



Education Partnership

OF THE PERMIAN BASIN

**Five-Year Strategic Plan
2023-2027**



INTRODUCTION & CONTEXT

The Education Partnership of the Permian Basin (EPPB) developed this five-year strategic plan against a unique backdrop.

The Permian Basin is home to hard-working, resilient communities in Texas and New Mexico. Its economy is greatly influenced by the Oil & Gas industry, which provides unique career opportunities but also competes with local education systems for talent. Education systems in the Permian Basin, like elsewhere in the country, have been greatly disrupted by the COVID-19 pandemic.

EPPB unified with Educate Midland in 2021 to jointly address the clear need to better serve and improve the education and life outcomes of the region's growing school population. Despite its relative newness and the impact of COVID, EPPB has successfully finalized the unification and established an inclusive Leadership Team and two engaged Action Networks to drive its vision for education in the region. EPPB is now poised to expand its work and its impact and undertook a strategic planning process to identify its path to doing so.

This strategic plan is the culmination of an 8-month strategic planning process, which involved EPPB's staff, board members, and community partners. The plan is structured around clarifying the organization's purpose, specifying its North Star goals, and identifying five-year strategic priorities that align with the organization's strengths and values and have great potential for impact. Please see page 4 for an overview of the framework. The strategic plan also identifies the financial and staffing resources needed to achieve its goals and objectives.



Organizational Purpose



VISION, MISSION & VALUES

Our Vision for the Community: The Permian Basin is a community where students love to learn, teachers love to teach, and people love to live.

Our Vision for Education: Permian Basin students perform at the highest level and earn degrees or credentials with workforce value.

Our Mission: We help improve education outcomes for all students in the Permian Basin from cradle to career.

Our Values: Our decisions and actions are guided by a core set of principles.

Integrity

We are accountable to our partners and communities. We uphold the highest ethical standards in all our actions.

Equity

We work to improve educational outcomes for all students, and particularly those who are furthest from opportunity.

Respect

We appreciate, value, and treat with dignity all our team members and partners.

Credibility

We rely on data, expertise, and knowledge of the sector to learn about and develop innovative solutions to the Permian Basin's education challenges.

Collaboration

We work together within our organization and with our partners. We are inclusive of and value the voices and input of all our stakeholders and communities.



ORGANIZATIONAL ROLE

Our Role: We serve as a regional collective impact backbone that aligns educators, employers and partners, so students have seamless pathways through education and into the workforce.

Guide Vision and Strategy

- Establish a common understanding of and promote an aligned approach to addressing the region's key education issues and develop a shared vision for success.

Support Aligned Activities

- Align regional educational and workforce pathways via direct work, by coordinating the work of regional partners, and by supporting the work of the Action Networks.
- Schedule and facilitate Board, Executive Steering Committee, Leadership Team, and Action Network meetings.

Build Public Will

- Design and deploy communications that build awareness, share best practices, encourage collaborative action, and celebrate successes.

Establish Shared Measurements

- Develop, collect data, track progress, and share findings with the public and partners on regional success indicators across the cradle-to-career pipeline.

Mobilize Leaders

- Manage and ensure the effectiveness of a cascading governance structure that includes the Board, Executive Steering Committee, Leadership Team, and Action Networks.

Secure Resources

- Ensure EPPB capacity (staff, budget, operations) and attract new funding for education in the region.



GEOGRAPHIC FOCUS

We serve all the communities, school districts, and institutes of higher education in the Permian Basin

- Our work is inclusive of those Texas and New Mexico counties that comprise the Permian Basin.
- We appreciate and respect the diversity of the communities we serve. Each community has unique strengths and challenges, yet many face similar education and employment issues that might benefit from sharing successful practices or adopting regional solutions.
- While our office is located in the Midland/Odessa area, our team is committed to regularly visiting communities across the entire region to develop relationships, understand local context, and be an engaged partner.





2023-2027 Strategy



NORTH STAR GOALS

Student Impact

Contribute to meaningfully and equitably improving cradle-to-career student outcomes across the Permian Basin.

Regional Leadership

Be seen as a highly respected convener and partner, a reliable source for regional education data and knowledge, and an invaluable contributor to aligning regional education and workforce systems.

Organizational Excellence

Ensure the organization has a high-performing team, effective governance, and the systems, infrastructure, resources, and visibility to pursue and sustain its work.



