

## **A 2021 Vision**

**The Brotherhood Will Empower Young Gentlemen of Color to  
Become Effective and Innovative Change Makers**

**2018-2021 Strategic Plan  
June 2018**



## **The Brotherhood Strategic Plan 2021**

### **Vision**

The Brotherhood's vision is to empower young gentlemen of color to become effective and innovative change makers.

### **Mission**

The Brotherhood's mission is to empower the positive development of young men of color. We support our mission through bi-directional mentorship, living with integrity and purpose, striving for academic and personal success, respecting, interacting, and effectively partnering with others to positively transform Colorado's African-American community.

## **The Brotherhood in 2021 A Three-Year Strategic Vision**

### **Introduction**

The Brotherhood's mission of empowering and developing young men of color remains to be real and evident by our commitment made to Cherry Creek School community over the last twelve years. With this commitment, we have seen growth in our young men and the impact of The Brotherhood as demonstrated by our alumnus who have experienced both academic and career success; the influence of The Brotherhood has left an everlasting impact on them and their families and now they give back. Due to our longstanding commitment and influence in the lives of our young men, The Brotherhood has gained both state and national recognition.

### **The Brotherhood Core Values**

The Brotherhood's mission, vision, ongoing operations and strategic planning are informed by a set core of values that define who we are and aspire to be as Change Makers. They are: He had a dream: we are the dream; we are ... leading by example, we are ... achieving success, we are ... lifting others up, we are ... making others take notice, we are ... one, we are ... proud, we are ... the future, we are ... the dream.

### **He had a Dream: We are the Dream**

#### **We are ... Leading by Example**

Promote positive navigation of systems and life while advocating for student and staff diversity to ensure the fruitful interchange of ideas in the pursuit of truth and learning, including diversity of political, geographic, cultural, intellectual, and philosophical perspectives.

#### **We are ... Achieving Success**

Maintain a commitment to excellence in both academic, personal, and professional pursuits. Focus on meaningful, measurable results.

#### **We are ... Lifting Others Up**

Ensure that the organization is an economic, social, and cultural catalyst that will support the holistic growth of each member and provide a community of encouragement, knowledge, and accountability to do so.

#### **We are ... Making Others Take Notice**

Strive to impact our communities as innovative changemakers in every aspect of society, including academia, workforce training, and civic literacy.

#### **We are ... One**

Support and encourage collaboration amongst ourselves, educational leadership, community businesses, organizations and agencies, and between the organization and other educational institutions to improve outcomes for young men and our communities.

**We are ... Proud**

Promote the development of critical consciousness and uphold the principles of ethics, integrity, and accountability. Encourage one another, honor our heritage, and respect myself and others.

**We are ... the Future**

Prepare young men of color to create opportunity for themselves thereby achieving personal success and positively impacting and changing their communities

**We are ... the Dream**

Change the narrative for ourselves and future generations.

**Principles**

The Brotherhood's three distinct principles that guide us in living by core values set above.

**Leadership**

Promotes leadership by creating opportunities for young men to build critical thinking and social skills that are valuable for the community and today's global economy

- Empowerment
- Inspiring
- Influence

**Character**

Promotes character by enriching each young man's skills and talents to build a distinctive positive role model for their community

- Self-Awareness
- Cultural Identity
- Integrity

**Success**

Encourages accountability for one's personal achievement. Provides support for students to navigate the educational system. Offers positive roles models that define the values of success through education and hard work

- Education
- Accomplished
- Purpose

## **Looking to the Future**

The Brotherhood has many challenges to face. Education will continue to meet the issue of cost and funding shortages. Social justice will play a key in shaping the culture and climate of our society today. In these uncertain times, The Brotherhood will remain faithful to its commitment to provide young men of color an established support system built upon meaningful relationships, shared wisdom, strategies, and networking that begins early in their academic career and follows them into adulthood. It is our goal to ensure that each young man is given the opportunity to utilize their education, hone their talent, and achieve success in the real world. We are the catalyst in creating the future of effective and innovative Change Makers.

## **Four Strategic Themes**

We will do this with a continued commitment to our strategic themes:

- Student and Academic Success
- Communication and Organization Culture
- Community Engagement and Organization Identity
- Organization Resources and Fiscal Responsibility

## **Strategic Initiatives Areas**

- Community and School-Based Chapters and Programs
- Major and Special Events (both nonprofit and chapter events)
- Advocacy

## **Measurement of Success**

We will be measured by fostering inclusivity, by supporting the vitality of the community, and by engaging in activities that have positive, real-world applications for the benefit of society.

We will establish metrics that matter, assess progress toward our goals, gather evidence to inform decision-making, and fold the results of our assessments back into the delivery of effective programs for our young men.

With the approval of the Board of Trustees, we will begin implementation of the 2018-2021 strategic plan at the beginning of our fiscal year, July 1, 2018.

