

Continuing to Strengthen the Foundation for Sustainability and Success Touchstone



Touchstone's 2010-2013 Strategic Plan has been developed as the successor to our prior (2007-2010) Strategic Plan and as a component of the planning process needed for our long-term success. Touchstone accomplished a broad range of the goals outlined in the previous plan, including program expansion, improved Board governance, financial stability, affiliations with higher education and related arts groups, and operational improvements.

Touchstone's mission is to advance excellence in arts and crafts by educating and encouraging individuals to develop technical skills, good design and innovative artistic expression. Recognizing the contribution of artists and crafts people to the quality of life, Touchstone serves, but is not limited to, the people of Fayette County, southwestern Pennsylvania, and the surrounding area. Touchstone Center for Crafts offers classes, exhibitions, lectures, demonstrations, and other educational programming throughout the year for people of all ages and levels of expertise.

This new plan refines Touchstone's mission, vision, and values, and provides the guidelines needed for sustainability and long-term success. The process of developing Touchstone's Strategic Plan has led to the identification of a series of shared initiatives, strategic goals, focused directions, and action priorities. These serve as the most promising means to build on our current strengths, while addressing anticipated challenges and opportunities, and expanding the school's contributions regionally and nationally. A core component of the plan acknowledges the need for continuous funding sources to enable the hiring and retention of the staff needed to achieve our long-term goals.

We are committed to excellence in teaching, student learning, creative expression, and regional development. As such, Touchstone's values include:

- The pursuit of knowledge in an environment that encourages free and open inquiry, academic achievement, and creativity
- A strong general education program and framework that emphasizes critical thinking, promotes lifelong learning, and continues traditions of arts and crafts in an ecologically responsible manner
- A commitment to student access and success that is demonstrated through services and programs responsive to individual needs and interests
- A campus environment that promotes integrity, respect for diversity, responsible stewardship, accountability, sustainability, and continuous improvement
- The principles of governance, civility, and open communication among all groups within the campus
- Traditions of excellence and public engagement with Touchstone
- Responsibility and respect for staff and management, and providing them with the support needed to achieve our goals
- Partnerships with the community to enhance social, economic, cultural, civic, and intellectual life in the region

Touchstone will be a nationally recognized institution, respected for our regional impact and:

- The excellence, value, and accessibility of our programs
- The creative accomplishments of our faculty, students, and staff
- Our contributions to the quality of life of the region

The Strategic Planning process has identified a set of strategic initiatives essential to the accomplishment of our mission. The following initiatives are framed as essential dimensions of our goals and direction:

1. Programming and Education
2. Partnerships
3. Facilities
4. Fundraising

These initiatives will provide the framework to increase enrollment, improve class instruction, and create broader interest in the organization. Fostering a diverse, inclusive, multicultural campus community will enhance community partnerships and promote regional and institutional development. Increased gifts, grants, and contract funding initiatives will expand and enhance sustainable physical facilities, buildings and grounds, and improved staff and administrative processes.

Working Assumptions of the Strategic Plan:

- Student retention rates have historically remained high, despite operational inefficiencies, economic fluctuations, and minimal customer service.
- Student-Instructor relationships appear to be one of the highest documented outcomes enticing returning students.
- Instructors are dedicated to providing the highest quality services and are truly passionate about their work.
- Diversity of class offerings has afforded Touchstone "soft" marketing opportunities to niche populations.
- Our location, nestled on 150 rustic acres in the Laurel Highlands, is part of the mainstay experience and offers a supportive learning environment.
- Currently, we are the only organization in Pennsylvania and several adjacent states that offers a residential learning experience.
- Once a student takes a class, it is rare that they do not return.
- Untapped Markets—Only a small portion of potential attendees/students within a 100-mile radius is aware of Touchstone. These populations have yet to have any exposure to Touchstone.
- Business Growth—As the economy continues to struggle, it is critical for Touchstone to partner and align with businesses, government, and arts and educational resources to have a stronger impact in the world of arts education and shared services.
- Staff Retention and Education—The goals of the plan will not be achieved without the funding sources and member support of a fully composed and engaged staff.
- Economic Development Partners—A comprehensive range of business development services and alliances can assist Touchstone in its operational performance, public support to the community, and increased awareness of Touchstone's benefits and offerings.
- Economic Trends—Current economic trends, and their societal impacts, indicate an increasing need for Touchstone's programs, which provide not only arts education and craft instruction, but also weekend getaways, family outings, , and social/cultural events that benefit individuals, families, and communities.

