

Road Map Strategic Planning Process 2016

Background:

From September through December 2015, CCER engaged members of the Community Network Steering Committee and Project Sponsors Group in discussions about how to accelerate progress and how to design a strategic planning “refresh” process. The discussions were prompted by the recognition that the Project is currently not on track to achieve the Road Map Project 2020 goal, and for most indicators of student success the race/ethnicity opportunity gaps are persisting. Additionally, these groups were formed at the beginning of the Project in 2010. There is a need to reexamine the current role of these groups in the Road Map Project and to determine what governance structure will best support the work going forward. All of this has implications on how CCER, the backbone organization, is organized to best support the work.

While at the end of the process in December there wasn’t exact clarity on the next steps of the strategic planning process for the Road Map Project, there was consensus that we must accelerate our progress towards student success, and put even more explicit attention on closing opportunity gaps. To get there, we identified four key levers where we will need to focus.

- **Increase the focus on racial equity throughout the Road Map Project**
- **Increase parent and student voice**
- **Better organize advocacy at the state and local level for greater impact**
- **Offer stronger support to key implementers**

Since December, CCER has been considering the right next steps for this stage of the planning for the Road Map Project, specifically considering that there is a lot of work happening across the Project. We have had discussions with members of the Project Sponsors Group, Community Network and close partners who are leading implementation efforts across the region. In addition, the 2015 Results Report and the new Road Map Project Data Dashboard were recently released which provides leaders across the region important, actionable data.

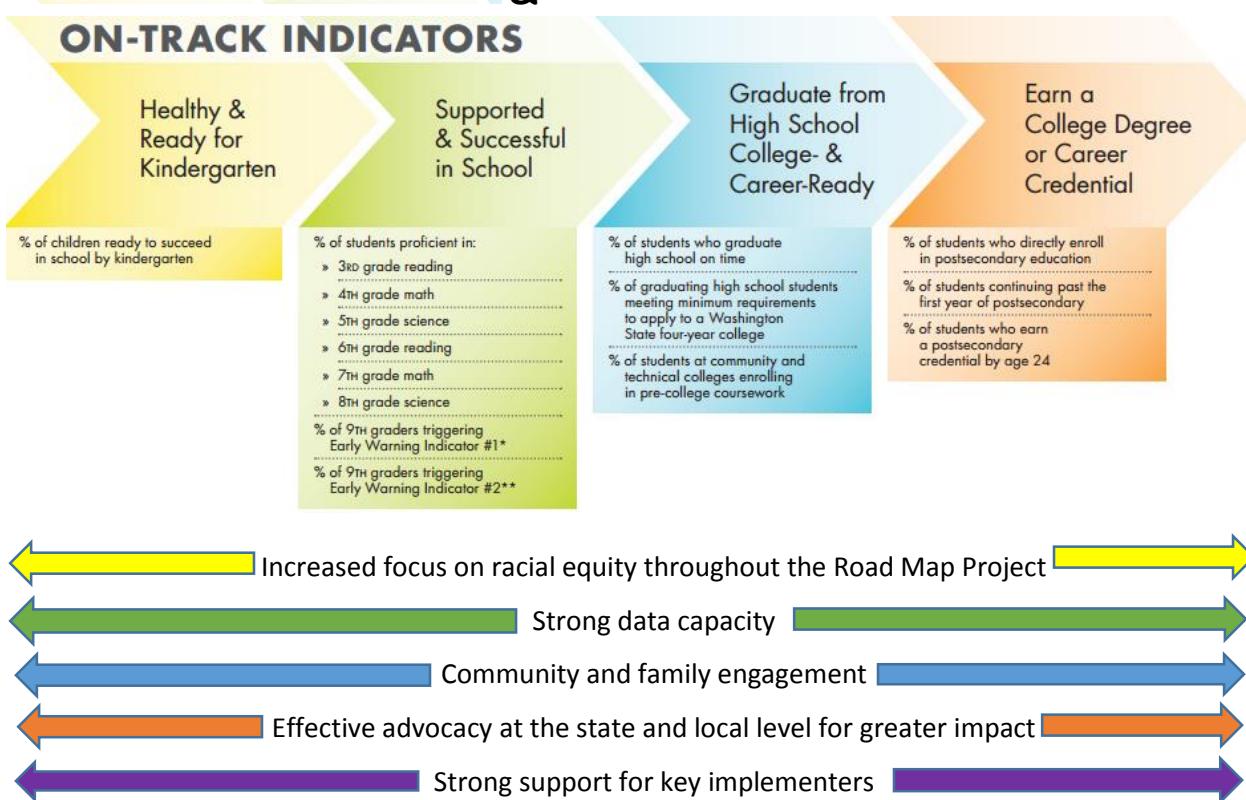
This memo will provide an explanation of the next stages of this planning process for the Road Map Project in 2016.

