



Strategic Vision and Direction

How the Alliance for Decision Education aims to make Decision Education a part of every student's learning experience

About the Alliance

The Alliance for Decision Education was founded in 2014 as the *How I Decide Foundation* through the vision and generous support of two accomplished decision-makers, Annie Duke and Eric Brooks. Both realized that the skills they were leveraging every day with highly successful results were rarely taught to K-12 students, creating a meaningful gap between each child's potential and reality. They founded the Alliance to close that gap.

Over the next four years, the organization built effective and engaging Decision Education programs that reached tens of thousands of teachers and students and had measurable and positive results. That success ignited a drive to scale the work of *How I Decide* to a national level to benefit millions of students.

To achieve this, *How I Decide* refocused, becoming the *Alliance for Decision Education* in 2018, committed to becoming a Field Builder and catalyst, sparking and growing support for Decision Education to be implemented in schools nationwide.

Toward that end, the Alliance is actively building:

- public awareness
- innovative pilot programs
- standards and frameworks for curricula and pedagogy
- policy commitments at the state, federal, and local level
- professional development and support for teachers and administrators
- partnerships with like-minded leaders and organizations, and
- an ongoing commitment to identifying, coordinating, and amplifying all of those related efforts.

To drive this critical work, the Alliance has implemented significant changes in strategy, staffing, and operations, but with the same steadfast mission.

Mission

Our mission is to improve lives by empowering students with essential skills and dispositions for making better decisions.

Vision

To ensure Decision Education is part of every student's learning experience.

Better decisions lead to better lives and a better society.

The Need for Decision Education

Decision Education dispositions and skills are more important than ever before. 30 years ago, children mostly received information in their homes, at school, and among their friend groups. Now, children are exposed to content at volumes and speeds that are unprecedented.

Parents and teachers are witnessing in multiple ways that today's students are struggling to differentiate truth from fiction, weigh options, evaluate evidence, ask critical questions, and avoid unconscious biases as they work to make decisions. At the same time, employers are increasingly demanding candidates with decision-making and problem-solving skills when hiring.



The Alliance believes that systematic K-12 (Kindergarten-12th grade) education that will develop and enhance judgment and decision-making skills will help create for all young people both the agency and opportunity to reach their fullest potential.

Decision Education is a movement for and with all students, educators, families, and communities. For that to be true we must engage early, engage purposefully, and specifically support participation of individuals and organizations from low-income and low-resourced schools and districts. We are committed to recruiting, selecting, and financially supporting those who would otherwise find it more challenging to participate—especially teachers and education and community leaders from historically underrepresented schools, districts, and communities.

Decision Education

Decision Education is the teaching and learning of skillful judgment formation and decision-making. Applied across the K-12 curriculum, the Decision Education framework provides a set of competencies to support students in learning how to form more accurate judgments and make more skillful decisions as individuals and as part of a group.

Decision Education is not currently part of the public education agenda. Yet, the decision sciences have been a robust field of study for more than four decades. Accomplished business leaders and strategists across all industries and the military credit much of their success to applying decision-making skills.



Quality decision-making requires a set of knowledge, skills, and dispositions, all of which can be taught, developed, and improved. The Alliance is *not* advocating for a new academic subject or a standalone class. Instead, integrating Decision Education into subjects across the curriculum will help students engage in the learning process, and cultivate and practice decision-making skills.

The skills and strategies embedded within Decision Education provide the foundation for making decisions proactively and rationally, empowering students in developmentally appropriate ways to determine what they value, what is true, and what to do.

