ABSTRACT
Drawing from historical lessons and achievements, current realities, and future opportunities, leaders of Chatham Education Foundation have adopted a purposeful vision and strategic framework for impacting those it serves.

April Anthony
Armstrong McGuire
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Foundational Statements

Mission
To open doors to educational and personal growth for all students in Chatham County Schools (CCS)

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.

Beliefs
- 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
- Student achievement
- Teacher and training excellence
- Innovation and creativity
- Business and community partnerships
- Regional diversity

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. 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 the organization’s strengths and challenges. 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. Committee members included:

John Zaremba, Chair
Chris Ehrenfeld, Vice Chair
Stan Campbell, Board Member
Ben Birken, Treasurer
Justin Bartholomew, Board Member
Lee Bowman, Community Member
Subcommittees in line with board committees were created and met consistently. The following subcommittees were formed:

1. Development (Stan Campbell*, Angela Milsaps, Chad Morgan, Jason Hartness)
2. Board Development (Chris Ehrenfeld*, Ben Birken, John Pleasants, Jason Buchanan, Chris Blice)
3. Programs (Justin Bartholomew*, Jody Cleven, Suzanne Morris, Jamie Cox)
4. Advocacy / Marketing (John Zaremba*, John Williamson, David Hamm (ex-officio), Jason Hartness)

Jaime Detzi, Executive Director, attended all committee and subcommittee meetings.

**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). Key people who attended and gave input at focus group meetings were:

Attendees:

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<thead>
<tr>
<th>7/14/15</th>
<th>John Zaremba</th>
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<tbody>
<tr>
<td>Linda Clarke</td>
<td>Jaime Detzi</td>
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<td>Don Knowles</td>
<td>Kim Matson</td>
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<td>Jason Dell</td>
<td>April Anthony</td>
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<td>Marga Theelen</td>
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<tr>
<td>Jean Rittok</td>
<td>6/23/15</td>
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<td>Lee Bowman</td>
<td>John Zaremba</td>
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<tr>
<td>Courtney Cabe</td>
<td>Chris Ehrenfeld</td>
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<td>Lisa Holder</td>
<td>Jaime Detzi</td>
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<tr>
<td>Bill Terry</td>
<td>Justin Bartholomew</td>
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<tr>
<td>Bill Harper</td>
<td>Mark Hall</td>
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<tr>
<td>Alan Rosenfeld</td>
<td>Bud Marchant</td>
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<tr>
<td>Don Stedman</td>
<td>Amanda Hartness</td>
</tr>
<tr>
<td>Philip Culpepper</td>
<td>Leslie Burwell</td>
</tr>
<tr>
<td>Ken Atkins</td>
<td>Mitch Stensland</td>
</tr>
<tr>
<td>Jill Ehrenfeld</td>
<td>Chris Poston</td>
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<tr>
<td>Jason Hartness</td>
<td>Kaye Clark</td>
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<tr>
<td>John Williamson</td>
<td>Justin Sudol</td>
</tr>
<tr>
<td>Stan Campbell</td>
<td>Angie Brady-Andrew</td>
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<tr>
<td>Suzanne Morris</td>
<td>Larry Savage</td>
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<tr>
<td>Ben Birken</td>
<td>April Anthony</td>
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An Executive Summary of the draft of the strategic plan was presented to the Chatham County Board of Commissioners, Chatham County School Board and Dr. Jordan, Superintendent, Chatham County Schools. Each provided guidance and input.
In general, the County Commissioners are very supportive of the Chatham Education Foundation and its mission. The Commissioners suggested that new board members should better reflect a more diverse CEF Board. In addition, they suggested partnerships with the NC School of Science and Math, the Boys and Girls Club of Siler City, as well as tactics to approach funders, such as the Oak Foundation. The meeting also established a renewed relationship with each of the Commissioners and potential collaborations in the future.

In addition, Superintendent Jordan discussed specific program priorities. He is very positive about the new direction and strategic plan.

A final draft was presented to the full CEF Board of Directors September 8, 2015 and was passed by a unanimous vote. The plan will be implemented and tracked from 2015-18. Board Subcommittee Chairs will ensure each priority within the strategic plan is implemented, and tracked and that goals are met.