Strategic Planning Process (Feb-June 2016):

Goal of the Process: Engage Road Map Project leaders and CCER staff in a streamlined strategic planning process to strengthen strategy implementation that will accelerate progress towards the achievement of the Road Map Project Goal.

Approach of the Process: Bring the recent data and targets for the key indicators of student success to the forefront of the discussions and planning. The planning work will be focused sharply on achieving student results. Applying a Results Based Leadership approach to the planning will help keep that focus and will allow us to collectively address the cross-cutting issues and capacities in relation to the results we are aiming to achieve. This is a fundamental difference from a process that begins with general macro level issues. This approach begins with the desired results and is focused on supporting implementation.

CONTRIBUTING INDICATORS & ON-TRACK INDICATORS



This strategic planning process, led by our consultants, will be focused on the achievement of Road Map targets for closing the opportunity gap and improving achievement in specific indicators. The There are cross-cutting capacities that we believe are necessary to achieve the goal. We will focus on these as they relate to the achievement of the targets.

Consultant Support

We have recently finalized a scope of work with Strive Together to support the facilitation of this process. Marian Urquilla, a consultant with Strive Together, and Colin Groth, Strive Together staff, are working with a number of cradle-through-college collective impact projects on strategic planning and Results Based Leadership (RBL) training and implementation. (Bios are at the end of this memo.) They are currently working with Graduate Tacoma and Portland's All Hands Raised, which makes in-person facilitation support in the next few months possible.

In this first phase of work, Marian and Colin will provide facilitation support, meeting design and preparation for the Planning Team meetings. They will also conduct monthly coaching calls with CCER staff.

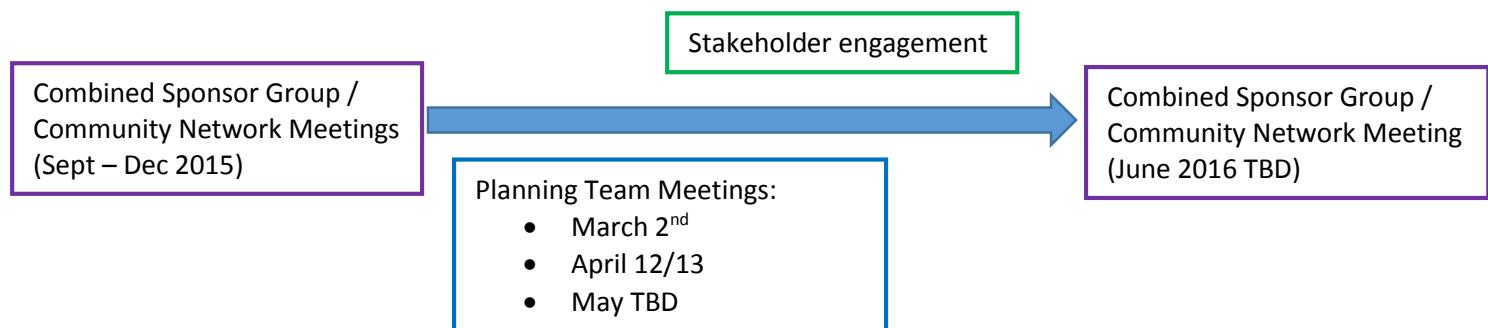
We will be working towards a next phase of implementation support with Marian and Colin. After achieving the outcomes in the first phase of work, we believe we can make measurable progress towards achieving the targets if we organize the work specifically around those, and deploy the cross-cutting capacities as necessary to support the implementation.

Road Map Strategic Planning Team

We have a great group of committed people who will be helping with this process. Many served on the planning committee last year as well.

- Deborah Northern, PSESD
- Ed Taylor, UW
- Jenn Ramirez Robson, KCHA
- Jessica Werner, YDEKC
- Ken Thompson, BMGF
- Paula Steinke, SOAR
- Roxana Norouzi, OneAmerica
- Mary Jean Ryan, CCER
- Other CCER staff as appropriate

Strategic Planning Process:



Desired Outcomes:

1. A clarified focus on racial equity and an articulation of what is means to operationalize that focus across the cradle to college continuum and the Project
2. Agreement on the Road Map Project Goal (including indicators, targets and time frame) and Road Map Project Theory of Change, which will flesh out the big levers for change (data capacity, parent and family engagement, aligned actions and stronger systems)
3. An updated Road Map Theory of Action to include the specific set of prioritized cradle to college strategies. These will be a mix of specific strategies aimed at a particular part of the education continuum and strategies beneficial to the whole initiative.
4. New Project governance structures that deliver support to stakeholders and reinforce accountability
5. A refined state and local advocacy strategy that is targeted to priority student and system results and clarifies organizational roles.

