

# FORGE Ahead

Inclusion, Diversity, Equity and Access (IDEA) are core principles of AFP. In the [2025–2027 Strategic Plan](#), the AFP Global Board of Directors affirmed this commitment and FORGE is how that commitment is put into action. This values-driven framework is designed to elevate our industry by equipping members with common language, clarity, and concrete accountability — strengthening the profession's ability to attract and retain talent, create a sense of belonging, build broader and more diverse networks, and generate the outcomes organizations and individuals need to succeed.

## THE CHALLENGE

<p><b>50%+</b></p> <p>of frontline fundraisers plan to leave the profession within 2 years</p>	<p><b>85%</b></p> <p>of the professionals are white and serving increasingly diverse communities</p>	<p><b>46%</b></p> <p>household charitable giving in 2020, down from 66% in 2000</p>	<p><b>\$124T</b></p> <p>projected intergenerational wealth transfer by 2048</p>
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## CORE VALUES

<p><b>F</b></p> <p><b>Fairness</b></p> <p>Equitable treatment, just processes, impartial decision for all</p>	<p><b>O</b></p> <p><b>Openness</b></p> <p>Honest and thoughtful dialogue, receptive to new people and ideas</p>	<p><b>R</b></p> <p><b>Respect</b></p> <p>Diverse experiences, identities and approaches are valued</p>	<p><b>G</b></p> <p><b>Grace</b></p> <p>Patience, education over punishment, forgiveness, repair relationships</p>	<p><b>E</b></p> <p><b>Empathy</b></p> <p>Understand different circumstances, accommodate diverse needs</p>
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## THE WORK

<p><b>Behavioral standards</b></p> <p>Develop clear conduct expectations across all AFP environments and interactions</p>	<p><b>Practice audit</b></p> <p>Review policies and procedures, identify barriers, and present options to eliminate, modify or maintain</p>	<p><b>Accommodations</b></p> <p>Propose dignified, practical alternative pathways so all members can grow in the profession</p>	<p><b>Bridge-building</b></p> <p>Valuing similarities and differences, successfully navigating across differences</p>	<p><b>Continuous monitoring</b></p> <p>Accountability infrastructure to focus on IDEA and FORGE post launch period</p>
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## GOVERNANCE STRUCTURE

<p><b>AFB Global Board</b></p> <p>Supports IDEA/FORGE, ensuring that the Steering Committee and working groups have the resources needed to carry out their work. They will approve and provide resources for FORGE recommendations.</p>	<p><b>Steering committee</b></p> <p>Includes Board members, staff, legal advisor, and member reps. Ensures alignment with AFP's mission and Strategic Plan. Two-thirds majority required for all decisions to be shared with AFP's Board.</p>	<p><b>Advisory councils</b></p> <p>IDEA Chapter Leaders and Affinity Group Leaders provide input on all recommendations. Affinity council runs an authenticity check on all identity-related content.</p>	<p><b>Volunteer-powered</b></p> <p>10,000+ hours of member expertise across 19–25 volunteers per subgroup. Ideas generated bottom-up from members vs not top-down. Ideas submitted to AFP Board.</p>
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## PATH TO SUCCESS

<p><b>18</b></p> <p>months</p>	<p><b>Comprehensive evaluation and recommendations to operationalize AFP's IDEA commitment.</b></p> <p>FORGE is a member powered effort. Phase 1: Program set-up and the recruitment of 250+ volunteers. Phase 2: Committees engage in reviews, audits, research and development. Phase 3: Evaluate, synthesize findings and make recommendations to AFP's Global Board for final review and approval. Programs proven effective transition to permanent AFP programming; and other FORGE work will be integrated into existing AFP structures and committees.</p>
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