

CEA Strategic Plan 2013-2017

Action Plan to Establish Goals, Objectives, and Tasks through 2017 and Ongoing

This Action Plan will be generated at each Board Meeting by the Executive Board and the Long Range Strategic Planning Committee. Progress toward meeting goals will be updated at the following Board Meeting.

Goal 1: To be the leading professional organization for educators in criminal and/or juvenile justice settings

| | | Status Codes | | |
|--|--|---------------|-----------|--|
| | | On Hold: | OH | |
| | | On Time: | OT | |
| | | Behind Time: | BT | |
| | | Continuous | CT | |
| | | Completed: | C | |
| | | Discontinued: | D | |
| Lead Party Responsible | Compl. Date/Status | Date Updated | | |
| | <u>Membership Committee</u> Regional Directors | CT | 3/28/2015 | |
| | <u>Executive Director</u> Executive Office | CT | 3/27/2015 | |
| | <u>Executive Director</u> Executive Office | CT | 3/27/2015 | |
| | <u>Regional Directors</u> | CT | 3/28/2015 | |
| | <u>Executive Director</u> Region Directors | CT | 3/27/2015 | |
| | <u>Juv. Advocate</u> , Council of St. Dirs. & Juv. Comm. | CT | 3/28/2015 | |
| | <u>Strategic Planning / Site Selection Committee</u> | CT | 3/28/2015 | |
| <p>Objective 1A: To increase membership of criminal and Juvenile justice educators in the U.S. and Canada to include:</p> <ul style="list-style-type: none"> i) Adult state corrections ii) Juvenile justice iii) Federal corrections iv) Jail and detention centers v) Linking CEA with other organizations | | | | |
| Task 1A1: | Identify key contacts for educators in criminal and juvenile justice systems in each state and province. | | | |
| Task 1A2: | Send letter to members who will elapse within 60 days, to remind and encourage them to renew memberships (non payroll deduction). | | | |
| Task 1A3: | National Office is to notify Regional Directors of members who will need to renew within 30 days. | | | |
| Task 1A4: | Send letter to each CEA member, who will lapse and on a monthly basis until the lapsed member renews. | | | |
| Task 1A5: | Send a welcome letter to each new member emphasizing the benefits of membership. | | | |
| Task 1A6: | Involve juvenile justice education directors from Council of St. Dirs. to advise CEA on needs of juvenile justice programs. | | | |
| Task 1A7 | To increase membership: Conference site location will require strong measurable state / region support while considering location, mass appeal to draw new members, basic cost analysis of conference, with easy | | | |

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| access and by networking with other organizations | | | | |
| Task 1A8 Juvenile Justice Advocate to sit as voting member on NPJS and CEARDY Boards | <u>Juv. Advocate</u> | CT | | 3/28/2015 |
| Objective 1B: To increase membership of criminal and juvenile justice educators in other countries | Party Responsible | Compl. Date/ Status | Date Updated | |
| Task 1B1: Identify list of target countries in the world which have criminal and juvenile justice systems with education programs. | <u>Membership Committee</u> | CT | 3/28/2015 | |
| Task 1B2: Send a welcome letter to each new International member emphasizing membership benefits. Maintain monthly. | <u>Executive Director & International Committee</u> | CT | 3/27/2015 | |
| Objective 1C: To increase accreditation of correctional education in: | Party Responsible | Compl. Date/ Status | Date Updated | |
| i) Adult state corrections | | | | |
| ii) Juvenile justice | | | | |
| iii) Federal corrections | | | | |
| iv) Jail and detention centers | | | | |
| Task 1C1: Increase number of institutions in United States with CEA Accreditation | <u>Standards Commission</u> | CT | 3/28/2015 | |
| Task 1C2: Establish contact and communication promoting CEA accreditation with each key contact identified in Task 1A2. | <u>Standards Commission</u> | CT | 3/28/2015 | |
| Task 1C3: Annually update Correctional Education Administrators contact information. | <u>Executive Director</u> Executive Office | CT | 3/27/2015 | |
| Goal 2: To be an effective entity in improving public awareness, perception, and image of correctional education as an integral and essential part of transition and reentry | | | | |
| Objective 2A: To increase name recognition of the CEA to the public, and to provide a sense of identity and pride to all CEA members | Party Responsible | Compl. Date/ Status | Date Updated | |
| Task 2A1: Identify other professional organizations in criminal and juvenile justice & establish ongoing communication with them. | <u>Exec. Director & Regional Directors</u> | CT | 3/27/2015 | |

