



Strategic Plan

**The 32° Masonic Learning Centers for
Children, Inc.**

Revised 2005

MISSION STATEMENT

- ❖ Provide, free of charge, the highest quality multisensory reading and written language tutorial services for children with dyslexia, through a network of nationally recognized centers of excellence
- ❖ Promote and encourage education of tutorial trainees, professionals, and the public, to become resources in teaching children to read.
- ❖ Advance the body of scientific knowledge of dyslexia through support of clinical research, to improve today's standards and tomorrow's care.

This mission is carried out free of charge, without regards to race, color, sex, creed, sect, or Masonic affiliation

ABOUT THIS REPORT

Following is the updated strategic plan of the 32° Masonic Learning Centers for Children, Inc. It describes the vision for the future of our organization, its strategies, core values, and mission that will serve as driving forces to improve our administrative capacity, reinforce our commitment to the Masonic fraternal organization as a whole, and expand the impact of our Learning Center Program in a global society.

With Grateful Acknowledgement to the Members of the Strategic Planning Committee

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STRATEGIC OVERVIEW

The 32^o *Masonic Learning Centers for Children, Inc.*, a tax-exempt, Sec. 501c(3) non-profit corporation within the Supreme Council, Scottish Rite of Freemasonry for the Northern Masonic Jurisdiction, was established in 1994 as one of the charitable outreach programs of the Supreme Council. Its fundamental purpose is to provide professional reading and written language instruction to children (elementary through high school age) with dyslexia. These services are provided by us at no cost and without regard for ethnicity, gender, religious or Masonic affiliation.

Through a network of nationally recognized centers of excellence, the corporation has expanded its service network of Learning Centers throughout the Northern Masonic Jurisdiction. We now operate over 50 Learning Centers in 15 states throughout the Jurisdiction with the potential for tutoring more than 2000 children annually.

Although each Learning Center is governed by a local board of volunteers, all Learning Centers adhere to central administrative and clinical policies. All tutors must be trained and certified in the Orton-Gillingham approach, thereby assuring standardized treatment throughout the system. In addition, each Learning Center provides the educational programs necessary to train specialized tutors and to expand the effort to help children with dyslexia beyond the Learning Center network.

In 2002, a set of core strategies was designed. These included a strategic process designed to integrate the challenges of internal expansion with opportunities for the external partnerships that we seek. The Plan anticipates constantly changing internal and external environments.

In 2003, in furtherance of the expansion of the Learning Center program, we created new partnerships and affiliations outside of our own Learning Center jurisdiction. Chief among these is our two-year

pilot program at the Charles Sumner School in the City of Boston, which we developed in close coordination with Mayor Thomas M. Menino and his education advisers. We have also explored similar partnerships with other public school systems as part of our Public School Initiative Program (PSIP). We will commence a federally funded PSIP at an elementary school in Groton, CT in 2005.

Through these partnerships and initiatives we are bringing the services we offer at the Learning Centers to new venues.

The following pages establish the mission of the Learning Centers and set out the major themes necessary to achieve success in our mission. It is strategic in that basic philosophies bind the plan together as a unified whole.

The basic philosophies of the Program are:

1. **TEAM LEADERSHIP & MANAGEMENT** – the apportioning of management responsibility and accountability to the boards of governors, as well as professional and administrative staff.
2. **PERFORMANCE IMPROVEMENT** – an internal philosophy that every staff member and volunteer directly contributes to the improvement of tutorial services, and that every piece of job performance is measured by that standard of excellence.
3. **SAFE AND SUPPORTIVE LEARNING ENVIRONMENT** – a safe and functional learning environment is of primary importance in every aspect of the Learning Center program.

The Plan identifies major goals and objectives. The goals are essentially the foundation blocks within the Mission Statement. Each of the Plan objectives, numbered under each goal, will be specifically addressed through the implementation of an action plan, amenable to completion by Committees or planning teams, and accomplishable in the short term.

The Plan is designed to be flexible. The expectation is that, over time, many current objectives will be achieved, while new objectives will be identified and added to the Plan at regular intervals. The Strategic Planning Committee has agreed to continuously review and update the Plan on a periodic basis. Both the Corporate Directors and Center boards, as well as staff leadership, are encouraged to add input to the ongoing process.

The original Plan was adopted by unanimous vote of the Corporate Directors at its July 2002 meeting and has been revised annually since that time. This year's update illustrates that this is a dynamic, living, and flexible document – a tool to guide us into the future.

