Leadership Northwest Missouri

Strategic Plan

2018 - 2021

Developed on May 22, 2018

Last Reviewed on: January 9, 2020

Facilitated by
Tim Crowley, Ph.D.

Executive Director
Deb Powers

Board Members
Robert Jandorf, Past President
Ashlee Driskell, President
Chip Holman, President Elect
Wes Moore, Finance Year 3
Ashley Bugbee, Finance Year 2
Rachel Davidson, Finance Year 1
Stephanie Williams, Secretary Year 3
Lindsay Oram, Secretary Year 2
Jenna Johnson, Year 1
Jackie Soptic, General Board Year 3
Brenda Williams, General Board Year 2
Darla Shipley, General Board Year 1
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History

In December 1999, community leaders from Northwest Missouri came together at Conception Abbey to brainstorm about regional issues. One of the issues that came out of this forum was the need for leadership development on a regional scale. The group concluded that while there are many outstanding local leadership development programs in our communities and an excellent statewide program, there are no programs that address leadership development at the regional level.

As a result, Leadership Northwest Missouri was created to bring experienced and emerging leaders together, from throughout the region to enhance their leadership skills, explore regional issues, and gain a network of contacts throughout the region.

Participants are selected from the 19 counties of Andrew, Atchison, Buchanan, Caldwell, Carroll, Clay, Clinton, Daviess, DeKalb, Gentry, Grundy, Harrison, Holt, Linn, Livingston, Mercer, Nodaway, Sullivan, and Worth. Classes start in January of each year and meet monthly through June in different locations throughout the region.

Organizational Structure

In the beginning of the organization, the board consisted of three officers (chair, vice chair, secretary; all other members were general board members and everyone served on various committees. The St. Joseph Chamber kept the finances for the first few years. When LNWMO became affiliated with Heartland Foundation in 2003 their finance staff kept the books which included Great Northwest Day at the Capitol and LNWMO. There was a finance committee within the board. Currently the Community Foundation of Northwest Missouri and Bank Midwest house our financials.

In such changing times in rural Northwest Missouri, it is more critical than ever that we grow and retain proactive and relationship driven leaders. Leadership Northwest Missouri equips community members with the tools and connections to be catalysts of change and innovation to sustain and grow our counties.

In 2017 LNWMO had 23 participants. Since that class began, two have had promotions with their employer taking on significant additional responsibilities, two have begun new careers in different sectors, and one is now a state representative. All report increased effectiveness using the skills they learned in either their professional or personal lives.
Vision, Mission and Values

Our Vision—We envision thriving communities and dynamic leaders.

Our Mission—We build, strengthen, and inspire leaders through training and networking experiences.

Our Values—L-LEAD

N-NETWORK
W-WORTH
M-MOTIVATE
O-OPPORTUNITIES

CHAMPIONING THE CAUSE

<table>
<thead>
<tr>
<th>Who do we need to serve most?</th>
<th>What do they need to hear from us?</th>
<th>What is the best way to communicate with them?</th>
<th>How will we know if they have heard our message?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Alumni</td>
<td>• Acceptance</td>
<td>• Appeal Letters</td>
<td>• Be a Benchmark</td>
</tr>
<tr>
<td>• Businesses</td>
<td>• Awareness</td>
<td>• Calendar of Events</td>
<td>• Boost Alumni Involvement</td>
</tr>
<tr>
<td>• Communities</td>
<td>• Building Communities</td>
<td>• Direct Mail</td>
<td>• Collaboration on Speakers/Venues/Meals</td>
</tr>
<tr>
<td>• Entrepreneurs</td>
<td>• Collaboration</td>
<td>• Email</td>
<td>• Feedback (Written/Verbal)</td>
</tr>
<tr>
<td>• Families</td>
<td>• Critical thinking</td>
<td>• Local Programs</td>
<td>• Increased Sponsorships</td>
</tr>
<tr>
<td>• Funders</td>
<td>• Engagement</td>
<td>• Newsletter</td>
<td>• Maintain/Increase Involvement</td>
</tr>
<tr>
<td>• Government Agencies</td>
<td>• Empowerment</td>
<td>• Newspaper</td>
<td>• Model Expansion</td>
</tr>
<tr>
<td>• Individuals</td>
<td>• Innovation</td>
<td>• Pamphlets</td>
<td>• Maximize Class Enrollment</td>
</tr>
<tr>
<td>• Non Profits</td>
<td>• Leadership Development</td>
<td>• Personal Contact</td>
<td>• Open Rate on Emails</td>
</tr>
<tr>
<td>• Organizations</td>
<td>• Open Communication</td>
<td>• Press Release</td>
<td>• Web Analytics</td>
</tr>
<tr>
<td>• Schools</td>
<td>• Passion</td>
<td>• Radio</td>
<td></td>
</tr>
<tr>
<td>• Sponsors</td>
<td>• Professionalism</td>
<td>• Social Media</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Recruitment/Retention</td>
<td>• TV</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Skilled Workforce</td>
<td>• Website</td>
<td></td>
</tr>
</tbody>
</table>
# SWOT Analysis

