



HUMANITIES NEBRASKA

2014-2018 HN Strategic Plan

Mission Statement: *Humanities Nebraska inspires and enriches personal and public life by delivering opportunities to engage thoughtfully with history and culture.*

Tagline: *Ideas in Progress*

HN Strategic Plan Goals

- 1) **Program goal:** Make high quality, relevant, and affordable humanities programming available to all Nebraskans
- 2) **Development goal:** Build a strong, statewide base of private financial support for HN
- 3) **Marketing & Communications goal:** Increase the visibility of and appreciation for Humanities Nebraska and our programs
- 4) **Advocacy goal:** Sustain and enhance federal and state support for Humanities Nebraska's work
- 5) **Operations & Governance goal:** Ensure effective and appropriate use of Humanities Nebraska's staff and resources
- 6) **Evaluation goal:** Evaluate Humanities Nebraska's performance and structures

HN STRATEGIC PLAN GOALS, 2014-2018 (w/ 2015 data & approved updates)

1) PROGRAM GOAL: Make high quality, relevant, and affordable humanities programming available to all Nebraskans

Strategy / Tier 1 Programs: Prioritize HN resources to maintain and grow the core programs that are yielding the strongest results in accomplishing our mission of enriching the lives of Nebraskans through thought-provoking opportunities to explore and engage with the humanities.

- **Task:** Engage Nebraska high school students and teachers in exploration and deliberation of important global issues and why they matter to Nebraska through **Capitol Forum on America's Future**.

Benchmarks:	2014	2015	2016	2017	2018
80% or more participating students feel informed and think the Forum will have long term impact on their lives	Informed: 86% Impact: 78%				
Number of teacher applications meets or exceeds the number of spots available.	Yes				
90% or more participating teachers and students rate Capitol Forum good or above.	Teachers: 100% Students: 91%				

- **Task:** Engage Nebraska communities in exploration of important historical figures and themes through **Chautauqua**.

Benchmarks:	2014	2015	2016	2017	2018
Total and youth audience number at each site meets or exceeds expectations.	Norfolk: 1,700 S/G: 1,900 Youth: 120 (N), 160 (S/G)				
90% or more community and participant satisfaction based on evaluations.	96%				
Chautauqua leverages at least \$20,000 of in-kind contributions per community.	Norfolk: \$27,500 S/G: \$33,000				
Audience experience with Chautauqua is enhanced through community conversation opportunities.	Yes (2 film & 3 book discussions per community)				

- **Task:** Continue the strong tradition of the annual **Governor's Lecture in the Humanities** bringing an outstanding national speaker to Nebraska for a free public lecture and related programming.

Benchmarks:	2014/Lincoln	2015/Oma	2016/Linc	2017/Oma	2018/Linc
Lecture attendance is at least two-thirds of venue capacity (Baseline: FY12/Linc=73% (1,610); FY13/Omaha=850)	38% (830)* *Trethewey cancel, sub by Abani				
90% or more students at the speaker's campus visits rate the experience as good or above.	Did not survey students (need to develop)				
Student attendance at campus visit meets expectations	No (15 at UNL)				

90% or more participants at pre-GL public conversation programs rate them as good or above.	Yes* (92% would attend similar event in future)				
Audience experience with the GL is enhanced through community conversation opportunities.	Yes (3)				

- **Task:** Maintain and increase the reach and impact of HN **Grants** supporting high quality public programs in the humanities statewide.

Benchmarks:	2014	2015	2016	2017	2018
Allocate 45% of grant funding to projects that serve those who are underserved [target proportion to be determined annually].	41% Actual				
Allocate __% of grant funding to applications for new programming [target proportion to be determined annually].	43% Target 40% Actual				
The % of applications received/awarded is proportional with the population of the region [take into consideration statewide grants].	Yes				
Encourage projects to commemorate Nebraska's sesquicentennial in 2017.	N/A				

- **Task:** Use **Prime Time Family Reading Time** to bring the humanities to underserved children (ages 3-10) who struggle with reading to help close the achievement gap and nurture a culture of reading and discussing books as a family activity.

Benchmarks:	2014	2015	2016	2017	2018
75% or more families spend more time reading together after participating in Prime Time.	92%				
75% or more families agree that Prime Time changed the way they read and discuss books together.	92%				
51% or more families are new Prime Time participants.	46%				
90% or more Prime Time programs have active participation from public libraries.	86%				
90% or more families rate Prime Time as good or excellent.	99%				

- **Task:** Continue to provide high quality, low-cost, educational humanities programs across a wide range of topics from scholars in the HN **Speakers Bureau**.

