



Five Year Strategic Plan

Five years. 50 schools. 500 leaders.

effective July 1, 2023



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Executive Summary

When our world and communities experience dramatic change, what we expect and need from our public schools changes, too.

We are so excited to share the incredible advancements we've made in the education sector and at BES over the past year to ensure the changing needs of students, families, and communities are met. We embrace our commitment to community, equity, and anti-racism - values that shape our team internally and guide us as we work with leaders and students around the nation. Despite the challenging times, we remain hopeful that educator burnout and shortages can be overcome and learning gaps can be bridged. This belief fuels our commitment to new school incubation, leadership development, and sustainability, the three anchors of our five-year strategic plan.

We believe that, now more than ever, BES's charge to identify and prepare excellent leaders to transform education in their communities is the right one and one that can play a key role in shaping the future of teaching and learning.

Key Themes

As we listened and reflected on BES and the broader landscape during the strategic planning process, several key themes emerged that help inform our plans for the future.



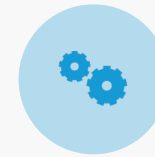
Responsiveness

The shift we made three years ago to prioritize responsiveness to community, a focus on anti-racism, and supporting varied and innovative school models continues to be essential.



Sustainability

The need for leadership development and “bench building” in education is at a critical level. Our leadership development programming offers a scalable and sustainable way to meet that need.



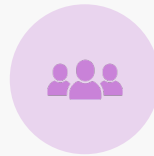
Optimization

The last three years presented high levels of complexity and change for BES (and many other organizations) and there is a need to simplify and optimize our work to make our operating model more effective.



Evolution

The BES Fellowship remains a unique and impactful offering in the sector, though there are headwinds facing charter growth that will require continued evolution of our work.



Community

The emergence of more local education champions offers a way for BES to more deeply engage community voices, yet requires more collaboration and coordination.



Impact

As a national organization with deep and unique expertise, BES can continue to grow its role in supporting public school leaders and a healthy national education ecosystem.

Key Questions

Current State

What is the current state of BES and the broader landscape?

Goals

What are BES' goals for the next five years?

Strategies

What are BES' key strategies for the next five years?

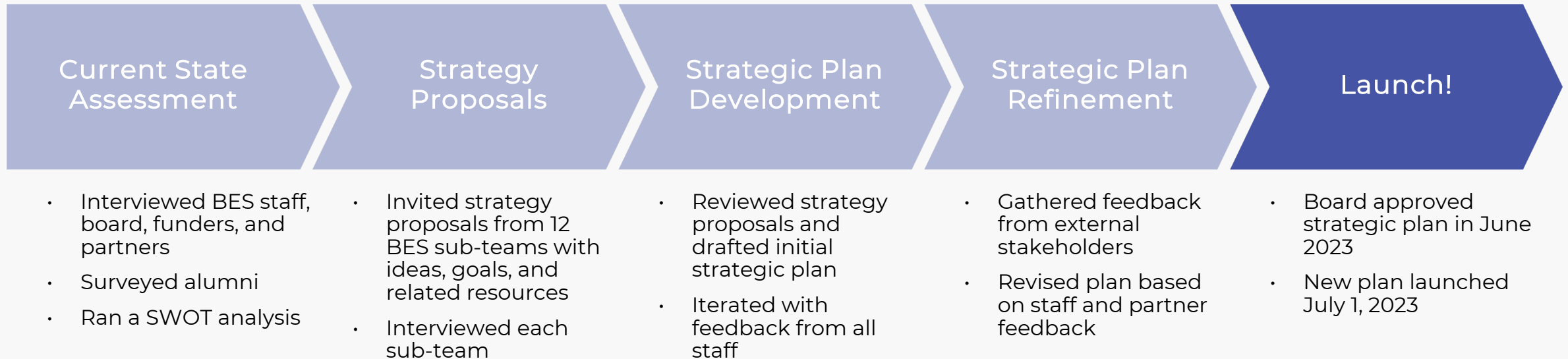
Model

How should BES optimize its operating model to execute successfully over the next five years?



Planning Process

We chose to have a thorough strategic planning process, with broad and open input from internal and external stakeholders.



build. excel. sustain.

The next
five years.



MISSION

BES identifies and prepares
excellent leaders to
transform education in their
communities.

Five Year Goals

Five years. 50 schools. 500 leaders.

The five-year strategic plan that follows is rooted in our commitments to community, anti-racism, and furthering equity through education. The plan centers on three primary goals that we believe best meet the needs of our community partners and the broader education ecosystem.



Incubation

Fuel the creation of 50 new, high-quality, locally responsive charter schools in regions across the country.



Leadership Development

Train at least 500 public school leaders through high-quality leadership development programming.



Sustainability

Operate a thriving, sustainable, and equitable organization that contributes to a healthy national education sector.



Incubation

Fuel the creation of 50 new, high-quality, locally responsive charter schools in regions across the country

Through deep support in the Fellowship and Follow On Support, BES will prepare excellent, equity-minded, and community-driven leaders to found unique and responsive schools across the country.

