

A+ Academic
Resources



Together We Can

Strategic Plan 20 - 25

Jonathan R. Newell, MBA/MSM

Adriene R. Walker, MA/MSM

December 28, 2020

Table of Contents

Mission.....	page 3
Vision.....	page 3
Values.....	page 3
Goals.....	page 4
Desired Measurable Results.....	page 5
Back Planning.....	page 6
Programs.....	page 7
Services.....	page 7
Mission Funding.....	page 8
Best Practices.....	page 9
Sustainability.....	page 10
Conclusion.....	page 11
Accountability Statement.....	page 12

Mission

To provide educational resources to k - 12 students in San Antonio public schools who lack the necessities for academic success

Vision

To provide educational resources to K - 12 students worldwide who lack the necessities for academic success

Values

Integrity

We will do right even when nobody is looking. We are accountable to God, the Internal Revenue Service, the Texas Secretary of State, Texas Comptroller of Public Accounts, and the Public for fiscal management of public funds. We are committed to the highest ethical standards.

Service

Service is joy. We will serve poor and needy children by meeting their practical needs. In doing so, we share the love of Jesus Christ. *Service Before Self* is imperative for mission success.

Excellence

First and foremost, we are accountable to God for our words and deeds. We will give our best every day. We will have an excellent spirit and deliver excellence in all we do for God's glory.

Compassion

We will show empathy for children who are suffering from abuse, neglect, trauma, and poverty.

Community

We will work as a strong team with people and organizations who share our Mission and Values, so we can build a better tomorrow and brighter future filled with wonderful opportunities for disadvantaged youth.

Love

Our values empower us to serve. Through a sense of community and the power of love, we will achieve things we never imagined! The Bible (1 Corinthians 16:14) says let everything we do be done in love (true love to God and man as inspired by God's love for us). We can see our students shining brighter and brighter, for the positive and powerful energy of love defies gravity. Through love, we will transform lives and circumstances. Our brand is love.

Goals

Goal 1: Spread the Love of Jesus Christ by Meeting Student Needs

As a Christian nonprofit organization (NPO), we aim to share the love of Jesus by meeting the educational needs of disadvantaged youth. By showing loving-kindness to needy children, we are in alignment with God's Word. In Matthew 25: 35 - 40, Jesus says that we "do it for Him" when we provide drink, food, clothing, lodging, and ministering care to others. Regarding data, we will:

- 1) Make evidenced-based decisions about how to best meet student needs
- 2) Survey our partner youth organizations to discover how we can better meet student needs
- 3) Ask Point of Contacts to solicit ideas and feedback to improve programs and services

Goal 2: Multiply the Amount of Educational Resources for Disadvantaged Youth

"Over 90% of SAISD students live in poverty" - SAISD Foundation. This is disheartening for students! We will instill hope in these deserving students by delivering the essential educational resources and proper supports for student academic success. For prudent decisions, we will:

- 1) Bounce everything against the Mission; if it does not stick, do not do it
- 2) Employ proven business skills and techniques to allow the organization to scale
- 3) Diversify funding sources and champion donor stewardship to secure donor loyalty
- 4) Use Metrics and Analytics to ensure efficient and effective use of resources

Goal 3: Increase the Number of Students Who Achieve College & Career Readiness

Students must be groomed for opportunities. Academic resources are essential for students to learn and grow, so they can be ready for college and careers. The Career Resource Center offers many resources for students to succeed in college and career. For strategic investments, we will:

- 1) Employ the Student Success Strategist and send students to the Dream Career Academy to develop a solid plan to go forward and realize their dreams
- 2) Provide flexible mentoring opportunities that meet health and safety requirements and align with student preferences and schedules
- 3) Provide online tutors who serve as volunteers to help students reach educational goals
- 4) Offer shadowing and touring opportunities with caring Professionals for students to learn about various career opportunities and know the prerequisites for entry into these careers

Desired Measurable Results

2020 Measurable Results	2025 Measurable Results	Comments
90% of students in SAISD live in poverty	Double the number of students equipped with academic resources	Final 2020 Covid-19 relief package: \$82 billion for schools & colleges. Major Federal funding to aid Nonprofits: poverty rate should markedly decrease
26% of students achieve College & Career readiness	80% of students achieve College & Career readiness	A+ Academic Resources will continue to enlist the help of Student Success Strategists, Mentors & Tutors to ensure student College & Career readiness
\$50,000 initial donations primarily from Board & Staff	\$10,000 yearly donations from Board & Staff	Board & Staff have consistently donated to advance our beloved Mission. As student needs continue to soar, we must secure Federal, State & corporate funding to meet student needs.
Initial branding campaign not completed for A+ Academic Resources: 92% of SAISD schools not introduced to our Mission, brand & programs/services for student academic success	80% of SAISD schools will know who we are and what we provide to students to help them succeed in school, college, career & life	Brand identity builds from the Mission Statement. SAISD may showcase our Mission and share our success stories to help us cement our brand.

