



## CRF in 2018: A Scenario for Bolder, Broader... Best

CRF's new strategic plan, *CRF in 2018: A Scenario for Bolder, Broader Best*, lays out a five-year plan that focuses on our reach, both in terms of greater numbers of students who participate in our programs as well as increasing our ability to make a difference in the lives of individual students.

The audience for this document is internal — board and staff — providing inspiration as well as a shared roadmap for the immediate future. Various parts of the plan will be extracted to be included in proposals to potential funders, new CRF outreach materials, and for other purposes. Once the plan is officially accepted by the board, staff will develop benchmarks and objectives which will further guide our work in fund development, continuous program improvement and new programming, and in internal staff development to ensure that we have the necessary skill sets to execute the plan.

After you have reviewed the plan, please provide us feedback using our [survey form](#).

(<https://docs.google.com/forms/d/1BuUrI5F7scnsqEWD0mWG8SxBbCMHOGuhSgLX1dmtLTk/viewform>)

With the intent of adopting the plan at the June Board Meeting, please provide your feedback by April 5, 2013. In addition, we will schedule workshops later in April for directors who would like to have further discussion about the plan.

## CRF in 2018: A Scenario for Bolder, Broader... Best

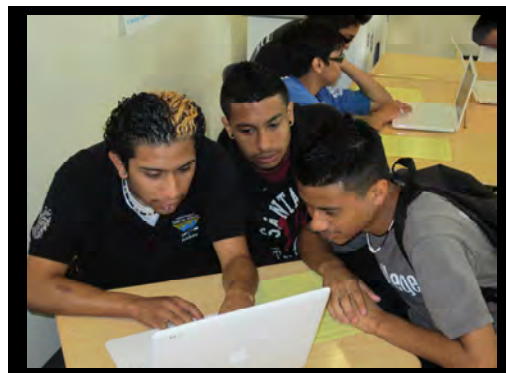
### Overview

To imagine and plan for the Constitutional Rights Foundation of 2018, a CRF staff team has worked with focus, creativity and pragmatism over the last five months. The team carefully considered the landscape in which CRF operates, both internally and externally; we candidly assessed our organization's strengths, weaknesses and opportunities. We took a hard look at budgetary realities and imagined varying potential scenarios for the future and for their impact on CRF. Our deliberations rested on the conviction that the need for CRF's work continues to be urgent. We believe CRF's historic cornerstones of educational rigor and high quality programming are distinguishing and significant assets, which, matched with new executive leadership deeply knowledgeable and committed to these standards of excellence, will serve our organization well amidst the challenges identified in this plan. We remain committed to and confident in the ways CRF makes our democratic system accessible, thus reviving the original goal of public education — to cultivate informed and responsible citizens prepared to preserve our democracy. To convey the enthusiasm for and the intent of our imagined future, we titled this scenario for CRF in 2018, **Bolder, Broader... Best.**

In January 2013, this staff team, working with two consultants, completed the first phase of this planning process. A second phase will now engage CRF's board of directors and President in considering this scenario and all its substantive elements to develop a shared commitment to achieve a common vision for CRF's future.

CRF has continued to evolve in the last several years, maintaining Mock Trial and other fine programs and designing and implementing innovative new ones like CAP and History Experience — using technology in the way we imagine and deliver our programs — all while under tremendous budget constraints. Given our institution's recognized strong program core, insistence on quality, and embrace of evaluation and technology, we strongly believe CRF is on the right path and poised for ever greater impact and reach, as the plan describes.

With technology as an essential tool, this five-year scenario envisions the growth of program reach from the current 3.7 million students to over 5.6 million; investment in those CRF education programs with the deepest impact on students' citizenship knowledge, skills and disposition; and the creation of a coherent, connected menu of civic education curriculum for students beginning in third grade and for every grade through high school. The intent is to maintain and deepen our presence in Los Angeles, our home, and to expand our reach to students across California and the nation, principally through the growth of online programs and deepened partnerships.



To achieve all this, the scenario outlines the near doubling of our budget to support these programs and their development and to continue to modernize internal operations in resource development, communications and technology.

Our CRF of 2018 is bolder in its ambition, its partnerships, and its vision; it is bigger in reach, depth of impact and funding, and it is the best at what it does — transforming students into knowledgeable, active, engaged citizens.

I. Aim high, we say, for the CRF of 2018 to be the pre-eminent civic education organization in the United States.

### **Background**

To create pathways to actualize this aspiration, a CRF staff working group (composed of an 11-member team from every division) has been engaged in a planning process since September 2012. Creating and using modern tools introduced by our consultants, we utilized the planning approach of leading educational organizations, which begins with the method known as “appreciative inquiry” and utilizes scenario planning to imagine the future, concretize it and then strategize about how to achieve it. Appreciative inquiry begins with revisiting CRF’s history in order to ascertain the strengths of the organization, its institutional values, impact and assets — in short, a holistic picture of CRF at its best — and then utilizes these as the drivers for achieving the goals imagined and set forth in the scenario.

The scenario for 2018 we have created, **Bolder, Broader... Best**, rests on important context, including a diagnosis of trends likely to matter greatly to CRF in the coming five years as well as these starting assumptions about our enterprise:

We will build upon our strengths:

**Content expertise.** Our educational programs are our strongest asset. Our organization’s capacities are deepest in our civic education programs, built upon 50 years of experience and evaluation. We have the aspiration and the wherewithal to broaden and also deepen our program menu.

**Trust and connection.** CRF staff who created these educational materials and who steward programs are trusted and accessible; CRF is highly valued by teachers and leaders in the civic education field. That CRF has had a sustained, highly visible and financially successful annual fundraising event in Los Angeles is another expression of trust in the organization and its work.

**Forward-looking.** CRF board leaders built a reserve fund that has enabled the organization’s work to continue, despite cutbacks, in the particularly rocky economic times of the last four years.

**Embrace evaluation.** CRF has utilized increasingly sophisticated, longer-term assessments of the efficacy of its educational programs, and participant evaluations (by teachers and students) are built into each program endeavor and activity. We have a longstanding commitment to continuous improvement.

**Imagination.** CRF has a half-century history of innovating in both the development and delivery of new civic education programs to achieve deeper impact on students — on their knowledge, disposition and skills for citizenship.



We will address our funding and organizational challenges:

**External:** CRF faces significant funding challenges, a function of the general economy, the devaluing of civics in our public schools and in our society and shifting philanthropic emphasis on math and science education. Yet within each of these trends is opportunity.

Setting aside the wrenching downturn in the American economy and its financial ripple effect on CRF and other nonprofit organizations in the last five years, there have been significant cuts in the valuing and funding of civic education in our country. As just one measure, only nine states require students to pass a social studies test for graduation from high school, with multiple choice tests the norm among states for determining proficiency. Absent sustained and collective action (where CRF has become involved at state and national levels), this trend is likely to continue. There is also a concurrent rise of concern and funding, both public and private, in educational investments that place priority on language arts, science, and mathematics. This trend is likely to continue in the years ahead, with overall funding for public schools likely to remain constrained.

The sum of these trends means that CRF's work fills a vital niche, offering high quality content and experience to address the woefully growing chasm of need for robust civic education for the youth of our country. Even as traditional national funders focused their attention on other societal and educational needs over the last several years, newer foundations and public/private partnerships are emerging or re-emerging with renewed interest in helping young Americans develop and exercise knowledge as engaged citizens.

**Internal:** Modernize our organization. We need to invest in the establishment and activation of 21<sup>st</sup> century communications, outreach, and marketing, as well as resource development capacities to support the vision and trajectory for our civic education programs over the coming five years. We must diversify our funding base, take advantage of new opportunities to reconnect with national funders, focus on individual and planned giving, build nimbly and deeply upon our already useful technology and make better use of the data this technology offers for program assessment and marketing. In the next five years, we must take steps to create deeper synergy and connection with our teacher and student partners, building a CRF networked community.

