2018 – 2021 STRATEGIC PLAN

Mission:

The Montgomery Coalition for Adult English Literacy strengthens the countywide adult English literacy network to support a thriving community and effective workforce.

Vision:

MCAEL envisions a culturally diverse community where dreams are achieved through the power of English literacy.

Values:

- **Partnerships**: MCAEL's coalition model includes community members, business, government, nonprofits, educators, faith-based groups and the learners themselves working together.

- **Empowerment**: Effective MCAEL programs create a level playing field for adults now and their children in the future.

- **Innovation**: MCAEL's programs incorporate sustainability, technology and real-world examples to benefit learners.

- **Impact**: Quality English instruction reaches a growing number of learners each year through the coalition programs and the staff and instructors.

2018-2021 Strategic Vision Statement

While the coalition of providers remains committed to maintain the quality of programs and instruction and the number of adult learners it serves has increased over the past 6 years, there continue to be tens of thousands of learners who are limited in their English proficiency. *By 2021, MCAEL will increase the number of learners who are on a pathway to proficiency from 15,000 to 21,000.*

Goals:

21,000 by 2021!

1. Continue empowering providers to offer quality programs and instruction that lead to learning gains.

2. Increase number of high-quality instructors.

3. Expand partnerships to enable access to a range of new workplace and community-based classes.

4. Strengthen MCAEL's branding and outreach to potential partners and learner populations.

5. Expand funding streams.

Strategies:

a. Offer a range of trainings, workshops and other program and instructor development.
b. Leverage innovative technologies to improve communication with and training for providers' staff.
c. Promote use of technology to improve quality and/or efficiency of instruction.
d. Continue advisory groups and feedback loops to connect needs to MCAEL program offerings and support.
e. Offer activities to enhance MCAEL's resource role, such as focused support for small and emerging programs, and coordinated data and publicity opportunities.

a. Promote established ESOL instructional standards.
b. Identify and develop untapped sources of instructors.
c. Develop and provide training to new instructors and tutors.
d. Convene teachers by region and provide guidance, support and ongoing best practices.

a. Identify industry sectors of interest and socially-conscious businesses in the county.
b. Attract businesses to partner with the MCAEL coalition.
c. Identify other partners (nonprofits, faith-based, etc.) to provide classes in underserved regions and for underserved populations, for examples, speakers of Asian languages and the Muslim community.
d. Work with grantees and staff to attract unmet communities to programs.

a. Assess branding, including organization name, tagline and logo.
b. Determine how current programs can be utilized as a branding opportunity.
c. Educate public about benefits of ESOL instruction.

a. Establish a leadership giving circle from former board members, leaders of ESOL, high donor groups and alumni.
b. Identify potential new foundation and corporate partners.
c. Prospect, identify and convert existing one-time donors to ongoing donors, and identify new donors
d. Identify possibilities for joint grant applications with providers.