



# 2014-17 Strategic Plan Summary

Inspire a child's next chapter.

## INTRODUCTION

Since developing a comprehensive three-year strategic plan in 2011, SMART has delivered the envisioned results. In developing our 2014-17 planning document, we agreed that the guiding themes of our past three years remain relevant and will continue to be at the heart of our work:

1. **Program Relevancy and Growth:** Carefully and intentionally expand the number of children served while ensuring the program is relevant and responsive to the needs of today's educational climate;
2. **Program Evaluation and Validation:** Evaluate program services, quantify program outcomes and articulate the value and effect of these services;
3. **Thought Leadership:** Bring the SMART perspective and experience to the public policy arena and to actively support the Oregon Department of Education's work;
4. **Sustainability:** Achieve organizational stability and long-term sustainability.

In April 2014, SMART's Board of Directors and staff leadership met to refresh the strategic plan and determine our next phase in expanding our program's impact.

## 2014-17 FOCUS AREAS

Considering what we do best, and in light of shifts we see on the horizon, we solidified eight strategic priorities:

- **Reach: Serve more children and sites that need us with the highest quality program possible**
  1. *Equity* -- SMART gives children a greater chance at success; however, social, economic and racial inequities can create barriers to success. We will adopt and implement an equity lens to ensure our work is culturally responsive and inclusive at every level.
  2. *Efficacy* -- Ever-committed to program value and effectiveness, we will identify gaps in our data and conduct research to deepen knowledge of how and why SMART works, and how to improve quality.
  3. *Growth* -- In the spirit of creating an even playing field of success for children we serve, we will develop and implement a responsive growth strategy, expanding where and for whom we can have maximum impact.
- **Awareness: Build our statewide profile as a leader in preparing children for reading and learning success**
  4. *Leadership* -- With 22 years of experience helping Oregon children become confident, enthusiastic readers, SMART is in a natural position to more fully assume our role as a leader and convener on childhood literacy.
  5. *Return On Investment* -- Our research proves that SMART successfully improves reading skills, self-confidence and enthusiasm for reading. Beyond the impacts of today, we need to understand the long-term impacts and value of our work - and communicate those impacts to stakeholders.
- **Sustainability: Enrich organizational culture and staff in a way that leads to ongoing sustainability**
  6. *Staff Development* -- Investments in staff training and enrichment will keep us on the cutting edge of our field, poised to deliver the highest quality program possible. In turn, it will contribute to retention and sustainability.
  7. *Philanthropic Culture* -- Philanthropy is about more than fundraising; it's a philosophy of giving - and SMART relies on philanthropic individuals, businesses and foundations to survive and thrive. We will evolve our fundraising work to create a philanthropic culture that spans the entire organization.
  8. *Supporting Infrastructure* -- To expand and continually improve our program, we must be committed to making the necessary investments to make this growth and improvement possible, including staff and infrastructure.

*Each of the eight priorities has a detailed roadmap to ensure successful implementation and outcome.*