

CEO's of COLOR NFP, Inc Strategic Plan 2022-2026



Table of Contents

Executive Summary	2
Organizational History	4
Findings and Themes	5
Strategic Priorities Overview	6
Strategic Priority 1: High-Quality Programs	7
Strategic Priority 2: Consistency / Sustainability	8
Strategic Priority 3: Human Capital	10
Strategic Priority 4: Growth	12

Organizational History :

Founded in December of 2021 Black Youth Leadership 21 focus was building a bridge between student and teacher connection through the lens of culturally responsive teaching and student's voice. For over 10 months BYL21 provided consulting to large school districts like Noble Schools & Intrinsic Schools implementing our ICP (Individual Cultural Plan) that would close schools' cultural gaps and ensure future success. Now BYL21 serves as a premier organization educating, supporting, and developing the next generation of CEOs of Color. Focus on putting more black youth in the executive suite of companies.

Who Are We:

Black Youth Leadership 21 provides high-quality, relevant, and varied educational programs and consulting for the intellectual, cultural, and personal growth of all members of its community. The organization values its role as a change agent, embracing challenges to develop, serve, and positively impact the needs of young persons of color as we help them navigate through social, economic, and entrepreneurial milestones.

Mission:

The mission of **Black Youth Leadership 21** is to make opportunities for equitable education and strategic young entrepreneurship accessible to the community, while also striving to provide guidance to promote leadership and support the economic development of young people of color.

Vision:

The vision of **Black Youth Leadership 21** is to be the premier organization for creating CEOs from the youth of color.

Findings & Themes:

Fanning faculty identified six themes (below) from the SWOT analysis.

1. There is a need for the services provided by Black Youth Leadership 21: All stakeholders believe the need for services is clear as Black Youth Leadership 21 serves communities with demonstrated needs.

2. Continue to consider growth opportunities: Stakeholders described Black Youth Leadership 21 as disciplined, strategic, and true to its mission. Stakeholder feedback urged Black Youth Leadership to continue to be intentional and mission-centered when considering growth opportunities.

Several possible growth areas are: (1) the addition of new sites, (2) the expansion of programs to year-round supports, and (3) the expansion to include high school programs.

3. The quality of the program is high: Stakeholders recognize Black Youth Leadership 21 as an organization committed to high-quality programs. Stakeholders noted that to maintain this high program quality, investing in staff professional development and establishing and advancing professional standards and competencies for site staff are critical. Stakeholders emphasized the need to grow and retain a pool of prepared teachers to conduct summer programs and the importance of continual evaluation of academic impact and how it helps change the cycle of poverty across Chicago. Additionally, stakeholders advised that Black Youth Leadership 21 continually balances organizational and site growth with quality to ensure impact remains high as the organization adds new sites and/or services.

4. Leadership is strong: Stakeholders find board leadership is well-known and respected. To ensure diverse representation, stakeholders recommend that Black Youth Leadership 21 consider ways to include community voices through board membership and/or advisory groups. In addition, stakeholders would like Black Youth Leadership 21 to explore strategies to expand the board's core values.

Strategic Priorities Overview:

Strategic Priority 1: High-Quality Programs:

Recognizing the value of consistent and high-quality programs and strong partnerships, this priority addresses the need to provide high-quality, relevant, and varied educational programs that serve the core of Black Youth Leadership 21 mission as well as a program that serves the needs of the youth of color.

Strategy Priority 2: Sustainability:

This priority ensures an emphasis on Economic Sustainability, from revenue generation now and in the long term, the need to increase and diversify revenue sources and maximize donors and host institution engagement, to budget planning, event planning, and development of educational programming.

Strategy Priority 3: Human Capital:

Exceptional board members and excellent executive and senior leadership staff are key to the success of Black Youth Leadership 21. This priority addresses leadership and staff structure and responsibilities as well as the importance of continued professional development.

Strategy Priority 4: Growth:

Noting the goals of providing comprehensive support to Black Youth Leadership 21 youth and or expansion to serve additional youth throughout the United States, this priority explores strategic, intentional, and sustainable growth opportunities.

Strategic Priority 1: High-Quality Programs:

Recognizing the value of consistent and high-quality programs and strong partnerships, this priority addresses the need to provide high-quality, relevant, and varied educational programs that serve the core of Black Youth Leadership 21 mission as well as a program that serves the needs of the youth of color.

Goal 1: Provide consistent, high-quality, and relevant programming to youth of color from underrepresented and predominantly minority communities.

Strategy .A.1: Consistent Programming

Develop Black Youth Leadership 21 required program components as set by the Executive Leadership team and affirmation agreements.

- Develop baseline performance minimums and targets for each required component and ensure all programs in the organization perform at or above those standards.
- Develop accountability measures and program standards for all components of CEO of Color based on Black Youth Leadership 21 overall values.