## Strengths
- 350+ Alumni & Growing
- Board
- Communication
- Diverse opportunity
- Historical Successes
- Proven Program Leadership
- Regional Awareness
- Sponsorship
- Strong Executive Director
- Strong outline/message
- Structure

## Weaknesses
- Alumni Engagement
- Board Job Description
- Consistent Follow Up
- Universal Strategy
- Limited Diversity
- Marketing
- Sustainable Funding

## Opportunities
- Alumni involvement
- Class Projects
- Collaborations with Leadership Organizations
- Community collaboration
- Develop formal alumni event fundraiser
- Educators (offering off season training)
- Funding
- Lack of mobility
- Leadership changes
- Learning lunches
- Marketing/Advertising
- Older and younger population
- Outreach
- Tier 2 Option to Take It Further

## Threats
- Alumni Buy In
- Changes in sponsors/ leadership
- Economic Changes
- Lack of Interest
- Lack of Resources
- Loss of Director or Board Interest
- Loss of Focus
- Loss of Program Leadership
- Nay Sayers
- Other Leadership Organizations
## Risks and Opportunities

### Risk Register

<table>
<thead>
<tr>
<th>Risks Identified</th>
<th>Controls in place</th>
<th>Who is responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>Year 3-Finance Board Oversees</td>
<td>Finance year 3, All of Board</td>
</tr>
<tr>
<td>Staffing</td>
<td>Passion of Alumni, 3 year board term</td>
<td>All Board</td>
</tr>
<tr>
<td>Lack of Participation, Communication and Marketing</td>
<td>It’s a goal to have board members responsible for “X” amount of sponsor contact calls.</td>
<td>All Board</td>
</tr>
</tbody>
</table>

## Strategic Goals, Objectives, and Priorities

**Strategic Goal #1: To establish Sustainable Funding**

Objective #1: To increase alumni financial support by $3,000  
Target Date: July 1, 2020  
Person(s) Responsible: All board

Objective #2: Plan and propose fundraising options  
Target Date: Prior to October 10, 2019 Board Meeting  
Person(s) Responsible: Third Year Finance; Fundraising Committee

Objective #3: Increase grant income by 25% over the previous year  
Target Date: July 1, 2020  
Person(s) Responsible: All Board Members

Objective #4: Increase sponsorship by 25% over the previous year  
Target Date: January 1, 2020  
Person(s) Responsible: All Board Members
Strategic Goal #2: To develop a sustainable marketing plan.
Objective #1: Increase Facebook participation to 400 “likes”
   Target Date: August 1, 2020
   Person Responsible: All Board

Objective #2: Establish a more specific marketing plan for recruiting sponsors and class members
   Target Date: ongoing
   Person(s) Responsible: All Board; Marketing Committee

Objective #3: Develop program of work for the marketing committee
   Target Date: August 1, 2020
   Person(s) Responsible: Marketing Committee & Board Representative

Strategic Goal #3: To increase communication with and involvement of LNWMO Alumni.

