Our MISSION statement and 7 core VALUES provide the framework for our STRATEGIC PLAN, which consists of 6 overarching goals.

Mission Statement

The mission of the Sports & Arts in Schools Foundation is to help bridge the opportunity gap among underserved students by providing programs designed to improve academic performance, health and wellness, self-confidence, character and attitudes for success in life.
Strategic Plan: The Process and the Outcome

Sports & Arts in Schools Foundation (SASF) embarked on a nine-month long collaborative strategic planning process under the leadership of its new Chief Executive Officer, Dr. Maureen Fonseca. The process and the resulting plan allowed the organization to reflect on its recent period of tremendous growth and to create a road map to the future as it celebrates its 25th anniversary.

The Board of Directors and the organization’s managers and staff members met to discuss its mission and core values. Although the mission remains largely unchanged since the organization’s inception, we have broadened the concept to include “success in life.” This led to a discussion surrounding core values; character and leadership, accountability and integrity, and a commitment to excellence are integral to us as an organization. Similarly, in thinking about our approach, the SASF community identified the importance of being collaborative and diverse, innovative and creative, goal focused and forward thinking and perhaps most significantly given the challenges for the organization and the children we serve, of being imbued with hope and optimism.

We collectively assessed SASF’s current strengths, weaknesses, opportunities and threats. It was from this SWOT assessment that we formed five working groups that organized the structure of the strategic plan: Educational Program Model and Design; Research and Evaluation; Branding and Marketing; Flexible Funding and Sustainability; and, People and Human Resources.

The subtle change in our emphasis to include “success in life” as part of our mission led to profound realizations throughout SASF. Each area of the plan explores strategies for achieving new goals in order to maximize our impact.
Educational Program Model & Design

The heart of the organization is to provide afterschool programs that enhance each child’s character and to provide opportunities for students to develop academic and life skills in order to become contributing members of society. Our ability to succeed depends first and foremost on our program model—and the strategic planning process showed us that this model must include as much diversity and flexibility as possible. For some students, it’s an opportunity to be part of an organized school sport—for others it’s the opportunity to explore art, music and theater. But for all of our students to have “success in life,” we must ensure that learning and academic enrichment are the driving force.
GOAL #1

Partner and collaborate in an even deeper way with schools to ensure high quality education, supports and opportunities for youth.

**SASF will:**

- Provide academic enrichment for Science, Technology, Engineering, Arts and Math (known as STEAM), literacy, social emotional skills, health/wellness, art and other important learning opportunities.

- Establish a department whose focus is to bridge the “digital divide” that exists between students of different socioeconomic backgrounds and to develop the skills to manage challenging jobs in the growing science and technology economy.

- Utilize our new initiative “Pathways to Success” to expand our footprint beyond existing Middle School and High School programs. We will increase visibility enabling us to secure resources and support in conjunction with our “Middle School Today High School Tomorrow/College Access” and “High School Today College Tomorrow” initiatives.

- Use our initial five SASF Community Schools to position SASF as a lead provider in Community Schools. Explore specific partnerships that will help develop, enhance and enrich the SASF Community School model.
Research & Evaluation

The competitive funding environment has always required data that demonstrates our effectiveness. Although our internal surveys from principals, parents and students provide anecdotal evidence of our accomplishments, we recognize the need to collect specific data including on-time grade completion, graduation, college enrollment, grades, tutoring results, etc. We plan to solicit funding in order to support a dedicated staff position whose sole objective is research and evaluation. With this increased data, we expect to concentrate our programming where we are having the greatest outcomes and to develop a strong planning culture, one of our identified weaknesses.
GOAL #2

Be a research-directed organization.

SASF will:

• Conduct internal data inventory.
• Identify and prioritize key data needs and opportunities.
• Create timeline for collecting and analyzing new data and disseminating it.
• Strategically release and utilize data following timeline.
People & Human Resources

Our ability to accomplish our mission and meet our goals depends on the talents of our staff. SASF has a large staff of part-time employees that work off-site in our programs. Consequently, one of our goals is to develop and improve systems of communication, including hiring, onboarding, training, and mentoring. We also need to provide competitive salaries and benefits to retain our staff. Given our recent growth, the organization has not had the resources to create redundancy, which it hopes to accomplish by providing each department with individualized review and training.
GOAL #3

Develop and improve systems for recruiting and retaining talent.

**SASF will:**
- Utilize technology by using the ADP Recruitment Module.
- Develop and implement a formal onboarding process and enhance the overall new employee experience.
- Create an organized, professional development and training operation inclusive of the entire organization.
- Establish a mentoring program.
- Review the organization’s employee benefits, and health and wellness programs.
- Conduct a compensation analysis.

GOAL #4

Review and improve systems for communicating with staff.

**SASF will:**
- Create and distribute a survey.
- Create and facilitate focus group.
Branding & Marketing

The expanded strategic plan highlighted that our name, Sports and Arts, only conveys a small part of our mission. Education and “success in life” are critical components of our organization. We need a new name that reflects the entirety of who we are and the scope of our programs and goals. As part of this re-branding effort, we expect to raise awareness and improve communication among all of our constituents—specifically children, parents, principals and teachers, public and private donors, board members and volunteers and staff members. Our collateral materials, including our website need to be easily and clearly understandable.

Although the organization is well known among its public funders, part of our marketing challenge will be to convey the breadth and talents of the organization to private donors. Private philanthropy is essential to our continued success, especially as we expand our programs in STEAM and college readiness.
GOAL #5

Align organizational chart with mission and vision, and strengthen brand identity.

SASF will:

• Align organizational structure with mission and vision.

• Strengthen brand identity in order to unify all constituencies, internal and external, around a clear, consistent, and sustainable mission and vision for the organization.

• Develop high quality, impactful collateral that will engage all constituencies with an emphasis on private foundations and private donors, while at the same time sustaining and enhancing public funds.

• Use marketing and public relations to raise brand awareness among key core audiences—including donors, volunteer communities, and parents/children—to increase funding opportunities and drive enrollment to existing programs.
Flexible Funding & Sustainability

SASF’s budget has expanded rapidly from $15MM in 2007 to $40MM currently. Our funding is largely derived from public sources, in which every dollar is expended on programming. Our immediate needs are to increase our line of credit to address cash management, increase our unrestricted private funding, build a $5MM endowment to provide the cushion necessary for a planning culture, and broaden our requested funding from NYC schools, who are allocated discretionary dollars that can be applied to afterschool programs (Purchase Orders).

These goals require the creation of a Development Department, which the Board of Directors is launching through a challenge grant until it becomes self-sustaining. The greatest challenge in this area is to create a “culture of philanthropy,” in order to sustain the organization beyond public grants and mandates.
GOAL #6

Guarantee SASF’s financial future.

SASF will:

• Resolve short term liquidity needs through our bank lines of credit.

• Build a Development Department in order to partner with Board members in raising 10% of our annual budget privately and with unrestricted dollars.

• Build a $5MM endowment.

• Establish a marketing team tasked with increasing revenue through the expansion of New York City Department of Education Purchase Orders (POs).

• Increase POs from $1.7 million to $2.8 million in year one and $3.8 million in year two.

• Research and respond to new NYC Department of Education initiatives that align with mission and vision of SASF (e.g. College Access, Student Success Centers, Tutoring) for middle and high schools.

• Explore and expand where applicable a “Blended Funding Model” in which financial resources from the school, families and SASF are used to implement a Champions Club after school program.
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