

Building a Foundation for Cradle-to-Career *Place: Dallas, TX*

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At Harlem Children's Zone

EdRedesign
OPPORTUNITY FOR ALL



#PowerofPlace

Strategic visioning helps organizations align on an impact goal and strategic direction

Strategic visioning is an **opportunity to think creatively** about your aspirations for the long-term impact your organization seeks to achieve

This process **precedes and sets the foundation for** strategic planning

Strategic visioning allows for **deep involvement** in your community, as it:

- Is informed by an understanding of community context and outcomes
- Involves community members, staff, and other key external voices, not just senior leadership
- Lays the groundwork for place-based partnership in the C2C ecosystem

Strategic visioning DOES NOT:

- Comprise of a full strategic planning process, including activities such as building a budget, identifying a funding strategy, or determining a data approach
- Deliver a guide to become more like Harlem Children's Zone

NBOs will receive three deliverables as a result of strategic visioning



North Star

Long-term goal for the community, aligned with NBOs ultimate vision for it, even if NBO is not solely responsible for achieving it



Strategic priorities

3-5 year initiatives that NBO will hold itself accountable for achieving in service of the north star



Next steps







Tactical strategies and immediate decisions that NBO can make in the short-term to jump-start progress on your NBO's priorities

Strategic Visioning vs. Strategic Planning

	Strategic Visioning	Strategic Planning
Involves communities and other stakeholders in decision-making	✓	✓
Encourages creative thinking and aspirational scenario-planning	✓	✓
Provides clear direction for long-term organization goals	✓	✓
Aligns organization leadership on shared vision	✓	✓
Develops a budget and funding model for resource allocation	✗	✓
Defines specific interventions and partners	✗	✓
Creates an implementation plan with specific actions and timelines	✗	✓
Identifies measurable KPIs for data tracking against impact goals	✗	✓

WJWI has defined six Cradle-to-Career principles to guide efforts by neighborhood-based organizations

WJWI has outlined the following six principles of neighborhood-based, cradle-to-career strategies.

Continuity	Accountability	Neighborhood-Based	Systems Change	K-12 Engagement	Proximate Leadership
					
<p>Programming within a neighborhood spans the full C2C continuum with clear links between all developmental stages</p> <p>Services may be provided by a single organization or a collection of organizations, but they should be coordinated and connected</p>	<p>One organization / entity is accountable for all C2C outcomes within the neighborhood</p> <p>Though services may be delivered by multiple providers, there is a singular centralized body taking responsibility across the continuum</p> <p>Accountable entity leverages data to inform outcomes</p>	<p>The programming is rooted in and designed for a particular neighborhood with a focus on the most historically underserved communities</p>	<p>The effort engages systems leaders and leverages conditions of systems change* to support the formation and sustaining of contiguous, accountable, neighborhood-based strategies</p> <p>Systems change/related efforts provide access to sustainable funding for efforts over time</p>	<p>The approach includes a focus on K-12 education, given the central role the system plays in shaping children's outcomes</p> <p>This focus may involve working to influence school systems, operating / partnering with a K-12 school, or operating / partnering with after school, weekend, and / or summer programs</p>	<p>The effort is led by members of the community being served</p> <p>Leaders should have deep connections and longstanding relationships within the community</p>

* Policies, practices, resource flows, relationships & connections, power dynamics, mental models (FSC, 2018)

Backbone organizations play an essential role in a healthy cradle-to-career ecosystem



