

MIDWEST WRITING CENTER STRATEGIC PLAN 2015-2018

Approved by MWC Board of Directors - July 2015

Mission Statement: Fostering appreciation of the written word, supporting and educating its creators.

Vision Statement: The Midwest Writing Center is the premiere resource for high quality, accessible and innovative literary arts programming for readers and writers of all ages in every stage of creative exploration and development.

GOAL #1: Financial Stability

Obtain financial sustainability to support the relocation of MWC office and gathering space(s), operations and current and future programs.

Objective 1: Increase total memberships by 10% per year to provide operating income and increase advocacy and visibility.

- *Membership Committee* - Promote membership at events, vendor fairs, conferences, workshops, etc. *Year 1 and ongoing*
- *Advancement Committee* - Continue Birdies for Charity as membership incentive *Year 2 and ongoing*

Objective 2: Retain current volunteers; recruit volunteers to increase volunteer hours by 10% per year to reduce labor and personnel costs and increase efficiency.

- *Personnel Committee* – Seek out and secure new partnerships; strengthen existing relationships. *Year 1 and ongoing*
- *Personnel Committee* – Contact established community volunteer programs. *Year 1-by December 2016*
- *Personnel Committee* - Hire volunteer coordinator on honoraria. *Year 1-by December 2016*

Objective 3: Closely monitor and management budget and review quarterly to ensure sustainability and growth.

- *Treasurer and Advancement Committee* - Identify and quantify relocation budget. *By December 2015*

Objective 4: Create memorial giving option to increase operating support and/or endowment gifts.

- *Advancement and Marketing Committees* – Promote with annual giving and legacy giving efforts. *Year 1 and ongoing*

Objective 5: Increase planned giving by 1 new legacy gift per year to ensure our future.

- *Advancement and Marketing Committees* – Incorporate planned giving message in marketing efforts. *Year 2 and ongoing*

Objective 6: Increase the endowment to ensure our future.

- *Advancement Committee* – Work with Community Foundation of the Great River Bend to identify and solicit planned gifts. *Year 2 and ongoing*
- *Advancement Committee* - Establish a legacy/major gift recognition program. *Year 2-by December 2017*
- *Advancement Committee* – Establish annual endowment campaign. *Year 2-by December 2017*

Objective 7: Research and optimize all grant opportunities to expand funding for program support.

- *Advancement Committee* - Recruit volunteer for research; encourage source referrals. *Year 2-by December 2017*

Objective 8: Increase program attendance for positive revenue outcome to ensure future support.

- *Program and Marketing Committees* – Include methods in marketing plan; survey constituents for program ideas and input. *Year 2-by December 2017*
- *Program and Marketing Committees* - Encourage workshop faculty to promote programs and provide marketing options; consider 50/50 fee split. *Year 2-by December 2017*

Objective 9: Add paid staff by 2018-2019 to assist and support the Executive Director

- *Personnel and Advancement Committees* - Hire Volunteer Coordinator and Marketing and Development Manager. *Year 3-by December 2018*

Objective 10: Recruit, train and sustain volunteer corps to raise funds for wages.

- *Personnel and Advancement Committees* – Identify and increase revenue streams for salaries. *Year 3-by December 2018*

GOAL #2: Increase Visibility

Objective 1: Locate accessible, functional, affordable new location to inform and update current and new constituents - writers, program attendees, volunteers, other constituents - about relocation plans.

- *Marketing and Facility Committees – Optimize use of newsletter/website/social media for information dissemination and updates. Year 1- by December 2016*

Objective 2: Increase one-on-one relationship building efforts to continue and reinforce ongoing external communications

- *Marketing Committee – Develop information packet and materials for presentations. Year 2-by December 2017*

Objective 3: Develop comprehensive marketing plan (after move) to enhance brand, identify image and message.

- *Marketing Committee – Create comprehensive marketing plan. Year 2-by December 2017*

GOAL #3: Review policies and plan for board and administration succession.

Objective1: Establish written policy for volunteers and paid staff to capitalize on program quality, variety and affordability and to recruit volunteers and board members; oversee human resources function and operation.

- *Personnel Committee with assistance from Program and Marketing Committees – Write job descriptions for volunteers, board, executive director, paid staff as added. Year 1-by December 2016*
- *Personnel Committee with assistance from Program and Marketing Committees – Review and revise volunteer handbook. Year 1-by December 2016*
- *Board of Directors – Recruit committee chair and vote on appointment. Year 1-by December 2016*

Objective 2: Recruit Personnel Committee members

- *Board Vice President/Personnel Committee chair - recruit members, set meeting times and agendas. Year 1-by December 2016*