Touchstone's recent achievements have resulted in operational efficiencies, strategic marketing, customer service improvements, decreased deficits, and improved public support. These achievements position Touchstone to be a unique resource for the larger community. With the recent activity surrounding the Marcellus shale, Touchstone's Board needs to be educated to responsibly respond to the challenges and opportunities this presents to the organization. Touchstone's resilience during difficult economic times provides public relations and marketing opportunities to the tri-state area and beyond. It will remain critical for the Board of Directors to remain focused on the task at hand and assist in implementing a plan to trumpet these accomplishments and to garner additional fiscal support from external constituencies.

Recognizing the challenges of the past, and our recent accomplishments, provides a renewed basis for Touchstone as we move forward. The staff and Board of Touchstone, working with its members and friends, have developed this Strategic Plan to guide us on a path to long-term sustainability and success.

Programming and Education

Goal Statement: To become a nationally recognized arts and crafts school in a natural setting that expands the creative nature and skills of all participants.

Touchstone

Assessment of TCC's Current Position	Identification of Desired Position/Goal	Critical Issues to Resolve to Achieve our Goal	Action Steps/Tasks Required to Complete our Goal												
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Currently a seven-studio program: blacksmithing, ceramics, metals/jewelry, painting, glass, photography, children's.	Improve program to have four premier, nationally recognized programs. These include blacksmith, ceramics, metals, and other to be decided. Maximize studio capacity.	Identify existing studio capacity & needs; Identify other programming possibilities with current and improved resources. Funding to improve and expand resources.			Examine and assess current studio capacity and equipment needs.	Identify other programs including: fiber/weaving, photography (digital), environmental landscape design, partner with science teachers, musical programs.	Assess profit, expense, and feasibility. Consider funding, sponsorship, and partnerships to improve studios.			Determine whether a fiber program is possible. Consider space and equipment needs, and financial feasibility.	Equip one studio and have instructor lineup to achieve desired goal. Explore photography development.	Evaluate traditional and current music trends to identify possibilities.	Explore partnering with science and environment teachers.	Identify the fourth premier studio to focus efforts on.	Equip second and third studios.
Safety and environmental issues for each studio.	Maximize safety in each studio, particularly in the operation of all equipment.	Do assessment and identify needs for every studio; develop plan for each studio based on overall priorities; funding to accomplish goal.	Survey and inventory of safety conditions in current studios.		Prioritize studios and safety issues and needs in each.				Funding for safety and environmental needs for two studios.	Funding for safety and environmental needs for two more studios.					Environmental and safety improvements done for all studios.
Reasonable instructor diversity.	Increase diversity and sustainability of instructors to draw in additional students. Includes: rotate instructor schedules to "draw-in" additional students; maintain high quality of instruction; establish a headliner artist series to improve visibility.	Investigate current situation, progress, and areas for improvement. Evaluate artistic product and services; evaluate pay scales; who draws students elsewhere; possible alumni reunion program.		Establish/define criteria to be used for evaluation.	Evaluate 2010 courses and instructors: What % of courses/instructors cancelled? What % with at least six students?	Recruit new instructors for 2012 and beyond based on capacity for classes /students.			Evaluate 2011 courses.	Recruit instructors; secure funding for headliner artist for 2013 season.			Evaluate 2012 courses	Recruit instructors.	
Current scheduling includes week-long and weekend classes.	Explore options in alternative and flexible scheduling of classes to optimize enrollment.	Investigate scheduling in other programs and determine benefits to students and community through alternative scheduling. Identify feasibility and costs.			Investigate other programs and analyze.			Introduce most promising alternative schedule for fall 2011.		Second experiment with alternative scheduling.	Third experiment with alternative scheduling.		Evaluate experiments and identify what should be included in the regularly scheduled program.		
No residential artist program.	Explore an externally funded artist-in-residence program: goal is to increase interest and enrollment. Could also launch an artists-in-artist program as at Watershed.	Investigate issues regarding lodging, grants, meals, studio space, supplies, and funding. Complete cost/benefit analysis.			Investigate feasibility by surveying other artist-in-residence programs.		Determine feasibility and establish criteria.	Obtain funding for 2014 season.						Obtain funding for 2014 season.	
Children's program—currently have limited residential programs in place for children accompanying parents taking classes.	Determine if we want to be the premier residential children's art program.	Feasibility of offering a residential children's program. What can we offer families and children? What is the benefit to children?						Establish committee to examine feasibility, instructors, supervisors, insurance issues, liability, space and so on.		Committee prepares report and makes recommendation.		Board takes action on recommendation.		Begin implementation if program desired.	
Children's program: currently have limited non-residential program on campus.	Be the premier regional non-residential children's art program in southwestern PA.	Assess infrastructure and internal capacity for children's program, analysis of competition, studio space marketing, and costs.		Start studio analysis and student needs.			Have final report including costs and revenue streams.			Begin implementation.			Evaluate program results and make recommendations for modifications.		
Children's program: currently have some outreach programs for children.	Be the premier arts provider for the three-county region of southwestern PA.	Staffing, coordination, and funding. Identify the impact this will have on the community through development of partnerships and improving quality of life for local residents through creative development of programming for children and teens.	Maintain existing outreach program.			Develop committee to plan and set standards/catchment areas to be served.		Obtain partnerships with districts; obtain appropriate personnel to market programming/ curriculum.		Begin one year trial program.				Evaluate modifications or expansion of program if successful.	
Children's program: staffing issues.	Have qualified staff to implement, nurture, and advance children's programming.	Identify appropriate qualified staff and resources, including funding. See note 1.			Investigate other programs such as Teach for America, charter schools, alliances, student teachers, and internships.				Narrow relevant programs or examine additional possibilities				Identify most likely possibilities and recruit staff.		

