



JAPAN AMERICA SOCIETY

OF GREATER PHILADELPHIA

2021-2023 Strategic Plan Goals, Outcomes, and Objectives

Executive Summary

This strategic plan is the second since JASGP's merger with the Friends of the Japanese House and Garden in 2016 and represents the wholly reborn organization. JASGP had planned that JapanPhilly2020 would be the culmination of the previous three year strategic plan and organized two years of planning leading up to it. Staff travel to Japan to develop cultural and corporate partnerships in 2019 and increased staff size were part of the expenditures JASGP made to prepare for its big year. We also received a 2020 Pew Center for Arts & Heritage grant for our *Shofuso and Modernism: Midcentury Collaborations Between Japan and Philadelphia* exhibition, groundbreaking in scale, content, and prestige for our organization, prompting an international public relations campaign and the production of a [Shofuso and Modernism website, documentary and catalogue](#).

The 2020 pandemic was chastening for JASGP. We couldn't conduct our renowned annual cherry blossom festival and Shofuso was closed through the middle of June, reducing our earned revenue by 60% from what was expected. We also had to cancel and/or postpone our extensive JapanPhilly2020 programming, interrupting our corporate sponsorship acquisitions, and our corresponding contributed revenue was also reduced by almost half from expectations. Reductions in staffing and other expenditures were implemented, even as we received Paycheck Protection Program funding, an Economic Injury Disaster Loan (EIDL) from the Small Business Association, and a National Endowment for the Humanities (NEH) CARES Act grant to partially offset the revenue losses.

Nonetheless, in 2020, we still welcomed almost 20,000 visitors to Shofuso after our delayed opening in June, an increase of 12% over the same time period last year. We also converted our programming to virtual, hosting 35 attendees at virtual tours of Shofuso, 9 virtual lectures and panels with almost 350 attendees, and making our seasonal festivals into virtual programming with some onsite components with over 400 online participants. Our staff produced high quality virtual programming in a sudden pivot that equalled the excellent programming for which we are known.

This strategic plan focuses on sustainability and connectedness. We want to regain financial security after the difficult pandemic year and institutionalize the regional, national, and international partnerships we've created. After many years of growth and dramatic change, including the 2016 merger, JASGP is emerging from a quasi-startup phase to stabilize our operations and formalize best practices in everything we do for the next three years. Our mission to connect Japan and Philadelphia in art, business, and culture with Shofuso as our anchor is the center of everything we do.

Mission:

JASGP inspires mutual curiosity, understanding, and collaboration between Japan and the Philadelphia region.

Vision:

Vibrant connections
Philadelphia Japan
Transforming our worlds

Values:

Connectedness. We bridge communities and cultures through our love of Japan and Philadelphia and through our ongoing engagement with our members, staff, board, neighbors, corporate and institutional partners, and governmental leaders. We are committed to a connected workplace and to exploring new connections locally and globally.

Respect. JASGP embraces respect as the most important value of Japanese culture. We welcome people of all backgrounds and act with empathy, transparency, and integrity. Through our words and actions, we demonstrate respect for each other, different cultures, and diverse perspectives.

Intentionality. We take action with purpose and forethought to achieve impactful changes and create opportunities for innovative and thought provoking conversations. Through the practice of planning, evaluation, and collaboration, we challenge ourselves to be accountable to the communities inside and outside our walls.

2021-2023 Strategic Plan:

I. Goal: Apply our organizational values to achieve Diversity, Equity, and Inclusion in all areas of our work.

A. Outcomes

1. JASGP considers all aspects of diversity from intellectual interests and discipline to gender and race/ethnicity to age, religion, political/ideological perspective (i.e., including conservative and liberal voices) disability status, citizenship, academic rank/role or classification level and more.
2. JASGP is a leader among Japan America Societies and Japanese gardens in Diversity, Equity, and Inclusion (DEI) implementation.
3. Staff and board composition are representative of JASGP’s stakeholders.
4. JASGP demonstrates transparency in staff compensation policy.
5. JASGP provides equivalent work and programmatic opportunities to people of all backgrounds and abilities.
6. JASGP models transparency, accessibility, and diversity in its human resources practices.