Our development efforts need to be as imaginative and intentional as our programs, including creative ways to connect with our diverse audiences, more vibrant collateral materials, and an aggressive social media strategy. We must address our resource development infrastructure gap, for CRF trails other leading nonprofits in individual giving and donor stewardship programs. Moreover, to realize the scenario envisioned for the coming five years, the work of CRF's staff will necessarily deepen, change and broaden, and ongoing professional development will be required. Our scenario proposes two years of stabilization and capacity-building as a requisite for significant growth in programmatic offerings.

## II. Our assessment of the landscape over the coming five years:

### **Educational Programs**

Over the last decade in particular, a new kind of CRF imaginativeness has emerged: our organization must do a lot of “work around” to bridge the gaps between high-impact curricula and programs and their delivery in schools. School-based programming has been CRF's explicit core strategy for reaching the largest number of students, and it's been a successful one. Yet the public school classrooms and systems of today differ in some ways unimaginable from when CRF began 50 years ago. This is important context because schools and teachers are our lead partners, and this sector is underfunded, highly unstable, and mired in crises and cutbacks.

Los Angeles is our birthplace and our home, and our visibility, partnerships and roots are deep here. As we increase our geographic reach, over the coming half-decade and beyond, our face-to-face programs and program test beds will continue to be based in Los Angeles, one of the most diverse sets of neighborhoods and communities in the nation, a center of new citizenship interest and commitment, a place of tremendous poverty and need as well as wealth and caring.



Technology will be the primary delivery system of our civics programs in the state and nationally. From web-based programs like Civic Action Project, to the use of social networking tools, video, and learning management platforms, CRF has a wonderful head start, but resource constraints mean we will need to take vigorous steps to engage technology's fuller potential. We are committed to sharing our knowledge to stay connected with our first customer, the American student, whom we reach most often through public school teachers.

Over the last decades, there has been the advent of standards-based requirements for curriculum, differing state by state, resulting in a welter of measures of what constitutes “proficiency.” Looking ahead, we see great opportunity in the *Common Core State Standards for English Language Arts and Literacy in History/Social Studies, Science and*

*Technical Subjects* — adopted by 45 states and the District of Columbia, and which will be implemented in 2014-15. These standards outline what every student should know and be able to do at each grade level and to graduate from high school. From these standards there are rubrics, curricula and assessments that are being developed, and already, there is a hunger for excellent educational materials and approaches. In addition, a new national framework for History/Social Studies, *Vision for the College, Career, and Civic Life (C3) Framework for Inquiry in Social Studies State Standards* is on the way. CRF is positioned advantageously here. CRF's school-based programs have been designed to align with the current standards in several states, and Marshall Croddy has been prominently involved in developing the new C3 civics standards with national impact. The implementation of the Common Core Standards presents a tremendous opportunity and a vast market for CRF to build upon its long history of front-edge research nationally on what constitutes effective civics teaching and learning.

Nonprofit organizations and continued flux in the funding environment

The nonprofit sector is at once in a dynamic period of growth, diffusion and instability. Now nearly 32,000 nonprofit entities are headquartered in Los Angeles County alone, about double the number in 1995 — the largest number of public charities of any American county (per UCLA's report, *Stressed and Stretched: The Recession, Poverty, and Human Services Nonprofits in Los Angeles 2002–2012*). This means that CRF will continue to compete for attention and resources from foundations and other donors, both locally and nationally, as the sheer need for safety net support and services including poverty, employment, and health has risen.

The seesawing lack of consensus on federal fiscal and tax policy only stirs the uncertainty, affecting both philanthropic institutions and individual donors. Law firms, one of the building blocks of CRF's support, are as stretched as the nonprofits they have supported.

Traditionally, CRF has maintained a diversified funding base consisting of approximately one third federal/public funding, one-third foundation funding, and one-third local fundraising through its Board of Directors, annual appeal, and Spring Dinner.

The comparison to the overall charitable contribution mix in the U.S. is instructive in planning for our future development efforts: According to *Giving USA 2011*, of the nearly \$300 billion in charitable giving for 2010, individuals make up 73% of all donors, foundations 14%, bequests, 8% and corporations 5%. According to the California Community Foundation's recent report on philanthropy in L.A. in the year 2020, almost \$114 billion of intra-family transfer of wealth will occur in our county alone. CRF must continue to develop both near- and longer-term capacities to develop trusted relationships with individual donors in order for our work to be regarded as a meaningful, fulfilling choice for a share of these charitable dollars.

### III. Our Scenario for 2018: Bolder, Broader... Best

*Russell from Colorado is trying to raise public awareness about anti-piracy bills.*

*Jerry wrote to a fellow student: "To help your research on bullying here is a great website that I know....great stories and resources... I like your topic because bullying is an important issue, especially among youth. Keep me posted on your project; sounds awesome."*

*Paola, Cesar, Josue, and Brenda from California are working to get healthier snacks on school campus.*

*Jessika is addressing the lack of medical care available for U.S. veterans.*

*Three students want to create "a Manhattan Project for Alternative Energy... We wish to see legislation passed that will develop alternative technology vehicles, build energy efficient buildings using solar panels for energy, building large scale solar thermal power plants or solar plants, develop biofuel that does not exceed 105% of the energy equivalent cost of unleaded gasoline.... Connection: My dad's job — landscaping — depends on the amount of rain, and the temperature. Because of the climate change, the weather has not been consistent as in past years; this past summer was really hot which caused the lawns to brown and dry up."*

*Nathan from Maine West HS in Illinois created a petition to encourage support for the President's college access plan.*

—Excerpts from CRF's Civic Action Project website.

#### **Impact is the driving force.**

CRF's "best moments" are contained in the stories our board and staff tell about how the learning light goes on for individual students — when she has learned to do her research about the First Amendment and expresses a well-reasoned, persuasive argument — far beyond her years and own experience; when he embraces a civic challenge as his own, recognizing he has a voice, and that it matters, and that he has rights as well as responsibilities as an American. The impact is visceral and uplifting, changing lives — CRF's highest aim. This is why we remember these stories.

In our work over the coming five years, we aim to keep a laser focus on creating the foundation for many more of those moments of student transformation to occur — to informed, skilled citizenship awareness and action. That moment is the embodiment of why we do what we do, why our work matters. Our city, our state and our nation cannot thrive without informed, active citizens, and today's students are tomorrow's voters, leaders, and economic drivers.



CRF's work ultimately focuses on providing American students the knowledge, skills and dispositions to be capable citizens and active civic participants. With impact as the essential driving force, we will chart the success of Constitutional Rights Foundation over the coming half decade utilizing metrics to track the impact of civic education on students, and we will do so across program offerings and over time, building on our long history of embracing evaluation to ensure continuous improvement.

Thus in considering what **Bolder, Broader... Best** would look like, we began with these core questions:

- Which current programmatic offerings have the most impact on students?
- What are the features of these programs that make this so?
- Where are there gaps?

Both depth (extent of impact on an individual student) and breadth (numbers of students reached) were considered. We developed this scenario by considering where we are now and where we aspire to be in 2018 — a “from/to” ascertainment to build from our strength prudently and creatively.

