

*Greater Community Impact through  
Better Outcomes for  
Schools and Students*

CIS of CT 2016-2020 Strategic Plan

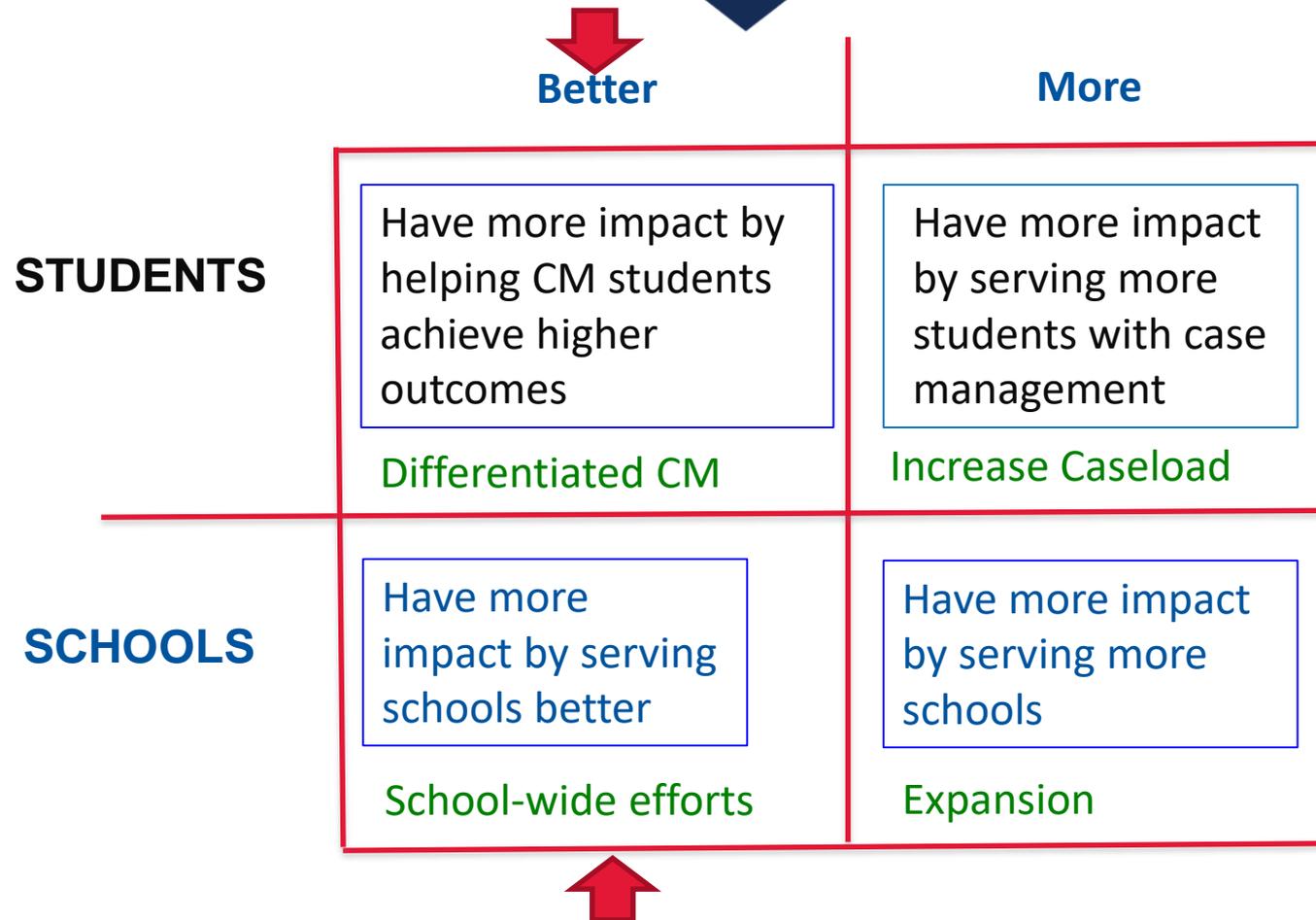


August 26, 2016

# The Context

- This plan draws on the collective wisdom of hundreds of individuals: students, parents, teachers, counselors, principals, superintendents, CIS funders both public and private, board members and of course, CIS's talented staff
- A few of the environmental factors considered include:
  - Student supports increasingly valued as accountability testing reaches its limits to drive student outcomes.
  - Mental health needs are increasing in our schools and schools need help
  - Discipline and achievement disproportionalities are troubling
  - CIS is not able to meet all of the needs on the high-need campuses we choose to serve
  - There is a need to work well with other Community School providers when we are located together in a school