The Decision Education framework focuses on building skills and dispositions in four domains:

- Thinking Probabilistically
- Valuing and Applying Rationality
- Structuring Decisions
- Recognizing and Resisting Cognitive Biases

The Alliance Strategic Plan

Systemic change is critical for solving some of the greatest social challenges in our nation today. And one of the most important levers for bringing about such change is field building—coordinating the efforts of multiple organizations and individuals around a common goal and creating the conditions necessary for them to succeed. (The Strong Field Framework, Bridgespan Group, 2009)

In its commitment to large-scale impact, the Alliance for Decision Education is building a national movement to establish and integrate Decision Education into the K-12 systems of all 50 states. To achieve this, the Alliance will act as a Field Builder (and catalyst) to align organizations and individuals toward this common goal. A field is a community of organizations and individuals who work together towards a common goal and use a set of common approaches to achieve that goal. Field members can include K-12 educators, education leaders, parents and caregivers, students, funders, business leaders, researchers, advocacy organizations, policymakers, etc.

A field is a community of organizations and individuals:

- working together towards a common goal, and
- using a set of common approaches to achieving that goal

Social change on the scale we envision requires strategic planning, powerful partnerships, and excellence in execution.

Three key publications, in reviewing best-case success stories and efforts in large-scale reform, helped define focus areas and shape approaches for our strategic planning.

- *The Strong Field Framework for Funders and Nonprofits Committed to Large-Scale Impact*, by the Bridgespan Group, a nonprofit advisor and resource for mission-driven organizations, outlined five key components that must be embraced and executed to achieve desired results.
- A Harvard University study, *Why Reform Sometimes Succeeds*, outlined necessary tenets for education reform success.
- *How Field Catalysts Galvanize Social Change*, by Taz Hussein, Matt Plummer and Bill Breen (published in the Winter 2018 *Stanford Social Innovation Review*), defined the role of a Field Builder and catalyst in amplifying the efforts of many other players in the field.

These publications are widely embraced as roadmaps for transformational efforts, and the Alliance took significant inspiration from them in developing our first formal strategic plan.

In developing a multi-year plan, the Alliance incorporated the thoughtful work and viewpoints of many—including educators, education leaders, researchers, practitioners, parents, and funders, as well as our own Board and staff members. In individual meetings and interviews, as well as in group sessions, we elicited data and information to inform our planning work and to engage participants in what that work will be.

Bridgespan's Strong Field Framework has five key components:

- **Shared Identity**
- **Standards of Practice**
- **Knowledge Base**
- **Leadership and Grassroots Support**
- **Funding and Supporting Policy**

Alliance planning is conceptualized across seven strategic areas of focus. The Alliance separated "Funding and Supporting Policy" into two elements—**Funding**, and **Public Policy**—to recognize the unique role that policy has in the education system at the local, state, and federal levels. Based on research from *Why Reform Sometimes Succeeds* that recognizes the particular role of public influence and policy in the U.S. education system, the Alliance next added **Public Awareness** as a distinct focus area.

The Alliance Strategic Plan is comprehensive, outlining both short and long-term goals for each focus area. Short-term goals drive work for the pending three years, serving as milestones toward the long-term goals that define mission success. Decision Education will be integrated into schools across the country within the next 15-20 years.

This narrative highlights core goals in each of the plan's focus areas. The identification numbers refer back to the detailed Strategic Plan document.

Measures to gauge the progress toward achieving these goals have been established and will be regularly assessed. This essential piece of strategic plan implementation will ensure progress while allowing for the identification of critical trends and a timely pivot to corrective action if progress is not being achieved. Short-term and long-term metrics will ensure the field's continued alignment and progress and will be regularly shared with the field, and with the Alliance's Board of Directors.

Representative goals for 2022-2024 are highlighted in each of the seven focus areas in the pages that follow.

The Alliance as Field Builder

Focusing on population-level change requires a strong organization to step forward and serve as a **Field Builder**. Field Builders serve as “nerve centers,” coordinating the progress of myriad actors within a field to achieve a shared, overarching goal. Field Builders are best positioned to drive immediate responses to urgent crises while simultaneously reimagining and transforming public systems.