Partnerships

Goal Statement: To increase the number and types of Touchstone Center for Crafts (TCC) partnerships in order to provide financial, educational, artistic, and community support; to enhance programming at TCC; to increase awareness of TCC offerings; and to increase enrollment.

Touchstone

Assessment of TCC's Current Position	Identification of Desired Position/Goal	Critical Issues to Resolve to Achieve our Goal	Action Steps/Tasks Required to Complete our Goal												
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Currently, the lack of adequate staffing does not permit TCC to spend the time necessary to cultivate a wide range of community partnerships.	To expand TCC's involvement with the local community and to expand the local community involvement with TCC.	To educate the local community about TCC location and have the community realize the asset TCC is to Fayette County as Pennsylvania's only residential arts and crafts center.	Committee to conduct survey of TCC natural assets (trees, mushrooms, trails, birds).	Discuss with resorts the use of TCC for one-day classes for guests and employees.	Announce county-wide art exhibit for all school-age children.	Hold art exhibit for school-age children within the county.		Speak to community groups about TCC and its offerings.	Exhibit TCC art in local art exhibitions.	Explore possibility of technology schools using TCC for student experience projects.		Hold Thank You event for members of community who provide assistance to TCC.	Prepare and market an expanded community outreach program.		
TCC currently maintains professional relationships with companies that provide equipment, supplies, and services to TCC.	To establish mutually beneficial relationships with corporate entities in the region in order to provide financial and operational support.	To provide regional corporate structures the opportunity to learn about TCC's offerings, assets, and needs.	Research the EITC program.	Prepare promotional and informational materials regarding TCC.	Identify corporations in the region whose business contributions fit with TCC.			Discuss with vendors direct and "in-kind" contributions.	Plan to approach large corporations in the region.	Plan to approach Fayette County businesses and corporations.		Invite business and corporations to TCC to highlight assets, and show needs and progress.		Continue discussions with businesses and employee development through human resources.	
TCC currently offers credit courses through Westmoreland County Community College.	To increase the number of community colleges associated with TCC to offer credit courses.	To identify those colleges willing to accept TCC courses for credit and/or certification.			Identify community colleges in SW PA, SE OH, North WV, NW Maryland.				Prepare marketing materials, including an exhibit of TCC faculty and students.	Contact community colleges and initiate discussions for affiliations.	Invite faculty and administrators to TCC to see studios, meet instructors, etc.		Invite faculty and students to participate in weekend courses/workshops at TCC.	For those affiliating with TCC, make course modifications to submit to credentialing authorities.	
TCC partners with the Uniontown Art Club for its juried art show and other local art exhibitions.	To increase partnership opportunities and activities with all art clubs and associations in the tri-state area.	To make TCC known to art clubs and associations and to fully utilize these clubs and associations to carry out TCC's mission.			Identify art clubs and associations in the areas listed above.			Hold an "Open House" for art clubs and art associations identified.		Develop Art Advisory Group to alert TCC to exhibits, gallery shows, and other activities of interest.				Sponsor art exhibit for members of the Advisory Group.	
TCC has a blacksmith "Hammer-In" each year associated with and partners with various blacksmith guilds.	To increase partnership opportunities and activities with specific arts guilds.	To make TCC known to the specialized art guilds and to fully utilize these guilds to carry out TCC's mission.		Identify specialized art guilds for all disciplines offered by TCC.	Reintroduce TCC to those master art associations and art guilds.				Invite master art associations and art guilds to exhibit at TCC.		Hold exhibit for master art associations and/or art guilds.		Develop customized programs for specific disciplines (Hammer-In model).	Host a symposium for specific disciplines (Hammer-In model).	
TCC now offers Technology of Art and Business of Art courses through Penn State/Fayette Campus, Offers Act 48 Continuing Education credits through Seton Hill and California University of PA.	To increase the number of affiliated colleges and universities by providing exposure to and instruction by well-known arts instructors as well as exposure to a nonprofit art center.	To determine which TCC programs would enhance college programs, and determine any obstacles to use of TCC courses. Lack of a studio that can be used year round, lack of a full-time education coordinator.	Develop a TCC summary of offerings.			Contact faculty and administration regarding using TCC's unique courses, facilities, and faculty.			Hold a symposium or retreat to market TCC facilities and discuss TCC.			Hold student workshop/retreat with student exhibition.	Bring administrators, etc., from Arts Management Program to TCC.	Begin discussions for nonprofit management and MBA student projects, consulting, and internship experiences.	Present programs for approval of credentialing authorities.
TCC lacks a full-time staff member to develop partnerships.	To establish a staff position for a partnership development staff member. Salary and compensation to be partially or fully funded by increased participation in TCC classes, increased contributions from businesses, and increased revenues.	Funding.		Offer opportunity to vendors and businesses to provide seed funding; perhaps a named position.	Begin candidate search.			Conduct interviews.	Fill position and begin introduction to potential partners.	Develop and enhance the TCC summary of offerings.					

Facilities and Property Management

Goal Statement:

Establish processes and guidelines to provide facilities that meet our students' expectations and maintain the natural setting of our campus in a sustainable and resource-friendly manner. Our dream is that Touchstone will become a nationally recognized center for creative study in both contemporary and traditional craft forms, and that students of all ages and from all walks of life will come here for stimulating exchange of ideas and information.

