

# 2020-2024 INTERNATIONAL MUSIC CAMP STRATEGIC PLAN



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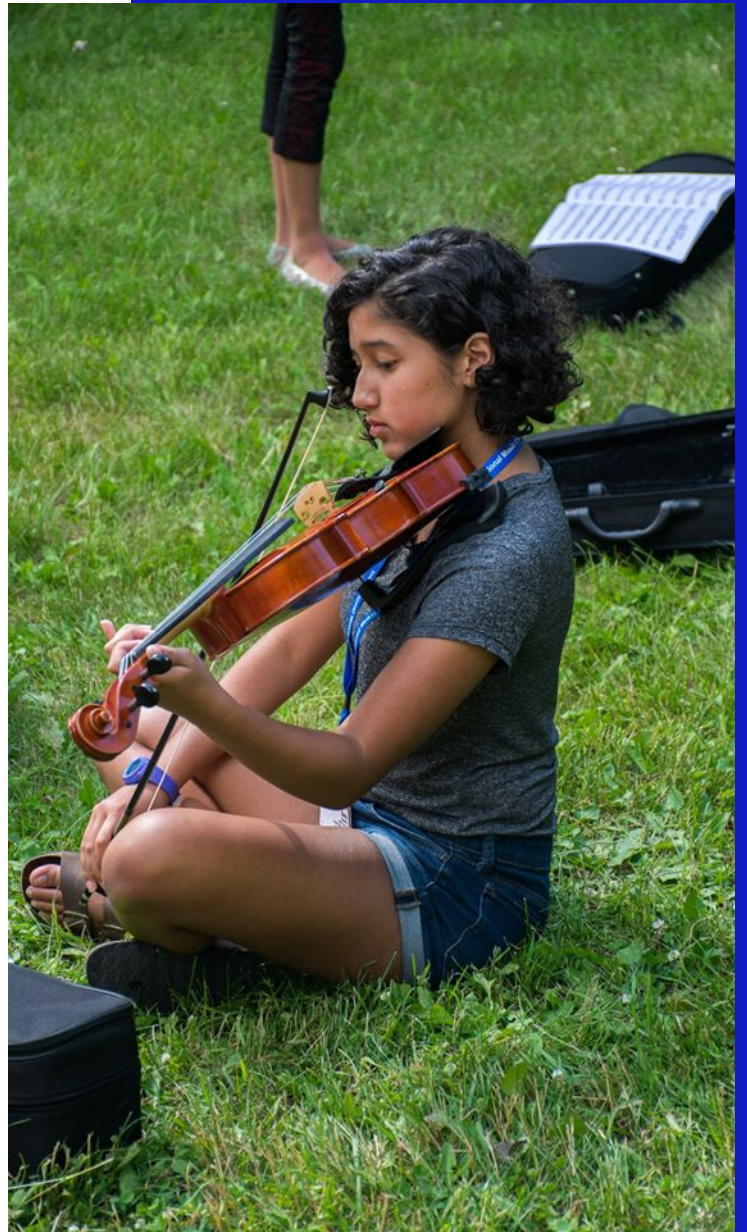




# BACKGROUND

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In the summer of 2019, the leadership of International Music Camp and Strengthen ND developed a five-year **Strategic Plan**. Through a camper and caregiver survey and several leadership-driven planning sessions, data was collected on the current state of International Music Camp, as well as what could be future priorities. Laid out in the strategic plan are the details of the planning process, relevant outcomes, and the distilled goals and strategies to guide future growth and development of International Music Camp, both organizationally and programmatically.



**Strengthen ND** is a dynamic, multi-faceted, and well-connected organization that works across North Dakota to elevate nonprofits and rural communities to support a high quality of life and resources for vulnerable populations through community development.



**StrengthenND®**

# STRATEGIC PLANNING PROCESS

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At Strengthen ND, our motto is: ***“If you can’t write it, you can’t do it.”***

We believe that creating and documenting an organization's goals and methodology is the most vital step toward actualizing the outcomes you hope to see. Of course an organization can have a clear strategy without having a strategic plan. A strategic plan is merely a document that puts on paper the long-term chosen direction. While a clear direction may exist anyway, writing it down enables it to be better understood by residents, by partners, by developers, and even by community staff and elected officials.

Our belief at Strengthen ND is that an effective strategic plan makes choices based on: 1) knowing who you are; 2) knowing what brings change; 3) predicting how the environment is likely to change; and 4) rigorous and honest self-appraisal. Strengthen ND was able to support the implementation of a planning process that involved International Music Camp (IMC) staff, campers and caregivers, volunteers, and boards of directors. Through board-driven planning sessions, data was able to be collected on the current state of IMC, as well as what could be future priorities. Laid out in the document, you will find the details of the strategic planning process, relevant outcomes, and the distilled goals and objectives to guide future growth of IMC.