FIVE-YEAR STRATEGIC PRIORITIES

Student Impact

1. Increase kindergarten readiness
2. Increase college-going and career entry
3. Grow our regional geographic footprint

Regional Leadership

4. Build buy-in for and awareness of EPPB's vision, strategy, and role
5. Be seen as a highly respected convener and partner
6. Be seen as a reliable source for regional education data and knowledge
7. Use communications to drive impact

Organizational Excellence

8. Optimize the governance structure
9. Grow organizational capacity and resources



STUDENT IMPACT

Strategic Priority	Objectives
1. Increase kindergarten readiness	<ul style="list-style-type: none">a. Adopt a strategy framework focused on building the capacity of parents and caregivers as first teachers and increasing access to and the quality of early childhood education.b. Structure ECAN for success – ensuring the right people are at the table, the strategy is developed, the meetings are productive, and action occurs between meetings. Continue the POWER Bag Initiative, but do not add any other “owned and operated” programs.c. Prioritize opportunities to engage with partners and apply for grants for kindergarten readiness efforts and initiatives.
2. Increase college-going and career entry	<ul style="list-style-type: none">a. Adopt a strategy framework focused on improving CCMR, college access, post-secondary enrollment and completion, and career readiness and entry.b. Structure Grow Our Own Action Network for success - ensuring the right people are at the table, the strategy is developed, the meetings are productive, and action occurs between meetings. Identify a quick win for Grow Our Own (e.g., FAFSA completion) but do not create any “owned and operated” programs.c. Prioritize opportunities to engage with partners and apply for grants for CCMR efforts and initiatives. Initial opportunities are to serve as the intermediary for the Energy Innovation Initiative (EII) and Rural Schools Innovation Zone (RSIZ).
3. Grow our regional geographic footprint	<ul style="list-style-type: none">a. Serve Midland and Odessa working with local ISDs, colleges, and cross-sector partners.b. Expand within the feeder patterns and communities of Permian Basin institutes of higher education.c. Serve as the intermediary for region-wide initiatives and pilots opportunistically.



REGIONAL LEADERSHIP

Strategic Priority	Objectives
4. Build buy-in for and awareness of EPPB's vision, strategy, and role	<ul style="list-style-type: none">a. Disseminate and discuss the strategic plan with funders, ISDs, IHEs, and other key leaders to build buy-in.b. Share research and information on the importance of cradle-to-career pathways to individual opportunity and regional success.
5. Be a highly respected convener and partner	<ul style="list-style-type: none">a. Set agendas, provide data/materials, facilitate meetings, and support strategy development and execution for the Action Networks.b. "Set the table" for key community conversations on kindergarten readiness and college-going and career entry. "Sit at the table" in key community conversations on other education issues.
6. Be a reliable source for regional education data and knowledge	<ul style="list-style-type: none">a. Hire or outsource data and communications expertise.b. Finalize regional success indicators, collect baseline data, and launch an annual Regional Education Report to share data and context.c. Identify opportunities and apply for grants to conduct data research on key strategic priorities (e.g., regional workforce needs, kindergarten readiness measures and results, early childhood education landscape, etc.).
7. Use communications to drive impact	<ul style="list-style-type: none">a. Develop a communications strategy and content to create narrative change around education (e.g., share successes, tell stories, spread best practices, promote value of postsecondary education, etc.).b. Launch communication channels (e.g., newsletter, email blasts) to coordinate with partners.c. Build and grow EPPB's digital presence (e.g., establish social media channels, update the website, etc.).d. Develop an external public relations strategy (e.g., public events, media inquiries, interviews, etc.).



ORGANIZATIONAL EXCELLENCE

Strategic Priority	Objectives
8. Optimize the governance structure	<ul style="list-style-type: none">a. Manage cascading levels of collaboration that include the Board, an Executive Steering Committee, a Leadership Team, and Action Networks.b. Create and support an Executive Steering Committee that includes CEOs, presidents, superintendents, and other senior leaders across the cradle-to-career pipeline to advise EPPB on its strategy, provide feedback on Action Network strategies, and align their organizations to pursue agreed-upon collaborative work.c. Focus the Leadership Team on networking to form collaborative relationships; building knowledge; sharing communications with their organizations and networks; and supporting EPPB and Action Networks.d. Identify specific Board composition gaps that may need to be filled (e.g., functional areas, sectors, current or future geographies served, etc.).e. Identify and put in place any needed governance policies (e.g., bylaws, nondiscrimination, conflict of interest, etc.).
9. Grow organizational capacity and resources	<ul style="list-style-type: none">a. Grow team to include additional coordinators (e.g., Grow Our Own, Rural, Energy Innovation Initiative, Rural Schools Innovation Zone, etc.)b. Identify and put in place outsourced data and communications supports.c. Raise the funding needed to support hiring, communications capacity, data capacity, geographic growth, and organizational systems and supports.



