

# ML 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

Who do we need to serve most?	What do they need to hear from us?	What is the best way to communicate with them?	How will we know if they have heard our message?
<ul style="list-style-type: none"> <li>• Alumni</li> <li>• Businesses</li> <li>• Communities</li> <li>• Entrepreneurs</li> <li>• Families</li> <li>• Funders</li> <li>• Government Agencies</li> <li>• Individuals</li> <li>• Non Profits</li> <li>• Organizations</li> <li>• Schools</li> <li>• Sponsors</li> </ul>	<ul style="list-style-type: none"> <li>• Acceptance</li> <li>• Awareness</li> <li>• Building Communities</li> <li>• Collaboration</li> <li>• Critical thinking</li> <li>• Engagement</li> <li>• Empowerment</li> <li>• Innovation</li> <li>• Leadership Development</li> <li>• Open Communication</li> <li>• Passion</li> <li>• Professionalism</li> <li>• Recruitment/Retention</li> <li>• Skilled Workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Appeal Letters</li> <li>• Calendar of Events</li> <li>• Direct Mail</li> <li>• Email</li> <li>• Local Programs</li> <li>• Newsletter</li> <li>• Newspaper</li> <li>• Pamphlets</li> <li>• Personal Contact</li> <li>• Press Release</li> <li>• Radio</li> <li>• Social Media</li> <li>• TV</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Be a Benchmark</li> <li>• Boost Alumni Involvement</li> <li>• Collaboration on Speakers/Venues/Meals</li> <li>• Feedback (Written/Verbal)</li> <li>• Increased Sponsorships</li> <li>• Maintain/Increase Involvement</li> <li>• Maximize Class Enrollment</li> <li>• Model Expansion</li> <li>• Open Rate on Emails</li> <li>• Web Analytics</li> </ul>

## SWOT Analysis

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• 350+ Alumni &amp; Growing</li> <li>• Board</li> <li>• Communication</li> <li>• Diverse opportunity</li> <li>• Historical Successes</li> <li>• Proven Program Leadership</li> <li>• Regional Awareness</li> <li>• Sponsorship</li> <li>• Strong Executive Director</li> <li>• Strong outline/message</li> <li>• Structure</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Alumni Engagement</li> <li>• Board Job Description</li> <li>• Consistent Follow Up</li> <li>• Universal Strategy</li> <li>• Limited Diversity</li> <li>• Marketing</li> <li>• Sustainable Funding</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Alumni involvement</li> <li>• Class Projects</li> <li>• Collaborations with Leadership Organizations</li> <li>• Community collaboration</li> <li>• Develop formal alumni event fundraiser</li> <li>• Educators (offering off season training)</li> <li>• Funding</li> <li>• Lack of mobility</li> <li>• Leadership changes</li> <li>• Learning lunches</li> <li>• Marketing/Advertising</li> <li>• Older and younger population</li> <li>• Outreach</li> <li>• Tier 2 Option to Take It Further</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Alumni Buy In</li> <li>• Changes in sponsors/ leadership</li> <li>• Economic Changes</li> <li>• Lack of Interest</li> <li>• Lack of Resources</li> <li>• Loss of Director or Board Interest</li> <li>• Loss of Focus</li> <li>• Loss of Program Leadership</li> <li>• Nay Sayers</li> <li>• Other Leadership Organizations</li> </ul>

## Risks and Opportunities

### Risk Register

Risks Identified	Controls in place	Who is responsible
Funding	Year 3-Finance Board Oversees	Finance year 3, All of Board
Staffing	Passion of Alumni, 3 year board term	All Board
Lack of Participation, Communication and Marketing	It's a goal to have board members responsible for "X" amount of sponsor contact calls.	All Board

## 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

<b>Quarter 1 (Dates: July 1 to September 30 )</b>				
<b>Action to take</b>	<b>Related Objective</b>	<b>Start Date</b>	<b>End Date</b>	<b>Resources Cost, time, people</b>
Increase Facebook participation to 400 "likes"	Goal #2 Obj. #1	10-10-19	8-1-2020	All Board
Establish a more specific marketing plan for recruiting sponsors and class members	Goal #2 Obj. #2	Ongoing	Ongoing	All Board; Marketing Committee
Develop program of work for the marketing committee	Goal #2 Obj. #3	7-1-18	8-1-20	Marketing Committee & Board Rep.
Review Strategic Plan	Management Plan	7-1-18	9-30-19	All Board
Generate an article for each LNW Newsletter to raise alumni awareness and increase alumni involvement	Goal #3 Obj. #1	Ongoing	Ongoing	Alumni Committee
<b>Quarter 2 (Dates: October 1 to December 31)</b>				
<b>Action to take</b>	<b>Related Objective</b>	<b>Start Date</b>	<b>End Date</b>	<b>Resources Cost, time, people</b>
Plan & propose fundraising options	Goal #1 Obj. #2	7-1-18	10-10-19	3rd Year Finance; Fundraising Committee
Review Strategic Plan	Management Plan	10-1-19	12-31-19	All Board
Oversee a minimum of one annual event such as "Fill Your Cup" or other intended to network with alumni and/or potential leadership candidates	Goal #3 Obj. #2	7-1-19	10-21-2019	Alumni Committee
<b>Quarter 3 (Dates: January 1 to March 31)</b>				
<b>Action to take</b>	<b>Related Objective</b>	<b>Start Date</b>	<b>End Date</b>	<b>Resources Cost, time, people</b>
Review Strategic Plan	Management Plan	1-1-20	3-31-20	All Board
<b>Quarter 4 (Dates: April 1 to June 30)</b>				



<b>Action to take</b>	<b>Related Objective</b>	<b>Start Date</b>	<b>End Date</b>	<b>Resources Cost, time, people</b>
Increase alumni financial support by \$3,000	Goal #1 Obj. #1	7-1-18	6-30-20	All board
Increase grant income by 25% over the previous year	Goal #1 Obj. #3	7-1-18	7-1-20	All board
Increase sponsorship by 25% over the previous year	Goal #1 Obj. #4	7-1-18	1-1-20	All board
Review Strategic Plan	Management Plan	4-1-20	6-30-20	All Board