**** Group 3 (51-100 Members) Sample PLAN

***2014-2016 Strategic Plan***

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***Background***

The Association of Fundraising Professionals (AFP) represents xxx members in 239 chapters in the United States, Canada, Mexico, and China and works to advance philanthropy through advocacy, research, education, and certification programs. Originally named the National Society of Fund-Raising Professionals (NSFRE) the association officially changed its name in 2001 as did the chapter to better reflect the region in which it serves.

Chapter Information

Today, the current 70 plus members represent a wide variety of non-profit organizations and fundraising expertise throughout the area. The has enjoyed great success in its first stages of growth, but it is now deemed the appropriate time to grow again by further striving for excellence in the services and professional development opportunities provided by the Chapter. There are many more fundraising professionals in our community who are not yet members of our association and many more opportunities to collaborate with the other AFP chapter in the Commonwealth to maximize resources and to promote the profession statewide.

Through education, training and advocacy AFP will continue to advance philanthropy to support the many important needs of the community. The 2014-2016 Strategic Plan provides an important roadmap that will serve as a guide for this organization through the next exciting years. This Strategic Plan will help the chapter’s leadership stay the course and achieve the important goals that were identified with valuable input from the entire membership.

**Mission Statement**

AFP, an association of professionals throughout the world, advances philanthropy by enabling people and organizations to practice effective and ethical fundraising. The core activities through which AFP fulfills this mission include education, training, mentoring, research, credentialing, and advocacy.

**Vision Statement**

Our chapter’s vision is to work with our members to advance the profession of fundraising as a credible and respected profession both locally and globally.

**Quality Statement**

The Chapter is committed to excellence in providing the highest quality services and benefits for our members and other constituents. We work to be responsive to their needs and strive to exceed expectations for our key customer groups:

* Fundraising Professionals: AFP Members and Potential Members
* Members’ Employers
* Donors
* Nonprofit Organizations

**Chapter Priorities**

During the span of this plan, the Chapter will focus on these priorities:

* The Chapter will strive to ***strengthen the profession*** by serving as a resource to the areas philanthropic community through education, information, and advocacy while promoting and supporting the fundraising profession.
* The Chapter will promote and expand the ***knowledge*** base of its members through educational and networking opportunities
* The Chapter will constantly seek to improve its ***organizational effectiveness***through enhanced administrative functioning, communication and leadership.
* The Chapter will focus on increasing memberships.

**Chapter Priorities & Goals**

**Strenghtening the Profession**

GOAL I: Educate the philanthropic community as to the role of the fundraising profession and the importance of professional development

GOAL II: Become the recognized source for philanthropic information, advocacy, ethical standards, and the development of the fundraising profession

GOAL III: Grow our membership by implementing a Chapter Recruitment and Retention Plan

GOAL IV: Promote the fundraising profession to youth and nurture future philanthropic leaders

**Knowledge**

GOAL I: Provide relevant and comprehensive educational opportunties to members

GOAL II: Encourage and support members to become Certified Fundraising Executives (CFRE)

**Organizational Effectiveness**

GOAL I: Effectively communicate with our members and promote benefits of membership on an on-going basis

GOAL II: Strive to be a model chapter of excellence and continuous improvement

GOAL III: Provide leadership development opportunities for our board members, officers and members

Goal IV: Develop effective strategies for identifying, recruiting, and training prospective members, chapter leaders, and board members.

**STRENGTHENING THE PROFESSION**

* Educate philanthropic community
* Become the recognized source for philanthropic information
* Continue to grow our membership
* Promote fundraising profession to youth

**STRENGTHENING THE PROFESSION**

**Goals and Objectives**

# The primary focus of the Chapter of AFP mission is strengthening the profession. During 2014-2016, the Chapter of AFP will:

# Educate the philanthropic community as to the role of the fundraising profession and the importance of professional development and certification

* Become the recognized source for philanthropic information, advocacy, ethical standards, and the development of the fundraising profession
* Grow our chapter membership by further implementing a Chapter Recruitment & Retention Plan
* Promote the fundraising profession to youth and nurture future philanthropic leaders

**GOAL I: Educate the philanthropic community as to the role of the fundraising profession and the importance of professional development**

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| **Objectives** | **Activity** | **Officer /Staff Assignment** | **Timeline** |
| Identify constituents that comprise the philanthropic community and develop strategies to increase their awareness of our organization | 1) Identify constituents2) Determine strategies for each constituent3) Develop timeline to implement strategies and assign to existing or *ad hoc* committees | Primary: VP Community RelationsSecondary:VP Membership | 2014 |

