

Strategic Plan 2019-2022



By the 2018-19 Board of Directors

Consultants:

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Guiding Principles

Mission

Connecting servant leaders to build better communities.

Vision

Develop & Inspire Leaders in Madison County to engage & create change in their communities.

Core Values

This program cherishes empowerment, change, inspiration, inclusion, diversity, community building, connection, awareness of need, responsibility. The commitment to servant leadership is the core of its teaching, a core value of community engagement rather than business leadership.

Tagline

Grow, serve, lead.

Current situation

The program is very popular and successful with youth and with adults. Its cost is high for some, and the time commitment necessary to complete 10-11 sessions is daunting. The rewards are strong for the alumni, and the connections made are lasting. The program struggles with its vision for the future as population changes and community economic changes are causing lags in innovation. Inclusion of more diverse candidates is planned, but not easy to fund. The leadership need has never been greater and the promise of turnaround for Madison County rests in the laps of this group as they make decisions to grow.

"I would love to have another, more advanced Academy. I'm ready to acquire more skills. The Academy helped me to understand people better and to learn new leadership techniques. I made valuable connections and friends who have stayed connected in my work life. I have people to call when I need thinking support. The Academy has been a tremendous asset to me personally and professionally."

- Interviewee

"LAMC has become a leader launching pad, a place where employers recruit new employees."

- Interviewee

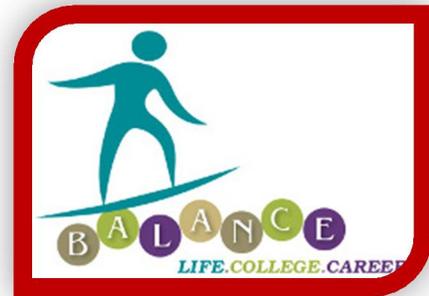


Program Description

Leadership Academy of Madison County is an independent 501c3 nonprofit that provides servant leadership instruction to 36 adults and 36 youth annually. The organization's Board of Directors is composed of 16 community members and a four-member Advisory Committee. LAMC has two staff members with offices provided by Anderson University.

The original program, serving to develop adult leadership capacity, consists of 10-12 sessions over time, from a prepared curriculum that has evolved over the years since it began in 1981. The Youth Leadership Academy is similar and occurs concurrently with LAMC during the year. Youth participants have to miss some days of school which is a concern for lower performing students. The program is sponsored by Anderson University and the Madison County Chamber of Commerce as well as area businesses.

The newest program for LAMC is BALANCE. After interviewing YLA Alumni, a need was identified for additional supports as YLA alumni moved to college, career and life. BALANCE helps bridge the gap between the soft skills that employers say are crucial to the workforce and the limited opportunity students have to practice those first hand in school.



Achievements

Online Resource Directory – Published annually with alumni as resources in their areas of expertise. This directory is for area non-profits who are looking for board members or assistance with short term projects or programs.

Graduates – More than 1700 graduates over the course of 28 years.

Reputation – Extremely positive reputation for solid programming and productive training has emerged over the years, especially with the business community.

Outcomes for Youth – The YLA program receives high marks for students learning about themselves as leaders, for developing relationship skills, for community awareness, and for students acquiring knowledge of servant leadership and how to use social capital for the betterment of the community.



SWOT Analysis

Strengths

Leadership Academy of Madison County is known for helping its participants to make lasting connections with one another. With a focus on servant leadership, the Academy empowers its alumni to be aware of community need and to address those needs in effective ways. Many of the alumni have children who are in or who have graduated from the Youth Leadership Academy, a program of LAMC. The Academies both have a very positive reputation in the community and board membership is a sought-after position. LAMC has existed for more than 37 years, providing learning opportunities for many Madison County leaders and graduating 36 adults and 36 youth annually. Through expanded programming, stand-alone workshops reach other community members who do not have time or resources for a longer commitment. Alumni donate to the program and provide scholarships. Boards of non-profits benefit from trained board members since alumni are encouraged to participate in board membership.

Weaknesses

While positive results are anecdotally popular, actual documentation and data have not been systematically compiled. The cost and duration of the program makes it difficult for those from diverse populations to participate. Communication with participants upon graduation is not strong. Only servant leadership is emphasized. Volunteer and alumni engagement could be improved. Interviewed graduates would like follow-up over time. The program teaches about leadership, but it offers no actual leadership practice.

Opportunities

Reaching diverse populations, particularly ethnic and economically diverse groups could improve the reach of the program content. Programs generate some revenue, but could generate more. Alumni could be encouraged to donate more. There are opportunities to reach some untapped segments of the county and to develop new delivery models, such as fee-based online courses. Better marketing and better connection with graduates could increase donations and participation in dissemination of what has been learned. There is interest in putting leadership skills into practice in a wider range of actions, i.e. projects, initiatives, etc.

Threats and Challenges

Not reaching diverse populations causes the program to be viewed at "elitist". Staffing dollars are limited which causes the program growth to be slow. Graduates may or may not be in a position to use what they have learned. The program is missing new trends, such as online education. The delivery model is expensive and time consuming.

Goals Summary for 2019-2022

Goals:

- 1) Improve access to LAMC for diverse populations.
- 2) Interpret data already retrieved and collect impact data.
- 3) Engage more alumni.
- 4) Expand financial outreach.

