



2023 - 2025 STRATEGIC PLAN

WE BELIEVE IN THE POWER OF MUSIC AND COMMUNITY
TO CHANGE LIVES AND CREATE A BEAUTIFUL WORLD.



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Executive Summary

Nusantara Arts, Inc. was founded in 2019, built upon the foundation of Buffalo Gamelan Club. That organization's growth allowed for a new nonprofit organization to be formed, helping to achieve new heights. NAI was founded with the support of City of Light Consulting and a group of dedicated founding board members. This team helped to form the initial two-year plan.

During NAI's very first full year, the organization faced the massive shift of a global pandemic. This fundamentally changed the way the world created and enjoyed art. NAI pivoted with strength and conviction, as well as a lion's serving of resiliency and creativity. Emerging in the months following the pandemic, NAI has found a need to revisit its plan. Some elements of the initial document were achieved quickly, such as purchasing new instruments, locating a space, and beginning to pay their executive director. Other items were challenged by the economic and social changes of the years prior.

This three-year strategic plan was created by City of Light Creative & Consulting, LLC in collaboration with the board, staff, and volunteers of Nusantara Arts, Inc during the summer and fall of 2022. Sessions were held to review the previous strategic plan and explore the current realities and opportunities available to NAI. The team used surveys, a review of financial and donor data, and a modified SWOT analysis to establish the foundation of the plan.

From this process, six key themes emerged. This strategic plan will work on each of these themes by stabilizing current operations, building upon the organization's strengths, and preparing it for new heights. We are excited to present a tiered plan that we believe embraces organizational sustainability as well as musical excellence.

Funding for Nusantara Arts Strategic plan provided by:



**Arts
Services
INC**

Mission

To invite our community to an expansive experience through Indonesian music and art.

Vision

An inclusive community, transformed by a living tradition of arts and culture.

Core Values

Inclusivity: In music, there is a place for everyone, and we grow through participating together.

Refinement: In growing as artists, as individuals, and as a team, we dive into challenges so that we can achieve higher levels of artistic performance.

Cooperation: We commit to working with one another with patience, communication, hard work, and generosity.

Community: We create an open and welcoming center of community, and seek to remove boundaries to musical appreciation.

Experience: Art and music are living things, and shared experiences are the best way to explore them.

Preservation: Indonesian cultures are the source of our inspiration. We strive to remain authentic to them and encourage their global preservation.

2023 - 2025 Themes

Artistic Excellence

Nusantara Arts will continue to refine and develop its skills and techniques, professional approaches to process and presentation, and its communication of a holistic vision of gamelan music.

Staffing

Nusantara will meet employment needs and goals by building and fostering positive, meaningful relationships between Nusantara Arts and its employees.

Volunteers

Volunteers enable Nusantara Arts to deliver Indonesian art to Western New York. They lend their expertise on the board of directors, to fundraising campaigns and special events, and work in direct operational roles.

Finance

Strong financial management is necessary to ensure Nusantara Arts is financially healthy enough to pursue our mission and take on additional growth opportunities.

Marketing

Nusantara Arts will use effective nonprofit marketing to amplify the organization's mission, solicit donations, and attract volunteers and supporters.

Facilities & Transportation

Nusantara Arts requires reliable transportation to safely move instruments and other art pieces regularly. Accessible, secure, storage and practice space is also necessary to protect the organization's vibrancy and assets.

Timeline for Planning Activities

Nusantara Arts is a vibrant and growing organization. There is so much room to expand, but there is also a need to be cautious and to show care. Infrastructure and team support need to grow at the same time that programs grow, otherwise the team may feel financially strapped and emotionally exhausted. That kind of growth can be difficult to sustain. In order to support health expansion, the team at CLCC has designed a system that will grow NAI's infrastructure and team at a steady pace with its programming.

This planning is set up in phases and action areas for the themes listed on the previous page. Each action area is divided into three phases: Secure, Build, and Exceed.

