2023 - 2025 Strategic Plan

Strategic Flow

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Settlement House Movement

The House is one of the oldest "settlement houses" in Chicago. Established only 15 years after the first settlement house was established in London, it was originally designed to provide relief and guidance to new immigrants.

In the United States, settlement houses focused on a specific city community and the living conditions therein. The approach recognized the interconnectedness of person/family and neighborhood/city and understood both as essentially connected to the health and vitality of the nation.

Settlement houses were an exercise in social reform. Whether they pursued democratic participation, opportunities for personal growth, or improved living conditions, the movement consistently worked beyond the scope of the individual to address broader societal conditions.

The dual focused role of settlement houses has been expressed in purpose and function: Its purpose to address fundamentally harmful social structures and conditions that act on individuals and communities and its function to provide services responsive to the needs of individuals and communities to mitigate those conditions.

The Association House traditionally has operated in a geographically focused approach consistent with its settlement house tradition, serving the Humboldt Park community. In its more recent history, its approach has evolved, taking it beyond its geographic roots to serve a broader population in new ways. However, its community-responsive, inclusive, and asset-based approach has not changed.

Learning from Black Settlement Houses

For all its many positive contributions to social reform and community-responsive practice, the settlement house movement failed to meaningfully address the experience of Black Americans, particularly those migrating to Chicago during the Great Migration.

It was this reality that led Ida B. Wells to establish the Negro Fellowship League in 1910, one of the first Black settlement houses in Chicago. In addition to being a settlement house, the Negro Fellowship League was the meeting location for the Alpha Suffrage Club, the suffrage organization founded by Wells to engage Black women voters. After ten years, the Negro Fellowship League closed its doors in 1920. Autonomous black settlement houses led by black women rarely received the same support - financial or otherwise - that white-led settlement houses received.

Black settlement houses provided educational, recreational and political activities, safe from the daily oppressive conditions Black residents faced. Their activist founders understood the lack of basic education and satisfaction of basic needs ultimately limited the strength of collective activism for racial justice. Social uplift had the potential to support efforts to achieve equal rights. Black settlement house proved an important platform for developing the consciousness, skills, solidarity, and relationships necessary to build political power to advance movements for social change.

The Black settlement house movement demonstrated it was possible to confront injustice and advance equity using nonconfrontational strategies and empowerment initiatives to promote "racial uplift" in their communities. Racial uplift may have been a more palatable means of discussing equal rights to predominantly white supporters of Black settlement houses.

Source materials: Charles Hounmenou. "Black Settlement Houses and Oppositional Consciousness." Journal of Black Studies. September 2012.
and "Ida B. Wells and Chicago's Black Settlement House." *https://interactive.wttw.com/chicago-stories/ida-b-wells/ida-b-wells-and-chicago-black-settlement-house*

Identity

At The House, we are…

…a vibrant, inclusive home for people on a journey to live their fullest life.

…catalyzers, unlocking potential and making new paths to stability, growth, and fulfillment possible.

…advocates, persistently removing barriers to full economic and social participation.

Paradigm Shifts

Through the process we have identified a number of shifts the House, its staff, and clients are working to make both internally and externally.

From...	To...
Resilience	Resilience, Resistance and Reimagination
Scarcity	Abundance
Exclusion	Inclusion
Trauma	Healing
Neighborhood focused	Community focused

Implications

Resilience, Resistance, and Reimagination

There is an important and timely discussion about whether centering resilience alone is the ultimate goal of organizations that hold the dual focus of changing harmful conditions and providing services to ameliorate the impact of those conditions. If we understand resilience as the process of recovery from trauma or harm, resistance is the ability to stand against and/or remain unchanged in the face of that which would seek to harm or traumatize you. Reimagination is the the creative process of seeding new visions or conceptions of what could be. It is here the work of Black settlement houses can inform The House's evolution.

