



JOURNEYS IN EDUCATION STRATEGIC PLAN 2018-2021

Our Mission: Journeys in Education, dba Mariposa Museum and World Culture Center, fosters peace, global awareness, and understanding across cultural borders through compelling exhibits, programs, and regional educational partnerships.

How We Work:

Across our three platforms of exhibits, public programs, and educational offerings for teachers, schools, and home school families, the Mariposa creates experiences enabling people of all ages to discover and understand the world's cultures and diverse perspectives, appreciate the value of diversity, and enter in to the experience of being part of multicultural communities with compassion and competence.

Our target geographic area is local (Monadnock Region) and regional (New England).

Our approach seeks to...

- Inform
- Connect
- Inspire
- Empower

Our Theory of Change:

The name, *Mariposa*, is the Spanish word for butterfly, a symbol of transformation in many cultures. Our name reflects our commitment to draw on diverse cultural knowledge and to be inclusive in our approaches to program development, marketing, management and service that inspires transformation in individuals and the world.



migration is beautiful

We believe that as human beings explore and understand the forces that unite and divide us, we can better appreciate the richness, innovation, knowledge, and creativity that diversity of all kinds brings to human experience and to the urgent challenges we face. Through this understanding, we are more inclined to act from a position of empathy and in informed ways to create a more peaceful and equitable world.

We recognize that equity is supported or blocked at both the individual level and at the level of social systems. The

Mariposa works locally to change individual hearts and minds while also working collaboratively – with schools, organizations, and thought leaders at the local, state, national, and international level – to advance our mission when it is efficient and achievable for us to do so.

RECENT ACHIEVEMENTS (2012-2017)

Summary: In this period, Mariposa moved through urgent challenges related to transitioning from founder volunteer director to paid ED, while clarifying its niche, and laying important foundations for growth and impact. Highlights of these achievements include:

- Expanding an engaged Board of Directors with experience relevant to our and organizational development;
- Successfully reframing and focusing Mariposa's Mission while also rebranding with new logo, website, and improved social media marketing;
- Restructuring staff and operational costs;
- Raising Mariposa's profile across the state through a broadening of our partnerships base (with other presenting venues, local, national, and international organizations, universities, and 40 middle and high schools), impactful programs, and strategic initiatives that achieve measurable change in line with community needs and donor priorities;



- Increasing financial support from a more diverse network of individual, corporate, and foundation donors, increasing earned income from admissions, programs, sponsorships, sales.
- Advancing our mission by piloting new action-oriented strategies and partnerships responsive to local, regional, national and international issues and concerns;
- Introducing Diversity & Inclusion as a critical new framework and lens for programming, management practices, and strategic service to our region.

- Increasing our focus on multiculturalism in the U.S. and on a broader definition of culture as well as a world beyond U.S. borders.

With these significant foundations in place, the Mariposa is positioned to move forward over the next four years towards greater impact and fulfillment of our mission and enhanced financial sustainability.



STRATEGIC PLAN SUMMARY (2018-2021)

This is the Strategic Plan for the four-year period leading up to the Mariposa's 20th anniversary. Our vision is to begin Mariposa's third decade, in 2022, as a fully-established and sustainable leader in our sectors serving not only our local Monadnock but also regional New Hampshire and greater New England communities.

Strategic Goals:

Overview (introductory summary of the 6 key areas and their impending impact)

1. Preserve and Expand Our Peterborough Facility and Physical Assets - Complete the protection and organization of Mariposa-managed multimedia exhibits and collection of 7500+ folk art artifacts from six continents. Preserve the structural integrity of our flagship building. Increase office, exhibit, meeting, and retail space by expanding into neighboring building through support of a generous donor.
2. Serve an Expanded, Diverse Audience - Expand Mariposa's reach and impact locally and regionally by: strengthening of *Diversity & Inclusion* practices; creating new geographic hubs of activity/impact/support; strengthening customer service; and enhancing communications through traditional and social media audio and visual methods to create a more visible regional presence.
3. Advance Mariposa's mission through programming that inspires, informs, connects and empowers and is a) consistently balanced to serve both adults and children; b) offers regular opportunities for a broadening range of constituents across region to connect with thought leaders, scholars, artists; c) empowers participants and leverages their individual activism and success, not only with new understanding but skills for living in a diverse, multicultural world.
4. Evolving our educational approach in ways that better and more cost effectively serve schools, teachers, students, and home school families, by: a) bringing more diversity and direct cultural knowledge to our educational team; b) providing teachers with resources to address topical subjects such as immigration, race, religious differences, and equity; c) leveraging youth activism; and d) bringing STEM into our curriculum as we address environmental challenges and sustainability through a cultural and geographic lens.
5. Strengthening the capacity and value of our staff and volunteers - Investing in Mariposa staff and volunteers by continuing to structure to balance workload and support healthy work/life balance; providing greater training opportunities; increasing wage and benefits; more effectively recruiting and utilizing volunteers, and tracking and recognizing staff and volunteer contributions.
6. Securing our financial position – Through all of the above and through effective development practices shared by board and staff, secure sufficient financial resources through increased donations, sponsorships, grants, marketing and endowments to: continue meeting current operation costs; increase staffing; maintain and develop new activities, programs, exhibits and ventures; and regional site expansion of Mariposa.



