

LITERACY VOLUNTEERS OF SOUTHWEST MINNESOTA

We believe literacy changes lives.

Our mission: To support the literacy goals of adults and families in Southwest Minnesota through quality, personalized tutoring, community partnerships, and advocacy.

Strategic Plan 2015-2018



STRATEGIC GOALS 2015-2018

Continue to improve existing programs and increase the number of **learners** by committing to best practices in all program areas and increasing learner engagement throughout our service area

Increase awareness of Literacy Volunteers of Southwest Minnesota in our service area by expanding community outreach and cultivating partnerships

Design and implement a **sustainable business model** by promoting transparency and accountability, developing a range of funding streams, and fostering regular contacts with our supporters

Promote internal **capacity** by ensuring sufficient staffing, improving continuing education and professional development, and implementing plans for ongoing evaluation



TIMELINE The 2015 Strategic Plan will be implemented from September 1, 2015 through December 31, 2018, with some tasks becoming annual checkpoints for organizational well-being and effectiveness.

OUR PLAN



Continue to improve existing programs and increase the number of learners

Strategy

- Offer curriculum and instruction that reflects best practices in the fields of adult, family, and youth literacy
- Establish benchmarks for learner progress in all programs and assess program effectiveness
- Follow best practices in training and continuing education for tutors and teaching staff
- Increase average learner numbers across all programs as appropriate by at least 100%
- Serve active learners in eight communities in our service area by December 31, 2018

Accountability

The executive director is primarily responsible for accomplishing this goal working in accord with staff, volunteers, and the board.



Increase awareness of Literacy Volunteers of Southwest Minnesota in our service area

Strategy

- Expand community outreach efforts to engage with more groups, businesses, and organizations
- Design, implement, and evaluate strategies for digital outreach
- Increase the role of board members as community advocates
- Identify and foster strategic alliances throughout our service area
- Coordinate with other organizations to create a Literacy Coalition that meets at least annually in Southwest Minnesota

Accountability

The executive leadership is primarily responsible for accomplishing this goal.





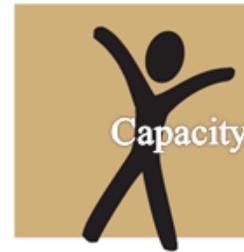
Design and implement a sustainable business model

Strategy

- Create, adopt, and execute a formal fundraising plan with diverse revenue sources
- Maintain accounting information systems with effective internal controls
- Improve organizational transparency
- Build up and sustain sufficient operating reserves

Accountability

The executive leadership is primarily responsible for accomplishing this goal.



Promote internal capacity

Strategy

- Identify and meet current and future staffing needs
- Create a board training and development plan that encourages reflection and self-evaluation
- Build our capacity to engage, supervise, and support volunteers
- Provide professional development opportunities for all staff, board members, and volunteers
- Create and manage a process for regular updates of organizational policies, procedures, handbooks, and other documents
- Increase board member diversity to reflect the demographics of our service area

Accountability

The board will hire the executive director and board leadership will assist with board training and development. The executive director is primarily responsible for accomplishing the remainder of this goal working in accord with staff, volunteers, and the board.



Literacy Volunteers of Southwest Minnesota's Board of Directors has adopted the Minnesota Council of Nonprofits' *Principles and Practices for Nonprofit Excellence* (2014) as a guide for governance.



Special thanks to *Literacy Action* in Atlanta whose strategic plan (http://www.literacyaction.org/wp-content/uploads/2014/07/Strategic-Plan-2014_2014-FINAL.pdf) served as an inspiration and a template for our own plan.



**LITERACY VOLUNTEERS
OF SOUTHWEST MINNESOTA**
