



**2006-2010 STRATEGIC PLAN,
BOARD COMMITTEE RESPONSIBILITIES,
AND
2006 PLAN OF WORK**

Presented by

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Presented to the

**JAG BOARD OF DIRECTORS
JOBS FOR AMERICA'S GRADUATES**

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INTRODUCTION

The 2006-2010 Strategic Plan is the result of an 18-month extensive and collaborative effort by the Strategic Planning Committee, chaired by Cathy McKee, with involvement from all JAG stakeholders with the review and approval of the resulting Strategic Plan by the JAG Board of Directors led by Governor Janet Napolitano, JAG Board Chair.

PURPOSE

The purpose of the 2006-2010 Strategic Plan is to:

- Document the vision, mission and strategies set by the JAG Board of Directors.
- Outline the related priorities and parameters to guide the decisions and actions of the JAG National Organization/Staff and the JAG National Network/Council of State Affiliates/JAG State-Organizations over the Plan period.
- Design a dynamic framework while providing the flexibility for the JAG National Organization and the JAG National Network to respond to changes in the environment and emerging initiatives that fit within the Plan.

Relative to the JAG Board of Directors, the Strategic Plan sets the context for its deliberations on setting policy, approving budgets, allocating resources, measuring program and services, results and evaluating the performance of the JAG National Organization, National Staff and the JAG National Network.

Relative to the JAG National Organization and National Staff, the Strategic Plan sets the context for growing the National Network, allocating resources, and designing, developing and delivering programs and services. The Strategic Plan establishes the context in which the annual Plan of Work is developed, executed and measured.

Relative to the JAG National Network, Council of State Affiliates, JAG State-Organizations, the Strategic Plan sets the context for each State Organization strengthening their public education and workforce development systems and improving the outcomes for youth participating in their in-school and out-of-school programs and services.

At all levels of JAG, the Strategic Plan sets the context for advocating for evidenced-based and measurable practices, programs and services to improve the success for youth with multiple barriers in both education and transitioning into the workforce.

VISION

The JAG National Organization and the JAG National Network will make a measurable decisive difference in the outcomes of the public education and workforce development systems at the national, state and local levels.

VALUES

JAG will be guided in all of its activities by a set of values and will hold itself accountable to those values, including:

- Respect for all in the public education and workforce development systems, making that all youth have the opportunity to succeed in education and employment
- Humility about our work but a willingness to share evidence-based practices
- Energy and passion in achieving our goals and objectives
- Honesty at every level
- Compassion for those we serve
- Service to others
- Commitment to state organizations and local affiliates in expanding the number of youth served
- Accountability for meeting high expectations and attaining bottom-line results
- Integrity in implementing the appropriate program applications of the JAG Model

MISSION

The JAG National Organization and the JAG National Network will provide programs and services with demonstrated results to at-risk youth with multiple barriers to success in the public education and workforce development systems so that the youth graduate from high school and thereafter find and keep quality jobs.

ENVIRONMENTAL SCAN

The first step in the strategic planning process was to complete an environmental scan which identified and examined all of the external and internal factors that are and/or could impact JAG's ability to achieve its Vision and Mission. The subsequent activities of the Strategic Planning Committee were conducted within its context. The JAG National Organization, National Staff and the sub-committee of CSA representatives will periodically update environmental scans to detect any trends that should be brought to the attention of the Board of Directors. It is imperative that the National Organization monitor and adapt to the operating environment as new strengths, weaknesses, threats and opportunities are detected.

2006-2010 STRATEGIC PLAN

PRIORITY STRATEGIES

The 2006-2010 Strategic Plan is comprised of the priority strategies approved by the JAG Board of Directors and the actions required to achieve the strategic results. The direction and priorities of the National Organization and the National Network are contained in the Strategic Plan.

STRATEGY 1.0

Continue JAG's dual commitment to both the education and employment of at-risk youth with multiple barriers to success.

ACTIONS:

- 1.1 Require JAG-State Organizations and JAG-Local Affiliates to implement a set of evidence-based practices (called the JAG Model) to keep youth in school through graduation and to seek employment in a quality job leading to career advancement opportunities and/or pursue a postsecondary education characterizes the dual commitment of the JAG mission.
- 1.2 Align JAG with the initiatives of the U.S. Department of Education and the U.S. Department of Labor and JAG-State Organizations with the initiatives of State Departments of Education and State Departments of Labor to maximize the advocacy and alliance opportunities and funding available from federal and state agencies in support of the JAG Mission and dual commitment to both education and employment.
- 1.3 Align with State Departments of Education demonstrating commitment to achieving state achievement goals that lead to strategic growth opportunities and significant revenue sources for the National Organization and JAG-State Organizations having consistently achieved the outcomes of the No Child Left Behind Act and state education goals.
- 1.4 Align with State Departments of Labor and State and Local Workforce Investment Boards which that lead to strategic growth opportunities and an increase in Workforce Investment Act funding and demonstration grants at the national, state and local levels.