## **The Brotherhood 2021 Strategic Plan Themes**

### **1) Student and Academic Success**

**Champion:** Chief Advisor and Senior Vice President, James Artis- Senior Program Assistant, Julius Boyd - Senior Advisor for Prairie, Senior Advisor for Laredo, Ike Ogbuikwe- Senior Advisor Eaglecrest, Charles Fritz-Senior Advisor for Thunder Ridge, Alan Lavizzo- Principal Falcon Creek, Matthew Gonzales – Asst. Principal Smoky Hill, Senior Advisor for Overland, Christian Caldwell-President, Daniel Sampson-Vice President of Community Programming and Partnerships, District Leadership (Educational Operations and Inclusive Excellence)

**Background:** The Brotherhood has contributed to the success of African American males throughout the Cherry Creek School community for the last twelve years. It has received recognition for the positive results it has achieved in supporting African American males in high school and beyond. With this success, the organization has grown to six chapters throughout the district. The Brotherhood has maintained the idea that it can help students achieve academic success through group meetings and other outreach activities that promote the idea that they can achieve academic and personal success. By engaging students from a young age and through multiple avenues of their lives, The Brotherhood is making a positive impact on their ability to achieve both academic and personal success. Over the last twelve years, the organization has seen over two hundred young men graduate and obtain the core values of the organization. These young men are now in their communities making an impact that will forever change the world. Many of these alumnae contribute their success to the Brotherhood.

**Goal 1: The Brotherhood will recruit advisors from diverse backgrounds and success stories that embody the organization's mission and values to build a meaningful relationship with young men of color**

Metric: Develop a strategic recruitment plan for advisors

Metric: Engage community members to participate in the chapters and organization

Metric: Increase community advisor participation by 20% by 2021

Metric: Develop succession plan strategy to fill gap due to turn-over

Metric: Develop support system for advisors to create community and reduce turn-over

Metric: Every chapter has one senior advisor and at least one community member advisor working with their chapter

**Goal 2: The Brotherhood will help Young Men of Color build life balance through education, career, personal and social avenues**

Metric: Expose YMOC to educational strategies and support for successful navigation of educational system

Metric: Provide YMOC intentional supports for social emotional well-being and balance

Metric: Expose YMOC to career opportunities and skills for post-secondary and transitional success

**Goal 3: The Brotherhood will help Young Men of Color live with integrity and establish goals and roadmaps that prepare them for life after high school**

Metric: Explore post-secondary options through self-evaluation and the creation of roadmaps

Metric: Collaborate with school leadership and Brotherhood alumni to ensure alignment of supports and resources for YMOC post-secondary goals and successful transitioning

**Goal 4: The Brotherhood will enrich Young Men of Color through innovative partnerships, opportunities, and advocacy**

Metric: Engage in community service and/or community improvement activities

Metric: Solicit feedback from chapters and events to seek new partnerships to support YMOC that align with needs assessments/feedback

Metric: Develop intentional partnerships in alignment with student interest that promote racial justice and equity

Metric: Create opportunities for YMOC to engage in advocacy (speaking engagements, community boards/leadership, etc)

**Goal 5: The Brotherhood will utilize best practice in developing and tracking measurable outcomes/data for Young Men of Color at all activities and events**

Metric: Develop policy and process to track YMOC student data

Metric: Develop process to obtain student feedback for all Brotherhood activities

Metric: Develop process to obtain student outcomes for all Brotherhood activities

**Goal 6: The Brotherhood will strategically grow both community and school operations to provide economic, political, and social opportunities to support the successful transitioning and advancement of Young Men of Color in the community**

Metric: Design and develop a community chapter model and plan for Senate Bill 94

Metric: Improve chapter communication to connect chapters

Metric: Complete resource map to assess opportunities to connect and collaborate

Metric: Develop plan to assess and engage chapter alumni

## **I) Communications and Organizational Culture**

**Champions:** Yvette Rolison- Chief of Staff and Senior Vice President, Chief Advisor and Senior Vice President, Jackie Hadley-Vice President, Chief People Officer, Deborah Riley – Trustee, Jalen Hughes-Vice President of Public Relations.

**Background:** Over the last twelve years, The Brotherhood has been through many changes that have affected the culture within our organization. The Brotherhood has become an all-inclusive environment facilitated between school administrators, staff, parents, students, and community members. Although communication between these groups has diminished within the last six years, The Brotherhood is proactively seeking opportunities to build upon the organization's strengths to re-establish strong lines of communication. During its initial four years, the organization's culture expanded through social outreach between parents and students via oral and electronic methods of communication. The organization's identity revolves around a communal family that values relationships and hope for the future. Therefore, The Brotherhood is committing to establishing lines of communication and connecting with all stakeholders. The common bond is YMOC's personal and professional success toward a productive future. Consistent, meaningful, and positive communication and participation of all those involved provides YMOC with a supportive community of role models to assist and encourage them to attain the cultural value and personal productivity that achieves success.

