



STRATEGIC PLAN 2022 - 2027

MISSION STATEMENT

NHSCOT is a nonprofit organization whose purpose is to promote and preserve Scottish culture for future generations.

VISION STATEMENT

To be the Northeast's gateway to all things Scottish.

VALUES STATEMENT

NHSCOT embraces the Scottish values of stewardship, education and hard work to build community and celebrate our culture.

FOUNDATIONAL ELEMENTS OF OUR IMPACT

The following operational principles – consistent with our mission, vision, and desired impact— are used to inform, drive, and evaluate the development and achievement of our operations:

- We seek to create and nurture an organization that's impactful, consistent, effective, positive, and passionate about our mission and vision.
- Our operating culture is based on responsibility and ownership for following through on our promises and commitments, transparency and honest communications, and innovative design and execution of our programs and events.
- Our goals and initiatives are designed using a SMART model, whereas we are committed to being specific with what we wish to accomplish, commit ourselves to measurable outcomes and impacts, engage in achieving our goals within our organization's capacity, and ensure realistic and relevant initiatives that are aligned with our mission.

STRATEGIC GOALS & INITIATIVES

1) GOAL: EXPAND OUR PHILANTHROPIC PROGRAM

Goal Statement: Throughout 2027, execute a comprehensive philanthropy program that will generate dependable, reliable, and consistent revenue from donors, strategic alliances, and/or members, hitting the goals set forth in the Initiatives.

Initiative 1: Diversify our membership program by creating new audiences focusing on clans and games attendees with varied audience messages/treatments that speak to the motivating factors behind their relationship with NHSCOT. Implement in 2022 and continue throughout 2027.

Initiative 2: Develop and establish a planned giving and major gifts program by December 2022 with a reportable database operational thereafter in 2023.

Initiative 3: Build a region-wide corporate sponsorship program, linked to our year-round programs and events that will yield 10% growth annually throughout 2027.

Initiative 4: By Q2 2023, ramp up a foundation grant program that yields an average of three proposal submissions per year starting in January 2024.

2) GOAL: GROW OUR YEAR-ROUND PROGRAMMING

Goal Statement: Throughout 2027, continue to develop, implement, expand, and bring focus to, our programming. Provide year-round activities that interest and engage people, providing greater membership opportunities and diverse income streams.

Initiative 1: Focus on three annual marquee events (NH Highland Games, Beltane, and Hogmanay) as anchor events as major drivers to increase membership and income streams by 10% by December 2024.

Initiative 2: Diversify other year-round program offerings, expanding beyond our current menu of activities, that increases our membership each year by 5% over our current baseline and expands our revenue streams, over the next four years, with a specific focus on traditional Scottish art forms.

Initiative 3: Develop and establish programming that speaks to and attracts more young families with children, with a focus on arts, culture, and Scottish values, allowing us to create the next generation of NHSCOT members, performing artists, and friends by the end of 2024.

Initiative 4: Bring programming opportunities into alignment with our membership program and better explain the benefits of NHSCOT's membership by December 2023.

Initiative 5: By 2023, develop and implement a new marketing strategy that shares the story of NHSCOT's year-round programming menu, thereby expanding our reputation beyond the Highland Games with an emphasis on traditional and newer forms of dance, pipe and drum, and other Scottish cultural arts. Expand and grow, through lessons learned, throughout 2027.

3) GOAL: EVALUATE AND ENHANCE OUR BRAND

Goal Statement: Beginning immediately, create and execute a comprehensive brand evaluation process and design and implement a brand enhancement campaign that achieves both broad-based and focused connection to NHSCOT's brand using diverse marketing pathways and assets to better connect with stakeholders, strengthen relationships, and enhance the organization's public image. *Above all, ensure that NHSCOT is associated, aligned, and linked to everything we do, produce, and stand for.*

Initiative 1: Develop and implement a broad-range branding evaluation process that includes how our current NHSCOT brand is received, thought of, interpreted, and acted upon, capturing information from internal and external stakeholders that will benefit the organization's new branding plan. Report on outcomes by end of 2027.

Initiative 2: Incorporating findings from the evaluation process, larger trends, and market opportunities, create a branding and marketing plan that will be launched at the start of 2026. Ensure that it incorporates traditional and innovative marketing elements, is aligned with our corporate narrative, connects our programs and events, and positively impacts our philanthropy and membership programs.

Initiative 3: Develop a process and system for memorializing the brand evaluation process and data baselines for future actions and work toward including these data in the organization's operational and strategic decisions at the end of 2027.

Overall: Throughout the implementation of the strategic plan, ensure that existing and new organizational resources and assets are kept in sharp alignment with all the other elements of NHSCOT, and incorporate those fundamentals in the 2027+ strategic plan.