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Touchstone's current sanitary waste treatment system does not meet current operational and DEP requirements.	To construct and sustainably operate an environmentally friendly, DEP-approved sanitary waste treatment system that meets current and future needs.	Obtaining the final approvals from DEP for a new sanitary waste treatment system. Obtain the funding necessary, via partnerships with foundations, USDA, and all stakeholders, to construct and operate the new sanitary waste treatment system.	Receive final DEP approval (Phase IV) for new system.	Solicit competitive cost proposals for building the new system. Obtain commitments for at least 75% of the needed funding.	Award construction bid and schedule construction. Obtain final 25% funding commitment.	Begin construction of new sanitary waste system.			Complete construction of new sanitary waste system.	Begin operation of new sanitary waste system.				
Resolve outstanding infrastructure concerns, including site drainage, water distribution, electrical service, roadways/access drives, walkways, etc. (in addition to sanitary waste water treatment).	Provide an easily maintainable, sustainable infrastructure to enable Touchstone to focus on its arts, crafts, and education goals.	Accurate assessment of needs. Development of sustainable strategies. Obtaining needed funding to complete required work.	Assess site drainage needs. Develop plan to remove iron from water supply.		Assess overall campus utility needs. Implement iron remediation plan for water supply.	Develop long-term plan for roads and drainage from Wharton Furnace entry to Lodge and Blacksmith Studio.		Upgrade electrical services to campus, including renewable.	Begin new drainage/road improvement project - Phase 1.	Develop plan for roads and drainage throughout remainder of campus, including parking.			Implement campus-wide drainage/road improvement project - Phase 2.	
Develop accurate listing of all buildings, needed repairs, and maintenance/repair schedules for all buildings, including studios, lodging, and other (all).	To develop and implement a plan, including completing all required work, to repair, improve, and upgrade all structures in a sound, sustainable manner.	Establish short-term needs and priorities. Determine long-term needs. Have all work completed in a sustainable, financially responsible manner.		Prioritize first three studios and complete needs analysis.	Administration conducts long-term office needs analysis and recommendation.	Prioritize next three studios and complete needs analysis.	Grounds and general building maintenance needs, and general building evaluation.	Complete remaining studios analysis and needs assessment.	Final studios analysis and implementation plan completed, including cost estimates.	Establish and prioritize studio improvement projects.			Establish long-term repair and maintenance schedule for all buildings (common, studios, lodging, etc.).	
Currently, Touchstone has no year-round studio facility. Determine need and viability of year-round flex studio, including long-term assessment of existing studio utilization rates.	If determined to be necessary and sustainably viable, to develop and establish a flexible year-round studio at Touchstone.	Determine if need is achievable. Obtain funding and financially sustain this year-round flex studio.		Begin evaluation of usage and related costs, both initial and operational.	Evaluate needs, primary uses, and costs (income and expense) and make recommendation to BOD.	BOD determines preferred action and identifies funding sources.		Plan/estimate of costs completed (if needed).	Fundraising begins (if necessary).			When funding is secured, construction begins (as required).		
