



cultivating curiosity, knowledge, and understanding

## Strategic Framework

July 1, 2025 to June 30, 2027

### Mission

To cultivate, invest in, and advocate for the cultural sector in Connecticut through funding, programs, and collaboration.

### Vision

A connected, sustainable cultural community in Connecticut that benefits and reflects all people.

### Inclusion, Diversity, Equity, and Access (IDEA) Commitment

To build an equitable funding culture, we are committed to inclusivity, diversity, equity, and accessibility as we support partners in generating humanities content that represents the breadth of Connecticut's people and the range of their stories. Connecticut's long and complicated history still influences us today. CT Humanities is a beneficiary of that complicated history as well as a contributor. We celebrate the state's centuries of achievement, even as we acknowledge the disparate impact of that history. As a humanities funder, CT Humanities belongs to a philanthropic ecosystem built on inequity and privilege that influences decisions about staff, board, programs, and management. We are committed to confronting bias, racism, and inequality in serving this state.



## Indigenous Values Statement

CTH is committed to supporting, partnering, and collaborating with the five State and Federally recognized tribes (hereafter referred to as “the five Tribes”) on initiatives important to their communities. We will include Indigenous voices and perspectives in board governance, through partnerships, grantmaking, projects, and more by supporting and uplifting Tribal Self-Determination and Sovereignty, Indigenous Resilience, Indigenous perspectives, and Relationship building (abbreviated).

## Our Values

In addition to our IDEA Commitment and Indigenous Values Statement, the following values inform CTH decisions and priorities:

**Collaboration:** CTH recognizes that its work should facilitate and contribute to a community of collaboration. We work most effectively when we identify and support the common needs and goals of the state’s cultural community.

**Accountability:** We believe that accountability and transparency across our organization is paramount in the work we do on behalf of Connecticut residents. Throughout our finance and audit processes, peer reviewed grants, committee and consensus-based governance, we are accountable to our funders, donors, partners, grantees, and Connecticut residents.

**Innovation:** Innovation and creativity allow us to adapt and react to the changing landscape around us. This facilitates opportunities to pivot to solve problems and quickly meet urgent needs for the cultural sector.

Our adherence to these values will continue to push us to be a trusted leader that can steward resources to benefit Connecticut residents.



## Goal 1: Our Value

Use our knowledge and relationships to cultivate and improve the quality of life in Connecticut.

Outcomes by 2027:

- Staff recognized for their leadership and expertise in CT and beyond
- Clear, responsive, and effective messaging
- Expanded relationships with funders, state agencies, legislators, and others leading to increased investment
- Increased commitment of resources to cultural sector, both financial and time

**Initiative 1:** Use staff and board knowledge and feedback from the sector to understand the cultural landscape, synthesize need, imagine solutions, and catalyze opportunity

- Increase field work and engagement with organizations
- Collect and report data, both qualitative and quantitative
- Develop consensus vision with other stakeholders for a sustainable Connecticut cultural community
- Serve as a strategist for the cultural sector with input from collaborators and stakeholders

**Initiative 2:** Pursue increased investment of resources in the cultural sector

- Work with other funders to coordinate and prioritize investments
- Expand our funding base
- Fund humanities projects wherever they are happening

**Initiative 3:** Clearly communicate our impact and make it easier for others to share the impact of cultural investment as well

- Provide advocacy resources to the sector
- Proactively participate in conversations related to the humanities (policy, media, education, funding, etc.)
- Incorporate grant impacts, compelling stories, data, and testimony into messaging through social media, e-news, advertising, and editorial pieces



## Goal 2: Our Community

Foster relationships and provide services and resources that strengthen and connect cultural organizations.

Outcomes by 2027:

- Connected and collaborative-minded cultural organizations
- Increased resource-sharing among organizations towards more efficient and sustainable operations
- Expanded relationships with organizations that help us to better serve the cultural sector as a whole
- An elevated profile for humanities organizations statewide, particularly CTH

**Initiative 1:** Use our statewide relationships to connect and convene the cultural community around capacity building and humanities content

- Listen to and connect people and organizations around interests and needs
- Host conversations and/or training around key topics, bringing in experts with academic or lived knowledge

**Initiative 2:** Identify the right collaborators to coordinate with, make joint investments, and work towards common values, goals, and outcomes

- Identify and support efforts of organizations to share resources and expenses, and operate more efficiently
- Identify opportunities to build efficiency and work with state agencies, other statewide organizations, and regional organizations
- Create or promote statewide model(s) to support cultural organizations in expanding their funding base and collaborative capabilities
- Create a process for collaborations built on common values, goals, and mutual interest to achieve aligned outcomes



## Goal 3: Our Commitment

Ensure that our programming, funding and projects are available to all.

Outcomes by 2027:

- Increased access to humanities resources and programs, eliminating barriers to reach underserved, under-resourced populations
- Relevant and responsive cultural grantmaking in CT
- Cultural data collected to measure progress towards our strategic goals
- Budget that reflects desire for equitable programs
- Service to the cultural sector in a way that furthers our IDEA commitment

**Initiative 1:** Identify ways that CTH can adapt its programs to be more accessible, representative, and equitable

- Eliminate barriers to entry and increase fairness
- Increase representation in our grants and programs, with a focus on resources to underrepresented and underserved communities and their stories
- Deploy our resources (people, knowledge, funding, relationships) to help organizations succeed in serving their communities

**Initiative 2:** Expand our outreach to incorporate new audiences for granting, programs, and initiatives

- Have conversations with teachers, educators, and other stakeholders to raise awareness of existing projects, etc.
- Increase consistent participation in conversations, meetings, and convenings to build trust and relationships, particularly those that are not transactional in nature and not our typical events
- Identify gaps in knowledge and relationships to begin identifying ways to fill them



## Goal 4: Our Operations

Build organizational resilience, adaptability and opportunity, and develop effective, efficient and accountable workflows.

Outcomes by 2027:

- Organizational resilience and adaptability in times of crisis
- Planning documents for various revenue and operations scenarios
- Clearly documented policies and procedures
- Engaged and connected board and staff
- Staff empowered to lead and make decisions based on mission and plan

**Initiative 1:** Establish plan for financial security

- Build a culture of philanthropy (knowledge, language, and comfort) among staff and board
- Expand multi-year funding and operational models
- Explore vehicles to diversify revenue sources

**Initiative 2:** Improve internal processes and workflows for greater efficiency and cooperation

- Develop necessary redundancy for succession planning and backup plans
- Improve internal communication and workflows across departments
- Create a process to evaluate whether to continue existing initiatives

**Initiative 3:** Create internal flow for developing, sharing, and improving external communications

- Develop a communications plan with clear goals
- Adopt a CTH brand voice that is clear, accessible, and engaging to better communicate impact and value of CTH and the humanities

**Initiative 4:** Ensure that organizational operations continue to promote accountability and transparency for external partners

- Develop process for data collection and use
- Share data and impacts related to our cultural investments publicly to encourage transparency