

ARCHING OAKS ARTS AND CULTURE CENTER



STRATEGIC PLAN

2021-2025



INTRODUCTION

Arching Oaks Arts and Culture Center Strategic Plan for 2021 to 2025 has been captured within a strategic framework so that students, instructors and donors have a clear picture of how the elements of the plan fit together and how our collaborative work contributes to its success.

When you review the strategic framework you will see that our strategic plan has been designed to enable our Vision and Mission promise, to promote **wellness through Japanese arts and culture**. Our strategic statement describes how we will achieve that promise. It clarifies for all of us that, fundamentally, we will achieve our promise through our people.

We must hold ourselves accountable to our strategic statement every day. To deliver the highest quality programming we must be successful in creating a highly collaborative environment. We describe the significance of accountability and collaboration within this document because they are central to our training environment and describe how we work to be successful.

As you refer to our strategic framework, you will also notice three strategic focus areas. Combined, the three strategic focus areas deliver upon our strategic statement, vision and mission.

LEADERSHIP

STUDENT FOCUS

EXCELLENCE

Please review each strategic focus area to understand how we have defined our strategic intent and established success indicators that specify our objectives and measure progress. The strategic directions identify the initiatives that will engage our collective energies and channel our innovation.

Finally our strategic framework defines our goals for leading Budo and Bunka instruction outside Japan and student growth that our strategies must deliver for the long term success of Traditional Japanese Arts and Culture.

STRATEGIC PLAN | 2021-2025

VISION AND MISSION PROMISE

Wellness through Japanese Arts and Culture

STRATEGIC STATEMENT

The professionalism, competence and commitment of our instructors define Arching Oaks. Every student trusts us to deliver the highest quality standards all day, everyday.

STRATEGIC FOCUS AREAS

LEADERSHIP

STUDENT
FOCUSED

EXCELLENCE

RESULTS

Cultural Education , Individual Development and
Budo Training for long term sustainability



LEADERSHIP

Strategic Intention

Our leadership is built upon our ability to develop an internal and external reputation for leadership and to exceed student and instructor expectations within a collaborative environment that stresses accountability. Students that are engaged, trained and retained to become future instructors create solutions that drive excellence and lead to the increase and long term sustainability of Japanese Arts and Culture.

Strategic Directions

A. Leaders embrace Arching Oaks Arts and Culture Center programs and methods to develop leadership at all levels. Students are responsible for:

- ⇒ Being stewards of our vision and mission
- ⇒ Physical development
- ⇒ Professional Development from Student (seito) to apprentice (Deshi)
- ⇒ Maintaining jyunanshin (open mind)

Success Indicators

1. Consistent improvement in student engagement
2. Increased number of students who become instructors
3. Meet annual non-profit goals
4. Leaders realize continuous improvement of their key dojo drivers in support of the overall vision and mission of the facility
5. Meet ROI goals, including student retention and leadership development

EXCELLENCE

Strategic Intention

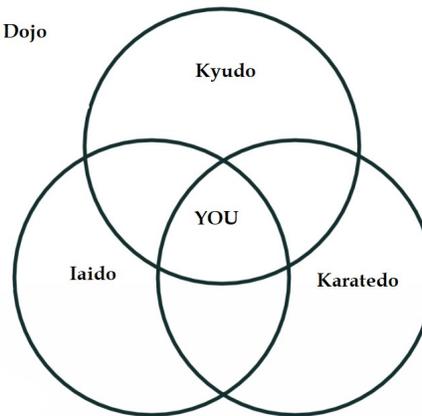
Arching Oaks Arts and Cultural Center is dedicated to consistently providing an exceptional level of training that creates a differentiated student experience and drives student loyalty.

Arching Oaks drives operating effectiveness and consistency of internal and external processes to support efficient and reliable delivery.

Strategic Directions

- ⇒ Establish an innovative operating model for remote study groups
- ⇒ Innovate training model with updated pedagogy for efficiency and effectiveness ensuring reliable delivery of future Budo and Bunka instructors
- ⇒ Establish consistent quality control and continue training improvement program

Kashimon Dojo



Success Indicators

1. Exceed student retention goal of 90%
2. Internet metrics show year-over-year improvement in general population understanding of Japanese Budo and Bunka
3. Achieve and maintain student standards as developed in Japan to govern student performance

STUDENT FOCUS

Strategic Intention

To stay relevant in today's educational environment, higher Budo institutions must change their approach from teacher-focused to creating a student-focused experience. As we all are different learners, we must continue emphasis on student-centered instruction and adapting lessons to student learning capability.

