Every year, the Strategic Planning in Museums class at the Cooperstown Graduate Program (CGP) creates a 3-year strategic plan for a regional nonprofit organization. In 2022, students worked closely with staff, trustees, and community stakeholders to create a plan and organizational vision for the newly formed West Lake Art Conservation Center in Skaneateles, NY.

Students developed a 30-page document which included:
- 1) new mission, vision, and values statements
- 2) critical issues, goals, and action steps for 2023-2025.

The final plan was edited into one cohesive voice, and final content and design were presented to all key stakeholders, allowing them the opportunity to provide suggestions. Once changes were completed, the Plan was sent to all key stakeholders and approved by the WLACC Board of Trustees. The plan will serve as a guide for WLACC as it begins operation as a new nonprofit organization.

**Conclusion**

The Strategic Planning course at CGP allows students to learn a disciplined approach to planning and develop institutional strategies in a rapidly changing cultural landscape. Every year, the project teaches students how to manage change at a cultural institution and helps students develop an integrated understanding of the needs of a nonprofit and how they work together. Students gain practical experience with strategic planning and will carry these skills into their careers in museums.