



2007-2010 Strategic Plan

June 2008

Introduction - June 2008 2007-2010 Strategic Plan

On the one-year anniversary of the Trent Centre for Community-Based Education (TCCBE) strategic plan, the board of directors, committee members, staff and key stakeholders attended a one-day retreat in late May 2008 to review and, where appropriate, re-affirm the mission, vision, principles, values, goals and objectives outlined one year ago. This revised document contains agreed-upon updates and a new appendix (previously the board's report card) containing the strategic plan implementation schedule - all in hopes that you will be better able to join us on this continuing journey of positive community-based education and development.

Introduction - June 2007 2007-2010 Strategic Plan

Important

This plan is a living document and will change. We will create ways to ensure its continued relevance. Please suggest changes, with rationale, as they arise.

Background

For the past ten years, the TCCBE has provided a neutral, third-party brokering service between faculty, students and community organizations to support the completion of local community-inspired projects. As we move into our next three years of operation with medium-term funding, it is important that we plan strategically to maximize our achievements.

Why a strategic plan and why now?

This three-year strategic plan is a publicly-available document agreed upon by the Board of Directors. The ultimate goal of the strategic planning process was to identify the organizational vision to be accomplished and the corporate strategy to achieve this vision.

Keeping a focus on positive growth and change, the TCCBE and its stakeholders developed a strategic plan with these main goals in mind: helping to establish direction, creating measurable objectives and setting priorities, reducing costs by mitigating risks, increasing motivation and building teamwork, improving communication and fostering creativity.

The planning process

Stage 1: Environmental Scan

We started with an environmental scan to build a solid understanding of important aspects of the TCCBE internal and external environment - past, present and future. The following data collection instruments were used with the following groups between January and March 2007:

On-line surveys: Project hosts; current students; past students; faculty

Key informant interviews: Project hosts; faculty; university administration; other community partners and funder

Focus Groups: TCCBE Board; CBE Peterborough Committee; Board & Staff Evaluation Day

Secondary data analysis: Peterborough Profile 2004 & Quality of Life Report 2006 (Peterborough Social Planning Council); Trends, Opportunities and Priorities Report 2007-2008 (Workforce Development Board); Durham County website; A New Blueprint for Service Learning 2005 (Accepted TCCBE/Trent University Proposal to the J.W. McConnell Family Foundation)

Environmental Scan Participants

Initial participant group totals	Total Respondents
Project hosts [survey (60) and interviews (12) combined] = 72	18
Faculty [survey (65) and interviews (7) combined] = 72	24
Current students (survey) = 169	22
Past students (survey) = 234	12
University administration (interviews) = 5	5
Others	
<i>Haliburton informants (interviews) = 3</i>	3
<i>Community partners (interviews) = 5</i>	5
<i>Funder (interview) = 1</i>	1
<i>CBE Peterborough (focus group) = 4</i>	4
<i>TCCBE Board (focus group) = 6</i>	6
Sub-total <i>Others</i> = 19	19
Board and Staff Evaluation Day (Appendix 1) = 8	8
Totals = 579	108

In mid-March, an environmental scan report was completed and sent to the TCCBE Board, staff and key stakeholders to prepare for a retreat at the end of March.

Stage 2: Board, Staff and Key Stakeholder Retreat

The March 30th retreat at Westwind Inn in Buckhorn was a great success - using an environmental scan report as a starting point and following an interactive hands-on workshop style format. As a result of the retreat, a discussion paper was produced: containing strategic goals and objectives, a refined Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and suggested elements of the TCCBE mission and vision.

Stage 3: Discussion Paper

A discussion paper (i.e. a draft strategic plan) with focus questions and a response form was circulated widely to over 500 stakeholders for a second wave of input with an April 26th deadline - just in time for a second retreat, held at the end of April.

Stage 4: Board and Staff Retreat and Board Approval

The April retreat at the Westwind Inn was also very productive - reviewing the discussion paper feedback and finalizing the strategic plan for presentation at the May Board meeting. The 2007-2010 strategic plan was finally approved on May 24, 2007.