During the Secure Phase, the organization is catching up with its own rapid growth by building its infrastructure to keep this growth steady. Activities here should take between six months and one year to complete. The second phase, Build, is a phase for growing new activities, while supporting them with stronger infrastructure and expanded team management. These activities will largely take place within the second year. Lastly, Exceed allows the organization to grow from this stronger foundation, excelling at new feats and exploring new adventures.

In any one area, Secure activities must come first to make sure that growth does not outpace stability and strong leadership. Build comes next. Lastly, Exceed activities begin. For the most part, these phases are specific to the action area, but the leadership team will always be the best people to determine if the organization is ready to dive into a new area if a challenge or concern should arise.

The team at City of Light Creative and Consulting is thrilled to see what Nusantara Arts accomplishes in its newest phase of growth and transformation!

Artistic Excellence

Mastery of skills and techniques, professional approaches to process and presentation, and communication of Nusantara Arts’ unique vision of gamelan music.

Secure	Build	Exceed
Improve Pre-Concert Team Communications	Establish Instrument Group Chair	Establish a Season of Events for All 2025/26 Shows
Establish a Season of Events for 2023/24 Home Shows	Establish a Season of Events for 2024/25 Home Shows and Several Special Shows	Increase Long-Term Expert Artistic Involvement
Build in Celebration and Evaluation for Musicians and Event Volunteers	Establish a Schedule for Longer Running Series of Additional Art Forms, including Dance	Continue Scheduling Workshops and Series as Indicated by 2023 and 2024 Data
Consider Offering Accessibly Priced Workshops on Other Indonesian Art Forms, Measuring Satisfaction and Attendance		

Staffing

Nusantara will meet employment needs and goals by building and fostering positive, meaningful relationships between Nusantara Arts and its employees.

Secure	Build	Exceed
Executive Time Inventory	Welcome a Part Time Administrative Coordinator	Create Staff Team that Meets Organizational Needs
Build in Contractor Time in Development and Marketing	Increase Contractor Time in Development and Marketing	
	Recruit and Train Enthusiastic Education Advocates	

Volunteers

Volunteers enable Nusantara Arts to deliver Indonesian art to Western New York. They lend their expertise on the board of directors, to fundraising campaigns and special events, and work in direct operational roles.

Secure	Build	Exceed
Recognition Program	Establish Volunteer Team Captain	Volunteer Coordination as Administrative Team Function
Establish Volunteer Email List		
Reinvigorate Board Committees		

Finance

Effective financial management is necessary to ensure Nusantara Arts is financially healthy enough to pursue our mission and take on additional growth opportunities.

Secure	Build	Exceed
Establish Annual Budget and Three Year Budget Projects	Recruit Season Sponsors	Develop Major Donor Strategy
Season Ticket Sales	Evaluate the Opportunity to Develop Membership Levels to Reduce Season Ticket/Merchandise Cost	
Campaign to Recruit Lost Donors		
Establish Donor Pathways		

Marketing

Nusantara Arts will use effective nonprofit marketing to amplify the organization's mission, solicit donations, and attract volunteers and supporters.

Secure	Build	Exceed
<p>Develop evergreen Materials to include high visibility signage, press kit, take home materials</p>	<p>Marketing Contractor</p>	<p>Continued Growth of National and International Recognition and Engagement</p>
<p>Volunteer Marketing Captain</p>		
<p>Local School and University Partnerships</p>		
<p>Develop a Marketing Plan</p>		

Facilities and Transportation

Nusantara Arts requires reliable transportation to safely move instruments and other art pieces regularly. Accessible, secure, storage and practice space is also necessary to protect the organization’s vibrancy and assets.

Secure	Build	Exceed
Seek Vehicle through auction or in-kind donation	Built-in Shelving Instrument Cases	Hire On Call Moving Crew
Instrument Protection Space for Balinese Instrument Storage	Accessibility Evaluation and Real Estate Research	

2023-2025 Strategic Plan Breakdown

1.0 - Artistic Excellence

1.1 - Secure: Artistic Excellence

1.1.1 - Improve Pre-Concert Team Communications

Nusantara Arts will develop a concert-style rubric to help inform team preparation and improve awareness of the needs of each performance.

