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# STRATEGIC PLANNING

## VIRTUAL FOLLOW-UP CONVERSATION

**AUGUST 20, 2025**

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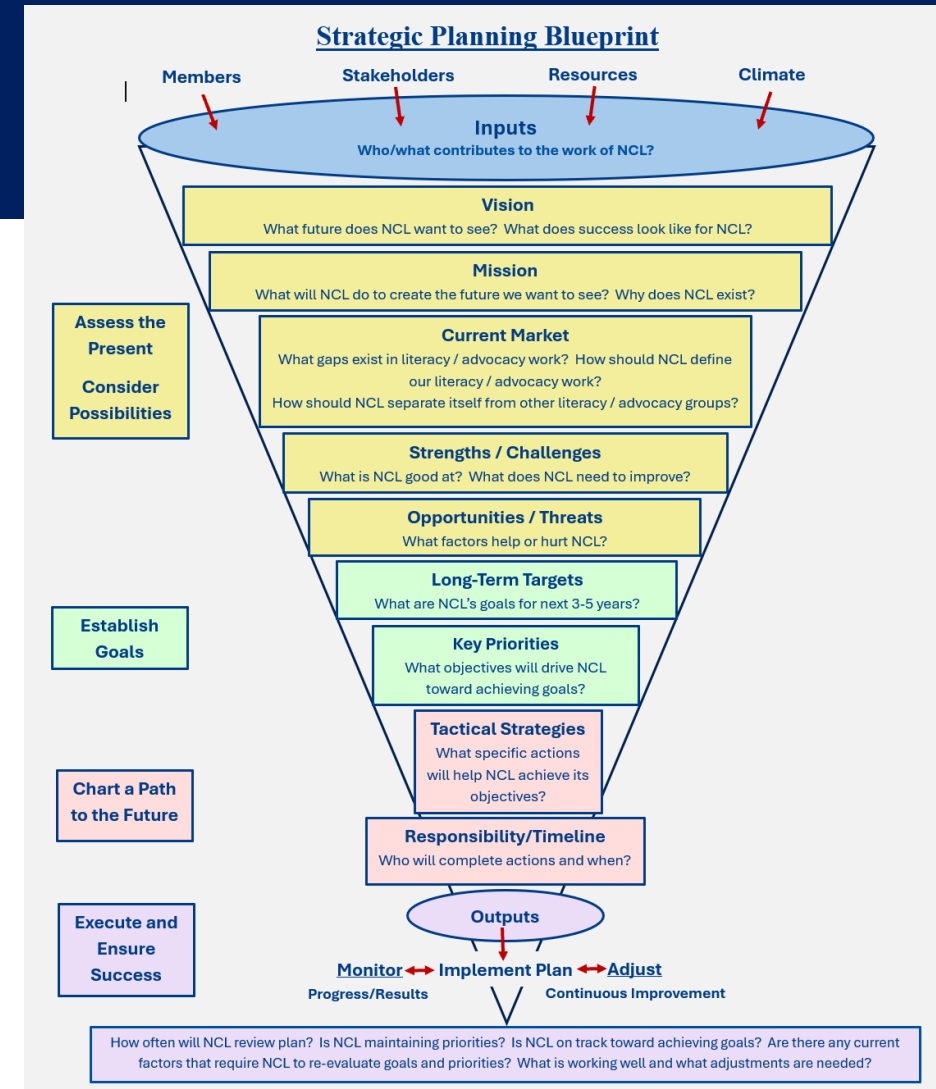


# National Coalition for Literacy

*An Alliance Supporting Adult & Family Literacy and Adult Education*

# STRATEGIC PLANNING - **PURPOSE**

- **Set a clear direction:** Chart a path for where NCL is headed and how it gets there
  - **Align stakeholders:** Ensure leadership, staff, members, partners are working toward same priorities
  - **Prioritize Resources**
  - **Anticipate Challenges**
  - **Monitor Progress / Measure Success**
  - **Adapt and Stay Relevant**
- **The purpose of this strategic planning process is to create a shared vision and roadmap that describes NCL's efforts, identifies priorities, responds to emerging challenges and guides resources over the next 3-5 years.**



