

# Midwest Center for Holocaust Education

## Strategic Plan 2021-2024



The Midwest Center for Holocaust Education Board of Directors commissioned this strategic plan for 2021-2024 (January 2021-December 2024). The plan will be implemented by the MCHE team under the leadership of the Executive Director and with the support of the Executive Committee and Board of Directors.

Adopted by the Board of Directors on November 5, 2020, this strategic plan will be updated annually, with comprehensive reviews scheduled every three years.

### **MCHE Team**

- Executive Director/CEO – Jessica Rockhold
- Director of Education/Historian – Dr. Shelly Cline
- Account Manager – Dana Smith
- Librarian – Ronda Hassig
- Fund Development Associate – Unfilled

### **Mission Statement**

The Midwest Center for Holocaust Education teaches the history of the Holocaust, applying its lessons to counter indifference, intolerance, and genocide.

### **Whom We Serve**

We serve people of all faiths and cultures in Kansas, western Missouri and elsewhere in the Midwest.

Our programs reach teachers, students (primarily grades 7 through college), and civic and community groups.

## Strategic Initiative 1: Education and Programming

MCHE will maintain its ongoing educational and commemorative programming while developing digital-first programming designed to reach a regional audience.

### Goal 1.1 – Enhance Secondary Education Programming

- Utilize technology to reach audiences through e-learning (ongoing)
  - Incorporate Zoom feeds into all future in-person education for students and educators
  - Develop 5 new digital-first workshops for educators where primary delivery method is e-learning
  - Re-train at least 5 Second Generation Speakers for delivery of digital presentations
  - Develop dual format trainings for all Auschwitz exhibit workshops (expectation of 4)
- Develop marketing initiative to alert rural and regional educators to MCHE programming (2021 and ongoing)
  - Identify current list of middle and high schools throughout Kansas and Missouri through the Kansas and Missouri Departments of Education
  - Identify a minimum of 1 direct contact in each district throughout Kansas and Missouri
  - Conduct direct mail campaign Fall 2022 to reach every middle and high school in Kansas and Missouri during the Auschwitz exhibition run
  - Conduct annual September email campaigns throughout Kansas and Missouri
- Develop Content pages for scope and sequence of the Holocaust (2021 and ongoing)
  - Develop 10 content lectures covering primary scope and sequence of the Holocaust
  - Supplement 10 lectures with primary sources, lesson plan connections, writing prompts, evaluation questions
  - Continue adding thematic lectures with relevant connections to primary lectures and survivor testimonies
  - Maintain and refresh information on an annual basis
- Develop and implement educational materials through a learning management system (LMS) such as Canvas or Google Classroom (2021)
  - Ensure that all new content is generated in formats that can be utilized in Canvas, Google Classroom and Schoology
  - Conduct Spring 2021 survey of regional educators to determine which LMS major districts are utilizing
  - Re-evaluate necessity of hosting LMS system on the basis of the Spring survey
- Develop ability for remote connection to in-person programming (2021 and ongoing)
  - Evaluate technology needs to incorporate Zoom connections for all in-person programming (camera/audio)
  - Ensure adequate staffing of all in-person events to allow for dedicated remote contact

### Goal 1.2 – Enhance Post-Secondary Education Programming

- Present academic conference bi-annually with University of Kansas (post-covid or 2022)

- Engage 3-4 academics in a series of 3-4 presentations
- Engage 250+ students, academics and laypeople
- Generate 100+ new regional constituents
- Initiate scholarship fund to provide small grant support for graduate research (2022)
  - Identify donors and/or grants to secure initial base funding of \$3000 – including possible naming opportunities
  - Develop and implement criteria and application process for grant seekers
  - Year 1 goal of dispersing up to \$1000 in small research grants
- Develop internship program (2022)
  - Market to regional public history graduate programs (University of Kansas & UMKC)
  - Engage 1 intern per semester – initially unpaid unless funding secured
  - Prioritize digital humanities work and establishing New Americans and MCHE archives

#### Goal 1.3 – Enhance Adult learners programming

- Maintain relationship with Senior Learning Network (ongoing)
  - Develop 2 new topics annually for programming
  - Present 3-5 sessions annually
- Initiate a European Study program (2023)
  - Develop proposed itinerary and program budget
  - Correlate participation to MCHE membership
  - Engage 25-50 adults in pre-trip education and travel
  - Ongoing development with targeted travel for specific audiences
- Develop ability for remote connection to in-person programming (2021)
  - Evaluate technology needs to incorporate Zoom connections for all in-person programming (camera/audio)
  - Ensure adequate staffing of all in-person events to allow for dedicated remote contact

