



2023-2025 STRATEGIC PLAN

THE COLLABORATIVE PROCESS

In 2022, CREA's Board of Directors underwent a collaborative strategic planning process to create a robust Strategic Plan for 2023-2025 and set the direction of the organization for the next three years.

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CREA has experienced incredible growth and success over the past few years and continues to have a deep commitment to the communities we serve. Our number one goal during the strategic planning process was to respond to the needs of these communities.

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The outcomes of this process were informed by all stakeholders: students, parents of students, CREA staff, local schools, community members, and CREA's Board of Directors and Advisory Council.

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Six key strategic priorities were identified to strengthen and add more depth to programming in order to ensure CREA's primary Initiatives integrate well with each other, more children and youth have more consistent access to our literacy + learning programs, and multiple pathways to success exist for all participants.

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Over the next three years, CREA is committed to continual investment in staff, infrastructure, and exceptional programming with ongoing input from all the communities we serve.



MISSION, VISION, VALUES



Mission

CREA elevates Nicaraguans and their communities through literacy and learning.

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Vision

Minds Wide Open

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Values

Access
Collaboration
Community
Cultural Sensitivity
Inclusion
Learning
Opportunity
Power of Literacy
Professionalism
Resiliency
Stewardship
Sustainability

CREA'S THREE INITIATIVES

At its heart, CREA has three core Initiatives that work collaboratively and on a continuum from babies in diapers through university to engage more than 2,700 children, youth, and their families in rural Nicaraguan communities every day.



Library Services



Academic Success



Youth Development

Library Services Initiative

Provides young learners and their families access to books and programming designed to teach discrete literacy skills, promote reading proficiency, inspire critical thinking, and foster a joy of reading.

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Academic Success Initiative

Provides children and youth with critical, supplemental learning support to finish primary and secondary school.

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Youth Development Initiative

Supports the academic, social, and emotional growth of adolescents as they strive to reach their goals and create positive change in their communities.

CREA'S STRATEGIC PRIORITIES



**Engagement with Primary
School Participants**

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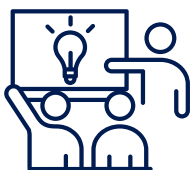
**Engagement with
Adolescent Participants**

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Infrastructure

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**Building staff + local
teachers capacities**

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Board Development

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Fund Development



ENGAGEMENT WITH PRIMARY SCHOOL AGED PARTICIPANTS



Primary Goals

To increase the intensity of programming in outreach communities with more frequent visits and integration of Initiatives for more robust learning

To implement English + technology curriculum into programming

Deepen CREA's Academic Success Outreach Program

Increase Academic Success Outreach programming with increased frequency of outreach visits to primary schools



Deepen CREA's Library Services Outreach Program

Integrate Library Services Outreach program into Academic Success Outreach programming to focus more deeply on early literacy development

Explore Additional Outreach Sites

In response to increasing community requests for CREA programming, explore the possibility and sustainability of geographic expansion of primary school outreach programs

Implement English Language and Technology Curriculum

Implement a fun, engaging curriculum for primary school students that provides early and consistent English language learning while introducing computer skills





ENGAGEMENT WITH ADOLESCENT PARTICIPANTS



Primary Goals

To strategically modify the Youth Development Initiative in order to create more opportunities at CREA for adolescents

To implement English + technology curriculum into programming for adolescents



Intentionally Restructure the Youth Development Initiative

Integrate CREA programming for adolescents to holistically provide support for all youth, effectively quadrupling access for adolescents

Create Structures + Support

Create structures and processes to support the opportunity for more adolescents to engage in CREA programs from tutoring and electives to university scholarships



Expand Adolescent Involvement in Community Health

Deepen peer to peer learning by facilitating more opportunities for youth to learn to give talks around adolescent health in their communities

Respond to Community Needs by including English and Computer Skills Education

Implement English language learning and computer skills for increased opportunities for adolescents



INFRASTRUCTURE



Primary Goals

To create additional learning spaces and classrooms in support of all Initiatives

To improve technological infrastructure to ensure consistent access to learning

Additional Learning Spaces

Create 6 additional outdoor classrooms that address the overwhelming number of students who come to the CREA Library + Learning Center for daily programming

Stabilize CREA's Energy Sources

Install solar power with battery back-up to stabilize electricity and provide consistent literacy + learning programming while modeling sustainability

Reliable Internet Connectivity

Replace the current Internet tower to weather more frequent and powerful storms in the region and install additional access points to ensure that CREA's Internet access is consistent

Investment in Technology Hardware + Software

Secure additional computers and tables as well as software to provide effective literacy, math, technology, and English language programming for all participants





STAFF + LOCAL TEACHER CAPACITY BUILDING



Primary Goal

To provide continued high quality professional development for CREA staff and local teachers in order to increase the capacity of educators in the region



Continue CREA's Partnership with TeachUNITED

Build the teaching and learning skills of CREA staff to equip them with high-impact strategies to ensure all students can reach their full potential.

Deepen Staff's Ability to Teach Literacy Skills

Build on CREA's literacy knowledge by continued training with literacy experts in intervention techniques to develop skills in teaching decoding and comprehension.



Deepen Staff's Ability to Teach Math Skills

Create opportunities for CREA staff to engage in professional development in fundamental mathematics methodologies

Create Opportunities for CREA Staff to Share their Knowledge

Facilitate foundational literacy and math training for local schoolteachers to further support students in the communities CREA serves



BOARD DEVELOPMENT



Primary Goal

To create a robust, effective, diverse, and sustainable Board of Directors and Advisory Council to govern the organization

Enhance Effectiveness of Board of Directors

Support the growth of the organization by actively evaluating key areas for responsible Board governance

Update Board Communication Policies

Implement processes for communication with each other, advisory council members, staff, and the public for effective governance

Increase Members on CREA's Board of Directors

Onboard additional Board of Directors with expertise and a passion for CREA's mission

Increase Members on CREA's Advisory Council

Create a pipeline of potential Board members by onboarding additional Advisory Council members with expertise and a passion for CREA's mission





FUND DEVELOPMENT



Primary Goal

To strengthen fundraising systems and sources to support program priorities and provide meaningful engagement with CREA's supporters



Deepen Donor Engagement

Engage with and expand diverse constituencies of donors and supporters so they feel connected with and invested in our mission

Cultivate Community Relationships

Support the cultivation of people and organizations throughout the region we serve who are inspired to promote literacy and learning along with CREA



Increase CREA's Presence with Effective Communication

Create a more robust communication plan for engagement with CREA supporters that includes social media outreach

Increase Diversified Contributed Revenue

Diversify streams of contributed revenue and expand individual and foundational support in order to expand and deepen CREA programming

THANK YOU!

CREA's Board of Directors wishes to thank all those who participated in our 2023-2025 Strategic Planning. This work represents all of those who collaborated in this effort as well as the constituents CREA serves.

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The incredible work we do in rural Nicaragua would not be possible without our CREA Community of supporters, grantors, and donors.

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We welcome your participation and feedback.

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We look forward to the next three years as we continue to serve the incredible students, parents, and communities surrounding CREA.