STRATEGY 2.0

Be an outcomes-driven organization; be the "program of choice" in serving at-risk youth; continue the emphasis on measurable results; and, be a strategic rather than an opportunistic organization.

ACTIONS:

- 2.1 Implement strategies, make evidence-based decisions, allocate resources and measure results to set JAG apart from other youth-serving organizations and enhance JAG's recognition as the "program of choice" among national, state and local decision-makers.
- 2.2 Determine if emerging initiatives (i.e., serving new populations, expending staff resources, etc.) fit with the JAG Mission and the Strategic Plan and lead to guaranteed funding.

STRATEGY 3.0

Focus JAG Model programs and services on youth who gain the greatest impact in education and employment outcomes.

ACTIONS:

- 3.1 Track the success of students served, monitor programs and services delivered and document results achieved to provide decision-makers with data that can be used to measure individual and collective impact using the JAG Electronic National Data Management System (e-NDMS).
- 3.2 Intensify the recruitment of and delivery of services to at-risk minority youth and minority males, in particular.

STRATEGY 4.0

Grow the JAG National Network by expanding the breadth and depth of existing JAG-State Organizations.

ACTIONS:

- 4.1 Increase the strategic planning capacity of the JAG-State Organization staff to enhance their skills in implementing the strategic planning process with a focus on growth and improved results.
- 4.2 Increase the penetration of JAG Model programs in existing JAG-State Organizations as being the most efficient and cost-effective given the revenue parameters of the National Organization. Expansion of the JAG National Network into new states should be resisted until JAG Model programs are the program of choice of state and local decision-makers.

- 4.3 Increase the capacity of the JAG-State Organization staff to enhance the quality of JAG Model programs statewide, deliver services to a larger percentage of the state and local at-risk youth population and gain recognition for being the program of choice in the state for serving at-risk youth.
- 4.4 Deliver technical assistance and staff development to JAG-State Organizations and JAG-Local Affiliates to improve the implementation and delivery of JAG Model program services and achieved results expected of the program of choice in serving at-risk youth.

STRATEGY 5.0

Expand in-school programs and services developed and delivered by JAG-State Organizations.

ACTIONS:

- 5.1 Ensure the JAG National Curriculum for each program application is meeting the needs of students, schools and employers.
- 5.2 Encourage work-based learning experiences for seniors in both the Senior and Multi-Year Programs is based on evidence-based research conducted by the National Organization and the Center for Labor Market Studies.
- 5.3 Expand the in-school program offerings to include a Middle School Program Application providing JAG-State Organizations with JAG Model solutions to serve at-risk youth in the 7th to 12th grades. National Staff must identify new revenue sources to absorb the cost of launching the Middle School Program Application.
- 5.4 Incorporate and test “early college” experiences in the Senior and Multi-Year Programs as an effective strategy in increasing both high school graduation and postsecondary education rates.

STRATEGY 6.0

Expand out-of-school programs and services developed and delivered by JAG-State Organizations.

ACTIONS:

- 6.1 Conduct a multi-state demonstration project to assess the effectiveness of the Out-of-School/Dropout Recovery Program Application of the JAG Model and establish JAG as the program of choice for serving dropouts (ages 16-21).
- 6.2 Expand the number of Out-of-School/Dropout Recovery Programs to attract a greater percentage of Workforce Investment Act (WIA) funds.

STRATEGY 7.0

Develop and implement aggressive employment marketing programs and services.

ACTIONS:

- 7.1 Expand the capacity of the JAG-State Organization Staff through staff development by the National Organization to improve the commitment, knowledge and skills of state and local staff in delivering employer marketing, job development, placement and follow-up services to at-risk youth.
- 7.2 Place JAG youth in quality jobs prior to and/or immediately after graduation to provide meaningful work-based learning experiences leading to improved educational and employment results.
- 7.3 Assess JAG-State Organizations and identify low performers to receive staff development and technical assistance designed to improve performance results. High performers should be identified to share evidence-based practices with the JAG National Network to improve the overall performance of the National Organization.
- 7.4 Expand the number of national employment partnerships with large employers providing JAG-State Organizations and JAG-Local Affiliates with high-quality employment opportunities and improved work-based learning experiences.

STRATEGY 8.0

Invest resources to expand the fundraising capacity of the JAG National Organization and the JAG National Network. The priority is to improve the JAG-State Organizations to fund and execute resource development strategies to generate greater revenue.

