



English in Action
The English-Speaking Union

Strategic Plan Update
March 2018

ARNIC & English in Action 1-to-1 Conversations

Strategic Plan Goals

| 2017 | 2018 | 2019 | 2020 | 2021 |
|--|---|---|---------------------------|---------------------------|
| Grow NYC program | Grow NYC program | Grow NYC program | Grow NYC program | Grow NYC program |
| Seek permanent funding for ARNIC | Seek permanent funding for ARNIC | Establish permanent funding for ARNIC | Grow ARNIC | Grow ARNIC |
| Business planning for nationwide program | Test market/ partners(s) for nationwide program | Test market/ partners(s) for nationwide program | Expand nationwide program | Expand nationwide program |
| Evaluate | Evaluate | | | |

| 2017 Progress | Future Challenges |
|--|--|
| Change in staff leadership: new manager to integrate ARNIC & EiA | Need funder to replace Open Society |
| ARNIC evaluation underway | Additional meeting locations in NYC are needed |
| Formation of a Community Board | |
| Seeking proposals for Business Planning consultant to scale program nationally | |

TLab Travel and Learn Abroad

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|---------------------------|--------------|--------------|----------------------|-------------------------------|
| Grow program | Grow program | Grow program | Grow program | Grow program |
| Allow non-Branch teachers | Evaluate | | Final program design | Continue to broaden marketing |

| 2017 Progress | Future Challenges |
|--|---|
| Developed one-week programs for lifelong learners at Shakespeare Birthplace Trust and Oxford | Need to grow awareness of TLab as a viable education travel provider |
| Allow non-Branch teachers? | Lifelong learner programs have not attracted ESU member participation |
| | Lack of regional staff to promote the program locally |

TLab Speakers Series

Formerly National Speakers Program

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------|---|---------|---------|---------|
| Charge Branches | Ongoing | Ongoing | Ongoing | Ongoing |
| | Implement National office leadership in certain markets | | | |

| 2017 Progress | Future Challenges |
|---|-----------------------------------|
| Changed name and scope to TLab | Possible limit in speaker options |
| Created self-sustaining, Branch-sponsored program structure | |

National Shakespeare Competition

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|---|--|---------------------------|--|-----------------------------------|
| Sustain competition as-is (charge Branch fee) | Sustain competition as-is (charge Branch fee, other fee adjustments) | Sustain competition | Attain sustainability or do not continue | First fully national competition? |
| Allow non-Branch partners | Allow non-Branch partners | Allow non-Branch partners | Redesign Competition | |
| Convene National Shakespeare Advisory Committee | Hire senior Shakespeare staff leader | Seek funding | | |
| | Seek funding | | | |

| 2017 Progress | Future Challenges |
|---|--|
| Sustain competition as-is (charge Branch fee) | Sustain competition as-is (charge Branch fee, other fee adjustments) |
| Allow non-Branch partners | Allow non-Branch partners |
| Convene National Shakespeare Advisory Committee | Hire senior Shakespeare staff leader |

Middle School Debate

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|--------------|--------------|--------------|--------------|
| Hire senior staff leader | Grow program | Grow program | Grow program | Grow program |
| Continue programs in NYC, NNJ, DC | | Evaluate | | |

| 2017 Progress | Future Challenges |
|--|----------------------------|
| Discussions with Claremont McKenna College and MSPDP to take over central administration | Lack of regional staff |
| | Program Manager needed |
| | 2018-19 program evaluation |

Luard Morse Scholarships

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------------------|-----------------|---------|---------|---------|
| No Change | Implement ideal | Ongoing | Ongoing | Ongoing |
| Convene advisory committee | | | | |

| 2017 Progress | Future Challenges |
|---|---|
| Increased outreach led to increased applications <10 in 2017; 15 in 2018 | Program can only serve 1 or 2 students per year |
| | Program has low impact to attract funders |
| | Program is merit-based and students traditionally come from a few, select HBCUs |

Secondary School Exchange

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------|----------------------------|---------|---------|------------------|
| No Change | Implement ideal | Ongoing | Ongoing | Ongoing |
| | Convene advisory committee | Pilot | Rollout | Ongoing / growth |

| 2017 Progress | Future Challenges |
|---------------|---|
| | Decreased program interest |
| | SSE Committee is unwilling to make changes or invest in resources |