Organizational Analysis

Chatham Education Foundation (CEF) is a nonprofit organization that enriches student learning experiences and teacher effectiveness in Chatham County, North Carolina. Since 1993, CEF’s Board of Directors and community volunteers and supporters have brought 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 were also awarded in 1994 of $3,750.

**1995 BOD**

Kim Caraganis  
Patti Goslen  
Susan Helmer  
George Gregger-Holt  
Anne Geer  
Dave Smith  
Joy Phillips  
Thelma Turner  
Tom Fisher  
David Blackwell  
Louise Barnum  
Church Anderson

**2001 BOD**

Betty Wilson  
Don Johnson  
Mort Barrow  
Jo Ann Robb  
Ruth Leight  
Judy Morris  
Kaye Bryan  
Allison Crutchfield  
Larry Cheek  
Jonathan Daniel  
Mary Harris  
Perry Harrison  
Uva Holland  
Tamsie Hughes

**2001 BOD Cont.**

Alexander Graves  
Maria LaPetina  
Robert McKinley  
Bunkey Morgan  
Scott Moreland  
Duane Porter  
Efrain Ramirez  
Irving Rimer  
Dave Smith  
Carol Stamm  
Rob Tharp  
Thelma Turner  
Rev. Brian Thompson  
Marco Zarate
Over the past twenty years some of CEF’s accomplishments and programs included:

- National Board Certification Assistance (NBC): CEF offered opportunities to teachers who had earned their NBC status and assisted teachers applying for certification.
- Chatham County Public Education & Economic Development Summit: In 2000 Governor Jim Hunt was the keynote speaker attracting 1,000 attendees.
- Committee of 100: Effort to increase awareness and support for quality public schools as well as influence reform.
- PTA Officer’s Dinner: Hosted to discuss concerns that affect all schools.
- Parent Resource Center: Opened in 2000 and offered parents access to a complete K-12 textbook and resource library, parenting and academic skills courses, computer training and free internet access.
- Candidate Forum: Held for School Board and County Commissioner positions.
- Teacher Appreciation Drive: Donations raised in honor of a teacher(s).
- Intercede To Succeed: Awarded a grant for $116,000 to fund early intervention reading specialists for at-risk students in 3 Chatham Schools – a collaboration with CCS.
- Literature Enhancement Project: A program to expanded the teacher’s classroom reading training and resources.
- Net Day: An effort to give internet access to call schools.
- CPR: A Computer Recycling Program.
- Project Graduation: A program providing safe options to celebrate graduation from high school.

CEF Today

Currently the Board of Directors has seventeen members. The by-laws allow for twenty-one members with a term of three years. The Executive Committee is comprised of the Board Chair, Vice Chair and Treasurer.

CEF is one of many educational foundations in the country. Currently the Executive Director is part-time and works 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. This is the second strategic plan for the organization. An earlier 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.

For the past three years the Governors Club Wine Society has hosted an event to increase awareness of CEF in this particular neighborhood. This event has increased the awareness of CEF in this particular neighborhood. In addition, CEF hosted its first Showcase of Schools event in 2015. The goals of this event included increasing brand awareness, showcasing Chatham County School’s successes and raising funds from business sponsors.

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:
Chatham Education Foundation Strategic Plan 2015-18

**Strengths**
- Positive perception of organization
- Board members committed to mission, share common desire to serve and improve lives of children
- Executive Director is passionate, warm and gets things done
- Relationship with CCS
- Core pillars of STEM, technology assistance and K-3 literacy
- Ability to close education gaps
- Engages local community
- Provides assistance to innovative teachers

**Weaknesses**
- Name recognition
- No media outlet
- Size of staff
- No strategic plan/development plan
- Incorrect data on CCS leads to assumptions
- "Selling" CEF to larger base
- Events heavy
- Governors Club support heavy
- Not many Board members from business community
- Proving impact of funding

**Opportunities**
- Create clear communication and messaging
- Increase awareness
- Grow/Diversify Board
- Create strategic plan
- Ensure donors are aware of impact
- Create endowment fund
- Strengthen annual campaign
- Collaboration with other non profits
- Grow staff

**Threats**
- Awareness of impact
- Growing population
- 100 plus non profits in county
- Competition for funding
- East-West divide
- Community resistance to change
- Private/Charter Schools
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 experiencing 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 with no written plan for types or locations of new schools.