ACTIONS:

- 8.1 Expand the fundraising capacity of the National Organization to achieve a 50 percent increase in the annual JAG-National budget.
- 8.2 Provide new funds for the National Organization to implement programs and staff development activities to expand the fundraising capacity of JAG-State Organizations to identify new funding sources and/or increase the funds from existing revenue sources.

JOBS FOR AMERICA'S GRADUATES BOARD COMMITTEE RESPONSIBILITIES

JAG Board Committees are responsible for the following actions that support the 2006-2010 Strategic Plan.

ADVOCACY COMMITTEE

- Identify targets of advocacy work: individuals and organizations with direct responsibility to authorize the funding of JAG programs at the national, state, and local levels. Targets include the Congress and the Administration, selected state governments, and financial resources to underwrite the work of JAG.
- Promote federal and state legislation that enhances programs and services for youth with multiple barriers.
- Expand network to include the DC representatives of companies supporting the National Organization.
- Leverage the U.S. Department of Labor endorsement of JAG.
- Leverage the U.S. Departments of Education, Health and Human Services and Justice in support of JAG at the national and/or state levels.

ALLIANCE COMMITTEE

- Optimize the relationships with U.S. and State Departments of Education leadership through key associations, e.g. state superintendents, district superintendents, school boards, etc.
- Optimize the relationships with U.S. and State Departments of Labor leadership through key organizations, e.g. State Workforce Investment Boards, Local Workforce Investment Boards, One-Stop Career Centers, etc.
- Focus on companies and their industry associations targeted by the U.S. Department of Labor's High Growth Industry Initiative.
- Explore "partnering" with other organizations with youth-related missions, e.g. America's Promise, National Youth Employment Coalition (NYEC), Communities in Schools, Jobs for the Future, etc.
- Investigate involvement in the National Governors Association AND SSSCO high school reform efforts.
- Investigate alignment with ACHIEVE and the Governors and CEOs involved
- Create an infrastructure, dedicate resources and establish a process so JAG-State Organizations and JAG-Local Affiliates can optimize JAG-National relationships.
- Strengthen the relationship between the JAG-National Board and JAG-State Boards of Directors (or Oversight Bodies) to improve alignment between JAG-National and JAG-State strategies.
- Provide more direct communication from the JAG-National Board and JAG-State Boards of Directors (Oversight Bodies).

- Investigate involvement in Chief State School Officers' organization relative to high school reform
- Investigate partnering with community colleges to exploit their powerful relationships with state governments and legislatures and their high respect from the business community
- Consider Alliance Committees for JAG-State Organizations
- Investigate affiliation with the First Lady's "Boys/Young Men Issues" effort
- Investigate alignment with the National Governors Association high school reform effort

BRANDING COMMITTEE

- Select a partner to design a new brand for JAG and the JAG National Network
- Develop a new emblem for JAG and the JAG National Network
- Create a consistent vocabulary for use throughout JAG, e.g. naming protocol for JAG-State Organizations
- Print new branding materials for use by JAG-National and JAG-State Organizations
- Develop and distribute a set of JAG Public Service Announcements to gain visibility for the mission, results and impact of JAG Model programs
- Create a series of messages that brand JAG as a national model for achieving results for youth with multiple barriers
- Exploit the results of the U.S. Chamber of Commerce Survey of JAG employers
- Exploit the research projects conducted by the Center for Labor Market Studies at Northeastern University
- Highlight JAG accomplishments through public relations strategies
- Design news media policies that enable JAG-Board members to provide a quote and interview to the media

EMPLOYER MARKETING (JOB DEVELOPMENT) COMMITTEE

- Activate the Job Development Committee to develop partnerships with national and regional employers to secure entry level placements leading to career advancement opportunities
- Assess alignment with the U.S. Department of Labor economic and workforce development focus areas
- Focus on the U.S. Department of Labor's High Growth Industry Initiative and determine how best to take advantage of the initiative

MANAGEMENT REVIEW AND DEVELOPMENT COMMITTEE

- Develop and test the JAG Leadership and Management Development Program to prepare current and future leaders at the national, state, and local levels
- Provide oversight for organizational development and JAG-National succession planning
- Provide technical assistance to JAG-State Organizations to conduct state-based succession planning, leadership development and strategic planning
- Assess the technical assistance capacity of JAG-National in delivering start-up services to new and existing JAG-State Organizations to deliver JAG Model services, including: organizational development, funding options, staff development (managers and specialists), curriculum development, program application, program handbooks, research and tracking plan, adaptation of the Electronic National Data Management System (e-NDMS), etc.