LEVELS OF COLLABORATION

Level	Members	Role
EPPB Board	High-level community leaders	Provide organizational governance, approve the organization's strategy, ensure financial sustainability, adopt sound policies, and oversee the executive director.
Executive Steering Committee	CEOs, presidents, superintendents, and other senior leaders across the cradle-to-career pipeline	Advise on organizational and Action Network strategies and use influence and positional authority to support aligned regional education actions and initiatives.
Leadership Team	Cross-sector leaders who care about and are willing to help improve educational outcomes in the region	Attend networking meetings, provide input on and support the work of EPPB and the Action Networks, share knowledge and best practices.
Action Networks	Education and employment experts and practitioners	Set strategies, launch sub-groups, and drive implementation to achieve on-the-ground impact on specific education and career entry issues.



IMPLEMENTATION OVERVIEW

Implementation Element	Activities
Evaluation and Learning	<ul style="list-style-type: none">• Use the evaluation plan we developed to learn, track progress on our strategic plan, and improve our performance.• Collect, analyze, and share regional education and workforce data to inform the public, our work, and the work of our partners.
Organizational Implications	<ul style="list-style-type: none">• Hire additional staff positions needed to execute strategic priorities.• Add outsourced data and communications capacity.• Raise additional funds to cover incremental personnel and non-personnel costs associated with implementing the strategic plan.
Timeline	<ul style="list-style-type: none">• Follow, and as needed, update the 18-month implementation Gantt chart the team developed.
Adaptative Leadership	<ul style="list-style-type: none">• Continually assess our progress and changes in the external environment that require us to make changes to the strategic plan or approach to implementing the plan.



CONCLUDING THOUGHTS

To develop this strategic plan our board and staff looked at data, reflected on our past experiences, assessed our region's greatest education and employment needs and opportunities, and asked for and incorporated the input of partners. We are grateful to those who shared with us their insights and on-the-ground experience.

We are excited about this plan because it builds on our strengths and values, addresses significant opportunities for impact at scale, and is ambitious but achievable to implement. We selected strategic priorities that are truly regional in nature, can only be accomplished through collaborative cross-sector work, and that lend themselves to a collective impact approach. In other words, we will only be successful in implementing this strategic plan if the “we” refers to all of us working together toward our shared vision and goals.

All of us at EPPB are inspired to work through this strategy toward our mission to help improve education outcomes for all students in the Permian Basin from cradle to career.



Appendix

ECAN IMPACT FRAMEWORK



	First Teacher Support	ECE Access	ECE Quality
Goal	Parents and other guardians have the knowledge they need to support their children's development and learning	All families can access and afford high quality ECE that ensures kindergarten readiness	
Impact Indicators	<ul style="list-style-type: none">• % parents who understand development milestones• % of parents who read to, sing to, play with their kids• # participating in reading programs• # referrals to child services• % children who are screened/referred to/receive services when indicated• % children who are fully immunized	<ul style="list-style-type: none">• % enrollment in ECE• # ECE seats• Average annual cost of ECE• % of students enrolled by SES	<ul style="list-style-type: none">• % ECE providers meeting quality standards• # of quality seats• % of certified/qualified teachers
Alignment between ECE and K-12			
Ultimate Impact	<ul style="list-style-type: none">• % of students who are kindergarten ready (academic, social/emotional, developmental, etc.)• % of 3rd grade students reading at or above grade level		



ECAN STRATEGIC PRIORITIES

“First Teacher” Support

ECE Access and Quality

Goal

- Parents and other caregivers have the knowledge they need to support their children’s early development and learning
- All students can access and afford high quality ECE that prepares them for kindergarten success

Priorities

- Resources: Conduct outreach, research needs, identify resources, create a local resource “bank”, offer trainings, form support groups/networks
- Awareness: Collaborate with the media and partners to promote ECE options and enrollment
- POWER: Continue to operate and grow the POWER initiative
- Accessibility: Add more centers, seats, hours.
- Messaging: Share information through the media and other sources on the importance of ECE and the role of “First Teachers”
- Teachers: Improve wages, recruitment, training, support, and retention of ECE teachers
- Technical Support: Remove barriers to becoming a TRS center

Alignment between ECE and K-12

Goal

- ECE prepares students to be kindergarten ready

Priorities

- Collaboration: Convene ISDs and ECE to discuss needs, identify solutions, and align metrics/standards/programs; ensure cross-sector engagement with employers, city/county agencies, and the medical field

