



**FACING
HISTORY &
OURSELVES**

We Are Facing History: Amplifying Our Impact

FY23-25 Strategic Plan Summary

Facing History's strategic plan, ***We Are Facing History: Amplifying Our Impact***, reflects our belief that nurturing student civic engagement for lasting social good begins with building effective and inclusive classrooms and schools. When students study pivotal moments in history and connect choices made in the past with choices they face in their own lives, we build a generation prepared to stand up to bigotry, hate, and systemic injustice.

In addition to building 21st century skills and academic learning, schools play a central role in developing the next generation of civic participants. Our new three-year strategic plan (FY23-FY25) builds on our success in nurturing schools as places to practice inclusive democracy, where students can become empathetic, inquisitive, and ethical young people who engage civically and are able to navigate across differences. Our strategic plan amplifies our work by strengthening existing educator professional learning programs and building new ones that are delivered across entire schools and school systems, ensuring that exponentially more students benefit from Facing History's instructional approach and rigorous academic resources.

Over the next three years (FY23-FY25) our goals are to **scale student impact** by increasing our work with schools and districts; **expand our reputation** as a trusted partner and thought leader; **improve our ability to work across initiatives and geographies to support scale and efficiency**; and **strengthen our inclusive workplace culture** so that every staff member feels valued, has a strong sense of belonging, and can bring their authentic self to work. We will accomplish this by focusing on six key areas: leveraging systems, elevating our voice, building robust digital experiences, strengthening data capabilities, realizing our diversity, equity and belonging principles, and achieving financial sustainability.



- **Leverage Systems to Enhance Student Impact**
- **Elevate Our Voice to Build Our Reputation**
- **Build Robust Digital Experiences**
- **Realize DEIB Principles to Strengthen Workplace Culture**
- **Strengthen Data Capabilities**
- **Achieve Financial Stability**

Leveraging Systems to Enhance Student Impact

Leveraging systems level work—bringing our model to entire schools and districts—is an essential priority of this strategic plan. We have historically focused the majority of our outreach and professional development on individual educators (who each impact hundreds of students) and on developing schoolwide programs for a limited number of schools. Over the next three years, we are piloting a new scalable whole school model, [Schools Where We Belong](#).

Schools Where We Belong is designed to transform school culture, teaching practices, and curriculum through an intensive two-year engagement with Facing History. This whole school model includes professional learning for all faculty and staff; in-depth training, resources, and coaching for implementing educators; and supporting school leadership as they set and reach goals related to school culture and climate, teacher competencies, and student outcomes.

The two-year program embeds both fidelity to and sustainability for our model by engaging the entire school community in the development of a common vision and clear set of goals. The model also includes capacity building for staff and school leadership so that they are able to sustain the work beyond the two-year partnership. Facing History is committed to ensuring equitable access for schools while diversifying our revenue base through a combination of fee-based and grant-funded programs and services.

In addition to **piloting a new whole school model**, we are creating more opportunities for school teams to engage with our foundational professional development. For instance, at the start of FY23 we launched a school leadership team track for our **Teaching for Equity and Justice workshop**, which develops key competencies for creating classrooms and schools where all students have an equitable opportunity to succeed. We have also begun offering an Explorations course that introduces school leadership teams to the key components of the Facing History model. In addition, over the next three years we are creating a **next generation civics curriculum**, designed to align with frameworks in many states where expanded civics education has been mandated. We will introduce the new civics curriculum by training school teams and assessing implementation at the school and district levels.

Building out our professional development model and curricula to serve whole schools while continuing to serve individual educators will drive exponential growth in our educator and student reach and impact. Over the next three years, we also plan to measure that impact with a **major student study** that will answer new questions about the impact of our educational approach on students' academic, social-emotional, and civic learning and development. In alignment with Facing History's strong commitment to equity, we will also examine whether and how the impact of our program may differ for students from different racial, ethnic, and socioeconomic groups. Our research will feed program learning, demonstrate our effectiveness to external audiences, and provide meaningful thought leadership in the field of education.



Elevating Our Voice to Build Our Reputation

Over the next three years we will also focus on further building Facing History's reputation as a thought leader in educational equity and the complete teaching of history, especially as we face a movement in the US to restrict how history is taught and how identity is discussed. We will elevate our voice and expand our profile as a trusted partner that embeds equity, social-emotional learning, and civics in rigorous history and English language arts content and instruction.

“That was, by far, the best choreographed workshop I have ever attended, in person or online, in my 30 years of teaching. Thank you for making this so invaluable. I left feeling rejuvenated as opposed to depleted.”

Participant in March 2022 workshop on Teaching Coming-of-Age Literature



We will build on the foundation laid during the prior strategic plan that expanded awareness of Facing History and our work with our primary audience of educators and school leaders. Over the next three years we will develop media campaigns that elevate our values and work to educators, and school district leaders, as well as influencing new and broader sets of stakeholders including students, parents, educators, and policymakers.

We will continue to speak up and collaborate with partners to promote civic engagement, equity, the full teaching of history, the role education plays in a democratic society, and evidence-based pedagogical practices, such as social-emotional learning. Our messaging will also reflect our belief that studying history should provide context for the lived experiences of all students, and promote critical thinking in schools and communities. We will invite all stakeholders to face history with us and discover for themselves what it means to examine the past, learn from it, and together shape an equitable, democratic society.