There is a strong desire for The House to reclaim its social reform roots, inclusive of a greater focus on advocacy and resistance, as an institution. Here we can build on existing strengths: The House already supports participants to be resilient, practice resistance, and reimagine their future. The House supports individuals to actively resist messages, practices and processes that fail to honor their worth or recognize their dignity or humanity. Staff support participants as they reimagine a different path and trajectory for their lives. The House itself also resists the status quo organization of resources and services, and influences practices that fail to honor the organization's value and worth. Its approach to cultural responsive service provision itself is an act of resistance and reimagination: a declaration that we can and should honor a diversity and plurality of paths to stability, growth, and fulfillment.

Implications

Resilience, Resistance, and Reimagination (cont.)

As the Black settlement house movement demonstrated, it is possible to confront injustice and advance equity using nonconfrontational strategies and empowerment initiatives. In the future, The House can embed additional resistance and reimagination activities into its existing empowerment initiatives. For instance, it is possible to provide political conscious-building and cultural activities safe from the daily oppressive conditions participants may face outside the organization. Where possible, The House can advance this work at the individual, communal and structural level, leveraging its positionality to develop the awareness, skills, solidarity, and relationships needed for participants and the organization to each play an appropriate role in movements for social change that confront injustice and advance equity.

Abundance and Inclusion

While a great many programs of The House center inclusive or inclusionary practice, it is clear greater consistency is needed, particularly in terms of its own infrastructure and funding. The House itself is perceived to operate within a scarcity paradigm that limits its potential impact and negatively impacts staff. There is also a strong feeling that the organization operates in silos and that the work is not as cooperative as it could be.

There is a strong desire for the House to:
- consider how to reimagine its funding and budget so that all clients have access to all services,
- explore new funding models and ways of ensuring services are free, affordable, and sustainable,
- invest significantly in its building so that its space is a reflection of its identity,
- and to pursue collaboration with greater vigor to enable cooperation in new ways.

Implications

Community focused

As previously noted, Association House traditionally has operated in a neighborhood-focused approach consistent with its settlement house tradition, serving Humboldt Park. In its more recent history, Association House has evolved, taking its services beyond its neighborhood boundaries to serve a broader population and additional communities in new ways. Its methods have also shifted, including mobile outreach, home visiting, and other approaches that are not bound by a specific neighborhood or geography.

Association House longs to grow and seed its unique approach in additional places and communities. It is clear that wherever it is - whether at its building on Kedzie, in a client's home, meeting people through outreach, or in a future location - the House builds community and maintains fidelity to its community-responsive, inclusive, and strength-based approach to services.

While aspects of this transition from neighborhood focused to a broader conception of community have already occurred, it is important to note the significance of moving away from an narrow focus on a single neighborhood or geography.

Implications

Community focused

From an implications perspective, a community-based approach gives Association House the freedom to expand beyond its existing location and neighborhood without sacrificing its approach. It can maintain its commitment that *wherever* The House engages, it commits to a community-responsive approach: an approach that responds to and builds in community.

However, a move to focus on building inclusive communities outside of a specific neighborhood does have significant implications for The House. The organization will have to grapple with how it defines community, how it assesses community needs, how programming evolves to meet community needs while preserving the quality and consistency of the brand, and how people directly impacted have a role in the The House's governance potentially across numerous sites or communities.

Healing

The House provides services that address health and wellness. Both its clinical services and food access programs center well-being as an important part of a whole person approach to promoting participation.

As the House considers its care and wellbeing framework, it will be important to consider its unique role in cultivating healing and free spaces, which serve as a safe refuge from the conditions participants otherwise face. It will also be critical to apply this analysis to its own employee relations, considering how its approach to employment, wages and benefits, affirmatively advances healing and safety for employees.

Strength-Based Values

- **Learning and Growth: We create space for people to learn and grow.** AHC is a source of stability in the storm and a strong foundation on which people build. We serve diverse peoples and multiple generations, supporting and shifting journeys, sometimes over a long time horizon. We strive to be accessible and flexible while we practice persistence, creativity, and resilience, so each person grows and develops in ways meaningful to them.