STRATEGIC PLAN DETAILS (2018-2021)

1. PRESERVING AND EXPANDING OUR FLAGSHIP FACILITY AND ASSETS

Protecting and Organizing the Collection: The Mariposa's collection now includes 7,500 folk art artifacts from six continents and counting! We also now count tourable exhibits of multiple media within our portfolio. We will complete cataloging of this collection to document these assets, improve and update on-site storage systems, and explore strategies for sharing artifacts and exhibits more of the time in our own museum, virtually, and in other locations in line with mission.

Preserving the Integrity of Our Building: We will secure funds needed to carry out the repointing and repairing the roof, brick and wood exterior of the Mariposa Museum at 26 Main Street, Peterborough.



Expanding Our Facility: The generosity of a donor enables us, in mid-2018, to expand our operations into the neighboring Carr Building, located across the Putnam Zen Garden from our flagship museum. This addition, a rental, will add new meeting space, office space, modest exhibit space, and the opportunity to store our full collection of artifacts on-site in Peterborough. Rent and utilities are supported for two years by this donor. Within two years we will have structured and utilized this and our core space and programs in ways that enable Mariposa to assume costs of an expanded footprint, while serving our community in compelling new ways, to be further refined during this period.

Keeping Main Street Strong During Bridge Construction: Beginning in Spring 2019, Main Street in Peterborough will be cut off from direct access to Route 202 as a two-year construction of a new bridge is carried out. Mariposa will work to offset the potential reduction in visitors and market loss during this two-year period through several strategies:

- Using our expansion in collaboration with new retail next door to create interest.
- Collaborating with other Main Street businesses and the town to create events on Main Street and promotions that bring pedestrians to our area.
- Adding large signage on the rear of our building to increase visibility and attract visitors from the Depot Square hub of restaurants and shops.
- Creating anticipation for visiting a revitalized Main Street at the completion of the bridge construction period and library expansion with a revitalized Main Street, with an expanded and vibrant Mariposa, at its 20th anniversary, front and center in that revitalization.

2. BETTER SERVE A DIVERSE AND BROADENING AUDIENCE

We will expand Mariposa's reach and impact locally and regionally through several important strategies:

Finalizing and Implementing a Diversity & Inclusion Policy: Ensuring balance of programs for adults and children and reaching out through programming to serve a more diverse local and geographically broadening audience is just the start of this policy. Key audience members yet to be reached include differently-abled populations, caregivers, adoptive and multicultural families, New Americans. We will also build connectivity and understanding between groups, draw on diverse expertise in offering education programs and on marketing Mariposa, and share D&I best practices with our community, schools, and others. Our goal is to create a Mariposa community that reflects and serves the true diversity of NH and to contribute to creating communities and schools that attract and welcome people of diverse perspectives and experiences to our area.



Creating New Geographic Hubs of Activity, Impact and Support. Using multimedia exhibits that Mariposa owns or has negotiated a caretaking/management role for, we will broaden our geographic reach and impact footprint beyond Peterborough and the Monadnock region into other parts of New England and NH. This strategy will begin in 2018 with the touring of the exhibit, *And Still We Rise*, created by the Women of Color Quilter's Network. We will initially exhibit these quilts chronicling 400 years of African American history concurrently in Peterborough and Canaan, NH, and then in other parts of New Hampshire and New England. We will seek institutional and community partners that offer potential for ongoing collaboration as we bring other exhibits and programs to a wider region. These exhibits include *Kopangang Universe Canticle*, from South Africa, *World of Chocolate*, and *Renewing Energies: Fairtales, Heroes, and the Importance of Stories*. Strategically, we will build off of these relationships to create partnerships and reach that advances our regional mission while also contributing to the financial sustainability of our organization.

