

Kenan Fellows Program for Teacher Leadership Strategic Plan: 2024-2029

Welcome to the strategic plan for the Kenan Fellows Program for Teacher Leadership (KFP), a dynamic initiative committed to empowering educators across North Carolina to drive positive change in their communities. Our mission is clear: to invest in educators through provision of high-quality professional development, enriching experiences, and leadership resources. Since our inception in 2000, we've been at the forefront of educator professional development, working tirelessly to equip teachers with the skills, confidence, and relationships needed to address the state's evolving workforce development needs. With nearly 600 alumni spanning 80 counties and over 200 community, industry, and university partners, KFP stands as the largest teacher leadership program in North Carolina. Our vision is ambitious yet attainable: to see North Carolina educators trusted, empowered, and celebrated as indispensable keystones of their communities, equipped to prepare their students for the challenges of tomorrow. This strategic plan outlines our organizational priorities for the next three to five years: (1) To build a robust and sustainable financial base, (2) To become a critical component of North Carolina's workforce development infrastructure, and (3) To advance KFP as a national leader in teacher professional development. As we embark on this journey, we invite our stakeholders — including our dedicated staff, our esteemed Board of Advisors, the Kenan Institute for Engineering, Technology, and Science (KIETS), our partners, and our current and potential funders — to join us in realizing this vision. Together, we will elevate educators as pillars of their communities and vital contributors to North Carolina's workforce development. Join us as we forge a bright future for North Carolina's educators, students, and communities.

*Note: Annual = Metric assessed annually. Midterm = 2-3 year goal. Longterm = 3-5 year goal.

PRIORITY 1: To build a robust and sustainable financial base to support KFP’s operational expenses.		2023-2024 Data (FY24)	2024-2025 Data (FY25)	2025-2026 Data (FY26) (PROJECTED)
Rationale: <i>Building a robust and durable financial base that supports KFP’s annual operational expenses (i.e., Staff salaries and benefits) would position KFP to expand the scope of its offerings, build programming in economically distressed areas, and increase the number of teachers served.</i>	Strategy 1: Identify and pursue long-term partnerships/contracts. Metric: Percent change in Fellowships supported by long-term (i.e., Greater than 1 year) commitments (Annual)	26 Fellowships; 8 Agreements: - ((Biogen (5), Dogwood (4), DPI (5), Maddox (1), Hige (1), Farm Bureau (1), Electric Coops (1), NCDEQ (8))	21 Fellowships; 8 Agreements - ((Biogen (3), Dogwood (1), NC DPI (5), Maddox (1), Hige (1), Farm Bureau (1), Electric Coops (1), NC DEQ (7))	20 Fellowships; 7 Agreements - ((Dogwood (2), NC DPI (5), Maddox (1), Farm Bureau (1), Electric Coops (1), NC DEQ (9), NCSU Genetics and Genomics Academy (1))
	Strategy 2: Cultivate strong relationships with NC State’s Legislative Liaisons and Economic Development team - Metric: Annual meetings with NC State’s Legislative Liaisons (Annual) - Metric: Inclusion of KFP in the Chancellor’s annual list of legislative priorities (Midterm) - Metric: Increase in annual state appropriation (Longterm)	Annual Meetings: 0 Priority List Inclusions: 0 Increase in Appropriation: 4%	Annual Meetings: 0 Priority List Inclusions: 0 Increase in Appropriation: 3%	
	Strategy 3: Secure funding from national grantmakers and foundations Metric: Percent increase in funding directly obtained through national grants (Annual)	Funding from National Grants: \$0 (No independent requests)	Funding from National Grants: \$373,367 \$373,673 from Department of the Navy \$100,000 Requested from NSF	
	Strategy 4: Establish a comprehensive philanthropy program - Metric: Percent increase in unrestricted funding (Excluding KIETS) (Annual) - Metric: Percent increase in the number of qualified prospects at the major gift level (\$50K+) (Annual) - Metric: Increase in the number of university advancement units engaged to enhance the on-campus visibility of KFP (Annual)	Unrestricted Funding: Qualifications: 0 Qualifications Units Engaged: 5 Units	Unrestricted Funding: Qualifications: 1 Qualification Units Engaged: 9 Units	
PRIORITY 2: To position KFP as a critical component of North Carolina’s workforce development infrastructure.		2023-2024 Data	2024-2025 Data	2025-2026 Data (PROJECTED)