Act as a broker of relationships and partnerships



Support partner organizations



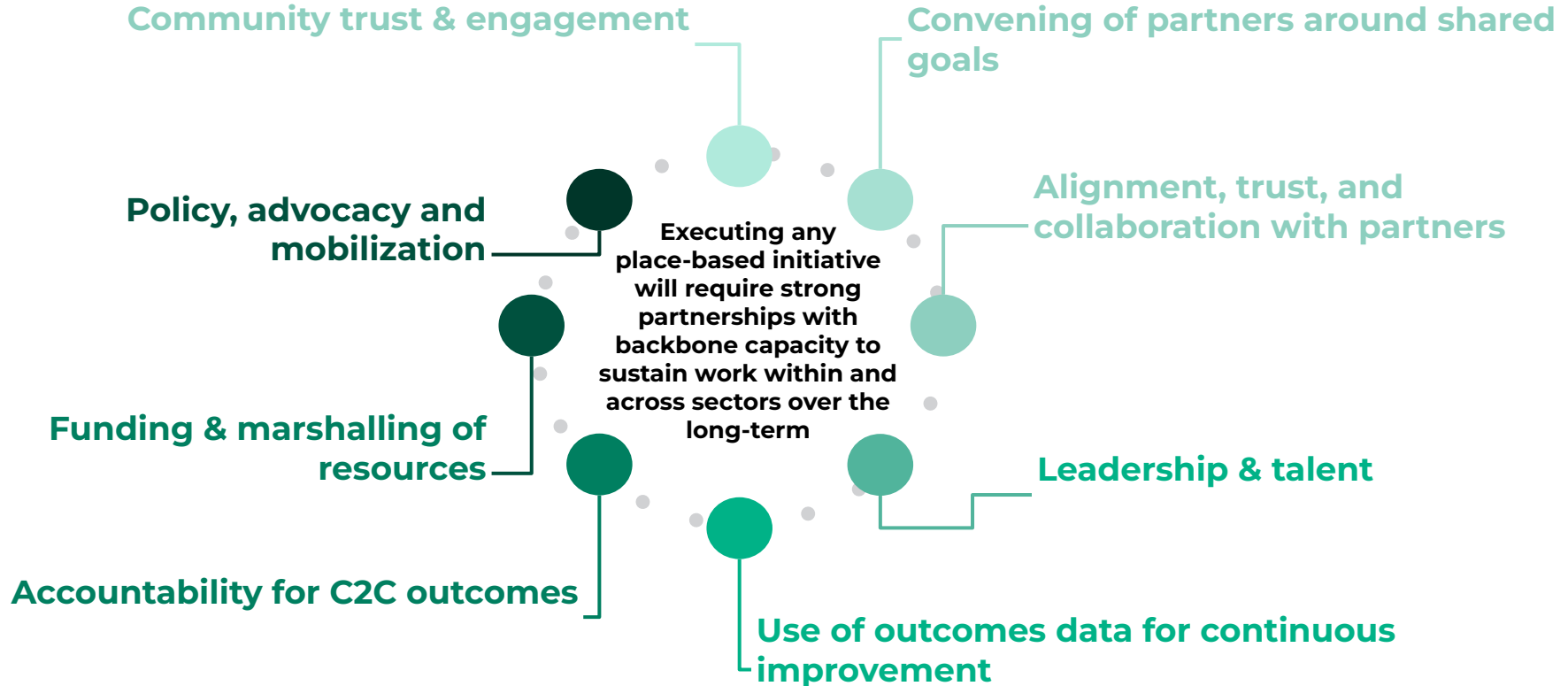
Deliver limited services

Thank You



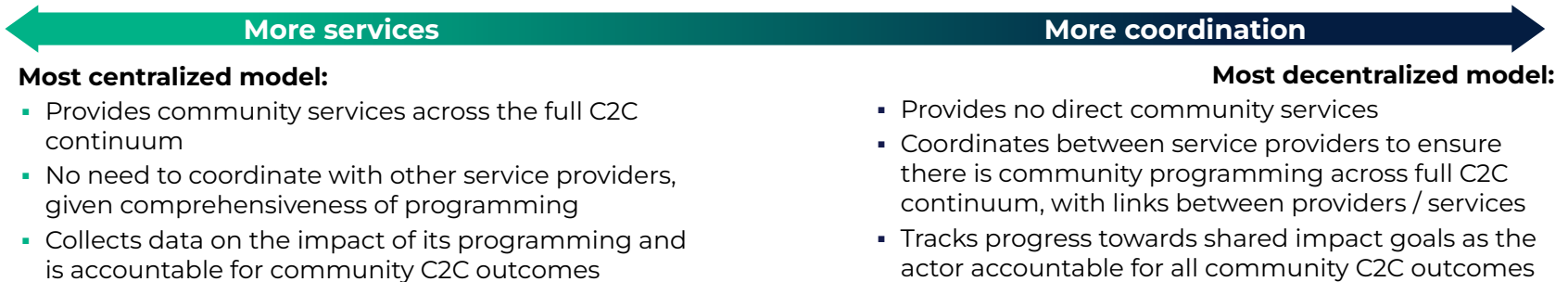
At Harlem Children's Zone

A well defined backbone organization will support progress towards these strategies. Backbones typically provide:



Backbones have important choices about their direct services and coordination role

While there are organizations on either extreme, most pursue a mix of direct services and coordination:



To focus your efforts and resources on the highest potential opportunities, For NBOs may need to decide:

1 What is the right balance of direct services and coordination for you to take on?

This may depend in part on the strengths of other organizations in your neighborhood, and your relationships

2 Where you do provide direct services, where on the C2C continuum will you focus?

Some organizations focus on one stage on the C2C continuum, while others span the entire continuum; many will cover 2-3 stages and transitions

Let's Connect!



At Marjorie Children's Town

