



A STRATEGIC ROADMAP FOR THE ASSOCIATION OF FUNDRAISING PROFESSIONALS

2021-2023

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	3
SP: PROMOTE INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA).....	8
SP: PROVIDE RELEVANT AND HIGH-QUALITY FUNDRAISING EDUCATION.....	13
SP: INCREASE CAPACITY AND STRENGTHEN COMMUNITY.....	18
SP: CHAMPION ETHICAL FUNDRAISING PRACTICES.....	23
APPENDIX.....	27

INTRODUCTION

The top priority for the Association of Fundraising Professionals (AFP) is to provide value for our membership. There is not a single answer to what “value” means to our diverse membership – there is not a “one size fits all” definition, especially with the COVID-19 pandemic playing out in different contexts—race, gender, places, and organizations, to name a few.

The Strategic Planning Committee, led by our partners at Symphonic Strategies, collaborated with the AFP Global Board and our many Association volunteers to develop this new strategic plan. Our charge was to honor yet revisit our existing pillars as appropriate, and to refresh how we think about how best to pursue and advance those pillars.

Symphonic Strategies guided us through the development of a comprehensive road map, that included a compelling destination as well as a thorough review of each of the existing five plan pillars. It was a thought-provoking process that forced us to think deeply about how to operationalize and resource that vision, such that AFP Global, our three foundations (U.S., Canada and Mexico), AFP Canada, and all of our chapters can embrace, adapt, and use this plan.

What follows is a high-level summary of the Strategic Roadmap for AFP. By using the metaphor of a journey, we intend to make this as accessible as possible, encouraging the use of elements inherent in a journey to create a roadmap that is relevant and appropriate to the users of this plan. Our intent was to identify and develop pathways that, on their own, contribute to delivering value to our membership. Together, we intend for these pathways to further differentiate, distinguish and elevate AFP – today, tomorrow and into the next decade.

PROMOTE INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA)

Our roadmap begins with the power of inclusion, diversity, equity and access (IDEA) as a path through which AFP will continue to bring value to its membership and to the organizations and communities we serve. We identify several vehicles that are exceptionally well-suited to movement along this path, from culturally competent education frameworks to intentional recruiting practices. By 2023, AFP will have demonstrated more inclusion and diversity within our boards, committees, task forces, and workgroups; increased the number of chapters that hold our IDEA designation; established effective relationships with external partners who broaden our access to under-represented and historically disenfranchised and marginalized voices and communities; and much more.

PROVIDE RELEVANT AND HIGH-QUALITY FUNDRAISING EDUCATION

Strategically, we know this is a valuable part of the AFP value proposition – it is consistently one of the top two reasons that people join AFP. Relevant and high-quality fundraising education is continuously evolving and as such must always be improved to meet the growing and ever-changing needs of our members. We envision that all AFP members will have access to a tailored fundraising education experience that meets them where they are and, equally important, where they are going. The vehicles we intend to resource include high-quality instructional design methods, clearly identified career paths, flexible learning journeys, strategic partnerships with subject matter experts, and more. The foundation of this pathway must be compelling content and current technology.

We will pass several milestones as we progress along this path; increased opportunities to participate in leadership training and professional development for chapters, consistent mechanisms for assessing the needs and preferences of our learners, and the emergence of new skills and competencies necessary for the 21st Century fundraiser. Ultimately, we will promote the message that all fundraisers can find ways to demonstrate leadership, no matter their title or their role in their organization.

INCREASE CAPACITY AND STRENGTHEN COMMUNITY

A third pathway involves increasing our capacity and strengthening ourselves at all levels; AFP's boards, national entities and local chapters, among individual members themselves; and between the AFP community and our external partners.

We envision a moment in the future when: 1) AFP meets our members where they are, with the resources they need, when they need them, while generating sustainable and comprehensive sources of revenue; 2) AFP chapters and members are engaged and committed to the growth and expansion of AFP; and 3) AFP chapters and members are leveraged to nurture and expand relationships that transform their organizations and the communities we serve.

We envision a moment when more organizations and individuals become members because of the collective power to advance favorable philanthropic policies; when AFP mobilizes our networks to convene influential partners to drive positive policies globally and protect the sector; and when government policy becomes a supportive conduit for success.

The vehicles we believe are best suited for this pathway include knowledge management and knowledge transfer systems; increased peer-to-peer conversations; and more mentoring, coaching, and networking opportunities.

Our ability to create networking opportunities (the second of the top two reasons for joining AFP) is critical to this pathway. Networking enables us to bring diverse groups together, to be inclusive, to drive innovation, best practices, and community-informed policy making.

As we progress down this path, we will cultivate a strong sense of community among and between all those who are affiliated with AFP.

CHAMPION ETHICAL FUNDRAISING PRACTICES

Championing ethical fundraising practices as a core pillar of the AFP brand represents another strategic pathway for delivering member value. Our members recognize and value our ethical principles (the AFP Code of Ethical Principles) such that this is the third most important member benefit of the AFP value proposition. We envision the moment when the importance of adhering to ethical fundraising practices is a notion that is embraced widely around the world; when AFP members are consistently in positions where they can effectively champion the importance of running ethical and credible organizations; when AFP is seen by non-profit organizations as the key resource for the professional development of ethical leaders in fundraising and beyond; and when AFP's Code of Ethics continues to be a key differentiator for the Association, serving to strengthen fundraising and increase public trust in charitable giving.

We envision having: 1) established AFP as the go-to resource across the non-profit sector for ethical principles and practices; 2) developed a process for proactively publishing stories that demonstrate positive ethical behaviors across the fundraising landscape that can serve to enhance fundraising, i.e., subtly reinforce AFP's established 'gold standard' for ethical behavior with all members; and 3) encouraged more non-profit organizations to abide by ethical principles when it comes to employing and fairly compensating fundraisers.

CONCLUSION

On their own, each of these paths will bring value to a member. Collectively, we believe they offer AFP a roadmap for unequaled value that can endure economic hardship and the shifting winds that challenge any association.

Ultimately, these pathways do more than simply deliver member value.

By promoting environments that are inclusive, diverse, and equitable, and that expand access to the world of fundraising for historically under-represented groups; by equipping our members with high-quality fundraising education; by increasing capacity and strengthening the connections between chapters and members; by positioning our members to be effective and influential leaders and advocates for the causes, organizations, and communities they serve; and by upholding ethics as a core pillar of what it means to be a fundraiser...AFP members will actively advance social good.

STEPS CHAPTERS CAN TAKE*



Review the new roadmap and identify the strategic pathways that will enhance member value.



Once you've selected one or more relevant pathways, craft a destination that envisions where you want to go in the next few years.



With a destination in mind, identify the landmarks or milestones that you expect to see as you approach your destination, along with the vehicles, drivers, and fuel you'll need to get moving.



If you have access to a graphic designer or illustrator, work with them to visualize your roadmap and use that visual to guide your actions and decisions over the next few years.



