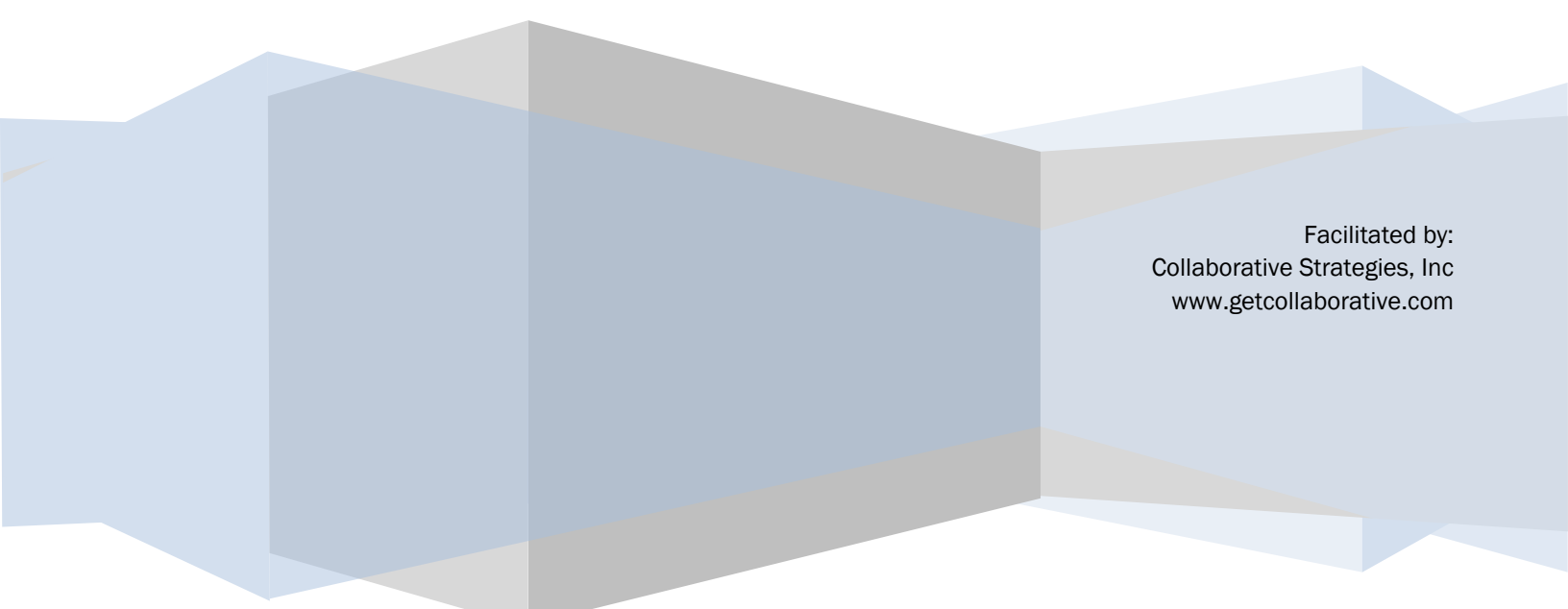


Arts and Education Council

Strategic Plan

2007-2012



Facilitated by:
Collaborative Strategies, Inc
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Introduction and Background

Arts and Education Council (AEC) began its strategic planning process in February 2007. Members of the planning committee met three times in the span of a few months to develop a mission, vision and strategic priorities. The members of the planning committee were:

John Bachmann	Jim Krekeler
Erin Budde	Lisa McMullin
Connie Buechele	Charley Meyer
Peter Bunce	Susan Rowe
Gretta Forrester	Sarah Smith
Nancy Galvin	Glenn Sheffield
Sue Greenberg	Andy Serri
Cary Hobbs	Steve Trampe
Ken Kranzberg	Jim Weidman

As part of its diagnostic research the committee evaluated several areas:

- Past financial performance of the organization
- Programs and results from comparable United Arts Funds around the country
- Findings from focus groups held with community leaders, donors, past board members, and arts organizations
- An 'environmental scan' of relevant trends in the industry and local community

The general goal of the planning process was to develop a robust plan for adding value to the arts in St. Louis and raising more money. In order to achieve this goal, the planning committee had to carefully consider AEC's value proposition to the donors, and community outcomes.