1.1.2 - Establish 2023/24 Concert Schedule for All Home Shows

Nusantara Arts will publish a Home Show Schedule for the 2023/24 Concert Season. The schedule will benefit NAI in several ways. A published schedule will allow performers, volunteers, and the audience to plan in advance to attend every performance. An additional benefit will be to allow for the sale of season tickets prior to the sale of tickets for individual performance. Finally, a formalized schedule will create an opportunity to recruit season sponsors, which will in turn increase revenue and visibility for the organization.

1.1.3 - Build in Celebration for Musicians and Event Volunteers

Nusantara Arts will help musicians feel celebrated and loved by hosting post-concert celebrations and building them into the life of the organization. These events should be criticism-free, high in praise and acknowledgements.

1.1.4 - Build in Evaluation with Musicians and Event Volunteers

Nusantara Arts will build a safe space and respectful process for gaining feedback on general and specific matters, for instance, allowing musicians and volunteers to share what went well with an event or rehearsal and what areas need improvement.

1.1.5 Consider Offering Accessibly Priced Workshops on Other Indonesian Art Forms

Using the audience surveys as a guide, NAI will offer pilot workshops on Indonesian Art Forms that respondents expressed interest in. Measuring satisfaction and attendance will allow the organization to establish more educational outreach programs.

1.2 - Build: Artistic Excellence

1.2.1 - Identify mentorship and leadership opportunities for performers

Nusantara Arts will determine a plan for engaging high level players of different instruments to highlight especially talented artists, recognize students who have shown continued determination, and relieve some pressure from instructors. The musicians will have opportunities to lead practices, weigh in on performance set-lists, etc.

1.2.2 - Establish 2024/25 Seasonal Concert Schedule for All Home Shows

Nusantara Arts will utilize learnings from the 2023 Home Show Schedule to publish a home show schedule for 2024. A published schedule will allow performers, volunteers, and the audience to plan in advance to attend every performance.

1.2.3 - Establish a Schedule for Additional Art Forms, including Dance

Nusantara Arts will establish longer running educational programs, based on the success of its initial offerings and the feedback generated.

1.3 - Exceed: Artistic Excellence

1.3.1 - Establish 2025/26 Seasonal Concert Schedule for All Home and Away Shows

Nusantara Arts will utilize learnings from the 2024 Home Show Schedule to publish a Home and Away show schedule for 2025. This adds value to the season sponsors, allowing for higher asks.

1.3.2 - Increase Use of Resident Guest Artists

Nusantara Arts will utilize the support of Artists in Residence to enhance the skills of the musicians on the team, as individuals and as a whole.

1.3.3 - Dance and Other Artforms

Nusantara Arts will build on the success of its other educational programs and workshops to offer additional classes and series.

2.0 - Staffing

2.1 Secure: Staffing

2.1.1 Matt Time Inventory

Nusantara Arts has secured funding to compensate Matt as a 0.5 full-time employee, however Matt has continued to fulfill the responsibilities of 1.5-2.0 employees. By conducting a time inventory story of Matt's time the organization will be able to assess where Matt's current responsibilities can be shifted to volunteers, contractors, or future paid staff members.

2.1.2 Build in Contractor Time in Development and Marketing

Nusantara Arts will hire a Contractor to reduce the burden on existing staff and volunteers. Nusantara Arts, Inc is encouraged to secure the services of an external contractor for 5-10 hours per month to assist with Development and Marketing. An external contractor can be contracted to focus on increasing organizational revenue and visibility until revenue can be secured to hire additional staff to fulfill the responsibilities.

2.2 Build: Staffing

2.2.1 Welcome Part Time Administrative Coordinator

Nusantara Arts will hire a part time Administrative Coordinator for 10 hours per week that will enable the organization to shift responsibilities that are currently being met by volunteers to be completed with regularity. As responsibilities increase, the Administrative Coordinator's hours will be increased to match the needs of the organization.