Benchmarks:	2014	2015	2016	2017	2018
90% of project directors rate programs good or excellent.	99%				
Assess distribution trends across the state (relative to regional population)	Eastern NE: double Central NE: double Western NE: double Omaha: ½ Lincoln: ½				
Expend budgeted amount of funding.	101%				

Strategy / Tier 2 Programs: Seek opportunities to expand the reach and impact of HN programs that are accomplishing our mission but have room for growth.

- **Task:** Support our cultural partners statewide by promoting them as **Cultural Tourism** destinations for visitors interested in history, literature, and other humanities areas.

Benchmarks:	2014	2015	2016	2017	2018
Continue to develop the Literary Tour initiated in 2013.	Created literary tour app				
All participating sites report some increase in attendance; 50% of sites experience at least a 30% increase in attendance.	N/A (app roll-out in 2015)				
90% of participating tour sites rate the usefulness of their inclusion in the tour as good or excellent.	N/A				

- **Task:** Provide Nebraska communities with access to high quality Smithsonian exhibits that draw visitors, build capacity, and yield opportunities to tell local stories through **Museum on Main Street**. Augment MoMS exhibits with other programming: community discussions, HN speakers, social media, and other activities.

Benchmarks:	2014	2015	2016	2017	2018
Number of applications for each tour meets or exceeds number of spots available.	Yes (14/7)				
50% of sites are first-time MoMS participants.	43%				
50% of sites experience at least a 40% increase in attendance.	25-40%				
75% of sites use Speakers Bureau or other HN programming with exhibit.	72%				
90% or more site directors rate the experience as good or above.	Yes				
Previous MoMS participants continue to use HN programming.	Yes				
Audience experience with MOMS is enhanced through community conversation opportunities.	Yes (2 of 7 sites)				

Strategy / Tier 2 Partner Programs: Maintain current partner programs that are accomplishing important aspects of our mission at a relatively low use of staff and financial resources.

- **Task:** Continue partnering with NET to promote humanities news, programs, and events throughout the state via **Humanities Desk** on public radio.

Benchmarks:	2014	2015	2016	2017	2018
NET covers humanities topics of broad interest.	Yes				
NET promotes Chautauqua and Governor’s Lecture	Yes				
NET covers both HN sponsored and grant funded programs.	Yes				

- **Task:** Partner with Nebraska Wesleyan University to encourage the teaching and learning of history in Nebraska schools through **National History Day: Nebraska**.

Benchmarks:	2014	2015	2016	2017	2018
Student participation remains consistent or increases.	1,023 (+ 4%)				

- **Task:** Continue partnership with Nebraska Center for the Book and Nebraska Library Commission to encourage the reading and discussion of literature throughout the state through **One Book One Nebraska**.

Benchmarks:	2014	2015	2016	2017	2018
Speakers Bureau programs are consistently booked to complement One Book One Nebraska (OBON) discussions.	35 programs				
HN provides other programming related to OBON.	No				

- **Task:** Partner with the Nebraska Arts Council, Nebraska Library Commission, and the Governor on the selection and outreach work of the **Nebraska State Poet**.

Benchmarks:	2014	2015	2016	2017	2018
State Poet is consistently booked in the Speakers Bureau.	7 programs				
State Poet participates in other HN programs and events.	Yes				

- **Task:** Partner with the Nebraska Writing Project and the VA to provide veterans and active military with opportunities to engage in “Nebraska Warrior Writers” writing workshops.

Benchmarks:	2014	2015	2016	2017	2018
75% of more of participants agree that the workshop series encouraged them to reflect on and openly discuss important themes related to their military experience and their writing.	80%				
75% or more of participants report increased confidence in their writing skills.	100%				
Participants actively share their writing with the general public (either in publications or public readings).	Yes				
90% or more of participants rate the programs, books, and facilitators as good or excellent.	100%				

Strategy / Tier 3 Programs: Assess program areas in transition or of concern (due to lack of mission alignment, implementation, or impact) and seek ways to improve or disengage from the program.

- **Task:** Transition **Nebraska Conversations** from a stand-alone program requiring applications to a model incorporating community conversations into other HN programs and partnerships.