Back Planning

2020 Reality	2021 Benchmark	2022 Benchmark	2023 Benchmark	2024 Benchmark	Goal: 2025 Measurable Results
90% of students in SAISD live in poverty; equipped 1,133 students with academic resources	Equip 1,302 students with academic resources	Equip 1,497 students with academic resources	Equip 1,721 students with academic resources	Equip 1,979 students with academic resources	Equip 2,275 students with academic resources
26% of students achieve College & Career readiness	33% of students achieve College & Career readiness	41% of students achieve College & Career readiness	51% of students achieve College & Career readiness	64% of students achieve College & Career readiness	80% of students achieve College & Career readiness
\$50,000 initial (2018 – 2020) majority of donations from Board & Staff	\$6,000 yearly donations from Board & Staff	\$7,000 yearly donations from Board & Staff	\$8,000 yearly donations from Board & Staff	\$9,000 yearly donations from Board & Staff	\$10,000 yearly donations from Board & Staff
Initial branding campaign not completed for A+ Academic Resources: 90% of SAISD schools not introduced to our Mission, brand, programs & services for student academic success	30% of SAISD schools will know who we are and what we provide to students to help them succeed in school, college & career	40% of SAISD schools will know who we are and what we provide to students to help them succeed in school, college & career	50% of SAISD schools will know who we are and what we provide to students to help them succeed in school, college & career	60% of SAISD schools will know who we are and what we provide to students to help them succeed in school, college & career	70% of SAISD schools will know who we are and what we provide to students to help them succeed in school, college & career

Programs

Academic Resources

- Students receive academic resources such as (a) school uniforms, (b) gym shoes, (c) backpacks, (d) books, and (e) school supplies.
- We collaborate with Principals and Counselors to remove the lack of resources as a barrier to student academic success.

Snacks & Meals

- We provide small Snack Packs to schools with children who lack adequate snacks at school.
- We provide Large Box Meals for children who lack food supply during weekends and holidays.

College & Career Track

- College, corporate, and military recruiters brief students about the opportunities and challenges that await them.
- Students are informed about qualifications and requirements for college, corporate careers, or military duty.
- College visits and military base tours are coordinated for students.
- Career counseling is offered for high school students.

Services

Tutoring Services

- Academic volunteers provide individualized and group tutoring.
- Counselors and educators help students overcome test anxiety and learn test taking strategies.
- Academic achievement is tracked with quality performance metrics and analytics are used to extract meaningful patterns from the data to keep students on target.

Writing Services

- Writing Coaches help students improve their research and writing skills.
- Editing and proofreading services are provided to assist with student writing assignments.
- Students receive academic resources such as (a) research and writing guides, (b) textbooks, and (c) writing supplies to enhance their writing skills.

Educational Consulting & Counseling Services

- Academic Advisers and Guidance Counselors help students select courses and programs that align with school requirements and student skills and interests.
- Students receive academic advising and coaching to help match their strengths with complimentary career fields.

Mission Funding

Fundraising is mandatory for NPOs since they rely on fundraising to obtain needed resources to provide mission-essential programs and services. Due to unreliable and scarce revenue from state and federal funding, NPOs are developing fundraising strategies and using funding models to help them secure steady and abundant revenue streams that can guarantee fiscal health and sustainability. NPOs must use sound fundraising strategies and financial management principles to create a solid fundraising plan. A+ Academic Resources will secure diverse revenue streams that will enable us to accomplish more mission. We requested funding from national corporations that champion social responsibility by supporting NPOs with educational missions, programs, and services. These corporate partnerships will increase funding for academic resources as we continue to serve the San Antonio community and strive to make a bigger community impact.

All funding goes to mission accomplishment. The Board and Staff absorb all overhead costs such as office supplies, marketing, professional development, professional memberships, technology, transportation, travel expenses, and uniforms. As nonprofit law mandates, Board members of A+ Academic Resources serve without pay and benefits. Staff members of the organization serve as volunteers who do not receive pay and benefits; this includes dental and medical insurance benefits and education benefits. This allows all funding to fuel A+ Academic Resources' mission-linked programs and services. We will continue to invest our time, talents, and treasures to enhance the lives of children in need by providing academic resources and educational experiences for student academic success.