Share your roadmap with AFP to then be shared with other chapters.

**See the accompanying toolkit for more information and guidance.*

PROMOTE INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA)



Destination

We envision a future where: AFP and its members understand the business and social value that IDEA brings to delivering on our impact; at its essence, the ongoing awareness of IDEA's business and social value fosters inclusive behaviors, practices, and environments that become embedded in everything the association touches; and fundraising becomes a professional destination for diverse voices.



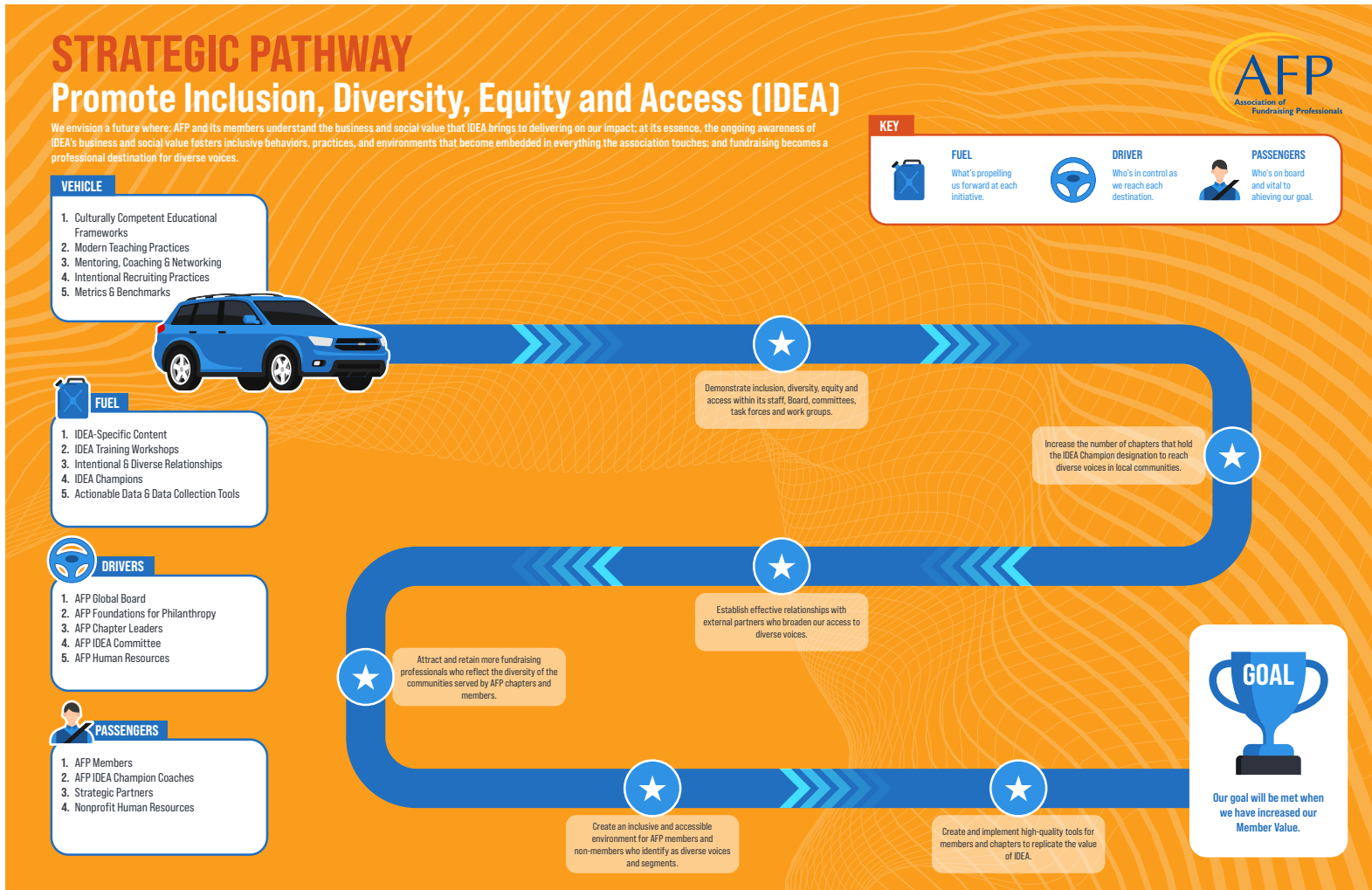
Landmarks & Milestones

We will rely on the following landmarks and milestones as broad-based goals throughout our journey (2021-2023):

Demonstrate inclusion, diversity, equity and access within its staff, Board, committees, task forces and work groups.
Increase the number of chapters that hold the IDEA Champion designation to reach diverse voices in local communities.
Establish effective relationships with external partners who broaden our access to diverse voices.
Attract and retain more fundraising professionals who reflect the diversity of the communities served by AFP chapters and members.
Create an inclusive and accessible environment for AFP members and non-members who identify as diverse voices and segments.
Create and implement high-quality tools for members and chapters to replicate the value of IDEA.

PROMOTE INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA)

STRATEGIC PATHWAY



PROMOTE INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA)

Where We're Heading with Inclusion, Diversity, Equity and Access (IDEA)—A VISION OF OUR DESTINATION

The AFP Global Board believes the association can deliver value to its members by promoting inclusion, diversity, equity and access.

We envision the moment by 2023 when:

- AFP staff and its members understand the business and social value IDEA brings to delivering impact;
- at its essence, the ongoing awareness of IDEA's business and social value fosters inclusive behaviors, practices and environments that become embedded into everything the association touches; and
- fundraising becomes a professional destination for diverse voices and segments across sectors.

Together, they constitute an aspirational and ambitious vision for how AFP can position itself for success in the next three years. If we were to pursue this destination in isolation, this is how we would construct our roadmap on a global level. Of course, this is simply one pathway among several that we've developed and present in the pages that follow.

How We Intend to Get There—VEHICLES

There are many vehicles appropriate for this type of journey and they are presented below in potential order of importance.

Culturally Competent Educational Frameworks: We will rely on culturally competent educational frameworks to raise awareness, appreciation, and commitment to the value of promoting inclusive, diverse, equitable and accessible environments that expand access for diverse voices and segments in fundraising. We will strive to ensure our approach to education reflects leading practices and knowledge of how to frame inclusion, diversity, equity and access in ways that welcome multiple voices and perspectives. This means diversity in thought and experience, as well as the traditional distinctions of national origin, race, ethnicity, age and beyond.

Modern Teaching Practices: We will leverage training to improve the skills and abilities of members and chapter leaders to be able to talk about, measure and promote these concepts in various organizational settings. Modern teaching practices will allow for the reality that each individual enters this journey at different points and with different levels of comfort. We will strive to ensure that the way we deliver our training meets chapters, members and non-members where they are and

PROMOTE INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA)

allows them to chart their own course for their personal journey with these topics. Specifically, we will offer content that identifies and seeks to eliminate barriers that prevent full participation in the fundraising sector.