Benchmarks:	2014	2015	2016	2017	2018
Community conversations incorporated into other HN programs	Yes (3 GL, 2 MOMS)				
Several conversation programs are held in non-traditional locations (bars, coffeehouses, restaurants, etc.).	Yes (pub, restaurant, winery, microbrewery tasting room)				
Several conversation programs are held in conjunction with partner programming.	Yes (3 progs @ Durham for Created Equal Film Series)				

- **Task:** Disengage from the **Nebraska Book Festival** and **Celebration of Nebraska Books** and seek new methods for working with the Nebraska Center for the Book to effectively introduce literature to a statewide audience in ways that align with HN’s mission.

Benchmarks:	2014	2015	2016	2017	2018
Line-item funding for Book Festival and Celebration eliminated in HN budget by 2016.	Celebration funding eliminated; informed NCB that 2015 last year of Book Fest funding				
Nebraska Book Award winners introduced to a statewide audience through new programming in alignment with HN’s mission.	Discussion began with NCB board				

- **Task:** Disengage from **E.N. Thompson Forum simulcasting** as technology has made it possible for anyone to easily view the lectures statewide without HN assistance.

Benchmarks:	2014	2015	2016	2017	2018
Following the spring 2014 lectures, advise simulcast sites that HN will no longer be providing ongoing support for simulcasts.	done				
Look for opportunities to incorporate selected lectures into conversations programming.	GL				

2) DEVELOPMENT GOAL: Build a strong, statewide base of private financial support for Humanities Nebraska

Strategy / Annual Campaign: Continue building the Annual Fund program to successfully reach \$100,000 in donation income, primarily through various mail appeals.

- **Task:** Engage board members in Annual Fund activities.

Benchmarks:	2014	2015	2016	2017	2018
Increase board involvement in Sower Campaign through identification of new names	In progress				
Increase number of board signers (FY13 baseline = 21 signers)	23				
Increase number of letters mailed (FY13 baseline = 525 letters)	969				

- **Task:** Renew annual donors at a retention rate of at least 70%

Benchmarks:	2014	2015	2016	2017	2018
Segment donors to reflect interests and giving history. (FY13 baseline: retention 60%)	61%				
Bring back lapsed donors through targeted mail appeals	47				

- **Task:** Acquire new donors through mailings to program attendees, HN project directors and scholars, suggestions from board members, cultivation event attendees, social media followers, work-place giving, and in-house prospect research.

Benchmarks:	2014	2015	2016	2017	2018
Promote our membership in Community Services Fund to increase donations via worksite giving programs. (FY13 baseline = \$3,382)	\$3,144				
Acquire new donors through multiple engagement strategies (Sower, program attendee, social media, website, cultivation events). (FY13 baseline = 179 new donors /20% of total)	163 new donors/18%				

- **Task:** Work closely with Communications to create messaging which makes the case for private support, to develop new audiences and convert them to donors, and to increase gifts of existing donors.

Benchmarks:	2014	2015	2016	2017	2018
Attract new donors to website	8 new donors via website				
Increase online giving (FY13 baseline = 8.6%/78 donors)	8.45%/77 donors				
10% of donors increasing gifts from prior year	41% of indivs increased				

Strategy / Major Gifts: Increase individual Major Gifts (\$1,000 or more) through personalized approaches tailored to the donor’s interests, giving history, capacity to give, and connection to HN.

- **Task:** Working with the Development Committee and HN board, identify, cultivate, solicit and steward gifts of \$1,000 or more

Benchmarks:	2014	2015	2016	2017	2018
With board leadership, engage 100% of board members in giving via annual Board Campaign (FY13 baseline = 100%)	100%				
Identify board members who can increase their gifts and lead through their example	51% of board increased gifts from prior year				
Launch Patron’s Circle and increase in first year by 20% (subsequent % determined annually). (FY13 baseline= 41 donors)	58% increase (to 65 donors)				
Identify alumni members who can increase their gifts and lead through their example	In progress				
Involve Development Committee and other board in developing major gift strategies including hosting cultivation events	Assisted with strategies/were not asked to host small events in FY14				

Strategy / Grants: Seek private foundation and corporate Grant support for a consistent source of funding for HN programs.

- **Task:** Raise \$100,000 annually in grant funding with a 5-year goal of reaching \$125,000

Benchmarks:	2014	2015	2016	2017	2018
Secure grants for HN’s core programs (FY13 baseline = \$100,000 goal, \$120,000 actual)	\$85,025				
Maintain a multi-year grant calendar for requests and report deadlines and other relevant information	Yes				
Seek advice and advocates for grant requests from entire board	Yes				

Strategy / Governor’s Lecture: Utilize the Governor’s Lecture in the Humanities to raise private funds to support statewide HN programs.

