

Creating Our Future

NORTH DAKOTA HUMANITIES COUNCIL
STRATEGIC PLAN 2011-2014



In our every deliberation, we must consider
the impact of our decisions on the next
seven generations.

From the Great Law of the Iroquois Confederacy

Yesterday

Over the past 30-plus years, we've dedicated ourselves to fostering a culture where the humanities are a vital part of the lives of North Dakotans. We developed around the idea that different voices with differing opinions engaged in conversations – meaningful conversation – in coffee shops and on street corners are the first steps in seeking solutions that influence and change our world.

Today, our programs continue to bring people together in conversation. Because speaking and listening to each other also encourages thinking together. And together, we can unleash our creativity, knowledge, wisdom and courage to change and improve our communities, our lives, and our world.



Today

We believe humanities programs awaken our spirits by connecting us, one with another, as human beings. The humanities link us to our past and are what we will leave to the generations that follow us. We believe the only way to realistically plan for a better tomorrow is to reflect on where we are today and to take responsibility for how we got here. This thinking moves us outside ourselves into something greater, as we realize the community we belong to is the same one we all belong to: life.



Our vision for tomorrow represents the intentions and hopes of many people. Everyday people not waiting for someone to rescue them or find a solution for them, but stepping forward, working together, and discovering how to make things better. If we fail to achieve a stated step toward our vision, as inevitably we will, we'll not despair, but will buoy each other,



staying grounded in our work, to bring our current reality closer to our vision for the future. We realize we may need to adjust our direction at times, but our beliefs are steadfast. We know that history has chosen us as the torchbearers of our vision. We commit ourselves to focusing on what we all have in common – our humanity – to create a better future.

Tomorrow

I'm making my shoulders strong for the young to stand upon, stepping lightly on the backs of those who hold me up. It's a chain of life unending, ever new and ever bending...

Susan Osborn, singer/songwriter



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April 2011

Letter to the People of North Dakota

We are pleased to share with you **Creating Our Future**, a strategic plan that will guide our work through 2014. The core of our work during the coming four years represents our continued pursuit of programmatic and operational excellence with a focus on broadening our scope and deepening our work throughout the state.

We'd like to thank you for being a critical part of creating this plan – our road map to the future. Across the state, we received feedback from individuals of all ages. We are grateful to have had the opportunity to hear so many voices and we believe that this plan reflects the views of the many community members who took the time to answer our calls, visit with us during interviews, and complete our community survey.

As with all plans, **Creating Our Future** is intended to be a working document, including monthly check-ins toward achieving our progress, annual reviews, and an update every four years. We encourage each of you to review **Creating Our Future** and to give us suggestions for improving it.

We are optimistic that with every step we take, we will move closer to creating our desired future for the coming generations. But we know that our ability to provide humanities programming statewide relies on you. It's only together we will create exciting developments that will resonate throughout the coming years. Please continue to let us know that you think. Visit us on our website at www.ndhumanities.org, or contact us at council@ndhumanities.org or 701-255-3360.

Yours in service,

North Dakota Humanities Council Board of Directors

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Our Values

We hold ourselves accountable for developing an understanding of and appreciation for the humanities that can transform the way we, as North Dakotans, see our communities and ourselves. To this end:

We believe in lifelong learning as essential for a thriving democracy

We believe in accessible, high quality humanities programs for all

We believe in everyone's right to be listened to and heard

We believe in the practice of critical thinking

We believe in collaborations that foster our fullest potential

We believe in acknowledging the past and in respecting its First Peoples as a path to a better future



Our Mission

We invest in the people of North Dakota by creating and sustaining humanities programs that provide us with a better understanding of the past, a better analysis of the present, and a better vision for the future.

Our Vision

The humanities inspire our vision of a thoughtful, respectful, actively engaged society that will be able to meet the challenge of sustaining our democracy across the many divisions of modern society and deal responsibly with the shared challenges we currently face as members of an interdependent world.



Developing the Plan

The North Dakota Humanities Council began the strategic planning process following a two-day board meeting in October of 2010. At that time, the Strategic Planning Committee convened to review committee member job descriptions, discuss the planning process and timeline, and schedule key planning dates. The planners engaged a consultant – Deana DeFoe of Five Fold, LLC – to facilitate the process and assist with developing the plan.

Over the course of November and December 2010, the planning team conducted an environmental scan. Internal analysis included completion of a management audit and a self-assessment report including a snap shot of the Council, an analysis of the Council’s work with a report of objectives, programs and budgets, and current program evaluation data. External analysis included planners collecting data through interviews of external stakeholders, an online survey of several hundred program participants and focus groups. The environmental scan included an analysis of strengths, weaknesses, opportunities and threats.

