

Nebraska Humanities Council
Strategic Plan 2009-2013

Goal #1: Make high quality relevant and affordable humanities programming available to all Nebraskans				
<i>Strategy</i>	<i>Task</i>	<i>Benchmark/Short Term Goals</i>	<i>Status</i>	<i>Committee/Staff Responsible</i>
I. Continue to provide outreach and advice to organizations to encourage grant proposals for good public programs in the humanities	A. Develop and implement focused outreach to American Indian organizations	1) Number of applications received from/awarded to American Indian organizations grows by 50% annually	Annual	Program Committee, Annette Eisenhart, Chair, Erika Hamilton, Mary Yager
	B. Develop and implement focused outreach to organizations in the western third of Nebraska	1) Number of applications received from/awarded to organizations in western third of state grows by 20% annually.	Annual	
II. Encourage Nebraskans to use the humanities in exploring and discussing public policy issues	A. Continue to publicize the availability of support for programs related to the demographic changes facing Nebraskans - New Nebraskans, Rural—Urban—Suburban, and Aging.	1) Number of applications received/ awarded related to New Nebraskans and Rural—Urban—Suburban initiatives is sustained; two applications per year are received/awarded for Aging initiative.	Annual	Program Committee, Annette Eisenhart, Chair, Mary Yager, Erika Hamilton, Kristi Hayek
	B. Meet with the UNL Public Policy Center, Heartland Center for Leadership Development, UNO's College of Public Affairs and Community Service, and others to explore strategies and possible partnerships to encourage public policy discussions and the feasibility of locally based civic discussions.	1) Design a strategy to foster locally based civic discussion.	2010	
		2) Implement the strategy on a limited trial basis.	2011	
		3) Roll out the locally based civic discussion programming.	2012	
		4) Design, issue, and publicize an RFP for grant proposals exploring public policy issues.	2012	
5) Design, implement and/or bundle appropriate program offerings through the Speakers Bureau and other programming.	2012			

Nebraska Humanities Council
Strategic Plan 2009-2013

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<i>II. Encourage Nebraskans to use the humanities in exploring and discussing public policy issues (con't)</i>	C. Explore possible partnerships with other lecture series in the state that would benefit the Humanities Council	1) Identify other lecture series.	Completed	<i>Program Committee, Program Staff (con't)</i>
		2) Determine the nature of these partnerships.	2010	
		3) Contact potential partners.	2010	
<i>III. Encourage Nebraskans and others to explore possible partnerships and program offerings related to cultural tourism opportunities in the state.</i>	A. Meet with Division of Travel & Tourism, Game & Parks, State Historical Society, Center for the Book, Cooperative Extension, Nebraska Rural Initiative, Center for Great Plains Studies, and others to explore possible partnerships.	1) Develop and implement strategies for fostering cultural tourism.	2012	Program Committee, Annette Eisenhart, Chair, Mary Yager, Erika Hamilton, Kristi Hayek
		2) Design, issue, and publicize an RFP for grant proposals on cultural tourism.	2013	
		3) Design, implement and /or bundle appropriate program offerings through the Speakers Bureau and other programming.	2013	
<i>IV. Reevaluate existing NHC partnership with the Nebraska Book Festival.</i>	A. Develop evaluation criteria to assess the Nebraska Book Festival.	1) 50% of attendees are general public, not presenters nor exhibitors, in 2009 with 5% growth each year.	Annual	Program Committee, Annette Eisenhart, Chair, Erika Hamilton
		2) Number of exhibitor applications meets or exceeds number of available spots	Annual	
		3) 90% or more participating writers agree that the Book Festival is valuable to them.	Annual	
		4) 90% or more participants rate the Book Festival as good or above.	Annual	
	B. Assess the cost/benefit of continuing support of the Nebraska Book Festival.	1) Assessment made based on above criteria; if met, consider long-term criteria.	2010	