### III(a). Program reach: broader and deeper

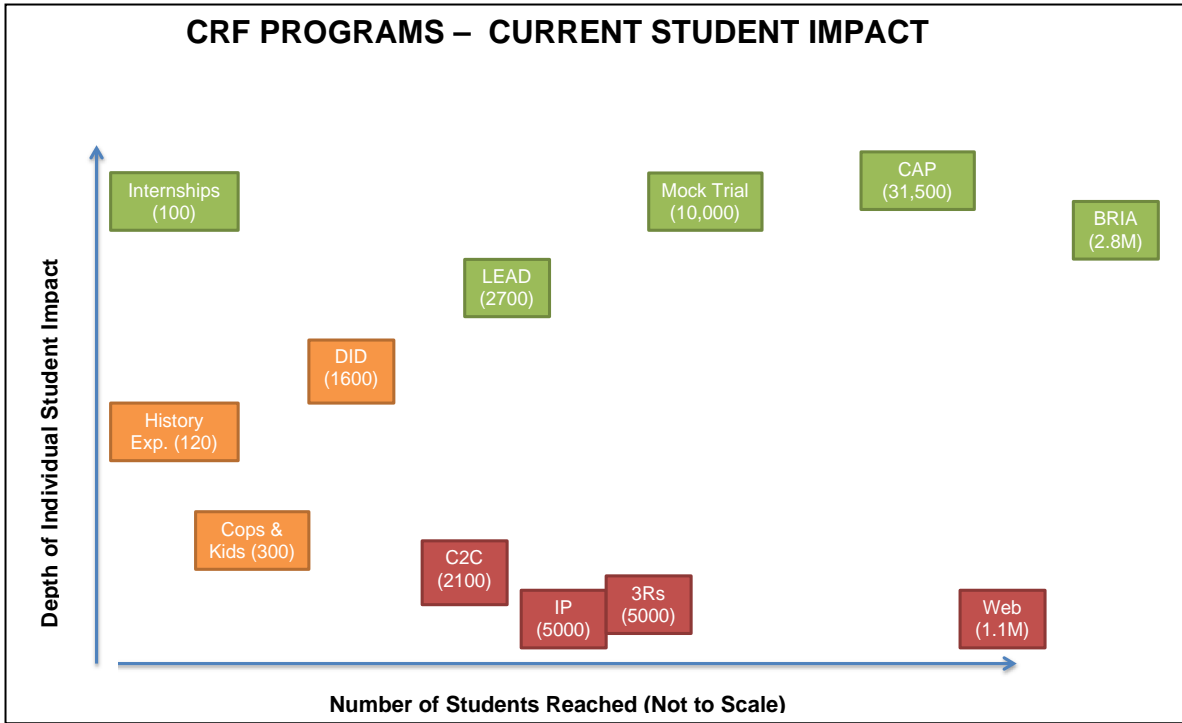
To navigate where CRF can have the most program impact means committing to substantially grow some of our most successful, most impactful programs, a slower pace of growth for others, with a bit of room purposefully designed for innovation and to take advantage of opportunities. This scenario contemplates two years of financial and organizational capacity-building and stabilizing, with new or broadened programs phased in during the out-years, and some programs to be shed or nested in other organizations.

Based upon our analyses, and including past program evaluations regarding the change in students' knowledge, skills and dispositions required for engaged citizenship, the following is a snapshot of CRF programs, described by impact and reach, and the program menu envisioned for 2018. The programs highlighted in green have a higher individual impact; those in orange currently have moderate individual impact; and those in red currently have lower individual impact.

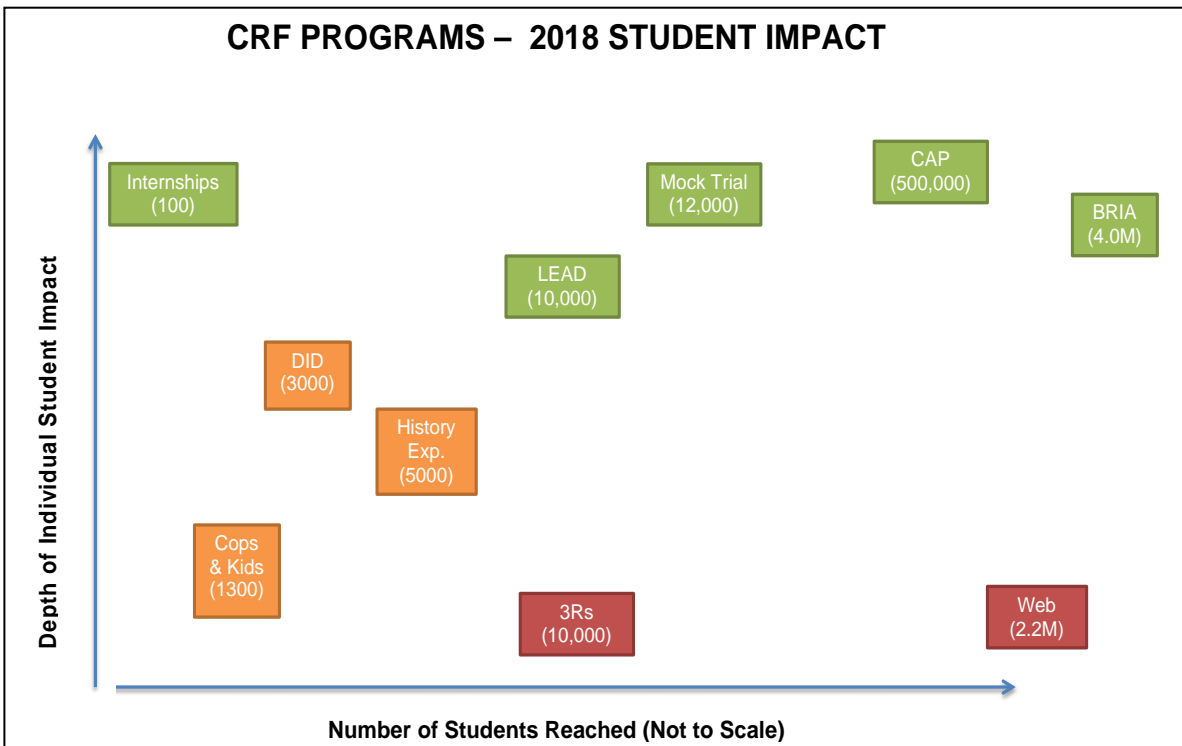
It is our intent to continue to evaluate the efficacy of all offerings in the program menu, including those in development. We expect to have a disciplined annual review and shedding process to ensure focus upon those programs aligned with our mission having the greatest impact.



### CRF PROGRAMS – CURRENT STUDENT IMPACT



### CRF PROGRAMS – 2018 STUDENT IMPACT



## Expansion of Existing High-Impact Programs:

- [Civic Action Project](#) (CAP): CRF's signature civic education program, CAP is an intensive, real-world learning program aimed at high school students in government courses. Web-based learning is central to the approach and the platform for expansion. Currently, 31,500 students participate in CAP. By 2018, with the use of technology and new media outreach and the implementation of the new Common Core Standards, we envision a major expansion to 500,000 students. CAP is already implemented nationally, and we would seek to increase numbers of subscribers locally and on a national scale.
  - From 31,500 → 500,000 students annually
- [Bill of Rights in Action](#) (BRIA): BRIA is CRF's most popular publication, utilized by government and history teachers throughout the nation to illustrate our constitution's impact on students' daily lives. We envision a transition of BRIA to a largely web-based program, with a far smaller hard copy circulation and the creation of far more interactive technological features. As its impact is already widely felt at 2.85 million students annually, we envision a moderate expansion in circulation to 4 million, with enhanced depth and concomitant teacher support.
  - From 2.85 million → 4.0 million students annually
- [Expanding Horizons Internship Program](#): The CRF program with the highest individual impact (and the highest per-student price tag), the Los Angeles-based internship program would be protected as a critical piece of CRF's offerings. Serious programmatic focus would be dedicated to changing the economic model supporting it to ensure greater sustainability. The program will remain constant in size at its historic level of 100 students per year through 2018, to ensure the highest-quality experience for each participant. The internship program will function as a pilot and incubator for CRF's other offerings. By 2018, there will be more than 2,000 alumni of this program. Purposeful outreach and conversation with these alumni will help build the CRF organizational network.
  - From 100 → 100 students annually, with richer programmatic offerings and a robust alumni program
- [Mock Trial](#): CRF's historic and best-known program, Mock Trial has a high impact on its participants and is a centerpiece both of CRF's history and potential growth. By 2018, the program's presence would deepen in Los Angeles County and increase statewide. Resources will be dedicated to growing adapted models of the program, including in-classroom competitions. We see sustained growth in Mock Trial from a current program offering in 450 schools and 10,000 students to 550 schools and 12,000 students by 2018.
  - From 450 → 550 schools annually
  - From 10,000 to 12,000 students
- [Project LEAD](#): Project LEAD (Legal Enrichment and Decision-making): A partnership with the Los Angeles District Attorney's Office, this program builds on positive interactions with legal professionals to increase trust and civic awareness

in fifth graders. In line with our strategy to increase CRF's partnership efforts, CRF will build relationships with District Attorney's offices in other counties and states, the U.S. Attorney's in Los Angeles and Washington, D.C., and professional associations of prosecutors. We see significant expansion of the program into a national presence, from 2,700 to 10,000 students by 2018, and the concurrent development of online support for this educational program.