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/her leadership team. The President (Dr. Bud Marchant) and the Chatham Provost of the 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.

Chatham County Schools seems to be dealing with old statistics on school achievement and performance. Although CCS currently boasts great statistics, that are competitive with other districts, some of the community will not let go of a negative attitude towards the school system.

CEF does not have offices outside of a trailer that is mainly used as storage. Meetings are held in schools, board member conference rooms or at Chatham County Schools’ offices. The organization does not have any programs except the teacher grants program. The strategic plan will serve as a tool to start new programs led by CEF in collaboration with other nonprofits and the school system. CEF would like to change its focus from a pass-through organization to a fully funded nonprofit working on literacy, technology, STEM, teacher professional development and advocate for educational issues faced by the county, state and nation.

Strategic Goals & Objectives

The Strategic planning committee created the following four priorities and goals:

**Increase Awareness**

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

**Increase Revenue**

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

**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

**Programs**

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
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:
- 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:
- 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** *(All priority outcome measurement goals follow the calendar year except “Increase Revenue” which follows the fiscal year of September 1 to August 31.)*

**Priority: Increase Awareness**

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

<table>
<thead>
<tr>
<th>Success Strategies</th>
<th>Tactics</th>
<th>Responsibility of</th>
<th>Outcome Measures</th>
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<tbody>
<tr>
<td>1) CEF known across the Triangle and name becomes part of common language and well respected</td>
<td>1) Create and implement marketing and promotions plan 2) Send postcards to untapped communities continually 3) Refresh website and update monthly and after events 4) Present “State of the Schools” in at least two locations (4 in year 2 and 6 in year 3) 5) Submit press releases/articles bi-monthly 6) Create online calendar of events for board member/staff attendance 7) Select one advocacy issue to tackle, research and advocate for and spread through “Advisory Council” and PTA meetings (2 issues in year 2 and 1 additional issue in year 3) 8) Increase email campaigns beyond monthly eNewsletter to 6/year (8/year in year 2 and 12/year in year 3) 9) Begin search for Alumni organization from the three County high schools 10) Recruit Back to School item for teachers (hold event in year 2) 11) Attend/visit at least half of the CEF sponsored grant projects to secure testimonials, video and photos 12) Keep Facebook/Twitter pages up-to-date</td>
<td>1) Board members 2) Advocacy / Marketing Committee 3) Executive Director 4) Future Marketing Staff 5) Volunteers</td>
<td>1) Increase social media following by 25% (followers, shared, tweets, retweets) of previous year 2) Increase social media engagement with more comments and conversation tracked by hits 3) Increase website traffic by 10% (# of visitors) 4) Increase eNewsletter distribution list by 50% 5) Increase print/TV/video articles to 5/year (in addition to Chatham Record) 6) CEF board members attend one community/school event per month (meeting minutes). 7) Increase awareness of CEF by schools (survey) 8) At least one CEF Program receiving visibility in community (survey) 9) Attendance for “Showcase of Schools” event increased by 25% (number) 10) Events held/publicity on hot topic advocacy issue</td>
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**Resources Needed**

1) Increase administrative hours 2) Consultant hours for video/marketing 3) Increased Executive Director Hours 1) Revenue for website refresh and upkeep (Year two: Revenue ads/billboard) 4) Revenue or in kind donation for Back to School items
13) Research partnerships with local universities (year 2 forge partnership)
14) Hold first PTA Presidents’ get together
15) Contact sororities in Chatham County for partnership/fundraising
16) Involve Retired Teachers Association

**Increase Awareness Year Two Tactics include**: creating and distributing donor/teacher videos, contacted all area fire departments to hold State of Schools, implement a Hall of Fame banquet to enlist alumni support as well as back to school and teacher appreciation billboards and ads.

