



# STRATEGIC PLAN

MAY 2017 - 2022

PREPARED BY: DIANNE LEGER  
CONSULTING SERVICES  
leger.dme@gmail.com

**STRATEGIC PLAN  
LAUBACH LITERACY NEW BRUNSWICK**

**TABLE OF CONTENTS**

**I. Introduction ..... 2**

**II. Background and History ..... 2**

**III. Direction and Results ..... 3**

**IV. Strategic Directions ..... 7**

**V. Strategic Action Plan Focus by Year ..... 11**

## I. Introduction

The Board of Directors and Staff of Laubach Literacy New Brunswick developed this strategic plan with assistance from Dianne Léger Consulting Services. It provides Laubach Literacy New Brunswick with a five-year roadmap for supports, services and organization development. The Board of Directors and staff will review progress quarterly and will review and update the plan annually as needed.

This plan was developed with broad involvement and guidance from the Board of Directors and staff. The Strategic Planning Committee included six board members and two staff, one of which is on the management team. This Committee met on May 27, 2017 to reflect on assumptions underlying the organization's approach to its work. This meeting set the stage for a work session during which the organization's strategic direction was defined. The staff helped coordinate the planning process and provided important support and analysis to complete this plan.

Dianne Léger facilitated the planning process using SOAR (Strengths, Opportunities, Aspirations and Results) analysis principles. An environmental scan was conducted including an external overview of factors to consider as well as internal organization assessment. The environmental scan and organizational assessment helped Laubach Literacy New Brunswick assess both the opportunities and aspirations it is likely to face over the next five years and set the context for the choices reflected in this strategic plan.

## II. Background and History

**Laubach Literacy New Brunswick (LLNB)** is a non-profit charitable organization whose trained volunteers help New Brunswick adults improve their basic reading, writing and math skills through a free, confidential program. LLNB volunteers work one-to-one with learners, using materials relevant to learners' literacy levels and daily lives.

Laubach Literacy's 'Each One Teach One' philosophy has helped more than 60 million people around the globe learn to read in their own language.

The original Laubach instructional program and 'Each One Teach One' method were developed by Frank C. Laubach. While working in the Philippines in 1930, the American missionary used the method to teach adults to read and write. Laubach eventually founded Laubach Literacy International (now ProLiteracy), which offers literacy programs in the U.S., Canada, Latin America, the Near East and India.

Laubach Literacy New Brunswick is a committed partner in national and international efforts to help all reach their full literate potential. Dedicated LLNB tutor trainers prepare volunteers who are committed to helping adults improve their reading, writing, math and other life skills. With these skills, individuals can gain self-confidence and greater control over their lives.

### III. Direction and Results

The strategic direction and goals included in this plan are LLNB’s response to its understanding of what its adult learners value most about the organization, and current opportunities and aspirations for offering a high-quality literacy service to adults who want to improve their basic reading, writing and math skills.

The five-year period of this strategic plan will be a time of assessing and deepening LLNB’s approaches to its work. Concurrently, LLNB will take more of a leadership role in working with a broader array of community partners, and it will explore actively the use of technology to enhance its recruitment and training efforts.

#### VISION

Laubach Literacy New Brunswick’s vision is:

***To excel at changing lives through adult literacy.***

#### MISSION

Laubach Literacy New Brunswick’s mission is:

***To provide programs which improve the literacy skills of New Brunswickers.***

#### Core Operating Values

The following core operating values influence the culture and public image of LLNB as an effective community-based organization serving a wide variety of learners.

- We recognize that literacy is a basic social value.
- We recognize the right of all New Brunswickers to improve their skills, to access learning opportunities, and enjoy quality of life.
- We believe that it is the right of the learner to receive consistent quality service.

- We respect a learner’s right to access and confidentiality in literacy service provision in their communities.
- We offer negotiated learning plans that are contextually relevant to learner goals.
- We will maintain quality literacy training standards.
- We behave in a way that trust is preserved.
- We are proud of our contributions to the quality of life of New Brunswickers. We value dedication and responsiveness from all volunteers and employees.
- We value the perspectives of our stakeholders in the development of our strategies and policies.
- We engage in opportunities to network, partner, and collaborate to achieve our purpose.
- We operate with policies, procedures, and protocols.
- We value our organizational structure that provides province-wide service delivery, open communication, responsiveness to community need, transparency and accountability, consistency, inclusiveness, and empowerment.

## Environmental Scan

Any planning activity involves thinking about the future. However, the focus of strategic planning is not on predicting the future, but instead on making better decisions to reach a desired future. Because the future cannot be known with certainty, LLNB must make certain assumptions about what the future will hold.

