



**The Institute for Civics Education
Strategic Plan
2020 – 2023**

Mission

The New Hampshire Institute for Civics Education has been established to develop, nurture, and maintain an informed, engaged, and civil New Hampshire citizenry through a greater understanding of our founding documents and by teaching skills and attitudes of effective citizenship.

What We Believe

"Civics education must become a fundamental priority of our schools, and it must involve more than helping students gain an understanding of a substantial body of civic knowledge," says the organization's planning document.

"To ensure active participation in our democracy, educators must help students engage with their communities and learn a variety of skills associated with political and community life. They also must help students cultivate attitudes and beliefs that might best be described as 'civic virtues.' "

Trustees

John Lewis, Chair
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Martha Madsen, Executive Director
Luane Genest, New Hampshire's Kid
Governor Coordinator

Sen. Dan Feltes

Strategic Goals

Build the internal capacity, leadership and governance expertise of the Institute for Civics Education so that it can meet the potential of its bold, important and timely mission.

Mission Delivery

Goal 1: Teachers and community members in each region of the state have increased access to the Institute's programs through expanded online and onsite offerings.

Goal 2: Develop original, quality content unique to this organization and/or partner with other organizations in order to enhance civics education in New Hampshire. Explore pioneering a special project that stimulates and re-envision the culture of civics education in New Hampshire and that enhances the reputation and visibility of the Institute.

Sustainability

Goal 3: A diverse portfolio of re-occurring revenue from grants and donor giving, volunteer support and in-kind contributions sustains and grows the Institute.

Operations

Goal 4: Strong internal operating systems, fiscal tools and processes and the appropriate balance of skilled staff and consultants drive the success of the Institute.

Board and Executive Leadership

Goal 5: A participatory Board of Directors sets policy, oversees the executive director and governs the organization through effective committee structures, adept strategy and skillful fundraising.

Goals and Tactics

Over the next three years the Board and staff of the Institute for Civics Education will strive to meet these goals through the articulated tactics.

Mission Delivery

Goal 1: Teachers and community members in each region of the state have increased access to the Institute's programs through expanded online and onsite offerings.

Tactics

- An expansion plan, with goals, budget and timeline is developed by the executive director and approved of by the board.
- Partnerships with educational professionals and organizations in each region of the state are identified and cultivated to allow for program expansion.
- Partners provide space, volunteer power, outreach and marketing and other supports and resources needed to expand program offerings.
- The Institute develops the capacity to recruit and train active and retired teachers for outreach and for support at events and to provide programs in remote areas.
- Website is improved to provide webinars, online training for teachers, to allow for the sharing of resources and to manage program registrations.
- The Institute will seek out "champions" in different regions to help promote programs.

Goal 2: Develop original quality content unique to this organization that enhances civics education in New Hampshire. Explore pioneering a special project that stimulates and re-envision the culture of civics education in New Hampshire and that enhances the reputation and visibility of the Institute.

Tactics

- An Institute ad hoc committee teams with the executive director to explore the process, costs and ramifications of Institute original programs.
- Based on their research, the ad hoc committee works with the executive director to create a plan for Institute programming.
- As resources are secured for programs, the executive director works with consultants and other experts to design and pilot the Institute's programs.
- The Institute explores the potential for a larger conference featuring its

- programs and, as appropriate, develops and implements a plan to host a conference.
- Ongoing quality assessment and program review are conducted.

Sustainability

Goal 3: A diverse portfolio of re-occurring revenue from grants and donor giving along with volunteer support and in-kind contributions sustains and grows the Institute.

Tactics

- A comprehensive fund development plan with goals for grants, fees, donor support and sponsorships is charted and implemented.
- Donor software is purchased and maintained.
- The ED and Development committee members participate in fundraising workshops offered by the NH Center for Nonprofits.
- A yearly appeal letter with personal notes from board members is distributed each year to a increasing number of donors (20% increase).
- Institute pilots small, mission focused events that result in a 15% increase each in donors.
- Institute explores the potential of increasing revenue from Treat and other Lectures (fees, suggested donations, more sponsors).
- Attendee registrations are automatically put into database for giving.
- An experienced fundraising expert provides in-the-boardroom training on how the Institute can create a culture of philanthropy and all the various ways board members can serve as stewards of the organization. ^[L]_[SEP]

Operations ^[L]_[SEP]

Goal 4: Strong internal operating systems, fiscal tools and processes and the appropriate balance of skilled staff and consultants drive the success of the Institute. ^[L]_[SEP]

Tactics:

- A plan for needed staff additions as well as a plan for covering costs, budget and timeline is created and approved of by the board,
- A skilled bookkeeper maintains quality accounting and provides the executive director, finance committee and board with monthly useful fiscal reports.
- A part-time administrative assistant supports the expansion and execution of programs, grant applications, and a suite of management and office flow processes.
- The Institute contracts with a consultant for marketing and to advance visibility and branding.

- Fundraising software is purchased and maintained to support donor engagement.
- Website is advanced for online registration and programming.
- Periodically the executive director provides the board with an assessment of capacity building needs (tools and resources to support operations).

Board and Executive Leadership

Goal 5: A participatory Board of Directors sets policy, oversees the executive director and governs the organization through effective committee structures, adept strategy, skillful fundraising, and budget management.

Tactics

- The Board of Directors engages in in-the-boardroom training on best practices in governing a start-up organization addressing a timely need with a dedicated, inspired leader and newly formed board made up of influential leaders.
- The board as a whole engages in a facilitated discussion and decision making about the way in which it will govern the organization.
- Periodic review of organization bylaws occurs, and bylaws are adapted as appropriate to support the high functioning of the board.
- Each year, a manageable number of committees are determined that have goals and objectives for the year that align with the organization's strategic priorities.
- A Finance Committee consisting of the Board Chair, Executive Director, board members and a financial expert is convened, meets monthly and provides the board with timely financial reports that provide the data needed for informed decision making.
- The executive director is provided with a meaningful performance review each year and opportunities for personal development.

Approved: January 30, 2020