

# Strategic Plan

## 2022 - 2025



## Operations

**1. *The ACWL-Nuveen will create and develop an organizational structure that will result in a balance between financial viability and productive operations.***

- a. Continue to review budget on a quarterly basis
- b. Evaluate staff, instructors, and artists on a regular basis
- c. Develop standard operating procedures for recurring tasks
- d. Conduct financial audits on even-numbered years

**2. *The ACWL-Nuveen will be proactive in yearly planning to assist in increasing membership communication and fundraising considerations.***

- a. Present a proposed calendar of events for the next fiscal year by November 1st of the current fiscal year
- b. Transition to trimester schedule of classes and events: January-April, May-August, September-December
- c. Schedule all classes and events at least one month prior to the upcoming trimester

## Fundraising/Donor Relations

**1. *The ACWL-Nuveen will increase grant and donor revenue for programming.***

- a. Identify successful programming that needs funding
- b. Promote sponsorship opportunities

**2. *The ACWL-Nuveen will target a broader market by offering demographic-focused fundraisers.***

- a. Continue to collect demographic data through class registrations and surveys
- b. Implement smaller scale fundraisers to appeal to a younger demographic

**3. *The ACWL-Nuveen will create efficient and modern modes of donor acknowledgement.***

- a. Implement a CRM: customer relationship management software program to more accurately track donations, donor history, and donor contact information
- b. Implement clear standards and systems for donor acknowledgement
- c. Increase digital presence and donor credit through videos and social media posts

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## Marketing

- 1. The ACWL-Nuveen will consistently and intentionally increase visibility throughout the White Lake community and Muskegon County.***
  - Publish and distribute printed materials advertising the ACWL-Nuveen
  - Increase presence in publications generated by other organizations
  - Continue to make a determined effort to use consistent branding
  - Spread awareness of the ACWL-Nuveen and the impact of the arts on the local economy through active participation in the Muskegon Arts and Culture Community
  - Make an effort to increase our marketing budget
- 2. The ACWL-Nuveen will increase effectiveness and consistency of communication with its members and donors.***
  - Continue to create and share an annual report with ACWL-Nuveen donors and members
  - Distribute an events and class calendar to members and local schools each trimester

## Membership

- 1. The ACWL-Nuveen will increase membership at a rate of 10% each year***
  - Emphasize the benefits of membership at all classes by providing printed material and a short 'elevator pitch' by ACWL-Nuveen staff
  - Create marketing materials that highlight the importance of membership
  - Encourage current volunteers and members to stress the value of an ACWL-Nuveen membership to friends and family
  - Develop a membership card which includes talking points regarding the benefits of ACWL-Nuveen membership to individuals and the larger community

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## Programming/Community Relations

1. ***The ACWL-Nuveen will efficiently use and recruit volunteers.***
  - a. Review volunteer list, publicize volunteer needs and recruit new volunteers early in the year
  - b. Celebrate and thank volunteers with a party or other celebration
  - c. Connect with local schools to reach a younger volunteer base
  - d. Recruit student liaisons from area high schools to form a youth arts council
2. ***The ACWL-Nuveen will continue to promote and establish a presence in the community.***
  - a. Attend and offer engaging and accessible activities at community events
  - b. Offer educational opportunities for area artists
3. ***The ACWL-Nuveen will make a concerted effort to offer more diverse, equitable, and inclusive programming.***
  - a. Connect with diverse artists in our community and beyond
  - b. Present classes and exhibitions featuring diverse teachers and artists