**GOAL II: Become the recognized source for philanthropic information, advocacy, ethical standards, and professional development for fundraisers**

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| **Objectives** | **Activity** | **Officer /Staff Assignment** | **Timeline** |
| Capitalize on the visibility and audience afforded by NPD | 1) Identify constituents2) Develop new promotion strategies  | Primary:NPD ChairSecondary:NPD Co-Chair | 2014-2016 |
| Increase the visibility of AFP resources, i.e. the programs, webinars and AFP library.  | 1) Host educational session(s) 2) Host lunch that addresses AFP resources | Primary:Webinar ChairPrograms Chair, Library/ Historian Chair | 2014-2016 |
| Continue to upgrade library resources | 1) Identify appropriate materials to include in the library collection2) Purchase those materials | Primary:Library/ Historian Chair |  |
| Showcase member accomplishments and awards as a means to promote larger association | 1) Highlight professional accomplishments of members through media outlets, i.e. Facebook, LinkedIn, website, newspaper and other publications 2) Use “Association of Fundraising Professionals” rather than acronym to improve name recognition | Primary: VP Community RelationsSecondary:Newsletter | 2014-2016 |
| Gain visibility with members of other related organizations | Meet with leadership of other nonprofit groups and promote membership  | Primary: Membership ChairSecondary: VP Community Relations | 2014-2016 |
| Gain visibility with media a outlets | Meet with leadership of local media outlets and explain AFP role | Primary: VP Community Relations | 2014-2016 |

**GOAL III: Grow our membership by implementing a Chapter Recruitment and Retention Plan**

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| **Objectives** | **Activity** | **Officer /Staff Assignment** | **Timeline** |
| Focus on 78% of our members renewing their chapter membership each year. | 1) Develop and publicize scholarship opportunities2) Provide scholarships to support attendance at various AFP Programs & Conferences 3) Initiate 1:1 contact with members during the month before their renewal date, encouraging them to renew and discovering barriers4) Contact members whose membership has lapsed to encourage renewal  | Primary:VP MembershipSecondary:Board Members | 2014-2016 |
| Establish a membership committee | Identify 2-3 members who will serve on the committee | Primary: VP Membership | 2014 |
| Continue to grow the membership through outreach and follow-up | 1) Contact Non-Profit ED/CEO to discuss benefits of membership2) Continue to follow-up with visitors after events/program3) Contact members who have not attended event in three months4) Host membership social/networking event5) Send applications to non-members after attend event | Primary:VP MembershipSecondary:Membership Committee | 2014-2016 |
| Ensure that diversity is incorporated into all aspects of chapter Recruitment and Retention Plan | 1) Perform self-assessment to assess current status of diversity efforts including a) assessment of Chapter’s demographic composition and b) Ensure that chapter is being inclusive of underrepresented populations. | Primary:Diversity ChairSecondary:VP Membership  | 2014 |

**GOAL IV: Promote the fundraising profession to youth and nurture future philanthropic leaders**

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| **Objectives** | **Activity** | **Officer /Staff Assignment** | **Timeline** |
| Promote and strengthen the Thoroughbred Collegiate Chapter | 1) Continue the working relationship with the Chapter and its sponsor(s) | Primary:Youth & Philanthropy ChairSecondary:VP Membership | 2014-2016 |
| Work with K-12 to establish youth in philanthropy initiatives  | 1) Meet with Superintendent to brainstorm options2) Convene focus group with K-12 groups that do fundraising | Primary:Youth & Philanthropy Chair | 2014-2016 |

**KNOWLEDGE**

**KNOWLEDGE**

* Provide relevant and comprehensive educational opportunities to members
* Encourage and support members to earn CFRE

# A second focus of the Chapter’s

# mission is knowledge. During 2014-2016, the Chapter of AFP will be increasing the knowledge base through education.

**GOAL I: Provide relevant and comprehensive educational opportunities to members**

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| **Objectives** | **Activity** | **Officer /Staff Assignment** | **Timeline** |
| Develop and implement segmented programming calendar | 1) Survey members regularly to gauge how programming needs are being met2) Select a diverse annual program for monthly webinars3) Promote an Annual Conference; develop mini-conferences in odd years | Primary: VP EducationSecondary: Program Chair | 2014 and ongoing |
| Provide ways to involve senior level development professionals within the community | 1) Target as program presenters 2) Involve in 1:1 program3) Advocacy4) Host periodic “senior professional roundtable”  | Primary: VP EducationSecondary: Program Chair | 2014 and ongoing |
| Develop partnerships with other chapters to enhance quality of programming and networking opportunities | 1) Seek partnerships in the area with other groups to coordinate bi-annual, region-wide conference | Primary: VP EducationSecondary: Conference Chair | 2014 and ongoing |

