



**Parent  
Organization  
Network**

*Breaking Through Barriers*

**STRATEGIC PLAN**  
2021-2023



### **Special Thanks and Acknowledgements**

This strategic planning process was led by Kathleen Chuman, consultant for Parent Organization Network from January to December 2020.

A special thanks to the PON Advisory Board, the Ad Hoc Committee on Metrics, membership, partners, and staff for participating in retreats, committee meetings, interviews, and surveys to update the organization's core statements and develop the strategic plan.

Additional contributors include Claudette C. Contreras, graphic designer, and Maria Rosales, translator.

*This strategic plan was funded with support from:*

The California Endowment

The Stuart Foundation

## MISSION

- **PON UNITES THE POWER OF UNDERSERVED PARENTS\* TO BREAK THROUGH BARRIERS IN PUBLIC EDUCATION, SO PARENTS AND EDUCATORS CAN EFFECTIVELY PARTNER TO ENSURE EQUITY AND EXCELLENCE FOR ALL STUDENTS.**

\*PON defines "parent" broadly to include birth, adoptive, foster parents, and legal guardians, as well as grandparents, adult siblings, aunts and uncles, and other relatives and non-relatives who are involved with raising and educating a child.

## CORE VALUES

- **EQUITY:** We believe that an equitable, high-quality education for all children is a legal and human right. We are committed to the elimination of opportunity and achievement gaps for every student.
- **EMPOWERMENT:** We believe that parents and families, as the primary advocates for their children, play a major role in driving transparency and accountability to effect the changes needed to achieve our vision.
- **DIVERSITY AND INCLUSION:** We believe diversity is a strength. We promote and prioritize diversity and inclusion at all levels of public education.
- **COMMITMENT, TRUST AND RESPECT:** We believe that parent-educator partnerships achieve their full potential when relationships are based on mutual commitment, trust and respect to share leadership and accountability for educational outcomes.

## VISION

- **PON ENVISIONS THAT IN EVERY PUBLIC SCHOOL, PARENTS TRULY ARE EQUAL PARTNERS AND DECISIONMAKERS IN ENSURING THAT OPPORTUNITY AND ACHIEVEMENT GAPS ARE CLOSED AND THAT ALL STUDENTS HAVE A HIGH-QUALITY EDUCATIONAL EXPERIENCE THAT PROMOTES DIVERSITY AND INCLUSION, IS TAILORED TO THEIR NEEDS, AND PREPARES THEM FOR SUCCESS IN SCHOOL AND IN LIFE.**

## APPROACHES

- Dialoguing with parents and grounding the work in their perspectives
- Building common ground among PON members and other stakeholders
- Being solution- and outcomes oriented
- Promoting evidence-based strategies
- Creating authentic partnerships

## STRATEGIES

- Removing barriers to parent engagement and student success
- Building staff best practices for parent engagement
- Strengthening parent capacity for engagement at home and at school
- Growing and sustaining the PON network





## ACTIVITIES

- Remove barriers to parent engagement and student success
- Build school staff best practices for parent engagement
- Strengthen parent capacity to support classroom learning at home, and to engage and lead in their children's schools
- Build the network of parents, organizations, & allies committed to parent engagement as a means to achieve educational equity



## SHORT OR MID-TERM OUTCOMES

- Conditions for effective engagement are present in schools
- Educators engage families authentically and meaningfully
- Parents are effective in their engagement



## LONG-TERM OUTCOMES

- Effective family-school partnerships are developed to address student needs and improve conditions for success



## IMPACT

- Student outcomes improve and they are prepared for college and career.
- Opportunity and achievement gaps are closed

## Directional Priorities for 2021 - 2023

1 Capitalize on PON's unique niche of advancing the practice of family engagement

2 Continue developing and strengthening PON's base, including increasing alignment, engagement and diversity

3 Expand PON's organizational capacity by continuing to cultivate a strong Advisory Board and increasing staffing

# PON

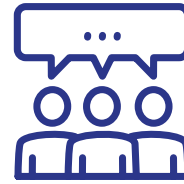
Strategic  
GOALS

Goal  
1:  
Advocacy



**Goal 1:** To remove barriers to parent engagement and build staff best practices for parent engagement

Goal  
2:  
Capacity Building



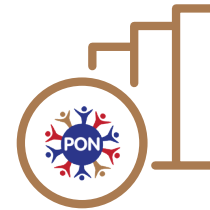
**Goal 2:** To strengthen parent capacity to effectively work with others (i.e. parents, organizations, school officials) in collective projects or campaigns to ensure equity and excellence for all students

