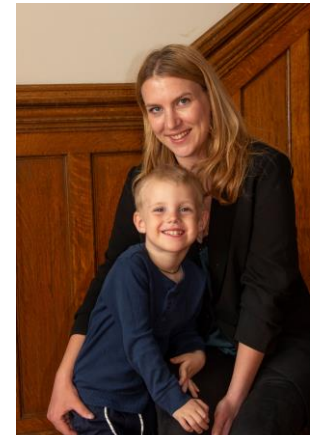


The Literacy Center



Strategic Plan 2023 - 2025

Strategic Plan 2023 - 2025



OUR MISSION

The Literacy Center (TLC) enhances lives and promotes self-sufficiency through quality adult education services.

OUR VISION

Our vision is a thriving community where all members, regardless of socioeconomic status, are empowered to achieve their full potential.

OUR VALUES

SAFETY

We seek to foster a welcoming and safe atmosphere for all individuals to work and learn.

RESPECT

We respect and celebrate diversity and strive to create a culture of equity, inclusion, accessibility, and belonging.

QUALITY

We commit to the highest quality of work by being data-driven and collaborative, with a focus on employing innovation and flexibility to meet the evolving needs and challenges of our community.

OUR SERVICES

The Literacy Center provides classes, counseling, and support to disadvantaged adults to help them reach self-sufficiency. This work takes the form of instructor-led English classes, career counseling, computer training, one-on-one tutoring, assistance preparing for the U.S. Citizenship exam, and wraparound support for individuals and families on their path to a better life.

OUR ENVIRONMENT

The Literacy Center is a central pillar of the Greater Attleboro community, linking people and organizations through meaningful partnerships. TLC is the only provider of English for Speakers of Other Languages in the greater Attleboro area, and the largest provider of adult literacy in our region. The Literacy Center provides leadership to the community as we work with other organizations and institutions to advance our shared visions of positive change. To accomplish our work, The Literacy Center leverages the expertise of 20+ paid staff members, 100+ trained volunteers, and dozens of formal community partnerships.

OBJECTIVES

The Literacy Center aims, over the three years represented by this Plan, to evaluate all aspects of our programming and staffing, incorporating learning from the pandemic and changes to the landscape in which we do our work, into our model of delivery. **The aim of this three-year period is to strengthen and grow our programs in targeted, strategic ways that allows TLC to serve more people in higher quality programs.**

STRATEGIES

The Literacy Center will approach the next three years with curiosity, allowing for thoughtful evaluation of all components of the organization's programming and services. This Plan will be executed by a set of on-going working groups made up of volunteers, staff, and community partners whose purpose is to review, evaluate, and reinvigorate TLC's programs and services to meet the new and changing demand in our community for adult education and support services.

PERFORMANCE INDICATORS

Each Strategic Planning Working Group will provide a quarterly update to the Executive Director, who in turn will provide these updates to the Board of Directors. Measurable outcomes will be determined in year one of the plans execution and delivered by year three. The measurements will be determined by the working groups based on their initial assessment(s) of programs and services. The overall aim is to meet the Strategic Planning objective outlined above.

Strategic Plan 2023 - 2025



GOAL

DESCRIPTION

Higher quality programs centered on measurable student outcomes

The pandemic caused severe disruption to the way that TLC executes its programs and services, forcing systems, processes, and platforms to be overhauled in a short period time without careful planning. While TLC can be proud of how well it managed during these years of turmoil, the next three years will provide us an opportunity to reevaluate our systems and processes; establish benchmarks and measurable outcomes for our programs; and improve the quality of our programs by taking a step back and reevaluating how and why we provide the services that we provide.

More partnerships that result in shared expertise and resources

One of the key learnings of the past three years is that community partnerships are vital to positive outcomes for our students. The Literacy Center has strong partnerships in the community and there are opportunities to deepen and formalize these partnerships to ensure all available expertise and resources are leveraged to advance our mission. By better engaging with the other resources in our community, TLC will be able to support the people that we serve with their myriad needs, and serve *more* people through shared programs and trainings.

Higher visibility and ability to champion the mission externally

The Literacy Center has been heralded as an exemplary provider of adult literacy and supportive services for immigrants and refugees in our area. By homing in on our marketing, outreach and public relations, TLC has an opportunity to become a more visible leader in the field of adult education and a more vocal champion of the people and population that we serve, while advancing our mission at the local, regional, and state levels.

Establish a culture of “being the best” at every level of the organization

The pandemic shifted the way we work at every level of the organization. The next three years will allow us to take what we have learned during this shift and establish new benchmarks for how we evaluate the performance and success of staff, volunteers, and Board members. We will integrate all we have learned, including a tremendous amount of new technological skills, to upskill all members of the TLC team to a level where everyone feels that they have the training, support, and tools that they need to be the best that they can be.

Increased funding that allows program expansion

TLC’s previous strategic plan had “diversification of funding” as a primary goal. The pandemic destabilized our finances and caused our budget to balloon with one-time funding opportunities. It also changed the types of funding we received. The next three years will provide an opportunity for financial staff and volunteers to work together to stabilize the budget and grow the organization through targeted fundraising, with a renewed focus on individual giving as a pathway for growth for TLC’s budget.