**Increase Awareness Year Two Outcome Measures include:**

1) Increase social media following by 25% (followers, tweets, reached) of previous year
2) CEF has increased print/TV media viewings (clips)
3) Increase website traffic by 10% (visits)
4) Increase email distribution list by 25%
5) Increase print/TV/video articles to 6/year (in addition to Chatham Record)
6) CEF board members attended one community/school event per month
7) At least three CEF programs are recognized in the community (survey)
8) Attendance for the “Showcase of Schools” event is up by 25% (number of attendees)

**Increase Awareness Year Three Outcomes Measures include:**

1) Increase social media following by 25% (followers, tweets, retweets) from previous year
2) Increase print/TV media viewings (clips)
3) Increase website traffic by 10% (visitors)
4) Increase email list by 25%
5) Increase print/TV/video articles to 7/year (in addition to Chatham Record)
6) CEF board members attend one community/school event per month
7) CEF advocating in Chatham County or Region for more than one “hot topics”
8) Increase awareness of CEF by schools (survey)
9) At least five CEF programs are recognized in the community (survey)
10) Attendance for “Showcase of Schools” increased by 25%
## Priority: Increase Revenue
Goal: Build a sustainable, diverse revenue stream in a proactive manner

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<tr>
<th>Success Strategies</th>
<th>Tactics</th>
<th>Responsibility of</th>
<th>Outcome Measures</th>
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<tbody>
<tr>
<td>1) Raise $60,000 in unrestricted revenue ($80K in year 2, $100K in year 3)</td>
<td>1) Continue to increase individual prospect list (Governors Club, Briar Chapel, Preserve, Siler City and Chapel Ridge, Old Chatham Club, AVID list, Morehead scholars)</td>
<td>1) Board members</td>
<td>1) Number of new donors</td>
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<tr>
<td>2) Make 20 cultivation visits to donors with capacity of $250 or more (40 in year 2, 60 in year 3)</td>
<td>2) Develop direct mail timeline for annual appeal and implement fall 2015</td>
<td>2) Development Committee</td>
<td>2) Number of renewal donors</td>
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<td>3) Increase renewal donors to 70% (75% in year 2, 80% in year 3)</td>
<td>3) Board develops list of potential donors/prospects to consider face-to-face meetings (125 in year 1, 150 in year 2 and in year 3)</td>
<td>3) Executive Director (increased hours in year 2 and full-time in year 3)</td>
<td>3) Dollars raised (unrestricted and restricted)</td>
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<tr>
<td>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)</td>
<td>4) Begin developing alumni relationship and research</td>
<td>4) (Development staff hired in year 2)</td>
<td>4) Number of “Sustainer” monthly donors</td>
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<td>5) Create monthly payroll deduction or credit card donation opportunity (grow program in year 2 and year 3)</td>
<td>5) Build/implement donor engagement planning</td>
<td>5) Number of solicitations made</td>
<td>5) Number of solicitations made</td>
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<td>6) Generate $10,000 from business partners program ($15K in year 2 and $25K in year 3)</td>
<td>6) Clearly defined and marketed set of programs in which to raise funds</td>
<td>6) Number of proposals funded vs. not funded</td>
<td>6) Number of new business partners (year 2)</td>
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<td>7) “Showcase of</td>
<td>7) Increase email/social media fundraising</td>
<td>7) Number of face-to-face solicitation and cultivation meetings</td>
<td>7) Number of face-to-face solicitation and cultivation meetings</td>
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<td>8) Consider a membership model</td>
<td>8) Number of new business partners (year 2)</td>
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<td>9) Update list of local/triangle corporations as potential partners</td>
<td>9) Number of individual donors growing from donor to major donor to sustainer to planned giving prospect/donor (year 3)</td>
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<td>10) Update business partnership plan –</td>
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<td>11) Research/plan Hall of Fame event (host in year 2 and 3)</td>
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<td>12) Research and plan a new event for 2016 unless we will rely on the Derby and/or Showcase of Schools event as our source of income for 2016 planning purposes.</td>
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<td>13) By Program, identify potential donors including time frame, donor details</td>
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<td></td>
<td>14) Research implementation and financial requirement for Planned Giving Program</td>
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<td></td>
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<td>15) Invite speaker to CEF board meetings to discuss</td>
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<tr>
<td>Schools’ event generates $10,000 in year 1 as an annual culmination to the Business Partners Program</td>
<td>options for Planned Giving</td>
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<td>8) Revenue diversification percentage gap closing by 3% (3% in year 2 and 5% in year 3)</td>
<td>16) Continue to move donors through pipeline from annual donor - sustainer - major donor - planned donor</td>
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<td>9) Generate $5,000 in revenue from events in year 2 and $15K in year 3</td>
<td>17) Identify potential government grants consistent with program needs</td>
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<td>10) Create Planned Giving program in year 3</td>
<td>18) (Research crowdfunding in year 2 and test in year 3)</td>
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<td>19) Showcase of Schools event raising $10,000 in Business Partner Revenue as a culmination of annually partnership opportunities in year 1.</td>
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### 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