- **Task:** Raise \$125,000 or more annually through the Governor’s Lecture in the Humanities.

Benchmarks:	2014	2015	2016	2017	2018
Meet or surpass the committee’s fundraising goal for the event	Cmte Goal: \$150,000 Actual: \$174,000				
Working with GL committee and board, raise 70% or more of the total through sponsorship solicitations	77% (\$135,000)				

Working with the GL committee and board, raise 20% or more of the total through benefit dinner tickets sales & other donations	23% (\$39,420)				
In 2015 re-evaluate fundraising goal, ticket prices, and sponsorship level; adjust goal appropriately.	n/a				

Strategy: Collaborate with the Nebraska Cultural Endowment to promote HN’s core programming and the importance of the NCE to our long-term stability.

- Task: Work closely with NCE to identify, cultivate, solicit and recognize major gift donors, specifically during the “All for the Match” campaign as well as in general efforts.

Benchmarks:	2014	2015	2016	2017	2018
Engage in regular major donor prospect review with NCE leadership	Sporadic not regular				
Coordinate major gift opportunities including cultivation, solicitation and stewardship of donors.	Sporadic not regular				

- Task: Develop a planned giving program in collaboration with the NCE.

Benchmarks:	2014	2015	2016	2017	2018
Engage in regular planned giving prospect review with NCE leadership	Discussions w/ new NCE dir				
Coordinate planned giving opportunities including cultivation, solicitation and stewardship of donors.	no new activity				
Coordinate recognition of donors making planned gifts between NCE and HN. (FY13 baseline: 12 donors)	12 donors /no new activity				

Strategy: Work closely with the Program team to develop compelling cases of support for HN programs

- Task: Develop quantitative and qualitative approaches for private support through grant funding

Benchmarks:	2014	2015	2016	2017	2018
Meet regularly with Program team to discuss goals and program funding needs	Yes				
Coordinate visits with prospects and donors with Program team	Yes				

3) MARKETING & COMMUNICATIONS GOAL: Increase the visibility of and appreciation for Humanities Nebraska and its programs

Strategy: Increase awareness of Humanities Nebraska and its programs among unreached audiences.

- **Task:** Use a combination of traditional and social media to communicate programs and grantee projects to a wider audience.

Benchmarks:	2014	2015	2016	2017	2018
Provide timely updates of upcoming events, including paid Facebook/other social media promos when appropriate.	Yes ¹				
Contact Board/Alumni when key press releases are sent to media. Ask Board/Alumni to forward these to contacts in the community.	Yes				
Enlist the help of board members in forwarding the weekly Humanities Happenings email and in liking/sharing Facebook posts.	No ²				
Use social media to foster online conversations about topics relevant to HN programs (and recruit board, staff, alumni to assist in promoting social media posts)	No ³				
Increase social media followers by 30 people per quarter (all platforms combined, 120 per year.)	+763				
Equip speakers & grantees to act as HN ambassadors by providing nametags (speakers), signage, cross-promotional materials, etc.	Yes				

- **Task:** Develop a segmented communications plan for existing audiences, including youth, donors, elected officials, program attendees, etc.

Benchmarks:	2014	2015	2016	2017	2018
Identify programs of interest for each audience and issue targeted invitations (electronic or print)	No				
Identify preferred traditional media sources for each audience and provide editorial content and/or purchase ads when appropriate	No				
Identify electronic gathering places for each audience and participate when appropriate.	No				

- **Task:** Expand functionality of HN website to increase traffic.

Benchmarks:	2014	2015	2016	2017	2018
Launch HN blog in 2014 with new posts at least 2x weekly.	Yes/No ⁴				
Promote blog posts related to current events to local media to establish main staff as valuable resources for insight/understanding	No ⁵				
Increase visitation to the website.					

¹ Paid Facebook advertising was tried for Chautauqua in 2014. Because we could not narrow our audience to the targeted communities, these paid ads did not produce much in terms of results. Recommendation is to go without paid Facebook ads for a targeted program in the future.

² Board has been asked to do so informally during board meetings, but we should probably stress this more.

³ We have done this informally without enlisting board, staff, alumni to fuel the conversation.

⁴ Blog was soft-launched in 2014, but we did not maintain 2 posts a week.

