AGENDA

- Review Strategic Plan Process and Committee
- Review proposed mission
- Review proposed aspirations
- Board role in strategic aspirations
- Approve Strategic Plan
Strategic Plan Refresh

- **Reconnect**
  - Strategic plan pre-read with questions
  - Short assessment of where we are today and what has changed
  - Facilitated discussion as to why the current elements exist and what is right about them

- **Reconsider**
  - From the foundation of the existing plan, how might we change our thinking about scope, focus, and priority?
  - Select 2-4 key areas of concentration, e.g.,
    - Mission
    - Metrics
    - Talent
    - Growth

- **Re-Create**
  - Using the existing plan elements and the areas of concentration from the August meeting to crowdsource the proposed revisions to the plan
  - Small groups convene to build out
  - Draft/revise goals and short-term actions

- **Recommit**
  - Review and provide input to the plan from leadership about the staffing, resources, and consequences of the changes
  - The Board makes 2-3 commitments to support the new plan
Who is the committee?

**Board**
- Carmen Castro Rivera, Chair
- Bobbi Jean Palumbo
- Camila Negret
- Stephanie Milk-Wade
- Edgar San Jose
- Bill McCarron

**Staff**
- Victor Ruiz
- Felicia Soto
- Zulayka Ruiz
- Samara McCullough
Proposed Mission

We empower Northeast Ohio Hispanic/Latinx communities to flourish by supporting educational attainment and lifelong success of learners

Organizational Values (from the 2019 Staff/Board/Community Initiative)

- Empowerment
- Community Support
- Heritage
- Service
- Opportunity

- Family
- Listening
- Impact
- Trust

We empower Northeast Ohio Hispanic/Latinx communities by equipping learners and families to flourish and attain educational and life-long success.

We empower Northeast Ohio Hispanic/Latinx communities to flourish by equipping learners for educational attainment and lifelong success.
Proposed Strategic Aspirations

• **H**arvest best practices, outcomes, and evaluations that lead to and demonstrate meaningful impact
• **O**ptimize programs, services, and resources to support learners more deeply and more broadly
• **P**artner strategically to expand our ability to nurture thriving Hispanic/Latinx communities
• **E**ncourage learners and families to achieve their goals by actively developing a growth mindset, exploring pathways, and leveraging resources
HOW MIGHT THE BOARD HELP ESPERANZA REALIZE THESE STRATEGIC ASPIRATIONS?
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<th>Proposed Objectives</th>
<th>Role of the Board</th>
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| **Harvest best practices, outcomes, and evaluations that lead to and demonstrate meaningful impact**  | • Evaluate and continuously improve data practices  
• Research, identify, and integrate best practices  
• Capture and respond to learner/stakeholder voices  
• Formalize expected program outcomes vs outputs, review and revise for improvement (*the changes we expect to see in/for program participants*)  
• Partner with an external organization for a program evaluation | • Commitment to board engagement and meetings.  
• Personal Financial Commitment  
• Board commitment to growing the endowment.  
• Connect aspirations and SP to committee work. |
| **Optimize programs, services, and resources to support learners more deeply and more broadly**  | • Expand existing evidence-based programs to include more students (*more students in existing schools and more schools with Hispanic populations*) based on demand/funding  
• Leverage program outcomes, data, and partnerships to streamline programs and services  
• Create online and on-demand versions of premier curriculum  
• Create and implement internal talent agenda  
• Create long-term technology and facilities plans | |
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| **Partner strategically to expand our ability to nurture thriving Hispanic/Latinx communities** | • Cultivate and grow partnerships with local and regional schools and higher education institutions to best support Esperanza learners  
• Align with key workforce organizations and employers to advance the economic opportunities of learners as they transition to employment  
• Formalize role as a hub for the community, providing trusted referrals for family support  
• Expand network of services and partnerships related to student and family priorities  
• Nurture funding and partnerships to sustain Esperanza’s core focus and enable growth                                                                 |                   |
| **Encourage learners and families to achieve their goals by actively developing a growth mindset, exploring pathways, and leveraging resources** | • Create the Esperanza “learner” approach internally – fostering empathy, resiliency, and a growth mindset  
• Ensure each program includes the concept of goal setting and making attainable plans for achievement  
• Include opportunity identification and barrier remediation in all relevant programs and services *(beyond transactional drop-in services/referrals)* |                   |
Next Steps …

• Approve mission statement and strategic aspirations
• Create specific goals for the Board to support the aspirations
• Each committee creates an action plan to operationalize and calendar the four aspirations
Harvest best practices, outcomes, and evaluations that lead to and demonstrate meaningful impact

- Evaluate and continuously improve data practices
- Research, identify, and integrate best practices
- Capture and respond to learner/stakeholder voices
- Formalize expected program outcomes vs outputs, review and revise for improvement (*the changes we expect to see in/for program participants*)
- Partner with an external organization for a program evaluation
Optimize programs, services, and resources to support learners more deeply and more broadly

• Leverage program outcomes, data, and partnerships to streamline programs and services
• Expand existing evidence-based programs to include more students (more students in existing schools and more schools with Hispanic populations) based on demand/funding
• Create online and on-demand versions of premier curriculum
• Create and implement internal talent agenda
• Create long-term technology and facilities plans
Partner strategically to expand our ability to nurture thriving Hispanic/ Latinx communities

• Cultivate and grow partnerships with local and regional schools and higher education institutions to best support Esperanza learners
• Align with key workforce organizations and employers to advance the economic opportunities of learners as they transition to employment
• Formalize role as a hub for the community, providing trusted referrals for basic family support
• Expand network of services and partnerships related to student and family priorities
• Nurture funding partnerships to sustain Esperanza’s core focus and enable growth
Encourage learners and families to achieve their goals by actively developing a growth mindset, exploring pathways, and leveraging resources

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Esperanza will create a dashboard to track the impact of pursuing our aspirations

• Grow the scholarship fund by X $ or %
• Plan and execute campaign to grow the endowment (at least $1M)
• Improve retention of students in post-secondary institutions by X%
• Maintain graduation rate of X%
• Maintain promotion rate of X%
• Engage X# of alumni (stories, donations, volunteering)
• Identify and implement metrics to evaluate adult and community services (i.e., Net Promoter Score - NPS of 8 or better in family engagement program and community learning center)
2026 Strategic Aspirations (from 2016)

• Esperanza will provide educational support services for students from middle school through post secondary education

• We will establish partnerships to support the provision of educational support services to students and their families from pre-k through post-secondary education, and wrap-around services for students of all ages and their families

• We will locate services strategically, recognizing that the needs of our students may require services to be provided at a central location, at satellite locations, and/or in schools

• We will grow Esperanza and its resources to achieve our strategic goals

• We will expand our use of metrics to measure our impact and identify and disseminate best practices, enabling us to assume a local and national thought leadership role