

2010-11 Strategic Plan



September 22, 2010

TRENT CENTRE FOR COMMUNITY-BASED EDUCATION 2010-11 Strategic Plan

Mission

The Trent Centre for Community-Based Education is an independent, non-profit organization that connects post-secondary students and faculty with local organizations to create community-based research, community service-learning and experiential education opportunities.

Vision

We will affect significant learning and development at the individual, organizational and community levels through collaborative community-academic relationships. This work will enhance the social, environmental, cultural and economic health of our communities.

Core Principle

Our community-based work is about offering an equitable and independent place for all affected stakeholders to communicate, learn and achieve goals that are mutually beneficial and related to positive community action.

Values

- *Respect*
- *Integrity*
- *Synergy*
- *Excellence*

We believe it is important to strive for, recognize and celebrate excellence in everything we do. We are committed to responsible organizational management and growth. We will always be respectful and inclusive in our work. In order to live this philosophy, we commit to acknowledging and lessening power imbalances related to race, ethnicity, gender, sexual orientation, language, ability, sector and the environment and we will act in compliance with all legislation that ensures inclusivity (e.g. Ontario Human Rights Code and Accessibility for Ontarians with Disabilities Act). We believe that creating space for group synergy and reflection is important for community-building and seeing things in new ways.

Proposed Goals and Strategies

A. Community-Academic Projects and Programs

Goal #1: 70% evaluation response rate from project participants

Goal #2: 80% of respondents will describe their project experience as “Extremely Worthwhile” or “Very Worthwhile”

Goal #3: 80% of respondents will say that it is “Extremely Likely” or “Very Likely” that they will recommend the experience to other community groups, students or colleagues

Goal#4: 80% of host organization respondents will describe some form of organizational benefit (including financial) and/or broader community benefits

Goal #5: 80% of student respondents will describe important skills, lessons that they learned and/or increased community awareness/civic engagement

Goal #6: 80% of student respondents will say that it is “Extremely Likely” or “Very Likely” that they will use the project experience as part of their resume or mention it to employers

Goal #7: 80% of faculty respondents will say that their involvement with TCCBE changed the way they approach their teaching, research, service and/or their involvement in the community

Key Strategies:

- Facilitate community/post-secondary projects through the Community-Based Education (CBE) Program, Community Service-Learning (CSL) Program and the Strategic Research Initiative (SRI).
- CBE, CSL and SRI combined project cap of no more than 20 projects at any one time per staff member. *Exceeding the project cap: In special circumstances, staff can present their case to the executive director for permission.*
- Facilitate project review, approval and matching processes to increase potential for do-able, quality projects.
- Check-in with all project stakeholders at least once per month.
- Where possible, provide in-class support that allows students to reflect on their project and determine strategic next steps.
- At project wrap-up, brainstorm knowledge dissemination strategies.
- Use year-end report and other reflection activities to define program leadership structure and program priorities for 2010-11.
- Ensure that there is a monthly TCCBE/U-Links program meeting and a weekly TCCBE program team meeting.
- Update projects database on a monthly basis.
- Record any ‘on the fly’ feedback related to community-university collaboration and immediate project impacts in the projects database.
- Conduct a year-end evaluation and produce a year-end report.
- Investigate the possibility of CBE Peterborough Committee overseeing *implementation* of program and service monitoring and evaluation. (i.e. advising staff on evaluation strategies to help achieve board approved targets)
- Complete SRI model documentation and promotional materials.

B1. Program Supports and Services (TCCBE/U-Links)

Goal #1: Ensure student workshops, projects database, CBE toolkit and any other special annual projects are implemented in a way that ensures continuous improvement and serves the needs of participants.

Key Strategy:

- Ongoing and year-end monitoring by staff – with occasional participant evaluation.

B2. Program Supports and Services (TCCBE)

Goal #1: Ensure Knowledge in Action Forum, Library, Internet presence, SAS² training, Community Learning Network and any other special annual projects are implemented in a way that ensures continuous improvement and serves the needs of participants.

Key Strategy:

- Ongoing and year-end monitoring by staff – with occasional participant evaluation.
- Continue involvement in discussions & planning related to program and service expansion in City of Kawartha Lakes.

C. Workplace Wellness & Culture and Human Resources

Goal #1: Ensure a safe and healthy workplace and effective staff support including professional development, performance evaluation and compensation

Key Strategies:

- Start weekly team meetings with a general check-in; focus on fun & honest communication amongst staff through whatever we are doing.
- During summer 2010, nursing students will enhance a safe and healthy workplace in consultation with TCCBE's health and safety representative, executive director and WSIB consultant.
- Executive director to provide bi-monthly and year-end performance evaluation feedback for staff. ED will also review professional development goals with staff on a semi-annual basis.

D. Physical Plant, Information Management, Governance and Finance

Goal #1: Ensure TCCBE at least meets legislative health and safety requirements

Goal #2: Ensure TCCBE insurance coverage is up-to-date

Goal #3: Ensure IT systems are functioning and up-to-date, including data back-up and security

Goal #4: Quarterly financial reporting to the board

Goal #5: Provide adequate support to board of directors and its committees

Key Strategy:

- Ongoing monitoring by board, executive director, staff, and where applicable, health and safety representative (who reports any issues to executive director to be dealt with).
- Operationalize TCCBE corporate membership policy 4.1

E. Friend-Raising, Fundraising & Public Relations

Goal #1: Raise enough funds to at least maintain 2010-11 staffing levels and either a) increase Program Administrator position to full-time in 2011-12 or b) hire third Projects Coordinator part-time

Key Strategies:

- Ongoing monitoring by board and executive director
- Application for United Way member agency status
- Application for Federal Charitable status
- TCCBE-only and joint fundraising with Trent University, U-Links and other partners - aimed towards foundations, private sector and government grants
- Individual donor attraction through cottage fundraiser, social events and one-on-one engagement
- Undertake fee-for-service contracts related to project logistics, strategic planning and program mentoring - when human resources are available. (E.g. Coordinating an SRI project; C-Links development)

Goal#2: Strive for quality stakeholder and partner relationships and a high level of community awareness of TCCBE

Key Strategies:

- Continue to participate in the Peterborough Community Learning Network by hosting, co-hosting and attending public events
- Ensure high quality community/post-secondary projects (see Section A)
- Attend “network/collaborative project” meetings to facilitate TCCBE profile-raising and networking (e.g. Peterborough Partnership Council on Immigrant Integration, Prosperity Roundtable Vision Task Team, Front Line Social Service providers network, Trent-Severn Waterway network)