⁵ While we did not promo blog posts, Chris did do an op/ed piece about Ferguson for OWH.

Enhance search functionality by creating and using a more comprehensive tagging system	In progress ⁶				
Draw HN website visitors by promoting new events, blog posts, new speaker topics, etc. via social media.	No				

Strategy: Work with HN development program to encourage audiences to either increase giving or to become donors.

- **Task:** Use communications to assist development in acquiring new donors through website/online giving

Benchmarks:	2014	2015	2016	2017	2018
Search for fresh “best practices” for our “Donate Now” message and implement, tracking response to gauge effectiveness	No				
Once a month, remind social media audiences that their contributions make a difference, thanking them and giving them an opportunity to respond immediately with another financial gift.	No ⁷				

- **Task:** Develop strategic communications for local/national/global giving campaigns.

Benchmarks:	2014	2015	2016	2017	2018
Increase communications efforts by starting a minimum of 2 weeks prior to the fundraising events.	Yes				
When appropriate, focus on one particular program when promoting a giving opportunity. (e.g. Give to Lincoln Day = Prime Time in Lincoln)	Yes				
Consider partnerships with small businesses to provide prize incentives for donating (e.g. Lincoln area booksellers for Give to Lincoln Day)	Yes				

⁶ We are tagging new items, but we have not had time to go back and add tags to existing pages yet.

⁷ We have done this sporadically, but not monthly.

4) ADVOCACY GOAL: Sustain and enhance state and federal support for Humanities Nebraska and its programs.

Strategy: Sustain and increase federal support of the NEH, the state councils, and HN.

- **Task:** Work with the Federation of State Humanities Councils to make a coordinated case to Congress for sustained or increased funding for state humanities councils.

Benchmarks:	2014	2015	2016	2017	2018
Attend Humanities on the Hill with HN board members who have relationships with Nebraska delegation.	Yes				
Work with offices of Nebraska members on Appropriations committees on key legislation (as determined by the Federation).	Yes				
HN constituents/supporters asked to encourage delegation to support the humanities (as determined by the Federation).	Yes				

- **Task:** Continue to educate congressional delegation about HN’s work

Benchmarks:	2014	2015	2016	2017	2018
HN grant recipients asked to send thank-you letters to their delegation members.	Yes				
HN board and staff invite Nebraska delegation to attend HN programs in their districts.	Yes				
HN board members contact delegation for support at key times.	Yes				

Strategy: Sustain and increase state funding for HN

- **Task:** Continue education of state senators and the Governor about HN’s work.

Benchmarks:	2014	2015	2016	2017	2018
Board and staff invite state senators to programs in their districts.	Yes				
Senators attending programs have opportunities to participate and/or be acknowledged.	Yes				
Host a legislative event to introduce senators to work of HN (at least bi-annually).	No (2015)				
Executive director and board members meet with key senators on Appropriations Committee.	No*				
Provide senators with annual reports on HN programs in their districts	No				
Continue partnership with the Governor on the Governor’s Lecture and the Nebraska State Poet.	Yes				
Provide the Governor with an annual report on HN programs.	No				

- **Task:** Educate newly elected state senators and new Governor about work of HN

Benchmarks:	2014	2015	2016	2017	2018
Determine which board members know each senator and general election candidate.	Yes				
Board/staff meet with new incoming senators prior to and during session to demonstrate HN's work in their districts.	n/a				
Educate and establish strong working relationship with the next Governor of Nebraska.	n/a				

- **Task:** Seek opportunities to ask Legislature for increased State support for new or expanding HN programs.

Benchmarks:	2014	2015	2016	2017	2018
Work with Nebraska Arts Council on logistics of funding request.	Yes				
Gain Governor's support of any increased funding request.	No				
Meet with Appropriations Committee members prior to session to discuss potential of increased funding request.	Yes (chair)				

- **Task:** Support any legislation necessary for the Nebraska Cultural Endowment

Benchmarks:	2014	2015	2016	2017	2018
HN executive director and board rep attend NCE Government Relations Committee meetings.	Yes				
Coordinate with NCE on engaging lobbyist(s).	Yes				
HN board and staff contact senators as determined by NCE.	n/a				

5) OPERATIONS & GOVERNANCE GOAL: Ensure effective and appropriate use of Humanities Nebraska’s staff and resources

Strategy: Maintain organizational continuity plans

- **Task:** Utilize Nonprofit Association of the Midlands (NAM) Guidelines & Principles Infrastructure Checklists

