|  |  |  |
| --- | --- | --- |
|  | **Strategic Priority** | **Objectives & Strategies** |
| **Programs** | **Deliver Impactful and Relevant Programs** to Arizona Students who need them most | Serve a more diverse demographic than the AZ population, with emphasis on reaching under-served kids  |
| Maximize accessibility of programs, with attention to the digital divide and other barriers |
| Increase programs that can be delivered/accessed in non-traditional educational settings |
| Deliver and scale digital programs with excellence |
| Increase percentage of high-school students |
| Focus on providing culturally appropriate, inclusive curriculum |
| Increase Free & Reduced Lunch percentage |
| Grow partnerships/collaborations with other organizations with particular emphasis on DEI |
| **Continually increase program IMPACT and RELEVANCE for the future** |
| **Resources** | **Increase Financial Resources**to Improve Financial Stability and Sustainability (break even or better) | Increase annual **REVENUE** to exceed expenses by 10% **= INCOME** |
| Attract funding to support program innovation |
| Retain and grow corporate, foundation, and government donors |
| **Implement Major Gifts strategy (including Planned Giving)** |
| **Increase individual donations – grow number of donors, and retain & grow funding from existing donors;**  |
| Convert special event attendees into donors/supporters |
| Increase net revenue percentage from existing and new Special Events |
| Leverage donor information; ensure accuracy and usability; optimize BCRM |
| **Internal** | **Drive Internal Excellence**Effectively steward resources; create a high-performing culture; embrace culture of innovative thinking; improve technology and space  | Attract and retain the best people; be the employer of choice; improve diversity **= INFRASTRUCTURE** |
| Adopt a culture of respect and commitment to DEI through business processes, continual learning, eliminating micro-aggressions, and promoting a “clear is kind” approach |
| Develop an exceptional board -- be board “seat of choice”; better engage members; improve diversity  |
| Ensure we have skilled volunteers to deliver programs – improve recruitment, retention and diversity  |
| Continue to improve technology for remote work and delivering digital programs |
| Transform space – efficient/effective; green; cool; progressive **= INFRASTRUCTURE** |
| Improve operational efficiency (programmatic expenses as compared to supporting expenses) |
| Manage/reduce risk; ensure compliance |
| **External** | **Increase Brand Value**Drive key audiences to action  | Leverage digital communications to cast the widest net most efficiently |
| Position JAAZ as a top-tier charity; top-of-mind awareness |
| Take bold brand stances around JA’s unique contribution for AZ students  |
| Position JAAZ as the “best in class” around critical thinking, money management and work readiness |
| Empower board, staff and key constituents to serve as ambassadors for JAAZ in the community |