



Highlights from the  
Schools, Health & Libraries Broadband Coalition  
**Three-Year Strategic Growth Plan**  
**2015-2018**

---

**Our Mission:** *“The SHLB Coalition promotes open, affordable, high-capacity broadband for anchor institutions and their communities. The Coalition recommends and supports policies that expand the availability of essential Internet services to anchor institutions and to all unserved and underserved people in the U.S.”*

---

## **WHO WE SERVE, WHAT WE HAVE DONE, AND WHAT WE PLAN TO DO**

The SHLB Coalition is dedicated to enabling all anchor institutions to obtain open, affordable, high-capacity broadband connections to the Internet, as called for in the National Broadband Plan Goal #4. High-capacity broadband is the key infrastructure that K-12 schools, libraries, health providers, community colleges, community media, public safety and other community anchor institutions (CAIs) need to provide 21<sup>st</sup> century education, information and health services.

While several groups advocate for **residential** broadband adoption, SHLB is unique in advocating on behalf of **all anchor institutions** and in highlighting their need for high-capacity broadband to serve their communities. The SHLB Coalition brings together a diversity of public organizations and private sector companies to share information, promote broadband research, understand new technologies and businesses, and recommend policies to ensure high-speed broadband connections to the Internet for all anchor institutions. The Coalition meets with policy-makers, files comments in regulatory proceedings, gives presentations at broadband conferences around the country, and sponsors studies documenting the economic and social value of broadband for anchor institutions. Through our regular conference calls, web site services, conferences, and email distributions, SHLB provides a forum where public

and private sector perspectives are shared and consensus is reached on the challenges and solutions around providing high-capacity broadband service to all CAIs and their communities.

Since it was created in 2009, the SHLB Coalition has had an enormous impact in shaping the FCC's National Broadband Plan (2010), in supporting the BTOP broadband funding program (2009-2013), and in promoting high-speed broadband connectivity for schools and libraries in the FCC's reform of the E-rate program (2010 and 2014). But there is much work yet to do. Thousands of anchor institutions still lack do not have adequate broadband connectivity, often in rural areas, and prices for broadband services are often unaffordably high.

SHLB plans to spend the next three years enhancing its advocacy, increasing its visibility, expanding its membership, sponsoring additional studies, and crafting detailed policy recommendations to support our goals. For instance, the Coalition will develop an "Action Plan" of policy recommendations for national, state and local policy-makers to promote high-capacity broadband connectivity for anchor institutions. Further, SHLB will work more closely with select state broadband officials and hold state broadband events highlighting the importance of including anchor institutions in their broadband programs. The Coalition will enhance its involvement in a number of proceedings at the federal and state level, including the E-Rate Reform proceeding, the Connect America Fund, the ConnectED Initiative, the Healthcare Connect Fund and select state broadband proceedings.

## FOUR STRATEGIC GOALS

**GOAL 1 | ADVOCACY:** Proactively advance the National Broadband Plan's Anchor Institution goals and expand SHLB's leadership in federal and selected state broadband initiatives on behalf of Community Anchor Institutions across the country.

**Plan highlights:** SHLB will create an "Action Plan" to promote open, affordable, high-capacity broadband for CAIs. This document will serve as a key resource for federal, state and local policy-makers, and will include policy recommendations, research, case studies and other important content for use by policy-makers at all levels of government. SHLB will advocate for the adoption of these recommendations, along with continuing and expanding its ongoing advocacy activities at the federal and state level.

**GOAL 2 | COLLABORATION:** Expand SHLB's ability to serve as a forum for diverse constituencies to share information, resources and perspectives, and work toward a common purpose of advancing public broadband access through anchor institutions.

**Plan highlights:** SHLB will continue to facilitate communication and collaboration among its diverse membership through its bi-weekly conference calls, and email distribution of information, while expanding outreach to select state broadband officials and proceedings. SHLB will also develop a series of events to connect members, and develop an online repository of broadband information for use by CAIs throughout the country.

**GOAL 3 | VISIBILITY:** Enhance SHLB’s visibility as a preeminent voice for Community Anchor Institutions concerning broadband information and policy recommendations.

**Plan highlights:** SHLB will expand its communications infrastructure and create core communications resources, including launching a new website and a regular newsletter, exploring a webinar series, developing public relations support, and engaging in a social media strategy.

**GOAL 4 | FUNDING & OPERATIONS:** Implement the financial and governance best practices of high performing, sustainable non-profit organizations and develop the funding to achieve SHLB’s strategic goals.

**Plan highlights:** The SHLB Board will expand its role as a leadership board responsible for outreach, fund-raising and membership recruitment in a way that ensures representation diversity and engagement of SHLB’s key constituencies – schools, healthcare providers, libraries and other (CAIs). The Coalition seeks to double its membership over the next three years, increase its funding from foundations, corporations, and other sources, expand its staff and strengthen its financial processes accordingly.