



LANSING ART GALLERY & EDUCATION CENTER

Strategic Plan: 2018 to 2020

Opening Letter from Executive Director Barb Whitney - Lansing, Michigan

Planning strategically takes time and energy, patience and consideration. Each time we consider our plans for the future, it is critical to acknowledge achievements and challenges. Despite a changing landscape for fundraising in our community, we have raised visibility for Lansing Art Gallery & Education Center through expanded public relations initiatives, increased social media engagement, and a strengthened brand focused on Michigan artists, our talented staff, and our educational programming.

Since the previous plan's inception in 2015, we have developed new ways for stakeholders to support Lansing Art Gallery & Education Center, including an annual report and campaign. We have established the Erin Warmels Scholarship Fund and raised over \$24,000 for scholarships, awards, and supplies. Our Fund Development Committee has created Donor Circles, Friends of the Gallery, program sponsorships, and Legacy Giving.

We can do more. While our free and accessible location provides high-quality arts experiences and educational opportunities that highlight Michigan artists, we want to increase exposure and accessibility to the visual arts for ALL people with a focus on diversity and inclusion. Together, we can build an inclusive vision for programming, cultivating arts ambassadors as champions for our work, which will drive attendance and engagement. These are paramount to our mission to "provide public awareness, education, and enjoyment of the visual arts by promoting the works of Michigan artists."

We are building momentum for the future of Lansing Art Gallery & Education Center. This new strategic plan is informed by community feedback from over 100 stakeholders via surveys, interviews, Coffee with the Director, and the Strategic Planning session. Our plan acknowledges the roles of our artists, educators, community members, Board, staff, volunteers, and interns. Our dedicated stakeholders truly make our mission a reality. We hope you will join us as we activate the plan's next steps!

Sincerely,



Barb Whitney
Executive Director
Lansing Art Gallery & Education Center

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OBSERVATIONS AND RECOMMENDATIONS

In response to the input generated at the strategic planning session, and during interviews with staff, Public Sector Consultants made the following observations and recommendations:

- The pre-interviews and the strategic planning session helped to bridge the gap between staff, volunteers, and the board of directors. However, more work is needed to ensure that these various roles are fully informed of what is going on in other silos of the organization. To that end, PSC recommends that the organization continue to focus on board development, with the goal of achieving a higher level of engagement between board members, staff, and volunteers.
 - To track the effectiveness of this board development work, one potential exercise to consider is a board self-assessment. This is a relatively standard non-profit best practice that would allow the organization to track board development over time, and would provide a complement to existing staff evaluation processes.
- A key finding from this process is the general need for the organization to focus on building its visibility in the community. This can be achieved in tangible ways – such as via the on-going conversations about a new building and /or new physical space for the Gallery, as well as through less tangible ways, by developing more ambassadors in the community that are telling the positive story of the Gallery and its programming.
- Lansing Art Gallery & Education Center is a growing organization, and this process highlighted the extent to which the current staff is maximizing resources to do great work in the Greater Lansing community. To continue to retain the current staff and allow the organization to flourish, we recommend that the board and Executive Director make specific plans to address staff retention and recruitment. This could include examining the current organization structure to assess what career paths existing staff has within the organization. We recommend that this process go beyond the realm of staff retention and include volunteer development as well. To maximize effectiveness and to be intentional about sustainability, new staff roles should be asked to create financial sustainability plans that are tied to relevant programs.
- Finally, we encourage the organization to find ways to institutionalize the strategic planning process. This includes taking this strategic plan and collaboratively developing key goals for each priority organizing Board Meeting agendas based on these goals.

INTRODUCTION, DATA, and SURVEY FINDINGS

The following document summarizes the work done to complete an update to the Lansing Art Gallery and Education Center's strategic plan. This plan update is for 2018 through 2020. Strategic planning is a decision-making process that the entire leadership of an organization makes together. This strategic planning session was designed to help a variety of voices across the organization give input and ideas – including the board, staff, and volunteers. We designed a process that sought to generate goals and objectives to chart an exciting vision for the future of the Gallery.

This process included both quantitative and qualitative data collected via comments, coffee with the Director, interviews, and meetings. A total of 22 board members, staff, and volunteers participated in the facilitated session, facilitated by Rory Neuner from Public Sector Consultants and held on November 21, 2017 at the offices of Merrill Lynch in East Lansing, Michigan. The strategic planning session was informed by the previous strategic plan and accomplishments, as well all of the above data and an advance meeting with the Executive Director.