### **External Environment Factors**

At the beginning of the planning session, two factors that will not directly touch LLNB’s short-term activities but can influence long-term decisions were discussed. They are:

#### **a) New Brunswick’s Comprehensive Literacy Strategy<sup>1</sup>**

“Employment is key to the economic prosperity of most families, but many adults do not have the literacy skills required to gain employment and/or thrive in the workplace. Adults with literacy challenges must be supported in ways that are personalized to their unique situations. Research shows that learners and potential learners identify many barriers to participation in adult learning. We must work to better understand and remove these barriers. We must improve access to training opportunities to help New Brunswickers gain and maintain employment and take advantage of opportunities that arise in the workplace. Employers have consistently reported the benefits from improved essential skills of employees: increased ability to undertake training; better team performance; improved labour relations; improved quality of work; increased output; fewer errors;

---

<sup>1</sup> Unleashing the power of literacy New Brunswick’s Comprehensive Literacy Strategy – Province of New Brunswick

better health and safety records; and better employee retention. These all contribute to greater productivity and flexibility, and ultimately economic competitiveness and success”.

To facilitate the efficient use of resources and avoid duplication, while maximizing the quality, availability and delivery of programs and services in a cohesive way, collaboration and shared ownership in implementing the strategy is crucial. LLNB will certainly have a role to play in helping New Brunswickers improve their literacy skills, however it must consider and adjust to a literacy strategy that is now much more focused on capacity building (increasing the number of learners in adult learning programs) and helping New Brunswickers gain and maintain employment.

### **b) Community Adult Learning Network**

New Brunswick’s Community Adult Learning Network (CALNet), which includes 12 Regional Adult Learning Committees in New Brunswick, helps adult learners improve their literacy and basic digital skills in learner-centered, community-based settings and offer quality training that addresses individual needs. The Regional Committees are self-governing organizations that are overseen by a local volunteer board of directors.

In November 2016, CALNet hired a Consultant to assist them explore options to enhance the capacity of community-based Regional Committees, improve service delivery and serve learners even better.

Subsequently, a CALNet working group was formed to:

- Identify efficiencies and methods to enhance the capacity of CALNet in the delivery of community-based adult learning organizations.
- Explore alternative delivery methods for the provision and delivery of adult learning programs and recommend a new approach that will lead to increased efficiency, effectiveness and capacity building (increasing the number of engaged adult learners).

CALNet’s efforts may well lead to the establishment of a new non-profit bilingual provincial organization that supports, promotes and strengthens adult literacy and the delivery of quality adult learning services in the province of New Brunswick.

If such an organization is created, LLNB must consider the role it could play within such an organization and the benefits this organization could provide to move LLNB’s mission forward.

### **SOAR Analysis**

The following is a summary of the strengths, opportunities, aspirations and results highlighted by the board and staff of LLNB.

#### **Strengths**

LLNB’s key strengths include:

- Effective tools to train tutors and learners
- Outcomes oriented – people can read as an end-result
- Province wide network
- There’s a need – large market

- Dedicated volunteer base
- Annual fundraiser (Bookstravaganza)
- Credibility
- Good financial stewards
- Strong reputation (positive learner feedback)
- Quality standards incorporated in the training and delivery
- Highly trained tutors
- Unified professional brand and image

### **Opportunities**

The opportunities considered most important included:

- Serve more learners
- Better use of social media
- Seek more buy-in from the business community
- Increase the value of education/training
- Targeted learning - target population/groups, help fill job vacancies
- Use technology to reach out to learners and to deliver training
- Include online resources on the website for tutors (“how to” type information, PETL’s Edmodo training modules)
- Identify evaluation tools for potential learners to self-assess/self-identify or measure their literacy skill level
- Get sexy – help people understand that literacy is positive (seen in a better light/eliminate stigma)
- Involve more seniors in service delivery (one on one)
- Offer short term workshops to adults (wet/dry sorting) through affiliation with other organizations (Social Inclusion Network) as ways to help introduce people to the organization

### **Aspirations**

The aspirations considered most important included:

- Defined benchmarks for education
- Cooperate with everyone (industry, government, other organizations) whether to recruit learners/adults or as a connection between industry needs and training
- Integrate literacy within the family unit (promoting reading to children)
- Decrease barriers/stigma to participation
- Work ourselves out of a job (no longer a need for the service)
- Broad recognition of LLNB’s name/brand
- Have a waiting list
- Tax credit for volunteer tutors and coordinators
- Financial resources to pay for tutor coordinators (could result in more reliable/consistent data)
- Being part of New Brunswick’s greatest success instead of shame
- Continue to connect/advocate for production of wealth/productivity directly related to literacy
- Partner with other agencies/organizations to organize a super forum (advocate) on how to educate/provide literacy programs

