

## OHIO ARTS PRESENTERS NETWORK STRATEGIC PLAN FOR 2011-2012

***Mission:*** *In the conviction that live performances, by celebrating and nurturing the human spirit, are vital to the quality of life, our mission is to promote a network of performing arts providers to improve the quality and presentation of the performing arts in Ohio.*

**Goal 1:** Produce an annual showcase conference for all current members and future attendees.

**Goal stated as an outcome:** OAPN will produce an annual conference that will nurture and create new relationships, allow artists to increase their visibility and provide professional development workshops for a diverse group of attendees.

**Definitions:** Marketing opportunities=exhibit hall, spotlights, showcases, ad sales, sponsorships, etc.; diverse group=representation from different genres, ethnicities, background and origin

**Value Statement:** OAPN is committed to providing networking, visibility and professional development opportunities to our members.

<u>ACTION</u>	<u>PERFORMANCE TARGET</u>	<u>TARGET PRIORITY</u>	<u>SHORT TERM OUTCOME</u>	<u>RESPONSIBILITY</u>	<u>START-DATE</u>	<u>END DATE</u>	<u>PERCENT COMPLETE</u>
Maintain quality of the conference by planning in advance for all major elements of the event	1. Create a detailed job description for the Production Manager by May 2011.	High	Staff, Board, Production Manager, Crew and Artists all know who is making the major decisions for each stage.	Point Person: Lydia Ohman, Conference Committee	Apr-11	May-11	100%
	2. Put together a detailed plan to retrieve membership and showcase information for the program to stay on time for the designer and printer by August 2012.	Medium	A plan is created based on the needs of the designer, printer and staff. This plan is realistic and includes extra people reserved to help gather information and review text.	Point Person: Lydia Ohman, Designer, Printer, Intern, etc.	Jul-11	Aug-12	MET IN 2011 / 50%
	3. Incorporate two ideas from the conference surveys for the following conference year by March of each year.	Medium	Four comments have been identified and addressed. These changes/updates have been communicated to the members.	Point Person: Lydia Ohman, Conference Committee	Jan-11	Mar-12	MET IN 2011 / 50%

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<p>The board will know the finances, planning and people involved with the conference.</p>	<p>1. Board members will actively engage with conference attendees and bring two names back for future board member consideration at the August 2012 meeting.</p>	<p>Medium</p>	<p>Board members are known to the attendees. There is a larger amount of potential board members for future nominations.</p>	<p>Point Person: Keith Rawlins, Board Members</p>	<p>Oct-11</p>	<p>Oct-12</p>	<p>0%</p>
	<p>2. Board members will review financial updates and ensure the expenses are less than the income periodically throughout the year.</p>	<p>High</p>	<p>The annual showcase conference will make 18% in surplus.</p>	<p>Point Person: Lydia Ohman, Board Members</p>	<p>Mar-11</p>	<p>Dec-12</p>	<p>MET IN 2011 / 50%</p>
	<p>3. Board members will review the timeline updates, website applications and conference opportunities to ensure planning is on track periodically as needed.</p>	<p>Medium</p>	<p>Board members will review all items sent during board meetings and ask questions if needed. They will use this information to promote the conference.</p>	<p>Point Person: Lydia Ohman, Board Members</p>	<p>Mar-11</p>	<p>Oct-12</p>	<p>MET IN 2011 / 50%</p>
<p>Promote conference to sustain and increase attendance annually by 10%.</p>	<p>1. Inform current members and mailing list contacts through website updates, newsletters and postcards by April of each year.</p>	<p>High</p>	<p>Website and applications have been updated, bi-monthly newsletters went out and postcards have been sent to Constant Contact list.</p>	<p>Point Person: Lydia Ohman, Intern</p>	<p>Jan-11</p>	<p>Oct-12</p>	<p>NOT MET in 2011: targets completed but not action / 25%</p>
	<p>2. Attend two conferences/meetings to increase visibility and promote aspects of the conference by September of each year.</p>	<p>Medium</p>	<p>Staff will attend Ohio's Arts Day Tradeshow and the Midwest Arts Conference and pass out print pieces and participate at high attendance events.</p>	<p>Point Person: Lydia Ohman, Intern</p>	<p>Feb-11</p>	<p>Sep-12</p>	<p>MET IN 2011 / 50%</p>