1

Train

10-12 new leaders through the BES Fellowship annually; 50-60 over five years.

2

Coach

90% of authorized schools in their founding years through Follow On Support every year.

3

Support

at least two replicating leaders every year through the growth track of the Fellowship.

4

Engage

at least two leaders annually, outside of the Fellowship network, in Follow On Support.

5

Authorize

75% of Fellows submitting high-quality applications, within two cycles.



Strategies

Fuel the creation of 50 new, high-quality, locally responsive charter schools in regions across the country

CODIFY

Continue to codify and integrate our Fellowship and Follow On Support programs rooted in defined equitable and anti-racist school design principles

FOCUS

Pause smaller, more peripheral programs (e.g., incubating autonomous schools, executive search, and school reviews) to focus on highest impact work

PARTNER

Collaborate with local partners to collectively design and deliver a comprehensive suite of support that meets leader needs at all stages of school startup, maximizing success rates and optimizing Fellow experience

INNOVATE

Implement actionable research to inform current programming and remain responsive to emergent sector needs (finance and facilities, innovative school models, emerging technologies, etc.)



Leadership Development

Train at least 500 public school leaders through high-quality leadership development programming

Through yearlong coaching and bite-sized professional development, BES will prepare the next generation of leaders in public schools nationwide.

1

Expand

the reach of leadership development programming to 500 leaders by 2028.

2

Grow

earned revenue to meet 100% of enrollment-based targets annually.

3

Build

a talent pipeline for school leaders at all levels and new school founders.

4

Impact

heightened leadership, with 85% of leaders rating programming as effective/highly effective.

5

Prepare

75% of leaders to take on heightened leadership roles within two years.

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Strategies

Train at least 500 public school leaders through high-quality leadership development programming

CODIFY

Codify leadership development offerings, rooted in defined equitable and anti-racist school design principles, before scaling them effectively

EXTEND

Deepen the impact of LENS - our year long training and coaching program - by adding a second year of coaching for at least 25% of participants

INTEGRATE

Integrate LENS, Coaching, and Leadership Intensives to provide cohesive and customizable support to participants at all levels of school leadership

RECRUIT

Invest in significant new strategic and operational capacity to recruit potential partners, especially in the district market where BES has had limited reach to date



Sustainability

Operate a thriving, sustainable, and equitable organization that contributes to a healthy national education sector

Through strong fiscal management, strategic growth, a continued focus on diversity, equity, and inclusion, and collaboration across the sector, BES will be positioned to thrive and sustain its work.

1

Grow

our supporter base by diversifying funding and establishing and renewing partnerships.

2

Build

operational, programmatic, and marketing capacity to support the work.

3

Expand

reach through strategic communications and regional alumni engagement.

4

Invest

in people and processes to create and sustain an inclusive and joyful culture.

5

Track

and improve upon inclusion and retention metrics across the team.

build. excel. sustain.



Strategies

Operate a thriving, sustainable, and equitable organization that contributes to a healthy national education sector

OPTIMIZE

Expand our team, optimize our organizational structure, and invest in critical new functions to improve operational efficiency, partnerships, marketing, and staff sustainability

PRACTICE ANTI-RACISM

Fully operationalize our commitment to anti-racism across all internal and external activities

COLLABORATE

Define and implement consistent management and communication practices to improve BES culture and collaboration

SUSTAIN

Expand and diversify our funder base, strengthen marketing and storytelling capacity, and increase earned revenue by scaling our leadership development programming



Get Involved

If you're inspired by this vision for the road ahead, let's talk about how we can work together.



learn more on our website: bes.org



find us on social media: [@besleadership](https://twitter.com/besleadership)



collaborate with us: partners@bes.org

BES Programs



BES supports leaders to not only build new schools, but to ensure their schools excel and sustain their results over time.

Our suite of programs and services are available to all public schools and designed to meet leaders and schools at every stage of their journey.

The Fellowship

Individuals deeply committed to transforming education embark on a multi-year process to design, found, and lead an excellent public charter school that reflects and responds to community need.

BES Fellows participate in one of three Fellowship tracks:

● build

A four-year continuum of training and coaching that prepares Fellows to launch and lead high-performing, fresh-start charter schools.

● co-design

A five-year continuum of training and coaching through which Fellows co-design a fresh-start, high-performing charter school alongside a team of community members

● growth

A one-year training and coaching program to support leaders with expanding or replicating an existing public charter school.

Follow On Support

Structured coaching and support for new and replicating school leaders in their planning year and first two years of operation.

LENS

A premier year-long, cohort-based leadership development program for emerging and experienced leaders that prepares them to shape their schools' ability to advance equity and foster an impactful learning experience for all students.

School Leader Coaching

Tailored 1:1 coaching designed to support and challenge experienced leaders in executive, instructional, operational, or culture roles on the skills and mindset they need to execute at the highest level.