- **Belonging and Community: We foster belonging and opportunity in community.** Our community is welcoming, warm and diverse, and that diversity is a strength. We each bring something unique and important to the work of change. AHC is responsive to our community and honors each person's inherent worth and dignity. When rooted in community, belonging enables us to pursue our dreams and goals.

- **Diversity and Impact: We are leaders in high-quality, interconnected, culturally responsive services.** Our comprehensive, integrated, collaborative approach increases the quality and impact of our services. Our staff and our participants function as a team: we rely on each other, value each other, and approach the work of change together, with care and respect.

The Problem

Inequitable Resource Distribution

At its core and aligned to its history, The House responds to an inequitable distribution of resources in communities that result in poverty, trauma, and scarcity.

Social Exclusion

Persistent, unaddressed poverty and scarcity are forms of social exclusion. Social exclusion can look like inaccessible systems of care, atrophied social safety nets, family separation, isolation, reduced workforce participation, and expulsion from public systems.

Diminished Participation

All of these conditions rob individuals and families of options and opportunities and diminish the ways they participate in their families, communities and our broader society.

Social Exclusion: A Concept with Many Meanings

"Social exclusion is a complex and multi-dimensional process. It involves the lack or denial of resources, rights, goods and services, and the inability to participate in the normal relationships and activities, available to the majority of people in society, whether in economic, social, cultural, or political arenas. It affects both the quality of life of individuals and the equity and cohesion of society as a whole." The Multi-Dimensional Analysis of Social Exclusion, Levitas et al., 2007.

"Exclusion consists of dynamic, multi-dimensional processes driven by unequal power relationships interacting across four main dimensions - economic, political, social and cultural - and at different levels including individual, household, group, community, country and global levels. It results in a continuum of inclusion/exclusion characterised by unequal access to resources, capabilities and rights which leads to health inequalities." Understanding and Tackling Social Exclusion, Popay et al., 2008.

"Overall, social exclusion describes a state in which individuals are unable to participate fully in economic, social, political and cultural life, as well as the process leading to and sustaining such a state." Leaving No One Behind, UN Report on the World Social Situation, 2016.

What Social Exclusion Helps us Understand

"The concept of social exclusion attempts to help us make sense out of the lived experience arising from multiple deprivations and inequities experienced by people and localities, across the social fabric, and the mutually reinforcing effects of reduced participation, consumption, mobility, access, integration, influence and recognition. The language of social exclusion recognises marginalising, silencing, rejecting, isolating, segregating and disenfranchising as the machinery of exclusion, its processes of operation."
Theorising Social Exclusion, Taket et al., 2009

"The concept sheds light on the intimate relationship between the 'processes driving inequality, power relationships, and agency (*exclusion by whom?*),' and the many dimensions of disadvantage and deprivation (*exclusion from what?*). Further, it sheds light on how those different dimensions reinforce one another...Social deprivation, economic disadvantage, and democratic disqualification are interrelated and mutually reinforcing—but distinct—dimensions of the overarching phenomenon of social exclusion."
Social Exclusion: The Decisions and Dynamics that Drive Racism, Razza, 2018

Our Response

Focus On Those Directly Impacted	Practice Social Inclusion	Promote Participation
The House focuses on populations that have been directly and disproportionately impacted by persistently inequitable distribution of resources.	The House provides an inclusive and connected community where people experience true dignity, respect, and belonging. The organization concentrates systems of care, safety nets, resources and skill-building services together in culturally responsive ways that recognize and respond to the historical absence of necessary resources. At the same time the organizations joins work to reduce barriers to participation, economically, socially, politically and culturally.	All of these conditions increase individuals and families options and opportunities and encourage their full participation in their families, communities and our broader society.

Research to Support Our Response

A few key takeaways taken directly from [Understanding and Tackling Social Exclusion](), Popay et al., 2008.