### **Goal 1: The Brotherhood is fostering a community of inclusive leadership within the organization but overall creating a culture that embodies our mission and values**

Metric: Implementation of regular systems to obtain the voice of various stakeholders (i.e. house meetings, listening campaigns, climate surveys, parent/community advocates)

Metric: Assessment and reflection of stakeholder data to advise and guide decision-making

### **Goal 2: The Brotherhood stakeholders are valued and engaged in an environment of empowerment, trust, inclusion, and fairness**

Metric: Build in staff feedback to increase communication, networking opportunities, feeling a greater sense of belonging

Metric: Develop a plan and platform to disseminate information to the Brotherhood community and all stakeholders

Metric: Provide stakeholders with a "grievance" process and/or chain of command

### **Goal 3: Clarification and transparency of roles and responsibilities**

Metric: Prepare descriptions of all Brotherhood organizational positions for review. Staff will propose changes as needed after review and serve for one calendar year

Metric: Change of staff and/or roles and responsibilities will be reviewed by the Board

### **Goal 4: Create a platform for outreach and brand recognition using multiple venues including but not limited to, technology, social media, marketing, events, face-to-face to empower the students in sharing about what the Brotherhood is all about.**

Metric: Develop a responsible and continuous social media presence for each chapter (Facebook,

Twitter, Snapchat, Instagram, blogging/vlogging)

Metric: Consistent care to keep website current and up-to-date

Metric: Documentation of all events and activities for each chapter

Metric: Tracking all student and staff hours

Metric: Seek opportunity for digital marketing to increase traffic to Brotherhood sites, thereby increasing outreach and brand recognition

## **II) Community Engagement and Organization Identity**

**Champions:** Jalen Hughes-Vice President of Public Relations, Charmaine Lindsay- General Counsel and Vice President, Daniel Sampson-Vice President of Community Programming and Partnerships, Chief Advisor and Senior Vice President.

**Background:** The goal is, and always has been, to establish an organization that provides support to the African American community through the development of young black male's leadership, character, and success. Some of the recent notable achievements have been the strategic partnership with the Denver Nuggets and the media attention gained from this. Additionally, The Brotherhood and district leadership were invited to present at the 2018 Yale Educational Leadership Conference on the organization's positive impact on the Colorado African American community. The organization is looking forward to the new partnership being formed for the next school year with organizations like Operation Hope, Denver Foundation, as well as championing the My Brothers Keeper's movement at State level.

### **Goal 1: The Brotherhood has an authentic and transparent brand that is easily recognized and understood by all our stakeholders**

Metric: Raise the organization's brand reputation 50% by 2021

Metric: Increase alumni engagement by 20% per year by 2021

Metric: Increase student engagement in the organization branding process

### **Goal 2: The Brotherhood is recognized at every level as a unique leading organization that contributes to the success of Young Men of Color and the positive impact they leave on their communities as successful change makers.**

Metric: Increase in news media stories and social media engagement and website impressions by 20%

Metric: Recognition on a national level

Metric: Strategically use and enhance The Brotherhood Summit to engage Young Men of Color and the community

### **Goal 3: The Brotherhood is sought after by public, private, and non-profit organizations as a partner in positively transforming Colorado's communities of color**

Metric: Increase the number of corporate and community partners by 20% by 2021

Metric: Increase student and cabinet members community engagement efforts by 20%

Metric: Increase advocacy partnerships on local and state policy regarding the African American community by 20% by 2021

#### **IV. Organization Resources and Fiscal Responsibility**

**Champion:** Christian Caldwell-President, Richard Jackson- Trustee, Charmaine Lindsay-General Counsel and Trustee, Deborah Riley-Trustee, Yvette Rolison – Chief of Staff and Senior Vice President.

**Background:** Historically, The Brotherhood has relied on resources provided to us by the district and schools. It has a rich history of building success by wisely employing the historically limited financial and physical resources available to us. An overview of The Brotherhood's use of resources provides insight and perspective regarding themes to consider as the organization strategically plans for the future. Obtaining funds has proven to be one of the organization's most significant challenges, albeit one of its most significant areas for growth. Despite a consistent source of financing, it has proven itself to be worth the investment by providing the support and community to build leaders and increase academic performance. The student advisors have a reputation for building Young Men of Purpose and Poise and have led the organization to be recognized as a positive influence in the community. While the organization lacks financial strength, our technological infrastructure has surpassed initial expectation and will enable the group to grow across schools and districts sustainably.

#### **Goal 1: The Brotherhood will continue to foster a culture of philanthropy throughout the organization**

Metric: Increase fundraising training and opportunities for all stakeholder

Metric: Demonstrate success through 80% of all stakeholders contributing through financial and in-kind donation as well as volunteering

Metric: Build a partnership with organizations for community service projects and volunteerism for each chapter

#### **Goal 2: The Brotherhood will dedicate more resources to grant and fundraising development**

Metric: Increase Trustee involvement in the fundraising process

Metric: Develop a strategic development plan with support from Trustees

Metric: Develop a list of potential funding sources that support our mission

Metric: Develop a financial resource database (grants, in-kind donations, fundraising events & donors)

Metric: Write a minimum of one grant/fellowship a month

#### **Goal 3: The Brotherhood continues to seek, sustain, and grow innovative resources for the Organization**

Metric: Add at least two more corporate sponsors to Davita

Metric: Increase individual contributors by at ten new members and/or \$5000.00

Metric: Increase in-kind donations from 11,000 to 15,000

Metric: Research building a social enterprise