

## Junior Achievement® 2020-2022 Strategic Plan

In 2019, Junior Achievement celebrated its Centennial. During that celebration, there was much discussion about what the next 100 years would bring, and what that would mean for the future of the organization. With 2020, that future is here.

Never in our history has our organization faced a situation quite like this. While JA navigated the Great Depression and World War II, it was as a much smaller organization. And even with events during our lifetimes, such as 9/11 and the Great Recession, our fundamental delivery model was never in question.

In recent years we've talked about ways Junior Achievement could disrupt the marketplace. With the global pandemic, economic decline, and societal changes, the marketplace is, in fact, disrupting us. The question is, how are we going to respond to it?

There are two courses of action we need to take in light of the "New Normal." First, we need to continue our immediate and short-term responses to an ever-changing landscape, much of this being operational in nature. At the same time, we need to shift our focus to "what comes next."

Innovation isn't one consideration. It's the only consideration if JA is to come out of the next two years not only intact, but as a stronger and better organization.

The urgent needs of the organization to respond to the current situation is the catalyst for the proposal to create a flexible twenty-four-month plan, spanning July 2020 to June 2022. This plan will provide strategic direction, with the opportunity to adjust the strategies and actions, as needed.

The philosophy of the 2020-2022 plan is to create a roadmap of strategic actions that meet critical, short-term needs but are foundational to the success of the current long-term aspiration. That aspiration is to position JA in the US as the thought leader and deliverer of relevant, compelling and innovative educational experiences which build young people's capacity, spur economic development, and contribute to America's global competitiveness.

While some of the goals and strategies have been informed by existing plans, there are new imperatives. The modernization of JA learning experiences will fill a short-term need, but also provide an amazing opportunity for JA to expand the depth and scope of impact. This modernization will also enable JA to generate resources from new audiences and sectors of society.

We will become an organization that is known as an inclusive, solution provider that is positioned perfectly to change the lives of students, communities and our country.

The climate has changed and that is a call to action for JA to change. Reengineering JA for the dynamic environment in the future will define JA's opportunity to excel in the next century.

That transformation starts now.

## **Goals and Strategies**

### ***(Measurements at June 30, 2022)***

#### **Reimagine JA's learning experiences with innovative, flexible delivery models and strategic channel expansion**

- Advance a digital approach by modernizing JA's learning experiences to broaden our spectrum of engagement. *(Completion of key tasks leading to 70% or greater satisfaction by JA Areas.)*
- Establish a competency-based learning model by developing and promoting pathways through JA pillars. *(Completion and roll-out of competency models (pending funding) with inclusion of pathways and competencies by 50% of JA Areas in local program planning.)*
- Conceptualize and create new learning experiences through innovative partnerships and new distribution channels and target audiences. *(Established, tested and implemented two new channels that increase student reach.)*
- Implement new flexible delivery models through volunteer and educator engagement, new partnerships and JA staff support. *(Completion of key tasks leading to 70% or greater satisfaction by volunteers and educators.)*

#### **Expand and elevate JA's resource generation by engaging in new approaches and with non-traditional sources.**

- Launch B2C product lines that increase student connections and establish new revenue streams that benefit JA Areas and JA USA. *(Established, tested and implemented two new channels that increase operating revenue.)*
- Advance the adoption of individual philanthropy through consultation and support of JA Areas. *(Leveraged internal and external subject-matter experts in a series of learning experiences and consultations that increase individual giving.)*
- Secure resources for new initiatives and imperatives defined in the plan. *(Secured \$11 million in restricted project support, including the establishment of a JA Innovation Fund to support and respond to new product and market innovation opportunities.)*

**Strengthen JA's operational infrastructure to be resilient to economic and societal disruptions and responsive to opportunities in the dynamic landscape.**

- Refine talent structures for the business in the new normal. *(Updated competencies for JA's core job families will be available to inform hiring, training, performance management and career planning.)*
- Design and implement trainings that meet the needs of the organization. *(Core trainings: PMT, EFS and AMT will be redesigned to be delivered in a virtual environment and will reflect the changes to the new program delivery models and fundraising methodology.)*
- Advance the segmented service strategy for JA Areas. *(Implemented strategies for JA For Impact, Capstone, New President Engagement, BCRM and Education Pathways.)*
- Manage organizational financial stability, risk and business continuity. *(100% of the existing JA geography in the US will maintain access to programs.)*

**Make JA a more inclusive organization with diversity at all levels and a commitment to equity by overcoming unintended and/or systemic bias.**

- Prioritize diversity, equity and inclusivity (DEI) across the entire organization, including students, board, staff and volunteers. *(JA Areas and the JA USA will have included DEI goals/elements in strategic and operational plans.)*
- Ensure that JA USA's products (curriculum/learning experiences), practices and partnerships align with the inclusivity goal. *(A thorough assessment will be completed, plan developed, and recommendations implemented within economic constraints)*

**Position JA as a vital thought leader and adaptable solution provider.**

- Elevate the organization's brand through a compelling articulation of impact. *(Improved JA's brand positioning using the Corporate Social Responsibility survey to assess impact.)*
- Enhance local brand support with tools, templates and trainings. *(Improved level of usage of JA USA Brand resources measured against baselines from 2019, JA's Centennial year.)*