



Strategic Plan

INCREASE IMPACT.2027



Goals



Data-Driven
Plans



Accountability
and Roles



Impact
Evaluations

Mission: We seek to level the playing field for economically-disadvantaged families by investing early in our children's education within targeted communities.

Vision: All children in our geographic service areas are better able to climb the success ladder and be in an optimal position to realize their full potential as contributing residents.

Values:

Excellence and Accountability: We do not settle for anything except excellence in the stewardship of the foundation, the people we hire, and the organizations we support.

Community and Family: We believe that individual success is directly linked to their family and the community where they reside.

Tolerance and Respect: We operate without prejudice or bias. We are compassionate in embracing and respecting all people of diverse backgrounds.

Justice and Fairness: We believe all people deserve an even playing field.

Self-Reliance and Collaboration: We see partnership as a way of working together to create better opportunities for individuals to rely on their own agency and resources rather than those of others to earn success. We have partners, not clients or grantees.

Operating Principles:

- We will be a Grantmaker: Issue non-repayable funds, as grants, to organizations focused on achieving social impact.
- We will be a Convener and Partner: Facilitate community-wide solutions through collaboration.
- We will be a high-impact philanthropic organization: Conduct extensive research to better understand root problems and community needs; and develop comprehensive strategies using leverage to make the greatest impact.

Level the Playing Field in Education

Increase access to, and improve the quality of, Early Childhood Education. Then, bridge early grade bands with wrap around high-quality, high-attending Out-of-School Time to reinforce interventions.

Strategic Objective	Approach
<p><i>(1) Facilitate Campaign for Grade Level Reading collective impact model in targeted communities</i></p>	<ul style="list-style-type: none"> • Facilitate and convene partnerships, provide guidance, engage in backbone work, and monitor/evaluate Campaign communities in Winchester and Dorchester County, MD. • Participate and lead collaborative and integrated early childhood and out-of-school time system-building work within each community. • Develop and fund gap-filling solutions within the early childhood, out-of-school time, and attendance space to augment existing high-impact programming and organizations. • Ensure sustainability of current early childhood/out-of-school time interventions over the long term by encouraging whole-of-community engagement and external investment. • Support aligned Campaign strategies with social and financial capital • Prioritize 2024-2027 grantmaking strategies through the Campaign framework.
<p><i>(2) Increase access to quality early childhood education and out-of-school time programming</i></p>	<ul style="list-style-type: none"> • Build trust with key stakeholders in school districts and the non-profit communities, focusing on ECE and OST programs in all 3 localities. • Partner with multilateral service providers to allow an increase in capacity for quality work. • Identify and pilot innovative programs that can further increase access to childcare in locations where gaps still exist.

Level the Playing Field in Education

Increase access to, and improve the quality of, Early Childhood Education. Then, bridge early grade bands with wrap around high-quality, high-attending Out-of-School Time to reinforce interventions

Strategic Objective

(3) Improve quality of service delivery within early childhood and out-of-school time programming

Approach

- Build relationships and trust with key stakeholders in school districts and non-profit communities focusing on ECE and OST programs in all 3 localities.
- Partner with multilateral service providers to improve communication, efficiencies, and resource/funding opportunities.
- Encourage focus on capacity-building training in leadership, governance, programming, and fundraising.
- Implement quality assessment models within OST organizations.
- Support early childhood curriculum adoption and implementation capacity building; as well as educator training and coaching.