Mentoring, Coaching & Networking: We will leverage these three relationship building vehicles to help connect members at different stages in their IDEA journey. This may entail helping the membership to identify members who are willing to serve as volunteer coaches and/or mentors for others who wish to promote IDEA in their local chapter and/or organization. This will require us to recruit, retain, and promote the leadership of a more diverse group of voices. We will strive to create an environment where members who represent the full array of diversity—in race, color, ethnicity, gender identity, sexual orientation or identity, religion, nationality, age, economic class, educational level, language, physical, mobility and ability, geography, and marital and parental status—are empowered to step up to become champions of IDEA within their local chapter and organization.

Intentional Recruiting Practices: We will leverage more intentional membership recruiting practices as a vehicle to ensure AFP members have a broad array of potential partners and resources from which they can draw to help them build more diverse talent pipelines and tools to support chapters in this effort. This will include establishing relationships with those associations, clubs, and groups that have a history of serving diverse populations in an inclusive manner.

Metrics & Benchmarks: We will use various performance metrics and benchmarks as a vehicle to continuously highlight the importance and impact of promoting IDEA within the fundraising profession. This may include partnering with external consultants and organizations working in this area to identify relevant tools and instruments for measuring inclusion, diversity, equity and access within organizations and communities.

The Resources We Need—FUEL

Each of these vehicles require resources and we have prioritized the development and acquisition of the following:

IDEA-Specific Content: Various forms of content (blogs, articles, reports, personal testimonials, case studies, etc.) that inform and educate members and their stakeholders about the organizational and social impact of inclusive, diverse, equitable and accessible environments. Furthermore, we will look to offer content that explains key concepts and profiles leading practices and case studies relevant to our global reach.

PROMOTE INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA)

IDEA Training Workshops: We intend to leverage training as a vehicle to create a space where members can learn about why and how IDEA matters to the fundraising profession, as well as how to talk about, measure, and promote these concepts in various organizational settings. In future years, we would like AFP's training to be a vehicle with broad reach; one that is accessible to members and non-members, as well as to fundraisers and non-fundraisers. Workshops may take the form of live in-person or online virtual events, or a combination of both.

Intentional & Diverse Relationships: We will develop and sustain intentional relationships with a diverse array of partners and stakeholders. This includes communities and groups with historically diverse voices and populations.

IDEA Champions: We will identify members who have volunteered to serve as resources for other members who are looking for support and guidance for their respective journeys...and we will leverage mentoring and networking opportunities to connect them.

Actionable Data & Data Collection Tools: Data from across the membership that members can review and analyze to assess inclusion, diversity, equity and access. This will involve developing, deploying, and maintaining reliable data collection instruments, such as online surveys and polls.

How We'll Track Our Progress—LANDMARKS

We've selected the following as broad-based goals to monitor and track our progress along the IDEA pathway.

By 2023, AFP will have:

- Demonstrated inclusion, diversity, equity and access within its staff, Board, committees, task forces and work groups.
- Increased the number of chapters that hold the IDEA Champion designation to reach diverse voices in local communities.
- Established effective relationships with external partners who broaden our access to diverse voices.
- Attracted and retain more fundraising professionals who reflect the diversity of the communities served by AFP chapters and members.
- Created an inclusive and accessible environment for AFP members and non-members who identify as diverse voices and segments.
- Created and implement high-quality tools for members and chapters to replicate the value of IDEA.

PROVIDE RELEVANT AND HIGH QUALITY FUNDRAISING EDUCATION



Destination

We envision that all AFP members will have access to a tailored fundraising education experience that meets them where they are and, equally important, where they are going. Ultimately, we will promote the message that all fundraisers can find ways to demonstrate leadership, no matter their title or their role in their organization.



Landmarks & Milestones

We will rely on the following landmarks and milestones as broad-based goals throughout our journey (2021-2023):

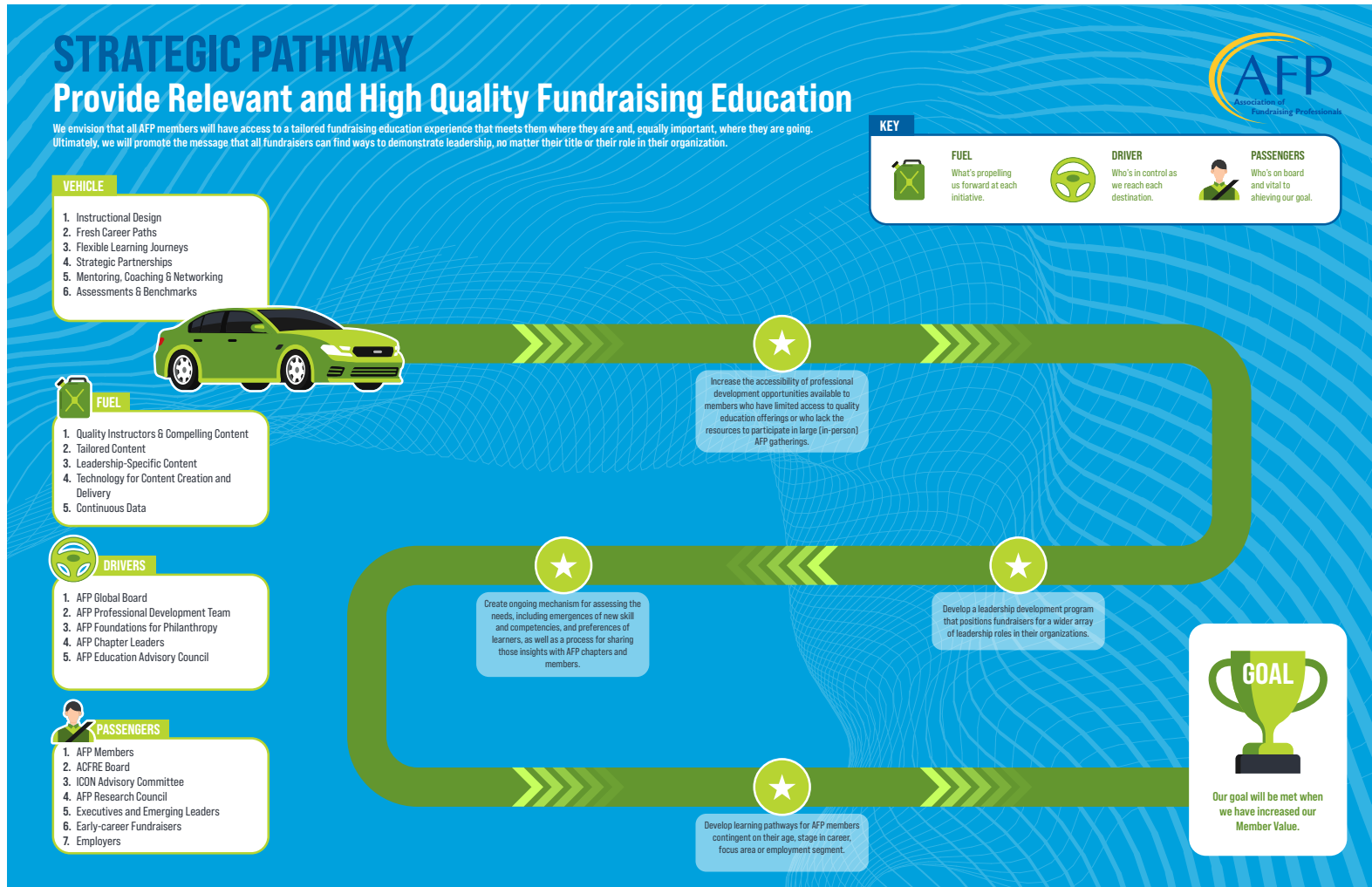
Increase the accessibility of professional development opportunities available to members who have limited access to quality education offerings or who lack the resources to participate in large (in-person) AFP gatherings.