#### Goal 1.4 – Establish Archives

- Establish New Americans Archive (2022)
  - Complete archival scans of all materials (approx. 500 documents)
  - Engage intern to complete archival housing of all materials
  - Establish digital filing system and associated reference guide
  - Solicit additional materials from the families of survivors
- Establish MCHE Archive (2023)
  - Complete archival scans of historical materials
  - Engage intern to complete archival housing of all materials
  - Establish digital filing system and associate reference guide

- Develop online exhibition featuring New Americans History (2024)
  - MCHE professional team curate materials from liberation through 1993
  - Engage Museum Studies intern to design online exhibit
  - Launch with connections to flipped lectures and Witnesses to the Holocaust Archive

## **Strategic Initiative 2: Survivor Relations**

MCHE will formalize its survivor recognition through the implementation of annual events and a physical structure recognizing the local survivor community.

Goal 2.1 – Development of commemorative structure/monument recognizing survivors

- Identify format and scale of project (2022)
- Identify location for project (2023)
- Solicit design for project (2023)
- Identify funding for project (2023)
- Solicit bids for project (2024)

Goal 2.2 – Develop and implement calendar of survivor engagements surrounding commemorations and holidays

- Implement birthday card program (2021)
  - Engage a volunteer to compile a list of as many birthdays as possible
  - Develop calendar to ensure timely delivery of cards
  - Deliver up to 110 birthday cards annually
- Maintain Rosh Hashanah gift bag annual program (ongoing)
  - Engage a volunteer to verify as many physical addresses as possible
  - Secure donations of apples and honey
  - Deliver up to 98 bags annually
- Maintain Purim social gathering program (post-covid or 2022)
  - Host in-person event for up to 80 survivors

## **Strategic Initiative 3: Fundraising/Revenue**

MCHE will increase unrestricted revenue to maintain cash flow to sustain operational expenses without co-mingled restricted revenue.

Goal 3.1 – Increase membership donations by 10% annually

- Evaluate and realign current membership structure (2021)
  - Eliminate language referencing range to allow for automation in giving system
  - Identify tiered benefits for each membership level

- Implement beginning January 2022
- Implement corporate/business level membership (2021)
  - Solicit 5-10 inaugural business level memberships for inclusion in 2022 Annual Report
  - Engage board members to solicit business level memberships
- Repurpose June membership drive to solicit new members (2021)
  - Identify new constituents over previous year for solicitation
  - Solicitation offering 18-month introductory membership to align with December renewals
  - Emphasis on educators and program participants as well as lapsed members

#### Goal 3.2 – Generate increased revenue through Legacy and Endowment gifts

- Ensure continuing education of MCHE staff through attendance at webinars and seminars through Non-Profit Connect and Jewish Community Foundation
- Acknowledge Legacy donations in Annual Report
- Develop prioritized list of potential Legacy Gift solicitations (2021)
- Develop language and strategy for solicitation (2021)
- Conduct 5 face-to-face legacy and/or endowment gift solicitations (annual)
- Conduct direct mail campaign to develop additional meetings (ongoing)

#### Goal 3.3 – Engage younger donors by securing 20 new donors under 40 years of age

- Implement the Give Butter and Gyve text-to-give programs (2021)
  - Include in all marketing materials
  - Emphasize at university programs, public programs with students in attendance and in teacher trainings
- Enable monthly giving options (ongoing)
  - Establish options for general donations and cumulative giving memberships
  - Promote monthly giving options in all marketing materials
- Develop Young Givers programming/event (post-covid or 2022)
  - Establish criteria for membership
  - Engage 3G members
  - Develop appropriate programming
  - Solicit donations tied to and leading up to inaugural event in Fall 2022

#### Goal 3.4 – Engage members of second and third generation

- Engage members of the Second Generation as speakers (ongoing)
  - Conduct annual assessment of the state of the Second Generation Speakers bureau and the capacity to fulfill speaking engagements
  - Recruit new speakers to meet demand of the program