Policies and actions included in the broader scan of approaches include:
- approaches to poverty reduction/eradication,
- the provision of new services,
- initiatives to improve access to existing services and/or to improving the co-ordination of policies, and
- new strategies for policies and actions to address social exclusion.

Across very different political and cultural contexts experiential narratives make visible processes of resistance, of resilience and of individual and collective action by those most adversely affected by exclusionary forces. No matter how difficult the circumstances this evidence shows that there is always the possibility of reflexive social agency and such agency can and does make a difference. As Prigogine and Stengers (1985, quoted in Byrne, 1999:77) point out: 'At the level of the individual/ household, action can change life course. At the level of the whole social order, collective action can change the social system'.

More edited takeaways from [Understanding and Tackling Social Exclusion](), Popay et al., 2008.

In this context, national governments, international agencies, civil society and private sector actors should:
- Recognise the underlying relationship between social inclusion and human rights: action to promote and protect human rights will reverse exclusionary processes and promote social cohesion.
- Be clear about the added value the concept will bring to understanding the problems to be targeted and shaping the actions to be taken.
- Only use the term 'social exclusion' when more precise and informative descriptors of the phenomena to be targeted, such as food insecurity or racism, are not available.
- Focus on the multi-factorial relational processes driving differential inclusion and conditions of extreme exclusion, rather than solely on ameliorating the conditions experienced by groups labelled as 'social excluded'.
- Attend to all the dimensions of exclusionary processes - social, political, cultural and economic – and the interactions between them when developing, implementing and evaluating policy and action.

The primary aims of all policies and action aimed at reversing exclusionary processes and promoting full and equal inclusion should be to:
- Provide full and equal membership of social systems.
- Provide universal access to living standards which are socially acceptable to all members of a society, including access to the same level and quality of health and educational services, infrastructure and public works, and 'decent work'.
- Respect and promote cultural diversity.
- Address unequal inclusion as well as situations of extreme exclusion.

Research to Support Our Response

A few key takeaways taken directly from [Leaving No One Behind](#), UN Report on the World Social Situation, 2016.

The first imperative is to establish a universal approach to social policy, complemented by special or targeted measures to address the distinct obstacles faced by disadvantaged, marginalized or otherwise excluded social groups. Policies aimed at tackling discrimination, as well as those that provide preferential access to some services, enable the participation of excluded persons and communities in decision-making processes.

The second imperative is to promote inclusive institutions. The report highlights the role that institutions play in either perpetuating exclusion or promoting inclusion. Empowering workers, entrepreneurs and small producers, for instance, or pursuing inclusive land ownership schemes, new forms of collective action, or greater State capacity to engage in participatory budgeting could make economic institutions more inclusive and equitable. Similarly, promoting civil registration and legal identity, engaging more with civil society, supporting local associations and enabling the creation of social movements could help political institutions become more transparent and inclusive. Finally, promoting equal recognition through anti-discrimination laws and their effective enforcement, encouraging tolerance and challenging exclusionary attitudes and behaviours are all avenues for creating more inclusive cultural and social institutions

A Framework for the Future: Targeted Universalism

From the Othering and Belonging Institute website:

In an era of political polarization and fiscal austerity, policy debates too readily become trapped in a binary of either universal responses or targeted solutions. Universal responses enjoy a degree of legitimacy in a diverse and pluralistic society, but they may also be viewed as unaffordable and overly ambitious, while also inadequate at helping those most in need. Therefore, the most marginalized people are often the most skeptical of ostensibly universal policies. Targeted policies may be more efficient and less costly, but by targeting a particular group, these approaches are often viewed as unfairly helping one group over another, seeding hostility and resentment.

Targeted universalism means setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal.

Targeted universalistic interventions undermine active or passive forces of structural exclusion and marginalization, and promote tangible experiences of belonging. Outgroups are moved from societal neglect to the center of societal care at the same time that more powerful or favored groups' needs are addressed.

