



**SWOT Analysis**  
**and**  
**Strategic Plan**

Workshop Overview – November 13, 2010

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## **Mission**

It is the mission of Southwest Artists, Inc. to provide cultural enrichment through the arts to West Central Arkansas.

## **Vision**

Mena Art Gallery is committed to being instrumental in making this region a cultural destination by developing an interest in fine art. The gallery provides classes, exhibitions, and events focused on an appreciation and enjoyment of visual art thereby improving the quality of life. The gallery provides a network for communication among artists, helping them to discover new techniques and improve their skills. Patrons find an atmosphere where they can come together with artists for a better understanding of the creative process and an opportunity to purchase art for personal enjoyment thereby adding to the economic impact of the arts in the community.



## Analysis of Current Position

At a Board retreat in November 2010, a SWOT analysis was performed to evaluate SWA's strengths, weaknesses, opportunities, and threats as an organization. The definitions below provided the parameters in which the SWOT analysis was performed.

- Strengths: attributes of the organization that are helpful to achieving the objective(s).
- Weaknesses: attributes of the organization that are harmful to achieving the objective(s).
- Opportunities: external conditions that are helpful to achieving the objective(s).
- Threats: external conditions which could do damage to the objective(s).

### *Strengths and Weaknesses*



The Board of Director's views SWA's strengths as follows:

- ❖ The organization is active and continually developing for more than 60 years with a diverse brain trust in its members
- ❖ The Gallery has strong support from community and volunteers holding a good reputation throughout the community
- ❖ Members have an extensive experience base in both knowledge and diversity of art. SWA takes pride in the membership, especially those members who have been with the organization for a long time
- ❖ Members are not only willing and open to share knowledge about their own craft, but also value new ideas about art and have a desire to excel.
- ❖ The facility is centrally located in downtown Mena
- ❖ Serves as a resource to the community by providing the opportunity for exposure to quality visual arts and reasonable prices for art
- ❖ Striving to build relationships with other organizations
- ❖ Has developed an active and effective public relations program with local media outlets, RMCC-TV, and through the internet website
- ❖ Possesses a coveted 501(c)3 tax-exempt status, allowing for the receipt of charitable contributions and providing donors with a tax-deductible receipt
- ❖ Providing a resource for individuals and artists to enter competitions, exhibits, participate in the exchange of ideas, a physical location to meet, promoting the sales of their pieces, and educational classes
- ❖ Maintains a competitive strength by facilitating the Ouachita Arts Trail in conjunction with a statewide arts trail program

- ❖ SWA has a strong Board of Directors, and, through their leadership, has undergone a total reorganization of its Articles of Incorporation, Bylaws, Mission, Vision, and committee structure
- ❖ Provides educational classes and encourages young and emerging artists to participate in the Gallery's activities
- ❖ Hiring a part-time executive director to assist with the operation of the Gallery

The Board of Director's views SWA's weaknesses as follows:

- ❖ Marketing and public relations need access to a graphics designer. There also needs to be a dedicated effort to branch out with state and national promotion of activities; while constantly educating our local region of SWA activities and events
- ❖ Currently the facility is not open enough hours per week and could use more physical space to accomplish all the aspects of its mission and vision
- ❖ There is a need for broader member involvement, volunteer support and training, and service acknowledgement which stems from leadership the Board of Directors provides the organization
- ❖ Lack of consistent financial support causing limited financial abilities. There is a need to increase cash flow by increasing sales and amount of large contributions

## *Opportunities and Threats*

The Board of Director's views SWA's opportunities as follows:

- ❖ Promotion of the arts beyond Mena including:
  - Seeking opportunities throughout the state and beyond
  - Advertising through publications based outside Polk County to broaden awareness of art activity in Mena
  - Brochures in more locations locally and regionally including at visitor centers, hotels, lodge, and CMA
  - Presenting information to the Advertising and Promotion Commission with areas of possible involvement being included in the Go Mena website and festivals and events (CMA, Lum and Abner, Wheels and Wings, etc.)
- ❖ Expand Volunteer Involvement and select a coordinator for volunteer orientation
- ❖ Increase networking and participation across the membership. Cross-train volunteers and/or members for key roles within the organization
- ❖ Develop relationships with local politicians and expand cooperation with other area organizations; including: personal contact either by phone or visits to raise their awareness of the Gallery's purpose and needs; collaborate with other art programs throughout the community including culinary, photography, fiber, clay, writers, OLT, schools-public and higher education.
- ❖ Seek an individual from among the



membership or volunteers who excels at sales to promote pieces within the Gallery.