- Re-establish *Chevra* social group for 2G and 3G members (post-covid or 2021)
  - Identify 2G/3G co-chairs
  - Solicit membership
  - Reconstitute *Chevra* on the basis of 20 commitments to participate
- Develop programming for *Chevra* (post-covid or 2021)
  - Educational and/or social programming offered on a quarterly basis
- Engage *Chevra* in the work of the monument/survivor board committee (2022)
  - Solicit up to six 2G and 3G participants on the board committee
  - Survey all identified 2G and 3G individuals on the format and form of the monument/structure
  - Solicit volunteer participation in survivor programs including Rosh Hashanah, Purim and birthday card programs
- Develop giving program designed for *Chevra* (2022)
  - Implement *Yarzeit* giving program as an unrestricted giving opportunity within tribute donations
    - Develop solicitation language
    - Develop calendar of *yarzeit* dates
    - Develop reminder solicitation schedule

### Goal 3.5 – Marketing

- Develop regional marketing strategy (2022)
  - Engage designer to redesign MCHE logo
  - Initiate rebranding on all stationery and promotional materials
  - Utilize new regional contacts gained through Auschwitz exhibit to promote digital access to MCHE programs and events
  - Develop targeted marketing for:
    - Governmental groups
    - Religious groups
    - Universities
    - Secondary educators
- Implement Teacher of the Year Award structure (2022)
  - Develop criteria and nominating process
  - Awarded at Annual Meeting or new annual fundraising event
  - Budget \$500 annually
- Publish and promote annual report (2022)
  - Published annually in the fall upon approval of FY closing budget
  - Recognition for all donors and members
  - Inclusion of broad financial statements and programming achievements
  - Funded with newsletter budget by replacement of Fall newsletter

- Printed circulation of 500 or fewer with primary dissemination through email
- Publish quarterly membership communication (electronic) (2021)
  - Published March June, September and December
  - Disseminated by email and through MCHE website
  - Replacement for 1 newsletter at a cost savings of approximately \$7,000

## **Strategic Initiative 4: Team and Board Development**

MCHE will secure its immediate staffing needs and implement protocols to support retention and recruitment of lay leadership.

Goal 4.1 – Hire part-time Fund Development Associate (post-covid or 2021)

- Primary responsibilities to include initial development of two donor events – an annual campaign and a young givers campaign
- Assume oversight of routine membership solicitations

Goal 4.2 – Design and implement board orientation (2021)

- Design annual orientation to familiarize new board members with MCHE bylaws, programming, finances, and board responsibilities
- Conducted annually in June following the Annual Meeting

Goal 4.3 – Design board handbook (2021)

- Develop written materials for board orientation and reference
- Written and approved for dissemination by June 2021
- Special instructions for each board position authored in cooperation with the 2020 officer in that position

## **Strategic Initiative 5: Administration**

MCHE will implement policies which align with not-for-profit best practices and build resilience for temporary and long-term closures and/or remote work.

Goal 5.1 – Increase administrative efficiency

- Implement digital record management system (2021)
  - Beginning FY2021 maintain all donor records in digital format
  - Utilize Microsoft suite programs to maintain and disseminate records as needed for oversight
- Utilize database forms for online giving (ongoing)
  - Convert current online membership and donation platform from Paypal to DonorPerfect
  - Automate all tax receipt mailings for online giving through DonorPerfect

#### Goal 5.2 – Decrease/realign administrative and overhead costs

- Purge/maintenance/evaluation on paper files (2022)
  - Evaluate records in deep storage for continued retention or destruction
  - Update internal record keeping to ensure access to all legal, financial and historical records to ensure continuity of service in the event of staff loss
  
- Develop 3 and 5-year plan for staffing and office rental (2021)
  - Evaluate office space needs in light of staffing and remote work (post-covid or 2021)
  - Evaluate current rental agreement and run cost assessment on space
  - Present recommendations to Board of Directors

#### Goal 5.3 – Disaster Preparedness

- Develop policy for backup and security of online records (2021)
- Maintain technology and operating systems consistent with remote work (ongoing)
- Ensure backups of critical records (ongoing)

#### Goal 5.4 – Development of Policies and Procedures

- Review and revision of bylaws (2021)
  - Update 2014 bylaws to reflect May 2020 revision
  - Evaluate bylaws regarding Council of Advocates
  - Submitted for board approval by June 2021
  
- Develop personnel policies and procedures (2021)
  - Establish policy for remote work
  - Update draft version of previous policies and procedures
  - Submitted for board approval by June 2021

#### Goal 5.5 – Maintenance of MCHE website

- Maintain analytics reporting through Google
- Conduct quarterly assessments and repair for broken links
- Ensure timely updates for all programs
- Annual assessment cleanup on navigation