Nebraska Humanities Council
Strategic Plan 2009-2013

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V. Re-evaluate existing NHC partnership with E.N. Thompson Forum Simulcasts.	A. Work to strengthen and enhance the E.N. Thompson Forum Simulcasts.	1) Strategies developed to engage more of the college and local community members.	Completed	Program Committee, Annette Eisenhart, Chair, Mary Yager
	B. Develop evaluation criteria to assess the E.N. Thompson Forum Simulcasts.	1) Attendance numbers average 20 attendees per site, per lecture.	Completed	
		2) 90% of the local coordinators rate the event good or better.	Completed	
	C. Assess the cost/benefit of continuing support of the E.N. Thompson Forum Simulcasts.	1)Assessment made based on above criteria; if met, consider long-term criteria.	2010	
VI. Maintain core Council programming that is funded through contracts and/or presented by the Council.	A. Capitol Forum	1) 80% or more participating students feel informed and think the Forum will have long term impact on their lives.	Annual	Program Committee, Annette Eisenhart, Chair, Kristi Hayek
		2) Number of teacher applications meets or exceeds the number of spots.	Annual	
		3) At least 25% of applications are from teachers new to Capitol Forum.	Annual	
		4) 90% or more participating teachers and students rate Capitol Forum good or above.	Annual	
	B. Chautauqua	1)Number of community applicants each year meets or exceeds number of spots.	Annual	Program Committee, Annette Eisenhart, Chair, Kristi Hayek
		2) Total and youth audience numbers at each site meets or exceeds expectations based upon host community size.	Annual	
		3) 90% community and participant satisfaction based on evaluations.	Annual	

Nebraska Humanities Council
Strategic Plan 2009-2013

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<i>VI. Maintain core Council programming that is funded through contracts and/or presented by the Council (con't)</i>	C. Humanities Desk	1) Coverage of humanities topics of broad interest.	Annual	Program Committee, Annette Eisenhart, Chair, Mary Yager
		2) Promotion of Chautauqua and Governor's Lecture.	Annual	
		3) Coverage of both Council sponsored and grant funded programs.	Annual	
		4) Sustain audience numbers.	Annual	
	D. Humanities Resource Center—Speakers Bureau, scholars in residence, cultural encounter kits, etc	1) Number of applications grows at 5% per year.	Annual	Program Committee, Annette Eisenhart, Chair, Mary Yager
		2) Good distribution across the state.	Annual	
		3) Audience numbers average 90 attendees per program.	Annual	
		4) 90% of project directors rate programs good or better.	Annual	
	E. Museum on Main Street	1) Number of applications each year meets or exceeds number of spots.	Annual	Program Committee, Annette Eisenhart, Chair, Mary Yager
		2) Good distribution across the state.	Annual	
		3) 50% of sites are first-time MOMS participants.	Annual	
		4) Number of exhibition visitors at each site meets expectations based on numbers projected by each site.	Annual	
		5) Site involvement with other local organizations.	Annual	
		6) Site engagement with NHC following participation in MOMS.	Annual	
7) Use of speakers bureau in conjunction with exhibition.		Annual		

Nebraska Humanities Council
Strategic Plan 2009-2013

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<i>VI. Maintain core Council programming that is funded through contracts and/or presented by the Council (con't)</i>	F. Prime Time	1) 74% or more families report that they spend more time reading together, have changed the way they read and discuss books, and have changed attitudes towards the library	Annual	Program Committee, Annette Eisenhart, Chair, Erika Hamilton
		2) 51% or more families have NOT participated in Prime Time previously.	Annual	
		3) 90% or more families rate the books and facilitators as good or above.	Annual	
		4) Develop Native American program.	Annual	
	G. As appropriate, continue to link NHC programming to State Education Standards.	1) State education standards identified for all programs for which school participation is desired.	Annual	Program Committee, Annette Eisenhart, Chair, Erika Hamilton, Mary Yager, Kristi Hayek
VII. Consider programs in the future that have particular promise for addition to core programming.	A. Develop a strategy and criteria for considering programs for addition to core programming including identification of potential sources of additional funding.	1) Strategy developed by 2010.	2010	Program Committee, Annette Eisenhart, Chair, Erika Hamilton, Mary Yager, Kristi Hayek, Chris Sommerich

