



**A Strategic
View**

2017 – 2021

May, 2017

EXECUTIVE SUMMARY

The genesis of this plan began in 2013 with the adoption of a Strategic Position – a one page overview outlining a statement of purpose, values and broad objectives. From this premise came the identification of need to more clearly articulate a mission, vision, values and key goals to be realized over a specified time frame.

The mission of the International Society for the Performing Arts (ISPA) is to strengthen the performing arts globally through the advancement of leadership, the exchange of ideas and by fostering a diverse and engaged membership.

We seek to achieve this mission through three key strategic aims:

- Encouraging and Extending Participation
- Facilitating Learning, Capacity Building and Professional Development
- Extending Communication, Information and Values

ISPA has three primary tools or opportunities to achieve its mission:

The membership itself, the annual congresses held in New York and annually in a different regions of the world, and though other programs and activities designed to advance the performing arts globally.

Our priorities over the course of the next four years include:

- Extending participation in the membership and activity in accordance with ISPA's values of equity, diversity and inclusion
- Increasing accessibility by minimizing barriers (e.g. financial, linguistic, cultural)
- Enabling all members to develop themselves professionally and personally regardless of career stage
- Developing ISPA's role as a global thought leader in the cultural sector

ISPA is committed to delivering its mission within a context of financial stability and managed growth.

MISSION, VISION, AND VALUES

MISSION

To strengthen the performing arts globally through the advancement of leadership, the exchange of ideas and by fostering a diverse and engaged membership.

VISION

To be a leading global network of diverse cultural professionals, reflecting the entire ecosystem of the performing arts. This network will strengthen communities, and further develop and promote the appreciation and recognition of the importance of the arts to society.

VALUES

As an organization we uphold a set of commonly held values as follows:

Professional Integrity and Excellence

- Acting with honesty, integrity, and openness to achieve the highest quality in our own work and in that of our members'

Collaboration and Cooperation

- Promoting collaboration, cooperation, and partnership among members and with others globally

Equity, Diversity and Inclusion

- Proactively ensuring the right of all members to participate without discrimination, including with respect to: political and/or religious beliefs, gender identity, sexual orientation, socio-economic circumstances, national origin, race, age, or disability

STRENGTHS

ISPA WILL CAPITALIZE ON ITS IDENTIFIED STRENGTHS, WHICH INCLUDE:

Membership

- A vibrant community with a very engaged, active, and growing membership, including both established and emerging leaders (with a healthy renewal rate).
- The sharing of knowledge and skills across the membership
- Strong personal inter-connections, including with new members
- An expansion in diversity over recent years, including both organizations and individuals, from its historically mono-cultural base

Congresses

- Members' positive perceptions of ISPA, in particular ISPA's leadership and the congress offer
- Growing participation in the NY Congress
- The strong inter-personal aspect of face-to-face events
- Members' contributions to the development of event content
- Diverse locations for the international congresses which are responsive to the local/regional context

Programs

- Enabling the sharing of knowledge and skills across the membership
- The development of Global and Regional Fellowship programs, funded through self-generated income and partnerships
- The emphasis on leadership development and the support of emerging and established leaders around the world

KEY OPPORTUNITIES FOR ENHANCEMENT

IN CONSIDERING THE STRENGTHS OUTLINED ABOVE, ISPA SHOULD:

Extend participation in the membership and activity in accordance with ISPA's values of equity, diversity and inclusion;

Increase accessibility by minimizing barriers (e.g. financial, linguistic, cultural);

Attract funds from international sources for developing membership and other initiatives in under-represented regions;

Enable all members to develop themselves professionally and personally regardless of career stage;

Develop ISPA's role as a global thought leader in the cultural sector;

Keep the broad base of members engaged year-round;

Strengthen and communicate the offers that ISPA makes to all sectors of its membership;

Identify target regions for development and strengthening ISPA's connection with them through the strategic placement of Congresses and other activities; ensuring a legacy from events and maintaining a presence in those regions.

STRATEGIC FRAMEWORK

GOAL 1: ENCOURAGE AND EXTEND PARTICIPATION

In order that ISPA reflect its values through its membership and engagement, it must facilitate broader participation in all aspects of the organization.

Objective	Strategy	Priority
Membership		
1.1 Attracting currently under-represented leaders (including in target regions) to the membership and at events – in accordance with our values of equity, diversity and inclusion	• Additional categories of membership	2018
	• Mechanisms for addressing issues of mobility and sense-impairment	2018
	• Facilitate participation of members/delegates with disabilities	2019
	• Further engagement of Fellows following program participation	2019
	• Develop effective, flexible financial models to facilitate engagement	2021
1.2 Extending the membership through a robust process for identifying target regions and cities for engagement	• Identify target regions for engagement	2018
	• Regular regional events	2019
	• Increased numbers from target areas	2020
	• Increased retention and new members from international congresses	2020
Congress		
1.3 Congresses and/or initiatives held in regions identified for strategic development	• Consecutive international congresses held in strategic target regions/cities	2018
1.4 Increasing the accessibility of Congress	• Enhance physical access	2018
	• Online initiatives based on technological developments (social media etc.)	2019
	• Develop a toolbox to address issues of language accessibility (e.g. simultaneous translation, multi-lingual interpretation, web-based resources)	2020
Programs		
1.5 Developing and extending the Fellowship Program	• A year-round program of inter-activity (in both real and virtual space)	2019
	• Engage Fellows at the end of their Fellowship	2019
	• Multi-year programmatic activity in strategic regions	2020

