a state operated CRP. This includes necessary and critical upgrades to infrastructure and accessibility.

## COMMUNICATIONS

**COMMUNICATIONS GOAL 1:** *Successfully communicate the services and successes of ARCareerEd to internal and external audiences.*

**Objective 1:**

Promote ARCareerEd services, resources, and successes.

- Strategy 1: Strategically deliver the media with media releases, success stories, and planned events to highlight ACE achievements and initiatives.
- Strategy 2: Create, launch, and maintain website for external and internal stakeholders.
- Strategy 3: Each month feature an article written by an agency-related leader.
- Strategy 4: Increase ArCareerEd social media presence.

**Objective 2:**

Communicate consistent, reliable, data driven information concerning workforce-training needs.

- Strategy 1: Place opinion pieces in local and statewide news outlets to showcase the agency and its role in career education and workforce development.
- Strategy 2: Improve visibility of partnerships with government, universities, businesses, community colleges, and school districts, and other entities to illustrate the importance of career education and workforce development.

**Objective 3:**

Define, create and utilize the key brand elements for both internal and external communications.

- Strategy 1: Launch JobReadyArkansas campaign to define ACE as the lead agency for career education and workforce development.
- Strategy 2: Ensure that employees from each division receive consistent messaging and have a broad knowledge of the agency, its mission, and examples of how the agency has effectively served its publics.
- Strategy 3: Ensure employees understand proper protocol with the media.
- Strategy 4: Provide employees information on happenings within the agency
- Strategy 5: Increase external newsletter readership by expanding our stakeholders, partners, clients, students, legislators, and educators databases.