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| Task 2A2: | Increase CEA presence (tables, presentations) at meetings and conferences of those criminal and juvenile justice professional org. | <u>Exec. Director &</u> Regional Directors | CT | 3/27/2015 |
| Task 2A3: | Create a CEA Training DVD for correctional training programs, which presents the roll of education in correctional management. | <u>Executive Director</u> & Executive Board | CT | 3/27/2015 |
| Task 2A4: | Obtain funding to implement the branding and public awareness plan presented by C & E Communications | <u>Exec. Dir.</u> , Exec. Board & Budget committee | CT | 3/27/2015 |
| Task 2A5: | Increase CEA presence in other Juvenile Justice venues through collaboration and / or affiliation. | <u>Juv. Advocate</u> Exec. Dir., Exec. Board | CT | 3/28/2015 |
| Task 2A6: | Assess each committee/responsible party's portion of the Plan to verify that each has a task under each Goal, if at all possible. | <u>Strategic Planning</u> All committees, etc. | CT | 3/28/2015 |
| Task 2A7: | Collect from Regional Directors public relations, media releases, letters of accommodations, etc. regarding scholarship and award recipients to include Regional Teacher of the Year | <u>Scholarship & Awards</u> | CT | 3/28/2015 |
| Objective 2B: To increase legislative support for criminal justice education | | | | |
| Task 2B1: | Establish Legislative Contact Lists for the National Senate and House, adapted to each CEA region. | <u>Party</u> <u>Responsible</u> <u>Executive Director</u> | Compl. Date/ Status CT | Date Updated 3/27/2015 |
| Task 2B2: | Establish Legislative Contact Lists for each State Senate and House of each CEA region. | <u>Regional Directors</u> | CT | 3/28/2015 |
| Task 2B3: | Conduct a fundraising campaign to use for advocacy and improved member services | <u>Exec. Director</u> Exec.Bd. & Budget comm. | CT | 3/27/2015 |
| Task 2B4: | Distribute CEA News & Notes electronically to state & national legislators | <u>Exec. Director</u> Regional Directors | CT | 3/27/2015 |
| Objective 2C: To encourage growth of the CEA at the state and local level | | | | |
| Task 2C1: | To encourage growth and presence of State Chapters through better communications and participation of State Chapter Presidents | <u>Party</u> <u>Responsible</u> <u>Presidents Council Chair</u> Regional Directors | Compl. Date/ Status CT | Date Updated 3/28/2015 |

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| in national forums and Regional CEA events | | | | | |
| Task 2C2: | To increase CEA efforts to reactivate inactive State Chapters | <u>Presidents Council Chair</u> Regional Directors | CT | | 3/28/2015 |
| Goal 3: To be the primary source of professional information and support, as well as, be the leading facilitator of networking for educators in criminal and/or juvenile justice settings | | | | | |
| Objective 3A: To be a leading source of professional development, certification, delivery, and educational assessment | | | | | |
| Task 3A1: | Develop Marketing plan for the CEA Professional Development program for the educational advancement of correctional educators, and report progress | <u>Professional Development Comm.</u> | CT | | 3/28/2015 |
| Task 3A2: | Redesign CEA Executive website to be more functional and friendly to the user. | <u>Exec. Director</u> Executive Board | OT | | 3/27/2015 |
| Task 3A3: | Create region list servers or discussion groups with correct email addresses for every CEA member of each region. | <u>Regional Directors</u> | CT | | 3/28/2015 |
| Task 3A4: | Provide updated SIG information to all CEA members via the CEA Website and to encourage the registration of each CEA member in at least one SIG | <u>President's Council</u> & SIG Chairs | CT | | 3/28/2015 |
| Task 3A5: | Increase SIG visibility and activity on the CEA Website and at CEA conferences | <u>President's Council</u> & SIG Chairs | CT | | 3/28/2015 |
| Task 3A6: | Outreach to other Juvenile Justice organizations to network and collaborate | <u>Juv. Advocate</u> Exec. Dir., Exec. Board | CT | | 3/28/2015 |
| Task 3A7: | Maintain plan for International Conference sites 3 years in advance and monitor pre-conference preparations. | <u>Strategic Plan Comm.</u> & Oversight Appointee | CT | Ea. BD. Mtg. | 3/28/2015 |
| Task 3A8: | Increase Peer Literacy services by developing refresher course on DVD or webinar | <u>Peer Literacy Committee</u> | CT | | 3/28/2015 |
| Task 3A9: | Explore tying Peer Literacy into Department of Labor apprenticeship program | <u>Peer Literacy Committee</u> | CT | | 3/28/2015 |

