

The Education Alliance
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STRATEGIC PLAN

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*A Strategic Map for Strengthening and Sustaining
The Education Alliance's ongoing advocacy for a
Quality Public Education for all West Virginia Students*



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Organizational history

The Education Alliance is a statewide, nonprofit organization that advocates for a quality public education for all West Virginia children. It was established in July 1983 by business executives who saw the importance of supporting public schools and giving the business community a voice in education. The significant and varied milestones accomplished over the thirty five years of The Education Alliance's existence speak to its legacy in so many aspects of public education. As reflected in The Education Alliance's strategic map, the revised plan builds on the accomplishments and solid reputation garnered over the years.

LOOKING AHEAD

The revised strategic plan is the result of a planning committee that endeavored to produce a thoughtful and impactful plan that would be used to:

- Communicate the work the Alliance is striving to accomplish
- Align the organization's day-to-day initiatives with strategy
- Prioritize our projects, products, and services
- Measure and monitor our progress towards strategic targets

The following plan connects the dots between big picture elements of The Education Alliance such as mission (our purpose), vision (what we aspire for), core values (what we believe in), strategic focus areas (themes, arenas of work) and the more operational elements such as objectives (continuous improvement activities), measures (or key performance indicators), targets (our desired level of performance).

On behalf of the Board of Directors, we wish to thank the committee members, staff members and the many stakeholders for their time and dedication to the planning process. We invite the public to provide feedback on the plan and join with us as we implement the plan.

Chairman of the Board of Directors

President/CEO

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Planning process

In the fall of 2016, The Education Alliance Board, working with the President/CEO, undertook a formal strategic planning initiative to update the organization's strategic plan. The planning work included review of the organization's prior strategic plan (completed in 2012) and a process for visioning future areas of emphasis for the organization. The first session included an analysis of the current environment to identify key issues and opportunities (both external and internal) for the organization. The committee reviewed the prior strategic plan to determine which goals had been accomplished and which areas would continue to be themes in the organization's plan moving forward. Rather than revising existing goals, the committee requested the President to work with staff to draft new goals for consideration at the next meeting. The three strategic focus areas that have had historical emphasis within the Alliance's work (programs, partnerships, policy) were revised and updated to provide a framework for future planning and goal setting.

During the second session the Mission, Vision, and Values were reviewed by the committee with minimal changes. The President presented draft goals and objectives and the committee provided feedback, emphasizing the advocacy aspects of the plan that call for strategic board guidance.

The committee convened for a final review of the plan and recommended the addition of specific targets (updated annually) to measure progress in meeting the goals and objectives. Members requested further input on the draft plan through informal, one-on-one, third-party interviews with funders, partners, board members, and other stakeholders.

The plan supports the strong desire for The Education Alliance to continue its legacy of being primarily a business-supported organization with community members actively engaged. The plan calls for the growth of The Education Alliance in order to strengthen and sustain its voice well into the future. This includes special emphasis on efforts to advance policies and practices that will improve educational outcomes across the state. Furthermore, the plan places emphasis on the need to enhance development work including the establishment of an endowment fund for future sustainability.

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Vision, mission and values

VISION: Every West Virginia public school student graduates ready to begin a career or pursue additional education and training.

MISSION: The Education Alliance is an independent voice, earnest advocate, and statewide participant that advances policies and practices to continually improve public school student achievement in West Virginia. We will fulfill our mission by . .

- ensuring the presence of a strong business and industry voice in our work;
- seeking sound alliances among businesses, communities, and education entities that foster true collaboration and lead to positive actions that measurably improve public education;
- completing credible research and trusted data analyses that bring impartial objectivity and critical data to the forefront;
- empowering communities to be actively engaged in all aspects of public education, including school performance and student achievement;
- developing and launching new initiatives and demonstration projects that promote positive changes in public education;
- partnering actively with others who share and advance our vision and mission;
- communicating our opinions, positions, and actions through multiple means.

VALUES: Integrity, Credibility, Respect, Quality, Effective Leadership, Learning and Results-Oriented

We want to initiate important dialogues that value open, data-based evaluations of educational issues or problems. We believe in the worth of all West Virginia children; believe each and every child deserves a quality education; and support educators having tools and skills necessary to engage students in their own success.