- ❖ Continue Art Trails Studio Tours, possibly host a sidewalk art show & sale, and invite non-local artists to be guests of the Gallery
- ❖ Make improvements to the facility including a sales shop and the ability to display multiple exhibits at one time
- ❖ Promote bequests as a part of the fundraising strategy

The Board of Director's views SWA's threats as follows:

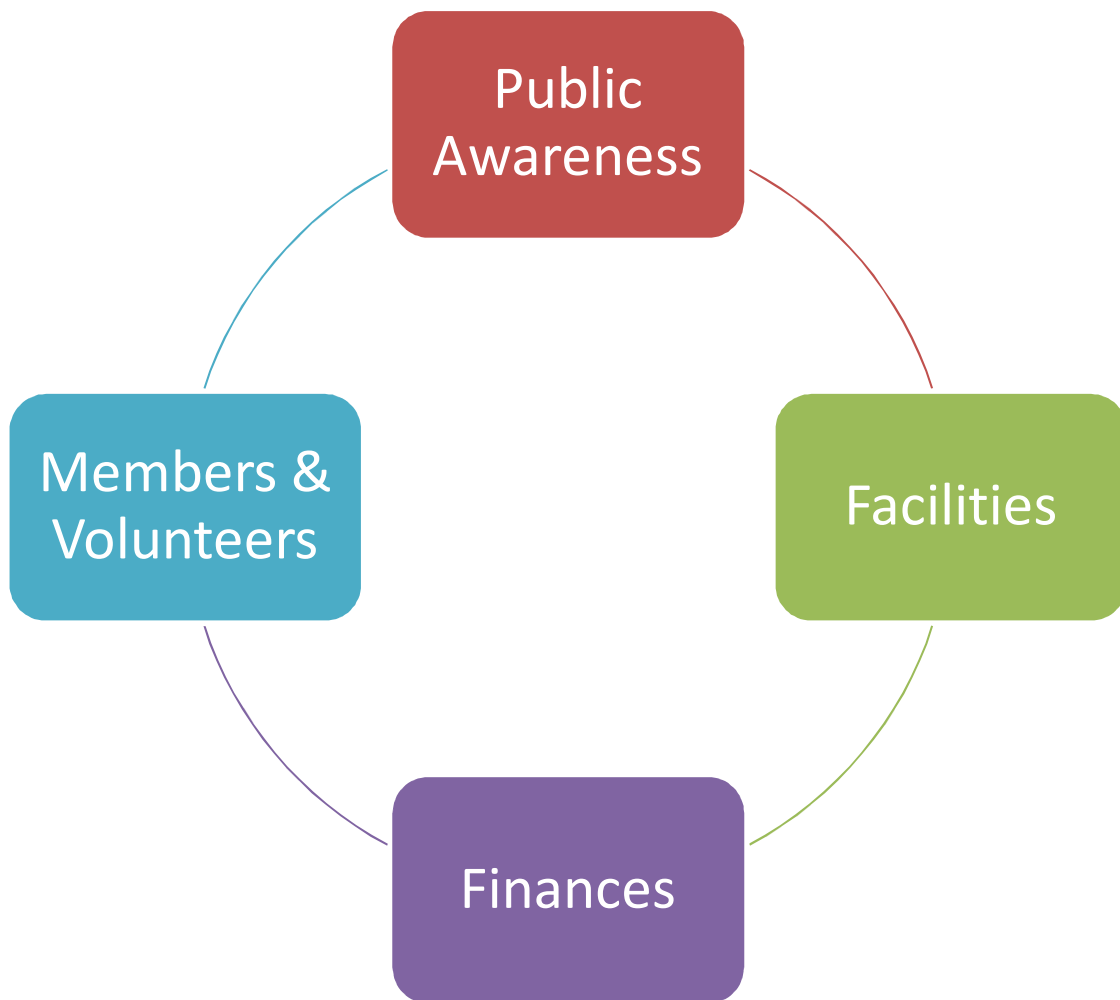
- ❖ Local buyers go out of town to make purchases due to a lack of awareness of the quality of art at the Gallery
- ❖ Failure to secure sufficient financial backing including substantial and consistent contributions
- ❖ Changes in 501c3 regulations
- ❖ Loss of key volunteers or staff and untrained volunteers
- ❖ Failure to develop a clear and precise business plan or failure to follow the existing plan



## Strategic Plan

SWA's Board of Directors has implemented a three (3) year strategic plan. This plan's intended purpose is to set the direction to get from where the organization is to where it wants to be in 2013.