RESOURCE DEVELOPMENT COMMITTEE

- Sustain and stabilize funding streams at the national, state and local levels to achieve the high-level objectives of the JAG Strategic Plan
- Expand the network of private sector JAG contributors in all key areas that impact youth, program and services at the JAG-National and JAG-State levels
- At the JAG-National level, develop a broader and larger scale and consistently successful fundraising strategy primarily from private sector sources
- Maintain and expand the annual National Leadership Awards events to raise 50 percent of the JAG-National Budget
- Implement a core fundraising program to raise 35 percent of the JAG-National Budget
- Establish annual JAG-State Affiliation Fees to raise 15 percent of the JAG-National budget
- Establish a JAG Fundraising Advisory Council consisting of corporate foundation representatives
- Conduct an annual JAG Fundraising Seminar to enhance the fundraising skills and capabilities of JAG-State and Local Resource Development Teams. Involve corporate foundation representatives in designing and delivering the annual seminar

SUB-COMMITTEE OF CSA REPRESENTATIVES

- Monitor the implementation of the Strategic Plan and the Plan of Work and provide periodic updates to the JAG Board of Directors
- Identify trends that impact the Environmental Scan and provide periodic updates to the JAG Board of Directors

2006 PLAN OF WORK

(TACTICS)

Based on the completion of the five-year Strategic Plan, the 2006 Plan of Work is established to support the actions that, in turn, support the priority strategies.

I. **Quality Assurance**

[Strategy 2.0: Be an outcomes-driven organization; be the program of choice in serving at-risk youth; continue the emphasis on measurable results; and, be a strategic rather than an opportunistic organization.]

A. **National Accreditation Process**

The National Accreditation Process will monitor the performance of JAG-State Organizations and JAG-Local Affiliates using the following strategies:

- **Electronic National Data Management System (e-NDMS).** JAG will monitor and assess the data and information provided by State Organizations and their Local Affiliates in real time.
- **Management Reviews.** JAG reviewers will be dispatched to conduct management reviews on a periodic basis to identify strengths, weaknesses, opportunities and threats (SWOT) of the JAG-State Organization.
- **Program Reports.** Utilization of e-NDMS reports generated for Program Applications of the JAG Model to determine if performance standards are met.
- **Management Request for Assistance.** JAG-State Organizations will request and/or be offered assistance in target areas to improve process, performance and/or outcomes.
- **Site Reviews.** JAG will send a team of nationally certified site reviewers to states on a regular basis to determine the extent to which the JAG Model has been implemented as well as the health of the state organization in delivering JAG Model program services.

In the past, the **National Accreditation Process** consisted of an annual site review and the preparation of an Annual Accreditation Report. Site reviews in 2006 will be conducted based on the tenure and the performance of the JAG-State Organization as documented by data and information available using JAG's Electronic National Data Management System (e-NDMS).

1. **First-Year State Organization.** JAG will conduct a mid-year review and produce a written report that describes the extent to which the JAG Model has been implemented as well as observations to improve the operation of the program applications implemented by the JAG-State Organization.
2. **Second- and Third-Year State Organizations.** JAG will conduct an annual site review identifying program strengths and weaknesses as well as recommendations to bring the JAG-State Organization into full compliance with the JAG Model and the appropriate program applications.
3. **Mature State Organizations.** JAG will conduct a site review on a 24-month cycle unless program performance issues are identified through the regular monitoring of e-NDMS.
4. **Internal Site Reviews.** JAG will encourage JAG-State Organizations to conduct internal state reviews to determine the extent to which local schools have implemented the JAG Model and the appropriate program applications. JAG will conduct National Site Reviewer Certification Seminars as needed.

B. Electronic National Data Management System (e-NDMS)

In 2006, the following e-NDMS goals will be monitored by JAG staff:

1. Achieve a 100 percent participation rate in reporting data using the Electronic National Data Management System (e-NDMS).
2. Reduce the “unable to contact rate” to 5 percent or less for schools, sites, states and the JAG National Network.

II. Strategic Plan

[Strategy 2.0: Be an outcomes-driven organization; be the program of choice in serving at-risk youth; continue the emphasis on measurable results; and, be a strategic rather than an opportunistic organization.]

Based on the value perceived by the Board of Directors at its December 8, 2005 meeting, a series of initiatives will be undertaken to implement the Strategic Plan. These include:

- A. Top priority: investments of time and resources on existing JAG-State Organizations committed and prepared for growth.
- B. The development of a Strategic Plan for each JAG-State Organization focused on an enhanced set of program services and specific growth strategies for the target population and the role of the National Organization in support of that plan.
- C. The engagement of staff and external consultants to assist and support JAG-State Organizations in their growth strategies with a priority on resource development strategies.
- D. Expanded engagement by various committees of the Board of Directors to provide guidance and leadership in each of the areas relevant to the Strategic Plan. It is anticipated that at least eight standing committees will be engaged in oversight of and support for various aspects of the Strategic Plan.
- E. Creation of a reporting process under the leadership of the Management Review Committee to track the progress of the implementation of the Strategic Plan.

