



Strategic Action Plan

August 26, 2021 - December 7, 2021

Asheville, NC

Planning Focus Question

How will we, as the dedicated staff, leadership and stakeholders of ACSF,

- *continually deliver innovative, responsive, student-centered programs for all ACS students,*
- *build a sustainable leadership pipeline for our students, teachers, and ACSF staff,*
- *create and sustain just, collaborative, community partnerships, especially with historically marginalized populations,*
- *while we strengthen our relationship with the school district and transform how we generate and share resources equitably?*

Our Mission

We collaborate with our community to do whatever it takes for all Asheville City Schools students to thrive.

Virtually facilitated by:

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Plan Component	Asheville City Schools Foundation Strategic Plan Executive Summary August 26, 2021 - December 7, 2021					
Key Vision Elements for 2024	Widely Recognized By & Accessible to ACS Community as Responsive Collaborators (A)	Innovative, Equitable, Impactful, Capacity-Aligned and Sustainable Programming (B)	Diverse, Inclusive, Sustainable, Supported & Accountable Staffing (C)	Consistent Student Access, Opportunity & Connection (D)	Center for Innovation & Community Connection (E)	Purposeful, Equitable Educator Network & Learning Cooperative (F)
Excerpts of ACSF's Current Reality	Strengths <ul style="list-style-type: none"> Committed to being of service to our children & our community Keep students at center of decision making Excellent use of "Train-the-Trainer" model 	Weaknesses <ul style="list-style-type: none"> Diversity gaps in some programs Staff consistently overextending themselves Not always aware of realities on the ground 	Potential Benefits of Success <ul style="list-style-type: none"> Innovation & expanded resources for ACS Equitable access to resources Students' lived realities are improved 	Potential Dangers of Success <ul style="list-style-type: none"> Being unprepared for challenges that come w/growth Attacked for advancing people of color Lose sight of older, effective programs in favor of newer ones 		
Strategic Action Areas & Selected Action Ideas	Strategic Action Team 1 Optimizing Our Programs <ul style="list-style-type: none"> Create streamlined, steppingstone programs Host alumni panels about future aspirations Conduct equity audit of existing programs 	Strategic Action Team 2 Creating & Using Reciprocal Feedback Processes <ul style="list-style-type: none"> Have active presence on school board Survey community & ACS staff Collaborating with Community <ul style="list-style-type: none"> Institute community-based engagement time Deeply collaborate with local, historically disenfranchised communities 	Strategic Action Team 3 Developing Organizational Infrastructure & Accountability <ul style="list-style-type: none"> Survey staff for accountability mistakes Add equity accountability position Establishing Intentional & Equitable Processes <ul style="list-style-type: none"> Practice intentional hiring Clearly define & codify board member application & interview process 	Strategic Action Team 4 Diversifying & Strengthening Our Financial Position <ul style="list-style-type: none"> Widen pool of donors Establish & embed equity principles Create more aligned, rigorous process for funding decisions 		

One-Year Project Implementation Calendar for 2023 • Asheville City Schools Foundation • Updated 12/09/2022

Strategic Action Teams	Q1: Dec. '22 – March '23	Q2: April - June	Q3: July – Sept.	Q4: Oct. – Dec.
<p align="center">Optimizing Our Programs SAT 1</p> <p align="center">“Power to the Programs”</p>	<ul style="list-style-type: none"> Attend 2 elementary/middle school/events sharing ACSF’s work with students and families 	<ul style="list-style-type: none"> Collaborate with SAT 2 to host a larger IRL end-of-year celebration Evaluate all programs for language accessibility, e.g., applications, recruitment materials, support 	<ul style="list-style-type: none"> Create process for translation of ACSF documents and incorporate student leadership opportunities (ex. Unidos) Create visitation schedule for direct-service programs (IRL, TAPAAS, DREAM, REAP) 	<ul style="list-style-type: none"> Lead reflection session for fall programming
<p align="center">Communicating & Collaborating with Our Community SAT 2</p> <p align="center">“Talking with Folk”</p>	<ul style="list-style-type: none"> Evaluate RJC request with SAT 3 Construct map of all existing collaborative partnerships and level of commitment Set meeting with SAT 1 to determine ways to collaborate on IRL end of year event 	<ul style="list-style-type: none"> Execute IRL end of year event Collaborate with SAT 1 and community partners to evaluate language accessibility 	<ul style="list-style-type: none"> Participate in community event at each K-5 campus (Q3-4) 	<ul style="list-style-type: none"> Participate in community event at each K-5 campus (Q3-4) Collaborate with SAT 4 to plan Alumni Event during home football game in October
<p align="center">Establishing Equitable Infrastructure & Accountability SAT 3</p> <p align="center">“Equity Basement Builders”</p>	<ul style="list-style-type: none"> Evaluate RJC request with SAT 2 Hold staff wellness event with Board support 	<ul style="list-style-type: none"> Establish MOU with ACS for Alumni Center 	<ul style="list-style-type: none"> Conduct scholarship equity review process Hold staff & board mixer in August 	<ul style="list-style-type: none"> Facilitate 2024 project implementation calendar retreat
<p align="center">Diversifying & Strengthening Our Financial Position SAT 4</p> <p align="center">“Kicking Assets”</p>	<ul style="list-style-type: none"> Create new and clarify existing job descriptions for the Development Department (i.e. Director and Associate positions) 	<ul style="list-style-type: none"> Hire Development team member Evaluate annual fiscal sponsorship requests and existing partnerships 	<ul style="list-style-type: none"> Create fee structure and guidelines for community presentations and facilitations 	<ul style="list-style-type: none"> Conduct Alumni Giving Campaign during Homecoming with specific development ask