Qualitative Data

A Coffee with the Director session took place on July 21, 2017 with brainstorming about ideas relating to expanding into adult instruction to attract people to the facility. We also dreamed of a new facility and discussed studio space for artists. Finally, we discussed how to better engage in content marketing by: enlisting students to help promote the exhibitions via word-of-mouth and social media; creating buzz around an exclusive "red carpet" award ceremony prior to the high school student show with photo opportunities; hosting a roundtable for art teachers; engaging arts ambassadors; reaching out to LSJ, City TV, WKAR, and Sheri Jones for additional arts coverage.

Survey Data and Findings

A survey was widely disseminated during the summer of 2017 to over 2,000 email subscribers, Facebook, Twitter, and Instagram followers. 114 respondents took the survey, which indicated the following:

- over 60% of respondents were over the age of 50
- over 90% of respondents self-identified as White
- over 80% of respondents were moderately, very, or extremely familiar with Lansing Art Gallery & Education Center
- over 75% of respondents had attended an art opening reception
- over 35% of respondents did not know the Gallery produced numerous special events annually
- over 65% of respondents said that after attending a special event they are more likely to stay engaged with Lansing Art Gallery & Education Center, with 84% likely to attend an artist reception; 75% of those likely to visit the Gallery Shop; and 65% to get on mailing lists or follow on social media.

- as might be expected with an emailed/social media distributed survey, over 70% of respondents stated that they hear about the Gallery's special events on email or social media.

Findings from the event survey revealed that those who are engaged with events are overwhelmingly white and over the age of 50 years old, which reiterates the need to diversify our audience at Lansing Art Gallery & Education Center to include all people.

Pre-Interviews

The following questions were used for a series of pre-strategic planning interviews, conducted prior to the November 21, 2017 session. The information from these interviews helped inform the agenda for the session, and the final content of this plan. Questions were adapted from a list of interview questions used in the last strategic plan, developed in 2015. PSC worked closely with the Lansing Art Gallery Executive Director to gather a roster of names for the interviews – a list that included a mix of staff, volunteers, and board members. PSC conducted the full slate of interviews, completing six of seven interviews in total (the seventh interviewee was unable to participate at the last minute).

- How long have you been involved with the Lansing Art Gallery and Education Center?
- What motivates you to serve, volunteer, or work with the organization?
- What does the Lansing Art Gallery and Education Center do really, really well?
- In your opinion, what is the single greatest challenge facing the Lansing Art Gallery and Education Center at this moment in time?
- Have you participated in previous LAG strategic planning processes? If yes, what was one effective part of that process? If no, what is one thing you have seen work well in other processes?
- What is one thing you would like to see happen as a result of our strategic planning session in November?
- Do you have anything else I should know to better facilitate the strategic planning session?

Strategic Planning Session

The strategic planning session was held Tuesday, November 21, 2017 from 5:15 to 7:30pm. The following section outlines the general process and full findings.

Goals for the Session

After conducting pre-interviews and gathering input from the Executive Director, a set of goals for the strategic planning session were identified. Those goals were shared with participants and included:

- Develop clear goals for the next several years
- Leave the room feeling like a team
- Be inspired to action – everyone will leave today with actionable steps!

Ground Rules and Grounding

To manage a full agenda and gather as much input as possible, the facilitator also identified a few ground rules to govern the conversation, also called norms. Participants were asked to give their input on these norms as well. They included:

- Be bold
- Think big
- Respect others

In addition to the goal and norms discussions, the facilitator also led participants through an ice-breaker exercise to help the group get to know one another better and to get them into the right frame of mind for active participation. The exercise paired participants up one-on-one and asked them to share something they are proud of accomplishing in their role in the Gallery and something they wanted to get out of the session. Each pair then shared their partner's response with the full group.

Lansing Art Gallery Executive Director Barb Whitney then grounded the ground in two activities: a stories exercise, and a short visitation of the previous strategic plan. This included reviewing the previous goals and recommendations, and a discussion of where progress has been made, and where it has not.