A+ Academic Resources has a strong commitment to accountability and transparency. As such, we will continue to provide relevant organizational documents and timely and clear reports on results via our website and by request. We will continue to have an external public accounting firm provide a yearly financial compilation report, financial review, or audit for public review. A+ Academic Resources stands ready to provide information to the public regarding the organization's mission, programs, and services and the funding that we use to provide programs and services to children. We will satisfy stakeholders by promoting supportive school environments and by providing educational resources and opportunities for overall student success.

Best Practices

Strategic Partnerships

A+ Academic Resources collaborates for mission success; in short, we create synergy through relationships with strategic partners. NPOs with common missions can achieve more pooling resources across organizations for significant mission impact. Due to resource scarcity, it behooves NPOs to work together by sharing manpower and money to provide necessities to people and communities. We collaborate with the following youth organizations who share our mission and passion for investing time, talent, and treasure into precious children who deserve the best outcomes in life: (a) Boysville; (b) Child Advocates San Antonio; (c) San Antonio Independent School District; and (d) The Children's Shelter. A+ Academic Resources will continue to build community partnerships for the greatest good of stakeholders.

Strategic Marketing

Donor support is the main source of funding for NPOs, so they should use strategic marketing to showcase their missions, programs, and services to attract volunteers and donors who are motivated to support community causes. NPOs must leverage the power of the internet and social media to broadcast their missions and *show mission impact*. This can recruit mass volunteers and garner diverse funds from all over the world for significant mission impact. NPOs are using online media as a strategic marketing tool due to the combination of social, political, and economic changes resulting in decreased funding and increased demand. NPOs are using popular platforms such as Facebook, Twitter, YouTube, Instagram, and LinkedIn to their advantage. Social Media is a best practice that has become the most widely used method for communication (Levine & Zahradnik, 2012). A+ Academic Resources will leverage Social Media to make great strides towards our Vision.

Strategic Communications & Recruiting

Social Media is invaluable to the growth and sustainability of an NPO. Instantaneous communication allows NPOs to rapidly gain the attention of potential clients, donors, and volunteers worldwide. Moreover, instantaneous communication allows the nonprofit sector to rapidly communicate their missions and inform stakeholders and potential donors about the impact of programs and services based on solid data and proven results. This is imperative in a time of big data and proving organizational effectiveness to recruit staff, board members, volunteers, and funders (Levine & Zahradnik, 2012). The global reach and power of social media will recruit massive social capital and resources to secure the sustainability of A+ Academic Resources. NPOs are grappling with fierce competition, budget shortfalls, and recruiting and retaining high quality personnel. Therefore, we must use best practices that can allow us to gain public attention in a cost efficient manner. NPOs must know how to use public relations to enhance community relationships and interaction among NPOs and their markets (Nah, 2010). A+ Academic Resources will innovate and engage in low-cost media practices to gain notoriety across communities as we enlarge our global footprint.

Sustainability

Sustaining is impossible without planning. Organizations need resources to achieve their mission, vision, and goals. Three of the most critical issues facing organizations are resource development, performance measurement, and program evaluation. The most important activity in any organization is the mission. The mission cannot be accomplished without adequate manpower. People must be educated and trained to do their jobs; professional development is key for optimum performance. Members of A+ Academic Resources will be competent and capable to perform in a dynamic environment. They will have the training and resources to do their jobs. People will always be the greatest resource in any organization. Therefore, we will invest in our people for the greatest good of all stakeholders. Organizations who strategically plan give ample thought to what resources are needed to create their future. An organization's viability and long-term stability is impossible without resources to achieve its strategic goals (Malatesta & Smith, 2014). A+ Academic Resources will use resource development for organizational growth and sustainability.

Organizations must develop resources for sustainability. Resource development will feed the viability of the organization, so it can make a significant community, national, and global impact. We will build metrics into the organization's strategic plan to measure resource development benchmarks. This will ensure the organization is on track for success and sustainability. NPOs must find a reporting tool that can satisfy their interests and donors. NPOs must build sustainable relationships with donors for secured funding. This requires NPOs to overcome preconceptions about accountability and transparency so they can achieve a recognized standard of credibility while they remain focused on the needs of their constituents (Mueller, Rickman, & Wichman-Tou, 2006). A+ Academic Resources will use relevant and transparent accounting, auditing, and reporting measurements to build donor trust.

