



STRATEGIC PLAN

Fiscal Years 2023-2025



MISSION

The West Michigan Center for Arts + Technology (WMCAT) provides a culture of opportunity for people to make social and economic progress in their lives and community. We fulfill our mission through visual arts and tech engagement, workforce development, and social enterprises.

VALUES

Design for Equity

Creating a world that works for all of us.

Rooted in an understanding that systemic oppression is perpetuated by design, we center marginalized voices, consciously co-create solutions, and challenge unjust systems to provide equitable access to opportunity.

Pursue Learning

Engaging the experiences and expertise around us.

Acknowledging that we never “arrive” in our understanding, we engage each other, ourselves, and our community with curiosity and appreciation for diverse lived experiences, seeking out new ideas, more robust context, and opportunities for growth.

Build Community

Curating belonging for collective good.

Grounded in the belief that our humanity, prosperity and futures are interconnected, we intentionally create space for belonging, build authentic relationships, seek partnership in our collective work, and respect our shared context.

Center People

Leading with empathy.

Guided by the mindsets of equitable human-centered design, we seek the perspectives of and create solutions with those most affected, embracing the inherent value of each individual and prioritizing whole-person thriving.

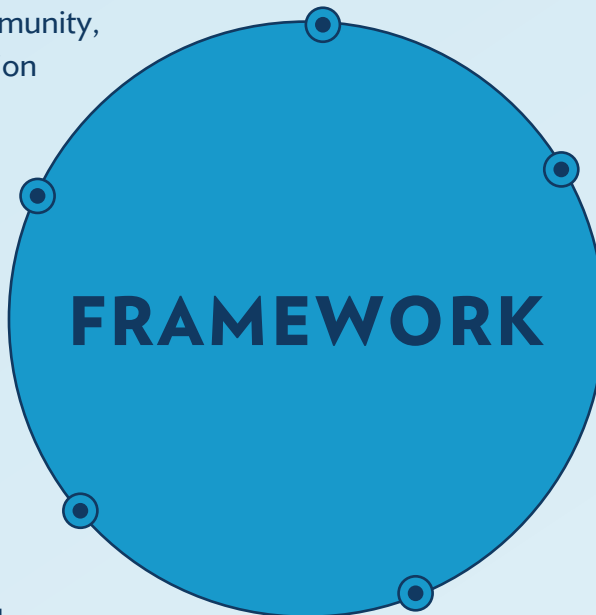


Financial Sustainability

Securing and maintaining diversified resource and income streams to steward funding wisely in pursuit of our mission and follow through on our mission, while being aware of the philanthropic landscape and managing our financial resources.

Systems Orientation

Affirming and building awareness of the complexity in community, and adopting an orientation and curiosity towards understanding the root cause. Keeping an eye towards the external environments that affect our work.



Culture

Providing a diverse and innovative environment where all people are welcome and respected, with a framework to become best practice for staff growth and development.

Sustainable Growth

Strengthening capacity while solidifying sustainable depth and growth in programming.

Operations + Infrastructure

Operating as a responsive and nimble organization that supports all stakeholders while building capacity and transparency.



GOALS

Systems Orientation

Affirming and building awareness of the complexity in community, and adopting an orientation and curiosity towards understanding the root cause. Keeping an eye towards the external environments that affect our work.

1. Develop a policy and advocacy strategy.
2. Influence public discourse on issues that affect our students.
3. Connect to systems-oriented initiatives.

Financial Sustainability

Securing and maintaining diversified resource and income streams to steward funding wisely in pursuit of our mission and follow through on our mission, while being aware of the philanthropic landscape and managing our financial resources.

1. Develop business plans for our social enterprises.
2. Build a long-term financial sustainability model.
3. Secure mission-aligned philanthropic and public dollars and partnerships to advance our mission.

Culture

Providing a diverse and innovative environment where all people are welcome and respected, with a framework to become best practice for staff growth and development.

1. Establish norms for effective collaboration that reflect our organizational values.
2. Identify and execute a plan that creates an on-going culture of learning for the organization.
3. Co-create professional development opportunities and growth.



Sustainable Growth

Strengthening capacity while solidifying sustainable depth and growth in programming.

1. Ascertain viability and mission-alignment of potential new programs and program initiatives.
2. Leverage the tech ecosystem to integrate workforce and postsecondary opportunities for our students.
3. Increase WMCAT's place-based programming.
 - a. Strengthen our presence and impact on the Westside of Grand Rapids.
 - b. Create a visible and impactful presence on the Southeast side of Grand Rapids.
6. Pilot and scale revenue-generating, mission-specific work.
7. Increase connections to community partners, employers and post-secondary institutions.

Operations + Infrastructure

Operating as a responsive and nimble organization that supports all stakeholders while building capacity and transparency.

1. Strengthen board engagement strategy.
2. Increase capacity to make data-driven decisions across the organization.
3. Develop and refine organization and department procedures and infrastructure.
4. Strengthen and develop intentional and people-centered employment practices.
5. Create a framework for identifying how WMCAT space and technology resources contribute to the organization and individual departments, and maximize their impact.