

# LEADERSHIP ACADEMY NETWORK & EMPOWER FOR GOOD

## Case Study: 5-year Strategic Plan

### OVERVIEW



- The Leadership Academy Network (LAN) is a partnership between Fort Worth ISD and Texas Wesleyan University, designed to accelerate academic performance of the District's five schools.
- LAN launched in Fall 2019 and quickly built the organization from the ground up. Simultaneously, LAN needed to create a long-term strategic plan in order to hold schools accountable to their five-year contractual targets.
- Empower for Good (EFG) guided LAN through the strategic planning process: defining LAN's mission, values, and Big Rocks; setting five-year SMART goals and annual scorecards; determining decision rights; creating a LAN playbook.
- Together, both parties worked diligently for several months to create LAN's five-year strategic plan and successfully invested keystone stakeholders in the plan.

### APPROACH

#### 01 UNDERSTANDING *LAN'S starting point*

**APPROACH:** We began by building our understanding of LAN - its current programmatic model, revenue model, organizational structure, budget, perception of the organization by key stakeholders, and the organization's performance against goals. EFG summarized findings in a comprehensive SWOT analysis and guided the team to set 5-year priorities and Big Rocks.

#### 02 ENVISIONING *how LAN will make an impact:*

**APPROACH:** Through in-depth working sessions with the leadership team, we determined organizational foundation: mission, pillars, values, etc. We also worked in parallel to draft five-year SMART goals and decision rights in order to ensure that LAN's foundation is rooted in both aspiration and reality for implementation.

#### 03 DETERMINING *how LAN will operate:*

**APPROACH:** After determining organizational foundation, we finalized how LAN will organize their people, systems, and processes in order to reach ambitious goals. The team successfully invested its internal team, school leaders and steering committee in their five-year strategic plan.

### RESULTS

Together, we aligned the central team, school leaders and partners on LAN's five-year strategic plan, which includes:

- LAN SWOT analysis to holistically understand LAN's starting point through both qualitative and quantitative data
- DECISION RIGHTS that detail levels of ownership across multiple LAN functions
- LAN PLAYBOOK which codifies all LAN instructional and operational systems, processes, structures, roles and responsibilities
- 5-YEAR ANNUAL SCORECARDS that articulate critical work, metrics and deadlines
- 5-YEAR SMART goals, priorities and Big Rocks

*Eileen is an OUTSTANDING thought-partner, facilitator and support. She spent time getting to know us, anticipate(s) our needs, provides appropriate support combined with highly useful tools. She worked within our organizational structure, strategy and thinking while expanding our thinking to amplify our effort, focus our efforts, manage performance, and continuously improve. Eileen has been and continues to be an invaluable partner with our team. Her guidance and support has provided a formidable foundation for great work in service to kids and families.*

- Chris Shropshire, Executive Director of Operations (LAN)

### TESTIMONIALS

*Empower for Good has helped put our vision, mission, and strategy to life. Eileen and her team have helped us build our organization while guiding us through specific and strategic planning. People always tell us that they feel that we are so far ahead in building our organization. I truly would like to share that credit with Eileen in helping us think through and building out of systems and methods on how we will accomplish our targets.*

- Priscila Dilley, Senior Officer (LAN)