

# 2018–22 STRATEGIC PLAN

## Executive Summary



## A track record of success...

From 2012 to 2017, Reading Partners made significant investments in scaling its core model, nearly quadrupling the number of students served from 3,000 to 11,000. The organization stretched to reach more than 200 schools in 14 distinct regions, across ten states and Washington, DC. This growth has established Reading Partners as one of the largest scale providers of literacy supports in the country, with strong evidence of impact for low-income and English language learner students across a diverse set of geographic regions.

Reading Partners offers a distinct value proposition from other literacy interventions. We mobilize communities, partner with under-resourced schools, and provide differentiated, one-on-one literacy instruction to help students who struggle with reading.

### Our aspiration:

*Over the next ten years, Reading Partners seeks to be at the center of a nationwide movement for educational equity, engaging communities to support students through trusted and proven literacy solutions.*

## ...and the path to even greater impact

Today, under new leadership, the organization is ready to **pursue a focused strategy that is anchored in a commitment to educational equity and greater impact.** To that end, Reading Partners will invest in four strategic priorities over the next four years:

### Increase impact

**Increase impact** by enhancing Reading Partners' individualized tutoring program while expanding our presence in existing geographies.

### Deepen focus on equity

**Deepen focus on equity** by developing a team, program, and culture that better reflect the diversity of the communities Reading Partners serves and building partnerships to support a broader national movement for educational equity.

### Achieve greater financial sustainability

**Achieve greater financial sustainability** by increasing nationally driven resource development and pursuing a greater proportion of multi-year, multi-region investments from a broader set of sources.

### Ensure organizational success

**Ensure organizational success** by building the systems, staffing, and infrastructure required to more efficiently and consistently deliver our program.

This plan will guide Reading Partners over the next four years to create a more sustainable organization, enhance our programmatic offerings to drive greater student success, and expand our literacy offerings to provide whole-school or district-wide systems of support.

# Our strategic priorities:

## INCREASE IMPACT

Reading Partners will pursue a targeted learning and experimentation agenda to strengthen our core program and develop new models to improve literacy outcomes for students and whole school communities.

Serving Reading Partners students through:

- *Literacy leads* — Explore expansion of pilot that deploys AmeriCorps members as full-time tutors to enroll students earlier in school year and support students further behind at program entry.
- *Reading Partners Intensive* — Experiment with additional programming for students who are furthest behind and typically older (third and fourth grade).
- *Digital learning* — Test modifications to our core model that would allow students to extend their literacy practice by using existing digital literacy tools.

Serving whole school communities through:

- *Reading Partners summer* — Test and create a signature program to combat the “summer slide”.
- *Family engagement* — Design approaches to engage caregivers in students’ literacy learning, including technology-based solutions.

## ACHIEVE GREATER FINANCIAL SUSTAINABILITY

Reading Partners will shift its fundraising approach to:

- *Increase scope of national fundraising efforts* — The national office is uniquely positioned to partner with major, nationally-oriented funders to support our program on a large scale. Reading Partners will better leverage and build out capacity for national fundraising, while still providing core support to regional development efforts.
- *Proactively pursue more multi-year grants* — By pursuing multi-year national and regional fundraising targets, Reading Partners will be ready to weather the evolving conditions of the sector.



## DEEPEN FOCUS ON EQUITY

More than 90 percent of Reading Partners students are children of color. Reading Partners aims to contribute to the national movement for educational equity by making diversity, equity, and inclusion (DEI) more central to all areas of our work. Our commitment is to:

- Audit current practices (e.g., employee handbook) to ensure greater inclusivity.
- Provide cultural competency training for all staff and volunteers.
- Improve volunteer recruitment strategies with a deeper focus on diverse and culturally competent volunteers.
- Enhance Core Read Aloud Library and Take Reading Home options to better reflect the diversity of students served.
- Hire dedicated staff with expertise in DEI work to drive these initiatives.

## ENSURE ORGANIZATIONAL SUCCESS

Success will center on a culture of collaboration and an integrated picture of Reading Partners’ regional and national offices, including:

- *A well-designed, service-oriented national office* — The national office will provide centralized services, add capacity where needed, and strengthen Reading Partners’ role in the national movement for educational equity.
- *Thriving regions focused on key outcomes* — Local teams will foster organizational improvement by sharing best practices across regions, and be guided by a set of health indicators to predict programmatic impact, operational efficiency, and financial sustainability.