

Goal #1 Organizational Capacity: To enhance quality of services and efficiency of operations (internal capacity building). Definition: The ability of the organization to operate efficiently and enhance the quality of services it offers, including human resources, infrastructure, development, and communications.				
Objective #1: Stabilize and retain staff				
Year	Tactic	Responsible	Status	Outcome/Evaluation
2008	Assess compensation/benefits packages summer of 08	E.D., TJ	staff to discuss w/ new E.D. in summer '08	
2008	Define changes in compensation and benefits package for staff for FY09	E.D., TJ Board		
2008	Identify and pursue funding for staff resources	E.D., JB Board		
Objective #2: Hire/introduce new Executive Director				
Year	Tactic	Responsible	Status	Outcome/Evaluation
April 2008	Board members and E.D. travel around the state	E.D., Board		
May 2008	Host Meet and Greet party for donors, former Board members, project directors	All staff Board		
Objective #3: Update and improve technology				
Year	Tactic	Responsible	Status	Outcome/Evaluation
2008	Assess current technology and identify needs: hardware/software/staffing	All staff	COMPLETED	
2008	Identify and pursue funding for technology update	E.D., JB Board Devel	Staff working on this	
2008	Identify appropriate fundraising software program	JB, NB, E.D.	Staff exploring Salesforce, Matchmaker, Patron Mail	
Fall 2008	Assess Web site for flexibility and growth -- platform, staff impact, interactive components	All staff		
2008	Develop long-term technology upgrade and maintenance plan	All staff		
Objective #4: Improve communications—branding and marketing				
Year	Tactic	Responsible	Status	Outcome/Evaluation
2008	Increase grantee site visits/evaluations: Board members asked to visit one program per quarter	E.D., AMJ, EN Board		
2008	Develop targeted outreach plan: current audience, scholars, project directors/ new audiences: youth, Latino, Native Americans	JB, NB, AMJ, EN	Surveys created and in process	

2008	Assess e-newsletter options, e-mail contact management	E.D., JB, NB	Account with Constant Contact is setup	
2008	Explore media partnerships: KAET, KUAT, KJZZ/KBAQ, Ch. 11, Ch. 99	JB, NB, AMJ, EN	Appt w/ KJZZ 12/ 07 (TJ, EN) JB met with KAET 2/21/08	
2008	Update and expand comprehensive marketing plan to identify new donors, using info from outreach and Web site, grants, packaged programs	JB, NB		
Objective #5: Develop comprehensive development plan				
Year	Tactic	Responsible	Status	Outcome/Evaluation
2008	Expand potential donor database by 50%	JB, NB		
2008	Increase annual appeals to four (Mar., June, Sept., Dec)	JB, NB		
2008	Donor party in 1 st quarter '08	JB, NB	Postponed	
2008	Increase salons: 6-8/year	JB, NB	Three currently planned through July 2008	
2008	Increase program specific targeted appeals	JB, NB		
2008	Pursue grants for programs, capacity building	E.D., JB, NB		
2008	Research social entrepreneurial successes	JB, JP		
2008	Increase outreach to potential capital campaign investors: Tribal entities, arts groups, local businesses, media	JB, NB		
2008	Plan for 35 th anniversary -- possible publication, reunion of board members	E.D., JB Board	Possibly to be held in September or October	
2008	Determine viability of creating fund-raising event(s)	JB, NB		
2008	Conceive of entrepreneurial opportunities	JB, NB		
Objective #6: Develop and diversify the board, improve board relations and board communications				
Year	Tactic	Responsible	Status	Outcome/Evaluation
2008	Assess board development matrix to identify clearly the needed skill sets	E.D., TJ Membership Committee		Look to legislators as potential Board members: Ablesar, Anderson, Chevront, Gray, Sinema
2008	Communicate clearly to new board members the expectations and responsibilities regarding site visits, evaluation, grant review, members' investment	E.D., TJ Board and Membership Chair		
2008	Assess current board orientation	E.D. Board		
2008	Build site visit reports into board meetings	E.D., AMJ, EN Board Chair	JY to speak with Kim	Successful at Feb 08 Brd Mtg
2008	Build board professional development into board meetings: NMI program in June?	E.D. Board Chair		
2008	Draft foundation for 09 Strategic Plan at June 08 Brd Mtg	Staff, Board		

Objective #7: Determine future of AHC at Ellis-Shackelford House				
Year	Tactic	Responsible	Status	Outcome/Evaluation
2008	Negotiate lease agreement with City of Phoenix	E.D. Ad Hoc Committee	Assignment & Novation agreed upon and signed	More discussion planned for June 08 Brd Mtg

