

MAINE MEDIA

WORKSHOPS + COLLEGE



2023

50 years of creativity, craft, and community



As we look forward to our 50th Anniversary in 2023, we envision a vibrant center of lifelong learning that is a model of innovation and inspiration in the education of visual artists and storytellers. We are connected to the growing community of storytellers around the globe who change the way we see the world and deepen our understanding of the human experience. We live at the forefront of innovative, alternative, experiential education in the arts. This vibrant mix of creativity, craft, and community is the essence of the Maine Media experience.

Since becoming a nonprofit in 2007, Maine Media has evolved from a “summer camp for adults” to one that is an integrated institution of short and longer workshop offerings, as well as certificates and degrees that are encompassed in our college program. The mix of courses and delivery options provide alternatives in lifelong learning experiences for visual artists and storytellers to discover, explore, and deepen their creative capacity. People are inspired in week-long workshops to return again and again, and when they are ready, to come back for the certificate and degree programs that are building a national and international reputation for excellence. We are a vital part of the communities we serve and our alumni increasingly stay connected, returning frequently for infusions of inspiration, sharing their creative journeys and visual stories with others.

We operate in a complex and competitive environment and these goals and objectives are underpinned by a strategy that has 4 major components: (a) develop workshop programs that lead in innovation and relevance to visual arts and storytelling, (b) achieve accreditation and build our College programs, (c) Broaden and deepen our connection to our alumni community of visual storytellers to continue to build reputation and brand, and (d) improve our facilities and technology to provide an excellent student experience.

Meg Weston
President



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OBJECTIVE 1: THE WORKSHOPS

Grow and enhance core business offerings by keeping our Workshops programs and experience vital, relevant, and appealing to a variety of demographic (and psychographic) groups of people interested in the media arts and storytelling.

GOALS

- Revenue growth in our workshops programs both on-campus and remote (travel) experiential education.
- Experiment with new delivery methods such as hybrid classes (combinations of online and in-person experiences), web-based courses, or mentorship programs, determining the models that increase revenues and reach new students.
- Maintain an NPS score of 75 or above consistently in our course evaluations.
- Increase % of students that return within 3 years.
- Increase # of new students each year.

	2017 base	2018 plan	2023 goal
Est. Direct Program Revenue (M)	\$1.897	\$2.133	\$2.720
# new delivery method offerings	1	3	
NPS score	77		>75
% workshop students returning in 3 years	43%*	44%	50%
# new students**	570		858

INITIATIVE 1

Maintain a balance of classes from beginning to master (levels 1,2,3,4), adding new instructors and curricular changes to teach people new skills and address new trends in media arts. Grow underdeveloped programmatic areas such as Book Arts, Yos and Travel. Develop a world class Writing program that becomes a significant part of the product mix.

INITIATIVE 2

Add diversity in our faculty and our student body, with particular focus on increasing accessibility and diversity in our Young Artist program.

INITIATIVE 3

Pilot online learning in a variety of formats to determine what serves MMC to reach a greater number of students, build revenues and contribution margin, and keeps our alumni engaged. Determine successful formats through experimentation and create a robust selection of web-based learning options.

INITIATIVE 4

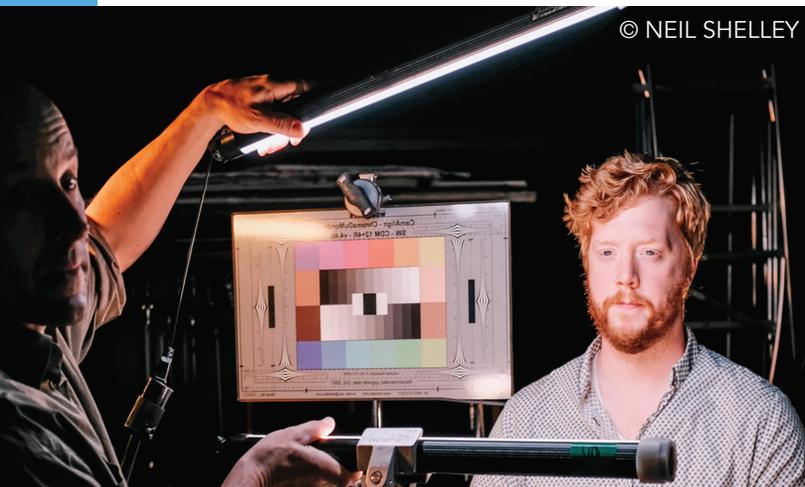
Conduct program assessments and review evaluations to find and implement changes that improve our programming and customer satisfaction.

INITIATIVE 5

Make improvements in the “customer experience” on campus in food, housing, classroom facilities, and student services.