Mission

An organization's mission is a description of its enduring purpose. The committee agreed on the following:

The Arts and Education Council enriches the vibrancy of the St. Louis community by investing in arts organizations and growing the base of local arts supporters.

Vision for the Future

For the purposes of this planning process, the committee defined a "vision" as an intentionally created picture of a desired future. AEC's vision statement looks out five years to 2012. The committee described the desired future for AEC using four categories: investing and investees, value added services, capacity-building, and fundraising. While the focus was on fundraising, the other

quadrants describe vital attributes necessary to attract the best donors, volunteers and staff. The graphic below shows the desired attributes in each of the four areas:



Strategic Priorities

In order to accomplish this vision, the committee agreed upon four strategic priorities:

1. Role in the Community – Clarify and raise awareness of AEC’s purpose in the community to implement our development plan and highlight the organization’s leadership role in the arts.
2. Development Plan - Reinvigorate the annual campaign to significantly increase contributions and reach the targets established in the vision.
3. Programs and Services – Leverage the resources of the Centene Center and evaluate the range and reach of strategic training and advisory services for arts organizations.
4. Capacity – Align professional staff and mobilize a growing cadre of influential and engaged volunteers to support AEC’s contribution to the vitality of the arts in the STL community.

Action Plans

Each planning priority has several action items.

1. Clarify and raise awareness of AEC's purpose in the community to implement our development plan and highlight the organization's leadership role in the arts.

Owner: Marketing Committee **Metrics:** % of investees recognizing AEC on websites and in programs, # media mentions, # website visitors, building utilization

Top Priority

Maximize the on-line environment and tools to promote AEC and investees. (Revamp website, explore partnership with RAC to share information and develop online/electronic newsletter)

TIMELINE:

- October 2007 – Examine ROI for website investment
- Now and On-going – Build email list of donors and potential donors
- February 2008 – Start online/electronic newsletter
- By June 2008 – Revamp of website completed

Middle Priority

Launch a PR campaign to increase giving from target segments.

TIMELINE:

- September 2007 – Determine target segments
- November 2007 – Research message/reach
- January 2008 – Develop first year plan
- March 2008 – Develop five year plan
- Next steps – PR material tool kit, re-invigorate volunteer support

Middle Priority

Develop an AEC marketing toolkit/guidelines for investees to help promote AEC and communicate AEC's role in the community.

TIMELINE:

- October 2007 – Brainstorm menu of promotion opportunities, include ideas for different grant levels
- November 2007 – Create the case for helping each other
- November 2007 – Establish baseline of who is doing what, look at ways to enhance promotional opportunities
- November 2007 – Prepare phase 1 toolkits
- November 2007 to March 2008 – Seek input from Executive Directors and Board Chairs on what is needed, wanted, expectable
- July 2008 – Establish communication process
- March to June 2008 – Develop full toolkit
- November 2008 – Fully implement toolkit for 2009 investees

Low Priority

Publish a "State of the Arts" report to raise awareness of AEC, arts education and the arts in the community.

TIMELINE:

- Fall 2007 – Meet with RCGA to discuss future partnership
- September 2008 – Gather information about existing reports
- September 2008 – Define information to be included in report
- September 2008 – Research interest/commitment from partners
- End of September 2008 – Make go/no go based on research

	9/07	10/07	11/07	12/07	Early 2008	Mid 2008	Late 2008	2009	2010	2011	2012
ACTION PLAN #1 (Marketing)											
TOP PRIORITY - Maximize the on-line environment and tools to promote AEC and investees											
Examine ROI for website development											
Build email list of donors and potential donors											
Start online electronic newsletter											
Revamp of website completed											
MIDDLE PRIORITY - Launch a PR campaign to increase giving from target segments											
Determine target segments											
Research message/reach											
Develop first year plan											
Develop five year plan											
MIDDLE PRIORITY - Develop an AEC marketing toolkit/guidelines for investees to help promote AEC and communicate our role in the community											
Brainstorm menu of promotion opportunities											
Create the case for helping each other											
Establish baseline of who is doing what, look at ways to enhance promotional opportunities											
Prepare phase 1 toolkits											
Seek input from Executive Director and Board Chairs on what is needed, wanted, expectable											
Develop full toolkit											
Fully implement toolkit for 2009 investees											
LOW PRIORITY - publish a "state of the arts" report											
Meet with RCGA to discuss future partnership											
Gather information about existing reports											
Define information to be included in report											
Research interest/commitment from partners											
Make go/no go based on research											

2. Reinvigorate the annual campaign to significantly increase contributions and reach the targets established in the vision.