Goals , Key Performance Indicators & Activities

Goal	Indicator (Things that show progress toward target.)	Target	Activities
1. Access by diverse populations.	More faces of color participate and graduate. Increase in diverse representation socio-economically. More scholarships for participants. Diversity & Inclusion embedded throughout programming (sessions, curriculum, leaders, participants)	Population of the program is representative of the population of the county.	<ul style="list-style-type: none"> *Develop a plan to outreach to diverse sectors of the community *Integrate best practice diversity & inclusion curriculum into programs *Gather feedback from no representative sectors in LAMC about needs.
2. Interpret existing data. Collect impact data.	Existing data is retrieved and organized into files over two years. Surveys of graduates are prepared and disseminated. Set program performance metrics.	Program is revised based on what is learned by data analysis.	<ul style="list-style-type: none"> *Organize the data we do have access to. *Report out on the data we have & use to inform practice. *Create annual report to tell the outcomes. *Survey alumni 1 and 5 years out on skill utilization & leadership.
3. Engage alumni.	As surveys are conducted, include questions about alumni learning needs. Design one-off, inexpensive programs for advancing alumni learning. Alumni contributions of time, talent, and treasure are solicited at events to which they are invited.	Alumni programs are in place and some are taught by alumni themselves. Alumni support a scholarship fund. General support from alumni increases annually.	<ul style="list-style-type: none"> *Pilot – “Leadership in Action Project” *Compile feedback from surveys about Alumni needs *Incorporate at least 2 Alumni engaged activities a year (social & volunteer)



4. Expand financial outreach	<p>Staffing needs are reviewed. Program needs are reviewed. A proposed development budget for increases in program and staffing is prepared. Professional development is planned and implemented as needed. Potential funders are contacted.</p>	<p>Staffing is adequate. Program reflects new trends and ideas. Funding for changes is adequate.</p>	<p>*Expand scholarship base for youth & adults *Develop a plan to expand LAMC onsite professional development services. *Funding is balanced between program revenue/alumni support & sponsorship.</p>



Situation Analysis

Trends to Consider

- The population of the county is changing with the arrival of new demographics.
- English may not be a first language for some newcomers.
- Technology is revolutionizing education and new high school, college, and business additions will have grown up with a screen as an information source.
- Because of the isolation caused by a reliance on technology to communicate, mentoring social connection and the use of social capital will be different and may require different mentor skills.
- Much learning is online. Considering constructing coursework for online use by the Academies may require some training.
- Training without follow-up is malpractice.

Issues Arising from the Trends

There will be a number of issues to consider based on the rising trends. Addressing those issues will likely include but are not limited to:

- More staff training and client/alumni education.
- Revamped outreach efforts.
- The need for new or additional programs.
- Hiring additional staff.
- Securing new and additional funding sources.
- Professional education and updating.
- Purchase of equipment.

Competitive Advantages

LAMC is the “only game in town”. There are no other comprehensive community leadership programs.

LAMC has a thorough connection to Madison County and a servant-leadership focus. The program has existed over time and has connected 1,700 alumni. Because of the context, alumni see each other often. Being a member of this Board is desirable.

Target Participants

- Candidates from populations not yet served, especially culturally disadvantaged, racially and economically diverse groups.
- Alumni who want advanced training and engagement.
- Adults who want to pick up a skill from a shorter workshop.

We do not yet provide

- Services for anyone younger than 16.
- Services for those who speak languages for whom we do not have translation services.

Assumptions

- Intentional fostering of servant leadership produces action-taking leaders.
- Recruiting is identifying strong prospects for future leadership.
- The programs produce the results we seek.

Marketing Plan

The marketing of our agency and our services will expand during the next three years by focusing on:

- increased use of social media
- production of video material for a variety of audiences and programs
- continuation of the newsletter
- maintaining the “brand” message
- finding funding for marketing media (video, print, digital, etc)

Team Status

- Is staff adequate for services?
- Is training needed?
- Are job descriptions and performance reviews satisfactory?
- What needs are not being met that can be met with current resources?
- What needs are not being met that require other resources?

Financial Situation

The organization currently receives funding from a diverse array of sources, including:

- Individual donors
- Corporate support of program fees
- Events/fundraisers
- Anderson University (offices with utilities included)
- Board fundraising challenges
- Grants

Funding is not sought from:

- ⊗ Funders with no “fit” for the programs
- ⊗ Illegal or immoral sources
- ⊗ Government
- ⊗ Funds with strings attached

Leadership Team and Staff

Board of Directors

Officers

David Dodd, Madison County Federal Union
Brad Justus, Gilliatte General Contractors
Nancy Anderson, St. Vincent Anderson Hospital Foundation
Adam Hoeksema, Bankable (Flagship Enterprise Center)

Angela Barbosa, Barbosa Creative
Jonathon Cook, Sansberry Dickman Freeman Bulita & Cook
Greg Granger, Frankton Lapel Community Schools
Hillery Holt, United Group Services
Stephanie Moran, Anderson University
David Neidert, The Story Shop
Jessica Warnke, Carter Logistics, LLC
Dirk Webb, Madison County Chamber
Clayton Whitson, Madison County Councilman
Deca Williams, Rowland Title Company
Betty Williams, Community Volunteer
Patty Lovins, Madison County Chamber Appointee

Staff

Carrie Bale, Executive Director
Pam Shoot, Program Director

Advisors

Max Butcher, Borg Warner
Bekah Snyder, Eli Lilly & Co.
Evan Bobb, Pendleton Heights High School
Alyson Partlow, Anderson High School