More information can be found via the Targeted Universalism: Policy and Practice primer.

References

The Multi-Dimensional Analysis of Social Exclusion, Levitas et al., 2007.
Understanding and Tackling Social Exclusion, Popay et al., 2008.
Leaving No One Behind, UN Report on the World Social Situation, 2016.
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Social Exclusion: The Decisions and Dynamics that Drive Racism, Razza, 2018.
Social Exclusion Meaning, measurement and experience and links to health inequalities, Popay et al., 2008
Othering and Belonging Institute
Targeted Universalism: Policy and Practice, john a. powell, Stephen Menendian, and Wendy Ake, 2019.

Purpose

The House focuses on

- People directly impacted by social exclusion or systemic inequality
- Black and Latino/a/x individuals
- Immigrants

+

The House provides

A fully inclusive and connected community

A concentration of culturally and geographically responsive care, resources and opportunities.

Advocacy to remove barriers

+

As a result

Individuals experience increased stability, growth, and fulfillment.

To do our part to

Advance each person's full economic, political, social and cultural participation in the life of their families, communities and society.
We also recognize the House's unique history as founded by women and operated today in large part by women, and through our services support full participation to the women we serve.

Theory of Change (Narrative Form)

IF The House focuses on those who have been directly impacted, including Black and Latino/a/x individuals, immigrants, and people directly impacted by social exclusion or systemic inequality...

+

AND The House practices social inclusion by providing a fully inclusive and connected community, a concentration of culturally and geographically responsive care, resources and access, and advocacy to remove barriers...

+

THEN individuals and those directly impacted by social exclusion or systemic inequity will experience the increased stability, growth, and fulfillment needed to participate more fully in the life of their families, communities and society...

WHICH CONTRIBUTES TO a more inclusive society, economically, politically, socially and culturally.

Measures of Success

The House is encouraged to assess and cull its existing outcome measures to target measures that support its Theory of Change.

- Stability
  - What current research-based measures indicate participant increases in stability?
  - What 1-3 stability measures could be universally implemented across the organization and assessed by all programs?
- Growth
  - What current research-based measures indicate participant growth?
  - What 1-3 growth measures could be universally implemented across the organization and assessed by all programs?
- Fulfillment
  - What current research-based measures indicate participant increases in fulfillment?
  - What 1-3 stability measures could be universally implemented across the organization and assessed by all programs?

OUR PURPOSE PREMISE

The House exists to advance each person's full participation in the life of their families, communities and society.

Brand Items

Identity

The House is a vibrant, inclusive home for people on a journey to live their fullest life.

Vision

We envision a more inclusive society: one where each person is fully participating - economically, politically, socially and culturally - in the life of their families, communities and society.

Mission

Short: The House advances each person's full participation in the life of their families, communities and society.

Descriptive: The House makes new paths to stability, growth, and fulfillment possible, removing barriers to each person's full participation in the life of their families, communities and society.

Tag

Removing Barriers, Advancing Full Participation.

Activities

Current services can be organized around care to support, resources to equip and access to unlock opportunities.

- Care to support
  - Food Access
  - Income Support Services
  - Behavioral Health Services
  - Foster Care
- Resources to equip
  - Technology Center
  - Community Health
  - Intact Family Services
  - Family Literacy Programs
- Access to unlock opportunities
  - AH High School
  - Workforce Development