SWOT EXERCISE

Next, the facilitator engaged the group in a strengths, weaknesses, opportunities, and threats exercise. This exercise can be completed in small groups, with each group taking on one of four areas. The SWOT analysis was aimed to ensure that board members and staff alike were grounded in a shared context for the development of key strategies to advance the organization. The following results were produced:

Strengths

- Staff
- Volunteers
- Board
- Reputation and longevity (52 year)
- Artists
 - Quality, relatability, professional, and humble
 - Michigan artists (awareness, education, and enjoyment)
- Mission – Inclusive
- Educational programs
- Variety of genres and price points (support sales)
- Knowledgeable (without being pretentious)
- Aware of social norms, trends/ influences, Woke
- Actively driving inclusion and diversity
- Cultivates a sense of community/ society
 - “What America means to me.”
- Nimble in terms of change and adaptation
- Relationships in the community
- Passionate stakeholders
- Diversity of backgrounds on The Board
- Strong communication skills
- Passionate, enthusiastic
- Knowledgeable
- Capable and dependable day-to-day (this is new)
- Intern support programming
- Location in Lansing proper (proximity to Capitol)
- Strong administrative base (bookkeeper)
- Growing advocacy
- Community presence
- Art public speaker

Weaknesses

- Location
 - Parking
 - Basement/ stairs
 - Lighting and leaking
 - Noisy neighbor
 - Lack of visibility/ streetscape
 - Function as a true gallery space
- Funding
 - Annual funding
 - Endowments
 - Advertise donor recognition & levels
- Staff turnover
 - Entry level pay
- Technology
 - Inefficient for bookkeeping & sales & mailing lists
- Name recognition
 - Local – Poor
 - Regional – Good
- Membership
 - Benefits/ Benefit Publicity
 - Annual membership drive?
- Diversity of Board and Staff
 - Negatives: Race and socio-economic diversity
 - Positives: Audience and stakeholder diversity
- Exhibit selection process

Opportunities

- Create a Center for the Arts NOW
 - Partner with organizations
- Partner with Health Organizations
 - Patient Care
- Business Partnerships
 - Developer spaces under construction
- Make Lansing our gallery
- Education partnerships
 - Artist talks
 - School to professional paths

Threats

- Changing donor preferences (e.g. not writing big checks, give \$10 to a Kickstarter)
- Local real estate prices
- Transportation (rural) – Accessibility to programs
- Competition for people's time – other art orgs/ family/ jobs
- Competition for people's \$\$\$ (e.g. hurricane relief, basic needs)
- Local (new mayor)
- State and Federal funding is uncertain
 - 2018 Gubernatorial election
- Tax reform
 - Charitable deduction elimination?
 - Changes in standard deduction
- Content valuation
 - Steal music, images, etc.
 - Lack of philanthropy (no DeVos family) School to professional paths

Ideas and Voting Results

To further guide the organization's future direction, the facilitator moved the group into a session to identify three to five goals for the organization during the time period identified earlier in the process. This session included breaking into small groups for discussion and consensus around this overarching question: "Given your mission, vision, values, the SWOT analysis, and available resources, which goals are most promising for the organization—one with a stronger future than exists currently?"

These small-group discussions concluded with report outs. Full group discussion of the report outs allowed participants to comment on the ideas generated in the small groups. Following this discussion, all participants were asked to vote on the goals that they felt will lead to the strongest future Lansing Art Gallery and Education Center. Those vote totals and group work products are provided below.

Group One

- All age engagement (1)
- Diversity (4)
- New Location (15)
 - Above ground windows
 - Dedicated education space
 - High traffic, "near" downtown.
 - High visibility
- New website/ features (3)
 - Virtual tour
 - Video/ audio tour components
- New technology/ software (7)
 - Projection screens, etc.
- Robust membership drive
- Annual/ lifetime giving recognition and growth
 - On screen, at events
- Continued public art projects (4)

Group Two

- Ideal gallery space
 - Location, street visibility, parking, destination space
- Competitive Salaries (10)
 - Benefits, professional development, opportunities
- Endowment Fund (10)
- Strong membership and membership benefits (3)
- Locally recognized entity (4)
- Fully staffed to function well (7)
- Educational programming re-evaluated
 - New mission?
 - New direction?