  - Teachers are seeking to build their own skills in working with students who are or have experienced poverty, trauma and other challenges
  - In this prosperous and passionate community, there are untapped resources that present strategic and aligned partnership opportunities

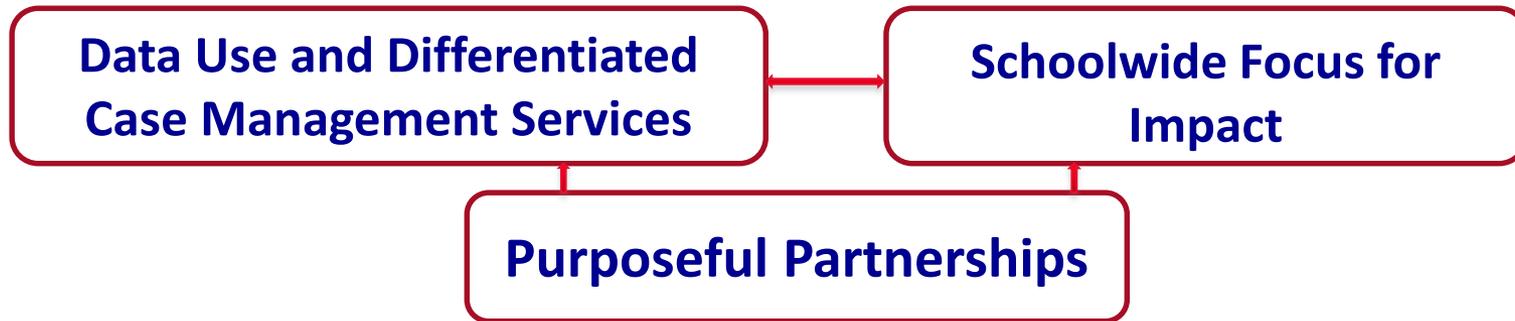
# Context: how CIS could have greater impact



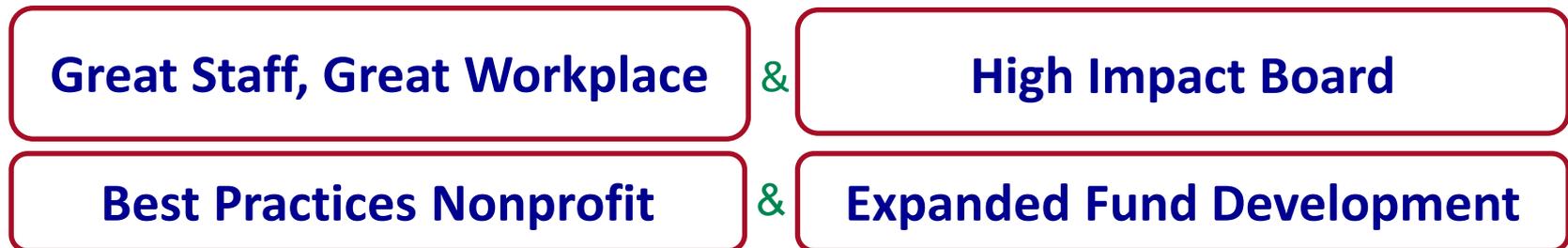
# Increase Impact:

*Better outcomes for schools and students*

## PROGRAM EXCELLENCE: *Strategic and Intentional*



## OPERATIONAL EXCELLENCE: *Strategic and Intentional*



# Increase Impact: *PROGRAM EXCELLENCE*

## **Data Use and Differentiated Services**

AIM: So that more students graduate high school, CIS will ensure that case managed students attend school, are passing their core classes and are engaged in school.

