

## **CABE VISION, MISSION AND THEORY OF ACTION**

**December 7-8, 2018**



### **CABE VISION**

Biliteracy, multicultural competency and educational equity for all.

### **CABE MISSION**

To support the vision of biliteracy, multicultural competency and educational equity for all students, we will embody our shared values by implementing priorities, initiatives and services designed to increase California's capacity to create caring and highly effective learning environments that promote multiliteracy and support English Learners and all diverse populations to graduate college, career, and globally prepared to live their lives to their fullest potential.

### **THEORY OF ACTION**

**If we are an organization that believes in and is committed to *equity, servant leadership, respect, cultural and linguistic human rights and integrity* then we will:**

- exemplify practices that distribute resources based on student need.
- promote a sense of community and share the power in decision making and in developing leadership capacity within everyone.
- demonstrate admiration for organization members, staff, educators, students, community and for their achievements abilities, qualities and culture.
- advocate, lead, support and empower culturally and linguistically diverse students, families, teachers, and administrators with integrity and equity for all.
- be respectful, inclusive, and honest with the students, families and organizations we serve.

**We will hold ourselves accountable to exemplify our mission and vision through a shared reciprocal process with those we serve.**

## Priority Areas

- **Multilingual Excellence**
- **Design For Success Website**
- **Professional Development**
- **Family/Community Engagement**
- **Strategic Partnerships**
- **Advocacy**
- **Fund Development**
- **Membership/ Chapter Development**

- ✓ What do we need to continue doing?
- ✓ What do we want to start doing?
- ✓ What do we need to change?
  
- ✓ Are there other priority areas we need to add?



# ACTION PLANS

## ROLES

**Board and Team Lead—the “Why”  
“What”**

**Team Leads —the  
“How”**

**Share action plans in  
December meeting**

## PRIORITY AREA LEADS

- ▶ Make note of comments or questions that arose in your areas
- ▶ We will collect the charts and set a date for a collective work time to continue refining and developing action plans
- ▶ Before we end, we want to gain the perspective of Board Member on our Priority Area Goals
  - ▶ Review the goal for your Priority Area with one board member,
  - ▶ Affirm or revise the goal
  - ▶ Attach to chart

**Strategic Plan Process  
September-December 2018**



**•Meetings with Priority Area Leads:**

October 31 and December 5, 2018

- Reviewed process and charge from Board
- Reviewed content, charts, and edits
- Discussed and explored systems for inputting and tracking strategic plan
- Identified fields to be included in the strategic plan:
  - Goal Area
  - Description
  - Lead or Facilitator
  - Actions
  - How (Specific Steps Planned)
  - Timeline: Start Finish
  - Person(s) Responsible
  - Needed Resources
  - Connections: Internal External
  - Steps Taken/Progress
  - Measures of Success and Quality
- Completed phase one of each priority area: Goal, Description, Lead, Actions
- Possibly web-based strategic plan programs  
Cascade: <https://www.executestrategy.net/>
- Review budget and non-profit rates
- Share with Board for input and feedback.
- Confirm online platform for Strategic Plan and input each priority area.
- Create an accompanying document that can be distributed to funders, members and partners.

**Goal Area: Advocacy****Description:**

Maintain our legislative, policy and legal advocacy efforts in support of biliteracy and English Learner success.

**Lead:** Martha Zaragoza Diaz

**Actions:**

- Provide support to the Legislative Committee and its activities and to engage members in CABE's advocacy efforts at the state level.
- Provide legislative reports to the Board of Directors.
- Engage Board members in CABE's advocacy efforts at the state level.
- Serve as primary representative and liaison to legislative and policy entities in Sacramento and statewide.
- Identify and act on proposed legislation impacting biliteracy and English Learner programs.
- Identify and act on proposed budget proposals impacting biliteracy and English Learner programs.
- Sponsor or co-sponsor legislation, as needed, that promote or support biliteracy, multicultural competency and educational equity for all students.
- Strengthen existing partnerships and establish new partnerships with CDE, CTC, statewide professional organizations, political, civic, service organizations and bi-national partners, to deepen understanding and support English learner success.
- Design and roll out professional development for engaging CABE chapters in effectively participating in CABE's advocacy efforts at the state level.
- Develop and provide workshops at CABE's regional and annual conferences on the Legislative process and on CABE's legislative priority(ies).
- Continue providing advocacy support to Californians Together as a key CABE partner.
- Provide strategic advocacy training and support to ELLLI Fellows and partners on an as needed basis.
- Explore potential National advocacy efforts in support of biliteracy and English Learner programs.

**Goal Area:** Membership

**Description:** Provide advocacy-oriented leadership to more fully engage and expand our membership in support of multi-lingual success.