Board Development

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------------------------------|---------|---------|---------|
| Board recruitment plan | Board orientation and retreat | Ongoing | Ongoing | Ongoing |
| Board training | Ongoing | | | |
| Board meeting and agenda re-design | | | | |

| 2017 Progress | Future Challenges |
|------------------------------------|-------------------|
| Appointing eight new board members | |
| Establishing Board retreat | |
| | |

Fundraising

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| ARNIC | Shakespeare | Shakespeare | More planning needed here | More planning needed here |
| National Speakers Program | More planning needed here | More planning needed here | | |
| Middle School Debate | | | | |
| More planning needed here | | | | |

| 2017 Progress | Future Challenges |
|---------------|-------------------|
| | |
| | |
| | |

Membership & Branch Services

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------|---------------------------|---------------------------|------|------|
| Plan changes in at least two phases | Implement phase 1 changes | Implement phase 2 changes | | |

Branches

50 Board Managed Branches
15 Member Managed Branches

Membership

4,628 Members inclusive of
Board and Patrons
265 National Patrons

| 2017 Progress | Future Challenges |
|---------------|-------------------|
| | |
| | |
| | |

Marketing & Communications

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Marketing for NYC EiA/ARNIC | More planning needed here | More planning needed here | More planning needed here | More planning needed here |
| Marketing for ESU | | | | |
| More planning needed here | | | | |

| 2017 Progress | Future Challenges |
|--|---|
| Increased awareness, traffic to, and time spent on website | Lack of responsive, mobile website |
| Initiated online marketing through social media and search | Budget constraints to reach a national audience |
| New brochures for TLab & EiA | |

Administrative Support

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|---|------------------------------------|------------------------------------|----------------------------|------|
| Begin IT planning | Hire dedicated IT staff | Upgrade IT systems, year 1 | Upgrade IT systems, year 2 | |
| Hire dedicated Financial Systems Admin | Implement phase 1 staffing/HR plan | Implement phase 2 staffing/HR plan | | |
| Staffing/HR plan in at least two phases | | | | |

Staff

17 full time

2 part time

3 interns

| 2017 Progress | Future Challenges |
|---------------|-------------------|
| | |
| | |

ESU House

Strategic Plan **Goals**

| 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------|------------|------|------|------|
| Replace boiler | See report | | | |
| A/C | | | | |
| New Roof | | | | |
| Address NYC Bldg. Dept. issues | | | | |

| 2017 Progress | Future Challenges |
|---------------|-------------------|
| | |
| | |

Renaming ESU

Strategic Plan **Goals**

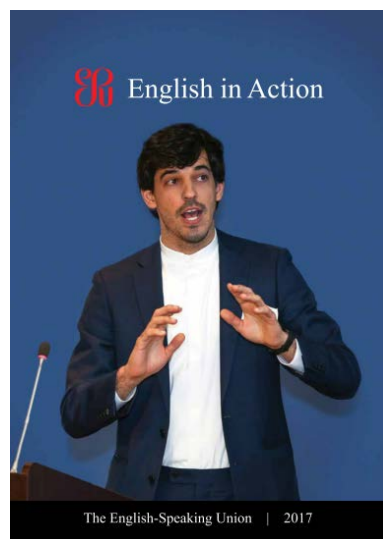
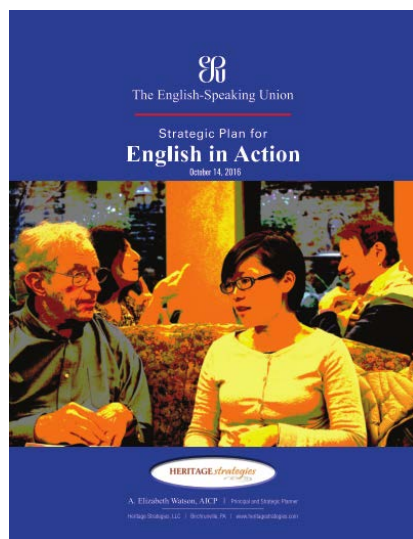
| 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------------------|---------|------|------|------|
| Marketing staff does planning | Rollout | | | |

| 2017 Progress | Future Challenges |
|---|---------------------------------------|
| Incorporated English in Action and the English-Speaking Union into the logo | Balancing legal name with banner name |
| | Balancing EiA branding with ESUs |





English in Action
The English-Speaking Union



Strategic Plan

www.esuus.org/esu/StrategicPlan

Annual Report

www.esuus.org/esu/AnnualReport