Develop a leadership development program that positions fundraisers for a wider array of leadership roles in their organizations.

Create ongoing mechanism for assessing the needs, including emergences of new skill and competencies, and preferences of learners, as well as a process for sharing those insights with AFP chapters and members.

Develop learning pathways for AFP members contingent on their age, stage in career, focus area or employment segment.

PROVIDE RELEVANT AND HIGH QUALITY FUNDRAISING EDUCATION



PROVIDE RELEVANT AND HIGH QUALITY FUNDRAISING EDUCATION

Where We're Heading with High Quality Fundraising Education—A VISION OF OUR DESTINATION

The AFP Global Board believes the association can deliver value to its members by providing high-quality fundraising education.

We envision the moment by 2023 when:

- all AFP members have access to a tailored fundraising education experience that meets them where they are and, equally important, where they are going; and
- all fundraisers are empowered to demonstrate leadership, no matter their title or their role in their organization.

How We Intend to Get There—VEHICLES

There are many vehicles appropriate for this type of journey and they are presented below in potential order of importance.

Instructional Design: We will use leading instructional design strategies and practices to ensure that our content and our instructors consistently deliver a high-quality experience. The instructional design tools we use will need to reflect the diversity of our membership and be applicable to a variety of learners and learning styles.

Fresh Career Paths: We will leverage a variety of visual tools to provide easy-to-understand and compelling portraits of the diverse career options available to fundraisers—today and in the future.

Flexible Learning Journeys: We will use tailored and flexible learning journeys to help guide members and non-members (at critical stages in their career) toward and along the most appropriate content and experience, both in-person and virtually.

Strategic Partnerships: We will use strategic partnerships to enhance AFP's curriculum. We will establish relationships and content-sharing agreements with subject matter experts in areas that complement AFP's existing curriculum and content.

PROVIDE RELEVANT AND HIGH QUALITY FUNDRAISING EDUCATION

Mentoring, Coaching & Networking: We will leverage these three relationship building vehicles to help connect members at different stages in their career. We will specifically focus on promoting formal mentorships between experienced fundraisers who are in leadership positions and fundraising professionals who are at an early stage in their career.

Assessments & Benchmarks: We will use various performance assessments as a vehicle to gauge how comfortable AFP members are with their ability to demonstrate the core competencies associated with fundraising excellence. This will include self-assessments and more.

The Resources We Need—FUEL

Each of these vehicles require resources and we have prioritized the development and acquisition of the following:

Quality Instructors & Compelling Content: AFP will and should continue to offer opportunities for current and retired fundraisers to deliver content, and we also need access to individuals who are exceptional instructors, regardless of their experience with our field. This will require compelling content designed to inform and engage a wide variety of learners.

Tailored Content: AFP will provide various forms of content that are tailored specifically to a member's experience, sub-sector and career level. AFP also has room to improve its content for advanced, senior-level fundraisers and will deliver content designed to meet individuals' differing needs.

Leadership-Specific Content: AFP will also offer various forms of content that broadly address specific ways fundraisers can demonstrate leadership at all levels in an organization. We know from member feedback that AFP has room to improve its coverage in the following areas:

- Expanding professional networks beyond the fundraising community;
- Providing tips on how to gain leadership experience regardless of their current role or position;
- Identifying senior-level leadership positions beyond those traditionally found in the C-suite;
- Connecting with other nonprofit leaders who are willing to serve as mentors;
- Transferring knowledge and skills into non-fundraising positions within the nonprofit sector; and
- Gaining insight into viable career paths for a fundraiser.

PROVIDE RELEVANT AND HIGH QUALITY FUNDRAISING EDUCATION

Technology for Content Creation and Delivery: We will adopt reliable, affordable and scalable technology platforms that supplement our in-person educational offerings. These platforms will enable AFP to create accessible content for a diverse and global audience, in multiple languages and for a variety of learning styles.

Continuous Data: We will develop data collection tools and strategies to allow AFP to more consistently assess the changing needs and desires of AFP members. These tools can and will include on-line surveys and polls, along with regular reports that offer targeted data by distinct segments.

How We'll Track Our Progress—LANDMARKS

We've selected the following as broad-based goals to monitor and track our progress along this pathway.

By 2023, AFP will have:

- Increased the accessibility of professional development opportunities available to members who have limited access to quality education offerings or who lack the resources to participate in large (in-person) AFP gatherings.
- Developed a leadership development program that positions fundraisers for a wider array of leadership roles in their organizations.
- Created ongoing mechanism for assessing the needs, including emergences of new skill and competencies, and preferences of learners, as well as a process for sharing those insights with AFP chapters and members.
- Developed learning pathways for AFP members contingent on their age, stage in career, focus area or employment segment.

INCREASE CAPACITY AND STRENGTHEN COMMUNITY



Destination

We envision a moment in the future when: 1) AFP meets our members where they are, with the resources they need, when they need them, while generating sustainable and comprehensive sources of revenue; 2) AFP chapters and members are engaged and committed to the growth and expansion of AFP; and 3) AFP chapters and members are leveraged to nurture and expand relationships that transform their organizations and the communities we serve.

We envision a moment when more organizations and individuals become members because of the collective power to advance favorable philanthropic policies; when AFP mobilizes our networks to convene influential partners to drive positive policies globally and protect the sector; and when government policy becomes a supportive conduit for success.

