



# STRATEGIC PLAN 2016 – 2018

## OVERVIEW

### *Mission*

*To empower children with hearing loss to be successful in all educational and social settings by optimizing their listening, speaking, and academic skills.*

### *Vision*

*To be a nationally recognized leader in listening and spoken language education for children with hearing loss and their families.*

## Strategic Goals

### A. Metrics & Measurement

1. Demonstrate program effectiveness and progress toward educational goals with robust, scientific data
2. Support growth of student abilities, EI and school program through the use of data
3. Demonstrate market reach and services performed; provide input to marketing materials, grants, outreach
4. Enhance Child's Voice understanding of what children need when they arrive at different mainstream schools, and prepare them and their families for it
5. Understand how Child's Voice students compare with mainstream peers

### B. Parent & Alumni Involvement

1. Increase family awareness of CV services and ways to be involved
2. Increase parent & family ability to help children succeed; be partners in advocacy
3. Increase number of parents involved in volunteering and events, and in educational opportunities
4. Increase parent access to support and advice from CV and alumni parents

### C. Marketing & Awareness

1. Increase advertising reach, including increased web presence
2. Increase potential number of CV students
3. Increase number of families aware of CV at first diagnosis

### D. Sustainability

1. Increase fundraising stability and expand donor base
2. Increase financial capacity to promote CV, educate families

### E. Governance

1. Improve Board capacity and effectiveness
2. Increase ability of staff, board to fill key positions with capable individuals
3. Develop more effective recruiting/onboarding
4. Increase diversity; increase experience base; enhance connection to alumni

## Action Items & Timeline

Action Items	FY15-16		FY 16-17				FY 17-18				Resources	Deliverable
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
<b>A. Metrics &amp; Measurement</b>												
a. Develop and implement data collection activities for all programs including Audiology											ED Audiology All departments	
b. Compile trends in student data for past 3-4 years; compare with consortium schools											Staff All departments	
c. Analyze IEP, other school data											School Program	
d. Analyze mainstream achievement data (PARCC, SAT, ACT, # grad HS, college)											School Program	
e. Analyze reporting from Vanderbilt on student achievement											Service Coordinator Lead Therapist	
f. Start collecting test scores etc. from parents.											School Program	
<b>B. Parent &amp; Alumni Involvement</b>												
a. Recruit parent volunteer coordinator.											PA Chairs School	
b. Require parent volunteer commitment. Spell out for parents what is expected from them and publish in the family handbook, including signed commitment form. Draft commitment form.											Program Directors ED Alumni Board Directors	
c. Hold multiple sessions with families to explain the commitment.											Social worker	
d. Add data collection piece through high school to commitment form.											Service Coordinator	
e. Attend Child's Voice Advocacy Training											All parents SW	
f. Increase mainstream support (activities & education for parents, middle school & high school students)											Special Service Coordinator	
g. Encourage alumni attendance/involvement in events											Advancement	
h. Hold orientation for new families											Program Heads, ED, SW	

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<b>C. Marketing &amp; Awareness</b>												
a. Optimize Web presence Work with Forward Progress (website design firm) to outline this											Forward Progress	
b. Create virtual campaign for YouTube using videos of when children’s implants are first ‘turned on’											Advancement Team	
c. Increase/enhance contact with birthing hospitals and screening organizations											Audiology and Program Heads	
d. Partnership with local community agencies.											Advancement	
e. Partner with other Option schools to approach corporations, Coke, Pampers											Advancement	
<b>D. Sustainability</b>												
a. Create committee to reach out to United Way within 6 mos. of the strategic plan start date.											Advancement Team	
b. Connect with United Way & other large funders to become sponsored program											Advancement Committee	
c. Create a financial model for sustainability by developing a long range budget and determining long term income needs.											Finance Committee & Advancement Team	
d. Develop “Plan B” to address State funding issues											Finance Committee Advancement Team	
e. Research and gather info for an Endowment Fund campaign.											Advancement Team and Finance Committee	

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<b>E. Governance</b>												
a. Review Job descriptions for all positions												Governance
b. Research the 'search process'												Governance
c. Expand Governance committee to include two members that are not board members (e.g. Other stake holders, community members).												Board members plus 2 additional community members
d. Create succession planning committee												ED, Board member, Business Manager
e. Formalize & implement process for recruiting/training new board members												Governance
f. Recruit new qualified board members from business and professional communities												All Board members
g. Overhaul board self-evaluation form and present report to the board. Governance to follow up for Board members who fall short of their commitments.												Governance Committee
Note: All Board Committees will be monitored by the Governance committee for active board participation												

