



CHATHAM EDUCATION FOUNDATION STRATEGIC PLAN EXECUTIVE SUMMARY 2015-18

Executive Summary

Executive Summary of Planning Process and Outcomes

The Chatham Education Foundation (CEF) Board of Directors held a retreat in January, 2015 to lay the groundwork for a three-year strategic plan. Armstrong McGuire, an outside consultant, was hired to facilitate the retreat and provide counsel to the CEF Board of Directors throughout the strategic planning process. Using organizational assessment data from an online survey, face-to-face and phone interviews with donors and community leaders, and Board feedback, CEF leaders came to an understanding of what the organization's strengths and challenges to overcome are. Some of the outcomes of the retreat included the creation of a Board Development committee of the Board of Directors and growth of the Development Committee of the Board of Directors. A strategic planning committee of Board members and the public was created and met throughout the spring and summer of 2015.

Focus Groups

Two focus groups were held June 23 and July 14, 2015 and targeted the following audiences respectively: educators (June 23) and business, community leaders and government leaders (July 14). A final draft will be presented to the full CEF Board of Directors September 8, 2015. Board committees will ensure each priority within the strategic plan is implemented, tracked and that goals are met.

Organizational Analysis

Chatham Education Foundation (CEF) is a nonprofit organization enriching student learning experiences and teacher effectiveness in Chatham County, North Carolina. Since 1993, CEF's Board of Directors and community volunteers and supporters bring new learning experiences to public school students and their teachers with grant programs and partnership projects.

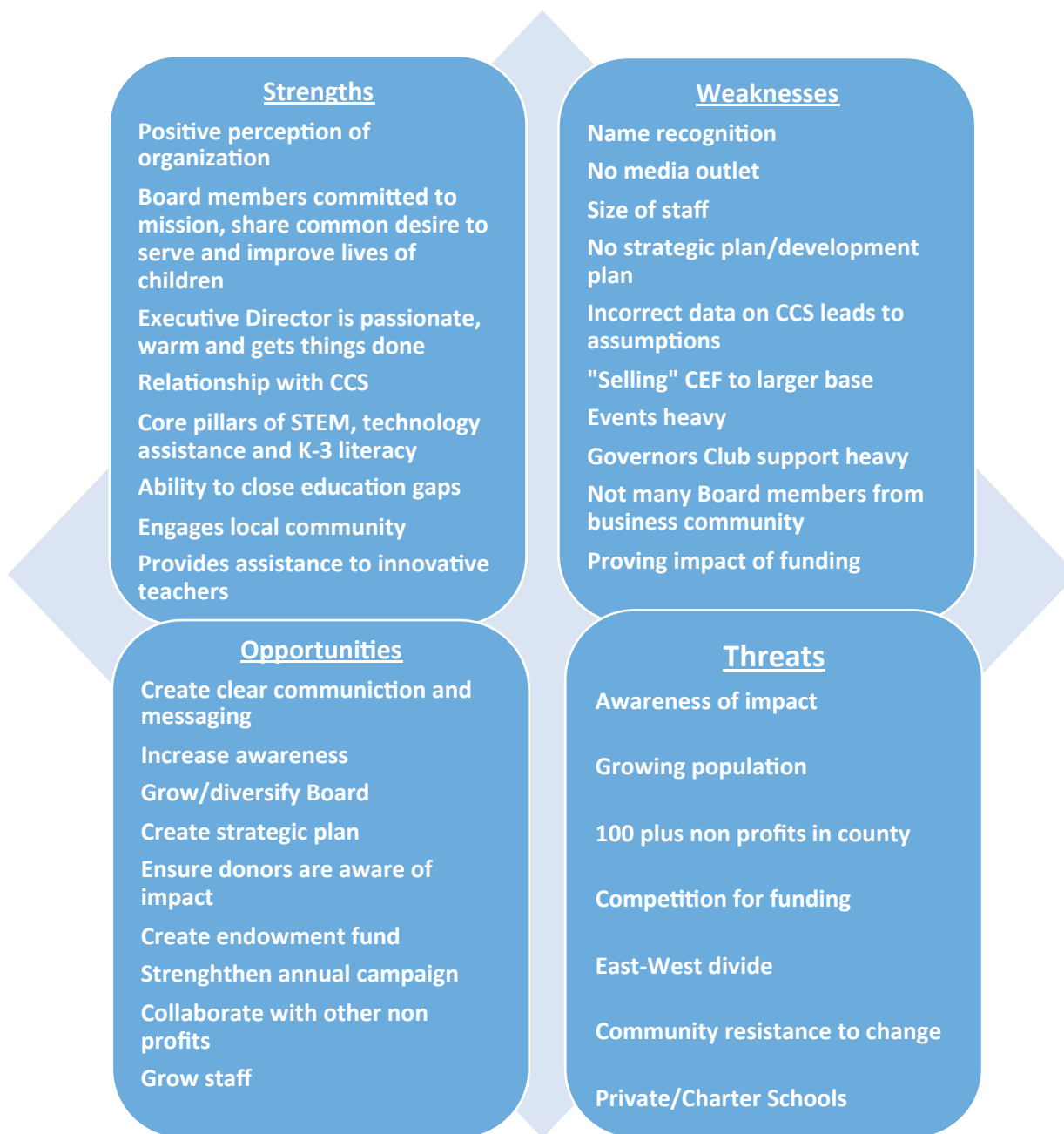
CEF was founded in 1993 by concerned parents, teachers and business leaders from across the county to encourage excellence in public education and to support the public schools. Early successes included the development of the Creative Teaching Grants which funded eighteen projects in 1993 with a total of \$6,500 and thirty-two projects in 1994 with a total of \$10,000. Staff Development Grants of \$3,750 were also awarded in 1994.