**GOAL II: Encourage and support members to become Certified Fundraising Executives (CFRE)**

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| **Objectives** | **Activity** | **Officer /Staff Assignment** | **Timeline** |
| Enhance community knowledge and recognition of the significance of becoming CFRE | 1) Host a ceremony to celebrate those who hold/receive the CRFE credentials 2) Regularly promote the certification at other events | Primary: VP EducationSecondary: Certificate Chair | Ongoing |
| Support members in seeking the certification by making information, training and testing available | 1) Host CRFE Review 2) Provide a list of CFRE review opportunities in the area2) Provide a scholarship for a current member to enroll in the CFRE Review Course3) Assign an existing CFRE to any member desiring new certification4) Register luncheons as CFRE accredited program hours | Primary: CFRE ChairSecondary: Program Chair | 2014-2016 |

**ORGANIZATIONAL**

**ORGANIZATIONAL EFFECTIVENESS**

* **Effectively communicate with our members**
* **Strive to be a model chapter of excellence**
* **Provide leadership development opportunities**

**EFFECTIVENESS**

The final area of focus for the Chapter of AFP mission involves continuing to strengthen the foundation of the association through effective communication, outstanding achievement and leadership development.

**GOAL I: Effectively communicate with our members and promote benefits of membership on an on-going basis**

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| **Objectives** | **Activity** | **Officer /Staff Assignment** | **Timeline** |
| Develop a strategic communication plan | 1) Identify audiences 2) Improve existing and identify new methods of communicating, including Facebook and other social networks3) Develop specific plan for updating online sites | Primary:VP Community RelationsWebmaster/Chapter AdministratorSecondary:VP Membership | 2014 |
| Solicit membership feedback  | 1) Solicit feedback through semiannual membership survey; 2) Collect feedback at conclusion of each event | Primary:VP MembershipSecondary:Programs & Administrator | Ongoing |
| Create and implement strategies to serve the needs of constituents in hard to reach areas. | 1) Host event for AFP members from Appalachian counties 2) Design programs that address needs of fundraisers working in Appalachia  | Primary: VP EducationSecondary: Ed Committee | 2014-2015 |

**GOAL II: Strive to be a model chapter of excellence and continuous improvement**

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| **Objectives** | **Activity** | **Officer /Staff Assignment** | **Timeline** |
| Complete the Ten Star Award requirements each year | 1) Submit Chapter Leadership Form 2) Host an organized event focused onethical fundraising3) Submit at least one nomination for the annual AFP national awards4) Identify and complete 7 of the 12 remaining options  | Primary:President, Chapter Administrator | 2014-2016 |
| Encourage members to invest in the national organization each year | 1) Strive for 100% of board and 37% of chapter members contributing to the “Every Member” campaign2) Strive to have 3-5 members on national committees or national officers  | Primary:PresidentFoundation Development Chair | 2014-2016 |
| Meet the mandates of the parent organization to ensure compliance as a chapter each year | 1) Meet Chapter Accord requirements and submission to meet AFP deadline 2) File the IRS 990 form | Primary:President, Chapter Administrator Treasurer | 2014-2016 |

**GOAL III: Provide leadership development opportunities for our board members, officers and members**

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| **Objectives** | **Activity** | **Officer /Staff Assignment** | **Timeline** |
| Provide leadership development opportunities for current board members | 1) Offer orientation for new board members, including new member packet2) Host annual Board Retreat to focus on board training and development 3) Provide job descriptions for board positions4) Identify and recruit diverse board members | Primary:PresidentSecondary:Nominating Committee, Diversity Chair | 2014-2016 |
| Identify and nurture future leadership to ensure the success and continuity of the Chapter  | 1) Implement the succession plan2) Host workshop in June/July of each year for members interested in serving on board followed by a social3) Utilize the nominating committee to identify future leaders | Primary:President, Past PresidentSecondary:Nominating Committee, President-Elect | 2014-2016 |
| Create leadership development opportunities for our membership | 1) Send 1-2 members to attend AFP Leadership Academy each year in October2) Increase number of members serving on committees or one-time initiatives  | Primary:President andBoard | 2014-2016 |