Develop a list of equipment to facilitate all of Touchstone's operations, including (1) studios and their equipment/needs, (2) office and administrative work needs, (3) lodging and related requirements, and (4) grounds and maintenance and equipment required.	To provide all equipment required to efficiently and effectively operate and maintain all studio and support areas in order to achieve Touchstone's goals and ambitions.	Independently and objectively defining all needed equipment and related items (not a wish list, an operationally necessary list). Obtain funding required to achieve goals.		Studio equipment needs for first three studios, including inventory of existing. Establish wish list for each studio.	Evaluate office/administration operation needs.	Complete equipment needs analysis for next 3 studios.	Evaluation of common building and related equipment needs.	Complete equipment needs analysis for final studios.	Conduct overall needs evaluation of all lodging facilities.	Analysis of all equipment and operational needs, including cost estimates.	Establish priorities for new/improved equipment and related needs.	Begin fundraising to raise monies to complete work required.	Implement priority improvements.	Implement next phase priority equipment needs and improvements.
Assess need for a full-service kitchen, determine need for seasonal or year-round use/need, versus a "catering only" type kitchen.	To determine the best long-term, sustainable (financially and operationally) solution to Touchstone's dining, entertainment, and food service needs.	Objectivity - Sustainability - Effectiveness Funding.	Begin analysis utilizing past data and current year costs and experience.		Complete analysis and prepare recommendation.	Finalize recommendation, including all costs, benefits, and liabilities.	BOD recommendation and approval.		Implement approved plan of action.					
Establish Touchstone's long-term policy statement regarding our property and its natural resources.	Develop a sustainable plan, based on balancing both short-term and long-term needs, in an environmentally responsible manner to demonstrate our respect for Touchstone's unique possession in SW PA.	Objective understanding of overall property and potential value of natural resources. Recognition of stewardship responsibilities. Balancing of financial rewards.				Conduct BOD site walk, familiarization, and begin evaluation.	Identify natural resource specialists and elicit input.	Obtain input from BOD & membership regarding long-term goals, objectives and cost benefit analysis.	Finalize input from all parties, including related costs.		Finalize and outline proposed long-term plan.	Submit plan to BOD for review and approval.		
There is no long-term plan guiding Touchstone's future development/redevelopment. Develop long-term property Site Plan to guide campus development and responsible land use in a sustainable and operational solution.	Establish a long-term development strategy for Touchstone in an environmental and economically sustainable manner.	See Above.				Review existing site development and potential development sites, including liabilities and costs.	Conduct review of peer arts facilities campuses and evaluate in a critical manner.	Obtain input from BOD and membership regarding campus usage/development.	Obtain input from outside parties (A&E, camps, DEP, DER, etc.).	Prepare outline of proposed campus development plan.	Finalize proposed campus development plan.	Submit plan to BOD for review and approval.		
There is no strong visual connective in Touchstone's campus. We need to establish a unified design criteria enabling Touchstone to have a strong visual identity, thereby cementing its position as a premier arts facility.	Establish a strong visual brand for Touchstone, respecting our resources and traditions, and positioning our self for long-term success.	Current buildings and infrastructure have few features/relationships in common. Site topography and difficulty in utility location and walking/driving access. Long-term sustainable appearance.						Establish, with input from BOD and membership, what "identifies" Touchstone.	Review "image" of other arts campuses.	Determine material durability, usage, and sustainability factors.	Develop "design attributes" to singularly identify Touchstone.	Begin implementation of design attributes on Touchstone's campus.	Monitor and update work completed to date, including proposed modifications.	