Objective #1: Generate an article for each LNW newsletter to raise alumni awareness and increase alumni involvement
   Target Date: Ongoing
   Person(s) Responsible: Alumni Committee

Objective #2: Oversee a minimum of one annual event such as “Fill Your Cup” or other event intended to network with alumni and/or potential leadership candidates
   Target Date: October 31, 2019
   Person(s) Responsible: Alumni Committee

Management Plan
The strategic plan will be reviewed quarterly.
The Action Plan

**Quarter 1 (Dates: July 1 to September 30)**

<table>
<thead>
<tr>
<th>Action to take</th>
<th>Related Objective</th>
<th>Start Date</th>
<th>End Date</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Facebook participation to 400 “likes”</td>
<td>Goal #2 Obj. #1</td>
<td>10-10-19</td>
<td>8-1-2020</td>
<td>All Board</td>
</tr>
<tr>
<td>Establish a more specific marketing plan for recruiting sponsors and class members</td>
<td>Goal #2 Obj. #2</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>All Board; Marketing Committee</td>
</tr>
<tr>
<td>Develop program of work for the marketing committee</td>
<td>Goal #2 Obj. #3</td>
<td>7-1-18</td>
<td>8-1-20</td>
<td>Marketing Committee &amp; Board Rep.</td>
</tr>
<tr>
<td>Review Strategic Plan</td>
<td>Management Plan</td>
<td>7-1-18</td>
<td>9-30-19</td>
<td>All Board</td>
</tr>
<tr>
<td>Generate an article for each LNW Newsletter to raise alumni awareness and increase alumni involvement</td>
<td>Goal #3 Obj. #1</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Alumni Committee</td>
</tr>
</tbody>
</table>

**Quarter 2 (Dates: October 1 to December 31)**

<table>
<thead>
<tr>
<th>Action to take</th>
<th>Related Objective</th>
<th>Start Date</th>
<th>End Date</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan &amp; propose fundraising options</td>
<td>Goal #1 Obj. #2</td>
<td>7-1-18</td>
<td>10-10-19</td>
<td>3rd Year Finance; Fundraising Committee</td>
</tr>
<tr>
<td>Review Strategic Plan</td>
<td>Management Plan</td>
<td>10-1-19</td>
<td>12-31-19</td>
<td>All Board</td>
</tr>
<tr>
<td>Oversee a minimum of one annual event such as “Fill Your Cup” or other intended to network with alumni and/or potential leadership candidates</td>
<td>Goal #3 Obj. #2</td>
<td>7-1-19</td>
<td>10-21-2019</td>
<td>Alumni Committee</td>
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</tbody>
</table>

**Quarter 3 (Dates: January 1 to March 31)**

<table>
<thead>
<tr>
<th>Action to take</th>
<th>Related Objective</th>
<th>Start Date</th>
<th>End Date</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review Strategic Plan</td>
<td>Management Plan</td>
<td>1-1-20</td>
<td>3-31-20</td>
<td>All Board</td>
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</tbody>
</table>

**Quarter 4 (Dates: April 1 to June 30)**
<table>
<thead>
<tr>
<th><strong>Action to take</strong></th>
<th><strong>Related Objective</strong></th>
<th><strong>Start Date</strong></th>
<th><strong>End Date</strong></th>
<th><strong>Resources</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase alumni financial support by $3,000</td>
<td>Goal #1 Obj. #1</td>
<td>7-1-18</td>
<td>6-30-20</td>
<td>All board</td>
</tr>
<tr>
<td>Increase grant income by 25% over the previous year</td>
<td>Goal #1 Obj. #3</td>
<td>7-1-18</td>
<td>7-1-20</td>
<td>All board</td>
</tr>
<tr>
<td>Increase sponsorship by 25% over the previous year</td>
<td>Goal #1 Obj. #4</td>
<td>7-1-18</td>
<td>1-1-20</td>
<td>All board</td>
</tr>
<tr>
<td>Review Strategic Plan</td>
<td>Management Plan</td>
<td>4-1-20</td>
<td>6-30-20</td>
<td>All Board</td>
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</table>