2.2.2 Increase Contractor Time in Development & Marketing

Nusantara Arts will hire or increase the services of an external contractor(s) to 15-20 hours per month to assist with Development and Marketing. An external contractor can be contracted to focus on increasing organizational revenue and visibility until stabilized revenue can be secured to hire additional staff to fulfill the responsibilities. Development and marketing will work to support building inclusion into performance and education accessibility. Development support will increase the financial means for performances and education in priority zip codes. Marketing will ensure both broad community awareness and outreach to specific audiences.

2.2.3 Recruit and Train Enthusiastic Education Advocates

Nusantara Arts will identify and develop teaching artists who can support education programs offered in schools and other community groups.

2.3 Exceed: Staffing

2.3.1 Move Towards Internalizing Staff Operations

Nusantara Arts will hire team members to address growing organizational needs. These may include hires to manage operations, development, artistic work, and teaching artists. The organization will assess if/when needs require the replacement of external contract workers with internal staffers.

3.0 - Volunteers

3.1 Secure: Volunteers

3.1.1 Create Volunteer Recognition Program

Nusantara Arts will create a volunteer recognition program to instill a culture of gratitude, and to increase the organization's volunteer staying power. Additional benefits of a well-established volunteer recognition program include expanding NAI's reach and attracting more volunteers; boosting the organization's image and reputation; encouraging the volunteers who have supported the organization and securing a loyal volunteer base.

3.1.2 Establish Volunteer Email List

Nusantara Arts will create a volunteer email list to increase volunteer communication within the organization. The volunteer email list will be updated regularly and be used to notify potential volunteers of upcoming events, organizational needs, and offer opportunities to be involved with new projects.

3.1.3 Reinvigorate Board Committees

Nusantara Arts will establish a schedule of committee meetings for Events, Finance, and Development. NAI will establish a Nominating Committee of the board that will be active through August-November, networking for recruitment, receiving resumes, and making recommendations to the board.

3.2 Build: Volunteers

3.2.1 Establish Volunteer Team Captain

Nusantara Arts will establish a formal volunteer team captain. The volunteer team captain will serve as lead volunteer position for NAI and will be responsible for the management of volunteer personnel during events. This position will report to the Administrative Coordinator (2.2.1) once established.

3.3 Exceed: Volunteers

3.3.1 Volunteer Coordination as Administrative Team Function

Nusantara Arts will establish the Administrative Coordinator (2.2.1) who will be responsible for managing the overall volunteer program, with the Volunteer Team Captain (3.2.1) reporting to the Administrative Coordinator.

4.0 - Financial

4.1 Secure: Financial

4.1.1 Establish Annual Budget and Three-Year Budget Projects

Nusantara Arts will establish a software solution for budgeting and use it to develop a budget for 2023, as well as anticipated projections for 2024 and 2025, including anticipated staffing and programmatic changes.

4.1.2 Recruit Season Sponsors

Nusantara Arts will solicit potential season sponsors for the 2023 Concert Schedule (1.1.2), 2024 Concert Schedule (1.2.2), and 2025 Concert Schedule (1.3.1). Benefits of season sponsors will include funding to support the program and increased visibility from customers of the sponsors. A tiered sponsorship program will be created to entice 1 premier sponsor, 2-3 major sponsors, and 3-5 named sponsors.

4.1.3 Establish Donor Pathways

Nusantara Arts will rely on the expertise of a Development Contractor (2.1.2) to Establish Donor Journey to avoid significant loss of donors in the future.

4.1.4 Campaign to Recruit Lost Donors

Nusantara Arts will rely on the expertise of a Development Contractor (2.1.2) to establish a Campaign to Recruit Lost Donors focusing on lapsed donors in Network for Good with a goal of 30% donor recovery.

4.2 Build: Financial

4.2.1 Season Ticket Sales

Nusantara Arts will create a Season Ticket Program for the 2023 Concert Schedule (1.1.2), 2024 Concert Schedule (1.2.2), and 2025 Concert Schedule (1.3.1). Benefits to a season ticket holder will include entry to all standard scheduled events, advanced notification of special events, recognition in concert programs and on the website, and opportunities to participate in a NAI season ticket holder special event.