*note this baseline % is for the three year period of students from 2014 returning in 2015, 2016 or 2017

** Total workshop student enrollment grows from 1140 in 2018 to 1513 in 2023



OBJECTIVE 2: THE COLLEGE

Pursue accreditation to ensure that our programs and policies meet the highest standards, enhance our reputation, and increase our enrollments in our college programs. These programs make Maine Media a vibrant year-round institution that is an asset to our community and an opportunity for our students to reach their highest potential in their art and careers.

GOALS:

- Achieve initial accreditation by the year 2023.
- Enrollment growth in MFA program to 40 students;
- Certificate Programs evolve, qualify for financial aid, and provide paths to careers in visual storytelling, filmmaking and fine art photography.

	2017 base	2018 plan	2023 goal
MFA enrollment	21	23	40
PCVS enrollment	0	6	8
CCF enrollment	0	3	8

“Maine Media has allowed me to view the world through a more creative and attentive lens than I ever had before.”
 Alexa May, Dallas, TX

INITIATIVE 1

Complete a comprehensive and high quality self-study with successful peer review site visit with progress reports every two years. Achieve Candidacy status (affiliation) in 2018 and initial accreditation by 2023.

Note: The effort to achieve accreditation should not be underestimated. This will require all hands on deck for the next five years completing a progress report every two years and another self-study for initial accreditation.

INITIATIVE 2

Complete the following plans as called for in the self-study: Academic Plan, Technology Plan, and Facilities Plan. These should be integrated and tied to the overall strategic planning effort.

INITIATIVE 3

Complete successful application to the Department of Education for federal Title IV funding, and implement procedures that allow prospective and current students to apply for federally backed private student loans, as well as federal grant programs.

INITIATIVE 4

Invest in staff and budget to expand our efforts in recruitment and form external partnerships that bring new students into our long-term, certificate, and degree programs.

INITIATIVE 5

Review and modify our certificate programs to provide relevant educational experiences that lead to career opportunities in the evolving field of media arts. Enhance our capacity to recruit students into the certificate programs through financial aid, marketing, and staffing.

INITIATIVE 6

Make improvements to our library and information technology resources to support students, especially in our long-term and college programs.

INITIATIVE 7

Build multi-year financial plans that identify opportunities for increased revenues both earned and contributed to support resource planning and investments in academic, technology, facilities, staffing, and other resources necessary to achieve our vision.



SAM ABELL WITH STUDENTS, 1973
 PHOTO COURTESY OF SAM ABELL

OBJECTIVE 3: THE COMMUNITY

Increase our connection with Maine Media's community of the visual artists and storytellers, the community of storytellers we influence, and the community we live in.

GOALS:

- Measure alumni engagement in bi-annual surveys
- Increase # of alumni giving
- Track and showcase Maine Media alumni stories in the news and relevant forums.
- Measure employee engagement in terms of building and sustaining a culture that creates community by embracing our core values.

	2017 base	2018 plan	2023 goal
# of alumni giving			
NPS score from alumni survey			
# of alumni stories shared			
employee NPS score			

Note: Since these have not been tracked previously, we will establish a base in 2018, a plan for 2019, and a goal once the base and plan have been established.

“Every workshop I take here brings me closer to who I want to be as an artist.”
 Pip Clews, Portsmouth, NH

INITIATIVE 1

Share more alumni stories and successes on our website and social media channels.

INITIATIVE 2

Incorporate new technologies to share the MMWC experience beyond our campus, creating a membership area on the website, streaming faculty presentations, and making relevant content available through our blog and social media channels.

INITIATIVE 3

Implement outreach, communications and online efforts to engage our alumni, and benefit to our alumni population.

INITIATIVE 4

Build and sustain an employee culture among year-round and seasonal staff that embraces our core values, appreciating and recognizing the contributions of our employees as part of our community.



SAM ABELL WITH STUDENTS, 2013
 PHOTO COURTESY OF SAM ABELL



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OBJECTIVE 4: **OUR FUTURE**

Raise funds to enhance facilities, technology, operating reserve and endowment to provide continual improvements in the student experience. Prioritize a “Sustaining Fund” as a step towards an accredited institution as well as capital funds to fund capital priorities of the school.

GOALS:

- Raise \$1 million for Keystone Fund
- Raise \$2.5 million for capital priorities of the school
- Increase Annual Fund/Unrestricted Giving by >50%

	2017 base	2018 plan	2023 goal
Cumulative Keystone Funds '000	\$500	\$750	\$1.0
Cumulative Capital '000*	\$246	\$50	\$2.0*
Annual Fund/Unrestricted	\$302	\$295	\$475

*Cumulative capital includes \$2.0M for other capital priorities beyond Keystone

INITIATIVE 1

Raise \$1.0 M Keystone Fund to provide an operating reserve for the institution.

INITIATIVE 2

In parallel to the Keystone fundraising, perform a feasibility study, cultivate donors, and prepare for a 2020 launch of a capital campaign to address facilities priorities alongside with technology, scholarship, and operating funds.

INITIATIVE 3

Increase annual (unrestricted) giving to enable the school to recruit and hire appropriate levels of staff and faculty.

