

Robert Bowne Foundation Strategic Plan 2001-2003

The Robert Bowne Foundation Goals, Objectives & Strategies 2001 - 2003

Long-term Goals

- I. To transform afterschool programs into sites of quality, community-based education for children and youth**
- II. To further advance the field of afterschool education and build standards of quality for afterschool education programs.**
- III. To promote greater public understanding of and support for quality afterschool education.**
- IV. To enhance RBF's internal capacity to act as a change agent and leader on the issue of afterschool education.**

2001 Objectives and Strategies

Goal I: To transform afterschool programs into sites of quality, community-based education for children and youth

2001 Objectives

- A. Develop the capacity of programs and deepen RBF-grantee partnerships**

Strategies

- Systematize our direct service grantmaking to target specific needs of grantees and make wider use of a range of sizes and types of grants
- Support a select number of qualified emerging groups and programs new to RBF
- Continue to strengthen programs through targeted technical assistance, including mentoring project, literacy workshop series, fund development to leverage RBF grants and strategic planning to build organizational capacity
- Pilot an on-site Coach Project to provide on-site, intensive program development assistance
- Create an RBF Library Project Fund to help build new libraries and sustain existing ones
- Continue to build programs' capacity to assess their work through participatory evaluation

- B. Enable leading afterschool education programs to sustain and export their expertise

Strategies

- Build on participatory evaluation and cross-site outcomes
- Invest in one to two highly qualified programs by borough to build their capacity as model programs and lab sites
- Continue to support the growth of mentor-level programs and push for outcomes in the mentor/mentee pairs

2002-2003 Objectives/Strategies

- Build on on-going strategies
- Assess impact of targeted direct service support
- Expand On-site Coach Project
- Add new grantees
- Encourage Innovation Network (InnoNet) to assume greater oversight of participatory evaluation project and support InnoNet's ability to raise funds for the project

Goal II: To further advance the field of afterschool education and build standards of quality for afterschool education programs

2001 Objectives

- A. Capitalize on existing networks and support new linkages among programs

Strategies

- Continue to support Partnership for After School Education and other networks
- Develop relationships with other affinity groups such as United Neighborhood Houses, Human Resources Council, Hispanic Federation and Asian American Federation
- Promote cross-fertilization and collaboration among afterschool education programs, particularly in areas of reading & writing, the arts and community service

- B. Build on RBF's ability to network and bring together program leaders as well as funders on issues of importance to the field

Strategies

- Host funder breakfast(s) to showcase model programs and/or present lessons learned
- Support/Sponsor forums to encourage exchange and learning opportunities among programs
- Pursue discussions begun in 2000 with The After School Corporation (TASC) to determine how/if RBF can have a bearing on the issue of quality among TASC, and other school-based, programs

C. Foster professionalism and leadership in the field

Strategies

- Pilot the Scholars Project through the Institute for Literacy Studies to analyze and document promising practices in the field of afterschool education
- Send qualified staff from grantee programs to Columbia University's Institute for Not-for-Profit Management (INM)

2002-2003 Objectives/Strategies

Build on on-going strategies

- Further develop the Scholars Project to bring in new members and encourage documentation of practitioners' work
- Address the shortage of qualified educational coordinators through a pilot project with colleges in the boroughs
- Test the viability of forming reading labs within qualified programs to enable practitioners to assess children's reading skills and use developmentally appropriate reading activities
- Support opportunities for practitioners, researchers and others to come together to formulate standards of quality and a vision for the field

Goal III: To promote greater public understanding of and support for quality afterschool education

2001 Objectives

A. Invest in documentation, evaluation and research around issues of standards and quality to strengthen the field and inform a broader audience

Strategies

- Continue to support the journal, *Afterschool Matters*, and push for its greater sustainability
- Monitor the Scholars Group Project to ensure future publication and dissemination of products
- Continue to invest in participatory evaluation as a strong alternative for assessing programs and building program capacity

B. Routinely share lessons learned with colleagues, practitioners, policy makers and others

Strategies

- Continue RBF role on steering committee of New York City Youth Funders Network (NYCYFN)

- Continue to participate in New York Regional Association of Grantmakers (NYRAG) activities and use NYRAG as a networking resource
- Showcase RBF experiences to colleagues at a special NYCYN session in May 2001
- Hold meetings/lunches with funder colleagues to build relationships and explore collaborative projects
- Disseminate key findings of Participatory Evaluation report
- Attend key conferences to learn about promising strategies and practices, share RBF perspectives and build relationships

C. Support advocacy efforts aimed at influencing public policy, particularly those that strengthen the voice of practitioners

Strategies

- Build relationship with Citizens Committee for Children to use as a referral for our grantees and possibly support their advocacy efforts
- Research other advocacy groups to determine fit for RBF priorities
- Encourage existing networks, like PASE and the Small Settlement House Collaborative, to develop the skills of practitioners to advocate on their own behalf

2002-2003 Objectives/Strategies

- Build on on-going strategies
- Support the publication and dissemination of the findings of the Scholars Group
- Produce and distribute RBF publications, possibly a follow-up to *The Third Arena*, to explore key topics in afterschool education and solicit feedback to inform our work
- Expand RBF funding for advocacy/public information projects that further the field of afterschool education and emphasize the value of community-based programs

Goal IV: To enhance RBF's internal capacity to act as a change agent and leader on the issue of afterschool education

2001 Objectives

A. Build internal capacity of staff to assess needs of programs and form deeper partnerships with grantees

Strategies

- Expand staff to increase the RBF's ability to oversee and monitor grants' management and further the goals of the Foundation
- Invest in RBF professional development and use consultants on occasion where needed
- Build in internal planning time and develop realistic timelines for carrying out the work

B. Increase internal efficiency through improved equipment, procedures and systems

Strategies

- Update our computers and office equipment
- Develop a grant application based on the Initiative *Request for Proposal* and our grantee self-assessment form
- Computerize our grants management
- Formalize our grants management by instituting regular assessments and internal reviews
- Re-do RBF guidelines to reflect goals for 2001-2003 and clearly articulate our expectations for prospective grantees
- Re-institute and restructure orientation sessions for prospective grantees to communicate RBF priorities, streamline the application process and serve as the first step in our assessment of new grantees
- Use Bowne & Co. as a resource on developing and refining internal policies

C. Explore ways to draw upon the strengths of the RBF Board of Trustees

Strategies

- Seek out expertise of Board members for specific projects
- Pursue the viability of forming an Executive Committee and other appropriate committees
- Consider engaging a skilled consultant to work with the Board, as follow-up to Strategic Planning

2002-2003 Objectives/Strategies

- Document our own work and determine ways to measure RBF's effectiveness
- Investigate the feasibility of expanding the Board of Trustees to include members with specific expertise