# STRATEGIC PLANNING - **STATUS**

**Facilitated Strategic Planning in May with board and members**

**Launched a Strategic Planning Hub:**

➤ <https://ncl-strategicplanning.blogspot.com/>

**Conducted Member and Non-member Surveys**

**Provided the board and members with an integrated summary of the above?**



# STRATEGIC PLANNING – **CURRENT ENVIRONMENT**

**Political Climate**

**Economic Climate**

**Trends & Issues**

**Performance**

**Resources**

- **Adult Literacy increasingly a major challenge in the U.S.**  
(PIAAC 2024)
- **A need for greater public awareness**  
(About State of Adult Literacy, Value of Adult & Family Literacy and Adult Education Services, who are learners are and what local providers do)
- **A challenging federal climate / A need to shift to more state and local support**
- **Overlap in the advocacy space**
- **Greater connection to/collaboration with external stakeholders**
- **Building capacity**  
(Further professionalization of the field, increase access to services, more full-time teachers, improved professional learning (PD), more innovation and research to improve outcomes, increased funding)
- **Funding revenue so NCL can sustain and grow**

# STRATEGIC PLANNING - **MISSION**

## **Current Mission**

To advance adult education, family literacy, and English language acquisition in the United States by increasing public awareness of the need to expand programs and funding; by promoting effective public policy; and by serving as an authoritative resource on national adult education issues.

## **Potential New Mission**

(Generated by AI from strategic planning notes)

The National Coalition for Literacy (NCL) advances adult literacy and adult education by advocating for effective policies, disseminating knowledge and innovation, and convening a national network of stakeholders to speak with a unified voice. As a connector and think tank, NCL strengthens the field through collaboration, public awareness, and collective action.



# STRATEGIC PLANNING – **HOW NCL CARRIES OUT MISSION**

## What NCL does and should continue to do:

- **UPDATES** - provide updates on federal policy and funding
- **ADVOCACY** - advocate at the federal level for adult & family literacy and adult education
- **NETWORKING** - provide a forum for leaders in the field to network (discuss, strategize)
- **MESSAGING** - provide a forum for members to discuss advocacy strategies and align messaging

## What NCL might consider doing in the future:

- **INCREASING PUBLIC AWARENESS**
- **COLLABORATION WITH EXTERNAL STAKEHOLDERS**
- **MORE PROMOTION OF STATE & LOCAL ADVOCACY**
- **BUILDING CAPACITY OF THE FIELD**
- **SERVE AS A THINK TANK - AUTHORITY**

# STRATEGIC PLANNING – ADDRESSING CRITICAL ISSUES

- The primary purpose of this virtual session is for members to discuss critical issues that have emerged through this planning process that affect the future of NCL
- A strategic planning process is an opportunity to discuss these issues, allow members to share their ideas and opinions on these issues, and provide the board with this input so that it can be taken into consideration as a plan forward is developed for the organization (therefore, this session is being recorded so that the board can review it)
- This is your opportunity to provide this input so that all members can reflect and respond collectively to what is shared – as a coalition moves forward as a collective effort through consensus by all of its members
- We will address these issues in the form of questions, we'll spend about 10 minutes discussing each question, please provide any input you want to share – we'll do some polling throughout so that each of you can register your vote on some of these issues – and you'll have an opportunity over the coming weeks to continue to share your thoughts and opinions on these issues on the discussion forum on our planning site
- Let's make this a safe space for all to share their thoughts and opinions - we are all working together to determine what's best for NCL and the field of adult literacy – so please say what you want to say, but don't make or take things personal – also, please stay on topic as there will be an open forum at the end and other opportunities to discuss other issues

# CRITICAL QUESTIONS – **LITERACY & ADULT EDUCATION**

**What should the “literacy”  
focus be for the National  
Coalition for Literacy?**

**What should the “adult  
education” focus be for NCL?**



## CRITICAL QUESTIONS – **ADVOCACY**

**Members have indicated that NCL should continue to be involved in advocacy, but some have expressed concern with the overlap with advocacy in the adult literacy space. Should NCL continue to be involved in advocacy? If so, how should NCL manage overlapping advocacy efforts?**

**Should NCL's advocacy focus remain on federal policy and funding? Should NCL shift advocacy efforts to more state and local advocacy? Should NCL shift to more advocacy with stakeholders – workforce development, employers, philanthropy, etc.?**

# CRITICAL QUESTIONS – **STAKEHOLDERS & BUILDING CAPACITY**

**Who are the stakeholders that NCL should be connecting/collaborating with and how should NCL be connecting/collaborating with them?**

**How could NCL support building capacity for adult literacy and adult education?  
(access, full-time staff, professional learning, improved outcomes, innovation, research)**

## CRITICAL QUESTIONS – **OPEN FORUM**

**What issues or questions do you have that you think NCL should discuss / address / consider?**

## STRATEGIC PLANNING – **CHECK OUT**

### REFLECTION

**From all that has been shared about what NCL is doing or should consider doing, what do you think is/would be the most important for the field?**

**Share one thing you found valuable hearing in this meeting?**