Board of Directors,
32^o Masonic Learning Centers for Children, Inc.
January 2005

STRATEGIC AREAS AND GOALS

I. TUTORIAL SERVICES

Goal 1 – Provide children access to appropriate multisensory reading and written language tutorial services

Goal 2 – Ensure the highest quality, effectiveness, and efficiency of tutoring services

Goal 3 - Provide state-of-the-art facilities and infrastructure to enable the successful implementation of the program

Goal 4 – Expand services as needs are identified and resources become available

II. EDUCATION

Goal 5 – Provide high quality training in multisensory reading and written language tutorial services

Goal 6 – Educate various audiences as to the widespread existence of dyslexia, the need for expanded educational and training services, and the positive impact of current programs

III. RESEARCH

Goal 7 – Support clinical research in conjunction with educational institutions, academically qualified professionals, and other public and/or private institutions

IV. FINANCIAL SUPPORT

Goal 8 – Provide consistent financial support for the accomplishment of the long-range mission

V. STAFFING AND GOVERNANCE

Goal 9 – Ensure efficient and effective management at all levels

Goal 10 – Select, develop, and retain a caring, dedicated, highly qualified and competent professional and administrative staff

VI. FRATERNAL RELATIONS

Goal 11 – Instill a desire within the family of Freemasonry to fully support the expansion and positive impact of the Learning Center network

VII. MARKETING AND COMMUNITY PARTNERSHIPS

Goal 12 – Maximize program success through effective marketing, partnerships, and expansion of community awareness and support

VIII. ALUMNI, PARENTS, AND FRIENDS

Goal 13 – Establish an alumni and parent support association, including tutors and friends of the Corporation.

I. TUTORIAL SERVICES

GOAL 1

Provide children access to appropriate multisensory reading and written language tutorial services

As a part of our effort to provide appropriate, high quality multisensory tutorial instruction to children, the *32° Masonic Learning Centers for Children, Inc.* have committed to establish a standardized network of Learning Centers so that sustained, ongoing tutoring can assist children in overcoming the detriments of dyslexia in a timely manner. Within this mission, we also commit ourselves to a process that reaches out to communities in ways that will help identify children who will most benefit from our services.

OBJECTIVES

1. Establish a standardized Learning Center network throughout the Northern Masonic Jurisdiction.
- 2.
3. Staff Learning Centers, within available resources, at sufficient strength to assure that delays in accessing instruction are minimized
4. Review and implement entry and exit criteria to ensure that the Learning Center program is appropriate for each enrolled child and to guide program completion decisions

GOAL 2

Ensure the highest quality, effectiveness, and efficiency of tutoring services

Improvement in our children's instruction requires an ongoing, systematic inquiry into the most effective strategies of assisting those

with dyslexia. Further, measurements of effectiveness should be periodically reviewed, and data should be collected and analyzed to establish evidence of best practice.

OBJECTIVES

1. Implement and refine effective multisensory reading and written language instruction practices for children with dyslexia
2. Review and implement standardized clinical policies and guidelines for Learning Center directors, tutors, and others involved in the program
3. Select measurement instruments that will allow for tracking progress
4. Expand the collection of clinical information on each child, tutor, and Learning Center
5. Provide a review of the progress of children in the program at regular intervals

GOAL 3

Provide state-of-the-art facilities and infrastructure to enable the successful implementation of the program

In order to deliver appropriate services with both the highest quality and greatest effectiveness, facilities must be properly designed and adequately equipped to accomplish the multitude of tutorial and administrative tasks required.

OBJECTIVES

1. Properly construct and equip each Learning Center to assure maximum safety, security, and effectiveness of the tutoring environment

2. Utilize, wherever practical, state-of-the-art instructional technologies for training and educational programming

GOAL 4

Expand services as needs are identified and resources become available

Notwithstanding the successes we experience with the tutoring of approximately 1500 children per year at our Learning Centers, there are many other children with dyslexia who need similar assistance. Since our physical and financial resources are finite, we must constantly find additional sources of funding and facilities to help more children.

OBJECTIVES

1. Evaluate the potential and value of establishing partnerships with governmental educational resources as a way to expand services
2. Expand relationships with local private and public school systems, colleges and universities
3. Assess the potential of integrating our network with others in operation, including those of the Rite Care Childhood Language Disorders Clinics within the Southern Jurisdiction and those within the neighboring provinces of Canada.

II. EDUCATION

GOAL 5

Provide high quality training in multisensory reading and written language tutorial services

Effective multisensory reading and written language is impacted by the quality of training for the tutorial staff. The Learning Center network provides high quality training through a nationally recognized training program.

OBJECTIVES

1. Expand our nationally recognized tutor training program for college graduates in multisensory reading and written language, based on the Orton-Gillingham approach
2. Provide opportunity for graduate credit for trainees through college or university affiliates
3. Provide continuing education units and/or professional development points for qualified trainees
4. Promote certification of all trainees.

GOAL 6

Educate various audiences as to the widespread existence and characteristics of dyslexia, the need for expanded and appropriate services, and the scope and positive impact of current programs

Keeping volunteers, families, and the community aware of our on-going operation, its goals and accomplishments, requires continuous educational and awareness programs. Educating a wide range of

audiences should build greater recognition of, and support for the expansion of our Learning Center network.

OBJECTIVES

1. Create promotional and informational materials as references for speakers, tutors, boards, and administrative staff
2. Develop electronic and/or multi-media presentation
3. Publish a newsletter that keeps people informed of operational and administrative matters
4. Disseminate information about dyslexia and the Learning Center program by encouraging and supporting Learning Centers to conduct workshops open to professionals and the general public
5. Provide, within available resources, parent support through orientation programs and other activities

III. RESEARCH

GOAL 7

Support clinical research in conjunction with educational institutions, academically qualified professionals, and other public and/or private institutions

Sharing our own knowledge, data, experience and educational strategies will be important in developing an exchange with the academic and professional communities. Wherever possible, we should encourage research into the causes and treatment of dyslexia, and from the findings, refine the most effective treatment for each child in need of services. Collaboration with recognized and significant research programs will assure that the Learning Center network maintains the highest quality service delivery and simultaneously contributes to the advancement of scientific knowledge.

