

OUR STRATEGIC INITIATIVES & RECOMMENDATIONS

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Success is about dedication. You may not be where you want to be or do what you want to do when you're on the journey. But you've got to be willing to have vision and foresight that leads you to an incredible end.

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INTRODUCTION

Our strategic initiatives represent the scope of the East Side Education Foundation’s work. They organize that work into five major focus areas that we believe are the necessary areas we must address in order to move our vision from aspirational to reality. In other words, if we are to ensure that East Side students succeed in school and beyond to college, career, and community, we are committing to promoting and creating bold and innovative programs, services, and partnerships that measurably elevate student success.

The five strategic initiatives that follow are the bold and innovative paths (programs, services, and partnerships) we are creating and supporting that we believe will lead to student success in school, college, career, and community.

For each of our five strategic initiatives, we have defined the initiative with a strong action statement and then identified a set of recommended actions for operationalizing and implementing that initiative. We set these out in the pages that follow, and then as separate living documents, we have developed specific action plans for each initiative.

STRATEGIC INITIATIVE #1

Organizational Capacity & Sustainability

Build our organizational capacity to realize our vision and accomplish and sustain the powerful work we have identified through our strategic initiatives, and improve our effectiveness, efficiency, and impact by establishing communication, coordination, funding, staffing, learning, accountability, and other organizational processes and protocols.

Recommended Actions

1.1 ORGANIZATIONAL STRATEGIC PLAN

Create a five-year Strategic Plan, and update the plan each year.

1.2 ACTION PLANS

Create a detailed action plan for each strategic initiative, specifying actions and steps, timelines, persons responsible (goal oversight lead, action lead, action team members), key milestones, and resources allocated.

1.3 ONLINE PROJECT MANAGEMENT SYSTEM

Implement an online project management system to manage, track, monitor, and assess implementation of the action plans, clarify annual priorities, and facilitate just-in-time communication, articulation, collaboration, and alignment among action team members.

1.4 STAFFING

Implement a staffing plan consisting of advisors, consultants, supporters, and board members to effectively carry out the organization's activities.

1.5 FUND DEVELOPMENT

Develop and implement a fund development strategy (i.e. grants, donors, sponsors, advertisers) to grow the organization's fiscal resources sufficiently to fund our strategic plan activities and make us a fiscally healthy and sustainable organization.

1.6 STRATEGIC PARTNERSHIPS

Enhance, pursue, and sustain strategic partnerships that accelerate and support successful implementation of the organization's strategic initiatives and expand the organization's strategic reach, influence, and impact.

1.7 COMMUNICATIONS & MARKETING

Design and implement a marketing and communication plan for the organization to realize its vision.



STRATEGIC INITIATIVE #1

1.8 BOARD RELATIONS & LEADERSHIP

Strengthen and clarify expectations for and roles of Board members, and identify and provide specific strategies and services to (a) identify future Board members who can significantly contribute to the success of the organization's strategic plan and (b) better support Board members in actively and successfully carrying out their responsibilities and maintaining positive relationships with each other.

1.9 ORGANIZATIONAL CULTURE

Continue to support an organizational culture of quality service, support, leadership, and accountability.

1.10 CONTINUOUS IMPROVEMENT & ACCOUNTABILITY

Identify and implement a coherent strategy, complete with tools and protocols, to assess and refine the effectiveness of each of the organization's strategic initiatives and for organizational leadership to engage in reflection on and assessment of fidelity to its fundamental elements (vision, etc.), progress on its action plans, and responsiveness to changing/evolving strengths, opportunities, and challenges.

STRATEGIC INITIATIVE #2

Spartan East Side Promise: A Pathway to College Admission

Increase the East Side student college-going and success rate by supporting the Spartan East Side Promise (SESP), a collaboration between San José State University and East Side Union High School District that offers guaranteed admission to qualified students who attend high school in the East Side Union High School District.

Recommended Actions

2.1 DATA CAPTURE

Strengthen data capture to identify successes and roadblocks in order to enhance and expand the summer program.

2.2 COMMUNICATION & COORDINATION

Develop and launch a communication and partnership plan designed to maximize our capacity to operationalize the vision of the summer program.

2.3 SERVICES

Implement a portfolio of outreach activities and projects designed to reach and engage the targeted audiences.

2.4 SUCCESSFUL COLLEGE TRANSITION

Implement a portfolio of outreach activities and projects designed to lead to successful college transition for the targeted audiences.

STRATEGIC INITIATIVE #3

Student Scholarships

Positively impact East Side students' success in enrolling in and graduating from San José State University by providing targeted student scholarships.

Recommended Actions

3.1 SCHOLARSHIP AWARDS

Award Scholarships to eligible SJSU Spartan Promise Students by End of Summer 2020.

3.2 APPLICATION PROCESS

Determine optimal strategy for distribution and collection of applications.

3.3 SCHOLARSHIP EVENT

Plan and conduct an online event to award scholarships and start fundraising for the next year.

STRATEGIC INITIATIVE #4

Support to School Programs

Expand our impact on student success by providing targeted financial and other support to qualified co-curricular programs, student groups, and innovative teachers at East Side schools.

Recommended Actions

4.1 OPPORTUNITY REVIEW

Review current and past programs to determine impact and areas of unaddressed need.

4.2 PRIORITIZATION & SELECTION

Utilize a clearly defined prioritization and selection process to determine which programs to support/fund each year.

4.3 IMPLEMENTATION

Facilitate successful program implementation through coordination, collaboration, development of appropriate implementation/impact metrics, and data collection.

4.4 ASSESSMENT & CONTINUOUS IMPROVEMENT

Establish a process for assessing the success/impact of funded/supported programs, including determining areas for improvement and making decisions about whether to continue funding/supporting target programs.

STRATEGIC INITIATIVE #5

Outreach

Significantly improve school, student, and family participation in our initiatives by expanding and diversifying our outreach efforts to and communication with East Side districts, schools, students, and families.

Recommended Actions

5.1 COMMUNICATE CORE CHANGES

Communicate changes in vision, mission, values, guiding principles, and strategic initiatives.

5.2 WEBSITE AUDIT

Complete a full website audit.

5.3 CONTACT LIST

Grow a high-quality contact list.

5.4 SOCIAL MEDIA

Increase social media presence.

5.5 TWO-WAY COMMUNICATIONS

Collaborate with CBOs and ESA districts to develop two-way communications.

5.6 EXTERNAL COMMUNICATIONS

Develop a voice and cadence for external communications.

5.7 MEDIA/PUBLIC RELATIONS

Develop a media/public relations strategy.

5.8 INTERNAL COMMUNICATIONS

Develop internal communications protocols.