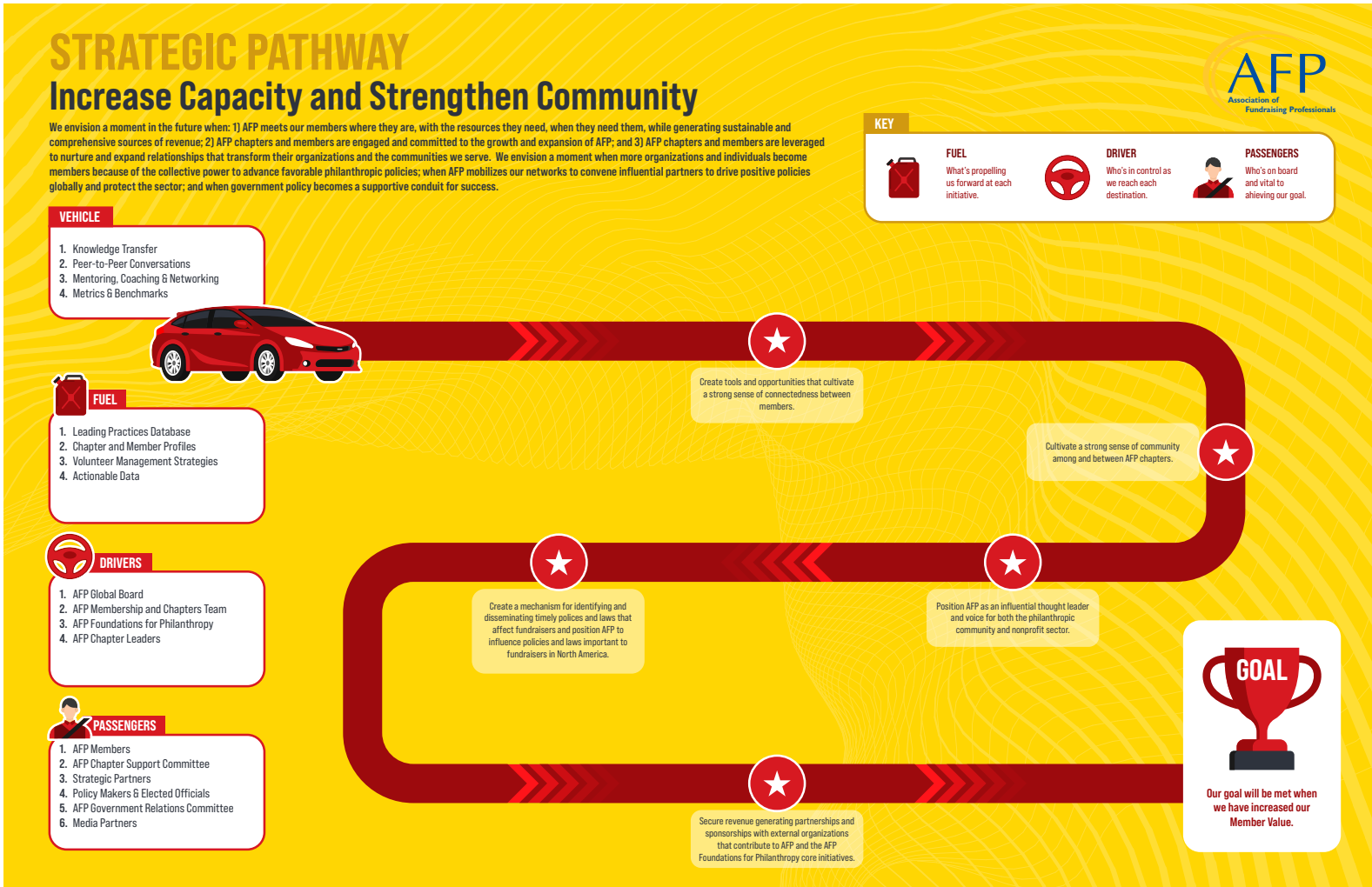


Landmarks & Milestones

We will rely on the following landmarks and milestones as broad-based goals throughout our journey (2021-2023):

Create tools and opportunities that cultivate a strong sense of connectedness between members.
Cultivate a strong sense of community among and between AFP chapters.
Position AFP as an influential thought leader and voice for both the philanthropic community and nonprofit sector.
Create a mechanism for identifying and disseminating timely policies and laws that affect fundraisers and position AFP to influence policies and laws important to fundraisers in North America.
Secure revenue generating partnerships and sponsorships with external organizations that contribute to AFP and the AFP Foundations for Philanthropy core initiatives.

INCREASE CAPACITY AND STRENGTHEN COMMUNITY



INCREASE CAPACITY AND STRENGTHEN COMMUNITY

Where We're Heading with Strengthening Capacity and Connection—A VISION OF OUR DESTINATION

The AFP Global Board believes the association can deliver value to its members by strengthening the capacity of AFP Global and our chapters to foster meaningful connection between members.

We envision the moment by 2023 when AFP:

- meets our members where they are, with the resources they need, when they need them, while generating sustainable and comprehensive sources of revenue;
- chapters and members are engaged and remain committed to the growth and expansion of AFP;
- chapters and members are leveraged to nurture and expand relationships that transform their organizations and the communities we serve; and
- mobilizes our networks to convene influential partners to drive positive policies globally and protect the sector and when government policy becomes a supportive conduit for success.

How We Intend to Get There—VEHICLES

There are many vehicles appropriate for this type of journey and they are presented below in potential order of importance.

Knowledge Transfer: We will leverage knowledge management and knowledge transfer systems as a vehicle to help chapters and members share practical and effective solutions to known problems and challenges that come with association life. These may include situations such as:

- New member onboarding;
- How to stay connected with your chapter;
- Building a healthy and thriving chapter without burning out your volunteers; and
- Volunteer and chapter leader training and succession planning.

Peer-to-Peer Conversations: We will leverage peer-to-peer conversations as a vehicle to allow chapters, chapter leaders and members to connect with each other more often. This is particularly appealing for those who are unable to afford the cost to attend a large AFP gathering.

INCREASE CAPACITY AND STRENGTHEN COMMUNITY

Mentoring, Coaching & Networking: We will leverage these three relationship building vehicles to create experiences where members have concrete ways they can expand their networks with other fundraisers.

Metrics & Benchmarks: We will use various performance metrics and benchmarks as a vehicle to continuously track member satisfaction and engagement, as well as key brand metrics to allow chapters to assess the AFP brand equity locally.

The Resources We Need—FUEL

Each of these vehicles require resources and we have prioritized the development and acquisition of the following:

Leading Practices Database: We will need to continuously update our inventory of common challenges and innovative solutions to the growth and sustainability of AFP chapters in different operating environments. This will include a databank of member value stories and testimonials organized by common challenge, as well as by appeal to key member segments and constituencies (e.g., stage in career, tenure with AFP, country of operation, etc.).

Chapter and Member Profiles: We will collect profiles of various chapters and members to organize and distribute across the membership. These profiles will serve to elevate those who are open to peer-to-peer conversations and highlight individual chapter-building journeys.

Volunteer Management Strategies: We will collect and organize tactics and strategies to help members understand how they can contribute to their local chapter, and how local chapter leaders can manage their volunteer pipeline effectively and sustainably.

Actionable Data: We will develop tools that consistently measure and track member engagement. This will involve developing, deploying, and maintaining reliable data collection instruments, such as online surveys and polls.

INCREASE CAPACITY AND STRENGTHEN COMMUNITY

How We'll Track Our Progress—LANDMARKS

We've selected the following indicators as broad-based goals to monitor and track our progress along this pathway.