B. Objectives

1. Develop a comprehensive framework and model for Diversity, Equity, and Inclusion (DEI) at JASGP.

2. Include a DEI Progress Report in our annual report to provide both transparency and accountability.

Diversity

3. Conduct annual reviews of stakeholder, board, staff leadership, and staff demographic composition to ensure that those working on behalf of the organization are representing the demographic sectors of our stakeholders.

Equity

4. Staff positions have defined salary ranges that take into account seniority, education, and experience.
5. Pay at least a living wage rate so employees earn enough income for a satisfactory standard of living.

Inclusion

6. Continue to make all programs and staff positions accessible to people with language, physical, and/or intellectual limitations as possible.

II. Goal: Provide exceptional Japanese art, business, and cultural programs for our many audiences.

A. Outcomes

1. The Shofuso Japanese Cultural Center is one of the most important Japanese cultural sites in North America.
2. The cherry blossom festival is a large, regional festival known nationally and in Japan.
3. JASGP is the leader in Japanese art, business, and cultural educational programming in the Philadelphia region.
4. JASGP is the leading regional resource and connector for businesses that are Japanese-owned and/or conduct business with Japan.
5. JASGP has close partnerships with regional trade and government organizations.
6. JASGP is actively engaged with West Park neighbors and Japanese language stakeholders.
7. JASGP's mission-based research and published works are widely disseminated to academic and general audiences.

B. Objectives

1. Develop business and public policy programming to attract a wider range of corporate members, sponsors, and participants.
2. Develop and maintain strong partnerships with West Park and regional Japanese heritage organizations.
3. Develop successful programming partnerships with other national and international Japanese cultural organizations, such as other Japan America Societies.
4. Conduct an annual program evaluation against mission, financial impact, and staffing/facility resources to inform program management, including new program development and program discontinuation.
5. Ensure that JASGP programming accurately represents Japanese culture and supports our brand identity.

6. Improve visitor experience within the house and garden.
7. Develop a Shofuso interpretive plan.
8. Continue supporting mission-based research and publishing.
9. Showcase the Hiroshi Senju paintings to the region, nation, and world.
10. Demonstrate leadership in virtual programming among JASs and gardens.
11. Leverage JASGP/Shofuso's position as a leader in Japan/Philadelphia relationships to foster new relationships and partnerships.

III. Goal: Strengthen our position as the recognized leader in developing collaborations between Japan and the Philadelphia region.

A. Outcomes

1. JASGP is recognized in the region and in Japan as a prominent innovator and promoter of collaborations in the art, business, and cultural sectors.
2. JASGP raises the awareness of Japanese cultural activities, historical relationships, and business relationships/opportunities in the Philadelphia region.
3. JASGP and Philadelphia are recognized in Japan for the multifaceted and long-standing connections between Japan and the Philadelphia region.
4. JASGP continues to grow a vigorous and active Sister City relationship between Philadelphia and Kobe.

B. Objectives

1. Conduct and promote high profile collaborative art, business, and cultural programming between Japan and Philadelphia.
2. Highlight Japan's status as Pennsylvania's 3rd largest bilateral trade partner by identifying and cultivating relationships with the Japanese-related businesses in the region and getting them involved in JASGP.
3. Connect JASGP's business and cultural programming with Sister City Kobe.

IV. Goal: Maintain and develop JASGP infrastructure to ensure the preservation and documentation of historic buildings and landscape, meet administrative and programming space needs, and consider future growth.