The Alliance is committed to serving as the Decision Education Field Builder, and driving excellence in each of the following:

- **Building the foundation that will enable the field to grow.** This includes identifying and filling the key opportunity areas in the field’s work, including driving research; building public awareness; assessing the field’s strengths and weaknesses; advancing policy; contributing technical support to direct-service providers; collecting, analyzing, and sharing data; and more.
- **Appealing to multiple funders.** The Alliance will build and leverage its credibility to secure a diverse and solid base of support to enable movement growth while collaborating with other field members. A sure sign of credibility is steering funding streams without controlling them.
- **Consulting with many, but making decisions within a small group.** The Alliance will proactively engage like-minded organizations and individuals to stimulate and activate the field. The Alliance will also work collaboratively with anyone or any organization that can help positively advance the mission and ensure that Decision Education is made available to all students. The Alliance will seek input from many, but limit decision-making to a comparative few to ensure the field maintains efficient and effective progress. By taking a consultative rather than consensus-driven approach, the Alliance also can respond quickly to new developments.

The Alliance has the people, processes, and platforms in place to support this critical work:

- **People** - The Alliance staff has the knowledge and skills necessary to perform their jobs effectively; this includes their understanding of the decision sciences and Decision Education, general best practices, and job-specific skills and knowledge. Staff receive market-competitive, fair, and equitable compensation and a comprehensive benefits package with broad offerings that fit staff needs. The Alliance Board is committed, strategic, credible, and diverse. The Alliance has a culture that is aligned with our core values (humanism, rationality, and education) and that ensures employees feel included, engaged, and valued.
- **Processes** - The Alliance is compliant with all legal, financial, and regulatory requirements and is following best-practice financial, accounting, and legal procedures. Alliance staff use a comprehensive and uniform process to prioritize, manage, and track projects across the organization.
- **Platforms** - The Alliance has technological systems that meet our organizational needs, and staff uses these systems with fidelity. The Alliance’s office space and any other facilities meet our staffing and business needs and allow for maximum productivity and engagement.

Foundational to our strategic plan is developing a **Shared Identity** among field members, to ensure individuals and organizations identify and collaborate as members of the field around a common purpose and set of core values. This ensures clarity about what the field is collectively trying to accomplish. The Decision Education Field includes K-12 and post-secondary educators and education leaders, parents or caregivers, funders, business leaders, researchers, community leaders, advocacy organizations, and policymakers. Shared identity is an overarching component binding the other components of the strategic plan in common purpose.

Long-Term Goals

Ultimately, the following will be true when a shared identity is achieved:

- Decision Education is well-defined and understood as a term correctly and consistently by field participants (SI.1)
- The lexicon of Decision Education terms is broadly and consistently used by field participants (SI.2)
- There is a co-created, emergent field strategy that serves to guide the field's progress (SI.3)

Short-Term Goals

Toward these long-term goals, the Alliance for Decision Education has outlined a number of strategic goals for the **next three years**, including:

- **Early adopters/field participants have a shared understanding of what Decision Education means (SI.1)**
The Alliance has led the development of a document that defines 'What is Decision Education?' and outlines the four learning domains that are applied across the K-12 continuum. The Alliance will socialize and incorporate feedback in this field-defining document among early adopters and key field participants.
- **Early adopters/field participants have a shared understanding of why Decision Education is important (SI.1)**
The Alliance has collected and begun socializing compelling examples of the positive impact decision-making skills can have in adults and students. The Alliance will continue to disseminate such information, as well as the evidence we are gathering and building (see Knowledge Base) about the impact of Decision Education in K-12 education.
- **The Alliance develops, socializes, and publishes a strategic plan (SI.3)**
For social change on the scale we envision, we recognize the need to be intentional about building and strengthening the field of Decision Education. It is for this reason that our strategic plan not only outlines Alliance-specific goals and objectives, but also focuses our work on field-building investments and activities. The goal of field building is not to make each field participant follow the same strategy or approach. The goal is to enable a variety of individuals and organizations to operate and collaborate more effectively, whether their efforts center on specific aspects of the field or are more broadly focused.