Benchmarks:	2014	2015	2016	2017	2018
Internal communications policies & procedures checklist reviewed annually	Yes				
Financial management infrastructure checklist reviewed annually	Yes				
Governance infrastructure checklist reviewed annually	Yes				
Human Resources infrastructure checklist reviewed annually	Yes				

- **Task:** Continue to update board and staff policies and procedures manuals as needed to reflect best practices

Benchmarks:	2014	2015	2016	2017	2018
HN Personnel Policy Handbook updated every 3 years	n/a		n/a	n/a	
HN Board Book updated annually	Yes				
New board member orientation conducted annually prior to April board meeting.	Yes				

Strategy: Maintain Information Technology capabilities of HN

- **Task:** Update and maintain HN computers, other hardware, and software as needed to execute HN strategic plan goals

Benchmarks:	2014	2015	2016	2017	2018
Secure necessary I.T. support assistance to enable HN staff to effectively fulfill their responsibilities.	Yes				
Annually assess and update HN computers on a rotational basis	Yes				
Annually assess and update other I.T. hardware as needed	Yes				
Annually assess and update computer software as needed	Yes				

Strategy: Determine effective use of and compensation for staff

- **Task:** Determine appropriate level of staffing to implement HN’s strategic plan
- **Task:** Maintain staff benefit plan that is fair, competitive, and affordable
- **Task:** Using resources such as the salary and benefits surveys from the Federation of State Humanities Councils and the Nonprofit Association of the Midlands, update salary ranges every three years to remain a competitive employer

- **Task:** Support staff development to enhance professional performance

Strategy: Monitor income and expenditures

- **Task:** monthly review of expenses by staff
- **Task:** quarterly review by Council and Foundation treasurers
- **Task:** Finance committee review of income and expenditures prior to every Board meeting
- **Task:** Board review of income and expenditures at every board meeting

6) EVALUATION GOAL: Evaluate Humanities Nebraska’s performance and structures

Strategy: Evaluate progress annually on HN Strategic Plan goals, strategies, and benchmarks

- **Task:** Staff and committees responsible for each Goal assess progress annually and report to full board at January meeting

Benchmark:	2014	2015	2016	2017	2018
90% or more of prior year’s benchmarks assessed to have been completed successfully for each Goal.	78%				

- **Task:** Strategic Plan is revised as appropriate in response to annual assessment.

Strategy: Evaluate impact of HN programs

- **Task:** Utilize the HN program evaluation matrix to evaluate current programs and assess new program opportunities [Primary filters: consistency with HN mission; accessibility to Nebraskans; reaching target audiences; return on investment; high quality; resources required. Secondary filters: funding potential; visibility for HN; public appeal; political appeal]
- **Task:** For each program area, annually assess the data to be collected, method for collecting, and format for compiling, assessing, and presenting information
- **Task:** Incorporate into the annual Program Committee Report a qualitative assessment component for each program that briefly summarizes the ideas, characteristics, questions, or values that are most prevalently addressed by program participants.
- **Task:** Extend use of annual program evaluation beyond program committee to fundraising, advocacy, and other communication purposes.

Strategy: Annually evaluate the areas of need for HN Council and Foundation board membership and recruit new members based on those needs

- **Task:** HN membership committee meets prior to September board meeting to assess areas of need
- **Task:** Staff and board recruit nominees based on committee recommendations; public invited to nominate Council members based on recommendations

Benchmark:	2014	2015	2016	2017	2018
90% or more of identified needs for board filled by new members	80%*				

*Needs met: historian, arts-related, media/marketing, more men, more diversity (black, latino, native), younger
Needs not met: religion scholar, HR professional

- **Task:** Following January board election of new members, board and staff continue to cultivate promising potential board members who emerged during nomination process but were not slated for that year

Strategy: Annual review of staff performance

- **Task:** Executive Director evaluates staff in December
- **Task:** HN Executive Committee evaluates Executive Director in December/January and receives report on staff evaluations
- **Task:** Executive Committee’s evaluation of Executive Director presented to board at January board meeting

Strategy: Develop a new Strategic Plan for 2019-2023

- **Task:** Develop strategy and timeline for planning in 2018
- **Task:** Implement strategy in 2018-19

Original plan approved by the boards of the NHC and NFH on January 18, 2014

Updated and approved by the boards of the NHC and NFH on January 29, 2015