Group Three

- "Art Bus" (10)
 - Tours of local art
 - Bringing art out to the community
- Regionalization (5)
 - Collaboration toward

2015-2017 – Strategic Accomplishments – Lansing Art Gallery & Education Center

Programs

- Increased “open hours” for accessibility and convenience
- Developed programming to support inclusion and access
- Initiated 2017’s inaugural Michigan Collegiate Art Exhibition
- Created Student Art Gallery
- Developed members-only artist talks
- Launched online program promotion, jury, notification, contracting, and scheduling
- Provided ambient music in the Gallery
- Explored collaborations with East Lansing Art Festival, Happendance, YMCA, Lansing Symphony Orchestra, Williamston Theatre, Knapps, Foster Swift, MBC, Lansing Community College, Michigan State University, Michigan.com, Capital Area District Library, Peckham
- Educational program pilots included: Art Encounter, Art Has No Barriers, Art & Ale, Creative Haven, Early LCC, Grit, Guts & Glam
- Qualitatively and quantitatively assessed each project/program
- Increased program participation in Art Scholarship Alert and Ingham Art Exhibition
- Streamlined teaching artist application/hiring process, parent packet, and policies
- Re-established a robust internship program to support leadership team

Personnel

- Developed Master Task Lists for leadership roles
- Updated procedures for hiring, training and evaluations
- Established official evaluation process for the Executive Director
- Reorganized ancillary spaces to support additional offices

Fund Development

In conjunction with fundraising committee chaired by Kate Hude, Gallery leaders:

- Created an on-site donor wall
- Created and developed program sponsorships
- Secured title sponsors for Holiday Exhibition and Collegiate Art Exhibition
- Received and renewed major support from MSUFCU
- Diversified grant funding to include more local grantors with youth education focus
- Secured funds for strategic planning and professional development for staff
- Garnered 95% score on MCACA grant and placement in three-year funding track
- Established annual report and request, increasing annual gifts
- Began developing groundwork to move individual donors into major gifts
- Successfully launched crowdfunding campaigns for public art
- Developed initial stages of legacy giving program
- Raised over \$20,000 for Erin Warmels Memorial Fund for art education
- Deepened relationships with prospects via current members, donors, and sponsors
- Developed Friends and Donor Circles levels of giving with recurring options
- Implemented RED HOT, an arts-based fundraiser
- Began discussion regarding a series of home-based fundraisers

- Secured in-kind parking
- Secured in-kind coffee and tea sponsors

Public Relations/Marketing

Established a Marketing Committee as mandated in Lansing Art Gallery By-Laws, which, led by new Board Member Keith Rouse: worked with partner organizations, policymakers, and media, representing the organization in associations and speaking engagements.

- Instituted use of communications plans to coordinate public relations efforts
- Discussed personas and developed a greater understanding of stakeholders' needs
- Oversaw development of branding and promotional materials
- Produced new brochure highlighting mission, membership, and programs
- Constructed new website page featuring gallery artists
- Established inaugural blog based on content marketing objectives
- Began developing a significant Gallery presence at a local, statewide, and national level
- Shared historical information and testimonials on website and social media
- Doubled Facebook followers through media campaign related to Pop Up Art
- Served on Mayor's Downtown and Fox 47 Grant Committee
- Joined Association of Fundraising Professionals
- Garnered in-kind membership with Lansing Chamber of Commerce
- Received Leadership Lansing and Michigan Museums Association scholarships
- Actively juried local and statewide arts and cultural events and awards
- Developed relationships with community leaders such as: Mayor Bernero, Mayor-Elect Andy Schor, Sheri Jones, Tim Daman (Chamber of Commerce), Scott Keith (LEPFA)
- Developed reciprocal in-kind marketing relationships with local arts organizations and supporters, including Happendance, Lansing Symphony Orchestra, Williamston Theatre, Lansing State Journal, Old Town Commercial Association, East Lansing Art Festival

Facility

- Engaged a facility search committee
- Actively sought support from potential donors, developers, and partners

Board of Directors

- Revised Personnel Policies 2016, 2017
- Enjoyed robust growth due to actively recruiting diverse leadership
- Re-instituted committees driving engagement and participation
- Developed procedures for Board Application and committee interview
- Initiated revisions of By-Laws and Articles
- Re-connected with Advisory Board for continued relationship

STRATEGIC BOARD GOALS AND OBJECTIVES

BOARD COMMITTEES

Each Board Member should actively engage as an officer or in a standing committee listed in the By-Laws: Board Development, Finance, Fund Development, Marketing and Public Relations, and Personnel.

DRIVE ATTENDANCE

Goal: increase monthly and annual attendance, which will support programs and generate revenue.

Goal: assess performance with metrics via year-to-date comparisons; project growth for the future.

- Objective: review and strive to increase attendance figures provided at the close of each exhibition with year-to-date comparisons.
- Objective: Share information about Gallery program sponsorships, call for entries, and social media.
- Objective: Drive attendance for each exhibition opening and actively make introductions to guests, Board, and staff.

