

STRATEGIC PLAN

The next stage of KIPP's journey will begin in July of 2011, as the organization begins executing against a new set of strategic imperatives aimed at sustaining excellence across the entire network while dramatically growing the number of students served and the number of alumni supported in college, all the while expanding its impact on the American public education system.

The following strategic imperatives will guide KIPP over the next five years:

1. **Commit to the *climb to and through* college.** The number of KIPP alumni in college will increase dramatically in the next five years, and we are reaffirming that our mission is to help students "succeed in college and the competitive world beyond." In the coming five years, we will not only continue to improve the rigor of our programs to ensure that KIPPsters are ready for college, but we will also invest resources in identifying the strategies that significantly increase the odds that our alumni graduate from college once they have been admitted.
2. **Grow deeper before wider.** Today there are 99 KIPP schools in 20 states and the District of Columbia, and yet, we have not even come close to meeting the need for high-performing schools in the communities we serve. From now until 2015, we will prioritize supporting excellence in our existing schools and opening outstanding new schools in the communities we currently serve, while maintaining our focus on serving students with the greatest need. And, by focusing on where we are today, we will concentrate our finite resources on strategically building out and aligning our elementary, middle, and high school models.
3. **Develop best-in-class talent practices.** Our continued expansion will result in considerable growth in the network's need for outstanding teachers, school leaders, and school staff. The increasing complexity of our regional operations will require investment in the professional development of our executive directors, regional support staff and local board members. We will develop best-in-class talent practices in order to attract, develop, and retain diverse talent at all levels to ensure the ongoing sustainability and excellence of KIPP schools.
4. **Embrace sharing and innovation.** We have only just begun to take advantage of our growing scale such that promising practices in one KIPP community are rapidly disseminated for the benefit of students and teachers throughout the entire KIPP network. In this coming five year period, we will learn from within by continuing to cultivate, highlight, and disseminate the grassroots innovation that is continually taking place in KIPP communities across the country. We are also eager to learn from others by opening our network up to strategic partners who are looking to bring their ideas to life.
5. **Advocate for Great Education.** We recognize the fundamental value of our current investments in media relations, labor relations, and federal government relations and appreciate that our brand is one of our most important assets. We do recognize that the most important advocacy work will take place at the state and city levels, and while we stand ready to generate resources in support of our regions at key moments, we will partner with others whose core competency is to take the lead in advocating for and protecting the interests of our schools and the children we serve.