The Strategic Planning Committee met for five, four-hour working sessions during which planners developed strategic themes, goals, objectives and strategies and drafted mission, vision and values statements. Staff reviewed strategies and developed appropriate action plans. In early March 2011, planners reviewed a draft of the written planning document, and when they met on March 21, they incorporated additional suggestions into the action plan and finalized vision, mission and values statements.

As a final step, the NDHC Board of Directors voted to accept the Strategic Plan during the April 1, 2011 Board Meeting, approximately five months after beginning the planning process.



Strategic Themes

Engage Diverse
Audiences with the
Humanities

Strengthen our
Ability to Serve

Create Statewide
Impact through
Awareness

Deliver Programs
with Powerful
Results



North Dakota Humanities Council
Strategic Plan 2011-2014

Engage Diverse Audiences with the Humanities

Strategy Matrix Legend:

Staff

ED–Executive Director
AD–Associate Director
PO–Program Officer

Board of Directors

D–Board of Directors
EC–Executive Committee
GC–Grants Committee

PC–Program Committee
RDC–Resource Development Committee

Goal 1: Maintain Current Constituencies

Objective: Deepen our service to current audiences

Strategy	Action Steps	Indicators of Success	Position/ Group Responsible	Completion Date
1. Determine the profile of current audiences	Compile and analyze audience evaluations forms from last 3 years for each program	Documentation of general observations about the nature and habits of current audiences and the effectiveness of programs and services	PO	June, 2011
	Develop a composite report of the NDHC's programs and audiences	Report is prepared and distributed as part of NDHC's annual report to the Board	PO	Ongoing beginning June 2011
2. Develop strategies to increase frequency of attendance at NDHC program and sponsored humanities programs/ events	Categorize audiences, including geographic, demographic, and psychographic characteristics	Audiences are categorized according to level of engagement with the humanities, relationship to the council, demographics and/or characteristics, and constituencies	ED, PO	Ongoing beginning September 2012
	Collect profile information in all audience evaluation reports	Profile questions are added to evaluation forms to determine which programs and services serve what audiences	PO	Ongoing beginning September 2012
	Integrate Audience Development and Marketing by developing, targeting, and positioning strategies to communicate with different audiences, differentiating our message to make it appropriate/ interesting to each audience category	Marketing plan includes strategies for segmenting and promoting programs to different audiences	ED, PO	Ongoing beginning September 2012
	Develop two-way dialogue mechanisms to collect audience feedback	Dialogue mechanisms developed so that audiences have a voice and feel connected to the Council's work. Audiences invited to participate in a dialogue at least one time per month	PO	Ongoing beginning September 2012

Engage Diverse Audiences with the Humanities

Goal 2: Attract New Audiences

Objective 1: Develop a more diverse audience

Strategy	Action Steps	Indicators of Success	Position/Group Responsible	Completion Date
1. Identify populations/ audiences in North Dakota not currently served through humanities programming and prioritize who are most likely potential markets	Review current audience report and compile list of audiences not participating in NDHC programming/events	Identification of audiences not currently served conducted annual	ED, PO	Ongoing beginning August 2011
	Review organizations serving similar audiences and itemize the primary audiences those organizations serve	Identification of a niche for our audience development work, so as not to overlap needlessly with other organizations; Review annually	ED, PO	Ongoing beginning August 2011
	Define audiences to target for development and describe the impact we hope to have on these new audiences	Identification of target audiences, goals, and desired impacts completed annually	ED, PO	Ongoing beginning August 2011
2. Identify strategies to attract a more diverse audience	Convene program committee	Knowledgeable persons identified Committee convened and scope of work identified	ED, PO	June 2011
	Draft audience development proposal	Goals, strategies and action plan identified	ED, PO	April 2012
	Gain approval by the Board of Directors	Audience Development Proposal approved, monitored and revised annually	ED	Annually beginning June 30, 2012
	Review revised Grants Program guidelines to include opportunities to connect with audiences of collaborating organizations that have been previously difficult to access	New strategies identified and incorporated into Grants Program Guidelines and Audience Development Plans	ED, PO	September 2011
3. Develop/support new programming strategies targeted to meet the needs of new audiences	Modify existing programs to meet the needs of identified target audiences such as changing the timing or location of an event to increase accessibility for target audiences that have previously been excluded due to these factors	The number of new audience members	ED, PO	Ongoing

Engage Diverse Audiences with the Humanities

Goal 2: Attract New Audiences

Objective 2: Target young adults (ages 25-40)