## Strategic Goals



## Goal 1 – Public Awareness of the Arts

SWA desires to increase public awareness of the arts throughout the region.

Strategies	Assigned To	Associated Cost	Projected Timeline	Expected Outcomes
Improve the quality of and purposefully distribute printed materials throughout the region including: <ul style="list-style-type: none"> <li>❖ Visitor Centers</li> <li>❖ Hotels</li> <li>❖ Restaurants</li> <li>❖ Chamber of Commerce</li> <li>❖ Train Depot</li> <li>❖ Banks</li> </ul>				
Develop personal relationships with and give presentations to: <ul style="list-style-type: none"> <li>❖ Public Schools</li> <li>❖ Civic Organizations</li> <li>❖ City Council</li> </ul>				
Provide educational opportunities in the arts through: <ul style="list-style-type: none"> <li>❖ Art Demonstrations on RMCC-TV</li> <li>❖ Classes at the gallery</li> </ul>				
Increase advertising and marketing efforts throughout the region by: <ul style="list-style-type: none"> <li>❖ Submitting articles in out-of-town newspapers and continue efforts with local media</li> <li>❖ Informational signage in the Gallery window</li> </ul>				
Develop shows and programs that encourage community involvement				



## Goal 2 – Facilities

SWA will continually seek Facility enhancements to maximize the use of the current facility to maximize the potential use

Strategies	Assigned To	Associated Cost	Projected Timeline	Expected Outcomes
Increase operational hours				
Enhance the front and back exterior, including signage				
Increase display space within the existing gallery				
Improve Office Space				
Develop usage guidelines and use gallery as a location for dinners and community functions				
Purchase additional space and develop it to include: <ul style="list-style-type: none"><li>❖ Gift Shop</li><li>❖ Classrooms</li><li>❖ Storage Space</li><li>❖ Additional space for art, both a permanent collection and exhibitions</li></ul>				



## Goal 3 – Financial

SWA strives to strengthen its financial foundation and increase its impact by securing contributions to further its mission.

Strategies	Assigned To	Associated Cost	Projected Timeline	Expected Outcomes
Enhance the public and private support of SWA through the following: <ul style="list-style-type: none"> <li>❖ Targeted projects, events, and shows</li> <li>❖ Private contributions</li> <li>❖ Bequests</li> <li>❖ Grants</li> </ul>				
Secure funds to hire a full-time employee				
Dedicate resources to facility improvement				
Support demonstrated needs to increase sales				
Appropriate resources necessary to carry out the facility maintenance and operation plan				



## Goal 4 – Members and Volunteers

SWA views its members and volunteers as priceless resources of the organization. It is our goal to develop volunteers into members and transform members into volunteers.

Strategies	Assigned To	Associated Cost	Projected Timeline	Expected Outcomes
<b>Members</b>				
Develop an effective system to recruit, reward, and acknowledge active member participation				
Develop a mentoring program for new members				
Create a system for ongoing communication for the membership, including personal contact				
Set in place an orientation and organizational training for new members to familiarize them on the operational procedures of the gallery. In addition, written information on the following will be provided to each member during the training session: <ul style="list-style-type: none"> <li>❖ Committees, with contact information</li> <li>❖ Show coordinators</li> <li>❖ Gallery hours</li> </ul>				
<b>Volunteers</b>				
Develop an effective system to recruit, reward/compensate, and acknowledge active volunteer participation.				
Provide training for new volunteers, including providing them with procedures for gallery operation				

**2010**  
**SWA Board of Directors**

**Officers**

Rick Chrisman, Chair

**Board Members**

Lou Alderman

Mary Dixon

Charles Johnson

Gary Newcomb

Richard Shull

Henry Moreno

Barbara Tobias

Diane Warren

Jan Wennberg

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**Executive Director**

Jim Pawley