Virtual Programming: We will test the feasibility of broadening Mariposa's audience through video and audio streaming, with the specific aim of engaging young videographers and broadcasters in reaching a younger audience.

Improved Customer Service through upgraded CRM software.

Sharing Our Story and Promoting Our Programs in increasingly efficient and powerful ways through the addition of a marketing and development consultant to our team, expanded and strategic use of social media platforms, new print materials, and invigorated PR strategies.

3. PROGRAMMING TO INSPIRE, INFORM, CONNECT, EMPOWER

Exhibits, Presentations, and Performances designed to inspire, inform, connect, and empower our audience will remain the core of our public programming. Topics linked to discovering and understanding a multicultural world, building peace, and looking deeper at forces that unite and divide people and challenge our planet's future are prioritized. In keeping with our D&I policy, why diversity matters and strategies for fostering – and practicing – inclusion will also be key threads as we explore the dynamics of racism, power dynamics, civil rights, and environmental sustainability.



A Museum for People of All Ages: In the museum, a more consistent balance of exhibits and interactive stations designed to appeal to the youngest of visitors is a priority. As a small museum, we strive to use our space in creative ways to guarantee great experiences for a mix of visitors new and old, encourage repeat visits, word of mouth promotion, and support the admissions, membership, and donation income that makes the Mariposa possible.



A Place for Extraordinary Encounters: Bringing thought leaders, scholars, authors, activists, and people at the top of their fields to Peterborough to connect with Mariposa and community members will remain a key component of our programming. Our presenters often become long-time advisors, collaborators, and friends to the Mariposa and our community, building connectivity between our community and the larger world. Presenters from the local and regional communities will also continue to be a highlight.

Leveraging the personal activism and creativity of community members is a new direction in our programming. How can art-making be a tool for greater understanding – for the artist, writer, actor, musician or composer and writer as well as for his or her audience. How can Mariposa be a catalyst for empowering new and veteran creators with tools, skills, encounters, and spaces for making art that challenges and shifts perspectives, builds empathy, strengthens community? From puppet shows to novels, children's books to performance art, our expanded space will leverage the power of individuals to embark in transformative creativity and advocacy.

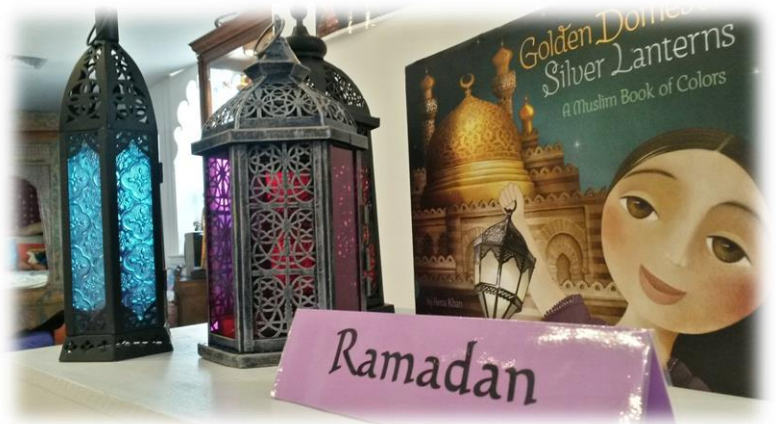


4. EVOLVING OUR EDUCATIONAL OFFERINGS

Evolving our educational approach in ways that better and more cost effectively serve schools, teachers, students, and home school families is a key goal for this period.

Bringing more diversity and direct cultural knowledge to our educational team: By moving from the single educator model to a team of educators, we will enable teachers and students to have direct encounters with people from other cultures as well as a team that brings breadth of expertise to our educational programs.

Expanding Classroom Resources: We will provide teachers with new classroom resources as well as experiences that address topics of critical concern to youth today, such as immigration (updating our popular Immigration Teaching Trunks), racism and the history of race in the U.S., religious differences and current events linked to global conflicts. We will continue to leverage youth activism through YES, expanding this program to 4 schools, and through our Students as Teachers program. We will also pilot educational programs that bring STEM and environmental concerns into our curriculum as we address environmental challenges, access to resources, and planetary sustainability through a cultural and geographic lens.