Strategy	Action Steps	Indicators of Success	Position/ Group Responsible	Completion Date
1. Develop comprehensive plan to attract and serve young adults through humanities programming	Convene Program Committee	Committee convened and scope of work/goals defined	ED, D	January 2013
	Draft recruiting plan for young adults and develop a case for plan	Plan drafted	ED, PC	April 2013
	Present plan to the Board of Directors	Approval of recruiting plan for young adults by the Board of Directors	ED	June 30, 2013
2. Develop goals and implement strategies to increase frequency of attendance/participation for young adults in humanities programs	Evaluate each NDHC program to determine entry points for participation by young adults and define goals and strategies to attract young adults to current programs.	Creation of clearly defined goals and strategies Documented increase in the number of young adults ages 25-40 who attend NDHC humanities programs	ED, PO	October 2013

Goal 2: Attract New Audiences

Objective 3: Target teachers and their students

Strategy	Action Steps	Indicators of Success	Position/ Group Responsible	Completion Date
1. Provide access to quality humanities informational resources developed at the local, state and national levels	Identify and share resources with K-12 teachers	Informational resources provided from NEH, NDHC, and state affiliates posted on NDHC's website and listed in NDHC's e-newsletter Tracking/reporting of shared resources, e.g. number of logins to website, number of resources downloaded, number of schools/teachers receiving materials	PO	September 2013
2. Create/support professional development opportunities for teachers in humanities disciplines	Conduct teacher trainings on how to use North Star Dakotan in their classrooms	At least one training per region conducted and publicized	PO	December 2013

Strengthen Our Ability to Serve

Goal 1: Create a Strong, Efficient Organization that Continually Improves

Objective 1: Develop diverse and sustainable revenue streams

Strategy	Action Steps	Indicators of Success	Position/Group Responsible	Completion Date
1. Create an integrated resource development plan including strategies for cash and in-kind contributions	Review income and expense budgets and three-year expense projections	Budgets and expense projections reviewed	ED, AD, RDC	March 2012
	Set income projections for the next three years	Projections set	ED, AD	April 2012
	Contract/hire firm or individual to create fundraising plan	Fundraising plan created, identifying and prioritizing potential, new, and existing funding streams	ED, RDC	Contract/hire completed by June 2012; Plan created by September 2012
	Present plan to Board of Directors	Plan approved, reviewed and updated annually	ED, RDC	Annually beginning October 2012
2. Conduct local and state lobbying efforts and promote a unified voice for humanities programming	Establish Board Speakers Bureau	Speakers Bureau established	ED, D	January 2012
	Identify and prioritize which local and state leaders to visit by determining factors that affect a leaders decision-making process (i.e. determine if he/she is most responsive to constituent interest, the media, business leaders, other politicians, the party leadership, emotional appeals, humanitarian concerns, or a combination of these and/or other factors)	List developed, prioritized and distributed to Speakers Bureau Decision-making factors determined and collateral materials developed to assist with visit	ED, D	March 2012
	Conduct visits with local and state leaders	Two man teams developed out of Speaker Bureau Visits conducted and updates presented to the Board of Directors	ED, D	Quarterly beginning June 2012
3. Conduct federal lobbying and advocacy for humanities programming	Continue to work closely with the Federation of State Humanities Councils	Lobbying and advocacy coordinated with the Federations efforts	ED	March 2012
	Conduct visits with federal legislators	Two man teams developed out of Speakers Bureau. Visits conducted and updates presented to the Board of Directors	ED, D	Quarterly beginning June 2012

Strengthen Our Ability to Serve

Goal 1: Create a Strong, Efficient Organization that Continually Improves

Objective 2: Ensure effective leadership

Strategy	Action Steps	Indicators of Success	Position/ Group Responsible	Completion Date
1. Develop new Board Member orientation outlining roles and responsibilities	Review nonprofit best practices for board orientation/training	Best practices identified and research compiled to develop NDHC Board Member Orientation Package	ED, EC	June 2011
	Develop Board Orientation Package including purpose of training, goals, and topics to be covered	Board Orientation package developed	ED	September 2011
	Provide Board Orientation to incoming board members	All board members are oriented to the work and operations of the NDHC prior to attending their first board meeting Board members acquire the skills and knowledge they need to be effective leaders and decision-makers for NDHC	ED, EC	Ongoing as needed
	Incorporate Board Orientation as one piece of an ongoing plan for Board Development	Orientation is part one in ongoing Board Development Board Education is part of each board meeting	ED, EC	Ongoing
2. Convene an annual Board Member retreat	Plan and conduct an annual retreat, including defining the purpose, strategy, logistics, and timeline	Board continually improves its operations, e.g. recruiting, orientating, training, organizing, meeting, decisions and policies	ED	June Annually
	Provide Board Members with an overview of the organization and updated annual action plan	Board feels connected to mission/vision of the NDHC and to the staff	ED	June Annually
	Develop and review committee work plans	Committee members understand scope of work to be conducted during the year	ED	June Annually
3. Board and Staff annually complete online version of management indicator's tool	Distribute management indicator's tool and analyze results	100% board and staff complete management indicator's tool by September annually	AD	September 30 Annually

