



# STRATEGIC PLAN

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2019-2023  
Beaver Beauty Academy

## **PHILOSOPHY STATEMENT**

BBA's approach to strategic planning is based on the premise that a strategic plan is a living document, designed for effectiveness through adaptability and flexibility, and subject to continuous review. Our plan was developed with solicited input from students, staff & institutional advisory board members. The primary focus of the strategic plan is to improve student success, increase our value to the communities we serve and further the institution's viability.

## **VISION STATEMENT**

The vision of Beaver Beauty Academy is to become a world class beauty and barber institution providing exceptional technical training that transforms lives and strengthens communities, while meeting our mission for the benefit of every student, every day.

## **MISSION STATEMENT**

The mission of the Beaver Beauty Academy is to provide high-quality technical training that will enable our students to pass state licensing exams, attain employment, and successfully compete in the rapidly changing beauty industry

## **SCHOOL GOALS**

1. Foster Student Success
2. Advance the Development of the Institution
3. Provide a high value learning experience
4. Pursue quality and continuous improvement
5. Meet community and workforce needs
6. Supporting faculty & staff through strong professional development

## **INSTITUTIONAL VALUES**

1. Meet students where they are
2. Focus on student success
3. Provide a high quality learning experience
4. Work collaboratively and build relationships
5. Advance diversity, equity & inclusion

## **STRATEGIC PLAN OBJECTIVES**

1. Ensure Academic and Creative Excellence
2. Provide an Empowering Student Experience in a Cohesive Community
  3. Building a Powerful Brand
4. Enhance the Technology Infrastructure
5. Enhance fiscal stability and planning
6. Process improvement, implementation, monitoring & accountability

**Objective #1: Ensure Academic and Creative Excellence** - Provide a rigorous learning experience built on the highest standards of academic and clinical excellence, in an environment that promotes creativity, professionalism and experimentation.

### ACTION PLAN

#### Strategies

- A. Recruit, develop and retain one qualified instructor for each department.
- B. Improve instructional delivery by providing instructors with professional development in their content areas, lesson planning, instructional strategies & technology integration.
- C. Develop and implement a teacher evaluation tool.
- D. Establish & maintain academic monitor reporting systems.
- E. Improve establish curricula by developing a cohesive & cyclic school curriculum with practical & theoretical assessment embedded.
- F. Improve student achievement.

| Goal                           | Provide a rigorous learning experience built on the highest standards of academic and clinical excellence, in an environment that promotes creativity, professionalism and experimentation. |  |   |                                  |  |
|--------------------------------|---|--|---|----------------------------------|--|
| Strategies/<br>Action<br>Steps | Primary<br>Person<br>Responsible  | Artifacts of<br>Implementation   | Evidence of Impact on<br>Goal   | Estimated<br>Cost                | Funding Source   |
| A                              | Dr. Beaver<br>w/input from<br>interview<br>panel  | <ul style="list-style-type: none"> <li>• Panel Interview screening process</li> <li>• Onboarding orientation</li> <li>• Professional learning</li> <li>• Competitive Salary</li> </ul> | <ul style="list-style-type: none"> <li>• Consult or hire an HR specialist</li> <li>• Hiring of highly qualified instructors</li> <li>• Instructor performance</li> <li>• Instructor feedback</li> <li>• Student survey data</li> <li>• Student performance</li> </ul> | \$30,000 per fulltime instructor | Student Tuition Budget   |
| B                              | Dr. Beaver to<br>hire consultant  | <ul style="list-style-type: none"> <li>• Professional learning Agendas &amp; sign in sheets</li> <li>• Teacher lesson plans</li> </ul>   | <ul style="list-style-type: none"> <li>• Teacher evaluations</li> <li>• Student survey data</li> <li>• Student performance</li> </ul>   | \$2,000                          | Client Services Budget<br><br><span style="color: red;">Started May 2020, Sept 2020</span>           |
| C                              | Dr. Beaver  | <ul style="list-style-type: none"> <li>• Evaluation tool</li> <li>• Teacher evaluation</li> </ul>  | <ul style="list-style-type: none"> <li>• Teacher evaluation results</li> <li>• Student achievement data</li> <li>• Student survey data</li> </ul>   | 0                                | N/A<br><span style="color: red;">Created August 2020</span>  |
| D                              | Dr. Beaver &<br>Teachers  | <ul style="list-style-type: none"> <li>• Schedule of electronic progress report issue dates and exit program meetings</li> <li>• Enforce entering of grades weekly</li> </ul>          | <ul style="list-style-type: none"> <li>• Student achievement data</li> <li>• Student survey data</li> </ul>   | 0                                | N/A<br><span style="color: red;">Implemented July 2020</span>  |
| E                              | Instructors &<br>Consultants  | <ul style="list-style-type: none"> <li>• Curriculum for each program</li> <li>• Lesson plans</li> </ul>  | <ul style="list-style-type: none"> <li>• Student achievement data</li> <li>• Student survey data</li> <li>• Student completion rate</li> </ul>  | 4,000                            | Student Tuition Budget<br><span style="color: red;">Purchase curriculum materials August 2020</span> |
| F                              | All of the above strategies support student achievement.  |  |   |                                  |  |