III. National Curriculum Development

[Strategy 4.0: Grow the JAG National Network by expanding the breadth and depth of existing JAG-State Organizations.]

- A. **Conduct an assessment of the JAG National Curriculum** (840 hours of instruction delivered through 84 modules @ 10 hours of classroom instruction per module) in conjunction with the CSA Curriculum Task Force. Curriculum modules will be made available to JAG-State Organizations as follows:
 - 1. One complete set of JAG handbooks and curriculum modules supplied to each JAG-State Organization. Copies also are available on a cost-recovery basis from the JAG supplier.
 - 2. One CD-ROM Library is supplied to JAG-State Organizations and available in quantities on a cost-recovery basis from the JAG supplier.
- B. **Provide training and technical assistance** to JAG-State Organizations to ensure the implementation of the JAG National Curriculum Modules.

- C. **Identify additional competencies** for the National Curriculum and/or improvements in existing modules.
- D. **Encourage the use of the math and reading components** in each curriculum module to document JAG's commitment to **raising academic performance** of participants as required in the No Child Left Behind Act.
- E. **Expand the inventory of validated test items** and distribute Pre- and Post-tests to measure the knowledge acquired through the use of the National Curriculum Modules.

The National Center for Evidenced-Based Practices (*formerly JAG Field Services*) will encourage JAG-State Organizations to submit pre- and post-test Scantron answer sheets to conduct a validation test to improve the quality of the test items in the JAG Test Item Pool. The National Curriculum Task Force will produce test items to expand the Test Item Pool. The Test Item Pool will be housed by JAG and pre- and post-tests will be distributed to JAG-State Organizations on an annual basis.

- F. **Prepare, test, distribute and train staff in the delivery of the "Starting a Small Business"** module in partnership with the Allstate Foundation.

IV. Staff Development

[Strategy 4.0: Grow the JAG National Network by expanding the breadth and depth of existing JAG-State Organizations.]

- A. **Provide certification workshops** to build the internal capacity of the JAG-State Organizations to conduct staff training and internal site reviews.
- B. **Organize and conduct the Management Development Institute** for new managers and supervisors prior to the July 2006 National Training Seminar (Pre-NTS Workshops).
- C. **The implementation of the JAG Leadership and Management Development Program** for the senior leadership of JAG-State Organizations in cooperation with the Subcommittee of the Board of Directors.
- D. **Conduct a Leadership and Management Development Seminar** in conjunction with the annual Winter Business Meeting of the Council of State Affiliates.

- E. **Support and deliver New and Advanced Specialist Training** upon request by JAG-State Organizations in good standing.
- F. **Conduct a Train-the-Trainers' Seminar** in cooperation with the National Center for Evidenced-Based Practices. The Seminar should include best practices for implementing e-learning courses as well as classroom-based learning.
- G. **Download** JAG Model Books, National Curriculum Modules, and other **documents** from the JAG web site @ www.jag.org. A security system will be used to restrict downloading to JAG-State Organizations and Local Affiliates in good standing.
- H. **Organize, conduct, and evaluate the Annual National Training Seminar** in July 2006. General sessions and workshops will be provided for an estimated 400 state and local staff, state and local Board members, state legislators, funding source representatives, and other stakeholders. Organize and conduct approximately 50 best practices workshops requested by JAG stakeholders.

The CSA National Training Seminar Task Force will provide guidance in the identification of possible general session speakers, workshop topics and presenters by March 1, 2006. The Center for Evidenced-Based Practices (JAG Field Services) is responsible for planning and managing the annual National Training Seminar and Pre-NTS Workshops.

- I. **Develop and offer online e-learning courses** to JAG-State Organizations and JAG-Local Affiliates. The following courses will be accessed through the JAG web site:
 - 1. JAG 101—Basic JAG Model
 - 2. Effective Connections with Employers
 - 3. Implementing the Career Association
 - 4. National Accreditation Process
 - 5. Managing State and Local JAG Programs
 - 6. Implementing e-NDMS
- J. **Develop and implement a new Leadership and Management Development Program**, in cooperation with the Leadership and Management Development Subcommittee JAG Board, including e-learning and classroom training experiences based on e-learning courses provided by IBM.

V. Network Growth

[Strategy 4.0: Grow the JAG National Network by expanding the breadth and depth of existing JAG-State Organizations.]

It is understood that network growth is one of the top priorities of the National Organization.