Strengthen Our Ability to Serve

Goal 1: Create a Strong, Efficient Organization that Continually Improves

Objective 3: Provide operational transparency, trust and accountability

Strategy	Action Steps	Indicators of Success	Position/Group Responsible	Completion Date
1. Create processes to ensure effective data collection and management	Clearly define the goals and objectives of the data collection	Goal and objectives set	ED	August 2013
	Reach understanding and agreement on operational procedures and methodology for the data collection plan	Data collection methodology and operational procedures defined and executed	ED, AD	August 2013
	Ensure data collection (and measurement) repeatability, reproducibility, accuracy, and stability	Data is accurate and useful to meet the needs of the NDHC	ED, AD	August 2013
2. Conduct a comprehensive survey at least every 3 years	Create a community survey and distribute to stakeholders, program participants, and community leaders	Survey completed, results compiled, analyzed, and performance measured	ED	August 2013
3. Ensure compliance with all local, state and federal regulations	Review, monitor, and annually update audit and compliance plans	NDHC is 100% in compliance with all local, state and federal regulations	ED, AD, D	Ongoing

Goal 1: Create a Strong, Efficient Organization that Continually Improves

Objective 4: Engage in local, regional, and state-wide collaborations and partnerships to strengthen/support humanities programming

Strategy	Action Steps	Indicators of Success	Position/Group Responsible	Completion Date
1. Identify and engage current and potential collaborator/partners in shared work	Compile list of current collaborators and partners	List of partners is published internally	PO	January 2012
	Share NDHC-generated publications with collaborators and partners	Documentation of distribution: collaborators'/partners' names, quantity, use	ED, PO	Ongoing beginning February 2012
	Maximize opportunities with collaborations and partners and share resources as applicable, e.g. mailing lists, marketing of programs, etc.	Sharing of resources by partners and collaborators to maximize efficiency and effectiveness	ED,	Ongoing beginning February 2012
2. Identify and report to Board of Directors issues of state interest and recommend appropriate action	Solicit and watch for new opportunities and explore the potential for new collaborations and partnerships	New partnership and/or programs evolve	PO	Ongoing
	Report in writing to the Board of Directors about issues raised	Board of Directors informed at least quarterly of issues of interest	ED	Ongoing

Strengthen Our Ability to Serve

Goal 1: Create a Strong, Efficient Organization that Continually Improves

Objective 4: Engage in local, regional, and state-wide collaborations/partnerships to strengthen and support humanities programing

Strategy	Action Steps	Indicators of Success	Position/ Group Responsible	Completion Date
3. Seek new grant applicants and support collaborations and partnerships that align with NDHC's vision, mission, and values	Host grants writing workshops in communities and actively seek out new partnerships	More competitive Grant Program with funded projects that align with NDHC's mission and vision At least one workshop per quarter hosted and feedback on effectiveness received	ED, PO, GC	Ongoing beginning October 2011

Goal 1: Create a Strong, Efficient Organization that Continually Improves

Objective 5: Update current technology and utilize new technology to create efficient, effective operations

Strategy	Action Steps	Indicators of Success	Position/ Group Responsible	Completion Date
1. Identify and prioritize key technology issues	Research technology to support NDHC's administrative, programming and development needs	Plan created	AD	July 31 Annually
	Develop technology needs list	Needs list created and distributed	AD	August 31 Annually
	Establish technology goals	Goals created and approved by the Board of Directors	ED, AD	October 31 Annually
2. Develop a funding strategy to support technology needs	Create a budget line item for technology	Line item in budget reviewed annually	ED, AD	Ongoing

