

**The HUB Houston**

**STRATEGIC  
PLAN**

**JANUARY 2024**

**HEARD**

**UNDERSTOOD**

**BELIEVED IN**



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# Letter from the Executive Director

January 2024

I am delighted to present the results of the strategic planning process that our team has diligently undertaken over the past six months.

After extensive analysis, collaborative discussions, and strategic foresight, we have successfully finalized the Strategic Plan for The HUB Houston. This plan outlines a comprehensive framework designed to propel us toward our shared vision and objectives.

Key highlights of the Strategic Plan include:

- **Vision and Mission Alignment:** We have reaffirmed our organizational vision and mission to resonate with our core values and the evolving needs of our young people.
- **Goals and Objectives:** Clear, measurable, and time-bound objectives have been established to guide our efforts. These goals are aligned with our strategic priorities and intended outcomes.
- **Strategic Initiatives:** We have identified and prioritized key initiatives that align with our strategic objectives. Each initiative is accompanied by a detailed action plan outlining responsibilities, timelines, and resource allocations.
- **Implementation Roadmap:** A phased implementation approach has been outlined to ensure a smooth and efficient execution of the Strategic Plan. We are committed to monitoring progress regularly and making necessary adjustments to achieve our desired outcomes.



## Letter from the Executive Director- continued

We believe this Strategic Plan serves as a roadmap that will guide our decision-making and operational activities across all the departments and levels within the organization. It represents our collective commitment to growth, innovation, and excellence.

I invite you to review the attached document, which provides a comprehensive overview of our Strategic Plan. I am enthusiastic about the opportunities it presents and the positive impact it will have on our organization's success.

Should you have any questions, require further clarification, or wish to discuss specific aspects of the plan, please do not hesitate to reach out.

Thank you for your continued support and commitment to The HUB Houston. Together, I am confident that we will achieve remarkable milestones and success in line with our strategic objectives.

Warm regards,

**Colleen (Coach) Russo**

*Co-Founder & Executive Director*





*"I gathered passionate people together to create something wonderful, and here we are helping the next generation share their voice with the world!"*

*Colleen Russo, Co-Founder & Executive Director*

## WHO WE ARE

### **Mission**

The HUB Houston is a relationship-centered educational program for neurodiverse young adults. We bring belonging to life in a community where members are Heard, Understood, and Believed in.

We envision a world of belonging for all, dedicated to cultivating personal growth, and unlocking the full potential of individuals within our community. Our organization is built on the foundation of fostering meaningful relationships.

The HUB Houston was founded in 2015 as a non-residential educational organization serving the neurodiverse community in Houston, TX and surrounding areas. Located in Spring Branch, The HUB offers four distinctive programs for teenagers to young adults: The HUB High School, Life 101, Aspire Accessories, and Club HUB.



We provide a safe environment in which our Student Members can socialize, develop friendships, enhance relationships, and benefit from interactions through community service and group support.

### ***Journey of Belonging***

Members are invited to “do the work” of belonging, of reaching full contribution in the community through a distinctive personal and proprietary relational curriculum called the *Journey of Belonging*. It coexists with and is embedded throughout our academic and professional competence programs.

### **The HUB High School**

The HUB High School is a community-based educational program that uses a hands-on approach with an emphasis on project-based learning. Our Student Members experience a wide variety of events working both in school and throughout the community.





Through gardening, STEM projects, theater, and field trips, our Student Members learn important life and work skills. We partner with community organizations and local businesses to connect our Student Members with service and employment opportunities in the Houston area. Some of our partners include Blessings in a Backpack, Jessie's Bites, Interfaith Ministries, Marker Group, Rocambolesc, and SMITH.

### Life 101

The Life 101 journey begins with individualized evaluations to ensure that realistic and attainable goals are set and that expectations are met. Our outcomes are determined by the success of Student Members and their road to employment. Our program provides the tools for each Student Member to reach their fullest capabilities.

