Literacy Network
Strategic Framework
2020-2024
2022 Updates
INTRODUCTION

This document reflects the strategic framework developed by Literacy Network. It is intended to serve as the highest-level planning document for the organization, affirming the ideology, identifying critical success factors, and capturing strategic initiatives to advance the organization’s intentions. From this strategic framework, leadership staff will create implementation plans intended to drive work plans.

Process

This framework has been built based upon constructive engagement of stakeholders. The process incorporated survey data from employees and Board members. Two discovery sessions were held: staff met on April 26, 2019; Board and staff members met on June 7, 2019. Information from those sessions was distilled into draft materials reviewed by a strategic planning task force in late June and again in mid-September. The framework was reviewed by the Board and approved on November 15, 2019. The framework was updated in 2021-2022 as part of an initiative to support diversity, equity and inclusion.

Contents

The framework consists of the following elements:

- **Ideology**
  - Mission
  - Vision
  - Values

- **Strategic Framework**
  - Cornerstones
  - Initiatives
  - Strategies
  - Action Items

- **Appendix**
  - Implementation Context
  - Value Propositions
  - Stakeholder Value Statements
  - Images from the Discovery Sessions
IDEOLOGY

Mission

Literacy Network helps adults in Dane County build skills, reach goals, and connect communities.

Vision

Every adult in Dane County has the freedom and opportunity to imagine and achieve their life’s vision.

Values

• Relevance – we ensure our work is practical and applicable to the lives of our students and the needs of our community.

• Inclusion – we value all people and welcome them to be part of our work, demonstrating empathy and patience through the learning process.

• Persistence – we believe compassion and collaboration guide progress and that we can improve the world by being resourceful and creative in building momentum and moving forward.

• Community – we foster connections and collaborations that bring people together to inspire hope and celebrate success.
STRATEGIC FRAMEWORK

Cornerstones

- **Principles we use to make decisions**

**Student Experience**

Students, volunteers, and staff feel welcomed and at home in the facility. Student intake is individualized and thoughtful. Student persistence is supported. Instruction is high-quality and tailored to students' needs. Students realize an expanded vision of inner and outer possibility. Success is celebrated.

**Operational Effectiveness**

Internal systems, building management, and HR functions are intentional and efficient. Staff have opportunities for long, rewarding careers in a dynamic but stable culture that supports openness and collaboration. All staff, interns, and volunteers are well-trained and supported.

**Financial Sustainability**

Students' interests and needs drive the organization's decision-making regarding fund use. Development opportunities are mission-focused and implemented to build capacity and advance programming. A culture of philanthropy permeates our networks, cultivating ambassadors for our work.

**Community Engagement**

Literacy Network is known throughout Dane County for its personalized teaching methods, commitment to student success, and responsible growth. Partnerships with community organizations and businesses are collaborative and lead to a successful experience for students. Partners become advocates for literacy services.
Initiatives
- **Goals staff, students, and volunteers will work on together**

1. **Enhance student outcomes through strong partnerships and continuous program improvement**
   1.1. Document and uphold expectations for community collaborations and partnerships
   1.2. Increase volunteer engagement, retention, and satisfaction
   1.3. Maintain excellence in quality of instruction in classes and individualized tutoring
   1.4. Improve student connections to continuing education, community resources, and career opportunities

2. **Generate deeper learning within the organization about community needs, trends and opportunities**
   2.1. Streamline systematic data gathering and dissemination
   2.2. Continue providing updates to staff that highlight strategic progress and department outcomes
   2.3. Identify and respond to underserved communities in Dane County
   2.4. Conduct regular surveys of stakeholder groups and follow-up on the resulting data

3. **Retain an inclusive and productive environment**
   3.1. Apply continuous improvement and a DEI lens to internal systems and processes
   3.2. Attract and retain talented, diverse staff and instructors
   3.3. Mentor and grow staff into leadership roles
   3.4. Engage Literacy Network students in leadership within the organization; involve students in outreach

4. **Enhance the organization’s presence and the visibility of adult literacy needs in the community**
   4.1. Secure financial resources necessary to sustain and grow quality programming
   4.2. Generate greater awareness and appreciation for the range of student strengths and needs
   4.3. Convert outcomes data into relevant stories that convey value to the community
   4.4. Articulate how literacy skills foster better lives and greater community connections