Owner: Development Committee

Metrics: % of campaign target, # of individual donors, # WPG sites, # of organizations supported in each granting tier

Top Priority

Restart the campaign cabinet and chair to increase support among targeted segments. Devise ways to engage the top tier investees in our fundraising to increase campaign support.

TIMELINE:

- Immediate – Create Cabinet Organizational Chart including job descriptions with projected goals for 5 years in each division to reach \$4 million benchmark in 2012.
- Late Fall 2007 – Have key leadership in place
- Early 2008 – Implement new structure at kickoff of 2008 Campaign

High Priority

Improve and enhance current internal development functions

TIMELINE:

- Fall 2007 – Enhance internet giving capability (tied to marketing initiative)
- Fall 2007/Implement 2008 – Improve donor retention with new improved campaign materials (tied to marketing initiative) enhanced internet giving capabilities and timely follow up
- Fall 2007 – Increase the number of WPG campaigns with planning and implementation of the 2008 Campaign and then ongoing
- Ongoing 2008 – Leverage volunteers for a peer-to-peer ask and explore possibilities for matching gift and challenge giving

Middle Priority

Devise planned giving/endowment and legacy society strategies

TIMELINE:

- Mid to Late 2008 – Implement strategy with new structure of position within staff reorganization

Low Priority

Find a sponsor for the special opportunities fund who is willing to endow or fund through a multi-year pledge

TIMELINE:

- Late 2009 – But include in all development activity sales package (tied to Executive Committee initiative)

	9/07	10/07	11/07	12/07	Early 2008	Mid 2008	Late 2008	2009	2010	2011	2012
ACTION PLAN #2 (Development Committee)											
TOP PRIORITY - Restart the campaign cabinet and chair to increase support among targeted segments. Devise ways to engage the top tier investees in our fundraising to increase support.											
Create cabinet org. chart with job descriptions, project goals for 5 years in each division to reach \$4 million benchmark in 2012.											
Have key leadership in place											
Implement new structure at kickoff of 2008 Campaign											
HIGH PRIORITY - Improve and enhance current internal development functions											
Enhance internet giving capability (tied to Marketing Initiative)											
Improve donor retention with new improved campaign materials (tied to marketing initiative) enhanced internet giving capabilities and timely follow up											
Increase the number of WPG campaigns with planning and implementation of the 2008 Campaign and then ongoing							→	→	→	→	→
Leverage volunteers for peer-to-peer ask and explore possibilities for matching gift and challenge giving											
MIDDLE PRIORITY - Devise planned giving endowment and legacy society strategies											
Implement strategy with new structure of position within staff reorganization											
LOW PRIORITY - Find a sponsor for the special opportunities fund who is willing to endow or fund through a multi-year pledge											
But include in all development activity sales package (tied to Executive Committee initiative)											

3. Leverage the resources of the Centene Center and evaluate the range and reach of strategic training and advisory services for arts organizations.

Owner: Executive Committee **Metrics:** # of arts organization participating in AEC advisory activities, building utilization, \$ saved by arts agencies through AEC collaborations, # of foundations that use AEC to vet investments in arts organizations

Top Priority

Determine where AEC can offer training, development or collaboration services that leverage the resources of the building and address unmet needs among arts organizations while increasing utilization of the Centene Center as a hub for the arts in St. Louis

TIMELINE:

- Fall 2007 – Dance St. Louis will move its marketing and box office department into the front office space and box office. They will manage box office functions for other CCAE tenants
- Fall 2007 – Consider hiring a controller to share with other arts organizations in the building. Use this template for other possible shared resources.
- Ongoing – Conduct training/speaker series and invite all investees to discuss best practices.
- Ongoing – AEC to make presentations to RCGA, Civic Progress and RBC to get them to focus on the Centene Center as an innovative incubator for the arts, unique in the country, conduct meetings at the building and provide better support of both the building and the Council.

High Priority

Evaluate how to utilize AEC's due diligence in its investing process as a certification of arts organizations for foundations and corporations interested in supporting the arts.

TIMELINE:

- Early 2008 – Promote excellent funding process that is currently in place by putting the process on line with a list of grantees, basic information about each organization and a link to each grantee's website (tied to marketing initiative).
- Ongoing – Present other alternatives of certification for donors and potential donors with links to Guidestar, Better Business Bureau, Gateway Center for Giving and others.