OBJECTIVES

1. Develop a uniform, standardized, clinical outcomes management research program for the Learning Center network
2. Establish relationships with academic institutions and professionals, recognized for researching the cause and treatment of dyslexia
3. Support studies of effective educational treatment methods
4. Publish and present results of clinical research in professional journals, scientific publications and professional gatherings

IV. FINANCIAL SUPPORT

GOAL 8

Provide consistent financial support for the accomplishment of the long range mission

Consistent and adequate financial resources must be available to support the expanding operating budget of the program. This can be accomplished through fraternal, community and endowment support, and will assure the success of the long-range mission.

OBJECTIVES

1. Promote a financial development plan to assure long-term financial independence for the Learning Center network expansion program
 - Capital Campaign
 - Annual appeals
 - *Sponsor a Child Program*
 - *Walk-A-Thon*
 - Boston Marathon
 - Other approved fundraising programs
2. Assure the proper allocation of the Corporation's financial resources through internal allocations, budgeting, and other intra-fraternal and community strategies
3. Explore and evaluate financial partnerships and alternative funding sources in support of the long-term initiatives of the Corporate system (e.g. government agencies, educational institutions, foundations, corporations, communities, etc.)

V. STAFFING AND GOVERNANCE

GOAL 9

Ensure efficient and effective management at all levels

In order to ensure efficient and effective governance, we must continually strive to centralize administrative and clinical policies, and implement timely decision-making processes at the corporate and governing board levels.

OBJECTIVES

1. Implement centralized administrative and clinical policies throughout the Learning Center network
2. Assure a timely decision making process at the Corporate level
3. Assure that all Boards of Governors actively participate in the oversight, governance and fundraising at their Learning Center, within the context of Corporate policies
4. Assess the balance, diversity, and skill level of Board members, and strengthen the viability of Boards where necessary
5. Implement a succession plan for the Boards of Governors to assure the exchange of new ideas and leadership at each Learning Center

GOAL 10

Select, develop, and retain a caring, dedicated, highly qualified and competent professional and administrative staff

A competent and dedicated staff is essential to providing excellent tutorial services superior to those found in other available settings. Once hired, fostering their continuing education and advancement within the network is essential.

OBJECTIVES

1. Assess the employment needs at each Learning Center, and hire the best qualified and most experienced professional and administrative staff possible
2. Ensure that staff concerns are expeditiously and fairly processed
3. Provide opportunities for staff advancement within the Learning Center network
4. Promote the continued education of staff by encouraging attendance at professional conferences
5. Foster an active interchange of ideas among professionals throughout the network

VI. FRATERNAL RELATIONS

GOAL 11

Instill a desire within the family of Freemasonry to fully support the expansion and positive impact of the Learning Center network

Continuous expansion will require the commitment of every Masonic family to volunteer time, energy, and financial support. Numerous volunteer opportunities exist that can help reduce operating expenses. Masons must commit themselves to actively participate in the success and development of this most exciting and critically important outreach to our nation's children.

OBJECTIVES

1. Expand communications with members, officers, and supporters of the Masonic fraternal organizations
2. Expand the involvement of the 33° Active, Emeriti, and Honorary members in the success of the Learning Center program
3. Recruit and empower a cadre of dedicated and effective volunteers from within the Masonic family

VII. MARKETING AND COMMUNITY PARTNERSHIPS

GOAL 12

Maximize program success through effective marketing and expansion of community awareness and support

In order to maximize program success, it will be necessary to develop and preserve positive relationships, and to expand long-term working partnerships with community organizations at all levels. Building the image and knowledge of the Learning Center network will require creative marketing and public relations initiatives that clearly portray the personal growth and satisfaction our program brings to all those who participate in it.

OBJECTIVES

1. Expand the Corporate public relations program to establish the Learning Center network as the premier multisensory reading and written language tutorial service for children
2. Evaluate and recommend long term marketing strategies to assure the maximum growth and impact of the Learning Center network in the future
3. Establish a speakers bureau to promote the organization through local civic organizations
4. Establish partnerships with private and public institutions

VIII. ALUMNI, PARENTS, AND FRIENDS

GOAL 13

Establish an alumni and parent support association, including tutors and friends of the Corporation.

It is essential that we establish and maintain ongoing communication with the alumni of our Program and their parents to follow and document the progress of the children we tutor after they leave our Centers. Ongoing communication with the tutors we certify is also important to maintain.

OBJECTIVES

1. Undertake periodic surveys, questionnaires, and/or testing of the children who complete our Program to document their post tutoring progress
2. Establish periodic contact with the families of the children we tutor and persons we have trained, to assess the impact our Program has had on their lives