Strategic Directions

- A. Continue to develop and deliver compelling, differentiated training methods in the dojo while maximizing benchmarks from Japan
- B. Further develop regional capabilities and identify future instructional expertise
- C. Strategically deploy student leader resources to selected colleges and universities to enhance sustainability and maximize cross-pollination between the arts

Success Indicators

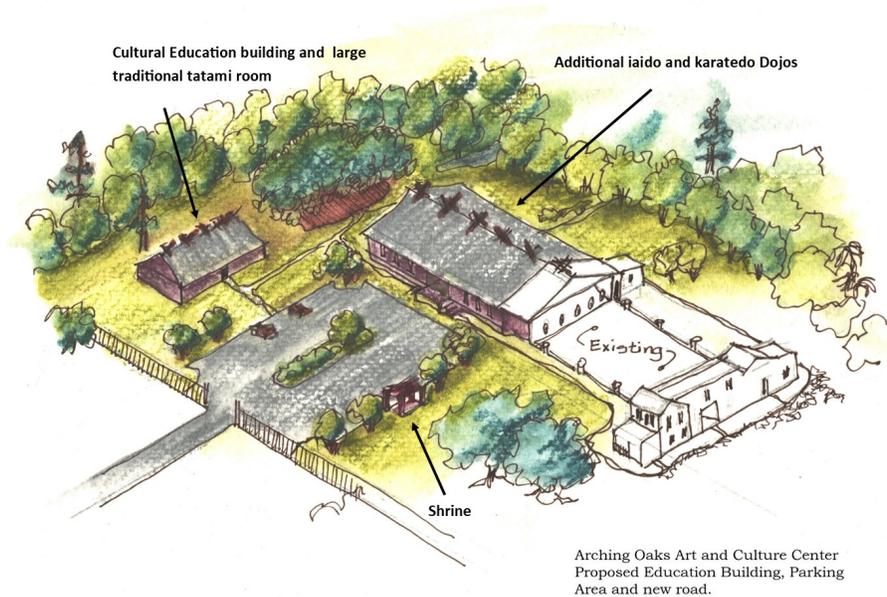
- 1. Achieve success as measured by attainment of annual growth targets
- 2. Recognition as one of the leading and trusted training schools in the Japanese arts and culture in the United States.
- 3. Students open future Dojos

COLLABORATION

Our strategic statement explains that our people will differentiate Arching Oaks Arts and Culture Center in the hearts and minds of our students. To do this we must always consider our students' needs first and collaborate with instructors from across our national and international organizations to ensure our students needs are met.

We are all linked and in order to take action, solve problems and make decisions, we must be very effective at engaging in discussions with each other and interaction with a highly positive and supportive manner. In the end we all have the same goal—to ensure and sustain traditional Japanese arts and culture.

Effective collaboration requires great communication skills. Our interpersonal communications should always be respectful and targeted to the issue. We should always be open to other students' perspectives and remember that listening is as important as speaking.



Collaboration also means that we should always strive to understand the bigger picture and how what we do impacts and enables the attainment of the objectives.

ACCOUNTABILITY

Achieving our strategic statement starts with accountability. Everyone of us must hold ourselves accountable to the highest level of quality performance everyday. We must also be accountable to the rules of the Art and Culture Center's values, goals and strategies and understand that the results are a direct reflection of our level of accountability.

A major focus of our 2021-2025 Strategic Plan continues to be Arching Oaks Arts and Culture Center leadership. This is as important now as when we originally established the center several years ago. The changing global climate and interest in Budo and Bunka must be driven even harder.

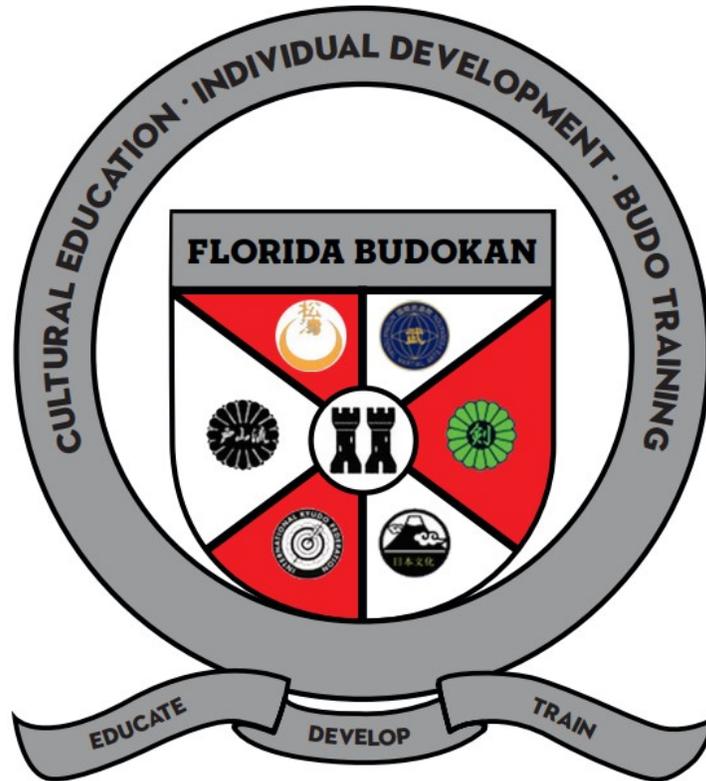
We remain committed to establishing a compelling leadership reputation that is inherent within our culture, serves our students and is visible in the Budo and Bunka world.

Instructors who are empowered take ownership and hold themselves accountable to commit great things. They deliver outstanding performance and install confidence in the minds of our students.

Strong leadership qualities and our quality of training non-negotiables play a unique role in our education model. Our objective is to ensure that all members of Arching Oaks Arts and Cultural center exhibit outstanding leadership qualities and accountability in everything we do.

ARCHING OAKS ARTS AND CULTURAL CENTER

Eustis Florida



ArchivingOaks.org

