



## Strategic Master Plan 2016 to 2020

### Introduction

This plan addresses current and long-range needs and challenges confronting the Northern Marianas Humanities Council (Council). It is intended to define the Council's principal goals and objectives; to establish priorities for programs and activities; and to allow the Council to carry out its program and activities in an efficient and organized fashion. This plan covers a five-year period. It may be revised over the course of its life, at the discretion of the board.

### Mission Statement

It is the Council's mission to foster awareness, understanding and appreciation for the humanities through support of educational programs that relate the humanities to the indigenous cultures and to the intellectual needs and interests of the people of the Commonwealth.

### Vision Statement

Navigating the Human Experience

### Goals/Objectives/Strategies

**Goal 1. Promote the history and study of the indigenous cultures and languages of the Northern Mariana Islands (NMI).**

**Objective 1.** Increase awareness and understanding of the history, languages and indigenous cultures of the NMI.

#### **Strategies:**

- (1). Support research into the history and cultures of the NMI.
- (2). Support projects that collect and make available oral histories of the NMI.
- (3). Promote the study and use of the indigenous languages of the NMI.

- (4). Support efforts to perpetuate and increase literacy in and use of indigenous languages.
- (5). Support projects to locate and acquire copies of historically significant archival materials and historical images relating to the NMI and encourage digitization of these historical documents and images.
- (6). Support the development of “civic tourism” that provides residents and visitors an authentic sense of place.
- (7). Support projects that disseminate information on local history, languages and cultures in a variety of formats (books, films, websites, exhibits, lectures, conferences, symposia etc.)
- (8). Collaborate with established institutional partners and seek new partnerships to facilitate the study and promotion of the history, languages and indigenous cultures of the NMI.

**Objective 2.** Increase awareness and understanding of the NMI’s cultural and historical ties with the Asian/Pacific region.

**Strategies:**

- (1). Support projects that document and/or disseminate information about the NMI’s cultural and historical ties with Micronesia and the Asian/Pacific region.
- (2). Support programs that explore the cultural traditions of indigenous groups throughout the Pacific region.
- (3). Pursue cooperative arrangements with individuals, organizations and institutions throughout the Pacific region to facilitate the study of regional history, political development, languages and culture.

**Objective 3.** Increase awareness and understanding of contributions made by non-indigenous groups to the social, economic and cultural life of the NMI.

**Strategies:**

- (1). Support projects that explore, document, and disseminate information about immigrant experiences in the NMI.
- (2). Support collaborative projects that create intellectual and cultural resources exploring the NMI's unique cultural heritage, including its multiculturalism and diversity.

**Goal 2. Advance the understanding of and appreciation for the humanities in the NMI.**

**Objective 1:** Provide opportunities for the NMI community to engage in lifelong learning in the humanities.

**Strategies:**

- (1). Develop humanities programs that use a variety of public formats to convey significant humanities themes and topics.
- (2). Support projects that strengthen knowledge of the humanities among classroom teachers in the NMI.
- (3). Support existing and new programs designed to teach the humanities to students at all educational levels.
- (4). Support projects and programs that promote literacy in the NMI.
- (5). Support projects to develop new resources for humanities teaching and learning.
- (6). Support public humanities lectures by resident and visiting scholars.
- (7). Utilize available technologies to deliver humanities programs to teachers, students and the general public throughout the NMI.
- (8). Expand cooperative relationships with local, regional and international organizations to promote the teaching and learning of the humanities.
- (9). Develop strategies and forge community partnerships to increase public participation in humanities programs, particularly among underserved segments of the community.
- (10). Support grassroots humanities projects.

**Objective 2.** Promote the understanding of public policy and democratic institutions in the NMI and the US.

**Strategies:**

- (1). Support projects to explore issues relating to the unique political relationship between the CNMI Covenant and Constitution and the US Constitution.
- (2). Support projects that explore issues associated with the Covenant, the CNMI Constitution, and the US Constitution.
- (3). Support projects that explore democratic institutions in the NMI.
- (4). Support projects that explore current events that affect life in the NMI.

**Objective 3.** Foster local capabilities in research and writing.

**Strategies:**

- (1). Support programs for young writers to build local capabilities in literature.

(2). Support the Micronesian Authors Initiative.

(3). Collaborate with the Public School System, the Northern Marianas College and private schools to develop innovative projects that foster research and writing skills among students.

(4). Support programs that promote research and writing skills.

**Goal 3. Enhance the quality of service and the efficiency of the Council's operations.**

**Objective 1.** Maintain an efficient and effective administrative operation.

**Strategies:**

(1). Employ a qualified staff.

(2). Provide opportunities for staff development.

(3). Evaluate staff performance on an annual basis.

(4). Review and revise Council bylaws and policies as necessary.

(5). Comply with all grant requirements and conditions.

(6). Develop annual work plans.

(7). Undergo annual audits.

(8). Maintain and periodically update the Council's website.

(9). Conduct public outreach to all ethnic groups and populations in the NMI.

(10). Utilize new technology to fulfill the Council's mission.

(11). Produce and distribute the Council's Annual Report.

(12). Consult with the National Endowment for the Humanities and the Federation of State Humanities Councils on matters relating to program administration.

**Objective 2.** Maintain an effective and diverse board of directors.

**Strategies:**

(1). Recruit board members who reflect a broad cross-section of the community and who possess requisite skills to effectively advance the Council's mission.

(2). Conduct orientation sessions for new board members.

- (3). Conduct annual conflict of interest refresher courses for board members.
- (4). Arrange for interested board members to participate in the annual Federation meetings and in appropriate professional development training.
- (5). Implement a formal evaluation process to measure the effectiveness of the board and the work of its committees.
- (6). Hold board retreats annually.
- (7). Develop a Strategic Master Plan every five years and revise as necessary.
- (8). Complete a Council self-assessment as required by the National Endowment for the Humanities.

**Objective 3.** Raise funds from a variety of public and private sources.

**Strategies:**

- (1). Maintain fundraising as a Council priority.
- (2). Ensure the active participation of all board members in fundraising activities.
- (3). Develop annual fundraising plans that take advantage of the Council's tax advantages under 501(c) (3) and the Educational Tax Credit program.
- (4). Develop brochures and other needed fundraising materials.
- (5). Develop and maintain a donors' listing which includes past and potential donors.
- (6). Provide fundraising training to board and staff.
- (7). Develop and utilize innovative strategies and formats to maximize fundraising results.

Adopted by Council's Board of Directors on May 18, 2016.