



California Association for Bilingual Education

# MEMORANDUM

**TO:** CABE Board of Directors

**FROM:** Francisca Sánchez, President

**DATE:** February 22, 2014

**SUBJECT:** Board Agenda Item: Strategic Plan Priorities  
**SUBCOMMITTEE RECOMMENDATIONS**

---

## **Background**

At its November 2013 meeting, the CABE Board of Directors provided feedback on the progress of the strategic plan process and identified the top ten strategic plan projects (see attached) and brainstormed criterion ideas (see attached) to consider in further determining implementation priorities. The Board also approved the establishment of a subcommittee to move the prioritization process forward. This subcommittee was composed of Francisca Sánchez, Jan Gustafson-Corea, Ramón Zavala, and Laurie Nesrala.

## **Connection to the CABE COMPASS**

The CABE COMPASS includes recommendations for action (projects) in the four cardinal points, Envisioning Success, Designing for Success, Engaging Our Community for Success, and Accountability for Success. In order for the COMPASS to be successfully implemented, it is critical to identify the highest priority actions for this year and next.

## **Prioritization Process**

The subcommittee met on January 8<sup>th</sup> to review the top ten strategic plan projects identified by the Board at its November meeting and to use the criteria brainstormed by the Board to assess those projects and determine the priorities for implementation beginning this year. From the Board's brainstorming, a set of criteria was developed. These criteria addressed three areas: Vision, Capacity & Sustainability, and Stakeholders & Partners.

## **The Prioritization Criteria**

Based on the brainstorming done by the Board in November 2013, Francisca Sánchez and Ramón Zavala prepared draft criteria for review by the subcommittee, who then finalized the criteria. These criteria reflected three key areas: Vision, Capacity & Sustainability, and Stakeholders & Partners. The final criteria are attached.

## **Recommendations – Part A**

The subcommittee offers the following recommendations for the Board's approval. Once approved, these priorities will be the core of CABE's strategic work, and as such, it is the Board's expectation that a major role for the CABE CEO will be to facilitate implementation of the project workplans through the allocation of resources, including time, staff, and funding. While board members and staff have been identified to serve as project managers, leads, or team members, the CABE CEO will need to be involved in and knowledgeable about the work being done in each focus area in order to most effectively support the success of the COMPASS.

## NEW DEVELOPMENT

- 1) It's recommended that the following projects be prioritized for new development:
  - 4.1 Multilingual Excellence<sup>1</sup> (Recommended Leads: Imelda Trinklein and Francisca Sánchez, in collaboration with Californians Together)
  - 4.2 Data Dashboard – Phase 1 Content Development (Recommended Team: Raúl Maldonado, Elodia Lampkin, Olivia Yahya, and Francisca Sánchez)
  - 2.3 Design for Success Website – Content Development (Recommended Team: Ramón Zavala, Claudia Lockwood, Nancy Jean Smith, and Norma Rocha, Information Technology Specialist)

## STRENGTHEN & EXPAND

- 2) It's recommended that the following projects be expanded and strengthened:
  - 2.2 Professional Development<sup>2</sup> (Recommended Team: Elizabeth Jiménez, CABA PDS Consultant, Delma Chwilinski, Director of Programs & Events, Laurie Nesrala, and Francisca Sánchez)
  - 3.1 Family and Community Engagement (Recommended Team: María Villa, P2I Coordinator, P2I Team, and Director of Parent Relations)
  - 4.6 Fund Development (Recommended Team: Jan Gustafson-Corea, Directors of Financial Affairs, Community Affairs, and IHE Affairs, and Laurie Nesrala)

## MAINTAIN EFFORT

- 3) It's recommended that we maintain current efforts for the following projects
  - 3.4 Advocacy (Recommended Team Leads: Martha Zaragoza-Díaz, Director of Legislative/State Affairs, in collaboration with Californians Together)
  - 3.3 Partnerships (Recommended Team: Elizabeth Jiménez, CABA PDS Consultant, Directors of Community and IHE Affairs, and Estella Acosta)

## RETHINK/RESTRUCTURE

- 4) It's recommended that we rethink and/or restructure our efforts in the following areas:
  - 3.5/4.3 Membership/Chapters (Recommended Team: Regional Representatives and Rosa Armstrong)
  - Regional Conferences (Subset of 2.2) (Recommended Team: Delma Chwilinski, Director of Programs & Events, Rosa Armstrong, Ramón Zavala, and María Villa, P2I Coordinator)

## FOUNDATION

- 5) It's recommended that the essential elements of Envisioning Success (1.0) be clearly defined and illustrated as the foundation for the implementation of the other projects. (Recommended Team: Francisca Sánchez and Laurie Nesrala)

## **Recommendations – Part B**

If the Board approves Part A above, then it is recommended that the Board approve the following also:

- 6) It's recommended that Project Managers for projects referenced in Recommendations 1-3 be confirmed and then charged with completing their project charters and workplans and submitting them to CABA headquarters no later than March 20, 2014.

---

<sup>1</sup> Note that portions of Project 3.2 – Making Learning Visible – have been incorporated into Project 4.1.

<sup>2</sup> Note that Project 2.1 – PD Framework – will be embedded as part of Project 2.2. Also note that it's recommended that Project 4.4 – Certification – be reviewed and that the appropriate portions be integrated into Project 2.2. Finally, see Recommendation #4 regarding Regional Conferences.

- 7) It's recommended that upon review and approval of those charters/workplans by the CABA President, Vice-President, and CABA CEO, that the CABA CEO be charged with developing project-specific budget/funding plans to support project implementation. The budget/funding plans, to be developed in consultation with the project managers and the Director of Financial Affairs, will be completed no later than April 30, 2014.
- 8) It's recommended that the CABA CEO and Director of Financial Affairs be charged with ensuring that the Board strategic plan priorities drive the 2014-2015 CABA budget development process and assumptions and incorporate the specifics outlined in the COMPASS priority project budget/funding needs/plans.