Create Statewide Impact Through Awareness

Goal 1: Increase the NDHC's visibility and position statewide

Objective 1: Create an effective message

Strategy	Action Steps	Indicators of Success	Position/Group Responsible	Completion Date
1. Create a Brand ID for NDHC and update NDHC logo	Hire marketing professional (individual or firm) to lead brand creation	New brand created	ED	July 2012
2. Position NDHC and develop a case statement, i.e. an abbreviated strategic plan for NDHC (mission, vision, values, programs)	Synthesize strategic planning material into case statement	Case Statement completed	ED	July 2012
	Present case statement to Board of Directors for approval	Approved by the Board of Directors	ED	October 2012
3. Create an annual NDHC theme around which to focus programming and events - tie directly into NDHC's brand awareness	Convene Program Committee and identify scope of work	Committee has convened and is informed about their work	ED, PC	Annually beginning June 2011
	Identify annual themes	Prospect list of three to five possible themes developed	ED, PC	Annually beginning August 2011
	Present to Board of Directors for discussion and final approval	Approval by Board of Directors	ED	Annually beginning October 2011
4. Create strategies to build brand awareness in all programs/events	Marketing firm creating logo/brand works with ED and PO to create brand awareness strategies	NDHC Brand is identifiable at every program/event	ED, PO	July 2012

Create Statewide Impact Through Awareness

Goal 1: Increase Visibility and Market Position Statewide

Objective 2: Set annual marketing goals and create written plan

Strategy	Action Steps	Indicators of Success	Position/ Group Responsible	Completion Date
1. Identify and target market segments	Review target audience populations and list current obstacles and challenges to participation	Obstacles and challenges identified for each target audience	ED, PO	March 2012
2. Develop public relations and marketing goals to reach target market segments	Convene ad hoc committee to identify and prioritize PR and marketing goals at scheduled board meeting	Board and Staff have reflected on and articulated their Marketing/PR priorities prior to outsourcing the development of written plan	ED, D	June 2012
3. Create Marketing Plan	Hire a firm/individual to facilitate the creation of a 3-year marketing plan, integrating institutional visibility, audience development and fundraising goals	Creation of flexible, integrated marketing plan	ED	Plan created and approved by the Board of Directors by October 2012

Goal 1: Increase Visibility and Market Position Statewide

Objective 3: Conduct ongoing market research

Strategy	Action Steps	Indicators of Success	Position/ Group Responsible	Completion Date
1. Create written surveys	Create an online or print survey to glean information from NDHC's audiences, partners, and/or program participants	Survey developed to obtain quantitative data determining characteristics, habits, or interests Data analyzed, synthesized, and evaluated to devise new strategies	ED	Data collection ongoing beginning October 2011; Data evaluation completed by July annually

Create Statewide Impact Through Awareness

Goal 1: Increase Visibility and Market Position Statewide

Objective 3: Conduct ongoing market research

Strategy	Action Steps	Indicators of Success	Position/Group Responsible	Completion Date
2. Conduct live surveys or interviews	Develop 10 to 12 interview questions and conduct interviews to elicit personal perspectives on the NDHC from local officials, key volunteers, and funders, as applicable	Survey/interview questions developed to obtain qualitative data discovering opinions and preferences regarding NDHC's programs and operations 100% of Board members will conduct five interviews in person or on the phone annually with results presented to the ED by August each year Data will be used to develop/refine annual action plans	ED D	March 2012
3. Conduct focus groups	Conduct focus groups of 8 to 12 representative of targeted new audiences	Host at least one focus group per quarter to obtain qualitative data discovering opinions and preferences regarding NDHC's programs and operations	ED	Data evaluated annually by August 30, beginning 2012

Goal 2: Use Technology to Communicate to Audiences through their Preferred Mediums

Objective: Implement media improvements to energize audience response

Strategy	Action Steps	Indicators of Success	Position/Group Responsible	Completion Date
1. Use social media to spark conversations	Examine social media options for the NDHC to use including but not limited to blogs, Facebook, Twitter, and YouTube	Audiences are able to receive information from and provide feedback to the NDHC in a timely manner	PO	Ongoing beginning January 2012
	Create plan to use social media to effectively communicate with audiences	Audiences feel connected to and informed by the work of the NDHC A shift of the NDHC from internal to external, i.e. what we say to what others say about us	ED, PO	Ongoing beginning June 2012
	Integrate social media strategies into Marketing Plan	Strategies are integrated and updated	ED, PO	December 2012
2. Capture email addresses at all programs and events	Create annual strategies to capture email addresses	Strategies created and updated annually	PO	Ongoing

Deliver Programs with Powerful Results

Goal 1: Continue NDHC's Tradition of Programing Excellence by Developing, Promoting and Sustaining Lifelong Learning Opportunities in the Humanities

Objective 1: Develop, support and expand programming responsive to the current needs of North Dakotans

