

# STRATEGIC PLAN 2020-2022

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## OUR MISSION

Sharing the power of learning through education, community building and advocacy.

## OUR VISION

We believe literacy has the power to advance equity and justice and we envision a world where life-changing learning is within everyone's reach.

## CORE VALUES

### LIFELONG LEARNING

We believe the pursuit of knowledge is a lifelong journey. We all have something to learn from each other.

### INDIVIDUAL DIGNITY

We believe individuals have the power to create their own potential through teaching, learning and community involvement. We create learning environments where the dignity, worth and complexity of each person is honored.

### EQUITY & JUSTICE

We believe access to quality education is a cornerstone of a more just and equitable society. We work to provide transformative learning opportunities to people of all backgrounds, ages and abilities.

### LEADERSHIP & INNOVATION

We believe in nimbly responding to a changing landscape, creating new pathways for groups and individuals to reach their full potential.

## TEAMWORK PRINCIPLES

### AUTHENTICITY

We communicate openly, assuming best intent and giving others the benefit of the doubt. We recognize and value different ideas and communication styles.

### EXPERTISE

We seek and share the smartest ways of advancing the movement, offering strategies and solutions that are embraced by practitioners and make a real difference for learners.

### OPERATIONAL EXCELLENCE

We establish and communicate internally about high-quality, effective operations across the infrastructure of the organization.

### RESPONSIBILITY

We look for opportunities to advance the literacy movement and we take individual responsibility for learning what we need to know to do our best work.

### RESULTS

We focus our efforts on delivering outcomes. And when possible, we look for opportunities to accomplish more than one thing with a particular action or initiative.

### SUCCESS

We learn from our successes and mistakes and we take the time to celebrate our achievements. We reflect on design, impact and outcomes.

**GOAL AREA 2: Partnerships & Collaborations**

Literacy Minnesota is a leading partner in working with others to address challenges and advance opportunities for equitable communities.

**INTERNAL FOCUS**

Determine the extent and scope of our role in accessing wrap-around services to remove/reduce barriers to literacy and equitable service.

**EXTERNAL FOCUS**

Reframe and influence equity practices that lead to more diverse stakeholders and staff. Refresh partner engagement to foster more equitable programs and services.

**GOAL AREA 4: Advocacy & Policy**

Literacy Minnesota works to ensure that governmental leaders and others further understand, value and invest in literacy programs and services.

**INTERNAL FOCUS**

Develop a deeper bench of fluency to influence policy.

**EXTERNAL FOCUS**

Continue to define the literacy movement and frame the case across local, state and federal audiences.

**GOAL AREA 6: Marketing & Communications**

Literacy Minnesota is the recognized leader in advancing literacy as a foremost equity solution.

**INTERNAL FOCUS**

Continuously improve internal communication leading to greater efficiencies and understanding at all levels of the organization.

**EXTERNAL FOCUS**

Focus promotion and messaging on literacy's role in driving broader societal equity by increasing each individual's own agency.



**GOAL AREA 1: Constituents**

**More people are better off as a result of Literacy Minnesota's work.**

**INTERNAL FOCUS**

Better define shared terminology and desired outcomes across the organization.

**EXTERNAL FOCUS**

Strengthen our student-centered design approach to ensure services align with literacy learners' lives.



**GOAL AREA 3: Programs & Services**

**Literacy Minnesota's programs and services are increasingly visible, effective and efficient.**

**INTERNAL FOCUS**

Resolve and effectively communicate the scope and intensity of our work at various levels (local, state, national and international work, as well as the balance between direct service and service to organizations).

**EXTERNAL FOCUS**

Identify and address service gaps to currently underserved constituents (both individuals, such as native speakers, and other organizations).



**GOAL AREA 5: Fundraising & Resource Development**

**Literacy Minnesota is widely recognized as a trusted and effective steward of both private and public investment in creating a more equitable society.**

**INTERNAL FOCUS**

Adapt board and governance structures to align with fundraising and development goals, and advance fundraising staff structure to align with goals and benchmarks.

**EXTERNAL FOCUS**

Create and share a stronger and more inspiring case statement for investment need in literacy as primary to developing an equitable society.



**GOAL AREA 7: A Culture of Leadership**

**Literacy Minnesota is a dynamic, diverse, trusted organization that inspires staff, board, volunteers, constituents and funders.**

**Internal focus**

Inspire engagement with the long-term vision of leading the literacy movement to create a more equitable society.

**External focus**

Work to make literacy recognized as a core equity strategy across all sectors – education, business, government and society.





**GOAL AREA 1:  
Constituents**

- Increase capability to measure impact of programs.
- Increase engagement with potential constituents.



**GOAL AREA 2:  
Partnerships & Collaborations**

- Continue to centralize shared resources and data.
- Conduct inventories of current partners (gap analysis).
- Formalize relationships to strengthen meaningful collaborations.
- Convene broader networks of partners within and outside of literacy field.



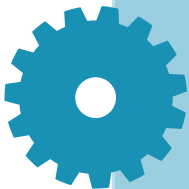
**GOAL AREA 3:  
Programs & Services**

- Assess service gaps and work to strengthen programming for identified populations.
- Formalize targets for, and balance among, different types of service.



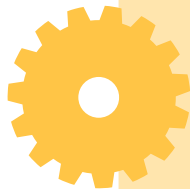
**GOAL AREA 4:  
Advocacy & Policy**

- Build more specific and broader advocacy plans to advance the movement.
- Increase board recruitment for, and involvement in, advocacy initiatives.
- Strengthen national connections and leadership roles.



**GOAL AREA 5:  
Fundraising & Resource Development**

- Examine additional options for monetizing programs and services.
- Increase research for philanthropic funding to serve low-incidence groups.
- Consider more fund-a-need approaches to fundraising.
- Ensure all staff understand and support our resource development approaches.



**GOAL AREA 6:  
Marketing & Communications**

- Integrate core messages to deliver them consistently within and outside of the organization.
- Rebrand to Literacy Minnesota with a focus on public relations.
- Activate staff throughout organization to own their responsibility for internal communication and storytelling.



**GOAL AREA 7:  
A Culture of Leadership**

- Commit additional resources to equity goals, with a focus on developing key stakeholder groups (staff, board, volunteers, national service members) more reflective of our service populations.
- Strengthen approaches to service that are data-informed.
- Extend leadership activities more broadly in the organization.
- Prepare for leadership succession.