By 2023, AFP will have:

- Created tools and opportunities that cultivate a strong sense of connectedness between members.
- Cultivated a strong sense of community among and between AFP chapters.
- Positioned AFP as an influential thought leader and voice for both the philanthropic community and nonprofit sector.
- Created a mechanism for identifying and disseminating timely policies and laws that affect fundraisers and positioned AFP to influence policies and laws important to fundraisers in North America.
- Secured revenue generating partnerships and sponsorships with external organizations that contribute to AFP and the AFP Foundations for Philanthropy core initiatives.

CHAMPION ETHICAL FUNDRAISING PRACTICES



Destination

We envision the moment when the importance of adhering to ethical fundraising practices is a notion that is embraced widely around the world; when AFP members are consistently in positions where they can effectively champion the importance of running ethical and credible organizations; when AFP is seen by nonprofit organizations as the key resource for the professional development of ethical leaders in fundraising and beyond; and when AFP's Code of Ethics continues to be a key differentiator for the Association, serving to strengthen fundraising and increase public trust in charitable giving.



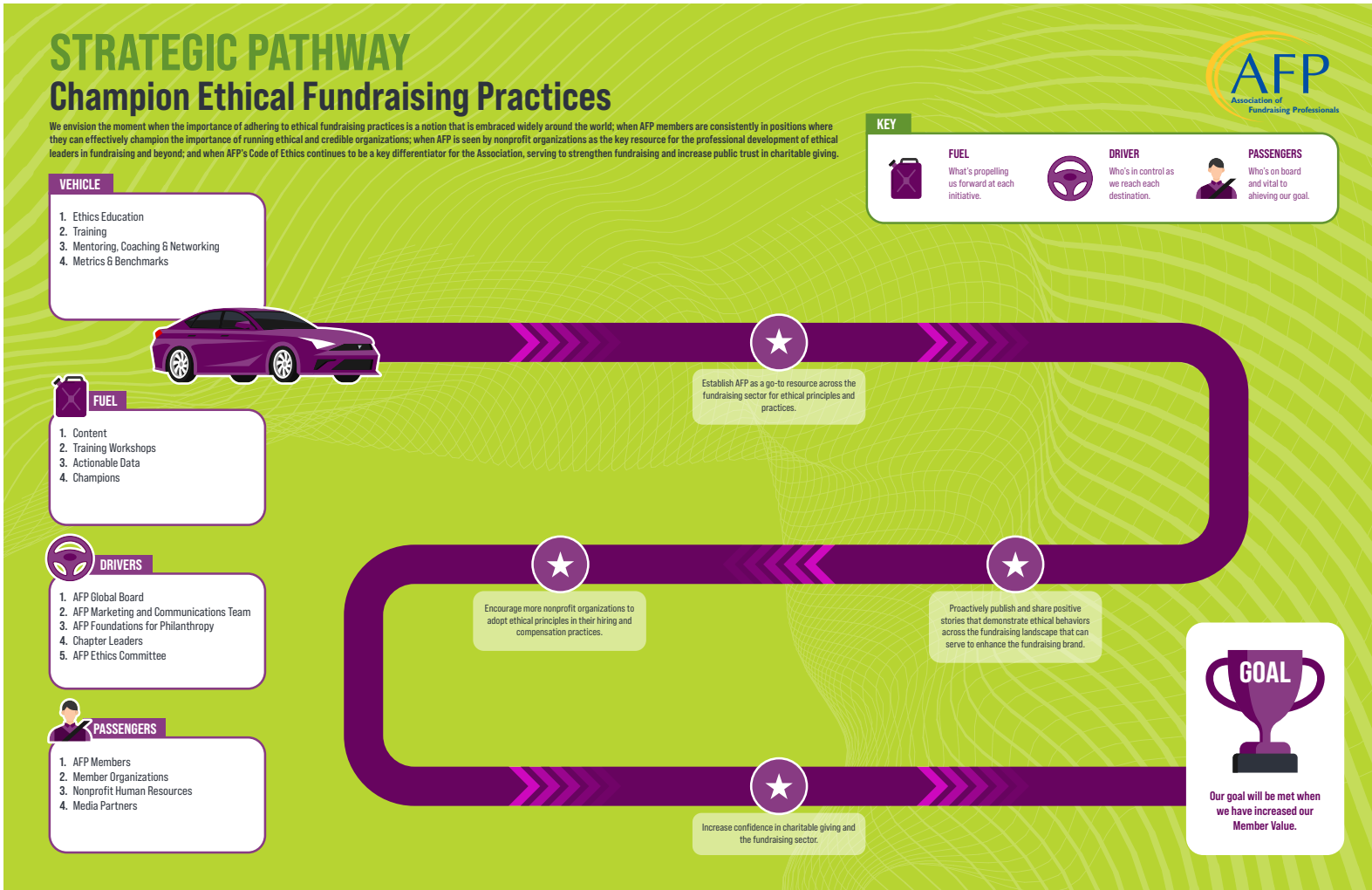
Landmarks & Milestones

We will rely on the following landmarks and milestones as broad-based goals throughout our journey (2021-2023):

Establish AFP as a go-to resource across the fundraising sector for ethical principles and practices.
Proactively publish and share positive stories that demonstrate ethical behaviors across the fundraising landscape that can serve to enhance the fundraising brand.
Encourage more nonprofit organizations to adopt ethical principles in their hiring and compensation practices.
Increase confidence in charitable giving and the fundraising sector.

CHAMPION ETHICAL FUNDRAISING PRACTICES

STRATEGIC PATHWAY



CHAMPION ETHICAL FUNDRAISING PRACTICES

Where We're Heading with Ethics—A VISION OF OUR DESTINATION

The AFP Global Board believes the association can deliver value to its members by upholding ethics as a core pillar of membership and of our brand.

We envision the moment by 2023 when:

- The importance of adhering to ethical fundraising practices is a notion that is embraced widely around the world;
- AFP members are consistently in positions where they can effectively champion the importance of running ethical and credible organizations;
- AFP is seen by nonprofit organizations as a key resource for the professional development of ethical leaders in fundraising and beyond; and
- AFP's Code of Ethics continues to be a key differentiator for the Association, serving to strengthen fundraising and increase public trust in charitable giving.

How We Intend to Get There—VEHICLES

There are several vehicles appropriate for this type of journey and they are presented below in potential order of importance.

Ethics Education: We will leverage education as a vehicle to raise awareness, appreciation and commitment to the value of promoting and demonstrating ethical behavior as a fundraiser.

Training: We will leverage training as a vehicle to improve the skills and abilities of members and chapter leaders to be able to talk about, measure, and promote ethical principles in various organizations and settings.

Mentoring, Coaching & Networking: We will leverage these three relationship building vehicles to help connect members at different stages in their journey to uphold ethical principles and behaviors.

Metrics & Benchmarks: We will use various performance metrics and benchmarks as a vehicle to continuously highlight the importance and impact of promoting ethical principles and behaviors within the fundraising profession.

