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
Marketing

1. **The ACWL-Nuveen will consistently and intentionally increase visibility throughout the White Lake community and Muskegon County.**
   a. Publish and distribute printed materials advertising the ACWL-Nuveen
   b. Increase presence in publications generated by other organizations
   c. Continue to make a determined effort to use consistent branding
   d. 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
   e. Make an effort to increase our marketing budget

2. **The ACWL-Nuveen will increase effectiveness and consistency of communication with its members and donors.**
   a. Continue to create and share an annual report with ACWL-Nuveen donors and members
   b. 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**
   a. Emphasize the benefits of membership at all classes by providing printed material and a short ‘elevator pitch’ by ACWL-Nuveen staff
   b. Create marketing materials that highlight the importance of membership
   c. Encourage current volunteers and members to stress the value of an ACWL-Nuveen membership to friends and family
   d. Develop a membership card which includes talking points regarding the benefits of ACWL-Nuveen membership to individuals and the larger community
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