4.2.2 Evaluate the Opportunity to Develop Membership Levels

Nusantara Arts will consider a tiered membership program that will allow supporters to increase their involvement with the organization. Examples of benefits for membership holders are reduced season ticket and merchandise costs, and exclusive member only opportunities to interact with NAI.

4.3 Exceed: Financial

4.3.1 Develop Major Donor Strategy

Nusantara Arts will begin to develop a strategy for large givers including legacy giving which will allow for continuing levels of financial growth.

5.0 - Marketing

5.1 Secure: Marketing

5.1.1 Develop Evergreen Materials to include high visibility signage, press kit, take home materials

Nusantara Arts will develop templated evergreen materials that align to the brand standards of the organization. Examples include high visibility signage, press kits, and take-home materials.

5.1.2 Volunteer Marketing Captain

Nusantara Arts will pursue a volunteer marketing captain or chair to assist with the daily work of social media and email marketing, to relieve pressure from Matt's workload and support continued growth.

5.1.3 Local School and University Partnerships

Nusantara Arts will begin to establish partnerships with local schools and universities with the goal of increasing awareness among students and educators in Western New York and attracting new students, volunteers, and audiences. NAI will establish a formal relationship with one college and one K-12 school.

5.1.4 Develop a Marketing Plan

Develop a vision for community awareness of NAI through the development of a marketing mission and vision. Support community awareness class enrollment, event attendance, and donor giving through the development of a marketing plan, press plan, and content calendar. Support name and brand recognition for NAI with continued community relationship pushes.

5.2 Build: Marketing

5.2.1 Marketing Contractor

Nusantara Arts will hire a Marketing Contractor to help employ current best practices in marketing, in support of donor development and increasing concert attendance. The contractor will help develop a strong press kit, content calendar, and other assets to support events, as well as implement these tools whenever possible.

5.3 Exceed: Marketing

5.3.1 Continued Growth of National and International Recognition and Engagement

Nusantara Arts will grow its recognition as an international gamelan organization through continued online programming. Consider the possibility of cornerstone programming that will drive travel engagement, recognition, and an increase of funding.

6.0 - Facilities and Transportation

6.1 Secure: Facilities and Transportation

6.1.1 Seek Vehicle through Auction or In-Kind Donation

Nusantara Arts will secure a vehicle large enough to support their safe movement in order to reduce the stress and risk associated with moving instruments. Options include in-kind donations from local businesses and auction sales.

6.1.2 Instrument Protection

To further ensure the safety of instruments, NAI will develop cases or other materials that meet the needs of the instruments.

6.1.3 Space for Balinese Instrument Storage

To secure the Balinese instruments, locate a place to store the instruments that is accessible and safe.

6.2 Build: Facilities and Transportation

6.2.1 Built in Shelving

To further ensure the safety of instruments, NAI will pursue a contractor who can assist the organization in establishing in-vehicle shelving custom to the needs of the sets of instruments.

6.2.2 Accessibility Evaluation & Real Estate Research

Nusantara Arts will perform an evaluation of its performance, practice, and storage spaces and determine whether they align with the accessibility and program needs of its community. Outcome may necessitate projects to improve current venue conditions or may include a search of local properties. The long-term organizational goal is to have a more permanent home to accommodate participants and neighbors, protect its growing number of instruments and accommodate an increased number of practices and performances. Accessibility will be a critical priority.

6.3 Exceed: Facilities and Transportation

6.3.1 Hire On call Moving Crew

To improve the day-of-performance experience for musicians, allowing them to perform with full energy and enthusiasm, the organization will secure a trained crew who can commit to the schedule of performances for the season.

2019 - 2022 Strategic Plan Review

Building Community Support

- Brand Identification
- Community Network
- Metrics & Measurability
- Press Relationships
- Concert Choice
- Volunteer Nurture
- Leadership Care

Sustainability

- Onboarding
- Grant Writing
- Resource Health
- Donor Relations

Expansion Reach

- Educational Outreach
- New Audiences
- Curriculum Building

Musical Excellence

- Instrument Assets
- Recordings
- Practice Space
- Residencies