All of our Student Members develop essential life skills, including working efficiently together, improving communication, budgeting, maintaining a household, and other related social skills. We encourage growth in these areas through a variety of elective courses that spark creativity and cooperation.

### ASPIRE ACCESSORIES

Denise Hazen founded Aspire Accessories in 2016 to address the "services cliff" faced by the neurodiverse community after they age out of school-based support services. Aspire Accessories provides competitive wages and transferable job skills training to Artisans with autism and other neurological differences.





Aspire's Artisans create a wide range of products, including jewelry, home goods, and apparel. They have sold over \$1 million of their work to clients such as Entelligence, HCA, Transwestern, and Willbur-Ellis.

Aspire Accessories is committed to empowering our Artisans to achieve their full potential. Purchasing Aspire products supports this important mission and celebrates the talents and contributions of neurodiverse people.

In June 2022, Aspire Accessories joined The HUB Houston.

### CLUB HUB

Club HUB is a social group for young adults, offering afternoon, evening, and weekend activities. It creates a relationship-based community through a balance of input from members and staff.

With flexible membership options to meet individual needs, Club HUB offers activities three days a week and one-weekend outing each month.

Popular activities include movies and dinner out, overnight trips, videogames, yoga, and The HUB Olympics.



# DATA COLLECTION / ANALYSIS

A variety of data collection instruments were used to inform The HUB's Strategic Plan, including:

- Faculty and Staff Surveys
- Parent Surveys
- Community Partner Surveys
- Board of Directors Surveys
- Student Focus Groups
- Individual Meetings with The HUB Program Directors





The table below details these instruments and the number of participants in each.

<b>Data Instrument</b>	<b>No. Of Participants</b>	<b>Date</b>
<b>Faculty and Staff Survey</b>	27	June 2023
<b>Parent Survey</b>		
<i>Aspire Accessories</i>	13	July 2023
<i>Club HUB</i>	10	July 2023
<i>High School</i>	16	July 2023
<i>Life 101</i>	21	July 2023
<b>Board of Directors Survey</b>	4	September 2023
<b>Stakeholders Survey</b>	9	November 2023
<b>Focus Groups</b>		
<i>Aspire Accessories</i>	5	September 2023
<i>Club HUB</i>	6	September 2023
<i>High School</i>	5	September 2023
<i>Life 101</i>	5	November 2023
<b>Program Directors Meetings</b>	4	October 2023
<b>Total</b>	<b>125</b>	



# Why The HUB?

## Students



## Parents



## Faculty

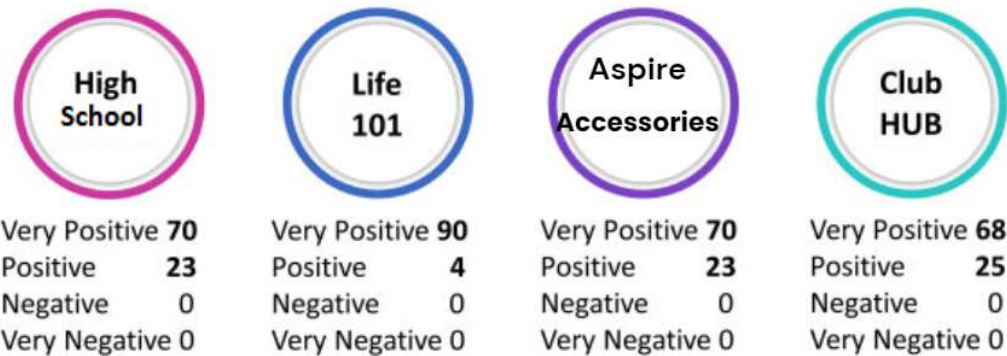




## TOP 3 STUDENT OUTCOMES - Parent Surveys

- Belonging to a community
- Staff/Student Relationships
- Developing Social Skills