Nebraska Humanities Council
Strategic Plan 2009-2013

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Goal #2: Build a strong base of private financial support for a statewide program				
<p>I. Increase individual Major Gifts (\$1,000 or more) through personalized approaches tailored to the donor's interests, capacity to give, and connection to us.</p> <hr/> <p style="text-align: center;">BENCHMARK: Increase number of donors by 5% annually</p> <p style="text-align: center;">STATUS: Annual</p>	A. Begin the fiscal year with a Board Campaign to identify board members who can increase Major Gifts by their example and ensure 100% giving of every board member at some level.	1) 100% of board and staff will give	Annual	Major Gifts Committee, Natalie Olson, Chair, Chris Sommerich, Jane Hood
	B. Identify alumni members who can increase Major Gifts from alumni by their example.		Annual	
	C. Identify, cultivate, and solicit major donors with the Major Gift committee taking the lead on overall strategies.	2) 50 personal visits for requests of \$1,000 and over	Annual	
	D. Encourage board members to host "friendraisers" in their communities to cultivate major donors.	1) 1 to 4 'Friendraisers' (of any size), hosted by board members, per year		
	E. Use the 2009 National Humanities Conference to build our base of major donors in Omaha			
<p>II. Continue building the Annual Campaign primarily through mail appeals.</p> <hr/> <p style="text-align: center;">BENCHMARK: \$100,000 by 2011</p> <p style="text-align: center;">STATUS: 2011</p>	A. Board members submit names and sign letters for the spring Sower Campaign.	1) 100% of all board members participate		Annual Campaign Committee, Joel Russell, Annette Eisenhart, Vice-Chairs, Chris Sommerich
	B. Renewal requests to annual donors	2) Donor retention rate of at least 65% annually; and 75% give within two years.	Annual	
	C. Acquire new donors through mailings to program attendees and individuals involved in programs such as project directors, scholars, etc., and outside list rentals.	3) 20% new donors annually		

Nebraska Humanities Council
Strategic Plan 2009-2013

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II. Continue building the Annual Campaign primarily through mail appeals (con't)	D. promote online giving through print and electronic communication.	1) 10% growth in online donors		Annual Campaign Committee, Joel Russell, Annette Eisenhart, Vice-Chairs, Chris Sommerich (con't)
	E. Promote our membership in Community Services Fund to increase donations via worksite giving programs.	1) Increase CSF funding by at least 5% annually		
III. Continue to enlarge the pool of potential foundation and corporate grants for a consistent source of support. BENCHMARK: \$125,000 STATUS: Annual	A. Maintain a grant calendar for request and report deadlines and other relevant information.			Annual Campaign Committee, Joel Russell, Annette Eisenhart, Vice-Chairs, Chris Sommerich, Jane Hood
	B. Update research on foundation prospects in 2009	1) Grant funding increase 5% by 2011		
	C. Seek advice and advocates for grant requests from entire board.			
IV. Continue a successful annual Governor's Lecture in the Humanities STATUS: Annual	A. Bring a nationally known speaker to Nebraska for an outstanding public humanities lecture.			Governor's Lecture Committee, Lana Flagtvet, Chair, Chris Sommerich, Jane Hood, Aimee Poor
	B. Host a successful benefit dinner prior to the free public lecture	1) Raise 70% or more through sponsorship solicitations		
		2) Raise remaining income through individual ticket sales		
		3) Achieve a capacity turn-out for benefit dinner		
	C. Build a good working relationship with the governor.			
D. Increase public visibility for the Council and its programs.				