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<tr>
<td>1) Active and engaged board of 21 community leaders</td>
<td>1) Create strong nominating and terminating committee</td>
<td>1) Board members</td>
<td>1) By-laws updated</td>
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<tr>
<td>2) Regular attendance and participation at board meetings</td>
<td>2) Update by-laws allowing for two consecutive three-year terms</td>
<td>2) Nominating Committee/Board Development Committee</td>
<td>2) Recruited and graduated one third of board members annually</td>
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<td>3) Maintain 100% board financial participation</td>
<td>3) Create board term and class matrix</td>
<td>3) Executive Director</td>
<td>3) All board members participated in annual board campaign</td>
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<tr>
<td>4) Board members feel comfortable and are active with fundraising efforts</td>
<td>4) Create board recruitment process</td>
<td>4) Outside counsel</td>
<td>4) Regular meetings and self-sustaining committee meetings held</td>
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<tr>
<td>5) Board committees meet regularly with defined goals and actions</td>
<td>5) Clarify and document roles and responsibilities of board members and board committees</td>
<td>5) Networking through PTA</td>
<td>5) Board adhered to strategic plan with regular check ins at each board meeting</td>
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<td>6) Strong nominating and terminating committee in place and working</td>
<td>6) Verify/recruit committee chairs and members annually</td>
<td>6) Every Board member feels comfortable fundraising and is a brand ambassador</td>
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<td>7) Add Strategic plan check in to every board meeting agenda</td>
<td>7) Hold annual/biannual new board member orientation</td>
<td>7) Advisory Council met twice</td>
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<td>8) Create Advisory Council (6-10 members)</td>
<td>8) Provide board member fundraising training annually</td>
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<td>9) Board Members are confident brand</td>
<td>9) Create Advisory Council with defined job description (meets biannually)</td>
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<td>ambassadors for CEF</td>
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## 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 advocate for CCS students and teachers

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</table>
| 1) Grow Teacher Grants program by number of grants given out and increased size of grants | 1) Implement five of the following programs:  
   a. **Read to Succeed.** 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. **STEM Academy:** 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. **Teachers Learn Tech:** Supporting the increase of teacher implementation of technology in the classroom  
   d. **Financial Literacy Program:** Sponsor learning initiatives in CCS that promote personal finance/collaborate with a bank  
   e. **Growing Our Way:** Mentoring program targeting most at-risk students (will coordinate trained tutors or partner with AmeriCorps programs)  
   f. **Leadership Institute:** Select principals and teachers will attend annual / bi-annual events with nationally known practitioners, scholars and business experts. | 1) Board members  
2) Executive Director  
3) Future program staff  
4) Volunteers | 1) All programs will have defined, measureable goals and be tracked for impact  
2) Dollar value of teacher grants awarded  
3) Number of students reached via teacher grants  
4) Read to Succeed Measures:  
   a. Number of students reading at grade level  
   b. Number of books read  
   c. Number of volunteer mentors  
   d. Attendance at Literacy Summit | 1) Board members  
2) Executive Director  
3) Future program staff  
4) Volunteers | 1) All programs will have defined, measureable goals and be tracked for impact  
2) Dollar value of teacher grants awarded  
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   a. Number of students reading at grade level  
   b. Number of books read  
   c. Number of volunteer mentors  
   d. Attendance at Literacy Summit |
| 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 | | |
| 2) Chatham Education Council (Year 1): | 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 | 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 |
| 9) Chatham Education Council | a. Number of trained tutors  
b. Hours of tutoring time  
c. Number of students  
d. Increased end of year test scores  
e. Pre and post student survey |
| 10) PTA President Collaborative | a. Attendance and participation at PTA Presidents' meetings  
b. Addressing common problems  
c. Provide constructive collaborative feedback to the District regarding students, parents and/or teachers |