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	3. Use Facebook to find potential new attendees by increasing "likes" on new fanpage to 500.	Low	Daily posts will be made, photos posted, will increase interactivity of Facebook page to generate new interest.	Point Person: Lydia Ohman, Intern	Feb-11	Dec-12	50%
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**Goal 2:** Maintain and increase communication with members outside of the annual showcase conference.

**Goal stated as an outcome:** OAPN will communicate with members on a weekly basis through Facebook, e-mails, monthly newsletters, and networking opportunities and professional development opportunities throughout the year. Newsletter will involve our conference partnerships by incorporating arts

**Definitions:** Networking Opportunities=teleconference, face to face events, etc. Professional Development Opportunities=Webinars, workshops, etc., diversity=representation from different genres, ethnicities, background and origin

**Value Statement:** OAPN is committed to supporting our members throughout the year in many different aspects of their professional career.

<u>ACTION</u>	<u>PERFORMANCE TARGET</u>	<u>TARGET PRIORITY</u>	<u>SHORT TERM OUTCOME</u>	<u>RESPONSIBILITY</u>	<u>START-DATE</u>	<u>END DATE</u>	<u>PERCENT COMPLETE</u>
Implement new ideas for communicating with members throughout the year (outside of the conference).	1. Use the annual showcase conference survey for inspiration to identify three new ways to produce three networking opportunities with our members by November 2012.	Medium	Ideas will be gathered from the conference survey, conference committee, conference and board members and compiled into a list.	Point Person: Lydia Ohman/Keith Rawlins	Oct-11	Nov-12	0%
	2. A list of new ideas will be put into a survey and sent to members by December 2012.	Medium	New ideas will be explored at the annual board retreat and implemented the following year.	Point Person: Lydia Ohman, Conference Committee, Board Members	Nov-11	Jan-13	0%
	3. Implement a bimonthly newsletter with highlighted member articles and articles/quotes from our membership.	Low	There will be a list of members with quotes and articles on "what works," etc. to be included in the monthly newsletter	Point Person: Lydia Ohman/Intern	Jan-11	Dec-12	MET IN 2011 / 50%

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	4. Create opportunities for membership to meet throughout the year, outside of the annual conference.	High	OAPN will hold four meetings (one in each corner of the state), to promote networking and awareness of OAPN.	Point Person: Board Members, Lydia Ohman	Dec-11	Dec-12	0%
Implement new ways to provide important resources to membership throughout the year.	1. Job posting section of the website launched by December 2012 and updated monthly.	Medium	A list of resources is created to check for open positions in the arts resulting in the information being transferred over to our website for our members' benefit.	Point Person: Lydia Ohman/Intern	Jul-11	Dec-12	10%
	2. Advocacy section of the website launched by December 2012 and updated every quarter.	Medium	Resources gathered from Ohio Citizens for the Arts. This information is uploaded to a new webpage on the OAPN website.	Point Person: Lydia Ohman/Intern	Jul-11	Dec-12	0%
	3. Research other service organizations and gather a list of ideas to provide more services to members and our communities by June 2012.	Low	OAPN Board and staff will have concrete ideas on how to increase member benefits and create new partnerships within our communities.	Point Person: Lydia Ohman/Intern	Jul-11	Jun-12	0%
	4. Increase quality of newsletter to address more issues related to the membership.	Medium	Newsletter will include sections on advocacy, tips for non-profits, webinars and job opportunities.	Point Person: Lydia Ohman/Intern	Jan-12	Dec-12	0%
Increase the visibility of the board to our members.	1. Board members will find two ways to increase communication with members by December.	Medium	Board members will find one extra opportunity throughout the year (outside of conference) to communicate with members.	Point Person: Lydia Ohman/Keith Rawlins, Board Members	Jan-11	Dec-12	45%