Strategy	Action Steps	Indicators of Success	Position/ Group Responsible	Completion Date
1. Identify current community issues and needs and recommend appropriate action	Engage Board and Staff Members in surveying their communities/regions	100% of Board and Staff members are active in surveying and articulating the needs/opportunities in their local communities	ED, ED	October 30, 2011
	Report relevant issues/needs and opportunities at board meetings	Two board and/or staff members report on the state of their communities at each board meeting	ED, PO, AD, D	Ongoing, beginning March 2012
	Identify ways to apply the humanities to current issues/opportunities	List of core humanities subjects identified in context with needs/opportunities	ED, PO	Ongoing, updated monthly beginning April 2012
	Identify relevant partners/collaborators in meeting needs	List of potential partners/collaborators identified and approached	ED, PO	Ongoing as needed, updated monthly beginning April 2012
	Host exploratory meetings with potential partners/collaborators	Meetings held as applicable	ED, PO	Ongoing as needed after April 2012
2. Review and improve the grant-making process and methodology	Develop recommendations for changes to grant-making process and methodology	Recommendations created for review by Grants Committee	ED	May 2011
	Convene Grants Committee to review, evaluate and update grants guidelines	Committee convened and grants guidelines updated	ED, GC	June 2011
	Present for Board approval	Approved by Board of Directors	ED, GC	October 2011

Deliver Programs with Powerful Results

Goal 1: Continue NDHC's Tradition of Programing Excellence by Developing, Promoting and Sustaining Lifelong Learning Opportunities in the Humanities

Objective 1: Develop, support and expand programming responsive to the current needs of North Dakotans

Strategy	Action Steps	Indicators of Success	Position/Group Responsible	Completion Date
3. Revitalize the Chautauqua program	Apply to NEH to fund program	Proposal submitted to NEH	ED, PO	August 2011
	Create a Chautauqua Training Institute for scholars	Training workshop held and 5-8 new ND scholars are recruited	ED, PO	June 2012
	Recruit program partners/collaborators, e.g. historical societies	Partners recruited and memorandum of understanding developed outlining each organization's role.	ED, PO	September 2012
	Recruit scholars statewide and nationally	Conduct college visits across the state, perform demonstrations and disseminate program information	ED, PO	November 2012
	Host Training Institute	Institute completed and scholars trained	ED, PO	November 2012
	Identify program theme for two year chautauqua series to run in 3 communities each fall	Theme approved based on audience interest, relevance of topic, and availability of scholars	ED, PO	November 2012
	Develop criteria and application materials and distribute	Criteria and application materials, posted online and mailed to communities	ED, PO	January 2013
	Interview and select communities	Interviews conducted and communities selected	ED, PO	March 2013
	Host Chautauqua	Large audiences attend each program (100+ in attendance)	ED, PO	August through September 2013
4. Create a young Chautauqua Program	Research successful Young Chautauqua programs in other states and develop a workable model to be incorporated into Chautauqua Training Institute	Young Chautauqua program implemented in conjunction with Chautauqua and marketed through media outlets	ED, PO	August through September 2014
	Develop marketing to attract young people to program, with possible incorporation into National history day			
5. Identify and/or create a signature program unique to the NDHC	Examine Chautauqua and a scholar in residence program to determine which fits best as a signature program for the NDHC	Signature Program developed, delivered and recognized statewide as an NDHC program	ED, D	Ongoing beginning March 2013

Deliver Programs with Powerful Results

Goal 1: Continue NDHC's Tradition of Programing Excellence by Developing, Promoting and Sustaining Lifelong Learning Opportunities in the Humanities

Objective 2: Evaluate programs, documenting continual improvement in all program areas

Strategy	Action Steps	Indicators of Success	Position/ Group Responsible	Completion Date
1. Develop research-based program outcomes and evaluation tools	Identify goals, target audiences, outcomes and indicators of success for each NDHC program, as it relates to the overall mission of the NDHC	Logic Models created for all programs	ED, PO	December 2012
	Integrate program evaluation goals into ongoing market research	Program evaluations included as a part of the annual report to the Board of Directors and major stakeholder	ED	January 2013
	Analyze, report and act on the findings	Program evaluations included as a part of the annual report to the Board of Directors and major stakeholders	ED	Ongoing Annually beginning February 2013