**GOAL 1: 60% of CIS case managed students will be “on-track” to graduate by 2020 (a 25% increase).**

**OBJECTIVE 1: CIS will utilize data to inform and differentiate case management.**

**OBJECTIVE 2: CIS will support staff to intentionally differentiate case management services.**

# Increase Impact: *PROGRAM EXCELLENCE*

## **School-Wide Focus for Impact**

AIM: CIS will promote and support functional systems, healthy climates and positive outcomes for all students

**GOAL 2: CIS positively, measurably impacts the school as a whole. At first, we will “try and test” and then implement what works best.**

**OBJECTIVE 1: CIS will leverage our skillsets to improve school climate and other Campus Improvement Plan-identified areas.**

**OBJECTIVE 2: CIS will support the school’s efforts to improve student outcomes (attendance, behavior and/or classes passed) through targeted initiatives.**

# Increase Impact:

## *PROGRAM EXCELLENCE*

### **Purposeful Partnerships**

AIM: Serving schools in communities with concentrated poverty requires leveraging of the larger community's resources to provide necessary supports to schools and their students.

**GOAL 3: CIS will intentionally develop and support partnerships that improve school and case managed students' outcomes.**

**OBJECTIVE 1: Strengthen culture of collaboration and build capacity to partner with the community.**

**OBJECTIVE 2: Engage with community partners with measurable impact on students and schools.**

# Increase Impact:

## *OPERATIONAL EXCELLENCE*

### **Great Staff, Great Workplace**

AIM: It is our people who fulfill our mission, therefore, CIS is fully committed to building our human capital to maximize community impact.

**GOAL 4: CIS will attract and retain a diverse, professional, highly-trained staff prepared to execute program/operational excellence.**

**OBJECTIVE 1: Focus on excellent and active recruitment, and improve first-year engagement, employee support and development.**

**OBJECTIVE 2: Build agency capacity by creating career development and leadership development programs that prepare future agency leaders.**

**OBJECTIVE 3: Become a market leader in compensation and benefits.**

# Increase Impact: *OPERATIONAL EXCELLENCE*

## High-Impact Board

AIM: As the community's stewards, the CIS Board of Directors will ensure the organization's effectiveness, the community and policy-makers' goodwill toward CIS, and the financial sustainability of the organization.

**GOAL 5: The CIS Board will achieve excellence in governance, influence and fundraising to fulfill the strategic plan.**

**OBJECTIVE 1: Board will improve systems in governance, influence and fundraising and members will actively and skillfully engage in each area.**

# Increase Impact: *OPERATIONAL EXCELLENCE*

## **Best Practices Nonprofit**

AIM: By following nonprofit and CIS National business best practices, CIS carefully stewards funding support, increases community trust in our operations and mitigates risk to individuals and the agency.

**GOAL 6: CIS practices excellence in all areas of operations.**

**OBJECTIVE 1: CIS will achieve operational excellence by meeting CIS National TQS 2.0 Standards in 2018**

# Increase Impact:

## *OPERATIONAL EXCELLENCE*

### Expanded Financial Support

AIM: CIS will employ best practices in stewardship and donor-centered fundraising, build on recent growth in private support, build grant revenue and enhance school-district equitable contributions to provide sufficient and sustained resources to meet strategic plan initiatives.

**GOAL 7: Agency revenues will be grown by at least 4% per year to realize strategic plan initiatives and support program goals; (\$1.5m additional, sustainable resources).**

**OBJECTIVE 1: By 2020, CIS will grow annual revenue from individuals from \$400k to \$900k by focusing on leadership and major gift fundraising strategies**

**OBJECTIVE 2: By 2020, private and public grant revenue will be increased by \$500k**

**OBJECTIVE 3: Work toward 60-40 cost share for all ISDs, increasing total funding support from districts from current average 30% (\$1.5m) to 35% (\$2.2m)**