- From 2,700 → 10,000 students annually

- [Websites](#): CRF has developed and manages 13 websites that generated 1.1 million unique visitors in 2012. Hundreds of free resources for teachers are provided on these sites. Four of the sites are program specific and engage youth on the site, and thus must comply with federal regulations (Child Online Protection Act). The rest of the sites have been created in partnership with other agencies including the Judicial Branch of California, Street Law Inc. and the California 3Rs partnership and are co-branded with the various partners. Some of the sites are most visited by teachers and others by alumni, students or the public, thus the estimation of students impacted through CRF websites is complex.
  - From 1.1 million Unique Visitors (All CRF Websites) → 2.1 million annually.
  - Estimated student impact of websites not including program-specific sites and BRIA subscription overlap: 1 million → 2 million annually

Phased growth for promising programs currently of moderate impact:

We believe that these programs have the potential to become high impact, critical CRF offerings, but see the next five years as a provisional period. If they do not reach high impact status by 2018, they should be phased out.

- [History Experience](#): A program in development and pilot phase that engages students in underserved schools in a hands-on, interactive research project aligned with Common Core State Standards. CRF is currently developing History Experience for U.S. History at 8th grade, with plans to expand to 5th and 11th grades, and ultimately throughout the middle and high school World History curriculum. The program would be grown slowly at first, with steady increases in later years.
  - o From 120 → 5,000 students annually
- [California 3Rs Project](#): Originally part of the national First Amendment Center's programming, this project provides resources and professional development to teachers and administrators on First Amendment issues related to schools and religion. In its early stages under CRF's leadership, this scenario proposes a jump in growth in 2014, followed by relatively modest continuing growth through 2018.
  - o From 5,000 → 10,000 students annually
- [Deliberating in a Democracy](#) : This program engages high school students in thoughtful deliberation about critical issues of the day. It will be re-introduced in 2014 and grown steadily through 2018.
  - o From 1,600 → 3,000 students annually

- [Cops & Kids](#): Initially developed in response to the Rodney King beating, Cops & Kids is a program that builds trust and understanding between middle school students and LAPD officers through a series of annual conferences. Program evaluations show a dramatic increase in students' understanding of and respect for the risks and challenges officers face, and in officers' understanding of the challenges adolescents face in high-crime, high-poverty communities. Cops & Kids would remain a small program in 2013, grow significantly in 2014, and continue to scale up through 2018 to include 1,300 children.
  - From 300 → 1,300 students annually
- Civics on Call: Our scenario plan also phases in development of a Civics on Call program, the formal codification of a service CRF has been providing for years. It will become a valued and distinctly funded program strand — in effect, a proactive/reactive research and development function. When a civic crisis (such as immigration protests, school shootings, or the L.A. riots) has occurred, educators turn to CRF for resources to help explain these complex issues to their students. CRF provides accurate, balanced, and engaging resources for teachers to use with their students in these situations. While in the past this work has been done by existing staff in a “drop everything” manner, formal recognition of this role would give CRF greater ability to pivot in these situations, by adding capacity — likely a part-time equivalent — to support other program development endeavors and focus exclusively on this rapid-response effort. Civics on Call would allow CRF to substantially widen its presence in social media and networking as well as take advantage of their rapid timing and response.

### III(b). CRF pipeline: Younger students and new opportunities

CRF can significantly deepen the impact of our programs by introducing and cultivating civics at an earlier age. The following portfolio of programs will allow us to create a *pipeline of civic education* from the elementary level to the high school level. CRF has the opportunity to weave civics throughout the course of a child’s education, creating a richer understanding of issues of law and government, and of rights and responsibilities.

- CRF for Kids: This program will anchor our vision for building civic education resources across grade levels. Key concepts such as justice, tolerance, and the role of government in a democratic society should be introduced to students at the developmentally appropriate time in the elementary grades. CRF has a head start on creating innovative resources especially designed for 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> graders, and by connecting them to the Common Core Standards, we will create a program with a broad subscription base.



- Coordinated Middle School Program: Since the late 1990s, CRF has developed dozens of programs and publications for middle school classrooms. Our vision for the coming years is to draw upon these and knit them together, adding new elements and thus creating a comprehensive middle school civic education program.



Building out these two programs would result in CRF curricula and programs for every grade span, elementary, middle, and high school. CRF's program menu would thus include a coherent scaffolding of excellent civic education programs appropriately geared for students of different ages.

### III(c) Local, state, national

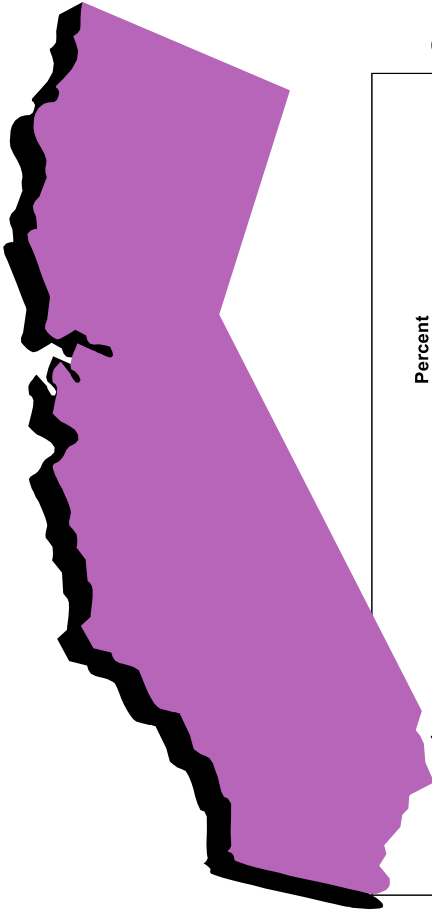
The question "Is CRF a local organization or a national one?" has been raised by board members over the last several years. This scenario for the coming five years rests on the assertion that CRF should maintain both our strong local focus and extensive in-person, catalytic education programs *and* our already extensive national presence achieved through the online availability of our curricula and materials and supported by our organization's longstanding leadership and advocacy for national civic education. The revitalized CRF of 2018 will continue to serve students in Los Angeles, throughout California and the nation by expanding some programs geographically, and having a deeper impact (and reaching larger numbers of students) in existing locales. Our plan also envisions continuing to pilot programs in Los Angeles and keeping our institutional eye on these pilot efforts as candidates for potential scaling. Expanding depth and breadth of CRF's reach nationally will be achieved through a strategy building on existing networks and capitalizing on opportunities for growth state-by-state. The following charts illustrate both the current reach of our programs and the projected expansion of some of them into the state and/or national arenas:

## CRF Geographic Focus: Today & 2018

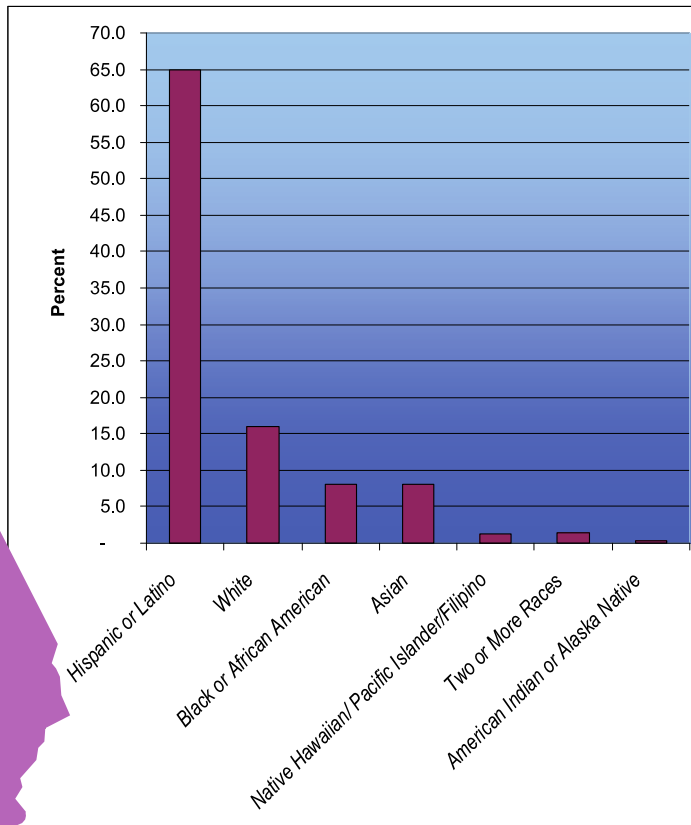
	2013			2018		
	Local	State	National	Local	State	National
Mock Trial	2,000	8,000		2,500	9,500	
CAP	5,500	6,500	20,000	25,000	50,000	425,000
Internship	100			100		
History Experience	120			2,500	2,500	
Project LEAD	2,700			2,800	2,200	5,000
3Rs	2,500	2,500		5,000	5,000	
Intellectual Property Project	500	2,000	20,000	2,500	10,000	37,500
DID	500	100	1,000	800	200	2,000
Cops & Kids	300			800	500	
Courtroom to Classroom	800					
Appellate Court Experience	250					
CRF For Kids				2,000	3,500	5,000
Middle School Program				5,000	5,000	15,000
Publications/Web/Civics on Call	130,000	964,000	2,556,000	160,000	1,440,000	3,400,000
	145,270	983,100	2,597,000	209,000	1,528,400	3,889,500
<b>Total Students Reached</b>		<b>3,725,370</b>			<b>5,626,000</b>	

## CRF in California

CRF serves students and teachers throughout the state, with the majority from Southern California public schools. The demographic make-up of students participating in CRF programs and lessons is representative of the state. Between 65-75% of the students we serve are eligible for the federal free/reduced lunch.



### CRF Students: Demographic Reach

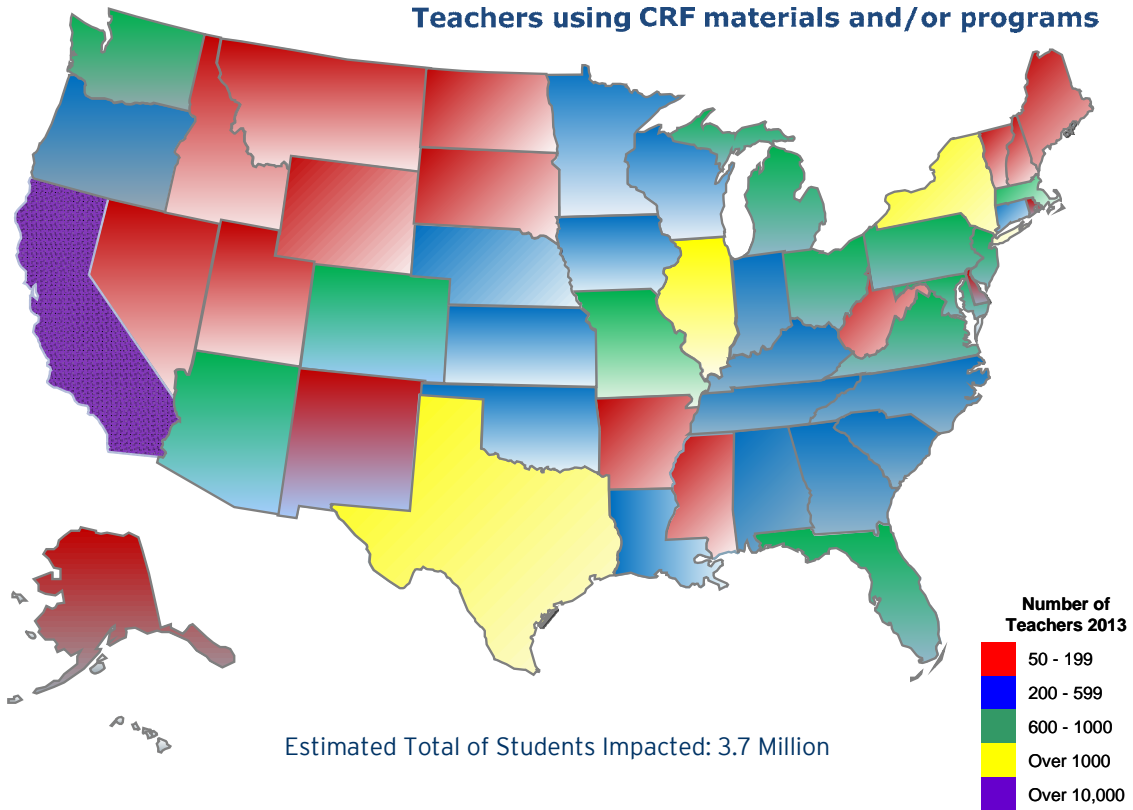


In 2013, we expect to reach over 10,000 California teachers, which translates to nearly one million students, through CRF programs and curriculum. By 2018, an estimated 16,000 teachers and over 1.5 million students will be impacted by CRF. The socio-economic and racial/ethnic demographics will still be representative of the state's public schools.



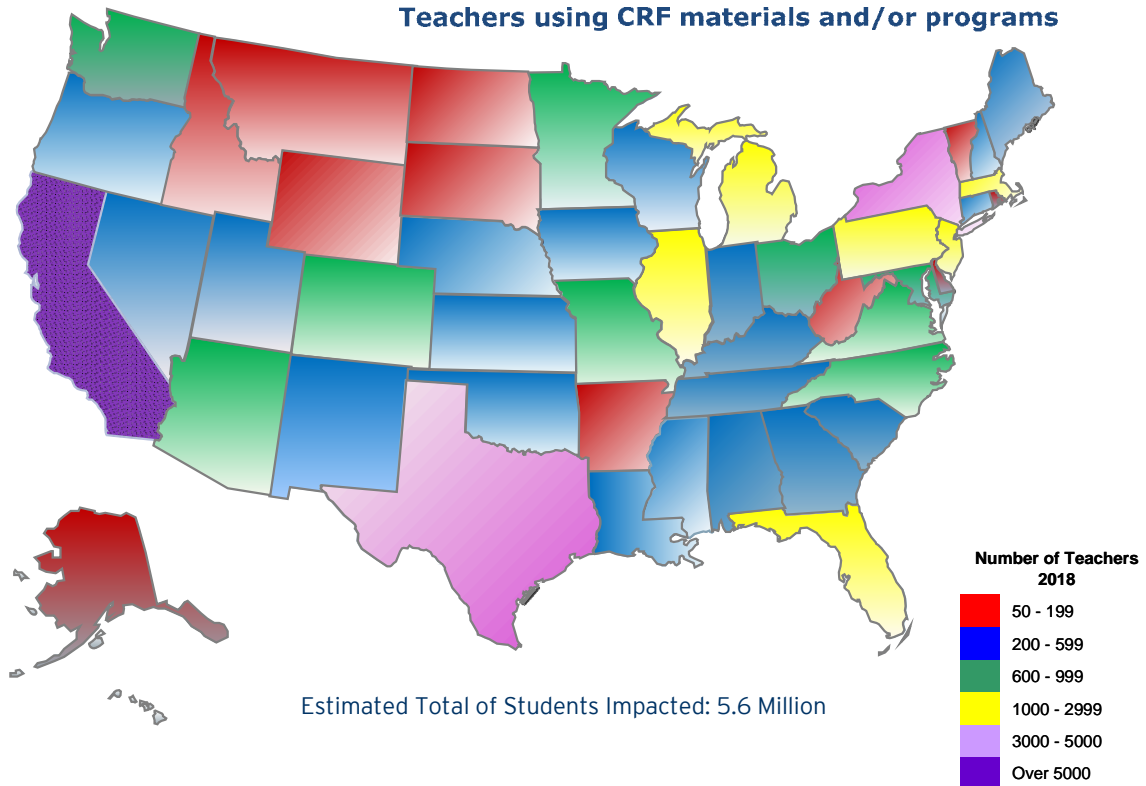
## CRF USA 2013

### Teachers using CRF materials and/or programs



## CRF USA 2018

### Teachers using CRF materials and/or programs



## CRF National Expansion Strategy

CRF's programs and publications are well known throughout the nation. As evidenced in our 2013 map, teachers in every state receive our publications and/or participate in CRF programs. As part of this five-year plan, we have identified a number of strategies for national expansion. These strategies can be broken down into three categories:

- Networks
- Educational Policy
- Capacity and Funding Opportunities

### **Networks**

CRF has a strong history with numerous civic and law-related educational networks throughout the country. We utilize these networks for outreach and to partner on specific projects, and we will continue to work with these established networks and develop new partnerships to create programs, conduct outreach, and strengthen our work. For example, CRF plays a role in the National Civic Mission of Schools coalition, which includes every civic education organization, plus universities and researchers. Other examples come from the law-related education network and our partnership projects with Street Law Inc. and the American Bar Association.

