

MIDWEST WRITING CENTER STRATEGIC PLAN 2019-2021

Approved by MWC Board of Directors – August 22, 2018

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: Achieve 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.

- *Board President/Board* – Create Membership Committee with at least two members. *Year 1 by July 1, 2019.*
- *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 1 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 and ongoing*
- *Personnel Committee* - Hire volunteer coordinator on honoraria. *Year 1-by December 2019*

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

- *Treasurer and Advancement Committee* – Quarterly review of budget. *Year 1 and ongoing.*

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 1 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* – Promote Legacy Society. *Year 1 and ongoing.*
- *Advancement Committee* – Establish annual endowment campaign. *Year 1-by December 2019*

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

- *Advancement Committee* – Retain hired consultant. *Year 1 and ongoing*

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

- *Program and Marketing Committees* – Create agency-wide marketing plan. *Year 1-by March 2019*
- *Program and Marketing Committees* - Encourage workshop faculty to promote programs and provide marketing options; consider 50/50 fee split. *Year 1-by December 2019*

Objective 9: Add paid staff to assist and support the Executive Director

- *Personnel and Advancement Committees* - Hire Volunteer Coordinator and Marketing and Development Manager. *Year 2-by December 2020*

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 2-by December 2020*

GOAL #2: Increase Visibility

Objective 1: Increase one-on-one relationship building efforts to continue and reinforce ongoing external communications

- *Marketing Committee* – Develop information packet and materials for presentations. *Year 1-by December 2019*

Objective 2: Develop comprehensive marketing plan to enhance brand, identify image and message.

- *Marketing Committee* – Create comprehensive marketing plan. *Year 1-by March 2019*

GOAL #3: Improve Oversight, Function and Operation of Human Resources.

Objective1: Establish written policy for volunteers and paid staff to capitalize on program quality, variety and affordability and to recruit volunteers and board members.

- *Personnel Committee with assistance from Program and Marketing Committees* – Write job descriptions for volunteers, board, executive director, paid staff as added. *Year 1-by July 2019*
- *Personnel Committee with assistance from Program and Marketing Committees* – Review and revise volunteer handbook. *Year 1-by July 2019*

Objective 2: Recruit Personnel Committee members

- *Board Vice President/Personnel Committee chair* - recruit members, set meeting times and agendas. *Year 1-by March 2019*

Objective 3: Recruit and maintain a full, engaged board of directors with diverse demographic makeup and skills

- *Board President/Board* – Find new Nominating Committee chair and fill committee with at least two members. *Year 1 – by July 2019*
- *Nominating Committee* – Be aware of potential new members and reach out to them for possible board service. *Ongoing.*
- *Nominating Committee* – Put notices up that we’re recruiting new board members at different organizations, including Kind Center, Hola America, and Hispanic Chamber. *Year 1- by December 2019*
- *Nominating Committee* – Create Junior Board Member position and fill. *Year 1 by December 2019.*
- *Board President* – Add strategic plan checkup items to board meeting agenda under committee reports to keep committees engaged with meeting strategic plan objectives. *Ongoing.*