



2015 Strategic Plan

(approved by Horizons Advisory Board at annual meeting in May 2015)

Horizons at Harley Mission Statement

The mission of The Horizons Student Enrichment Program at The Harley School is to help urban children of limited financial means to find success in school and to set high goals for themselves. Horizons is committed to the development of the whole child through experiences that enhance confidence, foster awareness of community responsibility, build problem-solving skills and encourage a life-long interest in learning. In so doing, Horizons strives to encourage these children to take charge of their lives and realize their full potential.

Horizons at Harley Brand Promise

We promise to instill in our students: a belief in their abilities, an understanding of their potential for achievement, and a joyous spirit of optimism about the future.

Horizons at Harley Strategic Goals



Operating Principles

- A strong relationship with The Harley School is the foundation upon which the success of the Horizons program is built.
- We strive to maintain diversity among our staff, board and volunteers.
- We strive to implement best practices to meet the learning needs of all our students.
- We strive to maintain open and collaborative relationships with our students' home schools.
- We believe that learning occurs over time and is optimized by multiple consecutive years of program participation.

Goal #1

Improve the quality and effectiveness of the Horizons Program

- Maintain quality and continuity of teaching staff
 - invest in teacher training, with emphasis on early reading instruction skills
 - boost compensation
- Extend our relationships with students and families to strengthen parent commitment
 - Explore additional ways to connect holistically with families, building on Foodlink model
 - Explore additional ways to encourage communication among parents
- Pursue programing with Harley to benefit both Harley and Horizons students
- Demonstrate program effectiveness by identifying and implementing additional evidence based assessment tools

Goal #2

Expand the Program

1. Expand Horizons at Harley's staff to include a School Counselor
 - Introduce 7th and 8th grade students to high school planning including college track and vocational programs
 - Provide guidance to students and parents in high school course selections that are compatible with career directions
 - Interact with students, parents and host schools to provide ongoing guidance throughout students' high school years to facilitate success in achieving career goals
2. Explore the expansion of the Horizons program to include helping place students in summer internships a/or summer jobs
3. Help Horizons students find funding for scholarships for to expand and enhance students' talents and interests
4. Develop programs to maintain connections among graduates and with the Horizons program

Goal #3

Ensure Program Sustainability

1. Financial Sustainability: Our goal is to raise sufficient funds to cover annual operating expenses of the program and to establish within three years a “rainy day fund” in an amount equal to two times the annual operating expenses of the program.
 - Develop and implement a strategy including a marketing tool kit, social media, corporate sponsoships and events to introduce Horizons to potential new donors in all sectors.
 - Develop and implement a strategy to follow up with, engage, and cultivate summer visitors and Horizons event attendees to become donors or partners of Horizons and to explore ways to partner with Harley Development staff.
 - Develop and implement a donor stewardship plan by refreshing our communications plan
 - Increase grant-writing capabilities

2. Advisory Board Sustainability
 - Improve processes for identifying, cultivating and vetting Advisory Board members
 - Create succession plan for Board leadership

3. Administrative Structure
 - Assess administrative staffing needs for program expansions
 - Assess administrative staffing needs for development of donors and grant writing

Goal #4

Build Complementary Community Connections

We will strive to build community connections that provide the following “cradle to career” benefits for Horizons students: enhancements for the summer program, support for current Horizons students outside of the summer program, support for Horizons graduates, and recruitment pools for Horizons teachers/staff, Board members, volunteers, and donors. In addition, we will strive to build connections with other organizations in the community that are contributing “cradle to career” support for low-income students in the greater Rochester area in an effort to leverage Horizons’ capabilities for the greater good.

- Nurture relationship with the RCSD including the Superintendent, Principals, Teachers and Central Staff.
- Identify and introduce complementary community programs to Horizons to establish possible connections for our students and graduates.
- Engage with institutions of higher education to provide support to Horizons and its graduates
- Be a strong community member of GRSLA (summerLEAP)
- Be a strong supporter of the Rochester Area Anti-Poverty initiatives