### **Educational Policy**

Educational policies play an important role in CRF's program development. For example, the Tennessee legislature passed a bill requiring project-based learning in civics. CRF has been working in that state to recruit teachers to implement CAP because it meets the requirements of that state's law. The new *Common Core State Standards* as well as the *Career, College, and Civic Life (C3) Framework for Inquiry in Social Studies* will play a key role in CRF's national expansion efforts. All but five states have adopted Common Core Standards, and CRF has aligned its curriculum materials to history-social science standards on a national level.

### **Capacity and Funding Opportunities**

Although funding has decreased greatly for civic education across the nation, CRF targets much of its work toward states with the capacity for purchasing materials, training teachers, and supporting initiatives. CRF will continue to strategically work in states and regions that offer funding opportunities and potential partnerships.

Keeping in mind the categories outlined above, CRF's strategy will focus on increasing our reach across the nation with specific attention paid to the following states:

Florida  
New York

Massachusetts  
Pennsylvania

Nevada  
Texas

New Jersey

CRF will also continue to present at national conferences such as the National Council for the Social Studies, and we will renew our presence in other national arenas including National Association of Secondary School Administrators and the Association of Supervision and Curriculum Development.

### III(d). Technology as a tool

If CRF is to remain relevant in the rapidly modernizing education world, we must plan for and fund appropriate technology growth and maintenance. We have a good head start. To keep pace, let alone expand the depth, reach and interactive-capacities of existing programs, investment in software, hardware, and IT support will be required.

CRF should retain our strong programs involving face-to-face interaction. However, the growth of technology will allow us to reach more students, more times and in more ways than ever before, and it will present a more efficient mechanism for delivery of our well-subscribed publications. CRF's thoughtful use of social media to meet the growing expectation among students (and teachers) for online connection will also deepen our ability to create a community of learners — by connecting students and teachers to one another across time and geography. Transition from a largely print-based to a more significantly web-based operation will reduce production costs and increase availability to more students.

### III(e). Leveraging new partnerships

CRF's core mission — equipping America's young people with knowledge, skills, and dispositions of informed, engaged citizens—connects to many of the issues at the forefront of the national conversation. Many other entities engaged in some way in these issues and with a shared belief in investing in America's youth are potential partners. Partnerships provide greater leverage and impact with pooled resources and clout, expose CRF's good work to a wider audience, and help us acquire valuable information on how to improve our performance.

CRF will continue and expand its existing partnerships to secure public and private funding for its programs and publications. These include:

- National LEAD: A partnership with the L.A. District Attorney's Office to secure U.S. Department of Justice funding.
- Deliberating in a Democracy: A partnership with CRF/Chicago and Street Law Inc. to fund the high school issues discussion program.
- Educating About IP: A partnership with Street Law Inc. to develop a public/private partnership among the U.S. Patent & Trademark Organization, the Motion Picture Association of America, International Trademark Association and others.
- Publications/Web-based Curriculum: We will explore partnerships such as a potential with Pearson's Publishing to develop marketing, research and development and/or licensing opportunities.

CRF already has relationships with a number of organizations, which over the coming years we will systematically draw upon and grow wherever possible, with opportune new partnerships formed as well. This is a timely strategy to leverage and extend the reach of our programs, and for our continued commitment to be a learning organization. Among our strongest current partners are:

- Los Angeles District Attorney's Office
- Reagan Library
- Huntington Library
- California Judiciary
- The State PTA and California Association of School Administrators
- California Secretary of State
- National Campaign for the Civic Mission of Schools
- American Bar Association
- U.S. Attorney's office

Strategic partnerships will also be formed to boost CRF's visibility and reach, such as cross-promotions with elected officials, school partners, and respected organizations that share our commitment to strengthening democracy by engaging the knowledge, talent and drive of young people. Among these organizations in Los Angeles are the Los Angeles Police Foundation, Civic Alliance, City Year, the Museum of Tolerance and Inner City Struggle. As examples of continued efforts to develop leadership-partnerships, we will work with our board to keep CRF top-of-mind with the Los Angeles and San Francisco Schools Superintendents and boards of education; with the mayors in each of these cities; and with the California Governor, Attorney General, State Superintendent of Schools, and State Board of Education.

### III(f). Thoughtful and Pragmatic Budgeting

The proposed budget for the **Bolder, Broader... Best** scenario was developed with the goal of aiming high and pushing CRF to its full capabilities. The five-year budget was also subjected to multiple rounds of pressure testing to ensure that all projections were achievable and in step with the larger goals of the organization. The projections that follow contemplate two years of organizational and budgetary stabilization before full-scale launch of new and significantly expanded programs, and include funds for organizational imperatives in communications, resource development and technology.

## CRF Budget: 2013-2018

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Mock Trial	275,000	285,000	295,000	300,000	320,000	350,000
CAP	250,000	275,000	350,000	350,000	400,000	500,000
Internship	290,000	310,000	320,000	330,000	340,000	350,000
History Experience	70,000	100,000	125,000	150,000	200,000	250,000
Project LEAD	50,000	50,000	75,000	75,000	100,000	100,000
3Rs	12,000	50,000	75,000	75,000	85,000	85,000
Intellectual Property Project	75,000	125,000	125,000	125,000	125,000	125,000
DID	-	75,000	75,000	100,000	150,000	200,000
Cops & Kids	5,000	25,000	30,000	50,000	50,000	100,000
Publications/Web/Civics on Call	600,000	650,000	650,000	675,000	675,000	700,000
CRF For Kids	-	150,000	150,000	200,000	200,000	200,000
Middle School Program	-	-	-	150,000	200,000	250,000
Professional Development/Conferences	-	-	30,000	40,000	50,000	60,000
Strategic Partnerships/Alum Activities	-	40,000	50,000	55,000	60,000	65,000
Communications	-	200,000	205,000	210,000	215,000	220,000 (COLA)
Tech soft/hardware	10,000	30,000	35,000	40,000	45,000	50,000
Subtotal Program Costs	<b>1,637,000</b>	<b>2,365,000</b>	<b>2,590,000</b>	<b>2,925,000</b>	<b>3,215,000</b>	<b>3,605,000</b>
.15 Indirect	245,550	354,750	388,500	438,750	482,250	540,750
Total Program Costs	<b>1,882,550</b>	<b>2,719,750</b>	<b>2,978,500</b>	<b>3,363,750</b>	<b>3,697,250</b>	<b>4,145,750</b>
G & A - Personnel	680,777	701,200	722,236	743,903	766,220	789,206 (COLA)
G&A - Occupation/Facilities	300,000	310,000	320,000	330,000	340,000	350,000
New Development/Fundraising Costs	15,000	61,000	130,000	145,000	160,000	167,000
Consultants	50,000	50,000	50,000	50,000	50,000	50,000
Total Indirect	<b>1,045,777</b>	<b>1,122,200</b>	<b>1,222,236</b>	<b>1,268,903</b>	<b>1,316,220</b>	<b>1,356,206</b>
<b>TOTAL</b>	<b>2,928,327</b>	<b>3,841,950</b>	<b>4,200,736</b>	<b>4,632,653</b>	<b>5,013,470</b>	<b>5,501,956</b>