**Objective #2: Provide an Empowering Student Experience in a Cohesive Community** - Build an inclusive community in which students engage with, learn from and inspire each other, discovering how their differences and similarities promote creativity, intellectual and personal growth, and understanding. Create BBA traditions that generate a strong sense of community and school spirit, building affinity with the institution as a whole among current students and producing loyalty among alumni.

### **ACTION PLAN**

#### **Strategies**

- A. Provide student lead team building, community service activities and interest based clubs and organizations.
- B. Engage students as leaders and spa managers.
- C. Extend learning opportunities via guest educators, field trips & conventions.
- D. Develop & cultivate an entrepreneurship knowledge based in students.
- E. Increase Alumni Engagement by promoting lifelong learning opportunities for alumni, sharing success stories of BBA alumni, inviting accomplished BBA alumni to campus for special events in their areas of expertise, and fostering activities such as mentoring current students, providing internship and career opportunities, and aiding in the identification and recruitment of prospective students.

| Goal                           | Build an inclusive community in which students engage with, learn from and inspire each other, discovering how their differences and similarities promote creativity, intellectual and personal growth, and understanding. Create BBA traditions that generate a strong sense of community and school spirit, building affinity with the institution as a whole among current students and producing loyalty among alumni. |  |   |                   |                        |
|--------------------------------|--|--|---|-------------------|------------------------|
| Strategies/<br>Action<br>Steps | Primary<br>Person<br>Responsible   | Artifacts of<br>Implementation   | Evidence of Impact on<br>Goal   | Estimated<br>Cost | Funding Source         |
| A                              | Ms. Echols & Instructors   | <ul style="list-style-type: none"> <li>• School Calendar</li> <li>• Event Photos</li> <li>• Social Media Posts</li> </ul>  | <ul style="list-style-type: none"> <li>• Student survey data</li> <li>• Community feedback</li> </ul>       | 300               | Client Services Budget |
| B                              | Instructors  | <ul style="list-style-type: none"> <li>• Labs Board</li> </ul>   | <ul style="list-style-type: none"> <li>• Student survey data</li> </ul>                                     | 0                 | N/A                    |
| C                              | Instructors & Dr. Beaver   | <ul style="list-style-type: none"> <li>• Guest speaker visits</li> <li>• Specialty workshops</li> <li>• Field trips</li> <li>• Convention attendance</li> </ul>                            | <ul style="list-style-type: none"> <li>• Student achievement data</li> <li>• Student survey data</li> </ul> | \$2,000           | Client Services Budget |
| D                              | Instructors & Dr. Beaver   | <ul style="list-style-type: none"> <li>• Guest speaker visits pertaining to social media marketing, branding, entrepreneurship, business legal &amp; tax needs (LLC, EIN, etc.)</li> </ul> | <ul style="list-style-type: none"> <li>• Student survey data</li> <li>• CPL data</li> </ul>                 | 0                 | N/A                    |
| E                              | Ms. Echols & Instructors   | <ul style="list-style-type: none"> <li>• Invite accomplished BBA alumni as guest speakers or workshop presenters.</li> </ul>   | <ul style="list-style-type: none"> <li>• Student survey data</li> <li>• CPL data</li> </ul>                 | 0                 | N/A                    |

**Objective #3: Building a Powerful Brand** - The vision, goals and strategies articulated in this strategic plan will help BBA sharpen and refresh its identity and continue to build a strong brand. Thoughtful and creative attention to strengthening BBA's brand will enable the institution to achieve its vision of national recognition and acknowledgment of its special strengths and character.