CEF Today

CEF is one of many educational foundations in the country. Currently the Executive Director is part-time working 18 hours a week. One part-time administrative assistant and one part-time bookkeeper help with database entry, gift processing and day-to-day needs. A Northwood student worked as a volunteer during the summer of 2015 entering prospects into CEF's database (approximately 40 hours). This is the second strategic plan for the organization. A former strategic plan was written in 2000. For the past 20 plus years, CEF awards Creative Teaching Grants and Professional Development Grants to teachers and professional staff in Chatham County public schools. Grants range from \$100 to \$1,500 and make a lasting impact on student achievement. Grants are made possible by donations from individuals, businesses, foundations, event net proceeds and workplace giving campaigns.

The overall perception of the organization among internal and external stakeholders is positive. Through an organizational assessment conducted by Armstrong McGuire, the following strengths, weaknesses,

opportunities and threats were determined:



External Environment

There are over 100 nonprofits in Chatham County and growing. Competition for volunteers and funding is increasing. There is no central media source. Chatham County is in a high growth rate with an increasing population of public, school-aged children. Parents and community leaders share concerns about how quickly the population is increasing and desire a written plan for school growth without background knowledge of the process of school infrastructure funding.

The County is large and is divided into regions that are very different in wealth and diversity. PTAs, charter schools and private schools all compete for funding and for attendance. CEF's Executive Director maintains a

close working relationship with the Superintendent of schools and his leadership team. The President (Dr. Bud Marchant) and the Chatham Provost of Central Carolina Community College were in attendance during the first focus group and are committed to working with CEF moving forward.

Key stakeholders such as businesses and institutions of higher education are concerned about a future workforce to supply future economic development projects such as a mega park and auto manufacturer coming to Chatham County. Employers want to be able to provide future employees with a great public school system. Realtors need to be continually educated about educational opportunities and relay information to prospective new home owners with school-aged children.

2016 – 2018 Strategy Map

VISION			
Maximize community investment in the CCS district to support the success of self-sustaining graduates committed to both life-long learning and our community			
MISSION			
To open doors to educational and personal growth for all students in Chatham County Schools			
BELIEFS / CORE VALUES			
Beliefs: <ul style="list-style-type: none"> • Community investment builds stronger schools. • Strong school districts willingly embrace change. • Well-trained educators with access to continuing professional development lead students to stronger student achievement. • Strong public education is the bedrock for a thriving local economy. Core Values: <ul style="list-style-type: none"> • Student achievement • Teacher and training excellence • Innovation and creativity • Business and community partnerships • Regional diversity 			
STRATEGIC PRIORITIES			
Increase Awareness	Increase Revenue	Board Development	Program Development

Performance Matrix

Priority: Increase Awareness

Goal: To be the preeminent and recognized source of education support and resources in Chatham County