Shared Identity | Leadership and Grassroots Support

Standards of Practice | Knowledge Base | Public Awareness | Public Policy | Funding

To build and sustain a field, **Leadership and Grassroots Support** is critical. The Alliance seeks to develop an engaged network of influential individuals, exemplary organizations, educational leaders, policymakers, and community activists to build appreciation in the valuable application of decision-making skills, the need for Decision Education, and trust in the Alliance as a Field Builder.

Long-Term Goals

Ultimately, the following will be true when the Alliance has coalesced and engaged like-minded and influential leaders, exemplary organizations, and other key constituencies to advance Decision Education:

- The Alliance has a nationally known and respected Education Advisory Council (EAC) composed of highly influential and credible experts from the K-12 field who, along with an Educator Community of K-12 educators, out-of-school-time providers, and parents and caregivers, are actively promoting and championing Decision Education (LG.1B)
- Luminaries from the field of decision sciences publically champion and continually advocate for Decision Education. This group of individuals comprise the Alliance Advisory Council (LG.14)
- There is a Workforce Council composed of members from large corporations/organizations/ government agencies who continually champion Decision Education (LG.6A)

Short-Term Goals

To build toward these long-term goals, the Alliance will undertake several initiatives, including the following in the **next three years**:

- **The Alliance is building and leveraging an influential and diverse Education Advisory Council to help drive the call for Decision Education in K-12 (LG.1B)**
The Alliance will develop an Education Advisory Council of accomplished experts in the field of K-12 education who will offer unique perspectives and inform best practices to support our mission. This group will also publicly advocate for the Alliance and Decision Education, connect us to influential organizations and individuals, and provide feedback and guidance that represents key stakeholders in Education, including parents or caregivers.
- **The Alliance is leveraging the influence of the Advisory Council, the luminaries at the forefront of research of the decision sciences, to help build the movement for Decision Education (LG.14)**
The Alliance's Advisory Council currently includes 13 members who represent more than five decades of leadership and expertise in building and advancing the field of the decision sciences. The notable group includes two Nobel Laureates, acclaimed researchers, and best-selling authors who advise, support, and endorse the Alliance's efforts to build the movement for Decision Education.
- **The Alliance is building and leveraging the influence of a Workforce Council whose members apply the decision sciences in their businesses (LG.6A)**
There is growing recognition of the importance of decision skills and dispositions in the workforce. Members of the Workforce Council will add their voices, representing many of the nation's largest employers, to the growing call for Decision Education. Founding members of the Workforce Council include representatives from Eli Lilly and Intel.

The goal in the **Standards of Practice** strategic area is to establish codified practices, demonstrated models, training, and professional development to ensure quality and fidelity in the implementation of Decision Education within classrooms. Given that this is a new field, there is no existing base of learning standards, learning progressions, curricula, or professional development for educators to integrate decision-making skills into their subject areas.

Long-Term Goals

Ultimately, the following representative examples will be true when Decision Education is a mature field composed of trained practitioners who are engaged in this area of specialized practice:

- Agreed upon learning standards exist and are broadly known and respected (SP.1A)
- There are proven, well-established, and broadly adopted pedagogical practices implemented by all teachers and schools that support the student development of decision skills (SP.2A)
- High quality Decision Education curricular resources are available, well-known, and broadly implemented by teachers and schools (SP.5A)
- Proven practices for training educators (Professional Development) exist and are broadly adopted (SP.8 A)
- Proven models for implementing Decision Education at the classroom, school, district, and state levels exist and are broadly adopted (SP.3A)

Short-Term Goals

To build toward these long-term goals, the Alliance will undertake several initiatives, including the following in the **next three years**:

- **There are initial developmentally-appropriate Decision Education Standards (SP.1A)**
The Alliance currently is finalizing an initial draft of comprehensive K-12 Decision Education Learning Standards and specific Learning Progressions for all grades. This has been a year-long undertaking to define what all students should know and be able to do at each grade level. In 2022, the Alliance will share these standards with key stakeholders for external feedback. Teachers from the Alliance’s Decision Education Fellowship and other partner teachers will begin to regularly use Decision Education standards to test the quality, validity, and ease of use of the standards in a variety of subjects and classrooms.
- **The Alliance develops and collects curricular resources to be housed in a digital resource library (SP.5A) (SP.8)**
In addition to developing original content and funding the development of third-party curricula, the Alliance Education team will continue working with Decision Education Fellows to develop unit and lesson plans incorporating Decision Education across a number of subject areas, including Science, English, Math, and Social Studies. All resources will be made broadly available, at no cost, to educators nationally.
- **The Alliance develops in-person and virtual self-paced professional development courses and workshops (SP.8A)**
The Alliance will pilot self-paced professional development courses for educators through our website and will pilot one or two in-person professional development opportunities. Both seasoned and new teachers will benefit from learning about the skills and dispositions of decision-making and will be able to put this knowledge into practice to support student achievement.

- **The Alliance will pilot a Decision-Making Incubator in at least five different/diverse classrooms (SP.3A)**

The Alliance will inaugurate a College & Career Readiness Incubator that will support partner schools developing and implementing Decision Education models for students. The first round of grants will focus on building decision-making skills with students navigating college and career decisions.

- **The Alliance looks for and supports opportunities to reach students at scale through prototypes, such as collaborative forecasting competitions and tournaments, etc. (SP.3A)**

The Alliance will work in collaboration with Good Judgment (GJ) to plan, design, market, and execute a national forecasting tournament for high school students. A small prototype was run in the spring of 2022 to gain an understanding about the curriculum and tournament mechanics. Through the competitions, students and teachers gain skills across all four domains of Decision Education.

It takes credible research, confirming the efficacy of core practices, to build and strengthen a field. A strategic priority of the Alliance is to build and share credible evidence on the impact of Decision Education through a **Knowledge Base** built with an engaged researcher community.

Long-Term Goals

Ultimately, the following (representative examples) will be true when there is a well-developed Decision Education knowledge base with an expert and engaged researcher community:

- There is substantial and credible evidence that K-12 Decision Education improves students' decision knowledge, skills, and dispositions (KB.1)
- There is evidence through empirical, longitudinal studies that K-12 Decision Education increases individual well-being and life outcomes (KB.4)
- There is evidence that K-12 Decision Education has a positive impact on workforce readiness and individual results at work (KB.5)
- Academic journals publish articles of descriptive (how individuals and groups naturally make decisions), normative (how we should make decisions) and prescriptive (by way of education; concepts, skills, dispositions, and tools) models of K-12 decision-making research (KB.15)
- There is a professional reputable research agenda for continuing study of Decision Education (KB.11)

Short-Term Goals

To progress toward these long-term goals, the Alliance for Decision Education has outlined a number of strategic goals for the **next three years**, including:

- **Empirical research studies have begun; researchers are collecting evidence, either in academic or non-academic settings (KB.1)**
The Alliance will fund original research to understand and showcase the impact of Decision Education through credible and peer-reviewed research. This will establish evidence for effective interventions to scale and drive adoption. Concurrently, the Alliance will establish an award for *Excellence in Decision Education Research* to encourage and support the growth of research specializing in Decision Education.
- **The Alliance will develop a summary of existing evidence and associated articles illustrating the impact of K-12 Decision Education on individual well-being and life outcomes, including workforce readiness (KB.1) (KB.4) (KB.5)**
The Alliance is currently gathering existing evidence and generating findings, both quantitative and qualitative data (stories, case studies, testimonials) about how decision-making skills and Decision Education in K-12 curricula impacts life outcomes. As part of this work, the Alliance will create mechanisms for analysis and dissemination of this information via white papers, evidence maps, published articles, social media, website articles, etc.
- **There is a professionally reputable research agenda for continuing study of Decision Education (KB.11)**
The Alliance will develop, publish, and periodically update a research agenda in collaboration with field participants via periodic convenings. The agenda will prioritize future research needs in Decision Education and serve as a guide for a community of researchers to generate research ideas, projects, and findings that inform practice in the field.