Nebraska Humanities Council
Strategic Plan 2009-2013

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V. Coordinate with the Nebraska Cultural Endowment on major donors and prospects to promote the annual needs of the Council and the importance of the NCE to our long-term stability.				Chuck Shoemaker/Kim Robak/Jane Hood
VI. Continue working closely with the Program team to develop compelling cases of support for our programs (including quantitative and qualitative approaches).				Major Gifts Committee, Natalie Olson, Chair, Jane Hood, Mary Yager, Erika Hamilton, Kristi Hayek
Goal #3: Increase the visibility of the Council's work				
I. Increase awareness of the Nebraska Humanities Council and its programs among unreached audiences.	A. Reassess how we market to 20- to 40-year-olds.	1) Organize a panel discussion for January 2009 board meeting (program content, presentation, branding, advertising).	Completed	Public Relations Committee, Melissa Marvin, Chair, Jane Hood, Chris Sommerich, Mary Yager, Erika Hamilton, Kristi Hayek
		2) Research and determine priorities for Council's approach	2009-2010	
		3) Design a marketing and programmatic approach to reach 20- to 40-year-olds.	2010	
		4) Implement a marketing and programmatic approach to reach 20- to 40-year olds.	2011	
	B. Develop a segmented public relations plan including youth, donors, elected officials, etc.			

Nebraska Humanities Council
Strategic Plan 2009-2013

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<i>I. Increase awareness of the Nebraska Humanities Council and its programs among unreached audiences (con't)</i>	C. Develop and implement community based relationships for marketing (ESUs, chambers of commerce, churches, alumni, libraries, etc.)			<i>Public Relations Committee, Melissa Marvin, Chair, Jane Hood, Chris Sommerich, Mary Yager, Erika Hamilton, Kristi Hayek (con't)</i>
	D. Conduct a study following the 2009 National Conference to determine the Council's visibility in Omaha and develop a strategy to address its recommendations.			
	E. Contact Board/Alumni when key press releases are sent to media. Ask Board/Alumni to forward key press releases to contacts in the community.			
Goal #4: Sustain and enhance state and federal support for the Council's work				
<i>I. Sustain and increase state funding for NHC</i>	A. Continue education of state senators and Governor about Council's work	1) Board and staff invite senators to programs in their districts		Government Relations Committee, Mike Nolan, Chair, Jane Hood
		2) Host a legislative event to introduce work of Council and Foundation		
		3) Meet with key senators on Appropriations Committee		
	B. Educate newly elected senators and new candidates for Legislature	1) Determine which board members know each senator and candidate	2009, 2011	
2) Board and staff meet with candidates and/or new senators prior to and during session to demonstrate NHC's work in their district		2010		
<i>I. Sustain and increase state</i>	C. Seek increase in state support for new program in 2011-12 session	1) Determine strategy to gain Governor's support	2010	<i>Government Relations Committee, Mike Nolan</i>
		2) Meet with Appropriations Committee members prior and immediately after session begins	2010	

Nebraska Humanities Council
Strategic Plan 2009-2013

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<i>funding for NHC (con't)</i>	D. Pass legislation improving and extending EndowNebraska	1) Board and staff contact senators as determined by EndowNebraska leadership	Completed	<i>Committee, Mike Nolan, Chair, Jane Hood (con't)</i>
	E. Pass any legislation necessary to Nebraska Cultural Endowment	1) Board and staff contact senators as determined by NCE	Completed	
II. Sustain and increase federal support of NHC	A. Work with Federation to make coordinated case to Congress for increased funding for state humanities councils	1) Participate in Humanities on the Hill using board members with close contacts to delegation.	Annual	Government Relations Committee, Mike Nolan, Chair, Jane Hood
		2) Work with Sen. Nelson's office on key legislation as determined by Federation	Annual	
	B. Continue to educate congressional delegation about NHC's work	1) Board and staff invite delegation to programs in their district	Annual	
		2) Board members contact delegation about support for NHC at key times	Annual	
	C. Work with Federation to respond to changes on the national level occasioned by the new administration			