Fundraising

Goal Statement:

Cultivation of relations will provide the framework in which market testing and program design can work and that generates fundraising goals/plans. The structural and systemic changes are being made to create an organizational culture of relationships, partnerships, and ongoing support.

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Touchstone lacks records of its history. Our history, and the story and experiences of our students and instructors, should be documented to serve as a basis to re-establish our purpose and focus our long-term goals.	Touchstone's history and past successes can serve to re-establish our core values and provide a tool to guide our decision-making processes and evaluate our future performance. This will give us the documentation to showcase our successes.	Identifying staff and volunteers who have the time and resources to compile this information. Identifying key constituents to serve as basis for first stories. Development of "elevator pitch."	Identify key players in Touchstone's history and key successes.	Identify and document three Touchstone student or instructor success stories.	Begin compiling time-line of TCC's history. Establish standard PR protocol /format and list of contacts to receive info.	Outline goals and keywords for "Elevator Pitch."	Document 3 additional success stories. Issue minimum 3 press releases/quarter for next year.	Finalize "Elevator Pitch."	Complete time-line with key decisions and events in Touchstone's history to date.	Document 3 more success stories; stories to be in writing and in video.		Obtain funding for video of the Touchstone Story.	Document 3 more success stories; stories to be in writing and in video.	Integrate TCC's history, success stories, elevator pitch, etc., into a comprehensive format.
Touchstone has no long-term records of our significant funders and funding sources. There are a few individuals and foundations who have provided support, but otherwise, anecdotal beliefs are used in funding discussions without any rational basis.	Develop Annual Giving Program that is well-planned, designed, and executed, to provide for ongoing operational/capital support monies. Goal is to increase individual giving by 10%; foundations giving by 15%; and gov't by 10% per year.	Need to identify past donors and monies/ amounts to serve as basis. Lack of personnel qualified to gather data, design/structure a plan, and other time commitments. Proper design and planning for the cultivation of planned giving.		Establish annual (for 2011 and forward) Events Schedule and gallery exhibits.		Develop a committee to plan and design prioritized agendas.	Seek out funding opportunities to obtain professional staffing/contractor.	Respond to and cultivate constituents for annual campaigns.	Launch the newly adopted plan.		Track and measure response rates, levels of giving, etc... Refine and redevelop areas for improvement.	Coordinate and execute agreed upon revisions.		Launch revised plan.
Touchstone's grounds, buildings, and equipment have been neglected; deferred maintenance needs to be completed. With Facilities' component of plan, needs assessment and prioritization strategy, including costs, will be completed, enabling proper planning for future long-term use.	Develop and implement a Capital Campaign to complete deferred maintenance and enhance campus and studios. All work is to be completed with environmentally sustainable practices. This will provide for viable and efficient use of existing structures, improved studios, enhanced campus, and expansion of classes/disciplines.	Working with the Facilities' SP, coordinate and prioritize the structures with the greatest need for improvements/renovations. Identification and implementation of focused plan to raise needed funding to complete work required.		Develop committee to determine timeline for prioritized structural plan.	Adopt a plan as a "road map" for execution of capital needs for 2011.		Establish agreed upon planning and initial priorities.	Execute plan through campaign.	Adopt plan as a "road map" for execution of capital needs for 2012.		Establish agreed upon planning and initial priorities.	Execute plan through campaign.	Adopt plan as a "road map" for execution of capital needs for 2013.	