Accountability measures:

- Perform bi-monthly evaluation meetings with the Leadership Team by performance standards.
- Identify baseline performance targets by June 2023
- Finalize Bi-Weekly meetings to share updates about the CEO of Colors performing programs by October 28th.
- Develop lesson plans/topics by September 6th

Strategy Priority 2: Sustainability:

This priority ensures an emphasis on Economic Sustainability, from revenue generation now and in the long term, the need to increase and diversify revenue sources and maximize donors and host institution engagement, to budget planning, event planning, and development of educational programming.

Goal 2: Ensure current and future economic/program sustainability of the organization.

Strategy 2A. Economic(Financial) Sustainability

Develop and maintain a three-year financial model for organization-wide operations (existing programs, events, and anticipated new program sites).

- Project annual expenses are required to support the growth of the organization, including leadership, programs, and event expansion.

Accountability measures:

- Create a three-year budgeting tool for programs, events, and resources.
- Perform a comprehensive organization structure assessment by November 2022.

Strategy 2.B. Determine a realistic financial cost model that reflects the optimal activity level needed to deliver high-quality programming throughout the organization.

- Update the recommended site and regional operational plans to reflect activity levels/expectations as sites and organizations continue to mature.

Accountability measures:

- Review and update regional and site-level organization structure and activity-level recommendations by November 2025.
- Update financial valuations of that optimal model by December 2023
- Update composite cost per student analysis by December 2023

Strategy 2.C. Diversify funding base.

- Increase public and corporate funding.
- Develop a three-year individual giving donor growth and stewardship strategy.
- Perform a cost/benefit analysis of hosting a signature fundraising event.

Accountability measures

- Complete analysis and present signature fundraising event recommendation to the board by December 2022
- Increase corporate funding by 10% annually from 2022-2024.
- Solicit at least two new public grant/contract sources annually from 2023-2026.

- Increase annual revenues to meet or exceed annual budget increases due to increased enrollment and organization activity.

Strategy Priority 3: Human Capital:

Exceptional board members and excellent executive and senior leadership staff are key to the success of Black Youth Leadership 21. This priority addresses leadership and staff structure and responsibilities as well as the importance of continued professional development.

Goal 3: Develop the board and site organizational capacity to support Black Youth Leadership 21 missions.

Strategy 3. Enhance the board to meet the current and growing needs of the organization.

- Provide additional board structure(s) to accommodate organizational needs and to support board functions like governance and development.

Accountability measures:

- Create Board Governance Committee by April 2023.
- Complete board structure realignment as needed by December 2024.

Strategy 3.B. Increase professional development efforts at all levels of the organization including board, senior management, and executive management.

- Identify and provide professional development, training, and other opportunities.
- Implement annual evaluation processes.
- Develop and support career advancement opportunities within an organization through succession planning and building of talent pipeline.

Accountability measures:

- Compile professional development opportunities for senior leadership and executive leadership by May 2023; for the board of directors by December 2024.
- Create indicators for the evaluation of staff/Executive Director/ Senior Management by May 2023.
- Complete performance evaluations for all staff by December 2024 and annually thereafter.
- Create a succession plan for the board of directors, including the chair, officers, and committee chairs by December 2024.

Strategy Priority 4: Growth:

Noting the goals of providing comprehensive support to Black Youth Leadership 21 youth and or expansion to serve additional youth throughout the United States, this priority explores strategic, intentional, and sustainable growth opportunities.

Goal 4: Pursue sustainable internal and external growth opportunities.

Strategy 4.A. Explore organization-wide support to sites.

- Evaluate the need and implement appropriate organization-wide activities and/or events to support Black Youth Leadership 21 mission and program quality.
- Establish appropriate collaborations with other organizations to provide program support/enhancements.

Accountability measures

- Identify collaboration needs by February 2023. Initiate conversations with potential partners by April 2023 and establish long-term partnerships by June 2022. Revisit annually.

- Identify a list of region-wide activities and events by April 2023

Strategy 4.B. Explore expansion at existing sites.

- Increase youth enrollment through new cohorts or programs.
- Enhance year-round offerings to current students and families.

Accountability measures

- Develop a schedule for adding year-round offerings to current students at appropriate sites by April 2024.
- Identify the most likely candidates among current host institutions for adding a high school or parallel cohorts by June 2024. Decision made by December 2025.

Strengths to Build On

- Youth development and educational expertise
 - Growing board connections
 - Program aligns with a high priority in the area
 - We have a story to tell and we know who to share it with
 - Talented staff and directors; they do a great job with limited resources
 - Strong mission
 - Proven product
 - Best practice sharing across sites; peer-to-peer learning
- Weaknesses to Resolve

Weakness to Resolve:

- Opportunity for growth in the city vs. how fast we can grow (funding and capacity do not meet the demand)
- Program consistency across sites
- Building BYL21's culture
- Site understaffing
- Board governance continues to evolve
- Advisory councils
- Program site growth without funding to support the rate of growth

- All sites must buy in and believe they are a part of the mission and support the mission
- Coherent understanding of site agreements
- Mission relationship, not business transaction
- Database track record (impact and effectiveness)
- Sites also give leverage ● Strong parental support
- Inconsistent fundraising across sites
- Fundraising model relies on 1-2 big donors each year