



# **Strategic Plan**

JANUARY 2022 – JUNE 2025

**Approved by the Board of Directors  
January 20, 2022**

## Executive Summary

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The Commonwealth Corporation, a quasi-public workforce development agency, fosters workforce equity in Massachusetts by delivering innovative and collaborative professional development solutions that help diverse communities and employers succeed. The organization – referred to as CommCorp – envisions a world where meaningful employment can lead to upward mobility for all. The organization engaged in a robust strategic planning process in 2020 and 2021. The plan reflects the needs of the communities CommCorp serves and will result in meaningful impacts that improve the lives of its constituents.

The plan will be implemented from January 2022 through June 2025. Key features include:

- Revised mission, vision, and value proposition statements;
- A statement of six values that capture the spirit and intentions of the organization;
- A Diversity, Equity, and Inclusion Statement accompanied by a set of measurable strategies for implementing DEI both externally and internally;
- Eight organization-wide goals;
- Program goals, strategies, and measures of success that will guide its work to invest in the future workforce, develop pipelines for workers and immediate hiring, and train and upskill the current workforce;
- Organization-wide goals, strategies, and measures of success that focus on the employee experience, infrastructure and technology, governance, marketing and branding, and research and development; and
- A plan for evaluation and continuous improvement to ensure that the plan is a living document.

CommCorp will assess its progress at both the organization-wide level and programmatic impact. Uniting the plan are the eight high-level goals.

1. Identify and prioritize innovative and collaborative solutions that match the career goals of diverse workers of all age/ stage starting with youth, with employers' workforce needs.
2. Provide focused and intentional programming to engage unemployed and underemployed populations in meaningful economic mobility opportunities, particularly in communities that have historically experienced resource inequities.
3. Increase and expand CommCorp's influence and role as a thought-leader and convener.
4. Integrate diversity, equity, and inclusion principles and practices into our programs, services, and organizational structures, hiring practices, promotional and succession planning and processes.
5. Influence and leverage public-private partnership opportunities and the state's workforce development system, and incoming federal resources to achieve scalable impact.
6. Deepen cross-organizational collaborations that leverage a continuum of workforce development services, break-down program silos to seamlessly serve Massachusetts residents and employers and expand employer engagement across programs.

7. Invest in employee and board member talent development, ensure that talent recruitment targets under-represented communities, and celebrate a culture of diversity and collaboration.
8. Improve infrastructure, drive productivity, and achieve access and equity by decreasing inefficiencies and eliminating barriers.

## I. Introduction

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### Overview to the Strategic Planning Process

Commonwealth Corporation (CommCorp) engaged in a robust strategic planning process which began in the fall of 2020 and culminated in an approval of this plan at the Board of Director's January 2022 meeting. The process was led by a staff-board-stakeholder committee and facilitated by Diane Gordon, an independent management consultant. Staff, board, and external partners and stakeholders provided detailed input about CommCorp in an assessment early in the process, and the direction the organization set reflects the ideas and needs expressed by these various stakeholders.

The staff, board, and stakeholders reflected on the lessons learned from the assessment and worked collaboratively throughout 2021 in task forces and other forums to set, refine, and finalize goals, strategies, and measures of success for all its work in the coming years. Participants also worked together to revise the organization's mission statement, vision, value proposition, a set of values, and a Diversity, Equity, and Inclusion statement. The latter is accompanied by a set of goals, strategies, and measures of success for how that statement will be carried out in practice both externally and internally.

The process concluded with the development of an implementation plan and a process for reflecting on and evaluating the outcomes achieved as the work is carried out. CommCorp intends to use the plan as a guide and to learn from it to improve its work and its organizational impact.

### Timeframe for implementation

The plan's adoption occurred mid-way through the organization's fiscal year which starts in July. As such, the organization determined it was best to set an initial period of implementation from January 2022 – September 2022 to align with the budget approval process. The time period for implementation is January 2022 – June 2025.

### Relationship with the Commonwealth Corporation Foundation

The Commonwealth Corporation Foundation supports the mission of CommCorp by bridging resource gaps to target unmet needs in workforce development. The Foundation works in concert with CommCorp programming-at-large to identify opportunities to support workers and employers in Massachusetts beyond existing resources.

## II. Guiding Statements

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### Mission

Commonwealth Corporation fosters workforce equity in Massachusetts by delivering innovative and collaborative professional development solutions that help diverse communities and employers succeed.

### Vision

A world where meaningful employment can lead to upward mobility for all.

### Value Proposition

CommCorp leverages a public-private partnership to align career goals of diverse workers of all ages, employers' workforce needs, and the power of the state's workforce development system. As thought leaders, we convene partners to implement creative workforce solutions for sustained impact.