Stage 5: Plan Implementation and Monitoring

After plan approval, the implementation and monitoring stage begins. In the coming months, TCCBE and U-Links staff, in co-ordination with the TCCBE Board and many others, will develop a set of operational frameworks and systems that will allow for plan monitoring, and if necessary, revisions. We hope each of you will help us achieve the goals and objectives put forward, in essence, by the communities the TCCBE serves.



Marie Gage
President



Todd Barr
Executive Director

TRENT CENTRE FOR COMMUNITY-BASED EDUCATION 2007-2010 Strategic Plan

Mission

The Trent Centre for Community-Based Education connects students and faculty with local organizations to create community-based research, service learning and experiential education opportunities that enhance the social, environmental, cultural and economic health of our communities.

Vision 2010

TCCBE is widely recognized as a strong and healthy organization that is a leader in community-based education. This organization delivers high quality service to its clients and partners while making a positive difference in communities throughout South-Central Ontario.

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. We believe that creating space for group synergy and reflection is important for community-building and seeing things in new ways.

GOALS AND OBJECTIVES

1.0 Expand and enhance programs and services

- 1.1 Clarify and refine the models of engagement with students, faculty and hosts to enable effective communication and project support.
- 1.2 Establish effective long-term program evaluation and monitoring systems and approaches.
- 1.3 Explore the feasibility of additional programming in other Eastern Ontario jurisdictions.

1.4 Expand strategic program links within the catchment area.

2.0 Increase organizational effectiveness

2.1 Develop and maintain an environment that fosters leadership and innovation.

2.2 Establish human resources policies and procedures that are flexible to staff needs, responsive to current employment standards and legislation and reflective of the mission, vision and values.

2.3 Provide professional development opportunities to address identified needs.

2.4 Document successes, review best practices and develop benchmarks and measures that define excellence in mission fulfillment.

2.5 Establish a board development program including a succession plan and provide opportunities for regular board/staff interaction.

2.6 Ensure adequate infrastructure including physical plant and technology.

3.0 Raise the organization's profile

3.1 Increase media coverage.

3.2 Increase web presence.

3.3 Publish in professional publications and academic journals.

3.4 Maximize leadership and engagement at local, provincial, national and international levels.

4.0 Expand and diversify the resource base

4.1 Develop infrastructure to access other funding sources.

4.2 Explore the desirability and feasibility of pursuing a commercial revenue stream.

4.3 Link with other initiatives and organizations to acquire and share resources and minimize duplication.

4.4 Establish corporate sponsorships.

Appendix 1: Strategic Plan Implementation Schedule 2007-2010

1. Expand and enhance programs and services

1.1 Clarify and refine the models of engagement with students, faculty and hosts to enable effective communication and project support

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Upgrade and document CBE Program logistics and methods - Phase 1	June 2007-May 2008
b	Upgrade and document CBE Program logistics and methods - Phase 2	June 2008-May 2009
c	Upgrade and document CBE Program logistics and methods - Phase 3	June 2009-May 2010
d	Develop and implement knowledge mobilization events (e.g. Knowledge in Action Forum)	Annual
e	Maintain CBE Program project support for 95 projects, 250 students, 55 hosts, with an increase in faculty participation by 25% (Peterborough and Haliburton)	June 2007-May 2008
f	Grow CBE Program project support for 115 projects, 290 students, 60 hosts, with an increase in faculty participation by 25% (Peterborough and Haliburton) **dependant on adequate financial and human resources**	June 2008-May 2009
g	Grow CBE Program project support for 155 projects, 390 students, 80 hosts, with an increase in faculty participation by 50% (Peterborough, Haliburton, Durham, City of Kawartha Lakes) **dependant on adequate financial and human resources**	June 2009-May 2010
h	Build graduate student partnerships (and projects) with Trent University's Frost Centre for Canadian and Indigenous Studies (graduate studies)	January 2008-May 2010
i	Develop and implement an outreach plan for the Municipality and County of Peterborough	June 2007-May 2009