“This is the best learning environment I’ve ever been a part of. The immersive style really allows you to absorb the knowledge.”

Kyle Scott, Waterdown Ontario, Canada

In summary, our efforts through this plan will enable us to grow into a vibrant and sustainable year-round educational institution that serves a growing community of people. The balance of our student population will shift towards a greater percentage in our college programs, while the workshops remain a vital and significant part of the mix.

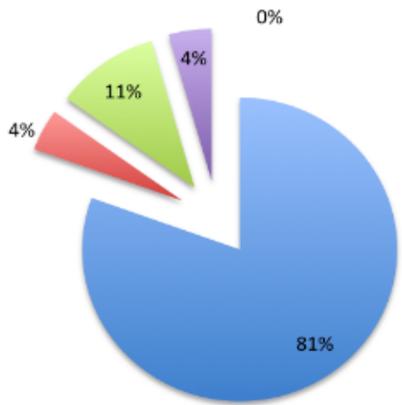
Across all of our programs we will continue to inspire individuals of all ages to lead creative lives. Our alumni will be able to effectively tell stories that expand communication in the world and deepen understanding of the human condition, while we build a network that engages them and helps them get their voices seen and heard.



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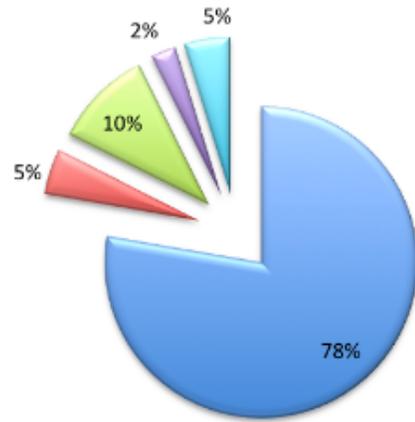
2017 Direct Program Revenue

Workshops Travel Workshops MFA PCVS CCF



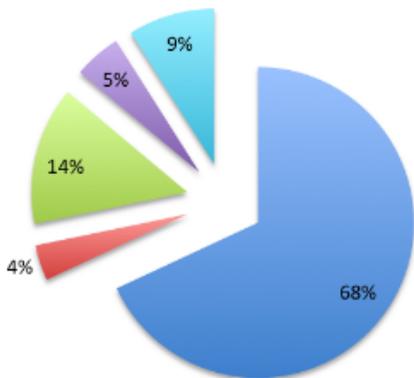
2018 Budget Direct Program Revenue

Workshops Travel Workshops MFA PCVS CCF



2023 Model Direct Program Revenue

Workshops Travel Workshops MFA PCVS CCF



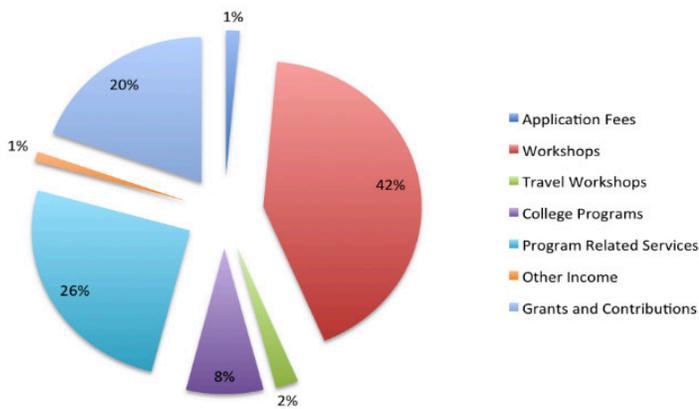
[Maine Media] helped me grow as an artist and as a technician, increasing my knowledge while allowing me room to explore my own impulses.”

Jeremy Steeger, Cambridge, MA

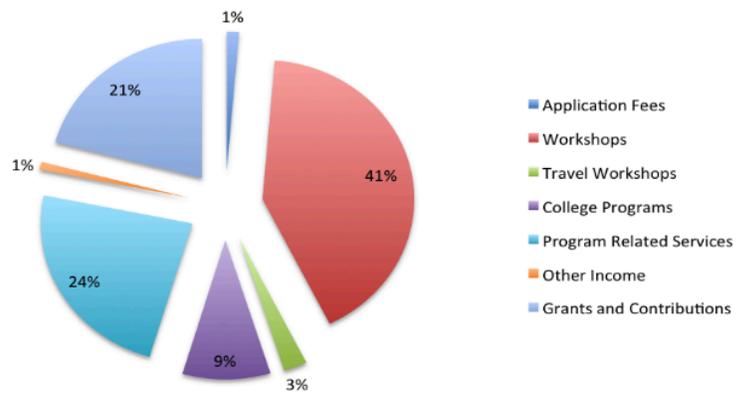


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2017 Total Revenue by Source



2018 Total Revenue by Source



2023 Model Total Revenue by Source

