

The short-term plan is designed to provide strategic focus to the Byrd Center board, staff and Friends steering committee until the time when a well-designed 3 to 5-year strategic plan has been developed and adopted by the board. The short-term plan was approved by the Board on September 3, 2021 with 5 major goals and related action steps. **The ad hoc Strategic Planning Committee is now asking that 2 additional major goals and related action steps be added to the short-term plan to help ensure that the organization can complete and execute the 3 to 5-year strategic plan that is expected to be finalized in spring 2022. Thank you for reviewing the proposed additions as noted below and at the end of the document in yellow highlighting; a vote will be taken at the November CEF Board Meeting.**

The short-term plan is comprised of the following 7 major goals:

Approved 9-3-21:

- **Raise visibility**
- **Build financial stability**
- **Strengthen and expand public programs (citizen engagement)**
- **Improve archive accessibility**
- **Expand civics education**

Proposed Additions to be voted on at November CEF board meeting:

- **Strengthen board effectiveness**
- **Expand staff capacity**

The action steps for the proposed additional goals are highlighted in yellow at the end of the document.

Major Goal	Action Steps
Raise visibility	Develop a communications plan that builds on the center’s strengths and is designed to: <ul style="list-style-type: none"> • Raise awareness of center’s mission and programs • Clarify that the center is separate from and not financially supported by SU • Publicize the center’s upcoming major campaign
	Work with SU Communications team to improve center’s success in getting all forms of local media coverage and to increase center’s profile within SU and in the region
	Ensure that the strategic planning process maximizes useful visioning, stakeholder and donor input

Byrd Center Short-term Plan – Bridge to the 3 to 5-year Strategic Plan

Major Goal	Action Steps
Build financial stability	Assess center’s current financial status and project income & expenses through 2022
	Hire and train Donor Relations Associate
	Develop and implement plan to cultivate, track and acknowledge donors
	Design major campaign to kick off in 2022: <ul style="list-style-type: none"> • Determine fundraising goal based on what is needed and what the donor base can bear • Create case statement • Establish naming opportunities • Establish plan to effectively integrate Byrd Center major campaign with SU capital campaign
	Develop and implement strategies to secure sponsorships and collaborations for ongoing public programs, including special 20 th anniversary programs
Strengthen and expand public programs (citizen engagement)	Develop programming strategies to guide ongoing public program selection decisions
	Identify and begin to schedule special programs to celebrate 20 th anniversary in 2022 that will expand audience base and raise center’s profile
	Develop and implement plan to update auditorium computer system to support hybrid programs
Improve archive accessibility	Enhance digital capabilities for ease of access: <ul style="list-style-type: none"> • Identify potential funding sources to support archive digitization • Develop plan to launch a robust digital access portal for center’s collections • Develop strategy to hire a digital archivist • Explore the possibility of creating a Scholar-in-Residence program
	Develop strategy to upgrade reference services to enhance responsiveness to research queries
	Develop time and resource strategies to complete processing of the remaining unprocessed gifted papers (some from Sen. Byrd and those from the Mollohans)
	Enhance and promote public access to the archives through civics education and the arts initiative

Byrd Center Short-term Plan – Bridge to the 3 to 5-year Strategic Plan

Major Goal	Action Steps
Expand civics education	Improve clarity of civics education mission
	Hire and train state education program coordinator to manage People Powered initiative in 2021-2022
	Develop strategies to support continuation of People Powered program beyond the program’s first year
	Monitor state and federal civics education legislation, keeping board and steering committee informed of legislation’s impact on the center’s reach, recognition and relevance
	Identifying funding for Master Teachers in order to enhance the People Powered initiative
	Explore new sources of civics education funding through private foundation such as the Nora Roberts and Steeley foundations
Strengthen board effectiveness	Evaluate board performance and implement identified improvements.
	Ensure a board structure that meets the needs of the work and aligns with the organization’s mission and vision.
	Ensure that committee chairs participate in board meetings.
	Expedite good governance interventions to ensure board can craft and execute final strategic plan.
Expand staff capacity	Assess current staffing level versus staffing needs.
	Identify non-staff partners, individuals and groups who can supplement current staff.
	Identify path forward to hire permanent Director.