## CLIMATE AT THE HUB - PARENT SURVEYS





**Communication with Community Partners**

Really good communication now

**BIGGEST CHALLENGES FACING THE HUB**

Parents Survey	Faculty/Staff Survey
Future HUB Growth	Campus size: Space
Campus size: Space	Future HUB Growth
Cost/tuition	More Funding
Parental Involvement	



**Improve Parental Experience**

- Increase parental understanding of curriculum/program
- Create more opportunities for parents to engage with faculty/staff at school



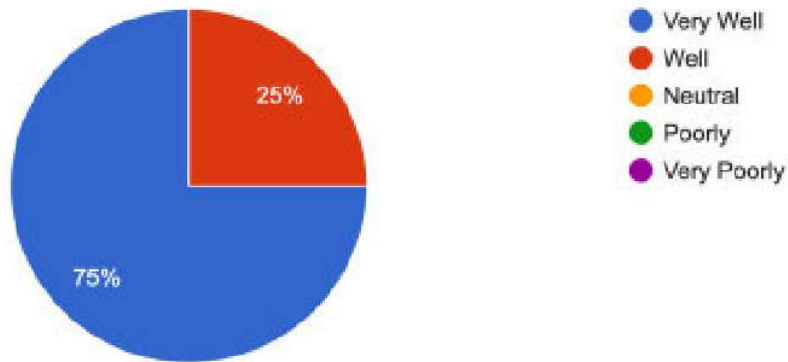
**Improve Faculty/Staff Experience**

- Increase Salary and Benefits
- More planning time
- Provide opportunities for professional growth







# Board of Directors

How well do you think the school currently engages with parents, alumni, and the local community?



## The Hub in 5 Years

 <p><b>Faculty/Staff</b></p> <p>Reimagined Space (Overwhelming Answer)</p>	 <p><b>Parents</b></p> <p>One Campus Bigger Campus Keep Numbers Small More Internships</p>
 <p><b>Students</b></p> <p>More off-campus work and field trips Additional students</p>	 <p><b>Board</b></p> <p>Reimagined Space (Overwhelming Answer)</p>



# Goals and Objectives

**GOAL:**

Explore possible solutions to The HUB Houston's major issue: how to provide the appropriate space for all.

Conduct a Needs Assessment by collecting input from teachers, students, staff, and other stakeholders. Review current facility limitations and needs, including educational programs and curriculum.

Assess existing infrastructure for deficiencies and areas of improvement. Seek a partnership with an organization or association to assist in determining if a building or buildings are currently available that would meet the requirements delineated in the Needs Assessment.

**Leverage Their Expertise To:**

- Evaluate available buildings that align with the school's specific needs and requirements.
- If necessary, provide comprehensive guidance for land purchase, architectural design, project management, and construction oversight.
- Ensure compliance with all applicable building codes, regulations, and safety standards, if needed.

**Present Findings and Recommendations:**

- Compile a report outlining the findings, recommendations, and proposed design.
- Present the report to the faculty, staff, Board of Directors, parents, and key stakeholders for review and approval.
- Develop a Project Timeline. Create a detailed project timeline with milestones and deadlines.



- Incorporate detailed budget estimates and contingency plans to address potential challenges.

#### **Initiate Funding Campaign:**

- Develop and launch a fundraising campaign to secure the financing necessary for buildings and/or any needed renovations.
- Engage with potential donors, including individuals, foundations, and corporations, to cultivate relationships and secure financial commitments.
- Establish a clear timeline for fundraising activities, incorporating effective communication strategies to keep stakeholders informed of progress.

**Timeline:** January 2024 - May 2025

#### **GOAL:**

Improve Parental Experience:

- Provide a workshop and informational materials at the beginning of each year outlining the *Journey of Belonging* program.
- Facilitate the development of parental involvement programs in each of The HUB's four areas; High School, Life 101, Aspire Accessories, and Club HUB.

**Timeline:** January 2024 - Ongoing





# High School

**GOAL:**

Conduct a thorough assessment of the current space and identify requirements for future needs:

- Assess space and its utilization.
- Work with the administration to collect feedback from all stakeholders on present usage.
- Anticipate future needs.
- Develop recommendations and action plans.