DRIVE ARTWORK SALES

Goal: Increase Sales for Gallery and Exhibitions.

- Objective: Increase artwork sales by introducing your network to the Gallery.

EVALUATE EXECUTIVE DIRECTOR

The Board, after its first formal evaluation of the Executive Director (ED) in 2017, will annually refine and conduct an evaluation for the ED in order to ascertain successes and challenges,

A Review of the Executive Director:

- Gives board members the chance to reflect on the executive's performance, on the performance of the board, and of the organization
- Sparks discussions between the executive and the board (rather than summarize)
- Gives the executive the opportunity to reflect and learn (if so inclined)
- Provides a basis for salary and fire/keep decisions,
- Leads to alignment and clarification of goals and expectations.

The annual review process will begin 12 months prior to the review with setting goals for the year and establishing the criteria against which the ED will be evaluated. Consider in particular how the board will measure the director's leadership and work to advance the organization's strategic plan or annual plan.

The annual review should complement feedback provided throughout the year recognizing excellence and offering opportunities to reflect on workload, priorities, and needs. Scheduled interim check-ins also address issues as they arise during the year.

Review Procedure

- A. The President or Personnel Committee manages the ED's evaluation.
- B. The committee reviews the process and criteria with the ED prior to the start.
- C. The committee collects information from the board based on established criteria.
- D. The Executive Committee holds an executive session of the board (without any staff present) to discuss the survey results, comments, and compensation.
- E. The committee presents to the full board a clear report about the strengths and accomplishments of the Executive Director, any concerns or requirements for changes in future performance – as well as recommendations for compensation. Compensation increases may be awarded based on a combination of performance, comparability studies, and the financial status of the organization.
- F. Recommendations of the committee go to the full board for discussion and action.
- G. The committee meets with ED, relays information, and sets goals. The committee and the ED specifically discuss the performance of the past year and look to the future. The ED shares insights about his/her work and to discuss priorities for the coming year. Discussion should include:
 - a. Highlights and accomplishments from the year
 - b. Areas of concern or needing improvement
 - c. Plans for professional development
 - d. Goals for the coming year
 - e. Compensation
- H. The ED may respond (in person or in writing) to the full board.
- I. The outcomes of the evaluation process include a written summary and a new letter or letter of agreement with salary, any special fringe benefits, and any conditions clearly specified. The review and response are placed in the executive's personnel file. A new set of annual objectives for the ED are established as a basis for future evaluation.

BOARD TRAINING

Lansing Art Gallery & Education Center will work with Nonprofit Network to conduct an organizational assessment for capacity building services through support of the Capital Region Community Foundation. Nonprofit Network will conduct several sessions with the board and staff of the Lansing Art Gallery and Education Center in the following areas:

Board Development

1. Convene a two-hour “board basics” session with all board members and key staff to discuss key roles and responsibilities of board members including the three legal duties and the ten responsibilities of board members.
2. Convene a two hour “high performing board” session in which board members will receive information on best practices and be provided with clarity on their role as well as their relationship with staff to set, direct and make significant progress toward the organization’s mission.

Final Report and deliverables: Board Development Plan – digital format and hard copy

Fund Development Plan

Facilitated Planning Sessions (3)

Sessions (up to four hours each) with staff and/or board to discuss:

1. Create sustainable sources of revenue
 - Using appropriate fund development strategies
2. Fundraising training
3. Fundraising plan—Evaluate and determine which platform and applications to use—Implement
4. Develop strategies and steps of action within the plan
 - Develop all of the support collateral necessary to support the fundraising plan
5. Explore donor acquisition and retention strategies

BOARD MEMBER RECRUITMENT

Our Board is growing and seeking tools to better serve as ambassadors for Lansing Art Gallery & Education Center. Our Board of Directors can better support the organization with a full slate of directors (minimum 12 according to organizational By-Laws).

Step 1: Define the role and expectations for board members

Establish expectations with a job description

- Benefits
- Responsibility and Authority
- Term
- General Duties
- Time commitment
- Legal / Financial commitments
- Qualifications / Skills Requirements

Isolate specific skills or attributes

- Interested in fostering a culture of open-mindedness, compassion, and inclusiveness among individuals and groups.
- Identifying competencies that are essential to creating environments enriched with diverse views and people.
- Understanding of our artistic community and its needs
- Passion for arts and culture
- Willingness to commit time for board meetings, committee meetings, planning, special events
- Team player - works well in a group
- Someone who listens well, is thoughtful in considering issues

Step 2: Find candidates

Seek candidates from among: Friends, Family, Colleagues and associates, Neighbors, Community members (at church; clubs; sporting teams, etc.) Develop and maintain a list of potential candidates.