1.2 Establish effective long-term program evaluation and monitoring systems and approaches.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Report on CBE Program by developing, implementing and refining a CBE Program evaluation and monitoring strategy	Annual **TOP PRIORITY**
b	Conduct CBE Program Impact Study with 1995-2008 hosts and students (social, environmental, cultural and economic impacts, including the value-added for stakeholders)	June 2008-March 2009 **TOP PRIORITY**
c	Ensure stakeholders can access monitoring and evaluation through non-traditional technologies (e.g. Facebook)	June 2008-May 2010 **TOP PRIORITY**

1.3 Explore the feasibility of additional programming in other Eastern Ontario jurisdictions.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Develop a three-year outlook and strategy for geographic and educational institution expansion, including region-specific proposals for possible expansion activity.	June 2007-May 2008
b	Where proposals are accepted, articulate business plans and secure start-up funding	June 2008-December 2008
c	Develop and secure sustainable resources for successful expansion activities	December 2008-May 2010

1.4 Expand strategic program links within the catchment area.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Develop Community-Based Research Initiative (CBRI) proposal and incorporate into business plan	June 2007-May 2008
b	Secure project and/or staff-position-based CBRI funding	June 2008-May 2010

2. Increase organizational effectiveness

2.1 Develop and maintain an environment that fosters leadership and innovation.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Ensure TCCBE library is completely up-to-date and implement ongoing maintenance schedule	June 2007-July 2008
b	In partnership with Trent University Instructional Development Centre, offer faculty workshops on (1) assessment/evaluation practices and (2) course structure/aims	June 2007-May 2010
c	In partnership with Trent University Career Centre and Academic Skills Office, offer student workshops on topics like (1) writing collaboratively and (2) translating the CBE experience into work and career opportunities	June 2007-May 2010
d	In partnership with other service providers, offer project host workshops on topics like (1) working with student volunteers and (2) conducting community-based research	June 2008-May 2010
e	In partnership with other service providers, offer general workshops on topics like (1) conflict resolution; (2) multi-stakeholder project management and (3) knowledge mobilization (i.e. sharing project results)	June 2008-May 2010
f	Conduct a preliminary environmental scan into the establishment of a course in community-based education/community-based research/service learning/experiential education/community development at Trent University	June 2007-May 2008
g	Support the creation and implementation of a CBE-related course at Trent University	June 2008-May 2009
h	Create and facilitate a training & orientation day for matched students and hosts	Postponed to Fall 2008

2.1 Develop and maintain an environment that fosters leadership and innovation. (cont'd)

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
i	Co-facilitate an 'Intro to community engagement at Trent' session during 2009 Intro Week	Intro Week Schedule set in February 2009
j	Host a Trent University faculty lecture series in Haliburton County	June 2008-May 2009
k	Investigate additional financial supports for students, faculty and project hosts and establish one award/grant/bursary per stakeholder group	June 2008-May 2009
l	Establish an additional award/grant/bursary per stakeholder group	June 2009-May 2010
m	Establish CBE Mentoring Program	June 2009-May 2010
n	Establish Annual TCCBE Intern Program	June 2008-August 2008
o	Hire first TCCBE Intern	May 2009-April 2010
p	Investigate Social Analysis Systems training and certification (instructor and organizational)	June 2008-May 2010

2.2 Establish human resources policies and procedures that are flexible to staff needs, responsive to current employment standards and legislation and reflective of the mission, vision and values.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Conduct review of current governance policies and related operational procedures at the TCCBE and develop new policies and procedures where required	January 2008-December 2008
b	Ensure ongoing maintenance and usage of policies and procedures	January 2009-May 2010
c	Review and revise TCCBE staff performance review policies and procedures	January 2008-May 2008

2.3 Provide professional development opportunities to address identified needs.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Develop and implement staff professional development plans	Annual

2.4 Document successes, review best practices and develop benchmarks and measures that define excellence in mission fulfillment.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Develop and implement an organizational planning and evaluation strategy tied directly to strategic plan.	Annual **TOP PRIORITY**

2.5 Establish a board development program including a succession plan and provide opportunities for regular board/staff interaction.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Develop and implement Board development strategy	Annual (begin October)
b	Develop and implement Board recruitment strategy	Ongoing