- Honesty, truthfulness, and integrity;
- Credibility through objectivity (research and fact-based);
- Respect for each other and for all stakeholders, regardless of background, opinions, or organization of origin;
- Commitment to excellence through quality, success, and achievement;
- Effective leadership and professionalism;
- Learning through education and experience;
- Results-Oriented based on sound data and metrics.

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Strategic focus areas

Throughout its thirty-five year history, The Education Alliance has primarily worked to advance its mission through programs, partnerships and public policy (previously referred to as “Three Pillars”). These strategic focus areas are not goals, but rather describe the primary areas of influence in which the organization strives to operationalize its goals. Furthermore, the goals, objectives, and targets outlined in the strategic plan are aligned with these focus areas and articulate meaningful performance metrics for each area. These three areas serve as guideposts for the organization to target its energy and resources in areas with maximum impact.

STRATEGIC FOCUS AREAS		
PROGRAMS	PARTNERSHIPS	PUBLIC POLICY
<p><u>What</u> Direct engagement, work activities and support to individuals, communities, and organizations.</p> <p><u>How</u></p> <ul style="list-style-type: none"> • Outreach • Capacity building • Demonstration projects <p><u>Who</u></p> <ul style="list-style-type: none"> • Students • Parents and Families • Teachers • Administrators • Business and Industry representatives • Community citizens • Opinion leaders • Others 	<p><u>What</u> Building collaborative partnerships and alliances across local, regional and state levels.</p> <p><u>How</u></p> <ul style="list-style-type: none"> • Partnering with businesses • Proactive presence with others where it matters • Convening collaborative initiatives • Fostering targeted alliances • Implementing innovative programs <p><u>Who</u></p> <ul style="list-style-type: none"> • Schools and systems • Business entities • Labor • Civic groups • Communities • Government • Non-profit organizations • Associations 	<p><u>What</u> Review and evaluate existing or pending policy and offer new/change in public policy or practice</p> <p><u>How</u></p> <ul style="list-style-type: none"> • Study • Advocacy • Editorials/blogging • Research monographs • Policy or position papers • Public announcements • Metrics analysis <p><u>Who</u></p> <ul style="list-style-type: none"> • State, local or federal policy makers • Other entities offering policy or speaking to policy

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Framework for goals

Ultimately, all focus areas drive toward the intended outcome of increasing student achievement. The Education Alliance will advance its mission and vision toward this outcome through the strategic plan. The plan, while aligning to the three focus areas, specifies Goals (intended outcomes) and multi-year Objectives that will be operationalized to achieve annual Targets. The goals, objectives and targets follow these guidelines:

- **GOALS:** Three Goals primarily articulate the external impact of the organization to further its mission and vision (for management purposes, a separate goal outlines strategies for strengthening internal capacity). The Goals align with the scope of the organization's reach and are more enduring in nature.
- **OBJECTIVES:** Within these "big picture" goals, multi-year objectives provide more specificity and translate the goals into actions. The objectives address outcomes for both existing programs as well as strategic areas in which the organization wants to grow its future reach.
- **TARGETS:** Under each objective, annual targets and metrics measure progress. Annually, the Education Alliance president and staff will set targets that are SMART (Specific, Measurable, Achievable, Realistic, Timely) and address both the quantity and quality of The Education Alliance's impact. The targets can be aggregated over more than one year to show long-term results.

The emphasis on performance outcomes requires The Education Alliance to offer its opinions, with supporting data or metrics, on the progress public education is making. Attention to performance is a significant component of The Education Alliance's strategic plan. The very nature of The Education Alliance's existence is rooted in both how well it performs as an organization and how effectively it is affecting positive outcomes in the public education performance in which it has leverage.