How we will monitor our Progress

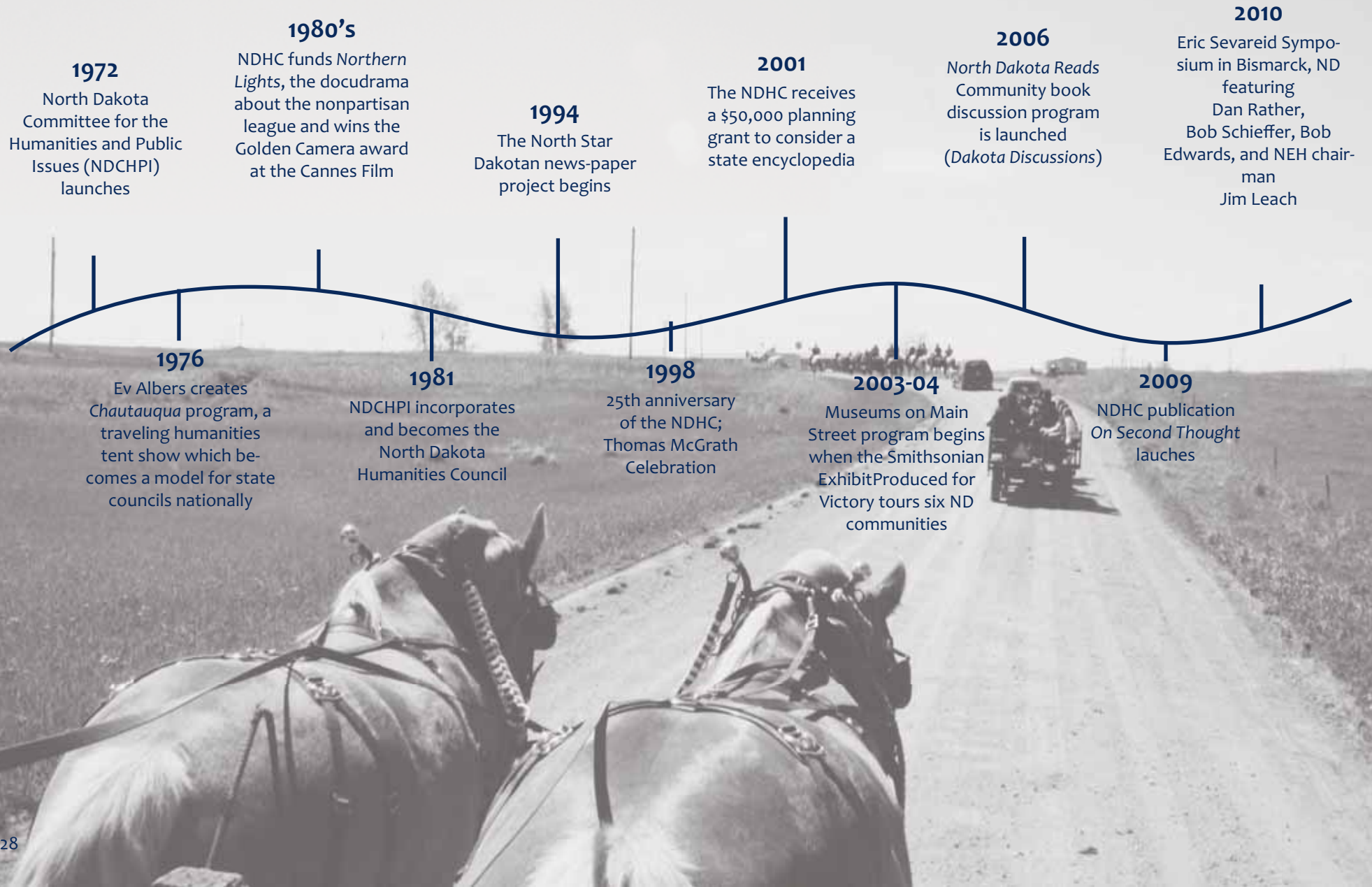
Because studies show that often it is not poor planning that derails promising plans, placing them on a shelf gathering dust, but faulty execution, we have created both a plan for implementation and a means to measure progress toward meeting our goals. The strategy matrix identifies action steps, the prospective leadership responsible to implement each step, a projected completion date, and selected measures of performance.

Monthly, staff members will report directly to the Executive Director their progress toward meeting each of the strategic goals. In turn, the Executive Director will report to the board of Directors at each board meeting about the status of implementation and progress towards achieving goals and objectives.

This plan is a roadmap for the next four years, however, changes externally and internally will inevitably occur. Adjustments to the plan will need to be made. The Executive Committee will monitor the status and implementation of the plan along with the Executive Director. Changes made to the plan will be reported in a timely manner to the Board of Directors and an updated version of the plan will be created and distributed.

The plan in its entirety will be reviewed annually to ensure that goals, objectives, strategies and actions continue to be realistic; they will be revised as needed, with all revisions subject to approval by the Board of Directors.

North Dakota Humanities Council Historical Timeline



Gratitude Beyond Expression

Words cannot express our deep appreciation to those who stepped forward and claimed their place in the NDHC strategic planning circle to talk about what they care about: our state, our communities, each other, and our lives together.