GROW OUR OWN IMPACT FRAMEWORK



	PSE Readiness	PSE Access	PSE Success	Workforce Entry
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Goal	Students graduate high school CCMR	Students enroll in and can afford PSE	Students complete a degree, credential, or certificate	Students get regional jobs or jobs in their field of study
Impact Indicators	<p><u>Overall</u></p> <ul style="list-style-type: none"> • % graduating HS • % CCMR <p><u>Dropout prevention</u></p> <ul style="list-style-type: none"> • % dropping out by grade <p><u>College-ready rigor</u></p> <ul style="list-style-type: none"> • % earn college credits in HS • % college ready math/English • % requiring remedial educ. • % meeting TSI • % ECHS completion <p><u>Excellent teachers</u></p> <ul style="list-style-type: none"> • % quality teachers 	<p><u>Overall</u></p> <ul style="list-style-type: none"> • % enrolling in PSE <p><u>College-Going Culture</u></p> <ul style="list-style-type: none"> • Student/family perception • % applying to PSE <p><u>Advising</u></p> <ul style="list-style-type: none"> • Counselor-student ratio • % get college counseling <p><u>PSE affordability</u></p> <ul style="list-style-type: none"> • % completing FAFSA/TASFA • % receiving Pell Grants • % receiving scholarships <p><u>Transition to PSE</u></p> <ul style="list-style-type: none"> • % in summer bridge pgms 	<p><u>Overall</u></p> <ul style="list-style-type: none"> • % PSE completion <p><u>Persistence</u></p> <ul style="list-style-type: none"> • % YOY persistence <p><u>Transfer</u></p> <ul style="list-style-type: none"> • % transfer from 2yrs to 4yrs <p><u>Time to completion</u></p> <ul style="list-style-type: none"> • % completing in 150% program time <p><u>Student Supports</u></p> <ul style="list-style-type: none"> • % receive services (counseling, tutoring, etc.) 	<p><u>Overall</u></p> <ul style="list-style-type: none"> • % employed at graduation / 1 year out <p><u>Advising</u></p> <ul style="list-style-type: none"> • % receive career advising <p><u>Career Exploration</u></p> <ul style="list-style-type: none"> • % receiving programming <p><u>Workforce Readiness</u></p> <ul style="list-style-type: none"> • % with early career experiences (internships, jobs, apprenticeships, mentorships, etc.) • Employer perceptions

System Alignment

Ultimate Impact	<ul style="list-style-type: none"> • % of 8th grade students who complete a degree or credential within 150% program time • % of high school/postsecondary graduates employed in the region and/or in their field of study
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GROW OUR OWN STRATEGIC PRIORITIES



	PSE Readiness	PSE Access	PSE Success	Workforce Entry
Goal	Students graduate high school CCMR	Students enroll in and can afford PSE	Students complete a degree, credential, or certificate	Students get regional jobs or jobs in their field of study
Priorities	<u>College-ready rigor</u> <ul style="list-style-type: none"> Align math pathways Increase the number of students in CTE/Dual Credit <u>Excellent teachers</u> <ul style="list-style-type: none"> Increase hiring/retention of quality educators 	<u>College-Going Culture</u> <ul style="list-style-type: none"> Change our culture to value PSE more Increase awareness of local, higher ed opportunities <u>Advising</u> <ul style="list-style-type: none"> Increase hiring/retention of quality college advisors 	<u>Student Supports</u> <ul style="list-style-type: none"> % receive services (counseling, tutoring, etc.) 	<u>Advising</u> <ul style="list-style-type: none"> Increase hiring/retention of quality career advisors <u>Career Exploration</u> <ul style="list-style-type: none"> Increase awareness of local, high-wage job opportunities Create career exploration opportunities during middle school (or earlier)
System Alignment				
Goal	Create seamless pathway for students through education systems and into employment			
Priorities	<ul style="list-style-type: none"> <u>K-12 to PSE Alignment:</u> Align math pathways <u>Workforce Alignment:</u> Conduct an analysis of regional industry needs and get industry engagement 			



REGIONAL SUCCESS INDICATORS

	Early Childhood	K-12	Post-Secondary
Goal	<ul style="list-style-type: none"> All students are kindergarten ready 	<ul style="list-style-type: none"> All students graduate high school college, career, and military ready All students can access and afford post-secondary education 	<ul style="list-style-type: none"> All students graduate with a certificate or degree with labor market value
Indicators	<ul style="list-style-type: none"> % eligible population enrolled in kindergarten # high quality seats % kindergarten ready 	<ul style="list-style-type: none"> # A/B rated schools % 3rd grade proficient in reading % 8th grade proficient in math % graduate HS (% drop out) % CCMR ready % completing FAFSA % enroll in higher education 	<ul style="list-style-type: none"> % in remedial education % persisting year-over-year % completing within 150% (100%) program time % employed (in region) Average starting/long-term salary

Aligned Education Pipeline

Goal	<ul style="list-style-type: none"> Education systems seamlessly support student success from cradle-to-career
Indicators	<ul style="list-style-type: none"> % 8th graders who complete a post-secondary degree or credential % population with post-secondary degree or credential