THE EDUCATION ALLIANCE STRATEGIC GOALS

EQUIP WEST VIRGINIA STUDENTS FOR SUCCESS THROUGH EDUCATIONAL OPPORTUNITIES AND SUPPORT



Increase student*
literacy outcomes



Improve student*
graduation indicators



Improve student* career
readiness



Increase the number
of students receiving
direct Alliance program
support

MOBILIZE BUSINESS & COMMUNITY SUPPORT FOR SCHOOLS TO IMPROVE STUDENT OUTCOMES THROUGH PROGRAMS



Cultivate effective business and
school partnerships



Foster school innovation that
leads to systemic change



Expand the number of schools
impacted through direct
programming

ADVANCE THE IMPROVEMENT OF WEST VIRGINIA'S EDUCATION SYSTEM THROUGH RESEARCH-BASED VISION SETTING, DIALOGUE AND ADVOCACY



Identify and advocate
for systemic changes
that improve student
outcomes



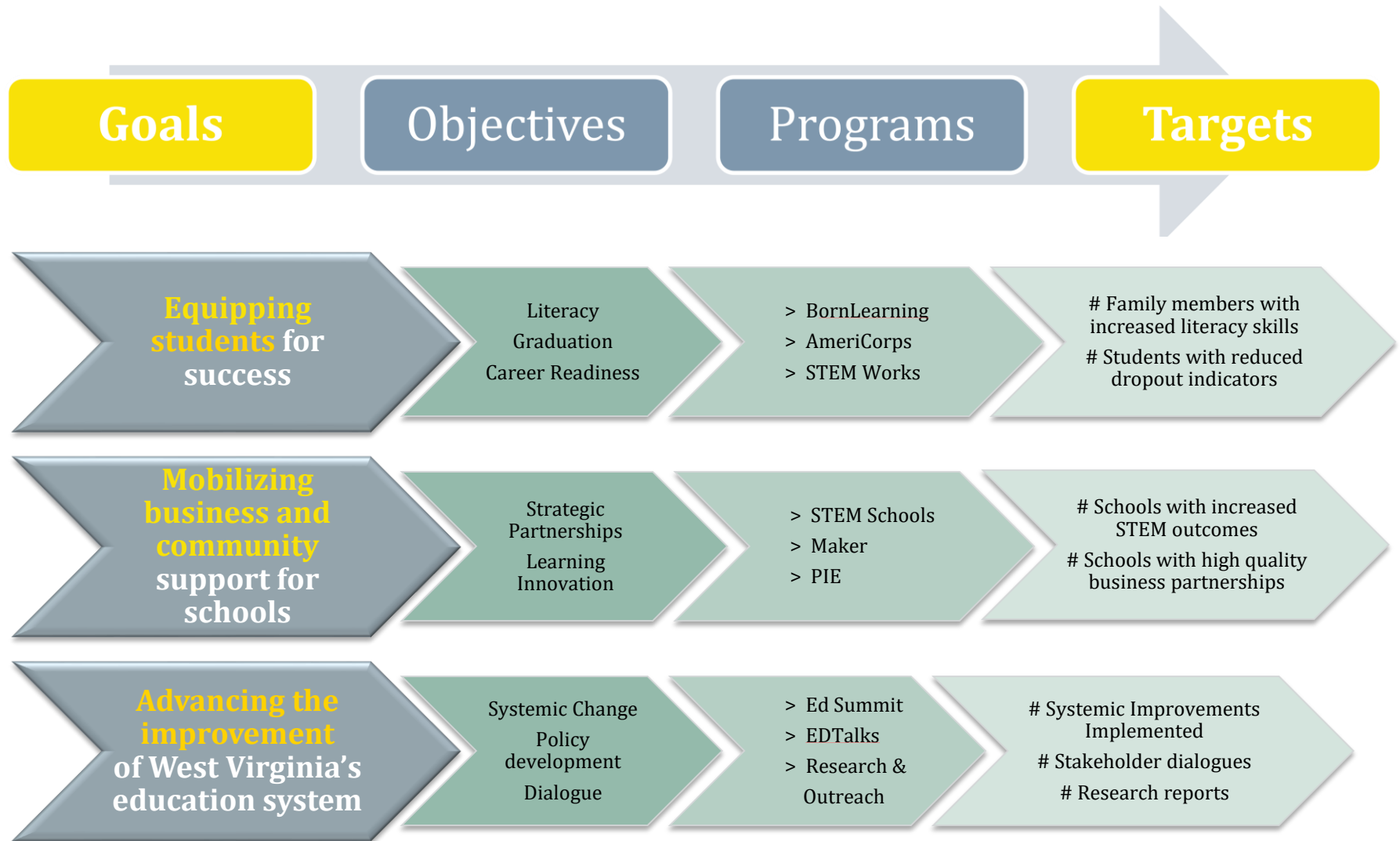
Participate in policy
developments and
inform policymakers
with sound research-
based information



Facilitate dialogue
among stakeholders to
further systemic change



Increase the number of
public policy resources



Contact Information

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