



Core Purpose: To inspire and prepare young people to succeed in a global economy

2010-11 Operating Plan and New Board Structure

Purpose of Change: JA Dallas, like 98% of all non-profit organizations, has used a fairly formal committee-based structure as a way of engaging Board members in the organization's work. During the 2010 JA Board Retreat, there was significant conversation on how we can accelerate our ability to achieve results. "Results" was defined as JA's ability to increase the number of students impacted by JA programs. The discussion during the retreat resulted in a set of priority actions that may best be tackled through a structure different from our current one; one based more on "Action Teams" than on "committees."

Based on the discussions during the 2010 JA Dallas Board Retreat, we are proposing a significantly revised structure for our Board of Directors. The desired outcomes of this revision are:

- **Clearer results statements**
- **More varied opportunities for project engagement by Board members**
- **Opportunities for engagement of ad hoc committee members**

These proposed "Action Teams" are tied directly to our five priority key performance areas, as defined beginning on Page 3, in the "Historical Context" section of this document.

Action Team Descriptions

Student Impact Action Team – to ensure an ever-increasing number of students are able to benefit from JA's activity-driven, outcomes-based, volunteer-delivered programs.

Proposed 2010-11 Outcomes:

- 1,940 in-school classroom experiences
 - o 1,100 via the JA in a Day model
 - o 840 via the standard model
- 2,220 AT&T JA student Job Shadow experiences
- 2,000 JA student Finance Park experiences
- Implementation plan developed for full-year JA Finance Park
 - o Educator commitment
 - o Location commitment

Priority Team Actions:

- JA Finance Park implementation plan
- In-class program geographic expansion plan

Volunteers Action Team – to ensure an ever-increasing number of volunteers – from various backgrounds – are able to serve as JA volunteers

Proposed 2010-11 Outcomes:

- 2,500 classroom volunteers
- Increase JA in a Day volunteer retention rate
- Increase Standard JA volunteer retention rate
- 450 AT&T Connectors for JA Job Shadow experiences
- 250 Capital One volunteers for JA Finance Park
- Develop JAFP volunteer recruiting plan

- Develop key tools to accelerate effective growth

Priority Team Action:

- Volunteer recruiting and retention strategies for Standard Program delivery

Board Action Team – to recruit, train, and retain those men and women who provide the key stewardship of JA Dallas, additionally launch an advisory board during FY 2010-11.

Proposed 2010-11 Outcomes:

- Increase Board membership
- 75% of directors are considered from the top three tiers of local leadership
- Recruit 4-6 directors from “middle market”, as defined by JA
- Maintain “large market” base
- Recruit 6-8 members of inaugural advisory board
- Develop key tools to enhance a Board member’s experience and commitment

Priority Team Actions:

- Large market and advisory board
- Middle market

Funding Action Team – ensure sufficient funds to meet the goals of JA Dallas

Proposed 2010-11 Outcomes:

- Secure sufficient funding to support program outcomes
 - o General operating
 - Current
 - Increase funds raised for future years
 - o Bowlathon
 - o JA Dallas Golf Classic
 - o JA Dallas Business Hall of Fame
- Implement funding plan for JA Finance Park
- Develop key tools to effectively sell the JA story

Priority Team Actions:

- JA Board member engagement in fund development
- JA Finance Park funding plan
- JA Dallas Golf Classic
- JA Dallas Business Hall of Fame

Brand Action Team – Create on-line tools that create a shared community and enable stakeholders (volunteers, educators, donors, students) to strengthen and reinforce the brand

Proposed 2010-11 Outcomes:

- JA defines its “face” to the community
 - o Electronically
 - o Print collateral
 - o Events connected
- JA uses various methods to connect others to the JA experience
 - o JA in a Day tours
 - o JA Finance Park tours
 - o On-line stories

Priority Team Action:

- Define and implement the “face” of JA

We will maintain the **Audit Committee**, with its purpose of ensuring the fiscal integrity of JA Dallas.

Historical Context

Junior Achievement of Dallas adopted the Vision Framework planning process, as used by JA Worldwide, during Fiscal 2008-09. This included adopting the JAW core purpose, and developing a long-term aspiration statement for JA Dallas.

JA of Dallas Long Term Aspiration: To be recognized in North Texas as the premier organization fulfilling the critical role of inspiring and preparing young people to become successful, contributing members of the global economy.

This framework outlines ten key performance areas for organizational success:

Student Impact	Funding	Governance
Programs	Brand	Alumni
Volunteers	Staff	
Boards	Operations	

Each of these key performance areas has an envisioned future statement, local critical success factors, and key performance indicators. These statements tell us how we will define future success (envisioned future statement) and what we need to do or to have to attain that “future” (local critical success factors).

No organization can effectively focus on ten things. Therefore, we have identified the **five** most important key performance areas to JA Dallas’ success. We have identified annual **key performance indicators (KPI)** for each of these five areas. These KPI’s represent the metrics by which we measure our annual success. These metrics also drive our current committee structure.

The five most important key performance areas are, with their current committee oversight:

Student Impact (Programs) – Ensuring a sequential K-12 experience for students with an emphasis on economically disadvantaged neighborhoods. Our annual student reach will continue to grow significantly as JA uses a “hands-on” approach to free enterprise to educate and prepare students for the business of life. Key measurements: students reached, total student-program contact hours, classes complete.

Volunteers (Programs) – Be viewed as the “volunteer opportunity of choice.” Every student learning opportunity will be met through a cadre of well-trained, well-prepared volunteers. JA will be the vehicle through which business volunteers can repeatedly give back to their communities and share their own diverse experiences to help prepare the world’s youth for future achievement and success. Volunteers will fuel our growth. Key measurement: classroom volunteers.

Board (Board Development) – will be composed of successful, experienced business, education and other community leaders who are engaged and excited about positively impacting young people. They will be passionate advocates for JA’s purpose, providing both personal and organizational leadership and support. Directors will secure resources, including volunteers and funding. Participation on the JA Dallas Board will be sought after and recognized as a meaningful and prestigious opportunity due to the caliber of individuals who choose to associate with our organization. Key measurements: number of board members, level of director within his/her own firm, resources (financial and volunteer) secured.

Funding (Development, Golf Classic, Hall of Fame) – our financial position will be strong. Funders will enthusiastically support JA as the result of a successful JA experience. They will view their association and investments with JA as mutually beneficial, visible demonstrations of their social conscience and good business

sense. Funds will share their enthusiasm with others. Long-lasting relationships with funders will provide for continual operational stability and sustainable growth. Key measurement: Income

Brand (every committee has responsibility for Brand) – will be recognized, understood and valued, and **the** education and youth development organization that truly makes a difference in North Texas. The JA brand is a hands-on, involved experience that drives people to want to participate in JA. We will be united around the common purpose of inspiring and preparing young people to succeed in a global economy. Key measurements: consistent use of identifiers; connection of JA name to JA outcomes; interest in participating