Success Strategies

- 1) CEF known across the Triangle and name becomes part of common language and well respected
- 2) CEF logo is widely recognized and mission is understood
- 3) Board members attend community events as brand ambassadors
- 4) Organization known as an advocate for CCS, teachers and public education
- 5) Increased attendance at annual "Showcase of Schools" event

Priority: Increase Revenue

Goal: Build a sustainable, diverse revenue stream in a proactive manner

Success Strategies

- 1) Raise \$60,000 in unrestricted revenue (\$80K in year 2, \$100K in year 3)
- 2) Make 20 cultivation visits to donors with capacity of \$250 or more (40 in year 2, 60 in year 3)
- 3) Increase renewal donors to 70% (75% in year 2, 80% in year 3)
- 4) Secure funding to support 1 to 3 new programs in year 1 (1 to 3 in year 2 and 5 or more in year 3)
- 5) Create monthly payroll deduction or credit card donation opportunity (grow program in year 2 and year 3)
- 6) Generate \$10,000 from business partners program (\$15K in year 2 and \$25K in year 3)
- 7) "Showcase of Schools" event generates \$10,000 in year 1 as an annual culmination to the Business Partners Program
- 8) Revenue diversification percentage gap closing by 3% (3% in year 2 and 5% in year 3)
- 9) Generate \$5,000 in revenue from events in year 2 and \$15K in year 3
- 10) Create Planned Giving program in year 3

Priority: Board Development

Goal: Develop an active and engaged Board whose members are diverse across geography, ethnicity and age, along with a leadership development component to cultivate a "waiting list" of potential new Board members

Success Strategies

- 1) Active and engaged Board of 21 community leaders
- 2) Regular attendance and participation at Board meetings
- 3) Maintain 100% Board financial participation
- 4) Board members feel comfortable and are active with fundraising efforts
- 5) Board committees meet regularly with defined goals and actions
- 6) Strong nominating and terminating committee in place and working
- 7) Add Strategic plan "check in" to every board meeting agenda
- 8) Create Advisory Council (6-10 members)
- 9) Board Members are confident brand ambassadors for CEF

Priority: Program Development

Goal: To offer well-funded, community supported programs that are implemented with fidelity in our schools. Programs will impact student achievement, develop teacher effectiveness and/or advocate for our students and teachers

Success Strategies	Tactics
<ol style="list-style-type: none"> 1. Grow Teacher Grants program by number of grants given out and increased size of grants 2. Create and implement five key programs over the next three years to address student achievement, teacher effectiveness and advocacy (1 new program in year 1; 2 additional new programs in year 2; and two additional programs in year 3) 3. Establish Chatham Education Council (CEC) 4. PTA President Collaborative 	<ol style="list-style-type: none"> 1) Implement the five of the following programs: <ol style="list-style-type: none"> a. <u>Read to Succeed</u>: Literacy related projects that will include at a minimum CEF participation in Chatham Reads. Other options: Literacy Summit, summer reading programs, expanded partnership with the Hill Center, and Fit, Fun, Literacy - After school programs that target fitness and literacy. b. <u>STEM Academy</u>: Offer national programs to schools/district that include after-school STEM opportunities, summer camps, science kits, field trips, in-school opportunities such as STEM mobile bus and mobile planetarium. c. <u>Teachers Learn Tech</u>: Supporting the increase of teacher implementation of technology in the classroom d. <u>Financial Literacy Program</u>: Sponsor learning initiatives in CCS that promote personal finance/collaborate with a bank e. <u>Growing Our Way</u>: Mentoring program targeting most at-risk students (will coordinate trained tutors or partner with AmeriCorps programs) f. <u>Leadership Institute</u>: Select principals and teachers will attend annual / bi-annual events with nationally-known practitioners, scholars and business experts. 2) Chatham Education Council (Year 1): <ol style="list-style-type: none"> a. Create mission/purpose b. Create potential member roster, recruit and hold initial meeting February, 2016 3) PTA President Collaborative (Year 1 or 2): Convene PTA Presidents for an annual or bi-annual meeting <ol style="list-style-type: none"> a. Discuss educational best practices b. Discuss school/county education needs c. Brainstorm and implement solution d. Leadership development training e. Coordinate in community projects