- Access to multiple sources of funding
- A broader referral base
- Easily available self-assessment system/tools with information on how to remedy or do something about it
- English Second Language (ESL) – one on one basis

### **Results**

The key indicators considered most important include:

- Increase in the number of learners/referrals and those who have successfully achieved their goals
- Increase in the number of hits on social media
- Increase in funding and resources
- Better linkages and connections with other organizations/resources
- Recognition – people know who we are and are aware of our services

## **IV. Strategic Directions**

Based on the Board of Directors’ understanding of LLNB’s mission, primary clients (learners), core values, and the opportunities and aspirations in the current environment, the next three to five years will be a time of assessing and deepening its approaches to its work. Concurrently, LLNB and its Councils will continue to build and maintain a broader array of community resources/partners, expand its visibility, seek other sources of funding and explore the feasibility of using technology to reach out to learners and deliver training

With a good understanding of its mission, understanding what it does well, and the environment in which it operates, LLNB will pursue the following strategic direction:

- LLNB will explore opportunities for using technology to its full potential, particularly with social media and other emerging platforms to reach out to potential learners and to use as a training delivery option. Websites have a variety of features and layouts to streamline and highlight content, including navigation bars, engaging visuals such as videos, slideshows, training modules and “call to action” buttons that encourage learners/family members to request more information about LLNB’s one on one tutoring services.
- LLNB will explore the feasibility of developing a user friendly online assessment tool to engage potential learners in assessing and recognizing their literacy skill level. Based on the assessment results, potential learners would then be encouraged to take the next step in improving their skills.
- LLNB will expand the organization’s visibility in the community and make greater use of volunteers and board members to promote and explain the organization’s purpose and services. The organization will encourage board members and volunteers to highlight the positive



benefits of the “Each One teach One” principles, thus creating more awareness and support throughout the broader community.

- LLNB will work in partnership with a range of agencies/organizations (including the private sector) to identify and meet the needs of adults/industry for their services. LLNB and its Councils will search out partnership opportunities to advance and promote adult and lifelong learning.
- LLNB will emphasize building its financial resources by seeking other sources of funding to invest in providing quality services and remaining sustainable. This includes exploring the feasibility of expanding current services to include one on one English Second Language Training (fee-based service).
- LLNB will explore building on its partnership with the local libraries to offer free one on one tutoring sessions, within the NB library system, to all library patrons in need of the service.

## Goals

The following goals for LLNB over the next five years are the organization’s response to the important issues identified in the environmental scan that was completed as part of the strategic planning process.

These goals provide a roadmap for fulfilling the strategic direction. To pursue the strategic direction described above, LLNB will fulfill the following goals and objectives.

### **Goal 1 (within 1 to 2 years)**

We will explore opportunities for using technology to reach out to learners and deliver training.

Objectives:

- a) To approach the department of Postsecondary Education, Training and Labour regarding the use of Edmodo modules as a training resource for our tutors.
- b) To research technology platforms and communicate with other agencies/organizations (Literacy Ontario) who use technology for recruitment, marketing or training purposes.
- c) To explore the use of videos on the LLNB website, in referral agency/other waiting or reception areas.
- d) To ensure the right message is presented to the right audience.
- e) To partner with local radio to present segments on topics such as the question of the week or for interviews related to adult and lifelong learning.
- f) To explore partnership/coop opportunities with Universities and Colleges for marketing projects or initiatives.

## **Goal 2 (within 1 year)**

We will create a self-assessment tool, that is easily available and user friendly, to help potential learners assess/recognize their literacy skill level and that encourages them to take the next steps to improve their skills.

Objectives:

- a) To research and develop a user friendly self-assessment tool.
- b) To create a self-assessment video (with “how to” self-assess type information).
- c) To ensure potential learners have more than one way to contact LLNB.
- d) To explore the possibility of using mobile platforms.

## **Goal 3 (within 1 year)**

We will increase the awareness of LLNB as an organization and the services we offer.

Objectives:

- a) To promote “Each One Teach One” – make it our brand.
- b) To reflect on how LLNB board members, councils and volunteers can help promote the organization and its services.
- c) To recruit literacy Champions.
- d) To organize events to raise LLNB’s profile.

## **Goal 4 (ongoing)**

We will expand our partnership opportunities with literacy organizations, referral agencies, community partners and the business community to advance and promote adult lifelong learning.

- a) To seek partnership opportunities with the following organizations (and others):
  - Human Resource Association (local and provincial)
  - Community Adult Learning Network (Regional Adult Learning Committees and the new provincial CALNet organization if established)
  - Family Resource Centres
  - Government agencies (Postsecondary Education, Training and Labour, Social development and others)
  - Social Inclusion Network (potential for projects and funding)
  - Rotary Clubs (potential for project and funding)
  - Adult learning organizations

### **Goal 5 (ongoing)**

We will seek other sources of funding to support potential projects, build capacity and remain sustainable.

