

## **FBC Needs & Gaps Analysis**

### **ESTABLISHING AND VALIDATING INSTRUCTIONAL NEEDS**

Since this training will be the first formal training that the organization offers to its Board of Directors and other stakeholders, I conducted a needs assessment using the Innovation Model, as described by Smith and Ragan (2005).

I conducted one-on-one interviews with Friends of Butte Creek's founders as well as a survey, which was distributed among the current Board of Directors and some external collaborators. Both the interviews and the survey's questions focused mainly on the new knowledge, policies and procedures that the organization intends to put in place with this new training. I also focused my analysis on how these new knowledge, policies and procedures can be taught in a way that does not conflict with the existing organizational culture.

After finding general trends in the answers provided, I presented a brief report to the FBC's core team and Board of Directors in order to validate the results and to proceed with the design phase of the learning intervention. Upon agreeing with the results of the report, I proceeded to establish a communication plan in order for our team to work in close collaboration with the client.

### **GAP IDENTIFICATION**

Friends of Butte Creek does not currently have any training in place to assure that new members of the Board of Directors, potential partners, and potential employees become knowledgeable of the organization's main procedures, mission and core values. FBC's Core Team members usually offer new members or volunteers some informal training on site, which is not the desired method to meet the organization's goals.

FBC's core team and current members of the Board of Directors often find themselves training, and responding to questions or concerns from new volunteers, potential members as well as potential employees on an individual and informal basis. The organization is expecting to grow and hopefully double in size within the next year, therefore FBC's core team's goal is to accompany that growth with a systematic way of training new members of the Board of Directors and potential employees on the values, mission and procedures of the organization. New and current members of the Board of Directors must complete and pass the online training in order to maintain their roles within the organization. Participants' score must be equal to or greater than 80% in order for the participant to pass the training.

FBC's main goal is to achieve a common understanding of the organization's culture among new members of the Board of Directors and potential employees, and the organization's core team believes that this training represents the appropriate tool to reach that goal.

There is currently no training in place to meet the goals described above. Therefore, a new training is of top priority for the organization's growth.

## **GOAL PRIORITIZATION**

The key individuals to prioritize the unreached goals are the two founders of FBC, the current and new Board of Directors members, the educational outreach professional who recently rejoined FBC, and volunteers who have been active with FBC for a considerable period of time.

The criteria for prioritizing goals include:

- **Timeliness:** FBC has recently increased the size of its Board of Directors and needs to bring them on board in a timely fashion as there are important upcoming events on the organization's calendar. These events include a Film Festival that is FBC's major opportunity for fundraising and recruitment of new members and sponsors. There are also upcoming deadlines for submission of grants to various local, state, and national agencies. A recent engineering study requires analyses by the Board of Directors in order to inform decisions on the critical next steps for the development of restoration projects. Timing is also a factor in planning for community and educational outreach events to place on FBC's calendar.
- **Difficulty/Ease of Attaining Goal:** Some goals may be more easily attained than others. Some may have straightforward solutions while others require a more complex set of steps to attain. The level of buy-in of both instructors and learners could determine which goals may be more easily attained and therefore the order in which they should be prioritized.
- **Greatest Impact:** Attaining some goals may have a larger impact, either internally or externally, than others.
- **Current Needs vs Future Growth:** Attaining certain goals may be important/critical to continue the successful operation of FBC whereas others may be better aligned with their vision for future growth. Assuring FBC's current success and wellbeing should be a priority before addressing its growth goals.
- **Continuity/Scaffolding:** Goals should be prioritized so the order of attaining them supports the larger vision of an integrated training experience. Connected learning experiences allow for deeper learning outcomes.
- **Cost:** The return on investment should be evaluated in terms of both cost and time commitment.

The prioritization of the goals has been determined by FBC's Core Team. The results of the survey I initially conducted showed that of the five instructional courses originally proposed, the course describing FBC's mission was deemed unnecessary due to the entry

level nature of such instruction. The Grant Writing course was found to exceed learners Zone of Proximal Development (ZPD). FBC's Core Team has prioritized the Event Planning training course included in this document.

### **INSTRUCTIONAL NEEDS**

To date, the two founders of FBC have provided only informal instruction to FBC members, outside community members, and volunteers on an as-needed basis. The founders have identified this manner of instruction as being ineffective for the current and future needs of their organization. There are currently no formal instructional training systems or materials in place to meet any of the goals described above. Therefore, the need exists to create new instructional materials.

After completing the training, target learners should be able to define, identify and describe FBC's goals, guidelines, and policies regarding community outreach event planning.

Specifically, after completing the training target learners should be able to:

- Apply and integrate the knowledge of the FBC's policies and procedures of community outreach to identify, plan, and promote events that will raise community awareness of FBC's mission, recruit new members, and raise funds via both individual donations and corporate sponsorships.

All of the goals above are defined in measurable, actionable terms. In order to achieve these goals, target learners must acquire the associated knowledge and skills required for each outcome. Therefore, these goals are reachable via new instruction/training.

The problems that have led to the identification of the goals outlined above can be traced back to a lack of knowledge and/or skills. Therefore, they are instructional needs that may be addressed through the development of targeted instructional materials and/or training.