Building broad-based **Public Awareness** serves to both fuel a movement and pave the way for change. The critical opportunity is to grow appreciation for the proven, positive impact of decision-making skills; awareness of the current need among students, businesses, and society; and understanding of how Decision Education can shape skills that last a lifetime. Raising public awareness drives demand.

Long-Term Goals

Ultimately, when the Alliance is successful in building broad awareness, the following will be true:

- There is broad public awareness that decision-making is an important life skill, there is a science related to making decisions well, and Decision Education should be taught in schools to every student (PA.1A)
- Decision-making skills and dispositions as taught in Decision Education are broadly known by the general public, parents or caregivers, and teachers, and considered valid and valuable (PA.2)
- The general public recognizes the Alliance as the credible authority of Decision Education (PA.4)

Short-Term Goals

Toward these long-term goals, the Alliance for Decision Education has outlined a number of strategic goals for the **next three years**, including:

- **The Alliance creates and publishes content to drive understanding and awareness of the decision sciences and Decision Education (PA.1A)**
The Alliance will partner with leaders across business, academia, and decision sciences disciplines to create a library of examples, along with research data, showing how decision-making skills transform results, then promote these examples through social media, published media, the Alliance website, and partner channels. A key underpinning of this will be the creation of a new Alliance website, showcasing case studies, family resources, and research data. The Alliance will build a drumbeat of information across mediums, engaging key and broad-based audiences in what Decision Education is and its life-long benefits for students.
- **There are credible and reputable leaders of the decision sciences who are publicly supporting and endorsing Decision Education and the Alliance brand (PA.4)**
The Alliance will leverage members of the Alliance Advisory Council, Workforce Council, and Ambassador Council to champion the need for, and impact of, Decision Education to the general public. They will do so by participating in and growing the reach of The Decision Education Podcast, media and podcast interviews, articles and op-eds, social media, and speaking opportunities.
- **The Alliance is recognized by field participants as the thought leader, catalyst, and partner in leading Decision Education efforts (PA.4)**
The Alliance will build its own distinctive voice, ensuring it is seen as a respected, trusted, and collaborative Field Builder. This will include securing speaking engagements, articles and op-eds, and social and mainstream media stories. The Alliance also will build and maintain a robust website of resources sharing Alliance and Field-created content .

To build and sustain an education field, **Public Policies** and mandates are critical. Local, state, and federal policies and legal requirements for the teaching and funding of K-12 Decision Education are our ultimate goals in this area.

Long-Term Goals

The Alliance recognizes the critical importance of working to create local, state, and federal policies supportive of Decision Education to facilitate broad adoption, and to secure funding.

- When success is achieved, departments of education in every state will have policies requiring standards-aligned adoption, implementation, and ongoing support of Decision Education for all students (PP.5)
- The U.S. Department of Education (DOE) will recognize and support use of funds for Decision Education purposes (PP.6)

Short-Term Goals

Toward this long-term goal, the Alliance has outlined a number of strategic goals for the **next three years**, including:

- **The Alliance will hire a Director of Public Policy to oversee and partner with a network of lobbyists and advocates to create policy-making strategies and establish affirmative policy changes to make Decision Education a part of all students' learning experiences (PP.5)**
- **The Alliance will develop a strategy and initial roadmap for all policy work (PP.5)**
- **The Alliance will establish relationships with one or more decision-makers (Secretaries of Education, legislators, etc) regarding Education policy in more than one state who are inclined to publicly endorse Decision Education as a core learning activity for all students (PP.5)**
- **The Alliance will establish relationships with some individuals in education leadership roles within the federal government from both major political parties in or staffing Congress, as well as within the DOE, who are inclined to publicly endorse Decision Education (PP.6)**

Specific actions toward these short-term goals will be developed with the Director of Public Policy, once hired.