Objectives:

- a) To explore the feasibility of offering one on one English Second Language training (with a reasonable fee structure).
- b) To research and follow-up with other funding sources such as: Federal/Provincial government grants, private sector sponsorship, donations, foundations that have literacy as a priority and by organizing event-based projects.

### **Goal 6 (within 2-3 years)**

We will explore the feasibility of partnering further with the NB library system as a means to offering one on one tutoring services to patrons of the library. Other locations could also be explored.

Objectives:

- a) To involve LLNB Councils in the discussion.
- b) To explore partnership opportunities with libraries.
- c) To develop an action plan for implementation.

## V. Strategic Action Plan Focus by Year

The following is a summary of the anticipated major focus of activities by goal (in addition to on-going operations) for LLNB’s Board of Directors and Staff in each year of the strategic plan.

Year	Summary of Activity	Responsibility
<b>Ongoing</b>	<p><b><u>Partnership Opportunities</u></b></p> <p>To seek partnership opportunities with the following organizations (and others):</p> <ul style="list-style-type: none"> <li>• Human Resource Association (local and provincial)</li> <li>• Community Adult Learning Network (existing Regional Committees and new provincial organization)</li> <li>• Family Resource Centres</li> <li>• Government agencies (Postsecondary Education, Training and Labour, Social development and others)</li> <li>• Social Inclusion Network (potential for projects and funding)</li> <li>• Rotary Clubs (potential for project and funding)</li> <li>• Adult learning organizations</li> </ul>	
<b>Ongoing</b>	<p><b><u>Other Sources of Funding</u></b></p> <ul style="list-style-type: none"> <li>• To explore the feasibility of offering one on one English Second Language training (with a reasonable fee structure).</li> <li>• To research and follow-up with other funding sources such as: Federal/Provincial government grants, private sector sponsorship, donations, foundations that have literacy as a priority and by organizing event-based projects.</li> </ul>	
<b>1</b>	<p><b><u>Self-Assessment Tool</u></b></p> <ul style="list-style-type: none"> <li>• To research and develop a user friendly self-assessment tool.</li> <li>• To create a self-assessment video (with “how to” self-assess type information).</li> <li>• To ensure potential learners have more than one way to contact LLNB.</li> <li>• To explore the possibility of using mobile platforms.</li> </ul>	

Year	Summary of Activity	Responsibility
1	<p data-bbox="350 237 594 264"><b><u>Increase awareness</u></b></p> <ul data-bbox="402 310 1114 632" style="list-style-type: none"> <li data-bbox="402 310 1114 338">• To promote “Each One Teach One” – make it our brand.</li> <li data-bbox="402 384 1114 485">• To reflect on how LLNB board members, councils and volunteers can help promote the organization and its services.</li> <li data-bbox="402 531 1114 558">• To recruit literacy Champions.</li> <li data-bbox="402 604 1114 632">• To organize events to raise LLNB’s profile.</li> </ul>	
1 to 2	<p data-bbox="350 674 574 701"><b><u>Use of technology</u></b></p> <ul data-bbox="402 747 1167 1457" style="list-style-type: none"> <li data-bbox="402 747 1167 848">• To approach the department of Postsecondary Education, Training and Labour regarding the use of Edmodo modules as a training resource for our tutors.</li> <li data-bbox="402 894 1167 995">• To research technology platforms and communicate with other agencies/organizations (Literacy Ontario) who use technology for recruitment, marketing or training purposes.</li> <li data-bbox="402 1041 1167 1100">• To explore the use of videos on the LLNB website, in referral agency/other waiting or reception areas.</li> <li data-bbox="402 1146 1167 1205">• To ensure the right message is presented to the right audience.</li> <li data-bbox="402 1251 1167 1352">• To partner with local radio to present segments on topics such as the question of the week or for interviews related to adult and lifelong learning.</li> <li data-bbox="402 1398 1167 1457">• To explore partnership/coop opportunities with Universities and Colleges for marketing projects or initiatives.</li> </ul>	
2 to 3	<p data-bbox="350 1507 610 1535"><b><u>Use of library system</u></b></p> <ul data-bbox="402 1581 1157 1766" style="list-style-type: none"> <li data-bbox="402 1581 1157 1608">• To involve LLNB Councils in the discussion.</li> <li data-bbox="402 1654 1157 1682">• To explore partnership opportunities with NB libraries.</li> <li data-bbox="402 1728 1157 1755">• To develop an action plan for implementation.</li> </ul>	