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	2. Keep current photos of board members fresh on the website by April each year.	Low	Board member photos are uploaded to the OAPN website that represent the current board.	Point Person: Lydia Ohman, intern, Board Members	Jan-11	Apr-12	100%
	3. Update board member job descriptions by August.	Medium	All board member job descriptions for Executive Committee, etc. are written and distributed in preparation for new board member recruitment.	Point Person: Lydia Ohman/Keith Rawlins, Executive Committee	Apr-11	Aug-12	MET IN 2011 / 50%
Increase diversity among our membership.	1. Increase visibility amongst diverse communities by extending an invitation or membership and/or conference participation to two or more new organizations by July 2012.	High	Our mailing list will increase in diversity by 5% due to the outreach by staff and board members to culturally diverse organizations.	Point Person: Lydia Ohman, Board Members	Mar-11	Oct-12	20%
	2. Identify a board member in each quadrant of the state by September each year.	Medium	During the nomination process, board member names and nominees are analyzed to ensure there is representation in each quadrant of the state: NE, NW, Central, SE, SW.	Point Person: Keith Rawlins, Lydia Ohman, Board Members	Jul-11	Sep-12	25%
	3. Each board member will make contact to two new potential members in a specific quadrant of the state by September.	Medium	Even distribution throughout the state will ensure proper representation of the membership.	Point Person: Executive Committee, Lydia Ohman, Board Members	Jul-11	Sep-12	0%

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Identify outside resources to increase visibility and networking opportunities through technology.	1. Research and create a list of five teleconference and webinar options by September 2012.	Medium	The board will have the necessary information so they can invest in technology to increase remote networking and professional development opportunities for 2013.	Point Person: Lydia Ohman/Intern	Nov-11	Sep-12	0%
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**Goal 3:** Organize the human resources element of the organization.

**Goal stated as an outcome:** OAPN will develop an evaluation program, professional development goals and succession plan for staff.

**Definitions:** Evaluation program=Includes annual review with a compensation structure put in place; Professional development goals include a list of annual goals and opportunities for staff development; Succession plan=a document that includes job descriptions for staff/intern/board, procedures outlined and project

**Value Statement:** OAPN is committed to the professional growth and future success of staff.

<u>ACTION</u>	<u>PERFORMANCE TARGET</u>	<u>TARGET PRIORITY</u>	<u>SHORT TERM OUTCOME</u>	<u>RESPONSIBILITY</u>	<u>START-DATE</u>	<u>END DATE</u>	<u>PERCENT COMPLETE</u>
An evaluation program and professional development plan will be written and implemented for all staff members.	1. An evaluation form will be written by November 2012 and given to staff members by December each year.	High	Staff members and board members will understand the expectations of the staff members' role(s) in the organization and compensation opportunities.	Point Person: Executive Committee	Aug-11	Nov-12	0%
	2. A professional development plan will be put into place to be implemented in January 2012.	Medium	Staff will be encouraged to continue to develop arts management skills by the board.	Point Person: Lydia Ohman, Board Members	Jul-11	Dec-11	10%
	3. Staff members will take advantage of three opportunities to grow in arts management by December 2012.	Medium	Staff members will continue to grow and develop as a professional in the arts field.	Point Person: Lydia Ohman	Jan-12	Dec-12	0%

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A transition plan is in place.	1. Documentation is pulled together to ensure other board members or staff could lead different roles within the organization in case it is needed by May 2012.	Medium	The operations of the organization are transparent to its board members and membership. An "operations manual" exists for ED position.	Point Person: Lydia Ohman	Nov-11	May-12	50%
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