The work from now through June will help us clarify and prioritize our strategies and better define what it will take to achieve the Road Map Project targets. We know that the achievement of the following outcomes will require dedicated work past this summer and our work this spring will allow us to develop a longer term plan.

Milestones for the Planning Team will include the following:

1. Agreement on outcomes and process steps. There may be different processes for different issues, e.g. in determining how to organize advocacy for greater impact, there may be a short series of meetings with key advocacy leads.
2. Development of a racial equity tool and/or approach to using a racial equity lens through the process
3. Review of existing information: recent results, gaps for sub-groups of students, Road Map Project formative evaluation 2015 report, implementation status of key priorities
4. Refinement of the current Theory of Change and the way in which the components impact the movement of different indicators of student success
5. Develop a stakeholder engagement process, which will be differentiated according to the stakeholder group, and synthesize the feedback.
6. Identify the list of prioritized strategies across the Road Map Project, with a focus on achieving a specific targets

During the stakeholder engagement and input phase, we will connect with the following:

- Key implementers
- District/Postsecondary leaders
- Advocacy groups and key leaders
- Parents/youth
- Community Network & Sponsor Group members

Consultant Bios:

Marian Urquilla is a consultant working in the areas of strategy development, collective impact, leadership development and coaching in the social sector. Recent and current clients include the Robert Wood Johnson Foundation, the Kresge Foundation, College Futures Foundation and the Aspen Institute. In her consultant role, Marian has helped launch large-scale philanthropic initiatives in diverse program areas, including climate resilience and community health, and has designed national leadership programs focused on diversifying non-profit sector talent pipelines and strengthening educational partnerships. A gifted facilitator and leadership coach, Marian is also a member of the Annie E. Casey Foundation's Results Based Leadership Faculty. From 2008 to 2012, Marian served as Director of Program Strategies at Living Cities, a national philanthropic collaborative. At Living Cities, she led the organization's programmatic efforts, and she managed the Integration Initiative, a five-region, \$75-80 million program to revitalize neighborhoods and connect low-income people to regional opportunities. Prior to her work at Living Cities, Ms. Urquilla worked for over a decade at the local level in Washington, DC. There, she co-founded the Columbia Heights/Shaw Family Support Collaborative where she served as executive director for 12 years. During her tenure, Ms. Urquilla helped spearhead the citywide implementation of family group decision-making and launched a youth violence prevention partnership that dramatically lowered Latino youth homicide rates in the District of Columbia, and she served as a senior consulting advisor to the Office of the Deputy Mayor for Children, Youth, Families and Elders in Mayor Anthony Williams' administration and senior consultant for human capital to the Office of the Deputy Mayor for Economic Development in Mayor Adrian Fenty's administration. Recognized by the Rockefeller Foundation as a Next Generation Leader, Ms. Urquilla has been a Mellon Fellow in the Humanities and an Annie E. Casey Foundation Children and Family Fellow.

Colin Groth is the Director of Innovation at StriveTogether, a subsidiary of KnowledgeWorks. Groth provides leadership for StriveTogether's Innovation strategy, with an emphasis of applying the principles of results based leadership and continuous improvement to the work of building cradle to career civic infrastructure. The son of a public school librarian, Groth has always been passionate about the improvement of educational outcomes for all young people. Before joining StriveTogether, Groth served as the Government Relations Director for Southwest Ohio Regional Transit Authority where he oversaw the organization's government affairs, served as liaison to elected officials and government bodies and developed relationships with local business and civic groups to advance public transportation issues. Groth holds a B.A. in Communications (Interactive Communications Processes) from The Ohio State University where he also completed the Goodlinks Non-profit Management Internship program. He is the former President of the Charter Committee of Greater Cincinnati, a graduate of the Cincinnati USA Regional Chamber's C-Change leadership development program and the City of Cincinnati's Citizen's Government Academy, an alumnus of 40 under Forty awards for both the Cincinnati Business Courier and Mass Transit Magazine and an Eagle Scout (Troop 502).