



STRATEGIC PLAN 2011-2014
FINAL
Approved by Board of Directors on October 19, 2011

PLANNING SUMMARY

The Board of Directors of The Welcome Project (TWP) undertook a strategic planning process in August 2010 to re-envision and map the organization's path for the future. It built on work started in 2009 and 2010 in which interviews were conducted with Somerville non-profit leaders and TWP donors. In September 2010, we collected additional input from participants in TWP's English for Speakers of Other Languages classes and youth from TWP's Liaison Interpreters Program of Somerville (LIPS).

The new planning process was facilitated by Linda Borodkin, an outside consultant, and was formally launched at the September 2010 Board meeting. Here, the need for a strategic plan was discussed, the steps described, external and internal feedback analyzed, and The Welcome Project's strengths and weaknesses identified.

With this preliminary understanding, the Board held a retreat in November 2010. Three staff--- one from the ESOL program, one from the LIPS program and the Executive Director participated. Two LIPS interpreters shared the responsibility of providing simultaneous interpretation for one Board member throughout the retreat. The Board and staff developed key concepts for a first-ever vision statement, updated the mission statement, and began mapping out plans for TWP to reach its vision. This culminated in the identification of the first round of potential strategic directions.

After distilling the retreat conversations, the Board Strategic Planning Committee presented a draft vision statement at the December, 2010 Board meeting. After several modifications were agreed on, Board members approved the statement unanimously. Work on the updated mission continued into 2011, as well as experimentation with an action plan for each strategic direction. After a hiatus due to an annual fundraising event, work resumed focusing on clarifying the strategic directions and accompanying goals. This information was presented to the Board at the October 19, 2011 meeting and was approved.

The Board Executive Committee is responsible for monitoring progress of the implementation phase of the Welcome Project's Strategic Plan.

THE WELCOME PROJECT MISSION

The Welcome Project builds the collective power of Somerville immigrants to participate in and shape community decisions. We do this through programs that strengthen the capacity of immigrant youth, adults and families to advocate for themselves and influence schools, government, and other institutions.

THE WELCOME PROJECT VISION

Somerville immigrants are core to our community strength. Immigrants are fully involved in the city's public life and are well-represented in the city's social, economic and political leadership.

THE WELCOME PROJECT STRATEGIC DIRECTIONS AND GOALS

Strategic Direction #1. Create an immigrant-led organization (Executive Director and Board President)

Goals:

1. Develop a board structure that facilitates immigrant participation
2. Create a leadership development structure that facilitates progression of involvement, commitment, and responsibility.

Strategic Direction #2. Incorporate leadership development and civic engagement/organizing into all programs and activities. (Executive Director)

Goals:

1. Build individual leadership skills among Somerville immigrants.
2. Develop the collective power of Somerville immigrants.

Strategic Direction #3. Take the lead in building and strengthening partnerships with other immigrant involved organizations

(Executive Director)

Goals:

1. Increase The Welcome Project's leadership in building cross-organizational collaborations around immigrant power and engagement in Somerville.

Strategic Direction #4. Promote the academic success of youth from immigrant families
(Youth Program Coordinator, Executive Director)

Goals:

1. Increase the number of teens from immigrant families applying to and being accepted to post secondary education programs.
2. Improve the academic success of children aged 8-13 from immigrant families.
3. Increase immigrant parents' engagement in their children's education.
4. Work with Somerville school staff to create a welcoming, culturally competent environment for students in Somerville schools.

Strategic Direction #5. Continue to develop an infrastructure and resources to further build the capacity of The Welcome Project

(Executive Director/Chair of Fundraising Committee/Chair of Finance Committee)

Goals:

1. Increase amount of resources from individual donors.
2. Increase financial support from foundations.
3. Increase revenues from fee-for-service programs.
4. Assess volunteer needs and create a formalized volunteer program.
5. Strengthen our collaborative approach to grant-seeking and grant implementation.
6. Develop long term projections for revenues and expenses.