**Junior Achievement of Arizona Strategic Framework (August 2023)**

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|  | **Strategic Priority** | **Objectives & Strategies** |
| **Programs** | **Deliver Impactful and Relevant Programs** to Arizona Students who need them most | **Continually increase program IMPACT and RELEVANCE for the future** |
| Serve greater percentage of diverse students (more diverse than AZ), with emphasis on reaching under-served and geographically-diverse communities |
| Evaluate and expand programs for 18-25 Youth |
| Streamline/coordinate approach to schools; position JAAZ as a solution provider |
| Increase accessibility to programs in non-traditional educational settings |
| Increase percentage of 7th-12th grade students |
| Focus on providing culturally appropriate, inclusive curriculum |
| Increase Free & Reduced Lunch percentage |
| **Resources** | **Increase Financial Resources**  to Improve Financial Stability and Sustainability | Achieve annual **REVENUE** that exceeds expenses by 10% |
| **Increase individual donations – grow number of donors, and retain & grow funding from existing donors** |
| Implement special campaign for 3DE |
| Retain and grow corporate, foundation, and government donors |
| Grow Major Gifts and Planned Giving |
| Explore opportunities for school funding of JAAZ programs |
| Increase fundraising efficiency (decrease cost to raise a dollar) |
| **Internal** | **Drive Internal Excellence**  Effectively steward resources; maintain a high-performing culture; embrace innovative thinking | **Enhance communication and collaboration and overall culture** |
| Attract and retain the best people; be the employer of choice; improve diversity |
| Demand/drive a culture of respect and commitment to DEI |
| Better engage and improve diversity of board members |
| Ensure we have skilled volunteers to deliver programs – improve recruitment, retention and diversity |
| Improve operational efficiency (programmatic expenses as compared to supporting expenses) |
| Manage/reduce risk; ensure compliance |
| **External** | **Increase Brand Value**  Drive key audiences to action | Empower board, staff and key constituents to serve as **Ambassadors for JAAZ** in the community |
| 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 |