STRATEGIC FRAMEWORK (CONT'D)

GOAL 2: FACILITATING LEARNING, CAPACITY BUILDING & PROFESSIONAL ENHANCEMENT

ISPA is often referred to as a marketplace of ideas—an offering for which professional and personal development is the priority and goal. This learning should be equally targeted to people in all stages of their career and development.

Objective	Strategy	Priority
Membership		
2.1 Skills /knowledge exchange through experience-based peer learning across different regions, cultures and disciplines	<ul style="list-style-type: none"> Identify platforms to facilitate exchange A targeted number of members and past members contributing through platforms including webinars, mentoring and live events Expert external input as appropriate 	2018 2019 2019
2.2 Extend the mentoring system and other connections throughout the year	<ul style="list-style-type: none"> Enhance electronic communications before Congress and a 'hang-out' arrangement afterwards Ongoing communication capabilities 	2018 2019
Congress		
2.3 Developing member input into content and format development for congress and other events	<ul style="list-style-type: none"> Regular reviews of formats and content creation Programs of small group discussions, identified by membership through Open Space, 'long-table' etc. On-line and real-world systems to enable input 	Ongoing 2018 2019
Programs		
2.4 Professional enhancement (live and virtual), linked to targeted regional development - for mutual support and learning and to develop debates and collaborations within ISPA.	<ul style="list-style-type: none"> Online groups for younger/ emerging leaders and mid-career leaders Other online programs (e.g. webinar/masterclass program and regional panels) Multi-year linkage to strategic regions Deep Dive projects with partner city or regional governments 	2018 2019 2020 2021

STRATEGIC FRAMEWORK (CONT'D)

GOAL 3: COMMUNICATION, INFORMATION & ENGAGEMENT

A broad base of support and learning will benefit from ISPA's offering and ISPA will benefit from a broader audience.

Objectives	Strategy	Priority
Membership		
3.1 An Advocates and Ambassadors Circle to develop membership	<ul style="list-style-type: none"> Create an established Circle of existing members, alumni and external partners A targeted number of board members and others participating in their regions 	2020 2020
3.2 An online strategy for sharing the collected wisdom of the membership	<ul style="list-style-type: none"> Usage of a number of threads of debate and blogs on platforms such as Google Hangout or Facebook and/or other media to be developed 	2020
3.3 Preserve and honor ISPA's institutional memory	<ul style="list-style-type: none"> Publications/media reflecting ISPA's history Events acknowledging significant anniversaries 	2018 2019
Congress		
3.4 Live Streaming Congresses and post-Congress discussions	<ul style="list-style-type: none"> Undertake live streaming of congresses and other events 	2020
3.5 Posting (sub-titled) videos of congress on ISPA website	<ul style="list-style-type: none"> Ongoing web based resourcing including translation (sub-titled) 	2020
Programs		
3.6 Mechanisms for staying in touch with Fellowship participants	<ul style="list-style-type: none"> Increased presence on – and usage of social media and other mechanisms as they may develop 	2018
3.7 Raising ISPA's profile & awareness of its values through outward-facing communications strategy	<ul style="list-style-type: none"> Development of a protocol for media releases Events targeted for local New York community 	2018 2019

GOVERNANCE & OPERATIONS

IN DELIVERING THE PLAN OUTLINED ABOVE, ISPA SHOULD:

Ensure that future board and committee recruitment focuses on individuals who commit to the key goals and associated strategies;

Consider creating time-limited task groups (within the overall Strategy Group) to have oversight of each goal;

Review and build ISPA's staff complement to ensure it is fit for purpose;

Explore the potential of developing long-term strategic partners with other cultural organizations or networks with compatible values and objectives;

Review if, when and where ISPA might develop other physical presences (perhaps in association with a member organization or strategic partner) to extend its global reach;

Raise funds to support strategic objectives;

Review pricing structure to minimize financial barriers to membership of ISPA and participation in its activities;

Determine the optimal size of membership ISPA can support to achieve its aims and reconcile its objectives of reach and personal contact.

ISPA'S STRATEGIC PLANNING PROCESS

The most recent strategic plan fully realized by the International Society for the Performing Arts was created in the late 1990's. The organization and its membership has changed significantly in the subsequent years. In 2013 a small group was assembled to develop a statement of ISPA's strategic vision. This brief one page document was adopted as ISPA's Strategic Position.

In 2014, a larger group including staff was brought together to begin a formal strategic planning process. This process led to a consultant, Graham Devlin, being hired in 2015 to facilitate the realization of a strategic plan. ISPA would like to thank everyone that has contributed to this process and in particular the following staff, board and committee members who gave of their time and expertise.

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