

FRONTIER COLLEGE : Strategic Plan 2011-2014

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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

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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

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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

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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

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- 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

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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

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goals

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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

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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...

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- 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!

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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](https://twitter.com/frontiercollege)

www.frontiercollege.ca

information@frontiercollege.ca