



JAPAN AMERICA SOCIETY

OF GREATER PHILADELPHIA

2018-2020 Strategic Plan

This is the first Strategic Plan for the merged Japan America Society of Greater Philadelphia (JASGP), which was created from the combination of two non-profit organizations, the Friends of the Japanese House and Garden and the organization also known as Japan America Society of Greater Philadelphia, from which the unified organization takes its name. This plan was created with input from the board, staff, and other stakeholders. It embraces a broader and more ambitious role for the current organization than was possible for either of the predecessor organizations to accomplish on their own.

The mission and vision are built on the foundational concept that developing mutual understanding and collaborations between the Philadelphia region and Japan is the essential work of JASGP. Under this plan, JASGP will continuously improve the high quality programs for which both predecessor organizations are well known, in keeping with its new mission and vision. The organization will be a visible player in collaborations between Japan and the Philadelphia region in art, business, and cultural programming. JASGP's plan ensures it has a forward-facing vision for its historic site, administration, governance, and future needs. Other goals complete the merger by firmly establishing the new brand and ensuring a well-run and fiscally-sound organization that adheres to best practices in all its operations.

Mission:

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

Vision:

Vibrant connections
Philadelphia Japan
Transforming our worlds

I. Goal: Provide exceptional Japanese art, business, and cultural programs for our many audiences to accomplish our Mission.

Outcomes

1. The Shofuso Japanese Cultural Center is one of the most important Japanese cultural sites in North America.
2. The Subaru Cherry Blossom Festival is the largest, authentic Japanese festival in North America.
3. JASGP is the leading regional resource for businesses that are Japanese-owned and/or conduct business with Japan.
4. JASGP is the leader in Japanese art, business, and cultural educational programming in the Philadelphia region.
5. Hiroshi Senju paintings are widely known and attract national & international visitors.
6. JASGP's world-class koi collection is known throughout the region.
7. JASGP's mission-based research and published works are widely disseminated to academic and general audiences.
8. Shofuso hosts a profitable site rental program.

II. Goal: Establish JASGP as a recognized leader in developing collaborations between Japan and the Philadelphia region.

Outcomes

1. JASGP is recognized in the region and in Japan as a prominent innovator and promoter of collaborations in the art, governmental, 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 Philadelphia region.
4. An expanded vigorous and active sister city relationship between Philadelphia and Kobe.

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

Outcomes

1. Financial security is attained while increasing our capacity to fund preservation and capital needs.
2. JASGP will have an active, professionalized development effort supported by staff and board participation.
3. Membership and donor base is increased.
4. Active major donor and planned giving programs are implemented.
5. Large and active corporate membership program is developed with expanded benefits.
6. Members are reliable donors.
7. No single contributed revenue source provides more than than fifteen percent (15%) of our operating budget.
8. A reserve fund of twenty-five percent (25%) of our annual operating budget is attained.
9. Contributed revenue from foundations is diversified and expanded.
10. The ratio of contributed revenue to earned revenue is 2:1.

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

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. Realistic and sustainable planning for future growth is incorporated into board and staff planning at all levels.

V. Goal: Fully implement the JASGP brand and establish an effective communications strategy.

Outcomes

1. JASGP's new brand is fully implemented at all levels of the organization, internally and externally, completing the merger process.
2. JASGP has a communications strategy and implementation plan in place to guide external and internal communications.
3. Shofuso is prominently identified with appropriate directional and site signage.

VI. Goal: Model state-of-the-art professional practices.

Outcomes

1. Professional best practices are fully institutionalized across the organization, including in governance, human resources, fiscal controls, program, and preservation practices.
2. JASGP's Governing Board is fully engaged in oversight and support for the organization.
3. JASGP's 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 and regularly reviewed.