Goal #2 Cultural Heritage Development: To develop and preserve the ability of institutions to fully convey stories and interpret heritage (external capacity building). Definition: Programs and services designed to develop and/or preserve the ability of institutions and individuals to convey stories and interpret heritage, including partnerships, program outreach, and cultural heritage tourism.				
Objective #1: Build and strengthen strategic partnerships, ensure diversity				
Year	Tactic	Responsible	Status	Outcome/Evaluation
2008	Refocus grant programs: explore themes, guidelines, grants process	AMJ, EN Board		
2008	Assess partnership criteria	E.D., AMJ, EN		
2008	Use research from outreach to tribal groups and others to develop new relationships	E.D., JB, AMJ		
2008	Continue to fund CHT grants	E.D., AMJ Review Committee		
2008	Build new corporate partnerships, use board relationships, outreach	E.D., JB Board		
2008	Strengthen cultural group partnerships	E.D., JB		
Objective #2: Broaden audiences				
Year	Tactic	Responsible	Status	Outcome/Evaluation
2008	Clarify CHT goals, connect with tourists and newcomers	E.D., JB, AMJ		
2008	Evaluate current programs and audience participation	AMJ, EN		
2008	Explore connecting Cultural Heritage to packaged programs	AMJ, EN		
2008	Use Arizona Heritage Traveler to market AHC programs	AMJ, EN, JB, NB		

Goal #3 Cultural Literacy: To advance the knowledge and understanding of the humanities as the shared story of Arizona’s peoples. Definition: The body of knowledge that comprises the shared story of Arizonans, including partnerships and program outreach focused on the written and spoken word.

Objective #1: Decide fate of Arizona Book Festival				
Year	Tactic	Responsible	Status	Outcome/Evaluation
2008	Ad Hoc Task Force will bring a recommendation to the Board in Feb 08	E.D., JB Board	A festival will be hosted in 2009	
2008	Hold Literary Treasure Award Event in April 08	All staff	Held in Tempe and Tucson	Create stand alone “legacy” event in future
Objective #2: Be a leader in development and delivery of cultural literacy programs				
Year	Tactic	Responsible	Status	Outcome/Evaluation
2008	Clarify focus/understanding of cultural literacy programs	E.D., JB, AMJ		
2008	Assess current programs	AMJ, EN		
2008	Explore new methods of delivering humanities programming in response to the outreach research conducted	AMJ, EN		
2008	Research creating Young Chautauquan program	AMJ, EN, JP	JB & EN meeting with partners	
2008	Develop a body of stories about meaning and impact of cultural literacy	JB, NB, AMJ, EN		

Goal #4 Relevance: To broaden public awareness of, access to, and support for the humanities perspective on contemporary issues. Definition: Awareness of, access to, and support for the humanities among diverse peoples, including topical issues, advocacy, and civic responsibility.					
Objective #1: Provide more public discussion opportunities					
Year	Tactic		Responsible	Status	Outcome/Evaluation
2008	Create yearly issue theme for 2009 that is accessed through all programs		Board Contemp Iss All staff		
2008	Extend public conversations on Web site and publications		E.D., JB, AMJ		
2008	Explore providing forums for people to discuss current issues		E.D., JB, AMJ Board Contemp Iss		
Objective #2: Increase and strengthen diverse partnerships					
Year	Tactic		Responsible	Status	Outcome/Evaluation
2008	Research “likely” and “unlikely” groups for partnerships		JB, NB		
2008	Participate with ethnic CVBs/Chambers		JB, NB		
2008	Outreach to Leadership programs such as Mesa, Phoenix, and Tucson		JB, NB		
Objective #3: Find new ways to deliver programs					
Year	Tactic		Responsible	Status	Outcome/Evaluation
2008	Create more opportunities for AHC to listen and respond		JB, NB, AMJ, EN		
2008	Act on outreach learning to increase points of entry for audiences		JB, NB, AMJ, EN		
Objective #4: Increase AHC visibility					
Year	Tactic		Responsible	Status	Outcome/Evaluation
2008	Reach out to political bodies beyond state legislature via League of Arizona Cities and Towns (cities, counties)		E.D., Board		
2008	Encourage board members to meet with political and cultural organizations		E.D., Board Chair		
2008	Identify key legislators, engage board members re specific legislation/advocacy		E.D., Board Chair		
2008	Develop stories that illustrate impact of civil engagement		All staff		