**Lead:** Laurie and Joshua

**Actions**

1. Restructure membership benefits within limits of bylaws to increase value of membership for a more engaging experience.
2. Establish and execute a strategy to streamline communication and build relationships with members.
3. Develop a strategy to grow membership while maintaining database.
4. Maintain regular communication with region representatives on membership within their regions.
5. Support Chapters and Members to be fully engaged in the vision of CABE.

**Goal Area:** CAFE Professional Development Services (PDS)

**Description:** Design and deliver customized, coherent, comprehensive, and ongoing professional development and consulting that is based on well-defined standards of practice and aligned with both the CAFE vision and the district or organization's professional preparation plan to support and develop the highest quality teachers and administrators who are prepared to provide educational equity for and engage all English Learners to high levels of academic achievement, biliteracy, and multicultural competence.

**Lead or Facilitator:** Kris Nicholls

**Actions:**

1. Develop high-quality professional development programs and support products that are aligned to CAFE's mission and vision for teachers of English Learners, both pre- and in-service, and the administrators that support them, revising the programs and products regularly to keep them updated and relevant.
2. Design and deliver high-quality Administrator and Teacher Institutes at the CAFE Regional Conferences that are aligned to CAFE's mission and vision and meet the most pressing needs in the area of English Learner and dual language education in California.
3. Design and implement high-quality professional learning communities/networks of teachers of English Learners, administrators, and other staff who support them to implement a powerful vision of excellent teaching for all that is aligned to English Learner and dual language best practices, research, policies, and materials/resources.
4. Design and provide high-quality coaching and mentoring programs for administrators in English Learner and dual language programs.
5. Collaborate with partners in the field of English Learner and dual language education at the international, national, state, regional, and local levels to enhance the professional learning and preparation of teachers of English Learners and the administrators who support them as well as increase the strength, success, and sustainability of English Learner and dual language programs in California, nationally, and internationally.

## **Goal Area: Professional Development - Conferences**

### **Description:**

Provide high quality, engaging professional development through statewide conferences and events for Teachers, Administrators, Parents, Para-Educators and Community members to implement a powerful vision of multilingual academic excellence for English Learners and other diverse learners through best practices, research, policy, training and materials/resources.

**Lead or Facilitator:** Delma Chwilinski

### **Actions:**

- Provide Workshops and Institutes Strands aligned to current needs and trends in English Learners and biliteracy education
- Provide Early Childhood Education, Middle School, Counseling and Legislation Strands
- Provide high quality resource for Parent and Family Engagement
- Provide Award Scholarship to acknowledge outstanding teachers, administrators, para-educators, parents, students and Seal of Excellence Schools
- Engage all CAFE Teams into conference programming
- Highlight CAFE Membership in all conferences and events
- Expand Sponsorship and Partnerships Opportunities, i.e. large corporations, Target, Kaiser, Asian Pacific Americans in Higher Education (APAHE), Leadership Education for Asian Pacifics (LEAP), National Alliance of Black School Educators, (NABSE), Target, Kaiser, AT&T, and other businesses
- Develop a global convening to highlight the diverse languages, cultures, and experiences in our community.
- Provide Leadership Institutes to H.S. Student Leaders (Special Event)
- Provide more diverse languages and communities to conferences
- Publicize/Market our conferences and events through social media, publications, media and community radio stations



**Goal Area:** Family and Community Engagement

**Description:** Implement strong family and community engagement programs that build leadership capacity and that value and draw upon community funds of knowledge to inform, support, and enhance teaching and learning for English learners and for all diverse populations so they graduate college and career ready for success in a global economy.

**Lead:** Maria Villa-Marquez

**Actions:**

1. Deepen partnerships and relationships with external parent community educational organizations at state, district, school and community levels who focus on family and community engagement.
  - a) PTA, FIS, ED Trust West, LMU, CSUs, CDE, SEAL, CAL Tog etc..
2. Create tools to increase family and community engagement at state, district, school and community levels
  - b) Website
  - c) FB
  - d) Instagram
  - e) Twitter
  - f) Radio
  - g) Book of vignettes
  - h) Resources
  - i)
3. Expand Parent Leadership work by developing expertise and leadership amongst students, families, school office staff and community members so they are more informed and effective advocates for ELs and all diverse students and engaged in a transformative process with schools.
  - a) Project 2INSPIRE (different languages)
  - b) Diverse P2i staff
  - c) Continue to update P2i curriculum (new state and federal policy)
  - d) Parent Leaders participation at SB convenings
  - e) Parents members
  - f) Parent Leaders as CAFE Advocates
  - g) Partner with PDS topics on Family Engagement and Cultural Sensitivity (Roberto Vargas)
  - h) Partner with Baja colleagues
4. Expand the Plaza Comunitaria program across the state
  - a) Via contracts
  - b) Continue partnership with Mexican Consulates across state

## **Goal Area: Budget and Fund Development**

**Description:** Develop a multi-year budget and fund development plan to set realistic income goals for the implementation of the CAFE Strategic Plan.