Step 3: Develop Selection Process that:

- matches candidate's skills and experience to the needs and opportunities
- improves the quality and safety of programs and services in communities
- Actively building a community whose members have diverse cultures, backgrounds, and life experiences.
- reduces the risks and liability for both people and organizations

Develop Board Interview Questions:

Develop and implement a standard set of questions regarding: skills to meet job description; values and attitude; time commitment; potential conflicts of interest based on career or other volunteer activities; discussion of any legal and financial commitments.

- Start the interview with an overview of the selection process
- Provide an overview of the organization and its mission/objectives
- Go over the board role description
- Explain organization's needs
- Create a form to document responses consistently across all applicants

Selection and Notification:

Selection should be made by the Board based on a set of criteria in terms of a skills-set fit, as well as a discussion of the candidate's ability to fit with the Board and the organization in terms of values, attitude and personality. Once selected, candidates should receive a personal call from Board President. Along with the call, the new board member should receive a letter confirming his/her invitation to join the Board and outlining the role, timelines, commitment and all pertinent details.

Step 4: Orientation

An overview of the organization – its mission, vision, values

- Organization chart
- Role description and forms to be completed
- The organization's strategic plan
- Most recent board meeting minutes
- The organization's most recent newsletter and/or brochure
- Schedule of meetings and required events
- Contact information – Board chair, members, staff contacts etc.

Step 5: Board Development

Establish a set of strategic goals and outcomes for Board Development.

Step 6: Succession

Establish succession plans, including:

- developing a system for Board Secretary to track terms
- establish goals per year and per term for each Board Member
- re-establish adherence to term limits
- Board self-evaluation annually

EXECUTIVE DIRECTOR'S GOALS & OBJECTIVES

1. Administrative

Goal: Supervise all staff with thoughtfulness and in a manner consistent with good fiscal management.

Objectives – Whitney:

- (a) Manages all day-to-day activities.
- (b) Reports to the Board of Directors on all matters affecting the activities, finances, property and reputation of the organization.

2. Programs/Personnel

Goal: Provide leadership and vision to achieve the highest artistic quality and professionalism in all educational program areas.

Objectives – Whitney:

- (a) Works closely with staff and volunteers the Executive Director oversees the Exhibitions, Retail Gallery, Special Events, and the Education department including the hiring of staff, who will report to the Executive Director.

Goal: Programs operate in a professional manner.

Objectives – Whitney:

- (a) Supports program directors in establishing and revising procedures for all departments.
- (c) Meets regularly with staff to evaluate progress of projects and goals.
- (d) Periodically reviews personnel policies and recommends appropriate changes to the Board

Goal: Attract and retain skilled, diverse staff associates.

Objectives – Whitney:

- (a) Increases salaries and benefits annually based on performance reviews.
- (b) Effectively articulates vision.
- (c) Links vision and strategic goals to individual performance.
- (d) Provides clear sense of direction to the organization's staff and volunteers.

Goal: Develop evaluation system for staff:

- (a) Prepares and revises job descriptions for all staff positions.
- (c) Utilizes a personnel evaluation system including annual reviews and decisions on promotions, disciplinary matters, and the feasibility of increases, reductions or restructuring in personnel and salaries.
- (d) Hires and terminates personnel.
- (e) Serves as the final arbitrator in problems or disputes involving staff, members of the public, artists, students and instructors.

3. Planning and Development

Goal: Lead increased fundraising efforts, including supporting the boards involvement in fundraising, personally cultivating and soliciting donors, supervising development staff, and implementing fundraising plans and policies approved by the board.

Objectives – Whitney:

- (a) Works together with the Board of Directors in the creation and maintenance of a long-range plan, which will support the mission and address the capital and staffing needs required for growth.
- (b) Researches and write grants, and to ensure the grants management meets required criteria.
- (c) Assists with and participate in all LAG fund raising, receptions, and special events.
- (d) Oversees permitting and contracting for legal and liability purposes within events, such as liquor licenses.

Goal: Determine accounting and budgeting practices and procedures necessary for sound financial management in accordance with legal requirements and advice of Board Finance Committee and auditors.