### Commonwealth Corporation Foundation Mission

The Commonwealth Corporation Foundation supports the mission of Commonwealth Corporation. The Foundation strives to achieve meaningful employment and upward mobility for all by bridging resource gaps to target unmet needs in workforce development and by empowering workers and employers in Massachusetts through strategic partnerships with the business community, organized events, and grant-making.

### Values

- **Development:** CommCorp believes in empowering life-long learners by investing in our people and fostering a culture of growth, both personally and professionally.
- **Collaboration:** In partnership with our community, our grantees, and our partners, we seek to be proactive in seeking feedback and responding to the needs of those we serve.
- **Equity:** As a group, we are committed to making informed decisions that ensure equitable treatment, access, forward progress, and advancement for all, while identifying and removing the barriers that have hampered the full participation of some groups.
- **Balance:** In all aspects of our business, professional and personal, we strive to create balance. This includes the ability to adapt throughout daily activities in order to support productivity and creativity in order to enhance mental health, peace, and happiness.
- **Integrity:** Keeping transparency and ethical standards a priority is an essential part of our identity, one that enables us to be trusted by our colleagues and constituents alike.

- **Accountability:** In our role as stewards of public and philanthropic resources, it is our responsibility to improve our workforce by managing resources effectively, pivoting with the times, and implementing data-driven solutions.

### Diversity, Equity, and Inclusion Statement

As a leader in workforce development, Commonwealth Corporation is committed to having Diversity, Equity, and Inclusion embedded into the programs and services we offer, reflected in the people we impact and our workplace culture. Our vision of a society where upward economic mobility is possible for all—cannot be accomplished alone, but through the collective efforts and support of our staff, partners, board members and the communities in which we live and serve.

- **We are all in this together.** As aspiring champions of this work, CommCorp strives to identify and dismantle historical and existing barriers within systems, policies, and practices in order to create long term economic opportunity and access for all. We are one part of a larger community working to close equity gaps and drive the changes necessary for a thriving, diverse and inclusive workforce.
- **We lead with Equity.** At CommCorp, we strive to increase our impact and productivity by fostering a workplace that welcomes diverse perspectives, experiences, and approaches to foster a more productive and impactful CommCorp. We accomplish this by:
  - Placing diversity, equity, and inclusion as central to our work and to the well-being of our staff and the communities we serve.
  - Supporting effective program development and building collaborative partnerships that empower and strengthen our communities.
  - Balancing systems-wide impact with an explicit focus on the unique needs of individuals and organizations—particularly those belonging to marginalized groups that have been historically excluded from dynamic or innovative systems change.
- **We invite our stakeholders to hold us accountable.** We acknowledge the journey to supporting, expanding, and investing in an equitable workforce is not always linear. Our goal is two-fold: to learn from the mistakes we are aware of, and to foster an environment that encourages our partners, stakeholders, and employees to hold us accountable. We fully commit to maintaining a space for uncomfortable conversations that will foster and strengthen our transformation into an authentic dedicated, empathetic and anti-racist organization.

### III. Organization-Wide High-Level Goals

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#### Organization-Wide Goals

Across the organization, CommCorp is committed to prioritizing the following eight goals as we implement the strategic plan. All the components of the plan that follow are aligned with these goals.

1. Identify and prioritize innovative and collaborative solutions that match the career goals of diverse workers of all age/ stage starting with youth, with employers' workforce needs.
2. Provide focused and intentional programming to engage unemployed and underemployed populations in meaningful economic mobility opportunities, particularly in communities that have historically experienced resource inequities.
3. Increase and expand CommCorp's influence and role as a thought-leader and convener.
4. Integrate diversity, equity, and inclusion principles and practices into our programs, services, and organizational structures, hiring practices, promotional and succession planning and processes.
5. Influence and leverage public-private partnership opportunities and the state's workforce development system, and incoming federal resources to achieve scalable impact.
6. Deepen cross-organizational collaborations that leverage a continuum of workforce development services, break-down program silos to seamlessly serve Massachusetts residents and employers and expand employer engagement across programs.
7. Invest in employee and board member talent development, ensure that talent recruitment targets under-represented communities, and celebrate a culture of diversity and collaboration.
8. Improve infrastructure, drive productivity, and achieve access and equity by decreasing inefficiencies and eliminating barriers.

CommCorp understands the importance of using this Strategic Plan to guide and learn from our work over-time. In order to do this, we must make the Plan a living document and adopt practices that will facilitate a collective approach to shared practices that result in learning and improvement. See Section VII for a detailed description of how we intend to evaluate and use the Plan to improve our work.