

Example

<i>Scenario: A music education organization is brand new and they are serving the immigrant and refugee community. The founders are experienced educators so they have strong teaching skills but still, they're having trouble retaining students.</i>				
Initial Problem	Digging Deeper	Early Solutions	Capacity Building Plan	Request
WHAT challenge is right in front of you?	WHY might this challenge exist?	Imagine that anything is possible! What could help to address WHY the challenges exist?	HOW will you implement your solutions?	WHAT will it take to implement your plan?
We lose a lot of students after their first semester with us.	We're losing students because their families aren't involved. They're not involved because most parents do not speak English and we only communicate in English so parents don't really understand what their kids are doing. Parents don't value our program. They think of us as babysitting.	We need to find out what languages our families prefer to communicate in. We need to hire interpreters. We need to learn more about different cultures and figure out what's meaningful to our families. We need to communicate more with our parents.	1. Identify the parents who ARE committed to our program and ask for their help. 2. Research interpreter resources in the community. Begin developing relationships with these resources. 3. Change our registration form to include a field for preferred language. Translate our registration form into the top 5 languages in Buffalo Public Schools, then adjust as we better understand our families. 4. Hold parent meetings 2 times/semester with interpreters so that we can begin building a relationship. Also use these meetings to showcase student work and talk more about the program.	• \$2,000 - honorarium for parent ambassadors • \$6,000 - staff time for research, relationship-development, and running parent meetings. • \$3,000 - Cultural Humility training for staff and volunteers • \$3,000 - interpretation and translation services • \$1,000 - unrestricted General Operating TOTAL REQUEST: \$15,000

Worksheet

INITIAL PROBLEM	DIG A LITTLE DEEPER	BRAINSTORM SOLUTIONS
WHAT challenge do you want to tackle?	WHY might this challenge exist? Use the 5 WHY's to help you dig deeper.	Imagine that anything is possible! What could help to address WHY the challenges exist?

Now, let's start organizing our solutions by categorizing them into types of Activity (far left) and placing them on a timeline (3 months, 6 months, and 12 months). Realistically, you'll likely have the capacity to address 2-3 activities at most. Don't feel pressured to fill out every single box! You want to set realistic and achievable goals that will help you solve the problem you've identified.

	Solutions we can achieve in...		
Activity	3 Months	6 Months	12 Months
Board Training and Education			
Critical Equipment Needs			
Staff Training	Research cultural humility consultants	Hold Cultural Humility Training with all staff and teachers Analyze and plan for next steps	Next steps TBD pending 6 month analysis
Strategic Planning	Research Parent Advisory Councils in other organizations Identify 1-2 committed parents to ask for their support Begin planning first parent meeting Identify languages spoken by families through informal means (More formal means to follow with revised registration form)	Hold Parent Meeting #1 with interpretation Evaluate and plan for next meeting	Hold Parent Meeting #2
Succession Planning			

Technology/Software Needs			
Other Assessment, Consultation, or Facilitation	Research interpreting/translation services		
Other	Revise existing registration form	Translate revised registration form	Implement revised registration form in 5 languages Evaluate and plan next steps

Finally, let's test each activity we've identified above by putting each one within the SMART goal framework. This will help us better understand what it will take for each activity to be successful.

Activity:		
S	Specific	What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?
M	Measurable	How can you measure progress and know if you've successfully met your goal?
A	Achievable	Do you have the skills required to achieve the goal? If not, can you obtain them? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve?
R	Relevant	Why am I setting this goal now? Is it aligned with the overall capacity-building problem I have identified?
T	Timebound	What's the deadline and is it realistic?