There is minimal diversification/variety of funding streams to promote ongoing excellence in instruction and physical needs of studios and Touchstone's campus.	To promote TCC on local and regional basis annually, providing funding for the on-going refinement of quality class instruction and world class instructors. Develop an annual plan addressing areas for solicitation and special events.	Determine timeline and develop a solicitation calendar and special events calendar. Develop appropriate staffing structure to fulfill planning objectives.	Establish committee to assess events that promote organization, and provide operational and events support.	Assess focus of events (i.e., one time vs. quid pro quo; instant-gratification events, etc.)	Publish first Events Schedule for 2011.	Role out annual solicitation campaign.	Measure feasibility and success/refine as needed.	Track event metrics/benchmarks as a method of refinement/improvement.	Publish Events Schedule for 2012.			Track event metrics/benchmarks as a method of refinement/improvement.	Publish Events Schedule for 2013.	
Development of plan incorporating a comprehensive effort of giving among a broad spectrum of donors—thus allowing greater programming opportunities for organization.	Focused donor cultivation based on interests of donor and needs of organization. Increased public awareness through donor-advised giving and interests congruent with mission.	Well-executed plan with timelines that promotes both the organization and shared vision of donor(s). The addition of professional staff to permit streamlined approach to cultivating relations.		Draft preliminary annual plan incorporating targeted audiences/persons/foundations of similar interests.	Adopt the annual plan and execute accordingly (2011).	EITC—determine process to implement.	Develop structure for Planned Giving program.	Update list of targeted audiences/persons/foundation of similar interests.	Adopt plan as a "road map" for execution of capital needs for 2012.			Update list and plan for targeted audiences/persons/foundation of similar interests.	Adopt plan as a "road map" for execution of capital needs for 2013.	
Little research and strategization for new funding sources has been done. Funding focus is local, and typically does not include regional or national/international foundations, companies, or individuals.	Position TCC as one of 10 organizations in US identified for arts education as means for community improvement, enhanced education, and economic development, ensuring, and deserving, financial support from Foundations .	Focus — Quality — Recognition... And the staff, members, and board working to support this stated goal.	Strategize new resources, including foundations.	Identify three local, two regional, and one national foundations that support TCC mission.	Follow-up and grant solicitation with foundations identified in prior quarter.		Continued follow-up.	Identify five new local, three new regional and two new national organizations to support mission.	Follow-up and solicitation of organizations identified in prior quarter.		Continued follow-up.	Identify five new local, three new regional, and two new nat'l organizations to support mission.	Follow-up and solicitation of organizations identified in prior quarter.	
Touchstone receives minimal support from government resources, at local, regional, or national levels. Touchstone needs to find ways to obtain increased government funding support in fulfilling our mission.	See above "Position Touchstone as one of 10"...and use this achievement to gain government funding for programs and operations.	Establish Touchstone's artistic, economic, and community attributes. We perceive Touchstone as an arts education organization; we need to expand on our role in economic development, national resources, and community support.			Identify viable and applicable programs in the following: one at fed'l, one at state, and two at local levels.	Complete and submit applications and follow-up.			Identify new viable programs in the following areas: two at fed'l, two at state, and four local levels.	Complete and submit applications and follow-up.			Identify new viable programs in the following areas: three at fed'l level, three at state, and six at local levels.	Complete and submit applications and follow-up.