Rationale: <i>KFP has a track record of successfully investing in educators by pairing them with industry partners and providing world class professional development. Given its presence in 80 of North Carolina's counties and expertise in building the capacity of teacher-professionals, KFP should be the top resource for stakeholders to engage teachers as a bridge from schools to workforce.</i>	Strategy 1: Recognition as Source of High-Quality Professional Development - Metric: Percent increase in the number of Fellowship applications submitted (Annual) - Metric: Percent increase in the number of teachers served (Annual) - Metric: Percent increase in the number of teachers served through virtual programming (Annual) - Metric: Percent increase in the number of solicited partnerships for professional development creation or professional development provision (Annual) - Metric: Percent increase in the number of participants in STEMwork Sprint (Annual) - Metric: KFP programming recognized as a pathway for promotion to advanced roles (Longterm) - Metric: STEMwork Sprint adopted for credit by NCSU College of Education (Longterm)	Applications: 109 applications for 2024-2025 cohort Teachers Served: 235 Teachers: (38 Fellows, 68 STEMwork Scholars, 1 STEMwork Sprint, 22 MTS, 18 FigJam Virtual, 68 NYAPD, 10 Faculty, 10 SW Facilitators) Virtual Programming: 87 Teachers Solicited Partnerships: 1 Partnership (Pine Springs Preparatory Academy - PBL) STEMwork Sprint: 1 Teacher (Spring 2024) Advanced Roles: N/A STEMwork Sprint for NCSU Credit: N/A	Applications: 116 Applications: (92 New; 24 Rolled over from 2023-2024) for 2025-2026 cohort Teachers Served: 156 Teachers: (37 Fellows, 14 STEMwork Scholars, 2 STEMwork Sprint, 20 MTS, 67 NYAPD, 12 Faculty, 2 SW Facilitators, 3 NYAPD Presenters) Virtual Programming: 67 Teachers Solicited Partnerships: 0 STEMwork Sprint: 2 Teacher (Summer 2024) Advanced Roles: N/A STEMwork Sprint for NCSU Credit: Discussion Started	
	Strategy 2: Recognition as a Connector Between Education & Industry/the Economy - Metric: Percent increase in the number of partnerships requested based on the premise of forming education-to-workforce bridges - Metric: Mentorship and/or Sponsorship for KFP Programming from at least 1 workforce development board (Midterm) - Metric: Mentorship and/or Sponsorship for KFP Programming from at least 1 industry trade association (Midterm) - Metric: Inclusion of KFP as Incentives offered by workforce development boards (Midterm)	Requests for Workforce Partnerships: 2 (Electric Coops, NC A&T) Workforce Development Board Sponsorship: 0 Industry Association Sponsorship: 0 Incentive Offered by Workforce Development Board: 0	Requests for Workforce Partnerships: 4 (Electric Coops, Fleet Readiness Center East, NC A&T, Nutrien) Workforce Development Board Sponsorship: 0 Industry Association Sponsorship: 0 Incentive Offered by Workforce Development Board: 0	Requests for Workforce Partnerships: 5 (Electric Coops, Fleet Readiness Center East, NC A&T, NC Center for Afterschool Programs)

PRIORITY 3: To advance KFP as a national leader in teacher professional development.		2023-2024 Data	2024-2025 Data	2025-2026 Data (PROJECTED)
Rationale: <i>The KFP professional development model has been shown to build the capacity of teachers to bring career awareness and skills to their students. KFP is one of only a few, if not the only, organization that pairs university and industry immersions with robust teacher professional and leadership development. Increasing the national visibility and adoption of the KFP model will contribute to addressing workforce needs, expand the geographic range of potential KFP partners, and increase the number of teachers KFP serves.</i>	Strategy 1: Achieve National Recognition Metric: Percent increase in the number of Keynotes/References/Presentations at National Conferences (Longterm)	National Presentations: 0 Presentations	National Presentations: 1 (National Association for Research in Science Teaching)	
	Strategy 2: Expand KFP Footprint - Metric: Percent increase in the number of non-NC Teachers served (Annual) - Metric: Percent increase in the geographic diversity of authors in <i>Journal of Interdisciplinary Leadership</i> (Annual) - Metric: Development of a blueprint for out-of-state KFP expansion (Longterm)	Non-NC Teachers Served: 11 Teachers (CA, CO, MA, MN (2), MO, NY (2), OH, TN, VA) Journal: TBD Expansion Blueprint: N/A	Non-NC Teachers Served: 4 Teachers (CO, FL, MD, NE) Journal: TBD Expansion Blueprint: N/A	
	Strategy 3: Documented National Model - Metric: Established toolkit articulating KFP's competitive advantage (Theory of Change document, Theory of Action document, Letters of Support from Key Stakeholders) (Midterm) - Metric: Publication of a manuscript in a top-tier journal documenting the effectiveness of KFP's model (Midterm) - Metric: Number of publications that reference KFP as a national-model program (Longterm) - Metric: Percent increase in the number of publications citing KFP as a national model (Longterm)	Toolkit: No Progress Manuscript Publication: No Progress Publications Citing KFP Work: 0 Publications Mentioning KFP as a National Model: 0	Toolkit: Competitive Advantage Identified (Teacher Development + STEM Immersions = Teacher Growth and Opportunities for Students) Manuscript Publication: Conference Paper released as Pre-Print. Manuscript in Progress.	

			• Publications Citing KFP Work: 0 • Publications Mentioning KFP as a National Model: 0	
	Strategy 4: Model for Sustained Alumni Engagement • Metric: Percent increase in the number of KFP participants re-engaged through other KFP programming (Annual) • Metric: Percent increase in the types of leadership opportunities within KFP provided to KFP alumni (Annual)	• Alumni Re-engaged: 42: (10 Faculty, 10 STEMwork Facilitators, 4 MTS, 15 NYAPD, 3 Board of Advisors) • Types of Leadership Opportunities Provided: 4 (Faculty, STEMwork Facilitator, NYAPD Presenter, Board of Advisors)	• Alumni Re-engaged: 44: (12 Faculty, 2 STEMwork Facilitators, 9 MTS, 18 NYAPD, 3 Board of Advisors) • Types of Leadership Opportunities Provided: 4 (Faculty, STEMwork Facilitator, NYAPD Presenter, Board of Advisors)	