Goal  
3:

Goal  
4:

Goal  
5:

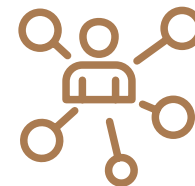
Organizational Capacity



**Goal 3:** To strengthen PON's organizational capacity to sustain an effective and efficient parent engagement network



**Goal 4:** To raise the public profile of PON



**Goal 5:** Ensure a broad, diverse network of members and partners that have a shared commitment to PON



To remove barriers to parent engagement and build staff best practices for parent engagement

**Desired Outcomes:**

- Strengthened policies, regulations, and/or training around parent engagement or education
- Increased number of parent leaders and partner organizations advocating to strengthen parent engagement or improve education
- Barriers hindering parent engagement and advocacy in schools are effectively addressed and there are improvements in school culture that create a more welcoming environment
- Practitioners have increased awareness of best practices and are better equipped for effective parent engagement

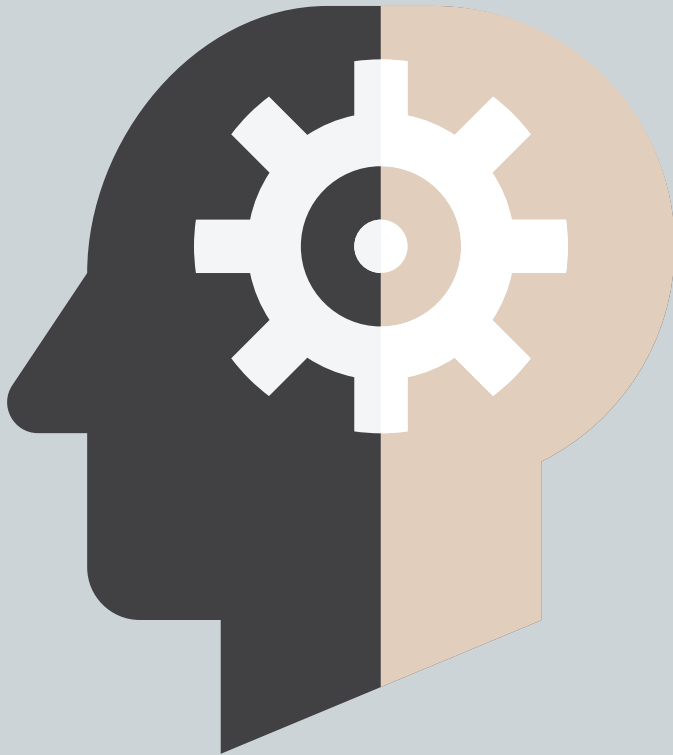
Objective 1.1

**Work with state leaders to establish policy or regulations to improve family engagement**

- a. Develop or influence state agencies' policies and regulations that will strengthen parent engagement in schools.
- b. Mobilize partner organizations and parent leaders to advocate for policies or regulations before the State Board of Education or local school boards that strengthen parent engagement or improve education in schools.
- c. Work with and support the statewide coalitions (i.e., LCFF Equity Coalition of Civil Rights, California Family Engagement Network) to influence education policies in family engagement and beyond.







## Objective 1.2

### Work to remove barriers for parents to engage in schools

- a. Continue documenting evidence of barriers faced by parents when engaging and/or advocating in their children's schools.
- b. Continue partnering with legal organizations to remove barriers hindering parent engagement and advocacy in schools.
- c. Monitor and analyze LAUSD's issuance of Disruptive Person Letters and the status of other barriers to report findings and track progress about any improvement of practices.

## Objective 1.3

### Influence the content of educator training around family engagement

- a. Develop or influence specific recommendations regarding family engagement training for educators.
- b. Promote the progress on family engagement training during pre-service, induction, and professional development for educators. For example, convene events to increase practitioners' awareness about changes and foundational research on family engagement.
- c. Evaluate the results of the local indicator for family engagement's self-reflection tool to identify school districts' strengths on implementation and areas where staff needs training.
- d. Participate in the Family Engagement Pre-Service Consortium hosted by the National Association for Family, School and Community Engagement to develop a framework for culturally responsive family engagement for educators preparation/credentialing programs parent engagement.