**Lead:** Jan Gustafson-Corea

### **Actions**

1. Establish budgets, budget strategy, and fund development goals for all strategic plan action plans
2. Establish a system of fund solicitation strategies
3. Develop a portfolio of cultivation strategies for internal and external sources of revenue.
4. Maintain, monitor and evaluate the budgeting and fund development plan and process.
5. Maintain investment portfolio for greatest gain and profit.
6. Establish priorities for grants, donations and sponsors.

## **Goal Area: Multilingual Excellence**

### **Description:**

Showcase excellence in programs and practices for English Learners to promote multilingualism for all California students and support for multilingualism among parents, educators, instructional and organizational leaders, and policymakers. Create processes, tools, and protocols to make learning in English Learner contexts (and the teaching that leads to such powerful learning) public and visible to our entire California community.

**Lead or Facilitator:** Claudia Lockwood

### **Actions**

- Highlight student success through existing and emerging technologies
- Inform legislators of schools/districts with excellent multilingual student achievement
- Develop and disseminate online briefs to publicize the connections between school/district practices and the development of high levels of multilingual achievement among students.
- Disseminate information/data on the Seal of Biliteracy and the pathways programs including showcasing particular districts and their implementation practices.
- Secure endorsements for the California Seal of Biliteracy from potential allies and partners and assist them in promoting the Seal among their constituents.
- Support/endorse the systemic approach to bilingual education instructional reform in collaboration with Sobrato and other reform organizations.
- Identify promising practices based on CAFE Seal of Excellence criteria.
- Support English Learner Leadership and Legacy initiative (ELLLI) through steering committee, curriculum committee and publications committee membership.
- Support the integration of ELLLI fellows into the CAFE chapters.
- Support the development of the postsecondary bilingual biliteracy badge development.
- Support CABTE and (BTEG) to impact the work and development of the CTC for bilingually authorized teachers.
- Continue to work in partnership with Californians Together on multilingual initiatives
- Identify and showcase districts/schools that have developed plans/practices for implementation of the EL Roadmap.
- Pursue a cooperative plan with IHEs to engage high school students in online second language learning.

**Goal Area:** CABE's Web & Print Communications / Creative and Technological Productions & Communications

**Description:** Maintain, update and expand CABE's online presence and printed matter, whether it be website, print, email campaigns or social media platforms by implementing current research, best practices, demographics, policies, and current and relevant information for diverse students, families, stakeholders, and clients.

**Lead or Facilitator:** Cynthia/Norma

**Actions:**

1. Update/Constant Development of our website
  - a. Create a parent portal/introduction for parents to want to get started with CABE
  - b. Develop a survey form for paper distribution at regional conferences
  - c. Develop a feedback form for our website visitors
  - d. Increase our multilingual resources online
2. Develop interactive online learning in collaboration with existing CABE programs for parents or professionals who can't attend at physical site, with access to a parent specialist in their language.
3. Increase our presence on social media: FB, Twitter, Snapchat, Instagram
4. Developing a campaign for paid marketing, via partner websites and email blasts, FB advertising and webPR.
5. Refine our email blast system and method of obtaining mailing lists
6. Continue, maintain and expand CABE's corporate branding on printed and web materials

**Goal Area:** Research and Policy Briefs Development

**Description:** The Research and Policy Brief Development team will initiate CABE's focus on research studies and policy briefs for current, strategic topics concerning English Learners with the intent to produce policy briefs and research studies for publication and to substantiate and document our work.

**Lead or Facilitator:** Ivannia Soto and Cristina Alfaro

**Actions:**

- 1) Identify a short list of 4-6 key topics to be highlighted by CABE through a policy brief and/or research development.
- 2) Identify and confirm the structure of the policy brief process: Topics, outline, research, writers/authors, editors, reviewers, publishers, timeline, dissemination.
- 3) Identify projects currently part of CABE's work plan that would benefit from a research and development plan.
- 4) Form a research and policy brief review committee
- 5) Set goals for 1 year, 3 years 5 years.
- 6) Create a preliminary budget for the implementation of this new focus area

**Goal Area:** Communications and Public Relations

**Description:** Develop, create and make visible a CABE Communications and Public Relations strategy and work plan to be inclusive of outreach and responses to commercial media and press, social media and partner organizations' communications teams. Develop a presence for CABE through print and virtual resources that promotes CABE's work areas and impact and legislative and policy positions.

**Lead or Facilitator:** Contracted position

**Actions:**

1. Contract with a communications/public relations specialist
2. Create a communication/public relations plan that spans 1 year, 3 years, 5 years
3. Generate press releases and social media postings that promote CABE's work and policy positions.
4. Respond to inquiries for interviews or information for reporters.
5. Organize and manage CABE's PR at the annual conference
6. Establish relationships with major news outlets and language specific new outlets.
7. Support the organization of CABE contact lists through date bases or other electronic systems.