- A. **Provide strategic and tactical assistance to JAG-State Organizations** to seek new or expanded support from state legislatures, Workforce Investment Boards, school systems and private-sector resources including: on-site presentations, printed materials, JAG Model publications, videos, etc. This assistance includes mobilizing members of the JAG-National Board of Directors, outside consultants or other assets to support the funding strategies of the JAG-State Organizations seeking assistance from the National Organization, as needed.
- B. **Target 10 State Organizations** to expand the number of students served by at least 10 percent.
- C. **Present the case for JAG** with priority on those states with JAG Model programs. JAG National Staff and/or Board members will make presentations to governors, chief state school officers, labor commissioners, and/or other decision-makers as opportunities arise.
- D. **Serve approximately 45,000 students, graduates and non-graduates** in the Classes of 2005 and 2006 during the in-school and follow-up phases.
- E. **Initiation of a search for funding that, if secured, will finance the design and testing of a “Middle School Application”** that would, over time, become part of a comprehensive offering of Program Applications of the JAG Model.

VI. Test of the JAG Out-of-School Program Application

[Strategy 6.0: Expand out-of-school programs and services developed and delivered by JAG-State Organizations.]

Contingent on approval of the Jobs for America's Graduates proposal for a test of the JAG Out-of-School Program Application by the U.S. Department of Labor, the following activities will be undertaken:

- A. Assistance to JAG-State Organizations in gaining the skills and information needed to establish and/or expand their out-of-school programs. *[This test is contingent on approval of a proposal to the US-*

DOL for the funding of the national test of the Out-of-School Program Application of the JAG Model.]

- B. Organizing the implementation of the approved test and evaluation of the Out-of-School Program Application with participating community colleges, Workforce Boards, local advisory boards, and, as appropriate, the JAG-State Organization.
- C. Establishing the management process for oversight and administration of the test consistent with JAG national standards and the requirements of the US-DOL.
- D. Establishing and maintaining the appropriate accounting and reporting mechanisms required by the US-DOL.
- E. Providing all of the required technical assistance, training, monitoring, trouble-shooting, and other assistance that may be required for the two-year grant period.
- F. Completing all aspects of the enhanced Out-of-School Program Model Application as described in the US-DOL Earmark Grant.
- G. Establishing and providing regular reports on the progress of the program and the utilization of the federal funds.
- H. Working with the US-DOL in the design of the evaluation to be conducted and providing appropriate support for the implementation of that evaluation.
- I. Orienting and briefing the state organization leadership of the implementation of the national test and providing support, where there is interest, to expand the Out-of-School Program Application in their states.

VII. Resource Development

[Strategy 4.0: Grow the JAG National Network by expanding the breadth and depth of existing JAG-State Organizations.]

Based on the anticipated approval of the Board of Directors at the December 2005 meeting to provide additional resources for substantially expanding fundraising efforts, targeting private-sector corporations and foundations, and the establishment of additional fundraising events, the following activities will be carried out:

- A. All current funders will be provided direct personal briefings on the work of the organization during the first quarter of 2006.
- B. All current funders will receive proposals seeking renewals and/or increases in their levels of support, based on the goals and objectives of the Strategic Plan.
- C. Special reports will be prepared and submitted to all funders on the work accomplished through their resources in 2005.
- D. Upon approval of the Resource Development Committee, it is anticipated that a greatly expanded set of fundraising activities will be implemented. That plan is expected to include:
 - 1. The identification, recruitment, and hiring of staff/consultants to assist in the implementation of expanded outreach to corporations, foundations, and, as appropriate, individuals to seek major, new, immediate and long-term commitments to Jobs for America's Graduates. Specific goals will be approved by the Resource Development Committee.
 - 2. The design and implementation of up to two additional fundraising events (if approved by the Resource Development Committee). These events will be intended to not only raise immediate funding for 2006, but also, assuming success, to serve as recurring fundraising and visibility events.
 - 3. The development and utilization of various fundraising tools based on guidance from the Resource Development Committee, which may include new brochures, videos, PowerPoint presentations, and other means by which to most effectively communicate with the targeted donors.
 - 4. The recruitment of appropriate speakers and high-visibility individuals to participate in the new fundraising events.
 - 5. Organizing the December 2006 National Leadership Awards events with a goal of at least \$550,000 in commitments. This will include the recruitment of appropriate speakers and the organization of a two-day series of events with funders, JAG-State Organization leaders, corporate supporters, governmental leaders, and JAG student leaders.

- E. **Organize and conduct the 2006 JAG Leadership Awards events** to meet approved fundraising and visibility goals established by the Board of Directors. The following events will be organized:
 - 1. Trustee Luncheon
 - 2. Council to the Chair
 - 3. VIP Special Recognition Reception
 - 4. JAG National Board of Directors Meeting
 - 5. VIP Reception and Photo Opportunity
 - 6. Leadership Awards Luncheon
 - 7. Joint National and State Organization Board of Directors Meeting

- F. **Encourage and support 3-5 JAG-State Organizations to conduct a state leadership awards type event** as a fundraiser.

