

## **Proposed 2026 Strategic Roadmap – A Bridge to Our Next Multi-Year Plan Draft, 9/10/25**

Champions for Learning currently has a 2023–2025 Strategic Framework, but it is not actively guiding our work. As a result, we lack a current Board-adopted plan that clearly aligns leadership, staff, and resources around shared priorities. Prior to my arrival, staff developed annual plans for FY26 (July 1, 2025 to June 30, 2026) with initial key performance indicators in five areas: finance and administration; community engagement and volunteers; development; educator programs; and student programs. These plans provide important operational direction but are not tied together by an overarching, organization-wide strategy.

A full-scale multi-year strategic plan will ultimately give us that unified, long-term guidance. However, given recent staff turnover and the need for stability, our first step should be a more focused document: a 2026 Strategic Roadmap. This roadmap will serve as a bridge between the current framework and a comprehensive multi-year strategic plan to be developed in 2026 for implementation starting in 2027.

The 2026 Strategic Roadmap will be simple, actionable, and designed to point the organization in the right direction without becoming an overly complex planning exercise. It will unify the organization around a small set of high-impact priorities, integrate existing departmental plans into a coordinated whole, and include a limited number of meaningful, but not perfect, key performance indicators to track progress. The roadmap is a living document, responsive to changing circumstances and insights, so we can stay aligned while adapting to new realities.

It is important to share expectations. The roadmap is not a full-scale strategic plan, will not contain exhaustive data analysis or detailed long-term strategies, and will not attempt to address every operational detail. It will not provide perfect KPIs but will focus on a small set of measures that help us monitor progress and stay aligned.

By adopting the roadmap in January 2026, the Board will provide clear direction for the remainder of FY26 and the start of FY27, communicate to donors and partners that Champions for Learning is aligned and focused, and set the stage for a thoughtful, well-prepared multi-year planning process in the year ahead.

Proposed milestones include Board and Executive Committee review of the concept in September, review of a draft in November, and final adoption in January.