2.6 Ensure adequate infrastructure including physical plant and technology.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Develop and implement Terms of Reference and group development plans with local Community Advisory Committees	Ongoing
b	Maintain appropriate internal communications (e.g. staff meetings)	Ongoing
c	Ensure adequate Board administrative supports	Ongoing
d	Maintain adequate financial management practices to ensure a balanced budget	Ongoing
e	Ensure all information management systems are up-to-date and implement an ongoing maintenance schedule	Ongoing
f	Maintain adequate facilities, tax and risk management practices to ensure organizational compliance	Ongoing
g	Acquire new and adequate office space	July 2008
h	Research long-term 'home' options for TCCBE and incorporate best case scenarios into TCCBE business plan	June 2008
i	Acquire new long-term 'home' for TCCBE (10 year lease/ownership minimum)	Fall 2009
j	Research and, if necessary, purchase adequate information technology supports for staff (including blackberries or similar PDA device)	June 2007-October 2007

3. Raise the organization's profile

3.1 Increase media coverage.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Develop and implement a TCCBE communications strategy with an overall media exposure increase of 100% (Target: 2 articles)	June 2007 - May 2008 (Actual: 4 articles)
b	Overall media exposure increase of 100% (Target: 8 articles)	June 2008 - May 2009
c	Overall media exposure increase of 50%	June 2009 - May 2010

3.2 Increase web presence.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Enhance effectiveness of TCCBE website (e.g. use of blogging, Facebook, tracking w/ Google Analytics)	May 2008-May 2009
b	Create online toolkit for faculty	June 2008-May 2009

3.3 Publish in professional publications and academic journals.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Co-author at least one peer-reviewed journal article for each year of the strategic plan	Annual
b	Investigate potential for student CBE project inclusion in new Journal of Undergraduate Studies and other peer-reviewed journals. Promote stakeholder publication collaboration (e.g. faculty, host)	Ongoing

3.4 Maximize leadership and engagement at local, provincial, national and international levels.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Develop local to global public relations and networking tracking and reporting tool - including strategic implications	Tool developed by August

4. Expand and diversify the resource base**4.1 Develop infrastructure to access other funding sources.**

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Apply for charitable status (if not viable, pursue other options like 'Trent Centre Foundation')	June 2007-December 2008 **TOP PRIORITY**
b	Identify and pursue diverse investment and resource-sharing relationships with current and future educational institution partners and other stakeholders	July 2008-May 2010 **TOP PRIORITY**
c	Develop business plan	May 2008
d	Develop fundraising and marketing plan	July 2008 **TOP PRIORITY**
e	Resource Development and Marketing Committee actively implement 2008-2010 campaign	October 2007-May 2010 **TOP PRIORITY**
f	Solidify 2008-2015 business plan and service delivery funding agreement with Trent University	May 2008 **TOP PRIORITY**
g	Secure 2008-2015 service delivery funding above and beyond Trent University commitment	May 2008-May 2009 **TOP PRIORITY**

4.2 Explore the desirability and feasibility of pursuing a commercial revenue stream by May 2009.

#	Strategy/Action (WHAT/HOW)	Projected Timeframe
a	Explore alternative ways of generating earned revenue such as coaching, advisory service, and public speaking	June 2008-October 2008
b	Implement pilot commercial revenue project (i.e. above findings)	October 2008-May 2009

4.3 Link with other initiatives and organizations to acquire and share resources and minimize duplication.

#	<i>Strategy/Action (WHAT/HOW)</i>	<i>Projected Timeframe</i>
a	Work in partnership with Trent University to develop and implement a campus-wide strategy for 'Community Engagement @ Trent'	January 2009
b	Executive Director to report on linkages in Executive Director's report	Monthly beginning June 2008
c	Convene new Network for Community-Based Innovation and Knowledge, in partnership with Social Planning Council	Fall 2008

4.4 Establish three (3) corporate sponsorships by 2009. **TOP PRIORITY**



Langton House, Catharine Parr Traill College
Mailing: c/o Trent University, 1600 West Bank Dr.
Peterborough, Ontario K9J 7B8 Canada
Phone: (705) 743-0523 Fax: (705) 743-7170
Email: tccbe@trentu.ca Internet: www.tccbe.ca