



STRATEGIC PLAN (FY24-28) OVERVIEW

MISSION

To expand resources, identify and accelerate solutions, and recognize excellence so that all children in Baltimore City Public Schools experience an effective and equitable education.

VISION

We envision a highly regarded public school system where students of every race and socioeconomic background attend high performing schools and graduate with promising choices for the future.

EQUITY STATEMENT

While the staff and board of the Fund for Educational Excellence are steadfast in their commitment to equity for all students regardless of race, socioeconomic status, gender, gender-identity, sexual orientation, religion, or immigration status, the efforts identified in this plan focus specifically on racial and socioeconomic equity.

It is impossible to consider the current context of Baltimore City Public Schools without taking into account our City's history of racial injustice. For the majority of children in Baltimore City, the ramifications of these injustices are ongoing. By proactively considering and measuring the impact of policy, practices, programs, and resources provided to students of color and those living on the lowest socioeconomic margins; by intentionally engaging those most impacted by our schools in the problem-solving process; by co-creating new opportunities with students and families, the Fund seeks to play a role in reversing the negative effects caused by these injustices so that academic outcomes are no longer predictable by race or socioeconomic backgrounds.

STRATEGIC DIRECTION

To achieve the stated mission, the Fund will continue to serve as a leading organization in Baltimore City, taking clear and bold action to improve the public education experience and outcomes of young people in Baltimore City. Our commitment to educational equity and strong partnerships drive our agenda.

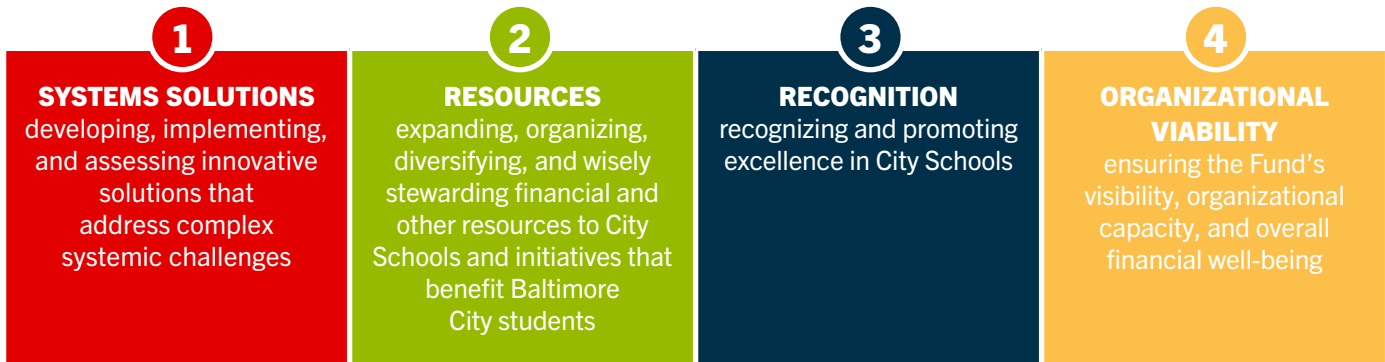
We deliver on our mission by balancing our independent voice, our unique partnership with Baltimore City Public Schools, and through collective efforts with diverse and extensive partners. Our partners include:

- Students, school leaders, teachers, staff and central office staff of City Schools
- Parents, families, and alumni of City Schools
- Local nonprofit organizations and government agencies working directly in and/or with City schools and students; and
- Philanthropies, corporations, and individuals that share our mission.







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The Fund’s strategic direction incorporates four interrelated strategies:



High-level descriptions and related objectives for each strategy include:

 <p>ACCELERATE SYSTEMS SOLUTIONS Strengthen the overall effectiveness of Baltimore City Public Schools to deliver educational excellence for Baltimore City students, with specific attention to racial equity.</p> <p><i>Priorities</i></p> <ul style="list-style-type: none"> • Analysis and Engagement: The arm of the organization that seeks feedback from those most impacted by policy and practice of Baltimore City Public Schools and works to implement solutions based on the feedback • Chicago Parent Program: A 12-week parenting program implemented at schools to parents of students in grades pre-K-2 	 <p>RESOURCES Identify, secure, and effectively and transparently manage financial resources from local and national philanthropic partners (e.g., foundations, corporations, and individuals) to support the success of Baltimore City Public Schools, its students, and our city’s youth.</p> <p><i>Priorities</i></p> <ul style="list-style-type: none"> • Baltimore City Public Schools: The Fund supports selected high-priority initiatives of the school district and partners with local and national philanthropic organizations to advance system improvements • Fiscal Sponsorship and Finance: The Fund provides financial, administrative, grant management, and HR support to projects and initiatives aligned with the Fund’s mission. 	 <p>RECOGNITION Honor and celebrate those Baltimore City Public Schools principals who positively contribute to schools where students want to be and can thrive academically, socially, and emotionally, where teachers are supported, and where families are proud to send their children.</p> <p><i>Priorities</i></p> <ul style="list-style-type: none"> • Heart of the Schools: a year-round initiative to celebrate, honor and support principals and school-based staff 	 <p>ORGANIZATIONAL VISIBILITY & VIABILITY Increase the visibility and awareness of the Fund and its contribution to improving Baltimore City Public Schools, the success of its students and for all the youth in our city, and attract funding and maintain organizational viability to advance its mission.</p> <p><i>Priorities</i></p> <ul style="list-style-type: none"> • Communications • Development • Equity
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Over the next four years, the Fund’s staff and board will use performance measures aligned to the aforementioned strategies and objectives to track organizational progress and determine opportunities for continued improvement.