Nebraska Humanities Council
Strategic Plan 2009-2013

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Goal #5: Ensure effective and appropriate use of the Council and Foundation's staff and resources.				
I. Maintain Organization's Continuity Plan	A. Develop board and staff policies as needed to reflect best practices			NHC Executive Committee, Chuck Shoemaker, Chair, Jane Hood
	B. Continue to update board and staff procedure manuals	1) Review board procedure book against minutes for 2007-8	2010	
	C. Develop executive director transition plan		6 - 8 months prior to E.D retirement	
II. Revise Information Technology Plan	A. Implement Omaha Treasures webpage	1) 10% larger audience for 2009 conference than attended 2008 conference (achieved 8%)	Completed	Public Relations Committee
	B. Develop e-application for grants and speakers bureau	1) E-application used by 100% of grant applicants and available for speakers bureau	Completed	Program Committee
	C. Develop e-newsletter to compliment traditional newsletter	1) Collect member and donor email addresses	2009-2010	NHC Executive Committee, Chuck Shoemaker, Chair, Jane Hood
		2) Acquire necessary software	2010	
		3) Design e-newsletter	2010	
	D. Explore interactive technology in programming			
	E. Update software as needed			
F. Update computers as needed				

Nebraska Humanities Council
Strategic Plan 2009-2013

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III. Determine effective use of and compensation for staff	A. Determine appropriate level of staffing to implement Council's plan	1) Hire/train staff for IT needs		NHC Executive Committee, Chuck Shoemaker, Chair, Jane Hood
	B. develop staff benefit plan that is fair, competitive, and affordable	1) Minimal staff turn-over		
	C. Continue to set salary ranges every three years to remain a competitive employer	1) Minimal staff turn-over		
	D. Support staff development to enhance professional performance			
IV. Monitor Expenditures	A. Monthly staff review	BENCHMARK: NHC Operates in the black	Annual	Finance Committee, Carol Gendler, Chair, Jane Hood
	B. Quarterly review by Council and Foundation treasurers			
	C. Finance committee review prior to board meetings			
	D. Board review at spring, fall, and winter meetings			
Goal #6: Assess Council and Foundation's performance and structures				
I. Evaluate progress annually on strategic plan	A. Committees responsible for various sections of plan assess progress annually and report to full board at winter meeting		Annual	NHC and NFH Executive Committees, Chuck Shoemaker, Chair, Kim Robak, Chair, Jane Hood
	B. Council and Foundation annually revise plan			
II. Recruit board members who meet needs of the Council and Foundation	A. NHC and NFH membership committees meet prior to Fall board meeting to assess needs of Council and Foundation.		Annual	NHC and NFH Membership Committees, Diana Doyle (NHC), and Angenette Meaney (NFH) Chairs, Jane Hood

Nebraska Humanities Council
Strategic Plan 2009-2013

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<i>II. Recruit board members who meet needs of the Council and Foundation (con't)</i>	B. Board and alumni recruit nominees based on committees' recommendations; public invited to nominate Council members based on recommendations.		Annual	<i>NHC and NFH Membership Committees, Diana Doyle (NHC), and Angenette Meaney (NFH) Chairs, Jane Hood (con't)</i>
	C. Following January board election of new members, board and staff meet with particularly promising potential board members who emerged during nomination process but were not slated for future board service.			
<i>III. Evaluate Program Impact</i>	A. Determine data to be collected, method for collecting, and format for compiling, assessing, and presenting information	1) Use short and long term goals to assess for programmatic, development and advocacy purposes	Annual	Program Committee, Annette Eisenhart, Chair, Mary Yager, Erika Hamilton, Kristi Hayek, Jane Hood
<i>IV. Review of staff performance</i>	A. Executive Director evaluates staff in December		Annual	NHC Executive Committee, Chuck Shoemaker, Chair, Jane Hood
	B. NHC Executive Committee evaluates Executive Director in December and receives report on staff evaluations			

Nebraska Humanities Council
Strategic Plan 2009-2013

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<i>IV. Review of staff performance (con't)</i>	C. Executive Committee's evaluation of Director presented to Council and Foundation at Winter board meeting		Annual	<i>NHC Executive Committee, Chuck Shoemaker, Chair, Jane Hood (con't)</i>
<i>V. Develop a 3-5 year strategic plan for 2014-2018</i>	A. Develop strategy for planning in 2013		2013	NHC and NFH Executive Committees, Chuck Shoemaker, Chair, Kim Robak, Chair, Jane Hood
	B. Implement strategy in 2013-14		2013-14	