Objectives – In conjunction with Finance Committee, Whitney:

- (a) Prepares and presents the annual budget and monthly comparison of budget to actual, cash flows, charts, etc.
- (b) Oversees the handling of all income and expenses, including the maintenance of appropriate financial records and controls.
- (c) Analyzes and oversees payments on a timely basis.
- (d) Ensures proper management and audit of financial systems.
- (e) Supervises the Bookkeeper whose responsibilities include:
 - (1) Maintaining Quickbook accounts for all financial
 - (2) Monitoring the cash level in the banking accounts
 - (3) Prioritizing the payment of bills.
 - (4) Processing check requests based on requests from staff for various things approved by the Executive Director.
 - (5) Reviewing all monthly financial reports for accuracy.
- (f) Ensures satisfaction of financial reporting standards and requirements by requesting feedback.

4. Setting and Managing Strategic Goals

Goal: Provide adequate opportunity to board to participate in setting strategic goals.

Objectives – Whitney:

- (a) Works with a consultant to support the creation of a strategic plan with relevant, actionable, and measurable goals.
- (b) Demonstrates clear progress toward achieving strategic goals.
- (c) Regularly and clearly communicates progress toward strategic goals to the Board.

5. Public Relations/Communications

Goal: Represent the organization to the community, to the general public, and to local, regional, and state-wide constituencies.

Objectives – In conjunction with Board and Marketing Committee, Whitney:

- (a) Builds and maintains external relationships / partnerships on the organization's behalf
- (b) Exerts best efforts in the enhancement and preservation of the organization's reputation, with special emphasis on the allocation of resources to programs that benefit the community
- (c) Communicates in an open, candid, consistent manner.
- (d) Effectively presents ideas and issues.
- (e) Follows through with commitments.
- (f) Leads by example, modeling values, behaviors and practices for organization.
- (g) Translates both positive and negative experiences into lessons learned.
- (h) Encourages feedback and guidance from stakeholders.
- (i) Works to develop strong, productive relationships with all constituents.
- (j) Develops brand standards to clarify expectations for communication with all stakeholders.
- (k) Develops statement for diversity and inclusion, which supports activities, communications, and expectations around these topics.

6. Facility

Goal: Secure a new facility with stakeholders' interests of increased street-front presence, natural lighting, plentiful parking, and aesthetically pleasing building.

Objectives - In conjunction with Facility Committee, Whitney:

- (a) Investigates possibilities on market
- (b) Develops and maintains relationships with potential donors, developers, and other stakeholders.

Goal: Maintain facility lease and oversee equipment

Objectives – Whitney:

- (a) Ensures the proper management, maintenance, repair and preservation of the equipment.
- (b) Oversees the lease of the building including insurance, maintenance, and lease agreements.
- (c) Periodically evaluates, prioritizes and makes recommendations concerning repairs or improvements to the facilities or equipment.

Goal: Provide an aesthetic presentation to the public and an enhanced workspace for its employees.

- (a) request staff feedback on internal spaces.
- (b) consolidate commentary, Evaluate and implement changes.
- (c) support staff donation requests for new equipment, furniture, and paint.
- (d) Redesign interior spaces for best use and aesthetic value including kitchen, offices, and storerooms.

STAFF GOALS & OBJECTIVES

Lansing Art Gallery & Education Center's staff is dependable, knowledgeable, and employees work to contribute to the overall goals of our organization. They are skilled and competent.

Goal: Staff will develop a working knowledge of the daily, weekly, monthly, and annual priorities and tasks for their roles.

Goal: Providing all guests with an excellent experience.

- Objective: Arriving 15 minutes prior to each opening time in order to perform opening procedures before the arrival of guests, volunteers, artists, etc.
- Objective: Ensuring that a Gallery representative is near reception area at all times.
- Objective: Providing all guests with an extraordinary experience, sharing the Gallery's mission, history, programs, and giving opportunities.
- Objective: Inquiring and tracking residence of guests for attendance metrics.
- Objective: Supporting guests' overall experience as Lansing ambassadors.
- Objective: Thanking guests for visiting and inviting them to return to the Gallery.

Goal: Adhering to internal deadlines and procedures.

- Objective: working in advance to establish and communicate internal timeline for communications, program delivery, adjudication, and personnel.
- Objective: taking notes during meetings to capture important thoughts and complete assigned tasks.

Volunteer Recruitment, Training, and Retention

Volunteers are an important part of Lansing Art Gallery & Education Center's day-to-day activities. While acknowledging challenges with recruiting, training, and retaining volunteers, staff understands the importance of this as a part of our program management. The leadership team's informative presentations at new monthly All-Star meeting have been very well-received, due to their accessible, yet professional demeanor.