# PLANNING SUMMARY

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Upon deployment and analysis of a camper and caregiver survey, both the U.S. and Canadian Boards of Directors of IMC came together to engage in two (2) half-day strategic planning sessions (9/14/19 and 10/26/19). The strategic planning process utilized was a modified strategic planning format, which included a review of the past IMC strategic plan; review of the camper and caregiver survey; understanding the organization's current operating landscape (SWOT Analysis); thinking bigger about the future (If Money Were Not An Issue Exercise); and identifying and mapping goals and objectives.



## **Summary of Camper & Caregiver Survey**

Through a camper and caregiver survey disseminated and administered by camp leadership, IMC sought to understand their currently impacted audience's experience at camp and their thoughts about current programming. Below is an abbreviated summary of the results, with a large majority of the responses being overwhelmingly positive toward the experience provided by IMC.

### ***Camper & Caregiver Survey by the Numbers Of 199 Respondents...***

**How did you hear about IMC?**

- 1** Teacher (38%)
- 2** Friend (35%)
- 3** Brochure (18%)

**Did IMC meet expectations  
this year?**

**YES: 92%**

**Are you or your camper hoping to attend IMC next year?**

**YES: 75%**

**Did you or your camper have a positive experience this  
summer at IMC?**

**YES: 95%**

## **Understanding IMC's Current Operating Landscape**

Many nonprofits come and go throughout United States and Canada, which is why it is important to understand the landscape or ecosystem in which IMC operates. To support this, the planning participants engaged in an accelerated analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT). A full accounting of the data generated through both planning sessions can be found in Addendum A; however, for simplicity, the top three prioritized, reported, and discussed (from the facilitator's perspective) under each category have been listed in the table located on the next page.

Strengths (Internal)	Weaknesses (Internal)
<ol style="list-style-type: none"> <li>1. Quality of Staff, Faculty, Guest Conductors, &amp; Instructors</li> <li>2. International Campers &amp; Friendships (including exposure to added levels of diversity)</li> <li>3. Safe Place; Healthy Social-Emotional Experiences for Campers</li> </ol>	<ol style="list-style-type: none"> <li>1. Declining Enrollment</li> <li>2. Availability of Time &amp; Resources to Promote IMC &amp; Recruit Campers</li> <li>3. Fundamentals Test/Classes (not because of quality but because of the need to engage all levels can be challenging)</li> </ol>
Opportunities (External)	Threats (External)
<ol style="list-style-type: none"> <li>1. Sustainability Practices (to cut costs and teach environmental stewardship)</li> <li>2. New, Unreached Campers</li> <li>3. Acknowledging the Neuroresearch &amp; Implications behind Creative Experiences</li> </ol>	<ol style="list-style-type: none"> <li>1. Relationship with International Peace Gardens</li> <li>2. Human Behavior (Campers as Bullies &amp; National/Local Politics/Policies)</li> <li>3. Competition for Time &amp; Discretionary Dollars Among Families</li> </ol>

## **Thinking Bigger about IMC's Future**

To build on the identified strengths, weaknesses, opportunities, and threats and the discussion that ensued surrounding IMC's ability to control the contributing factors, the planning participants were asked to respond to the following prompt:

***If IMC received an unrestricted grant equal to half of our annual budget tomorrow (~\$500,000), how would we invest our money? What might be possible that is not possible now?***

Through the prompt, the following summary of brainstormed, potential projects and priorities was generated.

### **CAPITAL IMPROVEMENTS**

- **Sustainability Projects**

- Longer term money savings
- Solar power & LED lighting
- Geothermal heat pumps
- Compost station

- **Capital Projects & Building Maintenance**

- Doors & Mattresses for dorms
- Administration building repairs (ceiling, heat, AC)
- Re-pave everything
- Finish re-leveling buildings and upgrades
- Modernize practice huts
- New dining hall



## **RECRUITMENT**

- **Marketing & Outreach**
  - Camper outreach; new promotions
- **Focus on international recruitment**
- **Canadian at par**

## **LONG-TERM OPERATIONS**

- **Symbiotic Relationship with International Peace Gardens**
  - Better structured roles, responsibilities, and agreements through a Memorandum of Understanding/Agreement (MOU/MOA)
- **Recreation Director Position**
- **Staff Salary Raises**

## **CAMPER EXPERIENCE**

- **Shuttles for Campers**
- **Instruments & Experiential Items**
- **Technology**
- **Costs of Transportation**



# MISSION, VISION & VALUES

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Based upon the data gathered and priorities identified through the camper surveys and board planning sessions, the following mission, vision, and values statements can be generated.

## **Mission**

*The International Music Camp enriches lives through artistic expression and personal growth through our summer school of fine arts.*

## **Vision**

*The International Music Camp provides an elevated and welcoming fine arts camp experience with financial and capital sustainability and stability.*

## **Values**

*The leadership, staff, and volunteers of International Music Camp value:*

- **Camper Connectivity & Inclusion** - Every camper, regardless of background, feels welcomed, valued, supported, and connected to staff and volunteers.
- **Opportunity** - The International Music Camp provides equal-opportunity for education and employment and does not discriminate on the basis of race, color, gender, sexual orientation, religion, national origin, age, disability, or veteran status.
- **Personal Discovery & Creativity** - Campers are provided the freedom and opportunity to develop themselves personally and creatively, with gentle guidance and support from staff.
- **Educational Experiences** - High quality fine arts education is at the core of a camper's experience, starting first with recruiting tremendous local and international teachers.
- **Thoughtful Growth** - Growth of the campership is focused on rural and underserved areas by utilizing available resources, like teachers and past campers.
- **Sustainability** - Whether it be organizational or environmental, sustainable practices are implemented daily to reinforce kindness for the Earth and save much-needed organizational resources.