- G. **Lead and manage a set of external consulting services** to support interested JAG-State Organizations in developing and implementing fundraising and visibility plans.

- H. **Approach targeted foundations**, in concert with the Resource Development Committee and the Council of State Affiliates, to fund a portion of the core budget or specific activities of the National Organization.

- I. **The design and implementation of a new fundraising strategy** for the National Organization to substantially expand the recurring sources of revenue from private-sector prospects.

VIII. Research Plan

[Strategy 2.0: Be an outcomes-driven organization; be the program of choice in serving at-risk youth; continue the emphasis on measurable results; and, be a strategic rather than an opportunistic organization.]

- A. **Produce national, state and site research-based summary reports** using data captured by the electronic National Management Data Management System (e-NDMS), including:
 - 1. Characteristics of students served
 - 2. Competencies achieved
 - 3. Contact hours delivered
 - 4. Outcomes achieved

- B. **Partner a National Employer Survey** with a third-party to secure feedback from a randomly-selected sample of employers (5% sample) of graduates from the Class of 2005.
- C. **Develop and provide staff development and training opportunities** to implement and maintain the Electronic National Data Management System (e-NDMS). Continuously improve the on-line e-NDMS Tutorial and large group training support materials.
- D. **Encourage and support JAG-State Organizations in using report-writing software** to create customized reports for decision-making and documentation purposes.
- E. **Provide on-site and on-line technical assistance** to JAG-State Organizations needing assistance to use the Electronic National Data Management System (e-NDMS). An e-NDMS Help Desk is staffed to respond to e-mail inquiries from JAG-State Organizations and JAG-Local Affiliates.
- F. **Publish a research-based publication** to document students served, services delivered, and outcomes achieved for the Classes of 2005 and 2006.
- G. **Provide assistance to JAG-State Organizations to document results and best practices** consistent with the No Child Left Behind Act.
- H. **Oversee and manage the development of research reports** conducted under the DOL-IV Earmark Grant.

IX. Publications

- A. **Prepare and publish the 2006 JAG Annual Report.** Distribution: 12,000 copies.
- B. **Prepare and publish at least two issues of the JAG National newsletter, Crossroads.** Distribution: 11,000 copies.
- C. **Prepare, publish and distribute a series of brochures** targeted to public and corporate opinion leaders.
- D. **Update and distribute the JAG marketing videos and publications.**

X. Leadership and Board Meetings

- A. **Organize and host at least two meetings** of the JAG National Board of Directors.
- B. **Provide support for the Chair of the Board** as well as other Board Officers and Committee Chairs.
- C. **Support and assist the following committees** as directed by the Board of Directors:
 - 1. JAG Management Assessment and Development Committee and its three subcommittees
 - 2. Resource Development
 - 3. Executive
 - 4. Visibility and Branding
 - 5. Alliances
 - 6. National Job Development
 - 7. Other committees approved by the Board of Directors
- D. **Organize and conduct two meetings of the Council of State Affiliates** for the purpose of reviewing and implementing the 2006-2010 Strategic Plan and the 2006 Plan of Work.

XI. Financial Management

- A. **Manage the JAG accounts** consistent with Board policies and guidelines and acceptable accounting procedures and best practices.
- B. **Conduct the annual audits** of JAG accounts, including the OMB 133 Project Audit for the use of federal funds. Distribute the audit report to JAG Board members, donors and other stakeholders.
- C. **Manage and monitor all contracts** with consultants, organizations and institutions.
- D. **Put in place the appropriate accounting, documentation, and reporting system** to carry out the requirements of all federal and other grants in effect in 2006.

XII. Centers of Excellence

- A. **Maintain and promote the National Center for Evidenced-Based Practices** *(formerly called JAG Field Services)*.
- B. **Assist in the development of Regional Centers of Excellence** in cooperation with JAG-State Organizations as appropriate to meeting the needs of the JAG-State Organizations in a region.

XIII. Organizational and Developmental Activities

- A. **Identify and recruit qualified candidates** to serve on the Board of Directors working closely with the Board Chair and Executive Committee.
- B. **Brief and support new and existing Board members** who reflect the key constituencies of JAG, in close coordination with the Board Chair and Executive Committee.
- C. **Provide regular reports and information** to the JAG Board of Directors, the Council of State Affiliates, funders, friends, key opinion leaders and other stakeholders.
- D. **Support the Succession Planning Committee in the implementation of the approved JAG National Staff Succession Plan.**
- E. At the request of affiliates, assist in the implementation of State's Succession Plans.