“It was encouraging, resonating, and inspired me to keep at it. The cause is too great, and pace is too slow, and the kids are too precious to not keep at it.”

Participant in July 2022 Teaching for Equity and Justice Workshop for School Leaders



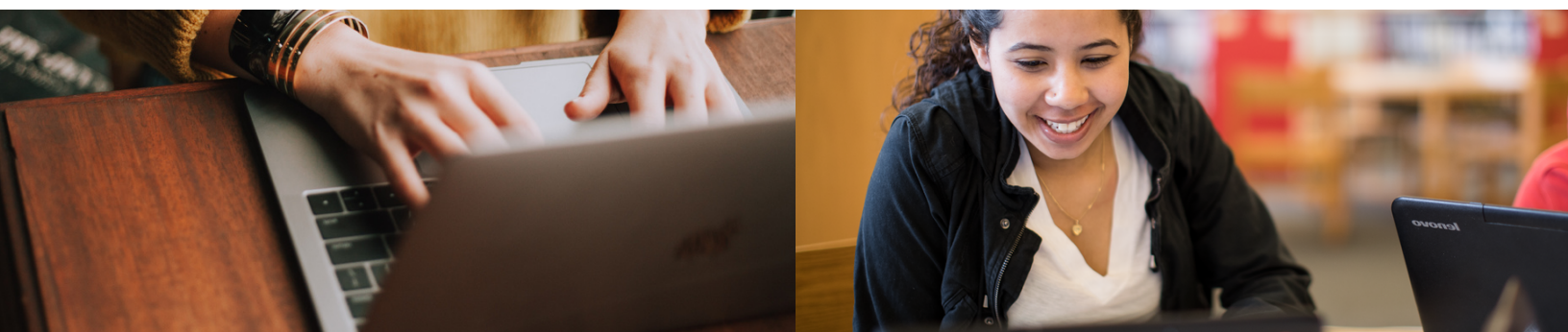
Building Robust Digital Experiences and Data Capabilities

At the start of this strategic plan, Facing History launched the first phase of a major, multi-year project to transform our digital platform and enhance our engagement with educators and schools in the United States and across the globe. The initial phase of this project, our new website, debuted in September 2022, in time for our busy back-to-school season.

The next phase of our digital platform transformation will bring a series of critical additions and updates to our technology systems that will support scaling our programs for systems-level impact as well as enhancing the quality of all teacher outreach, tracking, and program delivery. We will develop new features to better support school-based delivery, and to customize the professional learning and coaching experience for educators and school leaders participating in our whole school model. We will also create an engaging, personalized sequence of activities for independent educators so that they experience a similar sense of community and impact as that of a whole school cohort.

Streamlining and restructuring our data collection will allow us to spot trends in the needs of our audiences, and nimbly redeploy resources to address those needs. We will employ real-time evidence to continuously improve our work, and review data to inform how we attract and engage new participants, partners, and supporters. These enhancements will also support data-driven decision making and learning for staff and leadership.

Over the next three years we will continue to invest in our infrastructure to support consistency in high-quality, evidence-based, transformational learning for educators, regardless of geography. Our digital experience platform will evolve, enabling more opportunities to personalize the user experience to drive engagement, and using inclusive design practices to build experiences that work for all our users.



Realizing DEIB Principles to Strengthen Workplace Culture

Our ongoing commitment to diversity, equity, inclusion, and belonging (DEIB) is central to this strategic plan. We will continue to expand and nurture DEIB within the organization, grounding this work in internal learning, accountability, and the development of policies designed to foster an authentic sense of belonging for all employees. We will strengthen our skills and capacity for doing inclusion and equity work internally and externally, including partnering with program staff to shape our equity-focused educator resources (such as the Teaching for Equity and Justice workshops described above). In addition, we have embedded DEIB goals and strategies into each of the six strategic areas of this strategic plan, from leveraging systems to achieving financial sustainability. We will work collaboratively across functions to meet these DEIB goals.

We will employ a social justice framework to guide our DEIB efforts, and to continue to nurture fundamental shifts in organization thinking, processes, and practices to promote inclusion and belonging for all staff. Ultimately, we aspire to be an industry leader for championing DEIB both internally and in the education sector.

Achieving Financial Sustainability

Undergirding all of our work is the need to preserve and nurture the organization's financial health. Our aim over the next three years is to expand and diversify our revenue by cultivating new donor segments and linking goals and strategies to investments for maximum impact. Refining our data capabilities will also strengthen our financial planning for scaling and efficiency. We have set a fundraising goal of \$120M in this strategic plan which will support program growth and close the gap between costs and income between FY23 and FY25.

Conclusion

We believe in teachers and students, and we believe that they can create inclusive communities that stand up to bigotry and hate. By amplifying our impact on educators and students, our voice as a thought leader, our digital engagement and presence, and our DEIB principles, we can support educators, schools, and entire school districts to promote civic practices and ethical values in service of a healthy democracy and an equitable and just world.

“It encourages me to not lose hope in my efforts to change inequities in my community. It also reminds me to be aware of my mindset and keep learning. Lastly, I am reminded not to judge but to meet people where they are.”

Participant in March 2022 workshop on Teaching Coming-of-Age Literature