**Goal  
2:**

To strengthen parent capacity to effectively work with others (i.e. parents, organizations, school officials) in collective projects or campaigns to ensure equity and excellence for all students

**Desired Outcomes:**

- Increased number of parents engaged in advocacy to strengthen LCAP plans and budgets
- Increased number of parents engaged in advocacy to strengthen policies for ELs
- LCAP plans and budgets that are more responsive to the needs of ELs
- Policies around ELs at the state level are strengthened
- Increased awareness of EL programs among parents and students
- Parents' capacity to effectively engage with their students and schools is strengthened

Objective 2.1

**Engage in English Learner (EL) Consortium Campaign**

- a. PON staff engages members in Pomona, Long Beach, and Los Angeles to influence changes in those district's LCAP plans and budgets.
- b. PON staff and members develop and implement a campaign to increase parents' and students' awareness of EL programs: 21st Century Parent University specialized on English Learner Development.
- c. PON network supports advocacy efforts to strengthen or improve state policies for English learners.







## Objective 2.2

### Mobilize the resources of PON member organizations to build the capacity of the PON membership

- a. Conduct a project to increase PON parents' digital literacy skills.
- b. PON members lead monthly dialogues/cross-training among PON membership around timely/pertinent issues families are facing, e.g. resources for effective family engagement practices to support student learning at home during the pandemic.
- c. Offer capacity building on how to foster and sustain inclusion and diversity in organizations.
- d. PON staff captures members' collective wisdom in a book to support new parent leaders in successfully navigating the educational system.



To strengthen PON's organizational capacity to sustain an effective and efficient parent engagement network

### Desired Outcomes:

- Expanded capacity through hiring additional staff and through use of consultants, interns and/or members to contribute to the work
- An active Advisory Board with a pipeline of new potential members
- Increased annual organizational budget to \$500,000 over three years

### Objective 3.1

#### Increase PON staffing to strengthen and expand organizational capacity

- a. Hire a community organizer to support English learner work and other projects.
- b. Continue expanding capacity through consultants (i.e., translation and interpretation, communications, editing, graphic design, social media, research, and evaluation).
- c. Bring on student interns for specific projects (e.g., social media, marketing).
- d. Explore and provide incentives for members.
- e. Revisit PON Director salary level.

### Objective 3.2

#### Maintain an effective Advisory Board that provides guidance on organizational matters

- a. Define the on-ramps and off-ramps for Advisory Board members.
- b. Provide avenues for newer members to get involved at the Advisory Board level.
- c. Identify, prepare and train new people to join the Advisory Board organizations.
- d. PON staff captures members' collective wisdom in a book to support new parent leaders in successfully navigating the educational system.

### Objective 3.3

#### Create and implement plan to sustain and grow PON's budget

- a. Increase annual budget from \$200,000 to \$500,000 in three years to support operations and program
  - Raise funds to maintain community organizing position and increase it to full-time
  - Explore funding opportunities to expand PON's base-building work
- b. Explore the feasibility of a fee-for-service model and expansion into early childhood education.



## Goal 4:

To raise the public profile of PON

### Desired Outcomes:

- Greater visibility and name recognition of PON among key stakeholders

#### Objective 4.1

##### Create and execute a communications plan for PON

- a. Hire a communications consultant to develop a plan to raise PON's public profile with audiences.
- b. Enlist support from members or consultants to carry out the plan.
- c. Work with students to create a short film and marketing package.

## Goal 5:

Ensure a broad, diverse network of members and partners that have a shared commitment to PON

### Desired Outcomes:

- A growing, diverse and committed network of parents, partners and allies committed to family engagement as a means to achieve educational equity.

#### Objective 5.1

##### Recruit African American and Asian American parents to participate in PON

- a. Identify conditions needed in PON to attract and retain African American and Asian American organizations.
- b. Identify and recruit organizations that may be interested in joining PON.

#### Objective 5.2

##### Revisit original participants to explore potential for reconnection

- a. Research the current work of former members and reconnect to explore renewing membership



