

FRONTIER COLLEGE : Strategic Plan 2011-2014

1



As a **pioneer in Canadian literacy**, we will reach **more learners** by 2014 through **bold leadership**. We will achieve this by expanding our network of **supporters** and by demonstrating **value** and **performance**.

introduction

2

In 2010, Frontier College launched a broad process to:

- identify our strengths and weaknesses
- document our volunteer and community partner experiences
- identify political, economic, social and technological trends
- recommend priorities for the years ahead



how we did it

3

We gathered and analyzed information from a great number of respondents, using different methods:

Surveys

- volunteers, community partners, staff

Learner impact research

- children, youth and adults

Interviews

- completed across various sectors including sector councils, educational and non-profit organizations, private sector and government

environment

4

We looked at trends...

- economic uncertainty
- funding concerns
- reductions in corporate giving
- greater stakeholder demands
- need for increased accountability
- aging population
- increasing immigrant population
- challenges in volunteer recruitment
- prevalence of networks, partnerships and collaborations
- increasing use and impact of social media
- growth of online learning
- increasing focus on computer literacy



our strengths

5

- flexible and adaptable programs
- high-quality staff and volunteers
- strong history, experience and partnerships
- program diversity
- a large reach into communities
- an ability to reach out to learners



what we learned

6

We understand that we must endeavour to:

- be seen as a leader
- broaden the national conversation about literacy, in general
- increase our capacity to tell our story
- find new ways to influence decision makers
- strengthen our organizational core



our 3-year plan is built on these 4 areas

7



goals

8

| community | communications | leadership | sustainability |
|--|--|---|---|
| Support communities and partners to create and manage accessible, flexible and effective programs where they are most needed | Strengthen profile and brand awareness through enhanced storytelling and targeted engagement | Influence public dialogue and encourage innovation that supports literacy by engaging and knowledge sharing across diverse sectors, disciplines and communities of interest | Ensure long-term viability through proactive funding and performance strategies |



strategies

9

| community | communications | leadership | sustainability |
|---|--|--|---|
| <ul style="list-style-type: none">➤ Offer program strategies, models and tools that demonstrate good practice➤ Develop and implement a complete suite of organization-wide program design and evaluation tools and approaches➤ Root program development and evaluation in current research➤ Improve knowledge of available digital technology tools, services and networks and use them to support and enhance program delivery➤ Reach more people in isolated, rural and remote settings | <ul style="list-style-type: none">➤ Use proactive strategies for media, external and government relations➤ Build an annual campaign that focuses on one issue a year➤ Use social media to increase awareness and engagement by sharing stories and information➤ Engage influencers in communications activities➤ Engage alumni through an alumni network | <ul style="list-style-type: none">➤ Build and steward external and government relationships nationally, provincially and locally➤ Engage thought leaders from diverse groups in research, knowledge sharing and developing our work➤ Link external research to organizational knowledge and practice➤ Network to build awareness and share good practice in multiple contexts➤ Develop innovative strategic partnerships with the communities in which we work | <ul style="list-style-type: none">➤ Strengthen links between research, assessment, program performance and impact➤ Enhance existing funder relationships, build new ones and ensure effective stewardship➤ Leverage existing models and programs to grow and diversify government funding➤ Foster and encourage high engagement and productivity through proactive employee relations initiatives➤ Leverage technology to build core capacity to lead, adapt and innovate |

by 2014, Frontier College will...

10

- be seen as a leading-edge centre for dialogue and thinking on literacy
- be more significantly engaged with the research community
- enjoy stronger support at all levels of government
- be perceived as an innovator
- more effectively communicate our work
- be a resource for expertise
- have a broader network of donors



We welcome your comments!

11

Beginning now and over the coming months, we welcome your comments and ideas.

As a **pioneer in Canadian literacy**, we will reach **more learners** by 2014 through bold **leadership**. We will achieve this by expanding our network of **supporters** and by demonstrating **value** and **performance**.



Your comments and questions are welcome...

Frontier College

1-800-555-6523

Twitter: @frontiercollege

www.frontiercollege.ca

information@frontiercollege.ca