

2015-2018 Jackson School of the Arts (JSA) Draft Strategic Plan

The Board meets annually to strategically plan for the future. This plan was recently created and is an active ongoing document.

Mission: To provide quality accessible arts education programs for Jackson County youth regardless of their financial means.

Goals	Year 1 Strategies	Year 1 Actionable Items	Year 2 Strategies	Year 3 Strategies	Ongoing
Priority Area of Focus: Financial					
Ensure financial stability.	<ul style="list-style-type: none"> Develop a donor plan to strengthen the bond between JSA and individual supporters. Develop a story to appeal to donors. Identify new donors. 	<ul style="list-style-type: none"> Identify initial and long-term costs for growth initiatives. Increase sales of retail items. Grow donor base, especially monthly donors. Set up a 3-5 year donor/friends group for recurring donors. Create giving "clubs" for donors to upgrade. 	<ul style="list-style-type: none"> Ensure a cash reserve of 6 months. Research endowment. Focus on/increase donor support. 	<ul style="list-style-type: none"> Create capital endowment. Develop a planned giving program. 	<ul style="list-style-type: none"> Revise the budget process to guide resource allocation consistent with the goals outlined in other sections of this strategic plan. Diversify and strengthen the financial base. Identify ways to share resources with other entities.
Priority Area of Focus: Internal/Operational Culture					
Continue to build, support and retain knowledgeable staff and board members.	<ul style="list-style-type: none"> Identify opportunities for professional development. Develop a staff hiring plan. Develop a board member recruitment plan. Recruit board members for needed skill sets (fund development, etc.). Create succession plans for all staff. Identify operational issues for staff and instructors with the goal of high employee satisfaction. 	<ul style="list-style-type: none"> Hire the best employees to keep training and downtime to a minimum. Require more continuing education for more instructors. Identify community art leaders for potential board members. Ensure a team culture at JSA through retreats, team building activities and events. 	<ul style="list-style-type: none"> Create performance plans for staff. Develop a solid communication plan between staff, administration and board. Identify additional FTE position to support retention. 	<ul style="list-style-type: none"> Offer greater incentives/perks to staff for loyalty. Continue to evaluate needs for staff to free up ED. 	
Continue to improve the quality of programs being offered.	<ul style="list-style-type: none"> Expand class options (i.e. advanced options, age-appropriate options) Identify areas of growth and prioritize. Develop a program and growth vision. Expand classroom space to keep classes small. 	<ul style="list-style-type: none"> Create a boy's dance focus. Determine the right mix of social media to market programs to donors and parents/students. 	<ul style="list-style-type: none"> Develop stricter attendance policies for students. Connect programs/classes with colleges. 		

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<p>Ensure managed growth.</p>	<ul style="list-style-type: none"> Identify ways to manage growth of the infrastructure and programs. Identify ways to measure growth vs. quality. Research other investors with like-minded target markets for building space. 	<ul style="list-style-type: none"> Building committee undergo a feasibility study and reporting out. Undergo a feasibility study. Update organizational chart. 	<ul style="list-style-type: none"> Ensure that job descriptions and goals align with strategic plan. 		
<p>Priority Area of Focus: Community Awareness</p>					
<p>Broaden community awareness.</p>	<ul style="list-style-type: none"> Create a broad/detailed communication plan including social media for marketing. Develop consistent messaging through storytelling. 	<ul style="list-style-type: none"> Develop a specific strategy toward communication of growth initiative. Display Art in the community. Have shows with dance students in the community. 	<ul style="list-style-type: none"> Coordinate events with other nonprofits and for-profits. 		<ul style="list-style-type: none"> Create partnerships. Identify community members to serve on JSA Board. Identify outreach opportunities – i.e. fair or area expos. Develop a daily plan or outline for sharing information and creating a “buzz” about JSA. Market through press releases on good news and student stories.