CHAMPION ETHICAL FUNDRAISING PRACTICES

The Resources We Need—FUEL

Each of these vehicles require resources and we have prioritized the development and acquisition of the following:

Content: Various forms of content (blogs, articles, reports, personal testimonials, case studies, etc.) that inform and educate members and their stakeholders about the organizational and social impact of ethical principles and practices. This might include content we can organize by situation, so members can anticipate potential challenges that are relatively common, while having access to proven ways of responding to those challenges in ethical ways.

Training Workshops: We intend to leverage training as a vehicle to create a space where members can learn about why and how ethics matters to the fundraising profession, as well as how to talk about, measure, and promote these concepts in various organizational settings. In future years, we would like AFP's training to be a vehicle with broad reach; one that is accessible to members and non-members, as well as to fundraisers and non-fundraisers.

Actionable Data: We will generate data from across the membership that members can review and analyze to assess public opinion around the ethical behaviors of fundraisers. This will involve developing, deploying, and maintaining reliable data collection instruments, such as online surveys and polls.

Champions: We will identify members who have volunteered to serve as resources for other members looking for support and guidance for their respective journeys, and we will leverage mentoring and networking opportunities to connect them.

How We'll Track Our Progress—LANDMARKS

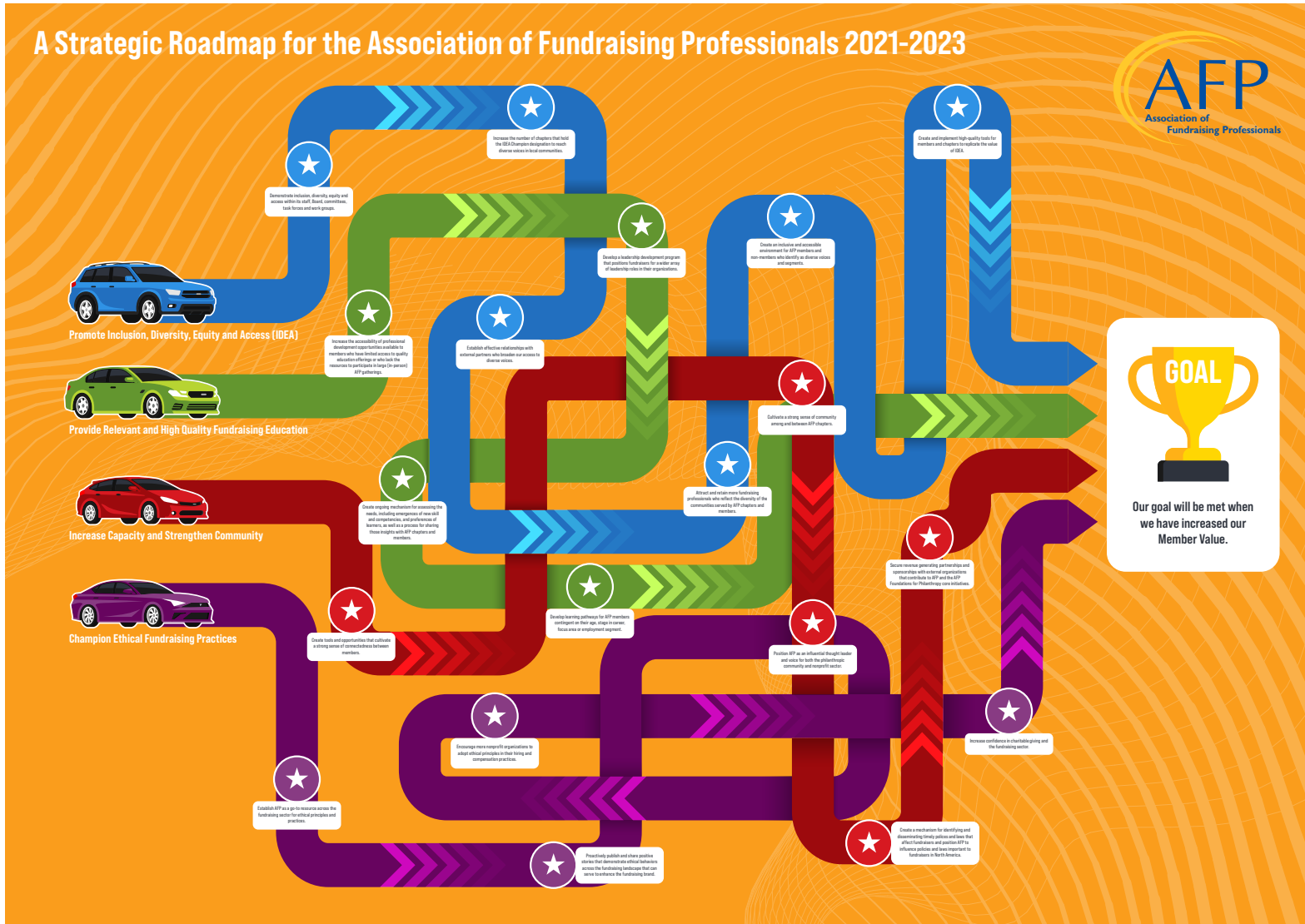
We've selected the following indicators as broad-based goals to monitor and track our progress along this pathway.

By 2023, AFP will have:

- Established AFP as a go-to resource across the fundraising sector for ethical principles and practices.
- Proactively published and shared positive stories that demonstrate ethical behaviors across the fundraising landscape that can serve to enhance the fundraising brand.
- Encouraged more nonprofit organizations to adopt ethical principles in their hiring and compensation practices.
- Increased confidence in charitable giving and the fundraising sector.

STRATEGIC PATHWAY VISUALS

A Strategic Roadmap for the Association of Fundraising Professionals 2021-2023



STRATEGIC PATHWAY VISUALS

STRATEGIC PATHWAY Promote Inclusion, Diversity, Equity and Access (IDEA)

We envision a future where: AFP and its members understand the business and social value that IDEA brings to delivering on our impact; at its essence, the ongoing awareness of IDEA's business and social value fosters inclusive behaviors, practices, and environments that become embedded in everything the association touches; and fundraising becomes a professional destination for diverse voices.



VEHICLE

1. Culturally Competent Educational Frameworks
2. Modern Teaching Practices
3. Mentoring, Coaching & Networking
4. Intentional Recruiting Practices
5. Metrics & Benchmarks



FUEL

1. IDEA-Specific Content
2. IDEA Training Workshops
3. Intentional & Diverse Relationships
4. IDEA Champions
5. Actionable Data & Data Collection Tools

DRIVERS

1. AFP Global Board
2. AFP Foundations for Philanthropy
3. AFP Chapter Leaders
4. AFP IDEA Committee
5. AFP Human Resources

PASSENGERS

1. AFP Members
2. AFP IDEA Champion Coaches
3. Strategic Partners
4. Nonprofit Human Resources

KEY



FUEL
What's propelling us forward at each initiative.