A. Outcomes

1. Shofuso and all cultural assets are properly preserved.
2. Staff and stakeholders have a functional and pleasant work environment with appropriate technology.
3. JASGP provides a safe and secure environment for staff, visitors, and partners.
4. Realistic and sustainable planning for future growth is incorporated into board and staff planning at all levels.
5. JASGP is preparing to evaluate building a visitor center.

B. Objectives

1. Preserve Shofuso as close as possible to the period and its design as it was built at the Museum of Modern Art (New York City).
2. Maintain and preserve the garden using the design principles of the 1957 Tansai Sano landscape plan.
3. Preserve the Hiroshi Senju paintings.
4. Maintain and update security procedures and systems for historic assets (Shofuso and Sakura Pavilion) as needed.
5. Maintain Sakura Pavilion structures as a functional classroom and a storage building.
6. Provide safe and secure staff and stakeholder facilities.
7. Collect data and other information to evaluate feasibility of Visitors Center for better mission fulfillment.

V. Goal: Achieve financial security by diversifying and growing earned and contributed income.

A. Outcomes

1. JASGP has an active, professionalized development effort supported by staff and board participation.
2. JASGP maintains diversified funding streams of individual, corporate, and grant support.
3. A cash reserve fund of twenty-five percent (25%) of our annual operating budget is attained and maintained.

B. Objectives

1. Budget an annual 10% cash operating surplus to attain 25% board cash reserve fund.
2. Make fundraising efforts more effective through a board-led development committee.
3. Increase support of roof and preservation funds.

Earned revenue

4. Conduct profitable mission-driven programs and activities.
5. Conduct other profitable earned income activities at Shofuso.

Individual contributed revenue

6. Increase member and donor acquisition through earned revenue programs.
7. Increase membership and donor base.
8. Fully implement our planned giving program.
9. Maintain a formalized major gifts program.

Foundation contributed revenue

10. Diversify and expand contributed revenue from foundations.

Corporate contributed revenue

11. Develop a large and active corporate membership program.
12. Secure corporate sponsorship to support programs.

Government contributed revenue

13. Increase government grant revenue to support program implementation and capital improvements.

VI. Goal: Model state-of-the-art professional practices in all organizational departments.

A. Outcomes

1. Professional best practices are fully institutionalized across the organization, including in governance, human resources, operations, finance, communications, program, and preservation practices.
2. The Governing Board is fully engaged in oversight and support for the organization.
3. The Board of Advisors is fully engaged in support for the organization.
4. JASGP has a current and fully implemented strategic plan that is embedded into goal-setting and evaluation processes for staff, ED, and board.
5. JASGP's bylaws, board agreements, and policies are up-to-date.
6. JASGP has a communications strategy and implementation plan in place to guide external and internal communications.

B. Objectives

Governance Objectives

1. Develop the organization's board leadership.
2. Implement a comprehensive onboarding process for all board members.
3. Develop the Board of Advisors' support and participation.
4. Keep the organization's strategic plan active and relevant.
5. Review the by-laws, board agreements, and policies regularly.

Human Resources Objectives

6. Align staff training, meetings, and job descriptions to the best professional standards.
7. Provide competitive pay and benefits in our sector.
8. Increase staff retention and sustainability by ensuring manageable staff workloads.

Operations Objectives

9. Implement policies for best practices in data security and organizational transparency.

Finance Objectives

10. Use Generally Accepted Accounting Principles (GAAP) as the foundation for JASGP's comprehensive set of approved accounting methods and practices.
11. Seek additional automation options to reduce staff time and increase accuracy in financial practice.
12. Demonstrate budgeting and financial reporting transparency.

Program Objectives

13. Ensure a diverse roster of program instructors and presenters in all our programs.
14. Include an interpretation and communications plan and budget for all preservation work.

Marketing Objectives

15. Maintain and enforce JASGP, Shofuso, and other organization brand identities.
16. Make Diversity, Equity, and Inclusion (DEI) part of all marketing and communications efforts.
17. Develop and implement a marketing plan that ensures consistent brand and voice for all communication needs.