Creating Memorable Educational Experiences that support teacher objectives and requirements of curriculum standards and frameworks but that use our space, collection, resources, live performances, and personal encounters to expand what teachers alone can offer students.

Reaching Out to Large Groups: These strategies also will enable Mariposa to reach out to and accommodate larger student groups, including grade-wide groups in response to newly recognized opportunities.

We Engage an Advisory Group of Teachers who contribute to the evolution of Mariposa programs in ways that bring recognition of this service.

We formalize a portfolio of outreach (off-site) programs to be offered to schools, senior centers, libraries and other venues across the state. We understand these venues to be important access points for bringing information, enjoyment, and inspiration to people who might not otherwise choose or be able to visit the museum, meet people of other cultures, or experience international travel. Our library programs are especially important access points for reaching children in communities across the state.



We continue to creatively work towards more equitable educational outcomes for all students in NH through evolution of our Students as Teachers program, which encourages New American students and students of color and different abilities to consider teaching careers, with an objective of diversifying NH's teacher workforce. We work in partnership with other institutions in realizing this goal and in designing push-pull strategies that will be successful in the short- and long term.

We create diversity training opportunities for teachers and contribute to developing a community of practice among educators, preschool staff, adoptive parents, and others who would like to improve cultural competency.



5. STRENGTHENING CAPACITY, VALUING OUR PEOPLE

We Invest in growth through by investing in people, creating and retaining a small but high performing professional team with the vision, training and experience to lead the Mariposa through rapid change while delivering high quality programs and service. After the recent period of economizing payroll to transition to a new structure, we move creatively towards a structure that ensures retention of staff and a healthy achievable work/life balance. We provide access to training opportunities for staff and encourage excellence and loyalty by rewarding achievement. We provide regular cost of living increases. We update job descriptions and procedure manuals.

Develop and retain a reliable core of volunteers to logically support staff as needed in working towards temporary and ongoing objectives. Develop systems for tracking volunteer hours, leveraging volunteer networks, and rewarding efforts.



Continue developing an engaged Board of Directors dedicated to guiding and helping to secure financial growth, setting strategic directions, ensuring strong governing systems, and broadening Mariposa's networks of support. Provide Mariposa Board members with information and/or training relating to their responsibilities and liabilities of the organization. Regularly review Board composition, identify areas of need (geographic, professional, demographics, affiliation). Develop Succession Plans for key officers.

6. SECURING OUR FINANCIAL POSITION

Our strategic plan recognizes that Mariposa has not yet, at the beginning of this plan, achieved its optimal structural or working model and that growth and evolution remain essential to the effective carrying out of our mission and organizational survival. This plan requires the securing of additional financial resources to achieve several key goals, a step that will likely require experimenting with new models of programming and work to attract support, even as it is designed to support Mariposa's ability to broaden, deepen, and diversify our income sources.

Areas prioritized for immediate financial investment and in need of immediate support include: Strengthening staff capacity, expanding and preserving our space and building within 2 years, creating a financial cushion in advance of and for the upcoming budget year that includes a revolving restricted fund for exhibits and programs and a contingency fund.

Additional priorities include engaging sponsors more effectively, with multi-year sponsorships, and developing our endowment to a scale that will contribute to the annual operating budget.

Goals and strategies outlined in earlier sections of the plan are designed to:

Increase earned income (admissions, gift shop sales, memberships, sponsorships) through marketing and press visits as well as the strategies outlined above, and for clearer and greater value for membership. Engage volunteers in directly contributing to strategies (such as hanging of flyers, sharing of social media, staffing Mariposa tables at community events locally and in new regions) that raise visibility and encourage visits.

Clarify and pilot programmatic threads in line with community interests and donor priorities to fuel grant support as well as individual giving. As we strategically broaden our geographic footprint, mature strategies, and grow Mariposa's budget we become eligible for larger and regional grants and increase value to new and broadening pools of individual and sponsorship support.

Build Mariposa's positioning as a regional attraction for visitors and share this value and success with local sponsors, community planners and leaders, and others involved in economic development and/or who take pride in our community's uniqueness.

Build Mariposa's brand as a regional change agent that works beyond a brick and mortar structure to bring positive change to our state, region, and world.