## Budget Detail

- Program Budgets: Each of the line items for program costs reflects an increase in reach, both in terms of numbers of students and teachers participating and in providing depth of experience for students. To increase our reach, we will add professional staff, and we will need additional consumables such as travel, additional consulting, and teacher stipends. Cost of Living Allowances (COLA) were added to the budgets that contain personnel. The program budgets include: Mock Trial, CAP (includes a research-based evaluation in 2015-16), Internship, History Experience, Project LEAD, California 3Rs Project, Intellectual Property Project, Deliberating in a Democracy, Cops & Kids, CRF for Kids, and a phased-in middle school program.
- Publications/Web/Civics on Call: CRF will continue to move in the direction of online rather than print publications. Over time, there is a reduction in what is normally budgeted for printing, but there is also an increase in staff and resources, including upgrades on our websites and upgrading graphics on both web and print materials.
- Professional Development/Conferences: For many years it has been a goal to be able to provide teachers with ongoing professional development offerings on a variety of CRF programs and publications. For the most part, we have had to depend on grants with program-specific funding to offer teacher professional development. CRF has also wanted to be able to hold special conferences and receptions, particularly at state and national professional events attended by educators. By providing teacher professional development and special events, we increase the number of teachers and students participating in CRF programs, and we ensure that students get the most benefit from them. We would like to be able to provide professional development beyond the dictates of particular grant funding to help educators better implement CRF's programs as well as to increase our exposure and bring new participants into the programs.
- Strategic Partnerships/Alumni Activities: It is critical to the success of this strategic plan that CRF have the appropriate resources to cultivate new strategic partnerships to raise our profile and increase funding. This line item provides for allocation of staff and consumables necessary to building new partnerships with other organizations and groups as well as providing funding to build a new CRF Alumni program, which over time could become a new donor base for CRF.
- Communications: As described in the following section, CRF must build a new and modern communications department. This line item covers personnel and some related collateral materials. This department would greatly enhance CRF's ability to communicate in an age when social media and technology play a key role in disseminating information.

- Tech/Software/Hardware: Technology is key to the future of CRF's expanded reach, and it is critical that the organization has and is able to use modern technology tools to continue to create and deliver state-of-the-art programs and materials.
- Indirect: As a rule of thumb, CRF includes 15% indirect costs in program grants. In some cases, we are able to charge a higher rate, and in some cases, indirect costs are not allowed.
- G & A Personnel: This line item reflects costs for personnel not allocated to program grants.
- G & A Consumables/Facility: This line item reflects occupancy, building, and other costs associated with the operation and administration of CRF.
- Consultants: CRF has historically used consultants for a variety of purposes, and we expect the need for consulting to continue.
- New Development/Fundraising Costs: The success of this plan depends on increasing CRF's operating budget to support program growth. This plan includes building a new and modern CRF Development Department. New costs for development include additional staff; a donor stewardship strategy and associated consumables; outreach activities to high-wealth, foundation and corporate funders; planned giving; and upgrading collateral materials.

As the investment in a modern development department grows year-by-year, so too do the program budgets. By 2018, CRF's operating budget of \$5.5 million will provide the funding and resources necessary to implement the programs and organizational wherewithal envisioned in the scenario, while also decreasing, year-by-year, CRF's Indirect Cost Rate.

### III(g). Addressing our marketing and communications gaps

CRF must modernize its communications efforts to effectively compete for funding — both private and public — and to successfully implement the programs envisioned in this scenario. The world has changed, and strong, modern communications are now as critical to nonprofits as they are to law firms.

To achieve the CRF of 2018 described in this plan, we believe establishing an in-house communications team is vital. We envision one experienced senior leader and one more junior, each with deep skills in the evolving new media world. This team would proactively build upon our existing use of the web and social media to bolster and connect our networks. This communications team would drive the creation, implementation, and strategy of all public relations and outreach efforts through powerful publications, new media platforms and positive press, highlighting the transformative effect of CRF programs on students and their communities.



While our staff has proven quite adept at communicating with teachers and other users of our programs (and the foundations funding such initiatives), marketing the organization as a whole requires a different skill set and a significant commitment of time. A modern communications office will help CRF distinguish and lift up our vital democracy-building work, and untangle our “education-speak” in order to cultivate the exposure necessary to nurture our reputation, undergird fund development and propel our work forward.

### III(h). Modernizing our fund development strategies and capacity

What will it take in resource development and strategy to achieve this five-year scenario outlined — in which Constitutional Rights Foundation is the pre-eminent civic education entity in the nation — bolder, broader and best?

To double CRF’s revenue by 2018 (which will return our organization to previous support levels), we will take a multi-faceted approach, emphasizing the engagement and cultivation of national funders who are returning to the “civics” fold, individual donors in California (including specific new outreach to the Bay Area) and building upon the success of our annual dinner. Our multi-pronged, and multi-phased set of strategies to preserve existing sources and identify new sources of public, private, and individual funding includes:

**Local:** Annual Spring Dinner and Annual Appeal will be preserved, with anticipated revenues to rise at the rate of 2-3 percent per year.

**Statewide:** Supported by new and expanded statewide programming, CRF will launch a Bay Area Initiative to secure foundation and private individual donors, utilizing hosted events and solicitations.

**Foundations:** We will continue to seek funding from foundations that fund civic education programming such as Hearst, Bechtel, Weingart, McCormick, and Annenberg. CRF’s capacity to address the new Common Core Standards in History/Social Studies and the Framework for Inquiry in Social Studies is a genuine asset, providing our organization with the opportunity to pursue those foundations already providing broad funding to support the development and implementation of the new standards in this new area of education reform. Among them are Carnegie, Ford, and Gates, and Hewlett (which is taking a new leadership role in this arena).

**High-Wealth Individuals:** CRF will secure both program-specific and organizational support by developing an opinion-maker advisory board, direct development of high-wealth individuals, and utilizing a variety of tactics including naming opportunities for specific programs and new program development.

**Program Fees:** By increasing local and statewide expansion of Mock Trial and History Experience, revenue from program participation will increase.

**CY-Pres Awards:** We will continue to build on the recent successes by encouraging and supporting board members to identify and secure *Cy-Pres* opportunities.

## IV. Risks

Any plan of this scope is not without risks, which should be fully understood and considered before implementation. Notable risks associated with the **Bolder, Broader... Best** scenario include:

- **Funding shortfalls:** The scenario relies on a significant increase in revenue. If the strategies fail to yield sufficient funds, growth is unlikely.
- **New CRF staff, new CRF culture:** CRF will benefit by expanding our capacity, bringing on additional staff with different skills and experiences. An infusion of new staff will mean change, and we must be mindful of CRF's core mission, commitment to excellence and collegiality, and successful operating methodology.
- **Competition or outpacing by other organizations:** If another entity were to be poised to "leapfrog" CRF's progress and inhabit our market share, this plan would be difficult to implement. The scenario relies on CRF's continued status as a leader in the field of civic education, and failure of the organization to stay current will undermine funding efforts and demand for its programs. As innovations and new approaches by others emerge, CRF would take steps to learn from these, find common ground and partner to the greatest extent possible. This is a leadership imperative as the need for civic education is so great, and the field so fragmented.

In spite of these risks, we believe this scenario is CRF's best path forward and positions our organization for continued prominence, capacity and growth as the field of civic education evolves.

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In sum, **Bolder Broader...Best** aims to capture the vitality and creative excellence of Constitutional Rights Foundation's first 50 years of service and invest these more deeply and broadly to equip a new generation of American students, our country's citizens and leaders of the future, with the working tools of a healthy democracy. Our plan relies on multiple strategies, with technology as one essential, coupled with our focus upon achieving greater depth, agility and coherence in our programs, and the building of a 21<sup>st</sup> century organization and operation, with keen communications resource development capacities to actualize this vision.

## **Appendix: Glossary**

## Glossary of CRF Programs and Terms Used in Scenario

### **California 3Rs Project (3Rs: Rights, Responsibility, Respect)**

**What:** Originally part of the national First Amendment Center's programming, this project provides resources and professional development to teachers and administrators on First Amendment issues related to schools and religion. CRF was chosen by leaders in California in 2012 to run this web-based project.