| Objective | Party Responsible | Compl. Date/ Status | Date Updated |
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| Objective 3B: To maintain the status as a recognized publisher in correctional education | Party Responsible | Compl. Date/ Status | Date Updated |
| Task 3B1: Continue the high quality publication of the CEA Journal and Newsletter | <u>Publication Committee</u> | CT | 3/28/2015 |
| Task 3B2: Provide an index of currently published works in correctional education on CEA website, with copies of selected studies. | <u>Publication Comm.</u> Exec. Director | CT | 3/28/2015 |
| Task 3B3: Post the Directory of Correctional Education on the CEA Journal Website | <u>Publication Committee</u> | BT | 3/28/2015 |
| Task 3B4: Develop and implement a [printing] and publication process for News & Notes and hand-off to National Office implementation | <u>Publication Comm.</u> Exec. Director | CT | |
| Objective 3C: To maintain status as a source for research in correctional education | Party Responsible | Compl. Date/ Status | Date Updated |
| Task 3C1: Provide consultation to CEA members to develop and execute research projects in correctional education, and to publish results. | <u>President's Council</u> Adult Education SIG | Discontinue | 3/28/2015 |
| Task 3C2: Provide list of CEA Accredited institutions to National Data Clearinghouse | <u>Exec. Director</u> Executive Board | CT | 3/27/2015 |
| Objective 3D: To access grants and revenue resources which increase services for members | Party Responsible | Compl. Date/ Status | Date Updated |
| Task 3D1: Create a Grant Committee with CEA members who are successful grant writers. | <u>President</u> Executive Board | Ad hoc | 3/27/2015 |
| Task 3D2: Report to each Executive Board Meeting on upcoming grant opportunities in correctional education. | <u>Grant Committee</u> Executive Director | CT | 3/28/2015 |
| Task 3D3: Provide resource and support services to CEA members to apply for and execute grants in the correctional education setting. | <u>Grant Committee</u> | BT | 3/28/2015 |
| Task 3D4: Report annually to the Executive Board, in July, on the CEA grants in progress and being completed. | <u>Executive Director</u> | CT | 3/27/2015 |

| Objective 3E: To promote professionalism and grass roots initiatives through CEA activities, benefits, recognition and awards | Party Responsible | Compl. Date/ Status | Date Updated |
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| Task 3E1: Promote scholarships given by regions and chapters for CEA members to enroll in courses for Professional Development. | <u>Region Directors</u> & Region Boards | CT | 3/28/2015 |
| Task 3E2: Initiate Teacher of the Year selection in every state and province, and increase competition for region's Teacher of the Year. | <u>Region Directors</u> & Region Boards | CT | 3/28/2015 |
| Task 3E3: Provide information annually to all CEA members on all scholarships and awards, for which they can apply or nominate others. | <u>Scholarship & Awards</u> | OT | 3/28/2015 |
| Task 3E4: Send letter to scholarship recipients regarding follow-up requirements | <u>Scholarship & Awards</u> | CT | 3/28/2015 |
| Task 3E5: Send follow-up letter to delinquent scholarship recipients | <u>Scholarship & Awards</u> | CT | 3/28/2015 |
| Task 3E6: Select annual scholarship and awards recipients | <u>Scholarship & Awards</u> | OT | 3/28/2015 |
| Task 3E7: Announce annual scholarship and awards recipients in the CEA Journal, in the News and Notes, and on the CEA Website | <u>Scholarship & Awards</u> Publication Committee | CT | 3/28/2015 |
| Task 3E8: Provide resources for professional development workshops offered at the facility level & promote them. | <u>Professional Development</u> Literacy & ESL SIG | CT | 3/28/2015 |
| Task 3E9: Provide resources for postsecondary program development and management, & promote certificate and degree programs. | <u>Professional Development</u> Post-Secondary SIG | CT | 3/28/2015 |
| Task 3E10: To encourage State Chapter growth in each CEA Region through more direct communications with the State Chapter Presidents | <u>Presidents Council Chair</u> Regional Directors | CT | 3/28/2015 |
| Goal 4: To improve the organizational efficiency and sustainability | | | |
| Objective 4A: To attain financial stability through budget planning, increasing revenues, and decreasing liabilities | | | |
| Task 4A1: Create a five year development plan for the accreditation program, with measures required for its success. | <u>Standards Commission</u> Exec. Dir., Budget Comm. | CT | 3/28/2015 |
| Task 4A2: Provide report each Executive Board Meeting on possible | <u>Executive Director &</u> | CT | 3/27/2015 |

