

Robert Bowne Foundation Strategic Plan 2008-2012
Selected slides

Robert Bowne Foundation Strategic Goals 2008-2012 (powerpoint presented to the Board of Directors December 3rd, 2007 by Kathleen W. Murnion)

Robert Bowne Foundation
Strategic Goals
2008-2012

Board of Directors Meeting
December 3rd, 2007
Facilitated by: Kathleen W. Murnion

Mission Statement:

The Robert Bowne Foundation supports the development of quality programs which offer literacy education to children and youth of New York City, in the out-of-school hours, especially for those living in economically disadvantaged neighborhoods.

Overview:

- RBF supports its mission through an integrated portfolio that increases the interplay among practitioners, academics, policymakers and the general public:
 - Direct service grants;
 - Technical assistance;
 - Research and publications; and
 - Advocacy.
- RBF recognizes that funding needed to support this plan may reflect higher spending levels than in the past.
- RBF will leverage its assets through strategic alliances wherever possible

Goal #1: Direct Service Grants

Context:

- Government funding available at the federal, state and local levels has increased tremendously over the past 5 to 10 years.
- More than half of the Bowne Foundation's grantees have not benefited from this funding.

[slides with additional context data omitted]

Goal: To support quality programming in community-based OST programs by assisting them in capacity-building in order to:

- help grantees leverage RBF funding and build sustainability by accessing a blend of public and private dollars and
- nurture innovative practice.

Strategies:

- **Small “Boutique” CBO Programs** - Smaller programs, often with budgets under \$1million, that need more intensive support, i.e. technical assistance, to grow programmatically and to sustain their organizations.
 - may have some government funding and need to build their capacity to access further public and private dollars.
 - others are currently supported solely with private funds.
- **High Potential Programs** – Current RBF grantees who are participating in leadership training need longer-term, secure funding to ensure the institutionalization of quality programming and organizational infrastructure. Many of these programs now have OST funding and are primed to access multi-source public support.
- **Innovative Practice Programs** - Direct Service Programs that represent a high level of quality in their programs that can stand as models for others in the field and provide professional development and technical assistance to other direct service programs (see Goal #2).

Goal #2: Technical Support

Context

- A small cohort of direct service programs are maturing into programs that reflect exemplary practice. These programs could provide professional development and technical assistance to other direct service programs which is consistent with the work of the RBF.
- A general emphasis on outcomes as well as performance-based contracts is having a major impact on programs and a potential impact on finances:
 - focus on outcomes, but no clarity on what outcomes are important
 - an administrative burden without the general operating resources to support it.
- RBF can play a role in helping to define and build consensus around quality issues to be evaluated and in supporting programs in efficiently tracking them.
- Many grantees do not have data readily available to evaluate their programs. If the RBF is to be able to effectively measure its impacts, it must rely on an increased grantee capacity to provide meaningful information and data to the foundation in the future.
- Importantly, the Foundation is developing relationships with other foundations who share an interest in capacity-building around evaluation.

Goal: To strengthen the capacity of programs through professional development and technical assistance in the areas of program and management.

Strategies:

- **Innovative Practice Programs** – support Direct Service Programs that are ready to provide professional development and technical assistance to other direct service programs
 - Short-term planning grants
 - Implementation two-year grants.
- **Partnership for Afterschool Education** - support PASE to provide a “home” for these programs.
- **Management Technical Assistance** – help to build the internal capacity of programs to support and manage their work through management assistance tailored to meet their specific needs.
- **Evaluation** – support evaluation as an instrument to build quality and capacity; leverage RBF’s funding in this area through collaborations with other funders:
 - develop new evaluation instruments to measure progress over time to support the RBF to effectively gather data to assess their progress; and
 - provide training in evaluation and reporting at the beginning of each grantmaking cycle (one for programs and one for technical assistance providers).

Goal #3: Research and Publications

Context

- The RBF has continuously supported the professionalization of the field, stressing the importance of practitioners having a voice in the development and direction of the field, notably through the Afterschool Matters Initiative:
 - Fellows,
 - research projects, and
 - publications and presentations.

Goal: To capitalize on RBF’s recognized strength in research and publication through:

- **direct support and**
- **leveraging the Foundation’s current level of its funding budget to this area through strategic alliances with other funders and experts in the field.**

Strategies:

- Continue to support Afterschool Matters Initiative as NIOST assumes its management and expansion.
- Continue to award Edmund A. Stanley Research Grants.
- Engage other foundations in supporting ASM.
- Explore potential strategic alliances with major funders in research (i.e., W.T. Grant, Atlantic Philanthropies, Wallace).

Goal #4: Advocacy

Context

- There is general agreement in the field that the role that the RBF can most effectively play in advocacy is in defining, supporting and building the capacity of quality programming.
- A vast need exists for expansion of overall support for the field.
- Evidence of higher quality programs and outcomes and a broader recognition of the unique value of such programs is needed.

Goal: To build awareness of quality programming among practitioners, policymakers and the general public and affect policy development through strategic alliances with other funders, experts in the field and our own former Fellows.

Strategies:

National Level

- Sponsor New York City Afterschool Ambassadors to speak to legislators about issues related to quality OST programming.
- Disseminate resources to afterschool stakeholders nationwide and at Capitol Hill events and briefings through Afterschool Alliance.

New York State

- Organize statewide mobilizations and events to involve youth, parents and after-school providers through the Coalition for Afterschool Funding (CASF).
- Support the New York State Afterschool Network (NYSAN) in its distinct role in bringing together a broad spectrum of public and private agencies.
- Continue to support development and implementation of a User's Guide to assist programs in implementing the Quality Self Assessment Tool.
- Establish common outcome measures for each of the quality elements and to embed these in the design of program evaluations statewide.

New York City

- Through United Neighborhood Houses (UNH) and Neighborhood Family Services Coalition (NFSC) and their advocacy partners, continue to focus on assuring appropriate investment in the New York City DYCD OST system.

Goal #5: Internal Capacity

Continue to increase RBF's internal capacity to meet its mission more efficiently while maximizing its effectiveness through better use of technology.

Strategies:

- Improve the Foundation's use of its website as a more efficient and effective communication tool, both internally and externally.
- Develop and continue to update the Foundation's database to effect more efficient systems in grantmaking, evaluation and administration.

[budget slide omitted]