## ACTION PLAN

### Strategies

- A. The branding effort should expand BBA's messaging, giving more emphasis to the institution's identity as an institution of learning for hair, esthetics, nails & barbering.
- B. BBA's branding initiative should streamline recognition of the institution's broad array of capabilities and expertise beyond hair care services for women. Skin care, related spa services, nail services and barbering are also offered in our upscale student led barber shop, salon and spa.
- C. BBA has a competitive advantage because the institution not only teaches the state mandated curriculum, but also emphasizes entrepreneurship and current trends in the beauty industry such as wig making & installation, hair extensions & braiding, semi-permanent make up, man weaves and much more. This competitive edge should be highlighted in student recruitment efforts.
- D. As the strategic plan continues to take shape, a Branding and Image Subcommittee will develop specific strategies for defining and communicating the BBA brand. These include:
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| Goal                           | The vision, goals and strategies articulated in this strategic plan will help BBA sharpen and refresh its identity and continue to build a strong brand. Thoughtful and creative attention to strengthening BBA's brand will enable the institution to achieve its vision of national recognition and acknowledgment of its special strengths and character. |  |  |                   |   |
|--------------------------------|--|--|--|-------------------|---|
| Strategies/<br>Action<br>Steps | Primary<br>Person<br>Responsible   | Artifacts of<br>Implementation   | Evidence of Impact<br>on Goal  | Estimated<br>Cost | Funding Source  |
| A-D                            | Instructors, Dr. Beaver & Marketing Consultant   | <ul style="list-style-type: none"> <li>• Develop a logo for each program</li> <li>• Promote each department independent of others to gain an identity by discipline</li> <li>• Promote the brand using logo attire such as t-shirts, hats, bags, etc.</li> <li>• Constant Contact campaigns &amp; Email Drips</li> <li>• Develop &amp; effectively use brand ambassadors to promote the brand.</li> <li>• Increase advertising via billboards, TV, radio social media, flyers, etc.</li> </ul> | <ul style="list-style-type: none"> <li>• Increased student enrollment</li> <li>• Actualize the vision statement</li> </ul> | \$10,000          | <p>Client Services Budget</p> <p>Logo created for Barbering program Sept 2020</p> <p>New signage on building August 2020</p> <p>Window advertisements completed Sept 2020</p> |

**Objective #4: Enhance the Technology Infrastructure** - Provide particular focus on emerging educational technologies that have the potential to reshape the learning environment in the beauty industry.

### ACTION PLAN

#### Strategies

- A. Increased Wi-Fi bandwidth to ensure a strong signal strength in the rear of the building
- B. Install 8 computer workstations for student use & obtain student access to the online curriculum via Milady's Mindtap Program.
- C. Provide each student with a Chrome book as a part of their kit.
- D. Install an overhead wireless camera with projection capabilities in all classroom environments
- E. Provide teacher work stations in all classrooms
- F. Provide smart TV w/ projection capabilities in each classroom

| Goal                           | Provide particular focus on emerging educational technologies that have the potential to reshape the learning environment in the beauty industry. |   |  |                   |  |
|--------------------------------|---|---|--|-------------------|--|
| Strategies/<br>Action<br>Steps | Primary<br>Person<br>Responsible  | Artifacts of<br>Implementation  | Evidence of Impact on<br>Goal  | Estimated<br>Cost | Funding Source   |
| A-F                            | Dr. Beaver  | <ul style="list-style-type: none"> <li>• Wifi Networks</li> <li>• Computer lab installed</li> <li>• Chrome book in kits</li> <li>• Overhead cameras</li> <li>• Teacher workstations</li> <li>• Smart TVs</li> </ul> | <ul style="list-style-type: none"> <li>• Enhanced instructional experience.</li> <li>• Instructor Evaluation Data</li> <li>• Student achievement data</li> <li>• Student survey data</li> <li>• Access to instructional websites.</li> <li>• Simultaneous use of network by greater than 30 devices without a drag in performance.</li> <li>• Effective use of overhead cameras for demonstrations.</li> </ul> | \$5,000           | <p>Client Services Budget</p> <p>Additional Wifi Network installed February 2020</p> <p>Monitors, Microsoft office, power cords etc. purchased for the donated computers.</p> <p>Computers were imaged and installed</p> <p>Computer lab is up and running. June 2020</p> <p>Smart TV in 3 of 4 classrooms</p> |

**Objective #5: Enhance financial stability-** Increase working capital by increasing revenues, decreasing costs, improving margins, cash flow planning & implementing internal controls.