Due to the changing nature of governance and increasing reliance on NPOs to deliver services in the face of dwindling economic support, A+ Academic Resources will actively work on our relationship with donors. Thomson's study (as cited in Thomson, 2011) noted a significant association between funder mandates and increased outcome performance measurement that enhances accountability and performance in government services and increases reliance on NPOs to produce services. Furthermore, funders mandate that NPOs report on their performance which results in increased use of performance measurement for strategic management, thereby enhancing accountability, performance, and trust (Thomson, 2011).

NPOs must show that their programs and services value added. NPOs must provide results that the program and services in their portfolios are improving lives and strengthening communities. Performance measurement gives NPOs the opportunity to internally assess their outputs to see if they are on track to produce expected outcomes. NPO managers can use performance measurement data to make better decisions through problem identification and strategic planning (Lynch-Cerullo & Cooney, 2011). We will use evaluation as an organizational effectiveness tool because the government and major private funders are using evaluation to validate program effectiveness. Funders are requesting greater accountability; therefore, NPOs and donors should develop an evaluation process. This external method of program evaluation is a critical organizational performance activity that can cultivate a trusting, long-term strategic alliance between NPOs and donors because donors can see where their contributions are making an impact (Mayhew, 2012). Evaluation will drive accountability for A+ Academic Resources.

Conclusion

A strategic plan codifies the organization's strategic goals and objectives and identifies a framework necessary for moving the organization toward achieving its goals and objectives. Members know the current state of the organization and they communicate and agree on a plan to meet goals and objectives for mission success. An effective plan can transform and revitalize an organization by setting clear, realistic goals, defining explicit action steps, and eliciting views and feedback from major stakeholders. A successful strategic plan clarifies an organization's mission and goals, targets spending, and shapes its programs, fundraising, and other aspects of its operations. Strategically planned programs work because the strategy is mission-aligned, well-organized, and transparent to get everyone in sync. A+ Academic Resources will continue to use a funding model, best practices, and resource development for sustainability. Strategic planning is crucial for the organization's long-term health and mission success.

Strategic planning is a process that should be evaluated using metrics to ensure the organization's strategic goals and objectives are met for the success of the strategic plan and the mission (Thomas, 2011). It is necessary to measure both outputs and outcomes to ensure the organization is meeting mission requirements and is on track for achieving its vision. According to Dr. Jennifer Wood, an adjunct professor at the University of Maryland University College Graduate School, "If an organization does not have quality output, the outcomes will not be strong either. The important take-away is that simply measuring output does not give a clear indication of the strength and value of an organization. It is necessary to measure both outputs and outcomes". A+ Academic Resources will demonstrate effectiveness through measurable outputs and outcomes.

The success of an organization is verified by proving effectiveness. Evaluations are a tool to prove organizational efficiency and effectiveness based on program outcomes. This is imperative since donors are demanding great accountability. A+ Academic Resources defines its success around the outcomes that the organization achieves for the children we serve, the increased number of children with changed circumstances and transformed lives. We want to help as many children as possible for the longest time possible. Therefore, we will continue to have a strong commitment to our Mission, Vision, Values, and Goals as we make strides towards our Vision. By embracing evaluation as a guarantee for greater mission success, A+ Academic Resources can make its programs and services outcomes even stronger.

Ideally, we can become a remarkable organization that makes a significant impact on numerous children worldwide who are awaiting better outcomes. Most importantly, as a Christian NPO, we serve a living God and follow His directions. According to Proverbs 16:9, "a man's mind plans his way, but the Lord directs his steps and makes them sure." As such, we will follow the footprints of Jesus each day because He knows the way we should go for mission success. We will share His love by meeting the practical needs of disadvantaged youth who deserve the best outcomes.

Roll your works upon the Lord [commit and trust them wholly to Him; He will cause your thoughts to become agreeable to His will, and] so shall your plans be established and succeed (Proverbs, 16:3).

Accountability Statement

A+ Academic Resources success is predicated upon members of the organization taking individual ownership of this *Strategic Plan* to advance A+ Academic Resources mission. The organization will use quality performance metrics on a set schedule to evaluate outputs and outcomes. Members will hold each other accountable for results since accountability is the key for mission success. A+ Academic Resources leadership demonstrates its dedication to building a viable organization with quality programs and services by taking the time for strategic planning. To survive, organizations must adapt to the constant changes in the environment to meet their stakeholder preferences. As the operational environment changes, remarkable organizations do not change their mission, but they make changes to what is needed to serve their core purpose (ASAE, 2012). As such, the *Strategic Plan* is a living document.

J. R. Newell

Jonathan R. Newell, MBA/MSM
A+ Academic Resources, Board President

A. R. Walker

Adriene R. Walker, MA/MSM
A+ Academic Resources, CEO

Together We Can