

2019-2021 STRATEGIC PLAN EXECUTIVE SUMMARY

In the spring of 2018 Horizons at New Canaan Country School (Horizons at NCCS) embarked on a strategic planning process to develop a roadmap for organizational development over the next three years. It had been 11 years since we had done a Strategic Plan, and we realized the need to sharpen our focus for the work that we are doing to serve our community. This Strategic Plan is intended to drive positive change while embracing continuity.

A Strategic Planning Committee (SPC) led the yearlong process and was comprised of 11 individuals who represented diverse perspectives and experiences from within the organization. Five Board Members, one Board of Governors Member, one Parent-Council Representative, two Horizons faculty members, the New Canaan Country School Head of School, and Horizons at NCCS's Executive Director all shared their expertise, gave generously of their time, and worked together to create goals that will benefit Horizons at NCCS for many years to come. The SPC developed this Plan with assistance from an experienced outside consulting firm, one that focuses almost exclusively on setting strategic priorities for nonprofits, The Strategy Group, LLC.

The Strategy Group, LLC conducted a comprehensive environmental scan, including an internal organizational assessment, 18 one-on-one interviews, six focus groups, and two online surveys. This data helped the SPC to assess the challenges and opportunities Horizons at NCCS will likely face in the future, and set the context for the choices reflected in the Strategic Plan. The SPC: (I) developed new vision, mission, and core operating values statements; (II) identified four critical issues and related goals; and (III) created an action plan specifying a timeline for the work ahead.

The Plan was unanimously approved by the Board in March 2019 with some key priorities firmly in place:

1. The anchor of the Horizons at NCCS' program will remain the intensive Summer Program for students in grades K-8.
2. Horizons at NCCS will provide school year programming for students in K through high school.
3. Horizons at NCCS will begin to explore providing limited support for graduates as they move on to college and/or into careers.
4. Horizons at NCCS will continue serving students in Stamford and Norwalk.
5. Horizons at NCCS will remain vigilant about the impact of changing demographics in the applicant pool to ensure that the program remains inclusive and all families feel represented.



OUR VISION:

Building a more just and equitable society.

OUR MISSION:

Transforming the lives of underserved children and youth through year-round academic and enrichment programs to inspire learning, encourage success, and close the opportunity gap.

OUR CORE OPERATING VALUES:

Equity through Opportunity

Educating the Whole Child

Joyful and Nurturing Community

CRITICAL ISSUES AND GOALS:

In keeping with the environmental scan's findings, and detailed conversations with the Strategic Planning Committee, Horizons at NCCS will focus on four key goals over the next five years:

- I. **Programming** – To strengthen K-12 programming to ensure that each student graduates from high school and is college eligible.
- II. **Data** – To create a set of data that helps us track clear and measurable outcomes that drive impact.
- III. **Partnerships** – To expand and cultivate partnerships and collaborations to strengthen our impact and to further our mission.
- IV. **Financial Sustainability** – To secure resources from a diversified donor pool in an effort to increase giving target by 5% annually.



To view the full plan visit: <http://www.horizonskids.org/news/horizons-strategic-plan/>
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