Middle to Low Priority

Evaluate a special opportunities fund and identify a corporate or individual donor to fund either through endowment or multi-year pledge.

TIMELINE:

- Late 2009 – Identify potential funders and establish a minimum contribution of \$50,000 or three-year commitment of \$20,000 per year (tied to Development Committee initiative)

Low Priority

Consider launching an "X Prize for the Arts"

TIMELINE:

- 2009/2010 – An open ended challenge whereby the most innovative idea proposed by an arts organization/individual artists are presented as a juried contest. Minimum sponsorship \$100,000

	9/07	10/07	11/07	12/07	Early 2008	Mid 2008	Late 2008	2009	2010	2011	2012
ACTION PLAN #3 (Executive Committee)											
TOP PRIORITY - Determine where AEC can offer training, development or collaboration services that leverage the resources of the building and address unmet needs among arts organizations while increasing utilization of the Centene Center as a hub for the arts in St. Louis											
Dance St. Louis will move its marketing and box office department into the front office space and box office. They will manage box office functions for other CCAE tenants											
Consider hiring a controller to share with other arts organizations in the building. Use this template for other possible shared resources											
Conduct training/speaker series and invite all investees to discuss best practices											
AEC to make presentations to RCGA, Civic Progress and RBC to get them to focus on the Centene Center as an innovative incubator for the arts, unique in the country, conduct meetings at the building and provide better support of both the building and the Council											
HIGH PRIORITY - Evaluate how to utilize AEC's due diligence in its investing process as a certification of arts organizations for foundations and corporations interested in supporting the arts.											
Promote excellent funding process that is currently in place by putting the process on line with a list of grantees, basic information about each organization and a link to each grantee's website (tied to marketing initiative)											
Present other alternatives of certification for donors and potential donors with links to Guidestar, Better Business Bureau, Gateway Center for Giving and others											
MIDDLE TO LOW PRIORITY - Evaluate a special opportunities fund and identify a corporate or individual donor to fund either through endowment or multi-year pledge											
Identify potential funders and establish a minimum contribution of \$50,000 or three-year commitment of \$20,000 per year (tied to Development Committee initiative)											
LOW PRIORITY - Consider launching an "X Prize for the Arts"											
An open ended challenge whereby the most innovative idea proposed by an arts organization/individual artists are presented as a juried contest. Minimum sponsorship \$100,000											

4. Align professional staff and mobilize a growing cadre of influential and engaged volunteers to support A&E's contribution to the vitality of the arts in the STL community.

Owner: Nominating Committee **Metrics:** # of new volunteers working with AEC, pipeline of new board members, # of board committees actively meeting, % of board members active in the annual campaign

Top Priority

Reach out to the St. Louis region's entrepreneurial leaders for involvement in the Council and clarify the expectations of board members (especially in the area of fund raising).

TIMELINE:

- October 2007 – Present potential board members to Executive Committee for approval
- November 2007 – Present potential board members to Board of Directors for approval
- 2008 – Induct new members of the board at the Annual Meeting

Top Priority

Create staffing plan to support AEC's development program, programs and services.

TIMELINE:

- Immediate – Develop revised job descriptions and organizational chart to support the Strategic Plan
- Fall 2007 – Implement new structure

High Priority

Create succession plan for key staff positions

TIMELINE:

- Fall 2007 – Make any necessary changes to the President's job description and identify potential candidates for succession
- 2008 – Implementation

	9/07	10/07	11/07	12/07	Early 2008	Mid 2008	Late 2008	2009	2010	2011	2012
ACTION PLAN #4 (Nominating Committee)											
TOP PRIORITY - Reach out to the St. Louis region's entrepreneurial leaders for involvement in the Council and clarify the expectations of board members (especially in the area of fund raising)											
Present potential board members to Executive Committee for approval											
Present potential board members to Board of Directors for approval											
Induct new members of the board at the Annual Meeting											
TOP PRIORITY - Create staffing plan to support AEC's development program, programs and services											
Develop revised job descriptions and organizational chart to support the Strategic Plan											
Implement new structure											
HIGH PRIORITY - Create succession plan for key staff positions											
Make any necessary changes to the President's job description and identify potential candidates for succession											
Implementation											