



DISCOVERY LANGUAGE ACADEMY

STRATEGIC PLAN

STRATEGIC PLAN COMMITTEE

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THE ROAD TRAVELLED IN 2023

- STRAT PLAN COMMITTEE MET EIGHT TIMES.
- IN JANUARY--REVIEWED MISSION AND VISION, TOOK A "DEEPER DIVE" INTO DLA AND IDENTIFIED SWOTs
- JANUARY AND EARLY FEBRUARY-- 2 MEETINGS VIA ZOOM TO DISCUSS "THEMES" AND DEVELOP DRAFT VISION, IDENTIFIED RESEARCH TO BE DONE AND QUESTIONS TO BE ASKED
- MARCH -- FULL BOARD MEETING WITH STRAT PLAN COMMITTEE TO DISCUSS IDEAS/DISCUSS VISION AND MISSION.
- MARCH/APRIL --STRAT PLAN COMMITTEE MEETING TO CRYSTALLIZE PLANS
- APRIL/MAY- PRESENTED FINDINGS TO BOARD
- SEPTEMBER—FINALIZED PRESENTATION TO THE BOARD WITH CASH FLOWS

CURRENT MISSION AND VISION

- Mission
- Provide skill development and training opportunities in the areas of language acquisition, cultural understanding, and career education to achieve personal, professional, and vocational goals.
- Credo & Vision
- All people derive benefit from multilingualism which enhances their opportunities living and working in the global 21st century. Expand language acquisition and develop the understanding and appreciation of other cultures among members of the South Coast community.

STRENGTHS WEAKNESSES OPPORTUNITIES THREATS

- **Strengths**

- Executive Director and teachers
- Committed Board
- Valued curriculum
- Financial stability for current year
- Good relationship and visibility within Portugal, Massachusetts and south coast
- Modern facility in a desirable location with beneficial lease
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- **Weaknesses**

- No strategic plan to guide marketing and operation direction
- Executive Director capacity limited for additional projects
- No administrative staff
- No endowment to reduce reliance on annual grants for funding
- No understanding each program's margin contribution
- Limited outreach to local Spanish community to offer language instruction and culture
- Limited technological capability to produce on-line instruction
- Diversity of Board, advisers and supporters
- No corporate outreach
- Retaining faculty of 14 teachers
- No succession plan

- **Opportunities**

- ESL certification
- Develop virtual programs for schools with recorded lessons/tests
- Increase enrollment in language programs from Spanish population
- Understand opportunities for additional Grants
- Initiate programs offering Portuguese citizenship
- Initiate programs offering US citizenship
- Provide gateway for college students in Portugal????
- Résumé, job search and interview training for career development
- College and trade school sources and application support
- Technology comprehension: use of computers and printers, online information sources, coding classes

- **Threats**

- Declining interest in live instruction
- Declining number of students interested in Portuguese language instruction
- Funding from Grants declines
- Competition from other co-working facilities on the South Coast

THEMES FROM SWOTS AND DISCUSSION:

- 1. PORTUGUESE LANGUAGE AND CULTURE PROGRAMS/ SPANISH LANGUAGE AND CULTURE PROGRAMS
- 2. ESL PROGRAMS, OBTAINING ESL CERTIFICATION, LOCAL BUSINESSES FOR ESL COURSES
- 3. EXPAND USE OF THE HUB
- 4. ORGANIZATIONAL INFRASTRUCTURE

I. EXPAND EUROPEAN PORTUGUESE IN PERSON AND THRU ON-LINE LEARNING

- IN-PERSON CHILDREN'S LANGUAGE AND CULTURE CLASS SIZE DOING WELL AND REVENUE WILL VARY EACH YEAR, BUT UNLIKELY TO GROW SIGNIFICANTLY
- SEEK TO INCREASE PARTICIPATION AND REVENUE FOR BOTH CHILD (OLDER) AND ADULT PROGRAMMING THROUGH ZOOM/ONLINE DELIVERY
- START WITH ADULTS BECAUSE ADULT ZOOM/ONLINE EUROPEAN PORTUGUESE PROGRAMS ARE POPULAR AND GENERATE GOOD REVENUE
- REAL INTEREST IN CITIZENSHIP PREP WITH REVENUE POTENTIAL
- BY RUNNING BOTH OF THESE ADULT PROGRAMS, DLA WILL LEARN MORE ABOUT HOW ZOOM IS MOST EFFECTIVE.
- POTENTIAL REVENUE OF \$30K ANNUALLY.

2. EXPAND ESL PROGRAMS

- MARKET IS SIGNIFICANT; GOVERNMENT AND FOUNDATION FUNDING AVAILABLE
 - 42% NEW BEDFORD PUBLIC SCHOOL STUDENTS HAVE ENGLISH AS A SECOND LANGUAGE (5000+)
 - US ESL MARKET CURRENTLY \$5 BILLION; GROWING AT 10%+ PER YEAR
 - LARGEST US MARKET IS PEOPLE 18-22 SEEKING WORK AND CITIZENSHIP
- BOARD HAS VOTED TO PAY ESL ACCREDITATION APPLICATION FEE. IF ELIGIBLE, DETERMINE HOW TO PAY FOR THE ACCREDITATION PROCESS OF \$7500+
- EXCELLENT PROGRESS ON THE APPLICATION WHICH IS UNDERWAY AND WILL COMPLETE IN THE FALL OF 2024

3. HUB

- HUB COMMITTEE EXPLORING SEVERAL AVENUES FOR HUB RENTALS WITH VARIOUS SOURCES
- TRADE UNIONS SPONSORING ESL TRAINING FOR EXAM PREP TO OBTAIN LICENSES, E.G APPRENTICE LICENSE FOR CARPENTRY, PLUMBING, HVAC
- CONTINUING EDUCATION REQUIRED FOR SELECTED TRADES
- MONTHLY MEETINGS
- HUB AS CONFIGURED OFFERS SELECTED OPPORTUNITIES FOR CO-WORKING.
- GRAND OPENING WAS IN JUNE 2023

4. CRITICAL FACTOR TO PLAN SUCCESS: IMPROVED ORGANIZATIONAL INFRASTRUCTURE

- PRO FORMA DEVELOPED FOR THREE YEAR PLAN
- BOOKKEEPER AND CPA RETAINED TO PREPARE FINANCIALS AND 990, REDO CHART OF ACCOUNTS AND PROVIDE QUARTERLY REPORTS