Conditions

01	Economic Shifts	**Where people can afford to live** - gentrification and displacement, increased housing costs, increased utility costs, climate migration **What they can afford to purchase and access** - increases in cost of living, increasing insurance costs, inflation, higher interest rates, depressed wages **What people expect from work** - reimagination of work (Great Resignation), reevaluation of quality work, safety considerations, the rise of flexible and remote work, and shifting cultural and financial expectations of workplaces **What funders expect of nonprofits** - reducing overhead, generating sustainable revenue, providing evaluation and evidence, more with less, unsustainable funding
02	Emerging Realities	**Technology innovation, advancements, and divides** - rise of automation, impacts on service delivery and workplace operations, digital skill divides, inequitable broadband and device access **Broader demographic and generational shifts -** Chicago population loss among Black residents and immigrants, declining CPS enrollment, five generation workplaces, the corporate shift into social impact, non-profit proliferation **Trauma, chronic and acute violence** - social isolation, increases in crime, criminalization of poverty, increasing substance use. **Upcoming elections and political will** - sustainability of funding increases, a concentration of public funds, political shifts in support for human services
03	Persistent Inequities	**Inaccessibility of basic services** - inaccessible healthcare due to a lack of insurance and inequitable reimbursement rates, lack of high-quality food access and high quality educational opportunities **Structural racism, homophobia and overt white supremacy** - a lack of psychological and physical safety, growing disconnection and intolerance **Continuing lack of sufficient and culturally competent services** - inability to meet complex needs, services that do not meet cultural and linguistic needs

OUR BOLD GOAL

Over the next three years, The House will expand access to high-quality, culturally responsive services and service providers, and reduce access barriers especially for Black and Latino(a)/x community members.

Priorities to Achieve our Bold Goal

Internal Changes

Shift and enhance our budgeting, fundraising and revenue approach to make our own services more accessible to participants (for instance, to undocumented and uninsured participants).

Improve systems and structures of collaboration that reduce access and coordination barriers and silos internally (for instance, centralized intake).

Diversify the Board of Directors to make it more representative of our community and more engaged/connected to the work.

Enhance the working conditions and compensation structures for employees to ensure they are included, cared for, and able to fully participate in the lives of their families, community and society.

Leverage communications and marketing as a way to influence audiences and to advance our bold goal.

Evolve our use of and approach to space so that our building is an asset in fostering a more collaborative and inclusive community.

External Changes

Partner to expand one stop shops and satellite locations and to deepen the quality, scope and cultural responsiveness of services provided there through innovative collaborations and shared space.

Bring awareness and resources to the work of social inclusion, universal service programs and culturally responsive approaches through programs and advocacy.

Share power and authority with participants to make decisions about the House that directly impact their experience of access and inclusion.

Document and describe our model and approach, so it can be exported to and adopted by other organizations.

Expand mobile and virtual delivery of services to make programs and services more accessible.

Measures of Success

These measures of success are a sample of those included in the 3 year action plan.

- Expand access to high-quality, culturally responsive services and service providers:
  - Increased number of staff and board members that represent the communities served by The House
  - Staff retention and satisfaction
  - Increases in partnerships and collaborations
- Reduce Access Barriers:
  - Diversity of financial resources and sources of funding
  - Process optimizations or improvements
  - Increased accessibility and sustainability of and satisfaction with the building
  - Increases in undocumented and uninsured participants accessing services
  - Increases in people accessing services across multiple programs

Association House of Chicago

3 year Action Plan

Phases of Work

01	Priorities of Focus Year 1	• Shift and enhance our budgeting, fundraising and revenue approach to make our own services more accessible to participants (for instance, to undocumented and uninsured participants) • Improve systems and structures of collaboration that reduce access and coordination barriers and silos internally (for instance, centralized intake). • Partner to expand one stop shops and satellite locations and to deepen the quality, scope and cultural responsiveness of services provided there through innovative collaborations and shared space. • Share power and authority with participants to make decisions about the House that directly impact their experience of access and inclusion.
02	Priorities of Focus Year 2	• Enhance the working conditions and compensation structures for employees to ensure they are included, cared for, and able to fully participate in the lives of their families, community and society. • Leverage communications and marketing as a way to influence audiences and to advance our bold goal. • Bring awareness and resources to the work of social inclusion, universal service programs and culturally responsive approaches through programs and advocacy. • Expand mobile and virtual delivery of services to make programs and services more accessible.
03	Priorities of Focus Year 3	• Evolve our use of and approach to space so that the building is an asset in building a more collaborative and inclusive community. • Diversify the Board of Directors to make it more representative of our community and more engaged/connected to the work. • Document and describe our model and approach, so it can be exported to and adopted by other organizations.

