

Framework for Strategic Planning

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Project Overview

Project Statement

To preface scheduled and structured strategic planning that will be conducted by MAE, our project provides resources to prepare and engage participants in the strategic planning process and related conversations. This framework could be used by any arts organization or arts network in Maquoketa.

Scope

- Why should we engage in strategic planning?
- How is a strategic plan constructed?
- What does a strategic plan look like?

Deliverables Included in Final Report

- Roadmap of strategic planning
 - Board of Directors recommendations
 - Volunteer Engagement feedback
 - Arts programming ideas

Why?

Benefits of Strategic Planning

- Increasing financial stability and operational efficiency
 - Having a plan in place will help guide everyday decisions and functions of arts organizations
- Enables organization to center its efforts around a mission
 - Arts accessibility within the community
 - Uplifting the economy within the community through art
- Acknowledging and adapting to changes in the environment is how organizations succeed
 - Tapping into philanthropic and industry trends when mapping out a strategic plan
- Will enable MAE to be proactive rather than reactive
 - Creating and developing plans now to secure funding and volunteers will allow MAE the opportunity to grow and expand in the future

Why?

What is an Environmental Scan

- An environmental scan or external analysis is one of the first steps in a strategic plan
- An organization needs to understand the environment that it operates in *and* also respond appropriately to the environment
- For an arts organization, the external analysis involves identifying the industry the organization is in as well as reviewing peer organizations for similar opportunities and challenges they could potentially face
 - Industries produce different products and offer different things to the community
- **Industry:** Performing Arts vs. Museum
- **Peer Organizations:** Ohnward Fine Arts Center, Bellevue Arts Council, Matter Creative Center, Codfish Hollow Barnstormers

Why?

Environmental Scan of Arts in Maquoketa

→ The goal is to create a thriving arts community in Maquoketa

→ Identifying areas of potential growth and opportunities in the community

- **Areas for Growth:**

- Acknowledging the differing interests and priorities within the community
 - What art experiences can arts organizations in Maquoketa offer for everyone?
 - Consider offering other events alongside art experiences
- Increasing diverse perspectives in the arts community
 - Create volunteer opportunities and ways for younger voices to get involved in arts organizations
- Compensating artists for what they are worth, while still offering affordable art experiences to the community
 - Emphasis on arts accessibility requires a more sustainable method of fundraising

- **Opportunities:**

- Untapped potential for a thriving arts community in Maquoketa
- Community-building through art by leveraging partnerships within the community and amongst arts organizations in Maquoketa

Why?

- **Key Stakeholders**

- **Community Partners**

- Maquoketa School District, Chamber of Commerce, YMCA
 - Maintaining existing and former partnerships
 - Local Businesses
 - Corporate Social Responsibility and Impact Giving
 - Partnership with other Maquoketa arts organizations
 - Maquoketa Arts Network to maximize impact of art experiences offered in Maquoketa

- **Donors**

- Establish a strategic fundraising plan that diversifies the donors and fundraising efforts of the arts in the community

- **Volunteers**

- Develop a meaningful volunteer experience to attract younger perspectives into the arts community

Planning Roadmap

- Define the mission statement of the plan
- Conduct an analysis of the current environment
- Identify strategies to execute the mission
- Execute the plan
- Assess and review the plan



How?

- **Define the mission statement of the plan**

- Identify a specific issue or problem to guide the plan.
- Explain how this problem is related to the organization mission.
- Describe the desired goals and outcomes.
- Identify any firm constraints and priorities.

Define
Mission

- **Conduct an analysis of current environment**

- External Analysis

- Identify the type of art industry the organization is in or wants to be in
- Compare to other peer organizations in the same industry
 - What works well for them, what has not worked well for them
- Review trends of the industry

- Internal Analysis

- Identify strengths and weaknesses of the organization
- Identify how the organization "fits" into the industry
- Identify how mission falls into place with the industry the organization is wanting to be in

Analysis of
Environment

How?

- **Identify strategies to execute the mission**

- Define possible paths towards the goal.
- Provide data including financial and personnel costs for the strategies.
- Explain how the strategy fits into the mission statement.

Identify
Strategies

- **Execute the plan**

- Select an option from the defined strategies.
- Confirm specific tasks, team members, and project timeline.
- Create a master planning calendar to identify key checkpoints.

Execute the
Plan

- **Assess and review the plan**

- Track timing and actual costs throughout the plan.
- Review plan benchmarks to achieve outcome.
- Acknowledge success and failures.
- Define key areas to improve future planning.

Assess and
Review

What Does it Look Like?

- **Identify opportunities and challenges, then create a plan that centers around a mission**
 - **Define the Mission**
 - Increase the awareness of the #MaquoketaCreates movement to foster support for the arts community and arts accessibility in Maquoketa.
 - **Analysis of Environment – Identify an Opportunity**
 - Ability to partner with local businesses to further establish the thriving arts community in Maquoketa.
 - **Identify Strategies**
 - Murals
 - Events
 - Collaborating
 - **Execute the Plan**
 - Utilize more social media marketing
 - Organize a college volunteer plan
 - Collect relevant data
 - **Assess and Review**
 - Analyze data
 - Pros and cons for the events
 - Filtering negatives out of the plan

Conclusion

- **Key Reminders for Future Planning**

- Keep the mission central to the strategic plan
- Follow the strategic planning roadmap outlined in this presentation
- Consistently engage in environmental scans to ensure you are up to date with trends and assessing the challenges and opportunities in your community
- Leverage partnerships with other arts organizations in Maquoketa to maximize outcomes

- **Final Report**

- Assessment
- Key Findings
- Specific Recommendations

Framework for Strategic Planning

- Questions?
- Thank you for your partnership!