DRIVER
Who's in control as we reach each destination.



PASSENGERS
Who's on board and vital to achieving our goal.



GOAL
Our goal will be met when we have increased our Member Value.

STRATEGIC PATHWAY VISUALS

STRATEGIC PATHWAY Provide Relevant and High Quality Fundraising Education

We envision that all AFP members will have access to a tailored fundraising education experience that meets them where they are and, equally important, where they are going. Ultimately, we will promote the message that all fundraisers can find ways to demonstrate leadership, no matter their title or their role in their organization.



KEY

- FUEL**
What's propelling us forward at each initiative.
- DRIVER**
Who's in control as we reach each destination.
- PASSENGERS**
Who's on board and vital to achieving our goal.

VEHICLE

1. Instructional Design
2. Fresh Career Paths
3. Flexible Learning Journeys
4. Strategic Partnerships
5. Mentoring, Coaching & Networking
6. Assessments & Benchmarks



FUEL

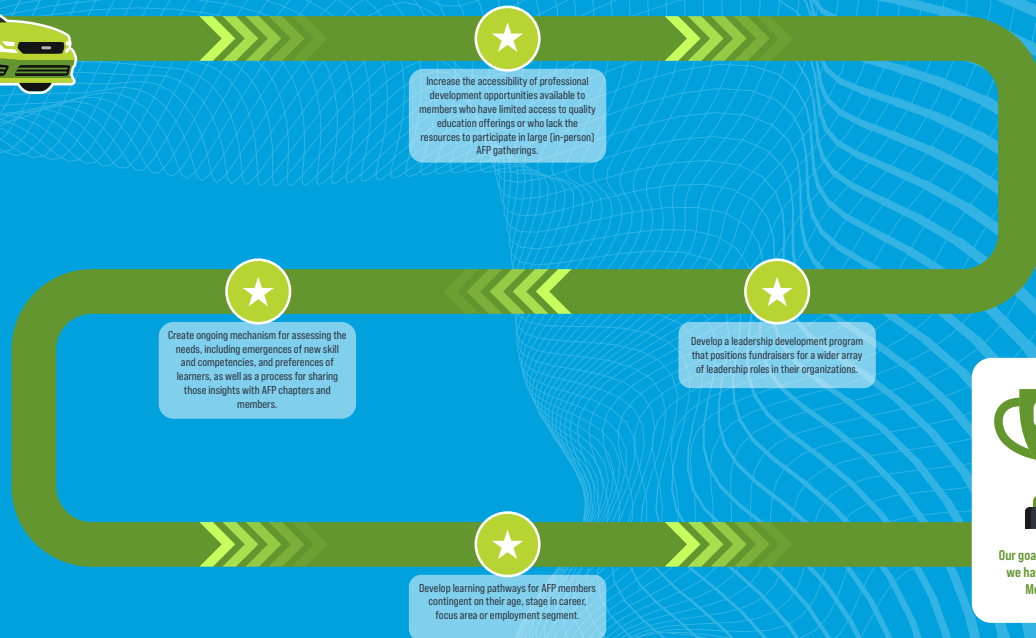
1. Quality Instructors & Compelling Content
2. Tailored Content
3. Leadership-Specific Content
4. Technology for Content Creation and Delivery
5. Continuous Data

DRIVERS

1. AFP Global Board
2. AFP Professional Development Team
3. AFP Foundations for Philanthropy
4. AFP Chapter Leaders
5. AFP Education Advisory Council

PASSENGERS

1. AFP Members
2. ACFRE Board
3. ICON Advisory Committee
4. AFP Research Council
5. Executives and Emerging Leaders
6. Early-career Fundraisers
7. Employers



GOAL

Our goal will be met when we have increased our Member Value.

STRATEGIC PATHWAY VISUALS

STRATEGIC PATHWAY Increase Capacity and Strengthen Community



We envision a moment in the future when: 1) AFP meets our members where they are, with the resources they need, when they need them, while generating sustainable and comprehensive sources of revenue; 2) AFP chapters and members are engaged and committed to the growth and expansion of AFP; and 3) AFP chapters and members are leveraged to nurture and expand relationships that transform their organizations and the communities we serve. We envision a moment when more organizations and individuals become members because of the collective power to advance favorable philanthropic policies; when AFP mobilizes our networks to convene influential partners to drive positive policies globally and protect the sector; and when government policy becomes a supportive conduit for success.

KEY

- FUEL** What's propelling us forward at each initiative.
- DRIVER** Who's in control as we reach each destination.
- PASSENGERS** Who's on board and vital to achieving our goal.

- VEHICLE**
1. Knowledge Transfer
 2. Peer-to-Peer Conversations
 3. Mentoring, Coaching & Networking
 4. Metrics & Benchmarks



- FUEL**
1. Leading Practices Database
 2. Chapter and Member Profiles
 3. Volunteer Management Strategies
 4. Actionable Data

- DRIVERS**
1. AFP Global Board
 2. AFP Membership and Chapters Team
 3. AFP Foundations for Philanthropy
 4. AFP Chapter Leaders

- PASSENGERS**
1. AFP Members
 2. AFP Chapter Support Committee
 3. Strategic Partners
 4. Policy Makers & Elected Officials
 5. AFP Government Relations Committee
 6. Media Partners



GOAL

Our goal will be met when we have increased our Member Value.

STRATEGIC PATHWAY VISUALS

STRATEGIC PATHWAY Champion Ethical Fundraising Practices

We envision the moment when the importance of adhering to ethical fundraising practices is a notion that is embraced widely around the world; when AFP members are consistently in positions where they can effectively champion the importance of running ethical and credible organizations; when AFP is seen by nonprofit organizations as the key resource for the professional development of ethical leaders in fundraising and beyond; and when AFP's Code of Ethics continues to be a key differentiator for the Association, serving to strengthen fundraising and increase public trust in charitable giving.



VEHICLE

1. Ethics Education
2. Training
3. Mentoring, Coaching & Networking
4. Metrics & Benchmarks



FUEL

1. Content
2. Training Workshops
3. Actionable Data
4. Champions



DRIVERS

1. AFP Global Board
2. AFP Marketing and Communications Team
3. AFP Foundations for Philanthropy
4. Chapter Leaders
5. AFP Ethics Committee



PASSENGERS

1. AFP Members
2. Member Organizations
3. Nonprofit Human Resources
4. Media Partners

KEY



FUEL

What's propelling us forward at each initiative.



DRIVER

Who's in control as we reach each destination.



PASSENGERS

Who's on board and vital to achieving our goal.

Establish AFP as a go-to resource across the fundraising sector for ethical principles and practices.

Encourage more nonprofit organizations to adopt ethical principles in their hiring and compensation practices.

Proactively publish and share positive stories that demonstrate ethical behaviors across the fundraising landscape that can serve to enhance the fundraising brand.

Increase confidence in charitable giving and the fundraising sector.

GOAL

Our goal will be met when we have increased our Member Value.