Strategic Plan 2023 - 2025



STRATEGIC ACTION STEPS

	High-Quality Programs	Expanded Partnerships	Rigorous Marketing & Outreach	Exceptional Staff & Volunteers	Financial Growth and Diversification
Reevaluate and redesign TLC's Volunteer Program to maximize impact	Establish more formal community partnerships to leverage shared expertise and resources	Execute a formal brand redevelopment and social media strategy	Support & develop on-going training plans for staff, including continued DEI training & business skills training (Excel, etc.)	Hire Development staff to support fundraising efforts	
Enhance student engagement & outcomes through social opportunities and support	Strengthen existing partnerships with community businesses, service providers, and associations	Establish TLC as a thought-leader in the region by being represented at events	Establish goals for data-informed program development & evaluation that all staff understand and are committed to	Formalize TLC's grants management function	
Revamp student orientation and policies, improving ease of access	Explore opportunities for shared-workspace and/or classrooms with other organizations	Create pathways for Executive Director to be a more visible, vocal and effective public champion for TLC at the local, regional, and state levels	Provide/engage in rigorous training and evaluation of volunteers	Create and execute an individual donor strategy with Board engagement and input	
Review & revamp TLC's data collection methods and establish data reviews at every level of the work	Leverage existing partners to develop skill-building workshops and opportunities for students (English in the Workplace, etc)	Increase visibility of TLC's work with formal outreach to community partners, including streamlined/pipelined referrals and services	Establish plans for staff turnover and succession planning	Increase # of corporate partnerships	
Develop new programs for skills development, career counseling and soft-skills development	Expand the scope of TLC's partnerships beyond Attleboro	Hire or train staff to manage the TLC website and commit to regular review/updates	Review Board policies, on-going training goals, evaluation strategy and update Board Bylaws	Increase # of grants written and \$\$ awarded	
<ul style="list-style-type: none"> Tech class that integrates ESOL and IT Health Literacy overhaul Intensive ESOL (10 hrs) 				Improve revenue at fundraising events and host additional events throughout the year	

Strategic Plan 2023 - 2025



NEEDED RESOURCES		Program Quality Improvement	Partnership Expansion	Marketing & Outreach	Staff & Volunteer Development	Diversified Funding
Knowledge Partners Technology People Funding	Knowledge	Current datasets from internal sources; and local, regional, state and national datasets on aspects of the work: our populations' needs, industry needs, etc.	Meet with and learn more about the programs and services offered by other organizations; opportunities to explore geographically linked partners as well as digitally linked partners	Data-informed marketing strategy that utilizes modern and meaningful tools as well as improvements to all TLC collateral materials	Access to high-quality professional development training and knowledge-base. Access to and understanding of best practices in current trends of personnel & board practices.	Professional development for staff on grant writing, donor cultivation, and financial management. Training for Board members on fundraising.
	Partners	Convene with other providers to understand their strategies, challenges and opportunities to learn from one another in a way that propels our work forward	Medical, workforce, education and social service partnerships that engage senior staff, to create mutual formal partnerships to complement our work of TLC and improve outcomes for students	Inclusion of partners on our materials and website so partnerships are promoted and celebrated	SABES, COABE, MNN, and other thought-leaders in the space of adult education, as well as experts in DEI, immigration issues (MIRA), and business skills development	Collaborative program partners that will assist with writing shared program grants; technical assistance from other development teams as appropriate
	Technology	Business tools and training such as Excel, Wix, Google Suite, etc. as well as training to use these tools to ensure staff can create and measure outcomes	Functioning technology that allows for successful online presentations, hybrid classrooms, virtual learning, and livestreaming our events and programs	Modern and useful tech tools that staff are trained to use to promote the work of TLC. Marketing calendar and strategy that engages all staff throughout the year.	Established digital database for personnel records and evaluation tools. Online trainings and access to digital materials. Access to online hiring platforms.	Training to use the donor database in a more engaged way; staff training on use of other online fundraising tools
	People	Support staff and additional volunteers to support day-to-day services so senior staff can engage in higher-level strategic evaluation and program design	Relationships with senior staff at complementary organizational and institutions; Board member engagement to build bridges; Executive Director time to develop and nurture relationships	Experts in marketing including branding, social media marketing, and Public Relations. Expanded media relationships.	Trainers and consultants to assist with staff, volunteer and Board development.	Paid development support staff to assist Executive Director and Board in fundraising
	Funding	Unrestricted funding that would allow us to open more classes and programs	Grant opportunities that provide funding for partnership development and collaborative work	Dedicated funding for our marketing and outreach efforts, professional development for staff, and travel to/from events and presentations.	Unrestricted funding to ensure each staff member can receive meaningful training, support and benefits and that the Board can hire the support it needs to be successful	Funding for paid development staff and access to digital fundraising tools & data

Strategic Plan 2023 - 2025



TLC administrative staff with Congressman Jake Auchincloss in April, 2023.

The Literacy Center's Strategic Planning process took place from May 2022 through June 2023. More than 200 people were engaged in the process, including 100+ Literacy Center students, the entire staff, and our Board of Directors.

The Literacy Center would like to thank everyone who participated in the strategic planning process and invites all stakeholders to follow our progress toward the plan via our website at: www.theliteracycenter.com/strategy