**Timeline:** January 2024 - December 2024

**GOAL:**

Improve Parental Experience:

- Develop a schedule offering increased opportunities for parents, students, and faculty to interact through various activities, including dances, and parties. A possible new event for interaction might be a Field Day.
- Establish a consistent communication schedule for sharing student work samples with parents.

**Timeline:** January 2024 - Ongoing

**GOAL:**

Standardize Teacher Training:

- Initiate a process to coach new faculty through a Teachers Training Teachers model.

**Timeline:** January 2024 - Ongoing

**GOAL:**

Improve Student Outcomes:

- Review new student assessment tools and outcomes to determine suitability.
- Research and pilot a schedule with daily Math and Literacy and biweekly Science/Social Studies for academically oriented students.
- Determine methods of enhancing student responsibility for completing work.
- Set up time for Leadership Training for appropriate students.

**Timeline:** January 2024 - Ongoing



# Life 101

**GOAL:**

Conduct a thorough assessment of the current space and identify requirements for future needs:

- Assess current space and its utilization.
- Work with the administration to collect feedback from all stakeholders on present usage.
- Anticipate future needs.
- Develop recommendations and action plans.

**Timeline:** January 2024 - December 2024

**Goal:**

Improve Parental Experience:

- Design and implement a schedule of interactions between members and parents/guardians, including lunch events, food truck gatherings, and "Pastries and Parents" meetings.

**Timeline:** January 2024 - Ongoing

**GOAL:**

Evaluate the necessity and feasibility of establishing a new track within Life 101 to meet the varying needs of members:

- Conduct a survey of staff, students, and parents to identify specific needs and preferences.
- Evaluate the financial and human resources required to implement and sustain a new track.
- Consider potential partnerships or collaborations to enhance resources and expertise.
- Design a preliminary schedule of activities for the proposed track, ensuring it aligns with the overall goals of the Life 101 program.
- Implement a small-scale pilot of the new track to test its effectiveness and gather real-time feedback.
- Adjust the curriculum and delivery based on the insights gained during the pilot phase.
- Once completed, name and launch the new track.

**Timeline:** January 2024 - May 2025



# Aspire Accessories

**GOAL:**

Conduct a thorough assessment of the current space and identify requirements for future needs:

- Assess current space and its utilization.
- Work with the administration to collect feedback from all stakeholders on present usage.
- Anticipate future needs.
- Develop recommendations and action plans.

**Timeline:** January 2024 - December 2024

**GOAL:**

Improve Parental Experience:

- Develop a schedule offering increased opportunities for parents, students, and faculty to interact through various activities, including dances, and parties. Other possible activities might include encouraging parents to attend HUB events.

**Timeline:** January 2024 - Ongoing

**GOAL:**

Analyze the program to determine potential areas of growth and optimization:

- Evaluate the current program and consider areas of possible growth.
- Outline the resources needed, both financially and physically that will be required.
- Acquire necessary resources.
- Partner with corporations/businesses to enhance program elements including sales, marketing, and financial assistance.
- Develop products to enhance the Aspire line. Train Artisans on new techniques.
- Work with Life 101 staff to integrate job training.

**Timeline:** January 2024 - May 2025



# Club HUB

**GOAL:**

Conduct a thorough assessment of the current space and identify requirements for future needs:

- Assess current space and its utilization.
- Work with the administration to collect feedback from all stakeholders on present usage.
- Anticipate future needs.
- Develop recommendations and action plans.

**Timeline:** January 2024 - December 2024

**GOAL:**

Improve Parental Experience:

- Develop a schedule offering increased opportunities for parents, students, and faculty to interact through various activities, including Parent Board Game Night, parent-led cooking/demo classes, Parent Q and A interactions, and/or Cook Dinner for Parents Night.

**Timeline:** January 2024 - Ongoing



