



CELEBRATING  
THE BTE STORY:

25 YEARS,  
25 LESSONS

Bridge to  
Employment  
Johnson & Johnson

*Celebrating the BTE Story: 25 Years, 25 Lessons* distills BTE's 25 years of experience into words of wisdom from those who have been there and done the work. Here we share one of those lessons.

## LESSON 05

# Invest in Planning

Successfully implementing multi-year BTE programs require deep partnerships and a commitment to collaborative planning. In BTE, this commitment to planning entails both time and money.

In an unusual move for corporate social responsibility efforts, Johnson & Johnson offers small strategic planning grants to local BTE programs that they can use to support staff time and resources for community partners during the planning phase. This concrete investment means that community partners can take the time to nail down the details of what it will take for a successful BTE program. This planning process can last anywhere from six to 18 months — as long as it takes to get it right. FHI 360 offers intensive capacity-building support and planning resources during this time.

Together, with FHI 360 leading the process, BTE community partners develop a program model that links BTE's overall outcomes with local communities' individual goals and activities for students. The program model is a visual representation of the BTE program, showing the links between what will be done (program activities) and what will be changed (outcomes) among students (target population). It depicts the theory of change that underlies the

program. Keeping students engaged in their own academic progress and learning about higher education and careers should be the primary focus throughout planning and implementation. FHI

360 encourages BTE partners to plan with the end in mind. Partners are asked to decide on ambitious, appropriate, and achievable goals for student outcomes during the strategic planning phase and maintain a rigorous focus on these objectives throughout their programs. Planning for evaluation should also be an integral part of the strategic planning process and ongoing annual planning during implementation.

BTE sites spend  
**6 TO 18**  
**MONTHS**  
on strategic  
planning