



# **Strategic Plan**

## **2018-2022**

## Arizona Humanities Strategic Plan for 2018-2022

### Arizona Humanities Mission

(Why we exist, what we do)

*Arizona Humanities builds a just and civil society by creating opportunities to explore our shared human experiences through discussion, learning and reflection.*

### Vision

(What we want to be)

*AH will be recognized as an advocate for creating awareness and the advancement of the humanities*

## Arizona Humanities Strategic Plan 2018-2022

### Background

Founded over 40 years ago, the Arizona Humanities (AH) office is located in a historic landmark house that is centrally located in downtown Phoenix Metropolitan area near Hance Park. Through its programs and partners, AH is working alongside the adopted Phoenix Master Plan whose focus is on the revitalization of the area, and to develop Hance Park as a meeting place for residents. AH's geographical focus is to provide humanities programming throughout the State of Arizona.

Although the economic forecast for Arizona shows positive growth in areas of health and education, residents are still experiencing a slow growth in job creation, which impacts discretionary funding. Three cities dominate the state: Phoenix Metropolitan; Flagstaff; Tucson. A large portion of the state consists of Native American peoples and reservation land.

The contributions of AH to the educational and cultural enrichment of Arizona are paramount to its Mission of bringing people together, fostering civic engagement, and providing opportunities to explore, share and experience the human condition. This is accomplished through a number of programs and partnerships: Grants to Arizona non-profits that support humanities content; AZ speaks; Frank Talks; Partnerships that expand reach (Smithsonian, Universities, Museums, and Libraries), Veterans, Hop, and Skip into Reading.

In 2010 the strategic plan in place identified major goals that the Executive Director of AH has addressed. February 2017, an NEH site visit occurred and the report recognized and affirmed the positive steps forward that AH has made since the 2010 visit. As part of the recommendations from the recent site visit, several areas were pointed out as opportunities for AH. First, to increase non-federal funding sources; second, to grow the reserve fund; and third to review and develop a new strategic plan to address the external and internal factors for the future; and fourth to continue to recruit strong board members that are personally committed to AH. These are addressed in this strategic plan.

### Core Values

We believe that the core values of the Executive Director, Staff and the Board of Directors, provide us with guidance concerning our short and long-term actions. Core Values represent what values we believe should drive us to fulfill our AH Mission. These overarching core values are:

***Collaboration***

***Innovation***

***Integrity***

***Sustainability***

***Civility***

***Explore/Engage***

***Impactful***

***Inclusiveness***

## Core Values & Guided Actions

Collaboration	Partnering to expand reach/funds
	Bring Diverse people together
	Promote civil & objective engagement
Sustainability	Focus on financial stewardship
	Scale to available resources
	Promote efficiencies in resource allocation
	Collect and preserve knowledge/programs/AH materials
Explore/ Engage	Preserve/collect/share the human condition & experience
	Engage a variety of people/towns/groups/individuals
	Encourage open dialogue & diverse perspectives
	Engage people from across Arizona
Innovation	Discover Innovative approaches/partnering
	Use if technology for improved delivery
	Creative new approaches/repackage old ways of doing things
	Use creative approaches
	Connect unusual topics to the humanities
Inclusiveness	Reach out to communities/groups/individuals
	Identify topic needs through collaboration with communities
	Engage people from across Arizona
	Be mindful of safety and accessibility (ex. ADA, vets, youth, seniors, etc.)
Impactful	Inspire others to act & empower others to learn about multiple viewpoints/perspectives
	Focus on Internal problem-solving for greater impact
	Strive to be the humanities leader in AZ & nationally
	Focus on bringing humanities to all of Arizona
Civility	Promote open-mindedness/respect
	Ensure a civil, just & objective presentation of program design/content
Integrity	Honest, consistent, trustworthy, steadfast, transparent
	Respect for others & ideas
	Responsiveness & awareness of others needs