Goal: Further developing a base of dedicated associates, interns, and volunteers to assist with daily, weekly, monthly and annual tasks should be a high priority.

Goal: Leadership team will further delegate tasks to associates and volunteers in order to complete high-level tasks such as program development, assessment, and community engagement.

- Objective: Establish at least 1 volunteer to cover reception during open hours for each day of the week.
- Objective: Secure at least 2 interns per semester to support operations, create positive relationships with youth and collegiate demographic.
- Objective: Support volunteers by developing additional tasks tailored to individual strengths in addition to daily tasks.
- Objective: Hold volunteers accountable for daily tasks.
- Objective: Further engage supplemental event or task-based volunteers to support events or regularly-occurring tasks, such as painting and patching.
- Objective: Creating volunteer roles for events, establishing roles in advance of events and with all parties.
- Objective: Volunteers complete and sign agreement upon acceptance of volunteer role.

- Objective: Current volunteer contact information is shared with leadership team and retained in a secure place.
- Objective: Establish volunteer evaluation procedures.
- Objective: Establish volunteer appreciation techniques and/or event.
- Objective: Maintain current website presence for volunteers.
- Objective: Track volunteer time for 990 and audit purposes by ensuring accuracy of Google calendar.
- Objective: Launch series of All-Star meetings for staff, volunteers, and interns to connect, share successes, and gain professional development.

Goal: clear out space in storage area, which is currently being used for artwork, which has been at the Gallery for more than 1 year. Create a safe, clean, and attractive working environment in part of former storage space.

- Objective: Develop a list of artists to contact for artwork refreshing/removal.
- Objective: Write and distribute a letter (with ED approval) to each artist and tracking responses.
- Objective: Follow up with registered mailing regarding artwork.
- Objective: Assume and sell or otherwise handle artwork.
- Objective: Clear out bins and reconfigure space as working area.

Arts Ambassadors:

Staff should serve as champions for Lansing Art Gallery & Education Center with diplomacy and kindness. Staff can continue to develop relationships internally and externally to learn and share within their roles as appropriate.

Goal: Improve flow of communications and relationships between internal stakeholders

- Objective: prepare for weekly leadership team meetings to share appropriate updates, feedback, and suggestions
- Objective: support appropriate flow of communications by referring stakeholders to appropriate parties for information, strategic conversation, or conflict resolution.
- Objective: develop a brainstorming platform with the purpose of collecting findings about the arts and nonprofit sector to help innovate within our organization.
- Objective: share challenges, successes, and ideas with Executive Director in weekly program meetings regarding Exhibitions and Gallery
- Objective: Complete and share StrengthsFinder assessment with staff

Fund Development for Programs

Goal: Support Fund Development to increase revenue

Goal: Enable Executive Director to develop external relationships to cultivate major gifts and legacy endowments

- Objective: oversee administrative work related to fund development, including:
 - outgoing mailings for solicitation
 - thanks for memberships, individual contributions, grants, sponsorships, and other funds

- Objective: maintain and secure accurate donor database

Program Growth:

Goal: increase monthly and annual attendance, program participation, promotions, survey feedback, and revenue.

Goal: assess performance with metrics via year-to-date comparisons; project growth for the future.

- Objective: attendance report updates are provided to the Executive Director monthly, with a total (including in-county versus out-of-county) attendance figures provided at the close of each exhibition with year-to-date comparisons.
- Objective: Communications for each program is distributed in a timely fashion in accordance with communications plans, including program sponsorships, call for entries, and press releases, as well as social media.
- Objective: Brand standards are adhered to, including the use of editorial calendar is input in advance and adhered to for programmatic communications.
- Objective: Surveys are provided for each program, feedback is compiled for review and strategy with Executive Director. Responses are provided to participants within 2 weeks of their survey response deadline.
- Objective: Revenue for each exhibition is noted in exhibition-closing reports, along with year-to-date information.

Goal: Increase Sales for Gallery and Exhibitions.

- Objective: Increase artwork sales by providing excellent customer service and developing communications and a system to follow up with clients.

Staff Leadership Opportunities

- Goal: Appropriate and professional lighting
- Objective: Research and make recommendations for exhibitions and gallery spaces.
- Goal: Gain external opportunities for public recognition for expertise
- Goal: Increasing sales
- Goal: Increasing membership
- Goal: Growing statewide recognition for programs and participation from artists