

## **Robert Bowne Foundation Strategic Plan 2002 Revision**

### **Final Strategic Plan for 2001-2003**

revised in 2002 after Lena Townsend became Executive Director

### **Robert Bowne Foundation**

#### **Mission Statement**

The Robert Bowne Foundation is a family foundation that supports the development of quality, community-based, out-of-school programs which support literacy for children and youth in New York City, especially for those youngsters living in the City's most disadvantaged neighborhoods

#### **RBF's Vision for the Field in 2004**

- Children will want to be at the programs
- Parents will support the programs and understand that this is a "real value" and "a great place" for their children to be
- There will be one library resource center established in each borough for the use of local practitioners
- There will be two "model" programs in each borough which will have:
  - focused, exciting, engaging activities which integrate reading, writing and language skills development
  - well-trained staff
  - an Education Director
  - books, materials, maps
- These model programs will be part of a larger network and work with other programs to help them become better; every out-of-school literacy program will be networked and connected to others
- The field will become professionalized through establishing a degree program, credentialing, and a clear career path
- A body of documentation will be created to support the professionalization of the field

#### **Our Vision for the Foundation in 2004**

- The office space will reflect the foundation's mission as an exciting, program-focused environment with materials, books, and maps and will represent a continuity with the Bowne Company and an integration of the founder's philanthropic values
- A Board whose skills and involvement will reflect the growing importance of the field and the work of the foundation
- On-going collaborations with at least two other funders in the field
- Up-to-day technology that includes an interactive website with linkages to (and among) RBF's grantees, technical assistance providers and academic resources

- A staff with management skills to efficiently administer the business of the foundation along with the ability to inspire, advocate and lead; this assumes a knowledge of the field and good people skills
- Higher visibility and recognition of RBF as an innovative, focused leader in the field

## **Robert Bowne Foundation**

### **Goals, Objectives & Strategies**

**2001 - 2003**

#### ***Long- term Goals***

- I. To transform out-of-school programs into sites of quality, community-based literacy education through grants and access to technical assistance.
- II. To continue to provide leadership in the field of out-of-school education.
3. To promote greater public understanding of and support for literacy education in out-of-school programs.
4. To strengthen RBF internally to fulfill its mission and goals and engage in an ongoing planning process.

#### ***2001 Objectives***

**Goal I: To transform out-of-school programs into sites of quality, community-based literacy education through grants and access to technical assistance.**

#### **Objectives**

- A. Continue funding quality out-of-school literacy education with a focus on programs that aspire to innovation and are open to change
2. Seek out programs in underserved communities and in all five boroughs
3. Continue to provide technical assistance service grants to current and potential grantees
4. Create an RBF Library Project to help build new libraries and sustain existing ones

5. Continue to build programs' capacity to assess to their work though participatory evaluation

**Goal II: To continue to provide leadership in the field of out-of-school education.**

**Objectives**

- A. Build on RBF's position as a known leader in the field by hosting a meeting of funders to showcase model programs
- B. Have RBF's expertise and knowledge in the field recognized by being invited to be a member of a major policy-making committee in the field.

**Goal III: To promote greater public understanding of and support for literacy education in out-of-school programs.**

**Objectives**

- A. Commission two papers for the field: (1) on the importance and impact of the physical environment on the quality of programs and (2) the need for creating a degree program for out-of-school literacy programs
- B. Continue to support *After School Matters* to publish and disseminate articles by practitioners in the field

**Goal IV: To strengthen RBF to fulfill its mission and goals, and engage in an ongoing planning process.**

**Objectives**

- A. Recruit and hire an Executive Director
- B. Finalize RBF's three-year strategic plan
- C. Identify the needed skills and potential candidates for Board vacancies