# GOALS & OBJECTIVES

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As the strategic planning session continued, the participants in attendance were able to focus on identifying five areas that would become future priorities for IMC. The identified priorities were then further evaluated, with suggested timelines, and strategies documented. Through the processes implemented, the following goals, objectives, and strategies can be developed to support the growth and sustainability of IMC through 2024.



## **By December 31, 2024...**

### **Goal 1: IMC will elevate the camper experience.**

**Objective 1:** Enhance current camp programmatic and logistic elements through already-existing resources.

- **Strategy 1:** Develop opportunities for additional lightly structured recreation time through the reallocation of responsibility to existing staff.
- **Strategy 2:** Review and update existing curriculum, including opportunities for enhanced master classes and independent study.
- **Strategy 3:** Encourage carpooling and coordination in hub communities to ease the burden on parents and caregivers.
- **Strategy 4:** Support camp deans to better facilitate friendship development through structured camper conversations and checklists (i.e. "How to make the most of your camp experience.")

## Goal 2: IMC will stabilize its enrollment and achieve peak enrollment.

**Objective 1:** Develop a structured ambassador program to reach more geographically dispersed potential campers.

- **Strategy 1:** Develop clear expectations and guidelines for IMC ambassadorship.
- **Strategy 2:** Recruit, train, and deploy a diverse pool of ambassadors, from IMC alumni, board members, teachers, and volunteers, across the US/CA region.
- **Strategy 3:** Convene and evaluate the effectiveness of ambassador efforts annually.

**Objective 2:** Enhance the ability of teachers to serve in a recruitment role.

- **Strategy 1:** Develop a Teacher Toolkit to support their promotion and understanding of IMC.
- **Strategy 2:** Expand available opportunities for teachers to experience IMC; potentially through leveraging professional development requirements.

**Objective 3:** Enhance the ability for parents and caregivers to support their camper to make the most of their camp experience.

- **Strategy 1:** Develop a Parent & Caregiver Toolkit, complete with materials and information needed to increase parental, caregiver, and camper comfort and manage expectations.

**Objective 4:** Develop a year-round storytelling plan to assure that the camp experience and impact are present for potential campers, returning campers, and caregivers.

- **Strategy 1:** Develop an enhanced social media plan, with opportunities for feature camper experiences via traditional posting, video, and animated avenues, told from all points of view (camper, caregiver, staff, volunteer, instructor).
- **Strategy 2:** Leverage existing media partners to feature IMC "artist of the month" to continue promoting IMC's impact.
- **Strategy 3:** Meaningfully engage with already-supportive partners (i.e. Western Manitoba Band Directors Association) to increase their awareness and ability to tell the story of IMC.

## Goal 3: IMC will build a more meaningful relationship with International Peace Gardens.

**Objective 1:** Develop an improved, more transparent relationship with the International Peace Gardens leadership.

- **Strategy 1:** Extend opportunities for information sharing among both IMC and International Peace Gardens.
- **Strategy 2:** Establish a written, agreed-upon memorandum of understanding (MOU) regarding space rental costs and operations.





**Goal 4: IMC will expand its unrestricted financial reserves to support long-term impact and sustainability.**

**Objective 1:** Expand Development Fund to a minimum of 30% of annual operating budget.

- **Strategy 1:** Undertake a feasibility study to assess the fundraising effort's viability.
- **Strategy 2:** Build a case statement and campaign playbook for the potential fundraising effort.
- **Strategy 3:** Identify potential IMC champions and influencers (donors, board members, community leaders) to serve on an ad-hoc campaign committee.

**Objective 2:** Undertake targeted donor and Development Fund gift cultivation efforts in collaboration with the members of the ad-hoc campaign committee.

- **Strategy 1:** Develop comprehensive storytelling materials to support the Development Fund, including:
  - What is the Development Fund?
  - Why should donors give?
  - How to give? (US & CA options)
- **Strategy 2:** Develop relationships and materials in line with the needs of financial managers and planners, including information on bequests.
- **Strategy 3:** Develop a tiered targeted donor list based on their history of past giving.
- **Strategy 4:** Engage in meaningful relationship building efforts (one-on-one meetings, small group IMC tours, elite donor "thank you" events, etc.) based on the results of the targeted donor list.

**Goal 5: IMC will mitigate costs and waste through sustainable economic and environmental practices.**

**Objective 1:** Incorporate sustainability education and procedures into daily camper experiences.

- **Strategy 1:** Continue camp-wide composting.
- **Strategy 2:** Continue recycling and waste reduction throughout camp.
- **Strategy 3:** Be mindful of and incorporate energy-specific strategies (electricity, etc.)