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| new projects, grants, and other revenue sources available to CEA. | | Budget Committee | |
| Task 4A3: | Develop a budget report that the Executive Board can understand and use to manage the affairs of CEA. | <u>Treasurer</u> , Exec. Dir. & Budget Committee | CT 3/28/2015 |
| Task 4A4: | Develop a reserve fund which is contributed to on an annual basis, and which can be used on Executive Board approval. | <u>Budget Committee</u> Executive Director & | BT, OH 3/28/2015 |
| Task 4A5: | Develop revenue strategies to address future staffing and software needs for the Executive Office | <u>President</u> , Exec. Dir., Treasurer | CT 3/27/2015 |
| Task 4A6: | Develop next year's and future fiscal budgets that will align with goals in the Strategic Plan | <u>Executive Dir.</u> , President, Treasurer | CT 3/27/2015 |
| Task 4A7: | Update Scholarship budget information | <u>Scholarship & Awards</u> Budget Committee | CT 3/28/2015 |
| Task 4A8: | Develop a standards process for on-line programs | <u>Standards Commission</u> | ?? 3/28/2015 |

| Objective 4B: To monitor and evaluate organizational activities, including the P & P Manual and the Strategic Plan | | Party Responsible | Compl. Date/ Status | Date Updated |
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| Task 4B1: | Review current P & P for consistency towards new goals and objectives. | <u>Policy & Procedure Committee</u> | CT Ea. Bd. Mtg. | 3/28/2015 |
| Task 4B2: | Provide updates to Executive Office for inclusion and revision of the P & P manual. | <u>Policy & Procedure Committee</u> | CT Ea. Bd. Mtg. | 3/28/2015 |
| Task 4B3: | Ensure activities are inline with Constitution and Bylaws and make recommendations when needed | <u>Policy & Procedure Committee</u> | CT Ea. Bd. Mtg. | 3/28/2015 |
| Task 4B4: | Monitor each Task in the Strategic Plan and hold each responsible party accountable. | <u>President</u> and Executive Director | CT Ea. Bd. Mtg. | 3/27/2015 |
| Task 4B5: | Schedule time at every Executive Board Meeting to review and update the Strategic Plan. | <u>President</u> and Executive Director | CT Ea. Bd. Mtg. | 3/27/2015 |
| Task 4B6: | Review current Mission, Philosophy, and Vision of the CEA Strategic Plan, to update it as a living document. | <u>Strategic Plan Committee</u> | CT annually | 3/28/2015 |
| Task 4B7: | Review Goals, Objectives, and Tasks of Strategic Plan to update with input from Executive Board and Committees. | <u>Strategic Plan Committee</u> | CT Ea. Bd. Mtg. | 3/28/2015 |
| Task 4B8: | All committee chairs review Policies and Procedures description | <u>Policy & Procedure</u> | CT | 3/28/2015 |

[of position and committee.

Committee Chairs

Objective 4C: To clearly establish the roles of the Executive Board and the Executive Office in both the operations of CEA and the execution of the Strategic Plan

Task 4C1: Define the roles of Executive Director, President, & Board in conducting CEA business and in regards to the implementation of the Strategic Plan

Task 4C2: To implement Board Training at every Board Meeting on the Board's role of oversight and overall policy development.

Task 4C3: To develop a Succession Plan for National Office

Party Responsible

President, Exec. Director, & Executive Board

President & Executive Director

President & Executive Director

Compl. Date/ Status

CT

CT

CT

Date Updated

3/27/2015

3/27/2015

3/27/2015