XIV. Technology Applications

- A. **Continuously improve and expand** the content of the JAG website for the benefit of JAG and the National Network.
- B. **Maintain an on-line directory** of JAG-State Organizations and JAG-Local Affiliates.
- C. **Secure a section of the JAG website** using e-NDMS access codes to allow downloading of JAG handbooks, annual reports, newsletters, PowerPoint presentations, curriculum modules and other organizational materials and publications.

- D. **Maintain a home page for JAG-State Organizations** on the JAG web site.
- E. **Provide on-line links** to JAG partners, state home pages, local/state resources, funding sources, government agencies, etc.

XV. National Student Leadership Conference

- A. **Provide selected student delegates with personal, leadership and career development opportunities** at an annual event held in Washington, D.C. in conjunction with the National Leadership Awards events, anticipated in December 2006.
- B. **Design a program** that includes general sessions, team-oriented work groups, tours of the District of Columbia, special speakers, etc.
- C. **Recruit a NSLC Director, NSLC staff and Team Leaders** from JAG National Staff, Consultants and/or JAG-State Organizations.
- D. **Enlist state and local staff in professional development workshops** during the NSLC.
- E. **Provide a series of competitive events** based on the JAG Core Competencies to provide visibility for high performing JAG students/graduates.
- F. **Conduct the NSLC on a cost-recovery basis.**
- G. **Prepare and distribute an evaluation report of the NSLC.**

XVI. Federal Earmark Grants

- A. **Manage the DOL-IV grant** per federal guidelines.
- B. **Produce monthly reports** on the status of the deliverables funded by DOL-IV.
- C. **Prepare a financial report** indicating the funds expended and unexpended for DOL-IV.
- D. **Select, contract, manage and evaluate JAG contractors** based on the deliverables identified in the earmark grant contract.

XVII. Other Activities

- A. **Assist the JAG National Network** in accessing funds from public and private sources including the Workforce Investment Act.

- B. **Conduct ongoing research and provide information,** recommendations, and, where appropriate, technical assistance to JAG-State Organizations as needed in the conduct of the JAG Model and with their growth strategies.

- C. **Develop, implement and maintain four (4) national partnerships** with national employers to provide JAG graduates with expanded career development and employment opportunities and staff development assistance.

APPENDIX A

ENVIRONMENTAL SCAN

STRENGTHS

- Cadre of youth served who have achieved success in education and transitioned to the workforce
- Tenured, influential, bipartisan and fully-engaged national Board of Directors
- Tenured, knowledgeable and dedicated national staff and state affiliate leadership
- Accountability-oriented organization and staff
- The JAG Model is comprehensive, proven and replicable
- The JAG-National Curriculum is adaptable to local needs in the schools
- Application of internet-based technology to track youth served, programs delivered, outcomes achieved and results documented
- Excellent reputation among key JAG stakeholders—local, state and national levels
- The JAG Specialist is widely recognized as the key to successful JAG programs – both in-school and out-of-school
- JAG Model programs are responsive to the needs of the local school district, parents, employers and the community
- Specialists are aware and empathetic toward young people with multiple barriers to success
- JAG youth respond positively to high expectations

WEAKNESSES

- Time and skills required to garner support and raise funding for the JAG national organization and state and local affiliates
- Lack of job development connections and skills to improve the quality of the workforce transition experience
- Not seen as essential when JAG support and funding are cut at the national, state and local levels
- Reliance of national organization on annual fundraising and private funding
- Dependency of state and local affiliates to year-by-year federal and state legislative funding
- Lack of consistency among state affiliates, i.e., structure, name, logo, terminology, funding sources, size, etc.
- State affiliates operate under their Governor's radar screen

THREATS

- Shift in educational emphasis to young children and a de-emphasis on youth in the “pipeline”
- An inability for state affiliates to offer a clear, concise and consistent JAG brand to stakeholders
- Lack of advocacy for youth served and programs provided
- Lack of stable, sustained funding for the national organization and state and local affiliates
- Insufficient and non-cohesive strategy and programs to develop future leadership at all levels
- Continuing shift in emphasis to funding programs that serve a different population of youth
- Reluctance to adjust to the rapidly changing external environment
- Level of satisfaction with past successes
- Increasing number of programs claiming to serve similar youth for lower costs and achieving the same or higher outcomes

OPPORTUNITIES

- To be recognized as the “program of choice” in serving youth with multiple barriers to success
- To expand programs and services to an increasing number of youth with multiple barriers
- To expand the support for JAG to include more stakeholders who can provide quality jobs for graduates (diploma or GED)
- To expand the resources for JAG to include stable and sustained sources of funding
- To be recognized as a solution for helping low academic performers to pass state proficiency tests
- To be recognized as a productive partner with schools in achieving the goals of “No Child Left Behind”