Ensuring the necessary **Funding** for the field and the activities to drive the strategic plan is critical to achieving the Alliance’s mission. The Alliance will raise sufficient and sustained funding to support the infrastructure of the field in addition to the Alliance’s operating budget. Philanthropy will be the original source of funding for the field, with public funding becoming primary as affirmative policy changes make Decision Education a part of all students’ learning experience.

Long-Term Goals

Ultimately, the following will be true:

- There will be sufficient and sustained funding to support the infrastructure of the field, including: the operating budgets and endowment(s) of the Alliance, regular convenings and conferences, educational initiatives, technical assistance providers, and all work to support mapping and monitoring of the field, and coordination of field participants (SF.1) (SF.3)
- Diverse revenue streams will be solidified to maintain, strengthen, and evaluate the field, and will include support from:
 - Individual philanthropic partners
 - Committed charitable foundations
 - Corporate partners
 - Universities—supporting research and teacher preparation
 - Local, state, and federal education policymakers through their education budgets (SF.1)
- There is sufficient and sustained funding to support the advancement and dissemination of research related to the field of Decision Education (SF.2)

Short-Term Goals

To build toward these long-term goals, the Alliance has outlined the following goals for the next **three years**:

- **The Alliance will increase the annual funding to support the infrastructure of the field, from \$3.1 million in 2021 to \$10 million in 2024 (SF.1)**
The Alliance’s development efforts began in earnest in 2020 with the hiring of a Director of Philanthropy. The department will grow to four members in 2022, and expand further in 2023 and 2024 to reach this goal.
- **The Alliance will establish a charitable foundation prospect program and pipeline (SF.1)**
The Alliance recognizes the importance of a diversified funding base to be positioned for long-term financial sustainability. With an expanded staff, the Alliance is formalizing a Foundation Giving Program and pipeline. In 2022, the Development Department created a white paper to guide this work and is researching potential donors, and developing the necessary materials to begin outreach. We anticipate sending initial Letters of Inquiry and proposals beginning in Summer 2022, and growing the program over time.
- **There is some funding to support the advancement and dissemination of knowledge related to the field of Decision Education (SF.2)**
The Alliance has drafted and begun to socialize as funding priorities the establishment of:
 - A Research Grant Fund to support applied research on curriculum and pedagogy
 - A Research Award fund to encourage and support the growth of a research specialty for Decision Education and to seed the field with future research luminaries by recognizing those who have the potential to become leaders in the field.

Summary

The Alliance recognizes that the goal of incorporating Decision Education in schools across the U.S. is a sweeping one. We are committed to delivering on our mission because we know that the quality of a person's life is directly impacted by the quality of their decision-making. While we do not have control over the impact that chance has in our lives, we can learn decision-making skills and dispositions that can positively impact our success today and for the rest of our lives. Students of Decision Education learn, develop, and practice decision skills that will help them in school, work, personal and family life, and in every role they play in society.

At the Alliance for Decision Education, our work is driven and focused by this strategic plan, and we are operating with a sense of urgency and discipline in all that we do. We are grateful for our partners, who will help move our mission forward faster and further than we ever could alone. From educators to education leaders. From parents or caregivers to policymakers. From global leaders to community organizers. From researchers to developers. From volunteers to donors. All are passionately committed to ensuring we advance our movement of bringing decision-making skills into every young person's learning environment. All share our commitment to our mission to improve lives by empowering students with essential decision skills.

*"Whether you care about homelessness, environmental change, peace and war, civil rights...no matter the topic you pick, if you could go into the brains and the hearts of the people who are working on that right now, and make them just 5% more effective decision makers, you would see dramatic improvement in everything that we care about. Every human opportunity and problem would get better—whether it's an engineering one, a medical one, or a social justice one. It doesn't matter which domain you go into. We are always in the process of forming judgements and making decisions. So, anything that serves to improve that in a meaningful way dramatically changes **everything**."*

-- Joe Sweeney, Ed. D., Alliance Executive Director