In this world of infinite freedom and choice, they willingly gave of their time and wisdom to help bring community needs and priorities into sharper focus, so that we can, step by step, create a better future for our children's children and beyond.

Ours is not the task of fixing the entire world all at once, but of stretching out to mend the part of world that is within our reach. Any small, calm thing that one soul can do to help another soul, to assist some portion of this poor, suffering world will help immensely.

-Clarissa Pinkola Estes, Writer

Gratitude Beyond Expression

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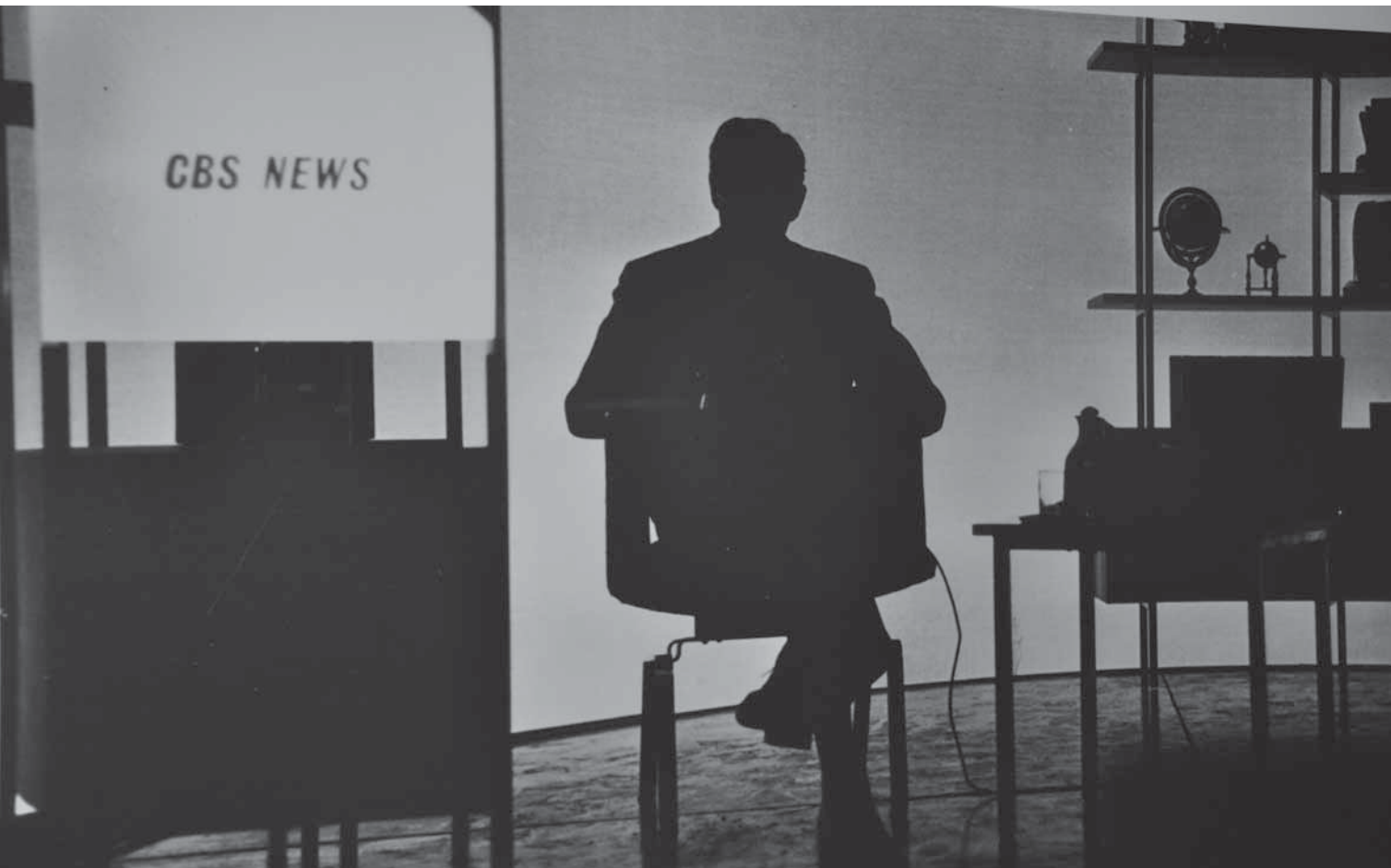
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You can't
know who you
are, as a
nation or a
people, unless
you know
where you've
been.

--Eric Severeid



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