Early Wins Needed

- Expand the development team
- Prioritize changes to compensation structures, benefits and hiring processes.
- Identify minor cosmetic updates that can be made, prioritize signage, painting and the parking lot project.
- Expand staffing for strategic partnerships and initiatives, including a potential standing committee.
- Find early ways to begin building participant power, for instance building the community advisory board, adding participant voice to drop in center activities, or sharing PQI data for participant feedback.
- Expand external affairs staffing to work on advocacy and systems change.

Strategies for Accountability and Buy-In

Prior Successes

Build a team: The House works together well when there is a sense of mutual support and team, and staff can approach the work with the same change-mindset. Creating moments of collaboration, collective decision-making, and celebration all together builds a collective sense of ownership.

Jumpstart implementation: When The House both has broader, transparent conversations AND jumpstarts implementation in immediate action, big changes can be made. Additional supports, like implementation consultants, can also help support teams.

Share and demonstrate progress: Make initial investments visible to demonstrate success and increase motivation. Continually assess and practice transparency both in the process, the challenges, the learnings, and the success. Communicate frequently with a focus on the collective goals.

Bring people along: Invest in messaging moments, provide training and development opportunities, articulate clear expectations, and document unwritten rules or assumptions clearly and accessibly.

Additional Approaches

Increase Board visibility and connection to the staff: Have board members join in the roll out of the plan internally, including having the CEO and Board Chair present the plan to the full staff together and share the Board's role in the process. Initiate Board/Staff Retreats, ensure that the continuing Strategic Planning Committee or Leadership Team is comprised of both board and staff members.

Disburse and distribute leadership of the plan throughout the organization: Build on previous roll-out processes. Highlight and ensure that Working Group members have leadership roles in the roll out process and connect the final product to the feedback received at the process launch. Make clear and visible the parties or groups that bear responsibility and accountability for plan processes and outcomes.

Ensure wide and deep engagement with the plan throughout the organization: Conduct orientations to the plan using the same structure that was used to get feedback to inform it. Ensure every staff member has an opportunity to ask questions and engage the plan. Provide all staff an orientation and a copy of the plan.

Keeping it front and center: Post the plan in visible places, create organization wide touchpoints for regularly talking about progress and setbacks. Decide how progress updates will be communicated. Be clear about early wins and celebrate their completion.

Strategy Stewardship Roles

Board of Directors

Focus on **accountability** to the organization's WHY and **championing** the direction outlined in the plan.

Steward alignment to the **Theory of Change,** ensuring **priorities** continuously align to the organizational purpose and Bold Goal. Support forging different paths in internal and external **policy** and **advocacy**, where the plan directs it is needed.

Keep the plan in front of you. Focus on accountability to the **Theory of Change** (not the discrete actions) and **Bold Goal**, keeping your collective eye on the 3-5 year organizational change.

Mobilize resources and relationships and **remove** barriers to demonstrate support for the plan, where needed and requested.

Engage the plan, doing work on the board itself and by **collaborating** on work with the staff, where it has been outlined as necessary.

Leadership Team

Focus on **operationalizing** the organization's WHY and **realizing** the direction outlined in the plan.

Steward alignment to the **Theory of Change**, ensuring **activities** continuously align to the organizational purpose, bold goal and priorities. Identify and forge different paths in in **practice** and **action**, where the plan directs it is needed.

Keep the plan in front of you. Focus on accountability to the **Bold Goal** and **Priorities** (not the discrete actions), keeping your collective eye on the 3-5 year goals.

Organize resources and relationships and **overcome** barriers to advance the plan, where needed and requested.

Advance the plan, **driving** the work and collaborating on work with the Board, where it has been outlined as necessary.