**Why:** The U.S. Supreme Court continues to hear cases focused on public schools and the establishment and free exercise of religion. Our nation's public schools have an ongoing need for balanced, accurate resources to help them navigate emotionally charged issues related to First Amendment religious freedom.

### **Career, College, and Civic Life Framework (C3)**

This is a new set of guidelines to add rigor in civics, economics, geography, and history in K-12 schools. Marshall Croddy, CRF's President, was a member of the steering committee that worked on these standards from 2010 to 2012.

### **Civic Action Project (CAP)**

**What:** In 2007, the Annenberg Foundation came to CRF to revise its Civic Action Project (CAP) so that it could be replicated and brought to scale nationally. To do so, CRF developed a new curriculum and determined that CAP should be delivered to students and teachers through an interactive website. CAP began with 25 teachers and has grown to reach over 800 teachers and thousands of students throughout the country. CAP injects relevant, real-world problem solving into the high school government course. Students choose an issue that matters to them, make connections to public policy, and take "civic actions" to address the issue. CAP transforms the traditional government course into a memorable and meaningful experience for students and provides teachers with a cutting-edge curriculum that supports major education policy and current trends.

**Why:** America's schools have a civic mission to ensure that all young people gain the knowledge, skills, and dispositions of informed and engaged citizens, and based on evaluation data, CAP is effectively addressing the civic mission of schools.

### **Civics on Call**

**What:** When the news of the day includes acts of terrorism, school shootings, controversial court decisions and legislation or other crises, students and schools need immediate access to accurate, balanced and engaging resources. CRF has been repeatedly called upon to assist our nation's teachers and schools in dealing with such issues. Civics on Call is a new descriptor for this work and resource.

**Why:** CRF has proven itself to be one of the only organizations in the country with the ability to respond promptly, providing balanced, in-depth resources in the midst of crisis, controversy, and despair.

## **Common Core State Standards (CCSS)**

Adopted by 45 states and the District of Columbia, the CCSS set forth requirements for what every student should know and be able to do in every grade level and most subjects. They will be implemented in the 2014-15 academic year. For CRF, the relevant standards are in language arts as well as reading/writing/speaking/listening in history and social studies courses. The new requirements the standards set present opportunities for CRF because many of our programs and publications are easily aligned.

## **Cops & Kids: Working Together for Peace on the Streets**

**What:** In response to the Rodney King verdicts and ensuing unrest, CRF was asked by middle school teachers to assist in youth and police relations. Using a CRF curriculum called *Police Patrol* developed in the 1960s, we updated and revised it for middle grades and held several Cops & Kids conferences with over 1,000 students and 100 LAPD officers at the L.A. Convention Center in the 1990s. Since then, we continue to provide a school-based conference at Berendo Middle School for at least 200 students annually. LAPD is extremely supportive of this program, but funding for expansion is needed.

**Why:** Every Cops & Kids event has been evaluated by both students and police officers. The results show a dramatic increase in students' understanding and respect for the risks and challenges officers face and in officers' understanding of the challenges adolescents face in high-crime, high-poverty communities. Research demonstrates the need to expose middle school youth to positive interactions with police because at this age, lifelong attitudes about the legal system and authority develop.

## **CRF for Kids**

**What:** Elementary school children must also receive a sound civic education, and CRF has a head start on innovative resources especially designed for 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> graders. CRF for Kids captures our vision for building civic education resources across grade levels.

**Why:** Education policy has caused a narrowing of the curriculum, leaving elementary students with little or no social studies instruction. Key concepts such as justice, tolerance, and the role of government in a democratic society should be introduced to our nation's youth at the developmentally appropriate time — and that time is in the elementary grades.

## **Deliberating in a Democracy (DID)**

**What:** CRF, in partnership with Constitutional Rights Foundation Chicago, Street Law Inc. and the Center for Education in Law and Democracy in Colorado, began this international project in 2004. DID engages high school students in lively, deep discussions about controversial issues and how the ideals of democracy play out as citizens grapple with multiple perspectives. Built on the Structured Academic Controversy discussion model, DID's evaluation has proven its effectiveness in increasing students' critical thinking, tolerance, and discussion skills.

**Why:** An informed and engaged citizenry is critical to our democracy. American students' desire and capacity to have thoughtful, mutually respectful discussions about key issues

have been adversely affected by political pundits, screaming matches, niche broadcasting and the noise of skewed information. Our future depends on citizens who value and have the ability to seek out and analyze multiple perspectives, distinguish editorial from fact, and work together to address key issues in our communities.

### **Expanding Horizon Internship (EHI)**

**What:** A highly competitive program that annually places more than 100 underserved high school students from local urban public schools in the Los Angeles area in professional work environments for paid summer internships. In addition to the work experience, interns participate in seminars focused on active citizenship and college and career preparation.

**Why:** All young people need and deserve opportunities to explore professional careers, college, and their own potentials as active citizens in our democracy. Yet, research has revealed a severe civic opportunity gap. Affluent youth receive far more opportunities to participate in activities that increase college, career, and civic capacities. CRF's internship program is open to students from disadvantaged households who are potentially first-generation college bound.

### **History Experience (HE)**

**What:** A new program that engages students in underserved schools in a hands-on, interactive research project aligned with Common Core State Standards. CRF is currently developing History Experience for 8th Grade U.S. History and plans to expand to 5th and 11th grades (also U.S. History) and then to the middle and high school World History courses.

**Why:** During the years that CRF was the provider of National History Day in California, we were concerned that students with fewer resources at home and at school were at a disadvantage when competing with students whose schools and parents were able to provide technology, travel, and hands-on assistance. CRF is committed to ensuring that students of all backgrounds have opportunities to participate in high quality history and civic education programs, and CRF is building the History Experience program accordingly.

### **Middle School Civics**

**What:** Since the late 1990s, CRF has developed several programs and publications for middle schools. Our vision for the coming years is to build on these, creating a scaffolding of excellent civic education programs geared for every grade, K-12.

**Why:** Many lifelong skills and attitudes developed during early adolescence are directly related to positive, engaged citizenship.

### **Mock Trial**

**What:** A simulation of a criminal trial with teams of middle and high school students taking the roles of attorneys, witnesses, and other courtroom characters. After weeks of intensive preparation, the courtroom drama unfolds as students try the case before adult judges and attorneys. CRF runs the Los Angeles County and California Mock Trials with

over 10,000 students and hundreds of volunteers. Several states use the annual cases that CRF develops.

**Why:** Americans must have a deep understanding of due process in our democracy and develop rigorous critical-thinking, research, and presentation skills and the ability to work collaboratively. In addition, youth need opportunities to explore a variety of careers, including those in the legal profession.

### **Partnership Events**

Our vision includes special events to build relationships with existing and potential partners including teachers, the legal community, other nonprofit organizations and potential funders.

### **Professional Development**

Professional development offers training, coaching and/or peer learning for teachers. CRF provides highly regarded in-person as well as online professional development to ensure that teachers know and understand how to utilize most effectively CRF learning materials and approaches. Teachers are CRF's main partners in our work.

### **Project LEAD (Legal Enrichment and Decision-making)**

**What:** Attorneys, investigators and others from the Los Angeles District Attorney's Office adopt 5<sup>th</sup> grade classes in high-risk communities to engage students in activities designed to increase positive decision-making skills. Since 2000, CRF has worked in partnership with the District Attorney on this project that is slated for national expansion.

**Why:** Positive interactions with legal professionals have deep impact on youth, especially those in high-crime, high-poverty communities. Project LEAD underwent a two-year research-based evaluation that demonstrated its effectiveness.

### **Strategic Partnerships**

Opportunities to explore new partnerships with other entities sharing our commitment to civic education or who work with students and teachers in adjacent efforts is a key strategy to continue to broaden and deepen CRF's reach. We will build on our history of working well with others, reaching out to nonprofits, schools and districts, governmental agencies and potential funders. Identifying and cultivating new partnerships requires staff time, travel, and other expenses.