### ACTION PLAN

#### Strategies

- A. Adjust annual budget as enrollment increases and operating costs increase equipment needs change
- B. Review monthly actuals versus budget to control excessive spending
- C. Increase the efficiency & speed of tuition payment methods thereby increasing positive cash flow.

| Goal                           | Increase working capital by increasing revenues, decreasing costs, improving margins, cash flow planning & implementing internal controls. |   |  |                   |   |
|--------------------------------|--|---|--|-------------------|---|
| Strategies/<br>Action<br>Steps | Primary<br>Person<br>Responsible   | Artifacts of<br>Implementation  | Evidence of Impact on<br>Goal  | Estimated<br>Cost | Funding Source  |
| A                              | Dr. Beaver w/<br>instructor<br>input   | <ul style="list-style-type: none"> <li>• School budget amendments</li> </ul>  | <ul style="list-style-type: none"> <li>• Strategic spending</li> </ul>                                   | 0                 | N/A   |
| B                              | Dr. Beaver &<br>CPA  | <ul style="list-style-type: none"> <li>• Budget meeting minutes</li> </ul>  | <ul style="list-style-type: none"> <li>• Streamlined spending</li> <li>• Prevent overspending</li> </ul> | 0                 | N/A   |
| C                              | Dr. Beaver   | <ul style="list-style-type: none"> <li>• Implement online tuition payment processing (i.e. Credit Card/ACH Draft)</li> <li>• Update registration enrollment auto email to include a payment link.</li> <li>• Establish ACH tuition payments or cash app tuition payments</li> </ul> |  | 0                 | <p style="color: red;">All items completed.<br/>June 2020</p> <p style="color: red;">Effort needed and communicating and training students &amp; staff on the use of the online payment platform.</p> <ul style="list-style-type: none"> <li>• Implement online tuition payment processing (i.e. Credit Card/ACH Draft)</li> <li>• Update registration enrollment auto email to include a payment link.</li> <li>• Establish ACH tuition payments or cash app tuition payments</li> </ul> |

**Objective #6: Process improvement, implementation, monitoring & accountability** - Following approval of the 2020 strategic plan, BBA's real work begins: reshaping the programs, processes and infrastructure that will allow the institution to move steadily toward its vision as a global leader in education and beauty and barber industries.

### ACTION PLAN

#### Strategies

- A. Creating a plan to communicate the strategic plan to BBA's numerous constituencies.
- B. Developing an action plan outlining clear tactics that will ensure that BBA accomplishes its goals & strategies.
- C. Quantifying and securing the financial resources required to implement the goals of the strategic plan.

| Goal                           | Following approval of the 2020 strategic plan, BBA's real work begins: reshaping the programs, processes and infrastructure that will allow the institution to move steadily toward its vision as a global leader in education and beauty and barber industries. |  |  |                   |                |
|--------------------------------|--|--|--|-------------------|----------------|
| Strategies/<br>Action<br>Steps | Primary<br>Person<br>Responsible   | Artifacts of<br>Implementation   | Evidence of Impact on<br>Goal  | Estimated<br>Cost | Funding Source |
| A                              | Dr. Beaver   | <ul style="list-style-type: none"> <li>• School calendar containing meeting dates for advisory board meetings and Biannual Strategic Planning Staff Meetings.</li> </ul> | <ul style="list-style-type: none"> <li>• Increase student achievement</li> <li>• Staff Moral</li> <li>• Smooth school operations</li> <li>• Achievement &amp; maintaining accreditation</li> </ul> | 0                 | N/A            |
| B                              | Dr. Beaver   | <ul style="list-style-type: none"> <li>• This document</li> <li>• Regular meetings to monitor and discuss benchmarks</li> </ul>  | <ul style="list-style-type: none"> <li>• School improvement</li> <li>• Achievement &amp; maintaining accreditation</li> </ul>  | 0                 | N/A            |