## AH SWOT (Strengths, Weaknesses, Opportunities, and Threats)

<i>Strengths</i>	<i>Weaknesses</i>	<i>Opportunities</i>	<i>Threats</i>
Experienced ED & cohesive & creative staff	Geographical Dispersion of Board	Develop more speakers outside Maricopa County	City of Phoenix house lease
Development of community partners	Use of multimedia	Multimedia expansion	Lack of funding diversification
Reaching all corners of the state	Individual donor program	Media presence for PR, donor, marketing	Cultivating understanding & importance of humanities to the next generation
Diverse Board of Directors	Long-term development & retention of staff	Hance Park alliance	NEH leadership uncertainty
AZ Speaks strongest/longest/recognized	Long-term resource development plan	Local and national partners (program implementation)	High non-profit resource competition w/o effective reach (discretionary/donors)
Innovative programs	Making humanities relevant to a vast majority of individuals and groups in AZ	AZ based capacity building strategic relationships (grants, creating a legacy)	Staff turnover
Visible brand	Branding throughout Arizona	Increase attendance & loyalty to AH (ambassadorship, information gathering & use, speaker effectiveness, repeat, membership etc.)	Cultivating a universal understanding of the humanities & impact
Good reputation	Systematic information management (evaluations, data migration, archival)	AZ population increases can benefit donor giving	Small staff limits reach & opportunities
National and local partners	Resource diversification	Expand corporate reach	Alliances can be political
Strong relationship with NEH	Small staff to promote AH programming	Veteran's strategic alliances	Partners can be short-term which impacts reach and legacy
Grants & programs that expands the humanities & creates capacity (ripple effect)	Difficulty defining the humanities	Library alliance	Keeping up with multi-media needs
AH office in a historical significant location	Technology- software for archival and processes (data management)	Voice at national levels	Some partners may design or mimic AH programming after working with AH

Teaching externals about the humanities	AH audience (understanding who we serve)	Target audience recognition	
		Humanities recognition	
		Engage more public members in activities and initiatives of AH	

**Core Values/SWOT Overarching Statements (Big Audacious Goals: 3-5 years)**

<b>Collaboration</b>	<p><b><i>AH will work to improve civil &amp; objective collaboration between the board, staff, partners, citizens and other stakeholders.</i></b></p> <p>Goal 1: Collaborate with educational institutions to create a humanities connection          Goal 2: Form literacy connection to avoid duplication of efforts with other organizations          Goal 3: Ensure AH is represented/involved in leadership of local and national organizations          Goal 4: Collaborate with organizations to expand reach through sharing of educational and financial resources</p>
<b>Innovation</b>	<p><b><i>AH will strive to be innovative in its programs, partnerships, and branding – to explore the human experience (to include multi-media)</i></b></p> <p>Goal 1: Expand website to create a portal to provide public access to humanities information and resources          Goal 2: Review and update technology to improve efficiency in the delivery and access to AH programs          Goal 3: Actively monitor website for transparency and effective security          Goal 4: Actively find solutions to apply new approaches to current systems and programming</p>
<b>Integrity</b>	<p><b><i>AH will work to ensure that we embody a reputation, diversity, and dignity that is integral to our mission</i></b></p> <p>Goal 1: Increase public member representation on designated committees and AH initiatives          Goal 2: AH to model a behavior of integrity that encourages the expression of diverse viewpoints in a respectful and civil manner          Goal 3: AH to model a behavior of integrity that enhances the organizations reputation across the state.</p>
<b>Impactful</b>	<p><b><i>AH will endeavor to measure the impact of programming, and the growth of the diversification of donors</i></b></p> <p>Goal 1: Develop a system to measure program performance and feedback          Goal 2: Develop a system to utilize feedback for process or program improvement          Goal 3: Develop a plan to harvest potential new donors from across Arizona</p>

<p><b>Sustainability</b></p>	<p><b><i>AH will work to develop sustainable systems for the preservation of information, development of programming and cultivation of short-term and long-term goals</i></b></p> <p>Goal 1: Create guidelines and training for AH ambassadors (speakers, volunteers)          Goal 2: Update marketing plan          Goal 3: Improve existing relationship and retention with donors through a donor development and recognition program          Goal 4: Increase financial viability and diversification of funding resources          Goal 5: Establish reserve fund that allows for easy access to funds, and that creates dollar growth potential          Goal 6: Standardize and identify programming focus for staff in community programming          Goal 7: Secure facility for AH business operations</p>
<p><b>Civility</b></p>	<p><b><i>AH will model and foster safe spaces to engage in conversations about the human experience</i></b></p> <p>Goal 1: Establish recognition of individuals/organizations that demonstrate open-mindedness (those that adopt and teach a visible public policy on civility).          Goal 2: Provide civic engagement training for program hosts/speakers</p>
<p><b>Explore/Engage</b></p>	<p><b><i>AH will engage the board, staff, partners and donors to expand the reach to retain scholarship in the humanities</i></b></p> <p>Goal 1: Engage volunteers (teen, adults, seniors) in supporting AH initiatives          Goal 2: Engage a variety of people across Arizona in civil conversations          Goal 3: Encourage the public to explore the humanities through the use of website resources          Goal 4: Drive stakeholders to website resources</p>
<p><b>Inclusiveness</b></p>	<p><b>AH will plan and deploy programs that recognize the diverse population in Arizona</b></p> <p>Goal 1: Recognize and meet the diverse needs for programming          Goal 2: Awareness of safety, accessibility, and recognition of different needs of stakeholders (ex. ADA, vets, youth etc.) in selection of locations</p>